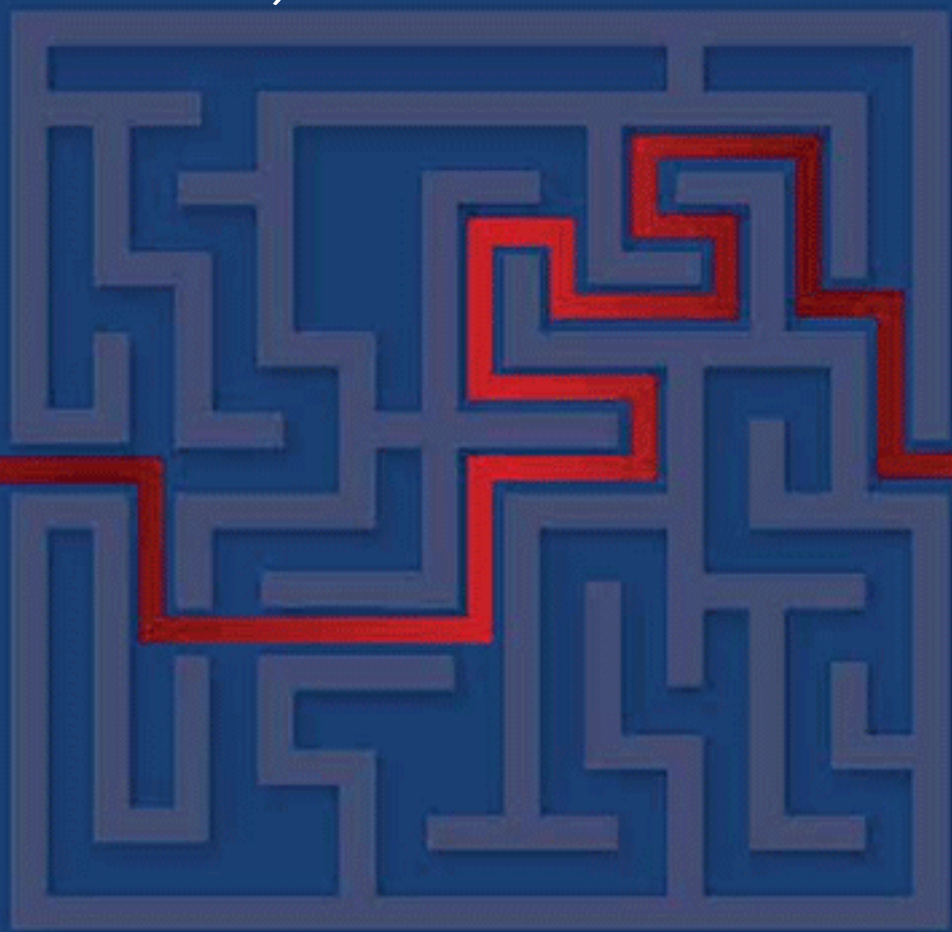




# Doing Business 2014

## Regional Profile:

Economic Community  
of West African States  
(ECOWAS)



Comparing Business Regulations for Domestic Firms in 189 Economies

11<sup>TH</sup> EDITION

*A World Bank Group Corporate Flagship*

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## INTRODUCTION

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

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

This regional profile presents the *Doing Business* indicators for economies in Economic Community of West African States (ECOWAS). It also shows the regional average, the best performance globally for each indicator and data for the following comparator regions: East Asia and the Pacific (EAP), Economic Community of Central African States (ECCAS), Middle East and North Africa (MENA), Southern African

Development Community (SADC) and European Union (EU). The data in this report are current as of June 1, 2013 (except for the paying taxes indicators, which cover the period January–December 2012).

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

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

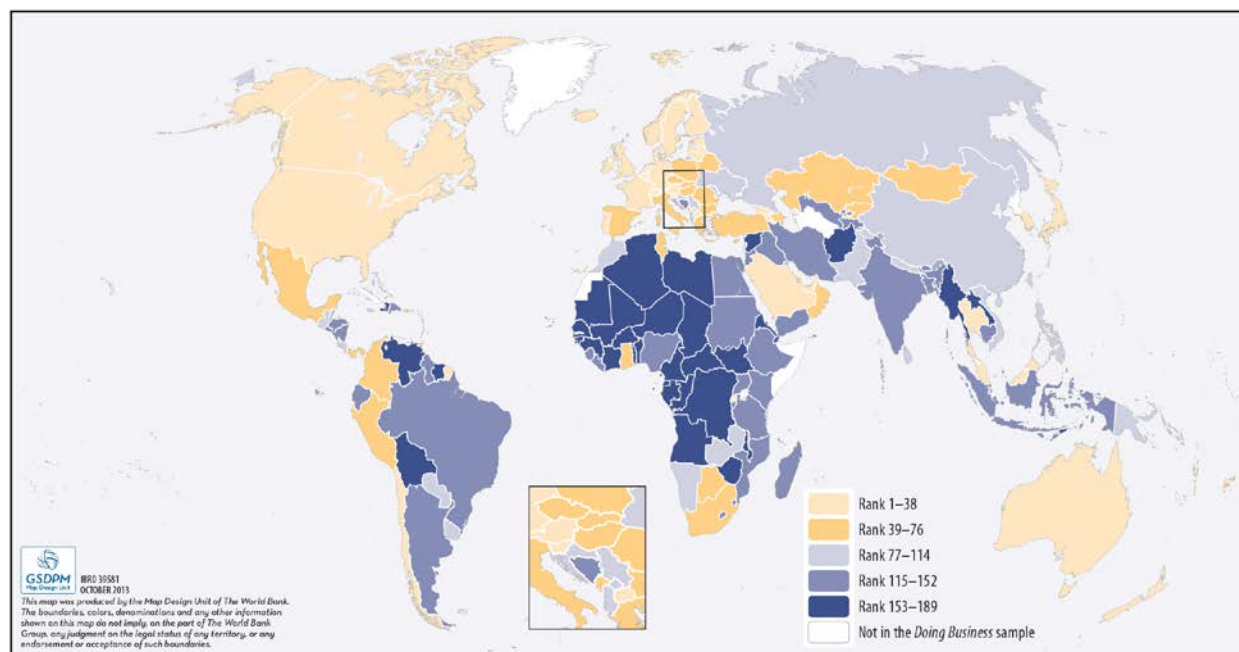
## THE BUSINESS ENVIRONMENT

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

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

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

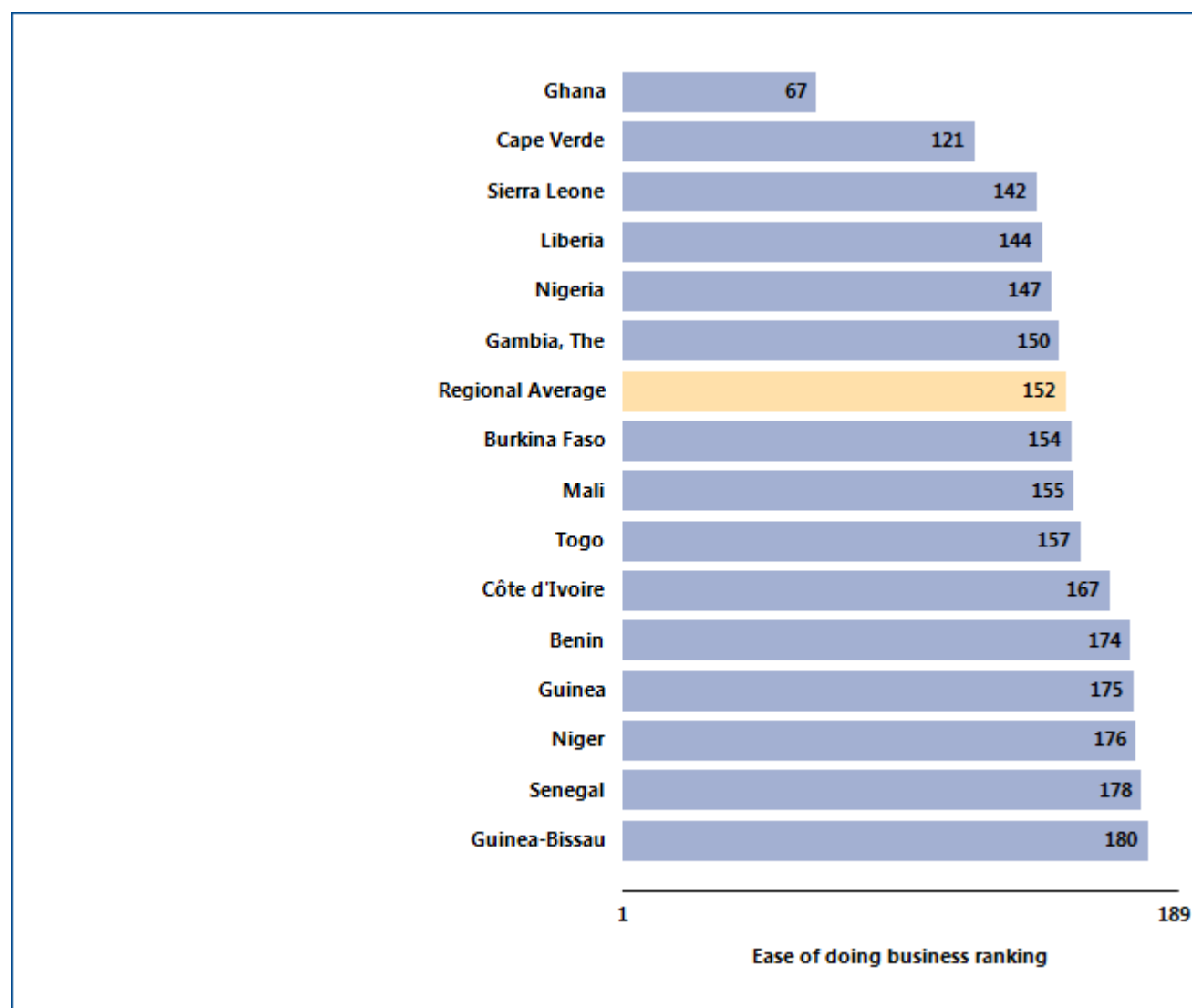
Figure 1.1 Where economies stand in the global ranking on the ease of doing business



## THE BUSINESS ENVIRONMENT

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

Figure 1.2 How economies in Economic Community of West African States (ECOWAS) rank on the ease of doing business

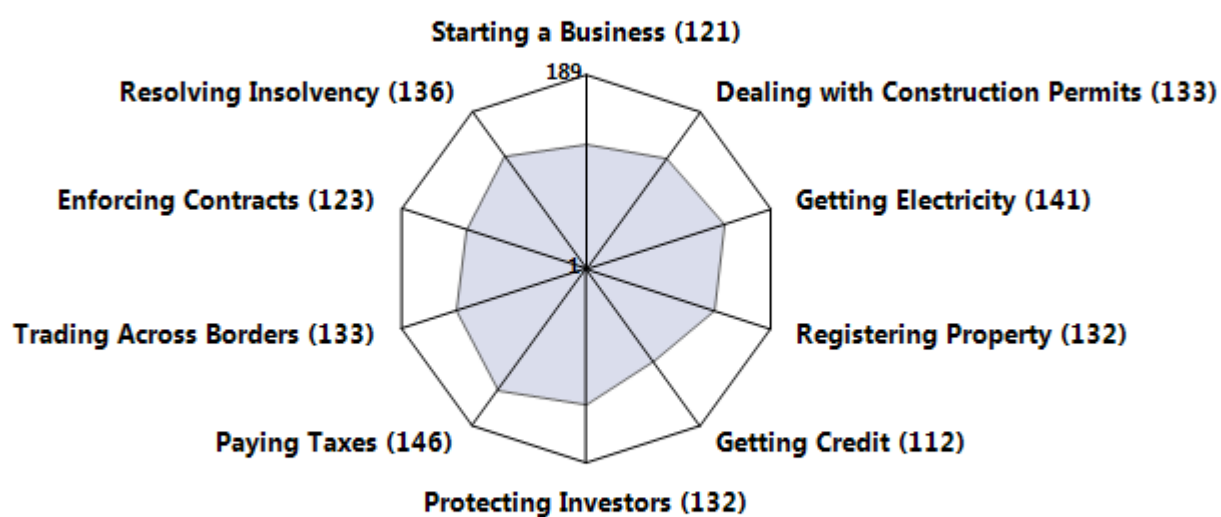


\*The economy with the best performance globally is included as a benchmark.

Source: *Doing Business* database.

## THE BUSINESS ENVIRONMENT

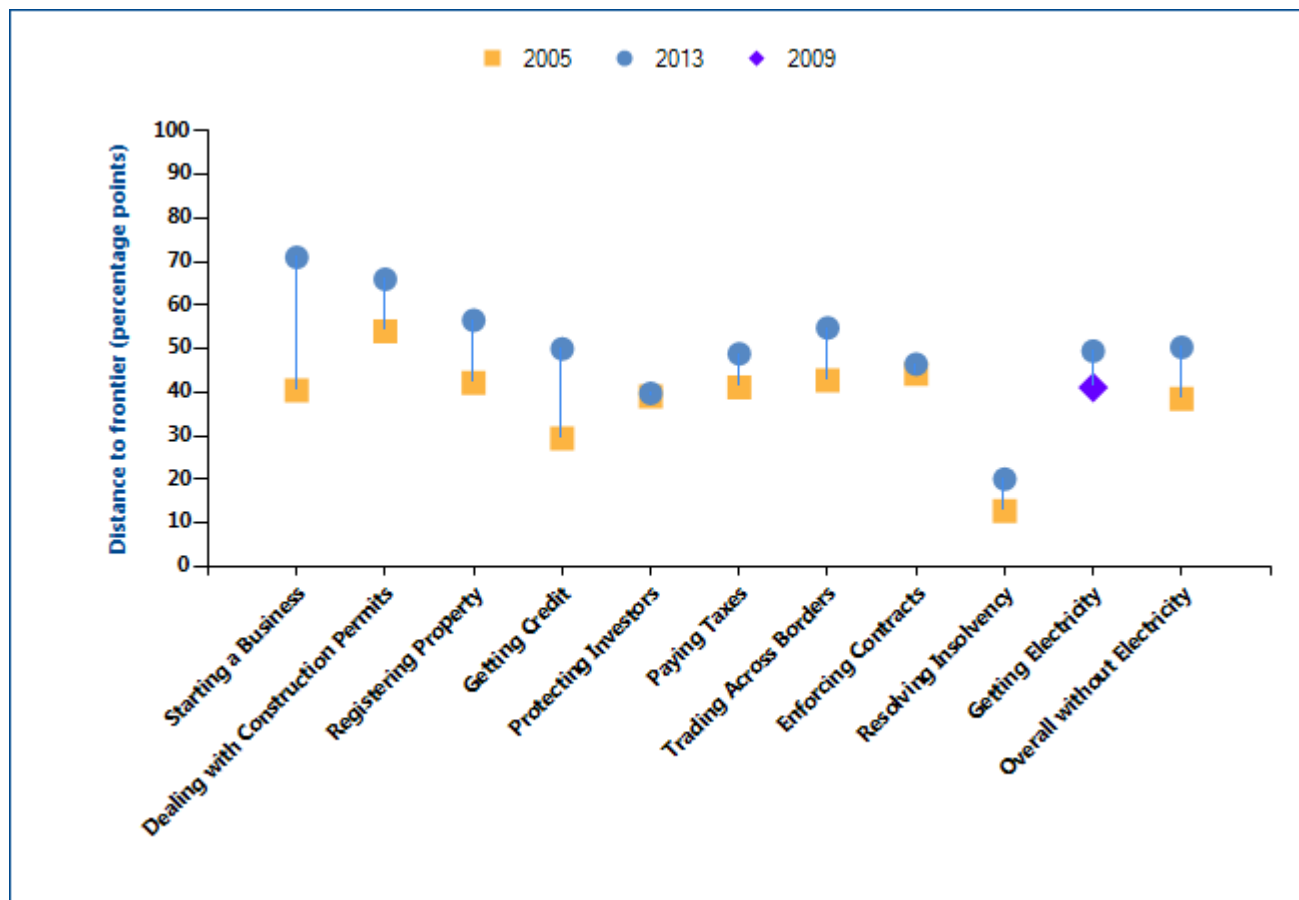
Figure 1.3 How Economic Community of West African States (ECOWAS) ranks on *Doing Business* topics  
Regional average ranking



Source: *Doing Business* database.



Figure 1.4 How far has Economic Community of West African States (ECOWAS) come in the areas measured by Doing Business?



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

Source: *Doing Business* database.



## THE BUSINESS ENVIRONMENT

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

more significant impact as measured by *Doing Business*.

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

Table 1.1 Summary of *Doing Business* indicators for Economic Community of West African States (ECOWAS)

Indicator	Lowest regional performance	Best regional performance	Regional average	Best global performance
<b>Starting a Business (rank)</b>	168 (Togo)	31 (Liberia)	121	1 (New Zealand)
Procedures (number)	9 (Guinea-Bissau)	3 (Burkina Faso)	6	1 (New Zealand)*
Time (days)	28.0 (Nigeria)	5.0 (Liberia)	14.0	1.0 (New Zealand)
Cost (% of income per capita)	174.3 (Gambia, The)	13.5 (Cape Verde)	67.0	0.0 (Slovenia)
Paid-in Min. Capital (% of income per capita)	527.8 (Niger)	0.0 (5 Economies*)	187.8	0.0 (112 Economies*)
<b>Dealing with Construction Permits (rank)</b>	176 (Sierra Leone)	60 (Burkina Faso)	133	1 (Hong Kong SAR, China)
Procedures (number)	29 (Guinea)	11 (Mali)*	16	6 (Hong Kong SAR, China)
Time (days)	364.0 (Côte d'Ivoire)	75.0 (Liberia)	188.9	26.0 (Singapore)
Cost (% of income per capita)	3,504.8 (Nigeria)	91.6 (Guinea)	618.9	1.1 (Qatar)
<b>Getting Electricity (rank)</b>	188 (Guinea-Bissau)	85 (Ghana)	141	1 (Iceland)
Procedures (number)	8 (4 Economies*)	4 (7 Economies*)	6	3 (10 Economies*)
Time (days)	465 (Liberia)	55 (Côte d'Ivoire)	160	17 (Germany)
Cost (% of income per capita)	16,321.1 (Benin)	888.0 (Cape Verde)	5,262.7	0.0 (Japan)

Indicator	Lowest regional performance	Best regional performance	Regional average	Best global performance
<b>Registering Property (rank)</b>	185 (Nigeria)	49 (Ghana)	132	1 (Georgia)
Procedures (number)	13 (Nigeria)	4 (3 Economies*)	6	1 (4 Economies*)
Time (days)	295.0 (Togo)	22.0 (Cape Verde)	75.3	1.0 (New Zealand)*
Cost (% of property value)	20.8 (Nigeria)	1.2 (Ghana)	10.6	0.0 (5 Economies*)
<b>Getting Credit (rank)</b>	165 (Gambia, The)	13 (Nigeria)	112	1 (Malaysia)*
Strength of legal rights index (0-10)	3 (Cape Verde)	9 (Nigeria)	6	10 (10 Economies*)
Depth of credit information index (0-6)		5 (3 Economies*)	2	6 (31 Economies*)
Public registry coverage (% of adults)	0.1 (Nigeria)	17.3 (Cape Verde)	3.7	100.0 (Portugal)*
Private bureau coverage (% of adults)	4.9 (Nigeria)	10.4 (Ghana)	7.7	100.0 (22 Economies*)
<b>Protecting Investors (rank)</b>	178 (Guinea)*	22 (Sierra Leone)	132	1 (New Zealand)
Extent of disclosure index (0-10)	1 (Cape Verde)	7 (Ghana)	5	10 (10 Economies*)
Extent of director liability index (0-10)	1 (11 Economies*)	8 (Sierra Leone)	2	10 (Cambodia)
Ease of shareholder suits index (0-10)	1 (Guinea)	7 (Ghana)	4	10 (3 Economies*)
Strength of investor protection index (0-10)	2.7 (Guinea)*	6.7 (Sierra Leone)	4.0	9.7 (New Zealand)
<b>Paying Taxes (rank)</b>	186 (Guinea)	42 (Liberia)	146	1 (United Arab Emirates)
Payments (number per year)	62 (Côte d'Ivoire)	30 (Cape Verde)	45	3 (Hong Kong SAR, China)*
Time (hours per year)	956 (Nigeria)	151 (Liberia)	344	12 (United Arab Emirates)
<b>Trading Across Borders (rank)</b>	178 (Niger)	80 (Senegal)	133	1 (Singapore)
Documents to export (number)	10 (Burkina Faso)*	6 (7 Economies*)	7	2 (Ireland)*
Time to export (days)	57 (Niger)	12 (Senegal)	26	6 (5 Economies*)
Cost to export (US\$ per	4,475 (Niger)	875 (Ghana)	1,598	450 (Malaysia)

Indicator	Lowest regional performance	Best regional performance	Regional average	Best global performance
container)				
Documents to import (number)	13 (Nigeria)	5 (Senegal)	9	2 (Ireland)*
Time to import (days)	62 (Niger)	14 (Senegal)	31	4 (Singapore)
Cost to import (US\$ per container)	4,500 (Niger)	895 (Gambia, The)	2,111	440 (Singapore)
<b>Enforcing Contracts (rank)</b>	181 (Benin)	35 (Cape Verde)	123	1 (Luxembourg)
Time (days)	1,715 (Guinea-Bissau)	276 (Guinea)	661	150 (Singapore)
Cost (% of claim)	149.5 (Sierra Leone)	19.8 (Cape Verde)	54.0	0.1 (Bhutan)
Procedures (number)	49 (Guinea)	32 (Côte d'Ivoire)	39	21 (Singapore)*
<b>Resolving Insolvency (rank)</b>	189 (Guinea-Bissau)*	95 (Côte d'Ivoire)	136	1 (Japan)
Time (years)	5.0 (Niger)	1.9 (Ghana)	3.1	0.4 (Ireland)
Cost (% of estate)	43 (Liberia)	8 (Guinea)	21	1 (Norway)
Recovery rate (cents on the dollar)	0.0 (Guinea-Bissau)*	31.8 (Côte d'Ivoire)	19.0	92.8 (Japan)

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

Source: *Doing Business* database.

## STARTING A BUSINESS

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

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

### What do the indicators cover?

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

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

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

### WHAT THE STARTING A BUSINESS

#### INDICATORS MEASURE

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

- Preregistration (for example, name verification or reservation, notarization)
- Registration in the economy's largest business city
- Postregistration (for example, social security registration, company seal)

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

- Does not include time spent gathering information
- Each procedure starts on a separate day (2 procedures cannot start on the same day). Procedures that can be fully completed online are an exception to this rule.
- Procedure considered completed once final document is received
- No prior contact with officials

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

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

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

- Funds deposited in a bank or with a notary before registration (or within 3 months)

- Conducts general commercial or industrial activities.
- Has a start-up capital of 10 times income per capita and has a turnover of at least 100 times income per capita.
- Does not qualify for any special benefits.
- Does not own real estate.

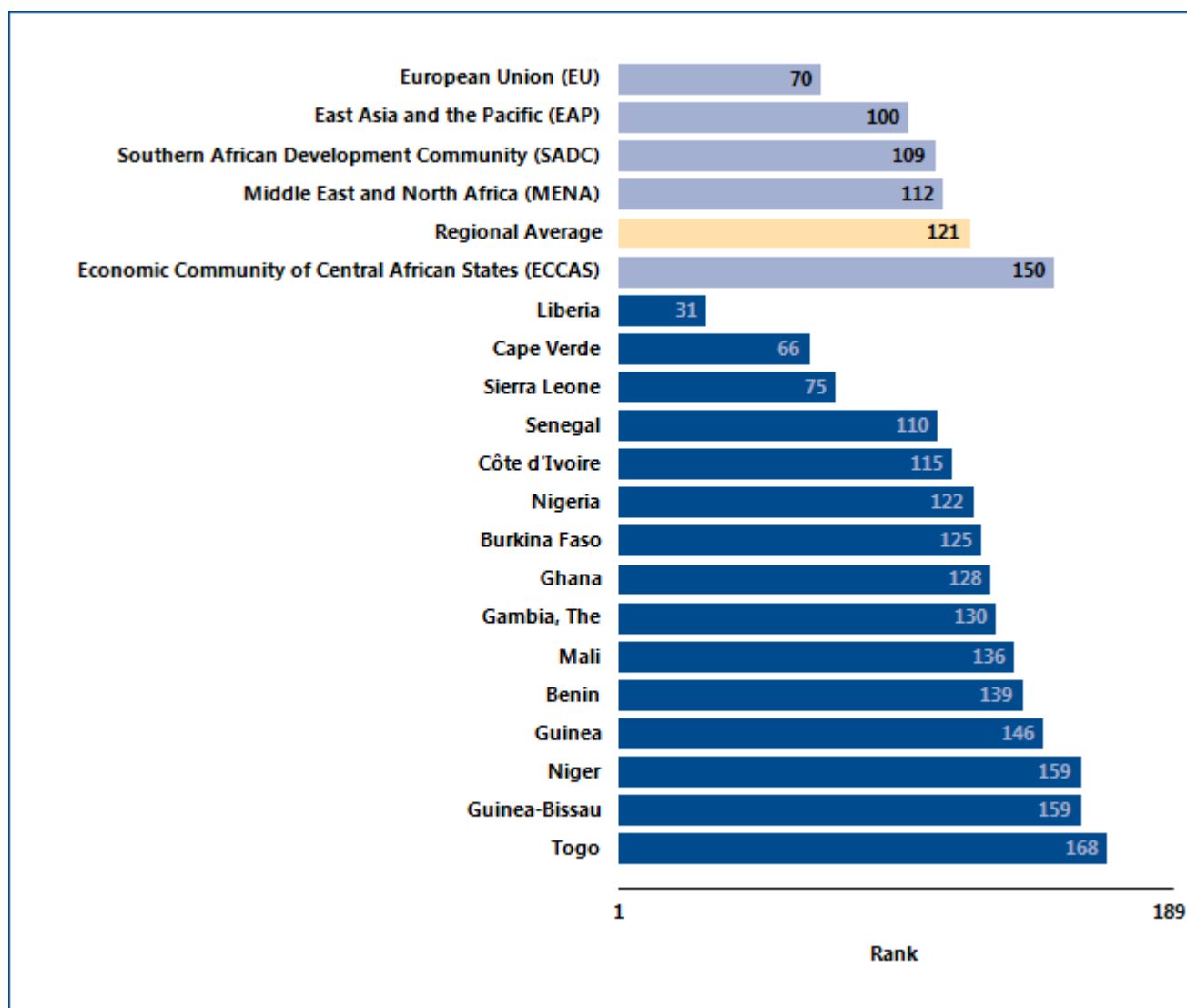
## STARTING A BUSINESS

### Where do the region's economies stand today?

How easy is it for entrepreneurs in economies in Economic Community of West African States (ECOWAS) to start a business? The global rankings of these economies on the ease of starting a business

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

Figure 2.1 How economies in Economic Community of West African States (ECOWAS) rank on the ease of starting a business



Source: Doing Business database.

