

A World Bank Group Flagship Report



Doing Business 2018

Reforming to Create Jobs



Comparing Business Regulation
for Domestic Firms in **190** Economies

Economy Profile of Montenegro

Doing Business 2018 Indicators
(in order of appearance in the document)

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

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 labor market regulation. Although Doing Business does not present rankings of economies on the labor market regulation indicators or include the topic in the aggregate distance to frontier 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 reports](#), which exhaustively cover business regulation and reform in different cities and regions within a nation. These reports 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.

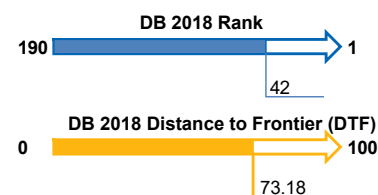
The first Doing Business report, published in 2003, covered 5 indicator sets and 133 economies. This year's report covers 11 indicator sets and 190 economies. Most indicator sets refer to a case scenario in the largest business city of each economy, except for 11 economies that have a population of more 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.

The distance to frontier (DTF) measure shows the distance of each economy to the "frontier," which represents the best performance observed on each of the indicators across all economies in the Doing Business sample since 2005. An economy's distance to frontier is reflected on a scale from 0 to 100, where 0 represents the lowest performance and 100 represents the frontier. The ease of doing business ranking ranges from 1 to 190. The ranking of 190 economies is determined by sorting the aggregate distance to frontier scores, rounded to two decimals.

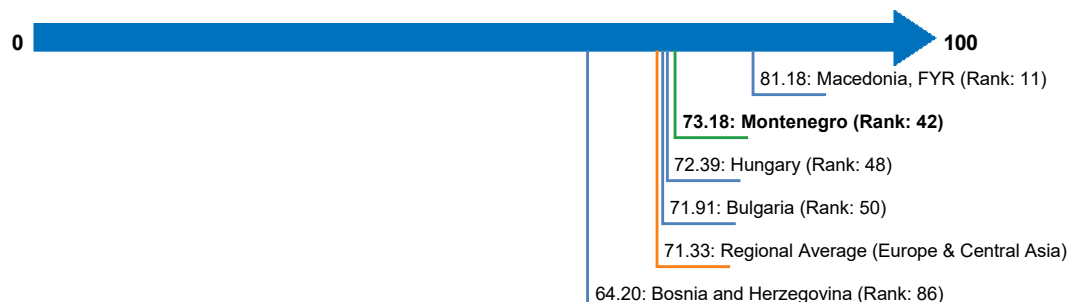
More about [Doing Business](#) (PDF, 5MB)

Ease of Doing Business in
Montenegro

Region	Europe & Central Asia
Income Category	Upper middle income
Population	622,781
GNI Per Capita (US\$)	6,970
City Covered	Podgorica

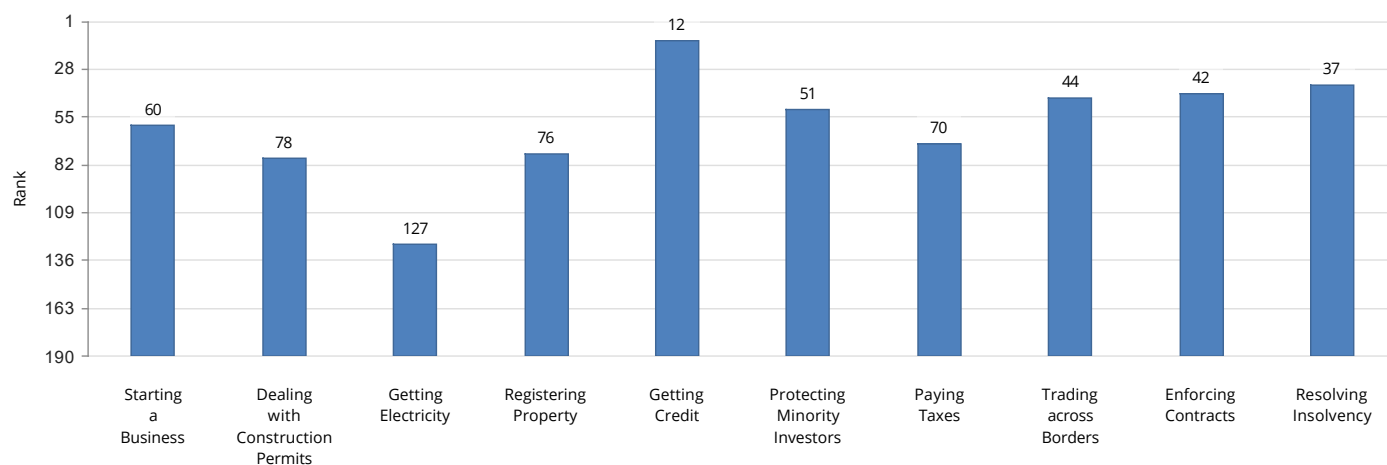


DB 2018 Distance to Frontier (DTF)

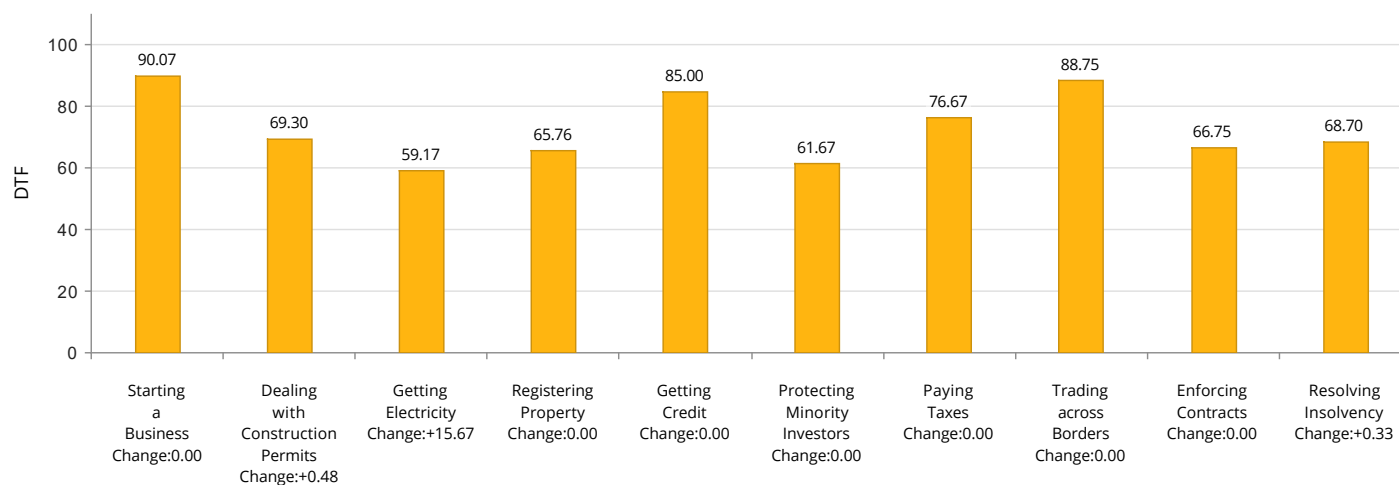


Note: The distance to frontier (DTF) measure shows the distance of each economy to the "frontier," which represents the best performance observed on each of the indicators across all economies in the Doing Business sample since 2005. An economy's distance to frontier is reflected on a scale from 0 to 100, where 0 represents the lowest performance and 100 represents the frontier. The ease of doing business ranking ranges from 1 to 190.

Rankings on Doing Business topics - Montenegro



Distance to Frontier (DTF) on Doing Business topics - Montenegro



Starting a Business

This topic measures the paid-in minimum capital requirement, number of procedures, time and cost for a small- to medium-sized limited liability company to start up and formally operate in 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 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 distance to frontier score for each indicator is the average of the scores obtained for each of the component indicators.

The most recent round of data collection for the project was completed in June 2017. [See the methodology for more information.](#)

What the indicators measure	Case study assumptions
<p>Procedures to legally start and operate a company (number)</p> <ul style="list-style-type: none"> • Pre-registration (for example, name verification or reservation, notarization) • Registration in economy's largest business city • Post-registration (for example, social security registration, company seal) • Obtaining approval from spouse to start business or leave home to register company • Obtaining any gender-specific permission that can impact company registration, company operations and process of getting national identity card <p>Time required to complete each procedure (calendar days)</p> <ul style="list-style-type: none"> • Does not include time spent gathering information • Each procedure starts on a separate day (2 procedures cannot start on the same day) • Procedures fully completed online are recorded as ½ day • Procedure is considered completed once final document is received • No prior contact with officials <p>Cost required to complete each procedure (% of income per capita)</p> <ul style="list-style-type: none"> • Official costs only, no bribes • No professional fees unless services required by law or commonly used in practice <p>Paid-in minimum capital (% of income per capita)</p> <ul style="list-style-type: none"> • Funds deposited in a bank or with third party before registration or up to 3 months after incorporation 	<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>The business:</p> <ul style="list-style-type: none"> - Is a limited liability company (or its legal equivalent). If there is more than one type of limited liability company in the economy, the most common among domestic firms is chosen. Information on the most common form is obtained from incorporation lawyers or the statistical office. - Operates in the economy's largest business city and the entire office space is approximately 929 square meters (10,000 square feet). For 11 economies the data are also collected for the second largest business city. - Is 100% domestically owned and has five owners, none of whom is a legal entity; and has a start-up capital of 10 times income per capita and has a turnover of at least 100 times income per capita. - Performs general industrial or commercial activities, such as the production or sale of goods or services to the public. 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 does not use heavily polluting production processes. - Leases the commercial plant or offices and is not a proprietor of real estate and the amount of the annual lease for the office space is equivalent to 1 times income per capita. - Does not qualify for investment incentives or any special benefits. - Has at least 10 and up to 50 employees one month after the commencement of operations, all of whom are domestic nationals. - Has a company deed 10 pages long. <p>The owners:</p> <ul style="list-style-type: none"> - Have reached the legal age of majority. If there is no legal age of majority, they are assumed to be 30 years old. - Are sane, competent, in good health and have no criminal record. - Are married and the marriage is monogamous and registered with the authorities. - 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.

Standardized Company

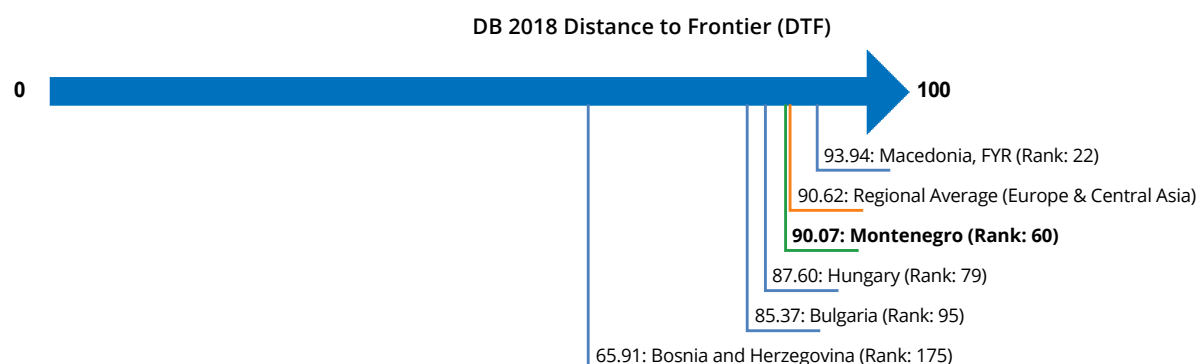
Legal form Društvo sa ograničenom odgovornošću (DOO) - Limited Liability Company

