

# Doing Business



**2012**

## Economy Profile: **Cambodia**

Doing business in a  
**more transparent world**

COMPARING REGULATION FOR DOMESTIC FIRMS IN 183 ECONOMIES

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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 10 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 and resolving insolvency.

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 183 economies, from Afghanistan to Zimbabwe, over time. The data set covers 46 economies in Sub-Saharan Africa, 32 in Latin America and the Caribbean, 24 in East Asia and the Pacific, 24 in Eastern Europe and Central Asia, 18 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 economy profile presents the *Doing Business* indicators for Cambodia. To allow useful comparison, it also provides data for other selected economies (comparator economies) for each indicator. The data in this report are current as of June 1, 2011 (except for

the paying taxes indicators, which cover the period January–December 2010).

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 2012* presents the indicators, analyzes their relationship with economic outcomes and recommends regulatory reforms. The data, along with information on ordering *Doing Business 2012*, 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 183 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 2012*: 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).<sup>1</sup>

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.

### ECONOMY OVERVIEW

**Region:** East Asia & Pacific

**Income category:** Low income

**Population:** 14,138,255

**GNI per capita (US\$):** 760.00

**DB2012 rank:** 138

**DB2011 rank:** 138

**Change in rank:** 0

*Note:* See the data notes for sources and definitions.

<sup>1</sup> Except for the ease of getting credit, for which the percentile rankings on its component indicators are weighted, the depth of credit information index at 37.5% and the strength of legal rights index at 62.5%.

## THE BUSINESS ENVIRONMENT

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



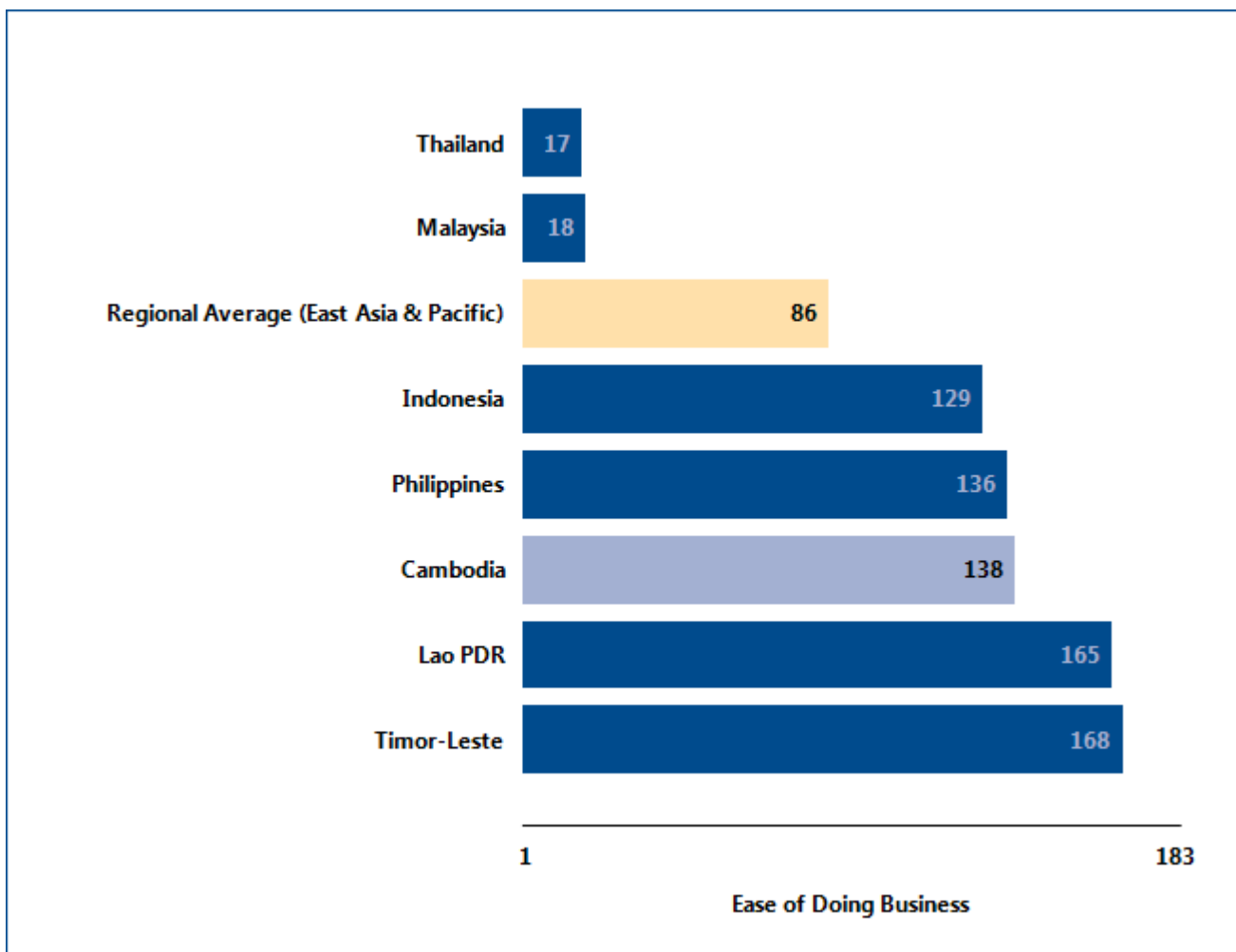
Source: *Doing Business* database.

## 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 and compared with

the regional average (figure 1.2). The economy's rankings on the topics included in the ease of doing business index provide another perspective (figure 1.3).

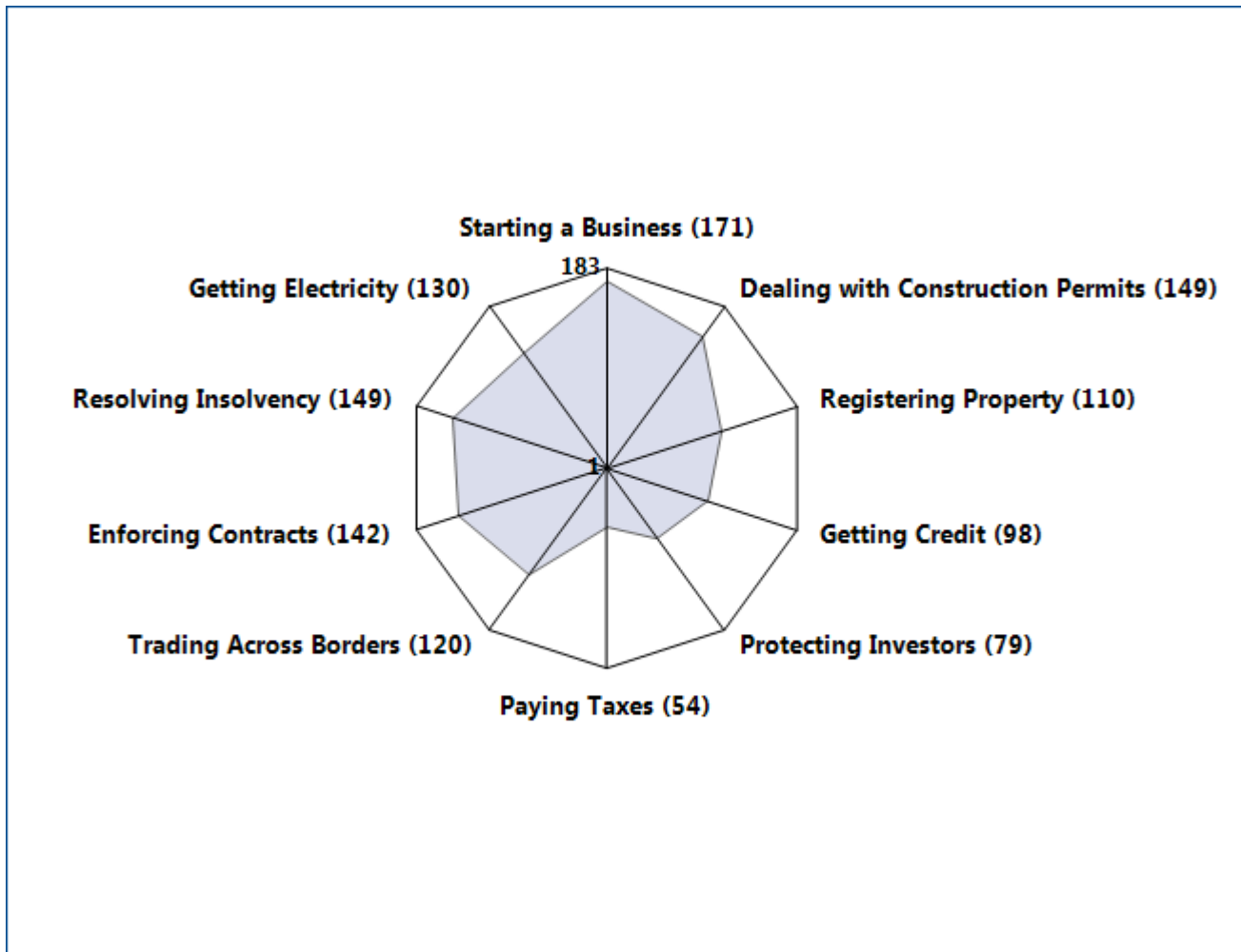
Figure 1.2 How Cambodia and comparator economies rank on the ease of doing business



Source: Doing Business database.

## THE BUSINESS ENVIRONMENT

Figure 1.3 How Cambodia ranks on *Doing Business* topics



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*.

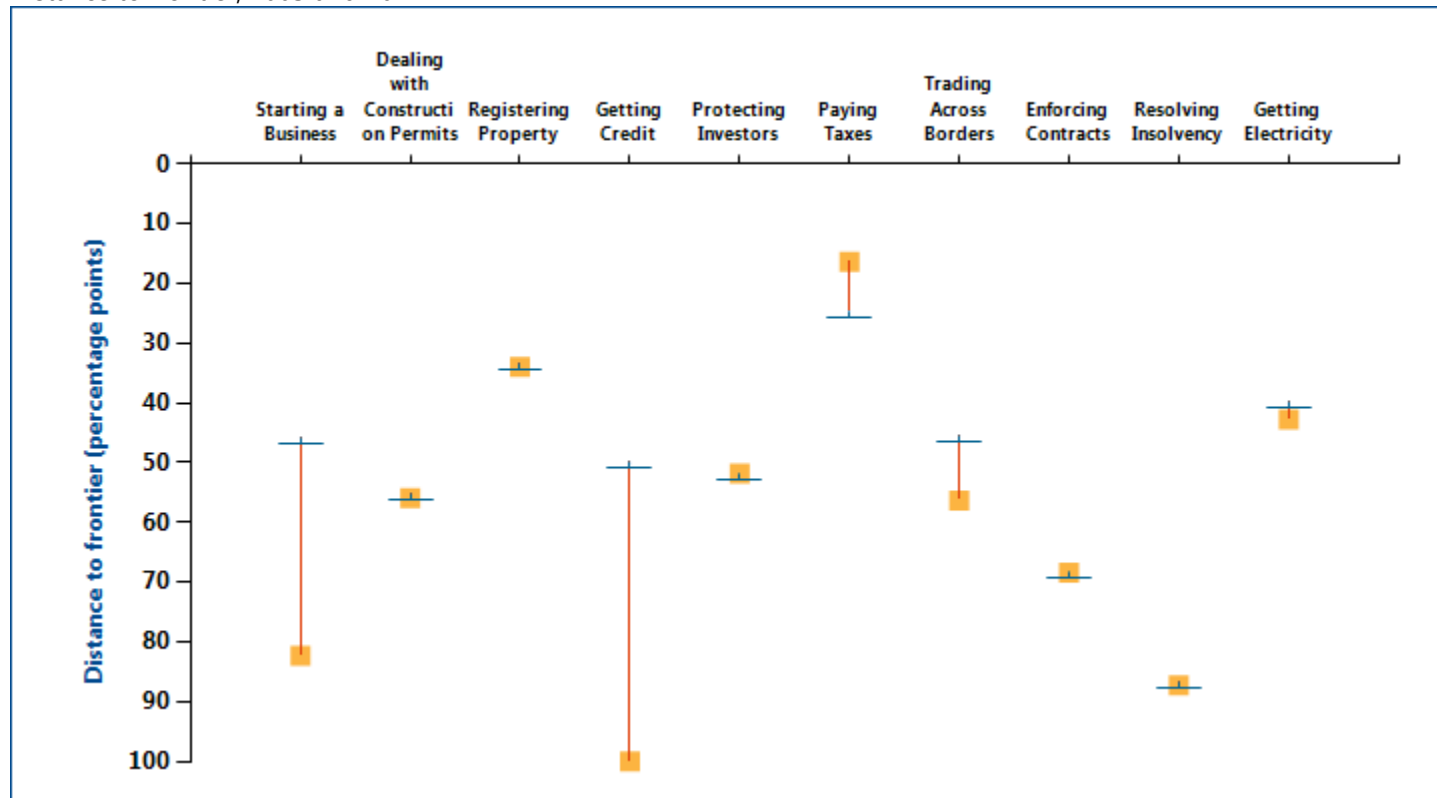
Moreover, year-to-year changes in the overall rankings do not reflect how the business regulatory environment in an economy has changed over time—or how it has changed in different areas. To aid in assessing such changes, *Doing Business 2012* introduces the distance to frontier measure.

This measure shows the distance of each economy to the “frontier,” a synthetic measure based on the most efficient practice or highest score observed for each *Doing Business* indicator across all economies and years included in the *Doing Business* sample since 2005. Nine areas of business regulation are covered.

Comparing the measure for an economy at 2 points in time allows users to assess how much the economy’s regulatory environment as measured by *Doing Business* has changed over time—how far it has moved toward (or away from) the most efficient practices and strongest regulations in areas covered by *Doing Business* (figure 1.4). The results may show that the pace of change varies widely across the areas measured. They also may show that an economy is relatively close to the frontier in some areas and relatively far from it in others.

Figure 1.4 How far has Cambodia come in the areas measured by *Doing Business*?

Distance to frontier, 2005 and 2011



Note: For economies added to the *Doing Business* sample after 2005, the starting point is the year in which they were added: 2006 for Montenegro; 2007 for Brunei Darussalam, Liberia and Luxembourg; 2008 for The Bahamas, Bahrain and Qatar; and 2009 for Cyprus and Kosovo. See the data notes for more details on the distance to frontier measure.

Source: *Doing Business* database.

## THE BUSINESS ENVIRONMENT

The absolute values of the indicators tell another part of the story (table 1.1). The indicators, on their own or in comparison with the indicators of a good practice economy or those of comparator economies in the region, may reveal bottlenecks reflected in large numbers of procedures, long delays or high costs. Or they 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. Comparison of the economy's indicators today with those in the previous year may show where substantial bottlenecks persist—and where they are diminishing.

Table 1.1 Summary of *Doing Business* indicators for Cambodia

Indicator	Cambodia DB2012	Cambodia DB2011	Indonesia DB2012	Lao PDR DB2012	Malaysia DB2012	Philippines DB2012	Thailand DB2012	Timor-Leste DB2012	Best performer globally DB2012
<b>Starting a Business (rank)</b>	171	170	155	89	50	158	78	157	New Zealand (1)
<b>Procedures (number)</b>	9	9	8	7	4	15	5	10	Canada (1)*
<b>Time (days)</b>	85	85	45	93	6	35	29	103	New Zealand (1)
<b>Cost (% of income per capita)</b>	109.7	128.3	17.9	7.6	16.4	19.1	6.2	4.5	Denmark (0.0)*
<b>Paid-in Min. Capital (% of income per capita)</b>	31.3	37.0	46.6	0.0	0.0	5.2	0.0	227.3	82 Economies (0.0)*
<b>Dealing with Construction Permits (rank)</b>	149	150	71	80	113	102	14	114	Hong Kong SAR, China (1)
<b>Procedures (number)</b>	21	21	13	23	22	30	8	19	Denmark (5)
<b>Time (days)</b>	652	652	158	108	260	85	157	238	Singapore (26)*
<b>Cost (% of income per capita)</b>	40.6	47.9	105.3	52.4	7.1	110.5	9.5	25.0	Qatar (1.1)

Indicator	Cambodia DB2012	Cambodia DB2011	Indonesia DB2012	Lao PDR DB2012	Malaysia DB2012	Philippines DB2012	Thailand DB2012	Timor-Leste DB2012	Best performer globally DB2012
Getting Electricity (rank)	130	130	161	138	59	54	9	55	Iceland (1)
Procedures (number)	4	4	7	5	6	5	4	3	Germany (3)*
Time (days)	183	183	108	134	51	50	35	63	Germany (17)
Cost (% of income per capita)	3062.5	3581.5	1379.0	2381.6	95.5	762.0	77.6	1818.2	Japan (0.0)
Registering Property (rank)	110	111	99	72	59	117	28	183	New Zealand (3)
Procedures (number)	7	7	6	5	5	8	2	no practice	Portugal (1)*
Time (days)	56	56	22	98	48	39	2	no practice	Portugal (1)
Cost (% of property value)	4.3	4.3	10.8	1.1	3.3	4.8	6.3	no practice	Slovak Republic (0.0)
Getting Credit (rank)	98	96	126	166	1	126	67	159	United Kingdom (1)*
Strength of legal rights index (0-10)	8	8	3	4	10	4	5	2	New Zealand (10)*
Depth of credit information index (0-6)	0	0	4	0	6	3	5	3	Japan (6)*
Public registry coverage (% of adults)	0.0	0.0	31.8	0.0	49.4	0.0	0.0	1.8	Portugal (86.2)
Private bureau coverage (% of adults)	0.0	0.0	0.0	0.0	83.4	8.2	41.7	0.0	New Zealand (100.0)*
Protecting Investors (rank)	79	74	46	182	4	133	13	133	New Zealand (1)

Indicator	Cambodia DB2012	Cambodia DB2011	Indonesia DB2012	Lao PDR DB2012	Malaysia DB2012	Philippines DB2012	Thailand DB2012	Timor-Leste DB2012	Best performer globally DB2012
Extent of disclosure index (0-10)	5	5	10	2	10	2	10	3	France (10)*
Extent of director liability index (0-10)	9	9	5	1	9	2	7	4	Singapore (9)*
Ease of shareholder suits index (0-10)	2	2	3	2	7	8	6	5	New Zealand (10)*
Strength of investor protection index (0-10)	5.3	5.3	6.0	1.7	8.7	4.0	7.7	4.0	New Zealand (9.7)
Paying Taxes (rank)	54	51	131	123	41	136	100	31	Canada (8)
Payments (number per year)	39	39	51	34	13	47	23	6	Norway (4)
Time (hours per year)	173	173	266	362	133	195	264	276	Luxembourg (59)
Trading Across Borders (rank)	120	120	39	168	29	51	17	89	Singapore (1)
Documents to export (number)	9	9	4	9	6	7	5	6	France (2)
Time to export (days)	22	22	17	44	17	15	14	25	Hong Kong SAR, China (5)*
Cost to export (US\$ per container)	732	732	644	1880	450	630	625	1010	Malaysia (450)
Documents to import (number)	10	10	7	10	7	8	5	7	France (2)
Time to import (days)	26	26	27	46	14	14	13	26	Singapore (4)
Cost to import (US\$ per container)	872	872	660	2035	435	730	750	1015	Malaysia (435)

Indicator	Cambodia DB2012	Cambodia DB2011	Indonesia DB2012	Lao PDR DB2012	Malaysia DB2012	Philippines DB2012	Thailand DB2012	Timor-Leste DB2012	Best performer globally DB2012
<b>Enforcing Contracts (rank)</b>	142	141	156	110	31	112	24	183	Luxembourg (1)
<b>Time (days)</b>	401	401	570	443	425	842	479	1285	Singapore (150)
<b>Cost (% of claim)</b>	103.4	103.4	122.7	31.6	27.5	26.0	12.3	163.2	Bhutan (0.1)
<b>Procedures (number)</b>	44	44	40	42	29	37	36	51	Ireland (21)*
<b>Resolving Insolvency (rank)</b>	149	150	146	183	47	163	51	183	Japan (1)
<b>Time (years)</b>	6.0	6.0	5.5	no practice	1.5	5.7	2.7	no practice	Ireland (0.4)
<b>Cost (% of estate)</b>	15	15	18	no practice	15	38	36	no practice	Singapore (1)*
<b>Recovery rate (cents on the dollar)</b>	12.6	12.6	13.8	0.0	44.6	4.7	43.3	0.0	Japan (92.7)

Note: The methodology for the paying taxes indicators changed in *Doing Business 2012*; see the data notes for details. For these indicators, the best performer globally is the economy that has implemented the most efficient practices in its tax system and is not necessarily the one with the highest ranking. For more information on “no practice” marks, see the data notes for details.

\* 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 can 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 registration 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 that are 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 (or within 3 months). 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 all government and nongovernment entities involved in the process function without corruption. And it assumes that the business:

- Is a limited liability company, located in the largest business city.
- Conducts general commercial or industrial activities.

### 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
- 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
- No professional fees unless services required by law

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

- Deposited in a bank or with a notary before registration (or within 3 months)
- Has a start-up capital of 10 times income per capita.
- Has a turnover of at least 100 times income per capita.
- Does not qualify for any special benefits.
- Does not own real estate.
- Is 100% domestically owned.

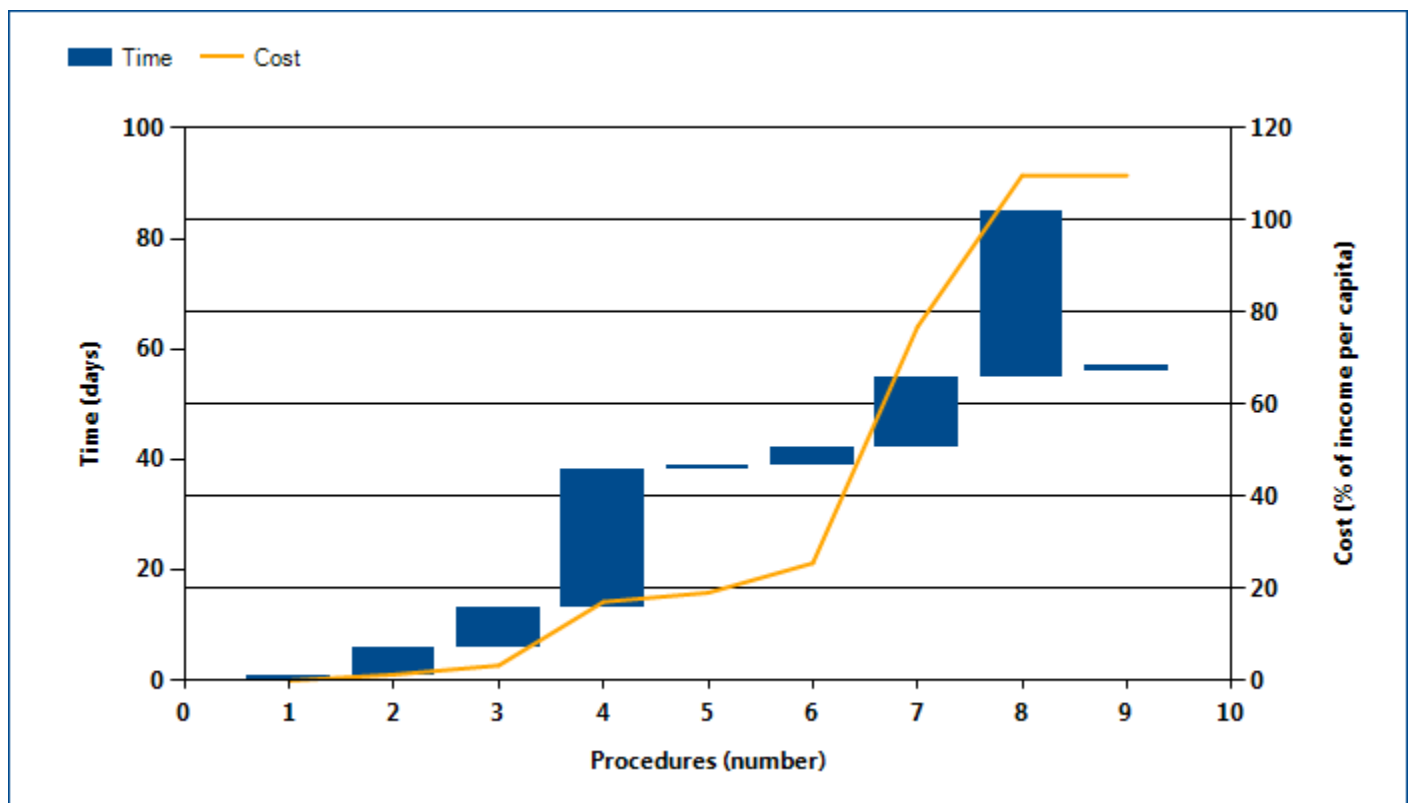
## STARTING A BUSINESS

### Where does the economy stand today?

What does it take to start a business in Cambodia? According to data collected by *Doing Business*, starting a business there requires 9 procedures, takes 85 days,

costs 109.7% of income per capita and requires paid-in minimum capital of 31.3% of income per capita (figure 2.1).

Figure 2.1 What it takes to start a business in Cambodia  
Paid-in minimum capital (% of income per capita): 31.3



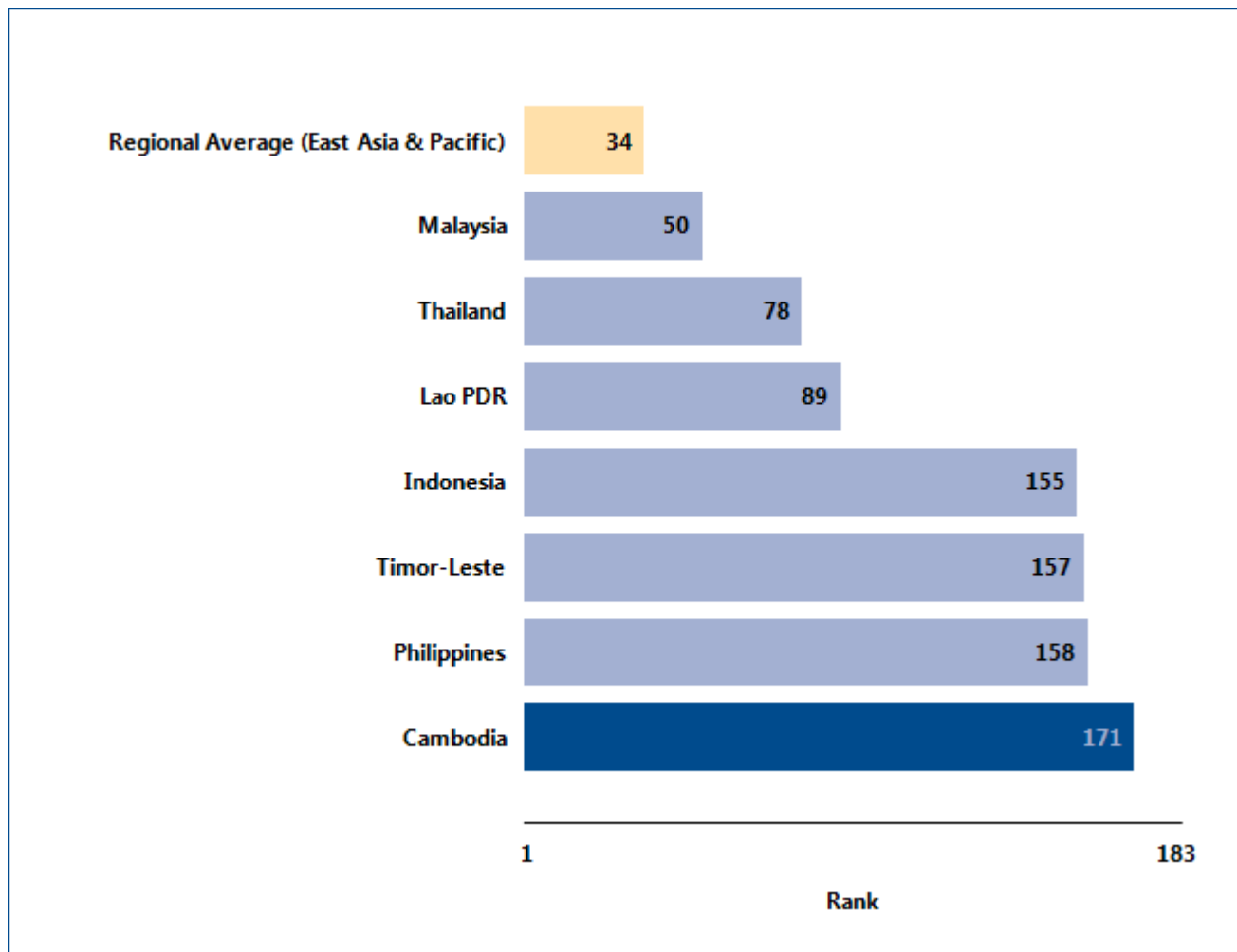
Note: For details on the procedures reflected here, see the summary at the end of this chapter.  
Source: *Doing Business* database.

