

# Doing Business 2011

Mozambique

**Making  
a Difference for  
Entrepreneurs**

COMPARING BUSINESS REGULATION IN 183 ECONOMIES



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Doing Business 2011  
Business Reforms

*Doing Business 2011: Making a Difference for Entrepreneurs* is the eighth in a series of annual reports investigating regulations that enhance business activity and those that constrain it. *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.

A set of regulations affecting 9 stages of a business's life are measured: starting a business, dealing with construction permits, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts and closing a business. Data in *Doing Business 2011* are current as of June 1, 2010\*. The indicators are used to analyze economic outcomes and identify what reforms have worked, where, and why.

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), the security of property from theft and looting, the transparency of government procurement, macroeconomic conditions or the underlying strength of institutions, are not studied directly by Doing Business. To make the data comparable across economies, 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 policymakers in designing reform.

The data set covers 183 economies: 46 in Sub-Saharan Africa, 32 in Latin America and the Caribbean, 25 in Eastern Europe and Central Asia, 24 in East Asia and Pacific, 18 in the Middle East and North Africa and 8 in South Asia, as well as 30 OECD high-income economies.

The following pages present the summary Doing Business indicators for Mozambique. The data used for this economy profile come from the Doing Business database and are summarized in graphs. These graphs allow a comparison of the economies in each region not only with one another but also with the "good practice" economy for each indicator.

The good-practice economies are identified by their position in each indicator as well as their overall ranking and by their capacity to provide good examples of business regulation to other countries. These good-practice economies do not necessarily rank number 1 in the topic or indicator, but they are in the top 10.

More information is available in the full report. *Doing Business 2011: Making a Difference for Entrepreneurs* presents the indicators, analyzes their relationship with economic outcomes and recommends reforms. The data, along with information on ordering the report, are available on the Doing Business website ([www.doingbusiness.org](http://www.doingbusiness.org)).

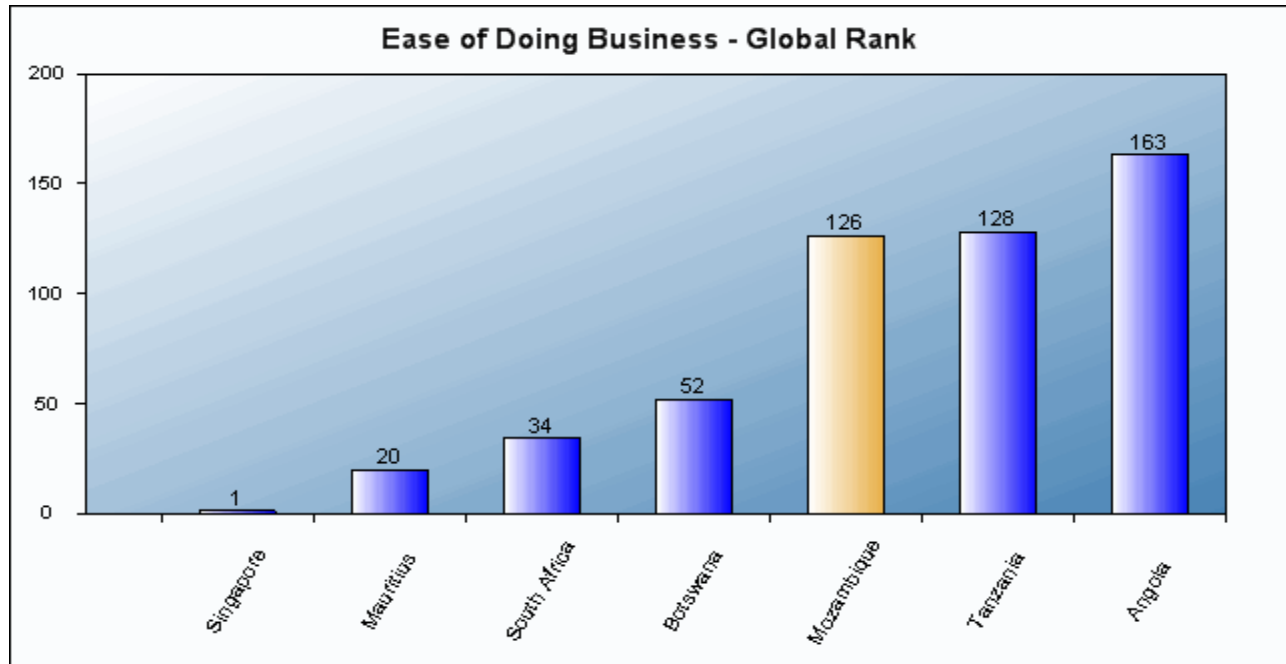
\* Except for the Paying Taxes indicator that refers to the period January to December of 2009.

Note: 2008-2010 Doing Business data and rankings have been recalculated to reflect changes to the methodology and the addition of new economies (in the case of the rankings).

## Economy Rankings - Ease of Doing Business

Mozambique is ranked 126 out of 183 economies. Singapore is the top ranked economy in the Ease of Doing Business.

**Mozambique - Compared to global good practice economy as well as selected economies:**



### Mozambique's ranking in Doing Business 2011

Rank	Doing Business 2011
Ease of Doing Business	126
Starting a Business	65
Dealing with Construction Permits	155
Registering Property	144
Getting Credit	128
Protecting Investors	44
Paying Taxes	101
Trading Across Borders	133
Enforcing Contracts	132
Closing a Business	129

## Summary of Indicators - Mozambique

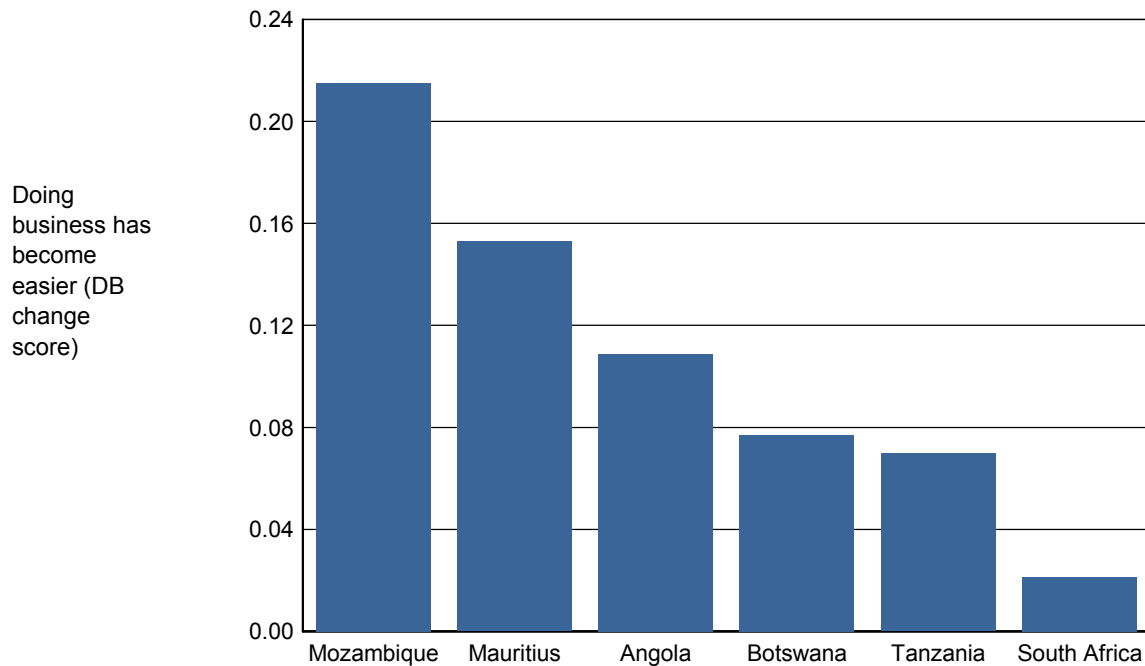
<b>Starting a Business</b>	Procedures (number)	9
	Time (days)	13
	Cost (% of income per capita)	13.9
	Min. capital (% of income per capita)	0.0
<b>Dealing with Construction Permits</b>	Procedures (number)	17
	Time (days)	381
	Cost (% of income per capita)	530.3
<b>Registering Property</b>	Procedures (number)	8
	Time (days)	42
	Cost (% of property value)	9.9
<b>Getting Credit</b>	Strength of legal rights index (0-10)	2
	Depth of credit information index (0-6)	4
	Public registry coverage (% of adults)	2.2
	Private bureau coverage (% of adults)	0.0
<b>Protecting Investors</b>	Extent of disclosure index (0-10)	5
	Extent of director liability index (0-10)	4
	Ease of shareholder suits index (0-10)	9
	Strength of investor protection index (0-10)	6.0
<b>Paying Taxes</b>	Payments (number per year)	37
	Time (hours per year)	230
	Profit tax (%)	27.7
	Labor tax and contributions (%)	4.5
	Other taxes (%)	2.1
	Total tax rate (% profit)	34.3
<b>Trading Across Borders</b>	Documents to export (number)	7
	Time to export (days)	23
	Cost to export (US\$ per container)	1100
	Documents to import (number)	10
	Time to import (days)	30
	Cost to import (US\$ per container)	1475

<b>Enforcing Contracts</b>	Procedures (number)	30
	Time (days)	730
	Cost (% of claim)	142.5
<b>Closing a Business</b>	Recovery rate (cents on the dollar)	17.7
	Time (years)	5.0
	Cost (% of estate)	9

The 5 year measure of cumulative change illustrates how the business regulatory environment has changed in 174 economies from *Doing Business 2006* to *Doing Business 2011*. Instead of highlighting which countries currently have the most business friendly environment, this new approach shows the extent to which an economy's regulatory environment for business has changed compared with 5 years ago.

This snapshot reflects all cumulative changes in an economy's business regulation as measured by the Doing Business indicators—such as a reduction in the time to start a business thanks to a one-stop shop or an increase in the strength of investor protection index thanks to new stock exchange rules that tighten disclosure requirements for related-party transactions.

This figure shows the distribution of cumulative change across the 9 indicators and time between *Doing Business 2006* and *Doing Business 2011*





Many economies have undertaken reforms to smooth the starting a business process in stages—and often as part of a larger regulatory reform program. A number of studies have shown that among the benefits of streamlining the process to start a business have been greater firm satisfaction and savings and more registered businesses, financial resources and job opportunities. Economies with higher entry costs are associated with a larger informal sector and a smaller number of legally registered firms.

#### Some reform outcomes

*In Egypt reductions of the minimum capital requirement in 2007 and 2008 led to an increase of more than 30% in the number of limited liability companies.*

*In Portugal creation of One-Stop Shop in 2006 and 2007 resulted in a reduction of time to start a business from 54 days to 5. In 2007 and 2008 new business registrations were up by 60% compared with 2006.*

*In Malaysia reduction of registration fees in 2008 led to an increase in registrations by 16% in 2009.*

#### What does Starting a Business measure?

##### Procedures to legally start and operate a company (number)

- Preregistration (for example, name verification or reservation, notarization)
- Registration
- Post registration (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 prior to registration begins

**Starting a Business:** getting a local limited liability company up and running  
Rankings are based on 4 subindicators



#### Case Study Assumptions

- Doing Business records all procedures that are officially required for an entrepreneur to start up and formally operate an industrial or commercial business.
- Any required information is readily available and that all agencies involved in the start-up process function without corruption.

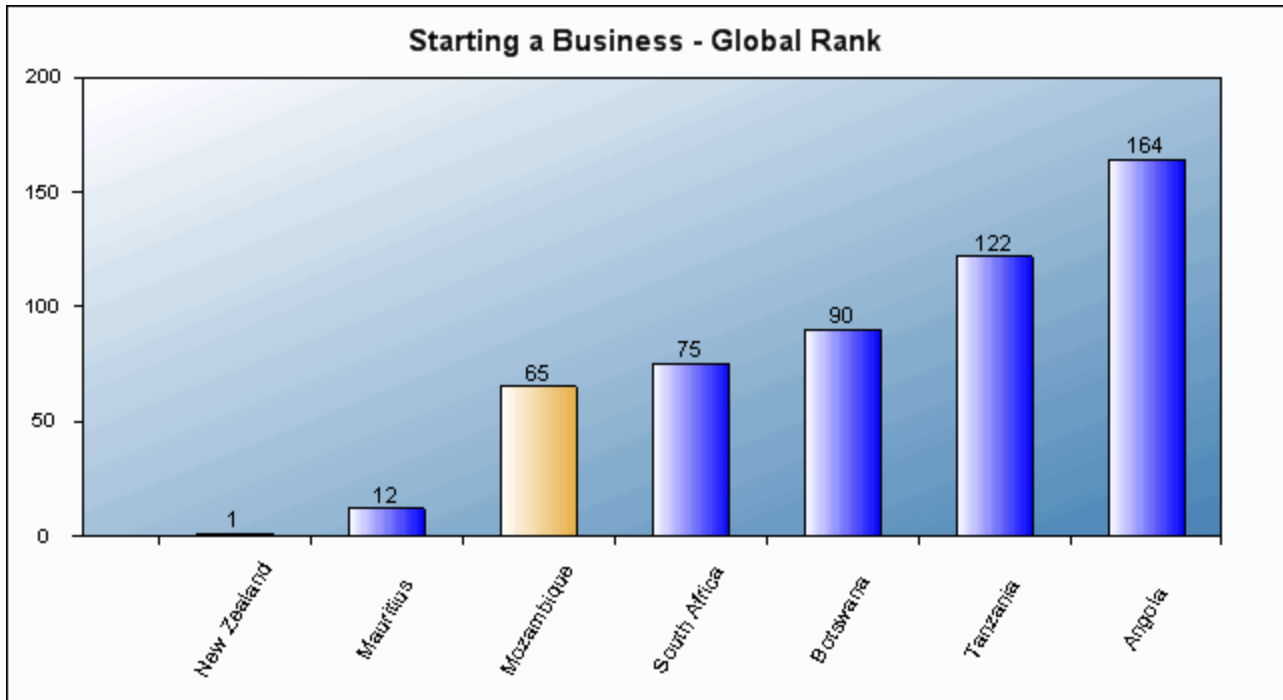
#### The business:

- is a limited liability company, located in the largest business city
- conducts general commercial activities
- is 100% domestically owned
- has a start-up capital of 10 times income per capita
- has a turnover of at least 100 times income per capita
- has at least 10 and up to 50 employees
- does not qualify for investment incentives or any special benefits
- leases the commercial plant and offices and is not a proprietor of real estate

## 1. Benchmarking Starting a Business Regulations:

Mozambique is ranked 65 overall for Starting a Business.

Ranking of Mozambique in Starting a Business - Compared to good practice and selected economies:



The following table shows Starting a Business data for Mozambique compared to good practice and comparator economies:

<b>Good Practice Economies</b>	<b>Procedures (number)</b>	<b>Time (days)</b>	<b>Cost (% of income per capita)</b>	<b>Min. capital (% of income per capita)</b>
<b>Denmark*</b>			0.0	
<b>New Zealand*</b>	1	1		0.0

<i>Selected Economy</i>				
<b>Mozambique</b>	<b>9</b>	<b>13</b>	<b>13.9</b>	<b>0.0</b>

<i>Comparator Economies</i>				
<b>Angola</b>	8	68	163.0	28.7
<b>Botswana</b>	10	61	2.2	0.0
<b>Mauritius</b>	5	6	3.8	0.0
<b>South Africa</b>	6	22	6.0	0.0
<b>Tanzania</b>	12	29	30.9	0.0

\* The following economies are also good practice economies for :

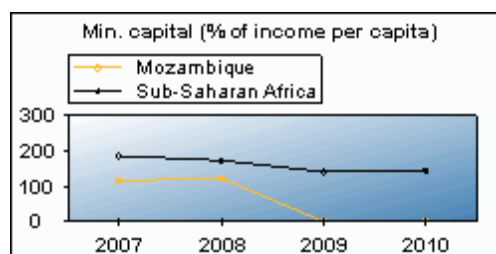
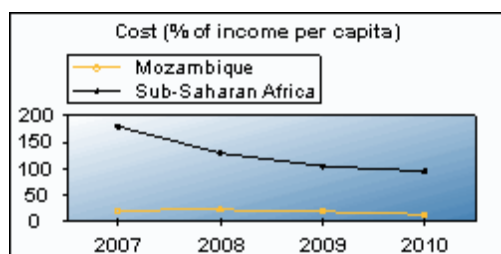
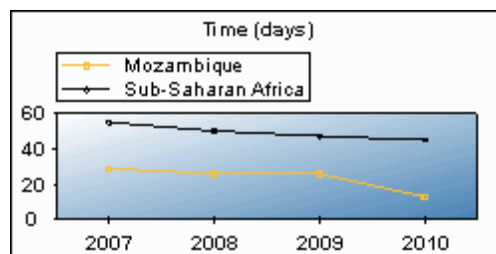
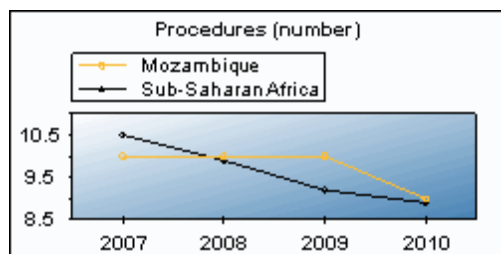
**Procedures (number):** **Canada**

**Cost (% of income per capita):** **Slovenia**

## 2. Historical data: Starting a Business in Mozambique

Starting a Business data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	..	..	96	65
Procedures (number)	10	10	10	9
Time (days)	29	26	26	13
Cost (% of income per capita)	21.6	22.9	19.3	13.9
Min. capital (% of income per capita)	115.8	122.5	0.0	0.0

3. The following graphs illustrate the Starting a Business sub indicators in Mozambique over the past 4 years:



## What are the time, cost, paid-in minimum capital and number of procedures to get a local, limited liability company up and running?