Paid-in minimum capital requirement EUR 1

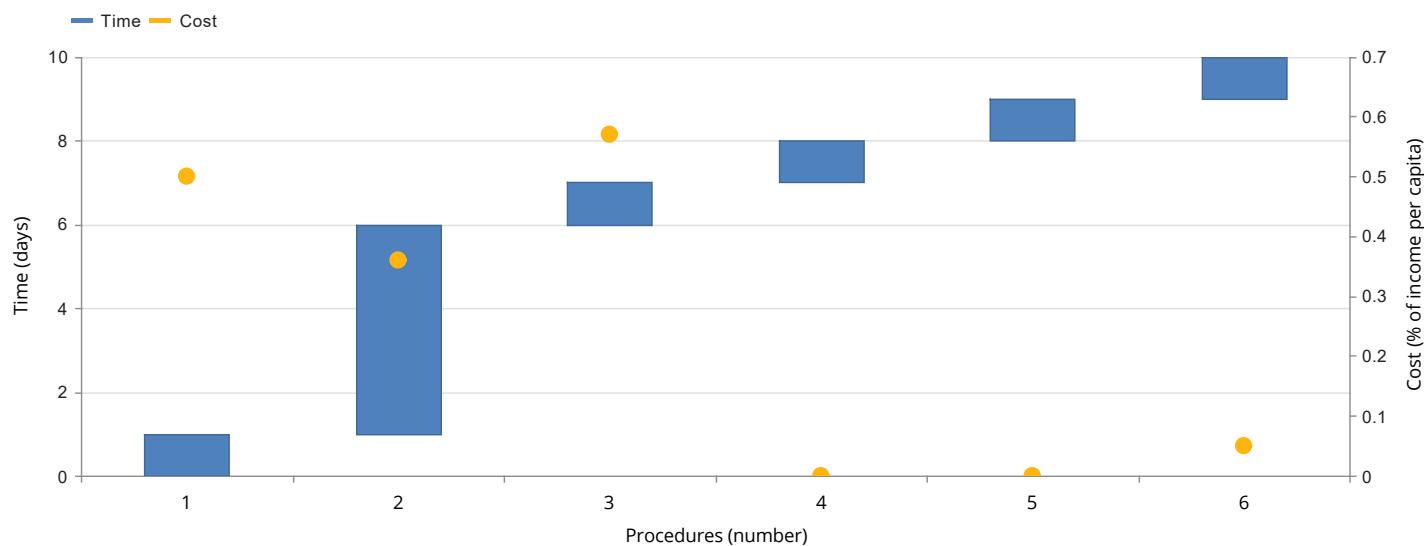
City Covered Podgorica

Indicator	Montenegro	Europe & Central Asia	OECD high income	Overall Best Performer
Procedure – Men (number)	6	5.2	4.9	1.00 (New Zealand)
Time – Men (days)	10	10.1	8.5	0.50 (New Zealand)
Cost – Men (% of income per capita)	1.5	4.4	3.1	0.00 (United Kingdom)
Procedure – Women (number)	6	5.2	4.9	1.00 (New Zealand)
Time – Women (days)	10	10.1	8.5	0.50 (New Zealand)
Cost – Women (% of income per capita)	1.5	4.4	3.1	0.00 (United Kingdom)
Paid-in min. capital (% of income per capita)	0.0	3.4	8.7	0.00 (113 Economies)

Figure – Starting a Business in Montenegro and comparator economies – Ranking and DTF



Note: The ranking of economies on the ease of starting a business is determined by sorting their distance to frontier scores for starting a business. These scores are the simple average of the distance to frontier 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://www.doingbusiness.org/methodology>). For details on the procedures reflected here, see the summary below.

Details – Starting a Business in Montenegro – Procedure, Time and Cost

No.	Procedure	Time to Complete	Associated Costs
1	<p>Certify the company's founding agreements</p> <p>Agency : Basic Court and 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 is: 21 Euro (13 Euro for the court + 2 Euro for each copy of documents such as passport).</p> <p>Notarization of the OP form - 10 Euro</p>	1 day	<p>EUR 13 for court +</p> <p>EUR 2 per document</p> <p>(4 documents) + EUR</p> <p>10 for OP form</p>

- | | | |
|---|---------------|---|
| <p>2 Submit the request together with the necessary documents and obtain the registration certificate, TIN (tax identification number), VAT tax number and customs authorization</p> | <p>5 days</p> | <p>EUR 10 (registration fee) + EUR 12 (publication fee)</p> |
|---|---------------|---|

Agency : Central Registry of Business Entities of the Tax Administration (CRBE)

The applicant first checks the company name online at no charge (www.crps.me); 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 and payment of relevant fees can be done at the same place.

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.

Required documents for registration are:

1. Article of Incorporation (Statute);
2. Founding decision (Agreement) signed by the notary;
3. Registration Form PS01: list of founders, members of a company, managers and members of the board of directors, if they are appointed:
 - (a) the first and surnames and any former names;
 - (b) their personal identification number;
 - (c) their residential addresses;
 - (d) their citizenship;
 - (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; a document which would confirm payment of registration fee.

3 Obtain company's seal

1 day

EUR 30-40

Agency : Seal maker

The company seal or stamp is a core instrument in company legal transactions. The company orders a seal or stamp upon registering with the Company Registry because it is essential for subsequent company transactions including opening a bank account and registration with Tax Authority. The seal is made on the day it is ordered. Cost varies from 20 to 40 Euro.

Even though as of 2011 the use of seal is not mandated by law, it is still widely used in practice.

4 Open a bank account

1 day

no charge

Agency : Commercial Bank

The companies must open a bank account in order to register with Tax Authority.

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:

- Name of the requesting party
- Address of the seat of the company and the telephone
- Name of the account

Besides the form ZZOUR, an entrepreneur has to submit the following documents:

1. A confirmation of the Central Registry of Commercial Entities in Podgorica on registration (validated copy),
2. A contract on opening of the account and keeping the account (is closed in a bank),
3. A card of the deposited signatures (is received in the bank),
4. OP (validation of the signature),
5. A document on tax identification number (PIB) by the Tax Authority of Montenegro,
6. Photocopy of IDs of authorized persons of the company.

5 Register with Tax Authority

1 day

no charge

Agency : Tax Authority

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.

- | | | | |
|---|--|-------|-------|
| 6 | Notify the competent inspection authority and the municipal authority in charge of economic affairs | 1 day | EUR 3 |
|---|--|-------|-------|

Agency : Municipality

New reforms abolished the license and made it sufficient to have a notification. If the Company is engaged in trade, it pays the administrative fee in the amount of 3 Euro within the municipal authority in charge of economic affairs for the notification.

♀ Applies to women only.

⇒ 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 June 2017. [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 warehouse value)

- Official costs only, no bribes

Building quality control index (0-15)

- Sum of the scores of six component indices:
- 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.

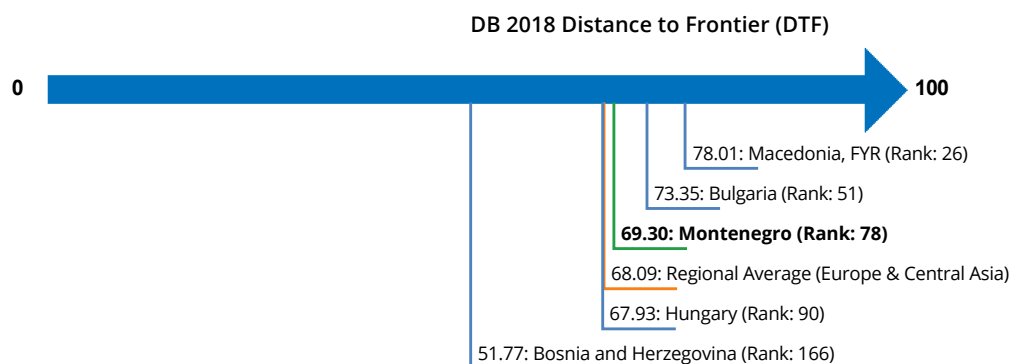
Standardized Warehouse

Estimated value of warehouse EUR 307,232.20

City Covered Podgorica

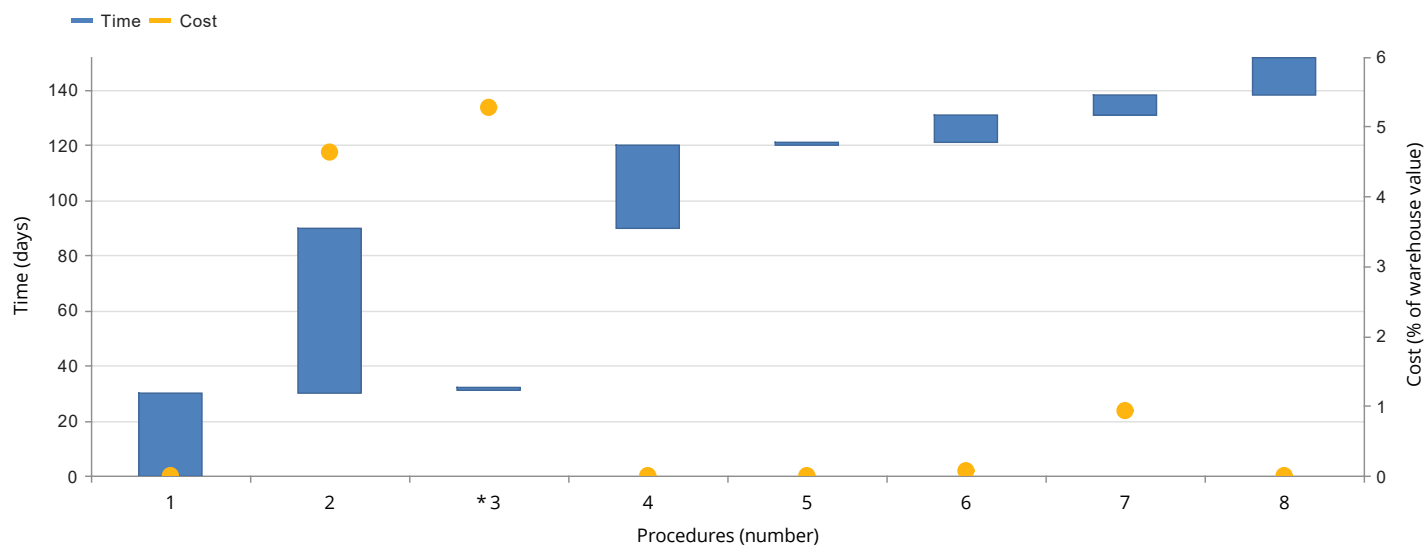
Indicator	Montenegro	Europe & Central Asia	OECD high income	Overall Best Performer
Procedures (number)	8	16.0	12.5	7.00 (Denmark)
Time (days)	152	168.3	154.6	27.5 (Korea, Rep.)
Cost (% of warehouse value)	10.9	4.0	1.6	0.10 (5 Economies)
Building quality control index (0-15)	12.0	11.4	11.4	15.00 (3 Economies)

Figure – Dealing with Construction Permits in Montenegro and comparator economies – Ranking and DTF



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

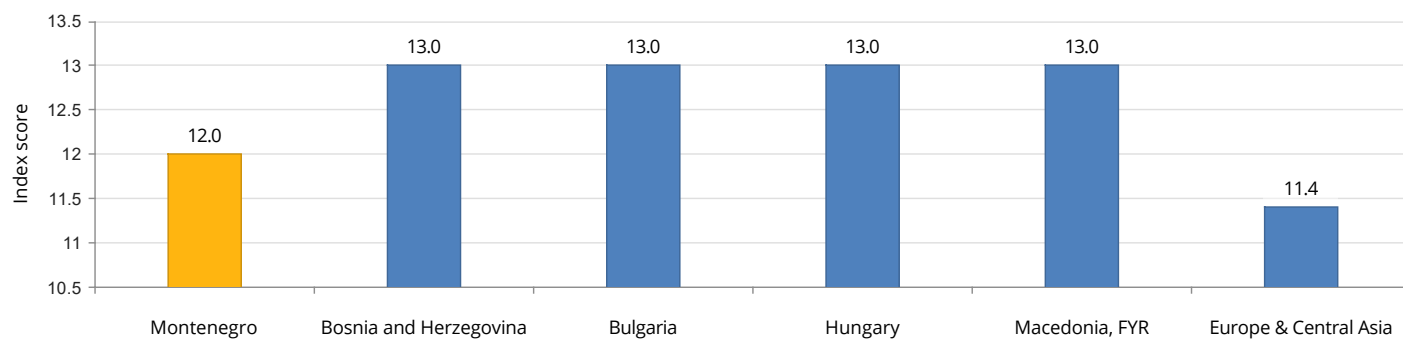
Figure – Dealing with Construction Permits in Montenegro – Procedure, Time and Cost



* 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://www.doingbusiness.org/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.	Procedure	Time to Complete	Associated Costs
1	<p>Obtain urban development and technical requirements from the Municipality</p> <p>Agency : Municipality of Podgorica</p> <p>The responsible authority for projects less than 3,000 sq. m. is the Municipality of Podgorica. This procedure takes on average 30 days.</p> <p>According to the Construction Law (2008) Article 88, the process of review of conceptual project and main project may be conducted by a business organization which is licensed and which meets the conditions referred to in Articles 83, 84 and 85 of this Law. The review of the conceptual project and the main project must not be performed by a person who participated in producing such projects. Previously this function was performed by the Ministry of Economic Development.</p> <p>According to the Amendments to the Law on Spatial Planning and Construction (2011), at this stage the Municipality also obtains the proof of ownership and a copy of the site map on behalf of the investor.</p>	30 days	EUR 13
2	<p>Obtain main project study and the fire protection study</p> <p>Agency : Licensed Design and Engineering Company</p> <p>BuildCo must hire a licensed design and engineering company to create the main project study and the fire protection study. The cost is EUR 10 per square meter of the building, plus 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 main project study and fire protection study.</p>	60 days	EUR 14,216

⇒ 3 Pay compensation for utilities provision on construction land 1 day EUR 16,188

Agency : Ministry for Tourism and Environmental Protection

Parliament of Podgorica, at the session held on 31 January 2014, adopted the Decision on provision of utility infrastructure construction to land:

- ZONE I a:141.56
- ZONE I: 136.68
- ZONE II: 97.63
- ZONE III: 73.22
- ZONE IV: 63.46
- ZONE V: 48.81 (where most likely the warehouse would be located)
- ZONE VI: 0

For warehouse, only 30% of the fee is applied. Therefore, for warehouse in Zone V, the fee is 14,643 EUR per sq. m. nad is paid to the Agency for Construction and Development of Podgorica. Amount could be paid in the entire amount or in installments. For payment entire amount should be paid within 30 days of the conclusion of the agreement regulating the relations in regarding fees. In that case, the amount is reduced for 15%, and estimated 12.45 EUR per sq.m.

