



Government
of Montenegro

DEVELOPMENT
EMPLOYMENT
HIGHER LIVING
STANDARD
THE RULE OF LAW
OBJECTIVE INFORMING
TIMELY THE INTEREST OF THE CITIZENS
COMMUNICATION
STRATEGY FAIR
SAFE
STATE
2018–2020
CITIZENS' SERVICE
EFFICIENT
SERVICE
REFORMS
PRIORITIES
STANDARDS



June, 2018.



Government of Montenegro
The Commission for the Preparation of
Communication Strategy

This strategy was made with partner support of the British Government.



British Embassy
Podgorica



UNITED KINGDOM
& MONTENEGRO
1878 - 2018



Government of Montenegro

The Commission for the Preparation of Communication Strategy

*T*aking over the duty at the end of 2016, Prime Minister Dusko Markovic said that the main responsibility of the government is to encourage rapid economic development and positive social change, with the decisive protection of rights, interests and equality of all citizens of Montenegro.

Respecting the current socio-political and economic environment, the government has accepted the responsibility that their demanding role can be truly realized only with a high degree of internal cohesion as well as understanding and support of all citizens.

Public opinion research, including that one done for the needs of this strategy explicitly speaks of a high degree of trust and support for key policies of the government.

Namely, over two thirds of citizens supports accession to the European Union, as a process by which Montenegrin society additionally relies on European values, and the economic environment is built up to the highest standards of the developed world. Besides, significant public trust is also found in the sectors of education, health, safety and real economy.

Research also indicates there is an insufficient level of information about individual government policies, among which are: state support for starting and developing a business, projects for gaining new knowledge and better competitiveness in the labour market, as well as major projects in the tourism, transport infrastructure and energy.

This clearly indicates the need for public policy to be further promoted, in order to increase interest of both the professional and general public, as well as to explain the importance of concrete activities and general benefits for the better quality of living.

That is why this strategic document is firstly intended for decision-makers and immediately after them for the officers in charge of public relations, but can also refer to other employees in the state administration.

It is made as a set of guidelines by which the process of communicating with citizens establishes itself as an inseparable part of creating policy, as well as the realization of measures and activities that contribute to the result of the government's work.

The strategy emphasizes the need that communication with citizens should be focused on presenting the vision, goals and results that the government is implementing as part of plan for improving the quality of living in Montenegro, and that they should be easily understandable and adapted to the needs and interests of citizens.

This transparent approach which is opened to media and organizations of civil society, not only provides a higher level of information but, allows more active participation of citizens in the process of creating and implementing public policies, while itself presents a policy that is directly in service of full transparency and greater responsibility of public administration.

Therefore, this strategy thoroughly affirms the government's commitment that communication with citizens must be a two-way process, in which public administration not only informs, but also listens to public opinion with a special care, and uses those findings to create policies adapted to the citizens needs.

*The Commission for the preparation
of the strategy*

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INTRODUCTION

The right of every citizen is to be informed about the activities of the government, and the government is obliged to hear and appreciate citizens' opinions. Therefore, in democratic societies, efficient communication and strengthening transparency of the government toward all relevant social factors is necessary.

Together with proposing and applying the law and good budget management, communication is one of the key tools that influence the government's positive changes in society. Therefore, the role of communication is not only limited to informing but to involving citizens in public policies, and creating their attitudes and opinions.

The communication priorities of the first Communication Strategy of the government of Montenegro are made in accordance to the medium-term program of the government's work in the period 2018/19 and those are:



**Fair and
safe state**



**Development, Employment
and higher living standard**



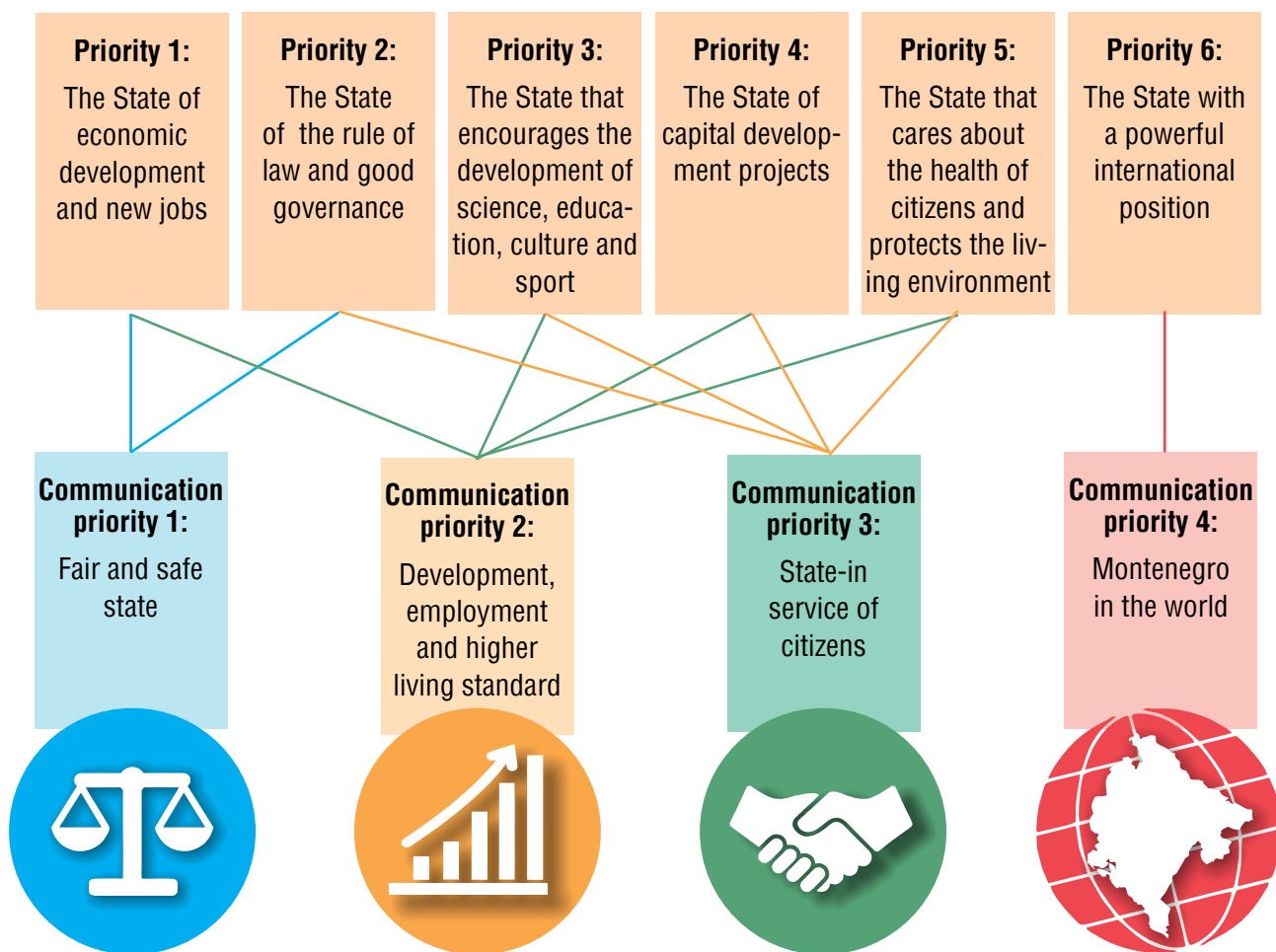
**State-in service
of citizens**



**Montenegro in
the world**

The policies and activities that the government creates and implements in order to achieve the main foreign policy priority - Montenegro's membership to EU, will ensure the rule of law, encourage development and employment, improve the standard of living, provide a higher quality of service for citizens and strengthen the position of Montenegro in the world.

Communication priorities, tasks and key messages are based on the views of the citizens of Montenegro, collected in the survey of public opinion done for the needs of the Communication Strategy.




Reforms aimed at meeting the standards and conditions to join the European Union, above all, reflect the needs and interests of our citizens. This process will strengthen the institutions that are the guarantee of a stable, safe and developed Montenegro. The government will objectively and in a timely manner inform citizens about the effects of the government's policies on the internal plan and about results achieved in the process of joining the EU.

"Today in Montenegro we have contracted operations in capital tourist projects worth around three billion euros."

Prime Minister Dusko Markovic
May 12, 2018


2/3 of surveyed citizens support Montenegro's EU membership


More than 60% support positive social changes **through reforms**

COMMUNICATION FRAMEWORK

The development of digital media provides the government with additional possibilities of direct communication with citizens. Therefore, communication must be:

- 1 SHORT, PERSONAL AND SUITABLE FOR SHARING**
The themes of everyday life, not only political, that can reach the greatest number of citizens.
- 2 COMPLETED AND STRATEGIC**
Regardless of the medium or channel of communication that is used.
- 3 ADJUSTED**
Target groups and devices that are used.
- 4 MORE DOMINANT VISUAL THAN TEXTUAL**
Videos, photos, infographics, quotes in pictures, with the possibility of interaction.

Communication
on social networks
does not imply

copy/paste

press releases,
announcements or
speech

13

Recommended
number of words in

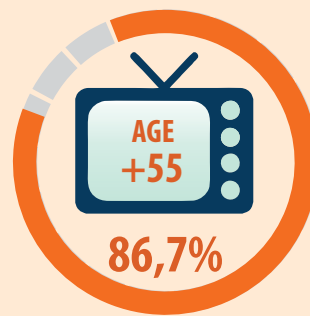
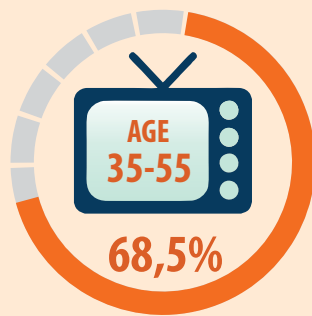
facebook® post



