

## A. UNDAF 2017–2021 Results Matrix

Results Group / Focus Area: <b>Democratic Governance</b>									
SDGs: 5, 16, 17									
Outcomes	Indicators, baseline, target	Means of verification	Risks and Assumptions	Partners	Indicative financial resources (US\$)				
					2017	2018	2019	2020	2021
<p><b>By 2021, a people-centred accountable, transparent and effective judiciary, Parliament, public administration and independent institutions ensure security, equal access to justice and quality services for all people.<sup>1</sup></b></p>	<p><b>1. Worldwide Governance Indicators</b></p> <p><u>Baseline (2014):</u>            Voice and accountability 0.18            Political stability/Absence of violence 0.24            Government effectiveness 0.28            Regulatory quality 0.12            Rule of Law 0.07            Control of corruption –0.01</p> <p><u>Target (2021):</u>            Voice and accountability 0.30            Political stability/Absence of violence 0.60            Government effectiveness 0.40            Regulatory quality 0.35            Rule of Law 0.25            Control of corruption 0.15</p>	World Bank	<p><b>Risk:</b> Destabilization of the political situation in the region slows down progress in EU Accession negotiations and further democratization of the society.            Negative economic trends affect political stability.</p>	Prime Minister's Office, Ministry of Defence, Ministry of Justice, Ministry of the Interior, Ministry of Human Rights and Minorities, Ministry of Sustainable Development, Ministry of Finance, Ministry of Foreign Affairs and European Integration, Ministry for Information Society and Telecommunications. Also, political parties, academia, Parliament, the State Prosecutor, Centre for Training, NGOs, Ombudsperson and other human rights institutions, local authorities	UNDP 1,000,000  UNHCR 350,000  IOM 200,000  UNICEF 447,100  UNECE 10,000	UNDP 1,000,000  UNHCR TBD  IOM 200,000  UNICEF 447,100  UNECE 10,000	UNDP 800,000  UNHCR TBD  IOM 150,000  UNICEF 430,747  UNECE 10,000	UNDP 700,000  UNHCR TBD  IOM 150,000  UNICEF 338,486  UNECE 10,000	UNDP 700,000  UNHCR TBD  IOM 150,000  UNICEF 338,485  UNECE 10,000
	<p><b>2. Democracy Index</b></p> <p><u>Baseline (2014):</u> 5.94 / 10  <u>Target (2021):</u> 7.0 / 10</p>	Economist Intelligence Unit	<p><b>Assumption:</b> Progress in the accession process results in further advancement of democratic governance agenda in the country. Reform efforts in Public Administration and Rule of Law are backed up with political will and sufficient resources to address the implementation gap.</p>						
	<p><b>3. Percentage of UPR-accepted recommendations for Montenegro fully implemented or in the process of implementation as per UPR cycle</b></p>	Desk review of reports by working group consisting of Government representatives, the	<p><b>Risk:</b> Competing priorities prevent adequate focus on fulfilling UPR recommendations.</p>						

<sup>1</sup> With a particular focus on disadvantaged groups, including ethnic minorities, vulnerable children, people with disabilities, LGBTIQ and the elderly,

