A World Bank Group Flagship Report

13TH EDITION

Doing Business 2016

Measuring Regulatory Quality and Efficiency

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COMPARING BUSINESS REGULATION FOR DOMESTIC FIRMS IN 189 ECONOMIES

WORLD BANK GROUP

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Doing Business 2016

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Doing Business 2016 is the 13th in a series of annual reports investigating the regulations that enhance business activity and those that constrain it. *Doing Business* presents quantitative indicators on business regulation and the protection of property rights that can be compared across 189 economies—from Afghanistan to Zimbabwe—and over time.

Doing Business measures aspects of regulation affecting 11 areas of the life of a business. Ten of these areas are included in this year's ranking on the ease of doing business: 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, which is not included in this year's ranking.

Data in *Doing Business 2016* are current as of June 1, 2015. The indicators are used to analyze economic outcomes and identify what reforms of business regulation have worked, where and why.

Foreword

Over the 13 years since its inception the *Doing Business* report has become one of the world's most influential policy publications. It is an annual report on the state of health of economies based on detailed diagnostics not of the relatively more visible features (such as growth) and various macroeconomic parameters (such as the public debt) but of underlying and embedded characteristics—such as the regulatory system, the efficacy of the bureaucracy and the nature of business governance. An economy's scores on *Doing Business* indicators are somewhat akin to a measure of concentrations of various proteins and minerals in the human blood. They may not *seem* important to the lay observer, but they have huge long-run implications for an economy's health, performance and growth.

Since 2003 *Doing Business* has been publishing annual quantitative data on the main regulatory constraints affecting domestic small and medium-size enterprises throughout their life cycle. This year's report presents data for 189 economies and aggregates information from 10 areas of business regulation—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—to develop an overall ease of doing business ranking. Data are also collected on the regulation of labor markets but these are not part of the overall ranking.

EVOLUTION OF THE METHODOLOGY

Given the importance of *Doing Business* and the responsibility that comes with it, and also in the light of the 2013 report of the Independent Panel on *Doing Business*, chaired by Trevor Manuel, it was decided that we would use two years to revise and improve the measurement of the ease of doing business in different economies. This is the second and last year of this major revision exercise and that gives this year's report a special significance.

The research on which regulatory constraints are most important for firms and how to best measure them continues to evolve. Since the first *Doing Business* report was published in 2003, the team has implemented a number of methodological improvements, expanding the coverage of regulatory areas measured and enhancing the relevance and the depth of the indicators. While initially the report was focused largely on measuring efficiency and the costs of compliance with business regulations, over the past two years there has been a systematic effort to capture different dimensions of quality in most indicator sets. This year's report introduces new measures of regulatory quality in the indicator sets on dealing with construction permits, getting electricity, registering property and enforcing contracts. It also presents a significantly expanded data set for the labor market regulation indicators to cover certain dimensions of job quality,

such as the availability of paid sick leave, on-the-job training and unemployment insurance for workers. In addition, the methodology for the trading across borders indicators has been revamped to increase their relevance.

Studies show that creating a regulatory milieu that enables private enterprises, especially small firms, to function and be creative has a large positive impact on job creation and is therefore good for the economy. Yet the growth and efficiency of small firms have been constrained by many factors, including access to finance, lack of managerial and technological capacities and, importantly for this report, the quality of the regulatory environment.

Demographic projections of the rising number of working-age people in low-income and some middle-income economies have given rise to both hope and concern. The latter takes the form of alarming accounts of how, because of this "demographic dividend," we will have to create new jobs for all the new working-age youngsters. What is often forgotten is that there is no reason to presume that they will all be supplying their labor. If we can provide a good regulatory environment and some entrepreneurial training, many of them will be on the other side of the market, demanding instead of supplying labor. In other words, the same new working-age population can create new jobs and supply new labor. Hence, at this juncture the World Bank Group's *Doing Business* report can be viewed as a small but serious intellectual contribution to this challenge.

A WORD OF CAUTION

When using this report, it is important to understand its strengths and limitations. A major advantage of *Doing Business* is the comparability of data across the world's economies thanks to the use of standardized case scenarios with well-specified assumptions. The report not only highlights the extent of regulatory obstacles to firms through the compilation of quantitative data for more than 40 sub-indicators but also identifies the source of business environment constraints. This helps governments identify well-defined areas of action and design reform agendas. In addition, the majority of *Doing Business* indicators are based on a reading of the law, which makes the indicators "actionable"—as the law is well within the sphere of influence of policy makers and is thus amenable to change.

While this method has the advantage of transparency, it has one inevitable shortcoming. It is not feasible to design a case study that will be an equally good fit for all the world's economies. Because the report aims to have a global coverage, the choice of indicators is partly constrained by the data that can realistically be collected in some of the least developed economies of the world.

Furthermore, *Doing Business* covers a limited number of regulatory constraints. And it does not measure many aspects of the business environment that matter to firms, investors and the overall economy. For example, the report does not attempt to capture a number of dimensions of macroeconomic stability, the prevalence of corruption, antitrust policies or the skills of the workforce, important as all these factors are for establishing a foundation for sustainable economic development. Even within the relatively small set of indicators included in *Doing Business* the focus is deliberately narrow. The trading across borders indicators, for example, capture the time and cost for document preparation and compliance with border procedures to export and import goods; they do not measure the costs associated with international transport or tariff and nontariff barriers. Therefore, policy makers wishing to implement regulatory reforms can use *Doing Business* as a starting point for identifying necessary reforms but should by no means stop at what is measured by the report.

There is indeed a risk in this, which is important to acknowledge. When we measure certain dimensions of the performance of an agent, such as a government, that has to perform multiple tasks, there is a risk of diverting a disproportionate amount of effort to the tasks that are measured while ignoring others that may be equally important. There is an important literature in economics that, while not dealing directly with this, formalizes and draws our attention to this problem.[1] We can see this problem arise in other domains, such as when teachers' salaries are indexed by student evaluation scores; there is a risk that this will dampen the incentive for creativity, which is harder to measure. Ranking universities often leads them to try to game the system and move resources and effort away from some important but unmeasurable dimensions to the narrower tasks that are tracked and measured.

This is a risk that we have to contend with whenever we make an effort to rank agents who perform multiple tasks, or more tasks than can be measured. The hope is that governments, like individual agents, are inspired by more than narrowly focused optimization.[2] They can then treat these scores not as targets that ought to be maximized to the exclusion of all else, but as indicative of how they are performing on an important dimension of economic life—to wit, business governance—and use them to do better in ways that may or may not be possible to measure but that lead to better lives for their citizens.

WHAT DO THE *DOING BUSINESS* DATA SHOW?

A quick look at the list of economies at the top of the ease of doing business ranking reveals that the best 30 performers are

1. See Holmstrom and Milgrom (1991); and Laffont and Martimort (2009, ch. 5).
2. This is discussed in the context of economic governance in Bowles (2004, ch. 14).

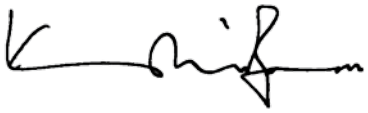
not those with little regulation but those with good rules that allow efficient and transparent functioning of businesses and markets while protecting the public interest. Data in this year's report also show that economies that have efficient regulatory processes as measured by *Doing Business* have high regulatory quality. In addition, the economies that rank high on *Doing Business* indicators tend to perform well in other international data sets, such as the Global Competitiveness Index and Transparency International's Corruption Perceptions Index.

OECD high-income economies have the best scores on average, yet there are good practices in business regulation in every region. In 2014/15, 122 economies implemented at least one reform in the areas measured by *Doing Business*—for a total of 231 reforms. Europe and Central Asia has the largest share of economies that implemented at least one reform and accounts for 3 of the 10 top improvers.

Analysis of the *Doing Business* data for the past 12 years shows encouraging signs of convergence toward best practices, as lower-income economies have improved more in the areas measured by the report than high-income economies that started with a fairly strong regulatory framework when *Doing Business* was first launched in 2003. Among the areas measured by the report, starting a business has seen the most improvements. In 2003 it took an average of 51 days worldwide to start a business; by 2015 this number had been more than halved, to 20 days.

Since its launch in 2003 the *Doing Business* report has inspired hundreds of regulatory reforms worldwide. In the past 12 years more than 2,600 reforms have been recorded globally in the areas measured by the report. *Doing Business* has been praised by some and criticized by others. Indeed, there is no unique way to measure one of the most complex dimensions of the economy: the regulatory burden for firms. To ensure transparency, *Doing Business* publishes the methodology used for the development of each indicator and the disaggregated data online. This allows users to apply their own judgment on how to best analyze the data, including by constructing alternative rankings using a different set of weights for the individual indicators.

As we continue our work on improving the report's methodology, we welcome your ideas on how to strengthen the diagnostics of business environment constraints and make *Doing Business* a more effective tool to promote better regulatory practices.



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Overview

Societies need regulation—and businesses, as part of society, are no exception. Without the rules that underpin their establishment, operation and dissolution, modern businesses cannot exist. And where markets left to themselves would produce poor outcomes, well-designed regulation can ensure outcomes that are socially optimal and likely to leave everyone better off.

Regulation can lead to fairer outcomes by correcting for imbalances in power between different players. For example, an unregulated labor market is unlikely to produce socially optimal outcomes for both employers and employees; balanced regulation can allow flexibility for employers while providing protections for workers. Regulation can also address asymmetries in information—such as those in the credit market, where borrowers are likely to have more information about their ability to repay a loan than lenders do.

In addition, regulation can enable the provision of public goods that markets cannot provide and without which markets cannot operate. For example, a well-designed land administration system, by providing reliable information on the ownership of property, makes it possible for the property market to exist and to operate. It is no surprise that land markets barely function in countries with no property registry, such as Libya and Timor-Leste.

And regulation can induce market players to consider the impact of their actions on others. Take the example of a business that becomes insolvent. Without regulation, creditors each have an incentive to grab as much of the insolvent firm's assets as they can, even if it is in their collective interest to see the firm restructured.

Doing Business focuses on regulations and regulatory processes involved in setting up and operating a business. It analyzes those that address asymmetries in information (such as credit market regulations), those that balance asymmetries in bargaining power (such as labor market regulations) and those that enable the provision of public goods or services (such as business or property registration).

Countless transactions are required to set up and operate a business. When starting a new business, entrepreneurs need to establish a legal entity separate from themselves to limit their liability and to allow the business to live beyond the life of its owners—a process requiring commercial registration. To operate their business, entrepreneurs may need a simple way to export and import; they may need to obtain a building permit or acquire property to expand their business; they may need to resolve a commercial dispute through the courts; and they are very likely to need an inflow of funds through credit or new equity. Regulation is at the heart of all these transactions. If well designed, regulation can facilitate these transactions and allow businesses to operate effectively; if badly designed, it can make completing these transactions difficult.

- This year's *Doing Business* report continues a two-year process of introducing improvements in 8 of 10 *Doing Business* indicator sets—to complement the emphasis on the efficiency of regulation with a greater focus on its quality.
- New data show that efficiency and quality go hand in hand. Economies that have a faster and less costly process for connecting to the electrical grid also tend to have a more reliable electricity supply. Property transfers are faster and less costly in economies with a good land administration system. Commercial disputes are resolved more efficiently by courts using internationally recognized good practices. And economies where the formalities to build a warehouse can be completed more simply, quickly and inexpensively have on average better-quality building regulation.
- Information technology is part of good business regulation. In the past year alone *Doing Business* recorded 50 reforms establishing or improving online tools for regulatory processes.
- Overall in the past year, 122 economies implemented at least one regulatory reform in the areas measured by *Doing Business*—231 reforms in total.
- Economies in all regions and income groups have improved the quality and efficiency of business regulation. But lower-income economies have improved more in the areas measured by *Doing Business* than high-income economies have—there is convergence.

Indeed, regulation can overburden businesses, making it virtually impossible for them to operate. Consider business registration. If the process is too complex—as in Equatorial Guinea, where completing the formalities to start a business takes 18 procedures and 135 days—it can deter entrepreneurs from even starting a new business. And if resolving a commercial dispute takes too much time—such as the 1,402 days in Guatemala—it can reduce the number of potential clients and suppliers for a company. Where courts are inefficient, firms are more likely to do business only with people they know. How regulations and regulatory processes are designed makes all the difference.

By expanding the scope of the indicators—a process started in last year's report and continued in this year's—*Doing Business* provides further clarity on the differences between well-designed and badly designed regulation. New data on the quality of regulation make it easier to identify where regulation is enabling businesses to thrive and where it is enabling rent seeking.

WHAT DOES *DOING BUSINESS* MEASURE—AND HOW IS IT CHANGING?

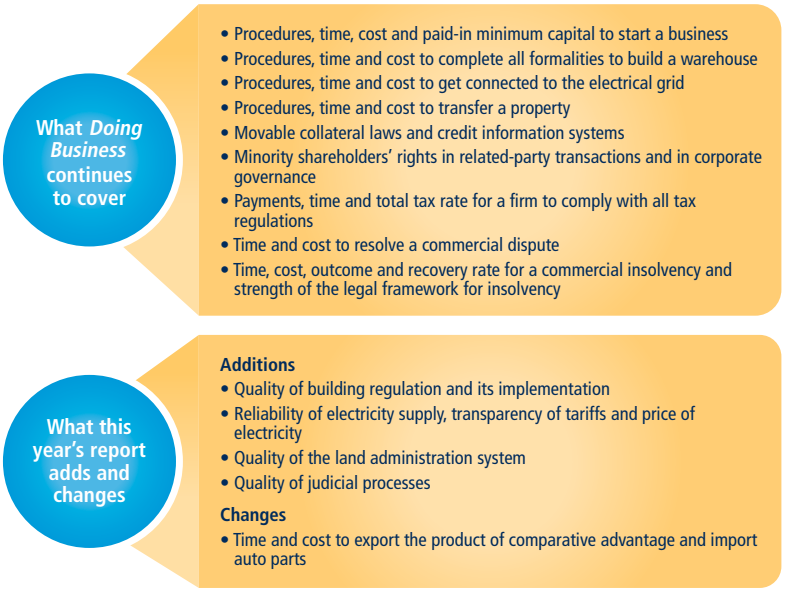
Measuring the quality of regulation is not new for *Doing Business*; some indicator sets have always addressed aspects of regulatory quality, such as those on getting credit and protecting minority investors. But the improvements being introduced in *Doing Business* indicators are increasing the emphasis on the quality of regulation as a complement to the initial emphasis on its efficiency. Last year's report expanded the indicator sets for three topics to capture aspects of quality; this year's report introduces changes in the indicator sets for five others, in most cases also by expanding them to measure quality as well as efficiency (figure 1.1).

There are different ways to assess the quality of regulation. One way is to evaluate the process leading to the creation of new regulations, by looking at such aspects as whether consultations take place with stakeholders or whether regulatory impact assessments are carried out. Another is to analyze the perceptions of citizens or experts about a government's ability to formulate sound policies and regulations and implement them in a predictable fashion.

Doing Business uses a different approach to measuring the quality of regulation. It focuses on whether an economy has in place the rules and processes that can lead to good outcomes, linked in each case to *Doing Business* measures of efficiency. In the area of dealing with construction permits, for example, *Doing Business* now measures the quality of building regulations and the qualification requirements for the people reviewing building plans as well as the efficiency (as measured by time and cost) of the process for completing all the formalities to build a warehouse. *Doing Business* does not assess the process for designing building regulations; instead, it gauges whether an economy has the kind of building regulations and quality controls that enable well-constructed buildings.

Doing Business continues to focus on regulation that affects domestic small and medium-size enterprises, operating in the largest business city of an economy, across 11 areas.[1] Ten of these areas—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—are included in the distance to frontier score and ease of doing business ranking. The distance to frontier score captures the gap between an economy's performance and a measure of best practice across the entire sample of 36 indicators, where 100 is the frontier and 0 is the furthest from the frontier. *Doing Business* also analyzes labor market regulation, which is not included in the distance to frontier score or ease of doing business ranking.[2]

FIGURE 1.1 What *Doing Business* continues to cover and what it is adding and changing



While *Doing Business* has always measured some aspects of regulatory quality, its original indicators have focused mainly on measuring regulatory efficiency, such as by recording the procedures, time and cost to start a business or to register a property transfer. These are important aspects to measure. Different research papers have shown the importance of these measures for economic outcomes.[3] According to one study, for example, a reform that simplified business registration in Mexican municipalities increased registration by 5% and wage employment by 2.2%—and, as a result of increased competition, reduced the income of incumbent businesses by 3%.[4] Other studies have analyzed the importance of trade logistics costs. Research using World Bank Enterprise Survey data shows that reductions over time in the cost of importing lead to an increase in the share of firms' material inputs that are of foreign origin.[5]

Other research papers show the importance of well-designed credit market regulations and well-functioning court systems for debt recovery. For example, mandatory credit reporting systems improve financial intermediation and access, particularly when used in conjunction with credit information systems.[6] In India the establishment of debt recovery tribunals reduced nonperforming loans by 28% and lowered interest rates on larger loans, suggesting that faster processing of debt recovery cases cut the cost of credit.[7] Research also shows that a badly designed tax system can be a big deterrent for businesses. After a tax reform in Brazil, business licensing among retail firms rose by 13%.[8]

But measuring quality in the same areas where *Doing Business* previously measured only efficiency is also important. To see why, we can compare data for the registering property indicators for two countries: Saudi Arabia, where the property transfer process is fast but opaque, and France, where the process is slow but the land administration system is of high quality.

In Saudi Arabia transferring a commercial property from one company to another takes less than a week and costs nothing in fees. But new data collected by *Doing Business* this year on the quality of land administration systems show that the Saudi system lacks transparency and the mechanisms for resolving land disputes are complex. Information either is not accessible to everyone or can be obtained only in person. And resolving a land dispute over tenure rights between two local businesses in Riyadh takes more than three years.

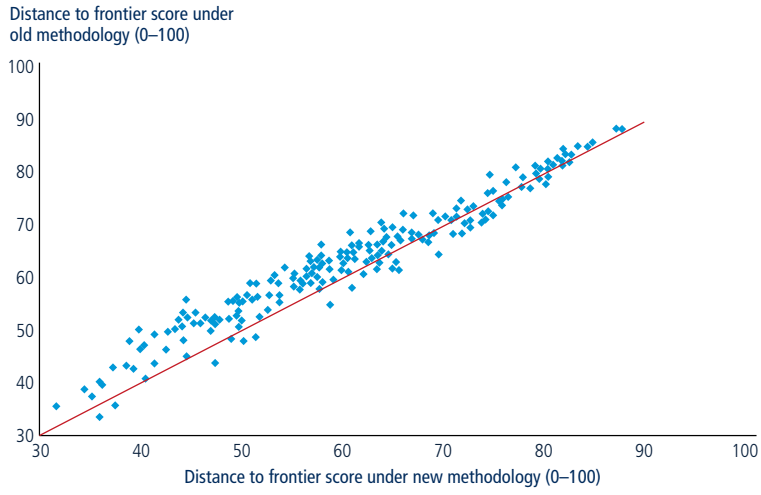
France has the opposite situation. *Doing Business* data show that the property transfer process is long and costly: transferring a commercial property takes 49 days on average and costs 6.1% of the property value. But the new data collected by *Doing Business* show that the land administration system has strong standards of transparency and effective mechanisms for dispute resolution. Thanks to fully digital records at the mapping agency (cadastre), anyone can consult maps and verify boundaries. Information about documents and fees for property transfers can be found online and on public boards. And resolving a land dispute over tenure rights between two local businesses in Paris takes between one and two years.

Besides expanding the scope of indicator sets to measure aspects of regulatory quality, this year *Doing Business* is changing the methodology for the trading across borders indicators to increase their policy relevance. The case study now reflects different assumptions about the traded product. For the export process *Doing Business* now focuses on the product of comparative advantage for each economy and its natural trading partner for that product. This allows consideration of a large range of products while before only six were possible. It also ensures that the indicators measuring the time and cost to export focus on the product that is most relevant for each economy. For the import process *Doing Business* now analyzes the import of auto parts by each economy from its largest trading partner for that product—a change based in part on the premise that while economies export only products in which they have comparative advantage, every economy imports a little bit of everything. Auto parts were chosen for the import process because they are a commonly traded product that normally requires no special inspections or licenses—and therefore are typical of manufactured products. Another important change is that the mode of transport is no longer restricted to sea transport. Instead, the most common mode of transport for the product and partner is used.

The expectation is that the new *Doing Business* indicators will provide useful information for researchers and policy makers, just as the older indicators have done. According to one observer, "the main achievement of the *Doing Business* project has been to shed light and create a more informed debate on a range of differences in laws and regulations across countries in areas where little was known on a systematic basis before the project began."[9]

While the changes being introduced this year are substantive, there is a strong correlation at the aggregate level between this year's data under the old methodology and the same data under the new one (figure 1.2). This is not surprising, since the changes are additions or modifications within existing indicator sets and there is a positive correlation between the old and new measures in *Doing Business*. But even with a high correlation there can still be relatively large shifts in ranking in some cases. This is particularly likely for economies in the middle of the distribution, in part because they are more closely bunched and small shifts in their distance to frontier scores

FIGURE 1.2 Distance to frontier scores remain similar under the new methodology



Source: Doing Business database.

Note: The figure compares distance to frontier scores based on this year's data computed using the old (*Doing Business 2015*) methodology with scores based on the same data computed using the new methodology. The differences between the two series are in dealing with construction permits, getting electricity, registering property, protecting minority investors, trading across borders and enforcing contracts. The 45-degree line shows where the scores under the old and new methodologies are equal. The correlation between the two scores is 0.97.

will therefore tend to have a greater impact on their positions relative to other economies.

The *Doing Business* website presents comparable data for this year and last, making it possible to assess the extent to which there has been an improvement in business regulation in any economy. Moreover, because most of the changes in methodology involve adding new measures of quality within existing indicator sets rather than revising existing measures of efficiency, data for two-thirds of the current indicators (24 of 36) remain comparable over time. The full series are available on the website.

WHERE IS REGULATION MORE BUSINESS-FRIENDLY?

Singapore continues to be the economy with the most business-friendly regulation (table 1.1). And while there was some reordering of economies within the top 20 in the ease of doing business ranking, the list remains very similar to last year's: 18 economies stayed on the list, while 2 entered this year (Lithuania and the former Yugoslav Republic of Macedonia) and 2 were nudged out (Georgia and Switzerland). Economies in the top 20 continued to improve their business regulatory environment in the past year. For example, Hong Kong SAR, China, made four regulatory reforms in the areas measured by *Doing Business*. One was implemented at the Companies Registry, which also serves as the main collateral registry for movable property. The registry launched a full-scale electronic filing service on March 3, 2015, and now security interests can be registered, amended, renewed and canceled online. New Zealand provides another example: Vector, the electricity distribution utility, cut six days from the time needed to provide external connection works to customers.

The 20 economies at the top of the ease of doing business ranking perform well not only on the *Doing Business* indicators but also in international data sets capturing other dimensions of competitiveness. The economies performing best in the *Doing Business* rankings therefore are not those with no regulation but those whose governments have managed to create rules that facilitate interactions in the marketplace without needlessly hindering the development of the private sector. Moreover, even outside the top 20 economies there is a strong association between performance in the ease of doing business ranking and performance on measures of competitiveness and of quality of government and governance. Economies that rank well on the ease of doing business also score well on such measures as the Global Competitiveness Index and Transparency International's Corruption Perceptions Index.[10]

The distance to frontier scores underlying the ease of doing business rankings reveal some regional patterns. OECD high-income economies have the highest distance to frontier scores on average, indicating that this regional group has the most business-friendly regulation overall (figure 1.3). But good practices in business regulation can be found in almost all regions. In six of the seven regions the highest distance to frontier score is above 70. The difference between the best and worst scores in a region can be substantial, however, especially in Sub-Saharan Africa, the Middle East and North Africa and East Asia and the Pacific.

WHAT IS THE RELATIONSHIP BETWEEN EFFICIENCY AND QUALITY?

While measuring aspects of the quality of regulation is not new for *Doing Business*, the two-year process of introducing improvements that was launched in last year's report represents a systematic effort to include measures of quality in most of the indicator sets. This year's report introduces new measures of regulatory quality in four indicator sets: dealing with construction permits, getting electricity, registering property and enforcing contracts. Last year's report added a measure of regulatory quality to the indicator set for resolving insolvency

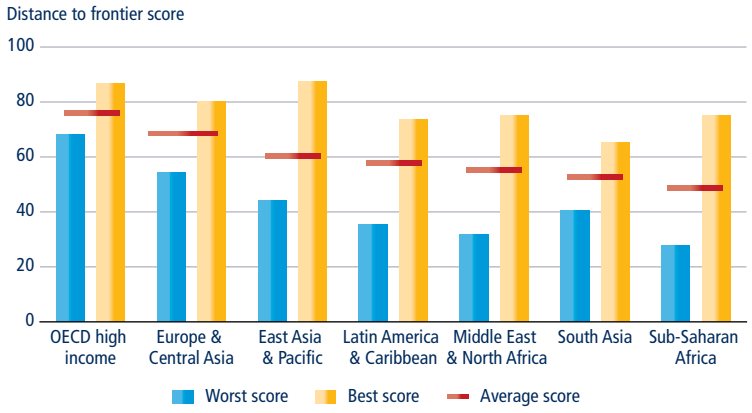
TABLE 1.1 Ease of doing business ranking

Rank	Economy	DTF score		Rank	Economy	DTF score		Rank	Economy	DTF score	
1	Singapore	87.34		64	Jamaica	67.27	↑	127	Cambodia	55.22	↑
2	New Zealand	86.79	↑	65	Bahrain	66.81	↑	128	Maldives	55.04	
3	Denmark	84.40	↑	66	Kosovo	66.22	↑	129	West Bank and Gaza	54.83	↑
4	Korea, Rep.	83.88		67	Kyrgyz Republic	66.01	↑	130	India	54.68	↑
5	Hong Kong SAR, China	83.67	↑	68	Qatar	65.97	↑	131	Egypt, Arab Rep.	54.43	↑
6	United Kingdom	82.46	↑	69	Panama	65.74		132	Tajikistan	54.19	↑
7	United States	82.15		70	Oman	65.40	↑	133	Mozambique	53.98	↑
8	Sweden	81.72	↑	71	Bhutan	65.21	↑	134	Lao PDR	53.77	↑
9	Norway	81.61	↑	72	Botswana	64.98	↑	135	Grenada	53.46	↑
10	Finland	81.05	↑	73	South Africa	64.89		136	Palau	53.43	
11	Taiwan, China	80.55	↑	74	Tunisia	64.88	↑	137	Guyana	51.83	
12	Macedonia, FYR	80.18	↑	75	Morocco	64.51	↑	138	Pakistan	51.69	↑
13	Australia	80.08		76	San Marino	64.21	↑	139	Tanzania	51.62	↑
14	Canada	80.07	↑	77	St. Lucia	64.20	↑	140	Marshall Islands	51.58	
15	Germany	79.87	↑	78	Tonga	64.13		141	Malawi	51.03	↑
16	Estonia	79.49	↑	79	Bosnia and Herzegovina	63.71	↑	142	Côte d'Ivoire	50.93	↑
17	Ireland	79.15	↑	80	Malta	63.70	↑	143	Burkina Faso	50.81	↑
18	Malaysia	79.13	↑	81	Guatemala	63.49	↑	143	Mali	50.81	↑
19	Iceland	78.93	↑	82	Saudi Arabia	63.17	↑	145	Papua New Guinea	50.74	↑
20	Lithuania	78.88	↑	83	Ukraine	63.04	↑	146	Ethiopia	49.73	↑
21	Austria	78.38	↑	84	Brunei Darussalam	62.93	↑	147	Sierra Leone	49.69	↑
22	Latvia	78.06	↑	84	China	62.93	↑	148	Micronesia, Fed. Sts.	49.67	
23	Portugal	77.57	↑	86	El Salvador	62.76	↑	149	Kiribati	49.50	
24	Georgia	77.45	↑	87	Uzbekistan	62.60	↑	150	Togo	49.03	↑
25	Poland	76.45	↑	88	Fiji	62.58	↑	151	Gambia, The	48.99	↑
26	Switzerland	76.04	↑	88	Trinidad and Tobago	62.58		152	Burundi	48.82	↑
27	France	75.96	↑	90	Vietnam	62.10	↑	153	Senegal	48.57	↑
28	Netherlands	75.94		91	Dominica	61.44	↑	154	Comoros	48.22	↑
29	Slovak Republic	75.62	↑	92	Uruguay	61.21	↑	155	Zimbabwe	48.17	↑
29	Slovenia	75.62	↑	93	Dominican Republic	61.16	↑	156	Suriname	47.69	↑
31	United Arab Emirates	75.10	↑	94	Vanuatu	61.08	↑	157	Bolivia	47.47	↑
32	Mauritius	75.05	↑	95	Seychelles	61.05	↑	158	Benin	47.15	↑
33	Spain	74.86	↑	96	Samoa	60.70	↑	159	Sudan	46.97	↑
34	Japan	74.72		97	Albania	60.50		160	Niger	46.37	↑
35	Armenia	74.22	↑	97	Zambia	60.50		161	Iraq	46.06	
36	Czech Republic	73.95	↑	99	Nepal	60.41	↑	162	Gabon	45.99	
37	Romania	73.78	↑	100	Paraguay	60.19		163	Algeria	45.72	↑
38	Bulgaria	73.72	↑	101	Kuwait	60.17	↑	164	Madagascar	45.68	↑
38	Mexico	73.72	↑	101	Namibia	60.17	↑	165	Guinea	45.54	↑
40	Croatia	72.71	↑	103	Philippines	60.07	↑	166	São Tomé and Príncipe	45.50	↑
41	Kazakhstan	72.68	↑	104	Antigua and Barbuda	59.70		167	Myanmar	45.27	↑
42	Hungary	72.57	↑	105	Swaziland	59.10	↑	168	Mauritania	44.74	↑
43	Belgium	72.50	↑	106	Bahamas, The	59.00	↑	169	Nigeria	44.69	↑
44	Belarus	72.33	↑	107	Sri Lanka	58.96	↑	170	Yemen, Rep.	44.54	↑
45	Italy	72.07	↑	108	Kenya	58.24	↑	171	Djibouti	44.25	↑
46	Montenegro	71.85	↑	109	Indonesia	58.12	↑	172	Cameroon	44.11	↑
47	Cyprus	71.78	↑	110	Honduras	58.06	↑	173	Timor-Leste	44.02	
48	Chile	71.49	↑	111	St. Vincent and the Grenadines	57.91	↑	174	Bangladesh	43.10	↑
49	Thailand	71.42	↑	112	Solomon Islands	57.86	↑	175	Syrian Arab Republic	42.56	
50	Peru	71.33		113	Jordan	57.84	↑	176	Congo, Rep.	41.88	↑
51	Russian Federation	70.99	↑	114	Ghana	57.69	↑	177	Afghanistan	40.58	
52	Moldova	70.97	↑	114	Lesotho	57.69	↑	178	Guinea-Bissau	40.56	↑
53	Israel	70.56		116	Brazil	57.67	↑	179	Liberia	40.19	↑
54	Colombia	70.43	↑	117	Ecuador	57.47	↑	180	Equatorial Guinea	40.03	
55	Turkey	69.16		118	Iran, Islamic Rep.	57.44	↑	181	Angola	39.64	↑
56	Mongolia	68.83	↑	119	Barbados	56.85		182	Haiti	39.56	↑
57	Puerto Rico (U.S.)	68.73		120	Belize	56.83	↑	183	Chad	38.22	↑
58	Costa Rica	68.55	↑	121	Argentina	56.78		184	Congo, Dem. Rep.	38.14	↑
59	Serbia	68.41	↑	122	Uganda	56.64	↑	185	Central African Republic	36.26	↑
60	Greece	68.38	↑	123	Lebanon	56.39		186	Venezuela, RB	35.51	
61	Luxembourg	68.31		124	St. Kitts and Nevis	55.83	↑	187	South Sudan	34.78	
62	Rwanda	68.12		125	Nicaragua	55.78	↑	188	Libya	31.77	
63	Azerbaijan	67.80	↑	126	Cabo Verde	55.54	↑	189	Eritrea	27.61	↑

Source: Doing Business database.

Note: The rankings are benchmarked to June 2015 and based on the average of each economy's distance to frontier (DTF) scores for the 10 topics included in this year's aggregate ranking. For the economies for which the data cover two cities, scores are a population-weighted average for the two cities. An arrow indicates an improvement in the score between 2014 and 2015 (and therefore an improvement in the overall business environment as measured by *Doing Business*), while the absence of one indicates either no improvement or a deterioration in the score. The score for both years is based on the new methodology.

FIGURE 1.3 Big gaps between the highest and lowest distance to frontier scores in some regions



Source: Doing Business database.

and expanded those in the indicator sets for getting credit and protecting minority investors.

Doing Business measures the quality of regulation by analyzing whether the regulatory infrastructure needed for a transaction to be successfully completed is in place. *Doing Business* does not measure the quality of the outcome related to that regulation. For example, *Doing Business* measures the quality of building regulations and controls by assessing whether building plans are approved by staff with the right qualifications and whether the necessary inspections take place. It does not assess whether the warehouse that gets constructed in the end is of good quality. The following discussion looks at the relationship between efficiency and quality through the lens of *Doing Business* data. *Doing Business* focuses on specific case studies and measures particular aspects of business regulation. The results should be interpreted with that framework in mind.

Efficiency and quality linked at the aggregate level

Analysis shows that efficiency and quality go hand in hand: economies that have efficient regulatory processes as measured by *Doing Business* also tend to have good regulatory quality (figure 1.4). Economies can be broadly divided into four groups:

- Economies able to achieve both efficiency and quality in business regulation.
- Economies where both efficiency and quality are far from ideal—with regulatory transactions that are complex and expensive and that in the end do not accomplish their objectives. In these economies regulation is seen as a rent-seeking activity rather than as something that provides a useful service to citizens and the business community.
- Economies where regulatory processes are fast and inexpensive but lack quality. These are likely to be economies that started out in the second group and then improved regulatory efficiency but have yet to improve regulatory quality. Most economies are in this group and the first one.
- Economies where the quality of regulation is high but the processes for implementing it remain complex. Very few economies are currently in this group; those with low regulatory efficiency tend to also have low regulatory quality.

An example from Denmark illustrates how regulatory efficiency and quality go together and in fact reinforce each other in a virtuous cycle. The country's state-of-the-art land registry provides both efficient registration of property transfers and valuable property titles, thanks to its transparent, accurate information and complete geographic coverage. Because the registration is so efficient (requiring only three procedures and four days), people are more likely to register property transfers—helping to maintain the accuracy of the registry's data and the quality of land administration. And because the registry is therefore so reliable, the process of registering a property transfer can be kept simple, fast and inexpensive.

By contrast, Greece exhibits a vicious cycle in its land administration system. To transfer property, a local buyer has to complete 10 different procedures—a process that takes 20 days and costs 4.9% of the property value. Beyond the efficiency issues, there are also quality issues. For example, there are no official cadastral maps for the municipality of Athens, and very little of the privately owned land across the country is mapped in the cadastre. Transparency is poor, with no separate mechanism for filing a complaint at the property registry and no up-to-date statistics about the number of land transactions in Athens. And there is no specific compensation mechanism to cover for losses incurred by someone who engaged in good faith in a property transaction based on erroneous information from the registry.

So the advantages of using the registry are low and the costs (in both time and money) are high—a big deterrent to formally registering property transfers. And lack of formal registration reinforces the poor quality of the information maintained at the registry, making it difficult to complete property transfers simply, quickly and inexpensively. But there are prospects for breaking the vicious cycle: cadastral maps are being developed by the National Cadastre and Mapping Agency and should cover Athens by 2020. These may strengthen the

FIGURE 1.4 Regulatory efficiency and regulatory quality go hand in hand

Source: Doing Business database.

Note: The distance to frontier score for regulatory efficiency is the aggregate score for the procedures (where applicable), time and cost indicators from the following indicator sets: starting a business (also including the minimum capital requirement indicator), dealing with construction permits, getting electricity, registering property, paying taxes, trading across borders, enforcing contracts and resolving insolvency. The distance to frontier score for regulatory quality is the aggregate score for getting credit and protecting minority investors as well as the regulatory quality indices from the indicator sets on dealing with construction permits, getting electricity, registering property, enforcing contracts and resolving insolvency. The correlation between the two scores is 0.82.

certainty of property rights, benefiting investors and citizens alike.

Registering property is not the only area where Greece lags; enforcing contracts is another. Resolving a commercial dispute through the courts takes longer in Greece than in any other European country—about 1,580 days, or more than four years, through the Athens First-Instance Single-Member Court. Worldwide, only three economies have a longer process: Guinea-Bissau, Suriname and Afghanistan. In Greece litigants spend much of that time simply waiting for the first hearing. In fact, a case filed before the competent court in October 2015 would not be heard by a judge until 2018. Yet there has been an effort to improve the quality of judicial processes (such as by introducing electronic filing, as reported in last year's report). Indeed, new data show that case management techniques are widely used in Greece; the country receives 4.5 of 6 possible points on the case management index, one of the components of the new quality of judicial processes index. But adjournments remain common, leading to considerable delays. The improvement in quality has yet to show results in measures of efficiency.

Greece faces similar challenges in resolving insolvency, where the efficiency of regulation has yet to catch up with the quality. Greece receives 12 of 16 possible points on the strength of insolvency framework index, indicating that its insolvency law complies with most internationally recognized good practices. Nevertheless, creditors can expect to recover only 34.9% of the estate value of an insolvent firm, and the process takes three and half years.

On average, economies perform better on measures of efficiency than on measures of quality. Less than 10% of the economies covered have a lower distance to frontier score for efficiency than for quality. Most of these economies are in Europe and Central Asia, which has the smallest average gap between efficiency and quality. The largest gaps are in the Middle East and North Africa, where the average gap is more than 20 points and the difference between the two measures is as large as 39 points for Iraq and 30 for the Republic of Yemen (figure 1.5). This evidence that regulatory quality lags behind regulatory efficiency is important—because both a higher level of regulatory efficiency and a higher level of regulatory quality are associated separately with a lower level of corruption.[11]

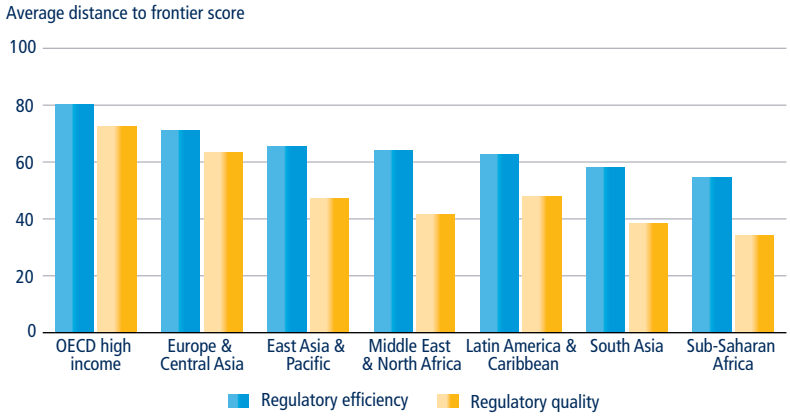
Patterns across indicator sets

While the efficiency and quality of regulation go hand in hand at the aggregate level, analyzing the data for individual *Doing Business* topics reveals clearer patterns. Three case studies in this year's report (on dealing with construction permits, getting electricity and enforcing contracts) and two in last year's report (on registering property and resolving insolvency) discuss in detail the link between efficiency and quality in mixed indicator sets—those including both efficiency measures and quality measures.

In getting electricity the main pattern is clear: economies with a simpler, faster and less costly process for connecting to the electrical grid also tend to have a more reliable electricity supply. The Republic of Korea, for example, has the simplest and fastest process worldwide for getting a new electricity connection, and it is one of the few economies with the highest possible score on the new reliability of supply and transparency of tariffs index. Businesses in Seoul typically have less than an hour of power outages a year, and they can receive compensation if power isn't restored within a certain amount of time. The utility uses automated systems for monitoring outages and restoring service. And an independent regulator oversees the sector and makes sure that changes in electricity tariffs are communicated ahead of time.

At the opposite end of the spectrum is Liberia, which has the longest process for getting a new connection. Once connected, customers in Liberia typically experience more than an hour of power outages each week. In addition, the utility still uses

FIGURE 1.5 The biggest gaps between regulatory efficiency and regulatory quality are in the Middle East and North Africa



Source: Doing Business database.

Note: The distance to frontier score for regulatory efficiency is the aggregate score for the procedures (where applicable), time and cost indicators from the following indicator sets: starting a business (also including the minimum capital requirement indicator), dealing with construction permits, getting electricity, registering property, paying taxes, trading across borders, enforcing contracts and resolving insolvency. The distance to frontier score for regulatory quality is the aggregate score for getting credit and protecting minority investors as well as the regulatory quality indices from the indicator sets on dealing with construction permits, getting electricity, registering property, enforcing contracts and resolving insolvency.

manual systems to monitor outages and restore service, there is no independent regulatory body, electricity tariffs are not published online, and there is no financial incentive for the utility to minimize power cuts. As a result, Liberia receives 0 of 8 possible points on the reliability of supply and transparency of tariffs index.

Another aspect is revealed by data on the price of electricity for commercial users—new data collected by *Doing Business* this year but not included in the distance to frontier score or the ease of doing business ranking. Electricity tariffs for commercial customers typically range from 10 to 30 cents per kilowatt-hour, but prices in some economies are much higher. Tariffs need to strike a balance—remaining affordable to customers while still enabling the utility to recover costs and make a profit. The data show that Korea has a relatively low electricity price, at 10 cents per kilowatt-hour (or 10% of annual income per capita as the monthly bill for the case study warehouse).[12] In Liberia, by contrast, electricity supply is not only unreliable; it is also very expensive—at 56 cents per kilowatt-hour (37 times annual income per capita as the monthly bill for the case study warehouse). Indeed, Liberia's electricity price is the highest in Sub-Saharan Africa and among the highest in the world.

For the registering property topic, the data show that economies with simpler, faster and less costly processes for property transfers also have on average the highest-quality land administration systems. Along with Denmark, Lithuania is among those that combine high efficiency and high quality. A property transfer from one local entrepreneur to another can be completed in less than three days at a cost of 0.8% of the property value. Supporting this efficiency is a high-quality land administration system. Property records are fully digital and provide complete coverage of private land in Lithuania. Entrepreneurs interested in buying a property can use the electronic database to check for encumbrances and the geographic information system to verify the boundaries. They can also get information online about land ownership, fees for property transactions and statistics about land transactions. In addition, the legal framework reflects good practices for preventing and resolving land disputes. For example, the law requires verification of the identity of the parties to a property transaction, and there is a national database that can be used for this purpose. The law also requires a review of the documents for a property transaction to verify that they are legally valid.

At the other extreme are land administration systems in which low efficiency is coupled with low quality. In Haiti, for example, completing a property transfer from one local entrepreneur to another takes more than 10 months and costs 7.1% of the property value. While projects are under way to modernize the land administration system, the country still lacks a geographic information system and a database to check for encumbrances. Databases on land ownership and maps are not linked, and there are no unique identifying numbers used for land plots. Most of the information at the land registry—such as on service standards and the fees and documents required in property transactions—is not publicly available or must be requested in person. Haiti lacks a national database to verify the identity of the parties to a land transaction. It also lacks a specific compensation mechanism to cover any losses incurred in a property transaction because of errors by the property registry.

For the enforcing contracts topic, data show that court systems that are efficient are also likely to have high-quality judicial processes. For example, resolving a commercial dispute through the Singapore District Court takes just 150 days, the shortest time recorded worldwide, and costs 25.8% of the value of the claim. Efficient dispute resolution is paired with good institutions (such as specialized courts), effective case management and sophisticated court automation tools. And litigants can submit their claim online, pay court fees online and serve the initial summons electronically. Singapore receives the highest score worldwide

on the new quality of judicial processes index, 15.5 of 18 possible points.

There are also examples of slow and costly dispute resolution paired with low-quality judicial processes. Myanmar is one such example. A local business trying to enforce a contract through the courts in Myanmar would spend more than three years doing so, and pay fees amounting to more than half the value in dispute. Moreover, the country's court system has no case management, no court automation and no specialized commercial courts or small claims courts—all aspects reflected in Myanmar's low score on the quality of judicial processes index (3). But alternative dispute resolution is being developed: arbitration and mediation are both recognized ways of resolving a commercial dispute, and arbitration in Myanmar is regulated through a dedicated law.

In resolving insolvency, quality and efficiency are again linked: where there is a good legal framework for insolvency, creditors recover a larger share of their credit at the end of the insolvency process. Finland is a good illustration. Resolving insolvency there takes 11 months on average and costs 4% of the debtor's estate, and the most likely outcome is that the company will be sold as a going concern. The average recovery rate for creditors is 90.1 cents on the dollar. This high recovery rate is paired with a high score on the strength of insolvency framework index. The Finnish insolvency law includes a range of good practices. For example, it allows debtors to avoid preferential and undervalued transactions; it permits post-commencement finance and grants such finance priority only over ordinary unsecured creditors; and it allows all creditors to vote in judicial reorganization proceedings.

In São Tomé and Príncipe, however, insolvent companies and their creditors confront both poor efficiency and low quality. The insolvency process takes 6.2 years on average, costs 22% of the debtor's estate and is most likely to end with the company being sold piecemeal. The insolvency law lacks important good practices: there are no judicial reorganization proceedings, the legal framework does not establish the availability or priority of post-commencement finance, and creditors cannot participate in the appointment of the insolvency representative or the approval of asset sales.

For dealing with construction permits, data show the same pattern as for the other topics. Economies with a more efficient construction permitting system also have better quality control and safety mechanisms. Conversely, in some economies poor regulatory quality accompanies poor regulatory efficiency. One example is Gabon, which receives only 5 of 15 possible points on the new building quality control index. Its building regulations are not easily accessible, and they stipulate only the list of documents required for a building permit, not the fees or preapprovals needed. The country has adequate mechanisms for quality control before construction but not for quality control during and after construction. While building permit applications are reviewed by a qualified architect or engineer, no inspections are legally required during construction—and final inspections, while required, do not occur in practice. Moreover, none of the parties involved in a construction project are held legally liable for structural problems that come to light once the building is occupied, nor is anyone required to obtain insurance to cover potential problems. Data also show that Gabon has an inefficient construction permitting process: completing all the formalities to build a warehouse takes 329 days.

Some economies manage to achieve the best of both worlds, designing and implementing a construction permitting system that is both efficient and good quality. One of them is FYR Macedonia. Its administrative procedures for dealing with construction permits are very efficient: completing the formalities to build a warehouse takes only 74 days. The country also has robust quality control and safety mechanisms, earning it 14 of 15 possible points on the building quality control index. All documents required in construction permitting are specified and accessible online—along with the list of agencies to visit, the fees to pay and the preapprovals to obtain. A certified architect reviews and approves building permit applications, and mandatory inspections are carried out both during and after construction. And clearly defined liability regimes and insurance requirements are in place.

BUSINESS REGULATION AND THE INTERNET

The proliferation of information and communication technologies has transformed how businesses operate and how they are regulated in every region of the world. The internet provides a new platform for delivering government information and services—and new opportunities for enhancing the efficiency and transparency of public administration. Indeed, the internet is a tool that governments can use to support businesses at every stage in their life cycle, whether applying for a business permit, registering property, paying taxes or trading internationally.

The potential of online regulatory solutions

By simplifying regulatory processes such as business incorporation, web-based resources can promote private sector development. Cross-country data analysis shows a strong positive association between new firm density and the availability of electronic platforms for incorporation.[13]

Beyond starting a business, the internet offers many opportunities for efficiency gains in other areas of business regulation measured by *Doing Business*. Among the 189 economies covered by *Doing Business*, more than 80% (152 in total) use web-based applications to process

export and import documents. Banks in more than 75% of economies with a credit registry or bureau use online platforms to access credit information. And in more than 40% of economies the tax authorities allow businesses to file taxes online—and the majority of businesses actually do it.

These uses of the internet make a difference for businesses. Where electronic platforms are widely used in regulatory processes, entrepreneurs spend less time on compliance. For example, there is a strong negative correlation between the time it takes to transfer property and the availability of online access to land information.[14] With the changes in methodology introduced this year, the internet has become a more integral part of the good practices measured by *Doing Business*.

But use of the internet to streamline business regulation remains largely confined to more developed economies. Data for nine *Doing Business* topics show that OECD high-income economies and Europe and Central Asia make the greatest use of online systems in regulatory processes (figure 1.6). In Sub-Saharan Africa, by contrast, very few economies use electronic platforms in business regulation. Of the nine possible regulatory transactions included in the analysis, Australia, Denmark and Estonia enable entrepreneurs to complete eight or more online. The Central African Republic, the Republic of Congo and Equatorial Guinea are among the few economies where none of these transactions can be completed online.

Continued growth in electronic services

Given the potential economic opportunities from the use of electronic services, it is no surprise that many of the reforms captured by *Doing Business* in 2014/15 focused on introducing or enhancing electronic platforms and services. In the past year 18 economies established or improved online tax payment systems, 13 introduced or enhanced web-based systems to streamline cross-border trade, and another 11 encouraged electronic business registration. In addition, 6 economies established or improved online tools for registering property, and 2 did the same for enforcing contracts.

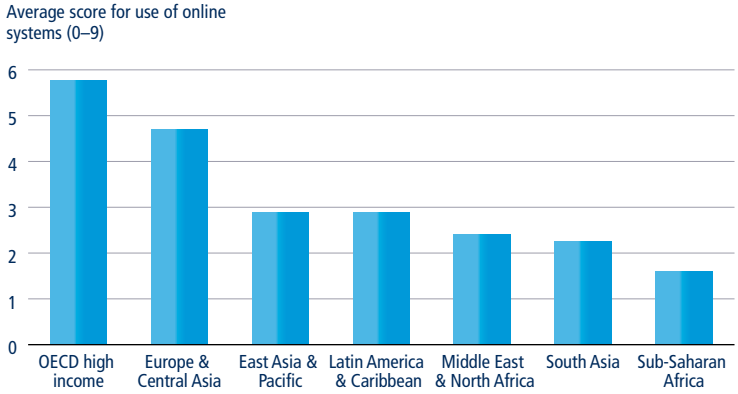
Many governments use the internet for tax collection and payment—with the aim of reducing the scope for bureaucratic discretion and even corruption and increasing the tax system's transparency, efficiency and cost-effectiveness. Electronic tax collection also helps simplify tax compliance.[15] After Rwanda made the use of its electronic filing and payment system compulsory in 2014/15, the time required for a business to prepare, file and pay taxes fell by 10 hours, from 119 hours a year to 109. Among other economies introducing or enhancing electronic systems in 2014/15, Costa Rica facilitated online payment of corporate income tax and Malaysia made electronic filing compulsory for contributions to the Employees Provident Fund by employers with 50 or more employees.

Since 2006 the use of electronic tax filing and payment systems has increased substantially in several regions of the world, with the most remarkable progress in Europe and Central Asia. Sub-Saharan Africa remains the region with the smallest share of economies using electronic filing or payment (figure 1.7). Worldwide, less than 15 economies introduced or enhanced electronic systems for filing or paying taxes between 2008 and 2011. But an average of 15 economies a year have introduced such changes since 2012—with 19 doing so in 2013.

Introducing or enhancing web-based systems was a common feature of reforms making it easier to start a business in 2014/15. Uganda introduced an online system for obtaining a trading license. Belarus improved online services and expanded the geographic coverage of online registration.

Several economies digitized procedures for trading across borders in 2014/15. Suriname implemented an automated customs data management system—fully operational by July 2015—that allows the electronic submission of customs declarations and supporting documents for exports and imports. Other economies also introduced or improved systems allowing electronic submission and processing of trade-related documents (for exports, imports or both), including The Bahamas, Benin, Brazil, Côte

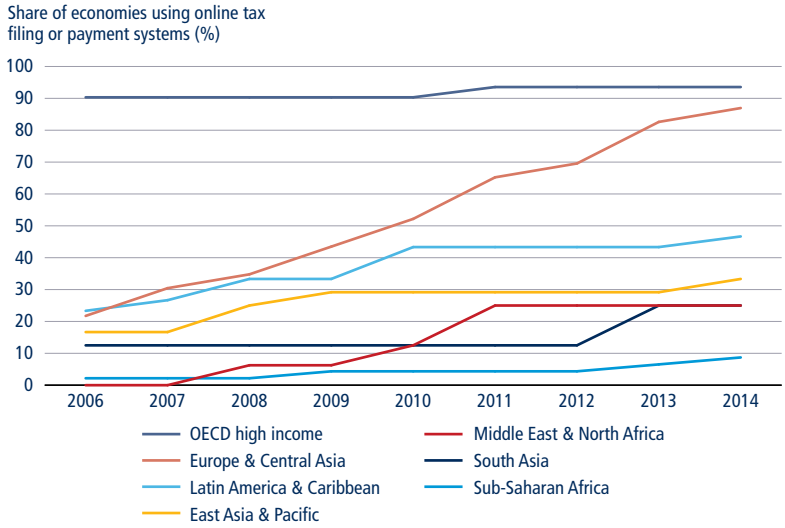
FIGURE 1.6 OECD high-income economies and Europe and Central Asia make the greatest use of online systems in regulatory processes



Source: Doing Business database.

Note: The score shows the average number of areas in which online systems are in use, out of a possible total of nine areas: online business registration, online submission of construction plans, online submission of applications for an electricity connection, online information on land, online access to credit information for banks, electronic movable collateral registries, online tax payment, electronic submission of trade documents and electronic filing of court cases.

FIGURE 1.7 Economies in Europe and Central Asia show the most progress in adopting electronic tax filing and payment



Source: Doing Business database.

d'Ivoire, Ghana, Guatemala, Madagascar, Mauritania, Suriname, Tajikistan, Tanzania and Togo.

Some economies explored the use of web-based resources to make registering property easier in 2014/15. Bhutan introduced a computerized land information system connecting each municipality to the cadastre. Georgia and Italy used online technology to improve contract enforcement. Both economies introduced an electronic filing system for commercial cases, making it possible for attorneys to submit the initial summons online.

A broader role in governance

Beyond the applications in regulatory processes, the internet serves as an important tool for more participatory democratic practices and inclusive development. The internet has made it easier for the general public to monitor government budgets, projects and activities as well as to access different kinds of regulatory information. It can be used to promote more direct interactions between governments and citizens as well as to empower citizens to influence local governance in their community. And as a new platform for public disclosure of regulatory reforms (and for soliciting feedback on these reforms), the internet has also transformed the process of crafting business regulations (box 1.1).[16]

Yet while the internet has the potential to promote inclusiveness, reduce corruption and improve regulatory efficiency, its impact on the quality of domestic governance is subject to political, infrastructural, social and economic factors. For example, the success of online solutions depends on an enabling political environment that supports and protects free speech. Most importantly, the vast majority of the world's population still lacks access to the internet and is thus cut off from these tools and innovations.

WHERE DID BUSINESS REGULATION IMPROVE THE MOST IN 2014/15?

In 2014/15, 122 economies implemented at least one regulatory reform in the areas measured by *Doing Business*—231 reforms in total (figure 1.8). Europe and Central Asia again had the largest share of economies implementing at least one reform—and it accounts for 3 of the 10 top improvers. The region with the second largest share of economies with at least one reform has typically been Sub-Saharan Africa. But in the past year, for the first time, it was South Asia. Nevertheless, Sub-Saharan Africa is still home to 5 of the 10 top improvers. These 10—the economies showing the most notable improvement in performance on the *Doing Business* indicators in 2014/15—are Costa Rica, Uganda, Kenya, Cyprus, Mauritania, Uzbekistan, Kazakhstan, Jamaica, Senegal and Benin.

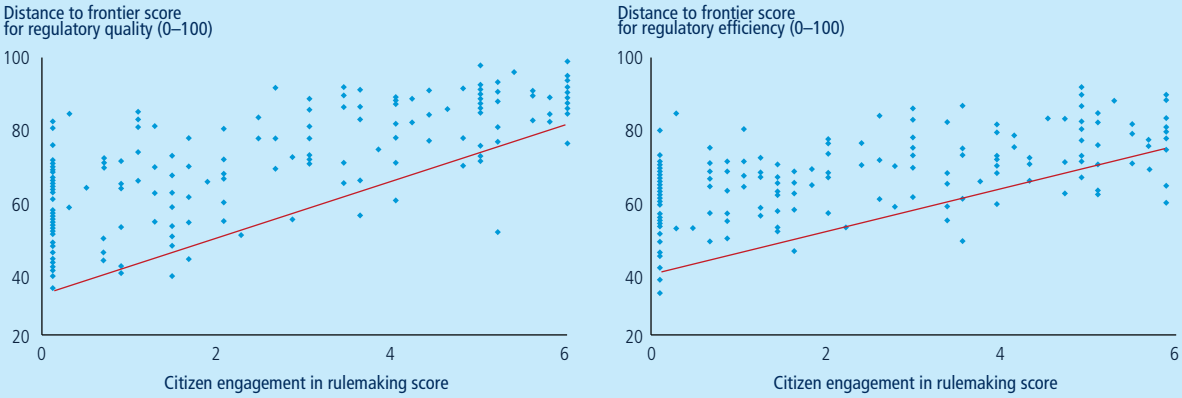
The new data on the quality of regulation make it possible to analyze whether the regulatory reforms implemented in the past year are more likely to improve regulatory efficiency, regulatory quality or both (table 1.2). Analysis shows that in the areas where *Doing Business* indicators have traditionally measured the complexity and cost of regulatory processes, reforms implemented in the past year continued to focus on increasing efficiency. *Doing Business* registered no reform improving regulatory quality in the area of dealing with construction permits. Only 2 of 22 economies with a reform in the area of registering property improved regulatory quality: Switzerland introduced a national electronic land information system, while Vanuatu introduced a specific and separate complaint mechanism for customers of the Land Registry and Surveyor's Office by appointing a land ombudsman. And only 2 of 22 economies with a reform in the area of getting electricity had an improvement in quality: the utility in Oman started fully recording the duration and frequency of outages, while Cambodia increased power generation capacity.

In the areas where *Doing Business* indicators have traditionally measured the strength of legal institutions, reforms were more likely to be aimed at improving regulatory quality. This was the case for the majority of reforms making it easier to enforce contracts or resolve

BOX 1.1 Business regulation and transparency in rulemaking

The quality and efficiency of business regulation are linked to the level of consultation around new regulations and the extent to which their possible impacts—economic, social and environmental—are considered before their adoption. A new global database, *Citizen Engagement in Rulemaking*, tracks the extent to which governments publicize proposed regulations and invite input on their scope and language from a wide range of stakeholders. The database also tracks how governments analyze possible impacts of new regulations and whether they consider alternatives to regulation. Analysis of the data shows that greater transparency during the rulemaking process and stronger consultation practices are highly and significantly associated with greater regulatory quality and efficiency as measured by *Doing Business* (see figure).

Good regulatory practices go hand in hand with regulatory quality and efficiency



Sources: Doing Business database; *Citizen Engagement in Rulemaking* database (http://rulemaking.worldbank.org), World Bank Group.

Note: The citizen engagement in rulemaking score is based on the following components: whether governments publish the text of proposed regulations publicly before their enactment; whether policy makers allow the general public to provide comments on proposed regulation; whether policy makers report publicly on the results of this consultation; whether governments conduct an impact assessment of proposed regulations; whether a specialized body is tasked with reviewing regulatory impact assessments conducted by other agencies; and whether regulatory impact assessments are made public. The correlation between the citizen engagement in rulemaking score and the distance to frontier score for regulatory quality is 0.60. The correlation between the citizen engagement in rulemaking score and the distance to frontier score for regulatory efficiency is 0.70. Relationships are significant at the 1% level after controlling for income per capita.

The transparency of rulemaking varies across regions and income levels. In 96% of OECD high-income economies the government publishes proposed regulations, conducts thorough consultations on the draft text and provides assessments of potential impacts before the regulations are adopted. In Poland, for example, all proposed regulations are published on the same website and consultations are held on the draft text. After the consultation process, rulemaking bodies provide a public report with responses to the comments received. Regulatory agencies and ministries assess the potential impacts of proposed regulations—including the economic, social and environmental impacts. The assessment is distributed with the proposed text of regulations and forms part of the consultation process.

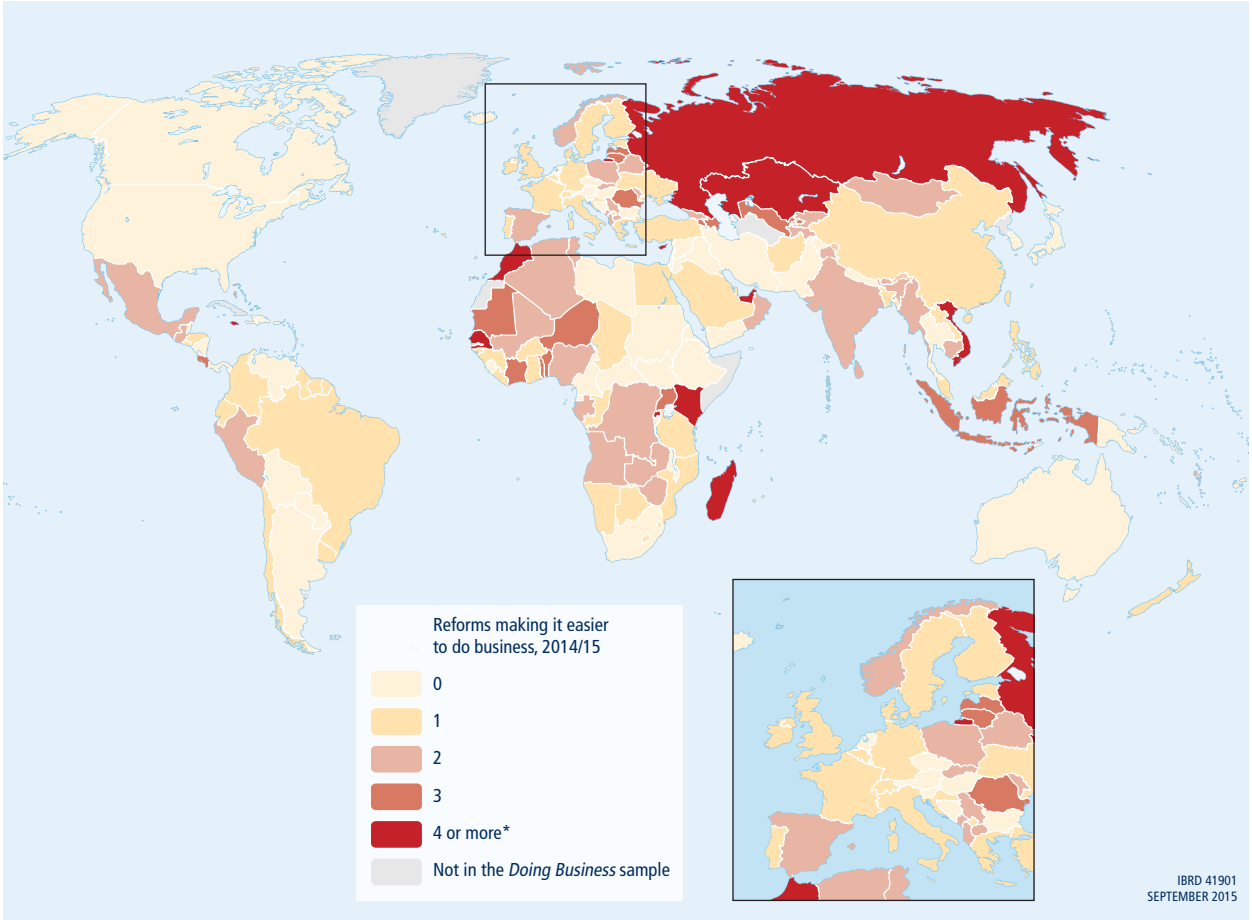
By contrast, only a third of low-income economies conduct public consultations on proposed regulations, and they typically use less technologically advanced methods to do so. In Mozambique, for example, government officials publish proposed regulations in a federal journal and distribute drafts directly to specific stakeholders. In Afghanistan, Ethiopia and Niger policy makers hold public meetings to discuss proposed regulatory changes. Very few low- or lower-middle-income economies have a dedicated website for public engagement on proposed regulations, and those that do have newly implemented systems, such as in Kenya, Myanmar and Vietnam.

Among regions, the Middle East and North Africa has the lowest average level of transparency and engagement around rulemaking, with Morocco being a notable exception. In Latin America and the Caribbean there is a clear divide between two groups: while Caribbean and Central American economies tend to consult only targeted stakeholders, larger economies such as Brazil, Colombia and Mexico have more open and systematic consultation processes.

Source: Citizen Engagement in Rulemaking database (http://rulemaking.worldbank.org), World Bank Group.

insolvency. In Côte d'Ivoire, for example, a new law that entered into force on June 20, 2014, introduced substantial changes in alternative dispute resolution. Before the new law, the only form of alternative dispute resolution available was mandatory conciliation, regulated by a law dating to 1993. The new law made

FIGURE 1.8 Again in the past year, Europe and Central Asia had the largest share of economies making it easier to do business



Source: Doing Business database.

* Only 12 economies implemented 4 or more reforms: Kazakhstan (7); Rwanda (6); Cyprus (5); the Russian Federation (5); Vietnam (5); Hong Kong SAR, China (4); Jamaica (4); Kenya (4); Madagascar (4); Morocco (4); Senegal (4); and the United Arab Emirates (4).

voluntary mediation available in both commercial and civil cases.

In Chile a new insolvency act that came into force on October 9, 2014, established specialized courts with exclusive jurisdiction over insolvency cases. The new act also clarified and streamlined all provisions related to reorganization and liquidation. In addition, it emphasized the reorganization of viable businesses as a preferred alternative to liquidation. Beyond these changes, Chile created a public office responsible for the general administration of insolvency proceedings. The Superintendence of Insolvency supervises all activities by insolvency representatives and auctioneers during insolvency proceedings and informs the creditors and the court of any irregularities observed during the proceedings.

For a full discussion of the reform patterns and top improvers this year, see

TABLE 1.2 More reforms recorded by *Doing Business* in 2014/15 were aimed at improving regulatory efficiency than regulatory quality

Topic	Reforms improving regulatory efficiency	Reforms improving regulatory quality
Dealing with construction permits	17	0
Getting electricity	20	2
Registering property	20	2
Enforcing contracts	2	9
Resolving insolvency	2	7
Total	**61**	**20**

Source: Doing Business database.

Note: The analysis covers only the *Doing Business* topics for which there are indicators of both regulatory quality and regulatory efficiency.

the chapter on reforming the business environment.

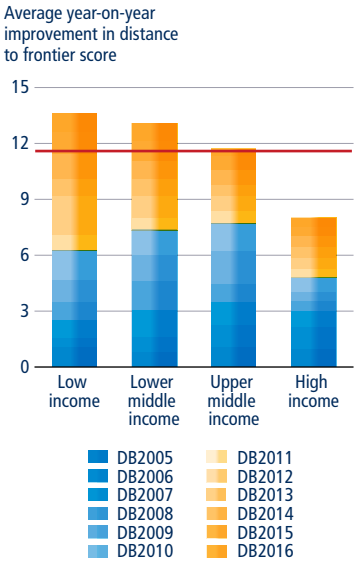
HOW HAS BUSINESS REGULATION CHANGED OVER THE PAST 12 YEARS?

Among the trends revealed by *Doing Business* data, one of the more encouraging ones is the steady improvement in the areas tracked by the indicators. Economies in all income groups and in all regions have improved the quality and efficiency of business regulation. But lower-income economies have improved more in the areas measured by *Doing Business* than high-income economies have—there is convergence (figure 1.9).

There is a similar story of convergence among regions. OECD high-income economies had the smallest average improvement in the distance to frontier score over the past 12 years because their scores were already quite high in 2004. Europe and Central Asia had the biggest improvement, followed by Sub-Saharan Africa (figure 1.10). The Middle East and North Africa had the third biggest improvement. Most of the improvement in that region took place before 2010, however, while in recent years the pace has been fairly slow.

Some areas of business regulation measured by *Doing Business* saw more improvement than others. Starting a business clearly stands out as the area with the biggest improvement (figure 1.11). In the past 12 years more economies implemented regulatory reforms in this area than in any other measured by *Doing Business*. The second biggest improvement was in getting credit. Reforms in this area are not common, but when they do occur they are likely to introduce overarching changes, such as establishing a new credit registry or bureau or developing a new secured transactions system. The smallest improvement was in the area of enforcing contracts, where reforms are relatively uncommon because reforming a judicial system can be a long and complicated task.

FIGURE 1.9 Lower-income economies have made bigger improvements over time in the quality and efficiency of business regulation



Source: Doing Business database.

Note: The red line shows the average global improvement in the distance to frontier score since 2004. The measure is normalized to range from 0 to 100, with 100 representing the frontier. Because of changes over the years in methodology and in the economies and indicators included, the improvements are measured year on year using pairs of consecutive years with comparable data.

Who improved the most overall?

Globally, Georgia improved the most in the areas measured by *Doing Business* over the past 12 years, followed closely by Rwanda. During this period output per capita in Georgia increased by 66% and business density more than tripled.[17] Many factors contributed to this improvement in economic outcomes, and the effort to make it easier for local entrepreneurs to do business may have been one of them. Georgia made improvements in all 10 areas included in the aggregate distance to frontier score, through 39 regulatory reforms.

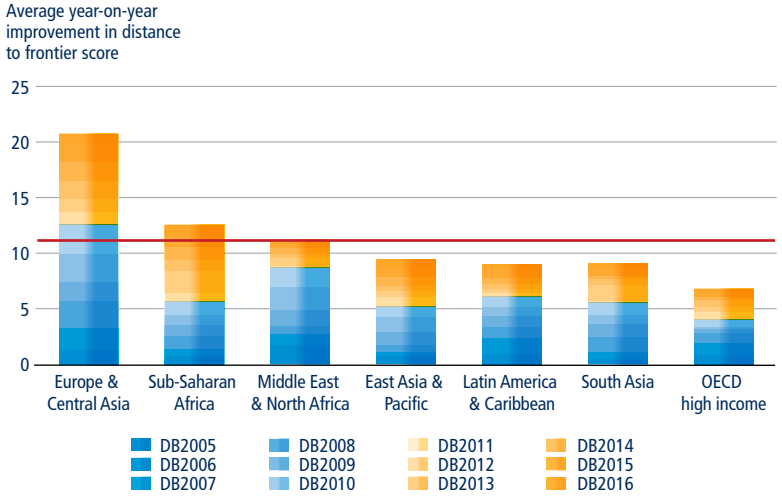
During this 12-year period Georgia eliminated the paid-in minimum capital requirement for starting a business, established a one-stop shop for construction permitting, reduced the fees for getting a new electricity connection, eliminated notarization requirements for registering property, improved its credit information system by implementing a new law on personal data protection, introduced electronic systems for paying taxes, modernized its dispute resolution system for enforcing contracts and adopted an insolvency law introducing both reorganization and liquidation proceedings—to name just a few of the important changes.

Among the most notable reforms are those strengthening minority investor protections. In June 2007 Georgia amended its securities law to enhance approval and disclosure requirements for related-party transactions. In 2009 it introduced provisions allowing shareholders greater access to corporate information during a trial. Finally, in 2011 Georgia introduced new requirements relating to the approval of related-party transactions. Georgia still has room to improve, however, as it performs less well on the new components of the protecting minority investors indicators (introduced in last year's report) than on the older ones.

Who improved the most in each region?

Just as Georgia stands out in Europe and Central Asia for having made big strides toward better and more efficient business regulation, at least one economy stands out in every other region for its improvement in the areas measured by *Doing Business*: Rwanda in Sub-Saharan Africa; Colombia in Latin America and the Caribbean; the Arab Republic of Egypt in the Middle East and North Africa; China in East Asia and the Pacific; India in South Asia; and Poland in the OECD high-income group (figure 1.12). Still, while reforming in the areas measured by *Doing Business* is important, doing so is not enough to guarantee sound economic policies or to ensure economic growth or development. While

FIGURE 1.10 Europe and Central Asia has made a substantially bigger improvement in business regulation over time than any other region



Source: Doing Business database.

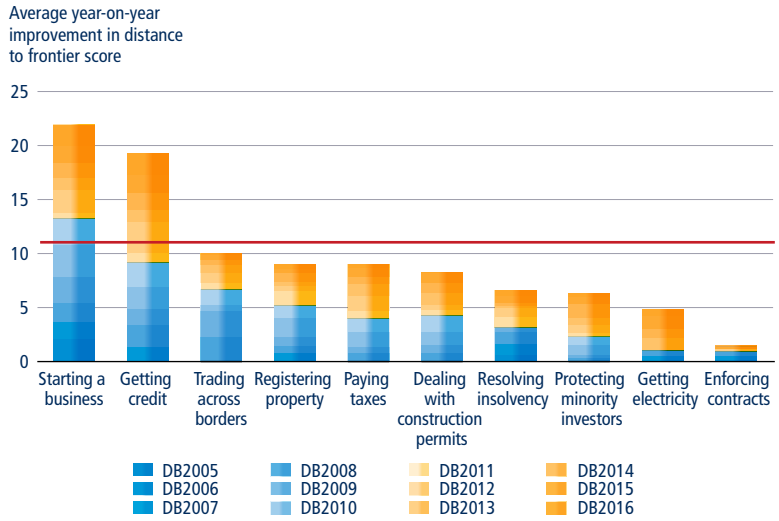
Note: The red line shows the average global improvement in the distance to frontier score since 2004. The measure is normalized to range from 0 to 100, with 100 representing the frontier. Because of changes over the years in methodology and in the economies and indicators included, the improvements are measured year on year using pairs of consecutive years with comparable data.

Doing Business reforms have many potential positive effects, these effects can be undermined by such factors as political instability, macroeconomic instability and civil conflict. Being recognized as a regional top improver does not mean that these economies have exemplary business regulation; instead, it shows that thanks to serious efforts in regulatory reform over several years, they made the biggest advances toward the frontier in regulatory practice.

Rwanda made reforms in all areas measured by *Doing Business*. Two areas stand out: registering property and getting credit. Rwanda made registering a property transfer easier through three important steps. In January 2008 it reduced both the cost and the time for the process—by replacing the 6% registration fee with a flat rate, regardless of the property value, and by creating a centralized service in the tax authority to speed up the issuance of the certificate of good standing. In August 2008 Rwanda made further improvements in the registration process that again reduced the time required to transfer property. Finally, in June 2012 Rwanda eliminated the requirement for a tax clearance certificate and implemented the web-based Land Administration Information System for processing land transactions—an effort that also improved the quality of land administration.

Rwanda made getting credit easier by improving both its credit information system and its legal framework for secured transactions. The country started reforming its credit information system as early as 2004. That year it made a big investment in information technology systems to enable banks to transmit credit data electronically—essential so that the credit information system could actually exist. In addition, the credit registry started to include microfinance institutions as a source of information. In 2010 Rwanda granted borrowers the right to inspect their own credit report and began requiring loans of all sizes to be reported to the credit bureau and the central bank's credit registry. In 2011 the credit bureau started to collect and distribute information from utility companies, and both the credit bureau and the credit registry also started to distribute more than two

FIGURE 1.11 Worldwide, economies have improved regulatory processes the most in the area of starting a business



Source: Doing Business database.

Note: The red line shows the average global improvement in the distance to frontier score since 2004. The measure is normalized to range from 0 to 100, with 100 representing the frontier. Because of changes over the years in methodology and in the economies and indicators included, the improvements are measured year on year using pairs of consecutive years with comparable data.

FIGURE 1.12 Economies in every region have made big strides in business regulation

	2004		2015
China	37* 832*	Payments to pay taxes Hours to pay taxes	9 261
Colombia	10 70* 456*	Points on getting credit indices Payments to pay taxes Hours to pay taxes	19 11 239
Egypt, Arab Rep.	38 3	Days to start a business Points on getting credit indices	8 10
Georgia	4.3*	Points on extent of conflict of interest regulation index	7.7
India	127	Days to start a business	29
Poland	1,000	Days to enforce a contract	685
Rwanda	370 2	Days to transfer property Points on getting credit indices	32 19

Source: Doing Business database.

Note: The getting credit indices are the strength of legal rights and depth of credit information indices. The scores for 2004 on these indices are of a possible 16 points; those for 2015 are of a possible 20 points.

* Data are for 2005.

years of historical information. And in the past year the credit bureau introduced a credit scoring service, further improving Rwanda's credit information system.

Rwanda began strengthening its secured transactions system in 2009, when it introduced provisions allowing a wider range of assets to be used as collateral, permitting a general description of debts and obligations in a security agreement, allowing out-of-court enforcement of collateral and granting secured creditors absolute priority within bankruptcy. It also created a new collateral registry. More recently, in 2013 Rwanda provided greater flexibility on the types of debts and obligations that can be secured through a collateral agreement.

Colombia made the biggest improvement in the distance to frontier score in Latin America and the Caribbean over the past 12 years. It has reformed in all areas measured by *Doing Business*, most notably in the areas of paying taxes and getting credit. The milestone reforms making it easier to pay taxes centered on making electronic filing available and more useful to firms. In 2010, for example, Colombia established mandatory electronic filing and payment for some of the major taxes. Colombia improved access to credit last year by adopting a new secured transactions law that takes a functional approach to secured transactions and by establishing a centralized, notice-based collateral registry. The law broadens the range of assets that can be used as collateral, allows a general description of assets granted as collateral, establishes clear priority rules inside bankruptcy for secured creditors, sets out grounds for relief from a stay of enforcement actions by secured creditors during reorganization procedures and allows out-of-court enforcement of collateral. Thanks to these changes, Colombia is now one of only three economies with a perfect score on the strength of legal rights index.

In the Middle East and North Africa, Egypt had the biggest increase in the distance to frontier score over the past 12 years, though most of the gains occurred in the first half of that period, before 2009. The most dramatic improvements were made in the area of starting a business. In 2004 Egypt introduced computerized company contract models for use in business incorporation and created a single access point for business registration with approval in 24 hours. In 2007 Egypt lowered registration fees, improved the process at the one-stop shop and reduced the minimum capital requirement. In 2009 Egypt

further reduced the minimum capital requirement in February, then abolished it in April. Finally, in 2010 it reduced the cost to start a business. Another area of big improvement is getting credit. The credit bureau I-score was established in 2007 and later improved. Borrowers' right to inspect their own data in the credit bureau was guaranteed in 2008, and the credit bureau added retailers to its database in 2009.

In East Asia and the Pacific, China stands out with the biggest improvement in the distance to frontier score over the past 12 years. Business tax reform contributed a great deal to that accomplishment. In 2008 China made paying taxes easier and less costly for companies by unifying the criteria and accounting methods for tax deductions and by reducing the corporate income tax rate. And in 2009 a new corporate income tax law unified the tax regimes for domestic and foreign enterprises and clarified the calculation of taxable income for corporate income tax purposes.

India is the South Asian economy recording the biggest increase in the distance to frontier score since 2004. One of the areas of greatest improvement has been starting a business. In 2004 India cut time from the process for obtaining a permanent account number (an identification number for firms), and in 2006 it speeded up the process for obtaining a tax registration number. In 2010 India established an online system for value added tax registration and replaced the physical stamp previously required with an online version. And in the past year India eliminated the paid-in minimum capital requirement and streamlined the process for starting a business. More reforms are ongoing—in starting a business and other areas measured by *Doing Business*—though the full effects have yet to be felt (box 1.2).

Among OECD high-income economies, Poland stands out as having made substantial improvements over the past 12 years in areas measured by *Doing Business*. The most notable ones relate to the functioning of courts as reflected in the enforcing contracts and resolving insolvency indicators. In 2007 Poland improved its insolvency process by tightening professional requirements for administrators and introducing lower limits on trustees' pay. In 2009 an amendment to its bankruptcy law introduced the option of a prebankruptcy reorganization procedure for financially distressed companies. And in 2011 an amendment to its bankruptcy and reorganization law simplified court procedures and extended more rights to secured creditors. Poland started reforms making it easier to enforce contracts as early as 2005, by amending its civil procedure code. In 2007 it introduced stricter rules of procedure to increase the speed and efficiency of court proceedings. Finally, in 2012 Poland further amended its civil procedure code and appointed more judges to commercial courts.

BOX 1.2 Doing business in India—the path toward regulatory reform

In 2014 the government of India launched an ambitious program of regulatory reform aimed at making it easier to do business. Spanning a range of areas measured by *Doing Business*, the program represents a great deal of effort to create a more business-friendly environment, particularly in Delhi and Mumbai.

One important focus is to make starting a business easier. In May 2015 the government adopted amendments to the Companies Act that eliminated the minimum capital requirement. Now Indian entrepreneurs no longer need to deposit 100,000 Indian rupees ($1,629)—equivalent to 111% of income per capita—in order to start a local limited liability company. The amendments also ended the requirement to obtain a certificate to commence business operations, saving business founders an unnecessary step and five days. Several other initiatives to simplify the start-up process were still ongoing on June 1, 2015, the cutoff date for this year's data collection. These include developing a single application form for new firms and introducing online registration for tax identification numbers.

Another focus is to make the process for getting a new electricity connection simpler and faster. Toward that end the utility in Delhi eliminated an internal wiring inspection by the Electrical Inspectorate—and now instead of two inspections for the same purpose, there is only one. The utility also combined the external connection works and the final switching on of electricity in one procedure. The utility in Mumbai reduced the procedures and time for connecting to electricity by improving internal work processes and coordination. It combined several steps into one procedure—the inspection and installation of the meter, the external connection works and the final connection. Now companies can get connected to the grid, and get on with their business, 14 days sooner than before.

Improvements have also been initiated in other areas measured by *Doing Business*. To make dealing with construction permits easier, for example, a single-window system for processing building permit applications is being started in Mumbai—with the promise of greatly reducing the associated bureaucratic burden once fully implemented. And online systems for filing and paying taxes are being further improved to simplify tax compliance.

Fostering an environment more supportive of private sector activity will take time. But if the efforts are sustained over the next several years, they could lead to substantial benefits for Indian entrepreneurs—along with potential gains in economic growth and job creation.

WHAT IS IN THIS YEAR'S REPORT?

This year's report presents seven case studies. Five focus on legal and regulatory features covered by new or expanded indicators being introduced this year—in the areas of dealing with construction permits, getting electricity, registering property, trading across borders and enforcing contracts. The other two analyze other areas of interest in the historical data set.

The case study on dealing with construction permits analyzes the new data for the building quality control index. The results show that high-income economies have on average better quality control and safety mechanisms. The case study also finds that economies with greater efficiency and quality in their construction permitting system tend to have a lower incidence of corruption.

The case study on getting electricity focuses on both the new reliability of electricity supply and transparency of tariffs index and the price of electricity consumption. It finds that economies that have a more reliable electricity supply also tend to have a more efficient process for getting a new electricity connection.

The registering property case study analyzes one of the features covered by the new quality of land administration index: the digital capabilities of the land registry and cadastre. The case study shows that property transfers have become more efficient in economies that introduced digital systems in their land registry, their cadastre or both.

The case study on trading across borders presents the new methodology for this indicator set. It analyzes the trade patterns captured in the indicators and discusses the main patterns in the data on the time and cost to export and import. The case study finds that economies in customs unions tend to have more streamlined trade processes. Finally, the enforcing contracts case study presents the new data on the quality of judicial processes and discusses regional patterns and recent reforms in this area.

Beyond these five case studies covering new features, a case study on starting a business analyzes the involvement of third parties such as lawyers and notaries in company formation. It finds that where third parties are involved the cost is higher. A case study on resolving insolvency focuses on post-commencement finance—new funds obtained by a company after it enters an insolvency process, when an inflow of funds can be crucial in preserving the company's viability. Comparing legal provisions on post-commencement finance around the world, the case study finds that businesses are more likely to survive an insolvency process in economies where post-commencement finance is well regulated.

Finally, this year's report presents a summary of some of the research recently published in academic law journals that relates to the four sets of *Doing Business* indicators whose focus is essentially on the law—getting credit (legal rights of borrowers and lenders), protecting minority investors, enforcing contracts and resolving insolvency. There are close links between these indicators and the literature. For example, the literature emphasizes the importance of having effective mechanisms of alternative dispute resolution as a way to minimize the case backlog in courts—and this inspired the expansion of the enforcing contracts indicators to also cover arbitration and voluntary mediation this year. *Doing Business* will continue to monitor the literature in both law and economics to identify good practices and inform policy makers undertaking legal and regulatory reform efforts.

NOTES

1. For 11 economies the data are also collected for the second largest business city (see table 13A.1 at the end of the data notes).
2. This year's report also introduces an expanded methodology for the labor market regulation indicators, as discussed in the data notes.
3. The papers cited here are just a few examples of research done in the areas measured by *Doing Business*. Since 2003, when the *Doing Business* report was first published, 2,182 research articles discussing how regulation in the areas measured by *Doing Business* influences economic outcomes have been published in peer-reviewed academic journals. Another 6,296 working papers have been posted online.
4. Bruhn 2011.
5. Amin and Islam 2014.
6. Giannetti and Jentzsch 2013.
7. Visaria 2009.
8. Monteiro and Assunção 2012.
9. Besley 2015, p. 106.
10. Relationships are significant at the 1% level after controlling for income per capita. The correlation between the ease of doing business ranking and the Global Competitiveness Index is 0.84. The correlation between the ease of doing business ranking and the Corruption Perceptions Index is 0.75.
11. Relationships are significant at the 1% level after controlling for income per capita. The correlation between the distance to frontier score for regulatory efficiency and the Corruption Perceptions Index is 0.77. The correlation between the distance to frontier score for regulatory quality and the Corruption Perceptions Index is 0.66.
12. This corresponds to a monthly consumption of 26,880 kilowatt-hours.
13. The relationship is significant at the 1% level after controlling for income per capita. New firm density is the number of newly registered limited liability companies per 1,000 working-age people (ages 15–64).
14. The relationship is significant at the 1% level after controlling for income per capita.
15. UNPAN 2012.
16. UNPAN 2012.
17. According to the World Bank's World Development Indicators database, output per capita in Georgia increased from $4,346 in 2004 to $7,233 in 2014 (in constant 2011 international dollars) (http://data.worldbank.org/indicator). And according to the World Bank Group's Entrepreneurship Database, business density rose from 1.35 firms per 1,000 adults in 2005 to 4.86 in 2012 (http://www.doingbusiness.org/data/exploretopics/entrepreneurship).

About *Doing Business*

Economic activity requires sensible rules that encourage firm start-up and growth and avoid creating distortions in the marketplace. *Doing Business* focuses on the rules and regulations that can help the private sector thrive—because without a dynamic private sector, no economy can provide a good, and sustainable, standard of living for people. *Doing Business* measures the presence of rules that establish and clarify property rights, minimize the cost of resolving disputes, increase the predictability of economic interactions and provide contractual partners with core protections against abuse.

The *Doing Business* data highlight the important role of the government and government policies in the day-to-day life of domestic small and medium-size firms. The objective is to encourage regulations that are designed to be efficient, accessible to all who use them and simple in their implementation. Where regulation is burdensome, it diverts the energies of entrepreneurs away from developing their businesses. But where regulation is efficient, transparent and implemented in a simple way, it becomes easier for businesses to innovate and expand—and easier for aspiring entrepreneurs to compete on an equal footing. Indeed, *Doing Business* values good rules as a key to social inclusion. Enabling growth—and ensuring that all people, regardless of income level, can participate in its benefits—requires an environment where new entrants with drive and good ideas can get started in business and where good firms can invest and grow.

Doing Business was designed with two main types of users in mind: policy makers and researchers.[1] It is a tool that governments can use to design sound business regulatory policies. Nevertheless, the *Doing Business* data are limited in scope and should be complemented with other sources of information. *Doing Business* focuses on a few specific rules relevant to the specific case studies analyzed. These rules and case studies are chosen to be illustrative of the business regulatory environment, but they are not a comprehensive description of that environment. *Doing Business* is also an important source of information for researchers. It provides a unique data set that enables analysis aimed at better understanding the role of business regulation in economic development.

WHAT DOES *DOING BUSINESS* MEASURE?

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 (table 2.1). *Doing Business* also measures features of labor market regulation. This year's report does not present rankings of economies on the labor market regulation indicators or include the topic in the aggregate distance to frontier score or

- *Doing Business* measures aspects of business regulation affecting domestic small and medium-size firms in 11 areas across 189 economies. Ten of these areas—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—are included in the distance to frontier score and ease of doing business ranking. *Doing Business* also measures features of labor market regulation, which is not included in these two measures.
- *Doing Business* does not capture other aspects of the business environment, such as security, market size, macroeconomic stability and the prevalence of bribery and corruption.
- The *Doing Business* methodology is based on standardized case scenarios in the largest business city of each economy. In addition, for 11 economies a second city is covered.
- The subnational *Doing Business* studies complement the global report by going beyond the largest business city in selected economies.
- *Doing Business* relies on four main sources of information: the relevant laws and regulations, *Doing Business* respondents, the governments of the economies covered and the World Bank Group regional staff.

ranking on the ease of doing business. It does present the data for these indicators.

Four sets of indicators—dealing with construction permits, getting electricity, registering property and enforcing contracts—have been expanded for this year's report to measure aspects of regulatory quality. One indicator set—trading across borders—has been redesigned to increase the relevance of what is measured. (For details on what is new in these indicator sets, see the chapter on what is changing in *Doing Business*.)

TABLE 2.1 What *Doing Business* measures—11 areas of business regulation

Indicator set	What is measured
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 cost of electricity consumption
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
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

How the indicators are selected

The choice of the 11 sets of *Doing Business* indicators has been guided by economic research and firm-level data, particularly data from the World Bank Enterprise Surveys.[2] These surveys provide data highlighting the main obstacles to business activity as reported by entrepreneurs in more than 135 economies. For example, among the factors that the surveys have identified as important to businesses have been access to finance and access to electricity—inspiring the design of the *Doing Business* indicators on getting credit and getting electricity.

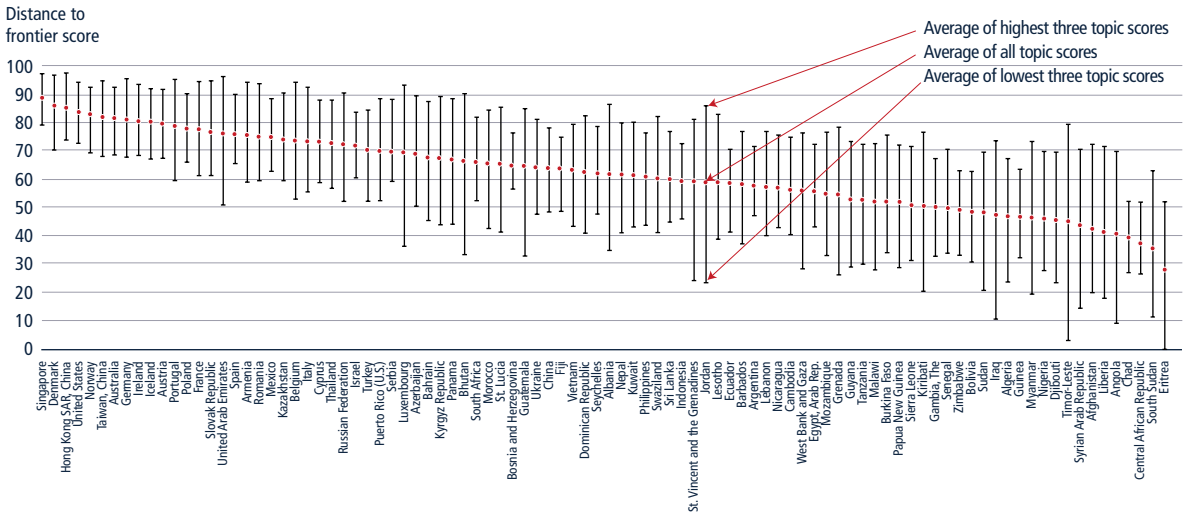
The design of the *Doing Business* indicators has also been informed by theoretical insights gleaned from extensive research and the literature on the role of institutions in enabling economic development. In addition, the background papers developing the methodology for each of the *Doing Business* indicator sets have established the importance of the rules and regulations that *Doing Business* focuses on for such economic outcomes as trade volumes, foreign direct investment, market capitalization in stock exchanges and private credit as a percentage of GDP.[3]

Two aggregate measures

Doing Business presents data both for individual indicators and for two aggregate measures—the distance to frontier score and the ease of doing business ranking—to provide different perspectives on the data. The distance to frontier score aids in assessing the absolute level of regulatory performance and how it improves over time. This 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 or the third year in which data were collected for the indicator. (For indicators calculated as scores, such as the strength of legal rights index or the quality of land administration index, the frontier is set at the highest possible value.) This allows users both to see the gap between a particular economy's performance and the best performance at any point in time and to assess the absolute change in the economy's regulatory environment over time as measured by *Doing Business*. The distance to frontier is first computed for each topic and then averaged across all topics to compute the aggregate distance to frontier score. The ranking on the ease of doing business complements the distance to frontier score by providing information about an economy's performance in business regulation relative to the performance of other economies as measured by *Doing Business*.

For each topic covered and for all topics, *Doing Business* uses a simple averaging approach for weighting component indicators, calculating rankings and determining the distance to frontier score.[4] Each topic covered by *Doing Business* relates to a different aspect of the business regulatory environment. The distance to frontier scores and rankings of each economy vary, often substantially, across topics, indicating that strong performance by an economy in one area of regulation can coexist with weak performance in another (figure 2.1). A quick way to assess the variability of an economy's regulatory performance is to look at its distance to frontier scores across topics (see the country tables). The Kyrgyz Republic, for example, has an overall distance to frontier score of 66.01, meaning that it is two-thirds of the way from the worst to the best performance. Its distance to frontier score is 92.94 for

FIGURE 2.1 An economy's regulatory environment may be more business-friendly in some areas than in others



Source: Doing Business database.

Note: The distance to frontier scores reflected are those for the 10 *Doing Business* topics included in this year's aggregate distance to frontier score. The figure is illustrative only; it does not include all 189 economies covered by this year's report. See the country tables for the distance to frontier scores for each *Doing Business* topic for all economies.

starting a business, 90.59 for registering property and 79.98 for dealing with construction permits. At the same time, it has a distance to frontier score of 34.66 for resolving insolvency, 43.95 for getting electricity and 49.49 for enforcing contracts.

WHAT DOES *DOING BUSINESS* NOT MEASURE?

Doing Business does not cover many important policy areas, and even within the areas it covers its scope is narrow (table 2.2). *Doing Business* does not measure the full range of factors, policies and institutions that affect the quality of an economy's business environment or its national competitiveness. It does not, for example, capture aspects of security, market size, macroeconomic stability, the state of the financial system, the prevalence of bribery and corruption or the level of training and skills of the labor force.

Even within the relatively small set of indicators included in *Doing Business*, the focus is deliberately narrow. The trading across borders indicators, for example, capture the time and cost required for the logistical process of exporting and importing goods, but they do not measure the cost of tariffs or of the international transport. Thus through these indicators *Doing Business* provides a narrow perspective on the infrastructure challenges that firms face, particularly in the developing world. It does not address the extent to which inadequate roads, rail, ports and communications may add to firms' costs and undermine competitiveness (except to the extent that the trading across borders indicators indirectly measure the quality of ports). Similar to the indicators on trading across borders, those on starting a business or protecting minority investors do not cover all aspects of commercial legislation. And while *Doing Business* measures only a few aspects within each area that it covers, business regulation reforms should not focus just on these aspects, because those that it does not measure are still important.

TABLE 2.2 What *Doing Business* does not cover

Examples of areas not covered
Macroeconomic stability
State of the financial system
Level of training and skills of the labor force
Prevalence of bribery and corruption
Market size
Security
Examples of aspects not included within the areas covered
In paying taxes, personal income tax rates
In getting credit, the monetary policy stance and the associated ease or tightness of credit conditions for firms
In trading across borders, export or import tariffs and subsidies

Doing Business does not attempt to measure all costs and benefits of a particular law or regulation to society as a whole. For example, the paying taxes indicators measure the total tax rate, which, in isolation, is a cost to businesses. The indicators do not measure, nor are they intended to measure, the benefits of the social and economic programs funded through tax revenues. Measuring quality and efficiency in business regulation provides one input into the debate on the regulatory burden associated with achieving regulatory objectives. These

objectives can differ across economies. *Doing Business* provides a starting point for this discussion and should be used in conjunction with other data sources.

WHAT ARE THE STRENGTHS AND LIMITATIONS OF THE METHODOLOGY?

The *Doing Business* methodology was designed to be an easily replicable way to benchmark certain aspects of business regulation. It has advantages and limitations that should be understood when using the data (table 2.3).

A key consideration for the *Doing Business* indicators is that they should ensure comparability of the data across a global set of economies. The indicators are therefore developed around standardized case scenarios with specific assumptions. One such assumption is the location of a notional business—the subject of the *Doing Business* case study—in the largest business city of the economy. The reality is that business regulations and their enforcement may differ within a country, particularly in federal states and large economies. But gathering data for every relevant jurisdiction in each of the 189 economies covered by *Doing Business* would be infeasible. Nevertheless, where policy makers are interested in generating data at the local level, beyond the largest business city, *Doing Business* has complemented its global indicators with subnational studies (box 2.1). And starting in last year's report, *Doing Business* has extended its coverage to the second largest business city in economies with a population of more than 100 million as of 2013.

Doing Business recognizes the limitations of the standardized case scenarios and assumptions. But while such assumptions come at the expense of generality, they also help ensure the comparability of data. For this reason it is common to see limiting assumptions of this kind in economic indicators.

TABLE 2.3 Advantages and limitations of the *Doing Business* methodology

Feature	Advantages	Limitations
Use of standardized case scenarios	Makes the data comparable across economies and the methodology transparent	Reduces the scope of the data and means that only regulatory reforms in the areas measured can be systematically tracked
Focus on largest business city[a]	Makes the data collection manageable (cost-effective) and the data comparable	Reduces the representativeness of the data for an economy if there are significant differences across locations
Focus on domestic and formal sector	Keeps the attention on where regulations are relevant and firms are most productive—the formal sector	Fails to reflect reality for the informal sector—important where that is large—or for foreign firms where they face a different set of constraints
Reliance on expert respondents	Ensures that the data reflect the knowledge of those with the most experience in conducting the types of transactions measured	Results in indicators that do not measure the variation in experiences among entrepreneurs
Focus on the law	Makes the indicators "actionable"—because the law is what policy makers can change	Fails to reflect the reality that where systematic compliance with the law is lacking, regulatory changes will not achieve the full results desired

a. In economies with a population of more than 100 million as of 2013, *Doing Business* covers business regulation in both the largest business city and the second largest one.

Some *Doing Business* topics are complex, and so it is important that the standardized cases are carefully defined. For example, the standardized case scenario usually involves a limited liability company or its legal equivalent. There are two reasons for this assumption. First, private, limited liability companies are the most prevalent business form for firms with more than one owner in many economies around the world. Second, this choice reflects the focus of *Doing Business* on expanding opportunities for entrepreneurship: investors are encouraged to venture into business when potential losses are limited to their capital participation.

Another assumption underlying the *Doing Business* indicators is that entrepreneurs have knowledge of and comply with applicable regulations. In practice, entrepreneurs may not know what needs to be done or how to comply and may lose considerable time trying to find out. Alternatively, they may deliberately avoid compliance altogether—by not registering for social security, for example. Where regulation is particularly onerous, firms may opt for bribery and other informal arrangements intended to bypass the rules—an aspect that helps explain differences between the de jure data provided by *Doing Business* and the de facto insights offered by World Bank Enterprise Surveys.[5] In economies with particularly burdensome regulation, levels of informality tend to be higher. Compared with their formal sector counterparts, firms in the informal sector typically grow more slowly, have poorer access to credit and employ fewer workers—and these workers remain outside the protections of labor law.[6] Firms in the informal sector are also less likely to pay taxes. *Doing Business* measures one set of factors that help explain the occurrence of informality and give policy makers insights into potential areas of regulatory reform.

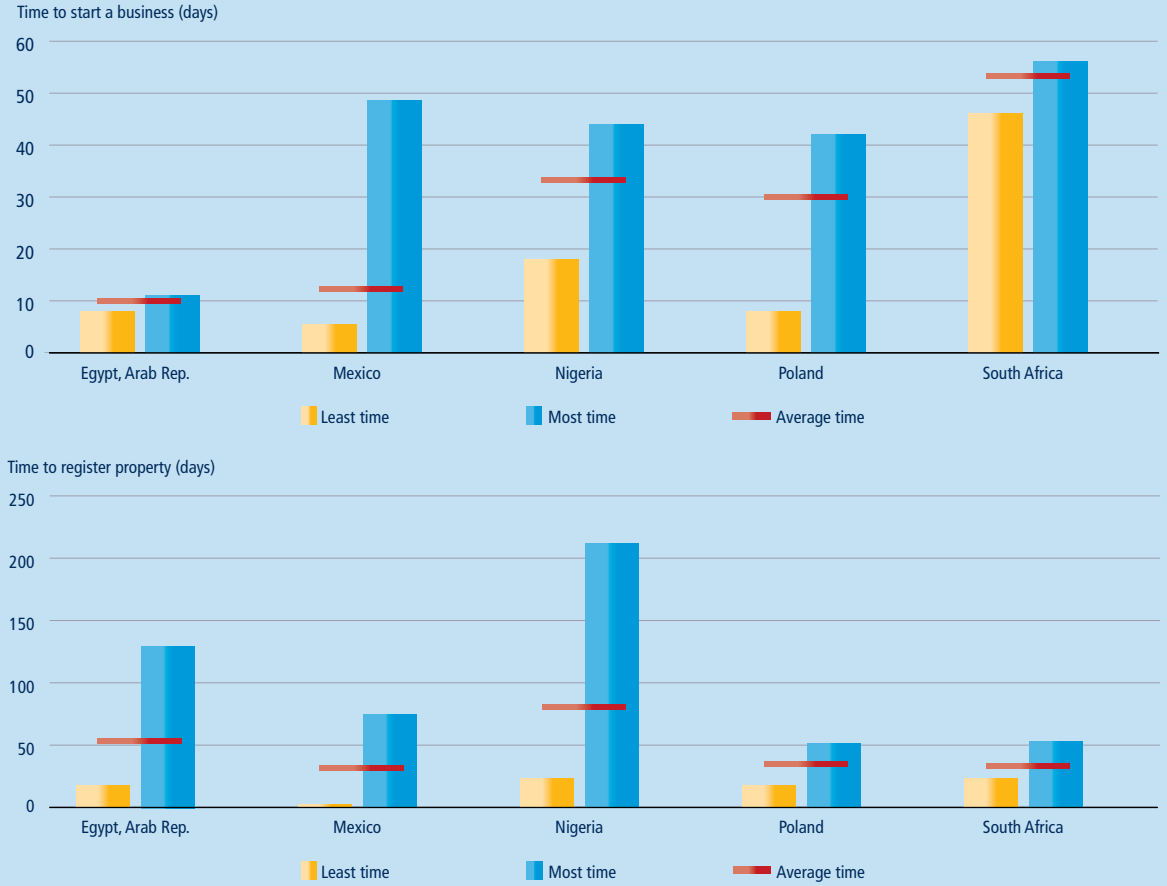
Rules and regulations fall under the direct control of policy makers—and they are often where policy makers start when intending to change the set of incentives under which businesses operate. *Doing Business* not only shows where problems exist in the regulatory framework; it also points to specific regulations or regulatory procedures that may lend themselves to reform. And its quantitative measures enable research on how specific regulations

BOX 2.1 Comparing regulation at the local level: subnational *Doing Business* studies

The subnational *Doing Business* studies expand the *Doing Business* analysis beyond the largest business city of an economy. They measure variation in regulations or in the implementation of national laws across locations within an economy (as in South Africa) or a region (as in Central America). Projects are undertaken at the request of governments.

Data collected by subnational studies over the past two years show that there can be substantial variation within an economy (see figure). In Mexico in 2013, for example, registering a property transfer took as few as 2 days in Colima and as many as 74 in Mexico City. Indeed, within the same economy one can find locations that perform as well as economies ranking in the top 20 on the ease of registering property and locations that perform as poorly as economies ranking in the bottom 40 on that indicator.

Different locations, different regulatory processes, same economy



Source: Subnational *Doing Business* database.

Note: The average time shown for each economy is based on all locations covered by the data: 15 locations and governorates in the Arab Republic of Egypt in 2013, 31 states and Mexico City in Mexico in 2013, 36 cities in Nigeria in 2014, 18 cities in Poland in 2014 and 9 cities in South Africa in 2015.

The subnational *Doing Business* studies create disaggregated data on business regulation. But they go beyond a data collection exercise. They have proved to be strong motivators for regulatory reform at the local level:

- The data produced are comparable across locations within the economy and internationally, enabling locations to benchmark their results both locally and globally. Comparisons of locations that are within the same economy and therefore share the same legal and regulatory framework can be revealing: local officials find it hard to explain why doing business is more difficult in their jurisdiction than in a neighboring one.

(continued)

BOX 2.1 Comparing regulation at the local level: subnational *Doing Business* studies *(continued)*

- Pointing out good practices that exist in some locations but not others within an economy helps policy makers recognize the potential for replicating these good practices. This can prompt discussions of regulatory reform across different levels of government, providing opportunities for local governments and agencies to learn from one another and resulting in local ownership and capacity building.

Since 2005 subnational reports have covered 437 locations in 65 economies, including Colombia, the Arab Republic of Egypt, Italy, the Philippines and Serbia. Fifteen economies—including Indonesia, Mexico, Nigeria and the Russian Federation—have undertaken two or more rounds of subnational data collection to measure progress over time. This year subnational studies were completed in the Dominican Republic, Poland, South Africa, Spain and six countries in Central America. Ongoing studies include those in Afghanistan (5 cities), Kenya (10 cities), Mexico (31 states and Mexico City) and the United Arab Emirates (3 emirates).

Subnational reports are available on the Doing Business *website at http://www.doingbusiness.org/subnational.*

affect firm behavior and economic outcomes.

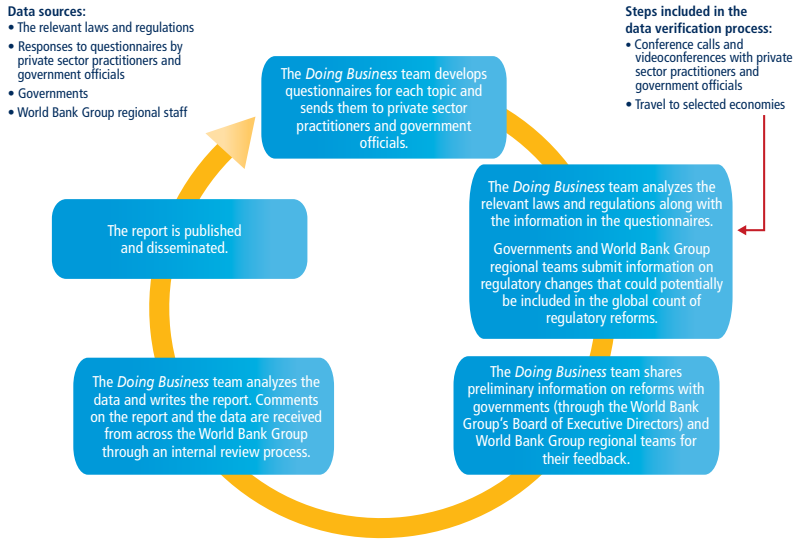
Many of the *Doing Business* indicators can be considered "actionable," measuring aspects over which governments have direct control. For example, governments can reduce (or even eliminate) the minimum capital requirement for new firms. They can invest in company and property registries to increase the efficiency of these public agencies. They can improve the efficiency of tax administration by adopting the latest technologies to facilitate the preparation, filing and payment of taxes by businesses. And they can undertake court reforms to shorten delays in the enforcement of contracts. On the other hand, some *Doing Business* indicators capture costs that involve private sector participants, such as lawyers, notaries, architects, electricians or freight forwarders—costs over which governments may have little influence in the short run.

While many *Doing Business* indicators are actionable, this does not necessarily mean that they are always "action-worthy" in a particular context.[7] And *Doing Business* data do not indicate which indicators are more "action-worthy" than others. Business regulation reforms are one element of a strategy aimed at improving competitiveness and establishing a solid foundation for sustainable economic growth. There are many other important goals to pursue—such as effective management of public finances, adequate attention to education and training, adoption of the latest technologies to boost economic productivity and the quality of public services, and appropriate regard for air and water quality to safeguard people's health. Governments have to decide what set of priorities best fits the needs they face. To say that governments should work toward a sensible set of rules for private sector activity does not suggest that they should be doing so at the expense of other worthy economic and social goals.

HOW ARE THE DATA COLLECTED?

The *Doing Business* data are based on a detailed reading of domestic laws and regulations as well as administrative requirements. The data cover 189 economies—including small economies and some of the poorest economies, for which little or no data are available in other data sets. The data are collected through several rounds of interaction with expert respondents (both private sector practitioners and government officials)—through responses to questionnaires,

FIGURE 2.2 How *Doing Business* collects and verifies the data



conference calls, written correspondence and visits by the team. *Doing Business* relies on four main sources of information: the relevant laws and regulations, *Doing Business* respondents, the governments of the economies covered and the World Bank Group regional staff (figure 2.2). For a detailed explanation of the *Doing Business* methodology, see the data notes.

Relevant laws and regulations

Most of the *Doing Business* indicators are based on laws and regulations. Indeed, around two-thirds of the data embedded in the *Doing Business* indicators are based on a reading of the law. Besides filling out written questionnaires, *Doing Business* respondents provide references to the relevant laws, regulations and fee schedules. The *Doing Business* team collects the texts of the relevant laws and regulations and checks questionnaire responses for accuracy. For example, the team will examine the commercial code to confirm the paid-in minimum capital requirement, look at the legislation to see whether borrowers have the right to access their data at the credit bureau and read the tax code to find applicable tax rates. (*Doing Business* makes these and other types of laws available on the *Doing Business* law library website.)[8] Because of the extensive data checking, which involves an annual update of an established database, having very large samples of respondents is not necessary for these types of questions. In principle, the role of the contributors is largely advisory—helping the *Doing Business* team in finding and understanding the laws and regulations—and there are quickly diminishing returns to an expanded number of contributors.

For the rest of the data the team conducts extensive consultations with multiple contributors to minimize measurement error. For some indicators—for example, those on dealing with construction permits, enforcing contracts and resolving insolvency—the time component and part of the cost component (where fee schedules are lacking) are based on actual practice rather than the law on the books. This introduces a degree of judgment by respondents on what actual practice looks like. When respondents disagree, the time indicators reported by *Doing Business* represent the median values of several responses given under the assumptions of the standardized case.

Doing Business respondents

Over the past 13 years more than 33,000 professionals in 189 economies have assisted in providing the data that inform the *Doing Business* indicators.[9] This year's report draws on the inputs of more than 11,400 professionals.[10] Table 13.2 in the data notes lists the number of respondents for each indicator set. The *Doing Business* website shows the number of respondents for each economy and each indicator set.

Respondents are professionals who routinely administer or advise on the legal and regulatory requirements in the specific areas covered by *Doing Business*, selected on the basis of their expertise in these areas. Because of the focus on legal and regulatory arrangements, most of the respondents are legal professionals such as lawyers, judges or notaries. In addition, officials of the credit bureau or registry complete the credit information questionnaire. Freight forwarders, accountants, architects, engineers and other professionals answer the questionnaires related to trading across borders, paying taxes and dealing with construction permits. Certain public officials (such as registrars from the company or property registry) also provide information that is incorporated into the indicators.

The *Doing Business* approach has been to work with legal practitioners or other professionals who regularly undertake the transactions involved. Following the standard methodological approach for time-and-motion studies, *Doing Business* breaks down each process or transaction, such as starting a business or registering a building, into separate steps to ensure a better estimate of time. The time estimate for each step is given by practitioners with significant and routine experience in the transaction.

Doing Business does not survey firms for two main reasons. The first relates to the frequency with which firms engage in the transactions captured by the indicators, which is generally low. For example, a firm goes through the start-up process once in its existence, while an incorporation lawyer may carry out 10 such transactions each month. The incorporation lawyers and other experts providing information to *Doing Business* are therefore better able to assess the process of starting a business than are individual firms. They also have access to the latest regulations and practices, while a firm may have faced a different set of rules when incorporating years before. The second reason is that the *Doing Business* questionnaires mostly gather legal information, which firms are unlikely to be fully familiar with. For example, few firms will know about all the many legal procedures involved in resolving a commercial dispute through the courts, even if they have gone through the process themselves. But a litigation lawyer should have little difficulty in providing the requested information on all the procedures.

Governments and World Bank Group regional staff

After receiving the completed questionnaires from the *Doing Business* respondents, verifying the information against the law and conducting follow-up inquiries to ensure that all relevant information is captured, the *Doing Business* team shares the preliminary descriptions of regulatory reforms with governments (through the World Bank Group's Board of Executive Directors) and with regional staff of the World Bank Group. Through this process government authorities and World Bank Group staff working on

most of the economies covered can alert the team about, for example, regulatory reforms not picked up by the respondents or additional achievements of regulatory reforms already captured in the database. In response to such feedback, the *Doing Business* team turns to the local private sector experts for further consultation and, as needed, corroboration. In addition, the team responds formally to the comments of governments or regional staff and provides explanations of the scoring decisions.

Data adjustments

Information on data corrections is provided in the data notes and on the *Doing Business* website. A transparent complaint procedure allows anyone to challenge the data. From November 2014 to October 2015 the team received and responded to more than 170 queries on the data. If changes in data are confirmed, they are immediately reflected on the website.

NOTES

1. The focus of the *Doing Business* indicators remains the regulatory regime faced by domestic firms engaging in economic activity in the largest business city of an economy. *Doing Business* was not initially designed to inform decisions by foreign investors, though investors may in practice find the data useful as a proxy for the quality of the national investment climate. Analysis done in the World Bank Group's Global Indicators Group has shown that countries that have sensible rules for domestic economic activity also tend to have good rules for the activities of foreign subsidiaries engaged in the local economy.
2. For more on the World Bank Enterprise Surveys, see the website at http://www.enterprisesurveys.org.
3. These papers are available on the *Doing Business* website at http://www.doingbusiness.org/methodology.
4. For getting credit, indicators are weighted proportionally, according to their contribution to the total score, with a weight of 60% assigned to the strength of legal rights index and 40% to the depth of credit information index. In this way each point included in these indices has the same value independent of the component it belongs to. Indicators for all other topics are assigned equal weights. For more details, see the chapter on the distance to frontier and ease of doing business ranking.
5. Hallward-Driemeier and Pritchett 2015.
6. Schneider 2005; La Porta and Shleifer 2008.
7. One study using *Doing Business* indicators illustrates the difficulties in using highly disaggregated indicators to identify reform priorities (Kraay and Tawara 2013).
8. For the law library website, see http://www.doingbusiness.org/law-library.
9. The annual data collection exercise is an update of the database. The *Doing Business* team and the contributors examine the extent to which the regulatory framework has changed in ways relevant for the features captured by the indicators. The data collection process should therefore be seen as adding each year to an existing stock of knowledge reflected in the previous year's report, not as creating an entirely new data set.
10. While more than 11,400 contributors provided data for this year's report, many of them completed a questionnaire for more than one *Doing Business* indicator set. Indeed, the total number of contributions received for this year's report is more than 14,100 which represents a true measure of the inputs received. The average number of contributions per indicator set and economy is just under seven. For more details, see http://www.doingbusiness.org/contributors/doing-business.

What is changing in *Doing Business*?

Good practices in business regulation have evolved since the *Doing Business* indicators were first developed in 2003. Some changes have come, for example, as new technologies have transformed the ways governments interact with citizens and the business community. The new developments have created a need to expand and update the *Doing Business* methodology. In addition, the original *Doing Business* indicators are by nature limited in scope, and expanding the methodology allows opportunities to reduce the limitations. While the *Doing Business* report has introduced changes in methodology of varying degrees every year, this year's report and last year's have implemented more substantive improvements. These changes reflect consultations that have taken place over the years with World Bank Group staff, country governments and the private sector and are being implemented against the background of the findings presented in 2013 by the Independent Panel on *Doing Business*.[1]

As part of these changes, 8 of 10 sets of *Doing Business* indicators are being improved over a two-year period (table 3.1). The improvements are aimed at addressing two main concerns. First, in indicator sets that primarily measure the efficiency of a transaction or service provided by a government agency (such as registering property), the focus is being expanded to also cover aspects of the quality of that service. And second, in indicator sets that already measure some aspects of the quality of regulation (such as protecting minority investors), the focus is being expanded to include additional good practices in the areas covered. In addition, some changes are aimed at increasing the relevance of indicators (such as the trading across borders indicators).

INTRODUCING NEW MEASURES OF QUALITY

Efficiency in regulatory transactions is important. Many research papers have highlighted the positive effect of efficiency improvements in areas measured by *Doing Business* on such economic outcomes as firm or job creation.[2] But increasing efficiency may have little impact if the service provided is of poor quality. For example, the ability to complete a property transfer quickly and inexpensively is important, but if the land

TABLE 3.1 Timeline of the changes in *Doing Business*

Doing Business 2015
Broadening the scope of indicator sets
■ Getting credit
■ Protecting minority investors
■ Resolving insolvency
Doing Business 2016
Broadening the scope of indicator sets
■ Registering property
■ Dealing with construction permits
■ Getting electricity
■ Enforcing contracts
Increasing the relevance of indicator sets
■ Trading across borders

- This year's report introduces improvements in 5 of 10 *Doing Business* indicator sets. Part of an effort begun in last year's report, the changes have two main goals. The first is to expand the focus of indicator sets that primarily measure the efficiency of a transaction or service to also cover aspects of the quality of that service. The second is to expand the focus of indicator sets that already measure some aspects of the quality of regulation to include recent good practices in the areas covered.
- This year's report adds indicators of quality to four indicator sets: registering property, dealing with construction permits, getting electricity and enforcing contracts.
- In addition, the trading across borders indicators have been revised to increase their relevance. The underlying case study now focuses on the top export product for each economy, on auto parts as its import product and on its largest trading partner for the export and import products.

records are unreliable or other features of the property rights regime are flawed, the property title will have little value.

Yet measures of the quality of business regulation at the micro level are scarce. By expanding its focus on regulatory quality, *Doing Business* will thus open a new area for research. The aim is to help develop greater understanding of the importance of the quality of business regulation and its link to regulatory efficiency and economic outcomes.

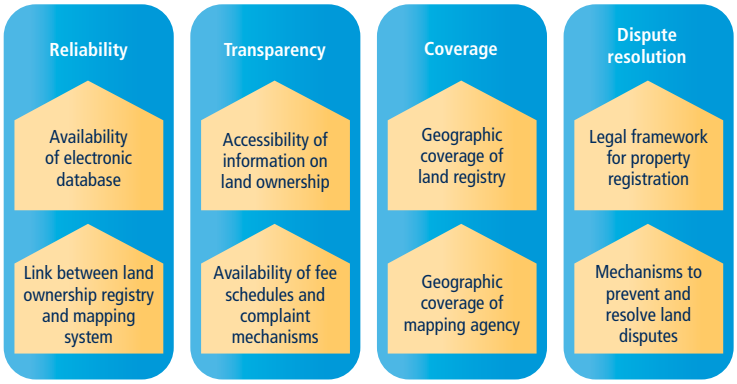
In this year's report four indicator sets are being expanded to also measure regulatory quality: registering property, dealing with construction permits, getting electricity, and enforcing contracts. A similar expansion for the paying taxes indicator set is being considered for next year. The new indicators being introduced emphasize the importance of having the right type of regulation. In general, economies with less regulation or none at all will have a lower score on the new indicators.

Registering property

The registering property indicator set assesses the efficiency of land administration systems by measuring the procedures, time and cost to transfer a property from one company to another. This year's report adds a new indicator to also encompass aspects of the quality of these systems. The quality of land administration index measures the reliability, transparency and geographic coverage of land administration systems as well as aspects of dispute resolution for land issues (figure 3.1). This new indicator is included in the distance to frontier score and therefore affects the ease of doing business ranking.

Ensuring the reliability of information on property titles is a crucial function of land administration systems. To measure how well these systems are performing this function, data for the quality of land administration index record the practices used in collecting, recording, storing and processing information on land parcels and property titles. Higher scores are given for practices that support data reliability, such as unifying, standardizing and synchronizing records across different sources and putting in place the necessary infrastructure to reduce the risk of errors.

FIGURE 3.1 What is being added to registering property



The indicator also measures the transparency of information in land administration systems around the world. New data record whether land-related information is made publicly available, whether procedures and property transactions are transparent and whether information on fees for public services is easily accessible.

In addition, the indicator measures the coverage levels attained by land registration and mapping systems. A land administration system that does not cover the country's entire territory is unable to guarantee the protection of property rights in areas that lack institutionalized information on land. The result is a dual system, with both formal and informal land markets. To be enforceable, all transactions need to be publicly verified and authenticated at the land registry.

Finally, the indicator allows comparative analysis of land dispute resolution across economies. It measures the accessibility of conflict resolution mechanisms and the extent of liability for the entities or agents recording land transactions.

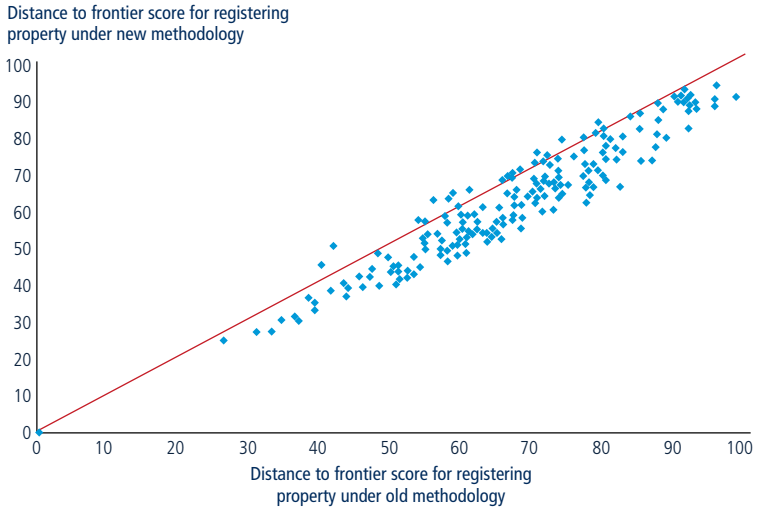
The quality of land administration index accounts for a quarter of the distance to frontier score for registering property, and the distance to frontier scores under the old and new methodologies are significantly correlated (figure 3.2). For a complete discussion of the methodology for the registering property indicators, see the data notes. For an analysis of the data for the indicators, see the case study on registering property.

Dealing with construction permits

The indicator set on dealing with construction permits measures the procedures, time and cost to comply with the formalities to build a warehouse—including obtaining necessary licenses and permits, completing required notifications and inspections, and obtaining utility connections. A new indicator added to the set in this year's report—the building quality control index—expands the coverage to also encompass good practices in construction regulation (figure 3.3). This new indicator is part of the distance to frontier score and therefore affects the ease of doing business ranking.

The building quality control index looks at important issues facing the building community. One is the need for clarity in the rules, to ensure that regulation of construction can fulfill the vital function of helping to protect the public from faulty building practices. To assess this

FIGURE 3.2 Comparing the distance to frontier scores for registering property under the old and new methodologies



Source: Doing Business database.
Note: Both distance to frontier scores are based on data for 2014. The 45-degree line shows where the scores under the old and new methodologies are equal. The correlation between the two scores is 0.96.

characteristic, the indicator examines how clearly the building code or building regulations specify the requirements for obtaining a building permit and how easily accessible the regulations are.

Beyond measuring the clarity and accessibility of regulations, the building quality control index assesses the effectiveness of inspection systems. Good inspection systems are critical to ensuring public safety. They can ensure that buildings comply with proper safety standards, reducing the chances of structural faults. And requirements that technical experts review the proposed plans before construction even begins can reduce the risk of structural failures later on. The indicator covers quality control at three stages: before, during and after construction.

A measure of quality control before construction looks at one point: whether a licensed engineer or architect must verify that the architectural plans and drawings comply with the building regulations. Measures of quality control during construction examine two points: what types of inspections (if any) are required by law during construction; and whether inspections required by law are actually carried out (or, if not required by law, commonly occur in practice). Measures of quality control after construction also examine two points: whether a final inspection is required by law to verify that the building was built in accordance with the approved plans and the building regulations; and whether the final inspection required by law is actually carried out (or, if not required by law, commonly occurs in practice).

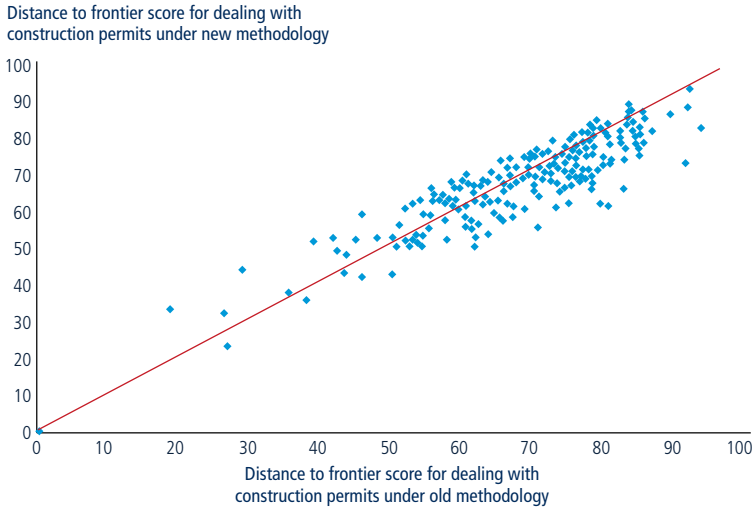
The professionals who conduct the inspections play a vital part in ensuring that buildings meet safety standards. So it is important that these professionals be certified and that they have the necessary technical qualifications. And if safety violations or construction flaws occur despite their efforts, it is important to have a well-defined liability and insurance structure to cover losses resulting from any structural faults.

The building quality control index covers several points relating to these issues: what the qualification requirements are for the professionals responsible for reviewing and approving the architectural plans and for those authorized to supervise or inspect the construction; which parties are held legally liable for construction flaws or problems affecting the structural safety of the building once occupied; and which parties are required by law to obtain an insurance policy to cover possible flaws or problems affecting the structural safety of the building once occupied.

The new index accounts for a quarter of the distance to frontier score for dealing with construction permits, and the distance to frontier scores under the old and new methodologies are significantly correlated (figure 3.4). For a complete discussion of the methodology for the indicators on dealing with construction permits, see the data notes. For a fuller discussion of the new indicator and an analysis of the associated data, see the case study on dealing with construction permits.

FIGURE 3.3 What is being added to dealing with construction permits

FIGURE 3.4 Comparing the distance to frontier scores for dealing with construction permits under the old and new methodologies



Source: Doing Business database.

Note: Both distance to frontier scores are based on data for 2014. The 45-degree line shows where the scores under the old and new methodologies are equal. The correlation between the two scores is 0.92.

Getting electricity

The indicator set on getting electricity measures the efficiency of the process for obtaining an electricity connection for a standardized warehouse—as reflected in the procedures, time and cost required. While the efficiency of the connection process has proved to be a useful proxy for the overall efficiency of the electricity sector, these measures cover only a small part of the sector's performance. Beyond the complexity and high cost of getting an electricity connection, inadequate or unreliable power supply and the price of electricity consumption are also perceived as important constraints on business activity, particularly in the developing world. To offer a more complete view of the electricity distribution sector, this year's report adds two new indicators, the reliability of supply and transparency of tariffs index and the price of electricity (figure 3.5). While the first indicator is included in the distance to frontier score and ease of doing business ranking, the second one is not.

To assess the reliability of the electricity supply, *Doing Business* measures both the duration and the frequency of power outages. To do so, it uses the system average interruption duration index (SAIDI) and the system average interruption frequency index (SAIFI). SAIDI measures the average total duration of outages, and SAIFI the average number of outages, experienced by a customer over the course of a year. These two measures are typically recorded by utility companies, but collecting the data can be challenging because their availability and quality depend on the utilities' ability (and resources) to collect the underlying information.

The SAIDI and SAIFI measures are used to highlight extreme cases of power outages (as measured against a threshold defined by *Doing Business*). For economies where power outages are not extreme, the quality of monitoring and the role of the monitoring agency or regulator become the crucial factors being measured. Data for the reliability of supply and transparency of tariffs index record the methods used by electricity distribution companies to monitor power outages and restore power supply and the role of the regulator in monitoring outages. Data also record the existence of financial deterrents to limit outages.

Beyond a reliable electricity supply, transparency around tariffs is also important for customers, to enable them to forecast the cost of their energy consumption and deal effectively with future price increases. Thus the new index also measures the accessibility of tariffs to customers and the level of transparency around changes in tariff rates.

To measure the price of electricity consumption, *Doing Business* records the total monthly electricity bill for a standardized warehouse that stores goods and operates in the largest business city of the economy (in 11 economies it also collects data for the second largest business city). The price of electricity is presented in cents per kilowatt-hour. (The data on the price of electricity are available on the

FIGURE 3.5 What is being added to getting electricity

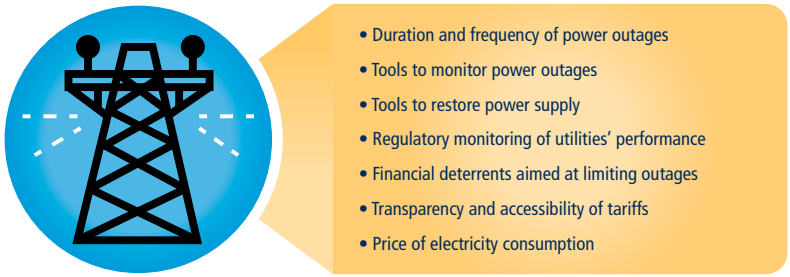


FIGURE 3.6 Comparing the distance to frontier scores for getting electricity under the old and new methodologies

Source: Doing Business database.

Note: Both distance to frontier scores are based on data for 2014. The 45-degree line shows where the scores under the old and new methodologies are equal. The correlation between the two scores is 0.88.

Doing Business website, at http://www.doingbusiness.org.)

The reliability of supply and transparency of tariffs index accounts for a quarter of the distance to frontier score for getting electricity, and the distance to frontier scores under the old and new methodologies are significantly correlated (figure 3.6). For a detailed discussion of the methodology for the getting electricity indicators, see the data notes. For a comprehensive presentation of the new indicators and an analysis of the data, see the case study on getting electricity.

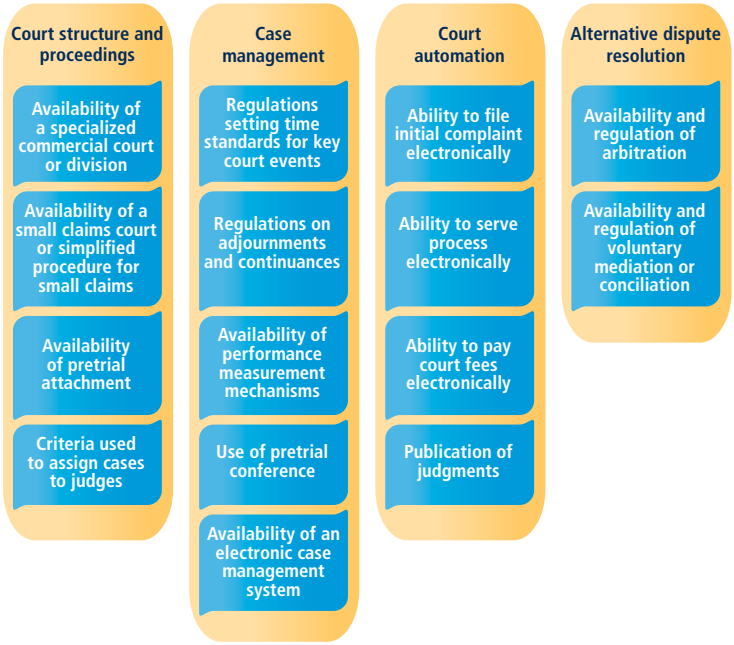
Enforcing contracts

The enforcing contracts indicators have focused on the efficiency of the commercial court system, measuring the procedures, time and cost to resolve a commercial dispute between two firms. This year's report expands the indicator set to also cover aspects of the quality of judicial processes, focusing on well-established good practices that promote quality and efficiency in the court system (figure 3.7).

The aim is to capture new and more actionable aspects of the judicial system in each economy, providing a picture of judicial efficiency that goes beyond the time and cost associated with resolving a dispute. Advances in technology and in mechanisms for alternative dispute resolution have changed the face of judiciaries worldwide and led to the evolution of new good practices. Expanding the scope of the enforcing contracts indicators to cover the use of such practices ensures the continued relevance of these indicators.

A new indicator, the quality of judicial processes index, measures whether an economy has adopted a series of good practices across four main areas: court structure and proceedings, case management, court automation and alternative dispute resolution. For court structure and proceedings the indicator records several aspects, including whether there is a specialized commercial court or division and whether a small claims court or simplified procedure for small claims is available. For case management the indicator records, for example, whether there are regulations setting time standards for

FIGURE 3.7 What is being added to enforcing contracts



key court events and whether electronic case management is available.

For court automation the indicator covers such aspects as whether the initial complaint can be filed electronically, whether process can be served electronically and whether the court fees can be paid electronically. And for alternative dispute resolution the indicator records the availability of arbitration and voluntary mediation or conciliation and aspects of the regulation of these methods of dispute resolution.

The quality of judicial processes index, which replaces the indicator on the number of procedures to enforce a contract, accounts for a third of the distance to frontier score for enforcing contracts. Analysis shows significant correlation between the distance to frontier scores under the old and new methodologies (figure 3.8). The data notes provide a detailed discussion of the methodology for the enforcing contracts indicators, while the case study on enforcing contracts provides a more complete discussion of the new indicator and an analysis of the underlying data.

INCREASING THE RELEVANCE OF INDICATORS

Using feedback from academics, policy makers and other data users, *Doing Business* continually improves its indicators with the aim of maintaining their relevance. This year's report introduces substantial changes to the trading across borders indicators to increase their usefulness for policy and research.

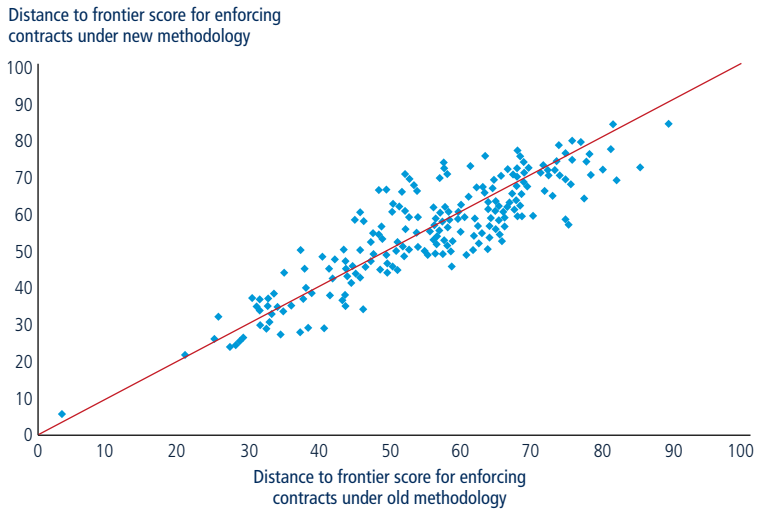
The trading across borders indicators measure the time and cost (excluding tariffs) associated with exporting and importing a shipment of goods to and from the economy's main trading partner. In past years' reports the standardized case study assumed that the goods were one of six preselected products. This represented an important shortcoming, especially for the export process: while economies tend to import a bit of everything, they export only products of comparative advantage.

To increase the relevance of the trading across borders indicators, this year's report changes the standardized case study to assume different traded products for the import and export process. In the new case study each economy imports a shipment of 15 metric tons of containerized auto parts from its natural import partner—the economy from which it imports the largest value (price times quantity) of auto parts. And 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. To identify the trading partners and export product for each economy, *Doing Business* collected data on trade flows for the most recent four-year period from international databases such as the United Nations Commodity Trade Statistics Database (UN Comtrade).

The new case study also reflects new assumptions about the mode of transport used in trading across borders. In the previous case study, trade was assumed to be conducted by sea, with the implication that calculations of time and cost for landlocked economies included those associated with border processes in transit economies. In the new case study, natural trading partners may be neighboring economies that can be accessed by land. Thus trade is assumed to be conducted by the most widely used mode of transport (whether sea, land, air or some combination of these), and any time and cost attributed to an economy are those incurred while the shipment is within that economy's geographic borders.

Because the new methodology also allows for regional trade, it emphasizes the importance of customs unions. One economy receiving a better score under the new methodology is Croatia, which is part of the European Union (figure 3.9). In the new case study Croatia both exports to a fellow EU member (Austria) and imports from one (Germany), and documentary and border compliance therefore take very little time and cost

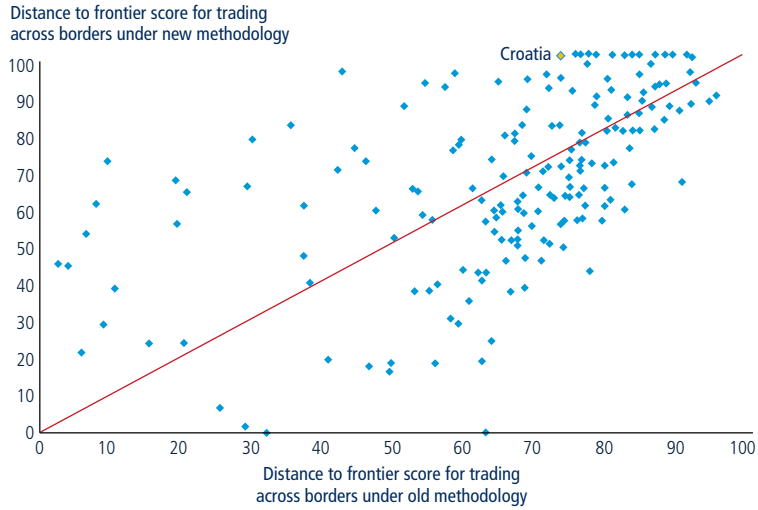
FIGURE 3.8 Comparing the distance to frontier scores for enforcing contracts under the old and new methodologies



Source: Doing Business database.

Note: Both distance to frontier scores are based on data for 2014. The 45-degree line shows where the scores under the old and new methodologies are equal. The correlation between the two scores is 0.87.

FIGURE 3.9 Comparing the distance to frontier scores for trading across borders under the old and new methodologies



Source: Doing Business database.
Note: Both distance to frontier scores are based on data for 2014. The 45-degree line shows where the scores under the old and new methodologies are equal. The correlation between the two scores is 0.56.

as measured by *Doing Business*. In the old case study, by contrast, Croatia's export and import partners were outside the European Union, resulting in much greater measures of the time and cost for documentary and border compliance.

This year's report also introduces two other changes for the trading across borders indicators. First, it is no longer assumed that payment is made through a letter of credit. And second, while data on the documents needed to export and import are still collected, these data are no longer included when calculating the ranking on the ease of trading across borders—because for traders, what matters in the end is the time and cost to trade.

The time and cost for documentary and border compliance to export and import are part of the distance to frontier score and therefore affect the ease of doing business ranking. The time and cost for domestic transport to export and import are not included in the distance to frontier score, though the data for these indicators are published in this year's report. For a fuller discussion of the methodology for the trading across borders indicators, see the data notes. For an analysis of the data for the indicators, see the case study on trading across borders.

CHANGES UNDER CONSIDERATION

The paying taxes indicators measure the taxes and mandatory contributions that a medium-size company must pay in a given year as well as the administrative burden of paying taxes and contributions. The indicators now measure only the administrative burden associated with preparing, filing and paying three major types of taxes (profit taxes, consumption taxes and labor taxes). But the postfiling process—involving tax audits, tax refunds and tax appeals—can also impose a substantial administrative burden on firms. An expansion of the paying taxes indicator set to include measures of the postfiling process is under consideration for next year's report.

A new indicator would capture the process and time related to auditing tax returns for correctness, which may involve desk audits, field audits or inspections; the process and time involved in claiming refunds of value added taxes; and the administrative process and time related to the first level of the tax appeal process.

For a complete discussion of the methodology for the paying taxes indicators, see the data notes.

NOTES

1. For more information on the Independent Panel on *Doing Business* and its work, see its website at http://www.dbrpanel.org.
2. For more details, see the chapter in *Doing Business 2014* on research on the effects of business regulations.

Doing Business 2016

Reforming the business environment in 2014/15

- *Doing Business* has recorded more than 2,600 regulatory reforms making it easier to do business since 2004.
- In the year ending June 1, 2015, 122 economies implemented at least one such reform in areas measured by *Doing Business*—231 in total.
- Among reforms to reduce the complexity and cost of regulatory processes, those in the area of starting a business were the most common in 2014/15, just as in the previous year. The next most common were reforms in the areas of paying taxes, getting electricity and registering property.
- Among reforms to strengthen legal institutions in 2014/15, the largest number was recorded in the area of getting credit and the smallest in the area of resolving insolvency.
- Members of the Organization for the Harmonization of Business Law in Africa were particularly active: 14 of the 17 economies implemented business regulation reforms in the past year—29 in total. Twenty-four of these reforms reduced the complexity and cost of regulatory processes, while the other five strengthened legal institutions.
- Sub-Saharan Africa alone accounted for about 30% of the regulatory reforms making it easier to do business in 2014/15, followed closely by Europe and Central Asia.

Every year a growing number of researchers provide new insights into the relationship between changes in domestic business regulation and important markers of economic prosperity—such as the number of new businesses in an economy, the average size of companies, the productivity of those companies and average incomes nationwide.

While there are many determinants of economic growth, there is mounting evidence that improving the regulatory environment for domestic small and medium-size businesses can make a difference. Recent research shows that moving from the lowest quartile of improvement in business regulation to the highest one is associated with an increase of around 0.8 percentage points in an economy's annual GDP per capita growth rate.[1] New research evidence also suggests that an important determinant of firm entry is the ease of paying taxes, regardless of the corporate tax rate. A study of 118 economies over six years found that a 10% reduction in the administrative burden of tax compliance—as measured by the number of tax payments per year and the time required to pay taxes—led to a 3% increase in annual business entry rates.[2]

Clear regulations and simple bureaucratic processes are important in part because they mitigate risks for entrepreneurs, new and experienced alike. Research evidence shows that reforms intended to encourage new business entry also help existing businesses grow. In the Russian Federation, for example, research found that streamlining licensing procedures and reducing the number of state inspections required for small businesses helped these businesses increase annual sales in regions with strong government institutions.[3] Simplifying licensing requirements in these regions is associated with a 4.5 percentage point increase in annual sales growth, while reducing the number of state inspections per business led to a 12 percentage point increase.

While there is clear evidence that streamlining regulatory procedures can encourage business entry, business growth and rising incomes, it is just as important to identify any obstacles that could prevent regulatory reform from delivering these benefits. Regulatory reform is only as effective as its implementation. Without a robust and efficient judicial system, entrepreneurs cannot trust that the rights and responsibilities articulated in new laws and regulations will be respected in practice. Not surprisingly, researchers have found that stronger legal systems are positively correlated with greater creation, growth and productivity of businesses.

One way that a strong legal system supports the creation and growth of businesses is by improving contract enforcement. According to recent research in 38 European countries, legal systems that resolve incoming cases quickly are strongly correlated with confidence in contract enforcement.[4] Where contract enforcement is reliable, hiring new people or purchasing new equipment is less

risky.[5] In turn, acquiring new employees and capital eases business entry and facilitates business growth.

The importance of a robust legal system to a thriving business environment is particularly evident at the subnational level, where varied implementation of national policies in different court jurisdictions can help identify the effect of regulatory reforms. For example, recent research in Spain found that provinces with more efficient judicial systems had larger firms as well as higher rates of firm entry.[6] In fact, if the least efficient provincial court improved to the level of the most efficient one, its province would see a relative increase in firm size of 0.6–2.8% and a relative increase in business entry rate of 8.8–9.5%.

These findings are supported by similar research in other countries. One study focused on Italy, where resolving a commercial dispute through the courts in 2013 took an average of 1,210 days as measured by *Doing Business*—about three times as long as for a similar case in Germany or the United Kingdom.[7] So it is perhaps unsurprising that firms in Italy are 40% smaller on average than those in other European countries. Research found that halving the length of civil proceedings in Italian courts would lead to an 8–12% increase in average firm size in the municipalities affected. Conversely, if the performance of the most efficient municipal court declined to the level of the least efficient one, this would be likely to reduce the average firm size in that municipality by 23%.

The relationship between judicial quality and firm size has also been established in Mexico, where strong judicial systems are correlated with greater firm size in terms of output, employment and fixed assets.[8] Research shows that if the Mexican state with the worst judicial quality improved its performance to match that of the state with the best judicial quality, the average firm size in that state would double. Perhaps unsurprisingly, Mexican states with better courts also have more productive businesses—and it is estimated that the productivity gains associated with moving from worst to best practice in judicial quality would increase state GDP by as much as 8%.

Of course, the judicial system is not the only public institution that can influence the implementation of regulatory reform for small businesses. In Russia, for example, evidence shows that regulatory reform to encourage business entry was most successful in regions with greater government transparency, a more educated citizenry and greater fiscal autonomy.[9] In a region meeting these criteria, the probability of fully implementing reforms was expected to be 8 percentage points higher, and the probability of meeting business entry targets 11 percentage points higher. Moreover, the share of new firms using illegitimate business licenses was expected to be 52 percentage points lower in a good-governance region.

Beyond high-quality government institutions, this body of research underlines the importance of political will for the success of reform efforts. In Tanzania, for example, the government's Property and Business Formalization Program was a landmark initiative aimed at bringing street vendors into the formal business sector.[10] Because of conflicting priorities, however, the program was never implemented. Its future success will depend on renewed political commitment.

Research has revealed many potential benefits of a business-friendly regulatory environment, including greater business entry and stronger business growth and productivity. Studies have also underlined the institutional and political obstacles that prevent promising regulatory reforms from fully materializing. As researchers continue to probe the relationship between regulatory reform and its outcomes, the *Doing Business* indicators continue to contribute to this area of analysis.

WHO IMPROVED THE MOST IN 2014/15?

In the year from June 1, 2014, to June 1, 2015, *Doing Business* recorded 231 regulatory reforms making it easier to do business—with 122 economies implementing at least one. About 71% of these reforms were aimed at reducing the complexity and cost of regulatory processes, while the rest were focused on strengthening legal institutions (table 4.1). This pattern, similar to that in previous years, reflects the greater difficulty of implementing legal reforms and the time required to change the way that legal institutions function.

Sub-Saharan Africa alone accounted for about 30% of the regulatory reforms making it easier to do business in 2014/15, followed closely by Europe and Central Asia. Moreover, Europe and Central Asia had both the largest share of economies implementing at least one reform and the largest average number of regulatory reforms per economy, with 2.3 (figure 4.1). Nine economies in the region implemented at least three reforms; Kazakhstan accounted for the largest number, with seven. Latin America and the Caribbean and East Asia and the Pacific had the smallest shares of economies implementing regulatory reforms, and the OECD high-income group the smallest average number of reforms per economy (only 0.7). The Middle East and North Africa was also among the regions with a small number of reforms per economy (1.1). That said, Morocco and the United Arab Emirates each implemented four.

The 10 economies showing the most notable improvement in performance on the *Doing Business* indicators in 2014/15 were Costa Rica, Uganda, Kenya, Cyprus, Mauritania, Uzbekistan, Kazakhstan, Jamaica, Senegal and Benin (table 4.2). These countries together implemented 39 business regulation reforms across 10 of the areas measured by *Doing Business*. Senegal (with four reforms) and Benin (with three) join the list of top improvers for the second

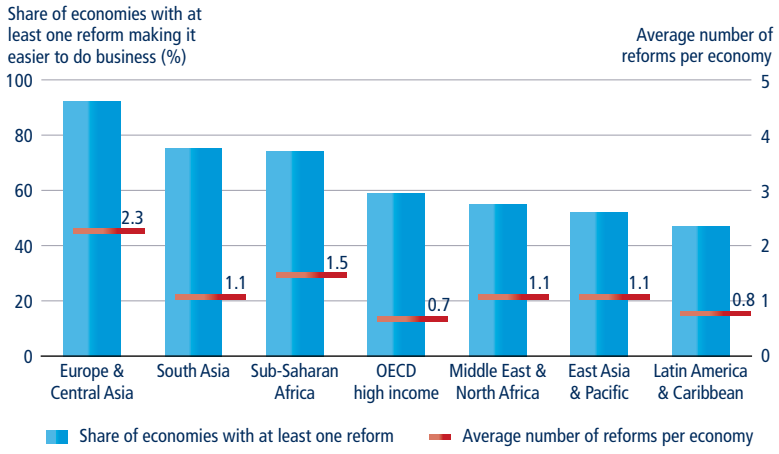
TABLE 4.1 Reforms making it easier to do business in 2014/15 and in the past five years

Area of reform	Number of reforms in 2014/15	Average annual number of reforms in past five years	Economy improving the most in area in 2014/15
Complexity and cost of regulatory processes			
Starting a business	45	46	Myanmar
Dealing with construction permits	17	18	Serbia
Getting electricity	22	14	Oman
Registering property	22	22	Saudi Arabia
Paying taxes	40	33	Serbia
Trading across borders	19	20	Armenia
Strength of legal institutions			
Getting credit—legal rights	10	11	Costa Rica
Getting credit—credit information	22	21	Kenya and Uganda
Protecting minority investors	14	16	Honduras
Enforcing contracts	11	12	Italy
Resolving insolvency	9	16	Cyprus

Source: Doing Business database.

consecutive year. Senegal made starting a business easier by reducing the minimum capital requirement. The electricity utility in Senegal made getting a new connection less time-consuming by streamlining the review of applications and the process for the final connection as well as by reducing the time needed to obtain an excavation permit. The utility also lowered the security deposit required. In addition, Senegal made property transfers less costly by lowering the property transfer tax. Senegal also made enforcing contracts easier, by introducing a law that regulates judicial and conventional voluntary mediation. Among other changes, Benin made dealing with construction permits less time-consuming by establishing a one-stop shop and reducing the number of signatories required on building permits.

FIGURE 4.1 Europe and Central Asia had the largest share of economies making it easier to do business in 2014/15



Source: Doing Business database.

Among the 10 top improvers, Costa Rica made the biggest advance toward the regulatory frontier, thanks to three business regulation reforms. The electricity utility in Costa Rica made getting a new connection easier by reducing the time required for preparing the design of the external connection works and for installing the meter and starting the flow of electricity. In addition, Costa Rica improved access to credit by adopting a new secured transactions law that establishes a functional secured transactions system and a modern, centralized, notice-based collateral registry. The law also broadens the range of assets that can be used as collateral, allows a general description of assets granted as collateral and permits out-of-court enforcement of collateral. Finally, Costa Rica made it easier to pay taxes by promoting the use of its electronic filing and payment system for corporate income tax and general sales tax.

Overall, the 10 top improvers implemented the most regulatory reforms in the area of starting a business, followed by getting credit, getting electricity and registering property. Among the five that are Sub-Saharan African economies, all implemented reforms aimed at improving company registration processes. Kenya reduced the time it takes to assess and pay stamp duty. Mauritania eliminated the minimum capital requirement, while Senegal lowered it. Uganda introduced an online system for obtaining trading licenses. Benin and Uganda both reduced business incorporation fees.

These five Sub-Saharan African economies also introduced changes in other areas. Kenya made property transfers faster by improving electronic document management at the land registry and introducing a unified form for registration. Kenya also improved access to credit information, by passing legislation that allows the sharing of positive information and by expanding borrower coverage. In Uganda the electricity utility reduced delays for new connections by deploying additional customer service engineers and reducing the time needed

TABLE 4.2 The 10 economies improving the most across three or more areas measured by *Doing Business* in 2014/15

Economy	Ease of doing business rank	Reforms making it easier to do business									
		Starting a business	Dealing with construction permits	Getting electricity	Registering property	Getting credit	Protecting minority investors	Paying taxes	Trading across borders	Enforcing contracts	Resolving insolvency
Costa Rica	58			✔		✔		✔			
Uganda	122	✔		✔		✔					
Kenya	108	✔		✔	✔	✔					
Cyprus	47			✔		✔		✔		✔	✔
Mauritania	168	✔				✔			✔		
Uzbekistan	87	✔			✔	✔					
Kazakhstan	41	✔	✔		✔	✔	✔			✔	✔
Jamaica	64	✔	✔					✔			✔
Senegal	153	✔		✔	✔					✔	
Benin	158	✔	✔						✔		

Source: Doing Business database.

Note: Economies are selected on the basis of the number of their reforms and ranked on how much their distance to frontier score improved. First, *Doing Business* selects the economies that implemented reforms making it easier to do business in 3 or more of the 10 areas included in this year's aggregate distance to frontier score. Regulatory changes making it more difficult to do business are subtracted from the number of those making it easier. Second, *Doing Business* ranks these economies on the increase in their distance to frontier score from the previous year. The improvement in their score is calculated not by using the data published in 2014 but by using comparable data that capture data revisions and methodology changes. The choice of the most improved economies is determined by the largest improvements in the distance to frontier score among those with at least three reforms.

for the inspection and meter installation. By eliminating inefficiencies, the utilities in Kenya and Senegal also reduced the time required for getting new connections.

Besides Costa Rica, Jamaica is the only other economy in Latin America and the Caribbean that made it to the list of 10 top improvers. Jamaica made starting a business easier by launching an electronic interface between the Companies Office and the Tax Administration. It made dealing with construction permits easier by implementing a new workflow for processing building permit applications. Jamaica made paying taxes both easier and less costly by encouraging taxpayers to pay their taxes online, introducing an employment tax credit and increasing the depreciation rate for industrial buildings. At the same time, however, Jamaica also introduced a minimum business tax, raised the contribution rate for the national insurance scheme and increased the rates for stamp duty, the property tax, the property transfer tax and the education tax. Finally, Jamaica made resolving insolvency easier by introducing a formal reorganization procedure; introducing provisions to facilitate the continuation of the debtor's business during insolvency proceedings and allow creditors greater participation in important decisions during the proceedings; and establishing a public office responsible for the general administration of insolvency proceedings.

