Montenegro had the largest general government fiscal deficit in the region with high general government debt in 2018

More specifically, the general government fiscal deficit in 2018 was at 6.3% of GDP in Montenegro. Additionally, while the general government gross debt of the countries in the region are on average lower than the OECD countries, Montenegro had the largest debt of 72.6% of GDP in the region in 2018 which increased by 38.4 p.p since 2008. This is largely explained by large publicly-financed infrastructure projects as well as the costs associated with increases in public employment and salaries, subsidies and government guarantees of privately owned enterprises.

Montenegro uses public procurement to support secondary policy objectives and measure the results

Montenegro has at place strategies to support green procurement, support small and medium size enterprises, procure innovative goods and services and ensure the observance of a responsible business conduct by procuring entities. Furthermore, Montenegro is the only country in the Western Balkan region that reported measuring the results of these strategies.

Montenegro citizens, especially the younger populations, have relatively high level of confidence in national government

41% of the citizens in Montenegro in 2019 reported to have confidence in national government, whereas the Western Balkans average was 34% and the OECD-EU average was 44%. When looking at it by age group, younger populations – those between 15 and 19 (45%); and between 30 and 49 (45%) – reported the highest level of confidence in the region. In comparison, the regional averages of these age groups were 31% and 32% respectively.
How to read the figures:

Country value in green
(not represented if not available)

Range of Western Balkan countries values in grey

Average of Western Balkan countries in purple

Average of OECD countries in blue

Average of EU countries in orange

Values have been rounded. n.a. refers to data not available.

Public Finance and Economics

Fiscal balance (2018) % of GDP

-6.3%

Western Balkans OECD EU-28

-0.3% -2.9% -0.7%

-8% -6% -4% -2% 0% +2%

Sources: Data for the WB countries: IMF World Economic Outlook (database). Data for the OECD and the EU28 averages: OECD National Accounts Statistics (database).

Government gross debt (2018) % of GDP

72.6%

Western Balkans OECD

100% 0%

10% 30% 50% 70% 90% 110%

Sources: Data for the WB countries: IMF World Economic Outlook (database). Data for the OECD average: OECD National Accounts Statistics (database).

Government investment (2017) % of total government expenditures

n.a.

Western Balkans OECD EU-28

6.2%

0% 5% 10% 15% 20% 25%


Public Employment

Public sector employment as % of total employment (2018)

27.2%

Western Balkans OECD OECD-EU

21.1% 23.7%

10% 15% 20% 25% 30% 35%

Source: International Labour Organization ILOSTAT database.

Gender equality in public sector employment (2018) % of women

40.9%

Western Balkans OECD OECD-EU

60.2% 61.8%

20% 30% 40% 50% 60% 70%

Source: International Labour Organization ILOSTAT database.

Budgeting Practices

Identification, measure and disclosure of sources of fiscal risks (2019)

<table>
<thead>
<tr>
<th>Montenegro</th>
<th>Western Balkans</th>
<th>OECD</th>
<th>OECD-EU</th>
</tr>
</thead>
<tbody>
<tr>
<td>Macro economic shocks</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
<tr>
<td>Change in debt interest rates</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
<tr>
<td>Environmental degradations</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
<tr>
<td>Public-Private Partnerships</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
<tr>
<td>State-owned enterprises *</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
</tbody>
</table>

* While not directly related to general forecasting parameters there are narrower fiscal risks that arise from specific sources. For example, the possible need to provide fiscal support to state-owned enterprises.


Formal powers of the legislature to amend executive budget proposal (2019)

Montenegro

- Unrestricted

Western Balkans

-Unrestricted

50% Within total deficit/surplus proposed by the Executive

16.7% Mixed

Public Procurement

**Functionalities provided by the e-procurement system (2019)**

<table>
<thead>
<tr>
<th>Tender announcement</th>
<th>E-submission of bids</th>
<th>Notification of award</th>
<th>E-invoicing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Montenegro</strong></td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /></td>
</tr>
<tr>
<td><strong>Western Balkans</strong></td>
<td><img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /></td>
</tr>
<tr>
<td><strong>OECD</strong></td>
<td><img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /></td>
</tr>
</tbody>
</table>

- ![Green](#): Provided on central e-procurement system
- ![Green](#): Only on that of specific procuring entity(e)s
- ![Green](#): No

**Source:** OECD Survey on Public Procurement

**Strategic public procurement by objective (2019)**

<table>
<thead>
<tr>
<th>Support to green public procurement</th>
<th>Support to SMEs</th>
<th>Support to innovative goods and services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Montenegro</strong></td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /></td>
</tr>
<tr>
<td><strong>Western Balkans</strong></td>
<td><img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /></td>
</tr>
<tr>
<td><strong>OECD</strong></td>
<td><img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /> <img src="#" alt="Green" /></td>
</tr>
</tbody>
</table>

- ![Green](#): Policy/strategy both at the central level and at the level of some specific procuring entities
- ![Green](#): Policy/strategy at the central level
- ![Green](#): Policy/strategy at the level of some specific procuring entities
- ![Green](#): No policy / strategy

**Source:** OECD Survey on Public Procurement

Human Resources Management

**Level of delegation of HRM in line ministries at the central government level (2019)**

Composite index from 0 (lowest) to 1 (highest)