## STARTING A BUSINESS

Globally, Cambodia stands at 171 in the ranking of 183 economies on the ease of starting a business (figure 2.2). The rankings for comparator economies and the

regional average ranking provide other useful information for assessing how easy it is for an entrepreneur in Cambodia to start a business.

Figure 2.2 How Cambodia and comparator economies rank on the ease of starting a business



Source: Doing Business database.



## STARTING A BUSINESS

### What are the changes over time?

While the most recent *Doing Business* data reflect how easy (or difficult) it is to start a business in Cambodia today, data over time show which aspects of the process have changed—and which have not (table 2.1). That can help identify where the potential for improvement is greatest.

Table 2.1 The ease of starting a business in Cambodia over time  
By *Doing Business* report year

Indicator	DB2004	DB2005	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	..	..	..	..	..	..	..	170	171
Procedures (number)	11	11	10	10	10	9	9	9	9
Time (days)	94	94	86	86	86	85	85	85	85
Cost (% of income per capita)	534.8	480.1	276.1	236.4	190.3	151.7	138.4	128.3	109.7
Paid-in Min. Capital (% of income per capita)	438.9	394.0	80.7	66.2	50.8	43.9	36.6	37.0	31.3

Note: n.a. = not applicable (the economy was not included in *Doing Business* for that year). DB2012 rankings reflect changes to the methodology.

Source: *Doing Business* database.

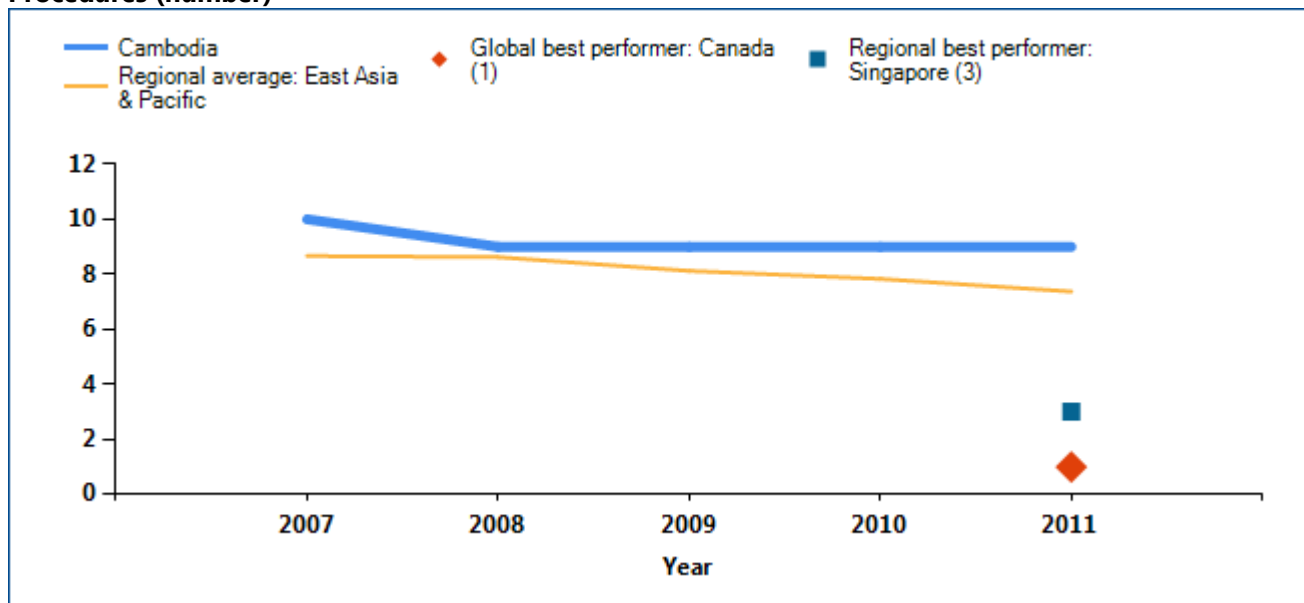
## STARTING A BUSINESS

Equally helpful may be the benchmarks provided by the economies that today have the best performance regionally or globally on the procedures, time, cost or paid-in minimum capital required to start a business (figure 2.3). These economies may provide a model for

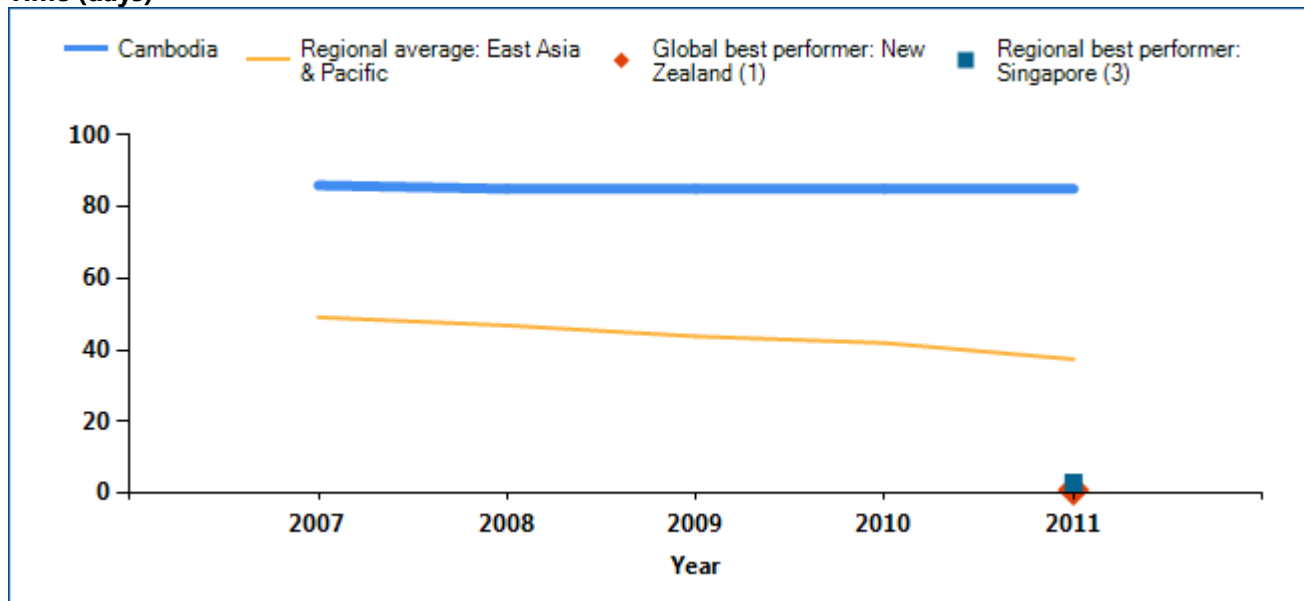
Cambodia on ways to improve the ease of starting a business. And changes in regional averages can show where Cambodia is keeping up—and where it is falling behind.

Figure 2.3 Has starting a business become easier over time?

### Procedures (number)

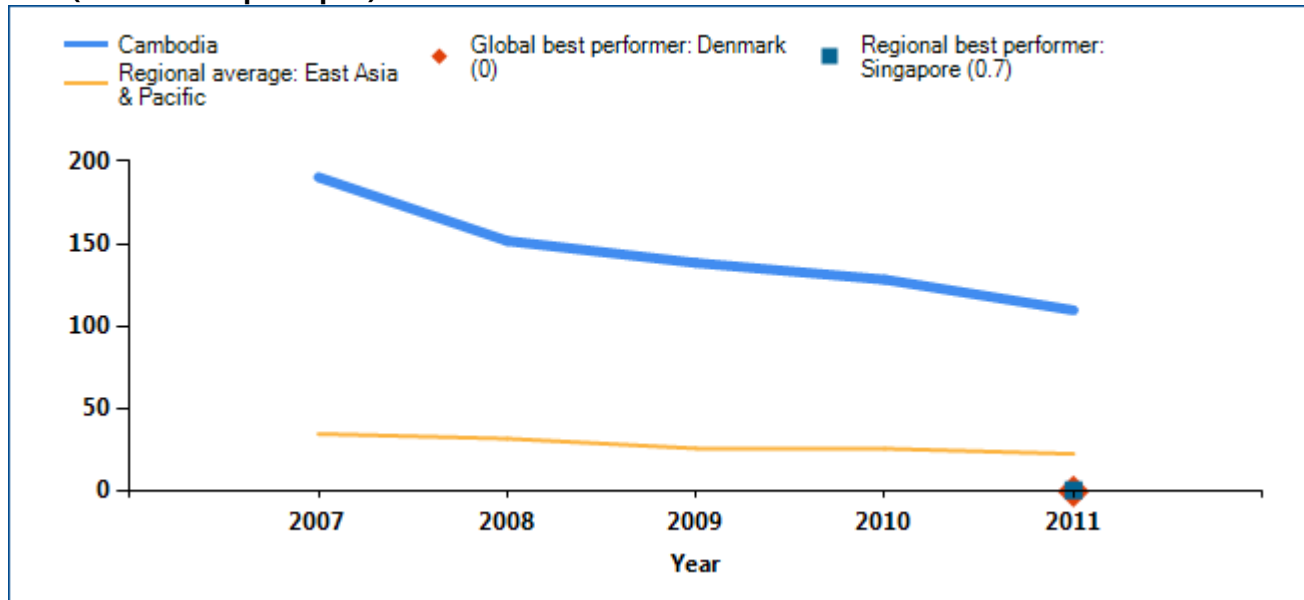


### Time (days)

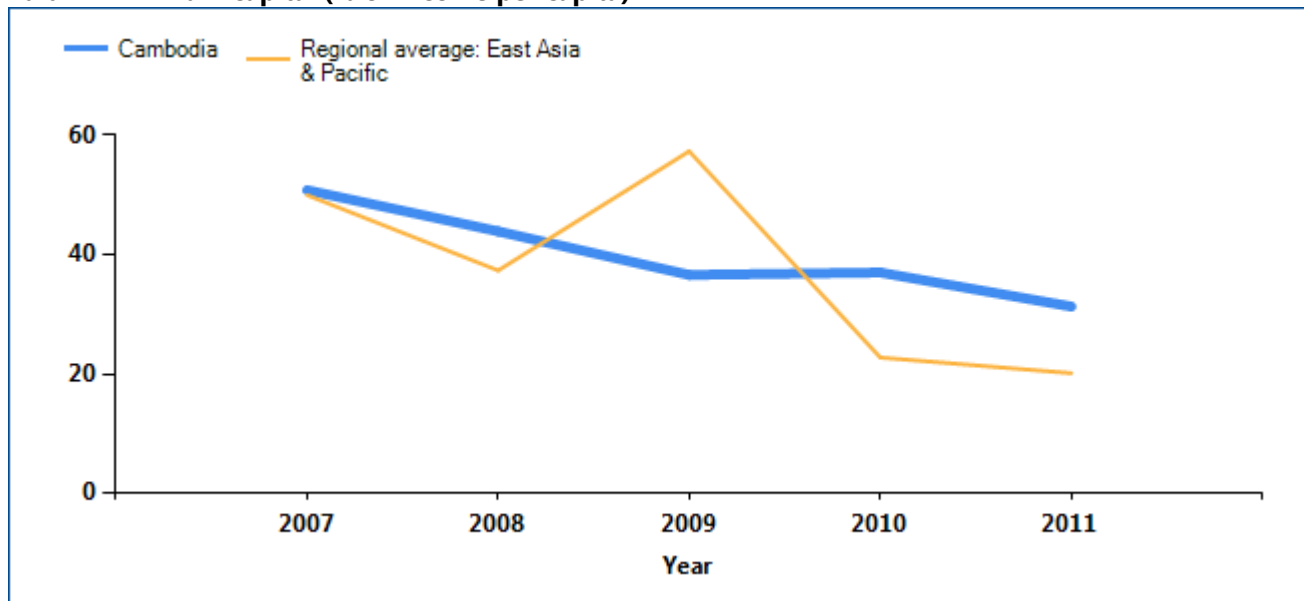


## STARTING A BUSINESS

### Cost (% of income per capita)



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



Note: The economy with the best performance regionally on each indicator, and the economy with the best performance globally, are included as benchmarks. In some cases 2 or more economies share the top regional or global ranking on an indicator. In the case of paid-in minimum capital, 82 economies globally and economies in East Asia & Pacific have no paid-in minimum capital.

Source: Doing Business database.

## STARTING A BUSINESS

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 they often are 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 Cambodia (table 2.2)?

Table 2.2 How has Cambodia made starting a business easier—or not?

By *Doing Business* report year

DB Year	Reform
DB2012	No reform.
DB2011	No reform.
DB2010	No reform.
DB2009	No reform.

*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.

## STARTING A BUSINESS

### What are the details?

Underlying the indicators shown in this chapter for Cambodia is a set of specific procedures—the bureaucratic and legal steps that an entrepreneur must complete to incorporate and register a new firm. These are identified by *Doing Business* through collaboration with relevant local professionals and the study of laws, regulations and publicly available information on business entry in that economy. Following is a detailed summary of those procedures, along with the associated time and cost. These procedures are those that apply to a company matching the standard assumptions (the “standardized company”) used by *Doing Business* in collecting the data (see the section in this chapter on what the indicators measure).

#### STANDARDIZED COMPANY

**City:** Phnom Penh

**Legal Form:** Private Limited Liability Company

**Start-up capital:** 10 times GNI per capita

**Paid-in minimum capital (% of income per capita):** 31.3

#### Summary of procedures for starting a business in Cambodia—and the time and cost

No.	Procedure	Time to complete	Cost to complete
1	<p><b>Deposit the legally required initial capital in a bank and obtain deposit evidence.</b></p> <p>Initial capital of KHR 4 million must be paid in before registration at any authorized bank in Cambodia. The bank must provide a bank statement certifying the deposit. There is no time limit for the firm to pay the entire amount.</p>	1 day	no charge
2	<p><b>Check the uniqueness of the company name</b></p> <p>The uniqueness of the company name is usually researched at the Department of Business Registration of the Ministry of Commerce.</p>	5 days	USD 10
3	<p><b>Have an abstract of the company organization documents (bylaws, memorandum, and articles of association) published in a recognized public newspaper</b></p> <p>A director, a shareholder, or a proxy with mandate shall prepare an application for publication in a state-recognized newspaper, which includes the following:</p> <ul style="list-style-type: none"> <li>- Company name (and abbreviation, if any).</li> <li>- Company form.</li> <li>- Summary of business objectives.</li> <li>- Company term.</li> <li>- Total capital in cash.</li> <li>- Director(s) full name, occupation, nationality, and address.</li> <li>- Location of company to be registered.</li> </ul> <p>The confirmed approval of the newspaper announcement and</p>	7 days	USD 15

No.	Procedure	Time to complete	Cost to complete
	<p>application document shall be kept on file (at least three copies) for registration.</p>		
<p><b>4</b></p>	<p><b>Incorporate the company with the Commercial Register, maintained at the Office of the Clerk of the Commercial Court</b></p> <p>The memorandum and articles of association shall be prepared based on the company form and consistent with applicable law, regulations, and the standards set for such documents by the Ministry of Commerce. These documents shall be submitted in triplicate with original copies, as required (one copy each filed at the Commercial Court, the company's registered office, and the Ministry's Legal Affairs Division).</p> <p>The memorandum and articles of association must include the following information:</p> <ul style="list-style-type: none"> <li>- Company name.</li> <li>- Corporate form.</li> <li>- Business objectives.</li> <li>- Company duration.</li> <li>- Registered office.</li> <li>- Stated capital in Khmer currency and shareholding.</li> <li>- Name, address, and nationality of shareholders and director.</li> <li>- Transfer and shares transfer.</li> <li>- Accounts.</li> <li>- Dissolution of company.</li> <li>- Change of company legal form.</li> <li>- Announcement of company establishment.</li> </ul> <p>The following documents must be presented to the Ministry's Registrar in the specified quantity:</p> <ul style="list-style-type: none"> <li>- Registration forms for registration (model): three sets.</li> <li>- Copy of identity card or passport of each company member: three sets.</li> <li>- Photo (4" x 6") of each company member: three sets.</li> <li>- Reference letter from a particular bank, clarifying the minimum capital KHR 4,000,000: one original.</li> <li>- Articles of incorporation: three sets.</li> <li>- Application for newspaper announcement: three sets.</li> <li>- Declaration of nonguilt of directors: three sets.</li> </ul> <p>In 2006 the Ministry streamlined registration application requirements by eliminating the need for a statement of conformity and local government approvals.</p> <p>The Ministry publishes the company formation notice in the Official Gazette. During the transitional period in which the Kingdom has no Commercial Court, the organization and maintenance of the Commercial Register and the governance of the capacity to conduct commerce, as provided by law, is entrusted to the Ministry of Commerce. All commercial matters are under the jurisdiction of the ordinary courts and ministry officials.</p>	<p>25 days</p>	<p>USD 105</p>

No.	Procedure	Time to complete	Cost to complete
	The time for commercial registration may vary.		
5	<b>Make a company seal</b> The Ministry of Commerce issues a seal to the company together with the registration certificate.	1 day	USD 15
6	<b>Have registration documents stamped and approved by Phnom Penh Tax Department</b> Approved company registration documents from the Ministry of Commerce must be stamped and approved by the Phnom Penh Tax Branch before going to the Real Regime Tax Office for VAT and patent registration. A copy of the lease agreement also must be provided to that branch.	3 days	USD 49
7	<b>Register the company for VAT and patent at the Real Regime Tax Office</b> A tax registration form and related document must be completed with the assistance of the Real Regime Tax personnel, and copies of commercial registration documents must be provided.	13 days	USD 390
8	<b>Notify the Ministry of Labor of the start of operations and hiring of employees</b>  All businesses must submit a written declaration to Ministry of Labor before their actual opening. All employers must submit a written declaration to the Ministry of Labor when hiring or dismissing an employee, within 15 days of the date of hiring or termination at the latest. In addition, each enterprise with at least eight employees must have established internal regulations that adapt such general provisions of the labor code as conditions of hiring and calculation and payment of wages and perquisites, including in-kind benefits, work hours, health and safety measures, and personal leave, including holidays. The internal regulations must be filed within 3 months of firm opening. All establishments must maintain a payroll ledger, a declaration of personnel, a book of establishment, and labor regulations (in Khmer version). As required by law, local employees shall be provided with a "labor book" upon completing a physical examination at the Labor Health Center (KHR 10,000 for each employee, which is usually covered by the employer).  The procedure cost covers five processes (a) Announcing the opening of a new company and registering it with the Ministry of Labor; (b) declaring of staff (updated as necessary); (c) developing internal regulations; (d) obtaining the payroll ledger and book (record) of establishment; (e) electing staff delegates; (f) filing employment contracts; (g) obtaining employee handbooks and work permits for foreign employees; (h) registering with the National Social Security Fund ("NSSF"); (i) paying contributions for staff to the NSSF and obtaining occupational risk insurance cards.	30 days	USD 250 (8-200 employees)
9	<b>* Receive inspection from Labor Inspector</b>	1 day included in	Included in Procedure

No.	Procedure	Time to complete	Cost to complete
		procedure 8	8

\* Takes place simultaneously with another procedure.

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 to obtain all the necessary approvals to build a simple commercial warehouse in the economy's largest business 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.

### 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

Completing all required notifications and receiving all necessary inspections

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

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

#### Time required to complete each procedure (calendar days)

Does not include time spent gathering information

Each procedure starts on a separate day

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).

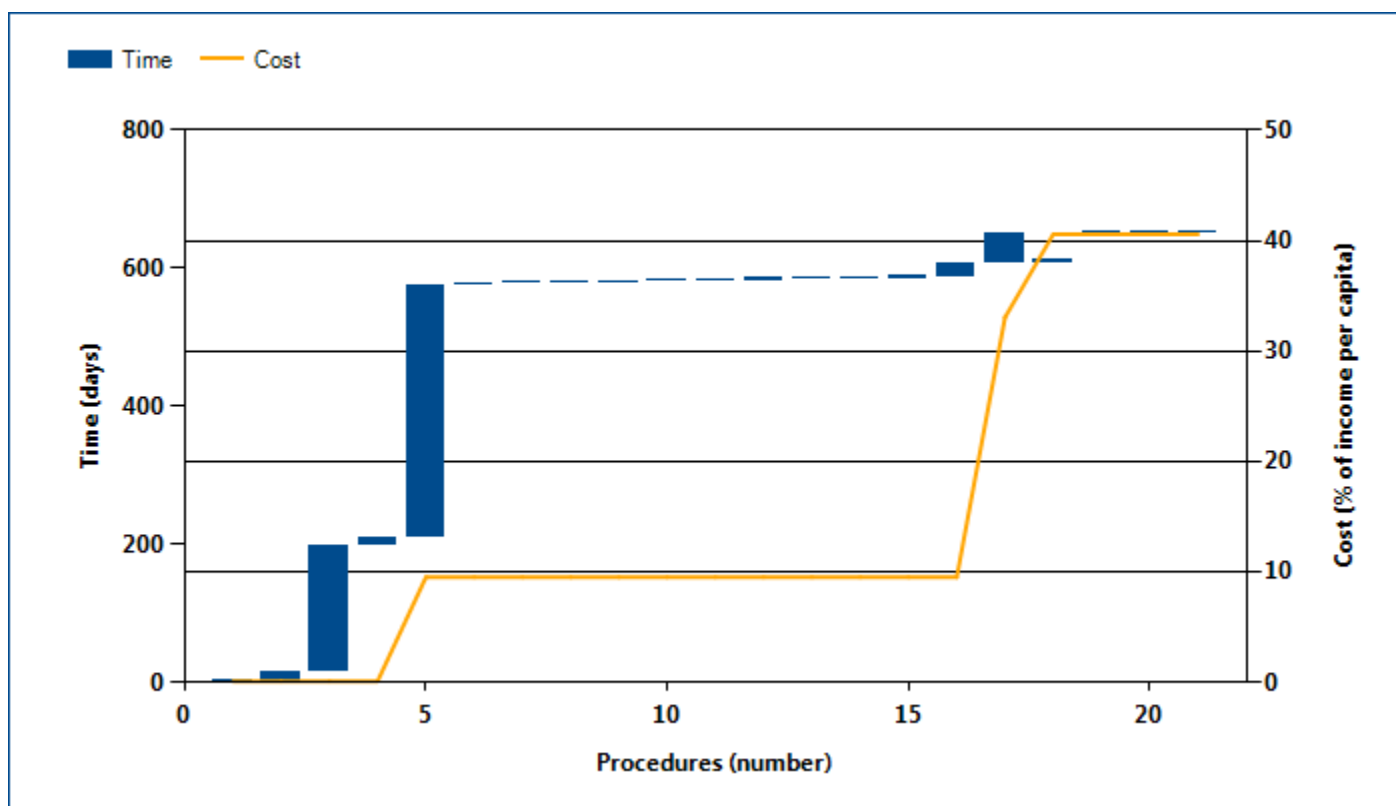
## DEALING WITH CONSTRUCTION PERMITS

### Where does the economy stand today?

What does it take to comply with the formalities to build a warehouse in Cambodia? According to data collected by *Doing Business*, dealing with construction

permits there requires 21 procedures, takes 652 days and costs 40.6% of income per capita (figure 3.1).

Figure 3.1 What it takes to comply with formalities to build a warehouse in Cambodia



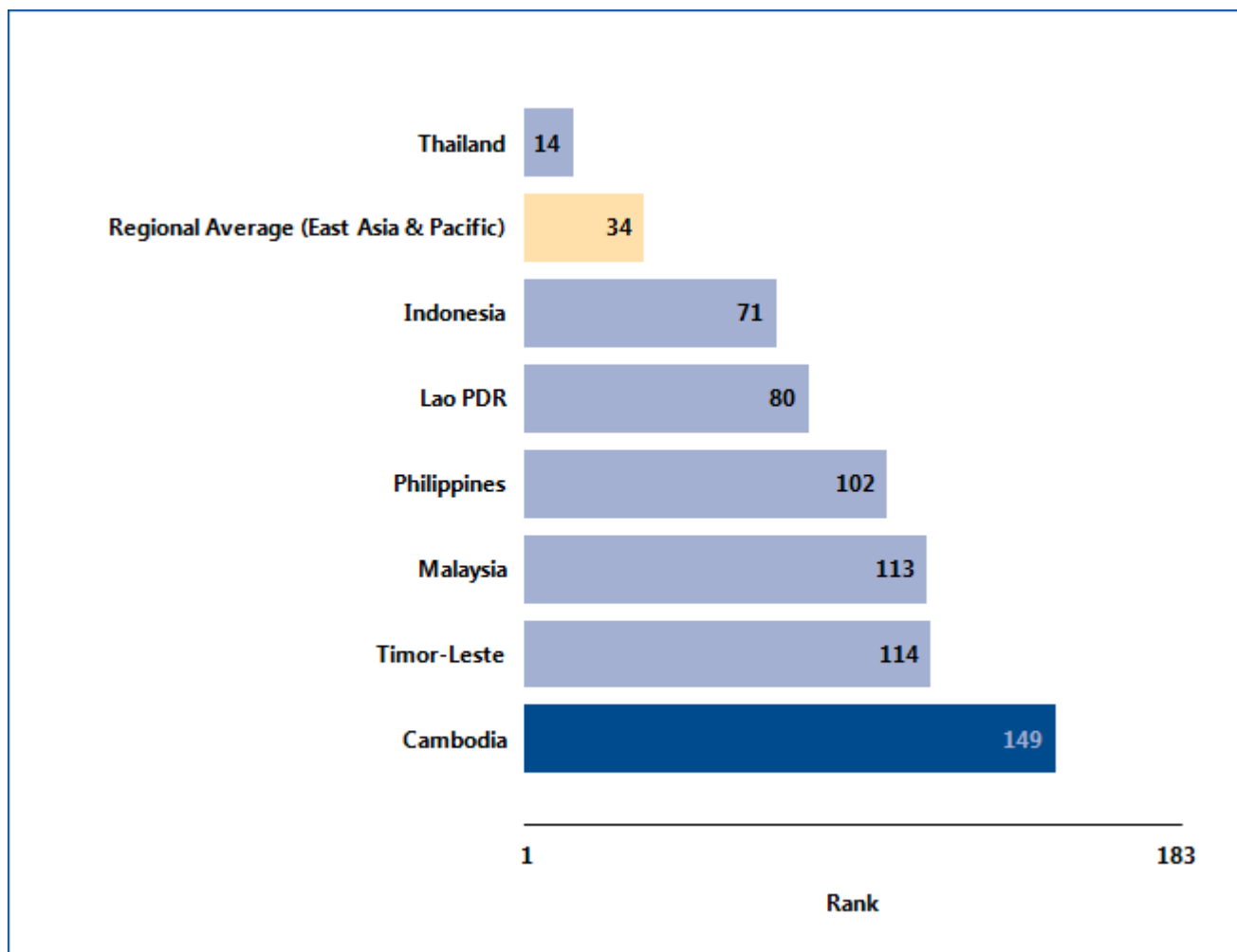
Note: For details on the procedures reflected here, see the summary at the end of this chapter.  
 Source: *Doing Business* database.

## DEALING WITH CONSTRUCTION PERMITS

Globally, Cambodia stands at 149 in the ranking of 183 economies on the ease of dealing with construction permits (figure 3.2). The rankings for comparator economies and the regional average ranking provide

other useful information for assessing how easy it is for an entrepreneur in Cambodia to legally build a warehouse.

Figure 3.2 How Cambodia and comparator economies rank on the ease of dealing with construction permits



Source: Doing Business database.

## DEALING WITH CONSTRUCTION PERMITS

### What are the changes over time?

While the most recent *Doing Business* data reflect how easy (or difficult) it is to deal with construction permits in Cambodia today, data over time show which aspects of the process have changed—and which have not (table 3.1). That can help identify where the potential for improvement is greatest.

Table 3.1 The ease of dealing with construction permits in Cambodia over time  
By *Doing Business* report year

Indicator	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	..	..	..	..	..	150	149
Procedures (number)	21	21	21	21	21	21	21
Time (days)	697	632	632	632	632	652	652
Cost (% of income per capita)	109.8	90.1	65.8	56.8	47.4	47.9	40.6

Note: n.a. = not applicable (the economy was not included in *Doing Business* for that year). DB2012 rankings reflect changes to the methodology. For more information on “no practice” marks, see the data notes for details.

Source: *Doing Business* database.

