

Doing Business 2010

Jordan

COMPARING REGULATION IN 183 ECONOMIES



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ISBN: 978-0-8213-7961-5
E-ISBN: 978-0-8213-7965-3
DOI: 10.1596/978-0-8213-7961-5
ISSN: 1729-2638

Library of Congress Cataloging-in-Publishing Data has been applied for.

Printed in the United States.

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Introduction

Doing Business 2010: Reforming Through Difficult Times is the seventh 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 10 stages of a business's life are measured: starting a business, dealing with construction permits, employing workers, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts and closing a business. Data in *Doing Business 2010: Reforming Through Difficult Times* are current as of June 1, 2009*. 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, 27 in Eastern Europe and Central Asia, 24 in East Asia and Pacific, 19 in the Middle East and North Africa and 8 in South Asia, as well as 27 OECD high-income economies as benchmarks.

The following pages present the summary Doing Business indicators for Jordan. The data used for this country 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 2010: Reforming Through Difficult Times* 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).

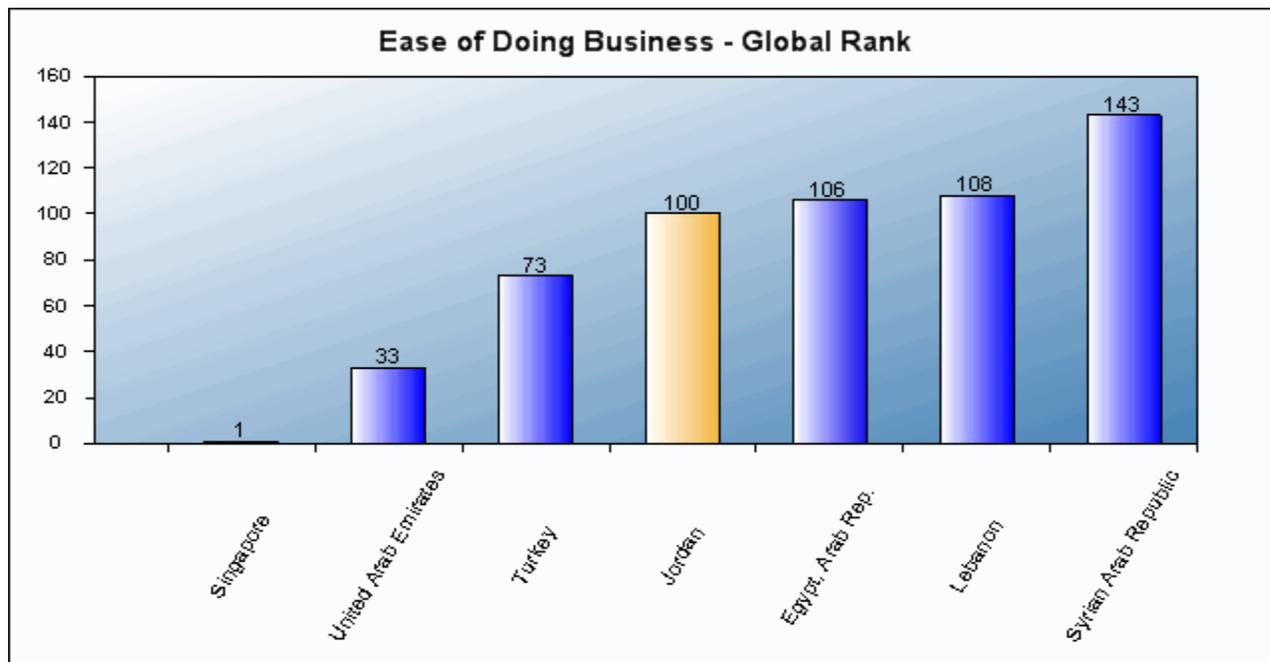
* Except for the Paying Taxes indicator that refers to the period January to December of 2008.

Note: Doing Business 2008 and Doing Business 2009 data and rankings have been recalculated to reflect changes to the methodology and the addition of new countries (in the case of the rankings).

Economy Rankings - Ease of Doing Business

Jordan is ranked 100 out of 183 economies. Singapore is the top ranked economy in the Ease of Doing Business.

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



Jordan's ranking in Doing Business 2010

Rank	Doing Business 2010
Ease of Doing Business	100
Starting a Business	125
Dealing with Construction Permits	92
Employing Workers	51
Registering Property	106
Getting Credit	127
Protecting Investors	119
Paying Taxes	26
Trading Across Borders	71
Enforcing Contracts	124
Closing a Business	96

Summary of Indicators - Jordan

Starting a Business	Procedures (number)	8
	Time (days)	13
	Cost (% of income per capita)	49.5
	Min. capital (% of income per capita)	19.9
Dealing with Construction Permits	Procedures (number)	19
	Time (days)	87
	Cost (% of income per capita)	697.1
Employing Workers	Difficulty of hiring index (0-100)	11
	Rigidity of hours index (0-100)	0
	Difficulty of redundancy index (0-10)	60
	Rigidity of employment index (0-100)	24
	Redundancy costs (weeks of salary)	4
Registering Property	Procedures (number)	7
	Time (days)	21
	Cost (% of property value)	7.5
Getting Credit	Strength of legal rights index (0-10)	4
	Depth of credit information index (0-6)	2
	Public registry coverage (% of adults)	1.0
	Private bureau coverage (% of adults)	0.0
Protecting Investors	Extent of disclosure index (0-10)	5
	Extent of director liability index (0-10)	4
	Ease of shareholder suits index (0-10)	4
	Strength of investor protection index (0-10)	4.3
Paying Taxes	Payments (number per year)	26
	Time (hours per year)	101
	Profit tax (%)	14.3
	Labor tax and contributions (%)	12.4
	Other taxes (%)	4.4
	Total tax rate (% profit)	31.1

Trading Across Borders	Documents to export (number)	7
	Time to export (days)	17
	Cost to export (US\$ per container)	730
	Documents to import (number)	7
	Time to import (days)	19
	Cost to import (US\$ per container)	1290
Enforcing Contracts	Procedures (number)	38
	Time (days)	689
	Cost (% of claim)	31.2
Closing a Business	Recovery rate (cents on the dollar)	27.3
	Time (years)	4.3
	Cost (% of estate)	9

Starting a Business

When entrepreneurs draw up a business plan and try to get under way, the first hurdles they face are the procedures required to incorporate and register the new firm before they can legally operate. Economies differ greatly in how they regulate the entry of new businesses. In some the process is straightforward and affordable. In others the procedures are so burdensome that entrepreneurs may have to bribe officials to speed up the process or may decide to run their businesses informally.

Analysis shows that burdensome entry regulations do not increase the quality of products, make work safer or reduce pollution. Instead, they constrain private investment; push more people into the informal economy; increase consumer prices and fuel corruption.

Methodology

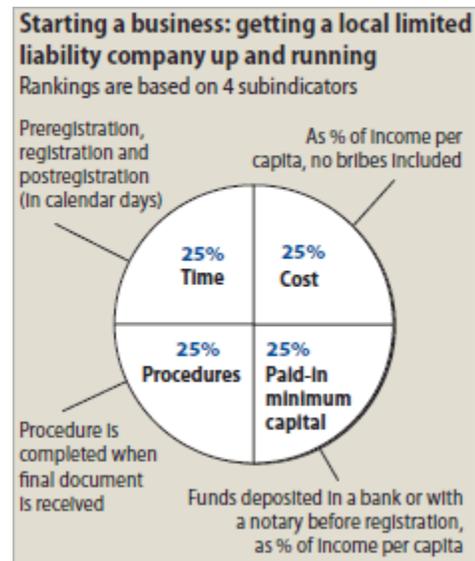
The data on starting a business is based on a survey and research investigating the procedures that a standard small to medium-size company needs to complete to start operations legally. This includes obtaining all necessary permits and licenses and completing all required inscriptions, verifications and notifications with authorities to enable the company to formally operate. Procedures are recorded only where interaction is required with an external party. It is assumed that the founders complete all procedures themselves unless professional services (such as by a notary or lawyer) are required by law. Voluntary procedures are not counted, nor are industry-specific requirements and utility hook-ups. Lawful shortcuts are counted.

It is assumed that all information is readily available to the entrepreneur, that there has been no prior contact with officials and that all government and nongovernment entities involved in the process function without corruption.

Survey Case Study

The business:

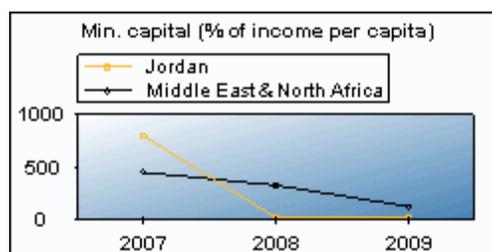
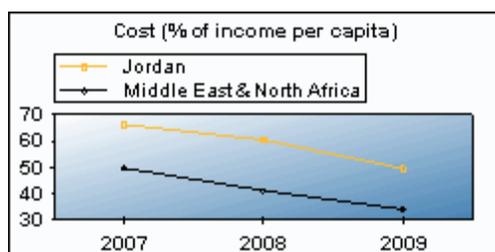
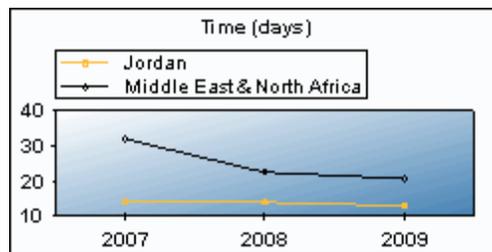
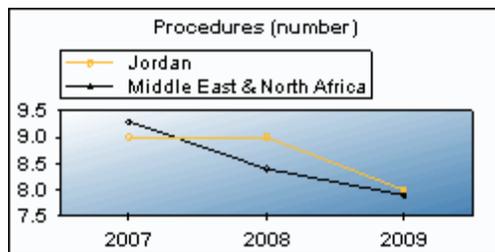
- is a limited liability company conducting general commercial activities
- is located in the largest business city
- is 100% domestically owned
- has a start-up capital of 10 times income per capita
- has a turnover of at least 100 times income per capita
- has between 10 and 50 employees
- does not qualify for any special benefits
- does not own real estate



1. Historical data: Starting a Business in Jordan

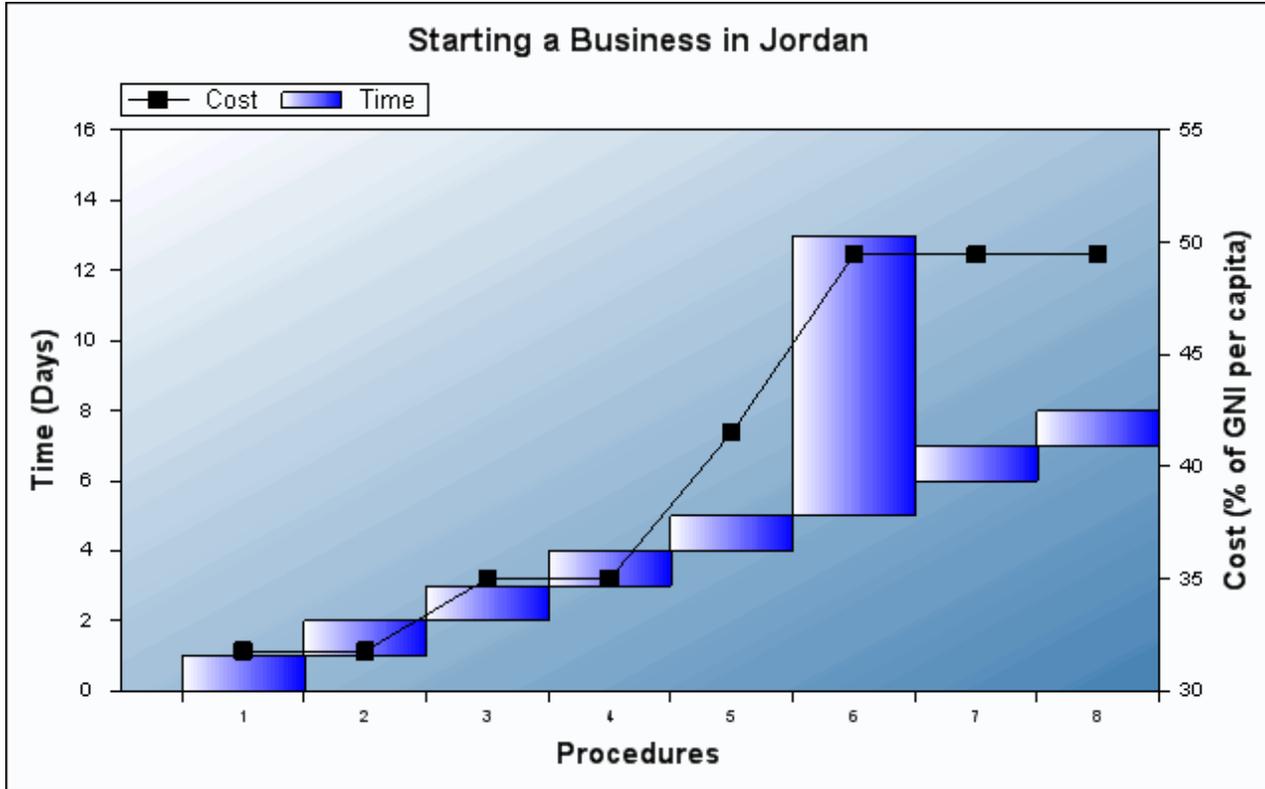
Starting a Business data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	119	125
Procedures (number)	9	9	8
Time (days)	14	14	13
Cost (% of income per capita)	66.2	60.4	49.5
Min. capital (% of income per capita)	795.4	24.2	19.9

2. The following graphs illustrates the Starting a Business indicators in Jordan over the past 3 years:



3. Steps to Starting a Business in Jordan

It requires 8 procedures, takes 13 days, and costs 49.47 % GNI per capita to start a business in Jordan.



List of Procedures:

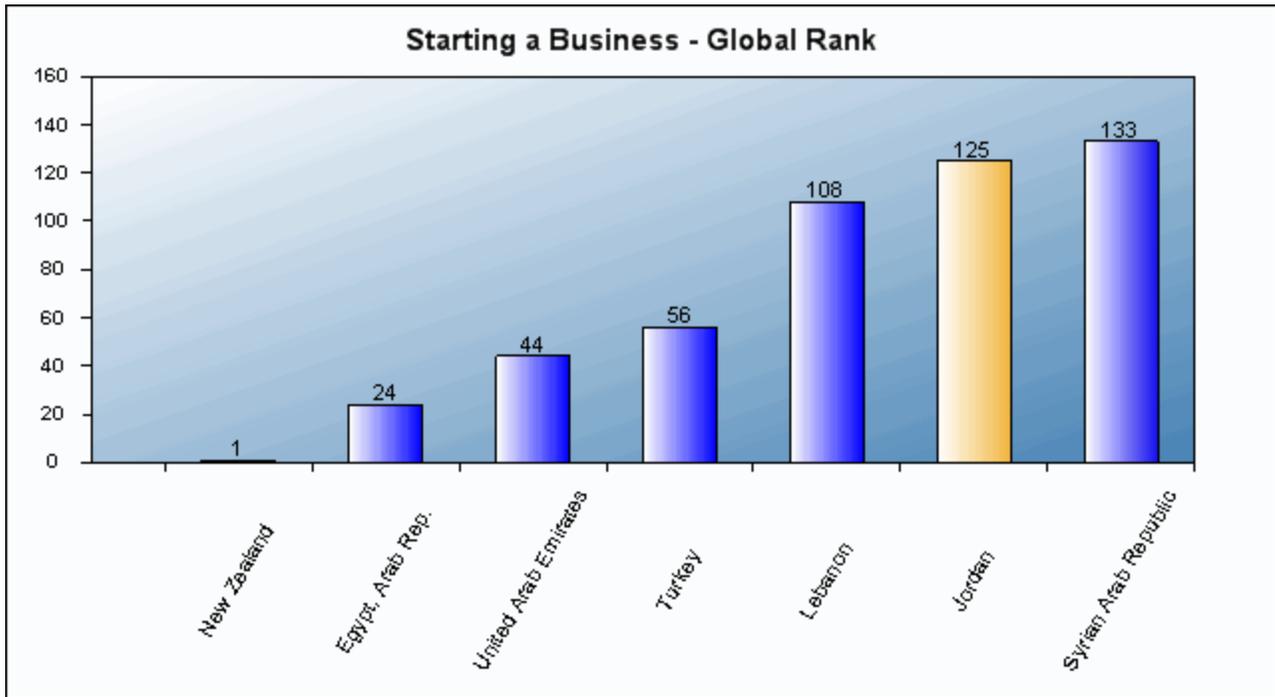
1. Execute the company's formation contract and the memorandum and articles of association.
2. Open bank account; deposit 50% of the capital
3. Register the company; obtain registration certificate, and file general assembly first meeting and board of directors' minutes of meeting at the Ministry of Industry and Trade
4. Register for corporate tax, salary withholding tax, and VAT
5. Register with the chamber of industry or chamber of commerce
6. Obtain a vocational license from the municipality
7. Inspection by municipality on safety and health
8. Register for social security

More detail is included in the appendix.

