

COMMUNICATION PLAN FOR THE REFORM AGENDA OF MONTENEGRO

October 2024

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1. COMMUNICATION GOALS

Within the framework of the implementation of the Growth Plan for the Western Balkans and the accompanying Reform Agenda of Montenegro, a strategic approach to communication plays a key role in raising public awareness, strengthening citizens' trust and supporting the implementation of reform measures.

The communication goals of this strategy are aimed at clearly conveying the benefits that the Growth Plan will bring to citizens, improving the business environment, digital and green transition, human capital development, and strengthening the rule of law.

Through coordinated communication efforts between the Government and relevant ministries on the one hand and the Delegation of the European Union on the other, and strengthening the capacity of communicators in the public sector, the goal is to ensure broad support for the reform process, manage public expectations and prevent the spread of misinformation.

MAIN STRATEGIC COMMUNICATION GOAL

Ensure broad public support for the Growth Plan for the Western Balkans / Montenegro's Reform Agenda through targeted and effective communication that will raise the awareness of Montenegrin citizens about the concrete benefits of this plan. Explain how the reform measures contribute to socio-economic development and European integration, while at the same time strengthening the capacity of local communicators and proactively suppressing misinformation.

OPERATIONAL GOALS BY AREAS

1. Business environment and private sector development

Goal: Increase awareness among citizens and the business community of the benefits of reforms that improve the business environment, formalize the economy and facilitate access to financing, thereby creating more opportunities for the growth of small and medium-sized enterprises (MSMEs).

Message: The Growth Plan for the Western Balkans brings favorable conditions for business, reduces administrative barriers and enables better access to financial resources, which contributes to economic development.

2. Digital and green transition

Goal: To explain to citizens how the digital and energy transition under the auspices of the Growth Plan contributes to long-term sustainability, the creation of new jobs and the reduction of dependence on fossil fuels.

Message: Reforms that encourage digital transformation and energy transition bring benefits for all citizens, including environmentally clean energy, cost reduction and energy efficiency.

3. Development of human capital

Goal: Communicate the importance of investing in education, training and retraining to strengthen the competitiveness of the Montenegrin workforce, especially young people, women and vulnerable groups.

Message: The Growth Plan creates new opportunities for employment and skills development, enabling citizens to become more competitive in the labor market and contribute to the green and digital transition.

4. Rule of law and fundamental rights

Goal: Increase citizens' trust in reform measures that strengthen the rule of law, the fight against corruption and organized crime, as key steps towards EU accession.

Message: The successful implementation of the Growth Plan contributes to a more transparent and fair judicial system, strengthening democratic institutions and ensuring the rule of law.

ADDITIONAL OPERATIONAL GOALS

Additional operational goals of this Communication Strategy are aimed at increasing efficiency in conveying key messages about the Growth Plan for the Western Balkans and the Reform Agenda of Montenegro. These goals include empowering local communicators, strengthening the public administration's capacity for dialogue with citizens, and combating misinformation that can negatively affect the perception of reforms.

Through transparent and consistent communication, the goal is to ensure understanding among citizens about how the EU supports Montenegro in achieving its reform goals and European integration, while at the same time managing their expectations and building trust in the reform process.

These operational goals also include combating misinformation, but also disseminating information about the concrete benefits of reforms, in order to build trust and guide realistic public perceptions and expectations. In this way, the strategy not only strengthens public support for the reforms, but also additionally highlights the visibility and role of the European Union as a reliable partner in this process.

Strengthening the capacities of public communicators

Goal: To improve the capacities of public communicators through trainings and workshops, in cooperation with EUD, in order to ensure quality and consistent communication of reform measures to the public.

Message: Strengthening the skills of communicators in public administration helps to effectively convey messages about the benefits of the Reform Agenda and the Growth Plan for the Western Balkans.

The fight against disinformation

Goal: To establish effective mechanisms for suppressing misinformation about the Growth Plan and reform measures, both of domestic and foreign origin.

Message: Accurate and transparent information about Growth Plans and reforms is key to building trust and preventing the spread of misinformation.

Managing expectations

Goal: To clearly communicate the limitations and time frame of the implementation of the Growth Plan so that citizens have realistic expectations of the proposed reforms.

Message: Although reforms require time and effort, the Growth Plan for the Western Balkans and the Reform Agenda of Montenegro lay the foundations for the long-term stability and prosperity of our country.

2. TARGET PUBLIC

The target audience for the communication of the Reform Agenda is divided into several key groups in accordance with specific areas of reform. Identified stakeholders include end users of funds, economic and social partners, civil society organizations (CSOs), the Parliament of Montenegro, citizens, media, specialized groups, and identified multipliers such as influencers in various fields, experts and specialized media.

Target audiences are defined by key areas defined in the Reform Agenda.

1. Business environment and private sector development

State institutions: Ministries and agencies in charge of economic policy, public procurement and state aid.

Entrepreneurs and business owners: Especially micro, small and medium-sized enterprises (MSMEs), in order to be informed about reforms related to regulatory relief, access to finance and improvement of the business environment.

Chambers and associations of businessmen: Key actors in promoting reforms and providing support to the private sector.

Media and economic analysts: To inform about the effects of the reforms on the business sector and the wider economy.

Trade unions: Very important for the suppression of the gray economy, which includes the protection of workers' rights, and they are an important target group in promoting reforms aimed at reducing unfair competition and improving labor rights.

2. Digital and energy transition

Citizens: As end users of measures to improve energy efficiency and decarbonization, especially in connection with renewable energy sources and pollution reduction.

Companies from the energy sector and green technology: Information on investment opportunities in renewable energy sources and the energy sector.

Civil society organizations (CSOs) and environmental organizations: Which actively promote green policies and sustainability.

Media and economic analysts: For information on the effects of regulations from the digital and energy transition, as well as analysts specialized in monitoring energy policy and the green transition.

3. Development of human capital

Educational institutions and universities: In order to promote reforms related to lifelong learning, digitization of education and connecting the educational system with the needs of the labor market.

Students, young people and the unemployed: As beneficiaries of retraining, training and employment support programs.

Chambers of Commerce and employers: To better understand changes in the labor market and how they can take advantage of new policies for employee development.

4. Fundamental rights and the rule of law

Citizens: As beneficiaries of reforms that will improve the transparency and accessibility of the judicial system.

Judicial institutions: Courts, prosecutor's offices and lawyers, which will be directly affected by reforms in the field of justice.

Civil society organizations: Especially those dealing with human rights, democracy and the fight against corruption.

Media and analysts: Who can support transparency and information on progress in the area of the rule of law.

3. KEY MESSAGES

General on the Reform Agenda

- The Reform Agenda supports maintaining a stable macroeconomic environment in order to increase Montenegro's resistance to external shocks and accelerate convergence with EU standards.
- The main goal is to achieve smart, sustainable and inclusive economic growth that will improve the quality of life of all citizens.
- Montenegro will have EUR 383 million at its disposal by the end of 2027, while the first tranche of around EUR 26 million is expected by the end of this year. Of the total amount, it is planned that EUR 178.5 million be allocated in the form of budget support, while the remaining EUR 205 million will be allocated for financing infrastructure projects and implemented through the mechanism of the Western Balkans Investment Framework. Payments will be made twice a year until 2027, based on requests submitted by partners from the Western Balkans and verification by the Commission with three sets of conditions. These conditions relate to the maintenance of democratic mechanisms, the rule of law and respect for human rights.

- The distribution of money by area is as follows:
 - Business environment and private sector development EUR 93.2 million
 - Energy (green) transition: EUR 81 million
 - Digital transition: EUR 37 million
 - Development of human capital: EUR 75.3 million
 - Fundamental rights and the rule of law: EUR 96.7 million
- The Reform Agenda has the support of the European Union through the Instrument for Reform and Growth for the Western Balkans, which will provide significant funds for the implementation of key reforms. The Growth Plan represents a unique offer for the Western Balkans to speed up preparations for EU membership and take advantage of the benefits even before accession. The Growth Plan brings a new offer to the region: increased integration into the EU Single Market before EU membership and EUR 6 billion to complement existing funding (IPA), including a fresh EUR 2 billion in grants and EUR 4 billion in highly concessional loans.
- A special focus is placed on the green transition, including the decarbonization of the energy sector and increasing the use of renewable energy sources.
- Digital transformation is key, with an emphasis on broadband network development and improvement of digital public services.
- The reforms are aimed at improving the business environment and facilitating access to financial resources for small and medium-sized enterprises.
- Reforms in the field of justice include increasing the efficiency of judicial and prosecutorial institutions, in order to ensure the rule of law.
- The Reform Agenda focuses on improving the skills of the workforce through lifelong education and reforms in the education system.
- A significant part of the Agenda is dedicated to strengthening institutional capacities for the fight against corruption and organized crime.
- Montenegro will use EU funds to finance key infrastructure projects, especially in the field of energy, digitization and transport. Although the funds that will be obtained for the Reform Agenda through the Growth Plan are credit funds, it is important to note that the conditions under which these funds are obtained are extremely favorable and suitable for the state, and that such conditions cannot be obtained for loans from commercial banks.

For the area of business environment and private sector development

Improving the business environment and supporting MSMEs

- The Growth Plan for the Western Balkans brings favorable conditions for business, reduces administrative barriers and enables better access to financial resources, which contributes to economic development.

