



Statistical Office of
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QUALITY POLICY OF OFFICIAL STATISTICAL SYSTEM

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INTRODUCTION

Quality Policy of Official Statistical System represents the fundamental document in the field of quality management, through which Statistical Office, in cooperation with other official statistics producers, confirms its institutional commitment to quality and establishes a unified framework for its systematic management and continuous improvement.

The official statistical system is based on the [Law on Official Statistics and Official Statistical System \(Official Gazette of Montenegro No 18/12, 47/19, and 23/25\)](#), and is fully aligned with the [European Statistics Code of Practice \(CoP\)](#), which constitutes the cornerstone of the common quality framework of the European Statistical System (ESS). The European Statistics Code of Practice is based on 16 principles, covering the institutional environment, statistical production processes and statistical outputs, thereby defining the quality standards of the European Statistical System. The long-term commitment to quality and trust in official statistics in Montenegro is further reinforced through the [Commitment of Confidence in Official Statistics of the Government of Montenegro](#) and the [Quality declaration of Montenegro statistical system](#).

Quality is a core value and a key strategic commitment of the official statistics system. Ensuring and continuously improving quality is an integral part of the European integration process, confirming the readiness of the statistical system for full integration into the European Statistical System (ESS).

Strategic objective of the official statistical system is to provide all users with statistical outputs produced in accordance with the Principles of Official Statistics, prescribed national and international statistical methodologies, while respecting ethical and professional standards.

Vision of the official statistical system of Montenegro is to strengthen its professional and infrastructural capacities in order to produce official statistical outputs based on international standards and methodologies, in line with the Principles of Official Statistics.

Mission of the official statistical system of Montenegro is to provide reliable, high-quality, timely and internationally comparable official statistics to meet the needs of all users. The production of statistical outputs is carried out in accordance with statistical standards, using modern technologies while ensuring statistical confidentiality.

Statistical Office of Montenegro applies an integrated approach to quality management based on the principles of **Total Quality Management (TQM)**, operationalised through the 16 principles of the **European Statistics Code of Practice (CoP)**.

Peer Review process represents a key mechanism for the objective assessment of the compliance of the system with the standards of the European Statistical System (ESS) and an instrument for further institutional development.

The Council of Statistical System confirms its institutional support for the Quality Policy of the Official Statistical System, and the strong commitment of the system to continuously

improve the quality of official statistics in line with European standards and international best practices.

QUALITY MANAGEMENT MODEL IN THE OFFICIAL STATISTICAL SYSTEM

I. Conceptual Framework – Total Quality Management (TQM)

The official statistical system applies an integrated *Total Quality Management (TQM)* model, representing a modern approach in which quality is regarded as a strategic responsibility of the entire official statistics system.

Total Quality Management (TQM) implies that quality and professional standards are embedded at all levels of management and throughout all phases of the production of official statistical results, from planning and organisational management to dissemination and communication with users.

Quality management within the official statistical system is aligned with the principles of the European Statistics Code of Practice (CoP), which represents the key framework for ensuring the quality of the institutional environment, statistical processes and statistical outputs. In accordance with these principles, quality is continuously monitored and improved through established quality indicators, internal control mechanisms and regular evaluations of statistical processes and products.

Total Quality Management (TQM) provides a framework for systematic quality management through eight interrelated principles:

1. Leadership and Institutional Responsibility

Professional independence and coordination of the official statistical system are ensured through:

- **Law on Official Statistics and Official Statistical System** and clearly defined responsibilities of the official statistics producers;
- Role of the **Council of Statistical System** in confirming the commitment to the implementation of the Principles of Official Statistics;
- **Development Strategy of Official Statistics, the Programme of Official Statistics, and the Plan of Official Statistics;**
- Transparency in the dissemination of official statistical results through the **Statistical Release Calendar**.

2. User Orientation

Implementation is ensured through:

- Continuous monitoring of user satisfaction through **User satisfaction surveys;**
- Analysis of users' needs when planning statistical surveys;
- Facilitating easy access to official statistical results through different data formats (charts, interactive data visualisations, etc.);

- Transparency and timeliness of dissemination practices (statistical releases, methodological explanations, statistical publications, quality reports for users and producers, metadata, etc.);
- Development of new statistical indicators in line with users' needs, including the introduction of modern methods for data collection, processing and dissemination;
- User education on official statistical results, improving statistical literacy and cooperation with the scientific and professional community.

3. Professional Development of Staff

Adequacy of resources and professional competences of staff are ensured through:

- Planning of staffing needs through the Human Resources Plan;
- Continuous training and professional development of employees;
- Strengthening and developing employees' digital skills and competencies;
- Monitoring employee satisfaction through the Employee Satisfaction Survey.

