



STATISTICAL OFFICE

**REPORT ON IMPLEMENTATION OF ACTION PLAN FOR IMPLEMENTING DEVELOPMENT STRATEGY OF OFFICIAL
STATISTICS 2019 - 2023**
(for 2022)

Podgorica, March 2023

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I. INTRODUCTION

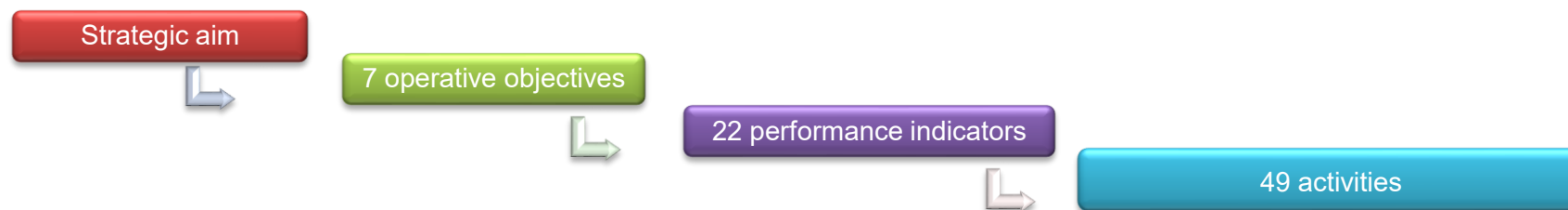
The Government of Montenegro adopted the *Development Strategy of Official Statistics 2019-2023* at its session on 18 July 2019, together with the *Biannual Action Plan for Its Implementation for the 2019 – 2020 Period*, released in the Official Gazette of Montenegro No 54/19 of 23 September 2019.

After the mentioned biannual period ended, Statistical Office has prepared a new action plan for implementing the Development Strategy of Official Statistics for the 2021-2022 period, aimed at continued monitoring the implementation of the Development Strategy of Official Statistics in the next biannual period.

The Development Strategy of Official Statistics defines developments directives and objectives of Montenegro official statistics. The aim of official statistics is to provide all users with quantitative and representative information on economic, demographic, social, and environmental situation in Montenegro, in line with the internationally defined methodology and the highest professional standards.

Development Strategy of Official Statistics 2019 – 2023 with the action plan for its implementation comprises seven operative aims with the related indicators and activities that lead toward the achievement of strategic aim; defines dynamics of implementation; structure of reporting and competent bodies for the implementation of operative objectives. Education of statisticians as data scientists, innovative solutions, use of new data sources, further harmonization with international standards and principles of the European Statistics Code of Practice are challenges that represent development operative objectives defined by the Development Strategy of Official Statistics in the next five-year period.

Picture 1. Overview of operative objectives of Development Strategy of Official Statistics for 2019 - 2023



Two adopted biannual action plans (for periods: 2019-2020, and 2021–2022) provide a planned implementation of operative activities in this domain. This report refers to the 2022 period, and reporting on implemented planned activities in 2022 is given below.

II. INFORMATION ON ACTIVITY IMPLEMENTATION LEVEL

The report on implementing the **Action Plan for Implementation of Development Strategy for Official Statistics 2019–2023** comprises an overview of implemented activities defined by the second biannual **Action Plan for Implementing Development Strategy of Official Statistics for 2021 – 2022**. The report provides an overview of implemented activities in 2022, as well as of activities not implemented in the mentioned period.

During 2022, there were implemented 25 (72%) out of 35 planned activities, there is continuously worked on five (14%) activities partly implemented, while five (14%) activities related to data dissemination and communication in line with the needs of digital society, business premises, and increased number of staff members are not implemented. In the next period, there will be done a continuous work on the implementation of these activities.

Implemented activities are indicators of efforts put by the official statistics producers aimed at achieving defined operative objectives and activities directed toward the achievement of the strategic aim of official statistics: to provide all users with quantitative and representative information on economic, demographic, social, and environmental situation in Montenegro, in line with internationally defined methodology and the highest professional standards.

The Law on Budget for 2022 approves the total (planned) resources in amount of EUR 5 670 459.64 from the general budget revenue, for the purposes of implementation of planned statistical surveys. The total current budget is EUR 5 297 429.46, after the redirections done by Ministry of Finance, on the grounds of estimated surplus of starting planned resources. The total implemented budget resources from the general budget revenue are 1 559 540.13€ or 29.44% compared to the planned. This percentage from the general revenue is a result of not implemented planned resources related to the activity of the Census of Population, Households, and Dwellings in 2022, due to the late adoption of the Law on Census of Population, Households, and Dwellings. Having in mind not implemented planned resources for the activity Census of Population, Households, and Dwellings, the percentage of realization, i.e. implementation from the general revenue of the budget is 89.36%. In addition to the general revenue, the total implemented resources in 2022 from the IPA funds and other donations are EUR 417 207.38. Together with the implemented resources from the IPA funds and other donations, the total implemented resources, i.e. monetary flow, in 2022 are EUR 1 976 747.51.

The current number of staff members in the Statistical Office je 95, and pursuant to the Rulebook on Internal Organization and Job Description of Statistical Office, there are envisaged 169 job positions. The 2022 Human Resource Plan envisaged the employment of six (6) staff members:

- Two (2) staff members from category of top management staff (assistant director in the Sector of Social Statistics and Demography, and assistant director in the Sector for IT Processing Data). The public advertisements for employment of these staff members are started by the Human Resource Authority in December 2022, and they are still ongoing;

- Four (4) staff members from category of expert staff (two (2) Senior Adviser III, and one (1) Independent Advisor III in Sector for Macroeconomic Statistics, National Accounts, Prices, and one (1) Independent Advisor III in the Service for General Affairs, Human Resources, and Finances). Public job advertisements were closed in December 2022

A short overview of implemented activities by operative objectives in 2022 is given below:

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

Statistical Office signed the cooperation agreement with the University of Montenegro, Faculty of Economics Podgorica, in October 2022. Students of Faculty of Economics will have the opportunity to gain knowledge and skills in domain of official statistics through the professional practice in the Statistical Office. Within this cooperation, there were started activities on education of students on subject Economics/Quantitative economics in form of guest lectures (14 November 2022) given by staff members of Statistical Office. Production of macroeconomic statistical data and role of the Statistical Office in the European integration process have been presented to students.

Operative objective 2 - Education of statisticians as data scientists

Respecting the official statistics principles, one of key challenges for the official statistics remains further development of knowledge and skills; digitalization level of society, and '*data revolution*' that opened new chances to develop statisticians as expert and professional staff and creating new generation of statisticians as 'data scientists' expected to have deep knowledge of new theories and methods for processing 'big data'.

An example of good practice is the traineeship of EU-EMOS student, implemented in cooperation with Eurostat. Two students from University Mendel in Brno, Czech Republic, at the European Master in Official Statistics – EMOS, successfully completed the traineeship in Statistical Office, with topics 'International statistical projects' and 'Sample'.

Additionally, three EMOS students from Montenegro, University Donja Gorica, completed the traineeship in Statistical Office, in domain of quality management.

At the level of statistical system, during 2022, there were 184 participants in online seminars, courses, and meetings (Eurostat and UN meetings). Organizers of these events were Eurostat, GOPA, ICON Institute, UNECE, Energy Community, FAO, etc.

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

A higher level of methodological alignment of all surveys in the statistical system of Montenegro with the EU *acquis* in official statistics has been achieved, which further serve as an input for the calculation of macroeconomic data, in line with the ESA methodology.

Eurostat monitors the alignment of statistical system in the enlargement countries with the EU *acquis* in official statistics. Monitoring the harmonization is done once a year in cooperation with the national statistical institutes (NSIs). Statistical Compendium and SMIS + (statistical

information management system) are two important tools used in the process of monitoring the harmonization. Additionally, the progress in domain of official statistics is monitored through the progress reports produced at the annual level. The progress report in part of Chapter 18 – Statistics indicates that a limited progress has been achieved, and average compliance when the readiness for membership is considered.

A high level of quality has been achieved, in line with the principles of the European Statistics Code of Practice and principles of official statistics. The majority of recommendations given by the assessment mission with deadline up to the end of 2022 is implemented.

Bilateral cooperation with EU member countries continues to be implemented in the process of further harmonization of official statistics with the EU standards. Additionally, the cooperation with international institutions has continued to take place in direction of modernization of statistical system by providing necessary IT transformations that will improve timeliness, accessibility, and quality of statistical system.

With financial assistance of UNICEF in Montenegro, Statistical Office has improved the statistical infrastructure, and by introducing new methods for data collection contributed to more timely delivery of EU-SILC data in near future. This ensures the harmonization with the new EU regulation in terms of meeting the defined deadlines for data release, and in the same time the data became timelier for adopting social policies.

In the same time, the capacities of Statistical Office in using modern IT methodologies have been improved through the cooperation with an IT company engaged via public procurement who successfully completed contracting obligations. In addition to the improvement of complete process of production and dissemination EU-SILC, this project also contributed to the development of system for other complex surveys of Statistical Office, thus the project successfulness has been completely achieved. A valuable donation of 50 laptops has been implemented through this project.

Operative objective 4 - Creating new data sources for official statistics production

Statistical Office continually works on exploring possibilities for using new data sources in the statistical purposes, thus during 2022, there was implemented a pilot project to test possibilities for using data from the website.

Using 'web scraping' method, and program language Python, there are 'scrapped' data from the website of retail trade chain of technical products in Montenegro. The data from the website are exported in Excel, and as such used for further analyses. Unstructured data from the website are converted in structured data, i.e. given in form of tables.

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

The commitment to quality is one of the principles of the European Statistics Code of Practice indicating 'Statistical authorities are committed to quality. They systematically and regularly identify strengths and weaknesses to continuously improve process and output quality.' Accordingly, Statistical Office worked during 2022 on the implementation of the European Statistics Code of Practice establishing the working group of 13 members with the representatives from all sectors and departments. The task of working group member is to actively participate in the meetings during the project, share ideas and vision of quality management in all departments, as well as implementation of internal revision of quality.

Within the communication with another working group established in 2020 and consisted of 12 members, out of which nine (9) representatives are other official statistics producers, and three (3) representatives of Statistical Office, implementation, and monitoring the quality in statistical processed and products in domains of other official statistics producers continue.

Further improvements are reflected through the implementation of:

- Used Satisfaction Survey of Statistical Office;
- Self-assessment of statistical production quality;
- Introduction of Generic Statistical Business Process Model (GSBPM);
- Quality reports for users.

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

Development and improvement of statistical survey data processing process also continued during 2022 via:

- Improvement of IT integrative system for entering and processing of statistical data (a part on data collection);
- Implementing standards improved design and data exchange from reference metadata systems;
- Defining electronic questionnaires for collecting metadata from other official statistics producers, and
- Improvement of methods for data collection (electronic questionnaire defined) for needs of earnings statistics; Development of IT integrative system continued through modernization and automatization of statistical release for price statistics, earnings, transport, and tourism. Improvements of data collection are in details explained in Chapter 1.7. *Modernization of data collection for statistical purposes, of this Report.*

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

Aimed at promoting official statistics, and respecting users' needs, Statistical Office released official statistical data via the official website and social networks (Twitter and LinkedIn) in 2022:

- 179 statistical releases (in monthly, quarterly, and annual dynamics);
- 5 publications (online and printed), and
- 16 infographics.

Statistical Office received 468 user requests, and 61 requests from media via the official email. Following the practice of celebration of the European Statistics Day, on 20 October 2022, Statistical Office joined the European statistical community and pointed out the importance of official statistics and its role in modern society via the video produced and released at the website of the European Statistical System, Statistical Office's website, and social networks. When observing the statistical data production process, improvements in part of dissemination has been achieved by automatization of four statistical releases in domain of earnings, tourism, prices, and transport statistics. Use of modern IT tools enables more quality and faster production of statistical data from the mentioned statistical domains with generated appearances of statistical

releases, in line with all determined rules of the Statistical Office of the European Union - Eurostat. This trend will also continue in other statistical domains approximating official statistics to the European standards.

The holder of implementation of Action Plan is Statistical Office, and other official statistics producers. Action plan for implementing the Development Strategy for Official Statistics defines activities for implementation through the seven operative objectives. Every operative objective defines indicators for monitoring this objective, and every indicator has a starting basis in 2019 and achieved values for every year of implementing the strategic document.

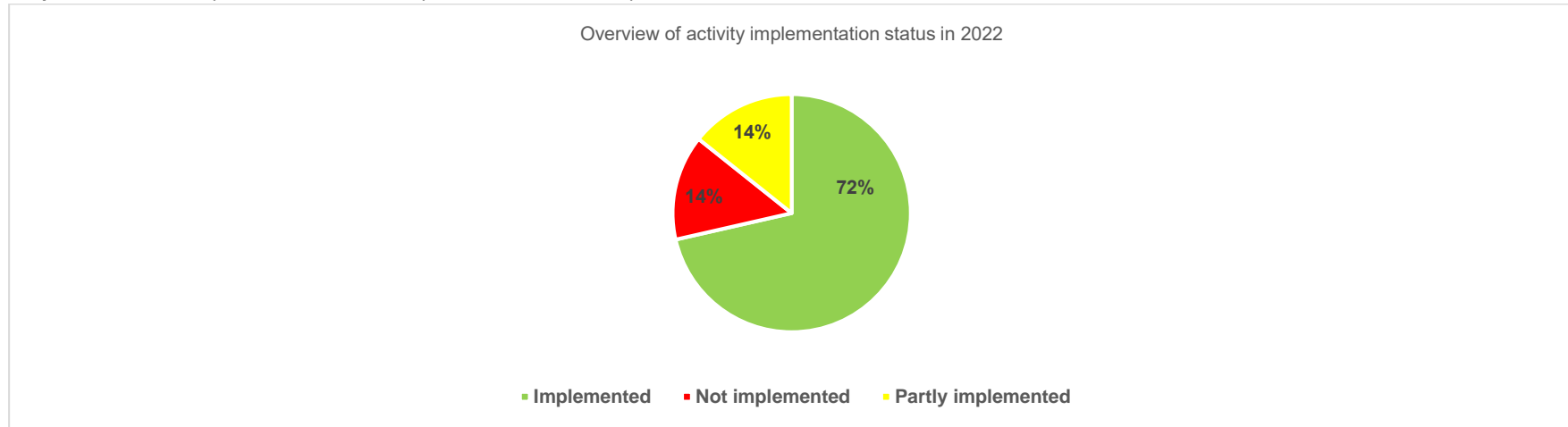
Table 1. Overview of implemented activities defined by Development Strategy of Official Statistics 2019 -2023 for the 2022 period

Development Strategy of Official Statistics 2019 - 2023	Number	Percentage
Strategic aim	1	
Operative objectives	7	
Activities	49	
Performance indicators	22	
Biannual action plan for implementing activities defined by Development Strategy of Official Statistics		
Planned activities during 2021 - 2022	35	100%
1. Planned activities implemented during 2022	25	72%
2. Partly implemented activities during 2022	5	14%
3. Planned activities not implemented during 2022	5	14%
Total	35	100%

Source: Statistical Office

The implementation level of performance indicators defined by the Action Plan for implementing activities defined by Development Strategy of Official Statistics 2019 – 2023, for 2022 is 72%.