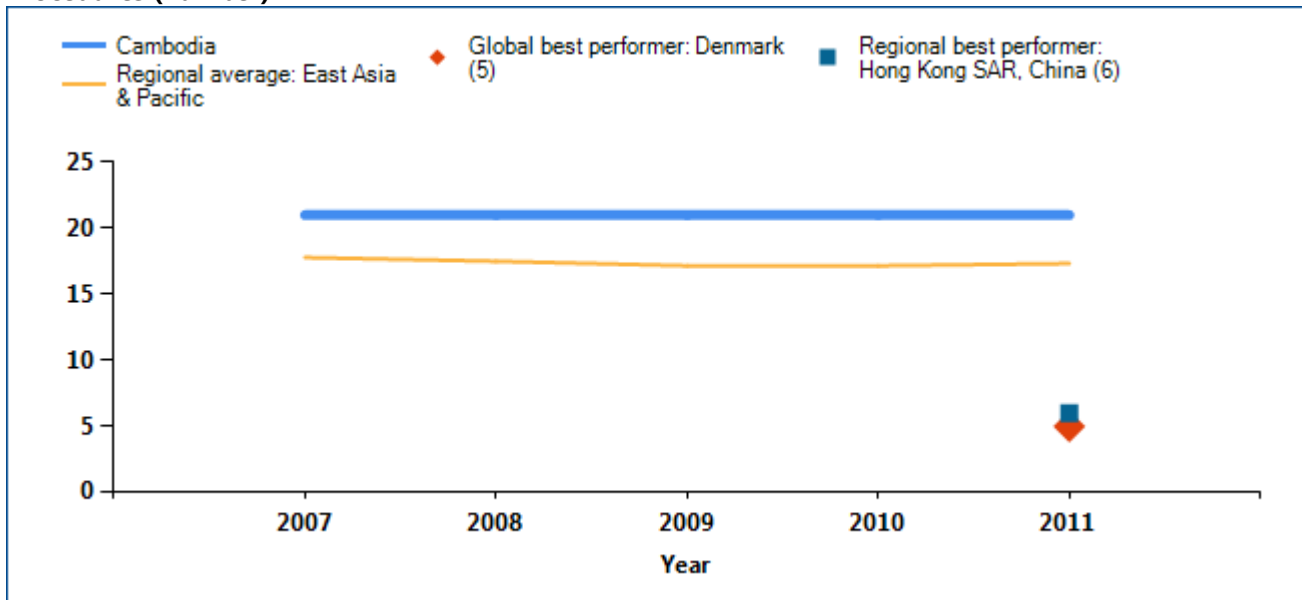
## DEALING WITH CONSTRUCTION PERMITS

Equally helpful may be the benchmarks provided by the economies that today have the best performance regionally or globally on the procedures, time or cost required to deal with construction permits (figure 3.3). These economies may provide a model for Cambodia

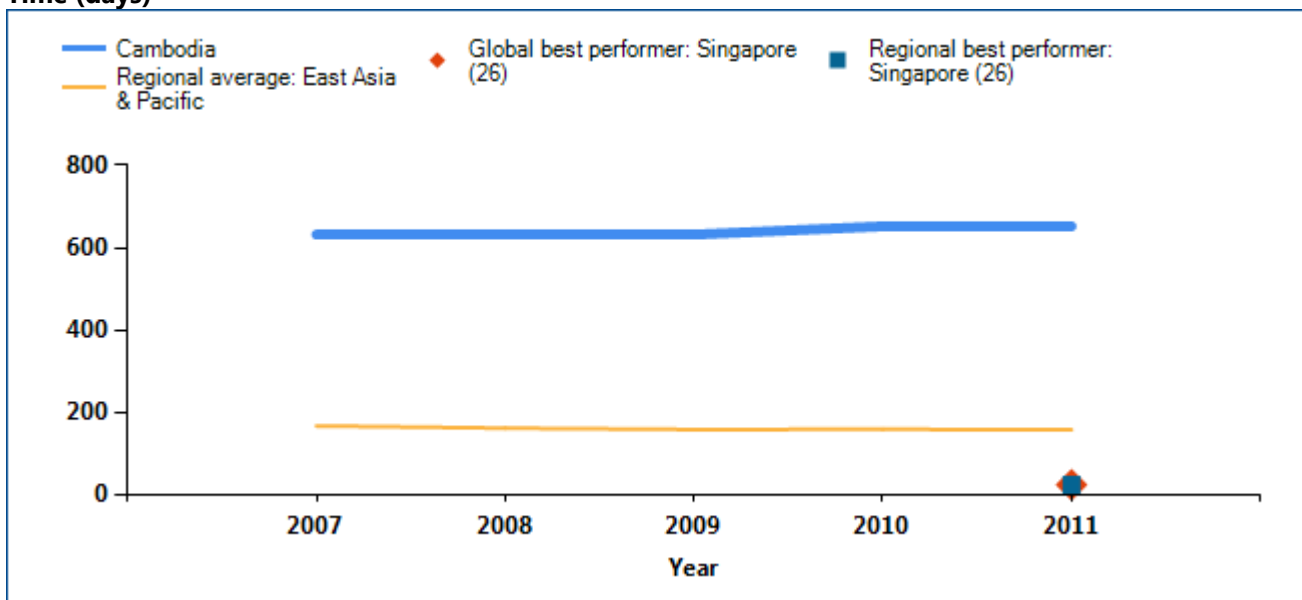
on ways to improve the ease of dealing with construction permits. And changes in regional averages can show where Cambodia is keeping up—and where it is falling behind.

Figure 3.3 Has dealing with construction permits become easier over time?

### Procedures (number)

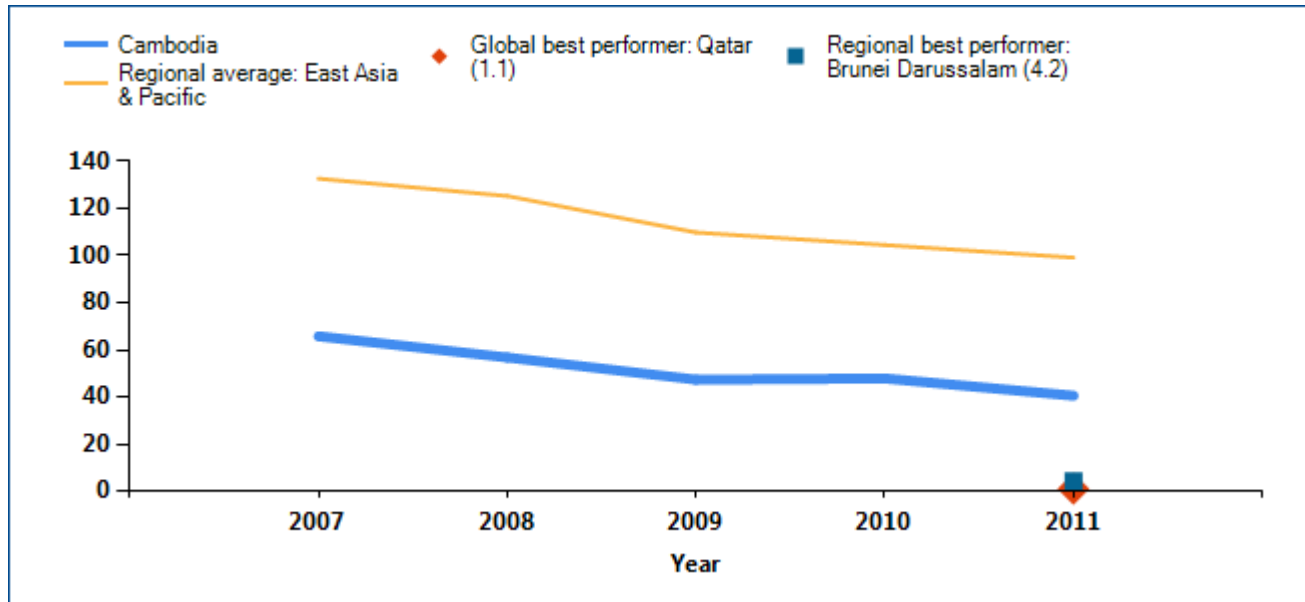


### Time (days)



## DEALING WITH CONSTRUCTION PERMITS

### Cost (% of income per capita)



Note: The economy with the best performance regionally on each indicator, and the economy with the best performance globally, are included as benchmarks. In some cases 2 or more economies share the top regional or global ranking on an indicator. In cases where no data are displayed above for the economy, this indicates that the economy has received a “no practice” mark; see the data notes for details.

Source: *Doing Business* database.

## DEALING WITH CONSTRUCTION PERMITS

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 Cambodia (table 3.2)?

Table 3.2 How has Cambodia made dealing with construction permits easier—or not?  
By *Doing Business* report year

DB Year	Reform
DB2012	No reform.
DB2011	No reform.
DB2010	No reform.
DB2009	No reform.

Note: For information on reforms in earlier years (back to DB2006), see the *Doing Business* reports for these years, available at <http://www.doingbusiness.org>.

Source: *Doing Business* database.

## DEALING WITH CONSTRUCTION PERMITS

### What are the details?

The indicators reported here for Cambodia are based on a set of specific procedures—the steps that a company must complete to legally build a warehouse—identified by *Doing Business* through information collected from experts in construction licensing, including architects, construction lawyers, construction firms, utility service providers and public officials who deal with building regulations. These procedures are those that apply to a company and structure matching the standard assumptions used by *Doing Business* in collecting the data (see the section in this chapter on what the indicators cover).

#### BUILDING A WAREHOUSE

**City :** Phnom Penh

**Estimated Warehouse Value :** KHR 200,000,000

The procedures, along with the associated time and cost, are summarized below.

Summary of procedures for dealing with construction permits in Cambodia —and the time and cost

No.	Procedure	Time to complete	Cost to complete
1	<b>Pick up application form</b>	1 day	KHR 4,500
2	<p><b>File documents with the Sangkat Office for review</b></p> <p>According to Subdecree No.86 (dated December 19, 1997), relating to the construction permit, the documents attached to the official letter application must contain at least the following (10 copies on 21 x 29.7 cm. paper):</p> <ol style="list-style-type: none"> <li>1. Certificate to the estate or title certificate to the estate or the temporary occupation permit to the land.</li> <li>2. Sheet of plot: this plan (title certificate to the land) shall be made by a private land surveyor or by the land office's private agent.</li> <li>3. Plan of warehouse location on the plot. This plan specifies the stationing of construction in the plot, the object of the application, by stating the following: the distance between one or more buildings and boundaries of the plot and the distance of the neighboring existing buildings; all arrangements of other sectors of the vacant land, with clarification on the type of land and existing crops and would-be car parks and fences; drainage pipes outside the building (substance, diameter, slope, height level, checking hole) up to the connection point of public network for draining sewage and for clean water, latrine, sink, and well; and stable point of the height of plot after the arrangement.</li> <li>4. Plan of all warehouse floors (scale 1:100).</li> <li>5. Plan of the underground parts and latrine sinks (scale 1:100).</li> <li>6. Plan of front warehouse (scale 1:100).</li> <li>7. Plan of divided parts (scale 1:100). This plan shows the same as the front face plan, with one part showing the hygienic latrine sink.</li> <li>8. Table of the surface area for each floor.</li> <li>9. Technical specifications for calculating the ground level surface.</li> </ol>	14 days	no charge



No.	Procedure	Time to complete	Cost to complete
	<p>Upon receiving the construction permit, BuildCo must prepare a detailed plan of the construction integration. The Ministry of Public Works and Transportation will review this plan before the construction site is opened.</p> <p>Procedures 1 to 5 take 30 days. The time frame for completing the permit approval process has been shortened. Under the relevant subdecree on construction permits, the time frame is fixed to at least 45 days to complete any project broader than more than 3,000 square meters.</p> <p>There is no official fee; however, an informal fee must be paid to facilitate the application.</p>		
3	<p><b>Request and obtain certification from the Khan or District Governor</b></p> <p>According to the Decision No. 05 SSR dated February 6, 2006 from the Ministry of Land Management Urban Planning and Construction, this procedure must follow Procedure 2. The time frame should be 5 working days. The certification fee is not provided for by law. If informal fees are not paid, it generally takes between 4 months to a year to obtain the certification.</p>	182 days	no charge
4	<p><b>File documents to the Khan Land Management, Urban Planning, and Construction Office for review, and obtain approval</b></p> <p>The following documents must be submitted within 6 days after Procedure 2 has been completed:</p> <ul style="list-style-type: none"> <li>- Plot plan.</li> <li>- Plan of the location of the warehouse on the plot.</li> <li>- Plan of all warehouse floors. This plan specifies the purpose of using the rooms and the area, sanitation installation, and areas for pipes placing.</li> <li>- Plan of the underground parts and the latrine sinks (scale, 1:100).</li> <li>- Plan of front building (scale 1:100): This plan specifies the front face plan, showing the height level of the following: each floor; land at the bottom of the building, by specifying the height level of natural land, filled land, or removal land; the roof and limit of roof or height of existing terrace and the wall barriers; existing flower's pole and substance for front face.</li> <li>- Plan of divided parts (scale, 1:100): This plan shows the same as the front face plan with one part showing the hygienic latrine sink.</li> <li>- Table of surface area for each floor.</li> <li>- Technical specifications for calculating the ground level surface.</li> <li>- Additional documents: the applicant may be requested to provide additional documents for reasons of hydrology, prevention against all types of annoyance, public order, and protection of patrimony or landscape.</li> <li>- Title certificate.</li> <li>- Application for construction permit (10 copies).</li> </ul> <p>There is no official fee; however, an informal fee must be paid.</p>	14 days	no charge
5	<p><b>Request and obtain the approval (building permit) of the Municipality/Ministry of Land Management Urban Planning and</b></p>	365 days	KHR 300,000

No.	Procedure	Time to complete	Cost to complete
	<p><b>Construction</b></p> <p>BuildCo must file the documents with the Sangkat/Commune first (to Khan/District), then with (a) the Municipality/ Province for plots under 3,000 sq. m. or (b) the Ministry of Land Management, Urban Planning and Construction for plots above 3,000 sq. m. However, BuildCo does not need to visit each government office if the builder hires an agent who handles the construction permit application to completion.</p> <p>Fee schedule for construction permit:</p> <ul style="list-style-type: none"> <li>- Surface of the construction on the land (SCL) less than or equal to 100 sq. m.: KHR 140,000.</li> <li>- Less than or equal to 200 sq. m.: KHR 160,000.</li> <li>- Less than or equal to 300 sq. M.: KHR 180,000.</li> <li>- Less than or equal to 400 sq. m.: KHR 200,000.</li> <li>- Less than or equal to 500 sq. m.: KHR 220,000.</li> <li>- Less than or equal to 1,000 sq. m.: KHR 260,000.</li> <li>- Less than or equal to 2,000 sq. m.: KHR 300,000.</li> <li>- Less than or equal to 3,000 sq. m.: KHR 340,000.</li> </ul> <p>Total building permit fee is about USD 6,000 to USD 7,000 (mainly a negotiable facilitation fee).</p> <p>Based on the Decision No. 5 SSR from the Ministry of Land Management Urban Planning and Construction after the examination by the Khan Land office, the documents will be forwarded to the Phnom Penh Municipal Department of Land Management Urban Planning and Construction and Cadastre (the "PP LO"). At the PP LO, the documents will be examined by relevant office such as the Cadastral Office, Technical and Geography Office, Construction Office, Land management office. After the approval of the PP LO, the documents will be forwarded to the Phnom Penh Municipality ( the "PPM") for last examination and issuance of Construction Permit to the applicant. The PPM shall have only 5 days to complete the review and issue the Construction Permit to the applicant. The construction permit is valid one year from the date of its issuance by the PPM and can be extended once for another year.</p> <p>The Sub Decree No. 86 on construction Permit, in its Article 9.10 stipulates that, after obtaining the Construction Permit, there shall be an iron structure plan which will be examined by the Ministry of Public work and Transport. However, this is not enforced in practice, but maybe arbitrarily used by some officials.</p>		
6	<p><b>Notify the Sangkat authority of obtainment of building permit</b></p> <p>Under Cambodian regulation, after receiving the building permit from the provincial or municipal authority, the company must notify the other relevant authorities. Construction work must start within a year from the date of issuance of the construction permit.</p>	1 day	no charge
7	<p><b>Notify the Khan authority of obtainment of building permit</b></p> <p>The Khan authority is notified about the building permit.</p>	1 day	no charge

No.	Procedure	Time to complete	Cost to complete
8	<p><b>Request official opening of the construction from the Phnom Penh Municipal Department of Land Management Urban Planning and Construction and Cadastre (the "PP LO")</b></p> <p>BuildCo must inform the authorities about the start of the construction within 7 days. Then the authority will issue a declaration of "construction site opening." In order to start the construction and as required by Sub Decree No. 86 on Construction Permit and the decision No. 05, the construction owner shall apply to the PP LO (not the Khan Land Office or the Sala Khan) for an approval to open the construction site. The PP LO will respond to the request within 6 days.</p>	1 day	no charge
9	<p><b>Receive an inspection from technical official</b></p> <p>The Technical Department sends an expert to inspect the construction site before the construction starts.</p>	1 day	no charge
10	<p><b>Inform the building authority of the ploes setup and receive inspection</b></p> <p>The inspector may visit the site without notifying BuildCo. The inspection takes a few hours, depending on the construction size and complexity. After receiving notification from BuildCo, an inspector will visit the site within 2 or 3 days. It is not necessary to stop the construction work.</p>	1 day	no charge
11	<p><b>Inform the building authority after foundation work and receive inspection</b></p>	1 day	no charge
12	<p><b>Inform the building authority when columns are built and receive inspection</b></p>	1 day	no charge
13	<p><b>Inform the building authority when walls are erected and receive inspection</b></p>	1 day	no charge
14	<p><b>Inform the building authority when floors are built and receive inspection</b></p>	1 day	no charge
15	<p><b>Inform the building authority of the end of main works</b></p>	1 day	no charge
16	<p><b>Receive final inspection by the building authorities and departments concerned that issue the certificate of compliance</b></p> <p>At the end of construction, the district or khan office and the construction permit office (urbanization and construction office) may check, simultaneously, that the erected building complies with the construction permit specifications. The municipal or provincial authority issues the certificate of compliance or could take legal action for noncompliance.</p>	21 days	no charge

No.	Procedure	Time to complete	Cost to complete
17	<p><b>Request and receive connection to water and sewage services</b></p> <p>BuildCo must fill out some application forms for water and sewage connection.</p> <p>BuildCo is not required to prepay government and service fees before, or at the time of, the connection. Instead, it must pay the following only after approval: the government fee (as listed below), the plumbing service fee (between KHR 200,000 [USD 50] and KHR 300,000 [USD 75] plus KHR 457,750 [USD 114.44]), and the water meter network length connection (plus KHR 92,800 [USD 23.2: water subscription cost]) = KHR 750,550).</p> <p>The water subscription fee for networks varies by water connection type (Point A and Point B) and are based on network length and water-meter size:</p> <p>Point A: Water subscription for new network is calculated as follows (for a network length of 15 mm):</p> <ol style="list-style-type: none"> <li>0 to 10 mm: KHR 457,750 (USD 114.44).</li> <li>11 mm to 20 mm: KHR 460,400 (USD 115.10).</li> <li>21 mm to 30 mm: KHR 665,200 (USD 166.30).</li> <li>31mm to 40 mm: KHR 772,250 (USD 193.06).</li> <li>41 mm up to 50 mm: KHR 878,500 (USD 219.62).</li> </ol> <p>Point B: Water subscription for available network with meter is calculated as follows (SN meter size water subscription fee):</p> <ol style="list-style-type: none"> <li>15 mm: KHR 92,800 (USD 23.2).</li> <li>20 mm: KHR 98,900 (USD 24.725).</li> <li>25 mm: KHR 106,900 (USD 26.725).</li> <li>30 mm: KHR 225,000 (USD 56.25).</li> <li>40 mm: KHR 271,000 (USD 67.75).</li> </ol>	42 days	KHR 750,550
18	<p><b>* Request and receive connection to telephone</b></p> <p>To obtain a telephone connection, BuildCo submits an application and documentation. The telephone service provider does not conduct an on-site inspection before issuing the approval, but checks the cable system around the construction site. Payment must be made in full (for all services) after an agreement is reached between BuildCo and the service provider.</p>	6 days	KHR 240,000
19	<p><b>Inform the building authorities of the utilities setup</b></p> <p>Although it is not stipulated in the law, it happens in practice.</p>	1 day	no charge
20	<p><b>Receive inspection by building authorities</b></p> <p>The building authorities inspect the construction site for compliance with the approved plan.</p>	1 day	no charge
21	<p><b>* Receive inspection by water authorities</b></p> <p>In general, water and power supply companies must conduct on-site inspections to determine how to connect the construction to the</p>	1 day	no charge

No.	Procedure	Time to complete	Cost to complete
	network and to estimate the cost of this connection. In addition to providing water services, the utilities must ensure the connection is made according to the approved plan.		

\* Takes place simultaneously with another procedure.

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

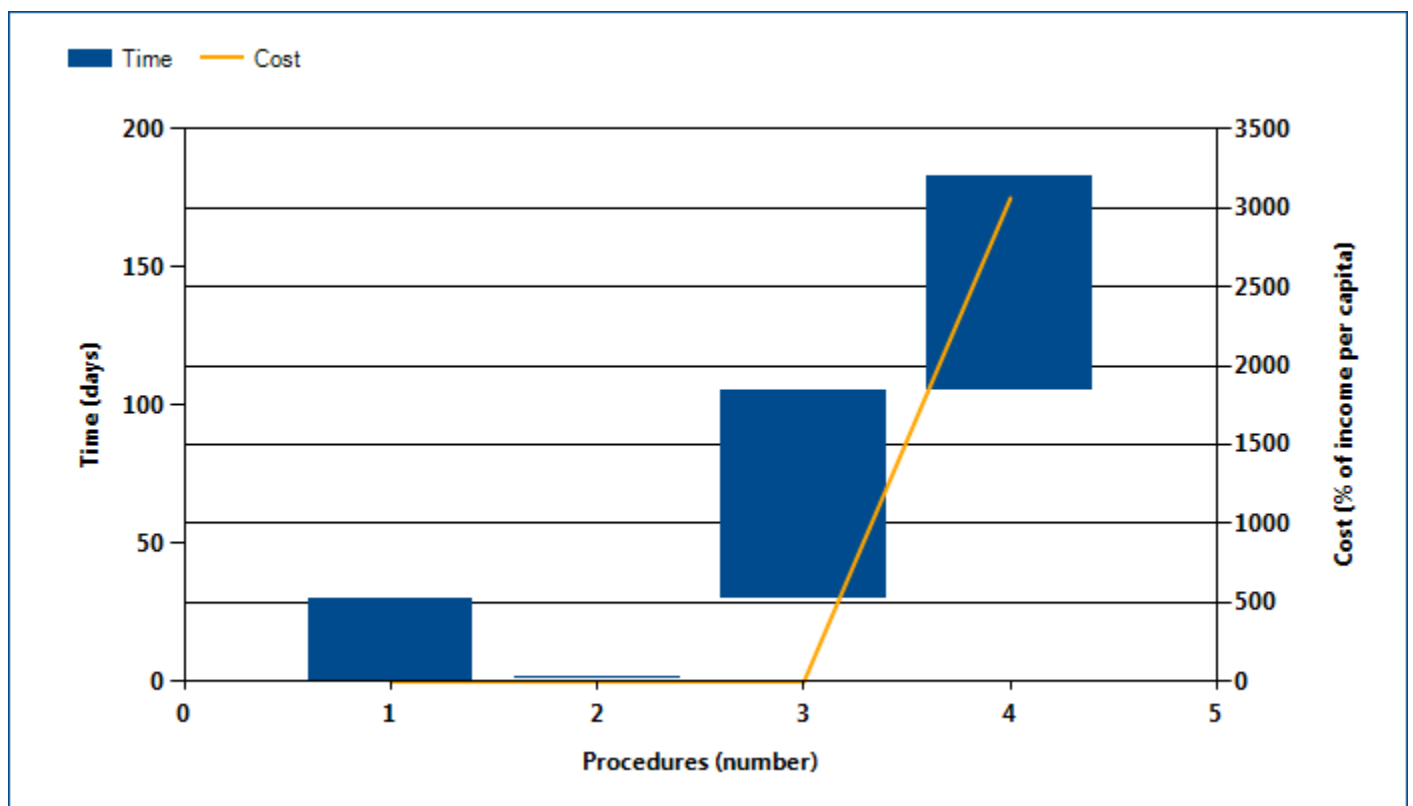
## GETTING ELECTRICITY

### Where does the economy stand today?

What does it take to obtain a new electricity connection in Cambodia? According to data collected by *Doing Business*, getting electricity there requires 4

procedures, takes 183 days and costs 3062.5% of income per capita (figure 4.1).

Figure 4.1 What it takes to obtain an electricity connection in Cambodia



Note: For details on the procedures reflected here, see the summary at the end of this chapter.

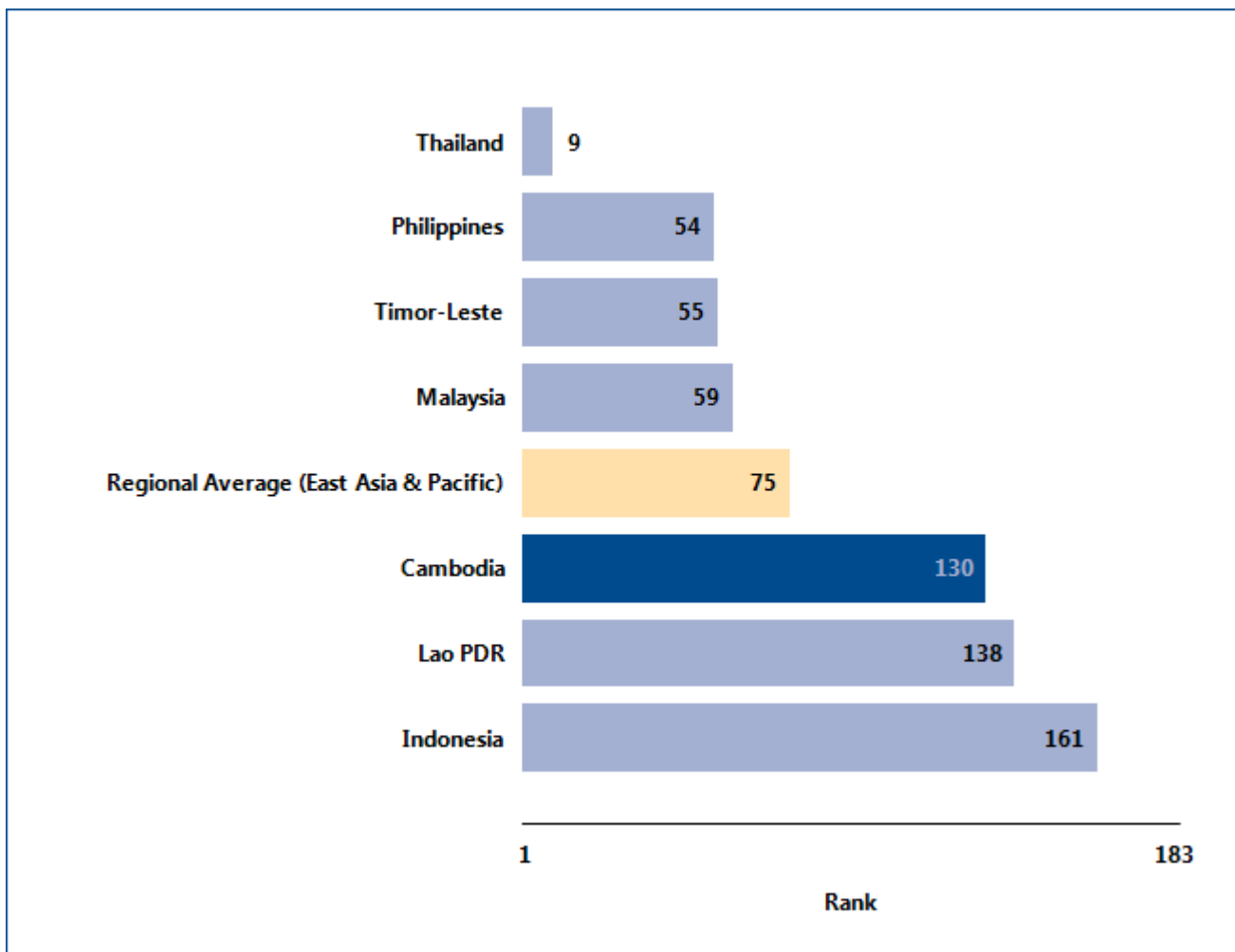
Source: *Doing Business* database.

## GETTING ELECTRICITY

Globally, Cambodia stands at 130 in the ranking of 183 economies on the ease of getting electricity (figure 4.2). The rankings for comparator economies and the

regional average ranking provide another perspective in assessing how easy it is for an entrepreneur in Cambodia to connect a warehouse to electricity.

Figure 4.2 How Cambodia and comparator economies rank on the ease of getting electricity



Source: Doing Business database.



## GETTING ELECTRICITY

Even more helpful than rankings for other economies may be the indicators underlying those rankings (table 4.1). If obtaining a new electricity connection requires fewer procedures, less time or less cost in other

economies, the practices of their utilities may provide a model for Cambodia on ways to improve the ease of getting electricity. Regional and global averages on these indicators may provide useful benchmarks.

