

# Doing Business



**2012**

## Economy Profile: **Jordan**

Doing business in a  
**more transparent world**

COMPARING REGULATION FOR DOMESTIC FIRMS IN 183 ECONOMIES

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## INTRODUCTION

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

In a series of annual reports *Doing Business* presents quantitative indicators on business regulations and the protection of property rights that can be compared across 183 economies, from Afghanistan to Zimbabwe, over time. The data set covers 46 economies in Sub-Saharan Africa, 32 in Latin America and the Caribbean, 24 in East Asia and the Pacific, 24 in Eastern Europe and Central Asia, 18 in the Middle East and North Africa and 8 in South Asia, as well as 31 OECD high-income economies. The indicators are used to analyze economic outcomes and identify what reforms have worked, where and why.

This economy profile presents the *Doing Business* indicators for Jordan. To allow useful comparison, it also provides data for other selected economies (comparator economies) for each indicator. The data in this report are current as of June 1, 2011 (except for

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

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

More information is available in the full report. *Doing Business 2012* presents the indicators, analyzes their relationship with economic outcomes and recommends regulatory reforms. The data, along with information on ordering *Doing Business 2012*, are available on the *Doing Business* website at <http://www.doingbusiness.org>.

## THE BUSINESS ENVIRONMENT

For policy makers trying to improve their economy's regulatory environment for business, a good place to start is to find out how it compares with the regulatory environment in other economies. *Doing Business* provides an aggregate ranking on the ease of doing business based on indicator sets that measure and benchmark regulations applying to domestic small to medium-size businesses through their life cycle. Economies are ranked from 1 to 183 by the ease of doing business index. For each economy the index is calculated as the ranking on the simple average of its percentile rankings on each of the 10 topics included in the index in *Doing Business 2012*: starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency. The ranking on each topic is the simple average of the percentile rankings on its component indicators (see the data notes for more details).<sup>1</sup>

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

### ECONOMY OVERVIEW

**Region:** Middle East & North Africa

**Income category:** Upper middle income

**Population:** 6,093,000

**GNI per capita (US\$):** 4,350.00

**DB2012 rank:** 96

**DB2011 rank:** 95

**Change in rank:** -1

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

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

## THE BUSINESS ENVIRONMENT

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



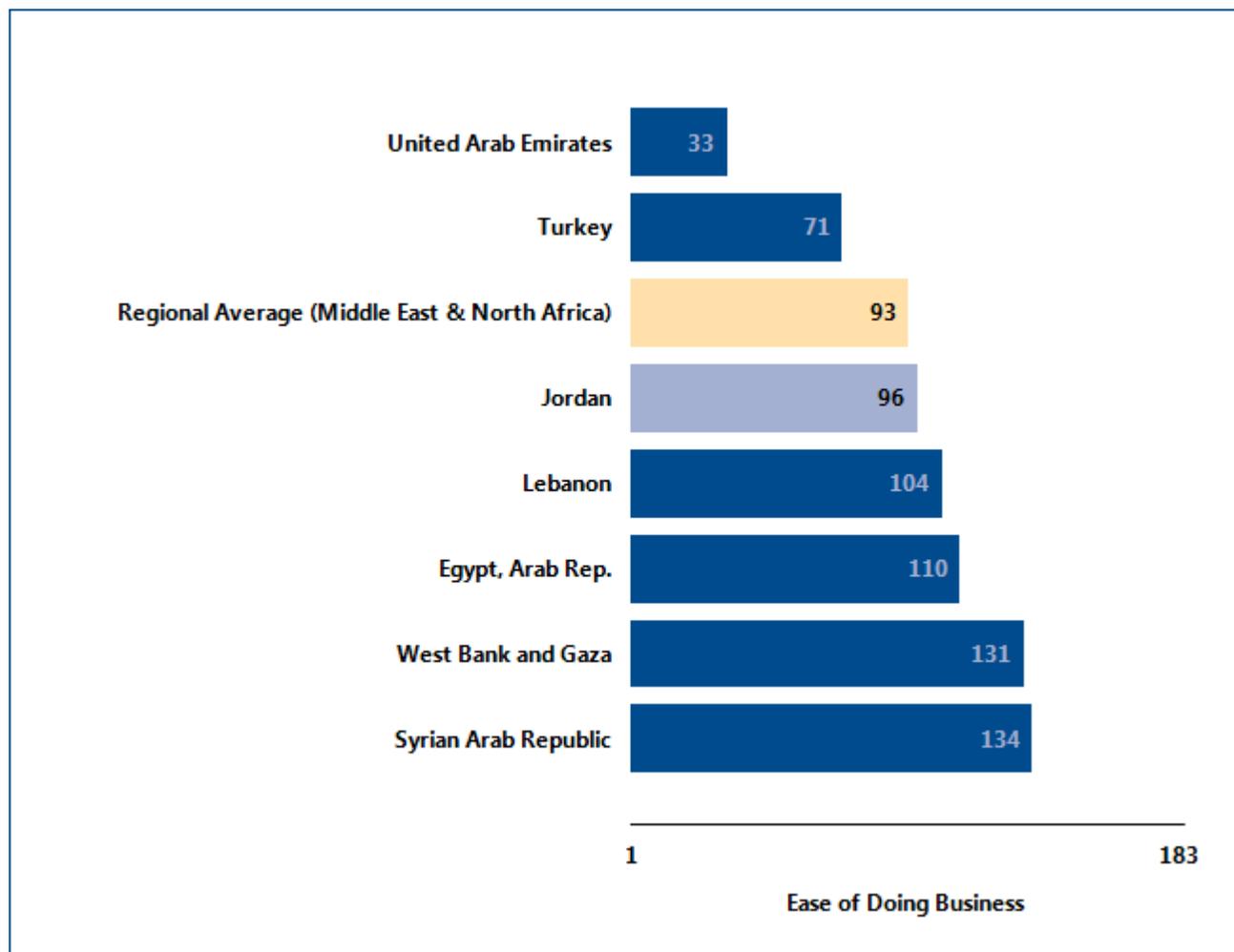
Source: Doing Business database.

## THE BUSINESS ENVIRONMENT

For policy makers, knowing where their economy stands in the aggregate ranking on the ease of doing business is useful. Also useful is to know how it ranks compared with other economies and compared with

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

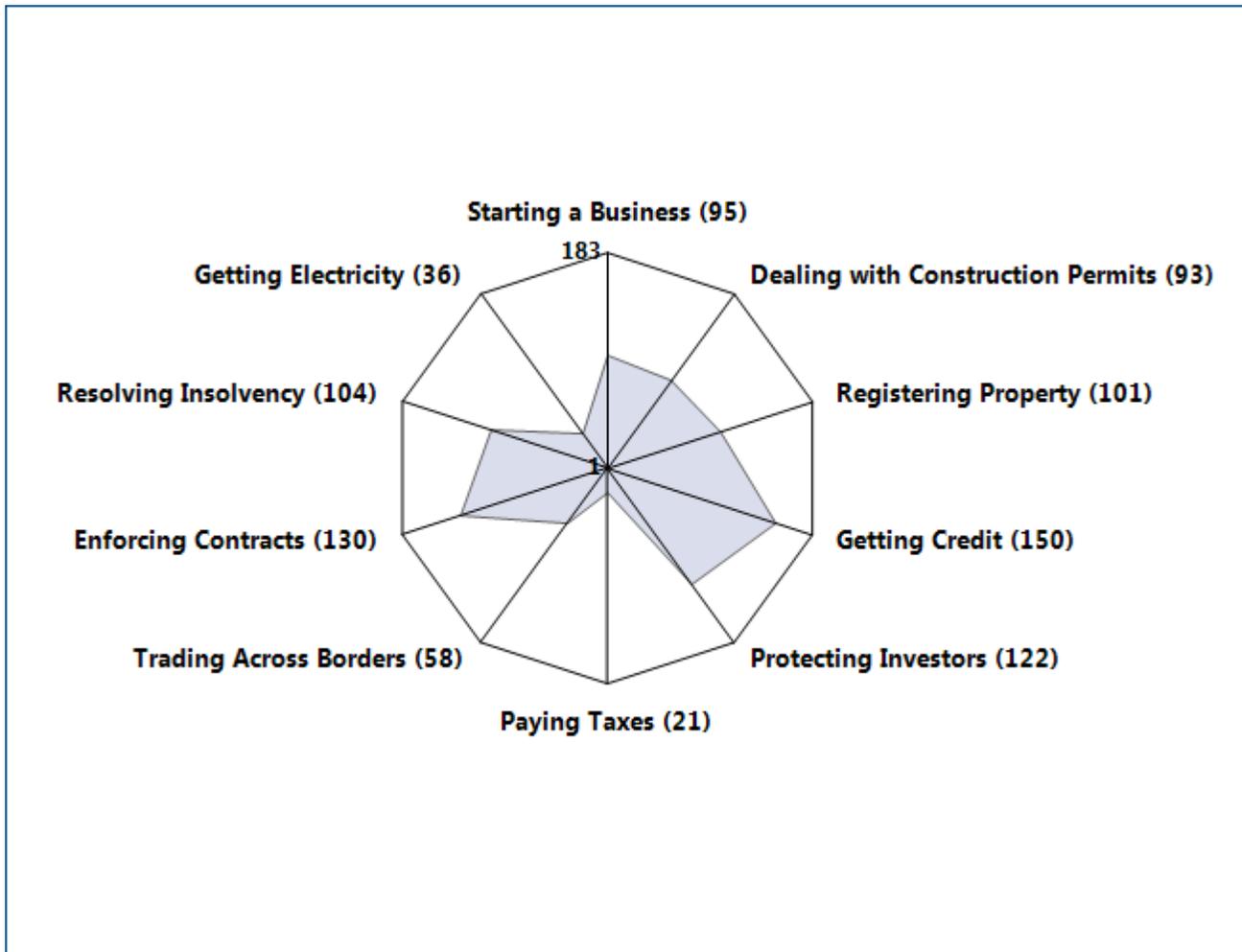
Figure 1.2 How Jordan and comparator economies rank on the ease of doing business



Source: Doing Business database.

## THE BUSINESS ENVIRONMENT

Figure 1.3 How Jordan ranks on *Doing Business* topics



Source: *Doing Business* database.

## THE BUSINESS ENVIRONMENT

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

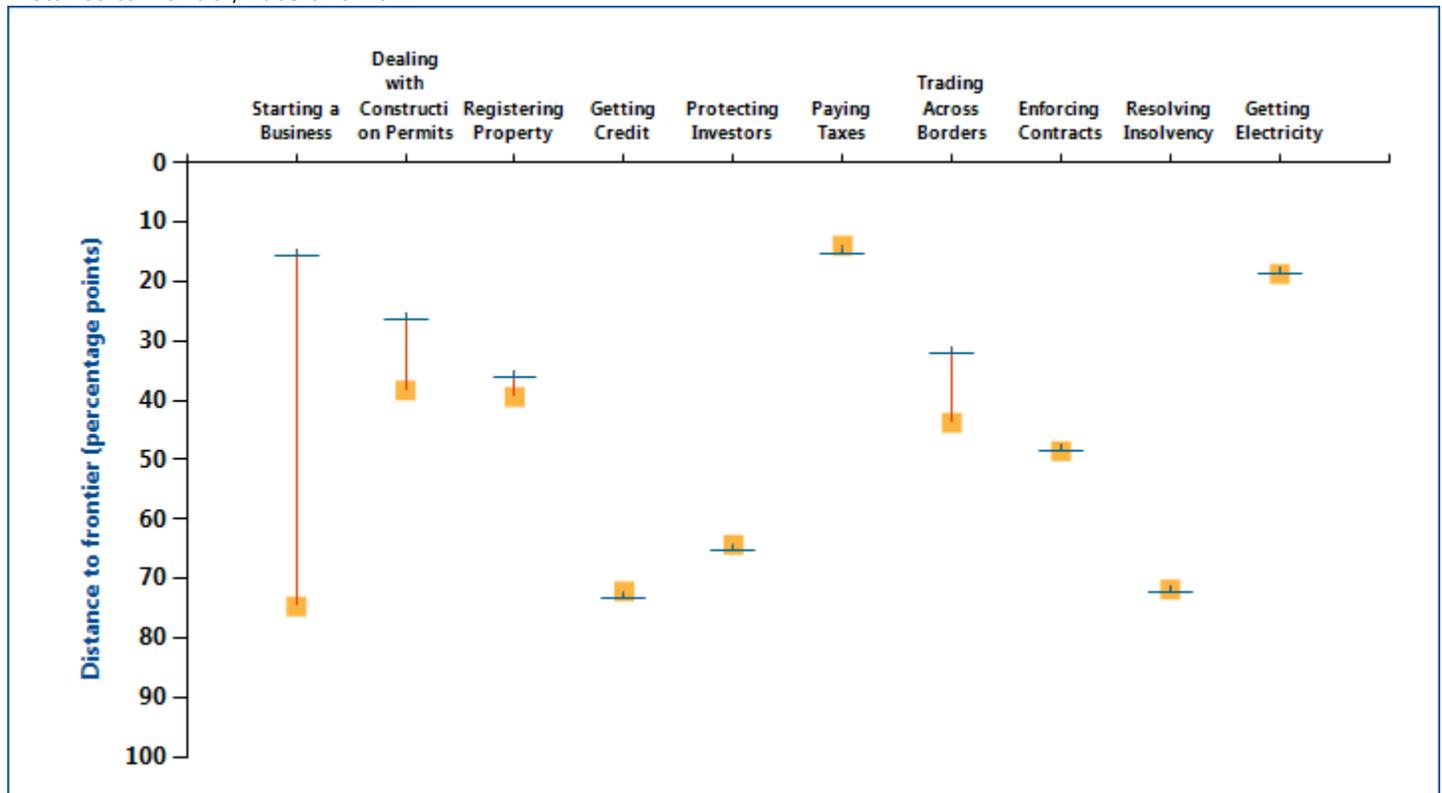
Moreover, year-to-year changes in the overall rankings do not reflect how the business regulatory environment in an economy has changed over time—or how it has changed in different areas. To aid in assessing such changes, *Doing Business 2012* introduces the distance to frontier measure.