VIDEOS

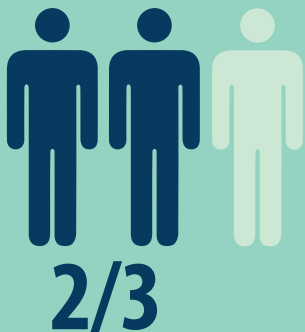
for Internet content
if necessary with subtitles
desirably without sound

Television is the dominant source of information the population for over 35 years



About **70%**

follow the information and
political content on television
up to 60 minutes per day



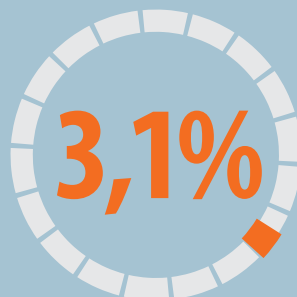
spends at least **half an hour**
per day using Internet



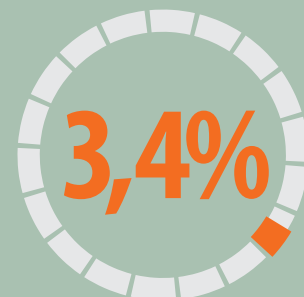
of the younger
population
spend **more than 2 hours**
per day on social networks



search
political content
on the Internet



often write
comments on portals
and forums



use **printed media**
as a primary source
of information

COMMUNICATION PRIORITIES 2018-2020



Fair and safe state

Citizens' safety and equality in achieving rights are the fundamental values of a democratic society



Development, employment and higher living standard

Improving the business environment is a precondition of the economic development and growth of a higher living standard



State-the service of citizens

The government is implementing reforms that will provide more efficient services to citizens



Montenegro in the world

Membership in NATO and standards achieved in the process of joining the EU has strengthened the position of Montenegro in the world



FAIR AND SAFE STATE

Citizens' safety and equality in achieving rights are the fundamental values of a democratic society



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Fair and safe state



MONTENEGRO-

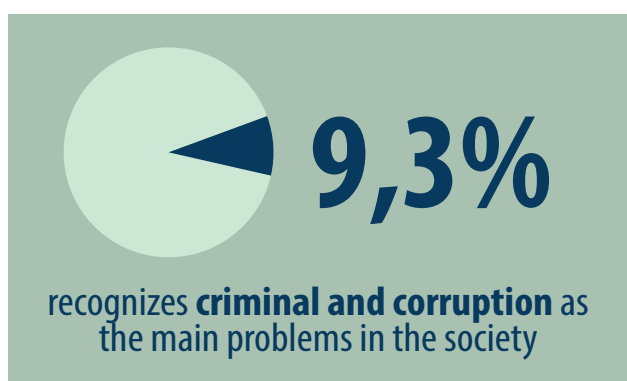
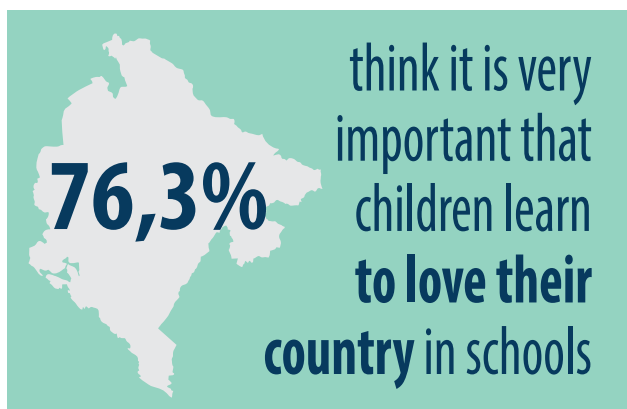
A SOCIETY THAT GUARANTEES SAFETY AND EQUALITY FOR EVERYONE

Communication tasks:

- » Citizens' safety is the precondition for overall development
- » Strengthening institutions - independent guarantee of an efficient legal and political system.
- » NATO membership - safe borders and internal stability unutrašnja stabilnost.

Key messages:

- » The government guarantees equal rights and opportunities for all citizens, and a legal system on which the business community can rely.
- » We resolutely oppose crime and corruption in order to build a fair and safe society.
- » We protect Montenegro from every security threat, through the further improvement of our own capacity and ability.



I don't want criminals to be a role model to my children.

We shall suppress organised crime as a safety threat.



Unfair competition is an obstacle to my business.

We'll eradicate corruption as the main obstacle to overall economic and democratic development.



