

Doing
Business



Regional Profile:

**Economic Community of West
African States (ECOWAS)**

DOING BUSINESS 2013

**Smarter Regulations for
Small and Medium-Size Enterprises**

2007 2012
2005 2009 2004 2011
2008 2006 2010 2013

COMPARING BUSINESS REGULATIONS FOR DOMESTIC FIRMS IN 185 ECONOMIES

10TH EDITION

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INTRODUCTION

Doing Business sheds light on how easy or difficult it is for a local entrepreneur to open and run a small to medium-size business when complying with relevant regulations. It measures and tracks changes in regulations affecting 10 areas in the life cycle of a business: starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency.

In a series of annual reports *Doing Business* presents quantitative indicators on business regulations and the protection of property rights that can be compared across 185 economies, from Afghanistan to Zimbabwe, over time. The data set covers 46 economies in Sub-Saharan Africa, 33 in Latin America and the Caribbean, 24 in East Asia and the Pacific, 24 in Eastern Europe and Central Asia, 19 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 the 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), the 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, 2012 (except for the paying taxes indicators, which cover the period January–December 2011).

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 2013* presents the indicators, analyzes their relationship with economic outcomes and recommends regulatory reforms. The data, along with information on ordering the *Doing Business 2013* report, are available on the *Doing Business* website at <http://www.doingbusiness.org>.

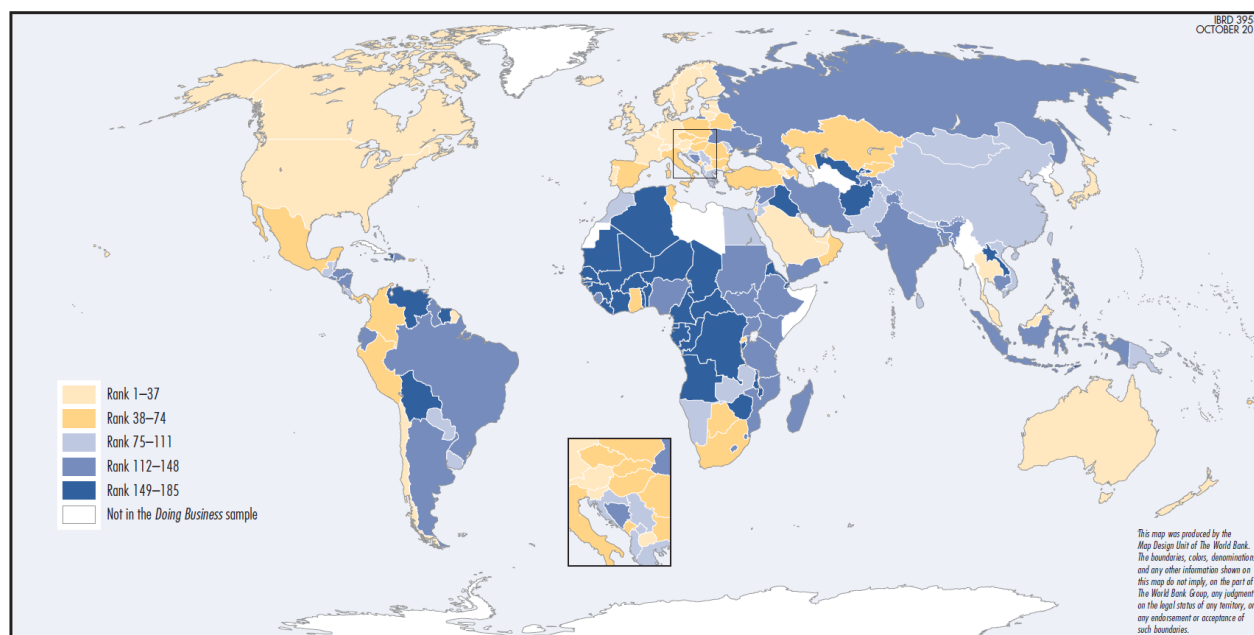
THE BUSINESS ENVIRONMENT

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 185 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 2013*: starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency.

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

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

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

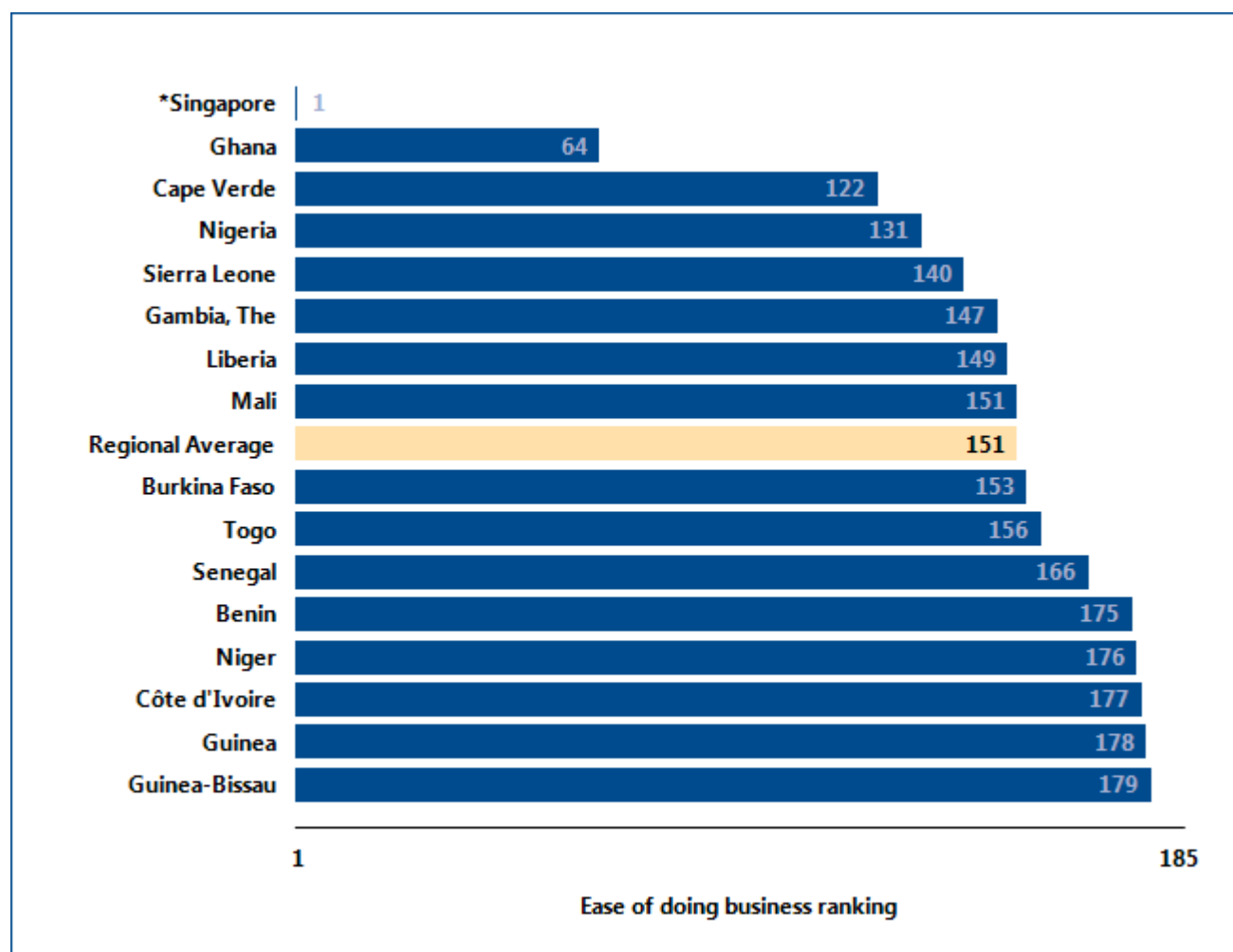


Source: *Doing Business* database.

THE BUSINESS ENVIRONMENT

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

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



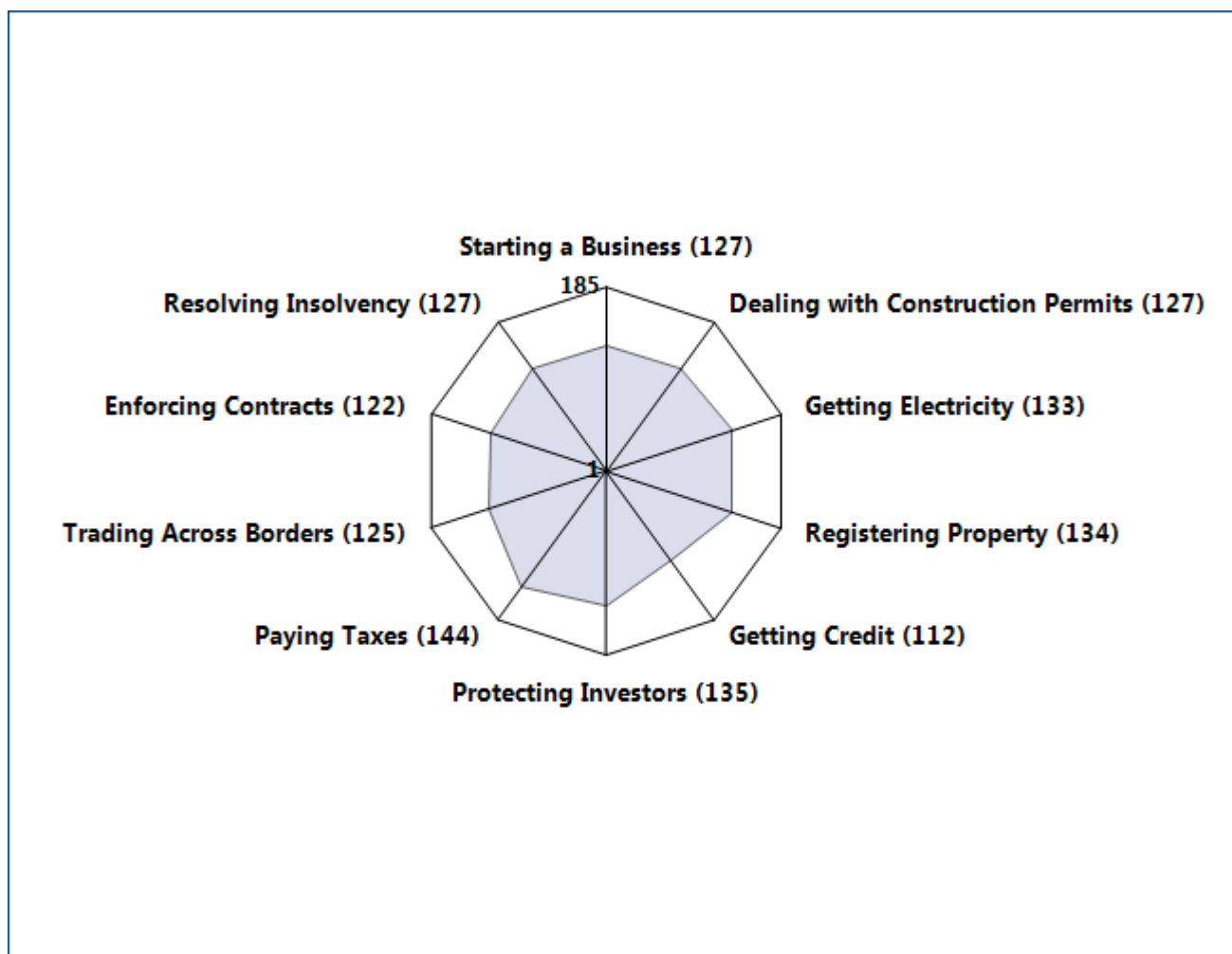
*The economy with the best performance globally is included as a benchmark.

Source: *Doing Business* database.

THE BUSINESS ENVIRONMENT

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

Regional average ranking



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 the Economic Community of West African States (ECOWAS)

Indicator	Lowest regional performance	Best regional performance	Regional average	Best global performance
Starting a Business (rank)	176 (Côte d'Ivoire)	38 (Liberia)	127	1 (New Zealand)
Procedures (number)	10 (Côte d'Ivoire)	3 (Senegal)*	6	1 (New Zealand)*
Time (days)	38 (Togo)	5 (Senegal)	19	1 (New Zealand)
Cost (% of income per capita)	158.7 (Gambia, The)	14.9 (Cape Verde)	80.7	0.0 (Slovenia)
Paid-in Min. Capital (% of income per capita)	572.8 (Niger)	0.0 (Liberia)*	197.8	0.0 (91 Economies*)
Dealing with Construction Permits (rank)	173 (Sierra Leone)	64 (Burkina Faso)	127	1 (Hong Kong SAR, China)
Procedures (number)	29 (Guinea)	11 (Mali)*	16	6 (Hong Kong SAR, China)*
Time (days)	475 (Côte d'Ivoire)	75 (Liberia)	208	26 (Singapore)
Cost (% of income per capita)	1,612.8 (Niger)	94.8 (Guinea)	458.9	1.1 (Qatar)
Getting Electricity (rank)	182 (Guinea-Bissau)	63 (Ghana)	133	1 (Iceland)
Procedures (number)	8 (Senegal)*	4 (Ghana)*	5	3 (Germany)*
Time (days)	465 (Liberia)	55 (Côte d'Ivoire)	160	17 (Germany)
Cost (% of income per capita)	14,343.1 (Benin)	873.9 (Nigeria)	4,957.1	0.0 (Japan)

Indicator	Lowest regional performance	Best regional performance	Regional average	Best global performance
Registering Property (rank)	182 (Nigeria)	45 (Ghana)	134	1 (Georgia)
Procedures (number)	13 (Nigeria)	4 (Niger)*	6	1 (Georgia)*
Time (days)	295 (Togo)	29 (Mali)	88	1 (Portugal)
Cost (% of property value)	20.8 (Nigeria)	1.2 (Ghana)	11.8	0.0 (Belarus)*
Getting Credit (rank)	159 (Gambia, The)	23 (Ghana)	112	1 (United Kingdom)*
Strength of legal rights index (0-10)	3 (Cape Verde)	9 (Nigeria)	6	10 (Malaysia)*
Depth of credit information index (0-6)	1 (9 Economies*)	5 (Ghana)*	2	6 (United Kingdom)*
Public registry coverage (% of adults)	0.1 (Nigeria)	19.7 (Cape Verde)	4.1	90.7 (Portugal)
Private bureau coverage (% of adults)	4.1 (Nigeria)	5.7 (Ghana)	4.9	100.0 (United Kingdom)*
Protecting Investors (rank)	177 (Guinea)*	32 (Sierra Leone)	135	1 (New Zealand)
Extent of disclosure index (0-10)	1 (Cape Verde)	7 (Ghana)	5	10 (Hong Kong SAR, China)*
Extent of director liability index (0-10)	1 (11 Economies*)	7 (Sierra Leone)*	2	9 (Singapore)*
Ease of shareholder suits index (0-10)	1 (Guinea)	6 (Sierra Leone)*	4	10 (New Zealand)*
Strength of investor protection index (0-10)	2.7 (Guinea)*	6.3 (Sierra Leone)	3.9	9.7 (New Zealand)
Paying Taxes (rank)	183 (Guinea)	45 (Liberia)	144	1 (United Arab Emirates)
Payments (number per year)	62 (Côte d'Ivoire)	32 (Ghana)	46	3 (Hong Kong SAR, China)*
Time (hours per year)	956 (Nigeria)	158 (Liberia)	344	12 (United Arab Emirates)
Trading Across Borders (rank)	176 (Niger)	63 (Cape Verde)	125	1 (Singapore)
Documents to export (number)	10 (Burkina Faso)*	5 (Cape Verde)	7	2 (France)
Time to export (days)	59 (Niger)	11 (Senegal)	26	5 (Singapore)*
Cost to export (US\$ per	3,676 (Niger)	815 (Ghana)	1,526	435 (Malaysia)

Indicator	Lowest regional performance	Best regional performance	Regional average	Best global performance
container)				
Documents to import (number)	11 (Niger)*	5 (Cape Verde)*	8	2 (France)
Time to import (days)	64 (Niger)	14 (Senegal)	31	4 (Singapore)
Cost to import (US\$ per container)	4,030 (Burkina Faso)	885 (Gambia, The)	1,944	420 (Malaysia)
Enforcing Contracts (rank)	178 (Benin)	38 (Cape Verde)	122	1 (Luxembourg)
Time (days)	1,715 (Guinea-Bissau)	276 (Guinea)	674	150 (Singapore)
Cost (% of claim)	149.5 (Sierra Leone)	19.8 (Cape Verde)	49.4	0.1 (Bhutan)
Procedures (number)	49 (Guinea)	33 (Gambia, The)*	39	21 (Ireland)*
Resolving Insolvency (rank)	185 (Guinea-Bissau)*	76 (Côte d'Ivoire)	127	1 (Japan)
Time (years)	5.0 (Niger)	1.9 (Ghana)	3.1	0.4 (Ireland)
Cost (% of estate)	43 (Liberia)	7 (Senegal)	20	1 (Singapore)*
Recovery rate (cents on the dollar)	0.0 (Guinea-Bissau)*	37.6 (Côte d'Ivoire)	20.8	92.8 (Japan)

Note: The ranking methodology for the paying taxes indicators changed in *Doing Business 2013*; see the data notes for details.

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

Source: *Doing Business* database.

STARTING A BUSINESS

Formal registration of companies has many immediate benefits for the companies and for business owners and employees. Legal entities 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 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
- Procedure completed once final document is received
- No prior contact with officials

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

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

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

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

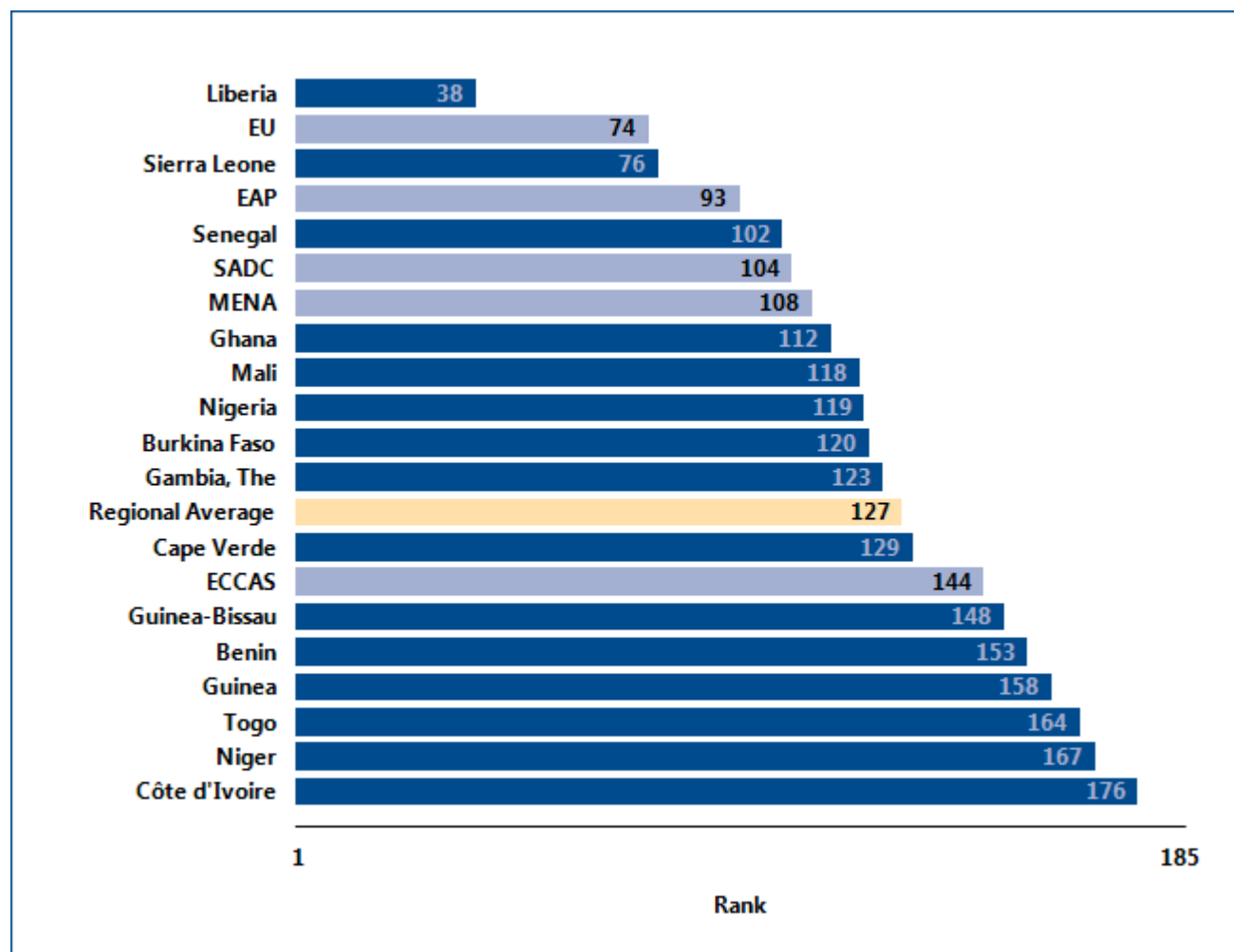
STARTING A BUSINESS

Where do the region's economies stand today?

How easy is it for entrepreneurs in economies in the 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 the Economic Community of West African States (ECOWAS) rank on the ease of starting a business



Source: Doing Business database.

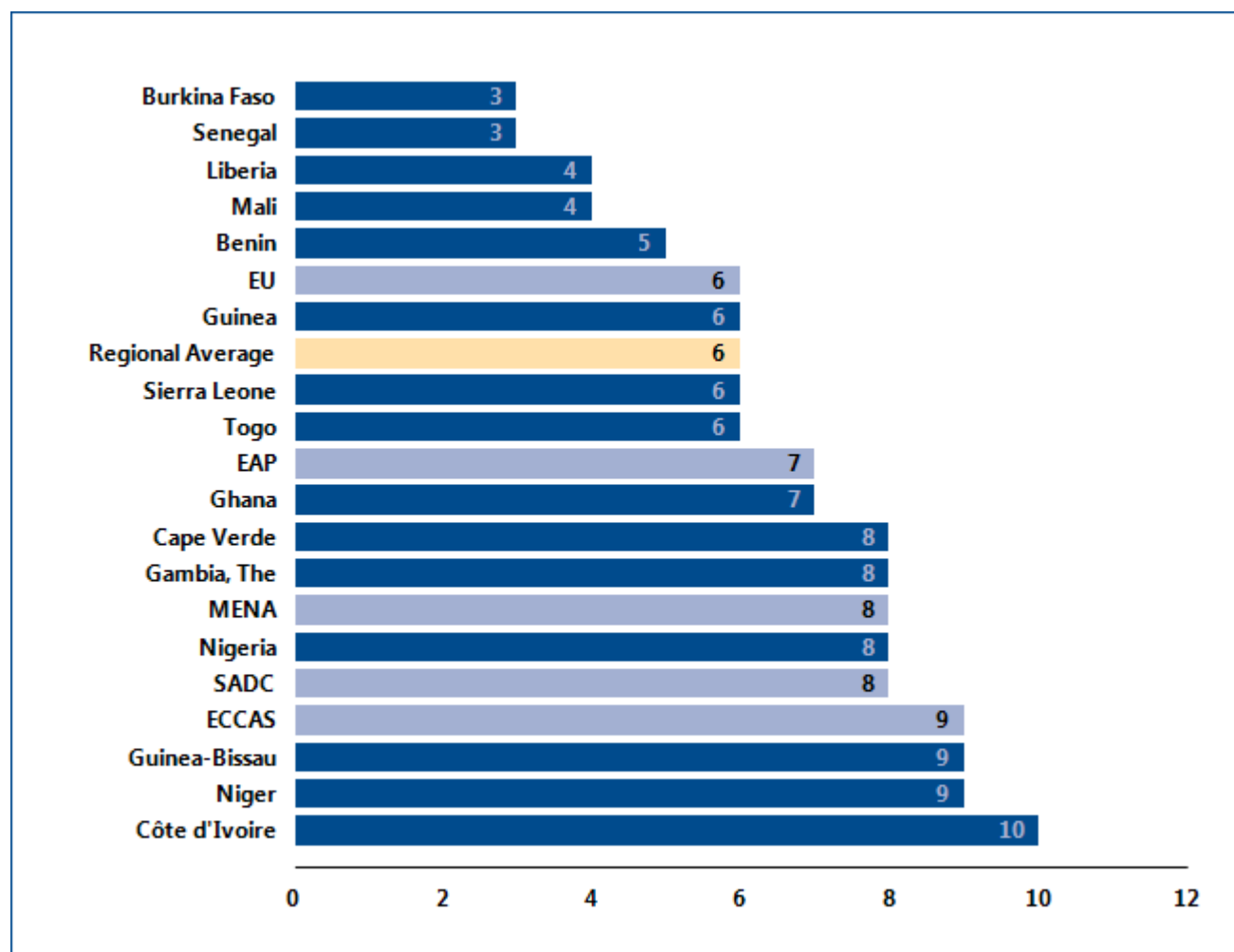
STARTING A BUSINESS

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.