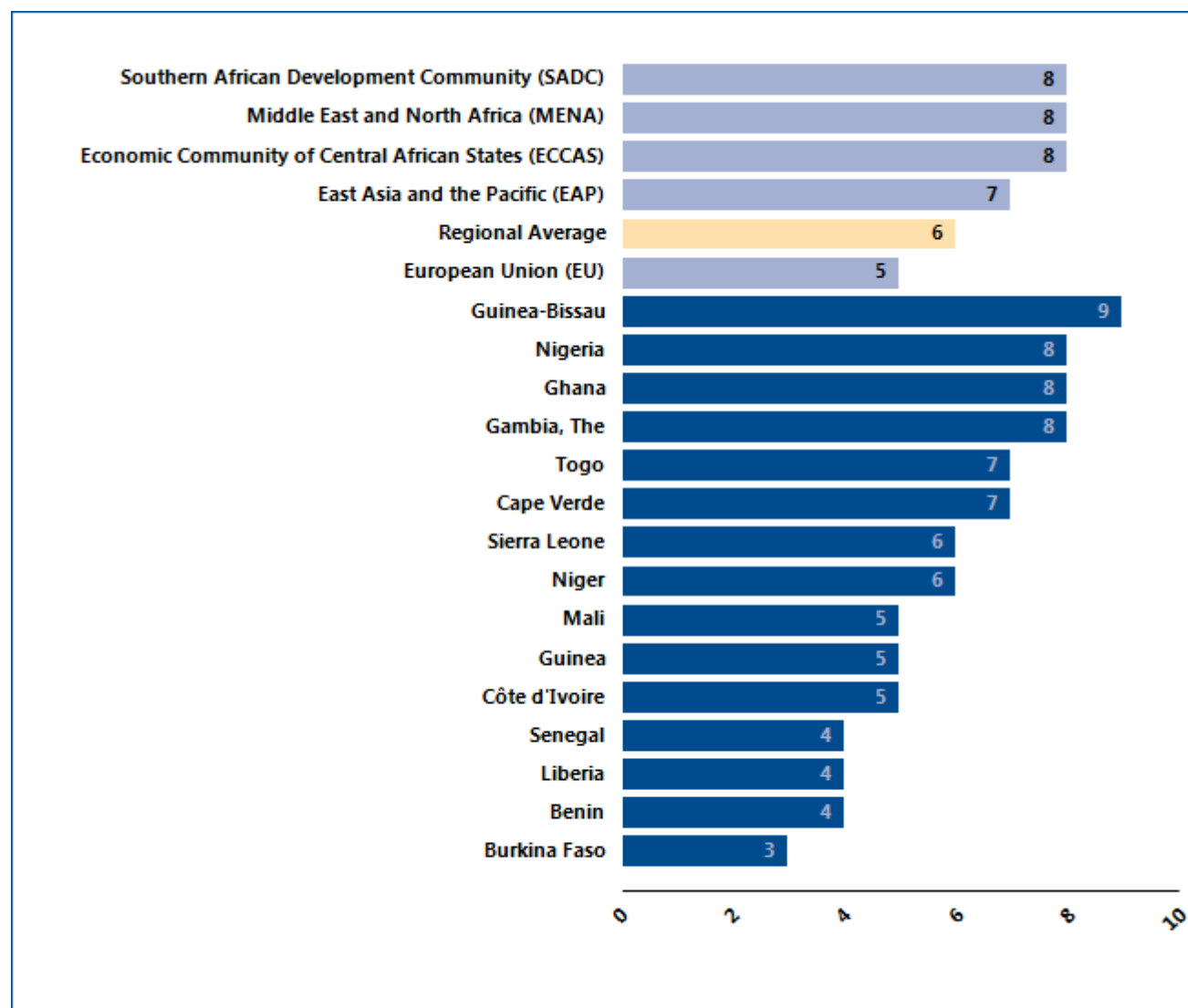
## STARTING A BUSINESS

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

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

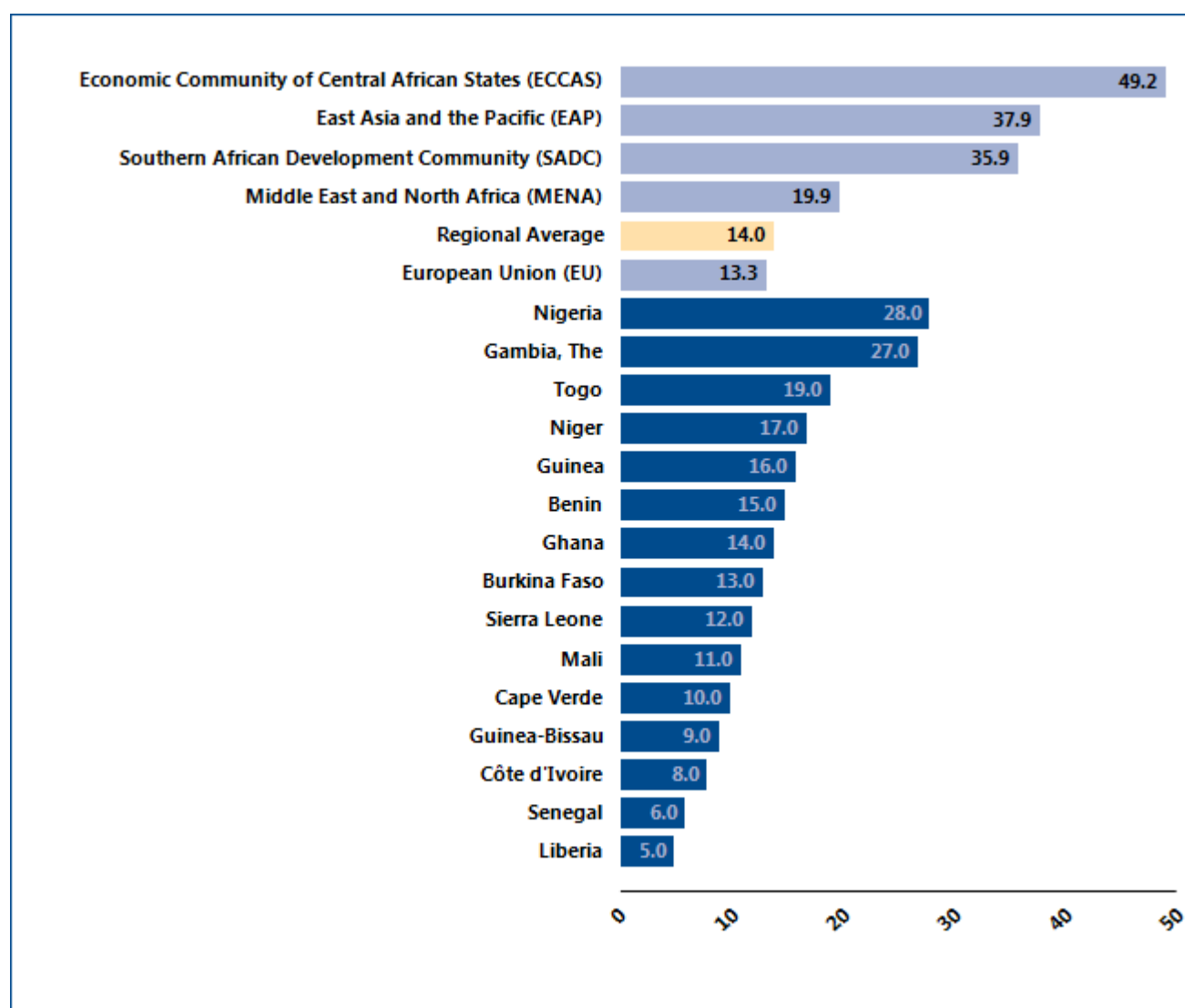
Figure 2.2 What it takes to start a business in economies in Economic Community of West African States (ECOWAS)

### Procedures (number)



## STARTING A BUSINESS

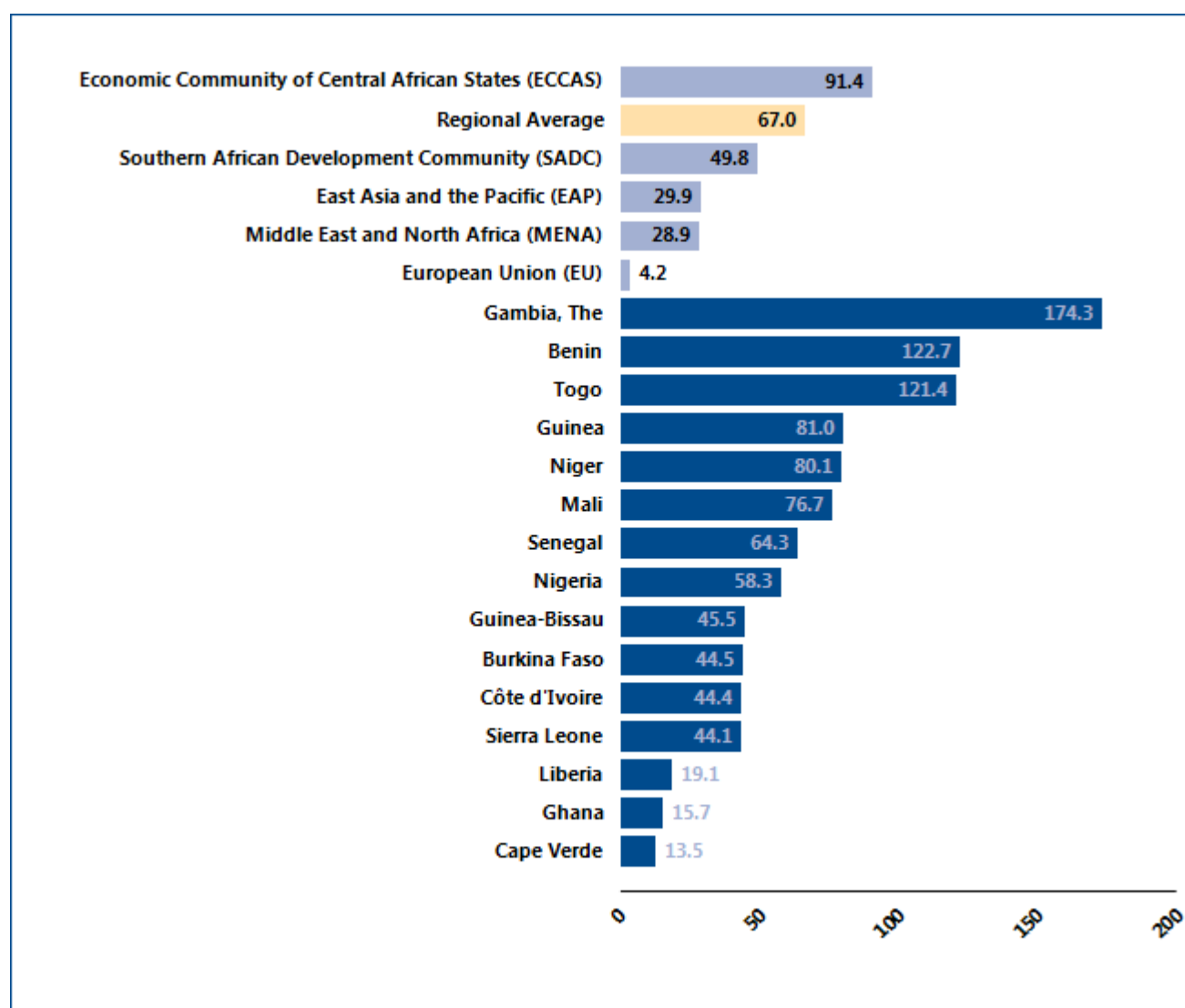
Time (days)





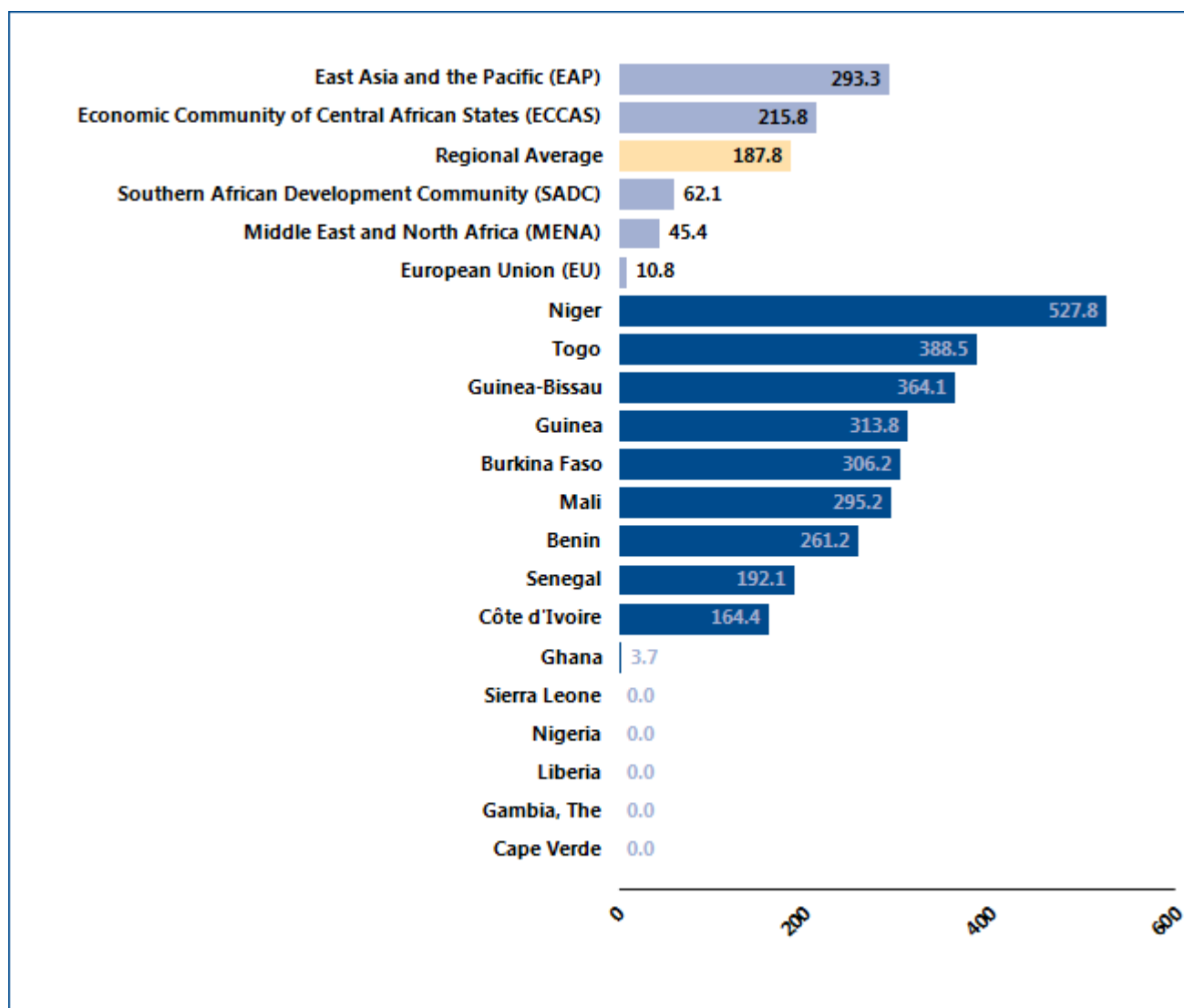
## STARTING A BUSINESS

## Cost (% of income per capita)



## STARTING A BUSINESS

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



Source: Doing Business database.

## STARTING A BUSINESS

### What are the changes over time?

Economies around the world have taken steps making it easier to start a business—streamlining procedures by setting up a one-stop shop, making procedures simpler or faster by introducing technology, and reducing or eliminating minimum capital requirements. Many have undertaken business registration reforms in stages—and often as part of a larger regulatory reform program. Among the benefits have been greater firm

satisfaction and savings and more registered businesses, financial resources and job opportunities.

What business registration reforms has *Doing Business* recorded in Economic Community of West African States (ECOWAS) (table 2.1)?

Table 2.1 How have economies in Economic Community of West African States (ECOWAS) made starting a business easier—or not?  
By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>Burkina Faso</i>	Through ministerial decree, Burkina Faso simplified notification and documentation requirements, reducing the time to register a company.
DB2008	<i>Côte d'Ivoire</i>	Côte d'Ivoire eased the process of starting a business by abolishing the requirement of notifying the labor ministry.
DB2008	<i>Ghana</i>	The ongoing computerization at the company registry and improved operations at the Environmental Protection Agency reduced business registration time.
DB2008	<i>Mali</i>	The business startup process was reformed -- a single company identification number reduced the registration time.
DB2008	<i>Niger</i>	Niger made starting a business cheaper by eliminating the fees paid at the Chamber of Commerce at the time of business start-up.
DB2008	<i>Nigeria</i>	An electronic company name search was introduced, which made the company registry more efficient.
DB2009	<i>Ghana</i>	The requirement to register employment vacancies and the seal requirement were abolished reducing the number of procedures.
DB2009	<i>Liberia</i>	Simplification of the registration processes, time- limit reforms, business licenses reforms resulted in tremendous time and number of procedures" reduction
DB2009	<i>Senegal</i>	The one-stop shop became fully operational merging several start-up procedures into 1 and reducing the start- up time substantially.
DB2009	<i>Sierra Leone</i>	The use of lawyer was made optional and other registration formalities were abolished including the payment of taxes

DB year	Economy	Reform
		upfront and the exchange control permission for registration cutting the number of procedures, time and cost.
DB2010	<i>Burkina Faso</i>	Burkina Faso eased the process of business start-up by allowing publication to be done directly on the website of the Maison de l'entreprise (one-stop shop), reducing the registration cost and streamlining the tax registration process.
DB2010	<i>Cape Verde</i>	Cape Verde eased the business startup process by implementing an company online registration system.
DB2010	<i>Ghana</i>	Ghana simplified business start- up process by further streamlining the registration procedures with the creation of a customer services desk at the one stop shop.
DB2010	<i>Guinea-Bissau</i>	Guinea-Bissau simplified the business start- up process through the electronization of the company name search, the introduction of some computers and flash drives, and the reduction of the registration fees.
DB2010	<i>Liberia</i>	Liberia eased the start up process by removing the need to obtain and environmental impact assessment when forming a general trading company.
DB2010	<i>Mali</i>	Mali simplified the business start-up process by creating a new one stop shop making it possible to register a company with the registrar and tax agency, apply for online publication and obtain a national identification number (NINA).
DB2010	<i>Niger</i>	Niger simplified the process to start a business by eliminating the procedures to register with the Centre Nationale des Utilisateurs du Transports (CNUT) and with the Chamber of Commerce.
DB2010	<i>Sierra Leone</i>	Sierra Leone eased business start up processes with the establishment of a one-stop shop for business registration.
DB2010	<i>Togo</i>	Togo eased business start-up by setting up a one-stop shop (CFE) eliminating 6 procedures and reducing cost by a third
DB2011	<i>Cape Verde</i>	Cape Verde made business start-up easier by eliminating the need for a municipal inspection before a business begins operations and computerizing the system for delivering the municipal license.
DB2012	<i>Benin</i>	Benin made starting a business easier by replacing the requirement for a copy of the founders' criminal records with one for a sworn declaration at the time of the company's
DB2012	<i>Burkina Faso</i>	Burkina Faso made starting a business easier by replacing the requirement for a copy of the founders' criminal records with one for a sworn declaration at the time of the company's registration.
DB2012	<i>Côte d'Ivoire</i>	Côte d'Ivoire made starting a business easier by reorganizing the court clerk's office where entrepreneurs file their

DB year	Economy	Reform
		company documents.
<b>DB2012</b>	<i>Ghana</i>	Ghana increased the cost to start a business by 70%.
<b>DB2012</b>	<i>Guinea-Bissau</i>	Guinea-Bissau made starting a business easier by establishing a one-stop shop, eliminating the requirement for an operating license and simplifying the method for providing criminal records and publishing the registration notice.
<b>DB2012</b>	<i>Liberia</i>	Liberia made starting a business easier by introducing a one-stop shop.
<b>DB2012</b>	<i>Mali</i>	Mali made starting a business easier by adding to the services provided by the one-stop shop.
<b>DB2012</b>	<i>Senegal</i>	Senegal made starting a business easier by replacing the requirement for a copy of the founders' criminal records with one for a sworn declaration at the time of the company's registration.
<b>DB2013</b>	<i>Benin</i>	Benin made starting a business easier by appointing a representative of the commercial registry at the one-stop shop and reducing some fees.
<b>DB2013</b>	<i>Guinea</i>	Guinea made starting a business easier by setting up a one-stop shop for company incorporation and by replacing the requirement for a copy of the founders' criminal records with one for a sworn declaration at the time of the company's registration.
<b>DB2013</b>	<i>Togo</i>	Togo made starting a business easier and less costly by reducing incorporation fees, improving the work flow at the one-stop shop for company registration and replacing the requirement for a copy of the founders' criminal records with one for a sworn declaration at the time of the company's registration.
<b>DB2014</b>	<i>Benin</i>	Benin made starting a business easier by creating a one-stop shop.
<b>DB2014</b>	<i>Cape Verde</i>	Cape Verde made starting a business easier by abolishing the minimum capital requirement.
<b>DB2014</b>	<i>Côte d'Ivoire</i>	Côte d'Ivoire made starting a business easier by creating a one-stop shop, reducing the notary fees and replacing the requirement for a copy of the founders' criminal records with one for a sworn declaration at the time of company registration.
<b>DB2014</b>	<i>Ghana</i>	Ghana made starting a business more difficult by requiring entrepreneurs to obtain a tax identification number prior to company incorporation.
<b>DB2014</b>	<i>Guinea</i>	Guinea made starting a business easier by enabling the one-stop shop to publish incorporation notices and by reducing

DB year	Economy	Reform
		the notary fees.
<b>DB2014</b>	<i>Liberia</i>	Liberia made starting a business easier by eliminating the business trade license fees and reducing the time to obtain the business registration certificate.
<b>DB2014</b>	<i>Mali</i>	Mali made starting a business more difficult by ceasing to regularly publish the incorporation notices of new companies on the official website of the one-stop shop.
<b>DB2014</b>	<i>Niger</i>	Niger made starting a business easier by replacing the requirement for a copy of the founders' criminal records with one for a sworn declaration at the time of company registration.
<b>DB2014</b>	<i>Togo</i>	Togo made starting a business easier by reducing the time required to register at the one-stop shop and by reducing registration costs.

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

*Source:* *Doing Business* database.

## DEALING WITH CONSTRUCTION PERMITS

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

### What do the indicators cover?

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

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

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

The business:

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

The warehouse:

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

### WHAT THE DEALING WITH CONSTRUCTION PERMITS INDICATORS MEASURE

#### Procedures to legally build a warehouse (number)

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

Submitting all required notifications and receiving all necessary inspections

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

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

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

Does not include time spent gathering information

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

Procedure completed once final document is received

No prior contact with officials

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

Official costs only, no bribes

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



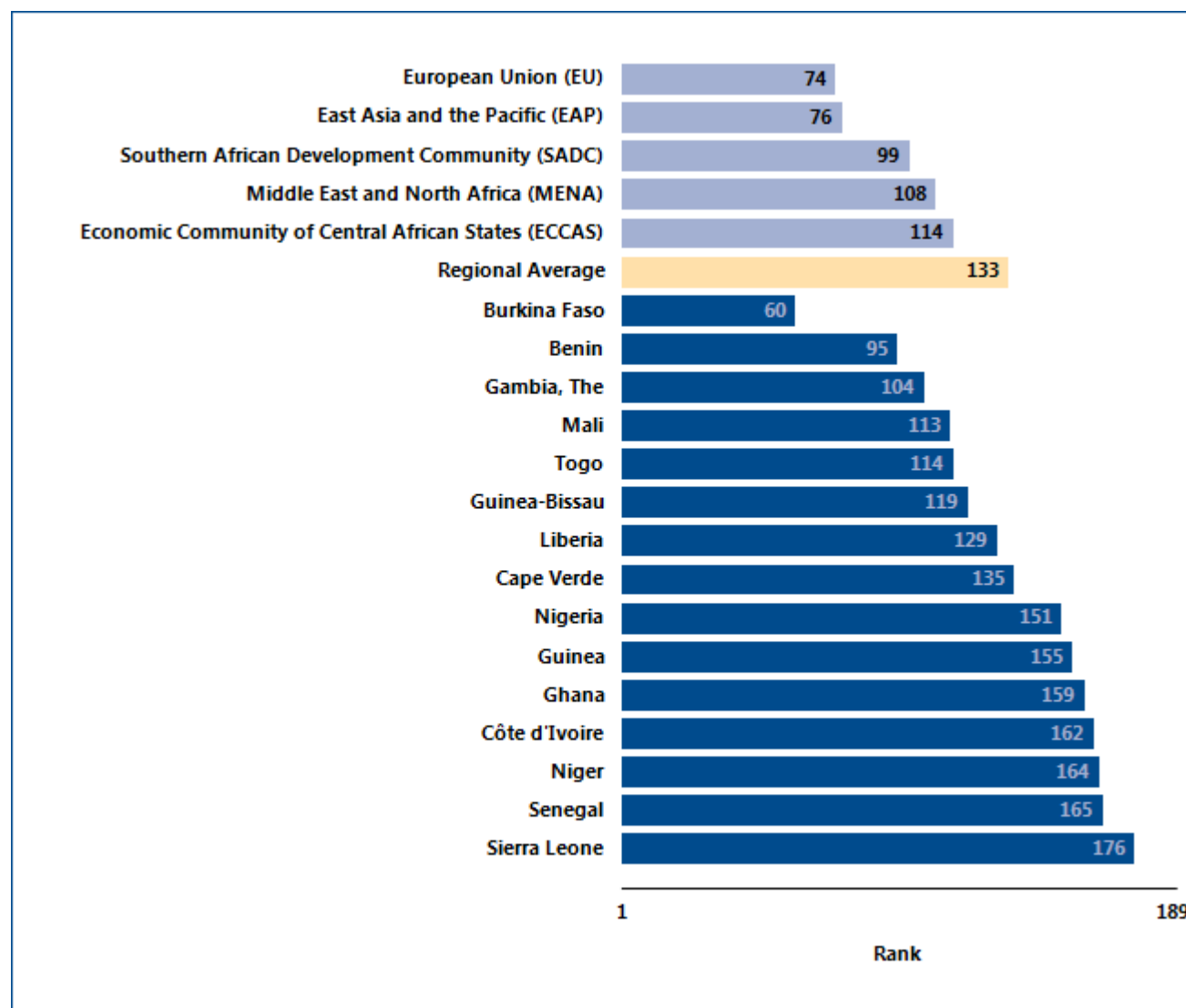
## DEALING WITH CONSTRUCTION PERMITS

### Where do the region's economies stand today?

How easy it is for entrepreneurs in economies in Economic Community of West African States (ECOWAS) to legally build a warehouse? The global rankings of these economies on the ease of dealing

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

Figure 3.1 How economies in Economic Community of West African States (ECOWAS) rank on the ease of dealing with construction permits



Source: Doing Business database.

