

Economy Profile  
Montenegro

# Doing Business 2020

Comparing Business  
Regulation in  
**190** Economies



WORLD BANK GROUP

**Economy Profile of Montenegro**

*Doing Business 2020 Indicators  
(in order of appearance in the document)*

<b>Starting a business</b>	Procedures, time, cost and paid-in minimum capital to start a limited liability company
<b>Dealing with construction permits</b>	Procedures, time and cost to complete all formalities to build a warehouse and the quality control and safety mechanisms in the construction permitting system
<b>Getting electricity</b>	Procedures, time and cost to get connected to the electrical grid, and the reliability of the electricity supply and the transparency of tariffs
<b>Registering property</b>	Procedures, time and cost to transfer a property and the quality of the land administration system
<b>Getting credit</b>	Movable collateral laws and credit information systems
<b>Protecting minority investors</b>	Minority shareholders' rights in related-party transactions and in corporate governance
<b>Paying taxes</b>	Payments, time, total tax and contribution rate for a firm to comply with all tax regulations as well as postfiling processes
<b>Trading across borders</b>	Time and cost to export the product of comparative advantage and import auto parts
<b>Enforcing contracts</b>	Time and cost to resolve a commercial dispute and the quality of judicial processes
<b>Resolving insolvency</b>	Time, cost, outcome and recovery rate for a commercial insolvency and the strength of the legal framework for insolvency
<b>Employing workers</b>	Flexibility in employment regulation and redundancy cost

## About Doing Business

The *Doing Business* project provides objective measures of business regulations and their enforcement across 190 economies and selected cities at the subnational and regional level.

The *Doing Business* project, launched in 2002, looks at domestic small and medium-size companies and measures the regulations applying to them through their life cycle.

*Doing Business* captures several important dimensions of the regulatory environment as it applies to local firms. It provides quantitative indicators on regulation for starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency. *Doing Business* also measures features of employing workers. Although *Doing Business* does not present rankings of economies on the employing workers indicators or include the topic in the aggregate ease of doing business score or ranking on the ease of doing business, it does present the data for these indicators.

By gathering and analyzing comprehensive quantitative data to compare business regulation environments across economies and over time, *Doing Business* encourages economies to compete towards more efficient regulation; offers measurable benchmarks for reform; and serves as a resource for academics, journalists, private sector researchers and others interested in the business climate of each economy.

In addition, *Doing Business* offers detailed [subnational studies](#), which exhaustively cover business regulation and reform in different cities and regions within a nation. These studies provide data on the ease of doing business, rank each location, and recommend reforms to improve performance in each of the indicator areas. Selected cities can compare their business regulations with other cities in the economy or region and with the 190 economies that *Doing Business* has ranked.

The first *Doing Business* study, published in 2003, covered 5 indicator sets and 133 economies. This year's study covers 11 indicator sets and 190 economies. Most indicator sets refer to a case scenario in the largest business city of each economy, except for 11 economies that have a population of more than 100 million as of 2013 (Bangladesh, Brazil, China, India, Indonesia, Japan, Mexico, Nigeria, Pakistan, the Russian Federation and the United States) where *Doing Business* also collected data for the second largest business city. The data for these 11 economies are a population-weighted average for the 2 largest business cities. The project has benefited from feedback from governments, academics, practitioners and reviewers. The initial goal remains: to provide an objective basis for understanding and improving the regulatory environment for business around the world.

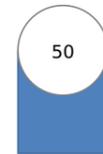
To learn more about *Doing Business* please visit [doingbusiness.org](http://doingbusiness.org)

Ease of Doing Business in Montenegro

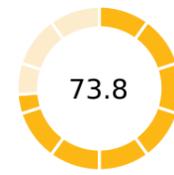


Region	Europe & Central Asia
Income Category	Upper middle income
Population	622,345
City Covered	Podgorica

DB RANK



DB SCORE



Rankings on Doing Business topics - Montenegro



Topic Scores



<b>Starting a Business</b> (rank)	101
Score of starting a business (0-100)	86.7
Procedures (number)	8
Time (days)	12
Cost (number)	1.2
Paid-in min. capital (% of income per capita)	0.0
<b>Dealing with Construction Permits</b> (rank)	40
Score of dealing with construction permits (0-100)	76.1
Procedures (number)	9
Time (days)	102
Cost (% of warehouse value)	4.9
Building quality control index (0-15)	10.0
<b>Getting Electricity</b> (rank)	134
Score of getting electricity (0-100)	61.2
Procedures (number)	7
Time (days)	131
Cost (% of income per capita)	144.4
Reliability of supply and transparency of tariff index (0-8)	5
<b>Registering Property</b> (rank)	83
Score of registering property (0-100)	65.8
Procedures (number)	6
Time (days)	69
Cost (% of property value)	3.1
Quality of the land administration index (0-30)	17.5

<b>Getting Credit</b> (rank)	15
Score of getting credit (0-100)	85.0
Strength of legal rights index (0-12)	12
Depth of credit information index (0-8)	5
Credit registry coverage (% of adults)	41.0
Credit bureau coverage (% of adults)	0.0
<b>Protecting Minority Investors</b> (rank)	61
Score of protecting minority investors (0-100)	62.0
Extent of disclosure index (0-10)	5.0
Extent of director liability index (0-10)	8.0
Ease of shareholder suits index (0-10)	6.0
Extent of shareholder rights index (0-6)	3.0
Extent of ownership and control index (0-7)	3.0
Extent of corporate transparency index (0-7)	6.0
<b>Paying Taxes</b> (rank)	75
Score of paying taxes (0-100)	76.7
Payments (number per year)	18
Time (hours per year)	300
Total tax and contribution rate (% of profit)	22.2
Postfiling index (0-100)	70.5

<b>Trading across Borders</b> (rank)	41
Score of trading across borders (0-100)	91.9
<i>Time to export</i>	
Documentary compliance (hours)	5
Border compliance (hours)	8
<i>Cost to export</i>	
Documentary compliance (USD)	26
Border compliance (USD)	85
<i>Time to export</i>	
Documentary compliance (hours)	6
Border compliance (hours)	23
<i>Cost to export</i>	
Documentary compliance (USD)	60
Border compliance (USD)	306
<b>Enforcing Contracts</b> (rank)	44
Score of enforcing contracts (0-100)	66.8
Time (days)	545
Cost (% of claim value)	25.7
Quality of judicial processes index (0-18)	11.5
<b>Resolving Insolvency</b> (rank)	43
Score of resolving insolvency (0-100)	66.1
Recovery rate (cents on the dollar)	50.3
Time (years)	1.4
Cost (% of estate)	8.0
Outcome (0 as piecemeal sale and 1 as going concern)	0
Strength of insolvency framework index (0-16)	12.5

## Starting a Business

This topic measures the number of procedures, time, cost and paid-in minimum capital requirement for a small- to medium-sized limited liability company to start up and formally operate in each economy's largest business city.

To make the data comparable across 190 economies, *Doing Business* uses a standardized business that is 100% domestically owned, has start-up capital equivalent to 10 times the income per capita, engages in general industrial or commercial activities and employs between 10 and 50 people one month after the commencement of operations, all of whom are domestic nationals. Starting a Business considers two types of local limited liability companies that are identical in all aspects, except that one company is owned by 5 married women and the other by 5 married men. The ranking of economies on the ease of starting a business is determined by sorting their scores for starting a business. These scores are the simple average of the scores for each of the component indicators.

The most recent round of data collection for the project was completed in May 2019. [See the methodology for more information.](#)

What the indicators measure	Case study assumptions
<p><b>Procedures to legally start and formally operate a company (number)</b></p> <ul style="list-style-type: none"> <li>• Preregistration (for example, name verification or reservation, notarization)</li> <li>• Registration in the economy's largest business city</li> <li>• Postregistration (for example, social security registration, company seal)</li> <li>• Obtaining approval from spouse to start a business or to leave the home to register the company</li> <li>• Obtaining any gender specific document for company registration and operation or national identification card</li> </ul>	<p>To make the data comparable across economies, several assumptions about the business and the procedures are used. It is assumed that any required information is readily available and that the entrepreneur will pay no bribes.</p>
<p><b>Time required to complete each procedure (calendar days)</b></p> <ul style="list-style-type: none"> <li>• Does not include time spent gathering information</li> <li>• Each procedure starts on a separate day (2 procedures cannot start on the same day)</li> <li>• Procedures fully completed online are recorded as ½ day</li> <li>• Procedure is considered completed once final document is received</li> <li>• No prior contact with officials</li> </ul>	<p><b>The business:</b></p> <ul style="list-style-type: none"> <li>-Is a limited liability company (or its legal equivalent). If there is more than one type of limited liability company in the economy, the limited liability form most common among domestic firms is chosen. Information on the most common form is obtained from incorporation lawyers or the statistical office.</li> <li>-Operates in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.</li> <li>-Performs general industrial or commercial activities such as the production or sale to the public of goods or services. The business does not perform foreign trade activities and does not handle products subject to a special tax regime, for example, liquor or tobacco. It is not using heavily polluting production processes.</li> <li>-Does not qualify for investment incentives or any special benefits.</li> <li>-Is 100% domestically owned.</li> <li>-Has five business owners, none of whom is a legal entity. One business owner holds 30% of the company shares, two owners have 20% of shares each, and two owners have 15% of shares each.</li> <li>-Is managed by one local director.</li> <li>-Has between 10 and 50 employees one month after the commencement of operations, all of them domestic nationals.</li> <li>-Has start-up capital of 10 times income per capita.</li> <li>-Has an estimated turnover of at least 100 times income per capita.</li> <li>-Leases the commercial plant or offices and is not a proprietor of real estate.</li> <li>-Has an annual lease for the office space equivalent to one income per capita.</li> <li>-Is in an office space of approximately 929 square meters (10,000 square feet).</li> <li>-Has a company deed that is 10 pages long.</li> </ul>
<p><b>Cost required to complete each procedure (% of income per capita)</b></p> <ul style="list-style-type: none"> <li>• Official costs only, no bribes</li> <li>• No professional fees unless services required by law or commonly used in practice</li> </ul>	<p><b>The owners:</b></p> <ul style="list-style-type: none"> <li>-Have reached the legal age of majority and are capable of making decisions as an adult. If there is no legal age of majority, they are assumed to be 30 years old.</li> <li>-Are in good health and have no criminal record.</li> <li>-Are married, the marriage is monogamous and registered with the authorities.</li> <li>-Where the answer differs according to the legal system applicable to the woman or man in question (as may be the case in economies where there is legal plurality), the answer used will be the one that applies to the majority of the population.</li> </ul>
<p><b>Paid-in minimum capital (% of income per capita)</b></p> <ul style="list-style-type: none"> <li>• Funds deposited in a bank or with third party before registration or up to 3 months after incorporation</li> </ul>	

Starting a Business - Montenegro

Standardized Company

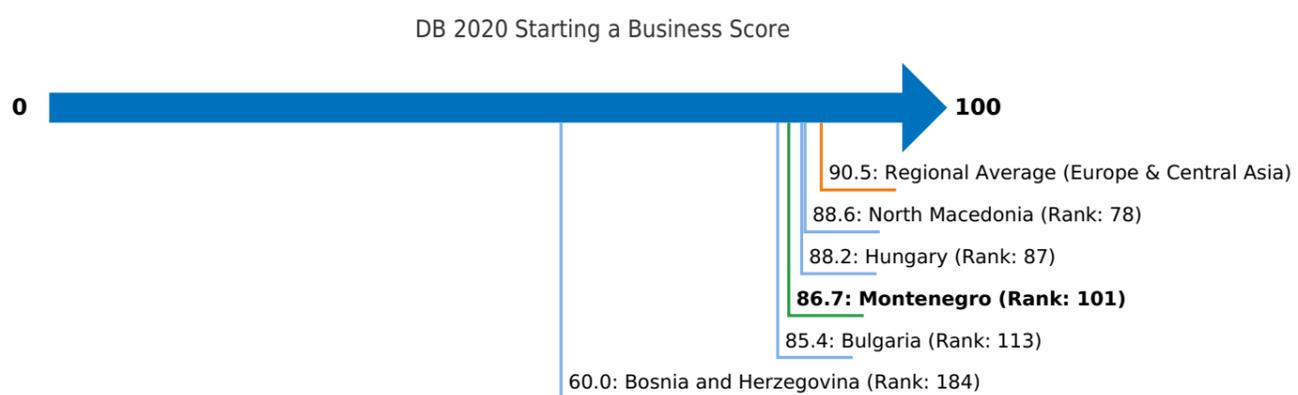
Legal form	Društvo sa ograničenom odgovornošću (DOO) - Limited Liability Company
Paid-in minimum capital requirement	EUR 1
City Covered	Podgorica

Indicator	Montenegro	Europe & Central Asia	OECD high income	Best Regulatory Performance
Procedure - Men (number)	8	5.2	4.9	1 (2 Economies)
Time - Men (days)	12	11.9	9.2	0.5 (New Zealand)
Cost - Men (% of income per capita)	1.2	4.0	3.0	0.0 (2 Economies)
Procedure - Women (number)	8	5.2	4.9	1 (2 Economies)
Time - Women (days)	12	11.9	9.2	0.5 (New Zealand)
Cost - Women (% of income per capita)	1.2	4.0	3.0	0.0 (2 Economies)
Paid-in min. capital (% of income per capita)	0.0	0.7	7.6	0.0 (120 Economies)

Figure - Starting a Business in Montenegro - Score

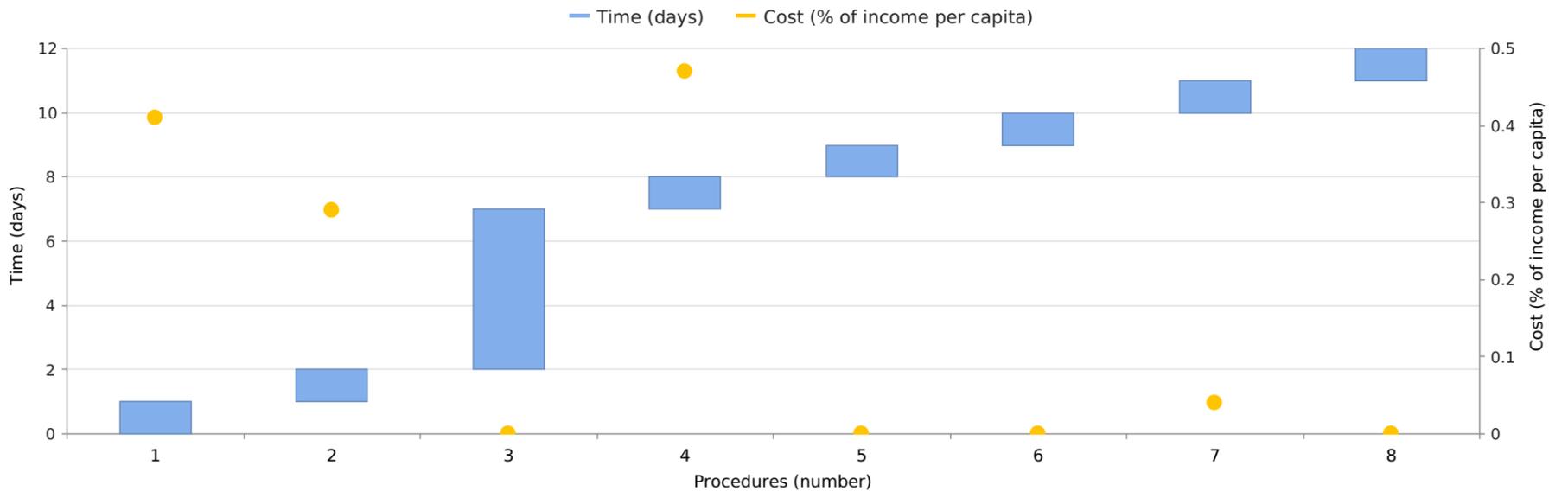


Figure - Starting a Business in Montenegro and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of starting a business is determined by sorting their scores for starting a business. These scores are the simple average of the scores for each of the component indicators.

Figure - Starting a Business in Montenegro - Procedure, Time and Cost



\*This symbol is shown beside procedure numbers that take place simultaneously with the previous procedure.

Note: Online procedures account for 0.5 days in the total time calculation. For economies that have a different procedure list for men and women, the graph shows the time for women. For more information on methodology, see the *Doing Business* website (<http://doingbusiness.org/en/methodology>). For details on the procedures reflected here, see the summary below.

## Details - Starting a Business in Montenegro - Procedure, Time and Cost

No.	Procedures	Time to Complete	Associated Costs
1	<p><b>Certify the company's founding agreements</b>  <i>Agency</i>: Basic Court and Public Notaries</p> <p>Lawyers are no longer authorized to do the certification of corporate documents. The applicant certifies company documents at the basic court and certifies copies at municipalities. Certification fees vary depending on the number of pages, documents, and so forth.</p> <p>Montenegrin Notary Chamber was established on 29 April 2011, and on 25 June 2011 they started operating when almost all work in relation with notarization-certification has been relocated from basic courts to public notaries.</p> <p>The total cost through a notary is: ~31 Euro (~15.5 Euro for the founding agreement (2.5 Euro per signature * 21% VAT) + (15.5 Euro for the OP (2.5 Euro per signature * 21% VAT).</p>	1 day	EUR 31 ( EUR 15.5 for founding agreement + EUR 15.5 for OP)
2	<p><b>Pay registration fee and publication fee</b>  <i>Agency</i>: Bank</p> <p>Payment of the registration fee and the publication fee is done at the bank, after which proof of payment shall be deposited to CRBE, together with all the required documents for registration of the company. The bank is located outside the CRBE building.</p>	1 day	EUR 10 (registration fee) + EUR 12 (publication fee)
3	<p><b>Submit the request together with the necessary documents and obtain the registration certificate, TIN (tax identification number), VAT tax number and customs authorization</b>  <i>Agency</i>: Central Registry of Business Entities of the Tax Administration (CRBE)</p> <p>The applicant first checks the company name online at no charge (<a href="http://www.crps.me">www.crps.me</a>); name reservation is not required, but is available for additional fee. After that, applicant comes to the Central Registry of Business Entities located at the Tax authority with completed documents and registers the name and company. At the registry, separate counter exists for LLC registration.</p> <p>The Central Registry of Business Entities prepares text for the announcement of company formation. The registry also estimates the publication fee (based on notice length) and sends all notices to the Official Gazette, which are published in the upcoming issue. Publication time is 10-15 days. However, subsequent procedures do not depend on the announcement, so the client can continue to form the company regardless of the publication date.</p> <p>Required documents for registration are:</p> <ol style="list-style-type: none"> <li>1. Article of Incorporation (Statute);</li> <li>2. Founding decision (Agreement) signed by the notary;</li> <li>3. Registration Form PS01: list of founders, members of a company, managers and members of the board of directors, if they are appointed: <ol style="list-style-type: none"> <li>(a) the first and surnames and any former names;</li> <li>(b) their personal identification number;</li> <li>(c) their residential addresses;</li> <li>(d) their citizenship;</li> <li>(e) details of any other directorships, memberships in limited liability companies or partnerships, or other management positions held in Montenegro or elsewhere and the place of registration of such companies if not in Montenegro; name of an executive director; name of the company, address of the seat of the company and address for receiving official correspondence, if they are different; persons authorized to represent the company and information if the representation is collective or individual;</li> </ol> </li> <li>4. Confirmation of payment of registration and publication fees.</li> </ol>	5 days	included in procedure 2
4	<p><b>Obtain company's seal</b>  <i>Agency</i>: Seal maker</p> <p>The company seal or stamp is a core instrument in company legal transactions. The seal is made on the day it is ordered. Cost varies from 30 to 40 Euro.</p> <p>Even though as of 2011 the use of seal is not mandated by law, it is still widely used in practice. Usually, authorities insist on having seals on the documents issued by company. Furthermore, the seal is required to open a bank account.</p>	1 day	EUR 30-40

