



STATISTICAL OFFICE

**ACTION PLAN ZA FOR IMPLEMENTATION OF DEVELOPMENT STRATEGY OF OFFICIAL STATISTICS-
2024-2028,
FOR THE PERIOD 2026-2027**

Podgorica, December 2025

INTRODUCTORY SUMMARY

Development Strategy of Official Statistics 2024–2028 is a five-year strategic document providing a framework for the improvement of the statistical system of Montenegro. It is adopted in accordance with Article 20 of the Law on Official Statistics and Official Statistical System.

The Government of Montenegro, at its session held on 27 December 2023, adopted the Development Strategy of Official Statistics 2024–2028, together with the Action Plan for 2024–2025. The Strategy was published in the Official Gazette of Montenegro No 101/24 and is available on the website of the Statistical Office.

The Strategy defines strategic objective, vision, mission, and long-term operational objectives of the statistical system. The Action Plan ensures efficient and structured implementation through clearly defined measures and activities aimed at improving the quality of official statistics.

The Strategy includes the following five operational objectives:

- Further improvement of institutional coordination of official statistics;
- Strengthening the system of official statistics through the full implementation of planned human resources and spatial capacities
- Continuation of alignment with the EU standards and recommendations of international institutions, and cooperation in the field of official statistics;
- Digital transformation of statistical production with improved IT security;
- Production of relevant, timely, and high-quality official statistics using innovative data sources and technologies.

The Action Plan for 2026–2027 represents the second two-year implementation plan. It operationalises strategic and operational objectives through clearly defined activities, performance indicators, and result indicators.

Activities are distributed by operative objectives and cover institutional development, strengthening of human and infrastructural capacities, digital transformation, harmonization with EU standards and improvement of visibility of official statistics. Activities are defined in terms of

time with clearly designated responsible institutions and sources of financing (national budget funds and international donor support, primarily through IPA projects).

Gender perspective and gender mainstreaming of the document

The Action Plan for the period 2026-2027 integrates the principle of gender equality and includes activities contributing to the development of gender statistics, in line with the national and international obligations of Montenegro.

In this context, in May 2025 Statistical Office published the publication "Business Entities Owned by Women and Men in Montenegro, 2022-2024" thereby contributing to the development of gender statistics in Montenegro.

Gender statistics is an important segment of modern statistical systems and a key tool for designing policies that promote gender equality. Increasing demand for this type of data, both at the national and international levels, encourages further development and improvement of statistics by sex. The above-mentioned publication represents a continuation of Statistical Office's efforts to develop statistics reflecting the gender dimension of economic activities.

Through clearly defined activities, the Action Plan envisages a continuous development of gender disaggregated statistics to ensure relevant and usable data from a gender perspective. In this way, it contributes to strengthening transparency and efficiency of the official statistical system of Montenegro, and ensures that the results are aligned with users' needs and the best international practices, as a key mechanism for achieving strategic and operational objectives.

ACTION PLAN FOR THE IMPLEMENTATION OF THE DEVELOPMENT STRATEGY OF OFFICIAL STATISTICS 2024–2028 FOR THE PERIOD 2026–2027, WITH COST ESTIMATES

STRATEGIC OBJECTIVE

The aim of official statistics is to provide all users with official statistical results produced in accordance with the principles of official statistics and prescribed national and international methodology, while respecting ethical and professional standards.

Operative objective 1.

Further improvement of institutional coordination of official statistics

| Performance indicator | Baseline value 2024 | Target value at the middle of implementation of strategic document 2026 | Target value at the end of implementation of the strategic document (2028) | | | | |
|--|---|---|--|-------------------|-------------------------|----------------------|-----------------------|
| 1.1 Visibility of other producers of official statistics | Visibility of other producers of official statistics increased by 5% | Visibility of other producers of official statistics increased by 20% | Visibility of other producers of official statistics increased by 50% | | | | |
| 1.2 Implementation of international standards in statistical registers | International standards implemented in statistical registers at the level of 10% | International standards implemented in statistical registers at the level of 30% | International standards implemented in statistical registers at the level of 50% | | | | |
| 1.3 Number of variables collected from administrative data sources | Increase in the number of collected variables from administrative data sources by 3% in surveys using administrative data sources | Increase in the number of collected variables from administrative data sources by 5% in surveys using administrative data sources | Increase in the number of collected variables from administrative data sources by 10% in surveys using administrative data sources | | | | |
| Activities contributing to the implementation of operative objective 1. | Link with the Action Plan 2024-2025. | Result indicator | Responsible institution | Start date | Planned end date | Planned funds | Funding source |

