



STATISTICAL OFFICE OF MONTENEGRO

**Dissemination and Communication Strategy of the Statistical Office
for the Period 2026–2029,
with the Action Plan for 2026 and 2027**

Podgorica, December 2025

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INTRODUCTION

The Dissemination and Communication Strategy of the Statistical Office of Montenegro for the period 2026 - 2029, with the Action Plan for 2026 and 2027, constitutes a key document establishing a modern and sustainable framework for the development of the official statistics dissemination system. The document directly contributes to the achievement of the overarching strategic objective of official statistics, namely to ensure the provision of relevant, accurate, timely and high-quality statistical data to all users. Data must be produced in accordance with the principles of official statistics and national and international standards, with full respect for scientific and professional independence. The Strategy operationalises the objectives defined in the Development Strategy of Official Statistics 2024 - 2028, particularly those related to improving the quality and usability of statistics through the modernization of data sources, technological solutions and communication approaches. In this context, the Strategy places particular emphasis on enhancing the accessibility, clarity and visibility of statistical data, as well as on strengthening relations with users - including institutions, the academic community, researchers, the media, businesses and citizens.

The development of a modern dissemination system is based on the modernization of communication channels, strengthening digital presence, enhancing data visualization, and creating an enabling environment for the use of statistical data. This approach ensures greater transparency, strengthens users' trust in official statistics, and promotes the use of data in public policy formulation and decision-making processes.

The Strategy is implemented through biennial action plans that specify activities, timelines, responsible entities and performance indicators, thereby ensuring effective management of the implementation process and systematic monitoring of achieved results. The Action Plan for 2026 and 2027 represents the first step towards establishing a modern, digitally oriented and user-centred dissemination system.

The entire process of drafting the Strategy is based on the Concept for the Development of Dissemination and Communication 2025–2028, the results of the 2024 User Satisfaction Survey, the stakeholder analysis, the legislative framework and national strategic documents, as well as international standards, including the European Statistics Code of Practice and Eurostat recommendations.

The document has been prepared in accordance with the principles of coherence, financial sustainability, transparency, accountability, cooperation and sound planning, as stipulated by the Decree on the Method and Procedure for the Preparation, Alignment and Monitoring of the Implementation of Strategic Documents. It has been developed in line with the Methodology for Policy Development and the Preparation and Monitoring of Strategic Documents, the Guidelines for the Preparation of Strategic Documents, and the Manual for the Evaluation of Strategic Documents.

The implementation of the Strategy will be monitored on a continuous basis through the preparation of annual reports on the progress achieved and the results attained. Various monitoring and evaluation methods will be applied in the reporting process, including user satisfaction surveys, digital analytics, and internal institutional evaluation mechanisms.

1. PURPOSE OF ADOPTING THE STRATEGY

The purpose of adopting the **Dissemination and Communication Strategy of the Statistical Office of Montenegro for the period 2026 - 2029** is to establish a modern, sustainable and user-oriented system for the dissemination of official statistics. The Strategy defines Operative Objectives and measures aimed at improving the accessibility, clarity, visibility and usability of statistical data, as well as the quality of communication with all categories of users.

The adoption of the Strategy is driven by the need to respond to the challenges of the modern digital environment, in which traditional data dissemination models are no longer sufficient to ensure accessible, transparent and interactive statistical information. In line with its mission, the Statistical Office strives to provide statistics that are reliable, clear, easily accessible and understandable to the wider public, and not only to expert users. The Strategy supports this vision by modernizing dissemination approaches, developing digital tools and strengthening proactive communication.

The modernisation of the official website, the introduction of advanced visual standards, and the creation of intuitive access points for different categories of users constitute an important foundation for a modern, inclusive and two-way communication model, in line with the practices of contemporary statistical institutions.

2. COMPLIANCE WITH THE NATIONAL STRATEGIC FRAMEWORK, INTERNATIONAL STANDARDS AND OBLIGATIONS ARISING FROM MONTENEGRO'S EU ACCESSION PROCESS

The Dissemination and Communication Strategy has been developed as an integral part of national strategic planning and is fully aligned with the legislative framework, relevant national policies, and international standards in the field of official statistics. In its preparation, key national and international documents defining contemporary requirements for the development of statistical systems were used, including the Dissemination and Communication Development Concept 2025 - 2028, expert recommendations from the IPA project (SP 6.3 Communication), the results of the Compliance Report with the Code of Practice, and the findings of the User Satisfaction Survey.

The Strategy is based on the principles defined by the Law on Official Statistics and the Official Statistical System, particularly those relating to impartiality, objectivity, accessibility, and clarity of data. It is fully aligned with national strategic documents, including the Official Statistics Development Strategy 2024–2028, the Strategy for Informing about the EU Accession Process, the Digital Transformation Strategy, and the Public Administration Reform Strategy. In this way, it contributes to the achievement of the Government of Montenegro's priorities in the areas of digital transformation, open data, citizen engagement, and the improvement of decision-making processes. At the same time, the Strategy provides a stronger analytical basis for the implementation of the National Sustainable Development Strategy until 2030 and the Economic Reform Programme.

In the international context, the Strategy is fully aligned with the standards of the European Statistical System, the European Statistics Code of Practice, and the ESS Quality Framework. It takes into account Eurostat's recommendations, the results of peer review evaluations, the guidelines of Eurostat's Communication and Dissemination Strategy, as well as contemporary United Nations recommendations in the field of governance of national statistical systems. In addition, the Strategy contributes to alignment with Regulation (EC) No 223/2009 and its 2024 amendments, which relate to access to administrative and private data sources, the flexibility of statistical systems in crisis situations, and the digitalization of statistical processes.

Alignment with European Union requirements is particularly important within Negotiating Chapter 18 - Statistics. The quality and harmonization of statistical data have a direct impact on the assessment of Montenegro's progress in all other negotiating chapters, as the evaluation of reform performance is based on reliable and comparable statistical information. In this regard, the Strategy represents an important instrument for fulfilling obligations under the EU Accession Programme and confirms the commitment of the Statistical Office to develop dissemination in line with best European practices and users' needs.