5	<p><b>Open a bank account</b></p> <p><i>Agency</i> : Commercial Bank</p> <p>According to Article 5 of the Law on Prevention of Illegal Business, legal entities and entrepreneurs are obliged to open an account with the bank, to keep funds on that account and transfer funds through it, including payment of taxes, surtaxes and contributions on gross salary, as well as payment of net salaries to employees.</p> <p>Request for opening of the bank account is submitted on the form ZZOUR of the bank, by post or personally, and it has to have the following information:</p> <ul style="list-style-type: none"> <li>- Name of the requesting party</li> <li>- Address of the seat of the company and the telephone</li> <li>- Name of the account</li> </ul> <p>Besides the form ZZOUR, an entrepreneur has to submit the following documents:</p> <ol style="list-style-type: none"> <li>1. A confirmation of the Central Registry of Commercial Entities in Podgorica on registration (validated copy),</li> <li>2. A contract on opening of the account and keeping the account (is closed in a bank),</li> <li>3. A card of the deposited signatures (is received in the bank),</li> <li>4. OP (validation of the signature),</li> <li>5. A document on tax identification number (PIB) by the Tax Authority of Montenegro,</li> <li>6. Photocopy of IDs of authorized persons of the company.</li> </ol> <p>Additionally, bank will require evidences for ultimate beneficiary of the company.</p>	1 day	no charge
6	<p><b>Finalize registration with Tax Authority and register with the Employment Bureau, the Pension Fund, and the Health Fund</b></p> <p><i>Agency</i> : Tax Authority</p> <p>The company is being established with the Tax Administration, considering that Central Registry of Business Entities is a body under Tax Administration. However, certain additional registrations (employees and bank account) are to be done after the company has been established. The company must file a bank account certificate as well as single registration form (JPR) to register the company and its employees with the Tax Administration. Registration is then automatically done with the Employment Bureau, the Pension Fund, and the Health Fund.</p>	1 day	no charge
7	<p><b>Pay administrative fee for notification of the municipal authority in charge of economic affairs</b></p> <p><i>Agency</i> : Bank</p> <p>Prior to notifying the competent inspection authority and the municipal authority in charge of economic affairs, new company needs to pay the administrative fee at a bank.</p>	1 day	EUR 3
8	<p><b>Notify the competent inspection authority and the municipal authority in charge of economic affairs</b></p> <p><i>Agency</i> : Municipality and market inspection</p> <p>Commencement of the performance of trade shall be notified to the competent inspection authority and municipal authority in charge of economic affairs, at least eight days before the commencement of trade activities. Information regarding trade notification and administrative fee is provided on the website of Municipality ( <a href="http://podgorica.me/">http://podgorica.me/</a> )</p> <p>Notification of trade activities of the Company is free of charge. An administrative fee with the Municipality in the amount of EUR 3 is paid separately at the bank.</p>	1 day	included in procedure 7

⇒ Takes place simultaneously with previous procedure.

## Dealing with Construction Permits

This topic tracks the procedures, time and cost to build a warehouse—including obtaining necessary the licenses and permits, submitting all required notifications, requesting and receiving all necessary inspections and obtaining utility connections. In addition, the Dealing with Construction Permits indicator measures the building quality control index, evaluating the quality of building regulations, the strength of quality control and safety mechanisms, liability and insurance regimes, and professional certification requirements. The most recent round of data collection was completed in May 2019. [See the methodology for more information](#)

### What the indicators measure

#### Procedures to legally build a warehouse (number)

- Submitting all relevant documents and obtaining all necessary clearances, licenses, permits and certificates
- Submitting all required notifications and receiving all necessary inspections
- Obtaining utility connections for water and sewerage
- Registering and selling the warehouse after its completion

#### Time required to complete each procedure (calendar days)

- Does not include time spent gathering information
- Each procedure starts on a separate day—though procedures that can be fully completed online are an exception to this rule
- Procedure is considered completed once final document is received
- No prior contact with officials

#### Cost required to complete each procedure (% of income per capita)

- Official costs only, no bribes

#### Building quality control index (0-15)

- Quality of building regulations (0-2)
- Quality control before construction (0-1)
- Quality control during construction (0-3)
- Quality control after construction (0-3)
- Liability and insurance regimes (0-2)
- Professional certifications (0-4)

### Case study assumptions

To make the data comparable across economies, several assumptions about the construction company, the warehouse project and the utility connections are used.

#### The construction company (BuildCo):

- Is a limited liability company (or its legal equivalent) and operates in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- Is 100% domestically and privately owned; has five owners, none of whom is a legal entity. Has a licensed architect and a licensed engineer, both registered with the local association of architects or engineers. BuildCo is not assumed to have any other employees who are technical or licensed experts, such as geological or topographical experts.
- Owns the land on which the warehouse will be built and will sell the warehouse upon its completion.

#### The warehouse:

- Will be used for general storage activities, such as storage of books or stationery.
- Will have two stories, both above ground, with a total constructed area of approximately 1,300.6 square meters (14,000 square feet). Each floor will be 3 meters (9 feet, 10 inches) high and will be located on a land plot of approximately 929 square meters (10,000 square feet) that is 100% owned by BuildCo, and the warehouse is valued at 50 times income per capita.
- Will have complete architectural and technical plans prepared by a licensed architect. If preparation of the plans requires such steps as obtaining further documentation or getting prior approvals from external agencies, these are counted as procedures.
- Will take 30 weeks to construct (excluding all delays due to administrative and regulatory requirements).

#### The water and sewerage connections:

- Will be 150 meters (492 feet) from the existing water source and sewer tap. If there is no water delivery infrastructure in the economy, a borehole will be dug. If there is no sewerage infrastructure, a septic tank in the smallest size available will be installed or built.
- Will have an average water use of 662 liters (175 gallons) a day and an average wastewater flow of 568 liters (150 gallons) a day. Will have a peak water use of 1,325 liters (350 gallons) a day and a peak wastewater flow of 1,136 liters (300 gallons) a day.
- Will have a constant level of water demand and wastewater flow throughout the year; will be 1 inch in diameter for the water connection and 4 inches in diameter for the sewerage connection.

Dealing with Construction Permits - Montenegro

Standardized Warehouse

Estimated value of warehouse	EUR 375,655.90
City Covered	Podgorica

Indicator	Montenegro	Europe & Central Asia	OECD high income	Best Regulatory Performance
Procedures (number)	9	16.2	12.7	None in 2018/19
Time (days)	102	170.1	152.3	None in 2018/19
Cost (% of warehouse value)	4.9	4.0	1.5	None in 2018/19
Building quality control index (0-15)	10.0	12.1	11.6	15.0 (6 Economies)

Figure - Dealing with Construction Permits in Montenegro - Score



Procedures



Time

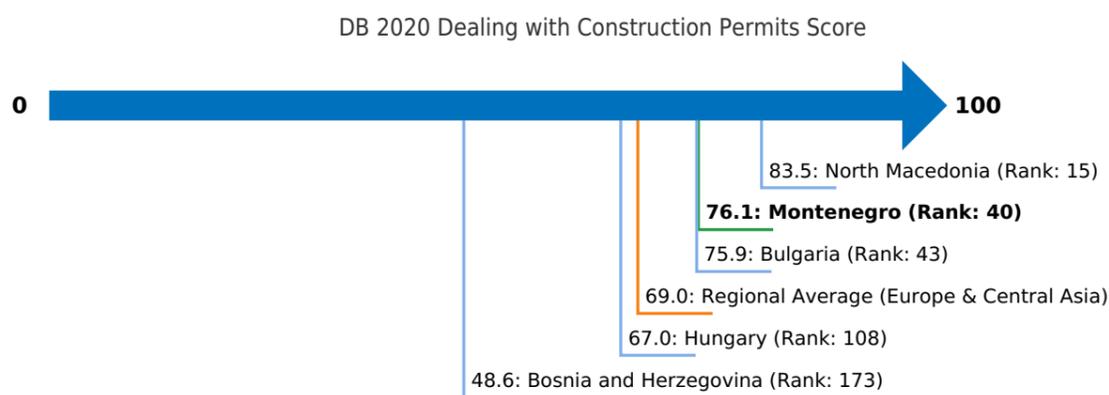


Cost



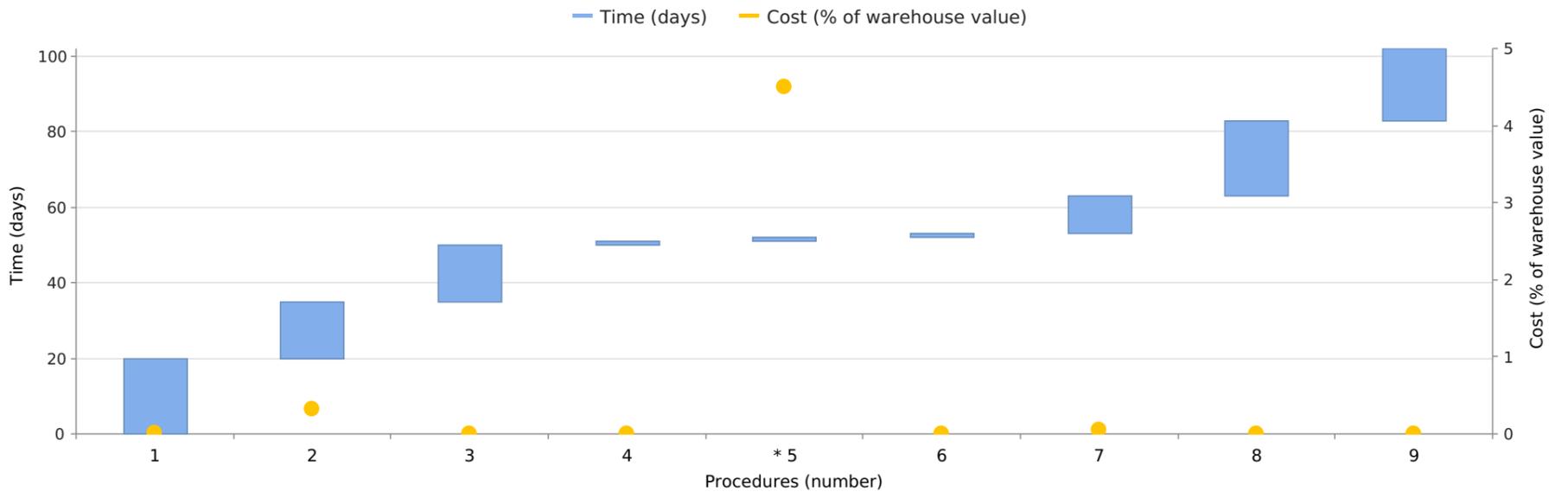
Building quality control index

Figure - Dealing with Construction Permits in Montenegro and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of dealing with construction permits is determined by sorting their scores for dealing with construction permits. These scores are the simple average of the scores for each of the component indicators.

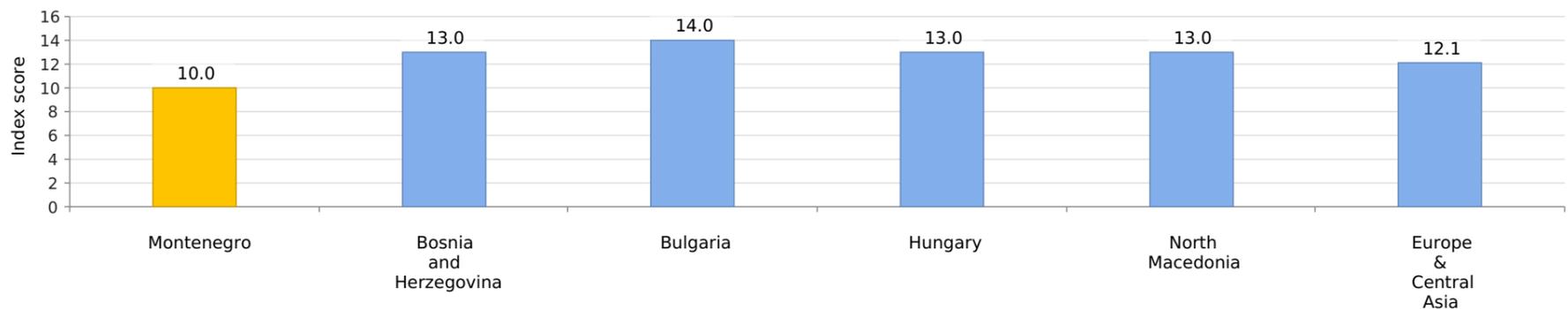
Figure - Dealing with Construction Permits in Montenegro - Procedure, Time and Cost



\*This symbol is shown beside procedure numbers that take place simultaneously with the previous procedure.

Note: Online procedures account for 0.5 days in the total time calculation. For economies that have a different procedure list for men and women, the graph shows the time for women. For more information on methodology, see the *Doing Business* website (<http://doingbusiness.org/en/methodology>). For details on the procedures reflected here, see the summary below.

Figure - Dealing with Construction Permits in Montenegro and comparator economies - Measure of Quality



## Details - Dealing with Construction Permits in Montenegro - Procedure, Time and Cost

No.	Procedures	Time to Complete	Associated Costs
1	<p><b>Obtain urban development and technical requirements from the Municipality</b>  <i>Agency:</i> Municipality of Podgorica  Pursuant to Article 74 paragraph 11 of the Law on Spatial Planning and Construction ("Official Gazette of Montenegro", no. 64/17, 44/18 and 63/18), at session held on 19 October 2017, the Government of Montenegro adopted the Decree on the amount of fees for issuing urban-technical and technical conditions ("Official Gazette of Montenegro", No. 068/17 dated October 20, 2017). Pursuant to Article 1 of this Decree, for issuance of urban-technical conditions shall be paid 50 euros.</p> <p>Pursuant to Article 74 paragraph 1 of the Law on Spatial Planning and Construction ("Official Gazette of Montenegro", no. 64/17, 44/18 and 63/18), urban-technical conditions shall be issued within 20 days of the submission of interested party's application.</p>	20 days	EUR 50
2	<p><b>Obtain the fire protection study</b>  <i>Agency:</i> Licensed Design and Engineering Company  Since BuildCo has a licensed architect and engineer in the team, it can prepare the main project study in-house without involving a third party. However, BuildCo must hire a licensed design and engineering company to create the fire protection study. The cost is EUR 300 for the fire protection study and EUR 0.7 per square meter for the sprinkler installation project.</p> <p>This procedure cannot be simultaneous with the previous procedure because main the urban development and technical requirements must first be obtained before BuildCo can hire a licensed design and engineering company to create the fire protection study.</p>	15 days	EUR 1,210
3	<p><b>Obtain a building consent from the Chief State Architect</b>  <i>Agency:</i> Chief State Architect  BuildCo must submit the conceptual solution (idejno rješenje) of the building to the Municipality Architect and the Architect issues the consent within 15 days.</p>	15 days	no charge
4	<p><b>Submit a notification about the commencement of construction works</b>  <i>Agency:</i> Directorate for Inspection Supervision and Licensing at the Ministry of Sustainable Development and Tourism  If the Chief Architect's response is positive and contains a statement that the facility can be built on the basis of the main project, the next step is that the investor submits the notification of building work to the competent inspection body within 15 days prior to the commencement of building.</p> <p>As of the date of notification of building work, the builder should erect an information board at the place of building with information related to the employer, design engineer, responsible reviewer, contractor, engineering supervisor, chartered engineer who managed the engineering documents</p>	1 day	no charge
⇒ 5	<p><b>Hire an external technical supervisor</b>  <i>Agency:</i> Private Licensed Engineer  BuildCo must hire an external engineer who supervises the construction process. According to the article 132 of the Law on Spatial Planning and Construction of Structures ("Official Gazette of Montenegro", no. 64/17, 44/18 and 63/18), the supervisor cannot be an employee of BuildCo.</p>	1 day	EUR 16,908
6	<p><b>Receive inspection from the Directorate for Inspection Supervision and Licensing</b>  <i>Agency:</i> Directorate for Inspection Supervision and Licensing of the Ministry of Sustainable Development and Tourism  Inspection controls are not announced and Administration for Inspection Affairs determines how many inspection controls will take place during construction.</p>	1 day	no charge
7	<p><b>Obtain water and sewerage connection</b>  <i>Agency:</i> Water Supply Company</p>	10 days	EUR 200

8	<b>Submit the final inspection report to the Municipality and obtain approval</b> <i>Agency</i> : Municipality of Podgorica BuildCo notifies the Municipality about the completion of construction works and submits the final report of inspections prepared by the external technical supervisor.  The external supervisor must indicate the works carried out during construction and must prepare a written statement that the building was built in accordance with the approved main project in accordance with the laws and regulations. The supervisor should also include a statement that the object is suitable for use and can be used for specific purposes.	20 days	no charge
9	<b>Register the building at the Agency for Real Estate</b> <i>Agency</i> : Agency for Real Estate BuildCo must submit the request for registration of the building within 15 days after receiving the final report of the expert supervisor and the Agency for Real Estate is obliged to issue its decision within 8 days. However, in practice it takes around 19 days.	19 days	no charge

⇒ Takes place simultaneously with previous procedure.

## Details - Dealing with Construction Permits in Montenegro - Measure of Quality

	Answer	Score
<b>Building quality control index (0-15)</b>		<b>10.0</b>
<b>Quality of building regulations index (0-2)</b>		<b>1.0</b>
How accessible are building laws and regulations in your economy? (0-1)	Available online; Free of charge; In official gazette.	1.0
Which requirements for obtaining a building permit are clearly specified in the building regulations or on any accessible website, brochure or pamphlet? (0-1)	List of required documents; Required preapprovals.	0.0
<b>Quality control before construction index (0-1)</b>		<b>1.0</b>
Which third-party entities are required by law to verify that the building plans are in compliance with existing building regulations? (0-1)	Licensed architect; Licensed engineer.	1.0
<b>Quality control during construction index (0-3)</b>		<b>2.0</b>
What types of inspections (if any) are required by law to be carried out during construction? (0-2)	Inspections by in-house engineer; Inspections by external engineer or firm; Unscheduled inspections.	1.0
Do legally mandated inspections occur in practice during construction? (0-1)	Mandatory inspections are always done in practice; Inspections are not mandated by law but commonly occur in practice during construction.	1.0
<b>Quality control after construction index (0-3)</b>		<b>3.0</b>
Is there a final inspection required by law to verify that the building was built in accordance with the approved plans and regulations? (0-2)	Yes, external engineer submits report for final inspection; Final inspection is not required by law.	2.0
Do legally mandated final inspections occur in practice? (0-1)	Final inspection always occurs in practice.	1.0
<b>Liability and insurance regimes index (0-2)</b>		<b>1.0</b>
Which parties (if any) are held liable by law for structural flaws or problems in the building once it is in use (Latent Defect Liability or Decennial Liability)? (0-1)	Architect or engineer; Professional in charge of the supervision; Construction company; Owner or investor.	1.0
Which parties (if any) are required by law to obtain an insurance policy to cover possible structural flaws or problems in the building once it is in use (Latent Defect Liability Insurance or Decennial Insurance)? (0-1)	No party is required by law to obtain insurance .	0.0
<b>Professional certifications index (0-4)</b>		<b>2.0</b>
What are the qualification requirements for the professional responsible for verifying that the architectural plans or drawings are in compliance with existing building regulations? (0-2)	Minimum number of years of experience; University degree in architecture or engineering.	1.0

What are the qualification requirements for the professional who supervises the construction on the ground? (0-2)

Minimum number of years of experience; University degree in engineering, construction or construction management.