This table summarizes the procedures and costs associated with setting up a business in Mozambique.

### STANDARDIZED COMPANY

Legal Form: Sociedade por Quotas (LDA) - Closely-Held

Limited Liability Company

City: Maputo

### Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Obtain certification of unique name (certidão de reserva de nome) at the Conservatória do Registo das Entidades Legais (Legal Entities Registrar)	1	MZN 77
2	Open a provisional bank account and obtain a verification of deposit with a local bank	1	no charge
3	Register with the Legal Entities Registrar of Maputo (Conservatória do Registo das Entidades Legais); request a commercial registry certificate; publish company statutes in the official gazette (Bolhetim da República)	5	MZN 1,475
4	Register for taxes and obtain NUIT from Repartição de Finanças	1	no charge
5	Apply for a simplified operational license from the Presidente of Conselho Municipality	1	no charge
6	Declare the beginning of activity at the tax department (Repartição de Finanças)	1	no charge

7	* Declare the beginning of activity and register job candidates at the provincial employment center	1	MZN 50
8	* Register workers with the social security system	1	no charge
9	* Subscribe a workmen's compensation insurance coverage	1	no charge

\* Takes place simultaneously with another procedure.

## Starting a Business Details - Mozambique

<b>Procedure</b>	<b>1</b>	<b>Obtain certification of unique name (certidão de reserva de nome) at the Conservatória do Registo das Entidades Legais (Legal Entities Registrar)</b>
<b>Time to complete:</b>	1	
<b>Cost to complete:</b>	MZN 77	
<b>Comment:</b>	The Registrar Office of Maputo was computerized and name verification can be done in a day.	
<b>Procedure</b>	<b>2</b>	<b>Open a provisional bank account and obtain a verification of deposit with a local bank</b>
<b>Time to complete:</b>	1	
<b>Cost to complete:</b>	no charge	
<b>Comment:</b>	Before having the articles of association notarized, limited liability companies (sociedades por quotas) must open a bank account to obtain a bank statement. The bank account must be opened in the company name that was approved by the Legal Entities Registrar, which issued the certification of the unique name.	
<b>Procedure</b>	<b>3</b>	<b>Register with the Legal Entities Registrar of Maputo (Conservatória do Registo das Entidades Legais); request a commercial registry certificate; publish company statutes in the official gazette (Bolhetim da República)</b>
<b>Time to complete:</b>	5	
<b>Cost to complete:</b>	MZN 1,475	
<b>Comment:</b>	<p>To register a company with the Commercial Registrar Office of Maputo, the following costs apply:</p> <ul style="list-style-type: none"><li>- A nominal fixed fee is charged for company matriculation.</li><li>- The registration fees vary according to share capital: amounts up to MZN 5 million are taxable at a 2% rate, and amounts over MZN 5 million are taxable at a 1% rate.</li><li>- A variable fee is payable for administrative costs up to a maximum of MZN 1,000.</li></ul> <p>This registration is final because the Commercial Registrar coordinates the publication of the company statutes in the Official Gazette. The fixed fee for online publication is MZN 475 per year for a 25-line page. Publication can take 3 days to 1 week.</p>	
<b>Procedure</b>	<b>4</b>	<b>Register for taxes and obtain NUIT from Repartição de Finanças</b>
<b>Time to complete:</b>	1	
<b>Cost to complete:</b>	no charge	
<b>Comment:</b>		
<b>Procedure</b>	<b>5</b>	<b>Apply for a simplified operational license from the Presidente of Conselho Municipality</b>
<b>Time to complete:</b>	1	
<b>Cost to complete:</b>	no charge	

**Comment:** Decree nº 2/2008 of, 12 March 2008 which approves the Simplified Licensing came into force on 27 March 2008. The activities within the scope of this operational license are exempted from environmental impact study. The licensing procedure is quite simple and easy. The steps to be taken are as follows:

- i) Filling in a form available at the license One Stop Shop (Balcão Único);
- ii) Attach notarized copies documents proving incorporation and registration of the company (public deed, if there is any, Official Gazette where the articles of association of the company were published, commercial registration certificate) and notarized copy of the ID documents of the company quotaholders/shereholders; and
- iii) Copy of the proof of issuance of the company's NUIT by the Ministry of Finance (M/06).

The space does not require a prior inspection, by the health department; the fire department, local authority and representative of the licensing entity.

With this new system, you simply fill in a form, submit it, it gets reviewed if all is correct, the request the payment and within a few days (approx. 4) the license is issued. There is no cost attached to this licensing. This license has to be renewed every five years.

The activities that can benefit from this Simplified Licensing regime includes some fields in agriculture, general commercial activities, service provision, construction, sport, industry, transport and communication, tourism.

#### **Procedure 6 Declare the beginning of activity at the tax department (Repartição de Finanças)**

**Time to complete:** 1

**Cost to complete:** no charge

**Comment:** After the tax reform, a unique income tax system has replaced the old. Form "Modelo M/01" must be filed to register, under a different taxpayer number, for income tax withholding (imposto sobre o rendimento do trabalho), secção A, and Form 44 is used to register for complementary tax. Since 2002, there is no Imposto sobre Rendimento do Trabalho Secção A. This tax was replaced by Corporate Income Tax ("Imposto sobre o Rendimento das Pessoas Colectivas") and Personal Income Tax ("Imposto sobre o Rendimegto das Pessoas Singulares").

For VAT and corporate income tax, the notification of the beginning of business activity must be submitted 15 days before commencement. This notification must be submitted to the tax department of the appropriate fiscal district the form Modelo 6. In addition, this process requires the filing of Modelo 5 (in triplicate) and an authenticated copy of the operating license. The company is assigned unique taxpayer number (numero unique de identificação tributária) in 15 days, and an individual file for all taxes is opened.

#### **Procedure 7 Declare the beginning of activity and register job candidates at the provincial employment center**

**Time to complete:** 1

**Cost to complete:** MZN 50

**Comment:** To register employees at the provincial employment center, the employer must request work cards within 30 days of the start of employment agreements, submit a schedule of work hours, and declare the employment of national workers in 30 days of the start of their respective employment agreement.

An employer with more than 10 employees must open a file (processo individual) and prepare four copies of a specific form for each worker, listing the name, position, skills, sex, date of birth, identity card number, date of entry, date of last promotion, wage or salary, and number of hours worked each month. These four copies are presented to the Employment Center, which after stamping them keeps three copies and returns one to the employer for public posting. This chart must be updated and approved annually by the Ministry of Labor. Together with this form, the employer must submit the company's annual holiday's plan (plano de férias) and each employee's work card (MZN 5,000 each), which includes identity information and the employee's signature. Upon stamping, the Employment Center returns them to the company, which distributes them to



each worker as an employee identification card.

#### **Procedure 8 Register workers with the social security system**

**Time to complete:** 1

**Cost to complete:** no charge

**Comment:** The employer must register the company within 15 days of the start of business activity and register employees within 30 days of the start of their employment agreements. A special form (boletim de identificação de beneficiaries) must be filled out for each employee and submitted to the Instituto Nacional de Seguranca Social within 15 days of signing the labor contract, accompanied by an authenticated copy of that employee's identity card, an authenticated copy of the operational license, and the company's numero unique de identificação tributária (nuit). A special form (ficha da empresa) must be filed for each company.

#### **Procedure 9 Subscribe a workmen's compensation insurance coverage**

**Time to complete:** 1

**Cost to complete:** no charge

**Comment:**

In many economies, especially developing ones, complying with building regulations is so costly in time and money that many builders opt out. Builders may pay bribes to pass inspections or simply build illegally, leading to hazardous construction. Where the regulatory burden is large, entrepreneurs may tend to move their activity into the informal economy. There they operate with less concern for safety, leaving everyone worse off. In other economies compliance is simple, straightforward and inexpensive, yielding better results.

### Some reform outcomes

*In Burkina Faso, a one-stop shop for construction permits, "Centre de Facilitation des Actes de Construire", was opened in May 2008. The new regulation merged 32 procedures into 15, reduced the time required from 226 days to 122 and cut the cost by 40%. From May 2009 to May 2010 611 building permits were granted in Ouagadougou, up from an average of about 150 a year in 2002-06.*

*Toronto, Canada revamped its construction permitting process in 2005 by introducing time limits for different stages of the process and presenting a unique basic list of requirements for each project. Later it provided for electronic information and risk-based approvals with fast-track procedures. Between 2005 and 2008 the number of commercial building permits increased by 17%, the construction value of new commercial buildings by 84%.*

### What does the Dealing with Construction Permits indicator 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 electricity, water, sewerage and a land telephone line
- Registering the warehouse after its completion (if required for use as collateral or for transfer of warehouse)

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

- Does not include time spent gathering information
- Each procedure starts on a separate day
- 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

### Case Study Assumptions

#### The business:

- is a small to medium-size limited liability company in the construction industry, located in the economy's largest business city
- is 100% domestically and privately owned and operated
- has 60 builders and other employees
- has at least one employee who is a licensed architect and registered with the local association of architects

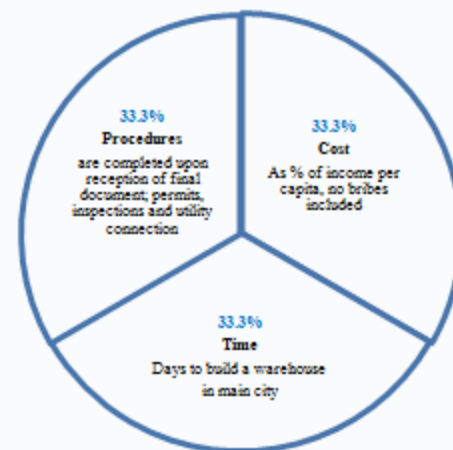
#### The warehouse:

- is a new construction (there was no previous construction on the land)
- has 2 stories, both above ground, with a total surface of approximately 1,300.6 sq. meters (14,000 sq. feet)
- has complete architectural and technical plans prepared by a licensed architect
- will be connected to electricity, water, sewerage (sewage system, septic tank or their equivalent) and a land telephone line
- will be used for general storage of non-hazardous goods, such as books
- will take 30 weeks to construct (excluding all delays due to administrative and regulatory requirements)

### Dealing with Construction Permits:

#### Building a warehouse

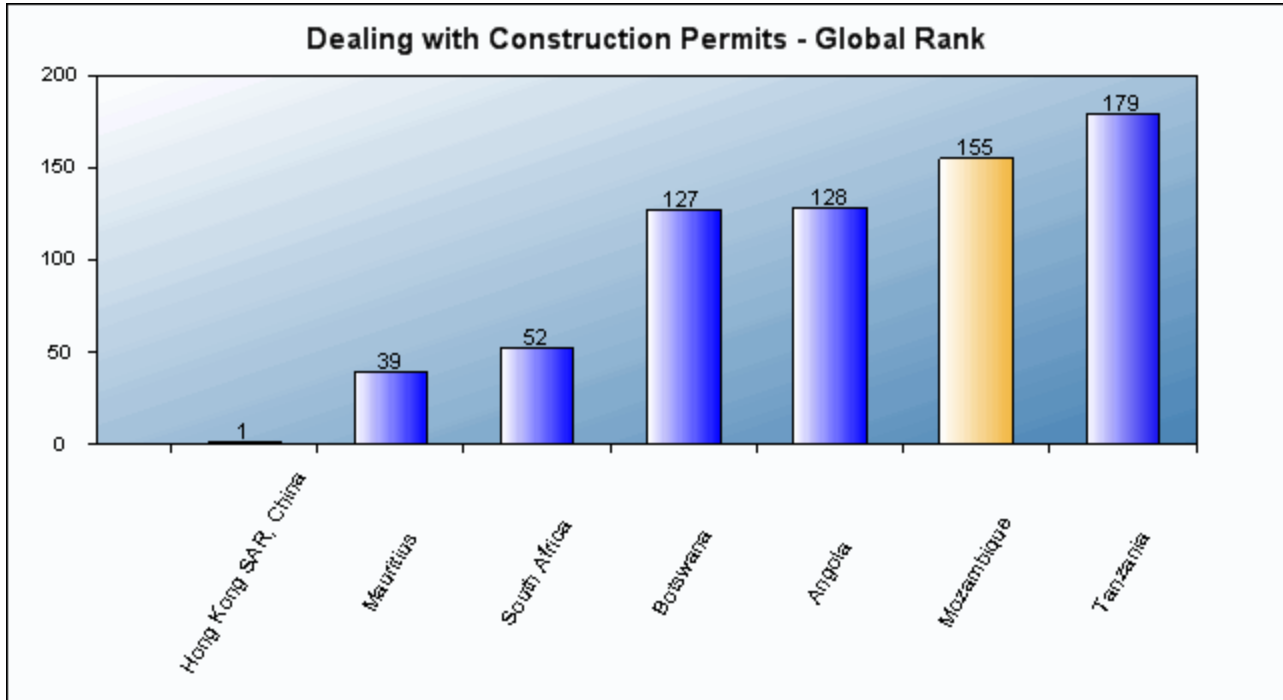
Rankings are based on 3 subindicators



## 1. Benchmarking Dealing with Construction Permits Regulations:

Mozambique is ranked 155 overall for Dealing with Construction Permits.