- **Montenegro:** 0.56
- **Western Balkans:** 0.56
- **OECD:** 0.64
- **OECD-EU:** 0.64

**Source:** OECD Survey on Strategic Human Resources Management in Central/Federal Governments

**Separation between regular HRM practices and those for Senior Civil Servants (2019)**

Composite index from 0 (lowest) to 1 (highest)

- **Montenegro:** 0.53
- **Western Balkans:** 0.36
- **OECD:** 0.55
- **OECD-EU:** 0.53

**Source:** OECD Survey on Strategic Human Resources Management in Central/Federal Governments

Institutions

**Status of the head of Centre of Government (2019)**

<table>
<thead>
<tr>
<th>Montenegro</th>
<th>Political appointee</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><img src="#" alt="Red" /></td>
</tr>
<tr>
<td>Western Balkans</td>
<td><img src="#" alt="Green" /> 67% <img src="#" alt="Green" /> 33%</td>
</tr>
<tr>
<td>OECD</td>
<td><img src="#" alt="Green" /> 52% <img src="#" alt="Green" /> 48%</td>
</tr>
<tr>
<td>OECD-EU</td>
<td><img src="#" alt="Green" /> 52% <img src="#" alt="Green" /> 48%</td>
</tr>
</tbody>
</table>

**Source:** OECD (2019) Questionnaire for the Western Balkans on Organisation and Functions of the Centre of Government

**Digital Government**

**Existence of a list with fully digital services provided in the public sector (2019)**

<table>
<thead>
<tr>
<th>Montenegro</th>
<th><img src="#" alt="Red" /> No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><img src="#" alt="Red" /> Yes, but it is not available online <img src="#" alt="Red" /> Yes, and it is available online</td>
</tr>
<tr>
<td>Western Balkans</td>
<td><img src="#" alt="Green" /> 50% <img src="#" alt="Green" /> 33% <img src="#" alt="Green" /> 17%</td>
</tr>
<tr>
<td>OECD</td>
<td><img src="#" alt="Green" /> 18% <img src="#" alt="Green" /> 7% <img src="#" alt="Green" /> 75%</td>
</tr>
<tr>
<td>OECD-EU</td>
<td><img src="#" alt="Green" /> 26% <img src="#" alt="Green" /> 11% <img src="#" alt="Green" /> 63%</td>
</tr>
</tbody>
</table>

**Source:** OECD (2019) Survey for the Western Balkans on Digital Government
Outcomes

Ease of doing business (2020)
Composite indicator from 0 (worst) to 100 (best)

<table>
<thead>
<tr>
<th>Country</th>
<th>Montenegro</th>
<th>Western Balkans</th>
<th>OECD</th>
<th>OECD-EU</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>74</td>
<td>73</td>
<td>78</td>
<td>77</td>
</tr>
</tbody>
</table>


Share of top and bottom performers in mathematics in the Programme for International Student Assessment [PISA] (2018)

<table>
<thead>
<tr>
<th>Country</th>
<th>Top</th>
<th>Bottom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montenegro</td>
<td>2%</td>
<td>46%</td>
</tr>
<tr>
<td>Western Balkans</td>
<td>2%</td>
<td>54%</td>
</tr>
<tr>
<td>OECD</td>
<td>11%</td>
<td>24%</td>
</tr>
<tr>
<td>OECD-EU</td>
<td>11%</td>
<td>21%</td>
</tr>
</tbody>
</table>

Bottom performers are students who reached a score below 2 in the assessment, while top performers are those who reached a score of 5 and 6.

Source: OECD, PISA 2018 Database

Notes
The public finance and economics data for Western Balkans countries, which are based on the IMF’s World Economic Outlook and the IMF’s Government Financial Statistics databases – harmonised with the System of National Accounts (SNA), were extracted on 19 February, 2020. For the OECD and the EU28 averages – also based on the SNA – data were extracted from the OECD Government at a Glance online database from the last available update: 4 January, 2020 (financial government accounts: 21 January, 2020). The SNA government debt definition differs from the definition of debt applied under the Maastricht Treaty and for this reason the EU average is not presented here. Western Balkans, OECD and EU28 averages for public finance and economics are weighted.

For more information on the data (including full methodology and figure notes) and to consult all other Country Fact Sheets: http://www.oecd.org/gov/government-at-a-glance-western-balkans-a8c72f1b-en.htm

The Excel spreadsheets used to create the tables and figures in Government at a Glance: Western Balkans 2020 are available via the StatLinks provided throughout the publication: https://doi.org/10.1787/a8c72f1b-en

Government at a Glance: Western Balkans 2020

Government at a Glance: Western Balkans presents information on public governance in the Western Balkan region – covering Albania, Bosnia and Herzegovina, Kosovo*, Montenegro, North Macedonia, and Serbia, and compares it to OECD and OECD-EU countries. This first regional edition features 40 indicators on public finance, public employment, centre of government, budgeting practices and procedures, human resources management, public procurement, digital government, core government results and serving citizens. Governance indicators provide important benchmarks on public administration systems, practices and performance. Indicators are presented in a user-friendly format using charts, with brief descriptive analyses of the major findings, and a methodological section on the definition of the indicator and any limitations in data comparability.

* This designation is without prejudice to positions on status, and is in line with United Nations Security Council Resolution 1244/99 and the Advisory Opinion of the International Court of Justice on Kosovo’s declaration of independence.