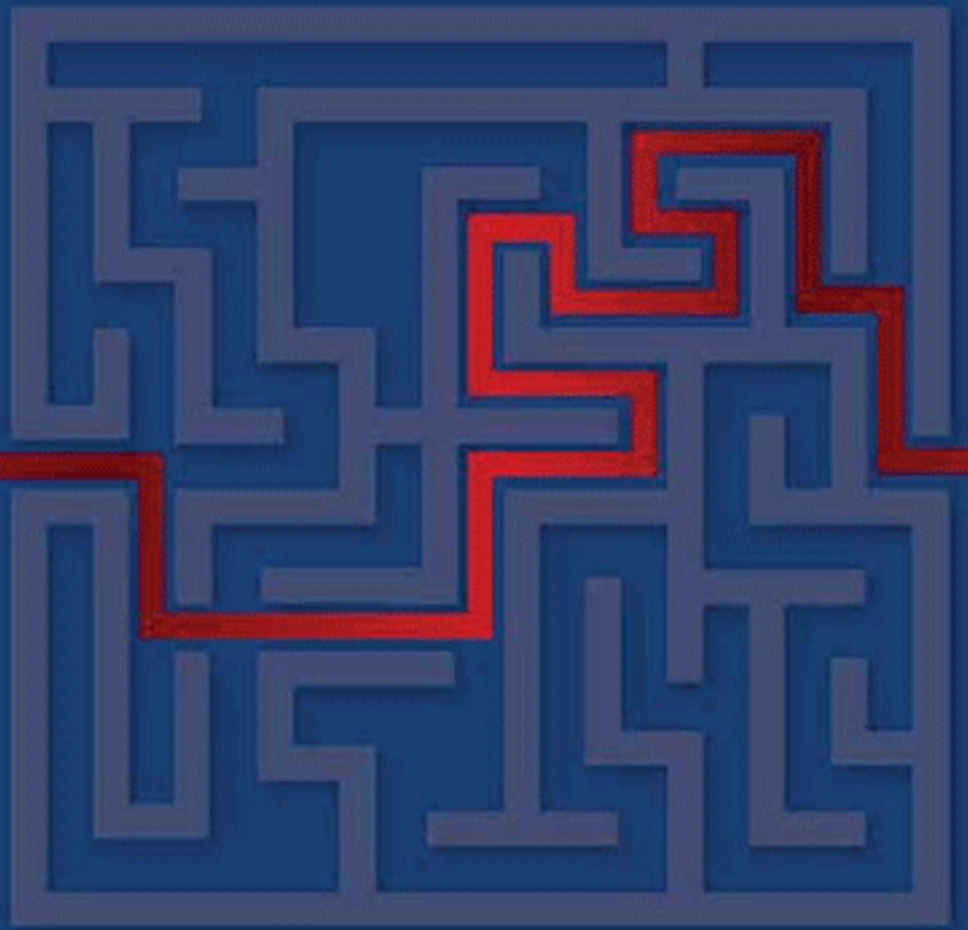




Doing Business 2014

Regional Profile:

OECD High Income



Comparing Business Regulations for Domestic Firms in 189 Economies

11TH EDITION

A World Bank Group Corporate Flagship

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INTRODUCTION

Doing Business sheds light on how easy or difficult it is for a local entrepreneur to open and run a small to medium-size business when complying with relevant regulations. It measures and tracks changes in regulations affecting 11 areas in the life cycle of a business: starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts, resolving insolvency and employing workers.

In a series of annual reports *Doing Business* presents quantitative indicators on business regulations and the protection of property rights that can be compared across 189 economies, from Afghanistan to Zimbabwe, over time. The data set covers 47 economies in Sub-Saharan Africa, 33 in Latin America and the Caribbean, 25 in East Asia and the Pacific, 25 in Eastern Europe and Central Asia, 20 in the Middle East and North Africa and 8 in South Asia, as well as 31 OECD high-income economies. The indicators are used to analyze economic outcomes and identify what reforms have worked, where and why.

This regional profile presents the *Doing Business* indicators for economies in OECD High Income. It also shows the regional average, the best performance globally for each indicator and data for the following comparator regions: European Union (EU), East Asia and the Pacific (EAP), Europe and Central Asia (ECA), South Asia (SA) and Latin America. The data in this

report are current as of June 1, 2013 (except for the paying taxes indicators, which cover the period January–December 2012).

The *Doing Business* methodology has limitations. Other areas important to business—such as an economy's proximity to large markets, the quality of its infrastructure services (other than those related to trading across borders and getting electricity), the security of property from theft and looting, the transparency of government procurement, macroeconomic conditions or the underlying strength of institutions—are not directly studied by *Doing Business*. The indicators refer to a specific type of business, generally a local limited liability company operating in the largest business city. Because standard assumptions are used in the data collection, comparisons and benchmarks are valid across economies. The data not only highlight the extent of obstacles to doing business; they also help identify the source of those obstacles, supporting policy makers in designing regulatory reform.

More information is available in the full report. *Doing Business 2014* presents the indicators, analyzes their relationship with economic outcomes and recommends regulatory reforms. The data, along with information on ordering the *Doing Business 2014* report, are available on the *Doing Business* website at <http://www.doingbusiness.org>.

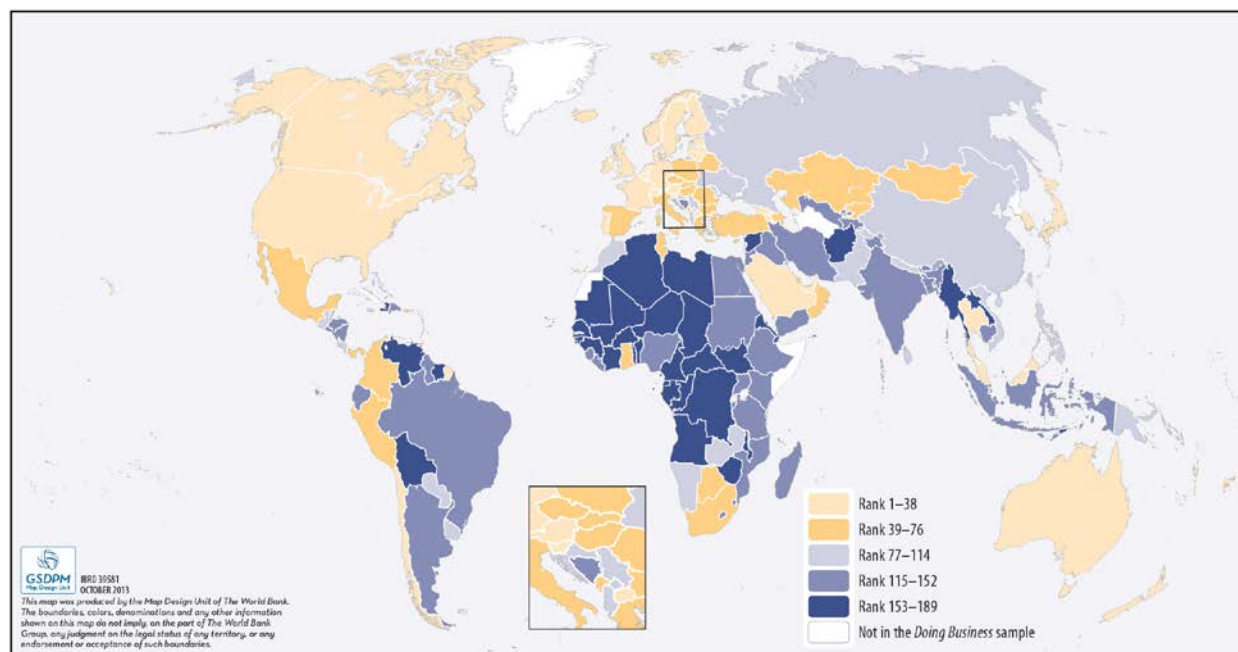
THE BUSINESS ENVIRONMENT

For policy makers trying to improve their economy's regulatory environment for business, a good place to start is to find out how it compares with the regulatory environment in other economies. *Doing Business* provides an aggregate ranking on the ease of doing business based on indicator sets that measure and benchmark regulations applying to domestic small to medium-size businesses through their life cycle. Economies are ranked from 1 to 189 by the ease of doing business index. For each economy the index is calculated as the ranking on the simple average of its percentile rankings on each of the 10 topics included in the index in *Doing Business 2014*: starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency.

The ranking on each topic is the simple average of the percentile rankings on its component indicators (see the data notes for more details).

The aggregate ranking on the ease of doing business benchmarks each economy's performance on the indicators against that of all other economies in the *Doing Business* sample (figure 1.1). While this ranking tells much about the business environment in an economy, it does not tell the whole story. The ranking on the ease of doing business, and the underlying indicators, do not measure all aspects of the business environment that matter to firms and investors or that affect the competitiveness of the economy. Still, a high ranking does mean that the government has created a regulatory environment conducive to operating a business.

Figure 1.1 Where economies stand in the global ranking on the ease of doing business

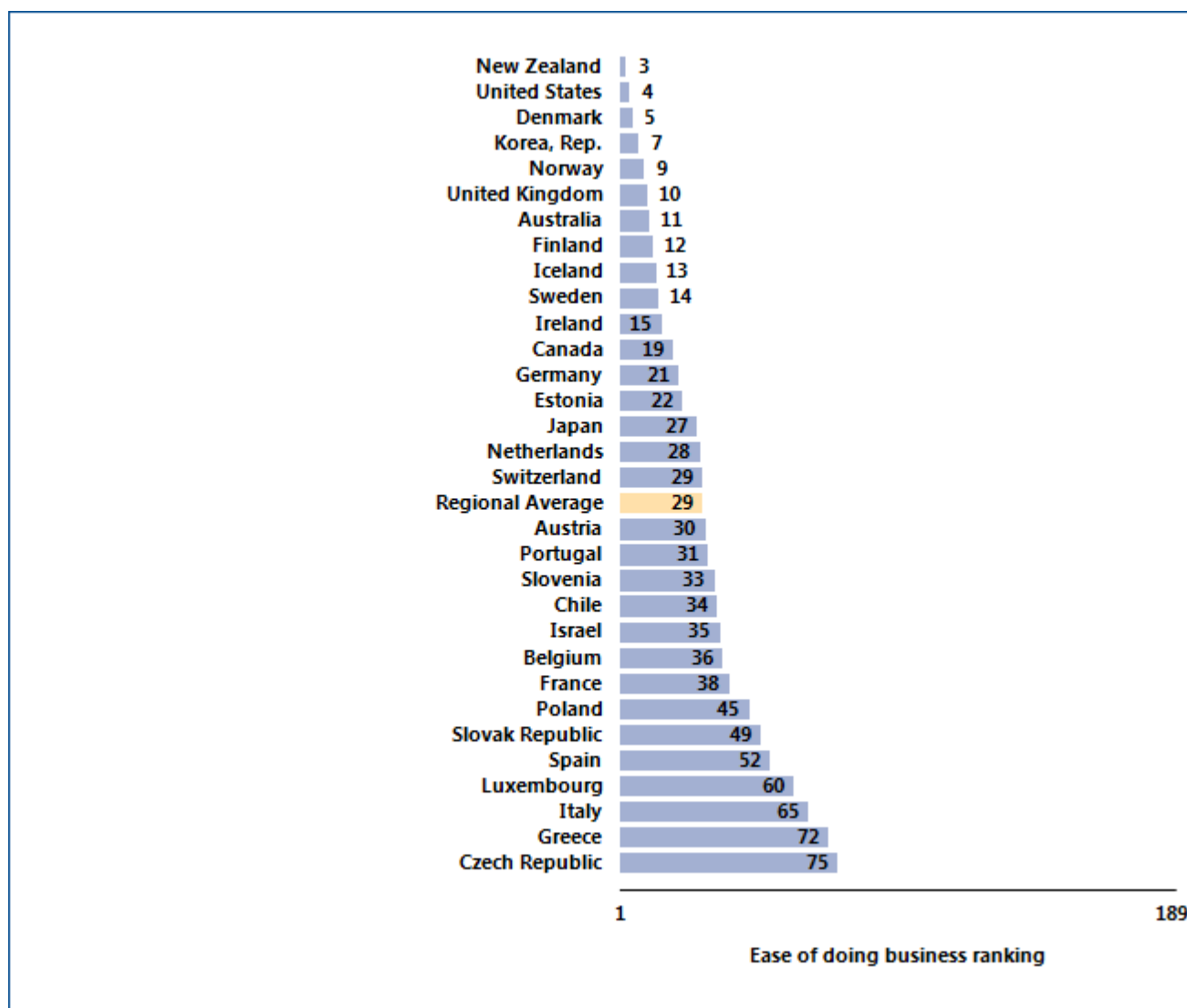


Source: *Doing Business* database.

THE BUSINESS ENVIRONMENT

For policy makers, knowing where their economy stands in the aggregate ranking on the ease of doing business is useful. Also useful is to know how it ranks compared with other economies in the region and compared with the regional average (figure 1.2). Another perspective is provided by the regional average rankings on the topics included in the ease of doing business index (figure 1.3).

Figure 1.2 How economies in OECD High Income rank on the ease of doing business



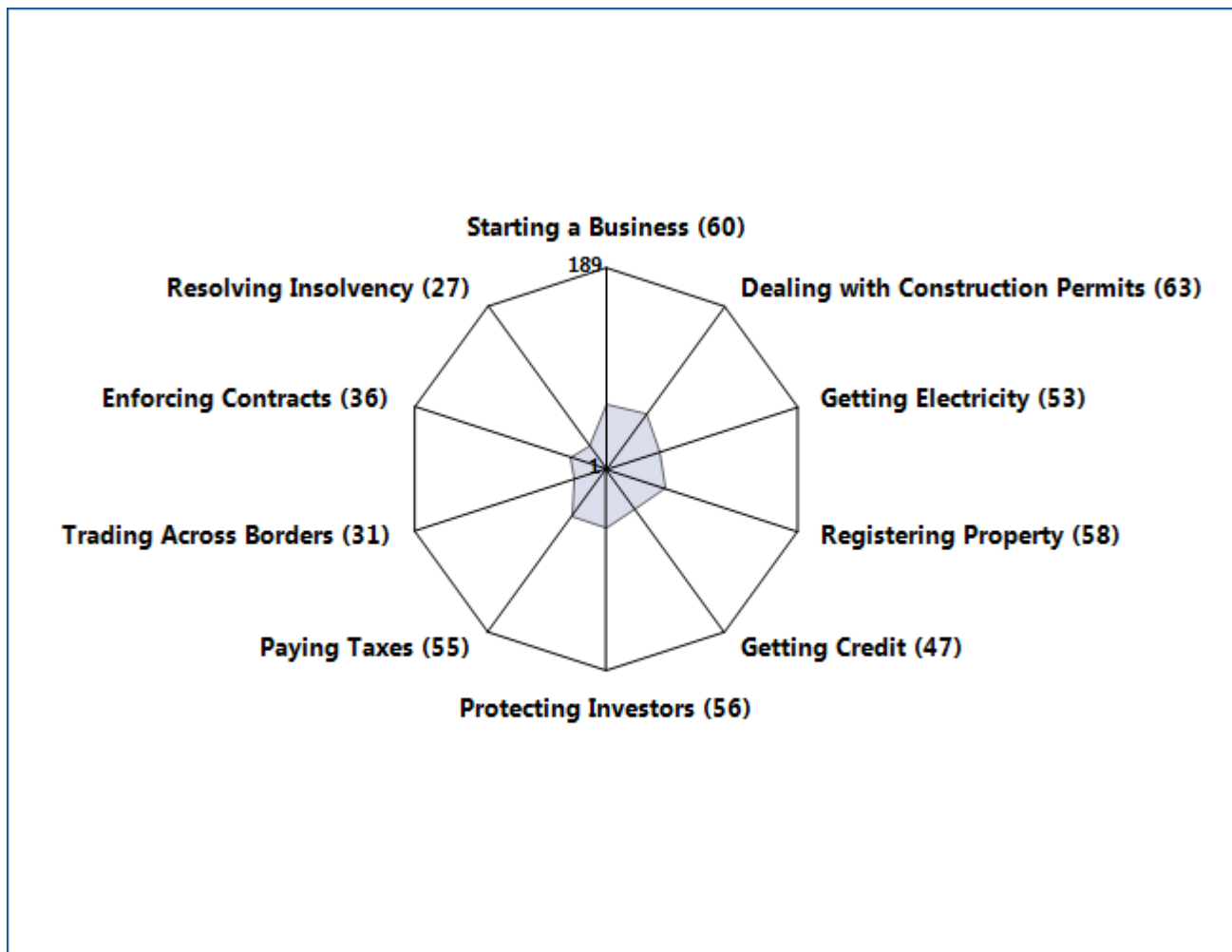
*The economy with the best performance globally is included as a benchmark.

Source: *Doing Business* database.

THE BUSINESS ENVIRONMENT

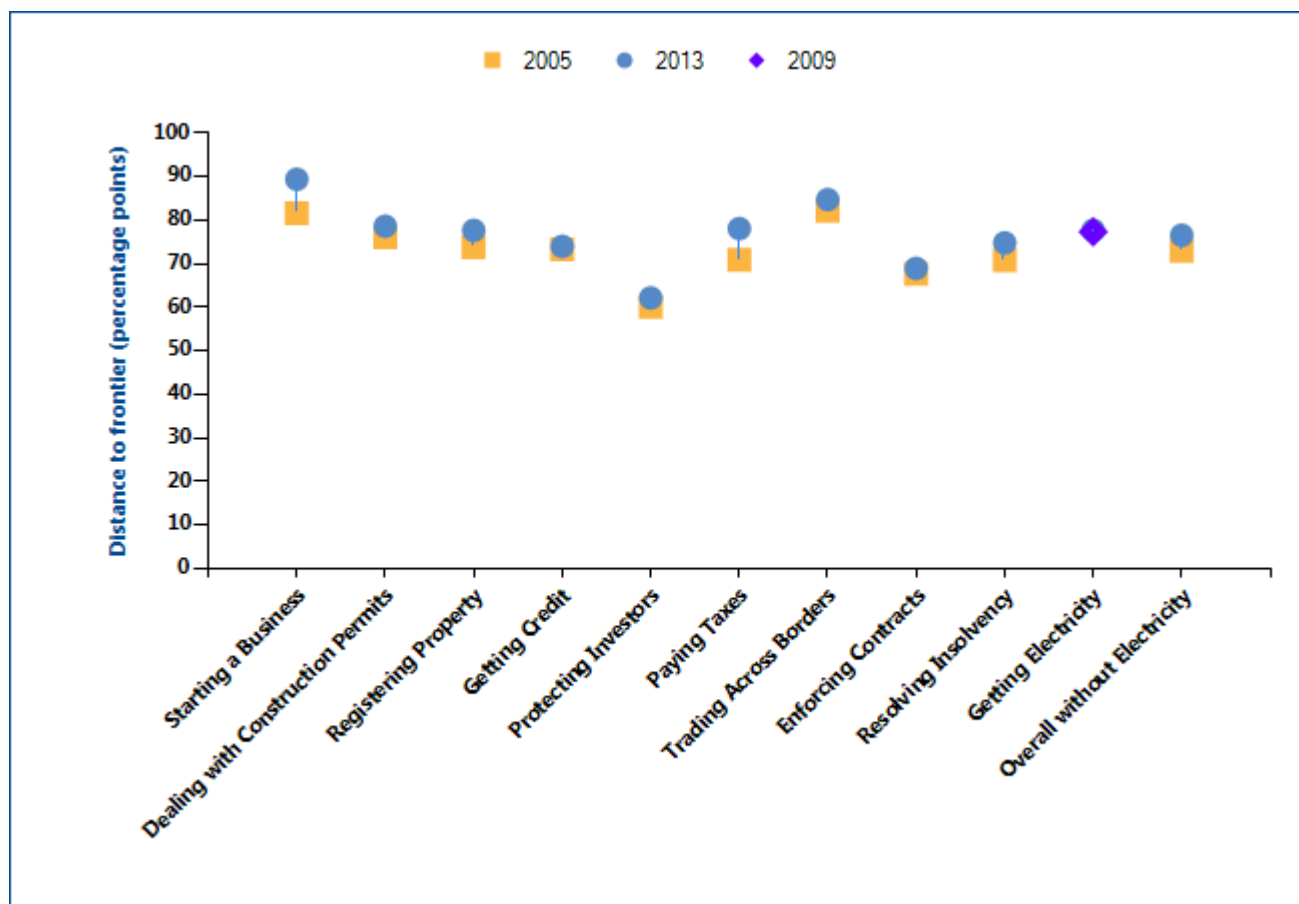
Figure 1.3 How OECD High Income ranks on *Doing Business* topics

Regional average ranking



Source: *Doing Business* database.

Figure 1.4 How far has OECD High Income come in the areas measured by Doing Business?



Note: The distance to frontier measure shows how far on average a region is from the best performance achieved by any region on each *Doing Business* indicator since 2005, except for the getting electricity indicators, which were introduced in 2009. The measure is normalized to range between 0 and 100, with 100 representing the best performance (the frontier). The overall distance to frontier is the average of the distance to frontier in the first 9 indicator sets shown in the figure and does not include getting electricity. Data on the overall distance to frontier including getting electricity is available at <http://www.doingbusiness.org/data/distance-to-frontier>. See the data notes for more details on the distance to frontier measure.

Source: *Doing Business* database.

THE BUSINESS ENVIRONMENT

Just as the overall ranking on the ease of doing business tells only part of the story, so do changes in that ranking. Yearly movements in rankings can provide some indication of changes in an economy's regulatory environment for firms, but they are always relative. An economy's ranking might change because of developments in other economies. An economy that implemented business regulation reforms may fail to rise in the rankings (or may even drop) if it is passed by others whose business regulation reforms had a

more significant impact as measured by *Doing Business*.

The absolute values of the indicators tell another part of the story (table 1.1). Policy makers can learn much by comparing the indicators for their economy with those for the lowest- and highest-scoring economies in the region as well as those for the best performers globally. These comparisons may reveal unexpected strengths in an area of business regulation—such as a regulatory process that can be completed with a small number of procedures in a few days and at a low cost.

Table 1.1 Summary of *Doing Business* indicators for OECD High Income

Indicator	Lowest regional performance	Best regional performance	Regional average	Best global performance
Starting a Business (rank)	146 (Czech Republic)	1 (New Zealand)	60	1 (New Zealand)
Procedures (number)	10 (Spain)	1 (New Zealand)*	5	1 (New Zealand)*
Time (days)	30.0 (Poland)	1.0 (New Zealand)	11.3	1.0 (New Zealand)
Cost (% of income per capita)	14.6 (Korea, Rep.)	0.0 (Slovenia)	3.6	0.0 (Slovenia)
Paid-in Min. Capital (% of income per capita)	47.8 (Austria)	0.0 (15 Economies*)	10.4	0.0 (112 Economies*)
Dealing with Construction Permits (rank)	140 (Israel)	8 (Denmark)	63	1 (Hong Kong SAR, China)
Procedures (number)	33 (Czech Republic)	7 (Sweden)	13	6 (Hong Kong SAR, China)
Time (days)	286.0 (Slovak Republic)	29.0 (Korea, Rep.)	147.1	26.0 (Singapore)
Cost (% of income per capita)	446.3 (Ireland)	6.6 (Slovak Republic)	84.1	1.1 (Qatar)
Getting Electricity (rank)	146 (Czech Republic)	1 (Iceland)	53	1 (Iceland)
Procedures (number)	7 (Canada)	3 (4 Economies*)	5	3 (10 Economies*)
Time (days)	279 (Czech Republic)	17 (Germany)	89	17 (Germany)
Cost (% of income per capita)	234.4 (Spain)	0.0 (Japan)	79.1	0.0 (Japan)

Indicator	Lowest regional performance	Best regional performance	Regional average	Best global performance
Registering Property (rank)	180 (Belgium)	2 (New Zealand)	58	1 (Georgia)
Procedures (number)	11 (Greece)	1 (3 Economies*)	5	1 (4 Economies*)
Time (days)	109.5 (Slovenia)	1.0 (Portugal)*	24.1	1.0 (New Zealand)*
Cost (% of property value)	12.7 (Belgium)	0.0 (Slovak Republic)	4.4	0.0 (5 Economies*)
Getting Credit (rank)	109 (Slovenia)	1 (United Kingdom)	47	1 (Malaysia)*
Strength of legal rights index (0-10)	3 (Italy)*	10 (3 Economies*)	7	10 (10 Economies*)
Depth of credit information index (0-6)	4 (8 Economies*)	6 (8 Economies*)	5	6 (31 Economies*)
Public registry coverage (% of adults)	0.0 (Germany)	100.0 (Korea, Rep.)	42.9	100.0 (Portugal)*
Private bureau coverage (% of adults)	5.9 (Chile)	100.0 (15 Economies*)	73.9	100.0 (22 Economies*)
Protecting Investors (rank)	170 (Switzerland)	1 (New Zealand)	56	1 (New Zealand)
Extent of disclosure index (0-10)	0 (Switzerland)	10 (4 Economies*)	7	10 (10 Economies*)
Extent of director liability index (0-10)	1 (France)	9 (5 Economies*)	5	10 (Cambodia)
Ease of shareholder suits index (0-10)	3 (Luxembourg)	10 (New Zealand)	7	10 (3 Economies*)
Strength of investor protection index (0-10)	3.0 (Switzerland)	9.7 (New Zealand)	6.2	9.7 (New Zealand)
Paying Taxes (rank)	140 (Japan)	6 (Ireland)	55	1 (United Arab Emirates)
Payments (number per year)	33 (Israel)	4 (Norway)*	12	3 (Hong Kong SAR, China)*
Time (hours per year)	413 (Czech Republic)	55 (Luxembourg)	175	12 (United Arab Emirates)
Trading Across Borders (rank)	108 (Slovak Republic)	3 (Korea, Rep.)	31	1 (Singapore)
Documents to export (number)	7 (Slovak Republic)	2 (Ireland)*	4	2 (Ireland)*
Time to export (days)	19 (Italy)	6 (3 Economies*)	11	6 (5 Economies*)
Cost to export (US\$ per	1,680 (Canada)	615 (Finland)	1,070	450 (Malaysia)

Indicator	Lowest regional performance	Best regional performance	Regional average	Best global performance
container)				
Documents to import (number)	7 (Slovenia)*	2 (Ireland)*	4	2 (Ireland)*
Time to import (days)	18 (Italy)	5 (3 Economies*)	10	4 (Singapore)
Cost to import (US\$ per container)	1,680 (Canada)	565 (Israel)	1,090	440 (Singapore)
Enforcing Contracts (rank)	103 (Italy)	1 (Luxembourg)	36	1 (Luxembourg)
Time (days)	1,300 (Greece)	216 (New Zealand)	529	150 (Singapore)
Cost (% of claim)	39.9 (United Kingdom)	9.0 (Iceland)	21.0	0.1 (Bhutan)
Procedures (number)	40 (Spain)	21 (Ireland)	31	21 (Singapore)*
Resolving Insolvency (rank)	102 (Chile)	1 (Japan)	27	1 (Japan)
Time (years)	4.0 (Slovak Republic)	0.4 (Ireland)	1.7	0.4 (Ireland)
Cost (% of estate)	23 (Israel)	1 (Norway)	9	1 (Norway)
Recovery rate (cents on the dollar)	29.1 (Chile)	92.8 (Japan)	70.6	92.8 (Japan)

* Two or more economies share the top ranking on this indicator. A number shown in place of an economy's name indicates the number of economies that share the top ranking on the indicator. For a list of these economies, see the *Doing Business* website (<http://www.doingbusiness.org>).

Source: *Doing Business* database.

STARTING A BUSINESS

Formal registration of companies has many immediate benefits for the companies and for business owners and employees. Legal entities outlive their founders. Resources are pooled as several shareholders join forces to start a company. Formally registered companies have access to services and institutions from courts to banks as well as to new markets. And their employees can benefit from protections provided by the law. An additional benefit comes with limited liability companies. These limit the financial liability of company owners to their investments, so personal assets of the owners are not put at risk.

Where governments make this process easy, more entrepreneurs start businesses in the formal sector, creating more good jobs and generating more revenue for the government.

What do the indicators cover?

Doing Business measures the ease of starting a business in an economy by recording all procedures officially required or commonly done in practice by an entrepreneur to start up and formally operate an industrial or commercial business—as well as the time and cost required to complete these procedures. It also records the paid-in minimum capital that companies must deposit before registration. The ranking on the ease of starting a business is the simple average of the percentile rankings on the 4 component indicators: procedures, time, cost and paid-in minimum capital requirement.

To make the data comparable across economies, *Doing Business* uses several assumptions about the business and the procedures. It assumes that all information is readily available to the entrepreneur and that there has been no prior contact with officials. It also assumes that the entrepreneur will pay no bribes. And it assumes that the business:

- Is a 100% domestically owned limited liability company, located in the largest business city.
- Has between 10 and 50 employees.

WHAT 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
- 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 (2 procedures cannot start on the same day). 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 income per capita)

- Official costs only, no bribes
- No professional fees unless services required by law

Paid-in minimum capital (% of income per capita)

- Funds deposited in a bank or with a notary before registration (or within 3 months)
- Conducts general commercial or industrial activities.
- Has a start-up capital of 10 times income per capita and has a turnover of at least 100 times income per capita.
- Does not qualify for any special benefits.
- Does not own real estate.

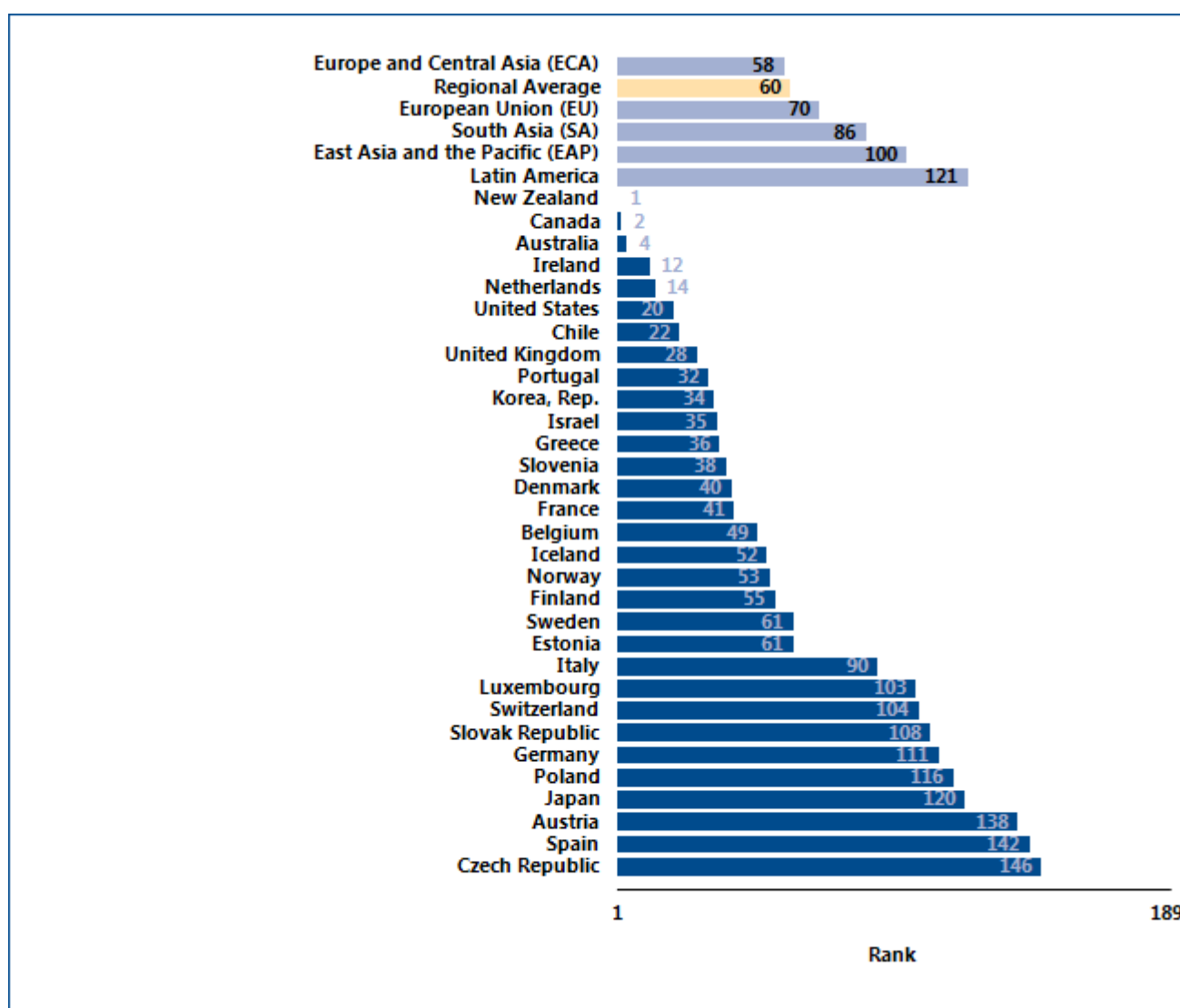
STARTING A BUSINESS

Where do the region's economies stand today?

How easy is it for entrepreneurs in economies in OECD High Income to start a business? The global rankings of these economies on the ease of starting a business

suggest an answer (figure 2.1). The average ranking of the region and comparator regions provide a useful benchmark.

Figure 2.1 How economies in OECD High Income rank on the ease of starting a business



Source: Doing Business database.