1.0

## ⚡ Getting Electricity

This topic measures the procedures, time and cost required for a business to obtain a permanent electricity connection for a newly constructed warehouse. Additionally, the reliability of supply and transparency of tariffs index measures reliability of supply, transparency of tariffs and the price of electricity. The most recent round of data collection for the project was completed in May 2019. [See the methodology for more information.](#)

### What the indicators measure

#### Procedures to obtain an electricity connection (number)

- Submitting all relevant documents and obtaining all necessary clearances and permits
- Completing all required notifications and receiving all necessary inspections
- Obtaining external installation works and possibly purchasing material for these works
- Concluding any necessary supply contract and obtaining final supply

#### Time required to complete each procedure (calendar days)

- Is at least 1 calendar day
- Each procedure starts on a separate day
- Does not include time spent gathering information
- Reflects the time spent in practice, with little follow-up and no prior contact with officials

#### Cost required to complete each procedure (% of income per capita)

- Official costs only, no bribes
- Value added tax excluded

#### The reliability of supply and transparency of tariffs index (0-8)

- Duration and frequency of power outages (0-3)
- Tools to monitor power outages (0-1)
- Tools to restore power supply (0-1)
- Regulatory monitoring of utilities' performance (0-1)
- Financial deterrents limiting outages (0-1)
- Transparency and accessibility of tariffs (0-1)

#### Price of electricity (cents per kilowatt-hour)\*

- Price based on monthly bill for commercial warehouse in case study

\*Note: *Doing Business* measures the price of electricity, but it is not included in the ease of doing business score nor in the ranking on the ease of getting electricity.

### Case study assumptions

To make the data comparable across economies, several assumptions about the warehouse, the electricity connection and the monthly consumption are used.

#### The warehouse:

- Is owned by a local entrepreneur and is used for storage of goods.
- Is located in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- Is located in an area where similar warehouses are typically located and is in an area with no physical constraints. For example, the property is not near a railway.
- Is a new construction and is being connected to electricity for the first time.
- Has two stories with a total surface area of approximately 1,300.6 square meters (14,000 square feet). The plot of land on which it is built is 929 square meters (10,000 square feet).

#### The electricity connection:

- Is a permanent one with a three-phase, four-wire Y connection with a subscribed capacity of 140-kilo-volt-ampere (kVA) with a power factor of 1, when 1 kVA = 1 kilowatt (kW).
- Has a length of 150 meters. The connection is to either the low- or medium-voltage distribution network and is either overhead or underground, whichever is more common in the area where the warehouse is located and requires works that involve the crossing of a 10-meter road (such as by excavation or overhead lines) but are all carried out on public land. There is no crossing of other owners' private property because the warehouse has access to a road.
- Does not require work to install the internal wiring of the warehouse. This has already been completed up to and including the customer's service panel or switchboard and the meter base.

#### The monthly consumption:

- It is assumed that the warehouse operates 30 days a month from 9:00 a.m. to 5:00 p.m. (8 hours a day), with equipment utilized at 80% of capacity on average and that there are no electricity cuts (assumed for simplicity reasons) and the monthly energy consumption is 26,880 kilowatt-hours (kWh); hourly consumption is 112 kWh.
- If multiple electricity suppliers exist, the warehouse is served by the cheapest supplier.
- Tariffs effective in January of the current year are used for calculation of the price of electricity for the warehouse. Although January has 31 days, for calculation purposes only 30 days are used.

Getting Electricity - Montenegro

Standardized Connection

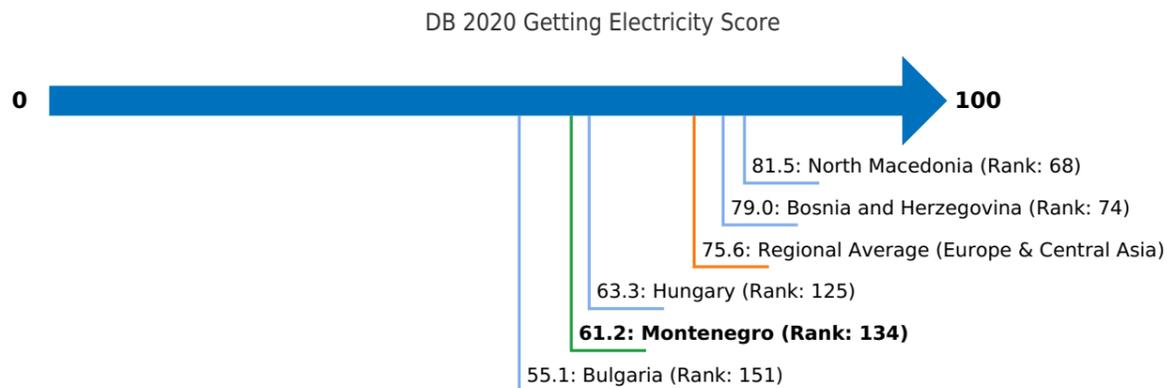
Name of utility	Crnogorski Elektrodistributivni Sistem (CEDIS)
Price of electricity (US cents per kWh)	14.1
City Covered	Podgorica

Indicator	Montenegro	Europe & Central Asia	OECD high income	Best Regulatory Performance
Procedures (number)	7	5.1	4.4	3 (28 Economies)
Time (days)	131	99.6	74.8	18 (3 Economies)
Cost (% of income per capita)	144.4	271.9	61.0	0.0 (3 Economies)
Reliability of supply and transparency of tariff index (0-8)	5	6.2	7.4	8 (26 Economies)

Figure - Getting Electricity in Montenegro - Score

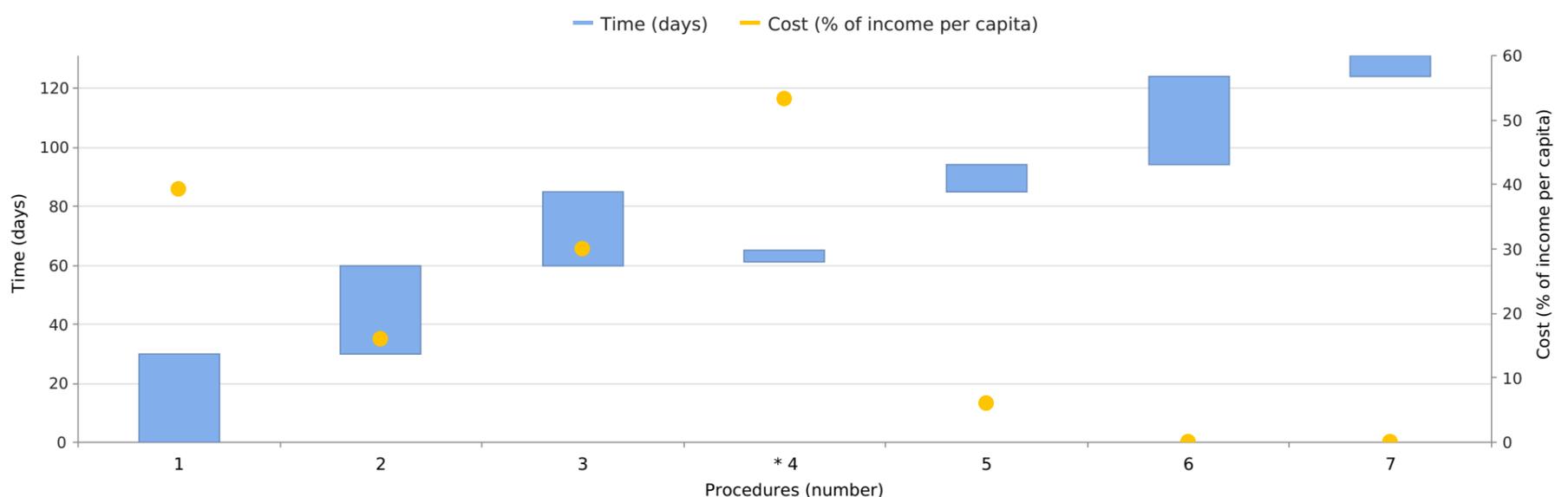


Figure - Getting Electricity in Montenegro and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of getting electricity is determined by sorting their scores for getting electricity. These scores are the simple average of the scores for all the component indicators except the price of electricity.

Figure - Getting Electricity in Montenegro - Procedure, Time and Cost

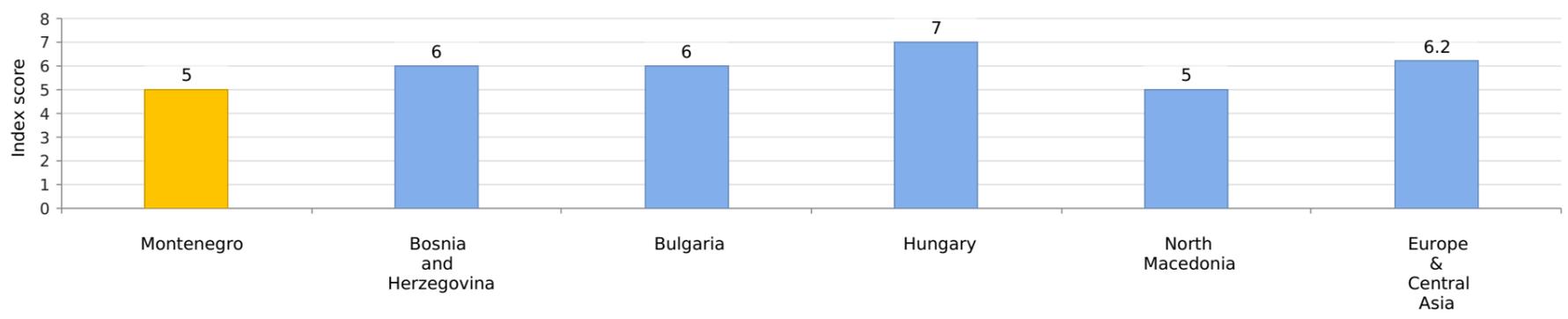


\*This symbol is shown beside procedure numbers that take place simultaneously with the previous procedure.

Note: Online procedures account for 0.5 days in the total time calculation. For economies that have a different procedure list for men and women, the graph shows the time for women. For more information on methodology, see the *Doing Business* website (<http://doingbusiness.org/en/methodology>). For details on the procedures

reflected here, see the summary below.

**Figure - Getting Electricity in Montenegro and comparator economies - Measure of Quality**



## Details - Getting Electricity in Montenegro - Procedure, Time and Cost

No.	Procedures	Time to Complete	Associated Costs
1	<p><b>Submit application to the distribution utility CEDIS and await for issuance of a connection authorization</b>  <i>Agency: CEDIS</i>            The customer submits an application for issuance of a connection authorization. The application needs to be accompanied by a Final design of the building that is to be connected, which is prepared in accordance with the Law, technical regulations, standards and recommendations (in a digital (CD) and paper form).</p> <p>As a part of this step, the customer visits CEDIS premises, wherein:</p> <ul style="list-style-type: none"> <li>• authorized representative of CEDIS informs the customer about economic and technical requirements for connection.</li> <li>• The customer informs whether the connection will be designed and carried out by external organization or by CEDIS.</li> </ul> <p>After that CEDIS issues a connection authorization to the customer.</p>	30 calendar days	EUR 2,947
2	<p><b>Hire electrical design firm to design external connection and obtain electrical license</b>  <i>Agency: Electrical design firm</i>            The applicant hires a private authorized firm to do the the design of the external connection based on the technical conditions and submit an application for an electrical and energetic approval at the electricity utility. This approval is needed for the application for the building permit.</p>	30 calendar days	EUR 1,200
3	<p><b>Hire electrical contractor to carry out external connection works</b>  <i>Agency: Private firm</i>            Once the building permit is obtained, the customer will construct the warehouse and the external connection, including the transformer station. The meter is to be installed within the metering cabinet on the border between customer and public land or outside the customer building.</p>	25 calendar days	EUR 2,250
⇒ 4	<p><b>Obtain excavation permit</b>  <i>Agency: Municipality</i>            The electrical contractor obtains the excavation permit from the municipality and police department after the construction of the warehouse and during the external connection works.</p>	4 calendar days	EUR 4,000
5	<p><b>Submit request for and await technical acceptance</b>  <i>Agency: Municipality</i>            Once the external connection is installed, the customer submits an application at the municipality to set up a testing committee. The committee is comprised of representatives of the municipality and the electricity utility. The committee comes to the warehouse location and carries out technical acceptance of external works. The municipality forms a team and informs the customer of the date of the inspection. The Chief Republic Electrical inspector is also attending the technical acceptance test and has the main role for this step. The customer must present all technical documentation and certificates during the inspection. The Committee issues a report.</p>	9 calendar days	EUR 450
6	<p><b>Submit application for connection contract to CEDIS and await contract</b>  <i>Agency: CEDIS</i>            The customer has to submit all documents related to inspection, the certificate of the electrical authorized firm that did the internal wiring, proof of ownership, tax identification number and building permit at the utility.</p> <p>The User submits an Application to CEDIS for entry into the Electricity Distribution System Connection Agreement. Technical documents confirming that the building is built in compliance with the legislation along with the proof of paid compensation for technical conditions iare submitted to CEDIS.</p> <p>CEDIS prepares the Electricity Distribution System Connection Agreement, which is signed by an authorized representative of CEDIS and the representative of the customer.</p>	30 calendar days	EUR 0
7	<p><b>Sign supply contract and await final connection</b>  <i>Agency: EPCG</i>            After the customer has signed the connection contract, he/she has to conclude a supply contract. EPCG is automatically notifying the distribution utility about the signed supply contract. Representative from CEDIS comes to the warehouse to do the final connection and to install and open the meter. In some cases the customer purchases and installs the meter and the utility comes to check and open the meter.</p>	7 calendar days	EUR 0

⇒ Takes place simultaneously with previous procedure.

## Details - Getting Electricity in Montenegro - Measure of Quality

	Answer
<b>Reliability of supply and transparency of tariff index (0-8)</b>	5
<b>Total duration and frequency of outages per customer a year (0-3)</b>	0
System average interruption duration index (SAIDI)	40.3
System average interruption frequency index (SAIFI)	25.8
What is the minimum outage time (in minutes) that the utility considers for the calculation of SAIDI/SAIFI	3.0
<b>Mechanisms for monitoring outages (0-1)</b>	1
Does the distribution utility use automated tools to monitor outages?	Yes
<b>Mechanisms for restoring service (0-1)</b>	1
Does the distribution utility use automated tools to restore service?	Yes
<b>Regulatory monitoring (0-1)</b>	1
Does a regulator—that is, an entity separate from the utility—monitor the utility's performance on reliability of supply?	Yes
<b>Financial deterrents aimed at limiting outages (0-1)</b>	1
Does the utility either pay compensation to customers or face fines by the regulator (or both) if outages exceed a certain cap?	Yes
<b>Communication of tariffs and tariff changes (0-1)</b>	1
Are effective tariffs available online?	Yes
Link to the website, if available online	<a href="http://www.epcg.com/sites/epcg.com/files/multimedia/gallery/files/2014/04/cijene_za_snabdijevanje_krajnjih_kupaca_elektricne_energije_za_2018.godinu.pdf">http://www.epcg.com/sites/epcg.com/files/multimedia/gallery/files/2014/04/cijene_za_snabdijevanje_krajnjih_kupaca_elektricne_energije_za_2018.godinu.pdf</a>
Are customers notified of a change in tariff ahead of the billing cycle?	Yes

**Note:**

If the duration and frequency of outages is 100 or less, the economy is eligible to score on the Reliability of supply and transparency of tariff index.

If the duration and frequency of outages is not available, or is over 100, the economy is not eligible to score on the index.

If the minimum outage time considered for SAIDI/SAIFI is over 5 minutes, the economy is not eligible to score on the index.

## Registering Property

This topic examines the steps, time and cost involved in registering property, assuming a standardized case of an entrepreneur who wants to purchase land and a building that is already registered and free of title dispute. In addition, the topic also measures the quality of the land administration system in each economy. The quality of land administration index has five dimensions: reliability of infrastructure, transparency of information, geographic coverage, land dispute resolution, and equal access to property rights. The most recent round of data collection for the project was completed in May 2019. [See the methodology for more information.](#)

### What the indicators measure

#### Procedures to legally transfer title on immovable property (number)

- Preregistration procedures (for example, checking for liens, notarizing sales agreement, paying property transfer taxes)
- Registration procedures in the economy's largest business city.
- Postregistration procedures (for example, filling title with municipality)

#### Time required to complete each procedure (calendar days)

- Does not include time spent gathering information
- Each procedure starts on a separate day - though procedures that can be fully completed online are an exception to this rule
- Procedure is considered completed once final document is received
- No prior contact with officials

#### Cost required to complete each procedure (% of property value)

- Official costs only (such as administrative fees, duties and taxes).
- Value Added Tax, Capital Gains Tax and illicit payments are excluded

#### Quality of land administration index (0-30)

- Reliability of infrastructure index (0-8)
- Transparency of information index (0-6)
- Geographic coverage index (0-8)
- Land dispute resolution index (0-8)
- Equal access to property rights index (-2-0)

### Case study assumptions

To make the data comparable across economies, several assumptions about the parties to the transaction, the property and the procedures are used.

#### The parties (buyer and seller):

- Are limited liability companies (or the legal equivalent).
- Are located in the periurban (that is, on the outskirts of the city but still within its official limits) area of the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- Are 100% domestically and privately owned.
- Perform general commercial activities.

#### The property (fully owned by the seller):

- Has a value of 50 times income per capita, which equals the sale price.
- Is fully owned by the seller.
- Has no mortgages attached and has been under the same ownership for the past 10 years.
- Is registered in the land registry or cadastre, or both, and is free of title disputes.
- Is located in a periurban commercial zone (that is, on the outskirts of the city but still within its official limits), and no rezoning is required.
- Consists of land and a building. The land area is 557.4 square meters (6,000 square feet). A two-story warehouse of 929 square meters (10,000 square feet) is located on the land. The warehouse is 10 years old, is in good condition, has no heating system and complies with all safety standards, building codes and legal requirements. The property, consisting of land and building, will be transferred in its entirety.
- Will not be subject to renovations or additional construction following the purchase.
- Has no trees, natural water sources, natural reserves or historical monuments of any kind.
- Will not be used for special purposes, and no special permits, such as for residential use, industrial plants, waste storage or certain types of agricultural activities, are required.
- Has no occupants, and no other party holds a legal interest in it.