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

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

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

Distance to frontier, 2005 and 2011



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

Source: *Doing Business* database.

## THE BUSINESS ENVIRONMENT

The absolute values of the indicators tell another part of the story (table 1.1). The indicators, on their own or in comparison with the indicators of a good practice economy or those of comparator economies in the region, may reveal bottlenecks reflected in large numbers of procedures, long delays or high costs. Or they may reveal unexpected strengths in an area of

business regulation—such as a regulatory process that can be completed with a small number of procedures in a few days and at a low cost. Comparison of the economy's indicators today with those in the previous year may show where substantial bottlenecks persist—and where they are diminishing.

Table 1.1 Summary of *Doing Business* indicators for Jordan

Indicator	Jordan DB2012	Jordan DB2011	Egypt, Arab Rep. DB2012	Lebanon DB2012	Syrian Arab Republic DB2012	Turkey DB2012	United Arab Emirates DB2012	West Bank and Gaza DB2012	Best performer globally DB2012
<b>Starting a Business (rank)</b>	95	98	21	109	129	61	42	177	New Zealand (1)
<b>Procedures (number)</b>	7	7	6	5	7	6	7	11	Canada (1)*
<b>Time (days)</b>	12	12	7	9	13	6	13	49	New Zealand (1)
<b>Cost (% of income per capita)</b>	13.9	16.3	5.6	67.1	17.1	11.2	5.6	96.0	Denmark (0.0)*
<b>Paid-in Min. Capital (% of income per capita)</b>	0.0	17.9	0.0	35.3	127.7	8.7	0.0	218.8	82 Economies (0.0)*
<b>Dealing with Construction Permits (rank)</b>	93	94	154	161	133	155	12	129	Hong Kong SAR, China (1)
<b>Procedures (number)</b>	17	17	22	19	23	24	14	18	Denmark (5)
<b>Time (days)</b>	70	70	218	219	104	189	46	119	Singapore (26)*
<b>Cost (% of income per capita)</b>	534.2	630.5	155.3	234.9	504.1	197.7	5.2	1000.5	Qatar (1.1)

Indicator	Jordan DB2012	Jordan DB2011	Egypt, Arab Rep. DB2012	Lebanon DB2012	Syrian Arab Republic DB2012	Turkey DB2012	United Arab Emirates DB2012	West Bank and Gaza DB2012	Best performer globally DB2012
Getting Electricity (rank)	36	35	101	47	83	72	10	85	Iceland (1)
Procedures (number)	5	5	7	5	5	5	4	5	Germany (3)*
Time (days)	43	43	54	75	71	70	55	63	Germany (17)
Cost (% of income per capita)	274.2	323.8	455.5	99.9	940.4	624.4	14.6	1627.8	Japan (0.0)
Registering Property (rank)	101	103	93	105	82	44	6	78	New Zealand (3)
Procedures (number)	7	7	7	8	4	6	1	7	Portugal (1)*
Time (days)	21	21	72	25	19	6	2	47	Portugal (1)
Cost (% of property value)	7.5	7.5	0.8	5.8	27.9	3.3	2.0	0.8	Slovak Republic (0.0)
Getting Credit (rank)	150	130	78	78	174	78	78	166	United Kingdom (1)*
Strength of legal rights index (0-10)	4	4	3	4	1	4	4	1	New Zealand (10)*
Depth of credit information index (0-6)	2	2	6	5	2	5	5	3	Japan (6)*
Public registry coverage (% of adults)	1.6	1.5	3.5	16.6	3.7	23.8	9.0	5.5	Portugal (86.2)
Private bureau coverage (% of adults)	0.0	0.0	13.7	0.0	0.0	60.5	29.2	0.0	New Zealand (100.0)*
Protecting Investors (rank)	122	120	79	97	111	65	122	46	New Zealand (1)
Extent of disclosure index (0-10)	5	5	8	9	7	9	4	6	France (10)*

Indicator	Jordan DB2012	Jordan DB2011	Egypt, Arab Rep. DB2012	Lebanon DB2012	Syrian Arab Republic DB2012	Turkey DB2012	United Arab Emirates DB2012	West Bank and Gaza DB2012	Best performer globally DB2012
Extent of director liability index (0-10)	4	4	3	1	5	4	7	5	Singapore (9)*
Ease of shareholder suits index (0-10)	4	4	5	5	2	4	2	7	New Zealand (10)*
Strength of investor protection index (0-10)	4.3	4.3	5.3	5.0	4.7	5.7	4.3	6.0	New Zealand (9.7)
Paying Taxes (rank)	21	19	145	30	111	79	7	39	Canada (8)
Payments (number per year)	25	26	29	19	19	15	14	27	Norway (4)
Time (hours per year)	116	101	433	180	336	223	12	154	Luxembourg (59)
Trading Across Borders (rank)	58	74	64	93	122	80	5	114	Singapore (1)
Documents to export (number)	6	6	8	5	8	7	4	6	France (2)
Time to export (days)	13	14	12	22	15	14	7	23	Hong Kong SAR, China (5)*
Cost to export (US\$ per container)	825	825	613	1050	1190	990	630	1310	Malaysia (450)
Documents to import (number)	7	7	9	7	9	8	5	6	France (2)
Time to import (days)	15	18	12	32	21	15	7	40	Singapore (4)
Cost to import (US\$ per container)	1335	1335	755	1250	1625	1063	635	1295	Malaysia (435)
Enforcing Contracts (rank)	130	130	147	120	175	51	134	93	Luxembourg (1)

Indicator	Jordan DB2012	Jordan DB2011	Egypt, Arab Rep. DB2012	Lebanon DB2012	Syrian Arab Republic DB2012	Turkey DB2012	United Arab Emirates DB2012	West Bank and Gaza DB2012	Best performer globally DB2012
<b>Time (days)</b>	689	689	1010	721	872	420	537	540	Singapore (150)
<b>Cost (% of claim)</b>	31.2	31.2	26.2	30.8	29.3	27.9	26.2	21.2	Bhutan (0.1)
<b>Procedures (number)</b>	38	38	41	37	55	36	49	44	Ireland (21)*
<b>Resolving Insolvency (rank)</b>	104	104	137	125	102	120	151	183	Japan (1)
<b>Time (years)</b>	4.3	4.3	4.2	4.0	4.1	3.3	5.1	no practice	Ireland (0.4)
<b>Cost (% of estate)</b>	9	9	22	22	9	15	30	no practice	Singapore (1)*
<b>Recovery rate (cents on the dollar)</b>	27.2	26.9	17.7	20.6	27.5	22.3	11.0	0.0	Japan (92.7)

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

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

Source: *Doing Business* database.

## STARTING A BUSINESS

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

### What do the indicators cover?

*Doing Business* measures the ease of starting a business in an economy by recording all procedures that are officially required or commonly done in practice by an entrepreneur to start up and formally operate an industrial or commercial business—as well as the time and cost required to complete these procedures. It also records the paid-in minimum capital that companies must deposit before registration (or within 3 months). The ranking on the ease of starting a business is the simple average of the percentile rankings on the 4 component indicators: procedures, time, cost and paid-in minimum capital requirement.

To make the data comparable across economies, *Doing Business* uses several assumptions about the business and the procedures. It assumes that all information is readily available to the entrepreneur and that there has been no prior contact with officials. It also assumes that all government and nongovernment entities involved in the process function without corruption. And it assumes that the business:

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

### WHAT THE STARTING A BUSINESS INDICATORS MEASURE

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

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

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

- Does not include time spent gathering information
- Each procedure starts on a separate day
- Procedure completed once final document is received
- No prior contact with officials

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

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

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

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

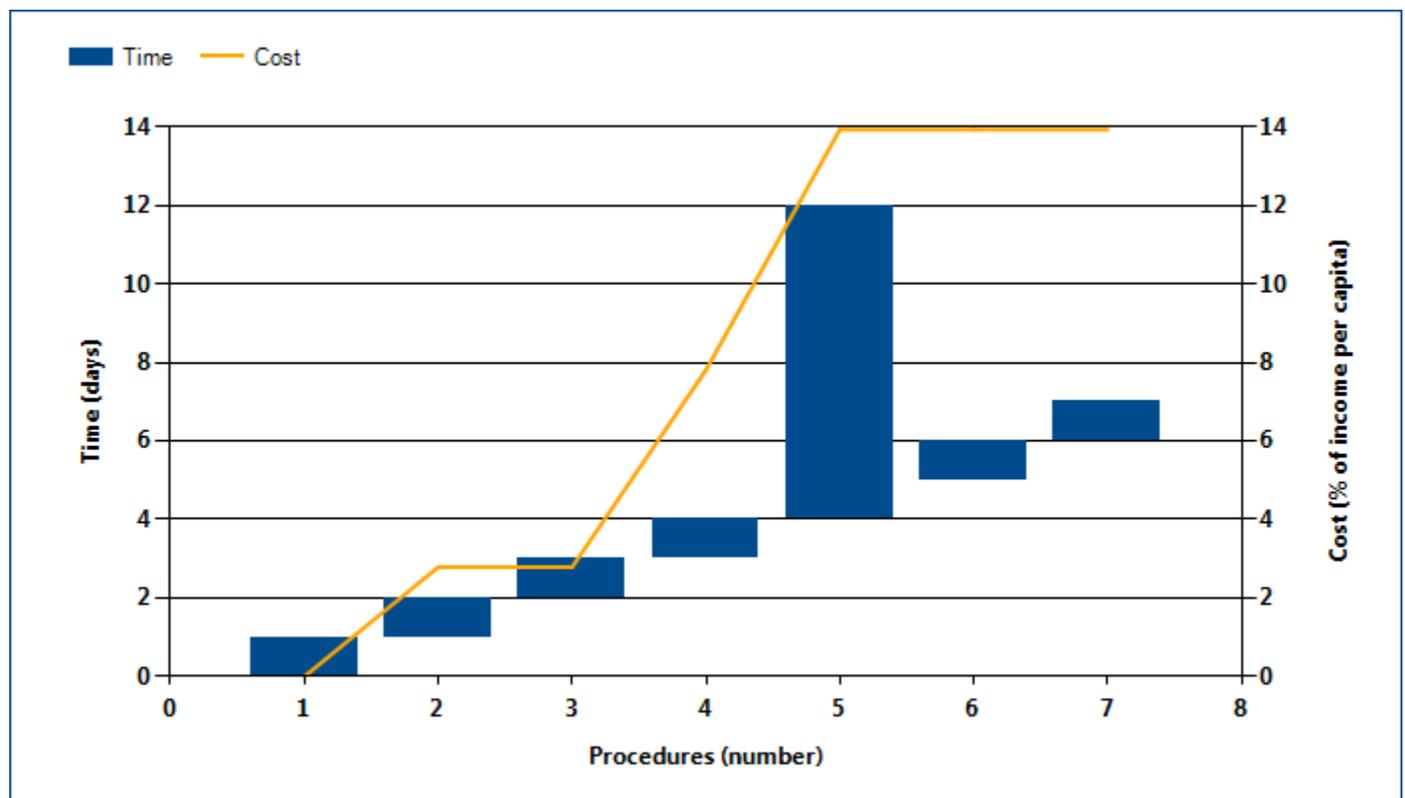
## STARTING A BUSINESS

### Where does the economy stand today?

What does it take to start a business in Jordan? According to data collected by *Doing Business*, starting a business there requires 7 procedures, takes 12 days,

costs 13.9% of income per capita and requires paid-in minimum capital of 0.0% of income per capita (figure 2.1).

Figure 2.1 What it takes to start a business in Jordan  
Paid-in minimum capital (% of income per capita): 0.0



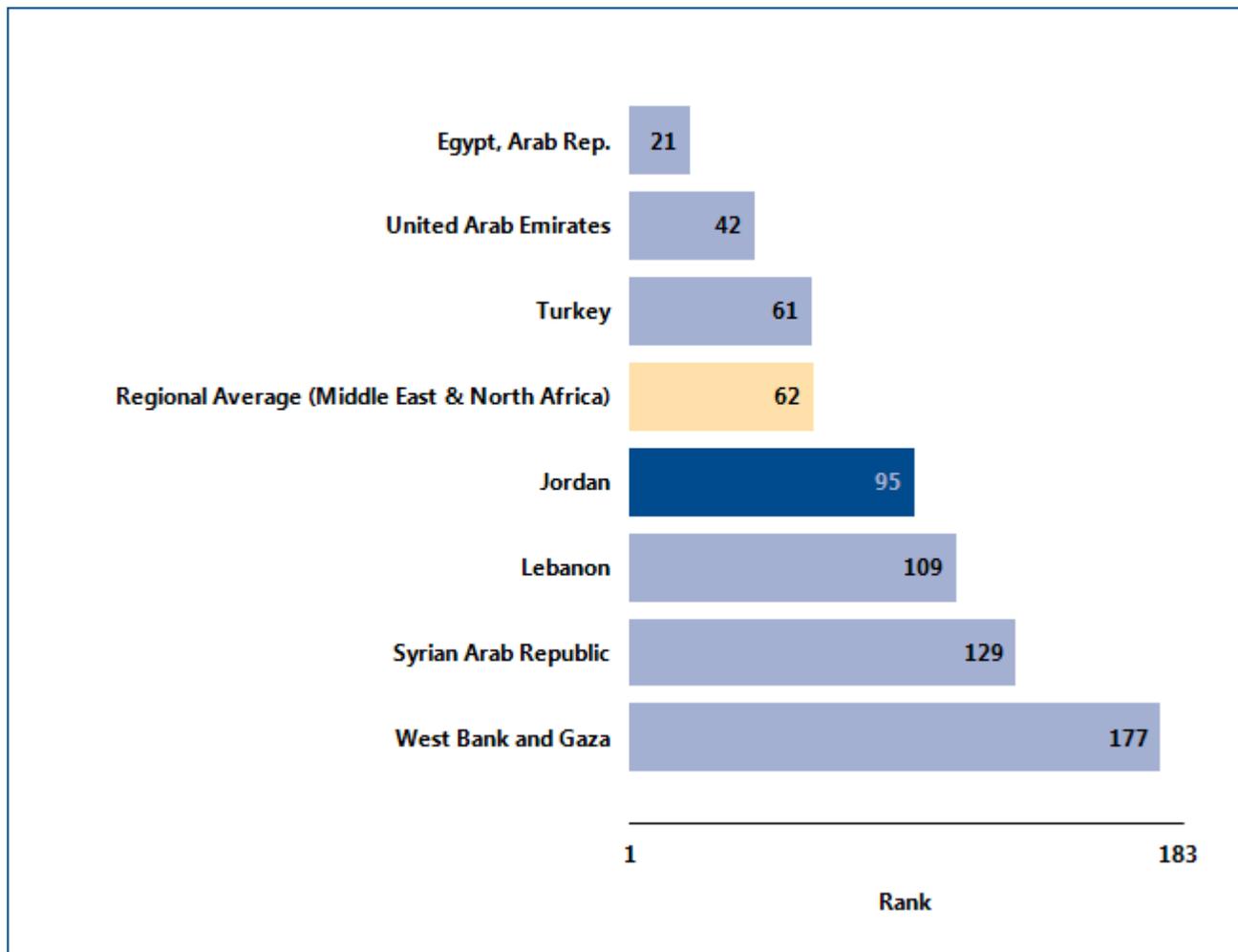
Note: For details on the procedures reflected here, see the summary at the end of this chapter.  
Source: *Doing Business* database.