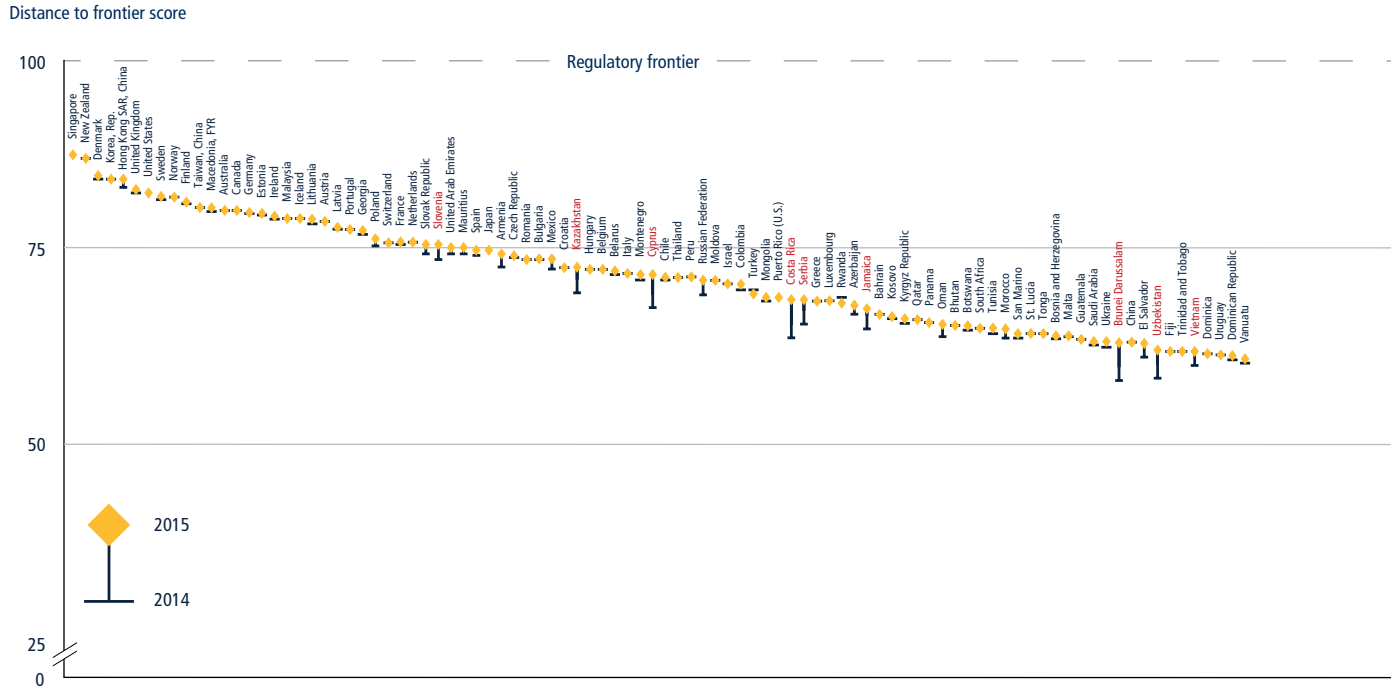
Three of the 10 top improvers reformed their contract enforcement system. Both Cyprus and Kazakhstan introduced fast-track simplified procedures for small claims. In addition, Kazakhstan streamlined the rules for enforcement proceedings. Three of the top improvers implemented reforms aimed at improving their insolvency framework in 2014/15, up from only one in the previous year. Mauritania and Benin are the only top improvers that reformed their international trade practices. Mauritania reduced the time for documentary and border compliance for importing, while Benin reduced the time for border compliance for both exporting and importing by further developing its electronic single-window system.

Being recognized as top improvers does not mean that these 10 economies have exemplary business regulation; instead, it shows that thanks to serious efforts in regulatory reform in the past year, they made the biggest advances toward the frontier in regulatory practice (figure 4.2). By contrast, among the three economies worldwide that are closest to the frontier, Singapore implemented no reforms in 2014/15 in the areas measured by *Doing Business* while New Zealand and Denmark implemented one reform each. Conversely, three other economies that made substantial advances toward the frontier—Myanmar, Brunei Darussalam and the Democratic Republic of Congo—are not considered top improvers because they implemented fewer than three reforms making it easier to do business, with two each.

HIGHLIGHTS OF REFORMS REDUCING REGULATORY COMPLEXITY AND COST

In 2014/15, 106 economies implemented 165 reforms aimed at reducing the complexity and cost of regulatory processes. Almost 30% of the reforms were in Sub-Saharan Africa. Among the areas tracked by *Doing Business* indicators, starting a business accounted for

FIGURE 4.2 How far have economies moved toward the frontier in regulatory practice since 2014?



Source: Doing Business database.

Note: The distance to frontier score shows how far on average an economy is at a point in time from the best performance achieved by any economy on each *Doing Business* indicator since 2005 or the third year in which data for the indicator were collected. The measure is normalized to range from 0 to 100, with 100 representing the frontier. The vertical bars show the change in the distance to frontier score from 2014 to 2015; for more details, see the note to table 1.1 in the overview. The 25 economies improving the most are highlighted in red.

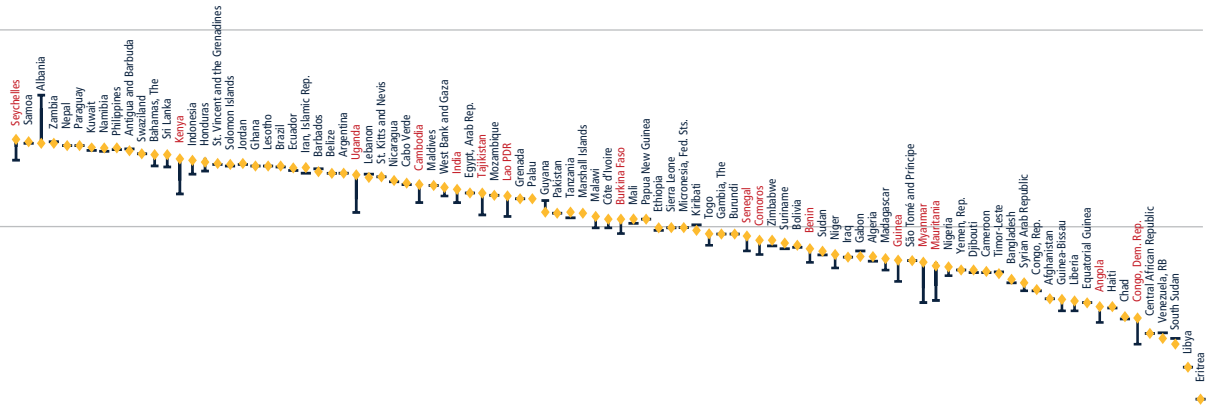
the largest number of these reforms, followed by paying taxes, getting electricity and registering property. The fewest were in trading across borders and dealing with construction permits. The reforms in all these areas allow entrepreneurs to save on the time and cost of regulatory compliance—and these time and cost savings translate directly into greater profitability for private businesses and greater fiscal productivity for governments.

Moreover, economies that implemented reforms reducing the complexity and cost of regulatory processes in one area measured by *Doing Business* were also likely to do so in at least one other. Indeed, more than 40% of these economies had reforms reducing regulatory complexity and cost in at least two areas, and more than 20% had such reforms in at least three areas. Starting a business, as the area with the largest number of reforms recorded by *Doing Business*, is the most likely to be paired with other areas. For example, more than half the economies with a reform in the area of dealing with construction permits also had a reform in the area of starting a business. So did more than half the economies that had a reform in the area of getting electricity. And more than a third of economies that reformed in the area of registering property also reformed their company start-up process.

Streamlining business incorporation

Economies across all regions continue to streamline the formalities for registering a business. In 2014/15, 45 economies made starting a business easier by reducing the procedures, time or cost associated with the process. Some reduced or eliminated the minimum capital requirement—including Gabon, Guinea, Kuwait, Mauritania, Myanmar, Niger and Senegal. Others stopped requiring a company seal to do business—such as Azerbaijan; Hong Kong SAR, China; and Kazakhstan. And still others considerably reduced the time required to register a company, including the former Yugoslav Republic of Macedonia, Mongolia and Sweden.

Myanmar made the biggest improvement in the ease of starting a business in 2014/15. Besides eliminating its minimum capital requirement, it also lowered incorporation fees and abolished the requirement to have separate temporary and permanent certificates of incorporation. FYR Macedonia, another economy that notably improved the ease of starting a business, established an electronic one-stop shop for registering all new firms. The registration is done entirely on an electronic platform through a certified government agent, who is authorized to prepare an application, draft and review company deeds, and convert paper documents into a digital format. Once all the



information is prepared, the agent digitally signs the forms and submits the entire registration packet to the Central Register on behalf of the company founders. The new process eliminated the requirement for notary services to register a business, thereby reducing the number of procedures, time and cost required for start-up. FYR Macedonia now ranks number two on the ease of starting a business, after New Zealand.

In recent years substantial regulatory reform efforts have been undertaken by the 17 member states of the Organization for the Harmonization of Business Law in Africa, known by its French acronym OHADA (box 4.1). Among other things, the organization has encouraged member states to reduce their minimum capital requirements. Four member states passed national legislation to this effect in 2013/14. Seven did so in 2014/15, resulting in substantial reductions in the capital required (figure 4.3). The Democratic Republic of Congo reduced its minimum capital requirement from 500% of income per capita in 2014 to 11%—and Burkina Faso reduced its requirement from 308% of income per capita to 29%.

OHADA also recommends that national governments eliminate the requirement for the use of notary services in company registration. The majority of member states have followed this recommendation, allowing companies to register at a one-stop shop either online or in person without resorting to the use of notary services. But many entrepreneurs in OHADA economies still prefer to solicit notary services both out of habit and to ensure that the registration process runs smoothly. As experience in other economies shows, the practice of using notary services can be deeply rooted in the start-up process and business habits can take time to change (for more on this, see the case study on starting a business).

Consolidating procedures for building permits

In 2014/15, 17 economies reformed their construction permitting process. Several of them streamlined internal review processes for building permit applications, making them faster and more efficient. Benin created a one-stop shop for building permits that began operating in January 2015 and reduced the number of signatories required on building permits from five to two. Sri Lanka created a working group of different agencies involved in issuing building permits so that applicants no longer need to obtain approvals from them separately. The United Arab Emirates combined civil defense approvals with the building permit application process.

BOX 4.1 OHADA members continue to systematically improve their business environment

OHADA is a supranational entity that governs certain aspects of doing business in 17 West and Central African countries.[a] Member states voluntarily sacrifice some sovereign authority in order to establish a homogeneous cross-border regulatory regime for business. The aim is to promote investment in West and Central Africa, particularly foreign investment.[b]

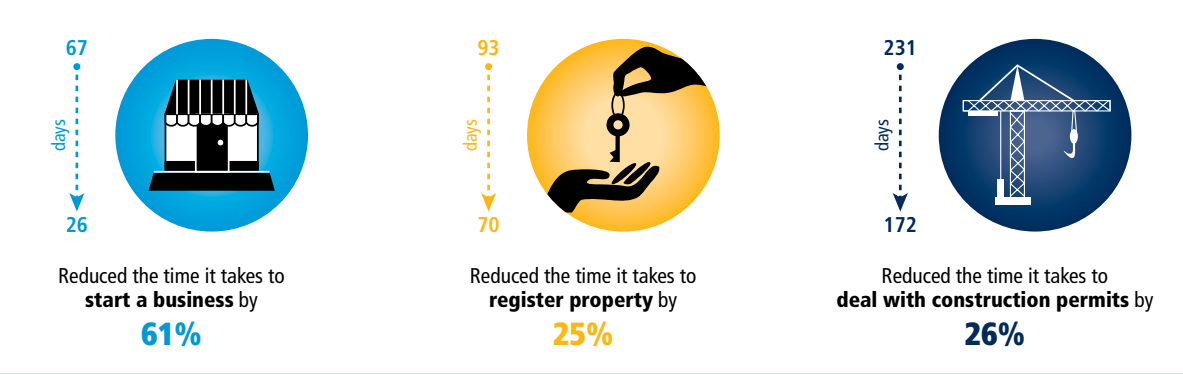
Efforts by OHADA member states to streamline and standardize regulatory processes have helped make it easier to do business. In 2014/15 *Doing Business* recorded business regulation reforms in 14 of the 17 OHADA member states—29 in total. Twenty-four of these reforms reduced the complexity and cost of regulatory processes, while the other five strengthened legal institutions. Only Cameroon, the Central African Republic and Equatorial Guinea did not reform in any of the areas measured by *Doing Business* in the past year.

Nearly a third of the business regulation reforms implemented by OHADA members in 2014/15 made it easier for entrepreneurs to start a business. Seven OHADA members reduced their minimum capital requirement—Burkina Faso, the Comoros, the Democratic Republic of Congo, Gabon, Guinea, Niger and Senegal. Benin made starting a business less costly by reducing the fees to file company documents at its one-stop shop. Togo reduced the fees to register with the tax authority.

At the same time, six OHADA members implemented reforms making it less costly to register a property transfer. Chad, the Republic of Congo, Côte d'Ivoire, Gabon and Senegal lowered their property transfer tax rates. Guinea-Bissau lowered its property registration tax. Three other OHADA members implemented reforms making it easier to deal with construction permits. Benin established a one-stop shop and reduced the number of signatories required for a building permit. The Democratic Republic of Congo halved the cost of the permit itself. Niger reduced the time required to obtain a water connection for a business.

These ongoing efforts have paid off. Since 2006 OHADA members have reduced the time to start a business by more than 60% on average, the time to register property by 25% and the time to deal with construction permits by 26% (see figure). The overall time to start a business, register property and deal with construction permits has fallen by 31% on average, and the overall cost by 68%.

OHADA members have made big improvements in the average efficiency of some regulatory processes since 2006



Source: Doing Business database.

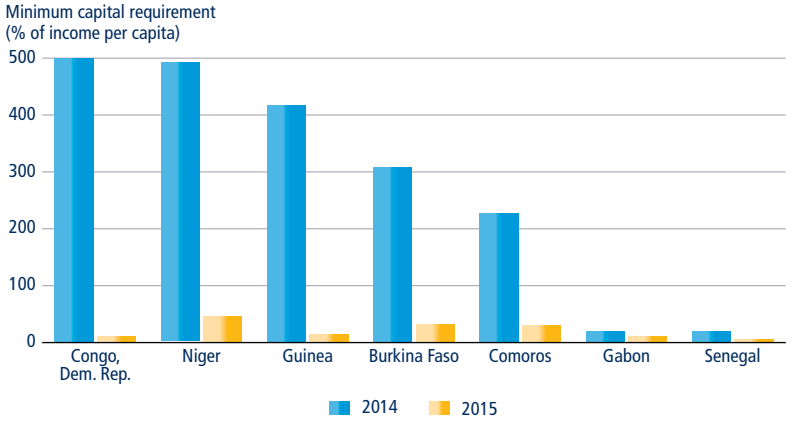
Other regulatory reforms implemented in OHADA members in 2014/15 made it easier to get electricity or trade across borders. The utility in Senegal made getting an electricity connection easier by reducing the time needed to obtain an excavation permit. The utility in Togo streamlined the process for getting a new connection through several initiatives—including by establishing a single window where customers can pay all fees at once—and also reduced the size of the security deposit required. Côte d'Ivoire made it easier to trade across borders by streamlining the documentation required for certain imports.

Among the reforms aimed at strengthening legal institutions in 2014/15, Mali and Niger improved access to credit information by formalizing the licensing process and role for domestic credit bureaus. Côte d'Ivoire and Senegal made contract enforcement more efficient by introducing laws regulating judicial and conventional voluntary mediation.

Reforming legal institutions is not an easy undertaking and commonly takes years to yield noticeable results. But improving the quality, efficiency and reliability of courts and legal frameworks in the OHADA member states would boost investor confidence and thus help to accelerate growth and development.

a. The 17 members of OHADA are Benin, Burkina Faso, Cameroon, the Central African Republic, Chad, the Comoros, the Democratic Republic of Congo, the Republic of Congo, Côte d'Ivoire, Equatorial Guinea, Gabon, Guinea, Guinea-Bissau, Mali, Niger, Senegal and Togo.
b. Dickerson 2005.

FIGURE 4.3 Seven OHADA member states reduced their minimum capital requirement in 2014/15



Source: Doing Business database.

Azerbaijan was among those making the biggest improvements in the ease of dealing with construction permits. The country initiated a series of changes in January 2013, when its new Urban Planning and Construction Code came into effect. The new construction code consolidated previous construction legislation, streamlined procedures related to the issuance of building permits and established official time limits for certain procedures. A decree adopted in November 2014 resulted in the creation of a one-stop shop for building permits, housed at the Ministry of Emergency Situations.

Before the creation of the one-stop shop, applicants for a building permit in Azerbaijan had to obtain technical approval for designs from six separate agencies.[11] Now they can obtain all the preapprovals required through a single interaction at the Ministry of Emergency Situations. Representatives of different agencies are located at the ministry and able to issue all the required clearances, including ecology, sanitation and epidemiology, and fire and seismic safety. In addition, the newly streamlined process eliminated the requirement to register the approved project documentation with the State Supervision Agency for Construction Safety. As a result of the one-stop shop, seven procedures were consolidated into one (figure 4.4).

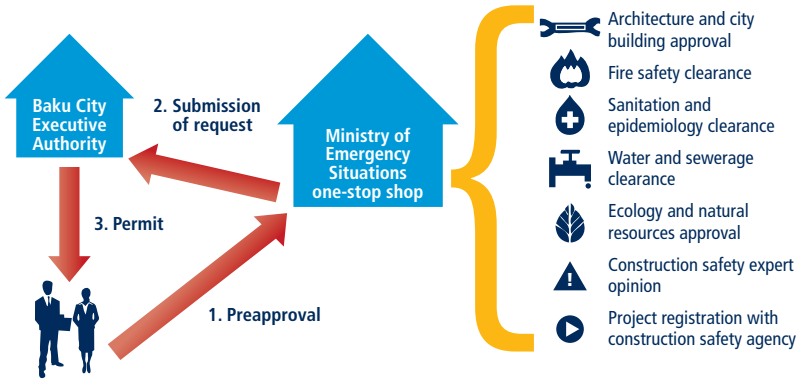
Technical experts at the one-stop shop have 30 days to examine all the application materials for a building permit. An application is normally reviewed within 20 days. If the review turns up any shortcomings, the applicant is contacted directly to make any necessary changes within 10 days. Otherwise, the building permit is issued within three months.

Making access to electricity faster and more efficient

Doing Business recorded 22 reforms making it easier to get electricity in 2014/15. Most of the reforms reduced the number of days required to complete a certain procedure, including those in Botswana; Cyprus; Taiwan, China; Togo; and Vietnam. Togo undertook a range of initiatives to expedite new electricity connections (figure 4.5). Among other changes, its electricity utility, Compagnie Energie Electrique du Togo (CEET), established a single window to process applications for commercial customers. This new system fast-tracked document processing, substantially reducing the number of days required to get an electricity connection.

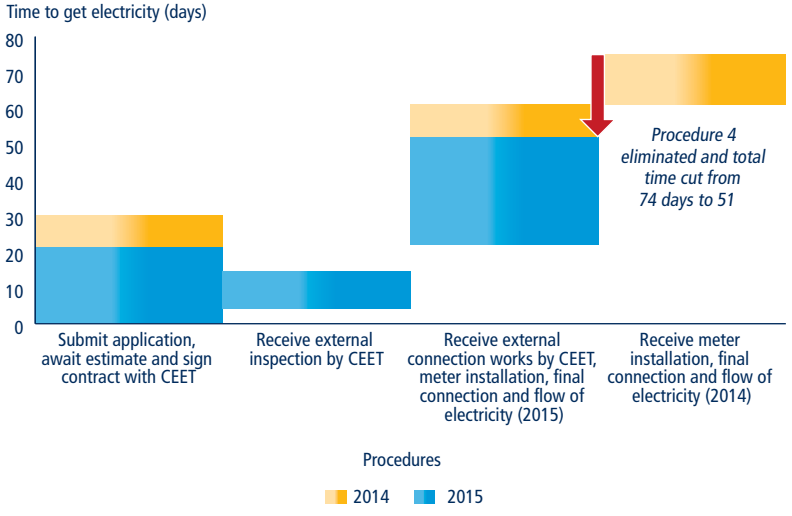
To further reduce the time needed to get a new connection, Togo introduced legal time requirements that CEET must meet when processing new applications and providing connection estimates. To meet the time objectives, the utility company hired more engineers in 2014/15. It also improved communication with customers. For example, the utility began to publish information online and to distribute pamphlets outlining all the requirements for applying for a new connection. As a result, the number of incomplete and unprocessed applications has decreased.

FIGURE 4.4 Azerbaijan's one-stop shop combined seven procedures into a single step in 2014/15



Source: Doing Business database.

FIGURE 4.5 Togo reduced the time required to obtain an electricity connection by a third



Source: Doing Business database.

In addition, regulatory changes have reduced the number of interactions required between CEET and its customers when they apply for an electricity connection. Customers can now pay connection fees, security deposits and subscription contract fees all at once. In addition, the external connection works and meter installation can now be completed through a single interaction with the utility.

Elsewhere, utilities in India and Russia reduced the time required to obtain an electricity connection by eliminating redundant inspections, while utilities in such countries as Senegal undertook commitments to process new applications more quickly. The utility in Delhi eliminated an inspection of internal wiring by the Electrical Inspectorate, cutting out the need for additional customer interactions with other agencies. Now the utility is the only agency certifying the safety standards of the internal works. In Russia utility companies in Moscow and St. Petersburg signed cooperation agreements with electricity providers and became the sole agencies checking metering devices, thereby eliminating redundant inspections. The utility in Senegal, by hiring more personnel, reduced the time needed to review applications and issue technical studies.

Another common feature of electricity reforms in the past year was improvement in the efficiency of distribution utilities' internal processes. For example, in December 2014 the utility in Botswana began to enforce service delivery timelines for its customer services team, leading to a reduction in the time required to connect to electricity from 121 days to 77. The utility also started to maintain a readily available stock of distribution transformers. By eliminating the need to wait for transformers imported from overseas, this led to a further reduction in the time required.

Other economies made getting an electricity connection easier by eliminating redundant approval requirements. Myanmar substantially reduced the time for getting a new connection in Yangon by eliminating the need for the Ministry of Electric Power to issue national-level approvals for each connection request.

In Cambodia and Oman changes were made to improve the reliability of power supply. In January 2015 the utility in Oman began recording the duration and frequency of outages to compute the annual system average interruption duration index (SAIDI) and system average interruption frequency index (SAIFI).[12] This enabled the utility to analyze outage data, identify and eliminate inefficiencies and accurately assess the impact of these initiatives on the distribution network.

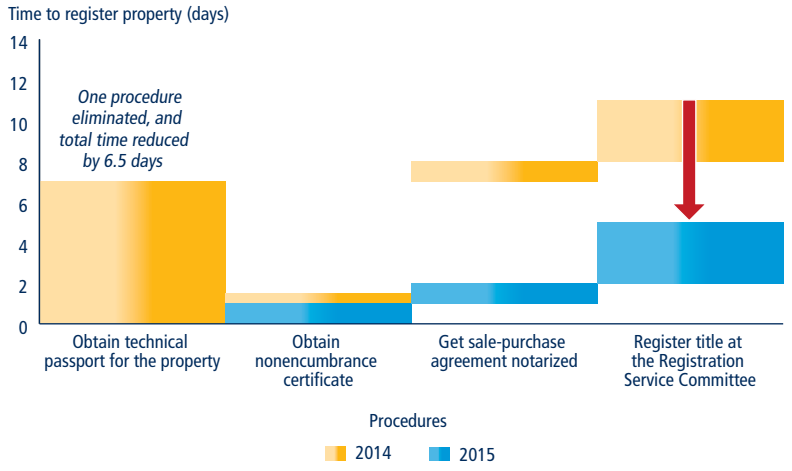
Integrating property registration systems

Twenty-two economies made registering a property transfer easier in 2014/15. The most common improvements included reducing property transfer taxes, combining or eliminating registration procedures, integrating electronic platforms, introducing expedited procedures and making general gains in administrative efficiency.

Kazakhstan and Bhutan were among the economies that made the biggest improvements in the ease of registering property in 2014/15. In December 2014 Kazakhstan eliminated the need to obtain an updated technical passport for a property transfer as well as the requirement to get the seller's and buyer's incorporation documents notarized. These measures eliminated one procedure and reduced the time required for a property transfer by 6.5 days (figure 4.6).

Bhutan launched an online land transaction system, E-Saktor, in 2014. The new system connects the databases of the Thimphu Municipality and the National Land Commission. This has helped streamline internal procedures by allowing users to check information on property boundaries and ownership. In addition, the system allows land transactions to be submitted electronically to the National Land Commission for approval. Landowners can use the online platform to see whether all transactions related to their land are carried out in accordance with legal requirements. Thanks

FIGURE 4.6 Kazakhstan made registering a property transfer faster and easier



Source: Doing Business database.

to improved communication between the municipality and the National Land Commission, the land registry was able to enhance its services and reduce the time required to transfer property by 15 days.

Among regions, Sub-Saharan Africa accounted for the most reforms relating to the transfer of property in 2014/15. For example, Nigeria reduced the consent fee and stamp duty paid during a property transfer. Cabo Verde, Chad, the Republic of Congo, Côte d'Ivoire, Gabon, Guinea-Bissau, Madagascar and Senegal made property transfers less costly by lowering property transfer taxes.

Six economies in Europe and Central Asia simplified property transfers by eliminating unnecessary procedures and reducing the time required to complete separate registration formalities. For example, Belarus and Russia introduced effective time limits for the state registration of a property transfer. Latvia introduced a new application form for the state registration, eliminating the requirement to submit a statement of the buyer's shareholders as a separate document. Uzbekistan introduced a new form for property records, which incorporated information on all encumbrances, restrictions and tax arrears. The adoption of the new form eliminated the requirement to obtain three separate nonencumbrance certificates.

Introducing electronic filing for tax compliance

Spain was among the economies that made the greatest advances in tax payment systems in 2014/15. It implemented a comprehensive tax reform program in 2014 aimed at supporting entrepreneurs and encouraging investment. The objective was both to streamline and simplify tax compliance and to reduce the effective tax burden on businesses. In the same year Spain launched Cl@ve, an integrated online platform for the entire public administrative sector. The new system made accessing electronic services provided by public agencies substantially easier.

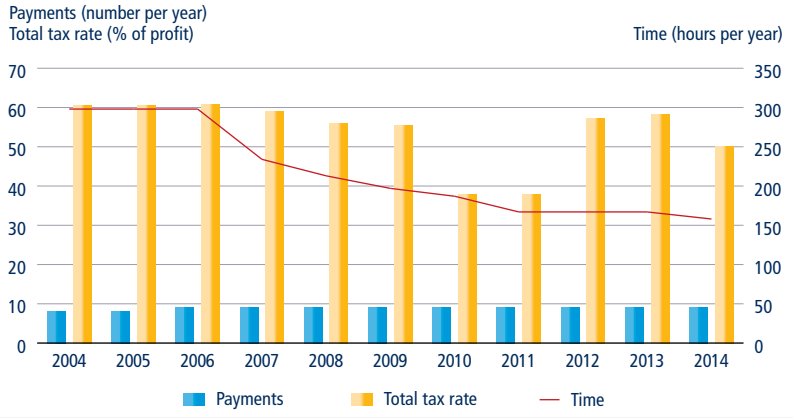
Among other things, the new system introduced a new way of submitting tax returns online and retrieving historical data electronically. It also provides individualized information on tax procedures. In addition, in 2014 Spain simplified compliance with value added tax (VAT) obligations by introducing a single electronic form within the Cl@ve system. The new system also enables taxpayers to retrieve previous years' VAT forms electronically and use them to automatically populate some of the fields in the current year's forms. In addition, Spain extended and promoted the use of electronic invoicing beginning in January 2013,[13] though the majority of companies started using electronic invoices only in fiscal 2014. Altogether, these initiatives have made it easier to comply with VAT obligations and file VAT returns.

In line with its intention to reduce the tax burden on domestic enterprises, Spain reduced the corporate income tax rate for new companies incorporated on or after January 1, 2013.[14] Subsequently, it reduced the effective rate for capital gains tax from 24% to 8%. Spain also reduced the environmental tax rate in 2014. These changes to the corporate tax regime reduced the total tax rate (figure 4.7). At the same time, however, other measures limited the deductibility of certain expenses to broaden the tax base for corporate income tax.

The most common feature of reforms in the area of paying taxes over the past year was the implementation or enhancement of electronic filing and payment systems. Besides Spain, 17 other economies introduced or enhanced systems for filing and paying taxes online (see table 4A.1 at the end of this chapter). Taxpayers in these economies now file tax returns electronically, spending less time to prepare, file and pay taxes. Beyond saving businesses time, electronic filing also helps prevent human errors in returns. And by increasing transparency, electronic filing limits opportunities for corruption and bribery.

Four economies—The Gambia; Hong Kong SAR, China; Maldives; and Vietnam—took other measures to simplify compliance with tax obligations. For example, The Gambia improved its bookkeeping system for VAT accounts to better track the input and output records required for filing VAT returns.

FIGURE 4.7 Spain has made complying with tax obligations easier for companies



Source: Doing Business database.

Other economies directed efforts at reducing the financial burden of taxes on businesses and keeping tax rates at a reasonable level to encourage development of the private sector and formalization of businesses. This is particularly important for small and medium-size enterprises, which contribute to growth and job creation but do not add significantly to tax revenue.[15] Seventeen economies reduced profit tax rates in fiscal 2014. Norway reduced the corporate income tax rate from 28% to 27%. Portugal made paying taxes less costly by both lowering the corporate income tax rate and increasing the allowable amount of the loss carried forward. Brunei Darussalam, Greece, Jamaica, Mozambique, the Slovak Republic and Vietnam also reduced the effective financial burden of profit taxes on companies by introducing changes to tax depreciation rules or deductions.

The Bahamas, Greece, Malaysia, Russia and Spain reduced taxes other than profit and labor taxes. Malaysia reduced the property tax rate from 12% to 10% of the annual rental value for commercial properties for 2014. Greece made insurance premiums fully tax deductible in addition to reducing property tax rates. Finally, some economies eliminated smaller taxes. Mexico abolished the business flat tax, and Kosovo abandoned the practice of levying an annual business license fee.

In most economies where the authorities have opted to reduce the tax burden on the business community, they have also attempted to broaden the tax base and protect government revenue. In a few cases in recent years, particularly in economies where tax rates are very high, the motivation has been more closely linked to reducing distortions, such as high levels of tax evasion or a sizable informal sector.

Unleashing international trade

In the area of trading across borders, the reforms recorded by *Doing Business* in 2014/15 span a wide range—from building or improving hard or soft infrastructure for trade to joining customs unions, digitizing documentation and introducing risk-based inspection systems. These varied endeavors highlight the complexity of international trade. They also speak to changes introduced this year in the methodology used to measure the time and cost for trading across borders. Under the new methodology *Doing Business* also considers trade over land between neighboring economies, adding a new feature of reform: regional trade facilitation agreements.

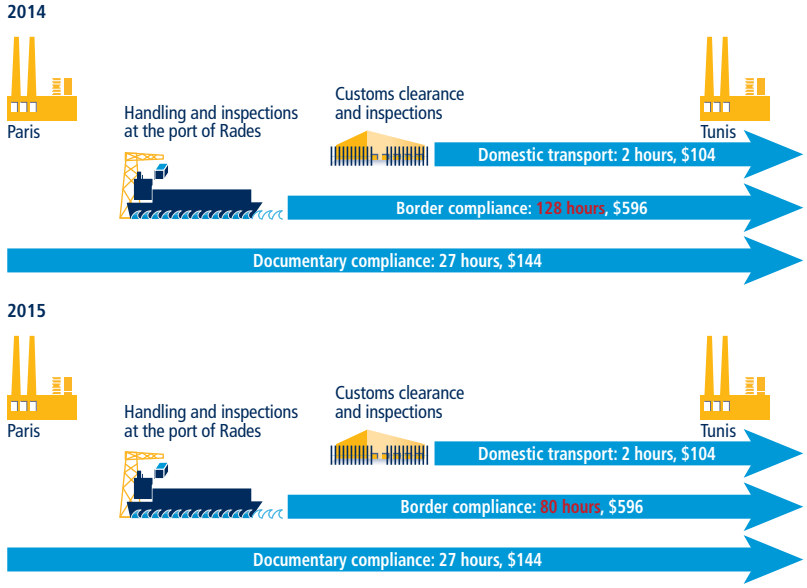
Brazil is among the economies investing in electronic systems to facilitate trade. An online platform has minimized bureaucracy and streamlined transactions, reducing customs clearance time for exporters in both São Paulo and Rio de Janeiro in 2014/15. The Bureau of Foreign Trade and Secretariat of the Federal Revenue began implementing the electronic system in April 2014 to link customs, tax and administrative agencies involved in exporting. The system now allows exporters to submit declarations and other related documents electronically rather than in hard copy. Although hard copies are still accepted during this first year of the program, most exporters have completely converted to the new electronic system.

Yet the full potential of digitization and electronic data interchange systems is not realized immediately. Implementing the systems takes time and involves changes in operational practices, in training and, in some cases, in the work habits of staff. Benin successfully implemented an electronic single-window system in 2012. In the past year, however, it considerably expanded the digitization of trade procedures for both exports and imports through the single window. The customs authority is now required to accept only electronic supporting documents for the single invoice and other documents submitted before the customs declaration. This resulted in a substantial reduction of time for customs procedures—three years after the launch of the online platform.

Tunisia also improved international trade practices in the past year. The country facilitated trade through the port of Rades by increasing the efficiency of its state-owned port handling company and by investing in port infrastructure. One important structural improvement at the port was the extension of the dock to increase terminal capacity. The improvements in hard and soft infrastructure at the port reduced border compliance time for both exporting and importing, saving traders in Tunisia 48 hours per shipment (figure 4.8).

Guatemala and Tanzania are among economies that improved soft infrastructure for trade by allowing electronic submission and processing of documents as well as by using online platforms for the exchange

FIGURE 4.8 Port improvements cut 48 hours from the time for importing auto parts from Paris to Tunis



Source: Doing Business database.

of information between agencies involved in international trade. On February 2014 Guatemala launched the "Customs without Paper" program to promote the electronic submission of customs documents through a web portal and to eliminate the submission of hard copies. Online submission of customs declarations for exports and imports has been compulsory for Guatemalan traders since January 2015. The program was rolled out gradually: it started at the Puerto Barrios customs office in March 2014 and was fully implemented in all customs offices by July 2015. Tanzania implemented an online system for processing trade-related documents in July 2014. The Tanzania Customs Integrated System (TANCIS) links several agencies, eliminating the need for traders to visit these agencies in person.

HIGHLIGHTS OF REFORMS STRENGTHENING LEGAL INSTITUTIONS

In 2014/15, 53 economies implemented reforms aimed at strengthening legal institutions and streamlining legal frameworks, amounting to 66 reforms in total. The largest number of reforms was recorded in the area of getting credit. Of the 32 reforms in this area, 14 were implemented in Sub-Saharan Africa. About 64% of the reforms in the area of enforcing contracts were implemented in Europe and Central Asia, along with 4 of the 9 reforms in the area of resolving insolvency. No insolvency reforms were recorded in the Middle East and North Africa or South Asia in 2014/15. Finally, 14 reforms were implemented in the area of protecting minority investors.

By contrast with the reforms reducing the complexity and cost of regulatory processes, those strengthening legal institutions reflect no clear pattern of pairing. Only 9 of the 53 economies that strengthened legal institutions in one area measured by *Doing Business* also did so in another.

Strengthening frameworks for secured transactions

Ten economies reformed secured transactions legislation or strengthened creditors' rights in bankruptcy procedures in 2014/15. Most of these reforms were aimed at developing a geographically unified, online collateral registry. This kind of reform makes it easier for creditors to provide loans to small and medium-size enterprises that lack real estate and can provide only movable assets as collateral. As a result of recent reforms, pledges over movable assets in Costa Rica, El Salvador and Hong Kong SAR, China, can now be registered online by the contracting parties or their representatives. In Costa Rica and El Salvador rights created under financial leases, factoring agreements and sales with retention of title are also documented in this registry.

In Madagascar a new law broadened the range of assets that can be used as collateral by including future assets. The new law also allows a general description of assets granted as collateral as well as a general description of debts and obligations. Mexico and Russia also introduced new legislation allowing a general description of assets granted as collateral.

Costa Rica improved the legal rights of borrowers and lenders the most in the past year. Public officials developed a sound legal framework to support the implementation of a modern secured transactions system. Thanks to a new law on movable property guarantees, all types of movable assets, present and future, may now be used as collateral to secure a loan.[16] The law also regulates functional equivalents to more traditional securities, such as assignments of receivables and sales with retention of title. In addition, it allows out-of-court enforcement of collateral, through both public auction and private sale (table 4.3). This means that if a debtor should default, a secured creditor can now recover the unpaid loan without going to court. The creditor can do so through any type of asset sale, rather than being restricted to cumbersome public auctions. Similar legislative changes were adopted by El Salvador. By approving their new laws, Costa Rica and El Salvador joined Colombia, Honduras and Jamaica as pioneers of the modern secured

TABLE 4.3 Costa Rica's previous and new legal frameworks for secured transactions

Previous framework	New framework
Is there a functional secured transactions system?	
No.	Yes.
Is the collateral registry unified or centralized geographically for the entire economy?	
No.	Yes.
Is the collateral registry notice-based?	
No.	Yes.
Does the registry have a modern online system (such as for registrations and amendments)?	
No.	Yes.
Can security rights in future assets be described in general terms?	
No, detailed description of the assets required by law.	Yes, general description allowed by law.
Can security rights in a combined category of assets be described in general terms?	
No, detailed description of the assets required by law.	Yes, general description allowed by law.
Can security rights in a single category of assets be described in general terms?	
No, detailed description of the assets required by law.	Yes, general description allowed by law.
Can parties agree to enforce the security rights out of court?	
No, out-of-court enforcement not permissible by law.	Yes, out-of-court enforcement of the collateral allowed.

Source: Doing Business database.

transactions system in the Southern Hemisphere.

Costa Rica also launched a centralized, web-based collateral registry in May 2015. The registry allows online access to register movable collateral as well as to modify, update or cancel existing registrations. It also allows the general public to conduct online searches, thus promoting transparency in secured lending by alerting third parties to existing rights in assets.

Advancing credit information systems

Twenty-two economies implemented reforms improving their credit information system in 2014/15. Kenya and Uganda made the largest improvement in credit reporting by expanding borrower coverage. The credit reference bureau in Kenya started to collect positive credit information in addition to negative credit information in 2014 and expanded its borrower coverage to 14.8% of the adult population as of January 2015. Similarly, the credit bureau or registry in the Lao People's Democratic Republic, Mauritania, Rwanda, Uganda and Vietnam expanded coverage to at least 5% of the adult population.

Afghanistan, the Comoros, Guyana, Lesotho and the Seychelles all established a new credit bureau or registry in 2014/15. Afghanistan's central bank launched the country's first credit registry, which banks can consult before issuing new loans. The new registry in the Comoros began distributing information on bank loans and outstanding payments in November 2014. The new credit bureaus in Guyana and Lesotho—the first for both countries—started full operations in May 2015. The new registry in the Seychelles facilitates the exchange of credit information by distributing both positive and negative data on firms and individuals and by providing online access for banks and other financial institutions.

Five economies improved their regulatory framework for credit reporting, three of them by adopting regulations enabling the creation of new credit bureaus. Latvia adopted a credit bureau law with the aim of promoting responsible borrowing and lending while protecting the rights of borrowers. The law sets out a legal framework for establishing, organizing and supervising credit information bureaus. Namibia improved access to credit information by legally guaranteeing borrowers' right to inspect their own data. Peru fully implemented its new law on personal data protection, which requires stronger safeguards in the administration of borrowers' personal data.

Two member states of the Central Bank of West African States (BCEAO), Mali and Niger, adopted the Uniform Law on the Regulation of Credit Information Bureaus—joining Côte d'Ivoire and Senegal, which did so in 2013/14. In addition, in January 2015 BCEAO selected the joint venture Creditinfo VoLo as the accredited company to operate the new credit information bureau in the member countries. The bureau is expected to be fully operational very soon.

Sub-Saharan Africa was the region with the largest number of reforms focused on improving the availability of credit information. In Rwanda, Zambia and Zimbabwe credit scoring was introduced as a value added service to banks and other financial institutions, supporting their ability to assess the creditworthiness of potential borrowers.

Elsewhere, credit bureaus in Cyprus and the Kyrgyz Republic began distributing both positive and negative credit information on borrowers—and the one in Cyprus began reporting five years of credit history on both borrowers and guarantors to banks and other financial institutions. In Mongolia the credit registry started distributing credit data from retailers and utility companies. Lao PDR began requiring loans of all sizes to be included in the credit registry's database.

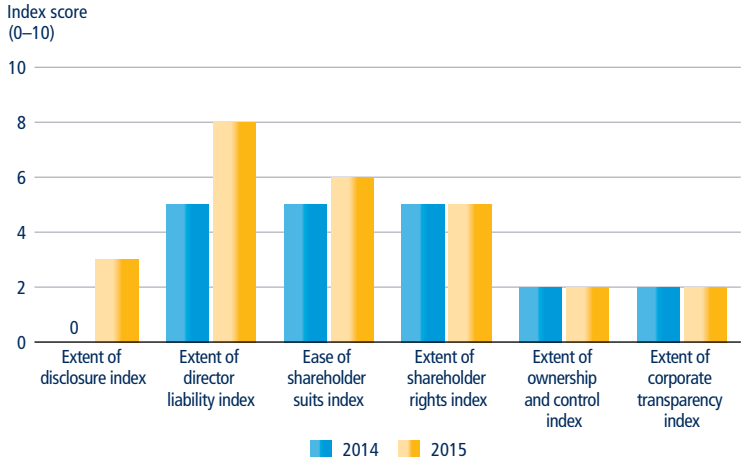
Protecting rights of minority shareholders

Honduras made the most noteworthy improvement in minority investor protections in 2014/15. Five years ago several pieces of legislation in Honduras were quite old; some had not been updated since 1948.[17] The June 2014 Law for the Creation of Jobs, Fostering of Private Initiative, Formalization of Businesses and Protection of Investor Rights therefore marked an important milestone in reforming the business environment in Honduras. The 2014 law, which amends several articles of the Honduran Code of Commerce, directly addresses the approval of related-party transactions, shareholders' right to initiate an action and sue directors, and their right to inspect certain internal company documents before initiating any formal legal action.

The new law introduces several other improvements in minority investor protections. It stipulates that transactions representing more than 5% of a company's assets must be authorized by its shareholders and that interested directors must abstain from voting in this case. It also prohibits shareholders who have a self-interest contrary to that of the company from voting on related resolutions. In addition, the new law allows the court to declare a transaction involving a conflict of interest void if plaintiffs can show that the transaction resulted in a financial loss to the company and its shareholders.[18] As a result of these and other amendments, Honduras improved its score on all three indices measuring the regulation of conflicts of interest inside companies (figure 4.9).

Thirteen other economies also strengthened minority investor protections in 2014/15. Among them, Albania introduced a requirement for immediate disclosure of related-party transactions to the public. Spain adopted a law amending its Capital Companies Act with the aim of improving corporate governance. The amendment directly addresses shareholders' rights and role in important corporate decisions—for example, requiring shareholders' approval for major sales of company assets. Lithuania adopted amendments to its Stock Company Law that prohibit subsidiaries from acquiring and owning shares issued by their parent company, resulting in greater clarity of ownership and interests. Kazakhstan introduced amendments to its Joint Stock Company law requiring disclosure of information about transactions with related parties within 72 hours.

FIGURE 4.9 Honduras strengthened minority investor protections in 2014/15 for the first time in more than 10 years



Source: Doing Business database.

Elsewhere, Madagascar amended its Law on Commercial Companies to require directors with a conflict of interest to fully disclose the nature of their interest to the board of directors. Nigeria introduced new rules requiring that related-party transactions be subject to external review and to approval by disinterested shareholders. Rwanda updated its company law to allow holders of 10% of a company's share capital to call for an extraordinary meeting of shareholders and to require board members to disclose information about their other directorships and their primary employment.

Introducing mechanisms of alternative dispute resolution

Doing Business recorded 11 reforms making it easier to enforce contracts in 2014/15. As in the previous year, the implementation of electronic filing was a common feature of the reforms. Two economies—Georgia and Italy—made their courts more efficient by introducing electronic systems. As a result, litigants can now file initial complaints electronically. Besides expediting the filing and service process, electronic filing systems in courts also increase transparency, limit opportunities for corruption and prevent the loss, destruction or concealment of court records.

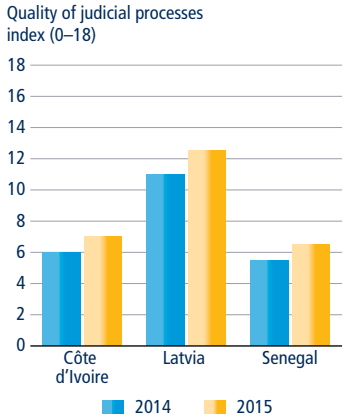
Overall, however, the implementation of alternative dispute resolution (ADR) mechanisms was the most common feature of reforms in contract enforcement in the past year. The availability of ADR creates a better environment for business.[19] ADR processes lower the direct and indirect costs that businesses incur in enforcing contracts and resolving disputes—and provide redress more quickly and inexpensively than mainstream court processes, especially where cost is driven by formal procedures. ADR can also improve the efficiency of court systems by reducing the backlog of disputes before the courts. Three economies—Côte d'Ivoire, Latvia and Senegal—increased the efficiency of their judiciary in 2014/15 by introducing consolidated laws on specific ADR mechanisms. These initiatives led to higher scores on the new quality of judicial

processes index for all three economies (figure 4.10).

Côte d'Ivoire has made reforms in the judiciary a priority in recent years. By 2012 Côte d'Ivoire had created specialized commercial courts to deal with business disputes and appointed professional judges to work with lay judges. These measures reduced the time to resolve a dispute as measured by *Doing Business* from 770 days in 2011 to 585 days in 2013. By mid-2014 Côte d'Ivoire had introduced further improvements by adopting a law regulating conventional and judicial mediation in both commercial and civil cases. It also established several institutions to provide mediation services.

Latvia adopted a new law consolidating provisions that regulate arbitration. Previously, arbitration had been regulated by a few provisions scattered across different legislative instruments and therefore was scarcely used. Latvia also adopted a comprehensive new law on mediation. The law introduces incentives for parties to attempt mediation, including a partial refund of state fees if mediation is successfully completed. Having all substantial and procedural provisions regulating commercial arbitration or mediation in one source makes these mechanisms more accessible, and increasing accessibility may lead to broader use of ADR.

FIGURE 4.10 ADR initiatives in three countries helped improve their scores on the new quality of judicial processes index



Source: Doing Business database.

Other reforms that improved the ease of enforcing contracts in 2014/15 focused on increasing access to justice and facilitating the resolution of small disputes. Cyprus and Kazakhstan introduced simplified procedures to handle small claims, reducing backlog at the main trial court and contributing to procedural efficiency. These simplified procedures provide a mechanism for quick and inexpensive resolution of legal disputes involving small sums of money. Small claims courts and procedures usually use informal hearings, simplified rules of evidence and more streamlined rules of civil procedure. They also typically allow the parties to represent themselves, keeping institutional litigators out of court.

Saving viable businesses through reorganization

In 2014/15 *Doing Business* recorded 9 reforms making it easier to resolve insolvency. Caribbean economies continued to make remarkable progress. In the previous year Trinidad and Tobago and St. Kitts and Nevis had modernized their insolvency frameworks. In 2014/15 Jamaica and St. Vincent and the Grenadines adopted new insolvency laws. A common feature of these reforms was the introduction of in-court reorganization mechanisms as an alternative to liquidation, so that insolvent companies can continue to operate. All four economies have also updated their liquidation proceedings, bringing them into closer conformity with international good practices.

The new Insolvency Act of Jamaica, adopted in October 2014, serves as a good illustration of the Caribbean reform agenda. The new act introduced the option of reorganization for commercial entities. A debtor or an insolvency representative can present a reorganization proposal to all or only some of the creditors. The filing of a proposal or of an intent to submit a proposal automatically puts on hold all other actions against the debtor. Among other improvements, the new act follows international good practices on facilitating the continuous operation of debtors during insolvency proceedings. It also allows courts to invalidate undervalued transactions concluded by debtors within a year before insolvency proceedings are commenced, permits the insolvency representative to request new financing after the proceedings are commenced and grants priority to claims of post-commencement creditors. Adoption of the new act substantially improved Jamaica's score on the strength of insolvency framework index (table 4.4).

Most other insolvency reforms recorded by *Doing Business* in 2014/15 also focused on introducing new reorganization procedures or improving the existing reorganization framework. Chile and Cyprus introduced court-supervised reorganization procedures. Kazakhstan began allowing creditors to commence reorganization proceedings, while Rwanda introduced protections for creditors who vote against a reorganization plan. Romania introduced time limits on the reorganization process.

Several insolvency reforms recorded in 2014/15 were aimed at facilitating the continuation of the debtor's business during insolvency proceedings. Cyprus and Rwanda introduced provisions allowing the invalidation of preferential and undervalued transactions concluded by the debtor before the commencement of insolvency proceedings. Chile prohibited the termination of contracts on the grounds of insolvency.

The change in Chile came as part of a new insolvency law that took effect in October 2014. The new law streamlined all provisions related to reorganization and liquidation proceedings, emphasizing the reorganization of viable businesses as a preferred alternative to liquidation. Following international good

TABLE 4.4 Jamaica's previous and new legal frameworks for insolvency

Previous framework	New framework
Can a debtor initiate reorganization proceedings?	
No reorganization available.	Yes.
Do creditors vote on the reorganization plan?	
No reorganization available.	Yes, and only creditors whose rights are affected by the proposed plan vote on it.
How do creditors vote on the reorganization plan?	
No reorganization available.	Creditors are divided into classes and the plan is approved by a simple majority of creditors in each class.
Can a debtor obtain credit after the commencement of insolvency proceedings?	
No specific provisions.	New financing after the commencement of insolvency proceedings is available, and creditors providing post-commencement finance are granted priority over claims of existing creditors.
Can a court invalidate undervalued transactions concluded before insolvency?	
No specific provisions.	Yes.

Source: Doing Business database.

practices, the new law improved creditors' participation in the insolvency proceedings and introduced many new provisions on reorganization, including minimum standards and voting procedures. It also created a public office responsible for the general administration of proceedings and established specialized courts with exclusive jurisdiction over insolvency cases.

Changing labor market regulation

The *Doing Business* indicators on labor market regulation have historically measured the flexibility of the regulatory framework as it relates to hiring, work scheduling and redundancy. Over the past two years the coverage of the indicators has been expanded to also capture different aspects of job quality. In 2014/15 *Doing Business* recorded several reforms relating to workers' eligibility for different benefits as well as workplace equality and social protection. For example, Morocco implemented an unemployment insurance scheme, while Georgia and New Zealand increased the length of paid maternity leave.

Four economies revised hiring rules in 2014/15. Germany introduced a first-ever national minimum wage. Ecuador prohibited fixed-term contracts for permanent tasks, while Lao PDR capped the duration of renewable fixed-term contracts (previously unlimited) at 36 months. Latvia continued to relax its labor market regulation by increasing the maximum duration of a single fixed-term contract from 36 months to 60.

Four economies changed rules governing dismissals. Italy adopted new legislation to simplify redundancy rules and encourage out-of-court reconciliation of dismissals, reducing the time and cost to resolve labor disputes. Lao PDR eliminated the requirement to seek third-party approval when dismissing fewer than 10 employees and reduced severance payments for employees with 5 and 10 years of tenure. Croatia eliminated the requirement to retrain or reassign employees before they can be made redundant. And Portugal introduced priority rules applying to individual dismissals. These regulations provide employers with several criteria to use when making decisions on dismissals, with performance being the most important one.

In addition, three economies made important changes to their labor laws in 2014/15. Belarus amended provisions relating to wage regulation, labor arbitration, the calculation of overtime pay and grounds for the termination of employment. It also lifted prohibitions on concurrent employment. Italy adopted the Jobs Act in December 2014, which provides an overarching framework for changes in unemployment insurance, employment contracts, and maternity and paternity leave. FYR Macedonia amended provisions governing social contributions, employment contracts, annual leave, overtime work, health inspections and labor disputes.

NOTES

1. Divanbeigi and Ramalho 2015.
2. Braunerhjelm and Eklund 2014.
3. Yakovlev and Zhuravskaya 2013.
4. Ippoliti, Melcarne and Ramello 2014.
5. Dougherty 2014.
6. Garcia-Posada and Mora-Sanguinetti 2015.
7. Giacomelli and Menon 2013.
8. Dougherty 2014.
9. Yakovlev and Zhuravskaya 2013.
10. Lyons 2013.
11. The six agencies are the State Examination Head Office, the State Fire Control Service, the State Supervision Agency for Construction Safety, the Engineering Geological Center, the Ministry of Ecology and Natural Resources, and the Hygiene and Epidemiology Center at the Ministry of Public Health.
12. SAIDI is the average total duration of outages over the course of a year for each customer served, while SAIFI is the average number of service interruptions experienced by a customer in a year. *Doing Business* records these measures for the largest business city of each economy and, in 11 economies, for the second largest business city as well.
13. See Royal Decree 1619/2012.
14. The rate was reduced from the standard rate of 30% to a special rate of 15% for the first €300,000 and 20% thereafter.
15. Ayyagari, Demirguc-Kunt and Maksimovic 2011; Fox and Murray 2013.
16. Ley de Garantías Mobiliarias was passed by the Costa Rican Congress on May 7, 2014, and entered into force on May 20, 2015.
17. World Bank 2010, p. 50.
18. See articles 151, 210 and 222 of the Honduran Code of Commerce, as amended.
19. Rozdeiczer and Alvarez de la Campa 2006.

TABLE 4A.1 Who reduced regulatory complexity and cost or strengthened legal institutions in 2014/15—and what did they do?

Feature	Economies	Some highlights
Making it easier to start a business		
Simplified preregistration and registration formalities (publication, notarization, inspection, other requirements)	Algeria; Angola; Azerbaijan; Belarus; Benin; Brunei Darussalam; Cambodia; Democratic Republic of Congo; Ecuador; Estonia; Germany; India; Jamaica; Kazakhstan; Kenya; Moldova; Mongolia; Morocco; Myanmar; Slovak Republic; Sweden; Togo; Ukraine	Angola reduced the fees to register a company. Estonia began allowing minimum capital to be deposited at the time of company registration. Kenya launched government service centers offering company preregistration services in major towns. Myanmar eliminated the need for separate temporary and permanent certificates of incorporation.
Abolished or reduced minimum capital requirement	Burkina Faso; Comoros; Democratic Republic of Congo; Gabon; Guinea; India; Kuwait; Mauritania; Myanmar; Niger; Senegal	India eliminated its minimum capital requirement. Kuwait reduced its requirement.
Introduced or improved online procedures	Belarus; Denmark; Indonesia; Lithuania; FYR Macedonia; Norway; Russian Federation (Moscow); San Marino; Uganda; Ukraine; Uzbekistan	Uganda introduced an online system for obtaining a trading license. Belarus expanded the geographic coverage of online registration and improved online services.
Cut or simplified postregistration procedures (tax registration, social security registration, licensing)	Cambodia; Hong Kong SAR, China; Indonesia (Jakarta); Philippines; Rwanda; Sri Lanka; Uzbekistan; Vietnam	Hong Kong SAR, China, eliminated the requirement for a company seal. Rwanda eliminated the need for new companies to open a bank account in order to register for VAT.
Created or improved one-stop shop	Benin; Cambodia; Slovak Republic; Uzbekistan	Benin reduced the fees for filing documents with the one-stop shop. Cambodia simplified company name checks at the one-stop shop.
Making it easier to deal with construction permits		
Streamlined procedures	Algeria; Armenia; Azerbaijan; Benin; Jamaica; Kazakhstan; Mauritius; Niger; Sri Lanka; Turkey; United Arab Emirates; West Bank and Gaza	Algeria eliminated the legal requirement to provide a certified copy of a property title when applying for a building permit. Sri Lanka streamlined the internal review process for building permit applications.
Reduced time for processing permit applications	Benin; Georgia; Jamaica; Montenegro; Sri Lanka	Georgia reduced the official time limit for issuing building permits from 10 days to 5. Montenegro finished implementing amendments to the Law on Spatial Planning and Construction, which established a 30-day time limit for issuing building permits.
Adopted new building regulations	Armenia; Azerbaijan; Rwanda; Serbia	Rwanda adopted a new building code and new urban planning regulations in May 2015.
Improved building quality control process	Armenia; Serbia	Armenia exempted lower-risk projects from requirements for approval by an independent expert and for technical supervision of construction.
Introduced or improved one-stop shop	Azerbaijan; Benin	Azerbaijan established a one-stop shop for issuing preapprovals for project documentation. Benin established a one-stop shop and reduced the number of signatories required for a building permit.
Reduced fees	Democratic Republic of Congo; Serbia	The Democratic Republic of Congo halved the cost to obtain a building permit. Serbia eliminated the land development tax for warehouses.
Making it easier to get electricity		
Improved process efficiency	Bhutan; Botswana; Costa Rica; Cyprus; Hong Kong SAR, China; Kenya; Lithuania; Malta; Morocco; Myanmar; New Zealand; Poland; Taiwan, China; Uganda; United Arab Emirates; Vietnam	The utility in Kenya reduced delays for new connections by enforcing service delivery timelines and hiring contractors for meter installation. The utility in Poland reduced delays in processing applications for new connections by increasing human resources and enforcing the legal time limit to issue technical conditions.
Improved regulation of connection processes and costs	Russian Federation; Senegal	The tariff setting committees for Moscow and St. Petersburg revised the connection fee structure, reducing the cost of getting a new connection. In Senegal the utility reduced the security deposit by revising the calculation formula.
Facilitated more reliable power supply and transparency of tariffs	Cambodia; Oman	The utility in Oman started fully recording the duration and frequency of outages to compute annual SAIDI and SAIFI.
Streamlined approval process	India; Togo	In Delhi the utility eliminated the internal wiring inspection by the Electrical Inspectorate. In Mumbai the utility improved internal work processes and coordination, reducing the procedures and time to connect to electricity.

TABLE 4A.1 Who reduced regulatory complexity and cost or strengthened legal institutions in 2014/15—and what did they do?

Feature	Economies	Some highlights
Making it easier to register property		
Computerized procedures	Belgium; Bhutan; Kenya; Kyrgyz Republic; Saudi Arabia; Switzerland	Bhutan introduced a new computerized land information system connecting the municipality to the cadastre. Switzerland introduced a national database to check for encumbrances.
Reduced taxes or fees	Cabo Verde; Chad; Republic of Congo; Côte d'Ivoire; Gabon; Guinea-Bissau; Madagascar; Nigeria; Senegal	The Republic of Congo lowered the property transfer tax from 15% of the property value to 7%. Senegal reduced the property transfer tax from 10% of the property value to 5%.
Combined or eliminated procedures	Kazakhstan; Latvia; Morocco; Uzbekistan	Latvia introduced a new application form for property transfers. Kazakhstan eliminated the requirements to obtain a technical passport for a property transfer and to get the seller's and buyer's incorporation documents notarized. Morocco established electronic communication links between different tax authorities.
Increased transparency	Vanuatu	Vanuatu introduced a specific and separate mechanism for complaints by appointing a land ombudsman.
Introduced fast-track procedures	Belarus	Belarus introduced a fast-track procedure for property registration.
Set effective time limits	Russian Federation	Russia passed a new law setting shorter time limits for property transfer procedures.
Making it easier to pay taxes		
Introduced or enhanced electronic systems	Costa Rica; Cyprus; Indonesia; Jamaica; Malaysia; Montenegro; Morocco; Mozambique; Peru; Poland; Rwanda; Serbia; Slovak Republic; Spain; Tajikistan; Uruguay; Vietnam; Zambia	Serbia introduced an online system for filing and paying VAT and social security contributions in 2014. Indonesia introduced an online system for filing and paying social security contributions.
Reduced profit tax rate	Angola; Bangladesh; Brunei Darussalam; Finland; France; The Gambia; Guatemala; Hong Kong SAR, China; Jamaica; Norway; Portugal; Slovak Republic; Spain; Swaziland; Tunisia; United Kingdom; Vietnam	Norway reduced the corporate income tax rate from 28% to 27% for 2014. Tunisia reduced the corporate income tax rate from 30% to 25% for the same year. Spain reduced the corporate income tax rate for companies incorporated after January 1, 2013, from the standard rate of 30% to 15% for the first €300,000 and 20% thereafter.
Reduced labor taxes and mandatory contributions	China (Shanghai); Colombia; France; Greece; Indonesia; Mexico; Romania; United Kingdom	Romania reduced the social security contribution rate paid by employers from 20.8% to 15.8% from October 1, 2014.
Allowed more deductible expenses or depreciation	Brunei Darussalam; Greece; Jamaica; Mozambique; Portugal; Slovak Republic; Vietnam	Portugal allowed 100% of loss carried forward to be deducted for the calculation of taxable profit from January 1, 2014. Brunei Darussalam increased the initial capital allowance for industrial buildings from 20% to 40% and the annual allowance from 4% to 20% for 2014.
Reduced taxes other than profit tax and labor taxes	The Bahamas; Greece; Malaysia; Russian Federation; Spain	Malaysia reduced the property tax rate from 12% to 10% of the annual rental value for commercial properties for 2014.
Merged or eliminated taxes other than profit tax	Brunei Darussalam; Kosovo; Mexico; Serbia	Mexico abolished the business flat tax on January 1, 2014. Serbia abolished the urban land usage fee starting January 1, 2014.
Simplified tax compliance process	The Gambia; Hong Kong SAR, China; Maldives; Vietnam	The Gambia improved its bookkeeping system for VAT accounts to better track the requisite input and output records for filing VAT returns. Vietnam reduced the number of VAT filings for companies with an annual turnover of 50 billion dong (about $2.3 million) or less from monthly to quarterly.
Making it easier to trade across borders		
Introduced or improved electronic submission and processing of documents	The Bahamas; Benin; Brazil; Côte d'Ivoire; Ghana; Guatemala; Madagascar; Mali; Mauritania; Suriname; Tajikistan; Tanzania; Togo	Brazil implemented the electronic SISCOMEX Portal system, reducing the time required for customs clearance and document preparation and submission for exports. Tajikistan made it possible to submit customs declarations electronically for both exports and imports.
Introduced or improved risk-based inspections	Albania	Albania implemented a risk-based inspection system at Port of Durres and reduced border compliance time for exports.
Strengthened transport or port infrastructure	Madagascar; Tunisia; Vanuatu	Vanuatu invested in infrastructure at the port of Vila, increasing the port's efficiency for imports.
Improved port procedures	Oman; Qatar	Oman reduced port handling time for exports and imports by transferring cargo operations from Sultan Qaboos Port to Sohar Port.
Entered a customs union with major trading partner	Armenia	Armenia joined the Eurasian Economic Union, leading to reductions in the time and cost for document preparation, customs clearance and inspections in trade (export and import) with Russia.
Reduced documentary burden	Mauritania	Mauritania eliminated requirements for two import documents.

TABLE 4A.1 Who reduced regulatory complexity and cost or strengthened legal institutions in 2014/15—and what did they do?

Feature	Economies	Some highlights
Strengthening legal rights of borrowers and lenders		
Created a unified or modern collateral registry for movable property	Costa Rica; El Salvador; Hong Kong SAR, China; Indonesia; Liberia; Russian Federation; Uzbekistan	El Salvador established a registry for security interests in movable property as part of its registry of commerce.
Allowed general description of assets granted as collateral	El Salvador; Kazakhstan; Mexico; Russian Federation; Uzbekistan	Mexico implemented new laws allowing a general description of assets granted as collateral.
Expanded range of movable assets that can be used as collateral	El Salvador; Madagascar; Mexico; Russian Federation; Uzbekistan	Madagascar introduced a new law broadening the range of assets that can be used as collateral to secure a loan.
Introduced a functional secured transactions system	Costa Rica; El Salvador	Costa Rica adopted a new law establishing a modern legal framework for secured transactions, including functional equivalents to loans secured with movable property.
Allowed out-of-court enforcement of security	Costa Rica; El Salvador	El Salvador adopted a new law allowing secured creditors to enforce their security interest out of court, through a public or private auction.
Improving the sharing of credit information		
Established a new credit bureau or registry	Afghanistan; Comoros; Guyana; Lesotho; Seychelles	Afghanistan's central bank established a new credit registry that banks can consult to assess the creditworthiness of consumer and commercial borrowers.
Expanded scope of information collected and reported by credit bureau or registry	Cyprus; Kyrgyz Republic; Lao PDR; Mongolia; West Bank and Gaza	In the Kyrgyz Republic the credit bureau Ishenim began distributing information related to on-time loan repayment patterns in its credit reports.
Improved regulatory framework for credit reporting	Latvia; Mali; Namibia; Niger; Peru	Latvia adopted a credit bureau law setting out a legal framework for establishing, licensing and supervising credit information bureaus.
Introduced bureau or registry credit scores as a value added service	Rwanda; Zambia; Zimbabwe	Rwanda's credit bureau implemented a credit scoring service in May 2015.
Expanded borrower coverage by credit bureau or registry	Kenya; Lao PDR; Mauritania; Rwanda; Uganda; Vietnam	Kenya expanded the number of borrowers listed by its credit reference bureau with information on their borrowing history from the past five years to more than 5% of the adult population.
Strengthening minority investor protections		
Increased disclosure requirements for related-party transactions	Albania; Azerbaijan; Honduras; Kazakhstan; Madagascar; Nigeria	Albania introduced a requirement for immediate disclosure of the terms of related-party transactions as well as the nature and object of the conflict of interest. Nigeria introduced new rules requiring that related-party transactions be subject to external review and to approval by disinterested shareholders.
Enhanced access to information in shareholder actions	Honduras; Kazakhstan; Zimbabwe	Kazakhstan introduced provisions making it easier for shareholders to compel broad categories of documents at trial without having to identify specific dates and titles.
Increased director liability	Honduras; Ireland; FYR Macedonia	Honduras introduced a new law allowing shareholders representing at least 5% of a company's share capital to bring an action for damages against its directors.
Expanded shareholders' role in company management	Arab Republic of Egypt; Kazakhstan; Lithuania; Rwanda; Spain; United Arab Emirates	Spain introduced provisions requiring a general meeting of shareholders to decide on the acquisition or disposal of assets representing more than a quarter of a company's total assets.
Making it easier to enforce contracts		
Expanded the framework for alternative dispute resolution	Côte d'Ivoire; Latvia; Senegal	Côte d'Ivoire, Latvia and Senegal introduced laws regulating voluntary mediation. Latvia also passed a new arbitration law.
Expanded court automation	Armenia; United Arab Emirates	Armenia introduced a computerized system that randomly assigns cases to judges in the Yerevan Court of First Instance. The United Arab Emirates implemented an electronic notification system allowing the initial summons to be served electronically.
Introduced a small claims court or a dedicated procedure for small claims	Cyprus; Kazakhstan	Cyprus and Kazakhstan both introduced a fast-track procedure for small claims and allow litigants to represent themselves during this procedure.
Introduced electronic filing	Georgia; Italy	Georgia and Italy both introduced an electronic filing system for commercial cases, allowing attorneys to submit the initial summons online.
Made enforcement of judgment more efficient	Croatia; Romania	Croatia introduced an electronic system to handle public sales. Romania expanded the role of the bailiff and made the use of an electronic auction registry mandatory.

TABLE 4A.1 Who reduced regulatory complexity and cost or strengthened legal institutions in 2014/15—and what did they do?

Feature	Economies	Some highlights
Making it easier to resolve insolvency		
Improved provisions on treatment of contracts during insolvency	Chile; Jamaica; Romania; Rwanda; St. Vincent and the Grenadines; Vietnam	Chile made continuation of the debtor's business during insolvency proceedings easier by prohibiting termination of contracts on the grounds of insolvency.
Improved the likelihood of successful reorganization	Chile; Cyprus; Jamaica; Kazakhstan; Romania; St. Vincent and the Grenadines	Kazakhstan introduced provisions allowing debtors to apply for post-commencement finance with corresponding priority rules and allowing creditors to initiate reorganization proceedings.
Regulated the profession of insolvency administrators	Jamaica; Moldova; St. Vincent and the Grenadines; Vietnam	Moldova created governing and supervisory bodies for the profession of insolvency administrators, introduced a licensing system and stricter admission rules and created a centralized registry of authorized insolvency administrators.
Introduced a new restructuring procedure	Cyprus; Jamaica; St. Vincent and the Grenadines	Cyprus established a reorganization procedure for insolvent but viable companies.
Streamlined and shortened time frames for insolvency proceedings	Chile; Romania; Vietnam	Romania introduced shorter time frames for several stages of reorganization proceedings as well as a three-year time limit for implementing the reorganization plan.
Strengthened creditors' rights	Cyprus; Jamaica; St. Vincent and the Grenadines	Jamaica granted individual creditors the right to request information from the insolvency representative on the debtor's business and financial affairs.
Changing labor legislation		
Altered hiring rules	Ecuador; Germany; Lao PDR; Latvia	Germany introduced a minimum wage. Latvia increased the maximum duration of a single fixed-term contract from 36 months to 60.
Altered work scheduling rules	Belarus; Hungary; FYR Macedonia	Hungary adopted legislation limiting the operating hours for retail shops.
Changed redundancy cost or procedures	Croatia; Italy; Lao PDR; Portugal	Lao PDR eliminated the requirement for third-party approval before an employer can dismiss one worker or a group of nine workers and reduced the severance payment for employees with 5 and 10 years of tenure.
Reformed legislation regulating worker protection and social benefits	Belarus; Italy; FYR Macedonia; Morocco	Morocco implemented an unemployment insurance scheme.

Source: Doing Business database.

Note: Reforms affecting the labor market regulation indicators are included here but do not affect the ranking on the ease of doing business.

Doing Business 2016

Starting a business

Third-party involvement in company formation

- Most of the cost of starting a business comes from the fees of third-party professionals such as lawyers and notaries.
- Entrepreneurs use third-party services in business start-up mostly because the process is too complex.
- Economies with greater third-party involvement in business incorporation tend to have more businesses operating in the informal sector. They also tend to have less accessible laws and regulations and less efficient systems of civil justice.
- Notary services are used in business start-up in 76 of the 189 economies covered by *Doing Business*.
- Latin America and the Caribbean has the largest share of economies where legal services are used in the start-up process.

Starting a business in Haiti takes 12 procedures and more than three months. Formal registration of a company is so complicated that the process cannot be completed without using the services of third parties—lawyers and notaries. Company statutes are often drafted by an attorney, then need to be certified by a notary before being submitted for incorporation. The result is an additional cost burden for entrepreneurs trying to navigate the complex process to enter the formal sector. In New Zealand, by contrast, an entrepreneur can complete the entire process of company formation in just a few hours through a single online procedure. There are many reasons why Haiti has far fewer registered limited liability companies relative to population size—only 6 per 100,000 working-age people in 2012, compared with 1,507 per 100,000 working-age people in New Zealand.[1] But its burdensome entry regulations are surely one of them.

Formalization has many benefits. Formally registered companies tend to have greater profits, investments and productivity,[2] while their employees benefit from social security and other legal protections.[3] As more businesses enter the formal sector, the government's tax base broadens, yielding additional revenue for social and economic policy priorities. Moreover, increases in the number of registered businesses have been linked to greater economic growth and job creation.[4] Yet in many economies around the world, entrepreneurs continue to face excessively burdensome entry regulations. Formalizing a business may involve multiple interactions with government agencies and with third-party private professionals whose services are either required by law or desirable because of regulatory complexity (figure 5.1).[5]

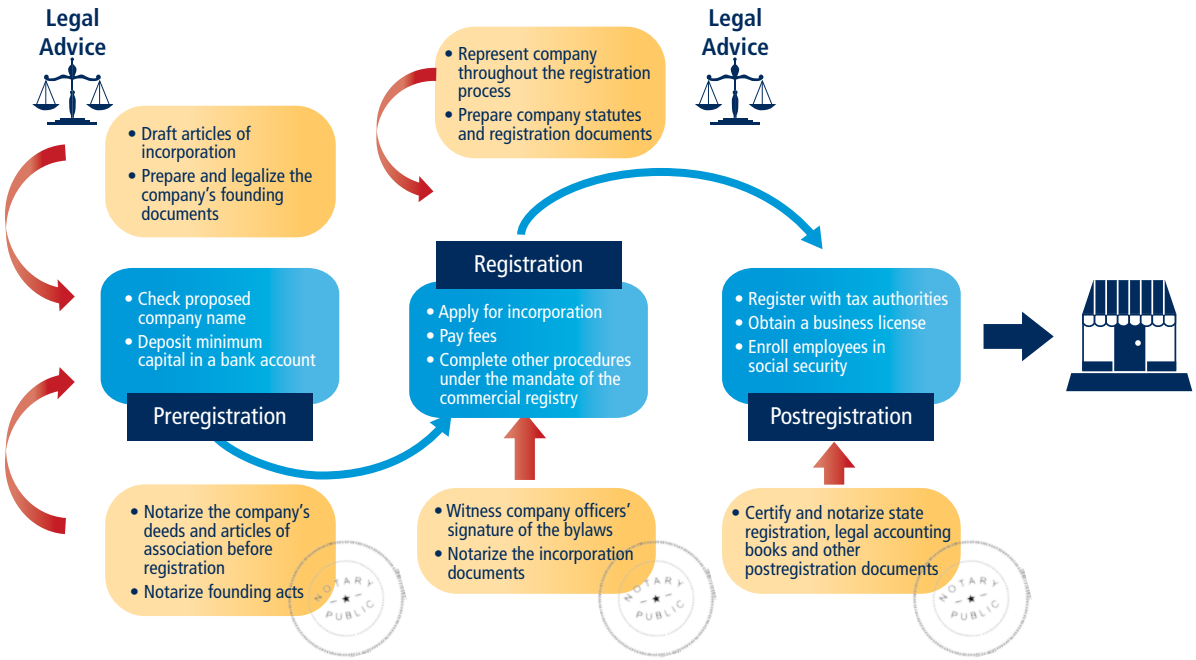
Even where the use of third parties is not explicitly required, unnecessary bureaucratic steps and long delays at government agencies can create ample opportunities for corruption and bribery—and provide an additional incentive for involving third parties early in the start-up process. While administrative delays at some government agencies may reflect meticulous due diligence, research has found that entry regulation can serve as a mechanism for rent extraction, with heavier regulation correlated with greater corruption and a larger informal sector.[6]

By capturing the steps in the process of forming a legal enterprise, the *Doing Business* indicators on starting a business shed light on the necessity for and cost of third-party involvement in this process. The indicators record all procedures officially required—or commonly done in practice—for a local entrepreneur to start a limited liability company, along with the time and cost to complete those procedures and the paid-in minimum capital requirement. Data show that the more cumbersome the process is, the more likely it is for third-party professionals to be involved.

THE COSTS OF INVOLVING THIRD PARTIES

The start-up process can vary considerably in the number and complexity of procedures. Complying with the requirements often necessitates third-party

FIGURE 5.1 What business start-up procedures may involve third parties?



involvement, whether by law or in practice. Entrepreneurs use legal or notary services to start a business in 53% of the 189 economies covered by *Doing Business*. Hiring a lawyer is most common in Latin America and the Caribbean—while using a notary's services is most common in Sub-Saharan Africa, Latin America and the Caribbean and the Middle East and North Africa (figure 5.2).

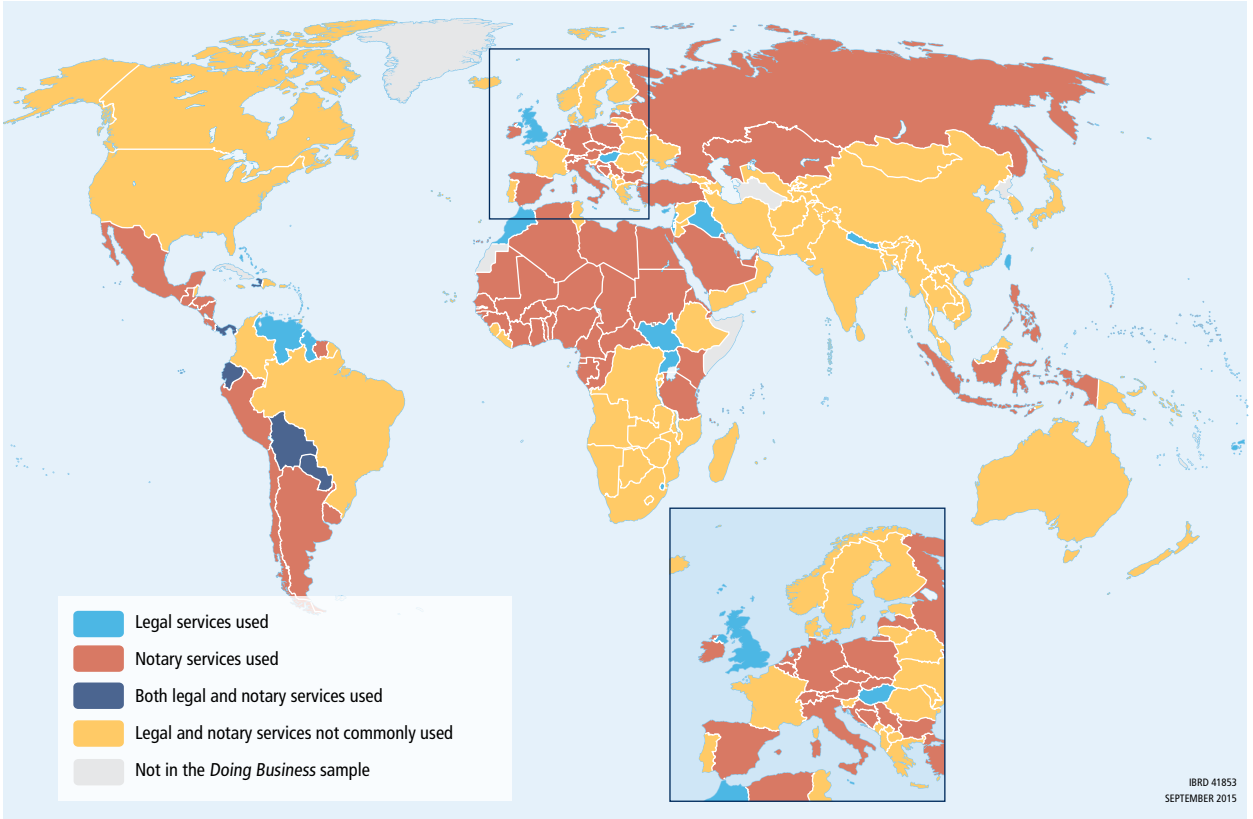
Where entrepreneurs employ third-party professionals to assist in start-up, they often do so for company incorporation and tax registration. *Doing Business* data reveal that these formalities are the major bottlenecks in the start-up process, requiring more procedures than other formalities such as business licensing and inspections. Company incorporation alone can involve multiple procedures. In Bhutan, for example, entrepreneurs wanting to set up a company must first submit a project proposal or business plan to the Ministry of Economic Affairs before proceeding to the Office of the Registrar for incorporation. In the Seychelles incorporation requires several separate procedures. First the company founders must deposit the memorandum and articles of association at the Companies Registry. Then the registrar certifies that the company is incorporated. And after that the founders must file information on the directors, company secretary and the registered business office.

The need to involve third-party professionals not only adds to the bureaucratic burden of the start-up process; it also imposes a cost that can be prohibitive to entrepreneurship. Indeed, *Doing Business* data show that professional services account for most of the cost to start a business (figure 5.3).

Entrepreneurs often hire lawyers or notaries simply because business registration formalities are so complex that complying with all the requirements is almost impossible without external help. Complex entry regulation can also encourage businesses to remain informal. Studies show that informal businesses are more common in economies where institutions foster complex rules and regulations.[7] As evidenced by *Doing Business* data, high costs for business incorporation, especially those incurred through third-party involvement, can drive entrepreneurs to choose to operate in the informal sector. Analysis shows a strong correlation between the cost of third-party involvement in business start-up and the level of informality (figure 5.4). For example, there is a strong positive association between the cost incurred in using third-party services in start-up and both the percentage of firms competing against the informal sector and the percentage identifying informality as a major constraint to their business operations. In other words, the higher the cost of third-party services because of complicated rules and regulations, the higher the level of informality.

Economies where the start-up process necessitates third-party involvement also tend to do worse on indicators measuring regulatory transparency and the performance of the civil justice system. The characteristics of good regulatory governance include clarity,

FIGURE 5.2 Where are legal or notary services used in starting a business?

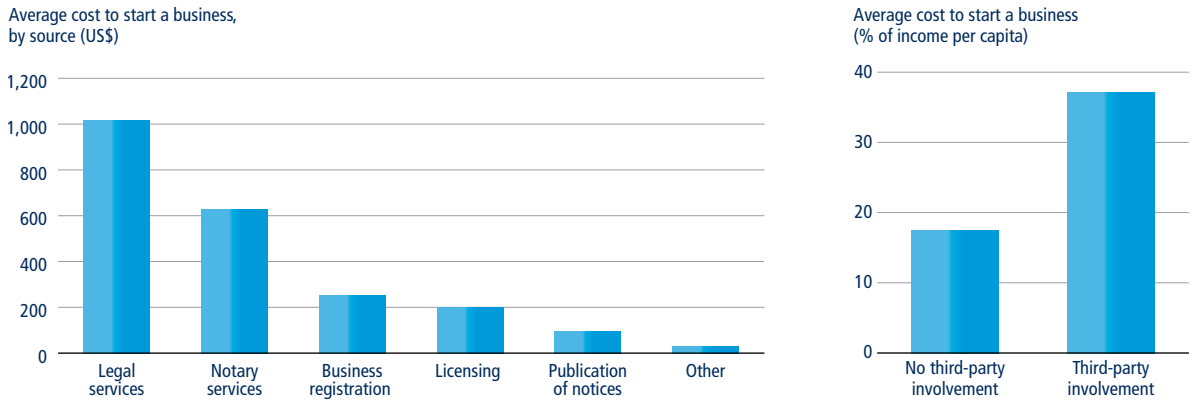


Source: Doing Business database.

predictability, autonomy, accountability, participation and open access to information. Each of these aids in making a regulatory system transparent in the eyes of stakeholders, helping to attract investment.[8] And introducing online solutions for regulatory compliance can help make the process less costly, encouraging entrepreneurship, economic development and growth.[9]

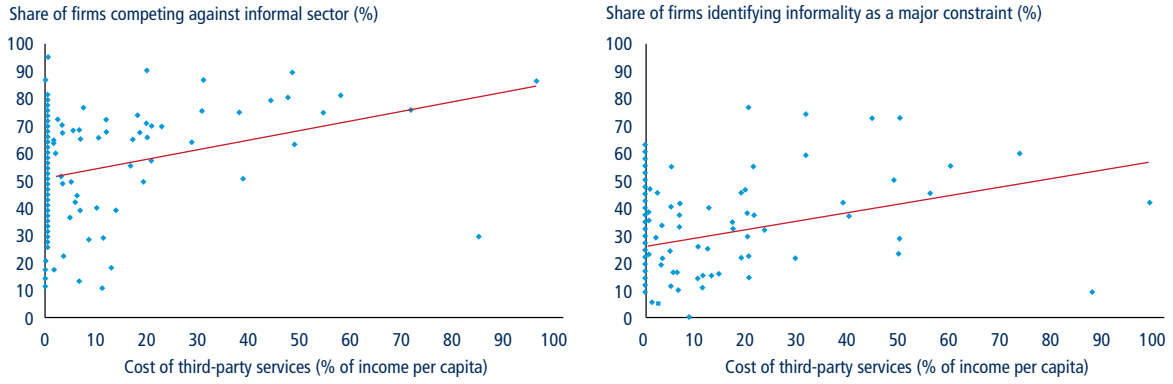
Analysis shows a strong negative association between third-party involvement in business start-up and both the accessibility of laws and regulations and the efficiency of the civil justice system (figure 5.5). These relationships remain significant even after controlling for income differences across economies. It is no surprise that where laws are opaque and the justice system is inefficient, entrepreneurs need to engage

FIGURE 5.3 Most of the cost of business start-up comes from professional services



Source: Doing Business database.

FIGURE 5.4 Economies with greater costs for third-party involvement in business start-up tend to have a higher level of informality



Sources: Doing Business database; Enterprise Surveys database (http://www.enterprisesurveys.org), World Bank.

Note: The cost of third-party services is based on the fees that an entrepreneur in each economy typically pays to lawyers or notaries to start a business. The correlation between the cost of third-party services and the share of firms competing against the informal sector is 0.31. The correlation between the cost of third-party services and the share of firms identifying informality as a major constraint is 0.34. The relationships are significant at the 1% level after controlling for income per capita.

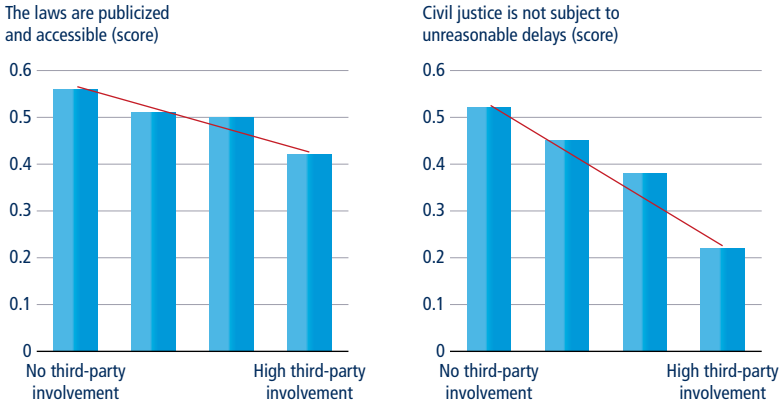
the services of lawyers and notaries to get things done—an outcome that in itself runs counter to the principles of good governance and regulatory transparency.

NOTARIES AT BUSINESS START-UP

As public officers, notaries are appointed by governments and public agencies to certify documents and make them official. Among their most fundamental roles is to maintain impartiality. But while there is much commonality in what notaries do in economies around the world, there is also much variation in the powers they have and in the use of notary services. Laws in some economies empower notaries to perform critical tasks and exercise higher levels of authority and jurisprudence. The law defining the role of notaries in Italy, for example, grants them the sole authority to authenticate property transactions as well as the authority to draft and execute public deeds of incorporation, including company bylaws.[10]

Entrepreneurs use notary services in business start-up in 76 of the 189 economies covered by *Doing Business*—in more than 40 of them, at least in part because of legal requirements to do so. This practice of using notary services appears to vary little with differences in income level (figure 5.6). It differs much more by region. The practice is most prevalent in Sub-Saharan Africa and Latin America and the Caribbean, where notaries play a notably crucial role in legal transactions, including the creation of legal entities, the transfer of land and the verification

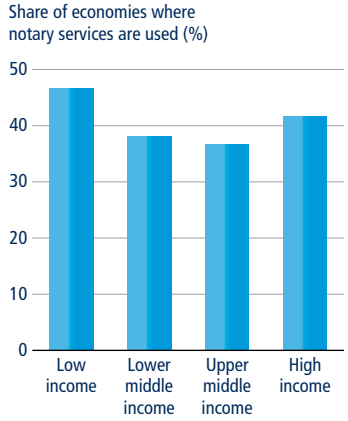
FIGURE 5.5 Greater third-party involvement in start-up is associated with less regulatory transparency and less efficiency in the civil justice system



Sources: Doing Business database; World Justice Project 2014 database (http://worldjusticeproject.org).

Note: The third-party involvement measure is computed based on the number of interactions an entrepreneur in each economy needs to have with lawyers or notaries to start a business. World Justice Project scores range from 0 to 1, with 1 being the best possible score. The relationships are significant at the 1% level after controlling for income per capita.

FIGURE 5.6 The practice of using notary services in the start-up process appears to follow similar patterns across income levels



Source: Doing Business database.

of legal documents (figure 5.7). Indeed, in most economies in these two regions, legal transactions can rarely be completed without the involvement of a notary.

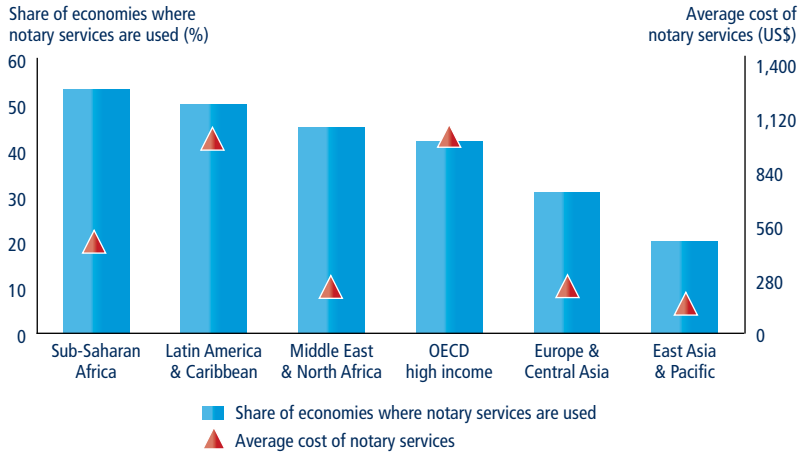
Practices vary among economies in Latin America. In Argentina, for example, a company is not obligated to have its bylaws notarized, but it must have the specimen signatures of its founding partners certified by a notary. In Guatemala company founders must present a letter from a notary to open a bank account, and the notary also draws up the deed of constitution. In Sub-Saharan Africa there was a noteworthy change in 2014, when the Council of Ministers of the Organization for the Harmonization of Business Law in Africa (known by its French acronym OHADA) adopted a revised Uniform Act on Commercial Companies and Economic Interest Groups. The new act made the use of notary services in business start-up optional in the 17 OHADA member states. Yet the practice remains prevalent in OHADA countries. For example, in Burkina Faso, where proof of capital deposit is required for incorporation, a notary certifies the declaration of start-up capital subscriptions. In Côte d'Ivoire a notary usually drafts the company statutes and certifies the paid-in capital.

Among OECD high-income economies, notarization is widely used in business start-up in Italy and Poland as well as in the Netherlands, where a company's public deed of incorporation and bylaws are often executed before a notary. The notary profession in some high-income economies has seen significant advances thanks to reforms introducing electronic systems. In Belgium the e-notariat system enables notaries to file a company's deed of incorporation electronically with different institutions and obtain its enterprise number within minutes. In Croatia notaries can use an electronic system to submit documents to courts.

Across Europe and Central Asia, 31% of economies include notary services in business formalization. In Bosnia and Herzegovina the 2002 Law on Notary requires that all documents needed for registering a company be prepared and certified by a notary. In Turkey a company's legal accounting books must be certified by a notary; in Kazakhstan the certificate of state registration must be authenticated.

Notarization not only represents an additional start-up formality often required by regulators; it can also be a costly transaction. Globally on average, entrepreneurs incur notary fees amounting to 5.6% of income per capita when starting a business. Average rates are highest in OECD high-income economies, followed by Latin America and the Caribbean (see figure 5.7). In some economies, such as Chad and Costa Rica, notary fees for business registration are fixed by regulation.[11] In others, they represent a percentage of the company's start-up capital or are negotiated on the basis of the services provided.

FIGURE 5.7 Notary services are most widely used at start-up in Sub-Saharan Africa and Latin America and the Caribbean—while the fees are highest in OECD high-income economies



Source: Doing Business database.

Note: Notary services are not used in business start-up in South Asia. The measure of cost also reflects the frequency of interaction with notaries because it captures all costs associated with using notary services within each economy as well as across the economies in each region.

ATTORNEYS AT BUSINESS START-UP

The use of legal services in the company registration process also adds to the financial burden of starting a business—and even more so than the use of notary services. Around 17 economies covered by *Doing Business* have laws mandating the use of legal services in company registration. One of these is The Bahamas, where a lawyer must prepare a company's registration documents, such as the memorandum of association.

But even in economies where the use of legal services is not required by law, some entrepreneurs seek legal guidance to ensure that the registration process goes smoothly—because the process can be far too complex to navigate without professional assistance. Local entrepreneurs in St. Kitts and Nevis, for example, hire lawyers to prepare company documents even though this is not required by law. Similarly, in Swaziland entrepreneurs can use the standard forms available for the memorandum and articles of association, but most choose to hire a lawyer anyway, to facilitate the start-up process. Worldwide, the most common reasons for hiring a lawyer at

start-up are to prepare and draft articles and memorandums of association, sign company documents, prepare company statutes, conduct name searches and draft company deeds.

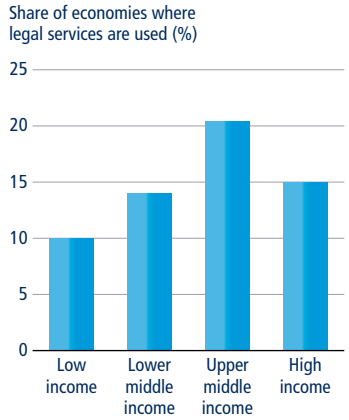
Overall, entrepreneurs use legal services in the start-up process in 15% of the economies covered by *Doing Business*, with the practice being most common among upper-middle-income and high-income economies (figure 5.8). Examples from several economies illustrate the kinds of services that lawyers provide. In República Bolivariana de Venezuela lawyers are required to provide a legal assessment as part of the process of preparing a company's incorporation documents—a procedure that takes five days and costs more than 87% of income per capita. In St. Lucia entrepreneurs hire a lawyer to conduct a company name search and get an approval for the proposed name, which is rarely granted on the first attempt. Once the Commercial Registry guarantees the approval of the company name, an attorney prepares incorporation documents, which takes about two days and costs 18% of income per capita. In Iraq lawyers must draft a company's articles of association and are often responsible for completing the entire registration process. While drafting the articles of association takes only one day, the overall cost of using legal services for start-up averages about 19% of income per capita.

Among regions, Latin America and the Caribbean has the largest share of economies where entrepreneurs hire lawyers for company registration (figure 5.9). It also has the highest average cost of doing so, with fees ranging from roughly $70 in Guyana to more than $10,000 in República Bolivariana de Venezuela. The legal services vary. In Antigua and Barbuda the owners of a new company must have a lawyer provide a declaration attesting that they are not bankrupt, are mentally sound and are over 18 years old. In practice, they also have an attorney prepare all the incorporation documents, including the notice of address and the articles of incorporation. In Ecuador those starting a new company hire a lawyer to prepare the minutes of incorporation, and in Bolivia they engage an attorney to prepare the articles of incorporation, bylaws and constitution acts. The fee schedule established by the Bolivian lawyers association (Colegio de Abogados) sets out a minimum fee for company incorporation amounting to around 42% of income per capita plus 2% of the company's capital.

In Sub-Saharan Africa, by contrast, legal services are rarely used in the company incorporation process. The practice is most prevalent in South Sudan, Swaziland and Uganda. Several other countries in the region implemented reforms in recent years eliminating the need to use legal services when forming a company. For example, in 2009 Liberia introduced standard forms for articles of incorporation, making them available at several government offices in Monrovia. These enable entrepreneurs to register their business without an attorney. In the same year, the South African government eliminated the need to submit documents through a legal professional.[12]

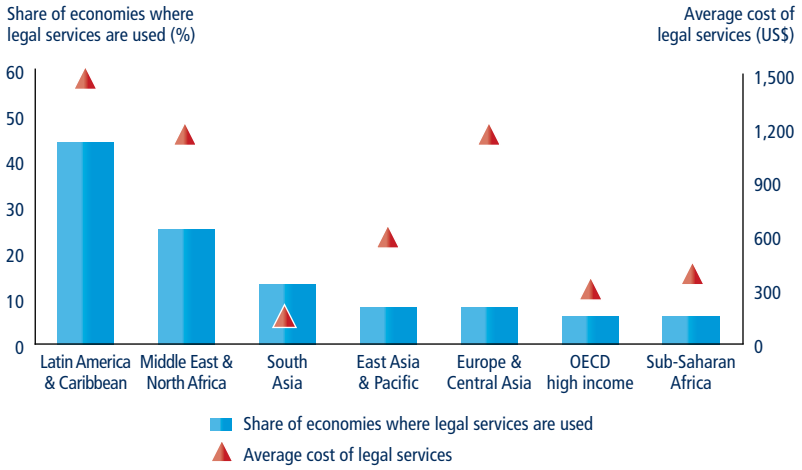
While the legal services used in the start-up process are most costly on average in Latin America and the Caribbean, they are also quite costly in the Middle East and North Africa. In Lebanon each newly formed company must retain an attorney. The annual retainer fee, increased in 2012 by the Beirut Bar Association, can be as

FIGURE 5.8 Entrepreneurs are most likely to use legal services for business incorporation in upper-middle-income economies



Source: Doing Business database.

FIGURE 5.9 Legal services for business incorporation are most commonly used—and most expensive—in Latin America and the Caribbean



Source: Doing Business database.

Note: The measure of cost also reflects the frequency of interaction with lawyers because it captures all costs associated with using legal services within each economy as well as across the economies in each region.

high as 20% of income per capita. In West Bank and Gaza a lawyer is hired to draft the articles of association and the company bylaws. Once these documents are complete, they must be stamped by the Lawyers Bar Association before being filed at the company controller. This procedure alone costs more than $1,000.

Europe and Central Asia has the second highest average cost of lawyers' services in company registration. In Cyprus there is a statutory requirement to have a lawyer prepare the memorandum and articles of association, which costs a small or medium-size company about $1,300. When starting a business in Hungary, the first procedure is to hire a lawyer to represent the company, create the company deed and prepare all the other founding documents. The use of a lawyer is required throughout the registration process, and while the cost varies depending on the complexity of the case, it can end up close to $1,000—around 7% of income per capita.

Globally on average, it costs an entrepreneur around 18% of income per capita to hire a lawyer to assist in starting a business, more than the average cost incurred for notary services. In OECD high-income economies, by contrast, the average notary fees for business start-up are almost four times the average legal fees.

While the cost of using incorporation lawyers is high, the upside is that once a lawyer is hired, incorporating a business usually does not take long. Globally on average, procedures that involve the use of a lawyer's services take only two days to complete, while those involving a notary's services take more than twice as long. But in some cases the time requirements can be more burdensome. In Haiti preparation of the company statutes, which must be done by a lawyer, takes 10 days. In Nepal verifying and drafting memorandums and articles of association—a procedure for which entrepreneurs continue to use legal services even though they are no longer required to—takes about 5 days.

Where the start-up process entails complex procedures and many bureaucratic hurdles, entrepreneurs are better off using professional services. Hiring a lawyer may be expensive, but it can save time and help ensure that the process goes smoothly. Better yet would be a business registration process designed so that the use of legal services is unnecessary. Entrepreneurs, especially those starting a small business, should be able to complete the process without having to pay exorbitant lawyers' fees.

REFORMS AND GOOD PRACTICES

Using the services of third parties in business start-up is a common and established practice. But governments have the power to ease the burden that this represents, saving entrepreneurs both time and money (box 5.1). One way to do so is by making the use of such services optional.

A number of countries have taken steps to do just that. Burundi enacted a law in 2011 that eliminated the need to have articles of association notarized.[13] This alone reduced the cost to register a business by 21% and the time by four days. Similarly, Albania adopted a law in 2007 that made the notarization of incorporation documents optional.[14] This led to cost savings of 8% at business start-up.

In Samoa a new Companies Act enacted in 2008 created a standard model of incorporation forms and thus made the use of lawyers optional. By eliminating the requirement to visit a lawyer, this reduced the cost to start a business by 4% and the time by seven days. Hungary not only made the use of notaries optional but also limited the role of attorneys by introducing standard articles of association and online incorporation. In most cases company documents are still prepared by a lawyer, but the time and cost have been reduced.[15]

Establishing and promoting the use of online registration platforms is a good practice that can reduce opportunities for bribery as well as cut costs associated with third-party services. Online incorporation systems generally do not require the involvement of lawyers or notaries as intermediaries to authenticate company documents and complete the registration process. Such platforms may also enable digital forms of identification, such as electronic signatures, thereby replacing some of the functions of notaries. The Republic of Korea eliminated the requirement to have a company's

BOX 5.1 Indonesia eases the burden of third-party involvement in incorporation

The use of notary services throughout the business start-up process remains inevitable in Indonesia. But the country has introduced changes reducing the burden of third-party involvement. In 2007 Indonesia launched online services related to business start-up that enabled notaries to complete company name searches and reservations more quickly.[a] The following year it introduced standard business incorporation forms. And in 2009 Indonesia reduced notary fees—including the fees for notarizing company deeds—by amending the official fee schedule. These changes have led to time and cost savings for entrepreneurs. If Indonesia keeps up the pace in adopting international good practices in the business start-up process, entrepreneurs starting a simple business like the one in the *Doing Business* case study soon will no longer need to involve third parties.

a. The online system (Sisminbakum) was introduced on January 31, 2001, by a decree of the minister of justice and human rights (decree M-01.HT.01.01 of October 4, 2000).

articles of association and meeting minutes notarized through an amendment to its Commercial and Notary Public Acts in April 2008, then moved toward online incorporation a couple of years later. Portugal launched an online registration portal in 2007 and Germany did so in 2008, both after adopting the necessary regulations to allow electronic incorporation.[16] Germany made electronic registration compulsory in all its states and allowed online publication of incorporation notices, reducing start-up time by six days.

In 2013 the Chilean government made starting a business simpler by allowing entrepreneurs to register certain types of legal entities online free of charge.[17] This change reduced the time it takes to have company statutes registered by notaries from two days to one. In the past year the former Yugoslav Republic of Macedonia made electronic submission mandatory for registration applications for new limited liability companies. The use of electronic signatures on company documents eliminates the need to get them notarized.

Governments can also limit the burden of third-party services in the start-up process by increasing the number of notaries available to provide services or by regulating the fees that notaries can charge. In the Democratic Republic of Congo in 2011/12, new public notaries were appointed in the city of Kinshasa, where previously only one had been available. This cut the time required to get incorporation documents notarized in half. In Côte d'Ivoire the government issued a decree in May 2013 that lowered the notary fees in forming a limited liability company by introducing a scale based on the start-up capital.[18] The notary fees for incorporation were also reduced in Guinea, through a 2012 agreement between the one-stop shop and the Chamber of Notaries.

CONCLUSION

Local entrepreneurs seeking to formally register a new business may confront several bottlenecks along the way. Where the business registration process does not follow good practices, the opportunity costs can be high, especially for small and medium-size businesses—because company founders may end up spending far too much of their scarce resources on third-party services. Moreover, frequent use of third-party services in business incorporation is associated with a higher level of informality, less regulatory transparency and a less efficient civil justice system. Many economies have much room for improvement in the regulatory environment for business entry, particularly in making compliance with regulatory requirements less complicated and in limiting the need to use third-party services. One way to do so is by making the use of third-party services an option rather than a requirement.

NOTES

This case study was written by Julia Brouillard-Soler, Baria Nabil Daye, Morgann Courtney Reeves, Julie Ryan, Valentina Saltane and Evgenia Ustinova.

1. Entrepreneurship Database (http://www.doingbusiness.org/data/exploretopics/entrepreneurship), World Bank Group.
2. Sharma 2014.
3. Rand and Torm 2012.
4. Acs and others 2012.
5. Businesses that are complex or that operate in medium- to high-risk sectors may choose to seek the assistance of third-party professionals. But the discussion here refers to a simple, "low-risk" business that conducts general commercial or industrial activities, as outlined in the *Doing Business* case study.
6. Djankov and others 2002.
7. Elgin and Oyvat 2013; Bruhn and McKenzie 2014; Williams 2014.
8. Bertolini 2006.
9. Vallbé and Casellas 2014.
10. Law 89 of February 16, 1913.
11. In Chad notary fees were fixed by Decree 004/PR/PM/MJ/2010 of January 5, 2010. In Costa Rica the fee structure established by Executive Order 36562-JP of January 31, 2011 (section 95 a), fixes the fee for notarizing articles of association at 150,000 colones ($288) for any corporation, though notaries may negotiate other fees.
12. Corporate Law Amendment 63(3) of the Companies Act.
13. Law on Public and Private Companies, article 33.
14. Law 9723/2007, on the National Registration Center, of May 2007.
15. Amendments to the Companies Act made the use of notaries optional by authorizing an attorney who drafts a company's corporate documents to also authenticate specimen signatures and other relevant documents.
16. In Portugal a special system of online incorporation for civil and commercial companies was created by Decree-Law 125/2006 of June 29, 2006, and Administrative-Rule 657-C/2006. In Germany electronic registration and publication were enabled by the Act on the Maintenance of Electronic Commercial Registers, Cooperative Registers and the Companies Register, effective January 1, 2007.
17. This change was introduced through Law 20.659.
18. Decree 2013/279, issued May 22, 2013, sets the notary fees for the formation of limited liability companies. These fees are 120,000 CFA francs ($228) for companies with start-up capital of up to 1 million CFA francs ($1,900) and 3% of the share capital for companies with start-up capital between 3 million CFA francs ($5,700) and 9 million CFA francs ($17,100).

Dealing with construction permits

Assessing quality control and safety mechanisms

- This year *Doing Business* introduces a new indicator to measure the quality of the construction permitting system. The building quality control index assesses different dimensions of quality in the regime underpinning construction permitting in 189 economies.
- High-income economies tend to have better quality control and safety mechanisms in place—both in their legal framework and in practice.
- In 68% of economies the building regulations are available online.
- Twenty-two economies have no legal requirement for inspections of any type during construction, and 13 economies no legal requirement for a final inspection.
- In the majority of economies the architect who designed the plans or the construction company will be held liable for any structural defects. But less than half of economies require any party to purchase insurance to cover defects.
- Economies with a more efficient construction permitting system tend to have better quality control and safety mechanisms in place.

Construction regulations can help protect the public from faulty building practices. But to do so they need to be clear as well as thorough. Where regulations lack clarity, there is a risk of confusion among both builders and authorities, which can lead to unnecessary delays, disputes and uncertainty. And if regulatory procedures are too complicated or costly, builders tend to proceed without a permit.[1] By some estimates 60–80% of building projects in developing economies are undertaken without the proper permits and approvals.[2]

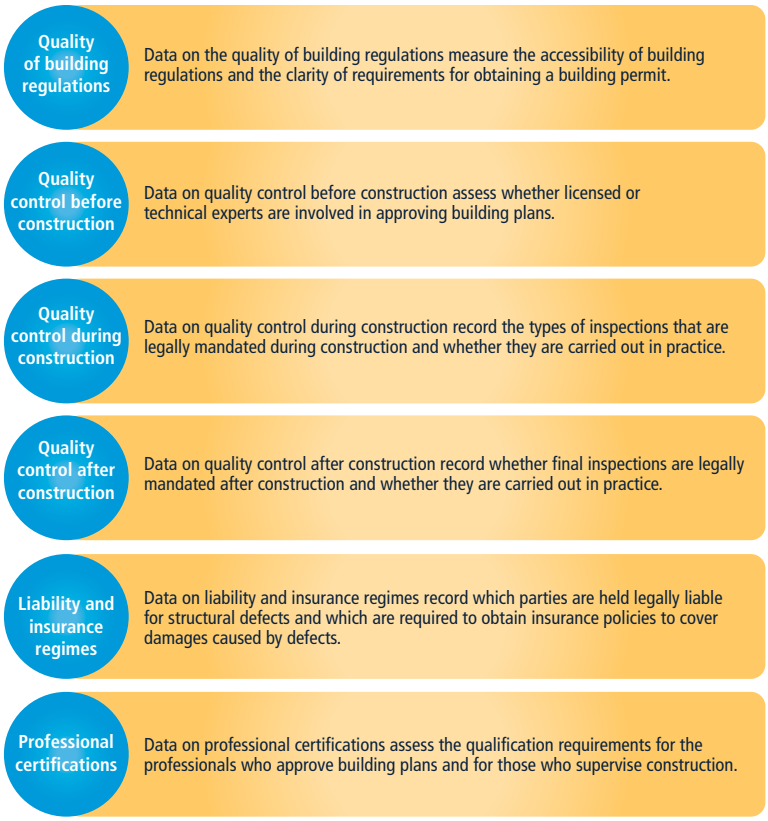
Where informal construction is rampant, the public can suffer. Take the case of Nigeria, which lacks an approved building code setting the standards for construction. Without clear rules, enforcing even basic standards is a daunting task, and many buildings fail to comply with proper safety standards. Structural incidents have multiplied. According to the Nigerian Institute of Building, 84 buildings collapsed in the past 20 years, killing more than 400 people.[3]

The collapse of Rana Plaza in Bangladesh in April 2013, which claimed more than 1,000 lives, also resulted from a lack of the necessary quality control mechanisms. The building was constructed on a pond without authorization to be on one, then converted without permission from commercial to industrial use, then extended three floors beyond what was specified in the original building permit. Moreover, the builders used substandard construction materials (which led to an overload of the building's structure exacerbated by vibrations from its generators).[4] Since the collapse of Rana Plaza, however, Bangladesh has sought the assistance of the World Bank Group in strengthening its construction permitting system, a process that is ongoing.[5]

In short, quality matters a great deal in the construction permitting system. Until this year *Doing Business* has measured the efficiency of the system, independent of its level of quality. Through the dealing with construction permits indicators, *Doing Business* has tracked the procedures, time and cost to comply with the formalities to build a warehouse—including permits, notifications, inspections and utility connections. It has not taken into account the existence of any quality control mechanisms or rewarded economies for having the proper safety mechanisms in place. Nor has it directly assessed the quality or clarity of building regulations.

This year *Doing Business* continues to measure efficiency in construction permitting while also adding a measure of quality. The building quality control index assesses both quality control and safety mechanisms across 189 economies in six main areas: transparency and quality of building regulations; quality control before, during and after construction; liability and insurance regimes; and professional certifications (figure 6.1).

FIGURE 6.1 What the data for the building quality control index cover



HOW TRANSPARENT ARE BUILDING REGULATIONS?

Beyond causing confusion about how to proceed, construction regulations that are unclear and overly complicated can also increase opportunities for corruption. Analysis of World Bank Enterprise Survey data shows that the share of firms expecting to give gifts in exchange for construction approvals is correlated with the level of complexity and cost of dealing with construction permits.[6] And while *Doing Business* does not directly study urban planning systems across economies, research studies have highlighted the importance of good regulations in the area of urban planning and construction, finding that regulations that restrict land use lead to higher housing costs.[7] These higher housing costs reduce access to housing, though the same regulations that increase costs may also be improving the amenity value of the projects that are completed and therefore enhancing property values.

To measure the quality and transparency of building regulations, *Doing Business* looks at whether the regulations are available online, are available at the relevant permit-issuing agency free of charge, are distributed through an official gazette or must be purchased. The results show that 68% of economies—ranging across all regions and income levels—have put their regulations online. Only 16 economies require that the regulations be purchased—Barbados, Belarus, Fiji, Ghana, Grenada, Honduras, Moldova, Samoa, Sierra Leone, St. Kitts and Nevis, St. Vincent and the Grenadines, Swaziland, the Syrian Arab Republic, Trinidad and Tobago, the United States (Los Angeles) and Vanuatu. And in 18 economies the regulations are not easily accessible. The rest make their building regulations available at the relevant authority or distribute them through an official gazette.

But simply making building regulations available is not enough if the requirements for obtaining a building permit are not clearly laid out in the regulations (or on a website or in a pamphlet). Applicants need to have a list of the documents and preapprovals required before applying, so as to avoid situations where the permit-issuing authority can arbitrarily impose additional requirements. And applicants need to be aware of the required fees and how they are calculated. While almost all economies specify the list of required documents, only three-quarters make the fee schedule accessible and even fewer provide a list of the required preapprovals or of the agencies to which documents must be submitted.

Azerbaijan is one economy that has taken serious steps to make its legislation more comprehensible—by adopting a new construction code that consolidates its previous building regulations into a single framework (box 6.1).

WHERE ARE QUALITY CONTROLS IN PLACE?

Beyond good regulations, an effective inspection system is also critical in protecting public safety. Without an inspection system in place, there is no mechanism to ensure that buildings comply with proper safety standards, increasing the chances of structural defects. And as a first step, having technical experts review the proposed plans before construction even begins can reduce the risk of structural failures later on.

Quality control before construction

In almost all economies (178 of 189) a government agency is required to verify that the building plans are in compliance with the building regulations—and in 19 of these economies plans must be reviewed

BOX 6.1 A new building code in Azerbaijan

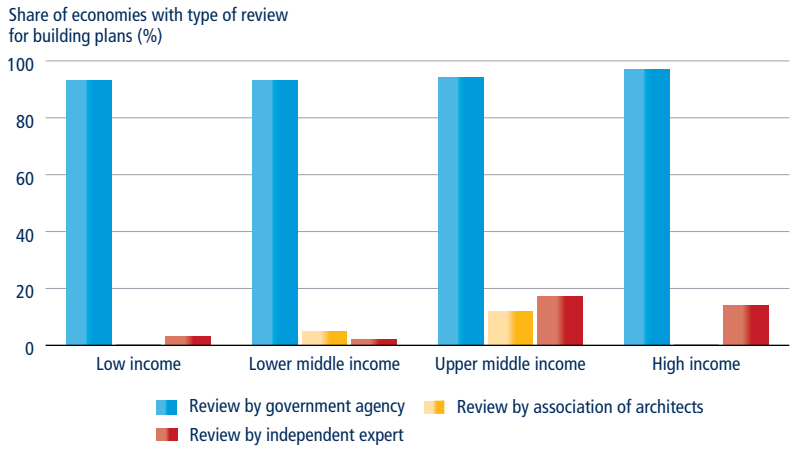
In September 2012 the government of Azerbaijan adopted a new Urban Planning and Construction Code. Most of the code's provisions came into effect on January 1, 2013, and a series of implementing laws and regulations have followed. The new code consolidates construction regulations into a single framework covering everything from the issuance of building permits to inspections of construction, qualification requirements for construction professionals and the issuance of occupancy permits. Among the noteworthy features introduced by the code: a simplified administrative procedure for small projects, time limits and a list of required documents for the construction authorization process, and a registry for certified professionals along with a list of the functions they should perform. The code also classifies construction projects into four categories based on their risk and complexity, eliminating the need to obtain a building permit for low-risk projects. Finally, the code serves as the foundation for the new one-stop shop for building permits at the Ministry of Emergency Situations.

both by a government agency and by either the national association of architects or an independent expert (a firm or an individual). In 9 economies plans may be reviewed by the national association of architects or an independent expert alone without the involvement of a government agency. Ukraine is the only economy where construction plans do not need to be reviewed before a building permit is issued. For projects like the warehouse in the *Doing Business* case study, the builder simply needs to submit a declaration of the commencement of construction works.[8]

In 32 of the economies where a government agency reviews and approves the plans (13 of them in Sub-Saharan Africa), no licensed architect or engineer is part of the committee that approves the plans. Instead, the plans are simply reviewed by a civil servant who may not have the necessary technical qualifications or expertise.

While low-income economies rely almost solely on government agencies for the review, high-income economies tend to involve independent experts in the process (figure 6.2). And 13 economies, all of them upper middle or high income, require that plans be reviewed by both a government agency and an independent expert—Australia; Bosnia and Herzegovina; Bulgaria; France; Germany; Hong Kong SAR, China; Latvia; Lebanon; Maldives; Montenegro; Serbia; Singapore; and Spain.

FIGURE 6.2 Upper-middle-income and high-income economies are more likely than others to require that independent experts review building plans



Source: Doing Business database.

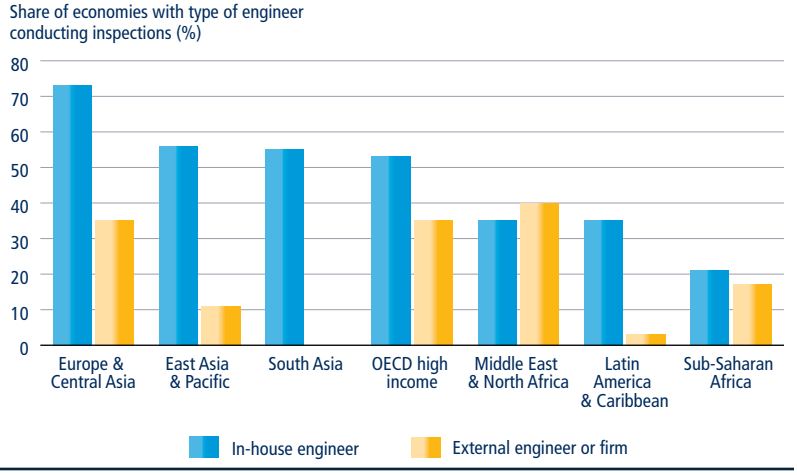
Note: The percentages shown in the figure are based on data for 189 economies, though for economies in which *Doing Business* collects data for two cities, the data for the two cities are considered separately.

Quality control during construction

Quality control during construction is vital to ensuring the safety of a building. It also helps in identifying possible defects as they occur. Economies use different types of inspection systems. Forty-six economies do not involve a government agency at all but instead allow a supervising engineer or firm to take responsibility for ensuring the safety of the building. Twenty-three of them allow the building company to rely on an in-house engineer to supervise construction, 16 require the building company to hire an external supervisor or firm, and 7 require supervision by both an in-house engineer and an external engineer. Many other economies have a mixed system, requiring the use of an in-house or external supervising engineer while also having a government agency conduct its own inspections.

The practice of having an in-house engineer conduct inspections during construction is most common in Europe and Central Asia (used in 73% of economies) and East Asia and the Pacific (56%) (figure 6.3). Requirements to hire an external supervising engineer or firm to conduct inspections are not common, including among economies in Europe and Central Asia and the OECD high-income group. However, in some OECD high-income economies, such as Australia, Iceland and New Zealand, an external firm generally conducts certain types of inspections. No economy in South Asia requires the use of an external firm to conduct inspections, and very few do so in Latin America and the Caribbean.

FIGURE 6.3 Having in-house engineers conduct inspections is more common than having external engineers or firms conduct them



Source: Doing Business database.

Note: The percentages shown in the figure are based on data for 189 economies, though for economies in which *Doing Business* collects data for two cities, the data for the two cities are considered separately.

Inspections conducted by a government agency are generally of three types: *unannounced or unscheduled inspections* (also known as random inspections), which can occur at any time and at any stage of a construction project; *phased inspections*, which occur at specific stages of construction, such as at excavation, foundation and so on; and *risk-based inspections,* which occur if warranted (for example, for buildings of a certain size, location or use). Sub-Saharan African economies tend to rely on random inspections, mostly because of a shortage of qualified staff. Random inspections are sometimes done simply to verify that a building permit has been issued. But they can also become rent-seeking opportunities. In most cases, however, especially in low-income Sub-Saharan African economies, these random inspections do not take place in practice, even if required by law.[9]

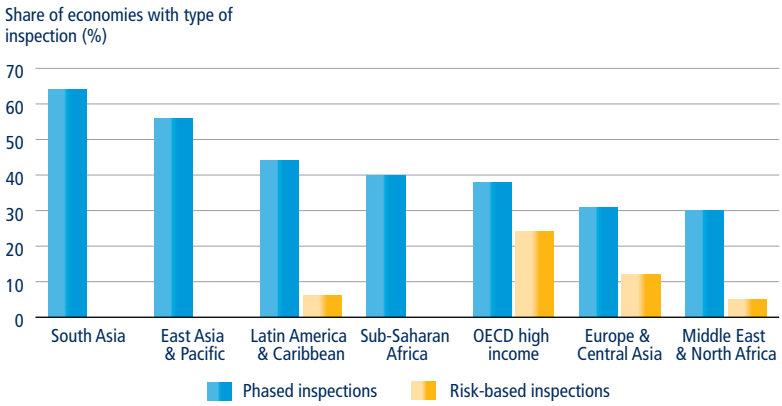
The majority of economies that rely on a government agency for quality control use either phased or risk-based inspections, though only a few of these opt for risk-based inspections (figure 6.4). Phased inspections are most common in South Asia and East Asia and the Pacific, used in more than half the economies in each of these regions. Risk-based inspections are most common among OECD high-income economies, though used in only about a quarter of this group.

Twenty-two economies have no legal requirement for inspections of any type during construction. But inspections are still conducted as a matter of practice in 9 of these economies—Angola, Brazil (Rio de Janeiro), Equatorial Guinea, Gabon, the Marshall Islands, Panama, Samoa, São Tomé and Príncipe and the United States (New York City). On the other hand, in 10 economies inspections rarely occur in practice even though they are required by law.

Quality control after construction

While inspections during construction are an important element of quality control, verifying that the completed building was built in accordance with the approved plans and is safe for use is equally important. Builders sometimes deviate from the approved plans. This is often done to save money, such as when it costs less to get a building permit for a smaller building. But the consequences can be serious. For example, if structural calculations are done for a two-story building but the builder adds more levels, this can put excessive stress on the foundation and lead to the collapse of the building (similar to the Rana Plaza case). While some of these issues can be detected through quality control during construction, requiring a final inspection allows a last check for issues that might have been overlooked earlier and is essential to ensuring the safety of the building. Once the building passes this final inspection, a completion certificate, certificate of conformity or occupancy permit is generally issued.

FIGURE 6.4 Risk-based inspections are more common in OECD high-income economies than in other regions



Source: Doing Business database.

Note: The percentages shown in the figure are based on data for 189 economies, though for economies in which *Doing Business* collects data for two cities, the data for the two cities are considered separately.

Economies use different approaches for the final inspection. Among the 189 economies covered by *Doing Business*, 84% (159 economies) require one or more government agencies to conduct the inspection. Where a joint inspection is required, it is often done by the permit-issuing authority and the civil defense department (or its equivalent). In the 100 economies that allow either an in-house engineer or an external engineer or firm to provide supervision during construction, this engineer is often required to submit a final report to the permit-issuing authority attesting that the building was built in accordance with the approved plans and regulations. Eleven economies require this report only from an in-house engineer, 5 require it only from an external party, and only Greece requires it from both parties (without a final inspection by a government agency). Yet 50 economies that require this final report from an in-house or external engineer still require a final inspection by a government agency.

All economies in the OECD high-income group and in Europe and Central Asia require a final inspection by law (figure 6.5). South Asia and East Asia and the Pacific have the smallest shares of economies that do so—though the shares are still quite large, at 82% and 85%. Among the 176 economies worldwide that require a final inspection, 15% rarely implement it in practice—the majority of them in Sub-Saharan Africa.

Thirteen economies have no legal requirement for a final inspection—Afghanistan, the Comoros, Equatorial Guinea, Ethiopia, Guyana, Kiribati, Liberia, Maldives, the Marshall Islands, the Federated States of Micronesia, Nicaragua, Samoa and the Republic of Yemen—almost all of them low- or lower-middle-income economies. But in two of these economies—the Comoros and Samoa—a final inspection still commonly occurs in practice.

WHO IS HELD LIABLE FOR STRUCTURAL FLAWS?

When defects are discovered during construction, they are more likely to be easily remedied. But defects are often discovered only after the building has been occupied. Remedying defects at that stage can be both costly and time-consuming. So it is important that the responsible party be held liable and that the parties involved in the building design, supervision and construction obtain insurance to cover the costs of any structural defects.

Under contract and tort laws there can be a warranty period for the liability, a period that can be extended for an additional cost to the owner (because the builder will need to pay an additional premium to the insurance company). In Belize, New Zealand and the United Kingdom, for example, the warranty period can range from one to three years after the building is completed. During this period the building contractor must repair any defects. Contractors commonly hold insurance to cover these costs even if not required to do so by law.

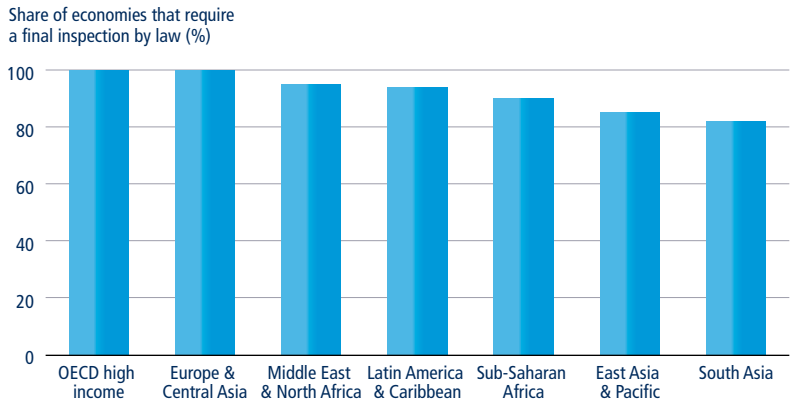
In other economies, however, liability is generally shared by the contractor and the architect, often for 10 years. In Australia, for example, both the contractor and the architect must have insurance for 10 years. But even among high-income economies, very few make this insurance mandatory.

In more than 60% of economies in all regions except Sub-Saharan Africa, the architect who designed the plans or the construction company will be held liable for any defects, but not the supervising engineer or the agency that conducted inspections during construction (figure 6.6). In most cases, who is held liable depends on the origin of the defect. For example, if the defect was a result of an error at the design stage, the architect is usually held liable. In 22% of economies no party is held liable by law.

Having insurance to cover costs that arise from structural defects benefits all parties involved, from clients to contractors. It ensures that damages will be covered if defects are detected once the building is occupied—and when parties know they are protected, this can encourage more construction. Having insurance to protect against the high costs from potential damages can be particularly important for small and medium-size construction companies.

More than half of economies (57%) do not require any party to purchase insurance to cover structural defects, nor is insurance commonly purchased as a matter of practice. While these economies may require that companies purchase professional liability insurance or workers' compensation insurance, *Doing Business* looks only at whether insurance must be purchased

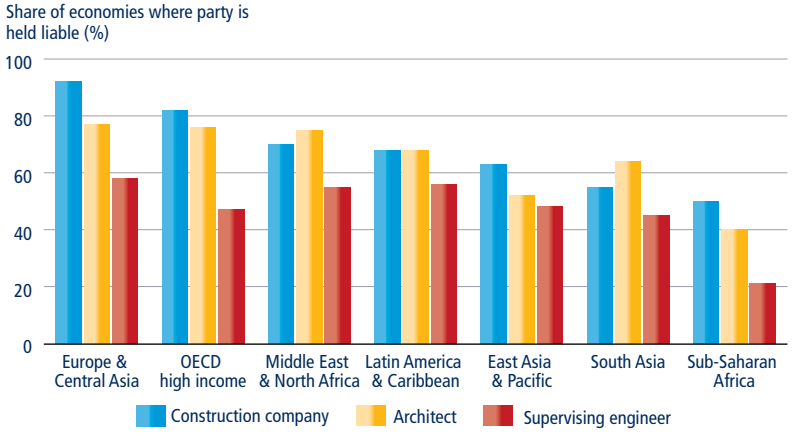
FIGURE 6.5 Almost all economies require a final inspection by law



Source: Doing Business database.

Note: The percentages shown in the figure are based on data for 189 economies, though for economies in which *Doing Business* collects data for two cities, the data for the two cities are considered separately.

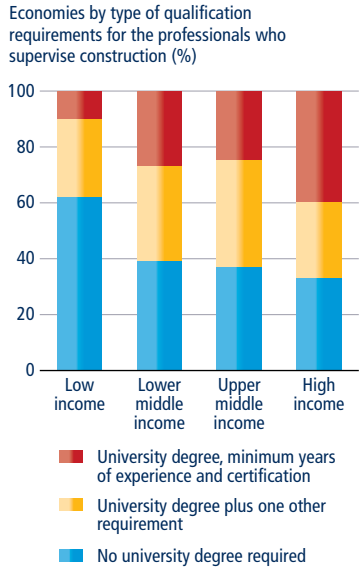
FIGURE 6.6 In economies around the world, the architect or construction company is most likely to be held liable for structural defects



Source: Doing Business database.

Note: The percentages shown in the figure are based on data for 189 economies, though for economies in which *Doing Business* collects data for two cities, the data for the two cities are considered separately.

FIGURE 6.7 Most high-income economies have at least two qualification requirements—including a university degree—for the professionals who supervise construction



Source: Doing Business database.

Note: The percentages shown in the figure are based on data for 189 economies, though for economies in which *Doing Business* collects data for two cities, the data for the two cities are considered separately.

to cover defects found after the building is completed. Among the 51 economies that do require such insurance by law, 75% of them require the construction company to have the insurance. Only 15 economies require the supervising engineer or the agency that conducts inspections to hold insurance. And in 30 economies where insurance is not required by law, most construction companies and architects nevertheless purchase insurance as a matter of practice.

WHAT CERTIFICATIONS ARE REQUIRED?

The professionals who conduct inspections ensure safety standards for buildings, so it is important that they be certified and have the necessary technical qualifications. Similarly, the individuals who review and approve building plans need to have a technical background in architecture or engineering to understand whether the plans meet the necessary safety standards.

Most economies have more stringent qualification requirements for the professionals responsible for verifying that building plans are in compliance with the building regulations than for those who supervise construction on-site. The professionals reviewing building plans are required to have a university degree in architecture or engineering in 84% of economies—and must be a registered member of the national association of architects or engineers in 62%. But only 46% of economies require these professionals to have a minimum number of years of practical experience, and only 28% require them to pass a qualification exam. And 20 economies have no qualification requirements for the professionals who review building plans.

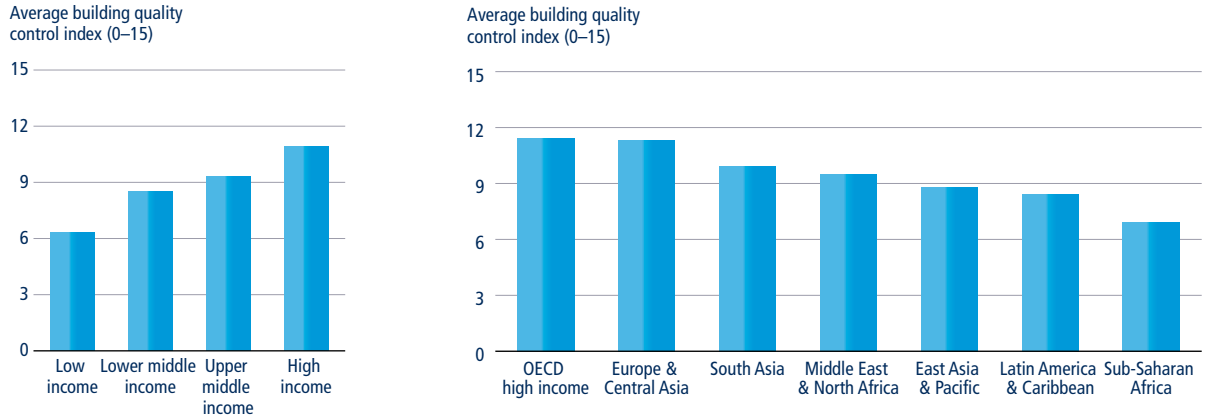
The professionals who supervise construction on-site are required to have a university degree in engineering, construction or construction management in 73% of economies—and required to be a registered member of the national association of engineers in 53% of economies, the majority of them high-income economies. Most economies that have at least two qualification requirements for the professionals who supervise construction (one being a university degree) are also high-income economies (figure 6.7). Like the professionals who review building plans, those who supervise construction on-site are rarely required to have a minimum number of years of practical experience or to pass a qualification exam. And in 28 economies they are subject to no qualification requirements.

WHY DOES THE QUALITY MATTER FOR ALL?

The quality of a construction permitting system matters in ensuring the safety of construction and consequently of citizens. In general, high-income economies have better quality control and safety mechanisms (figure 6.8). Most of these economies not only have put the necessary safety controls in their legislation but also have been able to effectively implement them in practice.

The quality of a construction permitting system also matters in reducing corruption—something to which the construction industry is particularly susceptible in

FIGURE 6.8 High-income economies have better quality control and safety mechanisms

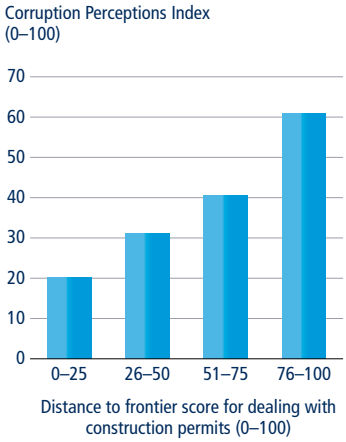


Source: Doing Business database.

economies around the world. Transparency and clarity in building regulations can reduce opportunities for corruption. Indeed, the findings show that economies with greater quality and efficiency in their construction permitting system tend to have lower levels of perceived corruption (figure 6.9).

Moreover, the data show that efficiency goes hand in hand with quality. Economies with a more efficient construction permitting system also tend to have better quality control and safety mechanisms (figure 6.10). Most of these economies have managed to put in place systems that avoid burdensome procedures and excessive documentation requirements while still ensuring the necessary reviews of building plans by qualified professionals and the necessary safety checks during construction.

FIGURE 6.9 The greater the quality and efficiency of the construction permitting system, the lower the level of perceived corruption in an economy



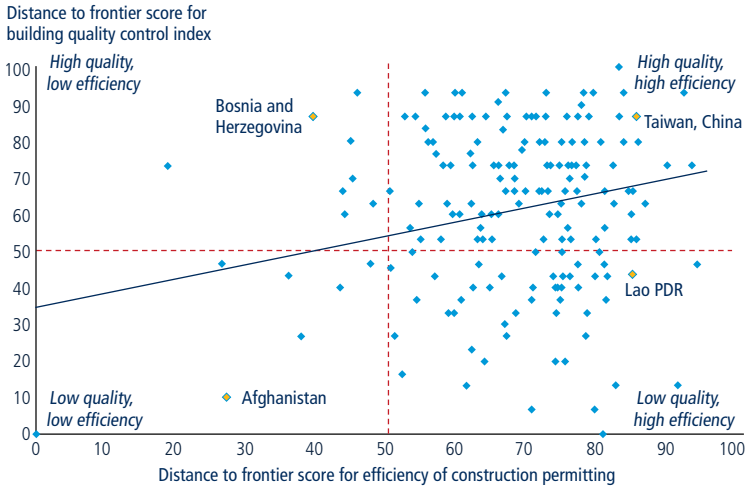
Sources: Doing Business database; Transparency International data (https://www.transparency.org/cpi2014/results).

Note: A higher score on the Corruption Perceptions Index indicates a lower level of perceived corruption. Data for the Corruption Perceptions Index are for 2014. Economies for which no data are available for the index are excluded from the sample. These are Antigua and Barbuda, Belize, Brunei Darussalam, Equatorial Guinea, Fiji, Grenada, Kiribati, Maldives, the Marshall Islands, the Federated States of Micronesia, Palau, San Marino, the Solomon Islands, St. Kitts and Nevis, St. Lucia, Tonga, Vanuatu, and West Bank and Gaza. The relationship is significant at the 1% level after controlling for income per capita.

CONCLUSION

Introducing the new building quality control index has expanded the coverage of the dealing with construction permits

FIGURE 6.10 Economies with a more efficient construction permitting system tend to have better quality control and safety mechanisms



Source: Doing Business database.

Note: The figure compares the average distance to frontier score for indicators of the efficiency of construction permitting (procedures, time and cost to comply with the formalities to build a warehouse) with the distance to frontier score for the building quality control index. The sample includes all 189 economies. The relationship is significant at the 5% level after controlling for income per capita.

indicators. Data for this index cover such key elements as the transparency and quality of building regulations, the quality control mechanisms for supervising construction, and liability and insurance regimes. The findings show that having the necessary quality control and safety mechanisms in place matters in reducing corruption and that economies with more efficient construction permitting systems also tend to have better quality control and safety mechanisms.

NOTES

This case study was written by Marie Lily Delion, Anushavan Hambardzumyan, Joyce Antone Ibrahim and Ana Maria Santillana Farakos.

1. Moullier 2009.
2. De Soto 2000.
3. Agence France Presse, "Nigeria Approves Building Code," *News24.com*, August 3, 2006, http://www.news24.com/. Because many cases go unreported, the actual figure is probably higher.
4. Associated Press, "Bangladesh Official: Disaster Not 'Really Serious,'" *USA Today*, May 3, 2013; "Nexus of Politics, Corruption Doomed Rana Plaza," *Dhaka Tribune*, April 26, 2013.
5. Ali and Ahmed 2015.
6. World Bank 2009.
7. Glaeser, Gyourko and Saks 2003, 2005.
8. This applies to projects in categories I–III as defined in Ukraine's Law on Regulation of Urban Development of March 12, 2011.
9. For the data on whether inspections during construction and the final inspection occur in practice, respondents were asked to assess whether these inspections occur in practice all the time, most of the time or not at all. In cases where respondents gave varied responses, the team conducted thorough follow-up with additional respondents to resolve the differences.

Doing Business 2016

Getting electricity

Measuring reliability, prices and transparency

- This year *Doing Business* collected new data in 189 economies on the price of electricity and the overall quality of electricity supply.
- High electricity prices and frequent power outages constrain the operations of businesses and affect entrepreneurs' decisions on whether to establish a business and on how to operate it.
- A sound regulatory environment can help ensure a stable electricity supply. In 131 of the 189 economies covered by *Doing Business*, a national energy regulator monitors the frequency and duration of power outages. In 66 of these economies utilities compensate customers or pay fines if outages exceed the limits set by the regulator.
- Electricity tariffs for commercial customers typically range from 10 to 30 cents per kilowatt-hour, but prices in some economies are much higher. Tariffs need to strike a balance—remaining affordable to customers while enabling the utility to recover costs and make a profit.
- Information about tariffs needs to be clear and easily accessible to customers. Making tariffs readily available and providing advance notice of changes in tariffs can help businesses manage their costs.

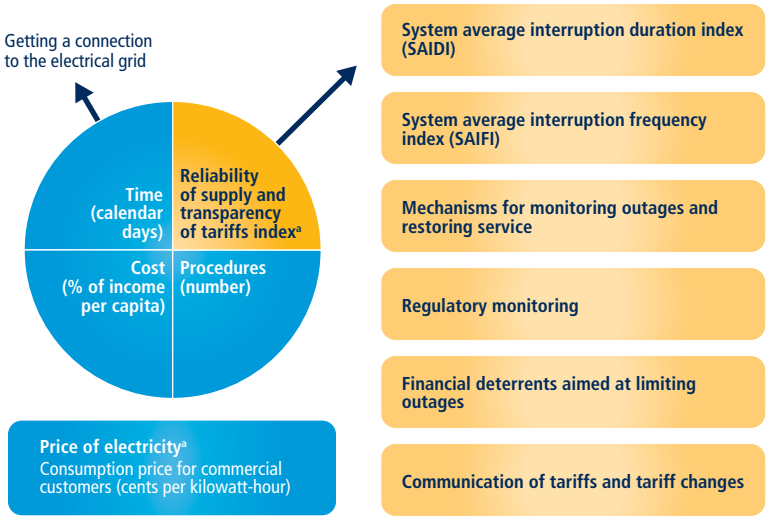
Electricity plays a vital part in the modern economy. Yet merely having access to power is not enough. The reliability of supply is also crucial. According to 2013 World Bank Enterprise Survey data for 135 economies, business owners perceive an unreliable supply of electricity as one of the main obstacles to their activities. In both Sub-Saharan Africa and South Asia about 45% of firms identified reliability of the power supply and connecting to the grid as among the key constraints to doing business.[1] Businesses in Pakistan estimated losses due to power outages at up to 34% of annual revenue, while respondents in the Central African Republic reported losses of up to 25% of revenue. Not surprisingly, research shows that capital (domestic and foreign) tends to be attracted to countries that are able to offer a reliable and competitively priced supply of electricity.[2]

Since 2011 *Doing Business*, through its getting electricity indicators, has measured one aspect of access to electricity—by recording the time, cost and number of procedures required for a small to medium-size business to legally connect a commercial warehouse to the electrical grid. Over the years the getting electricity indicators have served as a benchmarking tool, enabling utilities and regulators to measure the efficiency of the electricity connection service and contributing to dialogue on regulatory reforms and good practices.

But the efficiency of the connection process—as measured by the time, cost and number of procedures to get a new connection—relates to only a small part of the power sector's overall performance in each economy. For this reason *Doing Business* introduces two new indicators this year (figure 7.1). The *reliability of supply and transparency of tariffs index* encompasses quantitative data on the duration and frequency of power outages as well as qualitative information on how utilities and regulators handle power outages and how tariffs and tariff changes are communicated to customers. The *price of electricity* provides comparable data on electricity prices for commercial customers (this indicator is not included in the ranking on the ease of doing business, however).

The new data broaden the coverage of the getting electricity indicators, providing a more comprehensive picture. Yet the data show that the efficiency of the connection process and the reliability of electricity supply appear to be correlated. In other words, economies where it is easy to connect to the grid tend to have a well-developed and reliable network infrastructure characterized by few outages (figure 7.2). The Republic of Korea, for example, has the fastest process for getting a new electricity connection (taking only 18 days) as well as a low cost to connect (40% of income per capita). Korea also has the highest possible score on the reliability of supply and transparency of tariffs index. Businesses in Seoul typically experience power outages amounting to less than an hour a year and can receive compensation for an outage caused by the utility if power isn't restored within five minutes. The utility uses automated systems for monitoring outages and restoring service. And the independent regulatory

FIGURE 7.1 New measures have expanded the coverage of the getting electricity indicators



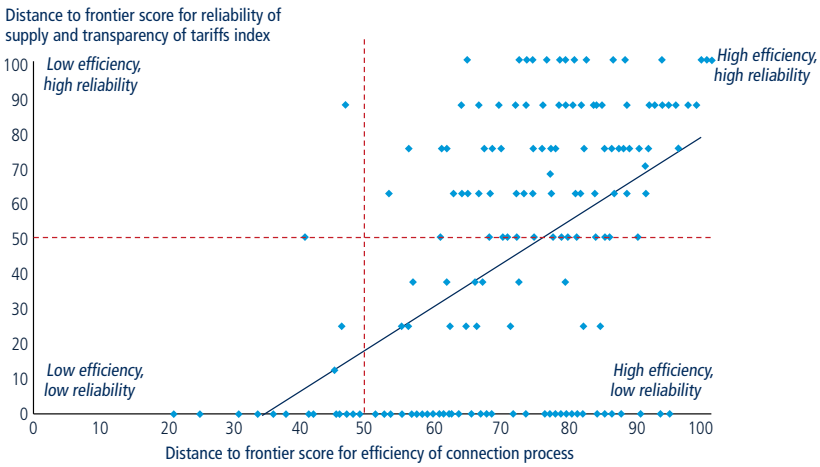
a. New indicator added this year. The price of electricity is not included in the ranking on the ease of doing business.

body that oversees the sector makes sure that changes in electricity tariffs are communicated ahead of time.

Businesses face a different situation in Niger, where there is a substantial gap between the demand for electricity and its supply and the power infrastructure is outdated and subject to huge transmission and distribution losses. In Niamey getting a new connection takes 115 days and costs more than 6,200% of income per capita. Customers experience power outages almost daily, and the utility still uses manual systems to monitor outages. Moreover, there is no active regulatory body, electricity tariffs are not published online, and customers receive no compensation when outages occur.

Even so, an efficient connection process does not automatically translate into better reliability of supply. The ability of a distribution utility to provide reliable supply depends on many factors along the chain from generation through transmission to delivery of electricity to the customer.

FIGURE 7.2 Economies with an efficient connection process tend to have a reliable electricity network



Source: Doing Business database.

Note: The figure compares the average distance to frontier score for indicators of the efficiency of the connection process (procedures, time and cost) with the distance to frontier score for the reliability of supply and transparency of tariffs index. The correlation between the two scores is 0.49. The relationship is significant at the 1% level after controlling for income per capita.

RELIABILITY OF SUPPLY

Electricity outages can have serious effects on businesses. They can damage assets (such as electronics) and inventory. And they can disrupt work by shutting down equipment and cutting off lighting, heating or internet connections. "Our businesses are down because of these outages; without electricity we can't work. We really can't afford any more of this," said Mr. Ali, a businessman who owned a dry-cleaning company in downtown Cairo. He was among the 20 million people affected by the city's frequent power outages in 2014.[3]

Constrained by outages, millions of businesses around the world need to alter their operations to avoid disruptions or resort to captive power options, usually diesel generators. According to the 2013 World Bank Enterprise Survey data, more than 40% of firms located in 61 developing economies in the Middle East and North Africa, South Asia and Sub-Saharan Africa have their own generator even when they are connected to the grid.[4] Businesses in higher-income economies also contend with unreliable power supply. As a result of the 2000–01 rolling blackouts in the U.S. state of California, a substantial number of businesses decided to install backup generators,[5] which typically cost tens of thousands of dollars and generate very expensive electricity.

An unstable electricity supply can also lead to lower employment and to lower production for firms. Using data from Nigeria for 1970–2005, a study identified the inadequate and unstable power supply to the industrial sector as a major cause of unemployment in the country. Industry is a core sector for the generation of national wealth and employment in Nigeria, but faced with an electricity sector hampered by poorly utilized generation capacity, high transmission losses and frequent outages, companies turn to self-provision of electricity. This raises their production costs, reducing their competitiveness and thus their demand for labor. The erratic and inadequate power supply in Nigeria has often been cited as the main reason forcing multinationals to relocate production lines to other countries.[6] Power outages also affect output levels. As a result of power supply interruptions in Bangladesh in 2001–03, utilities failed to meet an estimated 13.6% of the industrial sector's demand. In 2000–01 the resulting economic losses amounted to 1.7% of GDP.[7]

The effects go beyond economic costs. An unreliable electricity supply also has consequences for a society's well-being and living conditions. Only 25% of health facilities in Kenya can count on a reliable power supply. In India nearly half of health facilities have no access to electricity at all.[8] Most public services are compromised when power shuts down. And outages can pose a threat to personal safety—such as by putting out streetlights and traffic lights and by disabling burglar alarms in homes.

How is the reliability of supply measured?

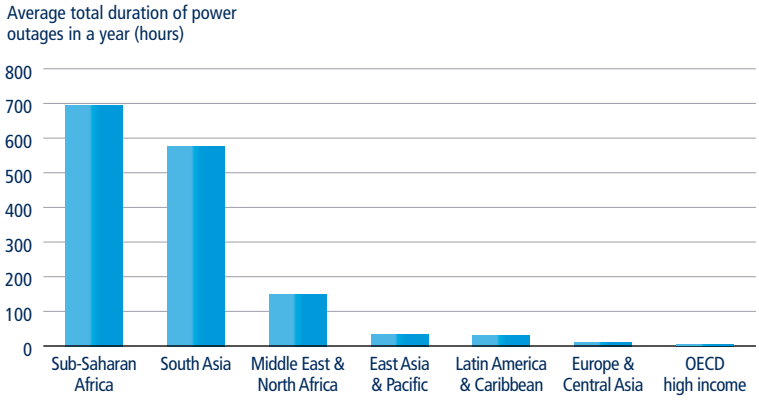
The reliability of supply and transparency of tariffs index provides a tool for benchmarking the performance of utilities in providing a reliable electricity supply. To assess the reliability of supply, *Doing Business* uses two standard measures: the system average interruption duration index (SAIDI) and the system average interruption frequency index (SAIFI). SAIDI measures the average total duration of outages, and SAIFI the average frequency of outages, experienced by a customer in a year (excluding outages due to natural disasters). The calculation of SAIDI and SAIFI values is based on a standardized approach that is the most common one in use around the world. To ensure the comparability of data across economies, *Doing Business* relies only on SAIDI and SAIFI. The data are collected in the largest business city of each economy (and, in 11 economies, also in the second largest business city).

The reliability of supply and transparency of tariffs index also measures five qualitative aspects: whether utilities use automated tools to monitor power outages; whether they use automated tools to restore power supply; whether a regulator—that is, an entity separate from any utility—monitors utilities' performance on reliability of supply (through periodic or real-time reviews); whether utilities face financial deterrents aimed at limiting outages (such as a requirement to compensate customers or to pay fines); and whether electricity tariffs are transparent and easily available (with effective tariffs available online and customers notified of a change in tariff ahead of the billing cycle).

What do the data on reliability show?

The data show that the occurrence of outages is associated with several factors. One is an economy's income level. A typical firm operating in a low-income economy faces nearly 250 outages a year, lasting close to 1,000 hours in total, while a typical one in a high-income economy experiences only 1.5 outages a year, totaling around 3 hours. The frequency and duration of outages also vary substantially among regions. Sub-Saharan African economies have the longest total duration of outages, averaging almost 700 hours a year for a customer—while OECD high-income economies have the shortest, averaging only about 1 hour a year (figure 7.3). Economies in South Asia have the highest frequency of outages, averaging more than 200 outages

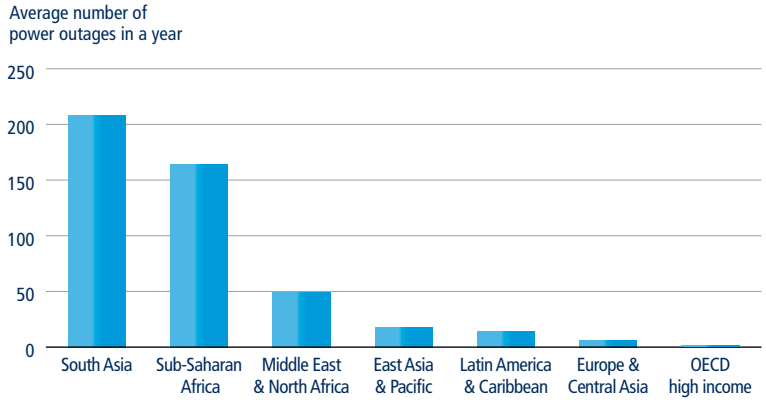
FIGURE 7.3 Electricity customers in Sub-Saharan Africa endure the most time without power supply on average



Source: Doing Business database.

Note: The figure shows the average number of hours without electricity supply over the course of a year for a low- or medium-voltage customer in the largest business city of each economy, as measured by SAIDI. For 10 economies the data are also collected for the second largest business city. The data are for the most recent year available. The sample comprises 147 economies. It excludes the following economies, for which no data were available: Angola; The Bahamas; Bangladesh; Benin; Botswana; the Central African Republic; Chad; the Republic of Congo; Djibouti; the Arab Republic of Egypt; Equatorial Guinea; Ethiopia; The Gambia; Ghana; Guinea-Bissau; Haiti; Iraq; Kiribati; the Kyrgyz Republic; Lao PDR; Lebanon; Lesotho; Madagascar; Malawi; Maldives; the Federated States of Micronesia; Montenegro; Mozambique; Myanmar; Nepal; Qatar; Rwanda; São Tomé and Príncipe; Sierra Leone; South Africa; St. Kitts and Nevis; St. Vincent and the Grenadines; the Syrian Arab Republic; Tajikistan; Timor-Leste; República Bolivariana de Venezuela; and the Republic of Yemen.

FIGURE 7.4 Electricity customers in South Asia experience the greatest average frequency of power outages



Source: Doing Business database.

Note: The figure shows the average number of power outages over the course of a year for a low- or medium-voltage customer in the largest business city of each economy, as measured by SAIFI. For 10 economies the data are also collected for the second largest business city. The data are for the most recent year available. The sample comprises 147 economies. It excludes the following economies, for which no data were available: Angola; The Bahamas; Bangladesh; Benin; Botswana; the Central African Republic; Chad; the Republic of Congo; Djibouti; the Arab Republic of Egypt; Equatorial Guinea; Ethiopia; The Gambia; Ghana; Guinea-Bissau; Haiti; Iraq; Kiribati; the Kyrgyz Republic; Lao PDR; Lebanon; Lesotho; Madagascar; Malawi; Maldives; the Federated States of Micronesia; Montenegro; Mozambique; Myanmar; Nepal; Qatar; Rwanda; São Tomé and Príncipe; Sierra Leone; South Africa; St. Kitts and Nevis; St. Vincent and the Grenadines; the Syrian Arab Republic; Tajikistan; Timor-Leste; República Bolivariana de Venezuela; and the Republic of Yemen.

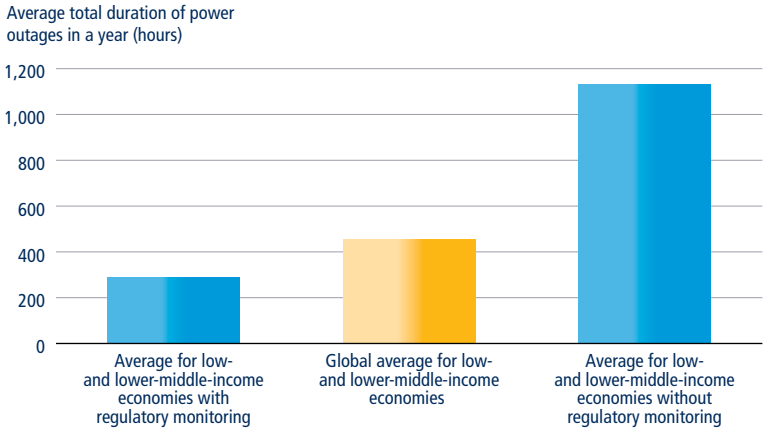
a year for a typical customer; OECD high-income economies have the lowest, averaging 1 outage a year (figure 7.4).

Many issues affecting the quality of supply are beyond government control. In some economies the national electricity supply is undermined by frequent natural disasters coupled with limited natural resources. Addressing issues of generation capacity and reliability of transmission and distribution grids may take a long-term approach. But in the shorter term there are practical actions that governments can take to ensure more reliable service. One is to put in place a robust regulatory framework with the right oversight and incentives. Electricity supply is typically a natural monopoly, so customers dissatisfied with the quality or price of the service often have no alternatives to choose from. This makes it important for regulators to monitor utilities' performance on matters relating to outages and tariffs. But to ensure that utilities can make the necessary investments to maintain and improve service, regulation should not compromise their balance sheets.

To create incentives to provide adequate service, one strategy used by regulators is to set minimum quality standards while also monitoring data on outages. Among the economies with less than one hour of power cuts in 2014, 95% have a regulator that performs periodic or real-time monitoring of outages. Data for low- and lower-middle-income economies underscore the importance of regulatory monitoring (figure 7.5). Regulatory oversight can lead to stark differences in the duration of outages even among economies with similar income levels. Guatemala City, where a regulator monitors power cuts, registered 4 hours of outages in 2013. Tegucigalpa, Honduras, where there is no regulatory oversight of outages, had 257 hours of power interruptions that same year.

Another strategy often used by regulators is to set a limit on the frequency and duration of outages and then require utilities to pay compensation to customers if they exceed that limit. Alternatively, regulators may impose a fine on utilities. The size of such penalties varies across economies. But those that use financial deterrents to limit outages had 14 power cuts on average in 2014, lasting around 30 hours in total, while those that don't use them had 5 times as many outages, lasting almost 10 times as long.

FIGURE 7.5 Among low- and lower-middle-income economies, customers endure far less time without power supply in those with regulatory monitoring of outages



Source: Doing Business database.

Note: The figure shows the average number of hours without electricity supply over the course of a year for a low- or medium-voltage customer in the largest business city of each economy, as measured by SAIDI. For four low- or lower-middle-income economies the data are also collected for the second largest business city. The data are for the most recent year available. Regulatory monitoring refers to periodic or real-time monitoring of outages. The sample comprises 51 economies.