4. Benchmarking Starting a Business Regulations:

Jordan is ranked 125 overall for Starting a Business.

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



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

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

<i>Selected Economy</i>				
Jordan	8	13	49.5	19.9

<i>Comparator Economies</i>				
Egypt, Arab Rep.	6	7	16.1	0.0
Lebanon	5	9	78.2	51.0
Syrian Arab Republic	7	17	27.8	1012.5
Turkey	6	6	14.2	9.5
United Arab Emirates	8	15	6.2	0.0

* The following economies are also good practice economies for :

Procedures (number): **Canada**

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

Dealing with Construction Permits

Once entrepreneurs have registered a business, what regulations do they face in operating it? To measure such regulation, Doing Business focuses on the construction sector. Construction companies are under constant pressure from government to comply with inspections, with licensing and safety regulations, from customers to be quick and cost-effective. These conflicting pressures point to the tradeoff in building regulation; the tradeoff between protecting people (construction workers, tenants, passersby) and keeping the cost of building affordable.

In many economies, especially poor 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.

Methodology

The indicators on dealing with construction permits record all procedures officially required for an entrepreneur in the construction industry to build a warehouse. These include submitting project documents (building plans, site maps) to the authorities, obtaining all necessary licenses and permits, completing all required notifications and receiving all necessary inspections. They also include procedures for obtaining utility connections, such as electricity, telephone, water and sewerage. The time and cost to complete each procedure under normal circumstances are calculated. All official fees associated with legally completing the procedures are included. Time is recorded in calendar days. The survey assumes that the entrepreneur is aware of all existing regulations and does not use an intermediary to complete the procedures unless required to do so by law.

Survey Case Study

The business:

- is a small to medium-size limited liability company
- is located in the largest business city
- is domestically owned and operated, in the construction business
- has 20 qualified employees

The warehouse to be built:

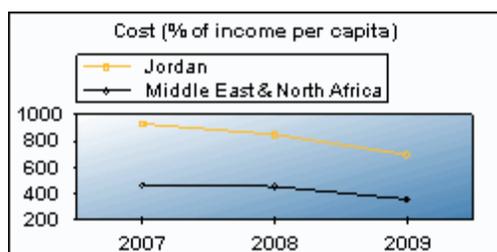
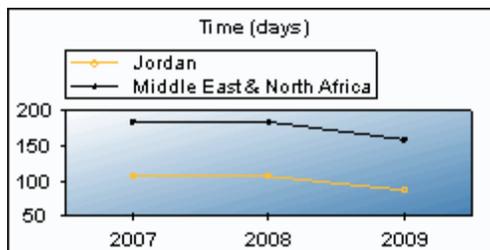
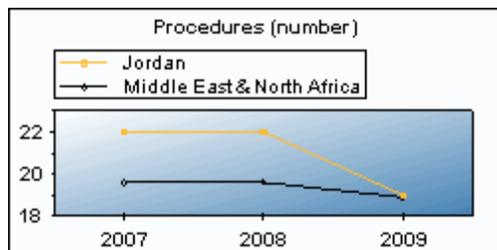
- is a new construction (there was no previous construction on the land)
- has complete architectural and technical plans prepared by a licensed architect
- will be connected to electricity, water, sewerage (sewage system, septic tank or their equivalent) and one land phone line. The connection to each utility network will be 32 feet, 10 inches (10 meters) long.
- will be used for general storage, such as of books or stationery. The warehouse will not be used for any goods requiring special conditions, such as food, chemicals or pharmaceuticals.
- will take 30 weeks to construct (excluding all delays due to administrative and regulatory requirements).



1. Historical data: Dealing with Construction Permits in Jordan

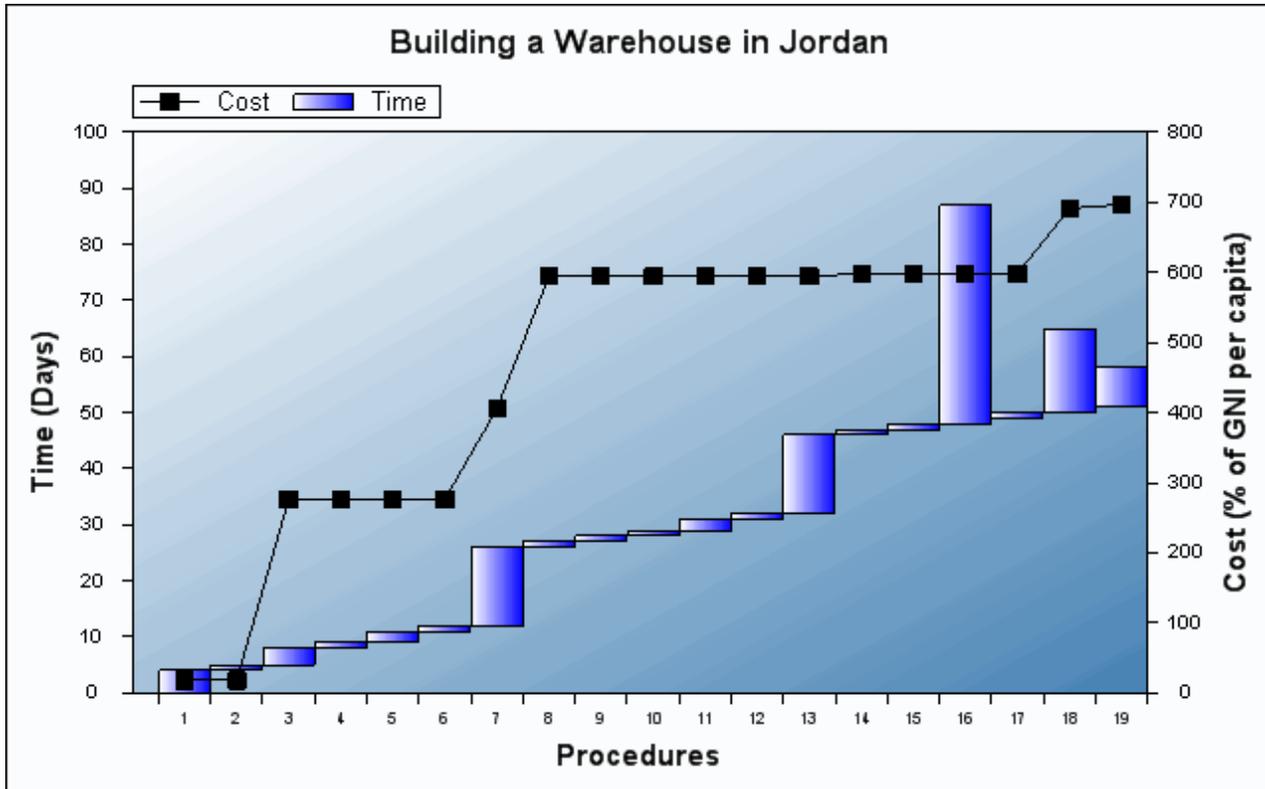
Dealing with Construction Permits data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	116	92
Procedures (number)	22	22	19
Time (days)	107	107	87
Cost (% of income per capita)	930.3	849.0	697.1

2. The following graphs illustrates the Dealing with Construction Permits indicators in Jordan over the past 3 years:



3. Steps to Building a Warehouse in Jordan

It requires 19 procedures, takes 87 days, and costs 697.12 % GNI per capita to build a warehouse in Jordan.



List of Procedures:

- | | |
|---|---|
| 1. Receive soil examination by licensed engineering office | 9. Apply for occupancy permit at the Greater Amman Municipality |
| 2. Obtain location (land use) permit from the Greater Amman Municipality | 10. Receive inspection of completed works from Civil Defense Directorate |
| 3. Obtain approval of project design drawings by the Engineering Association | 11. Receive final approval from Civil Defense Directorate |
| 4. Apply for building permit from the Greater Amman Municipality | 12. Receive inspection of completed works from Greater Amman Municipality |
| 5. Obtain project clearance on fire safety from Civil Defense Directorate | 13. Obtain occupancy permit |
| 6. Receive inspection by the City Development Department of the Greater Amman Municipality | 14. Apply for electricity connection from Jordan Electricity Company |
| 7. Obtain building permit from Greater Amman Municipality | 15. Apply for water connection from Jordan Water Authority |
| 8. Sign a contract with an authorized engineering office for inspections of the construction site | 16. Receive electricity inspection and obtain electricity connection |
| | 17. Receive water and sewerage inspection |

18. Obtain water and sewerage connection

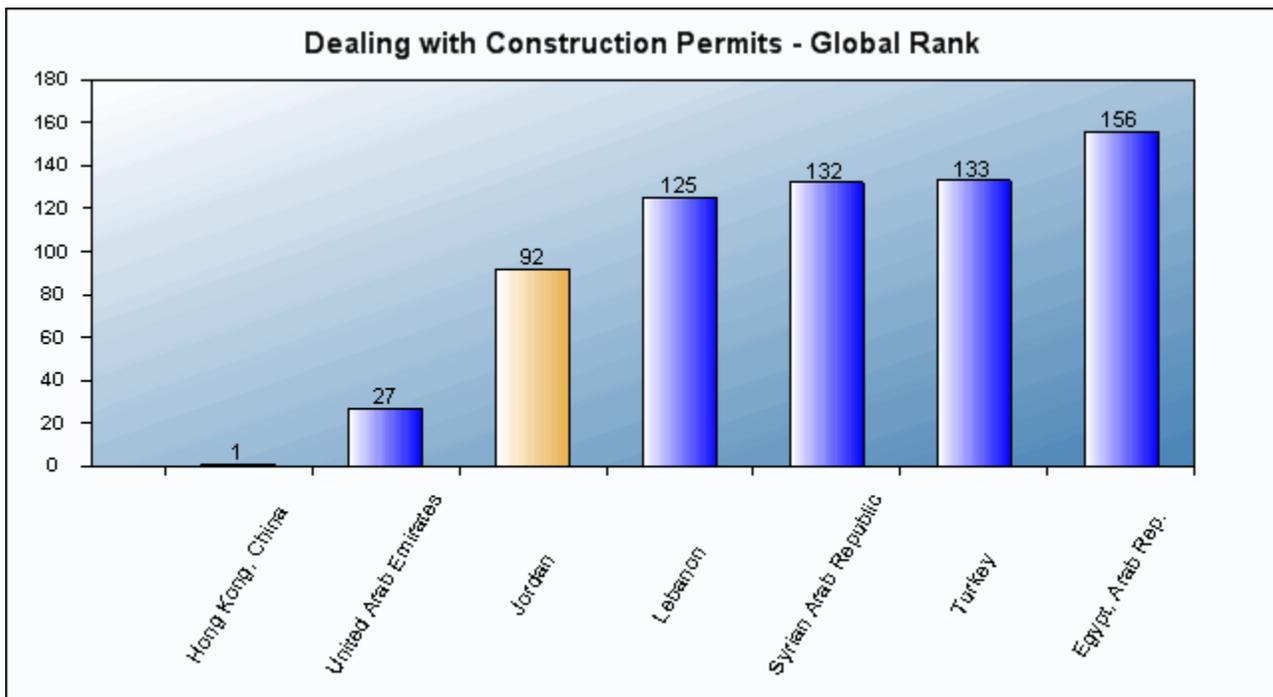
19. Obtain fixed telephone line

More detail is included in the appendix.

4. Benchmarking Dealing with Construction Permits Regulations:

Jordan is ranked 92 overall for Dealing with Construction Permits.

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



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

Good Practice Economies	Procedures (number)	Time (days)	Cost (% of income per capita)
Denmark	6		
Qatar			0.6
Singapore		25	

<i>Selected Economy</i>			
Jordan	19	87	697.1

<i>Comparator Economies</i>			
Egypt, Arab Rep.	25	218	331.6
Lebanon	20	211	194.8
Syrian Arab Republic	26	128	540.3
Turkey	25	188	218.8
United Arab Emirates	17	64	30.7

Employing Workers

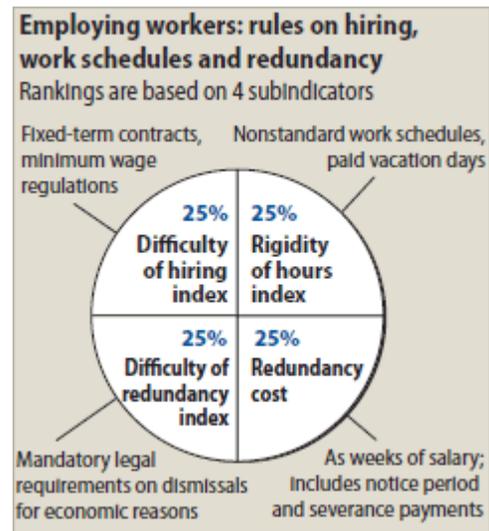
Economies worldwide have established a system of laws and institutions intended to protect workers and guarantee a minimum standard of living for its population. This system generally encompasses four bodies of law: employment, industrial relations, social security and occupational health and safety laws.

Employment regulations are needed to allow efficient contracting between employers and workers and to protect workers from discriminatory or unfair treatment by employers. Doing Business measures flexibility in the regulation of hiring, working hours and dismissal in a manner consistent with the conventions of the International Labour Organization (ILO). An economy can have the most flexible labor regulations as measured by Doing Business while ratifying and complying with all conventions directly relevant to the factors measured by Doing Business and with the ILO core labor standards. No economy can achieve a better score by failing to comply with these conventions.

Governments all over the world face the challenge of finding the right balance between worker protection and labor market flexibility. But in developing countries especially, regulators often err to one extreme, pushing employers and workers into the informal sector. Analysis across economies shows that while employment regulation generally increases the tenure and wages of incumbent workers, overly rigid regulations may have undesirable side effects. These include less job creation, smaller company size, less investment in research and development, and longer spells of unemployment and thus the obsolescence of skills, all of which may reduce productivity growth.

Methodology

Two measures are presented: a rigidity of employment index and a redundancy cost measure. The rigidity of employment index is the average of three sub-indices: difficulty of hiring, rigidity of hours and difficulty of redundancy. Each index takes values between 0 and 100, with higher values indicating more rigid regulation. The difficulty of hiring index measures the flexibility of contracts and the ratio of the minimum wage to the value added per worker. The rigidity of hours index covers restrictions on weekend and night work, requirements relating to working time and the workweek taking into account legal provisions that refer specifically to small to medium-size companies in the manufacturing industry in which continuous operation is economically necessary, as well as mandated days of annual leave with pay. The difficulty of redundancy index covers workers' legal protections against dismissal, including the grounds permitted for dismissal and procedures for dismissal (individual and collective): notification and approval requirements, retraining or reassignment obligations and priority rules for dismissals and reemployment.



The Redundancy cost indicator measures the cost of advance notice requirements, severance payments and penalties due when terminating a redundant worker, expressed in weeks of salary.