4 Obtain a building permit from the Municipality 30 days no charge

Agency : Municipality of Podgorica

Parliament of Montenegro adopted Law on Amendments to the Law on Spatial Planning and Construction in July 2013 (Official Gazette of the Republic of Montenegro 35/13 of 23 July 2013). According to the new law, the deadline for issuing a building permit is 30 days and there are no costs for obtaining the building permit.

5 Receive inspection from the Administration for Inspection Affairs during construction 1 day no charge

Agency : Administration for Inspection Affairs, Department of Inspection for construction

Inspection controls are not announced and Administration for Inspection Affairs determines how many inspection controls will take place during construction.

6 Obtain water and sewerage connection 10 days EUR 200

Agency : Water Supply Company

7 Request and receive technical inspection for building control from the Municipality 7 days EUR 2,861

Agency : Municipality of Podgorica

BuildCo notifies the Municipality about the completion of construction works. The Municipality sets up a Technical Control Inspection to conduct a final inspection within 7 days of receiving the notification by BuildCo. The Technical Control Inspection will take another 7 days to inspect the construction and send the final report to the Municipality.

8 Obtain building use permit from the Municipality

14 days

no charge

Agency : Municipality of Podgorica

All buildings must have a building use permit in order to be able to register with the respective agency. In the past, buildings could be registered with only a building permit and without a building use permit. The building use permit must be issued within 7 days following the final inspection report. However, prior to that, the competent authority had 7 days to decide on the performance of the technical inspection. Thereafter, the inspector has another 7 days to submit the final report.

⇒ Takes place simultaneously with previous procedure.

Details – Dealing with Construction Permits in Montenegro – Measure of Quality

	Answer	Score
Building quality control index (0-15)		12.0
Quality of building regulations index (0-2)		1.0
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
Quality control before construction index (0-1)		1.0
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
Quality control during construction index (0-3)		2.0
What types of inspections (if any) are required by law to be carried out during construction? (0-2)	Inspections by in-house engineer; Unscheduled inspections.	1.0
Do legally mandated inspections occur in practice during construction? (0-1)	Mandatory inspections are always done in practice.	1.0
Quality control after construction index (0-3)		3.0
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, final inspection is done by government agency; Yes, in- house engineer submits report for final inspection.	2.0
Do legally mandated final inspections occur in practice? (0-1)	Final inspection always occurs in practice.	1.0
Liability and insurance regimes index (0-2)		1.0

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

Professional certifications index (0-4)

4.0

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;
Being a registered architect or engineer;
Passing a certification exam.

2.0

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;
Being a registered architect or engineer;
Passing a certification exam.

2.0

⚡ 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 June 2017. [See the methodology for more information.](#)

What the indicators measure	Case study assumptions
Procedures to obtain an electricity connection (number)	To make the data comparable across economies, several assumptions are used.
<ul style="list-style-type: none"> • 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 	The warehouse: <ul style="list-style-type: none"> - 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).
Time required to complete each procedure (calendar days)	The electricity connection: <ul style="list-style-type: none"> - 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.
Cost required to complete each procedure (% of income per capita)	The monthly consumption: <ul style="list-style-type: none"> - 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 March of the current year are used for calculation of the price of electricity for the warehouse. Although March has 31 days, for calculation purposes only 30 days are used.
The reliability of supply and transparency of tariffs index (0-8)	
<ul style="list-style-type: none"> • 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)*	
<ul style="list-style-type: none"> • 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 distance to frontier score nor the ranking on the ease of getting electricity.

Standardized Connection

Price of electricity (US cents per kWh)

12.5

Name of utility

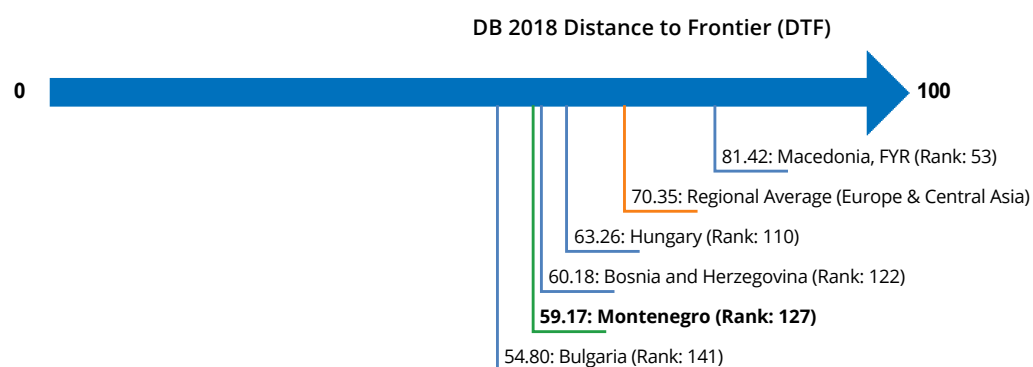
Crnogorski Elektrodistributivni Sistem (CEDIS)

City Covered

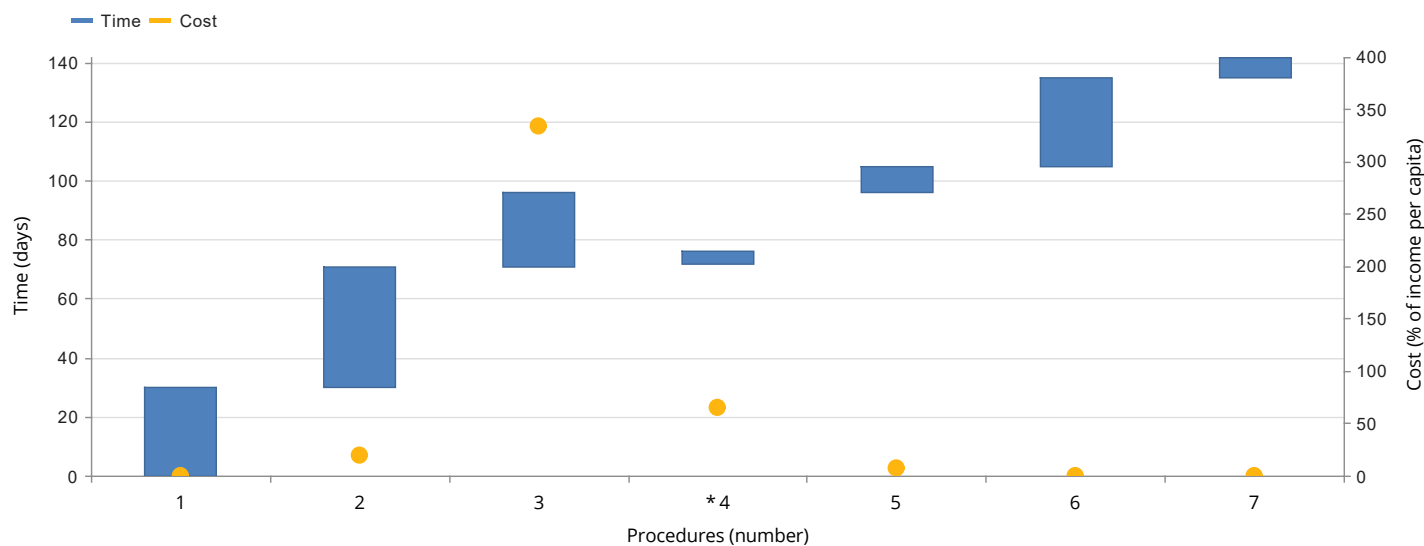
Podgorica

Indicator	Montenegro	Europe & Central Asia	OECD high income	Overall Best Performer
Procedures (number)	7	5.4	4.7	2 (United Arab Emirates)
Time (days)	142	113.7	79.1	10 (United Arab Emirates)
Cost (% of income per capita)	425.6	344.3	63.0	0.00 (Japan)
Reliability of supply and transparency of tariff index (0-8)	5	5.3	7.4	8.00 (28 Economies)

Figure – Getting Electricity in Montenegro and comparator economies – Ranking and DTF

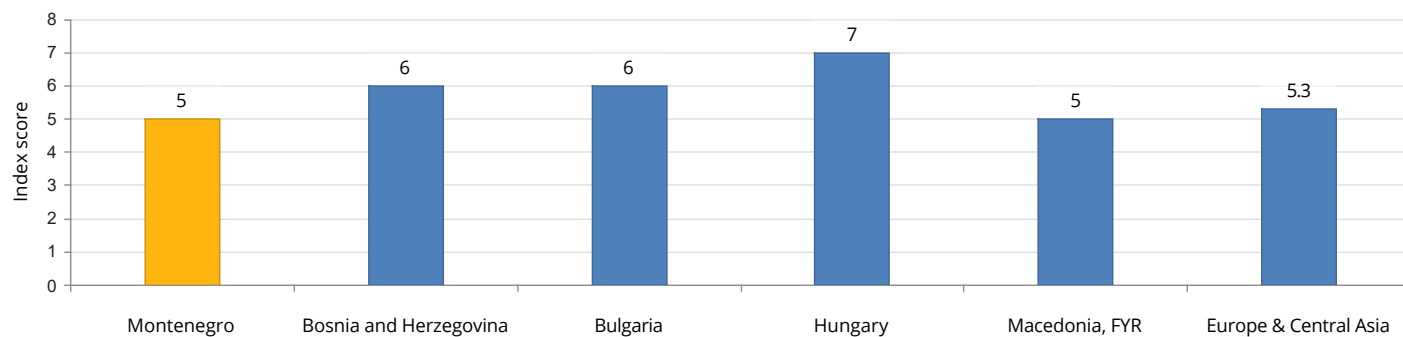


Note: The ranking of economies on the ease of getting electricity is determined by sorting their distance to frontier scores for getting electricity. These scores are the simple average of the distance to frontier scores for each of the component indicators.