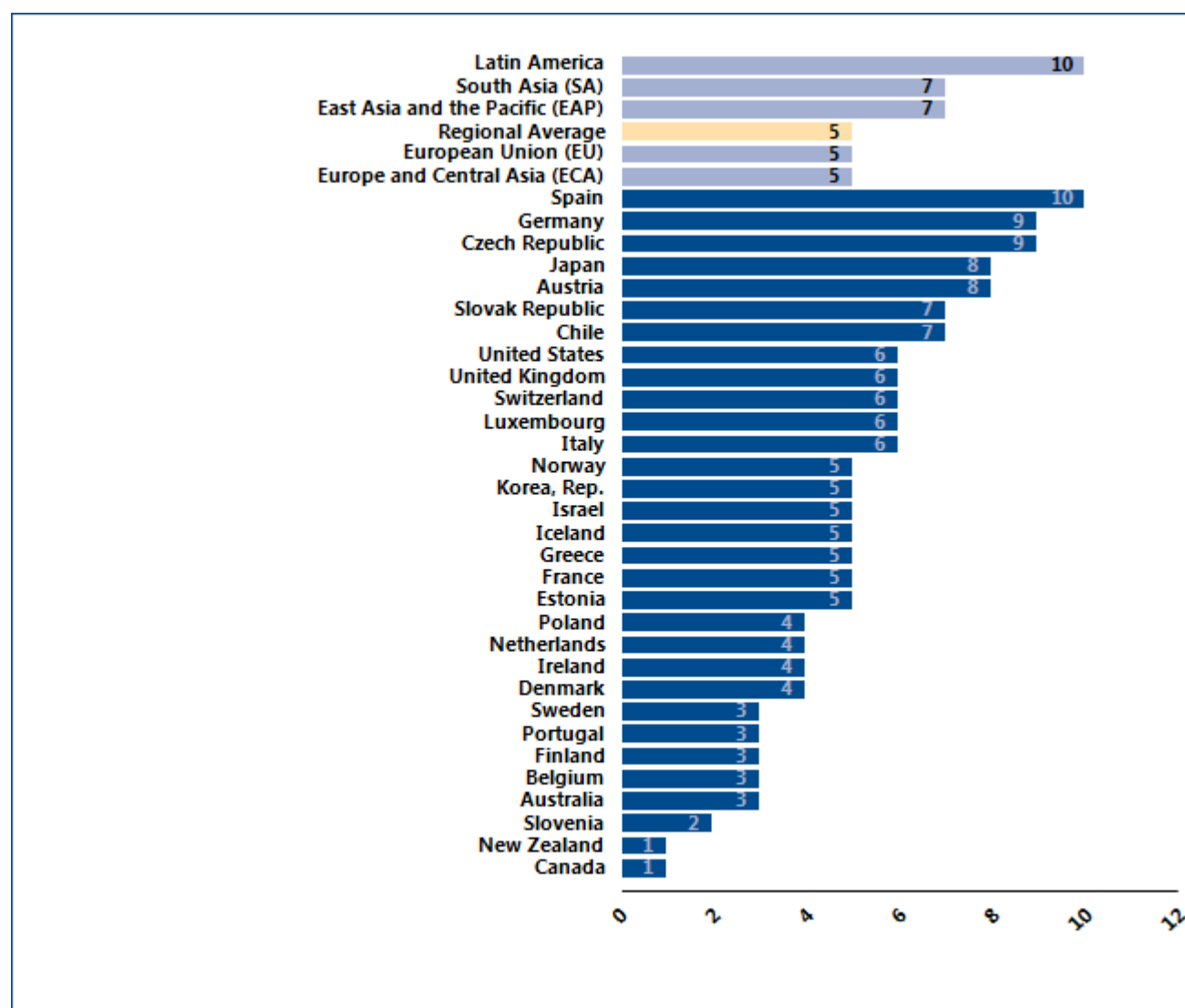
STARTING A BUSINESS

The indicators underlying the rankings may be more revealing. Data collected by *Doing Business* show what it takes to start a business in each economy in the region: the number of procedures, the time, the

cost and the paid-in minimum capital requirement (figure 2.2). Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

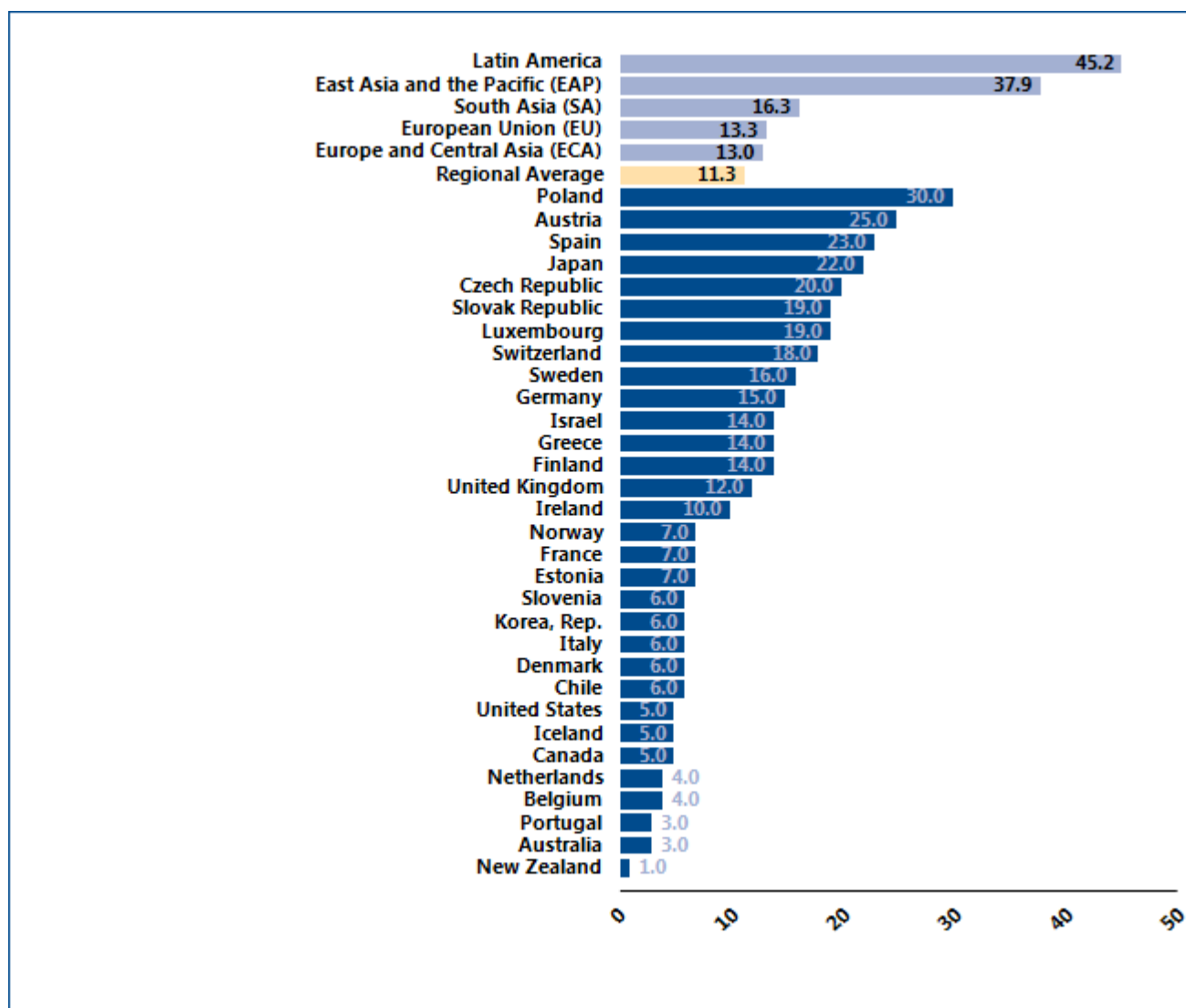
Figure 2.2 What it takes to start a business in economies in OECD High Income

Procedures (number)



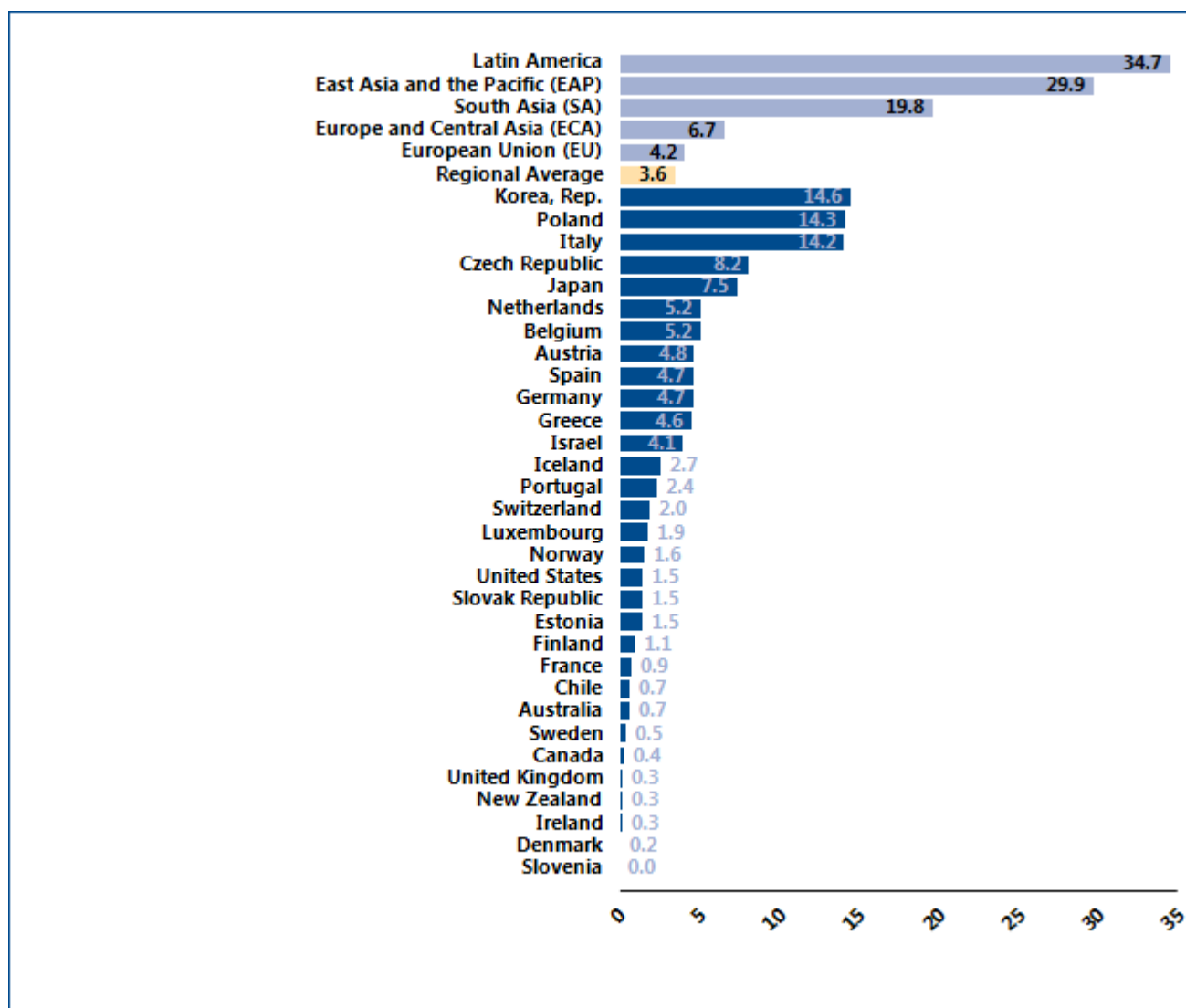
STARTING A BUSINESS

Time (days)



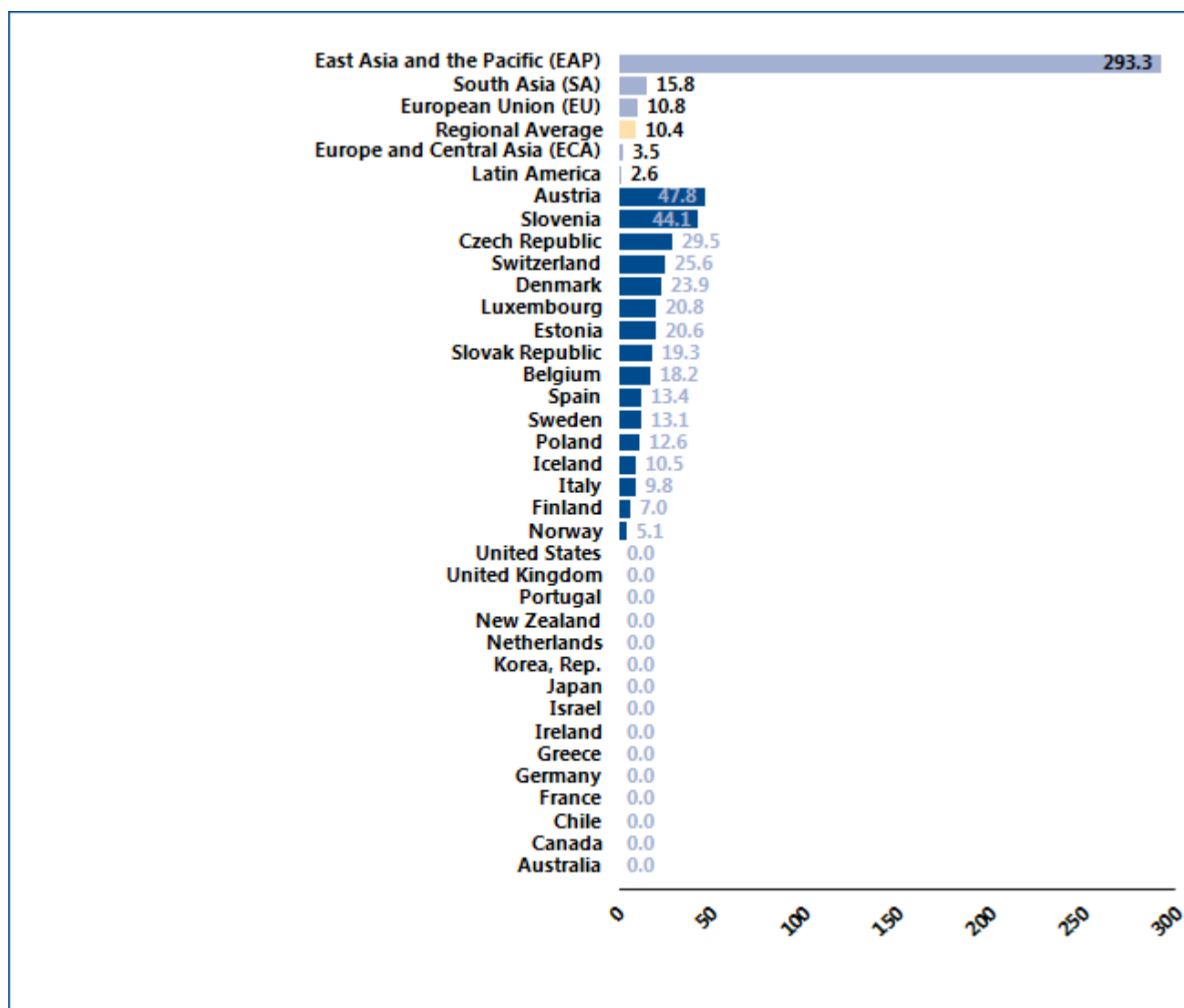
STARTING A BUSINESS

Cost (% of income per capita)



STARTING A BUSINESS

Paid-in minimum capital (% of income per capita)



Source: Doing Business database.

STARTING A BUSINESS

What are the changes over time?

Economies around the world have taken steps making it easier to start a business—streamlining procedures by setting up a one-stop shop, making procedures simpler or faster by introducing technology, and reducing or eliminating minimum capital requirements. Many have undertaken business registration reforms in

stages—and often as part of a larger regulatory reform program. Among the benefits have been greater firm satisfaction and savings and more registered businesses, financial resources and job opportunities.

What business registration reforms has *Doing Business* recorded in OECD High Income (table 2.1)?

Table 2.1 How have economies in OECD High Income made starting a business easier—or not?
By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>Australia</i>	Australia made starting a business cheaper by slashing the registration fee for new businesses.
DB2008	<i>Belgium</i>	Belgium made starting a business easier by making an electronic registration and publication system available to all notaries. This system introduced a single registration number and made publication in the State Gazette automatic.
DB2008	<i>Czech Republic</i>	With the full implementation of the company registration reform, the time to register a new business decreased.
DB2008	<i>Estonia</i>	The commercial code was amended to introduce standard articles of association. If entrepreneurs use the model forms, company registration—done electronically and without notary involvement—can be completed in 1 day. A new, fixed fee schedule lowered registration costs.
DB2008	<i>Finland</i>	The new Finnish Companies Act reduced the minimum share capital from € 8,000 to €2,500, or from 27% of GNI _{pc} to about 8%. The reform also simplified documentation requirements, replacing the deed of incorporation and the minutes of the constitutive meeting by a new, simplified agreement of association.
DB2008	<i>Germany</i>	Germany made starting a business simpler by implementing an electronic registration and online publication instead of in the official gazette.
DB2008	<i>Norway</i>	Norway made the process of starting a business more difficult by introducing the requirement of arranging for mandatory occupational pension plan for employees.
DB2008	<i>Portugal</i>	Portugal made starting a business simpler by eliminating outdated start-up formalities and simplifying requirements for company registration and implementing an online incorporation system for use by lawyers.

DB year	Economy	Reform
DB2009	<i>Canada</i>	Registration processes could be completed online in 1 simple procedure.
DB2009	<i>Czech Republic</i>	A Project Czech Point where multiple registration-related documents could be obtained at one place was created reducing the number of procedures and days.
DB2009	<i>Greece</i>	The minimum capital requirement was reduced by about 80%, the cost of capital tax was reduced and the publication requirement time was reduced substantially.
DB2009	<i>Italy</i>	Procedures to start a business can be carried out through a single notice reducing tremendously the number of procedures.
DB2009	<i>New Zealand</i>	Business start up process can be completed in one simple online registration in less than a day.
DB2009	<i>Slovak Republic</i>	The one-stop shop merged 4 procedures into 1 and reduced costs.
DB2009	<i>Slovenia</i>	The single access point reforms reduced the number of procedures and day substantially.
DB2009	<i>Switzerland</i>	The paid-in minimum capital was doubled.
DB2010	<i>Germany</i>	Germany eased the business start up process by reducing the minimum capital requirement to a symbolic value.
DB2010	<i>Korea, Rep.</i>	Korea simplified the business start-up process by removing the minimum capital requirement, removing the notary role, cutting taxes, putting time limits on VAT registration and making registration payment on-line.
DB2010	<i>Luxembourg</i>	Luxembourg eased business start-up process by making it possible to reserve a company name online and abolishing capital duties.
DB2010	<i>Poland</i>	Poland simplified business start up by reducing the required amount of minimum capital from PLN 50,000 to 5,000, and the National Court Register now consolidates the applications for registration, Tax, Social Security, and Statistics
DB2010	<i>Slovenia</i>	Slovenia eased business start up by reducing the time for company registration, allowing for simultaneous tax registration during company registration through the e-Vem system, and abolishing the use of company seal.
DB2011	<i>Chile</i>	Chile made business start-up easier by introducing an online system for registration and for filing the request for publication.
DB2011	<i>Denmark</i>	Denmark eased business start-up by reducing the minimum capital requirement for limited liability companies from 125,000 Danish kroner (\$22,850) to 80,000 Danish kroner (\$14,620).

DB year	Economy	Reform
DB2011	<i>Germany</i>	Germany eased business start-up by increasing the efficiency of communications between the notary and the commercial registry and eliminating the need to publish an announcement in a newspaper.
DB2011	<i>Italy</i>	Italy made starting a business easier by enhancing an online registration system.
DB2011	<i>Luxembourg</i>	Luxembourg eased business start-up by speeding up the delivery of the business license.
DB2011	<i>Slovenia</i>	Slovenia made starting a business easier through improvements to its one-stop shop that allowed more online services.
DB2011	<i>Sweden</i>	Sweden cut the minimum capital requirement for limited liability companies by half, making it easier to start a business.
DB2012	<i>Chile</i>	Chile made business start-up easier by starting to provide an immediate temporary operating license to new companies, eliminating the requirement for an inspection of premises by the tax authority before new companies can begin operations and allowing free online publication of the notice of a company's creation.
DB2012	<i>Greece</i>	Greece made starting a business easier by implementing an electronic platform that interconnects several government agencies.
DB2012	<i>Korea, Rep.</i>	Korea made starting a business easier by introducing a new online one-stop shop, Start-Biz.
DB2012	<i>Portugal</i>	Portugal made starting a business easier by allowing company founders to choose the amount of minimum capital and make their paid-in capital contribution up to 1 year after the company's creation, and by eliminating the stamp tax on company's share capital subscriptions.
DB2012	<i>Spain</i>	Spain eased the process of starting a business by reducing the cost to start a business and decreasing the minimum capital requirement.
DB2013	<i>Ireland</i>	Ireland made starting a business easier by introducing a new online facility for business registration.
DB2013	<i>Netherlands</i>	The Netherlands made starting a business easier by eliminating the requirement for a declaration of nonobjection by the Ministry of Justice before incorporation.
DB2013	<i>Norway</i>	Norway made starting a business easier by reducing the minimum capital requirement for private joint stock companies.
DB2013	<i>Slovak Republic</i>	The Slovak Republic made starting a business easier by speeding up the processing of applications at the one-stop

DB year	Economy	Reform
		shop for trading licenses, income tax registration and health insurance registration.
DB2014	<i>Chile</i>	Chile made starting a business easier by creating a new online system for business registration.
DB2014	<i>Greece</i>	Greece made starting a business easier by introducing a simpler form of limited liability company and abolishing the minimum capital requirement for such companies.
DB2014	<i>Israel</i>	Israel made starting a business easier by reducing the time required for registration at the Income Tax Department and the National Insurance Institute.
DB2014	<i>Netherlands</i>	The Netherlands made starting a business easier by abolishing the minimum capital requirement.
DB2014	<i>Poland</i>	Poland made starting a business easier by eliminating the requirement to register the new company at the National Labor Inspectorate and the National Sanitary Inspectorate.
DB2014	<i>Portugal</i>	Portugal made starting a business easier by eliminating the requirement to report to the Ministry of Labor.
DB2014	<i>Slovak Republic</i>	The Slovak Republic made starting a business more difficult by adding a new procedure for establishing a limited liability company.
DB2014	<i>Spain</i>	Spain made starting a business easier by eliminating the requirement to obtain a municipal license before starting operations and by improving the efficiency of the commercial registry.
DB2014	<i>United Kingdom</i>	The United Kingdom made starting a business easier by providing model articles for use in preparing memorandums and articles of association.

Note: For information on reforms in earlier years (back to DB2005), see the *Doing Business* reports for these years, available at <http://www.doingbusiness.org>.

Source: *Doing Business* database.

DEALING WITH CONSTRUCTION PERMITS

Regulation of construction is critical to protect the public. But it needs to be efficient, to avoid excessive constraints on a sector that plays an important part in every economy. Where complying with building regulations is excessively costly in time and money, many builders opt out. They may pay bribes to pass inspections or simply build illegally, leading to hazardous construction that puts public safety at risk. Where compliance is simple, straightforward and inexpensive, everyone is better off.

What do the indicators cover?

Doing Business records the procedures, time and cost for a business in the construction industry to obtain all the necessary approvals to build a simple commercial warehouse in the economy's main city, connect it to basic utilities and register the property so that it can be used as collateral or transferred to another entity.

The ranking on the ease of dealing with construction permits is the simple average of the percentile rankings on its component indicators: procedures, time and cost.

To make the data comparable across economies, *Doing Business* uses several assumptions about the business and the warehouse, including the utility connections.

The business:

- Is a limited liability company operating in the construction business and located in the largest business city.
- Is domestically owned and operated.
- Has 60 builders and other employees.

The warehouse:

- Is a new construction (there was no previous construction on the land).
- Has complete architectural and technical plans prepared by a licensed architect or engineer.

WHAT THE DEALING WITH CONSTRUCTION PERMITS INDICATORS MEASURE

Procedures to legally build a warehouse (number)

Submitting all relevant documents and obtaining all necessary clearances, licenses, permits and certificates

Submitting all required notifications and receiving all necessary inspections

Obtaining utility connections for water, sewerage and a land telephone line

Registering the warehouse after its completion (if required for use as collateral or for transfer of warehouse)

Time required to complete each procedure (calendar days)

Does not include time spent gathering information

Each procedure starts on a separate day. Procedures that can be fully completed online are an exception to this rule.

Procedure completed once final document is received

No prior contact with officials

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

Official costs only, no bribes

- Will be connected to water, sewerage (sewage system, septic tank or their equivalent) and a fixed telephone line.
- The connection to each utility network will be 10 meters (32 feet, 10 inches) long.
- Will be used for general storage, such as of books or stationery (not for goods requiring special conditions).
- Will take 30 weeks to construct (excluding all delays due to administrative and regulatory requirements).

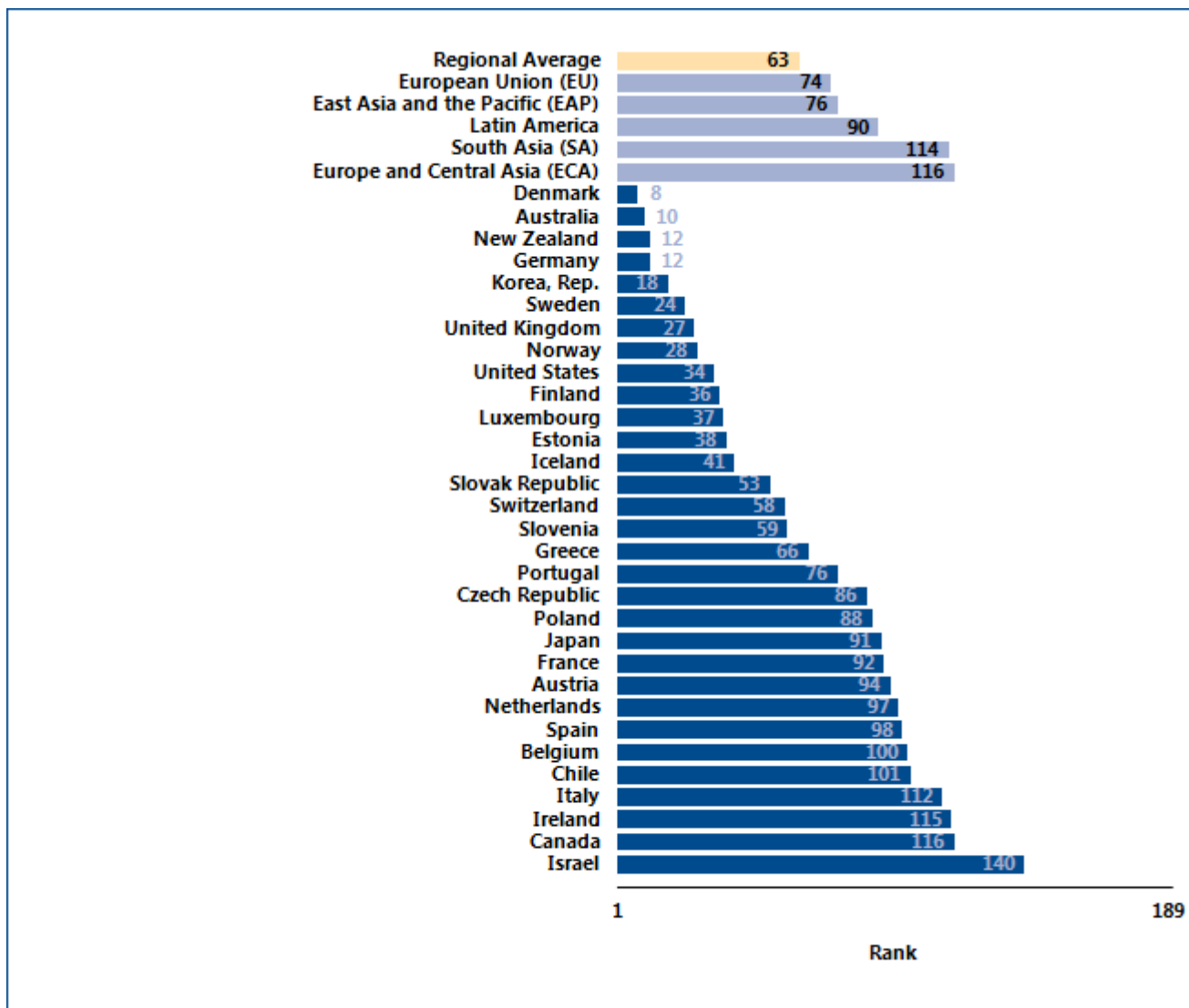
DEALING WITH CONSTRUCTION PERMITS

Where do the region's economies stand today?

How easy it is for entrepreneurs in economies in OECD High Income to legally build a warehouse? The global rankings of these economies on the ease of dealing

with construction permits suggest an answer (figure 3.1). The average ranking of the region and comparator regions provide a useful benchmark.

Figure 3.1 How economies in OECD High Income rank on the ease of dealing with construction permits



Source: Doing Business database.