Survey Case Study

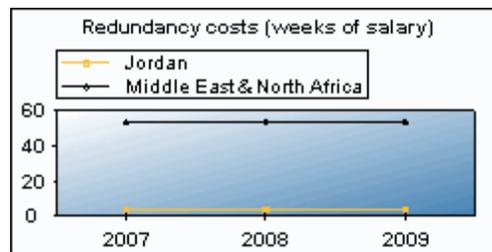
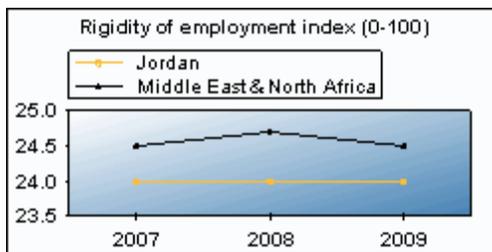
The business:

- is a limited liability company operating in the manufacturing sector
- is located in the largest business city
- is 100% domestically owned
- has 60 employees
- The company is also assumed to be subject to collective bargaining agreements in economies where such agreements cover more than half the manufacturing sector and apply even to firms not party to them.

1. Historical data: Employing Workers in Jordan

Employing Workers data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	48	51
Redundancy costs (weeks of salary)	4	4	4
Rigidity of employment index (0-100)	24	24	24

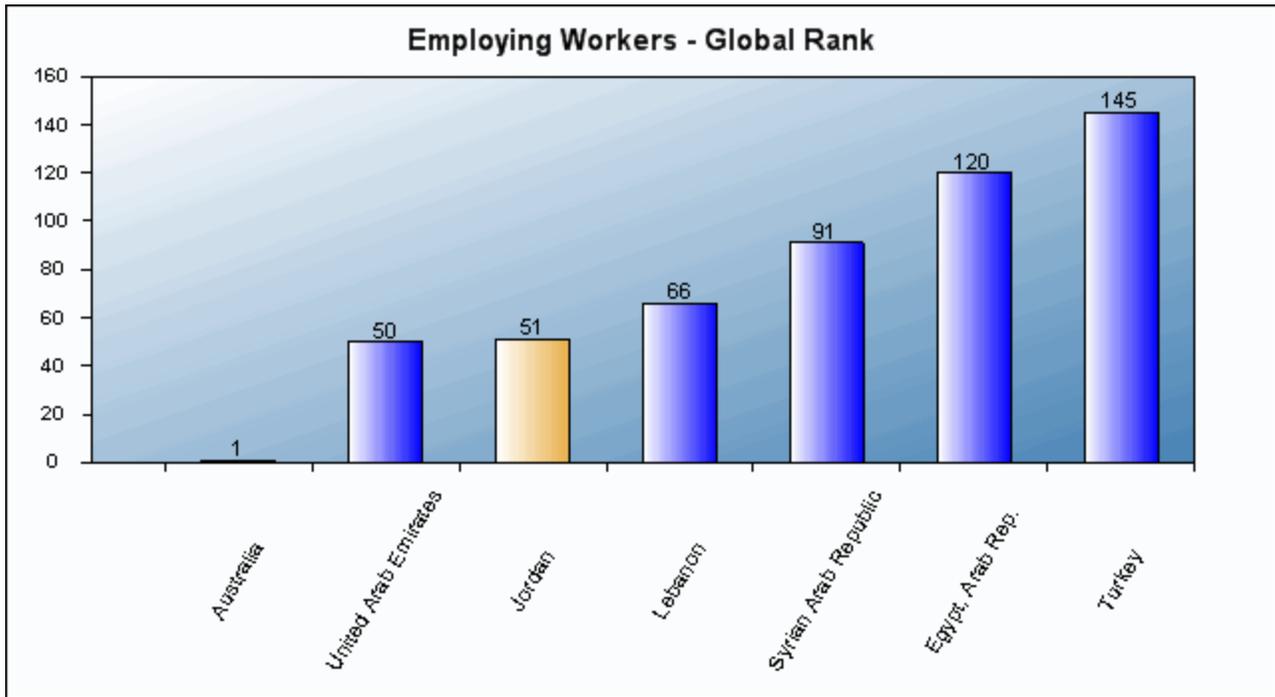
2. The following graphs illustrates the Employing Workers indicators in Jordan over the past 3 years:



3. Benchmarking Employing Workers Regulations:

Jordan is ranked 51 overall for Employing Workers.

Ranking of Jordan in Employing Workers - Compared to good practice and selected economies:



The following table shows Employing Workers data for Jordan compared to good practice and comparator economies:

Good Practice Economies	Rigidity of employment index (0-100)	Redundancy costs (weeks of salary)
Hong Kong, China*	0	
New Zealand*		0

<i>Selected Economy</i>		
Jordan	24	4

<i>Comparator Economies</i>		
Egypt, Arab Rep.	27	132
Lebanon	25	17
Syrian Arab Republic	20	80
Turkey	35	95
United Arab Emirates	7	84

* The following economies are also good practice economies for :

Rigidity of employment index (0-100): Australia, Brunei Darussalam, Kuwait, Marshall Islands, Singapore, St. Lucia, Uganda, United States

Redundancy costs (weeks of salary): Denmark, Iraq, Marshall Islands, Micronesia, Fed. Sts., Palau, Puerto Rico, Tonga, United States

Registering Property

Formal property titles help promote the transfer of land, encourage investment and give entrepreneurs access to formal credit markets. But a large share of property in developing economies is not formally registered. Informal titles cannot be used as security in obtaining loans, which limits financing opportunities for businesses. Many governments have recognized this and started extensive property titling programs. But bringing assets into the formal sector is only part of the story. The more difficult and costly it is to formally transfer property, the greater the chances that formalized titles will quickly become informal again. Eliminating unnecessary obstacles to registering and transferring property is therefore important for economic development.

Efficient property registration reduces transaction costs and helps to formalize property titles. Simple procedures to register property are also associated with greater perceived security of property rights and less corruption. That benefits all entrepreneurs, especially women, the young and the poor. The rich have few problems protecting their property rights. They can afford to invest in security systems and other measures to defend their property. But small entrepreneurs cannot. Reform can change this.

Methodology

Doing Business records the full sequence of procedures necessary for a business (buyer) to purchase a property from another business (seller) and to transfer the property title to the buyer's name. The property of land and building will be transferred in its entirety. The transaction is considered complete when the buyer can use the property as collateral for a bank loan.

Local property lawyers and officials in property registries provide information on required procedures as well as the time and cost to complete each one. For most economies the data are based on responses from both. Based on the responses, three indicators are constructed:

- number of procedures to register property
- time to register property (in calendar days)
- official costs to register property (as a percentage of the property value)

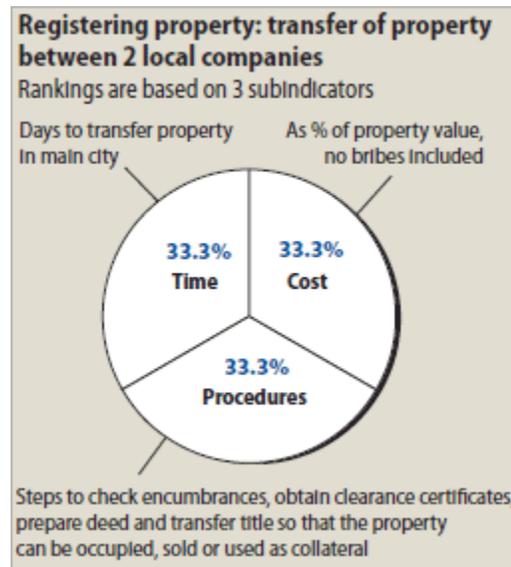
Survey Case Study

The buyer and seller:

- are limited liability companies
- are private nationals (no foreign ownership)
- are located in periurban area of the largest business city
- conduct general commercial activities

The property:

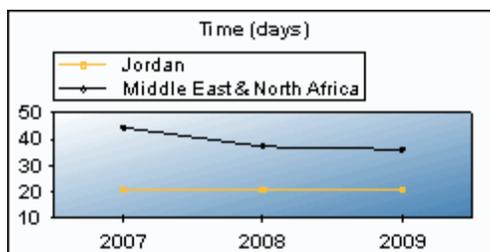
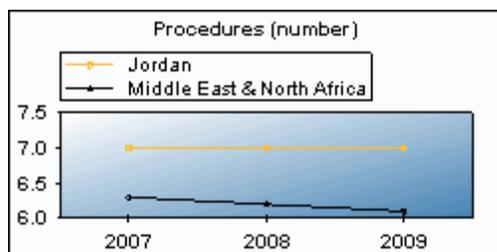
- consists of land and a 2-story building (warehouse)
- is located in the periurban commercial zone of the largest business city
- The land area is 557.4 m² (6,000 square feet).
- The warehouse has a total area of 929 m² (10,000 square feet).
- has a value equal to 50 times income per capita
- The seller company owned the property for the last 10 years.
- is registered in the land registry and/or cadastre and is free of all disputes.



1. Historical data: Registering Property in Jordan

Registering Property data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	105	106
Procedures (number)	7	7	7
Time (days)	21	21	21
Cost (% of property value)	10.0	10.0	7.5

2. The following graphs illustrates the Registering Property indicators in Jordan over the past 3 years:



3. Steps to Registering Property in Jordan

It requires 7 procedures, takes 21 days, and costs 7.52 % of property value to register the property in Jordan.



List of Procedures:

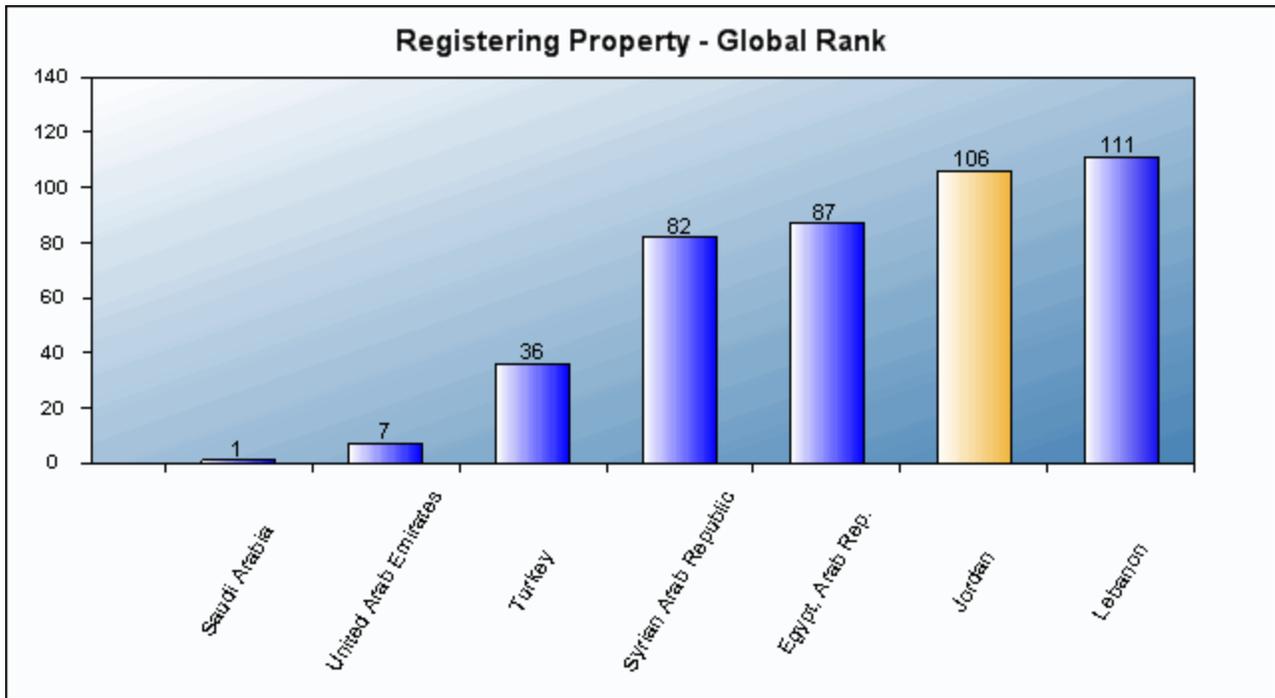
1. Obtain a sale form, certificate of ownership and a cadastral map from the Land and Survey Directorate
2. Obtain from the Local Municipality a copy of the Zoning Map for the district and a Contravention Clearance Statement on the official sale form
3. Obtain building tax clearance from the Ministry of Finance
4. Obtain tax clearance from the Department of Income Tax
5. Present the file to the Land Department to request the transfer of ownership of the property to the buyer
6. Field Inspection by the state architect and assessment of the property value
7. Pay fees and conduct sale hearing session at Head of Land Registration Department
8. Final transfer of property and issuance of a new ownership certificate

More detail is included in the appendix.

4. Benchmarking Registering Property Regulations:

Jordan is ranked 106 overall for Registering Property.

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



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

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

<i>Selected Economy</i>			
Jordan	7	21	7.5

<i>Comparator Economies</i>			
Egypt, Arab Rep.	7	72	0.9
Lebanon	8	25	5.8
Syrian Arab Republic	4	19	28.0
Turkey	6	6	3.0
United Arab Emirates	1	2	2.0

* The following economies are also good practice economies for :

Procedures (number): United Arab Emirates

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

Getting Credit

Firms consistently rate access to credit as among the greatest barriers to their operation and growth. Doing Business constructs two sets of indicators of how well credit markets function: one on credit registries and the other on legal rights of borrowers and lenders. Credit registries, institutions that collect and distribute credit information on borrowers, can greatly expand access to credit. By sharing credit information, they help lenders assess risk and allocate credit more efficiently. They also free entrepreneurs from having to rely on personal connections alone when trying to obtain credit.

Methodology

Credit information: three indicators are constructed

- depth of credit information index, which measures the extent to which the rules of a credit information system facilitate lending based on the scope of information distributed, the ease of access to information and the quality of information
- public registry coverage, which reports the number of individuals and firms covered by a public credit registry as a percentage of the adult population
- private bureau coverage, which reports the number of individuals and firms, covered by a private credit bureau as a percentage of the adult population

Legal Rights: the strength of legal rights index measures the degree to which collateral and bankruptcy laws protect the rights of borrowers and lenders. Ten points are analyzed:

- Can a business use movable assets as collateral while keeping possession of the assets, and can any financial institution accept such assets as collateral?
- Does the law allow a business to grant a non-possessory security right in a single category of revolving movable assets, without requiring a specific description of the secured assets?
- Does the law allow a business to grant a non-possessory security right in substantially all of its assets, without requiring a specific description of the secured assets?
- Can a security right extend to future or after-acquired assets and extend automatically to the products, proceeds or replacements of the original assets?
- Is general description of debts and obligations permitted in collateral agreements and in registration documents, so that all types of obligations and debts can be secured by stating a maximum rather than a specific amount between the parties?
- Is a collateral registry in operation that is unified geographically and by asset type as well as being indexed by the name of the grantor of a security right?
- Are secured creditors paid first when a debtor defaults outside an insolvency procedure or when a business is liquidated?
- Are secured creditors subject to an automatic stay or moratorium on enforcement procedures when a debtor enters a court-supervised reorganization procedure?
- Are parties allowed to agree in a collateral agreement that the lender may enforce its security right out of court?

Legal Rights Survey Case Study

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 debtor and creditor are 100% domestically owned.