## STARTING A BUSINESS

Globally, Jordan stands at 95 in the ranking of 183 economies on the ease of starting a business (figure 2.2). The rankings for comparator economies and the

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

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



Source: Doing Business database.

## STARTING A BUSINESS

### What are the changes over time?

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

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

Indicator	DB2004	DB2005	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	..	..	..	..	..	..	..	98	95
Procedures (number)	13	10	10	10	8	8	7	7	7
Time (days)	79	26	16	16	13	13	12	12	12
Cost (% of income per capita)	104.1	102.1	85.5	73.0	23.8	21.7	17.7	16.3	13.9
Paid-in Min. Capital (% of income per capita)	1,175.9	1,147.7	1,011.6	864.4	795.4	24.2	19.9	17.9	0.0

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

Source: *Doing Business* database.

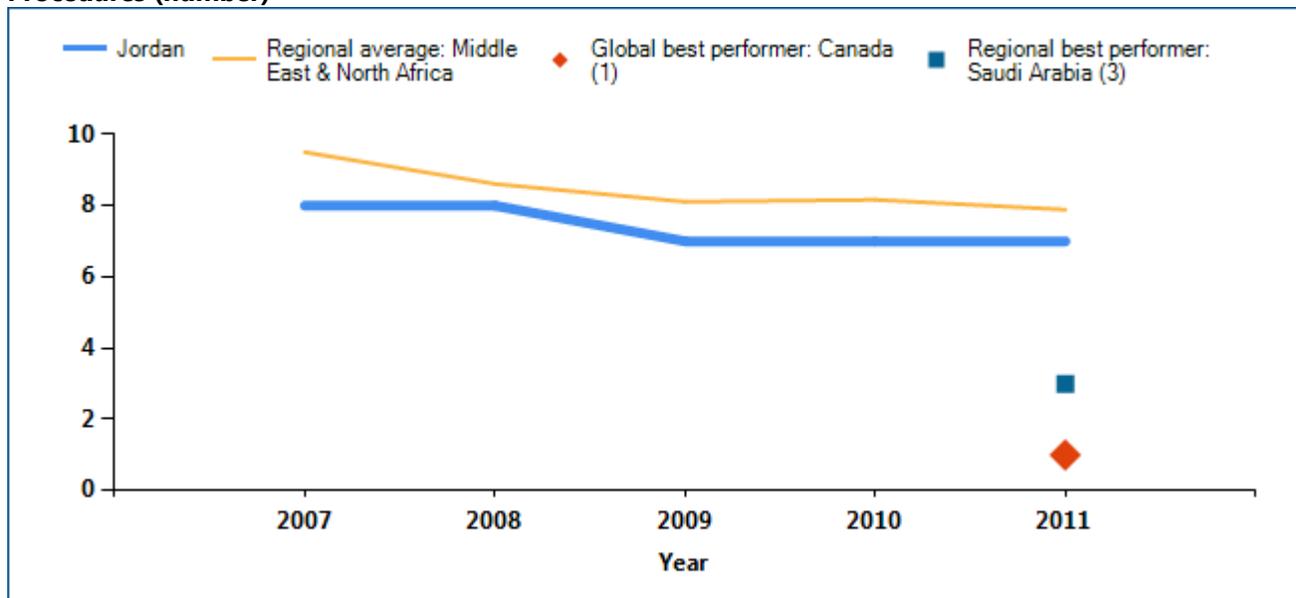
## STARTING A BUSINESS

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

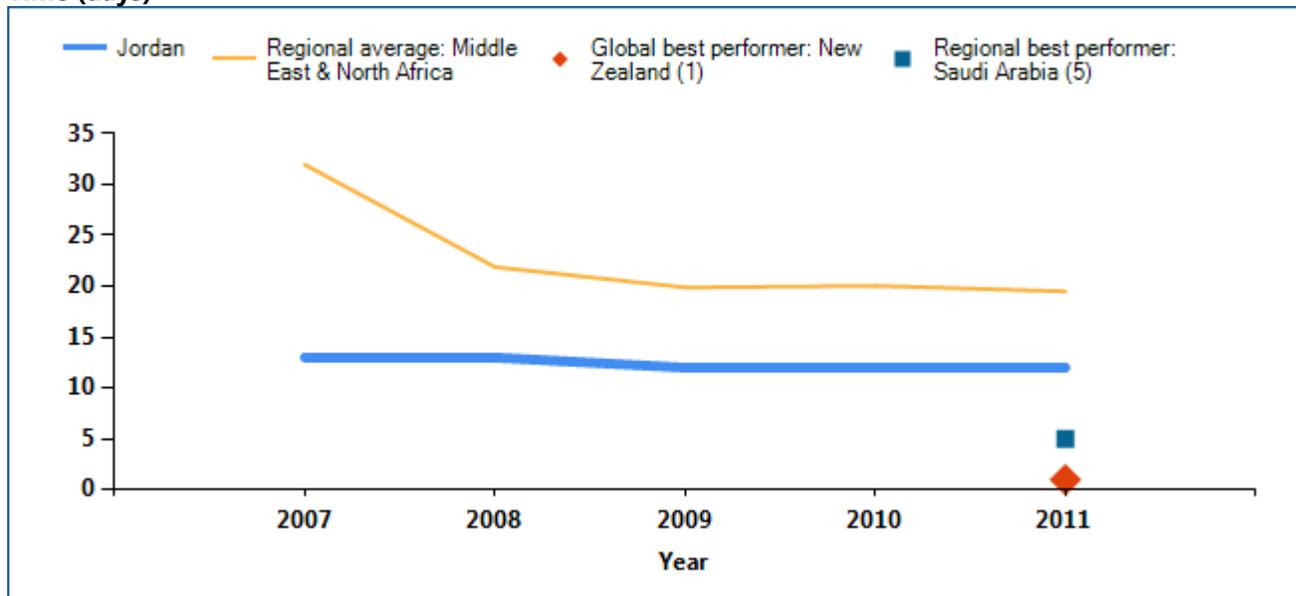
Jordan on ways to improve the ease of starting a business. And changes in regional averages can show where Jordan is keeping up—and where it is falling behind.

Figure 2.3 Has starting a business become easier over time?

### Procedures (number)

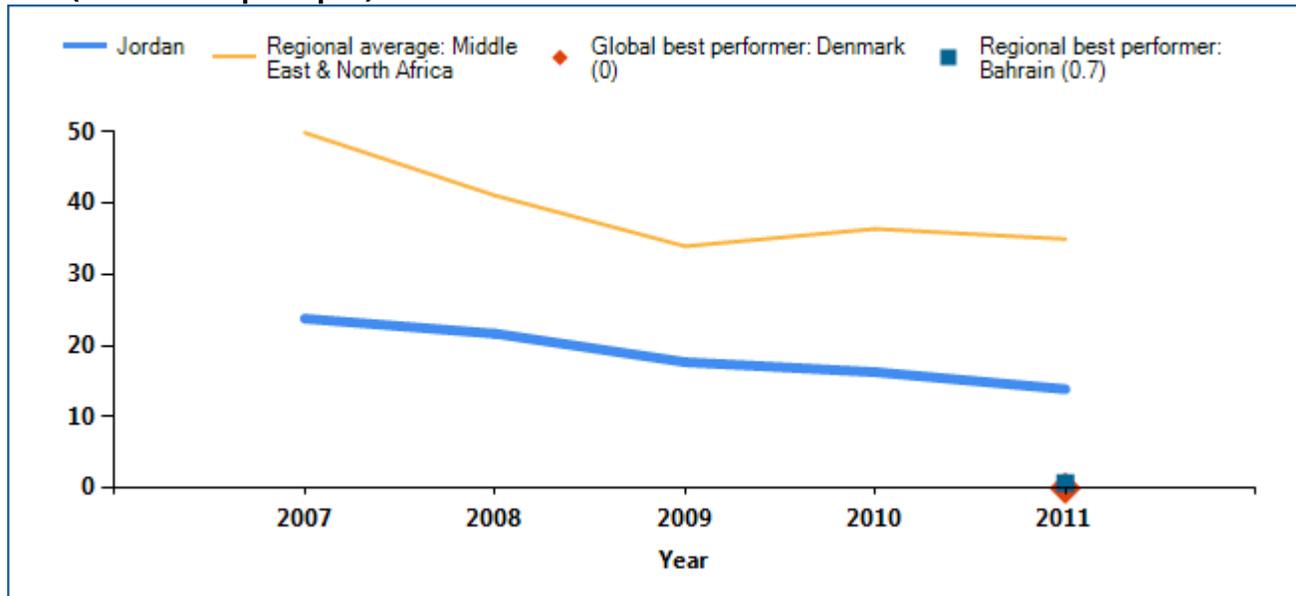


### Time (days)

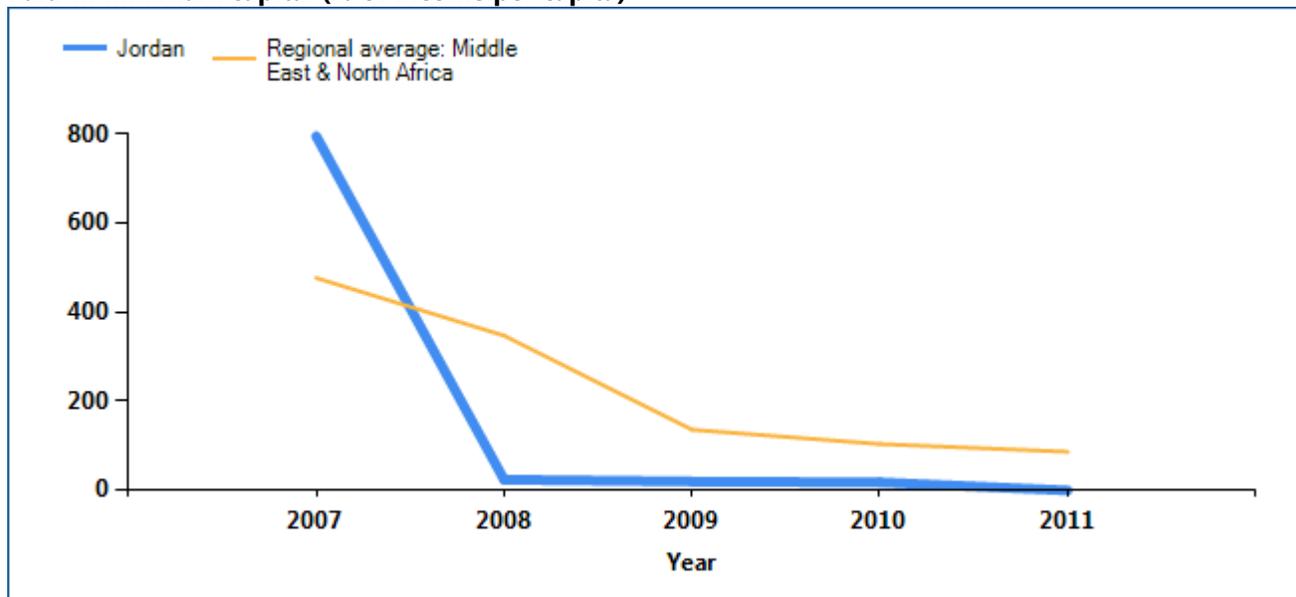


## STARTING A BUSINESS

### Cost (% of income per capita)



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



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

Source: Doing Business database.

## STARTING A BUSINESS

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

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

What business registration reforms has *Doing Business* recorded in Jordan (table 2.2)?

Table 2.2 How has Jordan made starting a business easier—or not?  
By *Doing Business* report year

DB Year	Reform
DB2012	Jordan made starting a business easier by reducing the minimum capital requirement from 1,000 Jordanian dinars to 1 dinar, of which only half must be deposited before company registration.
DB2011	No reform.
DB2010	Business start-up was eased by offering a single reception service for company registration at the company registrar.
DB2009	The paid-in minimum capital requirement for starting a business was reduced by 97%.

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

Source: *Doing Business* database.