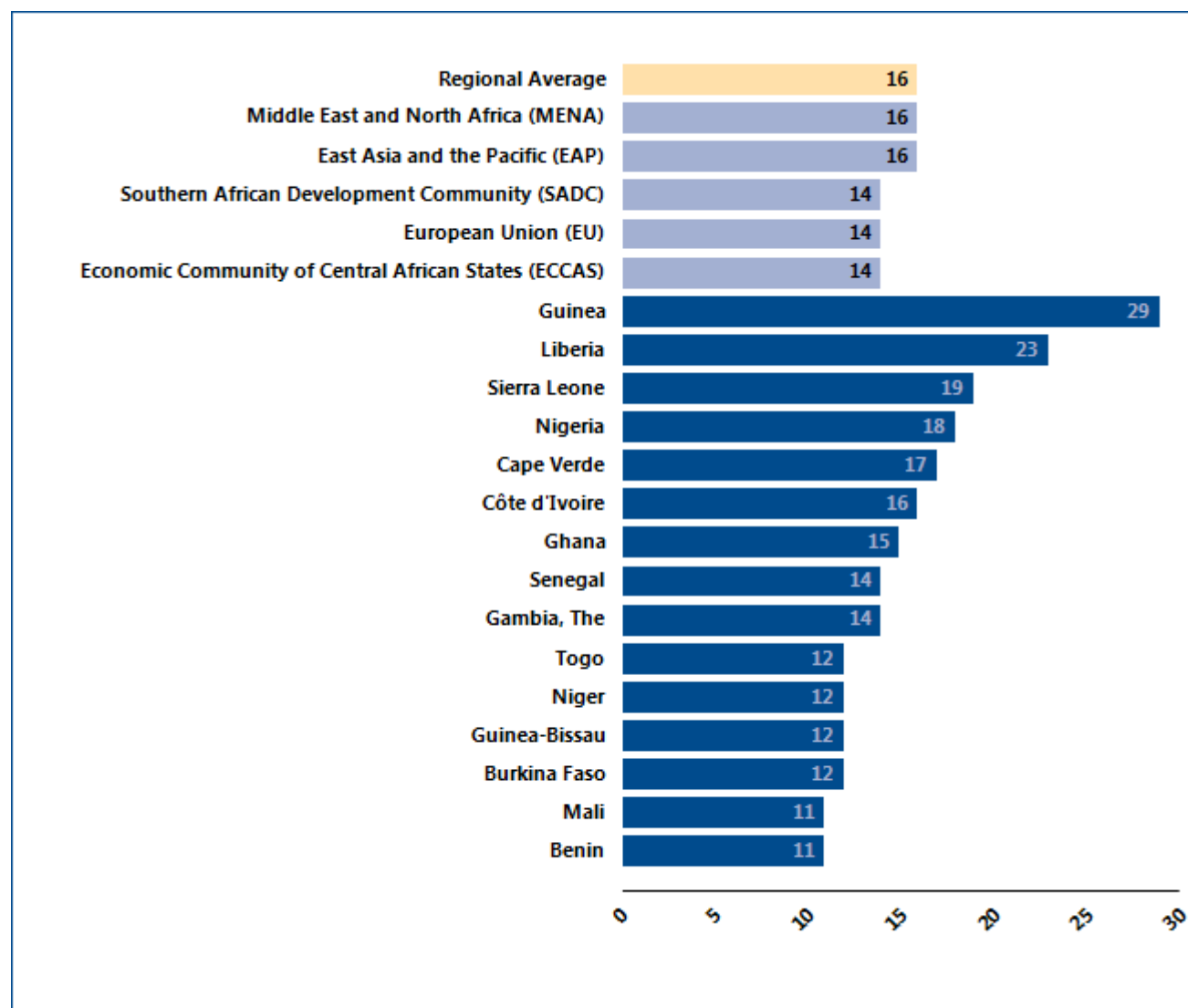
## DEALING WITH CONSTRUCTION PERMITS

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

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

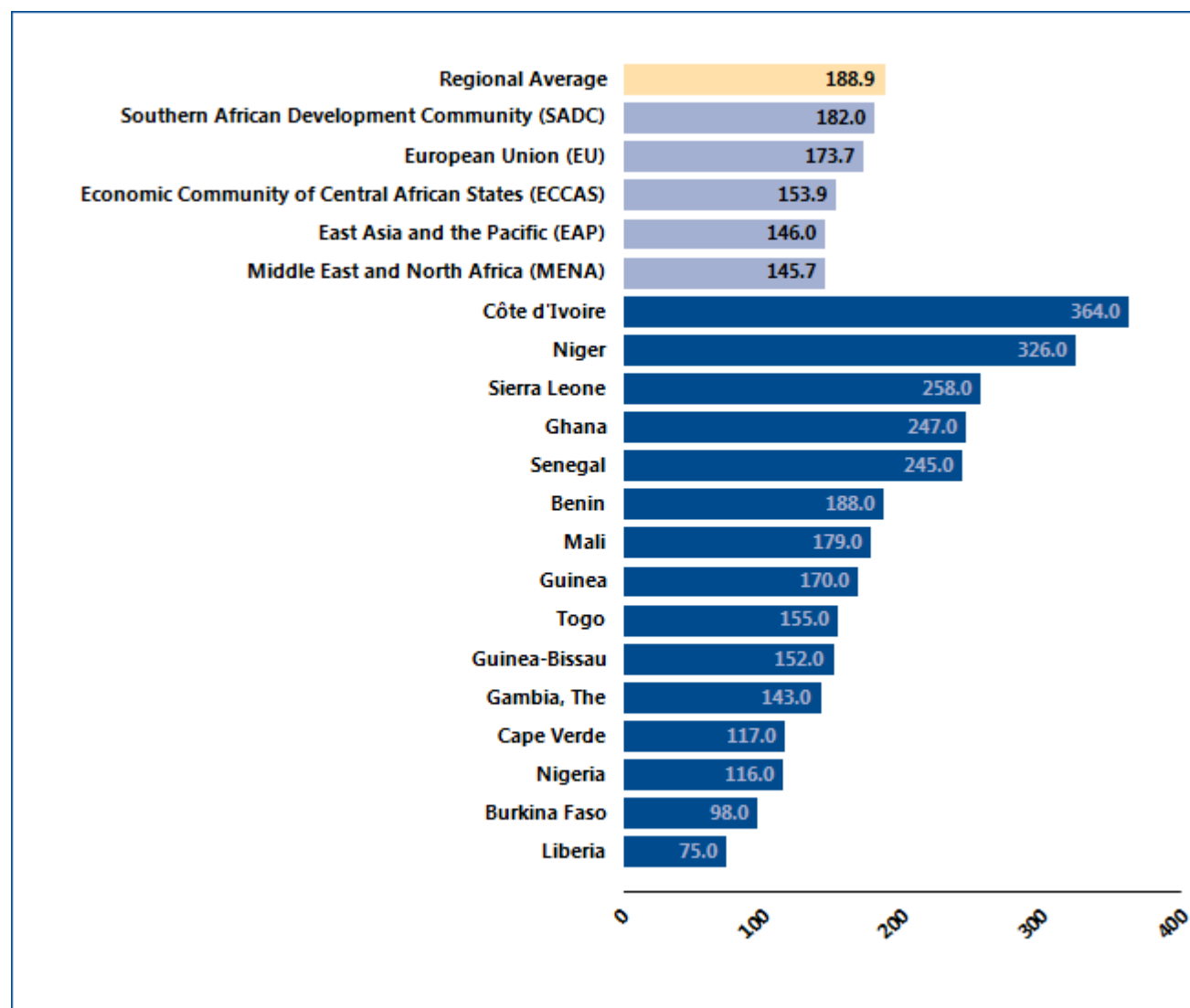
Figure 3.2 What it takes to comply with formalities to build a warehouse in economies in Economic Community of West African States (ECOWAS)

### Procedures (number)



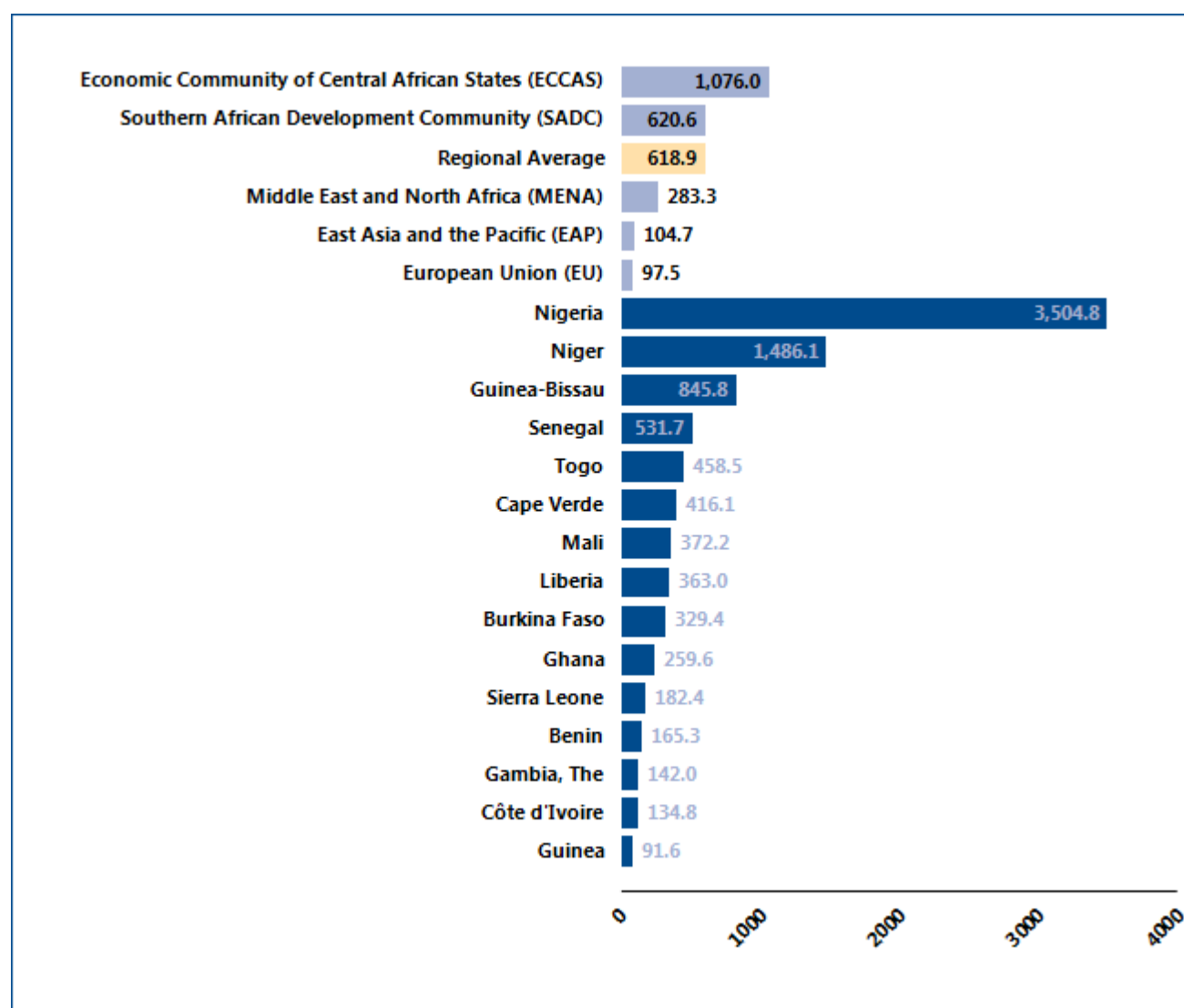
## DEALING WITH CONSTRUCTION PERMITS

Time (days)



## DEALING WITH CONSTRUCTION PERMITS

## Cost (% of income per capita)



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

Source: *Doing Business* database.

## DEALING WITH CONSTRUCTION PERMITS

### What are the changes over time?

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

worked on consolidating permitting requirements. What construction permitting reforms has *Doing Business* recorded in Economic Community of West African States (ECOWAS) (table 3.1)?

Table 3.1 How have economies in Economic Community of West African States (ECOWAS) made dealing with construction permits easier—or not?

By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>Nigeria</i>	Nigeria made obtaining construction permits easier by setting up an official time frame of permit issuance, and introducing risk-based inspections. Meanwhile, a new building code is going to be implemented.
DB2009	<i>Benin</i>	An administrative backlog in the Municipality of Cotonou resulted in an increase of 78 days to obtain a building permit. New building regulations were passed in 2007 but are not yet in force.
DB2009	<i>Burkina Faso</i>	Burkina Faso eliminated random inspections during construction. It also introduced a new one-stop shop for building permits, which reduced approval fees and combined 5 separate payments into a single one. The reforms overall eliminated 17 procedures, reduced 12 days and decreased 430,000 F CFA of cost.
DB2009	<i>Liberia</i>	Liberia reduced the time to obtain a building permit by 59 days, by introducing a 30 day statutory time limit and eliminating the Minister of Public Works' signature on small to medium sized construction projects. Liberia also cut the building permit fees in half.
DB2009	<i>Sierra Leone</i>	Sierra Leone made obtaining construction permits easier by enforcing risk-based inspections during construction. Also, a schedule of inspections is now issued together with building permit.
DB2010	<i>Burkina Faso</i>	Burkina Faso eased the process of dealing with construction permits by establishing a one-stop shop for processing

DB year	Economy	Reform
		building permits in Ouagadougou.
<b>DB2010</b>	<i>Liberia</i>	Liberia eased the process of dealing with construction permits by reducing the permit fee and cost of obtaining power generator, abolishing the requirement to obtain a tax waiver certificate before submitting documents to obtain a building permit, and fixed telephone connections have become more readily available for public use with the re-opening of LIBTELCO.
<b>DB2010</b>	<i>Mali</i>	Mali made dealing with construction permits easier by speeding up the service delivery time for water connections by 30 days.
<b>DB2011</b>	<i>Benin</i>	Benin created a new municipal commission to streamline construction permitting and set up an ad hoc commission to deal with the backlog in permit applications.
<b>DB2011</b>	<i>Burkina Faso</i>	Burkina Faso made dealing with construction permits easier by cutting the cost of the soil survey in half and the time to process a building permit application by a third.
<b>DB2011</b>	<i>Côte d'Ivoire</i>	Côte d'Ivoire eased construction permitting by eliminating the need to obtain a preliminary approval.
<b>DB2011</b>	<i>Guinea</i>	Guinea increased the cost of obtaining a building permit.
<b>DB2011</b>	<i>Mali</i>	Mali eased construction permitting by implementing a simplified environmental impact assessment for noncomplex commercial buildings.
<b>DB2011</b>	<i>Sierra Leone</i>	Sierra Leone made dealing with construction permits easier by streamlining the issuance of location clearances and building permits.
<b>DB2012</b>	<i>Burkina Faso</i>	Burkina Faso made dealing with construction permits less costly by reducing the fees to obtain a fire safety study.
<b>DB2012</b>	<i>Senegal</i>	Senegal made obtaining a building permit more expensive by increasing the cost.
<b>DB2013</b>	<i>Benin</i>	Benin reduced the time required to obtain a construction permit by speeding up the processing of applications.
<b>DB2013</b>	<i>Guinea</i>	Guinea made obtaining a building permit less expensive by clarifying the method for calculating the cost.

DB year	Economy	Reform
DB2014	<i>Côte d'Ivoire</i>	Côte d'Ivoire reduced the time required for obtaining a building permit by streamlining procedures at the one-stop shop (Service du Guichet Unique du Foncier et de l'Habitat).
DB2014	<i>Togo</i>	Togo made dealing with construction permits easier by improving internal operations at the City Hall of Lomé.

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

*Source:* *Doing Business* database.



## GETTING ELECTRICITY

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

### What do the indicators cover?

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

The warehouse:

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

The electricity connection:

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

### WHAT THE GETTING ELECTRICITY INDICATORS MEASURE

#### Procedures to obtain an electricity connection (number)

- Submitting all relevant documents and obtaining all necessary clearances and permits
- Completing all required notifications and receiving all necessary inspections
- Obtaining external installation works and possibly purchasing material for these works
- Concluding any necessary supply contract and obtaining final supply

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

- Is at least 1 calendar day
- Each procedure starts on a separate day
- Does not include time spent gathering information
- Reflects the time spent in practice, with little follow-up and no prior contact with officials

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

- Official costs only, no bribes
- Excludes value added tax

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

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

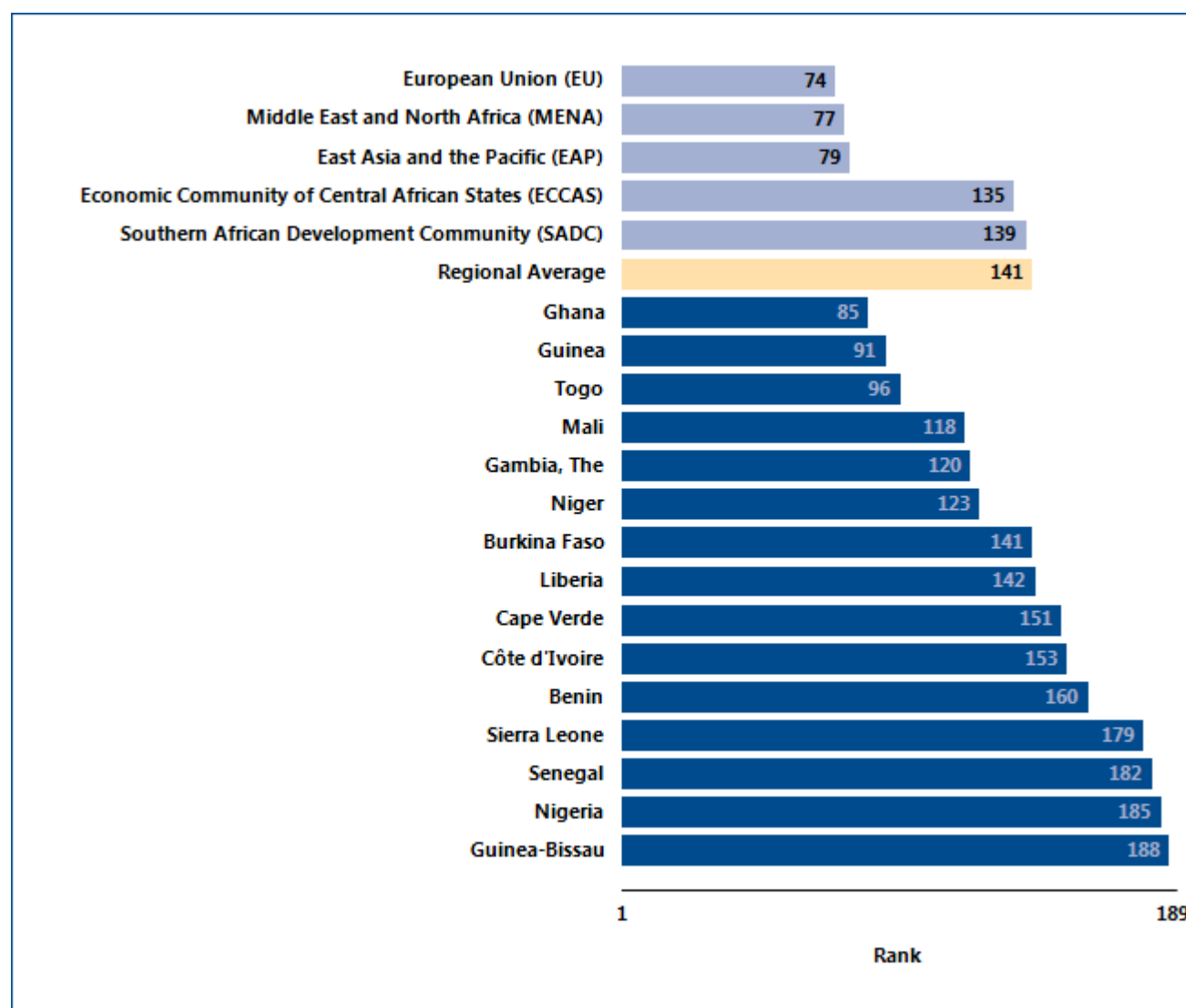
## GETTING ELECTRICITY

### Where do the region's economies stand today?

How easy is it for entrepreneurs in economies in Economic Community of West African States (ECOWAS) to connect a warehouse to electricity? The global rankings of these economies on the ease of

getting electricity suggest an answer (figure 4.1). The average ranking of the region and comparator regions provide a useful benchmark.

Figure 4.1 How economies in Economic Community of West African States (ECOWAS) rank on the ease of getting electricity



Source: Doing Business database.

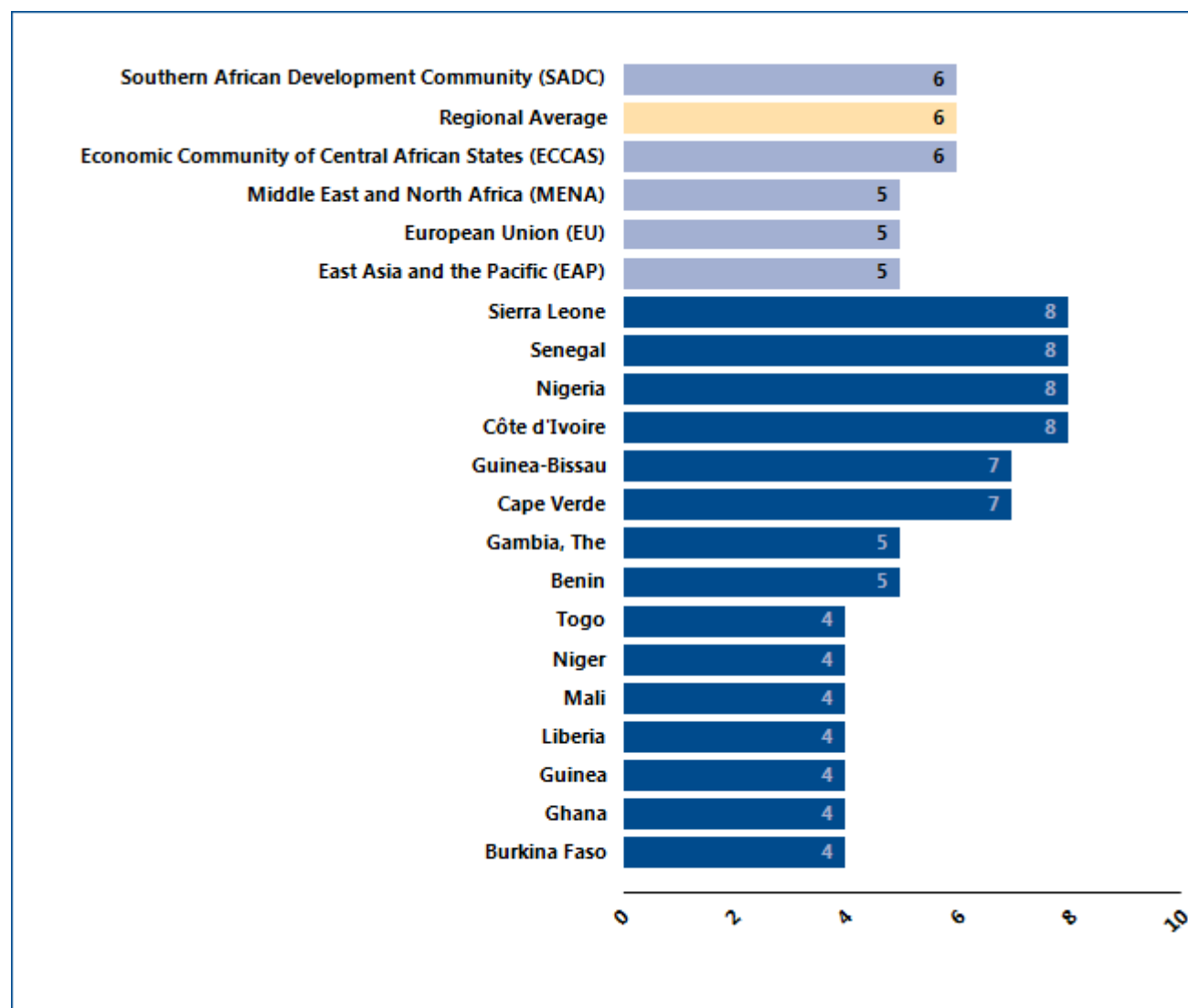
## GETTING ELECTRICITY

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

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

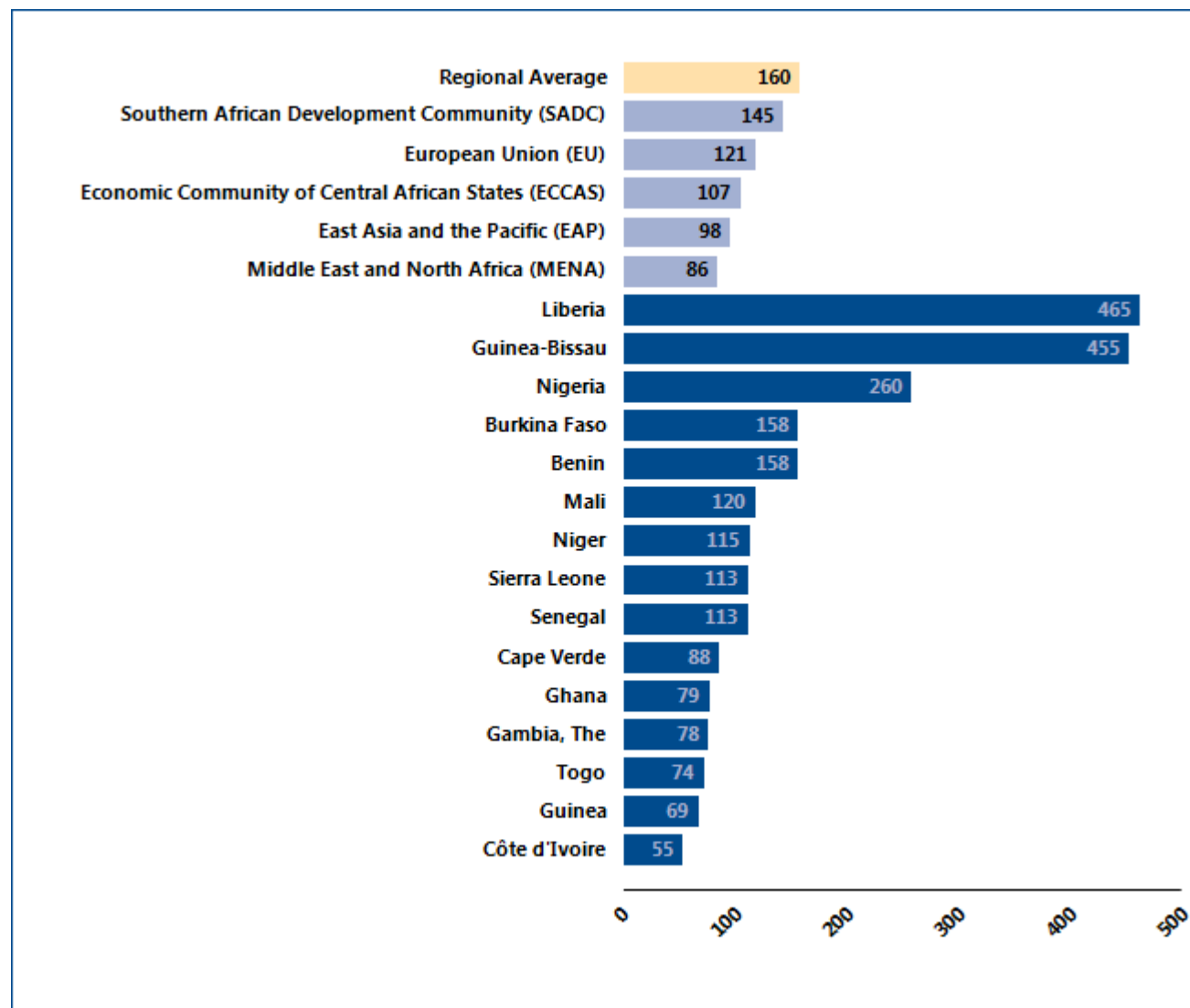
Figure 4.2 What it takes to get an electricity connection in economies in Economic Community of West African States (ECOWAS)

### Procedures (number)



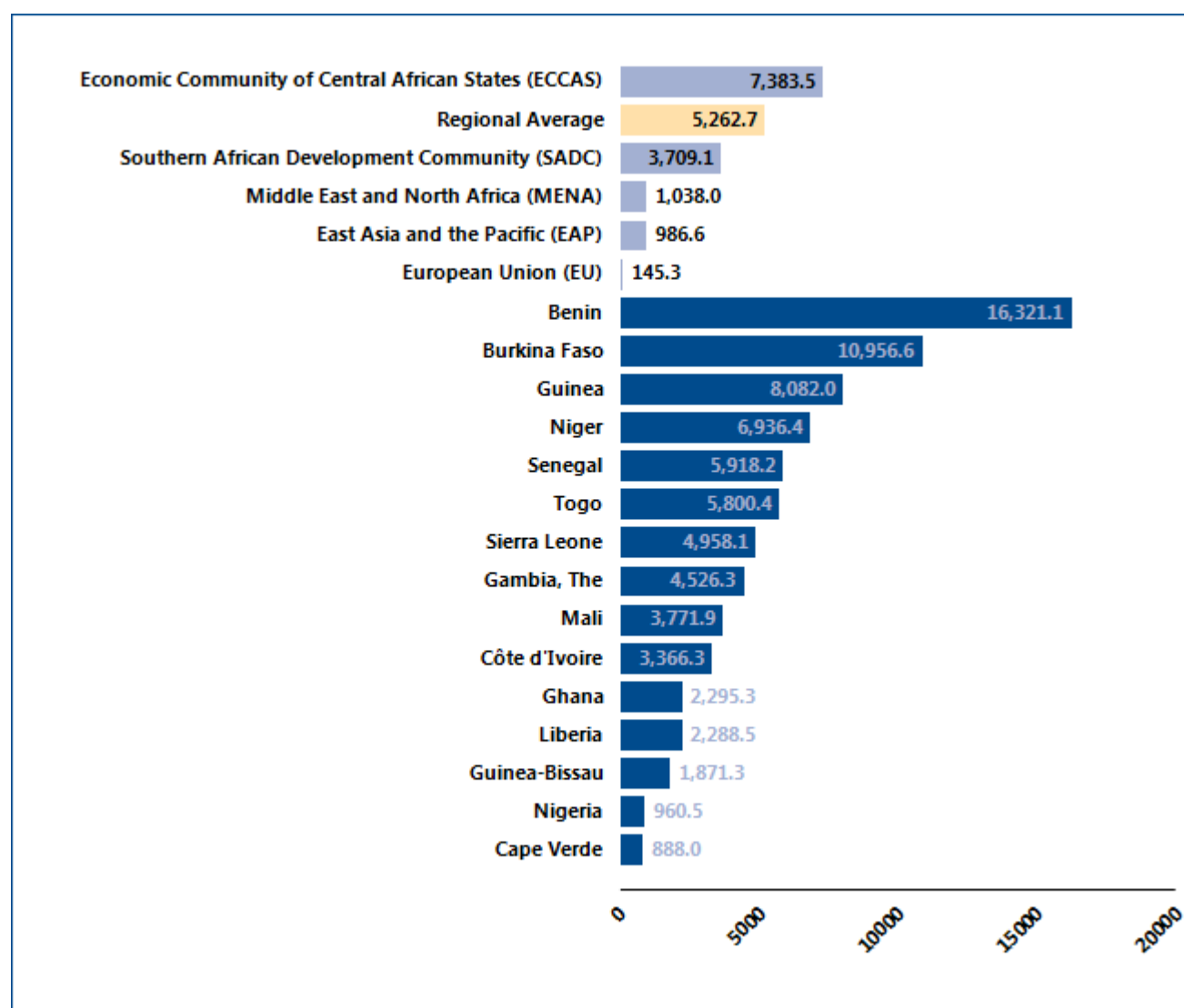
## GETTING ELECTRICITY

Time (days)



## GETTING ELECTRICITY

## Cost (% of income per capita)



Source: Doing Business database.

## GETTING ELECTRICITY

### What are the changes over time?

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

safety in the connection process while keeping connection costs reasonable, governments around the world have worked to consolidate requirements for obtaining an electricity connection. What reforms in getting electricity has *Doing Business* recorded in Economic Community of West African States (ECOWAS) (table 4.1)?

Table 4.1 How have economies in Economic Community of West African States (ECOWAS) made getting electricity easier—or not?

By *Doing Business* report year

DB year	Economy	Reform
DB2012	<i>Gambia, The</i>	The Gambia made getting electricity faster by allowing customers to choose private contractors to carry out the external connection works.
DB2013	<i>Guinea</i>	Guinea made getting electricity easier by simplifying the process for connecting new customers to the distribution network.
DB2013	<i>Liberia</i>	In Liberia obtaining an electricity connection became easier thanks to the adoption of better procurement practices by the Liberia Electricity Corporation.