- The Government of Montenegro is committed to improving the regulatory framework, which will facilitate business for all types of companies, especially for micro, small and medium enterprises (MSMEs).
- The reforms allow easier access to financial resources and new financing models that are adapted to the specific needs of MSMEs.
- The reform of administrative procedures significantly reduces the time and resources required for company registration and solving legal issues.
- By recognizing and removing key obstacles to business, the Government of Montenegro creates more favorable conditions for the long-term growth of the private sector.
- Montenegro is introducing fully electronic registration for all types of business entities, which will speed up business processes and reduce the administrative burden of companies.

Transparency and the fight against the gray economy

- By introducing stricter control measures and inspection procedures, the goal is to reduce the gray economy and strengthen formal business in Montenegro.
- Increasing transparency and responsibility in the public procurement process will ensure fair market competition and respect for international standards.
- The reforms of the inspection services are aimed at reducing the informal economy through more effective supervision and stricter punitive measures.
- The number of procurements that are carried out without publishing public invitations will be reduced, with the aim of reducing those procurements to only 2% of total procurements by 2026.

Digitization and resource management

- The introduction of electronic registers and payment systems improves the speed and efficiency of business, making Montenegro more competitive.
- Updating and digitizing real estate data improves the efficiency of land and real estate management.
- By the end of 2024, it is planned to adopt the new Spatial Plan of Montenegro, which will enable faster and more efficient management of land and real estate.
- By introducing a fully updated and electronic cadastre for 100% of immovable property, more transparent and efficient land management will be enabled.

Reform and management of state resources

- The reforms are aimed at improving the management of state-owned enterprises through more transparent and efficient operations.
- Professionalization and improvement of corporate governance standards in state-owned enterprises increase transparency and responsibility towards citizens.
- The reform of state-owned enterprises (SOEs) will improve the corporate governance and efficiency of these enterprises, with the introduction of independent audit committees and mandatory annual financial reports.
- The introduction of a publicly available register of state-owned enterprises enables the monitoring of their financial efficiency.

Innovation, research and development

- Reforms include increasing investment in innovation and private sector development, ensuring growth based on knowledge and technology.
- By facilitating access to innovation, research and new technologies, the private sector becomes more competitive on the domestic and international markets.
- An increase in investment in research and innovation in the private sector is planned, which will ensure that allocations reach at least 15% of the EU average by 2027.

Infrastructure and transport

- Investments in transport networks and infrastructure contribute to strengthening the competitiveness of the economy, enabling a more efficient flow of goods and services.
- The implementation of intelligent transport systems (ITS) on 62 km of the TEN-T network by 2027 will contribute to more efficient and safer transport.

Legalization and improvement of living conditions

- With the legal solution for the legalization of housing units, at least 20,000 illegally built buildings will be legalized by 2027, which will improve the infrastructure and living conditions in Montenegro.

Fiscal responsibility

- Reforms ensure better monitoring of fiscal risks and efficient management of resources, which contributes to budget stability.
- Fiscal risks coming from state-owned enterprises will be systematically monitored through annual reports, thus ensuring the stability of the state budget and public finances.

Policy area 2 – digital and energy/green transition

Digital transition

- Montenegro will introduce secure broadband networks, including 5G technology, to ensure fast and reliable internet access, especially in rural areas.
- The introduction of a digital identity allows citizens of Montenegro faster and safer access to public e-services, such as social and tax administration.
- By implementing the NIS2 directive, Montenegro will strengthen its resistance to cyber attacks, creating a safe digital space for all users.
- The reforms will enable the introduction of user-friendly digital public services that will improve the efficiency of public administration and reduce administrative barriers.
- By introducing a program for digital literacy, citizens of Montenegro will have access to tools and resources that facilitate the use of digital services and technologies.
- Montenegro will invest over EUR 37 million in the development of digital infrastructure and encouraging innovation in the ICT sector.
- The reforms include the adoption of the new Law on Information Security, which will be in accordance with European standards.

- The introduction of electronic signature and wallet for digital identity enables simpler business and interaction with the public administration.
- Through the implementation of digital reforms, Montenegro will connect with European digital systems, enabling better alignment with EU standards.
- The e-government platform will enable the interoperability of registers, facilitating the access of citizens and businesses to the data and services of public institutions.

Energy/Green transition

- Through reforms in the energy sector, Montenegro will reduce CO2 emissions and switch to sustainable energy sources, in line with European goals.
- It is planned to increase the share of renewable energy sources in total consumption, thus positioning Montenegro as a leader in the energy sector of the Western Balkans.
- The retraining and support program enables employees in coal-based industries to transition to new, sustainable occupations.
- Through the reforms, households will have access to incentives for energy production from renewable sources, which will reduce energy bills and increase energy efficiency.
- By renovating buildings and introducing energy-efficient solutions, Montenegro will reduce energy consumption and improve the quality of life of its citizens.

Messages for policy area 3 - Human capital development

Labor market and employability

- The quality of work, productivity and employability directly depend on the level of skills and competences, and Montenegro is investing in reforms to ensure a labor market aligned with European standards.
- Reforms in Montenegro aim at increasing the employability of vulnerable groups, such as women, young people and people with disabilities, through better education and training.
- By increasing the availability of social services and establishing an inclusive system, the social exclusion of vulnerable groups on the labor market will be reduced.
- The reform of the disability system in Montenegro is moving from a medical model to a human rights model, enabling people with disabilities to have easier access to social services and the labor market.
- Improving the system of social services and better coordination with labor market policies will reduce the social exclusion of social assistance beneficiaries and enable their activation.
- Montenegro is making efforts to increase the participation of women in the labor market through support in caring for children and the elderly, providing them with better and more adequate preconditions to achieve greater economic independence.

Education and inclusion

- The investment of EUR 75 million from the project with the European Investment Bank (EIB) is intended for the construction and reconstruction of schools and kindergartens in Montenegro, which will improve educational capacities and solve the decades-long problem of overbooking of preschool and school institutions, thus ensuring a better quality of education.
- Reforms in education will focus on improving inclusive education, providing support to children with special needs through inclusive orientation in schools.
- Montenegro will invest in the continuous professional development of teachers, with a special focus on digital literacy and personalized learning.
- New educational programs integrate socio-emotional and soft skills into the educational system, enabling students to better adapt to the dynamic labor market.
- Montenegro will improve the education system in order to better respond to the needs of the labor market, with a special emphasis on practical teaching and professional education.
- A special focus will be on the expansion of practical teaching in professional and higher education in order to reduce the gap between acquired skills and the needs of the labor market.

Lifelong learning and training

- Montenegro will continue to invest in lifelong learning programs in order to increase the competitiveness of the workforce and reduce social exclusion.
- Montenegro will invest around EUR 180,000 in activities aimed at lifelong learning, including the development of adult education programs in the green and digital economy sectors, and support for connecting educational institutions with the economy and employers.
- Campaigns are planned that will promote adult learning and increase their involvement in these programs.

Digitization of education

- Improving the digital infrastructure and introducing new digital tools into the educational system will enable better preparation of students for the digital labor market.
- Upgrading of concepts and curricula through the Digital Academy and implementation of the Education System Digitalization Strategy (2022-2027). The goal is for 25% of students in schools to have access to EdTech hubs.
- 2,000 teachers trained to implement new curricula and digital competencies, and an additional 7,500 teachers are planned to be trained by 2027.

Social protection and inclusion

- Improvement of social services and more effective targeting of material benefits contributes to the reduction of poverty and inequality in Montenegro.
- The upgrade of the Integrated Information System of Social Protection (e-Social) enables more precise identification of users and more efficient use of social services.

Messages for Policy Area 4: Fundamental Rights / Rule of Law

Public administration reform

- Public administration reform is one of the three key pillars of EU enlargement, and Montenegro strives to create a professional, efficient and European-harmonized public administration by 2026.
- Adopted laws, including the Law on Government, the Law on Earnings and the Law on Free Access to Information, improved public administration in line with European standards.

Judiciary and rule of law

- Although some progress has been made, the judiciary of Montenegro still faces challenges in terms of independence, integrity and responsibility. It is necessary to strengthen the capacities for efficient management of resources in this sector.
- Montenegro will provide transparent and timely procedures for the appointment of judges and prosecutors in order to ensure the efficient functioning of the judicial system.
- Digitization of the judiciary is planned in order to improve efficiency, especially the introduction of interoperable databases and the improvement of the use of electronic evidence in court proceedings.

The fight against corruption and organized crime

- Corruption, including high-level corruption, remains a challenge. Montenegro must improve its results in investigations, prosecutions and verdicts, especially in the fight against corruption and organized crime.
- Montenegro is facing challenges related to the illegal cigarette trade, which requires strengthening the capacities of all relevant institutions and improving the work of the judicial system. It is planned to increase the number of police officers, ensure the use of databases of various state authorities (e.g. the Customs Administration), and a total of EUR 4.6 million will be needed for all measures.

The fight against cybercrime

- Montenegro will strengthen the capacities of institutions to fight cybercrime, including the use of electronic evidence in court proceedings, and the total budget for these activities will be EUR 4.6 million.

Human rights and protection of vulnerable groups

- Despite progress in the protection of human rights, Montenegro must strengthen inter-institutional cooperation in order to more effectively protect the fundamental rights of vulnerable groups, including women, children and persons with disabilities.
- Violence against women and domestic violence remains a serious challenge in Montenegro, despite the existing legal framework. A stricter sentencing policy and tailored procedures for victims are needed.
- Montenegro plans to establish a single database on domestic violence, which would include at least 95% of reported cases of violence, and the establishment of three crisis centers for victims of sexual violence, in accordance with the standards of the Istanbul Convention.

Prisons and conditions of stay of persons deprived of liberty

- Additional efforts are needed in conducting independent and effective investigations in cases of police torture and human rights violations, along with improving the conditions of stay in facilities where persons are deprived of their liberty.
- Investments in the renovation and equipping of existing prison facilities, construction of new facilities (e.g. prison in Mojkovac and special prison hospital), and continuous education and training of officials are foreseen.