## STARTING A BUSINESS

### What are the details?

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

#### STANDARDIZED COMPANY

**City:** Amman

**Legal Form:** Limited Liability Company

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

**Paid-in minimum capital (% of income per capita):** 0.0

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

No.	Procedure	Time to complete	Cost to complete
1	<b>Open bank account; deposit 50% of the capital</b>	1 day	no charge
2	<p><b>Execute the company’s formation contract, the memorandum, the articles of association, and register the company; obtain registration certificate, file general assembly first meeting and board of directors’ minutes of meeting at the Ministry of Industry and Trade</b></p> <p>The promoter can complete the following formalities at the one-stop shop at the Company Registry/ Ministry of Trade and Industry (albeit at different counters): fill in the standard form of the memorandum and articles of association, company registration, tax registration (including obtaining a company tax number for VAT and income tax), registration with the Chamber of Commerce or Chamber of Industry. In addition, the municipality of Amman maintains a counter for license renewal (though the initial license must still be obtained at the municipality). Upon payment of relevant fees, filing for company registration and obtaining the registration certificate is done at the one the company registration at the newly established reception desk.</p>	1 day	JOD 10 (Filing Fee), + JOD 10 (Registration Certificate Fee), + 0.02% of Share Capital (Registration Fee), + JOD 15 (Fee For Publication in the Official Gazette)+ JOD 40 File general assembly first meeting and board of directors’ minutes of meeting + JOD 10 (obtain standard form of memorandum and articles of association)
3	<p><b>* Register for corporate tax, salary withholding tax, and VAT</b></p> <p>The promoter can register for taxes at the one-stop shop counter at the Company Registry. The company receives a unique tax number.</p>	1 day (simultaneous with previous procedure)	no charge
4	<b>* Register with the chamber of industry or chamber of commerce</b>	1 day (simultaneous with previous	JOD 164

No.	Procedure	Time to complete	Cost to complete
	<p>The company documents and the respective authorized signatories required to register with the Chamber of Industry or the Chamber of Commerce are:</p> <ul style="list-style-type: none"> <li>- Rental contract.</li> <li>- Formation contract.</li> <li>- Registration certificate.</li> <li>- Certificate of authorized signatories.</li> <li>- Memorandum and articles of incorporation.</li> </ul> <p>Annual registration fees levied by the Chamber of Industry or the Chamber of Commerce depend on company capital.</p>	<p>procedure)</p>	
<p>5</p>	<p><b>Obtain a vocational license from the municipality</b></p> <p>First, an application is filed with the following documents to obtain a vocational license from the municipality:</p> <ul style="list-style-type: none"> <li>- planning location map (issued by greater Amman municipality, GAM).</li> <li>- Occupancy permit (issued by GAM and usually obtained immediately by the landlord upon completing construction).</li> <li>- A copy of the property deed (usually obtained from the landlord).</li> </ul> <p>Second, the GAM officer verifies that the location is situated in the right zoning area and ensures that no property taxes or fees are due. These procedures are performed in the same building. Third, a municipal officer sets up an appointment to inspect the premises for conformance with set requirements. The time before the inspection may vary. Fourth, the property inspection is conducted.</p> <p>Fifth, if the premises are deemed in conformity with the requirements, the file is referred to the competent vocational licenses division. At that point, the following documents are required: (a) the company's certificate of registration; (b) a certificate of the company's authorized signatories; (c) the memorandum and articles association; (d) a certificate of registration with either the chamber of commerce or industry; (e) a lease contract (stamped by the GAM); (f) a planning location map (issued by the GAM); and (g) an occupation permit (issued by the GAM).</p> <p>Sixth, for certain occupations, a representative of the Ministry of Health may conduct a health inspection at the company headquarters.</p> <p>Seventh, if the company's premises is 150 sq. m. or more, or in certain professions requiring civil defense measures, the GAM sends a letter by fax to the Civil Defense Directorate. If all relevant details required to conduct an inspection are included, and if the Directorate does not respond or conduct an inspection within 4 days, the GAM grants the applicant the required vocational license with a caveat: the applicant must agree, in writing, that if the Civil Defense Department approval is not granted, the vocational license renewal may be declined in a subsequent year.</p>	<p>8 days</p>	<p>JOD 200</p>

No.	Procedure	Time to complete	Cost to complete
6	<b>* Inspection by municipality on safety and health</b>	1 day (simultaneously with previous procedure)	no charge
7	<b>* Register for social security</b> Every business must register with the social security authorities and submit, on a monthly basis, the social security contributions for its employees.	1 day (simultaneous with previous procedure)	no charge

\* Takes place simultaneously with another procedure.

Source: *Doing Business* database.

## DEALING WITH CONSTRUCTION PERMITS

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

### What do the indicators cover?

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

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

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

The business:

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

The warehouse:

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

### WHAT THE DEALING WITH CONSTRUCTION PERMITS INDICATORS MEASURE

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

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

Completing all required notifications and receiving all necessary inspections

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

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

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

Does not include time spent gathering information

Each procedure starts on a separate day

Procedure completed once final document is received

No prior contact with officials

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

Official costs only, no bribes

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

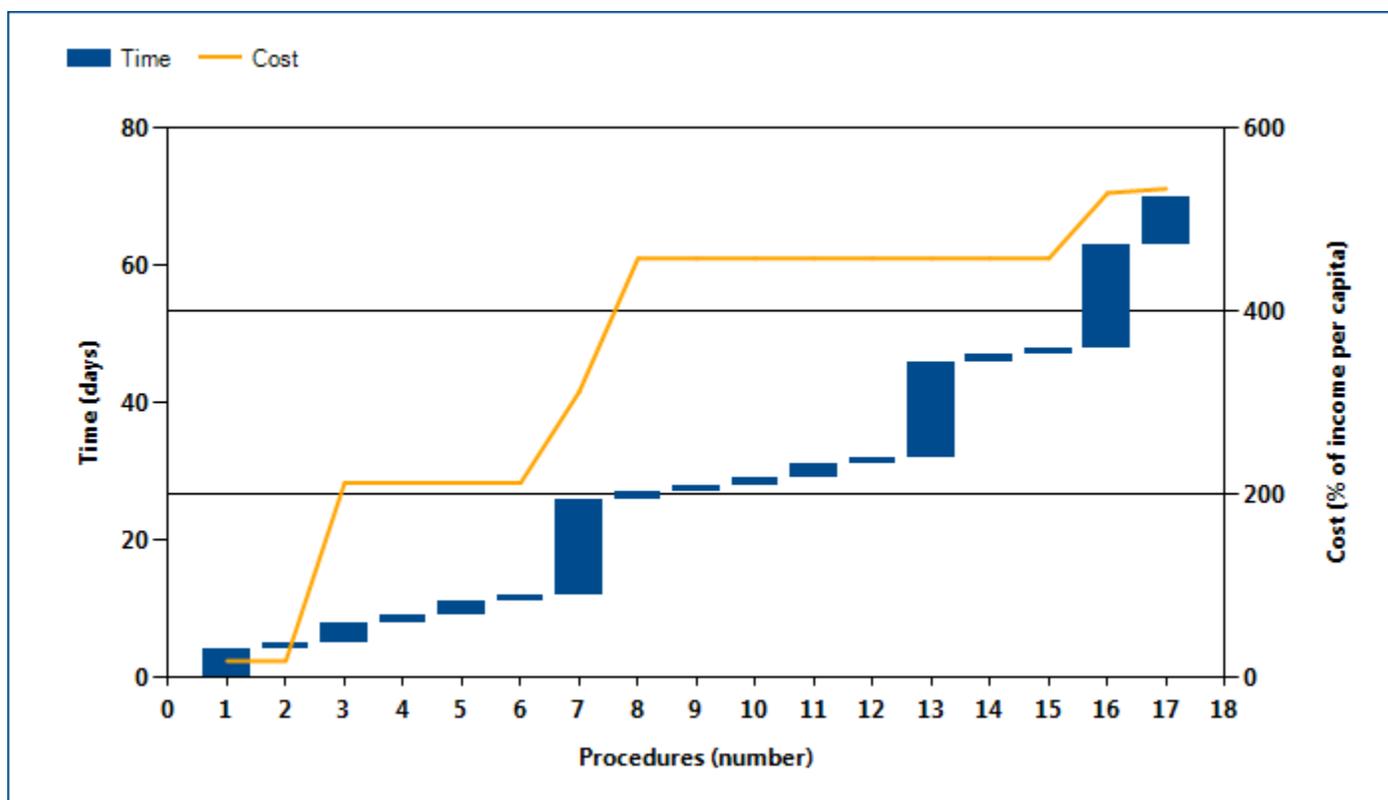
## DEALING WITH CONSTRUCTION PERMITS

### Where does the economy stand today?

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

permits there requires 17 procedures, takes 70 days and costs 534.2% of income per capita (figure 3.1).

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



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

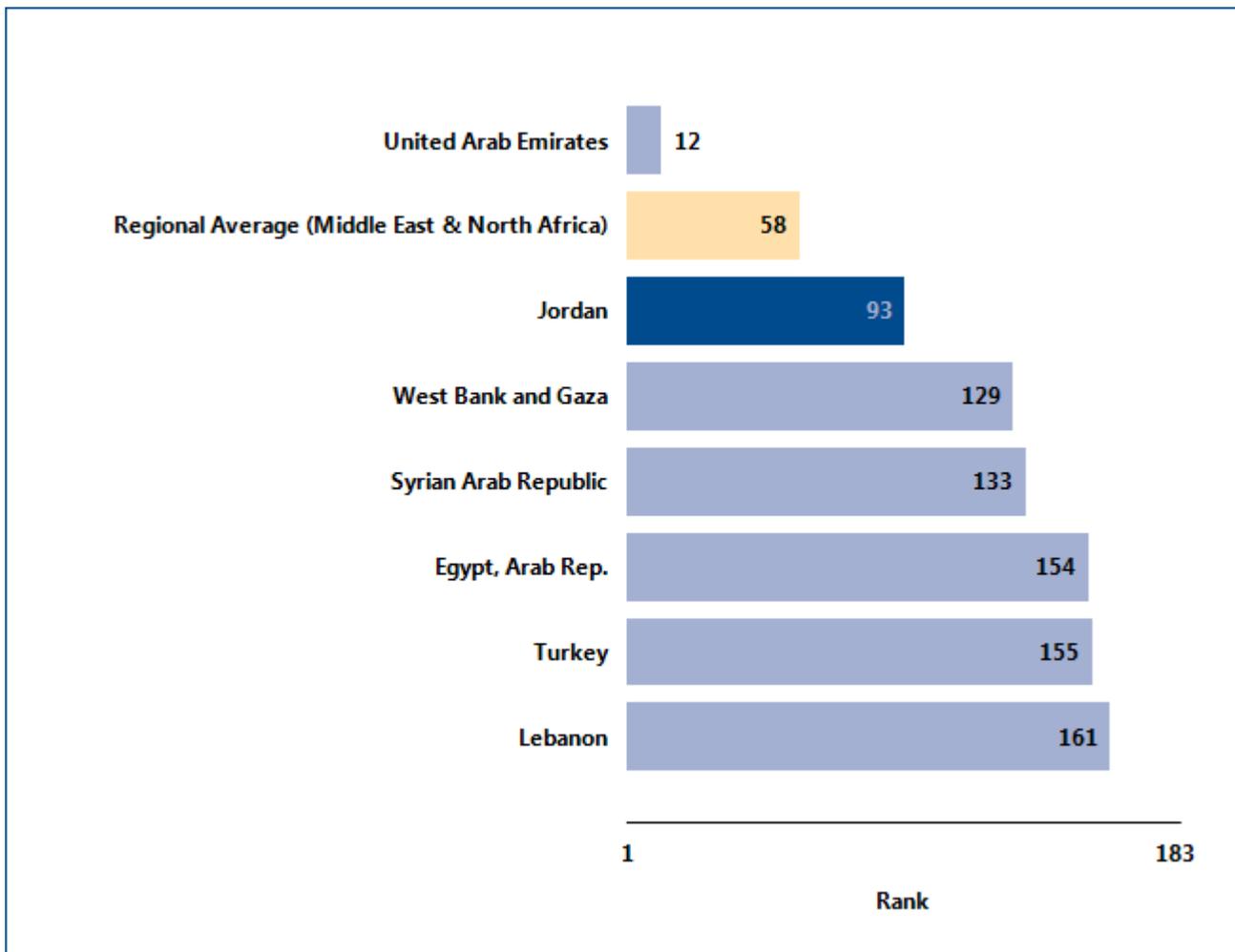
Source: *Doing Business* database.

## DEALING WITH CONSTRUCTION PERMITS

Globally, Jordan stands at 93 in the ranking of 183 economies on the ease of dealing with construction permits (figure 3.2). The rankings for comparator

economies and the regional average ranking provide other useful information for assessing how easy it is for an entrepreneur in Jordan to legally build a warehouse.

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



Source: Doing Business database.

## DEALING WITH CONSTRUCTION PERMITS

### What are the changes over time?

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

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

Indicator	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	..	..	..	..	..	94	93
Procedures (number)	20	20	20	20	17	17	17
Time (days)	92	92	92	92	70	70	70
Cost (% of income per capita)	1,176.6	1,005.3	925.0	844.2	693.2	630.5	534.2

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

Source: *Doing Business* database.