Source: *Doing Business* database.



## REGISTERING PROPERTY

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

### What do the indicators cover?

*Doing Business* records the full sequence of procedures necessary for a business to purchase property from another business and transfer the property title to the buyer's name. The transaction is considered complete when it is opposable to third parties and when the buyer can use the property, use it as collateral for a bank loan or resell it. The ranking on the ease of registering property is the simple average of the percentile rankings on its component indicators: procedures, time and cost.

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

The parties (buyer and seller):

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

The property (fully owned by the seller):

- Has a value of 50 times income per capita. The sale price equals the value.
- Is registered in the land registry or cadastre, or both, and is free of title disputes.
- Is located in a periurban commercial zone, and no rezoning is required.

### WHAT THE REGISTERING PROPERTY INDICATORS MEASURE

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

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

Registration procedures in the economy's largest business city

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

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

Does not include time spent gathering information

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

Procedure considered completed once final document is received

No prior contact with officials

#### Cost required to complete each procedure (% of property value)

Official costs only, no bribes

No value added or capital gains taxes included

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

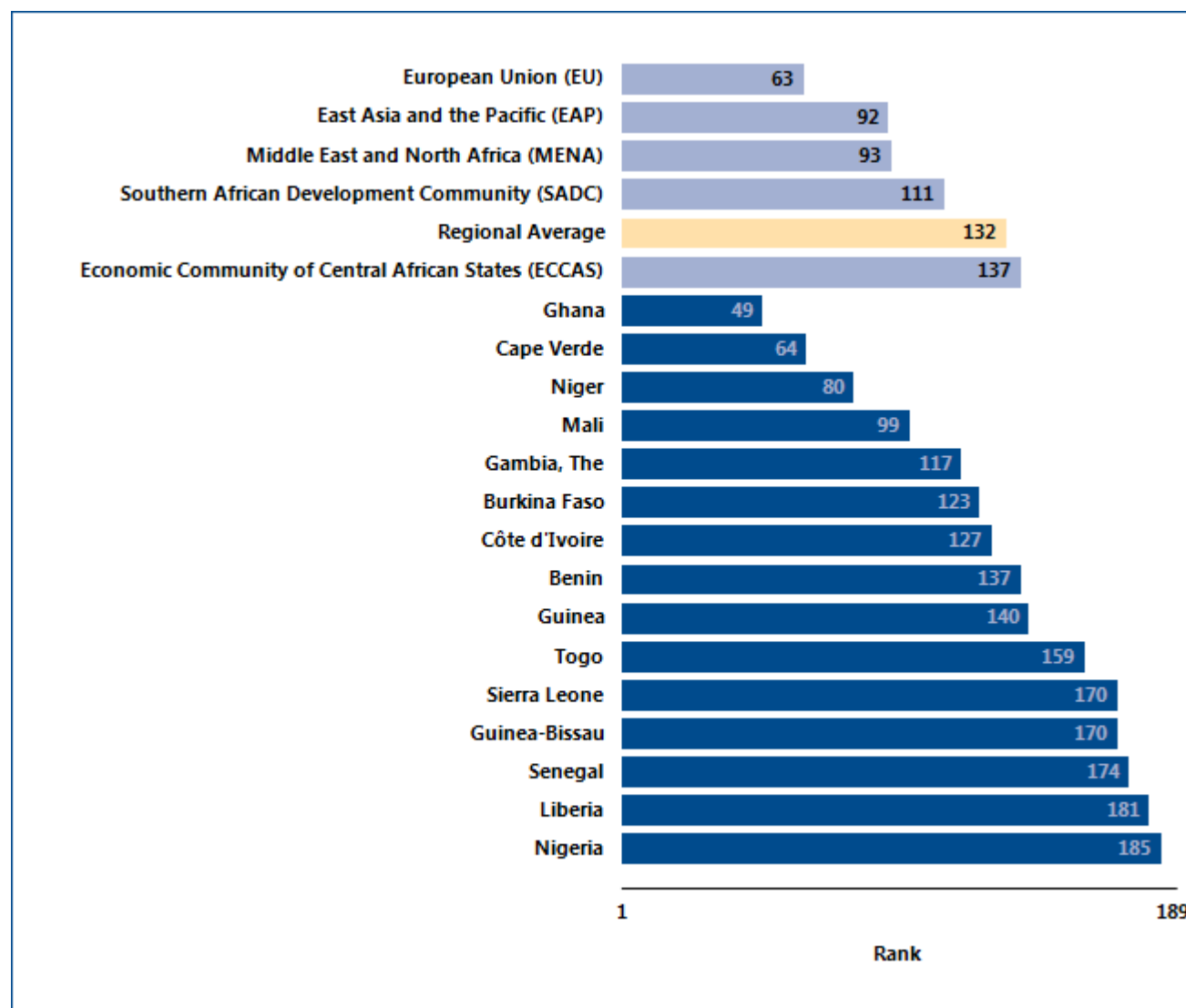
## REGISTERING PROPERTY

### Where do the region's economies stand today?

How easy is it for entrepreneurs in economies in Economic Community of West African States (ECOWAS) to transfer property? The global rankings of these economies on the ease of registering property

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

Figure 5.1 How economies in Economic Community of West African States (ECOWAS) rank on the ease of registering property



Source: Doing Business database.

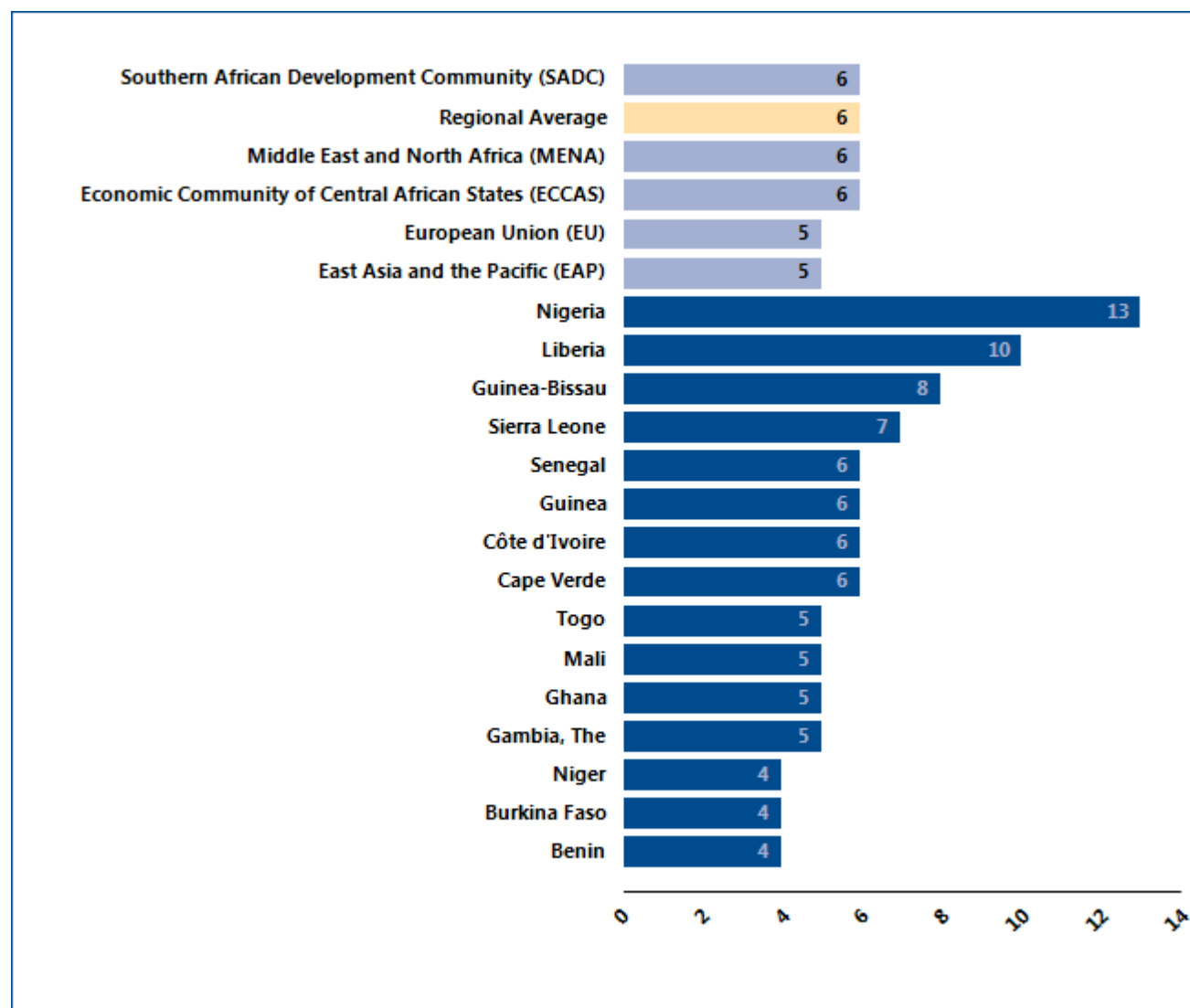
## REGISTERING PROPERTY

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

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

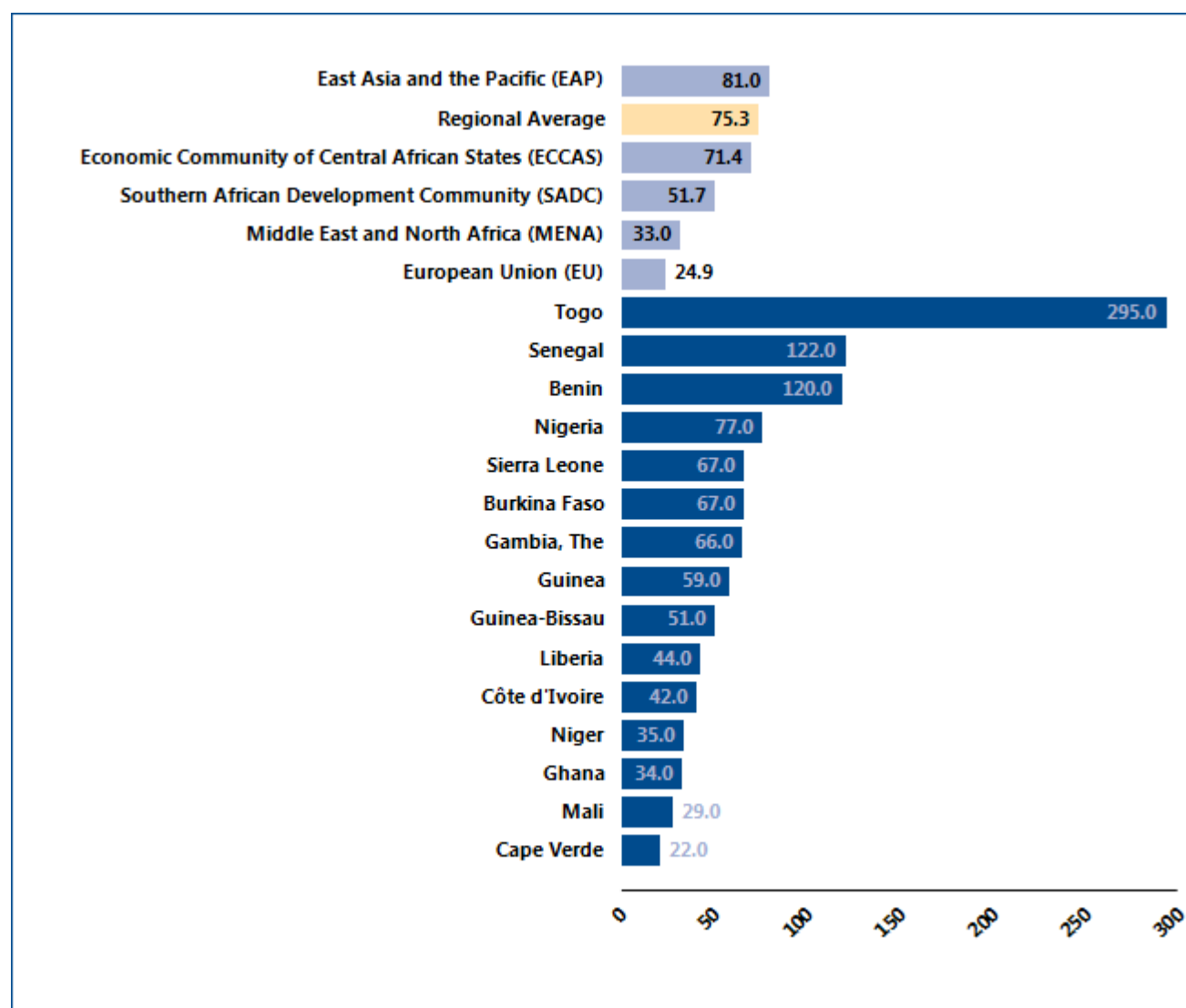
Figure 5.2 What it takes to register property in economies in Economic Community of West African States (ECOWAS)

### Procedures (number)



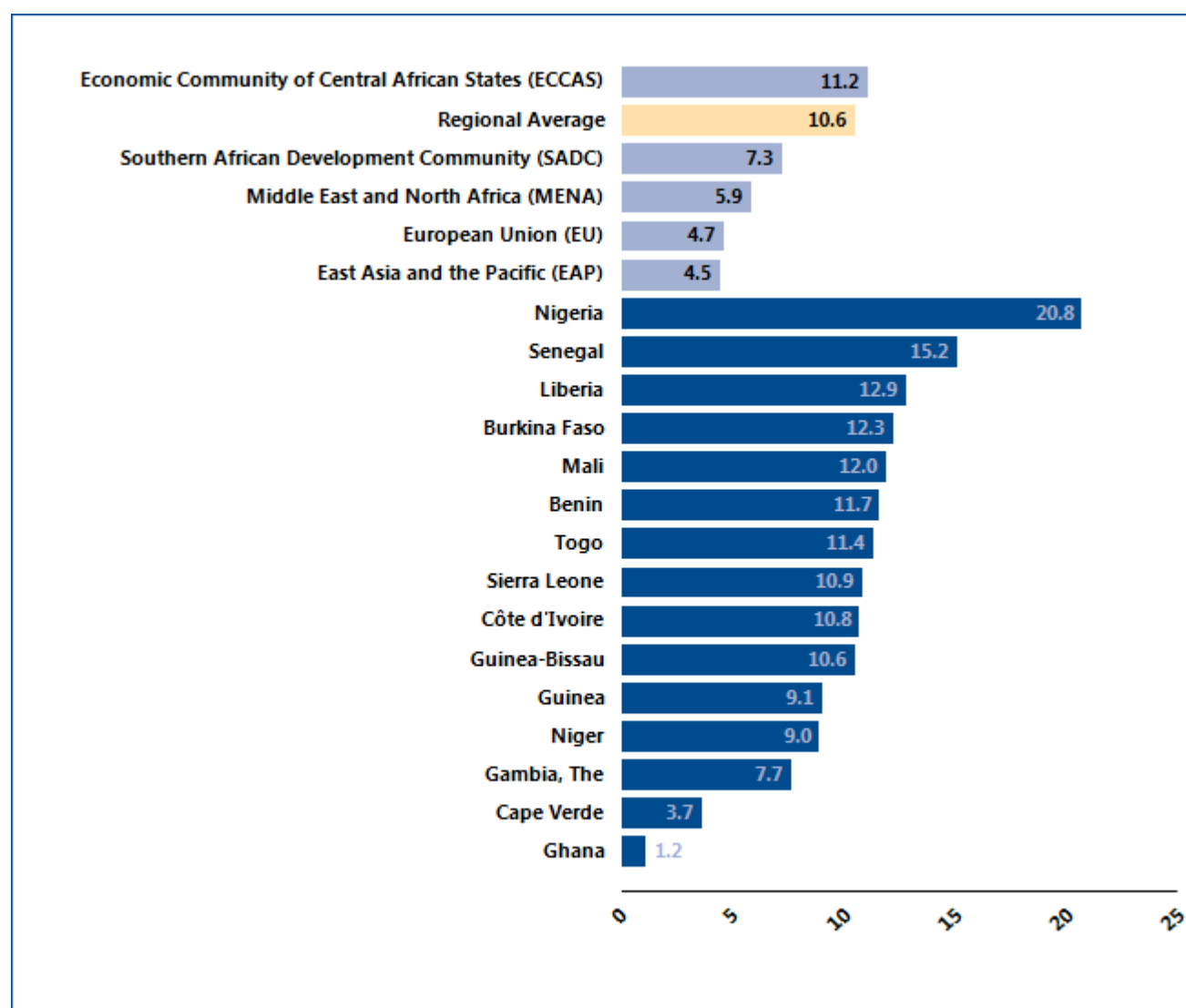
## REGISTERING PROPERTY

Time (days)



## REGISTERING PROPERTY

## Cost (% of property value)



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

Source: *Doing Business* database.

## REGISTERING PROPERTY

### What are the changes over time?

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

buyers to use or mortgage their property earlier. What property registration reforms has *Doing Business* recorded in Economic Community of West African States (ECOWAS) (table 5.1)?

Table 5.1 How have economies in Economic Community of West African States (ECOWAS) made registering property easier—or not?

By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>Benin</i>	Benin made transferring property cheaper by reducing the registration fee. These measures were in part motivated by the desire of these countries to pass the Millennium Challenge Corporation eligibility threshold.
DB2008	<i>Burkina Faso</i>	Burkina Faso made registering property cheaper by reducing the registration tax.
DB2008	<i>Ghana</i>	Ghana made registering property faster by eliminating the requirement to register the deed of sale at the Lands Commission
DB2008	<i>Guinea-Bissau</i>	The cost of registering property was decreased by reducing the registration or transfer tax. These measures were in part motivated by the desire of these countries to pass the Millennium Challenge Corporation eligibility threshold.
DB2008	<i>Mali</i>	The time to register a property was reduced by decentralizing and reorganizing registries' operations and reassigning staff.
DB2008	<i>Niger</i>	Niger made registering property cheaper and faster by reducing the registration tax and by streamlining the process at the Direction des Domaines.
DB2009	<i>Burkina Faso</i>	Burkina Faso eliminated the requirement to obtain the authorization from the Municipality to transfer a property, merged the payment of two taxes at the Land Registry (Conservation Fonciere) and reduced the transfer tax. As a result, the number of procedures to register a property goes

DB year	Economy	Reform
		down from 8 to 6, time is reduced by 45 days and cost by 2%.
<b>DB2009</b>	<i>Senegal</i>	Senegal introduced time-limits at the Land Registry and at the Directorate of Taxes and Property to improve the process of transferring property in Senegal. Time-limits reduced the time required to obtain registry certificates and to register a property at the Land Registry
<b>DB2009</b>	<i>Sierra Leone</i>	Sierra Leone had imposed a ban on the Director of Survey's signature of the cadastral map to avoid a popular scam consisting in selling the same property twice or three times to different people. On April 1st 2008, the government of Sierra Leone lifted the ban. As a result of this reform, the number of days necessary to transfer a property in the country has decreased by 149, from 235 to 86 days.
<b>DB2010</b>	<i>Burkina Faso</i>	The process of property registration in Burkina Faso was streamlined by allowing the payment of transfer taxes at a special desk of the tax agency at the Land registry. Also, new regulations reorganized the land registry and established statutory time limits for procedures. Property valuation by government officials after the inspections was simplified by using tables of values for properties according to materials used.
<b>DB2010</b>	<i>Sierra Leone</i>	Sierra Leone re-instated a moratorium on the authorization of property transfers by the Director of Surveys and Lands thus delaying property transfers.
<b>DB2011</b>	<i>Cape Verde</i>	Cape Verde eased property registration by switching from fees based on a percentage of the property value to lower fixed rates.
<b>DB2011</b>	<i>Mali</i>	Mali eased property transfers by reducing the property transfer tax for firms from 15% of the property value to 7%.
<b>DB2011</b>	<i>Sierra Leone</i>	Sierra Leone lifted a moratorium on sales of privately owned properties.
<b>DB2012</b>	<i>Cape Verde</i>	Cape Verde made registering property faster by implementing time limits for the notaries and the land

DB year	Economy	Reform
		registry.
<b>DB2013</b>	<i>Sierra Leone</i>	Sierra Leone made registering property easier by computerizing the Ministry of Lands, Country Planning and the Environment.
<b>DB2014</b>	<i>Cape Verde</i>	Cape Verde made property transfers faster by digitizing its land registry.
<b>DB2014</b>	<i>Côte d'Ivoire</i>	Côte d'Ivoire made transferring property easier by streamlining procedures and reducing the property transfer tax.
<b>DB2014</b>	<i>Guinea</i>	Guinea made transferring property easier by reducing the property transfer tax.
<b>DB2014</b>	<i>Guinea-Bissau</i>	Guinea-Bissau made transferring property easier by increasing the number of notaries dealing with property transactions.
<b>DB2014</b>	<i>Liberia</i>	Liberia made transferring property easier by digitizing the records at the land registry.
<b>DB2014</b>	<i>Niger</i>	Niger made transferring property easier by reducing the registration fees.
<b>DB2014</b>	<i>Senegal</i>	Senegal made transferring property easier by reducing the property transfer tax.

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

*Source:* *Doing Business* database.



## GETTING CREDIT

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

### What do the indicators cover?

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

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

### WHAT THE GETTING CREDIT INDICATORS MEASURE

#### Strength of legal rights index (0–10)

Protection of rights of borrowers and lenders through collateral laws

Protection of secured creditors' rights through bankruptcy laws

#### Depth of credit information index (0–6)

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

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

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

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

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

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

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

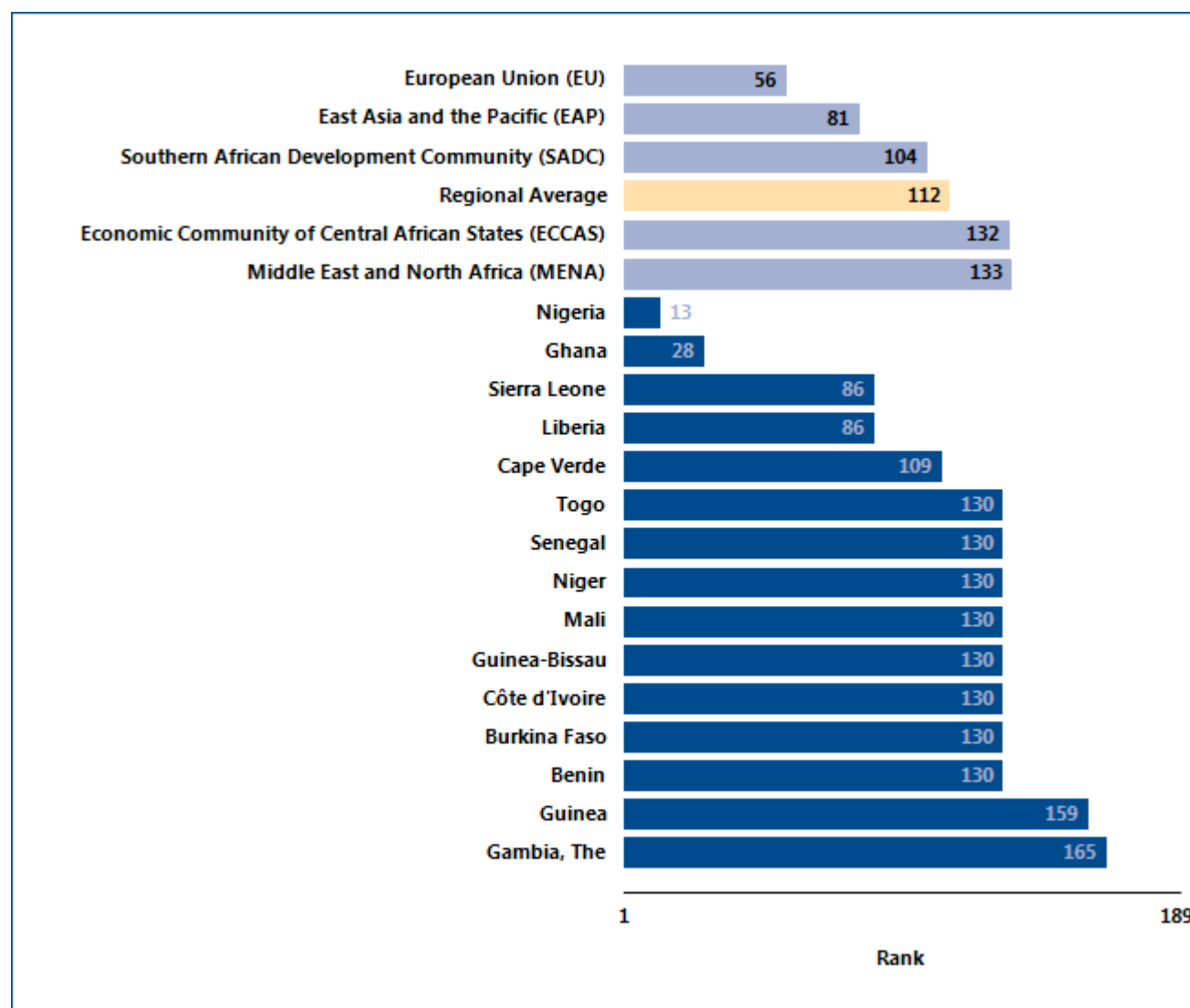
## GETTING CREDIT

### Where do the region's economies stand today?

How well do the credit information systems and collateral and bankruptcy laws in economies in Economic Community of West African States (ECOWAS) facilitate access to credit? The global

rankings of these economies on the ease of getting credit suggest an answer (figure 6.1). The average ranking of the region and comparator regions provide a useful benchmark.

Figure 6.1 How economies in Economic Community of West African States (ECOWAS) rank on the ease of getting credit



Source: Doing Business database.

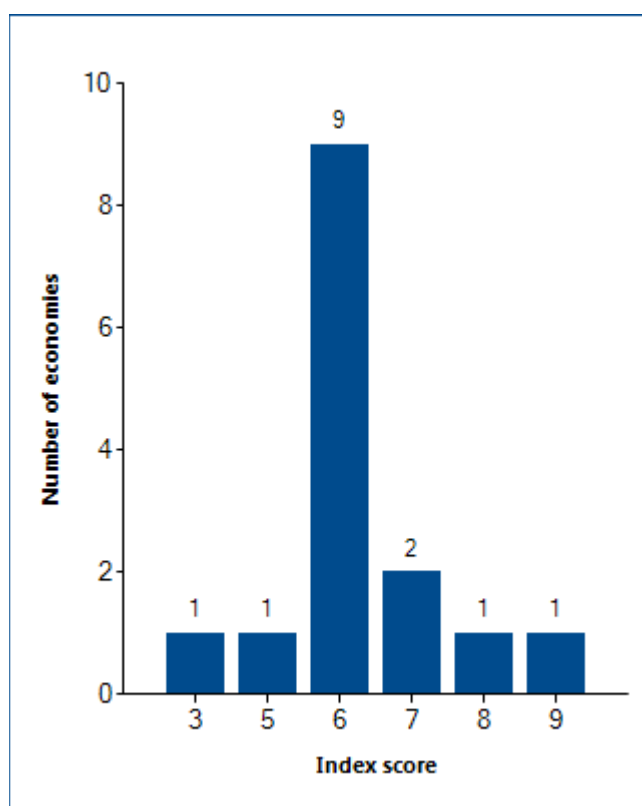
## GETTING CREDIT

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

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

Figure 6.2 How strong are legal rights for borrowers and lenders in economies in Economic Community of West African States (ECOWAS)?

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

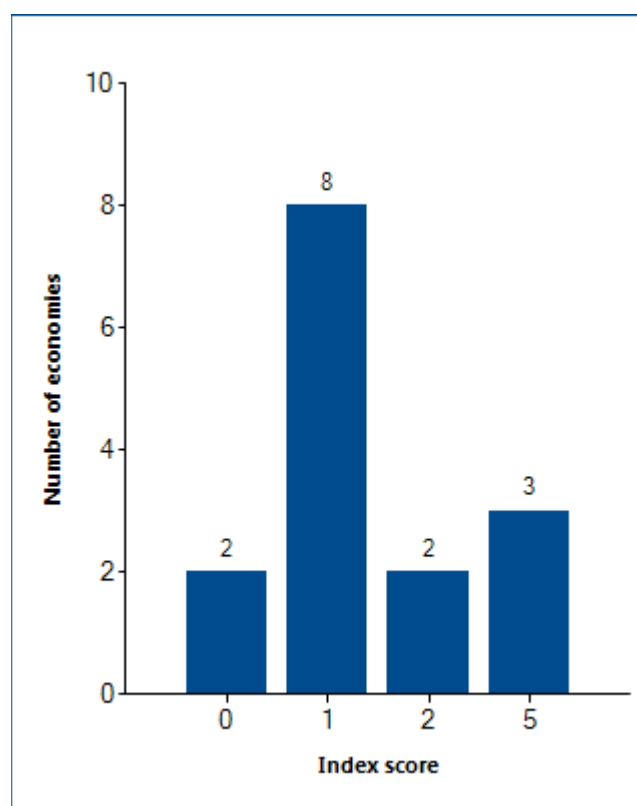


Note: Higher scores indicate that collateral and bankruptcy laws are better designed to facilitate access to credit.