Freedom of the media

- Montenegro should work additionally on improving media freedom and more effective enforcement of laws that protect journalists and media workers from violence and threats.
- Revision of the law on media freedom, stricter application of sanctions for attacks on journalists and education of journalists and civil servants will be key measures in this area.

Compliance with EU standards

- Montenegro is continuously working on harmonizing the legal framework with EU standards in the fight against money laundering, asset seizure and confiscation, as well as strengthening the capacities of relevant institutions.

4. CHANNELS AND TOOLS OF COMMUNICATION

Communication tools and channels within the implementation of the Reform Agenda of Montenegro play a key role in informing the target public, including state institutions, the private sector, trade unions, the media and the general public, about the progress and benefits of reforms.

The goal of this Communication Plan is to ensure a transparent, clear and consistent flow of information between all involved parties, in order to promote the goals of the Reform Agenda and strengthen the support of the public and all relevant actors in its implementation.

The plan includes specific tools for internal and external communication, which will enable effective information and active participation of key target audiences in the implementation of the planned reforms.

Considering the large number of actors involved in the implementation of the Reform Agenda, careful coordination of implementation and communication is necessary, with the leading role of the Ministry of European Affairs.

Internal communication

Effective internal communication ensures the coordination of external communication activities, preventing overlap that would reduce their effectiveness. This results in greater consistency of messages, optimal use of communication resources and a stronger impact on the target audience.

1. Coordination team and internal communication plan

It is necessary to establish a coordination team at the level of the Government, which will coordinate the MEA (*Ministry of European Affairs*), and which will monitor the implementation and plan the communication of the Reform Agenda. The plan defines the schedule of meetings, deadlines for reporting, and tasks and responsibilities of team members, enabling a clear exchange of information and coordination at the institutional level.

2. E-mail platform

For effective internal communication, it is necessary to establish an Activity Calendar in which all departments will enter their activities, and regular updates and key information about activities are shared via e-mail, which enables the effective dissemination of documents, announcements and important notifications between teams and sectors within the institutions.

3. Internal meetings and workshops/trainings

Internal meetings are necessary for more effective communication and coordination between competent state authorities. They are designed for exchanging opinions, synchronizing activities and developing joint strategies. The goal is to ensure coordination and clarity of tasks among the teams working on the implementation of the reforms. Also, it is important to provide training and education in the field of public relations, not only for officials who deal with communications, but also for the key bearers of activities from the Reform Agenda who will communicate the implementation of reforms to the target public.

External communication

Well-planned external communication allows the public (all target groups listed in section 2 - Target publics) to be informed about the progress and benefits that the Reform Agenda brings, thereby building trust and support for continued reforms.

External communication of the Reform Agenda will be carried out through a combination of traditional media channels and modern digital platforms, including social networks. Traditional media, such as print, radio and television, will be key to reaching a wider audience and providing detailed information about the reforms.

Press conferences, press releases, guest appearances by experts in the media, as well as various events will enable the public to be regularly informed about key activities and progress.

On the other hand, online communication, especially through social networks, will ensure fast and direct communication with target groups, encouraging two-way interaction and discussion with citizens. Social networks such as Facebook, Twitter, LinkedIn and Instagram provide flexibility in the way content is presented, whether through visuals, infographics, video materials or short notices, thereby contributing to greater engagement and informing the public about reform efforts.

Communication via social networks will be implemented through existing orders of relevant ministries and institutions in charge of implementing reforms, enabling quick and direct communication with target groups. The content can be further disseminated through the EU4ME and Europe House channels, which further encourages the engagement of citizens and their information.

The following is an overview of communication tools and possibilities for their use.

1. **Press releases** - They are suitable for quickly informing the public and the media about important events, achievements and activities within the Reform Agenda, such as the adoption of new legal solutions, key agreements and partnerships. Announcements are suitable for announcing and summarizing activities of importance to a wide audience.
2. **Conferences for the media** - This tool allows for detailed explanations of key reforms or responding to current topics that are of great public interest, such as progress in the fight against corruption or the introduction of new measures in the business environment. It is recommended to organize press conferences during important events such as the presentation of new legal frameworks.
3. **Guest appearances in the media** - They are ideal for promoting specific topics of public importance, such as amendments in the legislative framework for small and medium-sized enterprises (MSMEs), energy transition and digitalization. Through guest appearances, the visibility of the reforms is further strengthened and the benefits that the public can expect are explained.
4. **Events / On-site visits** – Particularly useful in communication with the business community and international partners, in order to demonstrate on-site the concrete benefits and achievements of the reforms. They are suitable for promoting investments in infrastructure - for example, building new capacities in schools, kindergartens, etc.
5. **Social media** - These channels provide flexible, fast and direct communication with the wider public. Social media, such as Facebook, Twitter and LinkedIn, are used to inform the public about activities within the Reform Agenda, promote results and engage the wider public through dialogue and feedback.
6. **Website** – A special section on the MEA website and the EU4ME website dedicated to the Reform Agenda contains all relevant information and documents, as well as the latest news and announcements. It ensures centralized access to information for all target audiences, including the business community, citizens and international partners. In addition, all notifications will be posted on the websites of relevant institutions.

7. **Brochures and leaflets** - These information materials are printed and distributed during conferences, round tables and public events. They contain key information about reforms, target areas and benefits for different groups, thereby raising awareness and clearly explaining the importance of the Reform Agenda and specific reforms.
8. **Video content** – Short promotional and informative video clips on the progress of reforms serve as a visually appealing way to inform and inspire the public. Video materials will be distributed through social networks, websites and during events, as well as in the media through media buy, showing concrete results, success stories and benefits of reforms.
9. **Podcast** - Through the form of a podcast, citizens will be able to follow conversations with experts, decision-makers and relevant actors who are directly working on the implementation of reforms. A podcast allows for a more detailed analysis of topics, which can be explained in more depth and brought closer to the target audience.
10. **Billboards and citylight advertisements** – Outdoor advertisements, such as billboards and citylights, are used to promote the main messages and raise awareness among the general public about the Reform Agenda. Strategically placed in urban areas, these advertisements help strengthen the visual presence of the campaign. The proposal is that they be used in the final phase of the implementation of the Reform Agenda when the results can be presented.

4. ADMINISTRATIVE CAPACITIES

In order to effectively implement the Communication Plan for the Reform Agenda, it is foreseen that the implementation of communication activities in accordance with the plan will be taken over by the existing bodies - the Government Body for Communication Guidelines and/or the Communication Body for Monitoring the Implementation of the Reform Agenda.

Such an approach will enable coordinated and consistent communication about key reform steps, which will ensure a unique presentation of the goals and benefits of the Reform Agenda to the public and all relevant target groups.

5. BUDGET

For the successful realization of the reform goals, it is crucial to provide funds for the communication activities defined in the Action Plan. Transparent and clear information to the public about the reforms, the benefits they bring and the efforts of the Government and the EU can significantly contribute to public trust and support for the implementation of reform measures.

Precisely defining the budget for activities is important because in this way the resources needed for the implementation of activities can be more efficiently planned, costs can be monitored and a contribution is made to the responsible management of funds and the avoidance of overruns.

ANNEX 1 – INFO SHEET FOR THE REFORM AGENDA

REFORM AGENDA

The Reform Agenda of Montenegro is aimed at achieving smart, sustainable and inclusive economic growth, improving the quality of life of citizens and accelerating European integration. Through the Growth Plan for the Western Balkans, EUR 383.5 million will be available to Montenegro until 2027 for key areas: business environment, digital and green transition, human capital development and the rule of law.

Communication goals:

- Raising awareness of the benefits of reforms implemented through the Growth Plan/Reform Agenda for citizens and the economy.
- Strengthening trust in the reform process through transparent information and involvement of the public.
- Suppression of misinformation and precise management of citizens' expectations.

Operational goals:

1. **Promotion of reforms in the business environment:** Increase awareness among citizens and the business community of the benefits of reforms that improve the business environment, formalize the economy and facilitate access to financing, thereby creating more opportunities for the growth of small and medium enterprises (MSMEs).
2. **Digital and green transition:** Explain to citizens how the digital and energy transition under the auspices of the Growth Plan contributes to long-term sustainability, creating new jobs and reducing dependence on fossil fuels.
3. **Development of human capital:** Communicate the importance of investing in education, training and retraining to strengthen the competitiveness of the Montenegrin workforce, especially young people, women and vulnerable groups.
4. **Rule of law:** Increase citizens' confidence in reform measures that strengthen the rule of law, the fight against corruption and organized crime, as key steps towards EU accession.

Key messages:

- The Reform Agenda supports maintaining a stable macroeconomic environment in order to increase Montenegro's resistance to external shocks and accelerate convergence with EU standards.
- The main goal is to achieve smart, sustainable and inclusive economic growth that will improve the quality of life of all citizens.
- Montenegro will have EUR 383 million at its disposal by the end of 2027, while the first tranche of around EUR 26 million is expected by the end of this year. Of the total amount, it is planned that EUR 178.5 million will be allocated in the form of budget support, while the remaining EUR 205 million

will be allocated for financing infrastructure projects and implemented through the mechanism of the Western Balkans Investment Framework.