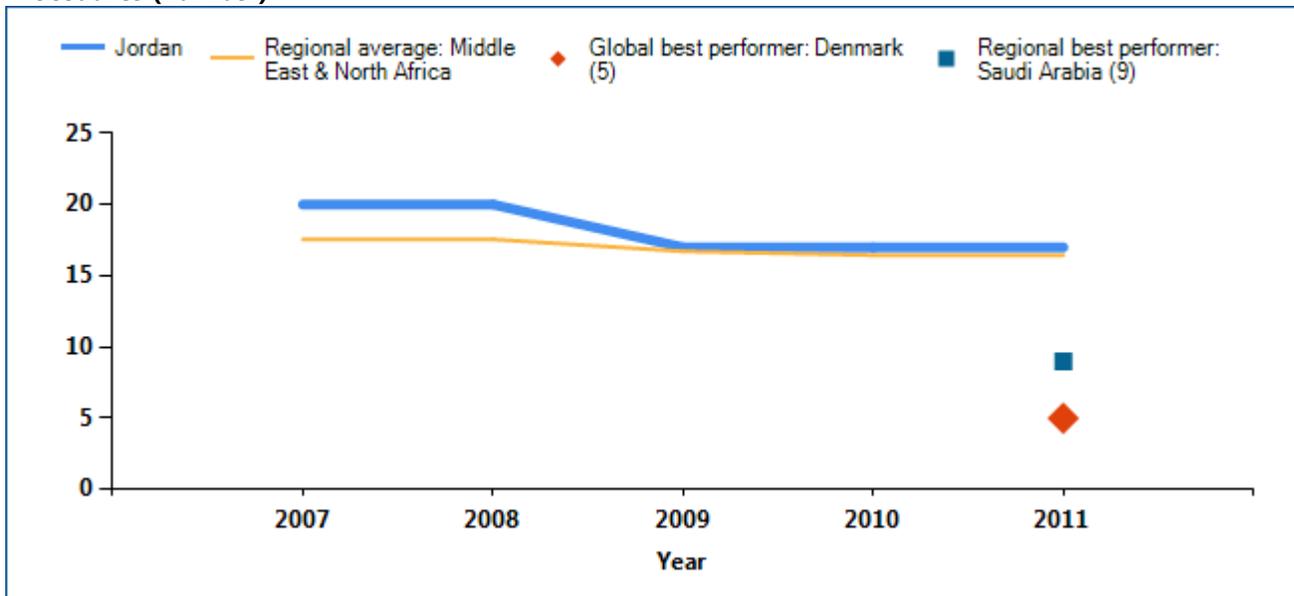
## DEALING WITH CONSTRUCTION PERMITS

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

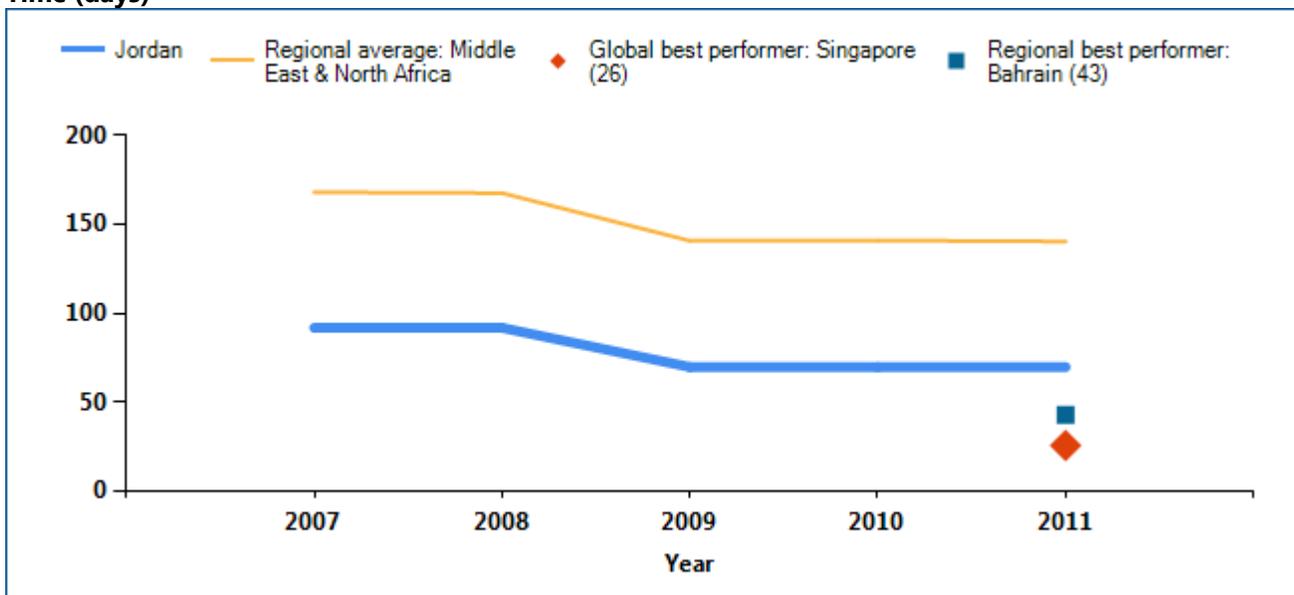
ways to improve the ease of dealing with construction permits. And changes in regional averages can show where Jordan is keeping up—and where it is falling behind.

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

### Procedures (number)

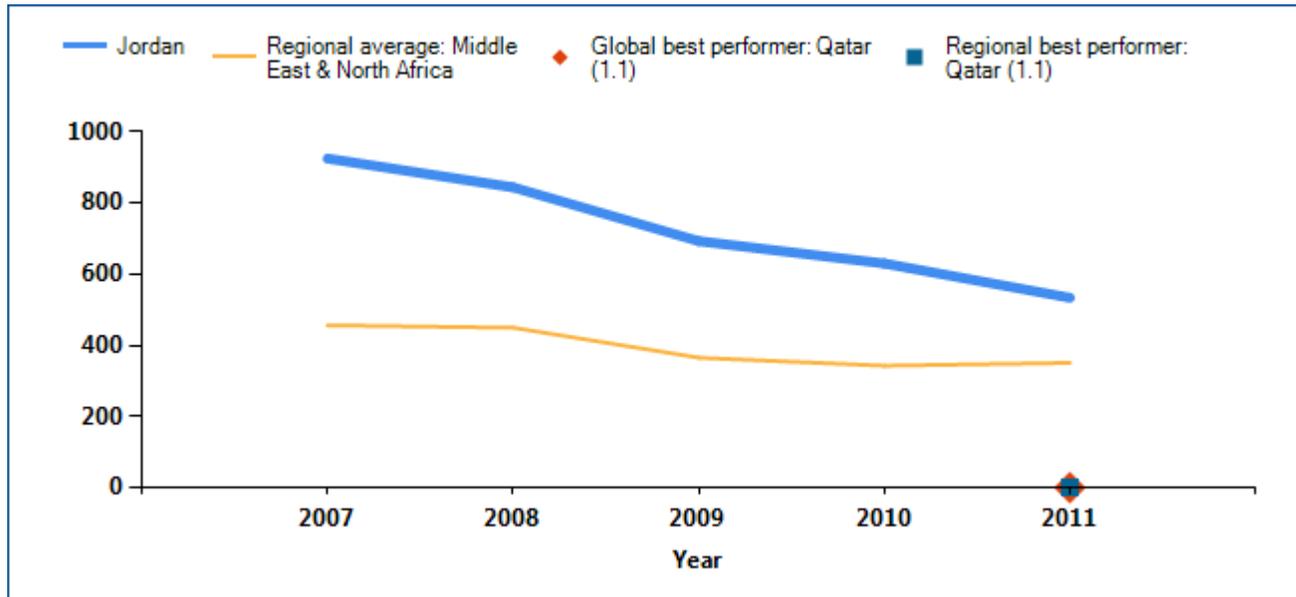


### Time (days)



## DEALING WITH CONSTRUCTION PERMITS

### Cost (% of income per capita)



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

Source: *Doing Business* database.

## DEALING WITH CONSTRUCTION PERMITS

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

building safety while keeping compliance costs reasonable, governments around the world have worked on consolidating permitting requirements. What construction permitting reforms has *Doing Business* recorded in Jordan (table 3.2)?

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

DB Year	Reform
DB2012	No reform.
DB2011	No reform.
DB2010	The process for dealing with construction permits was eased by extending the services of the one-stop shop in Greater Amman to medium-size commercial construction projects.
DB2009	No reform.

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

Source: *Doing Business* database.

## DEALING WITH CONSTRUCTION PERMITS

### What are the details?

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

#### BUILDING A WAREHOUSE

**City :** Amman

**Estimated Warehouse Value :** JOD 261,000

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

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

No.	Procedure	Time to complete	Cost to complete
1	<b>Receive soil examination by licensed engineering office</b> A soil examination is required before construction work can begin.	4 days	JOD 600
2	<b>Obtain location (land use) permit from the Greater Amman Municipality</b> BuildCo must submit a zoning drawing of the land on which the establishment will be built. Five copies of the zoning drawing and the land registration deed should be provided. The location of the land must be in the industrial areas of Amman.	1 day	JOD 8
3	<b>Obtain approval of project design drawings by the Engineering Association</b> To obtain approval of project design drawings, BuildCo submits the blueprints to the Engineering Association. The contract with the architect who performed the design should be attached. The application and attachments are then referred to the appropriate departments within the Engineering Association for review, and after maximum 7 days, the blueprints are approved by the association, subject to the payment of a security deposit for the appointment an engineer to supervise the execution of the project and to settle the fees due the association when the area to be built exceeds 200 square meters. The Engineering Association also calculates the sales tax due on the design contract (to be collected by the Amman Greater Municipality). The cost consists of (a) JOD 0.010 per square meter (as fees for reviewing the designs); (b) JOD 0.030 per square meter (as a contribution out of the design fees); (c) JOD 0.005 (5 fils) per square meter out of the supervision fees. A total of JOD 0.045 per square meter is paid.	3 days	JOD 6,342

No.	Procedure	Time to complete	Cost to complete
4	<p><b>Apply for building permit from the Greater Amman Municipality</b></p> <p>All drawings must be submitted to the Greater Amman Municipality. Drawings should be compatible with the regulations and instructions. Architecture designs, civil engineering designs, and mechanical designs, including heating, conditioning, and water pipes, must also be submitted. The plans are verified and sent to the local building committee to be discussed. After the approval is issued, the plan is sent to the inspectors for examination. The inspectors have the right to object.</p>	1 day	no charge
5	<p><b>Obtain project clearance on fire safety from Civil Defense Directorate</b></p> <p>The Civil Defense Directorate stamps the application as part of the procedure for obtaining a building permit.</p>	2 days	no charge
6	<p><b>Receive inspection by the City Development Department of the Greater Amman Municipality</b></p>	1 day	no charge
7	<p><b>Obtain building permit from Greater Amman Municipality</b></p> <p>A one-stop shop for building permits for certain categories of buildings has just become operational at the Greater Amman Municipality (GAM). The one-stop shop in GAM began handling building permit applications for projects in high-density, mixed-use areas; intensive development corridors, and industrial zones in 2008. In 2009, the GAM one-stop show also began accepting building permit application for simpler commercial construction projects for commercial zones. As a result, builders in Amman now have another option for obtaining building approvals. Builders can either apply through local or district municipalities (where the one-stop shop system has yet to be implemented) or through the GAM one-stop shop which affords them a more streamlined process.</p> <p>Most recently, the Jordan Water Authority and Jordan Electricity Company have committed to faster approval times for building plans. These new internal deadlines also helped to shorten the overall time to obtain a building permit from the GAM one-stop shop from 28 days on average to 14 days</p> <p>Before a building permit is issued, a lump-sum refundable fee of JOD 1,000 must be paid for the removal of any debris (JOD 990 will be refunded). The building permit is valid for 2 years.</p>	14 days	JOD 3,253
8	<p><b>Sign a contract with an authorized engineering office for inspections of the construction site</b></p> <p>An engineering office is in charge of supervising the project. The municipality does not send inspectors to examine the construction. However, inspectors are sent to the site to ensure that there are no violations of the building permit. There is no limit on the number of visits, but they may not occur at all.</p>	1 day	JOD 4,747
9	<p><b>Apply for occupancy permit at the Greater Amman Municipality</b></p>	1 day	no charge

No.	Procedure	Time to complete	Cost to complete
	After completing construction, BuildCo must submit an application to the municipality of Amman (GAM) to obtain an occupancy permit. A representative of the municipality conducts an inspection to verify surrounding areas and the parking situation. There is a fine of JOD 30 for buildings with irregularities. Upon receiving the request for an occupancy permit, GAM forwards a notification to the Civil Defense Directorate to inspect and give their approval.		
10	<b>Receive inspection of completed works from Civil Defense Directorate</b> After the completion of construction, the owner, engineering office, or contractor, as agreed, notifies the Civil Defense Directorate that the work has been completed, and requests examination and granting of all the necessary approvals. The Civil Defense Directorate inspects the premises and grants an approval, which is required for obtaining an occupancy permit.	1 day	no charge
11	<b>Receive final approval from Civil Defense Directorate</b>	2 days	no charge
12	<b>Receive inspection of completed works from Greater Amman Municipality</b>	1 day	no charge
13	<b>Obtain occupancy permit</b>	14 days	no charge
14	<b>Apply for water connection from Jordan Water Authority</b> An application form is submitted to Jordan Water Authority (WAJ). The following documents are attached to the application: - Registration certificate of the company and a certificate naming the persons authorized to sign on behalf of the company. - Planning location map (issued by the GAM). - Property deed. - Occupancy permit. The exact address of the premises is given to the WAJ, along with the number of a water meter situated in the same street/area (or a copy of a water bill) in order to enable them to identify the closest connection point. The WAJ conducts an inspection within 14 days and then charges the fees and makes the connection.	1 day	no charge
15	<b>* Receive water and sewerage inspection</b>	1 day	no charge
16	<b>Obtain water and sewerage connection</b> The cost of water and sewerage connections depends on the contractor and does not include the connections and pipes inside the warehouse. The cost includes a stamp duty of JOD 10, a JOD 275 connection fee (for all buildings larger than 100 square meters), and the price of the water meter.	15 days	JOD 2,335
17	<b>Obtain fixed telephone line</b>	7 days	JOD 150

\* Takes place simultaneously with another procedure.  
Source: *Doing Business* database.

## GETTING ELECTRICITY

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

### What do the indicators cover?

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

The warehouse:

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

The electricity connection:

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

### WHAT THE GETTING ELECTRICITY INDICATORS MEASURE

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

Submitting all relevant documents and obtaining all necessary clearances and permits

Completing all required notifications and receiving all necessary inspections

Obtaining external installation works and possibly purchasing material for these works

Concluding any necessary supply contract and obtaining final supply

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

Is at least 1 calendar day

Each procedure starts on a separate day

Does not include time spent gathering information

Reflects the time spent in practice, with little follow-up and no prior contact with officials

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

Official costs only, no bribes

Excludes value added tax

- Is 150 meters long.
- Is to either the low-voltage or the medium-voltage distribution network and either overhead or underground, whichever is more common in the economy and in the area where the warehouse is located. The length of any connection in the customer's private domain is negligible.
- Involves installing one electricity meter. The monthly electricity consumption will be 0.07 gigawatt-hour (GWh). The internal electrical wiring has been completed.