Table 4.1 The ease of getting electricity in Cambodia and comparator economies

Indicator	Cambodia	Indonesia	Lao PDR	Malaysia	Philippines	Thailand	Timor-Leste	East Asia & Pacific average	Global average
Rank	130	161	138	59	54	9	55	75	..
Procedures (number)	4	7	5	6	5	4	3	5	5
Time (days)	183	108	134	51	50	35	63	88	111
Cost (% of income per capita)	3062.5	1379.0	2381.6	95.5	762.0	77.6	1818.2	1,079.4	1,942.3

Source: Doing Business database.

## GETTING ELECTRICITY

### What are the details?

The indicators reported here for Cambodia are based on a set of specific procedures—the steps that an entrepreneur must complete to get a warehouse connected to electricity by the local distribution utility—identified by *Doing Business*. Data are collected from the distribution utility, then completed and verified by electricity regulatory agencies and independent professionals such as electrical engineers, electrical contractors and construction companies. The electricity distribution utility surveyed is the one serving the area (or areas) in which warehouses are located. If there is a choice of distribution utilities, the one serving the largest number of customers is selected.

#### OBTAINING AN ELECTRICITY CONNECTION

**City:** Phnom Penh

**Name of Utility:** Electricité du Cambodge

The procedures are those that apply to a warehouse and electricity connection matching the standard assumptions used by *Doing Business* in collecting the data (see the section in this chapter on what the indicators cover). The procedures, along with the associated time and cost, are summarized below.

#### Summary of procedures for getting electricity in Cambodia—and the time and cost

No.	Procedure	Time to complete	Cost to complete
1	<p><b>Submit an application for an electricity connection to Electricite Du Cambodge and await an estimate</b></p> <p>The application should be submitted in person to the Distribution Department of Electricite Du Cambodge. The application should include the following documents: a certificate of property title (a photocopy is sufficient and there is no need for notarization) and a certificate of company registration. The client has to fill a form specifying the power needed and the list of equipment in the warehouse. There are no official fees for the application. The time for this procedure includes an estimate for negotiation.</p>	30 calendar days	no charge
2	<p><b>* Electricite Du Cambodge inspects the site</b></p> <p>The Distribution Department of EDC sends an inspector to check the site and the area. After the inspection the EDC will do the assessment and quotation of the prices.</p>	1 calendar day	no charge
3	<p><b>Await a clearance from EDC and sign a contract</b></p> <p>The consumer should obtain a clearance from the Distribution Department which has to assess whether EDC has enough capacity. The clearance is issued by the Managing Director of the Distribution Department. Once the clearance is issued the applicant signs a contract and pays fees.</p>	75 calendar days	no charge
4	<p><b>Await completion of the external connection works, including a meter installation and a final connection by EDC</b></p>	78 calendar days	KHR 97,706,206.0

No.	Procedure	Time to complete	Cost to complete
	<p>An additional load of 140kVA can be accommodated via an overhead connection. Installation of a transformer for 160 kVA will be required. The external connection works are carried out by EDC. The meter gets installed at the same time as when the connection is done. If there is a road crossing it takes EDC additional 2 weeks to obtain an excavation permit.</p> <p>The security deposit has to be paid and is returned upon the termination of the power consumption.</p> <p>There is no supervision / inspection of the internal wiring before the final connection. EDC is responsible only for the external connection. The customer's private electrical engineer is in charge of the internal wiring. There is no requirement that the electrician must be licensed, so they can practice without a license. However, EDC is de facto the licensor of electrical engineers because they provide training courses. Attendees of this training receive a certificate that EDC recognizes. There is no other agency that provides the courses.</p>		

\* Takes place simultaneously with another procedure.

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

Registration in the economy's largest business city

Postregistration (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

Procedure 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. The property will be transferred in its entirety.

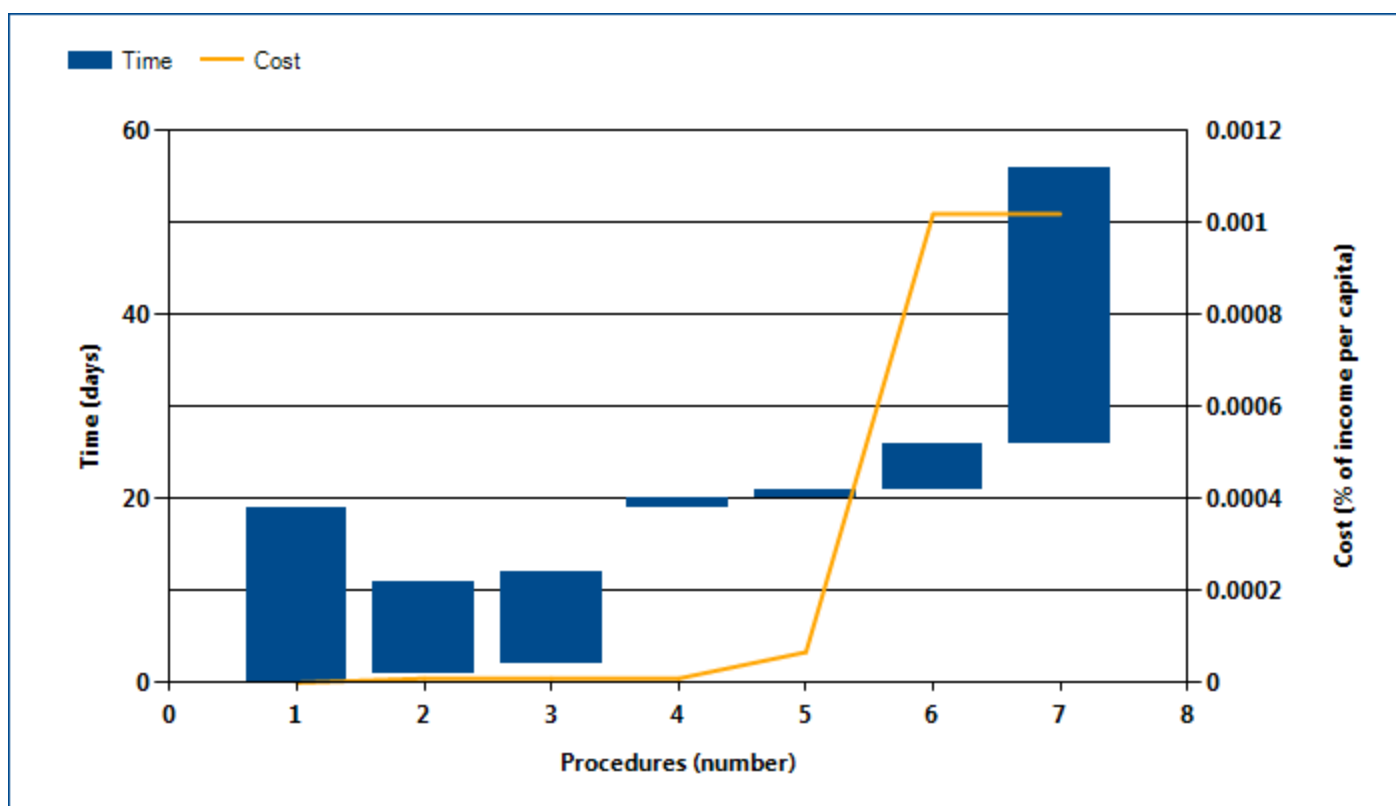
## REGISTERING PROPERTY

### Where does the economy stand today?

What does it take to complete a property transfer in Cambodia? According to data collected by *Doing Business*, registering property there requires 7

procedures, takes 56 days and costs 4.3% of the property value (figure 5.1).

Figure 5.1 What it takes to register property in Cambodia



Note: For details on the procedures reflected here, see the summary at the end of this chapter.

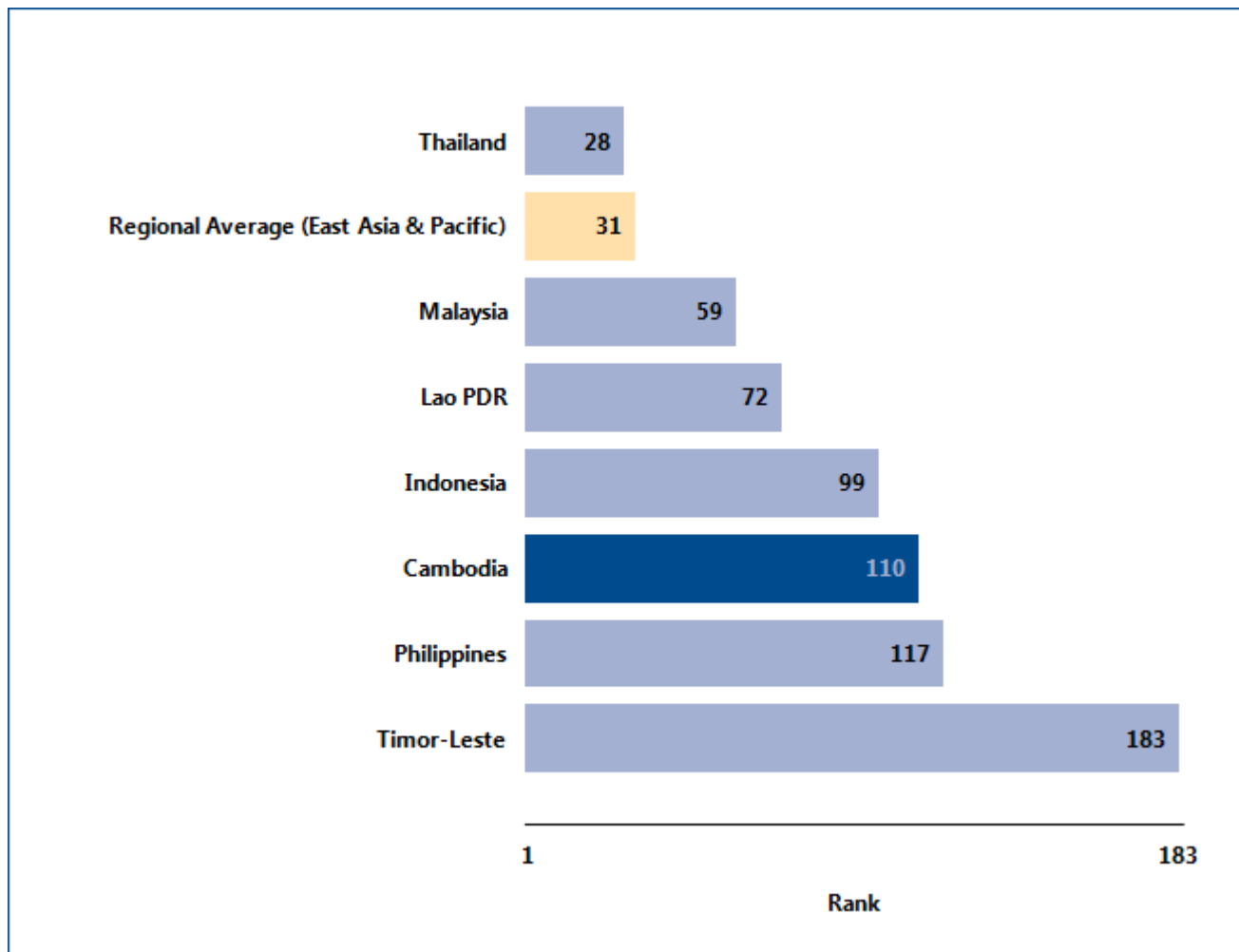
Source: *Doing Business* database.

## REGISTERING PROPERTY

Globally, Cambodia stands at 110 in the ranking of 183 economies on the ease of registering property (figure 5.2). The rankings for comparator economies and the

regional average ranking provide other useful information for assessing how easy it is for an entrepreneur in Cambodia to transfer property.

Figure 5.2 How Cambodia and comparator economies rank on the ease of registering property



Source: Doing Business database.

## REGISTERING PROPERTY

### What are the changes over time?

While the most recent *Doing Business* data reflect how easy (or difficult) it is to register property in Cambodia today, data over time show which aspects of the process have changed—and which have not (table 5.1). That can help identify where the potential for improvement is greatest.

Table 5.1 The ease of registering property in Cambodia over time  
By *Doing Business* report year

Indicator	DB2005	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
<b>Rank</b>	..	..	..	..	..	..	111	110
<b>Procedures (number)</b>	7	7	7	7	7	7	7	7
<b>Time (days)</b>	56	56	56	56	56	56	56	56
<b>Cost (% of property value)</b>	4.6	4.7	4.6	4.4	4.4	4.4	4.3	4.3

Note: n.a. = not applicable (the economy was not included in *Doing Business* for that year). DB2012 rankings reflect changes to the methodology. For more information on “no practice” marks, see the data notes for details.

Source: *Doing Business* database.

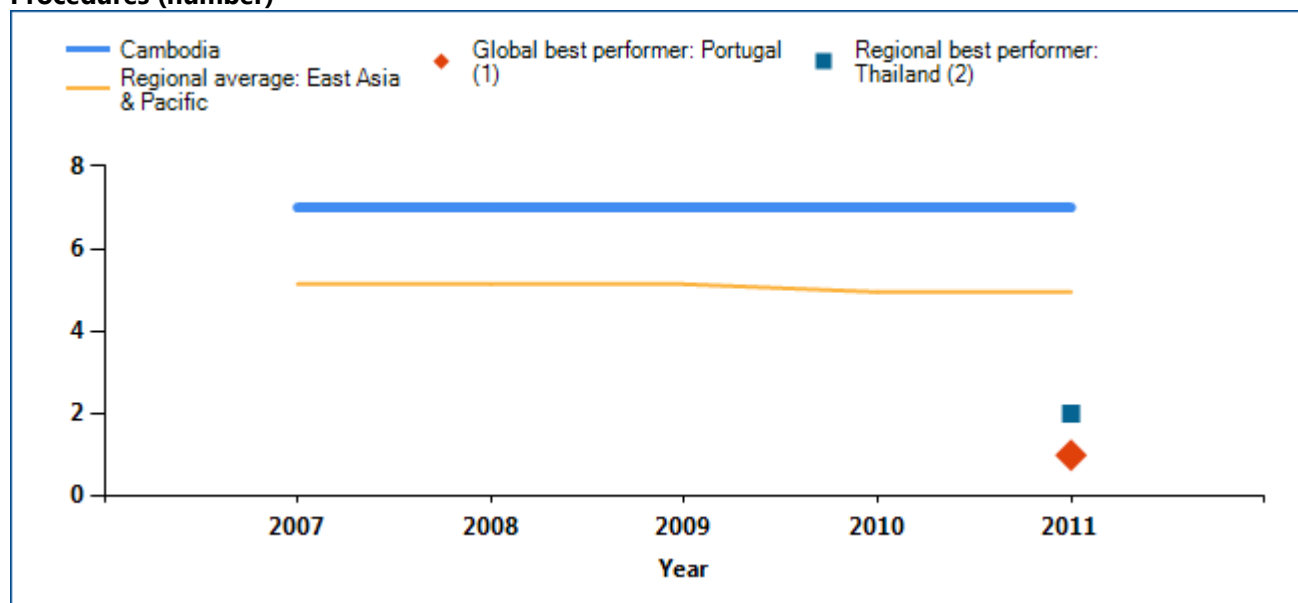
## REGISTERING PROPERTY

Equally helpful may be the benchmarks provided by the economies that today have the best performance regionally or globally on the procedures, time or cost required to complete a property transfer (figure 5.3). These economies may provide a model for Cambodia

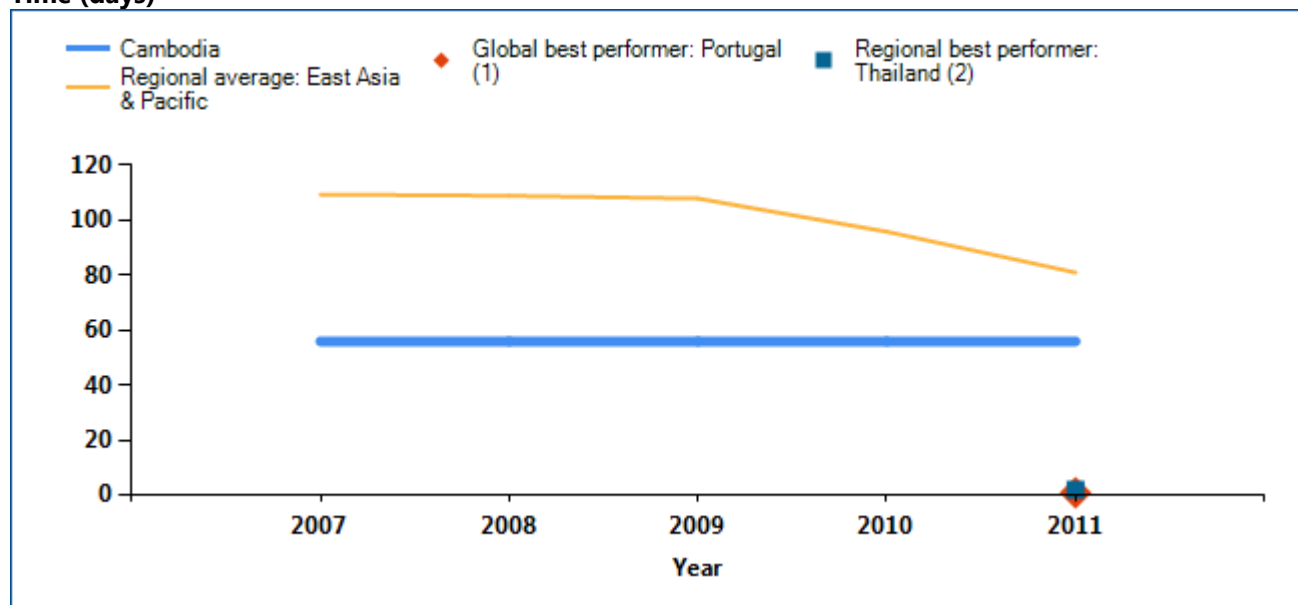
on ways to improve the ease of registering property. And changes in regional averages can show where Cambodia is keeping up—and where it is falling behind.

Figure 5.3 Has registering property become easier over time?

### Procedures (number)



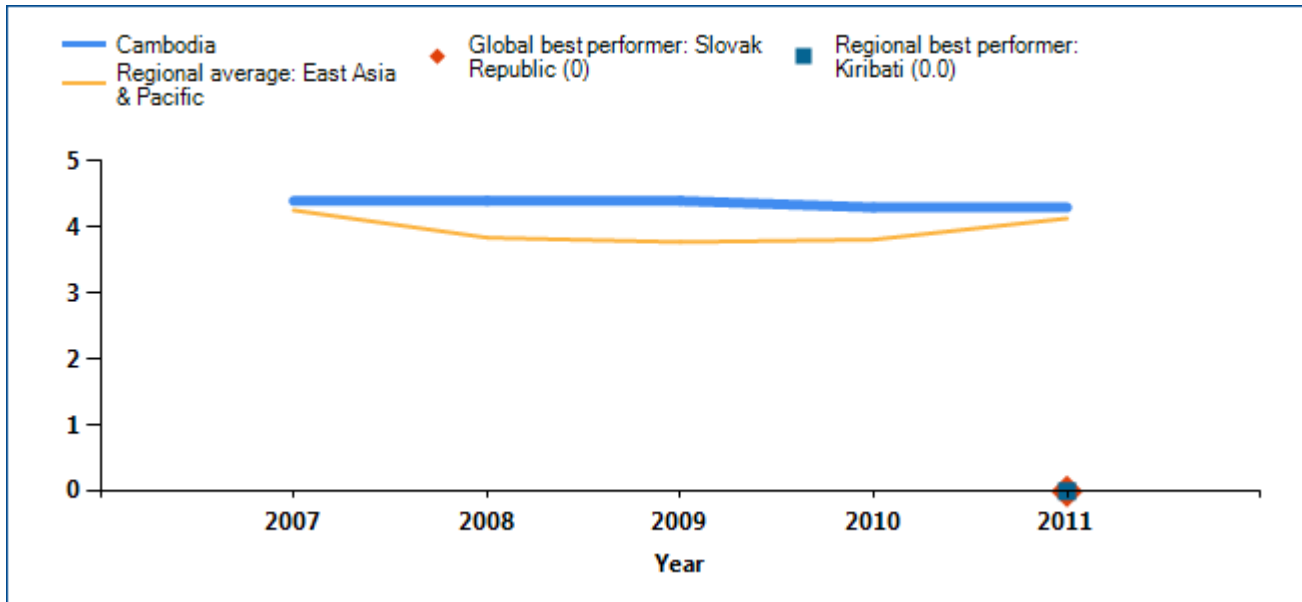
### Time (days)





## REGISTERING PROPERTY

### Cost (% of property value)



*Note:* The economy with the best performance regionally on each indicator, and the economy with the best performance globally, are included as benchmarks. In some cases 2 or more economies share the top regional or global ranking on an indicator. In cases where no data are displayed above for the economy, this indicates that the economy has received a “no practice” mark; see the data notes for details.

*Source:* *Doing Business* database.

## REGISTERING PROPERTY

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 Cambodia (table 5.2)?

Table 5.2 How has Cambodia made registering property easier—or not?  
By *Doing Business* report year

DB Year	Reform
DB2012	No reform.
DB2011	No reform.
DB2010	No reform.
DB2009	No reform.

*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.

## REGISTERING PROPERTY

### What are the details?

The indicators reported here are based on a set of specific procedures—the steps that a buyer and seller must complete to transfer the property to the buyer’s name—identified by *Doing Business* through information collected from local property lawyers, notaries and property registries. These procedures are those that apply to a transaction matching the standard assumptions used by *Doing Business* in collecting the data (see the section in this chapter on what the indicators cover).

#### STANDARD PROPERTY TRANSFER

**City:** Phnom Penh  
**Property Value:** 159,522,338.5

The procedures, along with the associated time and cost, are summarized below.

#### Summary of procedures for registering property in Cambodia—and the time and cost

No.	Procedure	Time to complete	Cost to complete
1	<p><b>* The buyer verifies the title certificate with the Land Office, checking for potential liens or encumbrances</b></p> <p>The buyer should obtain a copy of the initial title certificate from the seller and verify proper ownership, ensuring that the seller is the rightful owner of the title certificate. He verifies the title certificate with the land office to ensure that there are no liens, mortgages or other encumbrances registered for that property.                      Note: on cost: Official cost is 20,000 riels (US\$5) but it is essentially impossible to obtain the Certificate without paying US\$10 to US\$20, and sometimes more in various locations.</p>	7-30 days (simultaneous with procedures 2 and 3)	US\$ 10 - 20
2	<p><b>* Obtain information on the property from the Commune Council Official</b></p> <p>The land purchaser may contact the village chief or the commune council official to obtain information on the land in addition to an official search at the municipal land office.</p>	10 days (simultaneous with procedures 1 and 3)	no cost
3	<p><b>* The buyer should obtain the certificate of incorporation of the seller’s company and other documents from the seller</b></p> <p>If the landowner is a legal entity, the buyer should obtain a copy of the ID of the shareholder or person acting on behalf of the company, and a certified/notarized copy of the certificate of issued by the Ministry of Commerce. These documents are needed to verify the accuracy and identity of the company name appearing in the title certificate. A Power of Attorney is also needed, as well as a resolution signed by the Board of Directors authorizing a named individual to represent the company at the land office accompanied by the Power of Attorney implementing that Resolution.</p>	10 days (simultaneous with procedures 1 and 2)	no cost

No.	Procedure	Time to complete	Cost to complete
4	<p><b>Apply for registration at the District Land Office of the Ministry of Land Management, Urban Planning &amp; Construction (MLMUPC)</b></p> <p>When 2 persons/companies wish to buy/sell real property, together they should go to the district office of the Ministry of Land Management, Urban Planning &amp; Construction (MLMUPC) and arrange to prepare and sign documents. A cadastral transfer fee of about KHR 350,000 is paid to MLMUPC.</p> <p>The documentation shall include the company's statute, its Certificate of Incorporation, and Power of Attorney (obtained in Procedure 3). At the time, the original Title Certificate held by the seller must be presented to the Khan at the time of signing the deed in order to have the name of the new owner inserted on the document.</p>	1 day	KHR 350,000 or US\$ 90 (Cadastral transfer fee) and KHR 5,000 or US\$ 1.30 (stamp duty)
5	<p><b>Pay transfer tax at the Tax Collection Office</b></p> <p>A transfer tax of 4% of value of the property is paid to the Ministry of Economy and Finance at the Tax Collection Office of the location of the transferred property. A Tax Receipt is issued to prove that the tax has been paid. The 4% transfer tax is set out in Article 40 of the Law on Finance for the year 1995. In Phnom Penh, this tax is not assessed based on the true transacted value of the property but based on a schedule of price of property determined by the Phnom Penh Municipality.</p> <p>The assessed value is usually based on the total number of square meters, the land's location, use etc. The tax is not based on the actual price for which the land is sold; rather it is based on the assessed value. For the land of more than 1200m<sup>2</sup>, the surplus is subject to unused land tax. For the land less than 1200m<sup>2</sup>, the unused land tax is not applicable. The time for the tax office to complete the calculation of transfer tax will depend on the location of the land and its size.</p>	1 day	4% of property value (transfer fee)
6	<p><b>Return to Cadastral office to complete the registration process</b></p> <p>After taxes are paid the parties return to the cadastral office at the MLMUPC and sign/thumbprint a MLMUPC form for buying/selling real property that was filled in by MLMUPC official. The signing/thumb printing will be witnessed by a local authority such as commune chief who will also thumbprint. These procedures are based on Land Law Arts. 65, 244 and 245. Land Law Art. 69 bars transfer unless all necessary taxes are paid. The documentation shall include: Payment receipts of transfer tax (obtained in Procedure 5)</p>	5 days	Cadastral service paid in procedure 4
7	<p><b>Obtain the certificate of title from the Municipal Land Office</b></p> <p>The Khan/District land office forwards all the "transfer documents" to the Municipal Land Office where it issues the Certificate of Title in the new owner's name and has it registered. The last procedural step in practice can take several weeks, depending</p>	At least 30 days	Already paid in Procedure 5

No.	Procedure	Time to complete	Cost to complete
	on the diligence of the land officials and interested parties.		

\* Takes place simultaneously with another procedure.

Source: *Doing Business* database.

## GETTING CREDIT

Two types of frameworks can facilitate access to credit and improve its allocation: credit information systems and the legal rights of borrowers and lenders 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 the degree to which collateral and bankruptcy laws protect the rights of borrowers and lenders and thus facilitate lending. *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, 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 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 its component indicators: the depth of credit information index (weighted at 37.5%) and the strength of legal rights index (weighted at 62.5%).

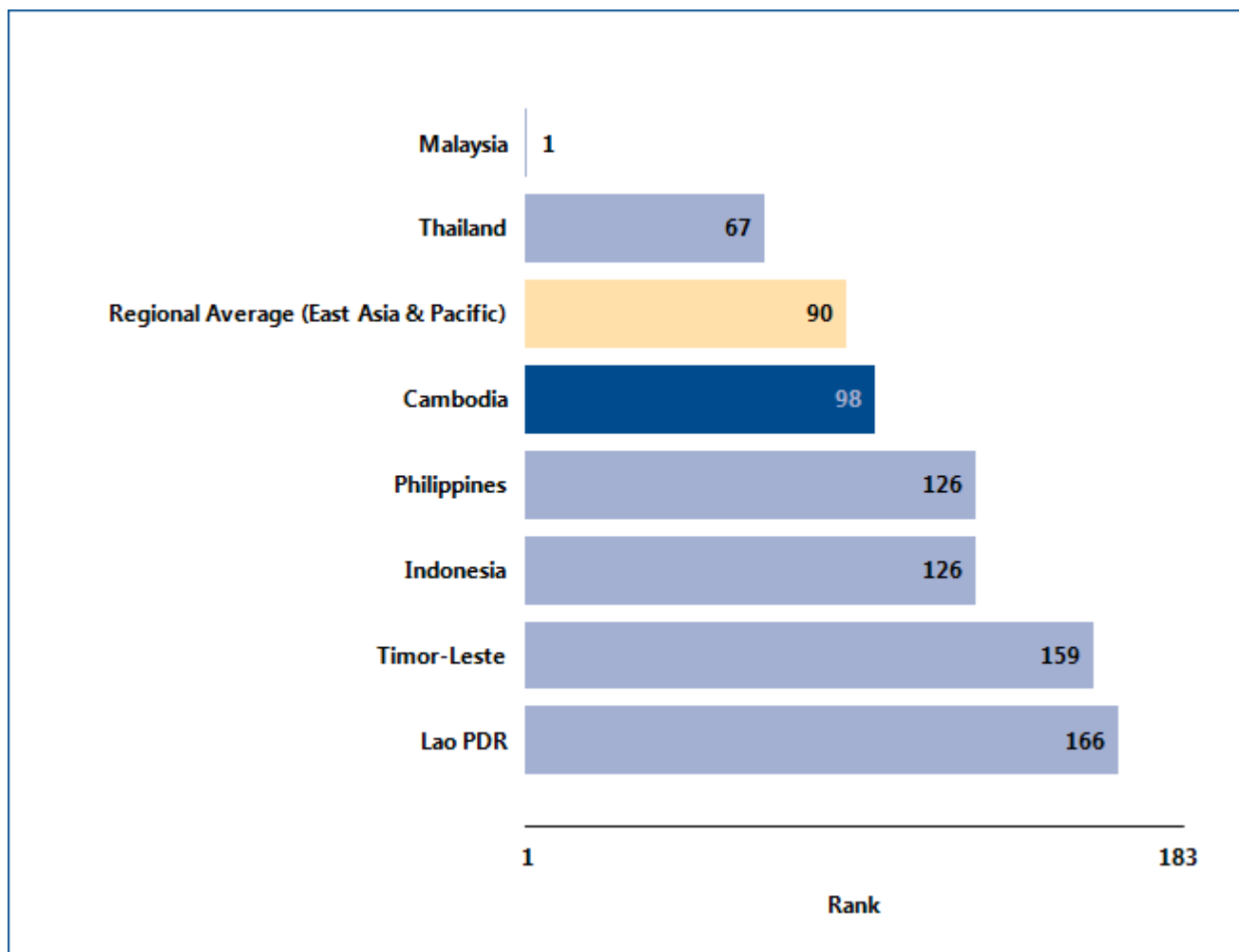
## GETTING CREDIT

### Where does the economy stand today?

How well do the credit information system and collateral and bankruptcy laws in Cambodia facilitate access to credit? The economy has a score of 0 on the depth of credit information index and a score of 8 on the strength of legal rights index (see the summary of scoring at the end of this chapter for details). Higher scores indicate more credit information and stronger legal rights for borrowers and lenders.

