



STRATEGY FOR DEVELOPMENT OF OFFICIAL STATISTICS FOR THE PERIOD 2019 - 2023

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ANNEX:

ACTION PLAN – OF THE STRATEGY FOR DEVELOPMENT OF OFFICIAL STATISTICS FOR
THE PERIOD 2019 - 2023

I. INTRODUCTION

The Strategy for development of the official statistics for the period 2019-2023 determines the development directions and goals of the official statistics of Montenegro. It is prepared by the Statistical Office is prepared as a coordinator of the official statistics system in cooperation with other producers of official statistics. The purpose of this document is to define the long-term operational goals of the development of the statistical system of Montenegro, which will fulfil the strategic goal of the statistical system, which is to provide all users with quantitative and representative information on economic, demographic, social and environmental conditions in Montenegro, in accordance with the internationally defined methodology and the highest professional standards.

The vision of the statistical system of Montenegro is the production of coherent, relevant and objective results of official statistics, which are based on international concepts, methodologies and a strict data protection regime.

The mission of the statistical system of Montenegro is to provide adequate, relevant, reliable and timely results of official statistics, in order to facilitate planning and decision making of the Government of Montenegro and communities, as well as to ensure the production and dissemination of official statistics in accordance with scientific principles, professional ethics and international standards.

The Strategy for the Development of Official Statistics for the period 2019-2023 contains seven operational objectives with accompanying indicators and activities leading to the achievement of the defined goal, as well as the Action Plan defining the dynamics of the implementation, the manner of reporting and the competent authorities for the implementation of the strategic goals. The education of statisticians, as data scientists, innovative solutions, using new data sources, further harmonization of official statistics with international standards and the principles of the European Statistics Code of Practice are challenges that represent developmental strategic goals defined by the Strategy for the Development of Official Statistics in the next five-year period. The education of statisticians, as scientists who work with data, innovative solutions, using new data sources, further harmonization of official statistics with international standards and the principles of the European Statistics Code of Practice are challenges that represent developmental strategic goals defined by the Strategy for the Development of Official Statistics in the next five-year period. The Strategy for the Development of Official Statistics 2019-2023 includes specific obligations of official statistics of Montenegro towards the EU integration process and represents a kind of alignment plan for negotiating chapter 18 - Statistics, its realization will require significantly higher funding compared to the previous Strategy for the Development of Official Statistics. Significantly higher investments in official statistics in the period 2019-2023 arise from the following development needs:

- 1) Addressing the problem of office premises for the needs of the Statistical Office - insufficient and inadequate working space prevents the application of all standards of the European Statistics Code of Practice;

- 2) Increase in the number of employees for 39 executors by the end of 2023, compared to the time of preparation of the Strategy for the Development of Official Statistics for the period 2019 - 2023;
- 3) Introducing modern IT solutions at all stages of the statistical process - in the time of rapid information progress, as well as in the conditions of globalization, this is a necessity, in order to increase the speed and quality of data collection, use the new available data sources and follow a new vision for the development of official statistics "*Big Data*". Therefore, it is necessary to carry out procurement of modern licensed software packages for processing and storing data, as well as other equipment necessary for the modernization of the existing process.

II. ANALYSIS OF THE SITUATION IN THE FIELD OF THE OFFICIAL STATISTICS SYSTEM OF MONTENEGRO

In January 2014, the Government of Montenegro adopted the ***Strategy for the Development of Official Statistics for the period 2014 - 2018***. In parallel with the continuous development and improvement of the official statistical system and the process of harmonization of the Montenegrin statistical system with the European glass, the conditions for the new strategic document The Strategy for the Development of Official Statistics for the period 2019-2023, which would, in addition to the existing statistical areas, include those areas which they should only develop and apply, but also define the operational objectives related to the further improvement of the official statistical system of Montenegro.

In parallel with the continuous development and improvement of the official statistical system and the process of harmonization of the Montenegrin statistical system with the European, the circumstances were right for the new strategic document the ***Strategy for the Development of Official Statistics for the period 2019-2023***, which would, in addition to the existing statistical areas, include those areas which still remain to be developed and applied, but would also define the operational objectives related to the further improvement of the official statistical system of Montenegro.

The official statistical system of Montenegro provides numerical and representative data and information on economic, demographic and social phenomena, as well as on occurrences in the field of labour and environment in Montenegro. It is regulated by the Law on Official Statistics and the Official Statistics System, adopted on 30 March 2012 (Official Gazette of Montenegro No. 18/12), which regulates the organization and operation of the official statistics system, establishes general principles for the collection, processing, production, dissemination and preservation of results of official statistics, used by legislative, executive and judicial authorities and other competent authorities. The law is in accordance with Regulation (EC) no. 223/2009 of the European Parliament and of the Council on European Statistics. Taking into account the requirements of the new EU legislation in the area of official statistics, on 22 February 2018, the Government of Montenegro issued ***Declarations on Commitment to Confidence in Official Statistics***.

The professional independence of the Statistical Office is supported by the said law, and is further strengthened by the adoption of the *Declaration of Commitment to Trust in Official Statistics*. By adopting the Declaration of Commitment to Trust in Official Statistics, Montenegro distinguished itself not only as the first among the enlargement countries, but also in front of a significant number of European Union countries, which has applied the new EU legislation in the field of official statistics, thus guaranteeing a high level of quality of official statistics.

The Strategy of development of official statistics 2019 – 2023 is based on the relevant regulations of Montenegro and international regulations related to the field of official statistics. The need for a new strategy stems from the legal basis defined by the following documents:

- Article 20 of the Law on Official Statistics and the Official Statistics System, adopted on 30 March 2012 (Official Gazette of Montenegro, No. 18/12);
- Regulation of the European Parliament and the European Council on European Statistics 223/2009;
- Regulation (EC) 2017/1951 of the European Parliament and of the European Council on European Statistics of 25 October 2017. Amendments to Regulation (EC) no. 99/2013 on the European Statistical Program from 2013 to 2017 with its extension until 2020.
- The European Statistics Code of Practice;
- The European Commission's communication on the vision of production of European statistics: The ESS Vision 2020.

The Statistical Office is the main coordinator of the statistical system of Montenegro and is the body competent for the production of official statistics in Montenegro. The system of official statistics of Montenegro includes other producers of official statistics within the statistical domains within their competence: the Central Bank of Montenegro, Ministry of Finance, Ministry of Science, Tax Administration of Montenegro, Customs Administration of Montenegro, Institute for Public Health of Montenegro, Capital Market Commission, Pension and Disability Insurance Fund and the Health Insurance Fund.

During the processing and dissemination of statistical data the producers of official statistics are obliged to apply the principles of official statistics, as well as the methodological and standards for the production of statistics from their competence, upon the prior approval of the competent authority, in order to produce transparent and internationally comparable data.

Activities of official statistics are carried out on the basis of the five-year Program of Official Statistics and the Annual Plan of Official Statistics, prepared in cooperation with other producers of official statistics, and it is adopted by the Government of Montenegro.

Legal framework of the statistical system:

- Law on Official Statistics and System of Official Statistics (Official Gazette of Montenegro, no. 18/12);
- Strategy for the Development of Official Statistics 2014 - 2018;
- Official Statistics Program 2014 - 2018;
- Annual Plan of Official Statistics for 2018;
- Report on the Execution of the Official Statistics Program and

- Report on the execution of the Annual Plan of Official Statistics.

Other by-laws are:

- Standard Classification of Occupations (Official Gazette of Montenegro, No. 10/11);
- Rulebook on internal organization and systematization of the Statistical Office (No. 01-2338 of 4 September 2014);
- Rulebook on the storage of statistical data (Official Gazette of Montenegro, No. 47/12);
- Rulebook on the content and method of keeping records on users of individual statistical data (Official Gazette of Montenegro, No. 53/12);
- Rulebook on content, manner of keeping and using data from statistical registers (Official Gazette of Montenegro, No. 6/13);

The Strategy for development of official statistics determines the development directions and goals of the official statistics of Montenegro for a period of five years. This document defines the strategic goal, operational objectives and vision of the official statistical system of Montenegro.

The Program of official statistics defines the activities of official statistics, which are in accordance with the Strategy for development of official statistics. This document defines the general and sectoral development goals. For the purpose of executing the Program of Official Statistics for each calendar year, the **Annual plan of official statistics** is adopted. The Annual plan of official statistics is derived from the Program of official statistics, as a short-term document, which elaborates in more detail the statistical activities for the relevant year. **Reporting on the execution of the Program and the Annual Plan of Official Statistics** is defined by the provisions of the Law on Official Statistics and the Official Statistics System, in cooperation with other producers of official statistics, and those are adopted by the Government of Montenegro.