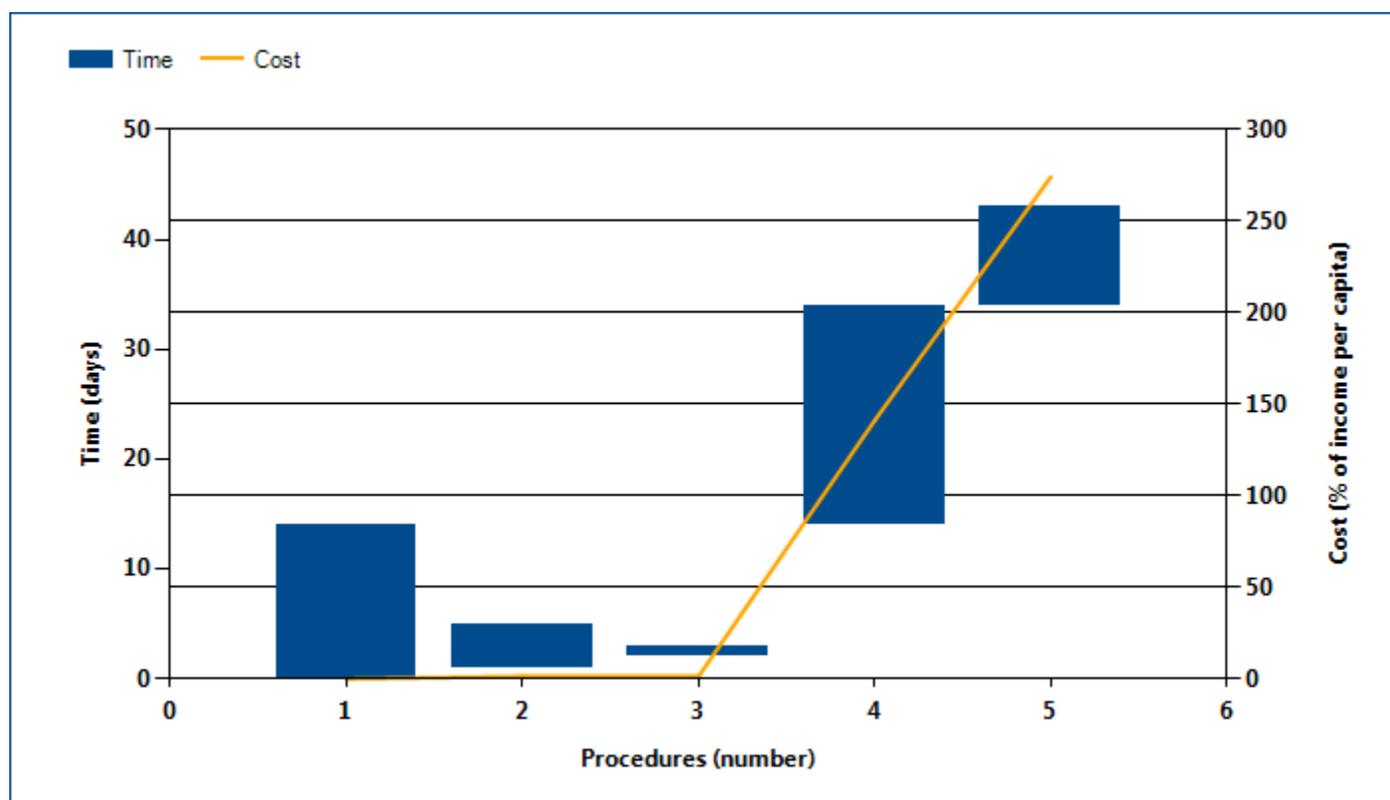
## GETTING ELECTRICITY

### Where does the economy stand today?

What does it take to obtain a new electricity connection in Jordan? According to data collected by *Doing Business*, getting electricity there requires 5

procedures, takes 43 days and costs 274.2% of income per capita (figure 4.1).

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



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

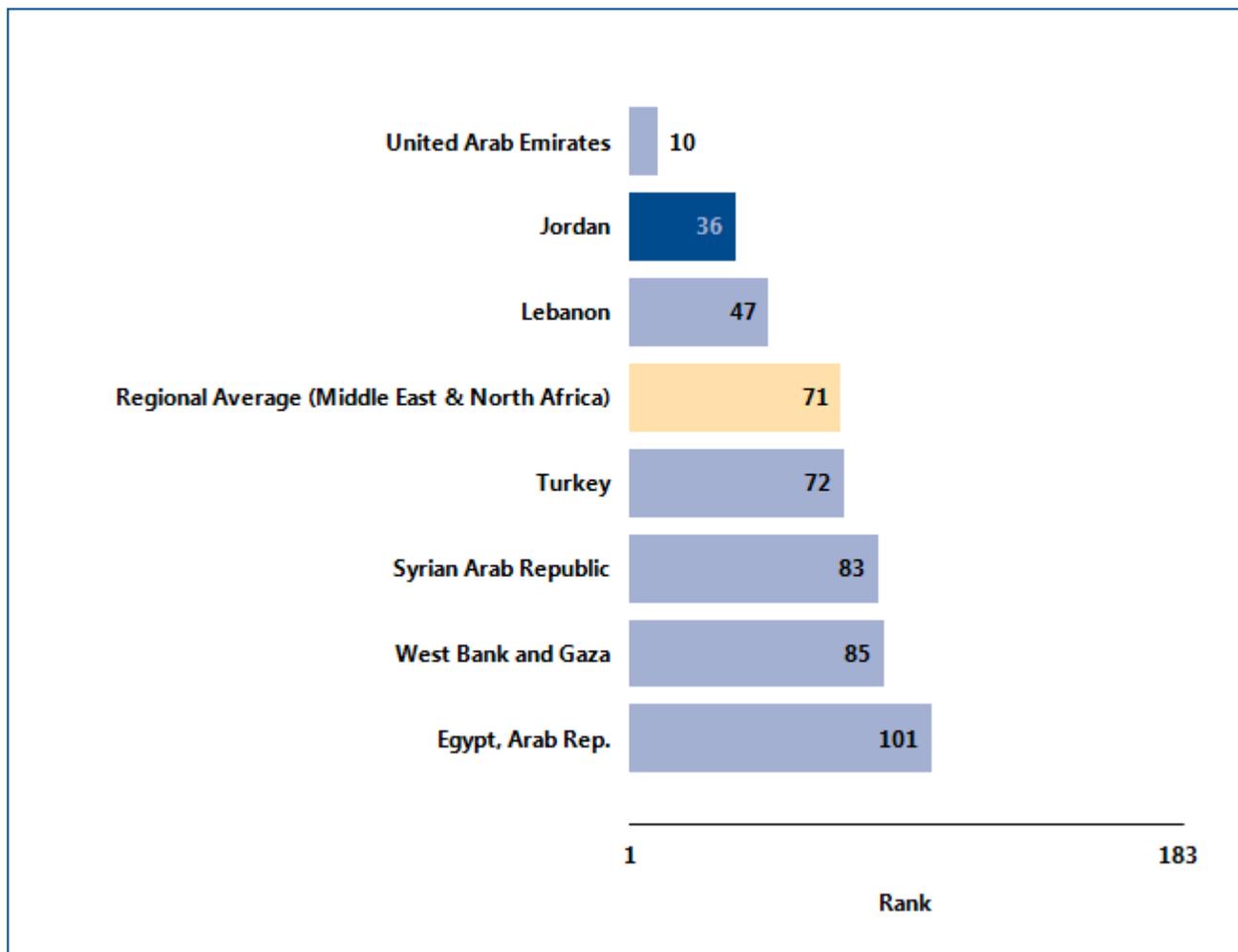
Source: *Doing Business* database.

### GETTING ELECTRICITY

Globally, Jordan stands at 36 in the ranking of 183 economies on the ease of getting electricity (figure 4.2). The rankings for comparator economies and the

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

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



Source: Doing Business database.

## GETTING ELECTRICITY

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

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

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

Indicator	Jordan	Egypt, Arab Rep.	Lebanon	Syrian Arab Republic	Turkey	United Arab Emirates	West Bank and Gaza	Middle East & North Africa average	Global average
<b>Rank</b>	36	101	47	83	72	10	85	71	..
<b>Procedures (number)</b>	5	7	5	5	5	4	5	5	5
<b>Time (days)</b>	43	54	75	71	70	55	63	79	111
<b>Cost (% of income per capita)</b>	274.2	455.5	99.9	940.4	624.4	14.6	1627.8	1,317.1	1,942.3

Source: Doing Business database.

## GETTING ELECTRICITY

### What are the details?

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

#### OBTAINING AN ELECTRICITY CONNECTION

**City:** Amman

**Name of Utility:** The Jordanian Electric Power Co., Ltd. (JEPCO)

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

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

No.	Procedure	Time to complete	Cost to complete
1	<b>The client applies for electricity connection and awaits estimate of connection fees from The Jordanian Electric Power Co. Ltd. ( JEPCO)</b> The documents needed along with the application are: professional license from the Ministry of Trade and Commerce, property map, organizational map, lands map, and a description of the electrical loads.	14 calendar days	no charge
2	<b>* The client obtains excavation permit from Amman municipality</b> An excavation permit from the municipality is required for the external works. The client can however, apply for an electricity connection first and then submit the permit to the electricity company when they have obtained it.	4 calendar days	JOD 50.0
3	<b>* The client obtains external inspection from The Jordanian Electric Power Co. Ltd. (JEPCO)</b> An inspection by The Jordanian Electric Power Co. Ltd. (JEPCO) is necessary to determine the details of the external connection.	1 calendar day	no charge
4	<b>The client hires a private electrical contractor registered with The Jordanian Electric Power Co. Ltd. (JEPCO) and obtains external works</b> Payment of the connection fees can be made through one of the utility's collection offices (17 offices and 21 sub collection offices), through post offices, or through any bank that the utility has an agreement with.  In a case like this, the client hires an entrepreneur registered with the utility to do the external works or design the substation (if one is needed).	20 calendar days	JOD 4,560.0

No.	Procedure	Time to complete	Cost to complete
	<p>External works start after the client has paid the estimate for the connection fees and signed the contract.</p> <p>There are two options for the works, and the choice between them is an economic one: 1. Layout of cables to a central transformer: this consists of a connection to the existing distribution transformer via underground cable, if the existing substation can still service the additional capacity, and 2. Construction of a new substation.</p>		
5	<p><b>The client obtains meter installation and final connection from The Jordanian Electric Power Co. Ltd. (JEPCO)</b></p> <p>The utility installs the meter few days after the end of the works.</p>	9 calendar days	JOD 4,340.8

\* Takes place simultaneously with another procedure.

Source: *Doing Business* database.

## REGISTERING PROPERTY

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

### What do the indicators cover?

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

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

The parties (buyer and seller):

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

The property (fully owned by the seller):

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

### WHAT THE REGISTERING PROPERTY INDICATORS MEASURE

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

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

Registration in the economy's largest business city

Postregistration (for example, filing title with the municipality)

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

Does not include time spent gathering information

Each procedure starts on a separate day

Procedure completed once final document is received

No prior contact with officials

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

Official costs only, no bribes

No value added or capital gains taxes included

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

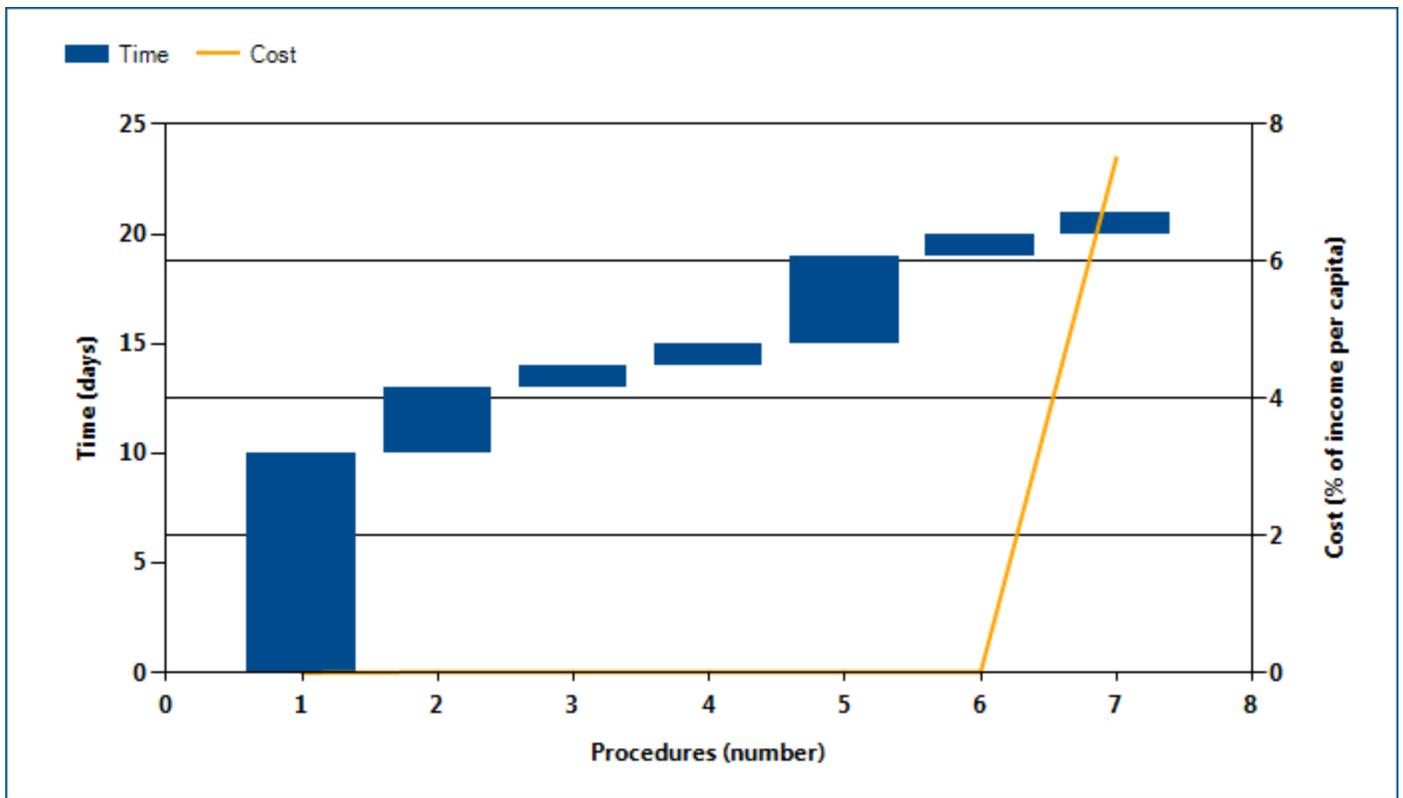
## REGISTERING PROPERTY

### Where does the economy stand today?

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

21 days and costs 7.5% of the property value (figure 5.1).