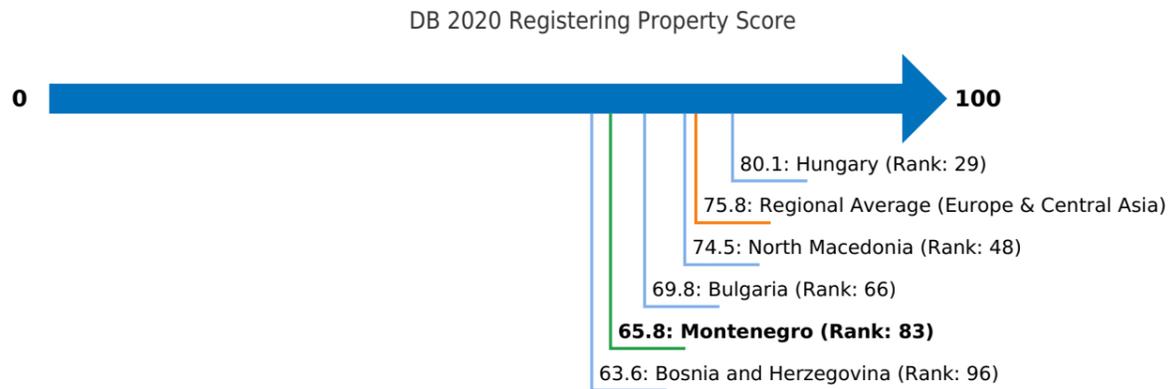
Registering Property - Montenegro

Indicator	Montenegro	Europe & Central Asia	OECD high income	Best Regulatory Performance
Procedures (number)	6	5.5	4.7	1 (5 Economies)
Time (days)	69	20.8	23.6	1 (2 Economies)
Cost (% of property value)	3.1	2.7	4.2	0.0 (Saudi Arabia)
Quality of the land administration index (0-30)	17.5	20.4	23.2	None in 2018/19

Figure - Registering Property in Montenegro - Score

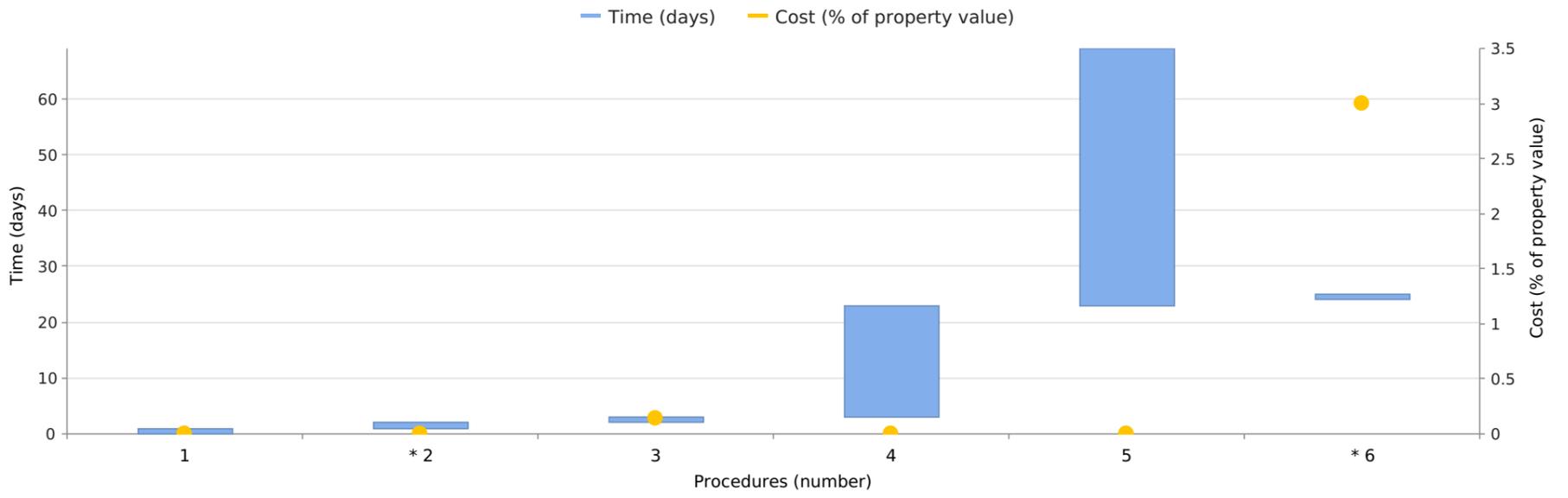


Figure - Registering Property in Montenegro and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of registering property is determined by sorting their scores for registering property. These scores are the simple average of the scores for each of the component indicators.

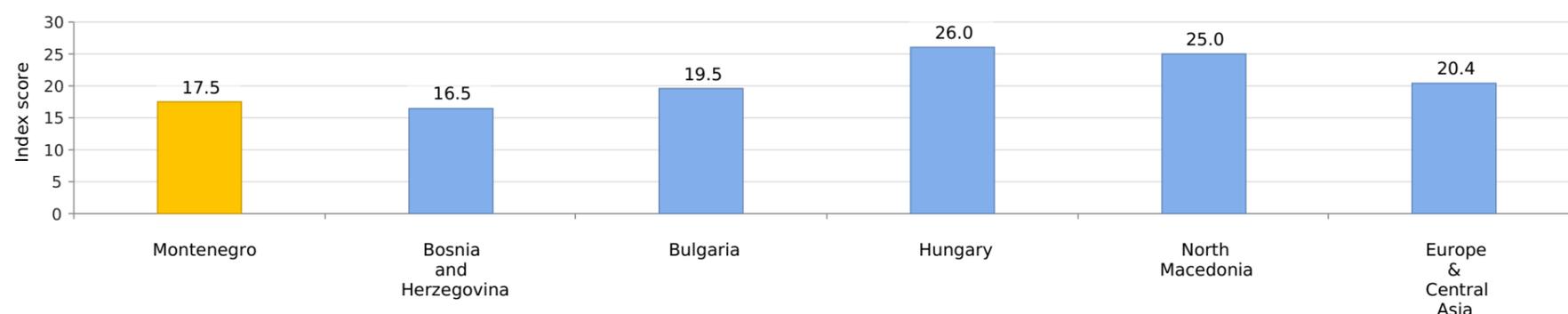
Figure - Registering Property in Montenegro - Procedure, Time and Cost



\*This symbol is shown beside procedure numbers that take place simultaneously with the previous procedure.

Note: Online procedures account for 0.5 days in the total time calculation. For economies that have a different procedure list for men and women, the graph shows the time for women. For more information on methodology, see the *Doing Business* website (<http://doingbusiness.org/en/methodology>). For details on the procedures reflected here, see the summary below.

Figure - Registering Property in Montenegro and comparator economies - Measure of Quality



## Details - Registering Property in Montenegro - Procedure, Time and Cost

No.	Procedures	Time to Complete	Associated Costs
1	<p><b>Obtain property excerpt from Agency for Real Estate</b>  <i>Agency</i>: Agency for Real Estate            The buyer goes to the local branch of the Agency for Real Estate to obtain an excerpt on the property, proving the seller's ownership.</p>	1 day	EUR 5; (EUR 2 Republic Administrative Fee + EUR 3 Agency for Real Estate)
⇒ 2	<p><b>Notary checks who is authorized to sign on behalf of each company</b>  <i>Agency</i>: Central Registry of Business Entities of the Tax Administration            Public notaries verify who is authorized to sign the documents on behalf of the company, in accordance with the data contained in the Certificate. The certificate is obtained from the Central Registry of Business Entities of Montenegro or via data available on official website of the same Registry: <a href="http://www.crps.me">www.crps.me</a></p>	1 day	Paid in Procedure 3
3	<p><b>Lawyer or notary drafts sale-purchase agreement</b>  <i>Agency</i>: Lawyer or Notary offices            It is standard practice for parties to hire a lawyer or a notary to draft the sale-purchase agreement. A new standardized form for the sale-purchase agreement is available online at <a href="http://www.uzn.me">www.uzn.me</a> and <a href="http://ww.geoportaluzn.me">ww.geoportaluzn.me</a>. Notary on behalf of parties submits documents for registration of property to the Real Estate Agency (Cadastres on local levels).</p>	1 day	<p>EUR 530; (According to the "Tariff on compensation for work and cost of notary services" published in Official Gazette of Montenegro", no. 006/12 of 27.01.2012, the fees for notary services are per the following fee schedule:</p> <p>Property value from 0 EUR to 5,000.00 EUR - fee is 70 EUR            From 5001.00 EUR to 20,000.00 EUR - fee is 120 EUR            From 20,001.00 EUR to 40,000.00 - fee is 170 EUR            From 40001.00 EUR to 60000.00 - fee is 250 EUR            From 60,001.00 EUR to 80,000.00 - fee is 300 EUR            From 80001.00 EUR to 120000.00 - fee is 350 EUR            If the value of the property is above EUR 120,000, the fee is EUR 350 plus EUR 10 for each EUR 15,000 of the value above EUR 120,000, with a cap at EUR 5,000)</p>
4	<p><b>Tax Authorities assess the amount of transfer tax to be paid by the buyer</b>  <i>Agency</i>: Tax Administration Branch Office (Uprava prihoda Podgorica)            The Municipal (basic) court delivers the sales agreement with the authenticated signatures to the tax administration. During this period the tax authorities will compare their valuation of the property with the sale-purchase agreement price. They will assess how much the buyer should pay as transfer tax (3% of the property value) and assign a bank at which to pay. The buyer then goes to the tax administration office to get a copy of the agreement with the stamp (clearance).</p>	20 days	no charge

5	<p><b>Request inscription of the new owner at the Agency for Real Estate</b>  <i>Agency : Agency for Real Estate</i>  Parties fill in a standard form or make a simple written request at the local branch of the Agency for Real Estate in order for the name on the property to be changed to that of the buyer. The Resolution on change of property ownership is made within 8 working days. The Head of the Unit signs on the Resolution and it is delivered to the parties. Once the resolution is made, parties have the right to appeal against the resolution within 8 days at the Ministry of Finance (cost is 5 Euros). If there are no complaints within the deadline of 8 working days, then a Request for issuance of cadastre excerpt is submitted to the Real Estate Agency. This costs 8 Euros and is issued on the same day. Article 122, paragraph 2 of the Law on State Survey and Real Estate Cadastre provides a deadline of 15 days for the Real Estate Administration to decide on the request for registration of respective rights in the Cadastre.</p>	46 days	EUR 15; (EUR 2 Fee for request + EUR 10 Real Estate Agency + EUR 3 Administrative fee)
⇒ 6	<p><b>Buyer pays transfer tax at a commercial bank</b>  <i>Agency : Commercial Bank</i>  The buyer will take the amount assessed by the tax authorities to pay as transfer tax, to deposit at a bank assigned by the tax authorities in their account.</p>	1 day	EUR 11,269.68; (Transfer tax 3% of property a value)

⇒ Takes place simultaneously with previous procedure.

## Details - Registering Property in Montenegro - Measure of Quality

	Answer	Score
<b>Quality of the land administration index (0-30)</b>		<b>17.5</b>
<b>Reliability of infrastructure index (0-8)</b>		<b>7.0</b>
Type of land registration system in the economy:	Deed Registration System	
What is the institution in charge of immovable property registration?	Agency for Real Estate of Podgorica	
In what format are past and newly issued land records kept at the immovable property registry of the largest business city of the economy—in a paper format or in a computerized format (scanned or fully digital)?	Computer/Fully digital	2.0
Is there a comprehensive and functional electronic database for checking for encumbrances (liens, mortgages, restrictions and the like)?	Yes	1.0
Institution in charge of the plans showing legal boundaries in the largest business city:	Agency for Real estate of Podgorica	
In what format are past and newly issued cadastral plans kept at the mapping agency of the largest business city of the economy—in a paper format or in a computerized format (scanned or fully digital)?	Computer/Fully digital	2.0
Is there an electronic database for recording boundaries, checking plans and providing cadastral information (geographic information system)?	Yes	1.0
Is the information recorded by the immovable property registration agency and the cadastral or mapping agency kept in a single database, in different but linked databases or in separate databases?	Separate databases	0.0
Do the immovable property registration agency and cadastral or mapping agency use the same identification number for properties?	Yes	1.0
<b>Transparency of information index (0-6)</b>		<b>3.0</b>
Who is able to obtain information on land ownership at the agency in charge of immovable property registration in the largest business city?	Anyone who pays the official fee	1.0
Is the list of documents that are required to complete any type of property transaction made publicly available—and if so, how?	Yes, on public boards	0.5
Link for online access:		
Is the applicable fee schedule for any type of property transaction at the agency in charge of immovable property registration in the largest business city made publicly available—and if so, how?	Yes, on public boards	0.5
Link for online access:		
Does the agency in charge of immovable property registration agency formally commit to deliver a legally binding document that proves property ownership within a specific timeframe—and if so, how does it communicate the service standard?	No	0.0
Link for online access:		
Is there a specific and independent mechanism for filing complaints about a problem that occurred at the agency in charge of immovable property registration?	No	0.0
Contact information:		
Are there publicly available official statistics tracking the number of transactions at the immovable property registration agency?	No	0.0
Number of property transfers in the largest business city in 2018:		
Who is able to consult maps of land plots in the largest business city?	Anyone who pays the official fee	0.5
Is the applicable fee schedule for accessing maps of land plots made publicly available—and if so, how?	Yes, on public boards	0.5
Link for online access:		
Does the cadastral/mapping agency formally specifies the timeframe to deliver an updated cadastral plan—and if so, how does it communicate the service standard?	No	0.0
Link for online access:		

Is there a specific and independent mechanism for filing complaints about a problem that occurred at the cadastral or mapping agency?	No	0.0
Contact information:		
<b>Geographic coverage index (0-8)</b>		<b>4.0</b>
Are all privately held land plots in the largest business city formally registered at the immovable property registry?	Yes	2.0
Are all privately held land plots in the economy formally registered at the immovable property registry?	Yes	2.0
Are all privately held land plots in the largest business city mapped?	No	0.0
Are all privately held land plots in the economy mapped?	No	0.0
<b>Land dispute resolution index (0-8)</b>		<b>3.5</b>
Does the law require that all property sale transactions be registered at the immovable property registry to make them opposable to third parties?	Yes	1.5
Legal basis:	Law on Property Relations ("Official Gazette of Montenegro", No. 19/09); Law on State Survey and Cadastre ("Official Gazette of Montenegro", No. 29/07 to 43/15)	
Is the system of immovable property registration subject to a state or private guarantee?	No	0.0
Type of guarantee:		
Legal basis:		
Is there a specific, out-of-court compensation mechanism to cover for losses incurred by parties who engaged in good faith in a property transaction based on erroneous information certified by the immovable property registry?	No	0.0
Legal basis:	Law on Obligations and Torts (Official Gazette of Montenegro No. 47/08, 4/11 and 022/17)	
Does the legal system require a control of legality of the documents necessary for a property transaction (e.g., checking the compliance of contracts with requirements of the law)?	Yes	0.5
If yes, who is responsible for checking the legality of the documents?	Registrar; Notary;	
Does the legal system require verification of the identity of the parties to a property transaction?	Yes	0.5
If yes, who is responsible for verifying the identity of the parties?	Registrar; Notary; Lawyer;	
Is there a national database to verify the accuracy of government issued identity documents?	No	0.0
What is the Court of first instance in charge of a case involving a standard land dispute between two local businesses over tenure rights for a property worth 50 times gross national income (GNI) per capita and located in the largest business city?	Basic Court in Podgorica	
How long does it take on average to obtain a decision from the first-instance court for such a case (without appeal)?	Between 2 and 3 years	1.0
Are there publicly available statistics on the number of land disputes at the economy level in the first instance court?	No	0.0
Number of land disputes in the economy in 2018:		
<b>Equal access to property rights index (-2-0)</b>		<b>0.0</b>
Do unmarried men and unmarried women have equal ownership rights to property?	Yes	
Do married men and married women have equal ownership rights to property?	Yes	0.0

## Getting Credit

This topic explores two sets of issues—the strength of credit reporting systems and the effectiveness of collateral and bankruptcy laws in facilitating lending. The most recent round of data collection for the project was completed in May 2019. [See the methodology for more information.](#)

### What the indicators measure

#### Strength of legal rights index (0-12)

- Rights of borrowers and lenders through collateral laws (0-10)
- Protection of secured creditors' rights through bankruptcy laws (0-2)

#### Depth of credit information index (0-8)

- Scope and accessibility of credit information distributed by credit bureaus and credit registries (0-8)

#### Credit bureau coverage (% of adults)

- Number of individuals and firms listed in largest credit bureau as a percentage of adult population

#### Credit registry coverage (% of adults)

- Number of individuals and firms listed in credit registry as a percentage of adult population

### Case study assumptions

*Doing Business* assesses the sharing of credit information and the legal rights of borrowers and lenders with respect to secured transactions through 2 sets of indicators. The depth of credit information index measures rules and practices affecting the coverage, scope and accessibility of credit information available through a credit registry or a credit bureau. The strength of legal rights index measures the degree to which collateral and bankruptcy laws protect the rights of borrowers and lenders and thus facilitate lending. For each economy it is first determined whether a unitary secured transactions system exists. Then two case scenarios, case A and case B, are used to determine how a nonpossessory security interest is created, publicized and enforced according to the law. Special emphasis is given to how the collateral registry operates (if registration of security interests is possible). The case scenarios involve a secured borrower, company ABC, and a secured lender, BizBank.

In some economies the legal framework for secured transactions will allow only case A or case B (not both) to apply. Both cases examine the same set of legal provisions relating to the use of movable collateral.

#### Several assumptions about the secured borrower (ABC) and lender (BizBank) are used:

- ABC is a domestic limited liability company (or its legal equivalent).
- ABC has up to 50 employees.
- ABC has its headquarters and only base of operations in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- Both ABC and BizBank are 100% domestically owned.

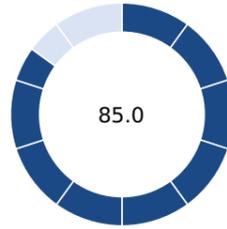
The case scenarios also involve assumptions. In case A, as collateral for the loan, ABC grants BizBank a nonpossessory security interest in one category of movable assets, for example, its machinery or its inventory. ABC wants to keep both possession and ownership of the collateral. In economies where the law does not allow nonpossessory security interests in movable property, ABC and BizBank use a fiduciary transfer-of-title arrangement (or a similar substitute for nonpossessory security interests).

In case B, ABC grants BizBank a business charge, enterprise charge, floating charge or any charge that gives BizBank a security interest over ABC's combined movable assets (or as much of ABC's movable assets as possible). ABC keeps ownership and possession of the assets.