3. ANALYSIS OF THE SITUATION IN THE FIELD OF DISSEMINATION AND COMMUNICATION

The analysis of the situation in the field of dissemination and communication is based on the results of the User Satisfaction Survey conducted by the Statistical Office in 2024, a stakeholder analysis, as well as internal and external evaluations of the statistical data dissemination process. The purpose of the situation analysis is to identify key challenges and issues in order to plan and implement activities aimed at improving communication and the accessibility of statistical data. Therefore, this analysis provides the foundation for developing user-oriented dissemination and communication of statistical data.

3.1. Report on User Satisfaction with the Services of the Statistical Office in 2024

The Statistical Office conducts a User Satisfaction Survey every two years with the aim of measuring the level of satisfaction of official statistics users with the services provided. At the same time, the survey provides data on the use of various domains of official statistics produced by the institutions of the statistical system of Montenegro. It also assesses the degree of usefulness and accessibility of official statistics in decision-making processes and their application at all stages of strategic planning. In addition, the survey evaluates the level of users' understanding of official statistical results, as well as the timeliness of the release of official statistical data.

In accordance with the above, the Statistical Office conducted a user satisfaction survey in 2024, which was the basis for the production of the Report on User Satisfaction with the services of the Statistical Office in 2024. The Report was published on the official website of the Statistical Office.

The key results of the User Satisfaction Survey regarding the services of the Statistical Office in 2024 are presented below:

- The overall average user satisfaction rating with the services of the Statistical Office is 4.1 on a scale from 1 to 5 (where 1 indicates very dissatisfied and 5 indicates very satisfied), i.e. 75.8% of users are satisfied with the quality of official statistical results and statistical services provided by the Statistical Office, which represents an increase of 2.2 percentage points compared to the 2022 survey;
- Observed by elements of the overall satisfaction index, users are most satisfied with: the professionalism of the Statistical Office staff, with an average rating of 4.5; the reliability of data, with an average rating of 4.3; the overall quality of official statistical results and statistical services, with an average rating of 4.2; the official website of the Statistical Office, with an average rating of 3.8; and the extent to which data needs are met, with an average rating of 3.8.
- Structure of respondents covered by the survey: of the total number of respondents, 58.8% were women and 41.2% were men; 91.5% of respondents were from Montenegro; 66.7% belonged to the 30–49 age group; 56.9% had completed undergraduate studies, 27.5% had completed master's studies, and 7.8% had obtained a doctoral degree; 39.2% had completed studies in social sciences, journalism and information; the largest share of respondents were researchers (26.1%), while 17% were employed in business entities; 22.2% of the total number of respondents submitted suggestions for improving the statistical system of Montenegro.
- Frequency of use of official statistical results by respondents: 48.4% of users belong to the category that uses official statistical results "very often," i.e. on a daily or weekly basis; 37.3%

belong to the category that uses official statistical results “often,” i.e. on a monthly or quarterly basis; and 14.4% belong to the category that uses official statistical results “rarely,” i.e. annually or less frequently;

- The most frequently used official statistical results are from the following statistical domains: demography (population 44.4% and censuses 45.1%); labour market (employment and unemployment 44.4% and wages 47.7%); prices/inflation (48.4%); tourism (44.4%); national accounts (35.3%); external trade (27.5%); industry (24.8%); and income and living conditions (24.2%).

It is important to note that this survey enabled the identification of the main groups of users of the Statistical Office’s services, namely:

- Researchers and the academic community
- Business entities
- Executive and local government bodies
- International organizations, the media, and the general public
- Students and educational institutions

Based on the responses and suggestions obtained from the above-mentioned survey, a list of recommendations was prepared to improve the work of the Statistical Office in the field of dissemination and communication, relating to:

- **Digital platforms, through:** the modernization of the website to improve transparency and user-friendliness; enhancement of digital communication channels and the application of modern technologies for data collection and visualisation.
- **Strengthening the capacities of the Statistical Office, through:** increasing the number of staff and introducing modern technologies for data processing; organising training sessions for users of statistical data.
- **Communication with users, through:** a more active presence on social media; regular publication of simplified statistical data and infographics; informing users about new surveys and organising seminars and workshops for the academic community, the media, and the general public.

3.2. Stakeholder Analysis

In line with the principles of inclusiveness, transparency, and cooperation, the Statistical Office conducted a stakeholder analysis with the aim of identifying all key actors who influence or are recognised as stakeholders in the implementation of the Strategy.

In this regard, the analysis included the mapping of all key actors, an assessment of their level of interest and influence, and the identification of channels of cooperation. Stakeholders were classified into four groups: the public sector, the business and financial sector, the academic community and civil society sector, and the general public and the media. A table providing a detailed overview of stakeholders is presented below.

Table 1. Stakeholders

Stakeholder		Relation to the strategic document	Interest (rating from 1 to 5)	Influence/Power (rating from 1 to 5)
Public Sector	Parliamentary committees and working bodies relevant to the field of official statistics	Users of official statistical results in the decision-making process and creators of the regulatory framework. Their interest is high, given the need for relevant and timely statistical data for the development of public policies.	5	5
	Government and state authorities		5	5
	Other producers of official statistics		5	5
	Local self-government units		5	5
Stakeholders from the Business and Financial Sector	Business entities, employers' associations, Chambers	Users of economic and market statistic analysing the business environment and making strategic decisions.	4	4
	Banking and investment sector		4	4
Academic Community, Researchers and Civil Society Sector	Universities and scientific research institutions	Use of statistics for analysis, monitoring and public advocacy.	5	5
	NGO sector		5	5
General Public and Media	Citizens as end users of official statistical results	Enhancing understanding of official statistics, promoting trust in the official statistics, and participation in social dialogue.	5	5
	Media as intermediaries in the interpretation and use of official statistical results		5	5