- The distribution of money by area is as follows:
 - Business environment and private sector development: EUR 93.2 million
 - Energy (green) transition: EUR 81 million
 - Digital transition: EUR 37 million
 - Development of human capital: EUR 75.3 million
 - Fundamental rights and the rule of law: EUR 96.7 million
- The Growth Plan for the Western Balkans brings favorable conditions for business, reduces administrative barriers and enables better access to financial resources, which contributes to economic development.
- Reforms that encourage digital transformation and energy transition bring benefits for all citizens, including environmentally clean energy, cost reduction and energy efficiency.
- The Growth Plan creates new opportunities for employment and skills development, enabling citizens to become more competitive in the labor market and contribute to the green and digital transition.
- The successful implementation of the Growth Plan contributes to a more transparent and fair judicial system, strengthening democratic institutions and ensuring the rule of law.
- The Reform Agenda is the way to a more stable, fairer and more prosperous Montenegro, with the clear support of the European Union as a key partner.

ANNEX 2 – INFO SHEET FOR POLICY AREA 1 – BUSINESS ENVIRONMENT AND PRIVATE SECTOR DEVELOPMENT

REFORMS AGENDA

The Reform Agenda of Montenegro is aimed at achieving smart, sustainable and inclusive economic growth, improving the quality of life of citizens and accelerating European integration. Through the Growth Plan for the Western Balkans, EUR 383.5 million will be available to Montenegro until 2027 for key areas: business environment, digital and green transition, human capital development and the rule of law.

Business environment and private sector development

The area of business environment and development of the private sector in Montenegro is focused on improving the regulatory framework, strengthening competitiveness and reducing administrative obstacles for companies. The goal is to create a stimulating business environment that enables easier access to financial resources, digitization of key procedures and formalization of the informal economy. The reforms are aimed at strengthening the efficiency and transparency in the work of state-owned enterprises, improving the public procurement process, reducing regulatory barriers and facilitating business, especially for micro, small and medium-sized enterprises. Through these measures, Montenegro strives to raise the level of business competitiveness, attract investments and accelerate economic growth.

MAIN STRATEGIC COMMUNICATION GOAL

Ensure broad public support for the Growth Plan for the Western Balkans / Montenegro's Reform Agenda through targeted and effective communication that will raise the awareness of Montenegrin citizens about the concrete benefits of this plan. Explain how the reform measures contribute to socio-economic development and European integration, while at the same time strengthening the capacity of local communicators and proactively suppressing misinformation.

OPERATIONAL GOAL

Increase awareness among citizens and the business community of the benefits of reforms that improve the business environment, formalize the economy and facilitate access to financing, thereby creating more opportunities for the growth of small and medium-sized enterprises (MSMEs).

COMMUNICATION MESSAGES

Improving the business environment and supporting MSMEs

- The Growth Plan for the Western Balkans brings favorable conditions for business, reduces administrative barriers and enables better access to financial resources, which contributes to economic development.
- The Government of Montenegro is committed to improving the regulatory framework, which will facilitate business for all types of companies, especially for micro, small and medium enterprises (MSMEs).

- The reforms allow easier access to financial resources and new financing models that are adapted to the specific needs of MSMEs.
- The reform of administrative procedures significantly reduces the time and resources required for company registration and solving legal issues.
- By recognizing and removing key obstacles to business, the Government of Montenegro creates more favorable conditions for the long-term growth of the private sector.
- Montenegro is introducing fully electronic registration for all types of business entities, which will speed up business processes and reduce the administrative burden of companies.

Transparency and the fight against the gray economy

- By introducing stricter control measures and inspection procedures, the goal is to reduce the gray economy and strengthen formal business in Montenegro.
- Increasing transparency and responsibility in the public procurement process will ensure fair market competition and respect for international standards.
- The reforms of the inspection services are aimed at reducing the informal economy through more effective supervision and stricter punitive measures.
- The number of procurements that are carried out without publishing public invitations will be reduced, with the aim of reducing those procurements to only 2% of total procurements by 2026.

Digitization and resource management

- The introduction of electronic registers and payment systems improves the speed and efficiency of business, making Montenegro more competitive.
- Updating and digitizing real estate data improves the efficiency of land and real estate management.
- By the end of 2024, it is planned to adopt the new Spatial Plan of Montenegro, which will enable faster and more efficient management of land and real estate.
- By introducing a fully updated and electronic cadastre for 100% of immovable property, more transparent and efficient land management will be enabled.

Reform and management of state resources

- The reforms are aimed at improving the management of state-owned enterprises through more transparent and efficient operations.
- Professionalization and improvement of corporate governance standards in state-owned enterprises increase transparency and responsibility towards citizens.
- The reform of state-owned enterprises (SOEs) will improve the corporate governance and efficiency of these enterprises, with the introduction of independent audit committees and mandatory annual financial reports.
- The introduction of a publicly available register of state-owned enterprises enables the monitoring of their financial efficiency.

Innovation, research and development

- Reforms include increasing investment in innovation and private sector development, ensuring growth based on knowledge and technology.
- By facilitating access to innovation, research and new technologies, the private sector becomes more competitive on the domestic and international markets.
- An increase in investment in research and innovation in the private sector is planned, which will ensure that allocations reach at least 15% of the EU average by 2027.

Infrastructure and transport

- Investments in transport networks and infrastructure contribute to strengthening the competitiveness of the economy, enabling a more efficient flow of goods and services.
- The implementation of intelligent transport systems (ITS) on 62 km of the TEN-T network by 2027 will contribute to more efficient and safer transport.

Legalization and improvement of living conditions

- With the legal solution for the legalization of housing units, at least 20,000 illegally built buildings will be legalized by 2027, which will improve the infrastructure and living conditions in Montenegro.

Fiscal responsibility

- Reforms ensure better monitoring of fiscal risks and efficient management of resources, which contributes to budget stability.
- Fiscal risks coming from state-owned enterprises will be systematically monitored through annual reports, thus ensuring the stability of the state budget and public finances.

ANNEX 3 – INFO SHEET FOR POLICY AREA 2 – DIGITAL AND GREEN TRANSITION

REFORM AGENDA

The Reform Agenda of Montenegro is aimed at achieving smart, sustainable and inclusive economic growth, improving the quality of life of citizens and accelerating European integration. Through the Growth Plan for the Western Balkans, EUR 383.5 million will be available to Montenegro until 2027 for key areas: business environment, digital and green transition, human capital development and the rule of law.

Digital and energy/green transition

The field of digital and energy/green transition in Montenegro is dedicated to the transition to sustainable energy sources, increasing energy efficiency and accelerating digitization as a driver of economic and social development. Key reforms include decarbonization of the energy sector, increasing production from renewable energy sources, reducing pollution and developing an energy market aligned with EU standards. At the same time, digital transformation includes the improvement of digital infrastructure, the development of innovative technologies, the introduction of electronic services and the strengthening of cyber security.

MAIN STRATEGIC COMMUNICATION GOAL

Ensure broad public support for the Growth Plan for the Western Balkans / Montenegro's Reform Agenda through targeted and effective communication that will raise the awareness of Montenegrin citizens about the concrete benefits of this plan. Explain how the reform measures contribute to socio-economic development and European integration, while at the same time strengthening the capacity of local communicators and proactively suppressing misinformation.

OPERATIONAL GOAL

Explain to citizens how the digital and energy transition under the auspices of the Growth Plan contributes to long-term sustainability, the creation of new jobs and the reduction of dependence on fossil fuels.

COMMUNICATION MESSAGES

- Reforms that encourage digital transformation and energy transition bring benefits for all citizens, including ecologically clean energy, cost reduction and energy efficiency increase.

Digital transition

- Montenegro will introduce secure broadband networks, including 5G technology, to ensure fast and reliable internet access, especially in rural areas.
- The introduction of a digital identity allows citizens of Montenegro faster and safer access to public e-services, such as social and tax administration.
- By implementing the NIS2 directive, Montenegro will strengthen its resistance to cyber attacks, creating a safe digital space for all users.

- The reforms will enable the introduction of user-friendly digital public services that will improve the efficiency of public administration and reduce administrative barriers.
- By introducing a program for digital literacy, citizens of Montenegro will have access to tools and resources that facilitate the use of digital services and technologies.
- Montenegro will invest over EUR 37 million in the development of digital infrastructure and encouraging innovation in the ICT sector.
- The reforms include the adoption of the new Law on Information Security, which will be in accordance with European standards.
- The introduction of electronic signature and wallet for digital identity enables simpler business and interaction with the public administration.
- Through the implementation of digital reforms, Montenegro will connect with European digital systems, enabling better alignment with EU standards.
- The e-government platform will enable the interoperability of registers, facilitating the access of citizens and businesses to the data and services of public institutions.

Energy/Green transition

- Through reforms in the energy sector, Montenegro will reduce CO2 emissions and switch to sustainable energy sources, in accordance with European goals.
- It is planned to increase the share of renewable energy sources in total consumption, thus positioning Montenegro as a leader in the energy sector of the Western Balkans.
- The retraining and support program enables employees in coal-based industries to transition to new, sustainable occupations.
- Through the reforms, households will have access to incentives for energy production from renewable sources, which will reduce energy bills and increase energy efficiency.
- By renovating buildings and introducing energy-efficient solutions, Montenegro will reduce energy consumption and improve the quality of life of its citizens.

ANNEX 4 – INFO SHEET FOR POLICY AREA 3 – DEVELOPMENT OF HUMAN CAPITAL

REFORM AGENDA

The Reform Agenda of Montenegro is aimed at achieving smart, sustainable and inclusive economic growth, improving the quality of life of citizens and accelerating European integration. Through the Growth Plan for the Western Balkans, EUR 383.5 million will be available to Montenegro until 2027 for key areas: business environment, digital and green transition, human capital development and the rule of law.