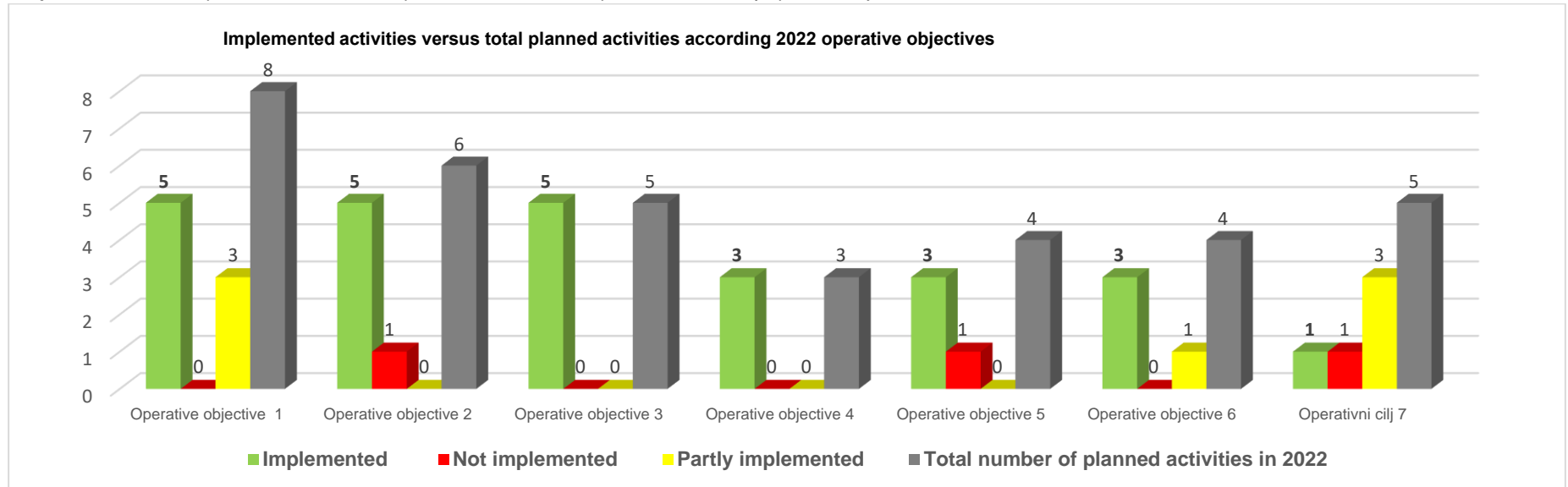
Graph 1 Overview of implemented activities compared to total number of planned activities in 2022



Source: Statistical Office

Objective values are fully implemented at the middle of implementation of strategic document for three operative objectives out of total seven objectives (Operative objective 1,3, and 4). There are partly implemented activities in two operative objectives (Operative objective 6, and 7), while not implemented activities exist in three operative objectives (Operative objective 2, 5, and 7). The implementation level of activities directly impacted the implementation level of performance indicators. Reasons for not implementing some activities are mainly due to a lack of sufficient human capacities. A challenge in the future period is a lack of human resources, especially in the organizational unit for public relations, but as an example of good practice we mention the devotedness of staff members in implementing the operative objectives. A detailed overview of challenges is given in Chapter XI 'Key risks' of this report.

Graph 2. Overview of implemented activities compared to total number of planned activities by operative objectives in 2022



Source: Statistical Office

Total approved budget resources from the general budget revenues, pursuant to the Law on Budget for 2022, for the implementation of statistical surveys are EUR 5 670 459.64. After performed redirections by Ministry of Finance, based on the estimate of surplus of unspent funds which were planned at the start, the total current budget is EUR 5 297 429.46. The total implemented budget resources from the general budget revenues are EUR 1 559 540.13, i.e. 29.44% out of the planned resources. This implementation percentage from the general revenues is a result of not implemented planned resources related to the activity of *Census of Population, Households, and Dwellings* in 2022, due to the late adoption of the Law on Census of Population, Households, and Dwellings. Having in mind the unperformed planned resources for activity of *Census of Population, Households, and Dwellings*, the implementation percentage, i.e. implementation from the general budget revenue is 89.36%. In addition to the general revenues, total implemented resources in 2022 from the IPA funds, and other donations are EUR 417 207.38. Together with the implemented resources from the IPA funds, and other donations, the total implemented resources, i.e. monetary flow in 2022 is EUR 1 976 747.51. A detailed overview is given in Table 2.

Table 2. Overview of Statistical Office's financial resources in 2022

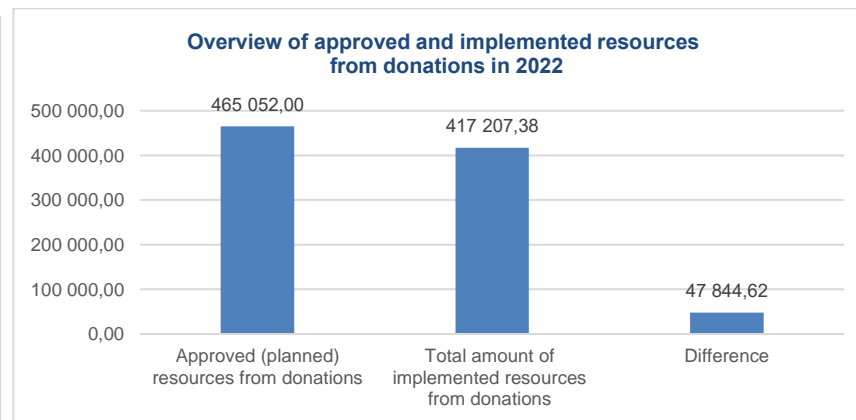
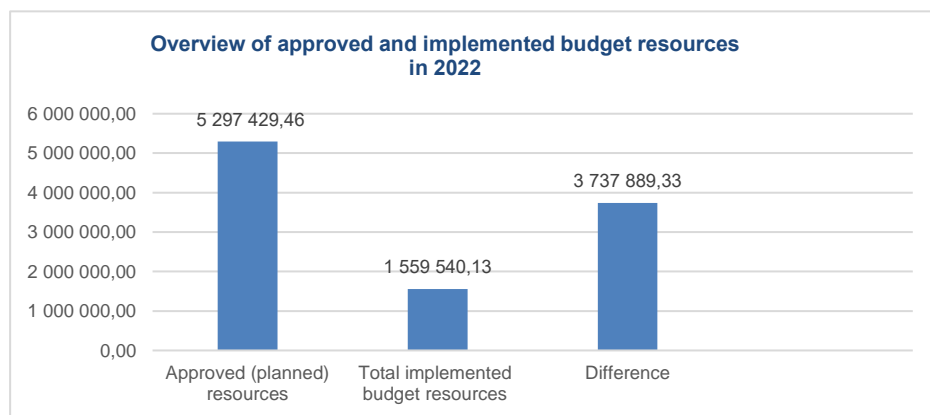
in EUR

Financial resources	2022
Approved (planned) resources	5 297 429.46
Total implemented budget resources	1 559 540.13
Difference	3 737 889.33
Implementation percentage	29.4%
Approved (planned) resources from donations	465 052.00
Total amount of resources used from donations	417 207.38
Difference	47 844.62
Implementation percentage	89.7%

Source: Statistical Office

Graph 3. Overview of approved and implemented financial resources in 2022

in EUR



Source: Statistical Office

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

This objective envisages the establishment of permanent dialogue with users aimed at explaining and presenting official statistical data. It is planned to develop partnerships based on official statistics' quality principles so that timeliness, availability, and accessibility of official statistical data is increased.

Overview of resources for implementation of activities under operative objective 1 is given in Table 3.

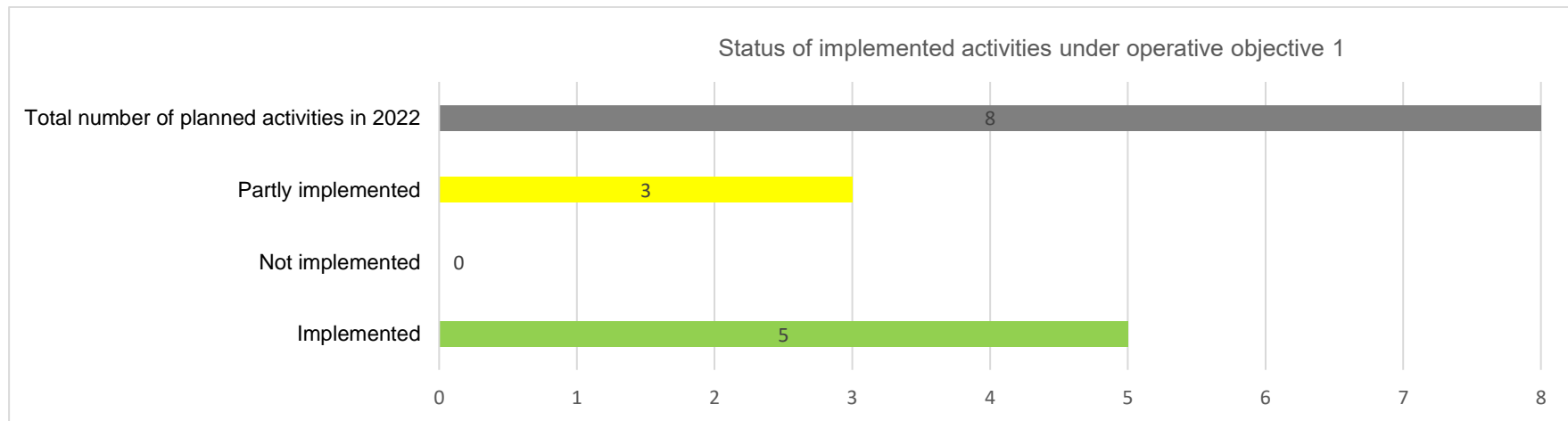
Table 3. Overview of planned and implemented resources for the operative objective 1

in EUR

Year	Budget		Potential donor funds	
	Planned	Implemented	Planned	Implemented
2022	0	0	25 001,00	19 890,00
TOTAL	0	0	25 001,00	19 890,00

Source: Statistical Office

Graph 4. Status of implemented activities in operative objective 1. Establishment of permanent dialogue with data users and development of partnership



Source: Statistical Office

Key achievements in the implementation of operative objective 1 - Establishment of permanent dialogue with data users and partnership development

Management of activity implementation means a full devotedness of Statistical Office's staff members, efficient cooperation with organizational units and official statistics producers.

Table 4. Implementation level of performance indicator for operative objective 1. Establishment of permanent dialogue with data users and partnership development

No	PERFORMANCE INDICATOR	Starting value		Target value at the middle of implementing the strategic document	Target value at the end of implementing strategic document	
		2019	2020	2021	2022	2023
1.	Including user requests in the Annual Plan of Official Statistics defined by Five-Year Programme of Official Statistics 2019 – 2023	5 surveys ¹	1 survey ²	0	3 surveys ³	4 surveys ⁴
2.	Increased presence of official statistical data users working out of government institutions – including civil society, trade union, media and local authorities in working groups Council of Statistical System	4 members	4 members	4 members	0 member ⁵	
3.	Released results on user satisfaction	4 ⁶	Average satisfaction rate ⁷	Average satisfaction rate	Average satisfaction rate ⁸	

Source: Statistical Office

¹ Statistical Office (Statistical survey on generations and sexes – pilot and European Social Survey (ESS) – pilot); Ministry of Finance and Social Welfare (Report on public debt; Report on state debt; and Data on Receipts, Expenditures of State, and Local Self-Government);

² Institute for Public Health (European Health Institute Survey - EHIS);

³ Institute for Public Health (Survey on Cause of Deaths), Central Bank of Montenegro (Statistics of other financial institutions - factoring companies), and Statistical Office (Survey on Living Conditions and Safety of Women (EU - GBV);

⁴ Statistical Office (crime indicators; pilot census of agriculture by using CAPI method of data collection; Survey on generated waste from food); Central Bank of Montenegro (Statistics of other financial institutions - factoring companies);

⁵ Statistical Office has received the official letter (No 17-430/22-3468/1 of 15 December 2022) from the Ministry of Finance on the appointment of new composition of the Council of Statistical System;

⁶ On scale od 1 to 5 (1-unsatisfied, 5-very satisfied), 2018, User Satisfaction Report; <https://www.monstat.org/userfiles/file/KVALITET/lzvjestaj%20o%20zadovoljstvu%20korisnika.pdf>

⁷ On a scale of 1 to 5 (1-unsatisfied, 5-very satisfied), 2020, Statistical Office User Satisfaction Survey; https://www.monstat.org/userfiles/file/KVALITET/2020/2_%20lzvjestaj%20o%20zadovoljstvu%20korisnika.pdf

⁸ On a scale of 1 to 5 (1-unsatisfied, 5-very satisfied), 2022, User Satisfaction Report; [https://www.monstat.org/uploads/files/O%20NAMA/2.%20lzvjestaj%20o%20zadovoljstvu%20korisnika%20-%202022_FINAL\(1\).pdf](https://www.monstat.org/uploads/files/O%20NAMA/2.%20lzvjestaj%20o%20zadovoljstvu%20korisnika%20-%202022_FINAL(1).pdf)

As an example of good practice in the implementation of performance indicator for the operative objective 1. - *Establishment of permanent dialogue with data users and partnership development*, we point out the introduction of new statistical surveys in the official statistical system:

- **Survey on living conditions and safety of women (EU - GBV)** - Statistical Office has for the first time implemented the survey *on living conditions and safety of women (EU - GBV) in Montenegro*, in line with the Eurostat's methodology. This survey enables the data comparability on gender-based violence in the EU countries which implemented this survey. The purpose of survey is to obtain the data on gender-based violence, such as: intimate partner violence; violence by any perpetrator; domestic violence; sexual harassment at work, and other important indicators in this domain. The survey is implemented in the field from October to December 2021, and the results are based on the respondents' statements.
- **Statistics of other financial institutions- factoring companies** under competence of Central Bank of Montenegro is a statistical overview of positions of balance sheets of factoring companies. The survey provides a detailed statistical overview of claims based on factoring by sectors;
- **Survey on death causes** under competence of Public Health Institute is planned by the Annual Plan of Official Statistics for 2022, but not implemented during 2022 due to the reorganization in part of managing mortality statistics. Its implementation is expected in the first quarter of 2023.

➤ **Increased importance of users in the work of the Council of Statistical System**

Pursuant to the provisions of the *Law on Official Statistics and Official Statistical System* (Official Gazette of Montenegro No 18/12 and 47/19), the Council of Statistical System comprised representatives of institutions that in majority use the official statistical data in their work, whose inclusion increases the importance of users in the work of the Council of Statistical System. By adopting a new Decree on Organization and Manner of Work of State Administration (Official Gazette of Montenegro No 49/22, 52/22, 56/22, 82/22, and 110/22), there occurred a redistribution of competence inside the state administration, as well as certain changes in human resources. Pursuant to Article 14 of the Law on Official Statistics and Official Statistical System, the Minister of Finance appointed a new session of the Council of Statistical System by the new Decision on Appointment of the Council of Statistical System's Members (No 17-430/21-3468/1 of 15 December 2022).

➤ Production of **Action Plan for Implementation of User Satisfaction Survey**, and release of survey's results.

In line with the official statistics principles of Montenegro, official statistics producers regularly and systematically monitor the users' satisfaction, and Statistical Office, as the coordinator of statistical system, implemented for the third time the **Survey on User Satisfaction** in period from 30 May to 26 August 2022 (the first user satisfaction survey was implemented in period from 1 September to 20 October 2017. The second one was implemented in period from 6 March to 27 April 2020).

The survey provides the data on users' needs for the official statistics results, and their satisfaction with data, and services provided by the official statistics system of Montenegro.

The survey aims to:

- Measure users' satisfaction with all aspects of Montenegro official statistical system's work;
- Measure users' satisfaction with data and services, as well as manner of reaching official statistics' results to final users;
- Inform users on the official statistics activities, acts, and way of how users can include in the work of Montenegro statistical system;
- Inform users on manner and use of Statistical Office's services.

[Results of survey](#) are released in October 2022 at the official website of Statistical Office.

Results from the user satisfaction survey will be used as a basis for a continuous work on the improvement of quality of official statistics data and services; production of action plans in domain of ensuring the quality of Montenegro statistical system's work and improvement of users' satisfaction level.

➤ **Producing plans for organization of user forums aimed at meeting the needs for official statistics data**

User satisfaction survey aims at measuring users' satisfaction with data and services, as well as manner of how final users reach official statistics data. Additionally, this survey represents a good basis for analysing needs for official statistics data. Based on the results of user satisfaction survey, out of total number of respondents, there are 55.1% of users indicating an interest for trainings organized by producers of official statistics, which will improve the understanding of statistical methodology and production process of official statistical data. On the basis of e-mail addresses provided by users in the questionnaire related to the participation to trainings of Statistical Office, there will be planned the organization of educative meetings with users of statistical data.

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

Bilateral cooperation with member countries (Slovenia, Finland) has been achieved in the process of further harmonization of official statistics with the EU standards. The cooperation with international institutions (UNECE, UNICEF) continues toward the modernization statistical system, by ensuring necessary IT transformations that will improve timeliness, availability, and quality of statistical data.