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| 1.1.1. Number of trainings held in the field of quality management for other producers of official statistics aimed at strengthening cooperation through the promotion of quality management (continuous activity) | 1.1.2. Number of trainings held in the field of quality management for other producers of official statistics aimed at strengthening cooperation through the promotion of quality management | Number of trainings held (minimum 2 in 2026 and minimum 2 in 2027) | Statistical Office | I quarter 2026 I quarter 2027 | IV quarter 2026 IV quarter 2027 | Current funds | Regular budget funds "National Statistics" Programme |
| 1.1.2. Number of releases published by other producers of official statistics aimed at improving the visibility of their results in accordance with the Statistical Release Calendar (continuous activity) | 1.1.3. Number of releases published in order to improve the visibility of results of other producers of official statistics on the website of the coordinator of the statistical system, the Statistical Office, in accordance with the Data Release Calendar | Number of published releases | Other producers in cooperation with Statistical Office | I quarter 2026 | IV quarter 2027 | Current funds | Regular budget funds "National Statistics" Programme |
| 1.2.1. Institutional units defined by sectors with the aim of improving the Statistical Business Register (carried-over activity) | 1.2.2. Institutional units defined by sectors for the improvement of the Statistical Business Register and 1.2.7 Number of newly introduced variables in the Statistical Business Register in accordance with Regulation (EU) 2019/2152 | Defined institutional units | Statistical Office in cooperation with Central Bank of Montenegro and Ministry of Finance starstvo m finansija | I quarter 2026 | IV quarter 2026 | Current funds | Regular budget funds "National Statistics" Programme |
| 1.2.2. Conducting the enterprise census from administrative data sources with continued georeferencing of enterprise address/location in accordance with the | 1.2.6. Preparatory activities for conducting the enterprise census with georeferencing of | Enterprise census conducted | Statistical Office | I quarter 2027 | IV quarter 2027 | 11 960.42 € | Regular budget funds "National Statistics" Programme |

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| development of the address register and administrative data sources (continuous activity) | enterprise address/location in accordance with the development of the address register | | | | | | |
| 1.3.1. Updating the "Analysis of Existing and Potential Administrative Data Sources for the Production of Official Statistics" | 1.3.1 Prepared and continuously updated "Analysis of Existing and Potential Administrative Data Sources for the Production of Official Statistics" | Analysis updated in form of document | Statistical Office | I quarter 2027 | III quarter 2027 | Current funds | Regular budget funds "National Statistics" Programme |

Operative objective 2.

Strengthening the official statistical system through full implementation of planned human resources and spatial capacities

| Performance indicator | Baseline value 2024 | | Target value at the mid-term implementation of the strategic document (2026) | | | Target value at the end of implementation of the strategic document (2028) | |
|---|--|-------------------------|---|-------------------|-------------------------|---|-----------------------|
| 2.1 Number of employees in the Statistical Office | 96 employees out of 169 positions defined by the Rulebook on Internal Organisation and Job Description | | 107 employees out of 169 defined by the Rulebook on Internal Organisation and Job Description | | | 117 employees out of 169 defined by the Rulebook on Internal Organisation and Job Description | |
| 2.2. Multiannual training programme for acquiring statistical knowledge and skills | Multiannual training programme not defined | | Training programme created | | | Training programme implemented | |
| 2.3. Adequate office space for the Statistical Office | Adequate office space not created | | Adequate office space provided | | | Adequate office ensured with continuous improvement of working conditions | |
| Activities contributing to the implementation of Operative objective 2. | Link with the Action Plan 2024-2025 | Result indicator | Responsible institution | Start date | Planned end date | Planned funds | Funding source |

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| 2.3.1. Adequate premises provided for the Statistical Office (carried-over activity) | 2.3.1. Adequate premises provided for the Statistical Office | Adequate premises provided for the Statistical Office | Ministry of Finance and Government of Montenegro | I quarter 2026 I quarter 2027 | IV quarter 2026 IV quarter 2027 | Current funds | Regular budget funds "National Statistika" |

Operative objective 3.