More than **60%** have a high level of trust in Montenegro's Army



More than **2/3** consider that **loyalty to the country** is one of the most beautiful feelings



1 out of 5

believe **justice and security** should be the government's priority



CAMPAIGNS

- » Fighting against organized crime
- » Prevention of corruption
- » Confronting high-tech crime
- » Protections against domestic violence
- » Affirmation of children's rights
- » Affirmation of woman's rights
- » Affirmation of minority rights
- » Protection of LGBT rights
- » Promoting equality of persons with disabilities
- » Alternative dispute resolution

67,2%

feel that
RESPECTING AUTHORITY
is one of the main values
which children should acquire

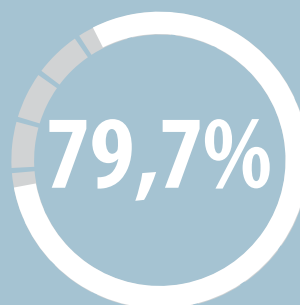


11,1%

in urban and

7,5% in rural areas

**recognize crime and
corruption as main
problems of society**



would not want
to have neighbours
related to crime



CASE STUDY

On June 25, 2017 at 11:20 the Directorate for Emergency Situations of the Ministry of the Interior, received a call for help.

The duty operator was informed that a seventy-five-year old man Bozidar Mijac from the village Utrg, while guarding his cattle fell from a rock and sustained serious injuries, due to which his life was in danger. In less than an hour, a helicopter with three members of the Ministry of the Interior and five members of the Mountain Service Rescue, started a search. Mijac was found in a short period of time, and was given the first aid, after which he was transported to the Clinical Centre of Montenegro.





DEVELOPMENT, EMPLOYMENT AND HIGHER LIVING STANDARD

Improving the business environment is a precondition of the economic development and growth of a higher living standard



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Development, employment and higher living standard



STIMULATING THE BUSINESS ENVIRONMENT - A PRECONDITION FOR OVERALL ECONOMIC DEVELOPMENT

Communication tasks:

- » Improving the business environment, removing business barriers, encouraging entrepreneurship, strengthening the processing industry and service sectors
- » Capital infrastructure and development projects in traffic, tourism, energy and agriculture
- » New skills and knowledge- better jobs and more competitive economy

Key messages:

- » We remove business barriers and provide support programs as stimulant to investments and entrepreneurship
- » We are building modern roads, tourism facilities, developing agriculture and food industry as conditions of a higher living standard throughout Montenegro
- » We provide conditions for acquiring new skills and knowledge, aligned with the needs of the labour market, as a support to employment (especially young people) and the growth of competitiveness of the Montenegrin economy.



I want to live with dignity from my job.

We encourage investments in tourism and agriculture for new jobs and new opportunities.



The North deserves better conditions for life and work.

We encourage equal regional development, protecting the environment and sustainable developments of the generous natural potential of the North.



2,2 million passengers



travelled through Montenegrin
airports during 2017

4,7%



growth of GDP in Montenegro
in 2017, one of the largest in Europe

20,969

work permits for foreigners were issued
in Montenegro in 2017, which is about

1/2

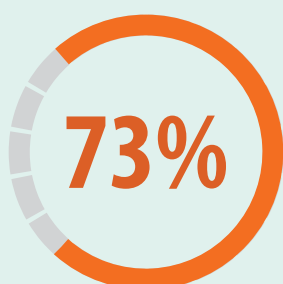
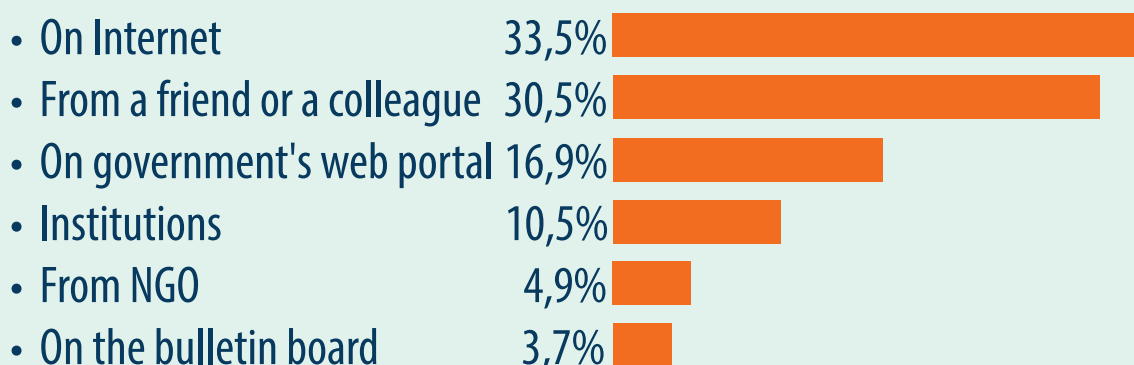
of the total number of unemployed



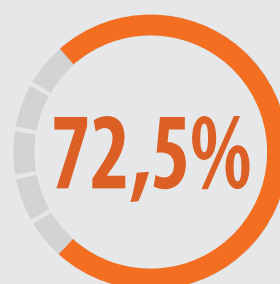
CAMPAIGNS

- » Encouraging entrepreneurship, especially women and young people
- » Support to small and medium sized businesses
- » Developing the potentials of the North
- » Encouraging the development of tourism and agriculture
- » Capital infrastructure projects
- » Efficient tax collection and responsible management of the money from citizens
- » Removing business barriers
- » Skills training and prequalification programs
- » The importance of protecting the wildlife environment
- » The importance of domestically manufactured products