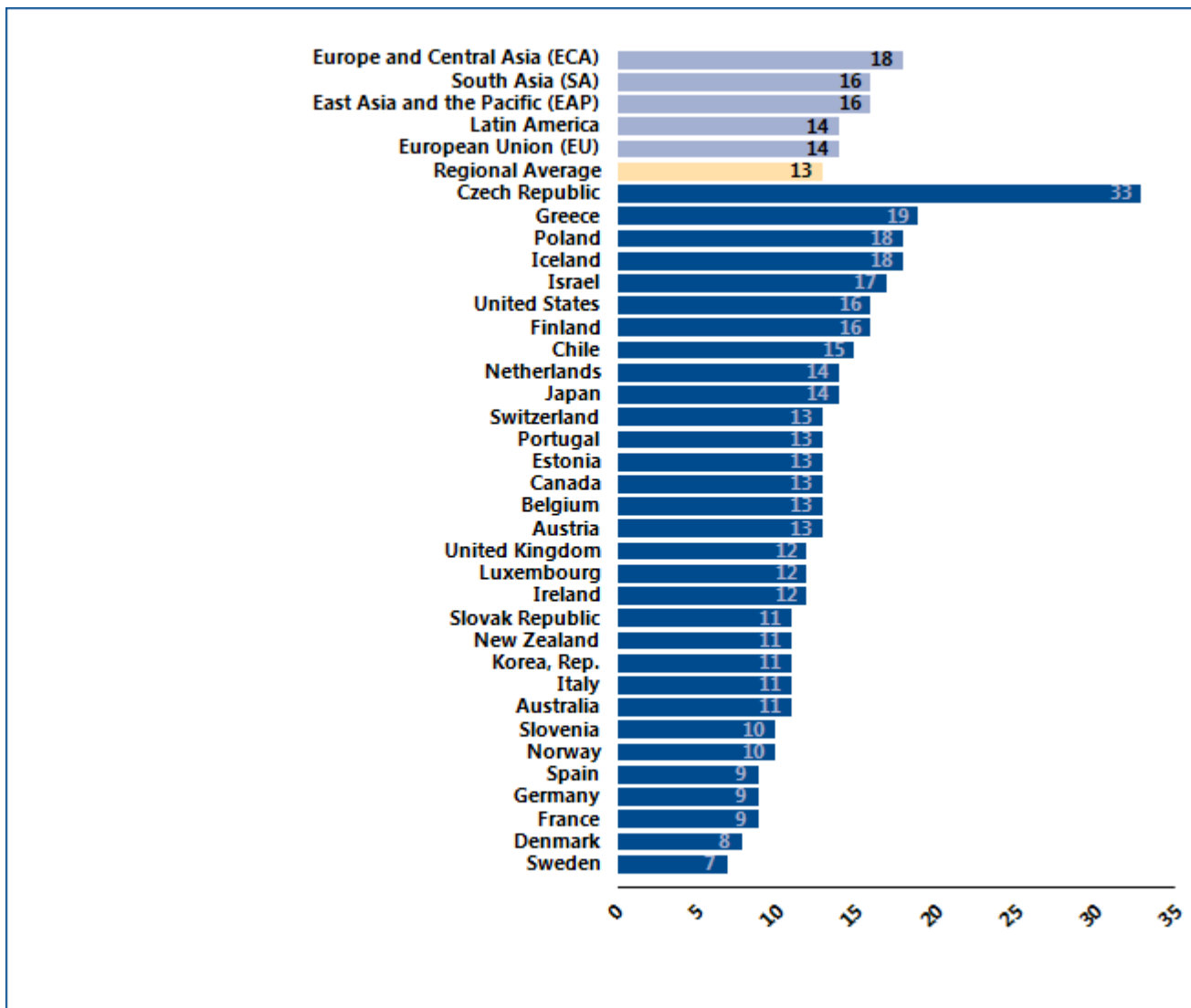
DEALING WITH CONSTRUCTION PERMITS

The indicators underlying the rankings may be more revealing. Data collected by *Doing Business* show what it takes to comply with formalities to build a warehouse in each economy in the region: the number

of procedures, the time and the cost (figure 3.2). Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

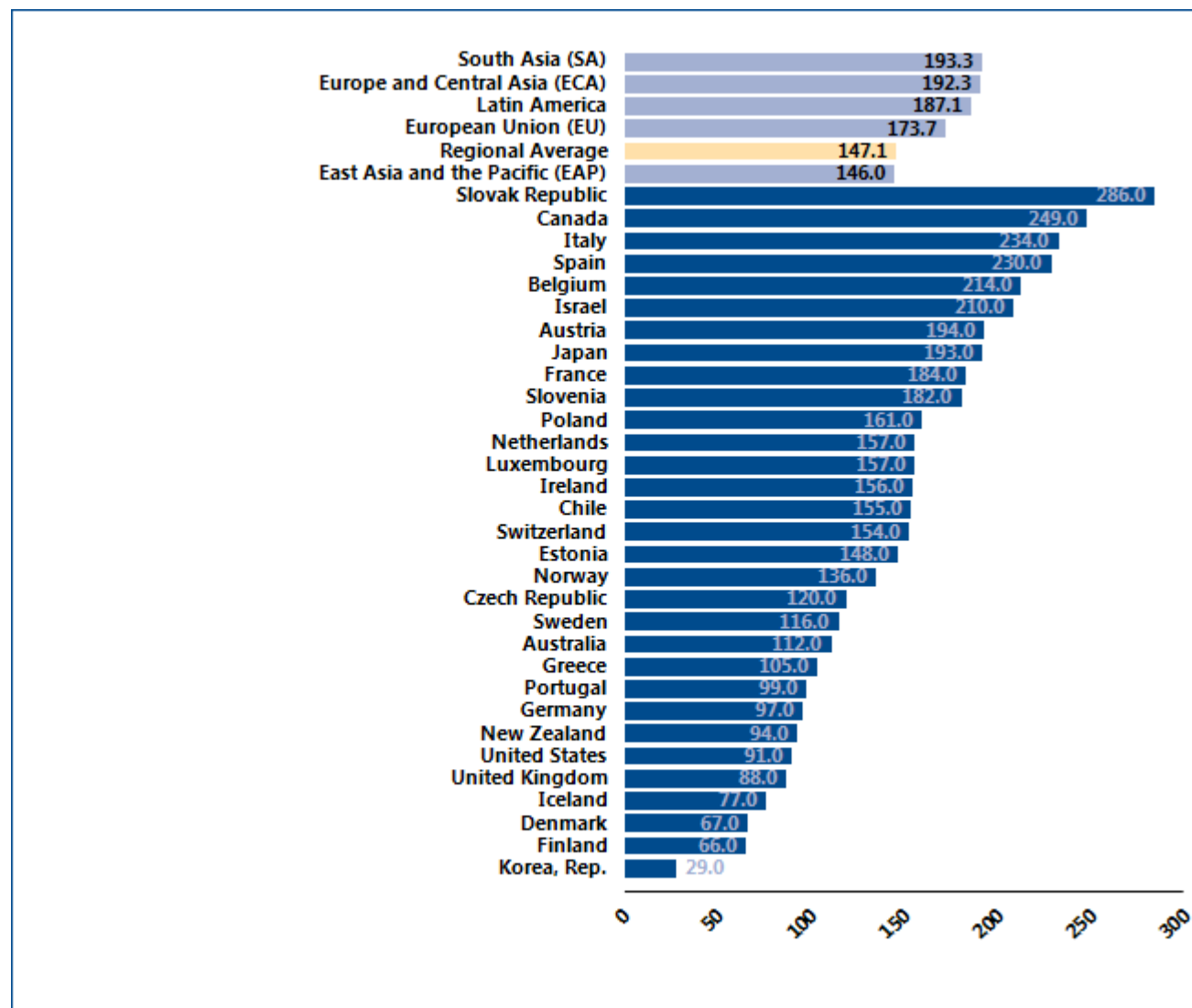
Figure 3.2 What it takes to comply with formalities to build a warehouse in economies in OECD High Income

Procedures (number)



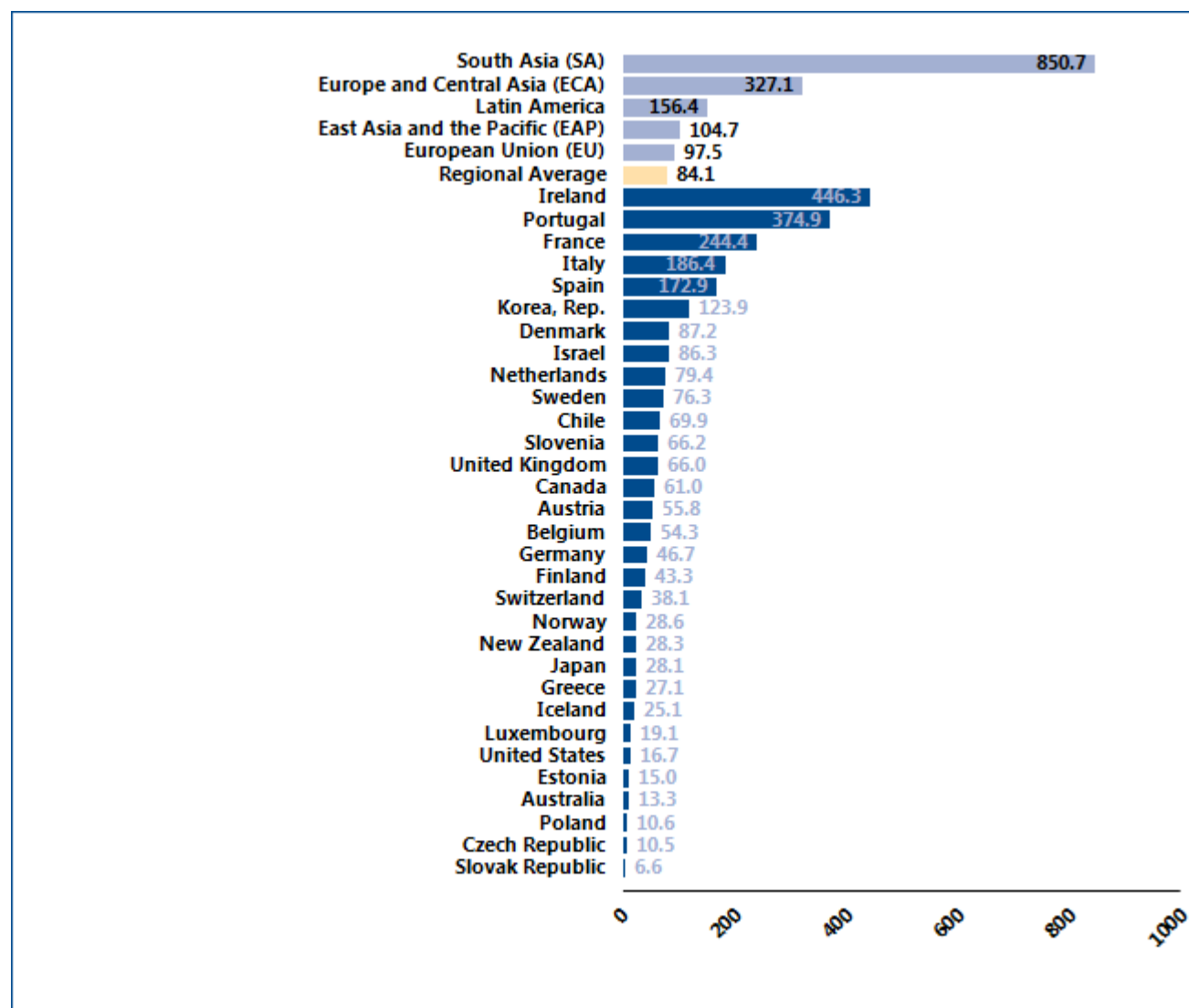
DEALING WITH CONSTRUCTION PERMITS

Time (days)



DEALING WITH CONSTRUCTION PERMITS

Cost (% of income per capita)



* Indicates a "no practice" mark. See the data notes for details.

Source: *Doing Business* database.

DEALING WITH CONSTRUCTION PERMITS

What are the changes over time?

Smart regulation ensures that standards are met while making compliance easy and accessible to all. Coherent and transparent rules, efficient processes and adequate allocation of resources are especially important in sectors where safety is at stake. Construction is one of them. In an effort to ensure

building safety while keeping compliance costs reasonable, governments around the world have worked on consolidating permitting requirements. What construction permitting reforms has *Doing Business* recorded in OECD High Income (table 3.1)?

Table 3.1 How have economies in OECD High Income made dealing with construction permits easier—or not?
By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>Czech Republic</i>	The time to obtain licenses was reduced by passing a new Building Act and implementing several regulations aimed at simplifying the building process.
DB2009	<i>Portugal</i>	A new law implemented in 2008 provides for on-line application, assigns officers for each application and simplifies approval for building permits. However, not all provisions are fully enforced and operational yet. Stricter control of labor regulations adds one procedure for inspection during construction.
DB2010	<i>Australia</i>	Australia made obtaining a construction permit quicker by streamlining procedures.
DB2010	<i>Czech Republic</i>	Czech Republic streamlined the construction permitting process by reducing internal processing time for registering new plots.
DB2010	<i>Netherlands</i>	In the Netherlands, a new Spatial Planning Law was enacted to improve the construction regulation process.
DB2010	<i>New Zealand</i>	Fees related to the construction permitting process were increased in New Zealand.
DB2010	<i>Portugal</i>	Portugal introduced an improved fire safety appraisal system for new construction projects, as well as faster registration of new buildings.
DB2010	<i>United Kingdom</i>	The United Kingdom eased the process of dealing with construction permits with the wider use of Approved Inspectors, resulting in a reduction of time and number of steps.

DB year	Economy	Reform
DB2011	<i>Estonia</i>	Estonia made dealing with construction permits more complex by increasing the time for obtaining design criteria from the municipality.
DB2011	<i>Iceland</i>	Iceland made dealing with construction permits more costly by increasing the fees to obtain the design approval and receive inspections.
DB2011	<i>Portugal</i>	Portugal made it easier dealing with construction permits by implementing the 95 day time limit for the approval of project designs.
DB2012	<i>Japan</i>	Japan made dealing with construction permits costlier by increasing inspection fees.
DB2012	<i>Portugal</i>	Portugal made dealing with construction permits easier by streamlining its inspection system.
DB2012	<i>United Kingdom</i>	The United Kingdom made dealing with construction permits easier by increasing efficiency in the issuance of planning permits.
DB2013	<i>Greece</i>	Greece reduced the time required to obtain a construction permit by introducing strict time limits for processing permit applications at the municipality.
DB2013	<i>Netherlands</i>	The Netherlands made dealing with construction permits simpler by merging several approvals and implementing an online application system.
DB2013	<i>Norway</i>	Norway reduced the time required to obtain a building permit by implementing strict time limits for construction project approvals.
DB2013	<i>Portugal</i>	Portugal made obtaining construction permits easier by implementing strict time limits to process urban projects and simplifying the associated procedures.
DB2014	<i>Denmark</i>	Denmark made dealing with construction permits more costly by increasing the fee for building permits.
DB2014	<i>Poland</i>	Poland made dealing with construction permits easier by eliminating the requirement to obtain a description of the geotechnical documentation of the land.
DB2014	<i>Slovenia</i>	Slovenia made dealing with construction permits easier by eliminating the requirement to obtain project conditions

DB year	Economy	Reform
		from the water and sewerage provider.

Note: For information on reforms in earlier years (back to DB2005), see the *Doing Business* reports for these years, available at <http://www.doingbusiness.org>.

Source: *Doing Business* database.

GETTING ELECTRICITY

Access to reliable and affordable electricity is vital for businesses. To counter weak electricity supply, many firms in developing economies have to rely on self-supply, often at a prohibitively high cost. Whether electricity is reliably available or not, the first step for a customer is always to gain access by obtaining a connection.

What do the indicators cover?

Doing Business records all procedures required for a local business to obtain a permanent electricity connection and supply for a standardized warehouse, as well as the time and cost to complete them. These procedures include applications and contracts with electricity utilities, clearances from other agencies and the external and final connection works. The ranking on the ease of getting electricity is the simple average of the percentile rankings on its component indicators: procedures, time and cost. To make the data comparable across economies, several assumptions are used.

The warehouse:

- Is located in the economy's largest business city, in an area where other warehouses are located.
- Is not in a special economic zone where the connection would be eligible for subsidization or faster service.
- Has road access. The connection works involve the crossing of a road or roads but are carried out on public land.
- Is a new construction being connected to electricity for the first time.
- Has 2 stories, both above ground, with a total surface of about 1,300.6 square meters (14,000 square feet), and is built on a plot of 929 square meters (10,000 square feet).

The electricity connection:

- Is a 3-phase, 4-wire Y, 140-kilovolt-ampere (kVA) (subscribed capacity) connection.

WHAT 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 1 calendar day

Each procedure starts on a separate day

Does not include time spent gathering information

Reflects the time spent in practice, with little follow-up and no prior contact with officials

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

Official costs only, no bribes

Excludes value added tax

- Is 150 meters long.
- Is to either the low-voltage or the medium-voltage distribution network and either overhead or underground, whichever is more common in the economy and in the area where the warehouse is located. The length of any connection in the customer's private domain is negligible.
- Requires crossing of a 10-meter road but all the works are carried out in a public land, so there is no crossing into other people's private property.

- Involves installing one electricity meter. The monthly electricity consumption will be 0.07 gigawatt-hour (GWh). The internal electrical wiring has been completed.

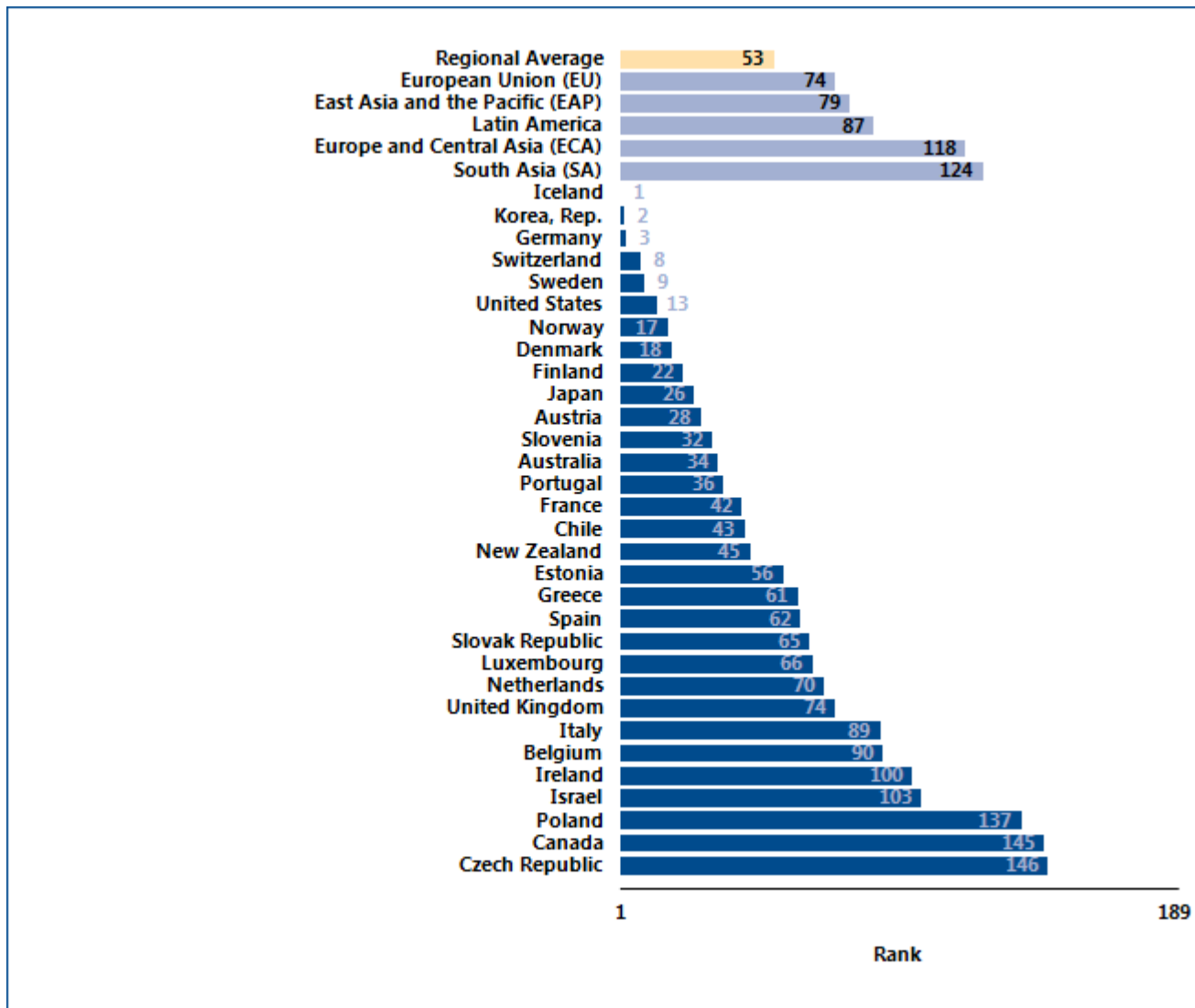
GETTING ELECTRICITY

Where do the region's economies stand today?

How easy is it for entrepreneurs in economies in OECD High Income to connect a warehouse to electricity? The global rankings of these economies on the ease of getting electricity suggest an answer (figure 4.1). The

average ranking of the region and comparator regions provide a useful benchmark.

Figure 4.1 How economies in OECD High Income rank on the ease of getting electricity



Source: Doing Business database.

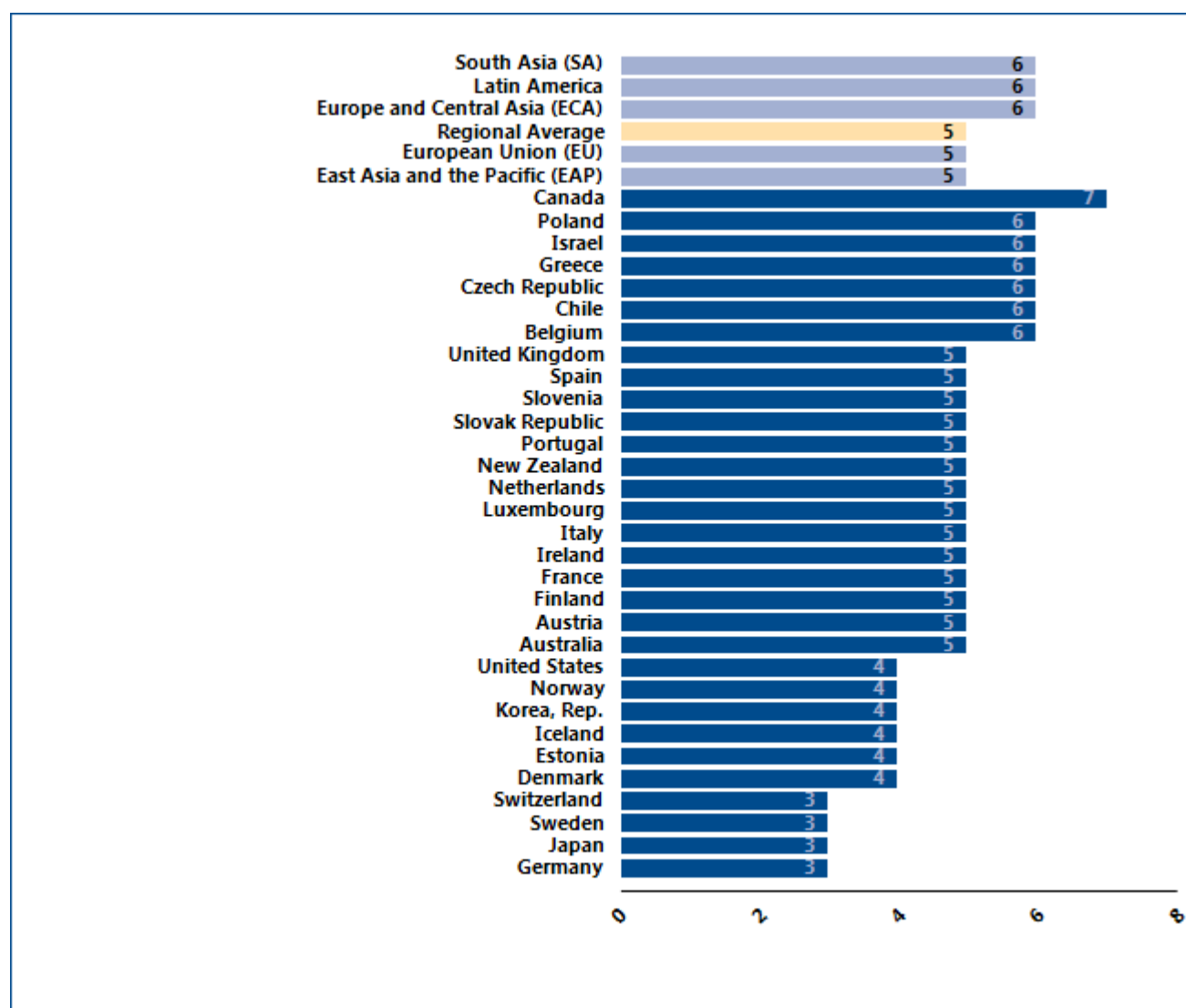
GETTING ELECTRICITY

The indicators underlying the rankings may be more revealing. Data collected by *Doing Business* show what it takes to get a new electricity connection in each economy in the region: the number of procedures, the

time and the cost (figure 4.2). Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

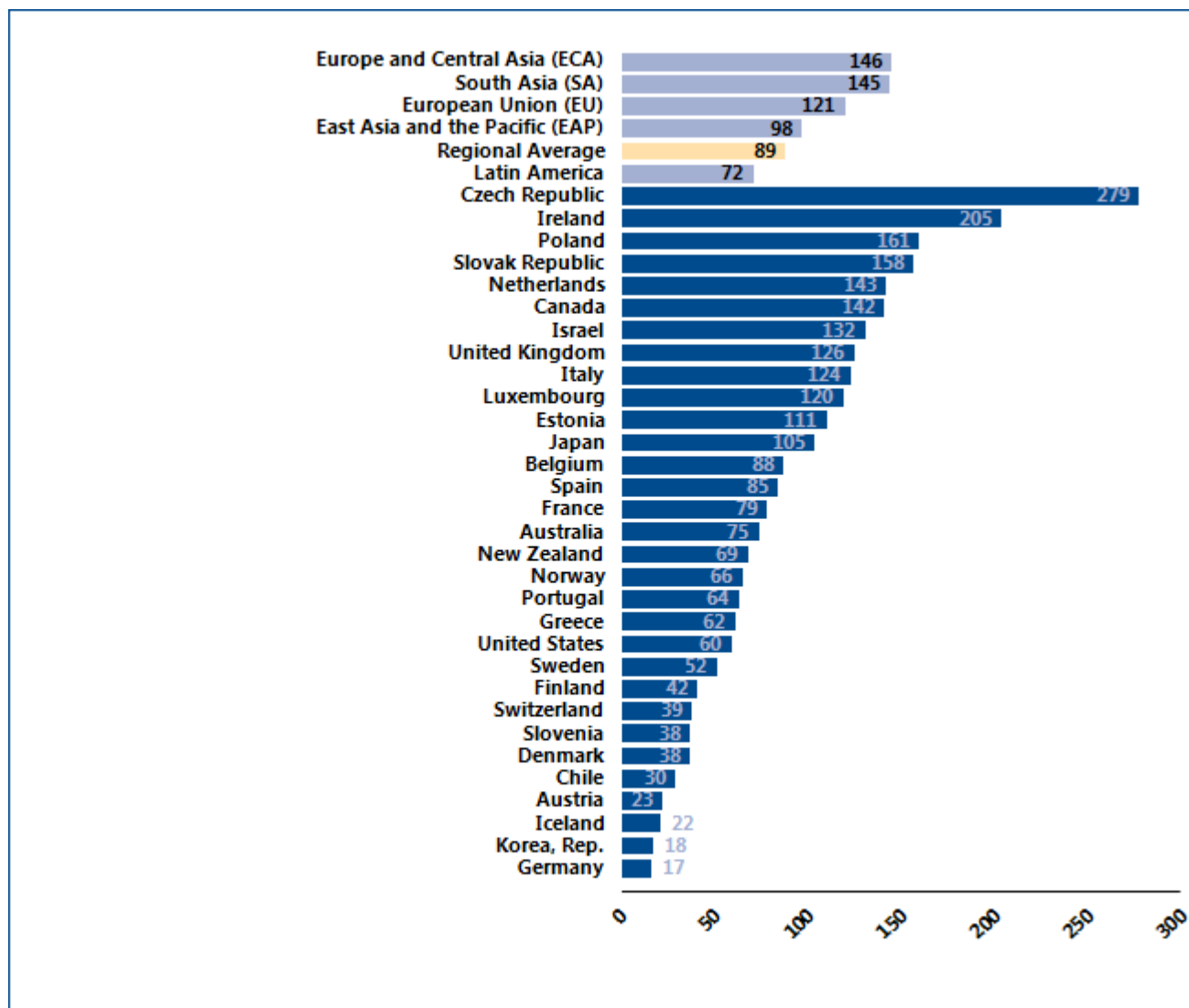
Figure 4.2 What it takes to get an electricity connection in economies in OECD High Income

Procedures (number)



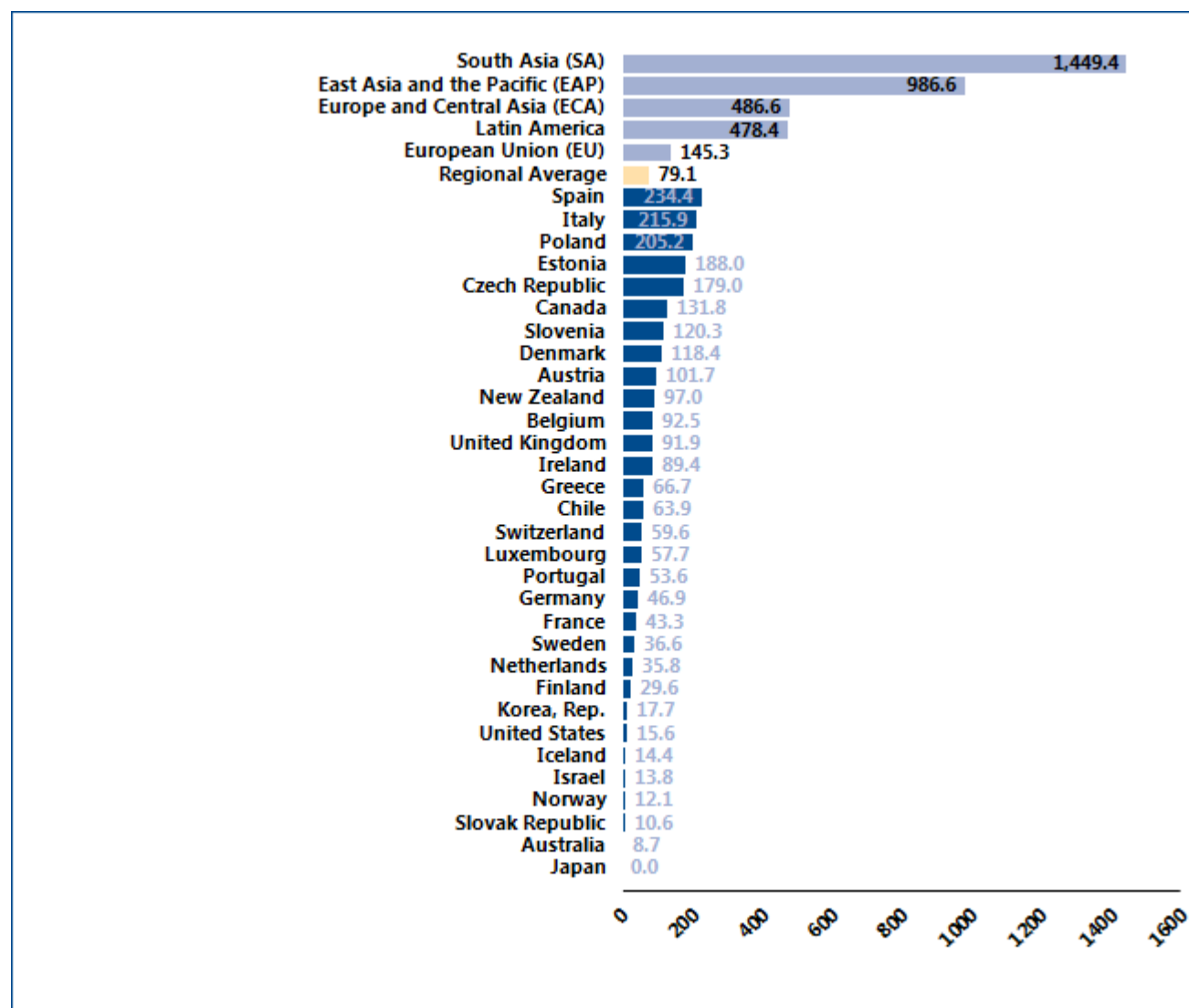
GETTING ELECTRICITY

Time (days)



GETTING ELECTRICITY

Cost (% of income per capita)



Source: Doing Business database.

GETTING ELECTRICITY

What are the changes over time?

Obtaining an electricity connection is essential to enable a business to conduct its most basic operations. In many economies the connection process is complicated by the multiple laws and regulations involved—covering service quality, general safety, technical standards, procurement practices and internal wiring installations. In an effort to ensure

safety in the connection process while keeping connection costs reasonable, governments around the world have worked to consolidate requirements for obtaining an electricity connection. What reforms in getting electricity has *Doing Business* recorded in OECD High Income (table 4.1)?

Table 4.1 How have economies in OECD High Income made getting electricity easier—or not?
By *Doing Business* report year

DB year	Economy	Reform
DB2012	<i>Switzerland</i>	Switzerland made getting electricity less costly by revising the conditions for connections.
DB2013	<i>Canada</i>	Canada made getting an electricity connection easier by reducing the time needed for external connection works.
DB2013	<i>Italy</i>	Italy made getting electricity easier and less costly by improving the efficiency of the utility Acea Distribuzione and reducing connection fees.
DB2013	<i>Korea, Rep.</i>	Korea made getting electricity less costly by introducing a new connection fee schedule and an installment payment system.

Source: *Doing Business* database.

REGISTERING PROPERTY

Ensuring formal property rights is fundamental. Effective administration of land is part of that. If formal property transfer is too costly or complicated, formal titles might go informal again. And where property is informal or poorly administered, it has little chance of being accepted as collateral for loans—limiting access to finance.

What do the indicators cover?

Doing Business records the full sequence of procedures necessary for a business to purchase property from another business and transfer the property title to the buyer's name. 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. The ranking on the ease of registering property is the simple average of the percentile rankings on its component indicators: procedures, time and cost.

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

The parties (buyer and seller):

- Are limited liability companies, 100% domestically and privately owned.
- Are located in the periurban area of the economy's largest business city.
- Have 50 employees each, all of whom are nationals.
- Perform general commercial activities.

The property (fully owned by the seller):

- Has a value of 50 times income per capita. The sale price equals the value.
- 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.

WHAT THE REGISTERING PROPERTY INDICATORS MEASURE

Procedures to legally transfer title on immovable property (number)

Preregistration procedures (for example, checking for liens, notarizing sales agreement, paying property transfer taxes)

Registration procedures in the economy's largest business city

Postregistration procedures (for example, filing title with the municipality)

Time required to complete each procedure (calendar days)

Does not include time spent gathering information

Each procedure starts on a separate day. 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

- Has no mortgages attached and has been under the same ownership for the past 10 years.
- Consists of 557.4 square meters (6,000 square feet) of land and a 10-year-old, 2-story warehouse of 929 square meters (10,000 square feet). The warehouse is in good condition and complies with all safety standards, building codes and legal requirements. There is no heating system. The property will be transferred in its entirety.

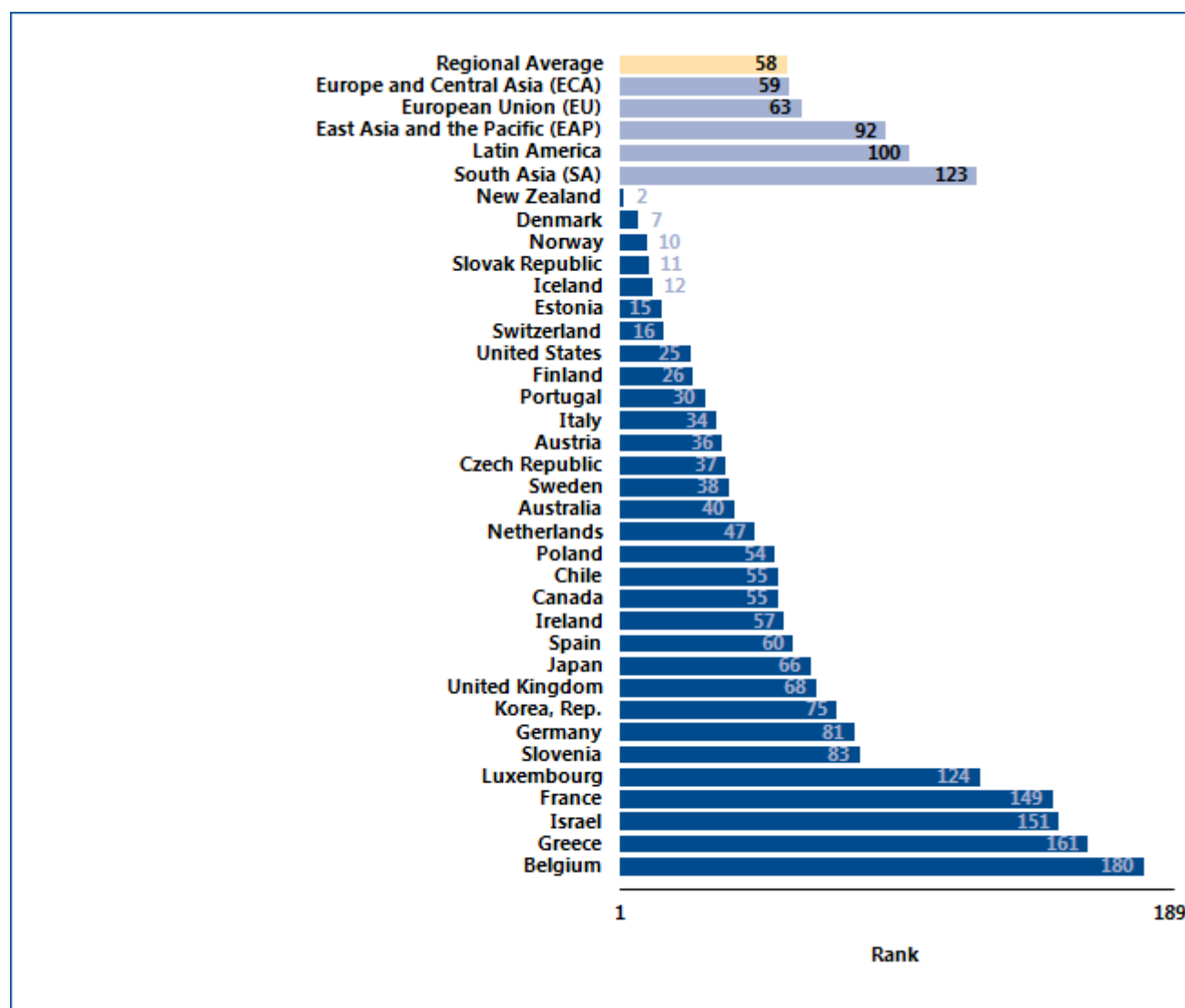
REGISTERING PROPERTY

Where do the region's economies stand today?