Continuation of alignment with EU standards and recommendations of international institutions and cooperation in the field of official statistics

| Performance indicator | Početa vrijednost 2024. godina | | Target value at the mid-term implementation of the strategic document (2026) | | | Target value at the end of implementation of the strategic document (2028) | |
|---|---|--|---|-------------------|-------------------------|---|--|
| 3.1. Alignment of legislation with the EU acquis | Activities implemented at the level of 60% | | Activities implemented at the level of 80% | | | Activities implemented at the level of 98% | |
| 3.2 Fulfilment of final benchmarks for Negotiating Chapter 18 – Statistics | implemented at the level of 50% | | Activities implemented at the level of 80% | | | Activities implemented at the level of 98% | |
| 3.3 vailability of Montenegro’s official statistics results in EUROSTAT and UN databases | 60% Availability | | 70% Availability | | | 80% Availability | |
| Activities contributing to the implementation of operative objective 3. | Link with the Action Plan 2024-2025. | Result indicator | Responsible institution | Start date | Planned end date | Planned funds | Funding source |
| 3.1.1. Monitoring the dynamics and number of datasets transmitted to Eurostat (continuous activity) | 3.1.1. Updated information on the level of fulfilment of the EU | Annual reports for 2026 and 2027 on transmitted data to Eurostat | Statistical Office | I quarter 2026 | II quarter 2026 | Current funds | Regular budget funds "National Statistics" Programme |

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| | acquis under Negotiating Chapter 18 – Statistics in relation to the defined Negotiating Position | | | I quarter 2027 | II quarter 2027 | | |
| 3.1.2. Education of staff and strengthening of human resources of the Statistical Office for the production of government finance statistics (continuous activity) | 3.1.3 Education of employees and strengthening human resources of Statistical Office for the government finance statistics production | Number of trainings/missions/meetings held | Statistical Office | I quarter 2026 | IV quarter 2026 | 2026 9.500,00 € | Donor support - EU funds (IPA 2022) |
| | | | | I quarter 2027 | IV quarter 2027 | 2027 9.500,00 € | |
| 3.1.3. Updating national methodologies for statistical surveys in line with international best practices (continuous activity) | 3.1.4. Updating national methodologies for statistical surveys in line with international best practices | Updated methodologies for 50 surveys in 2026 and 50 surveys in 2027 | Official statistical producers | III quarter 2026 III quarter 2027 | IV quarter 2026 IV quarter 2027 | Current funds | Regular budget funds "National Statistics" Programme |
| 3.1.4. Intensifying participation in national and international working bodies aimed at the development of official statistics (continuous activity) | 3.1.5 Intensifying participation in national and international working bodies aimed at the development of official statistics | Number of trainings/missions/meetings held disaggregated by sex | Official statistical producers | I quarter 2026 | IV quarter 2026 | 2026 221.140,65€ | Regular budget funds "National Statistics" Programme and donor support - EU funds (IPA 2022) |
| | | | | I kvartal 2027 | IV quarter 2027 | 2027 217.738,75 € | |