Ranking of Mozambique in Dealing with Construction Permits - Compared to good practice and selected economies:



The following table shows Dealing with Construction Permits data for Mozambique compared to good practice and comparator economies:

<b>Good Practice Economies</b>	<b>Procedures (number)</b>	<b>Time (days)</b>	<b>Cost (% of income per capita)</b>
<b>Denmark</b>	6		
<b>Qatar</b>			0.8
<b>Singapore</b>		25	

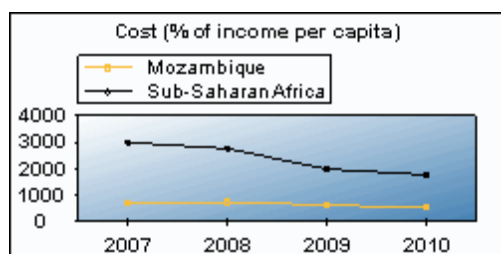
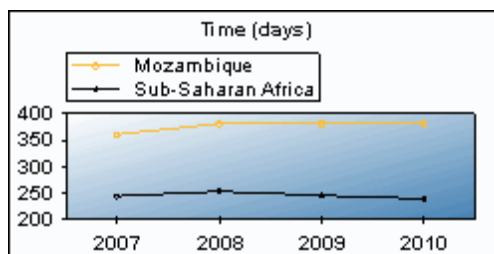
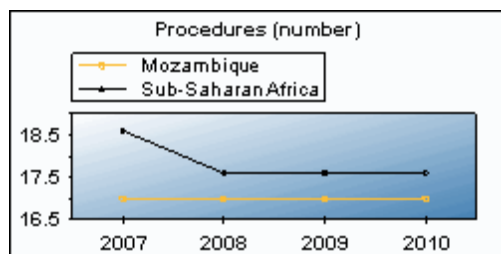
<i>Selected Economy</i>			
<b>Mozambique</b>	<b>17</b>	<b>381</b>	<b>530.3</b>

<i>Comparator Economies</i>			
<b>Angola</b>	12	328	694.3
<b>Botswana</b>	24	167	264.5
<b>Mauritius</b>	18	107	32.3
<b>South Africa</b>	17	174	23.1
<b>Tanzania</b>	22	328	2756.3

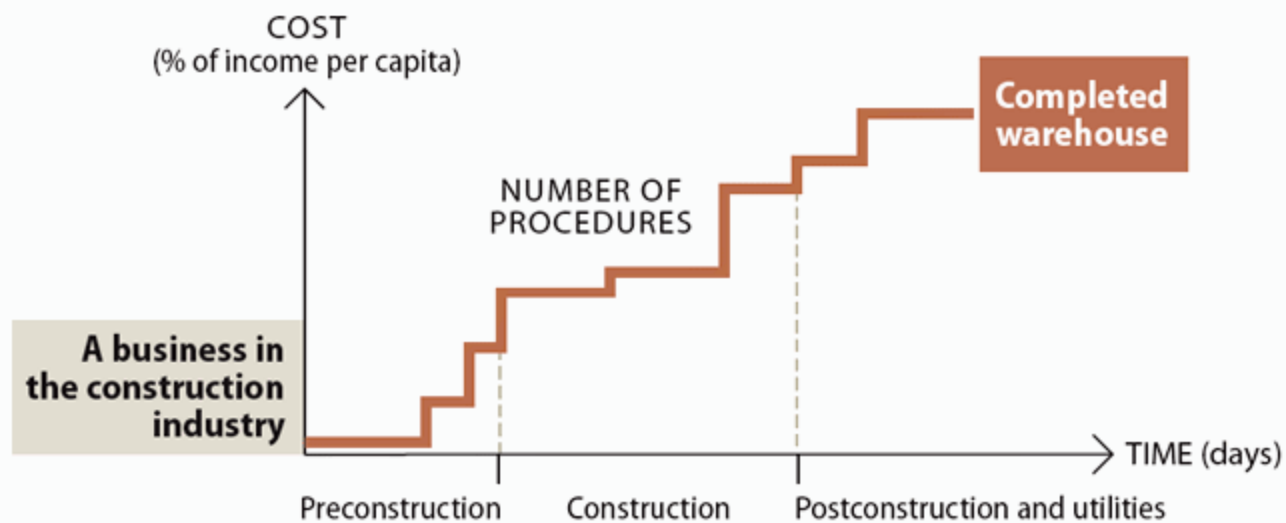
## 2. Historical data: Dealing with Construction Permits in Mozambique

Dealing with Construction Permits data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	..	..	159	155
Procedures (number)	17	17	17	17
Time (days)	361	381	381	381
Cost (% of income per capita)	705.0	747.9	632.0	530.3

3. The following graphs illustrate the Dealing with Construction Permits sub indicators in Mozambique over the past 4 years:



## What are the time, cost and number of procedures to comply with formalities to build a warehouse?



The table below summarizes the procedures, time, and costs to build a warehouse in Mozambique.

### BUILDING A WAREHOUSE

City: Maputo

#### Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Request and obtain the right to the use and enjoyment of the land	45 days	MZN 300
2 *	Request and obtain the topographic plan	120 days	MZN 325
3	Request and obtain a building permit from Department of Construction and Urbanization	60 days	MZN 6,503
4	Receive inspection by the municipality - I	1 day	no charge
5	Receive inspection by the municipality - II	1 day	no charge
6	Request electricity connection approval from the National Directorate of Energy	7 days	no charge
7 *	Request power connection from Electricity of Mozambique	1 day	MZN 6,837
8 *	Receive inspection and obtain approval of electrical plan from the electricity department	1 day	no charge

9 *	Connect to electricity services of Electricity of Mozambique	53 days	MZN 37,416
10 *	Request water and sewage connection	1 day	MZN 4,700
11 *	Receive inspection and obtain approval of plumbing plan from the water department	1 day	no charge
12 *	Connect to water and sewage services	43 days	no charge
13 *	Request and obtain telephone connection	2 days	MZN 2,580
14	Request final inspection	1 day	no charge
15	Receive final inspection	1 day	no charge
16	Request and obtain an occupancy permit	95 days	MZN 2,000
17	Register the new building at the property registration agency	45 days	MZN 410

\* Takes place simultaneously with another procedure.

## Dealing with Construction Permits Details - Mozambique

### Procedure 1 Request and obtain the right to the use and enjoyment of the land

<b>Time to complete:</b>	45 days
<b>Cost to complete:</b>	MZN 300
<b>Agency:</b>	Municipal Council of Maputo City – Department of Construction and Urbanization
<b>Comment:</b>	<p>The company must obtain the right to the use and enjoyment of the land from the Municipal Council of Maputo City, Department of Construction and Urbanization (DCU), because all land is state owned. The price to obtain the approval may vary depending on the location of the plot. BuildCo's land plot is obtained properly and does not require preliminary consultation with District's administrator. It also does not need the location sketch assuming that was obtained before.</p> <p>Procedures 1 and 2 are done simultaneously. It takes at least 120 days to obtain a preliminary document that allows the builder to request the building permit. The right to use of the land must be requested before beginning construction. Even if the company had this title in the past, it would still need to make sure that the stated use of the land in the title is compatible with the new use.</p>

### Procedure 2 Request and obtain the topographic plan

<b>Time to complete:</b>	120 days
<b>Cost to complete:</b>	MZN 325
<b>Agency:</b>	Municipal Council of Maputo City – Department of Construction and Urbanization
<b>Comment:</b>	<p>The company should obtain the topographic plan from the Municipal Council of Maputo City, Department of Construction and Urbanization (DCU). Additional documents to be submitted to the DCU: a) Plan; b) Architectural project of the building and c) Term of Responsibility of the author of the architectural project.</p> <p>Fee is MZN 225: MZN 150 is paid to the DCU and MZN 75 is paid to the Water Sanitation Department. However, in practice companies end up paying MZN 325.</p>

### Procedure 3 Request and obtain a building permit from Department of Construction and Urbanization

<b>Time to complete:</b>	60 days
<b>Cost to complete:</b>	MZN 6,503
<b>Agency:</b>	Municipal Council of Maputo City – Department of Construction and Urbanization
<b>Comment:</b>	<p>The company should submit an application to the municipal council with the full detailed plan attached. The cost is MZN 5 to MZN 10 per square meter. In the present case, the total cost would be <math>MZN 5 \times 1,300.6 = MZN 6,503</math>. There is a time limit of a month, and silence is construed to mean consent. In practice, investors do not make use of the "silence-is-consent" rule because they are afraid their investment would be demolished if they start construction without a license. In 2008 the Municipality of Maputo started an internal reorganization process which caused a backlog and increased the time from 45 to 90 days.</p> <p>The Building Permit may be used to apply for water, light, sewage, and telephone connections.</p> <p>The validity of the building permit has been extended to 2 years instead of 1 year.</p>



**Procedure 4 Receive inspection by the municipality - I**

**Time to complete:** 1 day

**Cost to complete:** no charge

**Agency:** Municipality

**Comment:** Inspections may during construction. According to law, two to three inspections should be carried out by the municipality and by the labor inspectorate. However, in practice, these inspections rarely occur. When they are undertaken, these inspections are announced by the inspector, who informs BuildCo of the inspection date. Normally, an inspection is carried out when the concrete is poured. BuildCo must keep a construction book, where all the important information about the construction is entered. The inspectors use this book to check the actual state of the construction, as well as its conformity with the submitted project.

**Procedure 5 Receive inspection by the municipality - II**

**Time to complete:** 1 day

**Cost to complete:** no charge

**Agency:** Municipality

**Comment:**

**Procedure 6 Request electricity connection approval from the National Directorate of Energy**

**Time to complete:** 7 days

**Cost to complete:** no charge

**Agency:** National Directorate of Energy

**Comment:** The company must obtain approval from the National Directorate of Energy for medium- and high-voltage connections before contacting Electricity of Mozambique.

**Procedure 7 Request power connection from Electricity of Mozambique**

**Time to complete:** 1 day

**Cost to complete:** MZN 6,837

**Agency:** Electricidade de Mozambique (EDM)

**Comment:** The connection is completed through Electricity of Mozambique, which first conducts an inspection to check the availability of resources and then makes the actual connection. The company is charged for the cable, which can cost around USD 40 per meter.

**Procedure 8 Receive inspection and obtain approval of electrical plan from the electricity department**

**Time to complete:** 1 day

**Cost to complete:** no charge

**Agency:** Electricity Department

**Comment:** The company must provide the site plan. The typical waiting time for the inspection is about 4 weeks.

**Procedure 9 Connect to electricity services of Electricity of Mozambique**

**Time to complete:** 53 days

**Cost to complete:** MZN 37,416

**Agency:** Electricidade de Mozambique (EDM)

**Comment:**

**Procedure 10 Request water and sewage connection**

**Time to complete:** 1 day

**Cost to complete:** MZN 4,700

**Agency:** Water Department

**Comment:** Obtaining the connection is immediate because the utility provider is already informed and has approved the project.

**Procedure 11 Receive inspection and obtain approval of plumbing plan from the water department**

**Time to complete:** 1 day

**Cost to complete:** no charge

**Agency:** Water Department

**Comment:** The company must supply the (layout) drawings. The typical waiting time is about 4 weeks.

**Procedure 12 Connect to water and sewage services**

**Time to complete:** 43 days

**Cost to complete:** no charge

**Agency:** Water Department

**Comment:**

**Procedure 13 Request and obtain telephone connection**

**Time to complete:** 2 days

**Cost to complete:** MZN 2,580

**Agency:** Telecommunications Mozambique (TDM)

**Comment:** Obtaining the connection is immediate because the utility provider is already informed and has approved the project. The cost is 10 per meter of cable.

#### **Procedure 14 Request final inspection**

**Time to complete:** 1 day

**Cost to complete:** no charge

**Agency:** Municipal Council of Maputo City – Department of Construction and Urbanization

**Comment:** The applicant can request a final inspection only when the construction is fully terminated. The final inspection must take place within 30 days. Under the new initiative of streamlining the process of building control and fighting corruption the Municipality of Maputo requires the request for final inspection be made at the its main office of Department of Construction and Urbanization. Rationale behind this step is that before companies would request from their respective district office of Department of Construction and Urbanization and could possible have established personal ties. That might have been used to wield their favorable decision. The new rule of visiting the Municipality led to increase of time for the inspection by 5 days.

#### **Procedure 15 Receive final inspection**

**Time to complete:** 1 day

**Cost to complete:** no charge

**Agency:** Municipality and other departments (fire, health, and water, etc.)

**Comment:** The final inspection is carried out by the fire department, the health department, the water department, and other appropriate agencies. This inspection is coordinated by the municipal authority.

#### **Procedure 16 Request and obtain an occupancy permit**

**Time to complete:** 95 days

**Cost to complete:** MZN 2,000

**Agency:** Municipal Council of Maputo City – Department of Construction and Urbanization

**Comment:** In order to obtain the occupancy permit, it is necessary to request a certificate of improvements, pay all relevant taxes, and attach the building permit.

#### **Procedure 17 Register the new building at the property registration agency**

**Time to complete:** 45 days

**Cost to complete:** MZN 410

**Agency:** Property Registry (Conservatoria do Registro)

**Comment:** It is necessary to register the building for real property tax purposes. For this the certificate of occupancy must be obtained and presented for registration at Conservatoria do Registro.



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. *Doing Business* records the full sequence of procedures necessary for a business to purchase a property from another business and transfer the property title to the buyer's name. In the past 6 years 105 economies undertook 146 reforms making it easier to transfer property. Globally, the time to transfer property fell by 38% and the cost by 10% over this time. The most popular feature of property registration reform in these 6 years, implemented in 52 economies, was lowering transfer taxes and government fees.

### Some reform outcomes

*Georgia now allows property transfers to be completed through 500 authorized users, notably banks. This saves time for entrepreneurs. A third of people transferring property in 2009 chose authorized users, up from 7% in 2007. Also, Georgia's new electronic registry managed 68,000 sales in 2007, twice as many as in 2003.*

*Belarus's unified and computerized registry was able to cope with the addition of 1.2 million new units over 3 years. The registry issued 1 million electronic property certificates in 2009.*

### What does the Registering Property indicator measure?

**Registering Property:** transfer of property between 2 local companies

Rankings are based on 3 subindicators

### Procedures to legally transfer title on immovable property (number)

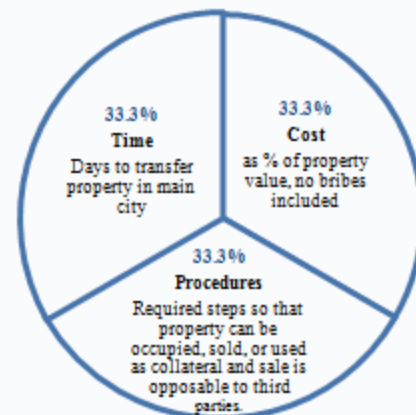
- Preregistration (for example, checking for liens, notarizing sales agreement, paying property transfer taxes)
- Registration in the economy's largest business city
- Post registration (for example, transactions with the local authority, tax authority or cadastre)

### 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 personal 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



### Case Study Assumptions

#### 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.

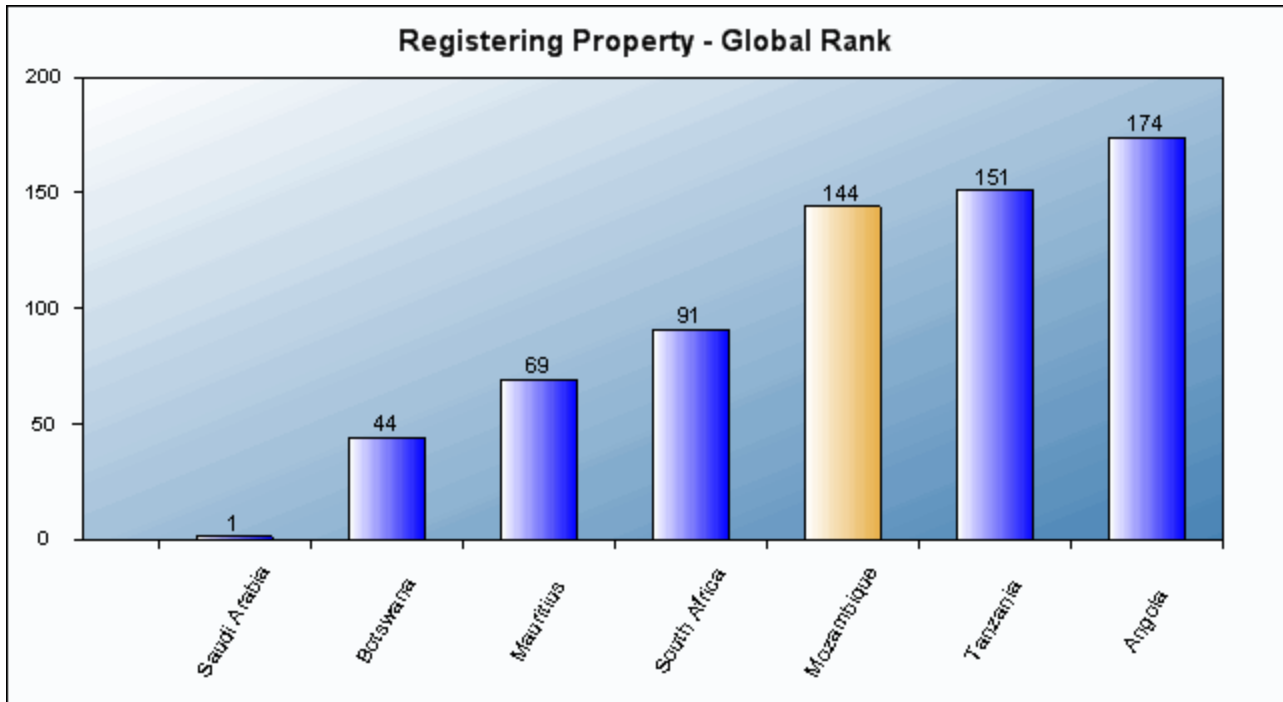
#### The property (fully owned by the seller):

- Has a value of 50 times income per capita. The sale price equals the value.
- Has no mortgages attached and has been under the same ownership for the past 10 years.
- Is registered in the land registry or cadastre, or both, and is free of title disputes.
- Is located in a periurban commercial zone, and no rezoning is required.
- Consists of a 557.4 square meters (6,000 square feet) land and 10 years old 2-story warehouse of 929 square meters (10,000 square feet) located on the land. 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.