How easy is it for entrepreneurs in economies in OECD High Income to transfer property? The global rankings of these economies on the ease of registering property

suggest an answer (figure 5.1). The average ranking of the region and comparator regions provide a useful benchmark.

Figure 5.1 How economies in OECD High Income rank on the ease of registering property



Source: Doing Business database.

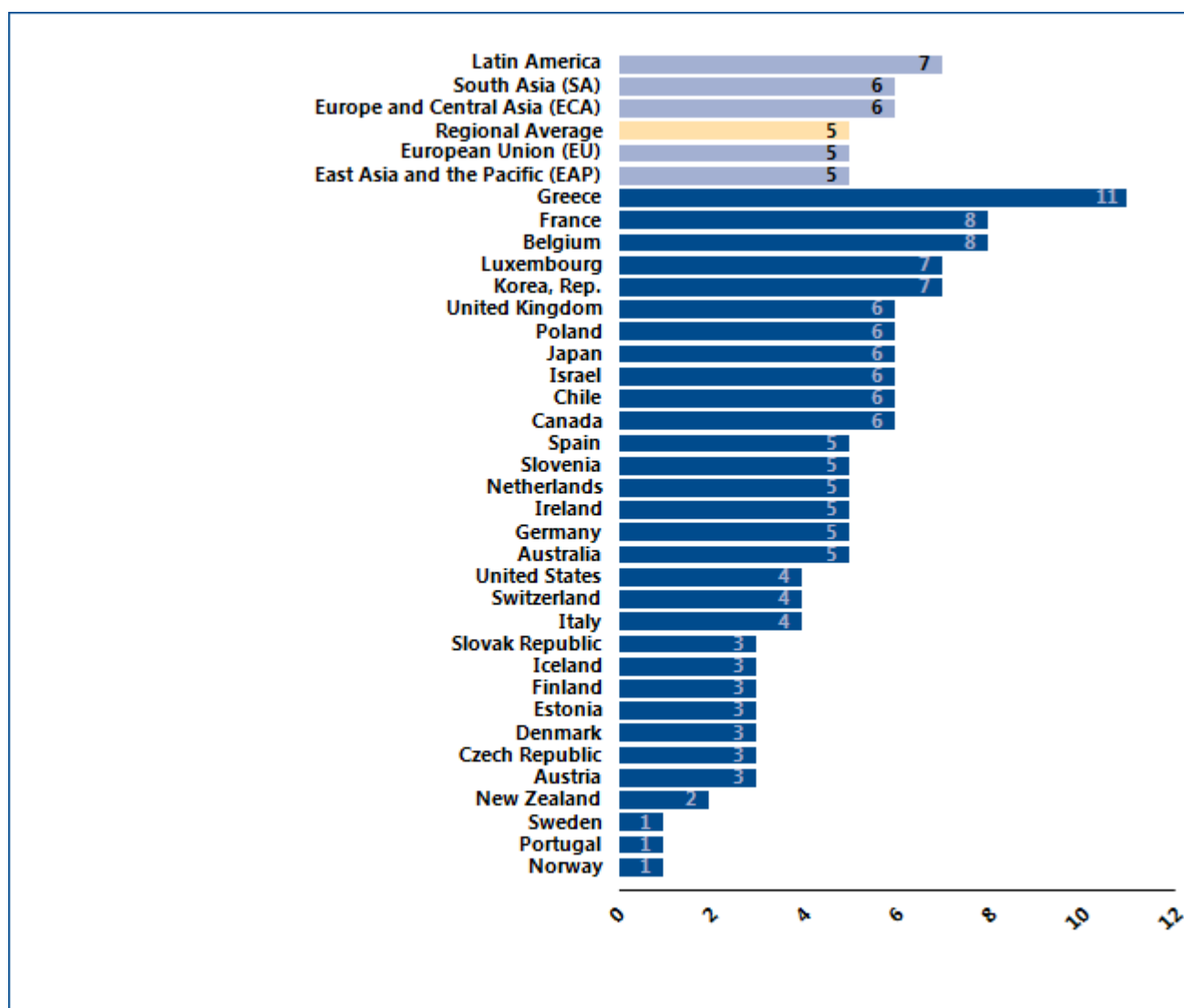
REGISTERING PROPERTY

The indicators underlying the rankings may be more revealing. Data collected by *Doing Business* show what it takes to complete a property transfer in each economy in the region: the number of procedures,

the time and the cost (figure 5.2). Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

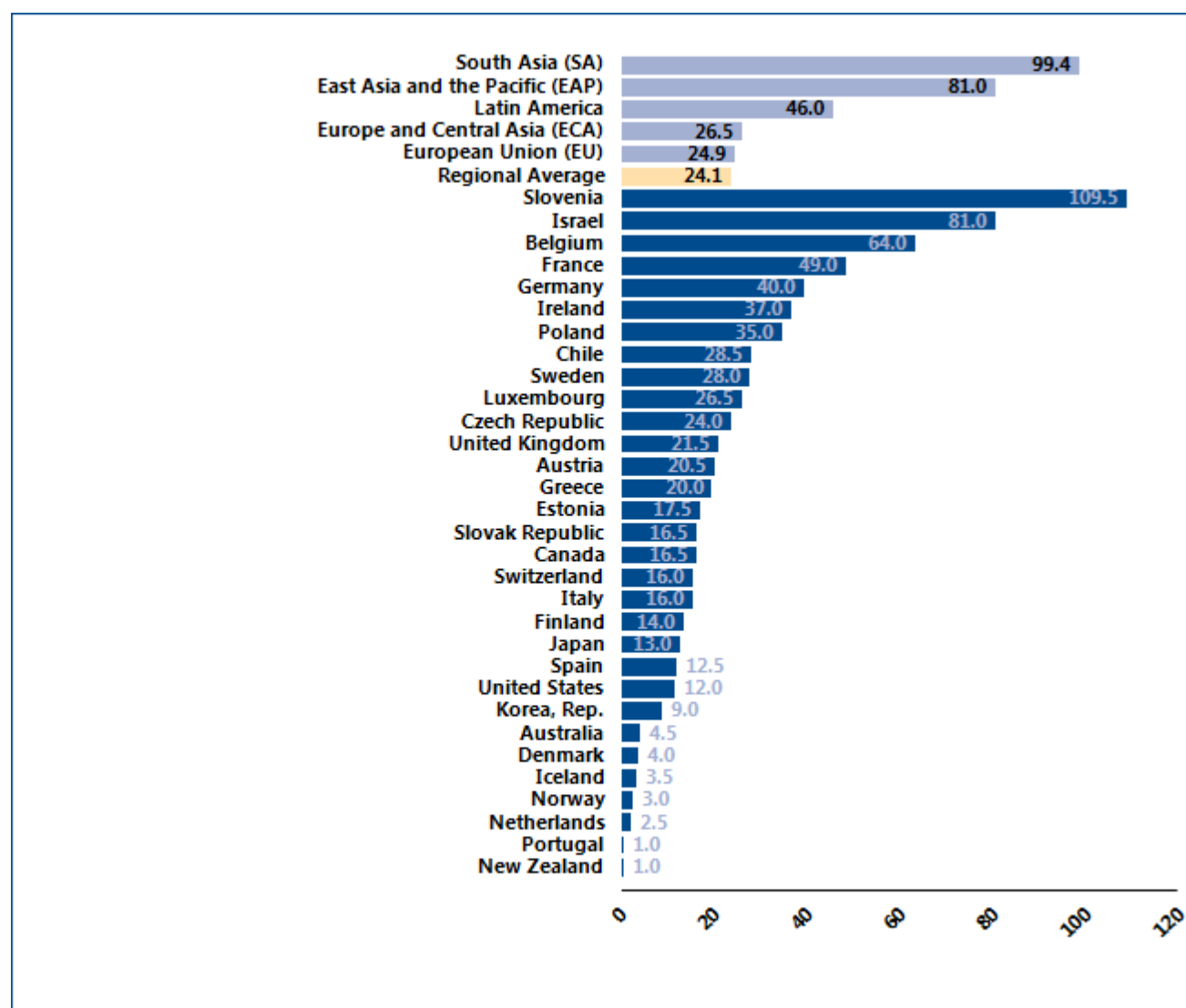
Figure 5.2 What it takes to register property in economies in OECD High Income

Procedures (number)



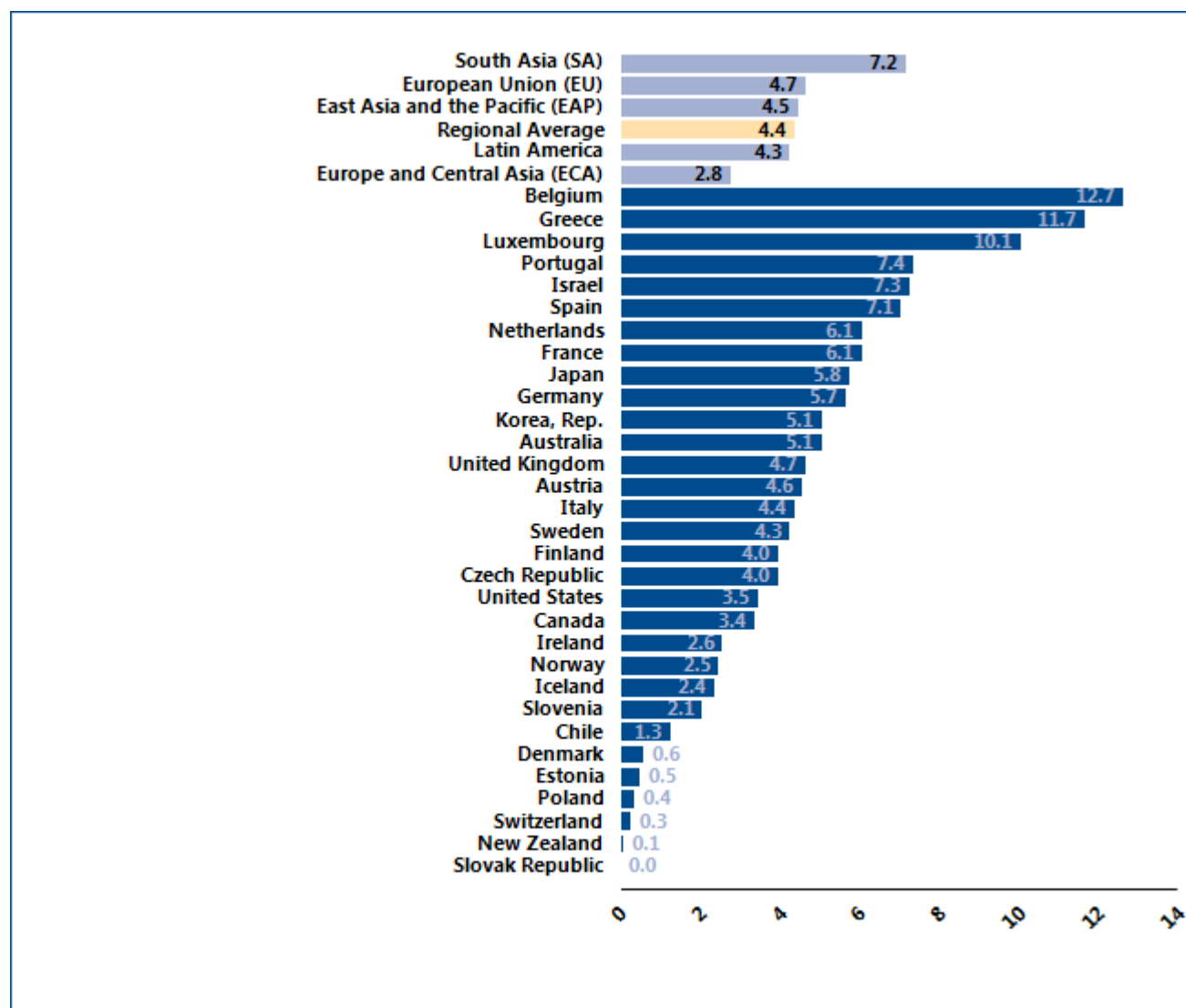
REGISTERING PROPERTY

Time (days)



REGISTERING PROPERTY

Cost (% of property value)



* Indicates a "no practice" mark. See the data notes for details.

Source: *Doing Business* database.

REGISTERING PROPERTY

What are the changes over time?

Economies worldwide have been making it easier for entrepreneurs to register and transfer property—such as by computerizing land registries, introducing time limits for procedures and setting low fixed fees. Many have cut the time required substantially—enabling

buyers to use or mortgage their property earlier. What property registration reforms has *Doing Business* recorded in OECD High Income (table 5.1)?

Table 5.1 How have economies in OECD High Income made registering property easier—or not?
By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>France</i>	The new Tele@ctes system allows notaries to access the land registry electronically, reducing delays.
DB2008	<i>Germany</i>	Germany made transferring property more costly by increasing the transfer tax in Berlin.
DB2008	<i>Poland</i>	Poland made registering property cheaper by changing the fee scheme from a variable rate to a fixed fee schedule.
DB2008	<i>Portugal</i>	As part of a modernization initiative by the Portuguese government, real estate registries in Lisbon continue to be computerized for better efficiency. This digitalization has cut the time to register property significantly.
DB2009	<i>Israel</i>	Israel made property registration cheaper by eliminating the sale tax.
DB2010	<i>Belgium</i>	Belgium has eased the process of property transfer by setting statutory time limits.
DB2010	<i>Czech Republic</i>	The Czech Republic eased the process of property registration with an ongoing effort at re-organization at the Registry combined with computerization.
DB2010	<i>Estonia</i>	Estonia has eased the process of property registration with the computerization of property records at the Land Registry that has introduced the option of registering a property online for notaries.
DB2010	<i>France</i>	A fuller electronic connection between notaries and land

DB year	Economy	Reform
		registry decreased time to transfer property in France and made it easier to obtain encumbrance and ownership documents from the registry.
DB2010	<i>Ireland</i>	Ireland eased property registration by reducing the maximum chargeable stamp duty for property transactions from 9% to 6% of the property value.
DB2010	<i>Portugal</i>	Portugal sped up the process of registering property with the implementation of a computerization process at the Registry backed by an amendment to the Registry Code making the use of notaries optional
DB2010	<i>United Kingdom</i>	The lodging of a land transaction return is now processed automatically and electronically by the HM Revenue & Customs in the UK reducing time to register property.
DB2011	<i>Austria</i>	Austria made it easier to transfer property by requiring online submission of all applications to register property transfers.
DB2011	<i>Belgium</i>	Belgium's capital city, Brussels, made it more difficult to transfer property by requiring a clean-soil certificate.
DB2011	<i>Denmark</i>	Computerization of Denmark's land registry cut the number of procedures required to register property by half.
DB2011	<i>Greece</i>	Greece made transferring property more costly by increasing the transfer tax from 1% of the property value to 10%.
DB2011	<i>Poland</i>	Poland eased property registration by computerizing its land registry.
DB2011	<i>Portugal</i>	Portugal established a one-stop shop for property registration.
DB2011	<i>Slovenia</i>	Greater computerization in Slovenia's land registry reduced delays in property registration by 75%.
DB2011	<i>Sweden</i>	Sweden made registering property easier by eliminating the requirement to obtain a preemption waiver from the municipality

DB year	Economy	Reform
DB2012	<i>Belgium</i>	Belgium made property registration quicker for entrepreneurs by setting time limits and implementing its "e-notariat" system.
DB2012	<i>Czech Republic</i>	The Czech Republic speeded up property registration by computerizing its cadastral office, digitizing all its data and introducing electronic communications with notaries.
DB2012	<i>Slovenia</i>	Slovenia made transferring property easier and less costly by introducing online procedures and reducing fees.
DB2012	<i>Sweden</i>	Sweden increased the cost of transferring property between companies.
DB2013	<i>Czech Republic</i>	The Czech Republic made registering property easier by allowing the cadastral office online access to the commercial registry's database and thus eliminating the need to obtain a paper certificate from the registry before applying for registration at the cadastre.
DB2013	<i>Denmark</i>	Denmark made registering property easier by introducing electronic submission of property transfer applications at the land registry.
DB2013	<i>Ireland</i>	Ireland made property transfers less costly by introducing a single stamp duty rate for transfers of nonresidential property. It also extended compulsory registration to all property in Ireland.
DB2013	<i>Israel</i>	Israel made transferring property easier by tightening time limits for tax authorities to process capital gains self-assessments on property transfers.
DB2013	<i>Italy</i>	Italy made transferring property easier by digitizing cadastral maps of properties and making the maps available to notaries online.
DB2013	<i>Poland</i>	Poland made property registration faster by introducing a new caseload management system for the land and mortgage registries and by continuing to digitize the records of the registries.

DB year	Economy	Reform
DB2013	<i>Sweden</i>	In Sweden property transfers became more time consuming during implementation of a new information technology system at the land registry.
DB2014	<i>Czech Republic</i>	The Czech Republic made transferring property more costly by increasing the property transfer tax rate.
DB2014	<i>France</i>	France made transferring property easier by speeding up the registration of the deed of sale at the land registry.
DB2014	<i>Italy</i>	Italy made transferring property easier by eliminating the requirement for an energy performance certificate for commercial buildings with no heating system.
DB2014	<i>Netherlands</i>	The Netherlands made transferring property easier by increasing the efficiency of the title search process.
DB2014	<i>United Kingdom</i>	The United Kingdom made transferring property easier by introducing electronic lodgment for property transfer applications.

Note: For information on reforms in earlier years (back to DB2005), see the *Doing Business* reports for these years, available at <http://www.doingbusiness.org>.

Source: *Doing Business* database.

GETTING CREDIT

Two types of frameworks can facilitate access to credit and improve its allocation: credit information systems and the borrowers and lenders' rights in collateral and bankruptcy laws. Credit information systems enable lenders to view a potential borrower's financial history (positive or negative)—valuable information to consider when assessing risk. And they permit borrowers to establish a good credit history that will allow easier access to credit. Sound collateral laws enable businesses to use their assets, especially movable property, as security to generate capital—while strong creditors' rights have been associated with higher ratios of private sector credit to GDP.

What do the indicators cover?

Doing Business assesses the sharing of credit information and the legal rights of borrowers and lenders with respect to secured transactions through 2 sets of indicators. The depth of credit information index measures rules and practices affecting the coverage, scope and accessibility of credit information available through a public credit registry or a private credit bureau. The strength of legal rights index measures whether certain features that facilitate lending exist within the applicable collateral and bankruptcy laws. *Doing Business* uses case scenarios to determine the scope of the secured transactions system, involving a secured borrower and a secured lender and examining legal restrictions on the use of movable collateral. These scenarios assume that the borrower:

- Is a private, incorporated, limited liability company.
- Has its headquarters and only base of operations in the largest business city.

WHAT THE GETTING CREDIT INDICATORS MEASURE

Strength of legal rights index (0–10)

Protection of rights of borrowers and lenders through collateral laws

Protection of secured creditors' rights through bankruptcy laws

Depth of credit information index (0–6)

Scope and accessibility of credit information distributed by public credit registries and private credit bureaus

Public credit registry coverage (% of adults)

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

Private credit bureau coverage (% of adults)

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

- Has up to 100 employees.
- Is 100% domestically owned, as is the lender.

The ranking on the ease of getting credit is based on the percentile rankings on the sum of its component indicators: the depth of credit information index and the strength of legal rights index.

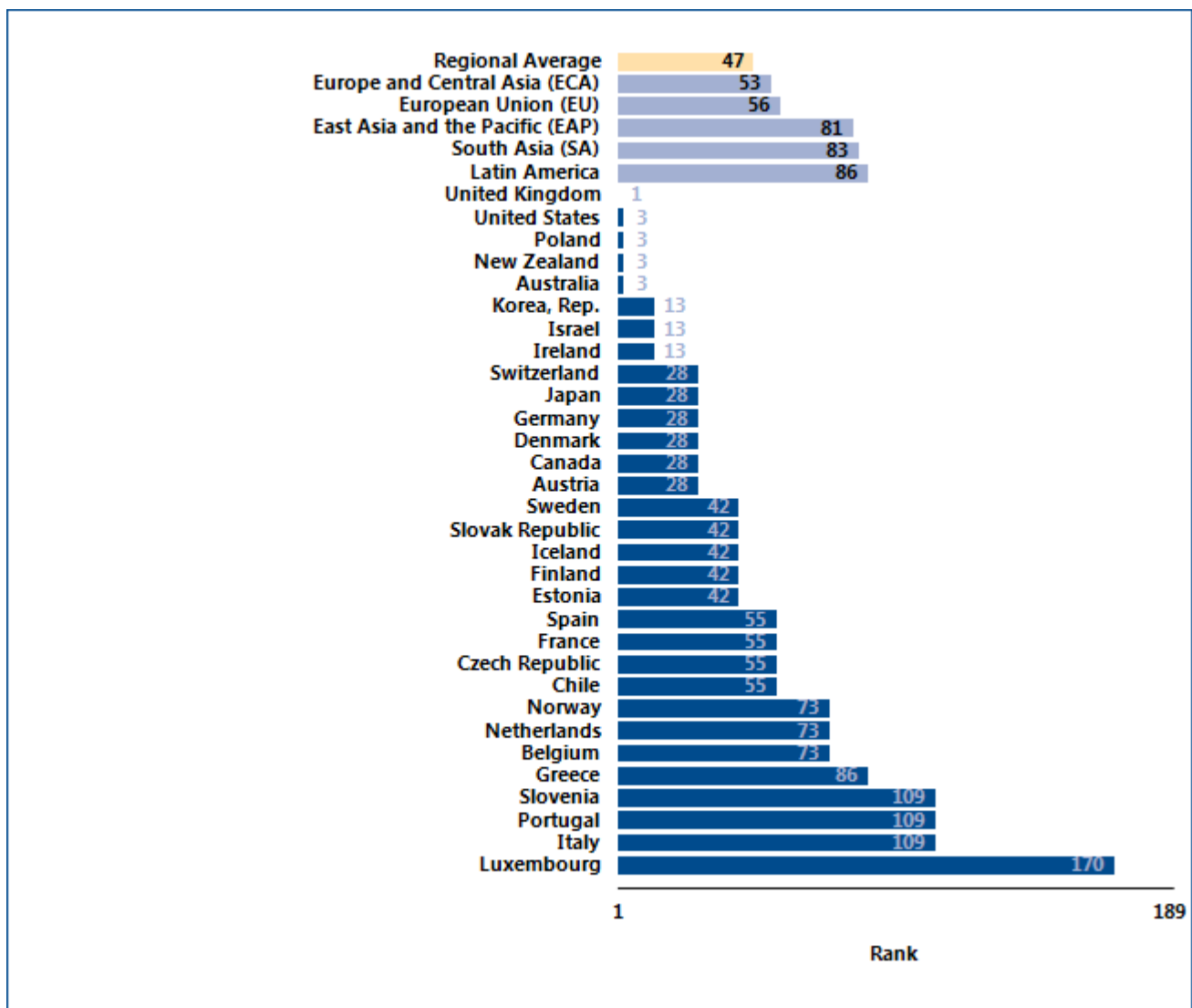
GETTING CREDIT

Where do the region's economies stand today?

How well do the credit information systems and collateral and bankruptcy laws in economies in OECD High Income facilitate access to credit? The global rankings of these economies on the ease of getting

credit suggest an answer (figure 6.1). The average ranking of the region and comparator regions provide a useful benchmark.

Figure 6.1 How economies in OECD High Income rank on the ease of getting credit



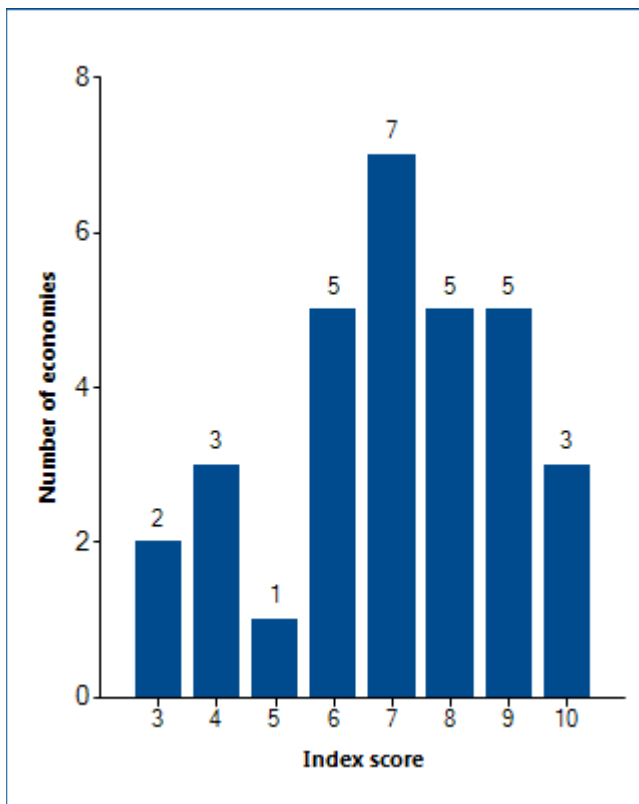
Source: Doing Business database.

GETTING CREDIT

Another way to assess how well regulations and institutions support lending and borrowing in the region is to look at the distribution of its economies by their scores on the getting credit indicators. Figure 6.2 shows how many economies in the region received a

Figure 6.2 How strong are legal rights for borrowers and lenders in economies in OECD High Income?

Number of economies in region with each score on strength of legal rights index (0–10)



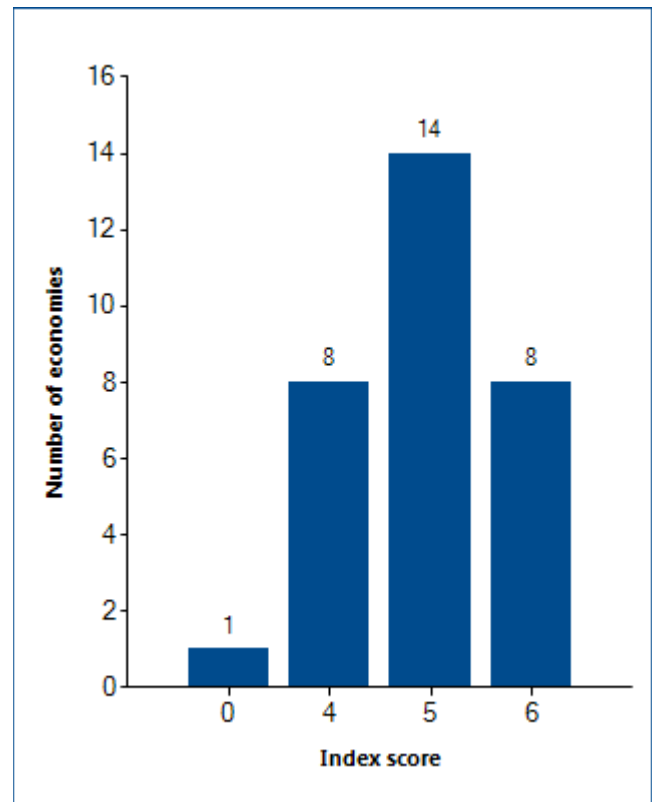
Note: Higher scores indicate that collateral and bankruptcy laws are better designed to facilitate access to credit.

Source: Doing Business database.

particular score on the strength of legal rights index. Figure 6.3 shows the same thing for the depth of credit information index. Higher scores indicate stronger legal rights for borrowers and lenders and more credit information.

Figure 6.3 How extensive—and how accessible—is credit information in economies in OECD High Income?

Number of economies in region with each score on depth of credit information index (0–6)



Note: Higher scores indicate the availability of more credit information, from either a credit registry or a credit bureau, to facilitate lending decisions.

Source: Doing Business database.

GETTING CREDIT

What are the changes over time?

When economies strengthen the legal rights of lenders and borrowers under collateral and bankruptcy laws, and increase the scope, coverage and accessibility of credit information, they can increase entrepreneurs' access to credit. What credit reforms has *Doing Business* recorded in OECD High Income (table 6.1)?

Table 6.1 How have economies in OECD High Income made getting credit easier—or not?
By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>France</i>	A unified collateral registry which is centralized geographically became operational in France
DB2008	<i>Slovenia</i>	The public credit registry increased the minimum loan requirement from 0 to 500 Euros, as a result of the implementation of Euro.
DB2009	<i>Czech Republic</i>	Czech Republic made access to finance more difficult by decreasing secured creditors' rights during reorganization procedure.
DB2009	<i>Finland</i>	The regulations regarding the credit information of private persons and companies in Finland have now been assembled into one Act. The new credit information Act, governing the production, storage, disclosure and use of credit data, concerns private persons, companies as well as entrepreneurs and traders. There is a one-year transition period for the implementation of the Act.
DB2009	<i>Germany</i>	Germany made access to finance more difficult by decreasing secured creditors' rights during reorganization procedure.
DB2009	<i>Slovenia</i>	A new private bureau started operation - SISBON. However, Slovenia also made access to finance more difficult by decreasing secured creditors' rights during reorganization procedure.
DB2010	<i>Greece</i>	Greece's private credit bureau, Tiresias, expanded the amount of information it distributes in its credit reports enhancing access to credit information
DB2010	<i>Poland</i>	Poland improved its credit information system by collecting and distributing information on firms. In addition, Poland improved access to credit with an amendment to the 1996 Act on Registered Pledges and the Pledges Register to allow

DB year	Economy	Reform
		all legal persons including foreign entities to have capacity as a pledgee.
DB2010	<i>Sweden</i>	2009 changes to the Rights of Priority Act give priority for secured creditor claims in case of default outside bankruptcy
DB2011	<i>Estonia</i>	Estonia improved access to credit by amending the Code of Enforcement Procedure and allowing out-of-court enforcement of collateral by secured creditors.
DB2012	<i>Chile</i>	Chile strengthened its secured transactions system by implementing a unified collateral registry and a new legal framework for nonpossessory security interests.
DB2012	<i>Slovak Republic</i>	The Slovak Republic improved its credit information system by guaranteeing by law the right of borrowers to inspect their own data.
DB2013	<i>Australia</i>	Australia strengthened its secured transactions system by adopting a new national legal regime governing the enforceability of security interests in personal property and implementing a unified collateral registry.
DB2013	<i>New Zealand</i>	New Zealand improved access to credit information by allowing credit bureaus to collect positive information on individuals.
DB2014	<i>Australia</i>	Australia improved its credit information system through the Privacy Amendment (Enhancing Privacy Protection) Act 2012, which permits credit bureaus to collect account payment history with improved privacy protection.
DB2014	<i>Korea, Rep.</i>	Korea strengthened its secured transactions system by creating new types of security rights that can be publicized through registration.
DB2014	<i>Netherlands</i>	The Netherlands weakened its secured transactions system through an amendment to the Collection of State Taxes Act that grants priority outside bankruptcy to tax claims over secured creditors' claims.

Note: For information on reforms in earlier years (back to DB2005), see the *Doing Business* reports for these years, available at <http://www.doingbusiness.org>.

Source: *Doing Business* database.

PROTECTING INVESTORS

Protecting investors matters for the ability of companies to raise the capital they need to grow, innovate, diversify and compete. If the laws do not protect minority shareholders, investors may be reluctant to provide funding to companies through the purchase of shares unless they become the controlling shareholders. Effective regulations define related-party transactions precisely, promote clear and efficient disclosure requirements, require shareholder participation in major decisions of the company and set detailed standards of accountability for company insiders.

What do the indicators cover?

Doing Business measures the strength of minority shareholder protections against directors' use of corporate assets for personal gain—or self-dealing. The indicators distinguish 3 dimensions of investor protections: transparency of related-party transactions (extent of disclosure index), liability for self-dealing (extent of director liability index) and minority shareholders' access to evidence before and during (ease of shareholder suits index). The ranking on the strength of investor protection index is the simple average of the percentile rankings on these 3 indices. To make the data comparable across economies, a case study uses several assumptions about the business and the transaction.

The business (Buyer):

- Is a publicly traded corporation listed on the economy's most important stock exchange (or at least 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.

The transaction involves the following details:

- Mr. James, a director and the majority shareholder of the company, proposes that the company purchase used trucks from another company he owns.

WHAT THE PROTECTING INVESTORS INDICATORS MEASURE

Extent of disclosure index (0–10)

- Approval process for related-party transactions
- Disclosure requirements in case of related-party transactions

Extent of director liability index (0–10)

- Ability of minority shareholders to file a direct or derivative lawsuit
- Ability of minority shareholders to hold interested parties and members of the approving body liable for prejudicial related-party transactions
- Available legal remedies (damages, disgorgement of profits, fines, imprisonment and rescission of the transaction)

Ease of shareholder suits index (0–10)

- Access to internal corporate documents (directly or through a government inspector)
- Documents and information available during trial

Strength of investor protection index (0–10)

- Simple average of the extent of disclosure, extent of director liability and ease of shareholder suits indices
- The price is higher than the going price for used trucks, but the transaction goes forward.
- All required approvals are obtained, and all required disclosures made, though the transaction is prejudicial to Buyer.
- Shareholders sue the interested parties and the members of the board of directors.