Source: *Doing Business* database.

Figure 6.3 How extensive—and how accessible—is credit information in economies in Economic Community of West African States (ECOWAS)?

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



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

Source: *Doing Business* database.

## GETTING CREDIT

### What are the changes over time?

When economies strengthen the legal rights of lenders and borrowers under collateral and bankruptcy laws, and increase the scope, coverage and accessibility of credit information, they can increase entrepreneurs'

access to credit. What credit reforms has *Doing Business* recorded in Economic Community of West African States (ECOWAS) (table 6.1)?

Table 6.1 How have economies in Economic Community of West African States (ECOWAS) made getting credit easier—or not?

By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>Ghana</i>	Ghana passed a new Insolvency Act in 2006. There is no automatic stay of enforcement during re-organization.
DB2009	<i>Liberia</i>	Liberia has created a nascent public credit registry in the Central Bank of Liberia. The registry provides banks with credit information on potential borrowers and helps them improve their risk management tools
DB2010	<i>Cape Verde</i>	Cape Verde improved its access to credit information by introducing on-line capacities for providers and retrievers of information. At the same time, Cape Verde raised the minimum loan threshold for individuals from 1000 CVE to 5000 CVE.
DB2010	<i>Nigeria</i>	The Central Bank of Nigeria (CBN) issued a guideline in October 2008 that defines the licensing, operational and regulatory requirements for a privately owned credit bureau.
DB2010	<i>Sierra Leone</i>	Sierra Leone enacted a new Companies Act that provides companies with fixed and floating charges that can be used to secure collateral, including future assets and automatic extension of the security interest to the proceeds, replacements and productions of the collateral.
DB2011	<i>Ghana</i>	Ghana enhanced access to credit by granting an operating license to a private credit bureau that began operations in April 2010. In addition, Ghana strengthened access to credit by establishing a centralized collateral registry.
DB2012	<i>Benin</i>	Access to credit in Benin was improved through amendments to the OHADA (Organization for the Harmonization of Business Law in Africa) Uniform Act on Secured Transactions that broaden the range of assets that can be used as

DB year	Economy	Reform
		collateral (including future assets), extend the security interest to the proceeds of the original asset and introduce the possibility of out-of-court enforcement.
<b>DB2012</b>	<i>Burkina Faso</i>	Access to credit in Burkina Faso was improved through amendments to the OHADA Uniform Act on Secured Transactions that broaden the range of assets that can be used as collateral (including future assets), extend the security interest to the proceeds of the original asset and introduce the possibility of out-of-court enforcement.
<b>DB2012</b>	<i>Cape Verde</i>	Cape Verde improved its credit information system by introducing a new online platform and by starting to provide 5 years of historical data.
<b>DB2012</b>	<i>Côte d'Ivoire</i>	Access to credit in Côte d'Ivoire was improved through amendments to the OHADA Uniform Act on Secured Transactions that broaden the range of assets that can be used as collateral (including future assets), extend the security interest to the proceeds of the original asset and introduce the possibility of out-of-court enforcement.
<b>DB2012</b>	<i>Guinea</i>	Access to credit in Guinea was improved through amendments to the OHADA Uniform Act on Secured Transactions that broaden the range of assets that can be used as collateral (including future assets), extend the security interest to the proceeds of the original asset and introduce the possibility of out-of-court enforcement.
<b>DB2012</b>	<i>Guinea-Bissau</i>	Access to credit in Guinea-Bissau was improved through amendments to the OHADA Uniform Act on Secured Transactions that broaden the range of assets that can be used as collateral (including future assets), extend the security interest to the proceeds of the original asset and introduce the possibility of out-of-court enforcement.
<b>DB2012</b>	<i>Liberia</i>	Liberia strengthened its legal framework for secured transactions by adopting a new commercial code that broadens the range of assets that can be used as collateral (including future assets) and extends the security interest to the proceeds of the original asset.
<b>DB2012</b>	<i>Mali</i>	Access to credit in Mali was improved through amendments to the OHADA Uniform Act on Secured Transactions that broaden the range of assets that can be used as collateral (including future assets), extend the security interest to the proceeds of the original asset and introduce the possibility of

DB year	Economy	Reform
		out-of-court enforcement.
<b>DB2012</b>	<i>Niger</i>	Access to credit in Niger was improved through amendments to the OHADA Uniform Act on Secured Transactions that broaden the range of assets that can be used as collateral (including future assets), extend the security interest to the proceeds of the original asset and introduce the possibility of out-of-court enforcement.
<b>DB2012</b>	<i>Senegal</i>	Access to credit in Senegal was improved through amendments to the OHADA Uniform Act on Secured Transactions that broaden the range of assets that can be used as collateral (including future assets), extend the security interest to the proceeds of the original asset and introduce the possibility of out-of-court enforcement.
<b>DB2012</b>	<i>Sierra Leone</i>	Sierra Leone improved its credit information system by enacting a new law providing for the creation of a public credit registry.
<b>DB2012</b>	<i>Togo</i>	Access to credit in Togo was improved through amendments to the OHADA Uniform Act on Secured Transactions that broaden the range of assets that can be used as collateral (including future assets), extend the security interest to the proceeds of the original asset and introduce the possibility of out-of-court enforcement.
<b>DB2013</b>	<i>Sierra Leone</i>	Sierra Leone improved access to credit information by establishing a public credit registry at its central bank and guaranteeing borrowers' right to inspect their personal data.

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

*Source:* *Doing Business* database.

## PROTECTING INVESTORS

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

### What do the indicators cover?

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

The business (Buyer):

- Is a publicly traded corporation listed on the economy's most important stock exchange (or at least a large private company with multiple shareholders).
- Has a board of directors and a chief executive officer (CEO) who may legally act on behalf of Buyer where permitted, even if this is not specifically required by law.

The transaction involves the following details:

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

### WHAT THE PROTECTING INVESTORS INDICATORS MEASURE

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

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

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

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

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

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

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

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





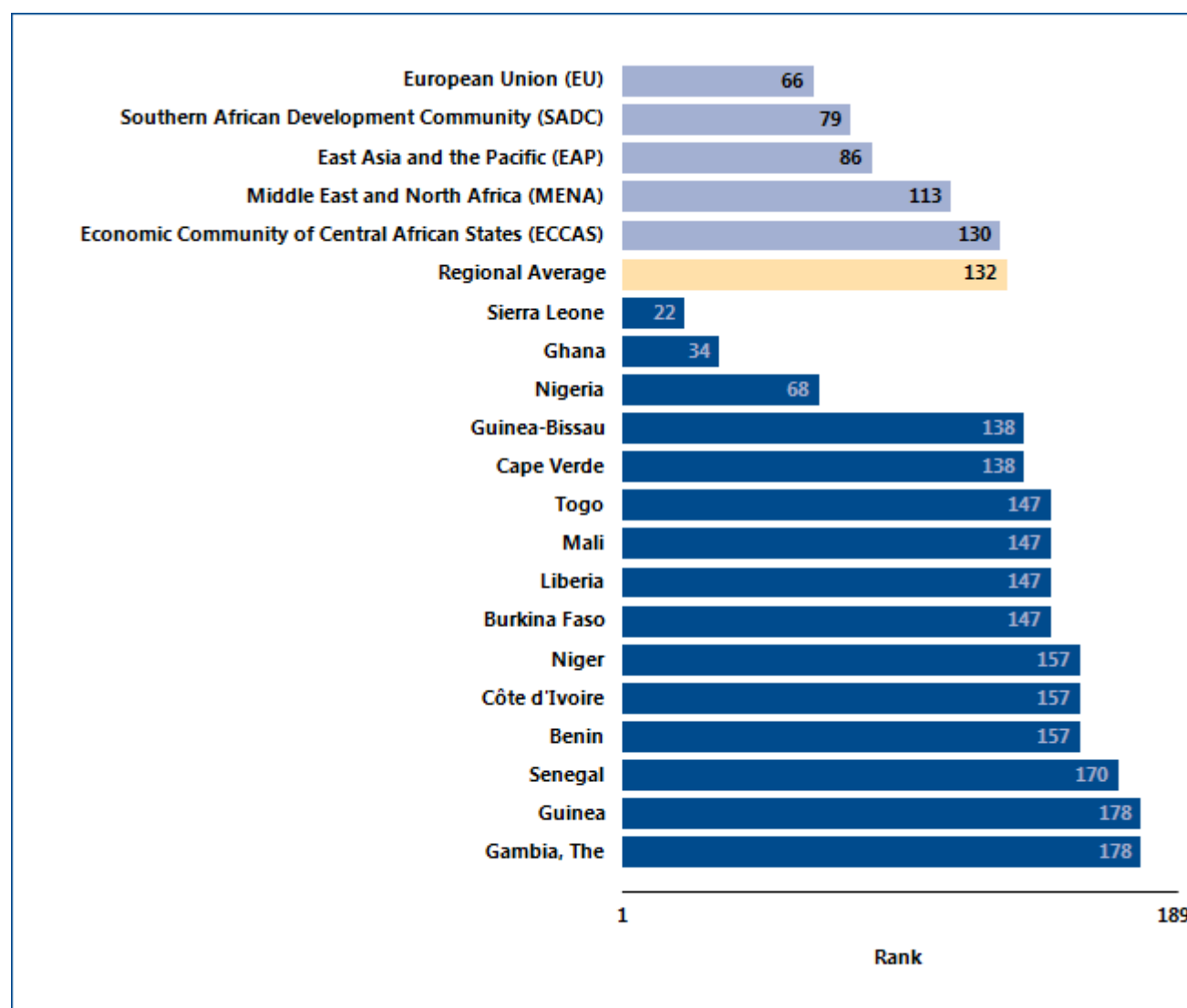
## PROTECTING INVESTORS

### Where do the region's economies stand today?

How strong are investor protections against self-dealing in economies in Economic Community of West African States (ECOWAS)? The global rankings of these economies on the strength of investor protection index suggest an answer (figure 7.1). While the

indicator does not measure all aspects related to the protection of minority investors, a higher ranking does indicate that an economy's regulations offer stronger investor protections against self-dealing in the areas measured.

Figure 7.1 How economies in Economic Community of West African States (ECOWAS) rank on the strength of investor protection index



Source: Doing Business database.

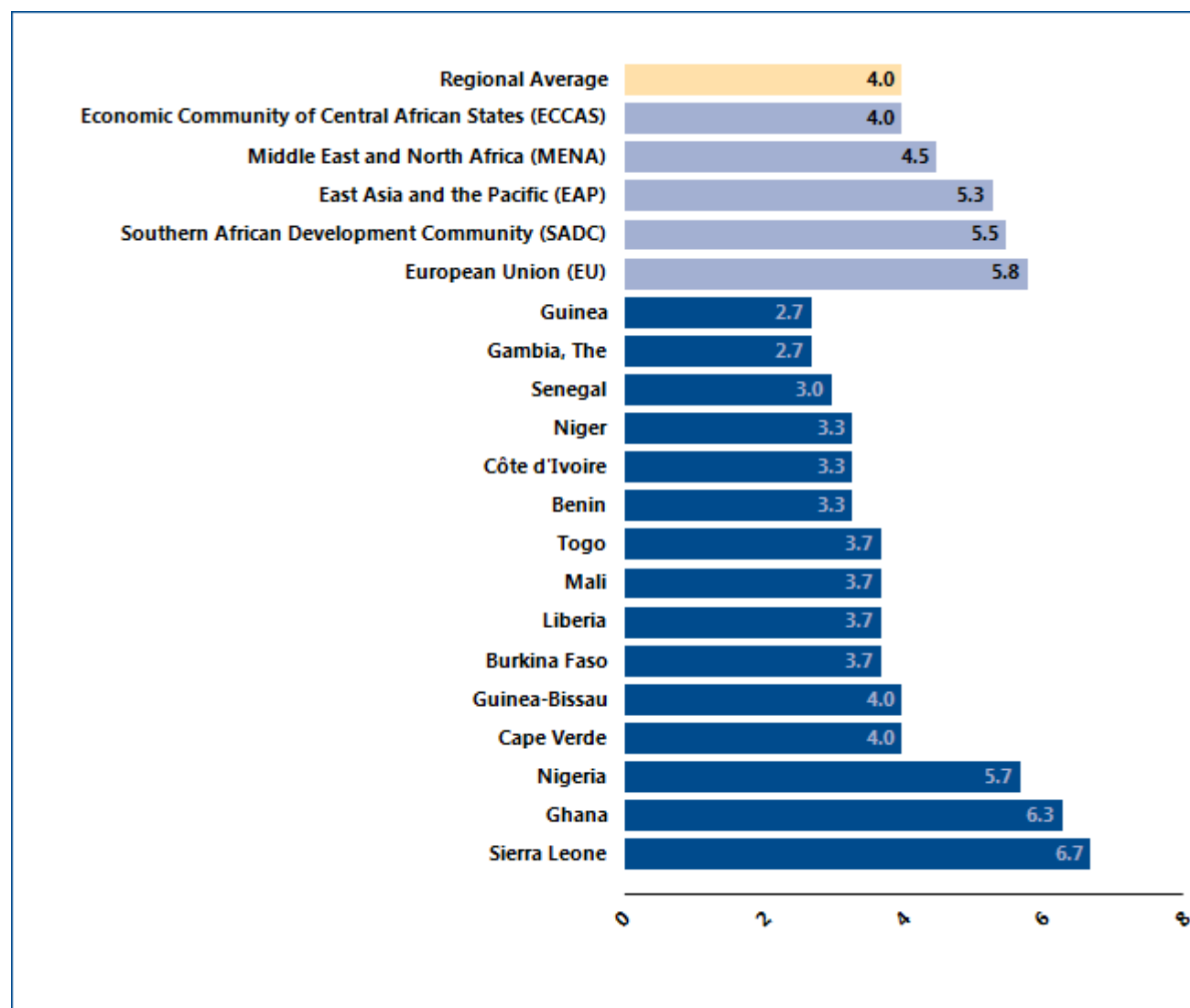
## PROTECTING INVESTORS

But the overall ranking on the strength of investor protection index tells only part of the story. Economies may offer strong protections in some areas but not others. So the number of economies in Economic Community of West African States (ECOWAS) that have a certain score recorded on the extent of disclosure, extent of director liability and ease of

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

Figure 7.2 How strong are investor protections in economies in Economic Community of West African States (ECOWAS)?

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

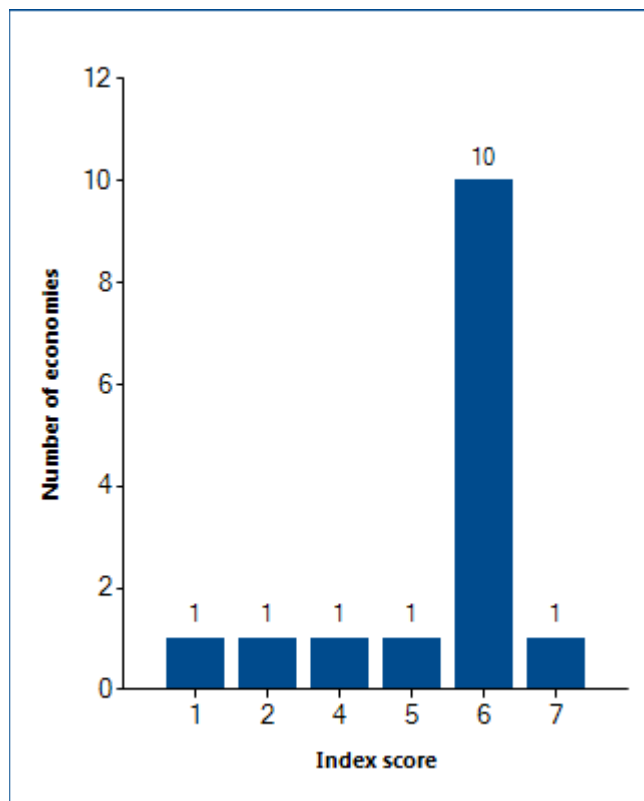


Source: Doing Business database.

## PROTECTING INVESTORS

### Extent of disclosure index (0–10)

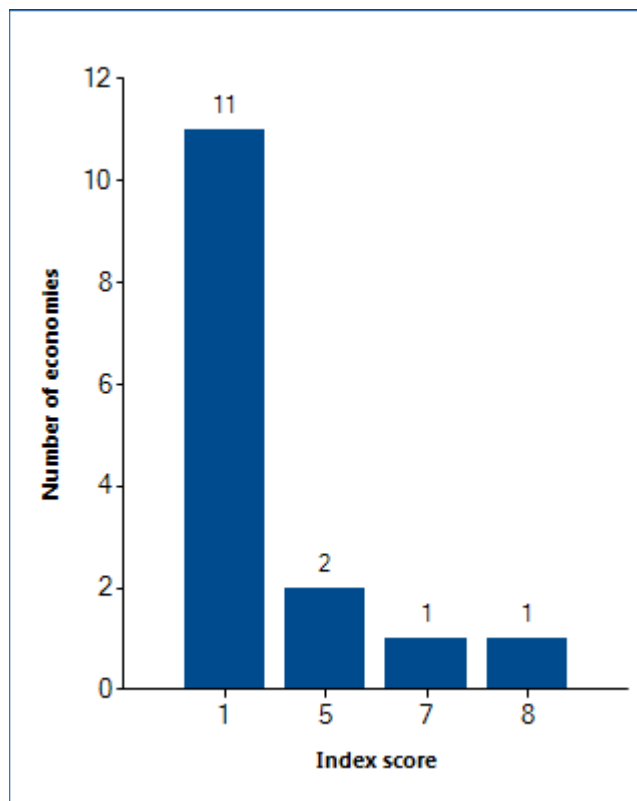
Number of economies in region with each score on extent of disclosure index (0–10)



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

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

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

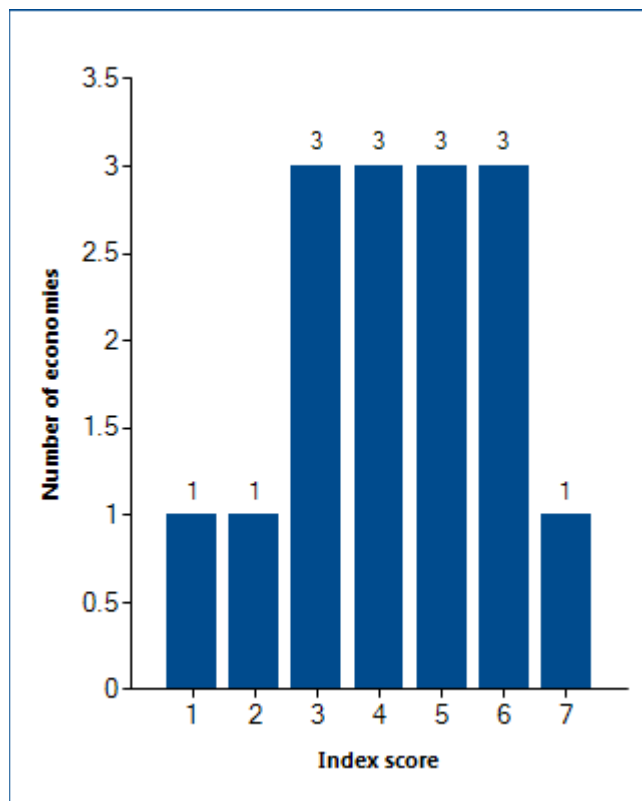


Note: Higher scores indicate greater liability of directors.  
Source: Doing Business database.

## PROTECTING INVESTORS

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

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



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

Source: *Doing Business* database.

## PROTECTING INVESTORS

### What are the changes over time?

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

protections may move ahead on different fronts—such as through new or amended company laws, securities regulations or revisions to court procedures. What investor protection reforms has *Doing Business* recorded in Economic Community of West African States (ECOWAS) (table 7.1)?

**Table 7.1** How have economies in Economic Community of West African States (ECOWAS) strengthened investor protections—or not?

By *Doing Business* report year

DB year	Economy	Reform
<b>DB2010</b>	<i>Mali</i>	Mali strengthened investor protections with an amendment to the Civil Procedure Code that increased shareholder access to corporate information during trial.
<b>DB2010</b>	<i>Sierra Leone</i>	Sierra Leone strengthened investor protections with a new company law that enhanced director liability and improved disclosure requirements.

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

*Source:* *Doing Business* database.

## PAYING TAXES

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

### What do the indicators cover?

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

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

### WHAT THE PAYING TAXES INDICATORS MEASURE

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

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

Method and frequency of filing and payment

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

Collecting information and computing the tax payable

Completing tax return forms, filing with proper agencies

Arranging payment or withholding

Preparing separate tax accounting books, if required

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

Profit or corporate income tax

Social contributions and labor taxes paid by the employer

Property and property transfer taxes

Dividend, capital gains and financial transactions taxes

Waste collection, vehicle, road and other taxes

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

<sup>1</sup> The threshold is defined as the highest total tax rate among the top 15% of economies in the ranking on the total tax rate. It is calculated and adjusted on a yearly basis. The threshold is not based on any economic theory of an "optimal tax rate" that minimizes distortions or maximizes efficiency in the tax system of an economy overall. Instead, it is mainly empirical in nature, set at the lower end of the distribution of tax rates levied on medium-size enterprises in the manufacturing sector as observed through the paying taxes indicators. This reduces the bias in the indicators toward economies that do not need to levy significant taxes on companies like the *Doing Business* standardized case study company because they raise public revenue in other ways—for example, through taxes on foreign companies, through taxes on sectors other than manufacturing or from natural resources (all of which are outside the scope of the methodology). This year's threshold is 25.5%.

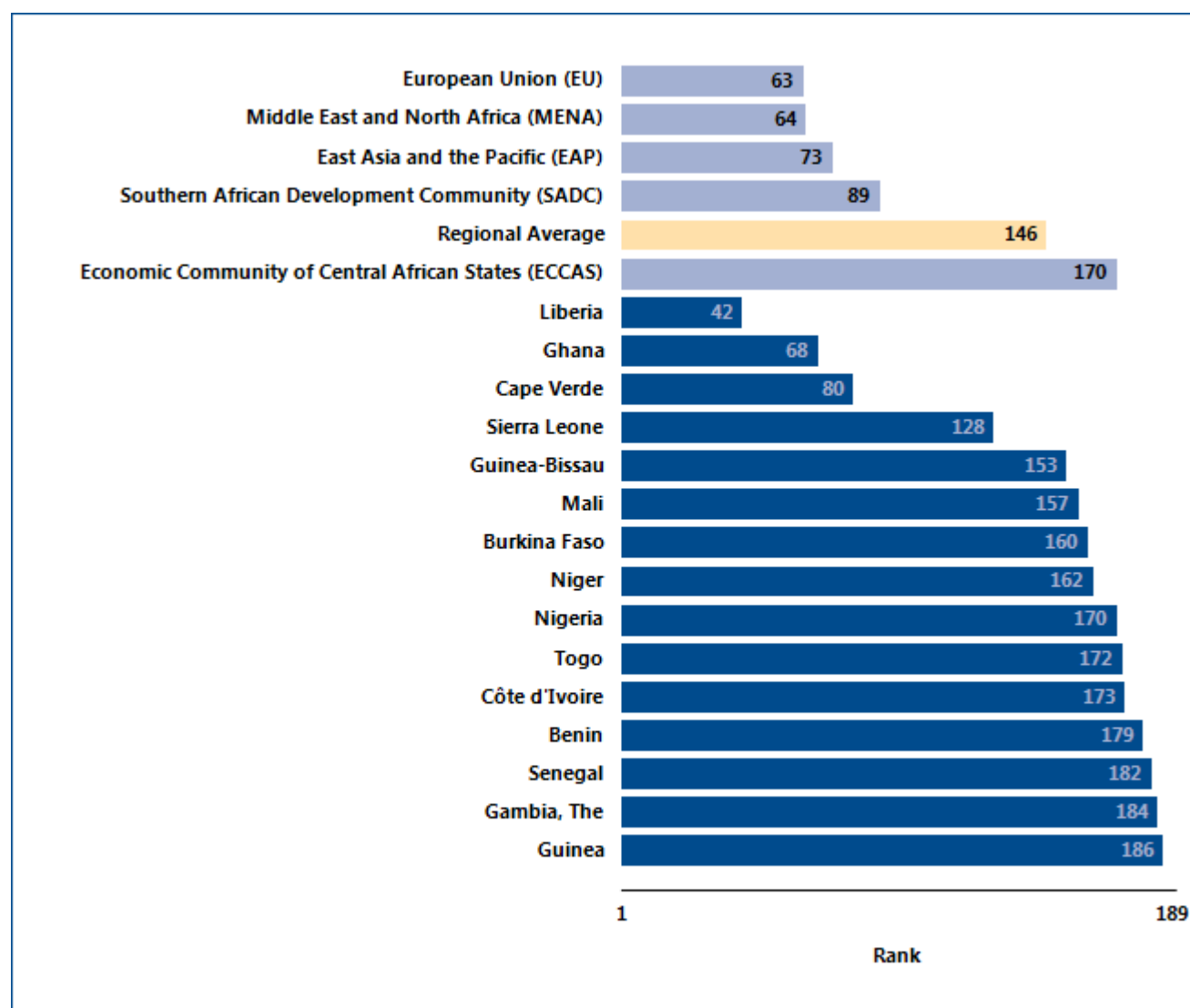
## PAYING TAXES

### Where do the region's economies stand today?

What is the administrative burden of complying with taxes in economies in Economic Community of West African States (ECOWAS)—and how much do firms pay in taxes? The global rankings of these economies on

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

Figure 8.1 How economies in Economic Community of West African States (ECOWAS) rank on the ease of paying taxes



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

Source: Doing Business database.

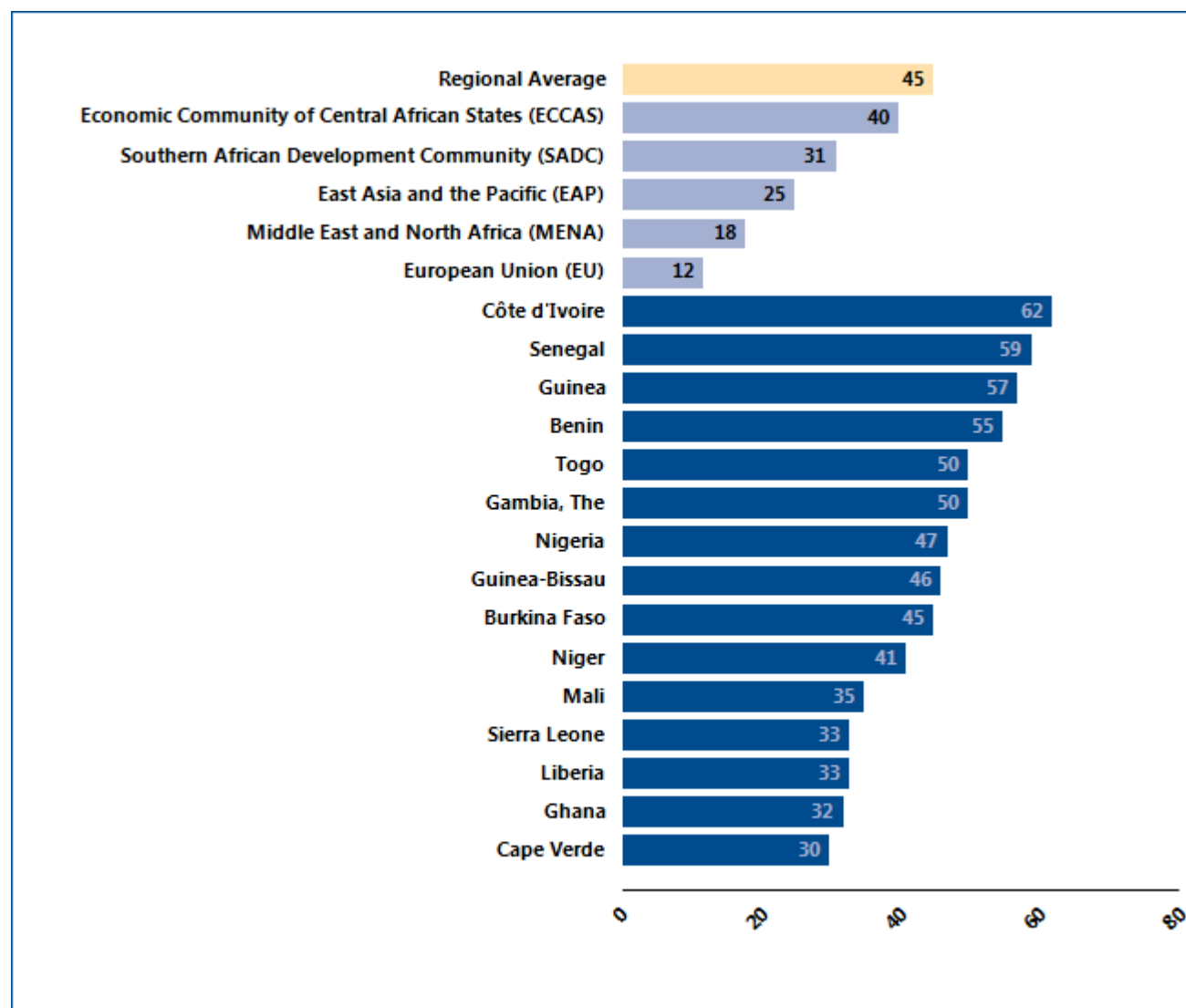
## PAYING TAXES

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

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

Figure 8.2 How easy is it to pay taxes in economies in Economic Community of West African States (ECOWAS)—and what are the total tax rates?