Getting credit: collateral rules and credit information

Rankings are based on 2 subindicators

Regulations on nonpossessory security interests in movable property

62.5%
Strength of legal rights index
(0-10)

37.5%
Depth of credit information index
(0-6)

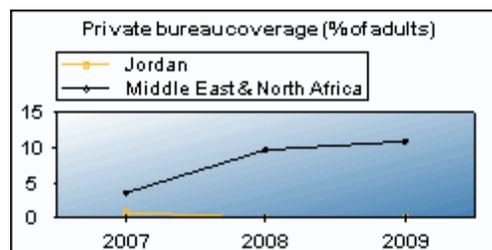
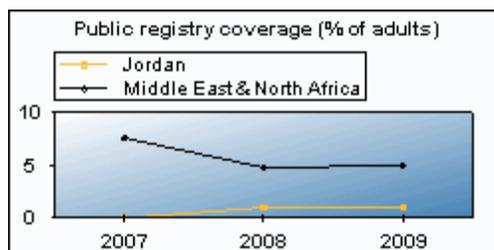
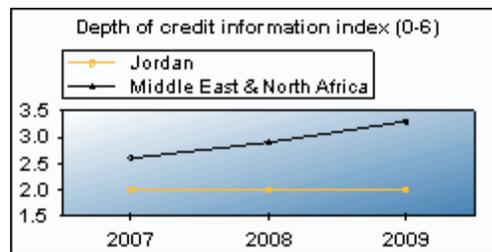
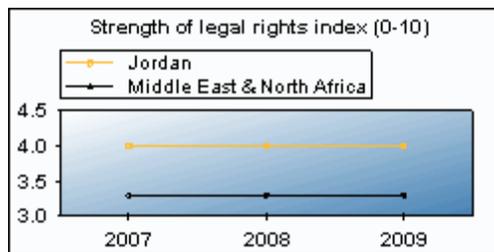
Scope, quality and accessibility of credit information through public and private credit registries

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

1. Historical data: Getting Credit in Jordan

Getting Credit data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	125	127
Strength of legal rights index (0-10)	4	4	4
Depth of credit information index (0-6)	2	2	2
Private bureau coverage (% of adults)	0.8	0.0	0.0
Public registry coverage (% of adults)	0.0	1.0	1.0

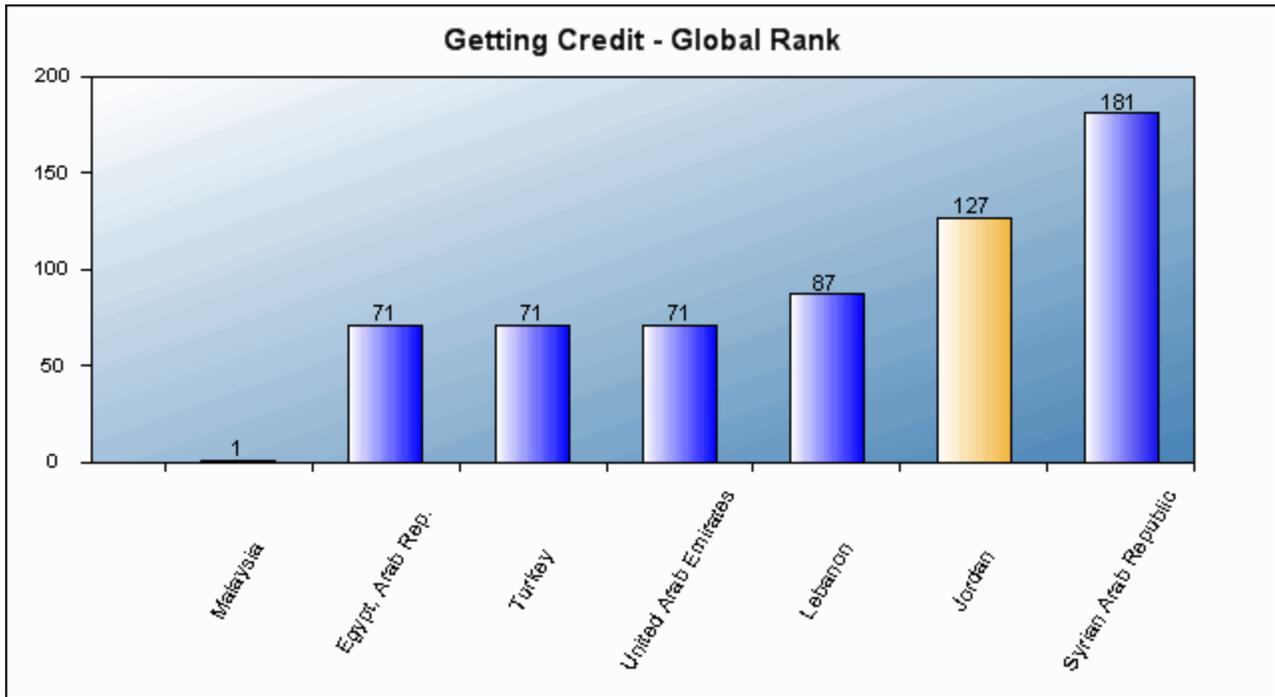
2. The following graphs illustrates the Getting Credit indicators in Jordan over the past 3 years:



3. Benchmarking Getting Credit Regulations:

Jordan is ranked 127 overall for Getting Credit.

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



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

Good Practice Economies	Strength of legal rights index (0-10)	Depth of credit information index (0-6)	Public registry coverage (% of adults)	Private bureau coverage (% of adults)
New Zealand*				100.0
Portugal			81.3	
Singapore*	10			
United Kingdom		6		

<i>Selected Economy</i>				
Jordan	4	2	1.0	0.0

<i>Comparator Economies</i>				
Egypt, Arab Rep.	3	6	2.5	8.2
Lebanon	3	5	8.3	0.0
Syrian Arab Republic	1	0	0.0	0.0
Turkey	4	5	15.9	42.9
United Arab Emirates	4	5	7.3	12.6

* 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.

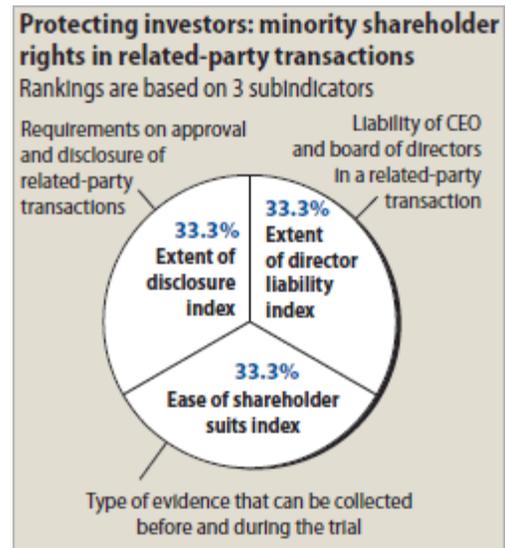
Protecting Investors

Companies grow by raising capital, either through a bank loan or by attracting equity investors. Selling shares allows companies to expand without the need to provide collateral and repay bank loans. However, investors worry about their money, and look for laws that protect them. A study finds that the presence of legal and regulatory protections for investors explains up to 73% of the decision to invest. In contrast, company characteristics explain only between 4% and 22%*. Good protections for minority shareholders are associated with larger and more active stock markets. Thus both governments and businesses have an interest in reforms strengthening investor protections.

Methodology

To document some of the protections investors have, Doing Business measures how economies regulate a standard case of self-dealing, use of corporate assets for personal gain. Three indices of investor protection are constructed based on the answers to these and other questions. All indices range from 0 to 10, with higher values indicating more protections or greater disclosure. The three indices are:

- The extent of disclosure index covers approval procedures, requirements for immediate disclosure to the public and shareholders of proposed transactions, requirements for disclosure in periodic filings and reports and the availability of external review of transactions before they take place.
- The extent of director liability index covers the ability of investors to hold Mr. James and the board of directors liable for damages, the ability to rescind the transaction, the availability of fines and jail time associated with self-dealing, the availability of direct or derivative suits and the ability to require Mr. James to pay back his personal profits from the transaction.
- The ease of shareholder suits index covers the availability of documents that can be used during trial, the ability of the investor to examine the defendant and other witnesses, shareholders' access to internal documents of the company, the appointment of an inspector to investigate the transaction and the standard of proof applicable to a civil suit against the directors.



These three indices are averaged to create the strength of investor protection index.

Survey case study

Mr. James, a director and the majority shareholder of a public company, proposes that the company purchase used trucks from another company he owns. The price is higher than the going price for used trucks. 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.

Several questions arise:

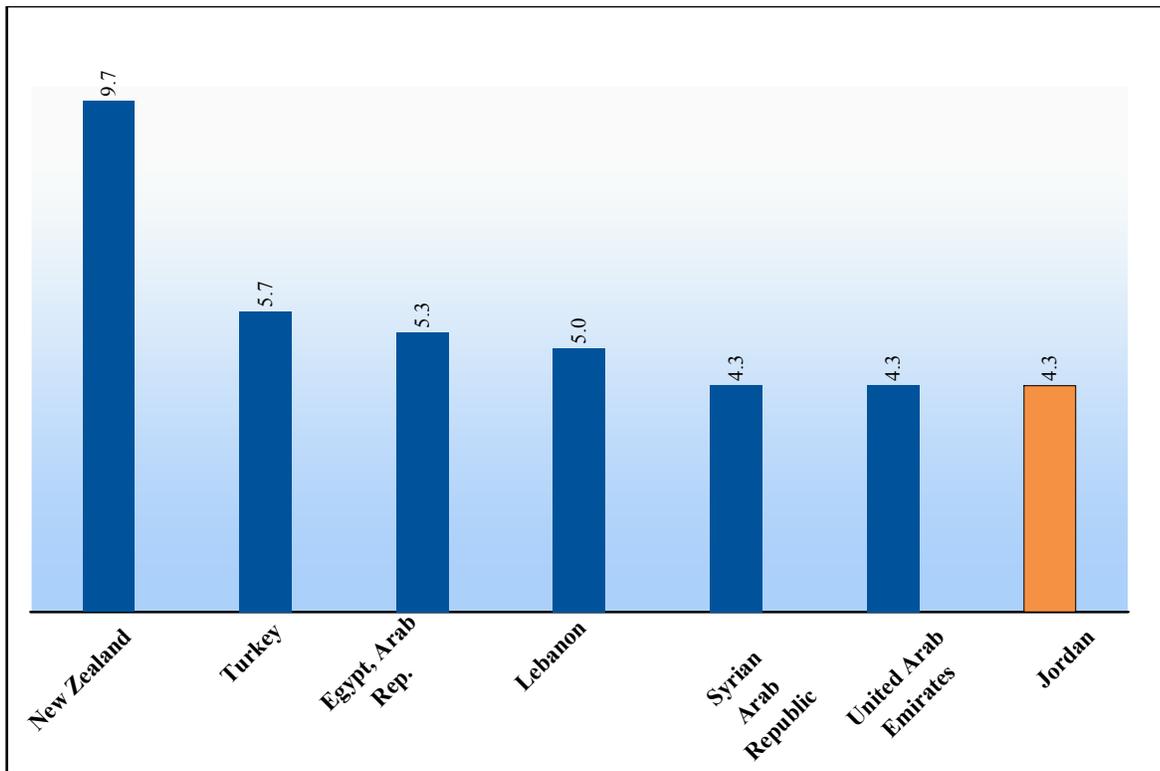
- Who approves the transaction?
- What information must be disclosed?
- What company documents can investors access?
- What do minority shareholders have to prove to get the transaction stopped or to receive compensation from Mr. James?

*Doidge, Kardy and Stulz (2007)

1. Historical data: Protecting Investors in Jordan

Protecting Investors data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	114	119
Strength of investor protection index (0-10)	4.3	4.3	4.3

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

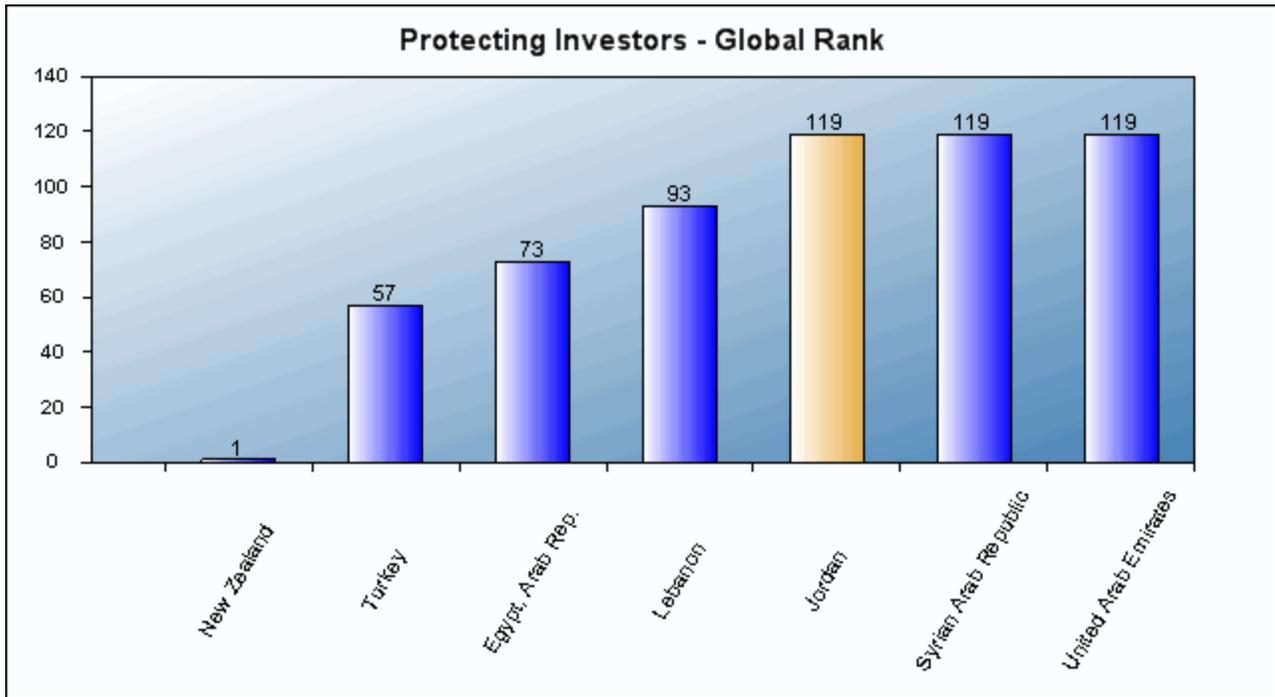


Note: The higher the score, the greater the investor protection.

3. Benchmarking Protecting Investors Regulations:

Jordan is ranked 119 overall for Protecting Investors.

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



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

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

<i>Selected Economy</i>	
Jordan	4.3

<i>Comparator Economies</i>	
Egypt, Arab Rep.	5.3
Lebanon	5.0
Syrian Arab Republic	4.3
Turkey	5.7
United Arab Emirates	4.3

Paying Taxes

Taxes are essential. Without them there would be no money to provide public amenities, infrastructure and services which are crucial for a properly functioning economy. But particularly for small and medium size companies, they may opt out and choose to operate in the informal sector. One way to enhance tax compliance is to ease and simplify the process of paying taxes for such businesses.

Methodology

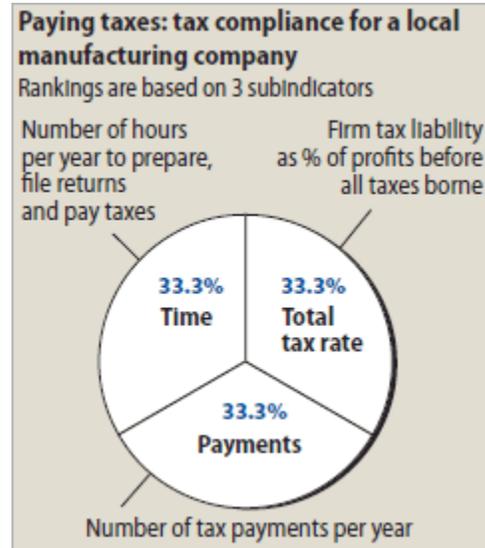
The Doing Business tax survey records the effective tax that a small and medium company must pay and the administrative costs of doing so.

Three indicators are constructed:

- number of tax payments, which takes in to account the method of payment, the frequency of payments and the number of agencies involved in our standardized case study.
- time, which measures the number of hours per year necessary to prepare and file tax returns and to pay the corporate income tax, value added tax, sales tax or goods and service tax and labor taxes and mandatory contributions.
- total tax rate, which measures the amount of taxes and mandatory contributions payable by the company during the second year of operation. This amount, expressed as a percentage of commercial profit, is the sum of all the different taxes payable after accounting for various deductions and exemptions.