<p>Baseline (2015):</p> <p>Second UPR cycle:  - fully implemented: 13% of accepted recommendations  - in the process of implementation: 82% of accepted recommendations  - implementation has not started: 5% of accepted recommendations</p> <p>Disaggregated:</p> <ul style="list-style-type: none"> <li>• Women  fully implemented: 34%  in process: 66%</li> <li>• Children  fully implemented: 7%  in process: 86%  implementation has not started: 7%</li> <li>• Persons with disabilities  in process: 100%</li> <li>• Minorities and Roma  fully implemented: 9%  in process: 91%</li> <li>• LGBTIQ  fully implemented: 16%  in process: 84%</li> </ul> <p>Third UPR cycle: 0</p> <p>Disaggregated:</p> <ul style="list-style-type: none"> <li>• Women: 0</li> <li>• Children: 0</li> <li>• Persons with disabilities: 0</li> <li>• Minorities and Roma: 0</li> <li>• LGBTIQ: 0</li> </ul> <p>Target (2021):</p> <p>Second UPR cycle  - fully implemented: 90% of accepted recommendations  - in the process of implementation: 10% of accepted recommendations</p> <p>Disaggregated:</p> <ul style="list-style-type: none"> <li>• Women  fully implemented: 85%</li> </ul>	<p>civil sector and UN agencies</p>	<p><b>Risk:</b> Continuation of the political crisis in the Middle East can further exacerbate the refugee/migration crisis and increase refugee/migration flows</p> <p><b>Assumption:</b> In cooperation with all relevant stakeholders, Action Plan developed for the implementation of UPR recommendations.</p>						
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<ul style="list-style-type: none"> <li>in process: 15%</li> <li>• Children <ul style="list-style-type: none"> <li>fully implemented: 85%</li> <li>in process: 15%</li> </ul> </li> <li>• Persons with disabilities <ul style="list-style-type: none"> <li>fully implemented: 85%</li> <li>in process: 15%</li> </ul> </li> <li>• Minorities and Roma <ul style="list-style-type: none"> <li>fully implemented: 85%</li> <li>in process: 15%</li> </ul> </li> <li>• LGBTIQ <ul style="list-style-type: none"> <li>fully implemented: 85%</li> <li>in process: 15%</li> </ul> </li> </ul> <p>Third UPR cycle</p> <ul style="list-style-type: none"> <li>- fully implemented: 85% of accepted recommendations</li> <li>- in the process of implementation: 15% of accepted recommendations</li> </ul> <p>Disaggregated:</p> <ul style="list-style-type: none"> <li>• Women <ul style="list-style-type: none"> <li>fully implemented: 80%</li> <li>in process: 20%</li> </ul> </li> <li>• Children <ul style="list-style-type: none"> <li>fully implemented: 80%</li> <li>in process: 20%</li> </ul> </li> <li>• Persons with disabilities <ul style="list-style-type: none"> <li>fully implemented: 80%</li> <li>in process: 20%</li> </ul> </li> <li>• Minorities and Roma <ul style="list-style-type: none"> <li>fully implemented: 80%</li> <li>in process: 20%</li> </ul> </li> <li>• LGBTIQ <ul style="list-style-type: none"> <li>fully implemented: 80%</li> <li>in process: 20%</li> </ul> </li> </ul>		
<p><b>4. Level of preparedness of Montenegro to apply the Acquis and European standards in the areas covered by Negotiation Chapters 23 and 24</b></p> <p><u>Baseline (2015):</u> Chapter 23: moderately prepared (3); Chapter 24: moderately prepared (3)</p> <p><u>Target (2021):</u> Chapter 23: good level of preparation (4)</p>	<p>EU Report on Montenegro</p>	<p><b>Risk</b> – Insufficient coordination between institutions and numerous competing priorities in the context of EU accession overstretch the Government’s capacities and undermine its ability to progress as planned</p> <p><b>Assumption:</b> Existence of the political will, financial resources and/or capacities and commitment to</p>

Chapter 24: good level of preparation (4)		advance/complete complex reform processes related to Chapter 23						
<p><b>5. Percentage of specialized professionals<sup>2</sup> who apply child-friendly justice proceedings in working with children</b></p> <p><u>Baseline (2015)</u>: 30% of professionals specialized in application of child-friendly justice proceedings  <u>Target (2021)</u>: 100% of professionals working with children apply child-friendly justice proceedings</p>	Ministry of Justice, Supreme Court and Supreme State Prosecutor's Reports	<p><b>Risks:</b> Insufficient political will due to human resource factors and budgetary constraints for specialization of professionals and procedures  <b>Assumption:</b> Political will in place and adequate financial means allocated for specialization of professionals and procedures</p>						
<p><b>6. Percentage of SDGs nationalized</b></p> <p><u>Baseline (2015)</u>: 0 SDGs nationalized  <u>Target (2021)</u>: 50% of SDGs nationalized;</p>	National Reports on the implementation of the NSSD	<p><b>Assumption:</b> Monitoring and reporting system of National Strategy for Sustainable Development (based on SDGs) established.  The Government makes use of acquired technical capacity to operationalize M&amp;E system to ensure collection of relevant, disaggregated data, quality evaluation, monitoring and reporting on SDGs</p>						