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

The UN residential coordinator office (RCO), United Nations Development Programme in Montenegro (UNDP), and UNICEF representative office in Montenegro have provided the assistance to Statistical Office in form of donating IT equipment, as their contribution to more efficient data collection for needs of Survey on Income and Living Conditions (EU-SILC). The assistance in form of 50 laptops enabled the Statistical Office's staff to collect and process the data in more efficient and faster manner. This donor assistance has significantly modernized statistical processes, i.e. manner of data collection in the surveys that have been previously implemented by using a 'face-to-face' interview method, via paper questionnaire (PAPI method), in comparison with the present method of data collection 'face-to-face' via laptops (CAPI method of data collection). This change in the manner of data collection impacts on reducing the time necessary for data entering and processing data, and in the same time on minimizing errors in filling questionnaires due to the logical control the application comprises of. Data entering for the survey

according to the existing conditions, use of paper questionnaire lasted for at least 3 months, but by introducing the CAPI method of data collection, the time necessary for the production of final indicators is shortened, at least for the mentioned period of entering. This activity will enable available data for shorter time, and with this the alignment with the new EU regulation in terms of meeting the set deadlines for data release, and in the same time making data timelier for creating social policies.

➤ **Organizing educative programmes for the main users**

The project 'Communication' implemented via the IPA MB project defines the main activities related to better cooperation with the users of official statistical data. The first expert mission in this project was held in November 2022, and defined future activities with August 2023 as a deadline for their implementation. Additionally, the 2023 budget envisages additional financial resources for the implementation of the activities, i.e. for organization of regular meetings with the main users.

Table 4 presents the implemented planned activities of operative objective 1 during 2022

No	PERFORMANCE INDICATOR	Starting value		Target value at the middle of implemented strategic document	Target value at the end of implemented strategic document	
		2019	2020	2021	2022	2023
1.	User requests included in the Annual Plan of Official Statistics defined by Five-Year Programme of Official Statistics 2019–2023	5 surveys ⁹	1 survey ¹⁰	0	3 surveys ¹¹	4 surveys ¹²
2.	Increased number of official statistics users that work out of state institutions – including civil society, trade unions, media, local authorities in the working groups of the Council of Statistical System	4 members	4 members	4 members	0 members ¹³	
3.	Released results on user satisfaction	Average satisfaction rate ¹⁴	Average satisfaction rate ¹⁵	Average satisfaction rate	Average satisfaction rate ¹⁶	

⁹ Statistical Office (Statistical survey on generations and sexes – pilot, and European Social Survey (ESS) – pilot); Ministry of Finance and Social Welfare (Report on Public Debt, Report on Government Debt, and Data on Receipts and Expenditures of Government and Local Self-Government)

¹⁰ Institute for Public Health (European Health Institute Survey (EHIS);

¹¹ Institute for Public Health (Survey on Cause of Deaths), Central Bank of Montenegro (Statistics of other financial institutions - factoring companies), and Statistical Office (Survey on Living Conditions and Safety of Women (EU - GBV);

¹² Statistical Office (crime indicators; pilot agriculture census using CAPI method for data collection; Survey on generated food waste); Central Bank of Montenegro (Statistics of other financial institutions - factoring companies);

¹³ Statistical Office received the official letter No 17-430/22-3468/1 of 15 December 2022 sent by Ministry of Finance on the appointment of new composition of the Council of Statistical System;

¹⁴ On a scale of 1 to 5 (1-unsatisfied, 5-very satisfied), 2018 User Satisfaction Report;

<https://www.monstat.org/userfiles/file/KVALITET/lzviestaj%20o%20zadovoljstvu%20korisnika.pdf>

¹⁵ On a scale of 1 to 5 (1-unsatisfied, 5-very satisfied), 2020 User Satisfaction Report;

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¹⁶ On a scale of 1 to 5 (1-unsatisfied, 5-very satisfied), 2022 User Satisfaction Report;

Activity that impacts the implementation of operative objective 1	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned end date (2022)	New date for implementing activities	Funding source	Resources planned for implementing activities	Implemented resources for activity	Recommendations
User requests included in the Annual Plan of Official Statistics, defined by Five-Year Programme of Official Statistics 2019 - 2023	Number of included user requests defined by Five-Year Programme of Official Statistics 2019-2023	Producers of official statistics	Implemented (Statistical Office has for the first time implemented the Survey on Living Conditions and Safety of Women (EU - GBV) in Montenegro, in line with the Eurostat's methodology).	2021	2022	-	Budget	There are not planned resources for implementing activities	-	
Importance of data user increased in the work of Council of Statistical System	Number of initiatives of the Council of Statistical System's members aimed at implementation of user requests	Producers of official statistics	Implemented (By the Decision on Appointment of the Council of Statistical System's members (No 17-430/21-3468/1 of 15 December 2022), the Minister of Finances appointed a new composition of the Council of Statistical System, in line with Article 14 of the Law on Official	2021	2022	-	Budget	There are not planned resources for implementing activities	-	-

Activity that impacts the implementation of operative objective 1	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned end date (2022)	New date for implementing activities	Funding source	Resources planned for implementing activities	Implemented resources for activity	Recommendations
			Statistics and Official Statistical System)							
Production of action plan for implementation of User Satisfaction Survey and release of survey's results	Implemented User Satisfaction Survey in line with implementation dynamics	Statistical Office	Implemented (Statistical Office has for the third time implemented the User Satisfaction Survey in period of 30 May – 26 August 2022)	Quarter 4 2021	Quarter 3 2022	-	Budget	There are not planned resources for implementing activities	-	-

Activity that impacts the implementation of operative objective 1	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned end date (2022)	New date for implementing activities	Funding source	Resources planned for implementing activities	Implemented resources for activity	Recommendations
Producing plans for organization of user forums aimed at meeting the needs for official statistics data	Action plan on procedure for organizing forum	Statistical Office	Partly implemented	2021	2022	Q4 2023	Budget	Resources for implementing activities are not planned	-	Preparation of plan for organization of trainings and meetings with main official statistical data users is ongoing. Its adoption, will be followed by its implementation
Development of statistical community through formal establishment of partnership	Number of formally established partnerships via cooperation agreements, and implementation of existing partnerships	Producers official statistics	Implemented (Bilateral cooperation achieved with member countries (Slovenia, Finland) in process of further harmonization of official statistics with the EU standards).	2021	2022	-	Potential donor assistance	EUR 25 001.00	EUR 19 890.00	

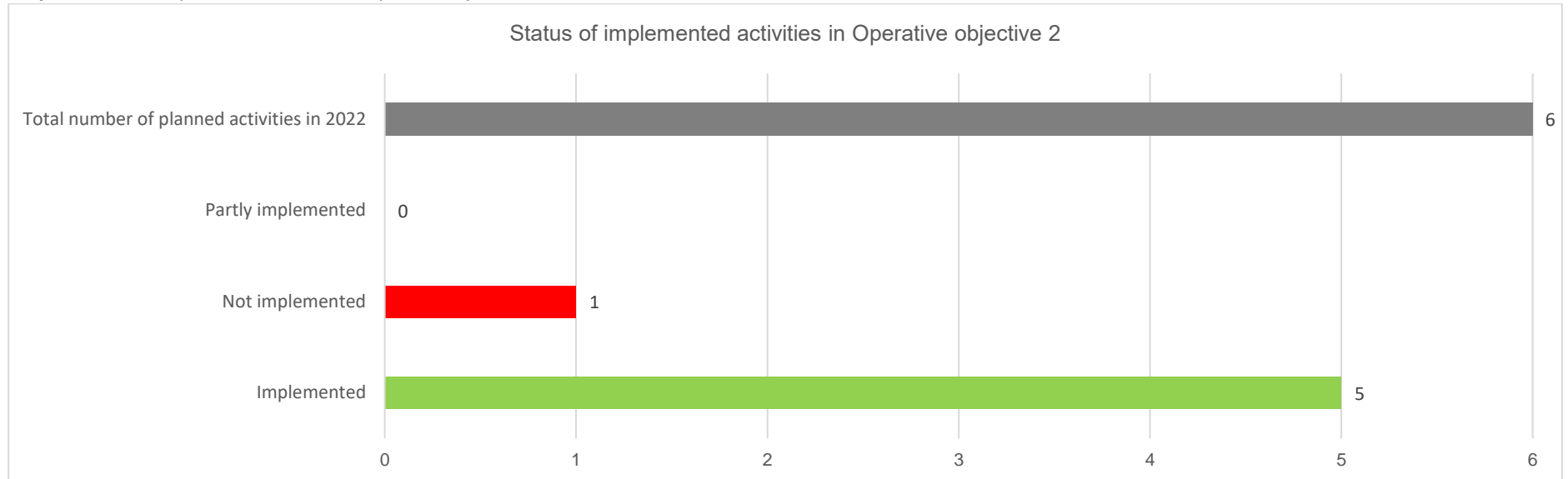
Activity that impacts the implementation of operative objective 1	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned end date (2022)	New date for implementing activities	Funding source	Resources planned for implementing activities	Implemented resources for activity	Recommendations
Organizing donor meetings/seminars	Number of organized educative programmes through public discussions, seminars, conferences, thematic workshops with main users	Producers of official statistics	Implemented (During 2022 donor meetings held and as a result provided donor assistance in form of 50 laptops)	2021	2022	-	Budget/ Potential donor assistance	There are not planned resources for implementing activities	-	-
Organizing educative programme for main users	Improvement of statistical literacy	Producers of official statistics	Partly implemented	2021	2022	Q4 2023	Budget/ Potential donor assistance	Resources for implementing activities are not planned	-	Up to the end of 2023 there will be implemented different trainings with main official statistical users.

Activity that impacts the implementation of operative objective 1	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned end date (2022)	New date for implementing activities	Funding source	Resources planned for implementing activities	Implemented resources for activity	Recommendations
Organization of consultative seminars	Number of organized consultative seminars with media, as the main partner in the process of disseminating official statistical data	Producers official statistics	Partly implemented	2021	2022	Q4 2023	Budget/ Potential donor assistance	There are not planned resources for implementing activities	-	Up to the end of 2023, there will be organized trainings with media. Preparation of plan for organizing trainings and meetings with media are ongoing. Having in mind that preparations for Census of Population, Households, and Dwellings are ongoing, and thus it is necessary closer cooperation with media as the main disseminator of official statistical data

II. Operative objective 2. - Education statisticians as data scientists

Considering the digitalization level of society and 'data revolution' that provide new opportunities for the development of official statistics, one of key challenges for official statistics remains further development of knowledge and skills of statisticians as expert and professional staff, as well as creating new generation of statisticians as 'data scientists' from which will be expected to have a deep knowledge of new theories and methods for processing Big data.

Graph 5. Status of implemented activities on Operative objective 2. Education of statisticians as data scientists



Source: Statistical Office

Overview of resources for implementing activities in Operative objective 2 is given in Table 5.

Table 5. Overview of planned and implemented resources for Operative objective 2. Education of data scientists

in EUR

	Budget		Potential donor resources	
	Planned	Implemented	Planned	Implemented
2022	49 580.28	9 005.57	205 238.27	177 431.80
TOTAL	49 580.28	9 005.57	205 238.27	177 431.80

Source: Statistical Office

Key achievements in implementation of Operative objective 2. - Education statisticians as data scientists

Considering the digitalization level of society and 'data revolution' that provide new opportunities for the development of official statistics, one of key challenges for official statistics remains further development of knowledge and skills of statisticians as expert and professional staff, as well as creating new generation of statisticians as 'data scientists' which are expected to have a deep knowledge of new theories and methods for processing Bdig data.

Table 6. Achievement level of performance indicators for Operative objective 2. Education of statisticians as data scientists

No	PERFORMANCE INDICATOR	Starting value		Target value at the middle of implemented strategic document	Target value at the end of implemented strategic document	
		2019	2020	2021	2022	2023
1.	Number of staff members that successfully completed the European Master of official statistics – EMOS	4	4+1	5+1	6+0	
2.	Number of staff members that successfully completed the traineeship Eurostat and national statistical institutes for statistical domains under the innovation process	31	31+1	32+0	32+0	
3.	Testing new methods in pilot statistical surveys	0	0	0	0	

Source: Statistical Office

As an example of good practice, we point out the development of generation of statisticians as 'data scientists' which are expected to have a good knowledge of new theories and methods for processing 'Big data':

- Three staff members in the Statistical Office have started during 2022 the process of graduation at postgraduate studies EMOS;
- Two students from the University Mendel, Brno, Czech Republic, from European Master in Official Statistics – EMOS successfully finished the traineeship in Statistical Office on topic '*International statistical projects*' and '*Sample*';
- Three students from Montenegro University of Gorica, EMOS programme, were trainees in the Statistical Office, in domain of quality management;
- 184 staff members from the official statistical system participated in the implementation of online seminars, courses, and meetings (Eurostat and UN meetings). Organizers of events were Eurostat, GOPA, ICON Institute, UNECE, Energy Community, FAO, etc.

Additionally, as an example of good practice, we point out the signed cooperation agreement with the University of Montenegro, Faculty of Economy in Podgorica (in October 2022). Students of Faculty of Economy received the opportunity to improve their knowledge in domain of official statistics, as well as to gain the experience through the professional practice in Statistical Office. Under this cooperation, there were

started the activities of educating students on Economy/Quantitative economy in form of guest lectures (14 November 2022) by the Statistical Office's staff. Students participated in the presentation on production of macroeconomic statistical data, and role of Statistical Office in process of European integration.

Aimed at implementing the operative objective 2 - Education of statisticians as data scientists, we point out the activities that contribute to the implementation of objective:

➤ **Organization of educative workshops for management of statistical processes, in line with European Statistics Code of Practice, with a special accent on modernization of processes and quality management**

Commitment to quality is one of principles of the European Statistics Code of Practice where it is indicated '*Statistical authorities are committed to quality. They systematically and regularly identify strengths and weaknesses to continuously improve process and output quality*'. In line with The European Statistics Code of Practice, Statistical Office worked in September 2022 on the improvement of statistical products and processes in cooperation with other producers. An educative workshop was organized for the official statistical producers aimed at the implementation of Generic Statistical Business Process Model - GSBPM.

During 2022, there were seven (7) staff members of Statistical Office that participated in some of trainings/educative seminars organized by the Authority for Human Resources.

➤ **Regular involvement of official statistics producers in working groups for modernization and development of official statistics by using complex data 'Big Data'**

In 2022, there was organized a course within the European Statistical Training Programme – ESTP under title '*Big Data Tools for Advanced Users*' in Hague. Monitoring and participation of Statistical Office's staff in courses and meetings of this topic foster development and introduction of innovations in field of IT support.

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

There were introduced 22 pilot statistical surveys in the 2022 Annual Plan of Official Statistics at the level of statistical system. There are 20 pilot statistical surveys under competence of Statistical Office, and 2 statistical surveys under competence of Central Bank of Montenegro.

Table 6 presents the implemented activities planned under the operative objective 2 during 2022.