3.3. SWOT analysis

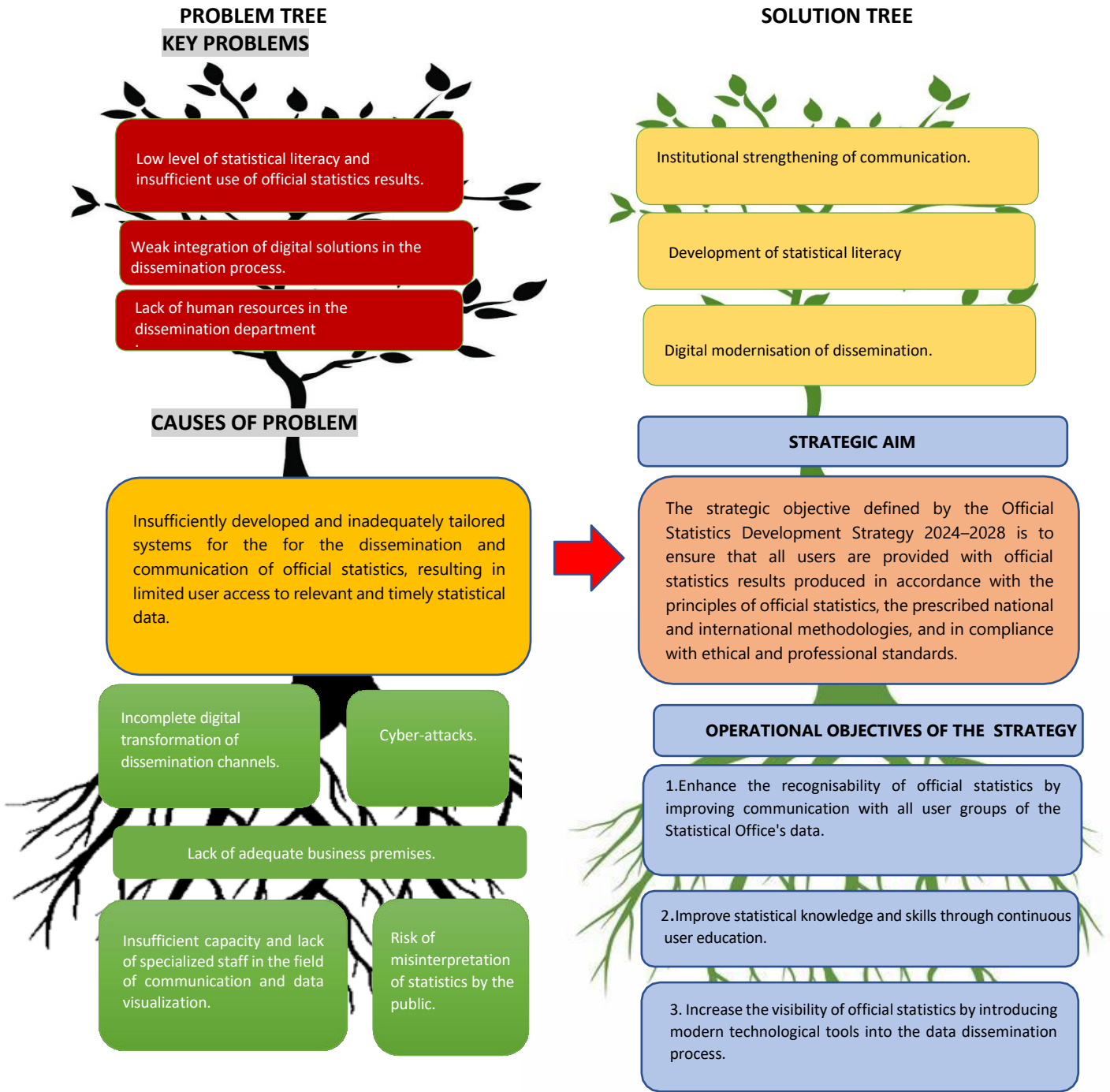
For the purpose of gaining a more comprehensive understanding of the existing institutional and communication framework, a SWOT analysis was conducted to identify the key internal capacities and development constraints of the Statistical Office, as well as external factors that may support or hinder the achievement of the Strategy's objectives. This analytical overview provides the basis for designing realistic and targeted interventions in the areas of dissemination, strengthening visibility, and improving relations with users of official statistical data.

Table 2. SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • High credibility of the Statistical Office as a reliable producer of official statistical data; • Consistent accuracy and reliability of published official statistical results; • High level of compliance with the European Statistics Code of practice; • Established standards of data security and protection in line with the legal framework; • Initiated digitalisation of data collection processes (CAPI/CAWI); • Good cooperation with the state administration bodies and other relevant institutions. 	<ul style="list-style-type: none"> • Insufficient number of employees and limited human resource capacities; • Lack of specialised staff for public relations and communication; • Insufficiently proactive approach in communication with the media and the general public; • Limited visibility of official statistical results; • Low level of statistical literacy among data users.
Opportunities	Threats
<ul style="list-style-type: none"> • Expanded access to additional administrative and other sources; Development of experimental statistics and faster response in emergency and crisis situations; • Intensification of international statistical cooperation; • Strengthening statistical education through cooperation with the academic and professional community; • Progress in the digitalization of public administration and gather readiness of users for electronic use of data. 	<ul style="list-style-type: none"> • Limited spatial and human resource capacities, with significant staff turnover; • Low digital competencies among certain categories of users; • Risk of the spread of misinformation and misinterpretation of statistical data; • Insufficient motivation of users to utilise official statistics; • A complex socio-economic environment that may slow down the implementation of strategic activities.

The SWOT analysis confirms that the Statistical Office has solid professional foundations and significant potential to improve communication and dissemination. However, it requires targeted action in the areas of human resources capacity, visibility, and the comprehensibility of statistics. Effective use of the identified opportunities and appropriate risk management are crucial for strengthening the role of official statistics in policy-making processes and European integration.