Figure 5.1 What it takes to register property in Jordan



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

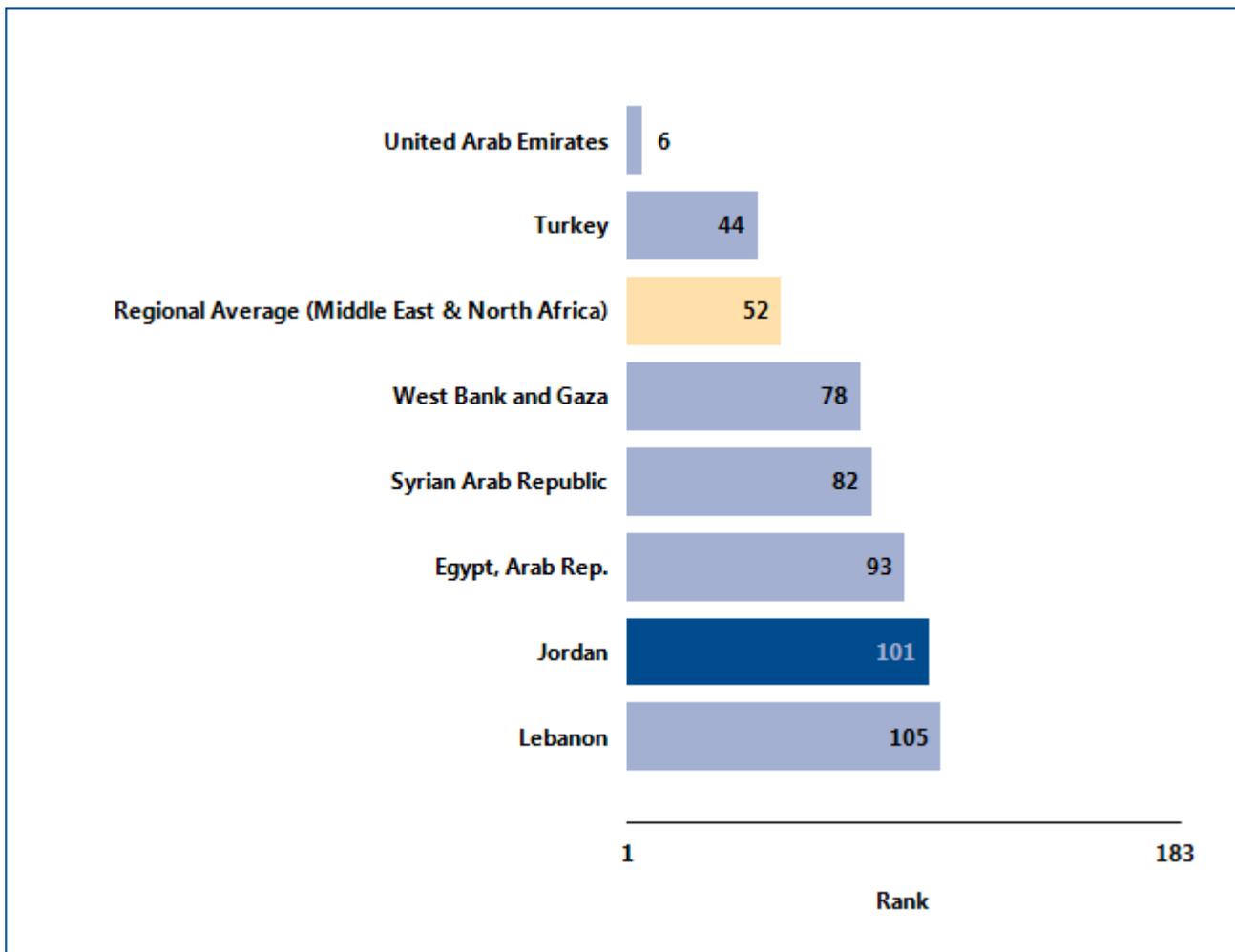
Source: *Doing Business* database.

## REGISTERING PROPERTY

Globally, Jordan stands at 101 in the ranking of 183 economies on the ease of registering property (figure 5.2). The rankings for comparator economies and the

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

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



Source: Doing Business database.

## REGISTERING PROPERTY

### What are the changes over time?

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

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

Indicator	DB2005	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
<b>Rank</b>	..	..	..	..	..	..	103	101
<b>Procedures (number)</b>	7	7	7	7	7	7	7	7
<b>Time (days)</b>	21	21	21	21	21	21	21	21
<b>Cost (% of property value)</b>	10.0	10.0	10.0	10.0	10.0	7.5	7.5	7.5

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

*Source:* *Doing Business* database.

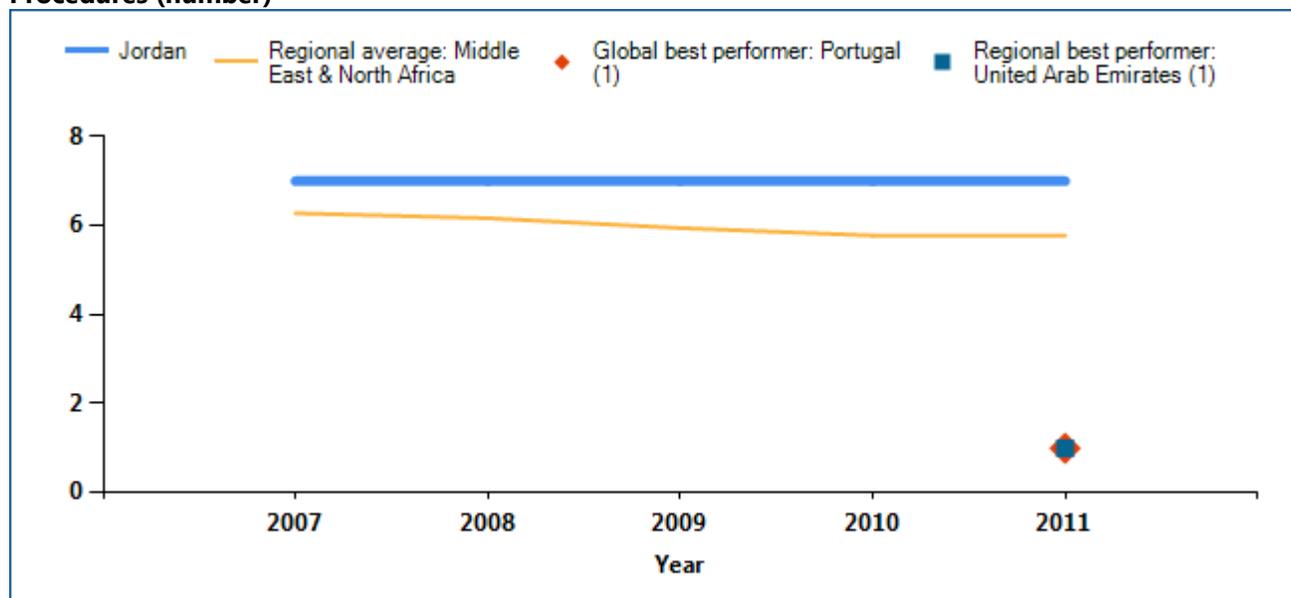
## REGISTERING PROPERTY

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

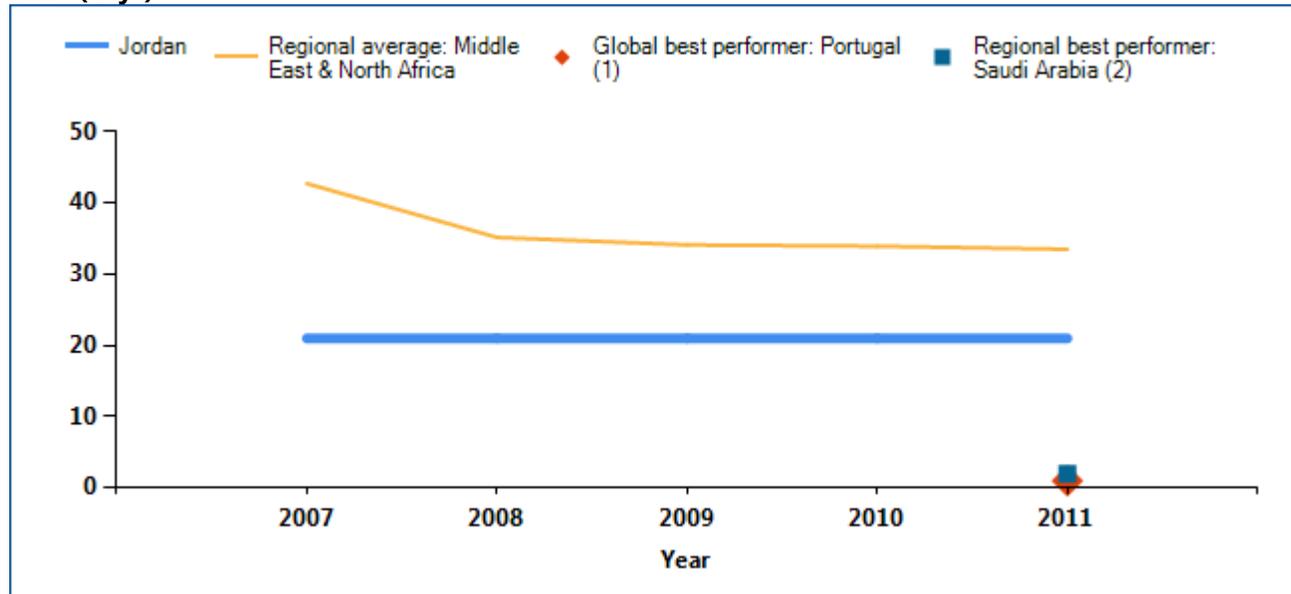
These economies may provide a model for Jordan on ways to improve the ease of registering property. And changes in regional averages can show where Jordan is keeping up—and where it is falling behind.

Figure 5.3 Has registering property become easier over time?

### Procedures (number)

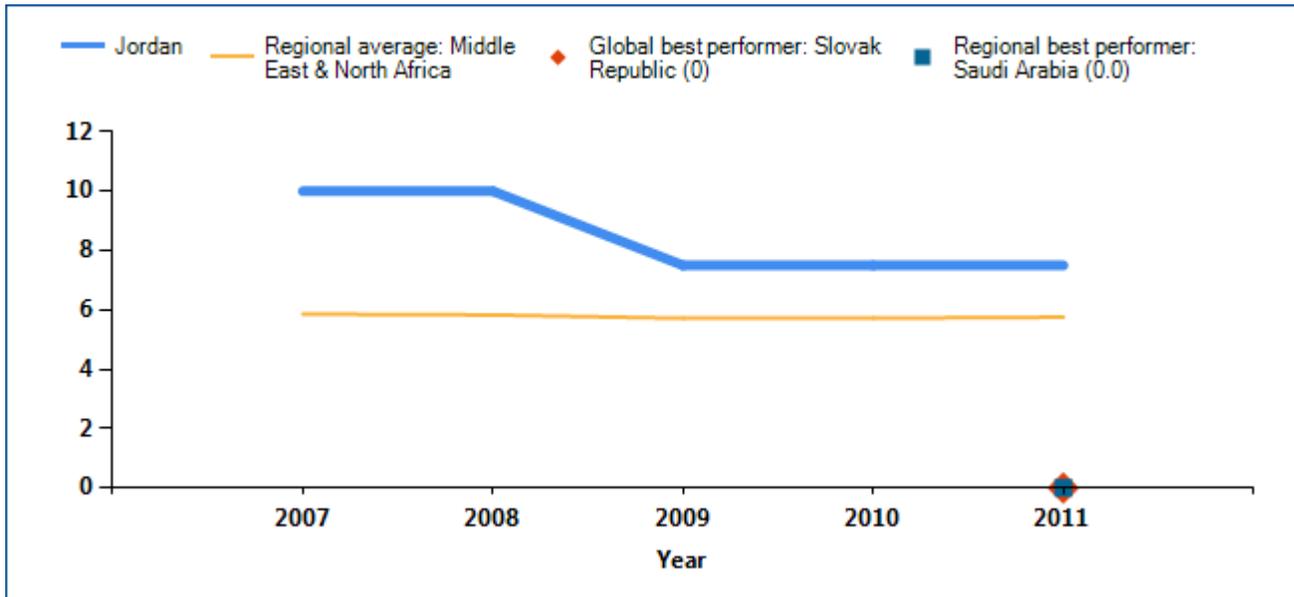


### Time (days)



## REGISTERING PROPERTY

### Cost (% of property value)



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

*Source:* *Doing Business* database.

## REGISTERING PROPERTY

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

have cut the time required substantially—enabling buyers to use or mortgage their property earlier. What property registration reforms has *Doing Business* recorded in Jordan (table 5.2)?

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

DB Year	Reform
DB2012	No reform.
DB2011	No reform.
DB2010	Transfer fees for registering property were cut from 10 percent to 7.5 percent of a property's value.
DB2009	No reform.

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

Source: *Doing Business* database.