Survey case study

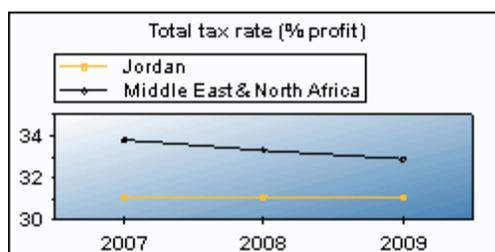
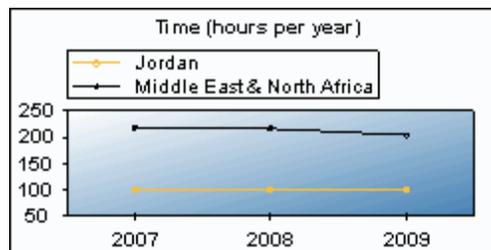
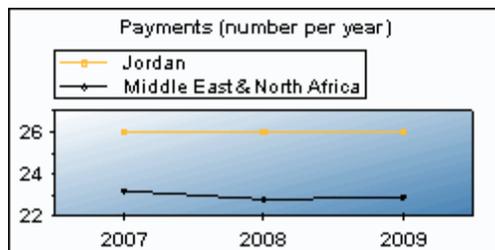
- TaxpayerCo is a medium-size business that started operations last year. Doing Business asks tax practitioners in 183 economies to review TaxpayerCo's financial statements and a standard list of transactions that the company completed during the year. Respondents are asked how much in taxes and mandatory 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 and include corporate income tax, turnover tax, all labor taxes and contributions paid by the company (including mandatory contributions paid to private pension or insurance funds), property tax, property transfer tax, dividend tax, capital gains tax, financial transactions tax, vehicle tax, sales tax and other small taxes (such as fuel tax, stamp duty and local taxes). A range of standard deductions and exemptions are also recorded.



1. Historical data: Paying Taxes in Jordan

Paying Taxes data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	22	26
Total tax rate (% profit)	31.1	31.1	31.1
Payments (number per year)	26	26	26
Time (hours per year)	101	101	101

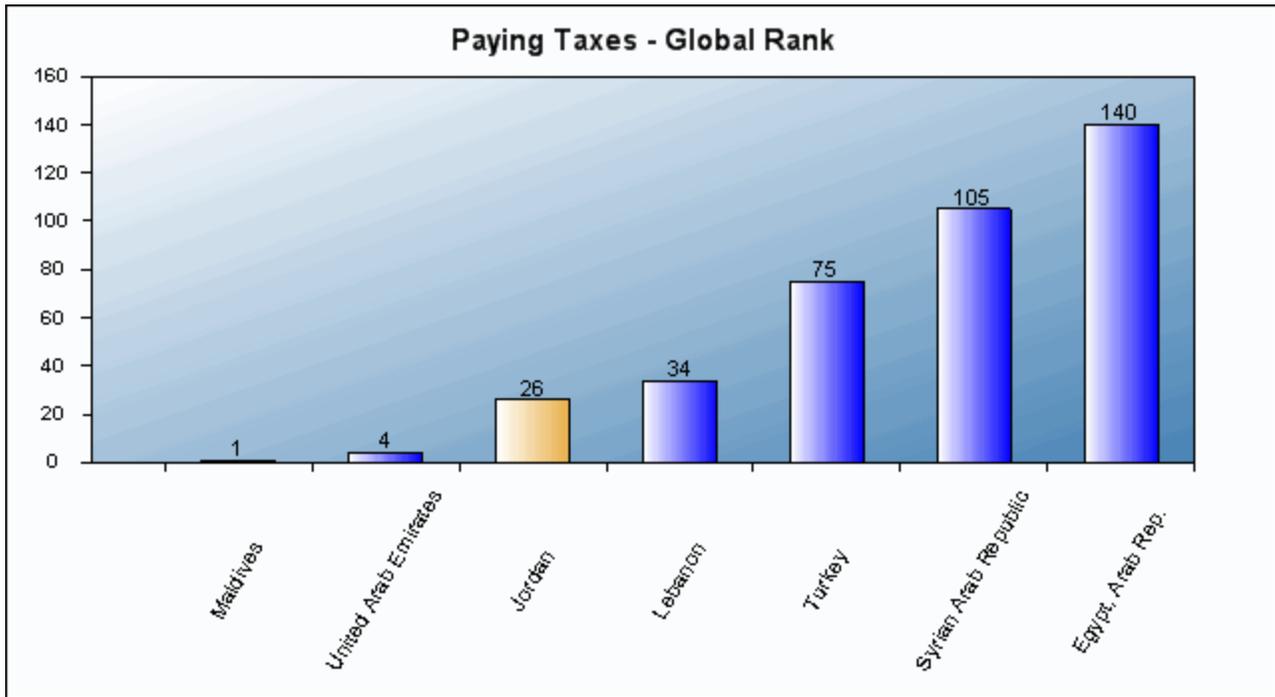
2. The following graphs illustrates the Paying Taxes indicators in Jordan over the past 3 years:



3. Benchmarking Paying Taxes Regulations:

Jordan is ranked 26 overall for Paying Taxes.

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



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

Good Practice Economies	Payments (number per year)	Time (hours per year)	Total tax rate (% profit)
Maldives*	1	0	
Timor-Leste			0.2

<i>Selected Economy</i>			
Jordan	26	101	31.1

<i>Comparator Economies</i>			
Egypt, Arab Rep.	29	480	43.0
Lebanon	19	180	30.2
Syrian Arab Republic	20	336	42.9
Turkey	15	223	44.5
United Arab Emirates	14	12	14.1

* The following economies are also good practice economies for :

Payments (number per year): Qatar

Trading Across Borders

The benefits of trade are well documented; as are the obstacles to trade. Tariffs, quotas and distance from large markets greatly increase the cost of goods or prevent trading altogether. But with bigger ships and faster planes, the world is shrinking. Global and regional trade agreements have reduced trade barriers. Yet Africa's share of global trade is smaller today than it was 25 years ago. So is the Middle East's, excluding oil exports. Many entrepreneurs face numerous hurdles to exporting or importing goods, including delays at the border. They often give up. Others never try. In fact, the potential gains from trade facilitation may be greater than those arising from only tariff reductions.

Methodology

Doing Business compiles procedural requirements for trading a standard shipment of goods by ocean transport. Every procedure and the associated documents, time and cost, for importing and exporting the goods is recorded, starting with the contractual agreement between the two parties and ending with delivery of the goods. For importing the goods, the procedures measured range from the vessel's arrival at the port of entry to the shipment's delivery at the importer's warehouse. For exporting the goods, the procedures measured range from the packing of the goods at the factory to their departure from the port of exit. Payment is by letter of credit and the time and cost for issuing or securing a letter of credit is taken into account.

Documents recorded include port filing documents, customs declaration and clearance documents, as well as official documents exchanged between the parties to the transaction. Time is recorded in calendar days, from the beginning to the end of each procedure. Cost includes the fees levied on a 20-foot container in U.S. dollars.

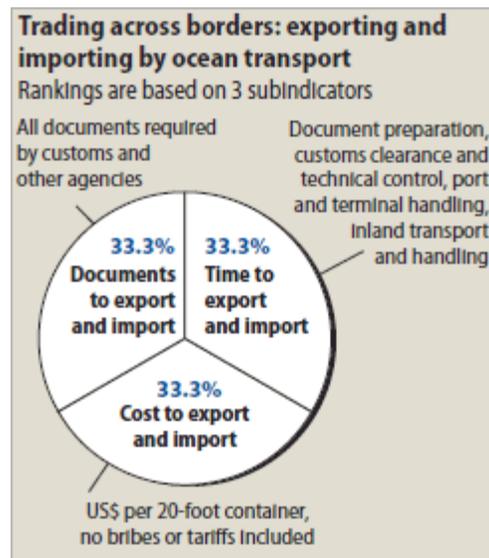
All the fees associated with completing the procedures to export or import the goods are included, such as costs for documents, administrative fees for customs clearance and technical control, terminal handling charges and inland transport. The cost measure does not include tariffs or duties.

Economies that have efficient customs, good transport networks and fewer document requirements, making compliance with export and import procedures faster and cheaper, are more competitive globally. That can lead to more exports; and exports are associated with faster growth and more jobs. Conversely, a need to file many documents is associated with more corruption in customs. Faced with long delays and frequent demands for bribes, many traders may avoid customs altogether. Instead, they smuggle goods across the border. This defeats the very purpose in having border control of trade to levy taxes and ensure high quality of goods.

Survey case study

To make the data comparable across countries, several assumptions about the business and the traded goods are used:

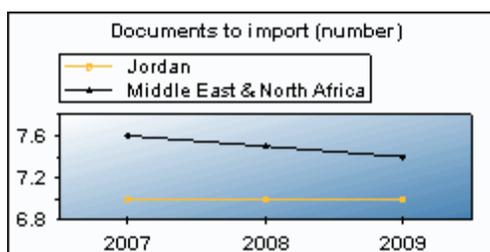
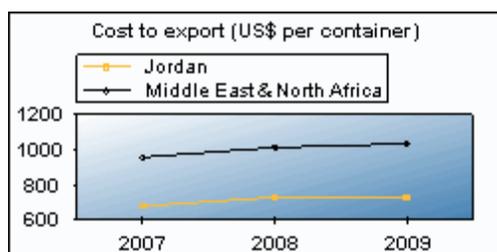
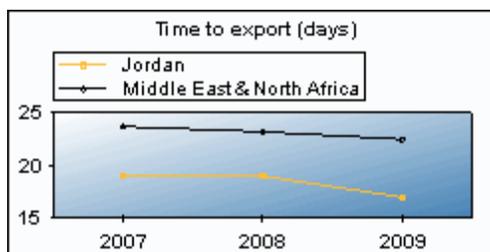
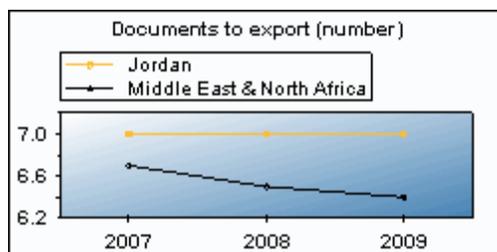
- The business is of medium size.
- The business employs 60 people.
- The business is located in the peri-urban area of the economy's largest business city.
- The business is a private, limited liability company, domestically owned, formally registered and operating under commercial laws and regulations of the economy.
- The traded goods are ordinary, legally manufactured products transported in a dry-cargo, 20-foot FCL (full container load) container.

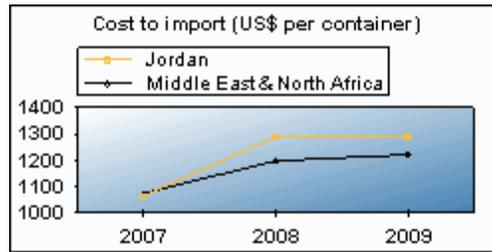
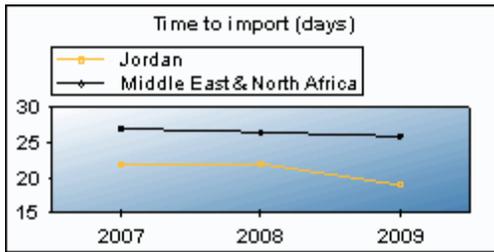


1. Historical data: Trading Across Borders in Jordan

Trading Across Borders data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	77	71
Cost to export (US\$ per container)	680	730	730
Cost to import (US\$ per container)	1065	1290	1290
Documents to export (number)	7	7	7
Documents to import (number)	7	7	7
Time to export (days)	19	19	17
Time to import (days)	22	22	19

2. The following graphs illustrates the Trading Across Borders indicators in Jordan over the past 3 years:

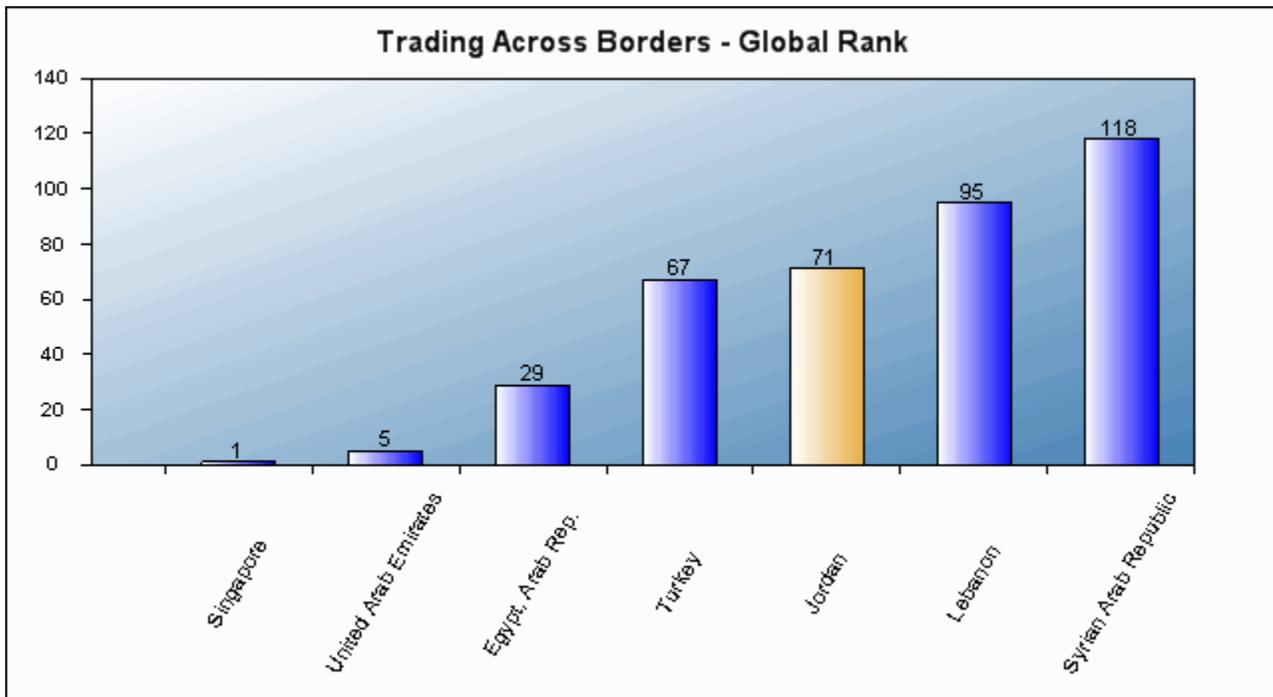




3. Benchmarking Trading Across Borders Regulations:

Jordan is ranked 71 overall for Trading Across Borders.

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



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

Good Practice Economies	Documents to export (number)	Time to export (days)	Cost to export (US\$ per container)	Documents to import (number)	Time to import (days)	Cost to import (US\$ per container)
Denmark*		5				
France	2			2		
Malaysia			450			
Singapore					3	439

<i>Selected Economy</i>						
Jordan	7	17	730	7	19	1290

<i>Comparator Economies</i>						
Egypt, Arab Rep.	6	14	737	6	15	823
Lebanon	5	26	1002	7	35	1203
Syrian Arab Republic	8	15	1190	9	21	1625
Turkey	7	14	990	8	15	1063
United Arab Emirates	4	8	593	5	9	579

* The following economies are also good practice economies for :

Time to export (days): Estonia

Enforcing Contracts

Where contract enforcement is efficient, businesses are more likely to engage with new borrowers or customers. Doing Business tracks the efficiency of the judicial system in resolving a commercial dispute, following the step-by-step evolution of a commercial sale dispute before local courts. The data is 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).

Justice delayed is often justice denied. And in many economies only the rich can afford to go to court. For the rest, justice is out of reach. In the absence of efficient courts, firms undertake fewer investments or business transactions. And they prefer to involve only a small group of people who know each other from previous dealings.