Certain issues of functioning of the official statistical system are regulated by special by-laws. In order to implement the legal framework on the functioning of the security system and statistical confidentiality, the **Rulebook on the storage of statistical data** has been adopted which regulates the manner, time, technical conditions and organization of statistical data storage, in order to prevent their destruction, alienation and unauthorized use, as well as the **Rulebook on content and the method of keeping records on users of individual statistical data**, which prescribes the content and method of keeping records on users of individual statistical data. The **Rulebook on the content, the manner of keeping and using data from statistical registers** regulates the management and use of data from statistical registers.

The role of the Strategy for the Development of Official Statistics from 2019 to 2023 focuses the work of the official statistical system on achieving the most important operational objectives for the mentioned time period, but at the same time it serves to present producers of official statistics, to the users and the public. For the purpose of continuous follow up and meeting the goal defined in the previous Strategy for the development of official statistics 2014-2018, the proposal of the Program of official statistics for the period 2019-2023 was publicly available to users and the general public in the period from 31 July to 15 September 2018, for the purpose of providing suggestions, proposals and comments as regards the Program. Most of the proposals were accepted and included in the Official Statistics Program 2019 - 2023, which gives a significant

contribution to the development of the statistical system of official statistics and the development of society. Most of the proposals were accepted and included in the Program of official statistics 2019 - 2023, which gives a significant contribution to the development of the statistical system of official statistics and the development of society.

The Strategy for development of official statistics 2019 - 2023 follows the key objectives for producing the results of official statistics defined by the **National Strategy for Sustainable Development by 2030**, in accordance with the Program of official statistics for the period 2019-2023. In this respect, one of the main indicators of progress in this area will be greater availability of indicators and improved placements of Montenegro in the basis of indicators from the UN list of indicators of sustainable development. Results can only be expected if a sufficient level of resources is provided (spatial, technological and financial), as well as the appropriate level of development of human resources. It is an outstanding challenge that needs to be supported by a significant increase in the allocation from the Budget of Montenegro for additional statistical research.

The official statistical system of Montenegro, during the period of accession negotiations for Montenegro's membership in the EU, has been significantly improved and harmonized with EU legislation and standards. The commitments defined by the Montenegro's Program of Accession to the European Union have been successfully implemented and progress has been noted, which has resulted in moderate readiness for membership, and at the same time fulfilled the goal defined in the previous Strategy for the development of official statistics 2014-2018.

With the Strategy for the development of official statistics 2019 - 2023 the alignment with the requirements of the European Union, but also with the best European practice, continues. Accordingly, the legislative, strategic and administrative framework in the **Montenegro's Program of Accession to the European Union for the period 2019-2020** is defined.

Negotiations under Chapter 18 - Statistics include the harmonization of Montenegrin legal regulations with the EU acquis in the area of official statistics. This area is considered particularly important because the positive changes that will result from a successful negotiation process will result in better quality, availability and credibility of statistical data as the basis for creating public policies, which will create better conditions for a more dynamic social and economic development of Montenegro. The official statistics area is represented as a separate negotiating chapter in the negotiation process, but it is also of great importance for progress in the rest of the EU acquis, having in mind the link with many areas in the negotiations. The area of official statistics is represented in the negotiation process as a separate negotiating chapter, but it is also of great importance for progress in the other chapters of the EU acquis, having in mind the link with many areas in the negotiations. The progress in all areas of public policies will be measured based on the data produced by official statistics, and the Strategy for development of official statistics will address tasks and activities that will contribute to meeting the final benchmarks for Chapter 18 - Statistics.

From the moment of the opening of the chapter, the number of surveys, i.e. the availability of data necessary for the conduct of different state policies, and additional monitoring of the fulfilment of criteria in a large number of negotiation chapters has been significantly increased, a large number

of European standards and legislative acts have been adopted. In the Program of official statistics 2019 – 2023, 234 statistical activities have been planned, with different periodicity of implementation. In the previous five-year period, the producers of official statistics of Montenegro, on average annual basis, carried out 216 statistical surveys, which are implemented and developed in accordance with international methodologies, with the financial and expert support of pre-accession IPA funds and thus increased data transmission to EUROSTAT and all sectoral statistics (macroeconomic, agricultural, business, industry, energy, transport, tourism, prices, foreign trade, environment and others) have been improved.

The key risks identified by the EC - EUROSTAT, recorded in the Progress Reports for Montenegro for the period 2014-2018, are:

- the need for a significant increase in the human and financial resources of the Statistical Office (existing capacities, regardless of the good results of the previous period, will not be able to meet the requirements of significantly increased demand by the National Strategy for Sustainable Development by 2030 and the Montenegro's Program of Accession to the European Union);
- further harmonization with ESA 2010 standards, including public finance statistics and
- lack of business space (risks of inadequate business space that affect the further process of statistical production: (i) inability to provide work space and reduced productivity of employees due to inadequate working conditions; (ii) security risks of access to the building, and hence individual data due to the lack of adequate storage archives, (iii) technical shortcomings that limit the modernization of the process of production of official statistics, and the application of technical and other safety standards to be applied in the keeping, storage and treatment of confidential data).

Due to the lack of human, financial and spatial capacities, the risk of failure to fulfil obligations has increased both in Chapter 18. Statistics, as well as in other chapters for which the official statistics data are necessary. Within its dual role, the Statistics Office is committed to providing official statistics relevant to national policy making and monitoring, as well as policies defined at the EU level.

Within its dual role, the Statistical Office is committed to providing official statistics relevant to national policy making and monitoring, as well as policies defined at the EU level. A double role requires additional work and investment by the employees of this body, which additionally burdens the dynamics of regular work. The Statistical Office is currently performing its dual role with half of the workforce needed to carry out regular work, which indicates a high risk of maintaining the current one and achieving further progress.

Also, the future challenge for the Statistical Office is to change the legal framework and harmonize with national legislation. Namely, the amendment of the Article of the Law would enable the use of necessary data from administrative registers and databases, including identifiers for the development, production and dissemination of official statistics. By amending the legal framework in this way, resources would be freed to be used for new tasks and obligations, while reducing the burden of respondents and increasing the quality of data. In order to achieve this goal, on the proposal of the Statistical Office, the Government of Montenegro has issued two information in

this area (1) **Information on the use of administrative sources for statistical purposes** (adopted at 139 session of the Government of Montenegro of 10 December 2015) and (2) **Information on the preparation of the register of population, households and dwellings in 2021 with a proposal for measures for improvement** (adopted at the 64th session of the Government of Montenegro of 2 February 2018), which aim to point to the preconditions whose fulfilment is necessary for the realization of the registration of Census of population, households and dwellings in 2021, but also the importance of using this method due to savings, both in terms of finance and human resource engagement.

The amendment of the legal framework of official statistics initiated by the Statistical Office is in line with Regulation (EC) No. 223/2009 of the European Parliament and the Council on European Statistics and it received a positive opinion from the European Commission. In the coming period, harmonization with the national legislation and its adoption will be carried out.

Official statistics of Montenegro is important not only in national but also in international frameworks, because it enables comparison of certain aspects of social and economic development with other countries. Special emphasis in the field of official statistics is placed on the integration of the official statistical system of Montenegro into the European Statistical System (ESS), which enables the comparability of the official statistical results of Montenegro with the data of the EU Member States.

The **Rulebook on Internal Organization and Systematisation of the Statistical Office** which is in force envisages 200 job positions for civil servants and state employees. The current number of employees in the Statistical Office is 103 persons, and the lack of employees 97 or 48.5% represents one of the challenges in achieving strategic goals. Educational structure of employees is satisfactory; 80 employees have a university degree, 14 employees have a master's degree diploma, 1 employee has a doctorate degree, and the rest of the employees have secondary education, which meets the needs for the job position. One of the operational goals of the Strategy for development of official statistics for the period 2019-2023 is "*Education of statisticians, as scientists, who are working with data*", which will encourage the development of knowledge and skills of statisticians, as expert and professional staff, as well as the creation of a new generation of statisticians, as "*data-processing scientists*", who will be expected to have a deep knowledge of new theories and methods that handle "*big data*".

In addition to the limitations caused by the lack of human capacities, the Statistical Office also faces the lack of adequate spatial capacities. Namely, this body uses the building together with the Commercial Court, which significantly limits the working space and the application of technical and safety standards, which it has to apply in its operation. The inadequate premises of the Statistical Office directly affect the violation of the principles of the European Statistics Code of Practice, on which the work of official statistics is based. Montenegro is the only country in the region that has not yet resolved the problem of inadequate premises, which affects the violation of the basic principles of official European statistics.