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://www.doingbusiness.org/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.	Procedure	Time to Complete	Associated Costs
1	Submit application to the distribution utility EPCG Agency : Municipality The process of applying for an electricity connection starts already before the actual construction of the warehouse. The customer has to apply for technical conditions with the electricity distribution utility.	30 calendar days	EUR 0
2	Hire private firm to design external connection and apply for electrical license Agency : Electrical design firm The applicant hires a private authorized firm (it could be the same one that did the internal wiring) 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.	41 calendar days	EUR 1,200
3	Hire electrical contractor and build external connection Agency : Electrical design firm 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.	25 calendar days	EUR 20,500
⇒ 4	Obtain excavation permit Agency : Municipality 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.	4 calendar days	EUR 4,000
5	Submit request for and await technical acceptance test Agency : Municipality 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 makes a technical acceptance test/control of the transformer station. The municipality is forming the team and informing the customer of the date of the control. The Chief Republic Electrical inspector is also attending the technical acceptance test and has the main role for this procedure. The customer must present all technical documentation and certificates during the test.	9 calendar days	EUR 450
6	Submit application for connection contract to EPCG and await contract Agency : EPCG The customer has to submit all testing documents, the certificate of the electrical authorized firm that did the internal wiring, proof of ownership, tax identification number and building permit at the utility.	30 calendar days	EUR 0

7 Sign supply contract and await final connection

7 calendar days

EUR 0

Agency : EPCG

After the customer has signed the connection contract, he/she has to conclude a supply contract. The supply company (part of EPCG joint stock company) is automatically notifying the distribution utility about the supply contract. The distribution company is coming to the warehouse to do the final connection and to install and open the meter. It also occurs that the customer purchases the meter and installs it and the utility checks and opens the meter.

⇒ Takes place simultaneously with previous procedure.

Details – Getting Electricity in Montenegro – Measure of Quality

	Answer
Reliability of supply and transparency of tariff index (0-8)	5
Total duration and frequency of outages per customer a year (0-3)	0
System average interruption duration index (SAIDI)	27.1
System average interruption frequency index (SAIFI)	20.0
What is the minimum outage time (in minutes) that the utility considers for the calculation of SAIDI/SAIFI	3.0
Mechanisms for monitoring outages (0-1)	1
Does the distribution utility use automated tools to monitor outages?	Yes
Mechanisms for restoring service (0-1)	1
Does the distribution utility use automated tools to restore service?	Yes
Regulatory monitoring (0-1)	1
Does a regulator—that is, an entity separate from the utility—monitor the utility's performance on reliability of supply?	Yes
Financial deterrents aimed at limiting outages (0-1)	1
Does the utility either pay compensation to customers or face fines by the regulator (or both) if outages exceed a certain cap?	Yes
Communication of tariffs and tariff changes (0-1)	1
Are effective tariffs available online?	Yes
Link to the website, if available online	http://www.admin.epcg.com/sites/admin.epcg.com/files/multimedia/main_pages/files/2013/08/odluk_a_o_utvrdivanju_tab_ele_sa_cijenama_10.12.2015.pdf#overlay-context=domacinstva/tarife
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 June 2017. [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 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.
- Have 50 employees each, all of whom are nationals.
- 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, 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.

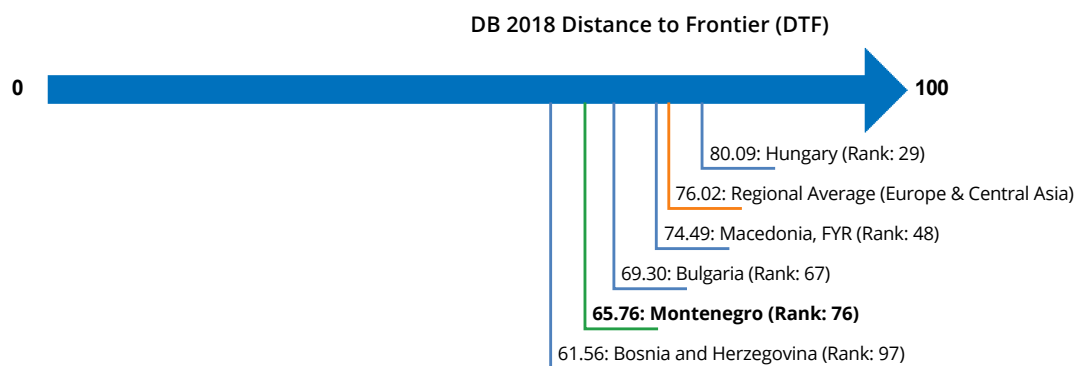
Standard Property Transfer

Property value EUR 307,232.20

City Covered Podgorica

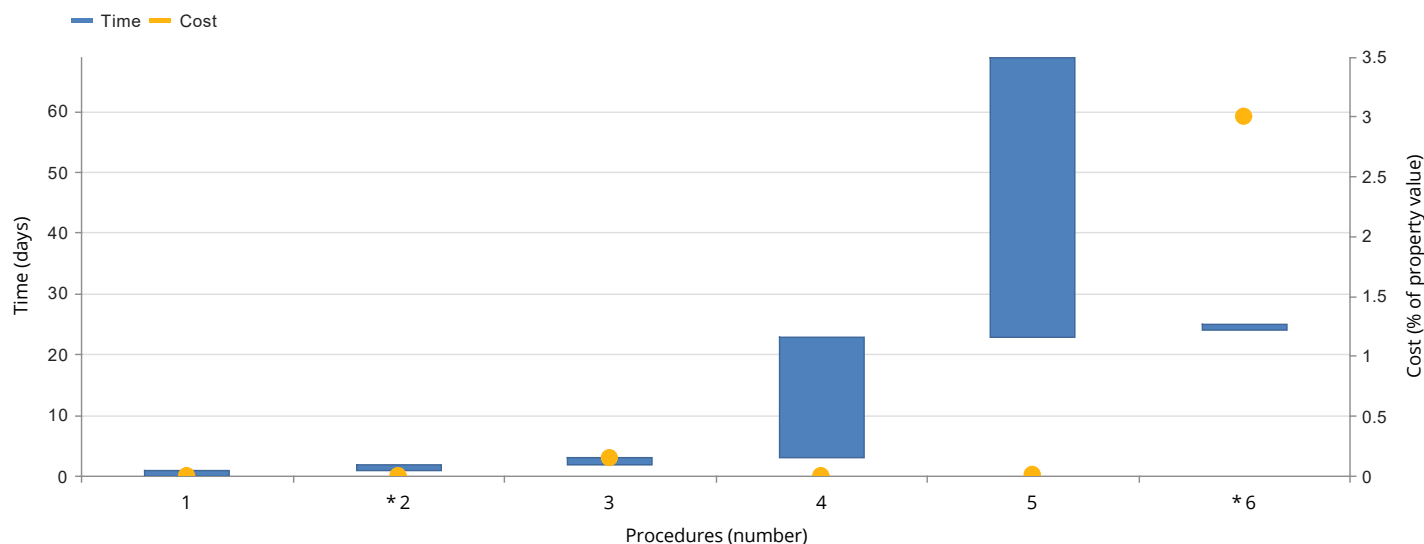
Indicator	Montenegro	Europe & Central Asia	OECD high income	Overall Best Performer
Procedures (number)	6	5.3	4.6	1.00 (4 Economies)
Time (days)	69	20.4	22.3	1.00 (3 Economies)
Cost (% of property value)	3.2	2.5	4.2	0.00 (5 Economies)
Quality of the land administration index (0-30)	17.5	19.8	22.7	29.00 (Singapore)

Figure – Registering Property in Montenegro and comparator economies – Ranking and DTF



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

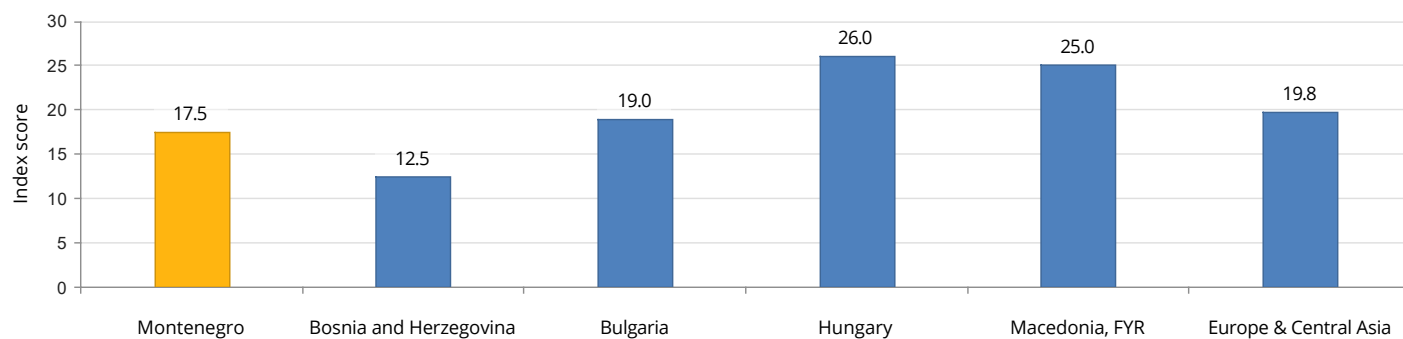
Figure – Registering Property in Montenegro – Procedure, Time and Cost



* 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://www.doingbusiness.org/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.	Procedure	Time to Complete	Associated Costs
1	Obtain property excerpt from Agency for Real Estate Agency : 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.	1 day (simultaneous with Procedure 2)	EUR 5 Republic Administrative Tax + EUR 3 Agency for Real Estate
⇒ 2	Check powers of signatories for each of the companies Agency : 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, which is obtained from Central Registry of Business Entities of Montenegro or via data available on official website of the same Registry at the following web address: www.crps.me	1 day (simultaneous with Procedure 1)	Paid in Procedure 3

3 Lawyer or notary drafts sale-purchase agreement

1 day

Agency : 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 www.uzn.me and ww.geoportaluzn.me. Notary on behalf of parties submits documents for registration of property to the Real Estate Agency (Cadastres on local levels).

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:

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

4 Tax Authorities assess the amount of transfer tax to be paid by the buyer

10 - 30 days

no cost

Agency : 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).

5 Request inscription of the new owner at the Agency for Real Estate

46 days

EUR 5 request + EUR
8 Real Estate Agency
+ EUR 5
Administrative fee

Agency : Agency for Real Estate

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 the buyer's. 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.

⇒ 6 Buyer pays transfer tax at a commercial bank

1 day

Transfer tax 3% of
property a value

Agency : Commercial Bank

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.

⇒ Takes place simultaneously with previous procedure.

Details – Registering Property in Montenegro – Measure of Quality

	Answer	Score
Quality of the land administration index (0-30)		17.5
Reliability of infrastructure index (0-8)		7.0
What is the institution in charge of immovable property registration?	Agency for Real Estate of Podgorica	
In what format are the majority of title or deed records kept in the largest business city—in a paper format or in a computerized format (scanned or fully digital)?	Computer/Fully digital	2.0
Is there an 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 the majority of maps of land plots kept in the largest business city—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
Transparency of information index (0-6)		3.0
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 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 commit to delivering a legally binding document that proves property ownership within a specific time frame—and if so, how does it communicate the service standard?	No	0.0
Link for online access:		

Is there a specific and separate mechanism for filing complaints about a problem that occurred at the agency in charge of immovable property registration?	No	0.0
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Contact information:

Are there publicly available official statistics tracking the number of transactions at the immovable property registration agency?	No	0.0
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Number of property transfers in the largest business city in 2015:

Who is able to consult maps of land plots in the largest business city?	Anyone who pays the official fee	0.5
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Is the applicable fee schedule for accessing maps of land plots made publicly available—and if so, how?	Yes, on public boards	0.5
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Link for online access:

Does the cadastral or mapping agency commit to delivering an updated map within a specific time frame—and if so, how does it communicate the service standard?	No	0.0
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Link for online access:

Is there a specific and separate mechanism for filing complaints about a problem that occurred at the cadastral or mapping agency?	No	0.0
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Contact information:

Geographic coverage index (0–8)		4.0
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Are all privately held land plots in the economy formally registered at the immovable property registry?	Yes	2.0
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Are all privately held land plots in the largest business city formally registered at the immovable property registry?	Yes	2.0
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Are all privately held land plots in the economy mapped?	No	0.0
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Are all privately held land plots in the largest business city mapped?	No	0.0
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Land dispute resolution index (0–8)		3.5
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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
--	-----	-----

Is the system of immovable property registration subject to a state or private guarantee?	No	0.0
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Is there a specific 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
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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
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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 identity documents?	No	0.0
For a standard land dispute between two local businesses over tenure rights of a property worth 50 times gross national income (GNI) per capita and located in the largest business city, what court would be in charge of the case in the first instance?	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 any statistics on the number of land disputes in the first instance?	No	0.0
Number of land disputes in the largest business city in 2015:		
Equal access to property rights index (-2-0)		0.0
Do unmarried men and unmarried women have equal ownership rights to property?	Yes	0.0
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 June 2017. [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:

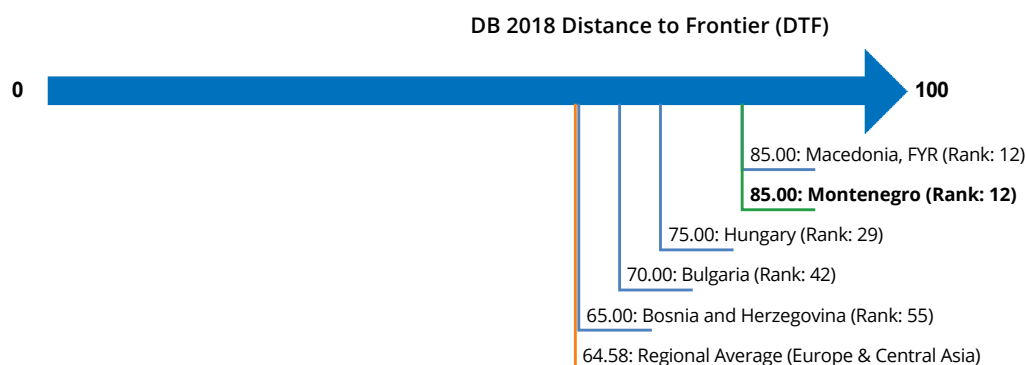
- ABC is a domestic limited liability company (or its legal equivalent).
- ABC has up to 50 employees.
- ABC has its headquarters and only base of operations in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- Both ABC and BizBank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

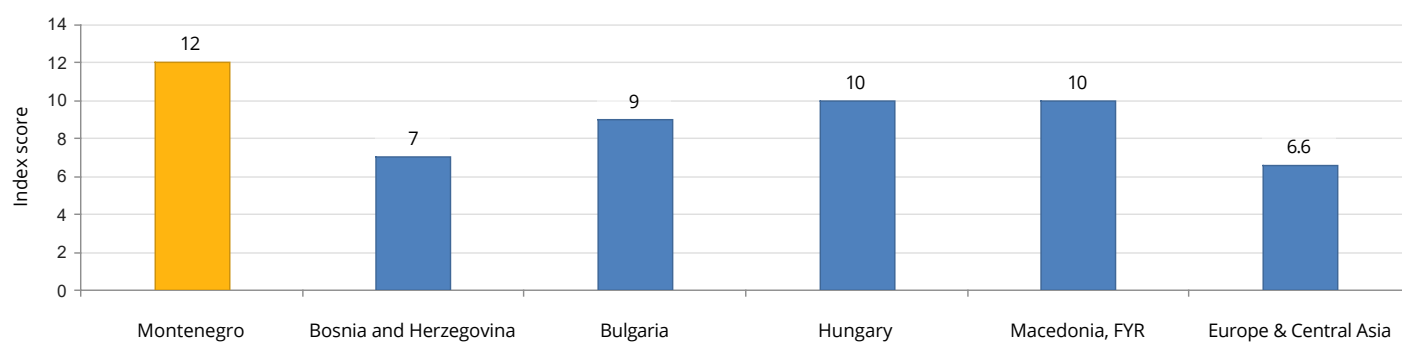
Indicator	Montenegro	Europe & Central Asia	OECD high income	Overall Best Performer
Strength of legal rights index (0-12)	12	6.6	6.0	12.00 (4 Economies)
Depth of credit information index (0-8)	5	6.3	6.6	8.00 (34 Economies)
Credit registry coverage (% of adults)	31.6	22.2	18.3	100.00 (3 Economies)
Credit bureau coverage (% of adults)	0.0	42.8	63.7	100.00 (23 Economies)

Figure – Getting Credit in Montenegro and comparator economies – Ranking and DTF



Note: The ranking of economies on the ease of getting credit is determined by sorting their distance to frontier scores for getting credit. These scores are the distance to frontier score for the sum of 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 or 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

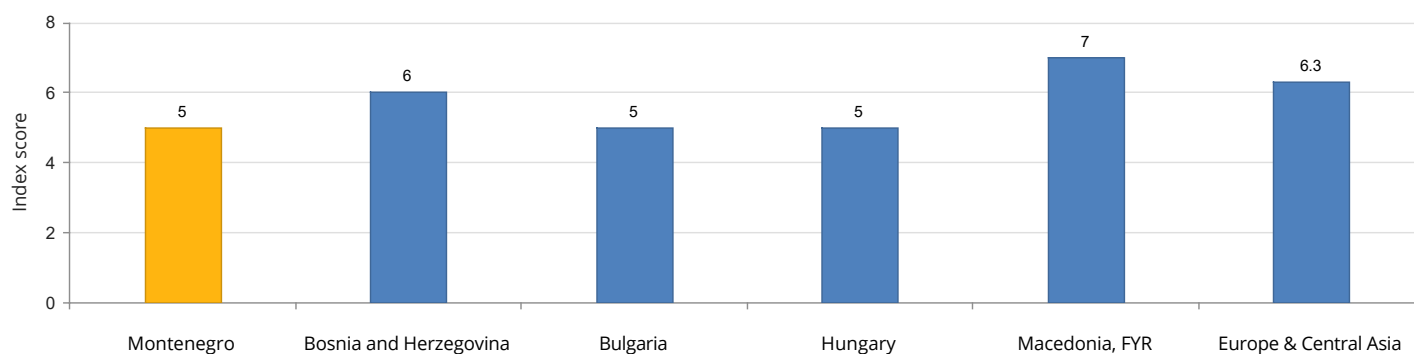
Are secured creditors paid first (i.e. before tax claims and employee claims) when a debtor defaults outside an insolvency procedure? Yes

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/or 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
Score ("yes" to either public bureau or private registry)			5

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	127,234
Number of firms	0	5,673
Total	0	132,907
Percentage of adult population	0.0	31.6

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 June 2017. [See the methodology for more information.](#)

What the indicators measure

- **Extent of disclosure index (0–10):** Review and approval requirements for related-party transactions; Disclosure 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, fines, imprisonment, 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 (0–10):** Simple average of the extent of disclosure, extent of director liability and ease of shareholder indices
- **Extent of shareholder rights index (0–10):** Shareholders' rights and role in major corporate decisions
- **Extent of ownership and control index (0–10):** Governance safeguards protecting shareholders from undue board control and entrenchment
- **Extent of corporate transparency index (0–10):** Corporate transparency on ownership stakes, compensation, audits and financial prospects
- **Extent of shareholder governance index (0–10):** Simple average of the extent of shareholders rights, extent of ownership and control and extent of corporate transparency indices
- **Strength of minority investor protection index (0–10):** Simple average 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):

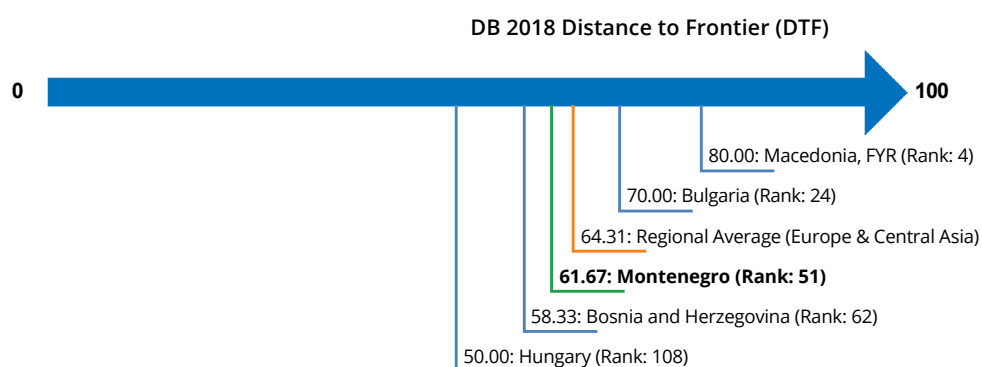
- Is a publicly traded corporation listed on the economy's most important stock exchange. If the number of publicly traded companies listed on that exchange is less than 10, or if there is no stock exchange in the economy, it is assumed that Buyer is a large private company with multiple shareholders.
- 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 (applicable to economies with a two-tier board system) on which 60% of the shareholder-elected members have been appointed by Mr. James, who is Buyer's controlling shareholder and a member of Buyer's board of directors.
- Has not adopted any bylaws or articles of association that differ from default minimum standards and does not follow any nonmandatory codes, principles, recommendations or guidelines relating to corporate governance.
- Is a manufacturing company with its own distribution network.

The transaction involves the following details:

- Mr. James owns 60% of Buyer 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 ordinary course of business 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 is not fraudulent).
- The transaction causes damages to Buyer. Shareholders sue Mr. James and the other parties that approved the transaction.

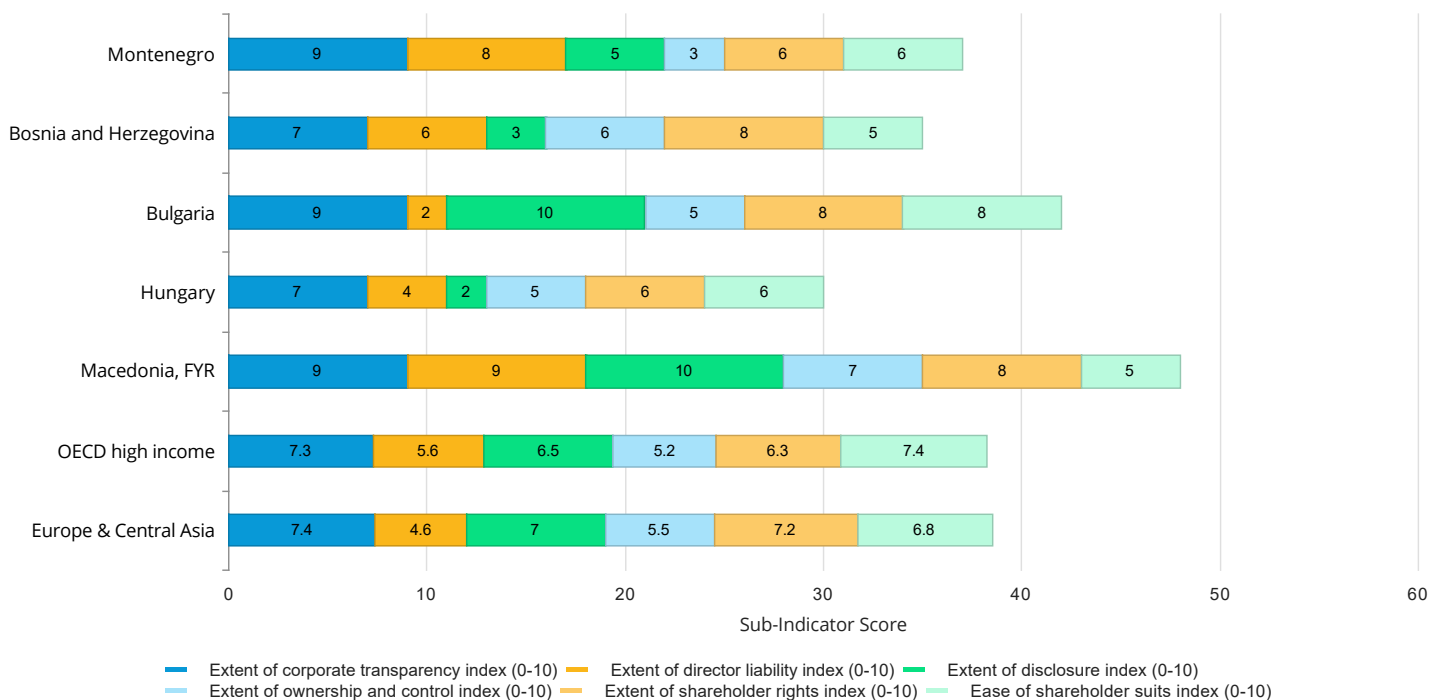
Indicator	Montenegro	Europe & Central Asia	OECD high income	Overall Best Performer
Extent of conflict of interest regulation index (0-10)	6.3	6.3	6.4	9.3 (New Zealand)
Extent of shareholder governance index (0-10)	6	6.6	6.4	9.00 (Kazakhstan)

Figure – Protecting Minority Investors in Montenegro and comparator economies – Ranking and DTF