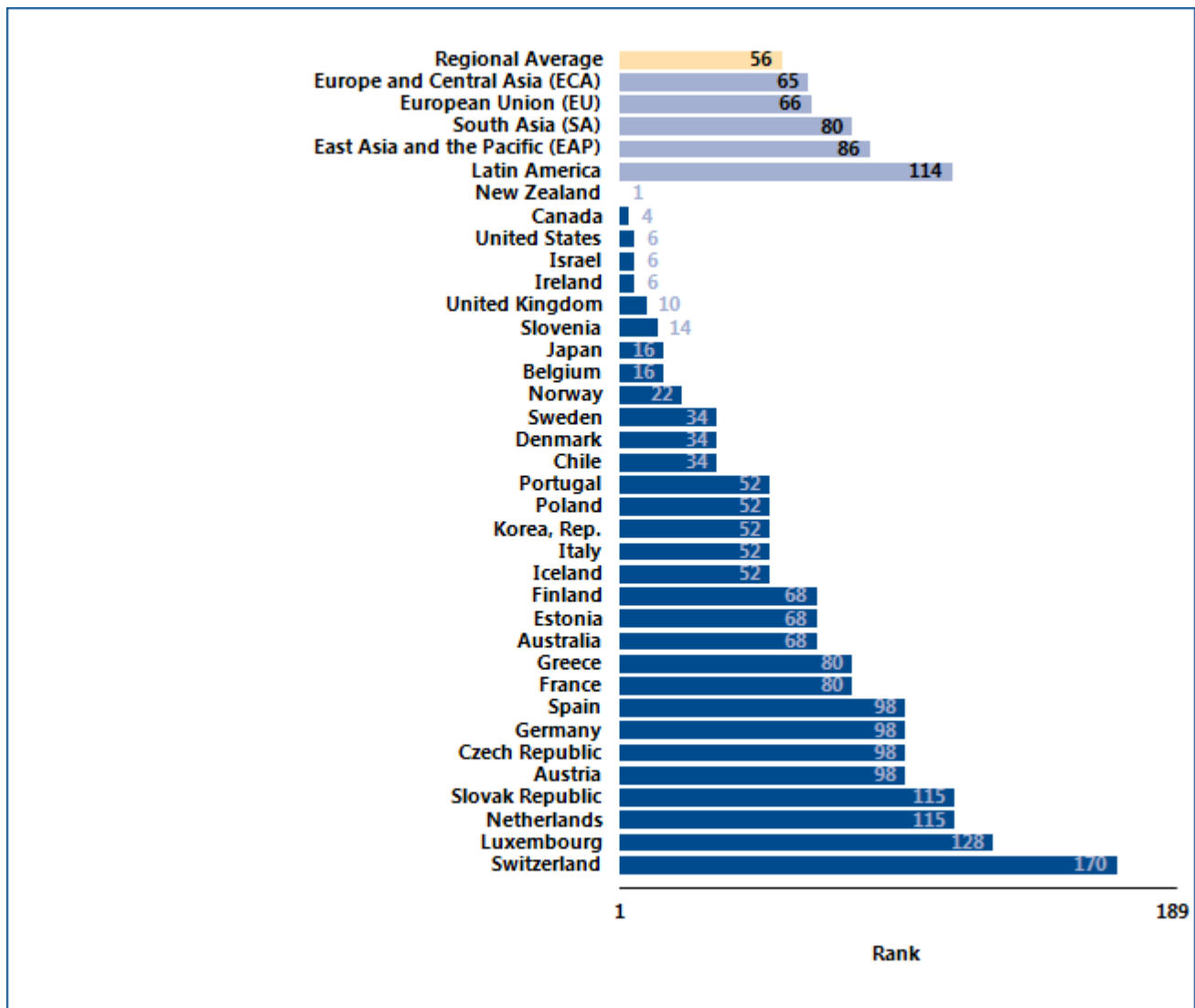
PROTECTING INVESTORS

Where do the region's economies stand today?

How strong are investor protections against self-dealing in economies in OECD High Income? The global rankings of these economies on the strength of investor protection index suggest an answer (figure 7.1). While the indicator does not measure all aspects

related to the protection of minority investors, a higher ranking does indicate that an economy's regulations offer stronger investor protections against self-dealing in the areas measured.

Figure 7.1 How economies in OECD High Income rank on the strength of investor protection index



Source: Doing Business database.

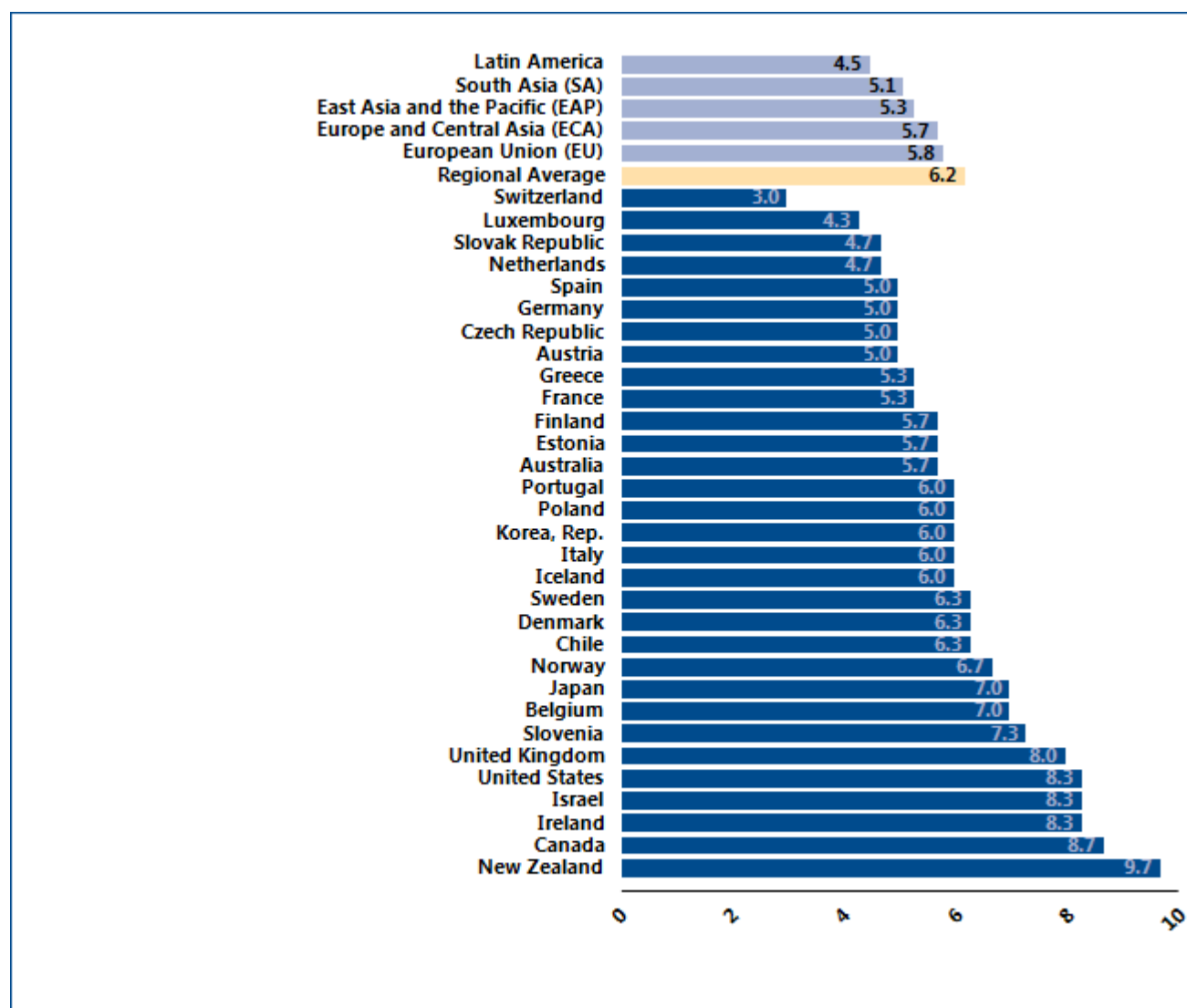
PROTECTING INVESTORS

But the overall ranking on the strength of investor protection index tells only part of the story. Economies may offer strong protections in some areas but not others. So the number of economies in OECD High Income that have a certain score recorded on the extent of disclosure, extent of director liability and

ease of shareholder suits indices may also be revealing (figure 7.2). Higher scores indicate stronger investor protections. Comparing the scores across the region on the strength of investor protection index and with averages both for the region and for comparator regions can provide useful insights.

Figure 7.2 How strong are investor protections in economies in OECD High Income?

Strength of investor protection index (0–10)

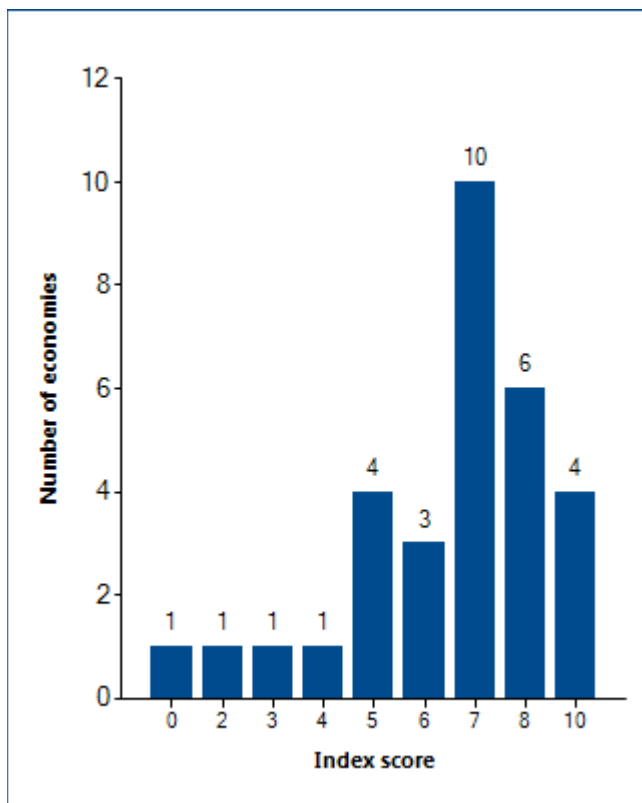


Source: Doing Business database.

PROTECTING INVESTORS

Extent of disclosure index (0–10)

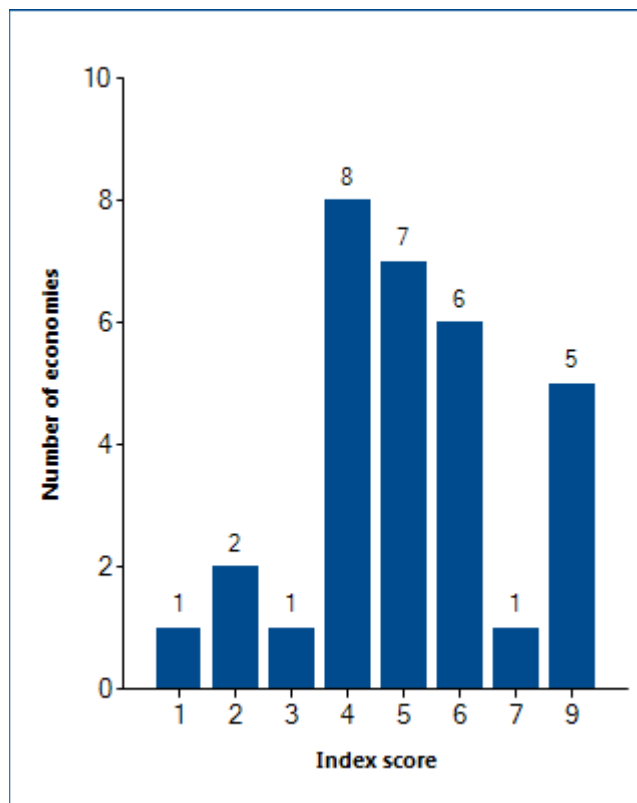
Number of economies in region with each score on extent of disclosure index (0–10)



Note: Higher scores indicate greater disclosure.
Source: Doing Business database.

Extent of director liability index (0–10)

Number of economies in region with each score on extent of director liability index (0–10)

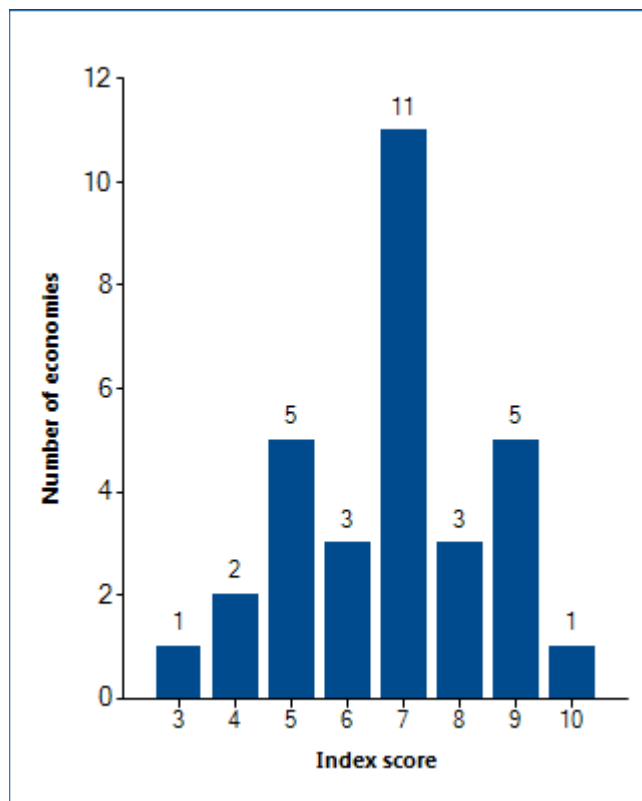


Note: Higher scores indicate greater liability of directors.
Source: Doing Business database.

PROTECTING INVESTORS

Ease of shareholder suits index (0–10)

Number of economies in region with each score on ease of shareholder suits index (0–10)



Note: Higher scores indicate greater powers of shareholders to challenge the transaction.

Source: *Doing Business* database.

PROTECTING INVESTORS

What are the changes over time?

Economies with the strongest protections of minority investors from self-dealing require detailed disclosure and define clear duties for directors. They also have well-functioning courts and up-to-date procedural rules that give minority shareholders the means to prove their case and obtain a judgment within a

reasonable time. So reforms to strengthen investor protections may move ahead on different fronts—such as through new or amended company laws, securities regulations or revisions to court procedures. What investor protection reforms has *Doing Business* recorded in OECD High Income (table 7.1)?

Table 7.1 How have economies in OECD High Income strengthened investor protections—or not?
By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>Iceland</i>	Iceland strengthened investor protections by requiring greater disclosure in the annual report for shareholders in the Public Corporations Act.
DB2008	<i>Norway</i>	Norway strengthened investor protections by amending the rules of the Public Limited Companies Act (PLC) regarding related-party transactions.
DB2008	<i>Portugal</i>	Portugal strengthened investor protections by clarifying the statutory provisions regarding director's duties, by reducing the shareholding threshold in relation to the right of action against directors on behalf of listed companies, and by introducing a business judgment rule statutory provision.
DB2008	<i>Slovenia</i>	Slovenia strengthened investor protections by requiring that boards of directors obtain a prior approval from the shareholders before entering into transactions representing 25% or more of the company's assets.
DB2009	<i>Greece</i>	Greece strengthened investor protections by reducing the threshold necessary to initiate a derivative suit against directors.
DB2009	<i>Slovenia</i>	Slovenia strengthened investor protections by allowing minority investors to initiate suits against directors on behalf of the company in order to defend their rights as shareholders.
DB2011	<i>Chile</i>	An amendment to Chile's securities law strengthened investor

DB year	Economy	Reform
		protections by requiring greater corporate disclosure and regulating the approval of transactions between interested parties.
DB2011	<i>Sweden</i>	Sweden strengthened investor protections by requiring greater corporate disclosure and regulating the approval of transactions between interested parties.
DB2012	<i>Iceland</i>	Iceland strengthened investor protections by introducing new requirements relating to the approval of transactions between interested parties.
DB2013	<i>Greece</i>	Greece strengthened investor protections by requiring greater immediate and annual disclosure of material related-party transactions.
DB2013	<i>Korea, Rep.</i>	Korea strengthened investor protections by making it easier to sue directors in cases of prejudicial related-party transactions.
DB2013	<i>Netherlands</i>	The Netherlands strengthened investor protections through a new law regulating the approval of related-party transactions.
DB2013	<i>Slovenia</i>	Slovenia strengthened investor protections through a new law regulating the approval of related-party transactions.
DB2014	<i>Greece</i>	Greece strengthened investor protections by introducing a requirement for director approval of related-party transactions.

Note: For information on reforms in earlier years (back to DB2005), see the *Doing Business* reports for these years, available at <http://www.doingbusiness.org>.

Source: *Doing Business* database.

PAYING TAXES

Taxes are essential. They fund the public amenities, infrastructure and services that are crucial for a properly functioning economy. But the level of tax rates needs to be carefully chosen—and needless complexity in tax rules avoided. According to *Doing Business* data, in economies where it is more difficult and costly to pay taxes, larger shares of economic activity end up in the informal sector—where businesses pay no taxes at all.

What do the indicators cover?

Using a case scenario, *Doing Business* measures 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. This case scenario uses a set of financial statements and assumptions about transactions made over the year. Information is also compiled on the frequency of filing and payments as well as time taken to comply with tax laws. The ranking on the ease of paying taxes is the simple average of the percentile rankings on its component indicators: number of annual payments, time and total tax rate, with a threshold being applied to the total tax rate.¹ To make the data comparable across economies, several assumptions about the business and the taxes and contributions are used.

- TaxpayerCo is a medium-size business that started operations on January 1, 2011.
- The business starts from the same financial position in each economy. All the taxes and mandatory contributions paid during the second year of operation are recorded.
- Taxes and mandatory contributions are measured at all levels of government.

WHAT THE PAYING TAXES INDICATORS

MEASURE

Tax payments for a manufacturing company in 2012 (number per year adjusted for electronic or joint filing and payment)

Total number of taxes and contributions paid, including consumption taxes (value added tax, sales tax or goods and service tax)

Method and frequency of filing and payment

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

Collecting information and computing the tax payable

Completing tax return forms, filing with proper agencies

Arranging payment or withholding

Preparing separate tax accounting books, if required

Total tax rate (% of profit)

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

- Taxes and mandatory contributions include corporate income tax, turnover tax and all labor taxes and contributions paid by the company.
- A range of standard deductions and exemptions are also recorded.

¹ The threshold is defined as the highest total tax rate among the top 15% of economies in the ranking on the total tax rate. It is calculated and adjusted on a yearly basis. The threshold is not based on any economic theory of an "optimal tax rate" that minimizes distortions or maximizes efficiency in the tax system of an economy overall. 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 indicators 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). This year's threshold is 25.5%.

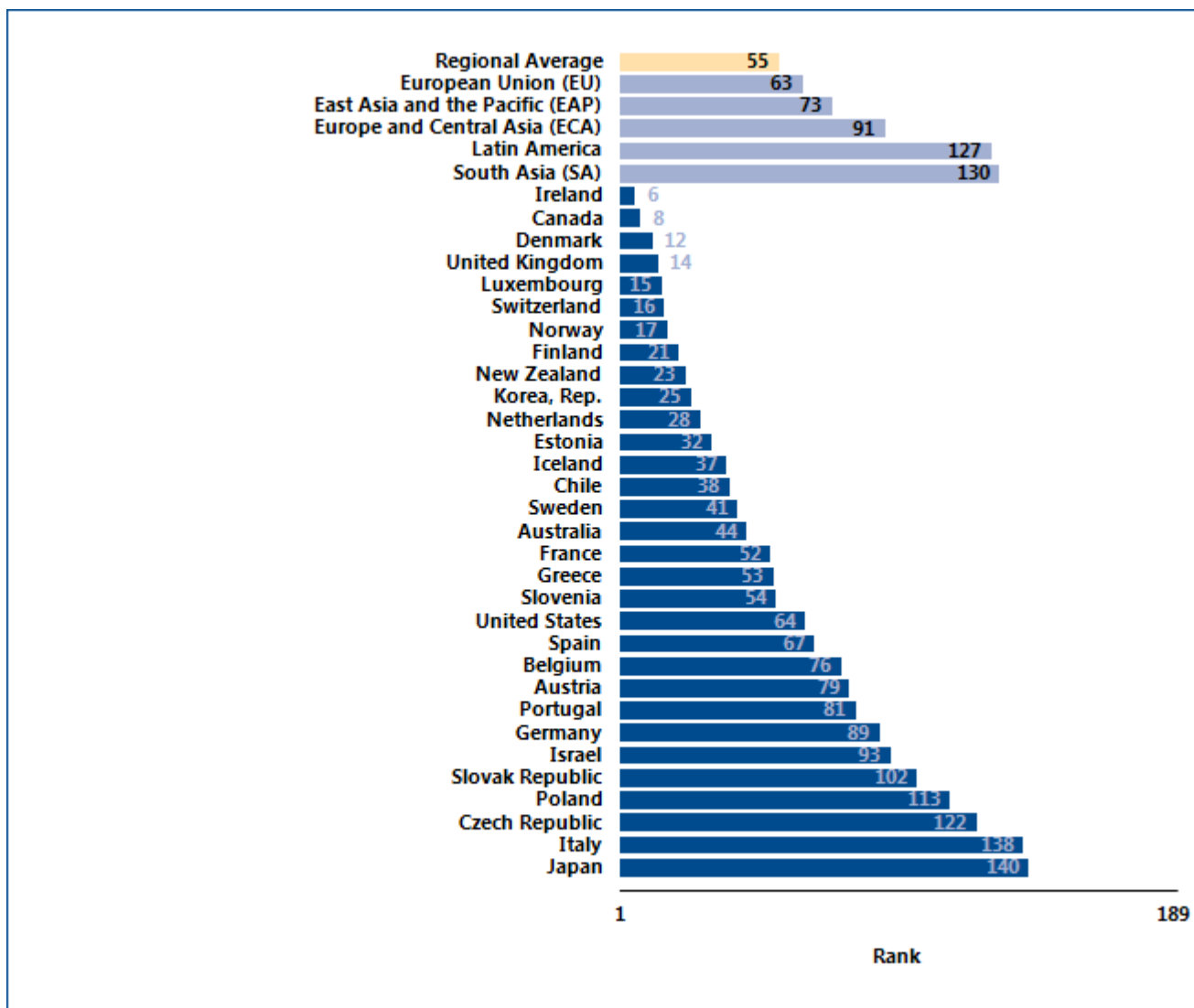
PAYING TAXES

Where do the region’s economies stand today?

What is the administrative burden of complying with taxes in economies in OECD High Income—and how much do firms pay in taxes? The global rankings of these economies on the ease of paying taxes offer

useful information for assessing the tax compliance burden for businesses (figure 8.1). The average ranking of the region and comparator regions provide a useful benchmark.

Figure 8.1 How economies in OECD High Income rank on the ease of paying taxes



Note: For all economies with a total tax rate below the threshold of 25.5% applied in DB2014, the total tax rate is set at 25.5% for the purpose of calculating the ranking on the ease of paying taxes.

Source: Doing Business database.

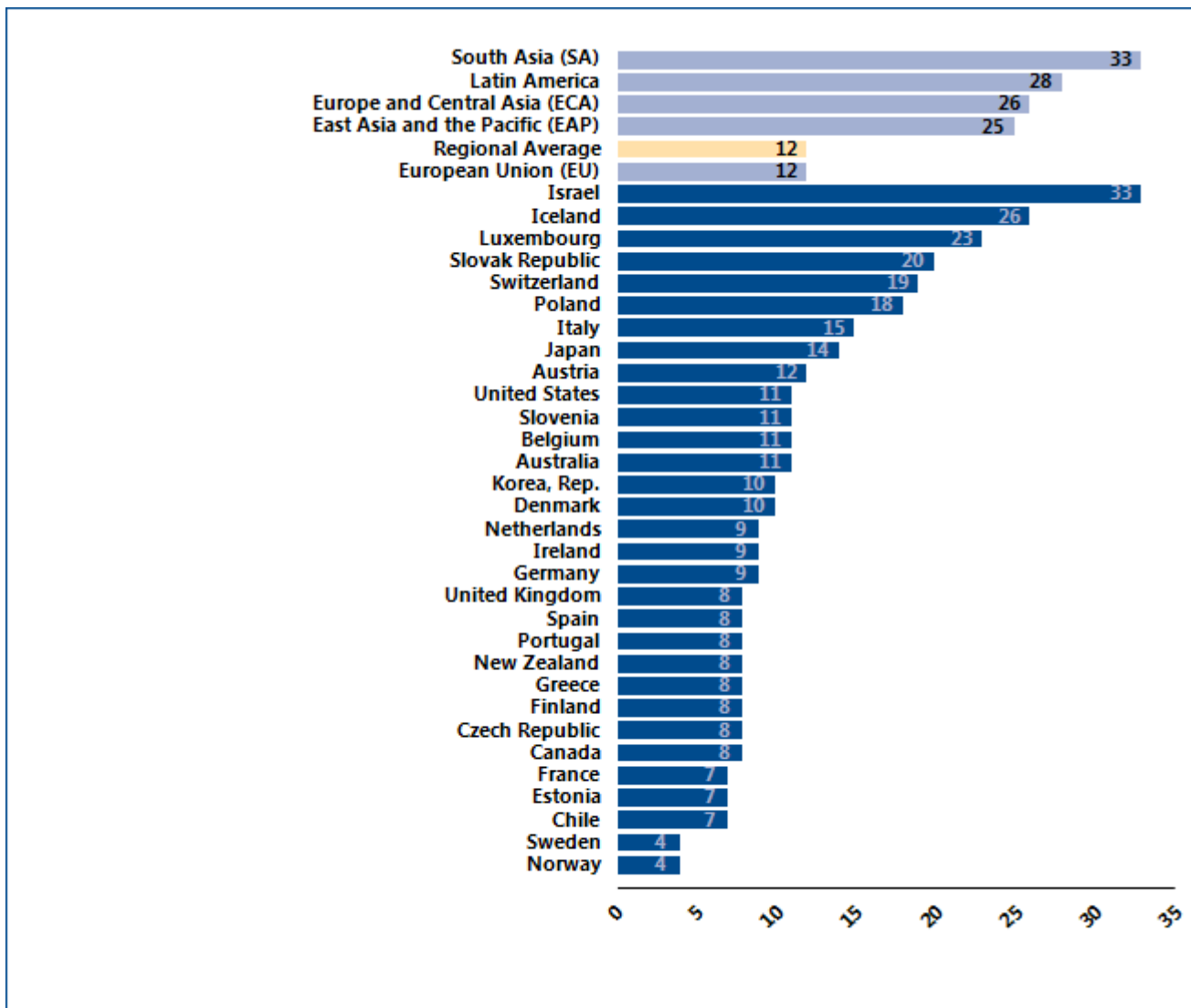
PAYING TAXES

The indicators underlying the rankings may be more revealing. Data collected by *Doing Business* show what it takes to comply with tax regulations in each economy in the region—the number of payments per year and the time required to prepare and file taxes—

as well as the total tax rate (figure 8.2). Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

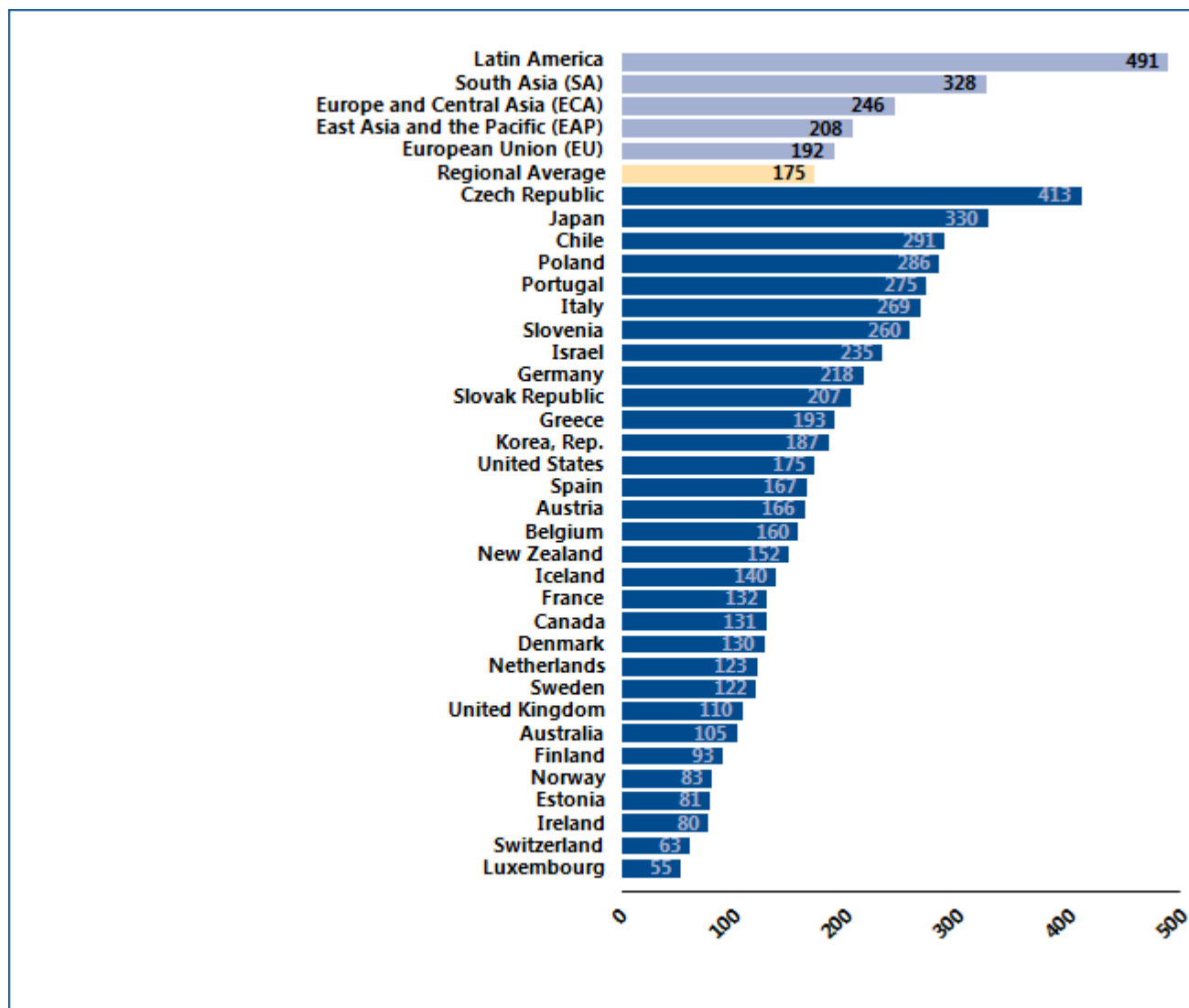
Figure 8.2 How easy is it to pay taxes in economies in OECD High Income—and what are the total tax rates?

Payments (number per year)



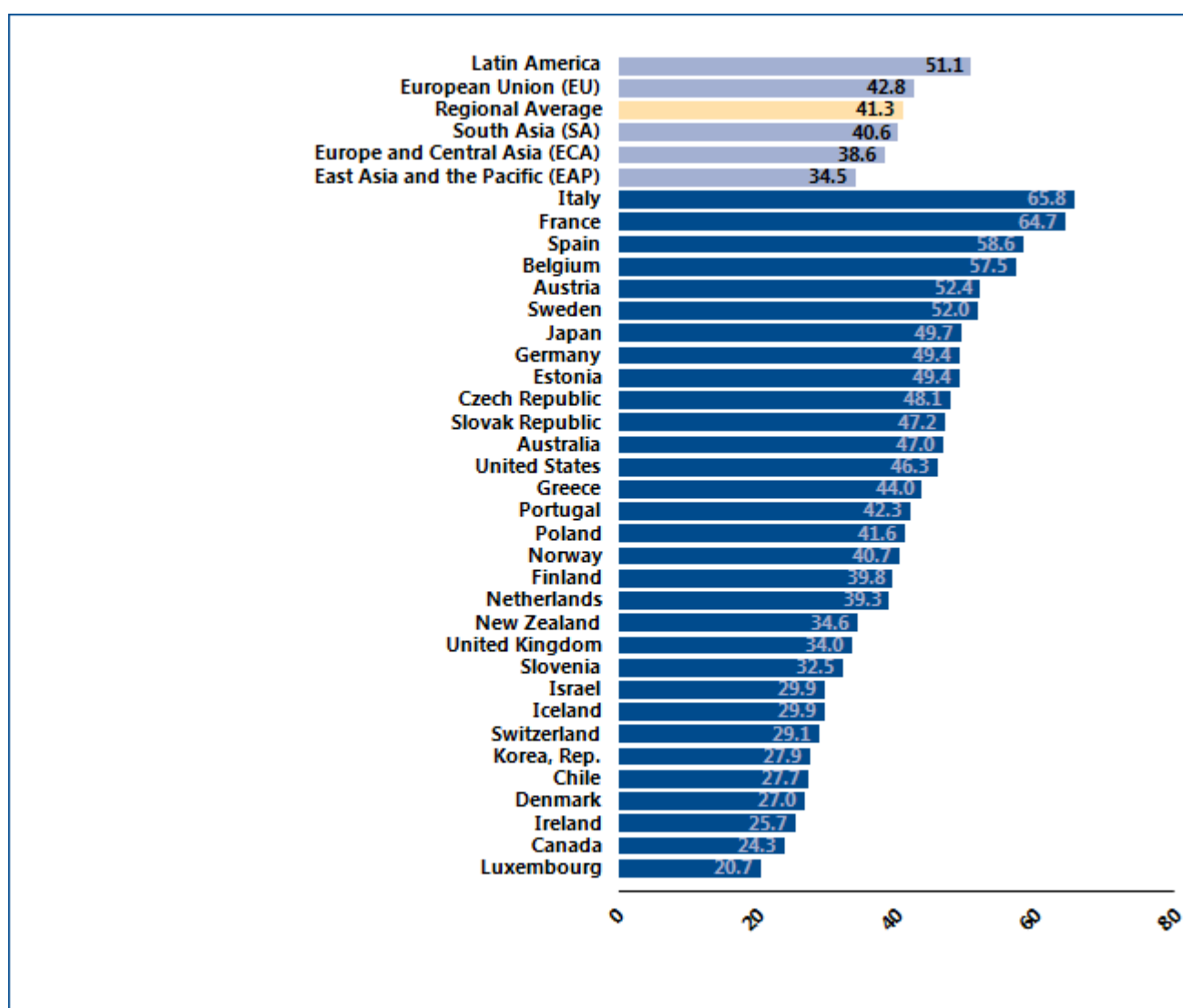
PAYING TAXES

Time (hours per year)



PAYING TAXES

Total tax rate (% of profit)



Source: Doing Business database.