In order to define the necessary conditions for resolving the issue of premises of the Statistical Office, "**Functional analysis for the needs of purchase of business premises**" was prepared, and taking into account the document adopted by the Government of Montenegro:

- the valid Rulebook on internal organization and systematization of the Statistical Office (200 job positions), adopted by the Government of Montenegro on 4 September 2014;
- principles of quality of production of official statistics, defined by the Law on Official Statistics and the Official Statistics System (Official Gazette of Montenegro, No. 18/12), as well as the European Statistics Code of Practice for National Statistical Institutions and EU Statistical Institutions.

Functional analysis for the needs of purchase of business premises was submitted to the Ministry of Finance on 30 January 2018, which serves as an indication of the need for a lasting and adequate resolution of this problem, which the European Commission points out as necessary from the aspect of further development, but also from the aspect of the image that the official statistics needs to have. The definition of general and special conditions that would ensure the adequacy of business premises to the Statistical Office has been performed in the light of national and European legislation.

The official statistical system of Montenegro and the implementation of operational objectives is based on the principles of the European Statistics Code of Practice, which are fully incorporated into the Law on Official Statistics and the System of Official Statistics, namely: professional independence; mandate for data collection; resource adequacy; commitment to quality; confidentiality of statistical data; impartiality and objectivity; good methodology; appropriate statistical procedures; reducing the burden on reporting units; cost-effectiveness; relevance; accuracy and reliability; timeliness and precision; coherence and comparability, as well as availability and clarity of data. The Statistical Office standardized statistical processes by adopting 54 internal procedures, adopted the **Strategy for Management of Quality** and the Guidelines for Employees for its implementation, thus implementing the principles of the European Statistics Code of Practice.

Evaluation and reporting on the application of the European Statistics Code of Practice to the official statistical system of Montenegro is carried out by the EC - EUROSTAT, within the framework of the regular mission for assessment of the statistical systems of EU Member States, candidates and potential candidates. The official statistical system of Montenegro was evaluated in 2009, 2012 and 2018. The objective of the missions for assessment of the statistical system was to assess the compliance of the official statistics system of Montenegro with the European Statistics Code of Practice, to evaluate the coordinating role of the Statistical Office within the statistical system, to highlight the best practice that can be adopted, and to give recommendations regarding the activities that are needed in terms of full compliance with the European Statistics Code of Practice.

The expert team consisting of four members: two members of the National Statistical Institute nominated by the European Committee for Statistics, including the Chairperson and one representative from EUROSTAT, for a minimum of 3 days, concluded that the system of official statistics of Montenegro has a comprehensive set of instruments to manage the statistical system

in an effective way. This implies a complete legal framework, which defines the explicit coordination of official statistics as one of the activities of the Statistical Office.

Reports on assessing the implementation of the European Statistics Code of Practice in Montenegro are available on the official website of the Statistical Office.

In recent years, technological advances and user requirements have changed significantly, which necessarily reflected to the nature of statistical research, so in addition to the high quality of official statistics, new challenges are set arising from changing the approach to the production of official statistics and the creation of multi-dimensional databases. Accordingly, the Statistical Office will work on the re-design of the information and communication framework in the next five-year period, developing an integrated system for collecting, processing, publishing and documenting the results of official statistics.

The introduction of modern IT solutions at all stages of the statistical process - at a time of rapid information progress, as well as in the circumstances of globalization, is a necessity, in order to increase the speed and quality of data collection, use the new available data sources and follow a new vision for the development of official statistics "*Big Data*". Therefore, procurement of modern licensed software packages for processing and storage of data, as well as other equipment necessary for the modernization of the existing process, must be carried out.

Budget constraints represent an additional requirement for greater profitability in data collection and processing, requiring the introduction of optimal data collection methods, using modern information and communication solutions where possible, as greater use of administrative data sources. The Statistical Office for data collection most often uses the PAPI method (Paper and pencil interviewing), but respondents have the increasing opportunity to provide data online, using CAWI (Computer aided web interviewing) and CAPI (Computer aided personal interviewing) methods.

Also, in the past period, the Statistical Office has signed 22 agreements on cooperation with the holders of administrative data and thus reduced the percentage of using PAPI methods, and increased the use of administrative sources in 49 statistical surveys. The operational goal defined by the Strategy for development of official statistics 2019-2023 "*Creating new data sources for the production of official statistics*" is a continuation of the goal defined by the previous development strategy, which aims to achieve greater use of administrative sources.

III. OPERATIONAL OBJECTIVES WITH ACCOMPANYING INDICATORS OF SUCCESS

STRATEGIC GOAL

The goal of the official statistics is to provide all users, quantitative and representative information on economic, demographic, social and environmental conditions in Montenegro, according to the internationally defined methodology and the highest professional standards.

VISION

The vision of the statistical system of Montenegro is the production of coherent, relevant and objective results of official statistics, based on international concepts, methodologies and a strict data protection regime.

MISSION

The mission of the statistical system of Montenegro is:

1. to provide adequate, relevant, reliable and timely results of official statistics in order to facilitate planning and decision-making within the Government of Montenegro and the community;
2. to ensure that the production and dissemination of official statistics is in accordance with scientific principles, professional ethics and international standards.

OPERATIONAL OBJECTIVES

1. Establishing continuous dialogue with data users and developing partnerships;
2. Education of statistics as scientists working with data;
3. Further harmonization and innovation of official statistics with international standards/recommendations;
4. Creation of new data sources for the production of official statistics;
5. Further implementation of the Code of Quality for official statistics;
6. Development of an IT integrated system for collecting, processing, publishing and documenting the results of official statistics;
7. Development of dissemination and communication of data in accordance with the needs of the digital society.

1. OPERATIONAL OBJECTIVE	Establishing a permanent dialogue with data users and developing partnerships
KEY CHALLENGES	<p>Bearing in mind that the needs of users are changing very rapidly, and that demand for data is becoming more pronounced, it is planned to establish a permanent dialogue with data users in order to explain, present and differentiate statistical products. This will provide a better insight into the current and future user requirements for data, as well as the need for statistical services.</p> <p>Also, with the users of data, primarily universities, scientific research institutions, private companies, NGO sector and others, the partnership relationship will be developed also in the production of official statistics. The sources of data available to the academic community through the implementation of primary scientific research, as well as the sources of data from private companies, may be of great importance for the production of official statistics. The development of a partnership would be based on the principles of the quality of official statistics in order to increase the timeliness, availability and attainability of official statistics. In order to improve knowledge and expertise, educational programs for data users and partners will be developed and implemented in order to increase statistical literacy and identify misuse of data, with the aim of strengthening institutions and individuals to effectively use official statistics in their business.</p>
ACTIVITIES	<ul style="list-style-type: none"> ➤ Establishing a permanent user forum for the purpose of reviewing their needs for the results of official statistics; ➤ Increasing the significance of data users in the work of the Statistical System Council; ➤ Including user requirements through the five-year Program of official statistics and their implementation on an annual basis through the Official Statistics Plan in partnership with producers of official statistics; ➤ Organizing donor meetings in order to create opportunities for partner participation in financing statistical activities through donations or other forms of financing; ➤ Promoting statistical literacy through: (i) organized public discussions, seminars and conferences; (ii) introducing training programs in cooperation with academy, civil society, the private sector and other stakeholders; (iii) organizing thematic workshops with main users in order to provide information in an interactive and easy understood manner; ➤ Organizing consultative seminars with the media as the main partner in the process of disseminating the results of official statistics; ➤ Establishing formal partnerships in order to develop a statistical community; ➤ Regular implementation of the User Satisfaction Survey with a detailed analysis of the obtained research results, as well as

monitoring the relevance and usefulness of the existing results of the official statistics.

- Implementation of suggestions and user comments from the User Satisfaction Survey from the conducted two-year research in 2019 and 2021.

