



STATISTICAL OFFICE

**FINAL REPORT ON IMPLEMENTATION OF DEVELOPMENT STRATEGY OF OFFICIAL STATISTICS 2019-2023
(AFTER THE END OF IMPLEMENTATION PERIOD OF STRATEGIC DOCUMENT)**

Podgorica, March 2024

TABLE OF CONTENTS

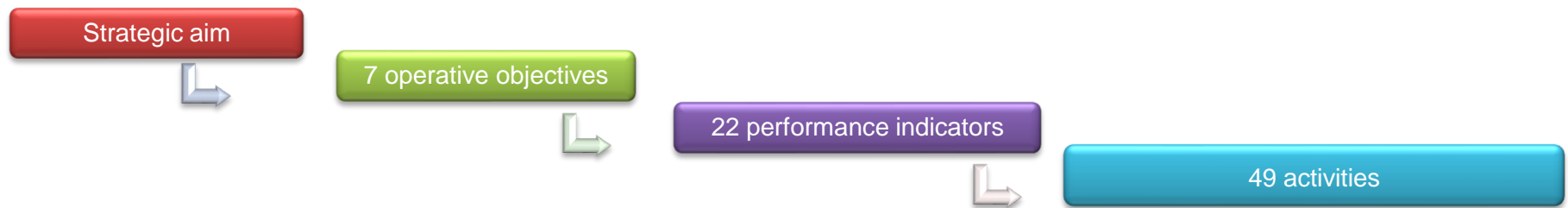
I. INTRODUCTION SUMMARY	3
II. INFORMATION ON PROGRESS IN FULFILLMENT OF STRATEGIC AND OPERATIVE OBJECTIVES (PERFORMANCE INDICATOR STATUS).....	15
Operative objective 1. Establishment of permanent dialogue with data users and development of partnership	15
Operative objective 2. Education of statisticians	19
Operative objective 3. Further harmonization and innovation of official statistics with international standards/recommendations .	24
Operative objective 4. Creating new data sources for the production of official statistics	27
Operative objective 5. Further implementation of the European Statistics Code of Practice	31
Operative objective 6. Development of IT integrated system for collection, processing, release, and documenting official statistical data	35
Operative objective 7. Development of dissemination and communication of data in line with needs of digital society.....	38
Reference to contribution of Strategy to meeting priorities set in main strategic documents	41
Reference to contribution of strategy to reaching gender equality	43
III. REPORTING TABLE ON IMPLEMENTATION OF ACTION PLAN FOR THE LATEST YEAR OF IMPLEMENTING OF STRATEGIC DOCUMENT	45
IV. FINDINGS AND CONCLUSIONS OF EVALUATION	99
V. OVERVIEW OF PLANNED AND SPENT FINANCIAL RESOURCES.....	108
VI. RECOMMENDATIONS FOR THE NEXT CYCLE OF PLANNING POLICIES	110

I. INTRODUCTION SUMMARY

At its session held on 18 July 2019, the Government of Montenegro adopted the *Development Strategy of Official Statistics 2019 - 2023*, which is published in the Official Gazette of Montenegro No 54/19 of 23 September 2019. The Development Strategy of Official Statistics determines development directions and strategic aim of Montenegro official statistics. The strategic aim of Montenegro official statistics is to provide all users with quantitative and representative information on economic, demographic, social, and environmental situation in Montenegro, in line with internationally defined methodology and the highest professional standards.

The Development Strategy of Official Statistics 2019-2023 with the annual action plans for its implementation comprises seven operative objectives with the supporting indicators and activities that lead to the fulfilment of strategic aim. It defines the dynamics of implementation, reporting structure, and competent bodies for the implementation of operative objectives. Education of statisticians, use of innovative solutions, use of new data sources, further harmonization of official statistics with international standards and principles of the European Statistics Code of Practice are challenges which represent development operative objectives defined by the Strategy.

Picture 1. Overview of operative objectives, performance indicators and activities defined by the Development Strategy of Official Statistics for 2019-2023



Source: Statistical Office

The Development Strategy of Official Statistics 2019-2023 is accompanied with the action plans: biannual action plan for 2019-2020; biannual action for 2021-2022, and annual action plan for 2023, which clearly define activities whose implementation contributes to the implementation of strategic and operative objectives. The action plan for the implementation of the Development Strategy of Official Statistics 2019-2023 (for 2023) was adopted at the session of the Government of Montenegro held on 13 April 2023.

Final report on the implementation of strategic document (after the end of the implementation of strategic document), comprises information on overall progress in fulfilling defined strategic and operative objectives and status of performance indicators (impact and result).

In cooperation with the official statistical producers, the Statistical Office prepared reports on the implementation of action plans of strategic documents. Reports are adopted at the session of the Government of Montenegro and are available at the official website of the Statistical Office:

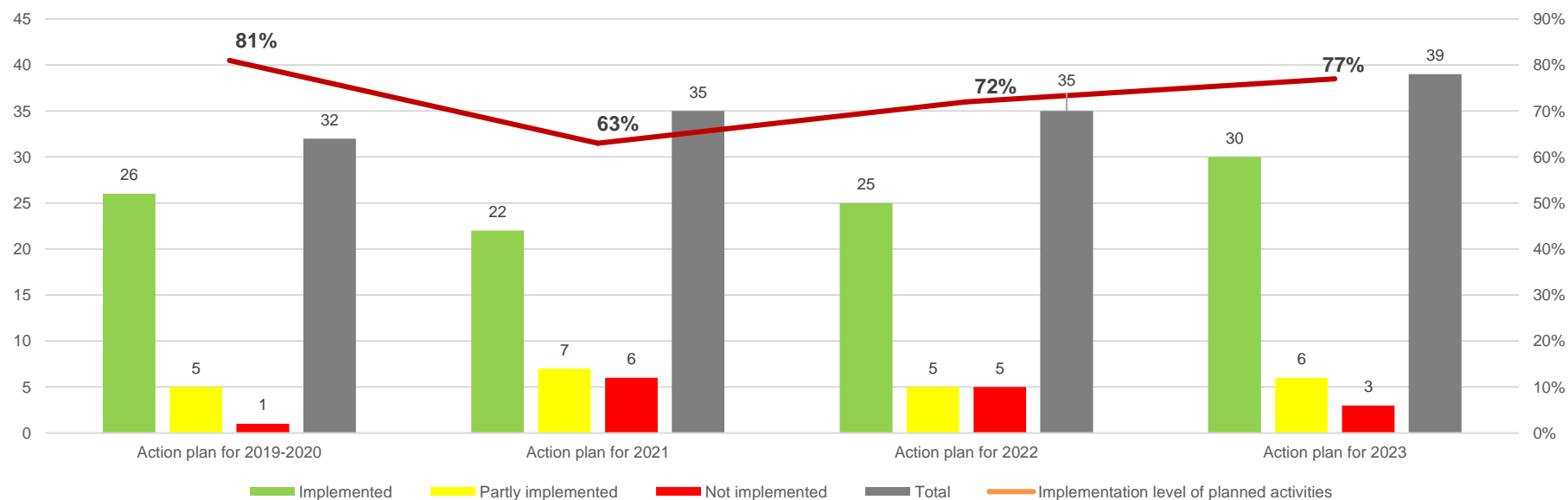
- [Report on the implementation of action plan for implementation of Development Strategy of Official Statistics 2019-2023 \(for the biannual period 2019 and 2020\);](#)
- [Report on implementation of action plan for implementation of Development Strategy of Official Statistics 2019-2023 \(for 2021\);](#)
- [Report on Implementation of Action Plan for Implementation of Development Strategy of Official Statistics 2019-2023 \(for 2022\);](#)

Final report on implementation of strategic documents comprises information on implementation of action plan for the last year of implementing strategic document, which is compliant with the recommendations of the [Methodology for Development of Policies, Producing and Monitoring of Implementation of Strategic Documents](#).

The implementation level of the action plan for the period 2019-2020 is 81%; for 2021 - 63%; for 2022 - 72%, and for 2023 - 77%.

During 2023 (the last year of implementation of strategic document) there were implemented 30 (77%) out of the total 39 planned activities. Continuous work is done within the implementation of six (15%) activities, while three (8%) activities have not been implemented, and they refer to the solving of the issue of business premises, increase of staff number, i.e. amendments to the Rulebook on Internal Organization and Job Descriptions of Statistical Office and on implementation of User Satisfaction Survey.

Chart 1. Overview of implemented activities defined by the Development Strategy of Official Statistics for the 2019 – 2023 period, in line with the reports on the implementation of action plans

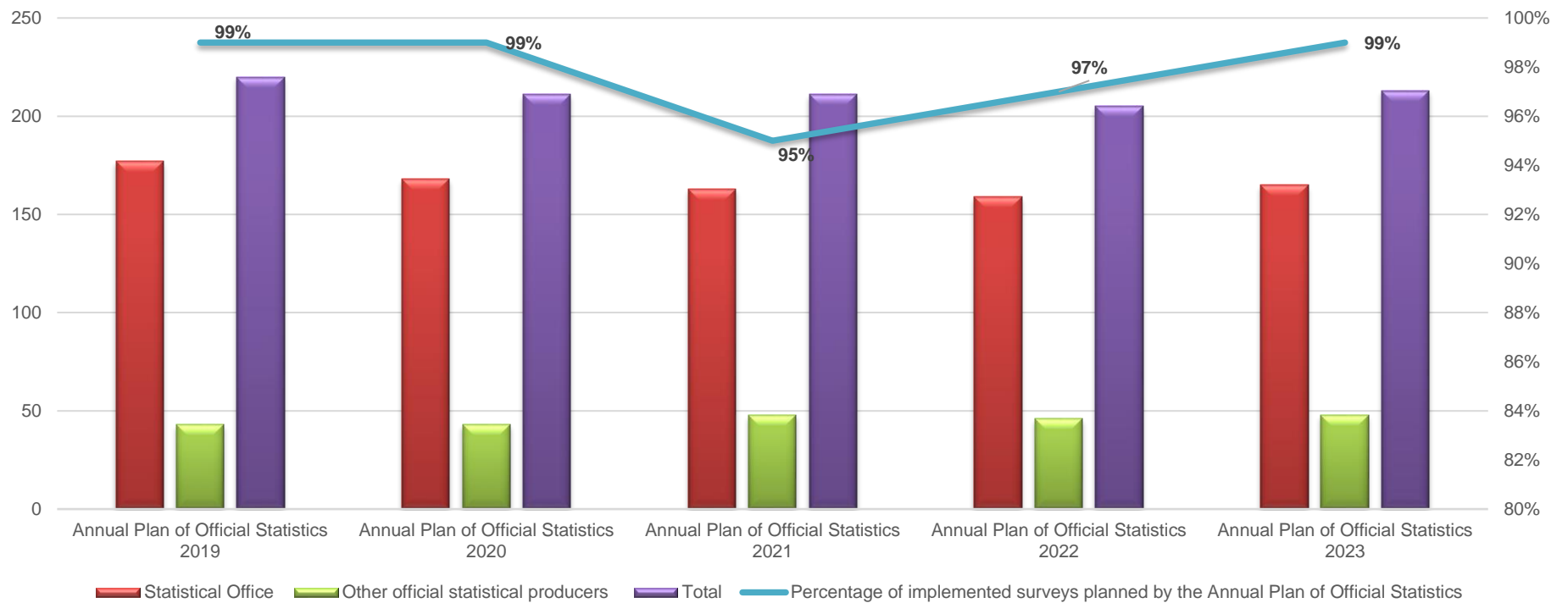


Source: Statistical Office

Implemented activities are indicators of official statistical producers' efforts aimed at the fulfilment of set operative objectives and activities, by which go to the fulfilment of the strategic aim of official statistics, i.e. to provide all users quantitative and representative information on economic, demographic, social, and environmental situation in Montenegro, in line with internationally defined methodology and the highest professional standards.

The holder of strategic document implementation is Statistical Office and other official statistical producers. The main task of official statistical producer is to prepare, collect, produce, and disseminate official statistical data which are produced by implementing statistical surveys at the annual level. A high implementation level of annual plans of official statistics means that the official statistical producers provided numerical and representative official statistical data on economic, demographic, and social phenomena, as well as phenomena in area of agriculture, economic and environmental situation of Montenegro. Official statistical data are used for monitoring the implementation of all umbrella and sector documents in Montenegro, as well as other strategic documents and policies.

Chart 2. Percentage of implemented statistical surveys in line with the Annual Plan of Official Statistics during the 2019-2023 period



Source: Statistical Office

Certain activities have not been implemented or are partly implemented due to the lack of human resources. Number of staff members in the Statistical Office is insufficient to provide efficient and full implementation of all activities in area of official statistics. Statistical Office functions within five sectors divided further to 20 sections, 3 departments, and 1 service. Out of 169 working positions which are defined by the *Rulebook on Internal Organization and Job Description of the Statistical Office*, there are currently 95 employees, which is less by 74 (or 56%) employees.

Review on fulfilment of operative objectives during the 2019-2023 period (key achievements)

Operative objective 1. Establishment of permanent dialogue with data users and development of partnership

- In the period of 2019-2023, the Statistical Office signed **seven cooperation agreements** with: Chamber of Commerce of Montenegro (2019); Embassy of Turkey Office for Trade Affairs in Podgorica (2019); Ministry of Science Montenegro (2019); Roma Council (2019); Ministry of Sport and Youth (2020); Institute for Socio-Economic Analyses – ISEA (2021), and with the University of Montenegro – Faculty of Economy in Podgorica (2022);
- **Formal partnership established which relates to the cooperation with UNDP** (United Nations Development Programme) on the project *BUR III - Montenegro second biannual update report*, and UNICEF on the project *MICS - Multiple Indicator Cluster Surveys. [Survey Findings Report Multiple Indicator Cluster Survey 2018](#)* was published in December 2019, and is available at the official website of Statistical Office. With purpose of presenting the survey results to professional and general public, there were organized a number of regional presentations/events in three municipalities: Berane, Tivat, and Danilovgrad;
- In December 2019, **study visit to Eurostat was organized for three media representatives**. The purpose of organizing the study visit is to promote the statistical literacy of media representatives in the Western Balkan countries;
- During 2019, **representatives of the Statistical Office presented the role of official statistics at six committees of the Associations of Chamber of Commerce of Montenegro**, highlighting the importance of economic operators of Montenegro in the production of official statistical data;
- **Bilateral cooperation achieved with the member countries** (Slovenia, Finland) in the process of further harmonization of official statistics with the EU standards;
- Cooperation with international institutions (UNECE, UNICEF) continued toward the modernization of statistical system, by providing necessary IT transformation, which will improve timeliness, availability, and quality of statistical data;
- The Office of the Resident Coordinator of the United Nations (RCO), United Nations Development Programme in Montenegro (UNDP), and **UNICEF representative office in Montenegro provided support to the Statistical Office by donating IT equipment**, as their contribution to more efficient data collection for the Survey on Income and Living Conditions (EU-SILC). The support, in the form of 50 laptops allowed the Statistical Office's employees to collect and process data faster and more efficiently. This donor assistance significantly modernized statistical processes, i.e. manner of data collection in surveys via laptops (CAPI method for data collection).

The very change in the method of data collection has impact on saving time necessary for entering and processing of data, and in the same time to minimizing errors in filling the questionnaire due to logical controls contained in the application.

Data entering by using paper questionnaires lasted at least three months, and by introduction of CAPI method for data collection the time required for the production of official statistical data is shortened for at least the mentioned period of entering. This activity allows the data to be ready in shorter time period, and with this the harmonization with new EU standards in terms of meeting new deadlines for data releasing is provided;

- Implemented [User Satisfaction Survey](#), which is conducted in biannual dynamics, in 2020, and in 2022. It provides data on use of different domains of official statistics produced by the institutions of Montenegro statistical system, in accordance with the criteria quality defined by principles of the European Statistics Code of Practice. User satisfaction surveys are available at the website of the Statistical Office;
- Statistical Office continuously worked on strengthening cooperation with scientific and research institutions. In the previous five-year period, the Statistical Office signed 41 agreements contracts with scientific and research institutions aimed at using individual data without identifiers for scientific and research purposes¹ (2019 (9 contracts); 2020 (5 contracts); 2021 (11 contracts); 2022 (5 contracts); 2023 (11 contracts)).

Operative objective 2. Education of statisticians

Having in mind the level of digitalization of society, as well as “*data revolution*“, which opened new opportunities for development of official statistics, one of key challenges for official statistics still remains further development of knowledge and skills of statisticians, as expert and professional staff and creating of new generation of statisticians who are expected to have knowledge of new theories and methods for processing “big data“. Aimed at education of employees engaged in modernization and development of official statistics, the following is recognized:

- Participation of the Statistical Office in international working groups on the topic of modernization of statistical processes and development of official statistics;
- Education of staff to manage statistical processes, pursuant to the European Statistics Code of Practice and GSBPM;
- Education of new generation of statisticians, in line with the European Master of official statistics - EMOS. During the reporting period, 26 EMOS students from Montenegro from the University of Donja Gorica successfully completed traineeship in the Statistical Office I generation (7 students); II generation (3 students); III generation (4 students); IV generation (3 students); V generation (3 students); VI generation (6 students).

Additionally, the traineeship EU – EMOS student 2022, done in cooperation with Eurostat is an example of good practice. Two students from the University Mendel in Bern from Czech Republic, European Master of Official Statistics – EMOS, successfully completed the traineeship on topic “International statistical projects” and “Sample”;

¹ Pursuant to Article 58 of [the Law on Official Statistics and Official Statistical System](#)

- Continuous implementation of the traineeship programme for staff members in the statistical system, in cooperation with Eurostat and EU national statistical institutes. During the reporting five-year period, 7 staff members were trainees in Eurostat or in EU national statistical institutes in 2019 (4 staff members); 2020 (1 staff member); 2023 (2 staff members). During 2021 and 2022 due to the COVID-19 pandemic, no traineeship was organized;
- Participation of 28 staff members in trainings for civil servants and state employees organized by the Human Resource Authority in 2019 (7 staff members); 2020 (13 staff members); 2021 - due to the COVID-19 pandemic, no training was organized; 2022 (2 staff members); 2023 (1 staff member);
- Valid *Rulebook on Internal Organization and Job Description of the Statistical Office* provides 169 civil servant and state employee positions. Turnover of staff is noticed during the observed five-year period, due to leave of staff members to retirement or mutually terminated working contract. At the end of 2023, 95 staff members work in the Statistical Office.

Operative objective 3. Further harmonization and innovation of official statistics with international standards/recommendations

Aimed at increased level of readiness of Montenegro for the membership in area of statistics, and through the Programme of Official Statistics for the 2019-2023 period, the Statistical Office worked on the development of national accounts statistics by defining methods and sources with the aim to establish the system of regular production and transmission of tables required by Eurostat, within the first benchmarks for closing negotiating Chapter 18 - Statistics.

During the reporting five-year period, there was accomplished higher level of methodological harmonization of all surveys of Montenegro statistical system with the EU *acquis* in area of official statistics, which further serve as an input for the calculation of macroeconomic data in line with ESA methodology. Eurostat monitors the harmonization of statistical systems in enlargement countries with the EU *acquis* in statistics. Monitoring the harmonization is done once a year, using Statistical Compendium and SMIS+ (Statistical Management Information System), as two important documents used in the monitoring process of harmonization.

All available data are submitted within the set deadlines, in line with the transmission programme and e-DAMIS portal for data transmission to Eurostat. Bilateral cooperation continued with the member countries within the process of further harmonization of official statistics with the EU standards. Additionally, the cooperation with international institutions toward modernization of statistical system continues which will contribute to timeliness, availability, and quality of statistical data.

As the coordinator of international statistical cooperation, the Statistical Office regularly implements activities of international cooperation and participates in European and international meetings for purpose of reaching international comparability of official statistical data. Accordingly, representatives of the Statistical Office participated during the five-year period in:

- [64th World Statistics Congress - WSC](#);
- [71st Conference of European Statisticians \(CES\)](#);

- [54th UN Statistical Commission in New York;](#)
- [Conference for Modernization of Official Statistics;](#)
- [European Conference on Quality in Official Statistics;](#)
- [International Association of Official Statistics \(IAOS\) conference;](#)
- [Seminar 'Path to Register-Based Census';](#)
- [Conference on the occasion of presenting the results of Census of Population, Households, and Dwellings of the North Macedonia;](#)
- [Bilateral mission of Eurostat for national accounts statistics.](#)

Additionally, at the level of statistical system, during the reporting period 2019-2023, there were 965 participants in seminars, courses, and meetings in 2019 (243 participants); 2020 (166 participants); 2021 (251 participants); 2022 (184 participants); 2023 (121 participants), highlighting the meetings in 2020/2021/2022 were online due to the COVID-19 pandemic.

Organizers of events are: Eurostat, UNECE, Energy Community, FAO, etc.

Operative objective 4. Creating new data sources for the production of official statistics

Statistical Office continuously works on exploring possibilities for using new data sources for statistical purposes. Thus, during 2022, there was implemented a pilot project, through which was done testing of possibility to use the data from web. Using method 'web scraping' by using program language Python, there were scraped the data from retail trade chain of technical products in Montenegro. Data from web were exported to Excel form and used as such for further analyses. Unstructured data from website were translated to structured data, i.e. were given in form of table.

During five-year reporting period there were explored technical possibilities aimed at applying legal provisions and new data sources for the production of official statistics. In this respect, the following was done:

- Analysis of possibilities for using new administrative sources for the production of official statistical data;
- Overtaking data from administrative source via Government Service Bus (GSB);
- Modernization of data collection process;
- Modernization of information system of the Statistical Office in line with development of modern information technologies;
- Development of data dissemination in line with needs of digital society, and
- Communication with users in line with their needs.

Operative objective 5. – Further implementation of the European Statistics Code of Practice

During the reporting period 2019-2023, there were implemented recommendations given after the Eurostat's mission 'Peer review' held in November 2018. [Peer Review Report](#) shows that in Montenegro exists established and stable statistical system based on principles of the European Statistics Code of Practice. On the basis of report, the *Action Plan for Further Development of Statistical System of Montenegro* is defined.

Activities implemented during the five-year period contributed to the strengthening of coordination at the level of Montenegro statistical system and building capacities and establishment of dialogue with data users. Results are visible through:

- Clearly defined [criteria for definition of "official statistics" and "other official statistical producers"](#), that serve as a visible label of quality;
- Provided support to other official statistical producers in the implementation of quality management model, to improve the overall quality of official statistics. [Quality reports of other producers](#) are available at the official website of the Statistical Office;
- [Reference metadata on statistical surveys](#) of other producers and of the Statistical Office, available at the official website of the Statistical Office;
- Defined [Quality Policy of Montenegro Statistical System](#);
- Defined [Quality Declaration of Montenegro Statistical System](#);
- Defined two strategies for quality management ([Strategy for Quality Management for Period of 2017 to 2020](#) and [Strategy for Quality Management of 2020 to 2023](#));
- Defined [Guides for implementation of Quality Management Strategy](#);
- Adopted Generic Statistical Business Process Model - GSBPM, with accompanied *Instructions for Using GSBPM in Statistical Office* (2021). During 2023, there was prepared an application for implementation of quality management model which is in phase of testing;
- Achieved progress in preparation of [Quality reports](#), when calculating the quality indicators in line with [ESS Handbook for Reports on Quality and Metadata](#). Additionally, there were prepared new design and form of the report. The contents of national quality reports are in line with the SIMS 2.0 structure, and recommendations from the ESS Handbook for Quality and Reports on Metadata.

Operative objective 6. Development of IT integrated system for collection, processing, releasing, and archiving official statistical data

Development and improvement of statistical survey data processing are done by the Statistical Office through development of *Integrated System for Data Processing*, which is in line with GSBPM. The very development of IT integrated system is monitored through the integration of statistical

data between domain statistics in the Statistical Office, administrative data sources, official statistical producers' data, as well as development of the system for data and metadata transmission to Eurostat at the level of Montenegro statistical system.

Through developed and implemented *Integrated System for Data Processing* there is managed and monitored the functioning of databases and application. European standards for implementation of metadata and data exchange. The mentioned activities defined new design, migration of reference metadata from the old system to the new system, along with development of new system. During the development of integrated system for data integration, there were also included other official statistical producers, as a part of Montenegro statistical system.

Today, the Statistical Office has developed a database of reference metadata, in line with international standards for metadata, that describes and defines contents of statistical data. The database of reference metadata is built in line with EURO SDMX Metadata Structure (ESMS) standard developed in Eurostat engaged in reference metadata for needs of European statistical system.

[Reference metadata database](#) is available at the official website of the Statistical Office comprising an overview of statistical surveys/inventory of official statistical producers grouped by statistical domains they refer to. Updating metadata is defined by the internal rule of the Statistical Office, *Instructions for Entering, Updating and Releasing Reference Metadata*. Modernization of data collection for statistical purposes during the reporting period comprised standardization of activities on collection by using new technologies and tools that enable efficient collection. For this purpose, there was developed and improved the system for data collection by using CAPI method (Computer - Assisted Personal Interviewing).

Through the IPA 2019 multi-beneficiary programme there was achieved progress regarding the improvement of metadata system in the official statistical system, and its harmonization with the framework valid for the European Statistical System - ESS. CAWI (Computer Assisted Web Interviewing) method for data collection is introduced for updating the database of metadata of other official statistical producers.

During the reporting period, number of datasets transmitted in SDMX format to Eurostat has been increased. In line with the Eurostat's recommendations, SDMX convertor has been used for creation of SDMX files, in addition to SDMX RI tools (Statistical Data and Metadata Exchange - Reference Infrastructure). SDMX RI infrastructure is fully implemented for the domain of national accounts, because all SDMX files with NA data have been transmitted to Eurostat by using SDMX RI tools.