PAYING TAXES

What are the changes over time?

Economies around the world have made paying taxes faster and easier for businesses—such as by consolidating filings, reducing the frequency of payments or offering electronic filing and payment. Many have lowered tax rates. Changes have brought

concrete results. Some economies simplifying tax payment and reducing rates have seen tax revenue rise. What tax reforms has *Doing Business* recorded in OECD High Income (table 8.1)?

Table 8.1 How have economies in OECD High Income made paying taxes easier—or not?
By *Doing Business* report year

DB year	Economy	Reform
DB2008	Greece	Greece reduced the tax burden for companies by reducing the corporate income tax rate
DB2008	Israel	Israel reduced the tax burden for companies by reducing the corporate income tax rate and abolishing the stamp duty
DB2008	Netherlands	Netherlands reduced the tax burden for companies by reducing the corporate income tax rate, social security contribution rates and the rates of several other taxes
DB2008	Portugal	Portugal reduced the tax burden for companies by reducing the corporate income tax rate
DB2008	Slovenia	Slovenia reduced the tax burden for companies by reducing payroll rate
DB2008	Spain	Spain made it less costlier to pay taxes for companies, by reducing CIT rates
DB2009	Canada	The general corporate income tax rate will be reduced to 15% by 2012. Accelerated depreciation will be introduced for various assets, the GST rate reduced from 7% to 6% and eventually to 5%, and the small business tax rate to 11% in 2008.
DB2009	Czech Republic	Corporate income tax rate reduced from 24% to 21% in 2008 (and 20% in 2009 and 19% in 2010).
DB2009	Denmark	Corporate income tax was reduced from 28 % to 25 % effective 1 January 2007.

DB year	Economy	Reform
DB2009	<i>France</i>	Update in salary ceilings changed the effective rates for social security and payroll taxes. Electronic filing became mandatory for social security contributions, effective 1 January 2007 for companies which are liable for more than 800,000 EUR in social security contributions
DB2009	<i>Germany</i>	Effective 1 January 2008, the rate of corporate income tax will decrease from 25% to 15%. Trade tax will reduce to between 11% and 17 %, the exact tax rate depending on the corresponding municipality. Straight-line depreciation introduced for fixed assets and low-value asste write-offs introduced (€410 threshold)
DB2009	<i>Greece</i>	Electronic systems introduced for social security tax.
DB2009	<i>Italy</i>	Effective 2008, the IRES rate has been reduced from 33% to 27.5%, and the IRAP rate has been reduced from 4.25% percent to 3.9%.
DB2009	<i>New Zealand</i>	The corporate income tax rate was reduced from 33% to 30% with effect 1 January 2008.
DB2010	<i>Belgium</i>	The Belgian government is improving the tax payment process and administration by mandating electronic filing for medium sized businesses.
DB2010	<i>Czech Republic</i>	Czech Republic has made paying taxes easier with mandatory electronic filing for all taxes, a single tax institution and unified filing.
DB2010	<i>Finland</i>	Finland has made it easier to pay taxes with electronic filing and has reduced the burden on business and the cost of employment by cutting labor taxes
DB2010	<i>Iceland</i>	Iceland relieved the tax burden on companies by reducing the corporate income tax rate from 18% to 15%.
DB2010	<i>Israel</i>	Israel has reduced the tax burden on business by reducing the corporate income tax rate from 29% to 27%.
DB2010	<i>Korea, Rep.</i>	Korea has reduced the burden on business by accelerating its corporate income tax reduction programme from a 5-year

DB year	Economy	Reform
		programme to a 3-year programme. The top rate will be cut from 25% to 20% by 2010.
DB2010	<i>Poland</i>	Poland eased the tax burden on business by decreasing its social security rates, as well as simplifying its VAT law
DB2010	<i>Spain</i>	Spain relieved the tax burden on business by reducing the corporate income tax rate from 32.5% to 30% and with efficiency gains due to the electronic filing and payment system.
DB2011	<i>Canada</i>	Canada harmonized the Ontario and federal tax returns and reduced the corporate and employee tax rates.
DB2011	<i>Czech Republic</i>	The Czech Republic simplified its labor tax processes and reduced employer contribution rates for social security.
DB2011	<i>Estonia</i>	Estonia increased the unemployment insurance contribution rate.
DB2011	<i>Iceland</i>	Iceland increased the corporate income tax rate from 15% to 18% and raised social security and pension contribution rates.
DB2011	<i>Netherlands</i>	The Netherlands reduced the frequency of filing and paying value added taxes from monthly to quarterly and allowed small entities to use their annual accounts as the basis for computing their corporate income tax.
DB2011	<i>Portugal</i>	Portugal introduced a new social security code and lowered corporate tax rates.
DB2011	<i>Slovenia</i>	Slovenia abolished its payroll tax and reduced its corporate income tax rate.
DB2011	<i>Sweden</i>	Sweden reduced profit and payroll tax rates
DB2011	<i>United States</i>	In the United States the introduction of a new tax on payroll increased taxes on companies operating within the New York City metropolitan commuter transportation district.
DB2012	<i>Canada</i>	Canada made paying taxes easier and less costly for companies by reducing profit tax rates, eliminating the

DB year	Economy	Reform
		Ontario capital tax and harmonizing sales taxes.
DB2012	<i>Czech Republic</i>	The Czech Republic revised its tax legislation to simplify provisions relating to administrative procedures and relationships between tax authorities and taxpayers.
DB2012	<i>Estonia</i>	In Estonia a municipal sales tax introduced in Tallinn made paying taxes costlier for firms, though a later parliamentary measure abolished local sales taxes effective January 1, 2012.
DB2012	<i>Finland</i>	Finland simplified reporting and payment for the value added tax and labor tax.
DB2012	<i>Greece</i>	Greece reduced its corporate income tax rate.
DB2012	<i>Iceland</i>	Iceland made paying taxes easier and less costly for firms by abolishing a tax.
DB2012	<i>Korea, Rep.</i>	Korea eased the administrative burden of paying taxes for firms by merging several taxes, allowing 4 labor taxes and contributions to be paid jointly and continuing to increase the use of the online tax payment system.
DB2012	<i>New Zealand</i>	New Zealand reduced its corporate income tax rate and fringe benefit tax rate.
DB2013	<i>Czech Republic</i>	The Czech Republic made paying taxes faster for companies by promoting the use of electronic facilities.
DB2013	<i>Germany</i>	Germany made paying taxes more convenient for companies by canceling ELENA procedures and implementing electronic filing and payment system for most taxes.
DB2013	<i>Iceland</i>	Iceland increased the corporate income tax rate.
DB2013	<i>Japan</i>	Japan made paying taxes less costly for companies by reducing the corporate income tax rate—though it also introduced a restoration surtax for a 3-year period.
DB2013	<i>Korea, Rep.</i>	Korea made paying taxes less costly for companies by reducing the profit tax rate.

DB year	Economy	Reform
DB2013	<i>Poland</i>	Poland made paying taxes easier for companies by promoting the use of electronic filing and payment systems—though it also made paying taxes more costly by increasing social security contributions.
DB2013	<i>Slovak Republic</i>	The Slovak Republic made paying taxes easier for companies by implementing electronic filing and payment of social security and health insurance contributions.
DB2013	<i>Slovenia</i>	Slovenia made paying taxes easier and less costly for companies by implementing electronic filing and payment of social security contributions and by reducing the corporate income tax rate.
DB2013	<i>United Kingdom</i>	The United Kingdom made paying taxes less costly for companies by reducing the corporate income tax rate.
DB2014	<i>Greece</i>	Greece made paying taxes more costly for companies by increasing the corporate income tax rate—though it also reduced the employers' contribution rate to the social security fund.
DB2014	<i>Iceland</i>	Iceland made paying taxes easier for companies by reducing employers' social security contribution rate and abolishing the weight distance tax—though it also introduced a new rehabilitation fund contribution.
DB2014	<i>Slovak Republic</i>	The Slovak Republic made paying taxes more costly for companies by increasing the corporate income tax rate and by adjusting land appraisal values.
DB2014	<i>Sweden</i>	Sweden made paying taxes less costly for companies by reducing the corporate income tax rate.

Note: For information on reforms in earlier years (back to DB2005), see the *Doing Business* reports for these years, available at <http://www.doingbusiness.org>.

Source: *Doing Business* database.

TRADING ACROSS BORDERS

In today's globalized world, making trade between economies easier is increasingly important for business. Excessive document requirements, burdensome customs procedures, inefficient port operations and inadequate infrastructure all lead to extra costs and delays for exporters and importers, stifling trade potential. Research shows that exporters in developing countries gain more from a 10% drop in their trading costs than from a similar reduction in the tariffs applied to their products in global markets.

What do the indicators cover?

Doing Business measures the time and cost (excluding tariffs and the time and cost for sea transport) associated with exporting and importing a standard shipment of goods by sea transport, and the number of documents necessary to complete the transaction. The indicators cover procedural requirements such as documentation requirements and procedures at customs and other regulatory agencies as well as at the port. They also cover trade logistics, including the time and cost of inland transport to the largest business city. The ranking on the ease of trading across borders is the simple average of the percentile rankings on its component indicators: documents, time and cost to export and import.

To make the data comparable across economies, *Doing Business* uses several assumptions about the business and the traded goods.

The business:

- Is of medium size and employs 60 people.
- Is located in the periurban area of the economy's largest business city.
- Is a private, limited liability company, domestically owned, formally registered and operating under commercial laws and regulations of the economy.

The traded goods:

- Are not hazardous nor do they include military items.

WHAT THE TRADING ACROSS BORDERS INDICATORS MEASURE

Documents required to export and import (number)

- Bank documents
- Customs clearance documents
- Port and terminal handling documents
- Transport documents

Time required to export and import (days)

- Obtaining, filling out and submitting all the documents
- Inland transport and handling
- Customs clearance and inspections
- Port and terminal handling
- Does not include sea transport time

Cost required to export and import (US\$ per container)

- All documentation
- Inland transport and handling
- Customs clearance and inspections
- Port and terminal handling
- Official costs only, no bribes

- Do not require refrigeration or any other special environment.
- Do not require any special phytosanitary or environmental safety standards other than accepted international standards.
- Are one of the economy's leading export or import products.
- Are transported in a dry-cargo, 20-foot full container load.

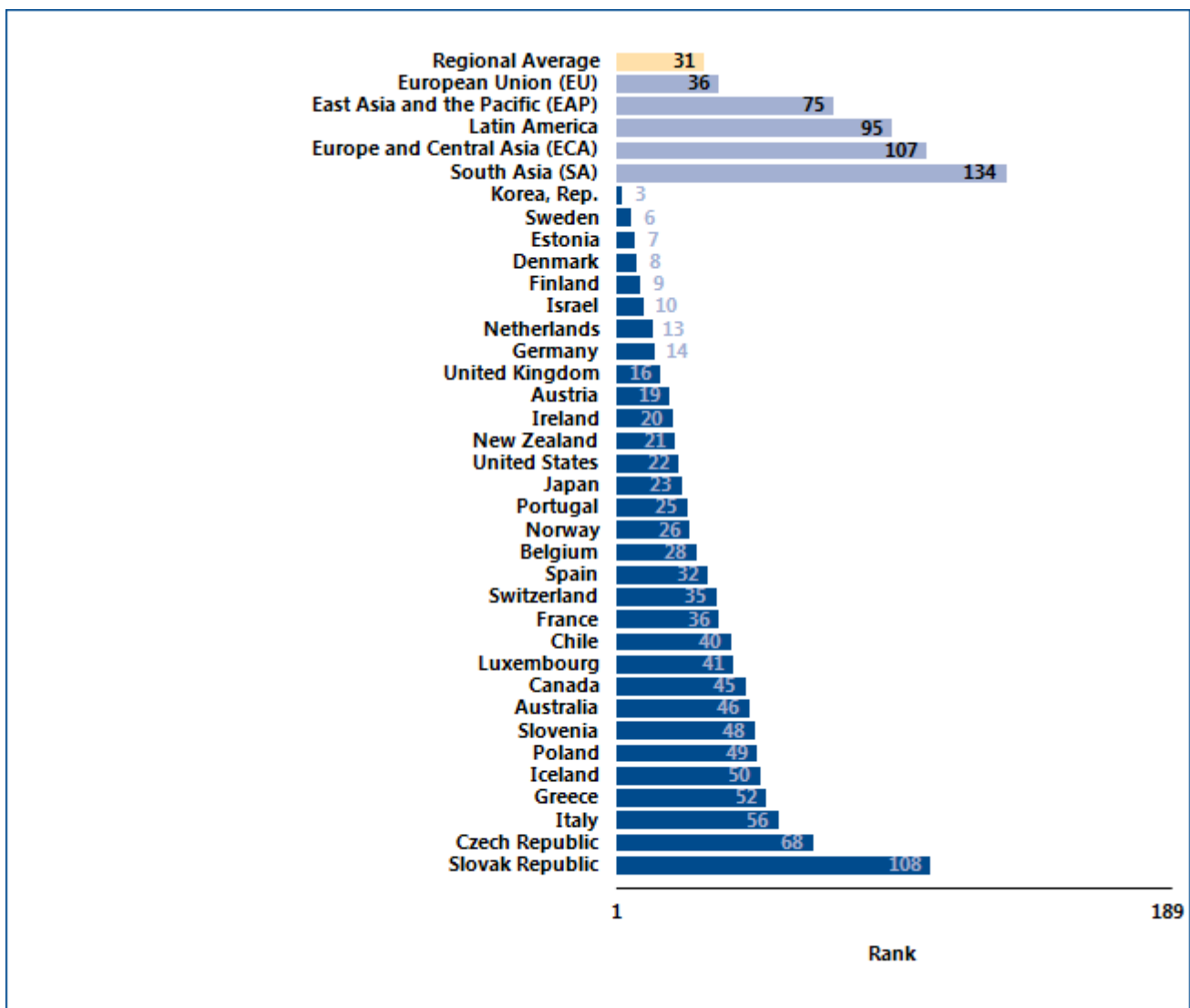
TRADING ACROSS BORDERS

Where do the region's economies stand today?

How easy it is for businesses in economies in OECD High Income to export and import goods? The global rankings of these economies on the ease of trading

across borders suggest an answer (figure 9.1). The average ranking of the region and comparator regions provide a useful benchmark.

Figure 9.1 How economies in OECD High Income rank on the ease of trading across borders



Source: Doing Business database.

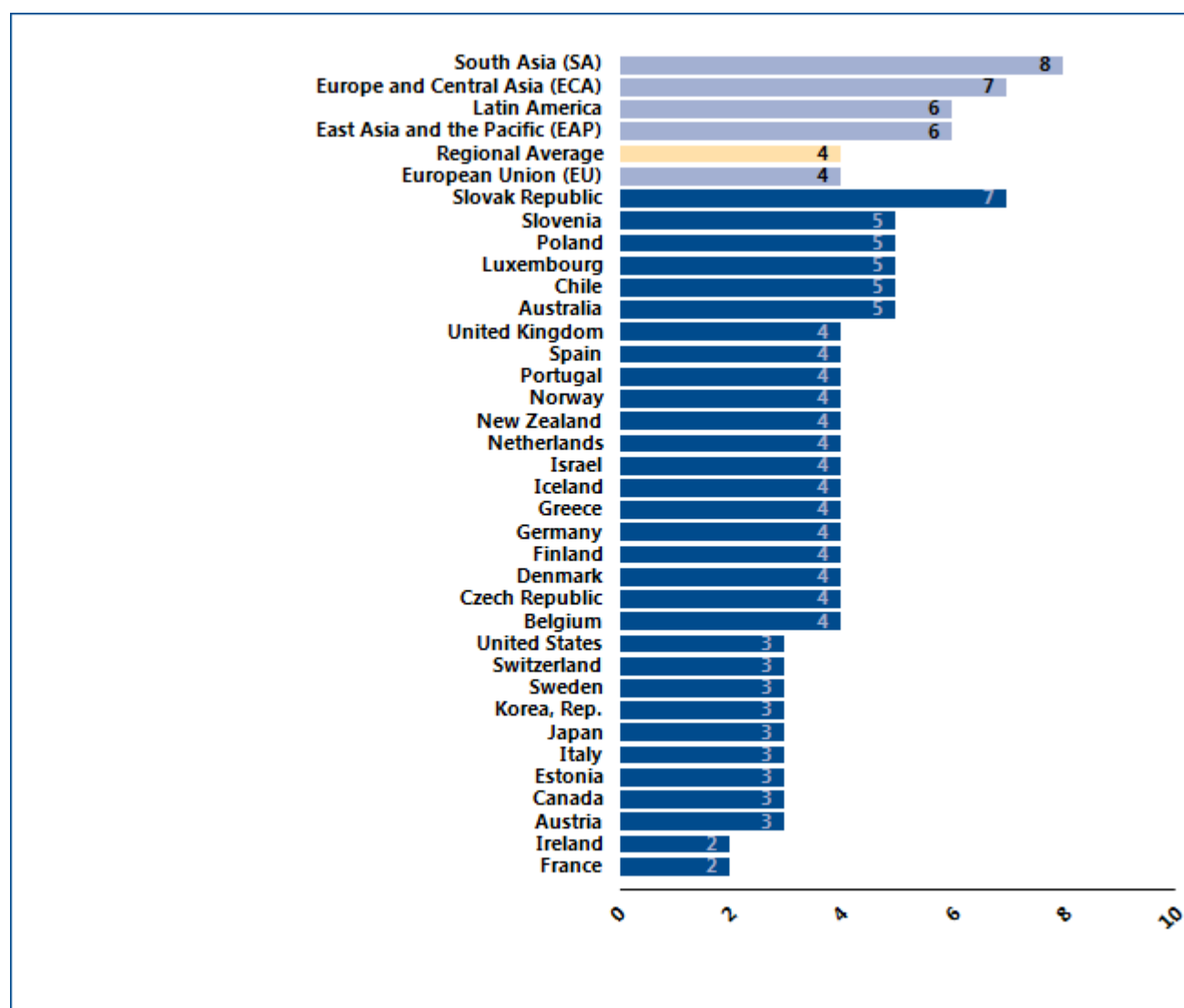
TRADING ACROSS BORDERS

The indicators underlying the rankings may be more revealing. Data collected by *Doing Business* show what it takes to export or import a standard container of goods in each economy in the region: the number of

documents, the time and the cost (figure 9.2). Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

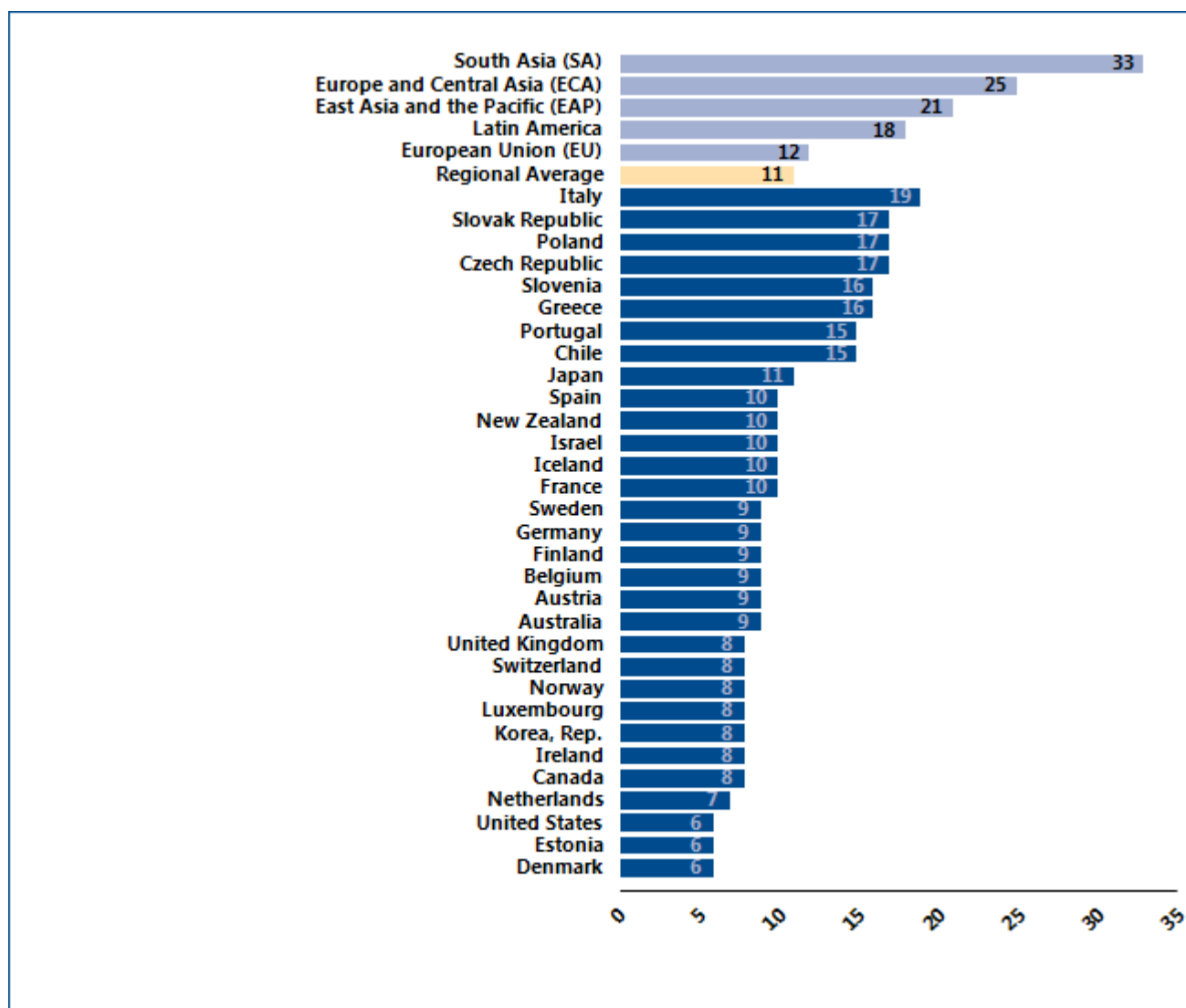
Figure 9.2 What it takes to trade across borders in economies in OECD High Income

Documents to export (number)



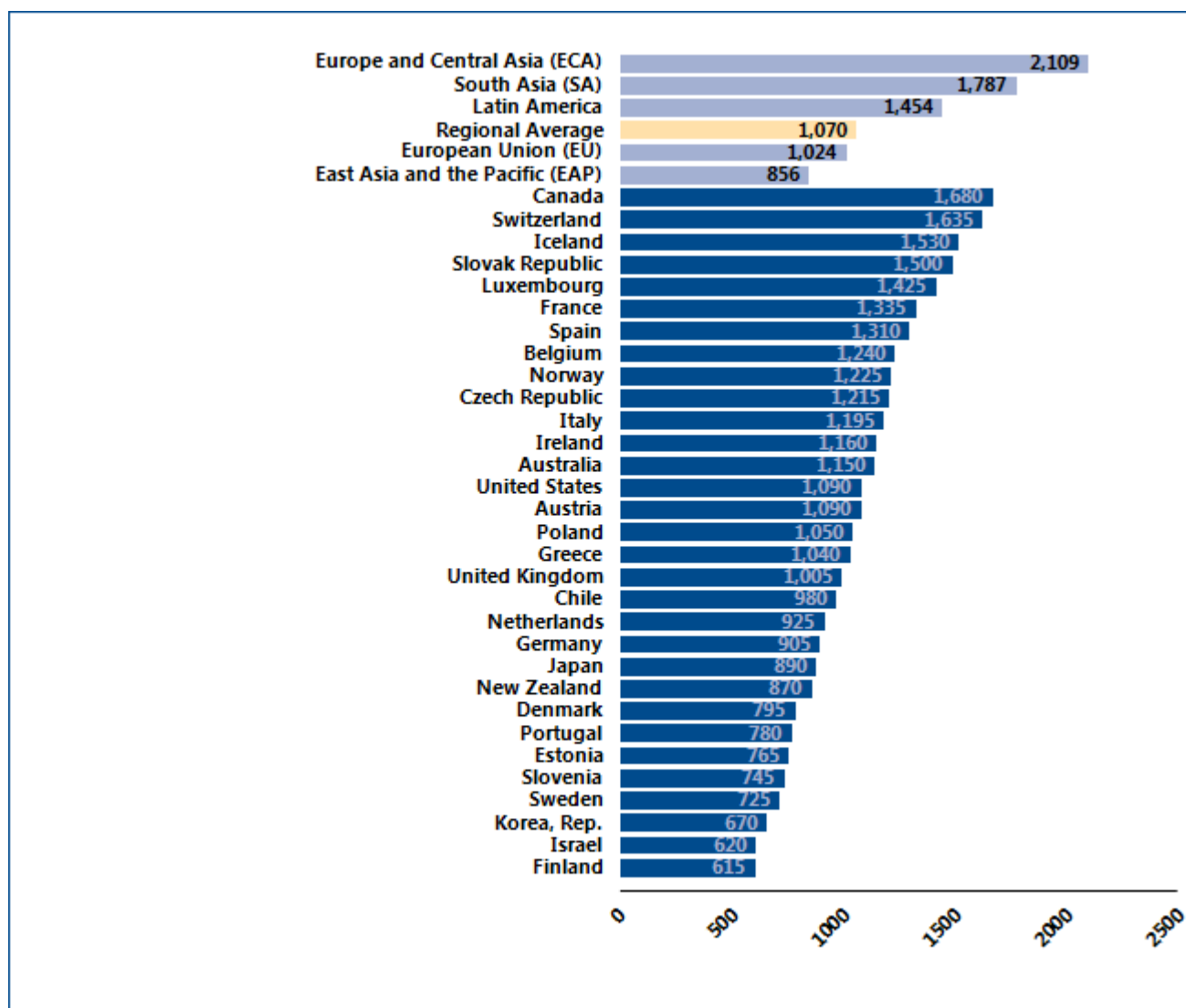
TRADING ACROSS BORDERS

Time to export (days)



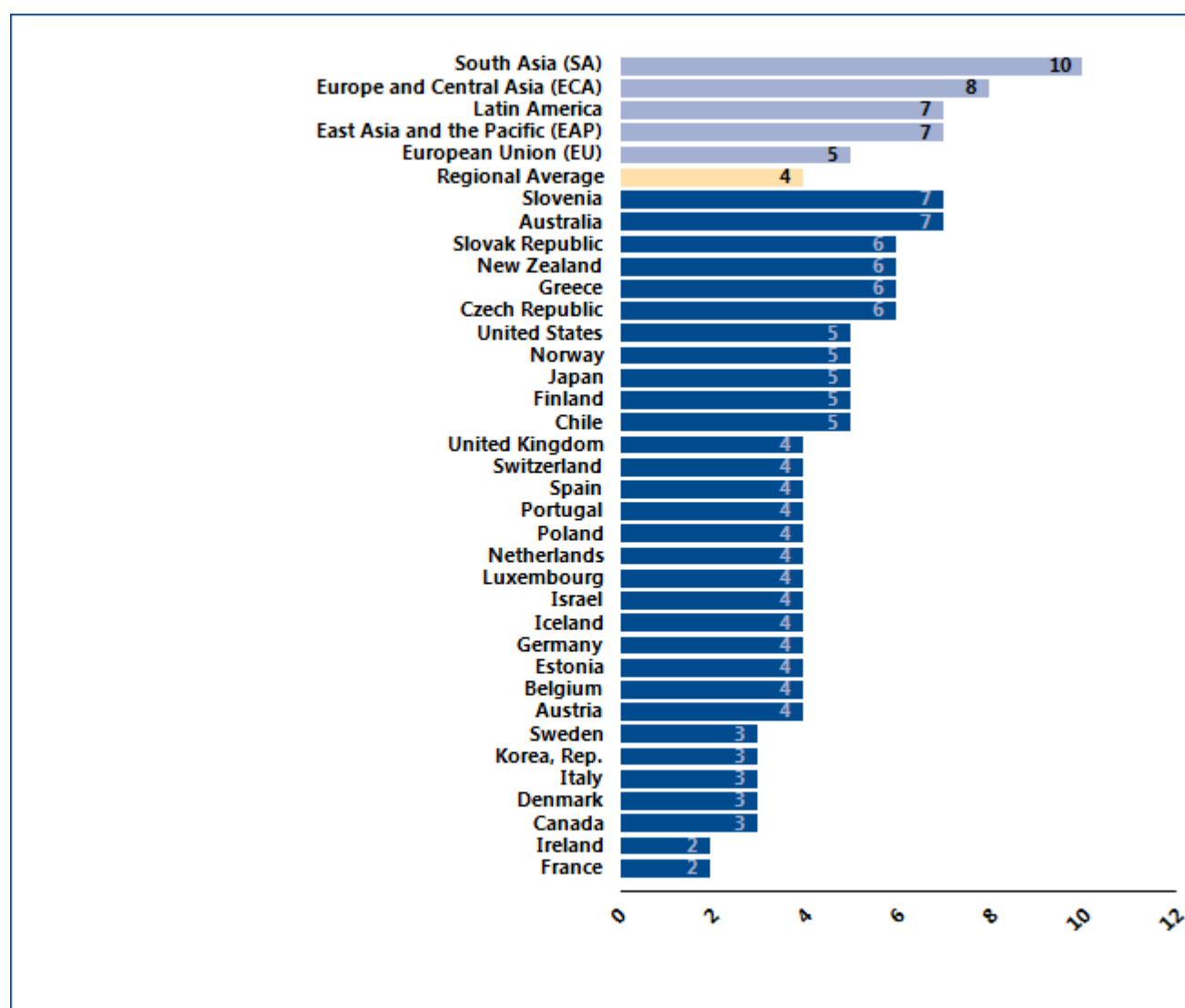
TRADING ACROSS BORDERS

Cost to export (US\$ per container)



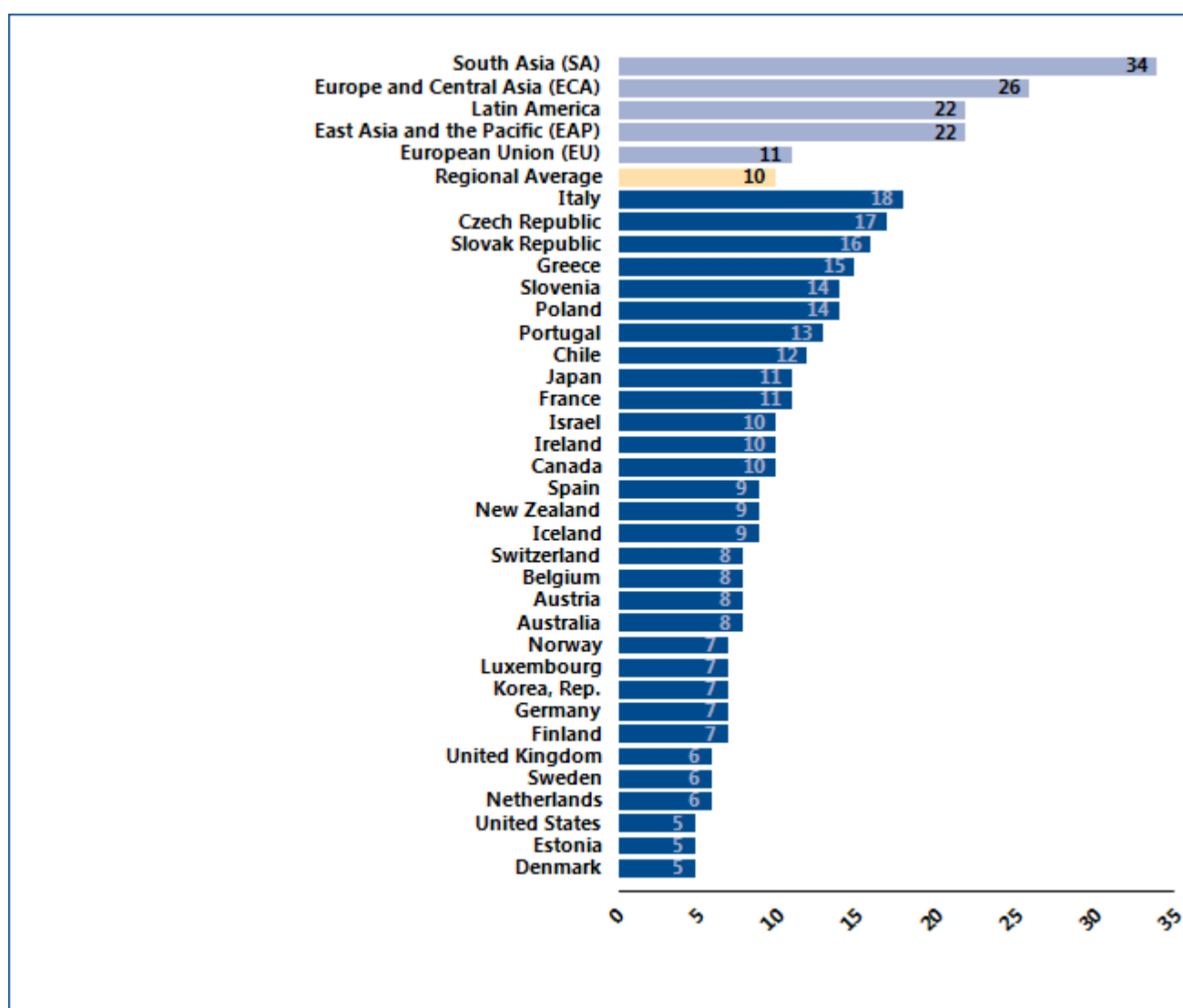
TRADING ACROSS BORDERS

Documents to import (number)