KEY BODY	STATISTICAL OFFICE		
INSTITUTIONS INVOLVED IN THE REALIZATION	OTHER PRODUCERS OF OFFICIAL STATISTICS		
PERFORMANCE INDICATOR	2019 starting value	2021 target value	2023 target value
Number of implemented user requests, through the five-year Program and Annual Plan of official statistics in partnership with the academy, science-research community, private sector and others	Out of the total number of (65) proposals and suggestions, 74% or 48 proposals and suggestions from interested users were accepted	Implementation of suggestions given by users and realization of pilot research. Implementation of 80% of the total number of accepted proposals and suggestions. 80%	Implementation of suggestions and research 100%
Greater representation of users of official statistics working outside state institutions - including civil society, trade unions, media and local authorities in working groups of the Statistical System Council	4 members	5 members	6 members
Growth of customer satisfaction, based on the conducted research	Planned realization of User Satisfaction Surveys (2019) and publication of data	Realization of User Satisfaction Surveys according to the two-year dynamics (2021)	Realization of User Satisfaction Surveys according to the two-year dynamics (2023)

2. OPERATIONAL OBJECTIVE**Educating statisticians as scientists working with data**

KEY CHALLENGES

Taking into account the level of digitization of society, as well as the "data revolution", which opened up new chances for the development of official statistics, one of the key challenges for official statistics remains the further development of knowledge and skills of statisticians as expert and professional staff, as well as the creation of a new generation of statisticians as "*scientists working with data*" who will be expected to have a deep knowledge of new theories and methods by which "*big data*" is processed. Developing a generation of statisticians as data scientists will entail the development of individuals into professional statisticians not only through a working career as is the case now, but also through the development of specialized education faculties and programs. Scientists working with data, unlike statisticians, should make a special contribution to researching the latest scientific trends in data collection, the application of new ways and algorithms in the collection and processing of data, all this in order to improve the existing data ones and to produce new ones in accordance with high quality standards. Surely, new methods and data sources require changes to existing methodologies, such as adapting the statistical process to the new technological paradigm, which requires from statisticians a continuous process of improvement and greater flexibility, so that official statistics are available to data users in a timely manner.

The Statistical Office will undertake all activities within its competencies, in order to increase the number of employees and expand the knowledge and skills of existing employees, with a special emphasis on the development of a new generation of data scientists.

Special attention in the coming period will be dedicated to the increase in the number of employees who will complete the European Master of Official Statistics (EMOS), which, according to EC-EUROSTAT licenses, is realized at the University of Donja Gorica in Montenegro. In this way, professional statisticians will develop in the same way and through the same training program as in all EU countries that implement the EMOS program, which guarantees the application of European standards in the production and development of official statistics. At the same time, the implementation of the internship program in cooperation with EUROSTAT and the national statistical institutes of the EU will continue, but only for the areas of statistics that are on the platform for the development of new methods, new sources and processes in collecting, processing and publishing data.

ACTIVITIES

- Development and preparation of Strategy for human resources management;
-

- Education of personnel in the process of collecting, processing and disseminating the results of official statistics, with special emphasis on process modernization and quality management;
- Education of the new generation of "*data scientists*" according to the European Master of Official Statistics (EMOS) and doctoral studies in the field of official statistics;
- Education of managers for the management of statistical processes in accordance with the European Statistics Code of Practice;
- Increasing the participation of representatives of the Directorate for Statistics and education of personnel in international working groups on the topic of modernization of statistical processes and Big Data;
- Regular implementation of Employee Satisfaction Surveys;
- Increased number of employees in the Statistical Office.

KEY BODY	STATISTICAL OFFICE		
INSTITUTIONS INVOLVED IN REALIZATION	OTHER PRODUCERS OF OFFICIAL STATISTICS		
PERFORMANCE INDICATOR	2019 starting value	2021 target value	2023 target value
Number of employees who successfully completed European Master of official statistics – EMOS	4	5	6
Number of employees who have successfully completed several months of internship in EUROSTAT and national statistical institutes for statistical areas that are in the process of innovation	31	33	35
Testing new methods in the production of results of official statistics through trial statistical surveys	0	0	1

3. OPERATIONAL OBJECTIVE	Further harmonization and innovation of official statistics with international standards/recommendations
KEY CHALLENGES	<p>The production of official statistics in accordance with international standards and recommendations regulating the field of official statistics is the basic goal of the Statistical Office. Therefore, in the forthcoming period, the Statistical Office will continue to participate in the work of international statistical bodies/organizations in order to create common assumptions for the full implementation of international methodologies on one side and to change the production process of official statistics in accordance with the new statistical standards of international organizations whose Montenegro member on the other.</p> <p>Taking into account the dynamics of the EU integration process and the fact that the negotiating Chapter 18-Statistics, was opened at the end of 2014, in the next five-year period fulfilment of all prerequisites for the final benchmarks of this chapter is planned, and thus the closing of negotiations in the field of official statistics. However, the obligation to further harmonize, innovate the process and introduce new statistical surveys remains also after the closure of Chapter 18 Statistics, especially given the challenges faced by official statistics in contemporary society. Bearing in mind that Montenegro is a member of the UN since 2006, the Statistical Office regularly participates on behalf of the statistical system of Montenegro in the work of the UN Statistical Commission and meets the obligations arising from membership in the official statistics. Also, the Statistical Office actively participates in the statistical initiatives of UNECE. For certain statistical areas/research, cooperation will be developed with other UN agencies: UNICEF, UNDP, UNODC, UNPFA and others.</p> <p>Also, having in mind the membership of Montenegro in the International Monetary Fund - the IMF, the statistical system of Montenegro in 2011 became the 102nd member of the General Dissemination System of the IMF, which made official data and methodological explanations available to the widest group of users, and through the standard which is prescribed by the IMF.</p> <p>From 2017, data are also available through the e-GDDS of the International Monetary Fund.</p> <p>In addition to harmonization with international standards, the production process of official statistics, the introduction of new technologies and new sources of data will be undertaken in the future, in accordance with the needs of the modern society.</p>
ACTIVITIES	<ul style="list-style-type: none"> ➤ Harmonization of statistical survey methodologies with the relevant methodological framework and EU quality concept; ➤ Coordination of activities with relevant institutions in order to fulfil the closing benchmarks in Chapter 18 - Statistics according to the signed Agreement on cooperation in the field of statistics of national

	accounts of the general government sector and related statistics (No. 01-1488 of 25 April 2016)		
	<ul style="list-style-type: none"> ➤ Production of Sustainable Development Indicators for the needs of Global Reporting (UN), as well as for the needs of regional reporting of the EU and UNECE region; ➤ Development of official statistics in accordance with other relevant international standards; ➤ Establishment of the IMF special data dissemination system; ➤ Membership in various statistical activities that contribute to the international reputation of Montenegro and the promotion of the Statistical Office. 		
KEY BODY	STATISTICAL OFFICE		
INSTITUTIONS INVOLVED IN REALIZATION	OTHER PRODUCERS OF OFFICIAL STATISTICS		
PERFORMANCE INDICATOR	2019 starting value	2021 target value	2023 target value
Fulfilment of activities that contribute to the implementation of the closing benchmark in Chapter 18 - Statistics	40%	70%	90%
The number of indicators produced for the needs of global reporting (UN), as well as for the needs of regional reporting of the EU and UNECE region	61%	65%	68%
Greater availability of results of official statistics of Montenegro in statistical databases of EUROSTAT and UN	57%	60%	63%
Greater availability of economic, financial and socio-demographic data of Montenegro in accordance with the standards of the International Monetary Fund from the General Data Dissemination System (e-GDDS)	Recommended series: available 13 out of 15 data categories; Supplementary series: available 5 out of total of 6 categories of data; Demographic indicators: available 1 of total of 1 data category.	Recommended series: available 15 categories of data	Improved periodicity and timely dissemination of data categories from the recommended series

4. OPERATIONAL OBJECTIVES	Creation of new data sources for the production of official statistics
KEY CHALLENGES	<p>In the previous period, official statistics were based exclusively on traditional data sources (survey research and administrative sources), but modern technological trends have turned many aspects of life into digital data, thus opening up new opportunities for the development of official statistics. Today, as it is called - a data revolution has created new sources that are considered valid for the production of official statistics (Big Data, Multisource, Internet of Things, etc.). The mentioned sources can be complementary to traditional data sources in order to improve the timeliness, availability and other components of the quality of official statistics, but they still cannot replace them completely.</p> <p>The use of new data sources requires the development of new methods in collecting, processing, analyzing data in order to guarantee quality in accordance with the principles of the Code of Practice of Official Statistics. This involves the introduction of new techniques in data collection (CATI, CAWI, Web scraping, web scanning, etc.) through new investments in the IT system for data collection, processing, analysis and dissemination.</p> <p>In the future, special attention should be paid to the development of the partnership of the Statistical Office and private companies in the field of trade and telecommunications, whose electronic databases at a detailed level would significantly contribute to the establishment of new data sources and new methods in household consumption statistics, inflation, national accounts (GDP), tourism and migration.</p> <p>In addition to using new data sources, special attention will be paid to further use of data sources owned by state administration bodies in the production of official statistics, in order to reduce the costs of production of official statistics results and the burden on business entities and citizens in submitting data through the survey.</p>
ACTIVITIES	<ul style="list-style-type: none"> ➤ Coordination of activities aimed at amending Article 35 (Access to administrative sources of data) of the Law on Official Statistics and the Official Statistics System; ➤ Increase the number of administrative sources of data in the production of results of official statistics; ➤ Develop new methods in data collection; ➤ Develop and test new data sources in the production of results of official statistics, as well as to enable education of employees in the statistical system for using new data sources; ➤ Implement pilot projects and pilot surveys with new data sources and data collection methods in order to examine the application of new methods and sources in statistical production; ➤ Develop new methods for access to new data sources in order to assess their quality in accordance with the principles of the European Statistics Code of Practice.
KEY BODY	STATISTICAL OFFICE