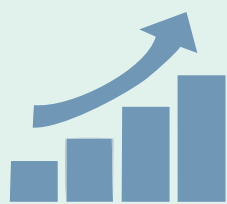
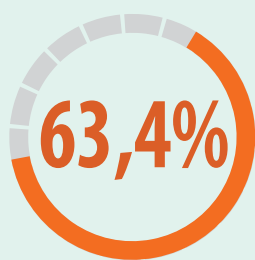
Citizens search information about business support programs:



think it is
very difficult
to start
a business
in Montenegro



think it is
very difficult
to run
a business
in Montenegro



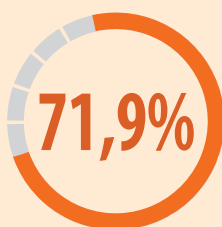
consider that
**development, employment
and higher living standard**
should be Government's priority



76%
58.8%

support construction of
the highway

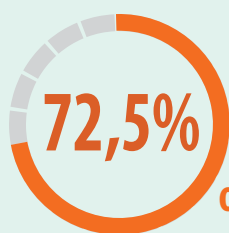
are familiar with activities on
the construction of the highway



are very positive
when it comes to
**development of
tourist centres
in the south**



in rural areas
are familiar with
**development activities of
tourist centres in the south**

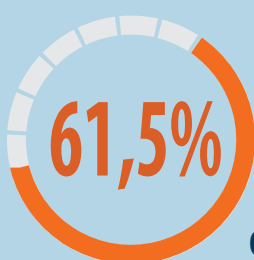
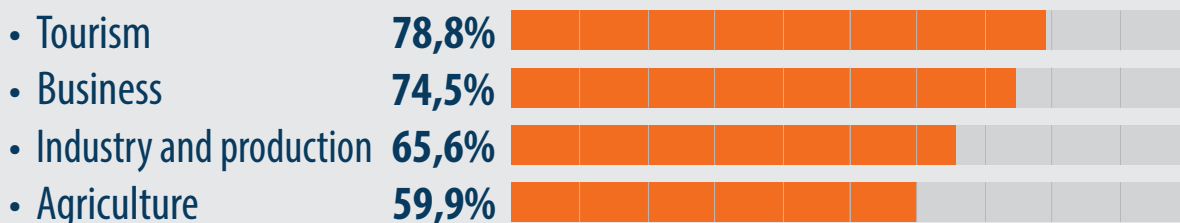


are very positive when
it comes to matters of
**winter tourist centres
on Bjelasica and Durmitor**



are familiar with
activities on the
**development of
winter centres**

Most citizens would support their children to start a career in the following sectors:



do not know that
the government
provides **training for
professional development
of the unemployed citizens**
through the **Employment Service**



are familiar
with **support
programs** that
**the state
offers for
starting a business**



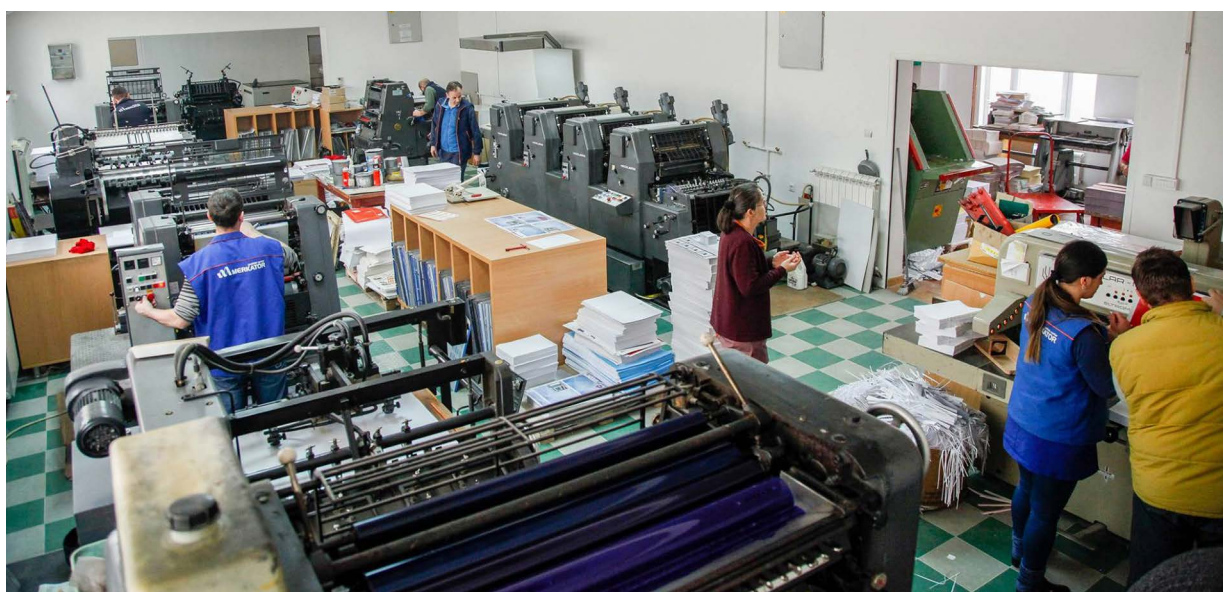
CASE STUDY

When it was founded in 1991, the Graphic CentreMerkator had only one employee. The first 10 years of activity were performed in a family house, and then with a favourable loan of the Investment and Development Fund, they bought the drive of the former Pobjeda printing house in Bijelo Polje, which is now with additional credit of IRF lines, equipped with modern printing machines. With the support of the Employment Service of Montenegro, the employees were trained.