Operative objective 7. Development of dissemination and communication of data in line with needs of digital society

Improved dissemination and access for users is one of strategic objectives of the Statistical Office. Results of strategic work on the improvement of manners of disseminating official statistical data, as well as relation with users during reporting five-year period 2019 - 2023, are visible via the following activities:

- **Total of 3 393 user requests, including media requests were answered, in** 2019 (806 requests); 2020 (887 requests); 2021 (730 requests); 2022 (468 requests); 2023 (502 requests);

- **27 publications in online and printed form published;** in 2019 (5 publications); 2020 (7 publications); 2021 (6 publications); 2022 (5 publications); 2023 (4 publications);
- **982 releases** in monthly, quarterly, and annual dynamics **were published;** in 2019 (233 releases); 2020 (223 releases); 2021 (179 releases); 2022 (179 releases); 2023 (168 releases);
- **Promotion of official statistical data via infographics,** in 2022 (16 infographics); 2023 (33 infographics);
- **Promotion of official statistical data via video,** 2023 (2 videos);
- **Promotion of official statistical data via social media** (Twitter, LinkedIn, and Instagram);
- **Two redesigned regular publications:** “Monthly Statistical Review” and “Statistical Yearbook“;
- **Media conference held** where results of calculating “*Gender Equality Index Montenegro 2023*” were presented, in addition to the conference on the occasion of start of the Census of Population, Households, and Dwellings 2023;
- Draft Strategy for Dissemination and Communication of the Statistical Office was prepared;
- **Education of the Statistical Office's staff members** was organized on the topic of communication through three modules: training on public appearance; crisis communication, public relation, and social media.

Having in mind that in 2023 was implemented the Census of Population, Households, and Dwellings 2023, the majority of activities in area of dissemination and communication was conducted for this statistical action: a separate domain “Census 2023” was created on the website where methodological and supported materials, and releases were published; produced 19 infographics and 4 animations; organization of PR campaign in electronic media, on portals and social media (banners, releases, guest speaking by representatives of the Statistical Office in media, spots, etc.), outdoor advertising - billboards.

User Satisfaction Survey of the Statistical Office

Statistical Office conducted two biannual *User Satisfaction Survey of the Statistical Office*, during the reporting period:

- [User Satisfaction Survey of the Statistical Office 2022;](#)
- [User Satisfaction Survey of the Statistical Office 2020.](#)

This survey is regularly conducted by the Statistical Office with the aim to measure the degree to which users’ needs for the official statistical data are met in comparison with available official statistics, respecting their potential expectation.

Results of the *User Satisfaction Survey of the Statistical Office 2022* shows positive results of the improvement in the total satisfaction of users. Namely, the survey shows that 73.6% of users are satisfied with the overall quality of official statistical data and services provided by the Statistical Office, which is an increase of 1.8% compared with the previous survey implemented in 2020.

European Statistics Day

According to the practice of celebrating the European Statistics Day on 20 October, the Statistical Office joined the European statistical community and highlighted the importance of official statistics and its role in modern society through prepared infographics which are released at the ESS and Statistical Office's website, as well as via social media:

- [European Statistics Day 2023](#)
- [European Statistics Day 2022](#)
- [European Statistics Day 2019](#)

Automatization of statistical releases

Progress in the process of statistical data production was achieved in part of dissemination by the automatization of four (4) statistical releases in domain of earnings, tourism, price, and transport. Use of modern IT tools allows more quality and faster statistical data production in the mentioned statistical domains with a generated appearance of statistical release, in line with the determined rule of European statistical office - Eurostat. This trend will also continue with other statistical domains which will approximate the official statistics to the European standards.

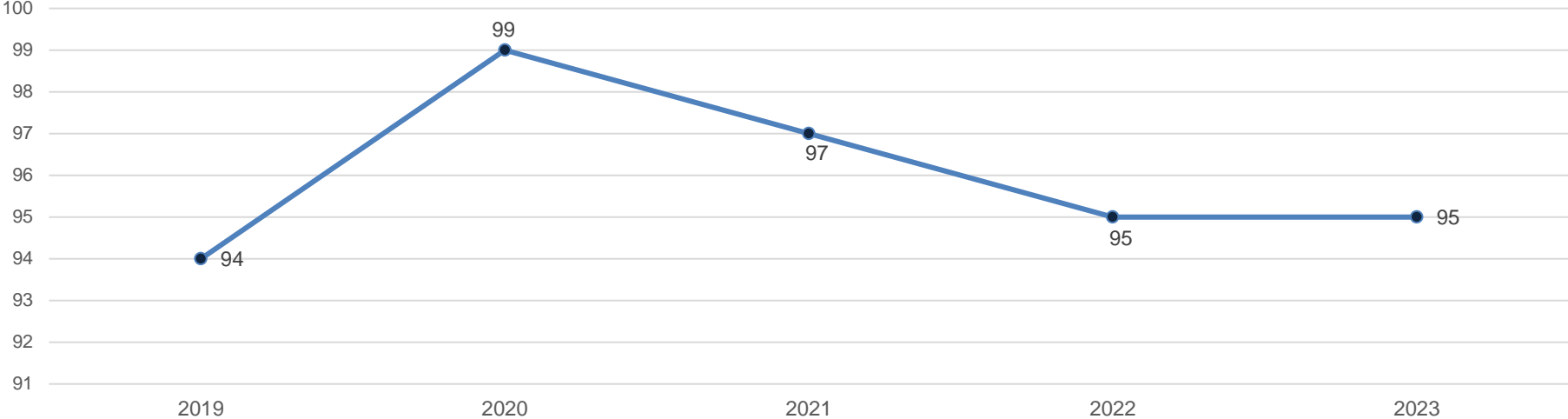
Overview of challenges in implementation of strategic document

- Need for significant increase of human and financial resources of the Statistical Office, which is identified also by the European Commission in Montenegro progress reports;
- Further harmonization with ESA 2010 standards, including also government finance statistics, which has impact on closing Chapter 18 - Statistics;
- Lack of business premises which has impact on further process of statistical production.

Certain activities were not implemented or are partly implemented due to the lack of human resources. Number of staff members in the Statistical Office is insufficient for ensuring efficient and complete implementation of regulations in area of official statistics. Statistical Office functions within five sectors further divided in 20 sections, three departments, and one service. Out of 169 working positions, defined by the *Rulebook on Internal Organization and Job Descriptions of the Statistical Office*, there are currently 95 staff members, which is less by 74 (or 56%) staff members.

Analysing data on presence of women and men among staff of the Statistical Office, it is observed higher presence of women (70 or 73%) in comparison with men (25 or 27%). The analysis identifies inequality in employing men in the Statistical Office, in addition to their lack in certain departments and sections. This indicates an increased interest of women for the jobs on the production of official statistical data, but also higher professional interest of men for other areas which are considered more economically important. This position has impact on reaching equal presence of women and men.

Chart 3. Number of staff members in the Statistical Office during 2019 - 2023






Source: Statistical Office

II. INFORMATION ON PROGRESS IN FULFILLMENT OF STRATEGIC AND OPERATIVE OBJECTIVES (PERFORMANCE INDICATOR STATUS)

Operative objective 1. Establishment of permanent dialogue with data users and development of partnership

Table 1. Trend in performance indicators within operative objective 1. Establishment of permanent dialogue with data users and development of partnership

No	PERFORMANCE INDICATOR	Starting value		Target value in the middle of implementation of strategic document	TREND	Target value at the end of implementation of strategic document	
		2019	2020	2021		2022	2023
1.	Including user requests in the Annual Plan of Official Statistics defined by the Five-Year Programme of Official Statistics 2019 - 2023	5 surveys ²	1 survey ³	0		3 surveys ⁴	4 surveys ⁵
2.	Increased presence of official statistical users who work outside state institutions – including civil society, trade unions, media, and local authorities in working groups of the Council of Statistical System	4 members	4 members	4 members		0 member ⁶	Constitutive session ⁷
3.	Increase of user satisfaction based on the implemented survey	Evaluation 4 ⁸	Evaluation 4 ⁹	Evaluation4		Evaluation4 ¹⁰	Evaluation4

Source: Statistical Office

² Statistical Office (Statistical survey on generation and sexes – pilot and European Social Survey (ESS) – pilot); Ministry of Finance and Social Welfare (Report on public debt, Report on government debt, and Data on receipts, expenditures of government and local self-government)

³ Public Health Institute (European Health Insurance Survey - EHIS);

⁴ Public Health Institute (Survey on cause of death), Central Bank of Montenegro (Statistics of other financial institutions – factoring company), and Statistical Office (Survey on Living Conditions and Safety of Women (EU - GBV));

⁵ Statistical Office (Crime indicators; pilot census of agriculture by CAPI data collection method; Survey on generated food waste); Central Bank of Montenegro (Statistics of other financial institutions - factoring company);

⁶ The Ministry of Finance submitted an official letter (No 17-430/22-3468/1 of 15 December 2022) to the Statistical Office on the appointment of new composition of the Council of Statistical System;

⁷ The minutes from the constitutive session of the Council of Statistical System <https://www.monstat.org/uploads/files/statisticki%20savjet/2023/Sjednica%20Statisti%C4%8Dkog%20savjeta2211023.pdf>

⁸ On scale from 1 to 5 (1-unsatisfied, 5-very satisfied), 2018, Report on User Satisfaction Survey of the Statistical Office; <https://www.monstat.org/userfiles/file/KVALITET/lzviestaj%20o%20zadovoljstvu%20korisnika.pdf>

⁹ On scale from 1 to 5 (1-unsatisfied, 5-very satisfied), 2020, Report on User Satisfaction Survey of the Statistical Office;

https://www.monstat.org/userfiles/file/KVALITET/2020/2_%20Izviestaj%20o%20zadovoljstvu%20korisnika.pdf

¹⁰ On scale from 1 to 5 (1-unsatisfied, 5-very satisfied), 2022, Report on User Satisfaction Survey of the Statistical Office;

[https://www.monstat.org/uploads/files/O%20NAMA/2_%20Izviestaj%20o%20zadovoljstvu%20korisnika%20-%202022_FINAL\(1\).pdf](https://www.monstat.org/uploads/files/O%20NAMA/2_%20Izviestaj%20o%20zadovoljstvu%20korisnika%20-%202022_FINAL(1).pdf)

The implementation of **operative objective 1. *Establishment of permanent dialogue with data users and development of partnership*** contributed to the increase of users' satisfaction with provided services and official statistical results. Indicators set for measurement of this operative objective are accomplished. The implementation is presented through the implementation of operative objective's activities.

Activity 1. Establishment of permanent user forum aimed at observing user needs for the official statistical data

Aimed at timely recognition of new users' needs for a certain type of data (13th principle of official statistics), and in cooperation with official statistical producers, Statistical Office annually prepares and implements Annual Plan of Official Statistics. The Government of Montenegro in the current year adopts the Annual Plan of Official Statistics for the next year:

- [Annual Plan of Official Statistics for 2023;](#)
- [Annual Plan of Official Statistics for 2022;](#)
- [Annual Plan of Official Statistics for 2021;](#)
- [Annual Plan of Official Statistics for 2020;](#)
- [Annual Plan of Official Statistics for 2019.](#)

During 2023, there were organized three public discussions in cooperation with Ministry of Finance about the draft:

- [Law on Census of Agriculture 2024;](#)
- [Development Strategy of Official Statistics 2024 – 2028 with the Action Plan;](#)
- [Programme of Official Statistics 2024 - 2028.](#)

Activity 2. To increase the importance of data users in the work of the Council of Statistical System

The Council of Statistical System is established with the aim to improve statistical culture and knowledge, as well as taking care of official statistical users' needs, in line with the defined chapter IV of the law on Official Statistics and Official Statistical System (Official Gazette of Montenegro No 18/12 and 47/19). During the reporting period, there were organized 25 sessions (2023 - 11 sessions; 2022 - 7 sessions; 2021 - 3 sessions; 2020 - 2 sessions; 2019 - 2 sessions). [The minutes from the Council of Statistical System sessions held](#) are available at the official website of the Statistical Office.

Activity 3. Including users' requests in five-year Programme of Official Statistics and their implementation at the annual level, through Plan of Official Statistics in partnership with official statistical producers

Meeting the users' need is reflected through a successful implementation of statistical surveys planned by the Annual Plan of Official Statistics:

- **Annual Plan of Official Statistics 2023**, there is planned 213 statistical surveys in total. Under competence of Statistical Office there is planned 165 (or 77%) statistical surveys, while under competence of other official statistical producers, 48 (or 23%) statistical surveys. The percentage of successful implementation of the Annual Plan of Official Statistics is at the level of 97%;
- **Annual Plan of Official Statistics 2022**, there is planned 205 statistical surveys in total. Under competence of Statistical Office, there is planned 159 (or 80%) statistical surveys, while under competence of other official statistical producers, 46 (or 20%) statistical surveys. The percentage of successful implementation of the Annual Plan of Official Statistics is at the level of 97%;
- **Annual Plan of Official Statistics 2021**, there is planned 211 statistical surveys in total. Under competence of Statistical Office, there are planned 163 (or 77%) statistical surveys, while under competence of other official statistical producers 48 (or 23%) statistical surveys. The percentage of successful implementation of the Annual Plan of Official Statistics is at the level of 95%;
- **Annual Plan of Official Statistics 2020**, there is planned 211 statistical surveys in total. Under competence of Statistical Office, there is planned 168 (or 80%) statistical surveys, while under competence of other official statistical producers 43 (or 20%) statistical surveys. The percentage of successful implementation of the Annual Plan of Official Statistics is at the level of 99%;
- **Annual Plan of Official Statistics 2019**, there is planned 220 statistical surveys in total. Under competence of Statistical Office, there are planned 177 (or 80%) statistical surveys, while under competence of other official statistical producers 43 (or 20%) statistical surveys. The percentage of successful implementation of the Annual Plan of Official Statistics is at the level of 99,5%.

Activity 4. To organize donor meetings aimed at creating opportunities for participation of partners in funding statistical activities through donation or other type of funding

IPA multi-beneficiary (MB) projects are implemented in the Statistical Office over fifteen (15) years with purpose of harmonization of national statistical system with the EU *acquis*. Multi-beneficiary projects cover common priorities of enlargement countries and have a dominant role in modelling working methods also applied in mechanisms of work between Eurostat and member countries (in the ESS), and in this way the countries are preparing for obligation they will have when enter the EU. These models of programme allow the harmonization of statistical methodologies with EU methodologies, in addition to strengthening capacities (through different types of trainings, implementation of statistical projects and technical assistance missions by different foreign experts).

In the 2019-2023 period, Statistical Office implemented two MB programmes:

- IPA 2017 project, and
- IPA 2019 project.

Under these programmes, improvements were achieved in three areas:

- Staff education through the presentation in international meetings, conferences, and events with the aim to improve knowledge and skills;
- Development of statistical areas through harmonization with international methodologies;

- Organization of study visits and ad hoc consultations aimed at the improvement of statistical methodologies and standards.

Activity 5. Promotion of statistical literacy

Statistical Office signed the Cooperation Agreement with the University of Montenegro, Faculty of Economy in Podgorica, in October 2022. Students of Faculty of Economy were given an opportunity for professional advancement in area of official statistics, in addition to gain experience through expert practice in the Statistical Office. Under this cooperation, activities on educating students on subject Economy/Quantitative Economy in form of guest lectures (on 14 November 2022) by staff members of the Statistical Office. Students were provided with the presentation on the production of macroeconomic statistical data and role of the Statistical Office in the European integration process.

With the purpose of promotion of official statistics and its results, Statistical Office presented the role of official statistics (2019) in six committees of Association of Chamber of Commerce of Montenegro bringing attention to the importance of economic actors of Montenegro in the production of official statistical data. Having in mind circumstances caused by spreading the COVID – 19 viruses, which directly impact statistical activities that are implemented by the Statistical Office, and its limited human capacities, the Statistical Office has not implemented educative programmes for main users during 2020 and 2021.

Activity 6. Organizing consultative seminars with media

During the reporting period, there were organized five (5) press conferences where the official statistical data were presented:

- Conference on the occasion of start of the Census of Population, Households, and Dwellings 2023 (29 November 2023);
- Calculation of *Gender Equality Index in Montenegro 2023* (24 July 2023);
- Calculation of quarterly Gross Domestic Product – QGDP for the third quarter 2019 (20 December 2019);
- Key results of MICS survey (27 June 2019), and
- Calculation of quarterly Gross Domestic Product - QGDP for the fourth quarter 2018 (21 March 2019).

During 2023, there were organized informative and educative meetings with target public (media; NGO; embassies and international organizations; national council in Montenegro; universities, academic and professional and research associations in Montenegro), to inform on the importance of implementation of the Census of Population, Households, and Dwellings, with the aim to highlight benefits for the entire society from this statistical survey.

In December 2019, there was organized study visit to Eurostat for three media representatives. The purpose of organizing study visit was the promotion of statistical literacy among media representatives in Western Balkan countries.

Activity 7. Establishment of formal partnership aimed at development of statistical community

Established formal partnership related to the cooperation with:

- UNDP (United Nations Development Programme) within project BUR III - *Montenegro second biannual update report*,
- UNICEF within the project MICS - *Multiple Indicator Cluster Surveys*.

Continued cooperation with international institutions (UNECE, UNICEF) toward modernization of statistical system, providing necessary IT transformation which will improve timeliness, availability, and quality of statistical data.

Achieved bilateral cooperation with the member countries (Slovenia, Finland) in the process of further harmonization of official statistics with the EU standards.

Statistical Office has continuously worked on strengthening the cooperation with scientific and research institutions. Thus, during 2023, the Statistical Office signed 11 agreement contracts with scientific and research institutions, aimed at using individual data without identifiers, for scientific and research purposes.

Activity 8: Regular implementation of *User Satisfaction Survey*


[*User Satisfaction Survey*](#) is conducted in biannual dynamics, in 2020 and 2022, and it provides data on using different domains of official statistics produced by the institutions of Montenegro statistical system, pursuant to quality criteria defined by the principles of the European Statistics Code of Practice. User satisfaction surveys are available at the website of the Statistical Office.



Activity 9. Implementation of suggestions and comments of users from the User Satisfaction Survey

Suggestions and comments of users from the *User Satisfaction Survey* are a constituent part of [*User Satisfaction Survey of the Statistical Office*](#), and are available at the website of the Statistical Office.

Operative objective 2. Education of statisticians

Table 2. Trends in the performance indicators of Operative objective 2. Education of statisticians

R.br.	PERFORMANCE INDICATOR	Starting value		Target value in the middle of implementation of strategic document	TREND	Target value at the end of implementation of strategic document	
		2019.	2020.	2021		2022	2023
1.	Promotion of the European Master in Official statistics - EMOS	4	4+1	5+1		6	6

2.	Increased number of staff members that successfully completed 3-month traineeship in Eurostat, and national statistical institutes for statistical domains that are in innovation process	31	31+1	32+0		32+0	32+2
3.	Testing new methods for statistical production through pilot statistical surveys	31 ¹¹	21 ¹²	26 ¹³		22 ¹⁴	25 ¹⁵

Source: Statistical Office

The implementation of **Operative objective 2. Education of statisticians** contributed to increased knowledge and skills of staff members. Indicators set to measure this operative objective are met. The implementation is presented through the implementation of activities of operative objective.

Activity 1. Production and preparation of the Strategy for Management of Human Resources

The Strategy for Management of Human Resources has been changed to “*Policy for Management of Human Resources*”, which envisages the production of *Multiannual Programme of Trainings for Gaining Statistical Knowledge and Skills*. The reason for such approach is inability to implement the recommendations defined by *Methodology for Creating Policies, Producing and Monitoring Strategic Documents* within the preparation of strategic documents. This decision is also supported with the fact that in 2023, there were created and adopted three strategic documents of the official statistical system, and in the same time it was a year of the Census of Population, Households, and Dwellings. Accordingly, this activity is envisaged by the *Action Plan for Implementation of Development Strategy of Official Statistics 2024-2028 (for 2024 and 2025)*, which defines the production of document *Multiannual Programme of Trainings for Gaining Statistical Knowledge and Skills* (plan and implementation of trainings for: users, new staff members, interviewers, as well as gaining key communication skills and public appearance of staff members, IT staff for implementation of new digital transformation, and graphic design).

Activity 2. Education of staff in process of collection, processing, and dissemination of official statistical data with a special focus on modernization of process and quality management

During the reporting period, there were 965 participants to seminars, courses and meetings (in 2019 - 243 participants; in 2020 - 166 participants; 2021 - 251 participants; in 2022 - 184 participants; and in 2023 - 121 participants), highlighting that the meetings 2020/2021/2022 was held online due to the COVID-19 pandemic.

¹¹ Pilot surveys defined by the Annual Plan of Official Statistics for 2019;

¹² Pilot surveys defined by the Annual Plan of Official Statistics for 2020;

¹³ Pilot surveys defined by the Annual Plan of Official Statistics for 2021;

¹⁴ Pilot surveys defined by the Annual Plan of Official Statistics for 2022;

¹⁵ Pilot surveys defined by the Annual Plan of Official Statistics for 2023.

Additionally, the traineeship programme for the statistical system staff was implemented in cooperation with Eurostat and EU national statistical institutes. During the reporting five-year period, 7 staff members were trainees in Eurostat or EU national statistical institutes in: 2019 (4 staff members); 2020 (1 staff member); 2023 (2 staff members). During 2021 and 2022 due to the COVID-19 pandemic, no traineeship was organized. At the national level, 28 staff members participated in the trainings for civil servants and state employees organized by Human Resources Authority in: 2019 (7 staff members); 2020 (13 staff members); 2021 - due to the COVID-19 pandemic no training was organized; 2022 (2 staff members); and 2023 (6 staff members).

In period from 1 to 21 December 2022, there was organized a training for use of “R”, software package for statistical data processing for 17 staff members in the Statistical Office. The “R” software package represents a software package of open code intended for statistical analyses and graphic presentation of data.

Activity 3. Education of new generation of statisticians pursuant to European Master in official statistics - EMOS and PhD studies in area of official statistics

During the reporting five-year period, 26 EMOS students from Montenegro, from: Faculty for International Economy and Business, University Donja Gorica, has successfully finished a professional practice in the Statistical Office I generation (7 students); II generation (3 students); III generation (4 students); IV generation (3 students); V generation (3 students); and VI generation (6 students).

Additionally, as an example of good practice we would like to point out the implementation of traineeship of EU - EMOS students 2022, in cooperation with Eurostat. Two EMOS students from the University Mendel in Brno, Czech Republic successfully completed the traineeship in the Statistical Office on the topic ‘International statistical projects’ and ‘Sample’.

Activity 4. Education of managers for management of statistical processes in line with the European Statistics Code of Practice

Improving the previous good practice of knowledge and skills development of staff members in the official statistical system, Statistical Office actively participated in number of meetings, courses, and trainings which aimed at the development of statisticians, as expert and professional staff. Additionally, education of the Statistical Office’s managers on the topic of communication, through three modules: training on public appearance, crisis communication, public relation, and social media.

Activity 5. Increased participation of representatives of the Statistical Office and education of staff in international working groups on topic of modernization of statistical process and “Big Data”

During 2023, five representatives of the Statistical Office in total participated in two meetings on topic of development “Big Data”, basic and advanced level.

Additionally, staff of the Statistical Office participated in the event “European Big Data Hackathon 2023 - European Commission”, held in March 2023 under NTTS Conference - European Commission - European Union in Brussels.

With continuous trainings on topic of Big data, Statistical Office strengthens its capacities and prepares for introduction of modern technologies in its everyday work with large databases.

In 2021, the course *Webinar on Introduction to Big data on official statistics* was organized in the European Statistical Training Programme – ESTP. Monitoring and participation of the Statistical Office’s staff in courses and meetings with this topic foster development and introduction of innovation in field of IT assistance.

Aimed at education of staff members engaged in modernization and development of official statistics by using “*Big Data*”, staff members participated in the following meetings:

- The Winter School Data on Integration metadata driven concept, 14 – 18 January 2019, Belgrade;
- New Techniques and Technologies for Statistics (NTTS), 12 – 13 March 2019, Brussel;
- Linked Open Data in the European Statistical System, flagship event of ESS net on Linked Open Statistics (DIGICOM work package 3), 26-29 May 2019, Sofia;
- ESTP course *Big data tools for IT professionals supporting statisticians*, 18 – 21 June 2019;
- ESTP course *Applications of big data to official statistics* (webinar 3) 16 June 2020;
- ESTP course *IT tools and platforms for the use of big data in official statistics* (webinar 4), 30 June 2020;
- UNECE Forest week SDG 15 Day, the 78th session of the Committee on Forests and the Forest Industry, 3 – 5 November 2020.
- ESTP 2020 course Development and use of indicator systems for evidence-based decision making in the context of SDG monitoring and other areas, 16 – 20 November 2020;
- Big Data for European Statistics - BDES 2020 - Online Sessions, 23 – 30 November 2020;
- 2020 Europe Sustainable Development Report (ESDR), 8 December 2020;
- UFM Regional Platform on Sustainable Urban Development, 10 December 2020.

Activity 6. Regular implementation of *Staff satisfaction survey*

Staff satisfaction survey in public administration in Montenegro is implemented by Human Resource Authority during May 2021.

The Government of Montenegro released the [Analysis of satisfaction of staff from public administration of Montenegro](#), which indicates that a relatively high satisfaction exists. This survey is done with the support of SIGMA programme (Support for Improvement in Governance and Management – OECD and EU initiative) mostly funded by the European Union.