Development of human capital

The field of human capital development in Montenegro is focused on improving education, employment and social services in order to create conditions for inclusive and sustainable economic growth. Key reforms include adapting the education system to the needs of the labor market, promoting lifelong learning and increasing employability, especially among young people and vulnerable groups. Along with significant investments in digital and inclusive education, the reforms also include increasing the participation of women in the workforce, support for the activation of social service users and improving the child protection system.

MAIN STRATEGIC COMMUNICATION GOAL

Ensure broad public support for the Growth Plan for the Western Balkans / Montenegro's Reform Agenda through targeted and effective communication that will raise the awareness of Montenegrin citizens about the concrete benefits of this plan. Explain how the reform measures contribute to socio-economic development and European integration, while at the same time strengthening the capacity of local communicators and proactively suppressing misinformation.

OPERATIONAL GOAL

Communicate the importance of investing in education, training and retraining to strengthen the competitiveness of the Montenegrin workforce, especially young people, women and vulnerable groups.

COMMUNICATION MESSAGES

- The Growth Plan creates new opportunities for employment and skills development, enabling citizens to become more competitive in the labor market and contribute to the green and digital transition.

Labor market and employability

- The quality of work, productivity and employability directly depend on the level of skills and competences, and Montenegro is investing in reforms to ensure a labor market aligned with European standards.
- Reforms in Montenegro aim at increasing the employability of vulnerable groups, such as women, young people and people with disabilities, through better education and training.

- By increasing the availability of social services and establishing an inclusive system, the social exclusion of vulnerable groups on the labor market will be reduced.
- The reform of the disability system in Montenegro is moving from a medical model to a human rights model, enabling people with disabilities to have easier access to social services and the labor market.
- Improving the system of social services and better coordination with labor market policies will reduce the social exclusion of social assistance beneficiaries and enable their activation.
- Montenegro is making efforts to increase the participation of women in the labor market through support in caring for children and the elderly, providing them with better and more adequate preconditions to achieve greater economic independence.

Education and inclusion

- The investment of EUR 75 million from the project with the European Investment Bank (EIB) is intended for the construction and reconstruction of schools and kindergartens in Montenegro, which will improve educational capacities and solve the decades-long problem of overbooking of preschool and school institutions, thus ensuring a better quality of education.
- Reforms in education will focus on improving inclusive education, providing support to children with special needs through inclusive orientation in schools.
- Montenegro will invest in the continuous professional development of teachers, with a special focus on digital literacy and personalized learning.
- New educational programs integrate socio-emotional and soft skills into the educational system, enabling students to better adapt to the dynamic labor market.
- Montenegro will improve the education system in order to better respond to the needs of the labor market, with a special emphasis on practical teaching and professional education.
- A special focus will be on the expansion of practical teaching in professional and higher education in order to reduce the gap between acquired skills and the needs of the labor market

Lifelong learning and training

- Montenegro will continue to invest in lifelong learning programs in order to increase the competitiveness of the workforce and reduce social exclusion.
- Montenegro will invest around EUR 180,000 in activities aimed at lifelong learning, including the development of adult education programs in the green and digital economy sectors, and support for connecting educational institutions with the economy and employers.
- Campaigns are planned that will promote adult learning and increase their involvement in these programs.

Digitization of education

- Improving the digital infrastructure and introducing new digital tools into the educational system will enable better preparation of students for the digital labor market.
- Upgrading of concepts and curricula through the Digital Academy and implementation of the Education System Digitalization Strategy (2022-2027). The goal is for 25% of students in schools to have access to EdTech hubs.
- 2,000 teachers trained to implement new curricula and digital competencies, and an additional 7,500 teachers are planned to be trained by 2027.

Social protection and inclusion

- Improvement of social services and more effective targeting of material benefits contributes to the reduction of poverty and inequality in Montenegro.
- The upgrade of the Integrated Information System of Social Protection (e-Social) enables more precise identification of users and more efficient use of social services.

ANNEX 5 – INFO SHEET FOR POLICY AREA 4 – THE RULE OF LAW AND FUNDAMENTAL RIGHTS

REFORM AGENDA

The Reform Agenda of Montenegro is aimed at achieving smart, sustainable and inclusive economic growth, improving the quality of life of citizens and accelerating European integration. Through the Growth Plan for the Western Balkans, EUR 383.5 million will be available to Montenegro until 2027 for key areas: business environment, digital and green transition, human capital development and the rule of law.

Fundamental rights and the rule of law

Montenegro is committed to strengthening the rule of law and protecting fundamental rights, which is the basis for stable democratic development and progress towards European integration. Key reforms are aimed at improving the independence, efficiency and transparency of the judicial system, fighting corruption and organized crime, as well as strengthening mechanisms for the protection of human rights. The reforms include better implementation of the recommendations of international bodies, improvement of the protection of vulnerable groups and strengthening of the legal framework in accordance with European standards.

MAIN STRATEGIC COMMUNICATION GOAL

Ensure broad public support for the Growth Plan for the Western Balkans / Montenegro's Reform Agenda through targeted and effective communication that will raise the awareness of Montenegrin citizens about the concrete benefits of this plan. Explain how the reform measures contribute to socio-economic development and European integration, while at the same time strengthening the capacity of local communicators and proactively suppressing misinformation.

OPERATIONAL GOAL

Increase citizens' trust in reform measures that strengthen the rule of law, the fight against corruption and organized crime, as key steps towards EU accession.

COMMUNICATION MESSAGES

- The successful implementation of the Growth Plan contributes to a more transparent and fair judicial system, strengthening democratic institutions and ensuring the rule of law.

Public administration reform

- Public administration reform is one of the three key pillars of EU enlargement, and Montenegro strives to create a professional, efficient and European-harmonized public administration by 2026.
- Adopted laws, including the Law on Government, the Law on Earnings and the Law on Free Access to Information, improved public administration in line with European standards.

Judiciary and rule of law

- Although some progress has been made, the judiciary of Montenegro still faces challenges in terms of independence, integrity and responsibility. It is necessary to strengthen the capacities for efficient management of resources in this sector.
- Montenegro will provide transparent and timely procedures for the appointment of judges and prosecutors in order to ensure the efficient functioning of the judicial system.
- Digitization of the judiciary is planned in order to improve efficiency, especially the introduction of interoperable databases and the improvement of the use of electronic evidence in court proceedings.

The fight against corruption and organized crime

- Corruption, including high-level corruption, remains a challenge. Montenegro must improve its results in investigations, prosecutions and verdicts, especially in the fight against corruption and organized crime.
- Montenegro is facing challenges related to the illegal trade in cigarettes, which requires strengthening the capacities of all relevant institutions and improving the work of the judicial system. It is planned to increase the number of police officers, ensure the use of databases of various state authorities (e.g. the Customs Administration), and a total of EUR 4.6 million will be needed for all measures.

The fight against cybercrime

- Montenegro will strengthen the capacities of institutions to fight cybercrime, including the use of electronic evidence in court proceedings, and the total budget for these activities will be EUR 4.6 million.

Human rights and protection of vulnerable groups

- Despite progress in the protection of human rights, Montenegro must strengthen inter-institutional cooperation in order to more effectively protect the fundamental rights of vulnerable groups, including women, children and persons with disabilities.
- Violence against women and domestic violence remains a serious challenge in Montenegro, despite the existing legal framework. A stricter sentencing policy and tailored procedures for victims are needed.
- Montenegro plans to establish a single database on domestic violence, which would include at least 95% of reported cases of violence, and the establishment of three crisis centers for victims of sexual violence, in accordance with the standards of the Istanbul Convention.

Prisons and conditions of stay of persons deprived of liberty

- Additional efforts are needed to conduct independent and effective investigations in cases of police torture and human rights violations, along with improving the conditions of stay in facilities where persons are deprived of their liberty.
- Investments in the renovation and equipping of existing prison facilities, the construction of new facilities (e.g. prison in Mojkovac and a special prison hospital), and continuous education and training of officials are foreseen.

Freedom of the media

- Montenegro should work additionally on improving media freedom and more effective enforcement of laws that protect journalists and media workers from violence and threats.
- Revision of the law on media freedom, stricter application of sanctions for attacks on journalists and education of journalists and civil servants will be key measures in this area.

Compliance with EU standards

- Montenegro is continuously working on harmonizing the legal framework with EU standards in the fight against money laundering, asset seizure and confiscation, as well as strengthening the capacities of relevant institutions.