Like regulators, utilities can also take action to improve the reliability of supply. One way is to invest in the information technology systems used to monitor power interruptions and restore service. Because of financial constraints and the cost of introducing such systems, many utilities continue to rely on call centers to record outages, then send out maintenance crews to find the location of the fault and identify the cause. This process typically takes several hours. In 119 economies, however, utilities are able to rely instead on an electronic system, such as a Supervisory Control and Data Acquisition (SCADA) system or an Incidence Management System. A SCADA system, for example, transfers data in real time between the substations and the operator terminals. When an outage occurs, information on the exact location and cause of the power cut can immediately be sent to a dispatch crew.[9] A SCADA system can also automatically restore power flow once it is safe to do so. This automation not only helps increase reliability; by reducing damage to equipment, it also helps lower costs.

Beyond investing in adequate tools to monitor and restore power outages, utilities also need to directly address the sources of power failures—which in economies with high SAIDI and SAIFI values are usually faulty equipment, inadequate generation capacity and outdated power system infrastructure. Tackling these issues requires considerable investments (box 7.1). But making these expenditures should not necessarily price out the majority of customers—evidence suggests that expensive electricity bills do not ensure efficient service. Indeed, an analysis covering 189 economies that controls for income per capita shows that it is possible to have a stable supply even with low tariffs. This combination is most commonly found in economies that are rich in fuel energy resources. But there are exceptions. One of them is Turkey. Electricity customers in Istanbul experience five outages a year on average, and tariffs amount to 14 cents per kilowatt-hour, considerably lower than the global average.

PRICE OF ELECTRICITY—AND TRANSPARENCY

Efficient pricing is central to a well-functioning power sector. Utilities need to be able to recover their costs and make a profit by charging their customers reasonable tariffs. At the same time, the private sector takes into account the cost of electricity when making investment decisions, and businesses often try to curb their energy costs through energy efficiency measures. But achieving efficient power pricing is easier said than done. The power sector is characterized by substantial up-front fixed costs, and it takes many years for initial investments to pay off. Beyond that, costs vary between different times of the day (peak, off-peak), seasons (dry, rainy), types of users (residential, commercial) and geographic areas (urban, rural).[10]

Tariffs, as well as any changes in them, need to be clearly communicated to customers—whether through the utility's and regulator's websites, the media, public hearings or other means. Customers need this information so that they can plan their expenses, understand the utility's billing system and, if needed, contest the charges. Businesses want to know in advance of any change in expenditure so that they can adjust their allocation of financial resources accordingly. In some economies the law requires utilities to announce changes several billing cycles ahead. In others, the regulator helps ensure that tariffs are published in

BOX 7.1 Improving the reliability of power supply in Mexico

Mexico's capital has had a big improvement in the reliability of electricity supply. In 2010 a typical customer living in the Mexico City metropolitan area experienced 7.33 hours of power outages. In 2014, just four years later, the same customer would have had to deal with outages totaling only 55 minutes.

Power interruptions are often caused by aging infrastructure, faulty equipment, electricity supply shortages and even such factors as erratic weather or falling trees. The local utility in Mexico City, the Comisión Federal de Electricidad (CFE), has been tackling these problems. Between 2010 and 2014 the utility invested 3.76 billion Mexican pesos (about $244 million) in modernizing electrical circuits and underground networks; improving the maintenance of substations, power plants and other assets; and pruning trees.[a]

Besides investing in infrastructure, the utility also relies on a robust system for monitoring outages, to ensure a timely response in detecting power cuts and restoring supply. Thanks to its SCADA system, the utility can conduct real-time monitoring of power interruptions and electronically restore electricity supply in the city.

At the national level too there is a sophisticated monitoring system in place. In 2012 Mexico's Electric Research Institute developed an electronic tool based on GIS (geographic information system) technology to forecast the effects of hurricanes on the country's electricity infrastructure. This has helped improve the planning and preparation for weather-related power outages, reducing the total duration of supply interruptions in Mexico.[b]

a. Comisión Federal de Electricidad 2015.
b. Espinosa Reza, González Castro and Sierra Rodríguez 2011; Mena Hernández 2012.

different media outlets and that the information is clear and detailed enough so that customers can calculate their prices. In Pakistan, for example, customers are informed if the regulator and the utility even have a consultation on potential tariff changes.

How are prices and their transparency measured?

To measure the price of electricity, *Doing Business* computes a monthly bill for a small to medium-size business in the largest business city of each economy (and, in 11 economies, in the second largest business city as well). To ensure comparability of the data across economies, *Doing Business* uses a standardized case study centered on a commercial warehouse with a subscribed capacity and level of energy use typical of this kind of customer: the warehouse requires a capacity of 140 kilovolt-amperes (kVA) and has an hourly consumption of 112 kilowatt-hours. The case study assumes that the warehouse uses electricity 30 days a month, in March, and from 9:00 a.m. to 5:00 p.m. (which amounts to a monthly consumption of 26,880 kilowatt-hours). When multiple electricity suppliers exist, it is assumed that the cheapest supplier is used. To allow comparison of the price of electricity for businesses around the world, the total price is then converted to U.S. dollars and expressed in cents per kilowatt-hour.

By compiling a standard electricity bill, *Doing Business* adopts the perspective of a local entrepreneur—measuring the price and not the cost of electricity. Price is what final customers pay for electricity supply. Cost is the expense incurred by the utility company to produce, purchase, transport and distribute electricity. There may be a considerable difference between the price of electricity and its cost. In some economies, for example, the government subsidizes the price customers pay for electricity by paying a portion of the energy costs to the utility.

To assess the transparency of prices, *Doing Business* scores economies on whether tariffs are made available online and communicated properly to customers and whether tariff changes are announced ahead of the billing cycle through a means of communication reaching a majority of customers (television, radio, courier, newspapers). This score is part of the reliability of supply and transparency of tariffs index.

What do the data on prices show?

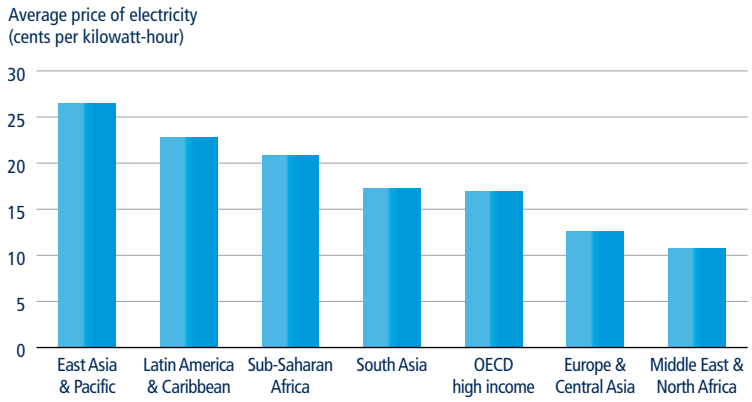
The price of electricity as measured by *Doing Business* varies widely among regions (figure 7.6). It is lowest on average in the Middle East and North Africa (11 cents per kilowatt-hour) and highest on average in East Asia and the Pacific (27 cents per kilowatt-hour).

Many factors drive the price of electricity in an economy, with some of the important ones being the availability of domestic energy resources, the condition of power sector infrastructure, the adequacy of generation capacity and the existence and extent of subsidy regimes. A combination of these factors typically explains the differences in the prices observed, and these in turn may affect the electrification rate—the share of the population with access to electricity. Indeed, in the business sector high electricity prices can discourage investments and also raise questions about whether it makes more sense to connect to the grid or to use a captive power option.

Interestingly, however, data for a sample of 187 economies suggest that electricity prices do not affect average electrification rates across income groups—except perhaps when prices exceed 40 cents per kilowatt-hour (figure 7.7). Indeed, in Liberia, where the price per kilowatt-hour is 56 cents—nearly four times the price in Finland—only 9.8% of the population has access to electricity. Prices this high can be a strong deterrent to establishing a formal connection to electricity—and this indirectly contributes to electricity theft and to revenue losses for the utility,[11] triggering a vicious cycle in which it struggles to adequately serve its customers. Even so, utilities need to adopt prices that allow them to maintain the necessary power system infrastructure and provide quality services.

The price of electricity has an important effect on power consumption. According to a report from the U.S. Department of Energy, customers adjust their consumption patterns to changes in price as well as

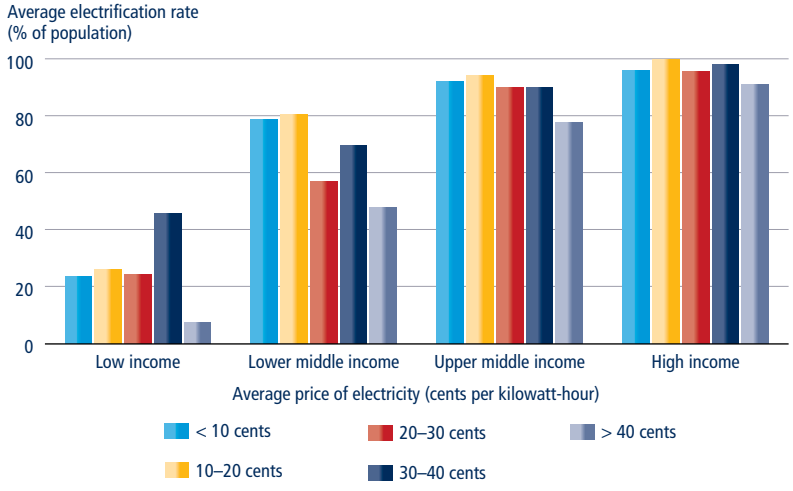
FIGURE 7.6 The average price of electricity varies widely among regions



Source: Doing Business database.

Note: The price of electricity is derived from the monthly consumption cost for the commercial warehouse in the *Doing Business* case study. The sample comprises 188 economies. Excluded from the sample is República Bolivariana de Venezuela.

FIGURE 7.7 Electrification rates vary among income groups, but the effect of electricity prices is unclear



Sources: Doing Business database; World Development Indicators database (http://data.worldbank.org/indicator), World Bank.

Note: The price of electricity is derived from the monthly consumption cost for the commercial warehouse in the *Doing Business* case study. The sample comprises 187 economies. Excluded from the sample are Taiwan, China; and República Bolivariana de Venezuela.

to changes in the structure of tariffs, such as the introduction of a time-of-use (TOU) tariff.[12] Fluctuations in price can affect decision making by businesses, for which electricity bills represent a considerable expense.[13] Data for 152 economies show a negative correlation between the price of electricity and manufacturing value added as a percentage of GDP.[14] An increase in electricity prices may lead to firms switching to industries with fewer opportunities for enhancing productivity—and away from manufacturing.[15] Moving up the value chain becomes difficult where electricity prices are high.

The structure of a tariff schedule is as important as the tariff itself in sending the right signals to customers. Pricing for nonresidential customers tends to be complex. It is usually structured as a three-part tariff consisting of a monthly fixed charge (determined by the characteristics of the network), a capacity charge (determined by the highest recorded power demand over the billing period) and a volume charge (defined by the energy consumption). In addition, volume charges may be differentiated by time of use, to adjust to differences in the level of energy consumption between different times of day or between weekends and weekdays. Where TOU tariffs are used, lower tariffs typically apply during times when aggregate consumption is lower, such as at night and on the weekend, and higher tariffs during "peak consumption" periods. Complex tariffs like these are commonly used in industrial economies—as in the United States, for example, where nonresidential customers account for 60% of electricity consumption.[16]

Among the 189 economies covered by *Doing Business*, 52% have a TOU tariff option for commercial or industrial customers. This time-based tariff schedule exists in 93% of OECD high-income economies but only 35% of economies in East Asia and the Pacific. In South Africa, for example, the utility defines different daily TOU periods for different types of connections. For most commercial customers there are three daily TOU rates: peak, standard and off-peak. Peak rates apply on weekdays from 7:00 a.m. to 10:00 a.m. and from 6:00 p.m. to 8:00 p.m. Standard rates apply throughout the rest of the day, and off-peak rates at night. On Saturdays the TOU periods are different, and on Sundays only off-peak rates apply. The tariffs for each TOU period then vary according to the season, with higher rates charged between June and August. The complexity of the tariff schedule does not end there: volume charges also vary, depending on the transmission zone (based on the transmission distance) and on voltage levels. Finally, the utility charges customers several other fees each month—for capacity, administration, network access, service, reliability, reactive energy and other network subsidies. Up to 10 different charges may apply, all of them varying according to the characteristics of a customer's connection.[17]

The complexity of tariff schedules makes it important for utilities to circulate clear information on tariffs. Some utilities go a step further. With the aim of helping customers, Malaysia's largest electric utility company, Tenaga Nasional Berhad, set up a web page with a bill calculator for residential, commercial and industrial connections—making it easy for customers to estimate their future electricity costs based on the voltage level and subscribed capacity of their connection and their estimated monthly consumption during peak and off-peak periods. The website also offers businesses advice on how to boost their energy savings. And it provides an "energy audit calculator" to estimate the electricity consumption of different appliances.[18] Such tools not only help customers understand their electricity bills; they also allow them to analyze their electricity use and identify ways to increase efficiency.

CONCLUSION

Ensuring a reliable supply of electricity, under transparent and efficient pricing, plays a key part in promoting investment opportunities and economic growth—and thus represents a key challenge for

governments around the world. As *Doing Business* data suggest, governments can use regulatory measures to encourage good practices in electricity supply systems. These regulatory measures need to strike the right balance, ensuring that customers receive a reliable and reasonably priced electricity supply without compromising utilities' revenues. Utilities can also take practical measures to increase the reliability of supply and the accessibility of tariff information to customers.

NOTES

This case study was written by Jean Arlet, Volha Hrytskevich, Haya Mortada, Tigran Parvanyan, Jayashree Srinivasan and Erick Tjong.

1. Enterprise Surveys database (http://www.enterprisesurveys.org/), World Bank.
2. Audinet and Rodriguez Pardina 2010.
3. Arwa Ibrahim, "Egypt's Power Outages Continue to Intensify," *Middle East Eye*, September 5, 2014, http://www.middleeasteye.net/news/egypts-power-outages-compound-559103879.
4. Enterprise Surveys database (http://www.enterprisesurveys.org/), World Bank. These economies are Afghanistan; Algeria; Angola; Bangladesh; Benin; Bhutan; Botswana; Burkina Faso; Burundi; Cabo Verde; Cameroon; the Central African Republic; Chad; the Democratic Republic of Congo; the Republic of Congo; Côte d'Ivoire; Djibouti; the Arab Republic of Egypt; Eritrea; Ethiopia; Gabon; The Gambia; Ghana; Guinea; Guinea-Bissau; India; Iraq; Jordan; Kenya; Lebanon; Lesotho; Liberia; Madagascar; Malawi; Mali; Mauritania; Mauritius; Morocco; Mozambique; Namibia; Nepal; Niger; Nigeria; Pakistan; Rwanda; Senegal; Sierra Leone; South Africa; South Sudan; Sri Lanka; Sudan; the Syrian Arab Republic; Swaziland; Tanzania; Togo; Tunisia; Uganda; West Bank and Gaza; the Republic of Yemen; Zambia; and Zimbabwe.
5. Black, Larsen and Ryan 2002.
6. George and Oseni 2012.
7. Wijayatunga and Jayalath 2008.
8. Practical Action 2013.
9. Terezinho 2015.
10. Briceño-Garmendia and Shkaratan 2011.
11. According to a recent study, global losses due to electricity theft amount to $89.3 billion a year (Northeast Group 2014).
12. U.S. Department of Energy 2006.
13. Jewell 2006.
14. *Doing Business* finds that the correlation between manufacturing value added and the price of electricity is −0.21. The relationship is significant at the 1% level after controlling for income per capita. The data on manufacturing are a three-year moving average for 2012–14 and refer to industries belonging to the International Standard Industrial Classification (ISIC) divisions 15–37. These data are from the World Development Indicators database (http://data.worldbank.org/indicator), World Bank. The data on the price of electricity are derived from the monthly consumption cost for the commercial warehouse in the *Doing Business* case study. The sample comprises 152 economies.
15. Abeberese 2013.
16. Brief and Davids 2011.
17. See Eskom's website at http://www.eskom.co.za/.
18. See Tenaga Nasional Berhad's website at http://www.tnb.com.my/.

Doing Business 2016

Registering property

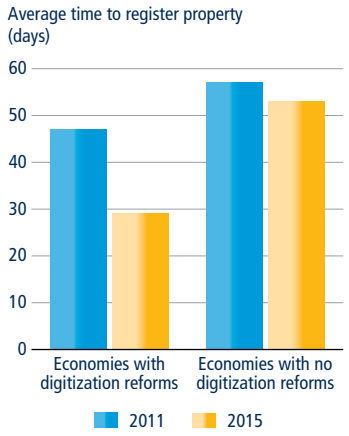
The paths of digitization

- Over the past five years 37 economies computerized their land registry.
- In the economies that digitized their registry, the time required to transfer property has fallen by 38% since 2011. In those that did not, the time has decreased by only 7%.
- Before making the transition to a digital land registry, policy makers need to take into account such considerations as the legal framework, technological capabilities, and human and social factors.
- Going digital can be done in several steps—starting with computerization of the registry and moving on to fully online registration of immovable property.
- Beyond going digital, land registries can develop new services—such as mobile applications and interconnection with other agencies.

Ten years ago, transferring property in Rwanda took more than a year. Today, thanks to the web-based Land Administration Information System implemented in Kigali, the process takes only a month. Rwanda's case is not unique. Over the past five years 37 economies computerized their land registry. The average time required to register a property transfer in these economies fell by 38%—from 47 days to 29—while the global average only decreased from 55 days to 48 (figure 8.1).

Economies that invest in a digital land registration system benefit in several ways. One way is through greater efficiency. Computerization helps reduce duplication in the storage of information and makes it possible to consolidate a large amount of information in one database. It also optimizes processes by streamlining workflows and helps compile information in ways not possible with manual systems. Faster processes reduce the time involved in transferring property rights and speed up mortgage applications, saving the land registry and applicants much time. Computerization also allows a land registry to set up tracking mechanisms to assess its performance and improve its services to customers.[1]

FIGURE 8.1 The time required to register a property transfer fell sharply in economies that digitized their land registry



Source: Doing Business database.

Data accuracy is another advantage. Because each transaction entered in a computerized system can be automatically registered, information is up to date. A computerized system also provides built-in mechanisms for quality control, allowing land registry staff to perform consistency checks and verify data instantly.

Computerization can increase security by allowing backup copies to be made. The latest data can be saved in different locations and protected from natural disasters such as floods or from events such as arson or civil war.

Computerization also strengthens transparency by making land records more accessible to all stakeholders. A computerized system makes it easier for different people to access data in different locations at the same time. By sharing information online, it takes away discretion and reduces opportunities for arbitrary action. With simple and transparent rules, a digital system emboldens citizens and businesses to question unreasonable procedures. When the Indian state of Karnataka digitized its land records,

BOX 8.1 How did one of the oldest land registration systems become a modern digital organization?

Her Majesty's Land Registry—covering England and Wales—is one of the oldest land registration authorities in existence today. Launched 153 years ago, it was modeled on a pilot project in South Australia that spread to most of the English-speaking world. In London the first land registry opened in 1862, with six staff. Land registration then gradually expanded across England and Wales.

In recent decades digitization has transformed the land registration system of England and Wales. Computerization of the land registry was recommended by a study in 1968 and began in 1974; work on computerizing the index of property owners' names began three years later. The conversion of paper land registers into computerized format began in 1986. Development of internal computerized casework systems also started in the 1980s. Each land registry office's information technology network was connected to a main data processing center, which updated the land register in real time. The new system was rolled out over several years, and by 1992 the land registry had 10 million titles registered in its database.

In 1997 the land registry began scanning the historical land records—272 volumes containing a mix of handwritten and typed pages made from parchment, waxed linen or paper along with printed documents. By 1998 the total number of titles registered in the database had reached 15 million, while the total number of stored deeds, kept on 80 miles of shelving, was estimated at almost 100 million.

The next major step was the Land Registration Act of 2002, which introduced online registration to transfer property. The first internet service was launched in 2005, allowing any applicant to obtain information on any property by entering the identification data. Then it became possible to electronically update the land register in cases not affecting ownership. Finally, it became possible to actually transfer property online using electronic signatures.

In January 2013 the British government gave itself 400 days to transform 25 major services—including land registration—by making them simpler, clearer and faster to use. In 2013/14 the land registry increased its productivity by 21% despite a 16% rise in applications. Some 76% of substantive applications were submitted electronically in 2014, and today about 24 million titles are registered.

Additional improvements are planned in the future. During the Queen's speech at the opening of Parliament in 2014, Queen Elizabeth II announced a new infrastructure bill to "help make the United Kingdom the most attractive place to start, finance and grow a business"—including by supporting the delivery of new digital services by the land registry.

Sources: Cooke 2003; Mayer and Pemberton 2000.

it also made the records more open—to empower citizens to challenge arbitrary actions.[2] Land registries with robust internal data recording, control and validation systems are more easily accessible and more open for collaboration with external stakeholders. In several cases this has had an impact on access to credit, such as in urban areas of India.[3]

Land registries need not go fully digital all at once. They can start by shifting from paper to digital record keeping and then move to fully online registration. Economies around the world have successfully made the transition—including England and Wales, where 24 million titles were digitized, and Ireland, where about 1.7 million individual titles representing 32,000 paper map sheets were digitized (box 8.1). Their experiences offer information not only on the process of digitization but also on its benefits—and can serve as an inspiration for economies still struggling with a paper-based land registry.

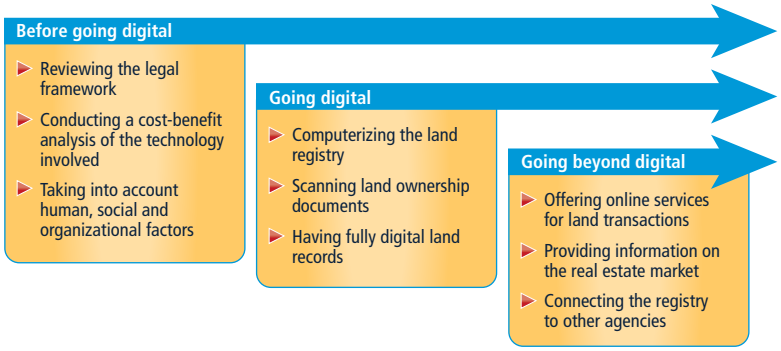
Digitization is not reserved for high-income economies; many developing economies have also digitized their land registry. Cabo Verde is one of them. In its two biggest cities, Praia and Sal, all property titles have been fully scanned, and software to process registrations successfully implemented. In Kenya the land registry of Nairobi has recently gone through a full digitization of its records and is now developing new electronic services for its customers. Going digital is a step-by-step process that can take different paths (figure 8.2).

BEFORE GOING DIGITAL

The transition from a paper-based land administration system to a digital one involves several considerations, including the legal framework, technological capabilities, and human and social factors.

A necessary first step before going digital is to review current laws and regulations relating to land registration. Out-of-date legislation can be an impediment. In Guinea-Bissau, for example, titles were required to be handwritten and so could not be processed by computer. This requirement was removed in 2013. In other cases new regulations were needed to support computerized systems. In Malaysia the National Land Code had to be amended in 1992 to introduce new provisions relating to functions of the computerized land administration system, such as recording changes to land titles and extracting data from land records. In the United States the Uniform Real Property Electronic Recording Act, allowing electronic documents, was passed in 2004.[4]

FIGURE 8.2 What are the stages in projects for digitizing land records?



Another important first step is to review existing practices at the land registry. Going digital does not mean computerizing every process at the registry. Manual systems for land administration can be cumbersome. A review of the registry's practices can identify procedures that are redundant and processes that need to be reengineered to enable electronic submission of records. As successful land registry reforms have shown, the process for obtaining approvals required for land transfers can be simplified if a robust registration system is in place.

Choosing appropriate technology is a key step in designing a new digital system. Different stages of development require different technology solutions that take into account any constraints and limitations. Ghana and Uganda each developed a technology approach in line with their capacity, objectives and resources. Uganda opted for proprietary software while Ghana relied on open-source software. The open-source solution is likely to save on annual software fees, but it requires Ghana to develop the local capacity to maintain the programs.[5] Developing such capacity is critical to ensuring that the system is sustainable.

Any successful plan for going digital also needs to take into account potential obstacles in the overall land administration system. This includes obstacles that the design of the new system might pose for different stakeholders. Having many different land databases with no links between them can be one such obstacle. In several cases a preliminary step in digitization was to consolidate all the different databases into one—fundamental not only for strengthening the system's organizational structure and efficiency but also for providing security of title. Belarus started its digitization program by unifying the land and building registries' databases. Denmark also began by centralizing information. The country had a complex system with an archive of 80 million paper documents managed by local district courts that were not connected to one another. Denmark centralized the information in the Land Registry Court, which now administers the registration of rights on all property in the country.

Investments in the land registry's infrastructure need to be complemented by well-prepared and well-trained staff. Without buy-in and full understanding among the registry employees, no new digital system will succeed. And adequate training is essential for achieving top-quality services and efficient management of land records. In Croatia more than 2,000 land registry employees benefited from detailed training on the new information technology system put in place throughout the country.[6] In India several thousand civil servants were trained in the states where digitization was initiated.[7] Successful training policies can contribute to innovative construction processes and to the development of real estate products.[8]

GOING DIGITAL—IN SEVERAL WAYS

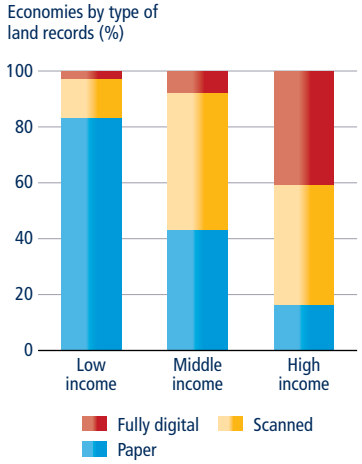
Once an appropriate legal framework and data system have been established, the land records can be converted into a digital format so that they are properly stored and protected from the effects of time (excessive use, moisture) or even natural disasters (floods, earthquakes).[9]

One viable way to digitize historical records is to scan or microfilm them (figure 8.3). After a flood affecting land records in 2000, Mozambique scanned most of its titles in Maputo in 2013. Scanning land documents offers several advantages. It allows a backup system for data and helps maintain the integrity of public records over time for a limited cost. And scanned archives can be easily shared with the parties to a land transaction.

But scanned records, while a big step up from paper-based databases, do not allow users to extract information—because by definition they are stored as images. An alternative to scanning is to input the information from land records into a digital database. This approach is costlier and more time-consuming, but it has a much greater effect on efficiency. A digital database allows users to conduct quick title searches and provides powerful protection against double registration. Digital records also make it easier to access information about a property, including liens and encumbrances.

Computerizing a land administration system takes time and yields results only in the long run—as the example of Denmark illustrates (figure 8.4). Mauritius implemented a new electronic system in 2011. The system allows automatic population of information on registered properties dating back to 1978 and enables different branches of the Registrar-General's

FIGURE 8.3 The type of land records varies widely across income groups



Source: Doing Business database.

Department to share information, increasing efficiency. The system also allows users to copy information from scanned deeds. In four years, thanks to the new system, Mauritius was able to reduce the time for registration from 210 days to 14.

GOING BEYOND DIGITAL RECORDS

For a land registry, launching a fully digital database is a crucial step in increasing the reliability of its records and services. It is also a first step toward greater connectivity with other agencies involved in property transfers, such as the cadastre and tax authority. And it is a precondition for offering online services.

With a digital database in place, a land administration system can start to offer electronic certificates of nonencumbrance, which guarantee that there is no lien on the property. The system in many economies allows users to conduct title searches online and immediately issues the certificate of nonencumbrance through its web portal or sends the certificate to the user within minutes (figure 8.5). In Costa Rica, for example, users can obtain property certificates and certified cadastral plan images on the same website. In Azerbaijan notaries have been able to obtain nonencumbrance certificates online since 2014. Where electronic certificates are introduced, the law may need to be amended to make the certificates legally binding—a critical step.

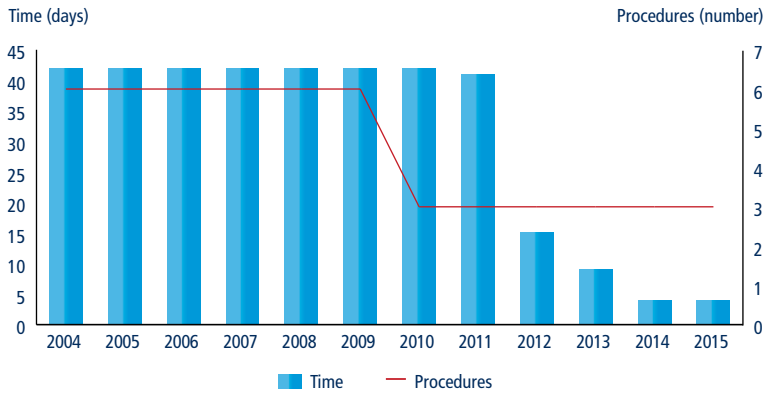
Some digital land registries go further, allowing online registration of property transfers—now possible in 40 economies. Some set very high standards. In countries such as the Netherlands and New Zealand customers file their application through the land registry's web portal. In New Zealand a lawyer can process the transfer immediately through the registry's portal. In Austria applications for a property transfer must be submitted electronically through a data exchange system, an online communication system used by notaries, lawyers and the courts (where the land registry is based) to submit claims, briefs and applications and deliver court transcripts, orders and decisions. This system provides standard forms for different kinds of applications, such as for registration of ownership and registration of mortgages.

Some land registries are using their online systems to offer more mobile services. In some economies the land registry offers to have a trained member of staff come to the customer to register the property transfer. In Portugal banks can request that a registry employee come to their premises with a laptop and secure access to the registry's database to complete the property transfer there. In other economies a customer can complete the registration using any computer connected to the internet. The United Arab Emirates has developed a mobile application to help customers complete a property transfer using their mobile phone.

Online systems can do more than streamline the process at the registry. Setting up a single system or portal connecting all agencies involved in property transfers can ease the burden for firms or individuals in complying with requirements from the different agencies. It can also aid the government, by helping to eliminate duplications of effort and inconsistencies in records. A single system or interconnected portal ensures that all agencies are automatically updated once an application is processed. This is the case in Panama, for example. Colombia, Italy and Peru have developed portals that connect the notary to the land registry and the ministry of finance.

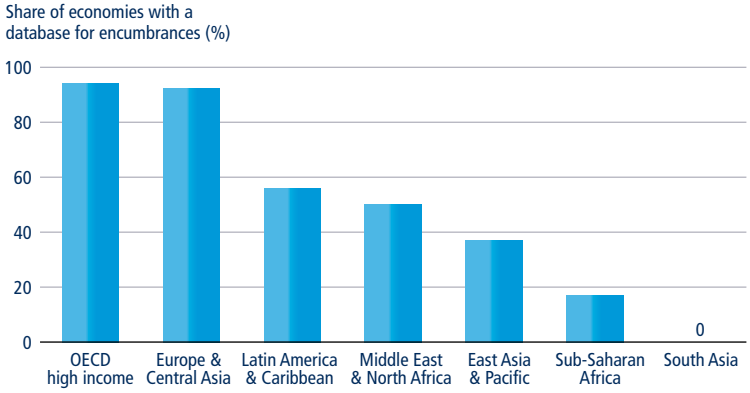
To ensure complete information about property, mapping agencies in 89 economies have an electronic database to record property boundaries, check maps

FIGURE 8.4 Denmark implemented a fully computerized system over several years, reducing the time and procedures to register property



Source: Doing Business database.

FIGURE 8.5 Electronic databases to check for encumbrances are very common in OECD high-income economies and Europe and Central Asia



Source: Doing Business database.

and provide cadastral information. Some have geographic information systems, which allow users to integrate, store, edit, analyze, share and display geographic information. Combining information on the location of the plot with information on liens and encumbrances streamlines the due diligence process.

In addition to offering services online, making information readily available on a portal or website is also considered good practice. The land registry in Zambia displays a detailed list of procedures and documents required for the registration process on its website. In 104 economies people can find the land registry's fee schedule for the largest business city online. Some land registries have developed a fee calculator plug-in on their website so that customers can calculate the expected cost for a particular property transfer. Publishing such information saves customers time in inquiring about the process. It also eliminates asymmetries in information between users and officials, minimizing the possibilities for informal payments and abuses of the system.

Land registries have also been using their online systems to enhance the transparency of their operations and improve customer service. This is the case in Bangladesh, where technology is considered critical to increasing the efficiency of the land administration system.[10] Several land registries use their electronic systems to share information about their activities. Lithuania's land registry publishes statistics on its performance on its website. Panama's publishes monthly data on the number of transactions that it completes, broken down by type—mortgages, first registrations and transfers. The land registry in the United Arab Emirates uses social media to keep the public informed about its operations. Some governments have provided customers with an online tool to track their applications and file complaints about land services. In Nicaragua applicants can use a tracking number to check the status of their deed registration on the registry's website.

CONCLUSION

While many economies have modernized their land registry and are looking into the next steps, others still rely on archaic record-keeping systems. In 74 of the 189 economies covered by *Doing Business*, property titles in the largest business city are kept only in paper format. This can substantially undermine the quality and efficiency of the land registry's services.

Developing economies should not be discouraged by the magnitude of the changes involved in going digital. Economies with varied circumstances and income levels have been able to digitize their land registry and substantially reorganize their land administration system—many through a step-by-step approach. Digitizing a land registry offers benefits not only through greater efficiency but also through safer and more reliable records and a more transparent process. It also improves the functioning of property markets by making land information instantly available. And it benefits citizens by improving the security of title and the accessibility of information.

NOTES

This case study was written by Laura Diniz, Frédéric Meunier, Haya Mortada, Parvina Rakhimova and Joonas Taras.

1. Whitman 1999.
2. Bhatnagar 2003.
3. Deininger and Goyal 2012.
4. Kampamba, Tembo and Nkwae 2014.
5. Cheremshynskyi and Byamugisha 2014.
6. Croatia, Ministry of Justice 2010.
7. Habibullah and Ahuja 2005.
8. UNECE 2012.
9. Barthel, Barnes and Stanfield 2000.
10. Imtiaz and Rahman 2014.

Trading across borders

A new approach to measuring trade processes

In the past 10 years international trade patterns have been defined by the rise of developing economies, the expansion of global value chains, the increase in commodity prices (and the growing importance of commodity exports) and the increasingly global nature of macroeconomic shocks. Each of these trends has reshaped the role of trade in facilitating development.[1]

The restoration of more open trade following World War II involved major multilateral and preferential trade agreements aimed at lowering tariff and nontariff barriers to trade. For the first time economic relations and international trade were governed by a multilateral system of rules, including the General Agreement on Tariffs and Trade (GATT) and the Bretton Woods institutions. These trade agreements, combined with tremendous advances in transport and communications technology, have led to unprecedented rates of growth in international trade. Between 1950 and 2007, for example, real world trade grew by 6.2% a year while real income per capita grew by 2% a year.[2] Greater international trade is strongly correlated with economic growth. A study using data from 118 countries over nearly 50 years (1950–98) found that those opening up their trade regimes experienced a boost in their average annual growth rates of about 1.5 percentage points.[3]

Evidence suggests that one important channel by which international trade leads to economic growth is through imports of technology and associated gains in productivity.[4] A study of 16 OECD countries over 135 years revealed a robust relationship between total factor productivity and imports of knowledge (measured by imports of patent-based technology). Indeed, the study found that 93% of the increase in total factor productivity over the past century in OECD countries was due solely to these technology imports. These results suggest that international trade is a critical channel for the transmission of knowledge, which in turn improves capital intensity and economic growth.

The relationship between trade and economic growth can also be observed at the firm level. Substantial evidence suggests that knowledge flows from international buyers and competitors help improve the performance of exporting firms. A review of 54 studies at the firm level in 34 countries reveals that firms that export are more productive than those that do not (though exporting does not necessarily improve productivity).[5] This is in large part because firms participating in international markets are exposed to more intense competition and must improve faster than firms that sell their products domestically.

While access to international markets is important for all economies, developing economies are uniquely affected by trade policy. Because they are skewed toward labor-intensive activities, their growth depends on their ability to import capital-intensive products.[6] Without access to international markets, developing economies must produce these goods themselves and at a higher cost, which pulls resources away from areas where they hold a comparative advantage. In addition,

- Using a new methodology, *Doing Business* measures the time and cost for three sets of procedures needed for exporting and importing: documentary compliance, border compliance and domestic transport.
- For the first time this year, *Doing Business* considers the product of comparative advantage for each economy when measuring export procedures, while for import procedures it focuses on a single, very common manufactured product (auto parts).
- Among economies requiring product-specific inspections for their exported agricultural product, border compliance times range from 11 hours to 210. This variation suggests that it is possible to protect consumers and businesses without unduly delaying trade.
- For economies in a customs union with their case study trading partner, the time for documentary and border compliance is substantially lower on average than for others.
- Economies that are less efficient importers also tend to be less efficient exporters.

low income per capita limits domestic opportunities for economies of scale. A trade regime that permits low-cost producers to expand their output well beyond local demand can therefore boost business opportunities. Thus while international trade can benefit developed and developing economies alike, trade policy is clearly inseparable from development policy.

An important issue touching on both trade and development policy is that exporting agricultural products is more costly and time-consuming than exporting other kinds of merchandise. New data collected by *Doing Business* show that in economies whose top export is an agricultural product, complying with border and documentary requirements takes considerably longer on average than in economies whose top export is a nonagricultural product. The data also show that a much larger share of economies whose top export is an agricultural product require product-specific inspections and procedures for their export. That said, among economies requiring product-specific inspections for agricultural exports, border compliance times vary widely.

In many economies inefficient processes, unnecessary bureaucracy and redundant procedures add to the time and cost for border and documentary compliance. Only recently has the relationship between administrative controls and trade volumes attracted the attention of multilateral trade networks (see box 9.1 for several explanations for this recent

BOX 9.1 Why the renewed focus on trade facilitation?

The recent interest in trade facilitation has come about for several reasons. First, tariff and quota barriers, particularly on general merchandise flows, are lower than in the past thanks to the success of multilateral and preferential trade agreements along with the global recognition of the benefits of international trade. This has sharpened the focus of policy makers and traders on the costs of international trade, which can pose a substantial barrier to trade.

Second, the next major frontier for multilateral trade negotiations—as well as for poverty reduction programs—is the facilitation of global trade in agricultural products (broadly comprising animal and plant-based products). Three-quarters of the world's poorest people depend, directly or indirectly, on agriculture as their main source of income,[a] so policies affecting agriculture affect poverty, inequality and overall economic growth.[b] And agricultural products are more regulated and controlled than general merchandise. While phytosanitary and other sanitary standards are widely, and justifiably, adhered to by both importers and exporters of these products, public officials attempting to protect domestic agriculture and mining from international competition can impose high costs on traders and, in some cases, discourage international trade through protectionist measures. For bulk agricultural commodities the costs of regulation are magnified by the long downward trend in prices as global supply outpaces global demand.[c]

Third, as researchers have gained access to great quantities of microeconomic data in recent decades, certain stylized facts have emerged about firms and their participation in international markets that reveal the significant costs of trade.[d] Trading internationally is certainly more expensive than engaging in domestic trade. For example, compared with other firms in the same industry, those that engage in international trade tend to be larger and more productive as well as capital and skill intensive—and they tend to pay higher wages. In addition, there is substantial evidence of fixed costs of entry into foreign markets—firms that engaged in international trade in the past are much more likely to do so again.

Yet *Doing Business* indicators are best understood as measuring marginal rather than fixed costs of trading internationally. The trading across borders case study assumes that the exporter or importer has already established its business and is fully operational. The one-time cost to obtain a trade license or customs identification number is not measured. The data capture other costs that are not related to entry into the market but do not necessarily vary with the volume of trade (such as the costs of customs procedures, inspections by government agencies and obtaining, preparing and submitting documents). However, differences in marginal trade costs captured by *Doing Business* have a greater impact on the number of firms participating in international trade.

Recent research has made progress in quantifying the effect of changes in marginal costs on trade volumes and participation. One study finds that a 7% reduction in the median number of days spent in Albanian customs leads to a 7% increase in the value of imports.[e] Another finds that a 10% increase in customs delays results in a 3.8% decline in exports in Uruguay.[f] Delays increase costs for exporters, forcing them to reduce their foreign sales. Buyers also experience higher costs and downsize (or eliminate) purchases from firms that experience such delays.

a. World Bank 2007.
b. World Bank Group and WTO 2015.
c. World Bank 2007.
d. See Tybout (2003) and Melitz and Redding (2014) for extensive reviews of the empirical and theoretical literature.
e. Fernandes, Hillberry and Mendoza Alcantara 2015.
f. Volpe Martincus, Carballo and Graziano 2015.

interest in trade facilitation). In 2013, for example, members of the World Trade Organization (WTO) concluded a Trade Facilitation Agreement aimed at streamlining trade procedures. The Organisation for Economic Co-operation and Development (OECD) estimates that fully implementing the WTO Trade Facilitation Agreement could reduce trade costs by 14.1% for low-income economies, 15.1% for lower-middle-income economies and 12.9% for upper-middle-income economies. Adopting even its simple (though often still costly) recommendations, such as automating trade and customs processes, could reduce costs for these income groups by 2.1–2.4%.[7] In measuring the time and cost associated with border and documentary compliance across 189 economies, *Doing Business* supports more efficient regulatory practices for trading across borders.

A NEW APPROACH

The *Doing Business* indicators on trading across borders were among the first global measures of the administrative, regulatory and logistical burdens that add to the time and cost for trading internationally. This year's report introduces important changes in the methodology for the indicators. These changes are aimed at increasing the economic and policy relevance of the indicators, improving the consistency and replicability of the data and clarifying the context in which the data should be interpreted as well as the caveats that should be kept in mind.

Under the new methodology *Doing Business* customizes the case study assumptions for exports and imports. For exports, it measures the time and cost to export a shipment of 15 metric tons of the economy's top nonextractive export product. The case study follows the shipment from a warehouse in the economy's largest business city to the most widely used land border or port through which the shipment would be exported to the main export partner for the product.[8] Time and cost are recorded for border compliance (both handling and clearance and inspections), documentary compliance and domestic transport. For imports, the case study follows the shipment from the economy's most widely used land border or port to a warehouse in its largest business city. The shipment consists of 15 metric tons of containerized auto parts for all economies, and the trading partner is the main import partner for the product.

The basic premise of the new methodology is that the case study should reflect the actual directions and volumes of international trade—and that the administrative and regulatory burdens faced by traders differ greatly across different traded products and trading partners. Trade flows are governed by comparative advantage, by the preferences of consumers, by the international structure of production and by the size and geographic location of an economy and its trading partners. The type of traded product determines the standards to which it is held (for example, food items are subject to more safety inspections than computer equipment). And along with the type of product, the identity of the trading partner determines the probability of intrusive and nonintrusive inspections under risk management systems commonly used at ports and borders around the world.

In recent decades two additional forces have shaped international trade flows. The first is the emergence of multilateral trade agreements—and, increasingly, of regional ones—aimed at reducing the barriers to trade. The new methodology allows an economy to be in a customs union with its case study trading partners. Box 9.2 details several of the interesting findings from this year's data on the impact of customs union membership.

The second is the application of information and communication technology in international trade. The process of international trade is a long and complicated one: multiple economic and government agencies interact at many stages, exchanging numerous pieces of information at each level. Any technology that makes this flow of information faster and more efficient is likely to have a large effect on trade costs and on the time spent on different procedures. Acknowledging the already large number of economies that have adopted some version of an electronic data interchange, and anticipating more digitization in the future, *Doing Business* now measures the time to trade in hours rather than in days.

EXPORTING A PRODUCT OF COMPARATIVE ADVANTAGE

By selecting the top nonextractive export product for the case study in each economy, *Doing Business* ensures that it measures the time and cost to export a product that is relevant to the economy as well as to policy makers. Of the 97 possible products at the two-digit level in the Harmonized System (1996) of classification, 39 emerge as the top export products for the 189 economies covered by *Doing Business*. These range from dairy products to machinery and mechanical appliances. Grouping these products into broad categories shows that 37% of economies have an agricultural product as their top export, 29% a heavy manufacturing product, 22% a light manufacturing product and 12% a metal-based product. Mapping these data reveals intuitive patterns (figure 9.1). For example, most economies whose top export is an agricultural product are in Africa or Oceania, while most whose top export is a heavy manufacturing product are in North America or Europe.

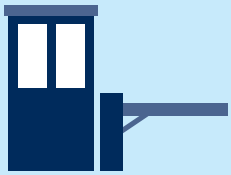
Analysis of outcomes such as the time and cost for border compliance and documentary compliance reveals some interesting trends. In economies whose top export is an agricultural product, border compliance takes 70% more time (35 more hours) on average than in other economies, while documentary compliance takes twice as much time (figure 9.2). The difference in cost for documentary compliance is also

BOX 9.2 Does customs union membership affect the time and cost for trading?

Forty-seven years ago, while the rest of the international community was negotiating the levels of tariffs and quotas, the European Union embarked on a grand experiment—the launch of a customs union. There would be no customs duties at internal borders between the EU member states; there would be common customs duties on imports from outside the European Union as well as common rules of origin for products from outside; and there would be a common definition of customs value.

While the EU customs union remains one of the best examples of trade facilitation between disparate nations, it is far from alone. More than half the 189 economies covered by *Doing Business* are in a customs union today. Moreover, 33 economies are in a customs union with their case study export partner, and 39 are in a customs union with their case study import partner. For these economies the time for documentary and border compliance is substantially lower on average than for others—as data for EU member economies illustrate (see figure).

Being in the same customs union as an export or import partner tends to reduce the time to trade



	Average time for documentary compliance (hours)	Average time for border compliance (hours)
EU member economy exporting to EU member economy	0.8	3.5
EU member economy exporting to non-EU member economy	2.0	19.9

Source: Doing Business database.

But not all customs unions are equal. Customs unions among OECD high-income economies (essentially the EU customs union) perform substantially better than others, followed by customs unions in Europe and Central Asia and then by those in Sub-Saharan Africa. In Latin America and the Caribbean membership in the same customs union as the top export partner does not significantly improve the border compliance time to export. But it does have an effect on documentary compliance time. For imports, customs unions reduce border compliance time in Latin America and the Caribbean as well as other regions. In Latin America and the Caribbean, however, documentary compliance time is actually greater if the import partner is within the same customs union. This may be due to the requirement for a certificate of origin to prove that products are being traded within the customs union.

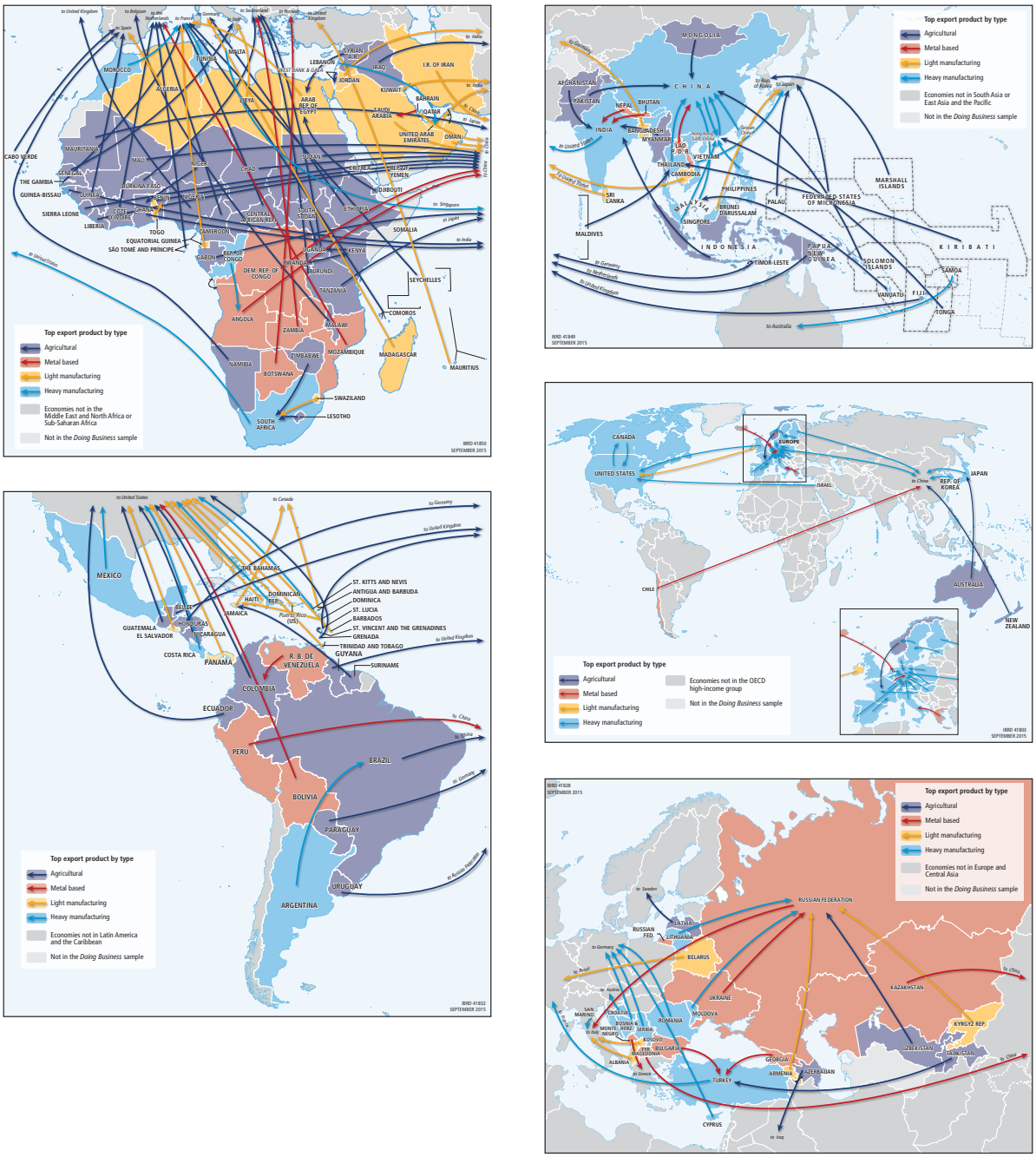
Note: A customs union is understood as the substitution of a single customs territory for two or more customs territories, where members apply a common external tariff. The analysis therefore excludes entities that began as a single customs territory, such as the U.S. customs territory (the United States and Puerto Rico [territory of the United States]) and the main customs territory of China (with Hong Kong SAR, China; and Taiwan, China) as well as treaties extended by the EU customs area (San Marino and Turkey). Because the data on the cost to export or import do not include customs duties and tariffs, the analysis also excludes free trade areas (such as NAFTA), where trade within the group is duty free but members set their own tariffs on imports from nonmembers.

large: obtaining, preparing and submitting documents for agricultural products is twice as costly as doing so for other product categories.

The main reason for these differences is that 81% of economies whose top export is an agricultural product require product-specific inspections and procedures (such as fumigation or phytosanitary inspections) to export that product, while only 21% of other economies do so for their top export product. Differences that are even more striking emerge when comparing agricultural products with manufacturing products (excluding metal-based products). Only 20% of economies whose top export is a manufacturing product require product-specific inspections and procedures for that export.

Yet even among economies whose top export is an agricultural product, documentary and border compliance times vary widely. Border compliance times for agricultural products subject to product-specific inspections range from 11 hours

FIGURE 9.1 What are the trading patterns revealed by each economy's top export product and partner?

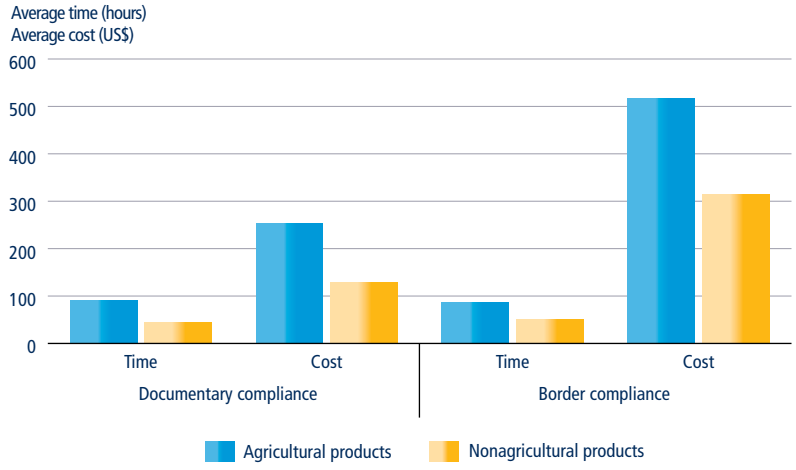


Source: Doing Business database.

Note: The figure reflects World Bank regional classifications, which may differ from common geographic classifications, especially in the case of OECD high-income economies.

to 210. This variation suggests that it is possible to protect consumers and businesses while still facilitating (or at least not impeding) trade. By including only the product-specific procedures required by an economy's own government authorities in the time and cost for border compliance, *Doing Business* is able to distinguish between the effects of policies imposed by a government on its own consumers and businesses—and thus within its control—and those of procedures imposed from abroad.

FIGURE 9.2 Exporting agricultural products takes more time and cost than exporting other products



Source: Doing Business database.

Of 69 economies whose top export is an agricultural product, 56 have product-specific procedures for this export—while among 118 economies whose top export is a metal-based, heavy manufacturing or light manufacturing product, only 25 have product-specific procedures for it. These economies span all regions and income groups, from Norway among OECD high-income economies to Guinea-Bissau in Sub-Saharan Africa. Both Grenada and Australia, for example, require sanitary inspections and certificates for their top export product. Yet completing border compliance procedures takes 101 hours and $1,034 for an exporter of nutmeg in Grenada, while it takes only 36 hours and $749 for an exporter of meat in Australia. And completing documentary compliance takes 10 times as many hours for the exporter in Grenada (77) as it does for the exporter in Australia (7). The exporter in Grenada must contact the Ministry of Agriculture several days in advance and wait to obtain a hard-copy document to clear customs. In Australia, by contrast, quarantine authorities work closely with both producers and customs authorities throughout the production process. What matters is not whether enhanced inspections and procedures are required—but whether they are carried out efficiently.

IMPORTING AUTO PARTS

While top export products vary widely, all 189 economies import similar products. The explanation for this is intraindustry trade, driven mostly by the global nature of modern production techniques. Supply chains (for raw materials, intermediate goods and final products) extend around the globe in search of higher quality and lower prices—both benefiting from and inducing reductions in the time and cost for international trade. This phenomenon is represented in manufactured products, and it allows the selection of a single import product—auto parts—for all 189 economies. Focusing the case study on the import process for a single homogeneous product makes the resulting data even more comparable.

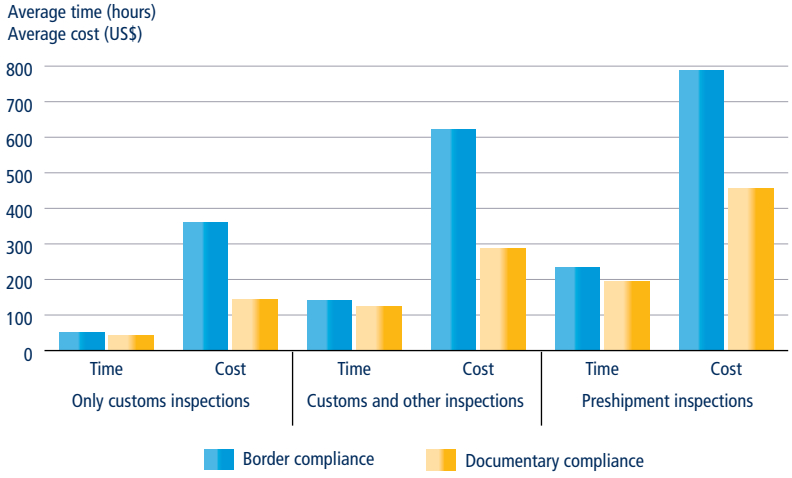
Importing auto parts involves greater time and cost on average than exporting does. Intuitively, it makes sense that imports face more inspections (increasing border compliance time and cost) as well as more procedures (increasing documentary compliance time and cost). In fact, 40% of economies require inspections by other agencies in addition to customs when importing auto parts. Yet why are the average time and cost to import auto parts almost in line with the averages to export agricultural products?

One reason is that another 17% of economies also require preshipment inspections—inspections conducted in the economy of origin by third-party companies. These economies have significantly greater border and documentary compliance times and costs for importing auto parts (figure 9.3). While the existence of protectionist measures cannot be denied, some import inspections are important in protecting consumers. Even so, there is potential to improve the efficiency of preshipment inspections and reduce costs for traders. Among the economies requiring such inspections for auto parts, border compliance times range from 56 hours to 1,330, revealing much room for improvement.

While importing generally requires greater time and cost than exporting, comparing the data for economies shows that those that perform well in the time and cost to export their product of comparative advantage often also perform well in the time and cost to import auto parts. Of the top 10 performers in the border compliance time to export (excluding the European Union), 6 are also in the top 10 in the border compliance time to import. This pattern is repeated at the other end of the spectrum, with 5 of the bottom 10 performers on this measure for exporting also being in the bottom 10 for importing.

Similar patterns emerge across regions. Importing takes substantially less time on average in OECD high-income economies than in other economies, and so does exporting. Take the example of Canada, where traders benefit from a well-functioning electronic system linking Canadian and U.S. customs. The entire border compliance process between Canada and the United States can be completed in two hours.

FIGURE 9.3 Importing auto parts requires greater time and cost in economies requiring preshipment inspections



Source: Doing Business database.

And completing border compliance procedures costs about the same for a Canadian importer ($172) as it does for a Canadian exporter ($167). In Sub-Saharan Africa, by contrast, border compliance takes 160 hours on average for an importer and 108 hours for an exporter. In Cameroon, for example, exporting a shipment of cocoa takes 202 hours and costs $983—in part because exports of cocoa undergo a phytosanitary inspection. But importing auto parts, which requires a preshipment inspection, takes 271 hours and costs $1,407. It seems safe to conclude that economies that are less efficient importers also tend to be less efficient exporters.

THE BIG ROLE OF GEOGRAPHY

For millennia, geography has determined whether economies trade with each other and what products are exchanged. The Silk Road was so named because the long distances and extremely high transport costs made trading only high-value products like silk worthwhile. Advances in technology have increased the flow of information and goods, but geography continues to play a very important role.

The new methodology accounts for the role of geography in two ways. The first is by assuming, for each economy, that trade is with its natural trading partners (the largest buyer of its export product and its largest source of auto parts), regardless of the mode or route of transport. In 97% of cases the natural trading partner for the export product also happens to be the largest trading partner overall. Thus the measures of time and cost have broader applicability.

Geography and distance play a role in determining export partners—large economies and landlocked economies tend to trade with regional neighbors. Yet the distribution of import partners for auto parts reveals much greater geographic dispersion, with 57% of economies importing auto parts from one of four economies: Germany, Japan, the United States or France. This shows that geography and distance play less of a role when it comes to choosing the most efficient, reliable and high-quality supplier of auto parts.

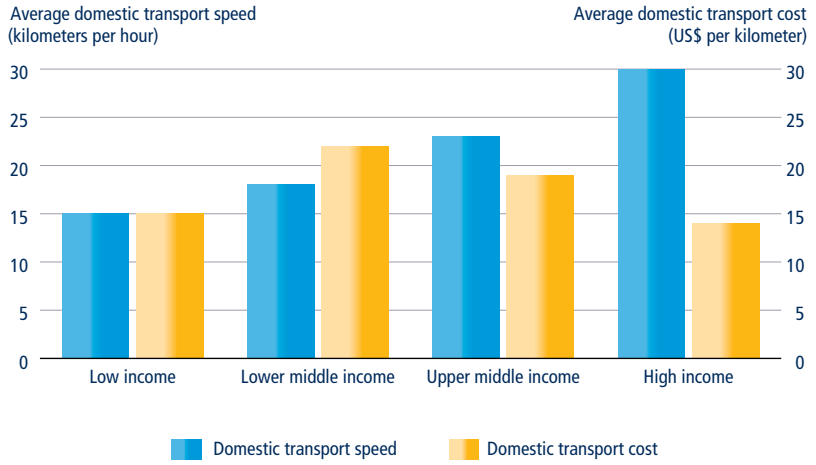
Of the 189 economies covered, 42 are landlocked, 28 have a coastline but trade with their case study export partner through a land border, and the rest have a coastline and trade with their export partner through their port. While the export partner is an immediate geographic neighbor for 33% of landlocked economies, this is the case for only 22% of economies with a coastline (excluding islands). Most economies that trade with their geographic neighbor are OECD high-income economies in Europe. Among the 189 economies studied by *Doing Business*, the most common export partners are OECD high-income economies in Europe, followed by OECD high-income economies outside of Europe, and then by economies in East Asia and the Pacific.

The second way in which the new methodology accounts for geography is through the domestic transport time and cost measures. Under the previous methodology *Doing Business* measured the time and cost for transport to the main port, which meant transport across borders for landlocked economies. Under the new methodology it considers only domestic transport within the borders of an economy, capturing the time and cost associated with transporting a shipment between a warehouse in the largest business city and the economy's most widely used seaport (or airport) or land border. The time and cost for domestic transport also include the loading and unloading of the shipment at the warehouse.

In this year's report, however, the time and cost for domestic transport do not affect the ranking on the ease of *doing business*. These measures are excluded from the calculation of the ranking because they depend on predetermined factors such as topography and geographic distances. While infrastructure, traffic regulations and transport industry regulations can mitigate the effects of geography, most such factors are beyond a government's ability to change through reforms.

Nevertheless, the speed of domestic transport and the cost per kilometer can provide a starting point in evaluating the efficiency of infrastructure and relevant transport and traffic regulations across

FIGURE 9.4 The cost and speed of domestic transport vary across income groups



Source: Doing Business database.

economies. Data show that the cost and speed vary by income group, region and type of geography, while there is a clear pattern showing that domestic transport speed increases with the level of economic development (figure 9.4).

CONCLUSION

The data collected under the new methodology for the trading across borders indicators reveal that economies' top export products are quite region specific—for example, OECD high-income economies tend to export manufactured products while Sub-Saharan African economies tend to export agricultural products. The identity of the top export partner also reveals the importance of geography; economies tend to export to those close to them. Trade in auto parts, however, is highly concentrated, with just four economies being the major suppliers to 57% of the world. This reflects the nature of comparative advantage as well as the global span of modern production techniques.

The benchmark data collected for this year's report reveal that both the type of product being traded and the geographic location of trading partners affect trade costs. But one of the determinants of the time and cost for trading across borders is the efficiency of regulation and its implementation. Exporting an agricultural product involves greater time and cost than exporting a machine. But among the economies whose top export is an agricultural product, the time and cost to export that product vary greatly. This suggests that neither comparative advantage nor geography is destiny. Smart regulations that are implemented well can protect national borders without unduly penalizing traders, consumers or producers.

NOTES

This case study was written by Cécile Ferro, Khrystyna Kushnir, Mathilde Lugger, Valentina Saltane, Brandon Thompson and Inés Zabalbeitia Múgica.

1. WTO 2014.
2. WTO 2008.
3. Wacziarg and Welch 2008.
4. Madsen 2007.
5. Wagner 2007.
6. Krueger 1998.
7. OECD 2014.
8. For 11 economies the data are collected separately for both the largest business city and the second largest one.

Enforcing contracts

Measuring good practices in the judiciary

Efficient contract enforcement is essential to economic development and sustained growth.[1] Economic and social progress cannot be achieved without respect for the rule of law and effective protection of rights, both of which require a well-functioning judiciary that resolves cases in a reasonable time and is predictable and accessible to the public.[2] Economies with a more efficient judiciary, in which courts can effectively enforce contractual obligations, have more developed credit markets and a higher level of development overall.[3] A stronger judiciary is also associated with more rapid growth of small firms.[4] Overall, enhancing the efficiency of the judicial system can improve the business climate, foster innovation, attract foreign direct investment and secure tax revenues.[5]

A study examining court efficiency in different provinces in Argentina and Brazil found that firms located in provinces with more effective courts have greater access to credit.[6] Another study, focusing on Mexico, found that states with better court systems have larger and more efficient firms.[7] Effective courts reduce the risks faced by firms and increase their willingness to invest.[8] Firms in Brazil, Peru and the Philippines report that they would be willing to invest more if they had greater confidence in the courts.[9]

Where legal institutions are ineffective, improvements in the law may have limited impact. A study of the transitioning economies of Eastern Europe and the former Soviet Union between 1992 and 1998 found that reforms in corporate and bankruptcy laws had little effect on the development of their financial institutions. Improvements began only once their legal institutions became more efficient.[10]

The efficiency of courts continues to vary greatly around the world. Enforcing a contract through the courts can take less than 10 months in New Zealand, Norway and Rwanda but almost 4 years in Bangladesh. And the cost of doing so ranges from less than 10% of the value of the claim in Iceland, Luxembourg and Norway to more than 80% in Burkina Faso and Zimbabwe. In five economies, including Indonesia and Mozambique, the cost can exceed the value in dispute, suggesting that litigation may not be a cost-effective way to resolve disputes.

AN EXPANDED FOCUS FOR THE INDICATORS

Over the years the *Doing Business* indicators on enforcing contracts have measured the time, cost and procedural complexity to resolve a standardized commercial dispute between two domestic businesses through local first-instance courts. The dispute involves the breach of a sales contract worth twice the income per capita or $5,000, whichever is greater. The case study assumes that a seller delivers custom-made goods to a buyer who refuses delivery, alleging that the goods are of inadequate quality. To enforce the sales agreement, the seller files a claim with a local court, which

- *Doing Business* introduces a new measure in the enforcing contracts indicator set this year, the quality of judicial processes index. This indicator tests whether each economy has implemented a series of good practices in the areas of court structure and proceedings, case management, court automation and alternative dispute resolution.
- On average, OECD high-income economies have the largest number of judicial good practices in place as measured by the new index, while Sub-Saharan African economies have the fewest.
- Economies that score well on the new index tend to have faster and less costly dispute resolution as measured by the enforcing contracts indicators.
- None of the 189 economies covered by *Doing Business* receive full points on the new index, showing that all economies still have room for improvement in judicial efficiency.

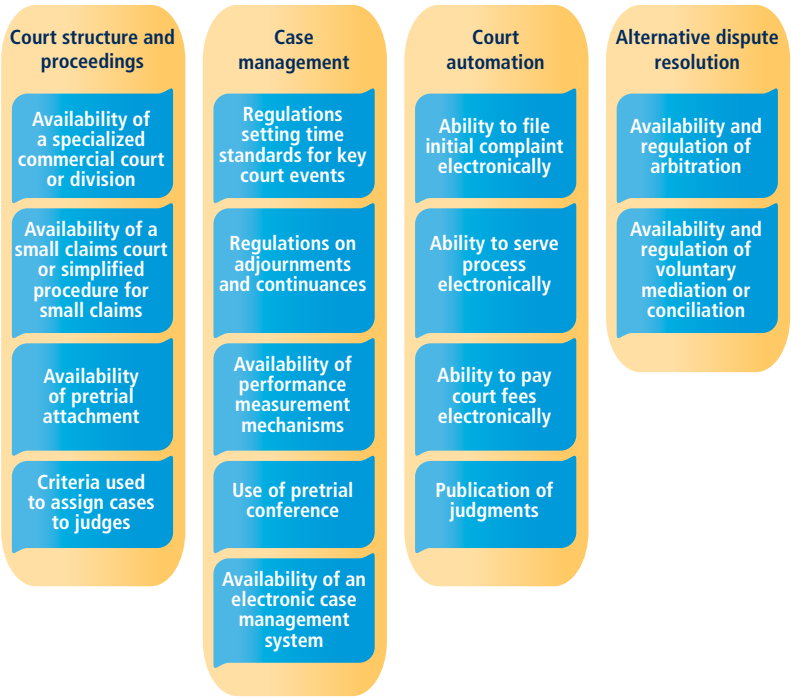
hears arguments on the merits of the case. Before reaching a decision in favor of the seller, the judge appoints an expert to provide an opinion on the quality of the goods in dispute, which distinguishes the case from simple debt enforcement.

This year *Doing Business* introduces an important change in methodology for the enforcing contracts indicators. While it continues to measure the time and cost to resolve a standardized commercial dispute under the same assumptions, it now also tests whether each economy has adopted a series of good practices that promote quality and efficiency in the commercial court system. For this purpose it has replaced the indicator on procedural complexity with a new indicator, the quality of judicial processes index. The aim is to capture new and more actionable aspects of the judicial system in each economy, providing a picture of judicial efficiency that goes beyond the time and cost associated with resolving a dispute.

The quality of judicial processes index covers a set of good practices across four areas, corresponding to the four components of the index: court structure and proceedings, case management, court automation and alternative dispute resolution (figure 10.1). These practices can result in a more efficient and transparent judiciary, greater access to justice, a smaller case backlog, faster and less costly contract enforcement and, in some cases, more qualitative judgments.

This case study discusses many of the good practices encompassed by the quality of judicial processes index. It first looks at two aspects of the court structure and proceedings index—the availability of dedicated mechanisms to resolve commercial disputes and the availability of dedicated mechanisms to resolve small claims. It then moves on to case management and court automation, intertwined concepts often treated together. Finally, it explores mechanisms of alternative dispute resolution.

FIGURE 10.1 Areas covered by the quality of judicial processes index



USING DEDICATED SYSTEMS FOR COMMERCIAL CASES AND SMALL CLAIMS

Dedicated systems for commercial cases and small claims can make a big difference in the effectiveness of a judiciary.[11] Having specialized commercial courts or divisions reduces the number of cases pending before the main first-instance court and thus can lead to shorter resolution times within the main trial court—one reason that economies have sometimes introduced specialized courts as a case management tool. But the benefits do not end there. Commercial courts and divisions tend to promote consistency in the application of the law, increasing predictability for court users.[12] And judges in such courts develop expertise in their field, which likely leads to faster and more qualitative dispute resolution.[13]

The data show that 97 of the 189 economies covered by *Doing Business* have a specialized commercial jurisdiction —established by setting up a dedicated stand-alone court, a specialized commercial section within an existing court or specialized judges within a general civil court. In the 16 Sub-Saharan African economies that have introduced commercial courts or sections over the past ten years—Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Ghana, Guinea-Bissau, Lesotho, Liberia, Malawi, Mauritius, Mozambique, Rwanda, Senegal, the Seychelles, Sierra Leone and Togo—the average time to resolve the standardized case measured by *Doing Business* was reduced by about 2.5 months. In Côte d'Ivoire the reduction was more than 6 months. In 2011 resolving a commercial dispute in Abidjan took 770 days. In 2013, after the creation of a specialized commercial court, it took only 585 days.

Small claims courts or simplified procedures for small claims, as the form of justice most likely to be encountered by the general public, play a special part in

building public trust and confidence in the judicial system.[14] They help meet the modern objectives of efficiency and cost-effectiveness by providing a mechanism for quick and inexpensive resolution of legal disputes involving small sums of money.[15] In addition, they tend to reduce backlogs and caseloads in higher courts. Small claims courts usually use informal hearings, simplified rules of evidence and more streamlined rules of civil procedure—and typically allow the parties to represent themselves.[16]

Faster and less costly dispute resolution matters to small and medium-size enterprises, which may not have the resources to stay in business during long, costly litigation. If a claim could not be enforced because the relative cost is prohibitive, there would be a denial of justice.[17] By providing a venue for resolving claims with costs and procedures that are realistic and proportionate to the size of the dispute, small claims courts and simplified procedures for small claims increase access to justice for businesses and individuals.[18]

According to *Doing Business* data, 128 economies have either a stand-alone small claims court or a simplified procedure for small claims within the first-instance court.[19] Of these 128 economies, 116 allow parties to represent themselves during the proceedings. Across regions, Latin America and the Caribbean and the OECD high-income group have the largest shares of economies with a court or simplified procedure for small claims in place—91% in both cases (figure 10.2).

MANAGING THE FLOW OF CASES

Case management refers to a set of principles and techniques intended to ensure the timely and organized flow of cases through the court from initial filing through disposition. Case management enhances processing efficiency and promotes early court control of cases.[20] When well implemented, case management techniques can enhance record-keeping, reduce delays and case backlogs and provide information to support strategic allocation of time and resources—all of which encourage generally better services from courts.[21] They can also improve the predictability of court events, which can ensure accountability, increase public trust, reduce opportunities for corruption and enhance the transparency of court administration.[22]

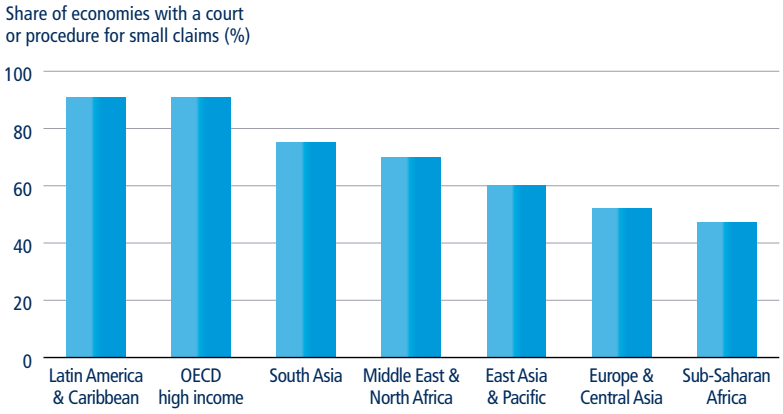
While the case management principles adopted by courts vary depending on their needs and the local legal culture, some have been applied so consistently worldwide as to have evolved into a set of core principles. These include early court intervention, establishing meaningful events such as the filing of a plea or the submission of the final judgment, establishing time frames for these events and for disposition, creating realistic schedules and expectations that events will occur as scheduled, introducing early options for settlement, establishing firm and realistic appearance dates and developing mechanisms that control frivolous adjournments.[23]

Doing Business collects data on three of the recognized core principles: the availability of regulations setting time standards for key court events, the availability of regulations on adjournments and continuances, and the possibility of holding a pretrial conference—a hearing to narrow down contentious issues and evidentiary questions before the trial, explore the complexity of the case and the projected length of the trial, create a schedule for the proceedings and check with the parties on the possibility of settlement. When collecting data relating to regulations on time standards and adjournments, *Doing Business* also surveys experts on whether these standards are respected in practice.

The data show that having a pretrial conference is a common case management tool, used in 87 economies (figure 10.3). Laws or regulations setting time standards for key court events exist in 111 economies, though these time standards are respected in practice in only 76 of these economies. Detailed rules regulating adjournments are available in only 50 economies.

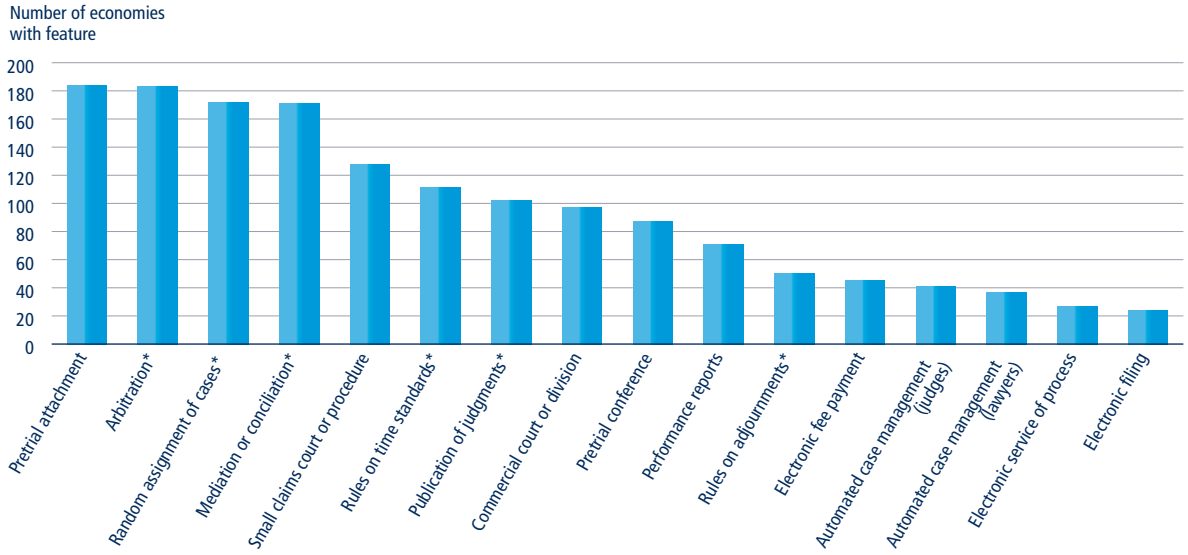
Another way to support effective implementation of case management techniques is to use case management reports that compile and analyze case performance data.[24] These can show

FIGURE 10.2 Most economies in Latin America and the Caribbean have a court or procedure for small claims in place



Source: Doing Business database.

FIGURE 10.3 Some of the features covered by the quality of judicial processes index exist in far more economies than others



Source: Doing Business database.
Note: For features marked with an asterisk, an economy must have received a score of at least 0.5 to be included in the count. For details on the scoring, see the data notes.

whether case management goals have been met in individual cases or at the court level—such as through data on the number of cases pending before the court, the clearance rate, the average disposition time or the age of the pending caseload. Such reports can show court administrators where inefficiencies and bottlenecks lie and also help them track the progress of ongoing case management initiatives. And by breaking data down at the judge level, they can serve as a performance measurement tool—an important use, since research shows that many delays in litigation are attributable to lax case management by the judge.[25] Data collected this year on the availability of four of the more common types of performance management reports show that at least two of these types are publicly available in 71 economies.[26]

Some economies have introduced electronic systems to support case management by automating many of its components.[27] Features available through electronic case management systems may include access to laws, regulations and case law; access to forms to be submitted to the court; automatic generation of a hearing schedule; management of electronic notifications; tracking of the status of cases; management of case documents; electronic filing of briefs and motions; and access to court orders and decisions. Such systems may be available to a range of users, from judges to lawyers, court administrators and court users. *Doing Business* looks at their availability to judges and to lawyers. The data show that they are more commonly available to judges: an electronic case management system as defined by *Doing Business* is available to judges in 41 economies, while such a system is available to lawyers in only 37 economies.[28]

AUTOMATING PROCESSES

As courts around the world have made increasing use of electronic systems, court users have seen the benefits—in greater judicial transparency as well as greater court efficiency.

Automation and judicial transparency

Until this year *Doing Business* measured court automation only in connection with the availability of electronic filing of the initial summons. This year it began looking at two additional features: electronic service of process and electronic payment of court fees. Just as for electronic filing of the initial summons, *Doing Business* tests only whether these features are in place, not whether they are used by the majority of court users. For all these features the court of reference is the one that would have jurisdiction to hear the *Doing Business* standardized case.

These features streamline and speed up the process of commencing a lawsuit. But they also have broader benefits. Electronic records tend to be more convenient and reliable. Reducing in-person interactions with court officers minimizes the chances for corruption and results in speedier trials, better access to courts and more reliable service of process. These features also reduce the cost to enforce a contract—court users save in reproduction costs and courthouse visits, while courts save in storage costs, archiving costs and court officers' costs. And studies show that after electronic filing is introduced in courts, the accessibility of information increases and

access to and delivery of justice improve considerably.[29]

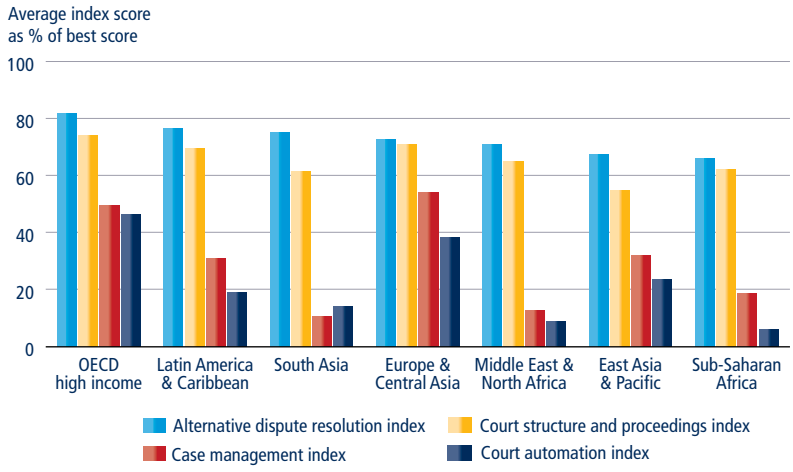
In the past five years *Doing Business* recorded 13 reforms focused on introducing an electronic filing system for commercial cases and allowing attorneys to submit the initial complaint online. Introducing electronic filing was the most common feature of enforcing contracts reforms recorded in last year's report and is among the most common in this year's report. Today electronic filing of the initial complaint is allowed in 24 economies. Electronic service of process is slightly more common—the initial summons can be served by e-mail, fax or text messaging in 27 economies. Electronic payment of court fees is the most commonly available feature of court automation measured by *Doing Business*—allowed in 45 economies. Even so, these three features, along with electronic case management, remain the least common of the good practices covered by the quality of judicial processes index (figure 10.4).

Doing Business also explores two dimensions that are closely intertwined with court automation and, ultimately, with judicial transparency. The first relates to how cases are assigned to judges within the competent court. A credible system for random assignment of cases minimizes the chances for corruption.[30] While almost all economies (172) provide for random assignment of cases, only 48 have a fully automated process.

The second relates to whether judgments rendered in commercial cases at all levels are made publicly available.[31] Publishing judgments contributes to transparency and predictability, allowing litigants to rely on existing case law and judges to consistently build on it. Access to the results of commercial cases benefits companies that invest in a particular jurisdiction, clarifying the scope of their rights and duties.[32] Making judgments available does not necessarily require substantial resources, but it does require internal organization. Case decisions must be accessible and catalogued efficiently so that they can be easily searched.

In 42 economies courts publish virtually all recent judgments in commercial cases either online or through publicly available gazettes. Sub-Saharan Africa accounts for only two of these economies; the Middle East and North Africa and South Asia also account for only two each.

FIGURE 10.4 Court automation and case management are two areas where many economies can improve



Source: Doing Business database.

Automation and court efficiency

Sophisticated court automation can support effective case management. Courts that have automated processes for actions such as serving documents or submitting a claim can more easily implement electronic case management systems. Even where case management is not fully automated, some court automation can be an effective tool for court administrators, enabling them to more easily monitor the movement of cases through the court. Economies in the OECD high-income group and Europe and Central Asia tend to have both greater court automation and more developed case management than those in any other region. Together, these two regions account for 17 of the 24 economies worldwide that make electronic filing available and for 23 of the 34 economies that offer an electronic case management system for both judges and lawyers. Outside these regions, court automation remains limited: 74 economies score a 0 on the court automation index.

The Republic of Korea and Singapore are two of only four economies worldwide that receive full points on the court automation index; they also score points for the availability of electronic case management systems for both judges and lawyers. Unsurprisingly, both these economies reformed in this area in the past few years. Korea launched an electronic case filing system in 2010 that allows electronic document submission, registration, service notification and access to court documents (box 10.1). Singapore introduced a new electronic litigation system in 2014. The system allows litigants to file cases online—and it enables courts to keep litigants and lawyers informed about their cases through e-mail, text alerts and text messages; to manage hearing dates; and even to hold certain hearings by videoconference.

BOX 10.1 The computerization of Korean courts

Today Korean courts are fully computerized, but this did not happen overnight. The process started in the late 1970s with the creation of a database of cases flowing through courts. In the early 1980s a word processing software was introduced to support judges in writing judgments. In 1986 a case management system was launched, enabling clerks and judges to search all civil cases in the database and deal more efficiently with their caseloads. Soon after, a master plan for creating e-courts was conceived—and this was followed by steps to make the case management system accessible to external users, add electronic signatures and digital certificates to the system and make real-time national data on court activities available. Finally, in 2010 Korea launched an electronic case filing system. The system enables some judges to adjudicate up to 3,000 cases a year, manage up to 400 a month and hear up to 100 pleas a month.

Sources: Doing Business research; interview with Korean Judge Hoshin Won, Daegu District Court, Seoul.

The data suggest a striking relationship between court automation and case management on the one hand and the time and cost for dispute resolution on the other. Singapore has the shortest resolution time worldwide—150 days for the standardized commercial dispute. Korea is a short step away, with a resolution time of 230 days. Korea also has among the lowest costs worldwide to resolve a commercial dispute, at about 10.3% of the value of the claim. And both Korea and Singapore are among the economies that have been promoting judicial transparency and the development of consistent case law through the online publication of judgments rendered at all levels.

USING ALTERNATIVE MEANS TO RESOLVE DISPUTES

While the *Doing Business* indicators on enforcing contracts have traditionally measured dispute resolution through the local court system, this year the focus has broadened to also cover mechanisms of alternative dispute resolution (ADR)—in particular, arbitration, voluntary mediation and conciliation. In commercial arbitration the parties agree to submit their dispute to an independent arbitrator or arbitral tribunal, which issues a final and binding decision. In a mediation or conciliation process the parties ask a third person to assist them in reaching an amicable settlement of their dispute.

ADR should be seen not as something that can replace traditional litigation but as a tool that can assist courts in resolving disputes in a timely, cost-effective and transparent way. ADR mechanisms can improve efficiency in the court system as a whole by helping to reduce case backlogs and bottlenecks.[33] They can reduce delays where these are caused by complex formal procedures or inadequate court resources—and reduce high costs where these are driven by formal procedures, high filing fees and court delays. Economies with an integrated system of courts and ADR tend to have a more reliable judiciary, benefiting the courts, the parties involved and the economy as a whole.[34]

When used as an alternative to the judicial process, ADR has its own set of benefits. It gives the parties more control over the resolution of disputes and in most cases increases their satisfaction with outcomes. A study in the Canadian province of Quebec has even shown that a form of ADR known as judge-presided settlement conference promotes access to justice.[35]

Effective systems of domestic commercial arbitration and mediation or conciliation matter to investors.[36] Lawyers and business owners know that high litigation costs and long delays make resolving commercial disputes in court difficult and expensive and may look elsewhere for dispute resolution—and businesses may pass the costs on to consumers or abstain from investing in a jurisdiction.[37] Especially in smaller cases, having a neutral mediator or arbitrator saves businesses time and money in resolving commercial disputes and provides greater control over outcomes and confidentiality.[38] It also reduces the instances in which a dispute leads to the termination of a commercial relationship.[39] And with today's increasingly complex business dealings, specialized ADR programs focusing on particular types of technical or complex disputes can be more effective and produce better settlements than courts, increasing litigants' satisfaction with outcomes.

Almost all (183) of the economies surveyed recognize arbitration in one way or another as a mechanism for dispute resolution. Most (171) also recognize voluntary mediation or conciliation. To be effective, ADR mechanisms need to be accessible. They also need to be comprehensively regulated, with all substantive and procedural provisions available in a single source, such as a specific statute. The data show that this is more often the case for arbitration: while 179 economies have a dedicated law or chapter on arbitration, only 102 have a similar instrument on voluntary mediation or conciliation.

Economies worldwide have consistently focused on promoting and regulating arbitration and mediation. Three economies—Côte d'Ivoire, Latvia and Senegal—have made such issues a priority over the past year, introducing new laws that regulate mediation.

TABLE 10.1 On average, OECD high-income economies have the highest number of judicial good practices in place as measured by the new indices

Region	Court structure and proceedings index (0–5)	Case management index (0–6)	Court automation index (0–4)	Alternative dispute resolution index (0–3)	Quality of judicial processes index (0–18)
OECD high income	3.70	2.96	1.85	2.45	10.96
Europe & Central Asia	3.54	3.24	1.52	2.18	10.48
Latin America & Caribbean	3.48	1.84	0.75	2.30	8.37
East Asia & Pacific	2.74	1.91	0.94	2.02	7.61
South Asia	3.06	0.63	0.56	2.25	6.50
Middle East & North Africa	3.25	0.75	0.35	2.13	6.48
Sub-Saharan Africa	3.11	1.11	0.23	1.98	6.43

Source: Doing Business database.

Note: The quality of judicial processes index is the sum of the four other indices shown here, with 18 being the highest possible score. For details on how the indices are constructed, see the data notes.

WHY DOES ALL THIS MATTER?

OECD high-income economies tend to focus more consistently on implementing judicial good practices. On average, these economies have the largest number of judicial good practices as measured by *Doing Business* (table 10.1). But top performers can be found in all income groups. Of the three economies with the highest scores on the quality of judicial processes index—Singapore, Australia and the former Yugoslav Republic of Macedonia—only two are high-income economies. And while some regions have relatively low average scores on the new index, top performers can be found in these regions as well. In Sub-Saharan Africa, for example, Mauritius receives 13 of 18 possible points, a higher score than the average for OECD high-income economies.

FIGURE 10.5 Economies with more judicial good practices in place tend to have faster and less costly contract enforcement

Source: Doing Business database.

Note: The correlation between the distance to frontier score for the quality of judicial processes index and the distance to frontier score for the time and cost to enforce a contract is 0.37. The relationship is significant at the 1% level after controlling for income per capita.

A well-organized, reliable and streamlined judiciary plays an important part in the efficient delivery of justice. The data for the enforcing contracts indicators show that economies that have more judicial good practices in place also tend to have faster and less expensive commercial dispute resolution (figure 10.5).

The availability of good practices making contract enforcement easier and more efficient matters to businesses and, indeed, even plays a role in the level of domestic credit provided by the financial sector to the economy. Economies that score well on the quality of judicial processes index have higher levels of credit provided to the private sector by domestic financial institutions (figure 10.6).

CONCLUSION

Data for the new quality of judicial processes index highlight great variation in the implementation of judicial good practices across the 189 economies covered. Some practices—such as the availability of arbitration or the availability of a small claims court or procedure—are widespread; others still need attention in even the most sophisticated economies. One example is electronic case management, available to judges in only 41 economies and to lawyers in only 37.

FIGURE 10.6 Economies with more judicial good practices in place have higher levels of domestic credit provided to the private sector

Sources: Doing Business database; World Development Indicators database (http://data.worldbank.org/indicator), World Bank.

Note: Domestic credit to private sector refers to financial resources provided to the private sector by financial corporations, such as through loans, purchases of nonequity securities, and trade credits and other accounts receivable, that establish a claim for repayment. The data for this indicator are for 2014. The correlation between the distance to frontier score for the quality of judicial processes index and domestic credit to private sector as a percentage of GDP is 0.40. The relationship is significant at the 1% level after controlling for income per capita.

None of the 189 economies covered by *Doing Business* receive full points on the quality of judicial processes index. By helping to identify specific areas needing attention, the index can be a useful tool for governments seeking to reform and modernize their judiciary.

NOTES

This case study was written by Erica Bosio, Salima Daadouche, Christian De la Medina Soto and Maksym Iavorskyi.

1. Esposito, Lanau and Pompe 2014; Dakolias 1999; Ball and Kesan 2010; Klerman 2006; Dam 2006; Rosales-López 2008.
2. Dakolias 1999; Sherwood, Shepherd and De Souza 1994.
3. Dam 2006.
4. Islam 2003.
5. Esposito, Lanau and Pompe 2014.
6. World Bank 2004.
7. World Bank 2004.
8. World Bank 2004.
9. Castelar-Pinheiro 1998; Sereno, de Dios and Capuano 2001; Herrero and Henderson 2001.
10. Pistor, Raiser and Gelfer 2000.
11. Djankov and others 2003.
12. Zimmer 2009.
13. Zimmer 2009.
14. Ramsay 1996.
15. Axworthy 1976; Ramsay 1998.
16. HALT 2007; Baldwin 2000.
17. Axworthy 1976.
18. Baldwin 2000.
19. Throughout this case study, any economy for which *Doing Business* covers two cities is included in the count of economies with a particular feature as long as the feature is available in at least one of the two cities.
20. Michigan State Court Administrative Office 2004; Gramckow and Nussenblatt 2013.
21. Michigan State Court Administrative Office 2004; Gramckow and Nussenblatt 2013; Rooze 2010; Steelman, Goerdt and McMillan 2004.
22. USAID, Center for Democracy and Governance 2001; Gramckow and Nussenblatt 2013; Rooze 2010; Steelman, Goerdt and McMillan 2004.
23. Michigan State Court Administrative Office 2004; Gramckow and Nussenblatt 2013; Rooze 2010; Steelman, Goerdt and McMillan 2004.
24. Gramckow and Nussenblatt 2013; Steelman, Goerdt and McMillan 2004.
25. Steelman 2008.
26. The four types of reports are time to disposition report, clearance rate report, age of pending caseload report and single case progress report.
27. Rooze 2010.
28. Under the *Doing Business* methodology, an economy is considered to have an electronic case management system available to judges if judges in the relevant court can use such a system for at least four of eight specified purposes. An economy is considered to have an electronic case management system available to lawyers if lawyers can use such a system for at least four of a different set of seven purposes. For more details, see the data notes.
29. Berkman Center for Internet & Society at Harvard University 2010; Zorza 2013.
30. USAID 2009.
31. An exclusion is made for very small cases and cases in which privacy may be an issue.
32. Byfield 2011.
33. Love 2011.
34. World Bank Group, Investment Climate Advisory Services 2011.
35. Roberge 2014.
36. Pouget 2013.
37. National Arbitration Forum 2005.
38. Pouget 2013; Stipanowich 2004; Love 2011.
39. UNCITRAL 2004b.

Resolving insolvency

New funding and business survival

When Kodak filed for bankruptcy in January 2012, few were surprised. The company had dominated the U.S. photographic film industry for decades, but technology in the form of digital photography and camera-equipped smartphones had advanced faster than its ability to adapt. Yet 20 months later Kodak emerged from a successful reorganization with a new business focus. In between, Kodak had received $950 million in new loans that were crucial for paying vendors and suppliers and running its day-to-day business operations while it underwent reorganization.[1]

As the Kodak example shows, businesses in financial distress may need new money to survive. Yet lending to companies that are finding it difficult to honor promises made to existing creditors hardly seems a profitable venture. A framework is needed that allows access to new funds for financially distressed but potentially viable businesses while ensuring a high probability of repayment. Creating such a framework can be a challenge.

When a company becomes insolvent—when it cannot pay its debts as they fall due—either the company itself or its creditors may start insolvency proceedings. In an efficient insolvency system these proceedings will result in the reorganization of the insolvent company if it is viable or in its liquidation if it is not. Continued operation of the debtor's business during the insolvency proceedings is imperative for successful reorganization. It can also be important in liquidation, where the goal is to maintain and maximize the value of the debtor's assets.[2] But to continue operating, the insolvent company will need access to additional funds.[3] It is unlikely to be able to rely on internal sources to finance its costs—including payments for the goods and services needed to continue the business. So the company may need to seek external funding (figure 11.1).

New funding provided to an insolvent company after the start of insolvency proceedings is known as post-commencement finance.[4] It can become necessary at different stages of insolvency proceedings—immediately after the application for insolvency, during the preparation and approval of a reorganization plan or before the sale of assets in a liquidation. Besides paying for goods and services essential to continued operation, new funds are often used to cover labor costs, insurance, rent and other expenses necessary to maintain the value of the assets.[5] But it is important that post-commencement finance mechanisms be used judiciously. To avoid restricting the availability of credit in regular commercial transactions, the use of post-commencement finance should be limited to supporting the reorganization of viable firms or enabling the sale of businesses as a going concern in liquidation—and only if new credit would lead to higher returns to existing stakeholders in the distressed business (box 11.1).

WHAT ARE SOME GOOD PRACTICES?

Insolvency law can create a predictable and enforceable framework for lending to companies in insolvency proceedings through provisions explicitly allowing

- New funding provided to an insolvent company after the start of insolvency proceedings—known as post-commencement finance—can enable the business to continue operating during insolvency.
- The authorization of post-commencement finance and the treatment of the claims of post-commencement creditors are two important areas that need to be addressed in insolvency law. But half the 189 economies covered by *Doing Business* have no provisions in these areas.
- Clear and effective regulations on post-commencement finance may improve the availability and terms of new funding for viable firms undergoing insolvency proceedings—funding that can support their successful reorganization or enable their sale as a going concern in liquidation.
- Financially distressed businesses are more likely to pursue reorganization—and more likely to emerge from insolvency proceedings as a going concern—in economies that have provisions on post-commencement finance.
- Many economies are introducing provisions on post-commencement finance as part of an overall effort to strengthen mechanisms for business rescue.

FIGURE 11.1 Post-commencement finance can be critical in helping a business go from insolvency to recovery

post-commencement borrowing and providing some assurance of payment. Without such provisions, lenders are unlikely to make new funds available on acceptable terms—or indeed on any terms at all.[6]

Several competing interests come into play: the insolvent debtor aims to continue its operations or maximize the value of its assets (or both); existing creditors want to have their rights recognized and preserved; and potential new creditors need assurance that they will be paid. These concerns can be addressed through provisions in two areas: explicit authorization of post-commencement finance and treatment of the claims of post-commencement creditors. Good practices in these areas have been recommended by a range of international institutions, including the United Nations Commission on International Trade Law, the World Bank, the International Monetary Fund and the Asian Development Bank.

As a first step, insolvency law needs to include clear provisions authorizing post-commencement finance as well as efficient mechanisms for obtaining such finance.[7] The law can grant the power to obtain new loans either to the debtor or to the insolvency representative managing the debtor's assets. The law can address the form of the new money—loans and other forms of finance from new or existing lenders. And to ensure that the power to take on new loans is used prudently, the law may require that the court or the creditors approve all new borrowing.[8]

In Serbia the law gives bankruptcy administrators the power to obtain new loans during insolvency proceedings.[9] In Finland a debtor can take on new debt without the approval of the insolvency representative as long as the debt is connected with the debtor's regular activities and the amount and terms are not unusual; all other loans require the approval of the insolvency representative.[10] In Japan debtors in reorganization

BOX 11.1 New funding comes to the rescue

Marvel Entertainment Group—the company behind the Avengers, Spider-Man and the Fantastic Four—went through a tumultuous time in the late 1990s. A failed investment strategy and shrinking comic book market had left the company reeling, and its main investors could not agree on the best way forward. Unable to resolve its problems out of court, Marvel filed for reorganization in 1996. The proposed reorganization plan included large infusions of equity and credit to finance a new strategic investment program. But the company needed immediate assistance to pay its suppliers and employees and to meet its operating and investment needs during reorganization. The court approved a $100 million loan from a bank group led by Chase Manhattan. This loan helped keep the company operating during the several months of negotiations that followed. Marvel proved that it was worth the investment: its latest film, *Avengers: Age of Ultron*, had pulled in more than $1 billion at the worldwide box office only 24 days after its release in May 2015.

Sources: Marvel Entertainment Group 1996; Lambie 2015; *Variety* 1997; Pedersen 2015.

proceedings can seek the permission of the court to borrow money.[11] In liquidation proceedings the power to request the court's approval rests with the bankruptcy trustee.[12]

Besides explicitly authorizing post-commencement finance, insolvency law needs to establish clear rules for ranking the claims of existing and post-commencement creditors.[13] Ranking rules determine which creditors get paid first, second or last from the proceeds received from the sale of the debtor's assets. The higher a creditor's ranking priority, the greater the likelihood that the creditor will be paid. So it is no surprise that the ranking priority that a debtor (or an insolvency representative acting for the debtor) can offer to potential creditors is among the central issues in the regulation of post-commencement finance.[14] At the same time, the rights and priorities of existing creditors, especially secured creditors, must be upheld to the extent possible. This ensures fairness and predictability, important aspects of any credit system.[15]

Achieving a balance between providing incentives to potential lenders and respecting the rights of existing creditors is not easy. Two main practices are generally recommended. First, the law needs to explicitly allow debtors to obtain new funding by pledging assets as collateral to secure the loans, as a way to provide assurance of payment. But the provision of this new security should not affect the priority of existing secured creditors without these creditors receiving alternative protection—or at least notice of the change and an opportunity to be heard. Second, the law needs to enable debtors to obtain new funding without security. For this unsecured post-commencement finance, the law needs to grant the claims of post-commencement creditors priority over those of existing unsecured creditors.[16] As a general rule, granting post-commencement finance "super-priority" over all existing claims (secured and unsecured) is not recommended, because this approach risks disrupting the extension of secured credit in regular commercial transactions.[17]

In South Africa new financing may be either unsecured or secured by any asset of the company that is not already subject to existing claims. Post-commencement finance receives preference over all unsecured claims against the company except those related to employment and to costs of bankruptcy proceedings.[18] In Serbia post-commencement finance is treated as an expense of the bankruptcy estate and is paid first before other claims, including claims of existing creditors. But it does not affect prior rights of secured creditors unless these creditors agree otherwise.[19] In Belgium the law gives debts arising during judicial reorganization priority over all other unsecured debt in the event of a subsequent liquidation.[20] The aim is to support continued operation of the debtor's business and the availability of credit for the debtor during the reorganization proceedings.

CHANCES OF BUSINESS SURVIVAL

Economies around the world have undertaken reforms aimed at improving their insolvency systems (box 11.2). The majority of those recorded by *Doing Business* in the past five years focused on introducing or strengthening reorganization mechanisms.[21] Providing an effective and efficient framework for saving viable businesses is at the heart of internationally established good practices in the area of insolvency.[22]

Empirical evidence on how insolvency reforms affect credit markets is clear—they lead to greater access to credit for firms, at lower cost.[23] Empirical evidence on how these reforms affect the chances of business survival is limited, however. Objective data on business rescue are difficult to establish, and elements contributing to successful results are difficult to isolate.[24] But one vital factor appears to be the availability of post-commencement finance.[25] Indeed, adequate interim financing to ensure the continued operation of distressed businesses has been identified as one of four critical components of turnaround success—along with competent management, a viable core operation and a motivated labor force.[26] Real-life examples support this conclusion (box

BOX 11.2 New provisions on post-commencement credit in Mexico

Mexico initiated an important financial reform in 2013 with the aim of increasing the availability of credit for businesses and encouraging economic growth. This effort culminated in the Financial Reform Act of 2014. Some of the changes targeted the country's Insolvency Law. Adopted in 2000, this law had been part of a series of measures aimed at modernizing Mexico's insolvency framework—which had been in place for more than half a century—and promoting business rescue in the wake of the 1994 peso crisis. But its effects fell short of expectations: by 2013 less than a thousand insolvency cases had been filed under the new law.[a]

It became apparent that if distressed businesses were to preserve their financial viability and the jobs they create, changes were needed to make insolvency proceedings more attractive to both debtors and creditors. Several new features were introduced. These include the possibility for a debtor to obtain new finance during reorganization proceedings, to enable continued operation of its business. The new credit would have priority over existing credit, both secured and unsecured.

a. De la Rosa 2014.

BOX 11.3 New funding can save companies with viable operations

Fruit of the Loom, a manufacturer of leisure clothing, was struggling in the late 1990s. The company filed for reorganization after suffering steep losses in 1999. This step allowed the company certain protections from creditors while it attempted to restructure the business. At the time, Fruit of the Loom was a Chicago-based company with operations in several countries and 40,000 employees. Although the company's U.S. branch was going through insolvency proceedings, its Canadian and European subsidiaries continued operating. So it was imperative that the company receive interim financing to fund operations. A $625 million loan led by Bank of America was key in ensuring a successful resolution. The company was purchased in 2001 by Warren Buffett's Berkshire Hathaway for $835 million in cash.

Sources: Gamble 2003; *Florida Times-Union* 1999; *Chicago Tribune* 2001.

11.3). Research also provides support, showing that constraints on external financing—arising as a result of events such as a financial crisis—impede successful restructuring.[27]

Every year the *Doing Business* team collects data on the efficiency of insolvency proceedings in economies around the world. One aspect captured by the data is the type of proceeding that a distressed business is most likely to encounter in each economy. Another is the likelihood that a distressed but potentially viable business can survive insolvency and continue operating as a going concern. The data are collected through questionnaires that ask insolvency experts in each economy to estimate the most likely type of insolvency proceeding and the most likely outcome of such proceeding based on specific assumptions about the debtor and the creditors. Starting with last year's report, the team has also collected data on certain aspects of insolvency laws and regulations in each economy, including the availability and priority of post-commencement finance. The data are collected through readings of the law and through consultations with insolvency experts in each economy.[28]

The *Doing Business* data show possible connections between the existence of regulations on post-commencement finance and the likelihood of business survival. While these connections do not necessarily establish a causal relationship, they do show that business rescue is more likely in economies where the law provides for post-commencement finance. So it is possible that having a predictable and enforceable framework for post-commencement lending improves the availability and terms of new funding for viable businesses during insolvency proceedings, thus allowing such businesses to successfully reorganize and continue operating. This reasoning also applies to liquidation proceedings, where post-commencement finance can support the temporary continuation of a business to enable its sale as a going concern.

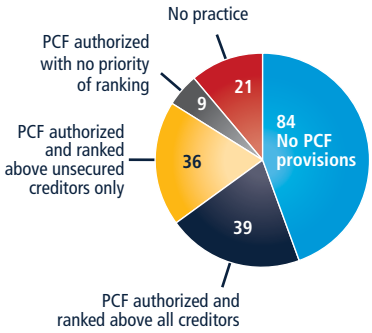
Of the 189 economies covered by *Doing Business*, 84 have explicit provisions authorizing post-commencement finance in their laws while 84 do not. (The other 21 economies have no recorded insolvency practice and are therefore excluded from the analysis.)[29] Of the 84 economies that have provisions authorizing post-commencement finance, only 9 have no special provisions on how the claims of post-commencement creditors should be ranked relative to existing claims. The other 75 economies establish priority in the applicable insolvency law: 36 rank the claims of post-commencement creditors above those of existing unsecured creditors only, and 39 rank such claims above those of all existing creditors (figure 11.2).

Provisions on post-commencement finance are often part of a larger mechanism of corporate reorganization. In Finland, for example, the Restructuring of Enterprises Act includes such provisions while the Bankruptcy Act is silent on this subject.[30] The reason is that the purpose of post-commencement finance is to encourage and facilitate the continued operation of a business during insolvency proceedings, which is particularly important in reorganization. More than 90% of economies that have provisions on post-commencement finance also have specific provisions on corporate reorganization as part of their insolvency law.

But the availability of a reorganization mechanism does not guarantee that it can or will be used in practice. The German Insolvency Code, for example, provides a mechanism for business rescue, yet only a small percentage of financially distressed businesses use this mechanism with successful results.[31] What role might be played by the existence of provisions on post-commencement finance? One way to look at this

FIGURE 11.2 Half the economies studied have no provisions on post-commencement finance

Economies by treatment of post-commencement finance



Source: Doing Business database.
Note: PCF = post-commencement finance.

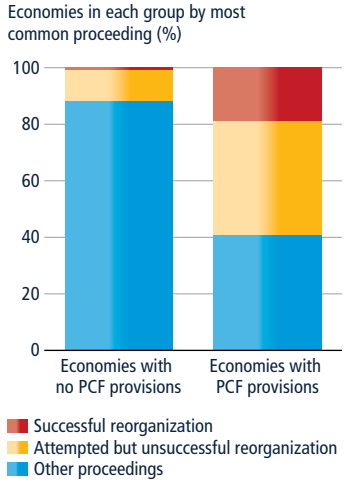
question is to compare two sets of data collected by *Doing Business*: the data on which economies have provisions on post-commencement finance and the data on which insolvency proceeding is most common in each economy.

The results suggest that distressed businesses are more likely to pursue reorganization in economies that have provisions on post-commencement finance. Successful reorganization is the most common insolvency proceeding in 19% of these economies, while attempted but unsuccessful reorganization is the most common in 40% (figure 11.3). By contrast, among economies with no explicit provisions on post-commencement finance, attempted but unsuccessful reorganization is common in only 11%, and successful reorganization is unlikely (recorded in only one economy). The positive correlation between provisions on post-commencement finance and the likelihood of attempted or successful reorganization holds even after taking into account differences in the income level of economies.[32]

Moreover, the *Doing Business* data show that survival of distressed businesses at the end of insolvency proceedings is more likely in economies with provisions on post-commencement finance. Survival as a going concern is the most common outcome of insolvency proceedings in only 47 of the 189 economies studied. This outcome can be a result of either reorganization proceedings or the sale of an existing business as a going concern to new owners at the end of liquidation or foreclosure proceedings.[33] Of the 47 economies where survival is the most common outcome, 37 have explicit provisions on post-commencement lending while the other 10 do not (figure 11.4).

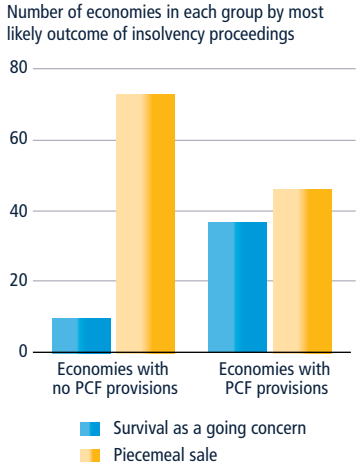
The existence of post-commencement finance provisions does not guarantee business survival, however. In South Africa, for example, amendments to the Companies Act in 2011 included detailed rules on post-commencement finance and its priority.[34] Yet the most common outcome of insolvency proceedings in the country continues to be liquidation of the distressed business and its piecemeal sale. Indeed, the *Doing Business* data show that this is the most common outcome in the majority of economies with provisions on post-commencement finance. Survival of the business as a going concern is likely in only 44% of economies with such provisions. Even so, this represents a significantly higher probability of survival than in economies without provisions on post-commencement finance: survival as a going concern is the likely outcome of insolvency proceedings in only 12% of these economies. The positive correlation between post-commencement finance provisions and the outcome of proceedings holds even after taking into account differences in the income level of economies.[35]

FIGURE 11.3 Distressed businesses are more likely to pursue reorganization in economies with post-commencement finance provisions



Source: Doing Business database.
Note: PCF = post-commencement finance. *Other proceedings* include liquidation, foreclosure and receivership.

FIGURE 11.4 Businesses are more likely to emerge from insolvency proceedings as a going concern in economies with post-commencement finance provisions



Source: Doing Business database.
Note: PCF = post-commencement finance.

CONCLUSION

Data collected by *Doing Business* show that well-structured provisions on post-commencement finance are important. By establishing predictable and enforceable rules on lending during insolvency proceedings, these provisions may encourage creditors to lend to viable businesses capable of reorganization—and to do so on better terms. They may also encourage creditors to provide the necessary bridge financing to enable the sale of businesses as a going concern in liquidation. When financially distressed businesses have legally sanctioned access to new funds, they may be more likely to attempt reorganization and to emerge from the process successfully. The data validate the emphasis put on the continuation of business operations during insolvency proceedings as a way to facilitate reorganization and to preserve and maximize the value of the debtor's assets.

These results also explain why a growing number of economies are amending their insolvency laws to include or improve provisions on post-commencement finance. One of these is Mexico, whose Financial Reform Act of 2014 introduced the possibility of requesting post-commencement finance during

reorganization proceedings and gave the claims of post-commencement creditors priority over those of existing creditors. Similarly, in the past two years Cyprus, Jamaica, the Seychelles, and Trinidad and Tobago introduced provisions on post-commencement finance and its priority as part of an overall effort to strengthen and modernize mechanisms for business rescue.

Nevertheless, half the economies covered by *Doing Business* have no provisions on post-commencement finance. And even economies that do have such provisions often see little or no use of them in practice. *Doing Business* data show that focusing on post-commencement finance as part of the effort to facilitate and promote business rescue can lead to more attempts at reorganization and higher rates of business survival.

NOTES

This case study was written by Maksym Iavorskyi, Klaus Koch Saldarriaga, Olena Koltko and María Antonia Quesada Gámez.

1. Kodak 2012.
2. UNCITRAL 2004a, p. 113.
3. Clift 2011.
4. Post-commencement finance as described in this case study differs from trade credit extended by vendors that continue to trade with a debtor during the insolvency process. The rules and priorities for trade credit often differ from those for post-commencement finance.
5. UNCITRAL 2004a, pp. 113-14, and World Bank 2011, principle C9.
6. See comment to global principle 31 in American Law Institute (2012).
7. UNCITRAL 2004a, p. 118.
8. UNCITRAL 2004a, pp. 113–15, 117–18.
9. Law on Bankruptcy (Law 104/09 of December 16, 2009), article 27(2).
10. Restructuring of Enterprises Act (Act 47/1993, as subsequently amended), section 29.
11. Civil Rehabilitation Act (Act 225 of December 22, 1999), article 41.
12. Bankruptcy Act (Act 75 of June 2, 2004), article 78(v).
13. See standard 5.6 in Asian Development Bank (2000, p. 35).
14. IMF, Legal Department 1999.
15. See principle C12 in World Bank (2011, pp. 18–19).
16. See recommendations 63–68 in UNCITRAL (2004a, pp. 113–19).
17. IMF, Legal Department 1999.
18. Companies Act 2008 (Act 71 of 2008), section 135.
19. Law on Bankruptcy (Law 104/09 of December 16, 2009), article 27.
20. Loi relative à la continuité des entreprises (law related to companies' continuation), article 37.
21. In the five years from 2009 to 2014, 60 economies implemented 87 reforms affecting the *Doing Business* indicators on resolving insolvency. Reforms in the area of corporate reorganization were the most common: 10 economies introduced a new reorganization proceeding, and 21 promoted reorganization or made improvements to their existing reorganization framework.
22. See, for example, World Bank (2011) and UNCITRAL (2004a).
23. Armour and others 2015.
24. Vriesendorp and Gramatikov 2010.
25. See comment to global principle 31 in American Law Institute (2012).
26. Bibeault 1982, p. 112.
27. Vriesendorp and Gramatikov 2010.
28. For a detailed description of the methodology for the resolving insolvency indicators, see the data notes.
29. For a definition of "no practice" economies as recorded by the resolving insolvency indicators, see the data notes.
30. Restructuring of Enterprises Act (Act 47/1993, as subsequently amended), sections 29, 32 and 34.
31. According to Germany's Federal Statistical Office, 24,085 businesses filed for insolvency in the country in 2014. *Doing Business* respondents estimate that less than a quarter of businesses filing for insolvency successfully undergo restructuring proceedings.
32. The correlation between the score that economies receive on explicit authorization of post-commencement finance and the most likely type of proceeding as measured by *Doing Business* is 0.49. The relationship is significant at the 1% level after controlling for income per capita.
33. For a detailed explanation of the methodology used to determine the outcome of insolvency proceedings, see the data notes.
34. Companies Act 2008 (Act 71 of 2008), section 135.
35. The correlation between the score that economies receive on explicit authorization of post-commencement finance and the outcome of insolvency proceedings as measured by *Doing Business* is 0.36. The relationship is significant at the 1% level after controlling for income per capita.

Legal research findings on business regulation and the law

How laws and regulations affect the life of a local company is a complex question. The *Doing Business* report has endeavored to provide a cross-country comparison of the regulatory environment for local small and medium-size businesses since its inception 13 years ago. Its analysis has traditionally focused on two aspects of the regulatory environment as it applies to the topics covered: the efficiency with which a regulatory goal is achieved and the quality of the rule itself. The data collected for the *Doing Business* indicators over the years have served as a source of information for articles published in peer-reviewed academic journals and for working papers. In reviewing this research, past editions of the *Doing Business* report presented the economic perspective on the findings.[1] But the indicators are also part of a broader discussion on what constitutes "business friendly" rule of law.

This chapter reviews articles that were published in legal journals ranked among the top 70 and that focus on areas covered by four sets of *Doing Business* indicators—including articles whose core analysis centers either on the adequacy of legislation as compared with internationally accepted standards or on the application of the law.[2] The four sets of indicators are those on enforcing contracts, getting credit (legal rights), protecting minority investors and resolving insolvency. While most of these indicators are based primarily on a study of substantive law, some also examine the efficiency of the judiciary in dealing with commercial disputes and insolvencies.

The review reveals four thematic axes (table 12.1). First, a number of articles study the impact of court efficiency and the role of alternative dispute resolution (ADR) in countries' development by analyzing the symbiotic relationship between the two.[3] Second, many articles examine the rights and obligations of different types of shareholders in a company and the rules of corporate governance that can help ensure good corporate management. Third, researchers have looked at how creditors' rights affect access to finance, often focusing on the importance of a modern secured transactions system. Finally, studies have debated the importance of reorganization procedures in an insolvency framework, particularly in the light of the U.S. reorganization model.

COURT EFFICIENCY AND ALTERNATIVE DISPUTE RESOLUTION

The *Doing Business* indicators on enforcing contracts have historically touched on some of the issues of judicial efficiency explored by legal research in recent years, and a new indicator introduced this year—the quality of judicial processes index—broadens their coverage to include several additional aspects. One of these is the availability of arbitration and voluntary mediation as ADR mechanisms. Several studies discuss aspects of ADR and its relationship with court efficiency, including Dakolias (1999), Ryan (2000) and Drahozal and O'Connor (2014).

- The legal research findings relevant to the *Doing Business* indicators cover four main areas: court efficiency and alternative dispute resolution; corporate governance; creditors' rights and collateral laws; and insolvency rules and reorganization procedures.
- Alternative dispute resolution mechanisms tend to have a symbiotic relationship with court efficiency. Where available, these mechanisms tend to be linked with faster dispute resolution in courts.
- The corporate governance literature highlights the need for a clear set of rules on who makes key decisions, who needs to be informed about those decisions and how abuse from different stakeholders can be prevented.
- The creditors' rights literature focuses on analyzing whether the legal framework can help maximize the value of collateral held by small and medium-size companies while giving secured creditors the assurance that their rights will be protected.
- The main objective of insolvency legislation is to ensure the survival of viable businesses, on the one hand, and the most equitable return for stakeholders in businesses that should ultimately be liquidated, on the other.

TABLE 12.1 Four thematic axes in the literature

Court efficiency and ADR	Corporate governance	Creditors' rights and collateral laws	Insolvency rules and reorganization procedures
Performance of judicial administration • Dakolias (1999) ADR mechanisms and procedural safeguards • Ryan (2000) Scope of arbitration clauses • Drahozal and O'Connor (2014) Technology and access to justice • Cabral and others (2012)	Regulatory convergence in shareholder protection and corporate governance • Katelouzou and Siems (2015) • Aytekin, Miles and Esen (2013) Director versus shareholder primacy • Bainbridge (2014) Agency cost in principal-agent relationship • Hill and McDonnell (2015) • Gilson and Gordon (2013) Company form and rights of shareholders • De Jong (forthcoming) Relationship between shareholder and worker protection • Gahan, Ramsay and Welsh (2014)	Importance of secured transactions regimes • Kozolchyk and Furnish (2006) Legal and collateral registry reform in Malawi • Dubovec and Kambili (2013) Secured transactions reform in Ghana • Dubovec and Osei-Tutu (2013) Statutory erosion of creditors' rights and the U.K. example • Walters (2014)	Good insolvency practices • Azar (2008) Deciding between liquidation and reorganization proceedings • Adams (1993) Relationship between reorganization law and the performance of reorganization systems • Eisenberg and Sundgren (1997) • LoPucki and Triantis (1994) Secured creditors' rights in reorganization proceedings • Segal (2007) Voting on reorganization plans • Kordana and Posner (1999)

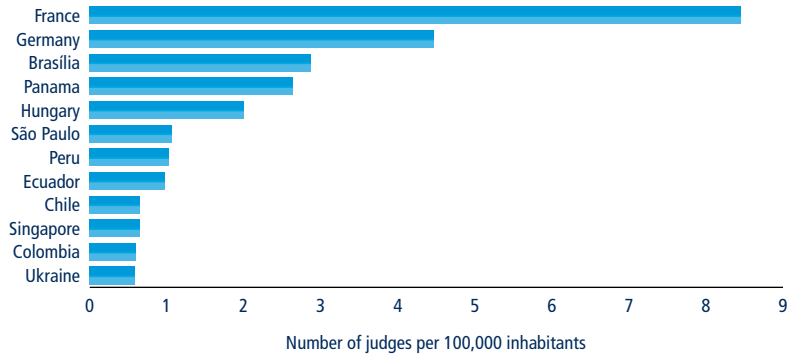
Another aspect measured by the new index is the use of technology in ways that can increase court efficiency and reduce corruption—such as electronic filing, electronic delivery of legal documents to the parties to a case, electronic payment of court fees, random assignment of cases to the judges, publication of judgments and electronic case management systems. As Cabral and others (2012) suggest, technology can also improve access to justice. Beyond these aspects, the index also measures elements of the court structure (such as the availability of a specialized commercial court and a court or simplified procedure for small claims) as well as the case management system (such as the existence of specific rules on adjournments or time limits for key court events like delivery of the final judgment).[4]

Added to the traditional indicators on the time and cost to enforce a contract, the new index provides broader insights into judicial efficiency and the quality of judicial processes and can help policy makers around the world make more informed decisions when undertaking judicial reform. A review of the literature suggests that the enforcing contracts indicators are a unique tool for policy makers, as cross-country data on court efficiency are scarce and no other data set compares judicial efficiency in as many as 189 economies.

Until recently there was also little quantitative research on judicial efficiency. Researchers preferred to focus instead on the qualitative aspect of comparative law. Dakolias (1999) was among the first to carry out a comparative analysis of the performance of judicial administration. Focusing on 11 economies in different regions, the author's analysis was based on data provided by public sources on the following metrics: number of cases filed per year, number of cases disposed per year, number of cases pending at year-end, clearance rate (ratio of cases disposed to cases filed), congestion rate (pending and filed cases over resolved cases), average duration of each case and number of judges per 100,000 inhabitants (figure 12.1).

The results show that in many of these economies the judiciary was able to meet demand at a specific point in time; as time

FIGURE 12.1 The number of judges relative to the population varies widely across economies



Source: Adapted from Dakolias (1999).

passed, however, difficulties arose and reforms were needed to address deficiencies. Some of the solutions proposed by Dakolias involve introducing ADR mechanisms to address backlogs, increasing the number of judges by establishing temporary courts and using information technology to improve productivity—all areas addressed by *Doing Business*.

Researchers have studied some of these solutions more broadly. For example, Cabral and others (2012) analyze how the use of technology by courts and legal aid organizations can help improve access to justice for low-income litigants in the United States. While great strides have been made through the use of web-based delivery models (such as electronic filing and document assembly), accessibility and usability are still far from ideal. Indeed, the authors argue that to avoid penalizing the parties to a case, courts implementing new technologies should consider the barriers that some litigants might face in accessing the technologies—such as self-represented litigants, litigants located in rural areas and persons with disabilities or with limited English proficiency.

In addition, Cabral and his coauthors argue that mobile devices, for example, will become one of the primary means of accessing information and that the legal community needs to adapt accordingly. And they emphasize the need to improve well-accepted technological enhancements such as electronic filing systems. The adoption of open technical standards for electronic filing, the authors contend, could ensure universal access for litigants. They also propose a triage system that would recommend cost-efficient choices for litigants. Finally, the authors analyze different barriers to the adoption of effective technology strategies that could improve access to justice. They identify eight sometimes overlapping barriers (for example, lack of funding, a lack of uniformity or standardization and a perception that using technology is not full justice) as well as potential solutions (such as the adoption of standardized forms or the use of incentives like grants) to foster technology.

ADR mechanisms have long been recognized as an important tool for enhancing court efficiency, either by helping to alleviate court congestion or by providing a faster, less costly and more flexible solution for litigants. Today ADR mechanisms are commonly incorporated into the litigation process (such as through court-annexed arbitration),[5] and even if there is criticism of these mechanisms, models such as contractual arbitration and mediation are undeniably popular in the business community. Ryan (2000) argues that the widespread use of ADR needs to be accompanied by procedural safeguards so as to ensure the rights of the parties involved. The author suggests that among the most important developments in judicial ADR has been the designation of uniform standards of ethics and procedure. The author provides further recommendations in areas relating to confidentiality, evidence, public accountability, ethical issues and quality control.

The relationship between courts and ADR mechanisms can be particularly complex when a contractual relationship is agreed between sophisticated parties. Drahozal and O'Connor (2014) argue that when the parties to a contract choose between courts and arbitration, an ex ante procedural unbundling occurs when they select specific claims and remedies rather than an "a la carte" choice of individual procedures. For example, it is common practice for arbitration clauses to exclude certain claims and remedies or for parties to agree that even when going to court they will still rely on arbitration to resolve particular matters.[6] These practices, referred to as "carve-ins" and "carve-outs," are used to ensure greater performance incentives and lower dispute resolution costs.

The authors gather empirical data on procedural unbundling for different types of contracts (such as franchise agreements, technology contracts and joint venture agreements) and find, among other things, that almost all franchise contracts include "carve-outs" in their arbitration clauses. In addition, the authors argue that where there is mistrust in the courts, parties will rely on arbitration procedures. And they show that contractual value is lost if parties cannot rely on courts to protect the value of their information and innovation.

CORPORATE GOVERNANCE—WHO SHOULD HAVE CONTROL?

The *Doing Business* indicators on protecting minority investors measure the protection of minority shareholders from conflicts of interest as well as shareholders' rights in corporate governance. To construct these indicators, *Doing Business* applies a consistent methodology and case study to assess whether each economy has implemented a set of good practices in litigation and corporate governance that protect minority shareholders. As Aytekin, Miles and Esen (2013) illustrate, economies can benefit from the lessons drawn from comparisons with good practices worldwide. And the authors confirm earlier *Doing Business* findings that developing economies are closing the gap in regulatory frameworks. Indeed, Katelouzou and Siems (2015) suggest that there is a pattern of global convergence toward regulatory good practices as measured by *Doing Business*, regardless of legal origin or tradition.

Hill and McDonnell (2015) concur on the importance of measurements and benchmarks, suggesting that they have contributed to reducing the agency problem in modern company law in the past decade. Gilson and Gordon (2013) also reflect on the agency issue. Nevertheless, as Bainbridge (2014) shows, whether shareholder-centric or board-centric company law is more beneficial depends on myriad characteristics specific to each economy. In line with the updated methodology for the protecting minority

investors indicators, De Jong (forthcoming) attempts to shed further light on differences between regulatory frameworks applicable to listed and nonlisted companies and on the consequences for the rights of investors.

Research on company law and corporate governance models has generated three commonly accepted paradigms: First, this area of law may be path-dependent and thus not subject to many significant changes in a given jurisdiction. Second, the influence of the U.S. corporate governance model has led to the dominance of market-oriented company law. And third, an economy's legal origin and stage of economic development are important factors in determining shareholder protection. Yet Katelouzou and Siems (2015), using leximetric data measuring the strength of formal legal protections in 30 countries over a 24-year period, demonstrate the weakening of these paradigms. To do so, they construct a shareholder protection index by measuring 10 aspects of shareholder protection, some of which are also covered by the protecting minority investors indicators. According to the authors' findings, the U.S. model of company law is not the norm. In addition, since the financial crisis, interest in reform has shifted to other areas of law. And countries with similar levels of shareholder protection do not necessarily have the same legal origin or stage of economic development. The authors also suggest that all 30 countries in their study increased shareholder protection over the period covered (figure 12.2).

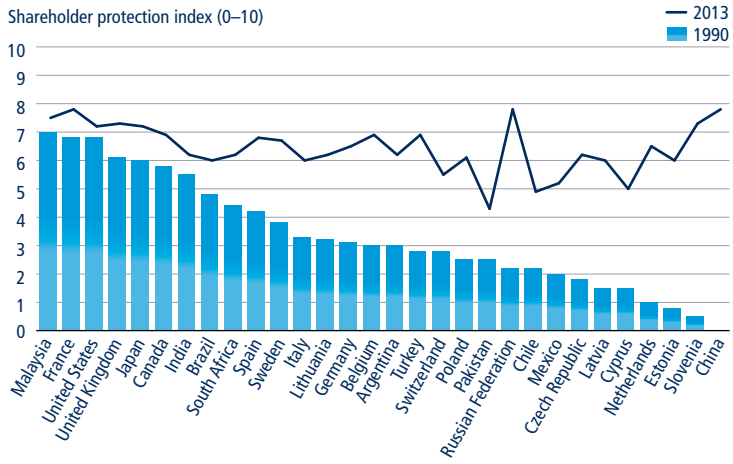
Comparisons of countries with different legal traditions and levels of development can help identify good practices as well as weaknesses in law. Aytekin, Miles and Esen (2013) use a comparative approach to analyze the development of corporate governance in Turkey, particularly after 2006. They use a comparison with Canada to identify strengths and weaknesses in the Turkish system and to determine whether Turkey is making faster progress in corporate governance practices than Canada is. The authors find that Turkey has improved in many aspects of modern corporate governance, though the development of effective and efficient boards remains an area of slower progress. And they provide support for the claim that developing countries are closing the corporate governance gap with high-income countries.

In another important finding, Aytekin, Miles and Esen show that while there was no change in Turkey's positive trend of corporate governance development during the 2008–09 financial crisis, Canada's corporate governance practices and reputation were adversely affected during this period. The authors conclude that researchers and practitioners need to give special attention to the development and functioning of company boards in Canada as well as Turkey, because they find that this element of corporate governance is weaker than others in both these countries.

For a corporation to flourish, a clear set of rules is needed on who makes key decisions, who needs to be informed about those decisions and how abuse from different company stakeholders can be prevented. Bainbridge (2014) discusses whether shareholders or management should ultimately have control in corporate decisions and whose interests should ultimately prevail. The author examines the general assumption that shareholder primacy is a defining characteristic of New Zealand company law and compares the means and ends of corporate governance in that body of law with those in the considerably more board-centric regime of the United States. He finds that New Zealand company law both establishes shareholder wealth maximization as the objective of corporate governance and, despite assigning managerial authority to the board of directors, gives shareholders significant control rights. This contrasts with the separation of ownership and control mandated by the U.S. system. Arguing that this separation of ownership and control has significant efficiency advantages, the author suggests that New Zealand has opted for a more shareholder-centric model because there are only a small number of New Zealand firms for which director primacy would be optimal.

Transparency in the decision-making structure is also imperative to ensure the performance of corporations—especially since performance can be understood in

FIGURE 12.2 Shareholder protection increased between 1990 and 2013 in all 30 countries in a study



Source: Adapted from Katelouzou and Siems (2015, figure 1).

Note: Higher scores on the shareholder protection index (as defined in Katelouzou and Siems 2015) indicate stronger protection of shareholders in the law.

different ways. Hill and McDonnell (2015) illustrate how corporate managers may favor themselves at the cost of corporations or shareholders and thus become bad agents. They argue that the agency cost paradigm, by emphasizing the maximization of shareholder value as the duty of corporate managers, has had some good effects, but also some bad effects and some ugly ones. The good is to provide a benchmark that can make it easy to identify bad management performance. The bad effect extends to actions with ambiguous consequences, such as takeovers aimed primarily at reducing development costs, which may entail results worse even than the self-gain of corporate managers. The ugly effect emerges when managers, by focusing on increasing shareholders' value, boost their own first through questionably defined performance payments.

Gilson and Gordon (2013) analyze the costs of ownership by institutional investment intermediaries—the agency costs of agency capitalism in the United States and other jurisdictions. According to the authors, such costs emerge from a divergence of interests, not only between owners and managers but also between owners of record (institutional investors) and beneficial owners. These costs can be lessened with the aid of shareholder activists, serving as an additional set of specialists who can intervene and challenge institutional investors.

The form of a company is also relevant in corporate governance. De Jong (forthcoming) analyzes the distinction between public and private (limited) companies and its relevance to company law in the Netherlands and the United Kingdom. In both jurisdictions the private company is of more recent origin than the public company and currently the most common company form. The author discusses the motives for choosing the public company form over the more lightly regulated private company one as well as the justifications for the more extensive regulation of the public company. De Jong argues that both British and Dutch law could relax certain mandatory provisions for nonlisted public companies and thus offer more flexibility to shareholders. In contrast with British law, under Dutch law a private company can make public offers of its securities and become listed, though there is no appropriate legislative regime as there is for a public company. The author concludes with a discussion on several areas in which British or Dutch company law distinguishes between public and private companies, including capital protection, resolutions and meetings, rights attached to shares, the board, accounting law and dispute resolution.

Finally, Gahan, Ramsay and Welsh (2014) use leximetric analysis to document changes in the level of worker protection and shareholder protection in six countries over the period 1970–2005. They find that both worker and shareholder protection increased in five of the six countries—France, Germany, India, the United Kingdom and the United States. By contrast, in the sixth country, Australia, shareholder protection increased while the level of worker protection in 2005 was similar to that in 1970. Statistical tests show that greater formal protection for shareholders does not come at the expense of formal protection for workers (figure 12.3).

CREDITORS' RIGHTS AND COLLATERAL LAWS

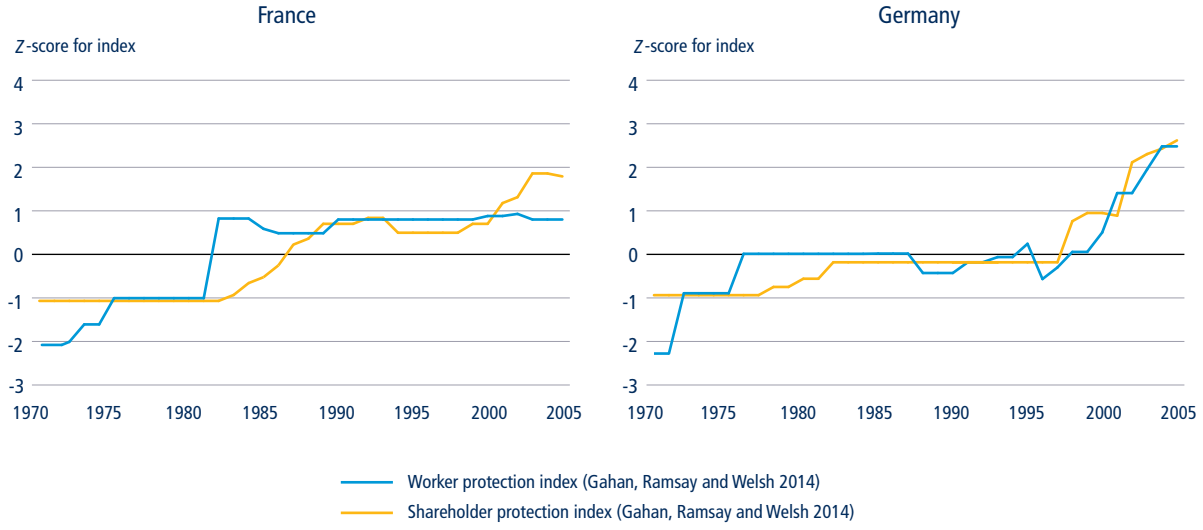
One of the *Doing Business* indicators on getting credit, the strength of legal rights index, centers on the key stages in the life cycle of a security interest in movable property: creation, publicity and enforcement. These are the pillars of a modern secured transactions system. The index also measures aspects of the interactions between collateral law and bankruptcy regimes, providing guidance on good practices according to internationally accepted standards. Recent articles look at closely related issues. Kozolchyk and Furnish (2006) highlight the importance of modern secured transactions systems, while Dubovec and Kambili (2013) and Dubovec and Osei-Tutu (2013) reflect on the experiences of different countries in implementing such systems. Going in another direction, Walters (2014) looks at ways in which lenders are able to adjust to changes in bankruptcy law perceived as affecting their interests.

When thinking about secured transactions reform, policy makers and researchers tackle two main issues: What type of legal framework can help maximize the value of collateral held by small and medium-size companies while giving secured creditors the assurance that their rights will be protected? And how does the secured transactions system in place affect the relative competitiveness of the private sector through its impact on the cost of commercial credit?

Kozolchyk and Furnish (2006) examine these issues through an analysis of the basic principles of modern secured transactions law. They explain that the main reason such laws are essential is that they enable the use of movable assets as collateral, increasing access to affordable credit and thus promoting economic development. The authors review the historical evolution of security interests in Latin America and the development by the Organization of American States of the Model Inter-American Law on Secured Transactions, which can help address shortcomings in the existing legislation of different countries in the region. Finally, the authors compare Mexico's amendments of secured transactions laws in 2000 and 2003 with the model law and the U.S. and Canadian paradigms and provide suggestions on how the country could continue the reform process.

Dubovec and Kambili (2013) examine the ongoing legal and collateral registry reform in Malawi and its potential for creating a modern, efficient secured transactions system. In Malawi, as in Sub-Saharan Africa generally, getting access to credit has been a major challenge for small and

FIGURE 12.3 Greater shareholder protection did not come at the cost of worker protection in France and Germany between 1970 and 2005



Source: Adapted from Gahan, Ramsay and Welsh (2014, figure 1).

Note: Higher scores on the worker and shareholder protection indices (as defined in Gahan, Ramsay and Welsh 2014) indicate stronger worker and shareholder protection in the law. As noted in the source, the figure "graphs the *z*-score for each index, which measures the different indices in a standard (equivalent) way that enables comparison across the indices. The *z*-score represents the distance between the raw score and the population mean in units of the standard deviation and is calculated as $z = (x-\mu)/\sigma$, where x is the raw index value for an individual year, μ is the mean value of the index number of all years, and σ is the standard deviation of the index number over all years for which data are observed. A negative *z*-score means the raw score is below the mean, positive when above" (Gahan, Ramsay and Welsh 2014, footnote 54).

medium-size enterprises. The country's legal framework for secured transactions consists of outdated laws whose application varies depending on many criteria, resulting in greater monitoring costs for lenders, unnecessary formalities and registration deficiencies that lead to the voiding of transactions. These issues led to an inability to improve access to affordable credit for the private sector, prompting the decision to reform the legal framework. The suggested reform is the functional approach to secured transactions, which simplifies the legal framework by bringing all security devices under a single law—in Malawi, the Personal Property Security Act signed by the president in 2013. The authors argue in favor of taking a methodical approach to secured transactions reform by using a model law—such as the New Zealand Personal Property Securities Act, used as a model in Malawi—as well as the recommendations of the *UNCITRAL Legislative Guide on Secured Transactions* (UNCITRAL 2010). The authors also note the need to take into account the local legal and socioeconomic context.

Several other reform initiatives have taken a similar approach. One such initiative was in Ghana. According to Dubovec and Osei-Tutu (2013), the prereform legal framework in Ghana, based on English law, was outdated. Ghana's new secured transactions law—the Borrowers and Lenders Act of 2008—and new collateral registry have the potential to serve as models for other African countries. But these are not typical examples of a modern secured transactions law and collateral registry, as they could still be improved. The authors argue that the reforms did not meet all international standards as set out in the *UNCITRAL Legislative Guide on Secured Transactions* (UNCITRAL 2010) and the *Secured Transactions Systems and Collateral Registries* toolkit (World Bank Group, Investment Climate Advisory Services 2010). A drafting group that includes the authors suggested amendments to the law and steps to modernize the collateral registry. These suggestions led to a redesign of the collateral registry, making it the first modern one in Africa.

Walters (2014) draws on his experience in the jurisdiction of England and Wales to describe two cases of secured lenders successfully adjusting to statutory erosion of their rights. Secured lenders responded to a redistribution of priority rights between secured and unsecured creditors by introducing transactional innovations. And they adjusted to an abolition of administrative receivership aimed at eroding their control rights by exerting their remaining control rights in new ways.[7]

INSOLVENCY RULES AND REORGANIZATION PROCEDURES

The *Doing Business* indicators on resolving insolvency measure the recovery rate for secured creditors and the extent to which domestic law has incorporated certain internationally accepted legal principles on liquidation and reorganization proceedings. The indicators address several themes discussed in the literature. One

is key insolvency principles in the law, a question explored by Azar (2008). Another is the availability of reorganization proceedings to enable insolvent but viable businesses to continue operating. Aspects of reorganization proceedings are the focus of an important part of the literature, including Eisenberg and Sundgren (1997), LoPucki and Triantis (1994), Segal (2007) and Kordana and Posner (1999). A related theme is the problem of making the right choice in deciding whether to start liquidation proceedings or reorganization proceedings, discussed by Adams (1993).

The main objective of insolvency legislation is to ensure the survival of viable businesses, on the one hand, and to ensure the most equitable return for stakeholders in businesses that should ultimately be liquidated, on the other. The question of which insolvency practices support this objective has been extensively debated. Azar (2008) looks at this issue through a comparative analysis of seven key bankruptcy themes in 50 countries around the world. The author argues that replacing the management of a company undergoing reorganization provides better protection for creditors but is not without costs—and that the mechanisms for selling a debtor's assets in liquidation should be prompt, efficient, flexible and transparent. Assessing the importance of the stay of individual proceedings in bankruptcy, he argues that without it, recovery rates for creditors are lower.[8] And on the fate of executory contracts, the author argues that if the debtor's value is maximized through the continuous exploitation of its business, bankruptcy should first preserve essential contractual relationships that arose before the start of insolvency proceedings and allow the bankruptcy estate to discard nonbeneficial ones.[9]

Azar also discusses the concept of preference in bankruptcy. He argues that preferences to creditors should be objectively defined to include transactions in the ordinary course of business when these violate the pari passu principle—the principle according to which creditors will be treated equally and creditors within a class will be repaid on a pro rata basis—to allow the trustee to bring important assets back to the estate. In addition, bankruptcy law should provide mechanisms to encourage post-commencement finance and should protect creditors whose claims arose before the start of proceedings without freezing the debtor's access to the new financing.[10]

Finally, turning to the role of the court and creditor participation, Azar argues that the court's role should be limited to guaranteeing the transparency of the collective proceeding and to providing a forum for the parties to negotiate and vote on a viable reorganization plan. Creditors should participate in important decisions through a creditors' committee, a principle promoted by *Doing Business*.

Reorganization procedures have dominated the academic research on insolvency law. Chapter 11 of the U.S. Bankruptcy Code is among the reorganization models most discussed in the comparative law literature. For example, Eisenberg and Sundgren (1997) compare data on reorganizations in the United States and Finland to assess whether differences between the two countries' laws affect the performance of their reorganization systems. The two countries' laws are alike in many important respects. Under both systems, debtors can preserve pending contracts and obtain post-commencement credit on a priority basis, reorganization plans are permitted to affect the rights of secured creditors, and payments under a reorganization plan must be at least equal to what creditors would receive in liquidation.

But the systems also differ in important ways. One main difference is that Finland's system routinely appoints administrators, while the U.S. system uses the debtor-in-possession model.[11] Another difference is that Finland's system provides more substantive early screening of cases, while underlying Chapter 11 is a de facto presumption that nearly all firms should be given a chance to reorganize. The authors find that Finland's more stringent initial screening leads to faster processing of cases; for U.S. firms, proceedings take almost three times as long. In addition, they find that Chapter 11, while perceived as being more pro-debtor, does not lead to reorganization plans that leave creditors with only the liquidation value of the assets while leaving the debtor's owners with the reorganization surplus. The authors also find that unsecured creditors receive more under the U.S. system than they do under the Finnish one.

LoPucki and Triantis (1994) use a "systems" approach to compare the judicial reorganization systems of the United States and Canada. Although U.S. and Canadian lawmakers set out to create very different systems, these systems came to function in very similar ways. The authors suggest that this functional convergence was bound to happen: given the countries' broadly similar objectives for reorganization and shared economic background (market economy), there was a limited range of alternative designs that could result in a functioning system. They speculate that functional imperatives such as these may be the principal determinant of any system that attempts to effect court-supervised reorganization through a coordinated plan.

Many critiques of the Chapter 11 system have focused on firms' attempting reorganization when liquidation is the more efficient solution and the effects this has on the costs of bankruptcy. Adams (1993) proposes a two-part revision to the Chapter 11 system to reduce these costs: First, establishing a bifurcated debtor-in-possession structure in which a bankruptcy trustee makes fundamental bankruptcy decisions and the entity's existing management makes business activity decisions. Second, providing the trustee with a methodology for determining whether reorganization or liquidation

is the proper course of action. Under this methodology the trustee would first determine the present value of the future earnings of the reorganized firm and the liquidation value of the firm. Relying on experience, the trustee would then adjust the present value of the future earnings upward to reflect intrinsic values of the reorganization. After making this adjustment the trustee would consider the two values and decide whether to reorganize or liquidate the entity.

Segal (2007) presents a comparative perspective on the rights of secured creditors during reorganization proceedings. The author does so in reference to the operation and effect of both the English (administration) and U.S. (Chapter 11) regimes, without seeking to address the broader topic of secured creditors' treatment in these regimes. He identifies six core areas of comparison: secured creditors' enforcement rights, automatic stay, the after-acquired property clause in bankruptcy proceedings, debtors' power to use and sell the collateral free of security interests, costs that arise after the start of the proceedings and the cram-down of security interests in bankruptcy proceedings.[12] The comparison reveals that the English and U.S. approaches still differ, with secured creditors having stronger rights in reorganization proceedings in the United Kingdom, yet legal evolution has brought the two jurisdictions closer to each other.

Kordana and Posner (1999) address the debate about whether the voting system in U.S. reorganizations is efficient or whether it should be replaced with a system that avoids voting and relies on a more market-driven valuation of the bankruptcy firm, such as an auction system. The authors expand on existing bargaining models to consider bargaining with multiple creditors, paying particular attention to difficulties posed by imperfect information, and analyze the major voting rules in Chapter 11. They find that the bargaining system under Chapter 11 is more flexible within the constraints provided by a supervising judge. Bargaining enables parties to agree to a reorganization when parties have substantial interests arising after the start of bankruptcy proceedings that cannot be the object of a contract. The auction approach does not allow the confirmation of such plans unless parties with interests arising after bankruptcy proceedings can borrow enough to purchase the firm or can buy the claims of other parties.

CONCLUSION

This literature review confirms the interest in the areas of business regulation covered by *Doing Business*. The enforcing contracts, protecting minority investors, getting credit (legal rights) and resolving insolvency indicators address the four thematic axes identified in the literature: court efficiency and the role of ADR; corporate governance rules; creditors' rights and collateral laws ; and insolvency rules and reorganization procedures. *Doing Business* has benefited greatly from academic discussion and has expanded its methodology to keep abreast of developments in academic research.

Doing Business has also expanded its methodology to produce new data sets and indicators that quantify new aspects of regulation. Last year's report introduced new data sets on the rights of shareholders in corporate governance, on the adoption of a functional approach to secured transactions, on additional aspects of collateral registries and extrajudicial enforcement, and on the quality of insolvency legislation. This year's report includes new data sets on the quality of judicial processes. By introducing these changes, *Doing Business* provides empirical evidence to support the testing of existing legal theories and creates new empirical foundations to inform further academic work.

NOTES

This chapter was written by Santiago Croci Downes, Magdalini Konidari and María Antonia Quesada Gámez.

1. See, for example, the chapter on research on the effects of business regulations in *Doing Business 2014* (World Bank 2013).
2. The review relied on the rankings of legal journals produced by the Washington and Lee University School of Law, available at http://lawlib.wlu.edu/LJ/. A few exceptions were made for articles that were published in law journals not in the top 70 but whose content was highly relevant to the areas covered by the indicators.
3. ADR refers to mechanisms for settling disputes without litigation. Such mechanisms include negotiation, mediation and arbitration.
4. Adjournment is the act of a court to dissolve a session, temporarily or permanently, and dismiss the business in hand, temporarily or permanently.
5. In court-annexed arbitration, courts divert certain cases to arbitration rather than trial. The cases are typically heard by experienced lawyers rather than judges, under the general supervision of the courts.
6. An arbitration clause in a contract requires the parties to resolve their disputes through an arbitration process.
7. Administrative receivership is a procedure in which an administrative receiver is appointed in order to facilitate the repayment of creditors through secured debt.
8. Under a stay of individual proceedings in bankruptcy, individual actions by creditors against a debtor (such as lawsuits or foreclosures) must stop at the moment a bankruptcy petition is filed.
9. An executory contract is one that has not been fully performed by all the parties to the contract at the time bankruptcy proceedings are commenced. Bankruptcy estate refers to all interests of the debtor in property at the time of the filing for bankruptcy.
10. Post-commencement finance is new funding provided to an insolvent company after the start of insolvency proceedings. For further discussion of post-commencement finance, see the resolving insolvency case study in this report.
11. A debtor-in-possession in U.S. bankruptcy law is an individual or corporation that has filed for reorganization (under Chapter 11 of the U.S. Bankruptcy Code) and remains in control of the property and retains the power to operate the business while proceedings are ongoing, in lieu of a trustee.
12. An after-acquired property clause defines whether an asset acquired after the commencement of bankruptcy proceedings is considered to be collateral. A cram-down of security interests is an involuntary change or discharge in rights of secured creditors by the reorganization plan without the consent of the affected creditors.

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Data notes

The indicators presented and analyzed in *Doing Business* measure business regulation and the protection of property rights—and their effect on businesses, especially small and medium-size domestic firms. First, the indicators document the complexity of regulation, such as the number of procedures to start a business or to register a transfer of commercial property. Second, they gauge the time and cost to achieve a regulatory goal or comply with regulation, such as the time and cost to enforce a contract, go through bankruptcy or trade across borders. Third, they measure the extent of legal protections of property, for example, the protections of minority investors against looting by company directors or the range of assets that can be used as collateral according to secured transactions laws. Fourth, a set of indicators documents the tax burden on businesses. Finally, a set of data covers different aspects of employment regulation. The 11 sets of indicators measured in *Doing Business* were added over time,

TABLE 13.1 Topics and economies covered by each *Doing Business* report

Topic	DB 2004	DB 2005	DB 2006	DB 2007	DB 2008	DB 2009	DB 2010	DB 2011	DB 2012	DB 2013	DB 2014	DB 2015	DB 2016
Getting electricity													
Dealing with construction permits													
Trading across borders													
Paying taxes													
Protecting minority investors													
Registering property													
Getting credit													
Resolving insolvency													
Enforcing contracts													
Labor market regulation													
Starting a business													
Number of economies	**133**	**145**	**155**	**175**	**178**	**181**	**183**	**183**	**183**	**185**	**189**	**189**	**189**

Note: Data for the economies added to the sample each year are back-calculated to the previous year. The exceptions are Kosovo and Montenegro, which were added to the sample after they became members of the World Bank Group. Eleven cities (though no additional economies) were added to the sample starting in *Doing Business 2015*.

and the sample of economies and cities expanded (table 13.1).

The data for all sets of indicators in *Doing Business 2016* are for June 2015.[1]

METHODOLOGY

The *Doing Business* data are collected in a standardized way. To start, the *Doing Business* team, with academic advisers, designs a questionnaire. The questionnaire uses a simple business case to ensure comparability across economies and over time—with assumptions about the legal form of the business, its size, its location and the nature of its operations. Questionnaires are administered to more than 11,400 local experts, including lawyers, business consultants, accountants, freight forwarders, government officials and other professionals routinely administering or advising on legal and regulatory requirements (table 13.2). These experts have several rounds of interaction with the *Doing Business* team, involving conference calls, written correspondence and visits by the team. For *Doing Business 2016* team members visited 33 economies to verify data and recruit respondents. The data from questionnaires are subjected to numerous rounds of verification, leading to revisions or expansions of the information collected.

TABLE 13.2 How many experts does *Doing Business* consult?

Indicator set	Respondents	Economies with given number of respondents (%)		
		1–2	3–5	5+
Starting a business	1,857	11	26	63
Dealing with construction permits	1,136	15	44	41
Getting electricity	1,094	12	44	44
Registering property	1,295	18	35	47
Getting credit	1,596	7	26	67
Protecting minority investors	1,175	21	35	44
Paying taxes	1,321	5	45	50
Trading across borders	933	20	47	33
Enforcing contracts	1,437	20	34	46
Resolving insolvency	1,191	19	42	39
Labor market regulation	1,198	17	43	40
Total	**14,233**	**15**	**38**	**47**

The *Doing Business* methodology offers several advantages. It is transparent, using factual information about what laws and regulations say and allowing multiple interactions with local respondents to clarify potential misinterpretations of questions. Having representative samples of respondents is not an issue; *Doing Business* is not a statistical survey, and the texts of the relevant laws and regulations are collected and answers checked for accuracy. The methodology is inexpensive and easily replicable, so data can be collected in a large sample of economies. Because standard assumptions are used in the data collection, comparisons and benchmarks are valid across economies. Finally, the data not

Economy characteristics

Gross national income per capita

Doing Business 2016 reports 2014 income per capita as published in the World Bank's *World Development Indicators 2015*. Income is calculated using the Atlas method (in current U.S. dollars). For cost indicators expressed as a percentage of income per capita, 2014 gross national income (GNI) per capita in current U.S. dollars is used as the denominator. GNI data based on the Atlas method were not available for Austria; Bahrain; Barbados; Belize; Brunei Darussalam; the Czech Republic; Djibouti; Finland; the Islamic Republic of Iran; Jamaica; Kuwait; Luxembourg; Malta; the Marshall Islands; the Federated States of Micronesia; New Zealand; Oman; Papua New Guinea; Puerto Rico (territory of the United States); San Marino; Saudi Arabia; the Slovak Republic; Slovenia; Spain; Suriname; Switzerland; the Syrian Arab Republic; Taiwan, China; Trinidad and Tobago; Tunisia; Vanuatu; West Bank and Gaza; and the Republic of Yemen. In these cases GDP or GNP per capita data and growth rates from other sources, such as the International Monetary Fund's World Economic Outlook database and the Economist Intelligence Unit, were used.

Region and income group

Doing Business uses the World Bank regional and income group classifications, available at http://data.worldbank.org/about/country-and-lending-groups. Regional averages presented in figures and tables in the *Doing Business* report include economies from all income groups (low, lower middle, upper middle and high income), though high-income OECD economies are assigned the "regional" classification *OECD high income*.

Population

Doing Business 2016 reports midyear 2014 population statistics as published in *World Development Indicators 2015*.

only highlight the extent of specific regulatory obstacles to business but also identify their source and point to what might be reformed.

LIMITS TO WHAT IS MEASURED

The *Doing Business* methodology has five limitations that should be considered when interpreting the data. First, for most economies the collected data refer to businesses in the largest business city (which in some economies differs from the capital) and may not be representative of regulation in other parts of the economy. (The exceptions are 11 economies with a population of more than 100 million as of 2013, where *Doing Business* now also collects data for the second largest business city.)[2] To address this limitation, subnational *Doing Business* indicators were created (box 13.1). Second, the data often focus on a specific business form—generally a limited liability company (or its legal equivalent) of a specified size—and may not be representative of the regulation on other businesses (for example, sole proprietorships). Third, transactions described in a standardized case scenario refer to a specific set of issues and may not represent the full set of issues that a business encounters. Fourth, the measures of time involve an element of judgment by the expert respondents. When sources indicate different estimates, the time indicators reported in *Doing Business* represent the median values of several responses given under the assumptions of the standardized case.

Finally, the methodology assumes that a business has full information on what is required and does not waste time when completing procedures. In practice, completing a procedure may take longer if the business lacks information or is unable to follow up promptly. Alternatively, the business may choose to disregard some burdensome procedures. For both reasons the time delays reported in *Doing Business 2016* would differ from the recollection of entrepreneurs reported in the World Bank Enterprise Surveys or other firm-level surveys.

CHANGES IN WHAT IS MEASURED

As part of a two-year update in methodology, *Doing Business 2016* expands the focus of five indicator sets (dealing with construction permits, getting electricity, registering property, enforcing contracts and labor market regulation), substantially revises the methodology for one indicator set (trading across borders) and implements small updates to the methodology for another (protecting minority investors).