With such support from state institutions and dedicated employees the company has undergone a real expansion' they said from Merkator, which is certainly one of the leaders in graphic arts in Montenegro today and has about 100 employees. Since 2017 this company owns a NATO code.

The owners say that there are chances and they should be used!





STATE-THE SERVICE OF CITIZENS

The government is implementing reforms that will provide more efficient services to citizens



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State-the service of citizens



EFFICIENT, AVAILABLE AND EASY ACCESS TO SERVICES
FOR ALL CITIZENS

Communication tasks:

- » Adapting administration to the needs of citizens and the economy.
- » Improving the education and health system - for better quality of life.
- » Care for all who need help.

Key messages:

- » We expand the range and quality of services according to the contemporary needs of society.
- » We are investing additional resources in personnel and improving the quality of health care and education.
- » We are improving the system of equal distribution of social benefits and help to vulnerable categories of the population.

74,1% have a high level of trust in the educational system

68,5% have a high level of trust in the health system



I do not want to go from counter to counter.



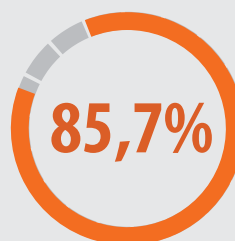
I don't have time to wait in line for hours.

Economic growth, higher quality of living and overall social development can be achieved only with an efficient public institution.



Complicated procedures negatively affect my business.

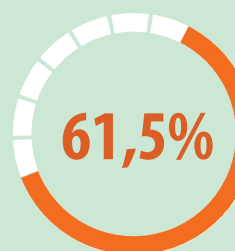
Through partnership with society we are eliminating the business barriers and encouraging further development of the economy and entrepreneurship.



did not participate in any form of **volunteer work** in 2017



58,9% have a high degree of trust in the **police**

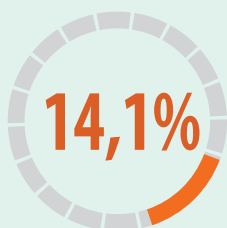


are not familiar with **training** that the government provides through the Employment Service

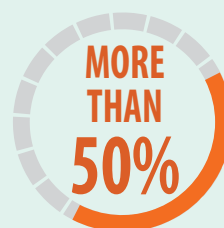


CAMPAIGNS

- » E-services
- » Efficiency of public administration
- » Free education from kindergarten to university
- » Supporting young people
- » Construction of apartments for employees, pensioners and citizens in state of a social need
- » Prevention of disease
- » E-health
- » Support for treatment in referent centres abroad
- » Care for elderly and those who need help
- » Unique Identification Document (UID) (ID); driver's license and health booklet in one document.



think that government's
main priority
should be better
service to citizens



use **Internet** as a primary
source of getting
information about **the**
government's support
for starting a business