## 1. Benchmarking Registering Property Regulations:

Mozambique is ranked 144 overall for Registering Property.

Ranking of Mozambique in Registering Property - Compared to good practice and selected economies:



The following table shows Registering Property data for Mozambique compared to good practice and comparator economies:

<b>Good Practice Economies</b>	<b>Procedures (number)</b>	<b>Time (days)</b>	<b>Cost (% of property value)</b>
<b>New Zealand*</b>		2	
<b>Norway*</b>	1		
<b>Saudi Arabia</b>			0.0

<i>Selected Economy</i>			
<b>Mozambique</b>	<b>8</b>	<b>42</b>	<b>9.9</b>

<i>Comparator Economies</i>			
<b>Angola</b>	7	184	11.5
<b>Botswana</b>	5	16	5.0
<b>Mauritius</b>	4	26	10.6
<b>South Africa</b>	6	24	8.8
<b>Tanzania</b>	9	73	4.4

\* The following economies are also good practice economies for :

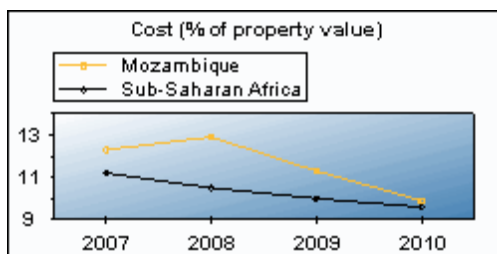
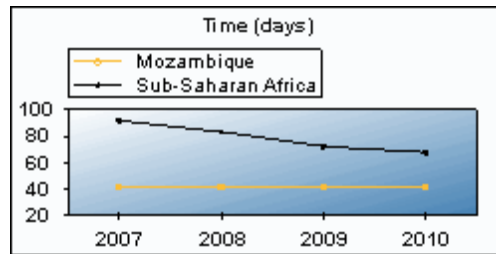
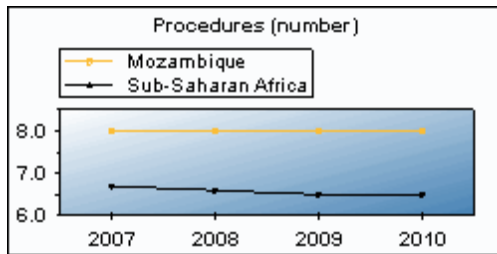
**Procedures (number): United Arab Emirates**

**Time (days): Saudi Arabia, Thailand, United Arab Emirates**

## 2. Historical data: Registering Property in Mozambique

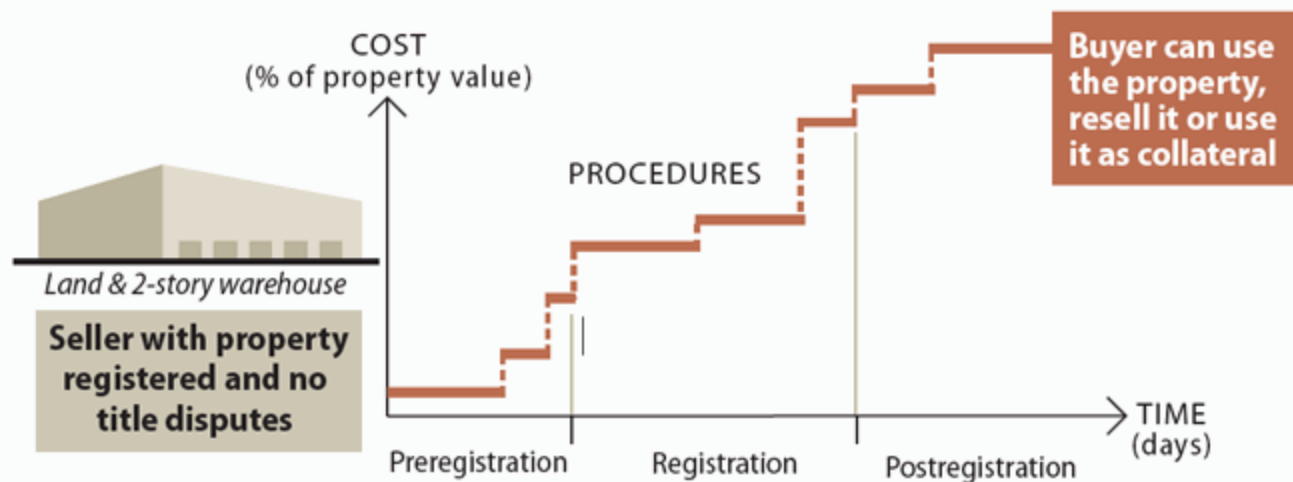
Registering Property data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	..	..	153	144
Procedures (number)	8	8	8	8
Time (days)	42	42	42	42
Cost (% of property value)	12.3	12.9	11.3	9.9

3. The following graphs illustrate the Registering Property sub indicators in Mozambique over the past 4 years:





## What are the time, cost and number of procedures required to transfer a property between 2 local companies?



This topic examines the steps, time, and cost involved in registering property in Mozambique.

### STANDARDIZED PROPERTY

Property Value: 575,769.68

City: Maputo

#### Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1 *	Obtain a Real Estate Registry certificate of the property from the Real Estate Registry Office	3-14 days (simultaneous with procedure 2)	MZN 75
2 *	Obtain a certificate from the Tax Authority regarding the value of the property	3-14 days (simultaneous with procedure 1)	MZN 100
3	Lawyer prepares the draft sale and purchase agreement	1-14 days	MZN 12,000 – MZN 30,800
4	Payment of transfer tax (SISA) at the Municipal Tax Office	3 days	2% of property value (SISA-transfer tax) + 20% of the transfer tax (municipal charge-‘adicional autarquico’)

5	Submit the draft sale and purchase agreement to the public notary to verify and issue the notarial deed of purchase	1-8 days	0.2% of property value (stamp duty) + Notarial fees according to the following schedule: 0.4% of property value up to the first MZN 5 million + 0.01% of property value for the excess of MZN 5 million.
6	Apply for registration of the building at the Real Estate Registry Office	2-7 days	Registration fees according to the following schedule: 0.4% of property value up to the first MZN 5 million + 0.01% of property value for the excess of MZN 5 million.
7 *	Submit the notarial deed at the Municipal Tax Office	3-14 days (simultaneous with procedure 8)	MZN 150
8 *	Submit the notary deed to the Cadastre Services Registry	7-14 days (simultaneous with procedure 7)	MZN 150

\* Takes place simultaneously with another procedure.

## Registering Property Details - Mozambique

<b>Procedure</b>	<b>1</b>	<b>Obtain a Real Estate Registry certificate of the property from the Real Estate Registry Office</b>
<b>Time to complete:</b>		3-14 days (simultaneous with procedure 2)
<b>Cost to complete:</b>		MZN 75
<b>Agency:</b>		Real Estate Registry (Conservatória do Registo Predial)
<b>Comment:</b>		A Real Estate Registry certificate is obtained at the Conservatória do Registo Predial. The certificate shows all the owners of the property/ beneficiaries of the use and benefit right, and is valid for 90 days. If the owner does not have a copy of the current real property registration, then the DCU reference number must be obtained in order for the Registrar to locate the book and page on which the property is registered.
<b>Procedure</b>	<b>2</b>	<b>Obtain a certificate from the Tax Authority regarding the value of the property</b>
<b>Time to complete:</b>		3-14 days (simultaneous with procedure 1)
<b>Cost to complete:</b>		MZN 100
<b>Agency:</b>		Tax Authority (Repartição das Finanças)
<b>Comment:</b>		A certificate (registro matricial) with the value of the property is obtained from the tax authority or Repartição das Finanças.
<b>Procedure</b>	<b>3</b>	<b>Lawyer prepares the draft sale and purchase agreement</b>
<b>Time to complete:</b>		1-14 days
<b>Cost to complete:</b>		MZN 12,000 – MZN 30,800
<b>Comment:</b>		A lawyer prepares the sale and purchase agreement. It is necessary to have the underlying land and property title deed and real property registration in order to have all the necessary property description and land plot demarcation details. The form of the description varies from rural areas to municipalities. The actual sales instrument is relatively simple but the additional administrative/registry detail complicates the preparation.
<b>Procedure</b>	<b>4</b>	<b>Payment of transfer tax (SISA) at the Municipal Tax Office</b>
<b>Time to complete:</b>		3 days
<b>Cost to complete:</b>		2% of property value (SISA-transfer tax) + 20% of the transfer tax (municipal charge-‘adicional autarquico’)
<b>Agency:</b>		Municipal Tax Office
<b>Comment:</b>		The property must have been registered for real property taxes (municipal or national), all of the real property tax must have been paid (for which a tax clearance must be obtained), and the owner and the purchaser must be registered for tax purposes (NUIT). A SISA tax receipt is obtained to be submitted with the sale and purchase agreement to the notary and the name of the buyer is registered with the Tax Office.

The SISA tax has been reformed by Decree 46/2004 of October 27, cutting it from previous levels around 10%. In the past, the 10% tax that applied to Maputo was not fully paid since the market value of the property was never quoted. This change unifies the level of the transfer tax with the rest of the country that already had taxes around 2%.

**Procedure 5 Submit the draft sale and purchase agreement to the public notary to verify and issue the notarial deed of purchase**

**Time to complete:** 1-8 days

**Cost to complete:** 0.2% of property value (stamp duty) + Notarial fees according to the following schedule:  
0.4% of property value up to the first MZN 5 million + 0.01% of property value for the excess of MZN 5 million.

**Comment:** The lawyer/parties submit the draft sale and purchase agreement to the public notary, who verifies the documentation and prepares the notarial deed of sale and purchase for signature. The Real Estate Registry certificate and the SISA payment certificate must be submitted, together with Companies' Registry certificates of the parties and copies of the ID's of their representatives who will execute the notarial deed on their behalf. Copies of quota-holders/directors resolutions and/or powers of attorney may also be required pursuant to the relevant companies' articles of association. In some cases it may be possible to notarize the deed faster if the parties, instead of the notary, prepare the deed themselves and give it to the notary on a disk to notarize.

**Procedure 6 Apply for registration of the building at the Real Estate Registry Office**

**Time to complete:** 2-7 days

**Cost to complete:** Registration fees according to the following schedule: 0.4% of property value up to the first MZN 5 million + 0.01% of property value for the excess of MZN 5 million.

**Agency:** Real Estate Registry

**Comment:** The notary deed of sale and purchase is submitted to the Real Estate Registry Office, together with an application requesting the registration of ownership over the property, on the buildings and of the right of use and fruition over the land, in the name of the buyer. Simultaneously with the request for registration (or sequentially depending on the practice), a certificate of the registration is requested, usually an integral certificate which provides the owner with copies of the pages on which the title is recorded. This is a cautionary measure in the event that the registry books are damaged or destroyed (as happened in the 2000 floods) or disappear somehow.

**Procedure 7 Submit the notarial deed at the Municipal Tax Office**

**Time to complete:** 3-14 days (simultaneous with procedure 8)

**Cost to complete:** MZN 150

**Agency:** Municipal Tax Office

**Comment:** The notary deed is submitted to the Municipal Tax Office by the parties, together with an application requesting the registration of the buyer as the owner of the property for purposes of Municipal Property Tax Registration.

**Procedure 8 Submit the notary deed to the Cadastre Services Registry**

**Time to complete:** 7-14 days (simultaneous with procedure 7)

**Cost to complete:** MZN 150

**Agency:** Cadastre Services Registry

**Comment:** This procedure is to register the land (use) in the name of the buyer. The notarial deed is submitted to the Cadastre Services Registry by the parties, together with an application for registration of the property in favor of the buyer, to update the Cadastre. If there is a land use and benefit title, the amendment of the title is requested. The new owner's name is registered inside the title document as is the cross-reference to the Real Property Registry recordings.

Through two sets of indicators, *Doing Business* assesses the legal rights of borrowers and lenders with respect to secured transactions and the sharing of credit information. The depth of credit information index measures rules and practices affecting the coverage, scope and accessibility of credit information available through either a public credit registry or a private credit bureau. Credit information systems mitigate the ‘information asymmetry’ in lending and enable lenders to view a borrower’s financial history (positive or negative), providing them with valuable information to consider when assessing risk. Credit information systems benefit borrowers as well, allowing good borrowers to establish a reputable credit history which will enable them to access credit more easily. The Legal Rights Index measures the degree to which collateral and bankruptcy laws protect the rights of borrowers and lenders and thus facilitate lending. Sound collateral laws will enable businesses to use their assets, especially movable property, as security to generate capital while having strong creditor’s rights has been associated with higher ratios of private sector credit to GDP.

**Some reform outcomes**

*After Vietnam’s new Civil Code was enacted in 2005, a decree further clarified the provisions governing secured transactions. Since the inclusion of the new provisions, the number of registrations increased from 43,000 (2005) to 120,000 (end of 2008).*

*In 2008, when Zambia established a private credit bureau, its database initially covered about 25,000 borrowers. Thanks to a strong communication campaign and a central bank directive, coverage has grown 10-fold in the past 2 years, exceeding 200,000 by the beginning of 2010.*

**What do 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

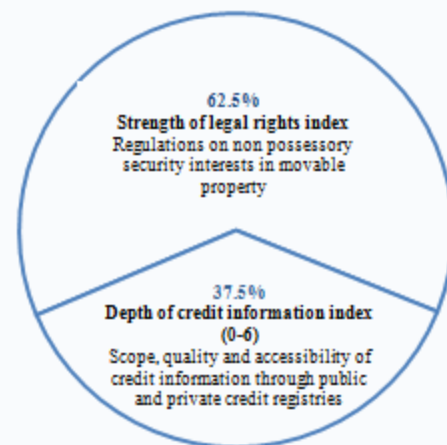
**Public credit registry coverage (% of adults)**

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

**Private credit bureau coverage (% of adults)**

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

**Getting Credit: collateral rules and credit information**



*Note: Private bureau coverage and public credit registry coverage are measured but do not count for the rankings.*

**Case Study Assumptions (applying to the Legal Rights Index only)**

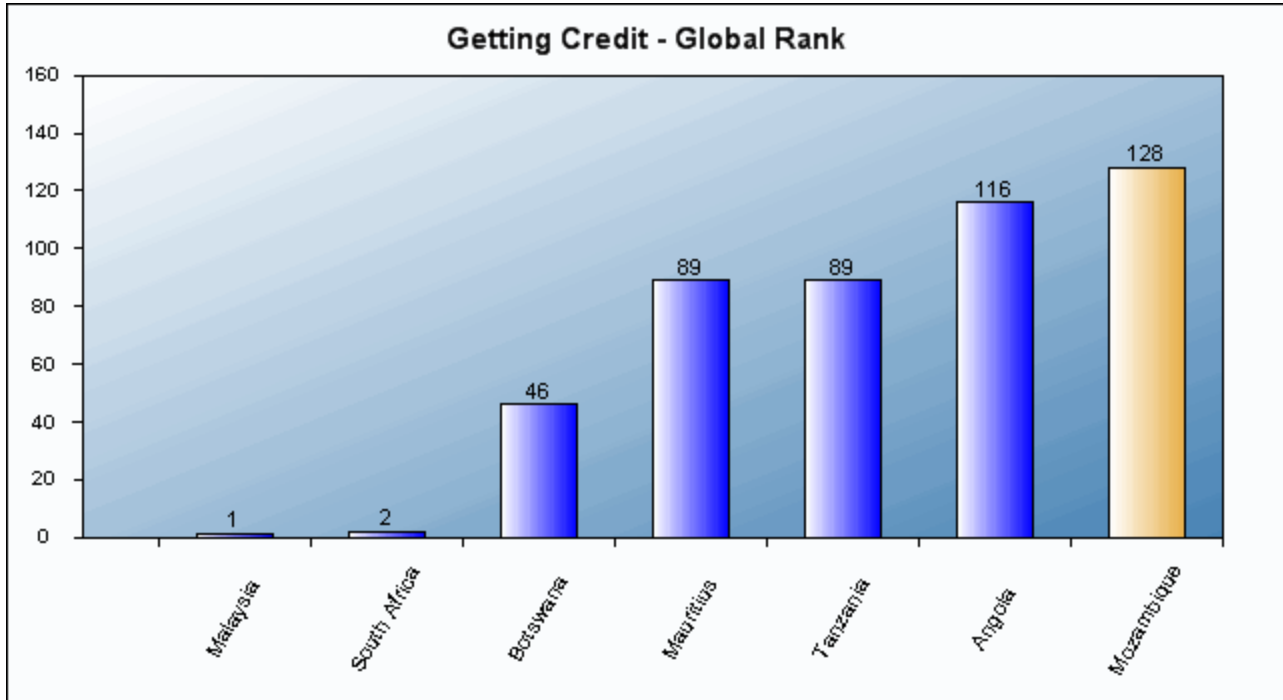
**The Debtor**

- is a Private Limited Liability Company
- has its Headquarters and only base of operations in the largest business city
- obtains a loan from a local bank (the Creditor) for an amount up to 10 times income (GNI) per capita
- Both creditor and debtor are 100% domestically owned.