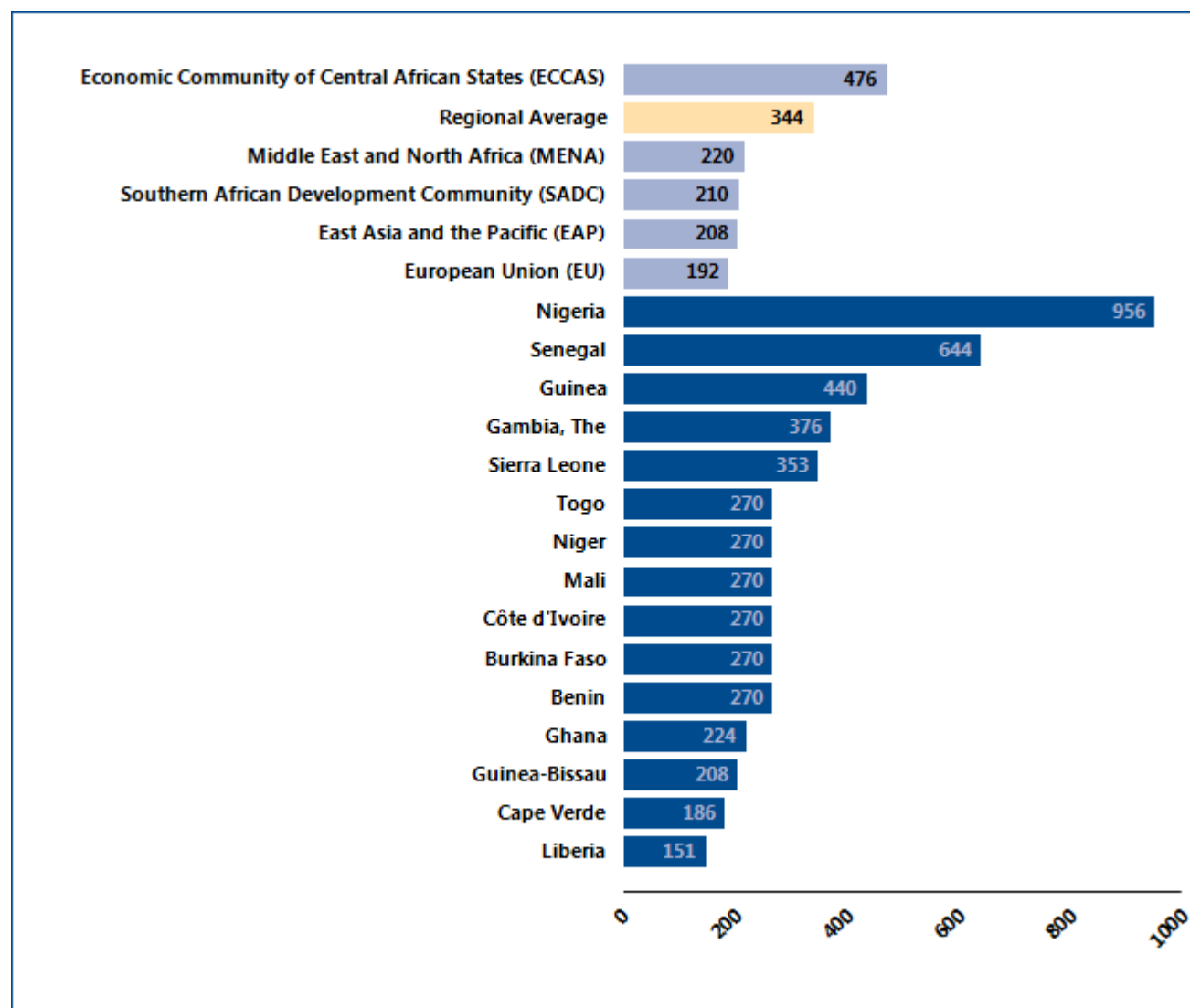
### Payments (number per year)





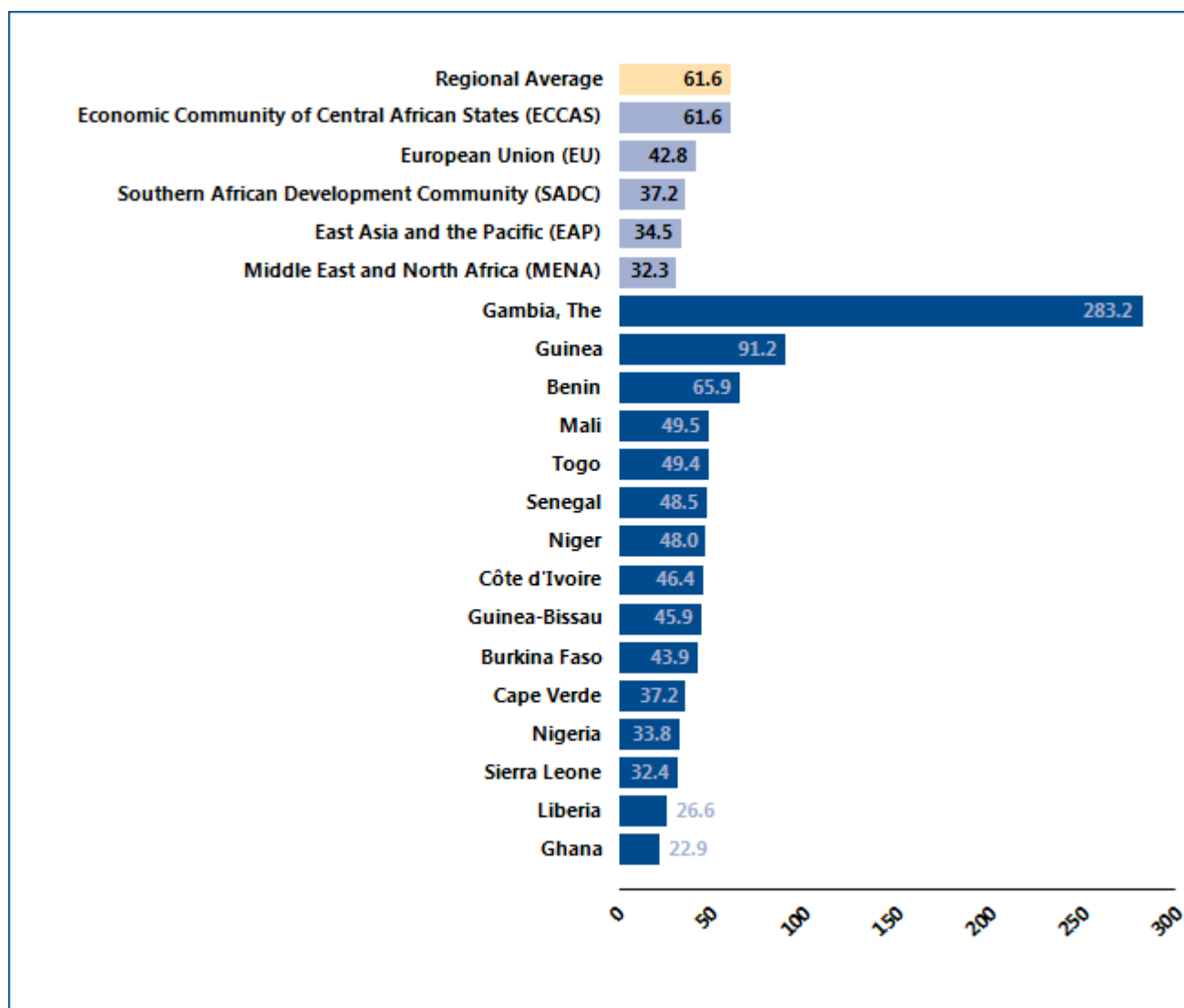
## PAYING TAXES

Time (hours per year)



## PAYING TAXES

## Total tax rate (% of profit)



Source: Doing Business database.

## PAYING TAXES

### What are the changes over time?

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

concrete results. Some economies simplifying tax payment and reducing rates have seen tax revenue rise. What tax reforms has *Doing Business* recorded in Economic Community of West African States (ECOWAS) (table 8.1)?

Table 8.1 How have economies in Economic Community of West African States (ECOWAS) made paying taxes easier—or not?

By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>Côte d'Ivoire</i>	Côte d'Ivoire reduced the tax burden for companies by reducing the corporate income tax rate and the tax on insurance contract
DB2008	<i>Sierra Leone</i>	Sierra Leone reduced the tax burden for companies by reducing the sales tax rate
DB2009	<i>Burkina Faso</i>	Effective 1 January 2008, corporate income tax rate reduced from 35% to 30%. Tax on dividends reduced from 15% to 10% in 2007, and property transfer taxes lowered from 15% to 10%, and will further be lowered from 10% to 8%.
DB2009	<i>Côte d'Ivoire</i>	Effective 1 January 2008, real estate tax on developed land reformed, and corporate income tax rate reduced from 27% to 25%.
DB2010	<i>Benin</i>	Benin has lowered the tax burden on business by cutting corporate income tax from 38% to 30% and has reduced the cost of employment by cutting payroll tax from 8% to 4%.
DB2010	<i>Cape Verde</i>	Cape Verde reduced tax burden on businesses by reducing the corporate income tax rates from 30% to 25%.
DB2010	<i>Sierra Leone</i>	Sierra Leone has made it easier to pay taxes by improving training and equipment at the Tax Authority, and by publishing a consolidated Income Tax Act, and has introduced a VAT system that replaces four different sales taxes.

DB year	Economy	Reform
<b>DB2010</b>	<i>Togo</i>	Togo reduced tax burden on businesses by reducing the corporate income tax rates from 37% to 30%.
<b>DB2011</b>	<i>Burkina Faso</i>	Burkina Faso reduced the statutory tax rate and the number of taxes for business and introduced simpler, uniform compliance procedures.
<b>DB2011</b>	<i>Cape Verde</i>	Cape Verde abolished the stamp duties on sales and checks.
<b>DB2011</b>	<i>Niger</i>	Niger reduced its corporate income tax rate.
<b>DB2011</b>	<i>Sierra Leone</i>	Sierra Leone replaced sales and service taxes with a goods and service tax.
<b>DB2012</b>	<i>Côte d'Ivoire</i>	Côte d'Ivoire eliminated a tax on firms, the contribution for national reconstruction (contribution pour la reconstruction nationale).
<b>DB2012</b>	<i>Gambia, The</i>	The Gambia reduced the minimum turnover tax and corporate income tax rates.
<b>DB2012</b>	<i>Togo</i>	Togo reduced its corporate income tax rate.
<b>DB2013</b>	<i>Liberia</i>	Liberia made paying taxes easier for companies by reducing the profit tax rate and abolishing the turnover tax.
<b>DB2013</b>	<i>Mali</i>	Mali made paying taxes less costly for companies by reducing the corporate income tax rate—though it also introduced a new tax on land. At the same time, Mali simplified the processes of paying taxes by introducing a single form for joint filing and payment of several taxes.
<b>DB2013</b>	<i>Nigeria</i>	Nigeria introduced a new compulsory labor contribution paid by the employer.
<b>DB2014</b>	<i>Burkina Faso</i>	Burkina Faso made paying taxes easier for companies by abolishing the separate capital gains tax on real estate properties.
<b>DB2014</b>	<i>Côte d'Ivoire</i>	Côte d'Ivoire made paying taxes more costly for companies by increasing the employers' contribution rate for social security related to retirement and by increasing the rate for

DB year	Economy	Reform
		the special tax on equipment.
<b>DB2014</b>	<i>Gambia, The</i>	The Gambia made paying taxes easier for companies by replacing the sales tax with a value added tax.
<b>DB2014</b>	<i>Senegal</i>	Senegal made paying taxes more costly by increasing the corporate income tax rate. At the same time, Senegal facilitated tax payments by making tax forms available online and creating the Center for Medium Enterprises.
<b>DB2014</b>	<i>Togo</i>	Togo made paying taxes more costly for companies by increasing the corporate income tax rate and employers' social security contribution rate and by introducing a new tax on corporate cars. At the same time, Togo reduced the payroll tax rate.

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

*Source:* *Doing Business* database.

## TRADING ACROSS BORDERS

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

### What do the indicators cover?

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

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

The business:

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

The traded goods:

- Are not hazardous nor do they include military items.

### WHAT THE TRADING ACROSS BORDERS INDICATORS MEASURE

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

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

#### Time required to export and import (days)

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

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

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

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

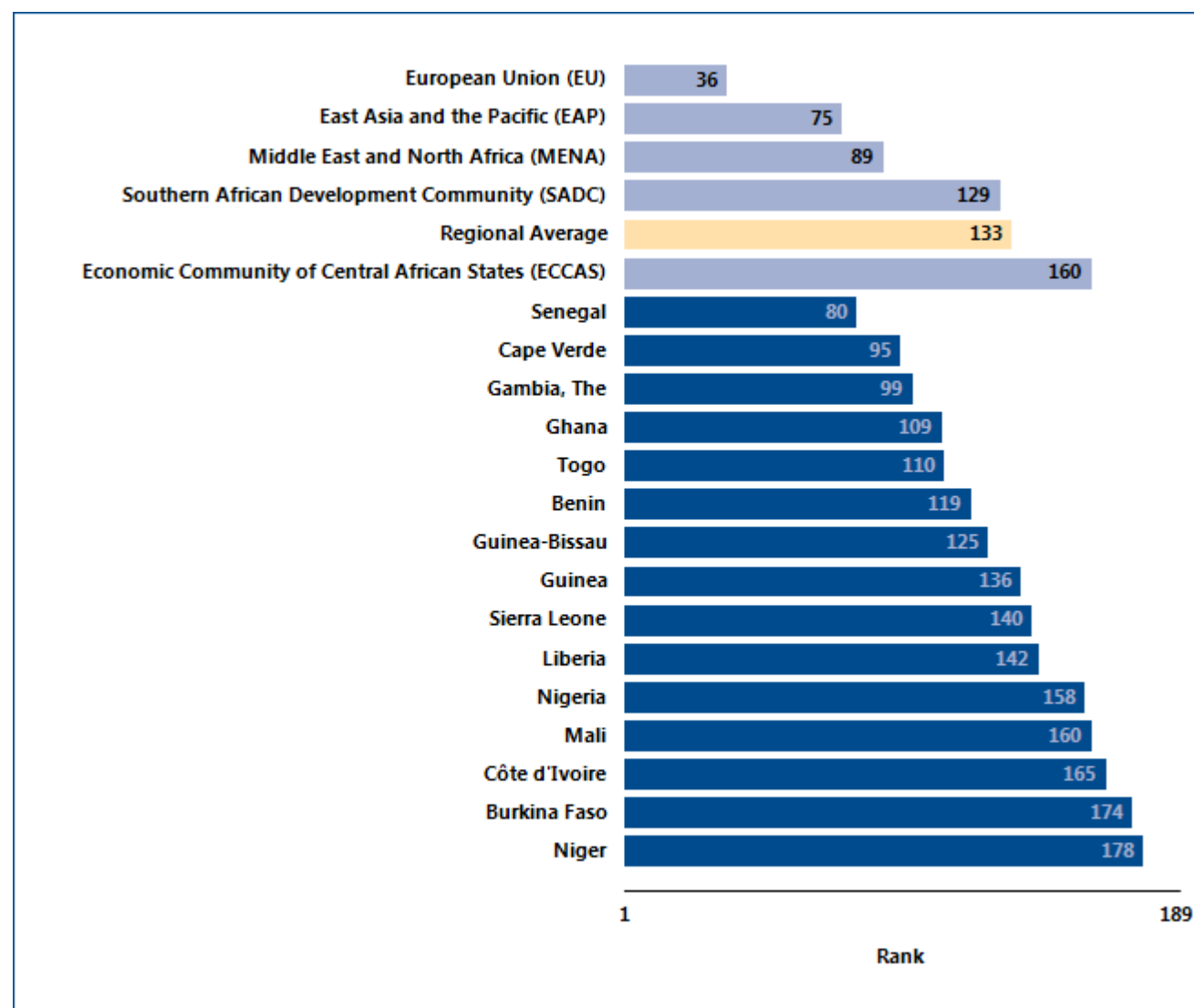
## TRADING ACROSS BORDERS

### Where do the region's economies stand today?

How easy it is for businesses in economies in Economic Community of West African States (ECOWAS) to export and import goods? The global rankings of these economies on the ease of trading across borders

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

Figure 9.1 How economies in Economic Community of West African States (ECOWAS) rank on the ease of trading across borders



Source: Doing Business database.

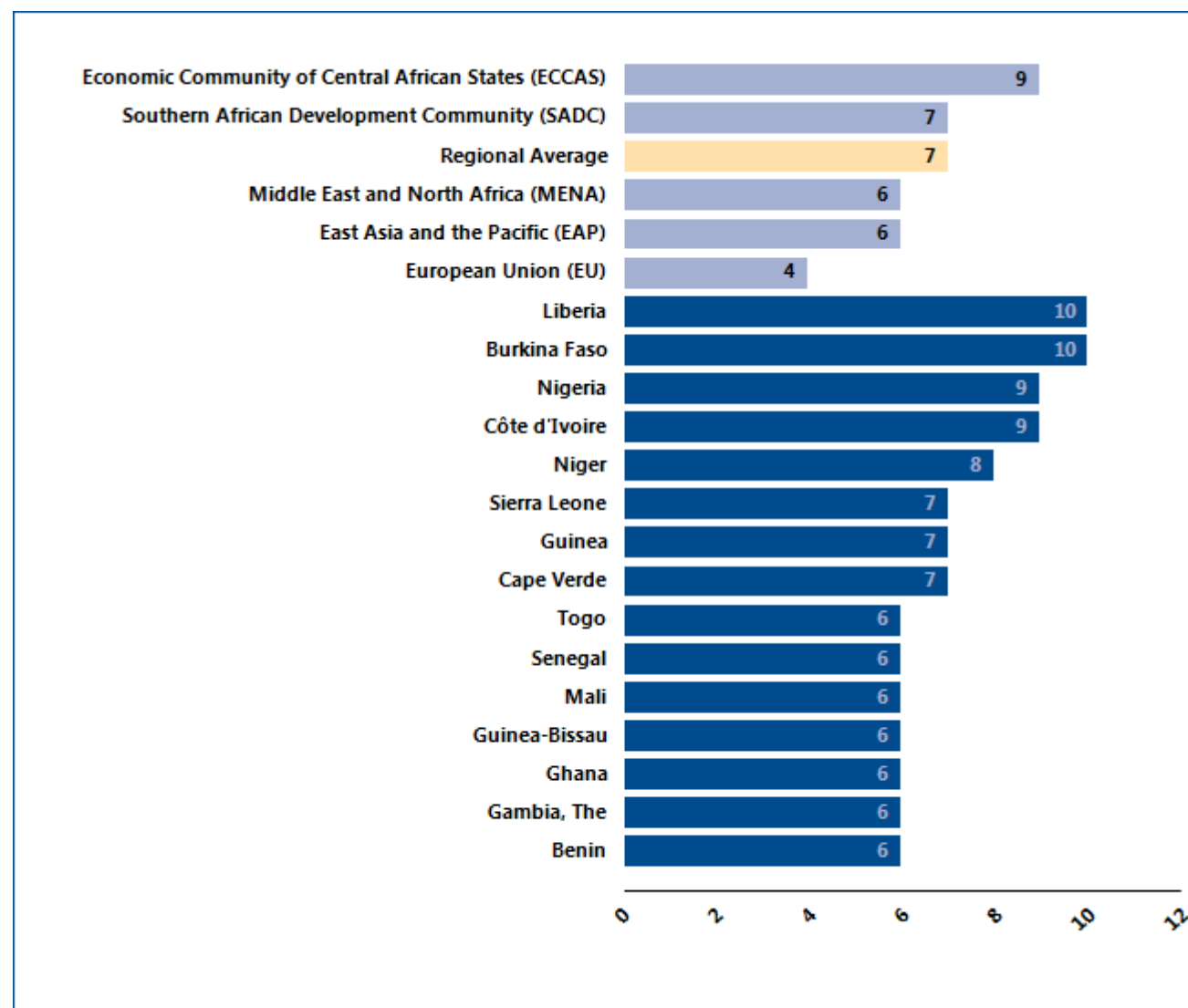
## TRADING ACROSS BORDERS

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

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

Figure 9.2 What it takes to trade across borders in economies in Economic Community of West African States (ECOWAS)

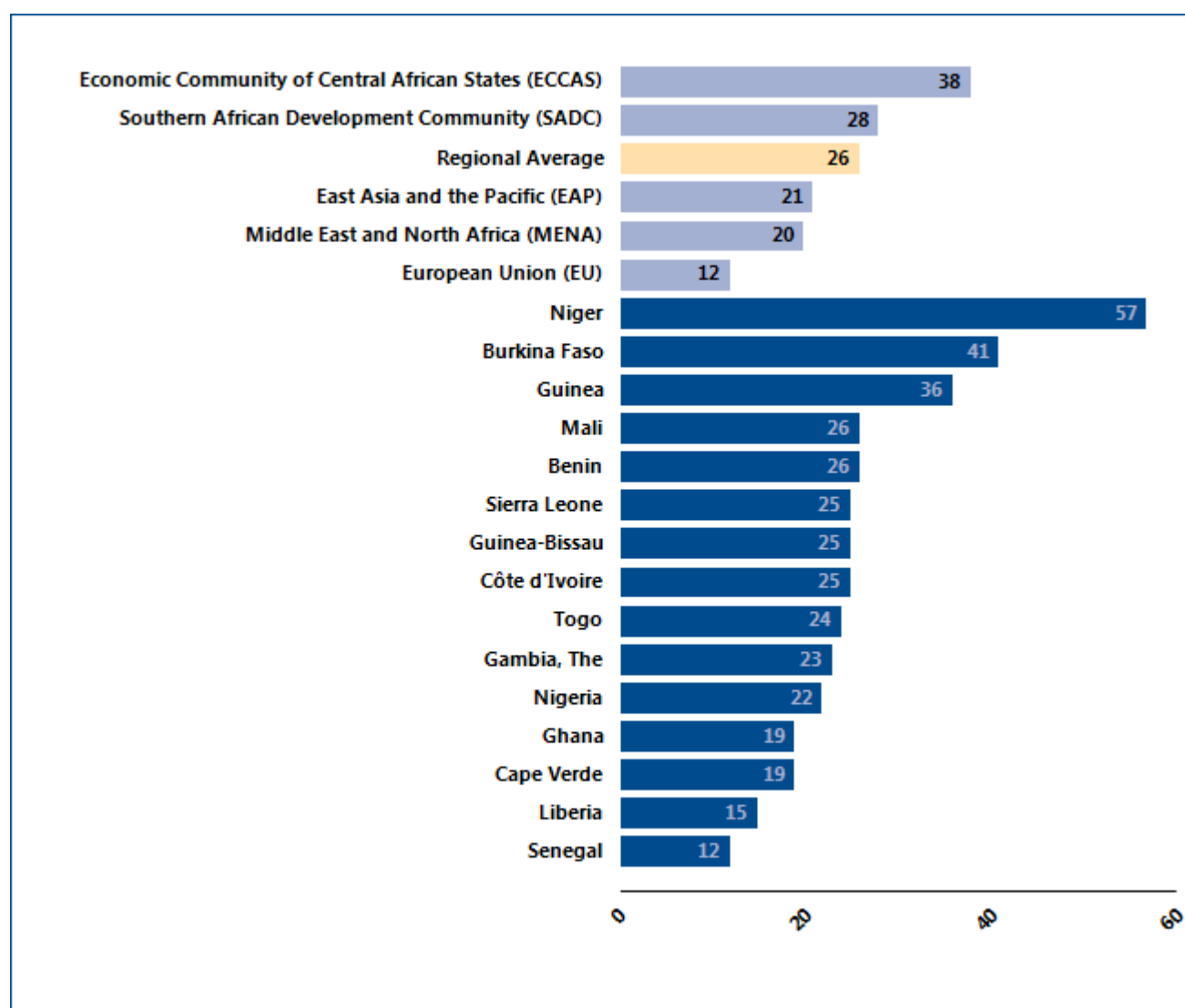
### Documents to export (number)