Getting Credit - Montenegro

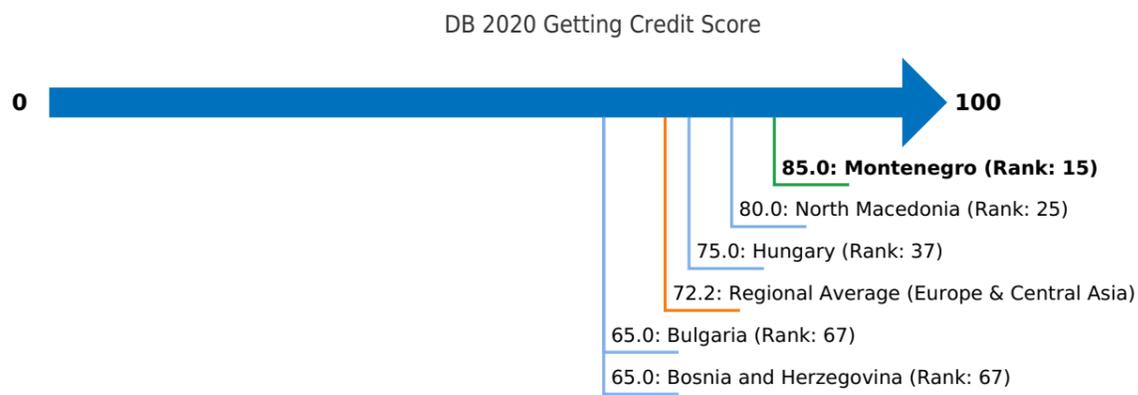
Indicator	Montenegro	Europe & Central Asia	OECD high income	Best Regulatory Performance
Strength of legal rights index (0-12)	12	7.8	6.1	12 (5 Economies)
Depth of credit information index (0-8)	5	6.7	6.8	8 (53 Economies)
Credit registry coverage (% of adults)	41.0	24.0	24.4	100.0 (2 Economies)
Credit bureau coverage (% of adults)	0.0	41.7	66.7	100.0 (14 Economies)

Figure - Getting Credit in Montenegro - Score



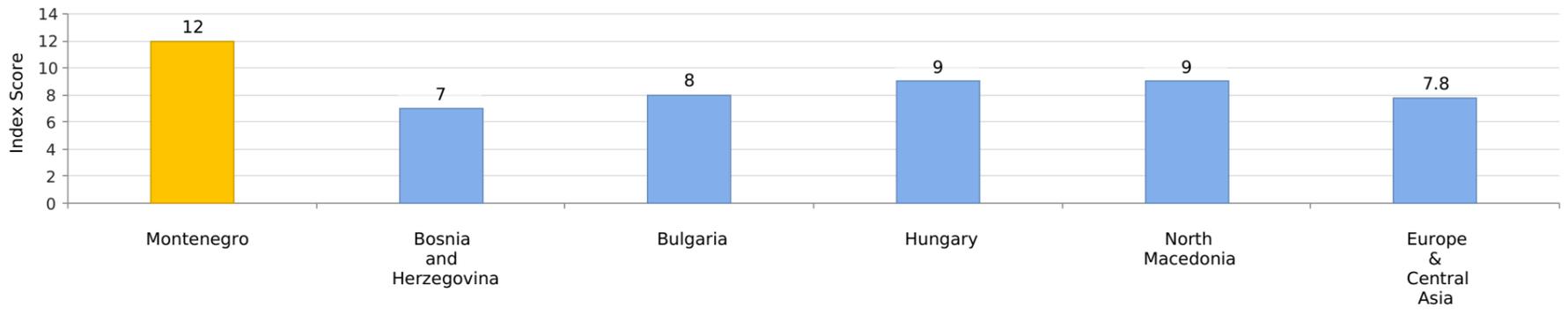
Score - Getting Credit

Figure - Getting Credit in Montenegro and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of getting credit is determined by sorting their scores for getting credit. These scores are the sum of the scores for the strength of legal rights index and the depth of credit information index.

Figure - Legal Rights in Montenegro and comparator economies



Details - Legal Rights in Montenegro

Strength of legal rights index (0-12)

12

Does an integrated or unified legal framework for secured transactions that extends to the creation, publicity and enforcement of functional equivalents to security interests in movable assets exist in the economy? Yes

Does the law allow businesses to grant a non possessory security right in a single category of movable assets, without requiring a specific description of collateral? Yes

Does the law allow businesses to grant a non possessory security right in substantially all of its assets, without requiring a specific description of collateral? Yes

May a security right extend to future or after-acquired assets, and does it extend automatically to the products, proceeds and replacements of the original assets? Yes

Is a general description of debts and obligations permitted in collateral agreements; can all types of debts and obligations be secured between parties; and can the collateral agreement include a maximum amount for which the assets are encumbered? Yes

Is a collateral registry in operation for both incorporated and non-incorporated entities, that is unified geographically and by asset type, with an electronic database indexed by debtor's name? Yes

Does a notice-based collateral registry exist in which all functional equivalents can be registered? Yes

Does a modern collateral registry exist in which registrations, amendments, cancellations and searches can be performed online by any interested third party? Yes

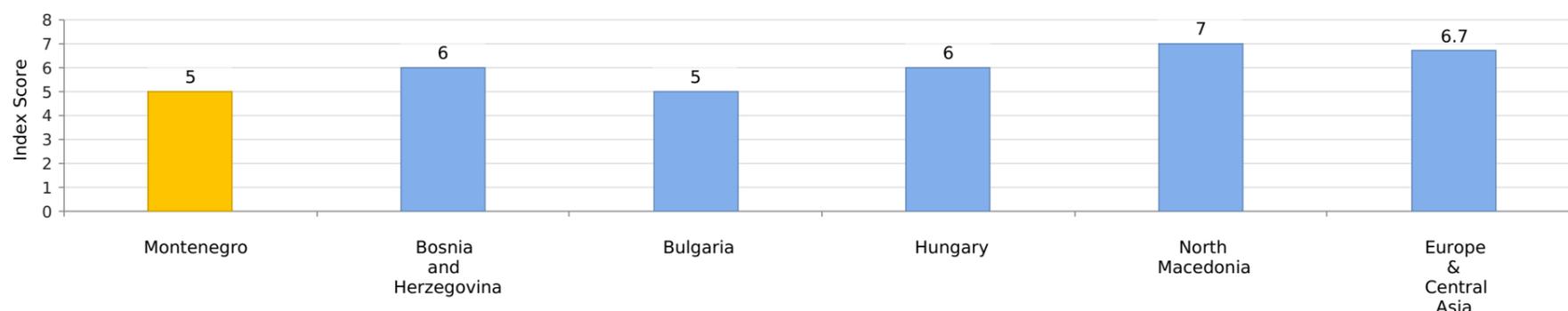
Are secured creditors paid first (i.e. before tax claims and employee claims) when a debtor defaults outside an insolvency procedure? Yes

Are secured creditors paid first (i.e. before tax claims and employee claims) when a business is liquidated? Yes

Are secured creditors subject to an automatic stay on enforcement when a debtor enters a court-supervised reorganization procedure? Does the law protect secured creditors' rights by providing clear grounds for relief from the stay and sets a time limit for it? Yes

Does the law allow parties to agree on out of court enforcement at the time a security interest is created? Does the law allow the secured creditor to sell the collateral through public auction or private tender, as well as, for the secured creditor to keep the asset in satisfaction of the debt? Yes

Figure - Credit Information in Montenegro and comparator economies



## Details - Credit Information in Montenegro

Depth of credit information index (0-8)	Credit bureau	Credit registry	Score
Are data on both firms and individuals distributed?	No	Yes	1
Are both positive and negative credit data distributed?	No	Yes	1
Are data from retailers or utility companies - in addition to data from banks and financial institutions - distributed?	No	No	0
Are at least 2 years of historical data distributed? (Credit bureaus and registries that distribute more than 10 years of negative data or erase data on defaults as soon as they are repaid obtain a score of 0 for this component.)	No	No	0
Are data on loan amounts below 1% of income per capita distributed?	No	Yes	1
By law, do borrowers have the right to access their data in the credit bureau or credit registry?	No	Yes	1
Can banks and financial institutions access borrowers' credit information online (for example, through an online platform, a system-to-system connection or both)?	No	Yes	1
Are bureau or registry credit scores offered as a value-added service to help banks and financial institutions assess the creditworthiness of borrowers?	No	No	0

Note: An economy receives a score of 1 if there is a "yes" to either bureau or registry. If the credit bureau or registry is not operational or covers less than 5% of the adult population, the total score on the depth of credit information index is 0.

Coverage	Credit bureau	Credit registry
Number of individuals	0	162,333
Number of firms	0	8,191
Total	0	170,524
<b>Percentage of adult population</b>	<b>0.0</b>	<b>41.0</b>

## Protecting Minority Investors

This topic measures the strength of minority shareholder protections against misuse of corporate assets by directors for their personal gain as well as shareholder rights, governance safeguards and corporate transparency requirements that reduce the risk of abuse. The most recent round of data collection for the project was completed in May 2019. [See the methodology for more information.](#)

### What the indicators measure

- **Extent of disclosure index (0-10):** Disclosure, review, and approval requirements for related-party transactions
- **Extent of director liability index (0-10):** Ability of minority shareholders to sue and hold interested directors liable for prejudicial related-party transactions; Available legal remedies (damages, disgorgement of profits, disqualification from managerial position(s) for one year or more, rescission of the transaction)
- **Ease of shareholder suits index (0-10):** Access to internal corporate documents; Evidence obtainable during trial and allocation of legal expenses
- **Extent of conflict of interest regulation index (0-30):** Sum of the extent of disclosure, extent of director liability and ease of shareholder suits indices
- **Extent of shareholder rights index (0-6):** Shareholders' rights and role in major corporate decisions
- **Extent of ownership and control index (0-7):** Governance safeguards protecting shareholders from undue board control and entrenchment
- **Extent of corporate transparency index (0-7):** Corporate transparency on ownership stakes, compensation, audits and financial prospects
- **Extent of shareholder governance index (0-20):** Sum of the extent of shareholders rights, extent of ownership and control and extent of corporate transparency indices
- **Strength of minority investor protection index (0-50):** Sum of the extent of conflict of interest regulation and extent of shareholder governance indices

### Case study assumptions

To make the data comparable across economies, a case study uses several assumptions about the business and the transaction.

#### The business (Buyer):

- Is a publicly traded corporation listed on the economy's most important stock exchange.
- Has a board of directors and a chief executive officer (CEO) who may legally act on behalf of Buyer where permitted, even if this is not specifically required by law.
- Has a supervisory board in economies with a two-tier board system on which Mr. James appointed 60% of the shareholder-elected members.
- Has not adopted bylaws or articles of association that go beyond the minimum requirements. Does not follow codes, principles, recommendations or guidelines that are not mandatory.
- Is a manufacturing company with its own distribution network.

#### The transaction involves the following details:

- Mr. James owns 60% of Buyer, sits on Buyer's board of directors and elected two directors to Buyer's five-member board.
- Mr. James also owns 90% of Seller, a company that operates a chain of retail hardware stores. Seller recently closed a large number of its stores.
- Mr. James proposes that Buyer purchase Seller's unused fleet of trucks to expand Buyer's distribution of its food products, a proposal to which Buyer agrees. The price is equal to 10% of Buyer's assets and is higher than the market value.
- The proposed transaction is part of the company's principal activity and is not outside the authority of the company.
- Buyer enters into the transaction. All required approvals are obtained, and all required disclosures made—that is, the transaction was not entered into fraudulently.
- The transaction causes damages to Buyer. Shareholders sue Mr. James and the executives and directors that approved the transaction.

Protecting Minority Investors - Montenegro

Stock exchange information

Stock exchange	Montenegro Stock Exchange
Stock exchange URL	http://www.mnse.me
Listed firms with equity securities	14
City Covered	Podgorica

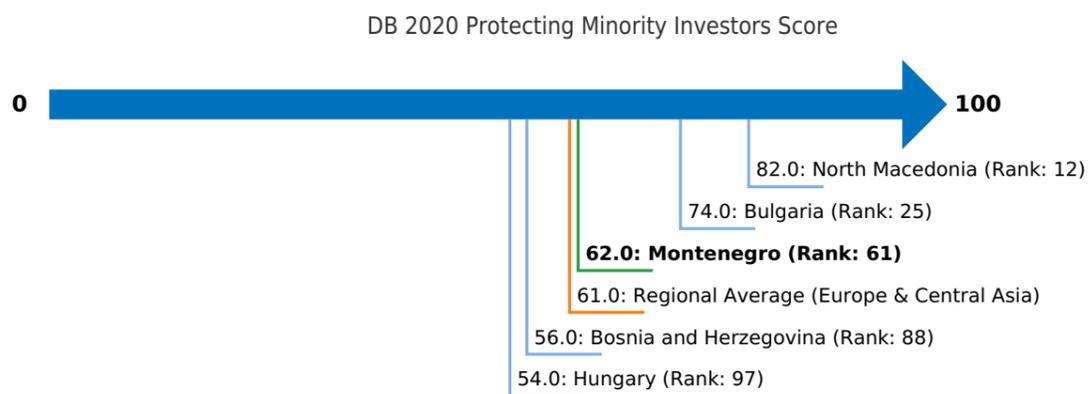
Indicator	Montenegro	Europe & Central Asia	OECD high income	Best Regulatory Performance
Extent of disclosure index (0-10)	5.0	7.5	6.5	10 (13 Economies)
Extent of director liability index (0-10)	8.0	5.0	5.3	10 (3 Economies)
Ease of shareholder suits index (0-10)	6.0	6.8	7.3	10 (Djibouti)
Extent of shareholder rights index (0-6)	3.0	3.4	4.7	6 (19 Economies)
Extent of ownership and control index (0-7)	3.0	3.7	4.5	7 (9 Economies)
Extent of corporate transparency index (0-7)	6.0	4.1	5.7	7 (13 Economies)

Figure - Protecting Minority in Montenegro - Score



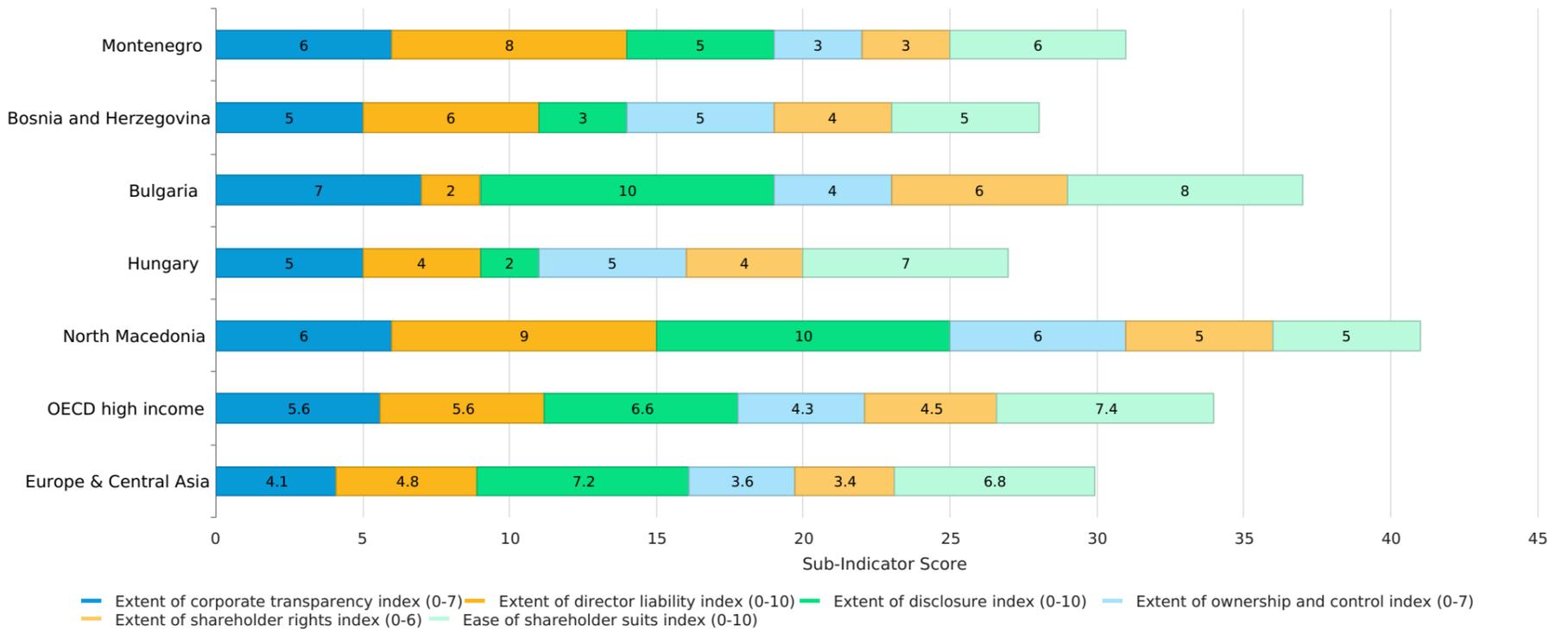
Score - Protecting Minority Investors

Figure - Protecting Minority Investors in Montenegro and comparator economies - Ranking and Score



Note: The ranking of economies on the strength of minority investor protections is determined by sorting their scores for protecting minority investors. These scores are the simple average of the scores for the extent of conflict of interest regulation index and the extent of shareholder governance index.

Figure - Protecting Minority Investors in Montenegro and comparator economies - Measure of Quality



## Details - Protecting Minority Investors in Montenegro - Measure of Quality

	Answer	Score
<b>Extent of conflict of interest regulation index (0-30)</b>		
<b>Extent of disclosure index (0-10)</b>		<b>5.0</b>
Whose decision is sufficient to approve the Buyer-Seller transaction? (0-3)	Board of directors excluding interested members	2.0
Must an external body review the terms of the transaction before it takes place? (0-1)	No	0.0
Must Mr. James disclose his conflict of interest to the board of directors? (0-2)	Existence of a conflict without any specifics	1.0
Must Buyer disclose the transaction in periodic filings (e.g. annual reports)? (0-2)	Disclosure on the transaction only	1.0
Must Buyer immediately disclose the transaction to the public? (0-2)	Disclosure on the transaction only	1.0
<b>Extent of director liability index (0-10)</b>		<b>8.0</b>
Can shareholders representing 10% of Buyer's share capital sue for the damage the transaction caused to Buyer? (0-1)	Yes	1.0
Can shareholders hold Mr. James liable for the damage the transaction caused to Buyer? (0-2)	Liable if unfair or prejudicial	2.0
Can shareholders hold the other directors liable for the damage the transaction caused to Buyer? (0-2)	Liable if unfair or prejudicial	2.0
Must Mr. James pay damages for the harm caused to Buyer upon a successful claim by shareholders? (0-1)	Yes	1.0
Must Mr. James repay profits made from the transaction upon a successful claim by shareholders? (0-1)	Yes	1.0
Is Mr. James disqualified upon a successful claim by shareholders? (0-1)	No	0.0
Can a court void the transaction upon a successful claim by shareholders? (0-2)	Voidable if negligently concluded	1.0
<b>Ease of shareholder suits index (0-10)</b>		<b>6.0</b>
Before suing, can shareholders representing 10% of Buyer's share capital inspect the transaction documents? (0-1)	Yes	1.0
Can the plaintiff obtain any documents from the defendant and witnesses at trial? (0-3)	Any relevant document	3.0
Can the plaintiff request categories of documents from the defendant without identifying specific ones? (0-1)	No	0.0
Can the plaintiff directly question the defendant and witnesses at trial? (0-2)	Preapproved questions only	1.0
Is the level of proof required for civil suits lower than that of criminal cases? (0-1)	No	0.0
Can shareholder plaintiffs recover their legal expenses from the company? (0-2)	Yes if successful	1.0
<b>Extent of shareholder governance index (0-20)</b>		
<b>Extent of shareholder rights index (0-6)</b>		<b>3.0</b>
Does the sale of 51% of Buyer's assets require shareholder approval?	Yes	1.0
Can shareholders representing 10% of Buyer's share capital call for a meeting of shareholders?	Yes	1.0
Must Buyer obtain its shareholders' approval every time it issues new shares?	No	0.0
Do shareholders automatically receive preemption rights every time Buyer issues new shares?	No	0.0
Do shareholders elect and dismiss the external auditor?	Yes	1.0
Are changes to the rights of a class of shares only possible if the holders of the affected shares approve?	No	0.0
<b>Extent of ownership and control index (0-7)</b>		<b>3.0</b>

Is it forbidden to appoint the same individual as CEO and chairperson of the board of directors?	Yes	1.0
Must the board of directors include independent and nonexecutive board members?	No	0.0
Can shareholders remove members of the board of directors without cause before the end of their term?	Yes	1.0
Must the board of directors include a separate audit committee exclusively comprising board members?	No	0.0
Must a potential acquirer make a tender offer to all shareholders upon acquiring 50% of Buyer?	Yes	1.0
Must Buyer pay declared dividends within a maximum period set by law?	No	0.0
Is a subsidiary prohibited from acquiring shares issued by its parent company?	No	0.0
<b>Extent of corporate transparency index (0-7)</b>		<b>6.0</b>
Must Buyer disclose direct and indirect beneficial ownership stakes representing 5%?	No	0.0
Must Buyer disclose information about board members' primary employment and directorships in other companies?	Yes	1.0
Must Buyer disclose the compensation of individual managers?	Yes	1.0
Must a detailed notice of general meeting be sent 21 days before the meeting?	Yes	1.0
Can shareholders representing 5% of Buyer's share capital put items on the general meeting agenda?	Yes	1.0
Must Buyer's annual financial statements be audited by an external auditor?	Yes	1.0
Must Buyer disclose its audit reports to the public?	Yes	1.0

## Paying Taxes

This topic records the taxes and mandatory contributions that a medium-size company must pay or withhold in a given year, as well as the administrative burden of paying taxes and contributions and complying with postfiling procedures (VAT refund and tax audit). The most recent round of data collection for the project was completed in May 2019 covering for the Paying Taxes indicator calendar year 2018 (January 1, 2018 – December 31, 2018). [See the methodology for more information.](#)

### What the indicators measure

#### Tax payments for a manufacturing company in 2018 (number per year adjusted for electronic and joint filing and payment)

- Total number of taxes and contributions paid or withheld, including consumption taxes (value added tax, sales tax or goods and service tax)
- Method and frequency of filing and payment

#### Time required to comply with 3 major taxes (hours per year)

- Collecting information, computing tax payable
- Preparing separate tax accounting books, if required
- Completing tax return, filing with agencies
- Arranging payment or withholding

#### Total tax and contribution rate (% of commercial profits)

- Profit or corporate income tax
- Social contributions, labor taxes paid by employer
- Property and property transfer taxes
- Dividend, capital gains, financial transactions taxes
- Waste collection, vehicle, road and other taxes

#### Postfiling Index

- Time to comply with VAT refund (hours)
- Time to obtain VAT refund (weeks)
- Time to comply with a corporate income tax correction (hours)
- Time to complete a corporate income tax correction (weeks)

### Case study assumptions

Using a case scenario, *Doing Business* records taxes and mandatory contributions a medium size company must pay in a year, and measures the administrative burden of paying taxes, contributions and dealing with postfiling processes. Information is also compiled on frequency of filing and payments, time taken to comply with tax laws, time taken to comply with the requirements of postfiling processes and time waiting.