3.4. Problem tree and solution tree



3.5. Risks and recommendations

During the planning and implementation of the Strategy, several risks were identified that may affect the quality and efficiency of communication and dissemination of official statistics results. The key challenges relate to limited human resources, a lack of specialized public relations capacities, and the complexity of the modern digital environment, which requires continuous adaptation and a rapid response to users' needs. An additional risk is the uneven level of statistical and digital literacy among users, which may limit the understanding and effective use of statistical content. Excessive administrative burden may also slow down the implementation of planned activities and affect the overall efficiency of the Statistical Office.

In order to mitigate the identified risks and ensure the successful implementation of the Strategy, the following is recommended: strengthening institutional, human, and technical capacities for effective communication and timely public information; developing partnerships with data users, the academic community, the media, and other relevant stakeholders to enhance cooperation and increase the visibility of statistics; improving the visual presentation, clarity, and accessibility of statistical content in order to enhance data usability across different user groups; as well as accelerating and optimising internal work processes in line with the requirements of the modern digital environment and the principles of efficient public administration.

By implementing these recommendations, the Statistical Office further strengthens its role as a credible, transparent, and modern producer of official statistics, thereby contributing to informed decision-making, enhanced statistical literacy, and the achievement of the objectives set out in the Official Statistics Development Strategy, as well as to fulfilling Montenegro's obligations in the European Union accession process.

3.6. Horizontal dimensions of the Strategy

3.3.1. Gender equality

The Strategy integrates a gender perspective across all phases - from planning to performance monitoring. The analysis indicates that women and men have different needs and levels of access to statistical information, particularly in rural areas. During the implementation phase, gender-balanced participation will be ensured, along with the promotion of sex-disaggregated statistics, educational activities, the use of gender-sensitive language, and the development of indicators in line with European standards. Monitoring of the Strategy's implementation also includes gender-sensitive activities.

3.3.2. Impact on the environment

The Strategy incorporates an assessment of the environmental impact of activities already at the stage of defining objectives and indicators. The focus is on digitalization, reducing resource consumption, and strengthening the use of administrative data sources. The Strategy is aligned with European and national policies (the European Green Deal and the 2030 Agenda) and promotes the development of environmental statistics. Open data and educational programs contribute to raising environmental awareness and ensuring the availability of reliable information to all users.

4. STRATEGIC AND OPERATIVE OBJECTIVES WITH ACCOMPANYING INDICATORS AND DESCRIPTION OF ACTIVITIES FOR MONITORING THE IMPLEMENTATION OF THE STRATEGY

STRATEGIC OBJECTIVE

The objective of official statistics is to provide all users with official statistical results produced in accordance with the principles of official statistics, the prescribed national and international methodologies, and in compliance with ethical and professional standards.

4.1. OPERATIVE OBJECTIVE 1

Enhance the recognisability of official statistics by improving communication with all user groups of the Statistical Office's data.

The Statistical Office will strengthen institutional communication and build a transparent and professional relationship with users through the recruitment of a Public Relations Officer. This person will coordinate media activities, manage the Office's visual identity, develop content tailored to different target groups, and organize public events. Particular focus will be placed on raising awareness of the importance of official statistics, including events involving representatives of public administration, civil society, the academic community, and the business sector. Through these activities, the Statistical Office will enhance its visibility, increase understanding of official statistical results, and contribute to building trust in the institution and the data it produces.

PERFORMANCE INDICATORS 1.1.

Recruitment of a Public Relations Officer.

ACTIVITY 1.1.1.

Recruitment of a Public Relations Officer in accordance with the Rulebook on Internal Organisation and Systematisation.

RESULT INDICATORS 1.1.1.1

1. The Rulebook on Internal Organisation and Systematisation of the Statistical Office adopted.

RESULT INDICATORS 1.1.1.2

1. Public Relations Officer recruited.

PERFORMANCE INDICATORS 1.2.

Number of organised media and public events.

ACTIVITY 1.2.1.

Visibility campaign for PR activities.

RESULT INDICATORS 1.2.1.1

1. Promotion of official statistics results through applications, interactive tools, animations, infographics, video content, publication design, media and communication activities, and monitoring of media coverage and content.

ACTIVITY 1.2.2.

Organisation of media and public events.

RESULT INDICATORS 1.2.2.1

1. Number of media outlets/statements contributing to greater public awareness of the activities of the Statistical Office.

RESULT INDICATORS 1.2.2.2

1. Number and diversity of users who attended media and public events.

Lead institution: Statistical Office.

Partners: Selected institutions from the stakeholder group: academic community, researchers, civil society, and media.

Verification: Final report on the implementation of activities under Operative Objective 1.

4.2. OPERATIVE OBJECTIVE 2

Enhance statistical knowledge and skills through the continuous education of users.

The Statistical Office will systematically develop and implement activities aimed at raising the level of statistical knowledge among end users, decision-makers, and the media, in accordance with the principles of official statistics and the European Statistics Code of Practice.

Particular importance is attached to the **Multiannual Training Programme for the Acquisition of Statistical Knowledge and Skills¹**, developed in partnership with educational institutions and producers of official statistics, which includes:

- workshops, seminars, and lectures for journalists, decision-makers, researchers, and business entities;
- training for media representatives to ensure the proper interpretation and visualisation of results;
- internal training for staff, with a focus on improving communication skills and dissemination practices.

PERFORMANCE INDICATORS 2.1.

1. Number of educational workshops, seminars, and events held for users.

ACTIVITY 2.1.1.

Organisation of educational workshops, seminars, and events for users.

RESULT INDICATORS 2.1.1.1

1. Number of workshop/seminar/event participants who consider that their participation contributed to a better understanding of official statistical results.

RESULT INDICATORS 2.1.1.2

¹ **Connection:** Development Strategy of Official Statistics 2024 - 2028, Operative objective 1.

1. Development of promotional materials for the needs of the Statistical Office.

PERFORMANCE INDICATORS 2.2.

1. Percentage of educational sessions, seminars, and events held for employees of the Statistical Office.

ACTIVITY 2.2.1.

Training of employees of the Statistical Office through participation in international and national meetings, workshops, and seminars relevant to the development of dissemination and communication.