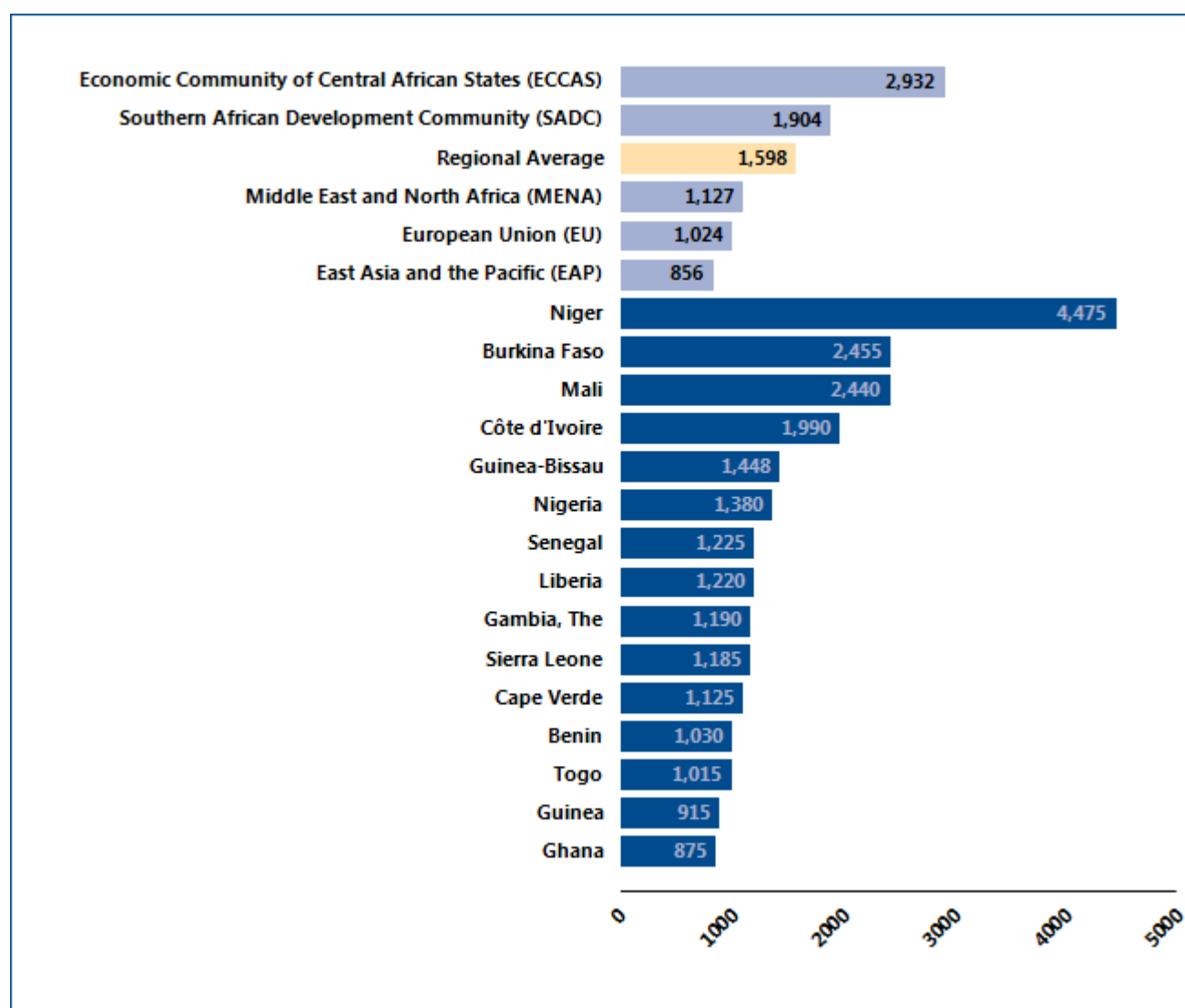
## TRADING ACROSS BORDERS

## Time to export (days)



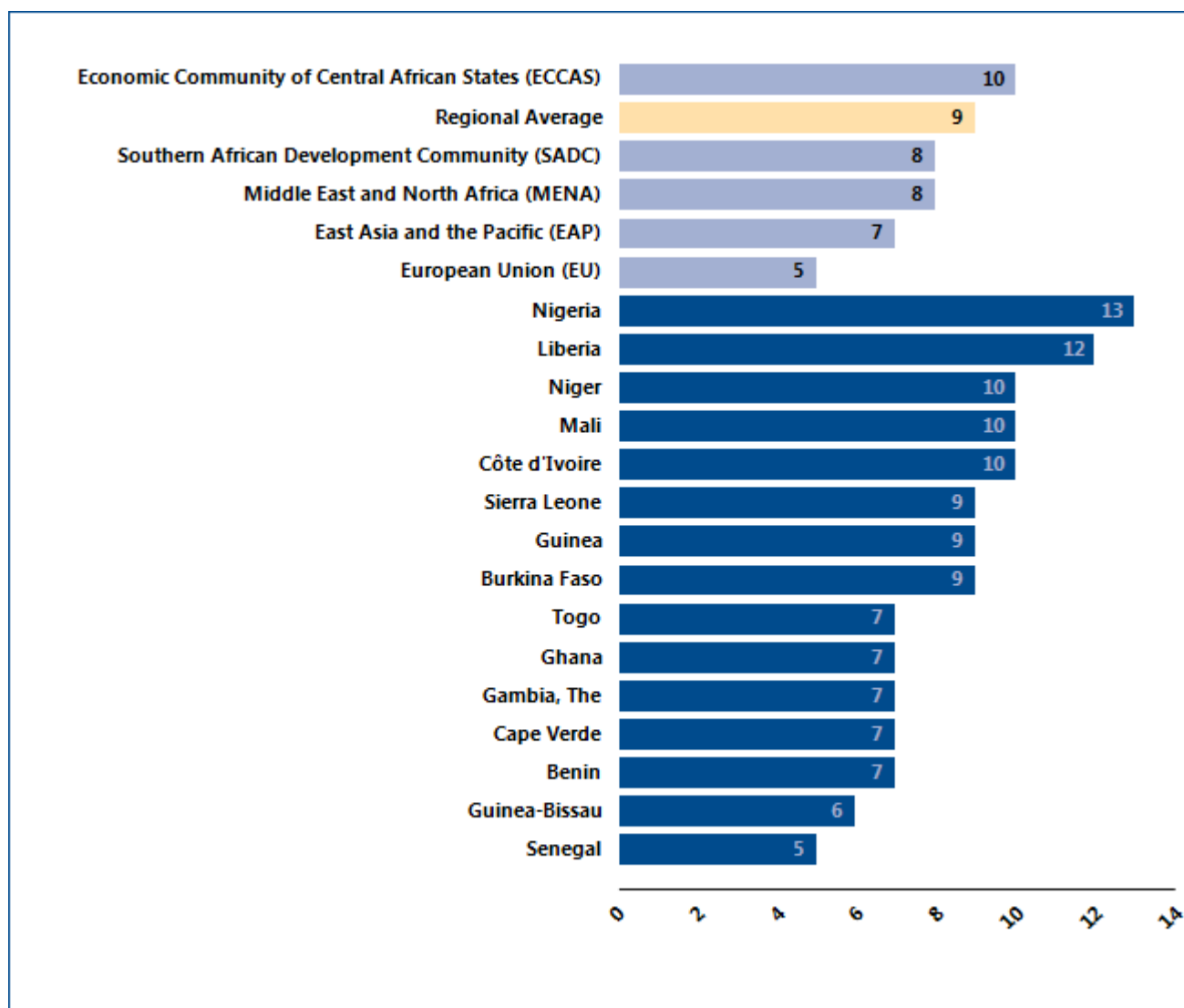
## TRADING ACROSS BORDERS

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



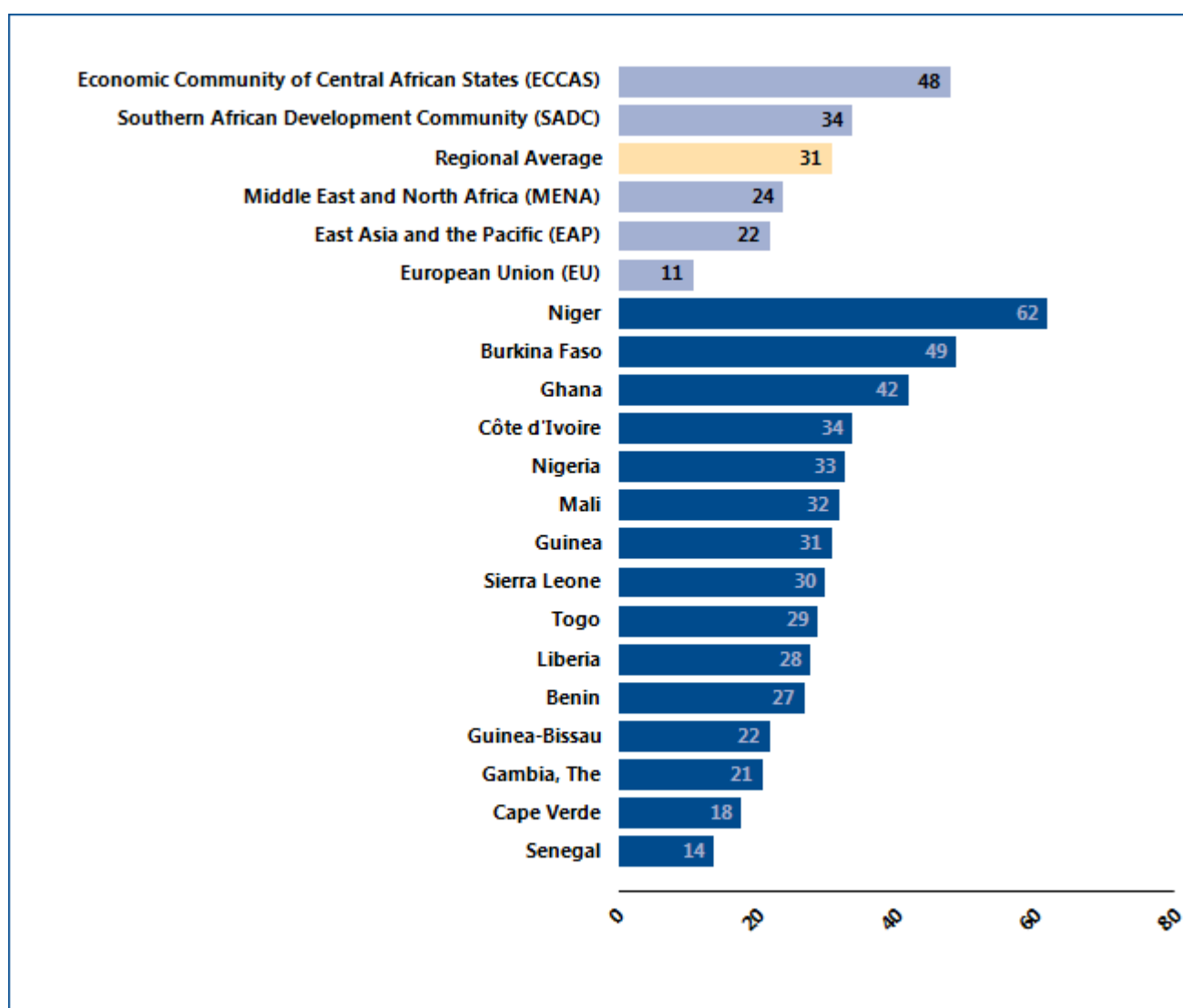
## TRADING ACROSS BORDERS

## Documents to import (number)



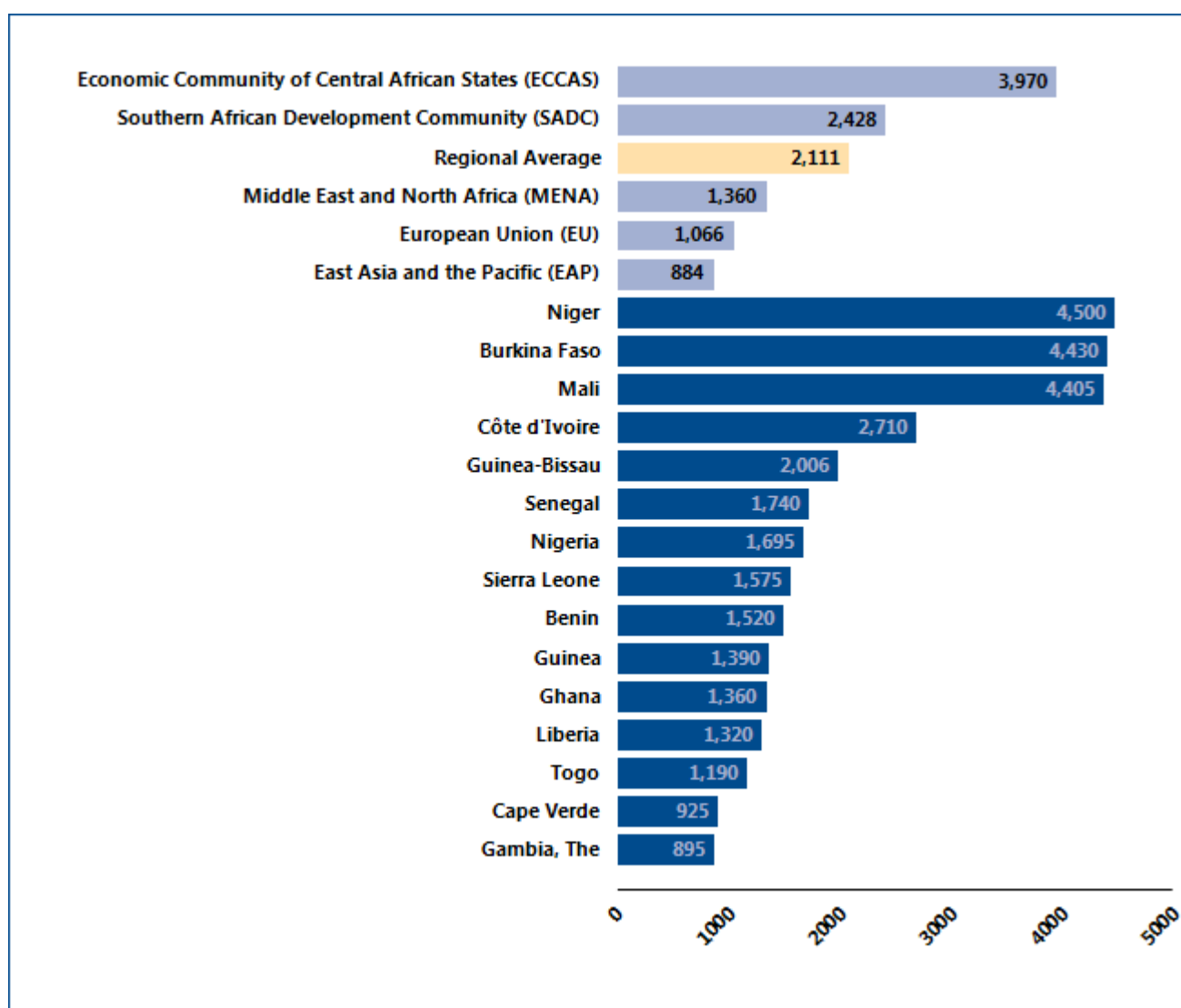
## TRADING ACROSS BORDERS

## Time to import (days)



## TRADING ACROSS BORDERS

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



Source: Doing Business database.

## TRADING ACROSS BORDERS

### What are the changes over time?

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

systems. These changes help improve their trading environment and boost firms' international competitiveness. What trade reforms has Doing Business recorded in Economic Community of West African States (ECOWAS) (table 9.1)?

Table 9.1 How have economies in Economic Community of West African States (ECOWAS) made trading across borders easier—or not?

By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>Gambia, The</i>	The Gambia has eased trading across borders by abolishing the compulsory scanning of all containers, replacing it with a random inspection system.
DB2008	<i>Ghana</i>	Ghana eased trading across borders by reducing congestion at the port area.
DB2009	<i>Benin</i>	Due to port infrastructure improvements export time decreased.
DB2009	<i>Liberia</i>	Liberia cut fees for customs clearance and port and terminal handling
DB2009	<i>Mali</i>	Mali eased trading across borders by introducing a new electronic data interchange system and by reaching a border cooperation agreement with Senegal.
DB2009	<i>Nigeria</i>	Port facilities at Apapa port in Lagos were upgraded thereby speeding up the import and export process.
DB2009	<i>Senegal</i>	Introduction of a single window, EDI and risk-based inspections, extension of customs operating hours, improvements of port and road infrastructure, and reducing checkpoints led to a decrease in time for export and import as well as documentation.
DB2009	<i>Sierra Leone</i>	Sierra Leone eliminated the Export license for coffee.

DB year	Economy	Reform
DB2010	<i>Benin</i>	Benin implemented an electronic document (EDI) system that is improving the time needed to clear goods at customs.
DB2010	<i>Burkina Faso</i>	Burkina Faso sped up trading across borders with the creation of a one stop shop for commercial trade documents at the Maison de l'Entreprise.
DB2010	<i>Liberia</i>	Liberia has sped up the trading process with a one stop shop facility bringing together government ministries and agencies, and by streamlining the inspection regime.
DB2010	<i>Mali</i>	With the implementation of an EDI system, improvements in the terminals used by Malian traders and the streamlining of the documentation required the time to trade has been reduced.
DB2010	<i>Senegal</i>	Improvements at the container terminal have decreased the time to move containers from the Port of Dakar. Additionally, further improvements of the GAINDE system with the expansion of the number of agencies included in the network are facilitating trade.
DB2010	<i>Sierra Leone</i>	Despite successful efforts to reduce the time to trade in Sierra Leone, some fees were increased making trading across borders more costly.
DB2011	<i>Burkina Faso</i>	Burkina Faso reduced documentation requirements for importers and exporters, making it easier to trade.
DB2011	<i>Mali</i>	Mali eliminated redundant inspections of imported goods, reducing the time for trading across borders.
DB2012	<i>Gambia, The</i>	The Gambia made trading across borders faster by implementing the Automated System for Customs Data (ASYCUDA).
DB2012	<i>Liberia</i>	Liberia made trading across borders faster by implementing online submission of customs forms and enhancing risk-based inspections.
DB2012	<i>Senegal</i>	Senegal made trading across borders less costly by opening the market for transport, which increased competition.

DB year	Economy	Reform
<b>DB2012</b>	<i>Sierra Leone</i>	Sierra Leone made trading across borders faster by implementing the Automated System for Customs Data (ASYCUDA).
<b>DB2013</b>	<i>Benin</i>	Benin reduced the time required to trade across borders by implementing an electronic single-window system integrating customs, control agencies, port authorities and other service providers at the Cotonou port.
<b>DB2013</b>	<i>Ghana</i>	Ghana added to the time required to import by increasing its scanning of imports and changing its customs clearance system.
<b>DB2013</b>	<i>Niger</i>	Niger reduced the time to import by expanding and optimizing the use of an electronic data interchange system for customs clearance.
<b>DB2014</b>	<i>Benin</i>	Benin made trading across borders easier by improving port management systems, enhancing the infrastructure around the port and putting in place new rules for the transit of trucks.
<b>DB2014</b>	<i>Guinea</i>	Guinea made trading across borders easier by improving port management systems.
<b>DB2014</b>	<i>Togo</i>	Togo made trading across borders more difficult by granting monopoly control of all port activities at the port of Lomé to a private company.

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

*Source:* *Doing Business* database.



## ENFORCING CONTRACTS

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

### What do the indicators cover?

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

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

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

### WHAT THE ENFORCING CONTRACTS INDICATORS MEASURE

#### Procedures to enforce a contract through the courts (number)

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

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

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

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

- Average attorney fees
- Court costs
- Enforcement costs

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

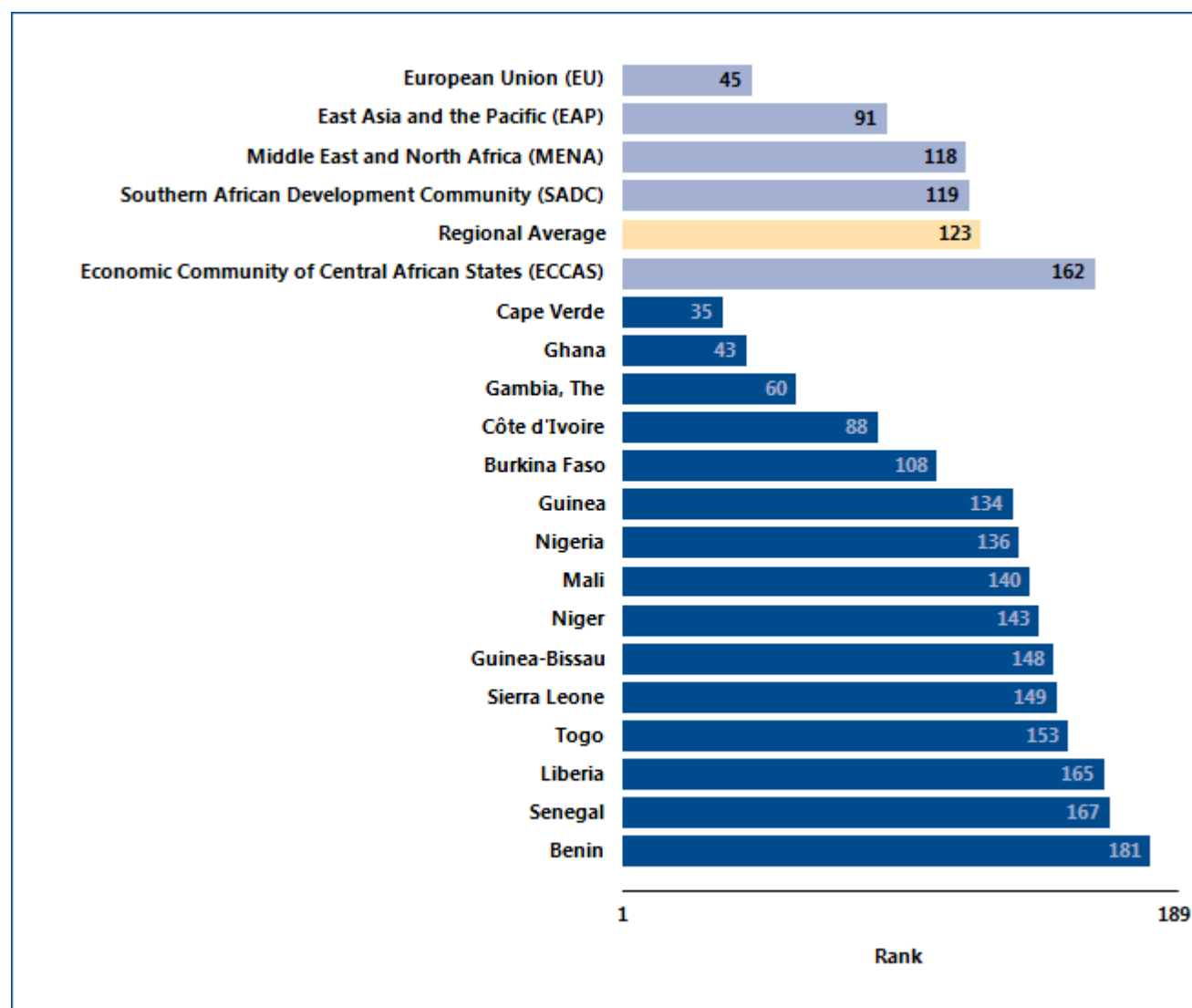
## ENFORCING CONTRACTS

### Where do the region's economies stand today?

How efficient is the process of resolving a commercial dispute through the courts in economies in Economic Community of West African States (ECOWAS)? The global rankings of these economies on the ease of

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

Figure 10.1 How economies in Economic Community of West African States (ECOWAS) rank on the ease of enforcing contracts



Source: Doing Business database.

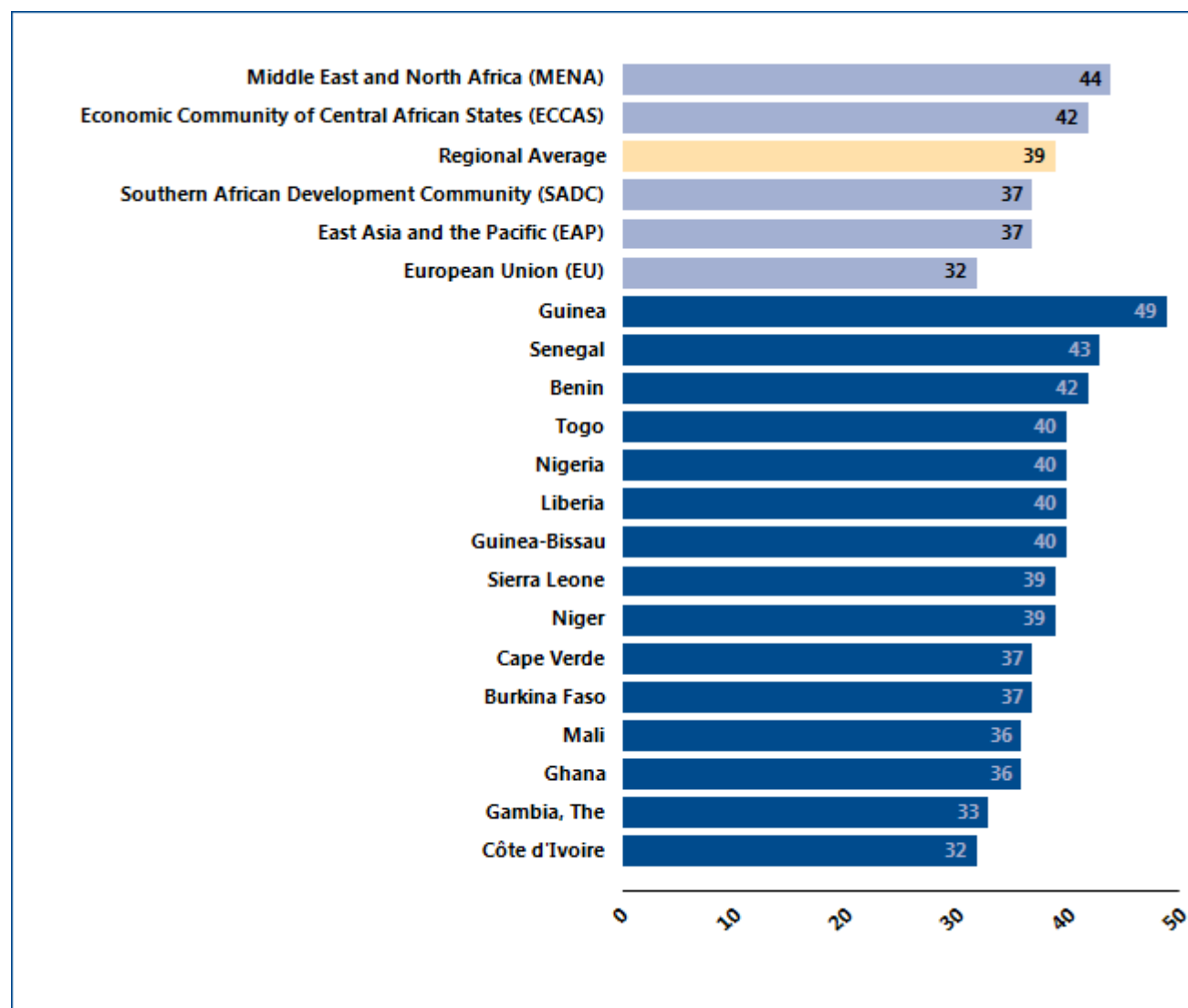
## ENFORCING CONTRACTS

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

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

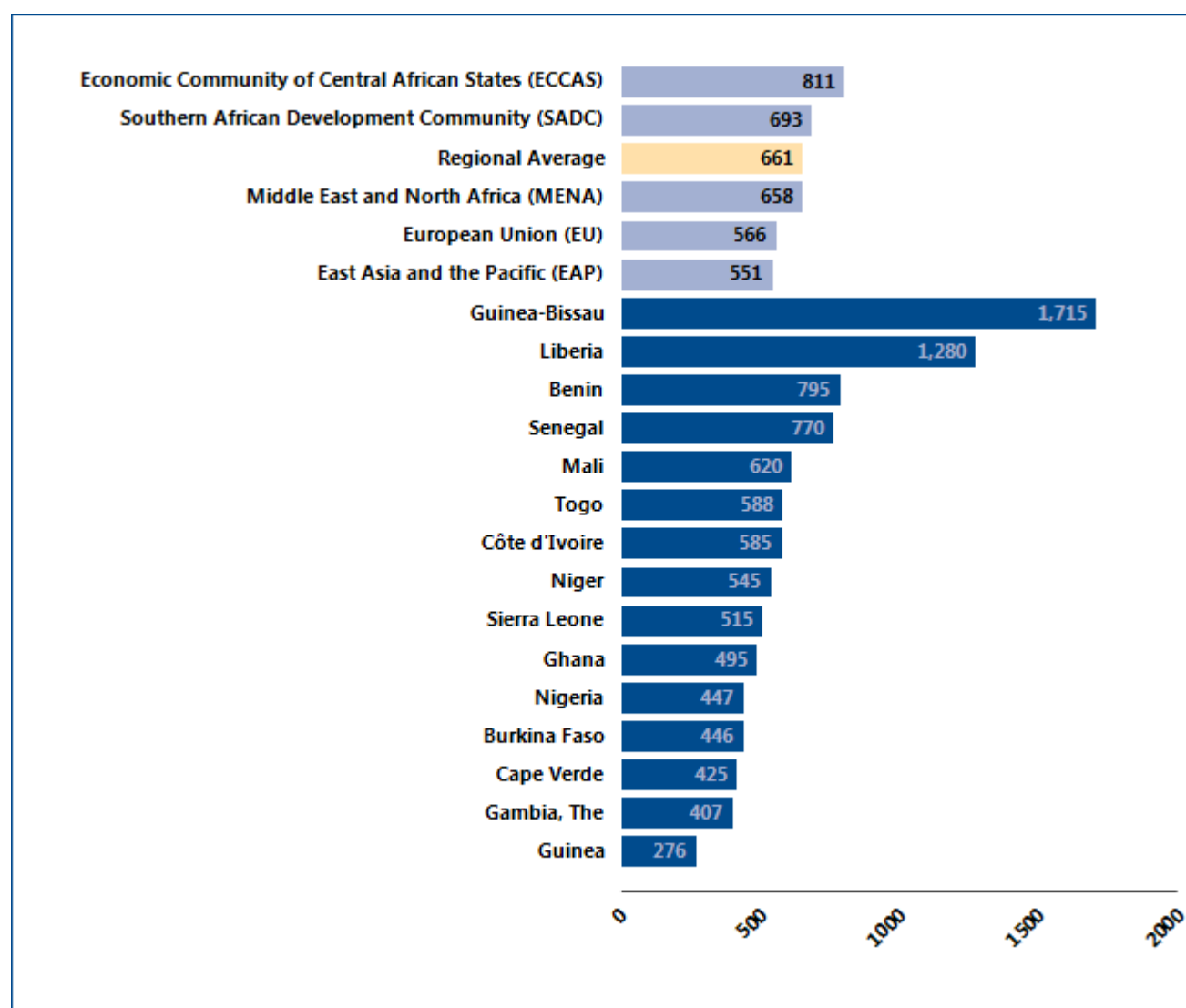
Figure 10.2 What it takes to enforce a contract through the courts in economies in Economic Community of West African States (ECOWAS)

### Procedures (number)



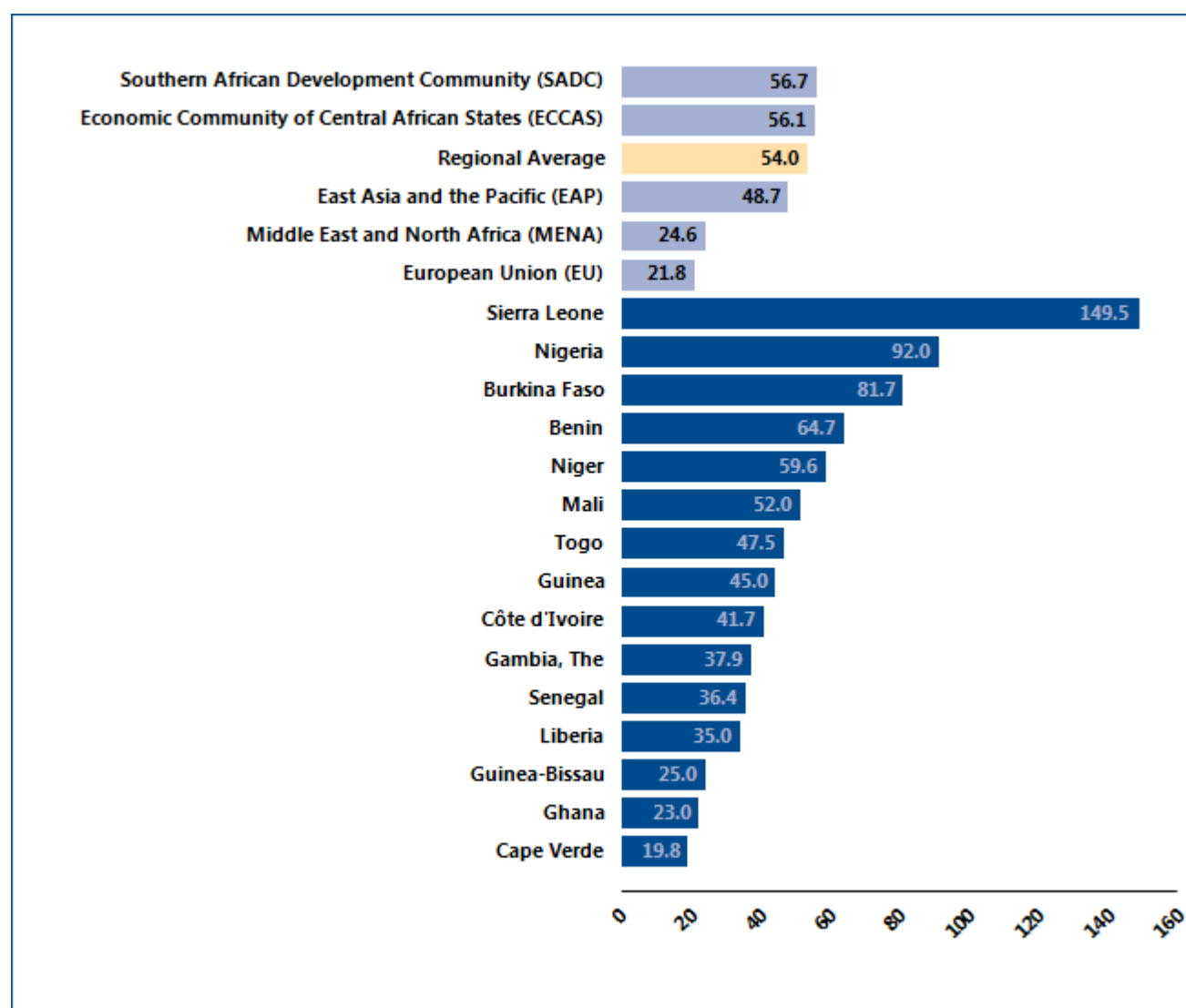
## ENFORCING CONTRACTS

Time (days)



## ENFORCING CONTRACTS

## Cost (% of claim)



Source: Doing Business database.