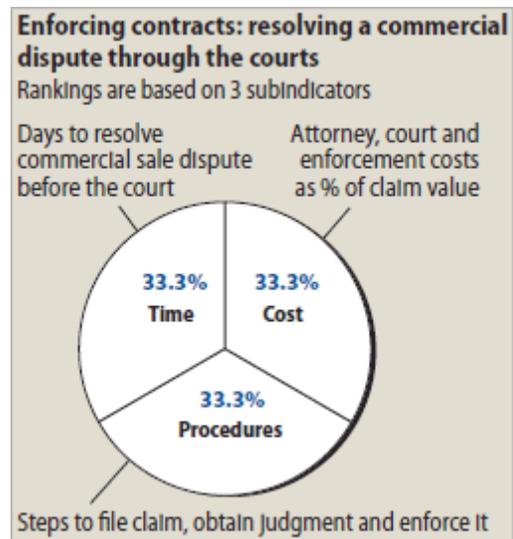
Methodology

Rankings on enforcing contracts are based on 3 sub-indicators:

- number of procedures, which are defined as any interaction between the parties or between them and the judge or court officer. This includes steps to file the case, steps for trial and judgment and steps necessary to enforce the judgment.
- time, which counts the number of calendar days from the moment the Seller files the lawsuit in court until payment is received. This includes both the days on which actions take place and the waiting periods in between.
- cost, which is recorded as a percentage of the claim (assumed to be equivalent to 200% of income per capita). Three types of costs are recorded: court costs (including expert fees), enforcement costs (including costs for a public sale of Buyer's assets) and attorney fees.

Survey case Study

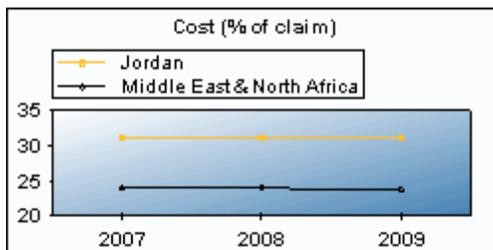
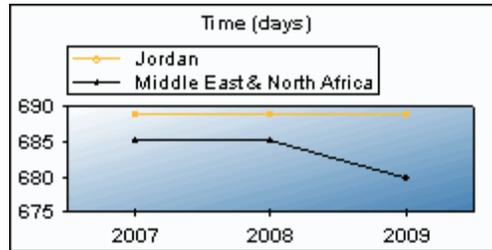
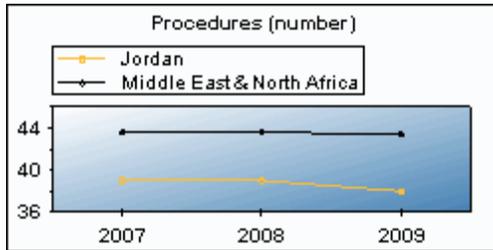
- The dispute concerns a contract for the sale of goods between two businesses (the Seller and the Buyer).
- Both are located in the economy's largest business city.
- The Seller sells and delivers goods, worth 200% of the economy's income per capita, to the Buyer. The Buyer refuses to pay on the grounds that they were not of adequate quality.
- The Seller sues the Buyer to recover the amount under the sales agreement (200% of the economy's income per capita).
- The claim is filed before a court in the economy's largest business city with jurisdiction over commercial cases worth 200% of the income per capita and is disputed on the merits.
- Judgment is 100% in favor of the Seller and is not appealed.
- The Seller enforces the judgment and the money is successfully collected through a public sale of Buyer's assets.



1. Historical data: Enforcing Contracts in Jordan

Enforcing Contracts data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	129	124
Procedures (number)	39	39	38
Time (days)	689	689	689
Cost (% of claim)	31.2	31.2	31.2

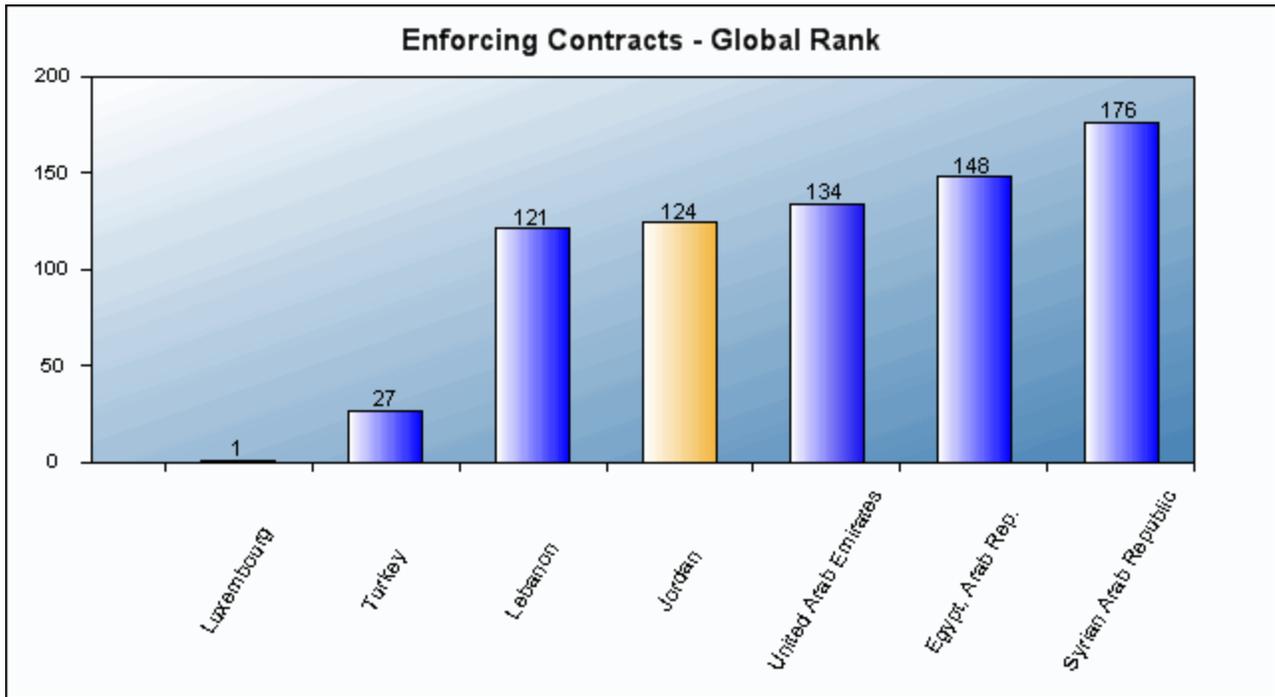
2. The following graphs illustrates the Enforcing Contracts indicators in Jordan over the past 3 years:



3. Benchmarking Enforcing Contracts Regulations:

Jordan is ranked 124 overall for Enforcing Contracts.

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



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

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

<i>Selected Economy</i>			
Jordan	38	689	31.2

<i>Comparator Economies</i>			
Egypt, Arab Rep.	41	1010	26.2
Lebanon	37	721	30.8
Syrian Arab Republic	55	872	29.3
Turkey	35	420	18.8
United Arab Emirates	49	537	26.2

Closing a Business

The economic crises of the 1990s in emerging markets, from East Asia to Latin America, from Russia to Mexico, raised concerns about the design of bankruptcy systems and the ability of such systems to help reorganize viable companies and close down unviable ones. In countries where bankruptcy is inefficient, unviable businesses linger for years, keeping assets and human capital from being reallocated to more productive uses.

Bottlenecks in bankruptcy cut into the amount claimants can recover. In countries where bankruptcy laws are inefficient, this is a strong deterrent to investment. Access to credit shrinks, and nonperforming loans and financial risk grow because creditors cannot recover overdue loans. Conversely, efficient bankruptcy laws can encourage entrepreneurs. The freedom to fail, and to do so through an efficient process, puts people and capital to their most effective use. The result is more productive businesses and more jobs.

The Doing Business indicators identify weaknesses in the bankruptcy law as well as the main procedural and administrative bottlenecks in the bankruptcy process. In many developing countries bankruptcy is so inefficient that creditors hardly ever use it. In countries such as these, reform would best focus on improving contract enforcement outside bankruptcy.

Methodology

Three measures are constructed from the survey responses: the time to go through the insolvency process, the cost to go through the process and the recovery rate, how much of the insolvency estate is recovered by stakeholders, taking into account the time, cost, depreciation of assets and the outcome of the insolvency proceeding.

Survey case study

The data on closing a business are developed using a standard set of case assumptions to track a company going through the step-by-step procedures of the bankruptcy process. It is assumed that:

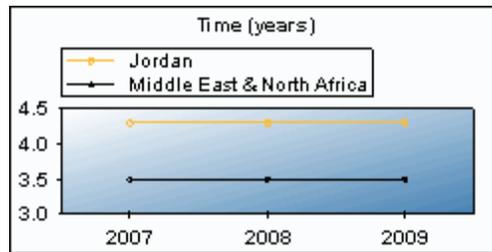
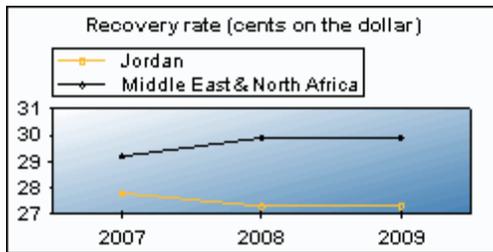
- the company is a domestically owned
- the company is a limited liability corporation operating a hotel in the country's largest business city
- the company has 201 employees, 1 main secured creditor and 50 unsecured creditors
- Assumptions are also made about the future cash flows.
- The case is designed so that the company has a higher value as a going concern, that is, the efficient outcome is either reorganization or sale as a going concern, not piecemeal liquidation.
- The data are derived from questionnaires answered by attorneys at private law firms.



1. Historical data: Closing Business in Jordan

Closing a Business data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	96	96
Time (years)	4.3	4.3	4.3
Cost (% of estate)	9	9	9
Recovery rate (cents on the dollar)	27.8	27.3	27.3

2. The following graphs illustrates the Closing Business indicators in Jordan over the past 3 years:



3. Benchmarking Closing Business Regulations:

Jordan is ranked 96 overall for Closing a Business.

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



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

Good Practice Economies	Recovery rate (cents on the dollar)	Time (years)	Cost (% of estate)
Ireland		0.4	
Japan	92.5		
Singapore*			1

<i>Selected Economy</i>			
Jordan	27.3	4.3	9

<i>Comparator Economies</i>			
Egypt, Arab Rep.	16.8	4.2	22
Lebanon	19.0	4.0	22
Syrian Arab Republic	29.5	4.1	9
Turkey	20.2	3.3	15
United Arab Emirates	10.2	5.1	30

* The following economies are also good practice economies for :

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

Doing Business 2010 Reforms

Number of reforms in Doing Business 2010

Rank	Economy	Reforms									Total number of reforms	
		Starting a Business	Dealing with Construction Permits	Employing Workers	Registering Property	Getting Credit	Protecting Investors	Paying Taxes	Trading Across Borders	Enforcing Contracts		Closing a Business
1	Rwanda	✓		✓	✓	✓	✓		✓		✓	7
2	Kyrgyz Republic	✓	✓	✓	✓	✓		✓	✓			7
3	Macedonia, FYR	✓	✓	✓	✓	✓	✓	✓				7
4	Belarus	✓	✓	✓	✓			✓	✓			6
5	United Arab Emirates	✓	✓						✓			3
6	Moldova	✓			✓			✓				3
7	Colombia	✓	✓		✓	✓	✓	✓	✓		✓	8
8	Tajikistan	✓	✓		✗	✓	✓				✓	5
9	Egypt, Arab Rep.	✓	✓			✓				✓		4
10	Liberia	✓	✓						✓			3
	Jordan	✓	✓		✓			✓	✓	✓		6
	Syrian Arab Republic	✓										1
	Turkey					✓						1
	Lebanon	✓						✓				2

Note: Economies are ranked on the number and impact of reforms, Doing Business selects the economies that reformed in 3 or more of the Doing Business topics. Second, it ranks these economies on the increase in rank in Ease of Doing Business from the previous year. The larger the improvement, the higher the ranking as a reformer.

Belarus eased the process for getting construction permits by simplifying approval processes. Restrictions relating to redundancy dismissals were eased by raising the threshold for prior notification requirements. Tax payments were made more convenient through increased use of electronic systems—reducing tax compliance times—while lower ecological and turnover tax rates and a reduction in the number of payments for property tax reduced the tax burden on businesses. Property registration continues to improve, with faster processing and elimination of the requirement for notarization. Business start-up was eased by simplifying registration formalities, abolishing the minimum capital requirement, limiting the role of notaries, and removing the need for a company seal approval. Implementation of a risk-based management system and improvement of border crossing operations reduced transit times for trade.

Colombia passed several decrees continuing its efforts to regulate the profession of insolvency administrators. The government eased the construction permit process with a new construction decree that categorizes building projects based on risk and allows electronic verification for certain documents. Access to credit improved thanks to a new credit information law that guarantees the right of borrowers to inspect their own data and new rules that make it mandatory for credit providers to consult and share information with credit bureaus. The tax burden on businesses was eased with the introduction of electronic tax filing and payment, and some payments were reduced. An amendment to the Company Law strengthened investor protections by making it easier to sue directors in cases of prejudicial transactions between interested parties. Property registration was made easier by making it possible to obtain required certificates online and by making standard preliminary sale agreements available free of charge. Business start-up was made easier by creating a public-private health provider that enables faster affiliation of employees and through a tool that allows online pre-enrollment with the social security office. Implementation of an electronic declaration system has expedited customs clearance.

Egypt, Arab Rep. The Arab Republic of Egypt, a former global leading reformer and a regional leading reformer in 2008/09, continued to make it easier to deal with construction permits by issuing executive articles for the 2008 construction law and eliminating most preapprovals for construction permits. Contract enforcement was expedited with the creation of commercial courts. Access to credit information has expanded with the addition of retailers to the database of the private credit bureau. Finally, company start-up was eased by the removal of the minimum capital requirement.

Jordan eased the process for dealing with construction permits by extending the services of the one-stop shop in Greater Amman to medium-size commercial construction projects. Contract enforcement was improved by setting up special commercial courts and equipping them with computer-aided case management systems. In addition, a higher threshold for the lower conciliation court is expected to result in better distribution of cases. Taxpaying for businesses was eased with the introduction of an online filing and payment system and a simplification of form filing. Transfer fees for registering property were cut from 10 percent to 7.5 percent of a property's value. Business start-up was eased by offering a single reception service for company registration at the company registrar. Trade was made more efficient by implementing a risk-based inspection regime of post-destination clearance for preapproved traders as well as by reducing to 30 percent the share of containers subject to physical inspection. In addition, implementation of new software allowing online submissions of customs declarations has reduced customs clearance times by two days for exporters and three days for importers.

Kyrgyz Republic The Kyrgyz Republic eased the process for getting construction permits by streamlining the fee structure, introducing a risk-based system of approval and building control, allowing low-risk projects to conduct an internal building control process, and simplifying the process for obtaining utility connections. Requirements relating to redundancy dismissals and worker reassignment were eased. Access to credit was enhanced by making secured lending more flexible and allowing general descriptions of encumbered assets and of debts and obligations. In addition, amendments to the Civil Code provide for automatic extension of security rights to proceeds of the original assets. The tax burden on businesses was eased by reducing the rates for several taxes and the number of payments for several. Surveying and notarization requirements were made optional for property registration, and business start-up was eased by eliminating the minimum capital requirement, reducing the registration time, and abolishing various post-registration fees and the need to open a bank account before registration. The elimination of six previously required documents and the simplification of inspection procedures has sped up trading across borders.

Lebanon made it easier to pay taxes by removing the requirement that permission be obtained to use accelerated depreciation and by introducing electronic payments. Business start-up was simplified by improving the company book stamping process.