To make data comparable across economies, several assumptions are used:

- TaxpayerCo is a medium-size business that started operations on January 1, 2017. It produces ceramic flowerpots and sells them at retail. All taxes and contributions recorded are paid in the second year of operation (calendar year 2018). Taxes and mandatory contributions are measured at all levels of government.

#### The VAT refund process:

- In June 2018, TaxpayerCo. makes a large capital purchase: the value of the machine is 65 times income per capita of the economy. Sales are equally spread per month (1,050 times income per capita divided by 12) and cost of goods sold are equally expensed per month (875 times income per capita divided by 12). The machinery seller is registered for VAT and excess input VAT incurred in June will be fully recovered after four consecutive months if the VAT rate is the same for inputs, sales and the machine and the tax reporting period is every month. Input VAT will exceed Output VAT in June 2018.

#### The corporate income tax audit process:

- An error in calculation of income tax liability (for example, use of incorrect tax depreciation rates, or incorrectly treating an expense as tax deductible) leads to an incorrect income tax return and a corporate income tax underpayment. TaxpayerCo. discovered the error and voluntarily notified the tax authority. The value of the underpaid income tax liability is 5% of the corporate income tax liability due. TaxpayerCo. submits corrected information after the deadline for submitting the annual tax return, but within the tax assessment period.

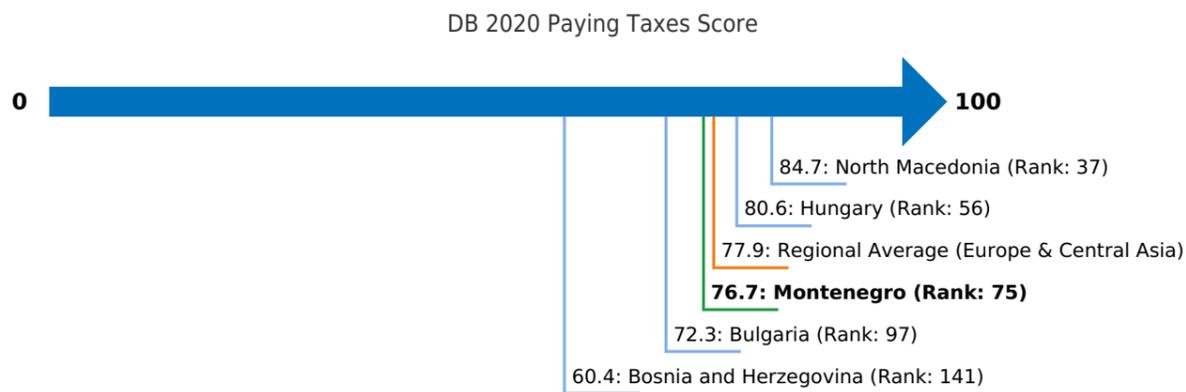
Paying Taxes - Montenegro

Indicator	Montenegro	Europe & Central Asia	OECD high income	Best Regulatory Performance
Payments (number per year)	18	14.4	10.3	3 (2 Economies)
Time (hours per year)	300	213.1	158.8	49 (3 Economies)
Total tax and contribution rate (% of profit)	22.2	31.7	39.9	26.1 (33 Economies)
Postfiling index (0-100)	70.5	68.2	86.7	None in 2018/19

Figure - Paying Taxes in Montenegro - Score

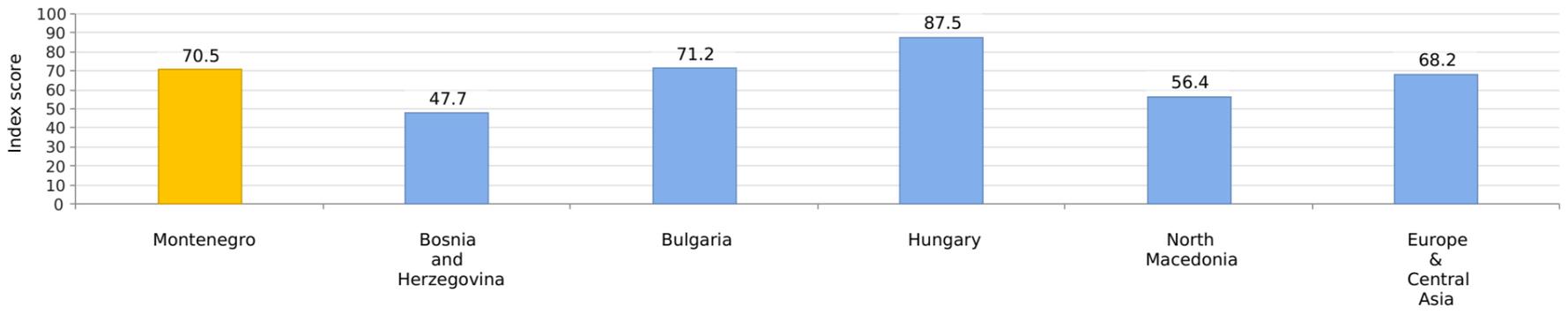


Figure - Paying Taxes in Montenegro and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of paying taxes is determined by sorting their scores for paying taxes. These scores are the simple average of the scores for each of the component indicators, with a threshold and a nonlinear transformation applied to one of the component indicators, the total tax and contribution rate. The threshold is defined as the total tax and contribution rate at the 15th percentile of the overall distribution for all years included in the analysis up to and including Doing Business 2015, which is 26.1%. All economies with a total tax and contribution rate below this threshold receive the same score as the economy at the threshold.

Figure - Paying Taxes in Montenegro and comparator economies - Measure of Quality



## Details - Paying Taxes in Montenegro

Tax or mandatory contribution	Payments (number)	Notes on Payments	Time (hours)	Statutory tax rate	Tax base	Total tax and contribution rate (% of profit)	Notes on TTCR
Corporate income tax	1.0	online	43.0	9%	taxable profits	7.43	
Pension insurance	0.0	online and jointly	93.0	5.5%	gross salaries	6.20	
Health insurance	1.0	online		4.3%	gross salaries	4.85	
Surtax to personal tax	12.0			15.0%	personal income tax	1.53	
Capital gains tax	0.0	jointly		9.0%	capital gains	0.91	
Unemployment insurance	0.0	online and jointly		0.5%	gross salaries	0.56	
Property tax	2.0			0.5% for land; 0.28% for buildings	net book value of property	0.53	
Work fund contribution	0.0	online and jointly		0.2%	gross salaries	0.23	
VAT	1.0	online	164.0	21.0%	value added	0.00	not included
Employee paid - Social security contributions	0.0	online and jointly		24.0%	gross salaries	0.00	withheld
Fuel tax	1.0				included into the fuel price	0.00	small amount
Totals	18		300			22.2	

## Details - Paying Taxes in Montenegro - Tax by Type

Taxes by type	Answer
Profit tax (% of profit)	8.3
Labor tax and contributions (% of profit)	13.4
Other taxes (% of profit)	0.5

## Details - Paying Taxes in Montenegro - Measure of Quality

	Answer	Score
<b>Postfiling index (0-100)</b>		<b>70.5</b>
<b>VAT refunds</b>		
Does VAT exist?	Yes	
Does a VAT refund process exist per the case study?	Yes	
Restrictions on VAT refund process	none	
Percentage of cases exposed to a VAT audit (%)	50% - 74%	
Is there a mandatory carry forward period?	No	
Time to comply with VAT refund (hours)	4.0	92.0
Time to obtain VAT refund (weeks)	22.0	64.0
<b>Corporate income tax audits</b>		
Does corporate income tax exist?	Yes	
Percentage of cases exposed to a corporate income tax audit (%)	50% - 74%	
Time to comply with a corporate income tax correction (hours)	9.5	85.3
Time to complete a corporate income tax correction (weeks)	19.0	40.6

**Notes:** Names of taxes have been standardized. For instance income tax, profit tax, tax on company's income are all named corporate income tax in this table.

The hours for VAT include all the VAT and sales taxes applicable.

The hours for Social Security include all the hours for labor taxes and mandatory contributions in general.

The postfiling index is the average of the scores on time to comply with VAT refund, time to obtain a VAT refund, time to comply with a corporate income tax correction and time to complete a corporate income tax correction.

N/A = Not applicable.

## Trading across Borders

*Doing Business* records the time and cost associated with the logistical process of exporting and importing goods. *Doing Business* measures the time and cost (excluding tariffs) associated with three sets of procedures—documentary compliance, border compliance and domestic transport—within the overall process of exporting or importing a shipment of goods. The most recent round of data collection for the project was completed in May 2019. [See the methodology for more information.](#)

### What the indicators measure

#### Documentary compliance

- Obtaining, preparing and submitting documents during transport, clearance, inspections and port or border handling in origin economy
- Obtaining, preparing and submitting documents required by destination economy and any transit economies
- Covers all documents required by law and in practice, including electronic submissions of information

#### Border compliance

- Customs clearance and inspections
- Inspections by other agencies (if applied to more than 20% of shipments)
- Handling and inspections that take place at the economy's port or border

#### Domestic transport

- Loading or unloading of the shipment at the warehouse or port/border
- Transport between warehouse and port/border
- Traffic delays and road police checks while shipment is en route

### Case study assumptions

To make the data comparable across economies, a few assumptions are made about the traded goods and the transactions:

**Time:** Time is measured in hours, and 1 day is 24 hours (for example, 22 days are recorded as  $22 \times 24 = 528$  hours). If customs clearance takes 7.5 hours, the data are recorded as is. Alternatively, suppose documents are submitted to a customs agency at 8:00a.m., are processed overnight and can be picked up at 8:00a.m. the next day. The time for customs clearance would be recorded as 24 hours because the actual procedure took 24 hours.

**Cost:** Insurance cost and informal payments for which no receipt is issued are excluded from the costs recorded. Costs are reported in U.S. dollars. Contributors are asked to convert local currency into U.S. dollars based on the exchange rate prevailing on the day they answer the questionnaire. Contributors are private sector experts in international trade logistics and are informed about exchange rates.

#### Assumptions of the case study:

- For all 190 economies covered by *Doing Business*, it is assumed a shipment is in a warehouse in the largest business city of the exporting economy and travels to a warehouse in the largest business city of the importing economy.
- It is assumed each economy imports 15 metric tons of containerized auto parts (HS 8708) from its natural import partner—the economy from which it imports the largest value (price times quantity) of auto parts. It is assumed each economy exports the product of its comparative advantage (defined by the largest export value) to its natural export partner—the economy that is the largest purchaser of this product. Shipment value is assumed to be \$50,000.
- The mode of transport is the one most widely used for the chosen export or import product and the trading partner, as is the seaport or land border crossing.
- All electronic information submissions requested by any government agency in connection with the shipment are considered to be documents obtained, prepared and submitted during the export or import process.
- A port or border is a place (seaport or land border crossing) where merchandise can enter or leave an economy.
- Relevant government agencies include customs, port authorities, road police, border guards, standardization agencies, ministries or departments of agriculture or industry, national security agencies and any other government authorities.

Trading across Borders - Montenegro

Indicator	Montenegro	Europe & Central Asia	OECD high income	Best Regulatory Performance
Time to export: Border compliance (hours)	8	16.1	12.7	1 (19 Economies)
Cost to export: Border compliance (USD)	85	150.0	136.8	0 (19 Economies)
Time to export: Documentary compliance (hours)	5	25.1	2.3	1 (26 Economies)
Cost to export: Documentary compliance (USD)	26	87.6	33.4	0 (20 Economies)
Time to import: Border compliance (hours)	23	20.4	8.5	1 (25 Economies)
Cost to import: Border compliance (USD)	306	158.8	98.1	0 (28 Economies)
Time to import: Documentary compliance (hours)	6	23.4	3.4	1 (30 Economies)
Cost to import: Documentary compliance (USD)	60	85.9	23.5	0 (30 Economies)

Figure - Trading across Borders in Montenegro - Score

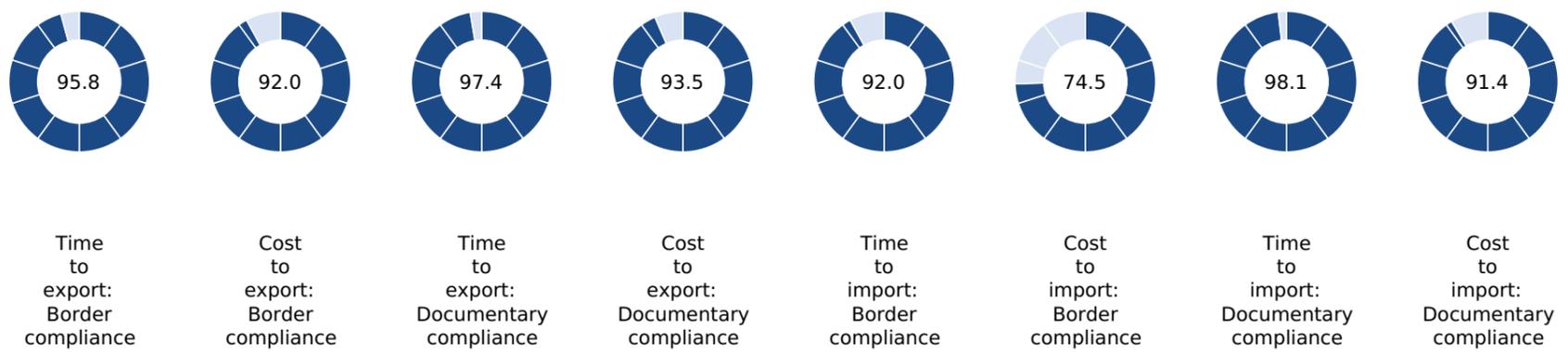
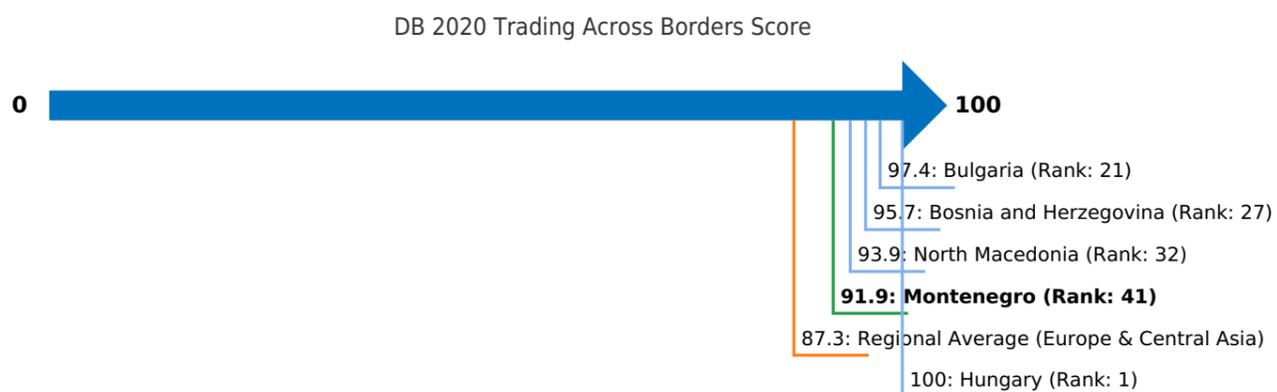
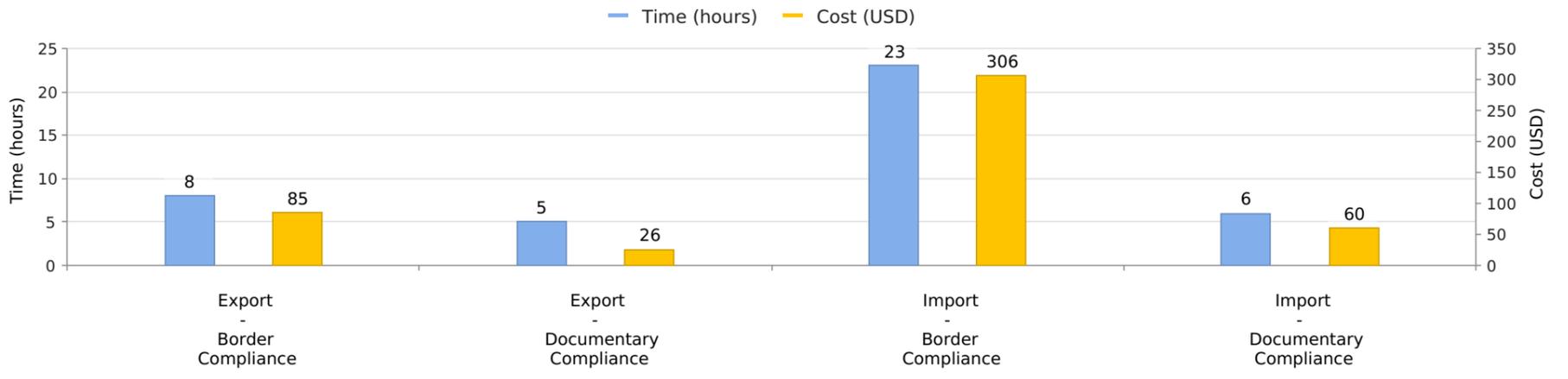


Figure - Trading across Borders in Montenegro and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of trading across borders is determined by sorting their scores for trading across borders. These scores are the simple average of the scores for the time and cost for documentary compliance and border compliance to export and import.