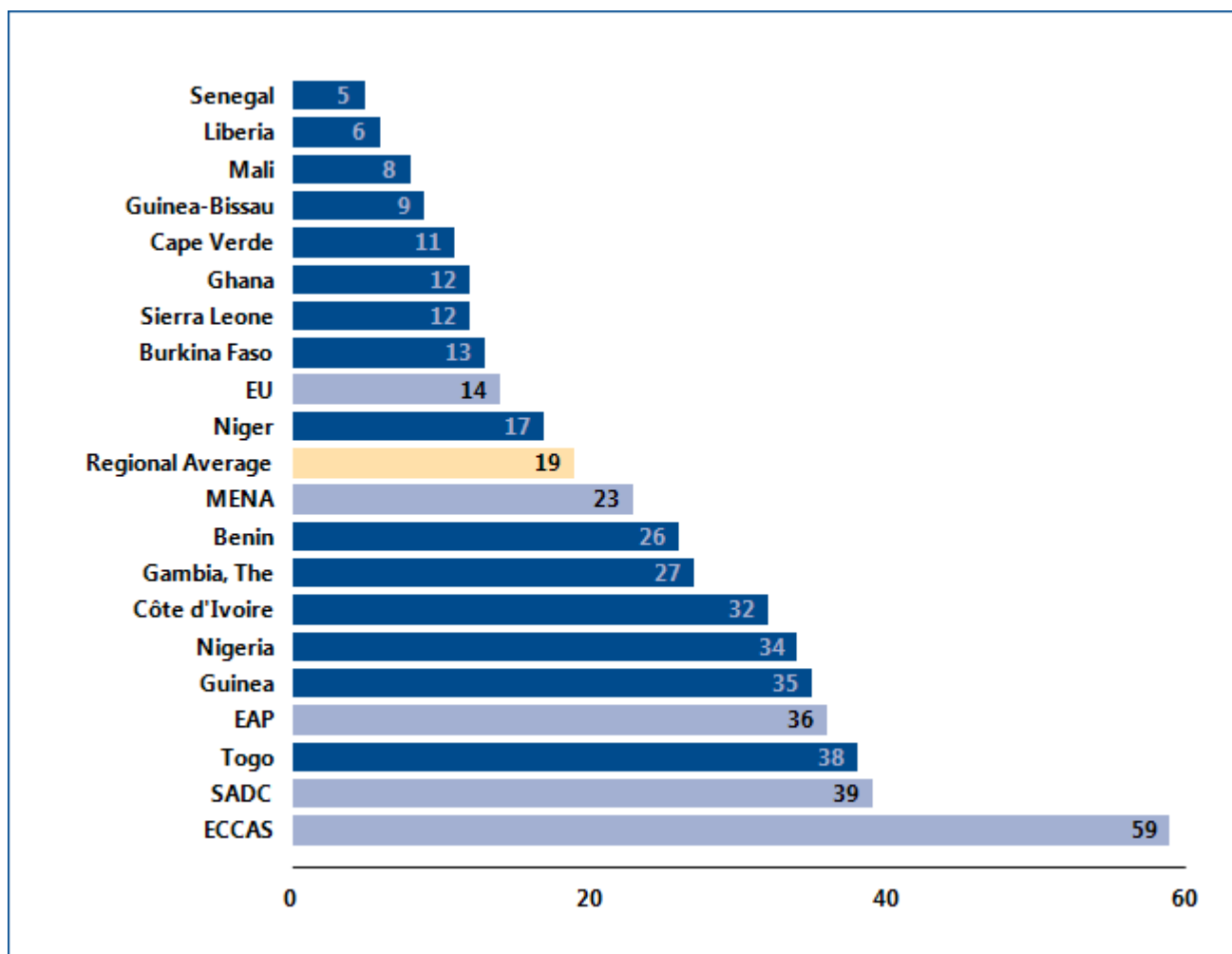
Figure 2.2 What it takes to start a business in economies in the Economic Community of West African States (ECOWAS)

Procedures (number)



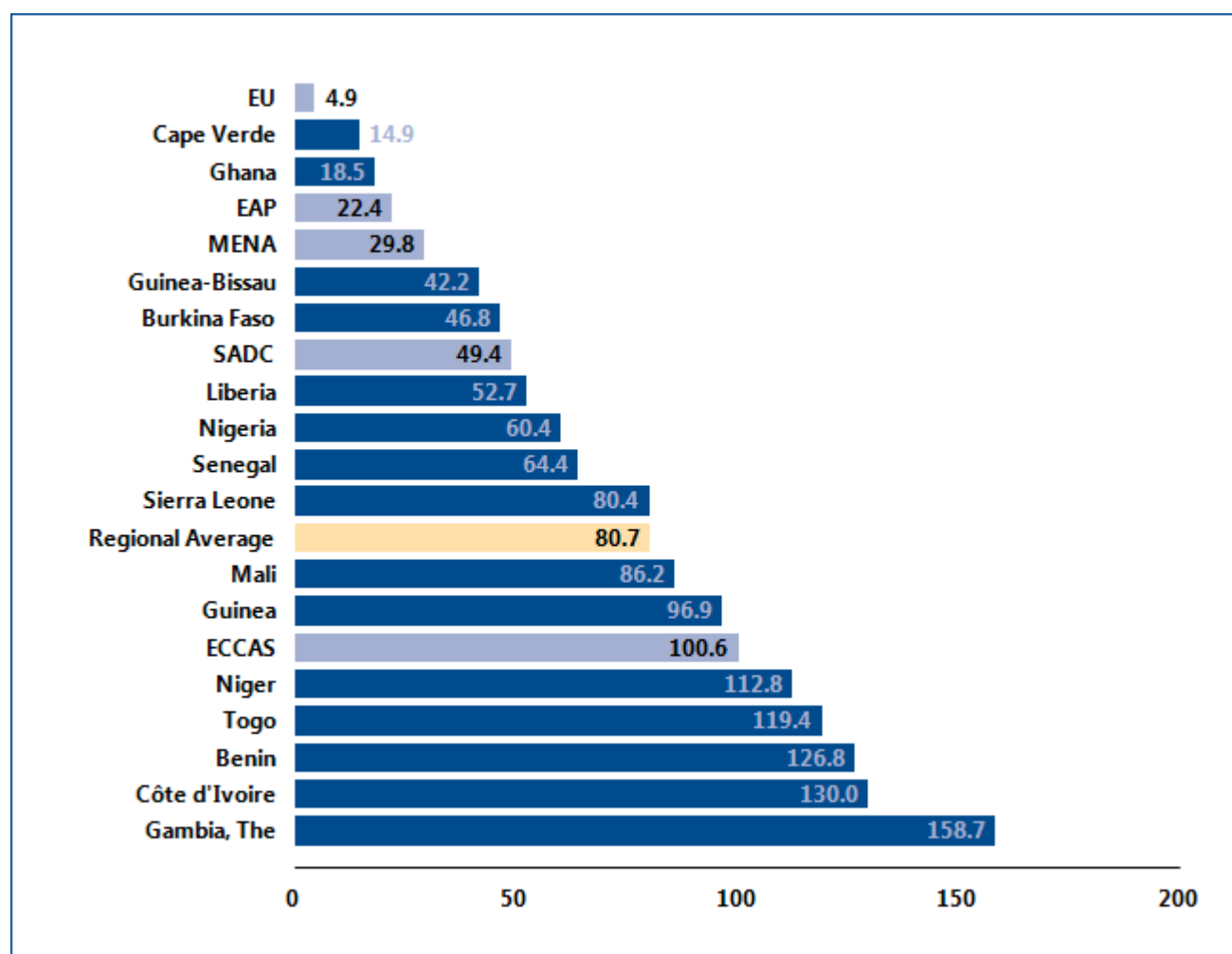
STARTING A BUSINESS

Time (days)



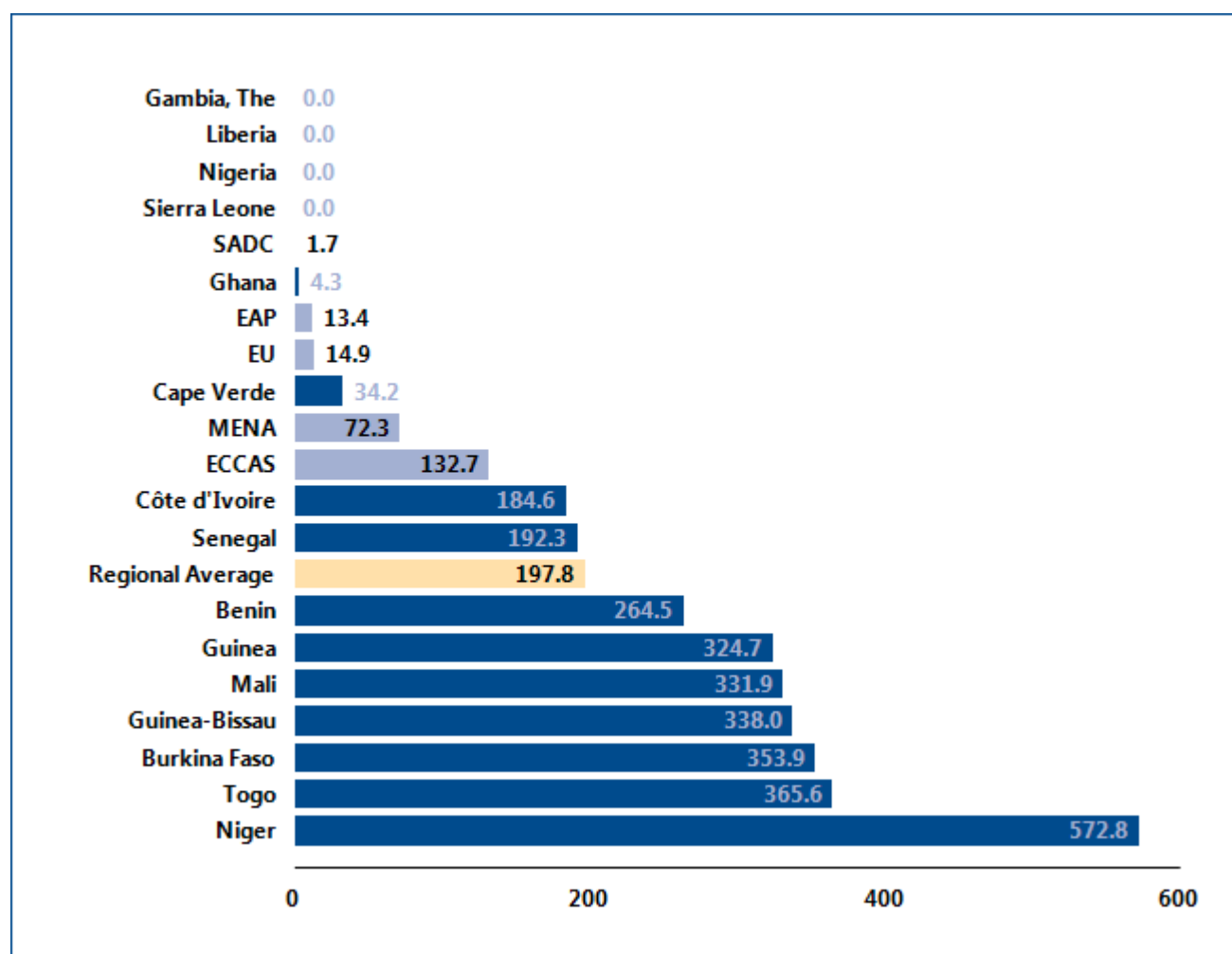
STARTING A BUSINESS

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 the Economic Community of West African States (ECOWAS) (table 2.1)?

Table 2.1 How have economies in the 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, and business licenses reforms resulted in a tremendous time and procedure 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 a 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.
DB2012	<i>Ghana</i>	Ghana increased the cost to start a business by 70%.
DB2012	<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.
DB2012	<i>Liberia</i>	Liberia made starting a business easier by introducing a one-stop shop.
DB2012	<i>Mali</i>	Mali made starting a business easier by adding to the services provided by the one-stop shop.
DB2012	<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.
DB2013	<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.
DB2013	<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.
DB2013	<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.

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 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.

WHAT THE DEALING WITH CONSTRUCTION PERMITS INDICATORS MEASURE

Procedures to legally build a warehouse (number)

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

Completing all required notifications and receiving all necessary inspections

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

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

Time required to complete each procedure (calendar days)

Does not include time spent gathering information

Each procedure starts on a separate day

Procedure completed once final document is received

No prior contact with officials

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

Official costs only, no bribes

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

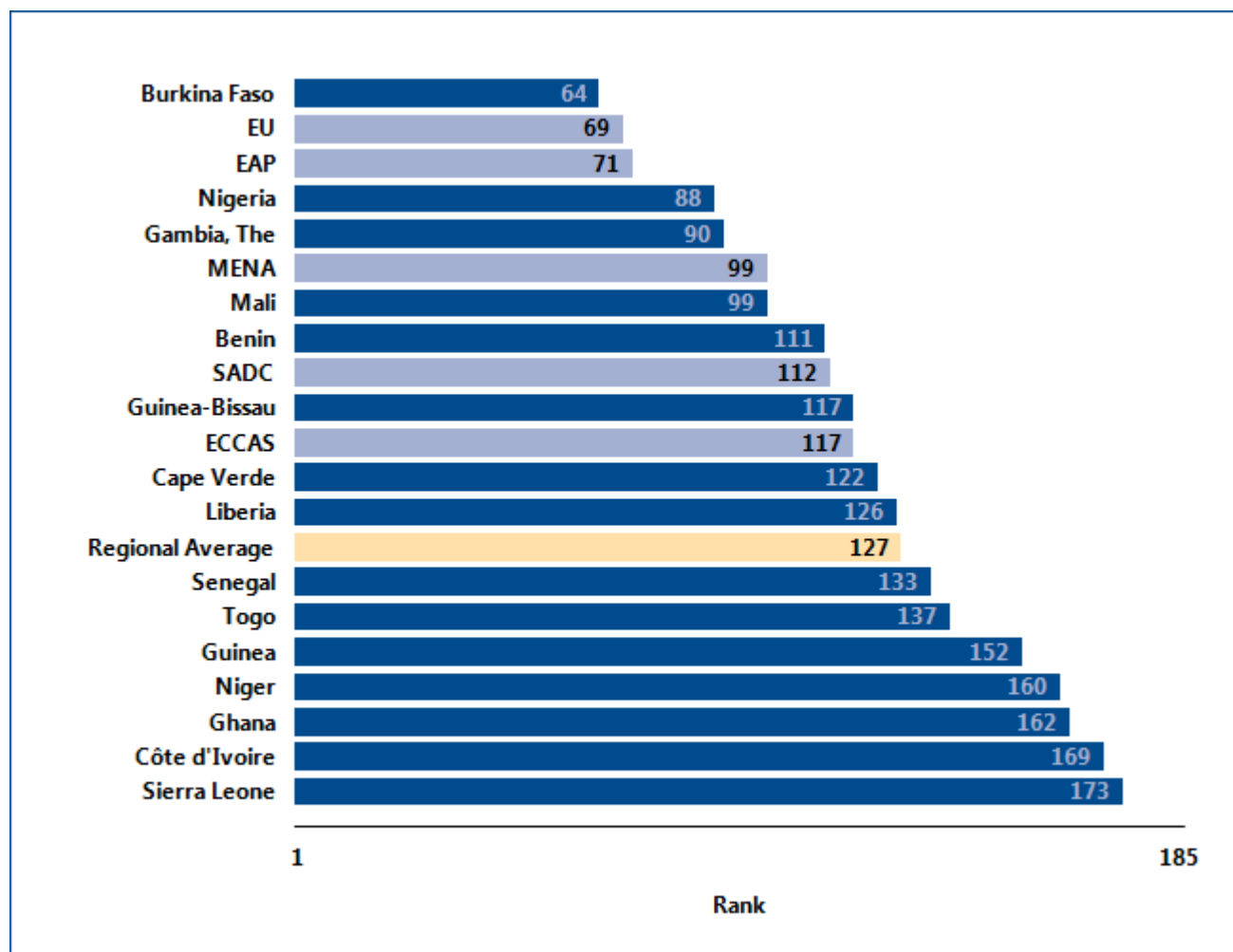
DEALING WITH CONSTRUCTION PERMITS

Where do the region's economies stand today?

How easy it is for entrepreneurs in economies in the 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 the Economic Community of West African States (ECOWAS) rank on the ease of dealing with construction permits



Source: Doing Business database.

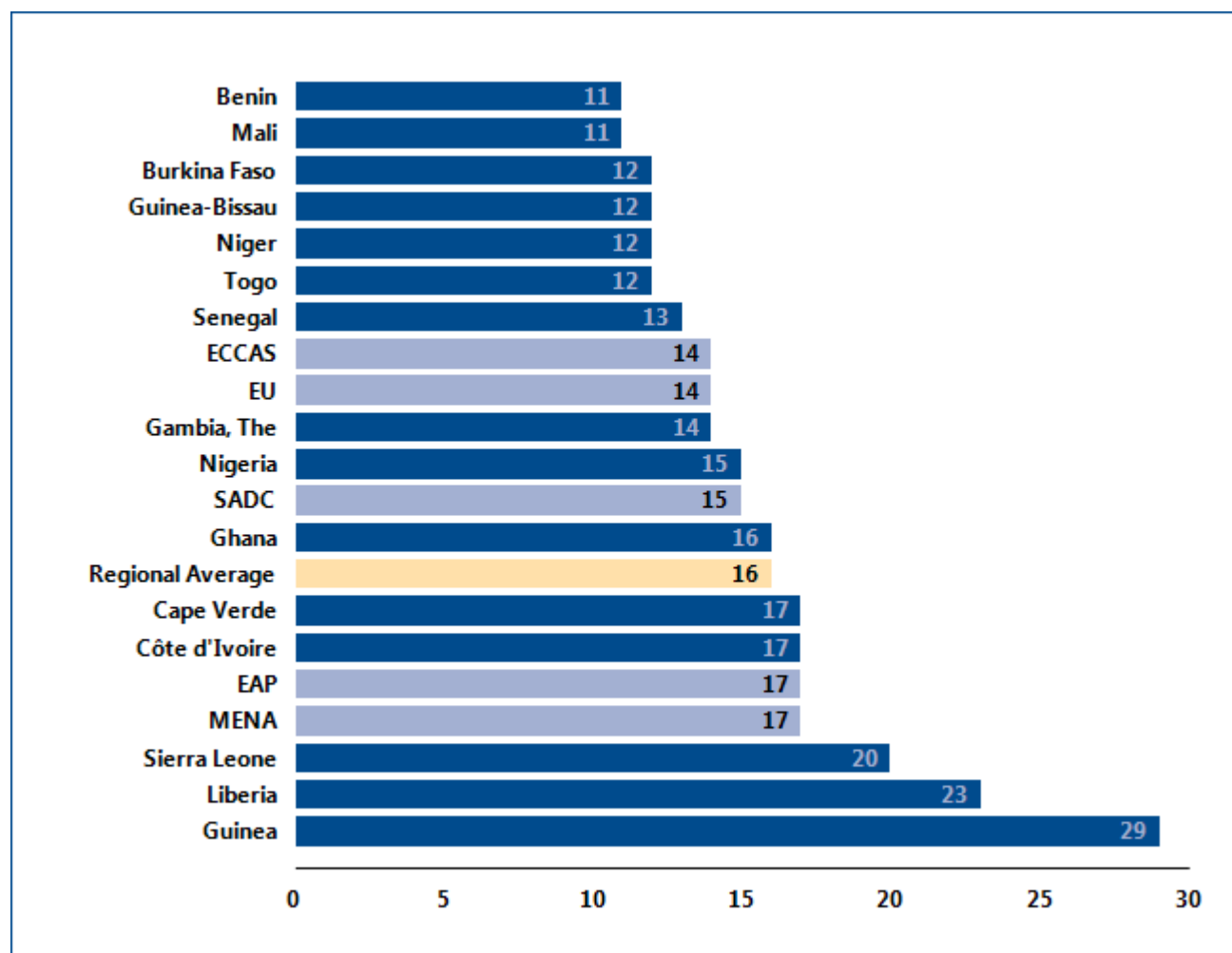
DEALING WITH CONSTRUCTION PERMITS

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.