The survey shows a medium evaluation grade at the level of public administration, which is 3.93, and shows a relatively high satisfaction of staff. The analysis shows the highest-grade regarding job dimensions, i.e. engagement at work, responsibility and satisfaction with employer, and the lowest grade for dimensions of rewarding, organizational culture, and wellbeing.

Staff members of the Statistical Office participated in the survey.

Activity 7. Increased number of staff members in the Statistical Office

Number of staff members in the competent body for tasks in areas of official statistics is insufficient to ensure efficient and full conducting of the activities in area of official statistics. Statistical Office functions within five sectors which are divided into 20 sections, three departments, and one service. Out of 169 job positions which are defined by the *Rulebook on Internal Organization and Job Description of the Statistical Office*, the current number is 95 staff members. Overview of number of staff members during the 2019 – 2023 period.





Human resource plan in the Statistical Office for 2023 envisages the employment of 10 staff members from the category of expert staff, as it follows:

- One (1) Senior Advisor III in the National Accounts Government Sector Statistics Department;
- One (1) Senior Advisor III in the Agriculture and Fishery Statistics Department;
- One (1) Independent Advisor III in the Department of Economic Accounts in Agriculture, Forestry and Environment Department;
- One (1) Independent Advisor III, and one (1) Senior Advisor III in the Department of Environment and Forestry Statistics;
- One (1) Senior Advisor III in the Department of Demography and Migration Statistics;
- One (1) Senior Advisor III in the Department of Information and Communication Technologies;
- One (1) Senior Advisor III in the National Coordination of Statistical Data Sources Department;
- One (1) Senior Advisor III in the Statistical Registers and Classifications Department, and
- One (1) Senior Advisor III in the General Affairs, Human Resources, and Finance Service.

Public advertisement for employment of the mentioned staff members have been started in December 2023, and their implementation is ongoing.

Operative objective 3. Further harmonization and innovation of official statistics with international standards/recommendations

Table 3. Trends in the performance indicators' value of the operative objective 3. Further harmonization and innovation of official statistics with international standards/recommendations

R.br.	PERFORMANCE INDICATOR	Starting value	Target value in the middle of implementation of strategic document	TREND	Target value at the end of implementation of strategic document	
		2019 - 2020.	2021.		2022.	2023
1.	Fulfilment of activities that contribute to the implementation of closing benchmarks of Chapter 18 - Statistics	40%	60%		60%	90%
2.	Number of produced indicators for needs of global reporting (UN), as well as needs of regional reporting EU and UNECE region	61% EU-SDG indicators	67% EU-SDG indicators		67% EU-SDG indicators	68% EU-SDG indicators
3.	Higher availability of Montenegro official statistical data in the statistical databases of Eurostat and UN	57% UN-SDG indicators	60% UN-SDG indicators		60% UN-SDG indicators	63% UN-SDG indicators
4.	Higher availability of Montenegro economic, financial, and social and demographic data pursuant to the International Monetary Fund – IMF standards, General Data Dissemination System (e-GDDS)	Available 13 out of the total 15 data categories	Available 15 indicators (Central Bank of Montenegro released financial stability indicator)		Available 15 indicators	Improved periodicity and timeliness of dissemination, from the category of recommended data series

Source: Statistical Office

Implementation of **operative objective 3. Further harmonization and innovation of official statistics with international standards/recommendations** contributed to raise the level of Montenegro's readiness for the membership in area of official statistics. Indicators defined to measure this operative objective have been accomplished. The implementation represented through the implementation of activity of the operative objective.

Activity 1. Harmonization of statistical survey methodologies with relevant methodological framework and concept of quality of EU

Aimed at increasing the level of Montenegro's readiness for the membership in area of official statistics, by the Programme of Official Statistics for the 2019-2023 period and implementation of annual plans of official statistics, Statistical Office worked on the development of national accounts statistics through defining methods and sources, and aimed at the establishment of regular production system and table transmission required by Eurostat through the first benchmark for closing negotiating Chapter 18 - Statistics. During the reporting five-year period, there was achieved a higher level of methodological harmonization of all surveys of Montenegro statistical system with the EU *acquis* in area of official statistics, and which further serves as an input for calculation of macroeconomic data in line with ESA methodology. Eurostat monitors the harmonization of statistical system of enlargement countries with the EU *acquis* in official statistics. Monitoring the harmonization is done one in a year by using Statistical compendium and SMIS+ (Statistical Management Information System), which represent two important documents used in the monitoring process of harmonization.

All available data are submitted within the defined deadlines, in line with the transmission programme and e-DAMIS portal for data transmission. Bilateral cooperation continued with the member countries within the process of harmonizing the official statistics with the EU standards. Additionally, the cooperation with international institutions continued toward the modernization of statistical system, which will improve timeliness, availability, and quality of statistical data.

The Statistical Office estimates that Chapter 18 - Statistics can be temporary closed in 2028 if the main preconditions for ensuring human, financial, and spatial capacities are ensured. Indicators defined for the measurement of this operative objective have been achieved.

Activity 2. Coordination of activities with competent institutions aimed at fulfilment of closing benchmarks of Chapter 18 - Statistics, pursuant to the signed [Agreement cooperation in area of general government national accounts statistics](#) and related statistics (No 01 - 1488 of 25 April 2016)

Activities regarding the implementation of ESA 2010 methodology in government finance statistics continued in line with the European quality standards for the official statistical data production, and accordingly certain organizational activities were done for the transfer of competence over government finance statistics (GFS/EDP statistics), from the currently competent Ministry of Finance to the Statistical Office. The Statistical Office will take over the official statistical data production related to GFS/EDP after the amendments to the Law on Official Statistics and Official Statistical System (Official Gazette of Montenegro No 18/12 and 47/19).

Activity 3. Production of sustainable development indicators for needs of UN global reporting, as well as needs of regional reporting EU and UNECE region

Under competence of Statistical Office there are 72 or 67% EU-SDG indicators out of 107 required EU-SDG indicators, while under competence other institutions at the level of Montenegro there are 35 EU-SDG indicators. By implementing statistical surveys, the Statistical Office has made available 58 EU-SDG or 80% indicators under its competence. The Statistical Office submits the official statistical data to Eurostat aimed at the production of indicators at the European level and are available at the official website of Eurostat, <https://ec.europa.eu/eurostat/data/database>.

Pursuant to obligations defined by the National Strategy of Sustainable Development up to 2030 - (NSSD), under competence of Statistical Office there was achieved availability of official statistical data at the level of 60%. The results are available at the website, [Data on Sustainable Development Goals - SDG indicators for Montenegro](#).

Activity 4. Development of official statistics in line with other relevant international standards

Statistical Office actively takes part in statistical initiatives of UNECE. For certain statistical domains/surveys, cooperation will be developed also with other UN agencies: UNICEF, UNDP, UNODC, UNPFA, etc.

Statistical Office established formal partnerships with UNDP (United Nations Development Programme) within project BUR III - *Montenegro second biannual update report* and cooperation with UNICEF project MICS - *Multiple Indicator Cluster Surveys*. MICS 2018 Survey Findings Report was published in December 2019, and is available at the official website of the Statistical Office. With purpose of presenting the survey findings to general and expert public, there were organized a number of regional presentations/events in three municipalities: Berane, Tivat, and Danilovgrad.

Activity 5. Establishment of IMF special data dissemination system

Montenegro joined General Data Dissemination System – GDDS on 5 December 2011. GDDS is a structured process through which IMF member countries commit voluntarily to improve the quality of data collected and disseminated by their statistical systems over the long run in order to meet the needs of macroeconomic analysis and monitoring. The main aim of GDDS is to support countries to develop sound statistical practices, with respect to comprehensiveness, quality, and updated data, as well as practice in the dissemination of economic, financial, social and demographic data.

Delegation of IMF Statistics Department conducted a visit to Montenegro from 28 June to 4 July 2017, to establish the enhanced General Data Dissemination System - [e-GDDS](#), in cooperation with government competent institutions. The delegation aims to support the development of [National summary data page \(NSDP\)](#), which is put on the Statistical Office's website, together with links of Central Bank and Ministry of Finance. NSDP serves as a place where all main macroeconomic data can be found. Releasing the main macroeconomic data via NSDP provides users with an easy access to data identified by IMF governing board as important for monitoring economic conditions and policies.

Activity 6. Membership in different statistical activities that contribute to international reputation of Montenegro and promotion of the Statistical Office

Statistical Office, as the coordinator of international statistical cooperation, regularly implements activities of international cooperation and participates in European and international meetings for the purpose of reaching international comparability of official statistical data. Accordingly, the representatives of the Statistical Office participated within the five-year reporting period in:

- [64th World Statistics Congress - WSC;](#)
- [71th Conference of European Statisticians - CES;](#)
- [54th session of UN Statistical Commission in New York;](#)
- [Conference for Modernization of Official Statistics;](#)
- [European conference on quality in the official statistics;](#)
- [International conference of International Association of Official Statistics \(IAOS\);](#)
- [Seminar 'Path to Register-Based Census';](#)
- [Conference on the occasion of presenting the results of the Census of Population, Households, and Dwellings of the North Macedonia;](#)
- [Bilateral mission of Eurostat for national accounts statistics.](#)






Additionally, at the level of statistical system, during the reporting period 2019-2023, there were 965 participants in seminars, courses, and meetings (in: 2019 - 243 participants; 2020 - 166 participants; 2021 - 251 participants; 2022 - 184 participants; 2023 - 121 participants) emphasizing the meetings in 2020/2021/2022 were held online due to the COVID-19 pandemic.

Organizers of the events are Eurostat, UNECE, Energy Community, FAO, etc.

Operative objective 4. Creating new data sources for the production of official statistics

Table 4. Trends in performance indicators' values of the operative objective 4. Creating new data sources for the production of official statistics

No	PERFORMANCE INDICATOR	Starting value	Target value in the middle of implementation of strategic document	TREND	Target value at the end of implementation of strategic document	
		2019 - 2020	2021		2022	2023

1.	Increased number of statistical surveys which use new data sources	0	0		0	0 ¹⁶
2.	Increased number of statistical surveys which use administrative data sources	49	55 (37+18) ¹⁷		51 (36+15) ¹⁸	56 (40+16) ¹⁹
3.	Increased number of new methods in data collection	CAWI, CAPI	CAWI, CAPI		CAWI, CAPI	CAWI, CAPI
4.	Increased number of surveys by which new sources are tested and methods in the production of official statistics	1 statistical survey	2 statistical surveys		2 statistical surveys	2 statistical surveys
5.	Reducing overburden of reporting units	Indicator of burden: Normal burden 81% Moderate burden 13% High burden 6%	Indicator of burden: Normal burden 83% Moderate burden 11% High burden 6%		Indicator of burden: Normal burden 83% Moderate burden 11% High burden 6%	Indicator of burden: Normal burden 85% Moderate burden 9% High burden 6%

Source: Statistical Office

Implementation of operative objective 4. **Creating new data sources for the production of official statistics** contributed to the development of new methods which guarantee quality in line with the official statistical principles. Indicators set for measurement of this operative objective were achieved 80%. The implementation is represented through the implementation of activities of operative objective.

Activity 1. Coordination of activities aimed at amendments to Article 35 (access to administrative data sources) of the Law on Official Statistics and Official Statistical System

¹⁶It is planned to implement the use of new data sources in one statistical survey up to the end of 2023, but due to obligations for preparation and implementation of the Census of population, Households, and Dwellings 2023, lack of human resources in IT sector, insufficiently trained staff to use new technologies in new data sources it was not possible to implement the above mentioned.

¹⁷Information comprises the sum of statistical surveys using administrative data sources and combined method in the statistical production.

¹⁸Due to the survey implementation periodicity, the number of surveys using administrative data sources has been reduced.

¹⁹Information comprises the sum of statistical surveys using administrative data source and combined method in the statistical production.

Statistical Office initiated amendments to Article 35 of the Law on Official Statistics and Official Statistical System which is released on 12 August 2019 in the Official Gazette of Montenegro No 47/19, aimed at reducing the costs of the official statistical production, overburden of businesses and citizens, in submitting data by interview method, as well as increased use of data sources owned by public administration bodies within the production of official statistics.

Activity 2. To increase the number of administrative data sources in the production of official statistical data

At the annual level, the number of statistical surveys which use administrative data sources was increased. In 2019 and 2020 there were 49 surveys; in 2021 there was 55 surveys; in 2022 - 51 survey, and in 2023 - 56 surveys.

Activity 3. To develop new methods in data collection

Development of new methods in collection, processing, and analysis of data guarantees quality in line with the principles of European Statistics Code of Practice. It implies the introduction of new techniques in data collection (CATI, CAWI, Web scraping, Web scanning, etc.) through new investments in the IT system for collection, processing, analysis, and dissemination of data. With this purpose, there was developed and improved system for data collection, by using CAPI method (Computer - Assisted Personal Interviewing), in:

- Survey on Income and Living Conditions (EU-SILC);
- Survey on use of information and communication technologies for households, and persons (ICT);
- Survey on use of information and communication technologies for enterprise;
- Survey on number of livestock and poultry;
- Survey on achieved yields of late crops, fruit, and grapes;
- Survey on freight road transport;
- Survey on gender-based violence - GBV;
- Interview on number of livestock.

At the end of 2023, for the purpose of *Labour Force Survey* (LFS) there was developed a test application for data collection in the field by CAPI method, where the work on its further improvements will continue. The use of new method for data collection will impact the reduction of time necessary for entering and processing of data. Under structural statistics, the work on the preparation of the census of agriculture is continued in line with the Regulation (EU) No 2018/1091. Draft Law on Census of Population has been prepared, and in December 2023 received the status of proposal. Application for data collection in the census of agriculture by using CAPI method has been prepared.

Activity 4. To develop and test new data sources for the production of official statistical data, as well as provide staff members in the statistical system with education on using new data sources

Statistical Office continually works on examining possibilities for using new data sources for statistical purposes. Thus, a pilot project was implemented during 2022 through which there was tested a possibility to use data from websites. Using method “web scraping”, and programme language Python, there were “scrapped” data from the website of retail trade chain of technical products in Montenegro. Data from website were exported in Excel format and as such used for further analyses. Unstructured data from the website were transported to structured data, i.e. were given in form of tables.

Activity 5. To implement pilot project and pilot surveys with new data sources and methods for data collection aimed at examining new methods and sources in statistical production

During the five-year reporting period, there were introduced 125 pilot surveys (2019 - 31 statistical survey; 2020 - 21 statistical survey; 2021 - 26 statistical surveys; 2022 - 22 statistical surveys; 2023 - 25 statistical surveys). Pilot surveys are introduced in the statistical system in line with Article 33 *Of the Law on Official Statistics and Official Statistical System* in cases where it is necessary to perform the assessment of methodology or quality of data sources which needs to be collected through statistical surveys.



Activity 6. To develop new methods for access to new data sources aimed at assessment of their quality in line with the principles of the European Statistics Code of Practice

During the five-year reporting period, there were observed technical possibilities aimed at implementing legislative provisions and use of new data sources for the production of official statistics. In this direction, it was done on:

- Analysis of possibility to use new administrative sources for the production of official statistical data;
- Extract data from administrative source via Government Service Bus (GSB);
- Modernization of data collection process;
- Modernization of Statistical Office’s IT system in line with the development of modern information technologies;
- Development of data dissemination in line with needs of digital society, and
- Communication with users in line with their needs.

Operative objective 5. Further implementation of the European Statistics Code of Practice

Table 5. Trends in performance indicators' values of operative objective 5. Further implementation of the European Statistics Code of Practice

No	PERFORMANCE INDICATOR	Starting value		Target value at the middle of implementation of strategic document	TREND	Target value at the end of implementation of strategic document	
		2019	2020	2021		2022	2023
1.	Continuous percentage increase of implemented activities in line with evaluation standards defined by principles of the European Statistics Code of Practice, proposed in regular assessment mission report	10%		40%		40%	100%
2.	Implementation of Total Quality management (TQM) elements defined by the Quality Strategy of the Statistical Office, as a joint quality framework of ESS	80%	85%	87%		87%	100%

Implementation of operative objective 5. **Further implementation of the European Statistics Code of Practice** contributed to reaching a high quality of official statistical data, which is based on quality standards through use and implementation of TQM model. Indicators set zgot measurement of this operative objective are fully achieved. The implementation is represented through the implementation of activities of operative objective.

Activity 1. Introduction and implementation of Generic Statistical Business Process Model (GSBPM) which serves for description and archiving every statistical survey in standardized and harmonized manner

During the reporting period, there were adopted the Quality Management Strategy, together with handbooks for its implementation:

- [Quality Management Strategy for Period from 2017 to 2020](#);
- [Implementation Guide on Quality Management Strategy](#);
- [Quality Management Strategy from 2020 to 2023](#), and
- [Implementation Guide on Quality Management Strategy for Period 2020-2023](#).

The Quality Management Strategy is a strategically development document in area of ensuring quality in the statistical system of Montenegro. As the coordinator of statistical system, Statistical Office has a legal obligation, together with other official statistical producers, to continuously and systematically work on the improvement of quality. The purpose of Quality Management Strategy is implementation and use of principles

of TQM model which represents a common framework of quality of European Statistical System – ESS. It is a systematic and organized model aimed at the improvement of official statistical data quality and quality of its production.

Activity 2. Established Generic Statistical Business Process Model (GSBPM) by which the integration of statistical system is encouraged by using the same quality model in all phases of statistical production

Aimed at introduction and use of Generic Statistical Business Process Model_(GSBPM) which serves for describing and documenting every survey in a standardized manner, the Statistical Office prepared an IT application of GSBPM.

By implementing the GSBPM model, the process of systemising and automatization of individual processes/phases of sampling, together with preparation and archiving documents which refer to sample and sampling errors (as a part of quality indicators) continues. During 2023, there is achieved a progress through the multi-beneficiary – MB project regarding the improvement of metadata system components in the official statistical system and by its harmonization with the ESS framework. There is established CAWI method (Computer Aided Web Interviewing) for the collection of data from other official statistical producers for the needs of updating metadata.

Electronic questionnaire which is developed by the IT department enabled other official statistical producers to fill in/updated metadata in a simple manner and in this way the quality of metadata is increased. Other official statistical producers filled in metadata by using electronic questionnaire for 2022. Metadata of other official statistical producers are published on the Statistical Office's website and serve as a metadata source for producing quality reports.

Activity 3. Further improvement of Total Quality management (TQM) model

Statistical Office has chosen to implement the elements of TQM by which there are encouraged development and improvement of functioning of the institution, official statistical data production, as well as every individual. The main elements of TQM are:

- Customer focus;
- Process-Orientation;
- Committed leadership;
- Participation of employees;
- Decision based on facts;
- Continuous improvements.

In period 2020-2023, the Statistical Office chosen to implement elements of TQM model, which are related to the operative objectives of Development Strategy of Official Statistics for the period 2019 - 2023. During the reporting period, there is defined:

- [Quality Policy of Montenegro Statistical System](#), and
- [Quality Declaration of Montenegro Statistical System](#).

Activity 4. To introduce the practice of self-assessment and internal audit of statistical data quality in line with EU practice and recommendations of Peer Review

The official statistical data production is a comprehensive process of statistical activities (collection, processing, analysis, and dissemination), and quality assessment is an important element of every quality management system in statistical system.

The purpose of assessment of official statistical data quality is to improve the level of harmonization with the quality standards in area of official statistics in international and European level, main principles of UN, principles of the European Statistics Code of Practice, and principles of official statistics.

Assessment of quality of Montenegro statistical system provides an identification of principles and use of quality model in the statistical production. Implementation of quality requires a full commitment of staff members, regular monitoring and assessment of quality of official statistical data.

Statistical Office decided to introduce the self-assessment of quality of statistical production which is based on GSBPM and principles of the European Statistics Code of Practice. *Self-Assessment Questionnaire on Statistical Production Quality in Montenegro Statistical System*, together with the supporting documents collected within the *Handbook for Organization of Quality Self-Assessment in Montenegro Statistical System*.

Based on the Annual Programme and Plan for Self-Assessment for 2023, the self-assessment of six (6) statistical surveys was conducted, aimed at ensuring a systematized mechanism of continued improvement of statistical production.

[Peer Review Report on Compliance with the Code of Practice and the Coordination Role of the National Statistical Institute](#) prepared by Eurostat, indicates that the Statistical Office is generally harmonized with the European Statistics Code of Practice. The report comprises recommendations with the aim to foster further harmonization with the European Statistics Code of Practice. During the reporting period, the recommendations given in area of quality management were fulfilled.

Examples of good practice:

- Defining Action Plan for Implementation of Recommendations defined by the *Peer Review Report on Compliance with Code of Practice and the Coordination Role of the National Statistical Institute*, whose implementation is monitored at the annual level;
- Keeping high quality level in line with the principles of the European Statistics Code of Practice, and in the same time implementation of recommendations from the assessment mission with deadline in 2023;
- Adopting [Criteria for Defining “Official Statistics” and “Other Official Statistical Producers”](#) aimed at determining a body who produces “official statistics” and who is able to be qualified as other official statistical producer. Additionally, Statistical Office also established

mechanism who follows systematic harmonization of other official statistical producers based on definition of official statistics which serves as a visible statistical quality label and confirms the harmonization with the European Statistics Code of Practice.

Activity 5. Solved problem with business premises of the Statistical Office aimed at complete implementation of the European Statistics Code of Practice and General data Protection Regulation - GDPR

Statistical Office is also facing with a lack of appropriate space, because the building is shared with the Commercial Court, which significantly limits working space and use of technical and security standards which should be implemented by the Statistical Office in work.

Representatives of the Statistical Office prepared *Functional analysis for needs of business space purchase*, which is submitted to the Ministry of Finance indicating a necessity of permanent and appropriate solving of this problem, stressed by the European Commission as necessary from the aspect of further development, but also image that official statistics must have.

For needs of entering and checking data collected by the census of population, households, and dwellings, and by conclusion of the Government No 07 - 430/23 - 4507/2 of 3 October 2023, business premises were provided for period from 1 October 2023 to 1 October 2024.



Activity 6. Ensuring data protection by implementing General data Protection Regulation - GDPR

Aimed at better control and processing of data, as well as better data security during the reporting period, the improvements were as it follows:

- Protection of information system is ensured through installation of new hardware (Cisco Fire Power firewall), and purchase of additional modules as a protection against the newest security threats;
- Backup data, purchase and installation of NAS file server;
- Protection of access to information system, improvement of VPN server. Data Loss Prevention – DLP software, and
- Modernized and increased capacity of mail server, together with increased security.

Operative objective 6. Development of IT integrated system for collection, processing, release, and documenting official statistical data

Table 6. Trends in performance indicators' values of operative objective 6. Development of IT integrated system for collection, processing, release, and documenting official statistical data

No	PERFORMANCE INDICATOR	Starting value	Target value in the middle of implementation of strategic document	TREND	Target value at the end of implementation of strategic document	
		2019 - 2020	2021		2022	2023
1.	Developed IT integrated system for collection, processing, release and documenting official statistical data	Developed IT integrated system for collection, processing, release and documenting official statistical data	Developed IT integrated system for collection, processing, release and documenting official statistical data among 20% statistical surveys		Improved part related to data collection by which the quality of official statistical production process is improved	Use of IT integrated system for collection, processing, release, and documenting official statistical data in 40% statistical surveys
2.	Reduced overburden of reporting units	Indicator of burden: Normal burden 81% Moderate burden 13% High burden 6%	Indicator of burden: Normal burden 83% Moderate burden 11% High burden 6%		Indicator of burden: Normal burden 83% Moderate burden 11% High burden 6%	Indicator of burden: Normal burden 85% Moderate burden 9% High burden 6%

Implementation of operative objective **6. Development of IT integrated system for collection, processing, release, and documenting official statistical data** is provided through the implementation of activities of this operative objective.

Activity 1. Development of IT integrated system which is line with GSBPM at the level of Montenegro statistical system

Development of IT integrated system is monitored by integrating statistical data from domain statistics in the Statistical Office, administrative data sources, data of official statistical producers, as well as development of the system for data and metadata transmission to Eurostat at the level of Montenegro statistical system. Examples of good practice are improvements achieved during the reporting period 2019-2023:

- Developed software solutions for statistical surveys:
 - Investments in fixed assets;
 - Survey on turnover of pesticide;
 - Producer price, consumer price, industrial product price statistics;
 - International migration statistics;
 - Death and birth statistics (software solution developed for data processing related to calculation of weeks of death and birth);
 - Labour force survey - LFS (upgraded software solutions);
 - Survey on Income and Living Conditions - EU-SILC (upgraded software solutions);

- Statistical business register - SBR (semi-automatic update of data on change of activity code, type of organization code, capital origin code, type of ownership code);
- Developed electronic questionnaire for collection of metadata from other official statistical producers, and
- Developed electronic questionnaire for needs of earnings' statistics.

Additionally, software package for entering and processing of census data was prepared by its own capacities of the Statistical Office.

Activity 2. Developed IT system of electronic archiving and documenting

Activity on the development of IT system of electronic archiving and documenting has been partly implemented.

Activity 3. Integration of statistical data of domain statistics in the Statistical Office, administrative data sources, and data of official statistical producers

Development of IT integrated system is monitored through the integration of statistical data between domain statistics in the Statistical Office, administrative data sources, official statistical producers' data, as well as development of data and metadata transmission system to Eurostat at the level of Montenegro statistical system.

Databases and applications in the Statistical Office have been managed and monitored through developed and implemented *Integrated System for Data Processing, Release and Documenting Official Statistical Data*. Development of the database management system started in 2019, through defining and creating new procedures and updating the existing once. New functionalities are added so that statisticians can process the data in a simple manner. Aim of the establishment of this model as a part of the data processing system is to make easier direct use of data by statisticians. As an inseparable development of the system, it is necessary to establish the harmonization of national code lists. The aim that was set is to use the same code for the same variable in different surveys. By this, improvements in the harmonization were achieved, as well as limitations due to which some codes should remain different. This harmonization is significant for documenting statistical processes in a standardized manner through Generic Statistical Business Process Model - GSBPM.