Table 6. Information on results of implemented activities under Operative objective 2

No	PERFORMANCE INDICATOR	Starting value		Target value at the middle of implemented strategic document	Target value at the end of implemented strategic document	
		2019	2020	2021	2022	2023
1.	Number of staff members that successfully completed the EMOS	4	4+1	5+1	6+0	
2.	Number of staff members that successfully completed several-month traineeship in Eurostat and national statistical institutes for statistical domains in innovation process	31	31+1	32+0	32+0	
3.	Testing new methods in pilot statistical surveys	0	0	0	0	

Activity that impacts the implementation of Operative objective 2	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned finalization date (2022)	New implementation date	Funding Source	Resources planned for implementing activities	Implemented resources for activity	Recommendations
Activities on employing new staff members in line with law provisions	Increased number of new staff members in Statistical Office	Statistical Office	Implemented (in line with the 2022 Human Resource Plan, there are planned and employed six (6) staff members in Statistical Office	Q4 2021	Q4 2022	-	Budget	-	-	-

Activity that impacts the implementation of Operative objective 2	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned finalization date (2022)	New implementation date	Source Funding	Resources planned for implementing activities	Implemented resources for activity	Recommendations
Promotion and assistance to EMOS students via cooperation with academic community, participation in educative programme of Statistical Office's staff	Number of held lectures at the University	Producers of official statistics	Implemented (Lecture held at the Faculty of Economy Podgorica in October 2022)	2021	2022	-	Budget/ Potential donor assistance	Resources for implementing activities are not planned	-	
Organization of educative workshops for managing statistical processes in line with the European Statistics Code of Practice, with a special accent on modernization of process and quality management	Number of hold educative workshops for managing statistical processes in line with the European Statistics Code of Practice	Producers of official statistics	Implemented (Educative workshop held in September 2022 for other producers of official statistics)	2021	2022	-	Budget/ Potential donor assistance	Budget 49 580.28€ Potential donor assistance 205 238.27€	Budget 9 005.57€ Potential donor assistance 177 431.80€	

To provide several-month traineeship in Eurostat and national statistical institutes for statistical domains that are in process of innovation	Number of staff members that successfully completed traineeship in Eurostat and national statistical institutes za statistical domains that are in innovation process	Official statistics producers	During 2022 there was no traineeship in Eurostat and national statistical institutes	2021	2022	2023	Budget/ Potential donor assistance	There are not planned resources for implementing activities	-	Due to the COVID-19 pandemic related restriction, all planned traineeships of Statistical Office will be implemented in 2023
Regular involvement of official statistics producers in working groups engaged in modernization and development of official statistics by using 'Big Data' 1.Conference on new techniques and technologies in official statistics 2.Big Data tools for IT experts as assistance to statisticians	Education of staff employed in statistical system engaged in modernization and development of official statistics by use of 'Big Data'	Official statistics producers	Implemented (Staff member from Statistical Office participated in the ESTP course "Big data Tools for advanced users" Hague 2022)	2021	2022		Budget/ Potential donor assistance	Resources for implementing activities are not planned	-	

Testing new data sources and methods through pilot statistical surveys	Implemented pilot surveys which use new sources and methods in statistical production	Producers official statistics	Implemented (Introduced 22 pilot surveys in the 2022 Annual Plan of Official Statistics at the level of statistical system)	2021	2022	-	Budget	There are not planned resources for implementing activities	-	-
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Source: Statistical Office

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

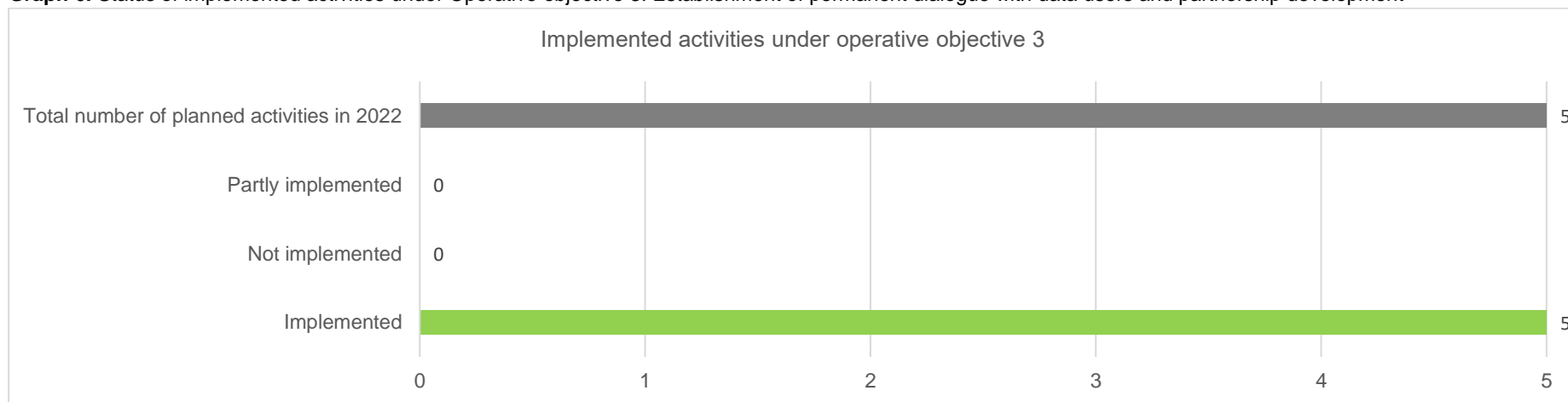
The production of official statistics in line with international standards and recommendations for domain of official statistics represents the main purpose of Statistical Office. Thus, also in the next period, Statistical Office will continue to participate in the work of international statistical bodies/organizations aimed at implementing international methodologies, and aligning the production process of official statistics with new statistical standards of international organizations where Montenegro is their member on other side. An overview of resources for implementing activities in the operative objective 3 is given in Table 7.

Table 7. Overview of planned and implemented resources for operative objective 3

in EUR

2022	Budget		Potential donor resources	
	Planned	Implemented	Planned	Implemented
	5 151 445.38	1 483 127.66	213 465.00	209 660.54
TOTAL	5 151 445.38	1 483 127.66	213 465.00	209 660.54

Graph 6. Status of implemented activities under Operative objective 3. Establishment of permanent dialogue with data users and partnership development



Source: Statistical Office

Key achievements in implementation of Operative objective 3: Further harmonization and innovation of official statistics with international standards/recommendations

With purpose of increasing the level of Montenegro's readiness for the EU membership in domains of statistics defined by the Programme of Official Statistics for Period 2019 - 2023, Statistical Office works on the development of national accounts - NA statistics through defining method and sources aimed at the establishment of system for regular production and transmission of tables required by Eurostat through the first benchmark for closing the negotiation Chapter 18 – Statistics.

Table 8. Achievement level of performance indicators for Operative objective 3. Further harmonization and innovation of official statistics with international standards/recommendations

No	PERFORMANCE INDICATOR	Starting value	Target value at the middle of implemented strategic document	Target value at the end of implemented strategic document	
		2019 - 2020	2021	2022	2023
1.	Implementation of activities that contribute to the fulfilment of benchmarks for Chapter 18 – Statistics	40%	60%	60%	
2.	Number of produced indicators for needs of global reporting (UN), as well as for needs of regional reporting EU and UNECE region	61% EU-SDG indicators	67% EU-SDG indicators	67% EU-SDG indicators	
3.	Increased availability of official statistical data of Montenegro in the statistical databases of Eurostat and UN	57% UN-SDG indicators	60% UN-SDG indicators	60% UN-SDG indicators	
4.	Increased availability of economic, financial i social and demographic data of Montenegro in line with International Monetary Fund - IMF standards at the e-GDDS system	13 available out of total 15 data categories	15 indicators are available, Central Bank of Montenegro released indicator on financial stability	15 indicators are available	
5.	Increased participation of Statistical Office via membership in international working groups, management bodies, international associations	2	3	4	

Source: Statistical Office

An example of good practice is the activities implemented in statistical domains.

In domains of **macro-economic statistics, National Accounts, and prices**, the results have been achieved via:

- Further harmonization of Montenegro National Accounts statistics with the EU standards, and meeting the requests defined by final benchmarks for closing Chapter 18 - Statistics;
- Release of annual 2021 *Gross National Income* data;
- Release of annual 2021 Gross Domestic Product - GDP final data by production approach according to Nace Rev. 2 activity classification and expenditure categories in current and constant prices, in line with the European System of National Accounts methodology (hereinafter referred to as the 'ESA 2010 methodology');
- Production of annual 2021 GDP data in chain linked volume;
- Release of quarterly Gross Domestic Product - QGDP final data for 2021, in line with ESA 2010 methodology by expenditure approach, as well as preliminary data for quarters 1-3 2022;
- Release of QGDP final data for 2021, in line with ESA 2010 methodology by production approach at the level A10 activity sector for 2021, as well as preliminary data for quarter 1-3 2022;
- Release of QGDP data in average prices 2010, by production and expenditure account, for timeseries Q1 2021 - Q3 2022;
- Release of seasonally adjusted data of QGDP in current prices, by expenditure categories, Q1 2006 - Q3 2022;
- Release of the 2013 supply and use tables;
- Continuous work on establishment of elements necessary for the calculation of *Gross Domestic Product* by income approach, by adjusting data on earnings of employees, and taxes on production in line with the concept of National Accounts at annual and quarterly level;
- Production of annual and quarterly data of personal consumption by COICOP and by durability of goods in current and constant prices and in chain linked volume;
- Production of annual and quarterly data on gross investments in fixed assets by types of fixed assets, in line with ESA 2010 methodology and data transmission program;
- Continuous modernization in part of sending the data to Eurostat via an improved platform of SDMX tools recommended by Eurostat and by which the transmission of NA data is ensured without the use of SDMX convertor;
- Continuous work on regular activities of highly aligned Purchasing Power Parity - PPP project, and further alignment of Harmonized Index of Consumer Prices - HICP with international standards;
- Automatized processes of data processing and release production under the Consumer Price Index – CPI;
- Continuous work on the improvement of international trade in goods statistics by enterprise characteristics (TEC), and by invoice currency (TIC) represents a significant progress in terms of alignment the international trade in goods statistics – ITGS with the international standards.

In domain of **agriculture, fishery, environment and forestry** statistics, the results have been achieved via:

- Activities on preparation of agriculture census in line with Regulation (EU) No 2018/1091;
- Implementation of planned surveys in domain of crop statistics;
- Implementation of planned surveys in domain of livestock statistics;
- Increased use of CAPI (Computer-Assisted Personal Interviewing) method for data collection in domain of crop and livestock statistics aimed at shortening the time necessary for data processing;
- Regular update of the Statistical Farm Register (SFR) from both internal, and external sources;
- Implementation of planned statistical surveys in domain of fishery statistics;
- Release of data in domain of organic production statistics. In 2022, the 2021 final data on organic production were for the first time released. Timeseries of organic production data for the 2016-2020 period was transmitted to Eurostat;
- Release of data in domain of agri-environmental statistics. In 2022, the final agri-environmental statistical data were for the first time released (pesticide turnover) for 2021. The timeseries of agri-environmental statistical data for the 2017-2020 period were transmitted to Eurostat;
- Defining the system for calculation of first and second estimate of economic accounts in agriculture based on the available sources;
- Continuous bilateral cooperation with the expert from Statistical Office of the Republic of Slovenia aimed at defining the system on economic accounts in forestry;
- Implementation of planned surveys in domain of waste statistics;
- Implementation of planned surveys in domain of water statistics;
- Implementation of planned surveys in domain of energy statistics;
- Implementation of planned surveys in domain of transport statistics;
- Implementation of planned surveys in domain of tourism statistics;
- Implementation of planned surveys in domain of short-term indicators;
- Alignment of statistics short-term indicators with EBS Regulation (EU) 2019/2152;
- Calendar and seasonal adjustment of data short-term indicators;
- Improvement of statistical survey quality in line with The European Statistics Code of Practice principles (METADATA and quality reports);
- Implementation of business statistics that refer to the structural business statistics – SBS, and inward Foreign Affiliate Statistics - FATS.

In domain of **social statistics and demography**, the results have been achieved via:

- *Law on Census of Population, Households, and Dwellings* (Official Gazette of Montenegro 140/22);
- Release of *Survey on Living Conditions and Safety of Women (EU-GBV)*;
- Release of *Survey on Innovative Activities of Enterprises* for the 2018-2020 period;

- Improves method for data collection by using the CAPI method (Computer-Assisted Personal Interviewing) for needs of Survey on Income and Living Conditions (EU-SILC);
- Aligning the social statistics - ESSPROS with the European regulations and Eurostat requirements;
- Implementation of defined activities, mapping national crimes by the International Classification of Crime for Statistical purposes - ICCS in cooperation with the representatives of Police Administration, Secretariat of Judicial Council, Basic Court, Supreme State Prosecutor's Office, Office for Enforcement of Criminal Sanctions, Ministry of Justice, Law Faculty, and Statistical Office;
- Automatized *release for Monthly statistical survey on Employees and Earnings*.

In area of implementing **international projects and cooperation**, the results have been achieved via:

- Continuous bilateral cooperation with member countries in process of aligning official statistics with the EU standards;
- Continuous cooperation with international institutions aimed at modernization of official statistical system by ensuring necessary IT transformation that will ensure timeliness, availability, and quality of statistical data;
- Implemented recommendations given by the assessment mission on compliance with the European Statistics Code of Practice with deadline in 2022;
- Financial assistance of UNICEF in Montenegro that improved the statistical infrastructure;
- Progress in the European integration process reported by the 2022 European Commission Progress Report indicates that "limited progress" was achieved with the average level of readiness for the EU membership;
- Regular implementation of IPA multi-beneficiary (MB) programme, implementation of IPA 2017 and IPA 2019 MB programmes. Under IPA 2017 multi-beneficiary programme there were successfully implemented all planned activities, also indicated in the final report in line with the international standards. The implementation of programme was envisaged for the May 2019-October 2021 period, but due to the COVID-19 pandemic, and in agreement with Eurostat, as a contracting party in this programme, there was defined an extension in duration of nine (9) months. The programme extension will enable six (6) projects to be implemented within the defined deadline;
- All activities of IPA 2019 multi-beneficiary (MB) programme with the defined implementation period September 2021 - March 2024 are carried out within defined deadlines and international rules and standards.

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

Under competence of Statistical Office there are 72, i.e. 67% EU-SDG indicators out of 107 required EU-SDG indicators, while under competence of other institutions at the level of Montenegro 35 EU-SDG indicators. By implementing statistical surveys, Statistical Office made 58 EU-SDG or 80% indicators under its competence available. Statistical Office transmits the official statistical data to EC - Eurostat aimed at the production of indicators at the European level available at the Eurostat's website: <https://ec.europa.eu/eurostat/data/database>. Pursuant to requirements defined by the *National strategy of Sustainable Development Up to 2030 – (NSOR)*, there was achieved the availability of official statistical data at the level of 60% under competence of Statistical Office.

By implementing the *Survey on Living Conditions and Safety of Women (EU - GBV)*, Statistical Office provided an increased availability of these data for the indicators to be produced in this domain.

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

In 2022, there were implemented 199 statistical surveys out of total 205 defined by the 2022 Annual Plan of Official Statistics. Under competence of Statistical Office, there were planned 159 statistical surveys, out of which there were 155 implemented surveys. Under competence of other official statistics producers, there were implemented 44 statistical surveys out of 46 planned surveys. Implemented statistical surveys enable increased availability of Montenegro official statistical data in Eurostat and UN statistical databases.

STATISTICAL OFFICE

Out of 159 planned statistical surveys under competence of Statistical Office, there were implemented 155 surveys, and four (4) statistical surveys were not implemented:

- **Census of Population, Households, and Dwellings** was not implemented in 2022 since the Law o Census of Population, Households, and Dwellings (Official Gazette of Montenegro No 140/22) was adopted in December 2022. Thus, no law basis existed to implement this demanding and the most complex statistical survey;
- **Statistics on population based on administrative sources – pilot** were not implemented having in mind that there was created no legal basis for its implementation. One of preconditions for the implementation of the mentioned survey is the need for the adoption of law on amendments to the law on personal data protection that would enable the access to registers under competence of Ministry of Internal Affairs;
- **Forestry accounts** – pilot, not implemented due to a lack of human resources;
- **Environmental accounts** – pilot, not implemented due to a lack of human resources.

OTHER OFFICIAL STATISTICS PRODUCERS

Out of total 46 planned statistical surveys under competence of other official statistics producers, there are two (2) surveys not implemented by Public Health Institute of Montenegro: Survey on Injuries at Work, and Survey on Causes of Death. The reason for not implementing surveys is human resource reorganization and absence of staff members during 2022.

➤ **Increased availability of economic, financial, social and demographic data of Montenegro, in line with the IMF standards for the e-GDDS system**

In cooperation with the Ministry of Finance and Central Bank of Montenegro, Statistical Office continuously works on updating indicators and metadata, in line with IMF standards for e-GDDS. During 2022, as a result of cyber-attack on government IT infrastructure, there is recorded a delay in the date update for certain indicators about what IMF is informed on time.

➤ **Increased participation of Statistical Office via membership in international working groups, governing bodies, international associations**

Statistical Office is a member of the following international working bodies: working group for modernization of statistical system and governing body for SDG at the UN level. During 2022, representatives of Statistical Office participated in the workshop 'Modernisation of Official Statistics HLG-MOS', 27-29 June 2022.