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| 3.2.1. Further establishment of regular production of GFS statistics (continuous activity) | 3.2.1. Defined Roadmap for the fulfilment of remaining obligations under the negotiation process for Chapter 18 – Statistics, with particular reference to the final benchmarks | GFS statistics produced in accordance with international production requirements and submission deadlines | Statistical Office | I quarter 2026 | IV quarter 2027 | Current funds | Regular budget funds "National Statistics" Programme |
| 3.2.2. Preparation of GNI Inventory which provides a detailed description of the methodology for calculating Gross National Income (GNI) in accordance with the European System of National and Regional Accounts (ESA 2010) - (continuous activity) | 3.2.1. Defined Roadmap for the fulfilment of remaining obligations under the negotiation process for Chapter 18 – Statistics, with particular reference to the final benchmarks | Preparation of the "Description of Sources and Methods for the calculation of Gross National Income" (GNI Inventory) | Statistical Office | I quarter 2026 | II quarter 2026 | Current funds | Regular budget funds "National Statistics" Programme |
| 3.3.1. Planning statistical surveys based on the needs of international and national users (continuous activity) | 3.3.1. Planning statistical surveys based on the needs of international and national users and 3.3.4 Number of new surveys in the official statistical system meeting the needs of international and national users | Number of new statistical surveys | Official statistical producers | I quarter 2026 | IV quarter 2026 | 2026 335.785,59 € | Donor support - EU funds (IPA 2022) and UNICEF donations UNICEF-a, as well as co-financing funds for IPA 2022 project and MICS7 survey |
| | | | | I quarter 2027 | IV quarter 2027 | 2027 180.331,64 € | |
| 3.3.2. Production of indicators for the purpose of fulfilling international obligations and reporting at EU and UN level within the competence of the Statistical Office (continuous activity) | 3.3.3. Production of indicators for the purpose of fulfilling international obligations and reporting at EU and UN level within the competence of the Statistical Office | Number of indicators produced within the competence of the Statistical Office in 2026 and 2027 | Statistical Office | I quarter 2026 | III quarter 2027 | 2026 11.328,96 € | Regular budget funds "National Statistics" Programme |
| | | | | | | 2027 11.328,96 € | |

Operative objective 4.

Digital transformation of statistical production with enhanced IT security

| Performance indicator | Početna vrijednost 2024. godina | Target value at the mid-term implementation of the strategic document (2026) | | | Target value at the end of implementation of the strategic document (2028) | | |
|---|---|---|--------------------------------|----------------------|---|--|--|
| 4.1 Digitalisation and digital transformation | Low level | Satisfactory level | | | High level | | |
| 4.2. Izrada i implementacija tehničkog plana uspostavljanja komunikacije između Uprave za statistiku i administrativnih izvora preko Jedinstvenog sistema za elektronsku razmjenu podataka (JSERP) | No technical plan | Technical plan defined | | | Technical implementation completed | | |
| 4.3. Pregled uspostavljanja eDMS sistema za elektronsko upravljanje dokumentima | eDMS not established | eDMS established | | | eDMS continuously maintained | | |
| 4.4. Cybersecurity policy of the Statistical Office | No cybersecurity policy in Statistical Office | Cybersecurity policy and guidelines prepared in Statistical Office | | | Continuous development of cybersecurity in the Statistical Office | | |
| Activities contributing to the implementation of operative objective 4. | Link with the Action Plan 2024-2025. | Result indicator | Responsible institution | Datum početka | Planirani datum završetka | Planned funds | Funding source |
| 4.1.1. Sprovođenje mjera za unapređenje digitalne transformacije (continuous activity) | 4.1.2. Definition of the "Roadmap for the Digital Transformation of the Statistical Office" | Postizanje zadovoljavajućeg nivoa digitalizacije i digitalne transformacije | Statistical Office | I quarter 2026 | IV quarter 2027 | 2026 354 604.86 € 2027 350 900.00 € | Regular budget funds "National Statistics" Programme |

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| 4.2.1. Defining conditions for improving digital transformation cije (continuous activity) | 4.2.1. Technical plan for establishing communication between the Statistical Office and the authorities and organisations managing administrative data sources prepared | Defined conditions for improvement of digital transformation of Statistical Office | Statistical Office | I quarter 2026 I quarter 2027 | IV quarter 2026 IV quarter 2027 | Current funds | Regular budget funds "National Statistics" Programme |
| 4.3.1. Technical analysis of the eDMS system in cooperation with the Ministry of Public Administration (new activity) | - | Technical analysis document prepared of eDMS system for electronic management of documents | Statistical Office | I quarter 2026 | IV quarter 2027 | Current funds | Regular budget funds "National Statistics" Programme |
| 4.4.1. Preparation of the Cybersecurity policy of the Statistical Office (new activity) | - | Document "Cybersecurity policy of Statistical Office" | Statistical Office | I quarter 2026 | IV quarter 2027 | Current funds | Regular budget funds "National Statistics" Programme |