The reference metadata system is continuously improved through the use of European standard for implementation of metadata and data exchange. The mentioned activities defined new design, migration of reference metadata from the old system to the new system, together with development of new system. As a part of Montenegro statistical system, other official statistical producers were also included in the development of integrated system for data processing. For this purpose, there was developed an electronic questionnaire for collection of metadata from other official statistical producers.

Module of metadata database was completed in line with EURO SDMX Metadata Structure (ESMS) standard developed by Eurostat and defined recommendations of commission dealing with reference metadata for needs of the European Statistical System - ESS (Official Gazette of the European Union of 30 June 2009, L 168/50). ESMS structure for production and dissemination of reference metadata (on statistical surveys

and censuses) is in use in Eurostat since 2008. New upgraded ESMS v2.0 structure comprises 19 units of metadata out of which the majority is divided to a limited number of subunits.

Overview of statistical surveys grouped by statistical domains they belong to is available on the official website of the Statistical Office. Click on some of surveys makes possible access to [metadata](#).

Activity 4. Development of data and metadata transmission system to Eurostat at the level of Montenegro statistical system, and use of SDMX structure for transmitting statistical data via e-DAMIS web portal

By implementing the standards for metadata and data exchange, there were implemented activities which included: design and implementation of the system; migration of reference metadata from old system into new system; and implementation in development of new system. Through constant effort to improve metadata, activities were implemented regarding further inclusion of other official statistical producers in the metadata system. Other official statistical producers have important role in the entire statistical system of Montenegro and the metadata quality is improved through guidelines and trainings.




During the reporting period, there was continually increased the number of datasets transmitted to Eurostat, in SDMX format. In line with the Eurostat's recommendations, for creating the SDMX files, there was used the SDMX convertor, as well as SDMX RI tools (Statistical Data and Metadata Exchange-Reference Infrastructure). SDMX RI infrastructure was fully implemented for domain of national accounts - NA because all SDMX files with NA data were transmitted to Eurostat, and created by using SDMX RI tools.

Activity 5. Development of dissemination database for "open data" at the level of Montenegro statistical system

Action Plan for using electronic business and documenting was produced, together with analysis of situation for production of dissemination database for "open data".

Operative objective 7. Development of dissemination and communication of data in line with needs of digital society

Table 7. Trends in performance indicator values of the operative objective 7. Development of dissemination and communication in line with needs of digital society

No	PERFORMANCE INDICATOR	Starting value		Target value in the middle of implementation of strategic document	TREND	Target value at the end of implementation of strategic document	
		2019	2020	2021		2022	2023
1.	Defined Policy and Strategy of Dissemination	No	No	No		Ongoing	Yes ²⁰
2.	Promotion of official statistical data via application, interactive tools, animations, infographics	Yes	Yes	Yes		Yes	Yes
3.	Number of staff members in organizational unit for communication with users/public relations	1	1	1		1	0

Source: Statistical Office

Activity 1. Establishment of dynamic official website of the Statistical Office

During 2019 and 2020, there was defined a starting base for establishment of functional official website of the Statistical Office. A plan for establishment of website was defined (2021) which implied the establishment of dissemination database. After having completed this phase, modernization of website will be further worked. The implementation of these activities was impacted by the circumstances caused by COVID - 19, as well as a lack of human capacities in the Department for Dissemination, Management of Statistical Databases and Quality.

²⁰ Concept of development of dissemination and communication

Activity 2. Redesign of dissemination database

In line with the increasing needs of users, and having in mind new technological solutions, Statistical Office has taken activities for improvement and simplification of displaying statistical data to users via the official website of the Statistical Office. In this sense, there was established the dissemination database as a precondition for future creation of simplified data displaying to users.

There was established a centralized data dissemination system which offers all relevant data, indicators, and metadata to users. The dissemination database was created in a manner that contains indicator, data, and metadata (which refer to indicators that are released), code lists and classifications. It is created in such a way that enables to present data in Montenegrin and English language. Dissemination database is constantly upgraded by the introduction of new indicators. Currently, approx. 330 indicators from different areas are currently introduced in the dissemination database.

The purpose of establishment of dissemination database is the modernization of data dissemination and easier access to the official statistical data. In addition to regular statistical releases and Excel tables, users can also search database by different, in advance defined criteria and in this manner to perform additional analyses in line with their needs. This access will be especially useful for scientific and research community, as well as for business community.

Activity 3. Implementation of user support tools

There has been prepared a document *Defining starting bases for implementation of user support tools*.

Activity 4. Dissemination of official statistical data through animation, interactive tools, applications, upgraded visualization, social media presence

Improvement of dissemination and user access is one of the strategic objectives of the Statistical Office. Results of strategic work on the improvement of official statistical data dissemination, and relation with users during the reporting five-year period 2019 – 2023 are visible through the following activities:

- **3 393 user requests were responded, including media request** (in 2019 - 806 requests; in 2020 - 887 requests; in 2021 - 730 requests; in 2022 - 468 requests; and in 2023 - 651 requests);
- **27 online and printed publications were released** (in 2019 - 5 publications; in 2020 - 7 publications; in 2021 - 6 publications; in 2022 - 5 publications; in 2023 - 4 publications);
- **982 releases were published** in monthly, quartal and annual dynamics (in 2019 - 233 releases; in 2020 - 223 releases; in 2021 - 179 releases; in 2022 - 179 releases; in 2023 - 168 releases);
- **Official statistical data were promoted via social media Twitter, LinkedIn, and Instagram** (in 2022 - 16; in 2023 – approx. 80);
- **Promotion of official statistical data was done via video contents** (in 2023 - 2 videos);

- **Two redesigned regular publications:** Monthly Statistical Review, and Statistical Yearbook;
- **There were held seven media conferences** presenting: *quarterly and annual calculation of Gross Domestic Product – GDP of Montenegro for 2018 and 2019; annual calculation of Gross Domestic Product – GDP of Montenegro 2018 and 2019 (four in total); Gender Equality Index of Montenegro for 2023; Multiple Indicator Cluster Survey - MICS surveys;* as well as conference on the occasion of starting *Census of Population, Households, and Dwellings 2023;*
- Draft document **Concept of Development of Dissemination and Communication** was prepared;
- **Education of the Statistical Office's staff members** about communication through three modules: training on public appearance, crisis communication, public relations, and social media.

Activity 5. Organizing forum of active users of official statistical data

In December 2019, **a study visit to Eurostat for three media representatives was organized.** The purpose of organizing the study visit is promotion of statistical literacy of media representatives in the Western Balkan countries.

During 2023, there were organized educative meetings with target public, media (15 representatives of media), NGO (5 representatives), and embassies (23 representatives), as well as other.

Activity 6. Promotion of official statistics as a brand

During the reporting period, the Statistical Office worked on the promotion of official statistics in such a manner that users recognize the official statistical data which are based on the professional standards.

The Statistical Office publishes releases which are recognized as such, using its logo by which it contributes to the recognition of the Statistical Office as an independent body.

The official statistical data are only published by the Statistical Office, as well by the official statistical producers defined by the *Law on Official Statistics and Official Statistical System* and Programme of Official Statistics.

Adoption of internal rules, procedures, and instructions (in 2019 - 1; 2020 - 9; 2021 - 7; 2022 - 1; in 2023 - 16) contribute to the consistency in organizing the process of production, thus improving the communication with users and respondents. Clear and transparent rules help with the standardization of work and are necessary for keeping good reputation and creating a strong brand of official statistics.

Activity 7. Establishment of organizational unit for communication with users/public relation

The Rulebook on Internal Organization and Job Description of the Statistical Office establishes the *Department for Dissemination and Management of Statistical Database and Quality*. There are five job posts in the Department for Dissemination and Management of Statistical Database and Quality. Even though complete commitment of staff members in the implementation of operative objectives, the highest challenge

in future period is optimizing number of staff members, especially in the organizational unit – *Department for Dissemination and Management of Statistical Databases and Quality*.

Reference to contribution of Strategy to meeting priorities set in main strategic documents

Adoption of the *Development Strategy of Official Statistics 2019 - 2023* aimed at providing all official statistical data users with quantitative and representative information on economic, demographic, social, and environmental situation in Montenegro, in accordance with the internationally defined methodology and by the highest professional standards.

Main strategic documents

Middle-term programme of the Government of Montenegro's work at the annual level is a document which defines priorities and objectives of the Government of Montenegro. In cooperation with other official statistical producers, the Statistical Office has a double role in the middle-term Government's programme. Operative objectives of the official statistics Montenegro 2019 – 2023 are defined by obligations and priorities of Montenegro which are defined by national policies.

From this position, and having in mind the double role of official statistics, the production of legislative and strategic framework of the official statistical system is a part of chapter 2. "*Healthy finances and economic development*", which represent one of the six key priorities of the Government of Montenegro. Statistical Office accomplished a high implementation level of defined activities.

Secondly, the official statistical data will be used for the monitoring of implementation of middle-term Government of Montenegro's programme of work, in addition to other key strategic documents, sector and other policies.

Montenegro's Programme of Accession to the European Union is an umbrella strategic document of the European integration process of Montenegro which defines scope and dynamics of reforms necessary for the harmonization of Montenegro with the EU *acquis*. The area of official statistics is present in the negotiation process as a separate negotiation Chapter 18 - Statistics, aimed at harmonization with international standards and methodologies.

The process of accession of Montenegro to the European Union is monitored via the progress report of Chapter 18 - Statistics. Pursuant to the latest progress report, Chapter 18 - Statistics records *some progress* and achieved moderate readiness for the membership.

Further progress and closing chapter will depend on the fulfilment of obligations defined by the closing benchmarks. Key risks are recognized in the European integration process under Chapter 18 - Statistics, and without their solving further progress is under risk of not fulfilment of obligations under this Chapter, and thus progress and closing Chapter.

Recommendations from which further progress will depend in Chapter 18 - Statistics, recognized through the progress report are:

- Significantly strengthen human and financial capacities of the Statistical Office, aimed at the fulfilment of obligations and retaining staff;
- Further improvement of official statistics with ESA 2010 methodology, with accent on government finance statistics.

The estimation of the Statistical Office is that Chapter 18 – Statistics can be potentially closed in 2028 by reaching a high level of harmonization which is currently at the level of 65%, if the main preconditions are met concerning human, financial, and spatial capacities. A special focus in the area of official statistics is put on the integration of Montenegro official statistical system in the European Statistical System - ESS, which enables the comparability of Montenegro official statistical data with the data of the EU member countries.

National Strategy for Sustainable Development of Montenegro up to 2030 represents a long-term development strategy of Montenegro. Under competence of Statistical Office there are 72 or 67% of EU - SDG indicators out of 107 required EU - SDG indicators, while under competence of other institutions at the level of Montenegro there are 35 EU-SDG indicators. By implementing statistical surveys, the Statistical Office made available 58 EU-SDG or 80% of indicators under its competence. The Statistical Office submits official statistical data to Eurostat aimed at the production of indicators at the European level and are available at the Eurostat's official website:

<https://ec.europa.eu/eurostat/data/database> .

According to the obligations defined by the National Strategy of Sustainable Development up to 2030 - (NSOR) under competence of Statistical Office there was achieved an availability of official statistical data at the level of 60%. Data on indicators of Sustainable Development Goals – SDG for Montenegro are available at the link: <https://www.sdgmontenegro.me/> .

National legislative framework and institutional framework

When the legislative framework of the EU is concerned, a high level of harmonization with the main EU regulation which regulates the area of official statistics (Regulation (EC) No 223/2009). Amendments to the **Law on Official Statistics and Official Statistical System** were adopted in August 2019, which enables the use of necessary data from administrative sources. This solved the issue of collision under the national legislation related to the use of data from administrative sources in the statistical purposes and done its further harmonization with the European statistical standards.

Programme of Official Statistics is a document which in detail elaborates activities of official statistics in line with the strategy for five-year period. **Programme of Official Statistics 2019 - 2023** at the level of Montenegro statistical system defines 234 statistical activities of different periodicity of implementation, out of which under competence of Statistical Office are 175 (or 75%), while other official statistical producers defined 59 (or 25%) statistical activities which are planned at the annual level and implemented through the Annual Plan of Official Statistics. During the reporting period, there were implemented 197 (or 84%) statistical activities out of 234 defined activities, and 37 (or 16%) statistical activities were not implemented. The implementation of the programme provided users with higher availability of official statistical data.

Annual Plan of Official Statistics is a document which in detail and at the annual level elaborates the Programme of Official Statistics, contains the list of statistical surveys that are to be implemented; administrative sources that are to be used, development activities and budget. A high level of implementation of Annual Plans of Official Statistics (in 2019 - 99%; in 2020 - 99%; in 2021 - 95%; 2022 - 97%; and in 2023 - 99%), means that official statistical producers provided numerical and representative official statistical data on economic, demographic, and social phenomena, as well as phenomena in area of agriculture, labour and environment of Montenegro. The official statistical data are used for monitoring the implementation of all umbrella and sector documents in Montenegro, in addition to other strategic documents and policies.

Reference to contribution of strategy to reaching gender equality

National strategy of gender equality 2021-2025 is a strategic document which establishes a better framework for reaching gender equality in Montenegro. National strategy of gender equality has a vision: *For society where all women and men and person of different sex and gender identities have equal possibilities to contribute to sustainable development of Montenegro and to equally enjoy in its benefits*".

The role of the Statistical Office, in cooperation with the holder of activity, Ministry for Human and Minority Rights, is to ensure and improve the results of official gender classified statistics, to provide planning public policies based on the realistic situation, as well as regular monitoring of progress and achievement of these public policies based on quantitative indicators.

Relevance of the Development Strategy of Official Statistics 2019 - 2023 in area of gender equality is confirmed by a large number of users and data by which the Statistical Office informs users on the position in Montenegro related to gender equality.

One of the most important instruments which shows situation and position of women and men in Montenegro is gender statistics, which is in period of strategy validity was enriched with the production of gender equality index. Herewith, the Statistical Office, in cooperation with Ministry for Human and Minority Rights (and based on the Cooperation Agreement No 01 - 2887 of 14 September 2016), organized on 25 July 2023 a press conference regarding the release of [Gender Equality Index](#) results. The Statistical Office for the second time publishes the results of the survey 'Gender Equality Index in Montenegro', in cooperation with European Institute for Gender Equality (EIGE), where national and European data sources are used.

Gender equality index in Montenegro for 2023 is 59.3 which is an increase of 4.3 index points compared to the 2019 Index. In EU-27 Gender Equality Index is 68.6. Compared to the EU-27, Montenegro records lower value of index by 9.3 index points. Index of the main domains of gender equality shows the highest gap in domain of money (lower value of index by 20.7 index points compared to the average EU-27), while the lowest gap in Montenegro compared to the average EU-27 recorded in health domain (lower value of index by 0.8 index points compared to the average EU-27). Gender equality represents an elementary value of the EU, and thus it permits through all chapters of negotiation process, and thus also through Chapter 18 - Statistics. Additionally, measures of this strategy address a need for more intensive inclusion of other actors in the society, solving of problems related to the discrimination, by gender and sex and empowering women and person of different

sexual and gender identities. The position of women and men in society is described through produced data released in the publication „[Women and Men in Montenegro](#)”, [Gender Equality Index](#), and [Survey on Living Conditions and Women Safety](#).

Although the progress is recorded in area of gender statistics, gender aspect is recognized as a priority strategic objective also in the next period.

III. REPORTING TABLE ON IMPLEMENTATION OF ACTION PLAN FOR THE LATEST YEAR OF IMPLEMENTING OF STRATEGIC DOCUMENT

Report on implementation of Action Plan for Implementation of Development Strategy of Official Statistics 2019 - 2023 (for 2023), contains the overview of implemented activities defined by the ***Action Plan for Implementation of Development Strategy of Official Statistics for 2023***. The report provides an overview of implemented and not implemented activities in 2023.

During 2023, there are implemented 30 (77%) out of total 39 planned activities. There is a continuous work on the implementation of six (15%) activities, while three (8%) activities are not implemented, and refer to the solution of issue of business premises, increase of number of staff members, i.e. amendments to the *Rulebook on Organization and Job Description of the Statistical Office* and to the implementation of the *User Satisfaction Surveys*.

Implemented activities are an indicator of efforts of official statistical producers aimed at achieving defined operative objectives and activities aiming at fulfilment of strategic aim of official statistics, and this is to provide all users with quantitative and representative information on economic, demographic, social, and environmental situation in Montenegro, in line with internationally defined methodology and the highest professional standards.

Significant investments in the official statistics in period of 2019 – 2023 arise from the following development needs:

1. Solving problem of business premises for the needs of the Statistical Office – insufficient and inappropriate business premises impede the implementation of all standards of the European Statistics Code of Practice;
2. Increase of number of staff members by 39 members up to the end of 2023, compared to the time of preparing the Development Strategy of Official Statistics 2019 - 2023;
3. Introduction of modern IT solutions in all phases of statistical process – in times of fast information progress, as well as globalization which represents a necessity so that speed and quality in data collection are increased, new data sources used, and new vision of development of 'big data' official statistics is followed. Thus, it is necessary to perform the purchase of modern licenced software package for processing and storage of data, as well as other equipment which is necessary for modernization of existing process of statistical production.

The holder of implementation of this action plan is Statistical Office and other official statistical producers. For every of seven operative objectives there are defined indicators for monitoring of the mentioned, and every indicator has a starting basis in 2019, and achieved values in middle and at the end of period of strategic document (2023).

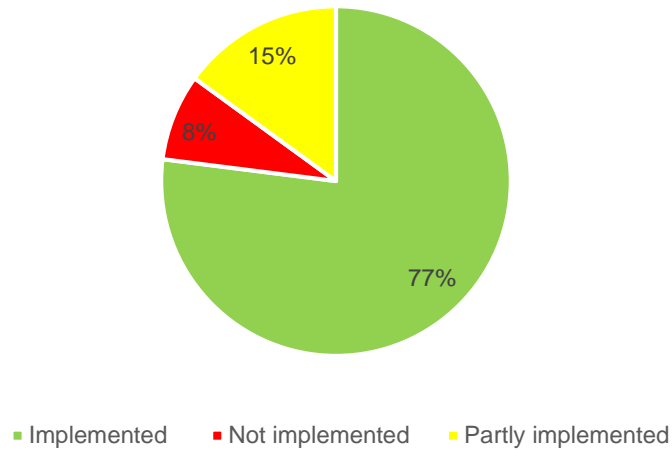
Table 8. Reporting table on implementation of action plan for the last year of implementation of strategic document (2023)

Development Strategy of Official Statistics 2019 - 2023	Number	%
Strategic aim	1	
Operative objectives	7	
Activities	49	
Performance indicators	22	
Action plan for implementation of activities defined by the Development Strategy of Official Statistics (for 2023)		
Planned activities during 2023	39	
1. Planned activities started/implemented during 2023 (implemented + partly implemented)	36	92%
1a. Implemented activities that have an impact on the implementation of operative objectives during 2023	30	77%
1b. Partly implemented activities during 2023	6	15%
2. Planned activities that were not implemented during 2023	3	8%
Total number of activities that have an impact on the implementation of operative objectives in 2023	39	100%

Source: Statistical Office

The level of implementation of activities planned by the Action Plan for the implementation of activities defined by the Development Strategy of Official Statistics 2019 - 2023, for 2023, is 77%.

Chart 4. Percentage of implemented activities compared to the total number of planned activities in 2023

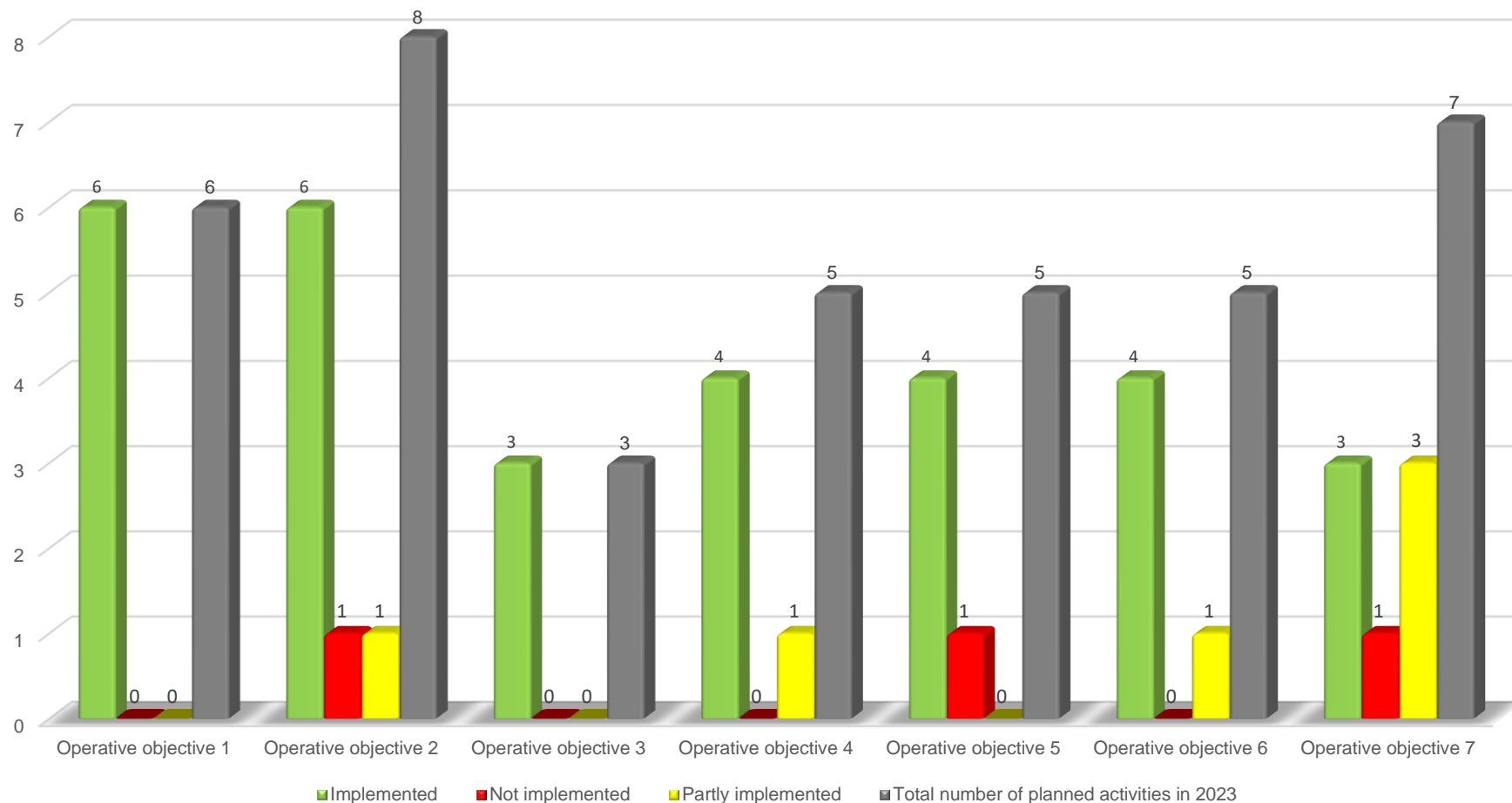


Source: Statistical Office

There are completely implemented target values at the end of implementation of strategic document for two operative objectives (operative objective 1 and 3) out of total seven operative objectives. Partly implemented activities are present for four operative objectives (operative objective 2,4 ,6, and 7), while not implemented activities are in three operative objectives (operative objectives 2, 5, and 7). The level of implemented activities has directly impacted the level of implemented performance indicators. Reasons why some activities were not timely implemented are due to the lack of human and financial capacities.

Despite of complete commitment of staff members to the implementation of operative objectives, the highest challenge in future period is optimizing the number of staff members, especially in the organizational unit – Department for Dissemination and Management of Statistical Databases and Quality.

Chart 5. Overview of implemented activities compared to the total number of planned activities by operative objectives in 2023



Source: Statistical Office

Operative objective 1. Establishment of permanent dialogue with data users and development of partnership

This objective envisages the establishment of permanent dialogue with users aimed at explanation and presentation of official statistical data. Financial resources are planned for the continuation in the implementation of the UNDP project “the Fourth *National Communication and the First Biennial Transparency Report (FNC/BTR) of Montenegro towards the United Nations Framework Convention on Climate Change (UNFCCC)*”. Thus, the partnership has been developing based on the official statistical principles with the aim to increase timeliness, availability,

and accessibility of official statistical data. The overview of resources for the implementation of activities under operative objective 1 is given below.