The indicators on dealing with construction permits now include an index of the quality of building regulation and its implementation. The getting electricity indicators now include a measure of the price of electricity consumption and an index of the reliability of electricity supply and transparency of tariffs. Starting this year, the registering property indicators include an index of the quality of the land administration system in each economy in addition to the indicators on the number of procedures and the time and cost to transfer property. And for enforcing contracts an index of the quality and efficiency of judicial processes has been added while the indicator on the number of procedures to enforce a contract has been dropped.

The scope of the labor market regulation indicator set has also been expanded, to include more areas capturing aspects of job quality. The labor market regulation indicators continue to be excluded from the aggregate distance to frontier score and ranking on the ease of doing business.

The case study underlying the trading across borders indicators has been changed to increase its relevance. For each economy the export product and partner are now determined on the basis of the economy's comparative advantage, the import product is auto parts, and the import partner is selected on the basis of which economy has the highest trade value in that product. The indicators continue to measure the time and cost to export and import.

Beyond these changes there is one other update in methodology, for the protecting minority investors indicators. A few points for the extent of shareholder governance index have been fine-tuned, and the index now also measures aspects of the regulations applicable to limited companies rather than privately held joint stock companies.

Despite the changes in methodology introduced this year, the data under the old and new methodologies are highly

BOX 13.1 Subnational *Doing Business* indicators

Subnational *Doing Business* studies point to differences in business regulation and its implementation—as well as in the pace of regulatory reform—across cities in the same economy or region. For several economies subnational studies are now periodically updated to measure change over time or to expand geographic coverage to additional cities.

This year subnational studies were completed in the Dominican Republic, Poland, South Africa, Spain and six Central American countries—Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama. In addition, a study was launched in Afghanistan, and ongoing studies updated data for locations in Kenya, Mexico and the United Arab Emirates. And for the first time subnational studies collected and analyzed data on industry-specific local business licenses—through pilot studies in the food industry in South Africa and the industrial sector in Spain.

correlated. Comparing the ease of doing business rankings as calculated using the *Doing Business 2015* data and methodology with the rankings as calculated using the *Doing Business 2015* data but the *Doing Business 2016* methodology shows a correlation of 0.97 (table 13.3). In previous years the correlations between same-year data under the methodology for that year and the methodology for the subsequent year were even stronger.

TABLE 13.3 Correlation between rankings under old and new methodologies after each set of changes in methodology

	DB2015	DB2014	DB2013	DB2012	DB2011	DB2010	DB2009
DB2015	0.974						
DB2014		0.980					
DB2013			0.996				
DB2012				0.995			
DB2011					0.987		
DB2010						0.989	
DB2009							0.998

Source: Doing Business database.
Note: The correlation in each case is based on data for the same year but methodologies for consecutive years (for the same year as for the data and for the subsequent year).

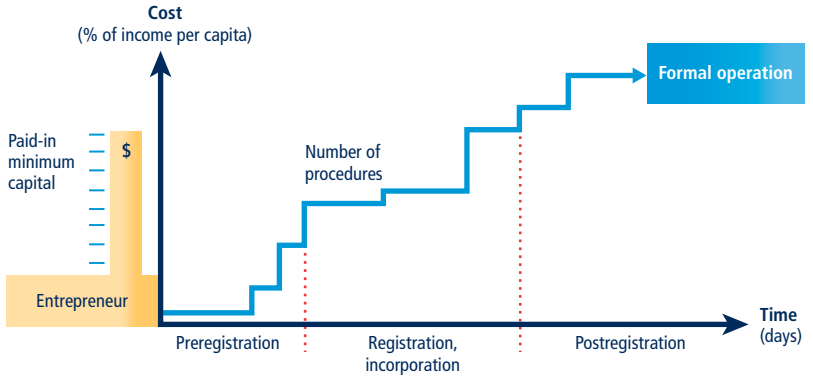
DATA CHALLENGES AND REVISIONS

Most laws and regulations underlying the *Doing Business* data are available on the *Doing Business* website at http://www.doingbusiness.org. All the sample questionnaires and the details underlying the indicators are also published on the website. Questions on the methodology and challenges to data can be submitted through email at rru@worldbank.org.

Doing Business publishes 21,800 indicators (109 indicators per economy) each year. To create these indicators, the team measures more than 110,000 data points, each of which is made available on the *Doing Business* website. Historical data for each indicator and economy are available on the website, beginning with the first year the indicator or economy was included in the report. To provide a comparable time series for research, the data set is back-calculated to adjust for changes in methodology and any revisions in data due to corrections. This year, however, the trading across borders indicators are back-calculated for only one year because of the significant changes in methodology for this indicator set. The website also makes available all original data sets used for background papers. The correction rate between *Doing Business 2015* and *Doing Business 2016* is 6.1%.[3]

Governments submit queries on the data and provide new information to *Doing Business*. During the *Doing Business 2016* production cycle the team received 107 such queries from governments. In addition, the team held multiple videoconferences with government representatives in 50 economies and in-person meetings with government representatives in 20 economies.

FIGURE 13.1 What are the time, cost, paid-in minimum capital and number of procedures to get a local limited liability company up and running?

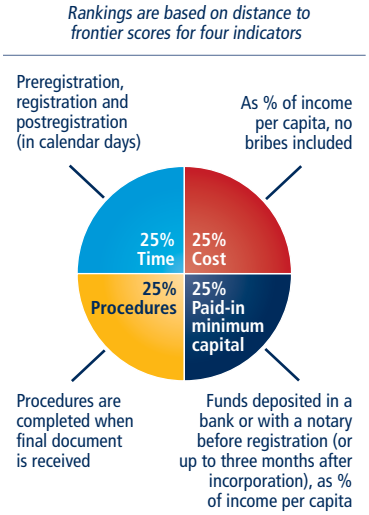


STARTING A BUSINESS

Doing Business records all procedures officially required, or commonly done in practice, for an entrepreneur to start up and formally operate an industrial or commercial business, as well as the time and cost to complete these procedures and the paid-in minimum capital requirement (figure 13.1). These procedures include obtaining all necessary licenses and permits and completing any required notifications, verifications or inscriptions for the company and employees with relevant authorities. 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 13.2). The distance to frontier score shows the distance of an economy to the "frontier," which is derived from the most efficient practice or highest score achieved on each indicator.

After a study of laws, regulations and publicly available information on business entry, a detailed list of procedures is developed, along with the time and cost to comply with each procedure under normal circumstances and the paid-in minimum capital requirement.

FIGURE 13.2 Starting a business: getting a local limited liability company up and running



Subsequently, local incorporation lawyers, notaries and government officials complete and verify the data.

Information is also collected on the sequence in which procedures are to be completed and whether procedures may be carried out simultaneously. It is assumed that any required information is readily available and that the entrepreneur will pay no bribes. If answers by local experts differ, inquiries continue until the data are reconciled.

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

Assumptions about the business

The business:

- Is a limited liability company (or its legal equivalent). If there is more than one type of limited liability company in the economy, the limited liability form most common among domestic firms is chosen. Information on the most common form is obtained from incorporation lawyers or the statistical office.
- Operates in the economy's largest business city. For 11 economies the data are also collected for the second largest business city (see table 13A.1 at the end of the data notes).
- Is 100% domestically owned and has five owners, none of whom is a legal entity.
- Has start-up capital of 10 times income per capita.
- Performs general industrial or commercial activities, such as the production or sale to the public of products or services. The business does not perform foreign trade activities and does not handle products subject to a special tax regime, for example, liquor or tobacco. It is not using heavily polluting production processes.
- Leases the commercial plant or offices and is not a proprietor of real estate.
- 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 them domestic nationals.
- Has a turnover of at least 100 times income per capita.
- Has a company deed 10 pages long.

Procedures

A procedure is defined as any interaction of the company founders with external parties (for example, government agencies, lawyers, auditors or notaries). Interactions between company founders or company officers and employees are not counted as procedures. Procedures that must be completed in the same building but in different offices or at different counters are counted as separate procedures. If founders have to visit the same office several times for different sequential procedures, each is counted separately. The founders are assumed to complete all procedures themselves, without middlemen, facilitators, accountants or lawyers, unless the use of such a third party is mandated by law or solicited by the majority of entrepreneurs. If the services of professionals are required, procedures conducted by such professionals on behalf of the company are counted as separate procedures. Each electronic procedure is counted as a separate procedure.

Both pre- and postincorporation procedures that are officially required for an entrepreneur to formally operate a business are recorded (table 13.4).

Procedures required for official correspondence or transactions with public agencies are also included. For example, if a company seal or stamp is required on official documents, such as tax declarations, obtaining the seal or stamp is counted. Similarly, if a company must open a bank account in order to complete any subsequent procedure—such as registering for value added tax or showing proof of minimum capital deposit—this transaction is included as a procedure. Shortcuts are counted only if they fulfill

TABLE 13.4 What do the starting a business indicators measure?

Procedures to legally start and operate a company (number)
Preregistration (for example, name verification or reservation, notarization)
Registration in the economy's largest business city[a]
Postregistration (for example, social security registration, company seal)
Time required to complete each procedure (calendar days)
Does not include time spent gathering information
Each procedure starts on a separate day (two procedures cannot start on the same day)—though procedures that can be fully completed online are an exception to this rule
Registration process considered completed once final incorporation document is received or company can start operating
No prior contact with officials takes place
Cost required to complete each procedure (% of income per capita)
Official costs only, no bribes
No professional fees unless services required by law or commonly used in practice
Paid-in minimum capital (% of income per capita)
Funds deposited in a bank or with a notary before registration (or up to three months after incorporation)

a. For 11 economies the data are also collected for the second largest business city.

four criteria: they are legal, they are available to the general public, they are used by the majority of companies, and avoiding them causes delays.

Only procedures required of all businesses are covered. Industry-specific procedures are excluded. For example, procedures to comply with environmental regulations are included only when they apply to all businesses conducting general commercial or industrial activities. Procedures that the company undergoes to connect to electricity, water, gas and waste disposal services are not included in the starting a business indicators.

Time

Time is recorded in calendar days. The measure captures the median duration that incorporation lawyers or notaries indicate is necessary in practice to complete a procedure with minimum follow-up with government agencies and no unofficial payments. It is assumed that the minimum time required for each procedure is one day, except for procedures that can be fully completed online, for which the time required is recorded as half a day. Although procedures may take place simultaneously, they cannot start on the same day (that is, simultaneous procedures start on consecutive days), again with the exception of procedures that can be fully completed online. A registration process is considered completed once the company has received the final incorporation document or can commence business operations. If a procedure can be accelerated legally for an additional cost, the fastest procedure is chosen if that option is more beneficial to the economy's ranking. It is assumed that the entrepreneur does not waste time and commits to completing each remaining procedure without delay. The time that the entrepreneur spends on gathering information is ignored. It is assumed that the entrepreneur is aware of all entry requirements and their sequence from the beginning but has had no prior contact with any of the officials involved.

Cost

Cost is recorded as a percentage of the economy's income per capita. It includes all official fees and fees for legal or professional services if such services are required by law or commonly used in practice. Fees for purchasing and legalizing company books are included if these transactions are required by law. Although value added tax registration can be counted as a separate procedure, value added tax is not part of the incorporation cost. The company law, the commercial code and specific regulations and fee schedules are used as sources for calculating costs. In the absence of fee schedules, a government officer's estimate is taken as an official source. In the absence of a government officer's estimate, estimates by incorporation lawyers are used. If several incorporation lawyers provide different estimates, the median reported value is applied. In all cases the cost excludes bribes.

Paid-in minimum capital

The paid-in minimum capital requirement reflects the amount that the entrepreneur needs to deposit in a bank or with a notary before registration or up to three months after incorporation and is recorded as a percentage of the economy's income per capita. The amount is typically specified in the commercial code or the company law. Many economies require minimum capital but allow businesses to pay only a part of it before registration, with the rest to be paid after the first year of operation. In Turkey in June 2015, for example, the minimum capital requirement was 10,000 Turkish liras, of which one-fourth needed to be paid before registration. The paid-in minimum capital recorded for Turkey is therefore 2,500 Turkish liras, or 11.0% of income per capita.

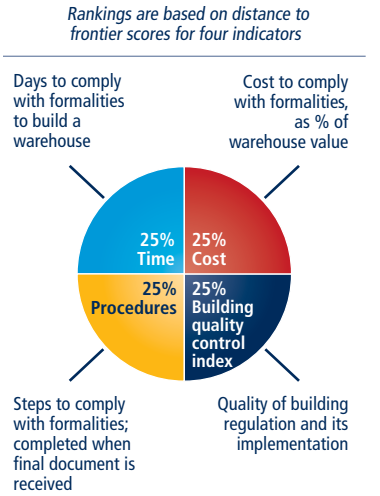
The data details on starting a business can be found for each economy at http://www.doingbusiness.org. This methodology was developed by Djankov and others (2002) and is adopted here with minor changes.

DEALING WITH CONSTRUCTION PERMITS

Doing Business records all procedures required for a business in the construction industry to build a warehouse along with the time and cost to complete each procedure. In addition, this year *Doing Business* introduces a new measure, 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. Information is collected through a questionnaire administered to experts in construction licensing, including architects, civil engineers, construction lawyers, construction firms, utility service providers and public officials who deal with building regulations, including approvals, permit issuance and inspections.

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

FIGURE 13.3 Dealing with construction permits: efficiency and quality of building regulation



for each of the component indicators (figure 13.3).

EFFICIENCY OF CONSTRUCTION PERMITTING

Doing Business divides the process of building a warehouse into distinct procedures in the questionnaire and solicits data for calculating the time and cost to complete each procedure (figure 13.4). These procedures include obtaining and submitting all relevant project-specific documents (for example, building plans, site maps and certificates of urbanism) to the authorities; hiring external third-party supervisors, engineers or inspectors (if necessary); obtaining all necessary clearances, licenses, permits and certificates; submitting all required notifications; and requesting and receiving all necessary inspections (unless completed by a private, third-party inspector). *Doing Business* also records procedures for obtaining connections for water and sewerage. Procedures necessary to register the warehouse so that it can be used as collateral or transferred to another entity are also counted.

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

Assumptions about the construction company

The construction company (BuildCo):

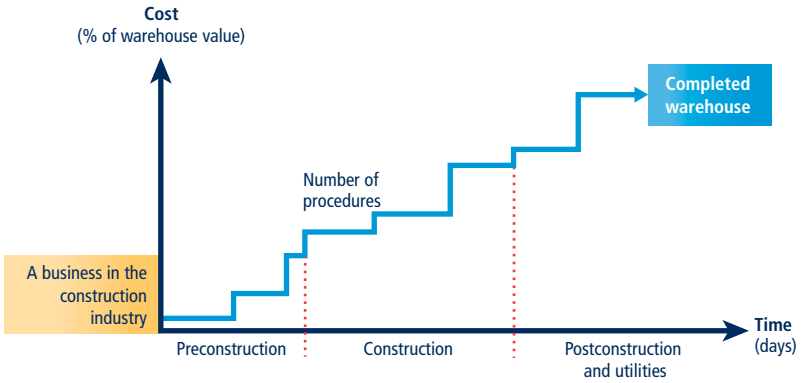
- Is a limited liability company (or its legal equivalent).
- Operates in the economy's largest business city. For 11 economies the data are also collected for the second largest business city (see table 13A.1).
- Is 100% domestically and privately owned.
- Has five owners, none of whom is a legal entity.
- Is fully licensed and insured to carry out construction projects, such as building warehouses.
- Has 60 builders and other employees, all of them nationals with the technical expertise and professional experience necessary to obtain construction permits and approvals.
- Has at least one employee who is a licensed architect or engineer and 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.
- Has paid all taxes and taken out all necessary insurance applicable to its general business activity (for example, accidental insurance for construction workers and third-person liability).
- Owns the land on which the warehouse will be built and will sell the warehouse upon its completion.

Assumptions about the warehouse

The warehouse:

- Will be used for general storage activities, such as storage of books or stationery. The warehouse will not be used for any goods requiring special conditions, such as food, chemicals or pharmaceuticals.
- 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.
- Will have road access and be located in the periurban area of the economy's largest business city (that is, on the fringes of the city but still within its official limits). For 11 economies the data are also collected for the second largest business city.
- Will not be located in a special economic or industrial zone.
- Will be located on a land plot of approximately 929 square meters (10,000 square feet) that is 100% owned by BuildCo and is accurately registered in the cadastre and land registry.
- Is valued at 50 times income per capita.
- Will be a new construction (there was no previous construction on the land), with no trees, natural water sources, natural reserves or historical monuments of any kind on the plot.
- 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 include all technical equipment required to be fully operational.
- Will take 30 weeks to construct (excluding all delays due to administrative and regulatory requirements).

FIGURE 13.4 What are the time, cost and number of procedures to comply with formalities to build a warehouse?



Assumptions about the utility connections

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 not require water for fire protection reasons; a fire extinguishing system (dry system) will be used instead. If a wet fire protection system is required by law, it is assumed that the water demand specified below also covers the water needed for fire protection.
- 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.

Procedures

A procedure is any interaction of the company's employees or managers, or any party acting on behalf of the company, with external parties, including government agencies, notaries, the land registry, the cadastre, utility companies and public inspectors—or the hiring of private inspectors and technical experts apart from in-house architects and engineers. Interactions between company employees, such as development of the warehouse plans and inspections conducted by employees, are not counted as procedures. However, interactions with external parties that are required for the architect to prepare the plans and drawings (such as obtaining topographic or geological surveys), or to have such documents approved or stamped by external parties, are counted as procedures. Procedures that the company undergoes to connect the warehouse to water and sewerage are included. All procedures that are legally required, or that are done in practice by the majority of companies, to build a warehouse are counted, even if they may be avoided in exceptional cases (table 13.5).

Time

Time is recorded in calendar days. The measure captures the median duration that local experts indicate is necessary to complete a procedure in practice. It is assumed that the minimum time required for each procedure is one day, except for procedures that can be fully completed online, for which the time required is recorded as half a day. Although procedures may take place simultaneously, they cannot start on the same day (that is, simultaneous procedures start on consecutive days), again with the exception of procedures that can be fully completed online. If a procedure can be accelerated legally for an additional cost and the accelerated procedure is used by the majority of companies, the fastest procedure is chosen. It is assumed that BuildCo does not waste time and commits to completing each remaining procedure without delay. The time that BuildCo spends on gathering information is not taken into account. It is assumed that BuildCo is aware of all building requirements and their sequence from the beginning.

TABLE 13.5 What do the indicators on the efficiency of construction permitting 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 the warehouse after its completion (if required for use as collateral or for transfer of the warehouse)
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 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

Cost

Cost is recorded as a percentage of the warehouse value (assumed to be 50 times income per capita). Only official costs are recorded. All the fees associated with completing the procedures to legally build a warehouse are recorded, including those associated with obtaining land use approvals and preconstruction design clearances; receiving inspections before, during and after construction; obtaining utility connections; and registering the warehouse property. Nonrecurring taxes required for the completion of the warehouse project are also recorded. Sales taxes (such as value added tax) or capital gains taxes are not recorded. Nor are deposits that must be paid up front and are later refunded. The building code, information from local experts, and specific regulations and fee schedules are used as sources for costs. If several local partners provide different estimates, the median reported value is used.

BUILDING QUALITY CONTROL

The building quality control index is based on six other indices—the quality of building regulations, quality control before construction, quality control during construction, quality control after construction, liability and insurance regimes, and professional certifications indices (table 13.6). The indicator is based on the same case study assumptions as the measures of efficiency.

TABLE 13.6 What do the indicators on building quality control measure?

Quality of building regulations index (0–2)
Accessibility of building regulations
Clarity of requirements for obtaining a building permit
Quality control before construction index (0–1)
Whether licensed or technical experts approve building plans
Quality control during construction index (0–3)
Types of inspections legally mandated during construction
Implementation of legally mandated inspections in practice
Quality control after construction index (0–3)
Final inspection legally mandated after construction
Implementation of legally mandated final inspection in practice
Liability and insurance regimes index (0–2)
Parties held legally liable for structural flaws after building occupancy
Parties legally mandated to obtain insurance to cover structural flaws after building occupancy or insurance is commonly obtained in practice
Professional certifications index (0–4)
Qualification requirements for individual who approves building plans
Qualification requirements for individual who supervises construction or conducts inspections
Building quality control index (0–15)
Sum of the quality of building regulations, quality control before construction, quality control during construction, quality control after construction, liability and insurance regimes, and professional certifications indices

Quality of building regulations index

The quality of building regulations index has two components:

- How easily accessible the building regulations are. A score of 1 is assigned if any building regulations (including the building code) or any regulations dealing with construction permits are available on a website that is updated as soon as the regulations change; 0.5 if the building regulations are available free of charge (or for a nominal fee) at the relevant permit-issuing authority; 0 if the building regulations are distributed to building professionals through an official gazette free of charge (or for a nominal fee), if they must be purchased or if they are not made easily accessible anywhere.
- How clearly specified the requirements for obtaining a building permit are. A score of 1 is assigned if the building regulations (including the building code) or any accessible website, brochure or pamphlet clearly specifies the list of required documents to submit, the fees to be paid and all required preapprovals of the drawings or plans by the relevant agencies; 0 if none of these sources specify any of these requirements or if these sources specify fewer than the three requirements.

The index ranges from 0 to 2, with higher values indicating clearer and more transparent building regulations. In the United Kingdom, for example, all relevant legislation can be found on an official government website (a score of 1). The legislation specifies the list of required documents to submit, the fees to be paid and all required preapprovals of the drawings or plans by the relevant agencies (a score of 1). Adding these numbers gives the United Kingdom a score of 2 on the quality of building regulations index.

Quality control before construction index

The quality control before construction index has one component:

- Whether a licensed architect or licensed engineer is part of the committee or team that reviews and approves building permit applications. A score of 1 is assigned if the national association of architects or engineers (or its equivalent) must review the building plans, if an independent firm or expert who is a licensed architect or engineer must review the plans, if the architect or engineer who prepared the plans must submit an attestation to the permit-issuing authority stating that the plans are in compliance with the building regulations or if a licensed architect or engineer is part of the committee or team that approves the plans at the relevant permit-issuing authority; 0 if no licensed architect or engineer is involved in the review of the plans to ensure their compliance with building regulations.

The index ranges from 0 to 1, with higher values indicating better quality control in the review of the building plans. In Rwanda, for example, the City Hall in Kigali must review the building permit application, including the plans and drawings, and both a licensed architect and a licensed engineer are part of the team that reviews the plans and drawings. Rwanda therefore receives a score of 1 on the quality control before construction index.

Quality control during construction index

The quality control during construction index has two components:

- Whether inspections are mandated by law during the construction process. A score of 2 is assigned if both of the following conditions are met: first, an in-house supervising engineer (that is, an employee of the building company), an external supervising engineer or an external inspections firm is legally mandated to oversee the construction of the building throughout the entire construction period, or a government agency is legally mandated to conduct phased inspections; and second, at least one party is legally mandated to conduct risk-based inspections. A score of 1 is assigned if an in-house supervising engineer (that is, an employee of the building company), an external supervising engineer or an external inspections firm is legally mandated to oversee the construction of the building throughout the entire construction period, or if a government agency is legally mandated to conduct phased or risk-based inspections alone, with no mandate for having risk-based inspections with another

type of inspection as well. A score of 0 is assigned if a government agency is legally mandated to conduct unscheduled inspections, if legally mandated inspections are to inspect only the safety of the construction site and not the safety of the building itself, or if no inspections are mandated by law during construction.

- Whether inspections during construction are implemented in practice. A score of 1 is assigned if the legally mandated inspections during construction always occur in practice (including if a supervising engineer or firm must be hired); 0 if the legally mandated inspections do not occur in practice, if the inspections occur most of the time but not always, if inspections commonly occur in practice even if not mandated by law or if the inspections that occur in practice are unscheduled inspections.

The index ranges from 0 to 3, with higher values indicating better quality control during the construction process. In Antigua and Barbuda, for example, the Development Control Authority is legally mandated to conduct phased inspections under the Physical Planning Act of 2003 (a score of 1). However, the Development Control Authority rarely conducts these inspections in practice (a score of 0). Adding these numbers gives Antigua and Barbuda a score of 1 on the quality control during construction index.

Quality control after construction index

The quality control after construction index has two components:

- Whether a final inspection is mandated by law in order to verify that the building was built in accordance with the approved plans and existing building regulations. A score of 2 is assigned if an in-house supervising engineer (that is, an employee of the building company), an external supervising engineer or an external inspections firm is legally mandated to take responsibility for verifying that the building has been built in accordance with the approved plans and existing building regulations or if a government agency is legally mandated to conduct a final inspection upon completion of the building; 0 if no final inspection is mandated by law after construction and no third party is required to take responsibility for verifying that the building has been built in accordance with the approved plans and existing building regulations.
- Whether the final inspection is implemented in practice. A score of 1 is assigned if the legally mandated final inspection after construction always occurs in practice or if a supervising engineer or firm takes responsibility for verifying that the building has been built in accordance with the approved plans and existing building regulations; 0 if the legally mandated final inspection does not occur in practice, if the legally mandated final inspection occurs most of the time but not always or if a final inspection commonly occurs in practice even if not mandated by law.

The index ranges from 0 to 3, with higher values indicating better quality control after the construction process. In Belize, for example, the Central Building Authority is legally mandated to conduct a final inspection under the Belize Building Act of 2003 (a score of 2). However, most of the time the final inspection does not occur in practice (a score of 0). Adding these numbers gives Belize a score of 2 on the quality control after construction index.

Liability and insurance regimes index

The liability and insurance regimes index has two components:

- Whether any parties involved in the construction process are held legally liable for structural flaws or problems in the building once it is occupied. A score of 1 is assigned if at least two of the following parties are held legally liable for structural flaws or problems in the building once it is occupied: the architect or engineer who designed the plans for the building, the professional in charge of supervising the construction, the professional or agency that conducted the inspections or the construction company; 0.5 if one of the parties is held legally liable for structural flaws or problems in the building once it is occupied; 0 if no party is held legally liable for structural flaws or problems in the building once it is occupied, if the project owner or investor is the only party held liable, if the liability must be determined by the court or if the liability must be stipulated in a contract.
- Whether any parties involved in the construction process are legally required to obtain an insurance policy to cover possible structural flaws or problems in the building once it is occupied. A score of 1 is assigned if the architect or engineer who designed the plans for the building, the professional in charge of supervising the construction, the professional or agency that conducted the inspections, the construction company, or the project owner or investor is required by law to obtain an insurance policy to cover possible structural flaws or problems in the building once it is occupied or if an insurance policy is commonly obtained in practice by the majority of any of these parties even if not required by law; 0 if no party is required by law to obtain insurance and insurance is not commonly obtained in practice by any party, if the requirement to obtain an insurance policy is stipulated in a contract and not in the law, if any party must obtain workers' safety insurance to cover the safety of workers during construction but not insurance that would cover defects after building occupancy or if any party is required to pay for any damages caused on their own without having to obtain an insurance policy.

The index ranges from 0 to 2, with higher values indicating more stringent liability and insurance regimes. In Madagascar, for example, under article 1792 of the Civil Code both the architect who designed the plans and the construction company are held liable for 10 years after the completion of the building (a score of 1). However, there is no legal requirement for any party to obtain an insurance policy, nor do most parties obtain insurance in practice (a score of 0). Adding these numbers gives Madagascar a score of 1 on the liability and insurance regimes index.

Professional certifications index

The professional certifications index has two components:

- What the qualification requirements are for the professional responsible for verifying that the architectural plans or drawings are in compliance with the building regulations. A score of 2 is assigned if this professional must have a minimum number of years of practical experience, must have a university degree (a minimum of a bachelor's) in architecture or engineering and must also either be a registered member of the national order (association) of architects or engineers or pass a qualification exam. A score of 1 is assigned if the professional must have a university degree (a minimum of a bachelor's) in architecture or engineering and must also *either* have a minimum number of years of practical experience *or* be a registered member of the national order (association) of architects or engineers or pass a qualification exam. A score of 0 is assigned if the professional must meet only one of the requirements, if the professional must meet two of the requirements but neither of the two is to have a university degree, or if the professional is subject to no qualification requirements.
- What the qualification requirements are for the professional who supervises the construction on-site or conducts inspections. A score of 2 is assigned if this professional must have a minimum number of years of practical experience, must have a university degree (a minimum of a bachelor's) in architecture or engineering and must also either be a registered member of the national order (association) of architects or engineers or pass a qualification exam. A score of 1 is assigned if the professional must have a university degree (a minimum of a bachelor's) in architecture or engineering and must also *either* have a minimum number of years of practical experience *or* be a registered member of the national order (association) of architects or engineers or pass a qualification exam. A score of 0 is assigned if the professional must meet only one of the requirements, if the professional must meet two of the requirements but neither of the two is to have a university degree, or if the professional is subject to no qualification requirements.

The index ranges from 0 to 4, with higher values indicating greater professional certification requirements. In Cambodia, for example, the professional responsible for verifying that the architectural plans or drawings are in compliance with the building regulations must have a relevant university degree and must pass a qualification exam (a score of 1). However, the professional supervising construction must only have a university degree (a score of 0). Adding these numbers gives Cambodia a score of 1 on the professional certifications index.

Building quality control index

The building quality control index is the sum of the scores on the quality of building regulations, quality control before construction, quality control during construction, quality control after construction, liability and insurance regimes, and professional certifications indices. The index ranges from 0 to 15, with higher values indicating better quality control and safety mechanisms in the construction permitting system.

If an economy issued no building permits between June 2014 and June 2015 or if the applicable building legislation in the economy is not being implemented, the economy receives a "no practice" mark on the procedures, time and cost indicators. In addition, a "no practice" economy receives a score of 0 on the building quality control index even if its legal framework includes provisions related to building quality control and safety mechanisms.

The data details on dealing with construction permits can be found for each economy at http://www.doingbusiness.org.

GETTING ELECTRICITY

Doing Business records all procedures required for a business to obtain a permanent electricity connection and supply for a standardized warehouse (figure 13.5). These procedures include applications and contracts with electricity utilities, all necessary inspections and clearances from the distribution utility and other agencies, and the external and final connection works. The questionnaire divides the process of getting an electricity connection into distinct procedures and solicits data for calculating the time and cost to complete each procedure.

In addition, this year *Doing Business* adds two new measures: the reliability of supply and transparency of tariffs index (included in the aggregate distance to frontier score and ranking on the ease of doing business) and the price of electricity (omitted from these aggregate measures). The reliability of supply and transparency of tariffs index encompasses quantitative data on the duration and frequency of power outages as well as qualitative information on the mechanisms put in place by the utility for monitoring power outages and restoring power supply, the reporting relationship between the utility and the regulator for power outages, the transparency and accessibility of tariffs

FIGURE 13.5 *Doing Business* measures the connection process at the level of distribution utilities

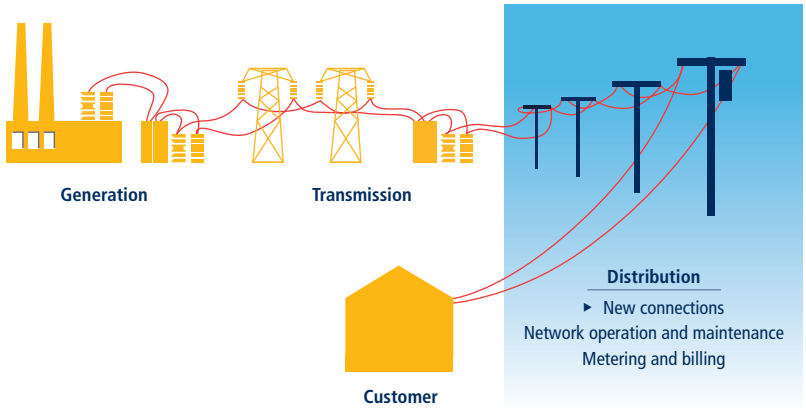
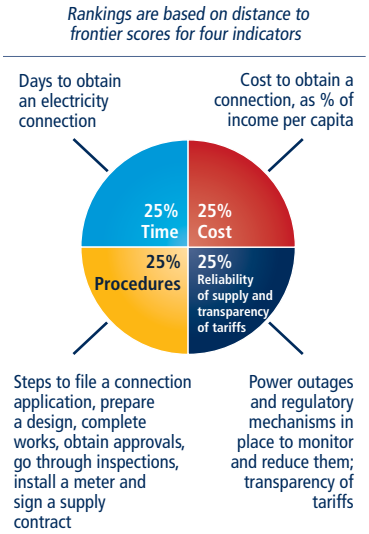


FIGURE 13.6 Getting electricity: efficiency, reliability and transparency



Note: The price of electricity is measured but does not count for the rankings.

and whether the utility faces a financial deterrent aimed at limiting outages (such as a requirement to compensate customers or pay fines when outages exceed a certain cap).

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 all the component indicators except the price of electricity (figure 13.6).

Data are collected from the electricity distribution utility, then completed and verified by electricity regulatory agencies and independent professionals such as electrical engineers, electrical contractors and construction companies. The electricity distribution utility consulted is the one serving the area (or areas) where warehouses are located. If there is a choice of distribution utilities, the one serving the largest number of customers is selected.

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

Assumptions about the warehouse

The warehouse:

- Is owned by a local entrepreneur.
- Is located in the economy's largest business city. For 11 economies the data are also collected for the second largest business city (see table 13A.1).
- Is located in an area where similar warehouses are typically located. In this area a new electricity connection is not eligible for a special investment promotion regime (offering special subsidization or faster service, for example).
- Is located 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, both above ground, 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).
- Is used for storage of goods.

Assumptions about the electricity connection

The electricity connection:

- Is a permanent one.
- Is a three-phase, four-wire Y, 140-kilovolt-ampere (kVA) (subscribed capacity) connection (where the voltage is 120/208 V, the current would be 400 amperes; where it is 230/400 B, the current would be nearly 200 amperes).
- Is 150 meters long. The connection is to either the low-voltage or the medium-voltage distribution network and either overhead or underground, whichever is more common in the area where the warehouse is located.
- 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.
- Includes only a negligible length in the customer's private domain.
- Will supply monthly electricity consumption of 26,880 kilowatt-hours (kWh).
- Does not involve work to install the internal electrical wiring. This has already been completed, up to and including the customer's service panel or switchboard and installation of the meter base.

Assumptions about the monthly consumption

- It is assumed that the warehouse operates 8 hours a day for 30 days a month, with equipment utilized at 80% of capacity on average, and that there are no electricity cuts (assumed for simplicity). The subscribed capacity of the warehouse is 140 kVA, with a power factor of 1 (1 kVA = 1 kW). The monthly energy consumption is therefore 26,880 kWh, and the hourly consumption 112 kWh (26,880 kWh/30 days/8 hours).
- 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.

Procedures

A procedure is defined as any interaction of the company's employees or its main electrician or electrical engineer (that is, the one who may have done the internal wiring) with external parties, such as the electricity distribution utility, electricity supply utilities, government agencies, electrical contractors and electrical firms. Interactions between company employees and steps related to the internal electrical wiring, such as the design and execution of the internal electrical installation plans, are not counted as procedures. Procedures that must be completed with the same utility but with different departments are counted as separate procedures (table 13.7).

The company's employees are assumed to complete all procedures themselves unless the use of a third party is mandated (for example, if only an electrician registered with the utility is allowed to submit an application). If the company can, but is not required to, request the services of professionals (such as a private firm rather than the utility for the external works), these procedures are recorded if they are commonly done.

TABLE 13.7 What do the getting electricity indicators measure?

Procedures to obtain an electricity connection (number)
Submitting all relevant documents and obtaining all necessary clearances and permits
Completing all required notifications and receiving all necessary inspections
Obtaining external installation works and possibly purchasing material for these works
Concluding any necessary supply contract and obtaining final supply
Time required to complete each procedure (calendar days)
Is at least one calendar day
Each procedure starts on a separate day
Does not include time spent gathering information
Reflects the time spent in practice, with little follow-up and no prior contact with officials
Cost required to complete each procedure (% of income per capita)
Official costs only, no bribes
Value added tax excluded
Reliability of supply and transparency of tariffs index (0–8)
Duration and frequency of power outages
Tools to monitor power outages
Tools to restore power supply
Regulatory monitoring of utilities' performance
Financial deterrents aimed at limiting outages
Transparency and accessibility of tariffs
Price of electricity (cents per kilowatt-hour)
Price based on monthly bill for commercial warehouse in case study

Note: While *Doing Business* measures the price of electricity, it does not include these data when calculating the distance to frontier score for getting electricity or the ranking on the ease of getting electricity.

For all procedures only the most likely cases (for example, more than 50% of the time the utility has the material) and those followed in practice for connecting a warehouse to electricity are counted.

Time

Time is recorded in calendar days. The measure captures the median duration that the electricity utility and experts indicate is necessary in practice, rather than required by law, to complete a procedure with minimum follow-up and no extra payments. It is assumed that the minimum time required for each procedure is one day. Although procedures may take place simultaneously, they cannot start on the same day (that is, simultaneous procedures start on consecutive days). It is assumed that the company does not waste time and commits to completing each remaining procedure without delay. The time that the company spends on gathering information is not taken into account. It is assumed that the company is aware of all electricity connection requirements and their sequence from the beginning.

Cost

Cost is recorded as a percentage of the economy's income per capita. Costs are recorded exclusive of value added tax. All the fees and costs associated with completing the procedures to connect a warehouse to electricity are recorded, including those related to obtaining clearances from government agencies, applying for the connection, receiving inspections of both the site and the internal wiring, purchasing material, getting the actual connection works and paying a security deposit. Information from local experts and specific regulations and fee schedules are used as sources for costs. If several local partners provide different estimates, the median reported value is used. In all cases the cost excludes bribes.

Security deposit

Utilities require security deposits as a guarantee against the possible failure of customers to pay their consumption bills. For this reason the security deposit for a new customer is most often calculated as a function of the customer's estimated consumption.

Doing Business does not record the full amount of the security deposit. If the deposit is based on the customer's actual consumption, this basis is the one assumed in the case study. Rather than the full amount of the security deposit, *Doing Business* records the present value

of the losses in interest earnings experienced by the customer because the utility holds the security deposit over a prolonged period, in most cases until the end of the contract (assumed to be after five years). In cases where the security deposit is used to cover the first monthly consumption bills, it is not recorded. To calculate the present value of the lost interest earnings, the end-2014 lending rates from the International Monetary Fund's *International Financial Statistics* are used. In cases where the security deposit is returned with interest, the difference between the lending rate and the interest paid by the utility is used to calculate the present value.

In some economies the security deposit can be put up in the form of a bond: the company can obtain from a bank or an insurance company a guarantee issued on the assets it holds with that financial institution. In contrast to the scenario in which the customer pays the deposit in cash to the utility, in this scenario the company does not lose ownership control over the full amount and can continue using it. In return the company will pay the bank a commission for obtaining the bond. The commission charged may vary depending on the credit standing of the company. The best possible credit standing and thus the lowest possible commission are assumed. Where a bond can be put up, the value recorded for the deposit is the annual commission times the five years assumed to be the length of the contract. If both options exist, the cheaper alternative is recorded.

In Honduras in June 2015 a customer requesting a 140-kVA electricity connection would have had to put up a security deposit of 126,894 Honduran lempiras ($6,025) in cash or check, and the deposit would have been returned only at the end of the contract. The customer could instead have invested this money at the prevailing lending rate of 20.61%. Over the five years of the contract this would imply a present value of lost interest earnings of 77,174.76 lempiras ($3,664). In contrast, if the customer chose to settle the deposit with a bank guarantee at an annual rate of 2.5%, the amount lost over the five years would be just 15,861.75 lempiras ($753).

Reliability of supply and transparency of tariffs index

Doing Business uses the system average interruption duration index (SAIDI) and the system average interruption frequency index (SAIFI) to measure the duration and frequency of power outages in the largest business city of each economy (for 11 economies the data are also collected for the second largest business city; see table 13A.1). SAIDI is the average total duration of outages over the course of a year for each customer served, while SAIFI is the average number of service interruptions experienced by a customer in a year. Annual data (covering the calendar year) are collected from distribution utility companies and national regulators on SAIDI and SAIFI. Both SAIDI and SAIFI estimates include load shedding.

An economy is eligible to obtain a score on the reliability of supply and transparency of tariffs index if the utility collects data on electricity outages (measuring the average total duration of outages per customer and the average number of outages per customer) and the SAIDI value is below a threshold of 100 hours and the SAIFI value below a threshold of 100 outages.

Because the focus is on measuring the reliability of the electricity supply in each economy's largest business city (and, in 11 economies, also in the second largest business city), an economy is not eligible to obtain a score on the index if data on power outages are not collected. Nor is an economy eligible to obtain a score if outages are too frequent or long-lasting for the electricity supply to be considered reliable—that is, if the SAIDI value exceeds the threshold of 100 hours or the SAIFI value exceeds the threshold of 100 outages.[4]

For all economies that meet the criteria as determined by *Doing Business*, a score on the reliability of supply and transparency of tariffs index is calculated on the basis of the following six components:

- What the SAIDI and SAIFI values are. If SAIDI and SAIFI are 12 (equivalent to an outage of one hour each month) or below, a score of 1 is assigned. If SAIDI and SAIFI are 4 (equivalent to an outage of one hour each quarter) or below, 1 additional point is assigned. Finally, if SAIDI and SAIFI are 1 (equivalent to an outage of one hour per year) or below, 1 more point is assigned.
- What tools are used by the distribution utility to monitor power outages. A score of 1 is assigned if the utility uses automated tools, such as the Supervisory Control and Data Acquisition (SCADA) system; 0 if it relies solely on calls from customers and records and monitors outages manually.
- What tools are used by the distribution utility to restore power supply. A score of 1 is assigned if the utility uses automated tools, such as the SCADA system; 0 if it relies solely on manual resources for service restoration, such as field crews or maintenance personnel.
- Whether a regulator—that is, an entity separate from the utility—monitors the utility's performance on reliability of supply. A score of 1 is assigned if the regulator performs periodic or real-time reviews; 0 if it does not monitor power outages and does not require the utility to report on reliability of supply.
- Whether financial deterrents exist to limit outages. A score of 1 is assigned if the utility compensates customers when outages exceed a certain cap, if the utility is fined by the regulator when outages exceed a certain cap or if both these conditions are met; 0 if no compensation mechanism of any kind is available.

- Whether electricity tariffs are transparent and easily available. A score of 1 is assigned if effective tariffs are available online and customers are notified of a change in tariff ahead of the next billing cycle; 0 if not.

The index ranges from 0 to 8, with higher values indicating greater reliability of electricity supply and greater transparency of tariffs. In the Czech Republic, for example, the distribution utility company PREdistribuce uses SAIDI and SAIFI metrics to monitor and collect data on power outages. In 2014 the average total duration of power outages in Prague was 0.53 hours per customer and the average number of outages experienced by a customer was 0.27. Both SAIDI and SAIFI are below the threshold and indicate that there was less than one outage a year per customer, for a total duration of less than one hour. So the economy not only meets the eligibility criteria for obtaining a score on the index, it also receives a score of 3 on the first component of the index. The utility uses an automated system (SCADA) to identify faults in the network (a score of 1) and restore electricity service (a score of 1). The national regulator actively reviews the utility's performance in providing reliable electricity service (a score of 1) and requires the utility to compensate customers if outages last longer than a maximum period defined by the regulator (a score of 1). Customers are notified of a change in tariffs ahead of the next billing cycle and can easily check effective tariffs online (a score of 1). Adding these numbers gives the Czech Republic a score of 8 on the reliability of supply and transparency of tariffs index.

On the other hand, several economies receive a score of 0 on the reliability of supply and transparency of tariffs index. The reason may be that outages occur more than once a month and none of the mechanisms and tools measured by the index are in place. An economy may also receive a score of 0 if either the SAIDI or SAIFI value (or both) exceeds the threshold of 100. For Mali, for example, the SAIDI value (168) exceeds the threshold. Based on the criteria established, Mali cannot receive a score on the index even though the country has regulatory monitoring of outages and there is a compensation mechanism for customers.

Price of electricity

Doing Business measures the price of electricity but does not include these data when calculating the distance to frontier score for getting electricity or the ranking on the ease of getting electricity. (The data are available on the *Doing Business* website, at http://www.doingbusiness.org). The data on electricity prices are based on standardized assumptions to ensure comparability across economies.

The price of electricity is measured in cents per kilowatt-hour. On the basis of the assumptions about monthly consumption, a monthly bill for a commercial warehouse in the largest business city of the economy is computed for the month of March (for 11 economies the data are also collected for the second largest business city; see table 13A.1). As noted, the warehouse uses electricity 30 days a month, from 9:00 a.m. to 5:00 p.m., so different tariff schedules may apply if a time-of-use tariff is available.

The data details on getting electricity can be found for each economy at http://www.doingbusiness.org. The initial methodology was developed by Geginat and Ramalho (2015) and is adopted here with minor changes.

REGISTERING PROPERTY

Doing Business records the full sequence of procedures necessary for a business (the buyer) to purchase a property from another business (the seller) and to transfer the property title to the buyer's name so that the buyer can use the property for expanding its business, use the property as collateral in taking new loans or, if necessary, sell the property to another business. It also measures the time and cost to complete each of these procedures.

In addition, this year *Doing Business* adds a new measure to the set of registering property indicators, an index of the quality of the land administration system in each economy. The quality of land administration index has four dimensions: reliability of infrastructure, transparency of information, geographic coverage and land dispute resolution.

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 13.7).

EFFICIENCY OF TRANSFERRING PROPERTY

As recorded by *Doing Business*, the process of transferring property starts with obtaining the necessary documents, such as a copy of the seller's title if necessary, and conducting due diligence if required. The transaction is considered complete when it is opposable to third parties and when the buyer can use the property, use it as collateral for a bank loan or resell it

FIGURE 13.7 Registering property: efficiency and quality of land administration system

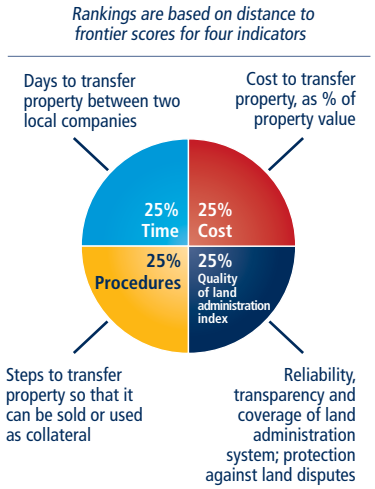
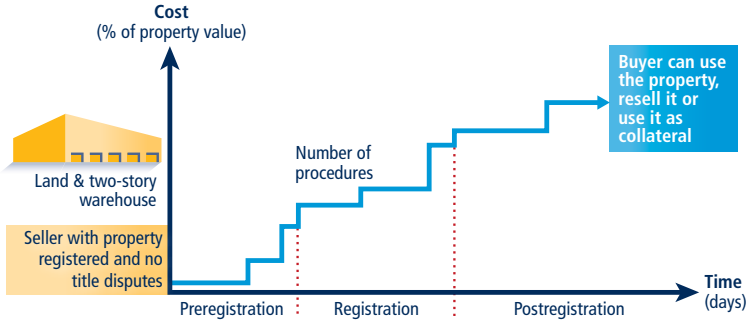


FIGURE 13.8 What are the time, cost and number of procedures required to transfer property between two local companies?



(figure 13.8). Every procedure required by law or necessary in practice is included, whether it is the responsibility of the seller or the buyer or must be completed by a third party on their behalf. Local property lawyers, notaries and property registries provide information on procedures as well as the time and cost to complete each of them.

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

Assumptions about the parties

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 (see table 13A.1).
- Are 100% domestically and privately owned.
- Have 50 employees each, all of whom are nationals.
- Perform general commercial activities.

Assumptions about the property

The property:

- Has a value of 50 times income per capita. The sale price equals the value.
- 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 and complies with all safety standards, building codes and other legal requirements. It has no heating system. The property of land and building will be transferred in its entirety.
- Will not be subject to renovations or additional building 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.

Procedures

A procedure is defined as any interaction of the buyer or the seller, their agents (if an agent is legally or in practice required) or the property with external parties, including government agencies, inspectors, notaries and lawyers. Interactions between company officers and employees are not considered. All procedures that are legally or in practice required for registering property are recorded, even if they may be avoided in exceptional cases (table 13.8). It is assumed that the buyer follows the fastest legal option available and used by the majority of property owners. Although the buyer may use lawyers or other professionals where necessary in the registration process, it is assumed that the buyer does not employ an outside facilitator in the registration process unless legally or in practice required to do so.

Time

Time is recorded in calendar days. The measure captures the median duration that property lawyers, notaries or registry officials indicate is necessary to complete a procedure. It is assumed that the minimum time required for each procedure is one day, except for procedures that can be fully completed online, for which the time required is recorded as half a day. Although procedures may take place

TABLE 13.8 What do the indicators on the efficiency of transferring property 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[a]
Postregistration procedures (for example, filing 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 considered completed once final document is received
No prior contact with officials
Cost required to complete each procedure (% of property value)
Official costs only, no bribes
No value added or capital gains taxes included

a. For 11 economies the data are also collected for the second largest business city.

simultaneously, they cannot start on the same day, again with the exception of procedures that can be fully completed online. It is assumed that the buyer does not waste time and commits to completing each remaining procedure without delay. If a procedure can be accelerated for an additional cost, the fastest legal procedure available and used by the majority of property owners is chosen. If procedures can be undertaken simultaneously, it is assumed that they are. It is assumed that the parties involved are aware of all requirements and their sequence from the beginning. Time spent on gathering information is not considered.

Cost

Cost is recorded as a percentage of the property value, assumed to be equivalent to 50 times income per capita. Only official costs required by law are recorded, including fees, transfer taxes, stamp duties and any other payment to the property registry, notaries, public agencies or lawyers. Other taxes, such as capital gains tax or value added tax, are excluded from the cost measure. Both costs borne by the buyer and those borne by the seller are included. If cost estimates differ among sources, the median reported value is used.

QUALITY OF LAND ADMINISTRATION

The quality of land administration index is measured as the sum of the scores on four other indices: the reliability of infrastructure, transparency of information, geographic coverage and land dispute resolution indices (table 13.9). Data are collected for each economy's largest business city. For 11 economies the data are also collected for the second largest business city.

Reliability of infrastructure index

The reliability of infrastructure index has six components:

- How land titles are kept at the registry of the largest business city of the economy. A score of 2 is assigned if the majority of land titles are fully digital; 1 if the majority are scanned; 0 if the majority are kept in paper format.
- Whether there is an electronic database for checking for encumbrances. A score of 1 is assigned if yes; 0 if no.
- How maps of land plots are kept at the mapping agency of the largest business city of the economy. A score of 2 is assigned if the majority of maps are fully digital; 1 if the majority are scanned; 0 if the majority are kept in paper format.
- Whether there is a geographic information system—an electronic database for recording boundaries, checking plans and providing cadastral information. A score of 1 is assigned if yes; 0 if no.
- How the land ownership registry and mapping agency are linked. A score of 1 is assigned if information about land ownership and maps are kept in a single database or in linked databases; 0 if there is no connection between the different databases.
- How immovable property is identified. A score of 1 is assigned if there is a unique number to identify properties; 0 if there are multiple identifiers.

The index ranges from 0 to 8, with higher values indicating a higher quality of infrastructure for ensuring the reliability of information on property titles and boundaries. In Turkey, for example, the land registry offices in Istanbul maintain titles in a fully digital format (a score of 2) and have a fully electronic database to check for encumbrances (a score of 1). The Cadastral Directorate offices in Istanbul have digital maps (a score of 2), and the Geographical Information Directorate has a public portal allowing users to check the plans and cadastral information on parcels along with satellite images (a score of 1). Databases about land ownership and maps are

TABLE 13.9 What do the indicators on the quality of land administration measure?

Reliability of infrastructure index (0–8)
Type of system for archiving information on land ownership
Availability of electronic database to check for encumbrances
Type of system for archiving maps
Availability of geographic information system
Link between property ownership registry and mapping system
Transparency of information index (0–6)
Accessibility of information on land ownership
Accessibility of maps of land plots
Publication of fee schedules, lists of registration documents, service standards
Availability of a specific and separate mechanism for complaints
Publication of statistics about the number of property transactions
Geographic coverage index (0–8)
Coverage of land registry at the level of the largest business city and the economy[a]
Coverage of mapping agency at the level of the largest business city and the economy[a]
Land dispute resolution index (0–8)
Legal framework for immovable property registration
Mechanisms to prevent and resolve land disputes
Quality of land administration index (0–30)
Sum of the reliability of infrastructure, transparency of information, geographic coverage and land dispute resolution indices

a. For 11 economies the data are also collected for the second largest business city.

linked to each other through the TAKBIS system, an integrated information system for the land registry offices and cadastral offices (a score of 1). Finally, there is a unique identifying number for properties (a score of 1). Adding these numbers gives Turkey a score of 8 on the reliability of infrastructure index.

Transparency of information index

The transparency of information index has 10 components:

- Whether information on land ownership is made publicly available. A score of 1 is assigned if information on land ownership is accessible by anyone; 0 if access is restricted.
- Whether the list of documents required for completing any type of property transaction is made publicly available. A score of 0.5 is assigned if the list of documents is accessible online or on a public board; 0 if it is not made available to the public or if it can be obtained only in person.
- Whether the fee schedule for completing any type of property transaction is made publicly available. A score of 0.5 is assigned if the fee schedule is accessible online or on a public board or is free of charge; 0 if it is not made available to the public or if it can be obtained only in person.
- Whether the agency in charge of immovable property registration commits to delivering a legally binding document that proves property ownership within a specific time frame. A score of 0.5 is assigned if the service standard is accessible online or on a public board; 0 if it is not made available to the public or if it can be obtained only in person.
- Whether there is a specific and separate mechanism for filing complaints about a problem that occurred at the agency in charge of immovable property registration. A score of 1 is assigned if there is a specific and separate mechanism for filing a complaint; 0 if there is only a general mechanism or no mechanism.
- Whether there are publicly available official statistics tracking the number of transactions at the immovable property registration agency. A score of 0.5 is assigned if statistics are published about property transfers in the largest business city in the past calendar year; 0 if no such statistics are made publicly available.
- Whether maps of land plots are made publicly available. A score of 0.5 is assigned if maps are accessible by anyone; 0 if access is restricted.
- Whether the fee schedule for accessing maps is made publicly available. A score of 0.5 is assigned if the fee schedule is accessible online or on a public board or free of charge; 0 if it is not made available to the public or if it can be obtained only in person.
- Whether the mapping agency commits to delivering an updated map within a specific time frame. A score of 0.5 is assigned if the service standard is accessible online or on a public board; 0 if it is not made available to the public or if it can be obtained only in person.
- Whether there is a specific and separate mechanism for filing complaints about a problem that occurred at the mapping agency. A score of 0.5 is assigned if there is a specific and separate mechanism for filing a complaint; 0 if there is only a general mechanism or no mechanism.

The index ranges from 0 to 6, with higher values indicating greater transparency in the land administration system. In the Netherlands, for example, anyone who pays a fee can consult the land ownership database (a score of 1). Information can be obtained at the office, by mail or online using the Kadaster website (http://www.kadaster.nl). Anyone can also get information online about the list of documents to submit for property registration (a score of 0.5), the fee schedule for registration (a score of 0.5) and the service standards (a score of 0.5). And anyone facing a problem at the land registry can file a complaint or report an error by filling in a specific form online (a score of 1). In addition, the Kadaster makes statistics about land transactions available to the public, reporting a total of 110,094 property transfers in Amsterdam in 2014 (a score of 0.5). Moreover, anyone who pays a fee can consult online cadastral maps (a score of 0.5). It is also possible to get public access to the fee schedule for map consultation (a score of 0.5), the service standards for delivery of an updated plan (a score of 0.5) and a specific mechanism for filing a complaint about a map (a score of 0.5). Adding these numbers gives the Netherlands a score of 6 on the transparency of information index.

Geographic coverage index

The geographic coverage index has four components:

- How complete the coverage of the land registry is at the level of the largest business city. A score of 2 is assigned if all privately held land plots in the city are formally registered at the land registry; 0 if not.
- How complete the coverage of the land registry is at the level of the economy. A score of 2 is assigned if all privately held land plots in the economy are formally registered at the land registry; 0 if not.
- How complete the coverage of the mapping agency is at the level of the largest business city. A score of 2 is assigned if all privately held land plots in the city are mapped; 0 if not.
- How complete the coverage of the mapping agency is at the level of the economy. A score of 2 is assigned if all privately held land plots in the economy are mapped; 0 if not.

The index ranges from 0 to 8, with higher values indicating greater geographic coverage in land ownership registration and cadastral mapping. In the Republic of Korea, for example, all privately held land plots are formally registered at the land registry in Seoul (a score of 2) and in the economy as a whole (a score of 2).

In addition, all privately held land plots are mapped in Seoul (a score of 2) and in the economy as a whole (a score of 2). Adding these numbers gives Korea a score of 8 on the geographic coverage index.

Land dispute resolution index

The land dispute resolution index assesses the legal framework for immovable property registration and the accessibility of dispute resolution mechanisms. The index has eight components:

- Whether the law requires that all property sale transactions be registered at the immovable property registry to make them opposable to third parties. A score of 1.5 is assigned if yes; 0 if no.
- Whether the formal system of immovable property registration is subject to a guarantee. A score of 0.5 is assigned if either a state or private guarantee over immovable property registration is required by law; 0 if no such guarantee is required.
- Whether there is 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. A score of 0.5 is assigned if yes; 0 if no.
- Whether the legal system requires verification of the legal validity of the documents necessary for a property transaction. A score of 0.5 is assigned if there is a review of legal validity, either by the registrar or by a professional (such as a notary or lawyer); 0 if there is no review.
- Whether the legal system requires verification of the identity of the parties to a property transaction. A score of 0.5 is assigned if there is verification of identity, either by the registrar or by a professional (such as a notary or lawyer); 0 if there is no verification.
- Whether there is a national database to verify the accuracy of identity documents. A score of 1 is assigned if such a national database is available; 0 if not.
- How much time it takes to obtain a decision from a court of first instance (without appeal) in a standard land dispute between two local businesses over tenure rights worth 50 times income per capita and located in the largest business city. A score of 3 is assigned if it takes less than one year; 2 if it takes between one and two years; 1 if it takes between two and three years; 0 if it takes more than three years.
- Whether there are publicly available statistics on the number of land disputes in the first instance. A score of 0.5 is assigned if statistics are published about land disputes in the economy in the past calendar year; 0 if no such statistics are made publicly available.

The index ranges from 0 to 8, with higher values indicating greater protection against land disputes. In Lithuania, for example, according to the Civil Code and the Law on the Real Property Register, property transactions must be registered at the land registry to make them opposable to third parties (a score of 1.5). The property transfer system is guaranteed by the state (a score of 0.5) and has a compensation mechanism to cover for losses incurred by parties who engaged in good faith in a property transaction based on an error by the registry (a score of 0.5). A notary verifies the legal validity of the documents in a property transaction (a score of 0.5) and the identity of the parties (a score of 0.5), in accordance with the Law on the Notary Office (Law I-2882). Lithuania has a national database to verify the accuracy of identity documents (a score of 1). In a land dispute between two Lithuanian companies over the tenure rights of a property worth $745,000, the Vilnius District Court gives a decision in less than one year (a score of 3). Finally, statistics about land disputes are collected and published; there were a total of 71 land disputes in the country in 2014 (a score of 0.5). Adding these numbers gives Lithuania a score of 8 on the land dispute resolution index.

Quality of land administration index

The quality of land administration index is the sum of the scores on the reliability of infrastructure, transparency of information, geographic coverage and land dispute resolution indices. The index ranges from 0 to 30, with higher values indicating better quality of the land administration system.

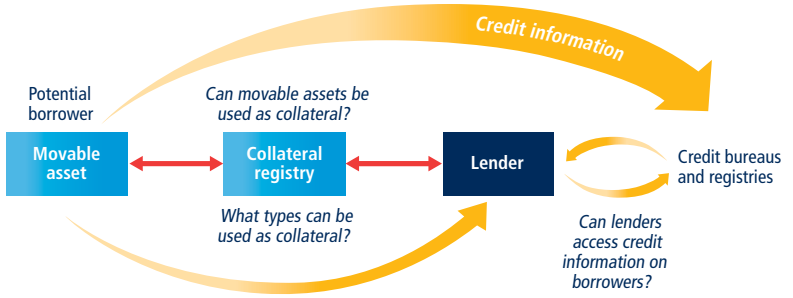
If private sector entities were unable to register property transfers in an economy between June 2014 and June 2015, the economy receives a "no practice" mark on the procedures, time and cost indicators. A "no practice" economy receives a score of 0 on the quality of land administration index even if its legal framework includes provisions related to land administration.

The data details on registering property can be found for each economy at http://www.doingbusiness.org.

GETTING CREDIT

Doing Business measures the legal rights of borrowers and lenders with respect to secured transactions through one set of indicators and the reporting of credit information through another. The first set of indicators measures whether certain features that facilitate lending exist within the applicable collateral and bankruptcy laws. The second set measures the coverage, scope and accessibility of credit information available through credit reporting service providers such as credit bureaus or credit registries (figure 13.9). 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

FIGURE 13.9 Do lenders have credit information on entrepreneurs seeking credit? Is the law favorable to borrowers and lenders using movable assets as collateral?

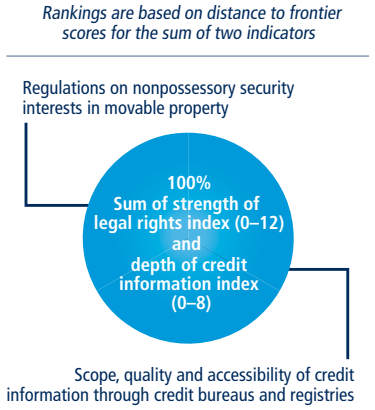


depth of credit information index (figure 13.10).

LEGAL RIGHTS OF BORROWERS AND LENDERS

The data on the legal rights of borrowers and lenders are gathered through a questionnaire administered to financial lawyers and verified through analysis of laws and regulations as well as public sources of information on collateral and bankruptcy laws. Questionnaire responses are verified through several rounds of follow-up communication with respondents as well as by contacting third parties and consulting public sources. The questionnaire data are confirmed through teleconference calls or on-site visits in all economies.

FIGURE 13.10 Getting credit: collateral rules and credit information



Note: Credit bureau coverage and credit registry coverage are measured but do not count for the rankings.

Strength of legal rights index

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 (table 13.10). 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.

TABLE 13.10 What do the getting credit indicators measure?

Strength of legal rights index (0–12)
Protection of rights of borrowers and lenders through collateral laws
Protection of secured creditors' rights through bankruptcy laws
Depth of credit information index (0–8)
Scope and accessibility of credit information distributed by credit bureaus and credit registries
Credit bureau coverage (% of adults)
Number of individuals and firms listed in the largest credit bureau as percentage of adult population
Credit registry coverage (% of adults)
Number of individuals and firms listed in a credit registry as percentage of adult population

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 (see table 13A.1).
- 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.

The strength of legal rights index covers functional equivalents to security interests in movable assets (such as financial leases and sales with retention of title) only in its first component, to assess how integrated or unified the economy's legal framework for secured transactions is.

The strength of legal rights index includes 10 aspects related to legal rights in collateral law and 2 aspects in bankruptcy

law. A score of 1 is assigned for each of the following features of the laws:

- The economy has an integrated or unified legal framework for secured transactions that extends to the creation, publicity and enforcement of four functional equivalents to security interests in movable assets: fiduciary transfers of title; financial leases; assignments or transfers of receivables; and sales with retention of title.
- The law allows a business to grant a nonpossessory security right in a single category of movable assets (such as machinery or inventory), without requiring a specific description of the collateral.
- The law allows a business to grant a nonpossessory security right in substantially all its movable assets, without requiring a specific description of the collateral.
- A security right can be given over future or after-acquired assets and extends automatically to the products, proceeds or replacements of the original assets.
- A general description of debts and obligations is permitted in the collateral agreement and in registration documents, all types of debts and obligations can be secured between the parties, and the collateral agreement can include a maximum amount for which the assets are encumbered.
- A collateral registry or registration institution for security interests granted over movable property by incorporated and nonincorporated entities is in operation, unified geographically and with an electronic database indexed by debtors' names.
- The collateral registry is a notice-based registry—a registry that files only a notice of the existence of a security interest (not the underlying documents) and does not perform a legal review of the transaction. The registry also publicizes functional equivalents to security interests.
- The collateral registry has modern features such as those that allow secured creditors (or their representatives) to register, search, amend or cancel security interests online.
- Secured creditors are paid first (for example, before tax claims and employee claims) when a debtor defaults outside an insolvency procedure.
- Secured creditors are paid first (for example, before tax claims and employee claims) when a business is liquidated.
- Secured creditors are subject to an automatic stay on enforcement procedures when a debtor enters a court-supervised reorganization procedure, but the law protects secured creditors' rights by providing clear grounds for relief from the automatic stay (for example, if the movable property is in danger) or setting a time limit for it.
- The law allows parties to agree in the collateral agreement that the lender may enforce its security right out of court; the law allows public and private auctions and also permits the secured creditor to take the asset in satisfaction of the debt.

The index ranges from 0 to 12, with higher scores indicating that collateral and bankruptcy laws are better designed to expand access to credit.

CREDIT INFORMATION

The data on the reporting of credit information are built in two stages. First, banking supervision authorities and public information sources are surveyed to confirm the presence of a credit reporting service provider, such as a credit bureau or credit registry. Second, when applicable, a detailed questionnaire on the credit bureau's or credit registry's structure, laws and associated rules is administered to the entity itself. Questionnaire responses are verified through several rounds of follow-up communication with respondents as well as by contacting third parties and consulting public sources. The questionnaire data are confirmed through teleconference calls or on-site visits in all economies.

Depth of credit information index

The depth of credit information index measures rules and practices affecting the coverage, scope and accessibility of credit information available through either a credit bureau or a credit registry. A score of 1 is assigned for each of the following eight features of the credit bureau or credit registry (or both):

- Data on both firms and individuals are distributed.
- Both positive credit information (for example, original loan amounts, outstanding loan amounts and a pattern of on-time repayments) and negative information (for example, late payments and the number and amount of defaults) are distributed.
- Data from retailers or utility companies are distributed in addition to data from financial institutions.
- At least two years of historical data are distributed. Credit bureaus and registries that erase data on defaults as soon as they are repaid or distribute negative information more than 10 years after defaults are repaid receive a score of 0 for this component.
- Data on loan amounts below 1% of income per capita are distributed.
- By law, borrowers have the right to access their data in the largest credit bureau or registry in the economy. Credit bureaus and registries that charge more than 1% of income per capita for borrowers to inspect their data receive a score of 0 for this component.
- Banks and other financial institutions have online access to the credit information (for example, through a web interface, a system-to-system connection or both).
- Bureau or registry credit scores are offered as a value added service to help banks and other financial institutions assess the creditworthiness of borrowers.

The index ranges from 0 to 8, with higher values indicating the availability of more credit information, from either a credit bureau or a credit registry, to facilitate lending decisions. If the credit bureau or registry is not operational or covers less than 5% of the adult population, the score on the depth of credit information index is 0.

In Lithuania, for example, both a credit bureau and a credit registry operate. Both distribute data on firms and individuals (a score of 1). Both distribute positive and negative information (a score of 1). Although the credit registry does not distribute data from retailers or utilities, the credit bureau does (a score of 1). Both distribute at least two years of historical data (a score of 1). Although the credit registry has a threshold of €290, the credit bureau distributes data on loans of any value (a score of 1). Borrowers have the right to access their data in both the credit bureau and the credit registry free of charge once a year (a score of 1). Both entities provide data users access to databases through a web interface (a score of 1). Although the credit registry does not provide credit scores, the credit bureau does (a score of 1). Adding these numbers gives Lithuania a score of 8 on the depth of credit information index.

Credit bureau coverage

Credit bureau coverage reports the number of individuals and firms listed in a credit bureau's database as of January 1, 2015, with information on their borrowing history within the past five years, plus the number of individuals and firms that have had no borrowing history in the past five years but for which a lender requested a credit report from the bureau in the period between January 1, 2014, and January 1, 2015. The number is expressed as a percentage of the adult population (the population age 15 and above in 2014 according to the World Bank's *World Development Indicators*). A credit bureau is defined as a private firm or nonprofit organization that maintains a database on the creditworthiness of borrowers (individuals or firms) in the financial system and facilitates the exchange of credit information among creditors. (Many credit bureaus support banking and overall financial supervision activities in practice, though this is not their primary objective.) Credit investigative bureaus that do not directly facilitate information exchange among banks and other financial institutions are not considered. If no credit bureau operates, the coverage value is 0.0%.

Credit registry coverage

Credit registry coverage reports the number of individuals and firms listed in a credit registry's database as of January 1, 2015, with information on their borrowing history within the past five years, plus the number of individuals and firms that have had no borrowing history in the past five years but for which a lender requested a credit report from the registry in the period between January 1, 2014, and January 1, 2015. The number is expressed as a percentage of the adult population (the population age 15 and above in 2014 according to the World Bank's *World Development Indicators*). A credit registry is defined as a database managed by the public sector, usually by the central bank or the superintendent of banks, that collects information on the creditworthiness of borrowers (individuals or firms) in the financial system and facilitates the exchange of credit information among banks and other regulated financial institutions (while their primary objective is to assist banking supervision). If no credit registry operates, the coverage value is 0.0%.

The data details on getting credit can be found for each economy at http://www.doingbusiness.org. The initial methodology was developed by Djankov, McLiesh and Shleifer (2007) and is adopted here with minor changes.

PROTECTING MINORITY INVESTORS

Doing Business measures the protection of minority investors from conflicts of interest through one set of indicators and

TABLE 13.11 What do the protecting minority investors indicators measure?

Extent of disclosure index (0–10)	**Extent of shareholder rights index (0–10)**
Review and approval requirements for related-party transactions	Shareholders' rights and role in major corporate decisions
Internal, immediate and periodic disclosure requirements for related-party transactions	
Extent of director liability index (0–10)	**Extent of ownership and control index (0–10)**
Minority shareholders' ability to sue and hold interested directors liable for prejudicial related-party transactions	Governance safeguards protecting shareholders from undue board control and entrenchment
Available legal remedies (damages, disgorgement of profits, fines, imprisonment, rescission of transactions)	
Ease of shareholder suits index (0–10)	**Extent of corporate transparency index (0–10)**
Access to internal corporate documents	Corporate transparency on ownership stakes, compensation, audits and financial prospects
Evidence obtainable during trial	
Allocation of legal expenses	
Extent of conflict of interest regulation index (0–10)	**Extent of shareholder governance index (0–10)**
Simple average of the extent of disclosure, extent of director liability and ease of shareholder suits indices	Simple average of the extent of shareholder 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	

shareholders' rights in corporate governance through another (table 13.11). The data come from a questionnaire administered to corporate and securities lawyers and are based on securities regulations, company laws, civil procedure codes and court rules of evidence. 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 13.11).

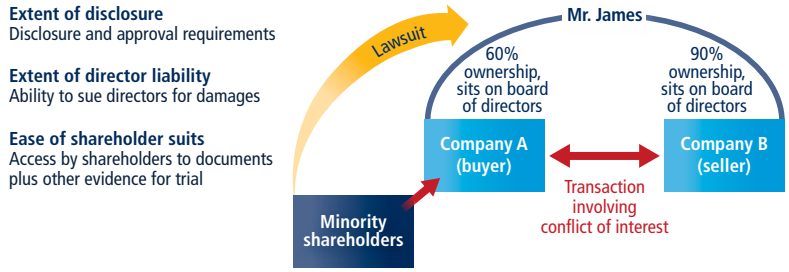
PROTECTION OF SHAREHOLDERS FROM CONFLICTS OF INTEREST

The extent of conflict of interest regulation index measures the protection of shareholders against directors' misuse of corporate assets for personal gain by distinguishing three dimensions of regulation that address conflicts of interest: transparency of related-party transactions (extent of disclosure index), shareholders' ability to sue and hold directors liable for self-dealing (extent of director liability index) and access to evidence and allocation of legal expenses in shareholder litigation (ease of shareholder suits index). To make the data comparable across economies, several assumptions about the business and the transaction are used (figure 13.12).

FIGURE 13.11 Protecting minority investors: shareholders' rights in conflicts of interest and corporate governance

Rankings are based on distance to frontier scores for two indicators

FIGURE 13.12 How well are minority shareholders protected from conflicts of interest?



Assumptions about the business

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.

Assumptions about the transaction

- 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.

Extent of disclosure index

The extent of disclosure index has five components:

- Which corporate body can provide legally sufficient approval for the transaction. A score of 0 is assigned if it is the CEO or the managing director alone; 1 if the board of directors, the supervisory board or shareholders must vote and Mr. James is permitted to vote; 2 if the board of directors or the supervisory board must vote and Mr. James is not permitted to vote; 3 if shareholders must vote and Mr. James is not permitted to vote.

- Whether it is required that an external body, for example, an external auditor, review the transaction before it takes place. A score of 0 is assigned if no; 1 if yes.
- Whether disclosure by Mr. James to the board of directors or the supervisory board is required. A score of 0 is assigned if no disclosure is required; 1 if a general disclosure of the existence of a conflict of interest is required without any specifics; 2 if full disclosure of all material facts relating to Mr. James's interest in the Buyer-Seller transaction is required.
- Whether immediate disclosure of the transaction to the public, the regulator or the shareholders is required.[5] A score of 0 is assigned if no disclosure is required; 1 if disclosure on the terms of the transaction is required but not on Mr. James's conflict of interest; 2 if disclosure on both the terms and Mr. James's conflict of interest is required.
- Whether disclosure in the annual report is required. A score of 0 is assigned if no disclosure on the transaction is required; 1 if disclosure on the terms of the transaction is required but not on Mr. James's conflict of interest; 2 if disclosure on both the terms and Mr. James's conflict of interest is required.

The index ranges from 0 to 10, with higher values indicating greater disclosure. In Poland, for example, the board of directors must approve the transaction and Mr. James is not allowed to vote (a score of 2). Poland does not require an external body to review the transaction (a score of 0). Before the transaction Mr. James must disclose his conflict of interest to the other directors, but he is not required to provide specific information about it (a score of 1). Buyer is required to disclose immediately all information affecting the stock price, including the conflict of interest (a score of 2). In its annual report Buyer must also disclose the terms of the transaction and Mr. James's ownership in Buyer and Seller (a score of 2). Adding these numbers gives Poland a score of 7 on the extent of disclosure index.

Extent of director liability index

The extent of director liability index has seven components:[6]

- Whether shareholder plaintiffs are able to sue directly or derivatively for the damage the transaction causes to the company. A score of 0 is assigned if suits are unavailable or are available only for shareholders holding more than 10% of the company's share capital; 1 if direct or derivative suits are available for shareholders holding 10% of share capital.
- Whether a shareholder plaintiff is able to hold Mr. James liable for the damage the Buyer-Seller transaction causes to the company. A score of 0 is assigned if Mr. James cannot be held liable or can be held liable only for fraud, bad faith or gross negligence; 1 if Mr. James can be held liable only if he influenced the approval of the transaction or was negligent; 2 if Mr. James can be held liable when the transaction is unfair or prejudicial to the other shareholders.
- Whether a shareholder plaintiff is able to hold the approving body (the CEO, members of the board of directors or members of the supervisory board) liable for the damage the transaction causes to the company. A score of 0 is assigned if the approving body cannot be held liable or can be held liable only for fraud, bad faith or gross negligence; 1 if the approving body can be held liable for negligence; 2 if the approving body can be held liable when the transaction is unfair or prejudicial to the other shareholders.
- Whether Mr. James pays damages for the harm caused to the company upon a successful claim by the shareholder plaintiff. A score of 0 is assigned if no; 1 if yes.
- Whether Mr. James repays profits made from the transaction upon a successful claim by the shareholder plaintiff. A score of 0 is assigned if no; 1 if yes.
- Whether Mr. James is fined and imprisoned or disqualified upon a successful claim by the shareholder plaintiff. A score of 0 is assigned if no; 1 if he is fined and imprisoned or if he is disqualified—that is, disallowed from representing or holding a managerial position in any company for a year or more.
- Whether a court can void the transaction upon a successful claim by a shareholder plaintiff. A score of 0 is assigned if rescission is unavailable or is available only in case of fraud, bad faith or gross negligence; 1 if rescission is available when the transaction is oppressive or prejudicial to the other shareholders; 2 if rescission is available when the transaction is unfair or entails a conflict of interest.

The index ranges from 0 to 10, with higher values indicating greater liability of directors. In Panama, for example, direct or derivative suits are available for shareholders holding 10% of share capital (a score of 1). Assuming that the prejudicial transaction was duly approved and disclosed, in order to hold Mr. James liable a plaintiff must prove that Mr. James influenced the approving body or acted negligently (a score of 1). To hold the other directors liable, a plaintiff must prove that they acted negligently (a score of 1). If Mr. James is found liable, he must pay damages (a score of 1) but he is not required to disgorge his profits (a score of 0). Mr. James can be neither fined and imprisoned nor disqualified (a score of 0). The prejudicial transaction cannot be voided (a score of 0). Adding these numbers gives Panama a score of 4 on the extent of director liability index.

Ease of shareholder suits index

The ease of shareholder suits index has six components:

- Whether shareholders owning 10% of the company's share capital have the right to inspect the transaction documents before filing suit or request that a government inspector investigate the Buyer-Seller transaction without filing suit. A score of 0 is assigned if no; 1 if yes.

- What range of documents is available to the shareholder plaintiff from the defendant and witnesses during trial. A score of 1 is assigned for each of the following types of documents available: information that the defendant has indicated he intends to rely on for his defense; information that directly proves specific facts in the plaintiff's claim; and any information relevant to the subject matter of the claim.
- Whether the plaintiff can obtain categories of relevant documents from the defendant without identifying each document specifically. A score of 0 is assigned if no; 1 if yes.
- Whether the plaintiff can directly examine the defendant and witnesses during trial. A score of 0 is assigned if no; 1 if yes, with prior approval of the questions by the judge; 2 if yes, without prior approval.
- Whether the standard of proof for civil suits is lower than that for a criminal case. A score of 0 is assigned if no; 1 if yes.
- Whether shareholder plaintiffs can recover their legal expenses from the company. A score of 0 is assigned if no; 1 if plaintiffs can recover their legal expenses from the company only upon a successful outcome of their legal action or if payment of their attorney fees is contingent on a successful outcome; 2 if plaintiffs can recover their legal expenses from the company regardless of the outcome of their legal action.

The index ranges from 0 to 10, with higher values indicating greater powers of shareholders to challenge the transaction. In Croatia, for example, a shareholder holding 10% of Buyer's shares can request that a government inspector review suspected mismanagement by Mr. James and the CEO without filing suit in court (a score of 1). The plaintiff can access documents that the defendant intends to rely on for his defense (a score of 1). The plaintiff must specifically identify the documents being sought (for example, the Buyer-Seller purchase agreement of July 15, 2014) and cannot simply request categories (for example, all documents related to the transaction) (a score of 0). The plaintiff can examine the defendant and witnesses during trial, without prior approval of the questions by the court (a score of 2). The standard of proof for civil suits is preponderance of the evidence, while the standard for a criminal case is beyond a reasonable doubt (a score of 1). The plaintiff can recover legal expenses from the company only upon a successful outcome of the legal action (a score of 1). Adding these numbers gives Croatia a score of 6 on the ease of shareholder suits index.

Extent of conflict of interest regulation index

The extent of conflict of interest regulation index is the average of the extent of disclosure index, the extent of director liability index and the ease of shareholder suits index. The index ranges from 0 to 10, with higher values indicating stronger regulation of conflicts of interest.

SHAREHOLDERS' RIGHTS IN CORPORATE GOVERNANCE

The extent of shareholder governance index measures shareholders' rights in corporate governance by distinguishing three dimensions of good governance: shareholders' rights and role in major corporate decisions (extent of shareholder rights index), governance safeguards protecting shareholders from undue board control and entrenchment (extent of ownership and control index) and corporate transparency on ownership stakes, compensation, audits and financial prospects (extent of corporate transparency index). The index also measures whether a subset of relevant rights and safeguards are available in limited companies.

Extent of shareholder rights index

For each component of the extent of shareholder rights index, a score of 0 is assigned if the answer is no; 1 if yes. The index has 10 components:

- Whether the sale of 51% of Buyer's assets requires shareholder approval.[7]
- Whether shareholders representing 10% of Buyer's share capital have the right to call for an extraordinary meeting of shareholders.
- Whether Buyer must obtain its shareholders' approval every time it issues new shares.
- Whether shareholders automatically receive preemption or subscription rights every time Buyer issues new shares.
- Whether the election and dismissal of the external auditor must be approved by the shareholders.
- Whether changes to the voting rights of a class of shares must be approved only by the holders of the affected shares.
- Assuming that Buyer is a limited company, whether the sale of 51% of Buyer's assets requires shareholder approval.[8]
- Assuming that Buyer is a limited company, whether shareholders representing 10% of Buyer's share capital have the right to call for an extraordinary meeting of shareholders.
- Assuming that Buyer is a limited company, whether Buyer must obtain its shareholders' approval every time it issues new shares.
- Assuming that Buyer is a limited company, whether shareholders automatically receive preemption or subscription rights every time Buyer issues new shares.

Extent of ownership and control index

For each component of the extent of ownership and control index, a score of 0 is assigned if the answer is no; 1 if yes. The index has 10 components:

- Whether the CEO is prohibited from also being chair of the board of directors.
- Whether the board of directors must include independent and nonexecutive board members.
- Whether members of Buyer's board of directors can be removed without cause by shareholders before the end of their term.
- Whether Buyer's board of directors must include a separate audit committee.

- Whether a potential acquirer must make a tender offer to all shareholders upon acquiring 50% of Buyer.
- Whether Buyer must pay dividends within a maximum period set by law after the declaration date.[9]
- Whether a subsidiary is prohibited from acquiring shares issued by its parent company.
- Assuming that Buyer is a limited company, whether members of Buyer's board of directors can be removed without cause by shareholders before the end of their term.
- Assuming that Buyer is a limited company, whether a potential acquirer must make a tender offer to all shareholders upon acquiring 50% of Buyer.
- Assuming that Buyer is a limited company, whether Buyer must pay dividends within a maximum period set by law after the declaration date.[10]

Extent of corporate transparency index

For each component of the extent of corporate transparency index, a score of 0 is assigned if the answer is no; 1 if yes. The index has 10 components:

- Whether Buyer must disclose direct and indirect beneficial ownership stakes representing 5%.[11]
- Whether Buyer must disclose information about board members' other directorships as well as basic information on their primary employment.
- Whether Buyer must disclose the compensation of individual managers.
- Whether a detailed notice of general meeting must be sent 30 days before the meeting.[12]
- Whether shareholders representing 5% of Buyer's share capital can put items on the agenda for the general meeting.[13]
- Whether Buyer must have its annual financial statements audited by an external auditor.
- Whether Buyer must disclose its audit reports to the public.
- Assuming that Buyer is a limited company, whether a detailed notice of general meeting must be sent 30 days before the meeting.[14]
- Assuming that Buyer is a limited company, whether shareholders representing 5% of Buyer's share capital can put items on the agenda for the general meeting.[15]
- Assuming that Buyer is a limited company, whether Buyer must have its annual financial statements audited by an external auditor.

Extent of shareholder governance index

The extent of shareholder governance index is the average of the extent of shareholder rights index, the extent of ownership and control index and the extent of corporate transparency index. The index ranges from 0 to 10, with higher values indicating stronger rights of shareholders in corporate governance.

Strength of minority investor protection index

The strength of minority investor protection index is the average of the extent of conflict of interest regulation index and the extent of shareholder governance index. The index ranges from 0 to 10, rounded to the nearest decimal place, with higher values indicating stronger minority investor protections.

The data details on protecting minority investors can be found for each economy at http://www.doingbusiness.org. The initial methodology was developed by Djankov, La Porta and others (2008).

PAYING TAXES

Doing Business records the taxes and mandatory contributions that a medium-size company must pay in a given year as well as measures of the administrative burden of paying taxes and contributions (figure 13.13). The project was developed and implemented in cooperation with PwC.[16] Taxes and contributions measured include the profit or corporate income tax, social contributions and labor taxes paid by the employer, property taxes, property transfer taxes, dividend tax, capital gains tax, financial transactions tax, waste collection taxes, vehicle and road taxes, and any other small taxes or fees.

The ranking of economies on the ease of paying taxes is determined by sorting their distance to frontier scores for paying taxes. These scores are the simple average of the distance to frontier scores for each of the component indicators (figure 13.14), with a threshold and a nonlinear transformation applied to one of the component indicators, the total tax rate.[17] The threshold is defined as the total tax rate at the 15th percentile of the overall distribution for all years

FIGURE 13.13 What are the time, total tax rate and number of payments necessary for a local medium-size company to pay all taxes?

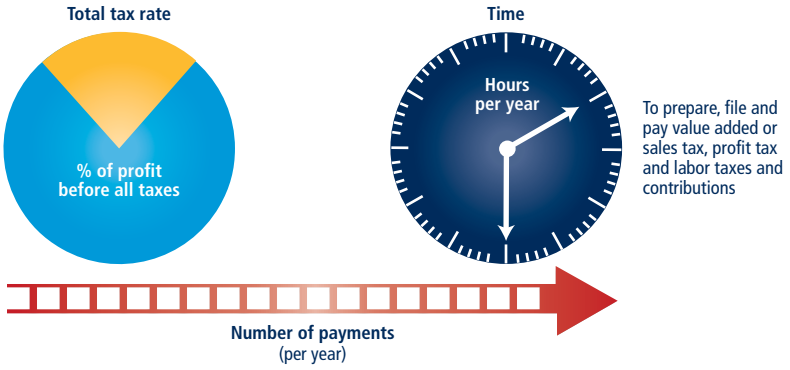
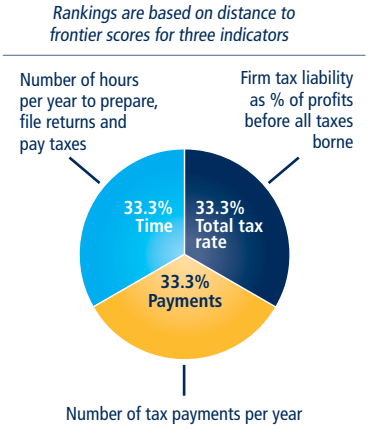


FIGURE 13.14 Paying taxes: tax compliance for a local manufacturing company



Note: All economies below the threshold receive the same score in the total tax rate component as the economies at the threshold.

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.

The threshold is not based on any economic theory of an "optimal tax rate" that minimizes distortions or maximizes efficiency in an economy's overall tax system. Instead, it is mainly empirical in nature, set at the lower end of the distribution of tax rates levied on medium-size enterprises in the manufacturing sector as observed through the paying taxes indicators. This reduces the bias in the total tax rate indicator toward economies that do not need to levy significant taxes on companies like the *Doing Business* standardized case study company because they raise public revenue in other ways—for example, through taxes on foreign companies, through taxes on sectors other than manufacturing or from natural resources (all of which are outside the scope of the methodology).

Doing Business measures all taxes and contributions that are government mandated (at any level—federal, state or local) and that apply to the standardized business and have an impact in its financial statements. In doing so, *Doing Business* goes beyond the traditional definition of a tax. As defined for the purposes of government national accounts, taxes include only compulsory, unrequited payments to general government. *Doing Business* departs from this definition because it measures imposed charges that affect business accounts, not government accounts. One main difference relates to labor contributions. The *Doing Business* measure includes government-mandated contributions paid by the employer to a requited private pension fund or workers' insurance fund. It includes, for example, Australia's compulsory superannuation guarantee and workers' compensation insurance. For the purpose of calculating the total tax rate (defined below), only taxes borne are included. For example, value added taxes are generally excluded (provided that they are not irrecoverable) because they do not affect the accounting profits of the business—that is, they are not reflected in the income statement. They are, however, included for the purpose of the compliance measures (time and payments), as they add to the burden of complying with the tax system.

Doing Business uses a case scenario to measure the taxes and contributions paid by a standardized business and the complexity of an economy's tax compliance system. This case scenario uses a set of financial statements and assumptions about transactions made over the course of the year. In each economy tax experts from a number of different firms (in many economies these include PwC) compute the taxes and mandatory contributions due in their jurisdiction based on the standardized case study facts. Information is also compiled on the frequency of filing and payments as well as the time taken to comply with tax laws in an economy. To make the data comparable across economies, several assumptions about the business and the taxes and contributions are used.

Assumptions about the business

The business:

- Is a limited liability, taxable company. If there is more than one type of limited liability company in the economy, the limited liability form most common among domestic firms is chosen. The most common form is reported by incorporation lawyers or the statistical office.
- Started operations on January 1, 2013. At that time the company purchased all the assets shown in its balance sheet and hired all its workers.
- Operates in the economy's largest business city. For 11 economies the data are also collected for the second largest business city (see table 13A.1).
- Is 100% domestically owned and has five owners, all of whom are natural persons.
- At the end of 2013, has a start-up capital of 102 times income per capita.
- Performs general industrial or commercial activities. Specifically, it produces ceramic flowerpots and sells them at retail. It does not participate in foreign trade (no import or export) and does not handle products subject to a special tax regime, for example, liquor or tobacco.
- At the beginning of 2014, owns two plots of land, one building, machinery, office equipment, computers and one truck and leases one truck.
- Does not qualify for investment incentives or any benefits apart from those related to the age or size of the company.
- Has 60 employees—4 managers, 8 assistants and 48 workers. All are nationals, and one manager is also an owner. The company pays for additional medical insurance for employees (not mandated by any law) as an additional benefit. In addition, in some economies reimbursable business travel and client entertainment expenses are considered fringe benefits. When applicable, it is assumed that the company pays the fringe benefit

tax on this expense or that the benefit becomes taxable income for the employee. The case study assumes no additional salary additions for meals, transportation, education or others. Therefore, even when such benefits are frequent, they are not added to or removed from the taxable gross salaries to arrive at the labor tax or contribution calculation.

- Has a turnover of 1,050 times income per capita.
- Makes a loss in the first year of operation.
- Has a gross margin (pretax) of 20% (that is, sales are 120% of the cost of goods sold).
- Distributes 50% of its net profits as dividends to the owners at the end of the second year.
- Sells one of its plots of land at a profit at the beginning of the second year.
- Is subject to a series of detailed assumptions on expenses and transactions to further standardize the case. For example, the owner who is also a manager spends 10% of income per capita on traveling for the company (20% of this owner's expenses are purely private, 20% are for entertaining customers, and 60% are for business travel). All financial statement variables are proportional to 2012 income per capita (this is an update from *Doing Business 2013* and previous years' reports, where the variables were proportional to 2005 income per capita). For some economies a multiple of two or three times income per capita has been used to estimate the financial statement variables.[18] The 2012 income per capita was not sufficient to bring the salaries of all the case study employees up to the minimum wage thresholds that exist in these economies.

Assumptions about the taxes and contributions

- All the taxes and contributions recorded are those paid in the second year of operation (calendar year 2014). A tax or contribution is considered distinct if it has a different name or is collected by a different agency. Taxes and contributions with the same name and agency, but charged at different rates depending on the business, are counted as the same tax or contribution.
- The number of times the company pays taxes and contributions in a year is the number of different taxes or contributions multiplied by the frequency of payment (or withholding) for each tax. The frequency of payment includes advance payments (or withholding) as well as regular payments (or withholding).

Tax payments

The tax payments indicator reflects the total number of taxes and contributions paid, the method of payment, the frequency of payment, the frequency of filing and the number of agencies involved for the standardized case study company during the second year of operation (table 13.12). It includes taxes withheld by the company, such as sales tax, value added tax and employee-borne labor taxes. These taxes are traditionally collected by the company from the consumer or employee on behalf of the tax agencies. Although they do not affect the income statements of the company, they add to the administrative burden of complying with the tax system and so are included in the tax payments measure.

TABLE 13.12 What do the paying taxes indicators measure?

Tax payments for a manufacturing company in 2014 (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 three major taxes (hours per year)
Collecting information and computing the tax payable
Completing tax return forms, filing with proper agencies
Arranging payment or withholding
Preparing separate mandatory tax accounting books, if required
Total tax rate (% of profit before all taxes)
Profit or corporate income tax
Social contributions and labor taxes paid by the employer
Property and property transfer taxes
Dividend, capital gains and financial transactions taxes
Waste collection, vehicle, road and other taxes

The number of payments takes into account electronic filing. Where full electronic filing and payment is allowed and it is used by the majority of medium-size businesses, the tax is counted as paid once a year even if filings and payments are more frequent. For payments made through third parties, such as tax on interest paid by a financial institution or fuel tax paid by a fuel distributor, only one payment is included even if payments are more frequent.

Where two or more taxes or contributions are filed for and paid jointly using the same form, each of these joint payments is counted once. For example, if mandatory health insurance contributions and mandatory pension contributions are filed for and paid together, only one of these contributions would be included in the number of payments.

Time

Time is recorded in hours per year. The indicator measures the time taken to prepare, file and pay three major types of taxes and contributions: the corporate income tax, value added or sales tax, and labor taxes, including payroll taxes and social contributions. Preparation time includes the time to collect all information necessary to compute the tax payable and to calculate the amount payable. If separate accounting books must be kept for tax purposes—or separate calculations made—the time associated with these processes is included. This extra time is included only if the regular accounting work is not enough to fulfill the tax accounting requirements. Filing time

includes the time to complete all necessary tax return forms and file the relevant returns at the tax authority. Payment time considers the hours needed to make the payment online or in person. Where taxes and contributions are paid in person, the time includes delays while waiting.

Total tax rate

The total tax rate measures the amount of taxes and mandatory contributions borne by the business in the second year of operation, expressed as a share of commercial profit. *Doing Business 2016* reports the total tax rate for calendar year 2014. The total amount of taxes borne is the sum of all the different taxes and contributions payable after accounting for allowable deductions and exemptions. The taxes withheld (such as personal income tax) or collected by the company and remitted to the tax authorities (such as value added tax, sales tax or goods and service tax) but not borne by the company are excluded. The taxes included can be divided into five categories: profit or corporate income tax, social contributions and labor taxes paid by the employer (for which all mandatory contributions are included, even if paid to a private entity such as a requited pension fund), property taxes, turnover taxes and other taxes (such as municipal fees and vehicle taxes). Fuel taxes are no longer included in the total tax rate because of the difficulty of computing these taxes in a consistent way for all economies covered. The fuel tax amounts are in most cases very small, and measuring these amounts is often complicated because they depend on fuel consumption. Fuel taxes continue to be counted in the number of payments.

The total tax rate is designed to provide a comprehensive measure of the cost of all the taxes a business bears. It differs from the statutory tax rate, which merely provides the factor to be applied to the tax base. In computing the total tax rate, the actual tax payable is divided by commercial profit. Data for Iraq are provided as an example (table 13.13).

Commercial profit is essentially net profit before all taxes borne. It differs from the conventional profit before tax, reported in financial statements. In computing profit before tax, many of the taxes borne by a firm are deductible. In computing commercial profit, these taxes are not deductible. Commercial profit therefore presents a clear picture of the actual profit of a business before any of the taxes it bears in the course of the fiscal year.

Commercial profit is computed as sales minus cost of goods sold, minus gross salaries, minus administrative expenses, minus other expenses, minus provisions, plus capital gains (from the property sale) minus interest expense, plus interest income and minus commercial depreciation. To compute the commercial depreciation, a straight-line depreciation method is applied, with the following rates: 0% for the land, 5% for the building, 10% for the machinery, 33% for the computers, 20% for the office equipment, 20% for the truck and 10% for business development expenses. Commercial profit amounts to 59.4 times income per capita.

The methodology for calculating the total tax rate is broadly consistent with the Total Tax Contribution framework developed by PwC and the calculation within this framework for taxes borne. But while the work undertaken by PwC is usually based on data received from the largest companies in the economy, *Doing Business* focuses on a case study for a standardized medium-size company.

The data details on paying taxes can be found for each economy at http://www.doingbusiness.org. This methodology was developed by Djankov and others (2010).

TABLE 13.13 Computing the total tax rate for Iraq

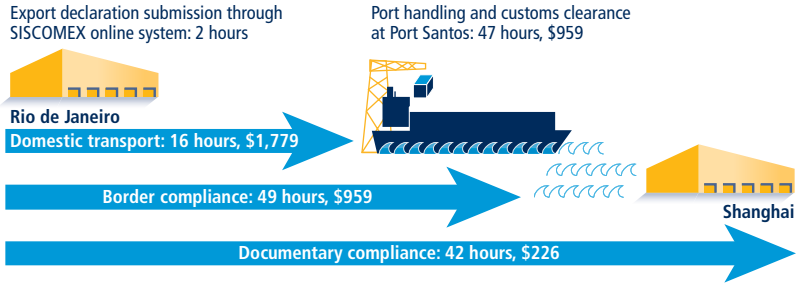
Type of tax (tax base)	Statutory rate *r* (%)	Statutory tax base *b* (ID)	Actual tax payable *a = r × b* (ID)	Commercial profit* *c* (ID)	Total tax rate *t = a/c* (%)
Corporate income tax (taxable income)	15	432,461,855	64,869,278	453,188,210	14.3
Employer-paid social security contributions (taxable wages)	12	511,191,307	61,342,957	453,188,210	13.5
Total			**126,212,235**		**27.8**

Source: Doing Business database.
Note: Commercial profit is assumed to be 59.4 times income per capita. ID is Iraqi dinar.
* Profit before all taxes borne.

TRADING ACROSS BORDERS

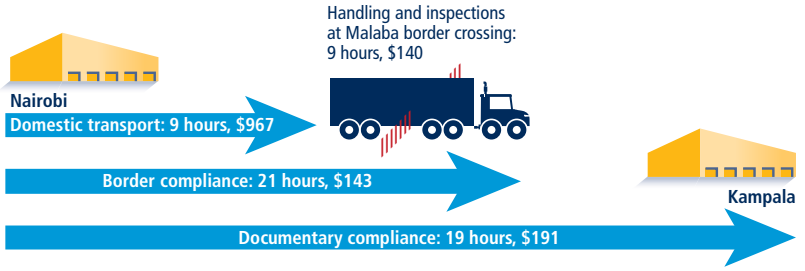
Doing Business records the time and cost associated with the logistical process of exporting and importing goods. Under the new methodology introduced this year, *Doing Business* measures the time and cost (excluding tariffs) associated with three sets of procedures—documentary compliance, border compliance and domestic transport—within the overall process of exporting or importing a shipment of goods. Figure 13.15, using the example of Brazil (as exporter) and China (as importer), shows the process of exporting a shipment from a warehouse in the origin economy to a warehouse in an overseas trading partner through a port. Figure 13.16, using the example of Kenya (as exporter) and Uganda (as importer), shows the process of exporting a shipment from a warehouse in the origin economy to a warehouse in a regional trading partner through a land border. 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

FIGURE 13.15 What makes up the time and cost to export to an overseas trading partner?



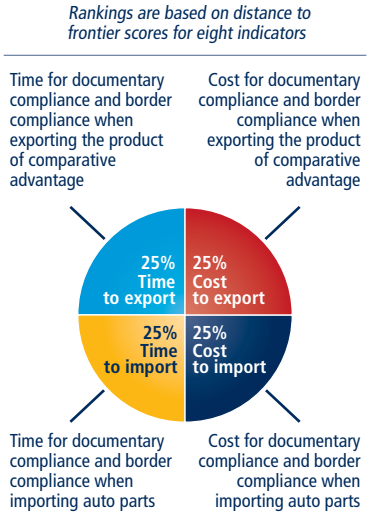
Source: Doing Business database.

FIGURE 13.16 What makes up the time and cost to export to a regional trading partner?



Source: Doing Business database.

FIGURE 13.17 Trading across borders: time and cost to export and import



Note: The time and cost for domestic transport and the number of documents to export and import are measured but do not count for the rankings.

for documentary compliance and border compliance to export and import (figure 13.17).

Although *Doing Business* collects and publishes data on the time and cost for domestic transport, it does not use these data in calculating the distance to frontier score for trading across borders or the ranking on the ease of trading across borders. The main reason for this is that the time and cost for domestic transport are affected by many external factors—such as the geography and topography of the transit territory, road capacity and general infrastructure, proximity to the nearest port or border, and the location of warehouses where the traded goods are stored—and so are not directly influenced by an economy's trade policies and reforms. In addition, *Doing Business* continues to collect data on the number of documents needed to trade internationally (these data are available on the *Doing Business* website, at http://www.doingbusiness.org). Unlike in previous years, however, these data too are excluded from the calculation of the distance to frontier score and ranking. The time and cost for documentary compliance serve as better measures of the overall cost and complexity of compliance with documentary requirements than does the number of documents required.

The data on trading across borders are gathered through a questionnaire administered to local freight forwarders, customs brokers and traders. Questionnaire responses are verified through several rounds of follow-up communication with respondents as well as by contacting third parties and consulting public sources. The questionnaire data are confirmed through teleconference calls or on-site visits in all economies.

If an economy has no formal, large-scale, private sector cross-border trade taking place as a result of government restrictions, armed conflict or a natural disaster, it is considered a "no practice" economy. A "no practice" economy receives a distance to frontier score of 0 for all the trading across borders indicators.

Assumptions of the case study

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

- For each of the 189 economies covered by *Doing Business*, it is assumed that a shipment travels from a warehouse in the largest business city of the exporting economy to a warehouse in the largest business city of the importing economy. For 11 economies the data are also collected, under the same case study assumptions, for the second largest business city (see table 13A.1).
- The import and export case studies assume different traded products. It is assumed that each economy imports a standardized shipment of 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 that 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. Precious metal and gems, live animals and pharmaceuticals are excluded from the list of possible export products, however, and the second largest product category is considered as needed.[19]

- A shipment is a unit of trade. Export shipments do not necessarily need to be containerized, while import shipments of auto parts are assumed to be containerized.
- Shipping cost based on weight is assumed to be greater than shipping cost based on volume.
- If government fees are determined by the value of the shipment, the value is assumed to be $50,000.
- The product is new, not secondhand or used merchandise.
- The exporting firm hires and pays for a freight forwarder or customs broker (or both) and pays for all costs related to international shipping, domestic transport, clearance and mandatory inspections by customs and other government agencies, port or border handling, documentary compliance fees and the like.
- 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, airport or land border crossing.
- All electronic submissions of information 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 defined as a place (seaport, airport or land border crossing) where merchandise can enter or leave an economy.
- Government agencies considered relevant are agencies such as customs, port authorities, road police, border guards, standardization agencies, ministries or departments of agriculture or industry, national security agencies and any other government authorities.

Time

Time is measured in hours, and 1 day is 24 hours (for example, 22 days are recorded as 22 × 24 = 528 hours). If customs clearance takes 7.5 hours, the data are recorded as is. Alternatively, suppose that documents are submitted to a customs agency at 8:00 a.m., are processed overnight and can be picked up at 8:00 a.m. the next day. In this case 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 and their movements.

Documentary compliance

Documentary compliance captures the time and cost associated with compliance with the documentary requirements of all government agencies of the origin economy, the destination economy and any transit economies (table 13.14). The aim is to measure the total burden of preparing the bundle of documents that will enable completion of the international trade for the product and partner pair assumed in the case study. As a shipment moves from Mumbai to New York City, for example, the freight forwarder must prepare and submit documents to the customs agency in India, to the port authorities in Mumbai and to the customs agency in New York City.

The time and cost for documentary compliance include the time and cost for obtaining documents (such as time spent undergoing inspections to obtain a certificate of conformity or certificate of origin); preparing documents (such

TABLE 13.14 What do the indicators on the time and cost to export and import cover?

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 as well as non-shipment-specific documents necessary to complete the trade
Border compliance
Customs clearance and inspections by customs
Inspections by other agencies (if applied to more than 10% of shipments)
Port or border handling at most widely used port or border of economy
Obtaining, preparing and submitting documents during clearance, inspections and port or border handling
Domestic transport
Loading and unloading of shipment at warehouse, dry port or border
Transport by most widely used mode between warehouse and terminal or dry port for clearance and inspections
Transport by most widely used mode between terminal or dry port and most widely used border or port of economy
Obtaining, preparing and submitting documents during domestic transport
Traffic delays and road police checks while shipment is en route

as time spent gathering information to complete the customs declaration or certificate of origin); processing documents (such as time spent waiting for the relevant authority to issue a phytosanitary certificate); presenting documents (such as time spent showing a customs declaration to road police or showing a port terminal receipt to port authorities); and submitting documents (such as time spent submitting a customs declaration to the customs agency in person or electronically).

All electronic or paper submissions of information 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. All documents prepared by the freight forwarder or customs broker for the product and partner pair assumed in the case study are included regardless of whether they are required by law or in practice. Any documents prepared and submitted so as to get access to preferential treatment—for example, a certificate of origin—are included in the calculation of the time and cost for documentary compliance. Any documents prepared and submitted because of a perception that they ease the passage of the shipment are also included (for example, freight forwarders may prepare a packing list because in their experience this reduces the probability of physical or other intrusive inspections).

In addition, any documents that are mandatory for exporting or importing are included in the calculation of time and cost. Documents that need to be obtained only once are not counted, however. And *Doing Business* does not include documents needed to produce and sell in the domestic market—such as certificates of third-party safety standards testing that may be required to sell toys domestically—unless a government agency needs to see these documents during the export process.

Doing Business includes all documents that are sufficient to complete the international trade. This distinction is important in cases where there are different versions of documents. In Uruguay, for example, meat exporters are required to obtain a sanitary certificate. Obtaining a provisional certificate, which will allow the goods to be exported, takes 72 hours. Obtaining the definitive certificate (procured for tax or other purposes) takes longer. In this case *Doing Business* counts only the provisional certificate, because that is sufficient to export the product.

The set of procedures for documentary compliance is potentially simultaneous with those for domestic transport and is highly likely to be simultaneous with port or border handling, with customs clearance and with inspections. In Uruguay, for example, the sanitary inspection (taking 72 hours) leads to the firm obtaining the sanitary certificate.

Border compliance

Border compliance captures the time and cost associated with compliance with the economy's customs regulations and with regulations relating to other inspections that are mandatory in order for the shipment to cross the economy's border, as well as the time and cost for handling that takes place at its port or border. The time and cost for this segment include time and cost for obtaining, preparing and submitting documents during port or border handling, customs clearance and inspection procedures. For example, the time and cost for obtaining the port terminal receipt would be included here.

The computation of border compliance time and cost depends on where the border compliance procedures take place, who requires and conducts the procedures and what the probability is that inspections will be conducted. If all customs clearance and other inspections take place at the port or border, the time estimate for border compliance takes this simultaneity into account. It is entirely possible that the border compliance time and cost could be negligible or zero, as in the case of trade between members of the European Union or other customs unions.

If some or all customs or other inspections take place at other locations, the time and cost for these procedures are added to the time and cost for those that take place at the port or border. In Kazakhstan, for example, all customs clearance and inspections take place at a customs post in Almaty that is not at the land border between Kazakhstan and China. In this case border compliance time is the sum of the time spent at the terminal in Almaty and the handling time at the border.

Doing Business asks contributors to estimate the time and cost for clearance and inspections by customs agencies—defined as documentary and physical inspections for the purpose of calculating duties by verifying product classification, confirming quantity, determining origin and checking the veracity of other information on the customs declaration. (This category includes all inspections aimed at preventing smuggling.) These are clearance and inspection procedures that take place in the majority of cases and thus are considered the "standard" case. The time and cost estimates capture the efficiency of the customs agency of the economy.

Doing Business also asks contributors to estimate the total time and cost for clearance and inspections by customs and all other government agencies for the specified product. These estimates account for inspections related to health, safety, phytosanitary standards, conformity and the like, and thus capture the efficiency of agencies that require and conduct these additional inspections.

If inspections by agencies other than customs are conducted in 10% or fewer cases, the border compliance time and cost measures take into account only clearance and inspections by customs

(the standard case). If inspections by other agencies take place in more than 10% of cases, the time and cost measures account for clearance and inspections by all agencies. Different types of inspections may take place with different probabilities—for example, scanning may take place in 100% of cases while physical inspection occurs in 5%. In situations like this, *Doing Business* would count the time only for scanning because it happens in more than 10% of cases while physical inspection does not.

The border compliance time and cost for an economy do not include the time and cost for compliance with the regulations of any other economy. Consider Israel, whose main export partner in the *Doing Business* case study is the United States. For the export shipment to be loaded onto the ship, the shipment must clear Israeli customs and inspections (1.5 hours) and be handled in the Haifa port (36 hours). In addition, the United States requires all shipments to be inspected by a private company (located in the Haifa port) before being loaded onto the ship, a process that takes up to 72 hours during which the shipment is at the Haifa port. But because this inspection is required by U.S. authorities, it is not counted in the border compliance time and cost for Israel even though it takes place in 100% of cases and adds considerably to the time for exports.

A counterexample relates to imports of auto parts into Rwanda from China. Rwandan authorities require a certificate of conformity for all import shipments. For the shipment of auto parts in the *Doing Business* case study, this certificate would be issued by a private company after inspections at the warehouse or factory in China. The 245 hours that it takes to obtain this certificate are included in the border compliance time for Rwanda because this time is spent in fulfilling the requirements of Rwandan authorities and because such inspections are imposed on more than 10% of import shipments.

Domestic transport

Domestic transport captures the time and cost associated with transporting the shipment from a warehouse in the largest business city of the economy to the most widely used seaport, airport or land border of the economy. For 11 economies the data are also collected for the second largest business city (see table 13A.1). This set of procedures captures the time for (and cost of) the actual transport; any traffic delays and road police checks; as well as time spent on loading or unloading at the warehouse or border. The time included in this segment includes time spent on obtaining, preparing and submitting documents during the transport process.

For a coastal economy with an overseas trading partner, domestic transport captures the time and cost from the loading of the shipment at the warehouse until the shipment reaches the economy's port (see figure 13.15).

For an economy trading through a land border, domestic transport captures the time and cost from the loading of the shipment at the warehouse until the shipment reaches the economy's land border (see figure 13.16). In some cases the cost within the economy's territory is interpolated from the total cost from warehouse to warehouse. For Belgium, for example, the main export partner in the *Doing Business* case study is Germany, and transporting a shipment weighing 15 tons the 760 kilometers from Brussels to Berlin costs $1,400. The shipment travels 125 kilometers within Belgium, so the domestic transport cost attributed to Belgium is $265. These calculations are based on the distance traveled along the most widely used route (as reported by contributors).

The time and cost estimates are based on the most widely used mode of transport (truck, train, riverboat) and the most widely used route (road, port, border posts) as reported by contributors. In the overwhelming majority of cases all contributors in an economy agree on the mode and route. In the few remaining cases *Doing Business* consulted additional contributors to get a sense of why there was disagreement. In these cases time and cost estimates are based on the mode and route chosen by the majority of contributors. For the 11 economies for which data are collected for both the largest and the second largest business city, *Doing Business* allows the most widely used route and the most widely used mode of transport to be different for the two cities, if so reported by private sector contributors. For example, shipments from Delhi are transported by train to Mundra port for export, while shipments from Mumbai travel by truck to Nhava Sheva port to be exported.

In the export case study, as noted, *Doing Business* does not assume a containerized shipment, and time and cost estimates may be based on the transport of 15 tons of noncontainerized products. In the import case study auto parts are assumed to be containerized, and the shipment may consist of more than one container. In the cases where cargo is containerized, the time and cost for transport and other procedures are based on a shipment consisting of homogeneous cargo belonging to a single Harmonized System (HS) classification code. This assumption is particularly important for inspections, because shipments of homogeneous products are often subject to fewer and shorter inspections than shipments of products belonging to various HS codes.

In some cases the shipment travels from the warehouse to a customs post or terminal for clearance or inspections and then travels onward to the port or border. In these cases the domestic transport time (cost) is the sum of the time (cost) for both transport segments. The time and cost for clearance or inspections are included in the measures for border compliance, however, not in those for domestic transport.

The data details on trading across borders can be found for each economy at http://www.doingbusiness.org.

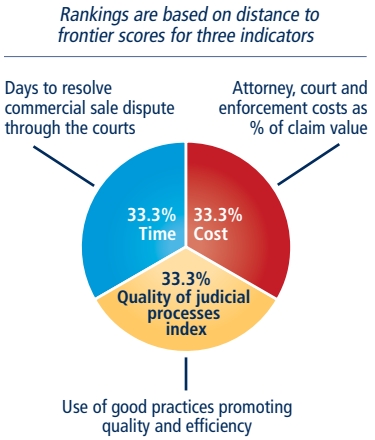
ENFORCING CONTRACTS

Doing Business measures the time and cost for resolving a commercial dispute through a local first-instance court. In addition, this year it introduces a new measure, 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. This new index replaces the indicator on procedures, which was eliminated this year. The data are collected through study of the codes of civil procedure and other court regulations as well as questionnaires completed by local litigation lawyers and judges. 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 13.18).

EFFICIENCY OF RESOLVING A COMMERCIAL DISPUTE

The data on time and cost are built by following the step-by-step evolution of a commercial sale dispute (figure 13.19). The data are collected for a specific court for each city covered, under the assumptions about the case described below (table 13.15). The court is the one with jurisdiction over disputes worth 200% of income per capita or $5,000, whichever is greater. The name of the relevant court in each economy is published on the *Doing Business* website at http://www.doingbusiness.org/data/exploretopics/enforcing-contracts. For the 11 economies for which the data are also collected for the second largest business city, the name of the relevant court in that city is given as well.

FIGURE 13.18 Enforcing contracts: efficiency and quality of commercial dispute resolution



Assumptions about the case

- The value of the claim is equal to 200% of the economy's income per capita or $5,000, whichever is greater.
- 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 (see table 13A.1). Pursuant to a contract between the businesses, Seller sells some custom-made furniture to Buyer worth 200% of the economy's income per capita or $5,000, whichever is greater. After Seller delivers the goods to Buyer, Buyer refuses to pay the contract price, alleging that the goods are not of adequate quality. Because they were custom-made, Seller is unable to sell them to anyone else.
- Seller (the plaintiff) sues Buyer (the defendant) to recover the amount under the sales agreement. The dispute is brought before the court located in the economy's largest business city with jurisdiction over commercial cases worth 200% of income per capita or $5,000, whichever is greater. As noted, for 11 economies the data are also collected for the second largest business city.
- At the outset of the dispute, Seller decides to attach Buyer's movable assets (for example, office equipment and vehicles) because Seller fears that Buyer may hide its assets or otherwise become insolvent.
- The claim is disputed on the merits because of Buyer's allegation that the quality of the goods was not adequate. Because the court cannot decide the case on the basis of documentary evidence or legal title alone, an expert opinion is given on the quality of the goods. If it is standard practice in the economy for each party to call its own expert witness, the parties each call one expert witness. If it is standard practice for the judge to appoint an independent expert, the judge does so. In this case the judge does not allow opposing expert testimony.

FIGURE 13.19 What are the time and cost to resolve a commercial dispute through the courts?

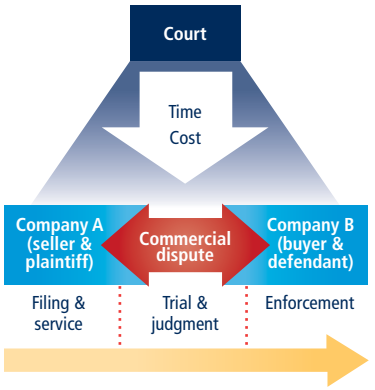


TABLE 13.15 What do the indicators on the efficiency of resolving a commercial dispute measure?

Time required to enforce a contract through the courts (calendar days)
Time to file and serve the case
Time for trial and to obtain the judgment
Time to enforce the judgment
Cost required to enforce a contract through the courts (% of claim)
Average attorney fees
Court costs
Enforcement costs

- Following the expert opinion, the judge decides that the goods delivered by Seller were of adequate quality and that Buyer must pay the contract price. The judge thus renders a final judgment that is 100% in favor of Seller.
- Buyer does not appeal the judgment. Seller decides to start enforcing the judgment as soon as the time allocated by law for appeal lapses.
- Seller takes all required steps for prompt enforcement of the judgment. The money is successfully collected through a public sale of Buyer's movable assets (for example, office equipment and vehicles).

Time

Time is recorded in calendar days, counted from the moment the plaintiff decides to file the lawsuit in court until payment. This includes both the days when actions take place and the waiting periods in between. The average duration of three different stages of dispute resolution is recorded: the completion of service of process (time to file and serve the case), the issuance of judgment (time for trial and to obtain the judgment) and the recovery of the claim value through a public sale (time for enforcement of the judgment).

Cost

Cost is recorded as a percentage of the claim, assumed to be equivalent to 200% of income per capita or $5,000, whichever is greater. Three types of costs are recorded: court costs, enforcement costs and average attorney fees.

Court costs include all costs that Seller (plaintiff) must advance to the court, regardless of the final cost borne by Seller. Court costs include the fees that must be paid to obtain an expert opinion. Enforcement costs are all costs that Seller (plaintiff) must advance to enforce the judgment through a public sale of Buyer's movable assets, regardless of the final cost borne by Seller. Average attorney fees are the fees that Seller (plaintiff) must advance to a local attorney to represent Seller in the standardized case. Bribes are not taken into account.

QUALITY OF JUDICIAL PROCESSES

The quality of judicial processes index measures whether each economy has adopted a series of good practices in its court system in four areas: court structure and proceedings, case management, court automation and alternative dispute resolution (table 13.16).

Court structure and proceedings index

The court structure and proceedings index has four components:

- Whether a specialized commercial court or a section dedicated solely to hearing commercial cases is in place. A score of 1.5 is assigned if yes; 0 if no.
- Whether a small claims court or a fast-track procedure for small claims is in place. A score of 1 is assigned if such a court or procedure is in place, it is applicable to all civil cases and the law sets a cap on the value of cases that can be handled through this court or procedure. If small claims are handled by a stand-alone court, the point is assigned only if this court applies a simplified procedure. An additional score of 0.5 is assigned if parties can represent themselves before this court or during this procedure. If no small claims court or simplified procedure is in place, a score of 0 is assigned.
- Whether plaintiffs can obtain pretrial attachment of the defendant's movable assets if they fear the assets may be moved out of the jurisdiction or otherwise dissipated. A score of 1 is assigned if yes; 0 if no.
- Whether cases are assigned randomly and automatically to judges throughout the competent court. A score of 1

TABLE 13.16 What do the indicators on the quality of judicial processes measure?

Court structure and proceedings index (0–5)
Availability of specialized commercial court, division or section
Availability of small claims court or simplified procedure for small claims
Availability of pretrial attachment
Criteria used to assign cases to judges
Case management index (0–6)
Regulations setting time standards for key court events
Regulations on adjournments and continuances
Availability of performance measurement mechanisms
Use of pretrial conference
Availability of electronic case management system for judges
Availability of electronic case management system for lawyers
Court automation index (0–4)
Ability to file initial complaint electronically
Ability to serve process electronically
Ability to pay court fees electronically
Publication of judgments
Alternative dispute resolution index (0–3)
Arbitration
Voluntary mediation or conciliation
Quality of judicial processes index (0–18)
Sum of the court structure and proceedings, case management, court automation and alternative dispute resolution indices

is assigned if the assignment of cases is random and automated; 0.5 if it is random but not automated; 0 if it is neither random nor automated.

The index ranges from 0 to 5, with higher values indicating a more sophisticated and streamlined court structure. In Bosnia and Herzegovina, for example, a specialized commercial court is in place (a score of 1.5), and small claims can be resolved through a dedicated court in which self-representation is allowed (a score of 1.5). Plaintiffs can obtain pretrial attachment of the defendant's movable assets if they fear dissipation during trial (a score of 1). Cases are assigned randomly through an electronic case management system (a score of 1). Adding these numbers gives Bosnia and Herzegovina a score of 5 on the court structure and proceedings index.

Case management index

The case management index has six components:

- Whether any of the applicable laws or regulations on civil procedure contain time standards for at least three of the following key court events: (i) service of process; (ii) first hearing; (iii) filing of the statement of defense; (iv) completion of the evidence period; and (v) submission of the final judgment. A score of 1 is assigned if such time standards are available and respected in more than 50% of cases; 0.5 if they are available but not respected in more than 50% of cases; 0 if there are time standards for less than three of these key court events.
- Whether there are any laws regulating the maximum number of adjournments or continuances that can be granted, whether adjournments are limited by law to unforeseen and exceptional circumstances and whether these rules are respected in more than 50% of cases. A score of 1 is assigned if all three conditions are met; 0.5 if only two of the three conditions are met; 0 if only one of the conditions is met or if none are.
- Whether there are any performance measurement reports that can be generated about the competent court to monitor the court's performance, to monitor the progress of cases through the court and to ensure compliance with established time standards. A score of 1 is assigned if at least two of the following four reports are made publicly available: (i) time to disposition report; (ii) clearance rate report; (iii) age of pending cases report; and (iv) single case progress report. A score of 0 is assigned if only one of these reports is available or if none are.
- Whether a pretrial conference is among the case management techniques used before the competent court and at least three of the following issues are discussed during the pretrial conference: (i) scheduling (including the time frame for filing motions and other documents with the court); (ii) case complexity and projected length of trial; (iii) possibility of settlement or alternative dispute resolution; (iv) exchange of witness lists; (v) evidence; (vi) jurisdiction and other procedural issues; and (vii) the narrowing down of contentious issues. A score of 1 is assigned if a pretrial conference in which at least three of these events are discussed is held within the competent court; 0 if not.
- Whether judges within the competent court can use an electronic case management system for at least four of the following purposes: (i) to access laws, regulations and case law; (ii) to automatically generate a hearing schedule for all cases on their docket; (iii) to send notifications (for example, e-mails) to lawyers; (iv) to track the status of a case on their docket; (v) to view and manage case documents (briefs, motions); (vi) to assist in writing judgments; (vii) to semiautomatically generate court orders; and (viii) to view court orders and judgments in a particular case. A score of 1 is assigned if an electronic case management system is available that judges can use for at least four of these purposes; 0 if not.
- Whether lawyers can use an electronic case management system for at least four of the following purposes: (i) to access laws, regulations and case law; (ii) to access forms to be submitted to the court; (iii) to receive notifications (for example, e-mails); (iv) to track the status of a case; (v) to view and manage case documents (briefs, motions); (vi) to file briefs and documents with the court; and (vii) to view court orders and decisions in a particular case. A score of 1 is assigned if an electronic case management system is available that lawyers can use for at least four of these purposes; 0 if not.

The index ranges from 0 to 6, with higher values indicating a more qualitative and efficient case management system. In Croatia, for example, time standards for at least three key court events are contained in applicable civil procedure instruments and are respected in more than 50% of cases (a score of 1). The law stipulates that adjournments can be granted only for unforeseen and exceptional circumstances and this rule is respected in more than 50% of cases (a score of 0.5). A time to disposition report and a clearance rate report can be generated about the competent court (a score of 1). A pretrial conference is among the case management techniques used before the Zagreb Commercial Court (a score of 1). An electronic case management system satisfying the criteria outlined above is available to judges (a score of 1) and to lawyers (a score of 1). Adding these numbers gives Croatia a score of 5.5 on the case management index, the highest score attained by any economy on this index.

Court automation index

The court automation index has four components:

- Whether the initial complaint can be filed electronically through a

dedicated platform (not e-mail or fax) within the relevant court. A score of 1 is assigned if yes; 0 if no.
- Whether the initial complaint can be served on the defendant electronically, through a dedicated system or by e-mail, fax or SMS (short message service). A score of 1 is assigned if yes; 0 if no.
- Whether court fees can be paid electronically, either through a dedicated platform or through online banking. A score of 1 is assigned if yes; 0 if no.
- Whether judgments rendered by local courts are made available to the general public through publication in official gazettes, in newspapers or on the internet. A score of 1 is assigned if judgments rendered in commercial cases at all levels are made available to the general public; 0.5 if only judgments rendered at the appeal and supreme court level are made available to the general public; 0 in all other instances.

The index ranges from 0 to 4, with higher values indicating a more automated, efficient and transparent court system. In Korea, for example, the initial summons can be filed online (a score of 1), it can be served on the defendant electronically (a score of 1), and court fees can be paid electronically as well (a score of 1). In addition, judgments in commercial cases at all levels are made publicly available through the internet (a score of 1). Adding these numbers gives Korea a score of 4 on the court automation index.

Alternative dispute resolution index

The alternative dispute resolution index has six components:
- Whether domestic commercial arbitration is governed by a consolidated law or consolidated chapter or section of the applicable code of civil procedure encompassing substantially all its aspects. A score of 0.5 is assigned if yes; 0 if no.
- Whether commercial disputes of all kinds—aside from those dealing with public order, public policy, bankruptcy, consumer rights, employment issues or intellectual property—can be submitted to arbitration. A score of 0.5 is assigned if yes; 0 if no.
- Whether valid arbitration clauses or agreements are enforced by local courts in more than 50% of cases. A score of 0.5 is assigned if yes; 0 if no.
- Whether voluntary mediation, conciliation or both are a recognized way of resolving commercial disputes. A score of 0.5 is assigned if yes; 0 if no.
- Whether voluntary mediation, conciliation or both are governed by a consolidated law or consolidated chapter or section of the applicable code of civil procedure encompassing substantially all their aspects. A score of 0.5 is assigned if yes; 0 if no.
- Whether there are any financial incentives for parties to attempt mediation or conciliation (for example, if mediation or conciliation is successful, a refund of court filing fees, an income tax credit or the like). A score of 0.5 is assigned if yes; 0 if no.

The index ranges from 0 to 3, with higher values associated with greater availability of mechanisms of alternative dispute resolution. In Israel, for example, arbitration is regulated through a dedicated statute (a score of 0.5), all relevant commercial disputes can be submitted to arbitration (a score of 0.5), and valid arbitration clauses are usually enforced by the courts (a score of 0.5). Voluntary mediation is a recognized way of resolving commercial disputes (a score of 0.5), it is regulated through a dedicated statute (a score of 0.5), and part of the filing fees is reimbursed if the process is successful (a score of 0.5). Adding these numbers gives Israel a score of 3 on the alternative dispute resolution index.

Quality of judicial processes index

The quality of judicial processes index is the sum of the scores on the court structure and proceedings, case management, court automation and alternative dispute resolution indices. The index ranges from 0 to 18, with higher values indicating better and more efficient judicial processes.

The data details on enforcing contracts can be found for each economy at http://www.doingbusiness.org. This methodology was initially developed by Djankov and others (2003) and is adopted here with several changes. The quality of judicial processes index was introduced in Doing Business 2016. *The good practices tested in this index were developed on the basis of internationally recognized good practices promoting judicial efficiency.*

RESOLVING INSOLVENCY

Doing Business studies the time, cost and outcome of insolvency proceedings involving domestic entities as well as the strength of the legal framework applicable to liquidation and reorganization proceedings. The data for the resolving insolvency indicators are derived from questionnaire responses by local insolvency practitioners and verified through a study of laws and regulations as well as public information on insolvency systems. 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 13.20).

RECOVERY OF DEBT IN INSOLVENCY

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

Assumptions about the business

The business:
- Is a limited liability company.
- Operates in the economy's largest business city. For 11 economies the data are also collected for the second largest business city (see table 13A.1).

- Is 100% domestically owned, with the founder, who is also chairman of the supervisory board, owning 51% (no other shareholder holds more than 5% of shares).
- Has downtown real estate, where it runs a hotel, as its major asset.
- Has a professional general manager.
- Has 201 employees and 50 suppliers, each of which is owed money for the last delivery.
- Has a 10-year loan agreement with a domestic bank secured by a mortgage over the hotel's real estate property. A universal business charge (an enterprise charge) is also assumed in economies where such collateral is recognized. If the laws of the economy do not specifically provide for an enterprise charge but contracts commonly use some other provision to that effect, this provision is specified in the loan agreement.
- Has observed the payment schedule and all other conditions of the loan up to now.
- Has a market value, operating as a going concern, of 100 times income per capita or $200,000, whichever is greater. The market value of the company's assets, if sold piecemeal, is 70% of the market value of the business.

Assumptions about the case

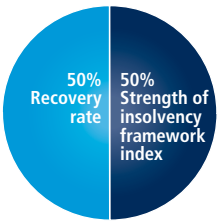
The business is experiencing liquidity problems. The company's loss in 2014 reduced its net worth to a negative figure. It is January 1, 2015. There is no cash to pay the bank interest or principal in full, due the next day, January 2. The business will therefore default on its loan. Management believes that losses will be incurred in 2015 and 2016 as well. But it expects 2015 cash flow to cover all operating expenses, including supplier payments, salaries, maintenance costs and taxes, though not principal or interest payments to the bank.

The amount outstanding under the loan agreement is exactly equal to the market value of the hotel business and represents 74% of the company's total debt. The other 26% of its debt is held by unsecured creditors (suppliers, employees, tax authorities).

The company has too many creditors to negotiate an informal out-of-court workout. The following options are available: a judicial procedure aimed at the rehabilitation or reorganization of the company to permit its continued operation; a judicial procedure aimed at the liquidation or winding-up of the company; or a judicial debt enforcement procedure (foreclosure or receivership) against the company.

FIGURE 13.20 Resolving insolvency: recovery rate and strength of insolvency framework

Rankings are based on distance to frontier scores for two indicators



Assumptions about the parties

The bank wants to recover as much as possible of its loan, as quickly and cheaply as possible. The unsecured creditors will do everything permitted under the applicable laws to avoid a piecemeal sale of the assets. The majority shareholder wants to keep the company operating and under his control. Management wants to keep the company operating and preserve its employees' jobs. All the parties are local entities or citizens; no foreign parties are involved.

Time

Time for creditors to recover their credit is recorded in calendar years (table 13.17). The period of time measured by *Doing Business* is from the company's default until the payment of some or all of the money owed to the bank. Potential delay tactics by the parties, such as the filing of dilatory appeals or requests for extension, are taken into consideration.

Cost

The cost of the proceedings is recorded as a percentage of the value of the debtor's estate. The cost is calculated on the basis of questionnaire responses and includes court fees and government levies; fees of insolvency administrators, auctioneers, assessors and lawyers; and all other fees and costs.

Outcome

Recovery by creditors depends on whether the hotel business emerges from the proceedings as a going concern or the company's assets are sold piecemeal. If the business continues operating, 100% of the hotel value is preserved. If the assets are sold piecemeal, the maximum amount that can be recovered is 70% of the value of the hotel.

TABLE 13.17 What do the indicators on debt recovery in insolvency 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 the business continues operating as a going concern or whether its assets are sold piecemeal
Recovery rate for secured creditors (cents on the dollar)
Measures the cents on the dollar recovered by secured creditors
Present value of debt recovered
Official costs of the insolvency proceedings are deducted
Depreciation of furniture is taken into account
Outcome for the business (survival or not) affects the maximum value that can be recovered

Recovery rate

The recovery rate is recorded as cents on the dollar recovered by secured creditors through reorganization, liquidation or debt enforcement (foreclosure or receivership) proceedings (figure 13.21). The calculation takes into account the outcome: whether the business emerges from the proceedings as a going concern or the assets are sold piecemeal. Then the costs of the proceedings are deducted (1 cent for each percentage point of the value of the debtor's estate). Finally, the value lost as a result of the time the money remains tied up in insolvency proceedings is taken into account, including the loss of value due to depreciation of the hotel furniture. Consistent with international accounting practice, the annual depreciation rate for furniture is taken to be 20%. The furniture is assumed to account for a quarter of the total value of assets. The recovery rate is the present value of the remaining proceeds, based on end-2014 lending rates from the International Monetary Fund's *International Financial Statistics*, supplemented with data from central banks and the Economist Intelligence Unit.

If an economy had zero cases a year over the past five years involving a judicial reorganization, judicial liquidation or debt enforcement procedure (foreclosure or receivership), the economy receives a "no practice" mark on the time, cost and outcome indicators. This means that creditors are unlikely to recover their money through a formal legal process. The recovery rate for "no practice" economies is zero. In addition, a "no practice" economy receives a score of 0 on the strength of insolvency framework index even if its legal framework includes provisions related to insolvency proceedings (liquidation or reorganization).

STRENGTH OF INSOLVENCY FRAMEWORK

The strength of insolvency framework index is based on four other indices: commencement of proceedings index, management of debtor's assets index, reorganization proceedings index and creditor participation index (figure 13.22; table 13.18).

Commencement of proceedings index

The commencement of proceedings index has three components:

- Whether debtors can initiate both liquidation and reorganization proceedings. A score of 1 is assigned if debtors can initiate both types of proceedings; 0.5 if they can initiate only one of these types (either liquidation or reorganization); 0 if they cannot initiate insolvency proceedings.
- Whether creditors can initiate both liquidation and reorganization proceedings. A score of 1 is assigned if creditors can initiate both types of proceedings; 0.5 if they can initiate only one of these types (either liquidation or reorganization); 0 if they cannot initiate insolvency proceedings.
- What standard is used for commencement of insolvency proceedings. A score of 1 is assigned if a liquidity test (the debtor is generally unable to pay its debts as they mature) is used; 0.5 if the balance sheet test (the liabilities of the debtor exceed its assets) is used; 1 if both the liquidity and balance sheet tests are available but only one is required to initiate insolvency proceedings; 0.5 if both tests are required; 0 if a different test is used.

The index ranges from 0 to 3, with higher values indicating greater access to insolvency proceedings. In Bulgaria, for example, debtors can initiate both liquidation and reorganization proceedings (a

FIGURE 13.21 Recovery rate is a function of the time, cost and outcome of insolvency proceedings against a local company

FIGURE 13.22 Strength of insolvency framework index measures the quality of insolvency laws that govern relations between debtors, creditors and the court

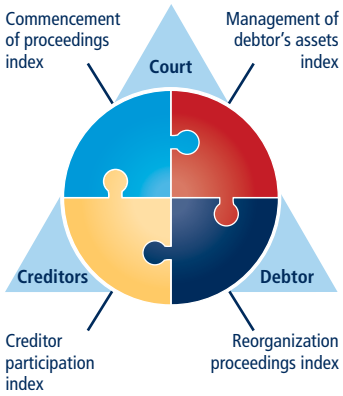


TABLE 13.18 What do the indicators on the strength of the insolvency framework measure?

Commencement of proceedings index (0–3)
Availability of liquidation and reorganization to debtors and creditors
Standards for commencement of insolvency proceedings
Management of debtor's assets index (0–6)
Continuation and rejection of contracts during insolvency
Avoidance of preferential and undervalued transactions
Post-commencement finance
Reorganization proceedings index (0–3)
Approval and content of reorganization plan
Creditor participation index (0–4)
Creditors' participation in and rights during liquidation and reorganization proceedings
Strength of insolvency framework index (0–16)
Sum of the commencement of proceedings, management of debtor's assets, reorganization proceedings and creditor participation indices

score of 1), but creditors can initiate only liquidation proceedings (a score of 0.5). Either the liquidity test or the balance sheet test can be used to commence insolvency proceedings (a score of 1). Adding these numbers gives Bulgaria a score of 2.5 on the commencement of proceedings index.

Management of debtor's assets index

The management of debtor's assets index has six components:

- Whether the debtor (or an insolvency representative on its behalf) can continue performing contracts essential to the debtor's survival. A score of 1 is assigned if yes; 0 if continuation of contracts is not possible or if the law contains no provisions on this subject.
- Whether the debtor (or an insolvency representative on its behalf) can reject overly burdensome contracts. A score of 1 is assigned if yes; 0 if rejection of contracts is not possible.
- Whether transactions entered into before commencement of insolvency proceedings that give preference to one or several creditors can be avoided after proceedings are initiated. A score of 1 is assigned if yes; 0 if avoidance of such transactions is not possible.
- Whether undervalued transactions entered into before commencement of insolvency proceedings can be avoided after proceedings are initiated. A score of 1 is assigned if yes; 0 if avoidance of such transactions is not possible.
- Whether the insolvency framework includes specific provisions that allow the debtor (or an insolvency representative on its behalf), after commencement of insolvency proceedings, to obtain financing necessary to function during the proceedings. A score of 1 is assigned if yes; 0 if obtaining post-commencement finance is not possible or if the law contains no provisions on this subject.
- Whether post-commencement finance receives priority over ordinary unsecured creditors during distribution of assets. A score of 1 is assigned if yes; 0.5 if post-commencement finance is granted superpriority over all creditors, secured and unsecured; 0 if no priority is granted to post-commencement finance.

The index ranges from 0 to 6, with higher values indicating more advantageous treatment of the debtor's assets from the perspective of the company's stakeholders. In Mozambique, for example, debtors can continue essential contracts (a score of 1) and reject burdensome ones (a score of 1) during insolvency proceedings. The insolvency framework allows avoidance of preferential transactions (a score of 1) and undervalued ones (a score of 1). But the insolvency framework contains no provisions allowing post-commencement finance (a score of 0) or granting priority to such finance (a score of 0). Adding these numbers gives Mozambique a score of 4 on the management of debtor's assets index.

Reorganization proceedings index

The reorganization proceedings index has three components:

- Whether the reorganization plan is voted on only by the creditors whose rights are modified or affected by the plan. A score of 1 is assigned if yes; 0.5 if all creditors vote on the plan, regardless of its impact on their interests; 0 if creditors do not vote on the plan or if reorganization is not available.
- Whether creditors entitled to vote on the plan are divided into classes, each class votes separately and the creditors within each class are treated equally. A score of 1 is assigned if the voting procedure has these three features; 0 if the voting procedure does not have these three features or if reorganization is not available.
- Whether the insolvency framework requires that dissenting creditors receive as much under the reorganization plan as they would have received in liquidation. A score of 1 is assigned if yes; 0 if no such provisions exist or if reorganization is not available.

The index ranges from 0 to 3, with higher values indicating greater compliance with internationally accepted practices. Nicaragua, for example, has no judicial reorganization proceedings and therefore receives a score of 0 on the reorganization proceedings index. In Estonia, another example, only creditors whose rights are affected by the reorganization plan are allowed to vote (a score of 1). The reorganization plan divides creditors into classes, each class votes separately and creditors within the same class are treated equally (a score of 1). But there are no provisions requiring that the return to dissenting creditors be equal to what they would have received in liquidation (a score of 0). Adding these numbers gives Estonia a score of 2 on the reorganization proceedings index.

Creditor participation index

The creditor participation index has four components:

- Whether creditors participate in the selection of an insolvency representative. A score of 1 is assigned if yes; 0 if no.
- Whether creditors are required to approve the sale of substantial assets of the debtor in the course of insolvency proceedings. A score of 1 is assigned if yes; 0 if no.
- Whether an individual creditor has the right to access financial information about the debtor during insolvency proceedings, either by requesting it from an insolvency representative or by reviewing the official records. A score of 1 is assigned if yes; 0 if no.
- Whether an individual creditor can object to a decision of the court or of the insolvency representative to approve or reject claims against the debtor brought by the creditor itself and by other creditors. A score of 1 is assigned if yes; 0 if no.

The index ranges from 0 to 4, with higher values indicating greater

participation of creditors. In Iceland, for example, the court appoints the insolvency representative, without creditors' approval (a score of 0). The insolvency representative decides unilaterally on the sale of the debtor's assets (a score of 0). Any creditor can inspect the records kept by the insolvency representative (a score of 1). And any creditor is allowed to challenge a decision of the insolvency representative to approve all claims if this decision affects the creditor's rights (a score of 1). Adding these numbers gives Iceland a score of 2 on the creditor participation index.

Strength of insolvency framework index

The strength of insolvency framework index is the sum of the scores on the commencement of proceedings index, management of debtor's assets index, reorganization proceedings index and creditor participation index. The index ranges from 0 to 16, with higher values indicating insolvency legislation that is better designed for rehabilitating viable firms and liquidating nonviable ones.

This methodology was developed by Djankov, Hart and others (2008) and is adopted here with several changes. The strength of insolvency framework index was introduced in Doing Business 2015. *The good practices tested in this index were developed on the basis of the World Bank's* Principles for Effective Insolvency and Creditor/Debtor Regimes *(World Bank 2011) and the United Nations Commission on International Trade Law's* Legislative Guide on Insolvency Law *(UNCITRAL 2004a).*

LABOR MARKET REGULATION

Doing Business has historically studied the flexibility of regulation of employment, specifically as it relates to the areas of hiring, working hours and redundancy. This year *Doing Business* has expanded the scope of the labor market regulation indicators by adding 16 new questions, most of which focus on measuring job quality (figure 13.23).

Over the period from 2007 to 2011 improvements were made to align the methodology for the labor market regulation indicators (formerly the employing workers indicators) with the letter and spirit of the International Labour Organization (ILO) conventions. Ten of the 189 ILO conventions cover areas now measured by *Doing Business* (up from four previously): employee termination, weekend work, holiday with pay, night work, protection against unemployment, sickness benefits, maternity protection, working hours, equal remuneration and labor inspections.

Between 2009 and 2011 the World Bank Group worked with a consultative group—including labor lawyers, employer and employee representatives, and experts from the ILO, the Organisation for Economic Co-operation and Development (OECD), civil society and the private sector—to review the methodology for the labor market regulation indicators and explore future areas of research.[20] A full report with the conclusions of the consultative group, along with the methodology it proposed, is available on the *Doing Business* website at http://www.doingbusiness.org/methodology/labor-market-regulation.

Doing Business 2016 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). The data on labor market regulation are based on a detailed questionnaire on employment regulations that is completed by local lawyers and public officials. Employment laws and regulations as well as secondary sources are reviewed to ensure accuracy.

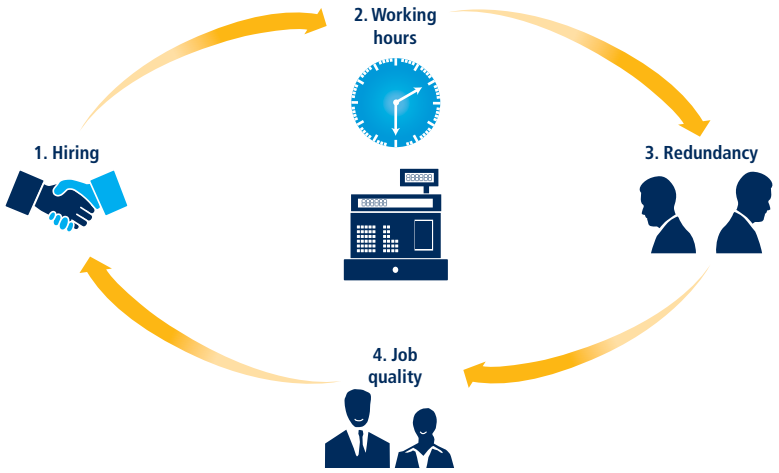
To make the data comparable across economies, several assumptions about the worker and the business are used.

Assumptions about the worker

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.

FIGURE 13.23 What do the labor market regulation indicators cover?



Assumptions about the business

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 (see table 13A.1).
- 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.

Employment

Data on employment cover three areas: hiring, working hours and redundancy (table 13.19).

Data on hiring cover five questions: (i) whether fixed-term contracts are prohibited for permanent tasks; (ii) the maximum cumulative duration of fixed-term contracts; (iii) the minimum wage for a cashier, age 19, with one year of work experience; (iv) the ratio of the minimum wage to the average value added per worker;[21] and (v) the availability of incentives for employers to hire employees under the age of 25.[22]

Data on working hours cover nine questions: (i) the maximum number of working days allowed per week; (ii) the premium for night work (as a percentage of hourly pay); (iii) the premium for work on a weekly rest day (as a percentage of hourly pay); (iv) the premium for overtime work (as a percentage of hourly pay);[23] (v) whether there are restrictions on night work; (vi) whether nonpregnant and nonnursing women can work the same night hours as men;[24] (vii) whether there are restrictions on weekly holiday work; (viii) whether there are restrictions on overtime work;[25] and (ix) the average paid annual leave for workers with 1 year of tenure, 5 years of tenure and 10 years of tenure.

Data on redundancy cover nine questions: (i) the length of the maximum probationary period (in months) for permanent employees; (ii) whether redundancy is allowed as a basis for terminating workers; (iii) whether the employer needs to notify a third party (such as a government agency) to terminate one redundant worker; (iv) whether the employer needs to notify a third party to terminate a group of nine redundant workers; (v) whether the employer needs approval from a third party to terminate one redundant worker; (vi) whether the employer needs approval from a third party to terminate a group of nine redundant workers; (vii)

TABLE 13.19 What do the labor market regulation indicators include?

Employment
Hiring
Whether fixed-term contracts are prohibited for permanent tasks
Maximum duration of fixed-term contracts (in months), including renewals
Minimum wage for a cashier, age 19, with one year of work experience (US$/month)
Ratio of minimum wage to value added per worker
Availability of incentives for employers to hire employees under the age of 25
Working hours
Maximum number of working days per week
Premium for night work, work on weekly rest day and overtime work (% of hourly pay)
Whether there are restrictions on night work, weekly holiday work and overtime work
Whether nonpregnant and nonnursing women can work the same night hours as men
Paid annual vacation days for workers with 1 year of tenure, 5 years of tenure and 10 years of tenure
Redundancy
Length of maximum probationary period (in months) for permanent employees
Whether redundancy is allowed as grounds for termination
Whether third-party notification is required for termination of a redundant worker or group of workers
Whether third-party approval is required for termination of a redundant worker or group of workers
Whether employer is obligated to reassign or retrain and to follow priority rules for redundancy and reemployment
Redundancy cost
Notice requirements and severance payments due when terminating a redundant worker, expressed in weeks of salary
Job quality
Whether the law mandates equal remuneration for work of equal value
Whether the law mandates nondiscrimination based on gender in hiring
Whether the law mandates paid or unpaid maternity leave
Minimum length of paid maternity leave (calendar days)
Whether employees on maternity leave receive 100% of wages
Availability of five fully paid days of sick leave a year
Availability of on-the-job training at no cost to employee
Whether unemployment protection is available after one year of employment
Minimum duration of contribution period (in months) required for unemployment protection
Whether an employee can create or join a union
Availability of administrative or judicial relief in case of infringement of employees' rights
Availability of labor inspection system

whether the law requires the employer to reassign or retrain a worker before making the worker redundant; (viii) whether priority rules apply for redundancies; and (ix) whether priority rules apply for reemployment.

Redundancy cost

Redundancy cost measures the cost of advance notice requirements and severance payments due when terminating a redundant worker, expressed in weeks of salary. The average value of notice requirements and severance payments applicable to a worker with 1 year of tenure, a worker with 5 years and a worker with 10 years is considered. One month is recorded as 4 and 1/3 weeks.

Job quality

This year *Doing Business* introduces new data on job quality that cover 12 questions: (i) whether the law mandates equal remuneration for work of equal value; (ii) whether the law mandates nondiscrimination based on gender in hiring; (iii) whether the law mandates paid or unpaid maternity leave;[26] (iv) the minimum length of paid maternity leave (in calendar days);[27] (v) whether employees on maternity leave receive 100% of wages;[28] (vi) the availability of five fully paid days of sick leave a year; (vii) the availability of on-the-job training at no cost to the employee; (viii) whether a worker is eligible for an unemployment protection scheme after one year of service; (ix) the minimum duration of the contribution period (in months) required for unemployment protection; (x) whether an employee can create or join a union; (xi) the availability of administrative or judicial relief in case of infringement of employees' rights; and (xii) the availability of a labor inspection system.

The data details on labor market regulation can be found for each economy at http://www.doingbusiness.org. The Doing Business *website also provides historical data sets. The methodology was developed by Botero and others (2004).* Doing Business 2016 *does not present rankings of economies on the labor market regulation indicators.*

NOTES

1. The data for paying taxes refer to January–December 2014.
2. These are Bangladesh, Brazil, China, India, Indonesia, Japan, Mexico, Nigeria, Pakistan, the Russian Federation and the United States.
3. This correction rate reflects changes that exceed 5% up or down.
4. According to a study by Chakravorty, Pelli and Marchand (2014) based on evidence from India between 1994 and 2005, a higher-quality electricity supply, with no more than two outages a week (or no more than about 100 a year), leads to higher nonagricultural incomes.
5. This matter is usually regulated by stock exchange or securities laws. Points are awarded only to economies with more than 10 listed firms in their most important stock exchange.
6. When evaluating the regime of liability for company directors for a prejudicial related-party transaction, *Doing Business* assumes that the transaction was duly disclosed and approved. *Doing Business* does not measure director liability in the event of fraud.
7. This component is revised in *Doing Business 2016* to capture the sale of 51% of Buyer's assets.
8. This component is revised in *Doing Business 2016* to capture the sale of 51% of Buyer's assets in a limited company.
9. This component is new in *Doing Business 2016*.
10. This component is new in *Doing Business 2016*.
11. This component is revised in *Doing Business 2016* to capture the disclosure of indirect ownership stakes representing 5%.
12. This component is new in *Doing Business 2016*.
13. This component is new in *Doing Business 2016*.
14. This component is new in *Doing Business 2016*.
15. This component is new in *Doing Business 2016*.
16. *PwC* refers to the network of member firms of PricewaterhouseCoopers International Limited (PwCIL) or, as the context requires, individual member firms of the PwC network. Each member firm is a separate legal entity and does not act as agent of PwCIL or any other member firm. PwCIL does not provide any services to clients. PwCIL is not responsible or liable for the acts or omissions of any of its member firms nor can it control the exercise of their professional judgment or bind them in any way. No member firm is responsible or liable for the acts or omissions of any other member firm nor can it control the exercise of another member firm's professional judgment or bind another member firm or PwCIL in any way.
17. The nonlinear distance to frontier score for the total tax rate is equal to the distance to frontier score for the total tax rate to the power of 0.8.
18. The economies for which a multiple of three times income per capita has been used are Honduras, Mozambique, West Bank and Gaza, and Zimbabwe. Those for which a multiple of two times income per capita has been used are Belize, Benin, Bosnia and Herzegovina, Burkina Faso, the Central African Republic, Chad, Fiji, Guatemala, Haiti, Kenya, Lesotho, Madagascar, the Federated States of Micronesia, Morocco, Nepal, Nicaragua, Niger, Nigeria, the Philippines, the Solomon Islands, South Africa, South Sudan, Tanzania, Togo, Vanuatu and Zambia.
19. To identify the trading partners and export product for each economy, *Doing Business* collected data on trade flows for the most recent four-year period from international databases such as the United Nations Commodity Trade Statistics Database (UN Comtrade). For economies for which trade flow data were not available, data from ancillary government sources (various ministries and departments) and World Bank Group country offices were used to identify the export product and natural trading partners.
20. For the terms of reference and composition of the consultative group, see World Bank, "Doing Business Employing Workers Indicator Consultative Group," http://www.doingbusiness.org.
21. The average value added per worker is the ratio of an economy's GNI per capita to the working-age population as a percentage of the total population.
22. This component is new in *Doing Business 2016*.
23. This component is new in *Doing Business 2016*.
24. This component is new in *Doing Business 2016*.
25. This component is new in *Doing Business 2016*.
26. If no maternity leave is mandated by law, parental leave is measured if applicable.
27. The minimum number of days that legally have to be paid by the government, the employer or both. If no maternity leave is mandated by law, parental leave is measured if applicable.
28. If no maternity leave is mandated by law, parental leave is measured if applicable.

TABLE 13A.1 Cities covered in each economy by the *Doing Business* report

Economy	City or cities	Economy	City or cities	Economy	City or cities
Afghanistan	Kabul	Greece	Athens	Pakistan	Karachi, Lahore
Albania	Tirana	Grenada	St. George's	Palau	Koror
Algeria	Algiers	Guatemala	Guatemala City	Panama	Panama City
Angola	Luanda	Guinea	Conakry	Papua New Guinea	Port Moresby
Antigua and Barbuda	St. John's	Guinea-Bissau	Bissau	Paraguay	Asunción
Argentina	Buenos Aires	Guyana	Georgetown	Peru	Lima
Armenia	Yerevan	Haiti	Port-au-Prince	Philippines	Quezon City
Australia	Sydney	Honduras	Tegucigalpa	Poland	Warsaw
Austria	Vienna	Hong Kong SAR, China	Hong Kong SAR	Portugal	Lisbon
Azerbaijan	Baku	Hungary	Budapest	Puerto Rico (U.S.)	San Juan
Bahamas, The	Nassau	Iceland	Reykjavik	Qatar	Doha
Bahrain	Manama	India	Mumbai, Delhi	Romania	Bucharest
Bangladesh	Dhaka, Chittagong	Indonesia	Jakarta, Surabaya	Russian Federation	Moscow, St. Petersburg
Barbados	Bridgetown	Iran, Islamic Rep.	Tehran	Rwanda	Kigali
Belarus	Minsk	Iraq	Baghdad	Samoa	Apia
Belgium	Brussels	Ireland	Dublin	San Marino	San Marino
Belize	Belize City	Israel	Tel Aviv	São Tomé and Príncipe	São Tomé
Benin	Cotonou	Italy	Rome	Saudi Arabia	Riyadh
Bhutan	Thimphu	Jamaica	Kingston	Senegal	Dakar
Bolivia	La Paz	Japan	Tokyo, Osaka	Serbia	Belgrade
Bosnia and Herzegovina	Sarajevo	Jordan	Amman	Seychelles	Victoria
Botswana	Gaborone	Kazakhstan	Almaty	Sierra Leone	Freetown
Brazil	São Paulo, Rio de Janeiro	Kenya	Nairobi	Singapore	Singapore
Brunei Darussalam	Bandar Seri Begawan	Kiribati	Tarawa	Slovak Republic	Bratislava
Bulgaria	Sofia	Korea, Rep.	Seoul	Slovenia	Ljubljana
Burkina Faso	Ouagadougou	Kosovo	Pristina	Solomon Islands	Honiara
Burundi	Bujumbura	Kuwait	Kuwait City	South Africa	Johannesburg
Cabo Verde	Praia	Kyrgyz Republic	Bishkek	South Sudan	Juba
Cambodia	Phnom Penh	Lao PDR	Vientiane	Spain	Madrid
Cameroon	Douala	Latvia	Riga	Sri Lanka	Colombo
Canada	Toronto	Lebanon	Beirut	St. Kitts and Nevis	Basseterre
Central African Republic	Bangui	Lesotho	Maseru	St. Lucia	Castries
Chad	N'Djamena	Liberia	Monrovia	St. Vincent and the Grenadines	Kingstown
Chile	Santiago	Libya	Tripoli	Sudan	Khartoum
China	Shanghai, Beijing	Lithuania	Vilnius	Suriname	Paramaribo
Colombia	Bogotá	Luxembourg	Luxembourg	Swaziland	Mbabane
Comoros	Moroni	Macedonia, FYR	Skopje	Sweden	Stockholm
Congo, Dem. Rep.	Kinshasa	Madagascar	Antananarivo	Switzerland	Zurich
Congo, Rep.	Brazzaville	Malawi	Blantyre	Syrian Arab Republic	Damascus
Costa Rica	San José	Malaysia	Kuala Lumpur	Taiwan, China	Taipei
Côte d'Ivoire	Abidjan	Maldives	Malé	Tajikistan	Dushanbe
Croatia	Zagreb	Mali	Bamako	Tanzania	Dar es Salaam
Cyprus	Nicosia	Malta	Valletta	Thailand	Bangkok
Czech Republic	Prague	Marshall Islands	Majuro	Timor-Leste	Dili
Denmark	Copenhagen	Mauritania	Nouakchott	Togo	Lomé
Djibouti	Djibouti Ville	Mauritius	Port Louis	Tonga	Nuku'alofa
Dominica	Roseau	Mexico	Mexico City, Monterrey	Trinidad and Tobago	Port of Spain
Dominican Republic	Santo Domingo	Micronesia, Fed. Sts.	Island of Pohnpei	Tunisia	Tunis
Ecuador	Quito	Moldova	Chişinău	Turkey	Istanbul
Egypt, Arab Rep.	Cairo	Mongolia	Ulaanbaatar	Uganda	Kampala
El Salvador	San Salvador	Montenegro	Podgorica	Ukraine	Kiev
Equatorial Guinea	Malabo	Morocco	Casablanca	United Arab Emirates	Dubai
Eritrea	Asmara	Mozambique	Maputo	United Kingdom	London
Estonia	Tallinn	Myanmar	Yangon	United States	New York City, Los Angeles
Ethiopia	Addis Ababa	Namibia	Windhoek	Uruguay	Montevideo
Fiji	Suva	Nepal	Kathmandu	Uzbekistan	Tashkent
Finland	Helsinki	Netherlands	Amsterdam	Vanuatu	Port-Vila
France	Paris	New Zealand	Auckland	Venezuela, RB	Caracas
Gabon	Libreville	Nicaragua	Managua	Vietnam	Ho Chi Minh City
Gambia, The	Banjul	Niger	Niamey	West Bank and Gaza	Ramallah
Georgia	Tbilisi	Nigeria	Lagos, Kano	Yemen, Rep.	Sana'a
Germany	Berlin	Norway	Oslo	Zambia	Lusaka
Ghana	Accra	Oman	Muscat	Zimbabwe	Harare

Distance to frontier and ease of doing business ranking

The *Doing Business* report presents results for two aggregate measures: the distance to frontier score and the ease of doing business ranking, which is based on the distance to frontier score. The ease of doing business ranking compares economies with one another; the distance to frontier score benchmarks economies with respect to regulatory best practice, showing the absolute distance to the best performance on each *Doing Business* indicator. When compared across years, the distance to frontier score shows how much the regulatory environment for local entrepreneurs in an economy has changed over time in absolute terms, while the ease of doing business ranking can show only how much the regulatory environment has changed relative to that in other economies.