## 1. Benchmarking Getting Credit Regulations:

Mozambique is ranked 128 overall for Getting Credit.

Ranking of Mozambique in Getting Credit - Compared to good practice and selected economies:



The following table shows Getting Credit data for Mozambique compared to good practice and comparator economies:

<b>Good Practice Economies</b>	<b>Strength of legal rights index (0-10)</b>	<b>Depth of credit information index (0-6)</b>	<b>Public registry coverage (% of adults)</b>	<b>Private bureau coverage (% of adults)</b>
<b>New Zealand*</b>				100.0
<b>Portugal</b>			67.1	
<b>Singapore*</b>	10			
<b>United Kingdom</b>		6		

<i>Selected Economy</i>				
<b>Mozambique</b>	<b>2</b>	<b>4</b>	<b>2.2</b>	<b>0.0</b>

<i>Comparator Economies</i>				
<b>Angola</b>	4	3	2.4	0.0
<b>Botswana</b>	7	4	0.0	57.6
<b>Mauritius</b>	5	3	49.8	0.0
<b>South Africa</b>	9	6	0.0	54.9
<b>Tanzania</b>	8	0	0.0	0.0

\* The following economies are also good practice economies for :

**Strength of legal rights index (0-10): Hong Kong, China, Kenya, Kyrgyz Republic, Malaysia**

**Private bureau coverage (% of adults): Argentina, Australia, Canada, Iceland, Ireland, Norway, Sweden, United Kingdom, United States**

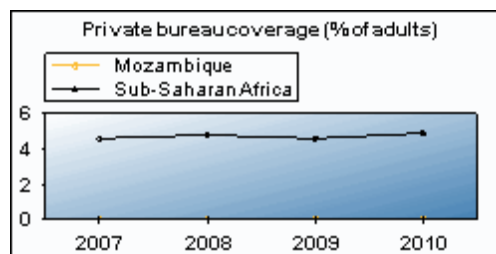
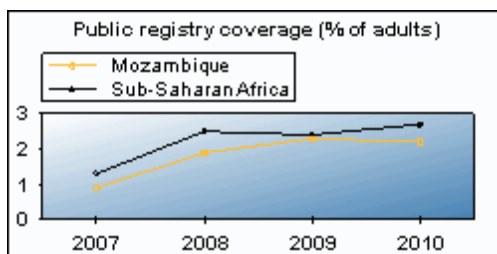
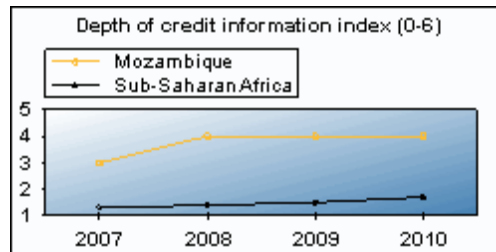
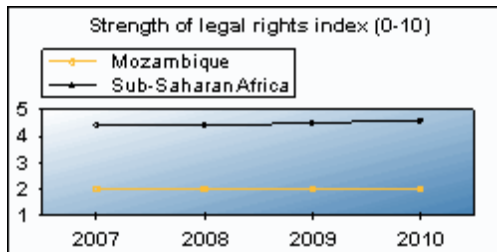
**27 countries have the highest credit information index.**



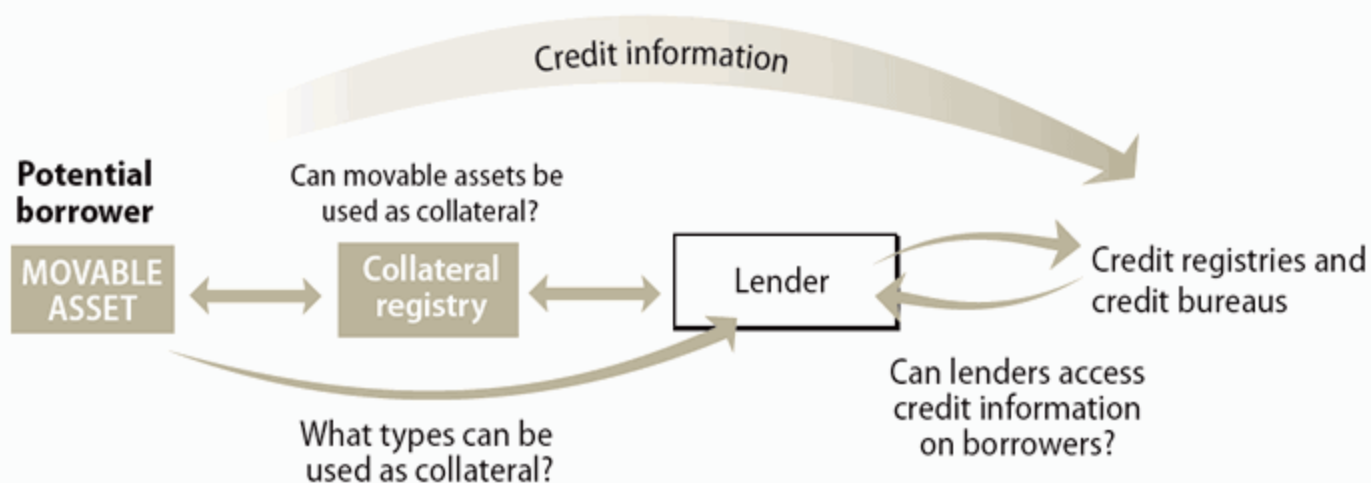
## 2. Historical data: Getting Credit in Mozambique

Getting Credit data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	..	..	125	128
Strength of legal rights index (0-10)	2	2	2	2
Depth of credit information index (0-6)	3	4	4	4
Private bureau coverage (% of adults)	0.0	0.0	0.0	0.0
Public registry coverage (% of adults)	0.9	1.9	2.3	2.2

3. The following graphs illustrate the Getting Credit sub indicators in Mozambique over the past 4 years:



**Do lenders have credit information on entrepreneurs seeking credit?  
Is the law favorable to borrowers and lenders using movable assets as collateral?**



The following table summarize legal rights of borrowers and lenders, and the availability and legal framework of credit registries in Mozambique.

Getting Credit Indicators (2010)			Indicator
<b>Private bureau coverage (% of adults)</b>	<b>Private credit bureau</b>	<b>Public credit registry</b>	<b>4</b>
Are data on both firms and individuals distributed?	No	Yes	1
Are both positive and negative data distributed?	No	Yes	1
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	Yes	1
Is it guaranteed by law that borrowers can inspect their data in the largest credit registry?	No	Yes	1
<b>Coverage</b>	0.0	2.2	
Number of individuals		0	351,324
Number of firms		0	9,660

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?	No
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?	No
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 ?	No
Is a general description of debts and obligations permitted in collateral agreements, so that all types of obligations and debts can be secured by stating a maximum amount rather than a specific amount between the parties ?	No
Is a collateral registry in operation, that is unified geographically and by asset type, as well as indexed by the grantor's name of a security right ?	No
Do secured creditors have absolute priority to their collateral outside bankruptcy procedures?	No
Do secured creditors have absolute priority to their collateral in bankruptcy procedures?	No
During reorganization, are secured creditors' claims exempt from an automatic stay on enforcement?	Yes
Does the law authorize parties to agree on out of court enforcement?	No

Stronger investor protections matter for the ability of companies to raise the capital needed to grow, innovate, diversify and compete. This is all the more crucial in times of financial crisis when entrepreneurs must navigate through defiant environments to finance their activities. Using 3 indices of investor protection, *Doing Business* measures how economies regulate a standard case of self-dealing, use of corporate assets for personal gains. Since 2005, 51 economies have strengthened investor protections as measured by *Doing Business*.

### Some reform outcomes

*In Indonesia, an economy that consistently improved its laws regulating investor protections, the number of firms listed on the Indonesia Stock Exchange increased from 331 to 396 between 2004 and 2009. Meanwhile, market capitalization grew from 680 trillion rupiah (\$75 billion) to 1,077 trillion rupiah (\$119 billion).*

*After Thailand amended its laws in 2006 and 2008, more than 85 transactions that failed to comply with the disclosure standards were suspended. Thirteen were deemed prejudicial and were therefore canceled, thus preventing damage to the companies involved and preserving their value. Companies were not deterred either, as more than 30 new companies joined the stock exchange since 2005 bringing the number of listed companies to 523.*

### What do the Protecting Investors indicators measure?

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

- Who can approve related-party transactions
- Requirements for external and internal disclosure in case of related-party transactions

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

- Ability of shareholders to hold the interested party and the approving body liable in case of a prejudicial related-party transaction
- 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)

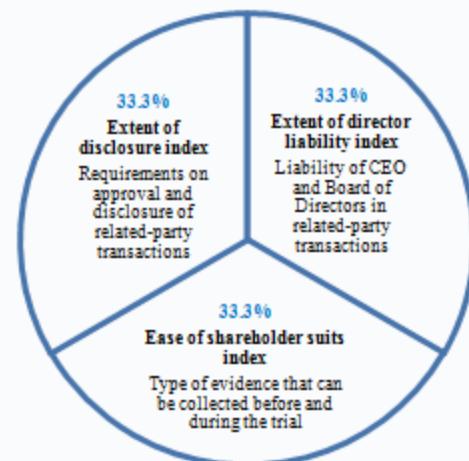
- Documents and information available during trial
- Access to internal corporate documents (directly or through a government inspector)

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

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

**Protecting Investors:** minority shareholder rights in related-party transactions

Rankings are based on 3 subindicators



### Case Study Assumptions

#### 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.

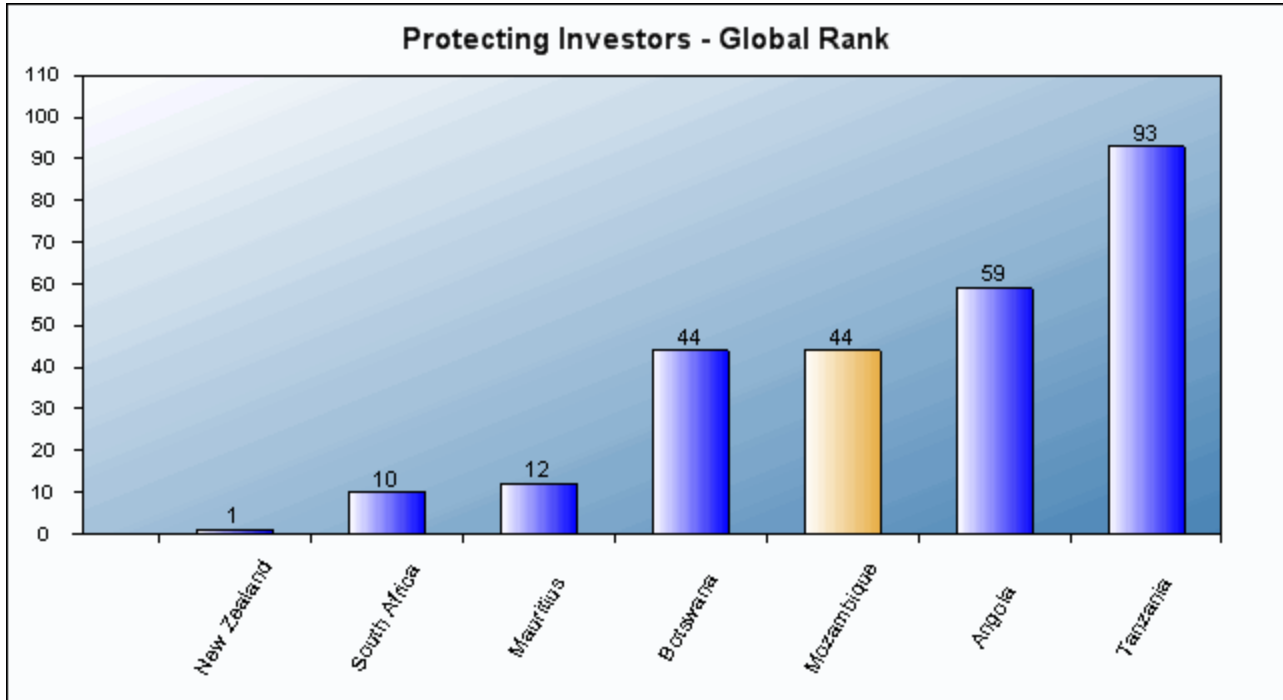
#### The transaction

- Mr. James, a director and the majority shareholder of the company, proposes that 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 the purchasing company.
- Shareholders sue the interested parties and the members of the board of directors.

## 1. Benchmarking Protecting Investors Regulations:

Mozambique is ranked 44 overall for Protecting Investors.

Ranking of Mozambique in Protecting Investors - Compared to good practice and selected economies:



The following table shows Protecting Investors data for Mozambique compared to good practice and comparator economies:

<b>Good Practice Economies</b>	<b>Strength of investor protection index (0-10)</b>
<b>New Zealand</b>	9.7

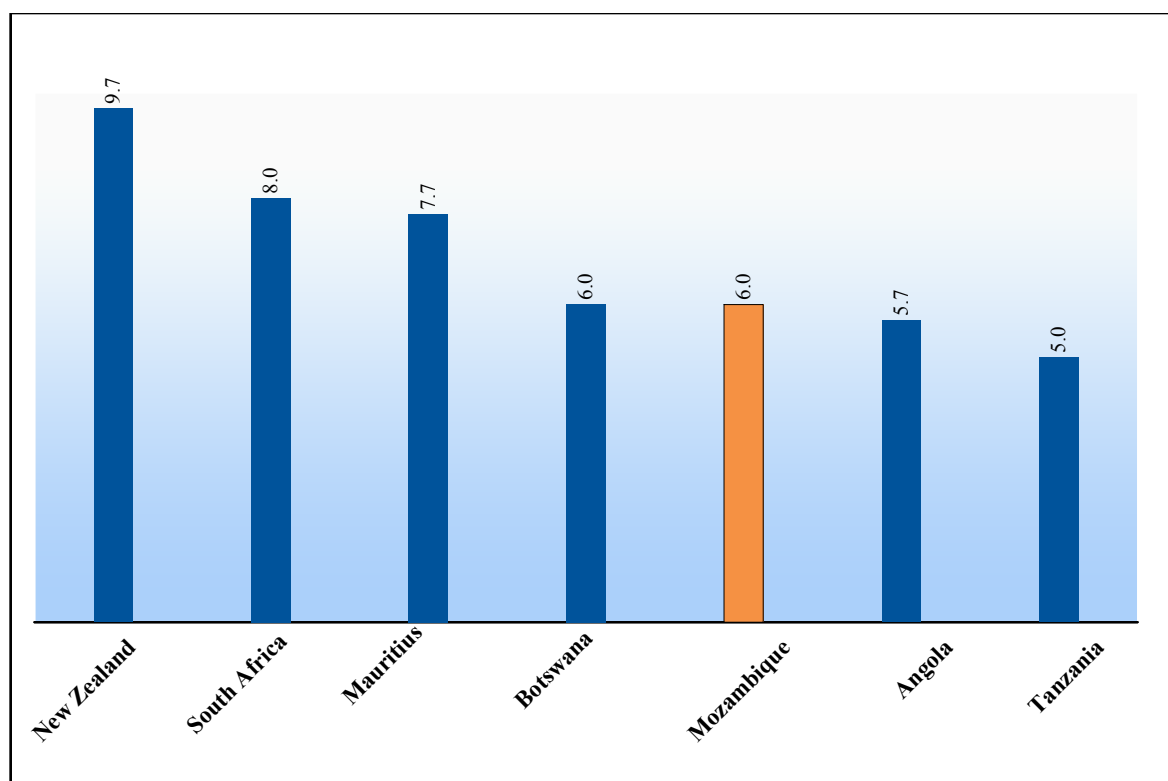
<i>Selected Economy</i>	
<b>Mozambique</b>	<b>6.0</b>

<i>Comparator Economies</i>	
<b>Angola</b>	5.7
<b>Botswana</b>	6.0
<b>Mauritius</b>	7.7
<b>South Africa</b>	8.0
<b>Tanzania</b>	5.0