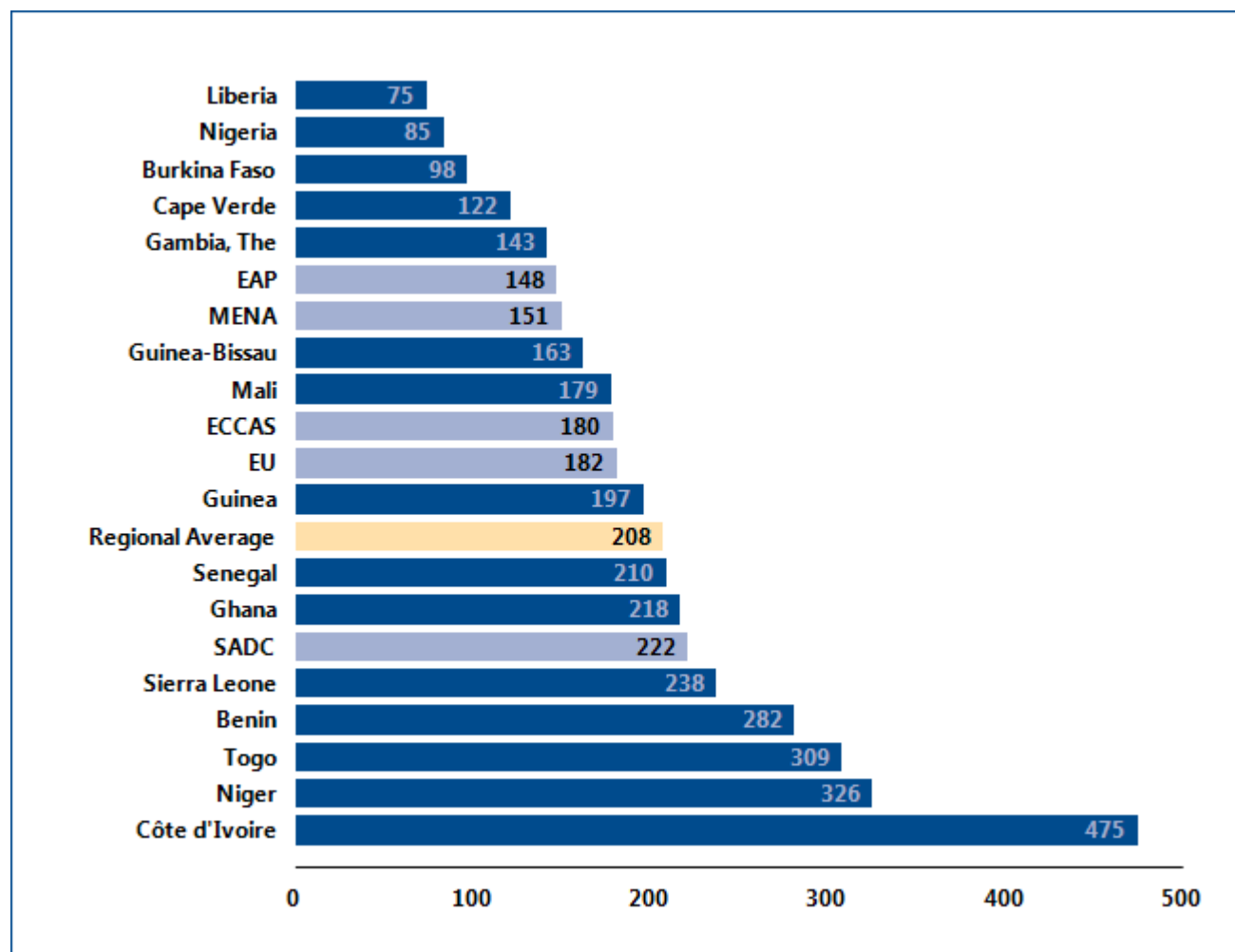
Figure 3.2 What it takes to comply with formalities to build a warehouse in economies in the Economic Community of West African States (ECOWAS)

Procedures (number)



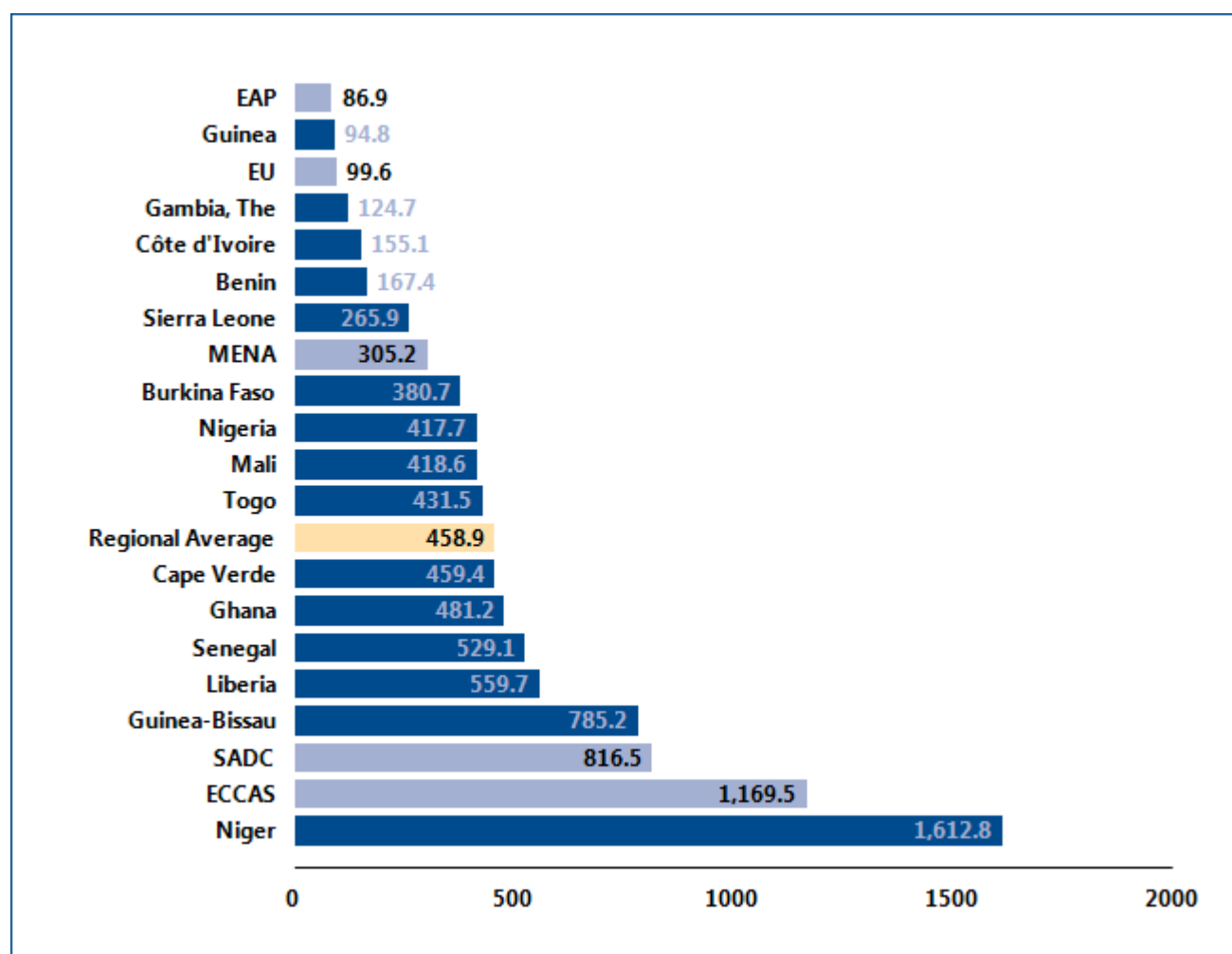
DEALING WITH CONSTRUCTION PERMITS

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 the Economic Community of West African States (ECOWAS) (table 3.1)?

Table 3.1 How have economies in the 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 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.
DB2010	<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.
DB2010	<i>Mali</i>	Mali made dealing with construction permits easier by speeding up the service delivery time for water connections by 30 days.
DB2011	<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.
DB2011	<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.
DB2011	<i>Côte d'Ivoire</i>	Côte d'Ivoire eased construction permitting by eliminating the need to obtain a preliminary approval.
DB2011	<i>Guinea</i>	Guinea increased the cost of obtaining a building permit.
DB2011	<i>Mali</i>	Mali eased construction permitting by implementing a simplified environmental impact assessment for noncomplex commercial buildings.
DB2011	<i>Sierra Leone</i>	Sierra Leone made dealing with construction permits easier by streamlining the issuance of location clearances and building permits.
DB2012	<i>Burkina Faso</i>	Burkina Faso made dealing with construction permits less costly by reducing the fees to obtain a fire safety study.
DB2012	<i>Senegal</i>	Senegal made obtaining a building permit more expensive by increasing the cost.
DB2013	<i>Benin</i>	Benin reduced the time required to obtain a construction permit by speeding up the processing of applications.
DB2013	<i>Guinea</i>	Guinea made obtaining a building permit less expensive by clarifying the method for calculating the cost.

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

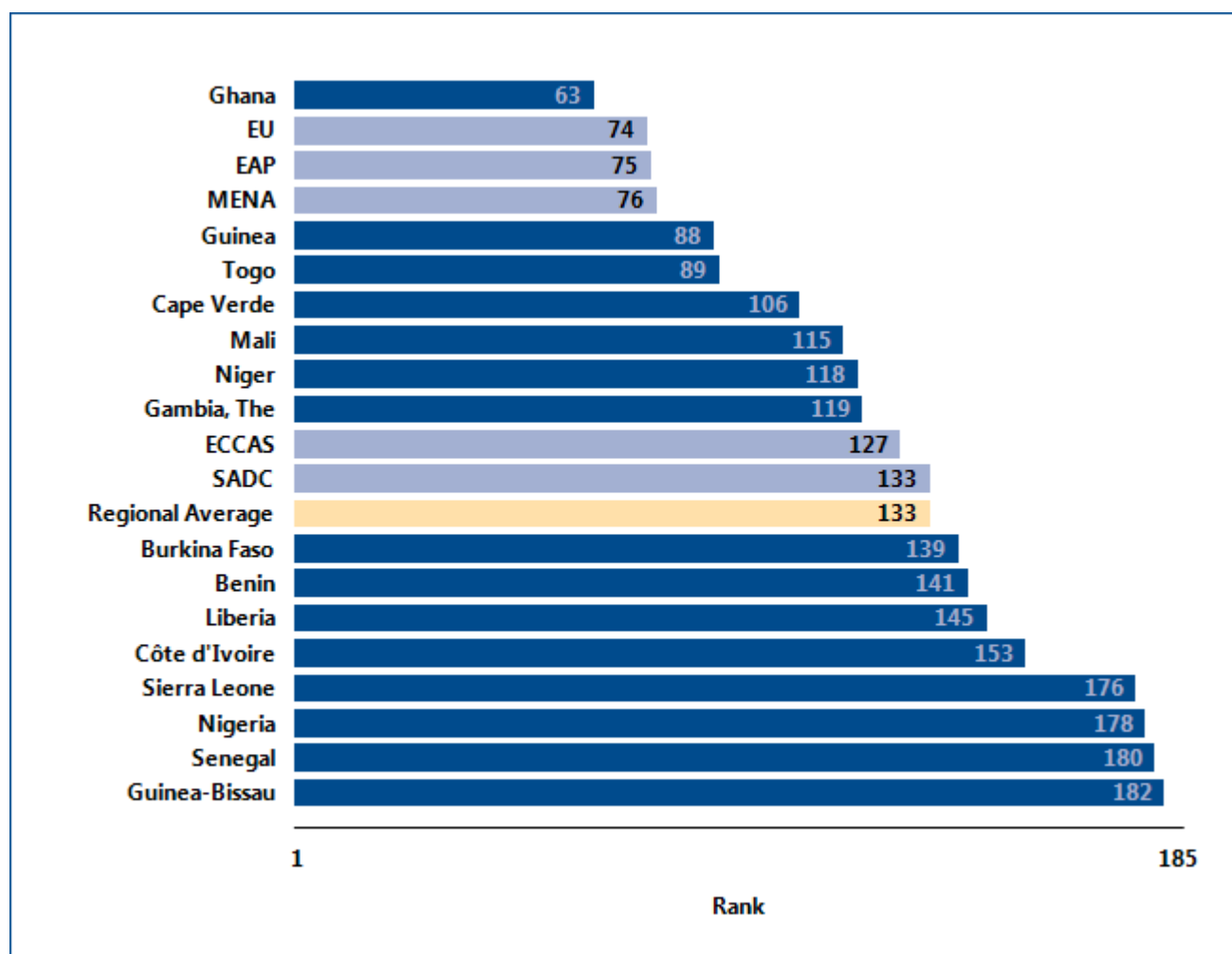
GETTING ELECTRICITY

Where do the region's economies stand today?

How easy is it for entrepreneurs in economies in the 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 the Economic Community of West African States (ECOWAS) rank on the ease of getting electricity



Source: Doing Business database.

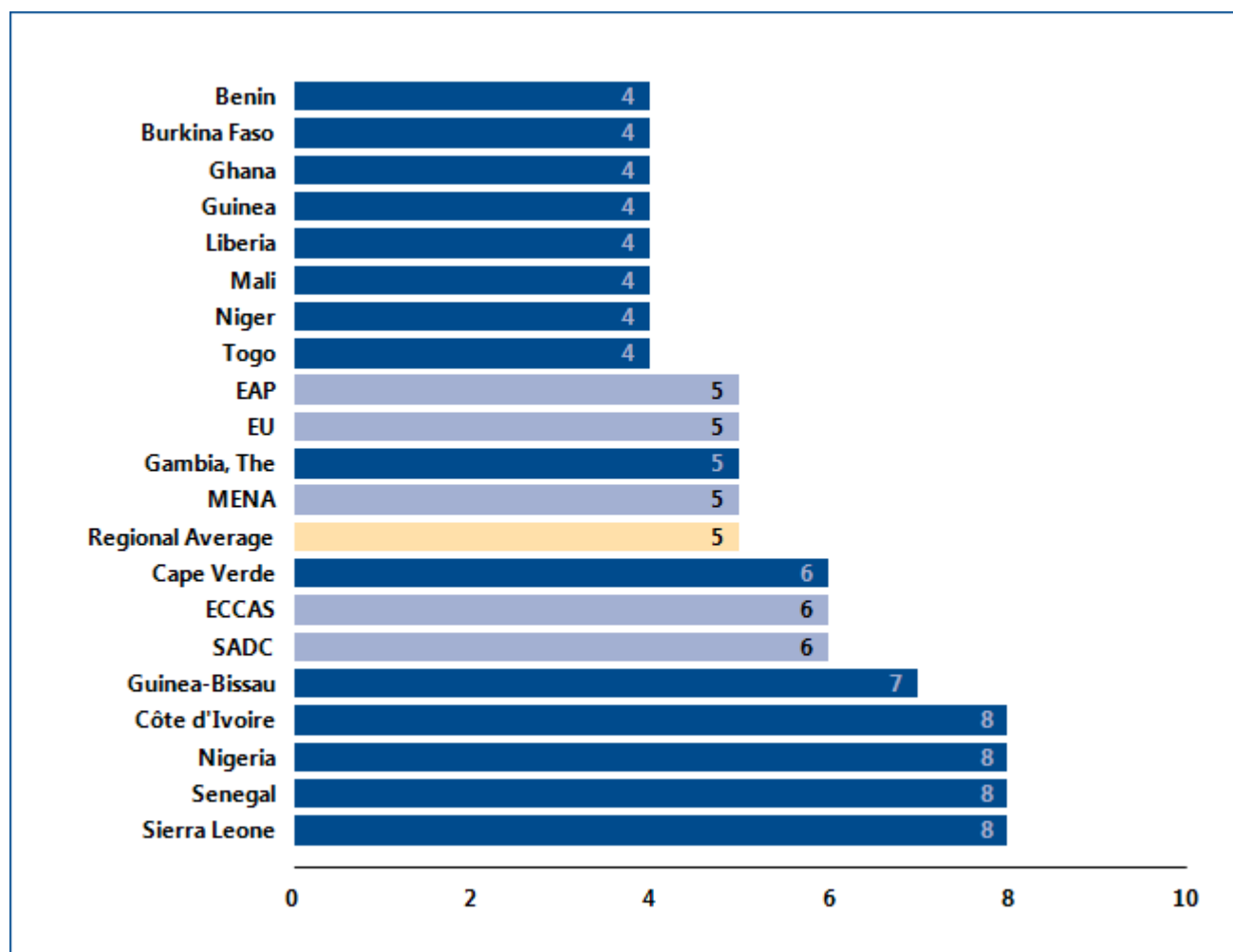
GETTING ELECTRICITY

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.

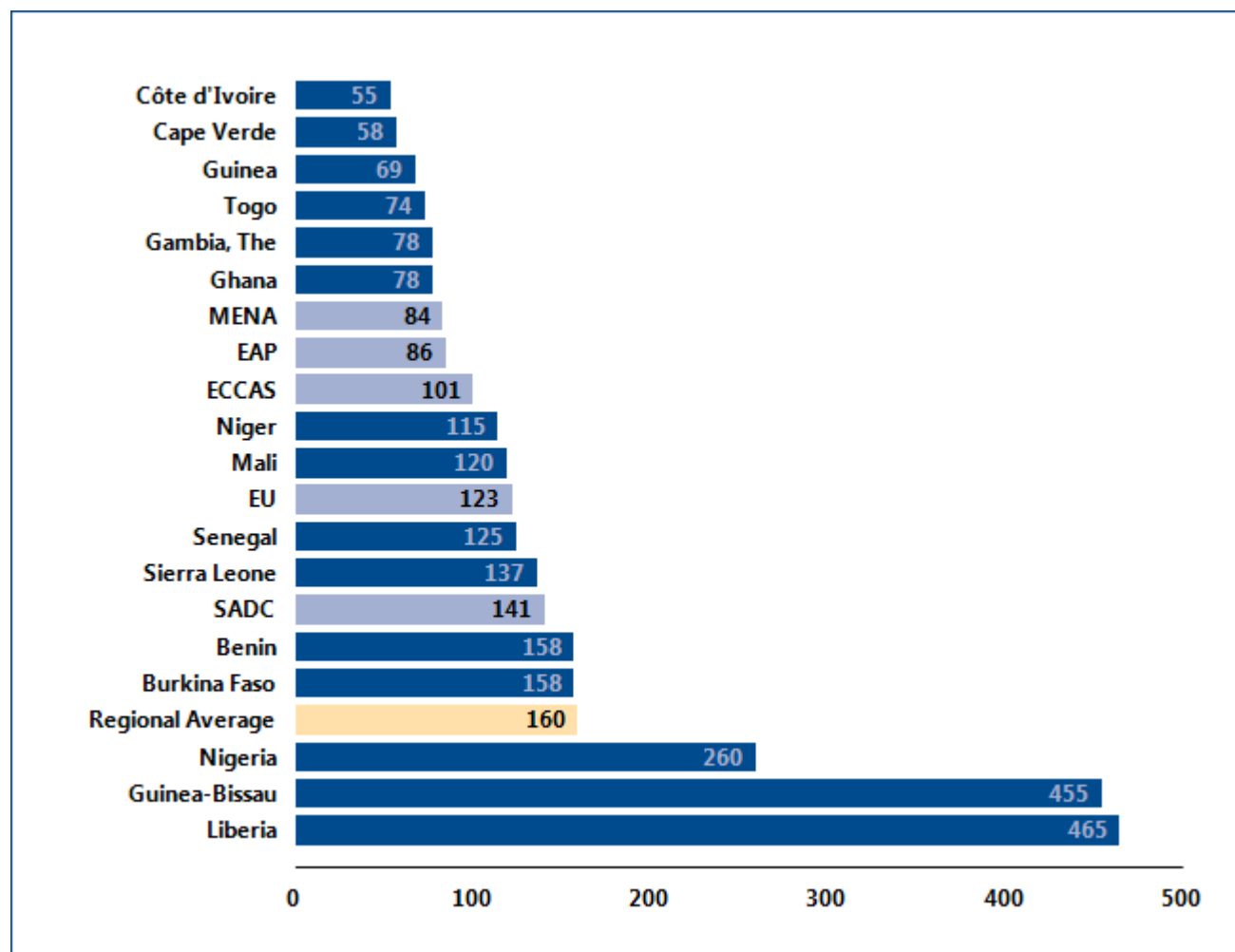
Figure 4.2 What it takes to get an electricity connection in economies in the Economic Community of West African States (ECOWAS)

Procedures (number)



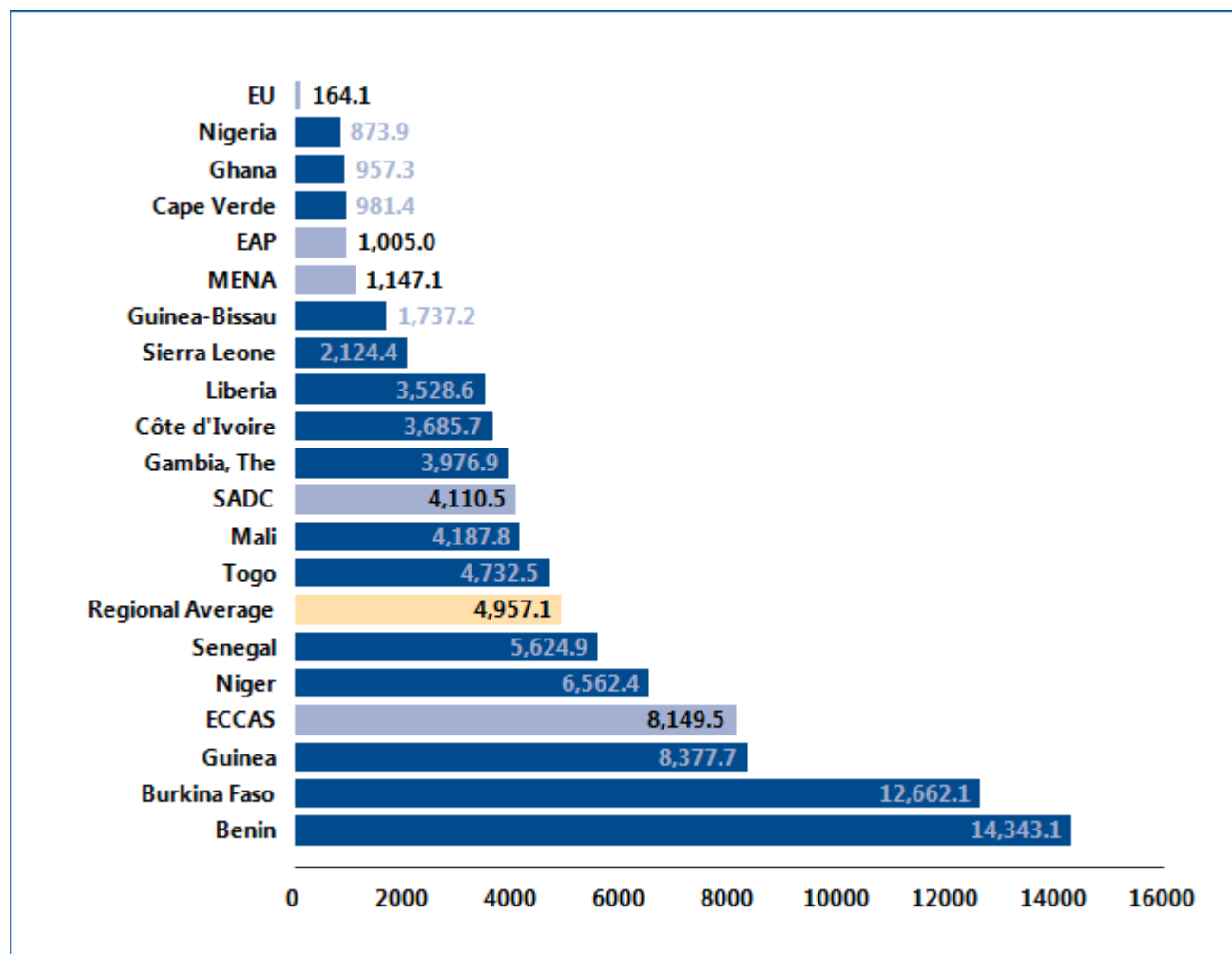
GETTING ELECTRICITY

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 the Economic Community of West African States (ECOWAS) (table 4.1)?

Table 4.1 How have economies in the 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 (for example, checking for liens, notarizing sales agreement, paying property transfer taxes)

Registration in the economy's largest business city

Postregistration (for example, filing title with the municipality)

Time required to complete each procedure (calendar days)

Does not include time spent gathering information

Each procedure starts on a separate day

Procedure completed once final document is received

No prior contact with officials

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

Official costs only, no bribes

No value added or capital gains taxes included

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

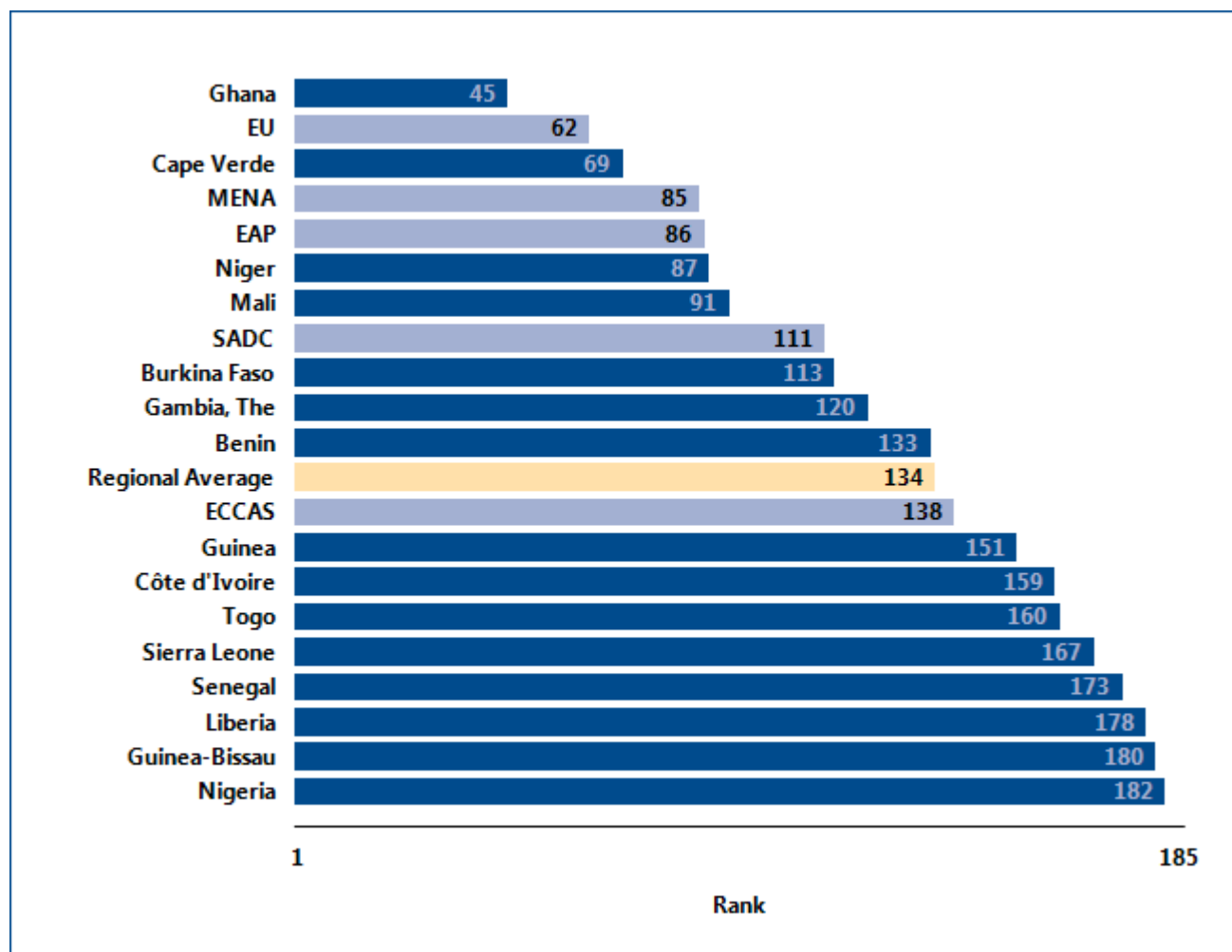
REGISTERING PROPERTY

Where do the region's economies stand today?