<sup>2</sup> Includes officials of the judiciary, police and social services who are involved with children in contact with the judicial system

Results Group / Focus Area: **Environmental Sustainability**

SDGs: 7,9, 11, 13, 14, 15, 17

Outcomes	Indicators, baseline, target	Means of verification	Risks and Assumptions	Partners	Indicative financial resources (US\$)				
					2017	2018	2019	2020	2021
<p><b>By 2021, the people of Montenegro are benefiting from sustainable management of cultural and natural resources, combating climate change and disaster risk reduction.</b></p>	<p><b>1. Percentage of legislation related to the environment and climate change in line with EU Acquis</b></p> <p>Baseline (2015): 60% Target (2021): 100%</p>	EU Report on Montenegro	<p><b>Risk:</b> Destabilization of the political situation in the region slows down progress in EU Accession negotiations</p>	<p>Ministry of Sustainable Development and Tourism, Environment Protection Agency, local municipalities, Ministry of Agriculture and Rural development, Ministry of the Economy, Ministry of the Interior, Centre for Eco-Toxicological Research, Business sector, National Parks public enterprise</p>	UNDP 2,800,000	UNDP 3,850,000			
	<p><b>2. Percentage decrease in annual emissions of greenhouse gases</b></p> <p>Baseline (1990): 5,239 kilotons Target (2021): Decrease by a minimum of 10% (4,715 kilotons)</p>	National Communication Report to UNFCCC	<p><b>Risk:</b> Lack of financial resources at all levels (Government, municipalities, business sector) for investing in activities leading to a decrease in GHG emissions</p> <p><b>Assumption:</b> Strong political will and commitment to meet targets set in National Strategy on Climate Change and Intended Nationally Determined Contribution (INDC)</p>		UNESCO 60,000	UNESCO 110,000	UNDP 3,900,000	UNDP 3,500,000	UNDP 2,500,000
	<p><b>3. A number of specific DRR Action Plans developed, tested and operationalized with involvement of all actors and beneficiaries for specific sectors, institutions, for localities and sites tracing the effects of disasters on women, children and particular vulnerable groups</b></p> <p>Baseline (2015): 0 Target (2021): 4</p>	Desk review, Ministry of the Interior	<p><b>Risk:</b> Inadequate knowledge about DRR of decision makers at the national and local levels stop or slow down the process of integration of DRR into national policies and strategies</p> <p><b>Assumption:</b> Government fully committed to integrate DRR into national policy</p>		UNEP 880,000	UNEP 880,000	UNESCO 60,000	UNESCO 10,000	UNESCO 10,000
	<p><b>4. Rate of implementation of all components of national waste management action plan</b></p> <p>Baseline (2015): 0% Target (2021): 100%</p>	Annual report of Ministry for Sustainable Development and Tourism	<p><b>Risk:</b> Lack of financial resources as well as lack of capacities for WMP implementation.</p> <p><b>Assumption:</b> Local management authorities are</p>		FAO 48.500	UNIDO 380,000	UNEP 600,000	UNESCO 100,000	UNESCO 100,000