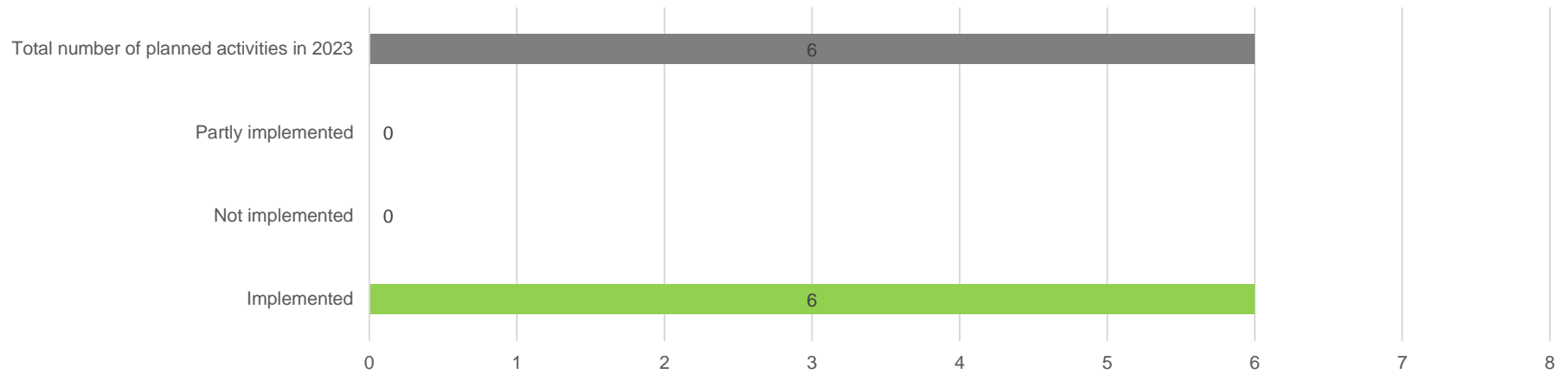
Table 9. Overview of planned and implemented resources for operative objective 1.

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Year	Budget resources			Potential donor resources	
	Planned resources pursuant to Action Plan for 2023	Approved	Implemented	Planned resources pursuant to Action Plan for 2023	Implemented
2023	0	0	0	75 000.00	29 310.68

Source: Statistical Office

Chart 6. Status of implemented activities under operative objective 1. Establishment of permanent dialogue with data users and development of partnership



Source: Statistical Office

Table 10. Reporting table on implementation of action plan for the last year of implementation of strategic document Operative objective 1. Establishment of permanent dialogue with data users and development of partnership

STRATEGIC AIM: The aim of official statistics is to provide all users with quantitative and representative information on economic, demographic, social, and environmental situation in Montenegro, in line with internationally defined methodology and the highest professional standards.			
OPERATIVE OBJECTIVE 1: Establishment of permanent dialogue with data users and development of partnership			
Performance indicator	Starting value	Target value in the middle of implementation of strategic document	Target value at the end of implementation of strategic document
Number of implemented user requests, through five-year Programme and Annual Plan of Official Statistics in partnership with academy, scientific and research community, private sector, etc.	Out of total number of (65) proposals and suggestions, there was accepted 74% or 48 proposals and suggestions of interested users	Implementation of suggestions given by users and implementation of pilot surveys 80%	Implementation of suggestions and surveys 100%
Presence of users in the work of the Council of Statistical System	4 members (business association – one member, scientific and research institution – two members, non-governmental organization – one member)	5 members	6 members
Released results of <i>User Satisfaction Survey</i>	Planned implementation of User Satisfaction Survey (2019) and data publication	Implementation of User Satisfaction Survey in line with biannual dynamics (2021/2022)	Implementation of User Satisfaction Survey in line with biannual dynamics (2023)

An example of good practice in the implementation of performance indicators under operative objective 1. *Establishment of permanent dialogue with data users and development of partnership* is planning (which does not mean their implementation) of new statistical surveys in the official statistical system:

- **Crime indicators** – purpose of survey is to collect data on registered crime, processed persons, convicted persons, population in prison, professional staff in institutions for reason of examining scope and prevalence of crime in Montenegro. Crime indicators are collected based on administrative sources and transmitted to Eurostat in line with Gentleman’s Agreement reached within the working group for crime statistics and crime justice;
- **Pilot census of agriculture by using CAPI method of data collection** – the aim of this survey is to test CAPI application for data collection data, as well as modules for 2023;

- **Survey on generated food waste** – the aim of this survey is to collect as accurate data as possible on generated and processed quantities of food waste from certain food waste producers (markets, restaurants, and other companies where food is prepared and/or served). The data are not released and are used for examining the survey instruments;
- **Statistics of other financial institutions – company factoring** - statistical overview of positions of balance sheet of company factoring. A detailed statistical presentation of claims on factoring by sectors.

➤ **Presence of users in the work of the Council of Statistical System**

The Council of Statistical System is established with the aim to improve statistical culture and knowledge, as well as to take care of official statistical users' needs, as defined by Chapter IV of the Law on Official Statistics and Official Statistical System (Official Gazette of Montenegro No 18/12, and 47/19).

The Council has 17 members who are in the same time users and a majority of them are also representatives of official statistical producers. A change in the composition of the Council of Statistical System requires amendments to the Law on Official Statistics and Official Statistical System.

During 2023, there were held eleven (11) sessions where opinions and proposals on strategic issues of official statistics and statistical system were exchanged. [Minutes from the held sessions of the Council of Statistical System](#) are available at the official website of the Statistical Office.

➤ **Released results of *User Satisfaction Survey***

[User Satisfaction Survey](#) provides information on user needs for official statistical results and their satisfaction with data and services provided by Montenegro official statistical system. [Results of User Satisfaction Survey](#) are used as a basis for a continuous work on the improvement of quality of data and services of official statistics, for the production of action plans in area of ensuring quality of Montenegro statistical system's work and improvement of level of user satisfaction.

During 2023, the Action Plan was produced for the implementation of users' recommendations.

➤ **Production of plans for organizing users' forum aimed at learning users' needs for the official statistical data**

During 2023, there were planned and held three public discussions, in cooperation with the Ministry of Finance, on the draft:

- [Law on Census of Agriculture 2024;](#)
- [Development Strategy of Official Statistics 2024-2028 with the Action Plan,](#) and
- [Programme of Official Statistics 2024-2028.](#)

Additionally, in 2023 there are planned informative and educative meetings with target public.

➤ **Development of statistical community through formal establishment of partnerships**

Pursuant to the contract signed between the Statistical Office and Ministry of Ecology, Spatial Planning and Urbanism on the implementation of project the *Fourth National Communication and the First Biennial Transparency Report (FNC/BTR) of Montenegro towards the United Nations Framework Convention on Climate Change (UNFCCC)*”, (No 01 - 041/23 - 311/1 of 7 April 2023), there is planned the implementation of activities in five phases.

Pursuant to the concluded contract, the Statistical Office implemented four phases up to and including 2023 via data transmission for:

- Energy and industry, crop production, livestock and milk production for 2020 and 2021 - I phase;
- Forestry and waste for 2020 and 2021 - II phase;
- Mineral fertilizers in agriculture and straw burning for 2020 and 2021 – III phase and
- Energy and industry, crop production, use of mineral fertilizer and straw burning for 2022 - IV phase.

Additionally, Statistical Office continuously worked on strengthening cooperation with scientific and research institutions. During 2023, Statistical Office signed eleven (11) cooperation agreements with scientific and research institutions, aimed at using individual data without identifiers in scientific and research purposes.

➤ **Organization of donor and consultative meetings/seminars**

Working meetings were held with target public (media, NGO, embassies, and international organizations, national councils in Montenegro, universities, academic and scientific and research communities in Montenegro) to inform them on the importance of implementation of Census of Population, Households, and Dwellings, with the aim to indicate benefits for the entire society from this statistical survey.

➤ **Organization of educative programmes for main users**

During 2023, there were held educative meetings with target public, media (15 representatives of media companies), NGO (5 representatives), and embassies (23 representatives), etc.

Table 11. Reporting table on implementation of action plan for the last year of implementing strategic document Operative objective 1. Establishment of permanent dialogue with data users and development of partnership

Activity which affects implementation of operative objective 1	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New date for implementation of activities	Source of funding	Resources planned for implementation of activities	Implemented resources for activities	Recommendations
Drafting Action Plan for implementation and analysis of results of <i>User Satisfaction Survey</i>	Drafted <i>Action Plan</i> for implementation of users' recommendations	Statistical Office	Implemented (Drafted Action plan for implementation of users' recommendations based on the 2022 User Satisfaction Survey)	I quarter 2023	II quarter 2023	-	Regular budget resources of Programme "National Statistics" Sub-programme "Production of official statistical data"	Not planned resources for implementation of activities	-	-
Production of plans for organization of user forum aimed at learning users' needs for the official statistical data	Drafted <i>Action Plan</i> and defined internal procedures for implementation of user forum	Statistical Office	Implemented (planned and held three public discussions in cooperation with the Ministry of Finance)	I quarter 2023	IV quarter 2023	-	Regular budget resources of Programme "National statistics" Sub-programme "Production of official statistical data"	Not planned resources for implementation of activities	-	-

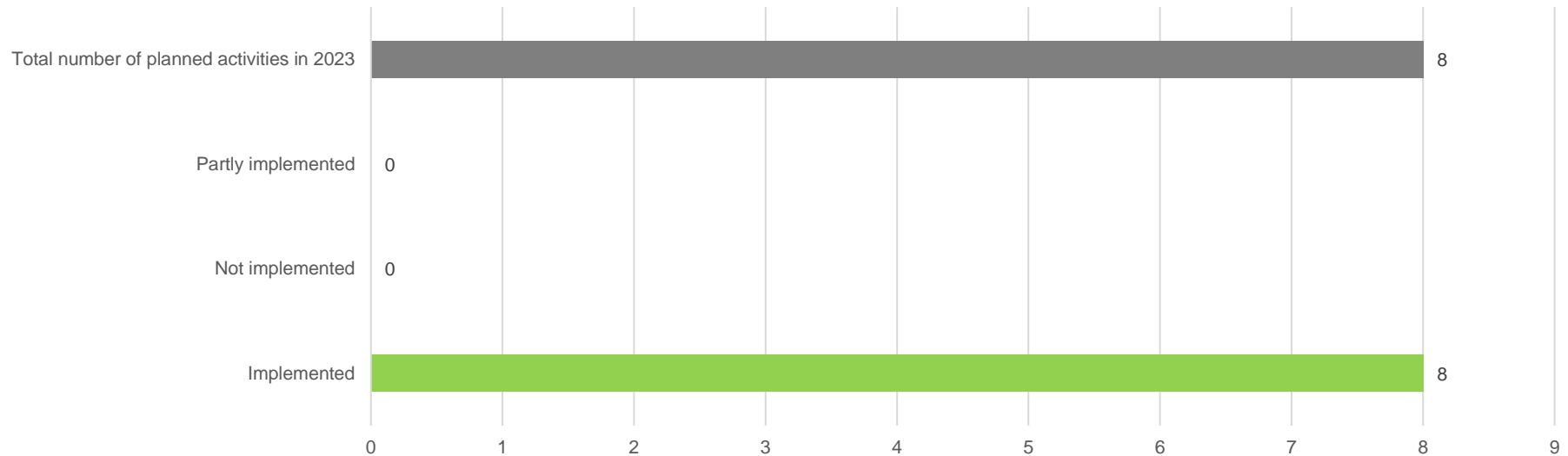
Activity which affects implementation of operative objective 1	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New date for implementation of activities	Source of funding	Resources planned for implementation of activities	Implemented resources for activities	Recommendations
Development of statistical community through formal establishment of partnerships	Number of formally established partnerships, through cooperation agreements, and implementation of existing partnerships	Official statistical producers	Implemented (signed cooperation agreement with Ministry of Ecology, Urbanism, and Spatial Planning, as well as 11 cooperation contracts with scientific and research institutions)	1	1	-	Potential donor support	Potential donor support 75.000,00€	Potential donor support 29 310,68€	-
Organization of donor and consultative meetings/seminars	Number of organized educative programmes through public discussions, seminars, conferences, thematic workshops with main users	Official statistical producers	Implemented (held informative and educative meetings with embassies and international organizations; national council in Montenegro; universities, academic and scientific and research communities in Montenegro)	1	1	-	Regular budget resources of Programme "National statistics" Sub-programme "Production of official statistical data"	Not planned resources for implementation of activities	-	-

Activity which affects implementation of operative objective 1	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New date for implementation of activities	Source of funding	Resources planned for implementation of activities	Implemented resources for activities	Recommendations
Promotion of statistical literacy through public discussions, seminars, conferences	Organization of educative programmes for the main users	Official statistical producers	Implemented (held informative and educative meetings with NGO representatives related to the Census of Population, Households, and Dwellings)	The first half of the current year	The first half of the current year	-	Regular budget resources of the Programme "National Statistics" Sub-programme "Production of official statistical data"	Not planned resources for implementation of activities	-	-
Organization of consultative meetings with media as the main partner in the process of dissemination of official statistical data	Number of organized consultative meetings with media as the main partner in dissemination process of official statistics	Official statistical producers	Implemented (held informative and educative meetings with media related to the Census of Population, Households, and Dwellings)	1	1	-	Regular budget resources of Programme „National statistics“ Sub-programme "Production of official statistical data"	Not planned resources for implementation of activities	-	-

Operative objective 2. Education of statisticians

Respecting the society digitalization level, as well as “*data revolution*”, which brought new opportunities for the development of official statistics, one of key challenges for the official statistics remains further development of knowledge and skills of statisticians as expert and professional staff, as well as creation of new generation of statisticians - data scientists who are expected to know new theories and methods.

Chart 7. Status of implemented activities of operative objective 2. Education of statisticians



Source: Statistical Office

Overview of funds for the implementation of activities under the operative objective 2 is given in Table 12.

Table 12. Overview of planned and implemented finds for operative objective 2

in EUR

Year	Budget funds			Potential donor funds	
	Planned funds in line with the Action Plan for 2023	Approved	Implemented	Planned funds in line with the Action Plan for 2023	Implemented
2023	11 628.47€	28 927.47	19 806,80	224 970.00	139 413.50

Source: Statistical Office

Table 13. Reporting table on implementation of action plan for the last year of implementation of strategic document Operative objective 2. Education of statisticians

OPERATIVE OBJECTIVE 2: Education of statisticians			
Performance indicator	Starting value	Target value in the middle of implementation of strategic document	Target value at the end of implementation of strategic document
Promotion of European Master in Official Statistics - EMOS	4	5	6
Increased number of staff members who successfully completed traineeship of several months in Eurostat and national statistical institutes - NSIs for statistical domains which are in innovation process	31	33	35
Testing new methods in pilot statistical surveys	0	0	1

Source: Statistical Office

Implementation of traineeship of EMOS students from the Faculty for International Economy, Finances, and Business, University Donja Gorica, is pointed out as an example of good practice. Six (6) students completed the traineeship in the Statistical Office in area of demography, statistical sample, dissemination, tourism, and IT, and one student from the Faculty of Economy, University Montenegro.

By improving previous good practice of knowledge and skills of staff members in the official statistical system, the Statistical Office also actively participated during 2023 in a large number of meetings, courses, and trainings with the aim to develop statisticians as expert and professional staff, as well as creating new generation of statisticians. At the level of statistical system, during 2023, staff members participated in 121 trainings, through seminars, courses, and meetings organized by Eurostat, UNECE, Energy Community, FAO, etc.

Aimed at the fulfilment of operative objective 2. Education of statisticians, we are pointing out activities which contribute to the fulfilment of objective:

➤ **Production and preparation of Strategy for Management of Human Resources**

The Strategy for Management of Human Resources is renamed in the '*Human Resources Management Policy*' which envisages the production of "*Multianual Programme of Trainings for Acquiring Statistical Knowledge and Skills*". The reason of this approach is the inability of using recommendations defined by "*Methodology of Development Policies, Production, and Monitoring of Implementation of Strategic Documents*" in preparation of strategic documents. This decision is supported with the fact that in 2023 there were also drafted and adopted three strategic documents of official statistical system, and in the same time was the year of census of population, households, and dwellings.

Accordingly, this activity is envisaged by the *Action Plan for Implementation of Development Strategy of Official Statistics 2024 - 2028 (for 2024 and 2025)*, which defines the production of document "*Multianual Programme of Trainings for Acquiring Statistical Knowledge and Skills*" (plan

and implementation of trainings for: users, new staff members, interviewers, as well as acquiring key communication skills and public appearance of staff members, IT staff for implementation of new digital transformation and graphic design).

➤ **Implementation of Staff Satisfaction Survey**

Staff satisfaction survey is not implemented due to the lack of human resources and having in mind that in 2023 there were drafted and adopted three strategic documents of the official statistical system, and in the same time was the year of census of population, households, and dwellings. A new deadline will be defined by the *Guide for Quality Management*, which is planned to be drafted in the first half of 2024.

➤ **Holding educative workshops for management of statistical processes, pursuant to the European Statistics Code of Practice, with a special accent on modernization of process and quality management**

Aimed at introduction and use of the Generic Model of Statistical Business Process (GSBPM), that serves for description and documenting every survey at the standardized was, the Statistical Office prepared IT application GSBPM.

During the project 6.1. Quality IPA 2019, there were organized two expert missions in Podgorica (9-13 May 2022 and 24-28 April 2023), where participated the staff of the Statistical Office.

Additionally, the staff of the Statistical Office participated in an educative workshop in Ljubljana, from 11 to 13 July 2023.

➤ **Activities when employing new staff pursuant to legislative provisions**

A current number of staff members in the Statistical Office is 95, and pursuant to the *Rulebook on Internal Organization and Job Description of the Statistical Office*, there is planned 169 job positions.

The HR plan for 2023 in the Statistical Office envisaged the employment of 10 staff members from the expert staff category, as it follows:

- One (1) senior advisor III in the Department for National Accounts General Government Sector Statistics;
- One (1) senior advisor III in the Department for Agriculture and Fishery Statistics;
- One (1) independent advisor III in the Department of Economic Accounts in Agriculture, Forestry, and Environment Statistics;
- One (1) independent advisor III, and one (1) senior advisor III in the Department of Environment and Forestry Statistics;
- One (1) senior advisor III in the Department of Demography and Migration Statistics;
- One (1) independent advisor III in the Department for Information and Communication Technologies;
- One (1) independent advisor III in the Department for National Coordination of Statistical Data Sources;
- One (1) senior advisor III in the Department for Statistical Registers and Classifications, and
- One (1) independent advisor III in the General Affairs, Human Resources, and Finances Service.

Public notice on vacancy for employment of the mentioned job positions announcement started in December 2023, and its implementation is ongoing.

➤ **Promotion of the European Master of Official Statistics - EMOS through cooperation with academic community, participation in educative programme of staff members from the Statistical Office**

We would like to draw attention to the implementation of traineeship of EMOS students from the Faculty for International Economy, Finances, and Business, University Donja Gorica, as an example of good practice. Six students completed the traineeship in the Statistical Office in the field of demography, statistical sample, dissemination, tourism, and IT.

➤ **To provide several months traineeship in Eurostat and national statistical institutes - NSIs for statistical domains**

During 2023, two representatives of the Statistical Office completed the traineeship in Eurostat, in period from January to April, on the topic "*International cooperation*" and in period from April to July, on the topic "*Spatial register*". A practice is that representatives of the Statistical Office train and expand their knowledge in Eurostat and NSIs of the European Union on different topics of statistical areas. This type of development has a significant impact on the expanding knowledge and skills of the Statistical Office's staff members, approximating working methods to the EU standards, and networking statisticians at the international level. Having in mind achieved results and benefits from this type of cooperation, the Statistical Office is planning to continue with this activity in the next period.

By improvement the previous good practice of developing knowledge and skills of staff in the official statistical system, the Statistical Office actively participated also during 2023 in a large number of meetings, courses, and trainings aimed at the development of statisticians as expert and professional staff, as well as creating new generation of statisticians.

At the level of statistical system, during 2023, staff members participated in 121 trainings, seminars, courses, and meetings organized by Eurostat, UNECE, Energy Community, FAO, etc.

➤ **Regular participation of official statistical producers in the working groups engaged in modernization and development of official statistics by using 'Big Data'**

During 2023, five representatives of the Statistical Office in total participated in two meetings on topic of development of 'Big Data' at basic and advanced course on this topic. Additionally, the staff of Statistical Office participated in in the 'European Big Data Hackathon 2023 - European Commission' which was held in March 2023 under the NTTS Conference - European Commission - European Union in Brussels.

Continuous trainings on topic of 'Big Data' strengthens the capacities of the Statistical Office and prepare it for the introduction of modern technologies in its everyday work with large databases.

➤ **Testing new data sources and methods through pilot statistical surveys**

During 2023, the analysis of data collected by pilot project continued using the 'Web scraping' method, and by using program language Python, which is conducted in 2022.

Table 14. Reporting table on implementation of action plan for the last year of implementation of strategic document Operative objective 2. Education of statisticians

Activity which affects implementation of operative objective 2	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activity	Recommendations
Production and preparation of Strategy of Human Resources Management	Strategy for Management of Human Resources	Statistical Office	Partly implemented (Strategy for management of human resources was renamed to <i>Policy for Management of Human Resources</i>)	I quarter 2023	IV quarter 2023	I quarter 2025	Regular budget funds of the Programme "National Statistics" Sub-programme "Production of official statistical data"	Not planned resources for implementation of activities	-	This activity is envisaged by <i>Action Plan for Implementation of Development Strategy of Official Statistics 2024 - 2028 (for 2024 and 2025)</i> through Operative objective 2. <i>"Strengthening official statistical system through the full implementation of planned human resources and premises"</i>

Activity which affects implementation of operative objective 2	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activity	Recommendations
Implementation of <i>Staff Satisfaction Survey</i>	Staff satisfaction survey	Statistical Office	Not implemented	I quarter 2023	IV quarter 2023	IV quarter 2026	Regular budget funds of the Programme "National statistics" Sub-programme "Production of official statistical data"/ Potential donor support	Not planned resources for implementation of activities	-	New deadline will be defined by the Quality Management Guide
Organization of educative workshops for management of statistical processes, pursuant to the European Statistics Code of Practice, with a special accent on modernization of process and	Number of held educative workshops	Official statistical producers	Implemented (organized two expert missions in Podgorica. Staff of the Statistical Office participated in educative workshop in Ljubljana)	I quarter 2023	IV quarter 2023	-	Regular budget funds of the Programme "National statistics" Sub-programme "Production of official statistical data"/ Potential donor support	Approved budget funds 28 927.47€ Potential donor support 224 970.00€	Implemented budget funds 19 806.80€ Potential donor support 139 413.50€	-

quality management										
Activities on employment of new staff pursuant to legislative provisions	Increased number of new staff members in the Statistical Office	Statistical Office	Implemented (HR plan for 2023 envisages 10 persons to be employed in the Statistical Office. Public notice on vacancy was open in December 2023)	I quarter 2023	IV quarter 2023	-	Regular budget resources of the Programme "National statistics" Sub-programme "Production of official statistical data"	Not planned resources for implementation of activities	-	-

<p>Promotion of the European Master of Official Statistics - EMOS through cooperation with academic community, participation in educative programme for staff members of the Statistical Office</p>	<p>Number of lectures held at the universities</p>	<p>Official statistical producers</p>	<p>Implemented (Six EMOS students completed traineeship in the Statistical Office in domain of demography, statistical sample, dissemination, tourism, and IT)</p>	<p>I quarter 2023</p>	<p>IV quarter 2023</p>	<p>-</p>	<p>Regular budget funds of the Programme "National statistics" Sub-programme "Production of official statistical results"/ Potential donor support</p>	<p>Not planned resources for implementation of activities</p>	<p>-</p>	<p>-</p>
<p>Provide several months traineeship in Eurostat and NSIs for statistical domains</p>	<p>Number of staff members that successfully completed 3-month traineeship in Eurostat and NSIs for statistical domains</p>	<p>Official statistical producers</p>	<p>Implemented (two staff members of the Statistical Office completed several months traineeship in Eurostat)</p>	<p>I quarter 2023</p>	<p>IV quarter 2023</p>	<p>-</p>	<p>Regular budget funds of programme "National statistics" Sub-programme "Production of official statistical results"/ Potential donor support</p>	<p>Not planned resources for the implementation of activities</p>	<p>-</p>	<p>-</p>

<p>Regular participation of official statistical producers in the working groups engaged with modernization and development of official statistics by using 'Big Data'</p> <p>1. Conference on new techniques and technologies in the official statistics</p> <p>2. "Big Data" tools for IT experts as a support to the statisticians</p>	<p>Education of staff members in the statistical system engaged with modernization and development of official statistics by using "Big Data"</p>	<p>Producers official statistics</p>	<p>Implemented (five representatives of the Statistical Office in total participated in two meetings on topic of development of official statistics by using "Big Data")</p>	<p>I quarter 2023</p>	<p>IV quarter 2023</p>	<p>-</p>	<p>Regular budget funds of the Programme "National statistics" Sub-programme "Production of official statistical results"/ Potential donor support</p>	<p>Not planned resources for implementation of activities</p>	<p>-</p>	<p>-</p>
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Testing of new data sources through pilot statistical surveys	Implemented pilot surveys, which use new sources and methods in statistical production	Official statistical producers	Implemented (during 2023, the analysis of data collected through pilot project continued by using “web scraping” method, and program language Python, which was implemented in 2022)	Pilot surveys defined by Annual Plan of Official Statistics for 2023	Pilot surveys defined by the Annual Plan of Official Statistics 2023	-	Regular budget funds of the Programme „National statistics“ Sub-programme “Production of official statistical data“	Not planned resources for implementation of activities	-	-
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Source: Statistical Office

Operative objective 3. Further harmonization and innovation of official statistics with international standards/recommendations

Production of official statistics in line with the international standards and recommendations in area of official statistics is the main aim of the Statistical Office. Respecting dynamics of the EU integration process and fact that the negotiating Chapter - 18 Statistics opened at the end of 2014, Statistical Office will continue with the participation in the work of international statistical bodies/organizations, aimed at the implementation of international methodologies and adjustment of the official statistical production process in line with new statistical standards of international organizations whose member is Montenegro.