RESULT INDICATORS 2.1.1.1

1. Percentage of employees who have acquired new knowledge and skills in the field of dissemination.

Lead institution: Statistical Office.

Partners: Selected institutions from the stakeholder group: public sector, general public, and media.

Verification: Final report on the implementation of activities under Operative Objective 2.

4.3. OPERATIVE OBJECTIVE 3.

Increase the visibility of official statistics by introducing modern technological tools into the data dissemination process

The Statistical Office will use digital tools and enhance the functionality of its website in order to provide users with fast and user-friendly access to data. Planned activities include:

- Redesign of the website;
- Visualization of statistical results;
- Promotion of the results through social media;
- Preparation of the videos, animations, and graphics to explain statistical results.

PERFORMANCE INDICATORS 3.1.

1. Number of enhanced communication channels.

ACTIVITY 3.1.1.

Improvement of the digital and communication channels of the Statistical Office.

RESULT INDICATORS 3.1.1.1

1. Number of visits to digital communication channels (website visits, LinkedIn profile visitors, Instagram views and profile visits).

PERFORMANCE INDICATORS 3.2.

1. Number of new visualisations and development of tools for the automation of dissemination

ACTIVITY 3.2.1.

Development/enhancement of automated dissemination of official statistical results.

RESULT INDICATORS 3.2.1.1

1. Application developed for the automatic generation of the Monthly Statistical Bulletin.

PERFORMANCE INDICATORS 3.3.

1. Internal document “*Social Media Management Guide*” developed

ACTIVITY 3.3.1.

Regular management of social media in accordance with the “*Social Media Management Guide*”.

RESULT INDICATORS 3.3.1.1

1. Number and diversity of content formats published via social media.

RESULT INDICATORS 3.3.1.2

1. Number of users following the digital communication channels of the Statistical Office.

Lead institution: Statistical Office.

Verification: Final report on the implementation of activities under Operative Objective 3.

Table 3. activities for achieving the Operative Objectives

OBJECTIVES /ACTIVITIES		INDICATORS	
Strategic objective:	Ensure that all users are provided with official statistical results produced in accordance with the principles of official statistics, the prescribed national and international methodologies, and in compliance with ethical and professional standards.	Impact indicator:	Level of trust in the Statistical Office and in official statistical results.
Operative objective 1.	Enhance the recognisability of official statistics by improving communication with all user groups of the Statistical Office’s data.	Performance indicator 1.1.	Recruitment of a Public Relations Officer within the Department for General Affairs, Human Resources, Public Procurement and Finance.
		Starting value	No Public Relations Officer employed
		Target value at the middle of implemented strategic document	1 Public Relations Officer employed
		Target value at the end of implemented strategic document	1 permanently employed staff member responsible for all public relations activities
		Performance indicator 1.2	Number of organised media and public events
		Starting value	One organised media and public event
		Target value at the middle of implemented strategic document	≥ 2 organised media and public events
Target value at the end of implemented strategic document	≥ 5 (cumulative) organised media and public events		
Activity 1.1.1.	Recruitment of a Public Relations Officer within the Department for General Affairs, Human Resources, Public Procurement and Finance, in accordance with the new Rulebook on Internal Organisation and Systematisation.	Result indicator 1.1.1.1.	Rulebook on Internal Organisation and Systematisation of the Statistical Office adopted.
			Public Relations Officer recruited within the Department for General Affairs, Human Resources, Public Procurement and Finance.
Activity 1.2.1	Visibility campaign for PR activities.	Result indicator 1.2.1.1	Promotion of official statistical results through applications, interactive tools, animations, infographics, video content, publication design, media and communication activities, and monitoring of media presence and content.
Activity 1.2.2	Organisation of media and public events.	Result indicator 1.2.2.1	Number of media outlets/statements contributing to greater public awareness of the activities of the Statistical Office.

		Result indicator 1.2.2.2	Number and diversity of users who attended media and public events.
Operative objective 2.	Enhance statistical knowledge and skills through the continuous education of users.	Performance indicator 2.1.	Number of educational workshops, seminars, and events held for users.
		Starting value	One educational workshop
		Target value at the middle of implemented strategic document	≤ 3 educational workshops
		Target value at the end of implemented strategic document	5 (cumulative) educational workshops
		Performance indicator 2.2.	Percentage of educational sessions, seminars, and events held for employees of the Statistical Office.
		Starting value	25% of planned training sessions delivered
		Target value at the middle of implemented strategic document	50% of planned training sessions delivered
		Target value at the end of implemented strategic document	72% of planned training sessions delivered
Activity 2.1.1.	Organisation of educational workshops, seminars, and events for users.	Result indicator 2.1.1.1.	Number of workshop/seminar/event participants who consider that their participation contributed to a better understanding of official statistical results.
		Result indicator 2.1.1.2.	Development of promotional materials for the needs of the Statistical Office.
Activity 2.2.1.	Training of employees of the Statistical Office through participation in international and national meetings, workshops, and seminars relevant to the development of dissemination and communication.	Result indicator 2.2.1.1.	Percentage of employees who have acquired new knowledge and skills in the field of dissemination.
Operative objective 3.	Increase the visibility of official statistics by introducing modern technological tools into the data dissemination process.	Performance indicator 3.1.	Enhanced communication channels
		Starting value	Development of a Calendar of Important Dates
		Target value at the middle of implemented strategic document	Enhanced communication channel – social media - Instagram
		Target value at the end of implemented strategic document	Enhanced website
		Performance indicator 3.2.	Number of new visualisations and development of tools for the automation of dissemination
		Starting value	No new visualisations; no dissemination automation tool in place
		Target value at the middle of implemented strategic document	≥ 2 new visualisations; initiation of the development of a dissemination automation tool
		Target value at the end of implemented strategic document	≥ 3 (cumulative) visualisations; dissemination automation tool developed
		Performance indicator 3.3.	Internal document “Social Media Guide” developed.
		Starting value	“Social Media Guide” not defined.
		Target value at the middle of implemented strategic document	Internal document “Social Media Guide” developed.
		Target value at the end of implemented strategic document	Implementation of the “Social Media Guide”