How easy is it for entrepreneurs in economies in the 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 the Economic Community of West African States (ECOWAS) rank on the ease of registering property



Source: Doing Business database.

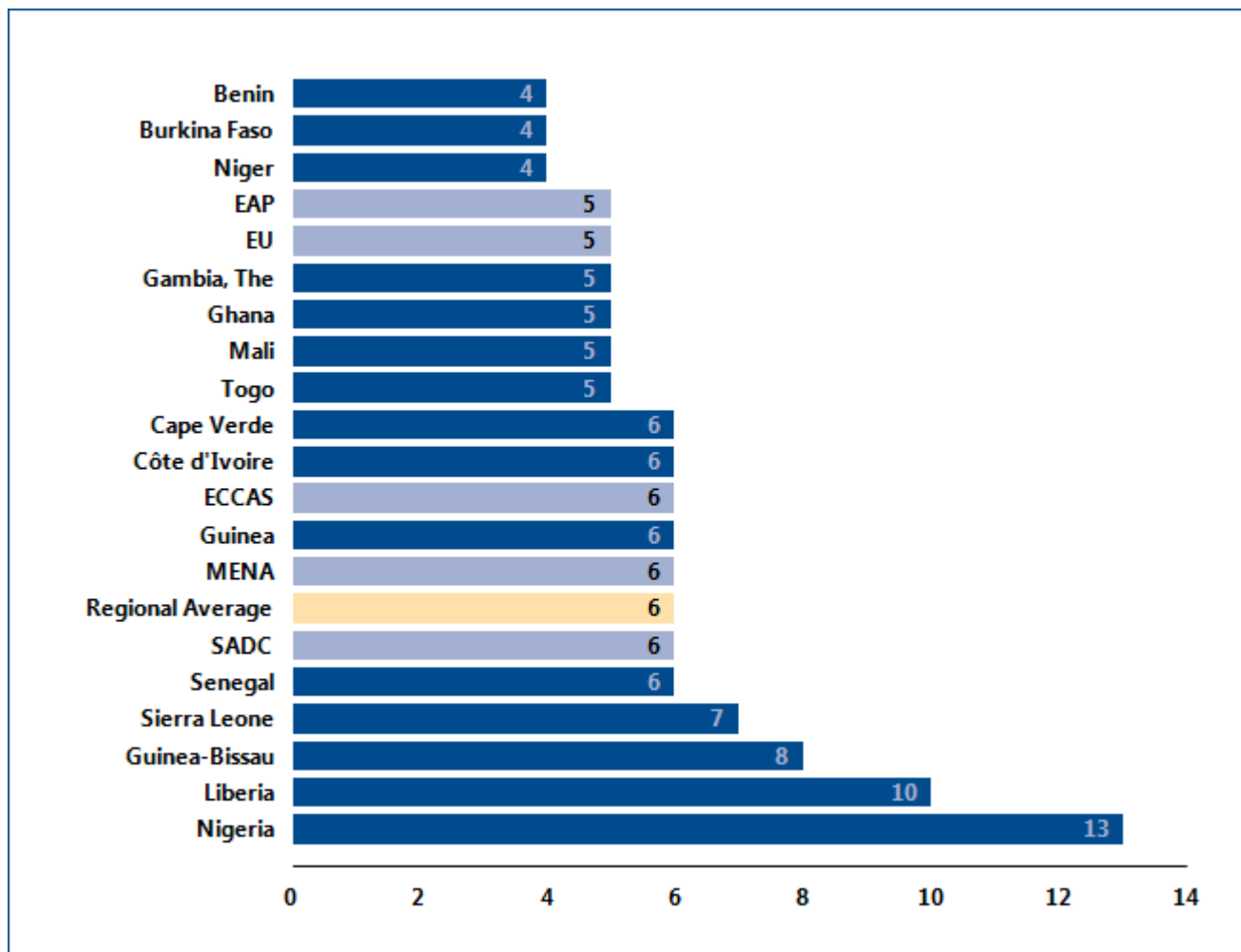
REGISTERING PROPERTY

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.

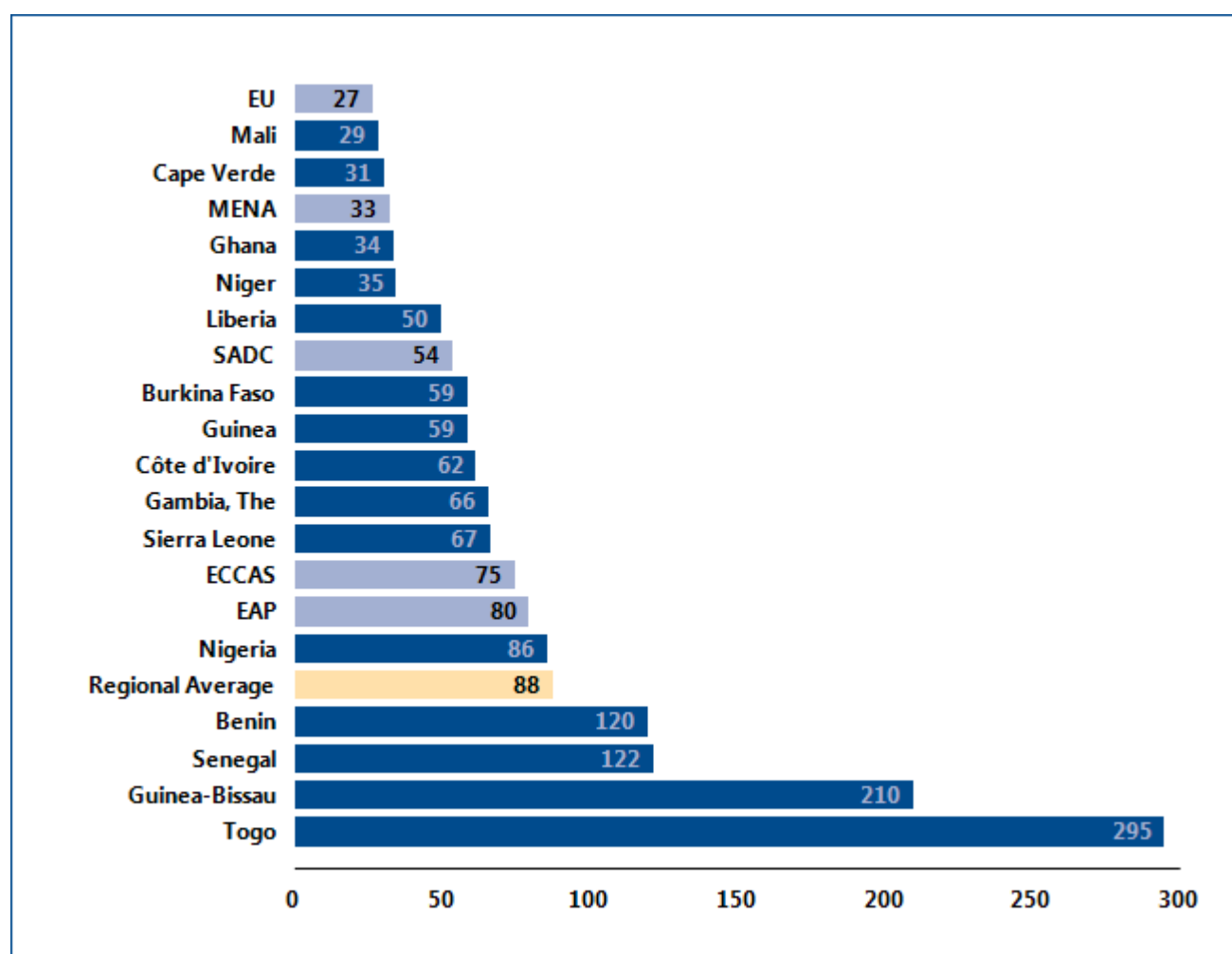
Figure 5.2 What it takes to register property in economies in the Economic Community of West African States (ECOWAS)

Procedures (number)



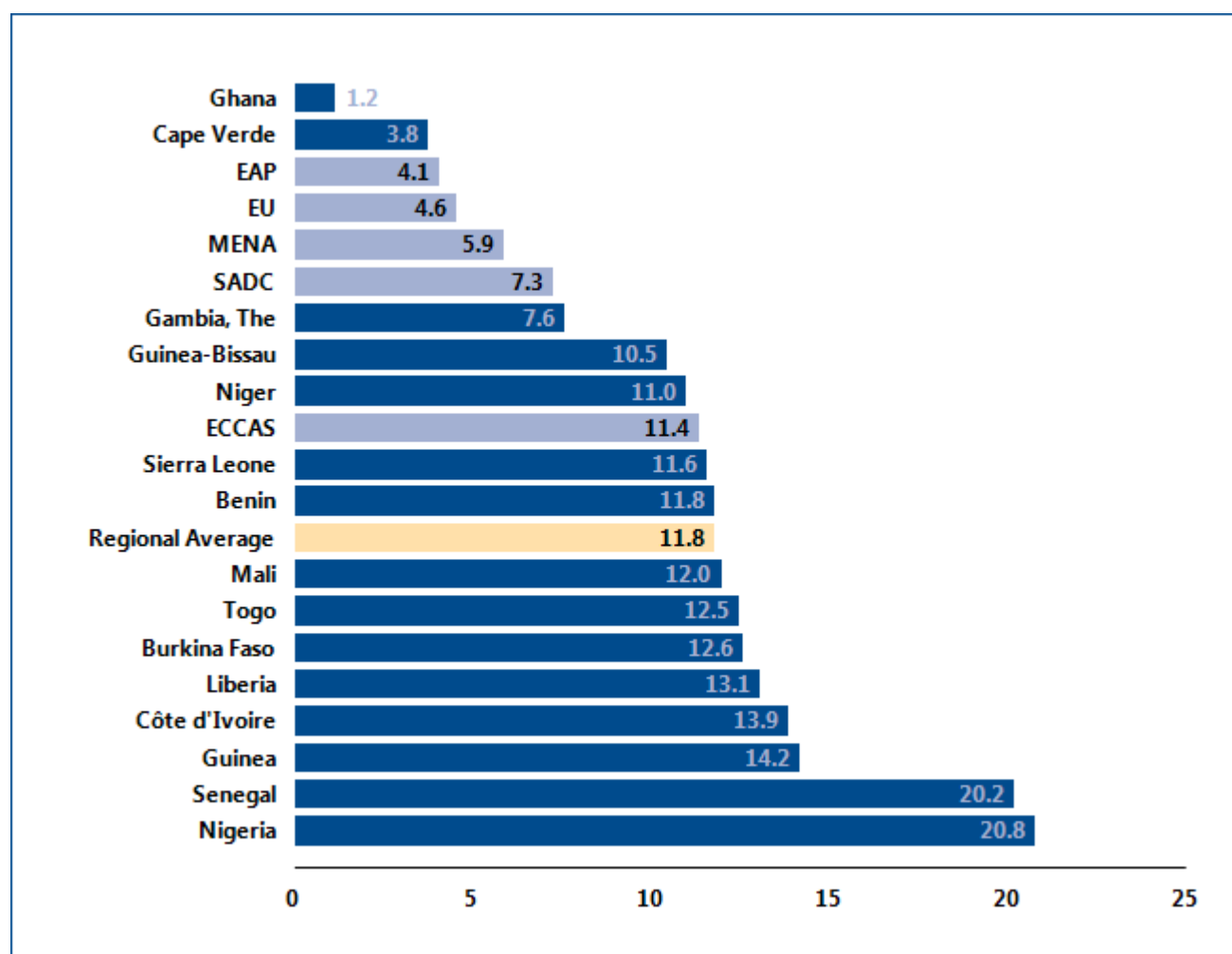
REGISTERING PROPERTY

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 the Economic Community of West African States (ECOWAS) (table 5.1)?

Table 5.1 How have economies in the 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%.
DB2009	<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.
DB2009	<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 1, 2008, the government of Sierra Leone lifted the ban. As a result of this reform, the number of days necessary to transfer a property decreased.
DB2010	<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.
DB2010	<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.
DB2011	<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.
DB2011	<i>Mali</i>	Mali eased property transfers by reducing the property transfer tax for firms from 15% of the property value to 7%.
DB2011	<i>Sierra Leone</i>	Sierra Leone lifted a moratorium on sales of privately owned properties.
DB2012	<i>Cape Verde</i>	Cape Verde made registering property faster by implementing time limits for the notaries and the land registry.

DB year	Economy	Reform
DB2013	<i>Sierra Leone</i>	Sierra Leone made registering property easier by computerizing the Ministry of Lands, Country Planning and the Environment.

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

What do the indicators cover?

Doing Business assesses the sharing of credit information and the legal rights of borrowers and lenders with respect to secured transactions through 2 sets of indicators. The depth of credit information index measures rules and practices affecting the coverage, scope and accessibility of credit information available through a public credit registry or a private credit bureau. The strength of legal rights index measures 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, limited liability company.
- Has its headquarters and only base of operations in the largest business city.

WHAT THE GETTING CREDIT INDICATORS MEASURE

Strength of legal rights index (0–10)

Protection of rights of borrowers and lenders through collateral laws

Protection of secured creditors' rights through bankruptcy laws

Depth of credit information index (0–6)

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

Public credit registry coverage (% of adults)

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

Private credit bureau coverage (% of adults)

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

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

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

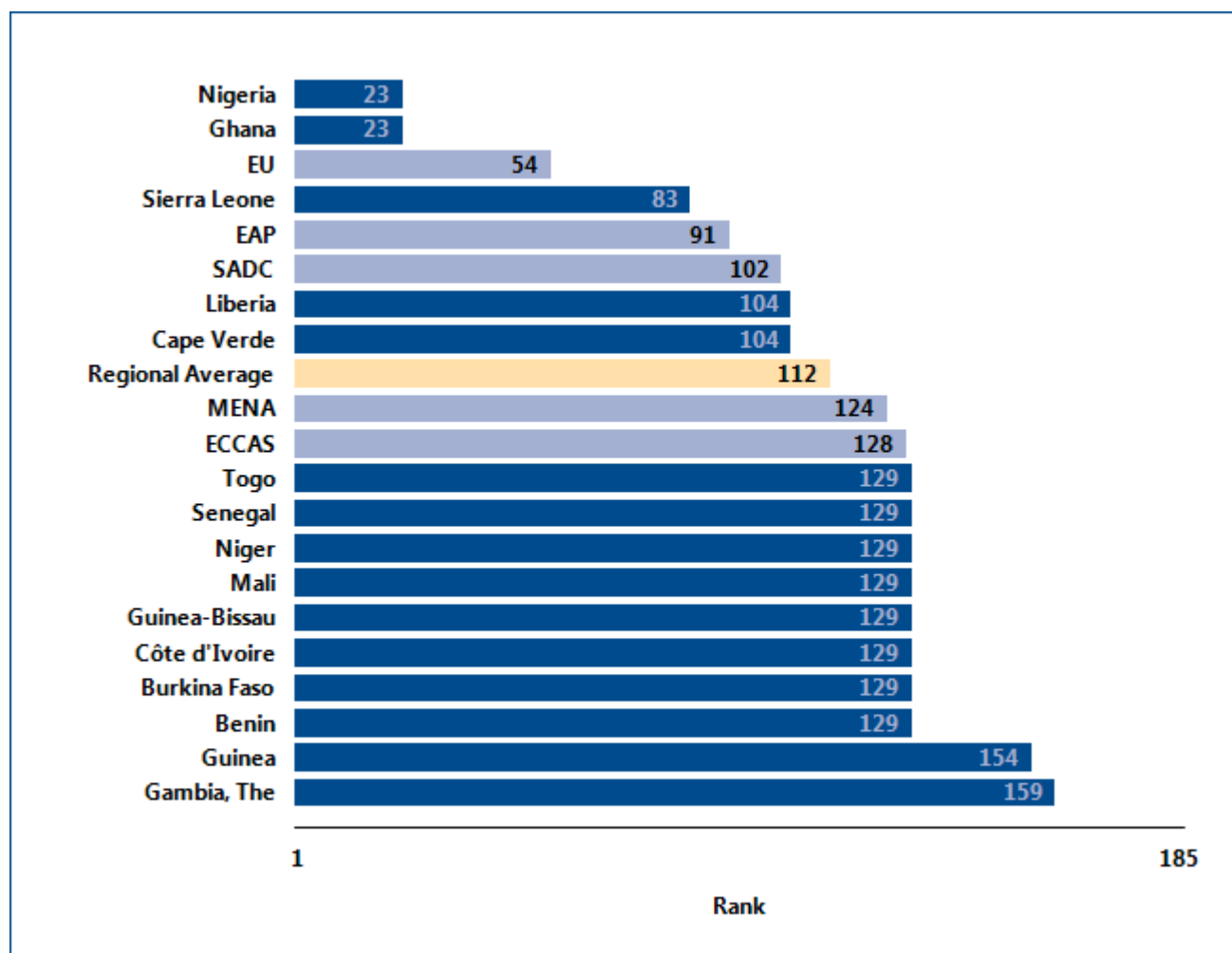
GETTING CREDIT

Where do the region’s economies stand today?

How well do the credit information systems and collateral and bankruptcy laws in economies in the 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 the Economic Community of West African States (ECOWAS) rank on the ease of getting credit



Source: Doing Business database.

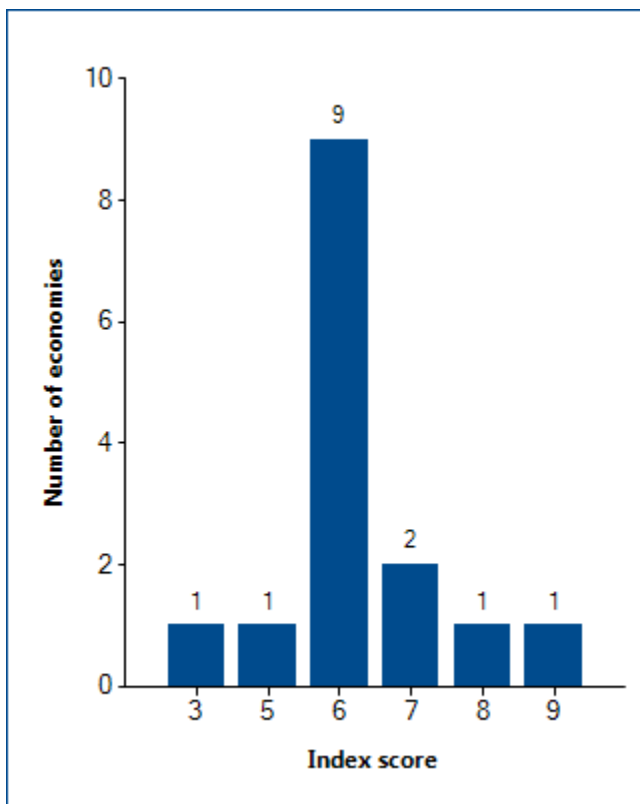
GETTING CREDIT

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 the Economic Community of West African States (ECOWAS)?

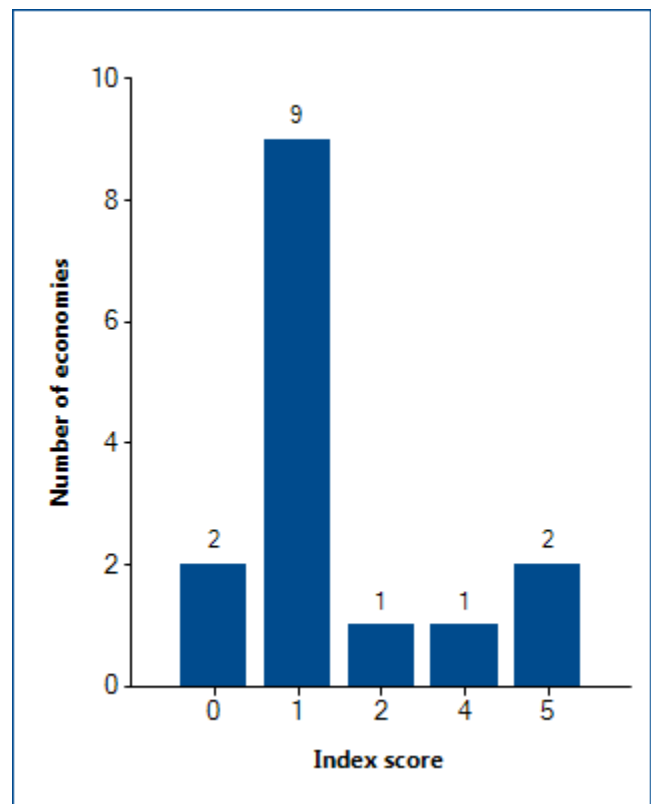
Number of economies in region with each score on strength of legal rights index (0–10)



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 the 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 public credit registry or a private 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 the Economic Community of West African States (ECOWAS) (table 6.1)?

Table 6.1 How have economies in the 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. Ghana also 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.
DB2012	<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.
DB2012	<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.
DB2012	<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.
DB2012	<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.
DB2012	<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.
DB2012	<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.
DB2012	<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.
DB2012	<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.
DB2012	<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.
DB2012	<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.
DB2012	<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.
DB2013	<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

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

What do the indicators cover?

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

The business (Buyer):

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

The transaction involves the following details:

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

WHAT THE PROTECTING INVESTORS INDICATORS MEASURE

Extent of disclosure index (0–10)

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

Extent of director liability index (0–10)

- Ability of shareholders to hold interested parties and members of the approving body liable in case of related-party transactions
- Available legal remedies (damages, repayment of profits, fines, imprisonment and rescission of the transaction)
- Ability of shareholders to sue directly or derivatively

Ease of shareholder suits index (0–10)

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

Strength of investor protection index (0–10)

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

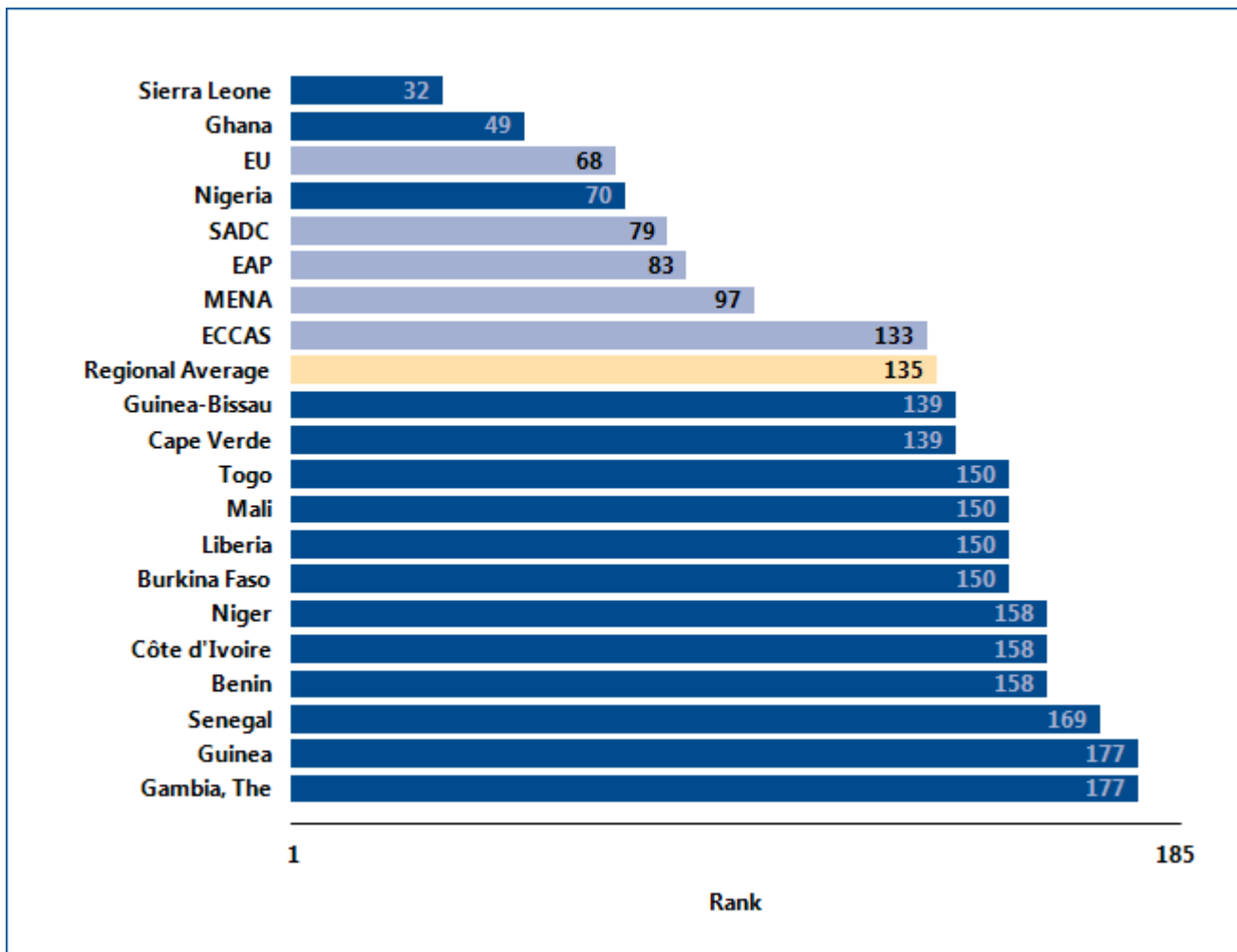
PROTECTING INVESTORS

Where do the region’s economies stand today?