DISTANCE TO FRONTIER

The distance to frontier score captures the gap between an economy's performance and a measure of best practice across the entire sample of 36 indicators for 10 *Doing Business* topics (the labor market regulation indicators are excluded). For starting a business, for example, the former Yugoslav Republic of Macedonia and New Zealand have the smallest number of procedures required (1), and New Zealand the shortest time to fulfill them (0.5 days). Slovenia has the lowest cost (0.0), and Australia, Colombia and 103 other economies have no paid-in minimum capital requirement (table 14.1).

Calculation of the distance to frontier score

Calculating the distance to frontier score for each economy involves two main steps. In the first step individual component indicators are normalized to a common unit where each of the 36 component indicators y (except for the total tax rate) is rescaled using the linear transformation (worst − y)/(worst − frontier). In this formulation the frontier represents the best performance on the indicator across all economies since 2005 or the third year in which data for the indicator were collected. Both the best performance and the worst performance are established every five years based on the *Doing Business* data for the year in which they are established, and remain at that level for the five years regardless of any changes in data in interim years. Thus an economy may set the frontier for an indicator even though it is no longer at the frontier in a subsequent year.

For scores such as those on the strength of legal rights index or the quality of land administration index, the frontier is set at the highest possible value. For the total tax rate, consistent with the use of a threshold in calculating the rankings on this indicator, the frontier 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*. For the time to pay taxes the frontier is defined as the lowest time recorded among all economies that levy the three major taxes: profit tax, labor taxes and mandatory contributions, and value added tax (VAT) or sales tax.

TABLE 14.1 What is the frontier in regulatory practice?

Topic and indicator	Who set the frontier	Frontier	Worst performance
Starting a business			
Procedures (number)	FYR Macedonia; New Zealand	1	18[a]
Time (days)	New Zealand	0.5	100[b]
Cost (% of income per capita)	Slovenia	0.0	200.0[b]
Minimum capital (% of income per capita)	Australia; Colombia[c]	0.0	400.0[b]
Dealing with construction permits			
Procedures (number)	No economy was at the frontier as of June 1, 2015.	5	30[a]
Time (days)	Singapore	26	373[b]
Cost (% of warehouse value)	Qatar	0.0	20.0[b]
Building quality control index (0–15)	New Zealand	15	0[d]
Getting electricity			
Procedures (number)	Germany; Republic of Korea[e]	3	9[a]
Time (days)	Republic of Korea; St. Kitts and Nevis	18	248[b]
Cost (% of income per capita)	Japan	0.0	8,100.0[b]
Reliability of supply and transparency of tariffs index (0–8)	Belgium; Ireland; Malaysia[f]	8	0[d]
Registering property			
Procedures (number)	Georgia; Norway; Portugal; Sweden	1	13[a]
Time (days)	Georgia; New Zealand; Portugal	1	210[b]
Cost (% of property value)	Saudi Arabia	0.0	15.0[b]
Quality of land administration index (0–30)	No economy has attained the frontier yet.	30	0[d]
Getting credit			
Strength of legal rights index (0–12)	Colombia; Montenegro; New Zealand	12	0[d]
Depth of credit information index (0–8)	Ecuador; United Kingdom[g]	8	0[d]
Protecting minority investors			
Extent of conflict of interest regulation index (0–10)	No economy has attained the frontier yet.	10	0[d]
Extent of shareholder governance index (0–10)	No economy has attained the frontier yet.	10	0[d]
Paying taxes			
Payments (number per year)	Hong Kong SAR, China; Saudi Arabia	3	63[b]
Time (hours per year)	Qatar; United Arab Emirates	49[h]	696[b]
Total tax rate (% of profit)	Singapore[i]	26.1[j]	84.0[b]
Trading across borders			
Time to export			
Documentary compliance (hours)	Canada; Poland; Spain[k]	1[l]	170[b]
Border compliance (hours)	Austria; Belgium; Denmark[m]	1[l]	160[b]
Cost to export			
Documentary compliance (US$)	Luxembourg; Norway; Sweden[n]	0.0	400.0[b]
Border compliance (US$)	France; Netherlands; Portugal[o]	0.0	1,060.0[b]
Time to import			
Documentary compliance (hours)	Republic of Korea; New Zealand; Singapore[p]	1[l]	240[b]
Border compliance (hours)	Estonia; France; Germany[q]	1[l]	280[b]
Cost to import			
Documentary compliance (US$)	Iceland; Latvia; United Kingdom[r]	0.0	700.0[b]
Border compliance (US$)	Belgium; Denmark; Estonia[s]	0.0	1,200.0[b]

(continued)

TABLE 14.1 What is the frontier in regulatory practice? *(continued)*

Topic and indicator	Who set the frontier	Frontier	Worst performance
Enforcing contracts			
Time (days)	Singapore	120	1,340[b]
Cost (% of claim)	Bhutan	0.1	89.0[b]
Quality of judicial processes index (0–18)	No economy has attained the frontier yet.	18	0[d]
Resolving insolvency			
Recovery rate (cents on the dollar)	Japan	92.9	0[d]
Strength of insolvency framework index (0–16)	No economy has attained the frontier yet.	16	0[d]

Source: Doing Business database.

a. Worst performance is defined as the 99th percentile among all economies in the *Doing Business* sample.
b. Worst performance is defined as the 95th percentile among all economies in the *Doing Business* sample.
c. Another 103 economies also have a paid-in minimum capital requirement of 0.
d. Worst performance is the worst value recorded.
e. In 12 other economies it also takes only 3 procedures to get an electricity connection.
f. Another 15 economies also have a score of 8 on the reliability of supply and transparency of tariffs index.
g. Another 24 economies also have a score of 8 on the depth of credit information index.
h. Defined as the lowest time recorded among all economies in the *Doing Business* sample that levy the three major taxes: profit tax, labor taxes and mandatory contributions, and VAT or sales tax.
i. Another 32 economies also have a total tax rate equal to or lower than 26.1% of profit.
j. Defined as the highest total tax rate among the 15% of economies with the lowest total tax rate in the *Doing Business* sample for all years included in the analysis up to and including *Doing Business 2015*.
k. Another 21 economies also have a documentary compliance time to export of no more than 1 hour.
l. Defined as 1 hour even though in many economies the time is less than that.
m. Another 15 economies also have a border compliance time to export of no more than 1 hour.
n. Another 17 economies also have a documentary compliance cost to export of 0.0.
o. Another 15 economies also have a border compliance cost to export of 0.0.
p. Another 27 economies also have a documentary compliance time to import of no more than 1 hour.
q. Another 22 economies also have a border compliance time to import of no more than 1 hour.
r. Another 27 economies also have a documentary compliance cost to import of 0.0.
s. Another 25 economies also have a border compliance cost to import of 0.0.

For the different times to trade across borders, the frontier is defined as 1 hour even though in many economies the time is less than that.

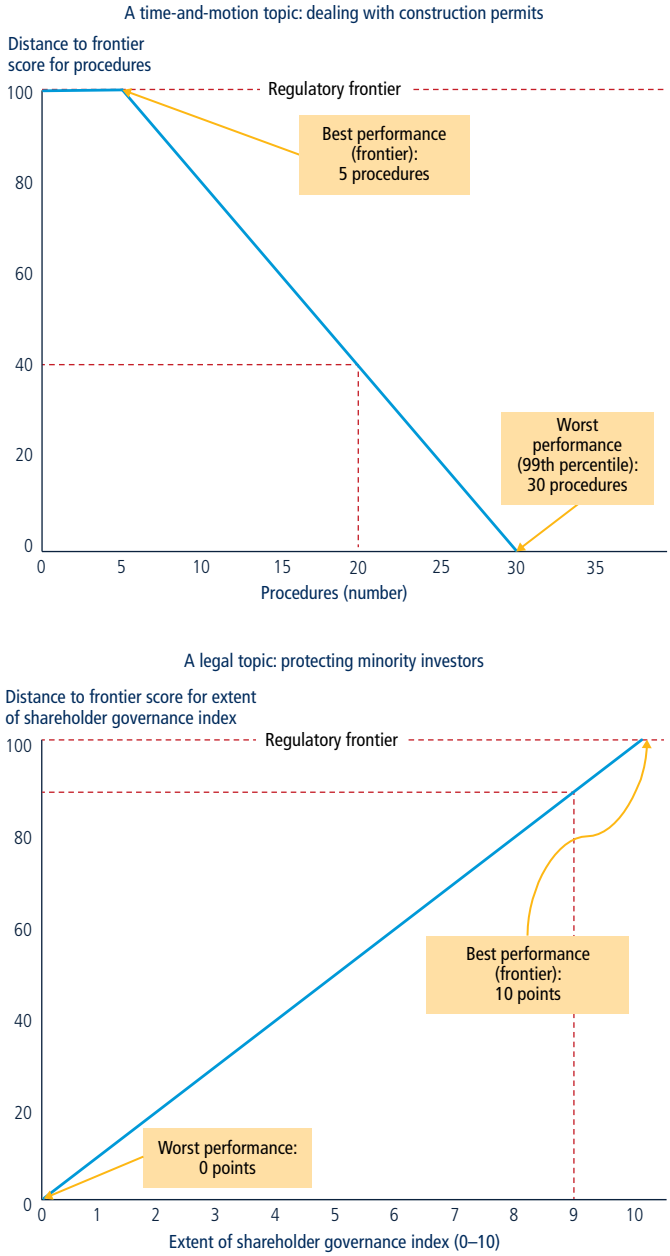
In the same formulation, to mitigate the effects of extreme outliers in the distributions of the rescaled data for most component indicators (very few economies need 700 days to complete the procedures to start a business, but many need 9 days), the worst performance is calculated after the removal of outliers. The definition of outliers is based on the distribution for each component indicator. To simplify the process two rules were defined: the 95th percentile is used for the indicators with the most dispersed distributions (including minimum capital, number of payments to pay taxes, and the time and cost indicators), and the 99th percentile is used for number of procedures. No outlier is removed for component indicators bound by definition or construction, including legal index scores (such as the depth of credit information index, extent of conflict of interest regulation index and strength of insolvency framework index) and the recovery rate (figure 14.1).

In the second step for calculating the distance to frontier score, the scores obtained for individual indicators for each economy are aggregated through simple averaging into one distance to frontier score, first for each topic and then across all 10 topics: 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. More complex aggregation methods—such as principal components and unobserved components—yield a ranking nearly identical to the simple average used by *Doing Business*.[1] Thus *Doing Business* uses the simplest method: weighting all topics equally and, within each topic, giving equal weight to each of the topic components.[2]

An economy's distance to frontier score is indicated on a scale from 0 to 100, where 0 represents the worst performance and 100 the frontier. All distance to frontier calculations are based on a maximum of five decimals. However, indicator ranking calculations and the ease of doing business ranking calculations are based on two decimals.

The difference between an economy's distance to frontier score in any previous year and its score in 2015 illustrates the extent to which the economy has closed

FIGURE 14.1 How are distance to frontier scores calculated for indicators? Two examples



Source: Doing Business database.

the gap to the regulatory frontier over time. And in any given year the score measures how far an economy is from the best performance at that time.

Treatment of the total tax rate

The total tax rate component of the paying taxes indicator set enters the distance to frontier calculation in a different way than any other indicator. The distance to frontier score obtained for the total tax rate is transformed in a nonlinear fashion before it enters the distance to frontier score for paying taxes. As a result of the nonlinear transformation, an increase in the total tax rate has a smaller impact on the distance to frontier score for the total tax rate—and therefore on the distance to frontier score for paying taxes—for economies with a below-average total tax rate than it would have had before this approach was adopted in *Doing Business 2015* (line B is smaller than line A in figure 14.2). And for economies with an extreme total tax rate (a rate that is very high relative to the average), an increase has a greater impact on both these distance to frontier scores than it would have had before (line D is bigger than line C in figure 14.2).

The nonlinear transformation is not based on any economic theory of an "optimal tax rate" that minimizes distortions or maximizes efficiency in an economy's overall tax system. Instead, it is mainly empirical in nature. The nonlinear transformation along with the threshold reduces the bias in the indicator toward economies that do not need to levy significant taxes on companies like the *Doing Business* standardized case study company because they raise public revenue in other ways—for example, through taxes on foreign companies, through taxes on sectors other than manufacturing or from natural resources (all of which are outside the scope of the methodology). In addition, it acknowledges the need of economies to collect taxes from firms.

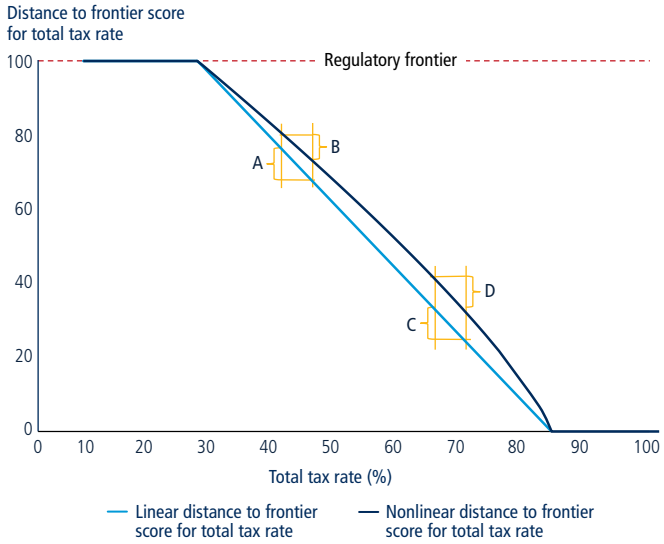
Calculation of scores for economies with two cities covered

For each of the 11 economies in which *Doing Business* collects data for the second largest business city as well as the largest one, the distance to frontier score is calculated as the population-weighted average of the distance to frontier scores for these two cities (table 14.2). This is done for the aggregate score, the scores for each topic and the scores for all the component indicators for each topic.

Variability of economies' scores across topics

Each indicator set measures a different aspect of the business regulatory environment. The

FIGURE 14.2 How the nonlinear transformation affects the distance to frontier score for the total tax rate



Source: Doing Business database.
Note: The nonlinear distance to frontier score for the total tax rate is equal to the distance to frontier score for the total tax rate to the power of 0.8.

distance to frontier scores and associated rankings of an economy can vary, sometimes significantly, across indicator sets. The average correlation coefficient between the 10 indicator sets included in the aggregate distance to frontier score is 0.44, and the coefficients between 2 sets of indicators range from 0.28 (between getting credit and paying taxes) to 0.62 (between registering property and enforcing contracts). These correlations suggest that economies rarely score universally well or universally badly on the indicators (table 14.3).

Consider the example of Portugal. Its aggregate distance to frontier score is 77.57. Its score is 96.28 for starting a business and 100.00 for trading across borders. But its score is only 56.67 for protecting minority investors and 45.00 for getting credit.

Figure 2.1 in the chapter "About *Doing Business*" illustrates the degree of variability for each economy's performance across the different areas of business regulation covered by *Doing Business*. The figure draws attention to economies with a particularly uneven performance by showing, for each economy, the distance between the average of its highest three distance to frontier scores and the average of its lowest three across the 10 topics included in this year's aggregate distance to frontier score. While a relatively small distance between these two averages suggests a broadly consistent approach across the areas of business regulation measured by *Doing Business*, a relatively large distance suggests a more uneven approach, with greater room for improvement in some areas than in others.

Variation in performance across the indicator sets is not at all unusual. It reflects differences in the degree of priority that government authorities give to particular areas of business regulation reform and in the ability of different government agencies to deliver tangible results in their area of responsibility.

Economies improving the most across three or more *Doing Business* topics in 2014/15

Doing Business 2016 uses a simple method to calculate which economies improved the ease of doing business the most. First, it selects the economies that in 2014/15 implemented regulatory reforms making it easier to do business in 3 or more of the 10 topics included in this year's aggregate distance to frontier score.[3] Twenty-four economies meet this criterion: Armenia; Azerbaijan; Benin; Costa Rica; Côte d'Ivoire; Cyprus; Hong Kong SAR, China; Indonesia; Jamaica; Kazakhstan; Kenya; Lithuania; Madagascar; Mauritania; Morocco; Romania; the Russian Federation; Rwanda; Senegal; Togo; Uganda; the United Arab Emirates; Uzbekistan; and Vietnam. Second, *Doing Business* sorts these economies on the

TABLE 14.2 Weights used in calculating the distance to frontier scores for economies with two cities covered

Economy	City	Weight (%)
Bangladesh	Dhaka	78
	Chittagong	22
Brazil	São Paulo	61
	Rio de Janeiro	39
China	Shanghai	55
	Beijing	45
India	Mumbai	47
	Delhi	53
Indonesia	Jakarta	78
	Surabaya	22
Japan	Tokyo	65
	Osaka	35
Mexico	Mexico City	83
	Monterrey	17
Nigeria	Lagos	77
	Kano	23
Pakistan	Karachi	65
	Lahore	35
Russian Federation	Moscow	70
	St. Petersburg	30
United States	New York City	60
	Los Angeles	40

Source: United Nations, Department of Economic and Social Affairs, Population Division, World Urbanization Prospects, 2014 Revision, "File 12: Population of Urban Agglomerations with 300,000 Inhabitants or More in 2014, by Country, 1950–2030 (thousands)," http://esa.un.org/unpd/wup/CD-ROM/Default.aspx.

TABLE 14.3 Correlations between economy distance to frontier scores for *Doing Business* topics

	Dealing with construction permits	Getting electricity	Registering property	Getting credit	Protecting minority investors	Paying taxes	Trading across borders	Enforcing contracts	Resolving insolvency
Starting a business	0.39	0.40	0.45	0.39	0.48	0.50	0.42	0.43	0.46
Dealing with construction permits		0.41	0.48	0.30	0.32	0.41	0.38	0.35	0.35
Getting electricity			0.50	0.38	0.42	0.47	0.55	0.54	0.54
Registering property				0.48	0.50	0.47	0.46	0.62	0.52
Getting credit					0.51	0.28	0.42	0.37	0.54
Protecting minority investors						0.36	0.42	0.43	0.58
Paying taxes							0.50	0.37	0.35
Trading across borders								0.44	0.56
Enforcing contracts									0.45

Source: Doing Business database.

increase in their distance to frontier score from the previous year using comparable data.

Selecting the economies that implemented regulatory reforms in at least three topics and had the biggest improvements in their distance to frontier scores is intended to highlight economies with ongoing, broad-based reform programs. The improvement in the distance to frontier score is used to identify the top improvers because this allows a focus on the absolute improvement—in contrast with the relative improvement shown by a change in rankings—that economies have made in their regulatory environment for business.

EASE OF DOING BUSINESS RANKING

The ease of doing business ranking ranges from 1 to 189. The ranking of economies is determined by sorting the aggregate distance to frontier scores, rounded to two decimals.

NOTES

1. See Djankov, Manraj and others (2005). Principal components and unobserved components methods yield a ranking nearly identical to that from the simple average method because both these methods assign roughly equal weights to the topics, since the pairwise correlations among indicators do not differ much. An alternative to the simple average method is to give different weights to the topics, depending on which are considered of more or less importance in the context of a specific economy.
2. For getting credit, indicators are weighted proportionally, according to their contribution to the total score, with a weight of 60% assigned to the strength of legal rights index and 40% to the depth of credit information index. Indicators for all other topics are assigned equal weights.
3. Changes making it more difficult to do business are subtracted from the total number of those making it easier to do business.

Summaries of *Doing Business* reforms in 2014/15

Doing Business reforms affecting all sets of indicators included in this year's report, implemented from June 2014 to June 2015.

✔ Reform making it easier to do business

✘ Change making it more difficult to do business

Afghanistan

✘ **Starting a business**

Afghanistan made starting a business more costly by increasing the registration and publication fees.

✔ **Getting credit**

Afghanistan improved access to credit information by launching a credit registry.

Albania

✘ **Dealing with construction permits**

Albania made dealing with construction permits more difficult by suspending the issuance of building permits.

✔ **Protecting minority investors**

Albania strengthened minority investor protections by introducing legal requirements for immediate disclosure of related-party transactions to the public.

✔ **Trading across borders**

Albania made exporting easier by implementing an electronic risk-based inspection system, which reduced the time for border compliance.

Algeria

✔ **Starting a business**

Algeria made starting a business easier by eliminating the requirement to obtain managers' criminal records.

✔ **Dealing with construction permits**

Algeria made dealing with construction permits easier by eliminating the legal requirement to provide a certified copy of a property title when applying for a building permit.

Angola

✔ **Starting a business**

Angola made starting a business easier by improving registration procedures and reducing the fees to register a company.

✔ **Paying taxes**

Angola made paying taxes less costly for companies by reducing the corporate income tax rate.

Armenia

✔ **Dealing with construction permits**

Armenia made dealing with construction permits easier by exempting lower-risk projects from requirements for approval of the architectural drawings by an independent expert and for technical supervision of the construction.

✔ **Trading across borders**

Armenia reduced the time and cost for documentary and border compliance for trade with the Russian Federation

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Reforms affecting the labor market regulation indicators are included here but do not affect the ranking on the ease of doing business.

by joining the Eurasian Economic Union.

✔ **Enforcing contracts**

Armenia made enforcing contracts easier through a new law requiring that cases be assigned to judges randomly, and through a fully automated system, in courts throughout the country.

Azerbaijan

✔ **Starting a business**

Azerbaijan made starting a business easier by abolishing the requirement to use a corporate seal.

✔ **Dealing with construction permits**

Azerbaijan made dealing with construction permits easier by establishing a one-stop shop for issuing preapprovals for project documentation.

✔ **Protecting minority investors**

Azerbaijan strengthened minority investor protections by introducing requirements that related-party transactions undergo external review and be voted on by disinterested shareholders.

Bahamas, The

✘ **Starting a business**

The Bahamas made starting a business more difficult by adding a requirement for value added tax (VAT) registration.

✔ **Paying taxes**

The Bahamas made paying taxes less costly for companies by reducing the business license tax—though it also raised the wage ceiling used in calculating social security contributions.

✔ **Trading across borders**

The Bahamas made trading across borders easier by fully implementing an electronic data interchange system, which reduced the time for preparation and submission of trade documents for both exporting and importing.

Bangladesh

✔ **Paying taxes**

Bangladesh made paying taxes less costly for companies by reducing the corporate income tax rate. This reform applies to both Chittagong and Dhaka.

Barbados

✘ **Paying taxes**

Barbados made paying taxes more costly for companies by raising the ceiling for social security contributions and introducing a new municipal solid waste tax.

Belarus

✔ **Starting a business**

Belarus made starting a business simpler by expanding the geographic coverage of online registration and improving online services.

✔ **Registering property**

Belarus made transferring property easier by introducing a new expedited procedure.

Labor market regulation

Belarus amended the provisions of its Labor Code relating to wage regulation, labor arbitration, calculation of overtime pay and grounds for termination of employment. It also lifted prohibitions on concurrent employment.

Belgium

✔ **Registering property**

Belgium made transferring property easier by introducing electronic property registration.

Benin

✔ **Starting a business**

Benin made starting a business less costly by reducing the fees for filing company documents at the one-stop shop.

✔ **Dealing with construction permits**

Benin made dealing with construction permits less time-consuming by establishing a one-stop shop and by reducing the number of signatories required on building permits.

✔ **Trading across borders**

Benin made trading across borders easier by further developing its electronic single-window system, which reduced the time for border compliance for both exporting and importing.

Bhutan

✔ **Getting electricity**

Bhutan made getting electricity easier by speeding up the process for obtaining a new connection.

✔ **Registering property**

Bhutan made transferring property easier by introducing a computerized land information system.

Botswana

✔ **Getting electricity**

The utility in Botswana made getting electricity easier by enforcing service delivery timelines for new connections and improving the stock of materials for connection works.

Brazil

✘ **Registering property**

Brazil made transferring property in São Paulo more expensive by increasing the property transfer tax.

✔ **Trading across borders**

Brazil reduced the time for documentary and border compliance for exporting by implementing the electronic SISCOMEX Portal system. This reform applies to both Rio de Janeiro and São Paulo.

Brunei Darussalam

✔ **Starting a business**

Brunei Darussalam made starting a business easier by improving online procedures and simplifying registration and postregistration requirements.

✔ **Paying taxes**

Brunei Darussalam made paying taxes easier and less costly for companies by merging contributions for the Employee Provident Fund and the Supplemental Pension Fund and increasing the capital allowance for industrial buildings. In addition, it reduced the corporate income tax rate, though it also abolished the partial exemption of income and introduced a flat rate.

Burkina Faso

✔ **Starting a business**

Burkina Faso made starting a business easier by reducing the minimum capital requirement.

Cabo Verde

✔ **Registering property**

Cabo Verde made transferring property less costly by lowering the property registration tax.

Cambodia

✔ **Starting a business**

Cambodia made starting a business easier by simplifying company name checks, streamlining tax registration and eliminating the requirement to publish information on the new company's incorporation in the official gazette.

✔ **Getting electricity**

Cambodia reduced the average frequency and duration of power outages experienced by a customer over the course of a year in Phnom Penh by increasing power generation capacity.

Chad

✔ **Registering property**

Chad made transferring property less costly by lowering the property transfer tax.

Chile

✘ **Paying taxes**

Chile made paying taxes more costly for companies by increasing the corporate income tax rate.

✔ **Resolving insolvency**

Chile made resolving insolvency easier by clarifying and simplifying provisions on liquidation and reorganization, introducing provisions to facilitate the continuation of the debtor's business during insolvency, establishing a public office responsible for the general administration of insolvency proceedings and creating specialized insolvency courts.

China

✔ **Paying taxes**

China made paying taxes less costly for companies in Shanghai by reducing the social security contribution rate paid by employers.

Colombia

✔ **Paying taxes**

Colombia made paying taxes less costly for companies by reducing the payroll tax rate and introducing exemptions for health care contributions paid by employers.

Comoros

✔ **Starting a business**

The Comoros made starting a business easier by reducing the minimum capital requirement.

✔ **Getting credit**

The Comoros improved access to credit information by establishing a new credit registry.

Congo, Dem. Rep.

✔ **Starting a business**

The Democratic Republic of Congo made starting a business easier by simplifying registration procedures and reducing the minimum capital requirement.

✔ **Dealing with construction permits**

The Democratic Republic of Congo made dealing with construction permits less expensive by halving the cost to obtain a building permit.

✘ **Paying taxes**

The Democratic Republic of Congo made paying taxes more complicated for companies by introducing a new social security contribution paid by employers, though it subsequently reduced the rate of the contribution.

✘ **Trading across borders**

The Democratic Republic of Congo made trading across borders more difficult by increasing the port handling time and cost for exporting and importing.

Congo, Rep.

✔ **Registering property**

The Republic of Congo made transferring property less costly by lowering the property transfer tax rate.

Costa Rica

✔ **Getting electricity**

The utility in Costa Rica made getting electricity easier by reducing the time required for preparing the design of the external connection works and for installing the meter and initiating the electricity supply.

✔ **Getting credit**

Costa Rica improved access to credit by adopting a new secured transactions law that establishes a functional secured transactions system and a modern, centralized, notice-based collateral registry. The law broadens the range of assets that can be used as collateral, allows a general description of assets granted as collateral and allows out-of-court enforcement of collateral.

✔ **Paying taxes**

Costa Rica made paying taxes easier for companies by promoting the use of its electronic filing and payment system for corporate income tax and general sales tax.

Côte d'Ivoire

✔ **Registering property**

Côte d'Ivoire made transferring property less costly by lowering the property transfer tax rate.

✔ **Trading across borders**

Côte d'Ivoire made trading across borders easier by implementing a single-window platform for importing, which reduced the time required for documentary compliance.

✔ **Enforcing contracts**

Côte d'Ivoire made enforcing contracts easier by introducing new provisions on voluntary mediation.

Croatia

✔ **Enforcing contracts**

Croatia made enforcing contracts easier by introducing an electronic system to handle public sales of movable assets and by streamlining the enforcement process as a whole.

Labor market regulation

Croatia eliminated the requirement to retrain or reassign employees before they can be made redundant.

Cyprus

✔ **Getting electricity**

The utility in Cyprus made getting electricity easier by reducing the time required for obtaining a new connection.

✔ **Getting credit**

Cyprus improved access to credit information by allowing credit bureaus to collect and report positive credit information and to report credit histories for both borrowers and guarantors.

✔ **Paying taxes**

Cyprus made paying taxes easier for companies by facilitating online payment of corporate income tax. At the same time, Cyprus raised the contribution rate for social insurance paid by employers, lowered the tax brackets for the social contribution fund, raised the rate on interest income and increased the vehicle tax.

✔ **Enforcing contracts**

Cyprus made enforcing contracts easier by introducing a fast-track simplified procedure for claims worth less than €3,000.

✔ **Resolving insolvency**

Cyprus made resolving insolvency easier by introducing a reorganization procedure as well as provisions to facilitate the continuation of the debtor's business during insolvency proceedings and allow creditors greater participation in important decisions during the proceedings.

Denmark

✔ **Starting a business**

Denmark made starting a business easier by introducing an online platform allowing simultaneous completion of business and tax registration.

Ecuador

✔ **Starting a business**

Ecuador made starting a business easier by simplifying the registration process and by eliminating the need to deposit 50% of the minimum capital in a special account.

Labor market regulation

Ecuador eliminated fixed-term contracts for permanent tasks.

Egypt, Arab Rep.

✔ **Protecting minority investors**

The Arab Republic of Egypt strengthened minority investor protections by barring subsidiaries from acquiring shares issued by their parent company.

El Salvador

✔ **Getting credit**

El Salvador improved access to credit by adopting the Law on Movable Property, which includes provisions allowing a functional approach to secured transactions; establishing a modern, centralized, notice-based collateral registry; allowing a general description of a single category of assets granted as collateral; permitting a security right to extend to future assets and after-acquired property, including proceeds, products and replacements; and allowing out-of-court enforcement.

✘ **Trading across borders**

El Salvador increased the border compliance time for exporting and importing by adding an extra, nonintrusive inspection at the Anguiatú border crossing with Guatemala.

Estonia

✔ **Starting a business**

Estonia made starting a business simpler by allowing minimum capital to be deposited at the time of company registration.

Finland

✔ **Paying taxes**

Finland made paying taxes less costly for companies by reducing the corporate income tax rate—though it also increased the total rate for social security contributions paid by employers, and reduced the allowed deductible amount for owners' expenses.

France

✔ **Paying taxes**

France made paying taxes less costly for companies by introducing a credit against corporate income tax and reducing labor tax rates paid by employers.

Gabon

✔ **Starting a business**

Gabon made starting a business easier by reducing the paid-in minimum capital requirement.

✘ **Dealing with construction permits**

Gabon made dealing with construction permits more complicated by

increasing the time required for obtaining a building permit.

✔ **Registering property**

Gabon made transferring property less costly by lowering the property registration tax.

✘ **Paying taxes**

Gabon made paying taxes more costly for companies by reducing the depreciation rates for some types of fixed assets.

Gambia, The

✔ **Paying taxes**

The Gambia made paying taxes easier for companies by introducing a VAT system that is less complicated than the previous sales tax system—and made paying taxes less costly by reducing the corporate income tax rate.

Georgia

✔ **Dealing with construction permits**

Georgia made dealing with construction permits easier by reducing the time needed for issuing building permits.

✔ **Enforcing contracts**

Georgia made enforcing contracts easier by introducing an electronic filing system for court users.

Germany

✔ **Starting a business**

Germany made starting a business easier by making the process more efficient and less costly.

Labor market regulation

Germany introduced a minimum wage of €8.50 an hour in accordance with the Act on Minimum Wages (Mindestlohngesetz), which took effect on January 1, 2015.

Ghana

✔ **Trading across borders**

Ghana reduced the documentary and border compliance time for importing by developing electronic channels for submitting and collecting the final classification and valuation report.

Greece

✔ **Paying taxes**

Greece made paying taxes less costly for companies by reducing the rates for social security contributions paid by employers, making insurance premiums fully tax deductible and lowering property tax rates. At the same time, it defined entertainment expenses as nondeductible, reduced the depreciation rates for some types of fixed assets and increased the tax on interest income.

Guatemala

✔ **Paying taxes**

Guatemala made paying taxes less costly for companies by reducing the corporate income tax rate.

✔ **Trading across borders**

Guatemala reduced the documentary and border compliance time for importing by making electronic submission of documents compulsory and eliminating the need for many hard-copy documents.

Guinea

✔ **Starting a business**

Guinea made starting a business easier by reducing the minimum capital requirement.

Guinea-Bissau

✔ **Registering property**

Guinea-Bissau made transferring property easier by lowering the property registration tax.

Guyana

✔ **Getting credit**

Guyana improved access to credit information by establishing a new credit bureau.

Honduras

✔ **Protecting minority investors**

Honduras strengthened minority investor protections by introducing provisions requiring greater disclosure of related-party transactions, prohibiting interested parties from voting on a related-party transaction, allowing shareholders representing at least 5% of a company's share capital to bring a direct action for damages against its directors and giving any shareholder the right to inspect company documents.

✘ **Paying taxes**

Honduras made paying taxes more costly for companies by introducing an alternative minimum income tax.

Hong Kong SAR, China

✔ **Starting a business**

Hong Kong SAR, China, made starting a business easier by eliminating the requirement for a company seal.

✔ **Getting electricity**

The utility in Hong Kong SAR, China, made getting electricity easier by streamlining the process for reviewing connection applications and for completing the connection works and meter installation. In addition, the time needed to issue an excavation permit was reduced.

✔ **Getting credit**

Hong Kong SAR, China, improved access to credit by implementing a modern collateral registry.

✔ **Paying taxes**

Hong Kong SAR, China, made paying taxes easier and less costly for companies by simplifying compliance with the mandatory provident fund obligations and increasing the allowance for profit tax. At the same time, it increased the maximum contribution to the mandatory provident fund and reduced the property tax waiver.

Hungary

Labor market regulation

Hungary adopted legislation limiting the operating hours for retail shops.

India

✔ **Starting a business**

India made starting a business easier by eliminating the minimum capital requirement and the need to obtain a certificate to commence business operations. This reform applies to both Delhi and Mumbai.

✔ **Getting electricity**

The utility in Delhi made the process for getting an electricity connection simpler and faster by eliminating the internal wiring inspection by the Electrical Inspectorate. The utility in Mumbai reduced the procedures and time required to connect to electricity by improving internal work processes and coordination.

Indonesia

✔ **Starting a business**

Indonesia made starting a business in Jakarta easier by reducing the time needed to register with the Ministry of Manpower.

✔ **Getting credit**

Indonesia improved access to credit by enabling searches of the collateral registry by the debtor's name. This reform applies to both Jakarta and Surabaya.

✔ **Paying taxes**

Indonesia made paying taxes easier and less costly for companies by introducing an online system for paying social security contributions and by reducing both the rate and the ceiling for the contributions paid by employers. This reform applies to both Jakarta and Surabaya.

Ireland

✔ **Protecting minority investors**

Ireland strengthened minority investor protections by introducing provisions stipulating that directors can be held liable for breach of their fiduciary duties.

✘ **Paying taxes**

Ireland made paying taxes more costly and complicated for companies by increasing landfill levies and by requiring additional financial statements to be submitted with the income tax return.

Israel

✘ **Paying taxes**

Israel made paying taxes more costly for companies by increasing the corporate income tax rate, the rate for social security contributions paid by employers for the upper wage bracket and municipal taxes.

Italy

✔ **Enforcing contracts**

Italy made enforcing contracts easier by introducing a mandatory electronic filing system for court users, simplifying the rules for electronic service of process and automating the enforcement process.

Labor market regulation

Italy adopted the Jobs Act, which simplifies redundancy rules and encourages out-of-court reconciliation, reducing the time and cost for resolving labor disputes. The new legislation also broadens the coverage of unemployment insurance.

Jamaica

✔ **Starting a business**

Jamaica made starting a business easier by streamlining internal procedures.

✔ **Dealing with construction permits**

Jamaica made dealing with construction permits easier by implementing a new workflow for processing building permit applications.

✔ **Paying taxes**

Jamaica made paying taxes easier and less costly for companies by encouraging taxpayers to pay their taxes online, introducing an employment tax credit and increasing the depreciation rate for industrial buildings. At the same time, Jamaica introduced a minimum business tax, raised the contribution rate for the national insurance scheme paid by employers and increased the rates for stamp duty, the property tax, the property transfer tax and the education tax.

✔ **Resolving insolvency**

Jamaica made resolving insolvency easier by introducing a reorganization procedure; introducing provisions to facilitate the continuation of the debtor's business during insolvency proceedings and allow creditors greater participation in important decisions during the proceedings; and establishing a public office responsible for the general administration of insolvency proceedings.

Kazakhstan

✔ **Starting a business**

Kazakhstan made starting a business simpler by eliminating registration fees for small and medium-size firms, shortening registration times and eliminating the legal requirement to use a company seal.

✔ **Dealing with construction permits**

Kazakhstan made dealing with construction permits easier by eliminating the requirement to obtain a topographic survey of the land plot.

✔ **Registering property**

Kazakhstan made transferring property easier by eliminating the requirement to obtain a technical passport for the transfer and to have the seller's and buyer's incorporation documents notarized.

✔ **Getting credit**

Kazakhstan improved access to credit by adopting a new law on secured transactions allowing a general description of a combined category of assets granted as collateral.

✔ **Protecting minority investors**

Kazakhstan strengthened minority investor protections through new provisions requiring both immediate disclosure of related-party transactions and detailed disclosure in annual financial statements; expanding the way evidence can be obtained at trial; requiring that a change in the rights associated with shares be subject to approval by a vote of two-thirds of the affected shares; prohibiting subsidiaries from acquiring shares issued by their parent company; and requiring disclosure of information about board members' other directorships as well as their primary employment.

✔ **Enforcing contracts**

Kazakhstan made enforcing contracts easier by introducing a simplified fast-track procedure for small claims and by streamlining the rules for enforcement proceedings.

✔ **Resolving insolvency**

Kazakhstan made resolving insolvency easier by allowing creditors to initiate reorganization proceedings and encouraging sales of assets as a going concern. Kazakhstan also improved its bankruptcy regime, by explicitly authorizing post-commencement finance and granting it priority over existing unsecured claims.

Kenya

✔ **Starting a business**

Kenya made starting a business easier by reducing the time it takes to assess and pay stamp duty.

✘ **Dealing with construction permits**

Kenya made dealing with construction permits more difficult by requiring an additional approval before issuance of the building permit and by increasing the costs for both water and sewerage connections.

✔ **Getting electricity**

The utility in Kenya reduced delays for new connections by enforcing service delivery timelines and hiring contractors for meter installation.

✔ **Registering property**

Kenya made property transfers faster by improving electronic document management at the land registry and introducing a unified form for registration.

✔ **Getting credit**

Kenya improved access to credit information by passing legislation that allows the sharing of positive information and by expanding borrower coverage.

Korea, Rep.

✘ **Paying taxes**

The Republic of Korea made paying taxes more complicated and costly for companies by requiring separate filing and payment of the local income tax and by increasing the rates for unemployment insurance and national health insurance paid by employers.

Kosovo

✔ **Paying taxes**

Kosovo made paying taxes easier for companies by abolishing the annual business license fee.

Kuwait

✔ **Starting a business**

Kuwait made starting a business easier by reducing the minimum capital requirement.

Kyrgyz Republic

✔ **Registering property**

The Kyrgyz Republic made transferring property easier by introducing an online procedure for obtaining the nonencumbrance certificates.

✔ **Getting credit**

In the Kyrgyz Republic the credit bureau improved access to credit information by beginning to distribute both positive and negative credit information.

Lao PDR

✔ **Getting credit**

The Lao People's Democratic Republic improved access to credit information by eliminating the threshold for the minimum size of loans to be included in the credit registry's database and by expanding borrower coverage.

Labor market regulation

Lao PDR capped the duration of renewable fixed-term contracts (previously unlimited) at 36 months and reduced the maximum length of a probationary period from 3 months to 2. It also eliminated the requirement for third-party approval before an employer can dismiss one worker or a group of nine workers and reduced the severance payment for employees with 5 and 10 years of tenure.

Latvia

✘ **Dealing with construction permits**

Latvia made dealing with construction permits more time-consuming by increasing the time required to obtain a building permit—despite having streamlined the process by having the building permit issued together with the architectural planning conditions.

✔ **Registering property**

Latvia made transferring property easier by introducing a new application form for transfers.

✔ **Getting credit**

Latvia improved its credit information system through a new law governing the licensing and functioning of credit bureaus.

✘ **Paying taxes**

Latvia made paying taxes more complicated for companies by eliminating the possibility of deducting bad debt provisions. On the other hand, Latvia reduced the rate for social security contributions paid by employers.

✔ **Enforcing contracts**

Latvia made enforcing contracts easier by restructuring its courts and

by introducing comprehensive specialized laws regulating domestic arbitration and voluntary mediation.

Labor market regulation

Latvia increased the maximum duration of a single fixed-term contract from 36 months to 60.

Lebanon

✘ **Registering property**

Lebanon made transferring property more complex by increasing the time required for property registration.

Lesotho

✔ **Getting credit**

Lesotho improved access to credit information by establishing its first credit bureau.

Liberia

✔ **Getting credit**

Liberia improved access to credit by adopting new laws on secured transactions that establish a modern, unified and notice-based collateral registry.

✘ **Paying taxes**

Liberia made paying taxes more costly for companies by introducing a minimum corporate income tax.

Lithuania

✔ **Starting a business**

Lithuania made starting a business easier by introducing online VAT registration.

✔ **Getting electricity**

The utility in Lithuania reduced the time required to get an electricity connection by enforcing the legal time limit for completing the external connection works.

✔ **Protecting minority investors**

Lithuania strengthened minority investor protections by prohibiting subsidiaries from acquiring shares issued by their parent company.

Macedonia, FYR

✔ **Starting a business**

The former Yugoslav Republic of Macedonia made starting a business simpler by introducing compulsory online registration carried out by certified agents.

✔ **Protecting minority investors**

FYR Macedonia strengthened minority investor protections by providing for both fines and imprisonment of interested directors in prejudicial related-party transactions.

Labor market regulation

FYR Macedonia introduced amendments to its Labor Relations Act relating to social contributions, employment contracts, independent contractors, annual leave, overtime work, health inspections and labor disputes.

Madagascar

✘ **Starting a business**

Madagascar made starting a business more difficult by requiring a bank-certified check to pay the tax authority.

✔ **Registering property**

Madagascar made transferring property less costly by lowering the property transfer tax.

✔ **Getting credit**

Madagascar improved access to credit by broadening the range of assets that can be used as collateral (including future assets), by allowing a general description of assets granted as collateral and by allowing a general description of debts and obligations.

✔ **Protecting minority investors**

Madagascar strengthened minority investor protections by requiring that directors with a conflict of interest fully disclose the nature of their interest to the board of directors.

✔ **Trading across borders**

Madagascar reduced the time for border compliance for both exporting and importing by upgrading port infrastructure—and also reduced the time for documentary compliance for importing.

Malaysia

✔ **Paying taxes**

Malaysia made paying taxes easier and less costly for companies by making electronic filing mandatory and reducing the property tax rate. At the same time, it also increased the capital gains tax.

Maldives

✘ **Dealing with construction permits**

Maldives made dealing with construction permits more difficult by requiring that building plans be stamped and approved by private structural and architectural experts before the request for a building permit is submitted.

✔ **Paying taxes**

Maldives made paying taxes easier for companies by introducing more payment counters at the tax authority and express counters at peak periods. At the same time, Maldives introduced additional disclosure requirements for filing corporate income tax returns.

Mali

✔ **Getting credit**

Mali improved its credit information system by introducing regulations that govern the licensing and functioning of credit bureaus in the member states of the West African Economic and Monetary Union (UEMOA).

✔ **Trading across borders**

Mali reduced the time for documentary compliance for both exporting and importing by introducing an electronic data interchange system.

Malta

✔ **Getting electricity**

The utility in Malta reduced the time required for getting an electricity connection by improving its supervision of trenching works.

Mauritania

✔ **Starting a business**

Mauritania made starting a business easier by eliminating the minimum capital requirement.

✔ **Getting credit**

Mauritania improved access to credit information by lowering the threshold for the minimum size of loans to be included in the credit registry's database and by expanding borrower coverage.

✔ **Trading across borders**

Mauritania reduced the documentary and border compliance time for importing by eliminating the preimport declaration and value attestation and making the manifest electronic.

Mauritius

✔ **Dealing with construction permits**

In Mauritius the time required for dealing with construction permits was reduced by the hiring of a more efficient subcontractor to establish sewerage connections.

Mexico

✔ **Getting credit**

Mexico improved access to credit by implementing a decree allowing a general description of assets granted as collateral. This reform applies to both Mexico City and Monterrey.

✔ **Paying taxes**

Mexico made paying taxes easier for companies by abolishing the business flat tax—though it also made paying taxes more costly by allowing only a portion of salaries to be deductible. These changes apply to both Mexico City and Monterrey. In addition, the payroll tax rate paid by employers was increased for Mexico City.

Moldova

✔ **Starting a business**

Moldova made starting a business easier by eliminating an inspection by the Territorial State Fiscal Inspectorate.

✔ **Resolving insolvency**

Moldova improved its insolvency system by introducing a licensing system for insolvency administrators, by increasing qualification requirements to include a professional exam as well as training and by establishing supervisory bodies to regulate the profession of insolvency administrators.

Mongolia

✔ **Starting a business**

Mongolia made starting a business easier by reducing the number of days required to register a new company.

✔ **Getting credit**

In Mongolia the credit registry began distributing data from a utility company, improving access to credit information.

Montenegro

✔ **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.

Morocco

✔ **Starting a business**

Morocco made starting a business easier by eliminating the need to file a declaration of business incorporation with the Ministry of Labor.

✘ **Dealing with construction permits**

Morocco made dealing with construction permits more difficult by requiring architects to submit the building permit request online, along with supporting documents, and to follow up with a hard-copy submission. On the other hand, Morocco reduced the time required to obtain an urban certificate.

✔ **Getting electricity**

The utility in Morocco reduced the time required for getting an electricity connection by providing fee estimates more quickly.

✔ **Registering property**

Morocco made property transfers faster by establishing electronic communication links between different tax authorities.

✔ **Paying taxes**

Morocco made paying taxes easier for companies by improving the electronic platform for filing and paying corporate income tax, VAT and labor taxes. On the other hand, Morocco increased the rate of the social charge paid by employers.

Labor market regulation

Morocco implemented an unemployment insurance scheme.

Mozambique

✔ **Paying taxes**

Mozambique made paying taxes easier and less costly for companies by implementing an online system for filing social security contributions and by increasing the depreciation rate for copying machines.

Myanmar

✔ **Starting a business**

Myanmar made starting a business easier by eliminating the minimum capital requirement for local companies and streamlining incorporation procedures.

✔ **Getting electricity**

Myanmar made getting an electricity connection easier by reducing the number of approvals required.

✘ **Paying taxes**

Myanmar made paying taxes more costly and complicated for companies by increasing the rate paid by employers and ceiling for social security contributions, requiring additional documents for commercial tax returns and introducing quarterly preparation, filing and payment of corporate income tax. At the same time, Myanmar increased the rate of allowable depreciation.

Namibia

✘ **Dealing with construction permits**

In Namibia the process of dealing with construction permits became more time-consuming as a result of inefficiency at the municipality.

✔ **Getting credit**

Namibia improved access to credit information by guaranteeing by law borrowers' right to inspect their own data.

Netherlands

✘ **Paying taxes**

The Netherlands made paying taxes more costly for companies by increasing employer-paid labor contributions as well as road taxes, property taxes and polder board taxes.

New Zealand

✔ **Getting electricity**

The utility in New Zealand reduced the time required for getting an electricity connection by improving its payment monitoring and confirmation process for the connection works.

Niger

✔ **Starting a business**

Niger made starting a business easier by reducing the minimum capital requirement.

✔ **Dealing with construction permits**

Niger made dealing with construction permits easier by reducing the time required for companies to obtain a water connection.

✔ **Getting credit**

Niger improved its credit information system by introducing regulations that govern the licensing and functioning of credit bureaus in the member states of the West African Economic and Monetary Union (UEMOA).

✘ **Trading across borders**

Niger increased the time and cost for documentary and border compliance for importing by making a preshipment inspection mandatory.

Nigeria

✔ **Registering property**

Nigeria made transferring property in Lagos less costly by reducing fees for property transactions.

✔ **Protecting minority investors**

Nigeria strengthened minority investor protections by requiring that related-party transactions be subject to external review and to approval by disinterested shareholders. This reform applies to both Kano and Lagos.

Norway

✔ **Starting a business**

Norway made starting a business easier by offering online government registration and online bank account registration.

✔ **Paying taxes**

Norway made paying taxes less costly for companies by reducing the corporate income tax rate.

Oman

✔ **Getting electricity**

Oman improved the regulation of outages by beginning to record data for the annual system average interruption duration index (SAIDI) and system average interruption frequency index (SAIFI).

✔ **Trading across borders**

Oman reduced the time for border compliance for both exporting and importing by transferring cargo operations from Sultan Qaboos Port to Sohar Port.

Peru

✔ **Getting credit**

Peru improved its credit information system by implementing a new law on personal data protection.

✔ **Paying taxes**

Peru made paying taxes easier for companies by creating an advanced online registry with up-to-date information on employees.

Philippines

✔ **Starting a business**

The Philippines made starting a business easier by streamlining communications between the Securities and Exchange Commission and the Social Security System and thereby expediting the process of issuing an employer registration number.

Poland

✔ **Getting electricity**

The utility in Poland reduced delays in processing applications for new electricity connections by increasing human and capital resources and by enforcing service delivery timelines.

✔ **Paying taxes**

Poland made paying taxes easier for companies by introducing an electronic system for filing and paying VAT and transport tax—though it also made paying taxes more costly by increasing transport tax rates and contributions to the National Disabled Fund paid by employers.

Portugal

✔ **Paying taxes**

Portugal made paying taxes less costly for companies by reducing the corporate income tax rate and increasing the

allowable amount of the loss carried forward. At the same time, Portugal slightly increased the vehicle tax.

Labor market regulation

Portugal introduced priority rules for redundancy dismissals and new regulations for collective bargaining agreements.

Qatar

✔ **Trading across borders**

Qatar reduced the time for border compliance for importing by reducing the number of days of free storage at the port and thus the time required for port handling.

Romania

✔ **Paying taxes**

Romania made paying taxes less costly for companies by reducing the rate for social security contributions and the rate for acccident risk fund contributions paid by employers.

✔ **Enforcing contracts**

Romania made enforcing contracts easier by transferring some enforcement responsibilities from the court to the bailiff, by making it easier for the bailiff to obtain information from third parties and by making use of the electronic auction registry mandatory.

✔ **Resolving insolvency**

Romania improved its insolvency system by introducing time limits for the observation period (during which a reorganization plan must be confirmed or a declaration of bankruptcy made) and for the implementation of the reorganization plan; by introducing additional minimum voting requirements for the approval of the reorganization plan; and by clarifying rules on voidable transactions and on payment priority for claims of post-commencement creditors.

Russian Federation

✔ **Starting a business**

The Russian Federation made starting a business in Moscow easier by reducing the number of days required to open a corporate bank account.

✔ **Getting electricity**

Russia made the process of obtaining an electricity connection simpler, faster and less costly by eliminating a meter inspection by electricity providers and revising connection tariffs. This reform applies to both Moscow and St. Petersburg.

✔ **Registering property**

Russia made transferring property easier by reducing the time required for property registration. This reform applies to both Moscow and St. Petersburg.

✔ **Getting credit**

Russia improved access to credit by adopting a new law on secured transactions that established a centralized collateral registry and allows a general description of a combined category of assets granted as collateral. This reform applies to both Moscow and St. Petersburg.

✔ **Paying taxes**

Russia made paying taxes less costly for companies by excluding movable property from the corporate property tax base—though it also raised the wage ceiling used in calculating social contributions. These changes apply to both Moscow and St. Petersburg. In addition, the cadastral value of land in Moscow was updated.

Rwanda

✔ **Starting a business**

Rwanda made starting a business easier by eliminating the need for new companies to open a bank account in order to register for VAT.

✔ **Dealing with construction permits**

Rwanda made dealing with construction permits easier by adopting a new building code and new urban planning regulations.

✔ **Getting credit**

In Rwanda the credit bureau started to provide credit scores to banks and other financial institutions while the credit registry expanded borrower coverage, strengthening the credit reporting system.

✔ **Protecting minority investors**

Rwanda strengthened minority investor protections by introducing provisions allowing holders of 10% of a company's shares to call for an extraordinary meeting of shareholders, requiring holders of special classes of shares to vote on decisions affecting their shares, requiring board members to disclose information about their directorships and primary employment and requiring that audit reports for listed companies be published in a newspaper.

✔ **Paying taxes**

Rwanda made paying taxes easier for companies by introducing electronic filing and making its use compulsory.

✘ **Trading across borders**

Rwanda increased the time and cost for documentary and border compliance for importing by making preshipment inspection mandatory for all imported products.

✔ **Resolving insolvency**

Rwanda improved its insolvency system by introducing provisions on voidable transactions and the approval of reorganization plans and by establishing additional safeguards for creditors in reorganization proceedings.

San Marino

✔ **Starting a business**

San Marino made starting a business easier by encouraging the use of the online system for obtaining the operator code and business license.

Saudi Arabia

✔ **Registering property**

Saudi Arabia made property transfers faster by introducing a new computerized system at the land registry.

Senegal

✔ **Starting a business**

Senegal made starting a business easier by reducing the minimum capital requirement.

✔ **Getting electricity**

The utility in Senegal made getting an electricity connection less time-consuming by streamlining the review of applications and the process for the final connection as well as by reducing the time needed to issue an excavation permit. It also made getting electricity less costly by reducing the security deposit.

✔ **Registering property**

Senegal made transferring property less costly by lowering the property transfer tax.

✔ **Enforcing contracts**

Senegal made enforcing contracts easier by introducing a law regulating voluntary mediation.

Serbia

✔ **Dealing with construction permits**

Serbia made dealing with construction permits less costly by eliminating the land development tax for warehouses. On the other hand, it also introduced a mandatory inspection of foundation works.

✔ **Paying taxes**

Serbia made paying taxes easier for companies by introducing an electronic system for filing and paying VAT and social security contributions as well as by abolishing the urban land usage fee. On the other hand, Serbia increased the property tax and environmental tax rates.

Seychelles

✔ **Getting credit**

The Seychelles improved access to credit information by establishing a credit registry.

Slovak Republic

✔ **Starting a business**

The Slovak Republic simplified the process of starting a business by introducing court registration at the one-stop shop.

✔ **Paying taxes**

The Slovak Republic made paying taxes easier for companies by introducing an electronic filing and payment system for VAT—and made paying taxes less costly by reducing the corporate income tax rate and making medical health insurance tax deductible. At the same time, the Slovak Republic reduced the limit on losses carried forward.

Spain

✔ **Protecting minority investors**

Spain strengthened minority investor protections by requiring that major sales of company assets be subject to shareholder approval.

✔ **Paying taxes**

Spain made paying taxes less costly for companies by reducing rates for corporate income, capital gains and environment taxes—and made it easier by introducing the online Cl@ve system for filing VAT returns. At the same time, Spain reduced the amount allowable for depreciation of fixed assets and raised the ceiling for social security contributions.

Sri Lanka

✔ **Starting a business**

Sri Lanka made starting a business easier by eliminating the requirement to notify the Registrar of Companies of the payment of stamp duty for the initial issuance of shares.

✔ **Dealing with construction permits**

Sri Lanka made dealing with construction permits less time-consuming by streamlining the internal review process for building permit applications.

St. Vincent and the Grenadines

✔ **Resolving insolvency**

St. Vincent and the Grenadines made resolving insolvency easier by introducing a rehabilitation procedure; introducing provisions to facilitate the continuation of the debtor's business during insolvency proceedings and allow creditors greater participation in important decisions during the proceedings; and establishing a public office responsible for the general administration of insolvency cases.

Suriname

✔ **Trading across borders**

Suriname reduced the time for documentary and border compliance for exporting and importing by implementing an automated customs data management system, ASYCUDA (Automated System for Customs Data) World.

Swaziland

✔ **Paying taxes**

Swaziland made paying taxes less costly for companies by reducing the corporate income tax rate. On the other hand, Swaziland raised the ceiling for the National Provident Fund contribution.

Sweden

✔ **Starting a business**

Sweden made starting a business easier by requiring the company registry to register a company in five days.

Switzerland

✔ **Registering property**

Switzerland made transferring property easier by introducing a national database to check for encumbrances.

Taiwan, China

✔ **Getting electricity**

The utility in Taiwan, China, reduced the time required for getting an electricity connection through a simplified procedure for obtaining excavation permits from the municipality.

Tajikistan

✔ **Paying taxes**

Tajikistan made paying taxes easier for companies by introducing an electronic filing and payment system for corporate income tax, VAT and labor taxes. On the other hand, it increased real estate tax fees.

✔ **Trading across borders**

Tajikistan made trading across borders easier by making it possible to submit customs declarations electronically.

Tanzania

✔ **Trading across borders**

Tanzania reduced the time for both exporting and importing by implementing the Tanzania Customs Integrated System (TANCIS), an online system for downloading and processing customs documents.

Togo

✔ **Starting a business**

Togo made starting a business less costly by reducing the fees to register with the tax authority.

✔ **Getting electricity**

The utility in Togo reduced the time and procedures for getting an electricity connection through several initiatives, including by creating a single window enabling customers to pay all fees at once.

✔ **Trading across borders**

Togo reduced the time for documentary and border compliance for importing by implementing an electronic platform connecting several agencies for import procedures and payments.

Tonga

✘ **Paying taxes**

Tonga made paying taxes more complicated for companies by reintroducing the annual fee for a business license.

Trinidad and Tobago

✘ **Getting electricity**

Trinidad and Tobago made getting electricity more costly by introducing a capital contribution toward connection costs.

Tunisia

✔ **Paying taxes**

Tunisia made paying taxes less costly for companies by reducing the corporate income tax rate.

✔ **Trading across borders**

Tunisia reduced border compliance time for both exporting and importing by improving the efficiency of its state-owned port handling company and investing in port infrastructure at the port of Rades.

Turkey

✔ **Dealing with construction permits**

Turkey made dealing with construction permits easier by streamlining the process for obtaining the fire clearance.

Uganda

✔ **Starting a business**

Uganda made starting a business easier by introducing an online system for obtaining a trading license and by reducing business incorporation fees.

✔ **Getting electricity**

The utility in Uganda reduced delays for new electricity connections by deploying more customer service engineers and reducing the time needed for the inspection and meter installation.

✔ **Getting credit**

In Uganda the credit bureau expanded borrower coverage, improving access to credit information.

Ukraine

✔ **Starting a business**

Ukraine made starting a business easier by reducing the time required for VAT registration and by eliminating business registration fees.

United Arab Emirates

✔ **Dealing with construction permits**

The United Arab Emirates made dealing with construction permits easier by streamlining the process for obtaining the civil defense approval.

✔ **Getting electricity**

The United Arab Emirates made getting electricity easier by reducing the time needed to provide a connection cost estimate.

✔ **Protecting minority investors**

The United Arab Emirates strengthened minority investor protections by barring a subsidiary from acquiring shares in its parent company and by requiring that a potential acquirer, upon reaching 50% or more of the capital of a company, make a purchase offer to all shareholders.

✔ **Enforcing contracts**

The United Arab Emirates made enforcing contracts easier by implementing electronic service of process, by introducing a new case management office within the competent court and by further developing the "Smart Petitions" service allowing litigants to file and track motions online.

United Kingdom

✔ **Paying taxes**

The United Kingdom made paying taxes less costly for companies by reducing the corporate income tax rate and increasing the wage amount per employee that is exempted from social security contributions paid by employers. On the other hand, the United Kingdom increased municipal tax rates and environment taxes.

✘ **Enforcing contracts**
The United Kingdom made enforcing contracts more costly by increasing the court fees for filing a claim.

Uruguay

✘ **Starting a business**
Uruguay made starting a business more difficult by increasing incorporation costs.

✔ **Paying taxes**
Uruguay made paying taxes easier for companies by continually upgrading and improving the electronic system for filing and paying the major taxes.

Uzbekistan

✔ **Starting a business**
Uzbekistan made starting a business easier by introducing an online one-stop shop and streamlining registration procedures.

✔ **Registering property**
Uzbekistan made transferring property easier by eliminating the requirement to provide several different nonencumbrance certificates, though it also increased the costs associated with property transfers.

✔ **Getting credit**
Uzbekistan improved access to credit by adopting new laws on secured transactions that allow a general description of assets granted as collateral and establish a modern, unified, notice-based collateral registry.

Vanuatu

✔ **Registering property**
Vanuatu improved the quality of land administration by appointing a land ombudsman to deal with complaints relating to the land registry.

✔ **Trading across borders**
Vanuatu reduced the border compliance time for importing by improving infrastructure at the port of Vila.

Venezuela, RB

✘ **Starting a business**
República Bolivariana de Venezuela made starting a business more difficult by increasing incorporation costs.

Vietnam

✔ **Starting a business**
Vietnam made starting a business easier by reducing the time required to get the company seal engraved and registered.

✔ **Getting electricity**
The utility in Vietnam reduced the time required for getting an electricity connection by reducing delays and increasing efficiency in approving connection applications and designs for connection works.

✔ **Getting credit**
Vietnam guaranteed borrowers' right to inspect their credit data while the new credit bureau expanded borrower coverage, improving the credit information system.

✔ **Paying taxes**
Vietnam made paying taxes less costly for companies by reducing the corporate income tax rate—and made it easier by reducing the number of procedures and documents for filing VAT and social security contributions, introducing electronic filing, reducing the number of filings for VAT and replacing quarterly filings of corporate income tax with quarterly advance payments. On the other hand, Vietnam increased the rate for social security contributions paid by employers.

✔ **Resolving insolvency**
Vietnam made resolving insolvency easier by clarifying and simplifying provisions on liquidation and reorganization, modifying the standard for commencement of insolvency proceedings, changing provisions on voidable transactions, regulating the profession of insolvency trustees and establishing the rules for enterprise asset managers.

West Bank and Gaza

✔ **Dealing with construction permits**
West Bank and Gaza made dealing with construction permits easier by streamlining the process for obtaining the civil defense permit and for submitting the stamped concrete casting permit to the municipality.

✔ **Getting credit**
The credit registry in West Bank and Gaza began to distribute credit data from retailers and utility companies.

Zambia

✘ **Starting a business**
Zambia made starting a business more difficult by increasing the registration fees.

✔ **Getting credit**
In Zambia the credit bureau began to provide credit scores.

✔ **Paying taxes**
Zambia made paying taxes easier for companies by implementing electronic filing and payment for VAT. At the same time, Zambia made paying taxes more costly by increasing the property transfer tax rate.

✘ **Trading across borders**
Zambia increased the documentary and border compliance time for both exporting and importing by shifting all clearance authority to a central processing center at the initial stage of implementing a web-based customs platform (ASYCUDA World).

Zimbabwe

✔ **Getting credit**
In Zimbabwe the credit bureau began to provide credit scores.

✔ **Protecting minority investors**
Zimbabwe strengthened minority investor protections by introducing provisions allowing legal practitioners to enter into contingency fee agreements with clients.

Country tables

✔ Reform making it easier to do business ✘ Change making it more difficult to do business

AFGHANISTAN

South Asia		GNI per capita (US$)	680
Ease of doing business rank (1–189)	**177**	**Population (m)**	**31.3**
Overall distance to frontier (DTF) score (0–100)	**40.58**		

✘ **Starting a business** (rank)	34
DTF score for starting a business (0–100)	93.05
Procedures (number)	3
Time (days)	7
Cost (% of income per capita)	19.0
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	185
DTF score for dealing with construction permits (0–100)	22.94
Procedures (number)	11
Time (days)	353
Cost (% of warehouse value)	76.6
Building quality control index (0–15)	1.5
Getting electricity (rank)	156
DTF score for getting electricity (0–100)	45.52
Procedures (number)	5
Time (days)	114
Cost (% of income per capita)	3,469.7
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	184
DTF score for registering property (0–100)	27.50
Procedures (number)	9
Time (days)	250
Cost (% of property value)	5.0
Quality of land administration index (0–30)	3

✔ **Getting credit** (rank)	97
DTF score for getting credit (0–100)	45.00
Strength of legal rights index (0–12)	9
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.5
Protecting minority investors (rank)	189
DTF score for protecting minority investors (0–100)	10.00
Extent of conflict of interest regulation index (0–10)	1.7
Extent of shareholder governance index (0–10)	0.3
Strength of minority investor protection index (0–10)	1.0
Paying taxes (rank)	89
DTF score for paying taxes (0–100)	74.14
Payments (number per year)	20
Time (hours per year)	275
Total tax rate (% of profit)	36.3
Enforcing contracts (rank)	172
DTF score for enforcing contracts (0–100)	35.11
Time (days)	1,642
Cost (% of claim)	25.0
Quality of judicial processes index (0–18)	6

Trading across borders (rank)	174
DTF score for trading across borders (0–100)	28.90
Time to export	
Documentary compliance (hours)	243
Border compliance (hours)	48
Domestic transport (hours)	14
Cost to export	
Documentary compliance (US$)	344
Border compliance (US$)	511
Domestic transport (US$)	400
Time to import	
Documentary compliance (hours)	336
Border compliance (hours)	96
Domestic transport (hours)	24
Cost to import	
Documentary compliance (US$)	900
Border compliance (US$)	850
Domestic transport (US$)	400
Resolving insolvency (rank)	160
DTF score for resolving insolvency (0–100)	23.62
Time (years)	2.0
Cost (% of estate)	25
Recovery rate (cents on the dollar)	26.5
Strength of insolvency framework index (0–16)	3

ALBANIA

Europe & Central Asia		GNI per capita (US$)	4,460
Ease of doing business rank (1–189)	**97**	**Population (m)**	**2.9**
Overall distance to frontier (DTF) score (0–100)	**60.50**		

Starting a business (rank)	58
DTF score for starting a business (0–100)	90.09
Procedures (number)	6
Time (days)	5.5
Cost (% of income per capita)	10.4
Minimum capital (% of income per capita)	0.0
✘ **Dealing with construction permits** (rank)	189
DTF score for dealing with construction permits (0–100)	0.00
Procedures (number)	NO PRACTICE
Time (days)	NO PRACTICE
Cost (% of warehouse value)	NO PRACTICE
Building quality control index (0–15)	0
Getting electricity (rank)	162
DTF score for getting electricity (0–100)	43.70
Procedures (number)	6
Time (days)	177
Cost (% of income per capita)	491.4
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	107
DTF score for registering property (0–100)	58.47
Procedures (number)	6
Time (days)	22
Cost (% of property value)	10.2
Quality of land administration index (0–30)	16

Getting credit (rank)	42
DTF score for getting credit (0–100)	65.00
Strength of legal rights index (0–12)	7
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	27.1
✔ **Protecting minority investors** (rank)	8
DTF score for protecting minority investors (0–100)	73.33
Extent of conflict of interest regulation index (0–10)	7.7
Extent of shareholder governance index (0–10)	7.0
Strength of minority investor protection index (0–10)	7.3
Paying taxes (rank)	142
DTF score for paying taxes (0–100)	62.01
Payments (number per year)	34
Time (hours per year)	357
Total tax rate (% of profit)	36.5
Enforcing contracts (rank)	96
DTF score for enforcing contracts (0–100)	57.37
Time (days)	525
Cost (% of claim)	34.9
Quality of judicial processes index (0–18)	8

✔ **Trading across borders** (rank)	37
DTF score for trading across borders (0–100)	91.61
Time to export	
Documentary compliance (hours)	6
Border compliance (hours)	18
Domestic transport (hours)	3
Cost to export	
Documentary compliance (US$)	57
Border compliance (US$)	181
Domestic transport (US$)	143
Time to import	
Documentary compliance (hours)	8
Border compliance (hours)	9
Domestic transport (hours)	5
Cost to import	
Documentary compliance (US$)	56
Border compliance (US$)	101
Domestic transport (US$)	336
Resolving insolvency (rank)	42
DTF score for resolving insolvency (0–100)	63.42
Time (years)	2.0
Cost (% of estate)	10
Recovery rate (cents on the dollar)	42.3
Strength of insolvency framework index (0–16)	13

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

✔ Reform making it easier to do business ✘ Change making it more difficult to do business

ALGERIA

Ease of doing business rank (1–189)	163	Middle East & North Africa		GNI per capita (US$)	5,340
		Overall distance to frontier (DTF) score (0–100)	45.72	Population (m)	39.9

✔ **Starting a business** (rank)	145	**Getting credit** (rank)	174	**Trading across borders** (rank)	176
DTF score for starting a business (0–100)	76.08	DTF score for getting credit (0–100)	10.00	DTF score for trading across borders (0–100)	24.15
Procedures (number)	12	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	20	Depth of credit information index (0–8)	0	Documentary compliance (hours)	149
Cost (% of income per capita)	10.9	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	118
Minimum capital (% of income per capita)	23.6	Credit registry coverage (% of adults)	1.9	Domestic transport (hours)	4
				Cost to export	
✔ **Dealing with construction permits** (rank)	122	**Protecting minority investors** (rank)	174	Documentary compliance (US$)	374
DTF score for dealing with construction permits (0–100)	64.05	DTF score for protecting minority investors (0–100)	33.33	Border compliance (US$)	593
Procedures (number)	17	Extent of conflict of interest regulation index (0–10)	3.0	Domestic transport (US$)	283
Time (days)	204	Extent of shareholder governance index (0–10)	3.7	*Time to import*	
Cost (% of warehouse value)	0.9	Strength of minority investor protection index (0–10)	3.3	Documentary compliance (hours)	249
Building quality control index (0–15)	9			Border compliance (hours)	327
		Paying taxes (rank)	169	Domestic transport (hours)	4
Getting electricity (rank)	130	DTF score for paying taxes (0–100)	45.03	*Cost to import*	
DTF score for getting electricity (0–100)	57.56	Payments (number per year)	27	Documentary compliance (US$)	400
Procedures (number)	5	Time (hours per year)	385	Border compliance (US$)	466
Time (days)	180	Total tax rate (% of profit)	72.7	Domestic transport (US$)	264
Cost (% of income per capita)	1,295.5				
Reliability of supply and transparency of tariffs index (0–8)	4	**Enforcing contracts** (rank)	106	**Resolving insolvency** (rank)	73
		DTF score for enforcing contracts (0–100)	55.49	DTF score for resolving insolvency (0–100)	47.67
Registering property (rank)	163	Time (days)	630	Time (years)	1.3
DTF score for registering property (0–100)	43.83	Cost (% of claim)	19.9	Cost (% of estate)	7
Procedures (number)	10	Quality of judicial processes index (0–18)	5.5	Recovery rate (cents on the dollar)	50.8
Time (days)	55			Strength of insolvency framework index (0–16)	6.5
Cost (% of property value)	7.1				
Quality of land administration index (0–30)	7				

ANGOLA

Ease of doing business rank (1–189)	181	Sub-Saharan Africa		GNI per capita (US$)	5,300
		Overall distance to frontier (DTF) score (0–100)	39.64	Population (m)	22.1

✔ **Starting a business** (rank)	141	**Getting credit** (rank)	181	**Trading across borders** (rank)	181
DTF score for starting a business (0–100)	76.79	DTF score for getting credit (0–100)	5.00	DTF score for trading across borders (0–100)	19.27
Procedures (number)	8	Strength of legal rights index (0–12)	1	*Time to export*	
Time (days)	36	Depth of credit information index (0–8)	0	Documentary compliance (hours)	169
Cost (% of income per capita)	22.5	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	240
Minimum capital (% of income per capita)	18.9	Credit registry coverage (% of adults)	3.3	Domestic transport (hours)	4
				Cost to export	
Dealing with construction permits (rank)	108	**Protecting minority investors** (rank)	66	Documentary compliance (US$)	240
DTF score for dealing with construction permits (0–100)	66.65	DTF score for protecting minority investors (0–100)	56.67	Border compliance (US$)	735
Procedures (number)	10	Extent of conflict of interest regulation index (0–10)	5.3	Domestic transport (US$)	850
Time (days)	203	Extent of shareholder governance index (0–10)	6.0	*Time to import*	
Cost (% of warehouse value)	0.5	Strength of minority investor protection index (0–10)	5.7	Documentary compliance (hours)	180
Building quality control index (0–15)	6			Border compliance (hours)	276
		✔ **Paying taxes** (rank)	141	Domestic transport (hours)	5
Getting electricity (rank)	166	DTF score for paying taxes (0–100)	62.25	*Cost to import*	
DTF score for getting electricity (0–100)	42.63	Payments (number per year)	30	Documentary compliance (US$)	460
Procedures (number)	7	Time (hours per year)	282	Border compliance (US$)	935
Time (days)	145	Total tax rate (% of profit)	48.4	Domestic transport (US$)	850
Cost (% of income per capita)	615.0				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	185	**Resolving insolvency** (rank)	189
		DTF score for enforcing contracts (0–100)	26.26	DTF score for resolving insolvency (0–100)	0.00
Registering property (rank)	169	Time (days)	1,296	Time (years)	NO PRACTICE
DTF score for registering property (0–100)	40.87	Cost (% of claim)	44.4	Cost (% of estate)	NO PRACTICE
Procedures (number)	7	Quality of judicial processes index (0–18)	4.5	Recovery rate (cents on the dollar)	0.0
Time (days)	190			Strength of insolvency framework index (0–16)	0
Cost (% of property value)	2.9				
Quality of land administration index (0–30)	7				

ANTIGUA AND BARBUDA

Ease of doing business rank (1–189)	104	Latin America & Caribbean		GNI per capita (US$)	13,360
		Overall distance to frontier (DTF) score (0–100)	59.70	Population (m)	0.1

Starting a business (rank)	107	**Getting credit** (rank)	152	**Trading across borders** (rank)	114
DTF score for starting a business (0–100)	83.37	DTF score for getting credit (0–100)	25.00	DTF score for trading across borders (0–100)	62.01
Procedures (number)	8	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	21	Depth of credit information index (0–8)	0	Documentary compliance (hours)	51
Cost (% of income per capita)	9.5	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	85
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	1
				Cost to export	
Dealing with construction permits (rank)	95	**Protecting minority investors** (rank)	66	Documentary compliance (US$)	121
DTF score for dealing with construction permits (0–100)	68.24	DTF score for protecting minority investors (0–100)	56.67	Border compliance (US$)	546
Procedures (number)	16	Extent of conflict of interest regulation index (0–10)	6.7	Domestic transport (US$)	210
Time (days)	110	Extent of shareholder governance index (0–10)	4.7	*Time to import*	
Cost (% of warehouse value)	0.4	Strength of minority investor protection index (0–10)	5.7	Documentary compliance (hours)	109
Building quality control index (0–15)	6.5			Border compliance (hours)	85
		Paying taxes (rank)	161	Domestic transport (hours)	1
Getting electricity (rank)	33	DTF score for paying taxes (0–100)	54.35	*Cost to import*	
DTF score for getting electricity (0–100)	83.48	Payments (number per year)	57	Documentary compliance (US$)	132
Procedures (number)	4	Time (hours per year)	207	Border compliance (US$)	546
Time (days)	42	Total tax rate (% of profit)	41.9	Domestic transport (US$)	210
Cost (% of income per capita)	118.8				
Reliability of supply and transparency of tariffs index (0–8)	5	**Enforcing contracts** (rank)	19	**Resolving insolvency** (rank)	125
		DTF score for enforcing contracts (0–100)	73.18	DTF score for resolving insolvency (0–100)	35.00
Registering property (rank)	118	Time (days)	351	Time (years)	3.0
DTF score for registering property (0–100)	55.75	Cost (% of claim)	22.7	Cost (% of estate)	7
Procedures (number)	7	Quality of judicial processes index (0–18)	11.5	Recovery rate (cents on the dollar)	36.0
Time (days)	39			Strength of insolvency framework index (0–16)	5
Cost (% of property value)	10.8				
Quality of land administration index (0–30)	19				

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ARGENTINA

Ease of doing business rank (1–189)	**121**	**Latin America & Caribbean**		**GNI per capita (US$)**	**14,560**
		Overall distance to frontier (DTF) score (0–100)	**56.78**	**Population (m)**	**41.8**
Starting a business (rank)	157	**Getting credit** (rank)	79	**Trading across borders** (rank)	143
DTF score for starting a business (0–100)	73.36	DTF score for getting credit (0–100)	50.00	DTF score for trading across borders (0–100)	53.00
Procedures (number)	14	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	25	Depth of credit information index (0–8)	8	Documentary compliance (hours)	30
Cost (% of income per capita)	9.7	Credit bureau coverage (% of adults)	100.0	Border compliance (hours)	21
Minimum capital (% of income per capita)	2.3	Credit registry coverage (% of adults)	42.6	Domestic transport (hours)	22
				Cost to export	
Dealing with construction permits (rank)	173	**Protecting minority investors** (rank)	49	Documentary compliance (US$)	60
DTF score for dealing with construction permits (0–100)	49.67	DTF score for protecting minority investors (0–100)	60.00	Border compliance (US$)	150
Procedures (number)	21	Extent of conflict of interest regulation index (0–10)	5.0	Domestic transport (US$)	1,700
Time (days)	341	Extent of shareholder governance index (0–10)	7.0	*Time to import*	
Cost (% of warehouse value)	2.6	Strength of minority investor protection index (0–10)	6.0	Documentary compliance (hours)	336
Building quality control index (0–15)	10			Border compliance (hours)	300
		Paying taxes (rank)	170	Domestic transport (hours)	2
Getting electricity (rank)	85	DTF score for paying taxes (0–100)	44.99	*Cost to import*	
DTF score for getting electricity (0–100)	70.00	Payments (number per year)	9	Documentary compliance (US$)	120
Procedures (number)	6	Time (hours per year)	405	Border compliance (US$)	1,200
Time (days)	92	Total tax rate (% of profit)	137.4	Domestic transport (US$)	600
Cost (% of income per capita)	24.9				
Reliability of supply and transparency of tariffs index (0–8)	5	**Enforcing contracts** (rank)	38	**Resolving insolvency** (rank)	95
		DTF score for enforcing contracts (0–100)	67.65	DTF score for resolving insolvency (0–100)	42.87
Registering property (rank)	116	Time (days)	590	Time (years)	2.8
DTF score for registering property (0–100)	56.31	Cost (% of claim)	22.5	Cost (% of estate)	12
Procedures (number)	7	Quality of judicial processes index (0–18)	12	Recovery rate (cents on the dollar)	24.5
Time (days)	51.5			Strength of insolvency framework index (0–16)	9.5
Cost (% of property value)	6.6				
Quality of land administration index (0–30)	13				

ARMENIA

Ease of doing business rank (1–189)	**35**	**Europe & Central Asia**		**GNI per capita (US$)**	**3,810**
		Overall distance to frontier (DTF) score (0–100)	**74.22**	**Population (m)**	**3.0**
Starting a business (rank)	5	**Getting credit** (rank)	42	✔ **Trading across borders** (rank)	29
DTF score for starting a business (0–100)	97.78	DTF score for getting credit (0–100)	65.00	DTF score for trading across borders (0–100)	93.23
Procedures (number)	2	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	3	Depth of credit information index (0–8)	8	Documentary compliance (hours)	2
Cost (% of income per capita)	1.0	Credit bureau coverage (% of adults)	94.1	Border compliance (hours)	3
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	5
				Cost to export	
✔ **Dealing with construction permits** (rank)	62	**Protecting minority investors** (rank)	49	Documentary compliance (US$)	150
DTF score for dealing with construction permits (0–100)	72.43	DTF score for protecting minority investors (0–100)	60.00	Border compliance (US$)	0
Procedures (number)	18	Extent of conflict of interest regulation index (0–10)	6.3	Domestic transport (US$)	371
Time (days)	84	Extent of shareholder governance index (0–10)	5.7	*Time to import*	
Cost (% of warehouse value)	1.0	Strength of minority investor protection index (0–10)	6.0	Documentary compliance (hours)	2
Building quality control index (0–15)	9.5			Border compliance (hours)	3
		Paying taxes (rank)	41	Domestic transport (hours)	5
Getting electricity (rank)	99	DTF score for paying taxes (0–100)	82.51	*Cost to import*	
DTF score for getting electricity (0–100)	65.46	Payments (number per year)	10	Documentary compliance (US$)	100
Procedures (number)	4	Time (hours per year)	313	Border compliance (US$)	0
Time (days)	180	Total tax rate (% of profit)	19.9	Domestic transport (US$)	371
Cost (% of income per capita)	87.3				
Reliability of supply and transparency of tariffs index (0–8)	4	✔ **Enforcing contracts** (rank)	28	**Resolving insolvency** (rank)	71
		DTF score for enforcing contracts (0–100)	70.46	DTF score for resolving insolvency (0–100)	48.00
Registering property (rank)	14	Time (days)	570	Time (years)	1.9
DTF score for registering property (0–100)	87.29	Cost (% of claim)	14.0	Cost (% of estate)	11
Procedures (number)	3	Quality of judicial processes index (0–18)	11.5	Recovery rate (cents on the dollar)	36.9
Time (days)	7			Strength of insolvency framework index (0–16)	9
Cost (% of property value)	0.2				
Quality of land administration index (0–30)	21				

AUSTRALIA

Ease of doing business rank (1–189)	**13**	**OECD high income**		**GNI per capita (US$)**	**64,680**
		Overall distance to frontier (DTF) score (0–100)	**80.08**	**Population (m)**	**23.5**
Starting a business (rank)	11	**Getting credit** (rank)	5	**Trading across borders** (rank)	89
DTF score for starting a business (0–100)	96.47	DTF score for getting credit (0–100)	90.00	DTF score for trading across borders (0–100)	70.82
Procedures (number)	3	Strength of legal rights index (0–12)	11	*Time to export*	
Time (days)	2.5	Depth of credit information index (0–8)	7	Documentary compliance (hours)	7
Cost (% of income per capita)	0.7	Credit bureau coverage (% of adults)	100.0	Border compliance (hours)	36
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	4
				Cost to export	
Dealing with construction permits (rank)	4	**Protecting minority investors** (rank)	66	Documentary compliance (US$)	264
DTF score for dealing with construction permits (0–100)	86.56	DTF score for protecting minority investors (0–100)	56.67	Border compliance (US$)	749
Procedures (number)	10	Extent of conflict of interest regulation index (0–10)	6.0	Domestic transport (US$)	525
Time (days)	112	Extent of shareholder governance index (0–10)	5.3	*Time to import*	
Cost (% of warehouse value)	0.5	Strength of minority investor protection index (0–10)	5.7	Documentary compliance (hours)	3
Building quality control index (0–15)	14			Border compliance (hours)	37
		Paying taxes (rank)	42	Domestic transport (hours)	4
Getting electricity (rank)	39	DTF score for paying taxes (0–100)	82.35	*Cost to import*	
DTF score for getting electricity (0–100)	82.32	Payments (number per year)	11	Documentary compliance (US$)	100
Procedures (number)	5	Time (hours per year)	105	Border compliance (US$)	525
Time (days)	75	Total tax rate (% of profit)	47.6	Domestic transport (US$)	525
Cost (% of income per capita)	8.4				
Reliability of supply and transparency of tariffs index (0–8)	7	**Enforcing contracts** (rank)	4	**Resolving insolvency** (rank)	14
		DTF score for enforcing contracts (0–100)	79.72	DTF score for resolving insolvency (0–100)	81.69
Registering property (rank)	47	Time (days)	395	Time (years)	1.0
DTF score for registering property (0–100)	74.24	Cost (% of claim)	21.8	Cost (% of estate)	8
Procedures (number)	5	Quality of judicial processes index (0–18)	15.5	Recovery rate (cents on the dollar)	82.1
Time (days)	4.5			Strength of insolvency framework index (0–16)	12
Cost (% of property value)	5.2				
Quality of land administration index (0–30)	20				

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AUSTRIA

OECD high income				GNI per capita (US$)	49,366
Ease of doing business rank (1–189)	**21**	**Overall distance to frontier (DTF) score (0–100)**	**78.38**	**Population (m)**	**8.5**

Starting a business (rank)	106	**Getting credit** (rank)	59	**Trading across borders** (rank)	1
DTF score for starting a business (0–100)	83.45	DTF score for getting credit (0–100)	60.00	DTF score for trading across borders (0–100)	100.00
Procedures (number)	8	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	22	Depth of credit information index (0–8)	7	Documentary compliance (hours)	1
Cost (% of income per capita)	0.3	Credit bureau coverage (% of adults)	52.8	Border compliance (hours)	0
Minimum capital (% of income per capita)	13.1	Credit registry coverage (% of adults)	2.2	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	47	**Protecting minority investors** (rank)	36	Documentary compliance (US$)	0
DTF score for dealing with construction permits (0–100)	74.86	DTF score for protecting minority investors (0–100)	63.33	Border compliance (US$)	0
Procedures (number)	11	Extent of conflict of interest regulation index (0–10)	5.3	Domestic transport (US$)	188
Time (days)	223	Extent of shareholder governance index (0–10)	7.3	*Time to import*	
Cost (% of warehouse value)	1.3	Strength of minority investor protection index (0–10)	6.3	Documentary compliance (hours)	1
Building quality control index (0–15)	13			Border compliance (hours)	0
		Paying taxes (rank)	74	Domestic transport (hours)	2
Getting electricity (rank)	17	DTF score for paying taxes (0–100)	76.53	*Cost to import*	
DTF score for getting electricity (0–100)	87.70	Payments (number per year)	12	Documentary compliance (US$)	0
Procedures (number)	5	Time (hours per year)	166	Border compliance (US$)	0
Time (days)	23	Total tax rate (% of profit)	51.7	Domestic transport (US$)	188
Cost (% of income per capita)	97.8				
Reliability of supply and transparency of tariffs index (0–8)	7	**Enforcing contracts** (rank)	6	**Resolving insolvency** (rank)	18
		DTF score for enforcing contracts (0–100)	78.24	DTF score for resolving insolvency (0–100)	78.89
Registering property (rank)	26	Time (days)	397	Time (years)	1.1
DTF score for registering property (0–100)	80.81	Cost (% of claim)	18.2	Cost (% of estate)	10
Procedures (number)	3	Quality of judicial processes index (0–18)	14	Recovery rate (cents on the dollar)	82.7
Time (days)	20.5			Strength of insolvency framework index (0–16)	11
Cost (% of property value)	4.6				
Quality of land administration index (0–30)	24				

AZERBAIJAN

Europe & Central Asia				GNI per capita (US$)	7,590
Ease of doing business rank (1–189)	**63**	**Overall distance to frontier (DTF) score (0–100)**	**67.80**	**Population (m)**	**9.5**

✔ **Starting a business** (rank)	7	**Getting credit** (rank)	109	**Trading across borders** (rank)	94
DTF score for starting a business (0–100)	97.75	DTF score for getting credit (0–100)	40.00	DTF score for trading across borders (0–100)	69.59
Procedures (number)	2	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	3	Depth of credit information index (0–8)	6	Documentary compliance (hours)	35
Cost (% of income per capita)	1.2	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	34
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	33.6	Domestic transport (hours)	8
				Cost to export	
✔ **Dealing with construction permits** (rank)	114	✔ **Protecting minority investors** (rank)	36	Documentary compliance (US$)	300
DTF score for dealing with construction permits (0–100)	65.79	DTF score for protecting minority investors (0–100)	63.33	Border compliance (US$)	375
Procedures (number)	18	Extent of conflict of interest regulation index (0–10)	7.7	Domestic transport (US$)	500
Time (days)	203	Extent of shareholder governance index (0–10)	5.0	*Time to import*	
Cost (% of warehouse value)	4.1	Strength of minority investor protection index (0–10)	6.3	Documentary compliance (hours)	41
Building quality control index (0–15)	13			Border compliance (hours)	32
		Paying taxes (rank)	34	Domestic transport (hours)	6
Getting electricity (rank)	110	DTF score for paying taxes (0–100)	83.77	*Cost to import*	
DTF score for getting electricity (0–100)	63.01	Payments (number per year)	7	Documentary compliance (US$)	200
Procedures (number)	7	Time (hours per year)	195	Border compliance (US$)	423
Time (days)	87	Total tax rate (% of profit)	39.8	Domestic transport (US$)	400
Cost (% of income per capita)	103.6				
Reliability of supply and transparency of tariffs index (0–8)	4	**Enforcing contracts** (rank)	40	**Resolving insolvency** (rank)	84
		DTF score for enforcing contracts (0–100)	67.51	DTF score for resolving insolvency (0–100)	44.68
Registering property (rank)	22	Time (days)	277	Time (years)	1.5
DTF score for registering property (0–100)	82.55	Cost (% of claim)	18.5	Cost (% of estate)	12
Procedures (number)	3	Quality of judicial processes index (0–18)	6.5	Recovery rate (cents on the dollar)	39.5
Time (days)	8.5			Strength of insolvency framework index (0–16)	7.5
Cost (% of property value)	0.2				
Quality of land administration index (0–30)	15.5				

BAHAMAS, THE

Latin America & Caribbean				GNI per capita (US$)	21,010
Ease of doing business rank (1–189)	**106**	**Overall distance to frontier (DTF) score (0–100)**	**59.00**	**Population (m)**	**0.4**

✘ **Starting a business** (rank)	118	**Getting credit** (rank)	133	✔ **Trading across borders** (rank)	97
DTF score for starting a business (0–100)	81.31	DTF score for getting credit (0–100)	30.00	DTF score for trading across borders (0–100)	68.74
Procedures (number)	8	Strength of legal rights index (0–12)	6	*Time to export*	
Time (days)	28.5	Depth of credit information index (0–8)	0	Documentary compliance (hours)	12
Cost (% of income per capita)	10.9	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	36
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	94	**Protecting minority investors** (rank)	111	Documentary compliance (US$)	260
DTF score for dealing with construction permits (0–100)	68.25	DTF score for protecting minority investors (0–100)	48.33	Border compliance (US$)	175
Procedures (number)	16	Extent of conflict of interest regulation index (0–10)	5.0	Domestic transport (US$)	245
Time (days)	180	Extent of shareholder governance index (0–10)	4.7	*Time to import*	
Cost (% of warehouse value)	1.1	Strength of minority investor protection index (0–10)	4.8	Documentary compliance (hours)	6
Building quality control index (0–15)	10			Border compliance (hours)	51
		✔ **Paying taxes** (rank)	24	Domestic transport (hours)	2
Getting electricity (rank)	114	DTF score for paying taxes (0–100)	87.09	*Cost to import*	
DTF score for getting electricity (0–100)	60.88	Payments (number per year)	19	Documentary compliance (US$)	140
Procedures (number)	5	Time (hours per year)	58	Border compliance (US$)	1,385
Time (days)	67	Total tax rate (% of profit)	33.7	Domestic transport (US$)	250
Cost (% of income per capita)	148.9				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	60	**Resolving insolvency** (rank)	61
		DTF score for enforcing contracts (0–100)	62.29	DTF score for resolving insolvency (0–100)	52.93
Registering property (rank)	183	Time (days)	427	Time (years)	3.0
DTF score for registering property (0–100)	30.21	Cost (% of claim)	28.9	Cost (% of estate)	12
Procedures (number)	7	Quality of judicial processes index (0–18)	8	Recovery rate (cents on the dollar)	63.5
Time (days)	122			Strength of insolvency framework index (0–16)	6
Cost (% of property value)	12.2				
Quality of land administration index (0–30)	3				

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✔ Reform making it easier to do business ✘ Change making it more difficult to do business

BAHRAIN

Ease of doing business rank (1–189)	**65**
Starting a business (rank)	140
DTF score for starting a business (0–100)	77.09
Procedures (number)	7
Time (days)	9
Cost (% of income per capita)	0.8
Minimum capital (% of income per capita)	189.6
Dealing with construction permits (rank)	9
DTF score for dealing with construction permits (0–100)	83.24
Procedures (number)	8
Time (days)	145
Cost (% of warehouse value)	0.2
Building quality control index (0–15)	12
Getting electricity (rank)	77
DTF score for getting electricity (0–100)	71.74
Procedures (number)	5
Time (days)	85
Cost (% of income per capita)	46.4
Reliability of supply and transparency of tariffs index (0–8)	4
Registering property (rank)	25
DTF score for registering property (0–100)	81.07
Procedures (number)	2
Time (days)	31
Cost (% of property value)	1.7
Quality of land administration index (0–30)	17.5

Middle East & North Africa

Overall distance to frontier (DTF) score (0–100)	**66.81**
Getting credit (rank)	109
DTF score for getting credit (0–100)	40.00
Strength of legal rights index (0–12)	1
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	29.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	111
DTF score for protecting minority investors (0–100)	48.33
Extent of conflict of interest regulation index (0–10)	4.7
Extent of shareholder governance index (0–10)	5.0
Strength of minority investor protection index (0–10)	4.8
Paying taxes (rank)	8
DTF score for paying taxes (0–100)	93.88
Payments (number per year)	13
Time (hours per year)	60
Total tax rate (% of profit)	13.5
Enforcing contracts (rank)	101
DTF score for enforcing contracts (0–100)	56.38
Time (days)	635
Cost (% of claim)	14.7
Quality of judicial processes index (0–18)	5

GNI per capita (US$) 28,272
Population (m) 1.3

Trading across borders (rank)	85
DTF score for trading across borders (0–100)	72.06
Time to export	
Documentary compliance (hours)	80
Border compliance (hours)	24
Domestic transport (hours)	2
Cost to export	
Documentary compliance (US$)	211
Border compliance (US$)	47
Domestic transport (US$)	250
Time to import	
Documentary compliance (hours)	84
Border compliance (hours)	54
Domestic transport (hours)	2
Cost to import	
Documentary compliance (US$)	130
Border compliance (US$)	397
Domestic transport (US$)	145
Resolving insolvency (rank)	85
DTF score for resolving insolvency (0–100)	44.28
Time (years)	2.5
Cost (% of estate)	10
Recovery rate (cents on the dollar)	41.6
Strength of insolvency framework index (0–16)	7

BANGLADESH

Ease of doing business rank (1–189)	**174**
Starting a business (rank)	117
DTF score for starting a business (0–100)	81.72
Procedures (number)	9
Time (days)	19.5
Cost (% of income per capita)	13.9
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	118
DTF score for dealing with construction permits (0–100)	65.27
Procedures (number)	13.4
Time (days)	269
Cost (% of warehouse value)	1.7
Building quality control index (0–15)	11
Getting electricity (rank)	189
DTF score for getting electricity (0–100)	15.31
Procedures (number)	9
Time (days)	428.9
Cost (% of income per capita)	3,140.5
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	185
DTF score for registering property (0–100)	27.48
Procedures (number)	8
Time (days)	244
Cost (% of property value)	7.0
Quality of land administration index (0–30)	4.5

South Asia

Overall distance to frontier (DTF) score (0–100)	**43.10**
Getting credit (rank)	133
DTF score for getting credit (0–100)	30.00
Strength of legal rights index (0–12)	6
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.9
Protecting minority investors (rank)	88
DTF score for protecting minority investors (0–100)	53.33
Extent of conflict of interest regulation index (0–10)	6.3
Extent of shareholder governance index (0–10)	4.3
Strength of minority investor protection index (0–10)	5.3
✔ **Paying taxes** (rank)	86
DTF score for paying taxes (0–100)	74.42
Payments (number per year)	21
Time (hours per year)	302
Total tax rate (% of profit)	31.6
Enforcing contracts (rank)	188
DTF score for enforcing contracts (0–100)	22.21
Time (days)	1,442
Cost (% of claim)	66.8
Quality of judicial processes index (0–18)	7.5

GNI per capita (US$) 1,080
Population (m) 158.5

Trading across borders (rank)	172
DTF score for trading across borders (0–100)	34.86
Time to export	
Documentary compliance (hours)	147
Border compliance (hours)	99.7
Domestic transport (hours)	20
Cost to export	
Documentary compliance (US$)	225
Border compliance (US$)	408.2
Domestic transport (US$)	196.9
Time to import	
Documentary compliance (hours)	144
Border compliance (hours)	183
Domestic transport (hours)	20
Cost to import	
Documentary compliance (US$)	370
Border compliance (US$)	1,293.8
Domestic transport (US$)	196.9
Resolving insolvency (rank)	155
DTF score for resolving insolvency (0–100)	26.36
Time (years)	4.0
Cost (% of estate)	8
Recovery rate (cents on the dollar)	25.8
Strength of insolvency framework index (0–16)	4

BARBADOS

Ease of doing business rank (1–189)	**119**
Starting a business (rank)	100
DTF score for starting a business (0–100)	84.43
Procedures (number)	8
Time (days)	18
Cost (% of income per capita)	7.1
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	158
DTF score for dealing with construction permits (0–100)	54.98
Procedures (number)	9
Time (days)	442
Cost (% of warehouse value)	0.2
Building quality control index (0–15)	5.5
Getting electricity (rank)	87
DTF score for getting electricity (0–100)	69.40
Procedures (number)	7
Time (days)	87
Cost (% of income per capita)	59.4
Reliability of supply and transparency of tariffs index (0–8)	6
Registering property (rank)	134
DTF score for registering property (0–100)	50.81
Procedures (number)	6
Time (days)	118
Cost (% of property value)	5.6
Quality of land administration index (0–30)	11.5

Latin America & Caribbean

Overall distance to frontier (DTF) score (0–100)	**56.85**
Getting credit (rank)	126
DTF score for getting credit (0–100)	35.00
Strength of legal rights index (0–12)	7
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	166
DTF score for protecting minority investors (0–100)	35.00
Extent of conflict of interest regulation index (0–10)	3.3
Extent of shareholder governance index (0–10)	3.7
Strength of minority investor protection index (0–10)	3.5
✘ **Paying taxes** (rank)	99
DTF score for paying taxes (0–100)	72.42
Payments (number per year)	28
Time (hours per year)	237
Total tax rate (% of profit)	34.7
Enforcing contracts (rank)	164
DTF score for enforcing contracts (0–100)	38.02
Time (days)	1,340
Cost (% of claim)	19.7
Quality of judicial processes index (0–18)	6.5

GNI per capita (US$) 15,579
Population (m) 0.3

Trading across borders (rank)	127
DTF score for trading across borders (0–100)	58.84
Time to export	
Documentary compliance (hours)	54
Border compliance (hours)	41
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	109
Border compliance (US$)	350
Domestic transport (US$)	215
Time to import	
Documentary compliance (hours)	98
Border compliance (hours)	104
Domestic transport (hours)	1
Cost to import	
Documentary compliance (US$)	246
Border compliance (US$)	1,585
Domestic transport (US$)	217
Resolving insolvency (rank)	34
DTF score for resolving insolvency (0–100)	69.59
Time (years)	1.8
Cost (% of estate)	15
Recovery rate (cents on the dollar)	65.4
Strength of insolvency framework index (0–16)	11

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BELARUS

Ease of doing business rank (1–189)	44	Europe & Central Asia	
Overall distance to frontier (DTF) score (0–100)	72.33	GNI per capita (US$)	7,340
Population (m)	9.5		

✔ **Starting a business** (rank)	12
DTF score for starting a business (0–100)	96.32
Procedures (number)	3
Time (days)	3
Cost (% of income per capita)	0.9
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	34
DTF score for dealing with construction permits (0–100)	76.64
Procedures (number)	16
Time (days)	115
Cost (% of warehouse value)	0.8
Building quality control index (0–15)	12
Getting electricity (rank)	89
DTF score for getting electricity (0–100)	69.08
Procedures (number)	7
Time (days)	112
Cost (% of income per capita)	296.2
Reliability of supply and transparency of tariffs index (0–8)	7
✔ **Registering property** (rank)	7
DTF score for registering property (0–100)	90.53
Procedures (number)	2
Time (days)	3
Cost (% of property value)	0.0
Quality of land administration index (0–30)	21.5

Getting credit (rank)	109
DTF score for getting credit (0–100)	40.00
Strength of legal rights index (0–12)	2
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	66.9
Protecting minority investors (rank)	57
DTF score for protecting minority investors (0–100)	58.33
Extent of conflict of interest regulation index (0–10)	5.0
Extent of shareholder governance index (0–10)	6.7
Strength of minority investor protection index (0–10)	5.8
Paying taxes (rank)	63
DTF score for paying taxes (0–100)	78.74
Payments (number per year)	7
Time (hours per year)	176
Total tax rate (% of profit)	51.8
Enforcing contracts (rank)	29
DTF score for enforcing contracts (0–100)	70.36
Time (days)	275
Cost (% of claim)	23.4
Quality of judicial processes index (0–18)	9

Trading across borders (rank)	25
DTF score for trading across borders (0–100)	94.88
Time to export	
Documentary compliance (hours)	4
Border compliance (hours)	5
Domestic transport (hours)	4
Cost to export	
Documentary compliance (US$)	87
Border compliance (US$)	148
Domestic transport (US$)	175
Time to import	
Documentary compliance (hours)	4
Border compliance (hours)	1
Domestic transport (hours)	4
Cost to import	
Documentary compliance (US$)	0
Border compliance (US$)	0
Domestic transport (US$)	229
Resolving insolvency (rank)	69
DTF score for resolving insolvency (0–100)	48.38
Time (years)	3.0
Cost (% of estate)	22
Recovery rate (cents on the dollar)	37.6
Strength of insolvency framework index (0–16)	9

BELGIUM

Ease of doing business rank (1–189)	43	OECD high income	
Overall distance to frontier (DTF) score (0–100)	72.50	GNI per capita (US$)	47,030
Population (m)	11.2		

Starting a business (rank)	20
DTF score for starting a business (0–100)	94.50
Procedures (number)	3
Time (days)	4
Cost (% of income per capita)	4.8
Minimum capital (% of income per capita)	17.2
Dealing with construction permits (rank)	54
DTF score for dealing with construction permits (0–100)	73.66
Procedures (number)	10
Time (days)	212
Cost (% of warehouse value)	1.0
Building quality control index (0–15)	11
Getting electricity (rank)	53
DTF score for getting electricity (0–100)	79.58
Procedures (number)	6
Time (days)	88
Cost (% of income per capita)	102.4
Reliability of supply and transparency of tariffs index (0–8)	8
✔ **Registering property** (rank)	132
DTF score for registering property (0–100)	51.84
Procedures (number)	8
Time (days)	56
Cost (% of property value)	12.7
Quality of land administration index (0–30)	23

Getting credit (rank)	97
DTF score for getting credit (0–100)	45.00
Strength of legal rights index (0–12)	4
Depth of credit information index (0–8)	5
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	96.3
Protecting minority investors (rank)	57
DTF score for protecting minority investors (0–100)	58.33
Extent of conflict of interest regulation index (0–10)	7.0
Extent of shareholder governance index (0–10)	4.7
Strength of minority investor protection index (0–10)	5.8
Paying taxes (rank)	90
DTF score for paying taxes (0–100)	73.80
Payments (number per year)	11
Time (hours per year)	161
Total tax rate (% of profit)	58.4
Enforcing contracts (rank)	53
DTF score for enforcing contracts (0–100)	64.25
Time (days)	505
Cost (% of claim)	18.0
Quality of judicial processes index (0–18)	8

Trading across borders (rank)	1
DTF score for trading across borders (0–100)	100.00
Time to export	
Documentary compliance (hours)	1
Border compliance (hours)	0
Domestic transport (hours)	2
Cost to export	
Documentary compliance (US$)	0
Border compliance (US$)	0
Domestic transport (US$)	265
Time to import	
Documentary compliance (hours)	1
Border compliance (hours)	0
Domestic transport (hours)	2
Cost to import	
Documentary compliance (US$)	0
Border compliance (US$)	0
Domestic transport (US$)	265
Resolving insolvency (rank)	10
DTF score for resolving insolvency (0–100)	84.00
Time (years)	0.9
Cost (% of estate)	4
Recovery rate (cents on the dollar)	89.3
Strength of insolvency framework index (0–16)	11.5

BELIZE

Ease of doing business rank (1–189)	120	Latin America & Caribbean	
Overall distance to frontier (DTF) score (0–100)	56.83	GNI per capita (US$)	4,760
Population (m)	0.3		

Starting a business (rank)	159
DTF score for starting a business (0–100)	72.47
Procedures (number)	9
Time (days)	43
Cost (% of income per capita)	40.7
Minimum capital (% of income per capita)	0.1
Dealing with construction permits (rank)	81
DTF score for dealing with construction permits (0–100)	69.96
Procedures (number)	15
Time (days)	109
Cost (% of warehouse value)	1.9
Building quality control index (0–15)	8
Getting electricity (rank)	73
DTF score for getting electricity (0–100)	73.01
Procedures (number)	5
Time (days)	66
Cost (% of income per capita)	304.2
Reliability of supply and transparency of tariffs index (0–8)	4
Registering property (rank)	128
DTF score for registering property (0–100)	52.82
Procedures (number)	9
Time (days)	60
Cost (% of property value)	4.8
Quality of land administration index (0–30)	11.5

Getting credit (rank)	162
DTF score for getting credit (0–100)	20.00
Strength of legal rights index (0–12)	4
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	122
DTF score for protecting minority investors (0–100)	45.00
Extent of conflict of interest regulation index (0–10)	4.3
Extent of shareholder governance index (0–10)	4.7
Strength of minority investor protection index (0–10)	4.5
Paying taxes (rank)	69
DTF score for paying taxes (0–100)	78.17
Payments (number per year)	29
Time (hours per year)	147
Total tax rate (% of profit)	31.1
Enforcing contracts (rank)	133
DTF score for enforcing contracts (0–100)	50.11
Time (days)	892
Cost (% of claim)	27.5
Quality of judicial processes index (0–18)	8

Trading across borders (rank)	117
DTF score for trading across borders (0–100)	61.53
Time to export	
Documentary compliance (hours)	86
Border compliance (hours)	96
Domestic transport (hours)	4
Cost to export	
Documentary compliance (US$)	125
Border compliance (US$)	710
Domestic transport (US$)	425
Time to import	
Documentary compliance (hours)	36
Border compliance (hours)	48
Domestic transport (hours)	4
Cost to import	
Documentary compliance (US$)	75
Border compliance (US$)	688
Domestic transport (US$)	425
Resolving insolvency (rank)	81
DTF score for resolving insolvency (0–100)	45.21
Time (years)	2.0
Cost (% of estate)	23
Recovery rate (cents on the dollar)	55.0
Strength of insolvency framework index (0–16)	5

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BENIN

Ease of doing business rank (1–189)	158	Sub-Saharan Africa	
Overall distance to frontier (DTF) score (0–100)	47.15	GNI per capita (US$)	810
Population (m)	10.6		

✔ **Starting a business** (rank)	115
DTF score for starting a business (0–100)	82.24
Procedures (number)	7
Time (days)	12
Cost (% of income per capita)	45.3
Minimum capital (% of income per capita)	6.2
✔ **Dealing with construction permits** (rank)	82
DTF score for dealing with construction permits (0–100)	69.95
Procedures (number)	13
Time (days)	88
Cost (% of warehouse value)	3.4
Building quality control index (0–15)	7
Getting electricity (rank)	179
DTF score for getting electricity (0–100)	33.84
Procedures (number)	5
Time (days)	90
Cost (% of income per capita)	14,287.3
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	172
DTF score for registering property (0–100)	39.56
Procedures (number)	4
Time (days)	120
Cost (% of property value)	11.7
Quality of land administration index (0–30)	5.5

Getting credit (rank)	133
DTF score for getting credit (0–100)	30.00
Strength of legal rights index (0–12)	6
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.6
Protecting minority investors (rank)	150
DTF score for protecting minority investors (0–100)	40.00
Extent of conflict of interest regulation index (0–10)	4.3
Extent of shareholder governance index (0–10)	3.7
Strength of minority investor protection index (0–10)	4.0
Paying taxes (rank)	179
DTF score for paying taxes (0–100)	39.91
Payments (number per year)	57
Time (hours per year)	270
Total tax rate (% of profit)	63.3
Enforcing contracts (rank)	168
DTF score for enforcing contracts (0–100)	36.34
Time (days)	750
Cost (% of claim)	64.7
Quality of judicial processes index (0–18)	6

✔ **Trading across borders** (rank)	116
DTF score for trading across borders (0–100)	61.54
Time to export	
Documentary compliance (hours)	57
Border compliance (hours)	72
Domestic transport (hours)	3
Cost to export	
Documentary compliance (US$)	80
Border compliance (US$)	387
Domestic transport (US$)	178
Time to import	
Documentary compliance (hours)	59
Border compliance (hours)	72
Domestic transport (hours)	2
Cost to import	
Documentary compliance (US$)	529
Border compliance (US$)	579
Domestic transport (US$)	261
Resolving insolvency (rank)	112
DTF score for resolving insolvency (0–100)	38.08
Time (years)	4.0
Cost (% of estate)	22
Recovery rate (cents on the dollar)	18.5
Strength of insolvency framework index (0–16)	9

BHUTAN

Ease of doing business rank (1–189)	71	South Asia	
Overall distance to frontier (DTF) score (0–100)	65.21	GNI per capita (US$)	2,390
Population (m)	0.8		

Starting a business (rank)	91
DTF score for starting a business (0–100)	85.57
Procedures (number)	8
Time (days)	15
Cost (% of income per capita)	4.0
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	79
DTF score for dealing with construction permits (0–100)	70.07
Procedures (number)	21
Time (days)	151
Cost (% of warehouse value)	1.3
Building quality control index (0–15)	13
✔ **Getting electricity** (rank)	50
DTF score for getting electricity (0–100)	80.09
Procedures (number)	4
Time (days)	61
Cost (% of income per capita)	550.0
Reliability of supply and transparency of tariffs index (0–8)	5
✔ **Registering property** (rank)	51
DTF score for registering property (0–100)	73.40
Procedures (number)	3
Time (days)	77
Cost (% of property value)	5.0
Quality of land administration index (0–30)	24

Getting credit (rank)	79
DTF score for getting credit (0–100)	50.00
Strength of legal rights index (0–12)	4
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	23.2
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	115
DTF score for protecting minority investors (0–100)	46.67
Extent of conflict of interest regulation index (0–10)	4.7
Extent of shareholder governance index (0–10)	4.7
Strength of minority investor protection index (0–10)	4.7
Paying taxes (rank)	28
DTF score for paying taxes (0–100)	85.50
Payments (number per year)	18
Time (hours per year)	85
Total tax rate (% of profit)	35.3
Enforcing contracts (rank)	50
DTF score for enforcing contracts (0–100)	65.36
Time (days)	225
Cost (% of claim)	23.1
Quality of judicial processes index (0–18)	5.5

Trading across borders (rank)	21
DTF score for trading across borders (0–100)	95.49
Time to export	
Documentary compliance (hours)	2
Border compliance (hours)	2
Domestic transport (hours)	8
Cost to export	
Documentary compliance (US$)	50
Border compliance (US$)	59
Domestic transport (US$)	287
Time to import	
Documentary compliance (hours)	2
Border compliance (hours)	2
Domestic transport (hours)	8
Cost to import	
Documentary compliance (US$)	50
Border compliance (US$)	110
Domestic transport (US$)	287
Resolving insolvency (rank)	189
DTF score for resolving insolvency (0–100)	0.00
Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0.0
Strength of insolvency framework index (0–16)	0

BOLIVIA

Ease of doing business rank (1–189)	157	Latin America & Caribbean	
Overall distance to frontier (DTF) score (0–100)	47.47	GNI per capita (US$)	2,830
Population (m)	10.8		

Starting a business (rank)	178
DTF score for starting a business (0–100)	59.74
Procedures (number)	15
Time (days)	50
Cost (% of income per capita)	57.9
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	150
DTF score for dealing with construction permits (0–100)	58.87
Procedures (number)	12
Time (days)	275
Cost (% of warehouse value)	1.0
Building quality control index (0–15)	6
Getting electricity (rank)	101
DTF score for getting electricity (0–100)	64.88
Procedures (number)	8
Time (days)	42
Cost (% of income per capita)	747.2
Reliability of supply and transparency of tariffs index (0–8)	5
Registering property (rank)	143
DTF score for registering property (0–100)	49.78
Procedures (number)	7
Time (days)	91
Cost (% of property value)	4.7
Quality of land administration index (0–30)	7

Getting credit (rank)	126
DTF score for getting credit (0–100)	35.00
Strength of legal rights index (0–12)	0
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	43.2
Credit registry coverage (% of adults)	15.0
Protecting minority investors (rank)	144
DTF score for protecting minority investors (0–100)	41.67
Extent of conflict of interest regulation index (0–10)	4.0
Extent of shareholder governance index (0–10)	4.3
Strength of minority investor protection index (0–10)	4.2
Paying taxes (rank)	189
DTF score for paying taxes (0–100)	12.18
Payments (number per year)	42
Time (hours per year)	1,025
Total tax rate (% of profit)	83.7
Enforcing contracts (rank)	136
DTF score for enforcing contracts (0–100)	49.72
Time (days)	591
Cost (% of claim)	33.2
Quality of judicial processes index (0–18)	4.5

Trading across borders (rank)	124
DTF score for trading across borders (0–100)	59.60
Time to export	
Documentary compliance (hours)	192
Border compliance (hours)	216
Domestic transport (hours)	6
Cost to export	
Documentary compliance (US$)	25
Border compliance (US$)	65
Domestic transport (US$)	750
Time to import	
Documentary compliance (hours)	96
Border compliance (hours)	114
Domestic transport (hours)	6
Cost to import	
Documentary compliance (US$)	30
Border compliance (US$)	315
Domestic transport (US$)	750
Resolving insolvency (rank)	92
DTF score for resolving insolvency (0–100)	43.27
Time (years)	1.8
Cost (% of estate)	15
Recovery rate (cents on the dollar)	39.8
Strength of insolvency framework index (0–16)	7

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

✔ Reform making it easier to do business ✘ Change making it more difficult to do business

BOSNIA AND HERZEGOVINA

Ease of doing business rank (1–189)	**79**	**Europe & Central Asia**		**GNI per capita (US$)**	**4,770**
		Overall distance to frontier (DTF) score (0–100)	**63.71**	**Population (m)**	**3.8**
Starting a business (rank)	175	**Getting credit** (rank)	42	**Trading across borders** (rank)	28
DTF score for starting a business (0–100)	63.52	DTF score for getting credit (0–100)	65.00	DTF score for trading across borders (0–100)	93.59
Procedures (number)	12	Strength of legal rights index (0–12)	7	*Time to export*	
Time (days)	67	Depth of credit information index (0–8)	6	Documentary compliance (hours)	4
Cost (% of income per capita)	14.8	Credit bureau coverage (% of adults)	9.9	Border compliance (hours)	5
Minimum capital (% of income per capita)	28.0	Credit registry coverage (% of adults)	38.0	Domestic transport (hours)	4
Dealing with construction permits (rank)	171	**Protecting minority investors** (rank)	66	*Cost to export*	
DTF score for dealing with construction permits (0–100)	51.54	DTF score for protecting minority investors (0–100)	56.67	Documentary compliance (US$)	67
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	4.7	Border compliance (US$)	106
Time (days)	179	Extent of shareholder governance index (0–10)	6.7	Domestic transport (US$)	296
Cost (% of warehouse value)	19.3	Strength of minority investor protection index (0–10)	5.7	*Time to import*	
Building quality control index (0–15)	13			Documentary compliance (hours)	8
Getting electricity (rank)	119	**Paying taxes** (rank)	154	Border compliance (hours)	6
DTF score for getting electricity (0–100)	60.0	DTF score for paying taxes (0–100)	57.55	Domestic transport (hours)	4
Procedures (number)	8	Payments (number per year)	45	*Cost to import*	
Time (days)	125	Time (hours per year)	420	Documentary compliance (US$)	57
Cost (% of income per capita)	418.3	Total tax rate (% of profit)	23.3	Border compliance (US$)	87
Reliability of supply and transparency of tariffs index (0–8)	6			Domestic transport (US$)	296
Registering property (rank)	97	**Enforcing contracts** (rank)	66	**Resolving insolvency** (rank)	38
DTF score for registering property (0–100)	61.52	DTF score for enforcing contracts (0–100)	61.35	DTF score for resolving insolvency (0–100)	66.42
Procedures (number)	7	Time (days)	595	Time (years)	3.3
Time (days)	24	Cost (% of claim)	34.0	Cost (% of estate)	9
Cost (% of property value)	5.2	Quality of judicial processes index (0–18)	11	Recovery rate (cents on the dollar)	36.3
Quality of land administration index (0–30)	12.5			Strength of insolvency framework index (0–16)	15

BOTSWANA

Ease of doing business rank (1–189)	**72**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**7,880**
		Overall distance to frontier (DTF) score (0–100)	**64.98**	**Population (m)**	**2.0**
Starting a business (rank)	143	**Getting credit** (rank)	70	**Trading across borders** (rank)	51
DTF score for starting a business (0–100)	76.21	DTF score for getting credit (0–100)	55.00	DTF score for trading across borders (0–100)	85.93
Procedures (number)	9	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	48	Depth of credit information index (0–8)	6	Documentary compliance (hours)	24
Cost (% of income per capita)	0.7	Credit bureau coverage (% of adults)	51.1	Border compliance (hours)	8
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	13
Dealing with construction permits (rank)	97	**Protecting minority investors** (rank)	81	*Cost to export*	
DTF score for dealing with construction permits (0–100)	67.95	DTF score for protecting minority investors (0–100)	55.00	Documentary compliance (US$)	179
Procedures (number)	19	Extent of conflict of interest regulation index (0–10)	6.0	Border compliance (US$)	317
Time (days)	110	Extent of shareholder governance index (0–10)	5.0	Domestic transport (US$)	421
Cost (% of warehouse value)	0.3	Strength of minority investor protection index (0–10)	5.5	*Time to import*	
Building quality control index (0–15)	8			Documentary compliance (hours)	3
✔ **Getting electricity** (rank)	122	**Paying taxes** (rank)	71	Border compliance (hours)	4
DTF score for getting electricity (0–100)	59.34	DTF score for paying taxes (0–100)	77.47	Domestic transport (hours)	6
Procedures (number)	5	Payments (number per year)	34	*Cost to import*	
Time (days)	77	Time (hours per year)	152	Documentary compliance (US$)	67
Cost (% of income per capita)	297.6	Total tax rate (% of profit)	25.1	Border compliance (US$)	98
Reliability of supply and transparency of tariffs index (0–8)	0			Domestic transport (US$)	89
Registering property (rank)	70	**Enforcing contracts** (rank)	128	**Resolving insolvency** (rank)	56
DTF score for registering property (0–100)	67.25	DTF score for enforcing contracts (0–100)	50.95	DTF score for resolving insolvency (0–100)	54.66
Procedures (number)	4	Time (days)	625	Time (years)	1.7
Time (days)	12	Cost (% of claim)	39.8	Cost (% of estate)	18
Cost (% of property value)	5.1	Quality of judicial processes index (0–18)	7	Recovery rate (cents on the dollar)	63.8
Quality of land administration index (0–30)	10			Strength of insolvency framework index (0–16)	6.5

BRAZIL

Ease of doing business rank (1–189)	**116**	**Latin America & Caribbean**		**GNI per capita (US$)**	**11,760**
		Overall distance to frontier (DTF) score (0–100)	**57.67**	**Population (m)**	**202.0**
Starting a business (rank)	174	**Getting credit** (rank)	97	✔ **Trading across borders** (rank)	145
DTF score for starting a business (0–100)	64.33	DTF score for getting credit (0–100)	45.00	DTF score for trading across borders (0–100)	52.43
Procedures (number)	11	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	83	Depth of credit information index (0–8)	7	Documentary compliance (hours)	42
Cost (% of income per capita)	3.8	Credit bureau coverage (% of adults)	79.0	Border compliance (hours)	49
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	55.1	Domestic transport (hours)	11.4
Dealing with construction permits (rank)	169	**Protecting minority investors** (rank)	29	*Cost to export*	
DTF score for dealing with construction permits (0–100)	51.92	DTF score for protecting minority investors (0–100)	65.00	Documentary compliance (US$)	226.4
Procedures (number)	18.2	Extent of conflict of interest regulation index (0–10)	5.7	Border compliance (US$)	958.7
Time (days)	425.7	Extent of shareholder governance index (0–10)	7.3	Domestic transport (US$)	1,159
Cost (% of warehouse value)	0.4	Strength of minority investor protection index (0–10)	6.5	*Time to import*	
Building quality control index (0–15)	9.4			Documentary compliance (hours)	146.1
Getting electricity (rank)	22	**Paying taxes** (rank)	178	Border compliance (hours)	63.1
DTF score for getting electricity (0–100)	85.50	DTF score for paying taxes (0–100)	40.85	Domestic transport (hours)	13.4
Procedures (number)	4	Payments (number per year)	9.6	*Cost to import*	
Time (days)	43.6	Time (hours per year)	2,600	Documentary compliance (US$)	106.9
Cost (% of income per capita)	28.6	Total tax rate (% of profit)	69.2	Border compliance (US$)	969.6
Reliability of supply and transparency of tariffs index (0–8)	5.6			Domestic transport (US$)	1,159
✘ **Registering property** (rank)	130	**Enforcing contracts** (rank)	45	**Resolving insolvency** (rank)	62
DTF score for registering property (0–100)	52.48	DTF score for enforcing contracts (0–100)	66.48	DTF score for resolving insolvency (0–100)	52.68
Procedures (number)	13.6	Time (days)	731	Time (years)	4.0
Time (days)	31.7	Cost (% of claim)	20.7	Cost (% of estate)	12
Cost (% of property value)	3.1	Quality of judicial processes index (0–18)	13.1	Recovery rate (cents on the dollar)	22.4
Quality of land administration index (0–30)	13.6			Strength of insolvency framework index (0–16)	13

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✔ Reform making it easier to do business ✘ Change making it more difficult to do business

BRUNEI DARUSSALAM

Ease of doing business rank (1–189)	**84**	**Overall distance to frontier (DTF) score (0–100)**	**62.93**
✔ **Starting a business** (rank)	74	**Getting credit** (rank)	79
DTF score for starting a business (0–100)	87.63	DTF score for getting credit (0–100)	50.00
Procedures (number)	7	Strength of legal rights index (0–12)	4
Time (days)	14	Depth of credit information index (0–8)	6
Cost (% of income per capita)	1.2	Credit bureau coverage (% of adults)	0.0
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	61.2
Dealing with construction permits (rank)	21	**Protecting minority investors** (rank)	134
DTF score for dealing with construction permits (0–100)	79.07	DTF score for protecting minority investors (0–100)	43.33
Procedures (number)	14	Extent of conflict of interest regulation index (0–10)	5.7
Time (days)	119	Extent of shareholder governance index (0–10)	3.0
Cost (% of warehouse value)	0.2	Strength of minority investor protection index (0–10)	4.3
Building quality control index (0–15)	12	✔ **Paying taxes** (rank)	16
Getting electricity (rank)	68	DTF score for paying taxes (0–100)	89.61
DTF score for getting electricity (0–100)	74.91	Payments (number per year)	18
Procedures (number)	5	Time (hours per year)	89
Time (days)	56	Total tax rate (% of profit)	8.7
Cost (% of income per capita)	40.1		
Reliability of supply and transparency of tariffs index (0–8)	4	**Enforcing contracts** (rank)	113
		DTF score for enforcing contracts (0–100)	54.47
Registering property (rank)	148	Time (days)	540
DTF score for registering property (0–100)	48.57	Cost (% of claim)	36.6
Procedures (number)	7	Quality of judicial processes index (0–18)	7
Time (days)	298		
Cost (% of property value)	0.6		
Quality of land administration index (0–30)	14.5		

East Asia & Pacific		**GNI per capita (US$)**	**36,607**
Population (m)	**0.4**		
Trading across borders (rank)	121		
DTF score for trading across borders (0–100)	60.65		
Time to export			
Documentary compliance (hours)	168		
Border compliance (hours)	72		
Domestic transport (hours)	3		
Cost to export			
Documentary compliance (US$)	90		
Border compliance (US$)	340		
Domestic transport (US$)	250		
Time to import			
Documentary compliance (hours)	144		
Border compliance (hours)	48		
Domestic transport (hours)	3		
Cost to import			
Documentary compliance (US$)	50		
Border compliance (US$)	395		
Domestic transport (US$)	250		
Resolving insolvency (rank)	98		
DTF score for resolving insolvency (0–100)	41.05		
Time (years)	2.5		
Cost (% of estate)	4		
Recovery rate (cents on the dollar)	47.2		
Strength of insolvency framework index (0–16)	5		

BULGARIA

Ease of doing business rank (1–189)	**38**	**Overall distance to frontier (DTF) score (0–100)**	**73.72**
Starting a business (rank)	52	**Getting credit** (rank)	28
DTF score for starting a business (0–100)	91.10	DTF score for getting credit (0–100)	70.00
Procedures (number)	4	Strength of legal rights index (0–12)	9
Time (days)	18	Depth of credit information index (0–8)	5
Cost (% of income per capita)	0.7	Credit bureau coverage (% of adults)	0.0
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	64.7
Dealing with construction permits (rank)	51	**Protecting minority investors** (rank)	14
DTF score for dealing with construction permits (0–100)	74.45	DTF score for protecting minority investors (0–100)	71.67
Procedures (number)	16	Extent of conflict of interest regulation index (0–10)	6.3
Time (days)	110	Extent of shareholder governance index (0–10)	8.0
Cost (% of warehouse value)	4.1	Strength of minority investor protection index (0–10)	7.2
Building quality control index (0–15)	13		
		Paying taxes (rank)	88
Getting electricity (rank)	100	DTF score for paying taxes (0–100)	74.19
DTF score for getting electricity (0–100)	64.97	Payments (number per year)	14
Procedures (number)	6	Time (hours per year)	423
Time (days)	130	Total tax rate (% of profit)	27.0
Cost (% of income per capita)	317.3		
Reliability of supply and transparency of tariffs index (0–8)	5	**Enforcing contracts** (rank)	52
		DTF score for enforcing contracts (0–100)	65.09
Registering property (rank)	63	Time (days)	564
DTF score for registering property (0–100)	69.34	Cost (% of claim)	23.8
Procedures (number)	8	Quality of judicial processes index (0–18)	10.5
Time (days)	11		
Cost (% of property value)	2.9		
Quality of land administration index (0–30)	18		

Europe & Central Asia		**GNI per capita (US$)**	**7,420**
Population (m)	**7.2**		
Trading across borders (rank)	20		
DTF score for trading across borders (0–100)	97.45		
Time to export			
Documentary compliance (hours)	2		
Border compliance (hours)	4		
Domestic transport (hours)	6		
Cost to export			
Documentary compliance (US$)	52		
Border compliance (US$)	52		
Domestic transport (US$)	400		
Time to import			
Documentary compliance (hours)	1		
Border compliance (hours)	1		
Domestic transport (hours)	3		
Cost to import			
Documentary compliance (US$)	0		
Border compliance (US$)	0		
Domestic transport (US$)	115		
Resolving insolvency (rank)	48		
DTF score for resolving insolvency (0–100)	58.93		
Time (years)	3.3		
Cost (% of estate)	9		
Recovery rate (cents on the dollar)	34.0		
Strength of insolvency framework index (0–16)	13		

BURKINA FASO

Ease of doing business rank (1–189)	**143**	**Overall distance to frontier (DTF) score (0–100)**	**50.81**
✔ **Starting a business** (rank)	78	**Getting credit** (rank)	133
DTF score for starting a business (0–100)	86.69	DTF score for getting credit (0–100)	30.00
Procedures (number)	3	Strength of legal rights index (0–12)	6
Time (days)	13	Depth of credit information index (0–8)	0
Cost (% of income per capita)	43.5	Credit bureau coverage (% of adults)	0.0
Minimum capital (% of income per capita)	28.5	Credit registry coverage (% of adults)	0.3
Dealing with construction permits (rank)	76	**Protecting minority investors** (rank)	144
DTF score for dealing with construction permits (0–100)	70.87	DTF score for protecting minority investors (0–100)	41.67
Procedures (number)	12	Extent of conflict of interest regulation index (0–10)	4.7
Time (days)	129	Extent of shareholder governance index (0–10)	3.7
Cost (% of warehouse value)	5.1	Strength of minority investor protection index (0–10)	4.2
Building quality control index (0–15)	10		
		Paying taxes (rank)	153
Getting electricity (rank)	183	DTF score for paying taxes (0–100)	58.08
DTF score for getting electricity (0–100)	30.62	Payments (number per year)	45
Procedures (number)	4	Time (hours per year)	270
Time (days)	158	Total tax rate (% of profit)	41.3
Cost (% of income per capita)	10,217.1		
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	163
		DTF score for enforcing contracts (0–100)	38.27
Registering property (rank)	149	Time (days)	446
DTF score for registering property (0–100)	48.55	Cost (% of claim)	81.7
Procedures (number)	4	Quality of judicial processes index (0–18)	6
Time (days)	67		
Cost (% of property value)	12.1		
Quality of land administration index (0–30)	9.5		

Sub-Saharan Africa		**GNI per capita (US$)**	**710**
Population (m)	**17.4**		
Trading across borders (rank)	103		
DTF score for trading across borders (0–100)	65.31		
Time to export			
Documentary compliance (hours)	108		
Border compliance (hours)	75		
Domestic transport (hours)	17		
Cost to export			
Documentary compliance (US$)	86		
Border compliance (US$)	111		
Domestic transport (US$)	408		
Time to import			
Documentary compliance (hours)	120		
Border compliance (hours)	102		
Domestic transport (hours)	17		
Cost to import			
Documentary compliance (US$)	197		
Border compliance (US$)	265		
Domestic transport (US$)	635		
Resolving insolvency (rank)	112		
DTF score for resolving insolvency (0–100)	38.08		
Time (years)	4.0		
Cost (% of estate)	21		
Recovery rate (cents on the dollar)	18.5		
Strength of insolvency framework index (0–16)	9		

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BURUNDI

Ease of doing business rank (1–189)	**152**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**270**
		Overall distance to frontier (DTF) score (0–100)	**48.82**	**Population (m)**	**10.5**
Starting a business (rank)	19	**Getting credit** (rank)	174	**Trading across borders** (rank)	154
DTF score for starting a business (0–100)	94.51	DTF score for getting credit (0–100)	10.00	DTF score for trading across borders (0–100)	47.38
Procedures (number)	3	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	4	Depth of credit information index (0–8)	0	Documentary compliance (hours)	120
Cost (% of income per capita)	13.4	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	59
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	4.4	Domestic transport (hours)	20
Dealing with construction permits (rank)	165	**Protecting minority investors** (rank)	115	*Cost to export*	
DTF score for dealing with construction permits (0–100)	53.16	DTF score for protecting minority investors (0–100)	46.67	Documentary compliance (US$)	150
Procedures (number)	14	Extent of conflict of interest regulation index (0–10)	6.3	Border compliance (US$)	106
Time (days)	99	Extent of shareholder governance index (0–10)	3.0	Domestic transport (US$)	261
Cost (% of warehouse value)	10.1	Strength of minority investor protection index (0–10)	4.7	*Time to import*	
Building quality control index (0–15)	3			Documentary compliance (hours)	180
Getting electricity (rank)	185	**Paying taxes** (rank)	111	Border compliance (hours)	154
DTF score for getting electricity (0–100)	26.45	DTF score for paying taxes (0–100)	69.45	Domestic transport (hours)	26
Procedures (number)	5	Payments (number per year)	25	*Cost to import*	
Time (days)	158	Time (hours per year)	274	Documentary compliance (US$)	1,025
Cost (% of income per capita)	16,315.4	Total tax rate (% of profit)	40.3	Border compliance (US$)	444
Reliability of supply and transparency of tariffs index (0–8)	0			Domestic transport (US$)	361
Registering property (rank)	94	**Enforcing contracts** (rank)	146	**Resolving insolvency** (rank)	145
DTF score for registering property (0–100)	62.53	DTF score for enforcing contracts (0–100)	47.59	DTF score for resolving insolvency (0–100)	30.46
Procedures (number)	5	Time (days)	832	Time (years)	5.0
Time (days)	23	Cost (% of claim)	38.6	Cost (% of estate)	30
Cost (% of property value)	3.2	Quality of judicial processes index (0–18)	8	Recovery rate (cents on the dollar)	7.2
Quality of land administration index (0–30)	4.5			Strength of insolvency framework index (0–16)	8.5

CABO VERDE

Ease of doing business rank (1–189)	**126**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**3,520**
		Overall distance to frontier (DTF) score (0–100)	**55.54**	**Population (m)**	**0.5**
Starting a business (rank)	75	**Getting credit** (rank)	109	**Trading across borders** (rank)	106
DTF score for starting a business (0–100)	86.93	DTF score for getting credit (0–100)	40.00	DTF score for trading across borders (0–100)	64.74
Procedures (number)	7	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	10	Depth of credit information index (0–8)	6	Documentary compliance (hours)	48
Cost (% of income per capita)	14.8	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	90
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	17.8	Domestic transport (hours)	4
Dealing with construction permits (rank)	104	**Protecting minority investors** (rank)	163	*Cost to export*	
DTF score for dealing with construction permits (0–100)	67.26	DTF score for protecting minority investors (0–100)	36.67	Documentary compliance (US$)	125
Procedures (number)	16	Extent of conflict of interest regulation index (0–10)	4.0	Border compliance (US$)	630
Time (days)	140	Extent of shareholder governance index (0–10)	3.3	Domestic transport (US$)	413
Cost (% of warehouse value)	4.2	Strength of minority investor protection index (0–10)	3.7	*Time to import*	
Building quality control index (0–15)	10			Documentary compliance (hours)	48
Getting electricity (rank)	140	**Paying taxes** (rank)	94	Border compliance (hours)	60
DTF score for getting electricity (0–100)	54.01	DTF score for paying taxes (0–100)	73.36	Domestic transport (hours)	4
Procedures (number)	7	Payments (number per year)	30	*Cost to import*	
Time (days)	88	Time (hours per year)	180	Documentary compliance (US$)	125
Cost (% of income per capita)	961.5	Total tax rate (% of profit)	36.5	Border compliance (US$)	588
Reliability of supply and transparency of tariffs index (0–8)	2			Domestic transport (US$)	188
✔ **Registering property** (rank)	74	**Enforcing contracts** (rank)	47	**Resolving insolvency** (rank)	189
DTF score for registering property (0–100)	66.66	DTF score for enforcing contracts (0–100)	65.76	DTF score for resolving insolvency (0–100)	0.00
Procedures (number)	6	Time (days)	425	Time (years)	NO PRACTICE
Time (days)	22	Cost (% of claim)	19.8	Cost (% of estate)	NO PRACTICE
Cost (% of property value)	2.2	Quality of judicial processes index (0–18)	8	Recovery rate (cents on the dollar)	0.0
Quality of land administration index (0–30)	10			Strength of insolvency framework index (0–16)	0

CAMBODIA

Ease of doing business rank (1–189)	**127**	**East Asia & Pacific**		**GNI per capita (US$)**	**1,010**
		Overall distance to frontier (DTF) score (0–100)	**55.22**	**Population (m)**	**15.4**
✔ **Starting a business** (rank)	180	**Getting credit** (rank)	15	**Trading across borders** (rank)	98
DTF score for starting a business (0–100)	58.10	DTF score for getting credit (0–100)	80.00	DTF score for trading across borders (0–100)	67.63
Procedures (number)	7	Strength of legal rights index (0–12)	11	*Time to export*	
Time (days)	87	Depth of credit information index (0–8)	5	Documentary compliance (hours)	132
Cost (% of income per capita)	78.7	Credit bureau coverage (% of adults)	37.0	Border compliance (hours)	45
Minimum capital (% of income per capita)	24.1	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	6
Dealing with construction permits (rank)	181	**Protecting minority investors** (rank)	111	*Cost to export*	
DTF score for dealing with construction permits (0–100)	38.12	DTF score for protecting minority investors (0–100)	48.33	Documentary compliance (US$)	100
Procedures (number)	20	Extent of conflict of interest regulation index (0–10)	6.3	Border compliance (US$)	375
Time (days)	652	Extent of shareholder governance index (0–10)	3.3	Domestic transport (US$)	200
Cost (% of warehouse value)	6.2	Strength of minority investor protection index (0–10)	4.8	*Time to import*	
Building quality control index (0–15)	6.5			Documentary compliance (hours)	132
✔ **Getting electricity** (rank)	145	**Paying taxes** (rank)	95	Border compliance (hours)	4
DTF score for getting electricity (0–100)	52.37	DTF score for paying taxes (0–100)	73.06	Domestic transport (hours)	11
Procedures (number)	4	Payments (number per year)	40	*Cost to import*	
Time (days)	179	Time (hours per year)	173	Documentary compliance (US$)	120
Cost (% of income per capita)	2,336.1	Total tax rate (% of profit)	21.0	Border compliance (US$)	240
Reliability of supply and transparency of tariffs index (0–8)	2			Domestic transport (US$)	1,125
Registering property (rank)	121	**Enforcing contracts** (rank)	174	**Resolving insolvency** (rank)	82
DTF score for registering property (0–100)	54.92	DTF score for enforcing contracts (0–100)	34.53	DTF score for resolving insolvency (0–100)	45.11
Procedures (number)	7	Time (days)	483	Time (years)	6.0
Time (days)	56	Cost (% of claim)	103.4	Cost (% of estate)	28
Cost (% of property value)	4.4	Quality of judicial processes index (0–18)	6	Recovery rate (cents on the dollar)	8.3
Quality of land administration index (0–30)	7.5			Strength of insolvency framework index (0–16)	13

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

✔ Reform making it easier to do business ✘ Change making it more difficult to do business

CAMEROON

Ease of doing business rank (1–189)	**172**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**1,350**
		Overall distance to frontier (DTF) score (0–100)	**44.11**	**Population (m)**	**22.8**
Starting a business (rank)	137	**Getting credit** (rank)	126	**Trading across borders** (rank)	185
DTF score for starting a business (0–100)	77.41	DTF score for getting credit (0–100)	35.00	DTF score for trading across borders (0–100)	15.99
Procedures (number)	5	Strength of legal rights index (0–12)	6	*Time to export*	
Time (days)	15	Depth of credit information index (0–8)	1	Documentary compliance (hours)	66
Cost (% of income per capita)	32.7	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	202
Minimum capital (% of income per capita)	143.6	Credit registry coverage (% of adults)	6.5	Domestic transport (hours)	5
				Cost to export	
Dealing with construction permits (rank)	159	**Protecting minority investors** (rank)	134	Documentary compliance (US$)	306
DTF score for dealing with construction permits (0–100)	54.79	DTF score for protecting minority investors (0–100)	43.33	Border compliance (US$)	983
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	5.0	Domestic transport (US$)	283
Time (days)	150	Extent of shareholder governance index (0–10)	3.7	*Time to import*	
Cost (% of warehouse value)	14.4	Strength of minority investor protection index (0–10)	4.3	Documentary compliance (hours)	163
Building quality control index (0–15)	10			Border compliance (hours)	271
		Paying taxes (rank)	180	Domestic transport (hours)	5
Getting electricity (rank)	113	DTF score for paying taxes (0–100)	36.34	*Cost to import*	
DTF score for getting electricity (0–100)	60.95	Payments (number per year)	44	Documentary compliance (US$)	849
Procedures (number)	4	Time (hours per year)	630	Border compliance (US$)	1,407
Time (days)	64	Total tax rate (% of profit)	48.8	Domestic transport (US$)	283
Cost (% of income per capita)	1,582.9				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	159	**Resolving insolvency** (rank)	118
		DTF score for enforcing contracts (0–100)	42.69	DTF score for resolving insolvency (0–100)	36.46
Registering property (rank)	175	Time (days)	800	Time (years)	2.8
DTF score for registering property (0–100)	38.17	Cost (% of claim)	46.6	Cost (% of estate)	34
Procedures (number)	5	Quality of judicial processes index (0–18)	6.5	Recovery rate (cents on the dollar)	15.5
Time (days)	86			Strength of insolvency framework index (0–16)	9
Cost (% of property value)	18.9				
Quality of land administration index (0–30)	8				

CANADA

Ease of doing business rank (1–189)	**14**	**OECD high income**		**GNI per capita (US$)**	**51,690**
		Overall distance to frontier (DTF) score (0–100)	**80.07**	**Population (m)**	**35.5**
Starting a business (rank)	3	**Getting credit** (rank)	7	**Trading across borders** (rank)	44
DTF score for starting a business (0–100)	98.23	DTF score for getting credit (0–100)	85.00	DTF score for trading across borders (0–100)	88.36
Procedures (number)	2	Strength of legal rights index (0–12)	9	*Time to export*	
Time (days)	1.5	Depth of credit information index (0–8)	8	Documentary compliance (hours)	1
Cost (% of income per capita)	0.4	Credit bureau coverage (% of adults)	100.0	Border compliance (hours)	2
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	53	**Protecting minority investors** (rank)	6	Documentary compliance (US$)	156
DTF score for dealing with construction permits (0–100)	73.70	DTF score for protecting minority investors (0–100)	76.67	Border compliance (US$)	167
Procedures (number)	12	Extent of conflict of interest regulation index (0–10)	8.7	Domestic transport (US$)	324
Time (days)	249	Extent of shareholder governance index (0–10)	6.7	*Time to import*	
Cost (% of warehouse value)	1.3	Strength of minority investor protection index (0–10)	7.7	Documentary compliance (hours)	1
Building quality control index (0–15)	14			Border compliance (hours)	2
		Paying taxes (rank)	9	Domestic transport (hours)	2
Getting electricity (rank)	105	DTF score for paying taxes (0–100)	93.00	*Cost to import*	
DTF score for getting electricity (0–100)	63.76	Payments (number per year)	8	Documentary compliance (US$)	163
Procedures (number)	7	Time (hours per year)	131	Border compliance (US$)	172
Time (days)	137	Total tax rate (% of profit)	21.1	Domestic transport (US$)	268
Cost (% of income per capita)	126.1				
Reliability of supply and transparency of tariffs index (0–8)	6	**Enforcing contracts** (rank)	49	**Resolving insolvency** (rank)	16
		DTF score for enforcing contracts (0–100)	65.49	DTF score for resolving insolvency (0–100)	81.36
Registering property (rank)	42	Time (days)	570	Time (years)	0.8
DTF score for registering property (0–100)	75.09	Cost (% of claim)	22.3	Cost (% of estate)	7
Procedures (number)	6	Quality of judicial processes index (0–18)	10.5	Recovery rate (cents on the dollar)	87.3
Time (days)	16.5			Strength of insolvency framework index (0–16)	11
Cost (% of property value)	3.3				
Quality of land administration index (0–30)	21.5				

CENTRAL AFRICAN REPUBLIC

Ease of doing business rank (1–189)	**185**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**330**
		Overall distance to frontier (DTF) score (0–100)	**36.26**	**Population (m)**	**4.7**
Starting a business (rank)	189	**Getting credit** (rank)	133	**Trading across borders** (rank)	144
DTF score for starting a business (0–100)	31.36	DTF score for getting credit (0–100)	30.00	DTF score for trading across borders (0–100)	52.88
Procedures (number)	10	Strength of legal rights index (0–12)	6	*Time to export*	
Time (days)	22	Depth of credit information index (0–8)	0	Documentary compliance (hours)	48
Cost (% of income per capita)	204.0	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	161
Minimum capital (% of income per capita)	540.1	Credit registry coverage (% of adults)	3.3	Domestic transport (hours)	70
				Cost to export	
Dealing with construction permits (rank)	155	**Protecting minority investors** (rank)	150	Documentary compliance (US$)	60
DTF score for dealing with construction permits (0–100)	57.04	DTF score for protecting minority investors (0–100)	40.00	Border compliance (US$)	280
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	4.3	Domestic transport (US$)	2,106
Time (days)	200	Extent of shareholder governance index (0–10)	3.7	*Time to import*	
Cost (% of warehouse value)	4.3	Strength of minority investor protection index (0–10)	4.0	Documentary compliance (hours)	120
Building quality control index (0–15)	6			Border compliance (hours)	74
		Paying taxes (rank)	185	Domestic transport (hours)	65
Getting electricity (rank)	186	DTF score for paying taxes (0–100)	23.47	*Cost to import*	
DTF score for getting electricity (0–100)	24.64	Payments (number per year)	56	Documentary compliance (US$)	500
Procedures (number)	7	Time (hours per year)	483	Border compliance (US$)	726
Time (days)	98	Total tax rate (% of profit)	73.3	Domestic transport (US$)	2,057
Cost (% of income per capita)	15,326.1				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	177	**Resolving insolvency** (rank)	149
		DTF score for enforcing contracts (0–100)	33.24	DTF score for resolving insolvency (0–100)	28.13
Registering property (rank)	167	Time (days)	660	Time (years)	4.8
DTF score for registering property (0–100)	41.88	Cost (% of claim)	82.0	Cost (% of estate)	76
Procedures (number)	5	Quality of judicial processes index (0–18)	6.5	Recovery rate (cents on the dollar)	0.0
Time (days)	75			Strength of insolvency framework index (0–16)	9
Cost (% of property value)	11.1				
Quality of land administration index (0–30)	3				

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

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CHAD

Ease of doing business rank (1–189)	**183**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**1,010**
		Overall distance to frontier (DTF) score (0–100)	**38.22**	**Population (m)**	**13.2**
Starting a business (rank)	185	**Getting credit** (rank)	133	**Trading across borders** (rank)	168
DTF score for starting a business (0–100)	41.92	DTF score for getting credit (0–100)	30.00	DTF score for trading across borders (0–100)	38.19
Procedures (number)	9	Strength of legal rights index (0–12)	6	*Time to export*	
Time (days)	60	Depth of credit information index (0–8)	0	Documentary compliance (hours)	87
Cost (% of income per capita)	150.4	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	99
Minimum capital (% of income per capita)	201.2	Credit registry coverage (% of adults)	2.4	Domestic transport (hours)	4
				Cost to export	
Dealing with construction permits (rank)	133	**Protecting minority investors** (rank)	155	Documentary compliance (US$)	188
DTF score for dealing with construction permits (0–100)	62.23	DTF score for protecting minority investors (0–100)	38.33	Border compliance (US$)	319
Procedures (number)	13	Extent of conflict of interest regulation index (0–10)	4.0	Domestic transport (US$)	377
Time (days)	221	Extent of shareholder governance index (0–10)	3.7	*Time to import*	
Cost (% of warehouse value)	7.9	Strength of minority investor protection index (0–10)	3.8	Documentary compliance (hours)	338
Building quality control index (0–15)	11.5			Border compliance (hours)	218
		Paying taxes (rank)	186	Domestic transport (hours)	3
Getting electricity (rank)	181	DTF score for paying taxes (0–100)	19.54	*Cost to import*	
DTF score for getting electricity (0–100)	33.53	Payments (number per year)	54	Documentary compliance (US$)	500
Procedures (number)	6	Time (hours per year)	732	Border compliance (US$)	669
Time (days)	67	Total tax rate (% of profit)	63.5	Domestic transport (US$)	253
Cost (% of income per capita)	7,660.5				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	156	**Resolving insolvency** (rank)	149
✔ **Registering property** (rank)	155	DTF score for enforcing contracts (0–100)	44.58	DTF score for resolving insolvency (0–100)	28.13
DTF score for registering property (0–100)	45.73	Time (days)	743	Time (years)	4.0
Procedures (number)	6	Cost (% of claim)	45.7	Cost (% of estate)	60
Time (days)	44	Quality of judicial processes index (0–18)	6.5	Recovery rate (cents on the dollar)	0.0
Cost (% of property value)	12.7			Strength of insolvency framework index (0–16)	9
Quality of land administration index (0–30)	9				

CHILE

Ease of doing business rank (1–189)	**48**	**OECD high income**		**GNI per capita (US$)**	**14,900**
		Overall distance to frontier (DTF) score (0–100)	**71.49**	**Population (m)**	**17.8**
Starting a business (rank)	62	**Getting credit** (rank)	79	**Trading across borders** (rank)	63
DTF score for starting a business (0–100)	89.84	DTF score for getting credit (0–100)	50.00	DTF score for trading across borders (0–100)	80.56
Procedures (number)	7	Strength of legal rights index (0–12)	4	*Time to export*	
Time (days)	5.5	Depth of credit information index (0–8)	6	Documentary compliance (hours)	24
Cost (% of income per capita)	0.7	Credit bureau coverage (% of adults)	11.2	Border compliance (hours)	60
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	45.1	Domestic transport (hours)	9
				Cost to export	
Dealing with construction permits (rank)	24	**Protecting minority investors** (rank)	36	Documentary compliance (US$)	50
DTF score for dealing with construction permits (0–100)	78.78	DTF score for protecting minority investors (0–100)	63.33	Border compliance (US$)	290
Procedures (number)	13	Extent of conflict of interest regulation index (0–10)	7.0	Domestic transport (US$)	345
Time (days)	152	Extent of shareholder governance index (0–10)	5.7	*Time to import*	
Cost (% of warehouse value)	0.6	Strength of minority investor protection index (0–10)	6.3	Documentary compliance (hours)	36
Building quality control index (0–15)	13			Border compliance (hours)	54
		✘ **Paying taxes** (rank)	33	Domestic transport (hours)	9
Getting electricity (rank)	51	DTF score for paying taxes (0–100)	84.00	*Cost to import*	
DTF score for getting electricity (0–100)	79.71	Payments (number per year)	7	Documentary compliance (US$)	50
Procedures (number)	6	Time (hours per year)	291	Border compliance (US$)	290
Time (days)	30	Total tax rate (% of profit)	28.9	Domestic transport (US$)	345
Cost (% of income per capita)	76.8				
Reliability of supply and transparency of tariffs index (0–8)	6	**Enforcing contracts** (rank)	56	✔ **Resolving insolvency** (rank)	58
Registering property (rank)	56	DTF score for enforcing contracts (0–100)	62.81	DTF score for resolving insolvency (0–100)	54.18
DTF score for registering property (0–100)	71.72	Time (days)	480	Time (years)	3.2
Procedures (number)	6	Cost (% of claim)	28.6	Cost (% of estate)	15
Time (days)	28.5	Quality of judicial processes index (0–18)	9	Recovery rate (cents on the dollar)	31.0
Cost (% of property value)	1.2			Strength of insolvency framework index (0–16)	12
Quality of land administration index (0–30)	15				

CHINA

Ease of doing business rank (1–189)	**84**	**East Asia & Pacific**		**GNI per capita (US$)**	**7,380**
		Overall distance to frontier (DTF) score (0–100)	**62.93**	**Population (m)**	**1,364.3**
Starting a business (rank)	136	**Getting credit** (rank)	79	**Trading across borders** (rank)	96
DTF score for starting a business (0–100)	77.46	DTF score for getting credit (0–100)	50.00	DTF score for trading across borders (0–100)	69.13
Procedures (number)	11	Strength of legal rights index (0–12)	4	*Time to export*	
Time (days)	31.4	Depth of credit information index (0–8)	6	Documentary compliance (hours)	21.2
Cost (% of income per capita)	0.7	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	25.9
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	89.5	Domestic transport (hours)	6.7
				Cost to export	
Dealing with construction permits (rank)	176	**Protecting minority investors** (rank)	134	Documentary compliance (US$)	84.6
DTF score for dealing with construction permits (0–100)	48.29	DTF score for protecting minority investors (0–100)	43.33	Border compliance (US$)	522.4
Procedures (number)	22	Extent of conflict of interest regulation index (0–10)	5.0	Domestic transport (US$)	306
Time (days)	244.3	Extent of shareholder governance index (0–10)	3.7	*Time to import*	
Cost (% of warehouse value)	7.2	Strength of minority investor protection index (0–10)	4.3	Documentary compliance (hours)	65.7
Building quality control index (0–15)	9			Border compliance (hours)	92.3
		✔ **Paying taxes** (rank)	132	Domestic transport (hours)	6.7
Getting electricity (rank)	92	DTF score for paying taxes (0–100)	64.46	*Cost to import*	
DTF score for getting electricity (0–100)	68.66	Payments (number per year)	9	Documentary compliance (US$)	170.9
Procedures (number)	5.5	Time (hours per year)	261	Border compliance (US$)	776.6
Time (days)	143.2	Total tax rate (% of profit)	67.8	Domestic transport (US$)	319.6
Cost (% of income per capita)	413.3				
Reliability of supply and transparency of tariffs index (0–8)	6	**Enforcing contracts** (rank)	7	**Resolving insolvency** (rank)	55
Registering property (rank)	43	DTF score for enforcing contracts (0–100)	77.56	DTF score for resolving insolvency (0–100)	55.43
DTF score for registering property (0–100)	75.02	Time (days)	452.8	Time (years)	1.7
Procedures (number)	4	Cost (% of claim)	16.2	Cost (% of estate)	22
Time (days)	19.5	Quality of judicial processes index (0–18)	14.1	Recovery rate (cents on the dollar)	36.2
Cost (% of property value)	3.4			Strength of insolvency framework index (0–16)	11.5
Quality of land administration index (0–30)	17				

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✔ Reform making it easier to do business ✘ Change making it more difficult to do business

COLOMBIA

Ease of doing business rank (1–189)	**54**	**Latin America & Caribbean**		**GNI per capita (US$)**	**7,780**
		Overall distance to frontier (DTF) score (0–100)	**70.43**	**Population (m)**	**48.9**
Starting a business (rank)	84	**Getting credit** (rank)	2	**Trading across borders** (rank)	110
DTF score for starting a business (0–100)	86.13	DTF score for getting credit (0–100)	95.00	DTF score for trading across borders (0–100)	62.83
Procedures (number)	8	Strength of legal rights index (0–12)	12	*Time to export*	
Time (days)	11	Depth of credit information index (0–8)	7	Documentary compliance (hours)	60
Cost (% of income per capita)	7.5	Credit bureau coverage (% of adults)	88.7	Border compliance (hours)	112
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	44
				Cost to export	
Dealing with construction permits (rank)	38	**Protecting minority investors** (rank)	14	Documentary compliance (US$)	90
DTF score for dealing with construction permits (0–100)	75.99	DTF score for protecting minority investors (0–100)	71.67	Border compliance (US$)	545
Procedures (number)	10	Extent of conflict of interest regulation index (0–10)	8.0	Domestic transport (US$)	1,525
Time (days)	73	Extent of shareholder governance index (0–10)	6.3	*Time to import*	
Cost (% of warehouse value)	7.2	Strength of minority investor protection index (0–10)	7.2	Documentary compliance (hours)	64
Building quality control index (0–15)	11			Border compliance (hours)	112
		✔ **Paying taxes** (rank)	136	Domestic transport (hours)	44
Getting electricity (rank)	69	DTF score for paying taxes (0–100)	63.32	*Cost to import*	
DTF score for getting electricity (0–100)	74.82	Payments (number per year)	11	Documentary compliance (US$)	50
Procedures (number)	5	Time (hours per year)	239	Border compliance (US$)	545
Time (days)	102	Total tax rate (% of profit)	69.7	Domestic transport (US$)	1,900
Cost (% of income per capita)	475.4				
Reliability of supply and transparency of tariffs index (0–8)	6	**Enforcing contracts** (rank)	180	**Resolving insolvency** (rank)	30
		DTF score for enforcing contracts (0–100)	29.66	DTF score for resolving insolvency (0–100)	72.06
Registering property (rank)	54	Time (days)	1,288	Time (years)	1.7
DTF score for registering property (0–100)	72.85	Cost (% of claim)	45.8	Cost (% of estate)	9
Procedures (number)	6	Quality of judicial processes index (0–18)	6.5	Recovery rate (cents on the dollar)	70.0
Time (days)	16			Strength of insolvency framework index (0–16)	11
Cost (% of property value)	2.0				
Quality of land administration index (0–30)	16				

COMOROS

Ease of doing business rank (1–189)	**154**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**840**
		Overall distance to frontier (DTF) score (0–100)	**48.22**	**Population (m)**	**0.8**
✔ **Starting a business** (rank)	163	✔ **Getting credit** (rank)	109	**Trading across borders** (rank)	80
DTF score for starting a business (0–100)	69.33	DTF score for getting credit (0–100)	40.00	DTF score for trading across borders (0–100)	75.30
Procedures (number)	8	Strength of legal rights index (0–12)	6	*Time to export*	
Time (days)	15	Depth of credit information index (0–8)	2	Documentary compliance (hours)	57
Cost (% of income per capita)	118.2	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	51
Minimum capital (% of income per capita)	31.4	Credit registry coverage (% of adults)	7.4	Domestic transport (hours)	1
				Cost to export	
Dealing with construction permits (rank)	116	**Protecting minority investors** (rank)	144	Documentary compliance (US$)	124
DTF score for dealing with construction permits (0–100)	65.73	DTF score for protecting minority investors (0–100)	41.67	Border compliance (US$)	290
Procedures (number)	10	Extent of conflict of interest regulation index (0–10)	4.7	Domestic transport (US$)	189
Time (days)	108	Extent of shareholder governance index (0–10)	3.7	*Time to import*	
Cost (% of warehouse value)	1.4	Strength of minority investor protection index (0–10)	4.2	Documentary compliance (hours)	29
Building quality control index (0–15)	2			Border compliance (hours)	70
		Paying taxes (rank)	167	Domestic transport (hours)	1
Getting electricity (rank)	132	DTF score for paying taxes (0–100)	47.37	*Cost to import*	
DTF score for getting electricity (0–100)	57.10	Payments (number per year)	33	Documentary compliance (US$)	38
Procedures (number)	3	Time (hours per year)	100	Border compliance (US$)	392
Time (days)	120	Total tax rate (% of profit)	216.5	Domestic transport (US$)	179
Cost (% of income per capita)	2,206.9				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	179	**Resolving insolvency** (rank)	189
		DTF score for enforcing contracts (0–100)	32.05	DTF score for resolving insolvency (0–100)	0.00
Registering property (rank)	123	Time (days)	506	Time (years)	NO PRACTICE
DTF score for registering property (0–100)	53.67	Cost (% of claim)	89.4	Cost (% of estate)	NO PRACTICE
Procedures (number)	4	Quality of judicial processes index (0–18)	5	Recovery rate (cents on the dollar)	0.0
Time (days)	30			Strength of insolvency framework index (0–16)	0
Cost (% of property value)	10.5				
Quality of land administration index (0–30)	7				

CONGO, DEM. REP.