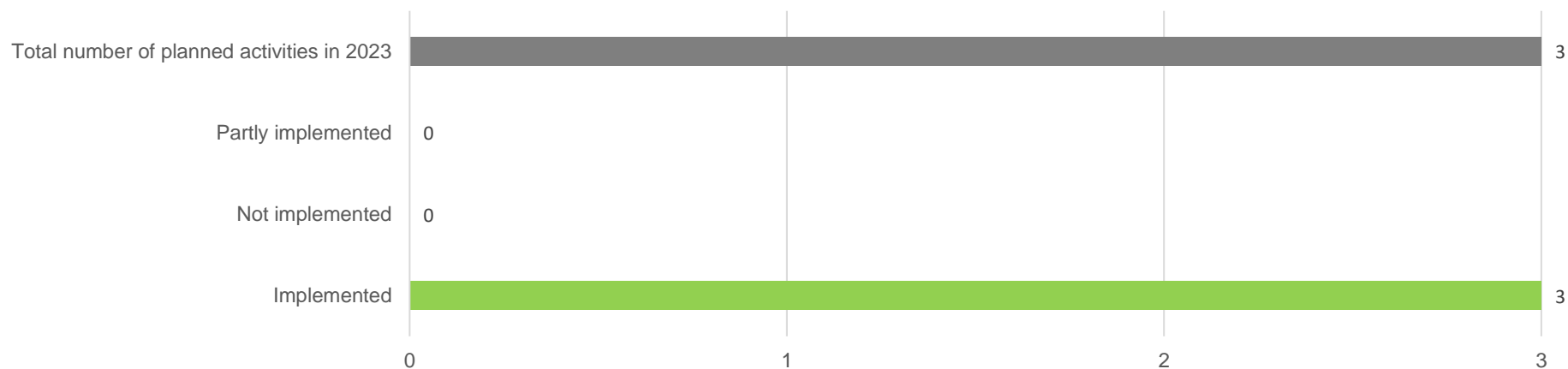
Table 15. Overview of planned and implemented funds for operative objective 3.

in EUR

Year	Budget funds			Potential donor funds	
	Planned funds in line with the 2023 Action Plan	Approved	Implemented	Planned funds in line with the 2023 Action Plan	Implemented
2023	6 971 346.52	6 919 047.52	3 157 672.32	192 736.00	131 696.66

Difference between approved and implemented funds is a consequence of the postponement of the Census of Population, Households, and dwellings.

Chart 8. Status of implemented activities of operative objective 3. Establishment of permanent dialogue with data users and development of partnership



Source: Statistical Office

Table 16 presents planned activities of operative objective 3 implemented during 2019 - 2023

Table 16. Reporting table on implementation of action plan for the last year of implementation of strategic document Operative objective 3. Further harmonization and innovation of official statistics with international standards/recommendations

No	PERFORMANCE INDICATOR	Starting value	Target value in middle of implementation of strategic document	Target value in the middle of implementation of strategic document
		2019	2021	2023
1.	Fulfilment of activities which contribute to the fulfilment of closing benchmarks of Chapter 18 - Statistics	40%	60%	90%
2.	Number of produced indicators for needs of UN global reporting, as well as for needs of EU and UNECE regional reporting	61% EU - SDG indicators	67% EU - SDG indicators	68% EU - SDG indicators
3.	Increased availability of official statistical data of Montenegro in Eurostat, and UN statistical databases	57% UN - SDG indicators	60% UN - SDG indicators	63% UN - SDG indicators
4.	Increased availability of economic, financial and social and demographic data on Montenegro, in line with International Monetary Funds – IMF from the e-GDDS system	Available 13 of total 15 data categories	Available 15 indicators, Central Bank of Montenegro released indicator of financial stability	Improved periodicity and timeliness of dissemination data category from the recommended series

We point out activities implemented in statistical domains as an example of good practice.

In area of **macroeconomic statistics, national accounts, and prices**, the results are achieved through:

- Further harmonization of national accounts statistics of Montenegro with the EU standards and fulfilment of requests which are defined by closing benchmarks for Chapter 18 - Statistics;
- Publication of results of compilation of annual Gross National Income - GNI for 2022;
- Publication of final results of compilation of Gross Domestic Product for 2022 by production method in line with Nace Rev. 2 classification of activities and expenditure approach by expenditure categories in current and constant prices, in line with European System of Accounts methodology (hereinafter referred to as the 'ESA 2010 methodology');
- Publication of results of compilation of annual Gross Domestic Product - GDP by income approach for period 2006 - 2022;
- Production of annual GDP data in chain-linked volume measures for 2022;
- Publication of final data of quarterly Gross Domestic Product - QGDP for 2022, in line with ESA 2010 methodology by consumption approach, as well as preliminary data for the 1st to 3rd quarter 2023;
- Publication of final data of QGDP for 2022, in line with ESA 2010 methodology by production approach at the level of A10 activity sector, as well as preliminary data for the 1st to 3rd quarter 2023;
- Publication of QGDP in average prices 2010, by production and expenditure approach, for time series from the 1st quarter 2022 to 3rd quarter 2023;
- Publication of seasonally adjusted QGDP data in current prices, by expenditure categories, from 1st quarter 2006 to 3rd quarter 2023;
- Production of annual and quarterly data of personal consumption by COICOP and by duration of goods in current and constant prices, and chain-linked volume measures;
- Production of annual and quarterly data of gross fixed capital formation by types of capital formation in line with ESA 2010 methodology and data transmission program;
- Continuous modernization in part of transmitting data to Eurostat, through the advanced platform of SDMX tools recommended by Eurostat, what makes possible transmission of NA data without SDMX convertor;
- Continuation of work on regular activities of highly harmonized Purchasing Power Parity – PPP project, and further Harmonized Index of Consumer Prices with the international standards;
- Continuous work on the improvement of trade by enterprise characteristics (TEC) statistics, and trade by invoicing currency (TIC), represents an important step in terms of harmonization of international trade in goods statistics with the international standards.

In area of statistics of **agriculture, fishery, business statistics, environment and forestry**, the results were achieved through:

- Implementation of all planned surveys, pursuant to Annual Plan of Statistical Surveys, and Statistical Release Calendar;

- Harmonization of short-term indicator statistics with EBS Regulation (EU) 2019/2152;
- Calendar and seasonal adjustment of data on short-term indicators;
- Work on the improvement of quality of surveys in line with the European Statistics Code of Practice (metadata and quality reports).

In area of **social statistics and demography**:

Having in mind that conditions for the production of data of the Census of Population, Households, and Dwellings from administrative sources are not met, pursuant to the Law on Census of Population, Households, and Dwellings (Official Gazette of Montenegro No 140/22 of 16 December 2022, 105/23 of 28 November 2023), the Statistical Office implemented the Census of Population, Households, and Dwellings by using the traditional method, in period from 3 to 30 December 2023.

Statistical Office has successfully implemented the collection data phase in the *Census of Population, Households, and Dwellings*, in cooperation with other bodies, defined by the Law on Census of Population, Households, and Dwellings. Activities that preceded and contributed to the data collection phase, and implemented during 2023 are:

- Finalization of uniform and international comparable methodology on census, with uniform definitions, and characteristics of census units;
- Successfully completed the update of spatial unit register for the needs of implementing the census;
- Prepared and tested application for census data entering and processing by capacities of the Statistical Office;
- Successfully implemented all logistical activities, for the purposes of organization of census, by established organizational structure of census;
- Establishment and coordination of activities of 25 census commissions with approx. 265 members established at the level of local self-government units with the aim of direct organization of census in the field;
- Successfully implemented trainings for more than 3 500 participants of the census at three levels;
- Production of more than 20 additional instructions, annexes, and internal rulebooks, which contributed to the successful implementation of census and implementation of requests of all interested users.

Activities of the Statistical Office implemented during the phase of field work from 3 to 30 December are as it follows:

- More than 70 state instructors successfully coordinated with the action of collection and control of census data, implemented by approx. 500 instructors, and 3 000 enumerators;
- Through public campaign, there were prepared approx. 50 requests of journalists, as well as guest speaking in approx. 10 broadcasts on the topic of census;
- Participation in the work of all sessions of parliamentary *Committee for Monitoring Application of Agreement on Conditions for Implementation of Census of Population, Households, and Dwellings*.

Pursuant to Article 33 of the Law on Census of Population, Households, and Dwellings (Official Gazette of Montenegro No 140/22 of 16 December 2022, 105/23 of 28 November 2023), Statistical Office must prepare a comprehensive report for the Government of Montenegro on performed tasks of the 2023 Census, as well as on spent funds provided from the budget of Montenegro for the same year, not later than 31 March 2024.

In area of implementation of **international cooperation**, a higher level of methodological harmonization has been achieved in all surveys of Montenegro statistical system with the EU *acquis*, and which serve as an input for the calculation of macroeconomic data in line with ESA methodology.

In area of **international projects**, the results were achieved through three activities:

- Training of statisticians through education on international methodologies and standards;
- Improvement of official statistics by implementing statistical projects, in cooperation with international experts, and
- Advancement and improvement of knowledge and skills through study visits and short-term missions of international experts.

➤ **Number of indicators produced for the needs of UN global reporting and regional reporting for EU and UNECE region**

Under competence of Statistical Office there are 72 EU - SDG indicators (67%) out of 107 required EU - SDG indicators, while under competence of other institutions of Montenegro are 35 EU - SDG indicators. By having implemented statistical surveys, the Statistical Office made available 58 EU - SDG indicators (80%) under its competence. The Statistical Office transmits official statistical data to Eurostat aimed at the production of indicators at the European level and they are available on the official website of Eurostat, <https://ec.europa.eu/eurostat/data/database>. Pursuant to the obligations defined by the *National Strategy of Sustainable Development up to 2030* - (NSSD), under competence of Statistical Office there was reached a level of 60% of available official statistical data. Data on Sustainable Development Goal (SDG) for Montenegro are available on: <https://www.sdgmontenegro.me/>.

➤ **Increased availability of Montenegro official statistical data in Eurostat and UN statistical databases**

In 2023, there were implemented 208 statistical surveys out of total 213 defined by the Annual Plan of Official Statistics 2023. Under competence of Statistical Office, there are planned 165 statistical surveys, and implemented 162 surveys. Under competence of other official statistical producers, there were implemented 46 statistical surveys out of 48 planned. The data of Montenegro official statistical producers are available in the [Eurostat statistical databases](#).

STATISTICAL OFFICE

Out of 165 planned statistical surveys under competence of Statistical Office, there were implemented 162 surveys. Three surveys: 'Residence permits - pilot'; Statistics on population based on administrative sources – pilot', and 'Pilot census of agriculture by using CAPI', were not implemented. Accordingly, the analysis discovered that the data source for the implementation of survey 'Residence permit – pilot' does not contain all necessary variables for the production of official statistical data required by Eurostat.

Due to the implementation of Census of Population, Households, and Dwellings, the survey 'Statistics on population based on administrative sources – pilot' was not implemented. Additionally, the survey 'Pilot census of agriculture by using CAPI', was not implemented due to the postponed implementation period of Census of population, households, and dwellings.

OTHER OFFICIAL STATISTICAL PRODUCERS

Out of 48 planned statistical surveys under competence of other official statistical producers, two ones were not implemented under competence of Ministry of Science and Technological Development: *Statistical survey on government budget allocations for R&D (GBARD statistics)*, and *Statistical survey on scientific and research activity - survey and development*.

Ministry of Science and Technological Development reports in the explanation that at the end of 2022 (previously by the Decree on Organization and Manner of Work of Public Administration, Official Gazette of Montenegro No 98/23 of 31 December 2023, there was established the Ministry of Education, Science, and Innovation), put efforts to establish an appropriate mechanism to collect and process defined statistical data on R&D for 2021 and 2022.

However, up to the first half of 2023, there were done preparations on methodology, questionnaire, and data whose quality was not of satisfactory level. Thus, at the end of 2023, the mentioned ministry contracted a relevant research project through which it will continue to work on the development of appropriate methodology, questionnaire, and implementation of collection and processing of statistical data.

➤ Increased participation of the Statistical Office through membership in international working groups, management bodies, and international associations

Statistical Office, as the coordinator of international statistical cooperation, regularly conducts activities of international cooperation and participates in European and international meetings for the purpose of reaching international comparability of official statistical data:

- Participation in [64th World Statistics Congress - WSC](#);
- Participation in [71st Conference of European statisticians \(CES\)](#);
- Participation in [54th session of UN Statistical Commission in New York](#).

At the level of statistical system, during 2023, the staff members participated in 121 trainings, through seminars, courses, and meetings organized by Eurostat, UNECE, Energy Community, FAO, etc.

Table 17 presents the implementation of action plan for the last year of implementation of strategic document Operative objective 3. Further harmonization and innovation of official statistics with international standards/recommendations

Activity which affects implementation of Operative objective 3	Performance indicator	Competent institutions	Implementation status	Start date (2021. year)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activities	Recommendations
Coordination of activities with competent institutions aimed at the fulfilment of closing benchmarks of Chapter 18 - Statistics, and pursuant to Cooperation Agreement in area of national accounts and general government statistics, and related statistics (No 01-1488 of 25 April 2016)	Increased level of readiness of Montenegro for membership in area of statistics through <i>European Commission Progress Reports for negotiation Chapter 18 - Statistics</i> . Increased production of input for fulfilment of concrete variables under table of defined first closing benchmark for Chapter 18 - Statistics	Official statistics producers	Implemented (continuous coordination and harmonization of Montenegro national accounts statistics with the EU standards and fulfilment of requests which are defined by closing benchmarks for Chapter 18 - Statistics)	2023	2023	-	Regular budget funds for Programme "National statistics" Sub-programme "Production of official statistical data"	Resources for implementation of activities are not planned	-	-

Increased availability of Montenegro official statistical data in Eurostat and UN statistical databases, and their methodological harmonization with relevant methodological framework and quality concepts	Production of official statistical data	Official statistical producers	Implemented (in 2023, there were implemented 208 statistical surveys out of total 213 defined by the Annual Plan of Official Statistics for 2023)	2023	2023	-	Regular budget funds of the Programme “National statistics“ Sub-programme “Production of official statistical data“/ Potential donor support	Budget 6 971 346.52€ and potential donor support 192 736.00€	Budget 3 157 672.32€ and potential donor support 131 696.66€	-
Increased participation of the Statistical Office through membership in international working groups, management bodies, and international associations	Regular presence of staff of Montenegro statistical system in relevant and key working meetings and different types of trainings in Eurostat, and ESS	Official statistical producers	Implemented (at the level of statistical system, during 2023, staff members participated in 121 trainings, through seminars, course, and meetings organized by Eurostat, UNECE, Energy Community, FAO, etc.)	Meetings in the framework of ESS and defined by the 2023 MC list for candidate countries	Meetings in the ESS framework defined by the 2023 MC list for candidate countries	-	Regular budget funds of the Programme „National statistics“ Sub-programme “Production of official statistical data“	Not planned funds for implementation of activities	-	-

Operative objective 4. Creation of new data sources for production of official statistics

Use of new data sources requires the development of new methods in collection, processing, analysis of data to guarantee quality in line with principles of the European Statistics Code of Practice. It means the introduction of new techniques in data collection (CATI, CAPI, CAWI, Web scraping, Web scanning, etc.) through new investments in IT system for collection, processing, analysis, and dissemination of data. In addition to using new data sources, a special attention is devoted to further using of data sources under competence of public administration, and they are necessary for the production of official statistics, to reduce costs from the official statistical production and overburden of reporting units.

Table 18 presents achieved activities of operative objective 4 during 2023.

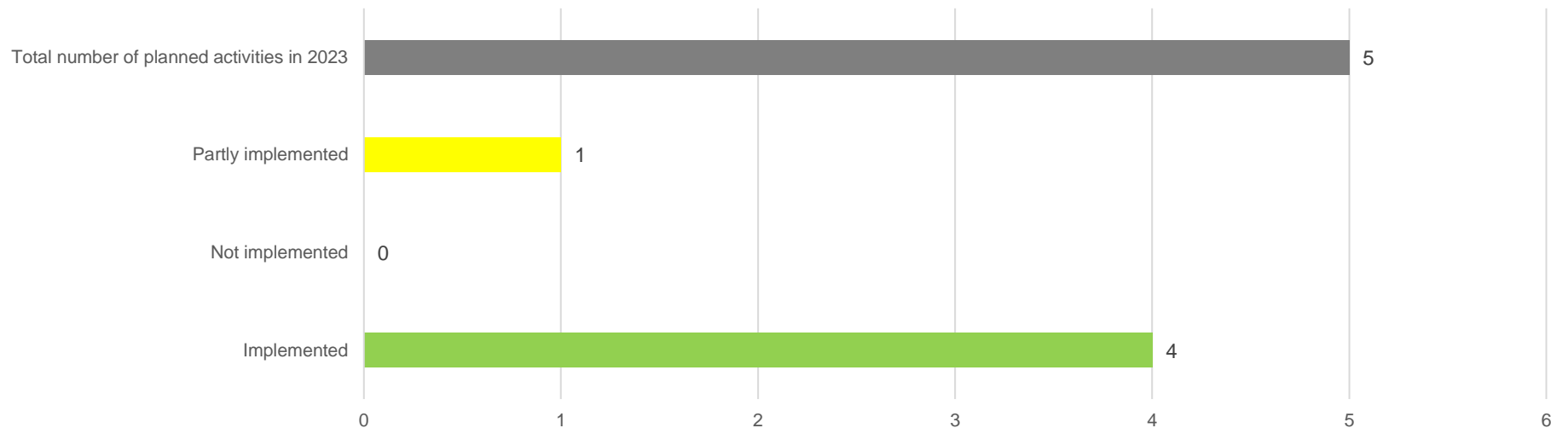
Table 18. Overview of planned and implemented funds for Operative objective 4.

in EUR

Year	Budget funds			Potential donor funds	
	Planned by the 2023 Action Plan	Approved	Implemented	Planned by action plan for 2023	Implemented
2023	8 785.00	8 785.00	7 903.64	2 500.00	3 461.50*

* Donations are accomplished up to the level of performance and it is allowed to have their implementation higher than planned potential donor funds

Chart 9. Status of implemented activities of operative objective 4. Creating new data sources for the official statistical production



Source: Statistical Office

Table 19. Reporting table on implementation of action plan for the last year of implementation of strategic document Operative objective 4. Creation of new data sources for the production of official statistics

OPERATIVE OBJECTIVE 4. Creating new data sources for the production of official statistics			
Performance indicator	Starting value	Target value in the middle of implementation of strategic document	Target value at the end of implementation of strategic document
Amended legislative regulation by which access to data is enabled for the needs of development of official statistics	Defined preconditions for amendments to legislative regulations	Amended legislative regulation	Amended legislative regulation
Number of statistical surveys which use new data sources	0	0	1
Number of statistical surveys which use administrative data sources	49	51	53
Number of new methods in data collection	CAWI, CAPI	CAWI, CAPI	CAWI, CAPI, CATI
Number of surveys which test new sources and methods in the production of official statistics	1 statistical survey	2 statistical surveys	3 statistical surveys
Reduced overburden of reporting units	Indicator of burden: Normal burden 81% Moderate burden 13% High burden 6%	Indicator of burden: Normal burden 83% Moderate burden 11% High burden 6%	Indicator of burden: Normal burden 85% Moderate burden 9% High burden 6%

We point out the implementation of pilot surveys aimed at assessment of methodology or quality of data source to be collected by statistical surveys as an example of good practice in reaching the implementation of operative objective. Pilot statistical surveys are introduced when it is necessary to assess methodology or quality of data sources.

During 2023, under competence of Statistical Office there are 23 pilot statistical surveys and 2 surveys under competence of Central Bank of Montenegro. New statistical surveys (4), out of which three (3) are introduced by the Statistical Office, and one (1) survey by Central Bank of Montenegro: crime indicators; pilot census of agriculture by using CAPI method for data collection; Survey on generated food waste; and Statistics of other financial institutions – company factoring.

At the end of 2023, for the needs of *Labour Force Survey* (LFS), there was developed a test application for data collection in the field by using CAPI which will be further worked on a continuous basis with the aim of further development. Use of new method for data collection will reduce the time required for entering and processing of data. Testing of administrative data source (of Tax Administration) continued for the calculation of average earnings.

Additionally, during 2023, for needs of the Survey on Income and Living Conditions (EU - SILC), development of application for collecting the in the field (CAPI method - Computer Assisted Personal Interviewing) continued. To minimize errors in filling the questionnaires, there continued development of logical controls that application contains. This improvement reflects in availability of data from the Survey on Income and Living Conditions (EU - SILC) in shorter time period with less logical and calculation corrections. Thus, the time of data release in n+1 year is shortened from December to October n+1 year of survey. Thus, through time and further shortened deadline for release of data will ensure the harmonization of new EU regulation in terms of filling set deadlines for data release, and in the same time making progress in data timeliness for creating social policies.

In structural statistics, the preparations on Census of Agriculture continued in line with Regulation (EU) No 2018/1091. Draft Law on Census of Agriculture was prepared and in December 2023 gained a status of the proposal to the law. Development of application for data collection in the census of agriculture by using CAPI method is ongoing.

Electronic questionnaire for data collection for survey RAD1 is in use since January 2023. There is also developed electronic questionnaire for collection of metadata from other official statistical producers.

The plan is to implement new data sources until the end of 2023 for one statistical survey (area of price), but due to obligations of preparations and implementation of the Census of population, households, and dwellings 2023, a lack of human resources in IT sector, a lack of trained staff members for applying new technologies in using new data sources, we have not been able to implement the mentioned. CATI method for data collection was not applied since the budget did not envisaged the resources.

Table 20 presents achieved activities of operative objective 4 during 2023.

Table 20. Reporting table on implementation of action plan for the last year of implementation of strategic document Operative objective 4. Creation of new data sources for production of official statistics

Activity which affects implementation of operative objective 4	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activity	Recommendations
Provide education of staff members in the statistical system for using new data sources	Education of staff members in the statistical system under ESS and other statistical organizations and institutions on using new data sources	Official statistical producers	Implemented (five representatives of the Statistical Office in total participated in two meetings with topic on development of official statistics by using "Big Data")	I quarter 2023	IV quarter 2023	-	Regular budget funds of the Programme "National statistics" Sub-programme "Production of official statistical data" Potential donor support	Not planned resources for implementation of activities	-	-
Implementation of pilot surveys aimed at assessment of methodology or quality of data source	Use of administrative data sources for statistical purposes	Official statistical producers	Implemented (under competence of Statistical Office are 23 pilot statistical surveys, and 2 ones under competence of Central Bank of Montenegro)	I quarter 2023	IV quarter 2023	-	Budget/ Potential donor support	Not planned resources for implementation of activities	-	-
Implementation of pilot surveys and pilot projects aimed at	Testing possibilities in using new methods in	Official statistical producers	Implemented (Testing CAPI method for LFS, administrative	I quarter 2023	IV quarter 2023	-	Regular budget funds of the Programme "National	Approved budget 8 785.00€ Potential	Budget 7 903.64€ Potential donor support	-

testing the use of new methods and sources in statistical production	statistical production		source for calculation of average earnings and Web scraping for area of price)				statistics“ Sub-programme “Production of data”	donor support 2 500.00€	3 461.50€	
Coordination of activities on amendments to the Law on Official Statistics and Official Statistical System	Amendment to the Law on Official Statistics and Official Statistical System	Official statistical producers	Partly implemented	II quarter 2023	IV quarter 2023	II quarter 2024	Regular budget funds of the Programme „National statistics“ Sub-programme “Production of official statistical data“	Not planned resources for implementation of activities	-	Programme of the Government of Montenegro for 2024 defines the amendments to the Law on Official Statistics and Official Statistical System in Q2 2024
Increased number of statistical surveys that use new methods in data collection	Number of surveys that use CAPI and CAWI method	Official statistical producers	Implemented (increased number of surveys that use new methods in data collection - 2 surveys CAPI method, 2 surveys CAWI method)	I quarter 2023	IV quarter 2023		Regular budget funds of the Programme “National statistics“ Sub-programme “Production of official statistical data“	Not planned resources for implementation of activities	-	-

Operative objective 5. Further implementation of the European Statistics Code of Practice

A high quality of official statistical data will also remain a key activity of official statistics of Montenegro in the future period. The process of improving the quality in all statistical activities continued, not only in the process of official statistical production, but also in management of processes. Mechanisms for ensuring of quality will be based on defined quality standards through use and implementation of Total Quality management (TQM), and Generic statistical business process model (GSBPM). The use of standards will ensure a clear communication, good coordination, and cooperation in the system.

Overview of funds for implementation of activities under operative objective 5 is presented in Table 21.