How strong are investor protections in economies in the 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 the Economic Community of West African States (ECOWAS) rank on the strength of investor protection index



Source: Doing Business database.

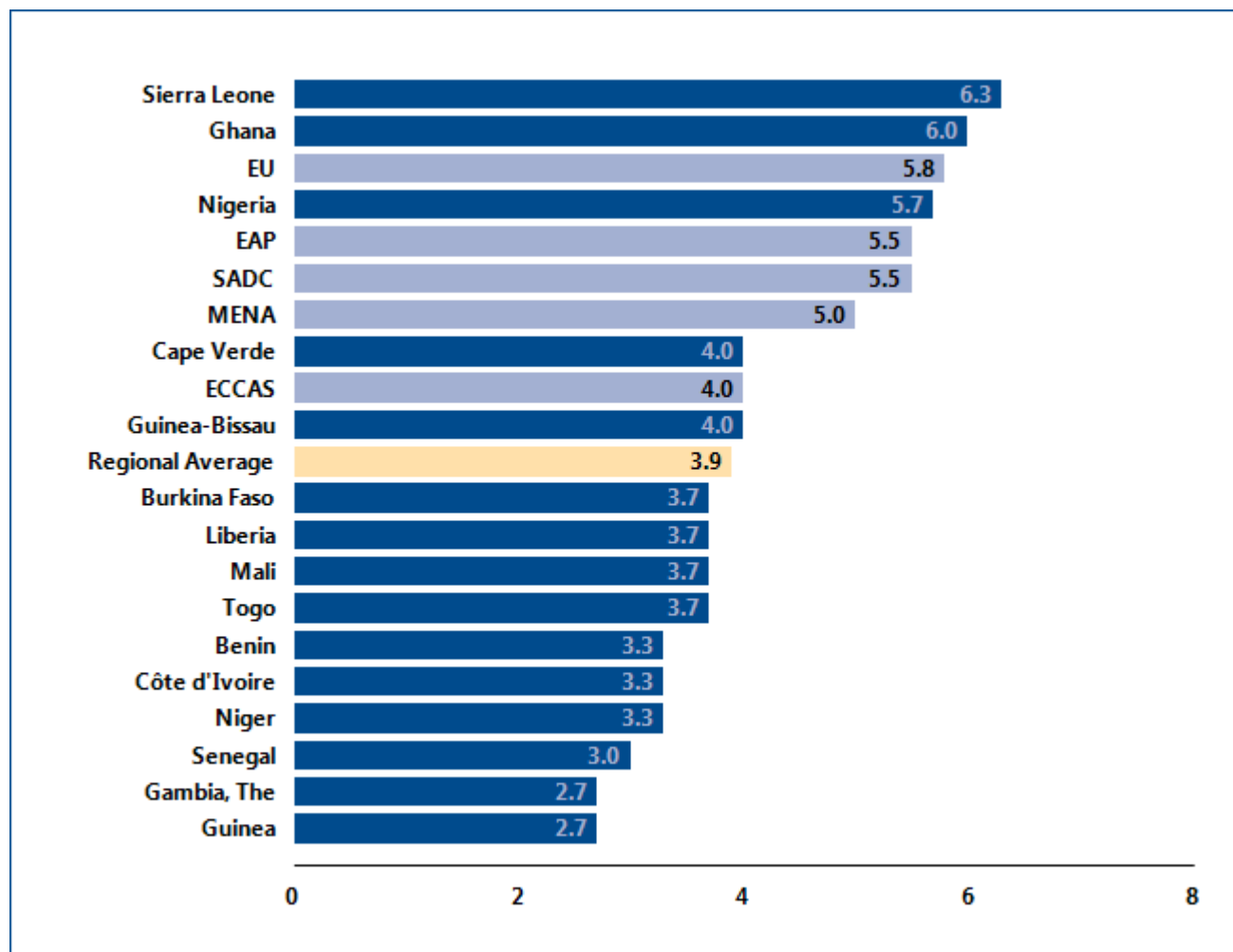
PROTECTING INVESTORS

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 the 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 the Economic Community of West African States (ECOWAS)?

Strength of investor protection index (0–10)

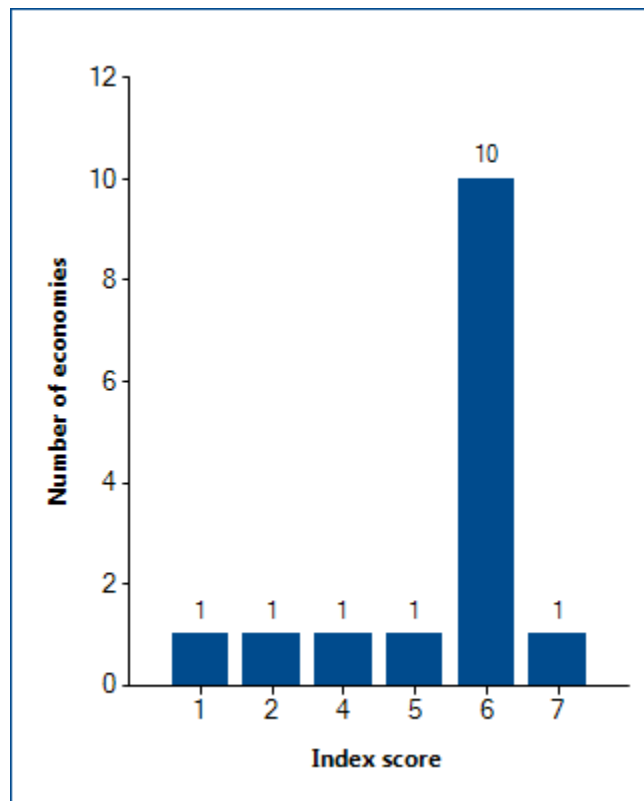


Source: Doing Business database.

PROTECTING INVESTORS

Extent of disclosure index (0–10)

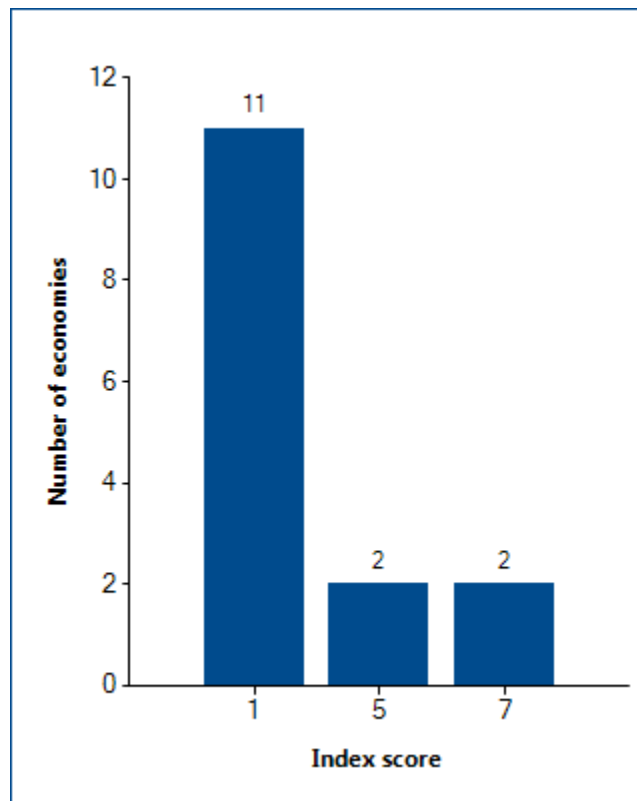
Number of economies in region with each score on extent of disclosure index (0–10)



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)

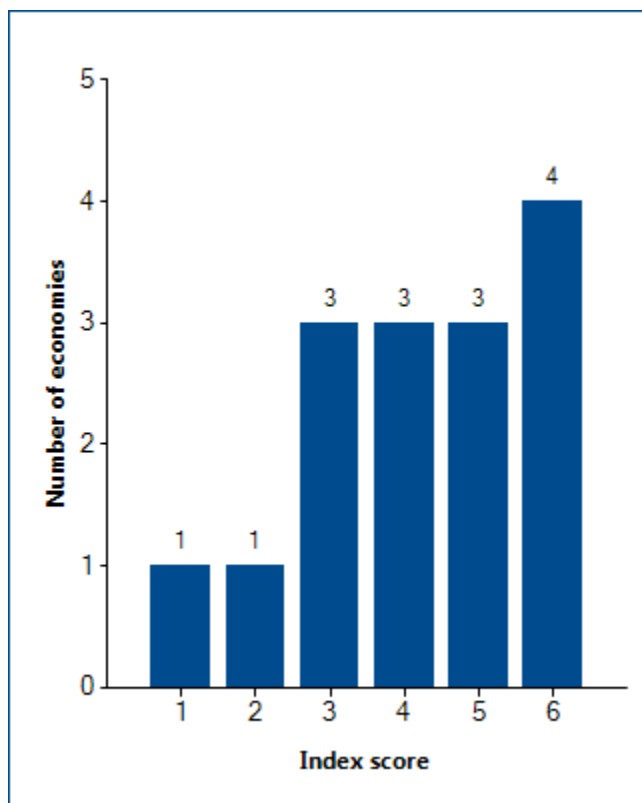


Note: Higher scores indicate greater liability of directors.
No economy receives a score of 10 on the extent of director liability index.
Source: Doing Business database.

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 more disclosure and define clear duties for directors. They also have well-functioning courts and up-to-date procedural rules that give minority investors the means to prove their case and obtain a judgment within a reasonable

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

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

By *Doing Business* report year

DB year	Economy	Reform
DB2010	Mali	Mali strengthened investor protections with an amendment to the Civil Procedure Code that increased shareholder access to corporate information during trial.
DB2010	Sierra Leone	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.¹ To make the data comparable across economies, several assumptions about the business and the taxes and contributions are used.

- TaxpayerCo is a medium-size business that started operations on January 1, 2010.
- 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 2011 (number per year adjusted for electronic or joint filing and payment)

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

Method and frequency of filing and payment

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

Collecting information and computing the tax payable

Completing tax return forms, filing with proper agencies

Arranging payment or withholding

Preparing separate tax accounting books, if required

Total tax rate (% of profit)

Profit or corporate income tax

Social contributions and labor taxes paid by the employer

Property and property transfer taxes

Dividend, capital gains and financial transactions taxes

Waste collection, vehicle, road and other taxes

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

¹ The threshold is defined as the highest total tax rate among the top 15% of economies in the ranking on the total tax rate. It is calculated and adjusted on a yearly basis. The threshold is not based on any economic theory of an "optimal tax rate" that minimizes distortions or maximizes efficiency in the tax system of an economy overall. Instead, it is mainly empirical in nature, set at the lower end of the distribution of tax rates levied on medium-size enterprises in the manufacturing sector as observed through the paying taxes indicators. This reduces the bias in the indicators toward economies that do not need to levy significant taxes on companies like the *Doing Business* standardized case study company because they raise public revenue in other ways—for example, through taxes on foreign companies, through taxes on sectors other than manufacturing or from natural resources (all of which are outside the scope of the methodology). This year's threshold is 25.7%.

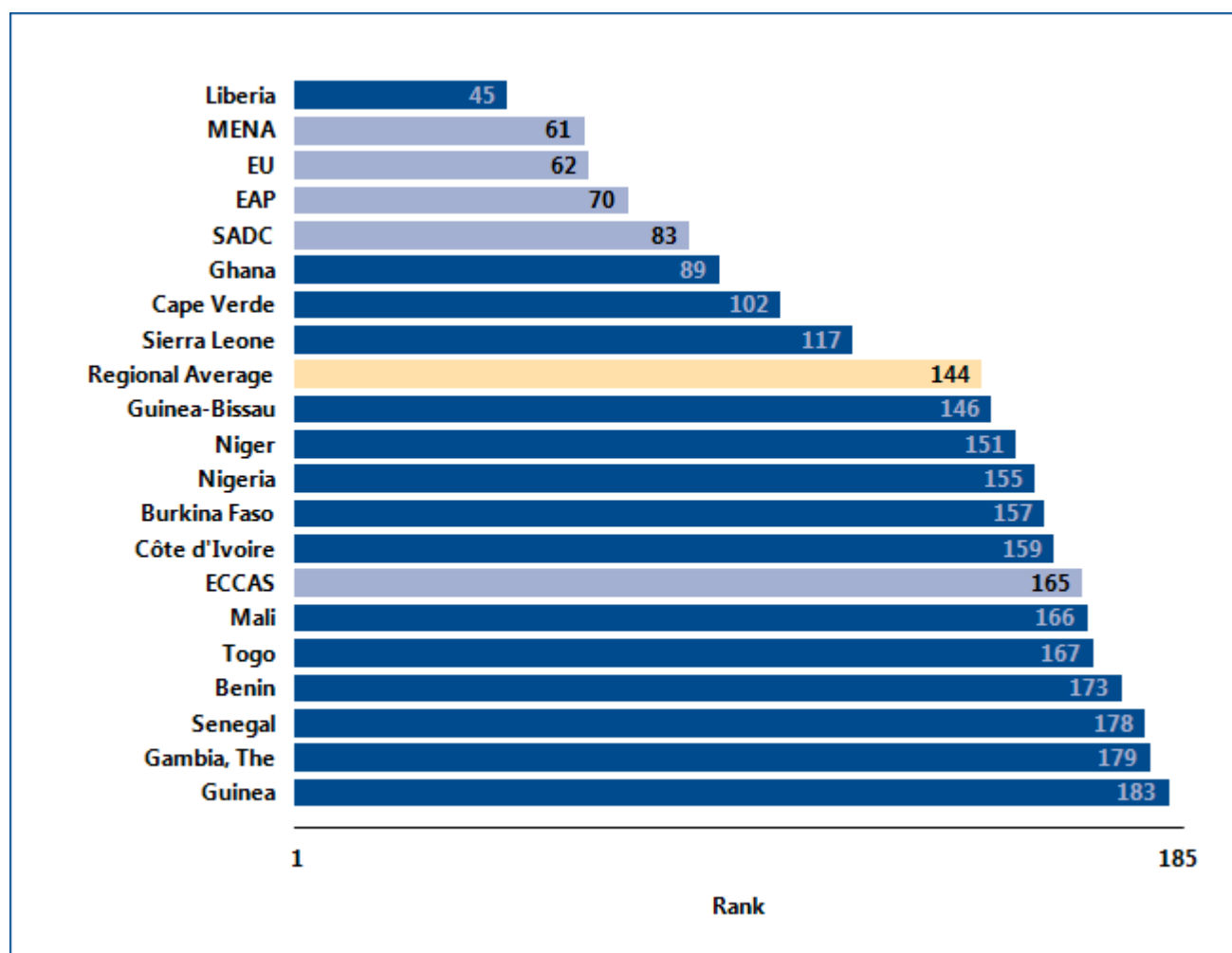
PAYING TAXES

Where do the region's economies stand today?

What is the administrative burden of complying with taxes in economies in the 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 the Economic Community of West African States (ECOWAS) rank on the ease of paying taxes



Note: DB2013 rankings reflect changes to the methodology. For all economies with a total tax rate below the threshold of 25.7% applied in DB2013, the total tax rate is set at 25.7% for the purpose of calculating the ranking on the ease of paying taxes.

Source: *Doing Business* database.

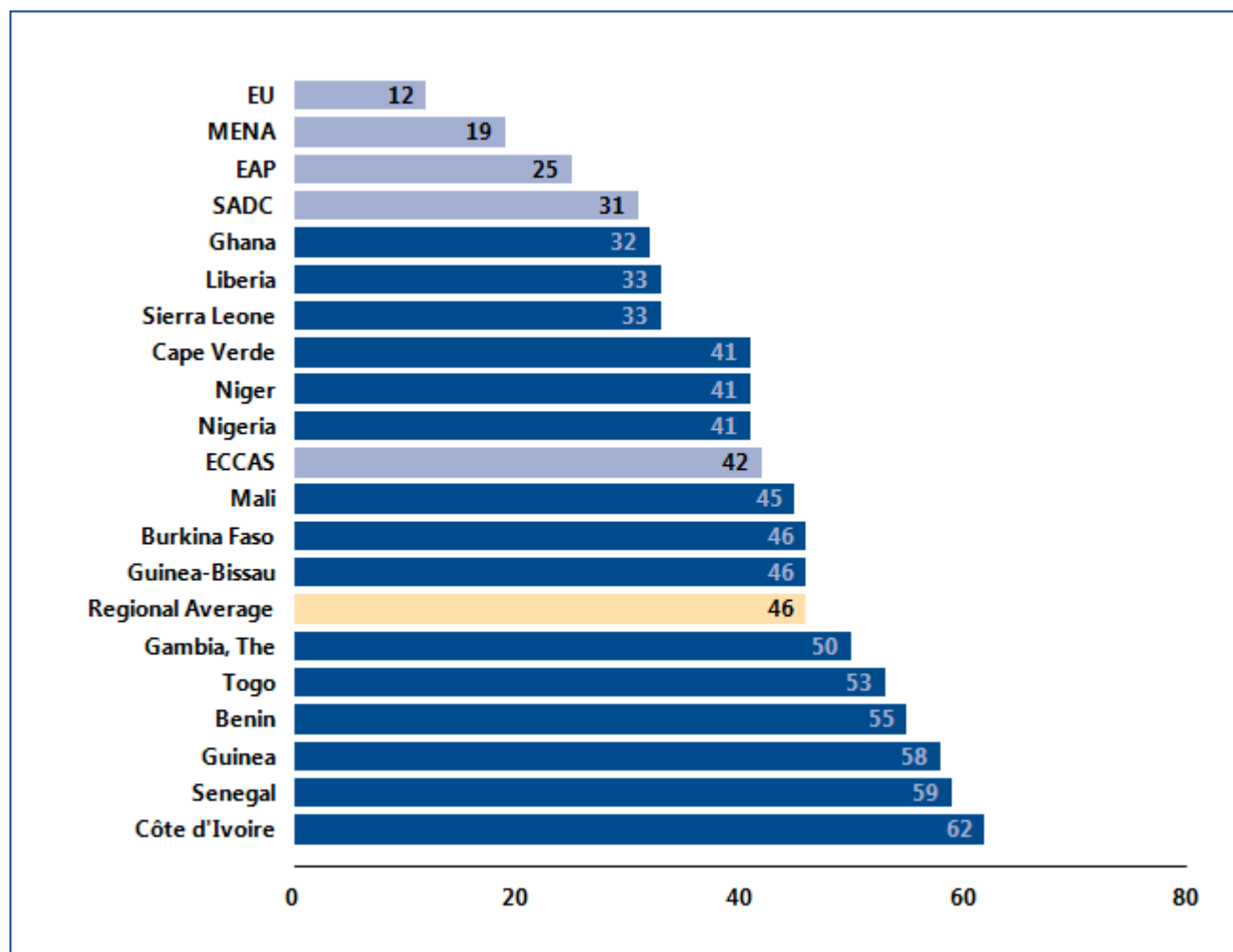
PAYING TAXES

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.

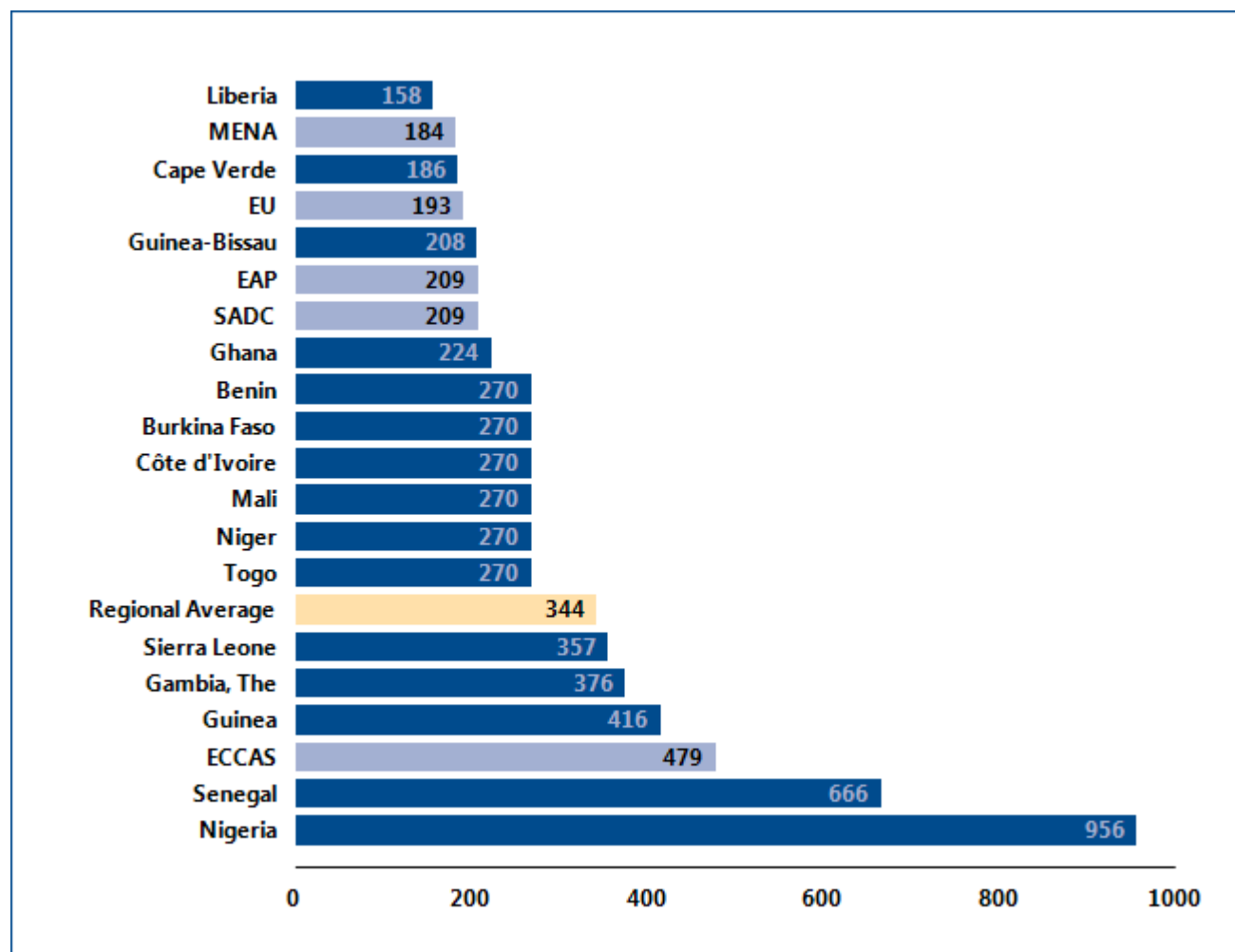
Figure 8.2 How easy is it to pay taxes in economies in the Economic Community of West African States (ECOWAS)—and what are the total tax rates?