Activity 3.1.1.	Improvement of the digital and communication channels of the Statistical Office.	Result indicator 3.1.1.1.	Number of visits to digital communication channels (website visits, LinkedIn profile visitors, Instagram views and profile visits).
Activity 3.2.1.	Development/enhancement of the automation of dissemination of official statistical results	Result indicator 3.2.1.1.	Application developed for the automatic generation of the Monthly Statistical Bulletin.
Activity 3.3.1.	Regular management of social media in accordance with the document "Social Media Guide."	Result indicator 3.3.1.1.	Number and diversity of content formats published via social media
		Result indicator 3.3.1.2.	Number of users following the digital communication channels of the Statistical Office

4.4. Key activities for the implementation of Operative Objectives, tailored to user groups

I. Researchers and the academic community

Improving communication with this category of users is pursued through Operative Objective 2: *Enhance statistical knowledge and skills through the continuous education of users*. By organizing educational workshops, seminars, and events, the aim is to raise the level of statistical knowledge and skills, and to further strengthen cooperation and trust in official statistics. The Statistical Office provides researchers with access to anonymised individual data for scientific research purposes, in accordance with the Law on Official Statistics and the Official Statistics System.

II. Business entities

This category of users relies on official statistical results to analyse the business environment and support strategic decision-making. *Within Operative Objective 1: Enhance the recognisability of official statistics by improving communication with all user groups, media and public events are planned with the participation of representatives of the business and financial sectors*. Furthermore, under Activity 2.1.1: Organisation of educational workshops, seminars, and events for users, business entities are envisaged as participants in educational activities. *Operative Objective 3: Increase the visibility of official statistics by introducing modern technological tools into the data dissemination process* identifies business entities as a target group for content creation and the use of digital communication channels.

III. Executive and local government authorities

The organization of media and public events under Operative Objective 1, as well as educational activities under Operative Objective 2, aim to actively involve representatives of public administration and local self-government. The objective is to jointly enhance the use of official statistical results as an input in decision-making processes, and in the development of policies and legislative solutions.

IV. International organizations, media and the general public

The participation of representatives of this category of users is planned through public events organized under Operative Objective 1, while activities under Operative Objective 2 contribute to strengthening cooperation with the media, enhancing information exchange, and improving the understanding of statistics. The promotion of official statistical results through infographics, video content, and the enhancement of digital communication channels, envisaged under Operative Objective 3, enables the visual presentation of data and increases its accessibility to users, including these categories of stakeholders.

V. Students and educational institutions

Educational workshops, seminars, and events under Operative Objective 2 are focused on students and educational institutions. The aim of these activities is to enhance statistical knowledge, understanding, and the practical application of official statistical results among future professionals and data users.

5. MONITORING, REPORTING, AND EVALUATION

The system for monitoring the implementation of the Strategy is based on the principles of transparency, objectivity, and efficiency, with clearly defined mechanisms for monitoring, reporting, and evaluation. This system enables the timely identification of challenges and appropriate action, ensuring that the implementation of the Strategy is transparent, accountable, and aligned with the actual needs of users of official statistics.

The Strategy Implementation Plan, presented in Table 4, serves as the basis for monitoring, as it defines key activities by year and the mechanisms for tracking their implementation.

Table 4. Strategy implementation plan, by years

Year	Activities	Monitoring of activities
IVQ 2025	Adoption of the Statistical Office Dissemination and Communication Strategy for the period 2026-2029, with the Action Plan for 2026-2027.	Communication, monitoring, and evaluation system established.
2026	Monitoring of the implementation of the Statistical Office Dissemination and Communication Strategy for the period 2026-2029.	Communication with stakeholders in line with identified needs and requirements.
2027	<ul style="list-style-type: none"> Monitoring of the implementation of the Action Plan of the Statistical Office Dissemination and Communication Strategy for the period 2026-2029 (for 2026). Preparation of the Action Plan for 2028 and 2029. 	Report on the implementation of the Action Plan of the Statistical Office Dissemination and Communication Strategy for the period 2026-2029 (for 2026).

2028	Monitoring of the implementation of the Action Plan of the Statistical Office Dissemination and Communication Strategy for the period 2026-2029 (for 2027).	Report on the implementation of the Action Plan of the Statistical Office Dissemination and Communication Strategy for the period 2026-2029 (for 2027).
2029	Monitoring of the implementation of the Action Plan of the Statistical Office Dissemination and Communication Strategy for the period 2026-2029 (for 2028) and initiation of the evaluation process.	<ul style="list-style-type: none"> • Report on the implementation of the Action Plan of the Statistical Office Dissemination and Communication Strategy for the period 2026-2029 (for 2028). • Ex-post evaluation of the Strategy.
IQ 2030	Monitoring of the implementation of the Action Plan of the Statistical Office Dissemination and Communication Strategy for the period 2026-2029 (for 2029) and final evaluation.	Final report on the implementation of the Statistical Office Dissemination and Communication Strategy for the period 2026-2029.

5.1. Monitoring

Monitoring is a continuous process of collecting and analysing information on the implementation of planned activities and progress towards operational and strategic objectives.

Elements of the monitoring system include:

- Annual monitoring of the implementation of the two-year Action Plan;
- Internal records on the implementation of activities, achieved indicator values, and deviations;
- The use of quantitative and qualitative sources (user evaluations, user satisfaction surveys, website visit statistics)

5.2. Reporting

Reporting on the implementation of the Strategy is carried out annually. The key documents are:

- The Annual Report on the Implementation of the Action Plan;
- The Final Report on the Implementation of the Strategy.
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The reports include:

- The status of each activity (traffic light system: implemented, partially implemented, not implemented);
- Achieved values of result and performance indicators;
- Identified challenges in implementation and recommendations for the forthcoming period.

5.3. Evaluation

The evaluation is conducted in accordance with the guidelines set out in the Methodology for Policy Development and for the Preparation and Monitoring of the Implementation of Strategic Documents. It is coordinated by the Statistical Office, in cooperation with relevant stakeholders and with the possibility of engaging external evaluators.