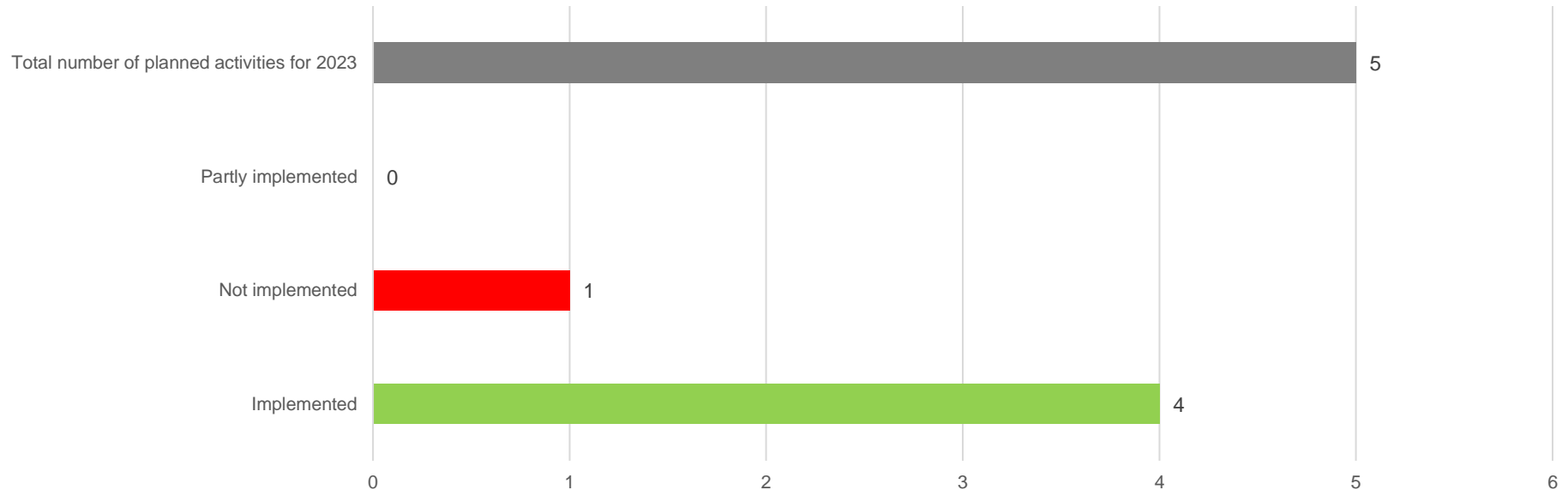
Table 21. Overview of planned and implemented funds for Operative objective 5. in EUR

Year	Budget funds			Potential donor funds	
	Planned by the 2023 Action Plan	Approved	Implemented	Planned by the 2023 Action Plan	Implemented
2023	0	0	0	7 500.00	10 000.00*

*Donations are implemented up to the level of implementation and it is permitted that their implementation is higher than planned potential donor funds

Source: Statistical Office

Chart 10. Status of implemented activities under operative objective 5. Further implementation of the European Statistics Code of Practice



Source: Statistical Office

Table 22. Reporting table on implementation of action plan for the last year of implementation of strategic document Operative objective 5. Further implementation of the European Statistics Code of Practice

OPERATIVE OBJECTIVE 5. Further implementation of the Quality Code of Official Statistics			
Performance indicator	Starting value	Target value in the middle of implementation of strategic document	Target value at the end of implementation of strategic document
Constant percentage growth of implemented activities in line with the evaluation standards defined by the principles of the European Statistics Code of Practice, provided by regular assessment mission reports	10%	40%	100%
Implementation of the Total Quality Management (TQM) elements defined by the Statistical Office's Quality Strategy which represent a common framework of the quality of the European Statistical System - ESS	80%	100%	100%

Defining an action plan for the implementation of recommendations defined by the *Peer Review Report on Compliance with the Code of Practice and the Coordination Role of the National Statistical Institute*, together with monitoring its implementation on the annual level, is pointed out as an example of good practice.

During 2023, a high level of quality is kept in line with the principles of the European Statistics Code of Practice, and in the same time all recommendations from the peer review with deadline in 2023. Accordingly, activities implemented during 2023 are:

- [Criteria for defining "official statistics" and "other official statistics producers"](#) adopted aimed at determining bodies producing "official statistics", and to be qualified as other official statistical producer. Additionally, the Statistical Office also established the mechanism which monitors systematic alignment of other official statistical producers based on definition "official statistics", which serves as a visible label of statistical quality, and which approves the alignment with the European Statistics Code of Practice.

➤ **Introduction of self-assessment system of statistical production process**

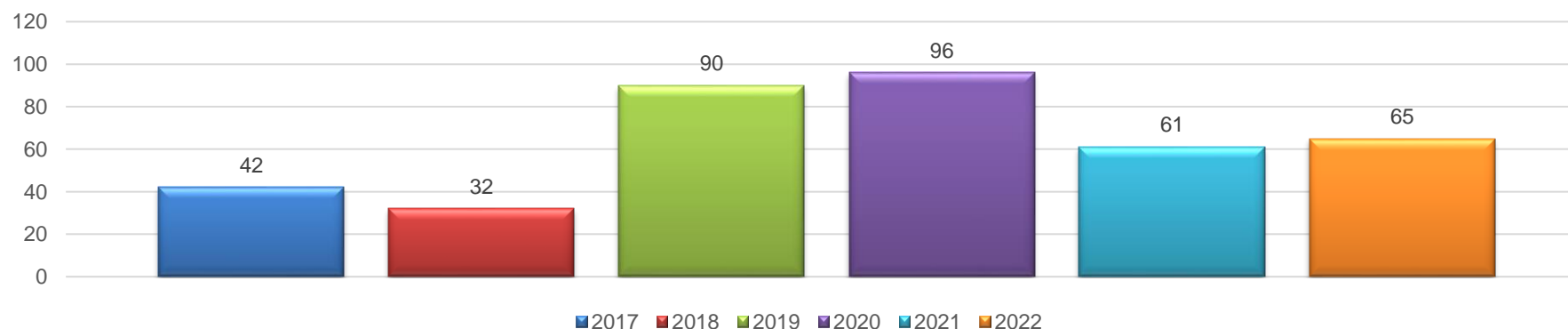
Production of official statistical data is a comprehensive process of statistical activities (collection, processing, use, storage, analysis, and dissemination), and assessment of quality is an important element of every system for quality management in the statistical system. The purpose of assessing the quality of official statistical data is the improvement of harmonization level with the quality standards in area of official statistics at international and European level, UN main principles, and principles of the European Statistics Code of Practice, and official statistical principles. Assessment of quality in the statistical system of Montenegro enables an identification of principles and use of quality model in the statistical production. Implementation of quality requires full commitment of staff members, regular monitoring, and assessment of official statistical quality.

Statistical Office decided to introduce the self-assessment of statistical production quality based on Generic Model of Statistical Business Process – GSBPM, and principles of the European Statistics Code of Practice. *Self-Assessment Questionnaire for Quality in Statistical Production in Montenegro Statistical System* with related documents systematized in the *Guide for Organization of Quality Self-Assessment in Montenegro Statistical System*. Based on the Annual Programme and Plan for Self-Assessment for 2023, the self-assessment of six (6) statistical surveys was organized aimed at ensuring a systematized mechanism for continuous improvement of statistical production.

➤ **Increased number of quality reports for users at the Statistical Office’s official website**

Statistical Office regularly prepared and updates the quality reports for users which are available at the official website. A progress is achieved in the preparation of *Quality Report*, during the calculation of quality indicators in line with the [ESS Handbook for Quality and Metadata Reports](#). Additionally, new design and form of report were prepared. The contents of national quality reports ARE in line with the structure SIMS 2.0, and recommendations from the ESS Handbook for Quality and Metadata Reports.

Chart 11. Overview of number of quality reports released at the Statistical Office’s official website



Source: Statistical Office

➤ **Establishment of Generic Model of Statistical Business Process (GSBPM)**

Aimed at introduction and use of GSBPM which serves for description and documenting every survey in a standardized manner, the Statistical Office has prepared IT application GSBPM.

Implementation of GSBPM provides the continuation of the process of systematization and automatization of individual processes/phases of sampling, as well as preparation and archiving documents which refer to sample and sampling errors (as a part of quality indicators).

During 2023, through the project IPA 2019 MB a progress was achieved which related to the improvement of metadata system components in the official statistical system and its harmonization with the European Statistical System – ESS framework. Computer Assisted Web Interviewing - CAWI method was introduced for collecting the data from other official statistical producers for the needs of updating metadata.

Electronic questionnaire independently developed by the IT Department provided a friendly filling/updating metadata for other official statistical producers, and in this way also to increase the quality of metadata. During 2023, other official statistical producers filled metadata by using the electronic questionnaire for 2022. Metadata of other official statistical producers are released at the Statistical Office's website and serve as source of metadata for creation of quality reports.

Table 23. Reporting table on implementation of action plan for the last year of implementation of strategic document, operative objective 5. Further implementation of the European Statistics Code of Practice

Activity which affects implementation of operative objective 5	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activities	Recommendations
Use of GSBPM which encourages the integration of statistical system	Established framework of GSBPM in the Statistical Office	Official statistical producers	Implemented (Statistical Office prepared IT application in GSBPM)	I quarter 2023	IV quarter 2023	-	Potential donor support	Potential donor support 7 500.00€	Potential donor support 10 500.00€	Implemented through project IPA 2019 6.1 "Quality management"

Activity which affects implementation of operative objective 5	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activities	Recommendations
Implementation of statistical production self-assessment practice	Self-assessment of two statistical surveys	Official statistical producers	Implemented (completed self-assessment in six statistical surveys)	I quarter 2023	IV quarter 2023	-	Potential donor support			Implemented through project IPA 2017 6.1 "Quality management"
Implementation of Total Quality management (TQM) elements defined by the Quality Strategy which represents a common quality framework of ESS	Use of Total Quality management (TQM) elements "Continuous improvements" defined by the Quality Management Strategy for period 2020-2023 "Development of dissemination and Communication in line with needs of digital society"	Official statistical producers	Implemented (prepared new design and form of quality report which are available at the Statistical Office's website)	I quarter 2023	IV quarter 2023	-	Potential donor support			Implemented through project IPA 2019 6.1 "Quality management"
Defining Action Plan and related procedures aimed at the implementation of GSBPM in line with	Implementation of activities defined by Action plan	Official statistical producers	Implemented (defined action/work plan)	I quarter 2023	IV quarter 2023	-	Potential donor support		-	Implemented through project IPA 2019 6.1 "Quality"

Activity which affects implementation of operative objective 5	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activities	Recommendations
project IPA 2019 6.1 Quality management										management"

Activity which affects implementation of operative objective 5	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activities	Recommendations
Solved issue of business premises of the Statistical Office aimed at full implementation of the European Statistics Code of Practice - EU CoP and General data Protection Regulation - GDPR	New business premises aimed at full implementation of the European Statistics Code of Practice and General data Protection Regulation - GDPR	Ministry of Finance/ Statistical Office	Not implemented ²¹	I quarter 2023	IV quarter 2023	-	Regular budget funds of the Programme "National statistics" Sub-programme "Production of official statistical data "	Resources for implementation of activities are not planned	-	By this long-standing recommendation of the European Commission will be implemented, and in the same time the most important precondition of further progress in the European integration process. Additional information on further

²¹ For the purposes of entering and control of data collected by the Census of Population, Households, and Dwellings, by the Government's Conclusion No 07-430/23-4507/2 of 3 October, business premises of 470m² for period of 1 October 2023 up to 1 October 2024.

Activity which affects implementation of operative objective 5	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activities	Recommendations
										development of activities will be provided by the State Property Administration.

Operative objective 6. Development of IT integrated system for collection, processing, releasing, and documenting official statistical data

Development of official statistics by using new methods of data collection, as well as using new data sources (administrative or other sources), is in the same time a basis for development of integrated system of official statistical production. There was developed an integrated system compared with statistical processes. The integrated IT system for collection, processing, release, and documenting official statistical data, was developed based on GSBPM. Establishment of such defined integrated IT system improves timeliness and relevance of official statistics, efficiency and productivity of the Statistical Office, reduces burden of respondents by integrating the data from administrative data sources and exchange of statistical data between domain statistics in the Statistical Office.

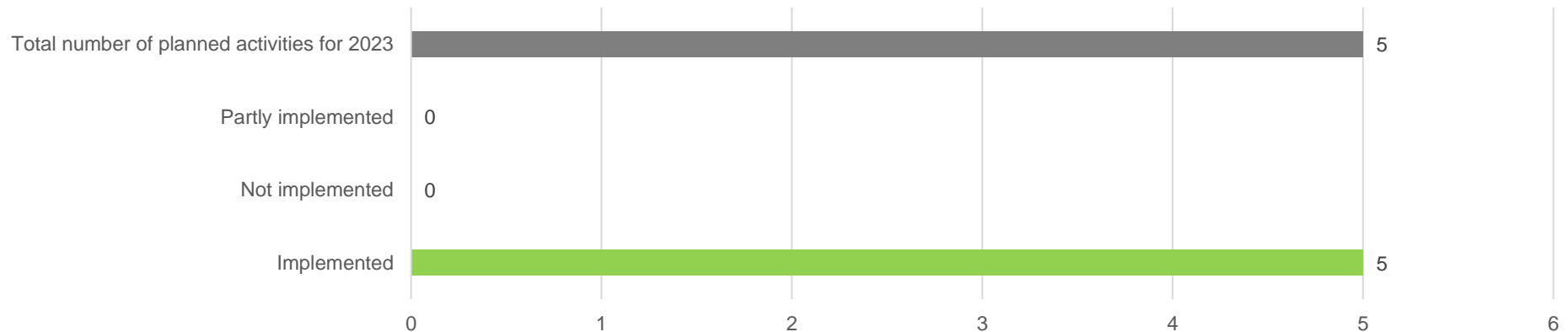
Table 24 presents planned activities completed in operative objective 6 during 2023.

Table 24. Overview of planned and spent funds for Operative objective 6 in EUR

Year	Budget funds			Potential donor funds	
	Planned funds in line with the 2023 Action Plan	Approved	Implemented	Planned funds in line with the 2023 Action Plan	Implemented
2023	101 900.80	136 900.00	116 077.22	0	0

Source: Statistical Office

Chart 12. Status of implemented activities of operative objective 6. Development of IT integrated system for collection, processing, release, and documenting official statistical data



Source: Statistical Office

Table 25. Reporting table on implementation of action plan for the last year of implementation of strategic document Operative objective 6. Development of IT integrated system for collection, processing, release, and documenting official statistical data

OPERATIVE OBJECTIVE 6. Development of dissemination and communication of data in line with needs of digital society			
Performance indicator	Starting value	Target value in the middle of implementation of strategic document	Target value at the end of implementation of strategic document
Developed IT integrated system for collection, processing, release, and documenting of official statistical data	Developed IT integrated system for collection, processing, release, and documenting of official statistical data	Use of IT integrated system for collection, processing, release, and documenting of official statistical data in 20% statistical surveys	Use of IT integrated system for collection, processing, release, and documenting of official statistical data in 40% statistical surveys
Reduced burden of reporting units	Indicator of burden: Normal burden: 81% Moderate burden: 13% High burden: 6%	Indicator of burden: Normal burden: 83% Moderate burden: 11% High burden: 6%	Indicator of burden: Normal burden: 85% Moderate burden: 9% High burden: 6%

During 2023, the protection of information system is improved which is reflected through installation of new hardware (Cisco Fire Power firewall), and purchase of additional modules which protect against security threats, as an example of good practice.

Improved protection of access to information system and improvement of VPN server were done. There was introduced the Data Loss Prevention software. Server mail was modernized and increased its capacity, as well as its security. Activities on server virtualization were completed, new servers of larger capacities were installed. By using the SDMX software tools, datasets transmitted in SDMX format increased. Additionally, the number of datasets for which the SDMX files are created increased by using the SDMX RI tools (SDMX RI tools are implemented for all sets of NA data which are transmitted to Eurostat in the SDMX format).

Development of IT integrated system is monitored through the integration of statistical data between domain statistics in the Statistical Office, administrative data sources, official statistical producers' data, as well as development of system for transmitting data and metadata to Eurostat at the level of Montenegro statistical system.

The system of reference metadata is improved through the use of the European standard for implementation of metadata and data exchange. The mentioned activities defined new design, migration of reference metadata from the old system to the new system, together with development of new system. During the development of integrated system for data processing, other official statistical producers are also included, as a part of Montenegro statistical system. For this purpose, an electronic questionnaire was created for collection of metadata from other official statistical producers.

As continued modernization and improvement of data collection method, there is used an electronic questionnaire for the purposes of earnings statistics.

Action plan for use of electronic business and documenting, as well as analysis of situation for creation of dissemination database for 'open data' are produced.

Table 26. Reporting table on implementation of action plan for the last year of implementation of strategic document Operative objective 6. Development of IT integrated system for collection, processing, release, and documenting of official statistical data

Activity which affects implementation of operative objective 6	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activities	Recommendations
Increased use of IT integrated system for collection, processing, release, and documenting of official statistical data in different statistical domains	Work on use of IT integrated system which follows GSBPM model for collection, processing, release, and documenting of official statistical data in statistical domains: Agriculture and social statistics	Statistical Office	Implemented (increased number of surveys which use the IT integrated system for collection, processing, release, and documenting official statistical data)	II quarter 2023	IV quarter 2023	-	Regular budget funds of the programme "National statistics" Sub-programme "Production of official statistical data"	Approved budget funds of the Programme "National statistics" Sub-programme "Production of official statistical data" 136 900.00€	Regular budget funds of the programme "National statistics" Sub-programme "Production of official statistical data" 116 077.22€	-

Activity which affects implementation of operative objective 6	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activities	Recommendations
Exploring possibilities and defining technical possibilities and defining action plan in line with legislative provisions within the implementation of electronic business	Action Plan for implementation of electronic business created	Statistical Office	Implemented (Action plan for use of electronic operation and documenting)	II quarter 2023	IV quarter 2023	-	Regular budget funds of the Programme "National statistics" Sub-programme "Production of official statistical data"	Not planned funds for implementation of activities	-	-
Development of IT system for electronic archive and documents	Action plan for use of electronic business and documents created	Statistical Office	Partly implemented (in line with Action plan, the IT system is developed)	I quarter 2023	IV quarter 2023	IV quarter 2026	Regular budget funds of the Programme "National statistics" Sub-programme "Production of official statistical data"	Not planned funds for implementation of activities	-	It is planned to have a continued activity through Operative objective 4. Development Strategy of Official Statistics 2024-2028

Activity which affects implementation of operative objective 6	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activities	Recommendations
Preparation of SDMX files by using the SDMX convertor	SDMX structure developed for transmission of statistical data via e - DAMIS web portal	Statistical Office	Implemented (Number of datasets is increased for which the SDMX files are created by using SDMX RI tools)	I quarter 2023	IV quarter 2023	-	Regular budget funds of the Programme "National statistics" Sub-programme "Production of official statistical data"	Not planned funds for implementation of activities	-	-
Development of dissemination database for "open data" at the level of statistical system	Analysis of situation for creating dissemination database for "open data"	Statistical Office	Implemented (Analysis of situation for creating dissemination database for "open data")	I quarter 2023	IV quarter 2023	-	Regular budget funds of the Programme "National statistics" Sub-programme "Production of official statistical data"	Not planned funds for implementation of activities	-	-

Operative objective 7. Development of dissemination and communication of data in line with needs of digital society

Having in mind possibilities provided by modern technologies, when data dissemination and communication with users are considered, the Statistical Office modernized the dissemination of official statistical data making data available to different user groups, New types of releasing data are developed, including visualization and animation. During 2023, the documents: *Defining starting bases for establishment of functional official website and establishment of dissemination database;* and *Defining starting bases for implementing user support tools.*

Overview of funds for implementation of activities of operative objective 7 is given in Table 27.

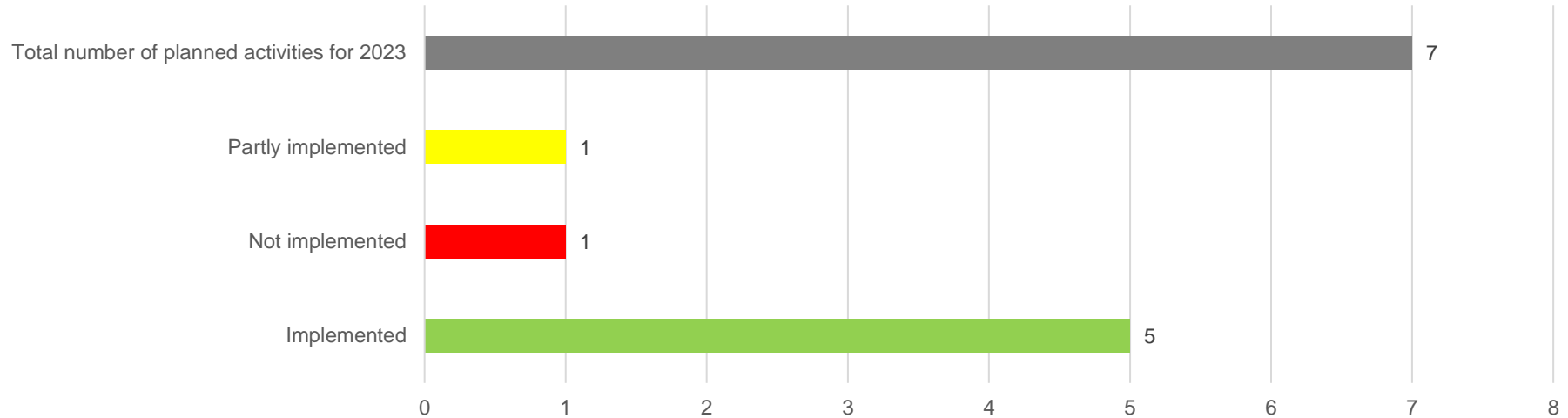
Table 27. Overview of planned and implemented funds for Operative objective 7

in EUR

Year	Budget		Potential donor funds	
	Planned by the Action Plan for 2023	Implemented	Planned by the Action Plan for 2023	Implemented
2023	0	0	0	0

Source: Statistical Office

Chart 12. Status of implemented activities of operative objective 7. Development of dissemination and communication of data in line with needs of digital society



Source: Statistical Office

Table 28. Reporting table on implementation of action plan for the last year of implementation of strategic document Operative objective 6. Development of dissemination and communication of data in line with needs of digital society

Operative objective 7: Development of dissemination and communication of data in line with needs of digital society			
Performance indicator	Starting value	Target value in the middle of implementation of strategic document	Target value at the end of implementation of strategic document
Defined Dissemination Policy and Strategy	50%	70%	100%
Promotion of official statistical data via application, interactive tools, animations, and infographics	Defining Action plan	50% implemented activities defined by the Action plan	100% implemented activities defined by the Action plan
Number of staff members in the organizational unit for communication with user/public relations	1	2	2

In 2023, Statistical Office continued the work on promotion and modernization of official statistics. For this purpose, the Statistical Office released the official statistical data via the official website, and social media (Twitter, LinkedIn, and Instagram) through:

- 168 statistical releases (in monthly, quarterly, and annual dynamics);
- 4 publications (online and printed);
- Approx. 80 releases in social media, and 2 videos;
- 500 requests for data by statistical domains (sent on the official email of the Statistical Office);
- 151 requests by media what is an important increase compared to the previous year, as a result of implemented activities of the Census of Population, Households, and Dwellings for 2023;
- Redesigned publication [Monthly Statistical Review](#);
- Media conference organized to represent the results of compiled "[Gender Equality Index Montenegro 2023](#)".

Following the practice of celebrating the [European Statistics Day, on 20 October 2023](#), Statistical Office joined the European statistical community and pointed out the importance of official statistics and its role in modern society, through prepared infographic released on the [website of the European Statistical System](#), of the Statistical Office, and social media.

In 2023, there was organized an education of the Statistical Office's staff members on the topic communication, through three activities:

- Training on public appearance (the aim of activity is to familiarize participants of the training with the preparation of key messages for public appearance, techniques for dealing tricky questions, as well as with dress code and professional behaviour in studio);
- Crisis communication (the aim of activity is to train participants to recognize crisis and to adequately respond, as well as to define the communication system during the crisis);
- Public relations and social media (the aim of activity is to train participants to build and have an efficient communication with media, before all with traditional mainstream media, as well as to present techniques for successful creation and management of corporate social media accounts, and preparation of contents attractive for followers, but also how to react and successfully overcome social media crisis).

Having in mind that the census of population, households, and dwellings was implemented in 2023, this statistical survey covered the highest number of activities in area of dissemination and communication:

- A separate domain within the website was defined: [Census population, households, and dwellings in 2023](#) with methodological and related material and releases published;
- Media conference was organized on the occasion of starting the Census of Population, Households, and Dwellings 2023;
- There were prepared were [19 infographics and 4 animations](#);

- PR campaign was organized in electronic media, portals, and social media (banners, releases, appearances of the Statistical Office’s representatives in media, spots, etc.), outdoor advertising - billboards.

More details on census activities will be presented in the *Report on Spent Resources Provided by the Budget of Montenegro and on Completed Tasks of Census Envisaged in 2023*.