6. ACTION PLAN FOR THE PERIOD 2024-2027

7. ACTION PLAN FOR THE PERIOD 2024-2027

REFORM AGENDA					
No.	Activity	Timeframe	Activity leader	Success indicators	Budget
1.	Establishment of the Communication Team for the Reform Agenda	4 th quarter 2024	MEA	Formed Communication Team, defined quarterly and half-yearly work plans, established Activity Calendar, defined mailing list for communication of key activities	EUR 0
2.	Adopting a visual identity for communicating the Reform Agenda	4 th quarter 2024	MEA	Adopted visual identity for RA communication (already developed during the 3rd quarter of 2024); defined rules for communication; communicators in the Government of Montenegro informed	EUR 0
3.	Workshop/training on communications for government public relations officers and key actors from institutions responsible for implementing activities from the Reform Agenda	4 th quarter 2024	MEA	Held workshop/training; Number of participants;	EUR 1,000
4.	Creation of media partnerships with public services and commercial media in order to ensure better media coverage of topics related to the Reform Agenda	4 th quarter 2024	MEA	Created and signed Memorandum of Cooperation/Media Partnership; organized Memorandum signing event; the number of media that have become media partners; number of announcements/photo/video	EUR 500

				material from the event published in the media; statistics from social networks	
5.	Working breakfast with representatives of NGOs and other interested parties (e.g. Chamber of Commerce, trade unions, employers' associations, etc.) in order to present RA activities	4 th quarter 2024	MEA and competent institutions	A working breakfast was held; number of participants; published press release and photo and video material; number of publications in the media, statistics from social networks.	EUR 1,000
6.	Signing of the contract for RA	4 th quarter 2024	Government of MNE / Prime Minister's Office	Held event; number of attendees; number of publications in the media; statistics from social networks.	EUR 300
7.	Payment of tranches by the EU	Continuous	MEA	Released announcement; number of publications in the media; statistics from social networks.	EUR 0
8.	Online brochure on the Reform Agenda - what it brings, why it is important, what are the key expected effects	4 th quarter 2024	MEA	Created brochure; published on the MEA and EU4ME website; prepared and distributed press release; number of publications in the media; statistics from social networks	EUR 500
9.	Online campaign about what the Reform Agenda is, what are the key reforms and benefits (visuals, Q&A, infographics...)	4 th quarter 2024 – 1 st quarter 2025	MEA	Conducted online campaign; number of posts; statistics from social networks	EUR 1,500
10.	A short promo video about the Reform Agenda (what it brings, why it is important, what will be its key effects)	1 st quarter 2025	Government of MNE/MEA	Promo video created; Released announcement; provided ¹ broadcast on at least one TV with national coverage and at least	EUR 2,000

¹ Free broadcasting of the music video can be enabled through cooperation with the Agency for Electronic Media

				one local TV; statistics from social networks;	
11.	Guest appearances in the media	Continuous (minimum one visit per quarter)	All departments involved in RA implementation	Number of publications in the media; statistics from social networks.	EUR 0
12.	The annual press conference where the key results of the implementation of the Reform Agenda will be presented	2024-2027	MEA in cooperation with key departments for RA implementation	Number of pre-conferences held; number of attendees; number of publications in the media; statistics from social networks	EUR 1,200
13.	Podcast about the effects of the Reform Agenda	1 st – 4 th quarter 2027	MEA in cooperation with key departments for RA implementation	Number of recorded and broadcast podcasts; number of publications in the media; statistics from social networks	EUR 12,000
Policy Area 1 – BUSINESS ENVIRONMENT AND PRIVATE SECTOR DEVELOPMENT					
14.	Promotion of the establishment of a register owned by the state	4 th quarter 2024	Ministry of Finance	Register of PVD published on the MoF website; Published notice on the establishment of the register; number of publications in the media; statistics from social networks; number of guest appearances in the media	EUR 0
15.	Promotion of improving transparency, efficiency and integrity in public procurement processes - provision of publicly available project-specific information in the system of e-procurement	4 th quarter 2024	Ministry of Finance	Published information; Published notice on the establishment of the register; number of publications in the media; statistics from social networks; number of guest appearances in the media	EUR 0
16.	Adoption of the Spatial Plan by the Parliament of Montenegro	4 th quarter 2024	Parliament of Montenegro; Ministry of Spatial Planning,	Adopted Spatial Plan; published on the website of the Parliament and relevant ministry; number of	EUR 2,000

			Urbanism and State Property;	announcements in the media (from the parliamentary debate; organized press conference/working breakfast with the media and NGOs organized by the Ministry at which the Spatial Plan will be presented in detail; number of attendees at the event; number of announcements in the media; number of guest appearances in the media on the topic of the Spatial Plan ; online brochure; statistics from social networks	
17.	Promotion of the introduced mandatory annual declaration of property and declaration of conflict of interest for inspectors	4 th quarter 2024	Tax Administration / Agency for Prevention of Corruption	Published announcement in the media; number of publications in the media, statistics from social networks	EUR 0
18.	Promotion of corporate governance and responsibility (Amendment of the act which will introduce new rules and criteria for proposing and electing members of the company's management boards)	2 nd quarter 2025	Ministry of Finance and other line ministries	Organized press conference; number of publications in the media; number of guest appearances in the media; statistics from social networks	EUR 500
19.	Presentation of novelties in the register of economic entities	2 nd quarter 2025	Ministry of Economic Development / Ministry of Finance / CRPS / CBCG	Event organized in cooperation with the Chamber of Commerce of Montenegro; number of attendees at the event; number of publications in the media, statistics from social networks; number of guest appearances in the media	EUR 500

20.	Promotion of the new legal framework in the field of competition and state aid	4 th quarter 2025	Ministry of Finance / Ministry of Economic Development / Agency for Prevention of Corruption	Organized panel discussion on this topic; number of attendees at the event; number of publications in the media; number of guest appearances in the media; statistics from social networks; creation of an online brochure about novelties	EUR 2,500
21.	Promotion of public consultations and impact assessments of regulations (primary laws).	4 th quarter 2025	Ministry of Public Administration/ Ministry of Finance /SCC and other line ministry	Released announcement; guest appearances in the media; number of publications in the media; statistics from social networks;	EUR 0
22.	Communication campaign - Removing regulatory barriers and facilitating business	4 th quarter 2025	Secretariat of the Competitiveness Council	Conceived and realized communication campaign; number of activities; number of attendees at events; number of publications in the media; statistics from social networks	EUR 7,000
23.	Improvement of the land cadastre - transfer of data to the electronic cadastre	4 th quarter 2025	Ministry of Spatial Planning, Urbanism and State Property/ Real Estate Administration	Published press release; number of publications in the media; statistics from social networks	EUR 0
24.	Conference on improving the legislative framework and focusing on the informal economy	4 th quarter 2025	Ministry of Justice/ Ministry of Public Administration/ Ministry of Finance	Organized conference; number of participants at the conference; number of publications in the media; number of guest appearances in the media; statistics from social networks; creation of an online brochure about the key news in this area	EUR 2,500

25.	Conference on research and innovation ecosystem development	1 st quarter 2026	Ministry of Education, Science and Innovation	Organized conference; number of participants at the conference; number of publications in the media; number of guest appearances in the media; statistics from social networks;	EUR 1,000
26.	Press conference on the results of the news in PVD (appointments in management bodies and financial reporting)	4 th quarter 2026	Ministry of Finance and line ministries	Organized press conference; number of participants at the conference; number of publications in the media; number of guest appearances in the media; statistics from social networks;	EUR 500
27.	Promotion of improving the competitiveness and efficiency of the public procurement market	4 th quarter 2026	Ministry of Finance	Announcements, interviews, appearances in the media; number of publications in the media; statistics from social networks	EUR 0
28.	Campaign for the promotion of electronic company registration and electronic payments	4 th quarter 2026	Ministry of Finance, Tax Administration, CRPS	Conceived and implemented campaign; number of organized events; number of publications in the media; statistics from social networks;	EUR 8,000
29.	Promotion of the ratification of the International Convention on Roads (eCMR) required for the implementation of eFTI.	3 rd quarter 2026	Ministry of Transport	Released announcement; number of publications in the media; statistics from social networks	EUR 0
30.	An online campaign to promote companies that benefit from the services of innovation/technology centers	4 th quarter 2026	Ministry of Education, Science and Innovation	Number of posts on social networks; statistics from social networks	EUR 2,500
31.	Communication campaign to solve illegal construction	3 rd quarter 2026 – 2 nd quarter 2027	Ministry of Spatial Planning, Urbanism	Conceived and implemented campaign; the number of events	EUR 15,000

			and State Property/ Real Estate Administration	organized within the campaign; number of attendees at events; number of publications in the media; statistics from social networks; number of created and distributed educational and informative leaflets/brochures	
32.	Promotion of the results of activities implemented through the Reform Agenda for policy area 1	3 rd – 4 th quarter 2027	MEA in cooperation with all line ministries involved in the activities	Conceived and implemented campaign; the number of events organized within the campaign; number of attendees at events; number of publications in the media; statistics from social networks; number of created and distributed educational and informative leaflets/brochures; created and emotional promotional video; media buy	EUR 60,000
Policy Area 2 – DIGITAL AND ENERGY TRANSITION					
Policy area 2a - Energy (green) transition					
33.	Promotion of the complete transposition of the electricity integration package in accordance with the requirements of the Energy Community and the continuation of its implementation	4 th quarter 2024	Ministry of Energy	Released announcement; number of publications in the media; number of guest appearances in the media; statistics from social networks	EUR 0
34.	Press conference on the promotion of legislation in line with the Renewable Energy Directive (RED II) including the regulatory framework for prosumers and the simplification of licensing procedures (e.g.	4 th quarter 2024	Ministry of Energy	Organized press conference; number of publications in the media; number of guest appearances in the media; statistics from social networks; created an online brochure for	EUR 1,000

	designating a single point of contact).			promotion and information about news in the legislation	
35.	Online campaign to promote assurance, issuance of energy performance certificates (in accordance with the Energy Performance of Buildings Directive) and amendments to relevant legislation to enable effective decision-making on energy efficiency investments for household owners	1 st quarter 2025	Ministry of Energy	Number of posts on social networks (visuals, Q&A, infographics); statistics from social networks; published announcement; number of publications in the media	EUR 2,500
36.	Promoting the implementation of measures aimed at protecting energy-poor and vulnerable consumers, including the development of a methodology for defining energy-poor groups and monitoring tools	3 rd quarter 2025	Ministry of Energy	Organized press conference; number of published announcements; statistics from social networks	EUR 0
37.	Conference and online campaign for the promotion of the Law on Protection from the Negative Effects of Climate Change and the Protection of the Ozone Layer, which is aligned with the goal of achieving climate neutrality by 2050	4 th quarter 2025	Ministry of Ecology	Organized conference; number of attendees at the conference; published announcement; number of publications in the media; number of guest appearances in the media; statistics from social networks; the number of posts on the networks explaining the novelties in the law; creation and distribution of an online brochure;	EUR 6,000
38.	Promotion of the Eco-design Regulation for solid fuel local space heaters through the establishment	4 th quarter 2026	Ministry of Energy and Ministry of Ecology	Number of published announcements; number of publications in the media;	EUR 0