Table 8 presents the implemented planned activities Operative objective 3. during 2022

Table 8. Information on results of implemented activities for Operative objective 3

No	PERFORMANCE INDICATOR	Starting value	Target value at the middle of implemented strategic document	Target value at the end of implemented strategic document	
		2019 - 2020	2021	2022	2023
1.	Fulfilment of activities that contribute to implementing benchmarks in Chapter 18 - Statistics	40%	60%	60%	
2.	Number produced indicators for needs of global reporting (UN), as well as for needs of regional reporting EU i UNECE region	61% EU-SDG indicators	67% EU-SDG indicators	67% EU-SDG indicators	
3.	Increased availability official statistical data of Montenegro in Eurostat and UN statistical databases	57% UN-SDG indicators	60% UN-SDG indicators	60% UN-SDG indicators	
4.	Increased availability of economic, financial, social and demographic data of Montenegro in line with IMF's standards for e-GDDS system	Available 13 out of total 15 data categories	Available 15 indicators, Central Bank of Montenegro released financial stability indicator	15 indicators available	
5.	Increased participation of Statistical Office via the membership u international working groups, governing bodies, international associations	2	3	4	

Activity that impacts the implementation of Operative objective 3	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned finalization date (2022)	New Implementation date	Source Funding	Resources planned for implementing activities	Implemented resources for activity	Recommendations
Coordination activities with competent institutions aimed at fulfilment of benchmarks in Chapter 18 – Statistics, and in line with signed cooperation agreement in domain of NA general government statistics and the related Statistics (No 01-1488 of 25 April 2016)	Increased level of Montenegro readiness for membership in statistics via progress reports of the European Commission for negotiation Chapter 18 – Statistics. increased production of input for filling certain variables under the table defined by first benchmark for closing Chapter 18 - Statistics	Producers official statistics	Implemented (Working Group for Chapter 18 – Statistics is functioning with new composition since February 2022 established system of regular producing and transmitting tables required by Eurostat)	2021	2022	-	Budget	There are not planned resources for implementing activities	-	-

Activity that impacts the implementation of Operative objective 3	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned finalization date (2022)	New Implementation date	Source Funding	Resources planned for implementing activities	Implemented resources for activity	Recommendations
Increased availability indicators for needs of global reporting (UN), as well as for needs of regional reporting to EU and UNECE region	Indicators under competence of Statistical Office defined by National Strategy of Sustainable Development 2030 for period 2021-2022 and EU project PP 7.2 Sustainable Development Goals (SDGs) indicators	Producers official statistics	Implemented (Statistical Office submits official statistical data to EC - Eurostat aimed at production of indicators at the European level and they available at the official website of Eurostat https://ec.europa.eu/eurostat/data/database)	2021	2022	-	Budget	There are planned no resources for implementation of activities	-	-
Increased availability official statistical data of Montenegro in Eurostat and UN statistical databases and their	Production statistical surveys	Producers official statistics	Implemented (In 2022 implemented are 199 statistical surveys out of total 205)	2021	2022	-	Budget	Budget € 5.151.445,38	Budget €1.483.127,66	-

Activity that impacts the implementation of Operative objective 3	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned finalization date (2022)	New Implementation date	Source Funding	Resources planned for implementing activities	Implemented resources for activity	Recommendations
methodological alignment with relevant methodological frames and concepts of quality			defined by Annual Plan of Official Statistics for 2022)				Potential donor assistance	Potential donor assistance €213 465.00	Potential donor assistance 209 660.54€	
Increased availability economic, financial i social and demographic data Of Montenegro, pursuant to the IMF standards for e-GDDS	Production of Official statistical data	Producers official statistics	Implemented (In cooperation with MF and CBCG, Statistical Office continuously work on updating indicators and metadata, pursuant to IMF standards for e-GDDS).	2021	2022	-	Budget	There are not planned resources for implementing activities	-	During 2022, as a result of cyber-attack on government IT infrastructure for certain indicators there are recorded a delay in data update about what IMF is informed on time.

Activity that impacts the implementation of Operative objective 3	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned finalization date (2022)	New Implementation date	Source Funding	Resources planned for implementing activities	Implemented resources for activity	Recommendations
Increased participation of Statistical Office via the membership in international working groups, governing bodies, international associations.	Regular presence of Montenegro statistical system staff in relevant and key working meetings and different types of trainings in Eurostat and ESS	Official statistics producers	Implemented (During 2022 Statistical Office's representatives participated in the workshop Modernisation of Official Statistics HLG-MOS, 27-29 June 2022)	2021	2022	-	Budget Potential donor assistance	There are planned no resources for implementing activities	-	-

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

Use of new data sources requires the development of new methods in data collection, processing, and analyses so that the quality can be guaranteed in line with the principles of the European Statistics Code of Practice. It means the introduction of new techniques in data collection (CATI, CAPI, CAWI, Web scraping, Web scanning, etc.) through new investments in the IT system for collection, processing, analysis and dissemination of data. In addition to new data sources, a special attention will be devoted to further use of data sources under competence of state administration bodies, and they are necessary for the official statistics production, for the reduction of costs for the production of official statistical data, and the overburden of reporting units.

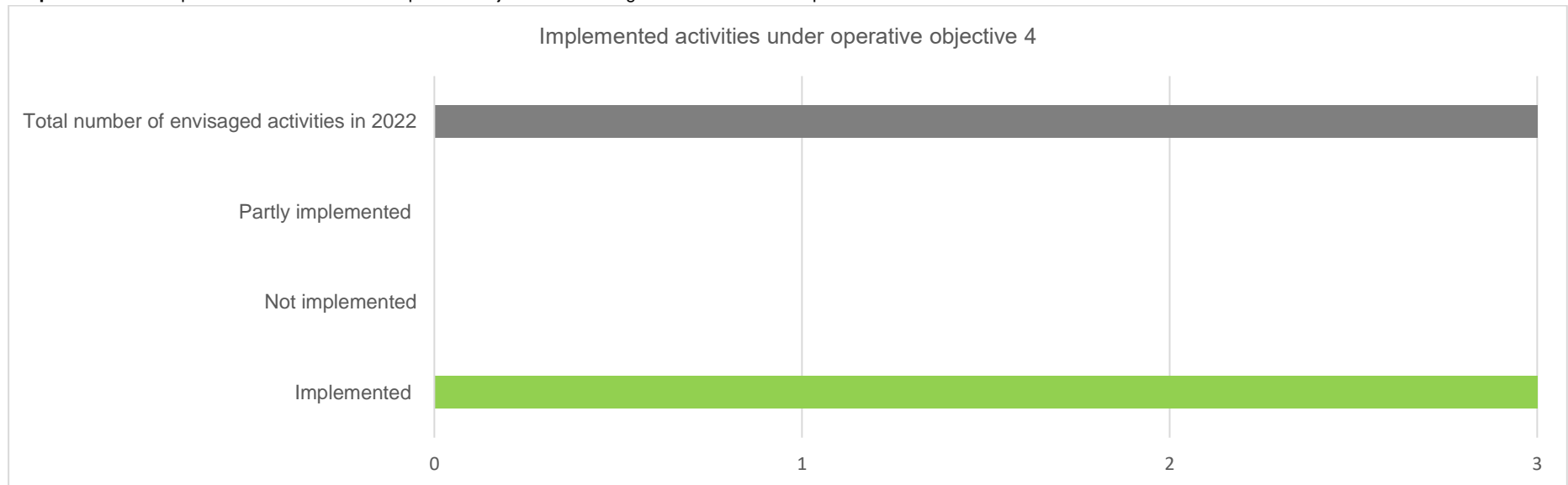
Table 9 presents the achieved planned activities Operative objective 4 during 2022

Table 9. Overview of planned and implemented resources for operative objective 4

in EUR

	Budget		Potential donor resources	
	Planned	Implemented	Planned	Implemented
2022			11 347.73	10 224.94
TOTAL			11 347.73	10 224.94

Graph 7. Status of implemented activities under Operative objective 4 Creating new data sources for production of official statistics



Source: Statistical Office

Key achievements in implementation of Operative objective 4: Creating new data sources za official statistics production

Statistical Office continuously works on the exploration for using new data sources for statistical purposes, and during 2022, there was implemented a pilot project to test the possibility of using web scrap data.

By using 'web scraping' method in programme language Python, there were 'scraped' data from the website of retail trade chain of technical products in Montenegro. The website data are exported in Excel, and as such are used for further analyses. Unstructured data from the website are converted in structured data, i.e. are given in form of tables.

Table 10. Achievement level of performance indicators for Operative objective 4 Creating new data sources for official statistics production

No	PERFORMANCE INDICATOR	Starting value	Target value at the middle of implemented strategic document	Target value at the end of implemented strategic document	
		2019 - 2020	2021	2022	2023
1.	Amended legislation that provide access to data for needs of development of official statistics	Amended Article 35 Law on Official Statistics and Official Statistical System (Official Gazette of Montenegro 18/12 and 17/19)			
2.	Increased number of statistical surveys that use new data sources	0	0	0	
3.	Increased number of statistical surveys that use administrative data sources	49	55 (37+18) ¹⁷	51 (36+15) ¹⁸	
4.	Increased number of new methods in data collection	CAWI, CAPI	CAWI, CAPI	CAWI, CAPI	
5.	Increased number of surveys which test new sources and methods in official statistics production	1 statistical survey	2 statistical surveys	2 statistical surveys	
6.	Reducing overburden of reporting units	Burden indicator: Normal burden 81% Moderate burden 13% High burden 6%	Burden indicator: Normal burden 83% Moderate burden 11% High burden indicator 6%	Burden indicator: Normal burden 83% Moderate burden 11% High burden indicator 6%	

Source: Statistical Office

An example of good practice is possibility to educate the staff of the statistical system for using new data sources.

During 2022, staff of Statistical Office and other official statistics producers are provided with a possibility to participate in 184 international meetings. Organizers of the meetings are Eurostat, GOPA, ICON Institute, UNECE, Energy Community, FAO, etc. In 2022, there was organized the ESTP course ‘Big Data Tools for Advanced Users’ in Hague.

Additionally, as an example of good practice in reaching the implementation of operative objective, we point out the implementation of pilot surveys aimed at the assessment of methodology or data source quality of data that need to be collected by the statistical survey. At the level of Montenegro statistical system, there are introduced 22 pilot statistical surveys that are implemented in cases when there is necessary to

¹⁷ Information comprises a sum of statistical surveys that use administrative data sources and combined method in statistical production

¹⁸ Due to the survey implementation periodicity, there is reduced the number of surveys that use administrative data sources.

perform the assessment of methodology or data source quality of data that need to be collected by the statistical survey. Under competence of Statistical Office, there are 20 pilot statistical surveys and two surveys under competence of Central Bank of Montenegro. In 2022, new statistical surveys planned by the Central Bank of Montenegro (Statistics of other financial institutions- factoring companies) and Public Health Institute of Montenegro (Survey on Causes of Deaths).

Table 10 presents accomplished planned activities under the operative objective 4 during 2022

Table 10. Information on results of implemented activities under operative objective 4

No	PERFORMANCE INDICATOR	Starting value	Target value at the middle of implemented strategic document	Target value at the end of implemented strategic document	
		2019 - 2020	2021	2022	2023
1.	Amended legislation that provides an access to the data for needs of official statistics development	Amended Article 35 Law on Official Statistics and Official Statistical System (Official Gazette of Montenegro No 18/12 and 17/19)			
2.	Increased number of statistical surveys that use new data sources	0	0	0	
3.	Increased number of statistical surveys that use administrative data sources	49	55 (37+18) ¹⁹	51 (36+15) ²⁰	
4.	Increased number of new methods in data collection	CAWI, CAPI	CAWI, CAPI	CAWI, CAPI	
5.	Increased number of surveys that test new sources and methods in production of official statistics	1 statistical survey	2 statistical surveys	2 statistical surveys	
6.	Reducing overburden of reporting units	Burden indicator: Normal burden 81% Moderate burden 13% High burden 6%	Burden indicator: Normal burden 83% Moderate burden 11% High burden indicator 6%	Burden indicator: Normal burden 83% Moderate burden 11% High burden indicator 6%	

¹⁹ Information comprises a sum of statistical surveys that use administrative data sources and combined method in statistical production.

²⁰ Due to the survey implementation periodicity, there is reduced the number of surveys that use administrative data sources

Activity that impacts the implementation of Operative objective 4	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned finalization date (2022)	New implementation date	Source Funding	Resources planned for implementing activities	Implemented resources for activity	Recommendations
To enable education of staff in statistical system for use of new data sources in domain of using 'Big Data'	Education of staff in the statistical system under ESS and other statistical organizations and institutions on use of new data sources	Producers official statistics	Implemented (Using method 'Web scraping', in programme language Python, there were 'scraped' data from a website of retail trade chain of technical products in Montenegro.)	2021	2022	-	Budget / Potential donor assistance	Potential donor assistance 1.496,73€	Potential donor assistance 1.496,73€	-
Implementation of pilot surveys aimed at assessment of methodology and quality of data sources for data that need to be collected by statistical surveys	Use of administrative data sources for the statistical purposes	Producers official statistics	Implemented (Under competence of Statistical Office there are 20 pilot statistical surveys and under competence of Central Bank of Montenegro there are two surveys.)	2021	2022	-	Budget/ Potential donor assistance	There are not planned resources for implementing activities	-	-
Implementation of pilot surveys and pilot projects aimed at exploring new methods	Exploring possibilities in use of new methods for	Producers official statistics	Implemented (In 2022, new statistical surveys are planned by	2021	2022	-	Budget/ Potential donor assistance	Potential donor assistance 9.851,00€	Potential donor assistance 8.728,21€	-

Activity that impacts the implementation of Operative objective 4	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned finalization date (2022)	New implementation date	Source Funding	Resources planned for implementing activities	Implemented resources for activity	Recommendations
and sources in statistical production	statistical production		Central Bank of Montenegro and Public Health Institute of Montenegro)							

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

High quality of official statistical data shall remain also in the next period a key activity of Montenegro official statistics. There will continue the process of quality improvement in all statistical activities, not only in the process of producing official statistics, but also in managing processes. The mechanisms for ensuring quality will be based on defined quality standards through both use and implementation of total quality management – TQM model and Generic Statistical Business Process Model - GSBPM. The use of standards will ensure clear communication, good coordination, and cooperation within the system.

Overview of resources for implementing activities under the operative objective 5 is presented in Table 11.

Table 11. Overview of planned and implemented resources for the operative objective 5

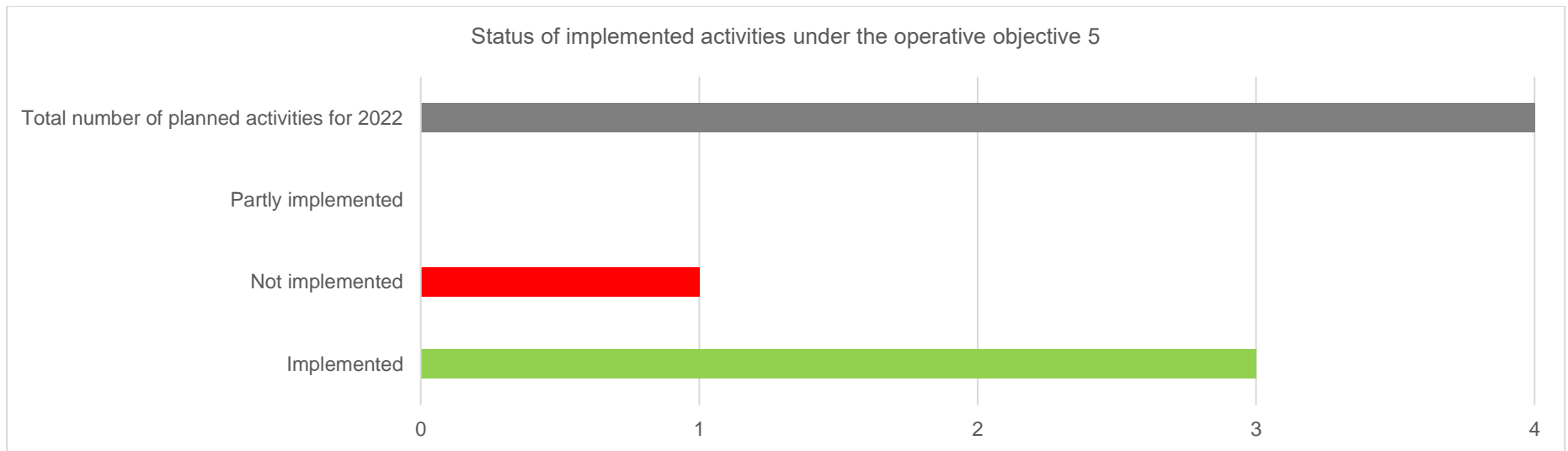
in EUR

	Budget		Potential donor resources	
	Planned	Implemented	Planned	Implemented
2022		5 000,00*	10 000,00	
TOTAL		5 000,00*	10 000,00	

*Co-financing

Source: Statistical Office

Graph 8. Status of implemented activities under the operative objective 5. Further implementation of the European Statistics Code of Practice



Source: Statistical Office

Key achievements in implementation of Operative objective 5: Further implementation of the European Statistics Code of Practice

*Peer Review Report on Compliance with the Code of Practice and the Coordination Role of the National Statistical Institute*²¹ indicates that Statistical Office is generally aligned with the European Statistics Code of Practice. The Report comprises recommendations aimed at enhancing further alignment with the European Statistics Code of Practice.