citizens in
Montenegro
use
the Internet

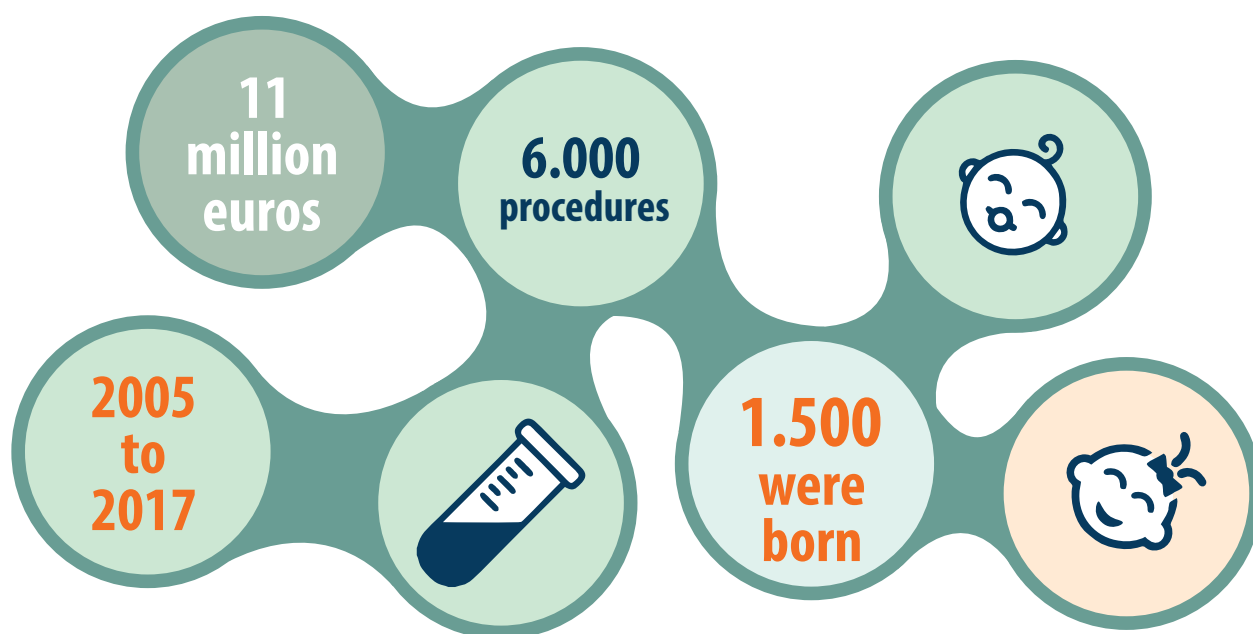


SUPPORTING NATALITY

To all women under the age of 44 who have less than two children born in both marital or non-marital unions, the government provides funds for three attempts of in vitro fertilisation (IVF).

From 2005-2017, the state spent over 11 million euros on almost 6.000 procedures.

Thanks to this possibility in the past 12 years, about 1.500 babies were born and that is about 130 babies a year.



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MONTENEGRO IN THE WORLD

Membership in NATO and standards achieved in the process of joining the EU has strengthened the position of Montenegro in the world



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Montenegro in the world

MONTENEGRO-A PART OF A DEMOCRATIC AND DEVELOPED WORLD



Communication tasks:

- » Integration into European and Euro-Atlantic community – in the interest of citizens and the economy.
- » Partnership with the most powerful countries of today – a guarantee of the safe land, safe business and investment environment.
- » Achieving high international standards-contribution to affirmation of regional and global peace, stability and prosperity.

Key messages:

- » At the world stage, the voice of Montenegro is heard and the interests of our state and its citizens are protected.
- » All our international activities help us keep the country safe, attract investors and improve the business environment.
- » Membership in NATO and EU gives additional obligations to our commitment, safety and stability, and strengthens our voice in the world.



I want to live as my peers do in the European Union.

We position Montenegro as an attractive tourist and business destination, creating opportunities for the investments that will lead to economic growth, new jobs and a higher standard of living.



I want Montenegro to be a safe place for my children.

The good position of Montenegro in the international community means protecting the state and its values and providing a safe and quality life for our citizens.



Montenegro has established
diplomatic relations with

182 states

„The moment when Montenegro joined NATO, marked the entry of our country into the community of the most developed contemporary countries and the beginning of a new era for Montenegro. The new Euro-Atlantic epoch means a permanent guarantee of sovereignty and the inviolability of our borders, and Montenegro is today a stable and safe state thanks to that.“

Dusko Markovic, Prime Minister of Montenegro,
Cetinje June 5, 2018

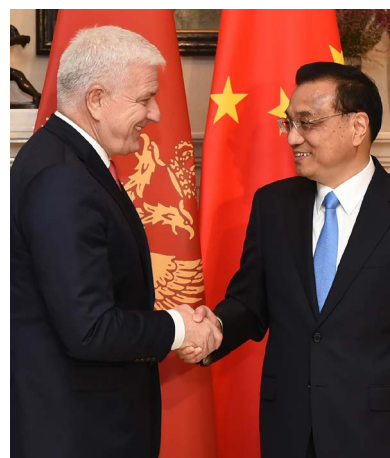


29th member



CAMPAIGNS

- » Strengthening national and cultural identity
- » Montenegro is a member of NATO
- » Promotion of Montenegro in the EU Member States
- » Affirmation of European and Euro-Atlantic values and standards
- » Montenegro in the region
- » Montenegro in the world
- » Montenegro- a desirable tourist and business destination
- » Sport and cultural diplomacy
- » Development and strengthening the national brand
- » Education, knowledge and skills-global passport