Payments (number per year)



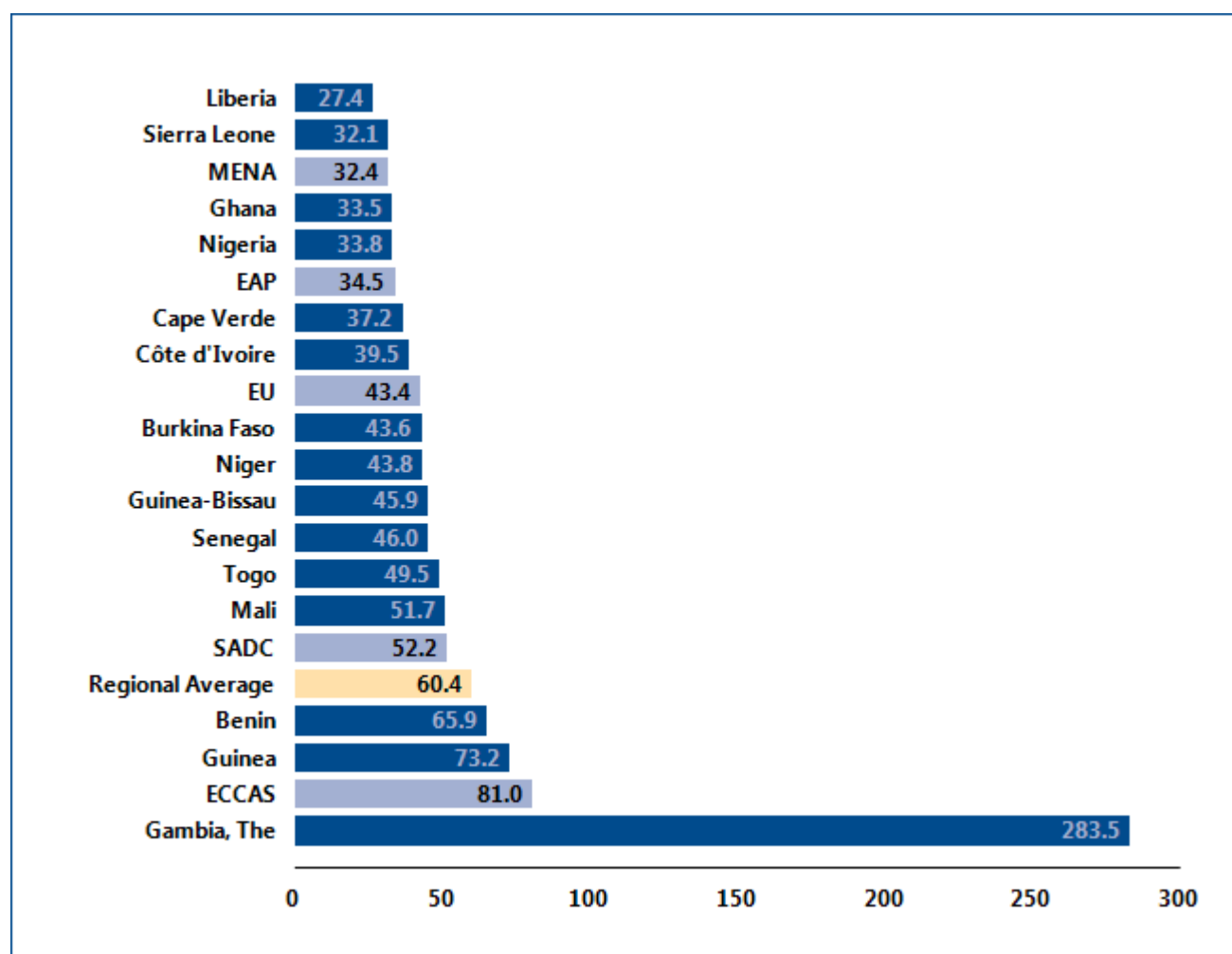
PAYING TAXES

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 the Economic Community of West African States (ECOWAS) (table 8.1)?

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

By *Doing Business* report year

DB year	Economy	Reform
DB2008	<i>Benin</i>	Benin abolished the vehicle tax.
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>Niger</i>	Niger introduced an advertising tax.
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 January 1, 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 January 1, 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>Niger</i>	Niger eliminated the tax on interest.

DB year	Economy	Reform
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.
DB2010	<i>Togo</i>	Togo reduced tax burden on businesses by reducing the corporate income tax rates from 37% to 30%.
DB2011	<i>Burkina Faso</i>	Burkina Faso reduced the statutory tax rate and the number of taxes for business and introduced simpler, uniform compliance procedures.
DB2011	<i>Cape Verde</i>	Cape Verde abolished the stamp duties on sales and checks.
DB2011	<i>Côte d'Ivoire</i>	Côte d'Ivoire reduced tax burden on businesses by reducing the corporate income tax rates from 27% to 25% for the fiscal year 2008.
DB2011	<i>Niger</i>	Niger reduced its corporate income tax rate.
DB2011	<i>Sierra Leone</i>	Sierra Leone replaced sales and service taxes with a goods and service tax.
DB2012	<i>Côte d'Ivoire</i>	Côte d'Ivoire eliminated a tax on firms, the contribution for national reconstruction (contribution pour la reconstruction nationale).
DB2012	<i>Gambia, The</i>	The Gambia reduced the minimum turnover tax and corporate income tax rates.
DB2012	<i>Togo</i>	Togo reduced its corporate income tax rate.
DB2013	<i>Liberia</i>	Liberia made paying taxes easier for companies by reducing the profit tax rate and abolishing the turnover tax.
DB2013	<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.

DB year	Economy	Reform
DB2013	<i>Nigeria</i>	Nigeria introduced a new compulsory labor contribution paid by the employer.

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.

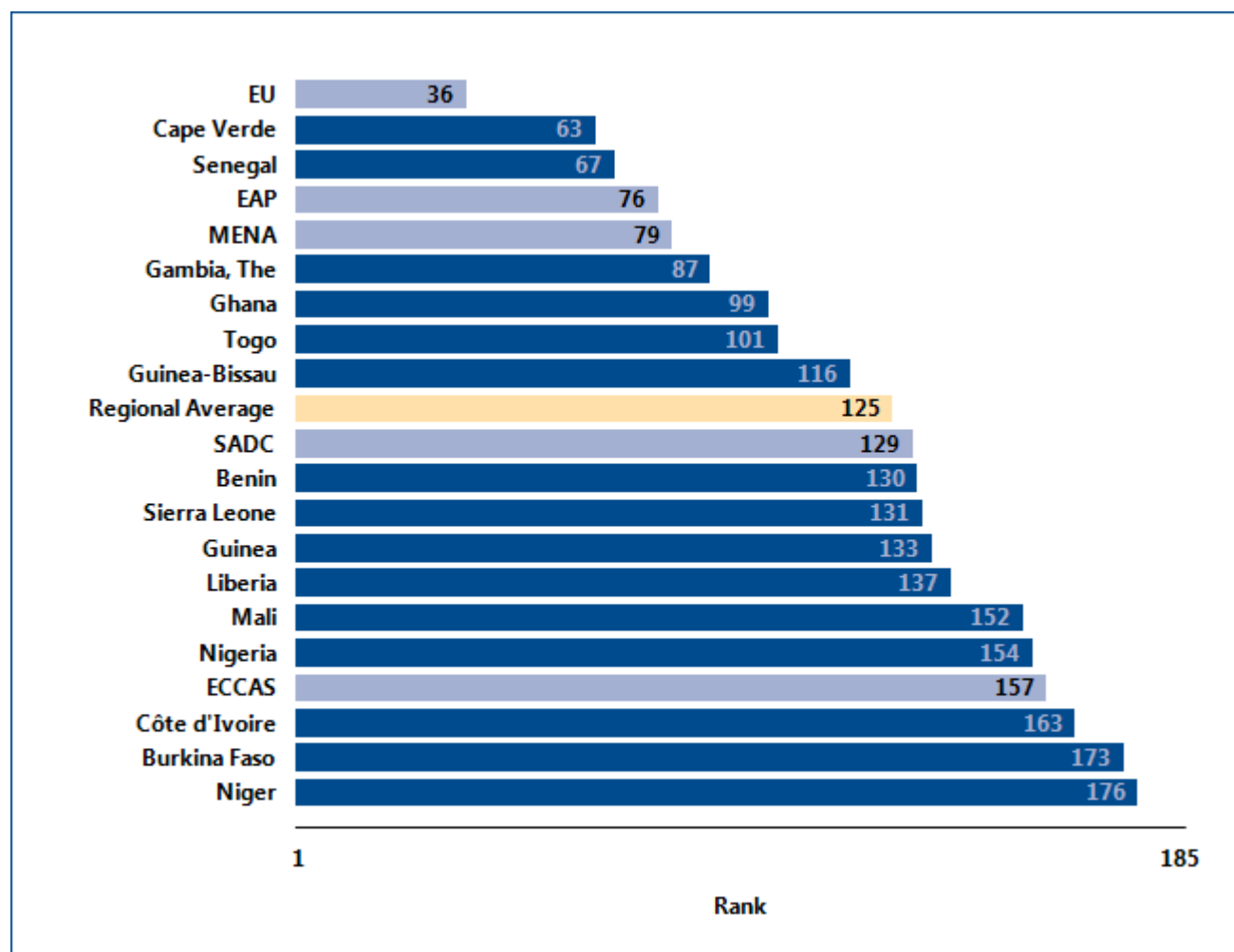
TRADING ACROSS BORDERS

Where do the region's economies stand today?

How easy it is for businesses in economies in the 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 the Economic Community of West African States (ECOWAS) rank on the ease of trading across borders



Source: Doing Business database.

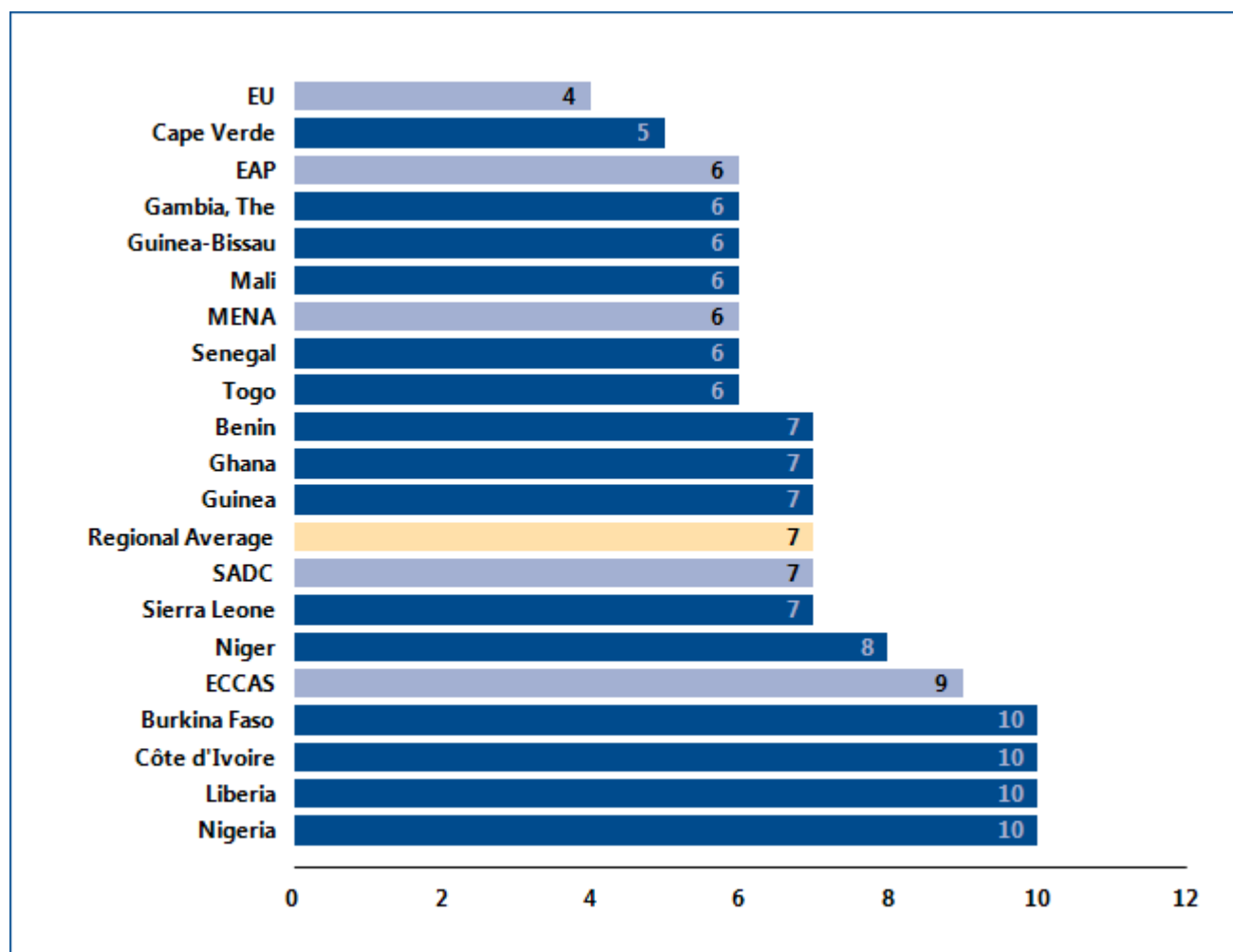
TRADING ACROSS BORDERS

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.

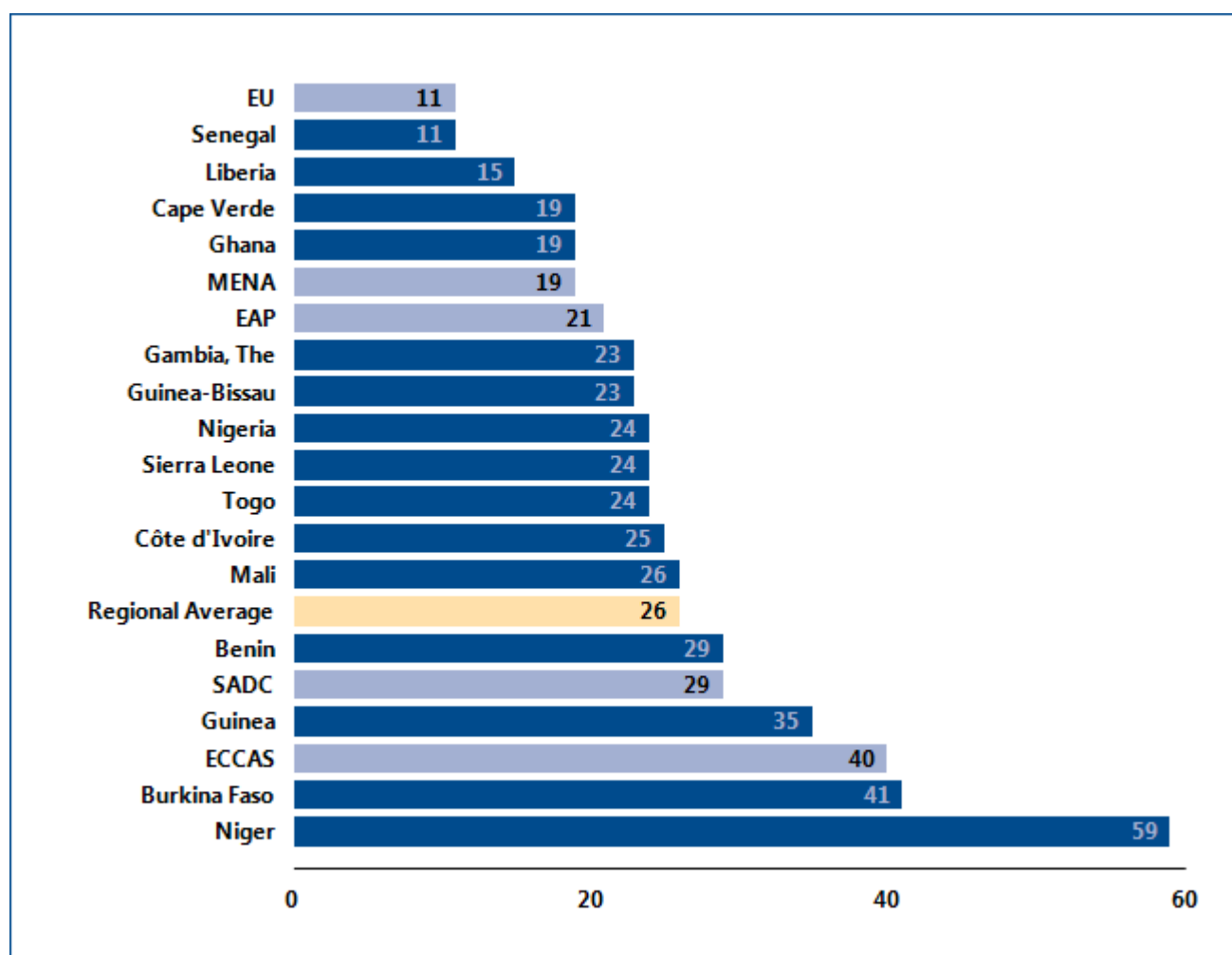
Figure 9.2 What it takes to trade across borders in economies in the Economic Community of West African States (ECOWAS)

Documents to export (number)



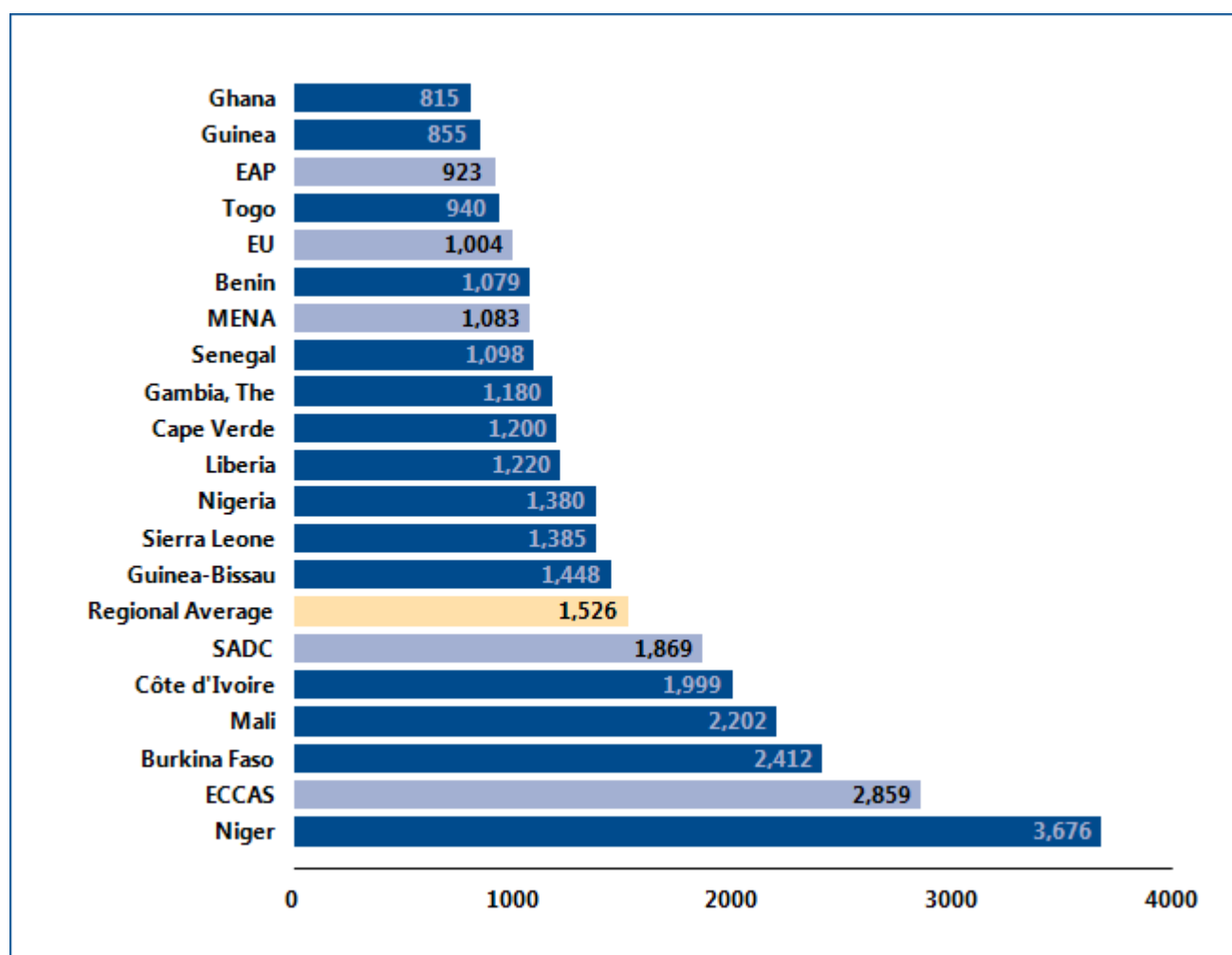
TRADING ACROSS BORDERS

Time to export (days)



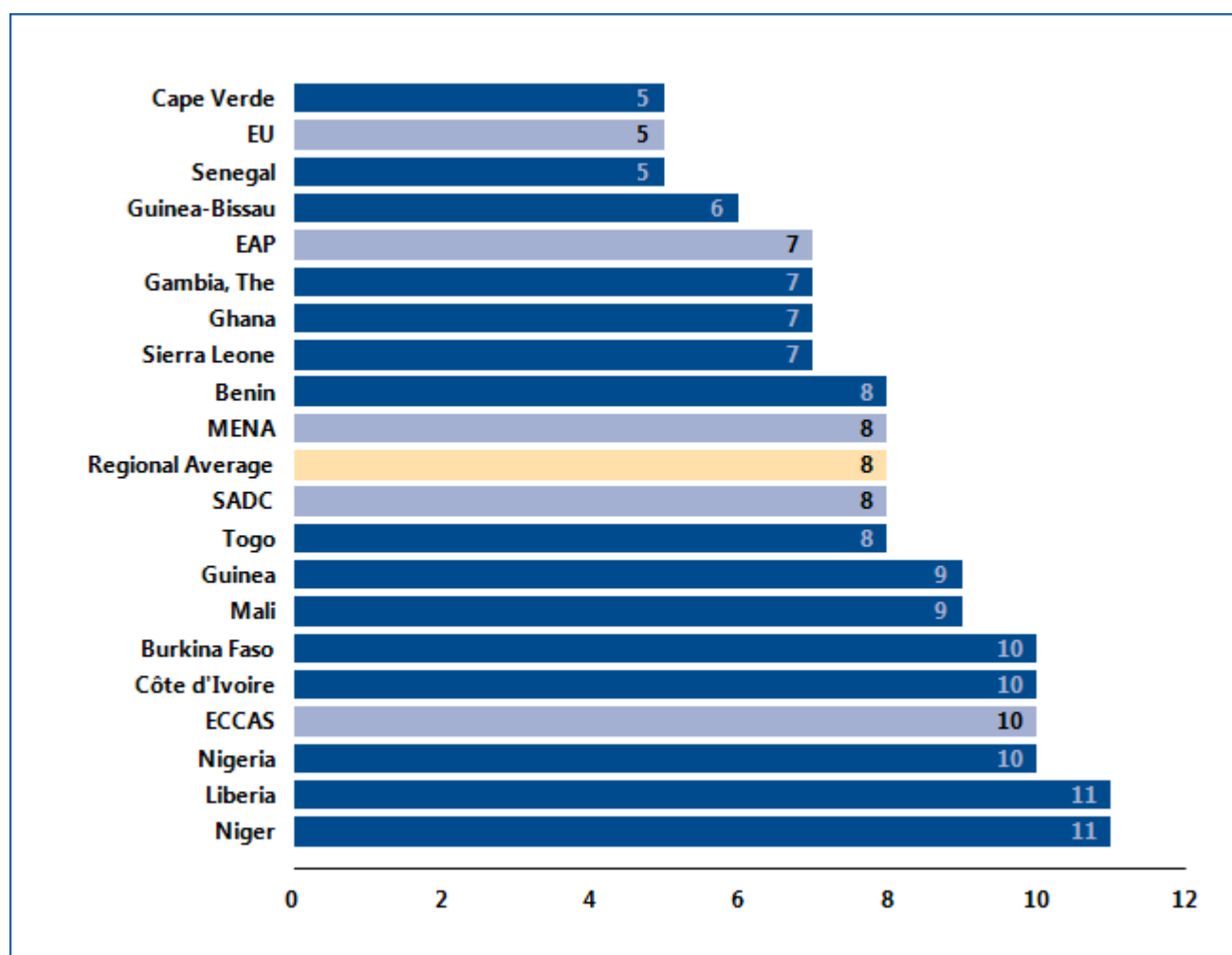
TRADING ACROSS BORDERS

Cost to export (US\$ per container)