Ease of doing business rank (1–189)	**184**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**410**
		Overall distance to frontier (DTF) score (0–100)	**38.14**	**Population (m)**	**69.4**
✔ **Starting a business** (rank)	89	**Getting credit** (rank)	133	✘ **Trading across borders** (rank)	187
DTF score for starting a business (0–100)	85.69	DTF score for getting credit (0–100)	30.00	DTF score for trading across borders (0–100)	1.26
Procedures (number)	6	Strength of legal rights index (0–12)	6	*Time to export*	
Time (days)	11	Depth of credit information index (0–8)	0	Documentary compliance (hours)	698
Cost (% of income per capita)	29.3	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	515
Minimum capital (% of income per capita)	10.6	Credit registry coverage (% of adults)	0.3	Domestic transport (hours)	6
				Cost to export	
✔ **Dealing with construction permits** (rank)	131	**Protecting minority investors** (rank)	174	Documentary compliance (US$)	2,500
DTF score for dealing with construction permits (0–100)	62.43	DTF score for protecting minority investors (0–100)	33.33	Border compliance (US$)	1,323
Procedures (number)	10	Extent of conflict of interest regulation index (0–10)	3.0	Domestic transport (US$)	781
Time (days)	150	Extent of shareholder governance index (0–10)	3.7	*Time to import*	
Cost (% of warehouse value)	6.2	Strength of minority investor protection index (0–10)	3.3	Documentary compliance (hours)	216
Building quality control index (0–15)	5.5			Border compliance (hours)	588
		✘ **Paying taxes** (rank)	173	Domestic transport (hours)	7
Getting electricity (rank)	174	DTF score for paying taxes (0–100)	43.50	*Cost to import*	
DTF score for getting electricity (0–100)	36.49	Payments (number per year)	52	Documentary compliance (US$)	875
Procedures (number)	6	Time (hours per year)	346	Border compliance (US$)	2,089
Time (days)	56	Total tax rate (% of profit)	54.6	Domestic transport (US$)	1,500
Cost (% of income per capita)	15,247.4				
Reliability of supply and transparency of tariffs index (0–8)	1	**Enforcing contracts** (rank)	165	**Resolving insolvency** (rank)	189
		DTF score for enforcing contracts (0–100)	37.91	DTF score for resolving insolvency (0–100)	0.00
Registering property (rank)	135	Time (days)	610	Time (years)	NO PRACTICE
DTF score for registering property (0–100)	50.77	Cost (% of claim)	80.6	Cost (% of estate)	NO PRACTICE
Procedures (number)	7	Quality of judicial processes index (0–18)	8	Recovery rate (cents on the dollar)	0.0
Time (days)	44			Strength of insolvency framework index (0–16)	0
Cost (% of property value)	9.5				
Quality of land administration index (0–30)	11				

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CONGO, REP.

Ease of doing business rank (1–189)	176	Sub-Saharan Africa		GNI per capita (US$)	2,680
		Overall distance to frontier (DTF) score (0–100)	41.88	Population (m)	4.6

Starting a business (rank)	177
DTF score for starting a business (0–100)	60.63
Procedures (number)	11
Time (days)	53
Cost (% of income per capita)	52.3
Minimum capital (% of income per capita)	78.8
Dealing with construction permits (rank)	120
DTF score for dealing with construction permits (0–100)	64.74
Procedures (number)	12
Time (days)	164
Cost (% of warehouse value)	6.7
Building quality control index (0–15)	9
Getting electricity (rank)	176
DTF score for getting electricity (0–100)	35.35
Procedures (number)	6
Time (days)	135
Cost (% of income per capita)	4,677.1
Reliability of supply and transparency of tariffs index (0–8)	0
✔ **Registering property** (rank)	166
DTF score for registering property (0–100)	41.90
Procedures (number)	6
Time (days)	55
Cost (% of property value)	12.0
Quality of land administration index (0–30)	4.5

Getting credit (rank)	109
DTF score for getting credit (0–100)	40.00
Strength of legal rights index (0–12)	6
Depth of credit information index (0–8)	2
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	10.9
Protecting minority investors (rank)	150
DTF score for protecting minority investors (0–100)	40.00
Extent of conflict of interest regulation index (0–10)	4.3
Extent of shareholder governance index (0–10)	3.7
Strength of minority investor protection index (0–10)	4.0
Paying taxes (rank)	182
DTF score for paying taxes (0–100)	30.68
Payments (number per year)	50
Time (hours per year)	602
Total tax rate (% of profit)	56.0
Enforcing contracts (rank)	158
DTF score for enforcing contracts (0–100)	43.99
Time (days)	560
Cost (% of claim)	53.2
Quality of judicial processes index (0–18)	5

Trading across borders (rank)	177
DTF score for trading across borders (0–100)	23.79
Time to export	
Documentary compliance (hours)	120
Border compliance (hours)	276
Domestic transport (hours)	120
Cost to export	
Documentary compliance (US$)	165
Border compliance (US$)	1,975
Domestic transport (US$)	1,694
Time to import	
Documentary compliance (hours)	208
Border compliance (hours)	397
Domestic transport (hours)	136
Cost to import	
Documentary compliance (US$)	310
Border compliance (US$)	806
Domestic transport (US$)	2,033
Resolving insolvency (rank)	115
DTF score for resolving insolvency (0–100)	37.75
Time (years)	3.3
Cost (% of estate)	25
Recovery rate (cents on the dollar)	17.9
Strength of insolvency framework index (0–16)	9

COSTA RICA

Ease of doing business rank (1–189)	58	Latin America & Caribbean		GNI per capita (US$)	9,750
		Overall distance to frontier (DTF) score (0–100)	68.55	Population (m)	4.9

Starting a business (rank)	121
DTF score for starting a business (0–100)	80.95
Procedures (number)	9
Time (days)	24
Cost (% of income per capita)	11.1
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	49
DTF score for dealing with construction permits (0–100)	74.61
Procedures (number)	15
Time (days)	118
Cost (% of warehouse value)	1.7
Building quality control index (0–15)	11
✔ **Getting electricity** (rank)	23
DTF score for getting electricity (0–100)	85.01
Procedures (number)	5
Time (days)	45
Cost (% of income per capita)	191.8
Reliability of supply and transparency of tariffs index (0–8)	7
Registering property (rank)	53
DTF score for registering property (0–100)	72.97
Procedures (number)	5
Time (days)	19
Cost (% of property value)	3.4
Quality of land administration index (0–30)	17

✔ **Getting credit** (rank)	7
DTF score for getting credit (0–100)	85.00
Strength of legal rights index (0–12)	10
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	100.0
Credit registry coverage (% of adults)	27.5
Protecting minority investors (rank)	166
DTF score for protecting minority investors (0–100)	35.00
Extent of conflict of interest regulation index (0–10)	3.3
Extent of shareholder governance index (0–10)	3.7
Strength of minority investor protection index (0–10)	3.5
✔ **Paying taxes** (rank)	80
DTF score for paying taxes (0–100)	75.67
Payments (number per year)	9
Time (hours per year)	151
Total tax rate (% of profit)	58.0
Enforcing contracts (rank)	124
DTF score for enforcing contracts (0–100)	52.41
Time (days)	852
Cost (% of claim)	24.3
Quality of judicial processes index (0–18)	8

Trading across borders (rank)	67
DTF score for trading across borders (0–100)	79.86
Time to export	
Documentary compliance (hours)	24
Border compliance (hours)	20
Domestic transport (hours)	6
Cost to export	
Documentary compliance (US$)	80
Border compliance (US$)	347
Domestic transport (US$)	600
Time to import	
Documentary compliance (hours)	26
Border compliance (hours)	80
Domestic transport (hours)	6
Cost to import	
Documentary compliance (US$)	75
Border compliance (US$)	400
Domestic transport (US$)	600
Resolving insolvency (rank)	87
DTF score for resolving insolvency (0–100)	44.06
Time (years)	3.0
Cost (% of estate)	15
Recovery rate (cents on the dollar)	26.7
Strength of insolvency framework index (0–16)	9.5

CÔTE D'IVOIRE

Ease of doing business rank (1–189)	142	Sub-Saharan Africa		GNI per capita (US$)	1,550
		Overall distance to frontier (DTF) score (0–100)	50.93	Population (m)	20.8

Starting a business (rank)	46
DTF score for starting a business (0–100)	91.44
Procedures (number)	4
Time (days)	7
Cost (% of income per capita)	18.6
Minimum capital (% of income per capita)	3.2
Dealing with construction permits (rank)	180
DTF score for dealing with construction permits (0–100)	42.72
Procedures (number)	23
Time (days)	347
Cost (% of warehouse value)	0.9
Building quality control index (0–15)	6
Getting electricity (rank)	146
DTF score for getting electricity (0–100)	51.54
Procedures (number)	8
Time (days)	55
Cost (% of income per capita)	2,583.9
Reliability of supply and transparency of tariffs index (0–8)	3
✔ **Registering property** (rank)	109
DTF score for registering property (0–100)	58.12
Procedures (number)	6
Time (days)	30
Cost (% of property value)	7.5
Quality of land administration index (0–30)	11.5

Getting credit (rank)	133
DTF score for getting credit (0–100)	30.00
Strength of legal rights index (0–12)	6
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.3
Protecting minority investors (rank)	155
DTF score for protecting minority investors (0–100)	38.33
Extent of conflict of interest regulation index (0–10)	4.0
Extent of shareholder governance index (0–10)	3.7
Strength of minority investor protection index (0–10)	3.8
Paying taxes (rank)	176
DTF score for paying taxes (0–100)	42.73
Payments (number per year)	63
Time (hours per year)	270
Total tax rate (% of profit)	51.9
✔ **Enforcing contracts** (rank)	120
DTF score for enforcing contracts (0–100)	52.97
Time (days)	525
Cost (% of claim)	41.7
Quality of judicial processes index (0–18)	7

✔ **Trading across borders** (rank)	142
DTF score for trading across borders (0–100)	54.42
Time to export	
Documentary compliance (hours)	120
Border compliance (hours)	110
Domestic transport (hours)	4
Cost to export	
Documentary compliance (US$)	136
Border compliance (US$)	364
Domestic transport (US$)	132
Time to import	
Documentary compliance (hours)	89
Border compliance (hours)	125
Domestic transport (hours)	4
Cost to import	
Documentary compliance (US$)	267
Border compliance (US$)	456
Domestic transport (US$)	206
Resolving insolvency (rank)	76
DTF score for resolving insolvency (0–100)	47.03
Time (years)	2.2
Cost (% of estate)	18
Recovery rate (cents on the dollar)	35.1
Strength of insolvency framework index (0–16)	9

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CROATIA

Ease of doing business rank (1–189)	**40**	**Europe & Central Asia**		**GNI per capita (US$)**	**13,020**
		Overall distance to frontier (DTF) score (0–100)	**72.71**	**Population (m)**	**4.2**
Starting a business (rank)	83	**Getting credit** (rank)	70	**Trading across borders** (rank)	1
DTF score for starting a business (0–100)	86.21	DTF score for getting credit (0–100)	55.00	DTF score for trading across borders (0–100)	100.00
Procedures (number)	7	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	12	Depth of credit information index (0–8)	6	Documentary compliance (hours)	1
Cost (% of income per capita)	3.3	Credit bureau coverage (% of adults)	100.0	Border compliance (hours)	0
Minimum capital (% of income per capita)	26.6	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	129	**Protecting minority investors** (rank)	29	Documentary compliance (US$)	0
DTF score for dealing with construction permits (0–100)	62.65	DTF score for protecting minority investors (0–100)	65.00	Border compliance (US$)	0
Procedures (number)	19	Extent of conflict of interest regulation index (0–10)	5.0	Domestic transport (US$)	135
Time (days)	128	Extent of shareholder governance index (0–10)	8.0	*Time to import*	
Cost (% of warehouse value)	8.8	Strength of minority investor protection index (0–10)	6.5	Documentary compliance (hours)	1
Building quality control index (0–15)	12			Border compliance (hours)	0
		Paying taxes (rank)	38	Domestic transport (hours)	2
Getting electricity (rank)	66	DTF score for paying taxes (0–100)	83.02	*Cost to import*	
DTF score for getting electricity (0–100)	75.66	Payments (number per year)	19	Documentary compliance (US$)	0
Procedures (number)	5	Time (hours per year)	206	Border compliance (US$)	0
Time (days)	70	Total tax rate (% of profit)	20.0	Domestic transport (US$)	135
Cost (% of income per capita)	317.1				
Reliability of supply and transparency of tariffs index (0–8)	5	✔ **Enforcing contracts** (rank)	10	**Resolving insolvency** (rank)	59
		DTF score for enforcing contracts (0–100)	75.87	DTF score for resolving insolvency (0–100)	53.92
Registering property (rank)	60	Time (days)	572	Time (years)	3.1
DTF score for registering property (0–100)	69.77	Cost (% of claim)	16.7	Cost (% of estate)	15
Procedures (number)	5	Quality of judicial processes index (0–18)	15	Recovery rate (cents on the dollar)	30.5
Time (days)	62			Strength of insolvency framework index (0–16)	12
Cost (% of property value)	5.0				
Quality of land administration index (0–30)	22.5				

CYPRUS

Ease of doing business rank (1–189)	**47**	**Europe & Central Asia**		**GNI per capita (US$)**	**26,370**
		Overall distance to frontier (DTF) score (0–100)	**71.78**	**Population (m)**	**1.2**
Starting a business (rank)	64	✔ **Getting credit** (rank)	42	**Trading across borders** (rank)	43
DTF score for starting a business (0–100)	89.23	DTF score for getting credit (0–100)	65.00	DTF score for trading across borders (0–100)	88.44
Procedures (number)	6	Strength of legal rights index (0–12)	7	*Time to export*	
Time (days)	8	Depth of credit information index (0–8)	6	Documentary compliance (hours)	2
Cost (% of income per capita)	12.2	Credit bureau coverage (% of adults)	67.3	Border compliance (hours)	18
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	145	**Protecting minority investors** (rank)	25	Documentary compliance (US$)	50
DTF score for dealing with construction permits (0–100)	60.59	DTF score for protecting minority investors (0–100)	66.67	Border compliance (US$)	300
Procedures (number)	8	Extent of conflict of interest regulation index (0–10)	6.7	Domestic transport (US$)	195
Time (days)	617	Extent of shareholder governance index (0–10)	6.7	*Time to import*	
Cost (% of warehouse value)	1.1	Strength of minority investor protection index (0–10)	6.7	Documentary compliance (hours)	2
Building quality control index (0–15)	9			Border compliance (hours)	15
		✔ **Paying taxes** (rank)	44	Domestic transport (hours)	2
✔ **Getting electricity** (rank)	67	DTF score for paying taxes (0–100)	81.70	*Cost to import*	
DTF score for getting electricity (0–100)	75.18	Payments (number per year)	27	Documentary compliance (US$)	50
Procedures (number)	5	Time (hours per year)	145.5	Border compliance (US$)	335
Time (days)	137	Total tax rate (% of profit)	24.4	Domestic transport (US$)	195
Cost (% of income per capita)	137.0				
Reliability of supply and transparency of tariffs index (0–8)	7	✔ **Enforcing contracts** (rank)	143	✔ **Resolving insolvency** (rank)	17
		DTF score for enforcing contracts (0–100)	48.59	DTF score for resolving insolvency (0–100)	79.04
Registering property (rank)	92	Time (days)	1,100	Time (years)	1.5
DTF score for registering property (0–100)	63.39	Cost (% of claim)	16.4	Cost (% of estate)	15
Procedures (number)	7	Quality of judicial processes index (0–18)	8	Recovery rate (cents on the dollar)	71.4
Time (days)	9			Strength of insolvency framework index (0–16)	13
Cost (% of property value)	10.4				
Quality of land administration index (0–30)	23				

CZECH REPUBLIC

Ease of doing business rank (1–189)	**36**	**OECD high income**		**GNI per capita (US$)**	**17,795**
		Overall distance to frontier (DTF) score (0–100)	**73.95**	**Population (m)**	**10.5**
Starting a business (rank)	93	**Getting credit** (rank)	28	**Trading across borders** (rank)	1
DTF score for starting a business (0–100)	85.23	DTF score for getting credit (0–100)	70.00	DTF score for trading across borders (0–100)	100.00
Procedures (number)	8	Strength of legal rights index (0–12)	7	*Time to export*	
Time (days)	15	Depth of credit information index (0–8)	7	Documentary compliance (hours)	1
Cost (% of income per capita)	6.7	Credit bureau coverage (% of adults)	78.7	Border compliance (hours)	0
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	6.7	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	127	**Protecting minority investors** (rank)	57	Documentary compliance (US$)	0
DTF score for dealing with construction permits (0–100)	62.73	DTF score for protecting minority investors (0–100)	58.33	Border compliance (US$)	0
Procedures (number)	21	Extent of conflict of interest regulation index (0–10)	5.3	Domestic transport (US$)	208
Time (days)	247	Extent of shareholder governance index (0–10)	6.3	*Time to import*	
Cost (% of warehouse value)	0.3	Strength of minority investor protection index (0–10)	5.8	Documentary compliance (hours)	1
Building quality control index (0–15)	12			Border compliance (hours)	0
		Paying taxes (rank)	122	Domestic transport (hours)	2
Getting electricity (rank)	42	DTF score for paying taxes (0–100)	67.09	*Cost to import*	
DTF score for getting electricity (0–100)	81.58	Payments (number per year)	8	Documentary compliance (US$)	0
Procedures (number)	5	Time (hours per year)	405	Border compliance (US$)	0
Time (days)	110	Total tax rate (% of profit)	50.4	Domestic transport (US$)	208
Cost (% of income per capita)	27.6				
Reliability of supply and transparency of tariffs index (0–8)	8	**Enforcing contracts** (rank)	72	**Resolving insolvency** (rank)	22
		DTF score for enforcing contracts (0–100)	60.36	DTF score for resolving insolvency (0–100)	77.73
Registering property (rank)	37	Time (days)	611	Time (years)	2.1
DTF score for registering property (0–100)	76.40	Cost (% of claim)	33.0	Cost (% of estate)	17
Procedures (number)	4	Quality of judicial processes index (0–18)	10.5	Recovery rate (cents on the dollar)	66.0
Time (days)	31			Strength of insolvency framework index (0–16)	13.5
Cost (% of property value)	4.0				
Quality of land administration index (0–30)	21.5				

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✔ Reform making it easier to do business ✘ Change making it more difficult to do business

DENMARK

OECD high income		GNI per capita (US$)	61,310
Ease of doing business rank (1–189)	**3**	**Overall distance to frontier (DTF) score (0–100)**	**84.40**	**Population (m)**	**5.6**

✔ **Starting a business** (rank)	29
DTF score for starting a business (0–100)	94.04
Procedures (number)	4
Time (days)	3
Cost (% of income per capita)	0.2
Minimum capital (% of income per capita)	14.3
Dealing with construction permits (rank)	5
DTF score for dealing with construction permits (0–100)	86.30
Procedures (number)	7
Time (days)	64
Cost (% of warehouse value)	1.8
Building quality control index (0–15)	11
Getting electricity (rank)	12
DTF score for getting electricity (0–100)	90.19
Procedures (number)	4
Time (days)	38
Cost (% of income per capita)	112.8
Reliability of supply and transparency of tariffs index (0–8)	7
Registering property (rank)	9
DTF score for registering property (0–100)	89.88
Procedures (number)	3
Time (days)	4
Cost (% of property value)	0.6
Quality of land administration index (0–30)	24.5

Getting credit (rank)	28
DTF score for getting credit (0–100)	70.00
Strength of legal rights index (0–12)	8
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	7.7
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	20
DTF score for protecting minority investors (0–100)	68.33
Extent of conflict of interest regulation index (0–10)	6.7
Extent of shareholder governance index (0–10)	7.0
Strength of minority investor protection index (0–10)	6.8
Paying taxes (rank)	12
DTF score for paying taxes (0–100)	91.94
Payments (number per year)	10
Time (hours per year)	130
Total tax rate (% of profit)	24.5
Enforcing contracts (rank)	37
DTF score for enforcing contracts (0–100)	68.56
Time (days)	410
Cost (% of claim)	23.3
Quality of judicial processes index (0–18)	10

Trading across borders (rank)	1
DTF score for trading across borders (0–100)	100.00
Time to export	
Documentary compliance (hours)	1
Border compliance (hours)	0
Domestic transport (hours)	5
Cost to export	
Documentary compliance (US$)	0
Border compliance (US$)	0
Domestic transport (US$)	930
Time to import	
Documentary compliance (hours)	1
Border compliance (hours)	0
Domestic transport (hours)	5
Cost to import	
Documentary compliance (US$)	0
Border compliance (US$)	0
Domestic transport (US$)	930
Resolving insolvency (rank)	9
DTF score for resolving insolvency (0–100)	84.78
Time (years)	1.0
Cost (% of estate)	4
Recovery rate (cents on the dollar)	87.8
Strength of insolvency framework index (0–16)	12

DJIBOUTI

Middle East & North Africa		GNI per capita (US$)	1,692
Ease of doing business rank (1–189)	**171**	**Overall distance to frontier (DTF) score (0–100)**	**44.25**	**Population (m)**	**0.9**

Starting a business (rank)	171
DTF score for starting a business (0–100)	66.77
Procedures (number)	7
Time (days)	14
Cost (% of income per capita)	168.1
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	124
DTF score for dealing with construction permits (0–100)	63.00
Procedures (number)	17
Time (days)	111
Cost (% of warehouse value)	7.1
Building quality control index (0–15)	9
Getting electricity (rank)	172
DTF score for getting electricity (0–100)	38.90
Procedures (number)	4
Time (days)	125
Cost (% of income per capita)	6,579.4
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	168
DTF score for registering property (0–100)	41.30
Procedures (number)	6
Time (days)	39
Cost (% of property value)	12.7
Quality of land administration index (0–30)	3

Getting credit (rank)	181
DTF score for getting credit (0–100)	5.00
Strength of legal rights index (0–12)	1
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.4
Protecting minority investors (rank)	174
DTF score for protecting minority investors (0–100)	33.33
Extent of conflict of interest regulation index (0–10)	2.3
Extent of shareholder governance index (0–10)	4.3
Strength of minority investor protection index (0–10)	3.3
Paying taxes (rank)	85
DTF score for paying taxes (0–100)	74.56
Payments (number per year)	36
Time (hours per year)	82
Total tax rate (% of profit)	37.6
Enforcing contracts (rank)	183
DTF score for enforcing contracts (0–100)	28.39
Time (days)	1,225
Cost (% of claim)	34.0
Quality of judicial processes index (0–18)	2.5

Trading across borders (rank)	162
DTF score for trading across borders (0–100)	42.64
Time to export	
Documentary compliance (hours)	72
Border compliance (hours)	109
Domestic transport (hours)	2
Cost to export	
Documentary compliance (US$)	1,717
Border compliance (US$)	444
Domestic transport (US$)	163
Time to import	
Documentary compliance (hours)	50
Border compliance (hours)	78
Domestic transport (hours)	2
Cost to import	
Documentary compliance (US$)	1,737
Border compliance (US$)	709
Domestic transport (US$)	165
Resolving insolvency (rank)	68
DTF score for resolving insolvency (0–100)	48.65
Time (years)	2.3
Cost (% of estate)	11
Recovery rate (cents on the dollar)	38.1
Strength of insolvency framework index (0–16)	9

DOMINICA

Latin America & Caribbean		GNI per capita (US$)	7,070
Ease of doing business rank (1–189)	**91**	**Overall distance to frontier (DTF) score (0–100)**	**61.44**	**Population (m)**	**0.1**

Starting a business (rank)	63
DTF score for starting a business (0–100)	89.35
Procedures (number)	5
Time (days)	12
Cost (% of income per capita)	15.0
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	115
DTF score for dealing with construction permits (0–100)	65.76
Procedures (number)	10
Time (days)	175
Cost (% of warehouse value)	0.1
Building quality control index (0–15)	4
Getting electricity (rank)	37
DTF score for getting electricity (0–100)	82.44
Procedures (number)	5
Time (days)	61
Cost (% of income per capita)	461.1
Reliability of supply and transparency of tariffs index (0–8)	7
Registering property (rank)	165
DTF score for registering property (0–100)	43.41
Procedures (number)	5
Time (days)	42
Cost (% of property value)	13.3
Quality of land administration index (0–30)	4.5

Getting credit (rank)	133
DTF score for getting credit (0–100)	30.00
Strength of legal rights index (0–12)	6
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	66
DTF score for protecting minority investors (0–100)	56.67
Extent of conflict of interest regulation index (0–10)	6.7
Extent of shareholder governance index (0–10)	4.7
Strength of minority investor protection index (0–10)	5.7
Paying taxes (rank)	98
DTF score for paying taxes (0–100)	72.49
Payments (number per year)	37
Time (hours per year)	117
Total tax rate (% of profit)	37.0
Enforcing contracts (rank)	83
DTF score for enforcing contracts (0–100)	59.17
Time (days)	681
Cost (% of claim)	36.0
Quality of judicial processes index (0–18)	11.5

Trading across borders (rank)	61
DTF score for trading across borders (0–100)	81.04
Time to export	
Documentary compliance (hours)	12
Border compliance (hours)	19
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	50
Border compliance (US$)	450
Domestic transport (US$)	50
Time to import	
Documentary compliance (hours)	24
Border compliance (hours)	39
Domestic transport (hours)	1
Cost to import	
Documentary compliance (US$)	50
Border compliance (US$)	583
Domestic transport (US$)	50
Resolving insolvency (rank)	129
DTF score for resolving insolvency (0–100)	34.03
Time (years)	4.0
Cost (% of estate)	10
Recovery rate (cents on the dollar)	28.4
Strength of insolvency framework index (0–16)	6

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DOMINICAN REPUBLIC

Ease of doing business rank (1–189)	**93**	**Latin America & Caribbean**		**GNI per capita (US$)**	**5,950**
		Overall distance to frontier (DTF) score (0–100)	**61.16**	**Population (m)**	**10.5**
Starting a business (rank)	110	**Getting credit** (rank)	97	**Trading across borders** (rank)	57
DTF score for starting a business (0–100)	83.12	DTF score for getting credit (0–100)	45.00	DTF score for trading across borders (0–100)	83.51
Procedures (number)	7	Strength of legal rights index (0–12)	1	*Time to export*	
Time (days)	14.5	Depth of credit information index (0–8)	8	Documentary compliance (hours)	10
Cost (% of income per capita)	16.4	Credit bureau coverage (% of adults)	74.6	Border compliance (hours)	16
Minimum capital (% of income per capita)	39.8	Credit registry coverage (% of adults)	23.2	Domestic transport (hours)	4
				Cost to export	
Dealing with construction permits (rank)	44	**Protecting minority investors** (rank)	81	Documentary compliance (US$)	15
DTF score for dealing with construction permits (0–100)	75.01	DTF score for protecting minority investors (0–100)	55.00	Border compliance (US$)	488
Procedures (number)	13	Extent of conflict of interest regulation index (0–10)	5.3	Domestic transport (US$)	296
Time (days)	184	Extent of shareholder governance index (0–10)	5.7	*Time to import*	
Cost (% of warehouse value)	1.8	Strength of minority investor protection index (0–10)	5.5	Documentary compliance (hours)	14
Building quality control index (0–15)	13			Border compliance (hours)	24
		Paying taxes (rank)	77	Domestic transport (hours)	4
Getting electricity (rank)	149	DTF score for paying taxes (0–100)	76.29	*Cost to import*	
DTF score for getting electricity (0–100)	50.58	Payments (number per year)	7	Documentary compliance (US$)	40
Procedures (number)	7	Time (hours per year)	316	Border compliance (US$)	579
Time (days)	82	Total tax rate (% of profit)	42.4	Domestic transport (US$)	296
Cost (% of income per capita)	257.0				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	115	**Resolving insolvency** (rank)	159
		DTF score for enforcing contracts (0–100)	54.12	DTF score for resolving insolvency (0–100)	23.70
Registering property (rank)	82	Time (days)	460	Time (years)	3.5
DTF score for registering property (0–100)	65.24	Cost (% of claim)	40.9	Cost (% of estate)	38
Procedures (number)	6	Quality of judicial processes index (0–18)	6.5	Recovery rate (cents on the dollar)	9.2
Time (days)	45			Strength of insolvency framework index (0–16)	6
Cost (% of property value)	3.7				
Quality of land administration index (0–30)	14.5				

ECUADOR

Ease of doing business rank (1–189)	**117**	**Latin America & Caribbean**		**GNI per capita (US$)**	**6,040**
		Overall distance to frontier (DTF) score (0–100)	**57.47**	**Population (m)**	**16.0**
✔ **Starting a business** (rank)	166	**Getting credit** (rank)	97	**Trading across borders** (rank)	120
DTF score for starting a business (0–100)	68.51	DTF score for getting credit (0–100)	45.00	DTF score for trading across borders (0–100)	61.38
Procedures (number)	12	Strength of legal rights index (0–12)	1	*Time to export*	
Time (days)	50.5	Depth of credit information index (0–8)	8	Documentary compliance (hours)	96
Cost (% of income per capita)	22.0	Credit bureau coverage (% of adults)	52.9	Border compliance (hours)	108
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	8
				Cost to export	
Dealing with construction permits (rank)	74	**Protecting minority investors** (rank)	115	Documentary compliance (US$)	140
DTF score for dealing with construction permits (0–100)	71.03	DTF score for protecting minority investors (0–100)	46.67	Border compliance (US$)	645
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	4.3	Domestic transport (US$)	675
Time (days)	114	Extent of shareholder governance index (0–10)	5.0	*Time to import*	
Cost (% of warehouse value)	0.8	Strength of minority investor protection index (0–10)	4.7	Documentary compliance (hours)	120
Building quality control index (0–15)	8			Border compliance (hours)	24
		Paying taxes (rank)	139	Domestic transport (hours)	8
Getting electricity (rank)	97	DTF score for paying taxes (0–100)	62.84	*Cost to import*	
DTF score for getting electricity (0–100)	66.02	Payments (number per year)	8	Documentary compliance (US$)	75
Procedures (number)	7	Time (hours per year)	654	Border compliance (US$)	250
Time (days)	74	Total tax rate (% of profit)	33.0	Domestic transport (US$)	388
Cost (% of income per capita)	601.1				
Reliability of supply and transparency of tariffs index (0–8)	5	**Enforcing contracts** (rank)	99	**Resolving insolvency** (rank)	148
		DTF score for enforcing contracts (0–100)	56.68	DTF score for resolving insolvency (0–100)	28.40
Registering property (rank)	69	Time (days)	588	Time (years)	5.3
DTF score for registering property (0–100)	68.20	Cost (% of claim)	27.2	Cost (% of estate)	18
Procedures (number)	7	Quality of judicial processes index (0–18)	7	Recovery rate (cents on the dollar)	17.9
Time (days)	38			Strength of insolvency framework index (0–16)	6
Cost (% of property value)	1.9				
Quality of land administration index (0–30)	16				

EGYPT, ARAB REP.

Ease of doing business rank (1–189)	**131**	**Middle East & North Africa**		**GNI per capita (US$)**	**3,280**
		Overall distance to frontier (DTF) score (0–100)	**54.43**	**Population (m)**	**83.4**
Starting a business (rank)	73	**Getting credit** (rank)	79	**Trading across borders** (rank)	157
DTF score for starting a business (0–100)	88.24	DTF score for getting credit (0–100)	50.00	DTF score for trading across borders (0–100)	44.92
Procedures (number)	7	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	8	Depth of credit information index (0–8)	8	Documentary compliance (hours)	88
Cost (% of income per capita)	8.4	Credit bureau coverage (% of adults)	20.9	Border compliance (hours)	48
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	6.6	Domestic transport (hours)	10
				Cost to export	
Dealing with construction permits (rank)	113	✔ **Protecting minority investors** (rank)	122	Documentary compliance (US$)	100
DTF score for dealing with construction permits (0–100)	65.97	DTF score for protecting minority investors (0–100)	45.0	Border compliance (US$)	203
Procedures (number)	20	Extent of conflict of interest regulation index (0–10)	4.7	Domestic transport (US$)	227
Time (days)	179	Extent of shareholder governance index (0–10)	4.3	*Time to import*	
Cost (% of warehouse value)	1.7	Strength of minority investor protection index (0–10)	4.5	Documentary compliance (hours)	192
Building quality control index (0–15)	11.5			Border compliance (hours)	120
		Paying taxes (rank)	151	Domestic transport (hours)	10
Getting electricity (rank)	144	DTF score for paying taxes (0–100)	58.87	*Cost to import*	
DTF score for getting electricity (0–100)	52.49	Payments (number per year)	29	Documentary compliance (US$)	650
Procedures (number)	7	Time (hours per year)	392	Border compliance (US$)	1,383
Time (days)	64	Total tax rate (% of profit)	45.0	Domestic transport (US$)	283
Cost (% of income per capita)	272.9				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	155	**Resolving insolvency** (rank)	119
		DTF score for enforcing contracts (0–100)	44.60	DTF score for resolving insolvency (0–100)	36.36
Registering property (rank)	111	Time (days)	1,010	Time (years)	2.5
DTF score for registering property (0–100)	57.84	Cost (% of claim)	26.2	Cost (% of estate)	22
Procedures (number)	8	Quality of judicial processes index (0–18)	6.5	Recovery rate (cents on the dollar)	26.9
Time (days)	63			Strength of insolvency framework index (0–16)	7
Cost (% of property value)	0.6				
Quality of land administration index (0–30)	7				

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EL SALVADOR

Ease of doing business rank (1–189)	86	Latin America & Caribbean		GNI per capita (US$)	3,780
		Overall distance to frontier (DTF) score (0–100)	62.76	Population (m)	6.4

Starting a business (rank)	125	✔ **Getting credit** (rank)	15	✘ **Trading across borders** (rank)	46
DTF score for starting a business (0–100)	80.19	DTF score for getting credit (0–100)	80.00	DTF score for trading across borders (0–100)	87.78
Procedures (number)	8	Strength of legal rights index (0–12)	9	*Time to export*	
Time (days)	16.5	Depth of credit information index (0–8)	7	Documentary compliance (hours)	9
Cost (% of income per capita)	42.7	Credit bureau coverage (% of adults)	34.4	Border compliance (hours)	38
Minimum capital (% of income per capita)	2.6	Credit registry coverage (% of adults)	27.6	Domestic transport (hours)	4
				Cost to export	
Dealing with construction permits (rank)	156	**Protecting minority investors** (rank)	155	Documentary compliance (US$)	50
DTF score for dealing with construction permits (0–100)	56.85	DTF score for protecting minority investors (0–100)	38.33	Border compliance (US$)	160
Procedures (number)	25	Extent of conflict of interest regulation index (0–10)	3.3	Domestic transport (US$)	400
Time (days)	108	Extent of shareholder governance index (0–10)	4.3	*Time to import*	
Cost (% of warehouse value)	4.5	Strength of minority investor protection index (0–10)	3.8	Documentary compliance (hours)	13
Building quality control index (0–15)	8			Border compliance (hours)	40
		Paying taxes (rank)	162	Domestic transport (hours)	4
Getting electricity (rank)	107	DTF score for paying taxes (0–100)	52.73	*Cost to import*	
DTF score for getting electricity (0–100)	63.46	Payments (number per year)	53	Documentary compliance (US$)	67
Procedures (number)	8	Time (hours per year)	312	Border compliance (US$)	160
Time (days)	61	Total tax rate (% of profit)	38.7	Domestic transport (US$)	400
Cost (% of income per capita)	536.1				
Reliability of supply and transparency of tariffs index (0–8)	5	**Enforcing contracts** (rank)	109	**Resolving insolvency** (rank)	79
		DTF score for enforcing contracts (0–100)	55.20	DTF score for resolving insolvency (0–100)	45.90
Registering property (rank)	71	Time (days)	786	Time (years)	3.5
DTF score for registering property (0–100)	67.13	Cost (% of claim)	19.2	Cost (% of estate)	12
Procedures (number)	5	Quality of judicial processes index (0–18)	7.5	Recovery rate (cents on the dollar)	33.0
Time (days)	31			Strength of insolvency framework index (0–16)	9
Cost (% of property value)	3.8				
Quality of land administration index (0–30)	12.5				

EQUATORIAL GUINEA

Ease of doing business rank (1–189)	180	Sub-Saharan Africa		GNI per capita (US$)	13,340
		Overall distance to frontier (DTF) score (0–100)	40.03	Population (m)	0.8

Starting a business (rank)	187	**Getting credit** (rank)	109	**Trading across borders** (rank)	175
DTF score for starting a business (0–100)	36.59	DTF score for getting credit (0–100)	40.00	DTF score for trading across borders (0–100)	28.05
Procedures (number)	18	Strength of legal rights index (0–12)	6	*Time to export*	
Time (days)	135	Depth of credit information index (0–8)	2	Documentary compliance (hours)	154
Cost (% of income per capita)	99.4	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	228
Minimum capital (% of income per capita)	15.8	Credit registry coverage (% of adults)	7.5	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	157	**Protecting minority investors** (rank)	144	Documentary compliance (US$)	85
DTF score for dealing with construction permits (0–100)	55.06	DTF score for protecting minority investors (0–100)	41.67	Border compliance (US$)	760
Procedures (number)	13	Extent of conflict of interest regulation index (0–10)	4.7	Domestic transport (US$)	345
Time (days)	144	Extent of shareholder governance index (0–10)	3.7	*Time to import*	
Cost (% of warehouse value)	4.1	Strength of minority investor protection index (0–10)	4.2	Documentary compliance (hours)	240
Building quality control index (0–15)	1			Border compliance (hours)	336
		Paying taxes (rank)	175	Domestic transport (hours)	2
Getting electricity (rank)	135	DTF score for paying taxes (0–100)	43.21	*Cost to import*	
DTF score for getting electricity (0–100)	55.20	Payments (number per year)	46	Documentary compliance (US$)	70
Procedures (number)	5	Time (hours per year)	492	Border compliance (US$)	985
Time (days)	106	Total tax rate (% of profit)	47.1	Domestic transport (US$)	345
Cost (% of income per capita)	616.7				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	108	**Resolving insolvency** (rank)	189
		DTF score for enforcing contracts (0–100)	55.25	DTF score for resolving insolvency (0–100)	0.00
Registering property (rank)	156	Time (days)	475	Time (years)	NO PRACTICE
DTF score for registering property (0–100)	45.28	Cost (% of claim)	19.5	Cost (% of estate)	NO PRACTICE
Procedures (number)	6	Quality of judicial processes index (0–18)	3	Recovery rate (cents on the dollar)	0.0
Time (days)	23			Strength of insolvency framework index (0–16)	0
Cost (% of property value)	12.5				
Quality of land administration index (0–30)	5				

ERITREA

Ease of doing business rank (1–189)	189	Sub-Saharan Africa		GNI per capita (US$)	530
		Overall distance to frontier (DTF) score (0–100)	27.61	Population (m)	6.5

Starting a business (rank)	184	**Getting credit** (rank)	185	**Trading across borders** (rank)	189
DTF score for starting a business (0–100)	46.16	DTF score for getting credit (0–100)	0.00	DTF score for trading across borders (0–100)	0.00
Procedures (number)	13	Strength of legal rights index (0–12)	0	*Time to export*	
Time (days)	84	Depth of credit information index (0–8)	0	Documentary compliance (hours)	NO PRACTICE
Cost (% of income per capita)	38.1	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	NO PRACTICE
Minimum capital (% of income per capita)	167.2	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	NO PRACTICE
				Cost to export	
Dealing with construction permits (rank)	189	**Protecting minority investors** (rank)	122	Documentary compliance (US$)	NO PRACTICE
DTF score for dealing with construction permits (0–100)	0.00	DTF score for protecting minority investors (0–100)	45.00	Border compliance (US$)	NO PRACTICE
Procedures (number)	NO PRACTICE	Extent of conflict of interest regulation index (0–10)	4.7	Domestic transport (US$)	NO PRACTICE
Time (days)	NO PRACTICE	Extent of shareholder governance index (0–10)	4.3	*Time to import*	
Cost (% of warehouse value)	NO PRACTICE	Strength of minority investor protection index (0–10)	4.5	Documentary compliance (hours)	NO PRACTICE
Building quality control index (0–15)	0			Border compliance (hours)	NO PRACTICE
		Paying taxes (rank)	174	Domestic transport (hours)	NO PRACTICE
Getting electricity (rank)	142	DTF score for paying taxes (0–100)	43.49	*Cost to import*	
DTF score for getting electricity (0–100)	53.43	Payments (number per year)	30	Documentary compliance (US$)	NO PRACTICE
Procedures (number)	5	Time (hours per year)	216	Border compliance (US$)	NO PRACTICE
Time (days)	59	Total tax rate (% of profit)	83.7	Domestic transport (US$)	NO PRACTICE
Cost (% of income per capita)	2,846.1				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	121	**Resolving insolvency** (rank)	189
		DTF score for enforcing contracts (0–100)	52.75	DTF score for resolving insolvency (0–100)	0.00
Registering property (rank)	177	Time (days)	490	Time (years)	NO PRACTICE
DTF score for registering property (0–100)	35.26	Cost (% of claim)	22.6	Cost (% of estate)	NO PRACTICE
Procedures (number)	11	Quality of judicial processes index (0–18)	2.5	Recovery rate (cents on the dollar)	0.0
Time (days)	78			Strength of insolvency framework index (0–16)	0
Cost (% of property value)	9.1				
Quality of land administration index (0–30)	6.5				

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ESTONIA

OECD high income				GNI per capita (US$)	18,530
Ease of doing business rank (1–189)	16	Overall distance to frontier (DTF) score (0–100)	79.49	Population (m)	1.3

✔ **Starting a business** (rank)	15	**Getting credit** (rank)	28	**Trading across borders** (rank)	24
DTF score for starting a business (0–100)	95.06	DTF score for getting credit (0–100)	70.00	DTF score for trading across borders (0–100)	94.89
Procedures (number)	3	Strength of legal rights index (0–12)	7	*Time to export*	
Time (days)	3.5	Depth of credit information index (0–8)	7	Documentary compliance (hours)	1
Cost (% of income per capita)	1.3	Credit bureau coverage (% of adults)	34.7	Border compliance (hours)	4
Minimum capital (% of income per capita)	17.3	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	1
				Cost to export	
Dealing with construction permits (rank)	16	**Protecting minority investors** (rank)	81	Documentary compliance (US$)	50
DTF score for dealing with construction permits (0–100)	80.88	DTF score for protecting minority investors (0–100)	55.00	Border compliance (US$)	280
Procedures (number)	10	Extent of conflict of interest regulation index (0–10)	5.7	Domestic transport (US$)	229
Time (days)	102	Extent of shareholder governance index (0–10)	5.3	*Time to import*	
Cost (% of warehouse value)	0.2	Strength of minority investor protection index (0–10)	5.5	Documentary compliance (hours)	1
Building quality control index (0–15)	10			Border compliance (hours)	0
		Paying taxes (rank)	30	Domestic transport (hours)	4
Getting electricity (rank)	34	DTF score for paying taxes (0–100)	84.33	*Cost to import*	
DTF score for getting electricity (0–100)	83.25	Payments (number per year)	8	Documentary compliance (US$)	0
Procedures (number)	5	Time (hours per year)	81	Border compliance (US$)	0
Time (days)	91	Total tax rate (% of profit)	49.4	Domestic transport (US$)	265
Cost (% of income per capita)	157.2				
Reliability of supply and transparency of tariffs index (0–8)	8	**Enforcing contracts** (rank)	11	**Resolving insolvency** (rank)	40
		DTF score for enforcing contracts (0–100)	75.16	DTF score for resolving insolvency (0–100)	65.28
Registering property (rank)	4	Time (days)	425	Time (years)	3.0
DTF score for registering property (0–100)	91.01	Cost (% of claim)	21.9	Cost (% of estate)	9
Procedures (number)	3	Quality of judicial processes index (0–18)	13.5	Recovery rate (cents on the dollar)	40.0
Time (days)	17.5			Strength of insolvency framework index (0–16)	14
Cost (% of property value)	0.5				
Quality of land administration index (0–30)	27.5				

ETHIOPIA

Sub-Saharan Africa				GNI per capita (US$)	550
Ease of doing business rank (1–189)	146	Overall distance to frontier (DTF) score (0–100)	49.73	Population (m)	96.5

Starting a business (rank)	176	**Getting credit** (rank)	167	**Trading across borders** (rank)	166
DTF score for starting a business (0–100)	62.45	DTF score for getting credit (0–100)	15.00	DTF score for trading across borders (0–100)	39.80
Procedures (number)	11	Strength of legal rights index (0–12)	3	*Time to export*	
Time (days)	19	Depth of credit information index (0–8)	0	Documentary compliance (hours)	126
Cost (% of income per capita)	76.1	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	57
Minimum capital (% of income per capita)	138.9	Credit registry coverage (% of adults)	0.2	Domestic transport (hours)	48
				Cost to export	
Dealing with construction permits (rank)	73	**Protecting minority investors** (rank)	166	Documentary compliance (US$)	175
DTF score for dealing with construction permits (0–100)	71.05	DTF score for protecting minority investors (0–100)	35.00	Border compliance (US$)	144
Procedures (number)	10	Extent of conflict of interest regulation index (0–10)	2.3	Domestic transport (US$)	550
Time (days)	129	Extent of shareholder governance index (0–10)	4.7	*Time to import*	
Cost (% of warehouse value)	1.9	Strength of minority investor protection index (0–10)	3.5	Documentary compliance (hours)	209
Building quality control index (0–15)	6.5			Border compliance (hours)	203
		Paying taxes (rank)	113	Domestic transport (hours)	48
Getting electricity (rank)	129	DTF score for paying taxes (0–100)	68.95	*Cost to import*	
DTF score for getting electricity (0–100)	58.10	Payments (number per year)	30	Documentary compliance (US$)	750
Procedures (number)	4	Time (hours per year)	306	Border compliance (US$)	668
Time (days)	95	Total tax rate (% of profit)	32.1	Domestic transport (US$)	529
Cost (% of income per capita)	1,414.9				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	84	**Resolving insolvency** (rank)	114
		DTF score for enforcing contracts (0–100)	59.06	DTF score for resolving insolvency (0–100)	37.81
Registering property (rank)	141	Time (days)	530	Time (years)	3.0
DTF score for registering property (0–100)	50.04	Cost (% of claim)	15.2	Cost (% of estate)	15
Procedures (number)	7	Quality of judicial processes index (0–18)	5	Recovery rate (cents on the dollar)	29.6
Time (days)	52			Strength of insolvency framework index (0–16)	7
Cost (% of property value)	6.1				
Quality of land administration index (0–30)	4.5				

FIJI

East Asia & Pacific				GNI per capita (US$)	4,540
Ease of doing business rank (1–189)	88	Overall distance to frontier (DTF) score (0–100)	62.58	Population (m)	0.9

Starting a business (rank)	167	**Getting credit** (rank)	79	**Trading across borders** (rank)	73
DTF score for starting a business (0–100)	68.18	DTF score for getting credit (0–100)	50.00	DTF score for trading across borders (0–100)	77.57
Procedures (number)	11	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	58	Depth of credit information index (0–8)	5	Documentary compliance (hours)	56
Cost (% of income per capita)	21.3	Credit bureau coverage (% of adults)	82.4	Border compliance (hours)	56
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	1
				Cost to export	
Dealing with construction permits (rank)	111	**Protecting minority investors** (rank)	111	Documentary compliance (US$)	76
DTF score for dealing with construction permits (0–100)	66.18	DTF score for protecting minority investors (0–100)	48.33	Border compliance (US$)	317
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	5.7	Domestic transport (US$)	179
Time (days)	141	Extent of shareholder governance index (0–10)	4.0	*Time to import*	
Cost (% of warehouse value)	0.4	Strength of minority investor protection index (0–10)	4.8	Documentary compliance (hours)	34
Building quality control index (0–15)	6			Border compliance (hours)	42
		Paying taxes (rank)	108	Domestic transport (hours)	1
Getting electricity (rank)	78	DTF score for paying taxes (0–100)	70.17	*Cost to import*	
DTF score for getting electricity (0–100)	71.26	Payments (number per year)	39	Documentary compliance (US$)	58
Procedures (number)	4	Time (hours per year)	195	Border compliance (US$)	320
Time (days)	81	Total tax rate (% of profit)	31.1	Domestic transport (US$)	179
Cost (% of income per capita)	1,692.5				
Reliability of supply and transparency of tariffs index (0–8)	4	**Enforcing contracts** (rank)	88	**Resolving insolvency** (rank)	89
		DTF score for enforcing contracts (0–100)	58.44	DTF score for resolving insolvency (0–100)	43.76
Registering property (rank)	55	Time (days)	397	Time (years)	1.8
DTF score for registering property (0–100)	71.86	Cost (% of claim)	38.9	Cost (% of estate)	10
Procedures (number)	4	Quality of judicial processes index (0–18)	7.5	Recovery rate (cents on the dollar)	46.5
Time (days)	69			Strength of insolvency framework index (0–16)	6
Cost (% of property value)	3.0				
Quality of land administration index (0–30)	19.5				

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FINLAND

Ease of doing business rank (1–189)	**10**	**OECD high income**		**GNI per capita (US$)**	**47,380**
		Overall distance to frontier (DTF) score (0–100)	**81.05**	**Population (m)**	**5.5**
Starting a business (rank)	33	**Getting credit** (rank)	42	**Trading across borders** (rank)	32
DTF score for starting a business (0–100)	93.11	DTF score for getting credit (0–100)	65.00	DTF score for trading across borders (0–100)	92.44
Procedures (number)	3	Strength of legal rights index (0–12)	7	*Time to export*	
Time (days)	14	Depth of credit information index (0–8)	6	Documentary compliance (hours)	2
Cost (% of income per capita)	1.0	Credit bureau coverage (% of adults)	20.5	Border compliance (hours)	36
Minimum capital (% of income per capita)	6.8	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	27	**Protecting minority investors** (rank)	66	Documentary compliance (US$)	70
DTF score for dealing with construction permits (0–100)	77.90	DTF score for protecting minority investors (0–100)	56.67	Border compliance (US$)	213
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	6.0	Domestic transport (US$)	183
Time (days)	64	Extent of shareholder governance index (0–10)	5.3	*Time to import*	
Cost (% of warehouse value)	0.8	Strength of minority investor protection index (0–10)	5.7	Documentary compliance (hours)	1
Building quality control index (0–15)	10			Border compliance (hours)	2
		✔ **Paying taxes** (rank)	17	Domestic transport (hours)	2
Getting electricity (rank)	16	DTF score for paying taxes (0–100)	89.38	*Cost to import*	
DTF score for getting electricity (0–100)	88.97	Payments (number per year)	8	Documentary compliance (US$)	0
Procedures (number)	5	Time (hours per year)	93	Border compliance (US$)	0
Time (days)	42	Total tax rate (% of profit)	37.9	Domestic transport (US$)	183
Cost (% of income per capita)	29.1				
Reliability of supply and transparency of tariffs index (0–8)	8	**Enforcing contracts** (rank)	30	**Resolving insolvency** (rank)	1
		DTF score for enforcing contracts (0–100)	70.33	DTF score for resolving insolvency (0–100)	93.81
Registering property (rank)	20	Time (days)	375	Time (years)	0.9
DTF score for registering property (0–100)	82.94	Cost (% of claim)	16.2	Cost (% of estate)	4
Procedures (number)	3	Quality of judicial processes index (0–18)	9	Recovery rate (cents on the dollar)	90.1
Time (days)	32			Strength of insolvency framework index (0–16)	14.5
Cost (% of property value)	4.0				
Quality of land administration index (0–30)	27				

FRANCE

Ease of doing business rank (1–189)	**27**	**OECD high income**		**GNI per capita (US$)**	**43,080**
		Overall distance to frontier (DTF) score (0–100)	**75.96**	**Population (m)**	**66.2**
Starting a business (rank)	32	**Getting credit** (rank)	79	**Trading across borders** (rank)	1
DTF score for starting a business (0–100)	93.14	DTF score for getting credit (0–100)	50.00	DTF score for trading across borders (0–100)	100.00
Procedures (number)	5	Strength of legal rights index (0–12)	4	*Time to export*	
Time (days)	4	Depth of credit information index (0–8)	6	Documentary compliance (hours)	1
Cost (% of income per capita)	0.8	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	0
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	45.1	Domestic transport (hours)	5
				Cost to export	
Dealing with construction permits (rank)	40	**Protecting minority investors** (rank)	29	Documentary compliance (US$)	0
DTF score for dealing with construction permits (0–100)	75.46	DTF score for protecting minority investors (0–100)	65.00	Border compliance (US$)	0
Procedures (number)	9	Extent of conflict of interest regulation index (0–10)	5.7	Domestic transport (US$)	738
Time (days)	183	Extent of shareholder governance index (0–10)	7.3	*Time to import*	
Cost (% of warehouse value)	4.7	Strength of minority investor protection index (0–10)	6.5	Documentary compliance (hours)	1
Building quality control index (0–15)	13			Border compliance (hours)	0
		✔ **Paying taxes** (rank)	87	Domestic transport (hours)	5
Getting electricity (rank)	20	DTF score for paying taxes (0–100)	74.31	*Cost to import*	
DTF score for getting electricity (0–100)	85.78	Payments (number per year)	8	Documentary compliance (US$)	0
Procedures (number)	5	Time (hours per year)	137	Border compliance (US$)	0
Time (days)	71	Total tax rate (% of profit)	62.7	Domestic transport (US$)	738
Cost (% of income per capita)	41.3				
Reliability of supply and transparency of tariffs index (0–8)	8	**Enforcing contracts** (rank)	14	**Resolving insolvency** (rank)	24
		DTF score for enforcing contracts (0–100)	74.89	DTF score for resolving insolvency (0–100)	76.09
Registering property (rank)	85	Time (days)	395	Time (years)	1.9
DTF score for registering property (0–100)	64.94	Cost (% of claim)	17.4	Cost (% of estate)	9
Procedures (number)	8	Quality of judicial processes index (0–18)	12	Recovery rate (cents on the dollar)	77.5
Time (days)	49			Strength of insolvency framework index (0–16)	11
Cost (% of property value)	6.1				
Quality of land administration index (0–30)	24.5				

GABON

Ease of doing business rank (1–189)	**162**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**9,320**
		Overall distance to frontier (DTF) score (0–100)	**45.99**	**Population (m)**	**1.7**
✔ **Starting a business** (rank)	144	**Getting credit** (rank)	109	**Trading across borders** (rank)	165
DTF score for starting a business (0–100)	76.14	DTF score for getting credit (0–100)	40.00	DTF score for trading across borders (0–100)	39.84
Procedures (number)	7	Strength of legal rights index (0–12)	6	*Time to export*	
Time (days)	50	Depth of credit information index (0–8)	2	Documentary compliance (hours)	72
Cost (% of income per capita)	15.1	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	96
Minimum capital (% of income per capita)	11.4	Credit registry coverage (% of adults)	52.0	Domestic transport (hours)	4
				Cost to export	
✘ **Dealing with construction permits** (rank)	164	**Protecting minority investors** (rank)	155	Documentary compliance (US$)	328
DTF score for dealing with construction permits (0–100)	53.31	DTF score for protecting minority investors (0–100)	38.33	Border compliance (US$)	1,375
Procedures (number)	12	Extent of conflict of interest regulation index (0–10)	4.0	Domestic transport (US$)	340
Time (days)	329	Extent of shareholder governance index (0–10)	3.7	*Time to import*	
Cost (% of warehouse value)	1.0	Strength of minority investor protection index (0–10)	3.8	Documentary compliance (hours)	120
Building quality control index (0–15)	5			Border compliance (hours)	84
		✘ **Paying taxes** (rank)	158	Domestic transport (hours)	4
Getting electricity (rank)	154	DTF score for paying taxes (0–100)	55.23	*Cost to import*	
DTF score for getting electricity (0–100)	46.88	Payments (number per year)	26	Documentary compliance (US$)	273
Procedures (number)	7	Time (hours per year)	488	Border compliance (US$)	950
Time (days)	148	Total tax rate (% of profit)	45.7	Domestic transport (US$)	340
Cost (% of income per capita)	1,158.9				
Reliability of supply and transparency of tariffs index (0–8)	2	**Enforcing contracts** (rank)	171	**Resolving insolvency** (rank)	120
		DTF score for enforcing contracts (0–100)	35.29	DTF score for resolving insolvency (0–100)	36.29
✔ **Registering property** (rank)	173	Time (days)	1,070	Time (years)	5.0
DTF score for registering property (0–100)	38.63	Cost (% of claim)	34.3	Cost (% of estate)	15
Procedures (number)	6	Quality of judicial processes index (0–18)	4	Recovery rate (cents on the dollar)	15.2
Time (days)	103			Strength of insolvency framework index (0–16)	9
Cost (% of property value)	10.5				
Quality of land administration index (0–30)	4.5				

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GAMBIA, THE

Ease of doing business rank (1–189)	151	Sub-Saharan Africa		GNI per capita (US$)	450
		Overall distance to frontier (DTF) score (0–100)	48.99	Population (m)	1.9

Starting a business (rank)	169
DTF score for starting a business (0–100)	67.32
Procedures (number)	7
Time (days)	25
Cost (% of income per capita)	141.6
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	117
DTF score for dealing with construction permits (0–100)	65.55
Procedures (number)	12
Time (days)	144
Cost (% of warehouse value)	2.5
Building quality control index (0–15)	5.5
Getting electricity (rank)	153
DTF score for getting electricity (0–100)	47.40
Procedures (number)	5
Time (days)	78
Cost (% of income per capita)	4,129.8
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	124
DTF score for registering property (0–100)	53.66
Procedures (number)	5
Time (days)	66
Cost (% of property value)	7.6
Quality of land administration index (0–30)	9

Getting credit (rank)	162
DTF score for getting credit (0–100)	20.00
Strength of legal rights index (0–12)	4
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	163
DTF score for protecting minority investors (0–100)	36.67
Extent of conflict of interest regulation index (0–10)	4.0
Extent of shareholder governance index (0–10)	3.3
Strength of minority investor protection index (0–10)	3.7
✔ **Paying taxes** (rank)	177
DTF score for paying taxes (0–100)	40.94
Payments (number per year)	50
Time (hours per year)	326
Total tax rate (% of profit)	63.3
Enforcing contracts (rank)	110
DTF score for enforcing contracts (0–100)	54.84
Time (days)	407
Cost (% of claim)	37.9
Quality of judicial processes index (0–18)	5.5

Trading across borders (rank)	104
DTF score for trading across borders (0–100)	65.27
Time to export	
Documentary compliance (hours)	61
Border compliance (hours)	109
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	183
Border compliance (US$)	381
Domestic transport (US$)	156
Time to import	
Documentary compliance (hours)	32
Border compliance (hours)	87
Domestic transport (hours)	1
Cost to import	
Documentary compliance (US$)	152
Border compliance (US$)	326
Domestic transport (US$)	163
Resolving insolvency (rank)	111
DTF score for resolving insolvency (0–100)	38.27
Time (years)	2.0
Cost (% of estate)	15
Recovery rate (cents on the dollar)	27.6
Strength of insolvency framework index (0–16)	7.5

GEORGIA

Ease of doing business rank (1–189)	24	Europe & Central Asia		GNI per capita (US$)	3,720
		Overall distance to frontier (DTF) score (0–100)	77.45	Population (m)	4.5

Starting a business (rank)	6
DTF score for starting a business (0–100)	97.76
Procedures (number)	2
Time (days)	2
Cost (% of income per capita)	3.1
Minimum capital (% of income per capita)	0.0
✔ **Dealing with construction permits** (rank)	11
DTF score for dealing with construction permits (0–100)	82.77
Procedures (number)	7
Time (days)	48
Cost (% of warehouse value)	0.2
Building quality control index (0–15)	7
Getting electricity (rank)	62
DTF score for getting electricity (0–100)	76.15
Procedures (number)	4
Time (days)	71
Cost (% of income per capita)	461.8
Reliability of supply and transparency of tariffs index (0–8)	4
Registering property (rank)	3
DTF score for registering property (0–100)	91.16
Procedures (number)	1
Time (days)	1
Cost (% of property value)	0.1
Quality of land administration index (0–30)	19.5

Getting credit (rank)	7
DTF score for getting credit (0–100)	85.00
Strength of legal rights index (0–12)	9
Depth of credit information index (0–8)	8
Credit bureau coverage (% of adults)	74.5
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	20
DTF score for protecting minority investors (0–100)	68.33
Extent of conflict of interest regulation index (0–10)	7.7
Extent of shareholder governance index (0–10)	6.0
Strength of minority investor protection index (0–10)	6.8
Paying taxes (rank)	40
DTF score for paying taxes (0–100)	82.76
Payments (number per year)	5
Time (hours per year)	362
Total tax rate (% of profit)	16.4
✔ **Enforcing contracts** (rank)	13
DTF score for enforcing contracts (0–100)	75.06
Time (days)	285
Cost (% of claim)	29.9
Quality of judicial processes index (0–18)	13

Trading across borders (rank)	78
DTF score for trading across borders (0–100)	75.31
Time to export	
Documentary compliance (hours)	48
Border compliance (hours)	14
Domestic transport (hours)	7
Cost to export	
Documentary compliance (US$)	200
Border compliance (US$)	383
Domestic transport (US$)	460
Time to import	
Documentary compliance (hours)	24
Border compliance (hours)	14
Domestic transport (hours)	7
Cost to import	
Documentary compliance (US$)	200
Border compliance (US$)	396
Domestic transport (US$)	464
Resolving insolvency (rank)	101
DTF score for resolving insolvency (0–100)	40.24
Time (years)	2.0
Cost (% of estate)	10
Recovery rate (cents on the dollar)	39.9
Strength of insolvency framework index (0–16)	6

GERMANY

Ease of doing business rank (1–189)	15	OECD high income		GNI per capita (US$)	47,640
		Overall distance to frontier (DTF) score (0–100)	79.87	Population (m)	80.9

✔ **Starting a business** (rank)	107
DTF score for starting a business (0–100)	83.37
Procedures (number)	9
Time (days)	10.5
Cost (% of income per capita)	1.8
Minimum capital (% of income per capita)	33.9
Dealing with construction permits (rank)	13
DTF score for dealing with construction permits (0–100)	81.42
Procedures (number)	8
Time (days)	96
Cost (% of warehouse value)	1.1
Building quality control index (0–15)	9.5
Getting electricity (rank)	3
DTF score for getting electricity (0–100)	98.78
Procedures (number)	3
Time (days)	28
Cost (% of income per capita)	42.0
Reliability of supply and transparency of tariffs index (0–8)	8
Registering property (rank)	62
DTF score for registering property (0–100)	69.35
Procedures (number)	5
Time (days)	39
Cost (% of property value)	6.7
Quality of land administration index (0–30)	22

Getting credit (rank)	28
DTF score for getting credit (0–100)	70.00
Strength of legal rights index (0–12)	6
Depth of credit information index (0–8)	8
Credit bureau coverage (% of adults)	100.0
Credit registry coverage (% of adults)	1.6
Protecting minority investors (rank)	49
DTF score for protecting minority investors (0–100)	60.00
Extent of conflict of interest regulation index (0–10)	5.0
Extent of shareholder governance index (0–10)	7.0
Strength of minority investor protection index (0–10)	6.0
Paying taxes (rank)	72
DTF score for paying taxes (0–100)	77.00
Payments (number per year)	9
Time (hours per year)	218
Total tax rate (% of profit)	48.8
Enforcing contracts (rank)	12
DTF score for enforcing contracts (0–100)	75.08
Time (days)	429
Cost (% of claim)	14.4
Quality of judicial processes index (0–18)	12

Trading across borders (rank)	35
DTF score for trading across borders (0–100)	91.77
Time to export	
Documentary compliance (hours)	1
Border compliance (hours)	36
Domestic transport (hours)	3
Cost to export	
Documentary compliance (US$)	45
Border compliance (US$)	345
Domestic transport (US$)	500
Time to import	
Documentary compliance (hours)	1
Border compliance (hours)	0
Domestic transport (hours)	5
Cost to import	
Documentary compliance (US$)	0
Border compliance (US$)	0
Domestic transport (US$)	520
Resolving insolvency (rank)	3
DTF score for resolving insolvency (0–100)	91.93
Time (years)	1.2
Cost (% of estate)	8
Recovery rate (cents on the dollar)	83.7
Strength of insolvency framework index (0–16)	15

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

✔ Reform making it easier to do business ✘ Change making it more difficult to do business

GHANA

Ease of doing business rank (1–189)	**114**	**Sub-Saharan Africa**	
		Overall distance to frontier (DTF) score (0–100)	**57.69**
		GNI per capita (US$)	**1,620**
		Population (m)	**26.4**

Starting a business (rank)	102
DTF score for starting a business (0–100)	83.73
Procedures (number)	8
Time (days)	14
Cost (% of income per capita)	19.4
Minimum capital (% of income per capita)	2.4
Dealing with construction permits (rank)	132
DTF score for dealing with construction permits (0–100)	62.32
Procedures (number)	15
Time (days)	216
Cost (% of warehouse value)	1.9
Building quality control index (0–15)	8
Getting electricity (rank)	121
DTF score for getting electricity (0–100)	59.48
Procedures (number)	4
Time (days)	79
Cost (% of income per capita)	1,530.6
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	77
DTF score for registering property (0–100)	66.12
Procedures (number)	5
Time (days)	46
Cost (% of property value)	1.1
Quality of land administration index (0–30)	8

Getting credit (rank)	42
DTF score for getting credit (0–100)	65.00
Strength of legal rights index (0–12)	7
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	16.3
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	66
DTF score for protecting minority investors (0–100)	56.67
Extent of conflict of interest regulation index (0–10)	6.7
Extent of shareholder governance index (0–10)	4.7
Strength of minority investor protection index (0–10)	5.7
Paying taxes (rank)	106
DTF score for paying taxes (0–100)	71.24
Payments (number per year)	33
Time (hours per year)	224
Total tax rate (% of profit)	32.7
Enforcing contracts (rank)	116
DTF score for enforcing contracts (0–100)	54.00
Time (days)	710
Cost (% of claim)	23.0
Quality of judicial processes index (0–18)	6.5

✔ **Trading across borders** (rank)	171
DTF score for trading across borders (0–100)	36.48
Time to export	
Documentary compliance (hours)	89
Border compliance (hours)	108
Domestic transport (hours)	3
Cost to export	
Documentary compliance (US$)	155
Border compliance (US$)	490
Domestic transport (US$)	487
Time to import	
Documentary compliance (hours)	282
Border compliance (hours)	282
Domestic transport (hours)	4
Cost to import	
Documentary compliance (US$)	302
Border compliance (US$)	725
Domestic transport (US$)	480
Resolving insolvency (rank)	161
DTF score for resolving insolvency (0–100)	21.88
Time (years)	1.9
Cost (% of estate)	22
Recovery rate (cents on the dollar)	23.2
Strength of insolvency framework index (0–16)	3

GREECE

Ease of doing business rank (1–189)	**60**	**OECD high income**	
		Overall distance to frontier (DTF) score (0–100)	**68.38**
		GNI per capita (US$)	**22,090**
		Population (m)	**11.0**

Starting a business (rank)	54
DTF score for starting a business (0–100)	90.70
Procedures (number)	5
Time (days)	13
Cost (% of income per capita)	2.2
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	60
DTF score for dealing with construction permits (0–100)	72.63
Procedures (number)	18
Time (days)	124
Cost (% of warehouse value)	1.8
Building quality control index (0–15)	12
Getting electricity (rank)	47
DTF score for getting electricity (0–100)	80.57
Procedures (number)	6
Time (days)	51
Cost (% of income per capita)	70.0
Reliability of supply and transparency of tariffs index (0–8)	7
Registering property (rank)	144
DTF score for registering property (0–100)	49.62
Procedures (number)	10
Time (days)	20
Cost (% of property value)	4.9
Quality of land administration index (0–30)	4.5

Getting credit (rank)	79
DTF score for getting credit (0–100)	50.00
Strength of legal rights index (0–12)	3
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	81.2
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	47
DTF score for protecting minority investors (0–100)	61.67
Extent of conflict of interest regulation index (0–10)	5.3
Extent of shareholder governance index (0–10)	7.0
Strength of minority investor protection index (0–10)	6.2
✔ **Paying taxes** (rank)	66
DTF score for paying taxes (0–100)	78.45
Payments (number per year)	8
Time (hours per year)	193
Total tax rate (% of profit)	49.6
Enforcing contracts (rank)	132
DTF score for enforcing contracts (0–100)	50.19
Time (days)	1,580
Cost (% of claim)	14.4
Quality of judicial processes index (0–18)	12

Trading across borders (rank)	27
DTF score for trading across borders (0–100)	93.72
Time to export	
Documentary compliance (hours)	1
Border compliance (hours)	24
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	30
Border compliance (US$)	300
Domestic transport (US$)	350
Time to import	
Documentary compliance (hours)	1
Border compliance (hours)	1
Domestic transport (hours)	23
Cost to import	
Documentary compliance (US$)	0
Border compliance (US$)	0
Domestic transport (US$)	808
Resolving insolvency (rank)	54
DTF score for resolving insolvency (0–100)	56.28
Time (years)	3.5
Cost (% of estate)	9
Recovery rate (cents on the dollar)	34.9
Strength of insolvency framework index (0–16)	12

GRENADA

Ease of doing business rank (1–189)	**135**	**Latin America & Caribbean**	
		Overall distance to frontier (DTF) score (0–100)	**53.46**
		GNI per capita (US$)	**7,850**
		Population (m)	**0.1**

Starting a business (rank)	76
DTF score for starting a business (0–100)	86.84
Procedures (number)	6
Time (days)	15
Cost (% of income per capita)	17.3
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	100
DTF score for dealing with construction permits (0–100)	67.61
Procedures (number)	13
Time (days)	128
Cost (% of warehouse value)	0.3
Building quality control index (0–15)	5
Getting electricity (rank)	58
DTF score for getting electricity (0–100)	76.39
Procedures (number)	5
Time (days)	38
Cost (% of income per capita)	196.4
Reliability of supply and transparency of tariffs index (0–8)	4
Registering property (rank)	139
DTF score for registering property (0–100)	50.16
Procedures (number)	8
Time (days)	32
Cost (% of property value)	7.4
Quality of land administration index (0–30)	7

Getting credit (rank)	133
DTF score for getting credit (0–100)	30.00
Strength of legal rights index (0–12)	6
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	122
DTF score for protecting minority investors (0–100)	45.00
Extent of conflict of interest regulation index (0–10)	6.7
Extent of shareholder governance index (0–10)	2.3
Strength of minority investor protection index (0–10)	4.5
Paying taxes (rank)	132
DTF score for paying taxes (0–100)	64.46
Payments (number per year)	42
Time (hours per year)	140
Total tax rate (% of profit)	45.3
Enforcing contracts (rank)	89
DTF score for enforcing contracts (0–100)	58.41
Time (days)	688
Cost (% of claim)	32.6
Quality of judicial processes index (0–18)	10.5

Trading across borders (rank)	138
DTF score for trading across borders (0–100)	55.76
Time to export	
Documentary compliance (hours)	77
Border compliance (hours)	101
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	40
Border compliance (US$)	1,034
Domestic transport (US$)	214
Time to import	
Documentary compliance (hours)	44
Border compliance (hours)	37
Domestic transport (hours)	1
Cost to import	
Documentary compliance (US$)	50
Border compliance (US$)	1,745
Domestic transport (US$)	214
Resolving insolvency (rank)	189
DTF score for resolving insolvency (0–100)	0.0
Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0.0
Strength of insolvency framework index (0–16)	0

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✔ Reform making it easier to do business ✘ Change making it more difficult to do business

GUATEMALA

Ease of doing business rank (1–189)	81	Latin America & Caribbean		GNI per capita (US$)	3,440
		Overall distance to frontier (DTF) score (0–100)	63.49	Population (m)	15.9

Starting a business (rank)	101
DTF score for starting a business (0–100)	83.87
Procedures (number)	6
Time (days)	18.5
Cost (% of income per capita)	25.0
Minimum capital (% of income per capita)	18.1
Dealing with construction permits (rank)	106
DTF score for dealing with construction permits (0–100)	67.17
Procedures (number)	11
Time (days)	158
Cost (% of warehouse value)	7.2
Building quality control index (0–15)	10
Getting electricity (rank)	21
DTF score for getting electricity (0–100)	85.76
Procedures (number)	4
Time (days)	39
Cost (% of income per capita)	499.3
Reliability of supply and transparency of tariffs index (0–8)	6
Registering property (rank)	75
DTF score for registering property (0–100)	66.42
Procedures (number)	6
Time (days)	24
Cost (% of property value)	3.7
Quality of land administration index (0–30)	13

Getting credit (rank)	15
DTF score for getting credit (0–100)	80.00
Strength of legal rights index (0–12)	9
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	8.8
Credit registry coverage (% of adults)	19.0
Protecting minority investors (rank)	174
DTF score for protecting minority investors (0–100)	33.33
Extent of conflict of interest regulation index (0–10)	3.3
Extent of shareholder governance index (0–10)	3.3
Strength of minority investor protection index (0–10)	3.3
✔ **Paying taxes** (rank)	50
DTF score for paying taxes (0–100)	81.18
Payments (number per year)	8
Time (hours per year)	256
Total tax rate (% of profit)	37.5
Enforcing contracts (rank)	173
DTF score for enforcing contracts (0–100)	34.55
Time (days)	1,402
Cost (% of claim)	26.5
Quality of judicial processes index (0–18)	6

✔ **Trading across borders** (rank)	78
DTF score for trading across borders (0–100)	75.31
Time to export	
Documentary compliance (hours)	48
Border compliance (hours)	36
Domestic transport (hours)	5
Cost to export	
Documentary compliance (US$)	105
Border compliance (US$)	310
Domestic transport (US$)	750
Time to import	
Documentary compliance (hours)	32
Border compliance (hours)	72
Domestic transport (hours)	5
Cost to import	
Documentary compliance (US$)	140
Border compliance (US$)	405
Domestic transport (US$)	750
Resolving insolvency (rank)	153
DTF score for resolving insolvency (0–100)	27.30
Time (years)	3.0
Cost (% of estate)	15
Recovery rate (cents on the dollar)	27.5
Strength of insolvency framework index (0–16)	4

GUINEA

Ease of doing business rank (1–189)	165	Sub-Saharan Africa		GNI per capita (US$)	480
		Overall distance to frontier (DTF) score (0–100)	45.54	Population (m)	12.0

✔ **Starting a business** (rank)	126
DTF score for starting a business (0–100)	80.02
Procedures (number)	6
Time (days)	8
Cost (% of income per capita)	79.0
Minimum capital (% of income per capita)	13.9
Dealing with construction permits (rank)	166
DTF score for dealing with construction permits (0–100)	53.03
Procedures (number)	27
Time (days)	173
Cost (% of warehouse value)	1.5
Building quality control index (0–15)	7.5
Getting electricity (rank)	159
DTF score for getting electricity (0–100)	44.41
Procedures (number)	4
Time (days)	69
Cost (% of income per capita)	6,766.0
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	146
DTF score for registering property (0–100)	48.95
Procedures (number)	6
Time (days)	44
Cost (% of property value)	8.5
Quality of land administration index (0–30)	4.5

Getting credit (rank)	133
DTF score for getting credit (0–100)	30.00
Strength of legal rights index (0–12)	6
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	166
DTF score for protecting minority investors (0–100)	35.00
Extent of conflict of interest regulation index (0–10)	3.3
Extent of shareholder governance index (0–10)	3.7
Strength of minority investor protection index (0–10)	3.5
Paying taxes (rank)	184
DTF score for paying taxes (0–100)	28.27
Payments (number per year)	57
Time (hours per year)	440
Total tax rate (% of profit)	68.3
Enforcing contracts (rank)	118
DTF score for enforcing contracts (0–100)	53.87
Time (days)	311
Cost (% of claim)	45.0
Quality of judicial processes index (0–18)	5

Trading across borders (rank)	161
DTF score for trading across borders (0–100)	43.02
Time to export	
Documentary compliance (hours)	152
Border compliance (hours)	72
Domestic transport (hours)	6
Cost to export	
Documentary compliance (US$)	178
Border compliance (US$)	778
Domestic transport (US$)	321
Time to import	
Documentary compliance (hours)	168
Border compliance (hours)	91
Domestic transport (hours)	5
Cost to import	
Documentary compliance (US$)	300
Border compliance (US$)	709
Domestic transport (US$)	333
Resolving insolvency (rank)	108
DTF score for resolving insolvency (0–100)	38.84
Time (years)	3.8
Cost (% of estate)	8
Recovery rate (cents on the dollar)	19.9
Strength of insolvency framework index (0–16)	9

GUINEA-BISSAU

Ease of doing business rank (1–189)	178	Sub-Saharan Africa		GNI per capita (US$)	570
		Overall distance to frontier (DTF) score (0–100)	40.56	Population (m)	1.7

Starting a business (rank)	179
DTF score for starting a business (0–100)	59.11
Procedures (number)	9
Time (days)	9
Cost (% of income per capita)	43.2
Minimum capital (% of income per capita)	345.5
Dealing with construction permits (rank)	163
DTF score for dealing with construction permits (0–100)	53.72
Procedures (number)	11
Time (days)	116
Cost (% of warehouse value)	15.7
Building quality control index (0–15)	6.5
Getting electricity (rank)	184
DTF score for getting electricity (0–100)	27.86
Procedures (number)	7
Time (days)	455
Cost (% of income per capita)	1,772.3
Reliability of supply and transparency of tariffs index (0–8)	0
✔ **Registering property** (rank)	150
DTF score for registering property (0–100)	48.51
Procedures (number)	8
Time (days)	51
Cost (% of property value)	5.6
Quality of land administration index (0–30)	4

Getting credit (rank)	133
DTF score for getting credit (0–100)	30.00
Strength of legal rights index (0–12)	6
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.1
Protecting minority investors (rank)	155
DTF score for protecting minority investors (0–100)	38.33
Extent of conflict of interest regulation index (0–10)	4.7
Extent of shareholder governance index (0–10)	3.0
Strength of minority investor protection index (0–10)	3.8
Paying taxes (rank)	152
DTF score for paying taxes (0–100)	58.65
Payments (number per year)	46
Time (hours per year)	208
Total tax rate (% of profit)	45.5
Enforcing contracts (rank)	162
DTF score for enforcing contracts (0–100)	38.81
Time (days)	1,715
Cost (% of claim)	25.0
Quality of judicial processes index (0–18)	8

Trading across borders (rank)	148
DTF score for trading across borders (0–100)	50.58
Time to export	
Documentary compliance (hours)	60
Border compliance (hours)	91
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	316
Border compliance (US$)	710
Domestic transport (US$)	200
Time to import	
Documentary compliance (hours)	36
Border compliance (hours)	72
Domestic transport (hours)	1
Cost to import	
Documentary compliance (US$)	384
Border compliance (US$)	755
Domestic transport (US$)	200
Resolving insolvency (rank)	189
DTF score for resolving insolvency (0–100)	0.00
Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0.0
Strength of insolvency framework index (0–16)	0

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✔ Reform making it easier to do business ✘ Change making it more difficult to do business

GUYANA

Ease of doing business rank (1–189)	**137**	**Latin America & Caribbean**		**GNI per capita (US$)**	**3,970**
		Overall distance to frontier (DTF) score (0–100)	**51.83**	**Population (m)**	**0.8**
Starting a business (rank)	92	✔ **Getting credit** (rank)	167	**Trading across borders** (rank)	139
DTF score for starting a business (0–100)	85.42	DTF score for getting credit (0–100)	15.00	DTF score for trading across borders (0–100)	55.60
Procedures (number)	7	Strength of legal rights index (0–12)	3	*Time to export*	
Time (days)	18	Depth of credit information index (0–8)	0	Documentary compliance (hours)	200
Cost (% of income per capita)	10.9	Credit bureau coverage (% of adults)	2.4	Border compliance (hours)	72
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	138	**Protecting minority investors** (rank)	99	Documentary compliance (US$)	178
DTF score for dealing with construction permits (0–100)	61.76	DTF score for protecting minority investors (0–100)	51.67	Border compliance (US$)	278
Procedures (number)	7	Extent of conflict of interest regulation index (0–10)	5.3	Domestic transport (US$)	244
Time (days)	195	Extent of shareholder governance index (0–10)	5.0	*Time to import*	
Cost (% of warehouse value)	0.6	Strength of minority investor protection index (0–10)	5.2	Documentary compliance (hours)	156
Building quality control index (0–15)	1			Border compliance (hours)	84
		Paying taxes (rank)	117	Domestic transport (hours)	2
Getting electricity (rank)	165	DTF score for paying taxes (0–100)	68.69	*Cost to import*	
DTF score for getting electricity (0–100)	43.00	Payments (number per year)	35	Documentary compliance (US$)	163
Procedures (number)	8	Time (hours per year)	256	Border compliance (US$)	265
Time (days)	109	Total tax rate (% of profit)	32.3	Domestic transport (US$)	175
Cost (% of income per capita)	411.9				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	87	**Resolving insolvency** (rank)	156
		DTF score for enforcing contracts (0–100)	58.55	DTF score for resolving insolvency (0–100)	25.55
Registering property (rank)	125	Time (days)	581	Time (years)	3.0
DTF score for registering property (0–100)	53.06	Cost (% of claim)	25.2	Cost (% of estate)	29
Procedures (number)	6	Quality of judicial processes index (0–18)	7.5	Recovery rate (cents on the dollar)	18.4
Time (days)	75			Strength of insolvency framework index (0–16)	5
Cost (% of property value)	4.6				
Quality of land administration index (0–30)	6				

HAITI

Ease of doing business rank (1–189)	**182**	**Latin America & Caribbean**		**GNI per capita (US$)**	**830**
		Overall distance to frontier (DTF) score (0–100)	**39.56**	**Population (m)**	**10.5**
Starting a business (rank)	188	**Getting credit** (rank)	174	**Trading across borders** (rank)	76
DTF score for starting a business (0–100)	33.53	DTF score for getting credit (0–100)	10.00	DTF score for trading across borders (0–100)	77.01
Procedures (number)	12	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	97	Depth of credit information index (0–8)	0	Documentary compliance (hours)	4
Cost (% of income per capita)	235.3	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	30
Minimum capital (% of income per capita)	16.7	Credit registry coverage (% of adults)	1.6	Domestic transport (hours)	1
				Cost to export	
Dealing with construction permits (rank)	167	**Protecting minority investors** (rank)	187	Documentary compliance (US$)	48
DTF score for dealing with construction permits (0–100)	52.86	DTF score for protecting minority investors (0–100)	20.00	Border compliance (US$)	268
Procedures (number)	12	Extent of conflict of interest regulation index (0–10)	3.0	Domestic transport (US$)	220
Time (days)	80	Extent of shareholder governance index (0–10)	1.0	*Time to import*	
Cost (% of warehouse value)	15.7	Strength of minority investor protection index (0–10)	2.0	Documentary compliance (hours)	60
Building quality control index (0–15)	5			Border compliance (hours)	91
		Paying taxes (rank)	143	Domestic transport (hours)	1
Getting electricity (rank)	136	DTF score for paying taxes (0–100)	61.87	*Cost to import*	
DTF score for getting electricity (0–100)	55.04	Payments (number per year)	47	Documentary compliance (US$)	150
Procedures (number)	4	Time (hours per year)	184	Border compliance (US$)	583
Time (days)	60	Total tax rate (% of profit)	40.3	Domestic transport (US$)	265
Cost (% of income per capita)	3,639.1				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	123	**Resolving insolvency** (rank)	189
		DTF score for enforcing contracts (0–100)	52.49	DTF score for resolving insolvency (0–100)	0.00
Registering property (rank)	179	Time (days)	530	Time (years)	NO PRACTICE
DTF score for registering property (0–100)	32.83	Cost (% of claim)	42.6	Cost (% of estate)	NO PRACTICE
Procedures (number)	5	Quality of judicial processes index (0–18)	7	Recovery rate (cents on the dollar)	0.0
Time (days)	312			Strength of insolvency framework index (0–16)	0
Cost (% of property value)	7.1				
Quality of land administration index (0–30)	3.5				

HONDURAS

Ease of doing business rank (1–189)	**110**	**Latin America & Caribbean**		**GNI per capita (US$)**	**2,190**
		Overall distance to frontier (DTF) score (0–100)	**58.06**	**Population (m)**	**8.3**
Starting a business (rank)	150	**Getting credit** (rank)	7	**Trading across borders** (rank)	136
DTF score for starting a business (0–100)	74.92	DTF score for getting credit (0–100)	85.00	DTF score for trading across borders (0–100)	55.98
Procedures (number)	12	Strength of legal rights index (0–12)	9	*Time to export*	
Time (days)	14	Depth of credit information index (0–8)	8	Documentary compliance (hours)	96
Cost (% of income per capita)	38.7	Credit bureau coverage (% of adults)	36.2	Border compliance (hours)	88
Minimum capital (% of income per capita)	10.8	Credit registry coverage (% of adults)	22.2	Domestic transport (hours)	6
				Cost to export	
Dealing with construction permits (rank)	87	✔ **Protecting minority investors** (rank)	134	Documentary compliance (US$)	345
DTF score for dealing with construction permits (0–100)	69.24	DTF score for protecting minority investors (0–100)	43.33	Border compliance (US$)	594
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	5.7	Domestic transport (US$)	900
Time (days)	82	Extent of shareholder governance index (0–10)	3.0	*Time to import*	
Cost (% of warehouse value)	6.7	Strength of minority investor protection index (0–10)	4.3	Documentary compliance (hours)	72
Building quality control index (0–15)	10			Border compliance (hours)	56
		✘ **Paying taxes** (rank)	155	Domestic transport (hours)	6
Getting electricity (rank)	143	DTF score for paying taxes (0–100)	57.28	*Cost to import*	
DTF score for getting electricity (0–100)	53.39	Payments (number per year)	48	Documentary compliance (US$)	70
Procedures (number)	7	Time (hours per year)	224	Border compliance (US$)	475
Time (days)	39	Total tax rate (% of profit)	44.3	Domestic transport (US$)	900
Cost (% of income per capita)	861.7				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	150	**Resolving insolvency** (rank)	139
		DTF score for enforcing contracts (0–100)	45.54	DTF score for resolving insolvency (0–100)	31.67
Registering property (rank)	88	Time (days)	920	Time (years)	3.8
DTF score for registering property (0–100)	64.24	Cost (% of claim)	35.2	Cost (% of estate)	15
Procedures (number)	6	Quality of judicial processes index (0–18)	7.5	Recovery rate (cents on the dollar)	18.2
Time (days)	22			Strength of insolvency framework index (0–16)	7
Cost (% of property value)	5.7				
Quality of land administration index (0–30)	14				

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

✔ Reform making it easier to do business ✘ Change making it more difficult to do business

HONG KONG SAR, CHINA

East Asia & Pacific

Ease of doing business rank (1–189)	**5**
Overall distance to frontier (DTF) score (0–100)	**83.67**
GNI per capita (US$)	**40,320**
Population (m)	**7.2**

✔ **Starting a business** (rank)	4
DTF score for starting a business (0–100)	98.12
Procedures (number)	2
Time (days)	1.5
Cost (% of income per capita)	1.2
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	7
DTF score for dealing with construction permits (0–100)	84.78
Procedures (number)	11
Time (days)	72
Cost (% of warehouse value)	0.7
Building quality control index (0–15)	12
✔ **Getting electricity** (rank)	9
DTF score for getting electricity (0–100)	91.62
Procedures (number)	4
Time (days)	28
Cost (% of income per capita)	1.3
Reliability of supply and transparency of tariffs index (0–8)	7
Registering property (rank)	59
DTF score for registering property (0–100)	69.78
Procedures (number)	5
Time (days)	27.5
Cost (% of property value)	7.7
Quality of land administration index (0–30)	23

✔ **Getting credit** (rank)	19
DTF score for getting credit (0–100)	75.00
Strength of legal rights index (0–12)	8
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	96.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	1
DTF score for protecting minority investors (0–100)	83.33
Extent of conflict of interest regulation index (0–10)	9.0
Extent of shareholder governance index (0–10)	7.7
Strength of minority investor protection index (0–10)	8.3
✔ **Paying taxes** (rank)	4
DTF score for paying taxes (0–100)	98.71
Payments (number per year)	3
Time (hours per year)	74
Total tax rate (% of profit)	22.8
Enforcing contracts (rank)	22
DTF score for enforcing contracts (0–100)	72.57
Time (days)	360
Cost (% of claim)	21.2
Quality of judicial processes index (0–18)	11

Trading across borders (rank)	47
DTF score for trading across borders (0–100)	87.76
Time to export	
Documentary compliance (hours)	1
Border compliance (hours)	19
Domestic transport (hours)	2
Cost to export	
Documentary compliance (US$)	52
Border compliance (US$)	282
Domestic transport (US$)	223
Time to import	
Documentary compliance (hours)	1
Border compliance (hours)	19
Domestic transport (hours)	2
Cost to import	
Documentary compliance (US$)	130
Border compliance (US$)	266
Domestic transport (US$)	223
Resolving insolvency (rank)	26
DTF score for resolving insolvency (0–100)	75.06
Time (years)	0.8
Cost (% of estate)	5
Recovery rate (cents on the dollar)	87.2
Strength of insolvency framework index (0–16)	9

HUNGARY

OECD high income

Ease of doing business rank (1–189)	**42**
Overall distance to frontier (DTF) score (0–100)	**72.57**
GNI per capita (US$)	**13,470**
Population (m)	**9.9**

Starting a business (rank)	55
DTF score for starting a business (0–100)	90.56
Procedures (number)	4
Time (days)	5
Cost (% of income per capita)	7.3
Minimum capital (% of income per capita)	47.7
Dealing with construction permits (rank)	88
DTF score for dealing with construction permits (0–100)	69.06
Procedures (number)	23
Time (days)	179
Cost (% of warehouse value)	0.2
Building quality control index (0–15)	14
Getting electricity (rank)	117
DTF score for getting electricity (0–100)	60.11
Procedures (number)	5
Time (days)	252
Cost (% of income per capita)	98.4
Reliability of supply and transparency of tariffs index (0–8)	6
Registering property (rank)	29
DTF score for registering property (0–100)	80.20
Procedures (number)	4
Time (days)	16.5
Cost (% of property value)	5.0
Quality of land administration index (0–30)	26

Getting credit (rank)	19
DTF score for getting credit (0–100)	75.00
Strength of legal rights index (0–12)	10
Depth of credit information index (0–8)	5
Credit bureau coverage (% of adults)	88.6
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	81
DTF score for protecting minority investors (0–100)	55.00
Extent of conflict of interest regulation index (0–10)	4.0
Extent of shareholder governance index (0–10)	7.0
Strength of minority investor protection index (0–10)	5.5
Paying taxes (rank)	95
DTF score for paying taxes (0–100)	73.06
Payments (number per year)	11
Time (hours per year)	277
Total tax rate (% of profit)	48.4
Enforcing contracts (rank)	23
DTF score for enforcing contracts (0–100)	72.08
Time (days)	395
Cost (% of claim)	15.0
Quality of judicial processes index (0–18)	10

Trading across borders (rank)	1
DTF score for trading across borders (0–100)	100.00
Time to export	
Documentary compliance (hours)	1
Border compliance (hours)	0
Domestic transport (hours)	3
Cost to export	
Documentary compliance (US$)	0
Border compliance (US$)	0
Domestic transport (US$)	400
Time to import	
Documentary compliance (hours)	1
Border compliance (hours)	0
Domestic transport (hours)	3
Cost to import	
Documentary compliance (US$)	0
Border compliance (US$)	0
Domestic transport (US$)	400
Resolving insolvency (rank)	65
DTF score for resolving insolvency (0–100)	50.58
Time (years)	2.0
Cost (% of estate)	15
Recovery rate (cents on the dollar)	41.7
Strength of insolvency framework index (0–16)	9

ICELAND

OECD high income

Ease of doing business rank (1–189)	**19**
Overall distance to frontier (DTF) score (0–100)	**78.93**
GNI per capita (US$)	**47,640**
Population (m)	**0.3**

Starting a business (rank)	40
DTF score for starting a business (0–100)	92.44
Procedures (number)	5
Time (days)	4
Cost (% of income per capita)	2.2
Minimum capital (% of income per capita)	8.4
Dealing with construction permits (rank)	45
DTF score for dealing with construction permits (0–100)	74.95
Procedures (number)	17
Time (days)	84
Cost (% of warehouse value)	0.4
Building quality control index (0–15)	10
Getting electricity (rank)	8
DTF score for getting electricity (0–100)	92.24
Procedures (number)	4
Time (days)	22
Cost (% of income per capita)	11.7
Reliability of supply and transparency of tariffs index (0–8)	7
Registering property (rank)	15
DTF score for registering property (0–100)	86.61
Procedures (number)	3
Time (days)	3.5
Cost (% of property value)	3.6
Quality of land administration index (0–30)	26.5

Getting credit (rank)	59
DTF score for getting credit (0–100)	60.00
Strength of legal rights index (0–12)	5
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	100.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	20
DTF score for protecting minority investors (0–100)	68.33
Extent of conflict of interest regulation index (0–10)	6.7
Extent of shareholder governance index (0–10)	7.0
Strength of minority investor protection index (0–10)	6.8
Paying taxes (rank)	36
DTF score for paying taxes (0–100)	83.67
Payments (number per year)	21
Time (hours per year)	140
Total tax rate (% of profit)	29.6
Enforcing contracts (rank)	35
DTF score for enforcing contracts (0–100)	69.10
Time (days)	417
Cost (% of claim)	9.0
Quality of judicial processes index (0–18)	7.5

Trading across borders (rank)	64
DTF score for trading across borders (0–100)	80.27
Time to export	
Documentary compliance (hours)	2
Border compliance (hours)	36
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	40
Border compliance (US$)	655
Domestic transport (US$)	310
Time to import	
Documentary compliance (hours)	3
Border compliance (hours)	24
Domestic transport (hours)	1
Cost to import	
Documentary compliance (US$)	0
Border compliance (US$)	655
Domestic transport (US$)	310
Resolving insolvency (rank)	15
DTF score for resolving insolvency (0–100)	81.65
Time (years)	1.0
Cost (% of estate)	4
Recovery rate (cents on the dollar)	84.9
Strength of insolvency framework index (0–16)	11.5

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

✔ Reform making it easier to do business ✘ Change making it more difficult to do business

INDIA

South Asia		GNI per capita (US$)	1,610
Ease of doing business rank (1–189)	130	Overall distance to frontier (DTF) score (0–100)	54.68	Population (m)	1,267.4

✔ **Starting a business** (rank)	155	**Getting credit** (rank)	42	**Trading across borders** (rank)	133
DTF score for starting a business (0–100)	73.59	DTF score for getting credit (0–100)	65.00	DTF score for trading across borders (0–100)	56.45
Procedures (number)	12.9	Strength of legal rights index (0–12)	6	*Time to export*	
Time (days)	29	Depth of credit information index (0–8)	7	Documentary compliance (hours)	41.5
Cost (% of income per capita)	13.5	Credit bureau coverage (% of adults)	22.0	Border compliance (hours)	109.3
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	27.8
				Cost to export	
Dealing with construction permits (rank)	183	**Protecting minority investors** (rank)	8	Documentary compliance (US$)	101.7
DTF score for dealing with construction permits (0–100)	32.47	DTF score for protecting minority investors (0–100)	73.33	Border compliance (US$)	413.1
Procedures (number)	33.6	Extent of conflict of interest regulation index (0–10)	6.7	Domestic transport (US$)	435.5
Time (days)	191.5	Extent of shareholder governance index (0–10)	8.0	*Time to import*	
Cost (% of warehouse value)	26.0	Strength of minority investor protection index (0–10)	7.3	Documentary compliance (hours)	63.3
Building quality control index (0–15)	11			Border compliance (hours)	287.4
		Paying taxes (rank)	157	Domestic transport (hours)	55.5
✔ **Getting electricity** (rank)	70	DTF score for paying taxes (0–100)	56.14	*Cost to import*	
DTF score for getting electricity (0–100)	74.56	Payments (number per year)	33	Documentary compliance (US$)	144.7
Procedures (number)	5	Time (hours per year)	243	Border compliance (US$)	574
Time (days)	90.1	Total tax rate (% of profit)	60.6	Domestic transport (US$)	535.5
Cost (% of income per capita)	442.3				
Reliability of supply and transparency of tariffs index (0–8)	5.5	**Enforcing contracts** (rank)	178	**Resolving insolvency** (rank)	136
		DTF score for enforcing contracts (0–100)	32.41	DTF score for resolving insolvency (0–100)	32.59
Registering property (rank)	138	Time (days)	1,420	Time (years)	4.3
DTF score for registering property (0–100)	50.29	Cost (% of claim)	39.6	Cost (% of estate)	9
Procedures (number)	7	Quality of judicial processes index (0–18)	7.5	Recovery rate (cents on the dollar)	25.7
Time (days)	47			Strength of insolvency framework index (0–16)	6
Cost (% of property value)	7.5				
Quality of land administration index (0–30)	7				

INDONESIA

East Asia & Pacific		GNI per capita (US$)	3,650
Ease of doing business rank (1–189)	109	Overall distance to frontier (DTF) score (0–100)	58.12	Population (m)	252.8

✔ **Starting a business** (rank)	173	✔ **Getting credit** (rank)	70	**Trading across borders** (rank)	105
DTF score for starting a business (0–100)	66.04	DTF score for getting credit (0–100)	55.00	DTF score for trading across borders (0–100)	64.75
Procedures (number)	13	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	47.8	Depth of credit information index (0–8)	6	Documentary compliance (hours)	72
Cost (% of income per capita)	19.9	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	38.7
Minimum capital (% of income per capita)	31.0	Credit registry coverage (% of adults)	48.5	Domestic transport (hours)	6.2
				Cost to export	
Dealing with construction permits (rank)	107	**Protecting minority investors** (rank)	88	Documentary compliance (US$)	170
DTF score for dealing with construction permits (0–100)	66.68	DTF score for protecting minority investors (0–100)	53.33	Border compliance (US$)	253.7
Procedures (number)	17	Extent of conflict of interest regulation index (0–10)	5.7	Domestic transport (US$)	185
Time (days)	210.2	Extent of shareholder governance index (0–10)	5.0	*Time to import*	
Cost (% of warehouse value)	3.8	Strength of minority investor protection index (0–10)	5.3	Documentary compliance (hours)	144
Building quality control index (0–15)	13			Border compliance (hours)	99.4
		✔ **Paying taxes** (rank)	148	Domestic transport (hours)	6.2
Getting electricity (rank)	46	DTF score for paying taxes (0–100)	60.46	*Cost to import*	
DTF score for getting electricity (0–100)	80.73	Payments (number per year)	54	Documentary compliance (US$)	160
Procedures (number)	5	Time (hours per year)	234	Border compliance (US$)	382.6
Time (days)	79	Total tax rate (% of profit)	29.7	Domestic transport (US$)	185
Cost (% of income per capita)	383.0				
Reliability of supply and transparency of tariffs index (0–8)	7	**Enforcing contracts** (rank)	170	**Resolving insolvency** (rank)	77
		DTF score for enforcing contracts (0–100)	35.37	DTF score for resolving insolvency (0–100)	46.48
Registering property (rank)	131	Time (days)	471	Time (years)	1.9
DTF score for registering property (0–100)	52.41	Cost (% of claim)	115.7	Cost (% of estate)	22
Procedures (number)	5	Quality of judicial processes index (0–18)	6.3	Recovery rate (cents on the dollar)	31.2
Time (days)	27.4			Strength of insolvency framework index (0–16)	9.5
Cost (% of property value)	10.8				
Quality of land administration index (0–30)	8.3				

IRAN, ISLAMIC REP.

Middle East & North Africa		GNI per capita (US$)	6,063
Ease of doing business rank (1–189)	118	Overall distance to frontier (DTF) score (0–100)	57.44	Population (m)	78.5

Starting a business (rank)	87	**Getting credit** (rank)	97	**Trading across borders** (rank)	167
DTF score for starting a business (0–100)	85.73	DTF score for getting credit (0–100)	45.00	DTF score for trading across borders (0–100)	39.38
Procedures (number)	8	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	15	Depth of credit information index (0–8)	7	Documentary compliance (hours)	159
Cost (% of income per capita)	2.7	Credit bureau coverage (% of adults)	46.6	Border compliance (hours)	107
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	49.1	Domestic transport (hours)	42
				Cost to export	
Dealing with construction permits (rank)	69	**Protecting minority investors** (rank)	150	Documentary compliance (US$)	143
DTF score for dealing with construction permits (0–100)	71.38	DTF score for protecting minority investors (0–100)	40.00	Border compliance (US$)	565
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	4.0	Domestic transport (US$)	558
Time (days)	97	Extent of shareholder governance index (0–10)	4.0	*Time to import*	
Cost (% of warehouse value)	2.1	Strength of minority investor protection index (0–10)	4.0	Documentary compliance (hours)	284
Building quality control index (0–15)	8.5			Border compliance (hours)	148
		Paying taxes (rank)	123	Domestic transport (hours)	53
Getting electricity (rank)	88	DTF score for paying taxes (0–100)	66.78	*Cost to import*	
DTF score for getting electricity (0–100)	69.17	Payments (number per year)	20	Documentary compliance (US$)	197
Procedures (number)	6	Time (hours per year)	344	Border compliance (US$)	660
Time (days)	77	Total tax rate (% of profit)	44.1	Domestic transport (US$)	600
Cost (% of income per capita)	823.4				
Reliability of supply and transparency of tariffs index (0–8)	5	**Enforcing contracts** (rank)	62	**Resolving insolvency** (rank)	140
		DTF score for enforcing contracts (0–100)	61.85	DTF score for resolving insolvency (0–100)	31.57
Registering property (rank)	91	Time (days)	505	Time (years)	4.5
DTF score for registering property (0–100)	63.50	Cost (% of claim)	17.0	Cost (% of estate)	15
Procedures (number)	7	Quality of judicial processes index (0–18)	6.5	Recovery rate (cents on the dollar)	18.0
Time (days)	12			Strength of insolvency framework index (0–16)	7
Cost (% of property value)	6.1				
Quality of land administration index (0–30)	15				

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IRAQ

Ease of doing business rank (1–189)	**161**	**Middle East & North Africa**		**GNI per capita (US$)**	**6,410**
Overall distance to frontier (DTF) score (0–100)	**46.06**			**Population (m)**	**34.3**

Starting a business (rank)	154	**Getting credit** (rank)	181	**Trading across borders** (rank)	178
DTF score for starting a business (0–100)	73.80	DTF score for getting credit (0–100)	5.00	DTF score for trading across borders (0–100)	23.51
Procedures (number)	10	Strength of legal rights index (0–12)	1	*Time to export*	
Time (days)	29	Depth of credit information index (0–8)	0	Documentary compliance (hours)	504
Cost (% of income per capita)	39.8	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	69
Minimum capital (% of income per capita)	13.4	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	24
				Cost to export	
Dealing with construction permits (rank)	147	**Protecting minority investors** (rank)	115	Documentary compliance (US$)	1,800
DTF score for dealing with construction permits (0–100)	59.98	DTF score for protecting minority investors (0–100)	46.67	Border compliance (US$)	1,018
Procedures (number)	12	Extent of conflict of interest regulation index (0–10)	4.7	Domestic transport (US$)	1,379
Time (days)	249	Extent of shareholder governance index (0–10)	4.7	*Time to import*	
Cost (% of warehouse value)	0.2	Strength of minority investor protection index (0–10)	4.7	Documentary compliance (hours)	176
Building quality control index (0–15)	5			Border compliance (hours)	131
		Paying taxes (rank)	59	Domestic transport (hours)	72
Getting electricity (rank)	106	DTF score for paying taxes (0–100)	79.53	*Cost to import*	
DTF score for getting electricity (0–100)	63.68	Payments (number per year)	14	Documentary compliance (US$)	900
Procedures (number)	4	Time (hours per year)	312	Border compliance (US$)	644
Time (days)	77	Total tax rate (% of profit)	27.8	Domestic transport (US$)	2,000
Cost (% of income per capita)	239.6				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	122	**Resolving insolvency** (rank)	189
		DTF score for enforcing contracts (0–100)	52.65	DTF score for resolving insolvency (0–100)	0.00
Registering property (rank)	117	Time (days)	520	Time (years)	NO PRACTICE
DTF score for registering property (0–100)	55.77	Cost (% of claim)	28.1	Cost (% of estate)	NO PRACTICE
Procedures (number)	5	Quality of judicial processes index (0–18)	4	Recovery rate (cents on the dollar)	0.0
Time (days)	51			Strength of insolvency framework index (0–16)	0
Cost (% of property value)	8.2				
Quality of land administration index (0–30)	10.5				

IRELAND

Ease of doing business rank (1–189)	**17**	**OECD high income**		**GNI per capita (US$)**	**44,660**
Overall distance to frontier (DTF) score (0–100)	**79.15**			**Population (m)**	**4.6**

Starting a business (rank)	25	**Getting credit** (rank)	28	**Trading across borders** (rank)	48
DTF score for starting a business (0–100)	94.18	DTF score for getting credit (0–100)	70.00	DTF score for trading across borders (0–100)	87.25
Procedures (number)	4	Strength of legal rights index (0–12)	7	*Time to export*	
Time (days)	6	Depth of credit information index (0–8)	7	Documentary compliance (hours)	1
Cost (% of income per capita)	0.2	Credit bureau coverage (% of adults)	100.0	Border compliance (hours)	24
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	43	✔ **Protecting minority investors** (rank)	8	Documentary compliance (US$)	75
DTF score for dealing with construction permits (0–100)	75.03	DTF score for protecting minority investors (0–100)	73.33	Border compliance (US$)	305
Procedures (number)	10	Extent of conflict of interest regulation index (0–10)	8.7	Domestic transport (US$)	360
Time (days)	149.5	Extent of shareholder governance index (0–10)	6.0	*Time to import*	
Cost (% of warehouse value)	6.2	Strength of minority investor protection index (0–10)	7.3	Documentary compliance (hours)	1
Building quality control index (0–15)	13			Border compliance (hours)	24
		✘ **Paying taxes** (rank)	6	Domestic transport (hours)	2
Getting electricity (rank)	30	DTF score for paying taxes (0–100)	94.97	*Cost to import*	
DTF score for getting electricity (0–100)	84.17	Payments (number per year)	9	Documentary compliance (US$)	75
Procedures (number)	5	Time (hours per year)	82	Border compliance (US$)	253
Time (days)	85	Total tax rate (% of profit)	25.9	Domestic transport (US$)	459
Cost (% of income per capita)	70.8				
Reliability of supply and transparency of tariffs index (0–8)	8	**Enforcing contracts** (rank)	93	**Resolving insolvency** (rank)	20
		DTF score for enforcing contracts (0–100)	57.88	DTF score for resolving insolvency (0–100)	78.44
Registering property (rank)	39	Time (days)	650	Time (years)	0.4
DTF score for registering property (0–100)	76.27	Cost (% of claim)	26.9	Cost (% of estate)	9
Procedures (number)	5	Quality of judicial processes index (0–18)	8.5	Recovery rate (cents on the dollar)	87.7
Time (days)	31.5			Strength of insolvency framework index (0–16)	10
Cost (% of property value)	2.5				
Quality of land administration index (0–30)	21				

ISRAEL

Ease of doing business rank (1–189)	**53**	**OECD high income**		**GNI per capita (US$)**	**34,990**
Overall distance to frontier (DTF) score (0–100)	**70.56**			**Population (m)**	**8.2**

Starting a business (rank)	56	**Getting credit** (rank)	42	**Trading across borders** (rank)	58
DTF score for starting a business (0–100)	90.55	DTF score for getting credit (0–100)	65.00	DTF score for trading across borders (0–100)	82.85
Procedures (number)	5	Strength of legal rights index (0–12)	6	*Time to export*	
Time (days)	13	Depth of credit information index (0–8)	7	Documentary compliance (hours)	13
Cost (% of income per capita)	3.4	Credit bureau coverage (% of adults)	67.5	Border compliance (hours)	36
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	96	**Protecting minority investors** (rank)	8	Documentary compliance (US$)	73
DTF score for dealing with construction permits (0–100)	68.20	DTF score for protecting minority investors (0–100)	73.33	Border compliance (US$)	150
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	8.3	Domestic transport (US$)	224
Time (days)	209	Extent of shareholder governance index (0–10)	6.3	*Time to import*	
Cost (% of warehouse value)	1.6	Strength of minority investor protection index (0–10)	7.3	Documentary compliance (hours)	44
Building quality control index (0–15)	11			Border compliance (hours)	64
		✘ **Paying taxes** (rank)	103	Domestic transport (hours)	4
Getting electricity (rank)	91	DTF score for paying taxes (0–100)	71.65	*Cost to import*	
DTF score for getting electricity (0–100)	68.96	Payments (number per year)	33	Documentary compliance (US$)	70
Procedures (number)	6	Time (hours per year)	235	Border compliance (US$)	307
Time (days)	102	Total tax rate (% of profit)	30.6	Domestic transport (US$)	199
Cost (% of income per capita)	11.6				
Reliability of supply and transparency of tariffs index (0–8)	5	**Enforcing contracts** (rank)	77	**Resolving insolvency** (rank)	29
		DTF score for enforcing contracts (0–100)	59.78	DTF score for resolving insolvency (0–100)	72.47
Registering property (rank)	127	Time (days)	975	Time (years)	2.0
DTF score for registering property (0–100)	52.84	Cost (% of claim)	25.3	Cost (% of estate)	23
Procedures (number)	6	Quality of judicial processes index (0–18)	14	Recovery rate (cents on the dollar)	62.1
Time (days)	81			Strength of insolvency framework index (0–16)	12.5
Cost (% of property value)	8.3				
Quality of land administration index (0–30)	14				

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

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ITALY		OECD high income		GNI per capita (US$)	34,280
Ease of doing business rank (1–189)	45	Overall distance to frontier (DTF) score (0–100)	72.07	Population (m)	61.3

Starting a business (rank)	50
DTF score for starting a business (0–100)	91.13
Procedures (number)	5
Time (days)	5.5
Cost (% of income per capita)	13.8
Minimum capital (% of income per capita)	0.0

Dealing with construction permits (rank)	86
DTF score for dealing with construction permits (0–100)	69.31
Procedures (number)	10
Time (days)	227.5
Cost (% of warehouse value)	3.6
Building quality control index (0–15)	11

Getting electricity (rank)	59
DTF score for getting electricity (0–100)	76.37
Procedures (number)	5
Time (days)	124
Cost (% of income per capita)	209.4
Reliability of supply and transparency of tariffs index (0–8)	7

Registering property (rank)	24
DTF score for registering property (0–100)	81.67
Procedures (number)	4
Time (days)	16
Cost (% of property value)	4.4
Quality of land administration index (0–30)	26.5

Getting credit (rank)	97
DTF score for getting credit (0–100)	45.00
Strength of legal rights index (0–12)	2
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	100.0
Credit registry coverage (% of adults)	27.3

Protecting minority investors (rank)	36
DTF score for protecting minority investors (0–100)	63.33
Extent of conflict of interest regulation index (0–10)	6.0
Extent of shareholder governance index (0–10)	6.7
Strength of minority investor protection index (0–10)	6.3

Paying taxes (rank)	137
DTF score for paying taxes (0–100)	62.98
Payments (number per year)	14
Time (hours per year)	269
Total tax rate (% of profit)	64.8

✔ **Enforcing contracts** (rank)	111
DTF score for enforcing contracts (0–100)	54.79
Time (days)	1,120
Cost (% of claim)	23.1
Quality of judicial processes index (0–18)	13

Trading across borders (rank)	1
DTF score for trading across borders (0–100)	100.00
Time to export	
Documentary compliance (hours)	1
Border compliance (hours)	0
Domestic transport (hours)	12
Cost to export	
Documentary compliance (US$)	0
Border compliance (US$)	0
Domestic transport (US$)	1,225
Time to import	
Documentary compliance (hours)	1
Border compliance (hours)	0
Domestic transport (hours)	12
Cost to import	
Documentary compliance (US$)	0
Border compliance (US$)	0
Domestic transport (US$)	1,225

Resolving insolvency (rank)	23
DTF score for resolving insolvency (0–100)	76.14
Time (years)	1.8
Cost (% of estate)	22
Recovery rate (cents on the dollar)	63.1
Strength of insolvency framework index (0–16)	13.5

JAMAICA		Latin America & Caribbean		GNI per capita (US$)	5,042
Ease of doing business rank (1–189)	64	Overall distance to frontier (DTF) score (0–100)	67.27	Population (m)	2.7

✔ **Starting a business** (rank)	9
DTF score for starting a business (0–100)	97.28
Procedures (number)	2
Time (days)	3
Cost (% of income per capita)	5.0
Minimum capital (% of income per capita)	0.0

✔ **Dealing with construction permits** (rank)	72
DTF score for dealing with construction permits (0–100)	71.10
Procedures (number)	17
Time (days)	129.5
Cost (% of warehouse value)	0.9
Building quality control index (0–15)	10

Getting electricity (rank)	80
DTF score for getting electricity (0–100)	71.09
Procedures (number)	7
Time (days)	95
Cost (% of income per capita)	242.9
Reliability of supply and transparency of tariffs index (0–8)	7

Registering property (rank)	122
DTF score for registering property (0–100)	53.70
Procedures (number)	8
Time (days)	18
Cost (% of property value)	9.8
Quality of land administration index (0–30)	14

Getting credit (rank)	7
DTF score for getting credit (0–100)	85.00
Strength of legal rights index (0–12)	10
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	22.4
Credit registry coverage (% of adults)	0.0

Protecting minority investors (rank)	57
DTF score for protecting minority investors (0–100)	58.33
Extent of conflict of interest regulation index (0–10)	5.7
Extent of shareholder governance index (0–10)	6.0
Strength of minority investor protection index (0–10)	5.8

✔ **Paying taxes** (rank)	146
DTF score for paying taxes (0–100)	60.95
Payments (number per year)	37
Time (hours per year)	358
Total tax rate (% of profit)	35.2

Enforcing contracts (rank)	107
DTF score for enforcing contracts (0–100)	55.36
Time (days)	655
Cost (% of claim)	45.6
Quality of judicial processes index (0–18)	11

Trading across borders (rank)	146
DTF score for trading across borders (0–100)	50.84
Time to export	
Documentary compliance (hours)	62
Border compliance (hours)	82
Domestic transport (hours)	3
Cost to export	
Documentary compliance (US$)	314
Border compliance (US$)	599
Domestic transport (US$)	385
Time to import	
Documentary compliance (hours)	87
Border compliance (hours)	106
Domestic transport (hours)	3
Cost to import	
Documentary compliance (US$)	331
Border compliance (US$)	606
Domestic transport (US$)	387

✔ **Resolving insolvency** (rank)	35
DTF score for resolving insolvency (0–100)	69.08
Time (years)	1.1
Cost (% of estate)	18
Recovery rate (cents on the dollar)	64.5
Strength of insolvency framework index (0–16)	11

JAPAN		OECD high income		GNI per capita (US$)	42,000
Ease of doing business rank (1–189)	34	Overall distance to frontier (DTF) score (0–100)	74.72	Population (m)	127.1

Starting a business (rank)	81
DTF score for starting a business (0–100)	86.34
Procedures (number)	8
Time (days)	10.2
Cost (% of income per capita)	7.5
Minimum capital (% of income per capita)	0.0

Dealing with construction permits (rank)	68
DTF score for dealing with construction permits (0–100)	71.65
Procedures (number)	12
Time (days)	197
Cost (% of warehouse value)	0.6
Building quality control index (0–15)	10

Getting electricity (rank)	14
DTF score for getting electricity (0–100)	89.88
Procedures (number)	3.4
Time (days)	97.7
Cost (% of income per capita)	0.0
Reliability of supply and transparency of tariffs index (0–8)	8

Registering property (rank)	48
DTF score for registering property (0–100)	73.91
Procedures (number)	6
Time (days)	13
Cost (% of property value)	5.8
Quality of land administration index (0–30)	24.5

Getting credit (rank)	79
DTF score for getting credit (0–100)	50.00
Strength of legal rights index (0–12)	4
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	100.00
Credit registry coverage (% of adults)	0.0

Protecting minority investors (rank)	36
DTF score for protecting minority investors (0–100)	63.33
Extent of conflict of interest regulation index (0–10)	7.0
Extent of shareholder governance index (0–10)	5.7
Strength of minority investor protection index (0–10)	6.3

Paying taxes (rank)	121
DTF score for paying taxes (0–100)	67.16
Payments (number per year)	14
Time (hours per year)	330
Total tax rate (% of profit)	51.3

Enforcing contracts (rank)	51
DTF score for enforcing contracts (0–100)	65.26
Time (days)	360
Cost (% of claim)	23.4
Quality of judicial processes index (0–18)	7.5

Trading across borders (rank)	52
DTF score for trading across borders (0–100)	85.90
Time to export	
Documentary compliance (hours)	3.4
Border compliance (hours)	48
Domestic transport (hours)	2.3
Cost to export	
Documentary compliance (US$)	15
Border compliance (US$)	306.1
Domestic transport (US$)	307.9
Time to import	
Documentary compliance (hours)	3.4
Border compliance (hours)	48
Domestic transport (hours)	2.3
Cost to import	
Documentary compliance (US$)	22.8
Border compliance (US$)	337.4
Domestic transport (US$)	307.9

Resolving insolvency (rank)	2
DTF score for resolving insolvency (0–100)	93.75
Time (years)	0.6
Cost (% of estate)	4
Recovery rate (cents on the dollar)	92.9
Strength of insolvency framework index (0–16)	14

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

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JORDAN

Ease of doing business rank (1–189)	**113**	**Middle East & North Africa**		**GNI per capita (US$)**	**5,160**
		Overall distance to frontier (DTF) score (0–100)	**57.84**	**Population (m)**	**6.6**

Starting a business (rank)	88	**Getting credit** (rank)	185	**Trading across borders** (rank)	50
DTF score for starting a business (0–100)	85.70	DTF score for getting credit (0–100)	0.00	DTF score for trading across borders (0–100)	86.73
Procedures (number)	7	Strength of legal rights index (0–12)	0	*Time to export*	
Time (days)	12	Depth of credit information index (0–8)	0	Documentary compliance (hours)	0
Cost (% of income per capita)	20.7	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	29
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	2.4	Domestic transport (hours)	9
				Cost to export	
Dealing with construction permits (rank)	103	**Protecting minority investors** (rank)	163	Documentary compliance (US$)	25
DTF score for dealing with construction permits (0–100)	67.49	DTF score for protecting minority investors (0–100)	36.67	Border compliance (US$)	131
Procedures (number)	16	Extent of conflict of interest regulation index (0–10)	3.3	Domestic transport (US$)	421
Time (days)	63	Extent of shareholder governance index (0–10)	4.0	*Time to import*	
Cost (% of warehouse value)	9.1	Strength of minority investor protection index (0–10)	3.7	Documentary compliance (hours)	55
Building quality control index (0–15)	10.5			Border compliance (hours)	79
		Paying taxes (rank)	52	Domestic transport (hours)	7
Getting electricity (rank)	56	DTF score for paying taxes (0–100)	80.96	*Cost to import*	
DTF score for getting electricity (0–100)	77.88	Payments (number per year)	25	Documentary compliance (US$)	30
Procedures (number)	5	Time (hours per year)	151	Border compliance (US$)	181
Time (days)	50	Total tax rate (% of profit)	29.5	Domestic transport (US$)	395
Cost (% of income per capita)	303.0				
Reliability of supply and transparency of tariffs index (0–8)	5	**Enforcing contracts** (rank)	126	**Resolving insolvency** (rank)	146
		DTF score for enforcing contracts (0–100)	51.50	DTF score for resolving insolvency (0–100)	30.17
Registering property (rank)	98	Time (days)	689	Time (years)	3.0
DTF score for registering property (0–100)	61.34	Cost (% of claim)	31.2	Cost (% of estate)	20
Procedures (number)	7	Quality of judicial processes index (0–18)	6.5	Recovery rate (cents on the dollar)	27.0
Time (days)	21			Strength of insolvency framework index (0–16)	5
Cost (% of property value)	9.0				
Quality of land administration index (0–30)	19.5				

KAZAKHSTAN

Ease of doing business rank (1–189)	**41**	**Europe & Central Asia**		**GNI per capita (US$)**	**11,670**
		Overall distance to frontier (DTF) score (0–100)	**72.68**	**Population (m)**	**17.3**

✔ **Starting a business** (rank)	21	✔ **Getting credit** (rank)	70	**Trading across borders** (rank)	122
DTF score for starting a business (0–100)	94.44	DTF score for getting credit (0–100)	55.00	DTF score for trading across borders (0–100)	60.39
Procedures (number)	4	Strength of legal rights index (0–12)	4	*Time to export*	
Time (days)	5	Depth of credit information index (0–8)	7	Documentary compliance (hours)	132
Cost (% of income per capita)	0.1	Credit bureau coverage (% of adults)	81.4	Border compliance (hours)	133
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	48
				Cost to export	
✔ **Dealing with construction permits** (rank)	92	✔ **Protecting minority investors** (rank)	25	Documentary compliance (US$)	430
DTF score for dealing with construction permits (0–100)	68.38	DTF score for protecting minority investors (0–100)	66.67	Border compliance (US$)	574
Procedures (number)	24	Extent of conflict of interest regulation index (0–10)	7.7	Domestic transport (US$)	281
Time (days)	154	Extent of shareholder governance index (0–10)	5.7	*Time to import*	
Cost (% of warehouse value)	1.4	Strength of minority investor protection index (0–10)	6.7	Documentary compliance (hours)	6
Building quality control index (0–15)	14			Border compliance (hours)	2
		Paying taxes (rank)	18	Domestic transport (hours)	84
Getting electricity (rank)	71	DTF score for paying taxes (0–100)	89.18	*Cost to import*	
DTF score for getting electricity (0–100)	74.03	Payments (number per year)	7	Documentary compliance (US$)	0
Procedures (number)	6	Time (hours per year)	188	Border compliance (US$)	0
Time (days)	83	Total tax rate (% of profit)	29.2	Domestic transport (US$)	1,595
Cost (% of income per capita)	51.2				
Reliability of supply and transparency of tariffs index (0–8)	6	✔ **Enforcing contracts** (rank)	9	✔ **Resolving insolvency** (rank)	47
		DTF score for enforcing contracts (0–100)	76.62	DTF score for resolving insolvency (0–100)	58.97
✔ **Registering property** (rank)	19	Time (days)	370	Time (years)	1.5
DTF score for registering property (0–100)	83.17	Cost (% of claim)	22.0	Cost (% of estate)	15
Procedures (number)	3	Quality of judicial processes index (0–18)	13.5	Recovery rate (cents on the dollar)	42.8
Time (days)	4.5			Strength of insolvency framework index (0–16)	11.5
Cost (% of property value)	0.1				
Quality of land administration index (0–30)	15.5				

KENYA

Ease of doing business rank (1–189)	**108**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**1,280**
		Overall distance to frontier (DTF) score (0–100)	**58.24**	**Population (m)**	**45.5**

✔ **Starting a business** (rank)	151	✔ **Getting credit** (rank)	28	**Trading across borders** (rank)	131
DTF score for starting a business (0–100)	74.47	DTF score for getting credit (0–100)	70.00	DTF score for trading across borders (0–100)	57.83
Procedures (number)	11	Strength of legal rights index (0–12)	7	*Time to export*	
Time (days)	26	Depth of credit information index (0–8)	7	Documentary compliance (hours)	19
Cost (% of income per capita)	35.3	Credit bureau coverage (% of adults)	14.3	Border compliance (hours)	21
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	9
				Cost to export	
✘ **Dealing with construction permits** (rank)	149	**Protecting minority investors** (rank)	115	Documentary compliance (US$)	191
DTF score for dealing with construction permits (0–100)	59.37	DTF score for protecting minority investors (0–100)	46.67	Border compliance (US$)	143
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	4.7	Domestic transport (US$)	967
Time (days)	146	Extent of shareholder governance index (0–10)	4.7	*Time to import*	
Cost (% of warehouse value)	6.9	Strength of minority investor protection index (0–10)	4.7	Documentary compliance (hours)	84
Building quality control index (0–15)	7			Border compliance (hours)	180
		Paying taxes (rank)	101	Domestic transport (hours)	11
✔ **Getting electricity** (rank)	127	DTF score for paying taxes (0–100)	71.96	*Cost to import*	
DTF score for getting electricity (0–100)	58.57	Payments (number per year)	30	Documentary compliance (US$)	550
Procedures (number)	4	Time (hours per year)	201.5	Border compliance (US$)	908
Time (days)	110	Total tax rate (% of profit)	37.1	Domestic transport (US$)	1,100
Cost (% of income per capita)	732.3				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	102	**Resolving insolvency** (rank)	144
		DTF score for enforcing contracts (0–100)	56.25	DTF score for resolving insolvency (0–100)	30.64
✔ **Registering property** (rank)	115	Time (days)	465	Time (years)	4.5
DTF score for registering property (0–100)	56.63	Cost (% of claim)	47.2	Cost (% of estate)	22
Procedures (number)	9	Quality of judicial processes index (0–18)	9	Recovery rate (cents on the dollar)	27.9
Time (days)	61			Strength of insolvency framework index (0–16)	5
Cost (% of property value)	4.2				
Quality of land administration index (0–30)	15				

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KIRIBATI

East Asia & Pacific

Ease of doing business rank (1–189)	**149**
Overall distance to frontier (DTF) score (0–100)	**49.50**
GNI per capita (US$)	**2,280**
Population (m)	**0.1**

Starting a business (rank)	142
DTF score for starting a business (0–100)	76.46
Procedures (number)	7
Time (days)	31
Cost (% of income per capita)	46.0
Minimum capital (% of income per capita)	20.8
Dealing with construction permits (rank)	137
DTF score for dealing with construction permits (0–100)	61.78
Procedures (number)	14
Time (days)	149
Cost (% of warehouse value)	0.3
Building quality control index (0–15)	3
Getting electricity (rank)	173
DTF score for getting electricity (0–100)	37.96
Procedures (number)	6
Time (days)	97
Cost (% of income per capita)	5,169.3
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	142
DTF score for registering property (0–100)	49.94
Procedures (number)	5
Time (days)	513
Cost (% of property value)	0.0
Quality of land administration index (0–30)	10

Getting credit (rank)	162
DTF score for getting credit (0–100)	20.00
Strength of legal rights index (0–12)	4
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	122
DTF score for protecting minority investors (0–100)	45.00
Extent of conflict of interest regulation index (0–10)	6.3
Extent of shareholder governance index (0–10)	2.7
Strength of minority investor protection index (0–10)	4.5
Paying taxes (rank)	23
DTF score for paying taxes (0–100)	87.51
Payments (number per year)	10
Time (hours per year)	156
Total tax rate (% of profit)	32.7
Enforcing contracts (rank)	114
DTF score for enforcing contracts (0–100)	54.31
Time (days)	660
Cost (% of claim)	25.8
Quality of judicial processes index (0–18)	6.5

Trading across borders (rank)	112
DTF score for trading across borders (0–100)	62.08
Time to export	
Documentary compliance (hours)	24
Border compliance (hours)	72
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	310
Border compliance (US$)	420
Domestic transport (US$)	200
Time to import	
Documentary compliance (hours)	48
Border compliance (hours)	96
Domestic transport (hours)	1
Cost to import	
Documentary compliance (US$)	120
Border compliance (US$)	685
Domestic transport (US$)	200
Resolving insolvency (rank)	189
DTF score for resolving insolvency (0–100)	0.00
Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0.0
Strength of insolvency framework index (0–16)	0

KOREA, REP.