Operative objective 5.
Proizvodnja relevantne, blagovremene i visokokvalitetne zvanične statistike uz primjenu inovativnih izvora podataka i tehnologija

| Performance indicator | Početna vrijednost 2024. godina | Target value at the mid-term implementation of the strategic document (2026) | | | | Target value at the end of implementation of the strategic document (2028) | |
|---|---|---|-------------------------|----------------|---------------------------|--|--|
| 5.1. Overview of progress in the use of digital skills for the visualisation of official statistics results | Partial progress | Progress achieved | | | | Significant progress | |
| 5.2. Promotion of official statistics results | Definition of the Dissemination and Communication Strategy of the Statistical Office | 50% of activities defined by the Dissemination and Communication Strategy of the Statistical Office implemented | | | | 100% of activities defined by the Dissemination and Communication Strategy of the Statistical Office implemented | |
| Activities contributing to the implementation of operative objective 5. | Link with the Action Plan 2024-2025. | Indikator rezultata | Responsible institution | Datum početka | Planirani datum završetka | Planned funds | Funding source |
| 5.1.1. New/redesigned official website of the Statistical Office (continuous activity) | 5.1.1. Nova-redizajnirana zvanična internet stranica Uprave za statistiku | New website of Statistical Office | Statistical Office | I quarter 2026 | IV quarter 2027 | Current funds | Regular budget funds "National Statistics" Programme |
| 5.1.2. Active dissemination of official statistics results on three social media platforms (Twitter, LinkedIn, Instagram) (continuous activity) | 5.1.2. Active dissemination of official statistics results on three social media platforms (Twitter, LinkedIn, Instagram) | Broj objava na društvenim mrežama | Statistical Office | I quarter 2026 | IV quarter 2026 | 2026 41 308.57 € | Regular budget funds "National Statistics" Programme |
| | | | | I quarter 2027 | IV quarter 2027 | 2027 36 000.00 € | |

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|--|--|---|----------------------------------|----------------------------------|------------------------------------|---------------|--|
| 5.1.3. Number of published statistical video contents (continuous activity) | 5.1.4. Number of published statistical video contents | Broj objavljenih video sadržaja | Statistical Office | I quarter 2026 I quarter 2027 | IV quarter 2026 IV quarter 2027 | Current funds | Regular budget funds "National Statistics" Programme |
| 5.1.4. Activities related to the development of the mobile application of the Statistical Office (continuous activity) | 5.1.5. Updated mobile application of Statistical Office | Izrađena mobilna aplikacija Uprave za statistiku u funkciji | Statistical Office | I quarter 2026 | IV quarter 2027 | Current funds | Regular budget funds "National Statistics" Programme |
| 5.1.5. Redesign of the logo of the Statistical Office (continuous activity) | 5.1.6. Redesign of logo of Statistical Office | Redizajnirani logo Uprave za statistiku | Statistical Office | I quarter 2027 | IV quarter 2027 | Current funds | Regular budget funds "National Statistics" Programme |
| 5.1.7. Number of available datasets on the 'Open data portal' (continuous activity) | 5.1.7. Number of available datasets on the 'Open data portal' | Number of transmitted datasets | Statistical Office | I quarter 2026 | IV quarter 2027 | Current funds | Regular budget funds "National Statistics" Programme |
| 5.2.1. Education of users (number of organized lectures and seminars for data users, scientific community, media representatives, etc. (continuous activity) | 5.2.2 Continuous education of users irano edukovanje korisnika/ca (broj organizovanih predavanja i seminara za: korisnike/ce podataka, naučnu zajednicu, predstavnike/ce medija i dr.) | Number of workshops/seminars held | Producers of official statistics | I quarter 2026 I quarter 2027 | IV quarter 2026 IV quarter 2027 | Current funds | Regular budget funds "National Statistics" Programme |

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