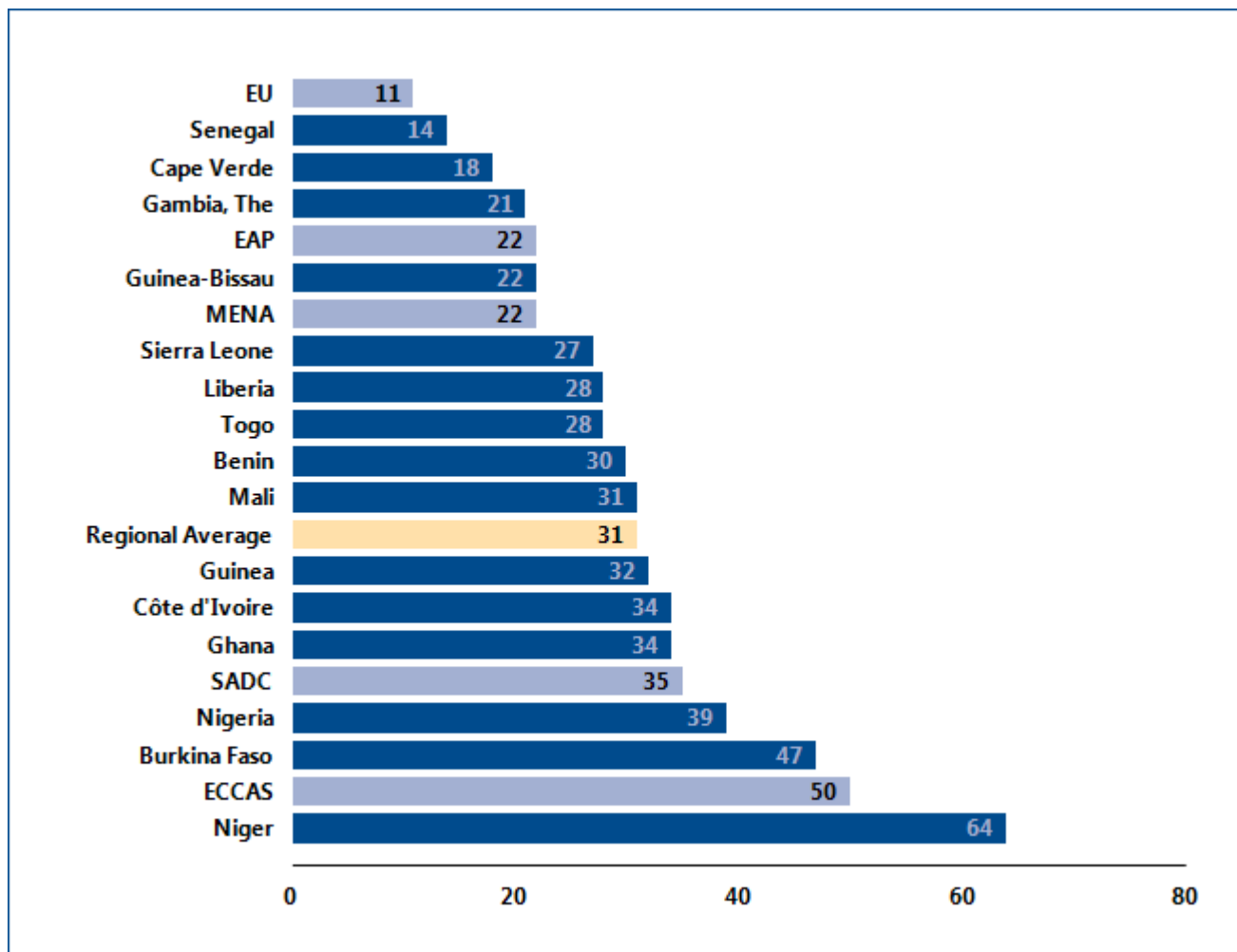
TRADING ACROSS BORDERS

Documents to import (number)



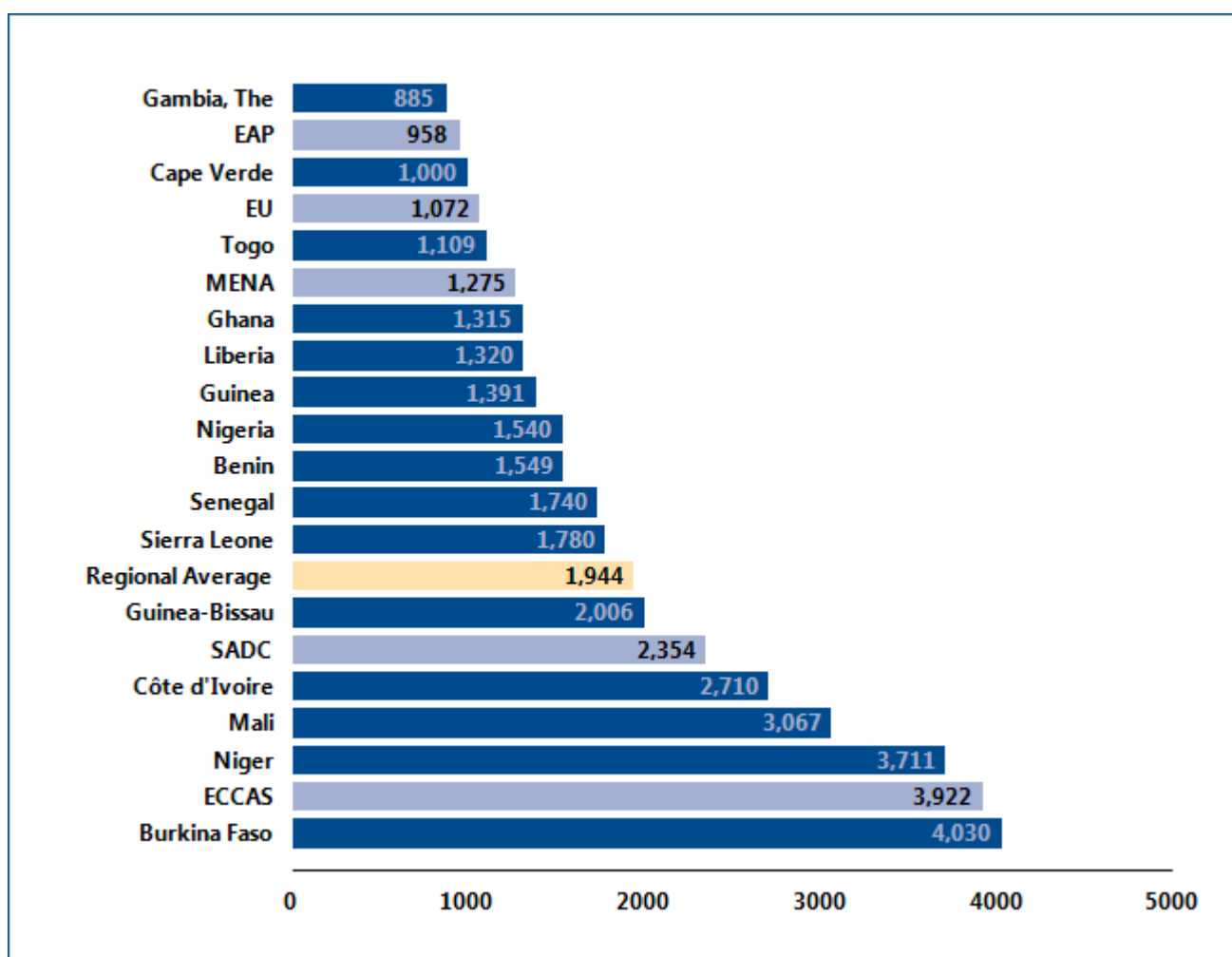
TRADING ACROSS BORDERS

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 the Economic Community of West African States (ECOWAS) (table 9.1)?

Table 9.1 How have economies in the 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
DB2012	<i>Sierra Leone</i>	Sierra Leone made trading across borders faster by implementing the Automated System for Customs Data (ASYCUDA).
DB2013	<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.
DB2013	<i>Ghana</i>	Ghana added to the time required to import by increasing its scanning of imports and changing its customs clearance system.
DB2013	<i>Niger</i>	Niger reduced the time to import by expanding and optimizing the use of an electronic data interchange system for customs clearance.

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

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

What do the indicators cover?

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

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

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

WHAT THE ENFORCING CONTRACTS

INDICATORS MEASURE

Procedures to enforce a contract through the courts (number)

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

Steps to file and serve the case

Steps for trial and judgment

Steps to enforce the judgment

Time required to complete procedures (calendar days)

Time to file and serve the case

Time for trial and obtaining judgment

Time to enforce the judgment

Cost required to complete procedures (% of claim)

No bribes

Average attorney fees

Court costs

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.

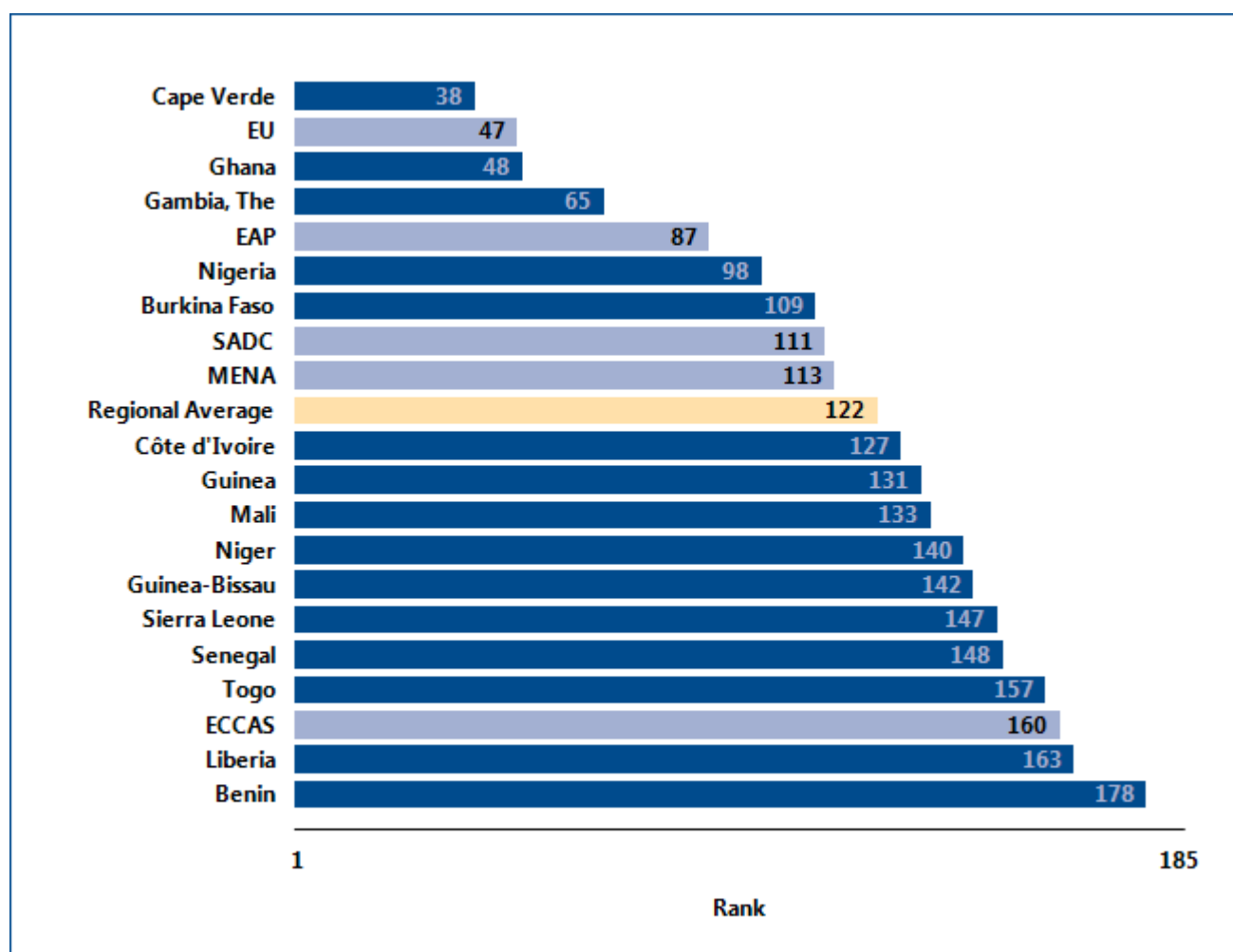
ENFORCING CONTRACTS

Where do the region's economies stand today?

How efficient is the process of resolving a commercial dispute through the courts in economies in the 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 the Economic Community of West African States (ECOWAS) rank on the ease of enforcing contracts



Source: Doing Business database.

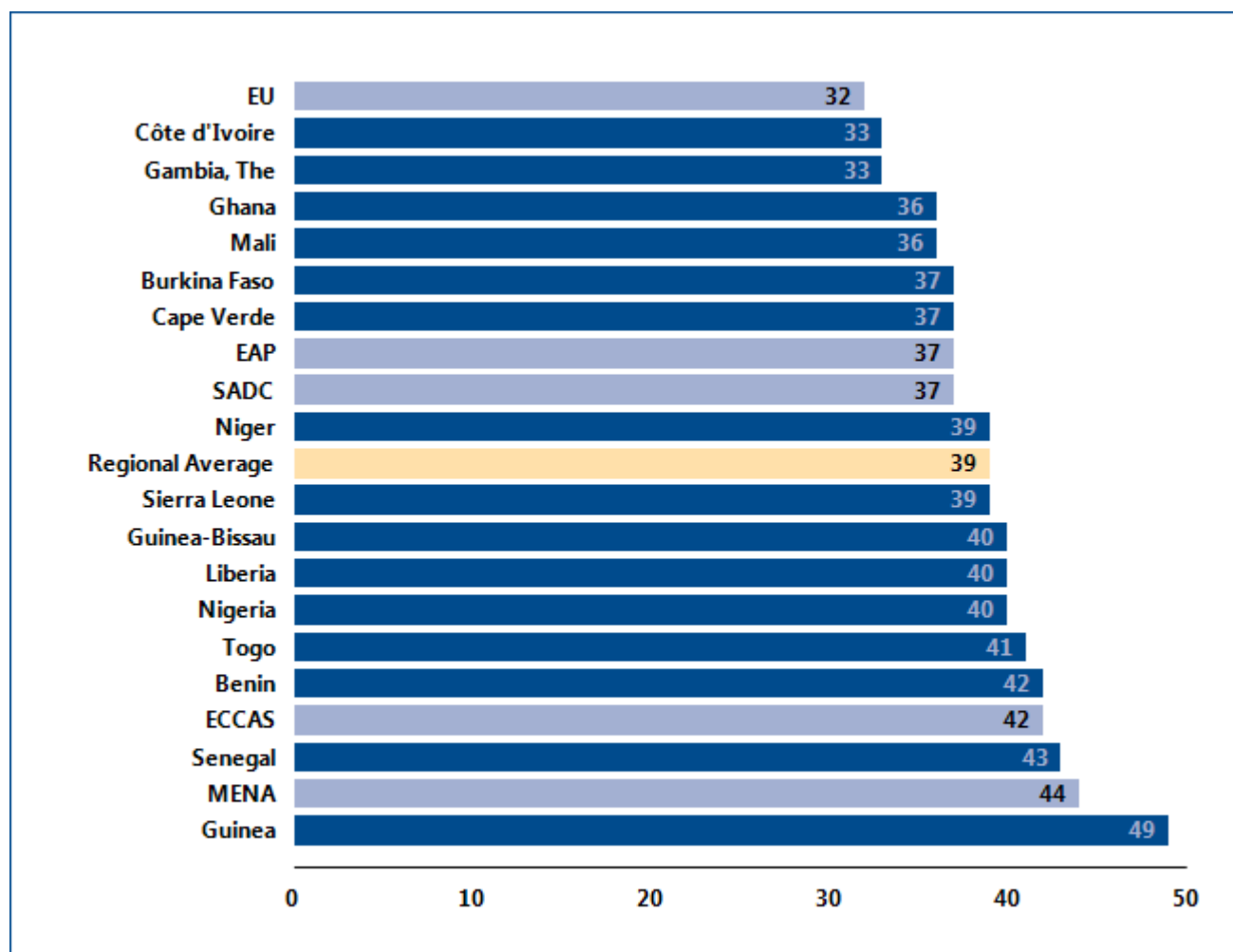
ENFORCING CONTRACTS

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.

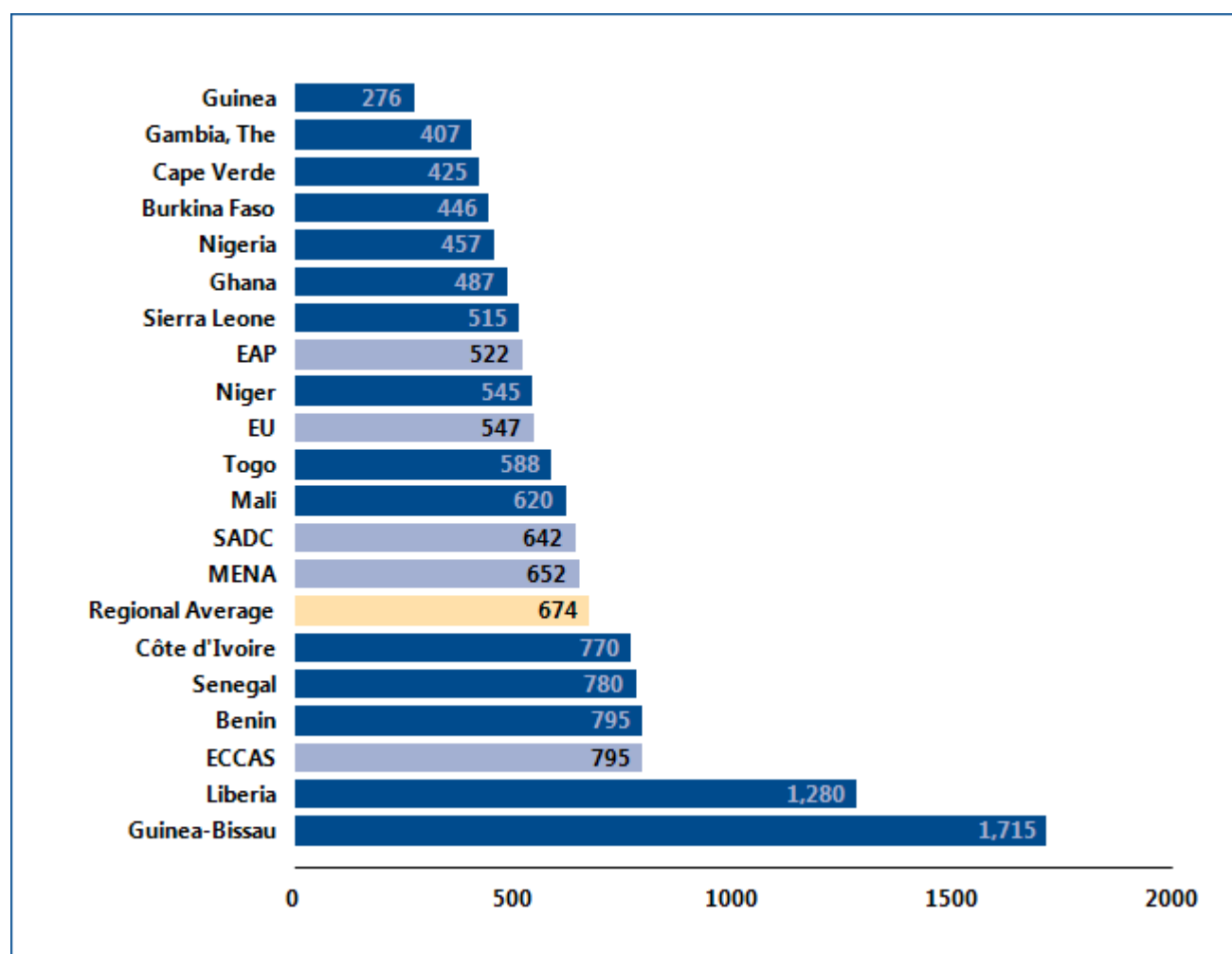
Figure 10.2 What it takes to enforce a contract through the courts in economies in the Economic Community of West African States (ECOWAS)

Procedures (number)



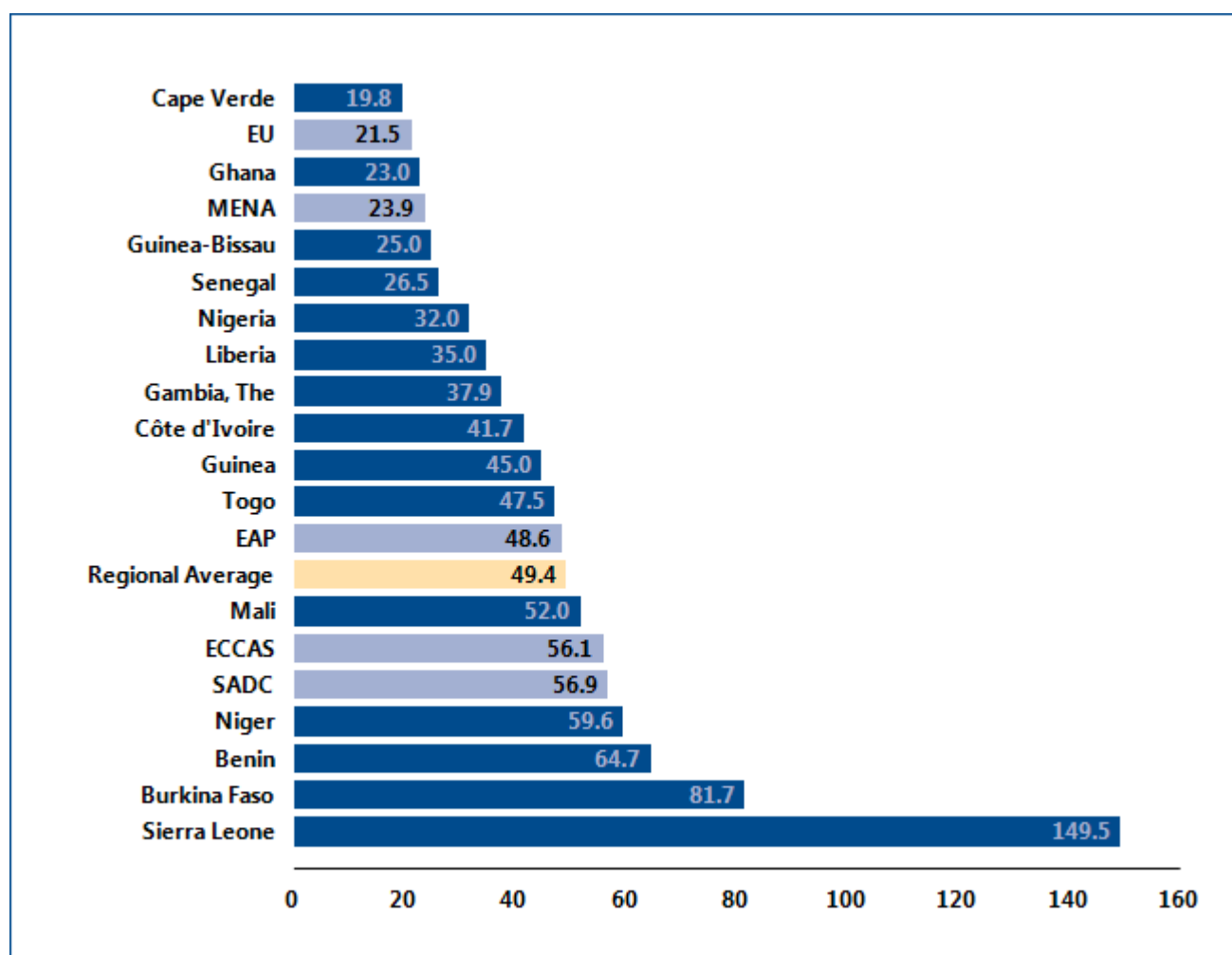
ENFORCING CONTRACTS

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 the Economic Community of West African States (ECOWAS) (table 10.1)?