INSTITUTIOS INCLUDED IN REALIZATION		OTHER PRODUCERS OF OFFICIAL STATISTICS		
PERFORMANCE INDICATOR	2019 starting value	2021 target value	2023 target value	
Increase in the number of statistical surveys using new data sources	0	0	1	
Increase in the number of statistical surveys using administrative sources of data	49	51	53	
Increase in the number of new methods in data collection	CAWI, CAPI	CAWI, CAPI	CAWI, CAPI, CATI	
Increase in number of research for testing new sources and methods in the production of official statistics	1	2	3	
Reducing the burden on reporting units	Burden indicator: Normal burden 81% Moderate burden 13% High burden 6%	Burden indicator: Normal burden 83% Moderate burden 11% High burden 6%	Burden indicator: Normal burden 85% Moderate burden 9% High burden 6%	

5. OPERATIONAL OBJECTIVE	Further implementation of the Code of Quality for official statistics
KEY CHALLENGES	<p>The high quality of the results of official statistics and services will remain the key activity of the official statistics of Montenegro in the next five-year period. The process of improving quality in all statistical activities will continue, not only in the process of producing official statistics, but also in management of processes.</p> <p>Quality assurance mechanisms will be based on defined quality standards through the implementation and realization of quality management models Total Quality Management (TQM) and Generic Model of Statistical Business Process (GSBPM). The application of standards will ensure clear communication, good coordination and cooperation in the system, so that all components are interoperable.</p> <p>Also, by introducing the practice of self-assessment and internal quality audit of statistical data, in accordance with EU practice and recommendations of the Peer Review, the sustainability of the fundamental principles of official statistics will be ensured, such as the Fundamental Principles of the United Nations Official Statistics and the European Statistics Code of Practice, fully incorporated into the Law on Official Statistics and the System of Official Statistics (Official Gazette of Montenegro, No.18/12).</p> <p>Special attention will be paid to data protection activities by applying the General Data Protection Regulation (GDPR), for whose implementation it is necessary to permanently resolve the problems of the premises of the Statistical Office, in order to create conditions for the application of physical, technical and organizational measures for the protection of space and computer equipment.</p>
ACTIVITIES	<ul style="list-style-type: none"> ➤ Introduction and application of the Generic Model of Statistical Business Process (GSBPM) that serves to describe and document each statistical survey in a standardized and harmonized way; ➤ A Generic Model of the Statistical Business Process (GSBPM) has been established which encourages the integration of the statistical system using the same quality model in all statistical production processes; ➤ Further improvement of quality management model Total Quality Management (TQM); ➤ Introduce the practice of self-assessment and internal audit of the quality of statistical data in accordance with the EU practice and recommendations of EU audits (Peer Review); ➤ Solved problem of premises of the Statistical Office in order to fully implement the EU Statistics Quality Code and the General data Protection Regulation – GDPR;

➤ Securing data protection by applying the General Data Protection Regulation (GDPR).

KEY BODY STATISTICAL OFFICE

INSTITUTIONS INCLUDED IN REALIZATION OTHER PRODUCERS OF OFFICIAL STATISTICS

PERFORMANCE INDICATOR	2019 starting value	2021 target value	2023 target value
The constant percentage growth of implemented activities in accordance with the evaluation standards defined by the principles of the European Statistics Code of Practice, proposed in the regular reports from the assessment mission	10%	40%	100%
Implementation of the Total Quality Management (TQM) element defined by the Quality Strategy of the Statistical Office, which represent a common framework for the quality of the European Statistical System	80%	100%	100%

6. OBJECTIVE	Development of an IT integrated system for collecting, processing, publishing and documenting the results of official statistics
KEY CHALLENGES	<p>The development of official statistics using new methods of data collection, as well as the use of new data sources (administrative or other sources), will also be the basis for the development of an integrated production system for official statistics. From the current system, which is domain-oriented (for each individual research, a special system for collecting, processing and publishing data is developed) and it is integrated in one part, in the following period it is planned to develop one integrated system that will be organized in relation to statistical processes.</p> <p>The integrated IT system for collecting, processing, publishing and documenting the results of official statistics will continue to be developed on the Generic Model of the Statistical Business Process (GSBPM). By establishing such a defined integrated IT system, the timeliness and relevance of the official statistics, efficiency and productivity of the Statistical Office will be improved; the burden of the respondents will be reduced by integrating data from administrative sources of data and by exchanging statistical data between domain statistics in the Statistical Office.</p> <p>As a separate part of the system, a system for data and metadata transfer to EUROSTAT as well as dissemination databases for "open data" at the level of the statistical system of Montenegro will be developed. A common and interoperable technological environment will facilitate collaboration between the producers of official statistics and the data provider, as together a secure IT network for the exchange of data is created in accordance with the principles and the confidentiality provisions.</p> <p>The development of an integrated IT system in the upcoming period will also require investment in IT infrastructure, which is related to the collection, processing and dissemination of data.</p>
ACTIVITIES	<ul style="list-style-type: none"> ➤ Development of an IT integrated system that monitors the business process of the GSBPM model at the level of the statistical system of Montenegro; ➤ Electronic archiving and documentation system developed; ➤ Integration of statistical data between domain statistics in the Statistical Office; ➤ Integration of administrative data sources; ➤ Integration of data between official producers of statistics; ➤ Development of the system for transmission of data and metadata to EUROSTAT at the level of the statistical system of Montenegro; ➤ Developed SDMX structure for sending statistical data via e-Damis web portal; ➤ Development of dissemination database for "open data" at the level of the statistical system of Montenegro.
KEY BODY	STATISTICAL OFFICE

INSTITUTIONS INCLUDED IN REALIZATION OTHER PRODUCERS OF OFFICIAL STATISTICS

PERFORMANCE INDICATOR	2019 starting value	2021 starting value	2023 target value
Developed an IT integrated system for collecting, processing, publishing and documenting the results of official statistics	Developed an IT integrated system for collecting, processing, publishing and documenting the results of official statistics	Application of an IT integrated system for collecting, processing, publishing and documenting the results of official statistics on 20% of statistical surveys	Application of an IT integrated system for collecting, processing, publishing and documenting the results of official statistics to 40% of statistical surveys
Reduced burden on reporting units	Burden indicator: Normal burden 81% Moderate burden 13% High burden 6%	Burden indicator: Normal burden 83% Moderate burden 11% High burden 6%	Burden indicator: Normal burden 85% Moderate burden 9% High burden 6%

7. OBJECTIVE	Development of dissemination and communication of data in accordance with the needs of the digital society		
KEY CHALLENGES	<p>Bearing in mind the possibilities offered by modern technology in terms of data dissemination and communication with users, in the coming period, it is planned to modernize methods of dissemination in such a way that the results of official statistics are available to different user groups.</p> <p>Adjusting the results of official statistics to different user groups will require the development of a different level of data availability. Accordingly, the broadest access to users with detailed databases will be enabled through the development of a dynamic Statistical Office website, which will allow the use of data at the most detailed level. Also, new types of data publishing will be developed, which will include visualizations, animations, and thus present the results of official statistics in a comprehensive and simple way.</p> <p>In addition to traditional means of communication, special user support will be established, and the results of official statistics will be distributed through social networks, mobile applications, videos, etc.</p> <p>In order to accurately interpret the data, thematic workshops, seminars and forums will be organized to educate the broadest group of users about the methodology and quality standard, as very important components of the correct use of official statistics.</p>		
ACTIVITIES	<ul style="list-style-type: none"> ➤ Establishment of the dynamic official website of the Statistical Office; ➤ Redesigning the dissemination database; ➤ Implementing customer support tools - User support; ➤ Dissemination of results of official statistics, through animations, interactive tools, applications, advanced visualization, visibility on social networks; ➤ Organizing an active user forum of results of official statistics; ➤ Promotion of official statistics as a brand; ➤ Establishing an organizational unit for customer/public relations. 		
KEY BODY	STATISTICAL OFFICE		
INSTITUTIONS INCLUDED IN REALIZATION	OTHER PRODUCERS OF OFFICIAL STATISTICS		
PERFORMANCE INDICATOR	2019 starting value	2021 starting value	2023 starting value
Defined Policy and Dissemination Strategy	Dissemination policy defined and draft Strategy prepared	Proposal for Dissemination Strategy	Dissemination Strategy defined
Promote results of official statistics through applications, interactive tools, animations, infographics	Defining the Action plan	50% of realized activities defined by the Action Plan	100% of realized activities

			defined by the Action Plan
Number of employees in the organizational unit for users/public relations	1	2	2

IV. DESCRIPTION OF THE ACTIVITIES OF THE COMPETENT AUTHORITIES AND OF THE BODY FOR MONITORING OF THE STRATEGY

The official statistics system includes the following producers of official statistics: the Central Bank of Montenegro, Ministry of Finance, Ministry of Science, Tax Administration of Montenegro, Customs Administration of Montenegro, Public Health Institute of Montenegro, Capital Market Commission, Pension and Disability Insurance Fund and Fund for Health Insurance. The Statistical Office is the main holder and disseminator of statistical data, as well as responsible expert holder, organizer and coordinator of the official statistics system and represents the official statistics of Montenegro in the international statistical system.