An example of good practice is defining of the Action Plan for Implementation of Recommendations set by the Peer Review Report, whose implementation is monitored at the annual level.

During 2022, there is achieved a high-quality level in line with principles of the European Statistics Code of Practice, in the same time the implementation of all recommendations from the peer review mission with deadline in 2022. A percentage of implemented recommendations defined by *the Report Peer Review Report on Compliance with the Code of Practice and the Coordination Role of the National Statistical Institute* is 68.2%.

²¹ Peer Review Report 2018 <https://www.monstat.org/userfiles/file/o%20nama/2019/Peer%20Review%20Report%20of%20Montenegro%202018.pdf>

Table 12. Achievement level of performance indicators for Operative objective 5. Further implementation of the European Statistics Code of Practice

No	PERFORMANCE INDICATOR	Starting value		Target value at the middle of implemented strategic document	Target value at the end of implemented strategic document	
		2019	2020	2021	2022	2023
1.	Continuous percentage growth of implemented activities In line with evaluation standards defined by principles of the European Statistics Code of Practice, proposed in regular peer review mission reports	10%		40%	68.2%	
2.	Established GSBPM which enhances the integration of statistical system by using the same quality model in all process of statistical production	Defined framework		Established GSBPM system		
3.	Implementation of Total Quality management (TQM) elements defined by the Strategy on Quality of Statistical Office, that that represents a joint quality framework of the European statistical system	80%	85%	87%	87%	
4.	Implemented system of self-assessment and internal revision of quality of official statistical data, defined by questionnaire, by implementing internal revision and analysis of obtained results	No		Defining strategic framework		
5.	Problem of premises in Statistical Office solved aimed at the full implementation of the European Statistics Code of Practice and General data Protection Regulation – GDPR	Problem of premises is not solved		Spatial problem is not solved		

Commitment to quality is one of principles of the European Statistics Code of Practice where it is indicated “*Statistical authorities are committed to quality. They systematically and regularly identify strengths and weaknesses to continuously improve process and output quality*”.

An example of good practice is the staff’s commitment in implementation of Total Quality management (TQM) elements defined by the Strategy of Quality of Statistical Office, that represents a joint quality framework of the European Statistical System. Accordingly, Statistical Office worked during 2022 on the improvement of statistical products and processes, and implemented the following activities:

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

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

The purpose of assessing the quality of official statistical data is an improvement of harmonization level with quality standards in domain of official statistics at international and European level, main UN principles, principles of the European Statistics Code of Practice, and quality principles of Montenegro statistical system.

By assessing the quality in the statistical system of Montenegro it is possible to identify principles and use of quality model in the statistical production. Implementation of quality requires the full commitment of staff members, regular monitoring, and assessment of quality of official statistical data.

Statistical Office decide to introduce the self-assessment of quality of statistical production based on GSBPM, and on principles of the European Statistics Code of Practice. There was prepared *the Questionnaire for Self-Assessment of Quality of Statistical Production in Statistical System of Montenegro*, together with the supporting documents systematised in the *Guide for Organization of Quality Self-Assessment in Statistical System of Montenegro*. The questionnaire was tested on two statistical surveys: *Transport of Passengers and Goods at Airports by Airports Pairs*, and *Labour Force Survey*.

Based on the Annual Programme and Plan of Self-Assessment, there is also planned self-assessment of statistical surveys for the next period.

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

Statistical Office continuously prepares and updates quality reports for users, available at the official website. During 2022, the quality reports were prepared in new form and design. The report contents are in line with the SIMS 2.0 structure and Handbook for Quality Reporting and Metadata.

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

Under IPA 2019 project 'Quality management', there was organized an expert mission from 9 to 13 May 2022, as well as study visit to the Statistical Office of the Republic of Slovenia in duration of two working days (2 and 3 June 2022). During the mission, there was presented the modernization of Statistical Office of the Republic of Slovenia by using the GSBPM through an IT application.

During 2022, there was started with the activities on creating application for implementing the quality management model that foster the integration of statistical system by using the same quality model in all phases of statistical production.

A training of representatives of other official statistics producers was held on 30 September 2022. The topic of training was implementation of GSBPM with use of national matrix for identifying use of GSBPM quality model in statistical production, as well as improvement of quality reports and use of electronic questionnaire metadata. Table 12 presents achieved planned activities of operative objective 5 during 2022.

Table 12. Information on results of implemented activities under operative objective 5

No	PERFORMANCE INDICATOR	Starting value		Target value at the middle of implemented strategic document	Target value at the end of implemented strategic document	
		2019	2020	2021	2022	2023
1.	Continuous growth of implemented activities In line with evaluation standards defined in principles The European	10%		40%		

	Statistics Code of Practice, proposed in regular peer review missions					
2.	Established GSBPM that enhances the integration of statistical system by use of the same quality model in all processes of statistical production	Defined framework		Established the GSBPM system		
3.	Implementation of Total Quality management (TQM) elements defined by the Strategy of Quality of Statistical Office, that represents a joint quality framework of the European Statistical System	80%	85%	87%	87%	
4.	Implemented self-assessment system and internal revision of official statistical data quality by producing questionnaire, implementing internal revision, and analysing obtained results	Ne		Defining strategic framework		
5.	Solved problem of Statistical Office's premises aimed at full implementation of the European Statistics Code and GDPR Regulation	Problem of premises is not solved		Spatial problem is not solved		

Activity that impacts the implementation of Operative objective 5	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned finalization date (2022)	New implementation date	Source Funding	Resources planned for implementing activities	Implemented resources for activity	Recommendations
Testing self -assessment questionnaire	Testing questionnaire completed	Producers of official statistics	Implemented (During 2022, self-assessment questionnaire was tested on two statistical surveys: <i>Transport of passengers and goods at airports by airport pairs</i> and <i>Labour Force Survey - LFS.</i>)	2021	2022	-	Potential donor assistance	Potential donor assistance €10 000.00	Potential donor assistance €5 000.00	Implemented via project IPA 2019 6.1 'Quality Management'

Activity that impacts the implementation of Operative objective 5	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned finalization date (2022)	New implementation date	Source Funding	Resources planned for implementing activities	Implemented resources for activity	Recommendations
Developing Action Plan and accompanying procedures aimed at the implementation of GSBPM in line with project IPA 6.1 Quality management	Implementation activities defined by Action Plan	Producers official statistics	Implemented (Implemented activities from the Action Plan are available at the official website of Statistical Office in the part for quality https://www.monstat.org/cg/page.php?id=1514&pageid=1514)	2021	2022	-	Potential donor assistance	Resources for implementing activities not planned	-	Implemented via project IPA 2017 6.1 "Quality management"
Implementation of Total Quality management (TQM) elements defined by Quality Management Strategy, that represents a joint quality framework of European statistical system in line with project IPA 2015 6.1 Quality management	Implementation activities defined by Quality Management Strategy	Producers official statistics	Implemented (Increased number of quality reports for users at the official website of Statistical Office. During 2022, the reports were prepared in new form and design.)	2021	2022	-	Potential donor assistance	-	-	Implemented via project IPA 2019 6.1 "Quality management"

Activity that impacts the implementation of Operative objective 5	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned finalization date (2022)	New implementation date	Source Funding	Resources planned for implementing activities	Implemented resources for activity	Recommendations
Implementation of activities defined in the ' <i>Functional Analysis for Needs of Purchase Business Premises</i> ' that is submitted to Ministry of Finance and Social Welfare 30 January 2018	Problem of Statistical Office's premises solved aimed at full implementation of the European Statistics Code of Practice and General data Protection Regulation – GDPR	Ministry of Finance	Not implemented	Q2 2019	2022	Q4 2023	Budget	-	-	By this, multi-year recommendation of the European Commission is implemented, in the same time the most important precondition for further progress in the European integration process Additional information on further development of activities will be submitted by the Real Estate Authority.

Source: Statistical Office

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

Development of official statistics by using new methods for data collection, and by using new data sources (administrative or other sources), will be in the same time a basis for a development of integrative system for production of official statistics. There is a plan to shift the current system domain-oriented (for every individual survey there is developed a special system for collection, processing, and release data) and partly integrated, to an integrated system organized in terms of statistical processes.

The Integrated IT system for collection, processing, release, and documenting official statistical data will be further developed in line with GSBPM. By establishing such integrated IT system, there will be improved timeliness and relevance of official statistics, efficiency and productivity of Statistical Office will reduce the overburden of respondents by integrating data from administrative data sources and exchange of statistical data between domain statistics in the Statistical Office.

Table 13 presents implemented planned activities under operative objective 6 during 2022

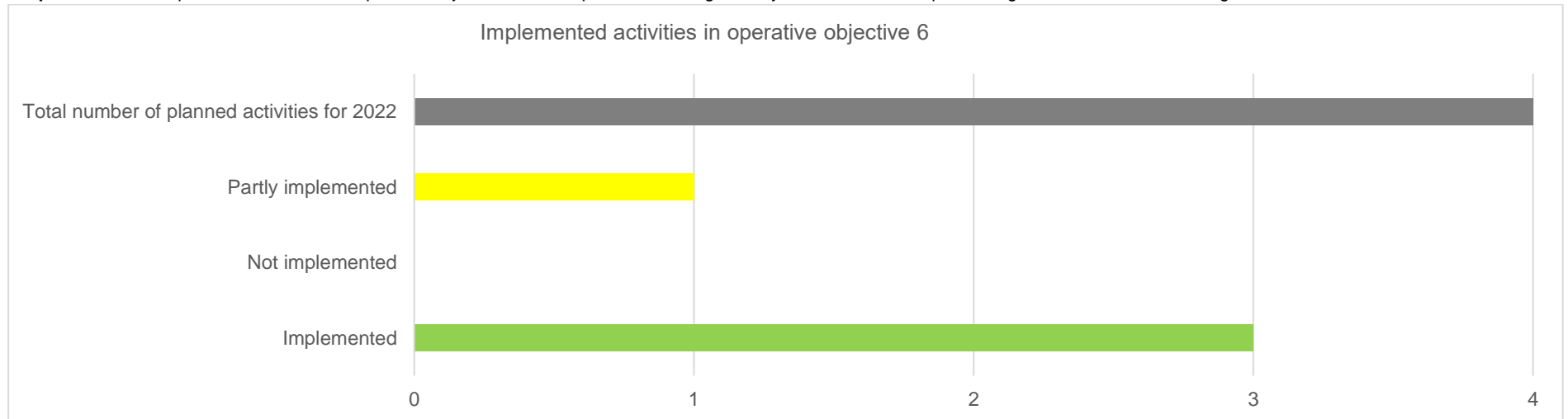
Table 13. Overview of planned and implemented resources for operative objective 6

in EUR

	Budget		Potential donor resources	
	Planned	Implemented	Planned	Implemented
2022	94 403.80	62 406.90		
TOTAL				

Source: Statistical Office

Graph 9. Status of implemented activities in operative objective 6. Development of IT integrative system for collection, processing, release, and documenting official statistical data



Source: Statistical Office

Key achievements in implementation of Operative objective 6: Development IT integrative system for collection, processing, release and documenting official statistical data

Development of IT integrative system is monitored through the integration of statistical data between domain statistics in the Statistical Office, administrative data sources, data of official statistics producers, as well as development of data and metadata transmission system to Eurostat at the Montenegro statistical system level. An example of good practice is the improvements continuing also during 2022:

- Improvement of IT integrative system for entering and processing of statistical data (a part for data collection);
- In line with international standards for meta data, there are improved design and exchange of data with other procedures of official statistics;
- Defined an electronic questionnaire for collection of metadata of other official statistics producers; and
- Improvement of method for data collection (defined electronic questionnaire) for needs of earnings statistics.

Development of IT integrative system continues through modernization and automatic generation of public releases in domain of price, earning, transport, and tourism statistics.

During 2022, via the IPA 2019 MB project, a progress was achieved with the improvement of metadata system component within the official statistical system, and its alignment with the ESS framework. CAWI method (Computer Aided Web Interviewing) is used to collect the data from other producers of official statistics for needs of updating metadata. To improve the expert knowledge in this domain, there was organized an educative workshop for representatives of other official statistical producers in the Statistical Office's premises on 27 September 2022.

Modernization of data collection for statistical purposes during 2022 referred to the standardization of collection activities through the use of new technologies and tools that enhance an efficient collection. For this purpose, there is improved the data collection system by using CAPI (Computer-Assisted Personal Interviewing), in:

- Survey on Income and Living Conditions (EU-SILC);
- Survey on Use of ICT for Households and Individuals (ICT);
- Survey on Use of ICT for Enterprises;
- Survey on Number of Livestock and Poultry;
- Survey on Achieved Yields of Late Crops, and
- Survey on Freight Road Transport.

For needs of earning statistics, there is developed the CAWI method, defined electronic questionnaire for data collection that connects the data collection processes and reduces the overburden of reporting units.

Table 14. Achievement level of performance indicators for Operative objective 6. Development IT integrative system for collection, processing, release and documenting official statistical data

No	PERFORMANCE INDICATOR	Starting value	Target value at the middle of implemented strategic document	Target value at the end of implemented strategic document	
		2019 - 2020	2021	2022	2023
1.	Developed IT integrated system for collection, processing, release, and documenting official statistical data	Developed IT integrated system for collection, processing, release, and documenting of official statistics data	Developed IT integrated system for collection, processing, release and documenting official statistical data in 20% of statistical surveys	Improved part that refer to the data collection data and which improved the quality of official statistics production process.	
2.	Developed IT system of electronic archiving and documenting	Analysis of state	Defining Action Plan	Establishment of system	
3.	Developed SDMX structure for statistical data transmission via e-Damis web portal	Preparation of SDMX files by using SDMX convertor	Implementation SDMX-RI tools for creating SDMX files that are sent via EDAMIS web portal to Eurostat	Increased datasets that are sent in SDMX format to Eurostat via EDAMIS web portal	
4.	Reduced overburden of reporting units	Burden indicator: Normal burden 81% Moderate burden 13% High burden indicator 6%	Burden indicator: Normal burden 83% Moderate burden 11% High burden indicator 6%	Burden indicator: Normal burden 83% Moderate burden 11% High burden indicator 6%	

Additionally, an example of good practice in 2022 is the data back-up, purchase and installation of NAS file server. IT protection improved that is reflected through the purchase of new hardware (Cisco firewall), and purchase of Kaspersky Antivirus software with additional modules that protect of the newest security threats. The protection of the access to IT system is improved by improvements done in terms of authentication and authorization.

In previous period, there is increased the number of datasets sent to Eurostat in SDMX format. In line with the Eurostat's recommendations, SDMX converter and SDMX RI tools (Statistical Data and Metadata eXchange-Reference Infrastructure) are used for creating SDMX files. SDMX RI infrastructure is fully implemented in domain of National Accounts - NA, since all SDMX files with NA data are sent to Eurostat, previously created by using SDMX RI tools.