The quality of official statistical results depends on the level of professional capacities and competencies of employees within the official statistics system.

4. Process Approach

Production of the results of official statistics is organised through standardised processes based on the Generic Statistical Business Process Model (GSBPM). This includes:

- Application of internationally comparable statistical methodologies and standards;
- Clearly defined phases of statistical processes;
- Risk management and monitoring of the implementation of statistical surveys.

The process approach enables a systematic quality control in all phases of the production of results of official statistics.

5. System Approach to Management

The system approach to management is institutionalised through:

- Law on Official Statistics and Official Statistical System;
- Programme of Official Statistics;
- Development Strategy of Official Statistics;
- Integration of quality into strategic and operational objectives and their implementation through Action Plans;

- Quality reporting system based on the SIMS (Single Integrated Metadata Structure) standard, ensuring a unified, consistent and transparent structure of metadata and quality reports.

6. Continuous Improvement of Quality Management

Continuous improvement of quality management is achieved through:

- monitoring the implementation of action plans;
- updating methodologies in order to align with new European and international statistical standards;
- implementing recommendations from external evaluation processes (DRI, Eurostat, and other relevant institutions).

7. Evidence-Based Decision Making

Quality of official statistical results is monitored through:

- Quality indicators;
- Data analyses;
- Systematic evaluation of statistical production processes and quality management.

8. Partnerships and Cooperation

Cooperation with administrative data sources, international institutions, and cooperation among the official statistics producers is achieved through:

- Cooperation agreements;
- Institutional coordination mechanisms within the official statistical system;
- Participation in European Statistical System working groups;
- International projects and technical cooperation.

II. Implementation of Total Quality Management (TQM)

Implementation of the *Total Quality Management (TQM)* model is achieved through the application of the principles of the European Statistics Code of Practice (CoP) and the [Quality Assurance Framework of the European Statistical System \(ESS QAF\)](#), as well as their linkage with the Generic Activity Model for Statistical Organisations (GAMSO), and the Generic Statistical Business Process Model (GSBPM).

A direct assessment of the implementation of the principles of the European Statistics Code of Practice is carried out through the Peer Review process. In addition, the national legal framework provides the necessary conditions for the implementation of this model.

In the context of developing and improving the quality management system within the official statistics system, the complementarity between the principles of the **European Statistics Code of Practice (CoP)** and the principles of the Total Quality Management (TQM) model has been identified. Their indicative correspondence is presented in the following table:

TQM principles	CoP principles
1. Leadership and institutional responsibility	Principle 1 - Professional independence Principle 1 bis - Coordination and cooperation Principle 5 - Confidentiality
2. User orientation	Principle 11 - Relevance Principle 14 - Coherence and comparability Principle 15 - Accessibility and clarity
3. Professional development of staff	Principle 3 - Adequacy of resources
4. Process approach	Principle 7 - Sound methodology Principle 8 - Appropriate statistical procedures Principle 9 - Non-excessive burden on respondents
5. System approach to management	Principle 4 - Quality
6. Continuous improvement of quality management	Principle 4 - Quality
7. Evidence-based Decision Making	Principle 12 - Accuracy and reliability Principle 13 - Timeliness and punctuality
8. Partnerships and cooperation	Principle 2 - Mandate for data collection Principle 10 - Cost effectiveness

The Quality Assurance Framework of the European Statistical System (ESS QAF) represents a mechanism for the practical implementation of the principles of the European Statistics Code of Practice (CoP).

Furthermore, quality management within the official statistical system is organised through two models: (i) organisational and management model – the [***Generic Activity Model for Statistical Organisations \(GAMSO\)***](#), and (ii) statistical production process model – the [***Generic Statistical Business Process Model \(GSBPM\)***](#).

Peer Review represents a key instrument for the objective assessment and further improvement of the system for implementing the principles of the European Statistics Code of Practice.

National legal framework and strategic documents of the official statistical system ensure the coordination within the system regarding the implementation of the principles of the European Statistics Code of Practice. [The Law on Official Statistics and Official Statistical System](#), the [Development Strategy of Official Statistics](#), and the [Dissemination and Communication Strategy](#), together with the action plans for their implementation, monitoring and reporting, constitute a foundation for harmonising and improving the work of the system, as well as strengthening trust in the official statistical system.

With the adoption of this document, the Quality Policy of the Statistical System of Montenegro No 01-058/20-1964/1 of 25 June 2020 ceases to be valid.

DIRECTOR

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