Globally, Cambodia stands at 98 in the ranking of 183 economies on the ease of getting credit (figure 6.1). The rankings for comparator economies and the regional average ranking provide other useful information for assessing how well regulations and institutions in Cambodia support lending and borrowing.

Figure 6.1 How Cambodia and comparator economies rank on the ease of getting credit



Source: Doing Business database.

## GETTING CREDIT

### What are the changes over time?

While the most recent *Doing Business* data reflect how well the credit information system and collateral and bankruptcy laws in Cambodia support lending and borrowing today, data over time can help show where

institutions and regulations have been strengthened—and where they have not (table 6.1). That can help identify where the potential for improvement is greatest.

Table 6.1 The ease of getting credit in Cambodia over time  
By *Doing Business* report year

Indicator	DB2005	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	..	..	..	..	..	..	96	98
Strength of legal rights index (0-10)	0	0	0	0	8	8	8	8
Depth of credit information index (0-6)	0	0	0	0	0	0	0	0
Public registry coverage (% of adults)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Private bureau coverage (% of adults)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Note: n.a. = not applicable (the economy was not included in *Doing Business* for that year). DB2012 rankings reflect changes to the methodology.

Source: *Doing Business* database.



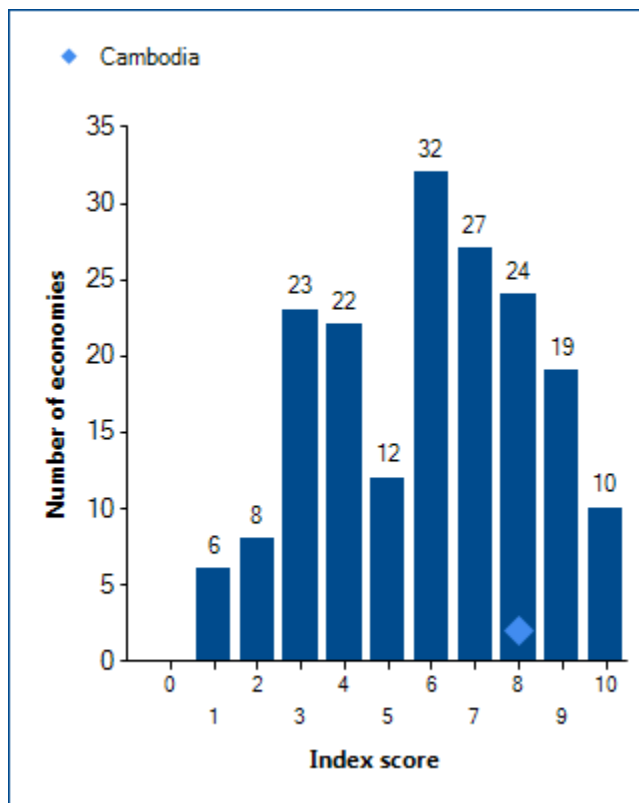
## GETTING CREDIT

One way to put an economy's getting credit indicators into context is to see where the economy stands in the distribution of scores across other economies. Figure 6.2 highlights the score on the strength of legal rights

index for Cambodia in 2011 and shows the number of other economies having the same score in 2011. Figure 6.3 shows the same thing for the depth of credit information index.

Figure 6.2 Have legal rights for borrowers and lenders become stronger?

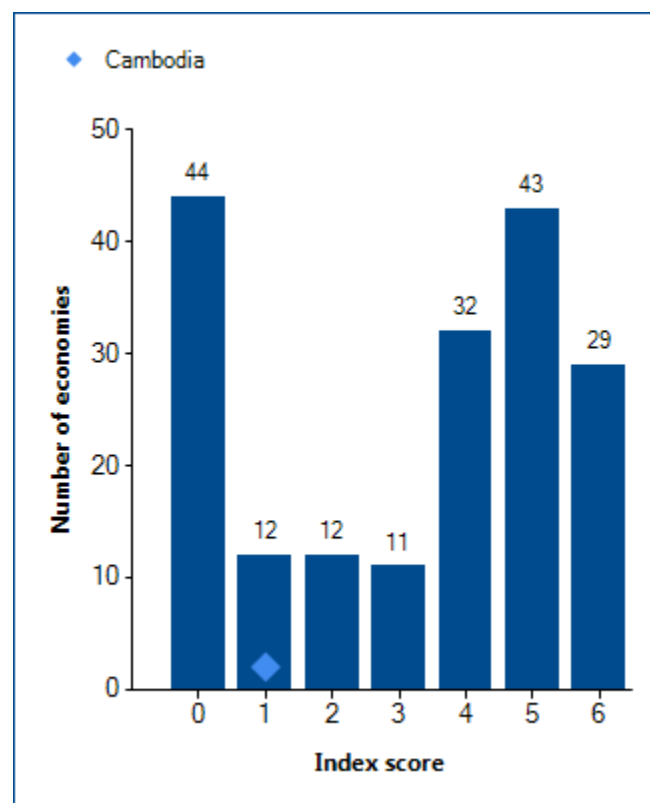
Number of economies with each score on strength of legal rights index (0–10), 2011



Source: Doing Business database.

Figure 6.3 Have the coverage and accessibility of credit information grown?

Number of economies with each score on depth of credit information index (0–6), 2011



Source: Doing Business database.

## GETTING CREDIT

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 Cambodia (table 6.2)?

Table 6.2 How has Cambodia made getting credit easier—or not?  
By *Doing Business* report year

DB Year	Reform
<b>DB2012</b>	Cambodia strengthened its credit information system through a new regulation allowing credit bureaus to collect and distribute positive as well as negative credit information.
<b>DB2011</b>	No reform.
<b>DB2010</b>	No reform.
<b>DB2009</b>	A new secured transactions law made Cambodia the world's top reformer in getting credit in 2007/08. The new law allows movable property to be used as collateral. And an online unified collateral registry is now in operation.

*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

### What are the details?

The getting credit indicators reported here for Cambodia are based on detailed information collected in that economy. The data on credit information sharing are collected through a survey of a public credit registry or private credit bureau (if one exists). To construct the depth of credit information index, a score of 1 is assigned for each of 6 features of the public credit registry or private credit bureau (see summary of scoring below).

The data on the legal rights of borrowers and lenders are gathered through a survey of financial lawyers and verified through analysis of laws and regulations as well as public sources of information on collateral and bankruptcy laws. For the strength of legal rights index, a score of 1 is assigned for each of 8 aspects related to legal rights in collateral law and 2 aspects in bankruptcy law.

#### Summary of scoring for the getting credit indicators in Cambodia

Indicator	Cambodia	East Asia & Pacific	OECD high income
<b>Strength of legal rights index (0-10)</b>	8	7	7
<b>Depth of credit information index (0-6)</b>	0	2	5
<b>Public registry coverage (% of adults)</b>	0.0	10.3	9.5
<b>Private bureau coverage (% of adults)</b>	0.0	18.1	63.9

<b>Strength of legal rights index (0–10)</b>	<b>Index score: 8</b>
Can any business use movable assets as collateral while keeping possession of the assets; and any financial institution accept such assets as collateral ?	Yes
Does the law allow businesses to grant a non possessory security right in a single category of movable assets, without requiring a specific description of collateral?	Yes
Does the law allow businesses to grant a non possessory security right in substantially all of its assets, without requiring a specific description of collateral?	Yes
May a security right extend to future or after-acquired assets, and may it extend automatically to the products, proceeds or replacements of the original assets ?	Yes
Is a general description of debts and obligations permitted in collateral agreements; can all types of debts and obligations be secured between parties; and can the collateral agreement include a maximum amount for which the assets are encumbered?	Yes
Is a collateral registry in operation, that is unified geographically and by asset type, with an electronic database indexed by debtor's names?	Yes
Are secured creditors paid first (i.e. before general tax claims and employee claims) when a debtor defaults outside an insolvency procedure?	Yes

<b>Strength of legal rights index (0–10)</b>	<b>Index score: 8</b>
Are secured creditors paid first (i.e. before general tax claims and employee claims) when a business is liquidated?	No
Are secured creditors either not subject to an automatic stay or moratorium on enforcement procedures when a debtor enters a court-supervised reorganization procedure, or the law provides secured creditors with grounds for relief from an automatic stay or	Yes
Does the law allow parties to agree in a collateral agreement that the lender may enforce its security right out of court, at the time a security interest is created?	No

<b>Depth of credit information index (0–6)</b>	<b>Private credit bureau</b>	<b>Public credit registry</b>	<b>Index score: 0</b>
Are data on both firms and individuals distributed?	No	No	0
Are both positive and negative data distributed?	No	No	0
Does the registry distribute credit information from retailers, trade creditors or utility companies as well as financial institutions?	No	No	0
Are more than 2 years of historical credit information distributed?	No	No	0
Is data on all loans below 1% of income per capita distributed?	No	No	0
Is it guaranteed by law that borrowers can inspect their data in the largest credit registry?	No	No	0

Note: An economy receives a score of 1 if there is a "yes" to either private bureau or public registry.

<b>Coverage</b>	<b>Private credit bureau</b>	<b>Public credit registry</b>
<b>Number of firms</b>	0	0
<b>Number of individuals</b>	0	0

Source: Doing Business database.

## PROTECTING INVESTORS

Investor protections matter for the ability of companies to raise the capital they need to grow, innovate, diversify and compete. If the laws do not provide such protections, investors may be reluctant to invest unless they become the controlling shareholders. Strong regulations clearly define related-party transactions, promote clear and efficient disclosure requirements, require shareholder participation in major decisions of the company and set clear 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 shareholders' ability to sue officers and directors for misconduct (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

### WHAT THE PROTECTING INVESTORS

#### INDICATORS MEASURE

##### Extent of disclosure index (0–10)

Who can approve related-party transactions  
Disclosure requirements in case of related-party transactions

##### Extent of director liability index (0–10)

Ability of shareholders to hold interested parties and members of the approving body liable in case of related-party transactions

Available legal remedies (damages, repayment of profits, fines, imprisonment and rescission of the transaction)

Ability of shareholders to sue directly or derivatively

##### 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 company purchase used trucks from another company he owns.

- 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

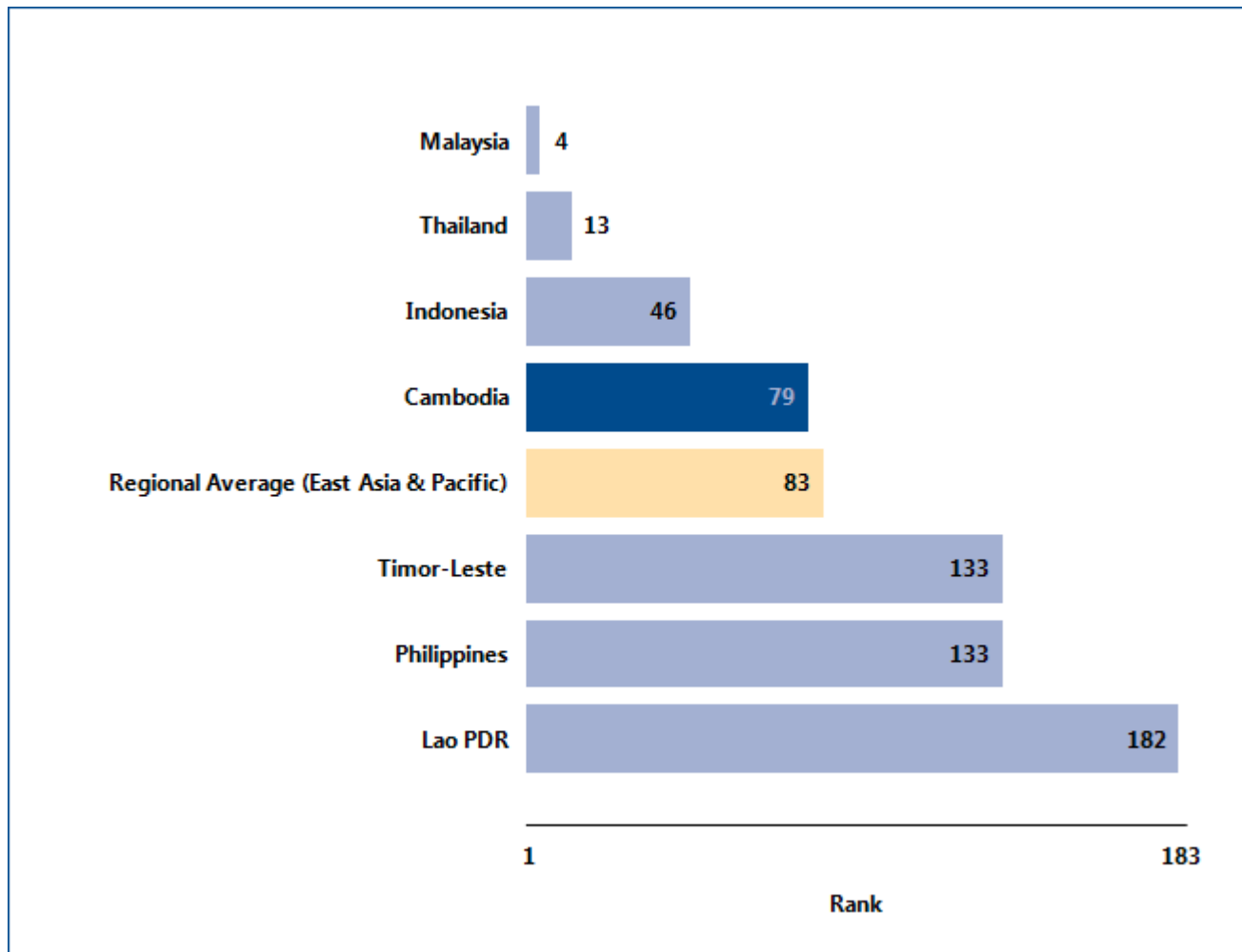
### Where does the economy stand today?

How strong are investor protections in Cambodia? The economy has a score of 5.3 on the strength of investor protection index, with a higher score indicating stronger protections (see the summary of scoring at the end of this chapter for details).

Globally, Cambodia stands at 79 in the ranking of 183 economies on the strength of investor protection

index (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 Cambodia and comparator economies rank on the strength of investor protection index



Source: Doing Business database.

## PROTECTING INVESTORS

### What are the changes over time?

While the most recent *Doing Business* data reflect how well regulations in Cambodia protect minority investors today, data over time show whether the protections have been strengthened (table 7.1). And

the global ranking on the strength of investor protection index over time shows whether the economy is slipping behind other economies in investor protections—or surpassing them.

Table 7.1 The strength of investor protections in Cambodia over time  
By *Doing Business* report year

Indicator	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	..	..	..	..	..	74	79
Extent of disclosure index (0-10)	5	5	5	5	5	5	5
Extent of director liability index (0-10)	9	9	9	9	9	9	9
Ease of shareholder suits index (0-10)	2	2	2	2	2	2	2
Strength of investor protection index (0-10)	5.3	5.3	5.3	5.3	5.3	5.3	5.3

Note: n.a. = not applicable (the economy was not included in *Doing Business* for that year). DB2012 rankings reflect changes to the methodology.

Source: *Doing Business* database.

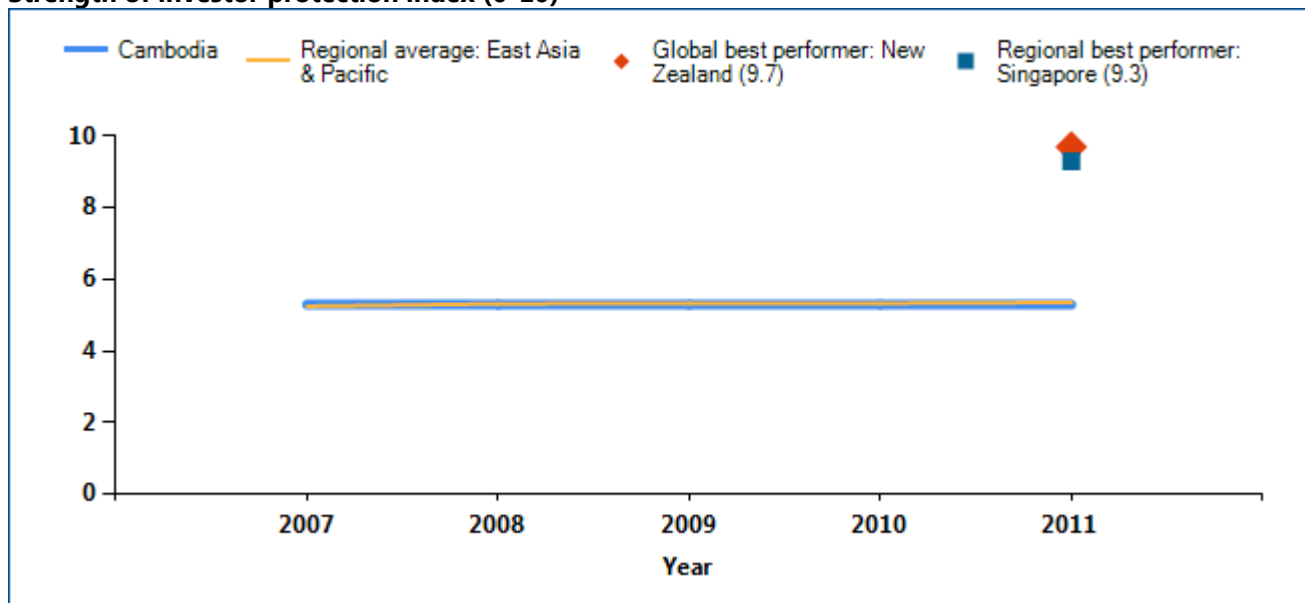
## PROTECTING INVESTORS

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 scores recorded over time for Cambodia on the extent of disclosure, extent of director liability

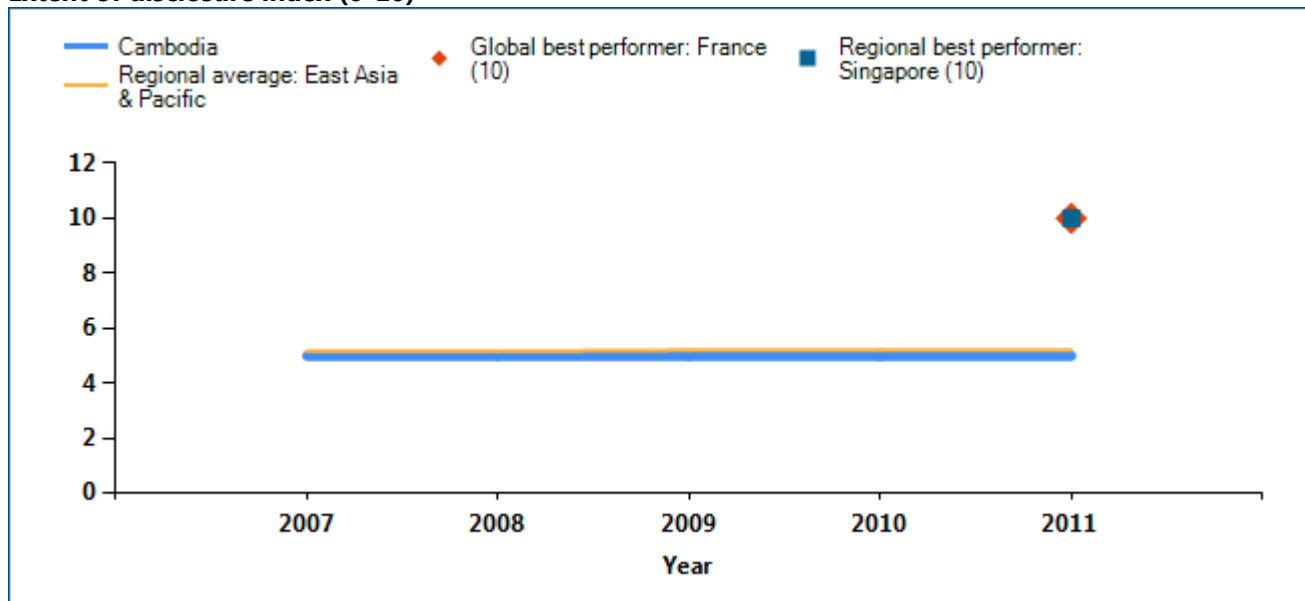
and ease of shareholder suits indices may also be revealing (figure 7.2). Equally interesting may be the changes over time in the regional average scores for those indices.

Figure 7.2 Have investor protections become stronger?

### Strength of investor protection index (0-10)



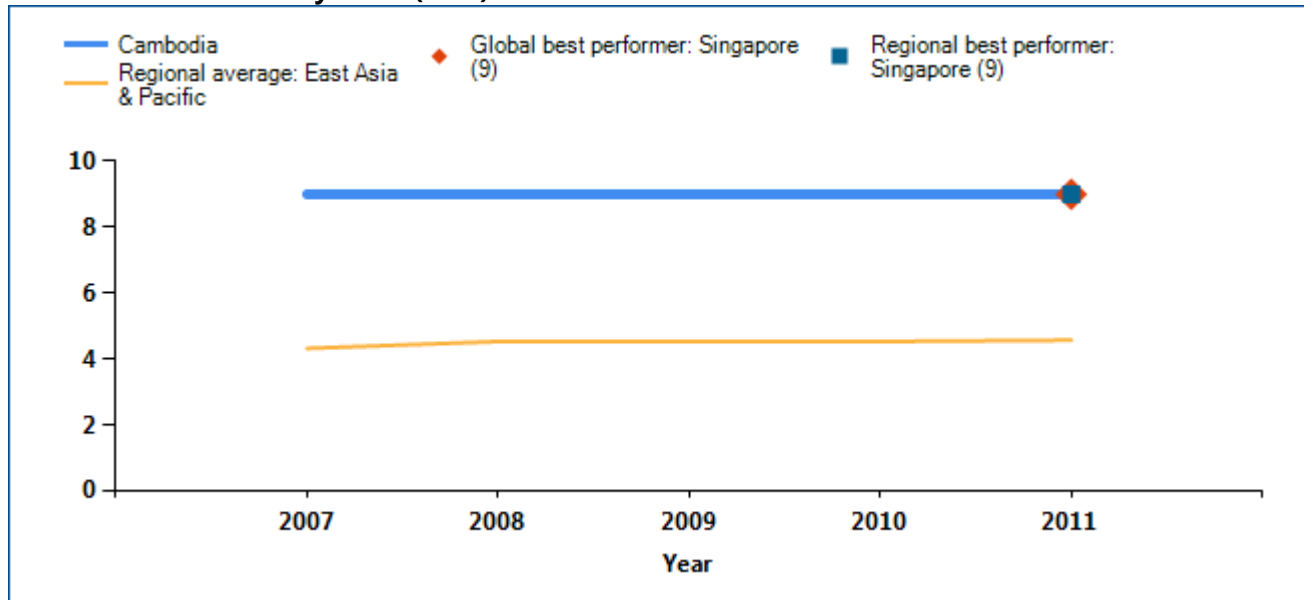
### Extent of disclosure index (0-10)



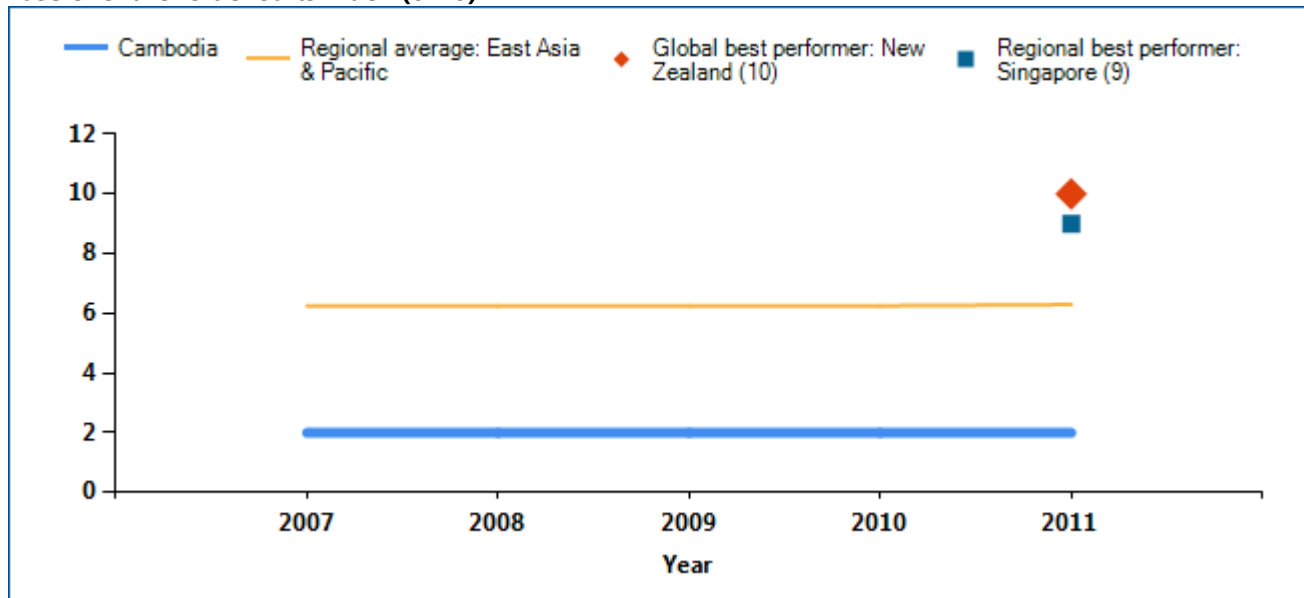


## PROTECTING INVESTORS

### Extent of director liability index (0-10)



### Ease of shareholder suits index (0-10)



Note: The higher the score, the stronger the investor protections. The economy with the best performance regionally on each indicator, and the economy with the best performance globally, are included as benchmarks. In some cases 2 or more economies share the top regional or global ranking on an indicator.

Source: *Doing Business* database.

## PROTECTING INVESTORS

Economies with the strongest protections of minority investors from self-dealing require more disclosure and define clear duties for directors. They also have well-functioning courts and up-to-date procedural rules that give minority investors 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 or civil procedure rules. What investor protection reforms has *Doing Business* recorded in Cambodia (table 7.2)?

Table 7.2 How has Cambodia strengthened investor protections—or not?  
By *Doing Business* report year

DB Year	Reform
DB2012	No reform.
DB2011	No reform.
DB2010	No reform.
DB2009	No reform.

Note: For information on reforms in earlier years (back to DB2006), see the *Doing Business* reports for these years, available at <http://www.doingbusiness.org>.

Source: *Doing Business* database.

## PROTECTING INVESTORS

### What are the details?

The protecting investors indicators reported here for Cambodia are based on detailed information collected through a survey of corporate and securities lawyers and are based on securities regulations, company laws and court rules of evidence. To construct the extent of disclosure, extent of director liability and ease of

shareholder suits indices, a score is assigned for each of a range of conditions relating to disclosure, director liability and shareholder suits in a standard case study transaction (see the notes at the end of this chapter). The summary below shows the details underlying the scores for Cambodia.