Note: The ranking of economies on the strength of minority investor protections is determined by sorting their distance to frontier scores for protecting minority investors. These scores are the simple average of the distance to frontier 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
Extent of conflict of interest regulation index (0-10)		6.3
Extent of disclosure index (0-10)		5
Which corporate body is legally 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 published periodic filings (annual reports)? (0-2)	Disclosure on the transaction only	1.0
Must Buyer immediately disclose the transaction to the public and/or shareholders? (0-2)	Disclosure on the transaction only	1.0
Extent of director liability index (0-10)		8
Can shareholders representing 10% of Buyer's share capital sue directly or derivatively for the damage the transaction caused to Buyer? (0-1)	Yes	1.0
Can shareholders hold the interested director 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 or fined and imprisoned 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
Ease of shareholder suits index (0-10)		6
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
Extent of shareholder governance index (0-10)		6
Extent of shareholder rights index (0-10)		6
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
Must shareholders approve the election and dismissal of 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
Assuming that Buyer is a limited company, does the sale of 51% of its assets require member approval?	Yes	1.0
Assuming that Buyer is a limited company, can members representing 10% call for a meeting of members?	Yes	1.0
Assuming that Buyer is a limited company, must all members consent to add a new member?	No	0.0
Assuming that Buyer is a limited company, must a member first offer to sell their interest to the existing members before they can sell to non-members?	Yes	1.0
Extent of ownership and control index (0-10)		3
Is it forbidden to appoint the same individual as CEO and chair 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
Assuming that Buyer is a limited company, must Buyer have a mechanism to resolve disagreements among members?	No	0.0
Assuming that Buyer is a limited company, must a potential acquirer make a tender offer to all shareholders upon acquiring 50% of Buyer?	No	0.0
Assuming that Buyer is a limited company, must Buyer distribute profits within a maximum period set by law?	No	0.0
Extent of corporate transparency index (0-10)		9
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
Assuming that Buyer is a limited company, must members meet at least once a year?	Yes	1.0
Assuming that Buyer is a limited company, can members representing 5% put items on the meeting agenda?	Yes	1.0
Assuming that Buyer is a limited company, must Buyer's annual financial statements be audited by an external auditor?	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 measures the administrative burden in paying taxes and contributions. The most recent round of data collection for the project was completed on June 30, 2017 covering for the Paying Taxes indicator calendar year 2016 (January 1, 2016 – December 31, 2016).

Last year (Doing Business 2017) the scope of data collection was expanded to better understand the overall tax environment in an economy. The questionnaire was expanded to include new questions on post-filing processes: VAT refund and tax audit. The data shows where postfiling processes and practices work efficiently and what drives the differences in the overall tax compliance cost across economies.

The new section covers both the legal framework and the administrative burden on businesses to comply with postfiling processes.

[See the methodology for more information.](#)

What the indicators measure

Tax payments for a manufacturing company in 2016 (number per year adjusted for electronic and joint filing and payment)

- Total number of taxes and contributions paid, 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
- Completing tax return, filing with agencies
- Arranging payment or withholding
- Preparing separate tax accounting books, if required

Total tax and contribution rate (% of profit before all taxes)

- 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 a VAT refund
- Time to receive a VAT refund
- Time to comply with a corporate income tax audit
- Time to complete a corporate income tax audit

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, 2015. It produces ceramic flowerpots and sells them at retail. All taxes and contributions recorded are paid in the second year of operation (calendar year 2016). Taxes and mandatory contributions are measured at all levels of government.

The VAT refund process:

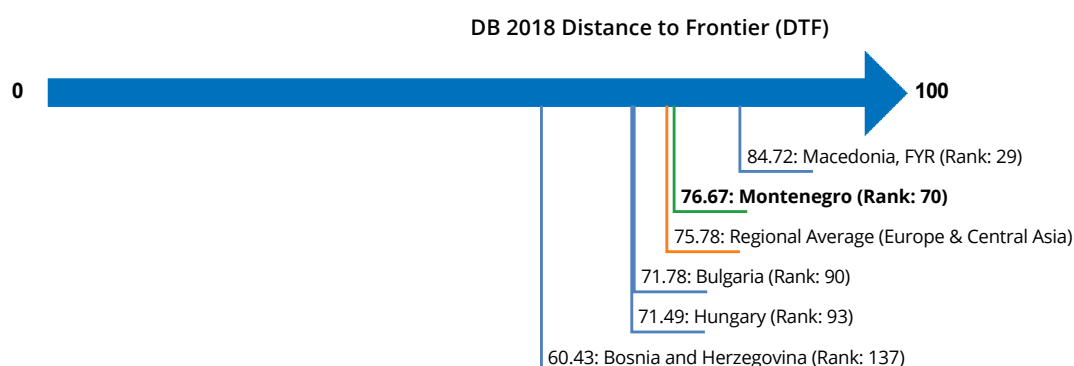
- In June 2016, TaxpayerCo. makes a large capital purchase: the value of the machine is 65 times income per capita of the economy. Sales are equally spread per month (1,050 times income per capita divided by 12) and cost of goods sold are equally expensed per month (875 times income per capita divided 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 2016.

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.

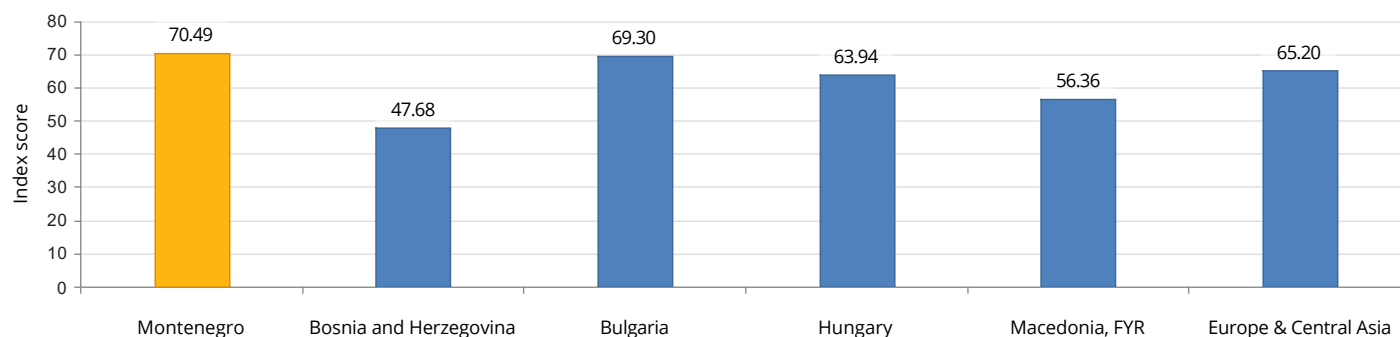
Indicator	Montenegro	Europe & Central Asia	OECD high income	Overall Best Performer
Payments (number per year)	18	16.5	10.9	3 (Hong Kong SAR, China)
Time (hours per year)	300	218.4	160.7	55 (Luxembourg)
Total tax and contribution rate (% of profit)	22.1	33.1	40.1	18.47% (32 Economies)
Postfiling index (0-100)	70.49	65.20	83.45	99.38 (Estonia)

Figure – Paying Taxes in Montenegro and comparator economies – Ranking and DTF



Note: The ranking of economies on the ease of paying taxes is determined by sorting their distance to frontier scores on the ease of paying taxes. These scores are the simple average of the distance to frontier scores for each of the four component indicators – number of tax payments, time, total tax rate and postfiling index – with a threshold and a nonlinear transformation applied to one of the component indicators, the total tax rate. The nonlinear distance to frontier for the total tax rate is equal to the distance to frontier for the total tax rate to the power of 0.8. The threshold is defined as the total tax 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 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 TTR
Corporate income tax	1	online	43	9%	taxable profits	7.33	
Pension insurance	0	online and jointly	93	5.5%	gross salaries	6.20	
Health insurance	1	online		4.3%	gross salaries	4.85	
Surtax to personal tax	12			15.0%	personal income tax	1.53	
Capital gains tax	0	jointly		9.0%	capital gains	0.91	
Unemployment insurance	0	online and jointly		0.5%	gross salaries	0.56	
Property tax	2			0.5% for land; 0.28% for buildings	net book value of property	0.53	
Work fund contribution	0	online and jointly		0.2%	gross salaries	0.23	
VAT	1	online	164	19.0%	value added	0.00	not included
Employee paid - Social security contributions	0	online and jointly		24.0%	gross salaries	0.00	withheld

Fuel tax	1	included into the fuel price	0.00	small amount
Totals	18	300	22.1	

Details – Paying Taxes in Montenegro – Tax by Type

Taxes by type	Answer
Profit tax (% of profit)	8.2
Labor tax and contributions (% of profit)	13.4
Other taxes (% of profit)	0.5

Details – Paying Taxes in Montenegro – Measure of Quality

	Answer	Score
Postfiling index (0-100)		70.49

VAT refunds

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
Time to obtain a VAT refund (weeks)	21.8	64.01

Corporate income tax audits

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 audit (hours)	9.5	85.32
Time to complete a corporate income tax audit (weeks)	19.0	40.63

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 audit and time to complete a corporate income tax audit.

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 June 2017. [See the methodology for more information.](#)

Given the importance of trade digitalization, in Doing Business 2018, the Trading across Borders questionnaire included research questions on the availability and status of implementation of Electronic Data Interchange (EDI) and Single Window (SW) systems. With this information, Doing Business built a comprehensive dataset on the adoption and level of sophistication of electronic platforms in 190 economies. These data are not used to compute the distance to frontier score or ranking of the ease of doing business. The new dataset on EDI and SW systems is available [here](#).

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:

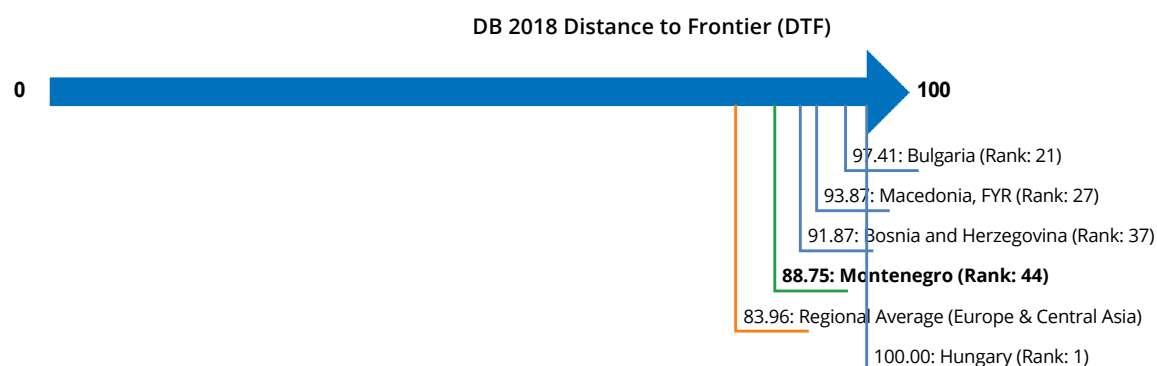
Time: Time is measured in hours, and 1 day is 24 hours (for example, 22 days are recorded as $22 \times 24 = 528$ hours). If customs clearance takes 7.5 hours, the data are recorded as is. Alternatively, suppose documents are submitted to a customs agency at 8:00a.m., are processed overnight and can 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.

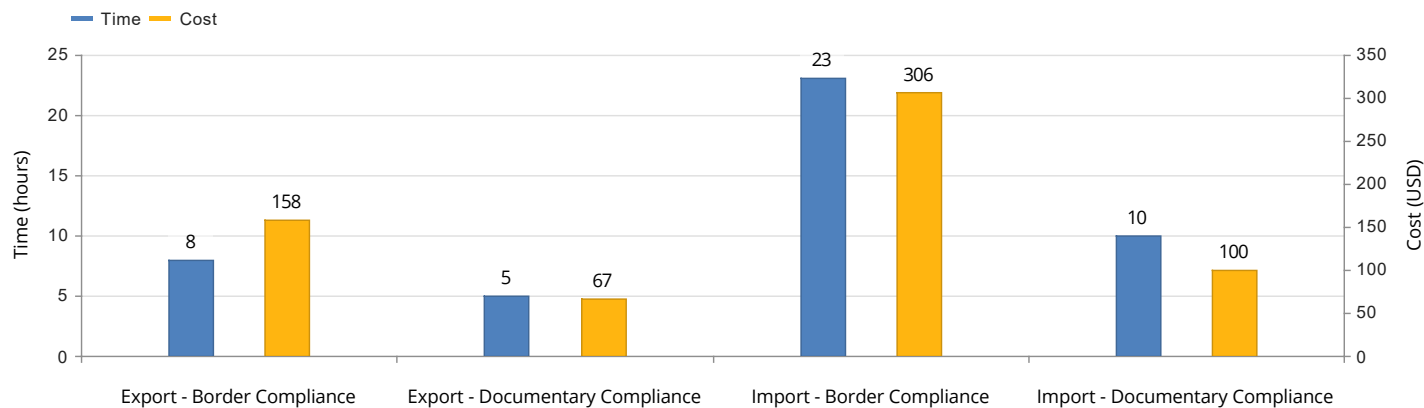
Assumptions of the case study: - For all 190 economies covered by Doing Business, it is assumed a shipment is in a warehouse in the largest business city of the exporting economy and travels to a warehouse in the largest business city of the importing economy. - It is assumed each economy imports 15 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, airport 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.