OECD high income

Ease of doing business rank (1–189)	**4**
Overall distance to frontier (DTF) score (0–100)	**83.88**
GNI per capita (US$)	**27,090**
Population (m)	**50.4**

Starting a business (rank)	23
DTF score for starting a business (0–100)	94.36
Procedures (number)	3
Time (days)	4
Cost (% of income per capita)	14.5
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	28
DTF score for dealing with construction permits (0–100)	77.83
Procedures (number)	10
Time (days)	28
Cost (% of warehouse value)	4.3
Building quality control index (0–15)	8
Getting electricity (rank)	1
DTF score for getting electricity (0–100)	99.88
Procedures (number)	3
Time (days)	18
Cost (% of income per capita)	39.8
Reliability of supply and transparency of tariffs index (0–8)	8
Registering property (rank)	40
DTF score for registering property (0–100)	76.22
Procedures (number)	7
Time (days)	6.5
Cost (% of property value)	5.1
Quality of land administration index (0–30)	27.5

Getting credit (rank)	42
DTF score for getting credit (0–100)	65.00
Strength of legal rights index (0–12)	5
Depth of credit information index (0–8)	8
Credit bureau coverage (% of adults)	100.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	8
DTF score for protecting minority investors (0–100)	73.33
Extent of conflict of interest regulation index (0–10)	7.0
Extent of shareholder governance index (0–10)	7.7
Strength of minority investor protection index (0–10)	7.3
✘ **Paying taxes** (rank)	29
DTF score for paying taxes (0–100)	84.53
Payments (number per year)	12
Time (hours per year)	188
Total tax rate (% of profit)	33.2
Enforcing contracts (rank)	2
DTF score for enforcing contracts (0–100)	84.84
Time (days)	230
Cost (% of claim)	10.3
Quality of judicial processes index (0–18)	13.5

Trading across borders (rank)	31
DTF score for trading across borders (0–100)	92.48
Time to export	
Documentary compliance (hours)	1
Border compliance (hours)	14
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	11
Border compliance (US$)	185
Domestic transport (US$)	216
Time to import	
Documentary compliance (hours)	1
Border compliance (hours)	6
Domestic transport (hours)	7
Cost to import	
Documentary compliance (US$)	27
Border compliance (US$)	315
Domestic transport (US$)	568
Resolving insolvency (rank)	4
DTF score for resolving insolvency (0–100)	90.31
Time (years)	1.5
Cost (% of estate)	4
Recovery rate (cents on the dollar)	83.6
Strength of insolvency framework index (0–16)	14.5

KOSOVO

Europe & Central Asia

Ease of doing business rank (1–189)	**66**
Overall distance to frontier (DTF) score (0–100)	**66.22**
GNI per capita (US$)	**4,000**
Population (m)	**1.8**

Starting a business (rank)	47
DTF score for starting a business (0–100)	91.34
Procedures (number)	5
Time (days)	11
Cost (% of income per capita)	1.1
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	136
DTF score for dealing with construction permits (0–100)	62.04
Procedures (number)	15
Time (days)	152
Cost (% of warehouse value)	6.4
Building quality control index (0–15)	8.5
Getting electricity (rank)	124
DTF score for getting electricity (0–100)	59.11
Procedures (number)	7
Time (days)	46
Cost (% of income per capita)	788.5
Reliability of supply and transparency of tariffs index (0–8)	2
Registering property (rank)	32
DTF score for registering property (0–100)	78.08
Procedures (number)	6
Time (days)	27
Cost (% of property value)	0.3
Quality of land administration index (0–30)	20.5

Getting credit (rank)	28
DTF score for getting credit (0–100)	70.00
Strength of legal rights index (0–12)	8
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	95.2
Protecting minority investors (rank)	57
DTF score for protecting minority investors (0–100)	58.33
Extent of conflict of interest regulation index (0–10)	5.3
Extent of shareholder governance index (0–10)	6.3
Strength of minority investor protection index (0–10)	5.8
✔ **Paying taxes** (rank)	67
DTF score for paying taxes (0–100)	78.43
Payments (number per year)	32
Time (hours per year)	155
Total tax rate (% of profit)	15.2
Enforcing contracts (rank)	48
DTF score for enforcing contracts (0–100)	65.66
Time (days)	330
Cost (% of claim)	34.4
Quality of judicial processes index (0–18)	9.5

Trading across borders (rank)	71
DTF score for trading across borders (0–100)	78.97
Time to export	
Documentary compliance (hours)	62
Border compliance (hours)	56
Domestic transport (hours)	3
Cost to export	
Documentary compliance (US$)	227
Border compliance (US$)	137
Domestic transport (US$)	182
Time to import	
Documentary compliance (hours)	6
Border compliance (hours)	16
Domestic transport (hours)	2
Cost to import	
Documentary compliance (US$)	92
Border compliance (US$)	83
Domestic transport (US$)	118
Resolving insolvency (rank)	163
DTF score for resolving insolvency (0–100)	20.30
Time (years)	2.0
Cost (% of estate)	15
Recovery rate (cents on the dollar)	37.7
Strength of insolvency framework index (0–16)	0

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✔ Reform making it easier to do business ✘ Change making it more difficult to do business

KUWAIT

Ease of doing business rank (1–189)	101
Starting a business (rank)	148
DTF score for starting a business (0–100)	75.37
Procedures (number)	12
Time (days)	31
Cost (% of income per capita)	2.3
Minimum capital (% of income per capita)	8.2
Dealing with construction permits (rank)	133
DTF score for dealing with construction permits (0–100)	62.23
Procedures (number)	22
Time (days)	216
Cost (% of warehouse value)	0.3
Building quality control index (0–15)	11
Getting electricity (rank)	128
DTF score for getting electricity (0–100)	58.38
Procedures (number)	8
Time (days)	64
Cost (% of income per capita)	52.2
Reliability of supply and transparency of tariffs index (0–8)	3
Registering property (rank)	68
DTF score for registering property (0–100)	68.42
Procedures (number)	8
Time (days)	49
Cost (% of property value)	0.5
Quality of land administration index (0–30)	17.5

Middle East & North Africa	
Overall distance to frontier (DTF) score (0–100)	60.17
Getting credit (rank)	109
DTF score for getting credit (0–100)	40.00
Strength of legal rights index (0–12)	2
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	34.2
Credit registry coverage (% of adults)	15.3
Protecting minority investors (rank)	66
DTF score for protecting minority investors (0–100)	56.67
Extent of conflict of interest regulation index (0–10)	5.7
Extent of shareholder governance index (0–10)	5.7
Strength of minority investor protection index (0–10)	5.7
Paying taxes (rank)	11
DTF score for paying taxes (0–100)	92.48
Payments (number per year)	12
Time (hours per year)	98
Total tax rate (% of profit)	13.0
Enforcing contracts (rank)	58
DTF score for enforcing contracts (0–100)	62.36
Time (days)	566
Cost (% of claim)	18.6
Quality of judicial processes index (0–18)	8

GNI per capita (US$)	43,103
Population (m)	3.5
Trading across borders (rank)	149
DTF score for trading across borders (0–100)	49.85
Time to export	
Documentary compliance (hours)	32
Border compliance (hours)	74
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	191
Border compliance (US$)	602
Domestic transport (US$)	153
Time to import	
Documentary compliance (hours)	148
Border compliance (hours)	215
Domestic transport (hours)	2
Cost to import	
Documentary compliance (US$)	332
Border compliance (US$)	555
Domestic transport (US$)	178
Resolving insolvency (rank)	122
DTF score for resolving insolvency (0–100)	35.95
Time (years)	4.2
Cost (% of estate)	10
Recovery rate (cents on the dollar)	32.0
Strength of insolvency framework index (0–16)	6

KYRGYZ REPUBLIC

Ease of doing business rank (1–189)	67
Starting a business (rank)	35
DTF score for starting a business (0–100)	92.94
Procedures (number)	4
Time (days)	10
Cost (% of income per capita)	2.1
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	20
DTF score for dealing with construction permits (0–100)	79.98
Procedures (number)	11
Time (days)	142
Cost (% of warehouse value)	1.9
Building quality control index (0–15)	13
Getting electricity (rank)	160
DTF score for getting electricity (0–100)	43.95
Procedures (number)	7
Time (days)	125
Cost (% of income per capita)	891.8
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	6
DTF score for registering property (0–100)	90.59
Procedures (number)	3
Time (days)	3.5
Cost (% of property value)	0.2
Quality of land administration index (0–30)	24.5

Europe & Central Asia	
Overall distance to frontier (DTF) score (0–100)	66.01
Getting credit (rank)	28
DTF score for getting credit (0–100)	70.00
Strength of legal rights index (0–12)	8
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	35.3
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	36
DTF score for protecting minority investors (0–100)	63.33
Extent of conflict of interest regulation index (0–10)	6.7
Extent of shareholder governance index (0–10)	6.0
Strength of minority investor protection index (0–10)	6.3
Paying taxes (rank)	138
DTF score for paying taxes (0–100)	62.94
Payments (number per year)	51
Time (hours per year)	225
Total tax rate (% of profit)	29.0
Enforcing contracts (rank)	137
DTF score for enforcing contracts (0–100)	49.49
Time (days)	410
Cost (% of claim)	47.0
Quality of judicial processes index (0–18)	4.5

GNI per capita (US$)	1,250
Population (m)	5.8
Trading across borders (rank)	83
DTF score for trading across borders (0–100)	72.25
Time to export	
Documentary compliance (hours)	24
Border compliance (hours)	27
Domestic transport (hours)	5
Cost to export	
Documentary compliance (US$)	190
Border compliance (US$)	485
Domestic transport (US$)	110
Time to import	
Documentary compliance (hours)	36
Border compliance (hours)	37
Domestic transport (hours)	5
Cost to import	
Documentary compliance (US$)	200
Border compliance (US$)	512
Domestic transport (US$)	80
Resolving insolvency (rank)	126
DTF score for resolving insolvency (0–100)	34.66
Time (years)	1.5
Cost (% of estate)	15
Recovery rate (cents on the dollar)	38.3
Strength of insolvency framework index (0–16)	4.5

LAO PDR

Ease of doing business rank (1–189)	134
Starting a business (rank)	153
DTF score for starting a business (0–100)	73.81
Procedures (number)	6
Time (days)	73
Cost (% of income per capita)	4.9
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	42
DTF score for dealing with construction permits (0–100)	75.06
Procedures (number)	11
Time (days)	83
Cost (% of warehouse value)	0.5
Building quality control index (0–15)	6.5
Getting electricity (rank)	158
DTF score for getting electricity (0–100)	45.19
Procedures (number)	6
Time (days)	134
Cost (% of income per capita)	1,522.6
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	66
DTF score for registering property (0–100)	68.70
Procedures (number)	4
Time (days)	53
Cost (% of property value)	1.1
Quality of land administration index (0–30)	9.5

East Asia & Pacific	
Overall distance to frontier (DTF) score (0–100)	53.77
Getting credit (rank)	70
DTF score for getting credit (0–100)	55.00
Strength of legal rights index (0–12)	6
Depth of credit information index (0–8)	5
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	5.1
Protecting minority investors (rank)	178
DTF score for protecting minority investors (0–100)	31.67
Extent of conflict of interest regulation index (0–10)	3.3
Extent of shareholder governance index (0–10)	3.0
Strength of minority investor protection index (0–10)	3.2
Paying taxes (rank)	127
DTF score for paying taxes (0–100)	66.10
Payments (number per year)	35
Time (hours per year)	362
Total tax rate (% of profit)	25.3
Enforcing contracts (rank)	92
DTF score for enforcing contracts (0–100)	58.07
Time (days)	443
Cost (% of claim)	31.6
Quality of judicial processes index (0–18)	6.5

GNI per capita (US$)	1,600
Population (m)	6.9
Trading across borders (rank)	108
DTF score for trading across borders (0–100)	64.09
Time to export	
Documentary compliance (hours)	216
Border compliance (hours)	3
Domestic transport (hours)	2
Cost to export	
Documentary compliance (US$)	235
Border compliance (US$)	73
Domestic transport (US$)	150
Time to import	
Documentary compliance (hours)	216
Border compliance (hours)	5
Domestic transport (hours)	2
Cost to import	
Documentary compliance (US$)	115
Border compliance (US$)	153
Domestic transport (US$)	150
Resolving insolvency (rank)	189
DTF score for resolving insolvency (0–100)	0.00
Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0.0
Strength of insolvency framework index (0–16)	0

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LATVIA

Ease of doing business rank (1–189)	22
Starting a business (rank)	27
DTF score for starting a business (0–100)	94.15
Procedures (number)	4
Time (days)	5.5
Cost (% of income per capita)	1.5
Minimum capital (% of income per capita)	0.0
✘ **Dealing with construction permits** (rank)	30
DTF score for dealing with construction permits (0–100)	77.64
Procedures (number)	12
Time (days)	165
Cost (% of warehouse value)	0.3
Building quality control index (0–15)	12
Getting electricity (rank)	65
DTF score for getting electricity (0–100)	75.87
Procedures (number)	4
Time (days)	107
Cost (% of income per capita)	296.6
Reliability of supply and transparency of tariffs index (0–8)	5
✔ **Registering property** (rank)	23
DTF score for registering property (0–100)	81.87
Procedures (number)	4
Time (days)	16.5
Cost (% of property value)	2.0
Quality of land administration index (0–30)	22

Europe & Central Asia

Overall distance to frontier (DTF) score (0–100)	78.06
✔ **Getting credit** (rank)	19
DTF score for getting credit (0–100)	75.00
Strength of legal rights index (0–12)	9
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	80.8
Protecting minority investors (rank)	49
DTF score for protecting minority investors (0–100)	60.00
Extent of conflict of interest regulation index (0–10)	5.7
Extent of shareholder governance index (0–10)	6.3
Strength of minority investor protection index (0–10)	6.0
✘ **Paying taxes** (rank)	27
DTF score for paying taxes (0–100)	85.76
Payments (number per year)	7
Time (hours per year)	193
Total tax rate (% of profit)	35.9
✔ **Enforcing contracts** (rank)	25
DTF score for enforcing contracts (0–100)	71.66
Time (days)	469
Cost (% of claim)	23.1
Quality of judicial processes index (0–18)	12.5

GNI per capita (US$)	15,660
Population (m)	2.0
Trading across borders (rank)	22
DTF score for trading across borders (0–100)	95.26
Time to export	
Documentary compliance (hours)	2
Border compliance (hours)	24
Domestic transport (hours)	2
Cost to export	
Documentary compliance (US$)	35
Border compliance (US$)	150
Domestic transport (US$)	150
Time to import	
Documentary compliance (hours)	1
Border compliance (hours)	0
Domestic transport (hours)	4
Cost to import	
Documentary compliance (US$)	0
Border compliance (US$)	0
Domestic transport (US$)	115
Resolving insolvency (rank)	43
DTF score for resolving insolvency (0–100)	63.39
Time (years)	1.5
Cost (% of estate)	10
Recovery rate (cents on the dollar)	48.1
Strength of insolvency framework index (0–16)	12

LEBANON

Ease of doing business rank (1–189)	123
Starting a business (rank)	114
DTF score for starting a business (0–100)	82.68
Procedures (number)	6
Time (days)	15
Cost (% of income per capita)	34.0
Minimum capital (% of income per capita)	33.2
Dealing with construction permits (rank)	130
DTF score for dealing with construction permits (0–100)	62.44
Procedures (number)	18
Time (days)	244
Cost (% of warehouse value)	4.4
Building quality control index (0–15)	13
Getting electricity (rank)	116
DTF score for getting electricity (0–100)	60.18
Procedures (number)	5
Time (days)	75
Cost (% of income per capita)	93.9
Reliability of supply and transparency of tariffs index (0–8)	0
✘ **Registering property** (rank)	103
DTF score for registering property (0–100)	60.02
Procedures (number)	8
Time (days)	34
Cost (% of property value)	5.9
Quality of land administration index (0–30)	16

Middle East & North Africa

Overall distance to frontier (DTF) score (0–100)	56.39
Getting credit (rank)	109
DTF score for getting credit (0–100)	40.00
Strength of legal rights index (0–12)	2
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	23.9
Protecting minority investors (rank)	134
DTF score for protecting minority investors (0–100)	43.33
Extent of conflict of interest regulation index (0–10)	5.0
Extent of shareholder governance index (0–10)	3.7
Strength of minority investor protection index (0–10)	4.3
Paying taxes (rank)	45
DTF score for paying taxes (0–100)	81.69
Payments (number per year)	20
Time (hours per year)	183
Total tax rate (% of profit)	30.3
Enforcing contracts (rank)	135
DTF score for enforcing contracts (0–100)	49.85
Time (days)	721
Cost (% of claim)	30.8
Quality of judicial processes index (0–18)	6

GNI per capita (US$)	9,880
Population (m)	4.5
Trading across borders (rank)	147
DTF score for trading across borders (0–100)	50.61
Time to export	
Documentary compliance (hours)	72
Border compliance (hours)	96
Domestic transport (hours)	3
Cost to export	
Documentary compliance (US$)	200
Border compliance (US$)	410
Domestic transport (US$)	250
Time to import	
Documentary compliance (hours)	96
Border compliance (hours)	180
Domestic transport (hours)	2
Cost to import	
Documentary compliance (US$)	300
Border compliance (US$)	695
Domestic transport (US$)	250
Resolving insolvency (rank)	134
DTF score for resolving insolvency (0–100)	33.07
Time (years)	3.0
Cost (% of estate)	15
Recovery rate (cents on the dollar)	32.4
Strength of insolvency framework index (0–16)	5

LESOTHO

Ease of doing business rank (1–189)	114
Starting a business (rank)	112
DTF score for starting a business (0–100)	82.85
Procedures (number)	7
Time (days)	29
Cost (% of income per capita)	9.3
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	172
DTF score for dealing with construction permits (0–100)	50.23
Procedures (number)	11
Time (days)	179
Cost (% of warehouse value)	13.5
Building quality control index (0–15)	5.5
Getting electricity (rank)	147
DTF score for getting electricity (0–100)	51.21
Procedures (number)	5
Time (days)	114
Cost (% of income per capita)	1,628.3
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	108
DTF score for registering property (0–100)	58.13
Procedures (number)	4
Time (days)	43
Cost (% of property value)	8.4
Quality of land administration index (0–30)	10

Sub-Saharan Africa

Overall distance to frontier (DTF) score (0–100)	57.69
✔ **Getting credit** (rank)	152
DTF score for getting credit (0–100)	25.00
Strength of legal rights index (0–12)	5
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	1.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	99
DTF score for protecting minority investors (0–100)	51.67
Extent of conflict of interest regulation index (0–10)	5.3
Extent of shareholder governance index (0–10)	5.0
Strength of minority investor protection index (0–10)	5.2
Paying taxes (rank)	109
DTF score for paying taxes (0–100)	69.72
Payments (number per year)	32
Time (hours per year)	324
Total tax rate (% of profit)	13.6
Enforcing contracts (rank)	85
DTF score for enforcing contracts (0–100)	59.04
Time (days)	615
Cost (% of claim)	31.3
Quality of judicial processes index (0–18)	9.5

GNI per capita (US$)	1,350
Population (m)	2.1
Trading across borders (rank)	36
DTF score for trading across borders (0–100)	91.69
Time to export	
Documentary compliance (hours)	3
Border compliance (hours)	4
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	90
Border compliance (US$)	150
Domestic transport (US$)	8
Time to import	
Documentary compliance (hours)	3
Border compliance (hours)	4
Domestic transport (hours)	1
Cost to import	
Documentary compliance (US$)	90
Border compliance (US$)	150
Domestic transport (US$)	8
Resolving insolvency (rank)	117
DTF score for resolving insolvency (0–100)	37.35
Time (years)	2.6
Cost (% of estate)	20
Recovery rate (cents on the dollar)	28.8
Strength of insolvency framework index (0–16)	7

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LIBERIA

Ease of doing business rank (1–189)	**179**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**400**
		Overall distance to frontier (DTF) score (0–100)	**40.19**	**Population (m)**	**4.4**

	Starting a business (rank)	37	✔ **Getting credit** (rank)	109	**Trading across borders** (rank)	183
	DTF score for starting a business (0–100)	92.49	DTF score for getting credit (0–100)	40.00	DTF score for trading across borders (0–100)	17.75
	Procedures (number)	4	Strength of legal rights index (0–12)	8	*Time to export*	
	Time (days)	4.5	Depth of credit information index (0–8)	0	Documentary compliance (hours)	186
	Cost (% of income per capita)	16.8	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	193
	Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	1.8	Domestic transport (hours)	7
					Cost to export	
	Dealing with construction permits (rank)	174	**Protecting minority investors** (rank)	182	Documentary compliance (US$)	628
	DTF score for dealing with construction permits (0–100)	49.64	DTF score for protecting minority investors (0–100)	28.33	Border compliance (US$)	750
	Procedures (number)	22	Extent of conflict of interest regulation index (0–10)	3.7	Domestic transport (US$)	225
	Time (days)	74	Extent of shareholder governance index (0–10)	2.0	*Time to import*	
	Cost (% of warehouse value)	6.6	Strength of minority investor protection index (0–10)	2.8	Documentary compliance (hours)	192
	Building quality control index (0–15)	2			Border compliance (hours)	217
			✘ **Paying taxes** (rank)	118	Domestic transport (hours)	7
	Getting electricity (rank)	180	DTF score for paying taxes (0–100)	68.21	*Cost to import*	
	DTF score for getting electricity (0–100)	33.81	Payments (number per year)	33	Documentary compliance (US$)	528
	Procedures (number)	4	Time (hours per year)	139.5	Border compliance (US$)	655
	Time (days)	465	Total tax rate (% of profit)	47.8	Domestic transport (US$)	225
	Cost (% of income per capita)	3,897.1				
	Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	176	**Resolving insolvency** (rank)	168
			DTF score for enforcing contracts (0–100)	33.92	DTF score for resolving insolvency (0–100)	4.54
	Registering property (rank)	178	Time (days)	1,280	Time (years)	3.0
	DTF score for registering property (0–100)	33.24	Cost (% of claim)	35.0	Cost (% of estate)	43
	Procedures (number)	10	Quality of judicial processes index (0–18)	6.5	Recovery rate (cents on the dollar)	8.4
	Time (days)	44			Strength of insolvency framework index (0–16)	0
	Cost (% of property value)	13.0				
	Quality of land administration index (0–30)	4.5				

LIBYA

Ease of doing business rank (1–189)	**188**	**Middle East & North Africa**		**GNI per capita (US$)**	**7,920**
		Overall distance to frontier (DTF) score (0–100)	**31.77**	**Population (m)**	**6.3**

	Starting a business (rank)	158	**Getting credit** (rank)	185	**Trading across borders** (rank)	107
	DTF score for starting a business (0–100)	72.58	DTF score for getting credit (0–100)	0.00	DTF score for trading across borders (0–100)	64.66
	Procedures (number)	10	Strength of legal rights index (0–12)	0	*Time to export*	
	Time (days)	35	Depth of credit information index (0–8)	0	Documentary compliance (hours)	72
	Cost (% of income per capita)	26.9	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	72
	Minimum capital (% of income per capita)	34.6	Credit registry coverage (% of adults)	0.5	Domestic transport (hours)	12
					Cost to export	
	Dealing with construction permits (rank)	189	**Protecting minority investors** (rank)	188	Documentary compliance (US$)	50
	DTF score for dealing with construction permits (0–100)	0.00	DTF score for protecting minority investors (0–100)	16.67	Border compliance (US$)	575
	Procedures (number)	NO PRACTICE	Extent of conflict of interest regulation index (0–10)	2.0	Domestic transport (US$)	314
	Time (days)	NO PRACTICE	Extent of shareholder governance index (0–10)	1.3	*Time to import*	
	Cost (% of warehouse value)	NO PRACTICE	Strength of minority investor protection index (0–10)	1.7	Documentary compliance (hours)	96
	Building quality control index (0–15)	0			Border compliance (hours)	79
			Paying taxes (rank)	160	Domestic transport (hours)	12
	Getting electricity (rank)	126	DTF score for paying taxes (0–100)	54.68	*Cost to import*	
	DTF score for getting electricity (0–100)	58.88	Payments (number per year)	19	Documentary compliance (US$)	60
	Procedures (number)	4	Time (hours per year)	889	Border compliance (US$)	637
	Time (days)	118	Total tax rate (% of profit)	32.8	Domestic transport (US$)	331
	Cost (% of income per capita)	351.3				
	Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	131	**Resolving insolvency** (rank)	189
			DTF score for enforcing contracts (0–100)	50.27	DTF score for resolving insolvency (0–100)	0.00
	Registering property (rank)	189	Time (days)	690	Time (years)	NO PRACTICE
	DTF score for registering property (0–100)	0.00	Cost (% of claim)	27.0	Cost (% of estate)	NO PRACTICE
	Procedures (number)	NO PRACTICE	Quality of judicial processes index (0–18)	5	Recovery rate (cents on the dollar)	0.0
	Time (days)	NO PRACTICE			Strength of insolvency framework index (0–16)	0
	Cost (% of property value)	NO PRACTICE				
	Quality of land administration index (0–30)	0				

LITHUANIA

Ease of doing business rank (1–189)	**20**	**Europe & Central Asia**		**GNI per capita (US$)**	**15,380**
		Overall distance to frontier (DTF) score (0–100)	**78.88**	**Population (m)**	**2.9**

✔	**Starting a business** (rank)	8	**Getting credit** (rank)	28	**Trading across borders** (rank)	19
	DTF score for starting a business (0–100)	97.70	DTF score for getting credit (0–100)	70.00	DTF score for trading across borders (0–100)	97.70
	Procedures (number)	2	Strength of legal rights index (0–12)	6	*Time to export*	
	Time (days)	3.5	Depth of credit information index (0–8)	8	Documentary compliance (hours)	3
	Cost (% of income per capita)	0.6	Credit bureau coverage (% of adults)	79.3	Border compliance (hours)	9
	Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	33.9	Domestic transport (hours)	1
					Cost to export	
	Dealing with construction permits (rank)	18	✔ **Protecting minority investors** (rank)	47	Documentary compliance (US$)	28
	DTF score for dealing with construction permits (0–100)	80.43	DTF score for protecting minority investors (0–100)	61.67	Border compliance (US$)	58
	Procedures (number)	12	Extent of conflict of interest regulation index (0–10)	6.0	Domestic transport (US$)	73
	Time (days)	103	Extent of shareholder governance index (0–10)	6.3	*Time to import*	
	Cost (% of warehouse value)	0.3	Strength of minority investor protection index (0–10)	6.2	Documentary compliance (hours)	1
	Building quality control index (0–15)	11			Border compliance (hours)	0
			Paying taxes (rank)	49	Domestic transport (hours)	4
✔	**Getting electricity** (rank)	54	DTF score for paying taxes (0–100)	81.42	*Cost to import*	
	DTF score for getting electricity (0–100)	78.97	Payments (number per year)	11	Documentary compliance (US$)	0
	Procedures (number)	6	Time (hours per year)	171	Border compliance (US$)	0
	Time (days)	95	Total tax rate (% of profit)	42.6	Domestic transport (US$)	290
	Cost (% of income per capita)	52.8				
	Reliability of supply and transparency of tariffs index (0–8)	8	**Enforcing contracts** (rank)	3	**Resolving insolvency** (rank)	70
			DTF score for enforcing contracts (0–100)	79.79	DTF score for resolving insolvency (0–100)	48.06
	Registering property (rank)	2	Time (days)	300	Time (years)	2.3
	DTF score for registering property (0–100)	93.04	Cost (% of claim)	23.6	Cost (% of estate)	10
	Procedures (number)	3	Quality of judicial processes index (0–18)	14.5	Recovery rate (cents on the dollar)	42.8
	Time (days)	2.5			Strength of insolvency framework index (0–16)	8
	Cost (% of property value)	0.8				
	Quality of land administration index (0–30)	28.5				

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

✔ Reform making it easier to do business ✘ Change making it more difficult to do business

LUXEMBOURG

OECD high income		GNI per capita (US$)	72,728
Ease of doing business rank (1–189)	**61**	**Overall distance to frontier (DTF) score (0–100)**	**68.31**	**Population (m)**	**0.6**

Starting a business (rank)	80
DTF score for starting a business (0–100)	86.46
Procedures (number)	6
Time (days)	18.5
Cost (% of income per capita)	2.0
Minimum capital (% of income per capita)	22.6
Dealing with construction permits (rank)	14
DTF score for dealing with construction permits (0–100)	81.16
Procedures (number)	11
Time (days)	157
Cost (% of warehouse value)	0.7
Building quality control index (0–15)	13.5
Getting electricity (rank)	28
DTF score for getting electricity (0–100)	84.29
Procedures (number)	5
Time (days)	56
Cost (% of income per capita)	40.4
Reliability of supply and transparency of tariffs index (0–8)	7
Registering property (rank)	89
DTF score for registering property (0–100)	63.81
Procedures (number)	7
Time (days)	26.5
Cost (% of property value)	10.1
Quality of land administration index (0–30)	25.5

Getting credit (rank)	167
DTF score for getting credit (0–100)	15.00
Strength of legal rights index (0–12)	3
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	122
DTF score for protecting minority investors (0–100)	45.00
Extent of conflict of interest regulation index (0–10)	4.3
Extent of shareholder governance index (0–10)	4.7
Strength of minority investor protection index (0–10)	4.5
Paying taxes (rank)	21
DTF score for paying taxes (0–100)	88.58
Payments (number per year)	23
Time (hours per year)	55
Total tax rate (% of profit)	20.1
Enforcing contracts (rank)	17
DTF score for enforcing contracts (0–100)	73.32
Time (days)	321
Cost (% of claim)	9.7
Quality of judicial processes index (0–18)	8.5

Trading across borders (rank)	1
DTF score for trading across borders (0–100)	100.00
Time to export	
Documentary compliance (hours)	1
Border compliance (hours)	0
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	0
Border compliance (US$)	0
Domestic transport (US$)	60
Time to import	
Documentary compliance (hours)	1
Border compliance (hours)	0
Domestic transport (hours)	1
Cost to import	
Documentary compliance (US$)	0
Border compliance (US$)	0
Domestic transport (US$)	60
Resolving insolvency (rank)	80
DTF score for resolving insolvency (0–100)	45.45
Time (years)	2.0
Cost (% of estate)	15
Recovery rate (cents on the dollar)	43.8
Strength of insolvency framework index (0–16)	7

MACEDONIA, FYR

Europe & Central Asia		GNI per capita (US$)	5,070
Ease of doing business rank (1–189)	**12**	**Overall distance to frontier (DTF) score (0–100)**	**80.18**	**Population (m)**	**2.1**

✔ **Starting a business** (rank)	2
DTF score for starting a business (0–100)	99.86
Procedures (number)	1
Time (days)	1
Cost (% of income per capita)	0.1
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	10
DTF score for dealing with construction permits (0–100)	83.14
Procedures (number)	10
Time (days)	74
Cost (% of warehouse value)	5.4
Building quality control index (0–15)	14
Getting electricity (rank)	45
DTF score for getting electricity (0–100)	81.33
Procedures (number)	3
Time (days)	97
Cost (% of income per capita)	229.9
Reliability of supply and transparency of tariffs index (0–8)	5
Registering property (rank)	50
DTF score for registering property (0–100)	73.61
Procedures (number)	7
Time (days)	30
Cost (% of property value)	3.3
Quality of land administration index (0–30)	24

Getting credit (rank)	42
DTF score for getting credit (0–100)	65.00
Strength of legal rights index (0–12)	6
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	89.3
Credit registry coverage (% of adults)	38.0
✔ **Protecting minority investors** (rank)	14
DTF score for protecting minority investors (0–100)	71.67
Extent of conflict of interest regulation index (0–10)	7.0
Extent of shareholder governance index (0–10)	7.3
Strength of minority investor protection index (0–10)	7.2
Paying taxes (rank)	7
DTF score for paying taxes (0–100)	94.17
Payments (number per year)	7
Time (hours per year)	119
Total tax rate (% of profit)	12.9
Enforcing contracts (rank)	26
DTF score for enforcing contracts (0–100)	71.39
Time (days)	604
Cost (% of claim)	28.8
Quality of judicial processes index (0–18)	15.5

Trading across borders (rank)	26
DTF score for trading across borders (0–100)	93.87
Time to export	
Documentary compliance (hours)	2
Border compliance (hours)	9
Domestic transport (hours)	3
Cost to export	
Documentary compliance (US$)	45
Border compliance (US$)	103
Domestic transport (US$)	200
Time to import	
Documentary compliance (hours)	3
Border compliance (hours)	8
Domestic transport (hours)	2
Cost to import	
Documentary compliance (US$)	50
Border compliance (US$)	150
Domestic transport (US$)	150
Resolving insolvency (rank)	37
DTF score for resolving insolvency (0–100)	67.73
Time (years)	1.8
Cost (% of estate)	10
Recovery rate (cents on the dollar)	44.6
Strength of insolvency framework index (0–16)	14

MADAGASCAR

Sub-Saharan Africa		GNI per capita (US$)	440
Ease of doing business rank (1–189)	**164**	**Overall distance to frontier (DTF) score (0–100)**	**45.68**	**Population (m)**	**23.6**

✘ **Starting a business** (rank)	128
DTF score for starting a business (0–100)	79.63
Procedures (number)	9
Time (days)	13
Cost (% of income per capita)	43.7
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	182
DTF score for dealing with construction permits (0–100)	35.21
Procedures (number)	15
Time (days)	185
Cost (% of warehouse value)	30.8
Building quality control index (0–15)	4
Getting electricity (rank)	188
DTF score for getting electricity (0–100)	18.27
Procedures (number)	6
Time (days)	450
Cost (% of income per capita)	6,229.5
Reliability of supply and transparency of tariffs index (0–8)	0
✔ **Registering property** (rank)	161
DTF score for registering property (0–100)	44.04
Procedures (number)	6
Time (days)	100
Cost (% of property value)	9.2
Quality of land administration index (0–30)	8

✔ **Getting credit** (rank)	167
DTF score for getting credit (0–100)	15.00
Strength of legal rights index (0–12)	3
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	3.0
✔ **Protecting minority investors** (rank)	105
DTF score for protecting minority investors (0–100)	50.00
Extent of conflict of interest regulation index (0–10)	6.0
Extent of shareholder governance index (0–10)	4.0
Strength of minority investor protection index (0–10)	5.0
Paying taxes (rank)	76
DTF score for paying taxes (0–100)	76.32
Payments (number per year)	23
Time (hours per year)	183
Total tax rate (% of profit)	38.1
Enforcing contracts (rank)	153
DTF score for enforcing contracts (0–100)	44.70
Time (days)	871
Cost (% of claim)	33.6
Quality of judicial processes index (0–18)	6

✔ **Trading across borders** (rank)	125
DTF score for trading across borders (0–100)	59.42
Time to export	
Documentary compliance (hours)	59
Border compliance (hours)	70
Domestic transport (hours)	13
Cost to export	
Documentary compliance (US$)	117
Border compliance (US$)	868
Domestic transport (US$)	610
Time to import	
Documentary compliance (hours)	68
Border compliance (hours)	105
Domestic transport (hours)	14
Cost to import	
Documentary compliance (US$)	150
Border compliance (US$)	595
Domestic transport (US$)	680
Resolving insolvency (rank)	127
DTF score for resolving insolvency (0–100)	34.24
Time (years)	3.0
Cost (% of estate)	9
Recovery rate (cents on the dollar)	11.4
Strength of insolvency framework index (0–16)	9

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

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MALAWI

Ease of doing business rank (1–189)	**141**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**250**
Overall distance to frontier (DTF) score (0–100)	**51.03**			**Population (m)**	**16.8**

Starting a business (rank)	161	**Getting credit** (rank)	152	**Trading across borders** (rank)	123
DTF score for starting a business (0–100)	69.71	DTF score for getting credit (0–100)	25.00	DTF score for trading across borders (0–100)	59.77
Procedures (number)	8	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	38	Depth of credit information index (0–8)	0	Documentary compliance (hours)	131
Cost (% of income per capita)	84.6	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	85
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	3
				Cost to export	
Dealing with construction permits (rank)	65	**Protecting minority investors** (rank)	115	Documentary compliance (US$)	342
DTF score for dealing with construction permits (0–100)	72.28	DTF score for protecting minority investors (0–100)	46.67	Border compliance (US$)	243
Procedures (number)	13	Extent of conflict of interest regulation index (0–10)	5.7	Domestic transport (US$)	197
Time (days)	153	Extent of shareholder governance index (0–10)	3.7	*Time to import*	
Cost (% of warehouse value)	1.1	Strength of minority investor protection index (0–10)	4.7	Documentary compliance (hours)	63
Building quality control index (0–15)	9.5			Border compliance (hours)	64
		Paying taxes (rank)	102	Domestic transport (hours)	3
Getting electricity (rank)	175	DTF score for paying taxes (0–100)	71.82	*Cost to import*	
DTF score for getting electricity (0–100)	36.15	Payments (number per year)	35	Documentary compliance (US$)	162
Procedures (number)	6	Time (hours per year)	174.5	Border compliance (US$)	143
Time (days)	127	Total tax rate (% of profit)	34.5	Domestic transport (US$)	276
Cost (% of income per capita)	4,698.4				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	147	**Resolving insolvency** (rank)	164
		DTF score for enforcing contracts (0–100)	47.09	DTF score for resolving insolvency (0–100)	19.20
Registering property (rank)	93	Time (days)	432	Time (years)	2.6
DTF score for registering property (0–100)	62.62	Cost (% of claim)	69.1	Cost (% of estate)	25
Procedures (number)	6	Quality of judicial processes index (0–18)	8	Recovery rate (cents on the dollar)	12.4
Time (days)	69			Strength of insolvency framework index (0–16)	4
Cost (% of property value)	1.8				
Quality of land administration index (0–30)	11				

MALAYSIA

Ease of doing business rank (1–189)	**18**	**East Asia & Pacific**		**GNI per capita (US$)**	**10,660**
Overall distance to frontier (DTF) score (0–100)	**79.13**			**Population (m)**	**30.2**

Starting a business (rank)	14	**Getting credit** (rank)	28	**Trading across borders** (rank)	49
DTF score for starting a business (0–100)	95.34	DTF score for getting credit (0–100)	70.00	DTF score for trading across borders (0–100)	86.74
Procedures (number)	3	Strength of legal rights index (0–12)	7	*Time to export*	
Time (days)	4	Depth of credit information index (0–8)	7	Documentary compliance (hours)	10
Cost (% of income per capita)	6.7	Credit bureau coverage (% of adults)	77.1	Border compliance (hours)	20
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	57.0	Domestic transport (hours)	12
				Cost to export	
Dealing with construction permits (rank)	15	**Protecting minority investors** (rank)	4	Documentary compliance (US$)	45
DTF score for dealing with construction permits (0–100)	81.10	DTF score for protecting minority investors (0–100)	78.33	Border compliance (US$)	321
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	8.7	Domestic transport (US$)	255
Time (days)	79	Extent of shareholder governance index (0–10)	7.0	*Time to import*	
Cost (% of warehouse value)	1.4	Strength of minority investor protection index (0–10)	7.8	Documentary compliance (hours)	10
Building quality control index (0–15)	13			Border compliance (hours)	24
		✔ **Paying taxes** (rank)	31	Domestic transport (hours)	12
Getting electricity (rank)	13	DTF score for paying taxes (0–100)	84.31	*Cost to import*	
DTF score for getting electricity (0–100)	90.05	Payments (number per year)	13	Documentary compliance (US$)	60
Procedures (number)	5	Time (hours per year)	118	Border compliance (US$)	321
Time (days)	32	Total tax rate (% of profit)	40.0	Domestic transport (US$)	255
Cost (% of income per capita)	30.7				
Reliability of supply and transparency of tariffs index (0–8)	8	**Enforcing contracts** (rank)	44	**Resolving insolvency** (rank)	45
		DTF score for enforcing contracts (0–100)	66.61	DTF score for resolving insolvency (0–100)	62.49
Registering property (rank)	38	Time (days)	425	Time (years)	1.0
DTF score for registering property (0–100)	76.32	Cost (% of claim)	37.3	Cost (% of estate)	10
Procedures (number)	8	Quality of judicial processes index (0–18)	12	Recovery rate (cents on the dollar)	81.3
Time (days)	13			Strength of insolvency framework index (0–16)	6
Cost (% of property value)	3.3				
Quality of land administration index (0–30)	27.5				

MALDIVES

Ease of doing business rank (1–189)	**128**	**South Asia**		**GNI per capita (US$)**	**7,290**
Overall distance to frontier (DTF) score (0–100)	**55.04**			**Population (m)**	**0.4**

Starting a business (rank)	48	**Getting credit** (rank)	126	**Trading across borders** (rank)	137
DTF score for starting a business (0–100)	91.26	DTF score for getting credit (0–100)	35.00	DTF score for trading across borders (0–100)	55.87
Procedures (number)	5	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	9	Depth of credit information index (0–8)	5	Documentary compliance (hours)	48
Cost (% of income per capita)	4.9	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	42
Minimum capital (% of income per capita)	1.7	Credit registry coverage (% of adults)	15.6	Domestic transport (hours)	2
				Cost to export	
✘ **Dealing with construction permits** (rank)	41	**Protecting minority investors** (rank)	134	Documentary compliance (US$)	300
DTF score for dealing with construction permits (0–100)	75.36	DTF score for protecting minority investors (0–100)	43.33	Border compliance (US$)	596
Procedures (number)	10	Extent of conflict of interest regulation index (0–10)	5.3	Domestic transport (US$)	165
Time (days)	140	Extent of shareholder governance index (0–10)	3.3	*Time to import*	
Cost (% of warehouse value)	0.5	Strength of minority investor protection index (0–10)	4.3	Documentary compliance (hours)	61
Building quality control index (0–15)	8.5			Border compliance (hours)	100
		✔ **Paying taxes** (rank)	128	Domestic transport (hours)	3
Getting electricity (rank)	141	DTF score for paying taxes (0–100)	65.31	*Cost to import*	
DTF score for getting electricity (0–100)	53.65	Payments (number per year)	30	Documentary compliance (US$)	180
Procedures (number)	6	Time (hours per year)	394.5	Border compliance (US$)	981
Time (days)	91	Total tax rate (% of profit)	30.2	Domestic transport (US$)	161
Cost (% of income per capita)	296.8				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	95	**Resolving insolvency** (rank)	135
		DTF score for enforcing contracts (0–100)	57.66	DTF score for resolving insolvency (0–100)	33.02
Registering property (rank)	171	Time (days)	665	Time (years)	1.5
DTF score for registering property (0–100)	39.97	Cost (% of claim)	16.5	Cost (% of estate)	4
Procedures (number)	6	Quality of judicial processes index (0–18)	6.5	Recovery rate (cents on the dollar)	49.7
Time (days)	57			Strength of insolvency framework index (0–16)	2
Cost (% of property value)	15.9				
Quality of land administration index (0–30)	8.5				

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✔ Reform making it easier to do business ✘ Change making it more difficult to do business

MALI

Sub-Saharan Africa		GNI per capita (US$)		720
Ease of doing business rank (1–189)	**143**	**Overall distance to frontier (DTF) score (0–100)**	**50.81**	**Population (m)**	**15.8**

	Starting a business (rank)	172	✔ **Getting credit** (rank)	133	✔ **Trading across borders** (rank)	82
	DTF score for starting a business (0–100)	66.05	DTF score for getting credit (0–100)	30.00	DTF score for trading across borders (0–100)	73.98
	Procedures (number)	5	Strength of legal rights index (0–12)	6	*Time to export*	
	Time (days)	8.5	Depth of credit information index (0–8)	0	Documentary compliance (hours)	48
	Cost (% of income per capita)	71.3	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	48
	Minimum capital (% of income per capita)	274.4	Credit registry coverage (% of adults)	0.1	Domestic transport (hours)	29
					Cost to export	
	Dealing with construction permits (rank)	152	**Protecting minority investors** (rank)	166	Documentary compliance (US$)	33
	DTF score for dealing with construction permits (0–100)	57.98	DTF score for protecting minority investors (0–100)	35.00	Border compliance (US$)	17
	Procedures (number)	13	Extent of conflict of interest regulation index (0–10)	4.0	Domestic transport (US$)	429
	Time (days)	124	Extent of shareholder governance index (0–10)	3.0	*Time to import*	
	Cost (% of warehouse value)	7.6	Strength of minority investor protection index (0–10)	3.5	Documentary compliance (hours)	77
	Building quality control index (0–15)	4.5			Border compliance (hours)	86
			Paying taxes (rank)	149	Domestic transport (hours)	32
	Getting electricity (rank)	151	DTF score for paying taxes (0–100)	60.16	*Cost to import*	
	DTF score for getting electricity (0–100)	48.95	Payments (number per year)	35	Documentary compliance (US$)	375
	Procedures (number)	4	Time (hours per year)	270	Border compliance (US$)	298
	Time (days)	120	Total tax rate (% of profit)	48.3	Domestic transport (US$)	932
	Cost (% of income per capita)	3,498.9				
	Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	149	**Resolving insolvency** (rank)	100
			DTF score for enforcing contracts (0–100)	45.58	DTF score for resolving insolvency (0–100)	40.35
	Registering property (rank)	140	Time (days)	620	Time (years)	3.6
	DTF score for registering property (0–100)	50.08	Cost (% of claim)	52.0	Cost (% of estate)	18
	Procedures (number)	5	Quality of judicial processes index (0–18)	6.5	Recovery rate (cents on the dollar)	22.7
	Time (days)	29			Strength of insolvency framework index (0–16)	9
	Cost (% of property value)	11.9				
	Quality of land administration index (0–30)	8				

MALTA

Middle East & North Africa		GNI per capita (US$)		21,869
Ease of doing business rank (1–189)	**80**	**Overall distance to frontier (DTF) score (0–100)**	**63.70**	**Population (m)**	**0.4**

	Starting a business (rank)	132	**Getting credit** (rank)	174	**Trading across borders** (rank)	39
	DTF score for starting a business (0–100)	78.43	DTF score for getting credit (0–100)	10.00	DTF score for trading across borders (0–100)	90.72
	Procedures (number)	10	Strength of legal rights index (0–12)	2	*Time to export*	
	Time (days)	28	Depth of credit information index (0–8)	0	Documentary compliance (hours)	3
	Cost (% of income per capita)	10.7	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	24
	Minimum capital (% of income per capita)	1.4	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	1
					Cost to export	
	Dealing with construction permits (rank)	83	**Protecting minority investors** (rank)	36	Documentary compliance (US$)	0
	DTF score for dealing with construction permits (0–100)	69.75	DTF score for protecting minority investors (0–100)	63.33	Border compliance (US$)	325
	Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	5.7	Domestic transport (US$)	233
	Time (days)	167	Extent of shareholder governance index (0–10)	7.0	*Time to import*	
	Cost (% of warehouse value)	2.7	Strength of minority investor protection index (0–10)	6.3	Documentary compliance (hours)	1
	Building quality control index (0–15)	11			Border compliance (hours)	2
			Paying taxes (rank)	25	Domestic transport (hours)	1
✔	**Getting electricity** (rank)	86	DTF score for paying taxes (0–100)	85.91	*Cost to import*	
	DTF score for getting electricity (0–100)	69.78	Payments (number per year)	7	Documentary compliance (US$)	60
	Procedures (number)	5	Time (hours per year)	139	Border compliance (US$)	230
	Time (days)	121	Total tax rate (% of profit)	41.3	Domestic transport (US$)	150
	Cost (% of income per capita)	425.0				
	Reliability of supply and transparency of tariffs index (0–8)	5	**Enforcing contracts** (rank)	61	**Resolving insolvency** (rank)	83
			DTF score for enforcing contracts (0–100)	62.17	DTF score for resolving insolvency (0–100)	44.78
	Registering property (rank)	96	Time (days)	505	Time (years)	3.0
	DTF score for registering property (0–100)	62.12	Cost (% of claim)	35.9	Cost (% of estate)	10
	Procedures (number)	7	Quality of judicial processes index (0–18)	10.5	Recovery rate (cents on the dollar)	39.6
	Time (days)	15			Strength of insolvency framework index (0–16)	7.5
	Cost (% of property value)	5.5				
	Quality of land administration index (0–30)	12.5				

MARSHALL ISLANDS

East Asia & Pacific		GNI per capita (US$)		4,161
Ease of doing business rank (1–189)	**140**	**Overall distance to frontier (DTF) score (0–100)**	**51.58**	**Population (m)**	**0.1**

	Starting a business (rank)	71	**Getting credit** (rank)	79	**Trading across borders** (rank)	75
	DTF score for starting a business (0–100)	88.38	DTF score for getting credit (0–100)	50.00	DTF score for trading across borders (0–100)	77.22
	Procedures (number)	5	Strength of legal rights index (0–12)	10	*Time to export*	
	Time (days)	17	Depth of credit information index (0–8)	0	Documentary compliance (hours)	60
	Cost (% of income per capita)	12.7	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	60
	Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	3
					Cost to export	
	Dealing with construction permits (rank)	63	**Protecting minority investors** (rank)	178	Documentary compliance (US$)	43
	DTF score for dealing with construction permits (0–100)	72.38	DTF score for protecting minority investors (0–100)	31.67	Border compliance (US$)	220
	Procedures (number)	7	Extent of conflict of interest regulation index (0–10)	3.3	Domestic transport (US$)	350
	Time (days)	38	Extent of shareholder governance index (0–10)	3.0	*Time to import*	
	Cost (% of warehouse value)	2.5	Strength of minority investor protection index (0–10)	3.2	Documentary compliance (hours)	60
	Building quality control index (0–15)	2			Border compliance (hours)	84
			Paying taxes (rank)	125	Domestic transport (hours)	3
	Getting electricity (rank)	125	DTF score for paying taxes (0–100)	66.38	*Cost to import*	
	DTF score for getting electricity (0–100)	59.10	Payments (number per year)	21	Documentary compliance (US$)	43
	Procedures (number)	5	Time (hours per year)	128	Border compliance (US$)	220
	Time (days)	67	Total tax rate (% of profit)	64.8	Domestic transport (US$)	350
	Cost (% of income per capita)	725.8				
	Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	65	**Resolving insolvency** (rank)	167
			DTF score for enforcing contracts (0–100)	61.52	DTF score for resolving insolvency (0–100)	9.19
	Registering property (rank)	189	Time (days)	476	Time (years)	2.0
	DTF score for registering property (0–100)	0.00	Cost (% of claim)	27.4	Cost (% of estate)	38
	Procedures (number)	NO PRACTICE	Quality of judicial processes index (0–18)	8	Recovery rate (cents on the dollar)	17.1
	Time (days)	NO PRACTICE			Strength of insolvency framework index (0–16)	0
	Cost (% of property value)	NO PRACTICE				
	Quality of land administration index (0–30)	0				

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✔ Reform making it easier to do business ✘ Change making it more difficult to do business

MAURITANIA

Ease of doing business rank (1–189)	168	Sub-Saharan Africa		GNI per capita (US$)	1,260
Overall distance to frontier (DTF) score (0–100)	44.74			Population (m)	4.0

✔ **Starting a business** (rank)	70	✔ **Getting credit** (rank)	162	✔ **Trading across borders** (rank)	160
DTF score for starting a business (0–100)	88.45	DTF score for getting credit (0–100)	20.00	DTF score for trading across borders (0–100)	43.08
Procedures (number)	6	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	8	Depth of credit information index (0–8)	2	Documentary compliance (hours)	59
Cost (% of income per capita)	18.5	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	72
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	6.1	Domestic transport (hours)	7
				Cost to export	
Dealing with construction permits (rank)	112	**Protecting minority investors** (rank)	134	Documentary compliance (US$)	392
DTF score for dealing with construction permits (0–100)	66.01	DTF score for protecting minority investors (0–100)	43.33	Border compliance (US$)	749
Procedures (number)	13	Extent of conflict of interest regulation index (0–10)	4.0	Domestic transport (US$)	185
Time (days)	104	Extent of shareholder governance index (0–10)	4.7	*Time to import*	
Cost (% of warehouse value)	4.3	Strength of minority investor protection index (0–10)	4.3	Documentary compliance (hours)	72
Building quality control index (0–15)	6			Border compliance (hours)	84
		Paying taxes (rank)	187	Domestic transport (hours)	8
Getting electricity (rank)	152	DTF score for paying taxes (0–100)	17.71	*Cost to import*	
DTF score for getting electricity (0–100)	47.56	Payments (number per year)	49	Documentary compliance (US$)	700
Procedures (number)	5	Time (hours per year)	734	Border compliance (US$)	582
Time (days)	70	Total tax rate (% of profit)	71.3	Domestic transport (US$)	194
Cost (% of income per capita)	6,384.4				
Reliability of supply and transparency of tariffs index (0–8)	2	**Enforcing contracts** (rank)	71	**Resolving insolvency** (rank)	189
		DTF score for enforcing contracts (0–100)	60.43	DTF score for resolving insolvency (0–100)	0.00
Registering property (rank)	100	Time (days)	370	Time (years)	NO PRACTICE
DTF score for registering property (0–100)	60.81	Cost (% of claim)	23.2	Cost (% of estate)	NO PRACTICE
Procedures (number)	4	Quality of judicial processes index (0–18)	5	Recovery rate (cents on the dollar)	0.0
Time (days)	49			Strength of insolvency framework index (0–16)	0
Cost (% of property value)	4.6				
Quality of land administration index (0–30)	6.5				

MAURITIUS

Ease of doing business rank (1–189)	32	Sub-Saharan Africa		GNI per capita (US$)	9,710
Overall distance to frontier (DTF) score (0–100)	75.05			Population (m)	1.3

Starting a business (rank)	37	**Getting credit** (rank)	42	**Trading across borders** (rank)	66
DTF score for starting a business (0–100)	92.49	DTF score for getting credit (0–100)	65.00	DTF score for trading across borders (0–100)	80.05
Procedures (number)	5	Strength of legal rights index (0–12)	6	*Time to export*	
Time (days)	6	Depth of credit information index (0–8)	7	Documentary compliance (hours)	9
Cost (% of income per capita)	2.0	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	48
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	82.6	Domestic transport (hours)	2
				Cost to export	
✔ **Dealing with construction permits** (rank)	35	**Protecting minority investors** (rank)	29	Documentary compliance (US$)	128
DTF score for dealing with construction permits (0–100)	76.51	DTF score for protecting minority investors (0–100)	65.00	Border compliance (US$)	269
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	7.7	Domestic transport (US$)	196
Time (days)	156	Extent of shareholder governance index (0–10)	5.3	*Time to import*	
Cost (% of warehouse value)	0.6	Strength of minority investor protection index (0–10)	6.5	Documentary compliance (hours)	9
Building quality control index (0–15)	13			Border compliance (hours)	48
		Paying taxes (rank)	13	Domestic transport (hours)	2
Getting electricity (rank)	41	DTF score for paying taxes (0–100)	91.92	*Cost to import*	
DTF score for getting electricity (0–100)	81.93	Payments (number per year)	8	Documentary compliance (US$)	166
Procedures (number)	4	Time (hours per year)	152	Border compliance (US$)	294
Time (days)	81	Total tax rate (% of profit)	22.4	Domestic transport (US$)	196
Cost (% of income per capita)	260.0				
Reliability of supply and transparency of tariffs index (0–8)	6	**Enforcing contracts** (rank)	27	**Resolving insolvency** (rank)	39
		DTF score for enforcing contracts (0–100)	70.50	DTF score for resolving insolvency (0–100)	65.94
Registering property (rank)	99	Time (days)	519	Time (years)	1.7
DTF score for registering property (0–100)	61.18	Cost (% of claim)	25.0	Cost (% of estate)	15
Procedures (number)	4	Quality of judicial processes index (0–18)	13	Recovery rate (cents on the dollar)	67.4
Time (days)	14			Strength of insolvency framework index (0–16)	9.5
Cost (% of property value)	10.6				
Quality of land administration index (0–30)	14				

MEXICO

Ease of doing business rank (1–189)	38	Latin America & Caribbean		GNI per capita (US$)	9,980
Overall distance to frontier (DTF) score (0–100)	73.72			Population (m)	123.8

Starting a business (rank)	65	✔ **Getting credit** (rank)	5	**Trading across borders** (rank)	59
DTF score for starting a business (0–100)	88.94	DTF score for getting credit (0–100)	90.00	DTF score for trading across borders (0–100)	82.09
Procedures (number)	6	Strength of legal rights index (0–12)	10	*Time to export*	
Time (days)	6.3	Depth of credit information index (0–8)	8	Documentary compliance (hours)	8
Cost (% of income per capita)	17.9	Credit bureau coverage (% of adults)	100.0	Border compliance (hours)	20.4
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	27.3
				Cost to export	
Dealing with construction permits (rank)	67	**Protecting minority investors** (rank)	57	Documentary compliance (US$)	60
DTF score for dealing with construction permits (0–100)	71.76	DTF score for protecting minority investors (0–100)	58.33	Border compliance (US$)	400
Procedures (number)	10.5	Extent of conflict of interest regulation index (0–10)	6.0	Domestic transport (US$)	1,217.1
Time (days)	86.4	Extent of shareholder governance index (0–10)	5.7	*Time to import*	
Cost (% of warehouse value)	10.2	Strength of minority investor protection index (0–10)	5.8	Documentary compliance (hours)	17.6
Building quality control index (0–15)	11.7			Border compliance (hours)	44.2
		✔ **Paying taxes** (rank)	92	Domestic transport (hours)	27.3
Getting electricity (rank)	72	DTF score for paying taxes (0–100)	73.67	*Cost to import*	
DTF score for getting electricity (0–100)	73.27	Payments (number per year)	6	Documentary compliance (US$)	100
Procedures (number)	6.8	Time (hours per year)	286	Border compliance (US$)	450
Time (days)	78.9	Total tax rate (% of profit)	51.7	Domestic transport (US$)	1,217.1
Cost (% of income per capita)	332.9				
Reliability of supply and transparency of tariffs index (0–8)	7	**Enforcing contracts** (rank)	41	**Resolving insolvency** (rank)	28
		DTF score for enforcing contracts (0–100)	67.39	DTF score for resolving insolvency (0–100)	73.03
Registering property (rank)	106	Time (days)	389	Time (years)	1.8
DTF score for registering property (0–100)	58.74	Cost (% of claim)	30.9	Cost (% of estate)	18
Procedures (number)	6.8	Quality of judicial processes index (0–18)	10.6	Recovery rate (cents on the dollar)	68.9
Time (days)	63.7			Strength of insolvency framework index (0–16)	11.5
Cost (% of property value)	5.1				
Quality of land administration index (0–30)	14.3				

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MICRONESIA, FED. STS.

East Asia & Pacific				GNI per capita (US$)	3,438
Ease of doing business rank (1–189)	**148**	**Overall distance to frontier (DTF) score (0–100)**	**49.67**	**Population (m)**	**0.1**
Starting a business (rank)	162	**Getting credit** (rank)	70	**Trading across borders** (rank)	53
DTF score for starting a business (0–100)	69.64	DTF score for getting credit (0–100)	55.00	DTF score for trading across borders (0–100)	85.85
Procedures (number)	7	Strength of legal rights index (0–12)	11	*Time to export*	
Time (days)	16	Depth of credit information index (0–8)	0	Documentary compliance (hours)	26
Cost (% of income per capita)	141.1	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	36
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	3
				Cost to export	
Dealing with construction permits (rank)	141	**Protecting minority investors** (rank)	185	Documentary compliance (US$)	60
DTF score for dealing with construction permits (0–100)	61.00	DTF score for protecting minority investors (0–100)	25.00	Border compliance (US$)	168
Procedures (number)	14	Extent of conflict of interest regulation index (0–10)	2.7	Domestic transport (US$)	150
Time (days)	86	Extent of shareholder governance index (0–10)	2.3	*Time to import*	
Cost (% of warehouse value)	0.5	Strength of minority investor protection index (0–10)	2.5	Documentary compliance (hours)	26
Building quality control index (0–15)	0			Border compliance (hours)	36
		Paying taxes (rank)	116	Domestic transport (hours)	5
Getting electricity (rank)	103	DTF score for paying taxes (0–100)	68.78	*Cost to import*	
DTF score for getting electricity (0–100)	64.40	Payments (number per year)	21	Documentary compliance (US$)	60
Procedures (number)	3	Time (hours per year)	128	Border compliance (US$)	168
Time (days)	105	Total tax rate (% of profit)	60.5	Domestic transport (US$)	300
Cost (% of income per capita)	369.7				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	181	**Resolving insolvency** (rank)	116
		DTF score for enforcing contracts (0–100)	29.39	DTF score for resolving insolvency (0–100)	37.66
Registering property (rank)	189	Time (days)	885	Time (years)	5.3
DTF score for registering property (0–100)	0.00	Cost (% of claim)	66.0	Cost (% of estate)	38
Procedures (number)	NO PRACTICE	Quality of judicial processes index (0–18)	4.5	Recovery rate (cents on the dollar)	3.2
Time (days)	NO PRACTICE			Strength of insolvency framework index (0–16)	11.5
Cost (% of property value)	NO PRACTICE				
Quality of land administration index (0–30)	0				

MOLDOVA

Europe & Central Asia				GNI per capita (US$)	2,550
Ease of doing business rank (1–189)	**52**	**Overall distance to frontier (DTF) score (0–100)**	**70.97**	**Population (m)**	**3.6**
✔ **Starting a business** (rank)	26	**Getting credit** (rank)	28	**Trading across borders** (rank)	33
DTF score for starting a business (0–100)	94.17	DTF score for getting credit (0–100)	70.00	DTF score for trading across borders (0–100)	92.39
Procedures (number)	4	Strength of legal rights index (0–12)	8	*Time to export*	
Time (days)	4	Depth of credit information index (0–8)	6	Documentary compliance (hours)	48
Cost (% of income per capita)	4.3	Credit bureau coverage (% of adults)	10.8	Border compliance (hours)	3
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	170	**Protecting minority investors** (rank)	36	Documentary compliance (US$)	44
DTF score for dealing with construction permits (0–100)	51.59	DTF score for protecting minority investors (0–100)	63.33	Border compliance (US$)	76
Procedures (number)	27	Extent of conflict of interest regulation index (0–10)	6.3	Domestic transport (US$)	78
Time (days)	276	Extent of shareholder governance index (0–10)	6.3	*Time to import*	
Cost (% of warehouse value)	0.7	Strength of minority investor protection index (0–10)	6.3	Documentary compliance (hours)	2
Building quality control index (0–15)	10.5			Border compliance (hours)	3
		Paying taxes (rank)	78	Domestic transport (hours)	5
Getting electricity (rank)	104	DTF score for paying taxes (0–100)	76.28	*Cost to import*	
DTF score for getting electricity (0–100)	64.36	Payments (number per year)	21	Documentary compliance (US$)	41
Procedures (number)	7	Time (hours per year)	186	Border compliance (US$)	83
Time (days)	113	Total tax rate (% of profit)	40.2	Domestic transport (US$)	198
Cost (% of income per capita)	778.3				
Reliability of supply and transparency of tariffs index (0–8)	6	**Enforcing contracts** (rank)	67	✔ **Resolving insolvency** (rank)	60
		DTF score for enforcing contracts (0–100)	60.87	DTF score for resolving insolvency (0–100)	53.85
Registering property (rank)	21	Time (days)	585	Time (years)	2.8
DTF score for registering property (0–100)	82.91	Cost (% of claim)	28.6	Cost (% of estate)	15
Procedures (number)	5	Quality of judicial processes index (0–18)	9.5	Recovery rate (cents on the dollar)	30.4
Time (days)	5.5			Strength of insolvency framework index (0–16)	12
Cost (% of property value)	0.9				
Quality of land administration index (0–30)	22				

MONGOLIA

East Asia & Pacific				GNI per capita (US$)	4,320
Ease of doing business rank (1–189)	**56**	**Overall distance to frontier (DTF) score (0–100)**	**68.83**	**Population (m)**	**2.9**
✔ **Starting a business** (rank)	36	✔ **Getting credit** (rank)	59	**Trading across borders** (rank)	74
DTF score for starting a business (0–100)	92.55	DTF score for getting credit (0–100)	60.00	DTF score for trading across borders (0–100)	77.30
Procedures (number)	5	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	6	Depth of credit information index (0–8)	7	Documentary compliance (hours)	115
Cost (% of income per capita)	1.5	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	37
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	40.5	Domestic transport (hours)	27
				Cost to export	
Dealing with construction permits (rank)	25	**Protecting minority investors** (rank)	8	Documentary compliance (US$)	64
DTF score for dealing with construction permits (0–100)	78.25	DTF score for protecting minority investors (0–100)	73.33	Border compliance (US$)	41
Procedures (number)	17	Extent of conflict of interest regulation index (0–10)	7.0	Domestic transport (US$)	594
Time (days)	137	Extent of shareholder governance index (0–10)	7.7	*Time to import*	
Cost (% of warehouse value)	0.1	Strength of minority investor protection index (0–10)	7.3	Documentary compliance (hours)	115
Building quality control index (0–15)	14			Border compliance (hours)	22
		Paying taxes (rank)	91	Domestic transport (hours)	27
Getting electricity (rank)	134	DTF score for paying taxes (0–100)	73.79	*Cost to import*	
DTF score for getting electricity (0–100)	55.31	Payments (number per year)	41	Documentary compliance (US$)	83
Procedures (number)	8	Time (hours per year)	148	Border compliance (US$)	60
Time (days)	79	Total tax rate (% of profit)	24.4	Domestic transport (US$)	594
Cost (% of income per capita)	520.3				
Reliability of supply and transparency of tariffs index (0–8)	3	**Enforcing contracts** (rank)	80	**Resolving insolvency** (rank)	89
		DTF score for enforcing contracts (0–100)	59.40	DTF score for resolving insolvency (0–100)	43.76
Registering property (rank)	44	Time (days)	374	Time (years)	4.0
DTF score for registering property (0–100)	74.59	Cost (% of claim)	30.6	Cost (% of estate)	15
Procedures (number)	5	Quality of judicial processes index (0–18)	6	Recovery rate (cents on the dollar)	17.4
Time (days)	10.5			Strength of insolvency framework index (0–16)	11
Cost (% of property value)	2.1				
Quality of land administration index (0–30)	15				

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✔ Reform making it easier to do business ✘ Change making it more difficult to do business

MONTENEGRO

Ease of doing business rank (1–189)	46	Europe & Central Asia	
Overall distance to frontier (DTF) score (0–100)	71.85	GNI per capita (US$)	7,240
Population (m)	0.6		

Starting a business (rank)	59
DTF score for starting a business (0–100)	90.08
Procedures (number)	6
Time (days)	10
Cost (% of income per capita)	1.4
Minimum capital (% of income per capita)	0.0
✔ **Dealing with construction permits** (rank)	91
DTF score for dealing with construction permits (0–100)	68.57
Procedures (number)	9
Time (days)	154
Cost (% of warehouse value)	11.9
Building quality control index (0–15)	13
Getting electricity (rank)	163
DTF score for getting electricity (0–100)	43.42
Procedures (number)	7
Time (days)	142
Cost (% of income per capita)	464.8
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	79
DTF score for registering property (0–100)	65.81
Procedures (number)	6
Time (days)	69
Cost (% of property value)	3.1
Quality of land administration index (0–30)	17.5

Getting credit (rank)	7
DTF score for getting credit (0–100)	85.00
Strength of legal rights index (0–12)	12
Depth of credit information index (0–8)	5
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	26.4
Protecting minority investors (rank)	36
DTF score for protecting minority investors (0–100)	63.33
Extent of conflict of interest regulation index (0–10)	6.3
Extent of shareholder governance index (0–10)	6.3
Strength of minority investor protection index (0–10)	6.3
✔ **Paying taxes** (rank)	64
DTF score for paying taxes (0–100)	78.57
Payments (number per year)	17
Time (hours per year)	314
Total tax rate (% of profit)	21.6
Enforcing contracts (rank)	43
DTF score for enforcing contracts (0–100)	66.75
Time (days)	545
Cost (% of claim)	25.7
Quality of judicial processes index (0–18)	11.5

Trading across borders (rank)	42
DTF score for trading across borders (0–100)	88.75
Time to export	
Documentary compliance (hours)	5
Border compliance (hours)	8
Domestic transport (hours)	3
Cost to export	
Documentary compliance (US$)	67
Border compliance (US$)	158
Domestic transport (US$)	133
Time to import	
Documentary compliance (hours)	10
Border compliance (hours)	23
Domestic transport (hours)	3
Cost to import	
Documentary compliance (US$)	100
Border compliance (US$)	306
Domestic transport (US$)	169
Resolving insolvency (rank)	36
DTF score for resolving insolvency (0–100)	68.21
Time (years)	1.4
Cost (% of estate)	8
Recovery rate (cents on the dollar)	48.3
Strength of insolvency framework index (0–16)	13.5

MOROCCO

Ease of doing business rank (1–189)	75	Middle East & North Africa	
Overall distance to frontier (DTF) score (0–100)	64.51	GNI per capita (US$)	3,020
Population (m)	33.5		

✔ **Starting a business** (rank)	43
DTF score for starting a business (0–100)	92.06
Procedures (number)	4
Time (days)	10
Cost (% of income per capita)	9.1
Minimum capital (% of income per capita)	0.0
✘ **Dealing with construction permits** (rank)	29
DTF score for dealing with construction permits (0–100)	77.65
Procedures (number)	13
Time (days)	91
Cost (% of warehouse value)	3.7
Building quality control index (0–15)	12
✔ **Getting electricity** (rank)	55
DTF score for getting electricity (0–100)	78.27
Procedures (number)	5
Time (days)	57
Cost (% of income per capita)	1,953.2
Reliability of supply and transparency of tariffs index (0–8)	7
✔ **Registering property** (rank)	76
DTF score for registering property (0–100)	66.32
Procedures (number)	5
Time (days)	30
Cost (% of property value)	5.9
Quality of land administration index (0–30)	15.5

Getting credit (rank)	109
DTF score for getting credit (0–100)	40.00
Strength of legal rights index (0–12)	2
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	23.4
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	105
DTF score for protecting minority investors (0–100)	50.00
Extent of conflict of interest regulation index (0–10)	4.7
Extent of shareholder governance index (0–10)	5.3
Strength of minority investor protection index (0–10)	5.0
✔ **Paying taxes** (rank)	62
DTF score for paying taxes (0–100)	78.91
Payments (number per year)	6
Time (hours per year)	211
Total tax rate (% of profit)	49.1
Enforcing contracts (rank)	59
DTF score for enforcing contracts (0–100)	62.34
Time (days)	510
Cost (% of claim)	25.2
Quality of judicial processes index (0–18)	8.5

Trading across borders (rank)	102
DTF score for trading across borders (0–100)	65.64
Time to export	
Documentary compliance (hours)	26
Border compliance (hours)	76
Domestic transport (hours)	2
Cost to export	
Documentary compliance (US$)	107
Border compliance (US$)	247
Domestic transport (US$)	105
Time to import	
Documentary compliance (hours)	74
Border compliance (hours)	152
Domestic transport (hours)	3
Cost to import	
Documentary compliance (US$)	116
Border compliance (US$)	746
Domestic transport (US$)	101
Resolving insolvency (rank)	130
DTF score for resolving insolvency (0–100)	33.89
Time (years)	3.5
Cost (% of estate)	18
Recovery rate (cents on the dollar)	28.1
Strength of insolvency framework index (0–16)	6

MOZAMBIQUE

Ease of doing business rank (1–189)	133	Sub-Saharan Africa	
Overall distance to frontier (DTF) score (0–100)	53.98	GNI per capita (US$)	630
Population (m)	26.5		

Starting a business (rank)	124
DTF score for starting a business (0–100)	80.23
Procedures (number)	10
Time (days)	19
Cost (% of income per capita)	15.1
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	31
DTF score for dealing with construction permits (0–100)	77.58
Procedures (number)	10
Time (days)	111
Cost (% of warehouse value)	3.7
Building quality control index (0–15)	11
Getting electricity (rank)	164
DTF score for getting electricity (0–100)	43.37
Procedures (number)	7
Time (days)	91
Cost (% of income per capita)	2,276.6
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	105
DTF score for registering property (0–100)	58.99
Procedures (number)	6
Time (days)	40
Cost (% of property value)	5.3
Quality of land administration index (0–30)	9.5

Getting credit (rank)	152
DTF score for getting credit (0–100)	25.00
Strength of legal rights index (0–12)	1
Depth of credit information index (0–8)	4
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	5.6
Protecting minority investors (rank)	99
DTF score for protecting minority investors (0–100)	51.67
Extent of conflict of interest regulation index (0–10)	6.3
Extent of shareholder governance index (0–10)	4.0
Strength of minority investor protection index (0–10)	5.2
✔ **Paying taxes** (rank)	120
DTF score for paying taxes (0–100)	67.78
Payments (number per year)	37
Time (hours per year)	217
Total tax rate (% of profit)	36.1
Enforcing contracts (rank)	184
DTF score for enforcing contracts (0–100)	27.32
Time (days)	950
Cost (% of claim)	119.0
Quality of judicial processes index (0–18)	9

Trading across borders (rank)	129
DTF score for trading across borders (0–100)	58.20
Time to export	
Documentary compliance (hours)	70
Border compliance (hours)	78
Domestic transport (hours)	4
Cost to export	
Documentary compliance (US$)	435
Border compliance (US$)	602
Domestic transport (US$)	300
Time to import	
Documentary compliance (hours)	24
Border compliance (hours)	14
Domestic transport (hours)	4
Cost to import	
Documentary compliance (US$)	310
Border compliance (US$)	354
Domestic transport (US$)	345
Resolving insolvency (rank)	66
DTF score for resolving insolvency (0–100)	49.63
Time (years)	1.5
Cost (% of estate)	21
Recovery rate (cents on the dollar)	34.1
Strength of insolvency framework index (0–16)	10

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MYANMAR

East Asia & Pacific

Ease of doing business rank (1–189)	**167**
Overall distance to frontier (DTF) score (0–100)	**45.27**
GNI per capita (US$)	**1,270**
Population (m)	**53.7**

✔ **Starting a business** (rank)	160
DTF score for starting a business (0–100)	70.02
Procedures (number)	11
Time (days)	13
Cost (% of income per capita)	97.1
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	74
DTF score for dealing with construction permits (0–100)	71.03
Procedures (number)	14
Time (days)	95
Cost (% of warehouse value)	4.0
Building quality control index (0–15)	9
✔ **Getting electricity** (rank)	148
DTF score for getting electricity (0–100)	50.92
Procedures (number)	6
Time (days)	77
Cost (% of income per capita)	1,673.4
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	145
DTF score for registering property (0–100)	49.32
Procedures (number)	6
Time (days)	85
Cost (% of property value)	5.1
Quality of land administration index (0–30)	4

Getting credit (rank)	174
DTF score for getting credit (0–100)	10.00
Strength of legal rights index (0–12)	2
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	184
DTF score for protecting minority investors (0–100)	26.67
Extent of conflict of interest regulation index (0–10)	2.0
Extent of shareholder governance index (0–10)	3.3
Strength of minority investor protection index (0–10)	2.7
✘ **Paying taxes** (rank)	84
DTF score for paying taxes (0–100)	74.80
Payments (number per year)	31
Time (hours per year)	188
Total tax rate (% of profit)	31.4
Enforcing contracts (rank)	187
DTF score for enforcing contracts (0–100)	24.53
Time (days)	1,160
Cost (% of claim)	51.5
Quality of judicial processes index (0–18)	3

Trading across borders (rank)	140
DTF score for trading across borders (0–100)	55.05
Time to export	
Documentary compliance (hours)	144
Border compliance (hours)	144
Domestic transport (hours)	5
Cost to export	
Documentary compliance (US$)	140
Border compliance (US$)	432
Domestic transport (US$)	200
Time to import	
Documentary compliance (hours)	48
Border compliance (hours)	120
Domestic transport (hours)	5
Cost to import	
Documentary compliance (US$)	115
Border compliance (US$)	367
Domestic transport (US$)	200
Resolving insolvency (rank)	162
DTF score for resolving insolvency (0–100)	20.39
Time (years)	5.0
Cost (% of estate)	18
Recovery rate (cents on the dollar)	14.7
Strength of insolvency framework index (0–16)	4

NAMIBIA

Sub-Saharan Africa

Ease of doing business rank (1–189)	**101**
Overall distance to frontier (DTF) score (0–100)	**60.17**
GNI per capita (US$)	**5,820**
Population (m)	**2.3**

Starting a business (rank)	164
DTF score for starting a business (0–100)	68.92
Procedures (number)	10
Time (days)	66
Cost (% of income per capita)	11.1
Minimum capital (% of income per capita)	0.0
✘ **Dealing with construction permits** (rank)	66
DTF score for dealing with construction permits (0–100)	72.24
Procedures (number)	10
Time (days)	137
Cost (% of warehouse value)	0.5
Building quality control index (0–15)	6.5
Getting electricity (rank)	76
DTF score for getting electricity (0–100)	71.89
Procedures (number)	6
Time (days)	37
Cost (% of income per capita)	338.7
Reliability of supply and transparency of tariffs index (0–8)	4
Registering property (rank)	174
DTF score for registering property (0–100)	38.61
Procedures (number)	8
Time (days)	52
Cost (% of property value)	13.7
Quality of land administration index (0–30)	8.5

✔ **Getting credit** (rank)	59
DTF score for getting credit (0–100)	60.00
Strength of legal rights index (0–12)	5
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	62.8
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	66
DTF score for protecting minority investors (0–100)	56.67
Extent of conflict of interest regulation index (0–10)	5.7
Extent of shareholder governance index (0–10)	5.7
Strength of minority investor protection index (0–10)	5.7
Paying taxes (rank)	93
DTF score for paying taxes (0–100)	73.63
Payments (number per year)	27
Time (hours per year)	302
Total tax rate (% of profit)	21.3
Enforcing contracts (rank)	103
DTF score for enforcing contracts (0–100)	56.03
Time (days)	460
Cost (% of claim)	35.8
Quality of judicial processes index (0–18)	6.5

Trading across borders (rank)	118
DTF score for trading across borders (0–100)	61.47
Time to export	
Documentary compliance (hours)	90
Border compliance (hours)	120
Domestic transport (hours)	6
Cost to export	
Documentary compliance (US$)	348
Border compliance (US$)	745
Domestic transport (US$)	1,000
Time to import	
Documentary compliance (hours)	3
Border compliance (hours)	6
Domestic transport (hours)	6
Cost to import	
Documentary compliance (US$)	63
Border compliance (US$)	145
Domestic transport (US$)	765
Resolving insolvency (rank)	97
DTF score for resolving insolvency (0–100)	42.22
Time (years)	2.5
Cost (% of estate)	15
Recovery rate (cents on the dollar)	34.9
Strength of insolvency framework index (0–16)	7.5

NEPAL

South Asia

Ease of doing business rank (1–189)	**99**
Overall distance to frontier (DTF) score (0–100)	**60.41**
GNI per capita (US$)	**730**
Population (m)	**28.1**

Starting a business (rank)	105
DTF score for starting a business (0–100)	83.48
Procedures (number)	7
Time (days)	17
Cost (% of income per capita)	28.4
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	78
DTF score for dealing with construction permits (0–100)	70.25
Procedures (number)	10
Time (days)	86
Cost (% of warehouse value)	8.3
Building quality control index (0–15)	9
Getting electricity (rank)	131
DTF score for getting electricity (0–100)	57.51
Procedures (number)	5
Time (days)	70
Cost (% of income per capita)	1,134.9
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	72
DTF score for registering property (0–100)	66.96
Procedures (number)	3
Time (days)	5
Cost (% of property value)	4.8
Quality of land administration index (0–30)	5.5

Getting credit (rank)	133
DTF score for getting credit (0–100)	30.00
Strength of legal rights index (0–12)	6
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	1.3
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	57
DTF score for protecting minority investors (0–100)	58.33
Extent of conflict of interest regulation index (0–10)	5.3
Extent of shareholder governance index (0–10)	6.3
Strength of minority investor protection index (0–10)	5.8
Paying taxes (rank)	124
DTF score for paying taxes (0–100)	66.50
Payments (number per year)	34
Time (hours per year)	334
Total tax rate (% of profit)	29.5
Enforcing contracts (rank)	152
DTF score for enforcing contracts (0–100)	45.26
Time (days)	910
Cost (% of claim)	26.8
Quality of judicial processes index (0–18)	5.5

Trading across borders (rank)	60
DTF score for trading across borders (0–100)	81.60
Time to export	
Documentary compliance (hours)	19
Border compliance (hours)	64
Domestic transport (hours)	12
Cost to export	
Documentary compliance (US$)	85
Border compliance (US$)	226
Domestic transport (US$)	266
Time to import	
Documentary compliance (hours)	48
Border compliance (hours)	30
Domestic transport (hours)	19
Cost to import	
Documentary compliance (US$)	80
Border compliance (US$)	156
Domestic transport (US$)	407
Resolving insolvency (rank)	86
DTF score for resolving insolvency (0–100)	44.19
Time (years)	2.0
Cost (% of estate)	9
Recovery rate (cents on the dollar)	41.5
Strength of insolvency framework index (0–16)	7

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NETHERLANDS

OECD high income				GNI per capita (US$)	51,210
Ease of doing business rank (1–189)	**28**	**Overall distance to frontier (DTF) score (0–100)**	**75.94**	**Population (m)**	**16.9**

Starting a business (rank)	28	**Getting credit** (rank)	79	**Trading across borders** (rank)	1
DTF score for starting a business (0–100)	94.14	DTF score for getting credit (0–100)	50.00	DTF score for trading across borders (0–100)	100.00
Procedures (number)	4	Strength of legal rights index (0–12)	3	*Time to export*	
Time (days)	4	Depth of credit information index (0–8)	7	Documentary compliance (hours)	1
Cost (% of income per capita)	4.6	Credit bureau coverage (% of adults)	78.2	Border compliance (hours)	0
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	3
				Cost to export	
Dealing with construction permits (rank)	85	**Protecting minority investors** (rank)	66	Documentary compliance (US$)	0
DTF score for dealing with construction permits (0–100)	69.32	DTF score for protecting minority investors (0–100)	56.67	Border compliance (US$)	0
Procedures (number)	13	Extent of conflict of interest regulation index (0–10)	4.7	Domestic transport (US$)	315
Time (days)	161	Extent of shareholder governance index (0–10)	6.7	*Time to import*	
Cost (% of warehouse value)	3.7	Strength of minority investor protection index (0–10)	5.7	Documentary compliance (hours)	1
Building quality control index (0–15)	10			Border compliance (hours)	0
		✘ **Paying taxes** (rank)	26	Domestic transport (hours)	3
Getting electricity (rank)	43	DTF score for paying taxes (0–100)	85.81	*Cost to import*	
DTF score for getting electricity (0–100)	81.57	Payments (number per year)	9	Documentary compliance (US$)	0
Procedures (number)	5	Time (hours per year)	123	Border compliance (US$)	0
Time (days)	110	Total tax rate (% of profit)	41.0	Domestic transport (US$)	315
Cost (% of income per capita)	30.4				
Reliability of supply and transparency of tariffs index (0–8)	8	**Enforcing contracts** (rank)	91	**Resolving insolvency** (rank)	11
		DTF score for enforcing contracts (0–100)	58.09	DTF score for resolving insolvency (0–100)	83.77
Registering property (rank)	30	Time (days)	514	Time (years)	1.1
DTF score for registering property (0–100)	80.03	Cost (% of claim)	23.9	Cost (% of estate)	4
Procedures (number)	5	Quality of judicial processes index (0–18)	6	Recovery rate (cents on the dollar)	88.9
Time (days)	2.5			Strength of insolvency framework index (0–16)	11.5
Cost (% of property value)	6.1				
Quality of land administration index (0–30)	28.5				

NEW ZEALAND

OECD high income				GNI per capita (US$)	43,837
Ease of doing business rank (1–189)	**2**	**Overall distance to frontier (DTF) score (0–100)**	**86.79**	**Population (m)**	**4.5**

Starting a business (rank)	1	**Getting credit** (rank)	1	**Trading across borders** (rank)	55
DTF score for starting a business (0–100)	99.96	DTF score for getting credit (0–100)	100.00	DTF score for trading across borders (0–100)	84.55
Procedures (number)	1	Strength of legal rights index (0–12)	12	*Time to export*	
Time (days)	0.5	Depth of credit information index (0–8)	8	Documentary compliance (hours)	3
Cost (% of income per capita)	0.3	Credit bureau coverage (% of adults)	100.0	Border compliance (hours)	38
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	1
				Cost to export	
Dealing with construction permits (rank)	3	**Protecting minority investors** (rank)	1	Documentary compliance (US$)	67
DTF score for dealing with construction permits (0–100)	87.92	DTF score for protecting minority investors (0–100)	83.33	Border compliance (US$)	337
Procedures (number)	10	Extent of conflict of interest regulation index (0–10)	9.3	Domestic transport (US$)	290
Time (days)	93	Extent of shareholder governance index (0–10)	7.3	*Time to import*	
Cost (% of warehouse value)	1.8	Strength of minority investor protection index (0–10)	8.3	Documentary compliance (hours)	1
Building quality control index (0–15)	15			Border compliance (hours)	25
		Paying taxes (rank)	22	Domestic transport (hours)	1
✔ **Getting electricity** (rank)	31	DTF score for paying taxes (0–100)	88.06	*Cost to import*	
DTF score for getting electricity (0–100)	83.96	Payments (number per year)	8	Documentary compliance (US$)	80
Procedures (number)	5	Time (hours per year)	152	Border compliance (US$)	367
Time (days)	58	Total tax rate (% of profit)	34.3	Domestic transport (US$)	262
Cost (% of income per capita)	75.2				
Reliability of supply and transparency of tariffs index (0–8)	7	**Enforcing contracts** (rank)	15	**Resolving insolvency** (rank)	31
		DTF score for enforcing contracts (0–100)	74.25	DTF score for resolving insolvency (0–100)	71.41
Registering property (rank)	1	Time (days)	216	Time (years)	1.3
DTF score for registering property (0–100)	94.46	Cost (% of claim)	27.2	Cost (% of estate)	4
Procedures (number)	2	Quality of judicial processes index (0–18)	11	Recovery rate (cents on the dollar)	83.3
Time (days)	1			Strength of insolvency framework index (0–16)	8.5
Cost (% of property value)	0.1				
Quality of land administration index (0–30)	26				

NICARAGUA

Latin America & Caribbean				GNI per capita (US$)	1,830
Ease of doing business rank (1–189)	**125**	**Overall distance to frontier (DTF) score (0–100)**	**55.78**	**Population (m)**	**6.2**

Starting a business (rank)	123	**Getting credit** (rank)	97	**Trading across borders** (rank)	81
DTF score for starting a business (0–100)	80.49	DTF score for getting credit (0–100)	45.00	DTF score for trading across borders (0–100)	74.49
Procedures (number)	6	Strength of legal rights index (0–12)	1	*Time to export*	
Time (days)	13	Depth of credit information index (0–8)	8	Documentary compliance (hours)	96
Cost (% of income per capita)	72.2	Credit bureau coverage (% of adults)	48.7	Border compliance (hours)	60
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	16.3	Domestic transport (hours)	7
				Cost to export	
Dealing with construction permits (rank)	168	**Protecting minority investors** (rank)	150	Documentary compliance (US$)	127
DTF score for dealing with construction permits (0–100)	52.69	DTF score for protecting minority investors (0–100)	40.00	Border compliance (US$)	80
Procedures (number)	16	Extent of conflict of interest regulation index (0–10)	4.0	Domestic transport (US$)	933
Time (days)	207	Extent of shareholder governance index (0–10)	4.0	*Time to import*	
Cost (% of warehouse value)	3.3	Strength of minority investor protection index (0–10)	4.0	Documentary compliance (hours)	16
Building quality control index (0–15)	3.5			Border compliance (hours)	72
		Paying taxes (rank)	165	Domestic transport (hours)	4
Getting electricity (rank)	94	DTF score for paying taxes (0–100)	50.59	*Cost to import*	
DTF score for getting electricity (0–100)	68.02	Payments (number per year)	43	Documentary compliance (US$)	86
Procedures (number)	6	Time (hours per year)	207	Border compliance (US$)	330
Time (days)	55	Total tax rate (% of profit)	63.9	Domestic transport (US$)	611
Cost (% of income per capita)	958.6				
Reliability of supply and transparency of tariffs index (0–8)	4	**Enforcing contracts** (rank)	94	**Resolving insolvency** (rank)	103
		DTF score for enforcing contracts (0–100)	57.79	DTF score for resolving insolvency (0–100)	40.13
Registering property (rank)	147	Time (days)	519	Time (years)	2.2
DTF score for registering property (0–100)	48.61	Cost (% of claim)	26.8	Cost (% of estate)	15
Procedures (number)	9	Quality of judicial processes index (0–18)	6.5	Recovery rate (cents on the dollar)	33.9
Time (days)	58			Strength of insolvency framework index (0–16)	7
Cost (% of property value)	5.0				
Quality of land administration index (0–30)	6.5				

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

✔ Reform making it easier to do business ✘ Change making it more difficult to do business

NIGER

Sub-Saharan Africa		GNI per capita (US$)	430
Ease of doing business rank (1–189)	160	Overall distance to frontier (DTF) score (0–100)	46.37	Population (m)	18.5

✔	**Starting a business** (rank)	134	✔ **Getting credit** (rank)	133	✘ **Trading across borders** (rank)	158
	DTF score for starting a business (0–100)	77.62	DTF score for getting credit (0–100)	30.00	DTF score for trading across borders (0–100)	44.35
	Procedures (number)	6	Strength of legal rights index (0–12)	6	*Time to export*	
	Time (days)	15	Depth of credit information index (0–8)	0	Documentary compliance (hours)	51
	Cost (% of income per capita)	67.8	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	48
	Minimum capital (% of income per capita)	46.4	Credit registry coverage (% of adults)	0.3	Domestic transport (hours)	7
✔	**Dealing with construction permits** (rank)	178	**Protecting minority investors** (rank)	166	*Cost to export*	
	DTF score for dealing with construction permits (0–100)	45.37	DTF score for protecting minority investors (0–100)	35.00	Documentary compliance (US$)	204
	Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	4.0	Border compliance (US$)	543
	Time (days)	112	Extent of shareholder governance index (0–10)	3.0	Domestic transport (US$)	374
	Cost (% of warehouse value)	16.1	Strength of minority investor protection index (0–10)	3.5	*Time to import*	
	Building quality control index (0–15)	4			Documentary compliance (hours)	192
	Getting electricity (rank)	169	**Paying taxes** (rank)	156	Border compliance (hours)	114
	DTF score for getting electricity (0–100)	40.89	DTF score for paying taxes (0–100)	56.87	Domestic transport (hours)	24
	Procedures (number)	4	Payments (number per year)	41	*Cost to import*	
	Time (days)	115	Time (hours per year)	270	Documentary compliance (US$)	757
	Cost (% of income per capita)	6,284.3	Total tax rate (% of profit)	48.2	Border compliance (US$)	762
	Reliability of supply and transparency of tariffs index (0–8)	0			Domestic transport (US$)	618
	Registering property (rank)	126	**Enforcing contracts** (rank)	154	**Resolving insolvency** (rank)	121
	DTF score for registering property (0–100)	52.99	DTF score for enforcing contracts (0–100)	44.63	DTF score for resolving insolvency (0–100)	36.01
	Procedures (number)	4	Time (days)	545	Time (years)	5.0
	Time (days)	35	Cost (% of claim)	52.6	Cost (% of estate)	18
	Cost (% of property value)	9.0	Quality of judicial processes index (0–18)	5	Recovery rate (cents on the dollar)	14.7
	Quality of land administration index (0–30)	4			Strength of insolvency framework index (0–16)	9

NIGERIA

Sub-Saharan Africa		GNI per capita (US$)	2,950
Ease of doing business rank (1–189)	169	Overall distance to frontier (DTF) score (0–100)	44.69	Population (m)	178.5

	Starting a business (rank)	139	**Getting credit** (rank)	59	**Trading across borders** (rank)	182
	DTF score for starting a business (0–100)	77.13	DTF score for getting credit (0–100)	60.00	DTF score for trading across borders (0–100)	18.05
	Procedures (number)	8.7	Strength of legal rights index (0–12)	6	*Time to export*	
	Time (days)	30.8	Depth of credit information index (0–8)	6	Documentary compliance (hours)	131.4
	Cost (% of income per capita)	31.7	Credit bureau coverage (% of adults)	6.7	Border compliance (hours)	159.4
	Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.1	Domestic transport (hours)	27.1
	Dealing with construction permits (rank)	175	✔ **Protecting minority investors** (rank)	20	*Cost to export*	
	DTF score for dealing with construction permits (0–100)	49.61	DTF score for protecting minority investors (0–100)	68.33	Documentary compliance (US$)	250
	Procedures (number)	16.1	Extent of conflict of interest regulation index (0–10)	7.0	Border compliance (US$)	785.7
	Time (days)	106.3	Extent of shareholder governance index (0–10)	6.7	Domestic transport (US$)	677.2
	Cost (% of warehouse value)	24.4	Strength of minority investor protection index (0–10)	6.8	*Time to import*	
	Building quality control index (0–15)	6.8			Documentary compliance (hours)	172.7
	Getting electricity (rank)	182	**Paying taxes** (rank)	181	Border compliance (hours)	297.7
	DTF score for getting electricity (0–100)	30.91	DTF score for paying taxes (0–100)	32.17	Domestic transport (hours)	27.1
	Procedures (number)	9	Payments (number per year)	59	*Cost to import*	
	Time (days)	181.2	Time (hours per year)	907.9	Documentary compliance (US$)	564.3
	Cost (% of income per capita)	437.7	Total tax rate (% of profit)	33.3	Border compliance (US$)	1,076.8
	Reliability of supply and transparency of tariffs index (0–8)	0			Domestic transport (US$)	677.2
✔	**Registering property** (rank)	181	**Enforcing contracts** (rank)	143	**Resolving insolvency** (rank)	143
	DTF score for registering property (0–100)	31.43	DTF score for enforcing contracts (0–100)	48.59	DTF score for resolving insolvency (0–100)	30.68
	Procedures (number)	12.1	Time (days)	509.8	Time (years)	2.0
	Time (days)	69.6	Cost (% of claim)	57.7	Cost (% of estate)	22
	Cost (% of property value)	10.5	Quality of judicial processes index (0–18)	7.7	Recovery rate (cents on the dollar)	28.0
	Quality of land administration index (0–30)	6.3			Strength of insolvency framework index (0–16)	5

NORWAY

OECD high income		GNI per capita (US$)	103,050
Ease of doing business rank (1–189)	9	Overall distance to frontier (DTF) score (0–100)	81.61	Population (m)	5.1

✔	**Starting a business** (rank)	24	**Getting credit** (rank)	70	**Trading across borders** (rank)	45
	DTF score for starting a business (0–100)	94.29	DTF score for getting credit (0–100)	55.00	DTF score for trading across borders (0–100)	87.82
	Procedures (number)	4	Strength of legal rights index (0–12)	5	*Time to export*	
	Time (days)	4	Depth of credit information index (0–8)	6	Documentary compliance (hours)	62
	Cost (% of income per capita)	0.9	Credit bureau coverage (% of adults)	100.0	Border compliance (hours)	62
	Minimum capital (% of income per capita)	4.8	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	1
	Dealing with construction permits (rank)	26	**Protecting minority investors** (rank)	14	*Cost to export*	
	DTF score for dealing with construction permits (0–100)	78.01	DTF score for protecting minority investors (0–100)	71.67	Documentary compliance (US$)	0
	Procedures (number)	11	Extent of conflict of interest regulation index (0–10)	7.0	Border compliance (US$)	125
	Time (days)	110.5	Extent of shareholder governance index (0–10)	7.3	Domestic transport (US$)	600
	Cost (% of warehouse value)	0.6	Strength of minority investor protection index (0–10)	7.2	*Time to import*	
	Building quality control index (0–15)	9.5			Documentary compliance (hours)	2
	Getting electricity (rank)	18	✔ **Paying taxes** (rank)	14	Border compliance (hours)	2
	DTF score for getting electricity (0–100)	87.46	DTF score for paying taxes (0–100)	91.36	Domestic transport (hours)	1
	Procedures (number)	4	Payments (number per year)	4	*Cost to import*	
	Time (days)	66	Time (hours per year)	83	Documentary compliance (US$)	0
	Cost (% of income per capita)	11.5	Total tax rate (% of profit)	39.5	Border compliance (US$)	125
	Reliability of supply and transparency of tariffs index (0–8)	7			Domestic transport (US$)	300
	Registering property (rank)	13	**Enforcing contracts** (rank)	8	**Resolving insolvency** (rank)	6
	DTF score for registering property (0–100)	87.67	DTF score for enforcing contracts (0–100)	77.14	DTF score for resolving insolvency (0–100)	85.71
	Procedures (number)	1	Time (days)	280	Time (years)	0.9
	Time (days)	3	Cost (% of claim)	9.9	Cost (% of estate)	1
	Cost (% of property value)	2.5	Quality of judicial processes index (0–18)	10	Recovery rate (cents on the dollar)	92.5
	Quality of land administration index (0–30)	20.5			Strength of insolvency framework index (0–16)	11.5

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OMAN

Ease of doing business rank (1–189)	**70**	**Middle East & North Africa**		**GNI per capita (US$)**	**19,002**
		Overall distance to frontier (DTF) score (0–100)	**65.40**	**Population (m)**	**3.9**

Starting a business (rank)	149
DTF score for starting a business (0–100)	74.98
Procedures (number)	5
Time (days)	7
Cost (% of income per capita)	3.2
Minimum capital (% of income per capita)	273.7
Dealing with construction permits (rank)	46
DTF score for dealing with construction permits (0–100)	74.92
Procedures (number)	12
Time (days)	157
Cost (% of warehouse value)	0.9
Building quality control index (0–15)	10.5
✔ **Getting electricity** (rank)	60
DTF score for getting electricity (0–100)	76.27
Procedures (number)	6
Time (days)	62
Cost (% of income per capita)	64.9
Reliability of supply and transparency of tariffs index (0–8)	6
Registering property (rank)	33
DTF score for registering property (0–100)	77.37
Procedures (number)	2
Time (days)	16
Cost (% of property value)	3.0
Quality of land administration index (0–30)	13.5

Getting credit (rank)	126
DTF score for getting credit (0–100)	35.00
Strength of legal rights index (0–12)	1
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	23.3
Protecting minority investors (rank)	134
DTF score for protecting minority investors (0–100)	43.33
Extent of conflict of interest regulation index (0–10)	5.3
Extent of shareholder governance index (0–10)	3.3
Strength of minority investor protection index (0–10)	4.3
Paying taxes (rank)	10
DTF score for paying taxes (0–100)	92.91
Payments (number per year)	14
Time (hours per year)	68
Total tax rate (% of profit)	22.9
Enforcing contracts (rank)	70
DTF score for enforcing contracts (0–100)	60.62
Time (days)	598
Cost (% of claim)	13.5
Quality of judicial processes index (0–18)	6.5

✔ **Trading across borders** (rank)	69
DTF score for trading across borders (0–100)	79.35
Time to export	
Documentary compliance (hours)	31
Border compliance (hours)	53
Domestic transport (hours)	7
Cost to export	
Documentary compliance (US$)	107
Border compliance (US$)	223
Domestic transport (US$)	300
Time to import	
Documentary compliance (hours)	24
Border compliance (hours)	70
Domestic transport (hours)	7
Cost to import	
Documentary compliance (US$)	20
Border compliance (US$)	354
Domestic transport (US$)	300
Resolving insolvency (rank)	105
DTF score for resolving insolvency (0–100)	39.28
Time (years)	4.0
Cost (% of estate)	4
Recovery rate (cents on the dollar)	38.1
Strength of insolvency framework index (0–16)	6

PAKISTAN

Ease of doing business rank (1–189)	**138**	**South Asia**		**GNI per capita (US$)**	**1,410**
		Overall distance to frontier (DTF) score (0–100)	**51.69**	**Population (m)**	**185.1**

Starting a business (rank)	122
DTF score for starting a business (0–100)	80.94
Procedures (number)	10
Time (days)	19
Cost (% of income per capita)	9.4
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	61
DTF score for dealing with construction permits (0–100)	72.62
Procedures (number)	10
Time (days)	250.4
Cost (% of warehouse value)	3.2
Building quality control index (0–15)	13.7
Getting electricity (rank)	157
DTF score for getting electricity (0–100)	45.47
Procedures (number)	5
Time (days)	178.3
Cost (% of income per capita)	1,225.5
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	137
DTF score for registering property (0–100)	50.31
Procedures (number)	6
Time (days)	50
Cost (% of property value)	7.5
Quality of land administration index (0–30)	5

Getting credit (rank)	133
DTF score for getting credit (0–100)	30.00
Strength of legal rights index (0–12)	3
Depth of credit information index (0–8)	3
Credit bureau coverage (% of adults)	4.8
Credit registry coverage (% of adults)	6.7
Protecting minority investors (rank)	25
DTF score for protecting minority investors (0–100)	66.67
Extent of conflict of interest regulation index (0–10)	6.0
Extent of shareholder governance index (0–10)	7.3
Strength of minority investor protection index (0–10)	6.7
Paying taxes (rank)	171
DTF score for paying taxes (0–100)	44.46
Payments (number per year)	47
Time (hours per year)	594
Total tax rate (% of profit)	32.6
Enforcing contracts (rank)	151
DTF score for enforcing contracts (0–100)	45.35
Time (days)	993.2
Cost (% of claim)	23.0
Quality of judicial processes index (0–18)	6

Trading across borders (rank)	169
DTF score for trading across borders (0–100)	38.11
Time to export	
Documentary compliance (hours)	61.7
Border compliance (hours)	78.9
Domestic transport (hours)	13.5
Cost to export	
Documentary compliance (US$)	307.1
Border compliance (US$)	426.4
Domestic transport (US$)	265
Time to import	
Documentary compliance (hours)	152.6
Border compliance (hours)	140.6
Domestic transport (hours)	12.2
Cost to import	
Documentary compliance (US$)	785.7
Border compliance (US$)	957.1
Domestic transport (US$)	305
Resolving insolvency (rank)	94
DTF score for resolving insolvency (0–100)	42.96
Time (years)	2.7
Cost (% of estate)	6
Recovery rate (cents on the dollar)	39.2
Strength of insolvency framework index (0–16)	7

PALAU

Ease of doing business rank (1–189)	**136**	**East Asia & Pacific**		**GNI per capita (US$)**	**11,110**
		Overall distance to frontier (DTF) score (0–100)	**53.43**	**Population (m)**	**0.0**

Starting a business (rank)	116
DTF score for starting a business (0–100)	81.85
Procedures (number)	8
Time (days)	28
Cost (% of income per capita)	3.3
Minimum capital (% of income per capita)	8.7
Dealing with construction permits (rank)	101
DTF score for dealing with construction permits (0–100)	67.56
Procedures (number)	19
Time (days)	72
Cost (% of warehouse value)	0.8
Building quality control index (0–15)	6.5
Getting electricity (rank)	138
DTF score for getting electricity (0–100)	54.81
Procedures (number)	5
Time (days)	125
Cost (% of income per capita)	73.9
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	46
DTF score for registering property (0–100)	74.28
Procedures (number)	5
Time (days)	14
Cost (% of property value)	0.3
Quality of land administration index (0–30)	11.5

Getting credit (rank)	79
DTF score for getting credit (0–100)	50.00
Strength of legal rights index (0–12)	10
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	182
DTF score for protecting minority investors (0–100)	28.33
Extent of conflict of interest regulation index (0–10)	2.3
Extent of shareholder governance index (0–10)	3.3
Strength of minority investor protection index (0–10)	2.8
Paying taxes (rank)	131
DTF score for paying taxes (0–100)	64.65
Payments (number per year)	11
Time (hours per year)	142
Total tax rate (% of profit)	75.4
Enforcing contracts (rank)	130
DTF score for enforcing contracts (0–100)	50.36
Time (days)	810
Cost (% of claim)	35.3
Quality of judicial processes index (0–18)	8.5

Trading across borders (rank)	155
DTF score for trading across borders (0–100)	46.22
Time to export	
Documentary compliance (hours)	168
Border compliance (hours)	102
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	200
Border compliance (US$)	505
Domestic transport (US$)	250
Time to import	
Documentary compliance (hours)	168
Border compliance (hours)	84
Domestic transport (hours)	1
Cost to import	
Documentary compliance (US$)	143
Border compliance (US$)	605
Domestic transport (US$)	250
Resolving insolvency (rank)	166
DTF score for resolving insolvency (0–100)	16.28
Time (years)	2.0
Cost (% of estate)	23
Recovery rate (cents on the dollar)	30.3
Strength of insolvency framework index (0–16)	0

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PANAMA

Ease of doing business rank (1–189)	**69**	**Latin America & Caribbean**		**GNI per capita (US$)**	**10,970**
		Overall distance to frontier (DTF) score (0–100)	**65.74**	**Population (m)**	**3.9**
Starting a business (rank)	44	**Getting credit** (rank)	19	**Trading across borders** (rank)	54
DTF score for starting a business (0–100)	91.95	DTF score for getting credit (0–100)	75.00	DTF score for trading across borders (0–100)	85.47
Procedures (number)	5	Strength of legal rights index (0–12)	7	*Time to export*	
Time (days)	6	Depth of credit information index (0–8)	8	Documentary compliance (hours)	6
Cost (% of income per capita)	6.3	Credit bureau coverage (% of adults)	60.7	Border compliance (hours)	24
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	1
Dealing with construction permits (rank)	70	**Protecting minority investors** (rank)	66	*Cost to export*	
DTF score for dealing with construction permits (0–100)	71.21	DTF score for protecting minority investors (0–100)	56.67	Documentary compliance (US$)	60
Procedures (number)	16	Extent of conflict of interest regulation index (0–10)	5.3	Border compliance (US$)	270
Time (days)	98	Extent of shareholder governance index (0–10)	6.0	Domestic transport (US$)	390
Cost (% of warehouse value)	2.1	Strength of minority investor protection index (0–10)	5.7	*Time to import*	
Building quality control index (0–15)	9			Documentary compliance (hours)	6
Getting electricity (rank)	32	**Paying taxes** (rank)	166	Border compliance (hours)	24
DTF score for getting electricity (0–100)	83.54	DTF score for paying taxes (0–100)	48.60	Domestic transport (hours)	1
Procedures (number)	5	Payments (number per year)	52	*Cost to import*	
Time (days)	35	Time (hours per year)	417	Documentary compliance (US$)	50
Cost (% of income per capita)	9.4	Total tax rate (% of profit)	37.2	Border compliance (US$)	490
Reliability of supply and transparency of tariffs index (0–8)	6			Domestic transport (US$)	390
Registering property (rank)	84	**Enforcing contracts** (rank)	148	**Resolving insolvency** (rank)	132
DTF score for registering property (0–100)	65.16	DTF score for enforcing contracts (0–100)	46.25	DTF score for resolving insolvency (0–100)	33.58
Procedures (number)	7	Time (days)	686	Time (years)	2.5
Time (days)	22.5	Cost (% of claim)	38.0	Cost (% of estate)	25
Cost (% of property value)	2.4	Quality of judicial processes index (0–18)	5	Recovery rate (cents on the dollar)	27.6
Quality of land administration index (0–30)	11			Strength of insolvency framework index (0–16)	6

PAPUA NEW GUINEA

Ease of doing business rank (1–189)	**145**	**East Asia & Pacific**		**GNI per capita (US$)**	**2,043**
		Overall distance to frontier (DTF) score (0–100)	**50.74**	**Population (m)**	**7.5**
Starting a business (rank)	138	**Getting credit** (rank)	167	**Trading across borders** (rank)	163
DTF score for starting a business (0–100)	77.29	DTF score for getting credit (0–100)	15.00	DTF score for trading across borders (0–100)	42.28
Procedures (number)	6	Strength of legal rights index (0–12)	3	*Time to export*	
Time (days)	53	Depth of credit information index (0–8)	0	Documentary compliance (hours)	96
Cost (% of income per capita)	17.3	Credit bureau coverage (% of adults)	3.5	Border compliance (hours)	72
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	2
Dealing with construction permits (rank)	127	**Protecting minority investors** (rank)	99	*Cost to export*	
DTF score for dealing with construction permits (0–100)	62.73	DTF score for protecting minority investors (0–100)	51.67	Documentary compliance (US$)	375
Procedures (number)	17	Extent of conflict of interest regulation index (0–10)	6.0	Border compliance (US$)	675
Time (days)	217	Extent of shareholder governance index (0–10)	4.3	Domestic transport (US$)	400
Cost (% of warehouse value)	1.9	Strength of minority investor protection index (0–10)	5.2	*Time to import*	
Building quality control index (0–15)	9.5			Documentary compliance (hours)	120
Getting electricity (rank)	98	**Paying taxes** (rank)	110	Border compliance (hours)	72
DTF score for getting electricity (0–100)	65.47	DTF score for paying taxes (0–100)	69.50	Domestic transport (hours)	2
Procedures (number)	4	Payments (number per year)	32	*Cost to import*	
Time (days)	66	Time (hours per year)	207	Documentary compliance (US$)	425
Cost (% of income per capita)	47.3	Total tax rate (% of profit)	39.3	Border compliance (US$)	810
Reliability of supply and transparency of tariffs index (0–8)	0			Domestic transport (US$)	400
Registering property (rank)	119	**Enforcing contracts** (rank)	169	**Resolving insolvency** (rank)	138
DTF score for registering property (0–100)	55.54	DTF score for enforcing contracts (0–100)	36.21	DTF score for resolving insolvency (0–100)	31.75
Procedures (number)	4	Time (days)	591	Time (years)	3.0
Time (days)	72	Cost (% of claim)	110.3	Cost (% of estate)	23
Cost (% of property value)	5.1	Quality of judicial processes index (0–18)	8.5	Recovery rate (cents on the dollar)	24.2
Quality of land administration index (0–30)	4.5			Strength of insolvency framework index (0–16)	6

PARAGUAY

Ease of doing business rank (1–189)	**100**	**Latin America & Caribbean**		**GNI per capita (US$)**	**4,150**
		Overall distance to frontier (DTF) score (0–100)	**60.19**	**Population (m)**	**6.9**
Starting a business (rank)	135	**Getting credit** (rank)	79	**Trading across borders** (rank)	135
DTF score for starting a business (0–100)	77.52	DTF score for getting credit (0–100)	50.00	DTF score for trading across borders (0–100)	56.09
Procedures (number)	7	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	35	Depth of credit information index (0–8)	8	Documentary compliance (hours)	72
Cost (% of income per capita)	39.9	Credit bureau coverage (% of adults)	44.6	Border compliance (hours)	144
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	23.1	Domestic transport (hours)	144
Dealing with construction permits (rank)	55	**Protecting minority investors** (rank)	144	*Cost to export*	
DTF score for dealing with construction permits (0–100)	73.63	DTF score for protecting minority investors (0–100)	41.67	Documentary compliance (US$)	200
Procedures (number)	12	Extent of conflict of interest regulation index (0–10)	5.7	Border compliance (US$)	815
Time (days)	120	Extent of shareholder governance index (0–10)	2.7	Domestic transport (US$)	1,000
Cost (% of warehouse value)	0.7	Strength of minority investor protection index (0–10)	4.2	*Time to import*	
Building quality control index (0–15)	8			Documentary compliance (hours)	36
Getting electricity (rank)	96	**Paying taxes** (rank)	111	Border compliance (hours)	48
DTF score for getting electricity (0–100)	67.11	DTF score for paying taxes (0–100)	69.45	Domestic transport (hours)	6
Procedures (number)	5	Payments (number per year)	20	*Cost to import*	
Time (days)	67	Time (hours per year)	378	Documentary compliance (US$)	135
Cost (% of income per capita)	157.1	Total tax rate (% of profit)	35.0	Border compliance (US$)	500
Reliability of supply and transparency of tariffs index (0–8)	2			Domestic transport (US$)	800
Registering property (rank)	78	**Enforcing contracts** (rank)	75	**Resolving insolvency** (rank)	102
DTF score for registering property (0–100)	66.06	DTF score for enforcing contracts (0–100)	60.18	DTF score for resolving insolvency (0–100)	40.18
Procedures (number)	6	Time (days)	591	Time (years)	3.9
Time (days)	46	Cost (% of claim)	30.0	Cost (% of estate)	9
Cost (% of property value)	1.9	Quality of judicial processes index (0–18)	9.5	Recovery rate (cents on the dollar)	19.5
Quality of land administration index (0–30)	12			Strength of insolvency framework index (0–16)	9.5

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

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PERU

Ease of doing business rank (1–189)	**50**	**Latin America & Caribbean**		**GNI per capita (US$)**	**6,410**
		Overall distance to frontier (DTF) score (0–100)	**71.33**	**Population (m)**	**30.8**

Starting a business (rank)	97	✔ **Getting credit** (rank)	15	**Trading across borders** (rank)	88
DTF score for starting a business (0–100)	85.02	DTF score for getting credit (0–100)	80.00	DTF score for trading across borders (0–100)	71.45
Procedures (number)	6	Strength of legal rights index (0–12)	8	*Time to export*	
Time (days)	26	Depth of credit information index (0–8)	8	Documentary compliance (hours)	48
Cost (% of income per capita)	9.8	Credit bureau coverage (% of adults)	100.0	Border compliance (hours)	48
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	35.2	Domestic transport (hours)	1
				Cost to export	
Dealing with construction permits (rank)	48	**Protecting minority investors** (rank)	49	Documentary compliance (US$)	50
DTF score for dealing with construction permits (0–100)	74.69	DTF score for protecting minority investors (0–100)	60.00	Border compliance (US$)	460
Procedures (number)	14	Extent of conflict of interest regulation index (0–10)	7.0	Domestic transport (US$)	278
Time (days)	174	Extent of shareholder governance index (0–10)	5.0	*Time to import*	
Cost (% of warehouse value)	0.5	Strength of minority investor protection index (0–10)	6.0	Documentary compliance (hours)	72
Building quality control index (0–15)	12			Border compliance (hours)	72
		✔ **Paying taxes** (rank)	50	Domestic transport (hours)	1
Getting electricity (rank)	64	DTF score for paying taxes (0–100)	81.18	*Cost to import*	
DTF score for getting electricity (0–100)	75.96	Payments (number per year)	9	Documentary compliance (US$)	80
Procedures (number)	5	Time (hours per year)	260	Border compliance (US$)	583
Time (days)	67	Total tax rate (% of profit)	35.9	Domestic transport (US$)	278
Cost (% of income per capita)	324.5				
Reliability of supply and transparency of tariffs index (0–8)	5	**Enforcing contracts** (rank)	69	**Resolving insolvency** (rank)	74
		DTF score for enforcing contracts (0–100)	60.70	DTF score for resolving insolvency (0–100)	47.57
Registering property (rank)	35	Time (days)	426	Time (years)	3.1
DTF score for registering property (0–100)	76.77	Cost (% of claim)	35.7	Cost (% of estate)	7
Procedures (number)	4	Quality of judicial processes index (0–18)	8.5	Recovery rate (cents on the dollar)	30.3
Time (days)	6.5			Strength of insolvency framework index (0–16)	10
Cost (% of property value)	3.3				
Quality of land administration index (0–30)	17				

PHILIPPINES

Ease of doing business rank (1–189)	**103**	**East Asia & Pacific**		**GNI per capita (US$)**	**3,440**
		Overall distance to frontier (DTF) score (0–100)	**60.07**	**Population (m)**	**100.1**

✔ **Starting a business** (rank)	165	**Getting credit** (rank)	109	**Trading across borders** (rank)	95
DTF score for starting a business (0–100)	68.56	DTF score for getting credit (0–100)	40.00	DTF score for trading across borders (0–100)	69.39
Procedures (number)	16	Strength of legal rights index (0–12)	3	*Time to export*	
Time (days)	29	Depth of credit information index (0–8)	5	Documentary compliance (hours)	72
Cost (% of income per capita)	16.1	Credit bureau coverage (% of adults)	14.0	Border compliance (hours)	42
Minimum capital (% of income per capita)	3.3	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	4
				Cost to export	
Dealing with construction permits (rank)	99	**Protecting minority investors** (rank)	155	Documentary compliance (US$)	53
DTF score for dealing with construction permits (0–100)	67.71	DTF score for protecting minority investors (0–100)	38.33	Border compliance (US$)	456
Procedures (number)	24	Extent of conflict of interest regulation index (0–10)	4.0	Domestic transport (US$)	381
Time (days)	98	Extent of shareholder governance index (0–10)	3.7	*Time to import*	
Cost (% of warehouse value)	1.1	Strength of minority investor protection index (0–10)	3.8	Documentary compliance (hours)	96
Building quality control index (0–15)	11			Border compliance (hours)	72
		Paying taxes (rank)	126	Domestic transport (hours)	4
Getting electricity (rank)	19	DTF score for paying taxes (0–100)	66.23	*Cost to import*	
DTF score for getting electricity (0–100)	86.89	Payments (number per year)	36	Documentary compliance (US$)	50
Procedures (number)	4	Time (hours per year)	193	Border compliance (US$)	580
Time (days)	42	Total tax rate (% of profit)	42.9	Domestic transport (US$)	381
Cost (% of income per capita)	28.7				
Reliability of supply and transparency of tariffs index (0–8)	6	**Enforcing contracts** (rank)	140	**Resolving insolvency** (rank)	53
		DTF score for enforcing contracts (0–100)	49.24	DTF score for resolving insolvency (0–100)	56.81
Registering property (rank)	112	Time (days)	842	Time (years)	2.7
DTF score for registering property (0–100)	57.53	Cost (% of claim)	31.0	Cost (% of estate)	32
Procedures (number)	9	Quality of judicial processes index (0–18)	7.5	Recovery rate (cents on the dollar)	21.4
Time (days)	35			Strength of insolvency framework index (0–16)	14.5
Cost (% of property value)	4.3				
Quality of land administration index (0–30)	12.5				

POLAND

Ease of doing business rank (1–189)	**25**	**OECD high income**		**GNI per capita (US$)**	**13,730**
		Overall distance to frontier (DTF) score (0–100)	**76.45**	**Population (m)**	**38.0**

Starting a business (rank)	85	**Getting credit** (rank)	19	**Trading across borders** (rank)	1
DTF score for starting a business (0–100)	85.94	DTF score for getting credit (0–100)	75.00	DTF score for trading across borders (0–100)	100.00
Procedures (number)	4	Strength of legal rights index (0–12)	7	*Time to export*	
Time (days)	30	Depth of credit information index (0–8)	8	Documentary compliance (hours)	1
Cost (% of income per capita)	12.2	Credit bureau coverage (% of adults)	91.0	Border compliance (hours)	0
Minimum capital (% of income per capita)	11.4	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	14
				Cost to export	
Dealing with construction permits (rank)	52	**Protecting minority investors** (rank)	49	Documentary compliance (US$)	0
DTF score for dealing with construction permits (0–100)	74.24	DTF score for protecting minority investors (0–100)	60.00	Border compliance (US$)	0
Procedures (number)	16	Extent of conflict of interest regulation index (0–10)	6.0	Domestic transport (US$)	1,000
Time (days)	156	Extent of shareholder governance index (0–10)	6.0	*Time to import*	
Cost (% of warehouse value)	0.3	Strength of minority investor protection index (0–10)	6.0	Documentary compliance (hours)	1
Building quality control index (0–15)	12			Border compliance (hours)	0
		✔ **Paying taxes** (rank)	58	Domestic transport (hours)	14
✔ **Getting electricity** (rank)	49	DTF score for paying taxes (0–100)	79.63	*Cost to import*	
DTF score for getting electricity (0–100)	80.15	Payments (number per year)	7	Documentary compliance (US$)	0
Procedures (number)	4	Time (hours per year)	271	Border compliance (US$)	0
Time (days)	133	Total tax rate (% of profit)	40.3	Domestic transport (US$)	1,000
Cost (% of income per capita)	19.5				
Reliability of supply and transparency of tariffs index (0–8)	7	**Enforcing contracts** (rank)	55	**Resolving insolvency** (rank)	32
		DTF score for enforcing contracts (0–100)	63.44	DTF score for resolving insolvency (0–100)	70.43
Registering property (rank)	41	Time (days)	685	Time (years)	3.0
DTF score for registering property (0–100)	75.65	Cost (% of claim)	19.4	Cost (% of estate)	15
Procedures (number)	6	Quality of judicial processes index (0–18)	10.5	Recovery rate (cents on the dollar)	58.3
Time (days)	33			Strength of insolvency framework index (0–16)	12.5
Cost (% of property value)	0.3				
Quality of land administration index (0–30)	18.5				

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PORTUGAL

Ease of doing business rank (1–189)	**23**	**OECD high income**		**GNI per capita (US$)**	**21,320**
		Overall distance to frontier (DTF) score (0–100)	**77.57**	**Population (m)**	**10.4**
Starting a business (rank)	13	**Getting credit** (rank)	97	**Trading across borders** (rank)	1
DTF score for starting a business (0–100)	96.28	DTF score for getting credit (0–100)	45.00	DTF score for trading across borders (0–100)	100.00
Procedures (number)	3	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	2.5	Depth of credit information index (0–8)	7	Documentary compliance (hours)	1
Cost (% of income per capita)	2.2	Credit bureau coverage (% of adults)	16.1	Border compliance (hours)	0
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	100.0	Domestic transport (hours)	6
				Cost to export	
Dealing with construction permits (rank)	36	**Protecting minority investors** (rank)	66	Documentary compliance (US$)	0
DTF score for dealing with construction permits (0–100)	76.42	DTF score for protecting minority investors (0–100)	56.67	Border compliance (US$)	0
Procedures (number)	14	Extent of conflict of interest regulation index (0–10)	6.0	Domestic transport (US$)	598
Time (days)	113	Extent of shareholder governance index (0–10)	5.3	*Time to import*	
Cost (% of warehouse value)	1.3	Strength of minority investor protection index (0–10)	5.7	Documentary compliance (hours)	1
Building quality control index (0–15)	11			Border compliance (hours)	0
		✔ **Paying taxes** (rank)	65	Domestic transport (hours)	6
Getting electricity (rank)	25	DTF score for paying taxes (0–100)	78.54	*Cost to import*	
DTF score for getting electricity (0–100)	84.73	Payments (number per year)	8	Documentary compliance (US$)	0
Procedures (number)	5	Time (hours per year)	275	Border compliance (US$)	0
Time (days)	52	Total tax rate (% of profit)	41.0	Domestic transport (US$)	598
Cost (% of income per capita)	37.0				
Reliability of supply and transparency of tariffs index (0–8)	7	**Enforcing contracts** (rank)	20	**Resolving insolvency** (rank)	8
		DTF score for enforcing contracts (0–100)	73.01	DTF score for resolving insolvency (0–100)	84.79
Registering property (rank)	27	Time (days)	547	Time (years)	2.0
DTF score for registering property (0–100)	80.26	Cost (% of claim)	13.8	Cost (% of estate)	9
Procedures (number)	1	Quality of judicial processes index (0–18)	12.5	Recovery rate (cents on the dollar)	73.4
Time (days)	1			Strength of insolvency framework index (0–16)	14.5
Cost (% of property value)	7.3				
Quality of land administration index (0–30)	21				

PUERTO RICO (U.S.)

Ease of doing business rank (1–189)	**57**	**Latin America & Caribbean**		**GNI per capita (US$)**	**19,210**
		Overall distance to frontier (DTF) score (0–100)	**68.73**	**Population (m)**	**3.5**
Starting a business (rank)	51	**Getting credit** (rank)	7	**Trading across borders** (rank)	93
DTF score for starting a business (0–100)	91.11	DTF score for getting credit (0–100)	85.00	DTF score for trading across borders (0–100)	70.16
Procedures (number)	6	Strength of legal rights index (0–12)	10	*Time to export*	
Time (days)	6	Depth of credit information index (0–8)	7	Documentary compliance (hours)	2
Cost (% of income per capita)	1.3	Credit bureau coverage (% of adults)	100.0	Border compliance (hours)	48
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	1
				Cost to export	
Dealing with construction permits (rank)	135	**Protecting minority investors** (rank)	88	Documentary compliance (US$)	223
DTF score for dealing with construction permits (0–100)	62.21	DTF score for protecting minority investors (0–100)	53.33	Border compliance (US$)	586
Procedures (number)	20	Extent of conflict of interest regulation index (0–10)	7.0	Domestic transport (US$)	336
Time (days)	165	Extent of shareholder governance index (0–10)	3.7	*Time to import*	
Cost (% of warehouse value)	6.2	Strength of minority investor protection index (0–10)	5.3	Documentary compliance (hours)	2
Building quality control index (0–15)	12			Border compliance (hours)	48
		Paying taxes (rank)	134	Domestic transport (hours)	1
Getting electricity (rank)	57	DTF score for paying taxes (0–100)	63.93	*Cost to import*	
DTF score for getting electricity (0–100)	76.58	Payments (number per year)	16	Documentary compliance (US$)	223
Procedures (number)	5	Time (hours per year)	218	Border compliance (US$)	586
Time (days)	32	Total tax rate (% of profit)	65.8	Domestic transport (US$)	336
Cost (% of income per capita)	346.4				
Reliability of supply and transparency of tariffs index (0–8)	4	**Enforcing contracts** (rank)	100	**Resolving insolvency** (rank)	7
		DTF score for enforcing contracts (0–100)	56.41	DTF score for resolving insolvency (0–100)	84.84
Registering property (rank)	164	Time (days)	620	Time (years)	2.5
DTF score for registering property (0–100)	43.77	Cost (% of claim)	25.6	Cost (% of estate)	11
Procedures (number)	8	Quality of judicial processes index (0–18)	7	Recovery rate (cents on the dollar)	70.5
Time (days)	193.5			Strength of insolvency framework index (0–16)	15
Cost (% of property value)	0.9				
Quality of land administration index (0–30)	9.5				

QATAR

Ease of doing business rank (1–189)	**68**	**Middle East & North Africa**		**GNI per capita (US$)**	**90,420**
		Overall distance to frontier (DTF) score (0–100)	**65.97**	**Population (m)**	**2.3**
Starting a business (rank)	109	**Getting credit** (rank)	133	✔ **Trading across borders** (rank)	119
DTF score for starting a business (0–100)	83.22	DTF score for getting credit (0–100)	30.00	DTF score for trading across borders (0–100)	61.41
Procedures (number)	8	Strength of legal rights index (0–12)	1	*Time to export*	
Time (days)	8.5	Depth of credit information index (0–8)	5	Documentary compliance (hours)	10
Cost (% of income per capita)	5.1	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	30
Minimum capital (% of income per capita)	61.5	Credit registry coverage (% of adults)	26.5	Domestic transport (hours)	5
				Cost to export	
Dealing with construction permits (rank)	8	**Protecting minority investors** (rank)	122	Documentary compliance (US$)	150
DTF score for dealing with construction permits (0–100)	84.41	DTF score for protecting minority investors (0–100)	45.00	Border compliance (US$)	382
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	4.3	Domestic transport (US$)	300
Time (days)	57	Extent of shareholder governance index (0–10)	4.7	*Time to import*	
Cost (% of warehouse value)	0.0	Strength of minority investor protection index (0–10)	4.5	Documentary compliance (hours)	72
Building quality control index (0–15)	13			Border compliance (hours)	88
		Paying taxes (rank)	1	Domestic transport (hours)	19
Getting electricity (rank)	111	DTF score for paying taxes (0–100)	99.44	*Cost to import*	
DTF score for getting electricity (0–100)	62.98	Payments (number per year)	4	Documentary compliance (US$)	617
Procedures (number)	4	Time (hours per year)	41	Border compliance (US$)	754
Time (days)	90	Total tax rate (% of profit)	11.3	Domestic transport (US$)	267
Cost (% of income per capita)	8.8				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	112	**Resolving insolvency** (rank)	51
		DTF score for enforcing contracts (0–100)	54.64	DTF score for resolving insolvency (0–100)	58.39
Registering property (rank)	28	Time (days)	570	Time (years)	2.8
DTF score for registering property (0–100)	80.23	Cost (% of claim)	21.6	Cost (% of estate)	22
Procedures (number)	7	Quality of judicial processes index (0–18)	4.5	Recovery rate (cents on the dollar)	56.2
Time (days)	13			Strength of insolvency framework index (0–16)	9
Cost (% of property value)	0.3				
Quality of land administration index (0–30)	23.5				

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ROMANIA

Ease of doing business rank (1–189)	37	Europe & Central Asia		GNI per capita (US$)	9,370
		Overall distance to frontier (DTF) score (0–100)	73.78	Population (m)	19.9

Starting a business (rank)	45	**Getting credit** (rank)	7	**Trading across borders** (rank)	1
DTF score for starting a business (0–100)	91.94	DTF score for getting credit (0–100)	85.00	DTF score for trading across borders (0–100)	100.00
Procedures (number)	5	Strength of legal rights index (0–12)	10	*Time to export*	
Time (days)	8	Depth of credit information index (0–8)	7	Documentary compliance (hours)	1
Cost (% of income per capita)	2.0	Credit bureau coverage (% of adults)	50.1	Border compliance (hours)	0
Minimum capital (% of income per capita)	0.6	Credit registry coverage (% of adults)	15.9	Domestic transport (hours)	9
				Cost to export	
Dealing with construction permits (rank)	105	**Protecting minority investors** (rank)	57	Documentary compliance (US$)	0
DTF score for dealing with construction permits (0–100)	67.19	DTF score for protecting minority investors (0–100)	58.33	Border compliance (US$)	0
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	6.0	Domestic transport (US$)	650
Time (days)	257	Extent of shareholder governance index (0–10)	5.7	*Time to import*	
Cost (% of warehouse value)	2.3	Strength of minority investor protection index (0–10)	5.8	Documentary compliance (hours)	1
Building quality control index (0–15)	13			Border compliance (hours)	0
		✔ **Paying taxes** (rank)	55	Domestic transport (hours)	9
Getting electricity (rank)	133	DTF score for paying taxes (0–100)	80.69	*Cost to import*	
DTF score for getting electricity (0–100)	56.44	Payments (number per year)	14	Documentary compliance (US$)	0
Procedures (number)	8	Time (hours per year)	159	Border compliance (US$)	0
Time (days)	182	Total tax rate (% of profit)	42.0	Domestic transport (US$)	650
Cost (% of income per capita)	573.7				
Reliability of supply and transparency of tariffs index (0–8)	7	✔ **Enforcing contracts** (rank)	34	✔ **Resolving insolvency** (rank)	46
		DTF score for enforcing contracts (0–100)	69.23	DTF score for resolving insolvency (0–100)	59.77
Registering property (rank)	64	Time (days)	512	Time (years)	3.3
DTF score for registering property (0–100)	69.19	Cost (% of claim)	28.9	Cost (% of estate)	11
Procedures (number)	8	Quality of judicial processes index (0–18)	13	Recovery rate (cents on the dollar)	32.7
Time (days)	19			Strength of insolvency framework index (0–16)	13.5
Cost (% of property value)	1.4				
Quality of land administration index (0–30)	16				

RUSSIAN FEDERATION

Ease of doing business rank (1–189)	51	Europe & Central Asia		GNI per capita (US$)	13,210
		Overall distance to frontier (DTF) score (0–100)	70.99	Population (m)	143.8

✔ **Starting a business** (rank)	41	✔ **Getting credit** (rank)	42	**Trading across borders** (rank)	170
DTF score for starting a business (0–100)	92.35	DTF score for getting credit (0–100)	65.00	DTF score for trading across borders (0–100)	37.39
Procedures (number)	4.4	Strength of legal rights index (0–12)	6	*Time to export*	
Time (days)	10.5	Depth of credit information index (0–8)	7	Documentary compliance (hours)	42.5
Cost (% of income per capita)	1.1	Credit bureau coverage (% of adults)	70.2	Border compliance (hours)	96
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	15.3
				Cost to export	
Dealing with construction permits (rank)	119	**Protecting minority investors** (rank)	66	Documentary compliance (US$)	500
DTF score for dealing with construction permits (0–100)	65.23	DTF score for protecting minority investors (0–100)	56.67	Border compliance (US$)	1,125
Procedures (number)	19	Extent of conflict of interest regulation index (0–10)	5.0	Domestic transport (US$)	744.1
Time (days)	263.5	Extent of shareholder governance index (0–10)	6.3	*Time to import*	
Cost (% of warehouse value)	1.6	Strength of minority investor protection index (0–10)	5.7	Documentary compliance (hours)	42.50
Building quality control index (0–15)	14			Border compliance (hours)	96
		✔ **Paying taxes** (rank)	47	Domestic transport (hours)	15.3
✔ **Getting electricity** (rank)	29	DTF score for paying taxes (0–100)	81.60	*Cost to import*	
DTF score for getting electricity (0–100)	84.22	Payments (number per year)	7	Documentary compliance (US$)	500
Procedures (number)	3	Time (hours per year)	168	Border compliance (US$)	1,125
Time (days)	160.5	Total tax rate (% of profit)	47.0	Domestic transport (US$)	744.1
Cost (% of income per capita)	93.1				
Reliability of supply and transparency of tariffs index (0–8)	8	**Enforcing contracts** (rank)	5	**Resolving insolvency** (rank)	51
		DTF score for enforcing contracts (0–100)	78.56	DTF score for resolving insolvency (0–100)	58.39
✔ **Registering property** (rank)	8	Time (days)	307	Time (years)	2.0
DTF score for registering property (0–100)	90.51	Cost (% of claim)	16.5	Cost (% of estate)	9
Procedures (number)	3	Quality of judicial processes index (0–18)	12.5	Recovery rate (cents on the dollar)	41.7
Time (days)	15			Strength of insolvency framework index (0–16)	11.5
Cost (% of property value)	0.2				
Quality of land administration index (0–30)	26				

RWANDA

Ease of doing business rank (1–189)	62	Sub-Saharan Africa		GNI per capita (US$)	650
		Overall distance to frontier (DTF) score (0–100)	68.12	Population (m)	12.1

✔ **Starting a business** (rank)	111	✔ **Getting credit** (rank)	2	✘ **Trading across borders** (rank)	156
DTF score for starting a business (0–100)	83.05	DTF score for getting credit (0–100)	95.00	DTF score for trading across borders (0–100)	45.17
Procedures (number)	7	Strength of legal rights index (0–12)	11	*Time to export*	
Time (days)	5.5	Depth of credit information index (0–8)	8	Documentary compliance (hours)	42
Cost (% of income per capita)	55.0	Credit bureau coverage (% of adults)	18.8	Border compliance (hours)	97
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	5.4	Domestic transport (hours)	3
				Cost to export	
✔ **Dealing with construction permits** (rank)	37	✔ **Protecting minority investors** (rank)	88	Documentary compliance (US$)	110
DTF score for dealing with construction permits (0–100)	76.34	DTF score for protecting minority investors (0–100)	53.33	Border compliance (US$)	183
Procedures (number)	11	Extent of conflict of interest regulation index (0–10)	6.3	Domestic transport (US$)	293
Time (days)	77	Extent of shareholder governance index (0–10)	4.3	*Time to import*	
Cost (% of warehouse value)	5.9	Strength of minority investor protection index (0–10)	5.3	Documentary compliance (hours)	290
Building quality control index (0–15)	11			Border compliance (hours)	282
		✔ **Paying taxes** (rank)	48	Domestic transport (hours)	11
Getting electricity (rank)	118	DTF score for paying taxes (0–100)	81.48	*Cost to import*	
DTF score for getting electricity (0–100)	60.04	Payments (number per year)	25	Documentary compliance (US$)	366
Procedures (number)	4	Time (hours per year)	109	Border compliance (US$)	680
Time (days)	34	Total tax rate (% of profit)	33.0	Domestic transport (US$)	363
Cost (% of income per capita)	2,932.0				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	127	✔ **Resolving insolvency** (rank)	72
		DTF score for enforcing contracts (0–100)	51.21	DTF score for resolving insolvency (0–100)	47.82
Registering property (rank)	12	Time (days)	230	Time (years)	2.5
DTF score for registering property (0–100)	87.75	Cost (% of claim)	82.7	Cost (% of estate)	29
Procedures (number)	3	Quality of judicial processes index (0–18)	10	Recovery rate (cents on the dollar)	19.2
Time (days)	32			Strength of insolvency framework index (0–16)	12
Cost (% of property value)	0.1				
Quality of land administration index (0–30)	25				

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✔ Reform making it easier to do business ✘ Change making it more difficult to do business

SAMOA

Ease of doing business rank (1–189)	**96**	**East Asia & Pacific**		**GNI per capita (US$)**	**4,050**
		Overall distance to frontier (DTF) score (0–100)	**60.70**	**Population (m)**	**0.2**
Starting a business (rank)	39	**Getting credit** (rank)	152	**Trading across borders** (rank)	151
DTF score for starting a business (0–100)	92.46	DTF score for getting credit (0–100)	25.00	DTF score for trading across borders (0–100)	49.35
Procedures (number)	4	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	9	Depth of credit information index (0–8)	0	Documentary compliance (hours)	24
Cost (% of income per capita)	8.0	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	6
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	1
				Cost to export	
Dealing with construction permits (rank)	93	**Protecting minority investors** (rank)	57	Documentary compliance (US$)	1,050
DTF score for dealing with construction permits (0–100)	68.30	DTF score for protecting minority investors (0–100)	58.33	Border compliance (US$)	1,400
Procedures (number)	18	Extent of conflict of interest regulation index (0–10)	6.7	Domestic transport (US$)	200
Time (days)	62	Extent of shareholder governance index (0–10)	5.0	*Time to import*	
Cost (% of warehouse value)	0.9	Strength of minority investor protection index (0–10)	5.8	Documentary compliance (hours)	25
Building quality control index (0–15)	6			Border compliance (hours)	12
		Paying taxes (rank)	100	Domestic transport (hours)	1
Getting electricity (rank)	52	DTF score for paying taxes (0–100)	72.10	*Cost to import*	
DTF score for getting electricity (0–100)	79.67	Payments (number per year)	37	Documentary compliance (US$)	800
Procedures (number)	4	Time (hours per year)	224	Border compliance (US$)	900
Time (days)	34	Total tax rate (% of profit)	18.1	Domestic transport (US$)	210
Cost (% of income per capita)	623.3				
Reliability of supply and transparency of tariffs index (0–8)	4	**Enforcing contracts** (rank)	79	**Resolving insolvency** (rank)	133
		DTF score for enforcing contracts (0–100)	59.42	DTF score for resolving insolvency (0–100)	33.23
Registering property (rank)	65	Time (days)	455	Time (years)	2.0
DTF score for registering property (0–100)	69.13	Cost (% of claim)	19.7	Cost (% of estate)	38
Procedures (number)	5	Quality of judicial processes index (0–18)	5	Recovery rate (cents on the dollar)	18.2
Time (days)	15			Strength of insolvency framework index (0–16)	7.5
Cost (% of property value)	3.8				
Quality of land administration index (0–30)	12.5				

SAN MARINO

Ease of doing business rank (1–189)	**76**	**Europe & Central Asia**		**GNI per capita (US$)**	**56,806**
		Overall distance to frontier (DTF) score (0–100)	**64.21**	**Population (m)**	**0.0**
✔ **Starting a business** (rank)	113	**Getting credit** (rank)	181	**Trading across borders** (rank)	18
DTF score for starting a business (0–100)	82.69	DTF score for getting credit (0–100)	5.00	DTF score for trading across borders (0–100)	98.22
Procedures (number)	8	Strength of legal rights index (0–12)	1	*Time to export*	
Time (days)	16.5	Depth of credit information index (0–8)	0	Documentary compliance (hours)	1
Cost (% of income per capita)	9.1	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	0
Minimum capital (% of income per capita)	29.8	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	1
				Cost to export	
Dealing with construction permits (rank)	64	**Protecting minority investors** (rank)	122	Documentary compliance (US$)	0
DTF score for dealing with construction permits (0–100)	72.37	DTF score for protecting minority investors (0–100)	45.00	Border compliance (US$)	0
Procedures (number)	14	Extent of conflict of interest regulation index (0–10)	6.0	Domestic transport (US$)	70
Time (days)	145.5	Extent of shareholder governance index (0–10)	3.0	*Time to import*	
Cost (% of warehouse value)	5.4	Strength of minority investor protection index (0–10)	4.5	Documentary compliance (hours)	3
Building quality control index (0–15)	13			Border compliance (hours)	4
		Paying taxes (rank)	32	Domestic transport (hours)	1
Getting electricity (rank)	10	DTF score for paying taxes (0–100)	84.14	*Cost to import*	
DTF score for getting electricity (0–100)	90.63	Payments (number per year)	19	Documentary compliance (US$)	0
Procedures (number)	3	Time (hours per year)	52	Border compliance (US$)	150
Time (days)	45	Total tax rate (% of profit)	40.5	Domestic transport (US$)	70
Cost (% of income per capita)	59.7				
Reliability of supply and transparency of tariffs index (0–8)	6	**Enforcing contracts** (rank)	82	**Resolving insolvency** (rank)	106
		DTF score for enforcing contracts (0–100)	59.25	DTF score for resolving insolvency (0–100)	39.15
Registering property (rank)	80	Time (days)	575	Time (years)	2.3
DTF score for registering property (0–100)	65.65	Cost (% of claim)	13.9	Cost (% of estate)	5
Procedures (number)	9	Quality of judicial processes index (0–18)	5.5	Recovery rate (cents on the dollar)	46.6
Time (days)	42.5			Strength of insolvency framework index (0–16)	4.5
Cost (% of property value)	4.1				
Quality of land administration index (0–30)	23				

SÃO TOMÉ AND PRÍNCIPE

Ease of doing business rank (1–189)	**166**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**1,570**
		Overall distance to frontier (DTF) score (0–100)	**45.50**	**Population (m)**	**0.2**
Starting a business (rank)	31	**Getting credit** (rank)	185	**Trading across borders** (rank)	111
DTF score for starting a business (0–100)	93.85	DTF score for getting credit (0–100)	0.00	DTF score for trading across borders (0–100)	62.78
Procedures (number)	3	Strength of legal rights index (0–12)	0	*Time to export*	
Time (days)	5	Depth of credit information index (0–8)	0	Documentary compliance (hours)	46
Cost (% of income per capita)	16.7	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	121
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	121	**Protecting minority investors** (rank)	185	Documentary compliance (US$)	194
DTF score for dealing with construction permits (0–100)	64.26	DTF score for protecting minority investors (0–100)	25.00	Border compliance (US$)	426
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	3.3	Domestic transport (US$)	188
Time (days)	105	Extent of shareholder governance index (0–10)	1.7	*Time to import*	
Cost (% of warehouse value)	2.7	Strength of minority investor protection index (0–10)	2.5	Documentary compliance (hours)	17
Building quality control index (0–15)	5			Border compliance (hours)	156
		Paying taxes (rank)	164	Domestic transport (hours)	2
Getting electricity (rank)	115	DTF score for paying taxes (0–100)	51.65	*Cost to import*	
DTF score for getting electricity (0–100)	60.32	Payments (number per year)	45	Documentary compliance (US$)	75
Procedures (number)	4	Time (hours per year)	424	Border compliance (US$)	406
Time (days)	89	Total tax rate (% of profit)	38.2	Domestic transport (US$)	190
Cost (% of income per capita)	905.4				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	182	**Resolving insolvency** (rank)	158
		DTF score for enforcing contracts (0–100)	29.36	DTF score for resolving insolvency (0–100)	23.73
Registering property (rank)	162	Time (days)	1,065	Time (years)	6.2
DTF score for registering property (0–100)	44.03	Cost (% of claim)	50.5	Cost (% of estate)	22
Procedures (number)	7	Quality of judicial processes index (0–18)	4	Recovery rate (cents on the dollar)	9.3
Time (days)	62			Strength of insolvency framework index (0–16)	6
Cost (% of property value)	9.0				
Quality of land administration index (0–30)	4.5				

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SAUDI ARABIA

Ease of doing business rank (1–189)	**82**	**Middle East & North Africa**		**GNI per capita (US$)**	**25,818**
		Overall distance to frontier (DTF) score (0–100)	**63.17**	**Population (m)**	**29.4**
Starting a business (rank)	130	**Getting credit** (rank)	79	**Trading across borders** (rank)	150
DTF score for starting a business (0–100)	78.66	DTF score for getting credit (0–100)	50.00	DTF score for trading across borders (0–100)	49.62
Procedures (number)	12	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	19	Depth of credit information index (0–8)	8	Documentary compliance (hours)	90
Cost (% of income per capita)	4.1	Credit bureau coverage (% of adults)	47.4	Border compliance (hours)	69
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	17
				Cost to export	
Dealing with construction permits (rank)	17	**Protecting minority investors** (rank)	99	Documentary compliance (US$)	105
DTF score for dealing with construction permits (0–100)	80.75	DTF score for protecting minority investors (0–100)	51.67	Border compliance (US$)	264
Procedures (number)	13	Extent of conflict of interest regulation index (0–10)	6.7	Domestic transport (US$)	1,408
Time (days)	106	Extent of shareholder governance index (0–10)	3.7	*Time to import*	
Cost (% of warehouse value)	0.4	Strength of minority investor protection index (0–10)	5.2	Documentary compliance (hours)	131
Building quality control index (0–15)	12			Border compliance (hours)	228
		Paying taxes (rank)	3	Domestic transport (hours)	14
Getting electricity (rank)	24	DTF score for paying taxes (0–100)	99.23	*Cost to import*	
DTF score for getting electricity (0–100)	84.83	Payments (number per year)	3	Documentary compliance (US$)	390
Procedures (number)	4	Time (hours per year)	64	Border compliance (US$)	779
Time (days)	61	Total tax rate (% of profit)	15.0	Domestic transport (US$)	1,692
Cost (% of income per capita)	26.2				
Reliability of supply and transparency of tariffs index (0–8)	6	**Enforcing contracts** (rank)	86	**Resolving insolvency** (rank)	189
		DTF score for enforcing contracts (0–100)	58.78	DTF score for resolving insolvency (0–100)	0.00
✔ **Registering property** (rank)	31	Time (days)	575	Time (years)	NO PRACTICE
DTF score for registering property (0–100)	78.15	Cost (% of claim)	27.5	Cost (% of estate)	NO PRACTICE
Procedures (number)	3	Quality of judicial processes index (0–18)	8	Recovery rate (cents on the dollar)	0.0
Time (days)	6			Strength of insolvency framework index (0–16)	0
Cost (% of property value)	0.0				
Quality of land administration index (0–30)	9.5				

SENEGAL

Ease of doing business rank (1–189)	**153**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**1,050**
		Overall distance to frontier (DTF) score (0–100)	**48.57**	**Population (m)**	**14.5**
✔ **Starting a business** (rank)	85	**Getting credit** (rank)	133	**Trading across borders** (rank)	113
DTF score for starting a business (0–100)	85.94	DTF score for getting credit (0–100)	30.00	DTF score for trading across borders (0–100)	62.05
Procedures (number)	4	Strength of legal rights index (0–12)	6	*Time to export*	
Time (days)	6	Depth of credit information index (0–8)	0	Documentary compliance (hours)	26
Cost (% of income per capita)	63.7	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	41
Minimum capital (% of income per capita)	4.8	Credit registry coverage (% of adults)	0.5	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	148	**Protecting minority investors** (rank)	155	Documentary compliance (US$)	96
DTF score for dealing with construction permits (0–100)	59.89	DTF score for protecting minority investors (0–100)	38.33	Border compliance (US$)	486
Procedures (number)	13	Extent of conflict of interest regulation index (0–10)	4.7	Domestic transport (US$)	122
Time (days)	200	Extent of shareholder governance index (0–10)	3.0	*Time to import*	
Cost (% of warehouse value)	7.7	Strength of minority investor protection index (0–10)	3.8	Documentary compliance (hours)	54
Building quality control index (0–15)	9			Border compliance (hours)	56
		Paying taxes (rank)	183	Domestic transport (hours)	2
✔ **Getting electricity** (rank)	170	DTF score for paying taxes (0–100)	29.83	*Cost to import*	
DTF score for getting electricity (0–100)	40.18	Payments (number per year)	58	Documentary compliance (US$)	545
Procedures (number)	7	Time (hours per year)	620	Border compliance (US$)	885
Time (days)	81	Total tax rate (% of profit)	47.3	Domestic transport (US$)	147
Cost (% of income per capita)	5,689.3				
Reliability of supply and transparency of tariffs index (0–8)	2	✔ **Enforcing contracts** (rank)	145	**Resolving insolvency** (rank)	88
		DTF score for enforcing contracts (0–100)	48.15	DTF score for resolving insolvency (0–100)	43.85
✔ **Registering property** (rank)	152	Time (days)	740	Time (years)	3.0
DTF score for registering property (0–100)	47.49	Cost (% of claim)	36.4	Cost (% of estate)	20
Procedures (number)	5	Quality of judicial processes index (0–18)	6.5	Recovery rate (cents on the dollar)	29.2
Time (days)	71			Strength of insolvency framework index (0–16)	9
Cost (% of property value)	10.2				
Quality of land administration index (0–30)	7.5				

SERBIA

Ease of doing business rank (1–189)	**59**	**Europe & Central Asia**		**GNI per capita (US$)**	**5,820**
		Overall distance to frontier (DTF) score (0–100)	**68.41**	**Population (m)**	**7.1**
Starting a business (rank)	65	**Getting credit** (rank)	59	**Trading across borders** (rank)	23
DTF score for starting a business (0–100)	88.94	DTF score for getting credit (0–100)	60.00	DTF score for trading across borders (0–100)	95.08
Procedures (number)	6	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	12	Depth of credit information index (0–8)	7	Documentary compliance (hours)	2
Cost (% of income per capita)	6.6	Credit bureau coverage (% of adults)	100.0	Border compliance (hours)	4
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	3
				Cost to export	
✔ **Dealing with construction permits** (rank)	139	**Protecting minority investors** (rank)	81	Documentary compliance (US$)	66
DTF score for dealing with construction permits (0–100)	61.47	DTF score for protecting minority investors (0–100)	55.00	Border compliance (US$)	47
Procedures (number)	18	Extent of conflict of interest regulation index (0–10)	5.0	Domestic transport (US$)	267
Time (days)	272	Extent of shareholder governance index (0–10)	6.0	*Time to import*	
Cost (% of warehouse value)	3.6	Strength of minority investor protection index (0–10)	5.5	Documentary compliance (hours)	3
Building quality control index (0–15)	13			Border compliance (hours)	3
		✔ **Paying taxes** (rank)	143	Domestic transport (hours)	3
Getting electricity (rank)	63	DTF score for paying taxes (0–100)	61.87	*Cost to import*	
DTF score for getting electricity (0–100)	75.98	Payments (number per year)	42	Documentary compliance (US$)	71
Procedures (number)	4	Time (hours per year)	244.3	Border compliance (US$)	52
Time (days)	131	Total tax rate (% of profit)	39.7	Domestic transport (US$)	214
Cost (% of income per capita)	428.6				
Reliability of supply and transparency of tariffs index (0–8)	6	**Enforcing contracts** (rank)	73	**Resolving insolvency** (rank)	50
		DTF score for enforcing contracts (0–100)	60.26	DTF score for resolving insolvency (0–100)	58.52
Registering property (rank)	73	Time (days)	635	Time (years)	2.0
DTF score for registering property (0–100)	66.95	Cost (% of claim)	34.0	Cost (% of estate)	20
Procedures (number)	6	Quality of judicial processes index (0–18)	11	Recovery rate (cents on the dollar)	30.3
Time (days)	54			Strength of insolvency framework index (0–16)	13.5
Cost (% of property value)	2.8				
Quality of land administration index (0–30)	16				

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SEYCHELLES

Ease of doing business rank (1–189)	**95**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**13,990**
		Overall distance to frontier (DTF) score (0–100)	**61.05**	**Population (m)**	**0.1**
Starting a business (rank)	131	✔ **Getting credit** (rank)	109	**Trading across borders** (rank)	86
DTF score for starting a business (0–100)	78.55	DTF score for getting credit (0–100)	40.00	DTF score for trading across borders (0–100)	71.54
Procedures (number)	9	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	32	Depth of credit information index (0–8)	6	Documentary compliance (hours)	44
Cost (% of income per capita)	14.2	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	84
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	47.5	Domestic transport (hours)	3
				Cost to export	
Dealing with construction permits (rank)	123	**Protecting minority investors** (rank)	105	Documentary compliance (US$)	115
DTF score for dealing with construction permits (0–100)	63.53	DTF score for protecting minority investors (0–100)	50.00	Border compliance (US$)	332
Procedures (number)	17	Extent of conflict of interest regulation index (0–10)	5.7	Domestic transport (US$)	253
Time (days)	151	Extent of shareholder governance index (0–10)	4.3	*Time to import*	
Cost (% of warehouse value)	0.4	Strength of minority investor protection index (0–10)	5.0	Documentary compliance (hours)	33
Building quality control index (0–15)	6			Border compliance (hours)	99
		Paying taxes (rank)	43	Domestic transport (hours)	4
Getting electricity (rank)	139	DTF score for paying taxes (0–100)	81.82	*Cost to import*	
DTF score for getting electricity (0–100)	54.63	Payments (number per year)	29	Documentary compliance (US$)	93
Procedures (number)	6	Time (hours per year)	85	Border compliance (US$)	341
Time (days)	137	Total tax rate (% of profit)	30.1	Domestic transport (US$)	253
Cost (% of income per capita)	385.0				
Reliability of supply and transparency of tariffs index (0–8)	2	**Enforcing contracts** (rank)	138	**Resolving insolvency** (rank)	63
		DTF score for enforcing contracts (0–100)	49.39	DTF score for resolving insolvency (0–100)	52.41
Registering property (rank)	67	Time (days)	915	Time (years)	2.0
DTF score for registering property (0–100)	68.67	Cost (% of claim)	15.4	Cost (% of estate)	11
Procedures (number)	4	Quality of judicial processes index (0–18)	5.5	Recovery rate (cents on the dollar)	39.3
Time (days)	33			Strength of insolvency framework index (0–16)	10
Cost (% of property value)	7.0				
Quality of land administration index (0–30)	18.5				

SIERRA LEONE

Ease of doing business rank (1–189)	**147**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**720**
		Overall distance to frontier (DTF) score (0–100)	**49.69**	**Population (m)**	**6.2**
Starting a business (rank)	99	**Getting credit** (rank)	152	**Trading across borders** (rank)	164
DTF score for starting a business (0–100)	84.73	DTF score for getting credit (0–100)	25.00	DTF score for trading across borders (0–100)	42.07
Procedures (number)	6	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	10	Depth of credit information index (0–8)	0	Documentary compliance (hours)	134
Cost (% of income per capita)	44.2	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	55
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	1.2	Domestic transport (hours)	5
				Cost to export	
Dealing with construction permits (rank)	142	**Protecting minority investors** (rank)	88	Documentary compliance (US$)	227
DTF score for dealing with construction permits (0–100)	60.90	DTF score for protecting minority investors (0–100)	53.33	Border compliance (US$)	552
Procedures (number)	16	Extent of conflict of interest regulation index (0–10)	6.7	Domestic transport (US$)	250
Time (days)	166	Extent of shareholder governance index (0–10)	4.0	*Time to import*	
Cost (% of warehouse value)	3.1	Strength of minority investor protection index (0–10)	5.3	Documentary compliance (hours)	137
Building quality control index (0–15)	6.5			Border compliance (hours)	182
		Paying taxes (rank)	129	Domestic transport (hours)	2
Getting electricity (rank)	178	DTF score for paying taxes (0–100)	65.29	*Cost to import*	
DTF score for getting electricity (0–100)	34.66	Payments (number per year)	34	Documentary compliance (US$)	387
Procedures (number)	8	Time (hours per year)	344	Border compliance (US$)	782
Time (days)	82	Total tax rate (% of profit)	31.0	Domestic transport (US$)	199
Cost (% of income per capita)	4,066.5				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	105	**Resolving insolvency** (rank)	142
		DTF score for enforcing contracts (0–100)	55.92	DTF score for resolving insolvency (0–100)	30.81
Registering property (rank)	159	Time (days)	515	Time (years)	2.3
DTF score for registering property (0–100)	44.21	Cost (% of claim)	39.5	Cost (% of estate)	42
Procedures (number)	7	Quality of judicial processes index (0–18)	8	Recovery rate (cents on the dollar)	10.8
Time (days)	56			Strength of insolvency framework index (0–16)	8
Cost (% of property value)	10.8				
Quality of land administration index (0–30)	7.5				

SINGAPORE

Ease of doing business rank (1–189)	**1**	**East Asia & Pacific**		**GNI per capita (US$)**	**55,150**
		Overall distance to frontier (DTF) score (0–100)	**87.34**	**Population (m)**	**5.5**
Starting a business (rank)	10	**Getting credit** (rank)	19	**Trading across borders** (rank)	41
DTF score for starting a business (0–100)	96.49	DTF score for getting credit (0–100)	75.00	DTF score for trading across borders (0–100)	89.35
Procedures (number)	3	Strength of legal rights index (0–12)	8	*Time to export*	
Time (days)	2.5	Depth of credit information index (0–8)	7	Documentary compliance (hours)	4
Cost (% of income per capita)	0.6	Credit bureau coverage (% of adults)	58.6	Border compliance (hours)	12
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	1	**Protecting minority investors** (rank)	1	Documentary compliance (US$)	37
DTF score for dealing with construction permits (0–100)	92.97	DTF score for protecting minority investors (0–100)	83.33	Border compliance (US$)	335
Procedures (number)	10	Extent of conflict of interest regulation index (0–10)	9.3	Domestic transport (US$)	212
Time (days)	26	Extent of shareholder governance index (0–10)	7.3	*Time to import*	
Cost (% of warehouse value)	0.3	Strength of minority investor protection index (0–10)	8.3	Documentary compliance (hours)	1
Building quality control index (0–15)	14			Border compliance (hours)	35
		Paying taxes (rank)	5	Domestic transport (hours)	1
Getting electricity (rank)	6	DTF score for paying taxes (0–100)	96.56	*Cost to import*	
DTF score for getting electricity (0–100)	94.34	Payments (number per year)	6	Documentary compliance (US$)	37
Procedures (number)	4	Time (hours per year)	83.5	Border compliance (US$)	220
Time (days)	31	Total tax rate (% of profit)	18.4	Domestic transport (US$)	214
Cost (% of income per capita)	25.9				
Reliability of supply and transparency of tariffs index (0–8)	8	**Enforcing contracts** (rank)	1	**Resolving insolvency** (rank)	27
		DTF score for enforcing contracts (0–100)	84.91	DTF score for resolving insolvency (0–100)	74.83
Registering property (rank)	17	Time (days)	150	Time (years)	0.8
DTF score for registering property (0–100)	85.66	Cost (% of claim)	25.8	Cost (% of estate)	3
Procedures (number)	4	Quality of judicial processes index (0–18)	15.5	Recovery rate (cents on the dollar)	89.7
Time (days)	4.5			Strength of insolvency framework index (0–16)	8.5
Cost (% of property value)	2.9				
Quality of land administration index (0–30)	26.5				

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

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SLOVAK REPUBLIC

OECD high income				GNI per capita (US$)	17,765
Ease of doing business rank (1–189)	**29**	**Overall distance to frontier (DTF) score (0–100)**	**75.62**	**Population (m)**	**5.4**

✔ **Starting a business** (rank)	68	**Getting credit** (rank)	42	**Trading across borders** (rank)	1
DTF score for starting a business (0–100)	88.54	DTF score for getting credit (0–100)	65.00	DTF score for trading across borders (0–100)	100.00
Procedures (number)	6	Strength of legal rights index (0–12)	7	*Time to export*	
Time (days)	11.5	Depth of credit information index (0–8)	6	Documentary compliance (hours)	1
Cost (% of income per capita)	1.5	Credit bureau coverage (% of adults)	67.3	Border compliance (hours)	0
Minimum capital (% of income per capita)	18.5	Credit registry coverage (% of adults)	3.2	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	84	**Protecting minority investors** (rank)	88	Documentary compliance (US$)	0
DTF score for dealing with construction permits (0–100)	69.48	DTF score for protecting minority investors (0–100)	53.33	Border compliance (US$)	0
Procedures (number)	10	Extent of conflict of interest regulation index (0–10)	4.7	Domestic transport (US$)	85
Time (days)	286	Extent of shareholder governance index (0–10)	6.0	*Time to import*	
Cost (% of warehouse value)	0.1	Strength of minority investor protection index (0–10)	5.3	Documentary compliance (hours)	1
Building quality control index (0–15)	11			Border compliance (hours)	0
		✔ **Paying taxes** (rank)	73	Domestic transport (hours)	2
Getting electricity (rank)	48	DTF score for paying taxes (0–100)	76.79	*Cost to import*	
DTF score for getting electricity (0–100)	80.30	Payments (number per year)	10	Documentary compliance (US$)	0
Procedures (number)	5	Time (hours per year)	188	Border compliance (US$)	0
Time (days)	121	Total tax rate (% of profit)	51.2	Domestic transport (US$)	85
Cost (% of income per capita)	54.8				
Reliability of supply and transparency of tariffs index (0–8)	8	**Enforcing contracts** (rank)	63	**Resolving insolvency** (rank)	33
		DTF score for enforcing contracts (0–100)	61.69	DTF score for resolving insolvency (0–100)	70.04
Registering property (rank)	5	Time (days)	705	Time (years)	4.0
DTF score for registering property (0–100)	90.99	Cost (% of claim)	30.0	Cost (% of estate)	18
Procedures (number)	3	Quality of judicial processes index (0–18)	12	Recovery rate (cents on the dollar)	54.7
Time (days)	16.5			Strength of insolvency framework index (0–16)	13
Cost (% of property value)	0.0				
Quality of land administration index (0–30)	26.5				

SLOVENIA

OECD high income				GNI per capita (US$)	23,436
Ease of doing business rank (1–189)	**29**	**Overall distance to frontier (DTF) score (0–100)**	**75.62**	**Population (m)**	**2.1**

Starting a business (rank)	18	**Getting credit** (rank)	126	**Trading across borders** (rank)	1
DTF score for starting a business (0–100)	94.53	DTF score for getting credit (0–100)	35.00	DTF score for trading across borders (0–100)	100.00
Procedures (number)	2	Strength of legal rights index (0–12)	3	*Time to export*	
Time (days)	6	Depth of credit information index (0–8)	4	Documentary compliance (hours)	1
Cost (% of income per capita)	0.0	Credit bureau coverage (% of adults)	100.0	Border compliance (hours)	0
Minimum capital (% of income per capita)	41.8	Credit registry coverage (% of adults)	3.1	Domestic transport (hours)	3
				Cost to export	
Dealing with construction permits (rank)	71	**Protecting minority investors** (rank)	7	Documentary compliance (US$)	0
DTF score for dealing with construction permits (0–100)	71.11	DTF score for protecting minority investors (0–100)	75.00	Border compliance (US$)	0
Procedures (number)	12	Extent of conflict of interest regulation index (0–10)	7.3	Domestic transport (US$)	119
Time (days)	224.5	Extent of shareholder governance index (0–10)	7.7	*Time to import*	
Cost (% of warehouse value)	2.7	Strength of minority investor protection index (0–10)	7.5	Documentary compliance (hours)	1
Building quality control index (0–15)	12.5			Border compliance (hours)	0
		Paying taxes (rank)	35	Domestic transport (hours)	3
Getting electricity (rank)	35	DTF score for paying taxes (0–100)	83.74	*Cost to import*	
DTF score for getting electricity (0–100)	82.89	Payments (number per year)	10	Documentary compliance (US$)	0
Procedures (number)	5	Time (hours per year)	245	Border compliance (US$)	0
Time (days)	38	Total tax rate (% of profit)	31.0	Domestic transport (US$)	119
Cost (% of income per capita)	113.2				
Reliability of supply and transparency of tariffs index (0–8)	6	**Enforcing contracts** (rank)	117	**Resolving insolvency** (rank)	12
		DTF score for enforcing contracts (0–100)	53.90	DTF score for resolving insolvency (0–100)	83.39
Registering property (rank)	36	Time (days)	1,160	Time (years)	0.8
DTF score for registering property (0–100)	76.63	Cost (% of claim)	12.7	Cost (% of estate)	4
Procedures (number)	5	Quality of judicial processes index (0–18)	11	Recovery rate (cents on the dollar)	88.2
Time (days)	49.5			Strength of insolvency framework index (0–16)	11.5
Cost (% of property value)	2.0				
Quality of land administration index (0–30)	23				

SOLOMON ISLANDS

East Asia & Pacific				GNI per capita (US$)	1,830
Ease of doing business rank (1–189)	**112**	**Overall distance to frontier (DTF) score (0–100)**	**57.86**	**Population (m)**	**0.6**

Starting a business (rank)	95	**Getting credit** (rank)	79	**Trading across borders** (rank)	141
DTF score for starting a business (0–100)	85.11	DTF score for getting credit (0–100)	50.00	DTF score for trading across borders (0–100)	54.76
Procedures (number)	7	Strength of legal rights index (0–12)	10	*Time to export*	
Time (days)	9	Depth of credit information index (0–8)	0	Documentary compliance (hours)	60
Cost (% of income per capita)	31.4	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	110
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	1
				Cost to export	
Dealing with construction permits (rank)	58	**Protecting minority investors** (rank)	105	Documentary compliance (US$)	215
DTF score for dealing with construction permits (0–100)	73.12	DTF score for protecting minority investors (0–100)	50.00	Border compliance (US$)	630
Procedures (number)	13	Extent of conflict of interest regulation index (0–10)	6.3	Domestic transport (US$)	400
Time (days)	98	Extent of shareholder governance index (0–10)	3.7	*Time to import*	
Cost (% of warehouse value)	1.0	Strength of minority investor protection index (0–10)	5.0	Documentary compliance (hours)	37
Building quality control index (0–15)	7.5			Border compliance (hours)	108
		Paying taxes (rank)	68	Domestic transport (hours)	1
Getting electricity (rank)	90	DTF score for paying taxes (0–100)	78.42	*Cost to import*	
DTF score for getting electricity (0–100)	69.01	Payments (number per year)	34	Documentary compliance (US$)	215
Procedures (number)	4	Time (hours per year)	80	Border compliance (US$)	740
Time (days)	53	Total tax rate (% of profit)	32.0	Domestic transport (US$)	400
Cost (% of income per capita)	1,383.1				
Reliability of supply and transparency of tariffs index (0–8)	2	**Enforcing contracts** (rank)	160	**Resolving insolvency** (rank)	137
		DTF score for enforcing contracts (0–100)	41.86	DTF score for resolving insolvency (0–100)	31.85
Registering property (rank)	158	Time (days)	455	Time (years)	1.0
DTF score for registering property (0–100)	44.43	Cost (% of claim)	78.9	Cost (% of estate)	38
Procedures (number)	10	Quality of judicial processes index (0–18)	7.5	Recovery rate (cents on the dollar)	24.3
Time (days)	86.5			Strength of insolvency framework index (0–16)	6
Cost (% of property value)	4.7				
Quality of land administration index (0–30)	7.5				

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SOUTH AFRICA

Ease of doing business rank (1–189)	**73**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**6,800**
		Overall distance to frontier (DTF) score (0–100)	**64.89**	**Population (m)**	**54.0**

Starting a business (rank)	120	**Getting credit** (rank)	59	**Trading across borders** (rank)	130
DTF score for starting a business (0–100)	81.18	DTF score for getting credit (0–100)	60.00	DTF score for trading across borders (0–100)	58.01
Procedures (number)	6	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	46	Depth of credit information index (0–8)	7	Documentary compliance (hours)	68
Cost (% of income per capita)	0.3	Credit bureau coverage (% of adults)	62.0	Border compliance (hours)	100
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	16
				Cost to export	
Dealing with construction permits (rank)	90	**Protecting minority investors** (rank)	14	Documentary compliance (US$)	170
DTF score for dealing with construction permits (0–100)	69.00	DTF score for protecting minority investors (0–100)	71.67	Border compliance (US$)	428
Procedures (number)	19	Extent of conflict of interest regulation index (0–10)	8.0	Domestic transport (US$)	1,550
Time (days)	141	Extent of shareholder governance index (0–10)	6.3	*Time to import*	
Cost (% of warehouse value)	1.0	Strength of minority investor protection index (0–10)	7.2	Documentary compliance (hours)	36
Building quality control index (0–15)	10.5			Border compliance (hours)	144
		Paying taxes (rank)	20	Domestic transport (hours)	16
Getting electricity (rank)	168	DTF score for paying taxes (0–100)	88.75	*Cost to import*	
DTF score for getting electricity (0–100)	41.99	Payments (number per year)	7	Documentary compliance (US$)	213
Procedures (number)	5	Time (hours per year)	200	Border compliance (US$)	657
Time (days)	226	Total tax rate (% of profit)	28.8	Domestic transport (US$)	1,550
Cost (% of income per capita)	670.5				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	119	**Resolving insolvency** (rank)	41
		DTF score for enforcing contracts (0–100)	53.18	DTF score for resolving insolvency (0–100)	64.29
Registering property (rank)	101	Time (days)	600	Time (years)	2.0
DTF score for registering property (0–100)	60.79	Cost (% of claim)	33.2	Cost (% of estate)	18
Procedures (number)	7	Quality of judicial processes index (0–18)	6.5	Recovery rate (cents on the dollar)	35.3
Time (days)	23			Strength of insolvency framework index (0–16)	14.5
Cost (% of property value)	6.4				
Quality of land administration index (0–30)	14				

SOUTH SUDAN

Ease of doing business rank (1–189)	**187**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**960**
		Overall distance to frontier (DTF) score (0–100)	**34.78**	**Population (m)**	**11.7**

Starting a business (rank)	181	**Getting credit** (rank)	174	**Trading across borders** (rank)	179
DTF score for starting a business (0–100)	53.96	DTF score for getting credit (0–100)	10.00	DTF score for trading across borders (0–100)	20.57
Procedures (number)	13	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	14	Depth of credit information index (0–8)	0	Documentary compliance (hours)	192
Cost (% of income per capita)	330.1	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	192
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	17
				Cost to export	
Dealing with construction permits (rank)	177	**Protecting minority investors** (rank)	181	Documentary compliance (US$)	194
DTF score for dealing with construction permits (0–100)	47.63	DTF score for protecting minority investors (0–100)	30.00	Border compliance (US$)	763
Procedures (number)	23	Extent of conflict of interest regulation index (0–10)	2.7	Domestic transport (US$)	871
Time (days)	124	Extent of shareholder governance index (0–10)	3.3	*Time to import*	
Cost (% of warehouse value)	11.2	Strength of minority investor protection index (0–10)	3.0	Documentary compliance (hours)	360
Building quality control index (0–15)	7			Border compliance (hours)	480
		Paying taxes (rank)	104	Domestic transport (hours)	17
Getting electricity (rank)	187	DTF score for paying taxes (0–100)	71.45	*Cost to import*	
DTF score for getting electricity (0–100)	22.64	Payments (number per year)	37	Documentary compliance (US$)	350
Procedures (number)	6	Time (hours per year)	210	Border compliance (US$)	781
Time (days)	427	Total tax rate (% of profit)	29.0	Domestic transport (US$)	871
Cost (% of income per capita)	4,813.1				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	76	**Resolving insolvency** (rank)	189
		DTF score for enforcing contracts (0–100)	59.91	DTF score for resolving insolvency (0–100)	0.00
Registering property (rank)	180	Time (days)	228	Time (years)	NO PRACTICE
DTF score for registering property (0–100)	31.64	Cost (% of claim)	30.0	Cost (% of estate)	NO PRACTICE
Procedures (number)	9	Quality of judicial processes index (0–18)	4	Recovery rate (cents on the dollar)	0.0
Time (days)	50			Strength of insolvency framework index (0–16)	0
Cost (% of property value)	16.0				
Quality of land administration index (0–30)	5				

SPAIN

Ease of doing business rank (1–189)	**33**	**OECD high income**		**GNI per capita (US$)**	**29,542**
		Overall distance to frontier (DTF) score (0–100)	**74.86**	**Population (m)**	**46.4**

Starting a business (rank)	82	**Getting credit** (rank)	59	**Trading across borders** (rank)	1
DTF score for starting a business (0–100)	86.30	DTF score for getting credit (0–100)	60.00	DTF score for trading across borders (0–100)	100.00
Procedures (number)	7	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	14	Depth of credit information index (0–8)	7	Documentary compliance (hours)	1
Cost (% of income per capita)	5.2	Credit bureau coverage (% of adults)	14.1	Border compliance (hours)	0
Minimum capital (% of income per capita)	13.4	Credit registry coverage (% of adults)	49.8	Domestic transport (hours)	8
				Cost to export	
Dealing with construction permits (rank)	101	✔ **Protecting minority investors** (rank)	29	Documentary compliance (US$)	0
DTF score for dealing with construction permits (0–100)	67.56	DTF score for protecting minority investors (0–100)	65.00	Border compliance (US$)	0
Procedures (number)	13	Extent of conflict of interest regulation index (0–10)	5.7	Domestic transport (US$)	638
Time (days)	205	Extent of shareholder governance index (0–10)	7.3	*Time to import*	
Cost (% of warehouse value)	5.2	Strength of minority investor protection index (0–10)	6.5	Documentary compliance (hours)	1
Building quality control index (0–15)	12			Border compliance (hours)	0
		✔ **Paying taxes** (rank)	60	Domestic transport (hours)	8
Getting electricity (rank)	74	DTF score for paying taxes (0–100)	79.48	*Cost to import*	
DTF score for getting electricity (0–100)	72.96	Payments (number per year)	9	Documentary compliance (US$)	0
Procedures (number)	7	Time (hours per year)	158	Border compliance (US$)	0
Time (days)	107	Total tax rate (% of profit)	50.0	Domestic transport (US$)	638
Cost (% of income per capita)	225.2				
Reliability of supply and transparency of tariffs index (0–8)	8	**Enforcing contracts** (rank)	39	**Resolving insolvency** (rank)	25
		DTF score for enforcing contracts (0–100)	67.63	DTF score for resolving insolvency (0–100)	75.83
Registering property (rank)	49	Time (days)	510	Time (years)	1.5
DTF score for registering property (0–100)	73.88	Cost (% of claim)	18.5	Cost (% of estate)	11
Procedures (number)	5	Quality of judicial processes index (0–18)	10	Recovery rate (cents on the dollar)	71.2
Time (days)	12.5			Strength of insolvency framework index (0–16)	12
Cost (% of property value)	6.1				
Quality of land administration index (0–30)	22.5				

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SRI LANKA

South Asia		GNI per capita (US$)	3,400
Ease of doing business rank (1–189)	**107**	**Overall distance to frontier (DTF) score (0–100)**	**58.96**	**Population (m)**	**20.6**

✔ **Starting a business** (rank)	98
DTF score for starting a business (0–100)	84.98
Procedures (number)	8
Time (days)	10
Cost (% of income per capita)	18.7
Minimum capital (% of income per capita)	0.0
✔ **Dealing with construction permits** (rank)	77
DTF score for dealing with construction permits (0–100)	70.39
Procedures (number)	12
Time (days)	116
Cost (% of warehouse value)	0.2
Building quality control index (0–15)	5.5
Getting electricity (rank)	81
DTF score for getting electricity (0–100)	70.82
Procedures (number)	5
Time (days)	100
Cost (% of income per capita)	829.5
Reliability of supply and transparency of tariffs index (0–8)	5
Registering property (rank)	153
DTF score for registering property (0–100)	46.76
Procedures (number)	9
Time (days)	51
Cost (% of property value)	5.1
Quality of land administration index (0–30)	3.5

Getting credit (rank)	97
DTF score for getting credit (0–100)	45.00
Strength of legal rights index (0–12)	3
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	50.3
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	49
DTF score for protecting minority investors (0–100)	60.00
Extent of conflict of interest regulation index (0–10)	6.0
Extent of shareholder governance index (0–10)	6.0
Strength of minority investor protection index (0–10)	6.0
Paying taxes (rank)	158
DTF score for paying taxes (0–100)	55.23
Payments (number per year)	47
Time (hours per year)	167
Total tax rate (% of profit)	55.2
Enforcing contracts (rank)	161
DTF score for enforcing contracts (0–100)	39.31
Time (days)	1,318
Cost (% of claim)	22.8
Quality of judicial processes index (0–18)	7.5

Trading across borders (rank)	90
DTF score for trading across borders (0–100)	70.70
Time to export	
Documentary compliance (hours)	76
Border compliance (hours)	43
Domestic transport (hours)	6
Cost to export	
Documentary compliance (US$)	58
Border compliance (US$)	366
Domestic transport (US$)	110
Time to import	
Documentary compliance (hours)	58
Border compliance (hours)	72
Domestic transport (hours)	6
Cost to import	
Documentary compliance (US$)	283
Border compliance (US$)	300
Domestic transport (US$)	110
Resolving insolvency (rank)	78
DTF score for resolving insolvency (0–100)	46.40
Time (years)	1.7
Cost (% of estate)	10
Recovery rate (cents on the dollar)	45.6
Strength of insolvency framework index (0–16)	7

ST. KITTS AND NEVIS

Latin America & Caribbean		GNI per capita (US$)	14,540
Ease of doing business rank (1–189)	**124**	**Overall distance to frontier (DTF) score (0–100)**	**55.83**	**Population (m)**	**0.1**