<sup>3</sup> IAEA provided their budget in EUR. The amount was converted to US\$ following UNDP January 2015 exchange rate – 1 € = US\$ 0.915

			interested in changing management practices and fully committed in WMP implementation						
	<p><b>5. Number of newly created ecological networks</b></p> <p><u>Baseline (2015):</u> 0 <u>Target (2021):</u> 2</p>	National register of protected areas	<p><b>Risk:</b> Lack of funds for needed scientific work</p> <p><b>Assumption:</b> National capacities increased to ensure collection of relevant, disaggregated data, quality evaluation, monitoring and reporting</p>						
	<p><b>6. Percentage of coastal and marine area designated for protection and actively managed</b></p> <p><u>Baseline (2015):</u> less than 8% <u>Target (2021):</u> 10%</p>	National register of protected areas	<p><b>Risk:</b> Lack of financial support for necessary pre-proclamation studies</p> <p><b>Assumption:</b> Effective use is made of technical support for national institutional capacity to ensure collection of relevant data, quality evaluation, monitoring and reporting</p>						

Results Group / Focus Area: **Social Inclusion**

SDGs: 1, 3, 4, 5, 8, 10, 17

Outcomes	Indicators, baseline, target	Means of verification	Risks and Assumptions	Partners	Indicative financial resources (US\$)				
					2017	2018	2019	2020	2021
By 2021, the population has improved access to quality, equitable, inclusive and mutually reinforcing systems of health, education, protection and decent work.	<p><b>1. Preschool enrolment rate (3–6 years)</b></p> <p><u>Baseline (2014/15):</u> 53.5%</p> <p><u>Target (2020/21):</u> 80%</p>	MONSTAT, <i>Statistical Yearbook</i>	<p><b>Risk:</b> Continuation of economic crisis and consequential decrease of investment in education; a lack of resources, human and financial across sectors, as well as the awareness of the importance of preschool education, to implement the expansion strategy according to the set timeline and in a quality manner.</p> <p><b>Assumption:</b> Sustained commitment of the MoEd to implement the new Strategy for Early Childhood and Preschool Education reflected in systemic action, monitoring and budget allocation.</p>	Ministry of Labour and Social Welfare together with recently established Directorate for Social and Child Protection, Ministry of Health, Ministry of Education (including relevant institutions),	UNDP 1,000,000	UNDP 1,000,000	UNDP 1,000,000	UNDP 1,000,000	UNDP 1,000,000
	<p><b>2. No. of cases of domestic violence against women and violence against children registered (as a measure of the responsiveness of the system)</b></p> <p><u>Baseline 1 (2014):</u> 310 cases of children victims registered by the CSWs</p> <p><u>Target 1 (2021):</u> 500 cases of children victims registered by the CSWs</p> <p><u>Baseline 2 (2014):</u> 1,347 cases of domestic violence against women registered by the police</p> <p><u>Target 2 (2021):</u> 1,720 cases of domestic violence against women registered by the police</p>	<p>Ministry of Labour and Social Welfare, <i>Annual report, Integrated Social Welfare Information System</i></p> <p>Police Directorate, <i>Administrative record</i></p>	<p><b>Risks:</b> Existing social norms contribute to underreporting of cases of violence. Data on reported cases of children victims is not disaggregated by sex and interventions are not gender-sensitive. Trust in institutions remains low and therefore reporting of cases of violence stay at the same level or decreases.</p> <p><b>Assumptions:</b> On-going public dialogue on the problem of family violence, including violence against children, contributes to reducing tolerance towards violence (changes in social norms). Strengthened multisectoral response towards family violence, and</p>	<p>Ministry of Human and Minority Rights, Ministry of Finance, Ministry of Justice, Ministry of Culture, Ministry of Sustainable Development and Tourism, Directorate for Youth and Sports, municipalities and local communities</p>	<p>IOM 50,000</p> <p>ILO 113,500</p> <p>WHO 300,000</p> <p>UNOPS 50,000</p> <p>IAEA 13,114</p>	<p>IOM 50,000</p> <p>ILO 113,500</p> <p>WHO 300,000</p> <p>UNOPS 10,000</p> <p>IAEA 6,557</p>	<p>IOM 50,000</p> <p>ILO 113,500</p> <p>WHO 300,000</p> <p>UNOPS 250,000</p>	<p>IOM 50,000</p> <p>ILO 113,500</p> <p>WHO 300,000</p> <p>UNOPS 250,000</p>	<p>IOM 50,000</p> <p>ILO 113,500</p> <p>WHO 300,000</p> <p>UNOPS 250,000</p>