The evaluation includes:

- Expert analysis;
- User feedback (user satisfaction surveys, event evaluations);
- The status of institutional capacities (e.g. the person responsible for public relations within the Department for General Affairs, Human Resources, Public Procurement and Finance).

Monitoring and evaluation indicators:

- The number of activities implemented under the Action Plan;
- The number and percentage of performance indicators achieved;
- The level of functionality of communication structures;
- User feedback ratings collected through evaluations and user satisfaction surveys.

6. COMMUNICATION

Effective and two-way communication with users of official statistics represents a key element in increasing the visibility and use of official statistics results. During the implementation of the Strategy, special attention will be paid to improving communication channels and mechanisms in order to ensure timely and relevant dissemination.

Communication activities are a strategic instrument for achieving Operative Objectives, strengthening institutional transparency, and enhancing relations with users of official statistics. Communication is linked to Operative Objective 1: To enhance the recognizability of official statistics by improving communication with all groups of users of data from the Statistical Office, with clearly defined target groups: users of official statistics, institutions, media, the academic and business community, and the civil sector.

I. Communication channels and tools

To achieve the objectives of the Strategy, various channels and tools will be used:

- Focus groups and consultations with users;
- Social media and media outlets;
- Public presentations and events;
- Video content and visual materials;
- The official website of the Statistical Office.

Two-way communication will be ensured through user forums, evaluations, and consultations, enabling the timely adjustment of activities to users' needs.

Key activities

The main activities envisaged by the Strategy include:

- Organizing annual forums and consultations with users in order to identify their needs and enhance the use of official statistics results;
- Recruiting a public relations officer responsible for planning and implementing PR activities; Developing and implementing a Communication Strategy, including the modernization of the official website and the application of digital tools for the visualization of results;
- Conducting user satisfaction surveys to ensure continuous monitoring of communication quality and to identify areas for improvement.

II. Performance indicators

The monitoring of communication effects will be carried out through:

- Number of organized forums and events for users;
- The employment and activities of the person in charge of public relations within the General affairs, human Resources, public procurement and finance service sector

These activities and indicators enable continuous oversight of communication effects, strengthening users' trust in official statistics and increasing its usability in decision-making.

7. FINANCIAL FRAMEWORK

The financing of the Statistical Office, and consequently of the activities envisaged by this Strategy, is defined by Article 18 of the Law on Official Statistics and the Official Statistics System.

The funds required for the implementation of the planned activities will, to the greatest extent, be provided from the Budget of Montenegro. The funds will be continuously planned through action plans for the implementation of the Strategy. In this regard, a proposal for financing the activities established by the Action Plan for 2026 and 2027 is provided below.

Table 5. Financial framework for 2026. and 2027. in EUR

Financial framework		2026		2027	
		Amount	%	Amount	%
1.	Budget	60.000		40.000	
TOTAL		60.000	100	40.000	100

Table 6. Financial framework per activity for 2026. and 2027. in EUR

Financial framework	2026		2027	
	National budget	%	National budget	%
Operative objective 1.	45.000	75	30.000	75
Activity 1.1.1.	-	-	-	-
Activity 1.2.1.	36.000	-	24.000	-
Activity 1.2.2.	9.000	-	6.000	-
Operative objective 2.	15.000	25	10.000	25
Activity 2.1.1.	15.000	-	10.000	-
Activity 2.2.1.	-	-	-	-
Operative objective 3.	-	-	-	-
Activity 3.1.1.	-	-	-	-
Activity 3.2.1.	-	-	-	-
Activity 3.3.1.	-	-	-	-
TOTAL	60.000	100	40.000	100

The financial framework for the period 2026-2027 clearly demonstrates the priorities by Operative Objectives and activities. The majority of the funds (75% in both years) are allocated to activities under Operative Objective 1, while 25% of the total budget is allocated to activities contributing to the achievement of Operative Objective 2. Of the total budget for the implementation of activities envisaged by the Action Plan, EUR 60,000 is allocated for 2026 and EUR 40,000 for 2027, with full financing from the national budget. Activities included in the implementation of Operative Objective 3 will be financed from the regular funds of the Statistical Office. This structure ensures a strategic balance between strengthening communication, user education, and the modernization of dissemination, with a clearly defined source of funding that guarantees the sustainability of the planned activities.

ACTION PLAN FOR 2026 AND 2027

The Action Plan, including cost estimates for 2026 and 2027, represents an operational instrument for the implementation of the Statistical Office's Dissemination and Communication Strategy for the period 2026-2029. It sets out measures to be implemented in accordance with the available resources and the priorities of the Statistical Office.

The objective of the Action Plan is to ensure the consistent and efficient achievement of objectives in the areas of dissemination of official statistics, communication with users, and the strengthening of statistical education. The Operative Objectives are interrelated through clearly defined activities and indicators that enable the monitoring of progress. Special emphasis is placed on distinguishing between performance indicators (output), which measure the implementation of activities, and result indicators (outcome), which measure changes among users of official statistics results. The Action Plan is structured in accordance with the following Operative Objectives:

Operative Objective 1 - To enhance the recognizability of official statistics by improving communication with all groups of users of data from the Statistical Office.

Operative Objective 2 - To improve statistical knowledge and skills through the continuous education of users.

Operative Objective 3 - To increase the visibility of official statistics by introducing modern technological tools into the data dissemination process.

This structured Action Plan enables the effective implementation of the Strategy's objectives, the monitoring of performance, and the achievement of sustainable results, in line with the principles of transparency and accountability.

Cost estimates are planned for a two-year cycle (2026-2027) and are structured by Operative Objectives. The funds for implementation will be provided from the regular budget of the Statistical Office.

The precise allocation of funds enables the efficient implementation of the planned activities, ensuring the rational use of available financial resources.