## ENFORCING CONTRACTS

### What are the changes over time?

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

periodic reviews to clear inactive cases from the docket and by making procedures faster. What reforms making it easier (or more difficult) to enforce contracts has *Doing Business* recorded in Economic Community of West African States (ECOWAS) (table 10.1)?

Table 10.1 How have economies in Economic Community of West African States (ECOWAS) made enforcing contracts easier—or not?

By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>Burkina Faso</i>	In the Democratic Republic of Congo, the operation of the commercial court made commercial dispute resolution more efficient.
DB2008	<i>Ghana</i>	Ghana introduced commercial courts in the capital, making commercial dispute resolution more efficient.
DB2010	<i>Burkina Faso</i>	Burkina Faso has improved contract enforcement by reducing fees, and introducing alternative dispute mechanisms.
DB2010	<i>Mali</i>	Mali's amendments to its Civil Procedure Code improve the contract enforcement procedures by allowing summons to be served upon filing the plaint at the competent court without intervention of the judge, and introducing case time limits.
DB2011	<i>Burkina Faso</i>	Burkina Faso made enforcing contracts easier by setting up a specialized commercial court and abolishing the fee to register judicial decisions.
DB2011	<i>Guinea-Bissau</i>	Guinea-Bissau established a specialized commercial court, speeding up the enforcement of contracts.
DB2012	<i>Senegal</i>	Senegal made enforcing contracts easier by launching specialized commercial chambers in the court.
DB2012	<i>Sierra Leone</i>	Sierra Leone made enforcing contracts easier by launching a fast-track commercial court.
DB2013	<i>Benin</i>	Benin made enforcing contracts easier by introducing a new code of civil, administrative and social procedures.
DB2013	<i>Liberia</i>	Liberia made enforcing contracts easier by creating a specialized commercial court.

DB year	Economy	Reform
DB2014	<i>Côte d'Ivoire</i>	Côte d'Ivoire made enforcing contracts easier by creating a specialized commercial court.
DB2014	<i>Togo</i>	Togo made enforcing contracts easier by creating specialized commercial divisions within the court of first instance.

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

*Source:* *Doing Business* database.

## RESOLVING INSOLVENCY

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

### What do the indicators cover?

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

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

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

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

### WHAT THE RESOLVING INSOLVENCY INDICATORS MEASURE

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

Measured in calendar years

Appeals and requests for extension are included

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

Measured as percentage of estate value

Court fees

Fees of insolvency administrators

Lawyers' fees

Assessors' and auctioneers' fees

Other related fees

#### Outcome

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

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

Measures the cents on the dollar recovered by creditors

Present value of debt recovered

Official costs of the insolvency proceedings are deducted

Depreciation of furniture is taken into account

Outcome for the business (survival or not) affects the maximum value that can be recovered

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



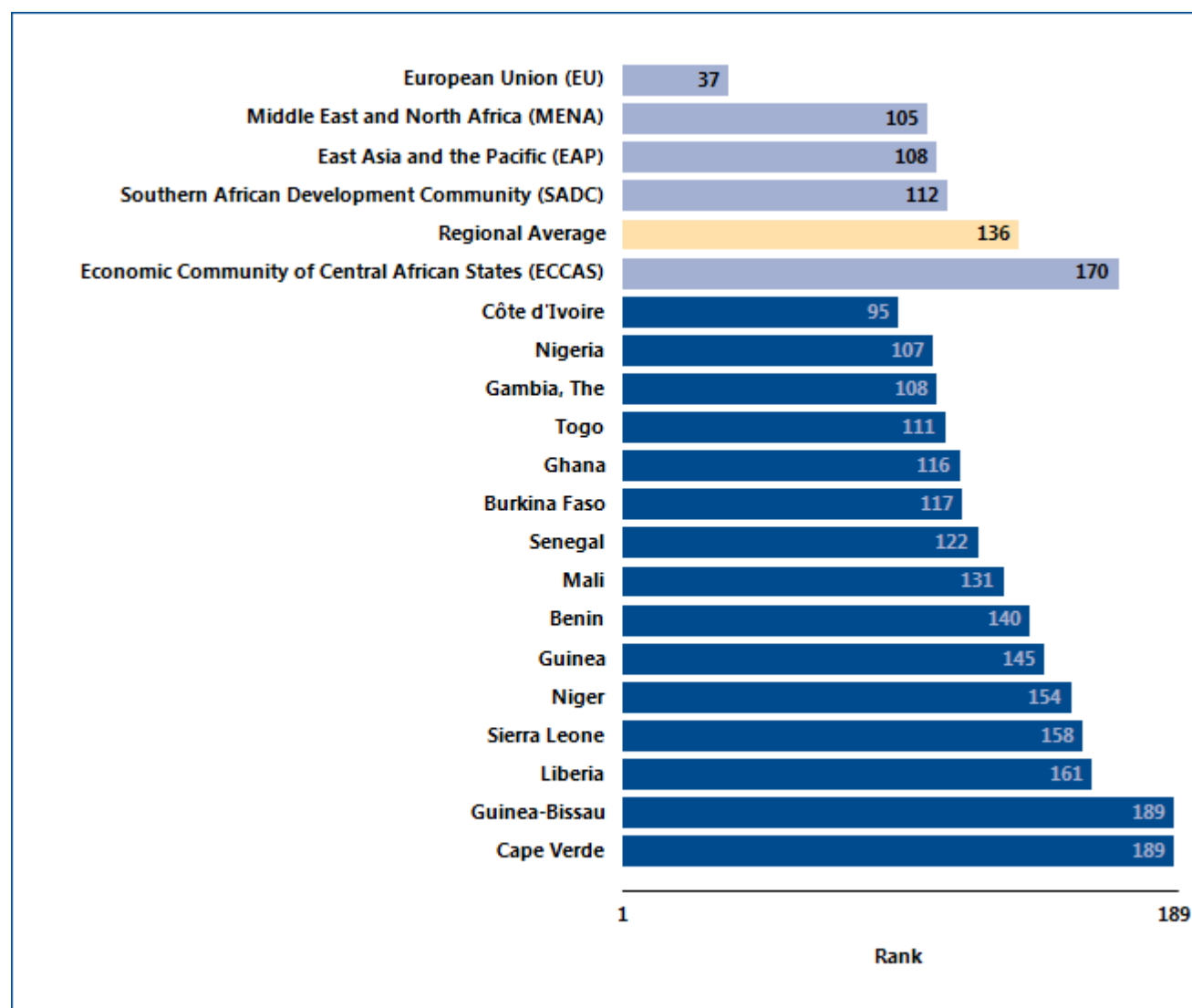
## RESOLVING INSOLVENCY

### Where do the region's economies stand today?

How efficient are insolvency proceedings in economies in Economic Community of West African States (ECOWAS)? The global rankings of these economies on the ease of resolving insolvency suggest an answer (figure 11.1). The average ranking of the region and

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

Figure 11.1 How economies in Economic Community of West African States (ECOWAS) rank on the ease of resolving insolvency



Source: Doing Business database.

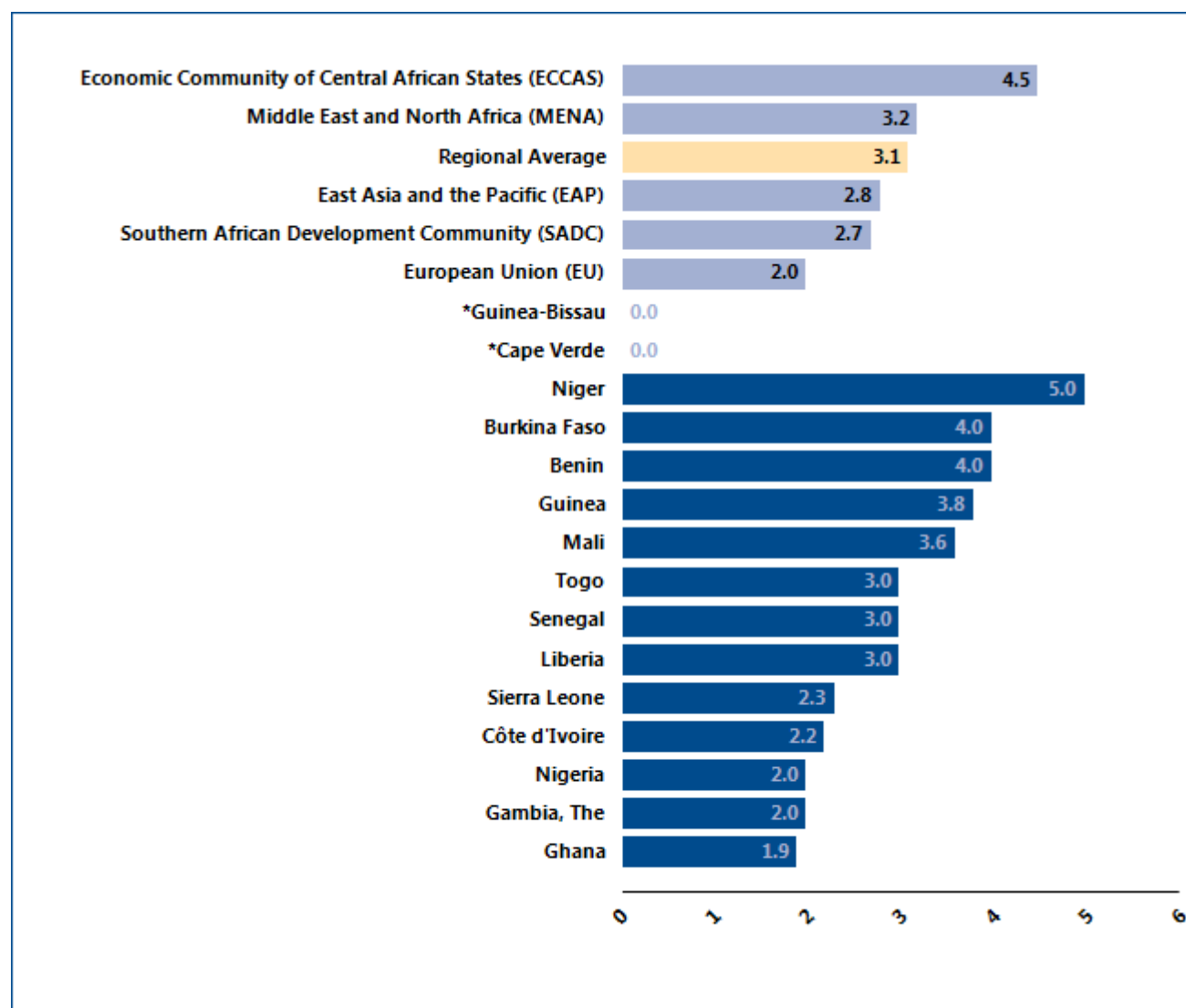
## RESOLVING INSOLVENCY

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

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

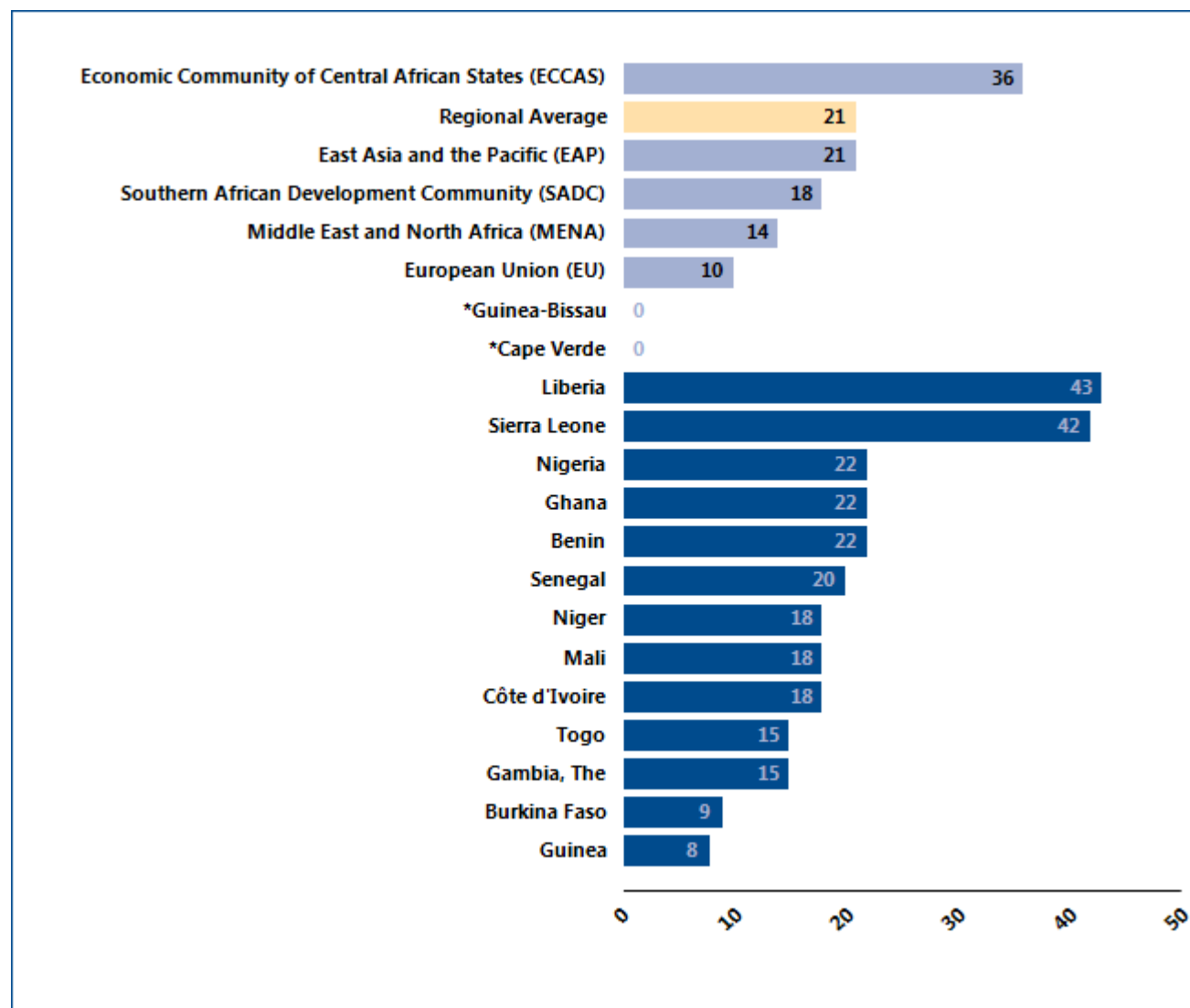
Figure 11.2 How efficient is the insolvency process in economies in Economic Community of West African States (ECOWAS)

**Time (years)**



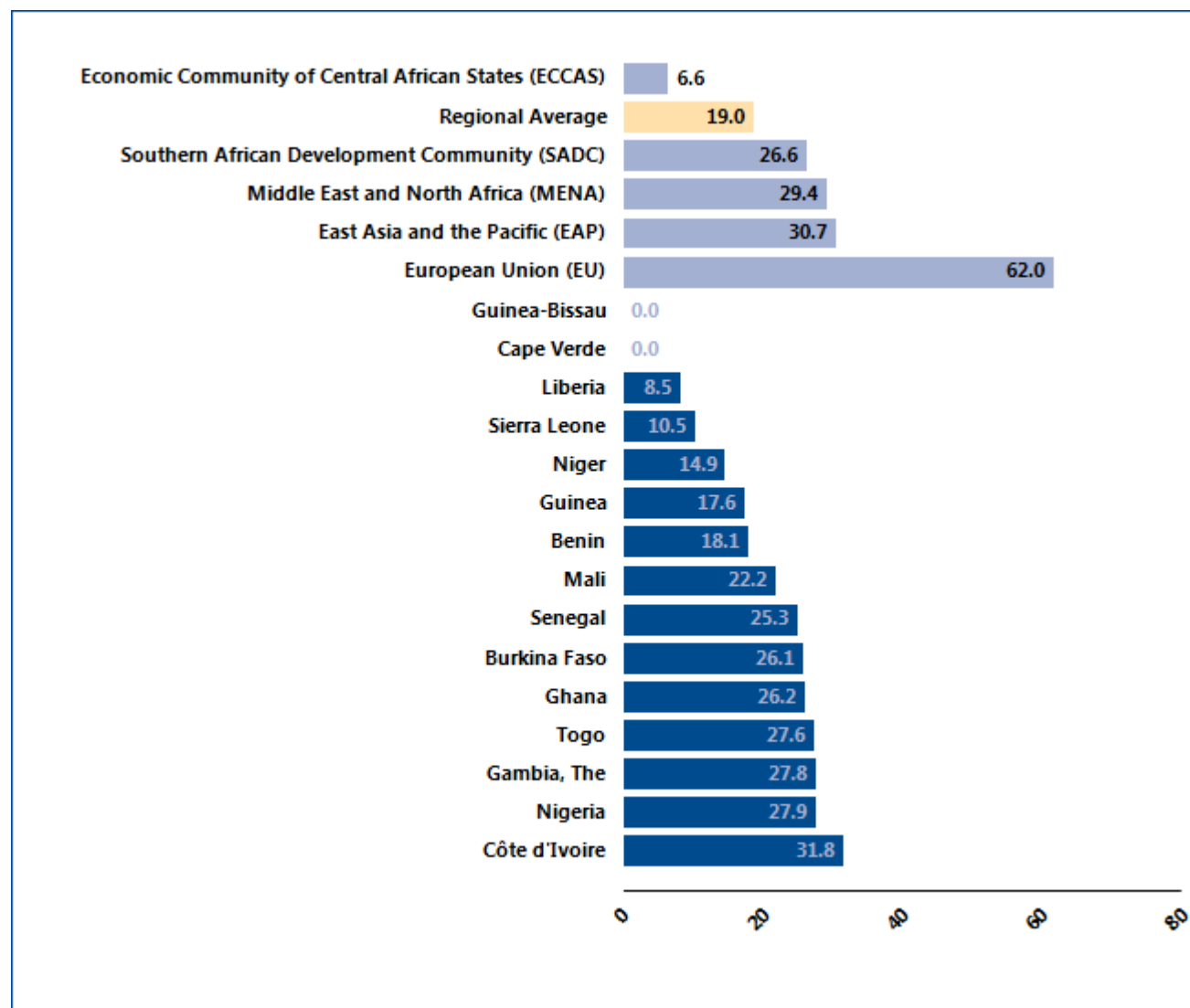
## RESOLVING INSOLVENCY

## Cost (% of estate)



## RESOLVING INSOLVENCY

## Recovery rate (cents on the dollar)



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

Source: *Doing Business* database.

## RESOLVING INSOLVENCY

### What are the changes over time?

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

change. Many recent reforms of bankruptcy laws have been aimed at helping more of the viable businesses survive. What insolvency reforms has *Doing Business* recorded in Economic Community of West African States (ECOWAS) (table 11.1)?

Table 11.1 How have economies in Economic Community of West African States (ECOWAS) made resolving insolvency easier—or not?

By *Doing Business* report year

DB year	Economy	Reform
DB2010	Sierra Leone	Sierra Leone eased the process of insolvency with a new Companies Act that now provides provisions on re-organization and administration that are now encouraging an ailing business to first try to re-organize rather than going straight into liquidation.
DB2012	Cape Verde	Cape Verde introduced qualification requirements for insolvency administrators and a shorter time frame for liquidation proceedings.
DB2012	Sierra Leone	Sierra Leone established a fast-track commercial court in an effort to expedite commercial cases, including insolvency proceedings.

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

Source: *Doing Business* database.

## DATA NOTES

The indicators presented and analyzed in *Doing Business* measure business regulation and the protection of property rights—and their effect on businesses, especially small and medium-size domestic firms. First, the indicators document the complexity of regulation, such as the number of procedures to start a business or to register and transfer commercial property. Second, they gauge the time and cost to achieve a regulatory goal or comply with regulation, such as the time and cost to enforce a contract, go through bankruptcy or trade across borders. Third, they measure the extent of legal protections of property, for example, the protections of investors against looting by company directors or the range of assets that can be used as collateral according to secured transactions laws. Fourth, a set of indicators documents the tax burden on businesses. Finally, a set of data covers different aspects of employment regulation. The 11 sets of indicators measured in *Doing Business* were added over time, and the sample of economies expanded.

The data for all sets of indicators in *Doing Business 2014* are for June 2013.<sup>2</sup>

## Methodology

The *Doing Business* data are collected in a standardized way. To start, the *Doing Business* team, with academic advisers, designs a questionnaire. The questionnaire uses a simple business case to ensure comparability across economies and over time—with assumptions about the legal form of the business, its size, its location and the nature of its operations. Questionnaires are administered to more than 10,200 local experts, including lawyers, business consultants, accountants, freight forwarders, government officials and other professionals routinely administering or advising on legal and regulatory requirements (table 21.2). These experts have several rounds of interaction with the *Doing Business* team, involving conference calls, written correspondence and visits by the team. For *Doing Business 2014* team members visited 33 economies to verify data and recruit respondents. The data from questionnaires are subjected to numerous

rounds of verification, leading to revisions or expansions of the information collected.

### ECONOMY CHARACTERISTICS

#### Gross national income per capita

*Doing Business 2014* reports 2012 income per capita as published in the World Bank's *World Development Indicators 2013*. Income is calculated using the Atlas method (current U.S. dollars). For cost indicators expressed as a percentage of income per capita, 2012 gross national income (GNI) in U.S. dollars is used as the denominator. GNI data were not available from the World Bank for Afghanistan, The Bahamas, Bahrain, Barbados, Brunei Darussalam, Djibouti, the Islamic Republic of Iran, Kuwait, Libya, Myanmar, New Zealand, Oman, San Marino, the Syrian Arab Republic, West Bank and Gaza, and the Republic of Yemen. In these cases GDP or GNP per capita data and growth rates from other sources, such as the International Monetary Fund's World Economic Outlook database and the Economist Intelligence Unit, were used.

#### Region and income group

*Doing Business* uses the World Bank regional and income group classifications, available at <http://data.worldbank.org/about/country-classifications>. The World Bank does not assign regional classifications to high-income economies. For the purpose of the *Doing Business* report, high-income OECD economies are assigned the "regional" classification *OECD high income*. Figures and tables presenting regional averages include economies from all income groups (low, lower middle, upper middle and high income).

#### Population

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

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

<sup>2</sup> The data for paying taxes refer to January – December 2012.

about what laws and regulations say and allowing multiple interactions with local respondents to clarify potential misinterpretations of questions. Having representative samples of respondents is not an issue; *Doing Business* is not a statistical survey, and the texts of the relevant laws and regulations are collected and answers checked for accuracy. The methodology is inexpensive and easily replicable, so data can be collected in a large sample of economies. Because standard assumptions are used in the data collection, comparisons and benchmarks are valid across economies. Finally, the data not only highlight the extent of specific regulatory obstacles to business but also identify their source and point to what might be reformed. Information on the methodology for each *Doing Business* topic can be found on the *Doing Business* website at <http://www.doingbusiness.org/methodology>.

## Limits to what is measured

The *Doing Business* methodology has 5 limitations that should be considered when interpreting the data. First, the collected data refer to businesses in the economy's largest business city (which in some economies differs from the capital) and may not be representative of regulation in other parts of the economy. To address this limitation, subnational *Doing Business* indicators were created (box 21.1). Second, the data often focus on a specific business form—generally a limited liability company (or its legal equivalent) of a specified size—and may not be representative of the regulation on other businesses, for example, sole proprietorships. Third, transactions described in a standardized case scenario refer to a specific set of issues and may not represent the full set of issues a business encounters. Fourth, the measures of time involve an element of judgment by the expert respondents. When sources indicate different estimates, the time indicators reported in *Doing Business* represent the median values of several responses given under the assumptions of the standardized case.

Finally, the methodology assumes that a business has full information on what is required and does not waste time when completing procedures. In practice, completing a procedure may take longer if the business lacks information or is unable to follow up promptly. Alternatively, the business may choose to disregard some burdensome procedures. For both

reasons the time delays reported in *Doing Business 2014* would differ from the recollection of entrepreneurs reported in the World Bank Enterprise Surveys or other perception surveys.

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

The subnational studies point to differences in business regulation and its implementation—as well as in the pace of regulatory reform—across cities in the same economy. For several economies subnational studies are now periodically updated to measure change over time or to expand geographic coverage to additional cities. This year that is the case for all the subnational studies published.

## Changes in what is measured

The methodology for 2 indicator sets—trading across borders and paying taxes—was updated this year. For trading across borders, documents that are required purely for purposes of preferential treatment are no longer included in the list of documents (for example, a certificate of origin if the use is only to qualify for a preferential tariff rate under trade agreements). For paying taxes, the value of fuel taxes is no longer included in the total tax rate because of the difficulty of computing these taxes in a consistent way across all economies covered. The fuel tax amounts are in most cases very small, and measuring these amounts is often complicated because they depend on fuel consumption. Fuel taxes continue to be counted in the number of payments.

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

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

The threshold for the total tax rate introduced in 2011 for the purpose of calculating the ranking on the ease of paying taxes was updated. All economies with a total tax rate below the threshold (which is calculated and adjusted on a yearly basis) receive the same ranking on the total tax rate indicator. The threshold is not based on any economic theory of an “optimal tax rate” that minimizes distortions or maximizes efficiency in the tax system of an economy overall. Instead, it is mainly empirical in nature, set at the lower end of the distribution of tax rates levied on medium-size enterprises in the manufacturing sector as observed through the paying taxes indicators. This reduces the bias in the indicators toward economies that do not need to levy significant taxes on companies like the *Doing Business* standardized case study company because they raise public revenue in other ways—for example, through taxes on foreign companies, through taxes on sectors other than manufacturing or from natural resources (all of which are outside the scope of the methodology). This year the threshold is 25.5%.

## Data challenges and revisions

Most laws and regulations underlying the *Doing Business* data are available on the *Doing Business* website at <http://www.doingbusiness.org>. All the sample questionnaires and the details underlying the indicators are also published on the website. Questions on the methodology and challenges to data can be submitted through the website’s “Ask a Question” function at <http://www.doingbusiness.org>.

## Ease of doing business and distance to frontier

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

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

### Ease of doing business

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

### Construction of the ease of doing business index

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

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

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



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

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

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

#### Variability of economies’ rankings across topics

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

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

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

Variation in performance across the indicator sets is not at all unusual. It reflects differences in the degree of priority that government authorities give to particular areas of business regulation reform and the ability of different government agencies to deliver tangible results in their area of responsibility.

#### Distance to frontier measure

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

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

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

<sup>4</sup> See Simeon Djankov, Darshini Manraj, Caralee McLiesh and Rita Ramalho, “*Doing Business* Indicators: Why Aggregate, and How to Do It” (World Bank, Washington, DC, 2005). Principal components and unobserved components methods yield a ranking nearly identical to that from the simple average method because both these methods assign roughly equal weights to the topics, since the pairwise correlations among indicators do not differ much. An alternative to the simple average method is to give different weights to the topics, depending on which are considered of more or less importance in the context of a specific economy.

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

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

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

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

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

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

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

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

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

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

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