#### Summary of scoring for the protecting investors indicators in Cambodia

Indicator	Cambodia	East Asia & Pacific	OECD high income
<b>Extent of disclosure index (0-10)</b>	5	5	6
<b>Extent of director liability index (0-10)</b>	9	5	5
<b>Ease of shareholder suits index (0-10)</b>	2	6	7
<b>Strength of investor protection index (0-10)</b>	5.3	5.4	6.0

	Score
Extent of disclosure index (0-10)	5
What corporate body provides legally sufficient approval for the transaction?	1
Whether disclosure of the conflict of interest by Mr. James to the board of directors is required?	2
Whether immediate disclosure of the transaction to the public and/or shareholders is required?	0
Whether disclosure of the transaction in published periodic filings (annual reports) is required?	2
Whether an external body must review the terms of the transaction before it takes place?	0
Extent of director liability index (0-10)	9
Whether shareholders can sue directly or derivatively for the damage that the Buyer-Seller transaction causes to the company?	1
Whether shareholders can hold Mr. James liable for the damage that the Buyer-Seller transaction causes to the company?	2
Whether shareholders can hold members of the approving body liable for the damage that the Buyer-Seller transaction causes to the company?	2
Whether a court can void the transaction upon a successful claim by a shareholder plaintiff?	2

	Score
Whether Mr. James pays damages for the harm caused to the company upon a successful claim by the shareholder plaintiff?	1
Whether Mr. James repays profits made from the transaction upon a successful claim by the shareholder plaintiff?	1
Whether fines and imprisonment can be applied against Mr. James?	0
Ease of shareholder suits index (0-10)	2
Whether shareholders owning 10% or less of Buyer's shares can inspect transaction documents before filing suit?	1
Whether shareholders owning 10% or less of Buyer's shares can request an inspector to investigate the transaction?	1
Whether the plaintiff can obtain any documents from the defendant and witnesses during trial?	0
Whether the plaintiff can request categories of documents from the defendant without identifying specific ones?	0
Whether the plaintiff can directly question the defendant and witnesses during trial?	0
Whether the level of proof required for civil suits is lower than that of criminal cases?	0
Strength of investor protection index (0-10)	5.3

Source: *Doing Business* database.

## Notes:

### Extent of disclosure index (0–10)

Scoring for the extent of disclosure index is based on 5 components:

*Which corporate body can provide legally sufficient approval for the transaction*

0 = CEO or managing director alone; 1 = shareholders or board of directors vote and Mr. James can vote; 2 = board of directors votes and Mr. James cannot vote; 3 = shareholders vote and Mr. James cannot vote.

*Whether disclosure of the conflict of interest by Mr. James to the board of directors is required*

0 = no disclosure; 1 = disclosure of the existence of a conflict without any specifics; 2 = full disclosure of all material facts.

*Whether immediate disclosure of the transaction to the public, the regulator or the shareholders is required*

0 = no disclosure; 1 = disclosure on the transaction only; 2 = disclosure on the transaction and Mr. James's conflict of interest.

*Whether disclosure of the transaction in the annual report is required*

0 = no disclosure; 1 = disclosure on the transaction only; 2 = disclosure on the transaction and Mr. James's conflict of interest.

*Whether it is required that an external body (for example, an external auditor) review the transaction before it takes place*

0 = no; 1 = yes.

### **Extent of director liability index (0–10)**

Scoring for the extent of director liability index is based on 7 components:

*Whether shareholders can sue directly or derivatively for the damage that the Buyer-Seller transaction causes to the company*

0 = suits are unavailable or available only for shareholders holding more than 10% of the company's share capital; 1 = direct or derivative suits available for shareholders holding 10% of share capital or less.

*Whether shareholders can hold Mr. James liable for the damage that the transaction causes to the company*

0 = Mr. James is not liable or is liable only if he acted fraudulently or in bad faith; 1 = Mr. James is liable if he influenced the approval or was negligent; 2 = Mr. James is liable if the transaction is unfair or prejudicial to the other shareholders.

*Whether shareholders can hold the approving body (the CEO or members of the board of directors) liable for the damage that the transaction causes to the company*

0 = members of the approving body are either not liable or liable only if they acted fraudulently or in bad faith; 1 = liable for negligence in the approval of the transaction; 2 = liable if the transaction is unfair or prejudicial to the other shareholders.

*Whether a court can void the transaction upon a successful claim by a shareholder plaintiff*

0 = rescission is unavailable or available only in case of Seller's fraud or bad faith; 1 = rescission is available when the transaction is oppressive or prejudicial to the other shareholders; 2 = rescission is available when the transaction is unfair or entails a conflict of interest.

*Whether Mr. James pays damages for the harm caused to the company upon a successful claim by the shareholder plaintiff*

0 = no; 1 = yes.

*Whether Mr. James repays profits made from the transaction upon a successful claim by the shareholder plaintiff*

0 = no; 1 = yes.

*Whether both fines and imprisonment can be applied against Mr. James*

0 = no; 1 = yes.

### **Ease of shareholder suits index (0–10)**

Scoring for the ease of shareholder suits index is based on 6 components:

*What range of documents is available to the plaintiff from the defendant and witnesses during trial*

Score of 1 for each of the following: information that the defendant has indicated he intends to rely on for his defense; information that directly proves specific facts in the plaintiff's claim; any information relevant to the subject matter of the claim; and any information that may lead to the discovery of relevant information.

*Whether the plaintiff can directly examine the defendant and witnesses during trial*

0 = no; 1 = yes, with prior approval by the court of the questions posed; 2 = yes, without prior approval.

*Whether the plaintiff can obtain categories of relevant documents from the defendant without identifying each document specifically*

0 = no; 1 = yes.

*Whether shareholders owning 10% or less of the company's share capital can request that a government inspector investigate the transaction without filing suit in court*

0 = no; 1 = yes.

*Whether shareholders owning 10% or less of the company's share capital have the right to inspect the transaction documents before filing suit*

0 = no; 1 = yes.

*Whether the standard of proof for civil suits is lower than that for a criminal case*

0 = no; 1 = yes.

#### **Strength of investor protection index (0–10)**

Simple average of the extent of disclosure, extent of director liability and ease of shareholder suits indices.

## 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.<sup>2</sup> 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, 2009.
- 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 2010 (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 before all taxes)

Profit or corporate income tax

Social contributions and labor taxes paid by the employer

Property and property transfer taxes

Dividend, capital gains and financial transactions taxes

Waste collection, vehicle, road and other taxes

- 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.

<sup>2</sup> The threshold is defined as the highest total tax rate among the top 30% of economies in the ranking on the total tax rate. It will be calculated and adjusted on a yearly basis. The threshold is not based on any underlying theory. Instead, it is intended to mitigate the effect of very low tax rates on the ranking on the ease of paying taxes.

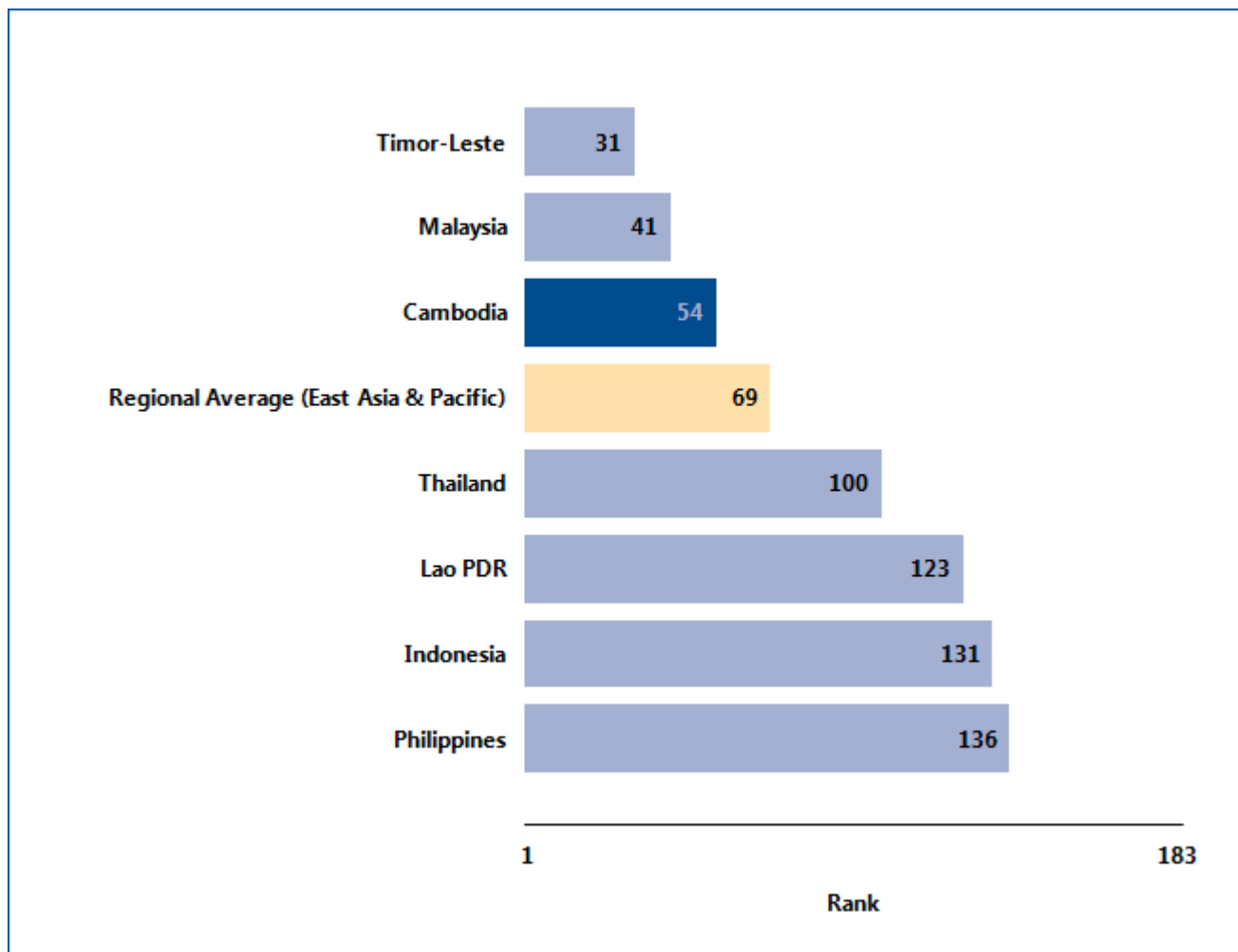
## PAYING TAXES

### Where does the economy stand today?

What is the administrative burden of complying with taxes in Cambodia—and how much do firms pay in taxes? On average, firms make 39 tax payments a year, spend 173 hours a year filing, preparing and paying taxes and pay total taxes amounting to 18.9% of profit (see the summary at the end of this chapter for details).

Globally, Cambodia stands at 54 in the ranking of 183 economies on the ease of paying taxes (figure 8.1). The rankings for comparator economies and the regional average provide other useful information for assessing the tax compliance burden for businesses in Cambodia.

Figure 8.1 How Cambodia and comparator economies rank on the ease of paying taxes



Note: DB2012 rankings reflect changes to the methodology. For all economies with a total tax rate below the threshold of 32.5% applied in DB2012, the total tax rate is set at 32.5% for the purpose of calculating the ranking on the ease of paying taxes.

Source: *Doing Business* database.



## PAYING TAXES

### What are the changes over time?

While the most recent *Doing Business* data reflect how easy (or difficult) it is to comply with tax rules in Cambodia today, data over time show which aspects of

the process have changed — and which have not (table 8.1). That can help identify where the potential for easing tax compliance is greatest.

Table 8.1 The ease of paying taxes in Cambodia over time  
By *Doing Business* report year

Indicator	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	..	..	..	..	..	51	54
Payments (number per year)	27	27	27	27	39	39	39
Time (hours per year)	137	137	137	137	173	173	173
Total tax rate (% profit)	22.6	22.6	22.6	22.6	22.7	22.5	22.5

Note: n.a. = not applicable (the economy was not included in *Doing Business* for that year). DB2012 rankings reflect changes to the methodology. For all economies with a total tax rate below the threshold of 32.5% applied in DB2012, the total tax rate is set at 32.5% for the purpose of calculating the rank on the ease of paying taxes.

Source: *Doing Business* database.

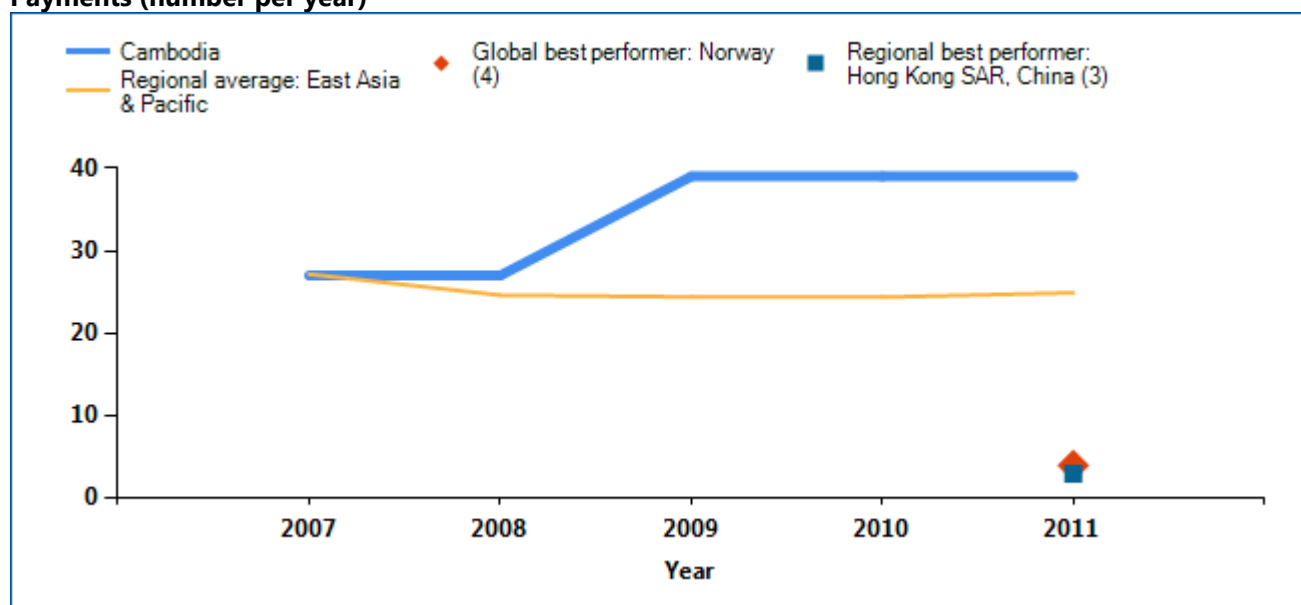
## PAYING TAXES

Equally helpful may be the benchmarks provided by the economies that today have the best performance regionally or globally on the number of payments or the time required to prepare and file taxes (figure 8.2). These economies may provide a model for Cambodia

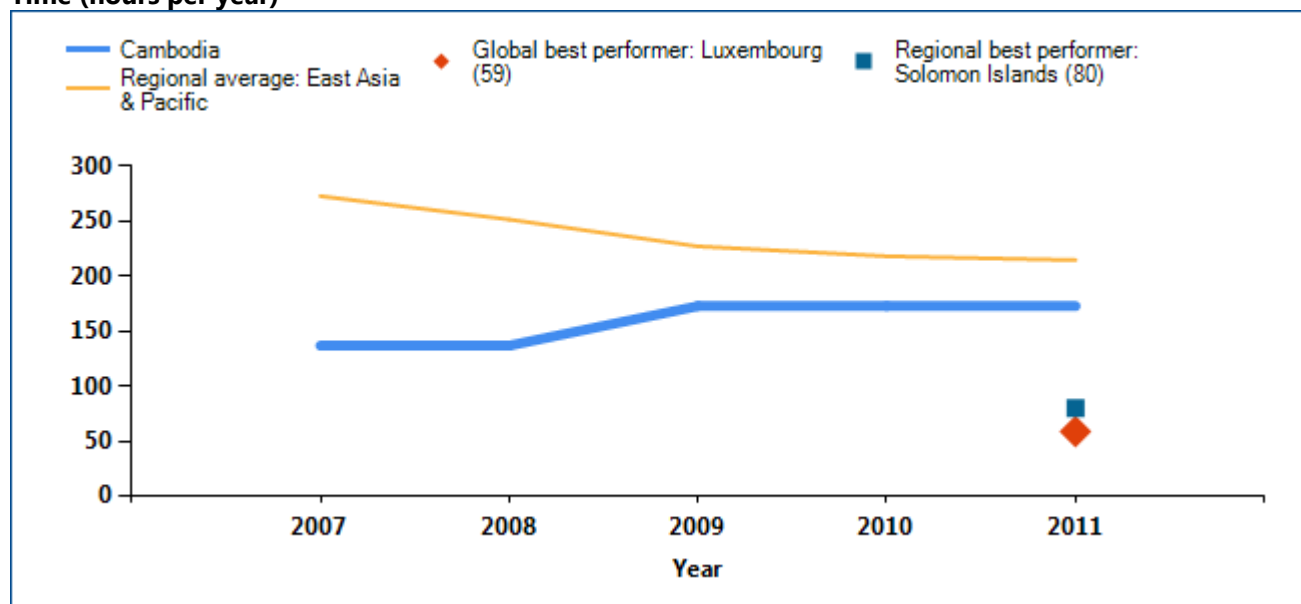
on ways to ease the administrative burden of tax compliance. And changes in regional averages can show where Cambodia is keeping up—and where it is falling behind.

Figure 8.2 Has paying taxes become easier over time?

### Payments (number per year)

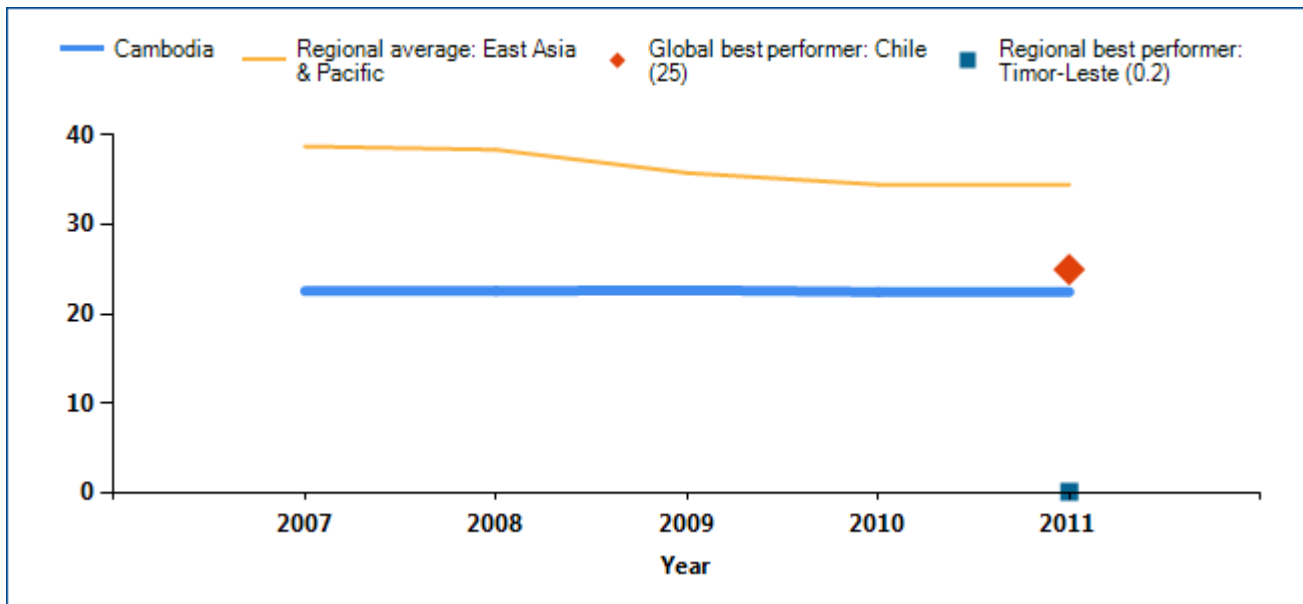


### Time (hours per year)



## PAYING TAXES

### Total tax rate (% of profit)



*Note:* The economy with the best performance regionally on each indicator, and the economy with the best performance globally, are included as benchmarks. The best performer globally on an indicator has implemented the most efficient practices in its tax system but is not necessarily the one with the highest ranking on the indicator. In some cases 2 or more economies share the top regional ranking on an indicator. DB2012 rankings reflect changes to the methodology. For all economies with a total tax rate below the threshold of 32.5% applied in DB2012, the total tax rate is set at 32.5% for the purpose of calculating the ranking on the ease of paying taxes.

*Source:* *Doing Business* database.

## PAYING TAXES

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 Cambodia (table 8.2)?

Table 8.2 How has Cambodia made paying taxes easier—or not?  
By *Doing Business* report year

DB Year	Reform
DB2012	No reform.
DB2011	No reform.
DB2010	A social security contribution of 0.8 percent of the monthly average wage was introduced, with a cap of KHR 1 million (about \$250).
DB2009	No reform.

*Note:* For information on reforms in earlier years (back to DB2006), see the *Doing Business* reports for these years, available at <http://www.doingbusiness.org>.

*Source:* *Doing Business* database.

## PAYING TAXES

### What are the details?

The indicators reported here for Cambodia are based on a standard set of taxes and contributions that would be paid by the case study company used by *Doing Business* in collecting the data (see the section in this chapter on what the indicators cover). Tax practitioners are asked to review standard financial statements as well as a standard list of transactions

that the company completed during the year. Respondents are asked how much in taxes and mandatory contributions the business must pay and what the process is for doing so. The taxes and contributions paid are listed in the summary below, along with the associated number of payments, time and tax rate.

#### Summary of tax rates and administrative burden in Cambodia

Indicator	Cambodia	East Asia & Pacific	OECD high income
Payments (number per year)	39	25	13
Time (hours per year)	173	215	186
Profit tax (%)	18.9	16.8	15.4
Labor tax and contributions (%)	0.1	10.7	24.0
Other taxes (%)	3.5	6.9	3.2
Total tax rate (% profit)	22.5	34.5	42.7

Tax or mandatory contribution	Payments (number)	Notes on payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% of profit)	Notes on total tax rate
Corporate income tax	12		23	20% on profits or 1% on turnover whichever is higher	taxable profits	18.9	
Fuel tax	1		0		included in the fuel price	1.3	
Patent tax	1		0	fixed fee (KHR 1,140,000)		1.3	
Transport tax	1		0	fixed fee (KHR 774,206)		0.9	

Tax or mandatory contribution	Payments (number)	Notes on payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% of profit)	Notes on total tax rate
<b>Social security contributions</b>	12		84	0.8% of the monthly average wage (defined in the Law on Social Security) of the employee with a cap of KHR 1 million per month	gross salaries	0.1	
<b>Tax on interest</b>	0		0	4%	interest income	0.1	not included
<b>Value added tax (VAT)</b>	12		66	10%	value added	0	not included
<b>Totals</b>	<b>39</b>		<b>173</b>			<b>22.5</b>	

Note: DB2012 rankings reflect changes to the methodology. For all economies with a total tax rate below the threshold of 32.5% applied in DB2012, the total tax rate is set at 32.5% for the purpose of calculating the ranking on the ease of paying taxes.

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) associated with exporting and importing a standard shipment of goods by ocean 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 all the documents
- Inland transport and handling
- Customs clearance and inspections
- Port and terminal handling
- Does not include ocean 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.

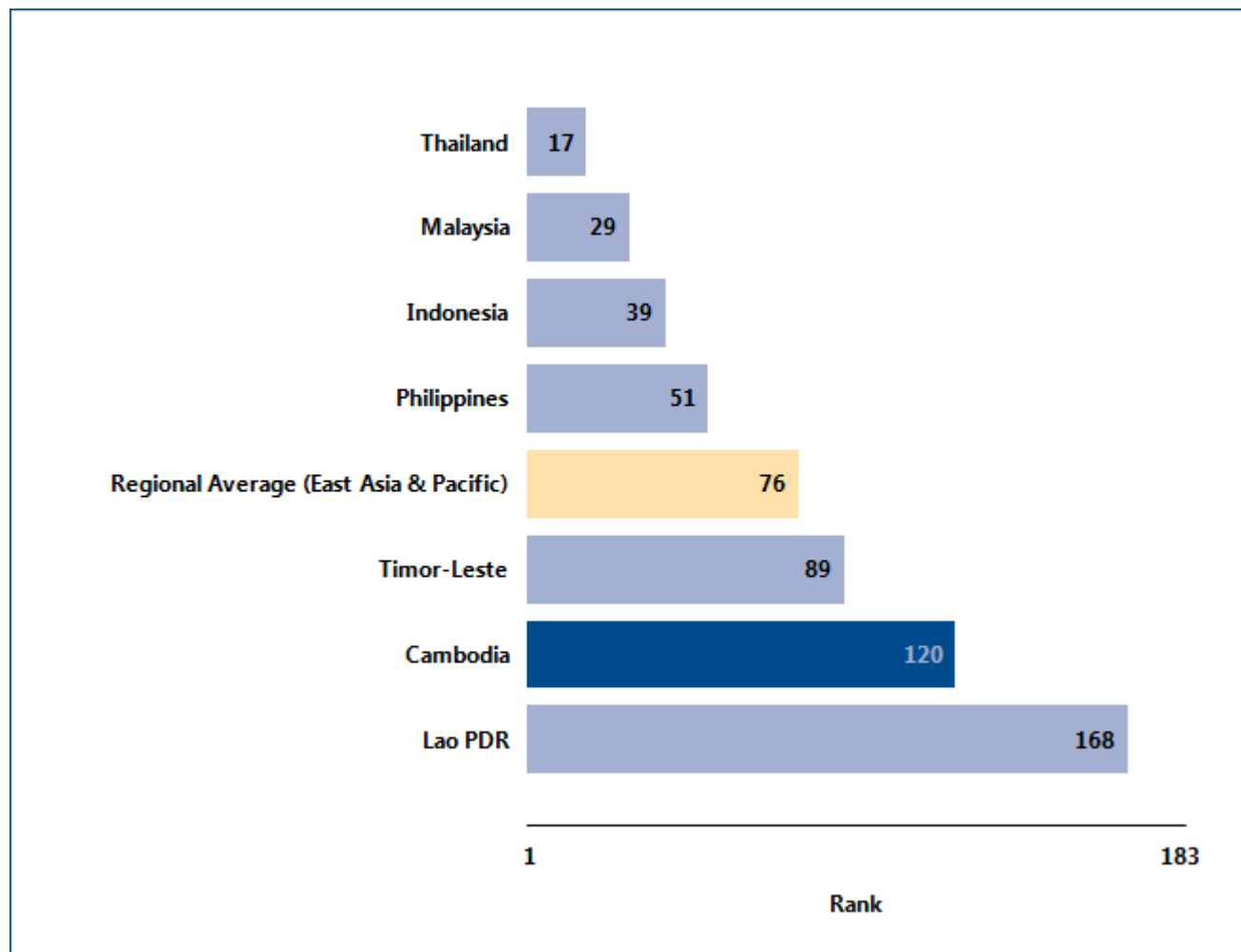
## TRADING ACROSS BORDERS

### Where does the economy stand today?

What does it take to export or import in Cambodia? According to data collected by *Doing Business*, exporting a standard container of goods requires 9 documents, takes 22 days and costs \$732. Importing the same container of goods requires 10 documents, takes 26 days and costs \$872 (see the summary of procedures and documents at the end of this chapter for details).

Globally, Cambodia stands at 120 in the ranking of 183 economies on the ease of trading across borders (figure 9.1). The rankings for comparator economies and the regional average ranking provide other useful information for assessing how easy it is for a business in Cambodia to export and import goods.

Figure 9.1 How Cambodia and comparator economies rank on the ease of trading across borders



Source: *Doing Business* database.



## TRADING ACROSS BORDERS

### What are the changes over time?

While the most recent *Doing Business* data reflect how easy (or difficult) it is to export or import in Cambodia today, data over time show which aspects of the

process have changed—and which have not (table 9.1). That can help identify where the potential for improvement is greatest.

Table 9.1 The ease of trading across borders in Cambodia over time  
By *Doing Business* report year

Indicator	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	..	..	..	..	..	120	120
Documents to export (number)	7	10	10	10	10	9	9
Time to export (days)	43	37	37	22	22	22	22
Cost to export (US\$ per container)	736	722	722	732	732	732	732
Documents to import (number)	12	11	11	11	11	10	10
Time to import (days)	54	45	45	29	29	26	26
Cost to import (US\$ per container)	816	852	852	872	872	872	872

Note: n.a. = not applicable (the economy was not included in *Doing Business* for that year). DB2012 rankings reflect changes to the methodology.

Source: *Doing Business* database.