## 2. Historical data: Protecting Investors in Mozambique

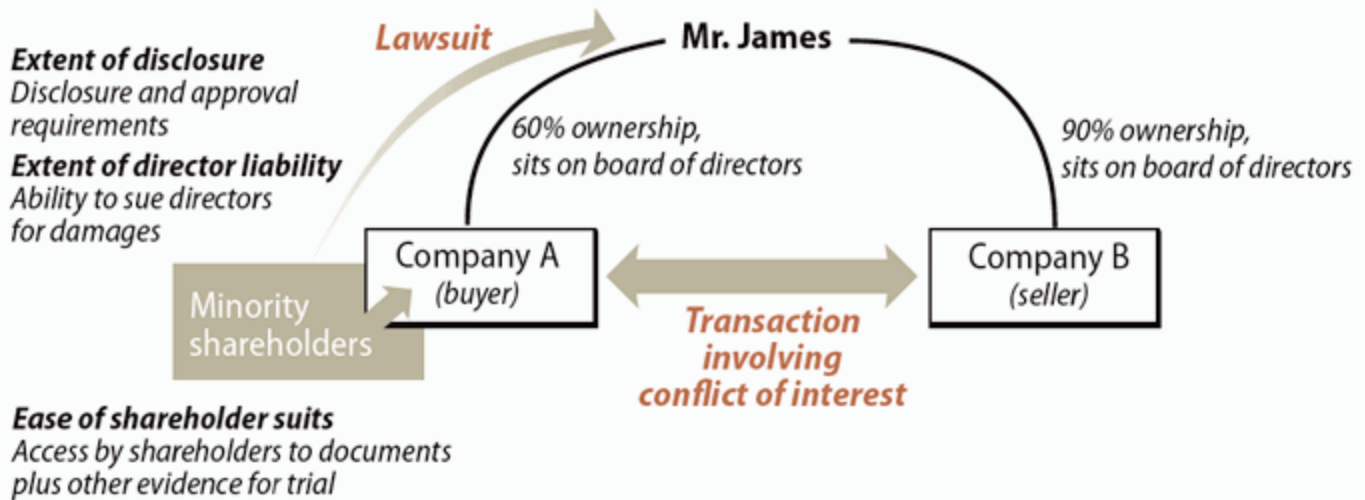
Protecting Investors data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	..	..	41	44
Strength of investor protection index (0-10)	6.0	6.0	6.0	6.0

3. The following graph illustrates the Protecting Investors index in Mozambique compared to best practice and selected Economies:



Note: The higher the score, the greater the investor protection.

## How well are minority shareholders protected against self-dealing in related-party transactions?



The table below provides a full breakdown of how the disclosure, director liability, and shareholder suits indexes are calculated in Mozambique.

Protecting Investors Data (2010)	Indicator
<b>Extent of disclosure index (0-10)</b>	<b>5</b>
What corporate body provides legally sufficient approval for the transaction?	2
Whether immediate disclosure of the transaction to the public and/or shareholders is required?	1
Whether disclosure of the transaction in published periodic filings (annual reports) is required?	1
Whether disclosure of the conflict of interest by Mr. James to the board of directors is required?	1
Whether an external body must review the terms of the transaction before it takes place?	0
<b>Extent of director liability index (0-10)</b>	<b>4</b>
Whether shareholders can hold Mr. James liable for the damage that the Buyer-Seller transaction causes to the company?	1
Whether shareholders can hold the approving body (the CEO or board of directors) liable for the damage that the Buyer-Seller transaction causes to the company?	1
Whether a court can void the transaction upon a successful claim by a shareholder plaintiff?	0
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?	0
Whether fines and imprisonment can be applied against Mr. James?	0
Whether shareholders can sue directly or derivatively for the damage that the Buyer-Seller transaction causes to the company?	1
<b>Ease of shareholder suits index (0-10)</b>	<b>9</b>
Whether the plaintiff can obtain any documents from the defendant and witnesses during trial?	3
Whether the plaintiff can directly question the defendant and witnesses during trial?	2
Whether the plaintiff can request categories of documents from the defendant without identifying specific ones?	1
Whether shareholders owning 10% or less of Buyer's shares can request an inspector to investigate the transaction?	1
Whether the level of proof required for civil suits is lower than that of criminal cases?	1
Whether shareholders owning 10% or less of Buyer's shares can inspect transaction documents before filing suit?	1
<b>Strength of investor protection index (0-10)</b>	<b>6.0</b>

Taxes are essential to provide public amenities, infrastructure and services which are crucial for a properly functioning economy. *Doing Business* data show that economies where it is more difficult and costly to pay taxes have larger shares of informal sector activity. More than 60% of economies have reformed in the last 6 years and are starting to see concrete results.

### Some reform outcomes

*Colombia introduced a new electronic system for social security and labor taxes in 2006 and by 2008 the social security contributions collected from small and medium-size companies rose by 42%, to 550 billion pesos.*

*Mauritius reduced the corporate income tax rate from 25% to 15% and removed exemptions and industry-specific allowances in 2006 and saw their corporate income tax revenue grow by 27% in the following year, and in 2008/09 it increased by 65%.*

### What do the Paying taxes indicators measure?

**Tax payments for a manufacturing company in 2009**  
(number per year adjusted for electronic or joint filing and payment)

- Total number of taxes and contributions paid, including consumption taxes (value added tax, sales tax or goods and service tax)
- Method and frequency of filing and payment

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

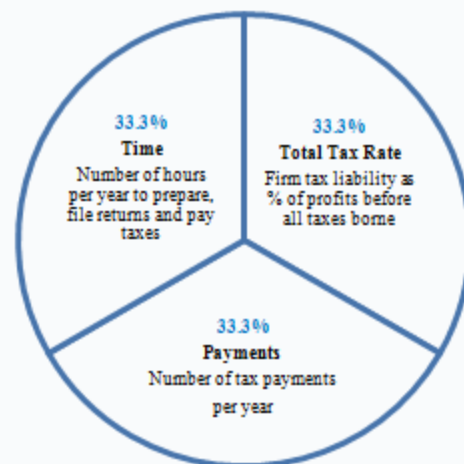
- Collecting information and computing the tax payable
- Completing tax return forms, filing with proper agencies
- Arranging payment or withholding
- Preparing separate tax accounting books, if required

**Total tax rate** (% of profit)

- Profit or corporate income tax
- Mandatory 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

**Paying Taxes:** tax compliance for a local manufacturing company

Rankings are based on 3 subindicators



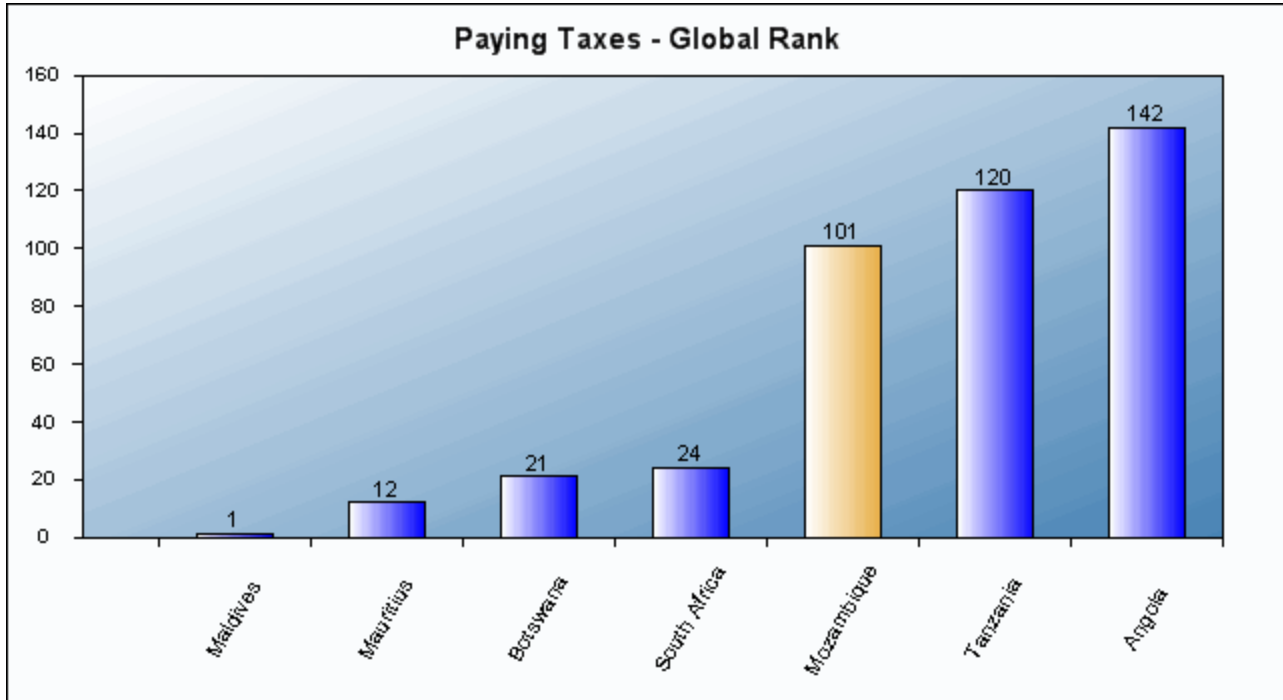
### Case Study Assumptions

- TaxpayerCo is a medium-size business that started operations 2 years ago.
- Tax practitioners are asked to review its 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 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
- Taxes and mandatory contributions include corporate income tax, turnover tax, all labor taxes and contributions paid by the company.
- A range of standard deductions and exemptions are also recorded.

## 1. Benchmarking Paying Taxes Regulations:

Mozambique is ranked 101 overall for Paying Taxes.

Ranking of Mozambique in Paying Taxes - Compared to good practice and selected economies:



The following table shows Paying Taxes data for Mozambique compared to good practice and comparator economies:

<b>Good Practice Economies</b>	<b>Payments (number per year)</b>	<b>Time (hours per year)</b>	<b>Total tax rate (% profit)</b>
<b>Maldives*</b>	3	0	
<b>Timor-Leste</b>			0.2

<i>Selected Economy</i>			
<b>Mozambique</b>	<b>37</b>	<b>230</b>	<b>34.3</b>

<i>Comparator Economies</i>			
<b>Angola</b>	31	282	53.2
<b>Botswana</b>	19	152	19.5
<b>Mauritius</b>	7	161	24.1
<b>South Africa</b>	9	200	30.5
<b>Tanzania</b>	48	172	45.2

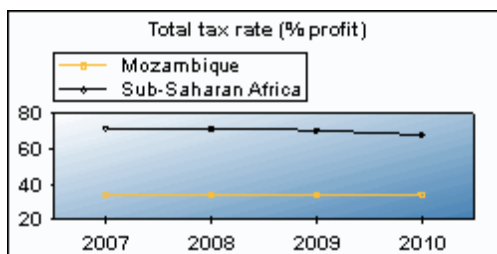
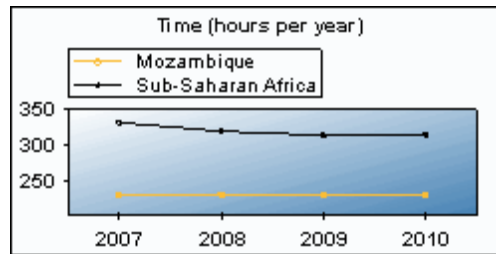
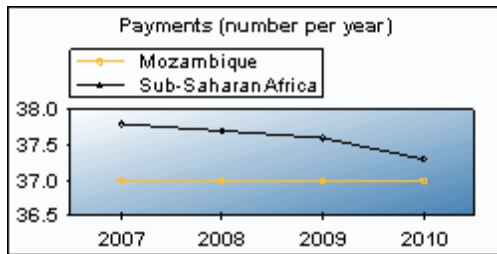
\* The following economies are also good practice economies for :

**Payments (number per year): Qatar**

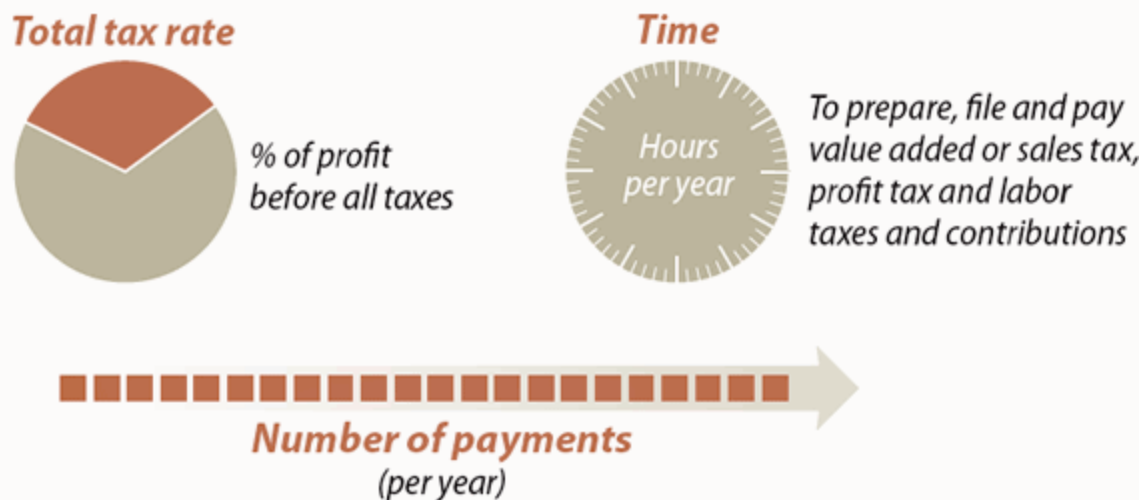
## 2. Historical data: Paying Taxes in Mozambique

Paying Taxes data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	..	..	98	101
Total tax rate (% profit)	34.3	34.3	34.3	34.3
Payments (number per year)	37	37	37	37
Time (hours per year)	230	230	230	230

## 3. The following graphs illustrate the Paying Taxes sub indicators in Mozambique over the past 4 years:



## What are the time, total tax rate and number of payments necessary for a local medium-sized company to pay all taxes?



The table below addresses the taxes and mandatory contributions that a medium-size company must pay or withhold in a given year in Mozambique, as well as measures of administrative burden in paying taxes.

Tax or mandatory contribution	Payments (number)	Notes on Payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% profit)	Notes on TTR
Fuel tax	1						
stamp duty	1						
Value added tax (VAT)	12		120	17.0%	value added		
Municipal property tax	2			01.% to 1%	building value	0.50	
Tax on interest	0	withheld		20.0%	interest income	0.50	
vehicle tax	1				annual fee based on production year and capacity of vehicle.	0.50	
Municipal tax on economical activity	1			4500 (fixed fee)		1.10	
Social security contributions	12		60	4.0%	gross salaries	4.50	

Corporate income tax	7	50	32.0%	taxable profit	27.70
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<b>Totals</b>	<b>37</b>	<b>230</b>			<b>34.3</b>
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Making trade between countries easier is increasingly important for business in today's globalized world. 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. Trade facilitation tools such as electronic data interchange systems, risk-based inspections, and single windows help improve an economy's trading environment and boost firms' international competitiveness. *Doing Business* trade indicators take into account documents, cost and time associated with every procedure for trading a standard shipment of goods by ocean transport. Research indicates that exporters in developing countries have much more to gain by a 10% drop in their trading costs than from a similar decrease of the tariffs applied to their products in global markets.