Indicator	Montenegro	Europe & Central Asia	OECD high income	Overall Best Performer
Time to export: Border compliance (hours)	8	28.0	12.7	0 (17 Economies)
Cost to export: Border compliance (USD)	158	191.4	149.9	0.00 (19 Economies)
Time to export: Documentary compliance (hours)	5	27.9	2.4	1.0 (25 Economies)
Cost to export: Documentary compliance (USD)	67	113.8	35.4	0.00 (19 Economies)
Time to import: Border compliance (hours)	23	25.9	8.7	0.00 (21 Economies)
Cost to import: Border compliance (USD)	306	185.1	111.6	0.00 (27 Economies)
Time to import: Documentary compliance (hours)	10	27.3	3.5	1.0 (30 Economies)
Cost to import: Documentary compliance (USD)	100	94.7	25.6	0.00 (30 Economies)

Figure – Trading across Borders in Montenegro and comparator economies – Ranking and DTF



Note: The ranking of economies on the ease of trading across borders is determined by sorting their distance to frontier scores for trading across borders. These scores are the simple average of the distance to frontier scores for the time and cost for documentary compliance and border compliance to export and import (domestic transport is not used for calculating the ranking).

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	5.3	108.2
Export: Clearance and inspections required by agencies other than customs	0.0	0.0
Export: Port or border handling	2.3	50.0
Import: Clearance and inspections required by customs authorities	5.9	150.0
Import: Clearance and inspections required by agencies other than customs	0.0	0.0
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 (CEFTA)	Certificate of origin (CEFTA)
Commercial invoice	Commercial invoice
Customs Export Declaration	Customs import declaration
	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 June 2017. [See the methodology for more information.](#)

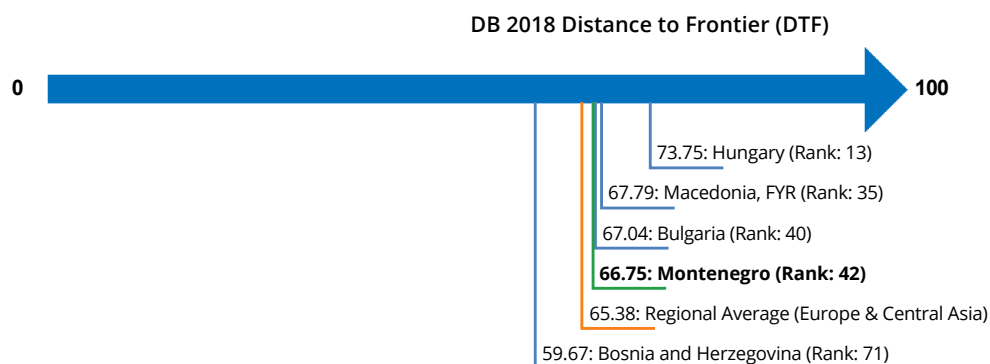
What the indicators measure	Case study assumptions
Time required to enforce a contract through the courts (calendar days) <ul style="list-style-type: none"> Time to file and serve the case Time for trial and to obtain the judgment Time to enforce the judgment 	<p>The dispute in the case study involves the breach of a sales contract between 2 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 comparable across economies, Doing Business uses several assumptions about the case:</p> <ul style="list-style-type: none"> - 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. - The buyer orders custom-made goods, then fails to pay. - 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. - The seller sues the buyer before the court with jurisdiction over commercial cases worth 200% of income per capita or \$5,000. - The seller requests a pretrial attachment to secure the claim. - The dispute on the quality of the goods requires an expert opinion. - The judge decides in favor of the seller; there is no appeal. - The seller enforces the judgment through a public sale of the buyer's movable assets.
Cost required to enforce a contract through the courts (% of claim) <ul style="list-style-type: none"> Attorney fees Court fees Enforcement fees 	
Quality of judicial processes index (0-18) <ul style="list-style-type: none"> Court structure and proceedings (-1-5) Case management (0-6) Court automation (0-4) Alternative dispute resolution (0-3) 	

Standardized Case

Claim value	EUR 11,874.00
Court name	Podgorica Commercial Court
City Covered	Podgorica

Indicator	Montenegro	Europe & Central Asia	OECD high income	Overall Best Performer
Time (days)	545	489.9	577.8	164.00 (Singapore)
Cost (% of claim value)	25.7	26.2	21.5	9.00 (Iceland)
Quality of judicial processes index (0-18)	11.5	10.0	11.0	15.50 (Australia)

Figure – Enforcing Contracts in Montenegro and comparator economies – Ranking and DTF



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

Figure – Enforcing Contracts in Montenegro – Time and Cost

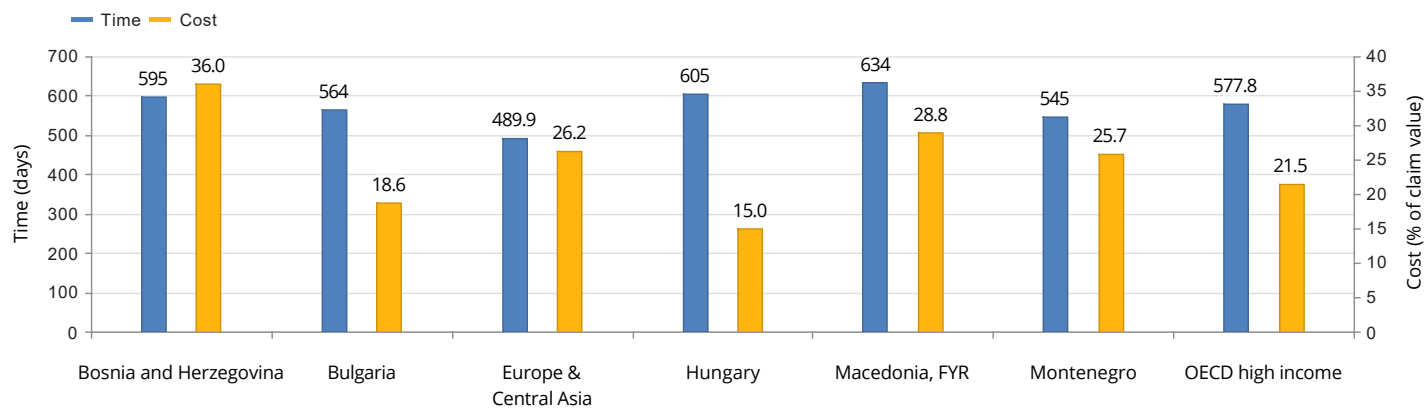
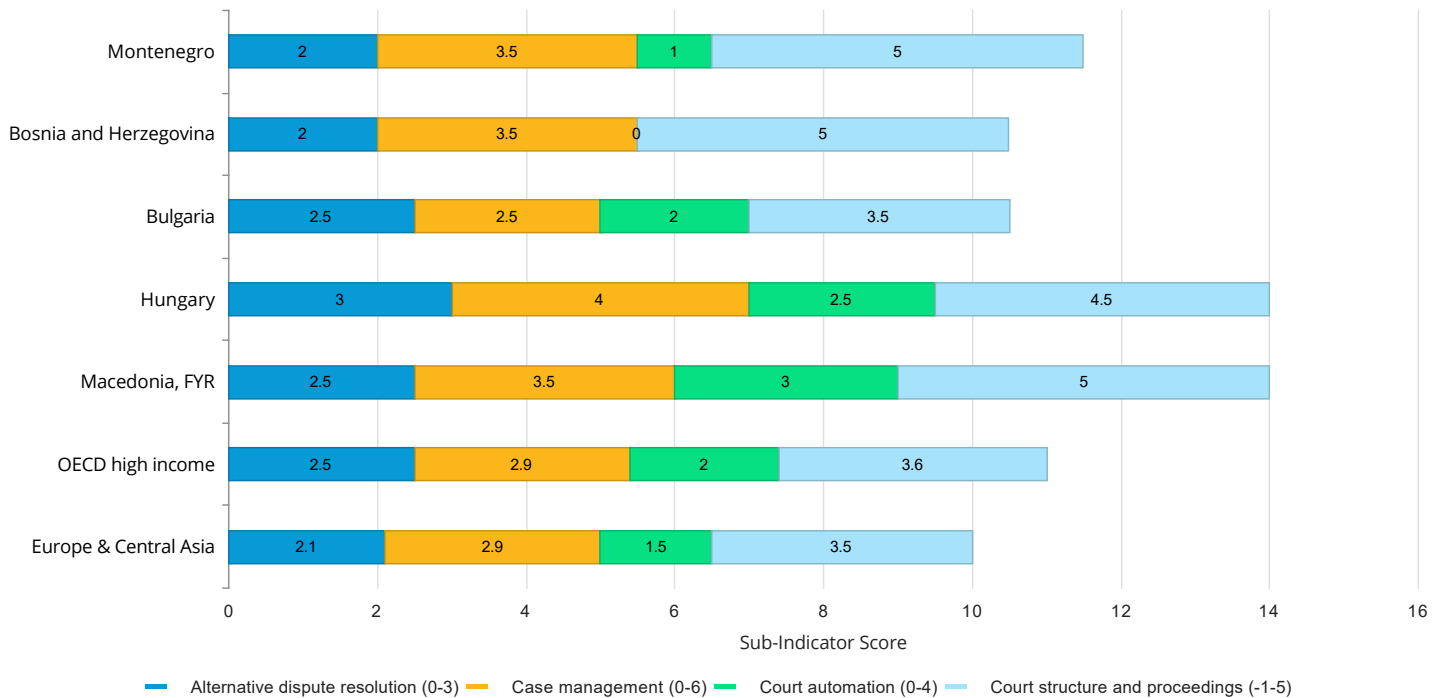


Figure – Enforcing Contracts in Montenegro and comparator economies – Measure of Quality



Details – Enforcing Contracts in Montenegro

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

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 for the project was completed in June 2017. [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

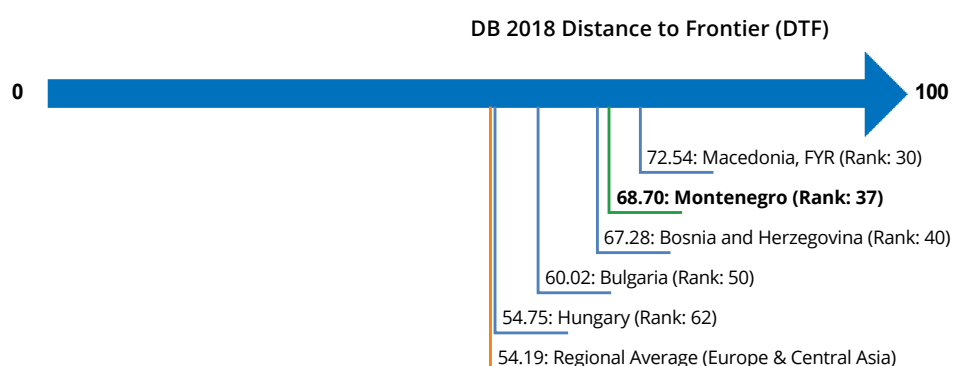
To make the data on the time, cost and outcome comparable across economies, several assumptions about the business and the case are used:

- 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 adequacy and integrity of the existing legal framework applicable to liquidation and reorganization proceedings through the strength of insolvency framework index. The index tests whether economies adopted internationally accepted good practices in four areas: commencement of proceedings, management of debtor's assets, reorganization proceedings and creditor participation.