	of an efficient market surveillance infrastructure and the launch of a replacement scheme for household heating			number of guest appearances in the media; statistics from social networks	
39.	Announcement of the auction plan for the next three years, within which at least 400 MW will be offered and the launch of the first auction	2 nd quarter 2025	Ministry of Energy	A press conference was held; published announcement; organized interviews and guest appearances in the media; number of publications in the media; statistics from social networks	EUR 0
40.	Information about the long-term renovation strategy and the beginning of implementation through the reconstruction of existing public buildings	3 rd quarter 2025 – until the end of the implementation	Ministry of Energy	Organized visits and marking the start/end of works on one building; number of visits; number of media announcements; number of guest appearances in the media; statistics from social networks	EUR 3,000
41.	Presentation of the Air Quality Management Strategy for the period 2024-2029, including the development/updating of air quality plans for zones where air quality limit values according to the National Emission Reduction Directive (NEC) have been exceeded.	4 th quarter 2025	Ministry of Ecology	Organized press conference; published announcement; number of publications in the media; number of guest appearances in the media; statistics from social networks	EUR 1,000
42.	Promotion of activities - increasing the annual rate of renovation of buildings and street lighting in accordance with the goals agreed in the Energy Community: at least 60,000 m ² renovated	1 st quarter 2026	Ministry of Energy, Eco Fund, Local Self-Government	Press conference; the number of organized tours of renovated facilities; number of publications in the media; number of guest appearances in the media; statistics from social networks	EUR 3,000

43.	Promotion of the completion of the implementation of the electricity integration package by merging the intra-day electricity market.	4 th quarter 2026	Transmission system operator / Nominated electricity market operator	Organized press conference; prepared and published press release; number of publications in the media; number of guest appearances in the media; statistics from social networks	EUR 500
44.	Promotion of the establishment of a training center and a retraining and reemployment scheme, focused on the implementation of a comprehensive program as well as other jobs in industry or service industries	4 th quarter 2026	General Secretariat of the Government; Ministry of Energy; EPCG; Pljevlja coal mine	Organized an event where the Center was presented; published announcement; number of publications in the media; number of guest appearances in the media; number of posts created for social networks promoting the center and its activities; statistics from social networks	EUR 1,300
45.	Presentation of short-term measures of human capital development aimed at retraining and re-employment in the mining region of Pljevlja	4 th quarter 2026	General Secretariat of the Government; National Council for Sustainable Development; Municipality of Pljevlja; Pljevlja coal mine, EPCG	Organized press conference; prepared and distributed press release; number of publications in the media; number of posts on social networks	EUR 500
46.	Online promotion campaigns 100 people, 15% of whom are women, were requalified within the (pilot) action plan based on data available in December 2024.	4 th quarter 2026	General Secretariat of the Government; National Council for Sustainable Development; Municipality of Pljevlja; Pljevlja coal mine, EPCG	Organized online promotion campaign for these people (10 people, of which at least 5 are women); number of posts on social networks; number of guest appearances in the media; statistics from social networks	EUR 2,000

47.	Promotion of the implementation of the Regulation on eco-design for solid fuel local space heaters through the establishment of an efficient infrastructure for market surveillance and the initiation of a replacement scheme for household heating	4 th quarter 2026 – 1 st quarter 2027	Ministry of Energy; Ministry of Ecology	Organized press conference; number of published announcements; number of guest appearances in the media; creation of an online brochure to inform citizens about the heating replacement scheme for households; production of a video clip to inform citizens about the heating replacement scheme for households; ² statistics from social networks	EUR 15,000
48.	Promotion of activities - At least 400 people, 15% of whom are women, have been trained in the retraining and reemployment program, focused on the implementation of the comprehensive program as well as on other jobs in industry or service activities.	4 th quarter 2027	General Secretariat of the Government; National Council for Sustainable Development; Municipality of Pljevlja; Pljevlja coal mine, EPCG	Organized online promotion campaign for these people (20 people, of which at least 10 are women); number of posts on social networks; number of guest appearances in the media; statistics from social networks	EUR 3,000
49.	Promotion of activities - 90% of individual heating systems in public buildings and 70% of individual heating systems in private buildings switched from coal to cleaner fuel	4 th quarter 2027	General Secretariat of the Government, Ministry of Energy, Ministry of Mining, Oil and Gas, Eco Fund, Municipality of Pljevlja	Made a video that will show the results of this activity; provided video broadcasting; an organized press conference where the results will be presented; number of publications in the media; number of guest appearances in the media; statistics from social networks	EUR 8,000
50.	Promotion of the implementation of a comprehensive program for the	4 th quarter 2027	General Secretariat of the Government,	Number of organized conferences on this topic and results; number	EUR 3,000

² Broadcasting of the video on TV can be arranged in cooperation with the Agency for Electronic Media

	renovation of public and private buildings in the mining region of Pljevlja, which offers financial solutions for energy efficiency and replacement of fossil heating systems		Ministry of Energy, Ministry of Mining, Oil and Gas, Eco Fund, Municipality of Pljevlja	of organized press conferences; number of announcements; number of publications in the media; number of guest appearances in the media; organized mini online campaign with the presentation of the results of the program; statistics from social networks;	
51.	Press conference on the occasion of at least 200 MW of new renewable energy capacity (solar and wind energy) installed and connected to the grid in accordance with the agreed goals within the Energy Community	3 rd quarter 2027	EPCG	Organized press conference; prepared and distributed press release; number of publications in the media; statistics from social networks	EUR 500
Policy area 2b - DIGITAL TRANSITION					
52.	Press conference on the occasion of the adoption of the National Plan for the Development of Broadband Infrastructure by the Government	4 th quarter 2024	Ministry of Economic Development	Organized press conference; prepared announcement; number of publications in the media; statistics from social networks	EUR 0
53.	Press conference on the occasion of the activity - Planning for the full implementation of transactional public electronic services at the national and local level in 2025-2027, adopted by foreign governments (in addition to services established by 2024); functional platform of e-administration and inter-operability of registers	4 th quarter 2024	Ministry of Public Administration	Organized press conference; prepared announcement; number of publications in the media; statistics from social networks; created an electronic brochure about the functional e-government platform	EUR 500
54.	Press conference on the occasion of the adoption of the Law on	4 th quarter 2024	Ministry of Public Administration	Organized press conference; prepared announcement; number	EUR 500

	Information Security by the Parliament fully aligned with the NIS2 directive			of publications in the media; statistics from social networks; created an electronic brochure about news in the law	
55.	Communication campaign about secure information system and digital identity	3 rd and 4 th quarter 2025	Ministry of Public Administration	Created and implemented campaign; number of events; number of people present at the event; number of leaflets and other informative content; number of publications in the media; number of interviews and guest appearances in the media; number of posts on social networks; statistics from social networks	EUR 10,000
56.	Online campaign on the occasion of the introduction of part of public e-services	4 th quarter 2025	Ministry of Public Administration	Created and implemented online campaign; number of prepared announcements (videos, reels, Q&A, infographics...); published announcement; number of publications and guest appearances in the media; statistics from social networks	EUR 4,000
57.	Promotion of frameworks introduced through NIS2 harmonization (Coordinated Vulnerability Detection Framework, Crisis Management Framework)	3 rd quarter 2025	Ministry of Public Administration	Released announcement; number of publications in the media; number of guest appearances and interviews in the media; statistics from social networks	EUR 0
58.	Presentation of the Agency for Cyber Security and its competences	4 th quarter 2025	Ministry of Public Administration	Organized visit to the premises of the Agency; created announcement with photo/video materials; number of publications	EUR 500

				in the media, statistics from social networks	
59.	Announcement on the Rulebook as a by-law of the new Law on Electronic Communications, which is harmonized with the EU 5G cyber-security tools	4 th quarter 2026	Ministry of Economic Development	Released announcement; number of publications in the media; statistics from social networks	EUR 0
60.	Online campaign on the implementation of digital identity wallets	4 th quarter 2026	Ministry of Public Administration	Created and implemented campaign; number of posts (video content, visuals, infographics); number of announcements; number of publications in the media; number of guests appearances in the media; statistics from social networks	EUR 5,000
61.	Promotion of secure broadband infrastructure and network deployment in rural areas	2 nd – 4 th quarter 2027	Ministry of Economic Development	Number of announcements; number of events (e.g. field trips and tours of network installation works); number of publications in the media; number of guest appearances in the media; statistics from social networks	EUR 3,000
62.	Online campaign on the occasion of the introduction of public e-services based on the plan (2nd step)	4 th quarter 2027	Ministry of Public Administration	Created and implemented online campaign; number of prepared announcements (videos, reels, Q&A, infographics...); published announcement; number of publications and guest appearances in the media; statistics from social networks	EUR 4,000
63.	Promotion of the results of activities implemented through the Reform	3 rd – 4 th quarter 2027	MEA in cooperation with all relevant ministries and	Conceived and implemented campaign; the number of events organized within the campaign;	EUR 60,000