Table 14 presents the achieved planned activities under operative objective 6, during 2022

Table 14. Information on results of implemented activities in Operative objective 6

No	PERFORMANCE INDICATOR	Starting value	Target value at the middle of implemented strategic document	Target value at the end of implemented strategic document	
		2019 - 2020	2021	2022	2023
1.	Developed IT integrated system for collection, processing, release and documenting official statistical data	Developed IT integrated system for collection, processing, release i documenting results of official statistics	Developed IT integrated system for collection, processing, release i documenting official statistical data in 20% of statistical surveys	Improved a part that refer to data collection through which the quality of official statistics production process is improved.	
2.	Developed IT system electronic archiving and documenting	Analysis of state	Defining Action Plan	Establishment of system	
3.	Developed SDMX structure for sending statistical data via e-Damis web portal	Preparation of SDMX files by using SDMX convertors	Implementation SDMX-RI tools for creating SDMX files that are sent via EDAMIS web portal to Eurostat	Increased datasets that are send in SDMX format to Eurostat via EDAMIS web portal	
4.	Reduced overburden of reporting units	Burden indicator: Normal burden 81% Moderate burden 13% High burden indicator 6%	Burden indicator: Normal burden 83% Moderate burden 11% High burden indicator 6%	Burden indicator: Normal burden 83% Moderate burden 11% High burden indicator 6%	

Activity that impacts the implementation of Operative objective 6.	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned finalization date (2022)	New implementation date	Source Funding	Resources planned for implementing activities	Implemented resources for activity	Recommendations
Increased use of IT integrative system for collection, processing, release, and documenting official statistical data, in different statistical domains	Work on use of IT integrative system that is in line with GSBPM for collection, processing, release and documenting official statistical data in statistical domains	Statistical Office	Implemented (improvement IT integrative system for entering and processing statistical data (a part for data collection))	2021	Q4 2022	-	Budget	Budget €96 403.80	Budget €62 406.90	
Exploration of technical possibilities and defining Action Plan in line with law provisions in the use of electronic businesses	Action plan produced for use of electronic business	Statistical Office	Partly implemented (During 2022 there was done on defining technical possibilities for use of electronic business)	2021	Q4 2022	-	Budget	Resources for implementing activities are not planned	-	

Activity that impacts the implementation of Operative objective 6.	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned finalization date (2022)	New implementation date	Source Funding	Resources planned for implementing activities	Implemented resources for activity	Recommendations
Preparation SDMX files by using SDMX convertors	Developed SDMX structure for sending statistical data via EDAMIS web portal	Statistical Office	Implemented (SDMX RI infrastructure is fully implemented for NA domain)	2021	Q4 2022	-	Budget	Resources for implementing activities are not planned	-	-
Coordination of sample for small, middle, and large enterprises. Coordination of sample is done in line with the Instruction for Sample Coordination (procedure in SAS program -) for enterprises and households), and coordination of administrative data sources	Reduced overburden of reporting units	Statistical Office	Implemented (Developed and improved data collection system by using CAPI	I quarter 2021	Q42022	-	Budget	Resources for implementing activities are not planned	-	-

Source: Statistical Office

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

Having in mind possibilities that offer modern technology when data dissemination and communication with users are considered, in the next period there is a plan to modernize the dissemination in a way that official statistics results are to be available to different user groups.

Adjustment of official statistical data to different user groups will require the development of different level of data availability. Accordingly, the widest access for users to detailed databases will be possible by developing a dynamic website of Statistical Office, and providing the use of data at the most detailed level. Additionally, new types of data release will be developed that will include visualization, animation, and in this way to present the official statistics results in understandable, and simple manner.

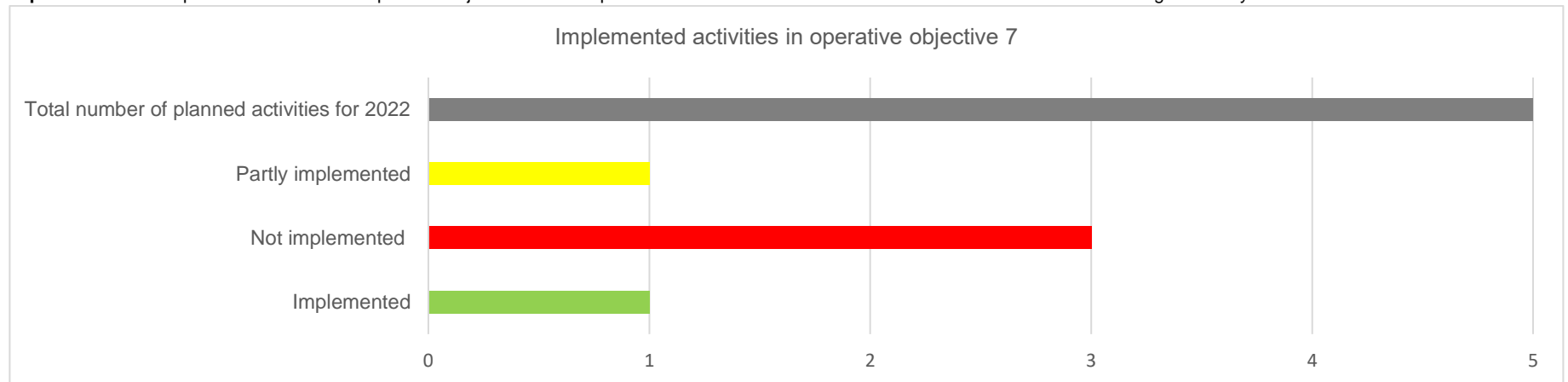
Overview of resources for implementing activities under operative objective 7 is presented in Table 15.

Table 15. Overview planned and implemented resources under operative objective 7 in EUR

	Budget		Potential donor resources	
	Planned	Implemented	Planned	Implemented
2022	-	-	-	-
	-	-	-	-
TOTAL				

Source: Statistical Office

Graph 10. Status of implemented activities in operative objective 7. Development data dissemination and communication in line with needs of digital society



Source: Statistical Office

Key achievements in implementation of Operative objective 7: Development data dissemination and communication in line with needs of digital society

Aimed at promoting official statistics and in line with the increased user needs, Statistical Office published in 2022 via its official website and social media (Twitter and LinkedIn) the official statistics results via:

- 179 statistical releases (in monthly, quarterly, and annual publication);
- 5 publications (online and printed); and
- 16 infographics.

The official email address of Statistical Office received 468 user requests, while there were 61 requests from media.

Table 16. Overview planned and implemented resources under Operative objective 7. Development data dissemination and communication in line with needs of digital society

No	PERFORMANCE INDICATOR	Starting value		Target value at the middle of implemented strategic document	Target value at the end of implemented strategic document	
		2019	2020	2021	2022	2023
1.	Defined Policy and Strategy of Dissemination	No	No	No	Ongoing	
2.	Functional official website of Statistical Office	Definition of starting grounds		No	No	
3.	Promotion of official statistical data via applications, interactive tools, animations, and infographics	Yes	Yes	Yes	Yes	
4.	Number of staff members in the PR unit	1	1	1	1	
5.	Establishment of the PR unit	No	No	No	No	

Source: Statistical Office

Via IPA 2019 programme, there is planned project 'Communication' by which the main activities that refer to better cooperation with users. Preparation of new Dissemination Policy and the Communication Strategy. The first expert mission in this project was held in November 2022, and there are defined activities that are needed to be implemented in August 2023.

The implementation of these activities was under the influence of COVID-related circumstances, as well under influence of human capacities employed in the Dissemination, Database, and Quality Management Department.

During 2022, there were released 16 infographics for different statistical domains, promoting them at the website of Statistical Office, as well as in social media (Twitter and LinkedIn). Additionally, Statistical Office in the previous period produced a promotive video on the occasion of 20 October – European Statistics Day.

Additionally, at the beginning of 2022 there was improved design and contents of statistical releases that are released in monthly, quarterly, and annual dynamics incorporating time and geographical comparability of data (where is relevant). In June 2022, Statistical Office for the first time published the data from survey '*Organic Production*', and data from the biannual survey '*Innovative activities in enterprises*' in July 2022.

Biannual *User Satisfaction Survey of Statistical Office 2022* is implemented by Statistical Office with the aim to measure the level to which user needs for official statistics results are met compared to the available official statistiku, covering also user potential expectations. It is a continuous of regular user satisfaction survey implementation 2017 and 2020 that provides data on methodology, accuracy, relevance, availability, and use of different domains of official statistics. The report on user satisfaction survey for 2022 is released at the official website.

Table 16. Information on results of implemented activities in Operative objective 7

No	PERFORMANCE INDICATOR	Starting value		Target value at the middle of implemented strategic document	Target value at the end of implemented strategic document	
		2019	2020	2021	2022	2023
1.	Defined Policy i Strategija diseminacije	No	No	No	Ongoing	
2.	Functional official website of Statistical Office	Defining starting grounds		No	No	
3.	Promotion of official statistical data via applications, interactive tools, animations, and infographics	Yes	Yes	Yes	Yes	
4.	Number of staff members in the PR unit	1	1	1	1	
5.	Establishment of PR unit	No	No	No	No	

Activity that impacts the implementation of operative objective 7	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned finalization date (2022)	New implementation date	Source Funding	Resources planned for implementing activities	Implemented resources for activity	Recommendations
Amendment to the valid Rulebook on Job Description and Internal Organization	Increased number of staff members in PR Unit	Statistical Office	Not implemented	2021	2022	Q4 2023	Budget	Resources for implementing activities are not planned	-	During 2022 there was no amendment to the Rulebook on Job Description and Internal Organization
Preparation of Dissemination Policy	Defined Dissemination Policy	Statistical Office	Not implemented	2021	2022	Q2 2023	Budget/ Potential donor assistance	Resources for implementing activities are not planned	-	Activity will be implemented under IPA 2019 project 'Communication'
Preparation of Dissemination Strategy	Defined Dissemination Strategy	Statistical Office	Partly implemented	2021	2022	Q2 2023	Budget/ Potential donor assistance	Resources for implementing activities are not planned	-	After expert mission under project 'Communication', there is defined a team that will work on the development of Communication Strategy. Draft Strategy has been prepared

Activity that impacts the implementation of operative objective 7	Performance indicator	Competent institutions	Implementation status	Start date (2021)	Planned finalization date (2022)	New implementation date	Source Funding	Resources planned for implementing activities	Implemented resources for activity	Recommendations
1) Defining starting grounds for the establishment of functional official website of Statistical Office; 2) Work on the establishment of functional website of Statistical Office: 3) Establishment of dissemination database	Functional official website of Statistical Office	Statistical Office	Not implemented	2021	2022	IV quarter 2023	Budget/ Potential donor assistance	Resources for implementing activities are not planned	-	Activity on development of new dynamic website that will provide more functional data access to users is planned under IPA 3 project
Defining necessary administrative capacities (HR and technical) for promotion of official statistical data via applications, interactive tools, animations, and infographics	Defined Action Plan	Statistical Office	Implemented	2021	2022		Budget/ Potential donor assistance	Resources for implementing activities are not planned	-	

Source: Statistical Office

VIII. RECOMMENDATIONS FOR FINAL PHASE OF IMPLEMENTED STRATEGIC DOCUMENT

Recommendations for final phase of implemented strategic document are created in such a manner that are in line with the implementation of operative objective for development of official statistics of Montenegro, defined in the strategic document “*Development Strategy of Official Statistics 2019-2023*”.

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

1. To continue with the establishment of permanent dialogue with data users and development of partnership aimed at the development of statistical community (competence: Statistical Office and other producers of official statistics);
2. Implementation of IPA 2019 project ‘Communication’ whose main activities refer to better cooperation with users, as well as organizing educative seminars (project coordinator: Statistical Office).

Operative objective 2 - Education statisticians as data scientists

1. Organization of educative workshop for management of statistical processes, in line with the European Statistics Code of Practice and TQM model (competence: Statistical Office and other producers of official statistics);
2. Regular involvement of official statistics producers in working groups, engaged in modernization and development of official statistics by using ‘Big Data’ (competence: Statistical Office and other producers of official statistics);
3. Regular presence of staff members in statistical system in trainings under ESS (competence: Statistical Office and other producers of official statistics);
4. To enhance existing human capacities of official statistics producers through improving knowledge and skills, and strengthen motivation for work (first of all through the use of all types of assistance and technical assistance programme) (competence: Statistical Office and other producers of official statistics).

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

1. Continued activities contributing to the implementation of benchmarks in Chapter 18 - Statistics (competence: Statistical Office and other producers of official statistics);
2. Further strengthening interinstitutional cooperation between all official statistics producers in the system aimed at harmonization and innovating official statistics with international standards, and recommendations (competence: Statistical Office and other producers of official statistics);

Operative objective 4 - Creating new data sources za official statistics production

1. To continue innovation of the official statistics production process, by introducing new technology and new data sources in line with needs of modern society (competence: Statistical Office and other producers of official statistics);
2. Further strengthening the cooperation with holders of administrative data sources to reduce the costs for the production of official statistical data and overburden of businesses and citizens (competence: Statistical Office and other producers of official statistics).

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

1. Continued process of quality improvement in all statistical activities, not only in the production process, but also in management of process by using GSBPM (competence: Statistical Office and other producers of official statistics).

Operative objective 6 - Development IT integrative system for collection, processing, release and documenting official statistical data

1. Continued activities on the production of dissemination database (competence: Statistical Office);
2. Investments in IT infrastructure that refer to collection, processing, and dissemination of data aimed at development of an integrated IT system (competence: Statistical Office).

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

1. To continue activities aimed at development of Dissemination Strategy and Dissemination Policy;
2. To continue activities on development of data dissemination and communication in line with needs of digital society;
3. To strengthen human capacities by using the number of staff members in the official statistics system.

IX. KEY RISKS

Key risks identified by EC – Eurostat also in the Montenegro progress reports for period 2014 – 2018 are:

- Need to increase human and financial resources of Statistical Office (existing capacities, regardless of good results in the previous period are not enough to meet the increased need for National Strategy of Sustainable Development Up to 2030, and Accession Programme of Montenegro to the European Union);
- Further harmonization with ESA 2010 standards, including public finance statistics; and
- A lack of premises (risks of inadequate space that impact further process of statistical production: (i) incapability of ensuring working space and reduced productivity of employed persons due to inadequate working conditions; (ii) security risks of access to building, and with this of individual data due to inexistence of adequate storage archive; (iii) technical shortcomings that limit the modernization of official statistics production process, as well as use of technical and other security standards, that should be implemented in storage and treatment of confidential data).

Challenges of implementing Operative objective 1 - Establishment of permanent dialogue with data users and partnership development

Users of official statistical data have a central role in the activities of official statistical system, because they need to reflect the users' needs. A lack of human resources of Statistical Office limits capacities to meet completely user needs for data which represents one of challenges for the implementation of activities under operative objective 1.

Challenges of implementing Operative objective 2 - Education statisticians as data scientists

Statistical Office will undertake all activities under its competences to increase the number of staff members and increase knowledge and skills of current staff with a special accent on the development of new generation of scientists that work with the data. Having in mind both society digitalization level, and '*data revolution*', that opened new opportunities to the development of official statistics, one of key challenges for the official statistics remains further development of knowledge and skills of statisticians as an expert and professional staff, and creating a new generation of statisticians as 'data scientists' from whom there will expected deep knowledge of new theories and methods for processing 'Big data'. The development of generation of statisticians as data scientists will consider the development

of individuals as professional statisticians not only through the working career as it is now the case, but through the development of specialized faculties and educative programmes.

Challenges of implementing Operative objective 3 - Further harmonization and innovation of official statistics with international standards/recommendations

Due to the lack of human, financial, and spatial capacities, the risk of unfulfilling the obligations defined in Chapter 18 and other chapters where the official statistical data are necessary is increased. Under its double role, Statistical Office is devoted to ensuring the official statistics relevant for adopting and monitoring the national policy, as well as policies defined at the EU level. Double role requires additional work and investment of this body's staff, which implicates an additional burden on dynamics of regular tasks. Statistical Office is currently performing its double role with an only half of working capacity necessary for performing regular job, which indicates a high risk for the organization of current, and reaching further progress.

Challenges of implementing Operative objective 4 - Creating new data sources za official statistics production

Budget restriction represents an additional request for higher cost-effectiveness in data collection and processing, requesting an introduction of optimal methods for data collection using modern IT solutions where it is possible, as well as increased use of administrative data sources. Statistical Office most often uses the PAPI method (Paper and pencil interviewing) for data collection, but there is an increased possibility for respondents to provide data on-line, by using CAWI (Computer aided web interviewing) and CAPI (Computer aided personal interviewing) methods.

Challenges of implementing Operative objective 5: Further implementation of the European Statistics Code of Practice

The continuation of process on the improvement of quality in all statistical activities, not only in the production process, but also in managing processes by using GSBPM requires strengthening of expert and human resources in all organizational units inside the official statistical system.