#### Some reform outcomes

*In Georgia, reducing customs clearance time by a day has led to operational savings of an estimated \$288 per truck, or an annual \$133 million for the country's whole trading community given the growing amount of cross-border trade in recent years.*

*In Korea, predictable cargo processing times and rapid turnover by ports and warehouses provide a benefit to the Korean economy of some \$2 billion annually.*

#### What do the Trading Across Borders indicators measure?

**Trading Across Borders:** exporting and importing by ocean transport

Rankings are based on 3 subindicators

#### Documents required to export and import (number)

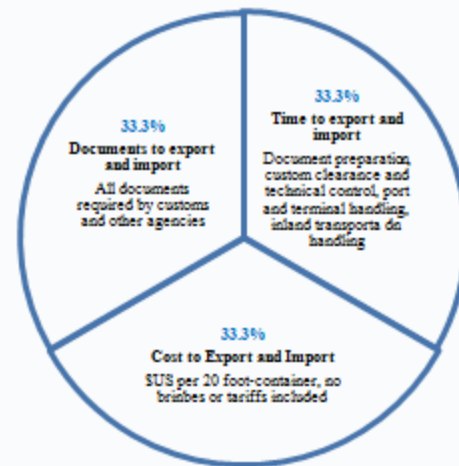
- Bank documents
- Customs clearance documents
- Port and terminal handling documents
- Transport documents

#### 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



#### Case Study Assumptions

##### The Business

- Has at least 60 employees and is located in the economy's largest business city
- Is a private, limited liability company, which exports more than 10% of its sales. It is fully domestically owned and does not operate in an export processing zone or an industrial estate with special export or import privileges

##### The traded product

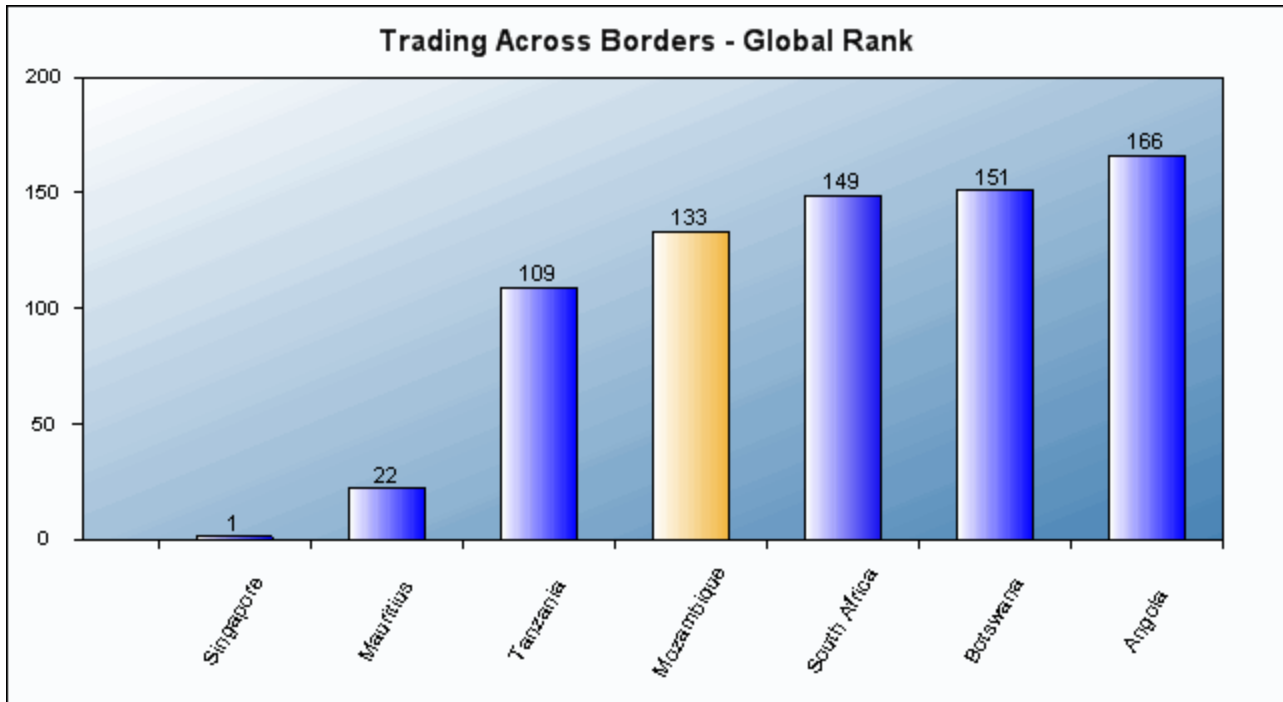
- Is transported in a dry-cargo, 20-foot full container load; weighs 10 tons and is valued at \$20,000
- Is not hazardous or include military items; it does not require special phytosanitary or environmental safety standards, refrigeration or any other special environment
- Is one of the economy's leading export or import products



## 1. Benchmarking Trading Across Borders Regulations:

Mozambique is ranked 133 overall for Trading Across Borders.

Ranking of Mozambique in Trading Across Borders - Compared to good practice and selected economies:



The following table shows Trading Across Borders data for Mozambique compared to good practice and comparator economies:

<b>Good Practice Economies</b>	<b>Documents to export (number)</b>	<b>Time to export (days)</b>	<b>Cost to export (US\$ per container)</b>	<b>Documents to import (number)</b>	<b>Time to import (days)</b>	<b>Cost to import (US\$ per container)</b>
<b>Denmark*</b>		5				
<b>France</b>	2			2		
<b>Malaysia</b>			450			
<b>Singapore</b>					4	439

<i>Selected Economy</i>						
<b>Mozambique</b>	<b>7</b>	<b>23</b>	<b>1100</b>	<b>10</b>	<b>30</b>	<b>1475</b>

<i>Comparator Economies</i>						
<b>Angola</b>	11	52	1850	8	49	2840
<b>Botswana</b>	6	28	3010	9	41	3390
<b>Mauritius</b>	5	13	737	6	13	689
<b>South Africa</b>	8	30	1531	9	35	1807
<b>Tanzania</b>	5	24	1262	7	31	1475

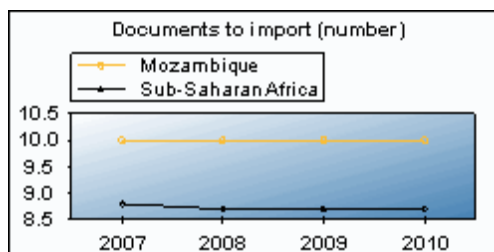
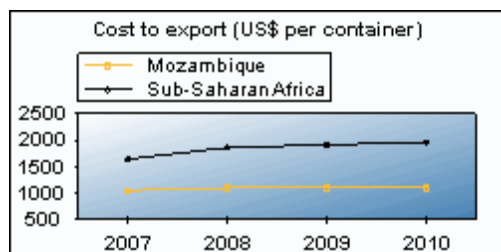
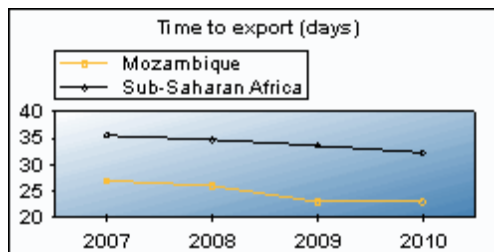
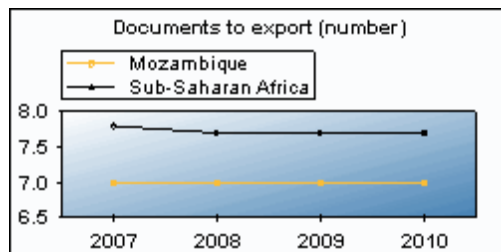
\* The following economies are also good practice economies for :

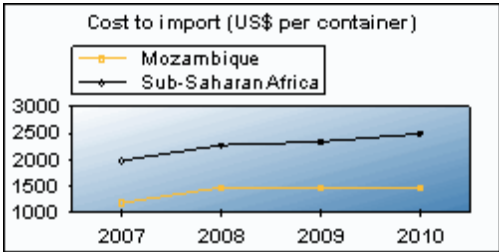
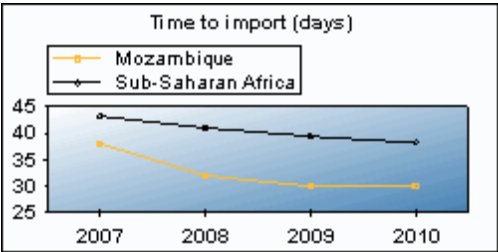
**Time to export (days): Estonia**

## 2. Historical data: Trading Across Borders in Mozambique

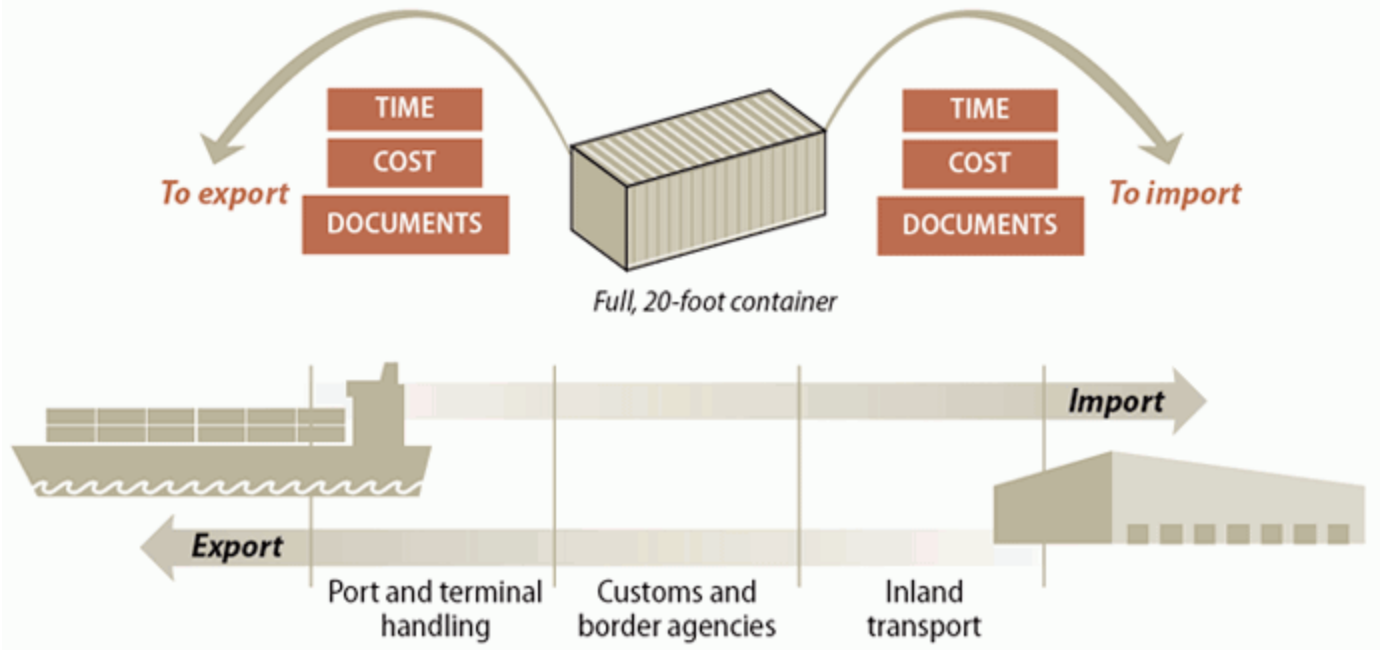
Trading Across Borders data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	..	..	136	133
Cost to export (US\$ per container)	1055	1100	1100	1100
Cost to import (US\$ per container)	1185	1475	1475	1475
Documents to export (number)	7	7	7	7
Documents to import (number)	10	10	10	10
Time to export (days)	27	26	23	23
Time to import (days)	38	32	30	30

3. The following graphs illustrate the Trading Across Borders sub indicators in Mozambique over the past 4 years:





### How much time, how many documents and what cost to export and import across borders by ocean transport?



These tables list the procedures necessary to import and export a standardized cargo of goods in Mozambique. The documents required to export and import the goods are also shown.

Nature of Export Procedures (2010)	Duration (days)	US\$ Cost
Documents preparation	13	185
Customs clearance and technical control	2	250
Ports and terminal handling	4	365
Inland transportation and handling	4	300
Totals	23	1100

Nature of Import Procedures (2010)	Duration (days)	US\$ Cost
Documents preparation	20	495
Customs clearance and technical control	3	280
Ports and terminal handling	5	400
Inland transportation and handling	2	300
Totals	30	1475

**Documents for Export and Import**

**Export**

- Bill of lading
- Cargo release order
- Commercial invoice
- Customs export declaration
- Inspection report from scanner
- Packing list
- Terminal handling receipts

**Import**

- Bill of lading
- Cargo release order
- Certificate of origin
- Commercial invoice
- Customs import declaration
- Delivery order
- Inspection report from scanner
- Packing list
- Pre-shipment inspection clean report of findings
- Terminal handling receipts

Well functioning courts help businesses expand their network and markets. Where contract enforcement is efficient, firms have greater access to credit and are more likely to engage with new borrowers or customers. *Doing Business* measures the efficiency of the judicial system in resolving a commercial sale dispute before local courts. Following the step-by-step evolution of a standardized case study, data relating to the time, cost and procedural complexity of resolving a commercial lawsuit are collected 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 countries, by judges as well).

#### Some reform outcomes

*In Rwanda* the implementation of specialized commercial courts in May 2008 resulted in a significant decrease of the case backlog, and contributed to reduce the time to resolve a commercial dispute by nearly 3 months.

*In Austria* a "data highway" for the courts that allows attachments to be sent electronically has produced savings of €4.4 million in postage alone.

#### What do the Enforcing Contracts indicators measure?

##### Procedures to enforce a contract (number)

- Any interaction between the parties in a commercial dispute, or between them and the judge or court officer
- Steps to file the case
- Steps for trial and judgment
- Steps to enforce the judgment

##### Time required to complete procedures (calendar days)

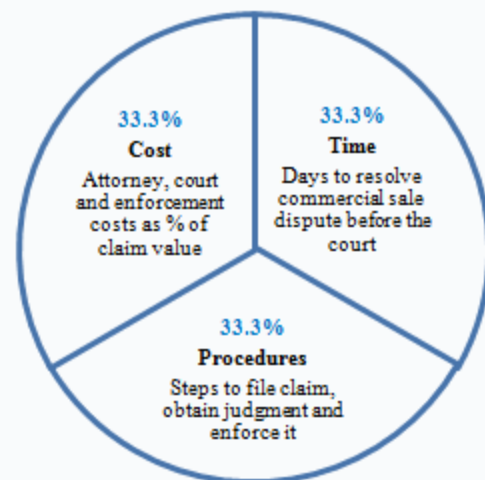
- Time to file and serve the case
- Time for trial and obtaining judgment
- Time to enforce the judgment

##### Cost required to complete procedures (% of claim)

- No bribes
- Average attorney fees
- Court costs, including expert fees
- Enforcement costs

**Enforcing Contracts:** resolving a commercial dispute through the courts

Rankings are based on 3 subindicators



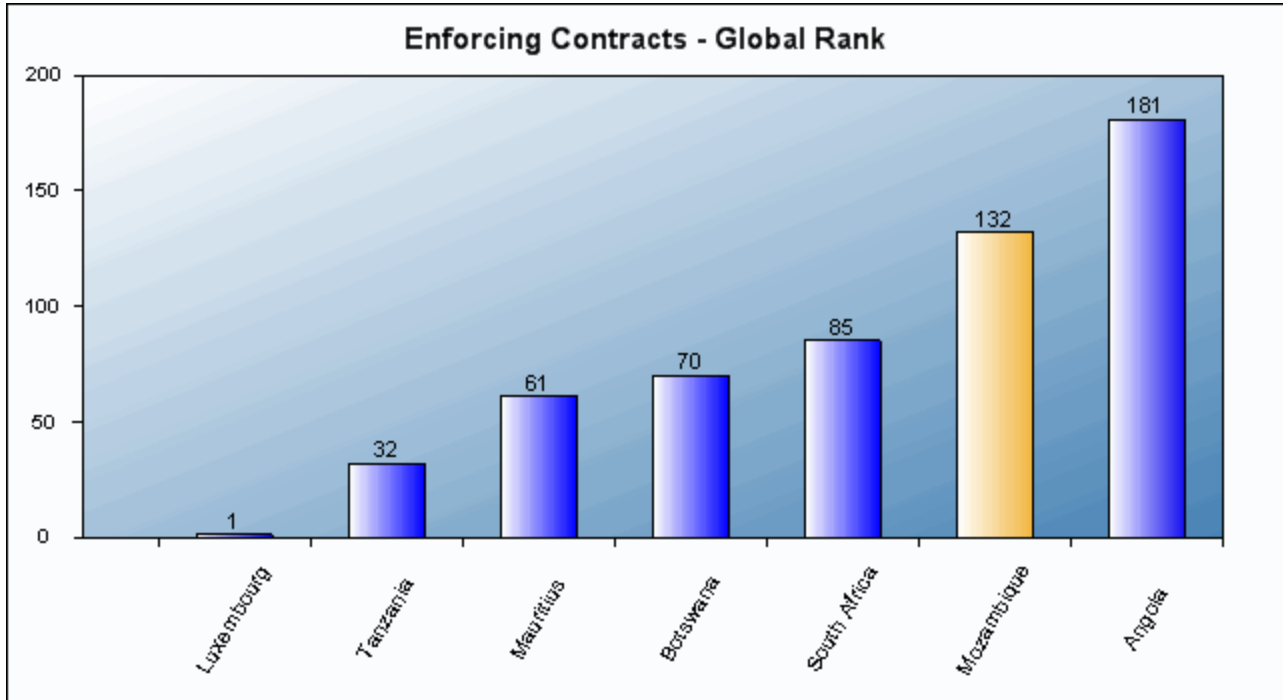
#### Case Study Assumptions

- Seller and Buyer are domestic companies
- Buyer orders custom-made goods, then does not pay
- Seller sues Buyer before competent court
- Value of claim is 200% of GNI per capita
- Seller requests pre-trial attachment to secure claim
- Dispute on quality of the goods requires expert opinion
- Judge decides in favor of Seller, no appeal
- Seller enforces judgment through a public sale of Buyer's movable assets.