<p><b>3. Youth unemployment rate (15–24 years)</b></p> <p><u>Baseline (2014):</u> 35.8% (men 36%, women 35.4%)</p> <p><u>Target (2021):</u> 30% (less than 32% men, less than 32% women)</p>	<p>MONSTAT</p>	<p>systems better equipped to detect, register and address cases of family violence.</p> <p><b>Risks:</b> Lack of integrated approach to implementation of employment policies; poor intersectoral cooperation; jobless growth as a feature of economic development.</p> <p><b>Assumptions:</b> Government fully committed to creating sustainable employment opportunities; the mismatch between education and labour market reduced</p>
<p><b>4. PISA score</b></p> <p><u>Baseline (2012):</u> Reading – 506, Maths – 410, Science – 410</p> <p><u>Target (2021):</u> Reading – 607, Maths – 492, Science – 492</p>	<p>OECD, <i>PISA Surveys</i></p>	<p><b>Risks:</b> Lacking human and financial capacities, for quality and timely planning and implementation of measures aimed at improving the quality of educational services.</p> <p><b>Assumptions:</b> Sustained commitment of the MoEd and all related central educational institutions to improve students’ developmental and educational outcomes through systemic efforts.</p>
<p><b>5. No. of people accessing standardized family and community services and cash transfers</b></p> <p><b>(a) services</b></p> <p><u>Baseline (2015)</u> 900; age: &lt;18 – 520, 18+ – 480; male – 390, female – 510;</p> <p><u>Target (2021)</u> 2,000; age: &lt;18 – 650, 18+ – 1,350; male – 850, female – 1,250;</p> <p><b>(b) de-institutionalization</b></p> <p><u>Baseline (2014)</u> 132; age: 0–3 – 8, 3+ – 124; boys – 74, girls – 58; children with no disability – 73, children with disability – 59;</p>	<p>Ministry of Labour and Social Welfare, <i>Integrated Social Welfare Information System</i></p> <p>Ministry of Labour and Social Welfare, <i>Annual Report, Social Protection Database</i></p>	<p><b>Risks:</b> Unsustainable financing of family and community services at local and national levels; responsibilities for financing social services not clearly defined by the law</p> <p><b>Assumptions:</b> Adequate human and financial resources for planning and development of social services; normative framework fully implemented in practice; further development of the Integrated Social Welfare Information System will continue</p>



<p><u>Target (2021)</u> 95; age: 0–3 – 0, 3+ – 95, boys – 50, girls – 45; children with no disability – 60, children with disability – 35;</p> <p><b>(c) transfer accuracy targeting</b> <u>Baseline (2012)</u>: 86% <u>Target (2021)</u>: 90%</p>	<p>World Bank <i>ASPIRE database</i></p>	
<p><b>6. Reduction in NCD risk factors<sup>4</sup></b></p> <p><b>(a) per capita alcohol consumption, recorded and unrecorded</b> <u>Baseline (2012)</u>: 12 litres of pure alcohol <u>Target (2021)</u>: 10 litres per capita</p> <p><b>(b) tobacco use among adolescents</b> <u>Baseline (2012)</u>: 7.3% <u>Target (2021)</u>: 5%</p> <p><b>(c) Age-standardized prevalence of raised blood pressure among persons aged 18+ years</b> <u>Baseline (2016)</u>: TBC (Jan 2016) <u>Target (2021)</u>: 5% reduction</p> <p><b>(d) Age-standardized prevalence of overweight and obesity in people aged 18+ years</b> <u>Baseline (2016)</u>: TBC (Dec 2016) <u>Target (2021)</u>: 5% reduction</p> <p><b>(e) Age-standardized intake of salt (sodium chloride) per day in persons aged 18+ years</b> <u>Baseline (2016)</u>: TBC (Q4 2016) <u>Target (2021)</u>: 15% reduction<sup>5</sup></p>	<p>WHO Health for All database, Institute of Public Health of Montenegro report, National Health Survey Montenegro</p>	<p><b>Risks:</b> Budget constraints <b>Assumptions:</b> Adequate level of political commitment and budgetary support for policy implementation and improvement of quality and coverage of health services, especially for vulnerable groups and under-served areas; new multisectoral coordination mechanisms established and functioning.</p>