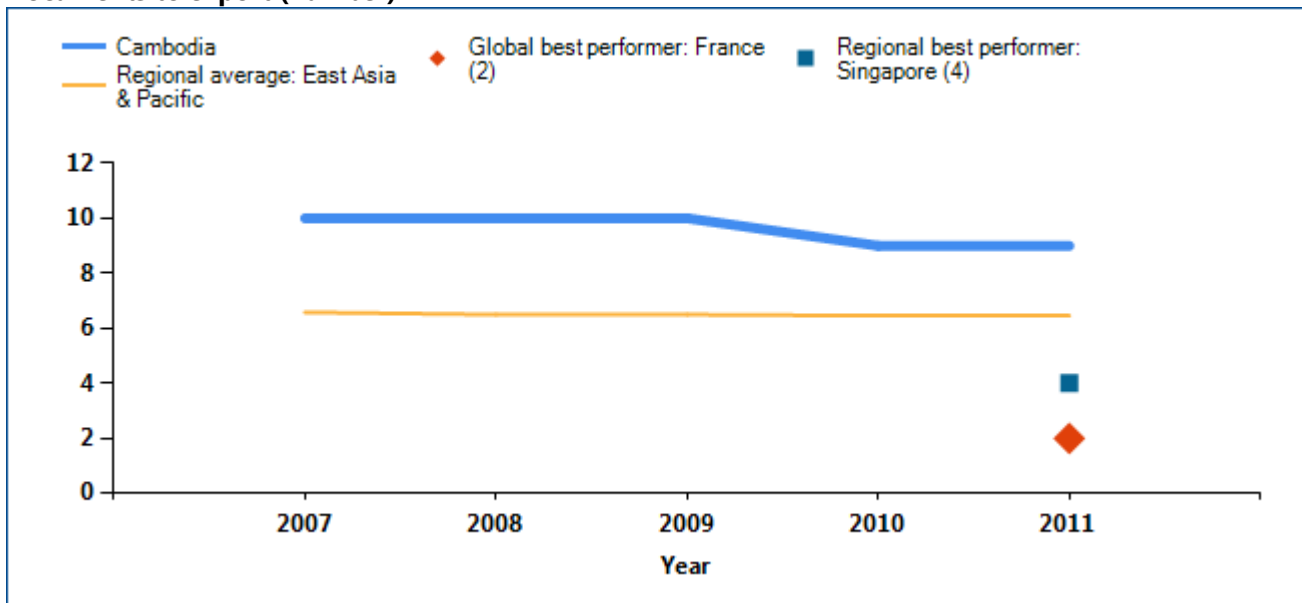
Equally helpful may be the benchmarks provided by the economies that today have the best performance regionally or globally on the documents, time or cost required to export or import (figure 9.2). These economies may provide a model for Cambodia on

ways to improve the ease of trading across borders. And changes in regional averages can show where Cambodia is keeping up—and where it is falling behind.

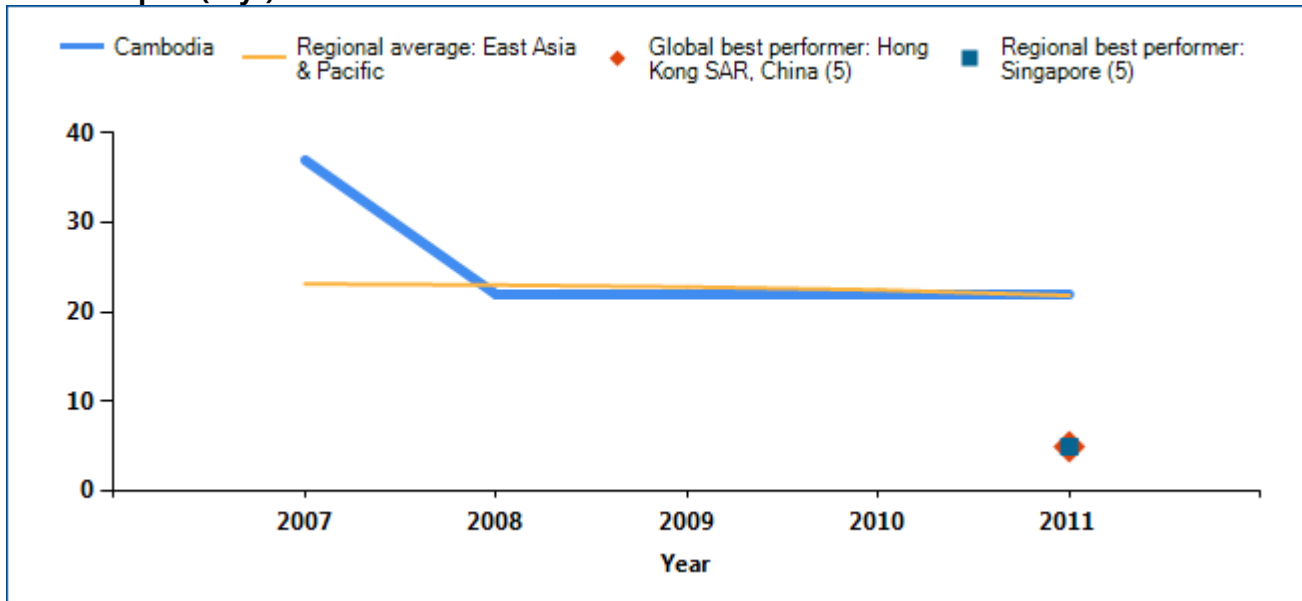
## TRADING ACROSS BORDERS

Figure 9.2 Has trading across borders become easier over time?

### Documents to export (number)

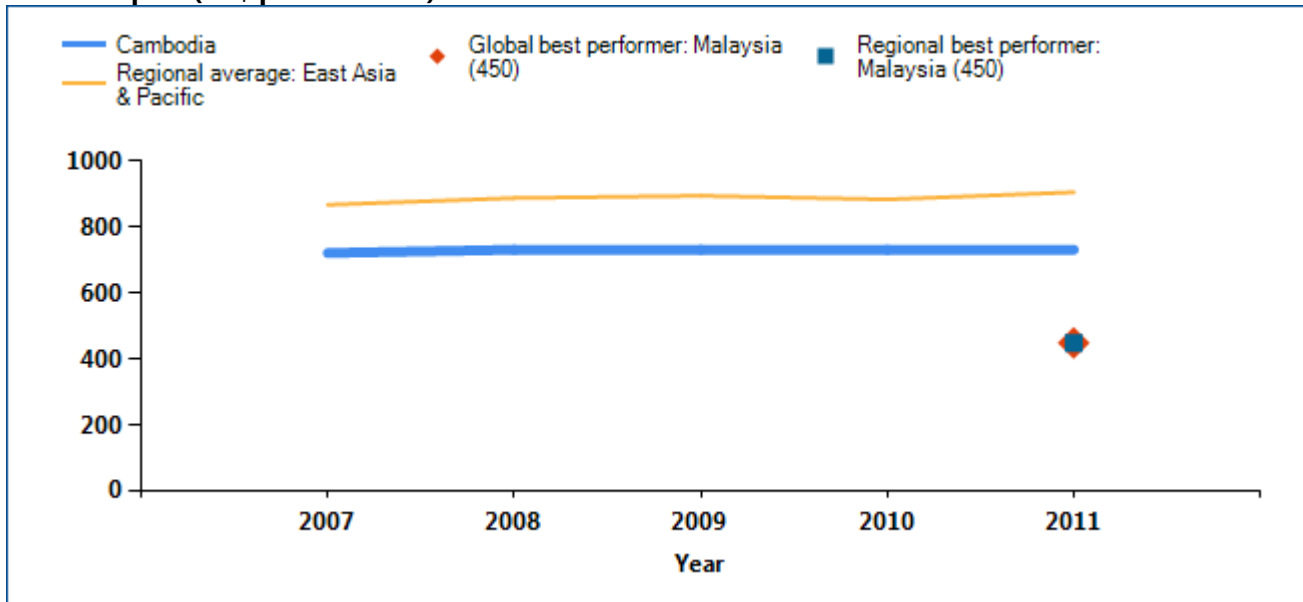


### Time to export (days)

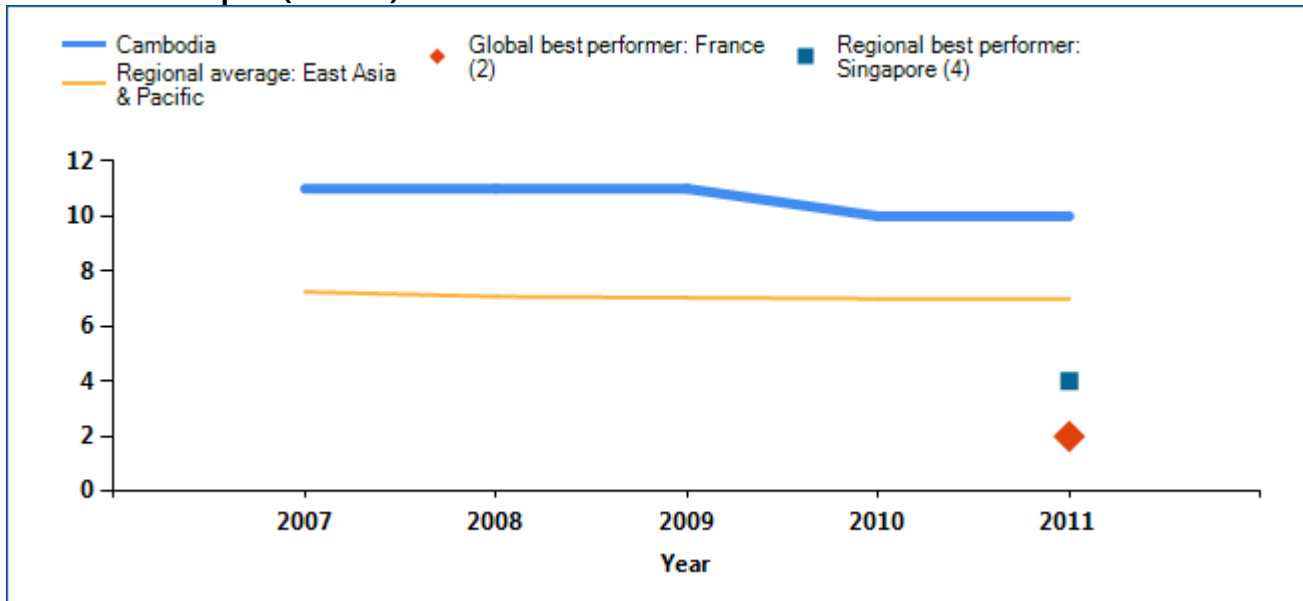


TRADING ACROSS BORDERS

Cost to export (US\$ per container)

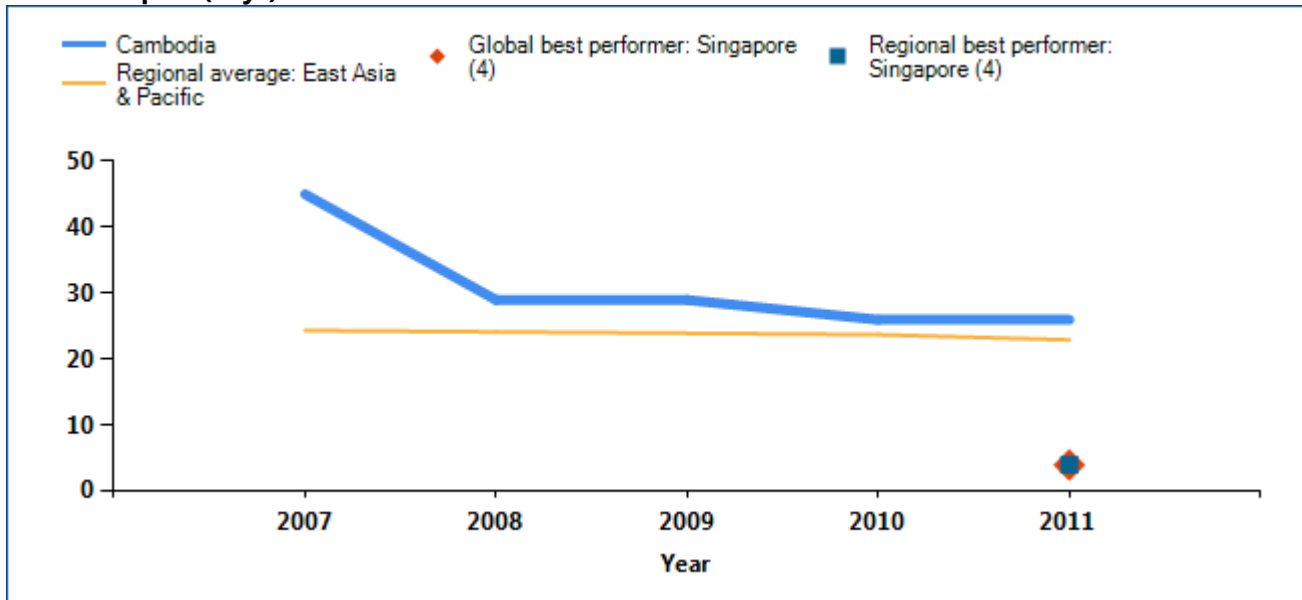


Documents to import (number)

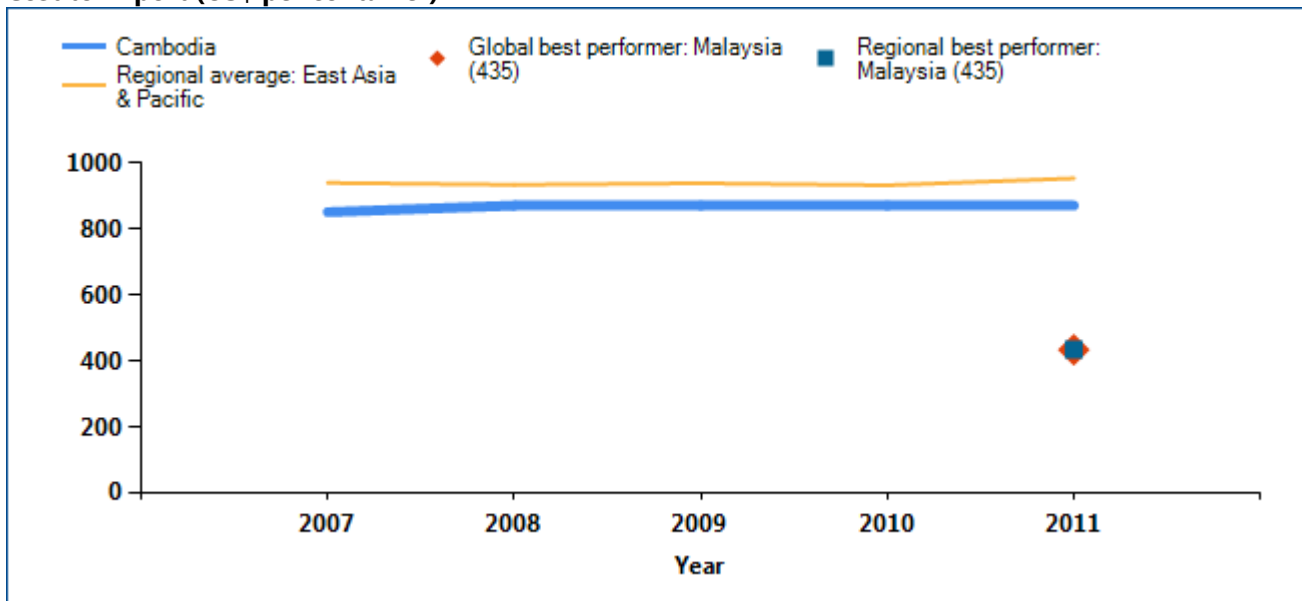


## TRADING ACROSS BORDERS

### Time to import (days)



### Cost to import (US\$ per container)



Note: The economy with the best performance regionally on each indicator, and the economy with the best performance globally, are included as benchmarks. In some cases 2 or more economies share the top regional or global ranking on an indicator.

Source: Doing Business database.

## TRADING ACROSS BORDERS

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 the trading environment and boost firms' international competitiveness. What trade reforms has *Doing Business* recorded in Cambodia (table 9.2)?

Table 9.2 How has Cambodia made trading across borders easier—or not?  
By *Doing Business* report year

DB Year	Reform
DB2012	No reform.
DB2011	Cambodia eliminated preshipment inspections, reducing the time and number of documents required for importing and exporting.
DB2010	No reform.
DB2009	No reform.

*Note:* For information on reforms in earlier years (back to DB2006), see the *Doing Business* reports for these years, available at <http://www.doingbusiness.org>.

*Source:* *Doing Business* database.

## TRADING ACROSS BORDERS

### What are the details?

The indicators reported here for Cambodia are based on a set of specific procedural requirements for trading a standard shipment of goods by ocean transport (see the section in this chapter on what the indicators cover). Information on the procedures as well as the required documents and the time and cost to complete each procedure is collected from local

freight forwarders, shipping lines, customs brokers, port officials and banks. The procedural requirements, and the associated time and cost, for exporting and importing a standard shipment of goods are listed in the summary below, along with the required documents.

#### Summary of procedures and documents for trading across borders in Cambodia

Indicator	Cambodia	East Asia & Pacific	OECD high income
Documents to export (number)	9	6	4
Time to export (days)	22	22	10
Cost to export (US\$ per container)	732	906	1,032
Documents to import (number)	10	7	5
Time to import (days)	26	23	11
Cost to import (US\$ per container)	872	954	1,085

Procedures to export	Time (days)	Cost (US\$)
Documents preparation	14	220
Customs clearance and technical control	3	262
Ports and terminal handling	3	100
Inland transportation and handling	2	150
Totals	22	732

Procedures to import	Time (days)	Cost (US\$)
Documents preparation	15	210
Customs clearance and technical control	3	265
Ports and terminal handling	5	217
Inland transportation and handling	3	180
Totals	26	872

## TRADING ACROSS BORDERS

<b>Documents to export</b>
Bill of Lading
Certificate of Origin
Commercial Invoice
Customs export declaration
Export permit
Insurance certificate
Packing List
Terminal handling receipts
Inspection report (from Camcontrol)

<b>Documents to import</b>
Bill of lading
Cargo release order
Certificate of Origin
Commercial Invoice
Customs import declaration
Insurance certificate
Import permit
Packing list
Tax certificate
Terminal handling receipts

## ENFORCING CONTRACTS

Well-functioning courts help businesses expand their network and markets. Without effective contract enforcement, people might well do business only with family, friends and others with whom they have established relationships. Where contract enforcement is efficient, firms are more likely to engage with new borrowers or customers, and they have greater access to credit.

### 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)

Any interaction between the parties in a commercial dispute, or between them and the judge or court officer

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)

No bribes

Average attorney fees

Court costs, including expert fees

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.



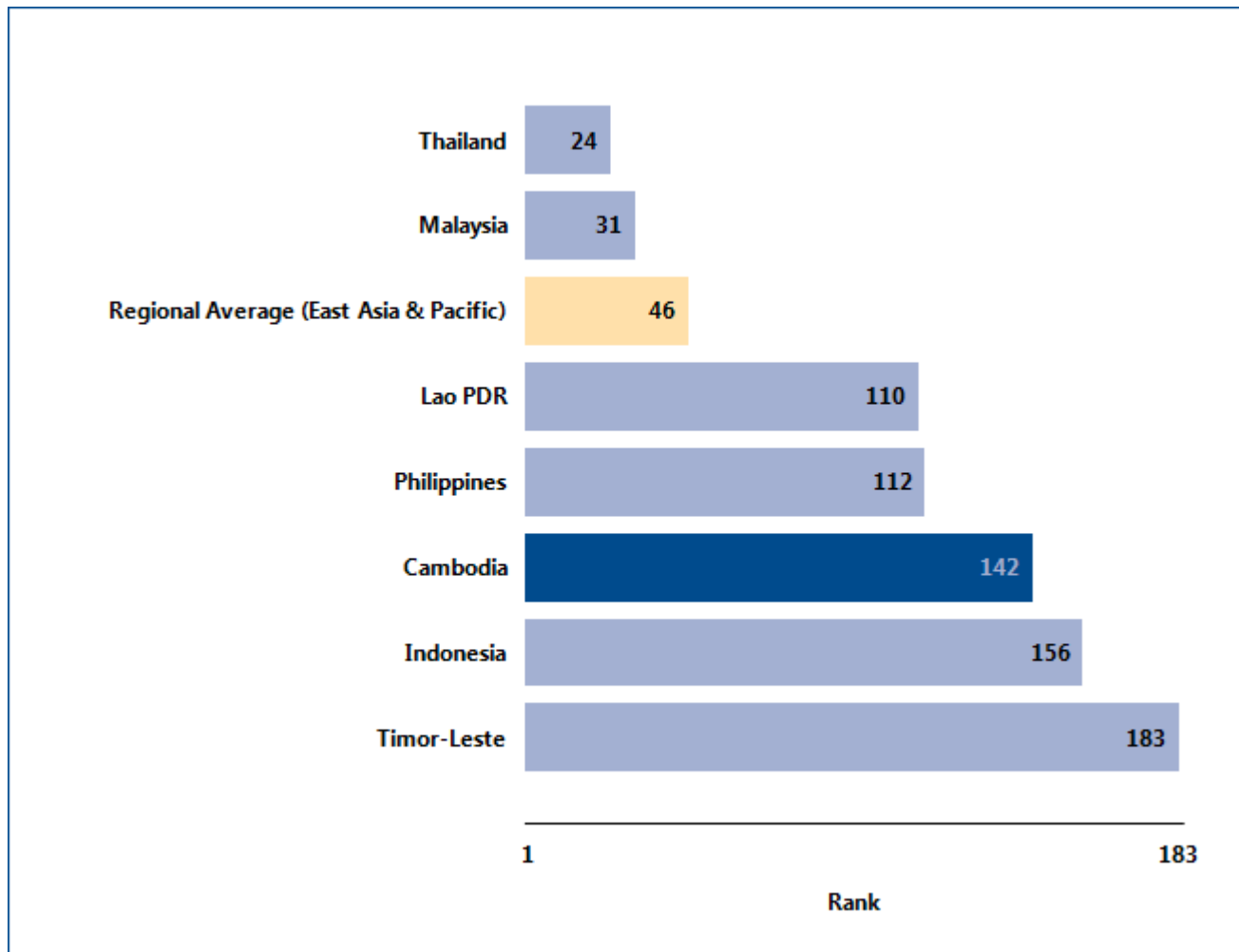
## ENFORCING CONTRACTS

### Where does the economy stand today?

How efficient is the process of resolving a commercial dispute through the courts in Cambodia? According to data collected by *Doing Business*, enforcing a contract requires 44 procedures, takes 401 days and costs 103.4% of the value of the claim (see the summary at the end of this chapter for details).

Globally, Cambodia stands at 142 in the ranking of 183 economies on the ease of enforcing contracts (figure 10.1). The rankings for comparator economies and the regional average ranking provide other useful benchmarks for assessing the efficiency of contract enforcement in Cambodia.

Figure 10.1 How Cambodia and comparator economies rank on the ease of enforcing contracts



Source: *Doing Business* database.

## ENFORCING CONTRACTS

### What are the changes over time?

While the most recent *Doing Business* data reflect how easy (or difficult) it is to enforce a contract in Cambodia today, data on the underlying indicators over time help identify which areas have changed and where the potential for improvement is greatest (table 10.1).

Table 10.1 The ease of enforcing contracts in Cambodia over time  
By *Doing Business* report year

Indicator	DB2004	DB2005	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
<b>Rank</b>	..	..	..	..	..	..	..	141	142
<b>Time (days)</b>	401	401	401	401	401	401	401	401	401
<b>Cost (% of claim)</b>	102.7	102.7	102.7	102.7	102.7	103.4	103.4	103.4	103.4
<b>Procedures (number)</b>	44	44	44	44	44	44	44	44	44

Note: n.a. = not applicable (the economy was not included in *Doing Business* for that year). DB2012 rankings reflect changes to the methodology.

Source: *Doing Business* database.

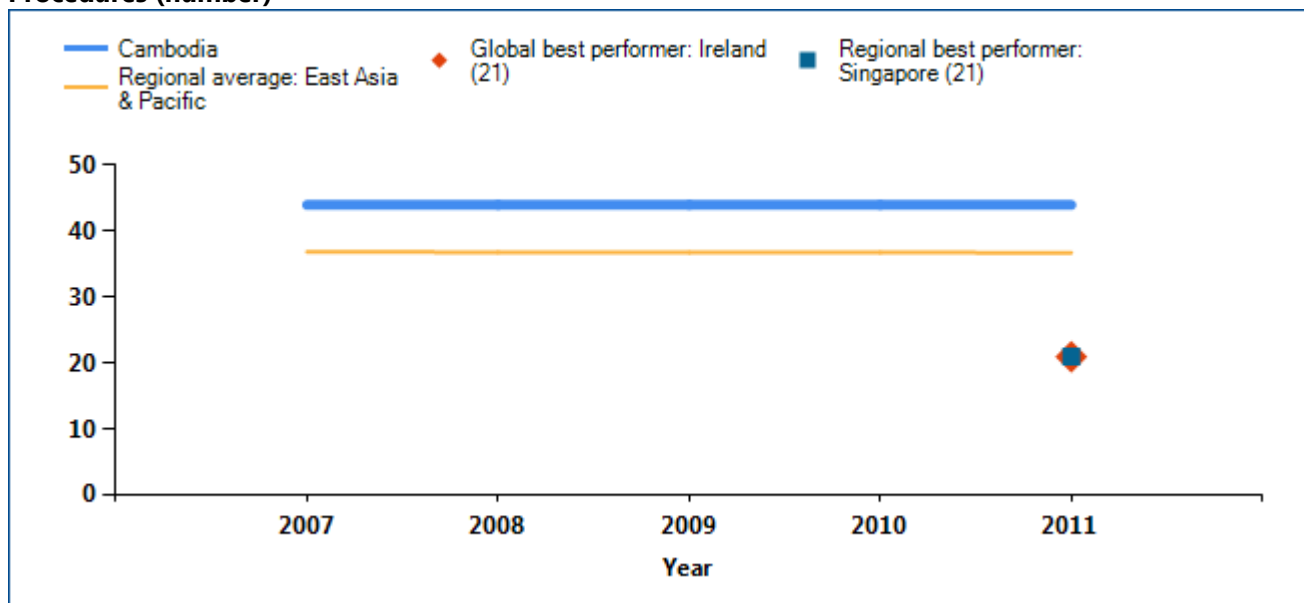
## ENFORCING CONTRACTS

Equally helpful may be the benchmarks provided by the economies that today have the best performance regionally or globally on the number of steps, time or cost required to enforce a contract through the courts (figure 10.2). These economies may provide a model

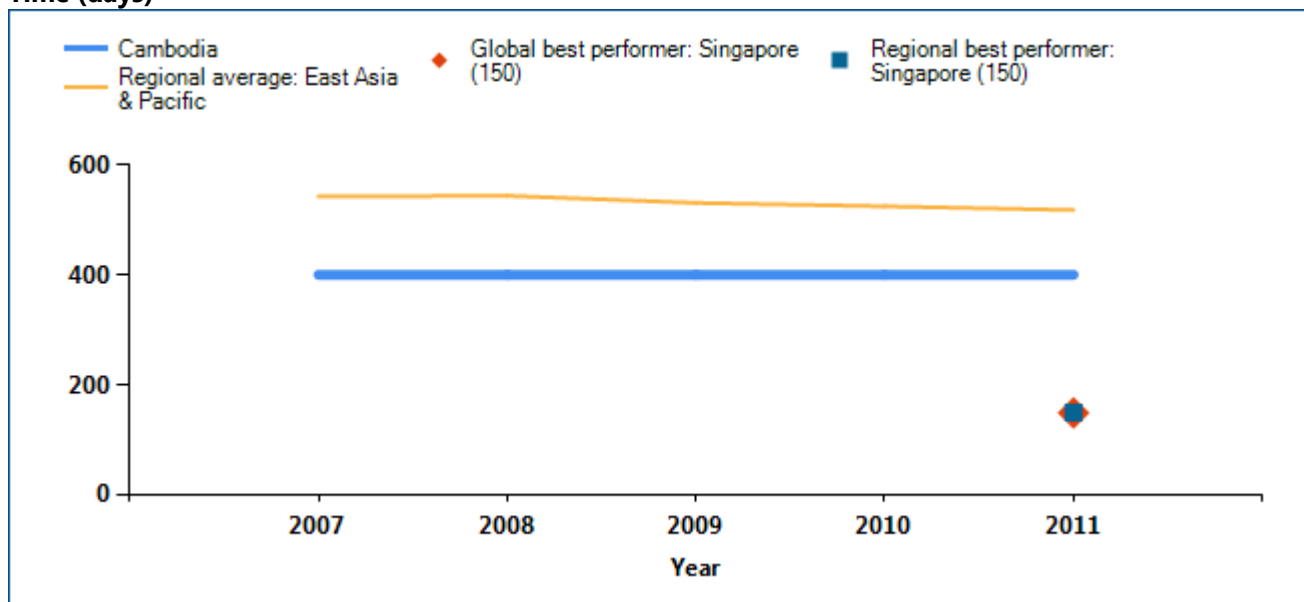
for Cambodia on ways to improve the efficiency of contract enforcement. And changes in regional averages can show where Cambodia is keeping up—and where it is falling behind.

Figure 10.2 Has enforcing contracts become easier over time?