Liberia	Liberia eased the process for getting construction permits by lowering the permit fee and cost of obtaining a power generator, abolishing the requirement to obtain a tax waiver certificate before submitting documents to obtain a building permit, and making fixed telephone connections more readily available for public use with the reopening of the national phone company. Business start-up was eased by removing the need to obtain an environmental impact assessment when forming a general trading company. The trade process was expedited by creating a one-stop shop bringing together various ministries and agencies, and streamlining the inspection regime.
Macedonia, FYR	The Former Yugoslav Republic of Macedonia has been reforming the construction permit process, shortening waiting times but raising fees. Worker hiring was made more flexible by allowing greater use of fixed-term contracts, easing restrictions on working hours, and making redundancy dismissals more flexible. The public credit bureau increased its coverage by introducing a better database that includes more information and by lowering the minimum loan threshold. Social security payments were classified in five groups, and social security contribution rates reduced. Investor protections were increased by regulating the approval of transactions between interested parties, increasing disclosure requirements in annual reports, and making it easier to sue directors in cases of prejudicial transactions between interested parties. Property registration was eased with the introduction of new time limits at the real estate cadastre—reducing the average time to register a title deed by eight days—and a non-encumbrance certificate can now be obtained from the real estate registry instead of through the court. Business start-up was simplified by integrating procedures at a one-stop shop.
Moldova	Moldova lowered the rates for social security contributions paid by employers. Property registration was simplified by eliminating the requirement for a cadastral sketch, reducing procedures from six to five and days from 48 to 5. Business start-up was eased by implementing an expedited company registration service.
Rwanda	Rwanda improved the process for dealing with distressed companies with a new law aimed at streamlining reorganization. Employing workers was made easier by abolishing the maximum duration for fixed-term contracts and allowing unlimited renewals of such contracts, as well as by allowing redundancy procedures to be more flexible, with consultation and notification of third parties no longer required. Getting credit was made easier with a new secured transactions act and insolvency act to make secured lending more flexible, allowing a wider range of assets to be used as collateral and a general description of debts and obligations. In addition, out of court enforcement of collateral has become available to secured creditors, who also now have top priority within bankruptcy. A new company law has strengthened investor protections by requiring greater corporate disclosure, director liability, and shareholder access to information. Property registration was simplified by decreasing the number of days required to transfer a property. Business start-up was eased by eliminating a notarization requirement; introducing standardized memorandums of association; enabling online publication; consolidating name checking, registration fee payment, tax registration, and company registration procedures; and shortening the time required to process completed applications. By implementing administrative changes—such as increased operating hours and enhanced cooperation at the border, along with the removal of some documentation requirements for importers and exporters—Rwanda has improved trading times.
Syrian Arab Republic	The Syrian Arab Republic eased business start-up by lowering the paid-in minimum capital requirement and allowing online access to standardized incorporation forms.
Tajikistan	Tajikistan amended its insolvency law, aiming to reduce statutory time limits and the costs of proceedings. Changes were introduced that simplified the construction permit process, reducing procedures and time. A new law on credit histories improves access to credit information by creating a private credit bureau. Investor protections were strengthened with amendments to the joint stock company law, increasing disclosure requirements for transactions involving conflicts of interest, allowing for greater director liability, and giving shareholders the chance to request that harmful related-party transactions be rescinded. The state duty for property transfer has quadrupled, raising the cost of registering property by 2.8 percent of a property's value. Business start-up was eased by reducing the minimum capital requirement and shortening the time to obtain a tax identification number.
Turkey	Turkey's private credit bureau now includes firms in its database.

United Arab Emirates

The United Arab Emirates shortened the time for delivering building permits by improving its online system for processing applications. Business start-up was eased by simplifying the documents needed for registration, abolishing the minimum capital requirement, and removing the requirement that proof of deposit of capital be shown for registration. Greater capacity at the container terminal, elimination of the terminal handling receipt as a required document, and an increase in trade finance products, have improved trade processes.

APPENDICES

Starting a Business in Jordan

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

STANDARDIZED COMPANY

Legal Form: Limited Liability Company

Minimum Capital Requirement:

City: Amman

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Execute the company's formation contract and the memorandum and articles of association.	1	800
2	Open bank account; deposit 50% of the capital	1	0
3	Register the company; obtain registration certificate, and file general assembly first meeting and board of directors' minutes of meeting at the Ministry of Industry and Trade	1	81
4 *	Register for corporate tax, salary withholding tax, and VAT	1	0
5 *	Register with the chamber of industry or chamber of commerce	1	164
6	Obtain a vocational license from the municipality	8	200
7 *	Inspection by municipality on safety and health	1	0
8 *	Register for social security	1	0

* Takes place simultaneously with another procedure.

Procedure 1 **Execute the company's formation contract and the memorandum and articles of association.**

Time to complete: 1

Cost to complete: 800

Comment: The company's formation contract and its memorandum and the articles of association may be executed either before an officer at the Companies Control Directorate (CCD), located at the Ministry of Industry and Trade (MIT), or before a notary public or a licensed Jordanian lawyer. If the documents are executed before the notary public, an additional fee of JOD 15 will apply. The additional fee may range from JOD 500 to JOD 1,500 if done before a licensed Jordanian lawyer.

Procedure 2 **Open bank account; deposit 50% of the capital**

Time to complete: 1

Cost to complete: 0

Comment:

Procedure 3 **Register the company; obtain registration certificate, and file general assembly first meeting and board of directors' minutes of meeting at the Ministry of Industry and Trade**

Time to complete: 1

Cost to complete: 81

Comment: The promoter can complete the following formalities at the one-stop shop at the Company Registry/ Ministry of Trade and Industry (albeit at different counters): company registration, tax registration (including obtaining a company tax number for VAT and income tax), registration with the Chamber of Commerce or Chamber of Industry. In addition, the municipality of Amman maintains a counter for license renewal (though the initial license must still be obtained at the municipality). Upon payment of relevant fees, filing for company registration and obtaining the registration certificate is done at the one the company registration at the newly established reception desk.

Procedure 4 **Register for corporate tax, salary withholding tax, and VAT**

Time to complete: 1

Cost to complete: 0

Comment: The promoter can register for taxes at the one-stop shop counter at the Company Registry. The company receives a unique tax number.

Procedure 5 **Register with the chamber of industry or chamber of commerce**

Time to complete: 1

Cost to complete: 164

Comment: The company documents and the respective authorized signatories required to register with the Chamber of Industry or the Chamber of Commerce are:
- Rental contract.
- Formation contract.
- Registration certificate.

- Certificate of authorized signatories.
- Memorandum and articles of incorporation.

Annual registration fees levied by the Chamber of Industry or the Chamber of Commerce depend on company capital.

Procedure 6 Obtain a vocational license from the municipality

Time to complete: 8

Cost to complete: 200

Comment:

First, an application is filed with the following documents to obtain a vocational license from the municipality:

- planning location map (issued by greater Amman municipality, GAM).
- Occupancy permit (issued by GAM and usually obtained immediately by the landlord upon completing construction).
- A copy of the property deed (usually obtained from the landlord).

Second, the GAM officer verifies that the location is situated in the right zoning area and ensures that no property taxes or fees are due. These procedures are performed in the same building. Third, a municipal officer sets up an appointment to inspect the premises for conformance with set requirements. The time before the inspection may vary. Fourth, the property inspection is conducted.

Fifth, if the premises are deemed in conformity with the requirements, the file is referred to the competent vocational licenses division. At that point, the following documents are required: (a) the company's certificate of registration; (b) a certificate of the company's authorized signatories; (c) the memorandum and articles association; (d) a certificate of registration with either the chamber of commerce or industry; (e) a lease contract (stamped by the GAM); (f) a planning location map (issued by the GAM); and (g) an occupation permit (issued by the GAM).

Sixth, for certain occupations, a representative of the Ministry of Health may conduct a health inspection at the company headquarters.

Seventh, if the company's premises is 150 sq. m. or more, or in certain professions requiring civil defense measures, the GAM sends a letter by fax to the Civil Defense Directorate. If all relevant details required to conduct an inspection are included, and if the Directorate does not respond or conduct an inspection within 4 days, the GAM grants the applicant the required vocational license with a caveat: the applicant must agree, in writing, that if the Civil Defense Department approval is not granted, the vocational license renewal may be declined in a subsequent year.

Procedure 7 Inspection by municipality on safety and health

Time to complete: 1

Cost to complete: 0

Comment:

Procedure 8 Register for social security

Time to complete: 1

Cost to complete: 0

Comment:

Every business must register with the social security authorities and submit, on a monthly basis, the social security contributions for its employees.

Dealing with Construction Permits in Jordan

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

BUILDING A WAREHOUSE

Date as of: January 2009

Estimated Warehouse Value:

City: Amman

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Receive soil examination by licensed engineering office	4 days	JOD 450
2	Obtain location (land use) permit from the Greater Amman Municipality	1 day	JOD 8
3	Obtain approval of project design drawings by the Engineering Association	3 days	JOD 6,503
4	Apply for building permit from the Greater Amman Municipality	1 day	no charge
5	Obtain project clearance on fire safety from Civil Defense Directorate	2 days	no charge
6	Receive inspection by the City Development Department of the Greater Amman Municipality	1 day	no charge
7	Obtain building permit from Greater Amman Municipality	14 days	JOD 3,253
8	Sign a contract with an authorized engineering office for inspections of the construction site	1 day	JOD 4,747
9	Apply for occupancy permit at the Greater Amman Municipality	1 day	no charge
10	Receive inspection of completed works from Civil Defense Directorate	1 day	no charge
11	Receive final approval from Civil Defense Directorate	2 days	no charge
12	Receive inspection of completed works from Greater Amman Municipality	1 day	no charge
13	Obtain occupancy permit	14 days	no charge
14	Apply for electricity connection from Jordan Electricity Company	1 day	JOD 100
15 *	Apply for water connection from Jordan Water Authority	1 day	no charge

16	Receive electricity inspection and obtain electricity connection	39 days	no charge
17 *	Receive water and sewerage inspection	1 day	no charge
18	Obtain water and sewerage connection	15 days	JOD 2,335
19	Obtain fixed telephone line	7 days	JOD 150

* Takes place simultaneously with another procedure.

Procedure 1 Receive soil examination by licensed engineering office

Time to complete: 4 days

Cost to complete: JOD 450

Comment: A soil examination is required before construction work can begin.

Procedure 2 Obtain location (land use) permit from the Greater Amman Municipality

Time to complete: 1 day

Cost to complete: JOD 8

Comment: BuildCo must submit a zoning drawing of the land on which the establishment will be built. Five copies of the zoning drawing and the land registration deed should be provided. The location of the land must be in the industrial areas of Amman.

Procedure 3 Obtain approval of project design drawings by the Engineering Association

Time to complete: 3 days

Cost to complete: JOD 6,503

Comment: To obtain approval of project design drawings, BuildCo submits the blueprints to the Engineering Association. The contract with the architect who performed the design should be attached. The application and attachments are then referred to the appropriate departments within the Engineering Association for review, and after maximum 7 days, the blueprints are approved by the association, subject to the payment of a security deposit for the appointment an engineer to supervise the execution of the project and to settle the fees due the association when the area to be built exceeds 200 square meters. The Engineering Association also calculates the sales tax due on the design contract (to be collected by the Amman Greater Municipality). The cost consists of (a) JOD 0.010 per square meter (as fees for reviewing the designs); (b) JOD 0.030 per square meter (as a contribution out of the design fees); (c) JOD 0.005 (5 fils) per square meter out of the supervision fees. A total of JOD 0.045 per square meter is paid.

Procedure 4 Apply for building permit from the Greater Amman Municipality

Time to complete: 1 day

Cost to complete: no charge

Comment: All drawings must be submitted to the Greater Amman Municipality. Drawings should be compatible with the regulations and instructions. Architecture designs, civil engineering designs, and mechanical designs, including heating, conditioning, and water pipes, must also be submitted. The plans are verified and sent to the local building committee to be discussed. After the approval is issued, the plan is sent to the inspectors for examination. The inspectors have the right to object.

Procedure 5 Obtain project clearance on fire safety from Civil Defense Directorate

Time to complete: 2 days

Cost to complete: no charge

Comment: The Civil Defense Directorate stamps the application as part of the procedure for obtaining a building permit.

Procedure 6 Receive inspection by the City Development Department of the Greater Amman Municipality

Time to complete: 1 day

Cost to complete: no charge

Comment:

Procedure 7 Obtain building permit from Greater Amman Municipality

Time to complete: 14 days

Cost to complete: JOD 3,253

Comment: A one-stop shop for building permits for certain categories of buildings has just become operational at the Greater Amman Municipality (GAM). The one-stop shop in GAM began handling building permit applications for projects in high-density, mixed-use areas; intensive development corridors, and industrial zones in 2008. In 2009, the GAM one-stop shop also began accepting building permit application for simpler commercial construction projects for commercial zones. As a result, builders in Amman now have another option for obtaining building approvals. Builders can either apply through local or district municipalities (where the one-stop shop system has yet to be implemented) or through the GAM one-stop shop which affords them a more streamlined process.

Most recently, the Jordan Water Authority and Jordan Electricity Company have committed to faster approval times for building plans. These new internal deadlines also helped to shorten the overall time to obtain a building permit from the GAM one-stop shop from 28 days on average to 14 days

Before a building permit is issued, a lump-sum refundable fee of JOD 1,000 must be paid for the removal of any debris (JOD 990 will be refunded). The building permit is valid for 2 years.

Procedure 8 Sign a contract with an authorized engineering office for inspections of the construction site

Time to complete: 1 day

Cost to complete: JOD 4,747

Comment: An engineering office is in charge of supervising the project. The municipality does not send inspectors to examine the construction. However, inspectors are sent to the site to ensure that there are no violations of the building permit. There is no limit on the number of visits, but they may not occur at all.

Procedure 9 Apply for occupancy permit at the Greater Amman Municipality

Time to complete: 1 day

Cost to complete: no charge

Comment: After completing construction, BuildCo must submit an application to the municipality of Amman (GAM) to obtain an occupancy permit. A representative of the municipality conducts an inspection to verify surrounding areas and the parking situation. There is a fine of JOD 30 for buildings with irregularities. Upon receiving the request for an occupancy permit, GAM forwards a notification to the Civil Defense Directorate to inspect and give their approval.

Procedure 10 Receive inspection of completed works from Civil Defense Directorate

Time to complete: 1 day

Cost to complete: no charge

Comment: After the completion of construction, the owner, engineering office, or contractor, as agreed, notifies the Civil Defense Directorate that the work has been completed, and requests examination and granting of all the necessary approvals. The Civil Defense Directorate inspects the premises and grants an approval, which is required for obtaining an occupancy permit.

Procedure 11 Receive final approval from Civil Defense Directorate

Time to complete: 2 days

Cost to complete: no charge

Comment:

Procedure 12 Receive inspection of completed works from Greater Amman Municipality

Time to complete: 1 day

Cost to complete: no charge

Comment:

Procedure 13 Obtain occupancy permit

Time to complete: 14 days

Cost to complete: no charge

Comment:

Procedure 14 Apply for electricity connection from Jordan Electricity Company

Time to complete: 1 day

Cost to complete: JOD 100

Comment: An application form is submitted to Jordan Electricity Company. The following documents are attached to the application: - Proof of the authority of the person signing the application on behalf of the company. - Property deed. - A land map (issued by the Land Registration Department. - Planning Location Map (issued by Greater Amman

Municipality, GAM). - Occupancy permit. - Vocational license issued by the GAM. The exact address of the premises is given to the Jordan Electricity Company in addition to the number of an electricity meter situated in the same street/area (or a copy of an electricity bill) to enable them to identify the closest connection point.

Procedure 15 Apply for water connection from Jordan Water Authority

Time to complete: 1 day

Cost to complete: no charge

Comment: An application form is submitted to Jordan Water Authority (WAJ). The following documents are attached to the application: - Registration certificate of the company and a certificate naming the persons authorized to sign on behalf of the company. - Planning location map (issued by the GAM). - Property deed. - Occupancy permit. The exact address of the premises is given to the WAJ, along with the number of a water meter situated in the same street/area (or a copy of a water bill) in order to enable them to identify the closest connection point. The WAJ conducts an inspection within 14 days and then charges the fees and makes the connection.

Procedure 16 Receive electricity inspection and obtain electricity connection

Time to complete: 39 days

Cost to complete: no charge

Comment: The Jordan Electricity Company reviews the application and conducts an inspection within 21 days and then charges the fees and makes the connection. After the inspection, the company pays the fees determined during inspection.