In order to coordinate the official statistical system more effectively, increase the use of administrative sources and reduce costs in the Statistical Office, the Department for Coordination of Statistical Data Sources was established. The primary role of the Department is the coordination of the statistical system, i.e. cooperation with other producers of official statistics, cooperation with institutions of administrative sources of data and cooperation with the business sector, all in order to increase the quality of the source of data needed for the production of official statistics.

The description of activities and bodies for monitoring the strategy is given in the Action Plan, which is an integral part of this strategy by tasking the Statistical Office, Central Bank of Montenegro, Ministry of Finance and other producers of official statistics to continuously monitor and implement the defined activities of the strategic objectives.

By adopting international methodologies and standards in the production of official statistics, the application of the principles of official statistics in the statistical production process, as a higher availability of data within their jurisdiction in EUROSTAT and UN bases, are the priority activities of the producers of official statistics in the following period.

V. METHOD OF REPORTING AND EVALUATION

The Statistical Office coordinates cooperation in the implementation of the Strategy for the Development of official statistics for the period 2019-2023 (Article 9, paragraph 1, item 3 of the Law on Official Statistics and the System of Official Statistics). Pursuant to the Rulebook on Internal Organization and Systematization (No. 01 - 2338 of 30 July 2014) which is in force, the Department for National Coordination of Statistical Data Sources is in charge of integrating information at the level of the Statistical Office and other producers of official statistics, so that monitoring of the implementation of the strategy and reporting will be carried out in accordance with their respective competencies.

A. Monitoring

Monitoring will be carried out by continuous monitoring of the implementation of the strategic document by reviewing the report on the implementation of the *Strategy for development of official statistics 2019 - 2023*, which will be produced annually. Monitoring will involve managers and employees of the Statistical Office, as well as other producers of official statistics involved in the implementation of the strategic document.

B. Evaluation

Evaluation, assessment of the relevance, efficiency, effectiveness, impact and sustainability of the Strategy for the development of official statistics for the period 2019 - 2023 will be carried out by an internal unit of the Statistical Office that was not involved in the process of implementation of the strategic document.

Evaluation will take place after the expiration of the period of implementation of the *Strategy for the development of official statistics for the period 2019 -2023* and will be included in the final report.

C. Report

Reporting on the implementation of the *Strategy for development of official statistics for the period 2019-2023* will be based on a two-year level and a final report after the expiration of the timeframe of the strategic document.

The report on the implementation of the Action Plan of the Strategy for the Development of Official Statistics from 2019 to 2023 will contain the results of the activities from the previous two years, but also the overall performance from the previous year.

The final report on the implementation of the Strategy for the development of official statistics for the period 2019-2023 will contain the results of activities and the degree of fulfilment of operational and policy goals for the overall duration of the strategic document.

VI. ACTION PLAN WITH ASSESSMENT OF COSTS

The Action Plan for the implementation of the Strategy for the development of official statistics for the period 2019-2023 provides an overview of the concrete steps through which the strategy will be implemented. In addition, it provides a network activity plan, indicators of activities and periods of implementation of activities.

The action plan is prepared at the biennial level (every two years until the expiry of the period provided for in the strategic document), it has operational character, and it is also subject to audit

during that period in accordance with the real dynamics of the implementation. The holder of the Action Plan implementation is the Statistical Office and other producers of official statistics and it is included in the annex to the document. The costs of activities planned by the Action Plan, which is an integral part of the Strategy for the period 2019 - 2020, amounts to EUR 5.63 million, of which EUR 2.64 million relates to 2019 (EUR 1.77 million from the Budget of Montenegro and 871.805 thousand euro potential donor assistance) and EUR 2.99 million to 2020 (EUR 2.45 million from the Budget of Montenegro and EUR 537 thousand in potential donor assistance).

RATIONALE

The legal framework for the organization and operations of the system of official statistics, the collection, processing and storage of statistical data and other issues of relevance to official statistics was established by the Law on Official Statistics and the Official Statistics System (Official Gazette of Montenegro, No. 18/12). Article 20 of the said law defines the development of the *Strategy for the development of official statistics for the period 2019 - 2023*. The Statistical Office, as the main holder, disseminator and coordinator of the official statistics system, presents the *Strategy for the Development of Official Statistics for the period 2019-2023*, within which are defined: strategic goal, mission, vision and seven operational goals of the statistical system of Montenegro. Operational objectives are monitored by indicators and activities, leading to the achievement of a strategic goal. An integral part of the Strategy for development of official statistics for the period 2019-2023 is also the Action Plan, which defines the dynamics of the realization, the manner of reporting and the competent institution for the realization of operational goals.

The strategic objective of the official statistics of Montenegro is to provide all users, quantitative and representative information on economic, demographic, social and environmental situation in Montenegro, according to the internationally defined methodology and the highest professional standards.

The vision of the statistical system of Montenegro is the production of coherent, relevant and objective results of official statistics, based on international concepts, methodologies and a strict data protection regime.

The mission of the statistical system of Montenegro is:

1. to provide adequate, relevant, reliable and timely results of official statistics in order to facilitate planning and decision-making within the Government and community;
2. to ensure that the production and dissemination of official statistics is in accordance with scientific principles, professional ethics and international standards.

The operational objectives of the statistical system of Montenegro are:

1. Establishing continuous dialogue with data users and development of partnerships;
2. Education of statisticians as scientists working with data;
3. Further harmonization and innovation of official statistics with international standards/recommendations;

4. Creation of new data sources for the production of official statistics;
5. Further implementation of the Code of Quality for official statistics;
6. Development of an IT integrated system for collecting, processing, publishing and documenting the results of official statistics;
7. Development of dissemination and communication of data in accordance with the needs of the digital society.

The planned development of official statistics in the next five-year period is estimated based on the needs of national and international users of the results of official statistics, as well as the obligations defined in the process of accession to the European Union. The development planned by the *Strategy for the development of official statistics for the period 2019-2023* is necessary and possible, and its realization depends on ensuring the necessary human, spatial and financial resources.

TWO YEAR'S ACTION PLAN OF THE STRATEGY FOR DEVELOPMENT OF OFFICIAL STATISTICS FOR THE PERIOD 2019 – 2023

STRATEGIC GOAL: The goal of the official statistics is to provide all users, quantitative and representative information on economic, demographic, social and environmental situation in Montenegro, according to the internationally defined methodology and the highest professional standards.						
Operational objective 1: Establishing a permanent dialogue with data users and developing partnerships						
Performance indicator	Starting value		Target value at the half of the period of implementation of the strategic document	Target value at the end of implementation of the strategic document		
Number of implemented user requests, through the five-year Program and Annual Plan of official statistics in partnership with the academy, science and research community, private sector and others	Out of the total number of (65) proposals and suggestions, 74% or 48 proposals and suggestions from interested users were accepted		Implementation of suggestions given by users and realization of pilot surveys 80%	Implementation of suggestions and surveys 100%		
Greater representation of users of official statistics working outside state institutions - including civil society, trade unions, media and local authorities in working groups of the Statistical System Council	4 members (business association - one member, scientific research institution - two members, non-governmental organization - one member)		5 members	6 members		
Activity that influences the realization of Operational Objective 1	Indicator of result	Competent institutions	Starting date (2019)	Planned completion date (2020)	Funds planned for the implementation of activities	Source of funding
Inclusion of users' requests in the Annual Plan of official statistics in the field of Demography and Social Statistics, defined by the five-year Program of Official Statistics 2019 - 2023	The number of user requests included, if test surveys, in the production process of the results of official statistics on an annual basis	Producers of official statistics	2	2		
Increasing the importance of data users in the work of the Statistical System Council	Number of initiatives of members of the Statistical System Council in order to implement user requirements	Producers of official statistics	1	1		
Preparation of the Action Plan for conducting the Survey on customer satisfaction and publishing the results of the research	Defined Action Plan and conducted User Satisfaction Surveys	Statistical Office	IV quarter 2019 (two year's dynamics)	Published survey results conducted in 2019		