Figure - Trading across Borders in Montenegro - Time and Cost



## Details - Trading across Borders in Montenegro

Characteristics	Export	Import
Product	HS 76 : Aluminium and articles thereof	HS 8708: Parts and accessories of motor vehicles
Trade partner	Greece	China
Border	Bozaj border crossing	Bar port
Distance (km)	27	53
Domestic transport time (hours)	4	4
Domestic transport cost (USD)	133	169

## Details - Trading across Borders in Montenegro - Components of Border Compliance

	Time to Complete (hours)	Associated Costs (USD)
Export: Clearance and inspections required by customs authorities	4.3	55.0
Export: Clearance and inspections required by agencies other than customs	1.0	30.0
Export: Port or border handling	2.3	0.0
Import: Clearance and inspections required by customs authorities	5.9	120.0
Import: Clearance and inspections required by agencies other than customs	1.0	30.0
Import: Port or border handling	17.3	155.6

## Details - Trading across Borders in Montenegro - Trade Documents

## Export

## Import

Packing list

Packing list

CMR waybill

Bill of lading

Certificate of origin (EUR1)

CMR Waybill

Commercial invoice

Commercial invoice

Customs Export Declaration

Customs import declaration

Non-radioactivity certificate

SOLAS certificate

## Enforcing Contracts

The enforcing contracts indicator measures the time and cost for resolving a commercial dispute through a local first-instance court, and the quality of judicial processes index, evaluating whether each economy has adopted a series of good practices that promote quality and efficiency in the court system. The most recent round of data collection was completed in May 2019. [See the methodology for more information.](#)

What the indicators measure	Case study assumptions
<p><b>Time required to enforce a contract through the courts (calendar days)</b></p> <ul style="list-style-type: none"> <li>• Time to file and serve the case</li> <li>• Time for trial and to obtain the judgment</li> <li>• Time to enforce the judgment</li> </ul> <p><b>Cost required to enforce a contract through the courts (% of claim value)</b></p> <ul style="list-style-type: none"> <li>• Average attorney fees</li> <li>• Court costs</li> <li>• Enforcement costs</li> </ul> <p><b>Quality of judicial processes index (0-18)</b></p> <ul style="list-style-type: none"> <li>• Court structure and proceedings (-1-5)</li> <li>• Case management (0-6)</li> <li>• Court automation (0-4)</li> <li>• Alternative dispute resolution (0-3)</li> </ul>	<p>The dispute in the case study involves the breach of a sales contract between two domestic businesses. The case study assumes that the court hears an expert on the quality of the goods in dispute. This distinguishes the case from simple debt enforcement.</p> <p>To make the data on the time and comparable across economies, several assumptions about the case are used:</p> <ul style="list-style-type: none"> <li>- The dispute concerns a lawful transaction between two businesses (Seller and Buyer), both located in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.</li> <li>- The Buyer orders custom-made furniture, then fails to pay alleging that the goods are not of adequate quality.</li> <li>- The value of the dispute is 200% of the income per capita or the equivalent in local currency of USD 5,000, whichever is greater.</li> <li>- The Seller sues the Buyer before the court with jurisdiction over commercial cases worth 200% of income per capita or \$5,000 whichever is greater.</li> <li>- The Seller requests the pretrial attachment of the defendant's movable assets to secure the claim.</li> <li>- The claim is disputed on the merits because of Buyer's allegation that the quality of the goods was not adequate.</li> <li>- The judge decides in favor of the seller; there is no appeal.</li> <li>- The Seller enforces the judgment through a public sale of the Buyer's movable assets.</li> </ul>

Enforcing Contracts - Montenegro

Standardized Case

Claim value	EUR 13,898
Court name	Podgorica Commercial Court
City Covered	Podgorica

Indicator	Montenegro	Europe & Central Asia	OECD high income	Best Regulatory Performance
Time (days)	545	496.4	589.6	120 (Singapore)
Cost (% of claim value)	25.7	26.6	21.5	0.1 (Bhutan)
Quality of judicial processes index (0-18)	11.5	10.3	11.7	None in 2018/19

Figure - Enforcing Contracts in Montenegro - Score

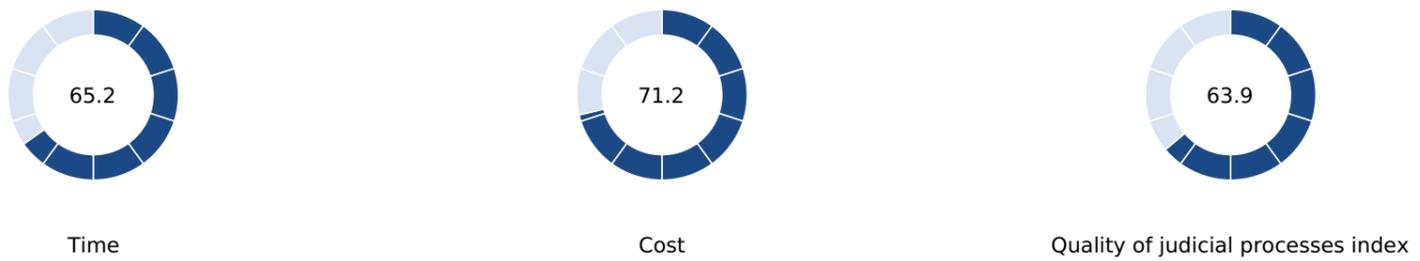


Figure - Enforcing Contracts in Montenegro and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of enforcing contracts is determined by sorting their scores for enforcing contracts. These scores are the simple average of the scores for each of the component indicators.

Figure - Enforcing Contracts in Montenegro - Time and Cost

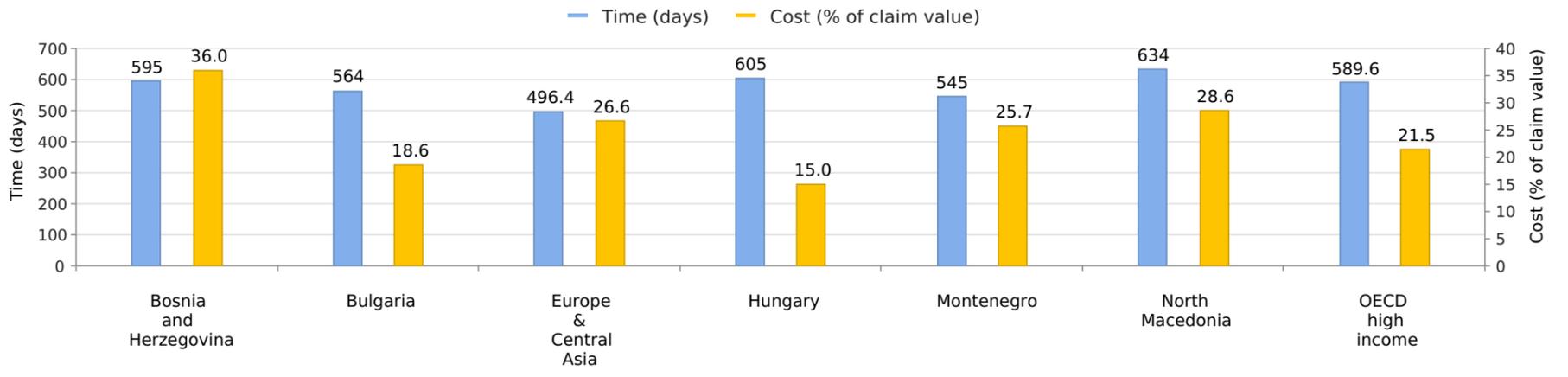
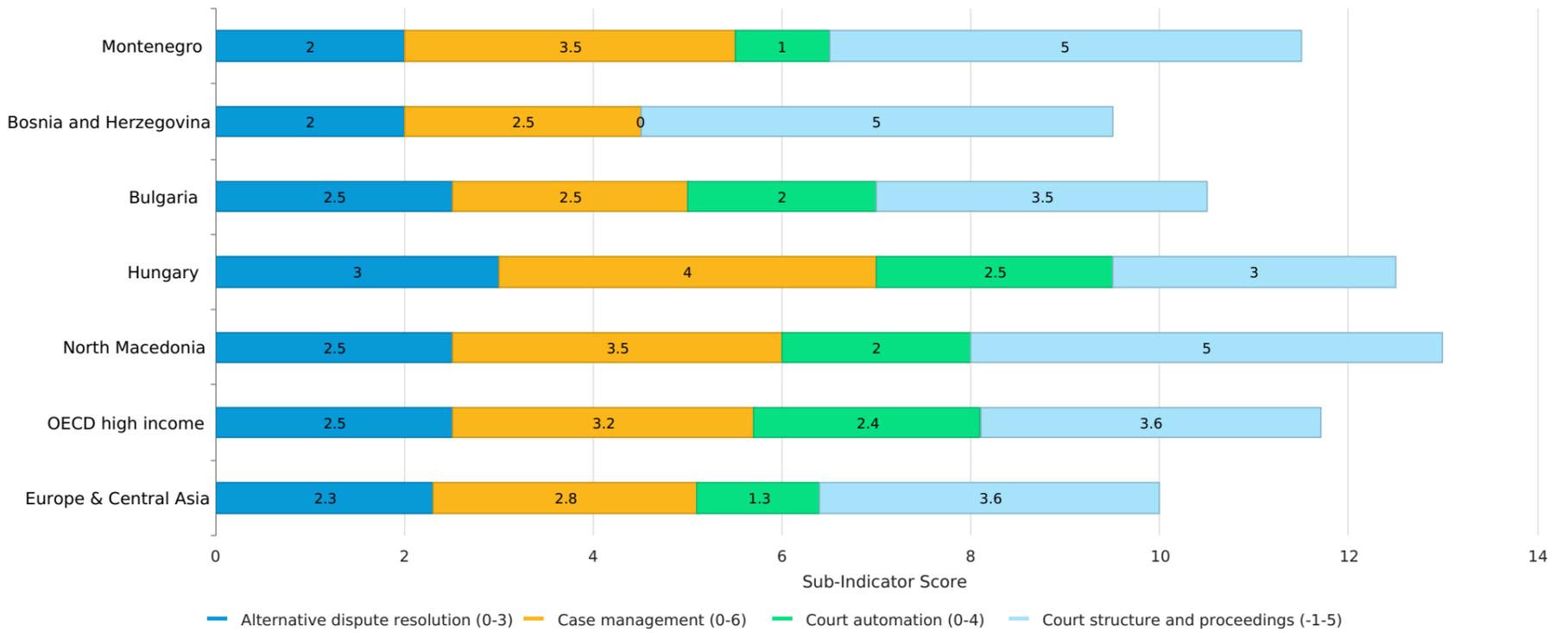


Figure - Enforcing Contracts in Montenegro and comparator economies - Measure of Quality



Details - Enforcing Contracts in Montenegro

	Indicator
<b>Time (days)</b>	<b>545</b>
Filing and service	60
Trial and judgment	365
Enforcement of judgment	120
<b>Cost (% of claim value)</b>	<b>25.7</b>
Attorney fees	11.3
Court fees	6.9
Enforcement fees	7.5
<b>Quality of judicial processes index (0-18)</b>	<b>11.5</b>
Court structure and proceedings (-1-5)	5.0
Case management (0-6)	3.5
Court automation (0-4)	1.0
Alternative dispute resolution (0-3)	2.0

## Details - Enforcing Contracts in Montenegro - Measure of Quality

	Answer	Score
<b>Quality of judicial processes index (0-18)</b>		<b>11.5</b>
<b>Court structure and proceedings (-1-5)</b>		<b>5.0</b>
1. Is there a court or division of a court dedicated solely to hearing commercial cases?	Yes	1.5
2. Small claims court		1.5
2.a. Is there a small claims court or a fast-track procedure for small claims?	Yes	
2.b. If yes, is self-representation allowed?	Yes	
3. Is pretrial attachment available?	Yes	1.0
4. Are new cases assigned randomly to judges?	Yes, automatic	1.0
5. Does a woman's testimony carry the same evidentiary weight in court as a man's?	Yes	0.0
<b>Case management (0-6)</b>		<b>3.5</b>
1. Time standards		1.0
1.a. Are there laws setting overall time standards for key court events in a civil case?	Yes	
1.b. If yes, are the time standards set for at least three court events?	Yes	
1.c. Are these time standards respected in more than 50% of cases?	Yes	
2. Adjournments		0.5
2.a. Does the law regulate the maximum number of adjournments that can be granted?	No	
2.b. Are adjournments limited to unforeseen and exceptional circumstances?	Yes	
2.c. If rules on adjournments exist, are they respected in more than 50% of cases?	Yes	
3. Can two of the following four reports be generated about the competent court: (i) time to disposition report; (ii) clearance rate report; (iii) age of pending cases report; and (iv) single case progress report?	Yes	1.0
4. Is a pretrial conference among the case management techniques used before the competent court?	Yes	1.0
5. Are there any electronic case management tools in place within the competent court for use by judges?	No	0.0
6. Are there any electronic case management tools in place within the competent court for use by lawyers?	No	0.0
<b>Court automation (0-4)</b>		<b>1.0</b>
1. Can the initial complaint be filed electronically through a dedicated platform within the competent court?	No	0.0
2. Is it possible to carry out service of process electronically for claims filed before the competent court?	No	0.0
3. Can court fees be paid electronically within the competent court?	No	0.0
4. Publication of judgments		1.0
4.a. Are judgments rendered in commercial cases at all levels made available to the general public through publication in official gazettes, in newspapers or on the internet or court website?	Yes	
4.b. Are judgments rendered in commercial cases at the appellate and supreme court level made available to the general public through publication in official gazettes, in newspapers or on the internet or court website?	Yes	
<b>Alternative dispute resolution (0-3)</b>		<b>2.0</b>
1. Arbitration		1.0
1.a. Is domestic commercial arbitration governed by a consolidated law or consolidated chapter or section of the applicable code of civil procedure encompassing substantially all its aspects?	Yes	
1.b. Are there any commercial disputes—aside from those that deal with public order or public policy—that cannot be submitted to arbitration?	Yes	
1.c. Are valid arbitration clauses or agreements usually enforced by the courts?	Yes	

2. Mediation/Conciliation	1.0
2.a. Is voluntary mediation or conciliation available?	Yes
2.b. Are mediation, conciliation or both governed by a consolidated law or consolidated chapter or section of the applicable code of civil procedure encompassing substantially all their aspects (for example, definition, aim and scope of application, design)?	Yes
2.c. Are there financial incentives for parties to attempt mediation or conciliation (i.e., if mediation or conciliation is successful, a refund of court filing fees, income tax credits or the like)?	No

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## Resolving Insolvency

*Doing Business* studies the time, cost and outcome of insolvency proceedings involving domestic legal entities. These variables are used to calculate the recovery rate, which is recorded as cents on the dollar recovered by secured creditors through reorganization, liquidation or debt enforcement (foreclosure or receivership) proceedings. To determine the present value of the amount recovered by creditors, *Doing Business* uses the lending rates from the International Monetary Fund, supplemented with data from central banks and the Economist Intelligence Unit. The most recent round of data collection was completed in May 2019. [See the methodology for more information.](#)

### What the indicators measure

#### Time required to recover debt (years)

- Measured in calendar years
- Appeals and requests for extension are included

#### Cost required to recover debt (% of debtor's estate)

- Measured as percentage of estate value
- Court fees
- Fees of insolvency administrators
- Lawyers' fees
- Assessors' and auctioneers' fees
- Other related fees

#### Outcome

- Whether business continues operating as a going concern or business assets are sold piecemeal

#### Recovery rate for creditors

- Measures the cents on the dollar recovered by secured creditors
- Outcome for the business (survival or not) determines the maximum value that can be recovered
- Official costs of the insolvency proceedings are deducted
- Depreciation of furniture is taken into account
- Present value of debt recovered

#### Strength of insolvency framework index (0- 16)

- Sum of the scores of four component indices:
- Commencement of proceedings index (0-3)
- Management of debtor's assets index (0-6)
- Reorganization proceedings index (0-3)
- Creditor participation index (0-4)

### Case study assumptions

To make the data on the time, cost and outcome comparable across economies, several assumptions about the business and the case are used:

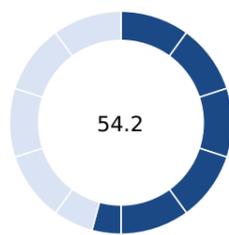
- A hotel located in the largest city (or cities) has 201 employees and 50 suppliers. The hotel experiences financial difficulties.
- The value of the hotel is 100% of the income per capita or the equivalent in local currency of USD 200,000, whichever is greater.
- The hotel has a loan from a domestic bank, secured by a mortgage over the hotel's real estate. The hotel cannot pay back the loan, but makes enough money to operate otherwise.

In addition, *Doing Business* evaluates the quality of legal framework applicable to judicial liquidation and reorganization proceedings and the extent to which best insolvency practices have been implemented in each economy covered.

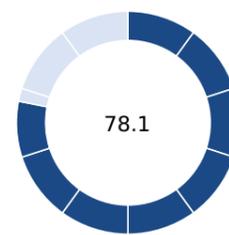
Resolving Insolvency - Montenegro

Indicator	Montenegro	Europe & Central Asia	OECD high income	Best Regulatory Performance
Recovery rate (cents on the dollar)	50.3	38.5	70.2	92.9 (Norway)
Time (years)	1.4	2.3	1.7	0.4 (Ireland)
Cost (% of estate)	8.0	13.3	9.3	1.0 (Norway)
Outcome (0 as piecemeal sale and 1 as going concern)	0	..	..	..
Strength of insolvency framework index (0-16)	12.5	11.2	11.9	None in 2018/19

Figure - Resolving Insolvency in Montenegro - Score

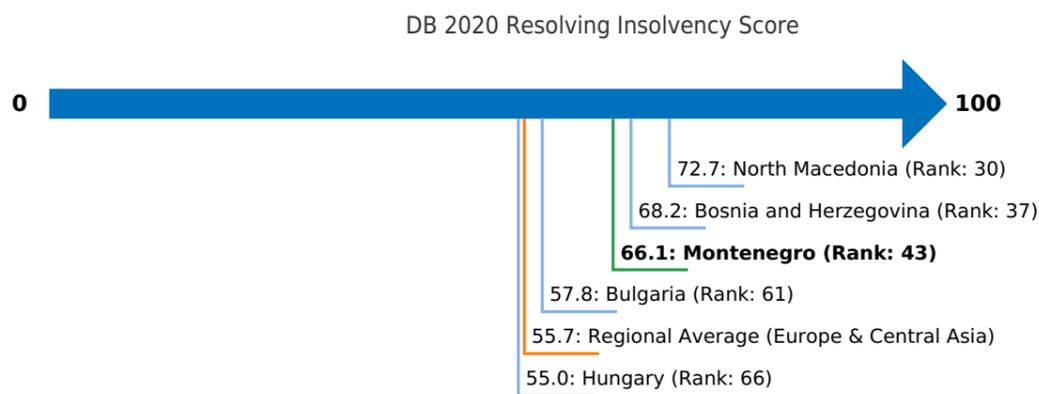


Recovery rate



Strength of insolvency framework index

Figure - Resolving Insolvency in Montenegro and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of resolving insolvency is determined by sorting their scores for resolving insolvency. These scores are the simple average of the scores for the recovery rate and the strength of insolvency framework index.