Indicator	Montenegro	Europe & Central Asia	OECD high income	Overall Best Performer
Recovery rate (cents on the dollar)	49.3	38.0	71.2	93.1 (Norway)
Time (years)	1.4	2.3	1.7	0.4 (Ireland)
Cost (% of estate)	8.0	13.1	9.1	1.00 (Norway)
Outcome (0 as piecemeal sale and 1 as going concern)	0
Strength of insolvency framework index (0-16)	13.5	10.8	12.1	15.00 (6 Economies)

Figure – Resolving Insolvency in Montenegro and comparator economies – Ranking and DTF



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

Figure – Resolving Insolvency in Montenegro – Time and Cost

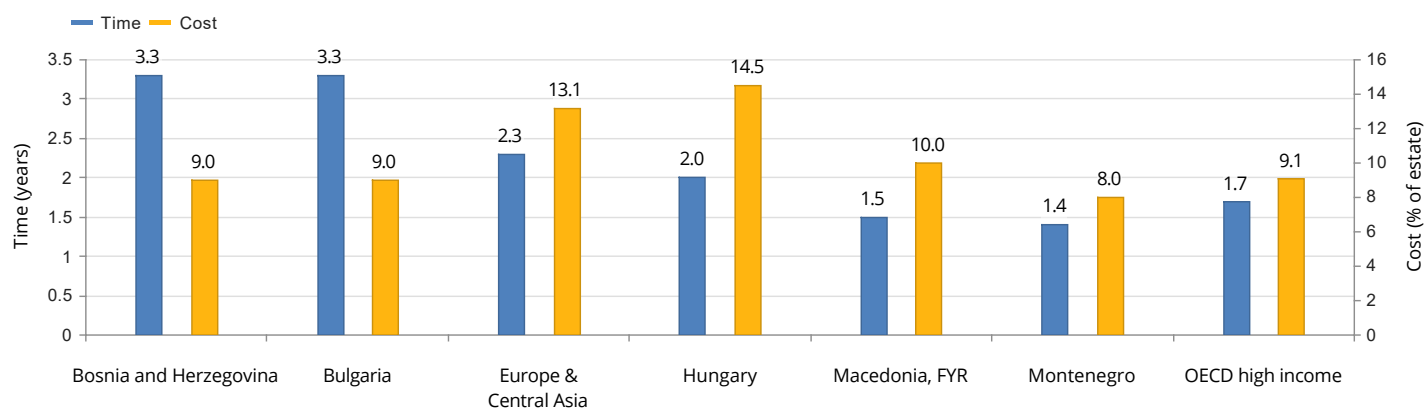


Figure – Resolving Insolvency in Montenegro and comparator economies – Measure of Quality

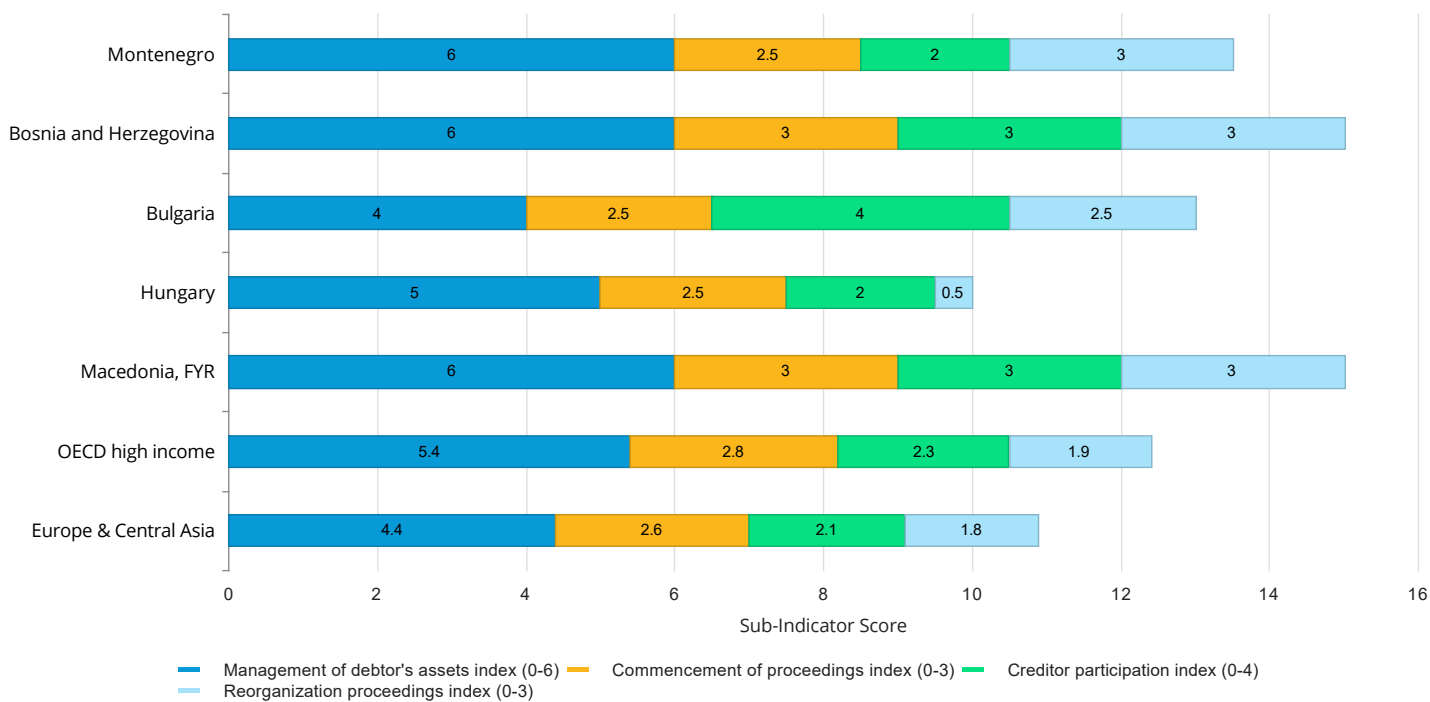
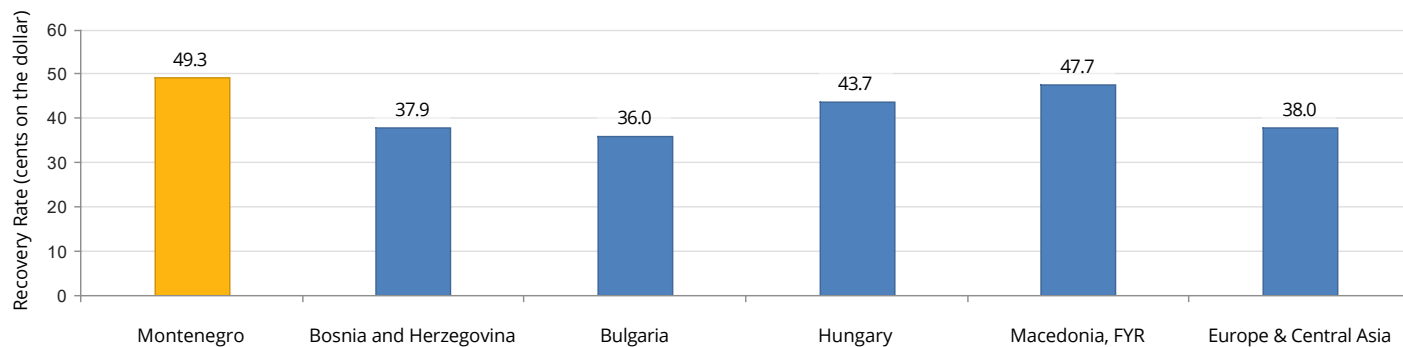


Figure – Resolving Insolvency in Montenegro and comparator economies – Recovery Rate



Details – Resolving Insolvency in Montenegro

Indicator	Answer	Explanation
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 uncertain future of Mirage's business, 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	It will take 17 months to complete liquidation proceedings in Montenegro.
Cost (% of estate)	8.0	Major expenses will include remuneration of the administrator (3%), attorneys' fees (3%) and fees of other professionals involved in the insolvency proceedings, such as accountants (1%) and auctioneer (1%).
Recovery rate (cents on the dollar)		49.3

Details – Resolving Insolvency in Montenegro – Measure of Quality

	Answer	Score
Strength of insolvency framework index (0-16)		13.5
Commencement of proceedings index (0-3)		2.5
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?	(c) Both (a) and (b) options are available, but only one of them needs to be complied with	1.0
Management of debtor's assets index (0-6)		6.0
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
Reorganization proceedings index (0-3)		3.0
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
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Creditor participation index (0-4)		2.0
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Does the insolvency framework require approval by the creditors for selection or appointment of the insolvency representative?	No	0.0
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Does the insolvency framework require approval by the creditors for sale of substantial assets of the debtor?	Yes	1.0
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Does the insolvency framework provide that a creditor has the right to request information from the insolvency representative?	No	0.0
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Does the insolvency framework provide that a creditor has the right to object to decisions accepting or rejecting creditors' claims?	Yes	1.0
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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".

Labor Market Regulation

Doing Business presents the data for the labor market regulation indicators in an annex. The report does not present rankings of economies on these indicators or include the topic in the aggregate distance to frontier score or ranking on the ease of doing business. Detailed data collected on labor market regulation are available on the Doing Business website (<http://www.doingbusiness.org/data/exploretopics/labor-market-regulation>).

The most recent round of data collection was completed in June 2017. [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 probationary period; (iv) minimum wage.

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) whether nonpregnant and nonnursing women can work same night hours as men; (v) 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 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 due when terminating a redundant worker.

Job quality

(i) whether law mandates equal remuneration for work of equal value and nondiscrimination based on gender in hiring; (ii) whether law mandates paid or unpaid maternity leave; (iii) length of paid maternity leave; (iv) whether employees on maternity leave receive 100% of wages; (v) availability of five fully paid days of sick leave a year; (vi) eligibility requirements for unemployment protection.

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.

Details – Labor Market Regulation in Montenegro

	Answer
Hiring	
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)	218.9
Ratio of minimum wage to value added per worker	0.3
Maximum length of probationary period (months)	6.0
Working hours	
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
Whether nonpregnant and nonnursing women can work the same night hours as men	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
Redundancy rules	
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
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Priority rules for redundancies?	No
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Priority rules for reemployment?	No
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Redundancy cost

Notice period for redundancy dismissal for a worker with 1 year of tenure	4.3
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Notice period for redundancy dismissal for a worker with 5 years of tenure	4.3
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Notice period for redundancy dismissal for a worker with 10 years of tenure	4.3
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Notice period for redundancy dismissal (average for workers with 1, 5 and 10 years of tenure)	4.3
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Severance pay for redundancy dismissal for a worker with 1 year of tenure	1.3
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Severance pay for redundancy dismissal for a worker with 5 years of tenure	6.5
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Severance pay for redundancy dismissal for a worker with 10 years of tenure	13.0
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Severance pay for redundancy dismissal (average for workers with 1, 5 and 10 years of tenure)	6.9
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Job quality

Equal remuneration for work of equal value?	Yes
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Gender nondiscrimination in hiring?	Yes
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Paid or unpaid maternity leave mandated by law?	Yes
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Minimum length of maternity leave (calendar days)?	45.0
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Receive 100% of wages on maternity leave?	Yes
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Five fully paid days of sick leave a year?	Yes
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Unemployment protection after one year of employment?	Yes
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Minimum contribution period for unemployment protection (months)?	12.0
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Business Reforms in Montenegro

In the year ending June 1, 2017, 119 economies implemented 264 total reforms across the different areas measured by Doing Business. Doing Business has recorded more than 2,900 regulatory reforms making it easier to do business since 2004. Reforms inspired by Doing Business have been implemented by economies in all regions. The following are the reforms for Montenegro implemented since Doing Business 2008.

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

DB2018

✓ **Getting Electricity:** Montenegro improved the reliability of electricity supply by implementing the Supervisory Control and Data Acquisition (SCADA) automatic energy management system and by beginning to record data for the annual system average interruption duration index (SAIDI) and system average interruption frequency index (SAIFI).

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.

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.

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.

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.

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.

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

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.

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.

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.

Labor Market Regulation: 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.

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 2018 is the 15th in a series of annual reports investigating the regulations that enhance business activity and those that constrain it. The report provides quantitative indicators covering 11 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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