Development of plans for organizing user forums in order to review their needs for the results of official statistics	Action plan and procedures for organizing forums	Statistical Office	Developed Action Plan	Defined internal procedures for the implementation of the user forum			
Establishing cooperation with the United Nations Development Program (UNDP) Office on the implementation of the Biannual Update Report (BUR) project related to the update of the biennial Climate Change Report; Establishment of cooperation with the United Nations Children's Fund - UNICEF Office on the implementation of the Country Analytical Report 2018 (CAR 2018) project.	Realized the Biennial Update Report (BUR) and the Country Analytical Report (CAR 2018).	Statistical Office	1) Updated two-year Climate Change Report; 2) Updated Analytical Report (CAR 2018)		2019	2020	Potential donor support
					37,255€	6,000€	
Developing a statistical community through the formal establishment of partnerships	Number of formally established partnerships, through agreements on cooperation and realization of existing partnerships	Producers of official statistics	1	1			
Organizing donor meetings/seminars	Number of organized educational programs through public discussions, seminars, conferences, thematic workshops with main users	Producers of official statistics	2	3			
Organizing educational programs for the main users	Improving statistical literacy	Producers of official statistics	I half of the current year for the next year	II half of the current year for the next year	2019		Budget
					2,000€		
					6,700€		Potential donor support

Organizing consulting seminars	Number of organized consultative seminars with the media, as the main partner in the process of dissemination of results of official statistics	Producers of official statistics	1	1		
Operational objective 2: Education of statistics as scientists working with data						
Performance indicator	Starting value	Target value at the half of the period of implementation of the strategic document		Target value at the end of implementation of the strategic document		
Increase in the number of employees successfully completed by the European Master of Official Statistics – EMOS	4	5		6		
Increase in the number of employees who have successfully completed several months of internships in EUROSTAT and national statistical institutes for statistical areas that are in the process of innovation	31	33		35		
Educating staff to use the methods and standards for the implementation of «Big Data»	1	2		3		
Testing new methods of statistical production through trial statistical research	0	0		1		
Activity that influences the realization of Operational objective 2: Educating statisticians as scientists working with data	Indicator of result	Competent institutions	Starting date (2019)	Planned date of competition (2020)	Funds planned for the implementation of activities	Source of funding
Coordination of activities within the statistical system on the development of the Human Resources Management Strategy with training programs	Prepared Human Resources Management Strategy with training programs	Statistical Office	II and III quarter 2019	IV quarter 2019	2019 4,900€	Potential donor support
			9	0		

Realization of all statistical activities defined by the Program of Official Statistics 2019 – 2023	Increased number of newly employed in the Statistical Office	Statistical Office					
Promotion and support to students of the European Master's Program of Official Statistics - EMOS through cooperation with the academic community, organizing conferences (Research Day 4 April 2019 and 2020) and round tables	The number of employees who successfully completed by EMOS - European Master of official statistics	Producers of official statistics	4	1	2019	2020	Budget
					2,400€	7,000€	
Enable multi-month internship in EUROSTAT and national statistical institutes for statistical areas that are in the process of innovation	Number of employees who have successfully completed several months of internship in EUROSTAT and national statistical institutes for statistical areas that are in the process of innovation	Producers of official statistics	1	1			
Regular involvement of producers of official statistics in working groups dealing with modernization and development of official statistics using "Big Data" 1. Conference on New Techniques and Technologies in Official Statistics 2. Big Data tools for IT professionals to support statisticians	Educated employees in the statistical system dealing with modernization and development of official statistics using "Big Data"	Producers of official statistics	1	2	2019	2020	Potential donor support
					3,000€	3,000€	
Testing new data sources and methods through trial statistical survey	Trial survey conducted using new sources and methods in statistical production	Producers of official statistics	Trial research defined by the Annual Plan of Official Statistics for 2019	Trial surveys defined by the Annual Plan of Official Statistics for 2020			

Operational objective 3: Further harmonization and innovation official statistics with international standards/recommendations						
Performance indicator	Starting value		Target value at the half of the period of implementation of the strategic document	Target value at the end of implementation of the strategic document		
Fulfilment of activities that contribute to the implementation of the closing benchmarks of Chapter 18 – Statistics	40%		70%	90%		
The number of indicators produced for global reporting (UN), as well as regional reporting needs of the EU and UNECE region	61%		65%	68%		
Greater availability of results of official statistics of Montenegro in statistical databases of EUROSTAT and UN	57%		60%	63%		
Greater availability of economic, financial and socio and demographic data of Montenegro in accordance with the standards of the International Monetary Fund from the General Data Dissemination System (e-GDDS)	<i>Recommended series: available 13 out of 15 data categories</i> <i>Supplementary series: available 5 out of 6 data category</i> <i>Demographic indicators: available 1 out of 1 data category</i>		<i>Recommended series: available 15 data categories</i>	<i>Improved periodicity and timely dissemination of data categories from the recommended series</i>		
Greater participation of the Statistical Office through membership in international working groups, governing bodies, international associations	2		3	4		
Activity that influences the realization of Operational Objective 3: Further harmonization and innovation of official statistics with international standards/recommendations	Indicator of result	Competent institutions	Starting date (2019)	Planned completion date (2020)	Funds planned for the implementation of activities	Source of funding

<p>Coordination of activities with relevant institutions in order to fulfil the closing benchmarks of Chapter 18 - Statistics and according to the signed Agreement on cooperation in the field of statistics of national accounts of the general government sector and related statistics (No. 01-1488 of 25 April 2016)</p>	<p>Increase in the level of readiness of Montenegro for membership in the field of statistics through the European Commission Progress Reports on Negotiation Chapter 18: Statistics Increased production of input for filling in concrete variables within the tables defined by the first closing benchmark in Chapter 18. Statistics</p>	<p>Producers of official statistics</p>	<p>2019</p>	<p>2020</p>			
<p>Greater availability of indicators for global reporting (UN), as well as regional reporting needs of the EU and UNECE region</p>	<p>Indicators within the competence of the Statistical Office defined by the National Strategy for Sustainable Development 2030 for the period 2019 and 2020 and the EU project PP 7.2 Sustainable Development Goals (SDGs) indicators</p>	<p>Producers of officials statistics</p>	<p>2019, 50 SDG indicators</p>	<p>2020, 10 SDG indicators</p>	<p>2019</p>	<p>2020</p>	<p>Potential donor support</p>
					<p>10,000€</p>		
<p>Greater availability of results of official statistics of Montenegro in statistical databases of EUROSTAT and UN and their methodological alignment with relevant methodological frameworks and quality concepts.</p>	<p>Producers of officials statistics</p>	<p>Producers of officials statistics</p>	<p>220 statistical surveys</p>	<p>217 statistical surveys</p>	<p>2019</p>	<p>2020</p>	<p>Budget</p>
					<p>1,724,000€</p>	<p>2,384,000€</p>	
					<p>510,000€</p>	<p>450,000€</p>	<p>Potential donor support</p>

Greater availability of economic, financial and socio-demographic data of Montenegro in accordance with the standards of the International Monetary Fund from the General Data Dissemination System (e-GDDS)	Production of results of official statistics	Producers of official statistics	220 statistical surveys defined by the Annual Plan of Official Statistics for 2019	217 statistical surveys (average number of surveys) defined by the Annual Plan of Official Statistics for 2019	The resources defined by the previous performance indicator will be used	Budget and Potential donor support
Greater participation of the Statistical Office through membership in international working groups, governing bodies, international associations	Regular presence of the staff of the statistical system of Montenegro at the relevant and key working meetings and different types of training in EUROSTAT, ESS;	Producers of official statistics	Meetings in the ESS framework defined by MC list for 2019 for candidate countries	Meetings in the ESS framework defined by MC list for 2020 for candidate countries		Budget and Potential donor support

Operational objective 4:

Creation new data sources for the production of official statistics

Performance indicator	Starting value	Target value at the half of the period of implementation of the strategic document	Target value at the end of implementation of the strategic document
An increase in the number of statistical surveys using new data sources	0	0	1
An increase in the number of statistical surveys using administrative sources of data	49	51	53
An increase in the number of new methods in data collection	CAWI, CAPI	CAWI, CAPI	CAWI, CAPI, CATI
Increased number of surveys to test new sources and methods in the production of official statistics	1 statistical survey	2 statistical survey	3 statistical survey
Reducing the burden on 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%