Challenges of implementing Operative objective 6 - Development IT integrative system for collection, processing, release and documenting official statistical data

Lately, technological progress and user request have significantly changed, what has also reflected on the nature of statistical surveys, thus, in addition to the high- quality official statistical data, there are set new challenges that come from the change in the access to the official statistics production and creation of multi-dimensional databases. Accordingly, Statistical Office will work in the next period on redesigning of information and communication framework, development of integrative system for collection, processing, release and documenting official statistical data. This activity is extremely financially demanding, but it is in the same time one of the key objectives of the official statistics.

Challenges of implementing operative objective 7: Development data dissemination and communication in line with needs of digital society

Having in mind possibilities provided by modern technologies when dissemination of data and communication with users, it is planned in the next period to modernize the manners of dissemination making the official statistical data available to different user groups. Adjusting official statistical data to different user groups requires the development of different level of data availability. Accordingly, an increased access of users to detailed databases will be enabled by the development of dynamic website of Statistical Office what will make possible the use of data at the most detailed level. To implement this activity, it is necessary to significantly increase human and financial resources of Statistical Office.

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STATISTICAL OFFICE

**ACTION PLAN FOR IMPLEMENTATION OF DEVELOPMENT STRATEGY OF OFFICIAL STATISTICS
2019 - 2023
(for 2023)**

Podgorica, March 2023

STRATEGIC AIM: Aim of official statistics is to provide all users with figures and representative data, and information on economic, demographic, and social phenomena, as well as on phenomena in the area of environment in Montenegro, in line with internationally defined methodology and the highest professional standards.						
Operative objective 1: Establishment of permanent dialogue with data users and partnership development						
Performance indicator	Starting value		Target value at the middle of implemented strategic document		Target value at the end of implemented strategic document	
Number of met user requests via Five-Year Programme and Annual Plan of Official Statistics, in partnership with academia, scientific and research community, private sector, and others.	Out of total number (65) of proposals and suggestions, there are accepted 74% or 48 user proposals and suggestions		Implementation of user suggestions and implementation of pilot surveys 80%		Implementation of suggestions and surveys 100%	
Presence of users in the work of the Council of Statistical System	4 members		5 members		6 members	
User Satisfaction Survey data released	User Satisfaction Survey implemented		User Satisfaction Survey data released		User Satisfaction Survey implemented	
Activity that impacts the implementation of Operative objective 1	Performance indicator	Competent institutions	Start date (2023)	Planned finalization date (2023)	Resources planned for implementing activities	Funding sources
Regular implementation of User Satisfaction Survey and development of Action Plan for implementation and analysis of User Satisfaction Survey data	Action plan for implementation of user suggestions developed	Statistical Office	Q1 2023	Q2 2023		Regular budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Producing plans for organization of user forums aimed at observing user needs for official statistical data	Action plan developed and internal procedures for implementing user forum defined	Statistical Office	Q1 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Developing statistical community via formally established partnerships	Number of formally established partnerships via cooperation agreements and implementation of existing partnerships	Producers of official statistics	1	1	€ 75 000.00	Donor assistance (Fourth National Communication and First Biannual Report on Transparency of Montenegro Toward Framework UN Convention on Climate Change – FNC/BTR-UNDP project)

Organizing donor meetings/seminars	Number of organized educative programmes via public discussions, seminars, conferences, workshops with main users	Producers of official statistics	1	1		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Promoting statistical literacy via public discussions, seminars, conferences.	Organizing educative programmes for main users	Producers of official statistics	I half of current year	I half of current year		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Organizing consultative seminars with media as the main partner in dissemination process of official statistical data	Number of organized consultative seminars with media as the main partner in dissemination of official statistical data	Producers of official statistics	1	1		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Operative objective 2: Education statisticians as data scientists						
Performance indicator	Starting value		Target value at the middle of implemented strategic document		Target value at the end of implemented strategic document	
Promotion of European Master Programme of Official Statistics – EMOS	4		5		6	
Increased number of staff members that successfully completed traineeship in Eurostat, and in national statistical institutes for statistical domains that are in the innovation process	31 average number of trainees at the annual level is 2		33 Average number of trainees at annual level is 2		35 Average number of trainees at annual level is 2	
Testing new methods in pilot statistical surveys	0		0		1	
Activity that impacts the implementation of Operative objective 2: Education statisticians as data scientists	Indicator results	Competent institutions	Start date (2023)	Planned finalization date (2023)	Resources planned for implementing activities	Funding sources

Production and preparation of strategy for development of human resources	Strategy for development of human resources	Statistical Office	Q1 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Implementation of User Satisfaction Surveys	User Satisfaction Survey	Statistical Office	Q1 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Organization of educative workshop for management of statistical processes in line with the European Statistics Code of Practice, with a special accent on modernization of process and quality management	Number of organized educative workshop	Producers of official statistics	Q1 2023	Q4 2023	11.628,47€	Regular Budget resources / Donor assistance (IPA project)
					224.970,00€	
Activities on employing new persons in line with the law provisions	Increased number of new members in Statistical Office	Statistical Office	Q1 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Promotion of EMOS via the cooperation with academic community, participation in educative programme of Statistical Office's staff	Number of held lectures and the university	Producers official statistics	1	1		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"

To provide a traineeship at Eurostat and in national statistical institutes for statistical domains that are under innovation process	Number of staff members that successfully completed traineeship in Eurostat and national statistical institutes za statistical domains that are under innovation process	Producers of official statistics	1	1	Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Regular involvement of official statistics producers in working groups engaged in modernization and development of official statistics by using Big Data 1. Conference on New Techniques and Technologies in Official Statistics 2. Big Data tools for IT experts as assistance statisticians	Education of staff in statistical system engaged in modernization and development of official statistics by using Big Data	Producers of official statistics	1	1	Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Testing new data sources and methods through pilot statistical surveys	Implemented pilot surveys that use new sources and methods in statistical production	Producers of official statistics	Pilot surveys defined by the Annual Plan of Official Statistics for 2023	Pilot surveys defined by the Annual Plan of Official Statistics for 2023	Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"

Operative objective3:

Further harmonization and innovation of official statistics with international standards/recommendations

Performance indicator	Starting value	Target value at the middle of implemented strategic document	Target value at the end of implemented strategic document
Implementation of activities that contribute to the implementation of benchmarks under Chapter 18 – Statistics	40%	70%	90%
Number of produced indicators for needs of global reporting (UN), as well as for needs of regional reporting EU and UNECE region	61%	65%	68%
Increased availability of official statistical data from Montenegro within Eurostat and UN statistical databases	57%	60%	63%
Increased availability economic, financial i social and demographic data of Montenegro pursuant to the IMF standards for e – GDDS	<i>Recommended series: available 13, out of total 15 data categories</i> <i>Additional series: available 5, out of total 6 data categories</i>	<i>Recommended series: available 15 data categories</i>	<i>Improved periodicity and timeliness of dissemination of data categories from the recommended series</i>

		<i>Demographic indicators: available 1 out of total 1 data category</i>					
Activity that impacts the implementation of Operative objective 3: Further harmonization and innovation of official statistics with international standards/recommendations	Indicator results	Competent institutions	Start date (2023)	Planned finalization date (2023)	Resources planned for implementing activities	Funding sources	
Coordination of activities with competent institutions aimed at fulfilment of benchmarks in Chapter 18 – Statistics, in line with signed cooperation agreement in domain of NA general government statistics and related statistics (No 01-1488 of 25 April 2016)	Increased level of Montenegro's readiness for membership u domain of statistics via the progress report of EC for negotiation Chapter 18: Statistics Increased production inputs for fulfilment of specific variables under table defined by first benchmark for closing Chapter 18. Statistics	Producers official statistics	2023	2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"	
Increased availability of official statistical data of Montenegro in Eurostat, and UN statistical databases, and their methodological alignment with relevant methodological frameworks and concepts of quality.	Production of statistical surveys	Producers official statistics	2023 213 statistical surveys	2023	€6 971 346.52	Regular Budget resources	
					€192 736.00	Donor assistance (IPA project)	
Increased participation of Statistical Office via the membership u international working groups, governing bodies, international associations	Regular presence of Montenegro Statistical System staff in relevant and key working meetings and different types of trainings in Eurostat, ESS;	Producers official statistics	Meetings within ESS defined by the 2023 MC list for candidate countries	Meetings within ESS defined by the 2023 MC list for candidate countries		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"/ Donor assistance (IPA project)	
Operative objective4: Creating new data sources for official statistics production							
Performance indicator	Starting value	Target value at the middle of implemented strategic document		Target value at the end of implemented strategic document			
Amended legislation that provides an access to the data for needs of official statistics development	<i>Define preconditions for amending legislation</i>	<i>Amended legislation</i>		<i>Amended legislation</i>			
Number of statistical surveys that use new data sources	0	0		1			
Number of statistical surveys that use administrative data sources	49	51		53			
Number of new methods in data collection	CAWI, CAPI	CAWI, CAPI		CAWI, CAPI, CATI			

Number of surveys that test new sources and methods in production of official statistics	1		2		3	
Reduced overburden of reporting units	<i>Burden indicator:</i> <i>Normal burden 81%</i> <i>Moderate burden 13%</i> <i>High burden indicator 6%</i>		<i>Burden indicator:</i> <i>Normal burden 83%</i> <i>Moderate burden 11%</i> <i>High burden indicator 6%</i>		<i>Burden indicator:</i> <i>Normal burden 85%</i> <i>Moderate burden 9%</i> <i>High burden indicator 6%</i>	
Activity that impacts the implementation of Operative objective 4: Creating new data sources za official statistics production	Indicator results	Competent institutions	Start date (2023)	Planned finalization date (2023)	Resources planned for implementing activities	Funding sources
Enable education of staff employed in statistical system for using new data sources	Education of staff members in statistical system under ESS and other statistical organizations and institutions on using new data sources	Producers of official statistics	Presence of staff members in statistical system under ESS defined by the 2023 MC list for candidate countries	Presence of staff members in statistical system under ESS defined by the 2023 MC list for candidate		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Implementation of pilot surveys aimed at assessing methodology or quality of data sources that should be collected by statistical surveys	Use of administrative data sources for statistical purposes	Producers of official statistics	2023	2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Implementation of pilot surveys and pilot projects aimed at exploring of new method and sources' use in the production of statistical surveys	Exploring possibilities in use of new methods for statistical production	Producers of official statistics	2023	2023	8.785,00€	Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data" / Donor assistance (IPA projekat)
					2.500,00€	

Coordination activities on amending the Law on Official Statistics and Official Statistical System	Amending the Law on Official Statistics and Official Statistical System	Producers of official statistics	II quarter 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Increased number of statistical surveys using new methods for data collection	Number of surveys that use CAPI and CAWI	Producers of official statistics	Q1 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Operative objective 5: <i>Further implementation of the European Statistics Code of Practice</i>						
Performance indicator	Starting value	Target value at the middle of implemented strategic document		Target value at the end of implemented strategic document		
Constant growth of implemented activities in line with evaluation standards defined in principles of the European Statistics Code of Practice, given in the assessment reports	10%	40%		100%		
Implementation of Total Quality management (TQM) elements defined by Strategy quality, that represents a quality joint framework of European Statistical System - ESS	80%	100%		100%		
Activity that impacts the implementation of Operative objective 5: Further implementation of the European Statistics Code of Practice	Indicator results	Competent institutions	Start date	Planned finalization date	Resources planned for implementing activities	Funding sources
Use of GSBPM that facilitates the integration of statistical system	Established framework of GSBPM in Statistical Office	Statistical Office	Q1 2023	Q4 2023	€ 7 500.00	Donor assistance (IPA project)
Implementation of practicing self-assessment of statistical production	Self-assessment of two statistical surveys	Producers official statistics	Q1 2023	Q4 2023		

Implementation of Total Quality management (TQM) elements defined by Strategy quality, that represents a joint framework quality European statistical system	Use TQM elements "Continuous improvements" defined by Quality Management Strategy za period 2020-2023 G. "Development of dissemination and communication in line with needs of digital society"	Producers official statistics	Q1 2023	Q4 2023		
Defining Action Plan and related procedures aimed at the implementation of GSBPM, in line with project IPA 2019 6.1 Quality management	Implementation activities defined by Action Plan	Producers official statistics	Q1 2023	Q4 2023		
Implementation of Total Quality management (TQM) elements defined by Quality Management Strategy, that represents a joint framework quality European statistical system In line with project IPA 2019 6.1 Quality management	Implementation activities defined by Quality Management Strategy	Producers official statistics	Q1 2023	IV quarter 2023		
Solved problem of premises of Statistical Office aimed at complete implementation of the European Statistic Code of Practice and General data Protection Regulation - GDPR	New premises aimed at complete implementation of the European Statistics Code of Practice and General data Protection Regulation – GDPR	Ministry of Finance/ Statistical Office	Q1 2023	Q4 2023		
Operative objective6: <i>Development IT integrative system for collection, processing, release and documenting official statistical data</i>						
Performance indicator	Starting value	Target value at the middle of implemented strategic document		Target value at the end of implemented strategic document		
Developed IT integrated system for collection, processing, release and documenting official statistical data	<i>Developed IT integrated system for collection, processing, release and documenting official statistical data</i>	<i>Use of IT integrated system for collection, processing, release, and documenting official statistical data at 20%</i>		<i>Use of IT integrative system for collection, processing, release and documenting official statistical data at 40%</i>		
Reduced overburden of reporting units	<i>Burden indicator: Normal burden 81% Moderate burden 13% High burden indicator 6%</i>	<i>Burden indicator: Normal burden 83% Moderate burden 11% High burden indicator 6%</i>		<i>Burden indicator: Normal burden 85% Moderate burden 9% High burden indicator 6%</i>		
Activity that impacts the implementation of Operative objective 6: Development IT integrative system for collection, processing, release and documenting official statistical data	Indicator results	Competent institutions	Start date	Planned finalization date	Resources planned for implementing activities	Funding sources

Increased use of IT integrative system for collection, processing, release, and documenting official statistical data in different statistical domains	Work on use IT integrative system that is in line with GSBPM for collection, processing, release, and documenting official statistical data in statistical domains: Agriculture and social statistics	Statistical Office	II quarter 2023	Q4 2023	101.900,00€	Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Exploration technical possibilities i Defining Action Plan In line with law provisions in use of electronic businesses	Developed Action plan for use of electronic businesses	Statistical Office	II quarter 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Development of IT system electronic archiving and documenting	Developed Action plan for use of electronic archiving and documenting	Statistical Office	Q1 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Preparation SDMX files by using SDMX convertors	Developed SDMX structure for sending statistical data via e-Damis web portal	Statistical Office	Q2 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Development of dissemination database for 'open data' at the level of statistical system	Analysis of state for production of dissemination database for 'open data'	Statistical Office	Q1 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Operative objective7: <i>Development data dissemination and communication in line with needs of digital society</i>						
Performance indicator	Starting value		Target value at the middle of implemented strategic document			Target value at the end of implemented strategic document

Defined a Policy i strategija diseminacije	50%		70%		100%	
Promotion official statistical data via applications, interactive tools, animations, and infographics	Defining Action Plan		50% of implemented activities defined Action Plan		100% of implemented activities defined Action Plan	
Number of staff members in PR Unit	1		2		2	
Activity that impacts the implementation of Operative objective 7: Development data dissemination and communication in line with needs of digital society	Indicator results	Competent institutions	Start date	Planned finalization date	Resources planned for implementing activities	Funding sources
Izmjena važećeg Pravilnika o systemizaciji i unutrašnjoj organizaciji	Increased number of staff members in PR Unit	Statistical Office	Q1 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Implementing User support tools	Defining starting grounds	Statistical Office	Q1 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Preparation of Dissemination Policy	Defined Dissemination Policy	Statistical Office	Q2 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Preparation of Dissemination Strategy	Defined Dissemination Strategy	Statistical Office	Q2 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Organizing of active official statistical data user forums	Number of organized meetings	Statistical Office	Q1 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"

Defining starting grounds for establishment of functional official website of Statistical Office and establishment of dissemination database	Functional official website of Statistical Office	Statistical Office	Q1 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"
Promotion of official statistical data via applications, interactive tools, animations, and infographics	Defining Action Plan	Statistical Office	Q2 2023	Q4 2023		Regular Budget resources Programme "National Statistics" Sub programme "Production of Official Statistical Data"

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