Table 29. Reporting table on implementation of action plan for the last year of implementing the strategic document Operative objective 6. Development of dissemination and communication of data in line with needs of digital society

Activity which affects implementation of operative objective 7	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activity	Recommendations
Amendment to the valid Rulebook on Job Description and Internal Organization	Increased number of staff members in the organizational unit for public relations	Statistical Office	Not implemented	I quarter 2023	IV quarter 2023		Regular budget funds of the Programme “National statistics” Sub-programme “Production of official statistical data”	Not planned resources for implementation of activities	-	-
Implementation of User support tool	Defining starting basis	Statistical Office	Partly implemented (in line with document “ <i>Defining starting basis for implementation of User support tool</i> ”)	I quarter 2023	IV quarter 2023	IV quarter 2025	Regular budget funds of the Programme “National statistics” Sub-programme “Production of official statistical data”/ Potential donor support	Not planned resources for implementation of activities	-	Planned continuation of work in this activity through Operative objective 5. Development Strategy of

Activity which affects implementation of operative objective 7	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activity	Recommendations
										Official Statistics 2024 - 2028
Preparation of Dissemination Policy	Dissemination Policy defined	Statistical Office	Implemented (proposal to the Dissemination Policy prepared)	II quarter 2023	IV quarter 2023	-	Regular budget funds of the Programme "National statistics" Sub-programme "Production of official statistical data" / Potential donor support	Not planned resources for implementation of activities	-	-
Preparation of Dissemination Strategy	Dissemination Strategy defined	Statistical Office	Partly implemented (prepared proposal to the "Dissemination and Communication")	II quarter 2023	IV quarter 2023	IV quarter 2024	Regular budget funds of the programme "National statistics" Sub-programme	Not planned resources for implementation of activities	-	Planned continuation of the work on this activity through Operativ

Activity which affects implementation of operative objective 7	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activity	Recommendations
			<i>Development Concept" for the period 2024-2028")</i>				"Production of official statistical data"/ Potential donor support			Objective 5 Development Strategy of Official Statistics, 2024-2028
Organization of active official statistical data users' forum	Number of organized meetings	Statistical Office	Implemented (organized PR campaign in electronic media, on portals and social media aimed at promotion of official statistics)	I quarter 2023	IV quarter 2023	-	Regular budget funds of the programme "National statistics" Sub-programme "Production of official statistical data"/ Potential donor support	Not planned resources for implementation of this activity	-	-

Activity which affects implementation of operative objective 7	Performance indicator	Competent institutions	Implementation status	Start date (2023)	Planned end date (2023)	New implementation date	Funding source	Resources planned for implementation of activities	Implemented resources for activity	Recommendations
Defining starting bases for establishment of functional official website of the Statistical Office and establishment of dissemination database	Functional official website of the Statistical Office	Statistical Office	Partly implemented (in accordance with the document <i>Defining starting base for establishment of functional official website and establishment of dissemination database</i>)	I quarter 2023	I quarter 2023	IV quarter 2025	Regular budget funds of the Programme „National statistics“ Sub-programme “Production of official statistical data”/ Potential donor support	Not planned funds for implementation of activities		Planned continuation of work on this activity through Operative objective 5. Development Strategy of Official Statistics 2024-2028
Promotion of official statistical data via application, Interactive tools, animations, infographics	Defining Action plan	Statistical Office	Implemented (prepared and published 19 infographics and 4 animations)	II quarter 2023	IV quarter 2023	-	Regular budget funds of the Programme “National statistics“ Sub-programme “Production of official statistical data“	Not planned funds for implementation of activities	-	

Source: Statistical Office

IV. FINDINGS AND CONCLUSIONS OF EVALUATION

The Development Strategy of Official Statistics 2019 - 2023 envisages an ex-post evaluation after the finished implementation of the strategy. The working group was established comprising civil servants inside the Statistical Office (No 01 - 041/23 - 283/3 of 30 January 2023). The evaluation process started in January 2023. The first findings of the evaluation were completed up to 1 June 2023, while final evaluation report (No 01 - 041/24 - 1 031/1 of 30 January 2024), and recommendations were completed after the end of duration period of strategic document, i.e. up to January 2024. The analysis of achieved results of the Development Strategy of Official Statistics 2019 - 2023 in previous period, there were used six standard criteria for evaluation (according to the OECD Development Assistance Committee) relevance, coherence, effectiveness, efficiency, impact and sustainability used by the Statistical Office during the implementation of ex-post evaluation. The situation due to the COVID - 19 pandemics created a distinct environment for production and dissemination of official statistics, what impacted the implementation of statistical activities. Additional limitations for the achievement of objectives in the previous period were limited capacities (human and spatial).

Relevance

When defining relevance, questions defined in the project task and questions for evaluation were used.

1. To what degree objectives and activities of the strategic document are still relevant?

The objectives of the Development Strategy of Official Statistics 2019 - 2023 were well positioned and based on the national priorities of Montenegro in area of official statistics, including the harmonization of national legal provisions with the EU *acquis* in area of official statistics. By analysing the relevance of strategy objectives, it can be concluded that a progress was achieved in the duration period of the strategy, but objectives are still relevant, and some of them need to be additionally strengthened in the net period.

2. To what degree the strategic document is relevant compared to the real needs of citizens, economy, NGO sector?

The Strategy possessed characteristics of relevant development document which was applicable not only to the Statistical Office, but also to other official statistical producers. The Development Strategy of Official Statistics 2019 - 2023 represented a very important document focuses on the implementation of objectives of further harmonization with the international standards, and thus establishment of permanent dialogue with data users and development of partnership to achieve more quality surrounding for the development of dissemination in line with users' needs.

3. To what degree the strategic element is relevant compared to the needs of women and men?

The relevance of the Development Strategy of Official Statistics 2019 - 2023 in area of gender equality is confirmed through a large number of users and data by which the Statistical Office informs users on the situation in Montenegro regarding the gender equality. The conclusion is that a progress has been achieved, but the objectives are still relevant. One of the most important instruments that shows situation and position of women and men in Montenegro is gender statistics which was enriched with the production of gender equality index in the duration period. Although the progress in area of gender statistics has been achieved, gender aspect is recognized as a priority strategic aim also in the next period.

4. *To what degree objectives defined in the document correspond to existing priority needs and capacities in Montenegro?*

In the context of relevance of strategic objectives, it can be pointed out that fulfilment of objectives depended on the priority needs of users and among them the most important one recognized in the process of accession to Eurostat, with purpose of harmonization with the Statistical Requirements Compendium (SRC).

5. *To what degree were stakeholders included in the development of strategic document?*

Additional limitations to the fulfilment of objectives in the previous period were limited capacities (human and spatial), both of the Statistical Office, as the official producer, as well as other official statistical producers. During the production of the strategy through the public discussion process, all stakeholders were provided with the opportunity to take part in it. Through the five-year work programme of official statistics which elaborated the strategy in part of implementation of statistical survey, activities proposed during the public discussion are concretely listed.

6. *To what extent is strategic document linked and harmonized with the European integration process?*

Development directions of official statistics are also harmonized with the international development directions when the Development Strategy of Official Statistics 2019 – 2023 is produced and later implemented, and implementation of objectives was depended to large degree on the use of pre-accession funds granted to the candidate countries, and which are managed by the Statistical Office in accordance with the strategic directions of EU.

Coherence

1. *To what extent exist synergy and interrelation between strategic document and other documents/projects implemented by the same institution/the Government?*

When coherence of the Development Strategy of Official Statistics 2019 – 2023 is considered, it can be concluded that there exist a synergy and link with other documents in area of official statistics at national and international level. In accordance with the Development Strategy of Official Statistics 2019-2023, the five-year Programme of Official Statistics for the period 2019-2023, which elaborates the defined objectives at

the level of statistical domains. This is the Annual Plan of Official Statistics at the annual level, while *The Statistical Requirements Compendium*, which serves as a reference document of EU *acquis* in area of official statistics.

2. *Is there an alignment of strategic document with relevant international norms and standards?*

A significant progress was achieved in Chapter 18 – Statistics with the transmission of key data with the aim of reaching higher level of harmonization with the EU *acquis*.

3. *Is there complementarity, harmonization, and coordination with other actors and countries in given area of policy?*

Achieved results, established relations with stakeholders, established mechanisms, as well as introduced new surveys indicate the implemented strategy relatively well achieved complementarity, coherence, and coordination with other actors and countries in this area.

4. *To what degree did the strategic document create value added avoiding double efforts?*

The Strategy was a relatively effective. This conclusion was derived from the fact that the results of the Strategy were achieved at the high level and that final values compared with starting values of almost all indicators achieved an important growth.

5. *To what degree is the strategic document aligned with the relevant international standards of gender equality?*

Gender equality represents an elementary value of the European Union, and thus it permeates through all chapters of negotiation process, also through Chapter 18 - Statistics. Additionally, measures of this Strategy also address a need for more intensive inclusion of all actors in the society, in solving problems related to the discrimination by gender and sex and empowerment of women and person of different gender and sex identities.

Within the European integration, synergy is also reflected in the production of the accession programme of Montenegro to the European Union, which represent a plan in terms of legislation and strategic frameworks when the obligations in negotiating chapters are considered.

Effectiveness

1. *Was the implementation of strategic document and related action plans done in line with planned dynamics during the validity period of strategic document?*

Effectiveness of the Development Strategy of Official Statistics 2019 - 2023 is defined as an estimate what is the degree of achieved results through three action plans for the 2019–2023 period (two biannual and one annual). According to the results of the Report on Implementation

of Action Plans of the Development Strategy of Official Statistics 2019 - 2023, the level of implementation of activities has directly impacted the level of implementation of operative objectives. The reasons why some activities have not been timely implemented refer to the lack of human capacities. Planned dynamics was under high risk, having in mind that a large period of implementation of the Development Strategy of Official Statistics 2019 - 2023 was in period of the COVID-19 pandemics.

Objectives and activities that were not implemented refer to appropriately ensuring spatial and human capacities, and due to numerous challenges, these activities were not at all implemented.

2. *Has every activity/measure contributed to the achievement of planned performance, and how much?*

Key findings of the completed analysis lead to the conclusion that the level of successfulness of implementing the planned activities is at a very high level.

3. *Are cross-sector issues (gender equality, environmental protection, etc.) sufficiently integrated in this strategy and its implementation?*

Issues of gender equality and environment are an important segment that is necessary to be strengthened in the next strategic document, both in part of including surveys from these areas, and behaviour of individual staff members in the Statistical Office.

In the mentioned period, in addition to the planned surveys, some surveys were also implemented which were not initially planned, but funded from IPA funds. Thus, the *Survey on Living Conditions and Safety of Women* was implemented with the aim to measure the violence against women.

Efficiency

1. *Was the Strategy implemented at the most efficient manner compared with alternatives? To what degree are the costs proportional to the achieved benefits?*

The Development Strategy of Official Statistics 2019 – 2023 was implemented by using the most efficient resources which were available at the moment of implementation of certain objectives. A great deal of attention was paid to have the implementation done with the lowest possible investments, i.e. costs. This is necessary to have in mind the conditions related to the COVID-19 pandemics, and unfavourable epidemiological situation in the country during the period of implementing the Strategy which significantly impact the selection of the most efficient method for implementation of the Strategy.

2. *How much was appropriate institutional and organizational structure for coordination, monitoring, reporting on implementation (did it stimulate or hinder the implementation of strategic document)?*

When it is about the implementation of the Development Strategy of Official Statistics 2019 – 2023, it is important to point out that it is significantly funded from the budget funds, but partly also from the EU donations (IPA funds). The evaluation shows that the resources committed for the implementation of strategy and its action plans were sufficient. The coordination over the implementation of activities of the Development Strategy of Official Statistics 2019-2023 was done by the Statistical Office that performed the implementation in an appropriate manner, with a positive assessment by users of assistance programme. Statistical Office, together with the lack of staff, succeeded to complete the majority of planned activities. The average of implemented statistical surveys is on the level of 98%, and in this manner a mechanism for implementation of the strategy is established.

From the analysis of results of implemented activities, it can be concluded that the strategy was efficient and that achieved important results with limited human resources. Its efficiency is reflected in the development of IT integrated system for collection, processing and dissemination official statistical data, in period of the COVID-19 pandemics, when the system was changed and there was designed a new segment of Montenegro statistical system.

Impact

1. *What has happened as a result of the implementation of the strategy? What real difference has produced the strategy for users?*

The Development Strategy of Official Statistics 2019 – 2023 has achieved a significant impact on the satisfaction of users with the services of Statistical Office, which is confirmed by positive assessment of the conducted *User Satisfaction Survey*. For the duration of the Development Strategy of Official Statistics 2019-2023, two user satisfaction surveys were conducted (in 2020 and 2022), with the aim to measure the level to which users' needs for official statistical are met compared to the available official statistics, respecting their potential expectations. The results of the 2022 *User Satisfaction Survey* show positive results of improvements within the total users' satisfaction. Namely, the survey indicates that 73.6% of users is satisfied with the overall quality of official statistical data and statistical services provided by the Statistical Office, which is an increase of 1.8% compared with the previously survey conducted in 2020.

2. *What has happened as a result of implementation of strategy in terms of improvements in area of meeting criteria for the accession to the EU, and real differences for various users?*

Having in mind that the Statistical Office relies on modern European trends and put efforts to align its work with the European standards, the results of this survey will serve for the continuation of constant work on further improvements of the overall quality of official statistical data and providing statistical services. The implementation of the Development Strategy of Official Statistics 2019 - 2023 is in the same time an indicator of fulfilment of strategic objectives, especially in the European integration process, and starting and target values for all individual activities offer information on dynamics and progress level in this process. Operative objectives fully meet the expectations of Eurostat and they are a result of different recommendations provided from the European officials, which were conditions for the progress.

3. *How many persons were affected by the strategy and in which way (positive and negative)?*

Users are provided in this way with an insight in strategic directions, where the fulfilment of criteria for the accession a separate objective, and strongly extends through the fulfilment of all strategic objectives.

4. *How the implementation of the strategy affected the position of women in the society, and the position of men?*

The position of women and men in the society is described through produced data which are released in publication “Women and Men in Montenegro”, Gender Equality Index, and the Survey Living Conditions and Women Safety.

5. *What are possible consequences if activities of the existing strategic document are stopped or abandoned?*

Unfulfillment of strategic objectives or abandoning strategic objectives or abandoning the activities from the analysed Development Strategy of Official Statistics 2019 – 2023 would cause the stagnation in the European integration process, especially in Chapter 18 - Statistics.

Sustainability

1. *For how long positive effects of the strategy and the action plans last also after closed funding (donor or from)?*

Based on the achieved results and conducted activities defined by the strategy, it can be expected that positive effect will be felt in the next period, but without further development and ensuring the continuity in the innovation of production and dissemination of official statistics process, and this period would last no longer than 3 to 5 years. For this reason, exactly, it is recommended to produce new Development Strategy of Official Statistics for the next five-year period, as it is envisaged by the Law on Official Statistics and Official Statistical System.

2. *How sustainable future acting is in the given area of public policy in terms of funding?*

The sustainability analysis aimed to assess how much positive results and effects achieved under the strategy are sustainable in future. It is important to observe the risks from the side of sustainability, to remove them timely and ensure effectiveness of achieved results in the next period. The probability to have sustainable results is higher when they are aligned with national and international standards (especially through the EU accession process), when they are defined by the Law on Official Statistics and Official Statistical System, secondary legislation, when the commitment of official statistical producers exists and when expertise of staff members in statistical units is develop, so that they can support and sustain the statistical production processes. The results of operative objectives significantly maximize opportunities for the sustainability of

the system, before all because of investment and development of statistical knowledge among employees, as expert and professional staff. During 2022, participated 184 staff members from the official statistical system in the implementation of online seminars, courses, and meetings (Eurostat and UN meetings). Organizers of the event are: Eurostat, UNECE, Energy Community, FAO, etc. The continuation of the implementation of traineeship in cooperation with Eurostat and national statistical institutes of the EU in area of official statistics, which are on the platform of development of new methods, new processes in collection, processing, and dissemination of data, will significantly impact the sustainability of the official statistical system.

Conclusion:

1. The Strategy represents a very important document directed on the implementation of objective of the official statistics development, establishment of better cooperation between users and producers, and creating better environment to keep and attract trained staff in the official statistical system. The relevance of the strategy is also confirmed with the results of its implementation which are on a high level, and represent a basis for further and more dynamic development. Additionally, the strategy is fully aligned with the priorities of other national strategies, as well as relevant regulations of the European union and international actors.
2. The Development Strategy of Official Statistics is widely set, since the very statistics cover and monitor the development of all areas of social and economic activities. It is designed in a structured way and provides a quality overview of strategic objectives, priorities, and activities which are very well elaborated and they reflect real needs of users and producers. The objectives are clearly set, with clearly defined indicators of successfulness. Action plan of the strategy is produced in a clear way, with indicators for monitoring the implementation of activities which are a good basis for monitoring further development.
3. A very important segment of the strategy that has to be highlighted is that a significant period of implementation was in period of COVID-19, and conditions of its implementation were not in planned circumstances, which contributed to different manners of implementation. Additionally, although the strategy needs to represent a basis for planning the budget for every calendar year distributed to the defined activities in some cases it was not achieved with implemented budget funds.
4. Additionally, a lack of human and spatial capacities has impact on certain objectives to be partly fulfilled. The resources for the implementation of the strategy were sufficient in general. Analysing the results of the conducted activities, it can be concluded that the strategy was efficient and achieved significant results with limited financial and human resources. Its effectiveness is reflected also in the introduction of innovative manners of data collection, and including an important number of actors from all areas of society upon the need.
5. The Strategy accomplished an important impact on the development of official statistics. Strong basis for future developments is set through the new strategic document, which will be a pillar of future activities. This especially having in mind that in spite of many challenges in period of preparation, the Census of Population, Households, and Dwellings was successfully implemented. It remains a challenge how to introduce data processing and introduction of innovation ways in data collection, both census, and other statistical surveys.
6. A positive impact on the implementation of activities of the Strategy had also the use of IPA funds which provided expert and financial support of EU and other international organizations in the development of official statistics.

Recommendations:

In accordance with the above mentioned based on analysis and evaluation, the recommendations are adopted as it follows that refer to six standards criteria used during the evaluation, as well as ensuring the continuity in the development by the next strategic document:

1. Although some progress was achieved under the period of the strategy, objectives are still relevant and some of them are necessary to be additionally strengthened in the next period. In that sense, ***the establishment of permanent dialogue with data users and development of partnership*** is necessary so that a quality surrounding is created for the development of official statistics in line with user needs;
2. In the Development Strategy of Official Statistics 2019-2023, there is ***synergy and interrelation with other strategic document***, which can be linked with the official statistics, both on national and international level. For this purpose, this link is necessary to be saved and additionally strengthened in the next period;
3. According to the results from *the Report on Implementation of Action Plan of the Development Strategy of Official Statistics 2019 - 2023 (for 2023)*, the level of implementation of activities is 77%. For all objectives which are not fully implemented, it is necessary to endure a continuity by new strategic document. This refers before all to ensuring human and spatial resources, as well as the work on providing specifically a dynamic website.
4. The Development Strategy of Official Statistics 2019-2023 was efficient and achieved significant results with limited human resources. In the next period, a recommendation is, in addition to intensively strengthening of human resources, ***use of IT tools developed for needs of digitalization of the official statistics production process***, by which the efficiency will come to a full extent. The continuation of implementation of the programme for development of new methods, new processes in collection, processing, and dissemination of data, it will significantly impact the sustainability of the official statistical system. For this reason, a special attention should be paid to appropriate training of staff members;
5. The Development Strategy of Official Statistics 2019-2023 has achieved an important impact on the satisfaction of users with the services of the Statistical Office, which is confirmed by positive assessment of conducted *User Satisfaction Surveys*. A proposal is to ***continue with activities that affect increased satisfaction of users, together with measurement of it***;
6. A recommendation is to provide an increased budget amount and, in this way, to ensure financial resources for the implementation of the strategy. In addition to budget funds, the focus should be also on sustaining and additional attracting EU funds which have also in the previous period a significant impact on the development of official statistics;
7. A recommendation is to continue with the activities directed on stronger promotion of official statistical data. The visibility of results should be on higher level due to raising awareness on effects of official statistics on planning social and economic development. During designing new strategies, it is necessary to strengthen and continue with the development of activities on communication that will be a guide for quality dissemination and promotion of all results. Additionally, it is necessary to finalize guides for further development of human capacities.

V. OVERVIEW OF PLANNED AND SPENT FINANCIAL RESOURCES

Overview of planned and spent financial resources for 2023

For the implementation of planned activities by the Law on Budget for 2023, there are total approved budget funds from the budget general revenue, in amount of 7 093 660.59 euro. Total implemented budget funds from the budget general revenue are 3 301 459.98 euro or 46.54% compared to the approved. This percentage of implementation from the general revenue is the result of late start of activities related to the Census of Population, Households, and Dwellings which was initially planned for 30 November 2023, and postponed for 3 December 2023 (more details in Table 28.). Total implemented funds in 2023 from IPA funds and other donations are 313 882.34 euro. Total implemented funds from all resources, i.e. monetary flow in 2023 is 3 615 342.32 euro.

Table 30. Overview of financial resources for implementation of AP for the last year of implementation of strategic document

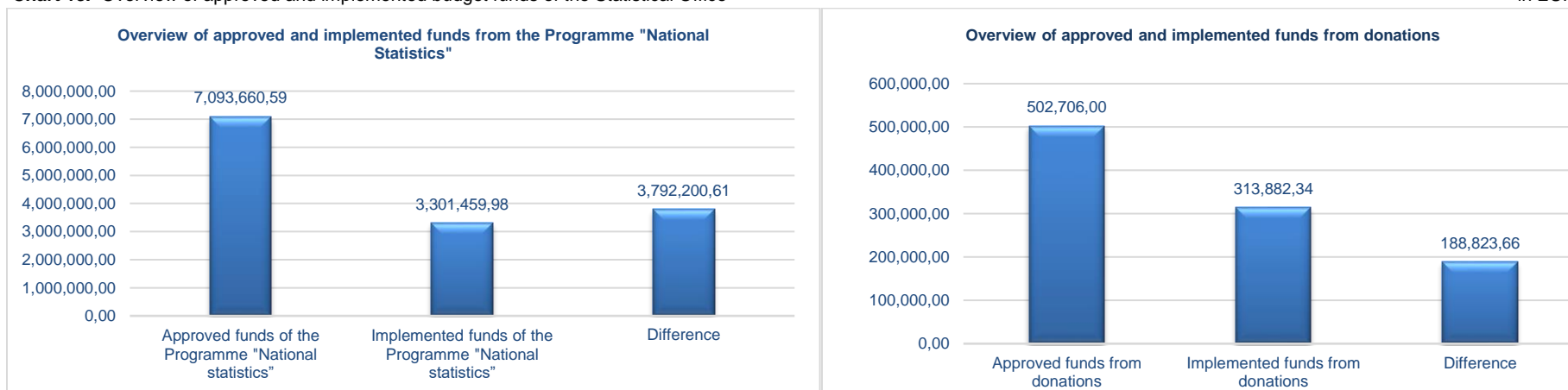
in EUR

Financial resources	2023		
	Approved funds	Implemented funds	% of implemented compared to approved funds
1. Approved funds of the Programme "National statistics"	7 093 660.59	3 301 459.98	46.54%
1.a Regular statistical activities	2 590 964.24	2 294 984.32	88.58%
1.b Activity "Census of population, households, and dwellings"	4 502 696.35	1 006 475.66	22.35%
2. Approved funds from donations	502 706.00	313 882.34	62.44%
TOTAL approved funds	7 596 366.59	3 615 342.32	47.59%

Source: Statistical Office

Chart 13. Overview of approved and implemented budget funds of the Statistical Office

in EUR



Overview of planned and spent financial resources for the entire period of implementation of strategic document

For the implementation of strategic and operative objectives defined by the Development Strategy of Official Statistics 2019-2023, as well as activities defined by the action plans for its implementation, there is total approved 23 600 026.57 euro (out of which 20 441 314.57€, i.e. 87% from the budget funds, and 3 158 712.00 euro, i.e. 13% from the donor funds). Total implemented resources for period 2019-2023 are 11 456 515,84€ (out of which 9 259 142.67 euro, i.e. 81% from the budget funds, and 2 197 373.17 euro, i.e. 19% form the donor funds).

Table 31. Overview of planned and spent financial resources for the entire period of implementation of strategic document

Financial resources	2019	2020	2021	2022	2023
Approved funds for the Programme "National statistics"	1 676 633.33	1 821 781.19	4 551 810.00	5 297 429.46	7 093 660.59
Total implemented budget funds	1 502 682.59	1 518 353.97	1 377 106.00	1 559 540.13	3 301 459.98
Difference	173 950.74	303 427.22	3 174 704.00	3 737 889.33	3 792 200.61
Implementation percentage	89.62%	83.34%	30.25%	29.4%	46.54%
Approved funds from donations	871 805.00	915 000.00	404 149.00	465 052.00	502 706.00
Total amount of implemented funds from donations	753 557.66	386 470.79	326 255.00	417 207.38	313 882.34
Difference	118 247.34	528 529.21	77 895	47 844.62	188.823.66

Implementation percentage	86.44%	42.24%	80.73%	89.7%	62.44%
TOTAL approved funds	2 548 438.33	2 736 781.19	4 955 959.00	5 762 481.46	7 596 366.59
TOTAL implemented funds	2 256 240.25	1 904 824.76	1 703 361.00	1 976 747.51	3 615 342.32

*Donations are implemented up to the implementation level and it is allowed to have their implementation higher than planned potential donor funds

Source: Statistical Office

VI. RECOMMENDATIONS FOR THE NEXT CYCLE OF PLANNING POLICIES

RECOMMENDATION 1. It is recommended to define a new Development Strategy of Official Statistics, in accordance with Article 20 of the Law on Official Statistics and Official Statistical System. New strategy should be based on a clearly defined objectives, priorities, and activities which are based on the strategic priorities for the development of Montenegro, and other key strategic documents. Other official statistical producers should be also included, as well as all relevant subjects in the process of its production and implementation.

RECOMMENDATION 2. It is recommended the improvement of the legislative framework which regulates the area of official statistics. Amendments to the legislative framework will define institutional competences in the production of government finance statistics, aimed at further harmonization with the ESA 2010 standards.

RECOMMENDATION 3. It is recommended the continuation of activities directed to the further modernization of production and stronger promotion of official statistical data. The results of official statistics are of great importance for the entire society and represent the main input for decision makers when creating policies. In modern society, the official statistical system should use more advantages of communication as the key instrument for empowerment and improvement of users' trust, as well as exchange of importance of official statistics for the entire society.

RECOMMENDATION 4. Having in mind a lack of staff members and staff turnover, which can lead to the reduced efficiency in work, and slow down improvements and development of official statistics, a recommendation is to increase human resources of the Statistical Office.

RECOMMENDATION 5. Having in mind a lack of business premises which has impact on the reduced productivity of staff members due to the inappropriate working conditions, as well as modernization of the official statistical production process, it is recommended to continue the negotiations aimed at ensuring conditions for the Statistical Office for receiving appropriate business premises.

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