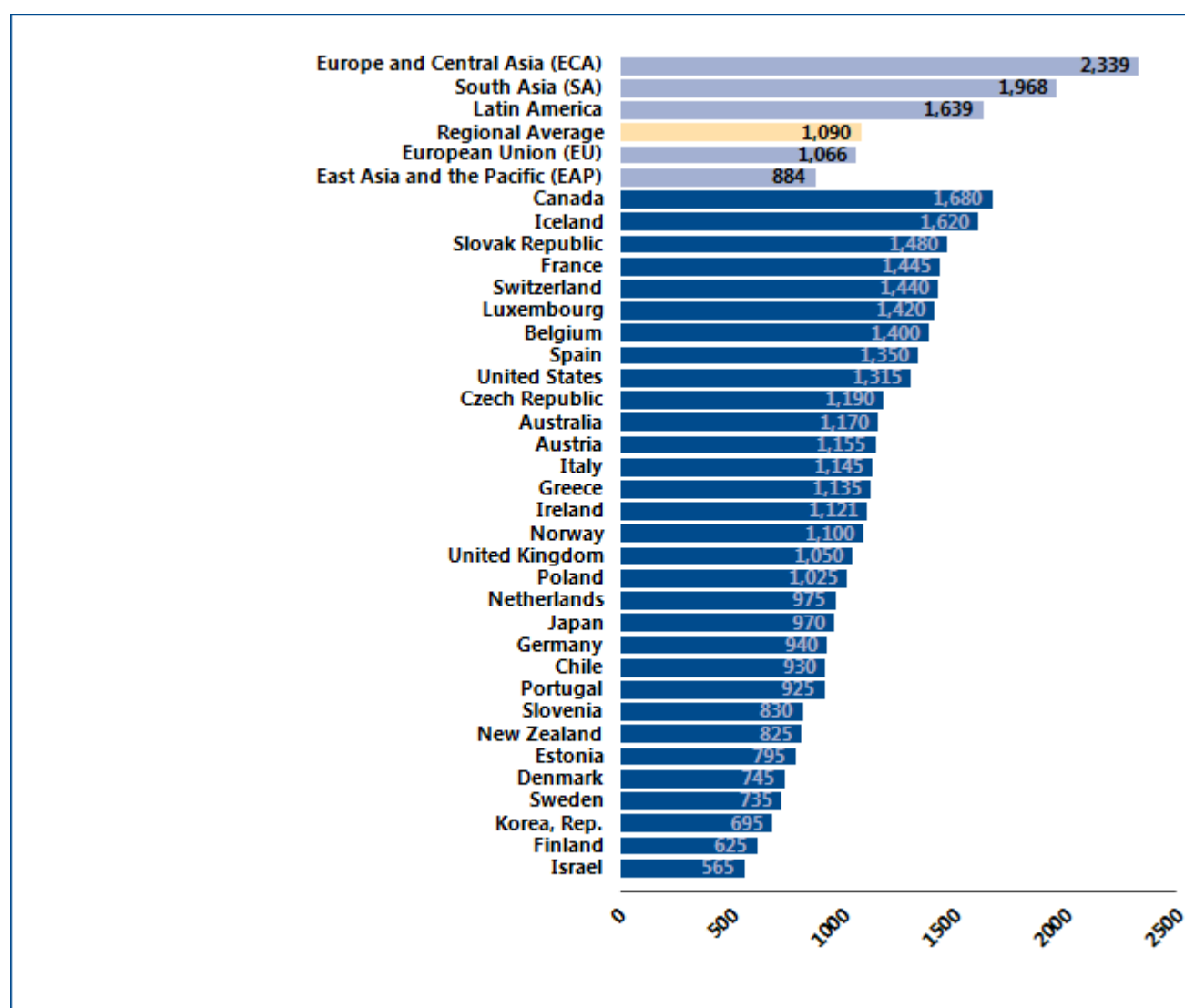
TRADING ACROSS BORDERS

Time to import (days)



TRADING ACROSS BORDERS

Cost to import (US\$ per container)



Source: Doing Business database.

TRADING ACROSS BORDERS

What are the changes over time?

In economies around the world, trading across borders as measured by Doing Business has become faster and easier over the years. Governments have introduced tools to facilitate trade—including single windows, risk-based inspections and electronic data interchange

systems. These changes help improve their trading environment and boost firms' international competitiveness. What trade reforms has Doing Business recorded in OECD High Income (table 9.1)?

Table 9.1 How have economies in OECD High Income made trading across borders easier—or not?
By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>Austria</i>	Austria eased trade by introducing an electronic customs clearance system on January 1, 2007 and application of a risk management system.
DB2009	<i>France</i>	France speeded up and simplified its customs clearance procedures by introducing an electronic customs declaration and eliminating the need to submit certain documents.
DB2009	<i>Korea, Rep.</i>	Upgrading the EDI system was indicative to a decrease in export and import.
DB2010	<i>Portugal</i>	Customs continuous staff training and improvement of its procedures has reduced their clearance time
DB2010	<i>Slovak Republic</i>	Slovak Republic has sped trading times with an electronic system for customs administration.
DB2011	<i>Israel</i>	Israel is expanding its electronic data interchange system and developing a single-window framework, allowing easier assembly of documents required by different authorities and reducing the time to trade.
DB2011	<i>Spain</i>	Spain streamlined the documentation for imports by including tax-related information on its single administrative document.
DB2012	<i>Belgium</i>	Belgium made trading across borders faster by improving its risk-based profiling system for imports.

DB year	Economy	Reform
DB2012	<i>Chile</i>	Chile made trading across borders faster by implementing an online electronic data interchange system for customs operations.
DB2012	<i>Israel</i>	Israel made trading across borders easier by changing the method used to calculate port fees.
DB2012	<i>Poland</i>	Poland made trading across borders faster by implementing electronic preparation and submission of customs documents.
DB2012	<i>Slovenia</i>	Slovenia made trading across borders faster by introducing online submission of customs declaration forms.
DB2013	<i>Czech Republic</i>	The Czech Republic reduced the time to export and import by allowing electronic submission of customs declarations and other documents.
DB2013	<i>Netherlands</i>	The Netherlands made importing easier by introducing a new web-based system for cargo release at the port terminals in Rotterdam.
DB2013	<i>Portugal</i>	Portugal made trading across borders easier by implementing an electronic single window for port procedures.
DB2013	<i>Spain</i>	Spain reduced the time to import by further expanding the use of electronic submission of customs declarations and improving the sharing of information among customs and other agencies.
DB2014	<i>Greece</i>	Greece made trading across borders easier by implementing a system allowing electronic submission of customs declarations for exports.

Note: For information on reforms in earlier years (back to DB2005), see the *Doing Business* reports for these years, available at <http://www.doingbusiness.org>.

Source: *Doing Business* database.

ENFORCING CONTRACTS

Effective commercial dispute resolution has many benefits. Courts are essential for entrepreneurs because they interpret the rules of the market and protect economic rights. Efficient and transparent courts encourage new business relationships because businesses know they can rely on the courts if a new customer fails to pay. Speedy trials are essential for small enterprises, which may lack the resources to stay in business while awaiting the outcome of a long court dispute.

What do the indicators cover?

Doing Business measures the efficiency of the judicial system in resolving a commercial dispute before local courts. Following the step-by-step evolution of a standardized case study, it collects data relating to the time, cost and procedural complexity of resolving a commercial lawsuit. The ranking on the ease of enforcing contracts is the simple average of the percentile rankings on its component indicators: procedures, time and cost.

The dispute in the case study involves the breach of a sales contract between 2 domestic businesses. The case study assumes that the court hears an expert on the quality of the goods in dispute. This distinguishes the case from simple debt enforcement. To make the data comparable across economies, *Doing Business* uses several assumptions about the case:

- The seller and buyer are located in the economy's largest business city.
- The buyer orders custom-made goods, then fails to pay.
- The seller sues the buyer before a competent court.
- The value of the claim is 200% of income per capita.
- The seller requests a pretrial attachment to secure the claim.

WHAT THE ENFORCING CONTRACTS

INDICATORS MEASURE

Procedures to enforce a contract through the courts (number)

- Steps to file and serve the case
- Steps for trial and judgment
- Steps to enforce the judgment

Time required to complete procedures (calendar days)

- Time to file and serve the case
- Time for trial and obtaining judgment
- Time to enforce the judgment

Cost required to complete procedures (% of claim)

- Average attorney fees
- Court costs
- Enforcement costs

- The dispute on the quality of the goods requires an expert opinion.
- The judge decides in favor of the seller; there is no appeal.
- The seller enforces the judgment through a public sale of the buyer's movable assets.

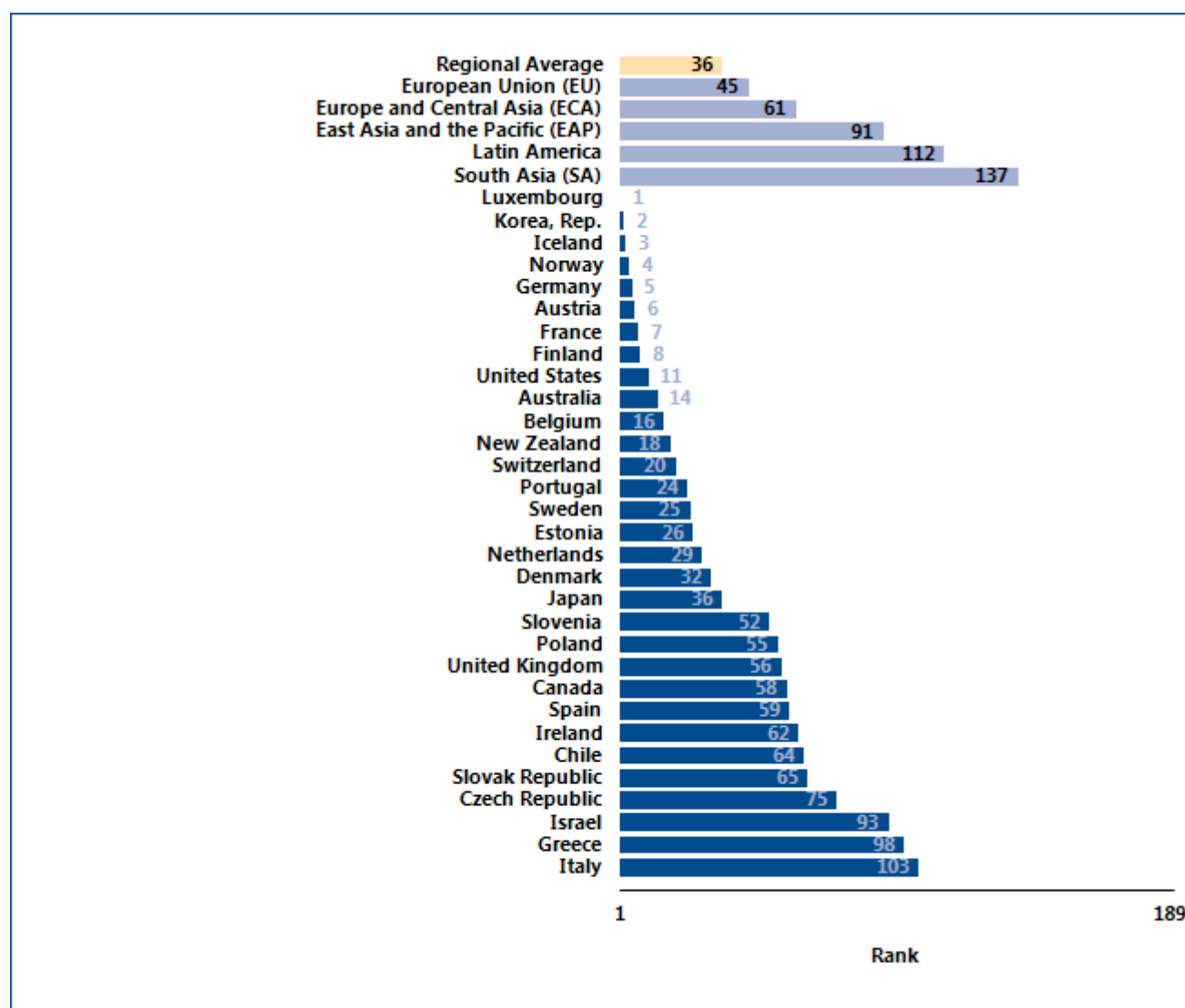
ENFORCING CONTRACTS

Where do the region's economies stand today?

How efficient is the process of resolving a commercial dispute through the courts in economies in OECD High Income? The global rankings of these economies on

the ease of enforcing contracts suggest an answer (figure 10.1). The average ranking of the region and comparator regions provide a useful benchmark.

Figure 10.1 How economies in OECD High Income rank on the ease of enforcing contracts



Source: Doing Business database.

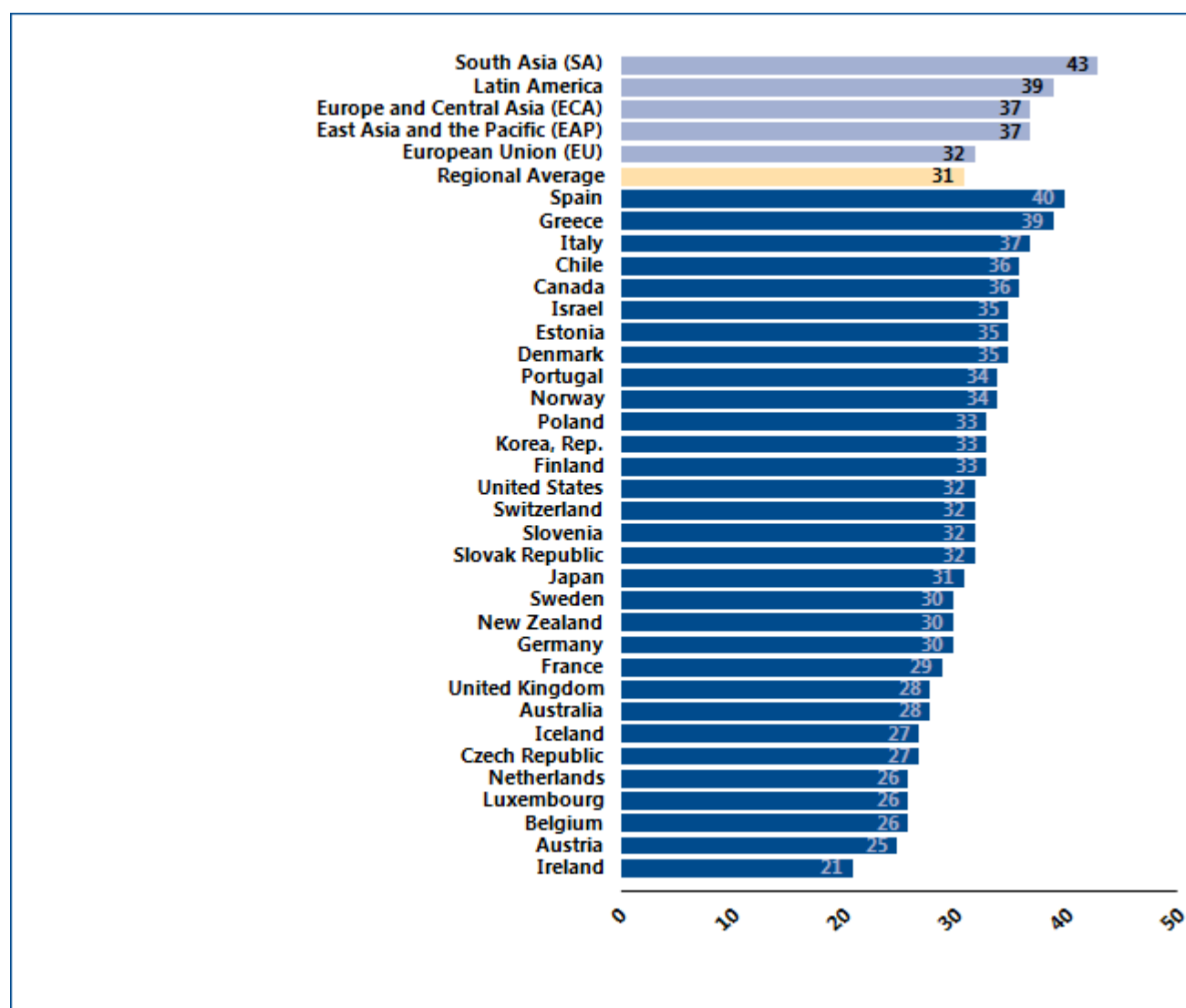
ENFORCING CONTRACTS

The indicators underlying the rankings may also be revealing. Data collected by *Doing Business* show what it takes to enforce a contract through the courts in each economy in the region: the number of

procedures, the time and the cost (figure 10.2). Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

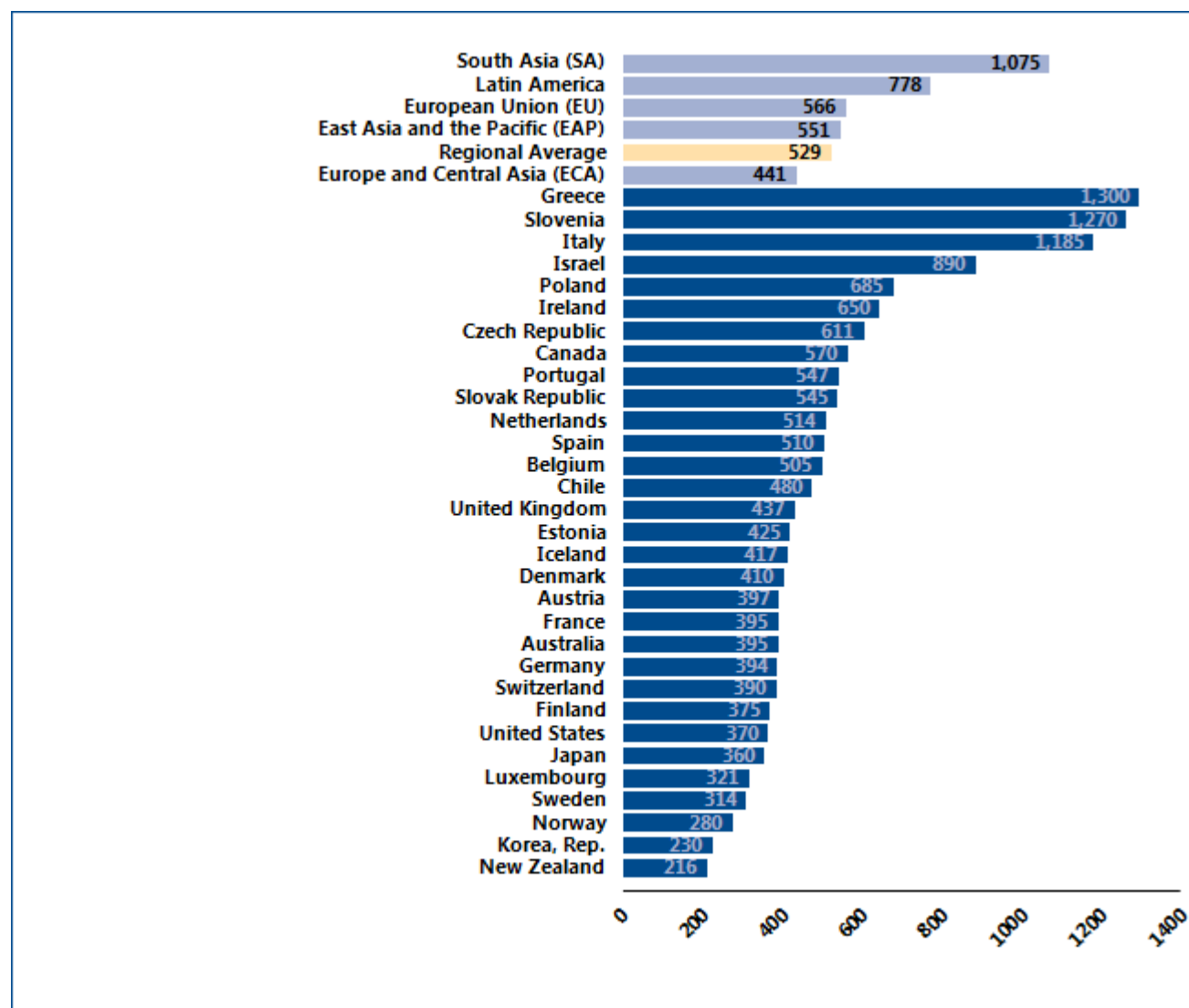
Figure 10.2 What it takes to enforce a contract through the courts in economies in OECD High Income

Procedures (number)



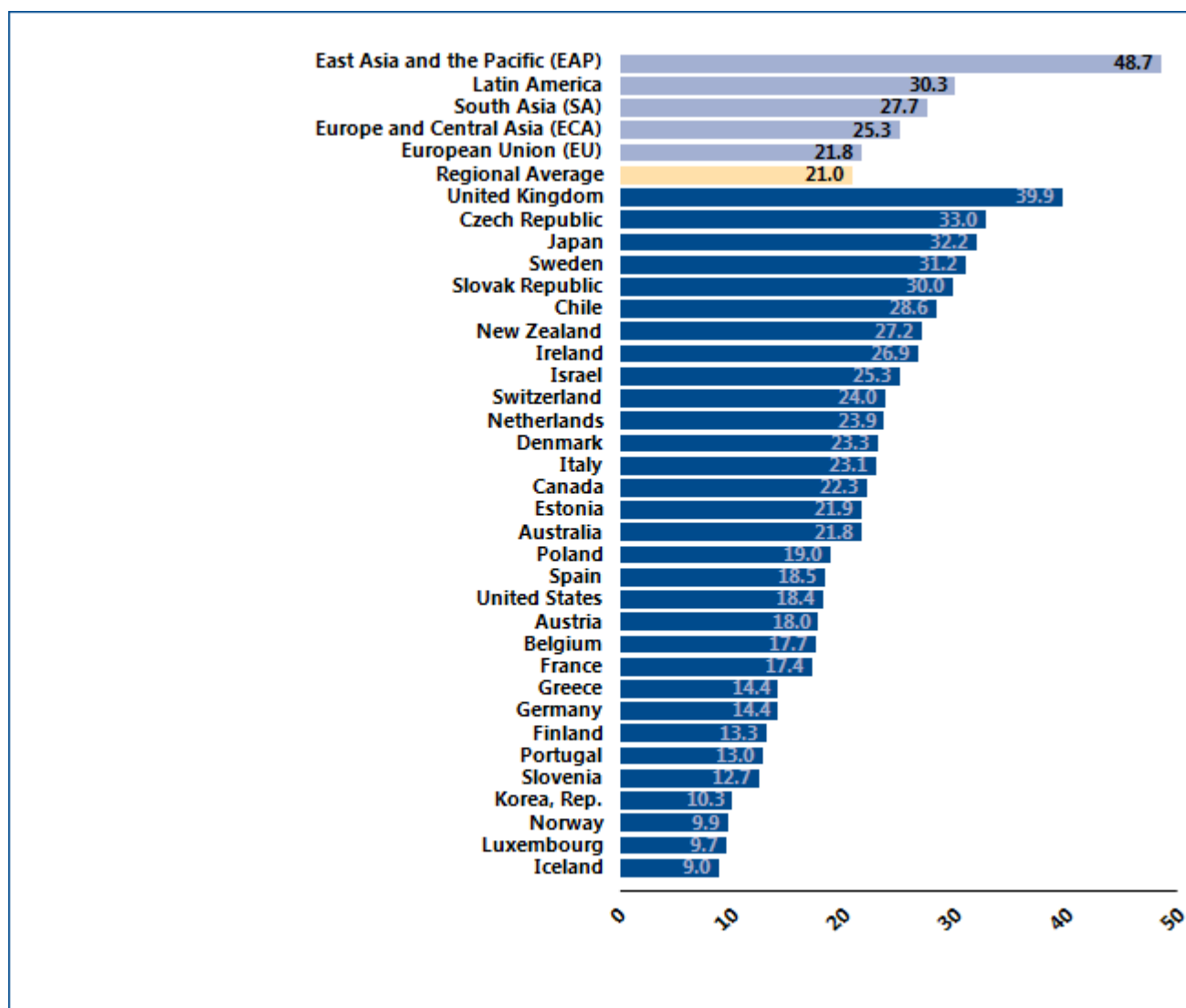
ENFORCING CONTRACTS

Time (days)



ENFORCING CONTRACTS

Cost (% of claim)



Source: Doing Business database.

ENFORCING CONTRACTS

What are the changes over time?

Economies in all regions have improved contract enforcement in recent years. A judiciary can be improved in different ways. Higher-income economies tend to look for ways to enhance efficiency by introducing new technology. Lower-income economies often work on reducing backlogs by introducing

periodic reviews to clear inactive cases from the docket and by making procedures faster. What reforms making it easier (or more difficult) to enforce contracts has *Doing Business* recorded in OECD High Income (table 10.1)?

Table 10.1 How have economies in OECD High Income made enforcing contracts easier—or not?
By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>Poland</i>	Poland made enforcing contracts easier by making rules of procedure stricter.
DB2008	<i>Portugal</i>	Portugal simplified the rules for small claims and is improving their case management system.
DB2008	<i>Switzerland</i>	Switzerland introduced an e-filing procedure.
DB2009	<i>Austria</i>	Austria mainstreamed electronic filing by making use of an electronic data channel comprehensive for all correspondence between lawyers and the court in civil matters. This cut out manual procedures and made proceedings more efficient.
DB2009	<i>Belgium</i>	Belgium established as a standard procedure to fix a procedural calendar for written pleading, and introduced tighter deadlines for the delivery of expert opinions. The amendments also have sanctions if the deadlines are not respected.
DB2009	<i>Portugal</i>	A reform of the procedural code increased the scope for summary proceedings by raising the monetary threshold. This reduced procedural complexity.
DB2010	<i>Norway</i>	Introduction and monitoring of tighter deadlines has sped up contract enforcement in Norway.
DB2010	<i>Portugal</i>	Portugal decreased the time and improved procedures for contract enforcement by enabling e-filing for the initiation of suit and by reducing the need for judge intervention in the execution of judgment.
DB2010	<i>Sweden</i>	Sweden adopted new legislation that introduced stringent time limits, thereby reducing the time to resolve a commercial

DB year	Economy	Reform
		dispute.
DB2011	<i>Canada</i>	Canada increased the efficiency of the courts by expanding electronic document submission and streamlining procedures.
DB2011	<i>New Zealand</i>	New Zealand enacted new district court rules that make the process for enforcing contracts user friendly.
DB2011	<i>United Kingdom</i>	The United Kingdom improved the process for enforcing contracts by modernizing civil procedures in the commercial court.
DB2012	<i>Korea, Rep.</i>	Korea made filing a commercial case easier by introducing an electronic case filing system.
DB2013	<i>Poland</i>	Poland made enforcing contracts easier by amending the civil procedure code and appointing more judges to commercial courts.
DB2013	<i>Slovak Republic</i>	The Slovak Republic made enforcing contracts easier by adopting several amendments to the code of civil procedure intended to simplify and speed up proceedings as well as to limit obstructive tactics by the parties to a case.
DB2014	<i>Czech Republic</i>	The Czech Republic made enforcing contracts easier by simplifying and speeding up the proceedings for the execution and enforcement of judgments.
DB2014	<i>Estonia</i>	Estonia made enforcing contracts easier by lowering court fees.
DB2014	<i>Italy</i>	Italy made enforcing contracts easier by regulating attorneys' fees and streamlining some court proceedings.
DB2014	<i>New Zealand</i>	New Zealand made enforcing contracts easier by improving its case management system to ensure a speedier and less costly adjudication of cases.

Note: For information on reforms in earlier years (back to DB2005), see the *Doing Business* reports for these years, available at <http://www.doingbusiness.org>.

Source: *Doing Business* database.

RESOLVING INSOLVENCY

A robust bankruptcy system functions as a filter, ensuring the survival of economically efficient companies and reallocating the resources of inefficient ones. Fast and cheap insolvency proceedings result in the speedy return of businesses to normal operation and increase returns to creditors. By improving the expectations of creditors and debtors about the outcome of insolvency proceedings, well-functioning insolvency systems can facilitate access to finance, save more viable businesses and thereby improve growth and sustainability in the economy overall.

What do the indicators cover?

Doing Business studies the time, cost and outcome of insolvency proceedings involving domestic entities. It does not measure insolvency proceedings of individuals and financial institutions. The data are derived from survey responses by local insolvency practitioners and verified through a study of laws and regulations as well as public information on bankruptcy systems.

The ranking on the ease of resolving insolvency is based on the recovery rate, which is recorded as cents on the dollar recouped by creditors through reorganization, liquidation or debt enforcement (foreclosure) proceedings. The recovery rate is a function of time, cost and other factors, such as lending rate and the likelihood of the company continuing to operate.

To make the data comparable across economies, *Doing Business* uses several assumptions about the business and the case. It assumes that the company:

- Is a domestically owned, limited liability company operating a hotel.
- Operates in the economy's largest business city.
- Has 201 employees, 1 main secured creditor and 50 unsecured creditors.

WHAT THE RESOLVING INSOLVENCY INDICATORS MEASURE

Time required to recover debt (years)

Measured in calendar years

Appeals and requests for extension are included

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

Measured as percentage of estate value

Court fees

Fees of insolvency administrators

Lawyers' fees

Assessors' and auctioneers' fees

Other related fees

Outcome

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

Recovery rate for creditors (cents on the dollar)

Measures the cents on the dollar recovered by 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

- Has a higher value as a going concern—and that the efficient outcome is either reorganization or sale as a going concern, not piecemeal liquidation.

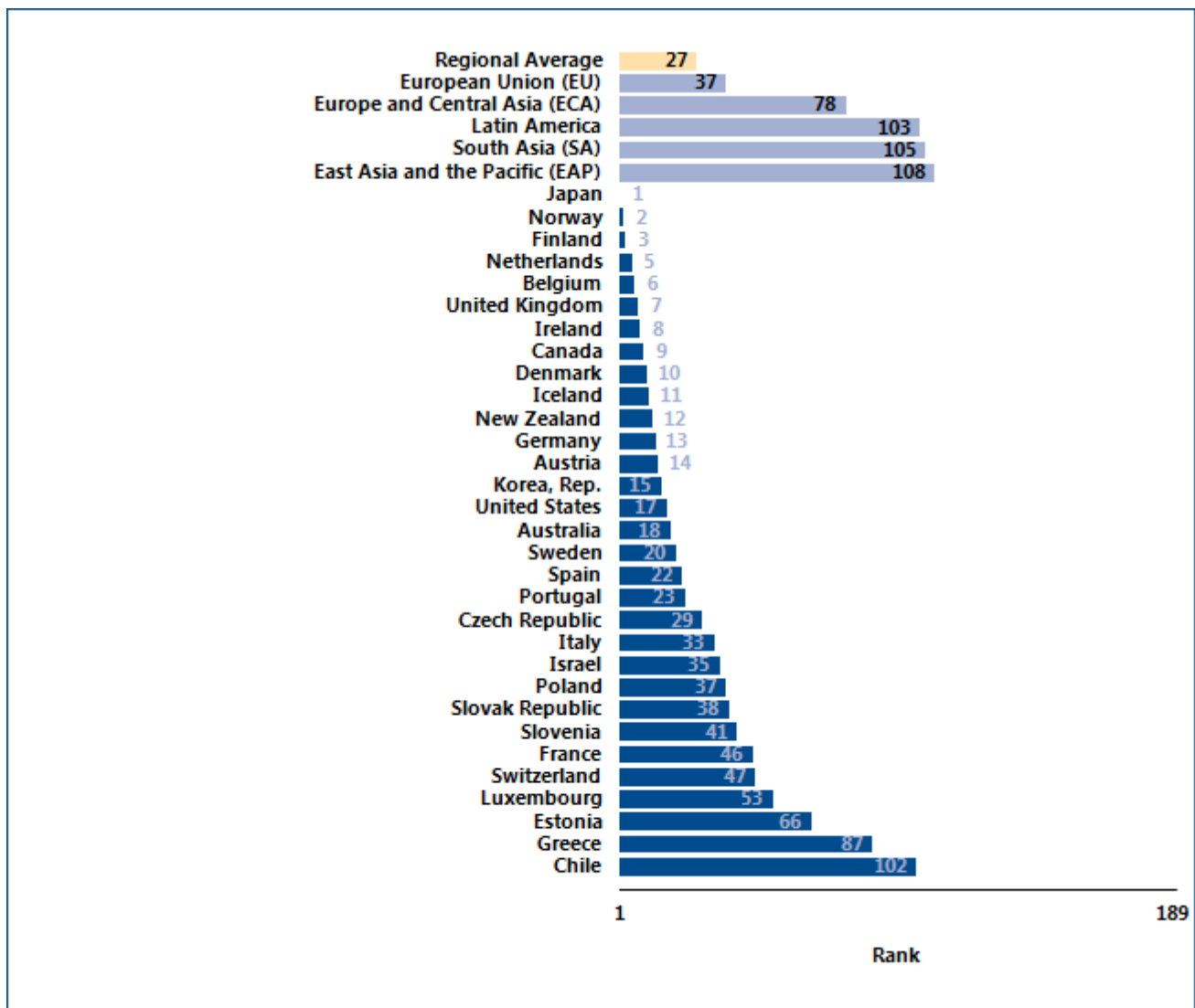
RESOLVING INSOLVENCY

Where do the region's economies stand today?