<sup>4</sup> For the purpose of monitoring progress in UNDAF implementation additional indicators will be used: Age-standardized overall premature mortality (30–70) rate for non-communicable diseases disaggregated by sex; Percentage of children vaccinated against measles (1 dose by second birthday), polio (3 doses by first birthday) and rubella (1 dose by second birthday); Private households' out-of pocket payments on health as % of total health expenditure; Antibiotic consumption

<sup>5</sup> The Ministry of Health, in line with WHO recommendations, reports on 4 additional indicators (1. Age standardised overall premature mortality (30-70) rate for non-communicable diseases; 2. Percentage of children vaccinated against measles (1 dose by second birthday), polio (3 doses by first birthday) and rubella (1 dose by second birthday); 3. Private households' out-of pocket payments on health as % of total health expenditure; 4. Antibiotic consumption).

Outcomes	Indicators, baseline, target	Means of verification	Risks and Assumptions	Partners	Indicative financial resources (US\$)				
					2017	2018	2019	2020	2021
<p><b>By 2021, the people of Montenegro are benefitting from an enabling institutional and regulatory framework for sustainable and inclusive economic growth based on innovation, entrepreneurship and competitiveness.</b></p>	<p><b>1. Human Development Index and its derivatives</b></p> <p><b>(a) Human Development Index</b>  <u>Baseline (2014):</u>  value 0.789;  rank 51/187;  high development  <u>Target (2021):</u>  very high development</p> <p><b>(b) Inequality Adjusted Human Development Index</b>  <u>Baseline (2014):</u>  value 0.728; (loss of 9.2% of HDI)  <i>average loss due to inequality for the very high HDI countries is 12.1%</i>  <u>Target (2021):</u>  Loss in inequality-adjusted HDI to HDI &lt; the average loss for very high HDI countries</p> <p><b>(b) Gender Inequality Index</b>  <u>Baseline (2014):</u>  value 0.171;  rank 37/155  <u>Target (2021):</u>  value &lt;0.171</p>	Human Development Report	<p><b>Risks:</b> Lack of people-centred development policies in place; economic downturn influences standard of living  <b>Assumption:</b> The Government dedicated to creation of an environment in which people can develop their full potential and lead productive and creative lives</p>	<p>Ministry of Finance, Ministry of Labour and Social Welfare, Ministry of Science, Ministry of Transport, Ministry of Culture, Ministry Sustainable Development and Tourism, Ministry of the Economy, Ministry of Agriculture, Office of the Deputy Prime Minister for Regional Development, as well as Office of the Deputy Prime Minister for Economic Policy and Financial Stability, universities, the EU</p>	UNDP 328,947	UNDP 460,526	UNDP 361,842	UNDP 307,018	UNDP 219,298
	<p><b>2. Global Innovation Index</b>  <u>Baseline (2014):</u> 41 out of 141  <u>Target (2021):</u> top-40 within the global ranking</p>		Report by World Intellectual Property Organization (WIPO), Johnson Cornell University and INSEAD Business School		<p><b>Risks:</b> Lack of resources for infrastructure that enable innovative activities and development of a sound innovation environment; the presence of market failures that hamper innovation activity (risk aversion); lack of a business environment for innovation  <b>Assumption:</b> Overall economic development of the country is</p>	<p>UNICEF 311,443</p> <p>UNIDO 400,000</p> <p>ILO 223,500</p> <p>UNESCO 60,000</p> <p>UNECE 50,000</p> <p>UNCTAD 125,000</p> <p>UNOPS 500,000</p>	<p>UNICEF 311,443</p> <p>UNIDO 400,000</p> <p>ILO 223,500</p> <p>UNESCO 60,000</p> <p>UNECE 50,000</p> <p>UNCTAD 125,000</p> <p>UNOPS 1,000,000</p>	<p>UNICEF 293,309</p> <p>UNIDO 400,000</p> <p>ILO 223,500</p> <p>UNESCO 10,000</p> <p>UNECE 10,000</p> <p>UNCTAD 100,000</p> <p>UNOPS 1,000,000</p>	<p>UNICEF 229,842</p> <p>ILO 223,500</p> <p>UNESCO 10,000</p> <p>UNECE 50,000</p> <p>UNCTAD 100,000</p> <p>UNOPS 1,000,000</p>