Table 7. Action plan with cost projections for 2026-2027 for the implementation of the Strategy

STRATEGIC OBJECTIVE						
The objective of official statistics is to provide all users with official statistical results produced in accordance with the principles of official statistics and the prescribed national and international methodology, while respecting ethical and professional standards.						
Operative Objective 1.						
To enhance the recognizability of official statistics by improving communication with all groups of users of data from the Statistical Office						
Performance indicator	Starting value 2026		Target value at the mid-term of the strategic document implementation (2027-2028)		Target value at the end of the strategic document implementation (2029)	
1.1. Employment of a Public Relations Officer within the Department for General Affairs, Human Resources, Public Procurement and Finance	Currently, no Public Relations Officer is employed		One Public Relations Officer employed		One permanently employed staff member responsible for all public relations activities	
1.2. Number of organized media and public events	1		≥2		≥5 (cumulative)	
Activities contributing to the achievement of Operative Objective 1.	Result indicator	Responsible institution	Start date	Planned completion date	Funds allocated for the implementation of the activity	Source of funding
1.1.1. Recruitment of a Public Relations Officer within the Department for General Affairs, Human Resources, Public Procurement and Finance, in accordance with the new Rulebook on the Internal Organization and Systematization of the Statistical Office.	Implementation of the Rulebook on the Internal Organization and Systematization of the Statistical Office	Statistical Office	I quarter 2026	IV quarter 2027	Regular budget funds	Regular budget funds "National Statistics" Programme
	Public Relations Officer employed within the Department for General Affairs, Human Resources, Public Procurement and Finance	Statistical Office	I quarter 2026	IV quarter 2027	Regular budget funds	Regular budget funds "National Statistics" Programme
1.2.1. PR visibility campaign activities	Promotion of official statistics results through applications, interactive tools, animations, infographics, video content, publication design, media and communication activities, and monitoring of media presence and content	Statistical Office	I quarter 2026	IV quarter 2026	2026. 36.000,00€ (National budget)	Regular budget funds "National Statistics" Programme
			I quarter 2027	IV quarter 2027	2027. 24.000,00€ (National budget)	

1.2.2. Organization of media and public events	Number of media outlets/statements that contributed to greater public awareness of the activities of the Statistical Office	Statistical Office	I quarter 2026	IV quarter 2026	2026 9.000,00€ (National budget) + Regular budget funds	Regular budget funds "National Statistics" Programme
	Number and diversity of users who attended the media and public event		I quarter 2027	IV quarter 2027	2027 6.000,00€ (National budget)	
Operative Objective 2.						
To enhance statistical knowledge and skills through the continuous education of users.						
Performance indicator	Baseline value 2026	Target value at the mid-term of the strategic document implementation (2027-2028)		Target value at the end of the strategic document implementation		
2.1. Number of educational workshops, seminars, and events held for users	1	≤3		5 (cumulative)		
2.2. Percentage of educational sessions, seminars, and events conducted for employees of the Statistical Office	25%	50%		75%		
Activities contributing to the achievement of Operative Objective 2.	Result indicator	Responsible institution	Start date	Planned completion date	Funds allocated for the implementation of the activity	Source of funding
2.1.1. Organization of educational workshops, seminars, and events for users	Number of workshop/seminar and event participants who consider that their participation contributed to an easier understanding of official statistics results	Statistical Office	I quarter 2026	IV quarter 2026	2026 15.000,00€ (National budget)	Regular budget funds "National Statistics" Programme
	Preparation of promotional materials for the needs of the Statistical Office		I quarter 2027	IV quarter 2027	2027 10.000,00€ (National budget) and regular budget funds	
2.2.1. Training of employees of the Statistical Office through participation in international and national meetings/workshops/seminars relevant to the development of dissemination and communication	Percentage of employees who have acquired new knowledge and skills in the field of dissemination	Statistical Office	I quarter 2026	IV quarter 2026	Regular budget funds	Regular budget funds "National Statistics" Programme
			I quarter 2027	IV quarter 2027		

Operative Objective 3.						
To increase the visibility of official statistics by introducing modern technological tools into the data dissemination process						
Performance indicator	Baseline value 2026	Target value at the mid-term of the strategic document implementation (2027-2028)		Target value at the end of the strategic document implementation (2029)		
3.1. Enhanced communication channels	Calendar of Key Dates developed; communication channel improved; social media platform - Instagram	Improved communication channel, social media platform Instagram		Calendar of Key Dates developed; communication channel improved – social media platform Instagram; website upgraded		
3.2. Number of new visualizations and development of tools for the automation of dissemination	0, no tool for the automation of dissemination currently exists	≥ 2, initiation of work on the development of tools for the automation of dissemination		≥ 3 (cumulative), tool for the automation of dissemination developed		
3.3. Internal document “Social Media Management Guide” developed	The “Social Media Guide – Statistical Office” does not exist	Internal document “Social Media Management Guide – Statistical Office” developed		Implementation of the “Social Media Guide – Statistical Office”		
Activities contributing to the achievement of Operative Objective 3.	Result indicator	Responsible institution	Start date	Planned finalisation date	Resources planned for implementation of activities	Source of funding
3.1.1. Improvement of the digital and communication channels of the Statistical Office	Number of visits to digital communication channels (website visits, LinkedIn profile visitors, Instagram views and profile views)	Statistical Office	I quarter 2026 I quarter 2027	IV quarter 2026 IV quarter 2027	Regular budget funds	Regular budget funds "National Statistics" Programme
3.2.1. Development/upgrading of tools for the automation of the dissemination of official statistics results	Application developed for the automatic generation of the monthly statistical bulletin	Statistical Office	I quarter 2026 I quarter 2027	IV quarter 2026 IV quarter 2027	Regular budget funds	Regular budget funds "National Statistics" Programme

3.3.1 Regular management of social media in accordance with the "Social Media Guide"	Number and diversity of content formats published via social media	Statistical Office	I quarter 2026 I quarter 2027	IV quarter 2026 IV quarter 2027	Regular budget funds	Regular budget funds "National Statistics" Programme
	Number of users following the digital communication channels of the Statistical Office	Statistical Office	I quarter 2026 I quarter 2027	IV quarter 2026 IV quarter 2027		

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