### Procedures (number)

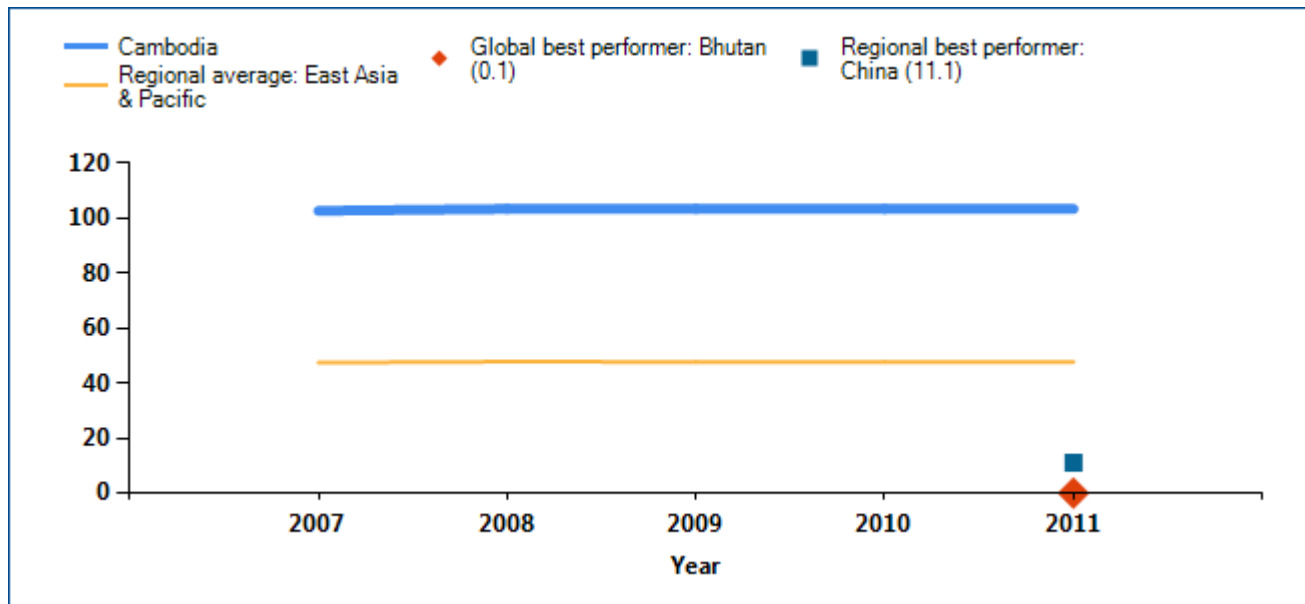


### Time (days)



## ENFORCING CONTRACTS

### Cost (% of claim)



Note: The economy with the best performance regionally on each indicator, and the economy with the best performance globally, are included as benchmarks. In some cases 2 or more economies share the top regional or global ranking on an indicator.

Source: *Doing Business* database.

## ENFORCING CONTRACTS

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 Cambodia (table 10.2)?

Table 10.2 How has Cambodia made enforcing contracts easier—or not?  
By *Doing Business* report year

DB Year	Reform
DB2012	No reform.
DB2011	No reform.
DB2010	No reform.
DB2009	No reform.

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

### What are the details?

The indicators reported here for Cambodia are based on a set of specific procedural steps required to resolve a standardized commercial dispute through the courts (see the section in this chapter on what the indicators cover). These procedures, and the time and cost of completing them, are identified through study of the codes of civil procedure and other court

regulations, as well as through surveys completed by local litigation lawyers (and, in a quarter of the economies covered by *Doing Business*, by judges as well). The procedures for resolving a commercial lawsuit, and the associated time and cost, are listed in the summary below.

#### Summary of procedures for enforcing a contract in Cambodia—and the time and cost

Indicator	Cambodia	East Asia & Pacific	OECD high income
<b>Time (days)</b>	401	518.71	518.03
<b>Filing and service</b>	63		
<b>Trial and judgment</b>	168		
<b>Enforcement of judgment</b>	170		
<b>Cost (% of claim)</b>	103.4	47.79	19.71
<b>Attorney cost (% of claim)</b>	95.8		
<b>Court cost (% of claim)</b>	1		
<b>Enforcement Cost (% of claim)</b>	6.6		
<b>Procedures (number)</b>	44	36.75	31.42

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.

### 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

#### 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 201 employees, 1 main secured creditor and 50 unsecured creditors.
- Has a higher value as a going concern—and the efficient outcome is either reorganization or sale as a going concern, not piecemeal liquidation.

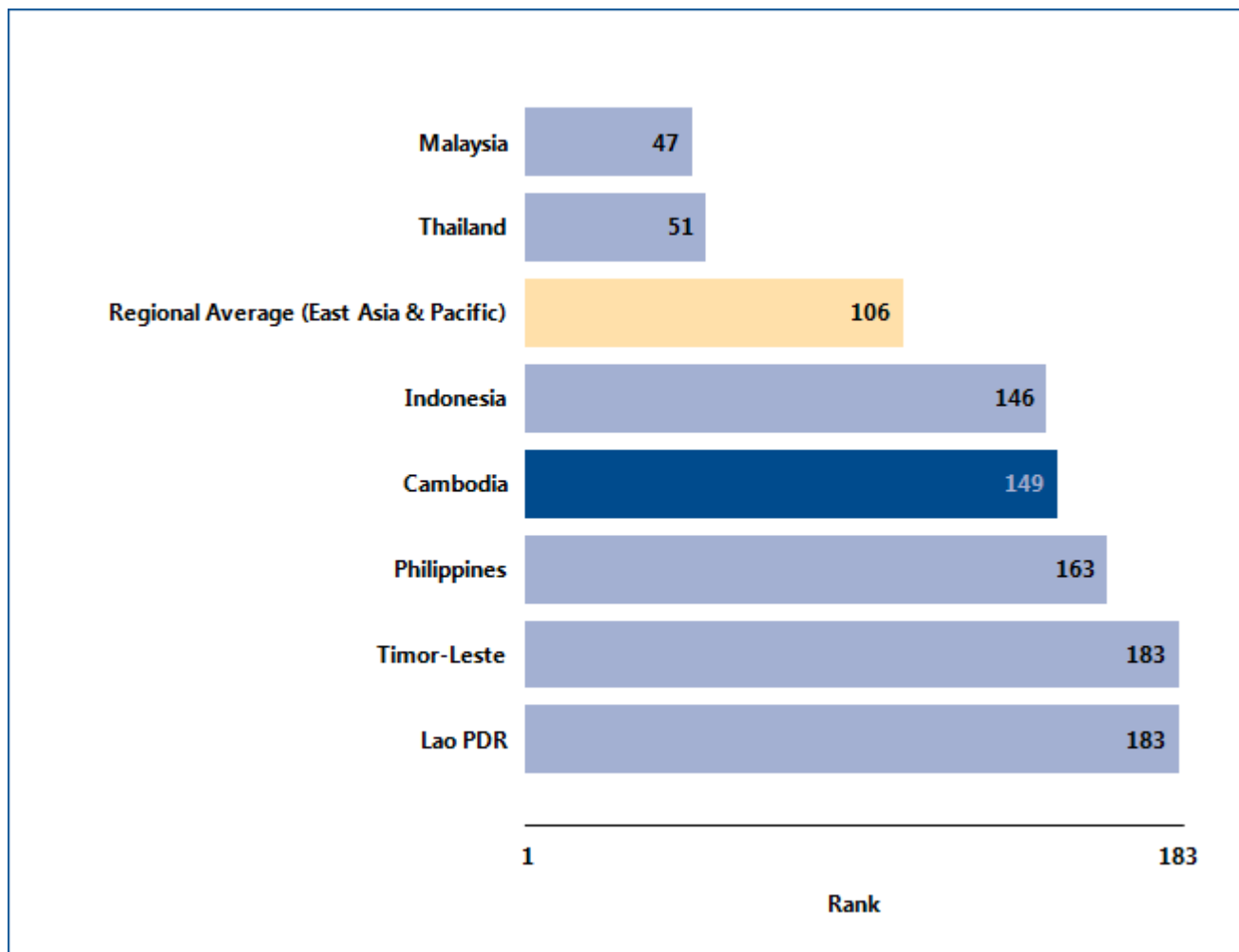
## RESOLVING INSOLVENCY

### Where does the economy stand today?

Speed, low costs and continuation of viable businesses characterize the top-performing economies. How efficient are insolvency proceedings in Cambodia? According to data collected by *Doing Business*, resolving insolvency takes 6.0 years on average and costs 15% of the debtor’s estate. The average recovery rate is 12.6 cents on the dollar.

Globally, Cambodia stands at 149 in the ranking of 183 economies on the ease of resolving insolvency (figure 11.1). The rankings for comparator economies and the regional average ranking provide other useful benchmarks for assessing the efficiency of insolvency proceedings in Cambodia.

Figure 11.1 How Cambodia and comparator economies rank on the ease of resolving insolvency



Source: *Doing Business* database.



## RESOLVING INSOLVENCY

### What are the changes over time?

While the most recent *Doing Business* data reflect the efficiency of insolvency proceedings in Cambodia today, data over time show where the efficiency has

changed—and where it has not (table 11.1). That can help identify where the potential for improvement is greatest.

Table 11.1 The ease of resolving insolvency in Cambodia over time  
By *Doing Business* report year

Indicator	DB2004	DB2005	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	..	..	..	..	..	..	..	150	149
Time (years)	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Cost (% of estate)	15	15	15	15	15	15	15	15	15
Recovery rate (cents on the dollar)	12.0	12.2	10.9	11.3	12.2	12.2	12.2	12.6	12.6

Note: n.a. = not applicable (the economy was not included in *Doing Business* for that year). DB2012 rankings reflect changes to the methodology. "No practice" indicates that in each of the previous 5 years the economy had no cases involving a judicial reorganization, judicial liquidation or debt enforcement procedure (foreclosure). This means that creditors are unlikely to recover their money through a formal legal process (in or out of court). The recovery rate for "no practice" economies is 0.

Source: *Doing Business* database.

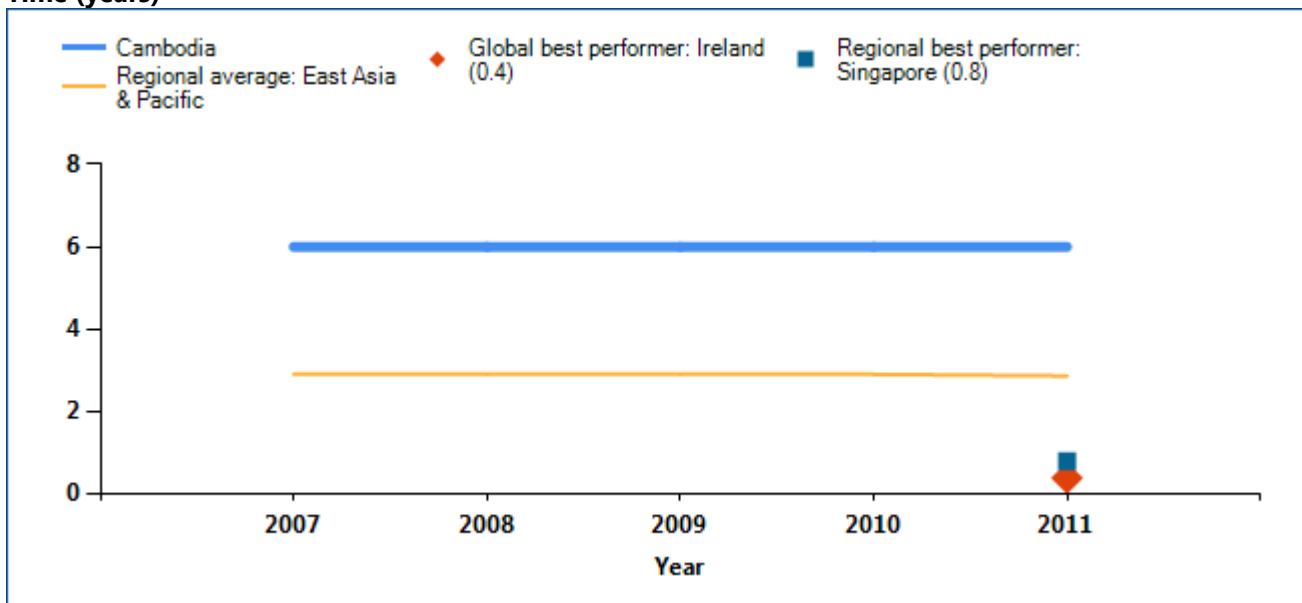
## RESOLVING INSOLVENCY

Equally helpful may be the benchmarks provided by the economies that today have the best performance regionally or globally on the time or cost of insolvency proceedings or on the recovery rate (figure 11.2). These economies may provide a model for Cambodia

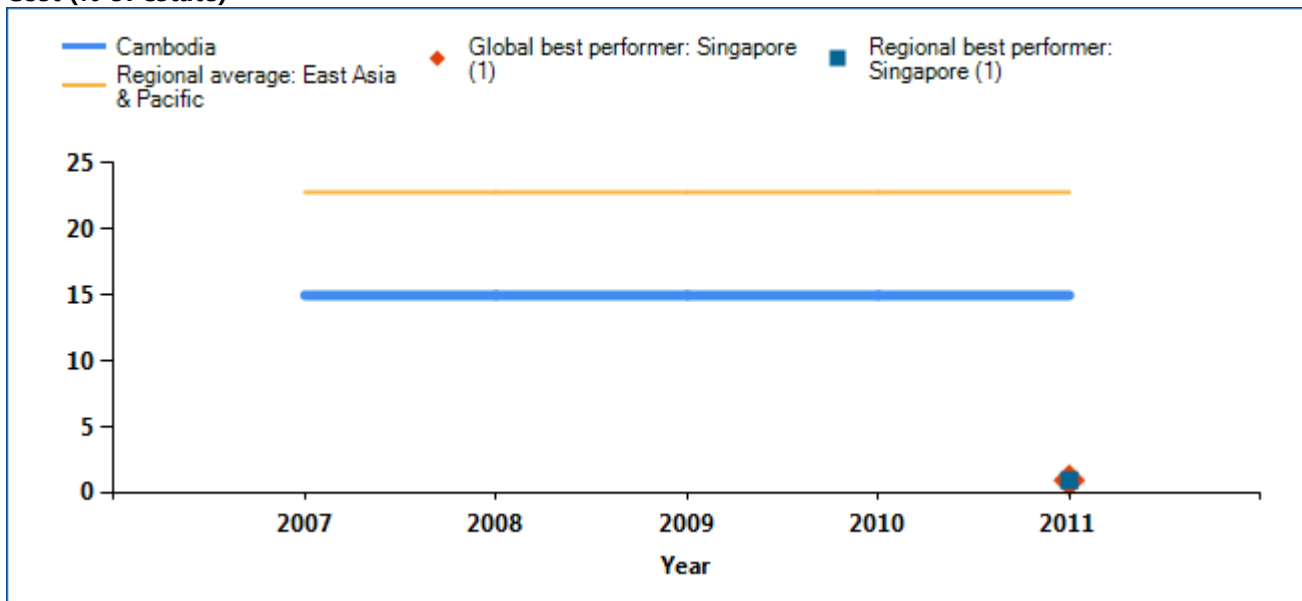
on ways to improve the efficiency of insolvency proceedings. And changes in regional averages can show where Cambodia is keeping up—and where it is falling behind.

Figure 11.2 Has resolving insolvency become easier over time?

### Time (years)

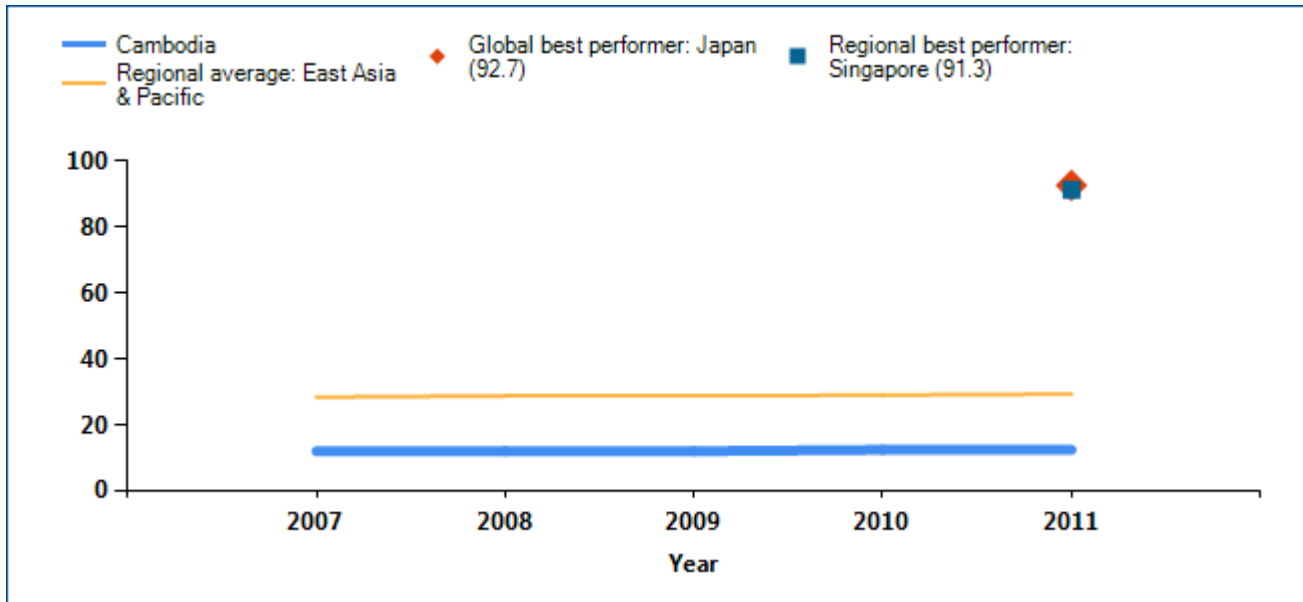


### Cost (% of estate)



## RESOLVING INSOLVENCY

### Recovery rate (cents on the dollar)



*Note:* The economy with the best performance regionally on each indicator, and the economy with the best performance globally, are included as benchmarks. In some cases 2 or more economies share the top regional or global ranking on an indicator. In cases where no data are displayed above for the economy, this indicates that the economy has received a “no practice” mark; see the data notes for details.

*Source:* *Doing Business* database.

## RESOLVING INSOLVENCY

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 Cambodia (table 11.2)?

Table 11.2 How has Cambodia made resolving insolvency easier—or not?  
By *Doing Business* report year

DB Year	Reform
DB2012	No reform.
DB2011	No reform.
DB2010	No reform.
DB2009	The 2007 Bankruptcy Law was adopted, its Cambodia's first ever regulating the bankruptcy of private enterprises. The law introduces a reorganization procedure to restructure insolvent companies.

*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 of achieving a regulatory goal or complying 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 data for all sets of indicators in *Doing Business 2012* are for June 2011.<sup>3</sup>

### 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 through more than 9,028 local experts, including lawyers, business consultants, accountants, freight forwarders, government officials and other professionals routinely administering or advising on legal and regulatory requirements. 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 2012* team members visited 40 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.

<sup>3</sup> The data for paying taxes refer to January – December 2010.

## ECONOMY CHARACTERISTICS

### Gross national income (GNI) per capita

*Doing Business 2012* reports 2010 income per capita as published in the World Bank's *World Development Indicators 2011*. Income is calculated using the Atlas method (current US\$). For cost indicators expressed as a percentage of income per capita, 2010 GNI in U.S. dollars is used as the denominator. Data were not available from the World Bank for Afghanistan; Australia; The Bahamas; Bahrain; Brunei Darussalam; Canada; Cyprus; Djibouti; the Islamic Republic of Iran; Kuwait; New Zealand; Oman; Puerto Rico (territory of the United States); Qatar; Saudi Arabia; Suriname; Taiwan, China; the United Arab Emirates; West Bank and Gaza; and the Republic of Yemen. In these cases GDP or GNP per capita data and growth rates from 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://www.worldbank.org/data/countryclass>. 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 2012* reports midyear 2010 population statistics as published in *World Development Indicators 2011*.

The *Doing Business* methodology offers several advantages. It is transparent, using factual information about what laws and regulations say and allowing multiple interactions with local respondents to clarify potential misinterpretations of questions. Having representative samples of respondents is not an issue;

*Doing Business* is not a statistical survey, and the texts of the relevant laws and regulations are collected and answers checked for accuracy. The methodology is inexpensive and easily replicable, so data can be collected in a large sample of economies. Because standard assumptions are used in the data collection, comparisons and benchmarks are valid across economies. Finally, the data not 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 and may not be representative of regulation in other parts of the economy. To address this limitation, subnational *Doing Business* indicators were created (see the section on subnational *Doing Business* indicators). 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 2012* would differ from the recollection of

entrepreneurs reported in the World Bank Enterprise Surveys or other perception surveys.

## Subnational *Doing Business* indicators

This year *Doing Business* published a subnational study for the Philippines and a regional report for Southeast Europe covering 7 economies (Albania, Bosnia and Herzegovina, Kosovo, the former Yugoslav Republic of Macedonia, Moldova, Montenegro and Serbia) and 22 cities. It also published a city profile for Juba, in the Republic of South Sudan.

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 the subnational studies in the Philippines; the regional report in Southeast Europe; the ongoing studies in Italy, Kenya and the United Arab Emirates; and the projects implemented jointly with local think tanks in Indonesia, Mexico and the Russian Federation.

Besides the subnational *Doing Business* indicators, *Doing Business* conducted a pilot study this year on the second largest city in 3 large economies to assess within-country variations. The study collected data for Rio de Janeiro in addition to São Paulo in Brazil, for Beijing in addition to Shanghai in China and for St. Petersburg in addition to Moscow in Russia.

## Changes in what is measured

The methodology for 3 of the *Doing Business* topics was updated this year—getting credit, dealing with construction permits and paying taxes.

First, for getting credit, the scoring of one of the 10 components of the strength of legal rights index was amended to recognize additional protections of secured creditors and borrowers. Previously the highest score of 1 was assigned if secured creditors were not subject to an automatic stay or moratorium on enforcement procedures when a debtor entered a court-supervised reorganization procedure. Now the highest score of 1 is also assigned if the law provides secured creditors with grounds for relief from an

automatic stay or moratorium (for example, if the movable property is in danger) or sets a time limit for the automatic stay.

Second, because the ease of doing business index now includes the getting electricity indicators, procedures, time and cost related to obtaining an electricity connection were removed from the dealing with construction permits indicators.

Third, a threshold has been introduced for the total tax rate for the purpose of calculating the ranking on the ease of paying taxes. All economies with a total tax rate below the threshold (which will be calculated and adjusted on a yearly basis) will now receive the same ranking on the total tax rate indicator. The threshold is not based on any underlying theory. Instead, it is meant to emphasize the purpose of the indicator: to highlight economies where the tax burden on business is high relative to the tax burden in other economies. Giving the same ranking to all economies whose total tax rate is below the threshold avoids awarding economies in the scoring for having an unusually low total tax rate, often for reasons unrelated to government policies toward enterprises. For example, economies that are very small or that are rich in natural resources do not need to levy broad-based taxes.

## 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

This year's report presents results for 2 aggregate measures: the aggregate ranking on the ease of doing business and a new measure, the "distance to frontier." While the ease of doing business ranking compares economies with one another at a point in time, the distance to frontier measure shows how much the

regulatory environment for local entrepreneurs in each economy has changed over time.

### Ease of doing business

The ease of doing business index ranks economies from 1 to 183. 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 2012*: starting a business, dealing with construction permits, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts, resolving insolvency and, new this year, getting electricity. The employing workers indicators are not included in this year's aggregate ease of doing business ranking. In addition to this year's ranking, *Doing Business* presents a comparable ranking for the previous year, adjusted for any changes in methodology as well as additions of economies or topics.<sup>4</sup>

### Construction of the ease of doing business index

Here is one example of how the ease of doing business index is constructed. In the Republic of Korea it takes 5 procedures, 7 days and 14.6% of annual income per capita in fees to open a business. There is no minimum capital required. On these 4 indicators Korea ranks in the 18<sup>th</sup>, 14<sup>th</sup>, 53<sup>rd</sup> and 0 percentiles. So on average Korea ranks in the 21<sup>st</sup> percentile on the ease of starting a business. It ranks in the 12<sup>th</sup> percentile on getting credit, 25<sup>th</sup> percentile on paying taxes, 8<sup>th</sup> percentile on enforcing contracts, 7<sup>th</sup> percentile on resolving insolvency and so on. Higher rankings indicate simpler regulation and stronger protection of property rights. The simple average of Korea's percentile rankings on all topics is 21<sup>st</sup>. When all economies are ordered by their average percentile rankings, Korea stands at 8 in the aggregate ranking on the ease of doing business.

More complex aggregation methods—such as principal components and unobserved components—

<sup>4</sup> In case of revisions to the methodology or corrections to the underlying data, the data are back-calculated to provide a comparable time series since the year the relevant economy or topic was first included in the data set. The time series is available on the *Doing Business* website (<http://www.doingbusiness.org>). The *Doing Business* report publishes yearly rankings for the year of publication as well as the previous year to shed light on year-to-year developments. Six topics and more than 50 economies have been added since the inception of the project. Earlier rankings on the ease of doing business are therefore not comparable.

yield a ranking nearly identical to the simple average used by *Doing Business*.<sup>5</sup> Thus, *Doing Business* uses the simplest method: weighting all topics equally and, within each topic, giving equal weight to each of the topic components.<sup>6</sup>

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, its 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 0.36, and the coefficients between any 2 sets of indicators range from 0.17 (between protecting investors and getting electricity) to 0.57 (between starting a business and protecting investors). These correlations suggest that economies rarely score universally well or universally badly on the indicators.

<sup>5</sup> 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.

<sup>6</sup> A technical note on the different aggregation and weighting methods is available on the *Doing Business* website (<http://www.doingbusiness.org>).

Consider the example of Canada. It stands at 12 in the aggregate ranking on the ease of doing business. Its ranking is 3 on both starting a business and resolving insolvency, and 5 on protecting investors. But its ranking is only 59 on enforcing contracts, 42 on trading across borders and 156 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.

#### *Economies that improved the most across 3 or more Doing Business topics in 2010/11*

*Doing Business 2012* uses a simple method to calculate which economies improved the most in the ease of doing business. First, it selects the economies that in 2010/11 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.<sup>7</sup> Thirty economies meet this criterion: Armenia, Burkina Faso, Burundi, Cape Verde, the Central African Republic, Chile, Colombia, the Democratic Republic of Congo, Côte d’Ivoire, The Gambia, Georgia, Korea, Latvia, Liberia, FYR Macedonia, Mexico, Moldova, Montenegro, Morocco, Nicaragua, Oman, Peru, Russia, São Tomé and Príncipe, Senegal, Sierra Leone, Slovenia, the Solomon Islands, South Africa and Ukraine. Second, *Doing Business* ranks these economies on the increase in their ranking on the ease of doing business from the previous year using comparable rankings.

Selecting the economies that implemented regulatory reforms in at least 3 topics and improved the most in the aggregate ranking is intended to highlight economies with ongoing, broad-based reform programs.

#### **Distance to frontier measure**

This year’s report introduces a new measure to illustrate how the regulatory environment for local businesses in each economy has changed over time. The distance to frontier measure illustrates the distance of an economy to the “frontier” and shows

<sup>7</sup> *Doing Business* reforms making it more difficult to do business are subtracted from the total number of those making it easier to do business.



the extent to which the economy has closed this gap over time. The frontier is a score derived from the most efficient practice or highest score achieved on each of the component indicators in 9 *Doing Business* indicator sets (excluding the employing workers and getting electricity indicators) by any economy since 2005. In starting a business, for example, New Zealand has achieved the highest performance on the time (1 day), Canada and New Zealand on the number of procedures required (1), Denmark and Slovenia on the cost (0% of income per capita) and Australia on the paid-in minimum capital requirement (0% of income per capita).

Calculating the distance to frontier for each economy involves 2 main steps. First, individual indicator scores are normalized to a common unit. To do so, each of the 32 component indicators  $y$  is rescaled to  $(y - \min)/(max - \min)$ , with the minimum value (min) representing the frontier—the highest performance on that indicator across all economies since 2005. Second, for each economy the scores obtained for individual indicators are aggregated through simple averaging into one distance to frontier score. An economy's distance to the frontier is indicated on a scale from 0 to 100, where 0 represents the frontier and 100 the lowest performance.

The difference between an economy's distance to frontier score in 2005 and its score in 2011 illustrates the extent to which the economy has closed the gap to the frontier over time.

The maximum (max) and minimum (min) observed values are computed for the 174 economies included in the *Doing Business* sample since 2005 and for all years (from 2005 to 2011). The year 2005 was chosen as the baseline for the economy sample because it was the first year in which data were available for the majority of economies (a total of 174) and for all 9 indicator sets included in the measure. 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 95<sup>th</sup> percentile of the pooled data for all economies and all years for each indicator.

Take Colombia, which has a score of 0.21 on the distance to frontier measure for 2011. This score indicates that the economy is 21 percentage points away from the frontier constructed from the best performances across all economies and all years. Colombia was further from the frontier in 2005, with a score of 0.43. The difference between the scores shows an improvement over time.

## RESOURCES ON THE *DOING BUSINESS* WEBSITE

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### **Rankings**

How economies rank—from 1 to 183  
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### **Contributors**

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