		<p>good, which is critical to the positive development of SMEs' innovation and competitiveness capacities; the Government fully committed to improvement of infrastructure (science parks, centres of excellence, etc.); the Government dedicated to improvement of five pillars that enable innovative activities: (1) Institutions; (2) Human capital and research; (3) Infrastructure; (4) Market sophistication; and (5) Business sophistication.</p>						
<p><b>3. Employment rate</b></p> <p><u>Baseline (2015):</u>  Employment rate – 43.2%  – male (48.9%), female (37.8%)  – south (50%), central (49.2%), north (27.5%)  – young people, 15–24 (18.8%)</p> <p><u>Target (2021):</u>  Employment rate – 48%  – male (53%), female (43%)  – south (53%), central (52%), north (35%)  – young people, 15–24 (29%)</p>	<p>Labour market survey, Statistical Office of Montenegro</p>	<p><b>Risks:</b> Further delaying the onset and/or delays in the implementation of investment projects will jeopardize overall economic stability and hence employment; A lack of an integrated approach to implementation of employment policies</p> <p><b>Assumptions:</b> The Government fully committed to creating sustainable employment opportunities; the mismatch between education and labour market reduced</p>						
<p><b>4. World Bank Doing Business Report</b></p> <p><u>Baseline (2016):</u> 46 out of 189  <u>Target (2021):</u> top-20 in global ranking</p>	<p>World Bank – Doing Business Report</p>	<p><b>Risks:</b> Lack of integrated approach for improvement of 10 Doing Business topics;  <b>Assumption:</b> Regulation affecting business stays same or is lowered</p>						
<p><b>5. Resource productivity GDP/DMC (domestic material consumption)</b></p> <p><u>Baseline (2014):</u> 0.39 EUR/kg  <u>Target (2021):</u> at least 0.60 EUR/kg</p>	<p>Statistical Office of Montenegro</p>	<p><b>Assumption:</b> The Government fully committed to creating an enabling environment for sustainable use of natural resources</p>						
<p><b>6. GDP per capita in PPP as % of EU average</b></p>	<p>Statistical Office of Montenegro / EUROSTAT</p>	<p><b>Risks:</b> High government debt could influence an increase in</p>						

<p><u>Baseline (2014):</u> 39%</p> <p><u>Target (2021):</u> 50% of EU average</p>		<p>citizens' tax liabilities and lower disposable income.</p> <p><b>Assumptions:</b> Growth rates in main export sectors (especially tourism<sup>6</sup> and energy<sup>7</sup>) achieve growth rates envisaged by the Government, on-going investment projects continued.</p>						
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<sup>6</sup> Source: Tourism Development Strategy of Montenegro to 2020. The WTTC until 2018 forecasts further growth of GDP from tourism of 5.7% a year – compared to an average of 2.8% in the EU – putting Montenegro among the top five of 176 comparable countries.

<sup>7</sup> Source: Energy Development Strategy of Montenegro to 2030. Energy demand, particularly electricity, is an important prerequisite of any strategy. In the period from 2008 to 2020, final energy consumption will grow at a rate of 2.2% per year. Total gross inland consumption from 1.9% per year. Growth rates are lower than the GDP growth rate (3.65%/year).