	Agenda for policy area 2 (including 2a and 2b)		institutions involved in the activities	number of attendees at events; number of publications in the media; statistics from social networks; number of created and distributed educational and informative leaflets/brochures; created and emotional promotional video; media buy	
Policy Area 3 – HUMAN CAPITAL DEVELOPMENT					
64.	Promotion of results - Learning through work in higher education: 20% of higher education graduates (of which roughly 50% are women) have a significant benefit from learning through work with employers during the intended education	3 rd – 4 th quarter 2025	Institutions of higher education	Online campaign for the presentation of graduates (total of 20 of which 10 are women) who benefited from studying with the employer; representation through that campaign of employers who provided education; organized press conference on the occasion of the presentation of the results; published announcement; number of publications in the media; statistics from social networks	EUR 3,000
65.	Presentation of the new model for career management and counseling that was adopted as part of the Career Guidance and Counseling Strategy 2025-2030	4 th quarter 2025	Ministry of Education, Science and Innovation	Organized press conference; published announcement; number of publications, interviews and guest appearances in the media; statistics from social networks	EUR 500
66.	Promotion of the identified minimum package of guaranteed social services and access to their sustainable financing	2 nd quarter 2025	Ministry of Social Protection, Family Care and Demography	Released announcement; number of publications in the media; statistics from social networks	EUR 0

67.	Promotion of the activation of beneficiaries of material support	4 th quarter 2025	Ministry of Social Protection, Family Care and Demography	Organized press conference; published announcement; number of publications, interviews and guest appearances in the media;	EUR 500
68.	Promotion of construction or renovation of schools in order to reduce the number of shifts in the most populated primary schools from the current 5 shifts to a maximum of 3 by December 2027	2 nd quarter 2025-4 th quarter 2027	Ministry of Education, Science and Innovation Capital Projects Directorate	Number of announcements (about launched tenders, started/completed works, etc.); number of visits to construction sites; number of publications in the media; number of interviews, guest appearances in the media; statistics from social networks; creating a video (before and after) promoting the overall results of this activity	EUR 4,000
69.	Campaign for the promotion of the STEM teaching profession at the University of Montenegro	1 st – 4 th quarter 2026	Ministry of Education, Science and Innovation	Created and implemented campaigns; number of events organized; number of announcements; number of publications, appearances, interviews in the media; statistics from social networks	EUR 8,000
70.	Press conference on the occasion of the establishment of EdTech Hub in 17% of the total number of primary and secondary schools	3 rd quarter 2026	Ministry of Education, Science and Innovation	Organized press conference; organized visit to at least one of the EdTech hubs; number of announcements; number of publications in the media; statistics from social networks	EUR 1,000
71.	Promotion of two programs of active measures for the labor market that specifically target women and which are implemented in the context of	1 st – 4 th quarter 2025	Employment Agency, Ministry of Labour, Employment and Social Dialogue	Number of organized press conferences; number of announcements; number of publications in the media;	EUR 2,300

	the introduction of a revised methodology that has women as the target group, in accordance with ESF+ requirements			statistics from social networks; the number of created brochures and other informative materials for the promotion of these two programs	
72.	Promotion of an increase in the number of places in publicly funded childcare facilities across the country available for children by 1,800 new places (in accordance with the Regulations of Standards) equally for ages 0-3 years and 4-6 years as well as promotion of an increased number of qualified staff employed in care about children for 300	4 th quarter 2026	Ministry of Education, Science and Innovation, Capital Projects Directorate	Organized press conference; visit to one of the institutions; number of announcements; number of publications in the media; statistics from social networks	EUR 1,000
73.	Promotion of material assistance beneficiaries who participated in active labor market measures for their activation on the labor market during 2026 and 2027	1 st quarter 2026-4 th quarter 2027	Employment Agency	Organization of press conferences; preparation and distribution of announcements; number of publications in the media; the number of promoted beneficiaries of material aid (of which at least 50% must be women) through the media or social networks; statistics from social networks	EUR 3,000
74.	A campaign to promote the establishment of a single inclusive and unified disability-related money transfer that covers all the rights of the given beneficiary and is processed through an electronic system	4 th quarter 2027	Ministry of Social Protection, Family Care and Demography, and Institute for Disability Determination	Created and implemented campaign; number of events organized; number of announcements; number of publications, appearances, interviews in the media; number of materials created specifically	EUR 12,000

				and adapted for PWDs; statistics from social networks	
75.	Promotion of activities - in each municipality, at least three social services from those listed in the Law on Social and Child Protection are available to citizens in accordance with their needs (including joint participation in several municipalities if necessary)	2026-2027	Ministry of Social Protection, Family Care and Demography	Number of announcements; number of publications in the media; number of guest appearances in the media; statistics from social networks	EUR 0
76.	Promotion of the results of the inclusion of RAE boys and girls in primary and secondary schools	4 th quarter 2027	Ministry of Education, Science and Innovation	Organized press conference; published announcement; number of publications in the media; number of guest appearances and interviews in the media; statistics from social networks	EUR 500
77.	Promotion of activities - in primary and secondary schools, on average, there is at least one technological device (laptop, desktop computer, TV, tablet) available for 11 students	4 th quarter 2024 – 4 th quarter 2027	Ministry of Education, Science and Innovation	Number of published announcements; the number of visits to schools to which the equipment was allocated; number of publications in the media; statistics from social networks	EUR 2,000
78.	Promotion of the results of the activities implemented through the Reform Agenda for the policy area 3	3 rd – 4 th quarter 2027	MEA in cooperation with all relevant ministries and institutions involved in the activities	Conceived and implemented campaign; the number of events organized within the campaign; number of attendees at events; number of publications in the media; statistics from social networks; number of created and distributed educational and informative leaflets/brochures;	EUR 30,000

				created and emotional promotional video; media buy	
Policy Area 4 – FUNDAMENTAL RIGHTS / RULE OF LAW					
79.	Promotion of the manual of the VDT that established and follows the standard operating procedures of the prosecutor's office regarding handling cases of sexual and gender-based violence	4 th quarter 2024	Supreme State Prosecutor	Prepared and distributed press release; number of publications in the media; number of guest appearances in the media; statistics from social networks	EUR 0
80.	Announcement on the cancellation of the agreement on the free visa regime with the countries (at least one country per year) for which the EU requires a visa.	4 th quarter 2024-4 th quarter 2027	Ministry of Foreign Affairs and Ministry of Internal Affairs	Number of announcements; number of publications in the media; statistics from social networks	EUR 0
81.	Promotion of amendments in the electoral legislation	4 th quarter 2025	Parliament of Montenegro	Number of organized committees; number of organized panel discussions; number of announcements; number of publications in the media; statistics from social networks	EUR 2,000
82.	Promotion of amendments to the Constitution of Montenegro related to the judiciary and prosecution	2 nd quarter 2025	Parliament of Montenegro	Number of organized committees; number of organized panel discussions; number of announcements; number of publications in the media; statistics from social networks	EUR 2,000
83.	Promotion of a unique database on domestic violence that includes at least 95% of cases of domestic violence reported to the police or offices of centers for social work; Promotion of the establishment of three crisis centers for victims of	1 st – 4 th quarter 2025	Ministry of Social Welfare, Family Care and Demography	Number of organized visits to crisis centers; organized at least 1 press conference; number of announcements; number of publications, interviews and guest appearances in the media; statistics from social networks	EUR 2,500

	sexual violence in accordance with the standards specified in the convention (i.e. integrated health, legal and psychological services for victims)				
84.	Online campaign on LGBT rights	3 rd quarter 2025	Ombudsman	Created and implemented campaign; number of posts on social networks (visuals, infographics, videos/reels...); statistics from social networks; number of announcements; number of publications in the media	EUR 3,000
85.	Creation of a brochure on the rights of detained persons and the methods of submitting and dealing with prisoner complaints	3 rd quarter 2025	Ministry of Justice, Directorate for Execution of Criminal Sanctions, Ministry of Internal Affairs / Police Directorate	Created and distributed brochure; published announcement; number of publications in the media; statistics from social networks	EUR 800
86.	Promotion of connection and access to the databases of the Revenue and Customs Administration and other state authorities with which the Special Prosecutor's Office cooperates	2 nd quarter 2025	Special State Prosecutor	Released announcement; number of publications in the media; statistics from social networks	EUR 0
87.	Promotion of amendments to the Law on the President of Montenegro	2 nd quarter 2026	Parliament of Montenegro	Number of organized committees; number of organized panel discussions; number of announcements; number of publications in the media; statistics from social networks	EUR 500
88.	Promotion of improved results in investigations, prosecutions, final	3 rd quarter 2026 – 4 th quarter 2027	Special State Prosecutor	Number of organized conferences; number of	EUR 2,500

	convictions, confiscation and final confiscation in corruption, including high-level corruption cases.			attendees at the conference; number of announcements; number of media announcements; number of guest appearances in the media; statistics from social networks	
89.	Tour of the completed works on the construction of the prison in Mojkovac (at that event/press conference the Special Prison Hospital, the new prison reception cabin, the Multi-functional facility for the needs of the Administration for the Execution of Criminal Sanctions (UIKS) and the open-type prison are in operation, renovation and equipping of the existing facilities will be promoted)	4 th quarter 2026	Ministry of Justice and (UIKS)	Number of organized events; number of announcements; number of publications in the media; statistics from social networks	EUR 1,000
90.	Promotion of the results of the activities implemented through the Reform Agenda for the policy area 3	3 rd – 4 th quarter 2027	MEA in cooperation with all relevant ministries and institutions involved in the activities	Conceived and implemented campaign; the number of events organized within the campaign; number of attendees at events; number of publications in the media; statistics from social networks; number of created and distributed educational and informative leaflets/brochures; created and emotional promotional video; media buy	EUR 5,000