Activity which influences the realization of Operational objective 4: Create new data sources for the production of official statistics	Indicator of result	Competent institutions	Starting date (2019)	Planned completion date (2020)	Funds planned for the implementation of activities		Source of funding
Coordination of activities aimed at amending Article 35 (Access to administrative sources of data) of the Law on Official Statistics and the Official Statistics System	Amended Article 35 of the Law on Official Statistics and the Official Statistics System	Statistical Office	I quarter 2019	IV quarter 2019			
Enable the education of employees in the statistical system for using new data sources in the field of "Big Data"	Education of employees in the statistical system within the ESS and other statistical organizations and institutions on the use of new data sources	Producers of official statistics	The presence of employees in the statistical system within the ESS frameworks defined by MC list for 2019 for candidate countries	The presence of employees in the statistical system within the ESS defined by the MC for 2020 for countries candidate			
Conducting trial surveys in order to evaluate the methodology or the quality of the data sources to be collected by statistical surveys	Application of administrative data sources for statistical purposes	Producers of official statistics	2019	2020			
Implementation of pilot surveys and pilot projects in order to examine the application of new methods and sources in statistical production	Examination of possibilities in the application of new methods in statistical production	Producers of official statistics	2019	2020	2019	2020	Potential donor support
					170,000€	63,000€	
Operational objective 5: <i>Further implementation of the Code of Quality for official statistics</i>							
Performance indicator	Starting value		Target value at the half of the period of implementation of the strategic document	Target value at the end of implementation of the strategic document			
The constant percentage growth of implemented activities in accordance with the evaluation standards defined by the principles of the European Statistics Code of Practice, proposed in the regular reports from the assessment mission	10%		40%	100%			

Implementation of the <i>Total Quality Management</i> element defined by the Quality Strategy of the Statistical Office, which represent a common framework for the quality of the European Statistical System		80%		100%		100%
Activity which influences realization of the Operational objective 5: Further implementation of the Code of Quality for official statistics	Indicator of result	Competent institutions	Starting date	Planned completion date	Funds planned for implementation of activities	Source of funding
Defining the Action Plan at the level of the statistical system of Montenegro in accordance with the evaluation standards defined by the principles of the European Statistics Code of Practice proposed in the Regular Report of the assessment mission held in November 2018	Action Plan developed at the level of the statistical system	Producers of official statistics	II quarter 2019	IV quarter 2019		
Defining the Action Plan and accompanying procedures in order to implement the GSBPM model in accordance with the IPA 2015 project 6.1 Quality management	Action Plan developed at the level of the statistical system	Producers of official statistics	III quarter 2019	IV quarter 2019	3,100€	Potential donor support
Implementation of the Quality Management Component defined by the Quality Management Strategy, which represent a common framework for the quality of the European Statistical System in accordance with the IPA 2015 project. 6.1 Quality management: <ol style="list-style-type: none"> 1. Strong commitment to users and other stakeholders 2. Professional orientation of employees 3. Quality statistical processes and products 	Implemented elements: <ol style="list-style-type: none"> 1) User orientation; 2) Process Orientation; 3) Development and involvement of employees; 4) Continuous improvement. 	Producers of official statistics	III quarter 2019	IV quarter 2020	1,200€	Potential donor support

Defining the concept of the Strategy and the Action Plan in order to implement the self-assessment and internal audit system	The concept of the Strategy and the Action Plan for the implementation of the system of self-assessment and internal audit of the quality of the results of official statistics	Producers of official statistics	IV quarter 2019	IV quarter 2020	2019 15,000€	2020 15,000€	Potential donor support
Implementation of the activities defined in the "Functional analysis for the needs of business premises procurement" submitted to the Ministry of Finance on 30 January 2018	The problem of the premises of the Statistical Office resolved in order to fully implement the EU Statistics Quality Code and the General Data Protection Regulation (GDPR)	Ministry of Finance	II quarter 2019	IV quarter 2020			
Operational objective 6: <i>Development of an IT integrated system for collecting, processing, publishing and documenting the results of official statistics</i>							
Performance indicator	Starting value		Target value at the half of the period of implementation of the strategic document		Target value at the end of implementation of the strategic document		
Developed an IT integrated system for collecting, processing, publishing and documenting the results of official statistics	<i>Developed an IT integrated system for collecting, processing, publishing and documenting the results of official statistics</i>		<i>Application of an IT integrated system for collecting, processing, publishing and documenting the results of official statistics to 20% of statistical surveys</i>		<i>Application of an IT integrated system for collecting, processing, publishing and documenting results of official statistics to 40% of statistical surveys</i>		
Reduced burden on reporting units	<i>Indicator of burden: Normal burden 81% Moderate burden 13% High burden 6%</i>		<i>Indicator of burden: Normal burden 83% Moderate burden 11% High burden 6%</i>		<i>Indicator of burden: Normal burden 85% Moderate burden 9% High burden 6%</i>		
Activity which influences realization of the Operational objective 6: Development of an IT integrated system for collecting, processing, publishing and documenting the results of official statistics	Indicator of result	Competent institutions	Starting date	Planned date of completion	Funds planned for implementation of activities	Source of funding	

Increased application of IT integrated system for collecting, processing, publishing and documenting the results of official statistics in different statistical domains	Work on the application of the IT Integrated System that monitors the business process of the GSBPM model for collecting, processing, publishing and documenting the results of official statistics in statistical domains: Agriculture and Social Statistics	Statistical Office	II quarter 2019	IV quarter 2020	2019	2020	Budget
					35,800€	63,500€	
					5,000€	-	Potential donor support
Examination of technical possibilities and defining the Action Plan in accordance with the legal provisions in the application of electronic business	Developed Action Plan for the implementation of e-business was developed	Statistical Office	II quarter 2019	IV quarter 2020			
Preparation of SDMX files using SDMX converters	Developed SDMX structure for sending statistical data via e-Damis web portal	Statistical Office	II quarter 2019	IV quarter 2020			
Co-ordination of the sample for small, medium and large enterprises. Co-ordination of the sample is carried out in accordance with the <i>Instructions for Co-ordination of the Sample with Enterprises</i> (procedure in the SAS Program) and coordination of administrative sources of data	Reduced burden on reporting units	Statistical Office	I quarter 2019	IV quarter 2019	2019		Budget
					6,800€		
					20,000€		Potential donor support
Operational objectives 7: <i>Development of dissemination and communication of data in accordance with the needs of the digital society</i>							
Performance indicator	Starting value		Target value at the half of the period of implementation of the strategic document		Target value at the end of implementation of the strategic document		

Defined Policy and Dissemination Strategy	50%	70%	100%			
Functional official website of the Statistical Office	<i>Defining the basics</i>	<i>Work on the establishment of a functional website</i>	<i>Functional official website of the Statistical Office has been established</i>			
Promote results of official statistics through applications, interactive tools, animations, info-graphics	<i>Defining the Action Plan</i>	<i>50% of realized activities defined by the Action Plan</i>	<i>100% of realized activities defined by the Action Plan</i>			
Number of employees in the organizational unit for relations with users/the public	1	2	2			
Establishing an organizational unit for customer/public relations	<i>Adoption of the Rulebook on Internal Organization and Systematization</i>	<i>Established organizational unit for customer/public relations</i>	<i>Established organizational unit for customer/public relations</i>			
Activity that influences the realization of Operational objective 7: Development of dissemination and communication of data in accordance with the needs of the digital society	Indicator of result	Competent institutions	Starting date	Planned date of completion	Funds planned for implementation of activities	Source of funding
Amendments to the current Rulebook on Systematization and Internal Organization	Increased number of employees in the organizational unit for customer/public relations	Statistical Office	II quarter 2019	IV quarter 2019		
Preparation of the Policy of dissemination	Defined Policy of dissemination	Statistical Office	II quarter 2019	IV quarter 2020		
Preparation of the Strategy of dissemination	Defined Strategy of dissemination	Statistical Office	II quarter 2019	IV quarter 2020		
1) Defining the starting points for the establishment of a functional official website of the Statistical Office;	Functional official website of the Statistical Office	Statistical Office	I quarter 2019	IV quarter 2023	2019	Potential donor support
2) Work on the establishment of a functional website of the Statistical Office;					20,000€	
3) Establishing a dissemination database						
			II quarter 2019	IV quarter 2020	2019	Potential donor support

Defining the necessary administrative capacities (human and technical) for promoting the results of official statistics through applications, interactive tools, animations, info graphics	Defined feasibility analysis of the results of official statistics through applications, interactive tools, animations, info graphics	Statistical Office			65,650€	
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