How efficient are insolvency proceedings in economies in OECD High Income? The global rankings of these economies on the ease of resolving insolvency suggest an answer (figure 11.1). The average ranking of the region and comparator regions provide a useful

benchmark for assessing the efficiency of insolvency proceedings. Speed, low costs and continuation of viable businesses characterize the top-performing economies.

Figure 11.1 How economies in OECD High Income rank on the ease of resolving insolvency



Source: Doing Business database.

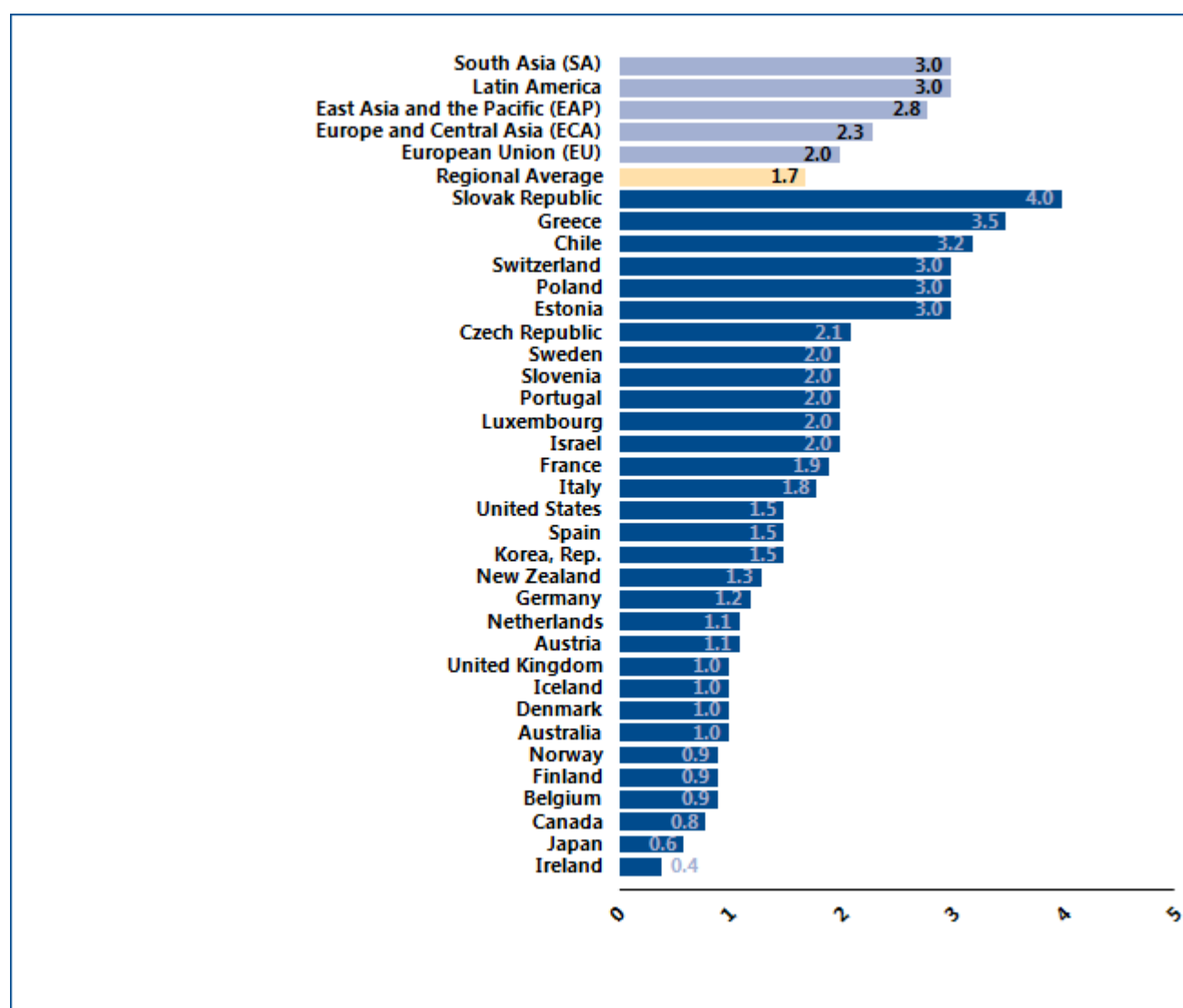
RESOLVING INSOLVENCY

The indicators underlying the rankings may be more revealing. Data collected by *Doing Business* show the average time and cost required to resolve insolvency as well as the average recovery rate (figure 11.2).

Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

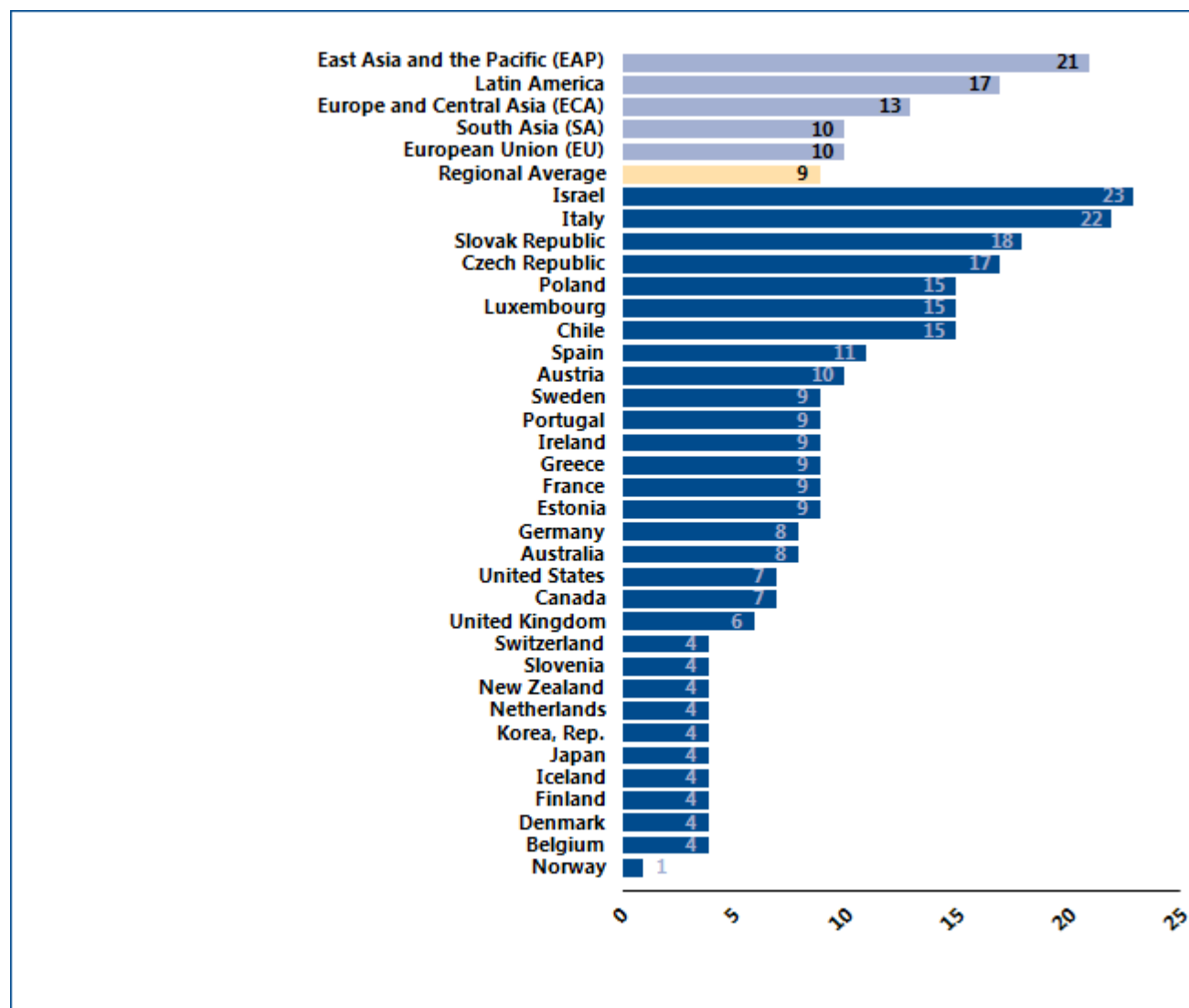
Figure 11.2 How efficient is the insolvency process in economies in OECD High Income

Time (years)



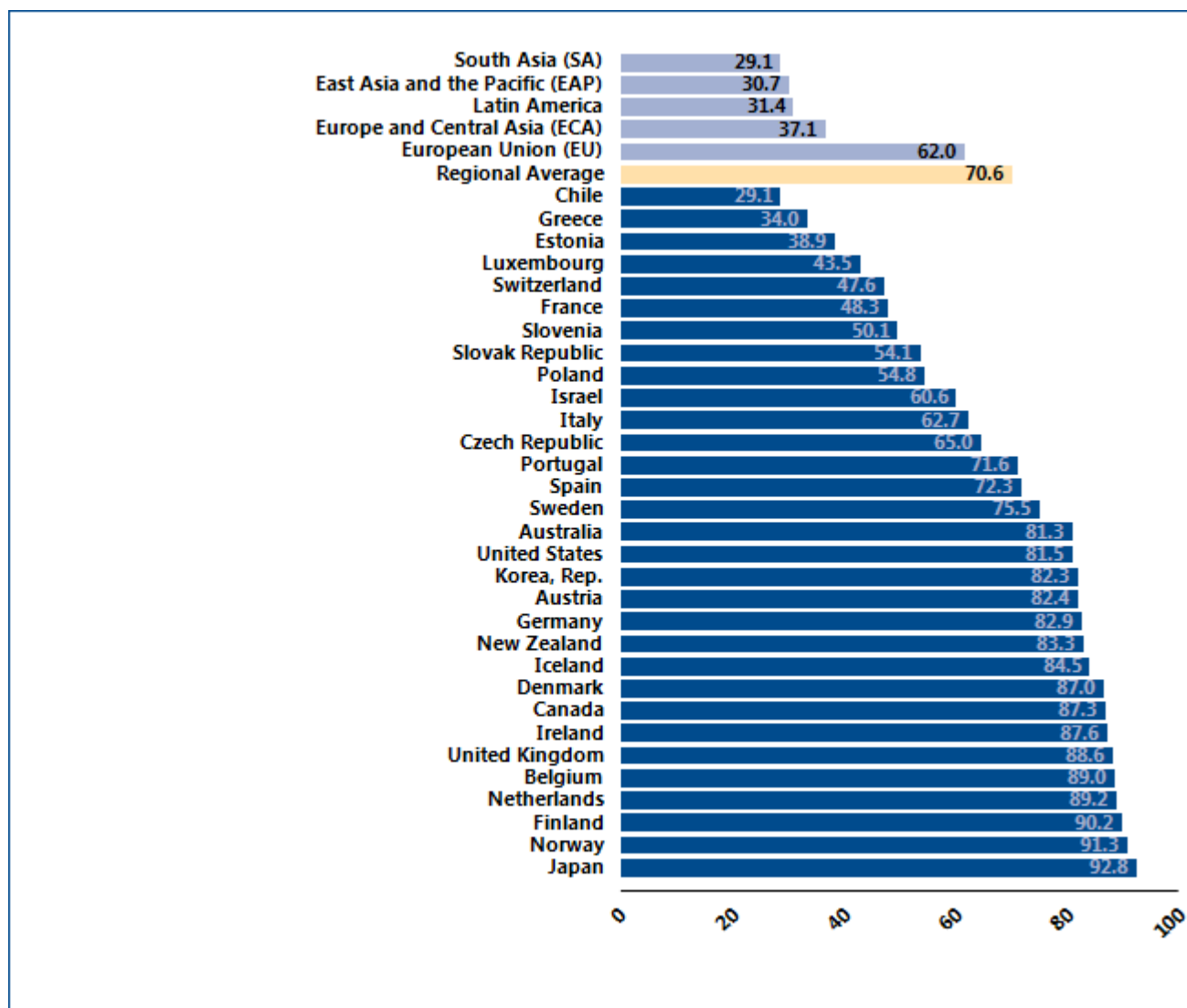
RESOLVING INSOLVENCY

Cost (% of estate)



RESOLVING INSOLVENCY

Recovery rate (cents on the dollar)



* Indicates a "no practice" mark. See the data notes for details.

Source: *Doing Business* database.

RESOLVING INSOLVENCY

What are the changes over time?

A well-balanced bankruptcy system distinguishes companies that are financially distressed but economically viable from inefficient companies that should be liquidated. But in some insolvency systems even viable businesses are liquidated. This is starting to

change. Many recent reforms of bankruptcy laws have been aimed at helping more of the viable businesses survive. What insolvency reforms has *Doing Business* recorded in OECD High Income (table 11.1)?

Table 11.1 How have economies in OECD High Income made resolving insolvency easier—or not?
By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>Denmark</i>	Denmark adopted legislation that transferred some powers over bankruptcy proceedings from trustees to judges and granted more rights to creditors.
DB2008	<i>Italy</i>	Italy adopted legislation that empowers trustees and grants creditors the right to propose an “insolvent composition” which may shorten the liquidation procedure.
DB2008	<i>Portugal</i>	Portugal adopted legislation that creates fast-track procedures for the voluntary liquidation of commercial enterprises.
DB2009	<i>Czech Republic</i>	Czech Republic passed an Insolvency Act. The law introduces reorganization as the preferred method for resolving insolvency, mandates stricter deadlines, establishes an electronic insolvency register and sets new qualification standards for trustees.
DB2009	<i>Finland</i>	Finland revised its Restructuring of Enterprises Act, accelerating hearings and making the entire process more flexible. The reform makes it easier for companies to enter a reorganization process.
DB2009	<i>Germany</i>	Germany amended its Insolvency Code to facilitate maintaining the debtor’s business as a going concern. The new law allows the court to suspend enforcement actions against assets that are essential to the continuation of the business.
DB2009	<i>Greece</i>	Greece passed a new bankruptcy law which aims at reorganizing financially distressed companies, preserving the business assets, treating creditors equally and preventing piecemeal sale. The law is expected to lead to more restructurings and allow more companies to continue as going concerns.

DB year	Economy	Reform
DB2009	<i>New Zealand</i>	New Zealand introduced a reorganization procedure. The aim is to provide an alternative to liquidation and receivership and maximize a company's chances of continuing as a going concern.
DB2009	<i>Poland</i>	Poland introduced the Law on Trustee Licensing tightening professional requirements for administrators. A trustee's license now requires an examination in economics, law, finance and management. The reform also limits trustees' pay to 3% of the bankrupt estate's value, down from 5%.
DB2009	<i>Portugal</i>	Portugal eliminated the formality of publishing insolvency notices in newspapers. It also introduced a fast-track procedure for debtors with less than €5,000 in assets and new procedures to accelerate payments to insolvency administrators. Portugal also limited appeals.
DB2010	<i>Estonia</i>	Estonia adopted a new Reorganization Act establishes a new legal procedure enabling distressed companies on the verge of insolvency to reorganize themselves, restructure their debt, and apply other measures to regain financial health and restore profitability.
DB2010	<i>France</i>	France enhanced the process of insolvency by encouraging pre-insolvency work-outs while also no longer requiring the estimation of the assets by a public auctioneer.
DB2010	<i>Germany</i>	Germany's recent Act on the Implementation of Measures to Stabilize the Financial Market (Finanzmarktstabilisierungsgesetz) removes the requirement for potentially viable companies to file for immediate insolvency in cases of over-indebtedness.
DB2010	<i>Poland</i>	Poland eased the process of dealing with distressed companies with an amendment to its bankruptcy law introducing an option of opening a pre-bankruptcy reorganization procedure that applies to companies that are facing financial difficulties instead of bankruptcy proceedings.
DB2011	<i>Belgium</i>	Belgium introduced a new law that will promote and facilitate the survival of viable businesses experiencing financial difficulties.
DB2011	<i>Czech Republic</i>	The Czech Republic made it easier to deal with insolvency by introducing further legal amendments to restrict setoffs in insolvency cases and suspending for some insolvent debtors the obligation to file for bankruptcy.
DB2011	<i>Estonia</i>	Amendments to Estonia's recent insolvency law increased the chances that viable businesses will survive insolvency by

DB year	Economy	Reform
		improving procedures and changing the qualification requirements for insolvency administrators.
DB2011	<i>Japan</i>	Japan made it easier to deal with insolvency by establishing a new entity, the Enterprise Turnaround Initiative Corporation, to support the revitalization of companies suffering from excessive debt but professionally managed.
DB2011	<i>Korea, Rep.</i>	Korea made it easier to deal with insolvency by introducing postfiling financing, granting superpriority to the repayment of loans given to companies undergoing reorganization.
DB2011	<i>Spain</i>	Spain amended its regulations governing insolvency proceedings with the aim of reducing the cost and time. The new regulations also introduced out-of-court workouts.
DB2011	<i>United Kingdom</i>	Amendments to the United Kingdom's insolvency rules streamline bankruptcy procedures, favor the sale of the firm as a whole and improve the calculation of administrators' fees.
DB2012	<i>Australia</i>	Australia clarified the priority of claims of unsecured creditors over all shareholders' claims and introduced further regulation of the profession of insolvency practitioners.
DB2012	<i>Austria</i>	Austria passed a new law that simplifies restructuring proceedings and gives preferential consideration to the interests of the debtors.
DB2012	<i>Denmark</i>	Denmark introduced new rules on company reorganization, which led to the elimination of the suspension-of-payments regime.
DB2012	<i>France</i>	France passed a law that enables debtors to implement a restructuring plan with financial creditors only, without affecting trade creditors.
DB2012	<i>Israel</i>	Israel amended its courts law to establish specialized courts for dealing with economic matters.
DB2012	<i>Italy</i>	Italy introduced debt restructuring and reorganization procedures as alternatives to bankruptcy proceedings and extended further rights to secured creditors during insolvency proceedings.
DB2012	<i>Poland</i>	Poland amended its bankruptcy and reorganization law to simplify court procedures and extend more rights to secured creditors.
DB2012	<i>Slovenia</i>	Slovenia simplified and streamlined the insolvency process and strengthened professional requirements for insolvency administrators.

DB year	Economy	Reform
DB2012	<i>Switzerland</i>	Switzerland introduced a unified civil procedure code and made a number of changes to its federal bankruptcy law.
DB2013	<i>Germany</i>	Germany strengthened its insolvency process by adopting a new insolvency law that facilitates in-court restructurings of distressed companies and increases participation by creditors.
DB2013	<i>Greece</i>	Greece enhanced its insolvency process by abolishing the conciliation procedure and introducing a new rehabilitation proceeding.
DB2013	<i>Korea, Rep.</i>	Korea expedited the insolvency process by implementing a fast track for company rehabilitation.
DB2013	<i>Poland</i>	Poland strengthened its insolvency process by updating guidelines on the information and documents that need to be included in the bankruptcy petition and by granting secured creditors the right to take over claims encumbered with financial pledges in case of liquidation.
DB2013	<i>Portugal</i>	Portugal made resolving insolvency easier by introducing a new insolvency law that expedites liquidation procedures and creates fast-track mechanisms both in and out of court.
DB2013	<i>Slovak Republic</i>	The Slovak Republic improved its insolvency process by redefining the roles and powers of creditors and trustees, strengthening the rights of secured creditors and redefining rules for the conversion of restructuring into a bankruptcy proceeding.
DB2013	<i>Slovenia</i>	Slovenia strengthened its insolvency process by requiring that the debtor offer creditors payment of at least 50% of the claims within 4 years; giving greater power to the creditors' committee in a bankruptcy proceeding; prohibiting insolvency administrators from allowing relatives to render services associated with the bankruptcy proceeding; and establishing fines for members of management that violate certain obligations or prohibitions.
DB2013	<i>Spain</i>	Spain strengthened its insolvency process by making workouts easier, offering more protections for refinancing agreements, allowing conversion from reorganization into liquidation at any time, allowing reliefs of the stay under certain circumstances and permitting the judge to determine whether an asset of the insolvent company is necessary for its continued operation.
DB2014	<i>Israel</i>	Israel made resolving insolvency easier through an amendment to its company law allowing the assumption or rejection of executory contracts, granting maximum

DB year	Economy	Reform
		priority to postcommencement credit, extending the maximum period of moratorium during restructur
DB2014	<i>Italy</i>	Italy made resolving insolvency easier through amendments to its bankruptcy code that introduce a stay period for enforcement actions while the debtor is preparing a restructuring plan, make it easier to convert from one type of restructuring proceeding t

Note: For information on reforms in earlier years (back to DB2005), see the *Doing Business* reports for these years, available at <http://www.doingbusiness.org>.

Source: *Doing Business* database.

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 and transfer 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 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, and the sample of economies expanded.

The data for all sets of indicators in *Doing Business 2014* are for June 2013.²

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 10,200 local experts, including lawyers, business consultants, accountants, freight forwarders, government officials and other professionals routinely administering or advising on legal and regulatory requirements (table 21.2). 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 2014* 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.

ECONOMY CHARACTERISTICS

Gross national income per capita

Doing Business 2014 reports 2012 income per capita as published in the World Bank's *World Development Indicators 2013*. Income is calculated using the Atlas method (current U.S. dollars). For cost indicators expressed as a percentage of income per capita, 2012 gross national income (GNI) in U.S. dollars is used as the denominator. GNI data were not available from the World Bank for Afghanistan, The Bahamas, Bahrain, Barbados, Brunei Darussalam, Djibouti, the Islamic Republic of Iran, Kuwait, Libya, Myanmar, New Zealand, Oman, San Marino, the Syrian Arab Republic, 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-classifications>. The World Bank does not assign regional classifications to high-income economies. For the purpose of the *Doing Business* report, high-income OECD economies are assigned the "regional" classification *OECD high income*. Figures and tables presenting regional averages include economies from all income groups (low, lower middle, upper middle and high income).

Population

Doing Business 2014 reports midyear 2012 population statistics as published in *World Development Indicators 2013*.

The *Doing Business* methodology offers several advantages. It is transparent, using factual information

² The data for paying taxes refer to January – December 2012.

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 only highlight the extent of specific regulatory obstacles to business but also identify their source and point to what might be reformed. Information on the methodology for each *Doing Business* topic can be found on the *Doing Business* website at <http://www.doingbusiness.org/methodology>.

Limits to what is measured

The *Doing Business* methodology has 5 limitations that should be considered when interpreting the data. First, the collected data refer to businesses in the economy's largest business city (which in some economies differs from the capital) and may not be representative of regulation in other parts of the economy. To address this limitation, subnational *Doing Business* indicators were created (box 21.1). 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 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 2014* would differ from the recollection of entrepreneurs reported in the World Bank Enterprise Surveys or other perception surveys.

This year *Doing Business* completed subnational studies in Colombia, Italy and the city of Hargeisa (Somaliland) and is currently updating indicators in Egypt, Mexico and Nigeria. *Doing Business* also published regional studies for the g7+ and the East African Community. The g7+ group is a country-owned and country-led global mechanism established in April 2010 to monitor, report and draw attention to the unique challenges faced by fragile states. The member countries included in the report are Afghanistan, Burundi, the Central African Republic, Chad, the Comoros, the Democratic Republic of Congo, Côte d'Ivoire, Guinea, Guinea-Bissau, Haiti, Liberia, Papua New Guinea, Sierra Leone, the Solomon Islands, South Sudan, Timor-Leste and Togo.

The subnational 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. For several economies subnational studies are now periodically updated to measure change over time or to expand geographic coverage to additional cities. This year that is the case for all the subnational studies published.

Changes in what is measured

The methodology for 2 indicator sets—trading across borders and paying taxes—was updated this year. For trading across borders, documents that are required purely for purposes of preferential treatment are no longer included in the list of documents (for example, a certificate of origin if the use is only to qualify for a preferential tariff rate under trade agreements). For paying taxes, the value of fuel taxes is no longer included in the total tax rate because of the difficulty of computing these taxes in a consistent way across 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.

In a change involving several indicator sets, the rule establishing that each procedure must take at least 1 day was removed for procedures that can be fully

completed online in just a few hours. This change affects the time indicator for starting a business, dealing with construction permits and registering property.³ For procedures that can be fully completed online, the duration is now set at half a day rather than a full day.

The threshold for the total tax rate introduced in 2011 for the purpose of calculating the ranking on the ease of paying taxes was updated. All economies with a total tax rate below the threshold (which is calculated and adjusted on a yearly basis) receive the same ranking on the total tax rate indicator. The threshold is not based on any economic theory of an “optimal tax rate” that minimizes distortions or maximizes efficiency in the tax system of an economy overall. 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 indicators 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). This year the threshold is 25.5%.

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 the website’s “Ask a Question” function at <http://www.doingbusiness.org>.

Ease of doing business and distance to frontier

Doing Business 2014 presents results for 2 aggregate measures: the aggregate ranking on the ease of doing

business and the distance to frontier measure. The ease of doing business ranking compares economies with one another, while the distance to frontier measure benchmarks economies to the frontier in regulatory practice, measuring the absolute distance to the best performance on each indicator. Both measures can be used for comparisons over time. When compared across years, the distance to frontier measure shows how much the regulatory environment for local entrepreneurs in each economy has changed over time in absolute terms, while the ease of doing business ranking can show only relative change.

Ease of doing business

The ease of doing business index ranks economies from 1 to 189. For each economy the ranking is calculated as the simple average of the percentile rankings on each of the 10 topics included in the index in *Doing Business 2014*: starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts, and resolving insolvency. The employing workers indicators are not included in this year’s aggregate ease of doing business ranking.

Construction of the ease of doing business index

Here is one example of how the ease of doing business index is constructed. In Denmark it takes 4 procedures, 5.5 days and 0.2% of annual income per capita in fees to open a business. The minimum capital requirement is 24% of annual income per capita. On these 4 indicators Denmark ranks in the 12th, 11th, 1st and 79th percentiles. So on average Denmark ranks in the 25th percentile on the ease of starting a business. It ranks in the 21st percentile on getting credit, 19th percentile on paying taxes, 27th percentile on enforcing contracts, 5th percentile on resolving insolvency and so on. Higher rankings indicate simpler regulation and stronger protection of property rights. The simple average of Denmark’s percentile rankings on all topics is 17th. When all economies are ordered by their average percentile rankings, Denmark stands at 5 in the aggregate ranking on the ease of doing business.

More complex aggregation methods—such as principal components and unobserved components—yield a ranking nearly identical to the simple average

³ For getting electricity the rule that each procedure must take a minimum of 1 day still applies because in practice there are no cases in which procedures can be fully completed online in less than a day. For example, even though in some cases it is possible to apply for an electricity connection online, additional requirements mean that the process cannot be completed in less than 1 day.

used by *Doing Business*.⁴ Thus, *Doing Business* uses the simplest method: weighting all topics equally and, within each topic, giving equal weight to each of the topic components.

If an economy has no laws or regulations covering a specific area—for example, insolvency—it receives a “no practice” mark. Similarly, an economy receives a “no practice” or “not possible” mark if regulation exists but is never used in practice or if a competing regulation prohibits such practice. Either way, a “no practice” mark puts the economy at the bottom of the ranking on the relevant indicator.

The ease of doing business index is limited in scope. It does not account for an economy’s proximity to large markets, the quality of its infrastructure services (other than services related to trading across borders and getting electricity), the strength of its financial system, the security of property from theft and looting, macroeconomic conditions or the strength of underlying institutions.

Variability of economies’ rankings across topics

Each indicator set measures a different aspect of the business regulatory environment. The rankings of an economy can vary, sometimes significantly, across indicator sets. The average correlation coefficient between the 10 indicator sets included in the aggregate ranking is 0.38, and the coefficients between any 2 sets of indicators range from 0.18 (between getting electricity and getting credit) to 0.58 (between trading across borders and resolving insolvency and between trading across borders and getting electricity). These correlations suggest that economies rarely score universally well or universally badly on the indicators.

Consider the example of Canada. It stands at 19 in the aggregate ranking on the ease of doing business. Its ranking is 2 on starting a business, 4 on protecting investors, and 8 on paying taxes. But its ranking is only

⁴ See Simeon Djankov, Darshini Manraj, Caralee McLiesh and Rita Ramalho, “*Doing Business* Indicators: Why Aggregate, and How to Do It” (World Bank, Washington, DC, 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.

58 on enforcing contracts, 116 on dealing with construction permits and 145 on getting electricity.

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 the ability of different government agencies to deliver tangible results in their area of responsibility.

Distance to frontier measure

A drawback of the ease of doing business ranking is that it can measure the regulatory performance of economies only relative to the performance of others. It does not provide information on how the absolute quality of the regulatory environment is improving over time. Nor does it provide information on how large the gaps are between economies at a single point in time.

The distance to frontier measure is designed to address both shortcomings, complementing the ease of doing business ranking. This measure illustrates the distance of an economy to the “frontier,” and the change in the measure over time shows the extent to which the economy has closed this gap. The frontier is a score derived from the most efficient practice or highest score achieved on each of the component indicators in 10 *Doing Business* indicator sets (excluding the employing workers indicators) by any economy. In starting a business, for example, Canada and New Zealand have achieved the highest performance on the number of procedures required (1) and on the time (0.5 days), Denmark and Slovenia on the cost (0% of income per capita) and Chile, Zambia and 99 other economies on the paid-in minimum capital requirement (0% of income per capita) (table 22.2).

Calculating the distance to frontier for each economy involves 2 main steps. First, individual indicator scores are normalized to a common unit: except for the total tax rate, each of the 31 component indicators y is rescaled to $(\max - y)/(\max - \min)$, with the minimum value (\min) representing the frontier—the highest performance on that indicator across all economies since 2003 or the first year the indicator was collected.⁵ For the total tax rate, consistent with the calculation of

⁵ Even though scores for the distance to frontier are calculated from 2005, data from as early as 2003 are used to define the frontier

the rankings, the frontier is defined as the total tax rate at the 15th percentile of the overall distribution of total tax rates for all years. Second, for each economy the scores obtained for individual indicators are aggregated through simple averaging into one distance to frontier score, first for each topic and then across all topics. An economy's distance to frontier is indicated on a scale from 0 to 100, where 0 represents the lowest performance and 100 the frontier.

The maximum (max) and minimum (min) observed values are computed for all economies included in the *Doing Business* sample since 2003 and for all years (from 2003 to 2013). To mitigate the effects of extreme outliers in the distributions of the rescaled data (very few economies need 694 days to complete the procedures to start a business, but many need 9 days), the maximum (max) is defined as the 95th percentile of the pooled data for all economies and all years for each indicator. The exceptions are the getting credit, protecting investors and resolving insolvency indicators, whose construction precludes outliers. In addition, the cost to export and cost to import for each year are divided by the GDP deflator, so as to take the general price level into account when benchmarking these absolute-cost indicators across economies with different inflation trends. The base year for the deflator is 2013 for all economies.

The difference between an economy's distance to frontier score in any previous year and its score in 2013 illustrates the extent to which the economy has closed the gap to the frontier over time. And in any given year the score measures how far an economy is from the highest performance at that time.

Take Colombia, which has a score of 70.5 on the distance to frontier measure for 2014. This score indicates that the economy is 29.5 percentage points away from the frontier constructed from the best performances across all economies and all years. Colombia was further from the frontier in 2009, with a score of 66.2. The difference between the scores shows an improvement over time.

The distance to frontier measure can also be used for comparisons across economies in the same year, complementing the ease of doing business ranking. For example, Colombia stands at 63 this year in the ease of doing business ranking, while Peru, which is 29.3 percentage points from the frontier, stands at 42.

Economies that improved the most across 3 or more Doing Business topics in 2012/13

Doing Business 2014 uses a simple method to calculate which economies improved the most in the ease of doing business. First, it selects the economies that in 2012/13 implemented regulatory reforms making it easier to do business in 3 or more of the 10 topics included in this year's ease of doing business ranking.⁶ Twenty-nine economies meet this criterion: Azerbaijan, Belarus, Burundi, Côte d'Ivoire, Croatia, Djibouti, Gabon, Guatemala, Guinea, Italy, Kosovo, Latvia, the former Yugoslav Republic of Macedonia, Malaysia, Mauritius, Mexico, Moldova, Mongolia, Morocco, Panama, the Philippines, the Republic of Congo, Romania, the Russian Federation, Rwanda, Sri Lanka, Ukraine, Uzbekistan and the United Arab Emirates. Second, *Doing Business* sorts these economies on the increase in their distance to frontier measure from the previous year using comparable data.

Selecting the economies that implemented regulatory reforms in at least 3 topics and improved the most in the distance to frontier measure is intended to highlight economies with ongoing, broadbased reform programs. The criterion for identifying the top improvers was changed from last year. The improvement in ease of doing business ranking is no longer used. The improvement in the distance to frontier measure is used instead because under this measure economies are sorted according to their absolute improvement instead of relative improvement.

⁶ *Doing Business* reforms making it more difficult to do business are subtracted from the total number of those making it easier to do business.

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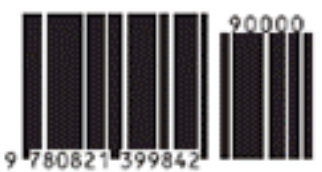


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