Figure - Resolving Insolvency in Montenegro - Time and Cost

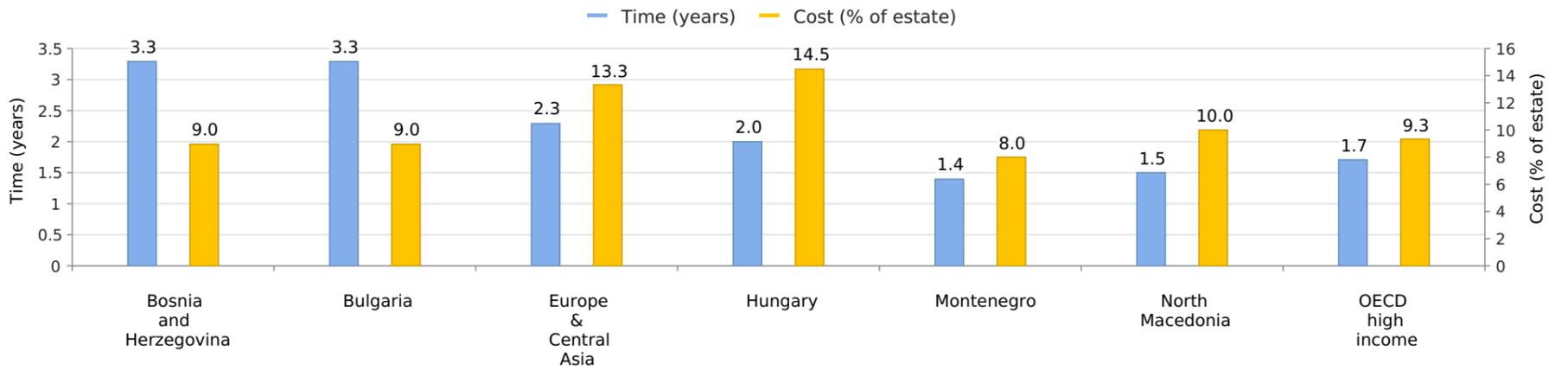
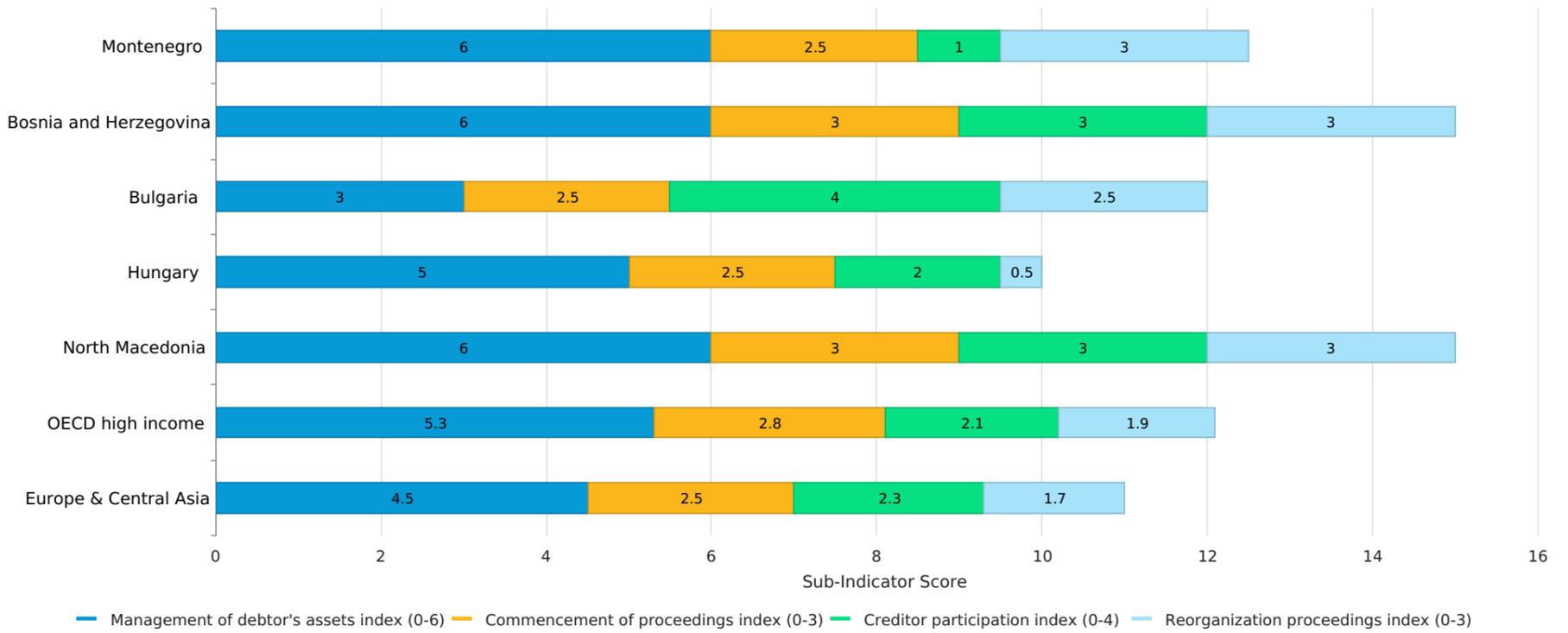
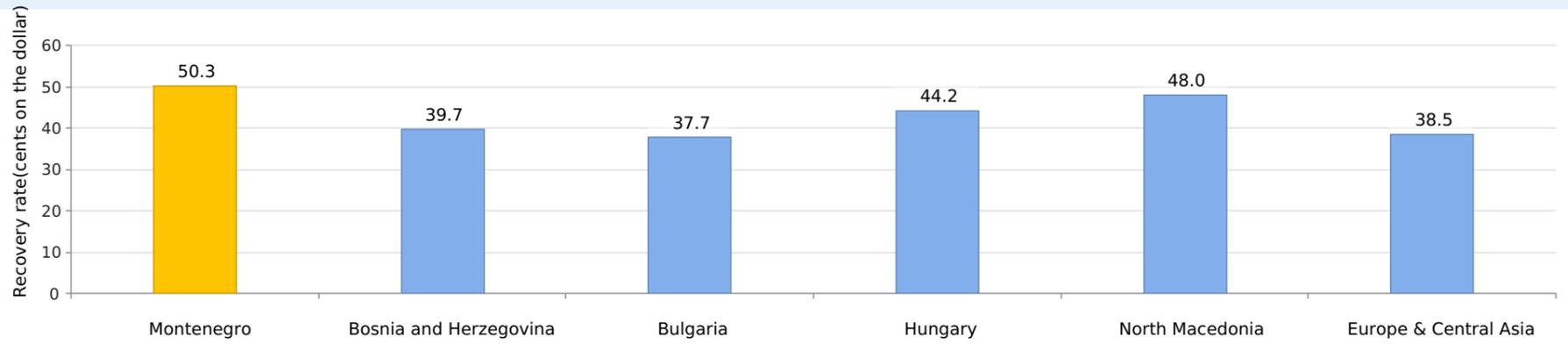


Figure - Resolving Insolvency in Montenegro and comparator economies - Measure of Quality



Note: Even if the economy's legal framework includes provisions related to insolvency proceedings (liquidation or reorganization), the economy receives 0 points for the strength of insolvency framework index, if time, cost and outcome indicators are recorded as "no practice."

Figure - Resolving Insolvency in Montenegro and comparator economies - Recovery Rate



## Details - Resolving Insolvency in Montenegro

Indicator	Answer	Score
Proceeding	liquidation (after an attempt at reorganization)	Mirage management will likely initiate reorganization in an attempt to save the business. In practice, reorganization filings are accepted by courts, even when reorganization is not a viable solution. However, in the light of worsened market conditions and Mirage's insufficient cash flow, BizBank is unlikely to vote for the adoption of the filed reorganization plan, in which case reorganization proceedings are likely to be converted into liquidation.
Outcome	piecemeal sale	Due to poor market conditions, it is not likely that a buyer will be found for the hotel as a going concern. It will probably be difficult to find buyers even for separate assets.
Time (in years)	1.4	Based on practice, the entire insolvency process lasts approximately 17 months.
Cost (% of estate)	8.0	The total cost of the entire process will amount to approximately 8% of the value of the hotel. Major expenses will include remuneration of the administrator (3%) and attorneys' fees (2%). Fees of other professionals, auctioneer's fees and court's fees will account for around 1% each.
Recovery rate (cents on the dollar)		50.3

## Details - Resolving Insolvency in Montenegro - Measure of Quality

	Answer	Score
<b>Strength of insolvency framework index (0-16)</b>		<b>12.5</b>
<b>Commencement of proceedings index (0-3)</b>		<b>2.5</b>
What procedures are available to a DEBTOR when commencing insolvency proceedings?	(a) Debtor may file for both liquidation and reorganization	1.0
Does the insolvency framework allow a CREDITOR to file for insolvency of the debtor?	(b) Yes, but a creditor may file for liquidation only	0.5
What basis for commencement of the insolvency proceedings is allowed under the insolvency framework? (a) Debtor is generally unable to pay its debts as they mature (b) The value of debtor's liabilities exceeds the value of its assets	(c) Both (a) and (b) options are available, but only one of them needs to be complied with	1.0
<b>Management of debtor's assets index (0-6)</b>		<b>6.0</b>
Does the insolvency framework allow the continuation of contracts supplying essential goods and services to the debtor?	Yes	1.0
Does the insolvency framework allow the rejection by the debtor of overly burdensome contracts?	Yes	1.0
Does the insolvency framework allow avoidance of preferential transactions?	Yes	1.0
Does the insolvency framework allow avoidance of undervalued transactions?	Yes	1.0
Does the insolvency framework provide for the possibility of the debtor obtaining credit after commencement of insolvency proceedings?	Yes	1.0
Does the insolvency framework assign priority to post-commencement credit?	(b) Yes over ordinary unsecured creditors but not over secured creditors	1.0
<b>Reorganization proceedings index (0-3)</b>		<b>3.0</b>
Which creditors vote on the proposed reorganization plan?	(b) Only creditors whose rights are affected by the proposed plan	1.0
Does the insolvency framework require that dissenting creditors in reorganization receive at least as much as what they would obtain in a liquidation?	Yes	1.0
Are the creditors divided into classes for the purposes of voting on the reorganization plan, does each class vote separately and are creditors in the same class treated equally?	Yes	1.0
<b>Creditor participation index (0-4)</b>		<b>1.0</b>
Does the insolvency framework require approval by the creditors for selection or appointment of the insolvency representative?	No	0.0
Does the insolvency framework require approval by the creditors for sale of substantial assets of the debtor?	No	0.0
Does the insolvency framework provide that a creditor has the right to request information from the insolvency representative?	No	0.0
Does the insolvency framework provide that a creditor has the right to object to decisions accepting or rejecting creditors' claims?	Yes	1.0

**Note:** Even if the economy's legal framework includes provisions related to insolvency proceedings (liquidation or reorganization), the economy receives 0 points for the strength of insolvency framework index, if time, cost and outcome indicators are recorded as "no practice."

## Employing Workers

*Doing Business* presents detailed data for the employing workers indicators on the *Doing Business* website (<http://www.doingbusiness.org>). The study does not present rankings of economies on these indicators or include the topic in the aggregate ease of doing business score or ranking on the ease of doing business.

The most recent round of data collection was completed in May 2019. [See the methodology for more information.](#)

### What the indicators measure

#### Hiring

(i) whether fixed-term contracts are prohibited for permanent tasks; (ii) maximum cumulative duration of fixed-term contracts; (iii) length of the maximum probationary period; (iv) minimum wage; (v) ratio of minimum wage to the average value added per worker.

#### Working hours

(i) maximum number of working days allowed per week; (ii) premiums for work: at night, on a weekly rest day and overtime; (iii) whether there are restrictions on work at night, work on a weekly rest day and for overtime work; (iv) length of paid annual leave.

#### Redundancy rules

(i) whether redundancy can be basis for terminating workers; (ii) whether employer needs to notify and/or get approval from third party to terminate 1 redundant worker and a group of 9 redundant workers; (iii) whether the law requires employer to reassign or retrain a worker before making worker redundant; (iv) whether priority rules apply for redundancies and reemployment.

#### Redundancy cost

(i) notice period for redundancy dismissal; (ii) severance payments, and (iii) penalties due when terminating a redundant worker. Data on the availability of unemployment protection for a worker with one year of employment is also collected.

### Case study assumptions

To make the data comparable across economies, several assumptions about the worker and the business are used.

#### The worker:

- Is a cashier in a supermarket or grocery store, age 19, with one year of work experience.
- Is a full-time employee.
- Is not a member of the labor union, unless membership is mandatory.

#### The business:

- Is a limited liability company (or the equivalent in the economy).
- Operates a supermarket or grocery store in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- Has 60 employees.
- Is subject to collective bargaining agreements if such agreements cover more than 50% of the food retail sector and they apply even to firms that are not party to them.
- Abides by every law and regulation but does not grant workers more benefits than those mandated by law, regulation or (if applicable) collective bargaining agreements.

## Employing Workers - Montenegro

## Details - Employing Workers in Montenegro

	Answer
<b>Hiring</b>	
Fixed-term contracts prohibited for permanent tasks?	No
Maximum length of a single fixed-term contract (months)	24.0
Maximum length of fixed-term contracts, including renewals (months)	24.0
Minimum wage applicable to the worker assumed in the case study (US\$/month)	215.8
Ratio of minimum wage to value added per worker	0.2
Maximum length of probationary period (months)	6.0
<b>Working hours</b>	
Standard workday	8.0
Maximum number of working days per week	6.0
Premium for night work (% of hourly pay)	40.0
Premium for work on weekly rest day (% of hourly pay)	0.0
Premium for overtime work (% of hourly pay)	40.0
Restrictions on night work?	No
Restrictions on weekly holiday?	No
Restrictions on overtime work?	No
Paid annual leave for a worker with 1 year of tenure (working days)	20.0
Paid annual leave for a worker with 5 years of tenure (working days)	21.0
Paid annual leave for a worker with 10 years of tenure (working days)	21.0
Paid annual leave (average for workers with 1, 5 and 10 years of tenure, in working days)	20.7
<b>Redundancy rules</b>	
Dismissal due to redundancy allowed by law?	Yes
Third-party notification if one worker is dismissed?	No
Third-party approval if one worker is dismissed?	No
Third-party notification if nine workers are dismissed?	No
Third-party approval if nine workers are dismissed?	No
Retraining or reassignment obligation before redundancy?	Yes
Priority rules for redundancies?	No
Priority rules for reemployment?	No
<b>Redundancy cost</b>	
Notice period for redundancy dismissal for a worker with 1 year of tenure (weeks of salary)	4.3
Notice period for redundancy dismissal for a worker with 5 years of tenure (weeks of salary)	4.3
Notice period for redundancy dismissal for a worker with 10 years of tenure (weeks of salary)	4.3
Notice period for redundancy dismissal (average for workers with 1, 5 and 10 years of tenure, in weeks of salary)	4.3
Severance pay for redundancy dismissal for a worker with 1 year of tenure (weeks of salary)	1.3
Severance pay for redundancy dismissal for a worker with 5 years of tenure (weeks of salary)	6.5

Severance pay for redundancy dismissal for a worker with 10 years of tenure (weeks of salary)	13.0
Severance pay for redundancy dismissal (average for workers with 1, 5 and 10 years of tenure, in weeks of salary)	6.9
Unemployment protection after one year of employment?	Yes

## Business Reforms in Montenegro

From May 2, 2018 to May 1, 2019, 115 economies implemented 294 business regulatory reforms across the 10 areas measured by Doing Business. Reforms inspired by *Doing Business* have been implemented by economies in all regions. The following are reforms implemented since *Doing Business* 2008.

✓ = *Doing Business* reform making it easier to do business. ✗ = Change making it more difficult to do business.

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DB2018

✓ **Getting Electricity:** Montenegro improved the electricity supply reliability by utilizing SCADA and collecting SAIDI and SAIFI. Montenegro also made getting electricity faster and cheaper by making the utility responsible for provision of necessary capacity on the grid and network expansion, if required.

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DB2017

✓ **Paying Taxes:** Montenegro made paying taxes less costly by reducing the personal income tax rate. Montenegro made paying taxes easier by providing an electronic system for filing and paying VAT. At the same time, Montenegro made paying taxes more costly by increasing the health contribution rate paid by employers.

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DB2016

✓ **Dealing with Construction Permits:** Montenegro made dealing with construction permits easier by reducing the time needed to issue building permits.

✓ **Paying Taxes:** Montenegro made paying taxes easier for companies by introducing an electronic system for filing and paying labor taxes—though it also extended the application of the “crisis tax” for an indefinite period on income exceeding €720 a month.

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DB2015

✓ **Dealing with Construction Permits:** Montenegro made dealing with construction permits substantially less costly by reducing the fee for the provision of utilities on construction land and eliminating the fee for obtaining urban development and technical requirements from the municipality.

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DB2014

✓ **Dealing with Construction Permits:** Montenegro made dealing with construction permits easier by introducing a one-stop shop and imposing strict time limits for the issuance of approvals.

✓ **Registering Property:** Montenegro made registering property easier by introducing a notary system.

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DB2013

✓ **Dealing with Construction Permits:** Montenegro made construction permitting less costly by reducing the cost of pre-construction and post-construction procedures

✓ **Getting Credit:** Montenegro improved access to credit information by guaranteeing borrowers' right to inspect their personal data.

**Employing Workers:** Montenegro lowered redundancy costs—though it also reduced the maximum duration of fixed-term contracts and increased paid annual leave.

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DB2012

✓ **Starting a Business:** Montenegro made starting a business easier by implementing a one-stop shop.

✓ **Paying Taxes:** Montenegro made paying taxes easier and less costly for firms by abolishing a tax, reducing the social security contribution rate and merging several returns into a single unified one.

✓ **Resolving Insolvency:** Montenegro passed a new bankruptcy law that introduces reorganization and liquidation proceedings, introduces time limits for these proceedings and provides for the possibility of recovery of secured creditors' claims and settlement before completion of the entire bankruptcy procedure.

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DB2011

✓ **Starting a Business:** Montenegro eliminated several procedures for business start-up by introducing a single registration form for submission to the tax administration.

✓ **Paying Taxes:** An amendment to Montenegro's corporate income tax law removed the obligation for advance payments and abolished the construction land charge.

✓ **Trading across Borders:** Montenegro's customs administration simplified trade by eliminating the requirement to present a terminal handling receipt for exporting and importing.

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DB2010

- ✓ **Starting a Business:** Montenegro made starting a business easier by simplifying the postregistration process—including tax, social security and employment registration—as well as the process of obtaining a municipal license.
  
- ✓ **Dealing with Construction Permits:** Montenegro improved its construction permitting system by implementing a new construction law, reducing the number of procedures, providing for new mechanisms of building permit approval and building control and introducing a risk-based approval system in which small-scale projects are handled by the local municipality.
  
- ✓ **Paying Taxes:** Montenegro made paying taxes less costly for companies by reducing the corporate income tax rate and employers' social security contribution rates.

**Employing Workers:** Montenegro allowed the use of fixed-term contracts for permanent tasks and set no limits on the maximum duration of fixed-term contracts. In addition, it eliminated the requirement for third-party notification for the redundancy dismissal of one worker and reduced redundancy costs.

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DB2009

- ✗ **Dealing with Construction Permits:** Montenegro made dealing with construction permits more difficult by introducing stricter environmental compliance requirements, which led to an administrative backlog and an increase in the time required. In addition, a new method for calculating fees led to an increase in the cost.
  
- ✓ **Getting Credit:** Montenegro improved access to credit information by creating a new public credit registry.

*Doing Business 2020* is the 17th in a series of annual studies investigating the regulations that enhance business activity and those that constrain it. It provides quantitative indicators covering 12 areas of the business environment in 190 economies. The goal of the *Doing Business* series is to provide objective data for use by governments in designing sound business regulatory policies and to encourage research on the important dimensions of the regulatory environment for firms.

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ISBN 978-1-4648-1440-2



SKU 211440