Procedure 17 Receive water and sewerage inspection

Time to complete: 1 day

Cost to complete: no charge

Comment:

Procedure 18 Obtain water and sewerage connection

Time to complete: 15 days

Cost to complete: JOD 2,335

Comment: The cost of water and sewerage connections depends on the contractor and does not include the connections and pipes inside the warehouse. The cost includes a stamp duty of JOD 10, a JOD 275 connection fee (for all buildings larger than 100 square meters), and the price of the water meter.

Procedure 19 Obtain fixed telephone line

Time to complete: 7 days

Cost to complete: JOD 150

Comment:

Employing Workers in Jordan

Employing workers indices are based on responses to survey questions. The table below shows these responses in Jordan.

Employing Workers Indicators (2009)	Answer	Score
Difficulty of hiring index (0-100)		11.1
Are fixed-term contracts prohibited for permanent tasks?	No	0
What is the maximum duration of fixed-term contracts (including renewals)? (in months)	No limit	0.0
What is the ratio of mandated minimum wage to the average value added per worker?	0.43	0.33
Difficulty of redundancy index (0-10)		60.0
Is the termination of workers due to redundancy legally authorized?	Yes	0
Must the employer notify a third party before terminating one redundant worker?	Yes	1
Does the employer need the approval of a third party to terminate one redundant worker?	Yes	2
Must the employer notify a third party before terminating a group of 9 redundant workers?	Yes	1
Does the employer need the approval of a third party to terminate a group of 9 redundant workers?	Yes	1
Is there a retraining or reassignment obligation before an employer can make a worker redundant?	No	0
Are there priority rules applying to redundancies?	No	0
Are there priority rules applying to re-employment?	Yes	1
Redundancy costs (weeks of salary)		4.3
What is the notice period for redundancy dismissal after 20 years of continuous employment? (weeks of salary)		4.3
What is the severance pay for redundancy dismissal after 20 years of employment? (weeks of salary)		0.0
What is the legally mandated penalty for redundancy dismissal? (weeks of salary)		0.0
Rigidity of employment index (0-100)		23.7
Rigidity of hours index (0-100)		0.0
Can the workweek extend to 50 hours (including overtime) for 2 months per year to respond to a seasonal increase in production?	Yes	0

What is the maximum number of working days per week?	6	0
Are there restrictions on night work and do these apply when continuous operations are economically necessary?	No	0.00
Are there restrictions on "weekly holiday" work and do these apply when continuous operations are economically necessary?	No	0.00
What is the paid annual vacation (in working days) for an employee with 20 years of service?	21	0

Note: The first three indices measure how difficult it is to hire a new worker, how rigid the regulations are on working hours, and how difficult it is to dismiss a redundant worker. Each index assigns values between 0 and 100, with higher values representing more rigid regulations. The overall Rigidity of Employment Index is an average of the three indices.

Registering Property in Jordan

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

STANDARDIZED PROPERTY

Property Value: 125,842.55

City: Amman

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Obtain a sale form, certificate of ownership and a cadastral map from the Land and Survey Directorate	8 - 12 days	JOD 6.55 for property de JOD 3.5 for land map; JC 10 for zoning map
2	Obtain from the Local Municipality a copy of the Zoning Map for the district and a Contravention Clearance Statement on the official sale form	3 days	JOD 10 (included in previous)
3	Obtain building tax clearance from the Ministry of Finance	1 day	no cost
4	Present the file to the Land Department to request the transfer of ownership of the property to the buyer	1 day	no cost
5	Field Inspection by the state architect and assessment of the property value	4 days	no cost
6	Pay fees and conduct sale hearing session at Head of Land Registration Department	1 day	7.5% property value
7	Final transfer of property and issuance of a new ownership certificate	1 day	already paid in procedur

Procedure 1 Obtain a sale form, certificate of ownership and a cadastral map from the Land and Survey Directorate

Time to complete: 8 - 12 days

Cost to complete: JOD 6.55 for property deed; JOD 3.5 for land map; JOD 10 for zoning map

Comment: The standard form is readily available. The land is also already registered in Land Registry with an updated certificate of ownership and a cadastral map. The clerk has only to make a copy of these documents and certify them as official copies.

After the issuance of the Sale Form, the director of the Land and Survey Directorate sends a letter to the office of the finance minister asking that the Minister approve the company's request to buy land.

The procedure consists of: (i) filling in the application at the Land and Survey Directorate , (ii) recording the sale application in a record kept by the Land and Survey Directorate, (iii) filling in the sale form according to the information provided by the parties concerned including ascertaining that there are no obstacles that would obstruct the sale at a later stage of the procedures, and (iv) requesting from the Land and Survey Directorate to send a letter addressed to the Minister of Finance soliciting his approval on the sale.

The documents to be submitted with the application are as follows: (i) a property deed, (ii) A Land Map, (iii) a Zoning Map, (iv) a clearance from the Property Tax Department in the Greater Amman Municipality , (v) a clearance from the Greater Amman Municipality on all planning taxes due on property, (vi) a certificate evidencing that the persons signing the sale/purchase are authorized on behalf of the seller/buyer, and a copy of their ID cards.

The Company's statute must clearly state that the company can own lands, even if owning lands is not the company's main objective and even if the company tends to own land to achieve other stated objectives in its founding statutes. Many lawyers always include, when drafting the company's statutes, the right to own land. In case the company does not have this objective clearly stated in its statutes, an extraordinary session of shareholders should be invited to amend the company's regime for this purpose. The new statutes had to be taken to the Ministry of Trade and Industry to obtain the final clearance (simple administrative procedure), but according to recent practice, this is no longer required by the Land Registry. In addition to the above it is necessary to have a certificate evidencing that the person signing the sale/purchase is authorized on behalf of the seller/buyer, as well as a copy of their ID cards.

Procedure 2 Obtain from the Local Municipality a copy of the Zoning Map for the district and a Contravention Clearance Statement on the official sale form

Time to complete: 3 days

Cost to complete: JOD 10 (included in previous)

Comment: The parties should also ask the municipal official to sign a statement (free of cost) on the official form of sale previously obtained from the Land and Survey Directorate, claiming that the property sold is not in contravention of any relevant law or regulation. In case the property was in contravention, a fine must be paid and the contravention removed.

The documentation shall include:

The company's statute

The Ministry of Trade and Industry Authorization (obtained in Procedure 1)

Certificate of Property (obtained in Procedure 2)

Official Sale Form (obtained in Procedure 2)
Cadastral Map (obtained in Procedure 2)

Procedure 3 Obtain building tax clearance from the Ministry of Finance

Time to complete: 1 day

Cost to complete: no cost

Comment: The parties should take the official sale form with all the documents stated above to the Ministry of Finance and request the ministry to sign the statement on the form, assuring that the property does not have any unpaid building taxes. In case the building has unpaid taxes, they should be paid or else the sale cannot continue.

Procedure 4 Present the file to the Land Department to request the transfer of ownership of the property to the buyer

Time to complete: 1 day

Cost to complete: no cost

Comment: The application is filed for registration at the competent Land Department. The Land department does not take the mentioned price of sale on its face value, but forwards the whole file to the division of “area statistics”, which assesses the true value of the property. The registration fees are paid based only on this assessment.

Procedure 5 Field Inspection by the state architect and assessment of the property value

Time to complete: 4 days

Cost to complete: no cost

Comment: An architect of the Land Department makes a physical inspection of the property and its premises. The architect must estimate the property’s value, taking into consideration the cost of the building erected on the land and the rental value of the premises. The architect will then prepare a report where he provides the estimated value that should serve as basis for the registration fees and duties. If the parties are not satisfied with the results of the evaluation, they can reject the decision and petition the chairman of the land and property department, who will have the final say.

Procedure 6 Pay fees and conduct sale hearing session at Head of Land Registration Department

Time to complete: 1 day

Cost to complete: 7.5% property value

Comment: After the cadastral value of the property is determined, the registration fee must be paid according to the evaluation made by the land and property department. The fee was reduced on May 25 2009 according to decision from Council of Ministers in a letter addressed from the General Manager of Lands and Survey Department/ Ministry of Finance (LSD) to the Ministry of Planning and International Cooperation (MoP) (used to be 10% in which the buyer pays 6% and the seller 4% if the parties did not decide on another scheme). The registration fee is paid at the Lands Department. Also, all apartment of less than 120 meter will be permanently exempted the registration fees (previously there was a temporary exemption). Properties exceeding 300 meter have

to pay full registration fees. For properties between 120 meter to 300 meter, only the size exceeding 300 meters should be paid.

There were discussions in the government to pass a new tax law in the last few months, but finally the law project was withdrawn from Parliament. The projects discussed lowering the fee to 6 or 7%.

The sale agreement is presented to the chairman of the land and property department and signed by the representatives of the two parties. The parties signing the agreement should be duly allowed to represent and engage the company. Two witnesses, other than the chairman, must also be present during the signing ceremony. The name of the seller will be deleted from the department's files and the new owner's name will be recorded.

Procedure 7 Final transfer of property and issuance of a new ownership certificate

Time to complete:

1 day

Cost to complete:

already paid in procedure 6

Comment:

A new certificate stating the name of the new owner will be issued and provided to the buyer.

Getting Credit in Jordan

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

Getting Credit Indicators (2009)			Indicator
			score
Private bureau coverage (% of adults)	Private credit bureau	Public credit registry	2
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	No	0
Is it guaranteed by law that borrowers can inspect their data in the largest credit registry?	No	No	0
Coverage		0.0	1.0
Number of individuals		0	..
Number of firms		0	..

Strength of legal rights index (0-10)		4
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 revolving movable assets, without requiring a specific description of the secured assets ?		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 the secured assets ?		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?		Yes
Do secured creditors have absolute priority to their collateral in bankruptcy procedures?		Yes

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

Protecting Investors in Jordan

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

Protecting Investors Data (2009)	Indicator
Extent of disclosure index (0-10)	5
What corporate body provides legally sufficient approval for the transaction? (0-3; see notes)	2
Immediate disclosure to the public and/or shareholders (0-2; see notes)	0
Disclosures in published periodic filings (0-2; see notes)	1
Disclosures by Mr. James to board of directors (0-2; see notes)	2
Requirement that an external body review the transaction before it takes place (0=no, 1=yes)	0
Extent of director liability index (0-10)	4
Shareholder plaintiff's ability to hold Mr. James liable for damage the Buyer-Seller transaction causes to the company. (0-2; see notes)	1
Shareholder plaintiff's ability to hold the approving body (the CEO or board of directors) liable for damage to the company. (0-2; see notes)	1
Whether a court can void the transaction upon a successful claim by a shareholder plaintiff (0-2; see notes)	0
Whether Mr. James pays damages for the harm caused to the company upon a successful claim by the shareholder plaintiff (0=no, 1=yes)	1
Whether Mr. James repays profits made from the transaction upon a successful claim by the shareholder plaintiff (0=no, 1=yes)	0
Whether fines and imprisonment can be applied against Mr. James (0=no, 1=yes)	0
Shareholder plaintiff's ability to sue directly or derivatively for damage the transaction causes to the company (0-1; see notes)	1
Ease of shareholder suits index (0-10)	4
Documents available to the plaintiff from the defendant and witnesses during trial (0-4; see notes)	4
Ability of plaintiffs to directly question the defendant and witnesses during trial (0-2; see notes)	0
Plaintiff can request categories of documents from the defendant without identifying specific ones (0=no, 1=yes)	0
Shareholders owning 10% or less of Buyer's shares can request an inspector investigate the transaction (0=no, 1=yes)	0

Level of proof required for civil suits is lower than that for criminal cases (0=no, 1=yes)	0
Shareholders owning 10% or less of Buyer's shares can inspect transaction documents before filing suit (0=no, 1=yes)	0

Strength of investor protection index (0-10)	4.3
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Notes:

Extent of Disclosure Index

What corporate body provides legally sufficient approval for the transaction?

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

Immediate disclosure to the public and/or shareholders

0=none; 1=disclosure on the transaction only; 2=disclosure on the transaction and Mr. James' conflict of interest

Disclosures in published periodic filings

0=none; 1=disclosure on the transaction only; 2=disclosure on the transaction and Mr. James' conflict of interest

Disclosures by Mr. James to board of directors

0=none; 1=existence of a conflict without any specifics; 2= full disclosure of all material facts

Director Liability Index

Shareholder plaintiff's ability to hold Mr. James liable for damage the Buyer-Seller transaction causes to the company

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

Shareholder plaintiff's ability to hold the approving body (the CEO or board of directors) liable for damage to the company

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

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

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

Shareholder plaintiffs' ability to sue directly or derivatively for damage the transaction causes to the company

0=not available; 1=direct or derivative suit available for shareholders holding 10% of share capital or less

Shareholder Suits Index

Documents available to the plaintiff from the defendant and witnesses during trial

Score 1 each for (1) information that the defendant has indicated he intends to rely on for his defense; (2) information that directly proves specific facts in the plaintiff's claim; (3) any information that is relevant to the subject matter of the claim; and (4) any information that may lead to the discovery of relevant information.

Ability of plaintiffs to directly question the defendant and witnesses during trial

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

Paying Taxes in Jordan

The table below addresses the taxes and mandatory contributions that a medium-size company must pay or withhold in a given year in Jordan, 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
Stamp duty	1			0.3% to 0.6%	contract value		
Fuel tax	1						
GST (VAT)	6		36	16.0%	value added		
Tax on interest	0			5.0%	interest income	0.13	
Municipal business tax	1			fixed fee (JOD 200)		0.19	
Property tax	1			10% (there's an 8% discount is the tax is paid ahead)	assessed annual rental value	0.45	
Vehicle tax	1			fixed fee (JOD 500)		0.49	
1% Educational & Vocational & Technical Training Support Fund on distributable funds	1			1.00%	distributable profit	0.82	
Property transfer tax	1			10% (the seller pays only 4%)	estimated property value	2.42	
Social security contribution	12		60	11.00%	gross salaries	12.41	
Corporate income tax	1		5	15.00%	taxable profits	14.30	
Totals	26		101			31.1	

Notes:

- a) data not collected
- b) VAT is not included in the total tax rate because it is a tax levied on consumers
- c) very small amount
- d) included in other taxes
- e) Withheld tax
- f) electronic filling available
- g) paid jointly with another tax

Name of taxes have been standardized. For instance income tax, profit tax, tax on company's income are all named corporate income tax in this table.

When there is more than one statutory tax rate, the one applicable to TaxpayerCo is reported.

The hours for VAT include all the VAT and sales taxes applicable.

The hours for Social Security include all the hours for labor taxes and mandatory contributions in general.

Trading Across Borders in Jordan

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

Nature of Export Procedures (2009)	Duration (days)	US\$ Cost
Documents preparation	10	110
Customs clearance and technical control	2	70
Ports and terminal handling	3	100
Inland transportation and handling	2	450
Totals	17	730

Nature of Import Procedures (2009)	Duration (days)	US\$ Cost
Documents preparation	11	280
Customs clearance and technical control	4	50
Ports and terminal handling	2	110
Inland transportation and handling	2	850
Totals	19	1290

Export

Bill of lading

Cargo release order

Certificate of origin

Commercial invoice

Consular invoice

Customs export declaration

Packing list

Import

Bill of lading

Cargo release order

Certificate of origin

Commercial invoice

Customs import declaration

Packing list

Technical standard/health certificate

Enforcing Contracts in Jordan

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

Nature of Procedure (2009)	Indicator
Procedures (number)	38
Time (days)	689
Filing and service	37.0
Trial and judgment	462.0
Enforcement of judgment	190.0
Cost (% of claim)*	31.20
Attorney cost (% of claim)	8.0
Court cost (% of claim)	8.2
Enforcement Cost (% of claim)	15.0

Court information: Amman Conciliation Court ("حكمة صلح عمان")

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



DOING BUSINESS
2010

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WORLD
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International
Finance
Corporation
World Bank Group

ISBN: 978-0-8213-7961-5



Printed in the
United States