## 1. Benchmarking Enforcing Contracts Regulations:

Mozambique is ranked 132 overall for Enforcing Contracts.

Ranking of Mozambique in Enforcing Contracts - Compared to good practice and selected economies:





The following table shows Enforcing Contracts data for Mozambique compared to good practice and comparator economies:

<b>Good Practice Economies</b>	<b>Procedures (number)</b>	<b>Time (days)</b>	<b>Cost (% of claim)</b>
<b>Bhutan</b>			0.1
<b>Ireland</b>	20		
<b>Singapore</b>		150	

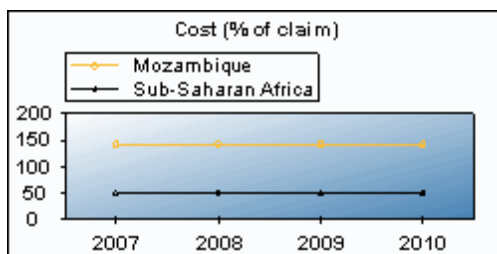
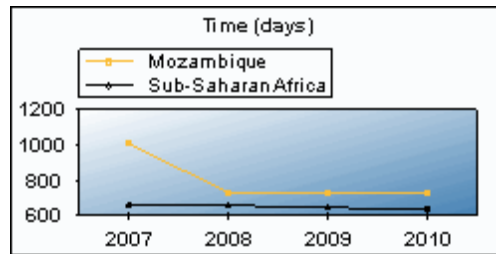
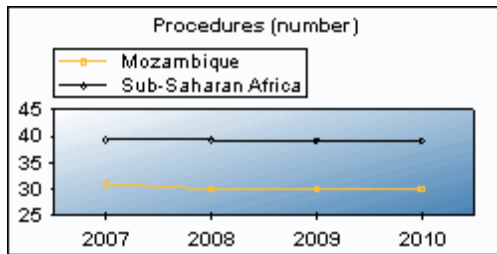
<i>Selected Economy</i>			
<b>Mozambique</b>	<b>30</b>	<b>730</b>	<b>142.5</b>

<i>Comparator Economies</i>			
<b>Angola</b>	46	1011	44.4
<b>Botswana</b>	29	625	28.1
<b>Mauritius</b>	36	645	17.4
<b>South Africa</b>	30	600	33.2
<b>Tanzania</b>	38	462	14.3

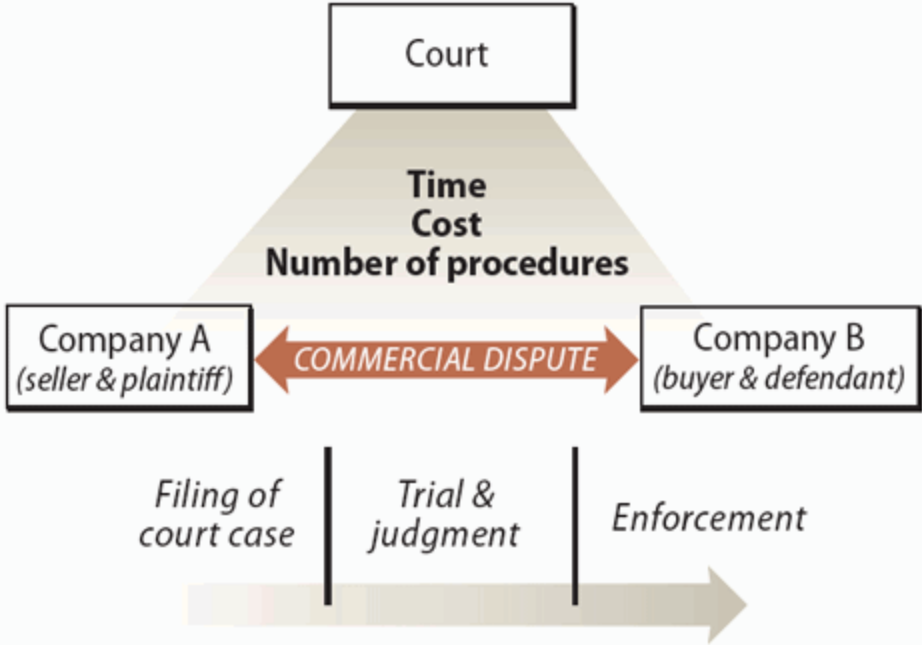
## 2. Historical data: Enforcing Contracts in Mozambique

Enforcing Contracts data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	..	..	129	132
Procedures (number)	31	30	30	30
Time (days)	1010	730	730	730
Cost (% of claim)	142.5	142.5	142.5	142.5

3. The following graphs illustrate the Enforcing Contracts sub indicators in Mozambique over the past 4 years:



**What are the time, cost and number of procedures to resolve a commercial dispute through the courts?**



This topic looks at the efficiency of contract enforcement in Mozambique.

Nature of Procedure (2010)	Indicator
Procedures (number)	30
Time (days)	730
Filing and service	90.0
Trial and judgment	460.0
Enforcement of judgment	180.0
<b>Cost (% of claim)*</b>	<b>142.50</b>
Attorney cost (% of claim)	98.5
Court cost (% of claim)	24.0
Enforcement Cost (% of claim)	20.0

**Court information:** Maputo District Court ("Tribunal Judicial do Distrito")

\* Claim assumed to be equivalent to 200% of income per capita.

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 businesses' speedy return 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.

### Some reform outcomes

*A study of the 2005 bankruptcy reform in Brazil found that it had led to an average reduction of 22% in the cost of credit for Brazilian companies, a 39% increase in overall credit and a 79% increase in long-term credit in the economy. The purpose of the reform was to improve creditor protection in insolvency proceedings.*

*Following the introduction of debtor-in-possession reorganizations in Korea in 2006, the number of reorganization filings increased from 76 in 2006 to 670 in 2009.*

### What does the Closing a Business indicator measure?

**Closing a Business:** insolvency proceedings against local company

#### Time required to recover debt (years)

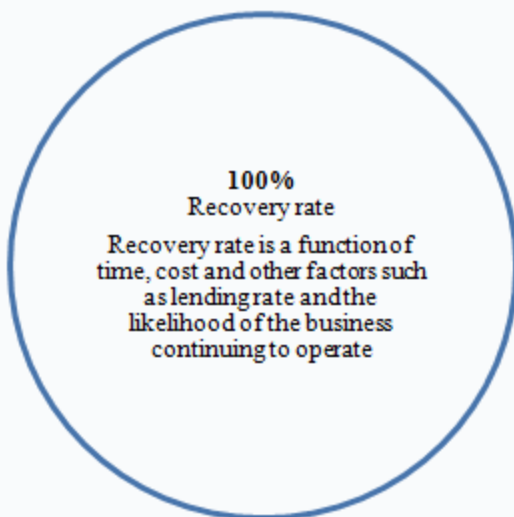
- Measured in calendar years
- Appeals and requests for extension are included

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

- Measured as percentage of estate value
- Court fees
- Fees of insolvency administrators
- Lawyers' fees
- Assessors' and auctioneers' fees
- All other fees and costs

#### Recovery rate for creditors (cents on the dollar)

- Measures the cents on the dollar recovered by creditors
- Present value of debt recovered
- 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



### *Case Study Assumptions*

#### The Company

- is domestically owned
- is a limited liability company operating a hotel
- operates in the economy's largest business city
- has 201 employees, 1 secured creditor and 50 unsecured creditors
- has a higher value as a going concern and a lower value in a piecemeal sale of assets

## 1. Benchmarking Closing Business Regulations:

Mozambique is ranked 129 overall for Closing a Business.

Ranking of Mozambique in Closing Business - Compared to good practice and selected economies:



The following table shows Closing Business data for Mozambique compared to good practice and comparator economies:

<b>Good Practice Economies</b>	<b>Recovery rate (cents on the dollar)</b>	<b>Time (years)</b>	<b>Cost (% of estate)</b>
<b>Ireland</b>		0.4	
<b>Japan</b>	92.7		
<b>Singapore*</b>			1

<i>Selected Economy</i>			
<b>Mozambique</b>	<b>17.7</b>	<b>5.0</b>	<b>9</b>

<i>Comparator Economies</i>			
<b>Angola</b>	8.4	6.2	22
<b>Botswana</b>	63.7	1.7	15
<b>Mauritius</b>	35.1	1.7	15
<b>South Africa</b>	34.4	2.0	18
<b>Tanzania</b>	21.9	3.0	22

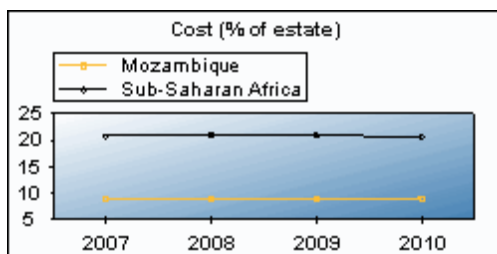
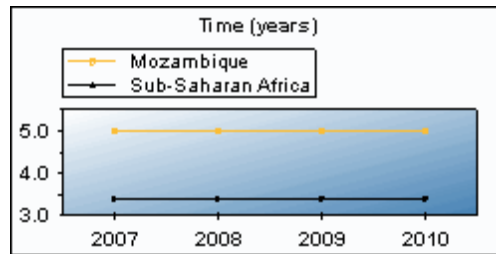
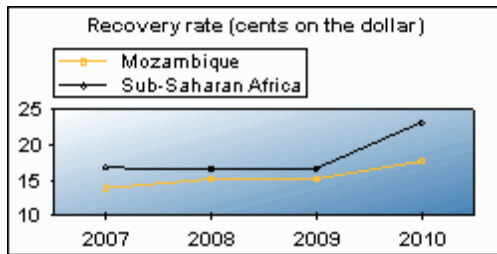
\* The following economies are also good practice economies for :

**Cost (% of estate): Colombia, Kuwait, Norway**

## 2. Historical data: Closing Business in Mozambique

Closing a Business data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	..	..	135	129
Time (years)	5.0	5.0	5.0	5.0
Cost (% of estate)	9	9	9	9
Recovery rate (cents on the dollar)	13.9	15.2	15.2	17.7

3. The following graphs illustrate the Closing Business sub indicators in Mozambique over the past 4 years:





Since 2004 Doing Business has been tracking reforms aimed at simplifying business regulations, strengthening property rights, opening access to credit and enforcing contracts by measuring their impact on 10 indicator sets . \* Nearly 1,000 reforms have had an impact on these indicators. *Doing Business 2011*, covering June 2009 to June 2010, reports that 117 economies implemented 216 reforms to make it easier to start a business. 64% of economies measured by Doing Business have reformed this year, focusing on easing business start-up, lightening the tax burden, simplifying import and export regulations and improving credit information systems.

## The top 10 most-improved in Doing Business 2011

Economy	Indicator									
	Starting a Business	Dealing with Construction Permits	Registering Property	Getting Credit	Protecting Investors	Paying Taxes	Trading Across Borders	Enforcing Contracts	Closing a Business	Employing Workers
Kazakhstan	✓	✓				✓	✓			
Rwanda		✓		✓			✓			
Peru	✓	✓	✓				✓			
Vietnam	✓	✓		✓						
Cape Verde	✓		✓				✓			
Tajikistan	✓				✓		✓			
Zambia	✓						✓	✓		
Hungary		✓	✓				✓			✓
Grenada	✓		✓				✓			
Brunei Darussalam	✓						✓	✓		

✓ Positive Change  
 ✗ Negative Change

\* For *Doing Business 2011* the Employing Workers indicator is not included in the aggregate ease of doing business ranking.

## **Summary of changes to business regulation in top 10 most improved economies in *Doing Business 2011* and selected comparator economies.**

<b>Angola</b>	Angola reduced the time for trading across borders by making investments in port infrastructure and administration.
<b>Brunei Darussalam</b>	Brunei Darussalam made starting a business easier by improving efficiency at the company registrar and implementing an electronic system for name searches. Brunei Darussalam reduced the corporate income tax rate from 23.5% to 22% while also introducing a lower tax rate for small businesses, ranging from 5.5% to 11%. The introduction of an electronic customs system in Brunei Darussalam made trading easier.
<b>Cape Verde</b>	Cape Verde made start-up easier by eliminating the need for a municipal inspection before a business begins operations and computerizing the system for delivering the municipal license. Cape Verde eased property registration by switching from fees based on a percentage of the property value to lower fixed rates. Cape Verde abolished the stamp duties on sales and checks.
<b>Grenada</b>	Grenada eased business start-up by transferring responsibility for the commercial registry from the courts to the civil administration. The appointment of a registrar focusing only on property cut the time needed to transfer property in Grenada by almost half. Grenada's customs administration made trading faster by simplifying procedures, reducing inspections, improving staff training and enhancing communication with users.
<b>Hungary</b>	Hungary implemented a time limit for the issuance of building permits. Hungary reduced the property registration fee by 6% of the property value. Hungary simplified taxes and tax bases. Amendments to Hungary's bankruptcy law encourage insolvent companies to consider reaching agreements with creditors out of court so as to avoid bankruptcy.
<b>Kazakhstan</b>	Kazakhstan eased business start-up by reducing the minimum capital requirement to 100 tenge (\$0.70) and eliminating the need to have the memorandum of association and company charter notarized. Kazakhstan made dealing with construction permits easier by implementing a one-stop shop related to technical conditions for utilities. Kazakhstan strengthened investor protections by requiring greater corporate disclosure in company annual reports. Kazakhstan speeded up trade through efforts to modernize customs, including implementation of a risk management system and improvements in customs automation.
<b>Mauritius</b>	Mauritius introduced a new corporate social responsibility tax. Mauritius speeded up the resolution of commercial disputes by recruiting more judges and adding more courtrooms.
<b>Mozambique</b>	Mozambique eased business start-up by introducing a simplified licensing process.
<b>Peru</b>	Peru eased business start-up by simplifying the requirements for operating licenses and creating an online one-stop shop for business registration. Peru streamlined construction permitting by implementing administrative reforms. Peru introduced fast-track procedures at the land registry, cutting by half the time needed to register property. Peru made trading easier by implementing a new web-based electronic data interchange system, risk-based inspections and payment deferrals.
<b>Rwanda</b>	Rwanda made dealing with construction permits easier by passing new building regulations at the end of April 2010 and implementing new time limits for the issuance of various permits. Rwanda enhanced access to credit by allowing borrowers the right to inspect their own credit report and mandating that loans of all sizes be reported to the central bank's public credit registry. Rwanda reduced the number of trade documents required and enhanced its joint border management procedures with Uganda and other neighbors, leading to an improvement in the trade logistics environment.
<b>Tajikistan</b>	Tajikistan made starting a business easier by creating a one-stop shop that consolidates registration with the state and the tax authority. Tajikistan strengthened investor protections by requiring greater corporate disclosure in the annual report and greater access to corporate information for minority investors. Tajikistan lowered its corporate income tax rate.

**Vietnam**

Vietnam eased company start-up by creating a one-stop shop that combines the processes for obtaining a business license and tax license and by eliminating the need for a seal for company licensing. Vietnam made dealing with construction permits easier by reducing the cost to register newly completed buildings by 50% and transferring the authority to register buildings from local authorities to the Department of National Resources and Environment. Vietnam improved its credit information system by allowing borrowers to examine their own credit report and correct errors.

**Zambia**

Zambia eased business start-up by eliminating the minimum capital requirement. Zambia eased trade by implementing a one-stop border post with Zimbabwe, launching web-based submission of customs declarations and introducing scanning machines at border posts. Zambia improved contract enforcement by introducing an electronic case management system in the courts that provides electronic referencing of cases, a database of laws, real-time court reporting and public access to court records.



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