Starting a business (rank)	90
DTF score for starting a business (0–100)	85.66
Procedures (number)	7
Time (days)	18.5
Cost (% of income per capita)	7.9
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	32
DTF score for dealing with construction permits (0–100)	77.31
Procedures (number)	10
Time (days)	104
Cost (% of warehouse value)	0.3
Building quality control index (0–15)	8
Getting electricity (rank)	84
DTF score for getting electricity (0–100)	70.02
Procedures (number)	4
Time (days)	18
Cost (% of income per capita)	264.3
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	170
DTF score for registering property (0–100)	40.31
Procedures (number)	6
Time (days)	82
Cost (% of property value)	13.2
Quality of land administration index (0–30)	9

Getting credit (rank)	152
DTF score for getting credit (0–100)	25.00
Strength of legal rights index (0–12)	5
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	88
DTF score for protecting minority investors (0–100)	53.33
Extent of conflict of interest regulation index (0–10)	6.7
Extent of shareholder governance index (0–10)	4.0
Strength of minority investor protection index (0–10)	5.3
Paying taxes (rank)	147
DTF score for paying taxes (0–100)	60.64
Payments (number per year)	39
Time (hours per year)	203
Total tax rate (% of profit)	49.7
Enforcing contracts (rank)	42
DTF score for enforcing contracts (0–100)	66.87
Time (days)	578
Cost (% of claim)	20.5
Quality of judicial processes index (0–18)	11

Trading across borders (rank)	70
DTF score for trading across borders (0–100)	79.20
Time to export	
Documentary compliance (hours)	48
Border compliance (hours)	3
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	150
Border compliance (US$)	285
Domestic transport (US$)	75
Time to import	
Documentary compliance (hours)	41
Border compliance (hours)	37
Domestic transport (hours)	1
Cost to import	
Documentary compliance (US$)	150
Border compliance (US$)	261
Domestic transport (US$)	82
Resolving insolvency (rank)	189
DTF score for resolving insolvency (0–100)	0.00
Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0.0
Strength of insolvency framework index (0–16)	0

ST. LUCIA

Latin America & Caribbean		GNI per capita (US$)	7,090
Ease of doing business rank (1–189)	**77**	**Overall distance to frontier (DTF) score (0–100)**	**64.20**	**Population (m)**	**0.2**

Starting a business (rank)	67
DTF score for starting a business (0–100)	88.68
Procedures (number)	5
Time (days)	11
Cost (% of income per capita)	22.4
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	50
DTF score for dealing with construction permits (0–100)	74.51
Procedures (number)	14
Time (days)	116
Cost (% of warehouse value)	0.7
Building quality control index (0–15)	9.5
Getting electricity (rank)	26
DTF score for getting electricity (0–100)	84.70
Procedures (number)	5
Time (days)	19
Cost (% of income per capita)	197.6
Reliability of supply and transparency of tariffs index (0–8)	6
Registering property (rank)	104
DTF score for registering property (0–100)	59.19
Procedures (number)	9
Time (days)	17
Cost (% of property value)	7.6
Quality of land administration index (0–30)	18.5

Getting credit (rank)	152
DTF score for getting credit (0–100)	25.00
Strength of legal rights index (0–12)	5
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	66
DTF score for protecting minority investors (0–100)	56.67
Extent of conflict of interest regulation index (0–10)	6.7
Extent of shareholder governance index (0–10)	4.7
Strength of minority investor protection index (0–10)	5.7
Paying taxes (rank)	83
DTF score for paying taxes (0–100)	75.04
Payments (number per year)	35
Time (hours per year)	110
Total tax rate (% of profit)	34.7
Enforcing contracts (rank)	67
DTF score for enforcing contracts (0–100)	60.87
Time (days)	635
Cost (% of claim)	37.3
Quality of judicial processes index (0–18)	12

Trading across borders (rank)	72
DTF score for trading across borders (0–100)	78.60
Time to export	
Documentary compliance (hours)	24
Border compliance (hours)	11
Domestic transport (hours)	7
Cost to export	
Documentary compliance (US$)	63
Border compliance (US$)	533
Domestic transport (US$)	400
Time to import	
Documentary compliance (hours)	19
Border compliance (hours)	27
Domestic transport (hours)	5
Cost to import	
Documentary compliance (US$)	98
Border compliance (US$)	657
Domestic transport (US$)	400
Resolving insolvency (rank)	109
DTF score for resolving insolvency (0–100)	38.73
Time (years)	2.0
Cost (% of estate)	9
Recovery rate (cents on the dollar)	42.9
Strength of insolvency framework index (0–16)	5

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

✔ Reform making it easier to do business ✘ Change making it more difficult to do business

ST. VINCENT AND THE GRENADINES

Ease of doing business rank (1–189)	**111**	**Latin America & Caribbean**		**GNI per capita (US$)**	**6,560**
		Overall distance to frontier (DTF) score (0–100)	**57.91**	**Population (m)**	**0.1**
Starting a business (rank)	77	**Getting credit** (rank)	152	**Trading across borders** (rank)	68
DTF score for starting a business (0–100)	86.72	DTF score for getting credit (0–100)	25.00	DTF score for trading across borders (0–100)	79.78
Procedures (number)	7	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	10	Depth of credit information index (0–8)	0	Documentary compliance (hours)	3
Cost (% of income per capita)	16.5	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	28
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	1
				Cost to export	
Dealing with construction permits (rank)	59	**Protecting minority investors** (rank)	66	Documentary compliance (US$)	80
DTF score for dealing with construction permits (0–100)	72.74	DTF score for protecting minority investors (0–100)	56.67	Border compliance (US$)	200
Procedures (number)	14	Extent of conflict of interest regulation index (0–10)	6.7	Domestic transport (US$)	191
Time (days)	92	Extent of shareholder governance index (0–10)	4.7	*Time to import*	
Cost (% of warehouse value)	0.1	Strength of minority investor protection index (0–10)	5.7	Documentary compliance (hours)	6
Building quality control index (0–15)	7			Border compliance (hours)	48
		Paying taxes (rank)	97	Domestic transport (hours)	1
Getting electricity (rank)	79	DTF score for paying taxes (0–100)	72.76	*Cost to import*	
DTF score for getting electricity (0–100)	71.13	Payments (number per year)	36	Documentary compliance (US$)	90
Procedures (number)	3	Time (hours per year)	108	Border compliance (US$)	875
Time (days)	52	Total tax rate (% of profit)	38.6	Domestic transport (US$)	190
Cost (% of income per capita)	55.6				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	31	✔ **Resolving insolvency** (rank)	189
		DTF score for enforcing contracts (0–100)	70.08	DTF score for resolving insolvency (0–100)	0.00
Registering property (rank)	160	Time (days)	394	Time (years)	NO PRACTICE
DTF score for registering property (0–100)	44.17	Cost (% of claim)	30.3	Cost (% of estate)	NO PRACTICE
Procedures (number)	7	Quality of judicial processes index (0–18)	12	Recovery rate (cents on the dollar)	0.0
Time (days)	38			Strength of insolvency framework index (0–16)	0
Cost (% of property value)	11.8				
Quality of land administration index (0–30)	7				

SUDAN

Ease of doing business rank (1–189)	**159**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**1,740**
		Overall distance to frontier (DTF) score (0–100)	**46.97**	**Population (m)**	**38.8**
Starting a business (rank)	146	**Getting credit** (rank)	167	**Trading across borders** (rank)	184
DTF score for starting a business (0–100)	76.00	DTF score for getting credit (0–100)	15.00	DTF score for trading across borders (0–100)	17.50
Procedures (number)	10	Strength of legal rights index (0–12)	3	*Time to export*	
Time (days)	36	Depth of credit information index (0–8)	0	Documentary compliance (hours)	190
Cost (% of income per capita)	14.8	Credit bureau coverage (% of adults)	1.5	Border compliance (hours)	210
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	60
				Cost to export	
Dealing with construction permits (rank)	146	**Protecting minority investors** (rank)	166	Documentary compliance (US$)	428
DTF score for dealing with construction permits (0–100)	60.12	DTF score for protecting minority investors (0–100)	35.00	Border compliance (US$)	1,060
Procedures (number)	15	Extent of conflict of interest regulation index (0–10)	3.7	Domestic transport (US$)	1,145
Time (days)	270	Extent of shareholder governance index (0–10)	3.3	*Time to import*	
Cost (% of warehouse value)	2.5	Strength of minority investor protection index (0–10)	3.5	Documentary compliance (hours)	132
Building quality control index (0–15)	9.5			Border compliance (hours)	144
		Paying taxes (rank)	140	Domestic transport (hours)	96
Getting electricity (rank)	102	DTF score for paying taxes (0–100)	62.34	*Cost to import*	
DTF score for getting electricity (0–100)	64.74	Payments (number per year)	42	Documentary compliance (US$)	420
Procedures (number)	5	Time (hours per year)	180	Border compliance (US$)	1,128
Time (days)	70	Total tax rate (% of profit)	45.4	Domestic transport (US$)	1,615
Cost (% of income per capita)	2,843.7				
Reliability of supply and transparency of tariffs index (0–8)	4	**Enforcing contracts** (rank)	142	**Resolving insolvency** (rank)	154
		DTF score for enforcing contracts (0–100)	48.76	DTF score for resolving insolvency (0–100)	26.45
Registering property (rank)	89	Time (days)	810	Time (years)	2.0
DTF score for registering property (0–100)	63.81	Cost (% of claim)	19.8	Cost (% of estate)	20
Procedures (number)	6	Quality of judicial processes index (0–18)	4.5	Recovery rate (cents on the dollar)	31.7
Time (days)	9			Strength of insolvency framework index (0–16)	3
Cost (% of property value)	2.6				
Quality of land administration index (0–30)	5.5				

SURINAME

Ease of doing business rank (1–189)	**156**	**Latin America & Caribbean**		**GNI per capita (US$)**	**9,640**
		Overall distance to frontier (DTF) score (0–100)	**47.69**	**Population (m)**	**0.5**
Starting a business (rank)	183	**Getting credit** (rank)	174	✔ **Trading across borders** (rank)	77
DTF score for starting a business (0–100)	48.76	DTF score for getting credit (0–100)	10.00	DTF score for trading across borders (0–100)	75.37
Procedures (number)	13	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	84	Depth of credit information index (0–8)	0	Documentary compliance (hours)	48
Cost (% of income per capita)	100.7	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	84
Minimum capital (% of income per capita)	0.3	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	2
				Cost to export	
Dealing with construction permits (rank)	109	**Protecting minority investors** (rank)	166	Documentary compliance (US$)	40
DTF score for dealing with construction permits (0–100)	66.44	DTF score for protecting minority investors (0–100)	35.00	Border compliance (US$)	348
Procedures (number)	10	Extent of conflict of interest regulation index (0–10)	2.3	Domestic transport (US$)	175
Time (days)	223	Extent of shareholder governance index (0–10)	4.7	*Time to import*	
Cost (% of warehouse value)	0.2	Strength of minority investor protection index (0–10)	3.5	Documentary compliance (hours)	24
Building quality control index (0–15)	6.5			Border compliance (hours)	48
		Paying taxes (rank)	75	Domestic transport (hours)	2
Getting electricity (rank)	93	DTF score for paying taxes (0–100)	76.45	*Cost to import*	
DTF score for getting electricity (0–100)	68.44	Payments (number per year)	30	Documentary compliance (US$)	40
Procedures (number)	4	Time (hours per year)	199	Border compliance (US$)	505
Time (days)	113	Total tax rate (% of profit)	27.9	Domestic transport (US$)	175
Cost (% of income per capita)	467.2				
Reliability of supply and transparency of tariffs index (0–8)	3	**Enforcing contracts** (rank)	186	**Resolving insolvency** (rank)	128
		DTF score for enforcing contracts (0–100)	25.94	DTF score for resolving insolvency (0–100)	34.21
Registering property (rank)	176	Time (days)	1,715	Time (years)	5.0
DTF score for registering property (0–100)	36.27	Cost (% of claim)	37.1	Cost (% of estate)	30
Procedures (number)	6	Quality of judicial processes index (0–18)	3.5	Recovery rate (cents on the dollar)	8.4
Time (days)	106			Strength of insolvency framework index (0–16)	9.5
Cost (% of property value)	13.7				
Quality of land administration index (0–30)	8.5				

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SWAZILAND

Sub-Saharan Africa		GNI per capita (US$)	2,700
Ease of doing business rank (1–189)	**105**	**Overall distance to frontier (DTF) score (0–100)**	**59.10**	**Population (m)**	**1.3**

Starting a business (rank)	156
DTF score for starting a business (0–100)	73.46
Procedures (number)	12
Time (days)	30
Cost (% of income per capita)	23.4
Minimum capital (% of income per capita)	0.4
Dealing with construction permits (rank)	80
DTF score for dealing with construction permits (0–100)	70.00
Procedures (number)	13
Time (days)	96
Cost (% of warehouse value)	2.9
Building quality control index (0–15)	7
Getting electricity (rank)	155
DTF score for getting electricity (0–100)	46.35
Procedures (number)	6
Time (days)	137
Cost (% of income per capita)	1,042.6
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	113
DTF score for registering property (0–100)	57.42
Procedures (number)	9
Time (days)	21
Cost (% of property value)	7.1
Quality of land administration index (0–30)	16

Getting credit (rank)	70
DTF score for getting credit (0–100)	55.00
Strength of legal rights index (0–12)	4
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	46.4
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	134
DTF score for protecting minority investors (0–100)	43.33
Extent of conflict of interest regulation index (0–10)	4.3
Extent of shareholder governance index (0–10)	4.3
Strength of minority investor protection index (0–10)	4.3
✔ **Paying taxes** (rank)	79
DTF score for paying taxes (0–100)	76.16
Payments (number per year)	33
Time (hours per year)	110
Total tax rate (% of profit)	34.7
Enforcing contracts (rank)	175
DTF score for enforcing contracts (0–100)	33.94
Time (days)	956
Cost (% of claim)	56.1
Quality of judicial processes index (0–18)	6

Trading across borders (rank)	30
DTF score for trading across borders (0–100)	92.68
Time to export	
Documentary compliance (hours)	4
Border compliance (hours)	3
Domestic transport (hours)	2
Cost to export	
Documentary compliance (US$)	76
Border compliance (US$)	134
Domestic transport (US$)	93
Time to import	
Documentary compliance (hours)	4
Border compliance (hours)	5
Domestic transport (hours)	2
Cost to import	
Documentary compliance (US$)	76
Border compliance (US$)	134
Domestic transport (US$)	93
Resolving insolvency (rank)	96
DTF score for resolving insolvency (0–100)	42.63
Time (years)	2.0
Cost (% of estate)	15
Recovery rate (cents on the dollar)	38.6
Strength of insolvency framework index (0–16)	7

SWEDEN

OECD high income		GNI per capita (US$)	61,600
Ease of doing business rank (1–189)	**8**	**Overall distance to frontier (DTF) score (0–100)**	**81.72**	**Population (m)**	**9.7**

✔ **Starting a business** (rank)	16
DTF score for starting a business (0–100)	94.62
Procedures (number)	3
Time (days)	7
Cost (% of income per capita)	0.5
Minimum capital (% of income per capita)	12.0
Dealing with construction permits (rank)	19
DTF score for dealing with construction permits (0–100)	80.42
Procedures (number)	7
Time (days)	116
Cost (% of warehouse value)	2.2
Building quality control index (0–15)	10
Getting electricity (rank)	7
DTF score for getting electricity (0–100)	93.08
Procedures (number)	3
Time (days)	52
Cost (% of income per capita)	33.5
Reliability of supply and transparency of tariffs index (0–8)	7
Registering property (rank)	11
DTF score for registering property (0–100)	88.86
Procedures (number)	1
Time (days)	14
Cost (% of property value)	4.3
Quality of land administration index (0–30)	27

Getting credit (rank)	70
DTF score for getting credit (0–100)	55.00
Strength of legal rights index (0–12)	6
Depth of credit information index (0–8)	5
Credit bureau coverage (% of adults)	100.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	14
DTF score for protecting minority investors (0–100)	71.67
Extent of conflict of interest regulation index (0–10)	6.3
Extent of shareholder governance index (0–10)	8.0
Strength of minority investor protection index (0–10)	7.2
Paying taxes (rank)	37
DTF score for paying taxes (0–100)	83.46
Payments (number per year)	6
Time (hours per year)	122
Total tax rate (% of profit)	49.1
Enforcing contracts (rank)	24
DTF score for enforcing contracts (0–100)	72.04
Time (days)	321
Cost (% of claim)	30.4
Quality of judicial processes index (0–18)	12

Trading across borders (rank)	17
DTF score for trading across borders (0–100)	99.29
Time to export	
Documentary compliance (hours)	1
Border compliance (hours)	2
Domestic transport (hours)	8
Cost to export	
Documentary compliance (US$)	0
Border compliance (US$)	55
Domestic transport (US$)	685
Time to import	
Documentary compliance (hours)	1
Border compliance (hours)	0
Domestic transport (hours)	10
Cost to import	
Documentary compliance (US$)	0
Border compliance (US$)	0
Domestic transport (US$)	660
Resolving insolvency (rank)	19
DTF score for resolving insolvency (0–100)	78.75
Time (years)	2.0
Cost (% of estate)	9
Recovery rate (cents on the dollar)	76.6
Strength of insolvency framework index (0–16)	12

SWITZERLAND

OECD high income		GNI per capita (US$)	88,790
Ease of doing business rank (1–189)	**26**	**Overall distance to frontier (DTF) score (0–100)**	**76.04**	**Population (m)**	**8.2**

Starting a business (rank)	69
DTF score for starting a business (0–100)	88.47
Procedures (number)	6
Time (days)	10
Cost (% of income per capita)	2.0
Minimum capital (% of income per capita)	24.6
Dealing with construction permits (rank)	56
DTF score for dealing with construction permits (0–100)	73.43
Procedures (number)	13
Time (days)	156
Cost (% of warehouse value)	0.7
Building quality control index (0–15)	10
Getting electricity (rank)	5
DTF score for getting electricity (0–100)	94.42
Procedures (number)	3
Time (days)	39
Cost (% of income per capita)	57.2
Reliability of supply and transparency of tariffs index (0–8)	7
✔ **Registering property** (rank)	16
DTF score for registering property (0–100)	86.12
Procedures (number)	4
Time (days)	16
Cost (% of property value)	0.3
Quality of land administration index (0–30)	23.5

Getting credit (rank)	59
DTF score for getting credit (0–100)	60.00
Strength of legal rights index (0–12)	6
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	26.1
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	105
DTF score for protecting minority investors (0–100)	50.00
Extent of conflict of interest regulation index (0–10)	3.3
Extent of shareholder governance index (0–10)	6.7
Strength of minority investor protection index (0–10)	5.0
Paying taxes (rank)	19
DTF score for paying taxes (0–100)	89.13
Payments (number per year)	19
Time (hours per year)	63
Total tax rate (% of profit)	28.8
Enforcing contracts (rank)	46
DTF score for enforcing contracts (0–100)	66.07
Time (days)	390
Cost (% of claim)	24.0
Quality of judicial processes index (0–18)	8.5

Trading across borders (rank)	40
DTF score for trading across borders (0–100)	90.16
Time to export	
Documentary compliance (hours)	2
Border compliance (hours)	1
Domestic transport (hours)	3
Cost to export	
Documentary compliance (US$)	108
Border compliance (US$)	201
Domestic transport (US$)	86
Time to import	
Documentary compliance (hours)	2
Border compliance (hours)	1
Domestic transport (hours)	3
Cost to import	
Documentary compliance (US$)	108
Border compliance (US$)	201
Domestic transport (US$)	79
Resolving insolvency (rank)	44
DTF score for resolving insolvency (0–100)	62.60
Time (years)	3.0
Cost (% of estate)	5
Recovery rate (cents on the dollar)	46.6
Strength of insolvency framework index (0–16)	12

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✔ Reform making it easier to do business ✘ Change making it more difficult to do business

SYRIAN ARAB REPUBLIC

Middle East & North Africa

GNI per capita (US$) 1,925

Ease of doing business rank (1–189)	**175**
Overall distance to frontier (DTF) score (0–100)	**42.56**
Population (m)	**23.3**
Starting a business (rank)	127
DTF score for starting a business (0–100)	79.77
Procedures (number)	7
Time (days)	13
Cost (% of income per capita)	8.5
Minimum capital (% of income per capita)	115.2
Dealing with construction permits (rank)	189
DTF score for dealing with construction permits (0–100)	0.00
Procedures (number)	NO PRACTICE
Time (days)	NO PRACTICE
Cost (% of warehouse value)	NO PRACTICE
Building quality control index (0–15)	0
Getting electricity (rank)	120
DTF score for getting electricity (0–100)	59.86
Procedures (number)	5
Time (days)	71
Cost (% of income per capita)	339.3
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	136
DTF score for registering property (0–100)	50.35
Procedures (number)	4
Time (days)	19
Cost (% of property value)	28.0
Quality of land administration index (0–30)	10.5
Getting credit (rank)	167
DTF score for getting credit (0–100)	15.00
Strength of legal rights index (0–12)	1
Depth of credit information index (0–8)	2
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	5.9
Protecting minority investors (rank)	88
DTF score for protecting minority investors (0–100)	53.33
Extent of conflict of interest regulation index (0–10)	5.0
Extent of shareholder governance index (0–10)	5.7
Strength of minority investor protection index (0–10)	5.3
Paying taxes (rank)	119
DTF score for paying taxes (0–100)	67.89
Payments (number per year)	20
Time (hours per year)	336
Total tax rate (% of profit)	42.7
Enforcing contracts (rank)	157
DTF score for enforcing contracts (0–100)	44.43
Time (days)	872
Cost (% of claim)	29.3
Quality of judicial processes index (0–18)	5
Trading across borders (rank)	173
DTF score for trading across borders (0–100)	29.83
Time to export	
Documentary compliance (hours)	48
Border compliance (hours)	84
Domestic transport (hours)	7
Cost to export	
Documentary compliance (US$)	725
Border compliance (US$)	1,113
Domestic transport (US$)	450
Time to import	
Documentary compliance (hours)	149
Border compliance (hours)	141
Domestic transport (hours)	6
Cost to import	
Documentary compliance (US$)	742
Border compliance (US$)	828
Domestic transport (US$)	300
Resolving insolvency (rank)	157
DTF score for resolving insolvency (0–100)	25.15
Time (years)	4.1
Cost (% of estate)	16
Recovery rate (cents on the dollar)	17.7
Strength of insolvency framework index (0–16)	5

TAIWAN, CHINA

East Asia & Pacific

GNI per capita (US$) 22,598

Ease of doing business rank (1–189)	**11**
Overall distance to frontier (DTF) score (0–100)	**80.55**
Population (m)	**23.4**
Starting a business (rank)	22
DTF score for starting a business (0–100)	94.41
Procedures (number)	3
Time (days)	10
Cost (% of income per capita)	2.1
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	6
DTF score for dealing with construction permits (0–100)	86.29
Procedures (number)	10
Time (days)	93
Cost (% of warehouse value)	0.4
Building quality control index (0–15)	13
✔ **Getting electricity** (rank)	2
DTF score for getting electricity (0–100)	99.43
Procedures (number)	3
Time (days)	22
Cost (% of income per capita)	42.8
Reliability of supply and transparency of tariffs index (0–8)	8
Registering property (rank)	18
DTF score for registering property (0–100)	83.89
Procedures (number)	3
Time (days)	4
Cost (% of property value)	6.2
Quality of land administration index (0–30)	28.5
Getting credit (rank)	59
DTF score for getting credit (0–100)	60.00
Strength of legal rights index (0–12)	4
Depth of credit information index (0–8)	8
Credit bureau coverage (% of adults)	93.3
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	25
DTF score for protecting minority investors (0–100)	66.67
Extent of conflict of interest regulation index (0–10)	6.7
Extent of shareholder governance index (0–10)	6.7
Strength of minority investor protection index (0–10)	6.7
Paying taxes (rank)	39
DTF score for paying taxes (0–100)	82.78
Payments (number per year)	11
Time (hours per year)	221
Total tax rate (% of profit)	34.5
Enforcing contracts (rank)	16
DTF score for enforcing contracts (0–100)	73.49
Time (days)	510
Cost (% of claim)	17.7
Quality of judicial processes index (0–18)	13
Trading across borders (rank)	65
DTF score for trading across borders (0–100)	80.11
Time to export	
Documentary compliance (hours)	31
Border compliance (hours)	17
Domestic transport (hours)	6
Cost to export	
Documentary compliance (US$)	84
Border compliance (US$)	335
Domestic transport (US$)	300
Time to import	
Documentary compliance (hours)	41
Border compliance (hours)	47
Domestic transport (hours)	6
Cost to import	
Documentary compliance (US$)	90
Border compliance (US$)	389
Domestic transport (US$)	300
Resolving insolvency (rank)	21
DTF score for resolving insolvency (0–100)	78.41
Time (years)	1.9
Cost (% of estate)	4
Recovery rate (cents on the dollar)	81.8
Strength of insolvency framework index (0–16)	11

TAJIKISTAN

Europe & Central Asia

GNI per capita (US$) 1,060

Ease of doing business rank (1–189)	**132**
Overall distance to frontier (DTF) score (0–100)	**54.19**
Population (m)	**8.4**
Starting a business (rank)	57
DTF score for starting a business (0–100)	90.26
Procedures (number)	4
Time (days)	11
Cost (% of income per capita)	21.5
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	152
DTF score for dealing with construction permits (0–100)	57.98
Procedures (number)	27
Time (days)	242
Cost (% of warehouse value)	2.2
Building quality control index (0–15)	14
Getting electricity (rank)	177
DTF score for getting electricity (0–100)	34.79
Procedures (number)	9
Time (days)	133
Cost (% of income per capita)	878.9
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	102
DTF score for registering property (0–100)	60.78
Procedures (number)	6
Time (days)	37
Cost (% of property value)	3.4
Quality of land administration index (0–30)	7.5
Getting credit (rank)	109
DTF score for getting credit (0–100)	40.00
Strength of legal rights index (0–12)	1
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	15.9
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	29
DTF score for protecting minority investors (0–100)	65.00
Extent of conflict of interest regulation index (0–10)	6.7
Extent of shareholder governance index (0–10)	6.3
Strength of minority investor protection index (0–10)	6.5
✔ **Paying taxes** (rank)	172
DTF score for paying taxes (0–100)	43.53
Payments (number per year)	28
Time (hours per year)	276
Total tax rate (% of profit)	81.8
Enforcing contracts (rank)	54
DTF score for enforcing contracts (0–100)	63.49
Time (days)	430
Cost (% of claim)	25.5
Quality of judicial processes index (0–18)	8
✔ **Trading across borders** (rank)	132
DTF score for trading across borders (0–100)	57.05
Time to export	
Documentary compliance (hours)	66
Border compliance (hours)	75
Domestic transport (hours)	3
Cost to export	
Documentary compliance (US$)	330
Border compliance (US$)	313
Domestic transport (US$)	433
Time to import	
Documentary compliance (hours)	126
Border compliance (hours)	108
Domestic transport (hours)	3
Cost to import	
Documentary compliance (US$)	260
Border compliance (US$)	223
Domestic transport (US$)	433
Resolving insolvency (rank)	147
DTF score for resolving insolvency (0–100)	29.04
Time (years)	1.7
Cost (% of estate)	9
Recovery rate (cents on the dollar)	36.5
Strength of insolvency framework index (0–16)	3

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✔ Reform making it easier to do business ✘ Change making it more difficult to do business

TANZANIA

Ease of doing business rank (1–189)	**139**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**930**
		Overall distance to frontier (DTF) score (0–100)	**51.62**	**Population (m)**	**50.8**

Starting a business (rank)	129
DTF score for starting a business (0–100)	79.58
Procedures (number)	9
Time (days)	26
Cost (% of income per capita)	18.0
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	126
DTF score for dealing with construction permits (0–100)	62.85
Procedures (number)	18
Time (days)	205
Cost (% of warehouse value)	5.7
Building quality control index (0–15)	12.5
Getting electricity (rank)	83
DTF score for getting electricity (0–100)	70.29
Procedures (number)	4
Time (days)	109
Cost (% of income per capita)	1,021.0
Reliability of supply and transparency of tariffs index (0–8)	4
Registering property (rank)	133
DTF score for registering property (0–100)	51.37
Procedures (number)	8
Time (days)	67
Cost (% of property value)	4.4
Quality of land administration index (0–30)	7.5

Getting credit (rank)	152
DTF score for getting credit (0–100)	25.00
Strength of legal rights index (0–12)	5
Depth of credit information index (0–8)	0
Credit bureau coverage (% of adults)	4.97
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	122
DTF score for protecting minority investors (0–100)	45.00
Extent of conflict of interest regulation index (0–10)	5.3
Extent of shareholder governance index (0–10)	3.7
Strength of minority investor protection index (0–10)	4.5
Paying taxes (rank)	150
DTF score for paying taxes (0–100)	59.25
Payments (number per year)	49
Time (hours per year)	179
Total tax rate (% of profit)	43.9
Enforcing contracts (rank)	64
DTF score for enforcing contracts (0–100)	61.66
Time (days)	515
Cost (% of claim)	14.3
Quality of judicial processes index (0–18)	6

✔ **Trading across borders** (rank)	180
DTF score for trading across borders (0–100)	20.21
Time to export	
Documentary compliance (hours)	96
Border compliance (hours)	96
Domestic transport (hours)	5
Cost to export	
Documentary compliance (US$)	275
Border compliance (US$)	1,160
Domestic transport (US$)	275
Time to import	
Documentary compliance (hours)	240
Border compliance (hours)	402
Domestic transport (hours)	5
Cost to import	
Documentary compliance (US$)	375
Border compliance (US$)	1,350
Domestic transport (US$)	275
Resolving insolvency (rank)	99
DTF score for resolving insolvency (0–100)	41.01
Time (years)	3.0
Cost (% of estate)	22
Recovery rate (cents on the dollar)	21.0
Strength of insolvency framework index (0–16)	9.5

THAILAND

Ease of doing business rank (1–189)	**49**	**East Asia & Pacific**		**GNI per capita (US$)**	**5,410**
		Overall distance to frontier (DTF) score (0–100)	**71.42**	**Population (m)**	**67.2**

Starting a business (rank)	96
DTF score for starting a business (0–100)	85.07
Procedures (number)	6
Time (days)	27.5
Cost (% of income per capita)	6.4
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	39
DTF score for dealing with construction permits (0–100)	75.64
Procedures (number)	17
Time (days)	103
Cost (% of warehouse value)	0.1
Building quality control index (0–15)	11
Getting electricity (rank)	11
DTF score for getting electricity (0–100)	90.50
Procedures (number)	4
Time (days)	37
Cost (% of income per capita)	45.9
Reliability of supply and transparency of tariffs index (0–8)	7
Registering property (rank)	57
DTF score for registering property (0–100)	71.33
Procedures (number)	3
Time (days)	3
Cost (% of property value)	6.3
Quality of land administration index (0–30)	13.5

Getting credit (rank)	97
DTF score for getting credit (0–100)	45.00
Strength of legal rights index (0–12)	3
Depth of credit information index (0–8)	6
Credit bureau coverage (% of adults)	60.2
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	36
DTF score for protecting minority investors (0–100)	63.33
Extent of conflict of interest regulation index (0–10)	7.7
Extent of shareholder governance index (0–10)	5.0
Strength of minority investor protection index (0–10)	6.3
Paying taxes (rank)	70
DTF score for paying taxes (0–100)	77.70
Payments (number per year)	22
Time (hours per year)	264
Total tax rate (% of profit)	27.5
Enforcing contracts (rank)	57
DTF score for enforcing contracts (0–100)	62.69
Time (days)	440
Cost (% of claim)	19.5
Quality of judicial processes index (0–18)	6.5

Trading across borders (rank)	56
DTF score for trading across borders (0–100)	84.10
Time to export	
Documentary compliance (hours)	11
Border compliance (hours)	51
Domestic transport (hours)	2
Cost to export	
Documentary compliance (US$)	97
Border compliance (US$)	223
Domestic transport (US$)	147
Time to import	
Documentary compliance (hours)	4
Border compliance (hours)	50
Domestic transport (hours)	2
Cost to import	
Documentary compliance (US$)	43
Border compliance (US$)	233
Domestic transport (US$)	147
Resolving insolvency (rank)	49
DTF score for resolving insolvency (0–100)	58.84
Time (years)	2.7
Cost (% of estate)	36
Recovery rate (cents on the dollar)	42.5
Strength of insolvency framework index (0–16)	11.5

TIMOR-LESTE

Ease of doing business rank (1–189)	**173**	**East Asia & Pacific**		**GNI per capita (US$)**	**3,120**
		Overall distance to frontier (DTF) score (0–100)	**44.02**	**Population (m)**	**1.2**

Starting a business (rank)	104
DTF score for starting a business (0–100)	83.63
Procedures (number)	4
Time (days)	9
Cost (% of income per capita)	0.3
Minimum capital (% of income per capita)	156.6
Dealing with construction permits (rank)	154
DTF score for dealing with construction permits (0–100)	57.23
Procedures (number)	16
Time (days)	207
Cost (% of warehouse value)	0.3
Building quality control index (0–15)	4
Getting electricity (rank)	95
DTF score for getting electricity (0–100)	67.85
Procedures (number)	3
Time (days)	63
Cost (% of income per capita)	733.4
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	189
DTF score for registering property (0–100)	0.00
Procedures (number)	NO PRACTICE
Time (days)	NO PRACTICE
Cost (% of property value)	NO PRACTICE
Quality of land administration index (0–30)	0

Getting credit (rank)	162
DTF score for getting credit (0–100)	20.00
Strength of legal rights index (0–12)	0
Depth of credit information index (0–8)	4
Credit bureau coverage (% of adults)	0.0
Credit registry coverage (% of adults)	5.8
Protecting minority investors (rank)	81
DTF score for protecting minority investors (0–100)	55.00
Extent of conflict of interest regulation index (0–10)	4.7
Extent of shareholder governance index (0–10)	6.3
Strength of minority investor protection index (0–10)	5.5
Paying taxes (rank)	57
DTF score for paying taxes (0–100)	79.97
Payments (number per year)	18
Time (hours per year)	276
Total tax rate (% of profit)	11.2
Enforcing contracts (rank)	189
DTF score for enforcing contracts (0–100)	6.13
Time (days)	1,285
Cost (% of claim)	163.2
Quality of judicial processes index (0–18)	2.5

Trading across borders (rank)	92
DTF score for trading across borders (0–100)	70.35
Time to export	
Documentary compliance (hours)	33
Border compliance (hours)	96
Domestic transport (hours)	3
Cost to export	
Documentary compliance (US$)	100
Border compliance (US$)	350
Domestic transport (US$)	375
Time to import	
Documentary compliance (hours)	44
Border compliance (hours)	96
Domestic transport (hours)	3
Cost to import	
Documentary compliance (US$)	100
Border compliance (US$)	410
Domestic transport (US$)	375
Resolving insolvency (rank)	189
DTF score for resolving insolvency (0–100)	0.00
Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0.0
Strength of insolvency framework index (0–16)	0

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TOGO

Sub-Saharan Africa		GNI per capita (US$)	580
Ease of doing business rank (1–189)	150	Overall distance to frontier (DTF) score (0–100)	49.03
		Population (m)	7.0

✔ **Starting a business** (rank)	133	**Getting credit** (rank)	133	✔ **Trading across borders** (rank)	126
DTF score for starting a business (0–100)	78.37	DTF score for getting credit (0–100)	30.00	DTF score for trading across borders (0–100)	59.33
Procedures (number)	6	Strength of legal rights index (0–12)	6	*Time to export*	
Time (days)	10	Depth of credit information index (0–8)	0	Documentary compliance (hours)	15
Cost (% of income per capita)	77.8	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	26
Minimum capital (% of income per capita)	34.7	Credit registry coverage (% of adults)	0.5	Domestic transport (hours)	3
				Cost to export	
Dealing with construction permits (rank)	179	**Protecting minority investors** (rank)	155	Documentary compliance (US$)	25
DTF score for dealing with construction permits (0–100)	43.58	DTF score for protecting minority investors (0–100)	38.33	Border compliance (US$)	163
Procedures (number)	12	Extent of conflict of interest regulation index (0–10)	4.7	Domestic transport (US$)	365
Time (days)	165	Extent of shareholder governance index (0–10)	3.0	*Time to import*	
Cost (% of warehouse value)	14.9	Strength of minority investor protection index (0–10)	3.8	Documentary compliance (hours)	203
Building quality control index (0–15)	2.5			Border compliance (hours)	256
		Paying taxes (rank)	163	Domestic transport (hours)	2
✔ **Getting electricity** (rank)	109	DTF score for paying taxes (0–100)	51.70	*Cost to import*	
DTF score for getting electricity (0–100)	63.18	Payments (number per year)	50	Documentary compliance (US$)	252
Procedures (number)	3	Time (hours per year)	270	Border compliance (US$)	820
Time (days)	51	Total tax rate (% of profit)	48.5	Domestic transport (US$)	281
Cost (% of income per capita)	5,705.1				
Reliability of supply and transparency of tariffs index (0–8)	3	**Enforcing contracts** (rank)	125	**Resolving insolvency** (rank)	93
		DTF score for enforcing contracts (0–100)	51.80	DTF score for resolving insolvency (0–100)	43.12
Registering property (rank)	182	Time (days)	488	Time (years)	3.0
DTF score for registering property (0–100)	30.93	Cost (% of claim)	47.5	Cost (% of estate)	15
Procedures (number)	5	Quality of judicial processes index (0–18)	7	Recovery rate (cents on the dollar)	27.9
Time (days)	288			Strength of insolvency framework index (0–16)	9
Cost (% of property value)	9.2				
Quality of land administration index (0–30)	5.5				

TONGA

East Asia & Pacific		GNI per capita (US$)	4,280
Ease of doing business rank (1–189)	78	Overall distance to frontier (DTF) score (0–100)	64.13
		Population (m)	0.1

Starting a business (rank)	53	**Getting credit** (rank)	42	**Trading across borders** (rank)	87
DTF score for starting a business (0–100)	90.72	DTF score for getting credit (0–100)	65.00	DTF score for trading across borders (0–100)	71.52
Procedures (number)	4	Strength of legal rights index (0–12)	10	*Time to export*	
Time (days)	16	Depth of credit information index (0–8)	3	Documentary compliance (hours)	168
Cost (% of income per capita)	7.8	Credit bureau coverage (% of adults)	12.2	Border compliance (hours)	52
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	1
				Cost to export	
Dealing with construction permits (rank)	22	**Protecting minority investors** (rank)	115	Documentary compliance (US$)	70
DTF score for dealing with construction permits (0–100)	79.00	DTF score for protecting minority investors (0–100)	46.67	Border compliance (US$)	201
Procedures (number)	11	Extent of conflict of interest regulation index (0–10)	5.0	Domestic transport (US$)	40
Time (days)	62	Extent of shareholder governance index (0–10)	4.3	*Time to import*	
Cost (% of warehouse value)	1.9	Strength of minority investor protection index (0–10)	4.7	Documentary compliance (hours)	9
Building quality control index (0–15)	9			Border compliance (hours)	26
		✘ **Paying taxes** (rank)	82	Domestic transport (hours)	1
Getting electricity (rank)	61	DTF score for paying taxes (0–100)	75.37	*Cost to import*	
DTF score for getting electricity (0–100)	76.26	Payments (number per year)	30	Documentary compliance (US$)	148
Procedures (number)	5	Time (hours per year)	200	Border compliance (US$)	330
Time (days)	42	Total tax rate (% of profit)	30.1	Domestic transport (US$)	40
Cost (% of income per capita)	95.3				
Reliability of supply and transparency of tariffs index (0–8)	4	**Enforcing contracts** (rank)	97	**Resolving insolvency** (rank)	131
		DTF score for enforcing contracts (0–100)	57.32	DTF score for resolving insolvency (0–100)	33.60
Registering property (rank)	154	Time (days)	350	Time (years)	2.7
DTF score for registering property (0–100)	45.89	Cost (% of claim)	30.5	Cost (% of estate)	22
Procedures (number)	4	Quality of judicial processes index (0–18)	4.5	Recovery rate (cents on the dollar)	27.6
Time (days)	112			Strength of insolvency framework index (0–16)	6
Cost (% of property value)	15.1				
Quality of land administration index (0–30)	18.5				

TRINIDAD AND TOBAGO

Latin America & Caribbean		GNI per capita (US$)	16,562
Ease of doing business rank (1–189)	88	Overall distance to frontier (DTF) score (0–100)	62.58
		Population (m)	1.3

Starting a business (rank)	72	**Getting credit** (rank)	42	**Trading across borders** (rank)	114
DTF score for starting a business (0–100)	88.33	DTF score for getting credit (0–100)	65.00	DTF score for trading across borders (0–100)	62.01
Procedures (number)	7	Strength of legal rights index (0–12)	7	*Time to export*	
Time (days)	11.5	Depth of credit information index (0–8)	6	Documentary compliance (hours)	32
Cost (% of income per capita)	0.7	Credit bureau coverage (% of adults)	69.6	Border compliance (hours)	60
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	4
				Cost to export	
Dealing with construction permits (rank)	144	**Protecting minority investors** (rank)	36	Documentary compliance (US$)	250
DTF score for dealing with construction permits (0–100)	60.87	DTF score for protecting minority investors (0–100)	63.33	Border compliance (US$)	549
Procedures (number)	16	Extent of conflict of interest regulation index (0–10)	7.0	Domestic transport (US$)	483
Time (days)	253	Extent of shareholder governance index (0–10)	5.7	*Time to import*	
Cost (% of warehouse value)	0.1	Strength of minority investor protection index (0–10)	6.3	Documentary compliance (hours)	44
Building quality control index (0–15)	8			Border compliance (hours)	78
		Paying taxes (rank)	114	Domestic transport (hours)	2
✘ **Getting electricity** (rank)	27	DTF score for paying taxes (0–100)	68.89	*Cost to import*	
DTF score for getting electricity (0–100)	84.30	Payments (number per year)	39	Documentary compliance (US$)	250
Procedures (number)	4	Time (hours per year)	210	Border compliance (US$)	635
Time (days)	61	Total tax rate (% of profit)	32.2	Domestic transport (US$)	330
Cost (% of income per capita)	198.1				
Reliability of supply and transparency of tariffs index (0–8)	6	**Enforcing contracts** (rank)	167	**Resolving insolvency** (rank)	67
		DTF score for enforcing contracts (0–100)	36.55	DTF score for resolving insolvency (0–100)	48.97
Registering property (rank)	151	Time (days)	1,340	Time (years)	2.5
DTF score for registering property (0–100)	47.50	Cost (% of claim)	33.5	Cost (% of estate)	25
Procedures (number)	9	Quality of judicial processes index (0–18)	8.5	Recovery rate (cents on the dollar)	27.1
Time (days)	77			Strength of insolvency framework index (0–16)	11
Cost (% of property value)	7.0				
Quality of land administration index (0–30)	12				

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TUNISIA

Ease of doing business rank (1–189)	**74**	**Middle East & North Africa**		**GNI per capita (US$)**	**4,459**
		Overall distance to frontier (DTF) score (0–100)	**64.88**	**Population (m)**	**11.0**

Starting a business (rank)	103	**Getting credit** (rank)	126	✔ **Trading across borders** (rank)	91
DTF score for starting a business (0–100)	83.64	DTF score for getting credit (0–100)	35.00	DTF score for trading across borders (0–100)	70.50
Procedures (number)	10	Strength of legal rights index (0–12)	2	*Time to export*	
Time (days)	11	Depth of credit information index (0–8)	5	Documentary compliance (hours)	3
Cost (% of income per capita)	3.9	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	50
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	28.9	Domestic transport (hours)	3
				Cost to export	
Dealing with construction permits (rank)	57	**Protecting minority investors** (rank)	105	Documentary compliance (US$)	200
DTF score for dealing with construction permits (0–100)	73.39	DTF score for protecting minority investors (0–100)	50.00	Border compliance (US$)	469
Procedures (number)	17	Extent of conflict of interest regulation index (0–10)	5.3	Domestic transport (US$)	124
Time (days)	93	Extent of shareholder governance index (0–10)	4.7	*Time to import*	
Cost (% of warehouse value)	2.5	Strength of minority investor protection index (0–10)	5.0	Documentary compliance (hours)	27
Building quality control index (0–15)	11			Border compliance (hours)	80
		✔ **Paying taxes** (rank)	81	Domestic transport (hours)	2
Getting electricity (rank)	38	DTF score for paying taxes (0–100)	75.53	*Cost to import*	
DTF score for getting electricity (0–100)	82.38	Payments (number per year)	8	Documentary compliance (US$)	144
Procedures (number)	4	Time (hours per year)	144	Border compliance (US$)	596
Time (days)	65	Total tax rate (% of profit)	59.9	Domestic transport (US$)	104
Cost (% of income per capita)	677.7				
Reliability of supply and transparency of tariffs index (0–8)	6	**Enforcing contracts** (rank)	81	**Resolving insolvency** (rank)	57
		DTF score for enforcing contracts (0–100)	59.33	DTF score for resolving insolvency (0–100)	54.53
Registering property (rank)	86	Time (days)	565	Time (years)	1.3
DTF score for registering property (0–100)	64.47	Cost (% of claim)	21.8	Cost (% of estate)	7
Procedures (number)	4	Quality of judicial processes index (0–18)	7	Recovery rate (cents on the dollar)	52.0
Time (days)	39			Strength of insolvency framework index (0–16)	8.5
Cost (% of property value)	6.1				
Quality of land administration index (0–30)	12.5				

TURKEY

Ease of doing business rank (1–189)	**55**	**Europe & Central Asia**		**GNI per capita (US$)**	**10,850**
		Overall distance to frontier (DTF) score (0–100)	**69.16**	**Population (m)**	**75.8**

Starting a business (rank)	94	**Getting credit** (rank)	79	**Trading across borders** (rank)	62
DTF score for starting a business (0–100)	85.18	DTF score for getting credit (0–100)	50.00	DTF score for trading across borders (0–100)	81.00
Procedures (number)	8	Strength of legal rights index (0–12)	3	*Time to export*	
Time (days)	7.5	Depth of credit information index (0–8)	7	Documentary compliance (hours)	2
Cost (% of income per capita)	16.6	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	8
Minimum capital (% of income per capita)	11.0	Credit registry coverage (% of adults)	74.9	Domestic transport (hours)	3
				Cost to export	
✔ **Dealing with construction permits** (rank)	98	**Protecting minority investors** (rank)	20	Documentary compliance (US$)	87
DTF score for dealing with construction permits (0–100)	67.82	DTF score for protecting minority investors (0–100)	68.33	Border compliance (US$)	356
Procedures (number)	18	Extent of conflict of interest regulation index (0–10)	6.7	Domestic transport (US$)	550
Time (days)	103	Extent of shareholder governance index (0–10)	7.0	*Time to import*	
Cost (% of warehouse value)	3.6	Strength of minority investor protection index (0–10)	6.8	Documentary compliance (hours)	11
Building quality control index (0–15)	9.5			Border compliance (hours)	36
		Paying taxes (rank)	61	Domestic transport (hours)	3
Getting electricity (rank)	36	DTF score for paying taxes (0–100)	79.44	*Cost to import*	
DTF score for getting electricity (0–100)	82.84	Payments (number per year)	11	Documentary compliance (US$)	142
Procedures (number)	4	Time (hours per year)	226	Border compliance (US$)	655
Time (days)	63	Total tax rate (% of profit)	40.9	Domestic transport (US$)	263
Cost (% of income per capita)	599.6				
Reliability of supply and transparency of tariffs index (0–8)	6	**Enforcing contracts** (rank)	36	**Resolving insolvency** (rank)	124
		DTF score for enforcing contracts (0–100)	68.87	DTF score for resolving insolvency (0–100)	35.09
Registering property (rank)	52	Time (days)	580	Time (years)	4.5
DTF score for registering property (0–100)	73.01	Cost (% of claim)	24.9	Cost (% of estate)	15
Procedures (number)	7	Quality of judicial processes index (0–18)	13	Recovery rate (cents on the dollar)	18.7
Time (days)	7			Strength of insolvency framework index (0–16)	8
Cost (% of property value)	4.0				
Quality of land administration index (0–30)	21.5				

UGANDA

Ease of doing business rank (1–189)	**122**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**660**
		Overall distance to frontier (DTF) score (0–100)	**56.64**	**Population (m)**	**38.8**

✔ **Starting a business** (rank)	168	✔ **Getting credit** (rank)	42	**Trading across borders** (rank)	128
DTF score for starting a business (0–100)	67.79	DTF score for getting credit (0–100)	65.00	DTF score for trading across borders (0–100)	58.60
Procedures (number)	15	Strength of legal rights index (0–12)	6	*Time to export*	
Time (days)	27	Depth of credit information index (0–8)	7	Documentary compliance (hours)	64
Cost (% of income per capita)	39.7	Credit bureau coverage (% of adults)	5.3	Border compliance (hours)	77
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	23
				Cost to export	
Dealing with construction permits (rank)	161	**Protecting minority investors** (rank)	99	Documentary compliance (US$)	102
DTF score for dealing with construction permits (0–100)	54.59	DTF score for protecting minority investors (0–100)	51.67	Border compliance (US$)	287
Procedures (number)	18	Extent of conflict of interest regulation index (0–10)	5.0	Domestic transport (US$)	391
Time (days)	159	Extent of shareholder governance index (0–10)	5.3	*Time to import*	
Cost (% of warehouse value)	9.6	Strength of minority investor protection index (0–10)	5.2	Documentary compliance (hours)	138
Building quality control index (0–15)	8.5			Border compliance (hours)	149
		Paying taxes (rank)	105	Domestic transport (hours)	23
✔ **Getting electricity** (rank)	167	DTF score for paying taxes (0–100)	71.32	*Cost to import*	
DTF score for getting electricity (0–100)	42.61	Payments (number per year)	31	Documentary compliance (US$)	296
Procedures (number)	6	Time (hours per year)	209	Border compliance (US$)	489
Time (days)	86	Total tax rate (% of profit)	36.5	Domestic transport (US$)	391
Cost (% of income per capita)	9,030.5				
Reliability of supply and transparency of tariffs index (0–8)	4	**Enforcing contracts** (rank)	78	**Resolving insolvency** (rank)	104
		DTF score for enforcing contracts (0–100)	59.67	DTF score for resolving insolvency (0–100)	39.80
Registering property (rank)	120	Time (days)	490	Time (years)	2.2
DTF score for registering property (0–100)	55.38	Cost (% of claim)	31.3	Cost (% of estate)	30
Procedures (number)	10	Quality of judicial processes index (0–18)	8	Recovery rate (cents on the dollar)	39.1
Time (days)	42			Strength of insolvency framework index (0–16)	6
Cost (% of property value)	2.6				
Quality of land administration index (0–30)	10				

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UKRAINE

Ease of doing business rank (1–189)	83	Europe & Central Asia	
Overall distance to frontier (DTF) score (0–100)	63.04	GNI per capita (US$)	3,560
Population (m)	45.4		

✔ **Starting a business** (rank)	30
DTF score for starting a business (0–100)	93.88
Procedures (number)	4
Time (days)	7
Cost (% of income per capita)	0.6
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	140
DTF score for dealing with construction permits (0–100)	61.36
Procedures (number)	10
Time (days)	67
Cost (% of warehouse value)	15.2
Building quality control index (0–15)	8
Getting electricity (rank)	137
DTF score for getting electricity (0–100)	54.84
Procedures (number)	5
Time (days)	263
Cost (% of income per capita)	795.3
Reliability of supply and transparency of tariffs index (0–8)	5
Registering property (rank)	61
DTF score for registering property (0–100)	69.44
Procedures (number)	7
Time (days)	23
Cost (% of property value)	2.0
Quality of land administration index (0–30)	15.5

Getting credit (rank)	19
DTF score for getting credit (0–100)	75.00
Strength of legal rights index (0–12)	8
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	36.7
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	88
DTF score for protecting minority investors (0–100)	53.33
Extent of conflict of interest regulation index (0–10)	4.0
Extent of shareholder governance index (0–10)	6.7
Strength of minority investor protection index (0–10)	5.3
Paying taxes (rank)	107
DTF score for paying taxes (0–100)	70.69
Payments (number per year)	5
Time (hours per year)	350
Total tax rate (% of profit)	52.2
Enforcing contracts (rank)	98
DTF score for enforcing contracts (0–100)	57.11
Time (days)	378
Cost (% of claim)	46.3
Quality of judicial processes index (0–18)	8

Trading across borders (rank)	109
DTF score for trading across borders (0–100)	63.72
Time to export	
Documentary compliance (hours)	96
Border compliance (hours)	26
Domestic transport (hours)	5
Cost to export	
Documentary compliance (US$)	292
Border compliance (US$)	75
Domestic transport (US$)	300
Time to import	
Documentary compliance (hours)	168
Border compliance (hours)	52
Domestic transport (hours)	5
Cost to import	
Documentary compliance (US$)	292
Border compliance (US$)	100
Domestic transport (US$)	300
Resolving insolvency (rank)	141
DTF score for resolving insolvency (0–100)	31.05
Time (years)	2.9
Cost (% of estate)	42
Recovery rate (cents on the dollar)	8.3
Strength of insolvency framework index (0–16)	8.5

UNITED ARAB EMIRATES

Ease of doing business rank (1–189)	31	Middle East & North Africa	
Overall distance to frontier (DTF) score (0–100)	75.10	GNI per capita (US$)	43,480
Population (m)	9.4		

Starting a business (rank)	60
DTF score for starting a business (0–100)	89.98
Procedures (number)	6
Time (days)	8
Cost (% of income per capita)	6.2
Minimum capital (% of income per capita)	0.0
✔ **Dealing with construction permits** (rank)	2
DTF score for dealing with construction permits (0–100)	88.79
Procedures (number)	8
Time (days)	43.5
Cost (% of warehouse value)	0.2
Building quality control index (0–15)	11
✔ **Getting electricity** (rank)	4
DTF score for getting electricity (0–100)	95.28
Procedures (number)	3
Time (days)	32
Cost (% of income per capita)	23.5
Reliability of supply and transparency of tariffs index (0–8)	7
Registering property (rank)	10
DTF score for registering property (0–100)	89.23
Procedures (number)	2
Time (days)	1.5
Cost (% of property value)	0.2
Quality of land administration index (0–30)	20

Getting credit (rank)	97
DTF score for getting credit (0–100)	45.00
Strength of legal rights index (0–12)	2
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	38.4
Credit registry coverage (% of adults)	7.7
✔ **Protecting minority investors** (rank)	49
DTF score for protecting minority investors (0–100)	60.00
Extent of conflict of interest regulation index (0–10)	7.3
Extent of shareholder governance index (0–10)	4.7
Strength of minority investor protection index (0–10)	6.0
Paying taxes (rank)	1
DTF score for paying taxes (0–100)	99.44
Payments (number per year)	4
Time (hours per year)	12
Total tax rate (% of profit)	15.9
✔ **Enforcing contracts** (rank)	18
DTF score for enforcing contracts (0–100)	73.22
Time (days)	495
Cost (% of claim)	19.5
Quality of judicial processes index (0–18)	13

Trading across borders (rank)	101
DTF score for trading across borders (0–100)	66.27
Time to export	
Documentary compliance (hours)	6
Border compliance (hours)	38
Domestic transport (hours)	8
Cost to export	
Documentary compliance (US$)	178
Border compliance (US$)	650
Domestic transport (US$)	200
Time to import	
Documentary compliance (hours)	37
Border compliance (hours)	72
Domestic transport (hours)	8
Cost to import	
Documentary compliance (US$)	283
Border compliance (US$)	678
Domestic transport (US$)	200
Resolving insolvency (rank)	91
DTF score for resolving insolvency (0–100)	43.74
Time (years)	3.2
Cost (% of estate)	20
Recovery rate (cents on the dollar)	29.0
Strength of insolvency framework index (0–16)	9

UNITED KINGDOM

Ease of doing business rank (1–189)	6	OECD high income	
Overall distance to frontier (DTF) score (0–100)	82.46	GNI per capita (US$)	42,690
Population (m)	64.5		

Starting a business (rank)	17
DTF score for starting a business (0–100)	94.57
Procedures (number)	4
Time (days)	4.5
Cost (% of income per capita)	0.1
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	23
DTF score for dealing with construction permits (0–100)	78.92
Procedures (number)	9
Time (days)	105
Cost (% of warehouse value)	1.1
Building quality control index (0–15)	9
Getting electricity (rank)	15
DTF score for getting electricity (0–100)	89.12
Procedures (number)	4
Time (days)	79
Cost (% of income per capita)	26.7
Reliability of supply and transparency of tariffs index (0–8)	8
Registering property (rank)	45
DTF score for registering property (0–100)	74.50
Procedures (number)	6
Time (days)	21.5
Cost (% of property value)	4.6
Quality of land administration index (0–30)	24

Getting credit (rank)	19
DTF score for getting credit (0–100)	75.00
Strength of legal rights index (0–12)	7
Depth of credit information index (0–8)	8
Credit bureau coverage (% of adults)	100.0
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	4
DTF score for protecting minority investors (0–100)	78.33
Extent of conflict of interest regulation index (0–10)	8.3
Extent of shareholder governance index (0–10)	7.3
Strength of minority investor protection index (0–10)	7.8
✔ **Paying taxes** (rank)	15
DTF score for paying taxes (0–100)	91.34
Payments (number per year)	8
Time (hours per year)	110
Total tax rate (% of profit)	32.0
✘ **Enforcing contracts** (rank)	33
DTF score for enforcing contracts (0–100)	69.36
Time (days)	437
Cost (% of claim)	43.9
Quality of judicial processes index (0–18)	15

Trading across borders (rank)	38
DTF score for trading across borders (0–100)	91.40
Time to export	
Documentary compliance (hours)	4
Border compliance (hours)	24
Domestic transport (hours)	5
Cost to export	
Documentary compliance (US$)	25
Border compliance (US$)	280
Domestic transport (US$)	483
Time to import	
Documentary compliance (hours)	2
Border compliance (hours)	8
Domestic transport (hours)	5
Cost to import	
Documentary compliance (US$)	0
Border compliance (US$)	205
Domestic transport (US$)	483
Resolving insolvency (rank)	13
DTF score for resolving insolvency (0–100)	82.04
Time (years)	1.0
Cost (% of estate)	6
Recovery rate (cents on the dollar)	88.6
Strength of insolvency framework index (0–16)	11

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UNITED STATES

Ease of doing business rank (1–189)	7	**Overall distance to frontier (DTF) score (0–100)**	82.15

Starting a business (rank)	49	**Getting credit** (rank)	2
DTF score for starting a business (0–100)	91.22	DTF score for getting credit (0–100)	95.00
Procedures (number)	6	Strength of legal rights index (0–12)	11
Time (days)	5.6	Depth of credit information index (0–8)	8
Cost (% of income per capita)	1.1	Credit bureau coverage (% of adults)	100.0
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0
Dealing with construction permits (rank)	33	**Protecting minority investors** (rank)	35
DTF score for dealing with construction permits (0–100)	76.73	DTF score for protecting minority investors (0–100)	64.67
Procedures (number)	15.8	Extent of conflict of interest regulation index (0–10)	8.3
Time (days)	80.6	Extent of shareholder governance index (0–10)	4.6
Cost (% of warehouse value)	1.0	Strength of minority investor protection index (0–10)	6.5
Building quality control index (0–15)	10.6		
Getting electricity (rank)	44	**Paying taxes** (rank)	53
DTF score for getting electricity (0–100)	81.52	DTF score for paying taxes (0–100)	80.81
Procedures (number)	4.8	Payments (number per year)	10.6
Time (days)	89.6	Time (hours per year)	175
Cost (% of income per capita)	24.6	Total tax rate (% of profit)	43.9
Reliability of supply and transparency of tariffs index (0–8)	7		
Registering property (rank)	34	**Enforcing contracts** (rank)	21
DTF score for registering property (0–100)	76.85	DTF score for enforcing contracts (0–100)	72.61
Procedures (number)	4.4	Time (days)	420
Time (days)	15.2	Cost (% of claim)	30.5
Cost (% of property value)	2.4	Quality of judicial processes index (0–18)	13.8
Quality of land administration index (0–30)	17.6		

OECD high income		**GNI per capita (US$)**	55,200
Population (m)	318.9		

Trading across borders (rank)	34
DTF score for trading across borders (0–100)	92.01
Time to export	
Documentary compliance (hours)	1.5
Border compliance (hours)	1.5
Domestic transport (hours)	48.4
Cost to export	
Documentary compliance (US$)	60
Border compliance (US$)	175
Domestic transport (US$)	3,222.9
Time to import	
Documentary compliance (hours)	7.5
Border compliance (hours)	1.5
Domestic transport (hours)	77.8
Cost to import	
Documentary compliance (US$)	100
Border compliance (US$)	175
Domestic transport (US$)	3,396
Resolving insolvency (rank)	5
DTF score for resolving insolvency (0–100)	90.12
Time (years)	1.5
Cost (% of estate)	8
Recovery rate (cents on the dollar)	80.4
Strength of insolvency framework index (0–16)	15

URUGUAY

Ease of doing business rank (1–189)	92	**Overall distance to frontier (DTF) score (0–100)**	61.21

✘ **Starting a business** (rank)	61	**Getting credit** (rank)	59
DTF score for starting a business (0–100)	89.87	DTF score for getting credit (0–100)	60.00
Procedures (number)	5	Strength of legal rights index (0–12)	4
Time (days)	6.5	Depth of credit information index (0–8)	8
Cost (% of income per capita)	22.0	Credit bureau coverage (% of adults)	100.0
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	84.1
Dealing with construction permits (rank)	160	**Protecting minority investors** (rank)	122
DTF score for dealing with construction permits (0–100)	54.68	DTF score for protecting minority investors (0–100)	45.00
Procedures (number)	21	Extent of conflict of interest regulation index (0–10)	5.0
Time (days)	251	Extent of shareholder governance index (0–10)	4.0
Cost (% of warehouse value)	1.2	Strength of minority investor protection index (0–10)	4.5
Building quality control index (0–15)	8		
Getting electricity (rank)	40	✔ **Paying taxes** (rank)	130
DTF score for getting electricity (0–100)	82.12	DTF score for paying taxes (0–100)	65.25
Procedures (number)	5	Payments (number per year)	31
Time (days)	48	Time (hours per year)	277
Cost (% of income per capita)	12.7	Total tax rate (% of profit)	41.8
Reliability of supply and transparency of tariffs index (0–8)	6		
Registering property (rank)	110	**Enforcing contracts** (rank)	104
DTF score for registering property (0–100)	58.01	DTF score for enforcing contracts (0–100)	56.01
Procedures (number)	8	Time (days)	725
Time (days)	66	Cost (% of claim)	19.0
Cost (% of property value)	7.0	Quality of judicial processes index (0–18)	7
Quality of land administration index (0–30)	20.5		

Latin America & Caribbean		**GNI per capita (US$)**	16,360
Population (m)	3.4		

Trading across borders (rank)	153
DTF score for trading across borders (0–100)	48.77
Time to export	
Documentary compliance (hours)	96
Border compliance (hours)	144
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	231
Border compliance (US$)	1,095
Domestic transport (US$)	300
Time to import	
Documentary compliance (hours)	72
Border compliance (hours)	13
Domestic transport (hours)	12
Cost to import	
Documentary compliance (US$)	285
Border compliance (US$)	375
Domestic transport (US$)	1,175
Resolving insolvency (rank)	64
DTF score for resolving insolvency (0–100)	52.37
Time (years)	1.8
Cost (% of estate)	7
Recovery rate (cents on the dollar)	42.1
Strength of insolvency framework index (0–16)	9.5

UZBEKISTAN

Ease of doing business rank (1–189)	87	**Overall distance to frontier (DTF) score (0–100)**	62.60

✔ **Starting a business** (rank)	42	✔ **Getting credit** (rank)	42
DTF score for starting a business (0–100)	92.18	DTF score for getting credit (0–100)	65.00
Procedures (number)	5	Strength of legal rights index (0–12)	6
Time (days)	6.5	Depth of credit information index (0–8)	7
Cost (% of income per capita)	3.4	Credit bureau coverage (% of adults)	19.4
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0
Dealing with construction permits (rank)	151	**Protecting minority investors** (rank)	88
DTF score for dealing with construction permits (0–100)	58.75	DTF score for protecting minority investors (0–100)	53.33
Procedures (number)	23	Extent of conflict of interest regulation index (0–10)	5.7
Time (days)	176	Extent of shareholder governance index (0–10)	5.0
Cost (% of warehouse value)	4.0	Strength of minority investor protection index (0–10)	5.3
Building quality control index (0–15)	10.5		
Getting electricity (rank)	112	**Paying taxes** (rank)	115
DTF score for getting electricity (0–100)	61.94	DTF score for paying taxes (0–100)	68.83
Procedures (number)	7	Payments (number per year)	33
Time (days)	89	Time (hours per year)	192.5
Cost (% of income per capita)	1,393.1	Total tax rate (% of profit)	41.1
Reliability of supply and transparency of tariffs index (0–8)	5		
✔ **Registering property** (rank)	87	**Enforcing contracts** (rank)	32
DTF score for registering property (0–100)	64.42	DTF score for enforcing contracts (0–100)	70.04
Procedures (number)	9	Time (days)	225
Time (days)	46	Cost (% of claim)	20.5
Cost (% of property value)	1.4	Quality of judicial processes index (0–18)	7.5
Quality of land administration index (0–30)	16.5		

Europe & Central Asia		**GNI per capita (US$)**	2,090
Population (m)	30.7		

Trading across borders (rank)	159
DTF score for trading across borders (0–100)	44.31
Time to export	
Documentary compliance (hours)	174
Border compliance (hours)	112
Domestic transport (hours)	52
Cost to export	
Documentary compliance (US$)	292
Border compliance (US$)	278
Domestic transport (US$)	1,065
Time to import	
Documentary compliance (hours)	174
Border compliance (hours)	111
Domestic transport (hours)	2
Cost to import	
Documentary compliance (US$)	292
Border compliance (US$)	278
Domestic transport (US$)	58
Resolving insolvency (rank)	75
DTF score for resolving insolvency (0–100)	47.24
Time (years)	2.0
Cost (% of estate)	10
Recovery rate (cents on the dollar)	41.3
Strength of insolvency framework index (0–16)	8

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

✔ Reform making it easier to do business ✘ Change making it more difficult to do business

VANUATU

East Asia & Pacific

Ease of doing business rank (1–189)	**94**
Overall distance to frontier (DTF) score (0–100)	**61.08**
GNI per capita (US$)	**3,097**
Population (m)	**0.3**

Starting a business (rank)	147
DTF score for starting a business (0–100)	75.51
Procedures (number)	8
Time (days)	35
Cost (% of income per capita)	44.2
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	143
DTF score for dealing with construction permits (0–100)	60.88
Procedures (number)	12
Time (days)	55
Cost (% of warehouse value)	8.0
Building quality control index (0–15)	3
Getting electricity (rank)	82
DTF score for getting electricity (0–100)	70.50
Procedures (number)	5
Time (days)	122
Cost (% of income per capita)	1,170.6
Reliability of supply and transparency of tariffs index (0–8)	6
✔ **Registering property** (rank)	81
DTF score for registering property (0–100)	65.63
Procedures (number)	4
Time (days)	58
Cost (% of property value)	7.0
Quality of land administration index (0–30)	18.5

Getting credit (rank)	28
DTF score for getting credit (0–100)	70.00
Strength of legal rights index (0–12)	10
Depth of credit information index (0–8)	4
Credit bureau coverage (% of adults)	6.6
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	134
DTF score for protecting minority investors (0–100)	43.33
Extent of conflict of interest regulation index (0–10)	5.3
Extent of shareholder governance index (0–10)	3.3
Strength of minority investor protection index (0–10)	4.3
Paying taxes (rank)	54
DTF score for paying taxes (0–100)	80.79
Payments (number per year)	31
Time (hours per year)	120
Total tax rate (% of profit)	8.5
Enforcing contracts (rank)	139
DTF score for enforcing contracts (0–100)	49.27
Time (days)	430
Cost (% of claim)	56.0
Quality of judicial processes index (0–18)	6.5

✔ **Trading across borders** (rank)	134
DTF score for trading across borders (0–100)	56.27
Time to export	
Documentary compliance (hours)	72
Border compliance (hours)	38
Domestic transport (hours)	1
Cost to export	
Documentary compliance (US$)	282
Border compliance (US$)	709
Domestic transport (US$)	193
Time to import	
Documentary compliance (hours)	48
Border compliance (hours)	126
Domestic transport (hours)	1
Cost to import	
Documentary compliance (US$)	183
Border compliance (US$)	681
Domestic transport (US$)	191
Resolving insolvency (rank)	110
DTF score for resolving insolvency (0–100)	38.63
Time (years)	2.6
Cost (% of estate)	38
Recovery rate (cents on the dollar)	42.7
Strength of insolvency framework index (0–16)	5

VENEZUELA, RB

Latin America & Caribbean

Ease of doing business rank (1–189)	**186**
Overall distance to frontier (DTF) score (0–100)	**35.51**
GNI per capita (US$)	**12,820**
Population (m)	**30.9**

✘ **Starting a business** (rank)	186
DTF score for starting a business (0–100)	40.38
Procedures (number)	17
Time (days)	144
Cost (% of income per capita)	88.7
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	125
DTF score for dealing with construction permits (0–100)	62.95
Procedures (number)	9
Time (days)	381
Cost (% of warehouse value)	1.1
Building quality control index (0–15)	11
Getting electricity (rank)	171
DTF score for getting electricity (0–100)	39.60
Procedures (number)	6
Time (days)	178
Cost (% of income per capita)	1,783.3
Reliability of supply and transparency of tariffs index (0–8)	0
Registering property (rank)	129
DTF score for registering property (0–100)	52.67
Procedures (number)	9
Time (days)	52
Cost (% of property value)	2.5
Quality of land administration index (0–30)	5.5

Getting credit (rank)	109
DTF score for getting credit (0–100)	40.00
Strength of legal rights index (0–12)	1
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	28.2
Credit registry coverage (% of adults)	0.0
Protecting minority investors (rank)	178
DTF score for protecting minority investors (0–100)	31.67
Extent of conflict of interest regulation index (0–10)	2.7
Extent of shareholder governance index (0–10)	3.7
Strength of minority investor protection index (0–10)	3.2
Paying taxes (rank)	188
DTF score for paying taxes (0–100)	13.64
Payments (number per year)	70
Time (hours per year)	792
Total tax rate (% of profit)	65.0
Enforcing contracts (rank)	141
DTF score for enforcing contracts (0–100)	48.97
Time (days)	610
Cost (% of claim)	43.7
Quality of judicial processes index (0–18)	6.5

Trading across borders (rank)	186
DTF score for trading across borders (0–100)	6.14
Time to export	
Documentary compliance (hours)	528
Border compliance (hours)	816
Domestic transport (hours)	5
Cost to export	
Documentary compliance (US$)	375
Border compliance (US$)	1,475
Domestic transport (US$)	1,375
Time to import	
Documentary compliance (hours)	1,090
Border compliance (hours)	1,330
Domestic transport (hours)	5
Cost to import	
Documentary compliance (US$)	400
Border compliance (US$)	1,750
Domestic transport (US$)	1,375
Resolving insolvency (rank)	165
DTF score for resolving insolvency (0–100)	19.05
Time (years)	4.0
Cost (% of estate)	38
Recovery rate (cents on the dollar)	6.4
Strength of insolvency framework index (0–16)	5

VIETNAM

East Asia & Pacific

Ease of doing business rank (1–189)	**90**
Overall distance to frontier (DTF) score (0–100)	**62.10**
GNI per capita (US$)	**1,890**
Population (m)	**90.7**

✔ **Starting a business** (rank)	119
DTF score for starting a business (0–100)	81.25
Procedures (number)	10
Time (days)	20
Cost (% of income per capita)	4.9
Minimum capital (% of income per capita)	0.0
Dealing with construction permits (rank)	12
DTF score for dealing with construction permits (0–100)	82.21
Procedures (number)	10
Time (days)	166
Cost (% of warehouse value)	0.8
Building quality control index (0–15)	14
✔ **Getting electricity** (rank)	108
DTF score for getting electricity (0–100)	63.34
Procedures (number)	6
Time (days)	59
Cost (% of income per capita)	1,322.6
Reliability of supply and transparency of tariffs index (0–8)	3
Registering property (rank)	58
DTF score for registering property (0–100)	70.60
Procedures (number)	5
Time (days)	57.5
Cost (% of property value)	0.6
Quality of land administration index (0–30)	14

✔ **Getting credit** (rank)	28
DTF score for getting credit (0–100)	70.00
Strength of legal rights index (0–12)	7
Depth of credit information index (0–8)	7
Credit bureau coverage (% of adults)	6.9
Credit registry coverage (% of adults)	41.5
Protecting minority investors (rank)	122
DTF score for protecting minority investors (0–100)	45.00
Extent of conflict of interest regulation index (0–10)	3.7
Extent of shareholder governance index (0–10)	5.3
Strength of minority investor protection index (0–10)	4.5
✔ **Paying taxes** (rank)	168
DTF score for paying taxes (0–100)	45.41
Payments (number per year)	30
Time (hours per year)	770
Total tax rate (% of profit)	39.4
Enforcing contracts (rank)	74
DTF score for enforcing contracts (0–100)	60.22
Time (days)	400
Cost (% of claim)	29.0
Quality of judicial processes index (0–18)	6.5

Trading across borders (rank)	99
DTF score for trading across borders (0–100)	67.15
Time to export	
Documentary compliance (hours)	83
Border compliance (hours)	57
Domestic transport (hours)	7
Cost to export	
Documentary compliance (US$)	139
Border compliance (US$)	309
Domestic transport (US$)	181
Time to import	
Documentary compliance (hours)	106
Border compliance (hours)	64
Domestic transport (hours)	7
Cost to import	
Documentary compliance (US$)	183
Border compliance (US$)	268
Domestic transport (US$)	181
✔ **Resolving insolvency** (rank)	123
DTF score for resolving insolvency (0–100)	35.83
Time (years)	5.0
Cost (% of estate)	15
Recovery rate (cents on the dollar)	20.1
Strength of insolvency framework index (0–16)	8

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✔ Reform making it easier to do business ✘ Change making it more difficult to do business

WEST BANK AND GAZA

Ease of doing business rank (1–189)	**129**	**Middle East & North Africa**		**GNI per capita (US$)**	**1,735**
		Overall distance to frontier (DTF) score (0–100)	**54.83**	**Population (m)**	**4.3**

Starting a business (rank)	170	✔ **Getting credit** (rank)	109	**Trading across borders** (rank)	84
DTF score for starting a business (0–100)	66.99	DTF score for getting credit (0–100)	40.00	DTF score for trading across borders (0–100)	72.10
Procedures (number)	9	Strength of legal rights index (0–12)	0	*Time to export*	
Time (days)	44	Depth of credit information index (0–8)	8	Documentary compliance (hours)	52
Cost (% of income per capita)	82.5	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	73
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	22.5	Domestic transport (hours)	1
				Cost to export	
✔ **Dealing with construction permits** (rank)	162	**Protecting minority investors** (rank)	144	Documentary compliance (US$)	288
DTF score for dealing with construction permits (0–100)	53.89	DTF score for protecting minority investors (0–100)	41.67	Border compliance (US$)	196
Procedures (number)	17	Extent of conflict of interest regulation index (0–10)	5.7	Domestic transport (US$)	188
Time (days)	108	Extent of shareholder governance index (0–10)	2.7	*Time to import*	
Cost (% of warehouse value)	18.6	Strength of minority investor protection index (0–10)	4.2	Documentary compliance (hours)	45
Building quality control index (0–15)	12			Border compliance (hours)	31
		Paying taxes (rank)	56	Domestic transport (hours)	1
Getting electricity (rank)	75	DTF score for paying taxes (0–100)	80.29	*Cost to import*	
DTF score for getting electricity (0–100)	72.88	Payments (number per year)	28	Documentary compliance (US$)	200
Procedures (number)	5	Time (hours per year)	162	Border compliance (US$)	0
Time (days)	63	Total tax rate (% of profit)	15.3	Domestic transport (US$)	188
Cost (% of income per capita)	1,465.1				
Reliability of supply and transparency of tariffs index (0–8)	5	**Enforcing contracts** (rank)	90	**Resolving insolvency** (rank)	189
		DTF score for enforcing contracts (0–100)	58.39	DTF score for resolving insolvency (0–100)	0.00
Registering property (rank)	95	Time (days)	540	Time (years)	NO PRACTICE
DTF score for registering property (0–100)	62.14	Cost (% of claim)	21.2	Cost (% of estate)	NO PRACTICE
Procedures (number)	7	Quality of judicial processes index (0–18)	6	Recovery rate (cents on the dollar)	0.0
Time (days)	49			Strength of insolvency framework index (0–16)	0
Cost (% of property value)	3.0				
Quality of land administration index (0–30)	12.5				

YEMEN, REP.

Ease of doing business rank (1–189)	**170**	**Middle East & North Africa**		**GNI per capita (US$)**	**1,381**
		Overall distance to frontier (DTF) score (0–100)	**44.54**	**Population (m)**	**25.0**

Starting a business (rank)	152	**Getting credit** (rank)	185	**Trading across borders** (rank)	189
DTF score for starting a business (0–100)	74.22	DTF score for getting credit (0–100)	0.00	DTF score for trading across borders (0–100)	0.00
Procedures (number)	6	Strength of legal rights index (0–12)	0	*Time to export*	
Time (days)	40	Depth of credit information index (0–8)	0	Documentary compliance (hours)	NO PRACTICE
Cost (% of income per capita)	68.0	Credit bureau coverage (% of adults)	0.0	Border compliance (hours)	NO PRACTICE
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	1.3	Domestic transport (hours)	NO PRACTICE
				Cost to export	
Dealing with construction permits (rank)	89	**Protecting minority investors** (rank)	122	Documentary compliance (US$)	NO PRACTICE
DTF score for dealing with construction permits (0–100)	69.02	DTF score for protecting minority investors (0–100)	45.00	Border compliance (US$)	NO PRACTICE
Procedures (number)	11	Extent of conflict of interest regulation index (0–10)	4.3	Domestic transport (US$)	NO PRACTICE
Time (days)	184	Extent of shareholder governance index (0–10)	4.7	*Time to import*	
Cost (% of warehouse value)	0.9	Strength of minority investor protection index (0–10)	4.5	Documentary compliance (hours)	NO PRACTICE
Building quality control index (0–15)	7.5			Border compliance (hours)	NO PRACTICE
		Paying taxes (rank)	135	Domestic transport (hours)	NO PRACTICE
Getting electricity (rank)	150	DTF score for paying taxes (0–100)	63.72	*Cost to import*	
DTF score for getting electricity (0–100)	49.77	Payments (number per year)	44	Documentary compliance (US$)	NO PRACTICE
Procedures (number)	4	Time (hours per year)	248	Border compliance (US$)	NO PRACTICE
Time (days)	110	Total tax rate (% of profit)	33.1	Domestic transport (US$)	NO PRACTICE
Cost (% of income per capita)	3,584.1				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	129	**Resolving insolvency** (rank)	151
		DTF score for enforcing contracts (0–100)	50.37	DTF score for resolving insolvency (0–100)	28.08
Registering property (rank)	83	Time (days)	645	Time (years)	3.0
DTF score for registering property (0–100)	65.21	Cost (% of claim)	30.0	Cost (% of estate)	15
Procedures (number)	6	Quality of judicial processes index (0–18)	5	Recovery rate (cents on the dollar)	23.1
Time (days)	19			Strength of insolvency framework index (0–16)	5
Cost (% of property value)	1.8				
Quality of land administration index (0–30)	7				

ZAMBIA

Ease of doing business rank (1–189)	**97**	**Sub-Saharan Africa**		**GNI per capita (US$)**	**1,760**
		Overall distance to frontier (DTF) score (0–100)	**60.50**	**Population (m)**	**15.0**

✘ **Starting a business** (rank)	78	✔ **Getting credit** (rank)	19	✘ **Trading across borders** (rank)	152
DTF score for starting a business (0–100)	86.69	DTF score for getting credit (0–100)	75.00	DTF score for trading across borders (0–100)	49.01
Procedures (number)	6	Strength of legal rights index (0–12)	7	*Time to export*	
Time (days)	7.5	Depth of credit information index (0–8)	8	Documentary compliance (hours)	130
Cost (% of income per capita)	33.6	Credit bureau coverage (% of adults)	8.9	Border compliance (hours)	136
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	7
				Cost to export	
Dealing with construction permits (rank)	110	**Protecting minority investors** (rank)	88	Documentary compliance (US$)	200
DTF score for dealing with construction permits (0–100)	66.29	DTF score for protecting minority investors (0–100)	53.33	Border compliance (US$)	370
Procedures (number)	10	Extent of conflict of interest regulation index (0–10)	5.7	Domestic transport (US$)	283
Time (days)	208	Extent of shareholder governance index (0–10)	5.0	*Time to import*	
Cost (% of warehouse value)	2.5	Strength of minority investor protection index (0–10)	5.3	Documentary compliance (hours)	134
Building quality control index (0–15)	7.5			Border compliance (hours)	139
		✔ **Paying taxes** (rank)	46	Domestic transport (hours)	7
Getting electricity (rank)	123	DTF score for paying taxes (0–100)	81.66	*Cost to import*	
DTF score for getting electricity (0–100)	59.13	Payments (number per year)	26	Documentary compliance (US$)	175
Procedures (number)	6	Time (hours per year)	157	Border compliance (US$)	380
Time (days)	117	Total tax rate (% of profit)	18.6	Domestic transport (US$)	325
Cost (% of income per capita)	643.8				
Reliability of supply and transparency of tariffs index (0–8)	3	**Enforcing contracts** (rank)	134	**Resolving insolvency** (rank)	107
		DTF score for enforcing contracts (0–100)	49.89	DTF score for resolving insolvency (0–100)	38.96
Registering property (rank)	157	Time (days)	611	Time (years)	2.4
DTF score for registering property (0–100)	45.08	Cost (% of claim)	38.7	Cost (% of estate)	9
Procedures (number)	5	Quality of judicial processes index (0–18)	6	Recovery rate (cents on the dollar)	37.5
Time (days)	45			Strength of insolvency framework index (0–16)	6
Cost (% of property value)	13.5				
Quality of land administration index (0–30)	7.5				

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ZIMBABWE		Sub-Saharan Africa		GNI per capita (US$)	860
Ease of doing business rank (1–189)	**155**	**Overall distance to frontier (DTF) score (0–100)**	**48.17**	**Population (m)**	**14.6**

Starting a business (rank)	182	✔ **Getting credit** (rank)	79	**Trading across borders** (rank)	100
DTF score for starting a business (0–100)	51.75	DTF score for getting credit (0–100)	50.00	DTF score for trading across borders (0–100)	66.83
Procedures (number)	9	Strength of legal rights index (0–12)	5	*Time to export*	
Time (days)	90	Depth of credit information index (0–8)	5	Documentary compliance (hours)	99
Cost (% of income per capita)	112.0	Credit bureau coverage (% of adults)	32.1	Border compliance (hours)	72
Minimum capital (% of income per capita)	0.0	Credit registry coverage (% of adults)	0.0	Domestic transport (hours)	36
				Cost to export	
Dealing with construction permits (rank)	184	✔ **Protecting minority investors** (rank)	81	Documentary compliance (US$)	170
DTF score for dealing with construction permits (0–100)	31.67	DTF score for protecting minority investors (0–100)	55.00	Border compliance (US$)	285
Procedures (number)	10	Extent of conflict of interest regulation index (0–10)	5.0	Domestic transport (US$)	862
Time (days)	448	Extent of shareholder governance index (0–10)	6.0	*Time to import*	
Cost (% of warehouse value)	25.2	Strength of minority investor protection index (0–10)	5.5	Documentary compliance (hours)	81
Building quality control index (0–15)	7			Border compliance (hours)	60
		Paying taxes (rank)	145	Domestic transport (hours)	36
Getting electricity (rank)	161	DTF score for paying taxes (0–100)	61.39	*Cost to import*	
DTF score for getting electricity (0–100)	43.91	Payments (number per year)	49	Documentary compliance (US$)	150
Procedures (number)	6	Time (hours per year)	242	Border compliance (US$)	212
Time (days)	106	Total tax rate (% of profit)	32.8	Domestic transport (US$)	1,669
Cost (% of income per capita)	2,925.0				
Reliability of supply and transparency of tariffs index (0–8)	0	**Enforcing contracts** (rank)	166	**Resolving insolvency** (rank)	152
		DTF score for enforcing contracts (0–100)	36.88	DTF score for resolving insolvency (0–100)	27.44
Registering property (rank)	114	Time (days)	410	Time (years)	3.3
DTF score for registering property (0–100)	56.85	Cost (% of claim)	83.1	Cost (% of estate)	22
Procedures (number)	5	Quality of judicial processes index (0–18)	5	Recovery rate (cents on the dollar)	16.1
Time (days)	36			Strength of insolvency framework index (0–16)	6
Cost (% of property value)	7.6				
Quality of land administration index (0–30)	8.5				

Note: Most indicator sets refer to a case scenario in the largest business city of an economy, though for 11 economies the data are a population-weighted average for the two largest business cities. For some indicators a result of "no practice" may be recorded for an economy; see the data notes for more details.

Labor market regulation data

Regulations are essential for the proper functioning of labor markets. They can help correct market imperfections, support social cohesion and encourage economic efficiency. Labor market regulations cover a wide spectrum, from rules governing arrangements for individual contracts to mechanisms for collective bargaining. Evidence from global studies shows that labor market regulations can have an impact on a number of economic outcomes—including aggregate job flows, trends in productivity and the speed of adjustment to shocks. The challenge in developing labor policies is to avoid the extremes of over- and underregulation by balancing labor flexibility with worker protection.[1]

The negative effects of overregulation are well documented in the economic literature.[2] For example, strict employment protection laws may discourage hiring and reduce economic growth by creating disincentives for the movement of workers from lower- to higher-productivity jobs. Underregulation can also have adverse effects. Firm productivity can decline if workers are not allowed to take sick leave or are constantly asked to work long hours with no weekly rest days. And underregulation can undermine social cohesion in economies with no minimum wage regulation, unemployment protection or medical insurance. Data collected for this year's report show that 30 economies have no minimum wage, 115 have no unemployment insurance and 15 have no paid sick leave. These economies may fail to offer a basic level of protection for their workers, leaving them more vulnerable to economic shocks.

Historically, *Doing Business* has measured flexibility in the regulation of employment as it relates to the hiring and redundancy of workers and the scheduling of working hours. This year the scope of data collection has been expanded to better capture different dimensions of job quality. About a dozen new research questions related to job quality have been introduced, including on social protection, dispute resolution mechanisms, availability of on-the-job training and equal treatment of men and women.

Evidence from the data shows that employment flexibility can go hand in hand with job quality. Denmark's "flexicurity" system offers flexibility in hiring and firing rules and provides a strong safety net for workers in the form of unemployment protection and social benefits, though its fiscal costs can be high during periods of economic slowdown. Several other OECD high-income economies—such as Australia, Austria and Switzerland—allow a long duration for fixed-term contracts and flexibility in redundancy rules while also offering social benefits.

The data presented in this year's report provide a broader view of the different elements of labor market regulation and can help researchers and policy makers assess the balance between flexibility and worker protection in every economy.

NOTES

1. See, for example, World Bank (2012).
2. World Bank 2012.

LABOR MARKET REGULATION DATA

Economy	Hiring					Working hours									Redundancy rules		
	Fixed-term contracts prohibited for permanent tasks?	Maximum length of fixed-term contracts (months)[a]	Minimum wage for a full-time worker (US$/month)[b]	Ratio of minimum wage to value added per worker	Incentives for employing workers under age 25?	Maximum working days per week	Premium for night work (% of hourly pay)	Premium for work on weekly rest day (% of hourly pay)	Premium for overtime work (% of hourly pay)	Restrictions on night work?	Nonpregnant and nonnursing women permitted to work same night hours as men?*	Restrictions on weekly holiday work?	Restrictions on overtime work?	Paid annual leave (working days)[c]	Maximum length of probationary period (months)[d]	Dismissal due to redundancy allowed by law?	Third-party notification if one worker is dismissed?
Afghanistan	No	No limit	0.00	0.00	No	6	25	50	25	Yes	No	No	Yes	20.0	6	Yes	Yes
Albania	Yes	No limit	204.79	0.38	Yes	5.5	50	25	25	Yes	Yes	No	No	20.0	3	Yes	No
Algeria	Yes	No limit	227.21	0.34	No	6	0	0	50	Yes	No	No	No	22.0	6	Yes	Yes
Angola	Yes	12	226.14	0.26	No	6	25	10	50	Yes	No	Yes	No	22.0	3	Yes	Yes
Antigua and Barbuda	No	No limit	623.96	0.38	No	6	0	0	50	No	Yes	No	No	12.0	3	Yes	No
Argentina	Yes	60	1,184.23	0.63	No	5.5	13	100	50	No	Yes	No	No	18.0	3	Yes	No
Armenia	Yes	No limit	119.35	0.26	No	6	30	100	50	No	Yes	No	No	20.0	3	Yes	No
Australia	No	No limit	2,396.68	0.29	Yes	6	25	100	50	No	Yes	No	No	20.0	6	Yes	No
Austria	No	No limit	1,764.62	0.29	No	5.5	83	100	50	Yes	Yes	No	No	25.0	1	Yes	Yes
Azerbaijan	No	60	133.52	0.15	No	6	40	150	100	Yes	No	No	No	17.0	3	Yes	No
Bahamas, The	No	No limit	690.17	0.28	No	5	0	0	50	No	Yes	No	No	11.7	6	Yes	Yes
Bahrain	No	60	0.00	0.00	No	6	50	50	38	No	No	No	No	30.0	3	Yes	Yes
Bangladesh (Dhaka)	No	No limit	0.00	0.00	No	5.5	0	0	100	No	Yes	No	No	17.0	3	Yes	Yes
Bangladesh (Chittagong)	No	No limit	0.00	0.00	No	5.5	0	0	100	No	Yes	No	No	17.0	3	Yes	Yes
Barbados	No	No limit	505.31	0.27	No	5	0	0	50	No	Yes	No	No	20.3	n.a.	Yes	No
Belarus	No	No limit	193.68	0.22	No	6	20	100	100	No	Yes	No	No	18.0	3	Yes	No
Belgium	No	No limit	2,331.89	0.38	Yes	6	0	0	50	Yes	Yes	Yes	No	20.0	0	Yes	No
Belize	No	No limit	386.10	0.61	No	6	0	50	50	No	Yes	No	Yes	10.0	2	Yes	Yes
Benin	No	48	80.03	0.65	No	6	0	0	12	No	Yes	No	No	24.0	2	Yes	Yes
Bhutan	No	No limit	61.40	0.21	No	6	0	0	0	No	Yes	No	No	15.0	6	Yes	Yes
Bolivia[i]	Yes	24	196.98	0.51	No	6	25	100	100	No	No	No	No	21.7	3	No	n.a.

Redundancy rules						Redundancy cost		Job quality											
Third-party approval if one worker is dismissed?	Third-party notification if nine workers are dismissed?	Third-party approval if nine workers are dismissed?	Retraining or reassignment?[e]	Priority rules for redundancies?	Priority rules for reemployment?	Notice period for redundancy dismissal (weeks of salary)[c]	Severance pay for redundancy dismissal (weeks of salary)[c]	Equal remuneration for work of equal value?*	Gender nondiscrimination in hiring?*	Paid or unpaid maternity leave mandated by law?[f]*	Minimum length of maternity leave (calendar days)[f,g]*	Receive 100% of wages on maternity leave?[f]*	Five fully paid days of sick leave a year?	On-the-job training?	Unemployment protection after one year of employment?	Minimum contribution period for unemployment protection (months)[h]	Can employee create or join union?	Administrative or judicial relief for infringement of employees' rights?	Labor inspection system?
No	Yes	Yes	No	No	Yes	4.3	17.3	No	No	Yes	90	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	Yes	10.1	10.7	No	Yes	Yes	365	No	No	No	Yes	12	Yes	Yes	Yes
No	Yes	No	Yes	Yes	No	4.3	13.0	Yes	No	Yes	98	Yes	No	Yes	No	36	Yes	Yes	Yes
Yes	Yes	Yes	No	Yes	Yes	4.3	26.7	Yes	No	Yes	90	Yes	..	Yes	Yes	..	Yes	Yes	Yes
No	No	No	Yes	Yes	No	3.4	12.8	No	Yes	Yes	91	No	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	7.2	23.1	Yes	Yes	Yes	90	Yes	Yes	No	Yes	6	Yes	Yes	Yes
No	No	No	Yes	No	No	6.0	5.0	Yes	No	Yes	140	Yes	No	No	Yes	12	Yes	Yes	No
No	No	No	Yes	No	No	3.0	8.7	Yes	Yes	Yes	126	No	Yes	No	Yes	0	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	2.0	0.0	Yes	No	Yes	112	Yes	Yes	No	Yes	12	Yes	Yes	Yes
No	No	No	No	Yes	No	8.7	13.0	Yes	Yes	Yes	126	Yes	Yes	No	Yes	6	Yes	Yes	Yes
No	Yes	No	No	No	No	2.0	10.7	No	Yes	Yes	91	Yes	Yes	No	Yes	3	Yes	Yes	Yes
No	Yes	No	No	No	No	4.3	0.0	No	No	Yes	60	Yes	Yes	Yes	Yes	0	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	4.3	26.7	Yes	No	Yes	112	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	4.3	26.7	Yes	No	Yes	112	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	Yes	2.7	13.3	No	No	Yes	84	Yes	Yes	No	Yes	12	Yes	Yes	Yes
No	No	No	Yes	Yes	No	8.7	13.0	Yes	No	Yes	126	Yes	Yes	No	Yes	0	Yes	Yes	Yes
No	No	No	No	No	No	19.7	0.0	Yes	Yes	Yes	105	No	Yes	No	No	14.4	Yes	Yes	Yes
No	Yes	No	No	No	No	4.7	8.3	No	No	Yes	98	No	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	4.3	7.3	No	Yes	Yes	98	Yes	Yes	Yes	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	No	No	8.3	0.0	No	No	Yes	56	Yes	Yes	No	No	n.a.	No	Yes	Yes
n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	Yes	No	Yes	90	Yes	Yes	No	No	n.a.	Yes	Yes	Yes

LABOR MARKET REGULATION DATA

Economy	Hiring					Working hours									Redundancy rules		
	Fixed-term contracts prohibited for permanent tasks?	Maximum length of fixed-term contracts (months)[a]	Minimum wage for a full-time worker (US$/month)[b]	Ratio of minimum wage to value added per worker	Incentives for employing workers under age 25?	Maximum working days per week	Premium for night work (% of hourly pay)	Premium for work on weekly rest day (% of hourly pay)	Premium for overtime work (% of hourly pay)	Restrictions on night work?	Nonpregnant and nonnursing women permitted to work same night hours as men?*	Restrictions on weekly holiday work?	Restrictions on overtime work?	Paid annual leave (working days)[c]	Maximum length of probationary period (months)[d]	Dismissal due to redundancy allowed by law?	Third-party notification if one worker is dismissed?
Bosnia and Herzegovina	No	24	376.72	0.65	Yes	6	30	20	30	No	Yes	No	No	18.0	6	Yes	No
Botswana	No	No limit	93.63	0.09	No	6	0	100	50	No	Yes	No	No	15.0	3	Yes	Yes
Brazil (São Paulo)	Yes	24	435.59	0.30	Yes	6	20	100	50	Yes	Yes	No	No	26.0	3	Yes	No
Brazil (Rio de Janeiro)	Yes	24	451.44	0.32	Yes	6	20	100	50	Yes	Yes	No	No	26.0	3	Yes	No
Brunei Darussalam	No	No limit	0.00	0.00	No	6	0	50	50	No	Yes	No	No	13.3	n.a.	Yes	No
Bulgaria	No	36	241.89	0.26	Yes	6	3	0	50	Yes	Yes	No	Yes	20.0	6	Yes	No
Burkina Faso	No	No limit	107.95	0.95	No	6	0	0	15	No	Yes	Yes	No	22.0	2	Yes	No
Burundi	No	No limit	2.41	0.06	No	6	35	0	35	No	Yes	No	No	21.0	6	Yes	No
Cabo Verde	Yes	60	131.84	0.30	No	6	25	100	50	No	Yes	No	No	22.0	2	Yes	Yes
Cambodia	No	24	0.00	0.00	No	6	30	0	50	No	Yes	No	No	19.3	1	Yes	No
Cameroon	No	48	70.29	0.34	No	6	0	0	20	No	Yes	No	No	25.0	1	Yes	Yes
Canada	No	No limit	1,800.43	0.28	Yes	6	0	0	50	No	Yes	No	Yes	10.0	3	Yes	No
Central African Republic	Yes	24	33.60	0.69	No	6	0	50	..	No	Yes	Yes	No	25.3	2	Yes	Yes
Chad	No	48	121.90	0.72	Yes	6	0	100	10	Yes	No	No	No	24.7	3	Yes	Yes
Chile	No	12	419.05	0.23	Yes	6	0	0	50	No	Yes	No	No	15.0	n.a.	Yes	Yes
China (Shanghai)	No	No limit	321.57	0.38	Yes	6	0	100	50	No	Yes	No	No	6.7	6	Yes	Yes
China (Beijing)	No	No limit	273.81	0.32	Yes	6	34	100	50	No	Yes	No	No	6.7	6	Yes	Yes
Colombia	No	No limit	335.93	0.34	Yes	6	35	75	25	No	Yes	No	No	15.0	2	Yes	No
Comoros	No	36	0.00	0.00	No	6	28	0	25	No	Yes	Yes	No	22.0	6	Yes	Yes
Congo, Dem. Rep.	Yes	48	65.00	0.73	No	5	25	0	38	Yes	Yes	No	No	13.0	1	Yes	Yes
Congo, Rep.	Yes	24	209.17	0.51	No	6	0	0	14	No	Yes	Yes	Yes	29.7	4	Yes	Yes

Redundancy rules						Redundancy cost		Job quality											
Third-party approval if one worker is dismissed?	Third-party notification if nine workers are dismissed?	Third-party approval if nine workers are dismissed?	Retraining or reassignment?[e]	Priority rules for redundancies?	Priority rules for reemployment?	Notice period for redundancy dismissal (weeks of salary)[c]	Severance pay for redundancy dismissal (weeks of salary)[c]	Equal remuneration for work of equal value?*	Gender nondiscrimination in hiring?*	Paid or unpaid maternity leave mandated by law?[f]*	Minimum length of maternity leave (calendar days)[f,g]*	Receive 100% of wages on maternity leave?[f]*	Five fully paid days of sick leave a year?	On-the-job training?	Unemployment protection after one year of employment?	Minimum contribution period for unemployment protection (months)[h]	Can employee create or join union?	Administrative or judicial relief for infringement of employees' rights?	Labor inspection system?
No	Yes	No	Yes	No	Yes	2.0	7.2	Yes	Yes	Yes	365	No	Yes	No	Yes	8	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	4.9	16.8	No	No	Yes	84	No	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	6.6	8.9	No	Yes	Yes	120	Yes	Yes	No	No	18	Yes	Yes	Yes
No	No	No	No	No	No	6.6	8.9	No	Yes	Yes	120	Yes	Yes	No	No	18	Yes	Yes	Yes
No	No	No	No	No	No	3.0	0.0	No	No	Yes	91	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	4.3	4.3	Yes	Yes	Yes	410	No	Yes	No	Yes	9	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	4.3	6.1	No	No	Yes	98	Yes	Yes	..	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	8.7	7.2	No	Yes	Yes	84	Yes	..	Yes	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	Yes	Yes	No	6.4	23.1	No	No	Yes	60	Yes	Yes	Yes	..	..	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	7.9	11.4	Yes	Yes	Yes	90	No	No	No	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	No	Yes	Yes	11.6	8.3	No	No	Yes	98	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	5.0	5.0	No	No	Yes	105	No	No	No	Yes	3.6	Yes	Yes	Yes
No	Yes	Yes	No	Yes	Yes	4.3	17.3	No	No	Yes	98	No	Yes	Yes	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	7.2	5.8	Yes	Yes	Yes	98	No	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	No	No	4.3	23.1	No	No	Yes	126	Yes	No	No	Yes	12	Yes	Yes	Yes
No	Yes	No	Yes	Yes	Yes	4.3	23.1	No	Yes	Yes	128	Yes	Yes	Yes	Yes	12	Yes	Yes	Yes
No	Yes	No	Yes	Yes	Yes	4.3	23.1	No	Yes	Yes	128	Yes	Yes	Yes	Yes	12	Yes	Yes	Yes
No	No	No	No	No	No	0.0	16.7	Yes	No	Yes	98	Yes	Yes	No	Yes	..	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	13.0	23.1	Yes	Yes	Yes	98	Yes	..	..	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	No	Yes	Yes	10.3	0.0	No	No	Yes	98	No	No	Yes	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	No	Yes	Yes	8.7	6.9	No	No	Yes	105	Yes	Yes	No	No	n.a.	Yes	Yes	Yes

LABOR MARKET REGULATION DATA

Economy	Hiring					Working hours									Redundancy rules		
	Fixed-term contracts prohibited for permanent tasks?	Maximum length of fixed-term contracts (months)[a]	Minimum wage for a full-time worker (US$/month)[b]	Ratio of minimum wage to value added per worker	Incentives for employing workers under age 25?	Maximum working days per week	Premium for night work (% of hourly pay)	Premium for work on weekly rest day (% of hourly pay)	Premium for overtime work (% of hourly pay)	Restrictions on night work?	Nonpregnant and nonnursing women permitted to work same night hours as men?*	Restrictions on weekly holiday work?	Restrictions on overtime work?	Paid annual leave (working days)[c]	Maximum length of probationary period (months)[d]	Dismissal due to redundancy allowed by law?	Third-party notification if one worker is dismissed?
Costa Rica	Yes	12	569.86	0.49	No	6	0	100	50	Yes	No	No	No	12.0	3	Yes	No
Côte d'Ivoire	No	24	118.98	0.51	No	6	38	0	24	No	Yes	No	No	27.4	2	Yes	No
Croatia	Yes	No limit	525.06	0.32	Yes	6	10	35	50	Yes	Yes	Yes	No	20.0	6	Yes	Yes
Cyprus	No	30	1,231.51	0.40	Yes	5.5	0	0	50	No	Yes	No	No	20.0	24	Yes	Yes
Czech Republic	No	108	550.80	0.25	No	6	10	10	25	No	Yes	No	No	20.0	3	Yes	No
Denmark	No	No limit	0.00	0.00	No	6	0	0	0	No	Yes	No	No	25.0	3	Yes	No
Djibouti	Yes	24	0.00	0.00	No	6	0	0	0	No	Yes	No	Yes	30.0	2	Yes	Yes
Dominica	No	No limit	348.76	0.38	Yes	6	0	100	50	No	Yes	No	No	13.3	6	Yes	No
Dominican Republic	Yes	No limit	330.39	0.42	No	5.5	0	100	35	No	Yes	Yes	No	14.0	3	Yes	No
Ecuador	Yes	No limit	403.16	0.51	No	5	25	100	50	No	Yes	No	Yes	12.0	3	Yes	Yes
Egypt, Arab Rep.	No	No limit	0.00	0.00	No	6	0	0	35	No	Yes	No	No	24.0	3	Yes	Yes
El Salvador	Yes	No limit	215.82	0.43	No	6	25	100	125	Yes	Yes	Yes	No	11.0	1	Yes	No
Equatorial Guinea	Yes	24	790.41	0.42	..	6	25	50	25	No	Yes	Yes	No	22.0	3	Yes	Yes
Eritrea	Yes	No limit	0.00	0.00	No	6	0	0	25	No	Yes	No	No	19.0	3	Yes	No
Estonia	Yes	120	498.65	0.21	No	5	25	0	50	Yes	Yes	No	No	24.0	4	Yes	No
Ethiopia	Yes	No limit	0.00	0.00	No	6	0	0	25	No	Yes	No	No	18.3	1.5	Yes	No
Fiji	No	No limit	330.18	0.57	Yes	6	4	100	50	No	Yes	No	No	10.0	3	Yes	Yes
Finland	Yes	60	2,276.78	0.37	No	6	15	100	50	No	Yes	No	No	30.0	6	Yes	No
France	Yes	18	1,964.31	0.35	Yes	6	20	20	25	Yes	Yes	Yes	No	30.0	4	Yes	No
Gabon	No	48	319.57	0.23	No	6	0	0	10	No	Yes	No	No	24.0	6	Yes	Yes
Gambia, The	No	No limit	0.00	0.00	No	5	0	0	0	No	Yes	No	No	21.0	12	Yes	Yes

Redundancy rules						Redundancy cost		Job quality											
Third-party approval if one worker is dismissed?	Third-party notification if nine workers are dismissed?	Third-party approval if nine workers are dismissed?	Retraining or reassignment?[e]	Priority rules for redundancies?	Priority rules for reemployment?	Notice period for redundancy dismissal (weeks of salary)[c]	Severance pay for redundancy dismissal (weeks of salary)[c]	Equal remuneration for work of equal value?*	Gender nondiscrimination in hiring?*	Paid or unpaid maternity leave mandated by law?[f]*	Minimum length of maternity leave (calendar days)[f,g]*	Receive 100% of wages on maternity leave?[f]*	Five fully paid days of sick leave a year?	On-the-job training?	Unemployment protection after one year of employment?	Minimum contribution period for unemployment protection (months)[h]	Can employee create or join union?	Administrative or judicial relief for infringement of employees' rights?	Labor inspection system?
No	No	No	No	No	No	4.3	14.4	No	No	Yes	120	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	No	Yes	5.8	7.3	Yes	Yes	Yes	98	Yes	Yes	..	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	7.9	7.2	Yes	No	Yes	208	Yes	Yes	Yes	Yes	9	Yes	Yes	Yes
No	Yes	No	Yes	No	Yes	5.7	0.0	Yes	Yes	Yes	126	No	No	No	Yes	6	Yes	Yes	Yes
No	No	No	No	No	No	8.7	11.6	Yes	Yes	Yes	196	No	No	No	Yes	12	Yes	Yes	Yes
No	No	No	No	No	No	0.0	0.0	Yes	No	Yes	126	No	Yes	No	Yes	12	Yes	Yes	Yes
No	Yes	No	No	No	Yes	4.3	0.0	Yes	Yes	Yes	98	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	Yes	Yes	5.8	9.3	No	No	Yes	84	No	No	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	4.0	22.2	No	No	Yes	84	Yes	No	Yes	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	No	No	0.0	31.8	Yes	No	Yes	84	Yes	No	No	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	No	Yes	No	10.1	26.7	No	No	Yes	90	Yes	No	No	Yes	6	Yes	Yes	Yes
No	No	No	No	No	No	0.0	22.9	No	No	Yes	84	Yes	No	No	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	No	Yes	Yes	4.3	34.3	Yes	No	Yes	84	No	Yes	Yes	..	..	Yes	..	..
No	No	No	No	No	No	3.1	12.3	No	No	Yes	60	..	Yes	Yes	No	n.a.	Yes	Yes	Yes
No	No	No	Yes	Yes	No	8.6	4.3	No	Yes	Yes	140	Yes	No	Yes	Yes	12	Yes	Yes	Yes
No	Yes	No	Yes	Yes	No	8.7	10.5	No	No	Yes	90	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	No	No	4.3	5.3	Yes	No	Yes	84	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	Yes	No	Yes	10.1	0.0	Yes	Yes	Yes	147	No	Yes	No	Yes	6	Yes	Yes	Yes
No	Yes	No	Yes	Yes	Yes	7.2	4.6	Yes	Yes	Yes	112	No	No	Yes	Yes	4	Yes	Yes	Yes
Yes	Yes	Yes	No	Yes	Yes	14.4	4.3	No	No	Yes	98	Yes	Yes	Yes	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	26.0	0.0	No	No	Yes	180	Yes	Yes	Yes	No	n.a.	Yes	Yes	..

LABOR MARKET REGULATION DATA

Economy	Hiring					Working hours									Redundancy rules		
	Fixed-term contracts prohibited for permanent tasks?	Maximum length of fixed-term contracts (months)[a]	Minimum wage for a full-time worker (US$/month)[b]	Ratio of minimum wage to value added per worker	Incentives for employing workers under age 25?	Maximum working days per week	Premium for night work (% of hourly pay)	Premium for work on weekly rest day (% of hourly pay)	Premium for overtime work (% of hourly pay)	Restrictions on night work?	Nonpregnant and nonnursing women permitted to work same night hours as men?*	Restrictions on weekly holiday work?	Restrictions on overtime work?	Paid annual leave (working days)[c]	Maximum length of probationary period (months)[d]	Dismissal due to redundancy allowed by law?	Third-party notification if one worker is dismissed?
Georgia	No	30	23.17	0.05	No	7	0	0	0	No	Yes	No	No	24.0	6	Yes	No
Germany	No	24	1,904.02	0.32	No	6	0	0	0	No	Yes	No	No	24.0	6	Yes	Yes
Ghana	No	No limit	60.06	0.26	No	5	0	0	0	No	Yes	No	No	15.0	6	Yes	Yes
Greece	Yes	No limit	804.66	0.29	Yes	6	25	75	28	No	Yes	Yes	No	22.3	12	Yes	No
Grenada	Yes	No limit	251.56	0.25	No	6	0	0	50	No	Yes	No	No	13.3	1	Yes	No
Guatemala	Yes	No limit	384.17	0.74	No	6	0	50	50	Yes	Yes	Yes	Yes	15.0	2	Yes	No
Guinea	No	24	58.76	0.81	No	6	20	0	30	No	Yes	Yes	No	30.0	1	Yes	Yes
Guinea-Bissau	Yes	12	0.00	0.00	No	6	25	50	0	No	No	No	No	21.0	3	Yes	Yes
Guyana	No	No limit	165.77	0.31	No	7	0	100	50	No	Yes	No	No	12.0	3	Yes	Yes
Haiti	No	No limit	150.19	1.32	No	6	50	50	50	No	Yes	No	No	13.0	0	Yes	No
Honduras	Yes	24	456.98	1.52	Yes	6	25	100	38	Yes	Yes	No	No	16.7	2	Yes	Yes
Hong Kong SAR, China	No	No limit	852.14	0.19	Yes	6	0	0	0	No	Yes	No	No	10.3	1	Yes	No
Hungary	No	60	449.80	0.27	Yes	5	15	50	50	Yes	Yes	Yes	No	21.3	3	Yes	No
Iceland	No	24	1,743.48	0.29	Yes	6	1	1	1	No	Yes	No	No	24.0	3	Yes	No
India (Mumbai)	No	No limit	135.38	0.66	No	6	0	0	100	Yes	Yes	Yes	Yes	21.0	3	Yes	Yes
India (Delhi)	No	No limit	179.14	0.88	No	6	0	0	100	Yes	Yes	Yes	Yes	15.0	3	Yes	Yes
Indonesia (Jakarta)	Yes	36	266.92	0.58	No	6	0	0	75	No	Yes	No	No	12.0	3	Yes	Yes
Indonesia (Surabaya)	Yes	36	245.12	0.53	No	6	0	0	75	No	Yes	No	No	12.0	3	Yes	Yes
Iran, Islamic Rep.	No	No limit	320.43	0.45	No	6	35	40	40	No	Yes	No	No	24.0	1	Yes	Yes
Iraq	Yes	No limit	102.81	0.11	No	6	0	50	50	Yes	No	No	No	22.0	3	Yes	Yes
Ireland	No	No limit	1,757.39	0.31	Yes	6	0	0	0	No	Yes	No	No	20.0	12	Yes	No

Redundancy rules						Redundancy cost		Job quality											
Third-party approval if one worker is dismissed?	Third-party notification if nine workers are dismissed?	Third-party approval if nine workers are dismissed?	Retraining or reassignment?[e]	Priority rules for redundancies?	Priority rules for reemployment?	Notice period for redundancy dismissal (weeks of salary)[c]	Severance pay for redundancy dismissal (weeks of salary)[c]	Equal remuneration for work of equal value?*	Gender nondiscrimination in hiring?*	Paid or unpaid maternity leave mandated by law?[f]*	Minimum length of maternity leave (calendar days)[f,g]*	Receive 100% of wages on maternity leave?[f]*	Five fully paid days of sick leave a year?	On-the-job training?	Unemployment protection after one year of employment?	Minimum contribution period for unemployment protection (months)[h]	Can employee create or join union?	Administrative or judicial relief for infringement of employees' rights?	Labor inspection system?
No	No	No	No	No	No	4.3	4.3	No	No	Yes	183	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	Yes	Yes	No	10.0	11.6	No	No	Yes	98	Yes	Yes	Yes	Yes	12	Yes	Yes	Yes
Yes	Yes	Yes	No	No	No	3.6	46.2	No	No	Yes	84	Yes	No	Yes	No	n.a.	Yes	Yes	Yes
No	Yes	Yes	No	Yes	No	0.0	15.9	Yes	No	Yes	119	Yes	No	No	Yes	4	Yes	Yes	Yes
No	No	No	No	No	No	7.2	5.3	Yes	No	Yes	90	No	Yes	No	No	n.a.	Yes	Yes	No
No	No	No	No	No	No	0.0	27.0	No	No	Yes	84	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	No	No	4.3	5.8	Yes	Yes	Yes	98	Yes	No	Yes	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	No	Yes	Yes	0.0	26.0	No	No	Yes	60	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	No	No	4.3	12.3	Yes	Yes	Yes	91	No	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	10.1	0.0	No	No	Yes	42	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	No	Yes	No	7.2	23.1	No	Yes	Yes	84	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	4.3	1.4	No	Yes	Yes	70	No	No	No	Yes	0	Yes	Yes	Yes
No	No	No	No	No	No	6.2	7.2	Yes	Yes	Yes	168	No	Yes	No	Yes	12	Yes	Yes	Yes
No	No	No	No	No	No	13.0	0.0	Yes	Yes	Yes	90	No	Yes	..	Yes	3	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	4.3	11.4	No	Yes	Yes	84	Yes	No	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	4.3	11.4	No	Yes	Yes	84	Yes	No	No	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	Yes	No	No	0.0	57.8	No	No	Yes	90	Yes	Yes	Yes	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	Yes	No	No	0.0	57.8	No	No	Yes	90	Yes	Yes	Yes	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	No	No	No	0.0	23.1	No	No	Yes	270	No	No	No	Yes	6	Yes	Yes	Yes
No	Yes	No	No	No	No	0.0	0.0	No	No	Yes	72	Yes	Yes	No	..	..	Yes	Yes	Yes
No	Yes	No	No	No	No	3.7	10.7	Yes	Yes	Yes	182	No	No	No	No	24	Yes	Yes	Yes

LABOR MARKET REGULATION DATA

Economy	Hiring					Working hours									Redundancy rules		
	Fixed-term contracts prohibited for permanent tasks?	Maximum length of fixed-term contracts (months)[a]	Minimum wage for a full-time worker (US$/month)[b]	Ratio of minimum wage to value added per worker	Incentives for employing workers under age 25?	Maximum working days per week	Premium for night work (% of hourly pay)	Premium for work on weekly rest day (% of hourly pay)	Premium for overtime work (% of hourly pay)	Restrictions on night work?	Nonpregnant and nonnursing women permitted to work same night hours as men?*	Restrictions on weekly holiday work?	Restrictions on overtime work?	Paid annual leave (working days)[c]	Maximum length of probationary period (months)[d]	Dismissal due to redundancy allowed by law?	Third-party notification if one worker is dismissed?
Israel	No	No limit	1,247.79	0.26	Yes	5.5	0	50	25	No	Yes	Yes	No	18.0	n.a.	Yes	No
Italy	No	36	1,998.29	0.45	Yes	6	15	30	15	No	Yes	No	No	26.0	2	Yes	Yes
Jamaica	No	No limit	218.75	0.34	No	6	0	100	0	No	Yes	No	No	11.7	3	Yes	No
Japan (Tokyo)	No	No limit	1,619.22	0.28	No	6	25	35	25	No	Yes	No	Yes	15.3	n.a.	Yes	No
Japan (Osaka)	No	No limit	1,528.05	0.27	No	6	25	35	25	No	Yes	No	Yes	15.3	n.a.	Yes	No
Jordan	No	No limit	257.48	0.38	No	6	0	50	25	Yes	No	No	Yes	18.7	3	Yes	Yes
Kazakhstan	No	No limit	127.14	0.09	No	6	50	100	50	No	Yes	No	No	18.0	3	Yes	Yes
Kenya	No	No limit	269.44	1.40	No	6	0	0	50	No	Yes	No	No	21.0	12	Yes	Yes
Kiribati	No	No limit	0.00	0.00	No	7	0	0	50	No	No	No	No	0.0	n.a.	Yes	Yes
Korea, Rep.	No	24	882.67	0.29	Yes	6	50	50	50	No	Yes	No	No	17.0	3	Yes	Yes
Kosovo	No	No limit	169.64	0.14	No	6	30	50	30	No	Yes	No	No	21.0	6	Yes	No
Kuwait	No	No limit	210.85	0.04	No	6	0	50	25	No	No	Yes	Yes	30.0	3	Yes	No
Kyrgyz Republic	Yes	60	18.43	0.12	No	6	50	100	50	No	Yes	No	No	20.0	3	Yes	No
Lao PDR	No	36	110.02	0.51	No	6	15	150	50	No	Yes	No	No	15.0	2	Yes	Yes
Latvia	Yes	60	470.00	0.24	No	5.5	50	0	100	No	Yes	No	No	20.0	3	Yes	No
Lebanon	No	24	443.17	0.38	No	6	0	50	50	No	Yes	No	Yes	15.0	3	Yes	No
Lesotho	No	No limit	177.07	0.94	No	6	0	100	25	Yes	Yes	No	No	12.0	4	Yes	No
Liberia	No	No limit	52.00	0.66	No	6	0	50	50	No	Yes	No	No	16.0	3	Yes	Yes
Libya	No	48	410.50	0.41	No	6	0	0	50	Yes	Yes	No	No	30.0	1	Yes	Yes
Lithuania	No	60	390.46	0.21	Yes	5.5	50	100	50	No	Yes	No	No	20.7	3	Yes	No
Luxembourg	Yes	24	3,061.52	0.34	Yes	5.5	0	70	40	No	Yes	Yes	No	25.0	6	Yes	Yes

Redundancy rules						Redundancy cost		Job quality											
Third-party approval if one worker is dismissed?	Third-party notification if nine workers are dismissed?	Third-party approval if nine workers are dismissed?	Retraining or reassignment?[e]	Priority rules for redundancies?	Priority rules for reemployment?	Notice period for redundancy dismissal (weeks of salary)[c]	Severance pay for redundancy dismissal (weeks of salary)[c]	Equal remuneration for work of equal value?*	Gender nondiscrimination in hiring?*	Paid or unpaid maternity leave mandated by law?[f]*	Minimum length of maternity leave (calendar days)[f,g]*	Receive 100% of wages on maternity leave?[f]*	Five fully paid days of sick leave a year?	On-the-job training?	Unemployment protection after one year of employment?	Minimum contribution period for unemployment protection (months)[h]	Can employee create or join union?	Administrative or judicial relief for infringement of employees' rights?	Labor inspection system?
No	No	No	No	No	No	4.3	23.1	Yes	Yes	Yes	98	Yes	No	No	Yes	12	Yes	Yes	Yes
No	Yes	No	Yes	Yes	Yes	4.5	0.0	Yes	No	Yes	150	No	No	No	Yes	3	Yes	Yes	Yes
No	No	No	No	No	No	4.0	10.0	No	No	Yes	56	Yes	Yes	No	No	n.a.	Yes	Yes	No
No	No	No	Yes	No	No	4.3	0.0	No	Yes	Yes	98	No	No	Yes	Yes	12	Yes	Yes	Yes
No	No	No	Yes	No	No	4.3	0.0	No	Yes	Yes	98	No	No	Yes	Yes	12	Yes	Yes	Yes
Yes	Yes	Yes	No	No	Yes	4.3	0.0	No	No	Yes	70	Yes	Yes	No	No	36	No	Yes	Yes
No	Yes	No	Yes	No	No	4.3	4.3	No	Yes	Yes	126	Yes	Yes	Yes	Yes	0	Yes	Yes	Yes
No	Yes	No	No	Yes	No	4.3	2.1	Yes	No	Yes	90	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	No	No	No	4.3	0.0	Yes	No	Yes	84	No	..	No	No	n.a.	Yes	Yes	..
No	Yes	No	No	No	Yes	4.3	23.1	No	Yes	Yes	90	Yes	No	No	Yes	6	Yes	Yes	Yes
No	No	No	Yes	Yes	Yes	4.3	7.2	Yes	Yes	Yes	270	No	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	13.0	15.1	No	No	Yes	70	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	4.3	13.0	No	No	Yes	126	No	No	No	Yes	12	Yes	Yes	Yes
No	Yes	No	No	No	No	6.4	27.7	No	No	Yes	105	Yes	Yes	Yes	No	n.a.	Yes	Yes	Yes
No	No	No	Yes	Yes	No	4.3	8.7	Yes	No	Yes	112	No	No	Yes	Yes	..	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	8.7	0.0	No	No	Yes	70	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	4.3	10.7	Yes	No	Yes	84	Yes	Yes	Yes	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	4.3	21.3	No	No	Yes	90	Yes	Yes	..	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	No	No	4.3	11.6	Yes	No	Yes	98	Yes	Yes	Yes	No	n.a.	Yes	Yes	Yes
No	No	No	Yes	Yes	No	8.7	15.9	Yes	No	Yes	126	Yes	Yes	No	No	18	Yes	Yes	Yes
No	Yes	No	No	No	Yes	17.3	4.3	Yes	No	Yes	112	Yes	Yes	Yes	Yes	6	Yes	Yes	Yes

LABOR MARKET REGULATION DATA

Economy	Hiring					Working hours									Redundancy rules		
	Fixed-term contracts prohibited for permanent tasks?	Maximum length of fixed-term contracts (months)[a]	Minimum wage for a full-time worker (US$/month)[b]	Ratio of minimum wage to value added per worker	Incentives for employing workers under age 25?	Maximum working days per week	Premium for night work (% of hourly pay)	Premium for work on weekly rest day (% of hourly pay)	Premium for overtime work (% of hourly pay)	Restrictions on night work?	Nonpregnant and nonnursing women permitted to work same night hours as men?*	Restrictions on weekly holiday work?	Restrictions on overtime work?	Paid annual leave (working days)[c]	Maximum length of probationary period (months)[d]	Dismissal due to redundancy allowed by law?	Third-party notification if one worker is dismissed?
Macedonia, FYR	No	60	298.22	0.50	Yes	6	35	50	35	Yes	Yes	No	No	20.0	6	Yes	No
Madagascar	Yes	24	61.38	0.92	No	6	30	40	30	No	Yes	No	No	24.0	3	Yes	No
Malawi	Yes	No limit	34.48	0.86	No	6	0	100	50	No	Yes	No	No	18.0	12	Yes	Yes
Malaysia	No	No limit	280.38	0.22	No	6	0	100	50	No	Yes	No	No	13.3	n.a.	Yes	No
Maldives	No	24	0.00	0.00	No	6	0	50	25	No	Yes	No	No	30.0	3	Yes	No
Mali	Yes	72	61.98	0.51	No	6	0	0	10	No	Yes	No	No	22.0	6	Yes	Yes
Malta	No	48	962.59	0.36	No	6	0	0	50	No	Yes	No	No	24.0	6	Yes	No
Marshall Islands	No	No limit	416.00	0.77	No	7	0	0	0	No	Yes	No	No	0.0	n.a.	Yes	No
Mauritania	No	24	103.79	0.56	Yes	6	0	0	15	No	Yes	No	No	18.0	1	Yes	Yes
Mauritius	No	24	283.35	0.25	Yes	6	0	100	50	No	Yes	No	No	17.0	3	Yes	Yes
Mexico (Mexico City)	Yes	No limit	175.52	0.14	No	6	0	25	100	No	Yes	No	Yes	12.0	1	Yes	Yes
Mexico (Monterrey)	Yes	No limit	175.52	0.14	No	6	0	25	100	No	Yes	No	Yes	12.0	1	Yes	Yes
Micronesia, Fed. Sts.	No	No limit	364.00	0.78	No	7	0	0	50	No	Yes	No	No	0.0	n.a.	Yes	No
Moldova	Yes	No limit	121.76	0.41	No	6	50	100	50	Yes	No	Yes	No	20.0	0.5	Yes	Yes
Mongolia	No	No limit	117.61	0.22	No	5	0	50	50	No	No	No	Yes	16.0	6	Yes	No
Montenegro	No	24	248.36	0.28	No	6	40	0	40	No	Yes	No	No	21.0	6	Yes	No
Morocco	Yes	12	287.81	0.77	Yes	6	0	0	25	No	Yes	Yes	No	19.5	1	Yes	No
Mozambique	Yes	72	152.60	1.49	No	6	25	100	50	No	Yes	Yes	No	24.0	3	Yes	Yes
Myanmar	No	No limit	0.00	0.00	No	6	0	100	100	Yes	Yes	No	No	10.0	n.a.	Yes	No
Namibia	No	No limit	0.00	0.00	No	5.5	6	100	50	No	Yes	No	No	20.0	n.a.	Yes	Yes
Nepal	Yes	No limit	83.94	0.84	No	6	0	50	50	No	No	No	No	18.0	12	Yes	Yes

Redundancy rules						Redundancy cost		Job quality											
Third-party approval if one worker is dismissed?	Third-party notification if nine workers are dismissed?	Third-party approval if nine workers are dismissed?	Retraining or reassignment?[e]	Priority rules for redundancies?	Priority rules for reemployment?	Notice period for redundancy dismissal (weeks of salary)[c]	Severance pay for redundancy dismissal (weeks of salary)[c]	Equal remuneration for work of equal value?*	Gender nondiscrimination in hiring?*	Paid or unpaid maternity leave mandated by law?[f]*	Minimum length of maternity leave (calendar days)[f,g]*	Receive 100% of wages on maternity leave?[f]*	Five fully paid days of sick leave a year?	On-the-job training?	Unemployment protection after one year of employment?	Minimum contribution period for unemployment protection (months)[h]	Can employee create or join union?	Administrative or judicial relief for infringement of employees' rights?	Labor inspection system?
No	No	No	No	No	No	4.3	8.7	No	Yes	Yes	270	Yes	Yes	No	Yes	12	Yes	Yes	Yes
No	Yes	Yes	No	Yes	Yes	5.8	8.9	No	No	Yes	98	Yes	Yes	Yes	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	No	No	4.3	12.3	Yes	No	Yes	56	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	No	No	6.7	22.8	No	No	Yes	60	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	7.2	0.0	No	Yes	Yes	60	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	4.3	9.3	No	No	Yes	98	Yes	Yes	Yes	No	n.a.	Yes	Yes	Yes
No	No	No	No	Yes	Yes	7.3	0.0	Yes	Yes	Yes	126	No	Yes	No	Yes	6	Yes	Yes	Yes
No	No	No	No	No	No	0.0	0.0	No	No	No	n.a.	n.a.	No	No	No	n.a.	No	Yes	No
No	Yes	No	No	Yes	Yes	4.3	6.1	No	Yes	Yes	98	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	No	No	4.3	6.3	Yes	Yes	Yes	84	Yes	Yes	No	Yes	6	Yes	Yes	Yes
Yes	Yes	Yes	No	Yes	Yes	0.0	22.0	No	Yes	Yes	84	Yes	No	Yes	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	No	Yes	Yes	0.0	22.0	No	Yes	Yes	84	Yes	No	Yes	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	0.0	0.0	No	No	No	n.a.	n.a.	No	No	No	n.a.	No	Yes	No
No	Yes	No	Yes	Yes	No	8.7	13.9	No	Yes	Yes	126	Yes	Yes	No	Yes	9	Yes	Yes	Yes
No	No	No	No	No	No	4.3	4.3	No	No	Yes	120	Yes	Yes	No	Yes	9	Yes	Yes	Yes
No	No	No	Yes	Yes	No	4.3	6.9	Yes	Yes	Yes	45	Yes	Yes	Yes	Yes	12	Yes	Yes	Yes
No	Yes	Yes	Yes	Yes	Yes	7.2	13.5	Yes	Yes	Yes	98	No	No	..	No	36	Yes	Yes	Yes
No	Yes	No	No	No	No	4.3	33.2	No	No	Yes	60	Yes	No	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	4.3	15.9	No	No	Yes	98	No	Yes	Yes	No	36	Yes	Yes	Yes
No	Yes	No	No	No	No	4.3	5.3	Yes	Yes	Yes	84	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	No	Yes	Yes	4.3	22.9	No	No	Yes	52	Yes	No	No	No	n.a.	Yes	Yes	Yes

LABOR MARKET REGULATION DATA

Economy	Hiring					Working hours									Redundancy rules		
	Fixed-term contracts prohibited for permanent tasks?	Maximum length of fixed-term contracts (months)[a]	Minimum wage for a full-time worker (US$/month)[b]	Ratio of minimum wage to value added per worker	Incentives for employing workers under age 25?	Maximum working days per week	Premium for night work (% of hourly pay)	Premium for work on weekly rest day (% of hourly pay)	Premium for overtime work (% of hourly pay)	Restrictions on night work?	Nonpregnant and nonnursing women permitted to work same night hours as men?*	Restrictions on weekly holiday work?	Restrictions on overtime work?	Paid annual leave (working days)[c]	Maximum length of probationary period (months)[d]	Dismissal due to redundancy allowed by law?	Third-party notification if one worker is dismissed?
Netherlands	No	36	1,026.81	0.16	Yes	5.5	0	0	0	No	Yes	No	No	20.0	2	Yes	Yes
New Zealand	No	No limit	2,120.94	0.38	Yes	7	0	0	0	No	Yes	No	No	20.0	3	Yes	No
Nicaragua	No	No limit	209.15	0.86	No	6	0	100	100	Yes	Yes	Yes	No	30.0	1	Yes	No
Niger	Yes	48	56.61	0.75	No	6	38	0	10	No	Yes	No	No	22.0	6	Yes	Yes
Nigeria (Lagos)	No	No limit	108.80	0.23	Yes	6	0	0	0	No	Yes	No	No	6.0	3	Yes	No
Nigeria (Kano)	No	No limit	108.80	0.23	Yes	6	0	0	0	No	Yes	No	No	6.0	3	Yes	No
Norway	Yes	48	3,721.60	0.28	No	6	0	0	40	Yes	Yes	Yes	No	21.0	6	Yes	No
Oman	No	No limit	845.25	0.40	No	5	50	100	25	Yes	No	No	Yes	22.0	3	Yes	No
Pakistan (Karachi)	Yes	9	116.67	0.62	No	6	0	100	100	Yes	Yes	Yes	No	14.0	3	Yes	No
Pakistan (Lahore)	Yes	9	116.67	0.62	No	6	0	100	100	Yes	Yes	Yes	No	14.0	3	Yes	No
Palau	No	No limit	602.90	0.42	No	7	0	0	0	No	Yes	No	No	0.0	n.a.	Yes	No
Panama	Yes	12	477.55	0.34	No	6	13	50	50	No	Yes	Yes	Yes	22.0	3	Yes	Yes
Papua New Guinea	No	No limit	247.88	0.87	No	6	0	0	50	No	No	No	No	11.0	n.a.	Yes	No
Paraguay	Yes	No limit	398.68	0.72	Yes	6	30	100	50	Yes	Yes	No	Yes	20.0	1	Yes	Yes
Peru	Yes	60	269.11	0.33	No	6	35	100	25	No	Yes	No	No	13.0	3	Yes	Yes
Philippines	No	No limit	297.84	0.65	No	6	10	30	25	No	Yes	No	No	5.0	6	Yes	Yes
Poland	No	No limit	545.72	0.33	Yes	5.5	20	100	50	No	Yes	No	No	22.0	3	Yes	No
Portugal	Yes	66	763.33	0.28	Yes	6	25	50	31	No	Yes	Yes	No	22.0	3	Yes	Yes
Puerto Rico (U.S.)	No	No limit	1,233.43	0.51	Yes	7	0	100	100	No	Yes	No	No	15.0	3	Yes	No
Qatar	No	No limit	0.00	0.00	No	6	0	0	25	Yes	Yes	No	Yes	22.0	6	Yes	No
Romania	Yes	60	278.30	0.25	Yes	5	25	100	75	No	Yes	No	No	20.0	3	Yes	No

Redundancy rules						Redundancy cost		Job quality											
Third-party approval if one worker is dismissed?	Third-party notification if nine workers are dismissed?	Third-party approval if nine workers are dismissed?	Retraining or reassignment?[e]	Priority rules for redundancies?	Priority rules for reemployment?	Notice period for redundancy dismissal (weeks of salary)[c]	Severance pay for redundancy dismissal (weeks of salary)[c]	Equal remuneration for work of equal value?*	Gender nondiscrimination in hiring?*	Paid or unpaid maternity leave mandated by law?[f]*	Minimum length of maternity leave (calendar days)[f,g]*	Receive 100% of wages on maternity leave?[f]*	Five fully paid days of sick leave a year?	On-the-job training?	Unemployment protection after one year of employment?	Minimum contribution period for unemployment protection (months)[h]	Can employee create or join union?	Administrative or judicial relief for infringement of employees' rights?	Labor inspection system?
Yes	Yes	Yes	Yes	Yes	No	8.7	0.0	Yes	Yes	Yes	112	Yes	No	No	Yes	6	Yes	Yes	Yes
No	No	No	Yes	No	No	0.0	0.0	No	Yes	Yes	112	No	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	0.0	14.9	No	No	Yes	84	Yes	No	Yes	No	n.a.	Yes	Yes	Yes
No	Yes	No	Yes	Yes	Yes	4.3	9.7	Yes	Yes	Yes	98	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	Yes	No	3.2	12.2	No	No	Yes	84	No	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	Yes	No	3.2	12.2	No	No	Yes	84	No	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	Yes	Yes	Yes	8.7	0.0	Yes	Yes	Yes	343	No	Yes	Yes	Yes	0	Yes	Yes	Yes
No	No	No	No	No	No	4.3	0.0	No	No	Yes	50	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	Yes	Yes	Yes	4.3	22.9	No	No	Yes	84	Yes	Yes	..	No	n.a.	Yes	Yes	No
No	No	No	Yes	Yes	Yes	4.3	22.9	No	No	Yes	84	Yes	Yes	..	No	n.a.	Yes	Yes	No
No	No	No	No	No	No	0.0	0.0	No	No	No	n.a.	n.a.	No	No	No	n.a.	No	No	Yes
Yes	Yes	Yes	No	Yes	No	0.0	18.1	No	No	Yes	98	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	3.3	9.2	No	No	Yes	0	n.a.	Yes	No	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	No	No	Yes	10.8	18.6	Yes	No	Yes	63	No	Yes	No	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	No	No	Yes	0.0	11.4	Yes	No	Yes	90	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	Yes	No	4.3	23.1	Yes	No	Yes	60	Yes	No	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	Yes	Yes	10.1	8.7	Yes	No	Yes	182	Yes	No	No	Yes	12	Yes	Yes	Yes
No	Yes	No	Yes	No	Yes	7.9	9.1	Yes	Yes	Yes	120	Yes	No	Yes	Yes	12	Yes	Yes	Yes
No	No	No	No	Yes	Yes	0.0	0.0	No	Yes	Yes	56	Yes	Yes	No	Yes	6	Yes	Yes	Yes
No	No	No	No	No	No	7.2	16.0	No	No	Yes	50	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	Yes	Yes	Yes	4.0	0.0	Yes	Yes	Yes	126	No	Yes	Yes	Yes	12	Yes	Yes	Yes

LABOR MARKET REGULATION DATA

Economy	Hiring					Working hours									Redundancy rules		
	Fixed-term contracts prohibited for permanent tasks?	Maximum length of fixed-term contracts (months)[a]	Minimum wage for a full-time worker (US$/month)[b]	Ratio of minimum wage to value added per worker	Incentives for employing workers under age 25?	Maximum working days per week	Premium for night work (% of hourly pay)	Premium for work on weekly rest day (% of hourly pay)	Premium for overtime work (% of hourly pay)	Restrictions on night work?	Nonpregnant and nonnursing women permitted to work same night hours as men?*	Restrictions on weekly holiday work?	Restrictions on overtime work?	Paid annual leave (working days)[c]	Maximum length of probationary period (months)[d]	Dismissal due to redundancy allowed by law?	Third-party notification if one worker is dismissed?
Russian Federation (Moscow)	Yes	60	420.74	0.27	No	6	20	100	50	No	Yes	Yes	No	22.0	3	Yes	Yes
Russian Federation (St. Petersburg)	Yes	60	264.93	0.17	No	6	20	100	50	No	Yes	Yes	No	22.0	3	Yes	Yes
Rwanda	No	No limit	0.00	0.00	No	6	0	0	0	No	Yes	No	No	19.3	6	Yes	Yes
Samoa	No	No limit	179.07	0.30	No	6	0	100	50	No	Yes	Yes	No	10.0	3	Yes	No
San Marino	Yes	18	2,296.56	0.33	Yes	6	35	0	26	No	Yes	No	No	26.0	1.6	Yes	Yes
São Tomé and Príncipe	Yes	36	0.00	0.00	Yes	6	25	100	38	No	No	Yes	No	26.0	1	Yes	Yes
Saudi Arabia	No	No limit	0.00	0.00	No	6	0	50	50	No	No	Yes	No	23.3	3	Yes	No
Senegal	Yes	24	185.63	1.14	Yes	6	38	0	10	No	Yes	Yes	Yes	24.3	2	Yes	Yes
Serbia	Yes	24	233.97	0.33	No	6	26	26	26	No	Yes	No	No	20.0	6	Yes	No
Seychelles	Yes	No limit	422.80	0.25	No	6	0	100	50	No	Yes	No	No	21.0	6	Yes	Yes
Sierra Leone	Yes	No limit	113.37	1.06	No	5.5	15	100	50	No	No	No	No	23.0	6	Yes	Yes
Singapore	No	No limit	0.00	0.00	No	6	0	100	50	No	Yes	No	No	10.7	6	Yes	No
Slovak Republic	No	24	500.03	0.24	No	6	20	0	25	No	Yes	No	No	25.0	3	Yes	Yes
Slovenia	Yes	24	1,033.23	0.36	Yes	6	75	100	30	No	Yes	No	No	22.0	6	Yes	No
Solomon Islands	No	No limit	120.92	0.45	No	6	0	0	50	No	No	No	No	15.0	n.a.	Yes	Yes
South Africa	Yes	No limit	308.36	0.35	No	6	0	100	50	Yes	Yes	No	No	15.0	n.a.	Yes	Yes
South Sudan	No	48	0.00	0.00	No	6	0	0	50	No	No	No	No	23.3	3	Yes	Yes
Spain	Yes	12	1,126.93	0.30	Yes	5.5	7	0	0	No	Yes	No	No	22.0	6	Yes	Yes
Sri Lanka	No	No limit	79.28	0.18	No	5.5	0	0	50	Yes	Yes	No	No	14.0	n.a.	Yes	Yes
St. Kitts and Nevis	No	No limit	570.93	0.30	No	7	0	0	50	No	Yes	No	No	14.0	n.a.	Yes	No
St. Lucia	No	24	0.00	0.00	No	6	0	100	50	No	Yes	No	No	21.0	3	Yes	Yes

Redundancy rules						Redundancy cost		Job quality											
Third-party approval if one worker is dismissed?	Third-party notification if nine workers are dismissed?	Third-party approval if nine workers are dismissed?	Retraining or reassignment?[e]	Priority rules for redundancies?	Priority rules for reemployment?	Notice period for redundancy dismissal (weeks of salary)[c]	Severance pay for redundancy dismissal (weeks of salary)[c]	Equal remuneration for work of equal value?*	Gender nondiscrimination in hiring?*	Paid or unpaid maternity leave mandated by law?[f]*	Minimum length of maternity leave (calendar days)[f,g]*	Receive 100% of wages on maternity leave?[f]*	Five fully paid days of sick leave a year?	On-the-job training?	Unemployment protection after one year of employment?	Minimum contribution period for unemployment protection (months)[h]	Can employee create or join union?	Administrative or judicial relief for infringement of employees' rights?	Labor inspection system?
No	Yes	No	Yes	Yes	No	8.7	8.7	No	No	Yes	140	Yes	Yes	No	Yes	0	Yes	Yes	Yes
No	Yes	No	Yes	Yes	No	8.7	8.7	No	No	Yes	140	Yes	Yes	No	Yes	0	Yes	Yes	Yes
No	Yes	No	No	Yes	No	4.3	8.7	No	No	Yes	84	No	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	3.3	0.0	Yes	No	Yes	28	Yes	Yes	No	No	n.a.	..	Yes	Yes
Yes	Yes	Yes	No	Yes	Yes	0.0	0.0	No	No	Yes	150	Yes	Yes	Yes	Yes	..	Yes	Yes	..
Yes	Yes	Yes	No	No	Yes	4.3	26.0	No	No	Yes	90	Yes	No	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	4.3	15.2	No	No	Yes	70	Yes	Yes	No	Yes	12	No	Yes	Yes
No	Yes	No	No	Yes	Yes	4.3	10.5	No	No	Yes	98	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	Yes	No	Yes	0.0	7.7	No	Yes	Yes	135	Yes	No	Yes	Yes	12	Yes	Yes	Yes
Yes	Yes	Yes	No	No	No	4.3	7.6	No	No	Yes	98	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	Yes	Yes	Yes	13.0	62.5	No	No	Yes	84	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	3.0	0.0	No	No	Yes	105	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	Yes	No	No	11.6	7.2	Yes	Yes	Yes	238	No	No	Yes	No	24	Yes	Yes	Yes
No	No	No	No	Yes	No	5.3	5.3	Yes	Yes	Yes	105	Yes	Yes	Yes	Yes	9	Yes	Yes	Yes
No	Yes	No	No	No	No	4.3	10.7	No	No	Yes	84	No	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	Yes	No	No	4.0	5.3	Yes	No	Yes	120	No	Yes	No	Yes	0	Yes	Yes	Yes
Yes	Yes	Yes	No	No	No	4.3	21.7	No	No	Yes	56	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	No	No	2.1	15.2	Yes	Yes	Yes	112	Yes	Yes	Yes	Yes	12	Yes	Yes	Yes
Yes	Yes	Yes	No	Yes	No	4.3	54.2	No	No	Yes	84	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	Yes	8.7	0.0	No	No	Yes	91	No	No	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	No	No	3.7	9.3	Yes	Yes	Yes	91	No	Yes	No	No	n.a.	Yes	Yes	Yes

LABOR MARKET REGULATION DATA

Economy	Hiring					Working hours									Redundancy rules		
	Fixed-term contracts prohibited for permanent tasks?	Maximum length of fixed-term contracts (months)[a]	Minimum wage for a full-time worker (US$/month)[b]	Ratio of minimum wage to value added per worker	Incentives for employing workers under age 25?	Maximum working days per week	Premium for night work (% of hourly pay)	Premium for work on weekly rest day (% of hourly pay)	Premium for overtime work (% of hourly pay)	Restrictions on night work?	Nonpregnant and nonnursing women permitted to work same night hours as men?*	Restrictions on weekly holiday work?	Restrictions on overtime work?	Paid annual leave (working days)[c]	Maximum length of probationary period (months)[d]	Dismissal due to redundancy allowed by law?	Third-party notification if one worker is dismissed?
St. Vincent and the Grenadines	No	No limit	237.15	0.29	No	6	0	0	50	No	Yes	No	No	18.7	6	Yes	No
Sudan	No	48	70.02	0.27	No	6	0	0	50	No	No	No	No	23.3	3	Yes	Yes
Suriname	No	No limit	0.00	0.00	No	6	0	100	50	No	Yes	No	No	16.0	2	Yes	Yes
Swaziland	No	No limit	166.11	0.44	No	5.5	0	0	50	No	Yes	No	No	11.0	3	Yes	No
Sweden	No	24	0.00	0.00	Yes	5.5	0	0	50	No	Yes	Yes	No	25.0	6	Yes	No
Switzerland	No	120	0.00	0.00	No	6	25	50	25	Yes	Yes	Yes	No	20.0	3	Yes	No
Syrian Arab Republic	No	60	75.80	0.29	No	6	0	100	38	No	No	Yes	No	21.7	3	Yes	Yes
Taiwan, China	Yes	12	635.28	0.24	No	6	0	100	33	No	Yes	No	No	12.0	n.a.	Yes	Yes
Tajikistan	Yes	No limit	49.57	0.34	No	6	50	100	100	Yes	No	No	No	23.3	3	Yes	Yes
Tanzania	Yes	No limit	68.18	0.46	No	6	5	100	50	No	Yes	No	No	20.0	6	Yes	Yes
Thailand	Yes	No limit	245.36	0.39	No	6	0	0	50	No	Yes	No	No	6.0	4	Yes	No
Timor-Leste	Yes	36	112.38	0.22	Yes	6	25	100	50	No	Yes	Yes	No	12.0	1	Yes	Yes
Togo	Yes	48	108.67	1.25	No	6	0	0	20	No	Yes	No	No	30.0	2	Yes	Yes
Tonga	No	No limit	0.00	0.00	No	6	0	0	0	No	Yes	Yes	No	0.0	n.a.	Yes	No
Trinidad and Tobago	No	No limit	405.79	0.21	No	6	0	100	50	No	Yes	No	No	10.0	n.a.	Yes	No
Tunisia	No	48	280.63	0.52	Yes	6	0	100	25	No	No	No	No	19.0	12	Yes	Yes
Turkey	Yes	No limit	571.44	0.42	Yes	6	0	100	50	Yes	No	No	No	18.0	2	Yes	No
Uganda	No	No limit	2.28	0.02	No	6	0	0	50	No	Yes	No	No	21.0	12	Yes	No
Ukraine	Yes	No limit	119.63	0.28	Yes	5.5	20	100	100	No	No	Yes	Yes	18.0	3	Yes	Yes
United Arab Emirates	No	No limit	0.00	0.00	No	6	0	50	25	No	No	Yes	No	26.0	6	Yes	No
United Kingdom	No	No limit	1,397.22	0.25	Yes	6	0	0	0	No	Yes	No	No	28.0	6	Yes	No

Redundancy rules						Redundancy cost		Job quality											
Third-party approval if one worker is dismissed?	Third-party notification if nine workers are dismissed?	Third-party approval if nine workers are dismissed?	Retraining or reassignment?[e]	Priority rules for redundancies?	Priority rules for reemployment?	Notice period for redundancy dismissal (weeks of salary)[c]	Severance pay for redundancy dismissal (weeks of salary)[c]	Equal remuneration for work of equal value?*	Gender nondiscrimination in hiring?*	Paid or unpaid maternity leave mandated by law?[f]*	Minimum length of maternity leave (calendar days)[f,g]*	Receive 100% of wages on maternity leave?[f]*	Five fully paid days of sick leave a year?	On-the-job training?	Unemployment protection after one year of employment?	Minimum contribution period for unemployment protection (months)[h]	Can employee create or join union?	Administrative or judicial relief for infringement of employees' rights?	Labor inspection system?
No	Yes	No	No	No	Yes	4.0	10.0	No	No	Yes	91	No	Yes	No	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	No	No	No	4.3	21.7	No	No	Yes	56	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	No	No	No	0.0	8.8	No	No	No	n.a.	n.a.	No	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	Yes	No	5.9	8.7	No	No	Yes	14	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	Yes	Yes	Yes	14.4	0.0	No	Yes	Yes	480	No	No	No	Yes	6	Yes	Yes	Yes
No	No	No	No	No	No	10.1	0.0	Yes	Yes	Yes	98	No	Yes	No	Yes	12	Yes	Yes	Yes
Yes	Yes	Yes	No	No	No	8.7	0.0	No	No	Yes	120	Yes	No	Yes	No	n.a.	Yes	Yes	Yes
No	Yes	No	Yes	No	Yes	3.8	18.8	Yes	Yes	Yes	56	Yes	No	No	Yes	12	Yes	Yes	Yes
No	Yes	No	Yes	Yes	No	8.7	6.9	Yes	Yes	Yes	140	Yes	No	No	No	18	Yes	Yes	Yes
Yes	Yes	Yes	No	No	No	4.0	5.3	Yes	Yes	Yes	84	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	4.3	31.7	No	No	Yes	90	Yes	Yes	No	Yes	..	Yes	Yes	Yes
No	Yes	No	No	No	No	4.3	0.0	No	Yes	Yes	84	Yes	Yes	Yes	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	Yes	Yes	4.3	8.8	Yes	No	Yes	98	Yes	Yes	Yes	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	No	0.0	0.0	No	No	No	n.a.	n.a.	No	No	No	n.a.	..	No	No
No	Yes	No	No	Yes	No	6.4	14.1	No	Yes	Yes	98	No	Yes	No	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	Yes	Yes	Yes	4.3	7.8	No	No	Yes	30	No	Yes	Yes	No	n.a.	Yes	Yes	Yes
No	No	No	No	No	Yes	6.7	23.1	Yes	No	Yes	112	No	Yes	No	Yes	6	Yes	Yes	Yes
No	No	No	No	No	No	8.7	0.0	Yes	No	Yes	84	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
No	Yes	No	Yes	Yes	Yes	8.7	4.3	No	Yes	Yes	126	Yes	Yes	Yes	Yes	6	Yes	Yes	Yes
No	No	No	No	No	No	4.3	0.0	No	No	Yes	45	Yes	Yes	No	No	n.a.	No	Yes	Yes
No	No	No	No	No	No	5.3	4.0	Yes	Yes	Yes	14	No	No	No	Yes	0	Yes	Yes	Yes

LABOR MARKET REGULATION DATA

Economy	Hiring					Working hours									Redundancy rules		
	Fixed-term contracts prohibited for permanent tasks?	Maximum length of fixed-term contracts (months)[a]	Minimum wage for a full-time worker (US$/month)[b]	Ratio of minimum wage to value added per worker	Incentives for employing workers under age 25?	Maximum working days per week	Premium for night work (% of hourly pay)	Premium for work on weekly rest day (% of hourly pay)	Premium for overtime work (% of hourly pay)	Restrictions on night work?	Nonpregnant and nonnursing women permitted to work same night hours as men?*	Restrictions on weekly holiday work?	Restrictions on overtime work?	Paid annual leave (working days)[c]	Maximum length of probationary period (months)[d]	Dismissal due to redundancy allowed by law?	Third-party notification if one worker is dismissed?
United States (New York City)	No	No limit	1,498.65	0.22	Yes	6	0	0	50	No	Yes	No	No	0.0	n.a.	Yes	No
United States (Los Angeles)	No	No limit	1,541.47	0.22	Yes	6	0	0	50	No	Yes	No	No	0.0	n.a.	Yes	No
Uruguay	Yes	No limit	619.71	0.29	Yes	6	0	100	100	No	Yes	No	No	21.0	3	Yes	No
Uzbekistan	Yes	60	124.27	0.48	No	6	50	100	100	Yes	Yes	No	No	15.0	3	Yes	No
Vanuatu	No	No limit	309.05	0.71	No	6	0	50	25	No	No	No	No	17.0	6	Yes	No
Venezuela, RB[i]	Yes	24	707.43	0.43	Yes	5	30	50	50	Yes	Yes	Yes	No	19.3	1	No	n.a.
Vietnam	No	72	142.45	0.64	No	6	30	0	50	No	Yes	No	No	13.0	1	Yes	No
West Bank and Gaza	No	24	377.05	1.50	No	6	0	150	50	Yes	No	Yes	No	12.0	6	Yes	Yes
Yemen, Rep.	No	No limit	93.07	0.46	No	6	15	100	50	No	No	No	No	30.0	6	Yes	Yes
Zambia	No	No limit	266.49	0.93	No	6	4	100	50	No	Yes	No	No	24.0	n.a.	Yes	Yes
Zimbabwe	No	No limit	261.89	2.09	No	6	0	0	50	No	Yes	No	No	22.0	3	Yes	Yes

Source: Doing Business database.

.. No *Doing Business* data available.

* Data were collected jointly with the World Bank Group's *Women, Business and the Law* team.

a. Including renewals.

b. Refers to the worker in the *Doing Business* case study: a cashier, age 19, with one year of work experience. Economies for which 0.00 is shown have no minimum wage in the private sector.

c. Average for workers with 1, 5 and 10 years of tenure.

d. Not applicable (n.a.) for economies with no statutory provision for a probationary period.

e. Whether compulsory before redundancy.

f. If no maternity leave is mandated by law, parental leave is measured if applicable.

g. The minimum number of days that legally have to be paid by the government, the employer or both.

h. Not applicable (n.a.) for economies with no unemployment protection scheme.

i. Some answers are not applicable (n.a.) for economies where dismissal due to redundancy is disallowed.

Redundancy rules						Redundancy cost		Job quality											
Third-party approval if one worker is dismissed?	Third-party notification if nine workers are dismissed?	Third-party approval if nine workers are dismissed?	Retraining or reassignment?[e]	Priority rules for redundancies?	Priority rules for reemployment?	Notice period for redundancy dismissal (weeks of salary)[c]	Severance pay for redundancy dismissal (weeks of salary)[c]	Equal remuneration for work of equal value?*	Gender nondiscrimination in hiring?*	Paid or unpaid maternity leave mandated by law?[f]*	Minimum length of maternity leave (calendar days)[f,g]*	Receive 100% of wages on maternity leave?[f]*	Five fully paid days of sick leave a year?	On-the-job training?	Unemployment protection after one year of employment?	Minimum contribution period for unemployment protection (months)[h]	Can employee create or join union?	Administrative or judicial relief for infringement of employees' rights?	Labor inspection system?
No	No	No	No	No	No	0.0	0.0	No	Yes	Yes	0	n.a.	Yes	No	Yes	6	Yes	Yes	Yes
No	No	No	No	No	No	0.0	0.0	No	Yes	Yes	0	n.a.	No	No	Yes	12	Yes	Yes	Yes
No	No	No	No	No	No	0.0	20.8	No	Yes	Yes	98	Yes	No	No	Yes	6	Yes	Yes	Yes
No	Yes	No	Yes	Yes	No	8.7	8.7	No	No	Yes	126	Yes	Yes	No	Yes	0	Yes	Yes	No
No	No	No	No	No	No	9.3	23.1	No	No	Yes	84	No	Yes	No	No	n.a.	Yes	Yes	Yes
n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	No	Yes	Yes	182	Yes	Yes	Yes	Yes	12	Yes	Yes	Yes
No	Yes	Yes	Yes	No	No	0.0	24.6	Yes	Yes	Yes	180	Yes	Yes	Yes	Yes	12	Yes	Yes	Yes
No	Yes	No	No	No	No	4.3	23.1	No	No	Yes	70	Yes	Yes	No	No	n.a.	Yes	No	Yes
No	Yes	No	No	No	Yes	4.3	23.1	No	No	Yes	70	Yes	Yes	Yes	No	n.a.	Yes	Yes	Yes
No	Yes	No	No	No	No	4.3	46.2	No	No	Yes	84	Yes	Yes	No	No	n.a.	Yes	Yes	Yes
Yes	Yes	Yes	Yes	No	No	13.0	69.3	Yes	Yes	Yes	98	Yes	Yes	No	No	n.a.	Yes	Yes	Yes

Acknowledgments

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