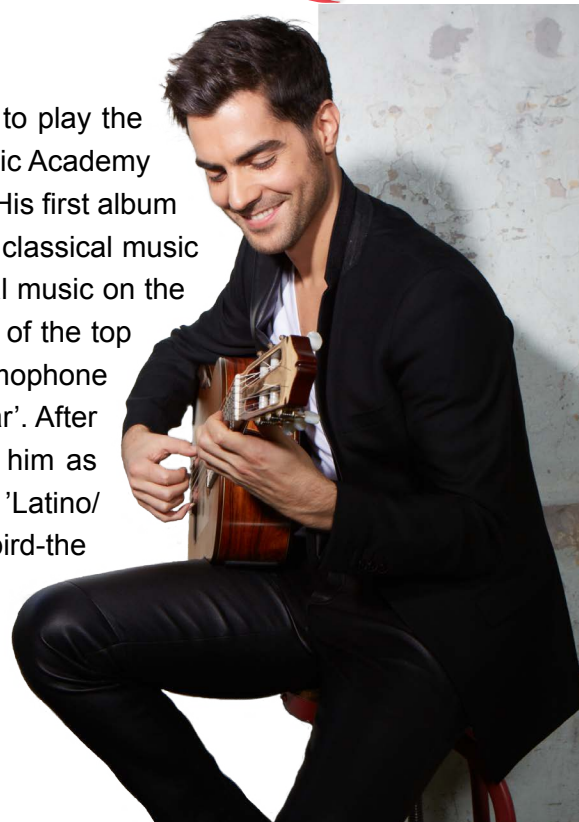




CASE STUDIES

Milos Karadaglic was born in 1983 in Podgorica. He started to play the guitar at age of eight and started studying at the Royal Music Academy in London at age of seventeen, where he lives and works today. His first album 'Mediterraneo' was released in April 2011, winning the top list of classical music around the world, after which he was called 'the hero of classical music on the guitar' (Telegraph). His first album remained on the first position of the top list for 28 weeks, providing him with two prestigious awards: 'Gramophone Young Artist of the Year' and 'Echo Classic Newcomer of the Year'. After the release of the second album 'Latino', Classic Brit declared him as MasterCard Discovery of 2012. After the success of the album 'Latino/ Passion' a new edition 'Latino Gold' followed and in 2016 'Blackbird-the Beatles album' was released.

During 2018, Milos launched a new series of books dedicated to classical guitar which was released by Schott Music titled 'Play Guitar with Milos'.



Nastasja Vojinovic (1995, Montenegro) finished four grades of primary and music school in Montenegro and then moved to Belgrade where she finished MS Kosta Manojlovic in Zemun as a student of the talents department. She studied elementary studies at FMA in Belgrade at the age of 16 in the class of Professor Gordana Matijevic Nedeljkovic. She mastered in the same class parallel with Professor Eduard Schmider at the College of Music and Dance at the University of Texas Temple in Philadelphia.

She won numerous medals in the country and abroad. The most important ones are: a gold medal at the International Young Violinist Barlette Competition (Italy 2006), third place at the International Competition Alexander Glazunov (Paris 2007), the first in the International Competition Petar Toskov (Belgrade 2007), the second prize at the International Competition Petar Konjovic (Belgrade 2009), honorary prize of the first row at the competition Jaroslav Kocijan (Czech Republic 2010), first prize at the International Festival Stringfest in Sremska Mitrovica (2013), the first prize in the competition of young virtuosos Neli Berman in Philadelphia; award for the best student in 2017/18 Helen Kvalvaser at the University of Temple.



Dr Sanja Damjanovic Minister of Science , Member of International Scientific research teams – CERN (Geneva, Switzerland) and GSI-FAIR (Darmstadt, Germany)



In 2008, water polo players from Montenegro became champions of Europe in Malaga!

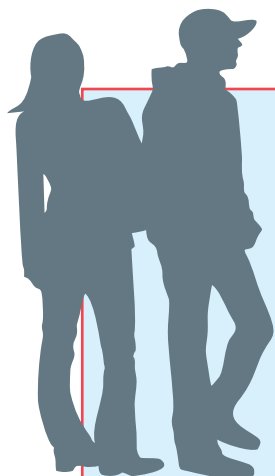


The handball players from Montenegro in 2012 won silver at Olympic Games in London!



The basketball players 'Buducnost Voli' won the ABA league in 2018 and in 2018/19 season the Euroleague will be played in Montenegro!





YOUTH (18-34)

- Prefer working in business, tourism or catering rather than in public administration,
- 14.4 % think that it is easy to start a business in Montenegro and only 1/3 of them is familiar with government's support programs for starting a business,
- 71.6 % have a high level of trust in the education system and the vast majority believes that they have the necessary skills for their job,
- 57.4 % believe the media content on the Internet the most,
- 44% of them use Internet portals as the primary source of information (twice more than middle-aged).



RURAL POPULATION

- 1/3 think that unemployment is the biggest problem,
- 81.1% see tourism as the most attractive sector for employment,
- 75.8% thinks that it is difficult to deal with business in Montenegro,
- Only 1/3 of them are familiar with the support of the government for starting a business and training programs offered by the Employment Service,
- They have a very positive attitude toward the EU,
- They have a high level of trust in education system 84.9%, health care 77% and the Army 71%,
- They have a high level of trust in the Montenegrin media, they trust television 72.1% which is their primary source of information 78.8%.

WOMEN

- More than man they are concerned about the problem of unemployment and the largest number considers that the government's key priority should be development, employment and a higher living standard,
- They think tourism and business are the most attractive sectors for employment,
- More than men would want their children to be employed in industry and manufacturing,
- Almost twice as many women (63.6% vs. 36.4% men) are familiar with training offered by the Employment Service,
- As well as men (73%) consider it difficult to start a business in Montenegro,
- They are more optimistic about the future of Montenegro than men are,
- Women trust television more than men and it is their primary source of information,
- 45.5% of women are attentively watching political content compared to men – 58.5%.