Table 10.1 How have economies in the 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.

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.

WHAT THE RESOLVING INSOLVENCY INDICATORS MEASURE

Time required to recover debt (years)

Measured in calendar years

Appeals and requests for extension are included

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

Measured as percentage of estate value

Court fees

Fees of insolvency administrators

Lawyers' fees

Assessors' and auctioneers' fees

Other related fees

Recovery rate for creditors (cents on the dollar)

Measures the cents on the dollar recovered by creditors

Present value of debt recovered

Official costs of the insolvency proceedings are deducted

Depreciation of furniture is taken into account

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

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

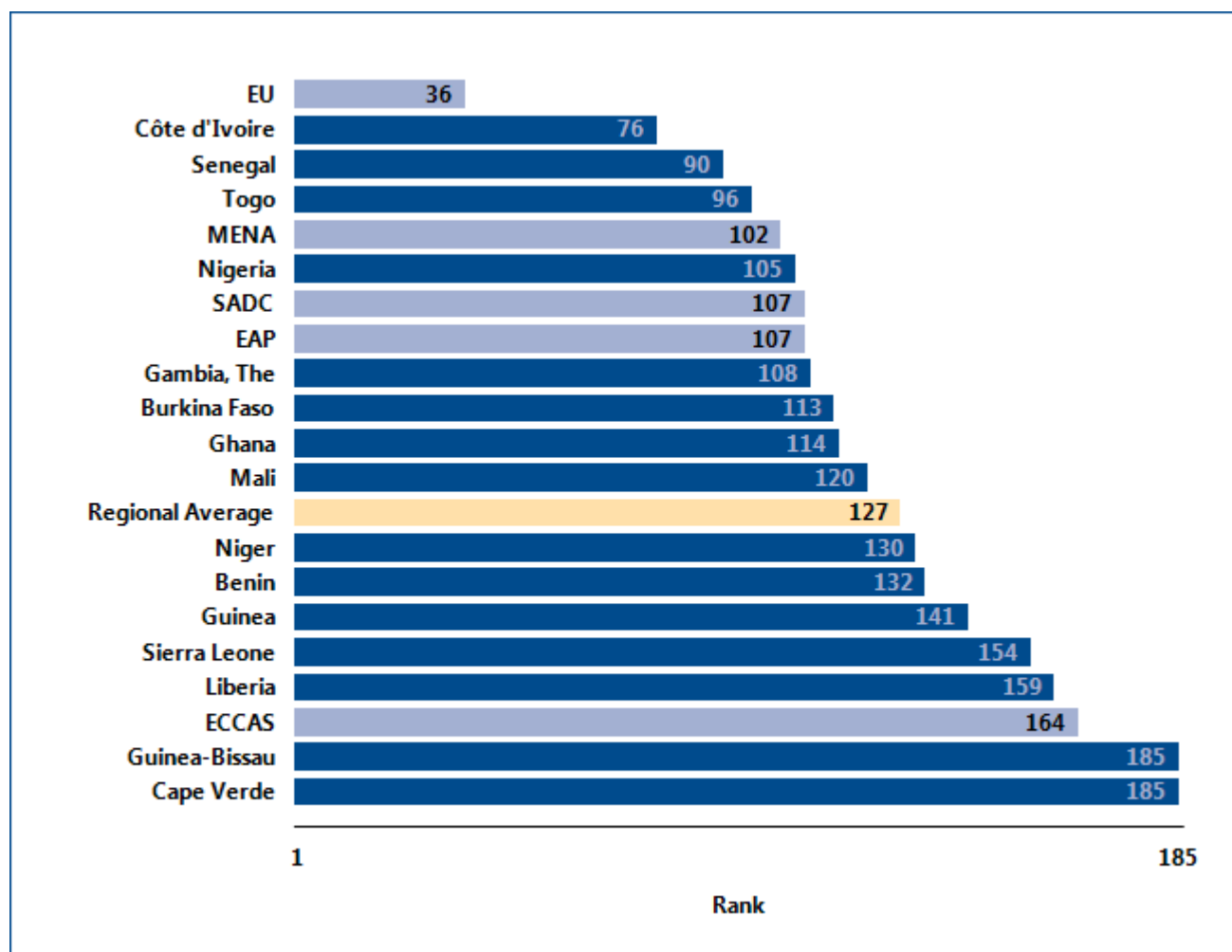
RESOLVING INSOLVENCY

Where do the region's economies stand today?

How efficient are insolvency proceedings in economies in the 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 the Economic Community of West African States (ECOWAS) rank on the ease of resolving insolvency



Source: Doing Business database.

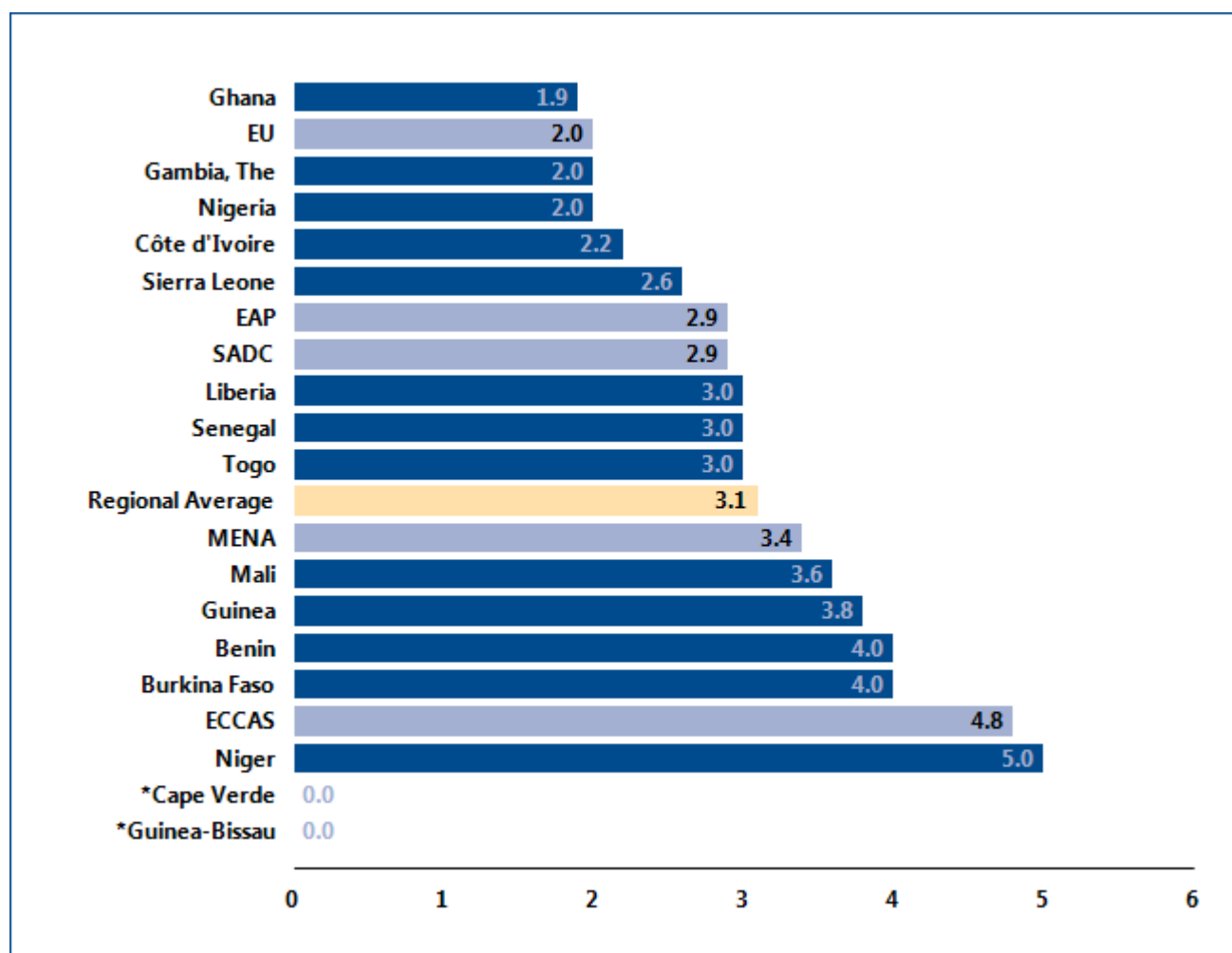
RESOLVING INSOLVENCY

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.

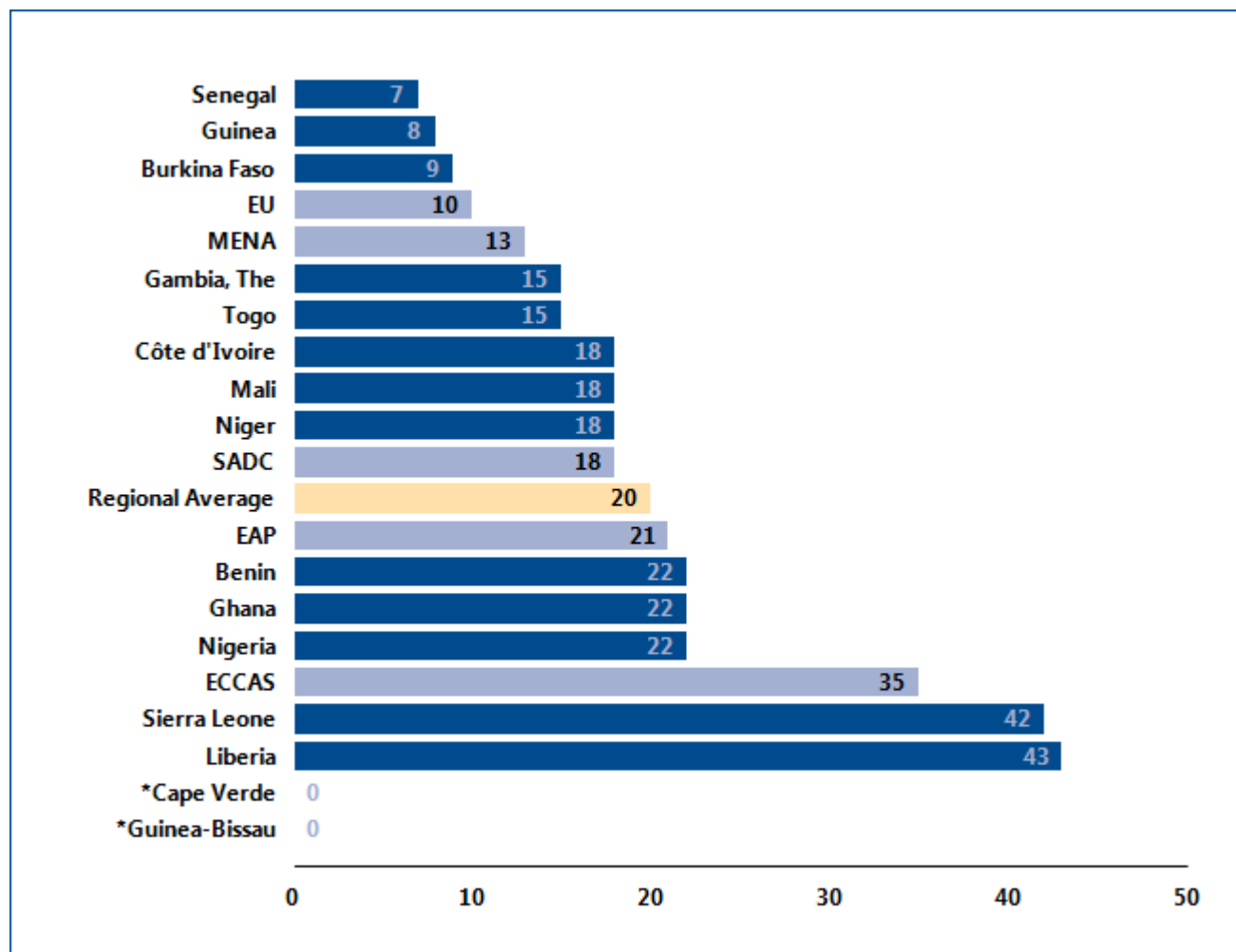
Figure 11.2 How efficient is the insolvency process in economies in the Economic Community of West African States (ECOWAS)

Time (years)



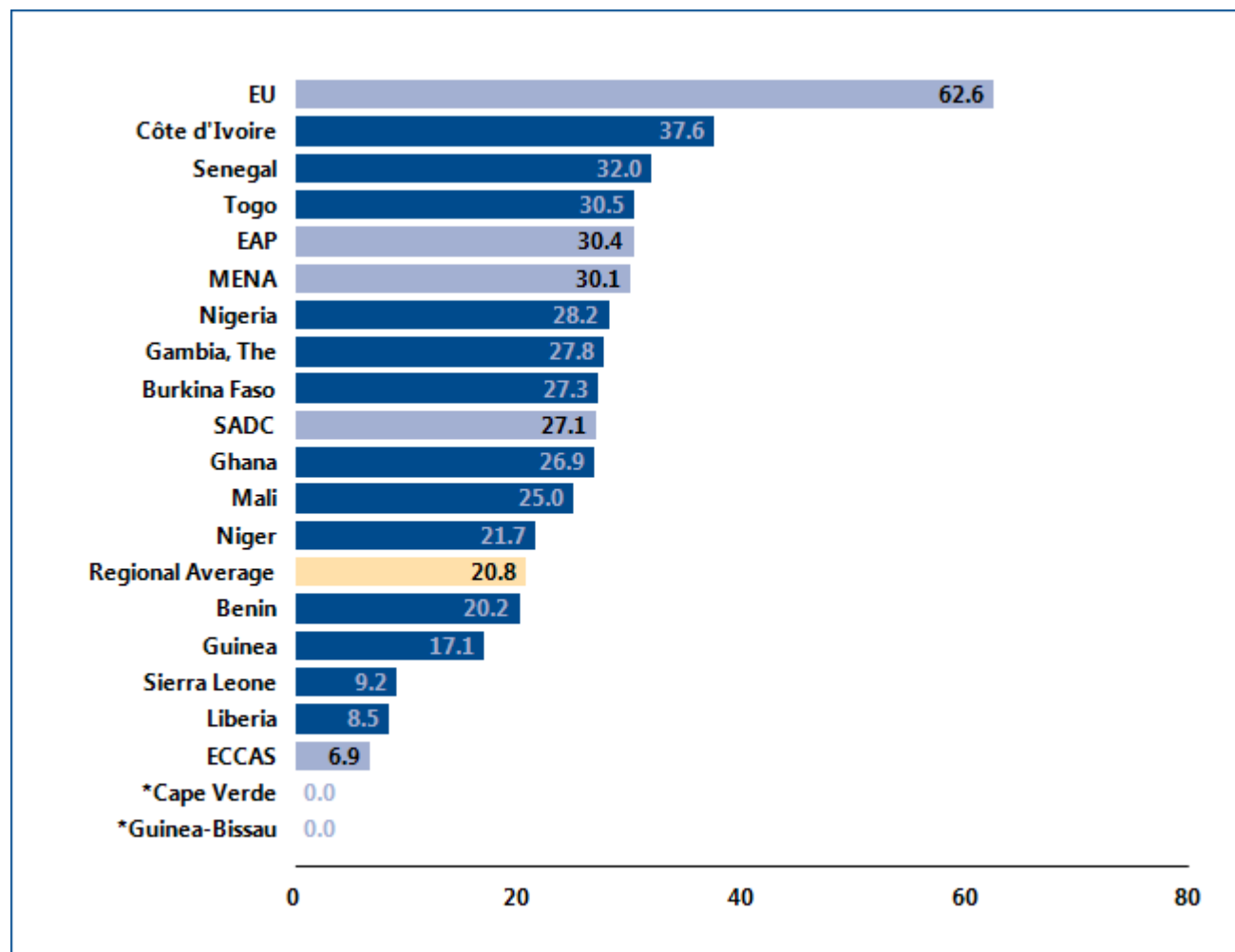
RESOLVING INSOLVENCY

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 the Economic Community of West African States (ECOWAS) (table 11.1)?

Table 11.1 How have economies in the 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 new 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 of achieving a regulatory goal or complying with regulation, such as the time and cost to enforce a contract, go through bankruptcy or trade across borders. Third, they measure the extent of legal protections of property, for example, the protections of investors against looting by company directors or the range of assets that can be used as collateral according to secured transactions laws. Fourth, a set of indicators documents the tax burden on businesses. Finally, a set of data covers different aspects of employment regulation.

The data for all sets of indicators in *Doing Business 2013* are for June 2012.²

Methodology

The *Doing Business* data are collected in a standardized way. To start, the *Doing Business* team, with academic advisers, designs a questionnaire. The questionnaire uses a simple business case to ensure comparability across economies and over time—with assumptions about the legal form of the business, its size, its location and the nature of its operations. Questionnaires are administered through more than 9,600 local experts, including lawyers, business consultants, accountants, freight forwarders, government officials and other professionals routinely administering or advising on legal and regulatory requirements. These experts have several rounds of interaction with the *Doing Business* team, involving conference calls, written correspondence and visits by the team. For *Doing Business 2013* team members visited 24 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.

² The data for paying taxes refer to January – December 2011.

ECONOMY CHARACTERISTICS

Gross national income per capita

Doing Business 2013 reports 2011 income per capita as published in the World Bank's *World Development Indicators 2012*. Income is calculated using the Atlas method (current US\$). For cost indicators expressed as a percentage of income per capita, 2011 gross national income (GNI) in U.S. dollars is used as the denominator. GNI data were not available from the World Bank for Afghanistan; Australia; The Bahamas; Bahrain; Barbados; Brunei Darussalam; Cyprus; Djibouti; Guyana; the Islamic Republic of Iran; Kuwait; Malta; New Zealand; Oman; Puerto Rico (territory of the United States); Sudan; Suriname; the Syrian Arab Republic; Timor-Leste; West Bank and Gaza; and the Republic of Yemen. In these cases GDP or GNP per capita data and growth rates from the International Monetary Fund's World Economic Outlook database and the Economist Intelligence Unit were used.

Region and income group

Doing Business uses the World Bank regional and income group classifications, available at <http://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 2013 reports midyear 2011 population statistics as published in *World Development Indicators 2012*.

The *Doing Business* methodology offers several advantages. It is transparent, using factual information about what laws and regulations say and allowing multiple interactions with local respondents to clarify potential misinterpretations of questions. Having

representative samples of respondents is not an issue; *Doing Business* is not a statistical survey, and the texts of the relevant laws and regulations are collected and answers checked for accuracy. The methodology is inexpensive and easily replicable, so data can be collected in a large sample of economies. Because standard assumptions are used in the data collection, comparisons and benchmarks are valid across economies. Finally, the data not only highlight the extent of specific regulatory obstacles to business but also identify their source and point to what might be reformed.

Information on the methodology for each *Doing Business* topic can be found on the *Doing Business* website at <http://www.doingbusiness.org/methodology/>.

Limits to what is measured

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

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

2013 would differ from the recollection of entrepreneurs reported in the World Bank Enterprise Surveys or other perception surveys.

Subnational *Doing Business* indicators

This year *Doing Business* completed subnational studies for Indonesia, Kenya, Mexico, the Russian Federation and the United Arab Emirates. Each of these countries had already asked to have subnational data in the past, and this year *Doing Business* updated the indicators, measured improvements over time and expanded geographic coverage to additional cities or added additional indicators. *Doing Business* also published regional studies for the Arab world, the East African Community and member states of the Organization for the Harmonization of Business Law in Africa (OHADA).

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 ranking methodology for paying taxes was updated this year. The threshold for the total tax rate introduced last year 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).

Giving the same ranking to all economies whose total tax rate is below the threshold avoids awarding economies in the scoring for having an unusually low total tax rate, often for reasons unrelated to government policies toward enterprises. For example, economies that are very small or that are rich in natural resources do not need to levy broad-based taxes.

Data challenges and revisions

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

Ease of doing business

The ease of doing business index ranks economies from 1 to 185. 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 2013*: 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. In addition to this year's ranking, *Doing Business* presents a comparable ranking for the previous year, adjusted for any changes in methodology as well as additions of economies or topics.³

³ In case of revisions to the methodology or corrections to the underlying data, the data are back-calculated to provide a comparable time series since the year the relevant economy or topic was first included in the data set. The time series is available on the *Doing Business* website (<http://www.doingbusiness.org>). Six topics and more than 50 economies have been added since the inception

Construction of the ease of doing business index

Here is one example of how the ease of doing business index is constructed. In Finland it takes 3 procedures, 14 days and 4% of annual income per capita in fees to register a property. On these 3 indicators Finland ranks in the 6th, 16th and 39th percentiles. So on average Finland ranks in the 20th percentile on the ease of registering property. It ranks in the 30th percentile on starting a business, 28th percentile on getting credit, 24th percentile on paying taxes, 13th percentile on enforcing contracts, 5th percentile on trading across borders and so on. Higher rankings indicate simpler regulation and stronger protection of property rights. The simple average of Finland's percentile rankings on all topics is 21st. When all economies are ordered by their average percentile rankings, Finland stands at 11 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 used by *Doing Business*.⁴ Thus, *Doing Business* uses the simplest method: weighting all topics equally and, within each topic, giving equal weight to each of the topic components.⁵

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.

of the project. Earlier rankings on the ease of doing business are therefore not comparable.

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

⁵ A technical note on the different aggregation and weighting methods is available on the *Doing Business* website (<http://www.doingbusiness.org>).

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 0.37, and the coefficients between any 2 sets of indicators range from 0.19 (between dealing with construction permits and getting credit) to 0.60 (between starting a business and protecting investors). These correlations suggest that economies rarely score universally well or universally badly on the indicators.

Consider the example of Canada. It stands at 17 in the aggregate ranking on the ease of doing business. Its ranking is 3 on starting a business, and 4 on both resolving insolvency and protecting investors. But its ranking is only 62 on enforcing contracts, 69 on dealing with construction permits and 152 on getting electricity.

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

Economies that improved the most across 3 or more Doing Business topics in 2011/12

Doing Business 2013 uses a simple method to calculate which economies improved the most in the ease of doing business. First, it selects the economies that in 2011/12 implemented regulatory reforms making it easier to do business in 3 or more of the 10 topics included in this year's ease of doing business ranking.⁶ Twenty-three economies meet this criterion: Benin, Burundi, Costa Rica, the Czech Republic, Georgia, Greece, Guinea, Kazakhstan, Korea, the Lao People's Democratic Republic, Liberia, Mongolia, the Netherlands, Panama, Poland, Portugal, Serbia, the Slovak Republic, Slovenia, Sri Lanka, Ukraine, the United Arab Emirates and Uzbekistan. Second, *Doing Business* ranks these economies on the increase in their ranking on the ease of doing business from the previous year using comparable rankings.

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

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

RESOURCES ON THE *DOING BUSINESS* WEBSITE

Current features

News on the *Doing Business* project
<http://www.doingbusiness.org>

Rankings

How economies rank—from 1 to 185
<http://www.doingbusiness.org/rankings/>

Data

All the data for 185 economies—topic rankings, indicator values, lists of regulatory procedures and details underlying indicators
<http://www.doingbusiness.org/data/>

Reports

Access to *Doing Business* reports as well as subnational and regional reports, reform case studies and customized economy and regional profiles
<http://www.doingbusiness.org/reports/>

Methodology

The methodologies and research papers underlying *Doing Business*
<http://www.doingbusiness.org/methodology/>

Research

Abstracts of papers on *Doing Business* topics and related policy issues
<http://www.doingbusiness.org/research/>

Business reforms

Short summaries of DB2013 business reforms, lists of reforms since DB2008 and a ranking simulation tool
<http://www.doingbusiness.org/reforms/>

Historical data

Customized data sets since DB2004
<http://www.doingbusiness.org/custom-query/>

Law library

Online collection of business laws and regulations relating to business and gender issues
<http://www.doingbusiness.org/law-library/>
<http://wbl.worldbank.org/>

Contributors

More than 9,600 specialists in 185 economies who participate in *Doing Business*
<http://www.doingbusiness.org/contributors/doing-business/>

NEW! Entrepreneurship data

Data on business density for 130 economies
<http://www.doingbusiness.org/data/exploretopics/entrepreneurship/>

More to come

Coming soon—information on good practices and data on transparency and on the distance to frontier



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