## REGISTERING PROPERTY

### What are the details?

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

STANDARD PROPERTY TRANSFER	
City:	Amman
Property Value:	163,200.2

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

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

No.	Procedure	Time to complete	Cost to complete
1	<p><b>Obtain a sale form, certificate of ownership and a cadastral map from the Land and Survey Directorate</b></p> <p>The standard form is readily available. The land is also already registered in Land Registry with an updated certificate of ownership and a cadastral map. The clerk has only to make a copy of these documents and certify them as official copies.</p> <p>After the issuance of the Sale Form, the director of the Land and Survey Directorate sends a letter to the office of the finance minister asking that the Minister approve the company’s request to buy land.</p> <p>The procedure consists of: (i) filling in the application at the Land and Survey Directorate , (ii) recording the sale application in a record kept by the Land and Survey Directorate, (iii) filling in the sale form according to the information provided by the parties concerned including ascertaining that there are no obstacles that would obstruct the sale at a later stage of the procedures, and (iv) requesting from the Land and Survey Directorate to send a letter addressed to the Minister of Finance soliciting his approval on the sale.</p> <p>The documents to be submitted with the application are as follows: (i) a property deed, (ii) A Land Map, (iii) a Zoning Map, (iv) a clearance from the Property Tax Department in the Greater Amman Municipality , (v) a clearance from the Greater Amman Municipality on all planning taxes due on property, (vi) a certificate evidencing that the persons signing the sale/purchase are authorized on behalf of the seller/buyer, and a copy of their ID cards.</p> <p>The Company’s statute must clearly state that the company can own lands, even if owning lands is not the company’s main objective and even if the company tends to own land to achieve other stated</p>	8 - 12 days	JOD 6.55 for property deed; JOD 3.5 for land map; JOD 10 for zoning map

No.	Procedure	Time to complete	Cost to complete
	<p>objectives in its founding statutes. Many lawyers always include, when drafting the company's statutes, the right to own land. In case the company does not have this objective clearly stated in its statutes, an extraordinary session of shareholders should be invited to amend the company's regime for this purpose. The new statutes had to be taken to the Ministry of Trade and Industry to obtain the final clearance (simple administrative procedure), but according to recent practice, this is no longer required by the Land Registry. In addition to the above it is necessary to have a certificate evidencing that the person signing the sale/purchase is authorized on behalf of the seller/buyer, as well as a copy of their ID cards.</p>		
2	<p><b>Obtain from the Local Municipality a copy of the Zoning Map for the district and a Contravention Clearance Statement on the official sale form</b></p> <p>The parties should also ask the municipal official to sign a statement (free of cost) on the official form of sale previously obtained from the Land and Survey Directorate, claiming that the property sold is not in contravention of any relevant law or regulation. In case the property was in contravention, a fine must be paid and the contravention removed.</p> <p>The documentation shall include:                      The company's statute                      The Ministry of Trade and Industry Authorization (obtained in Procedure 1)                      Certificate of Property (obtained in Procedure 2)                      Official Sale Form (obtained in Procedure 2)                      Cadastral Map (obtained in Procedure 2)</p>	3 days	JOD 10 (included in previous)
3	<p><b>Obtain building tax clearance from the relevant Municipality</b></p> <p>The parties should take the official sale form with all the documents stated above to the Municipality and request the ministry to sign the statement on the form, assuring that the property does not have any unpaid building taxes. In case the building has unpaid taxes, they should be paid or else the sale cannot continue.</p>	1 day	no cost
4	<p><b>Present the file to the Land Department to request the transfer of ownership of the property to the buyer</b></p> <p>The application is filed for registration at the competent Land Department. The Land department does not take the mentioned price of sale on its face value, but forwards the whole file to the division of "area statistics", which assesses the true value of the property. The sales fees are paid on the assessment of the value as long as the declared sale price is less than the assessment. If the declared sale price is higher, then the sale fees would be paid on the declared sale price.</p>	1 day	no cost
5	<p><b>Field Inspection by the state architect and assessment of the property value</b></p> <p>An architect of the Land Department makes a physical inspection of the</p>	4 days	no cost

No.	Procedure	Time to complete	Cost to complete
	<p>property and its premises. The architect must estimate the property's value, taking into consideration the cost of the building erected on the land and the rental value of the premises. The architect will then prepare a report where he provides the estimated value that should serve as basis for the registration fees and duties. If the parties are not satisfied with the results of the evaluation, they can reject the decision and petition the chairman of the land and property department, who will have the final say.</p>		
6	<p><b>Pay fees and conduct sale hearing session at Head of Land Registration Department</b></p> <p>After the cadastral value of the property is determined, the registration fee must be paid according to the evaluation made by the land and property department. The fee was reduced on May 25 2009 according to decision from Council of Ministers in a letter addressed from the General Manager of Lands and Survey Department/ Ministry of Finance (LSD) to the Ministry of Planning and International Cooperation (MoP) (used to be 10% in which the buyer pays 6% and the seller 4% if the parties did not decide on another scheme). The registration fee is paid at the Lands Department.</p> <p>Also, all apartment of less than 120 meter will be permanently exempted the registration fees (previously there was a temporary exemption). Properties exceeding 300 meter have to pay full registration fees. For properties between 120 meter to 300 meter, only the size exceeding 300 meters should be paid.</p> <p>There were discussions in the government to pass a new tax law in the last few months, but finally the law project was withdrawn from Parliament. The projects discussed lowering the fee to 6 or 7%.</p> <p>The sale agreement is presented to the chairman of the land and property department and signed by the representatives of the two parties. The parties signing the agreement should be duly allowed to represent and engage the company. Two witnesses, other than the chairman, must also be present during the signing ceremony. The name of the seller will be deleted from the department's files and the new owner's name will be recorded.</p>	1 day	7.5% property value
7	<p><b>Final transfer of property and issuance of a new ownership certificate</b></p> <p>A new certificate stating the name of the new owner will be issued and provided to the buyer.</p>	1 day	already paid in procedure 6

\* Takes place simultaneously with another procedure.

Source: *Doing Business* database.

## GETTING CREDIT

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

### What do the indicators cover?

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

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

### WHAT THE GETTING CREDIT INDICATORS MEASURE

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

Protection of rights of borrowers and lenders through collateral laws

Protection of secured creditors' rights through bankruptcy laws

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

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

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

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

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

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

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

The ranking on the ease of getting credit is based on the percentile rankings on its component indicators: the depth of credit information index (weighted at 37.5%) and the strength of legal rights index (weighted at 62.5%).

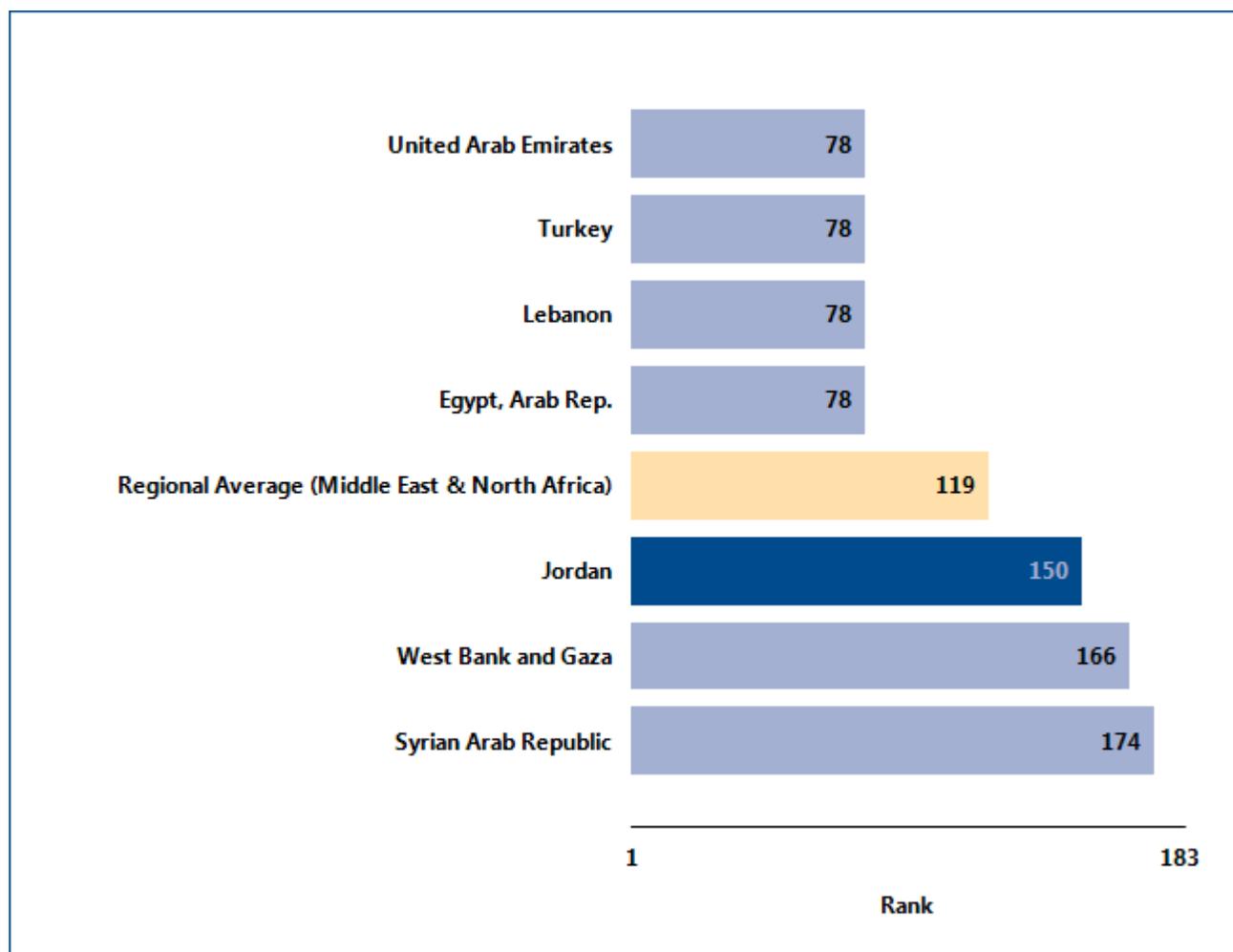
## GETTING CREDIT

### Where does the economy stand today?

How well do the credit information system and collateral and bankruptcy laws in Jordan facilitate access to credit? The economy has a score of 2 on the depth of credit information index and a score of 4 on the strength of legal rights index (see the summary of scoring at the end of this chapter for details). Higher scores indicate more credit information and stronger legal rights for borrowers and lenders.

Globally, Jordan stands at 150 in the ranking of 183 economies on the ease of getting credit (figure 6.1). The rankings for comparator economies and the regional average ranking provide other useful information for assessing how well regulations and institutions in Jordan support lending and borrowing.

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



Source: Doing Business database.

## GETTING CREDIT

### What are the changes over time?

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

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

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

Indicator	DB2005	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	..	..	..	..	..	..	130	150
Strength of legal rights index (0-10)	4	4	4	4	4	4	4	4
Depth of credit information index (0-6)	2	2	2	2	2	2	2	2
Public registry coverage (% of adults)	0.5	0.6	0.7	0.8	1.0	1.0	1.5	1.6
Private bureau coverage (% of adults)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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

Source: *Doing Business* database.

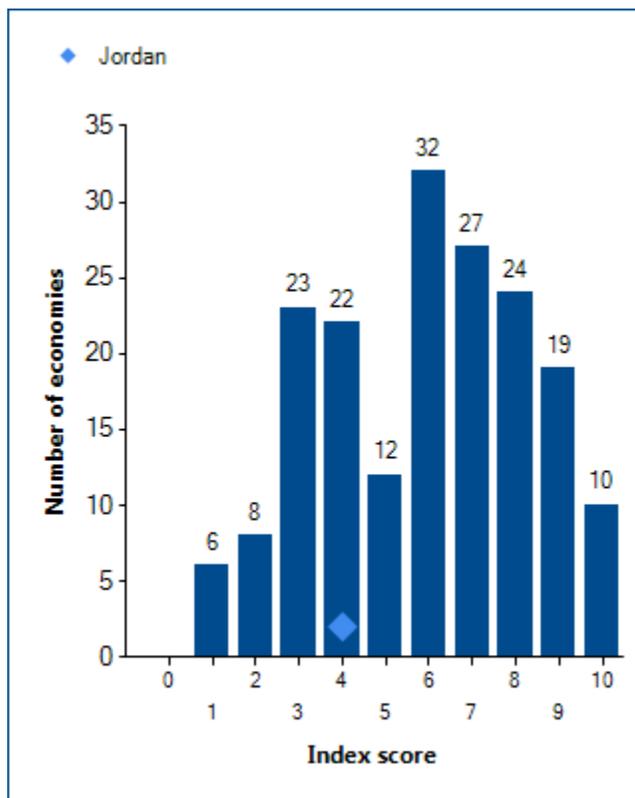
## GETTING CREDIT

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

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

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

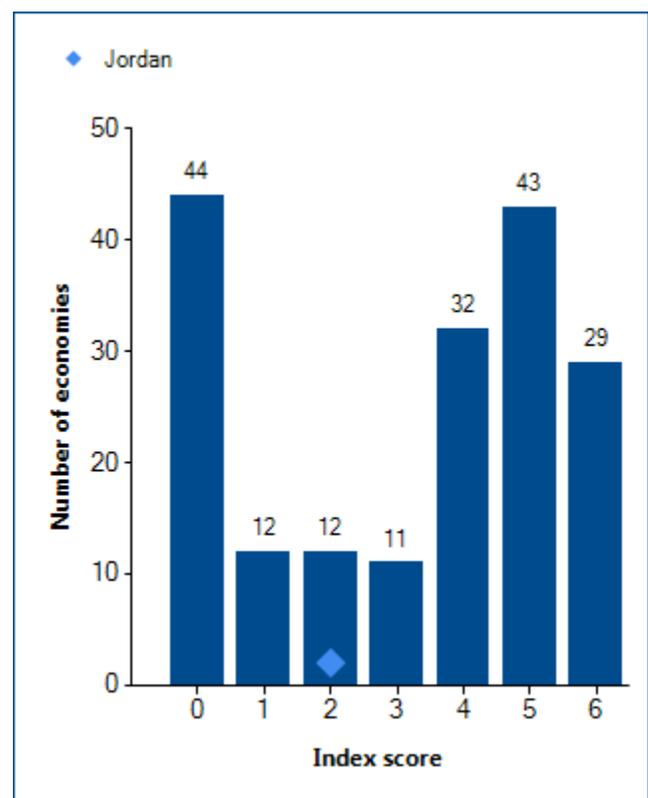
Number of economies with each score on strength of legal rights index (0–10), 2011



Source: Doing Business database.

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

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



Source: Doing Business database.

## GETTING CREDIT

When economies strengthen the legal rights of lenders and borrowers under collateral and bankruptcy laws, and increase the scope, coverage and accessibility of credit information, they can increase entrepreneurs' access to credit. What credit reforms has *Doing Business* recorded in Jordan (table 6.2)?

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

DB Year	Reform
DB2012	No reform.
DB2011	Jordan improved its credit information system by setting up a regulatory framework for establishing a private credit bureau as well as lowering the threshold for loans to be reported to the public credit registry.
DB2010	No reform.
DB2009	No reform.

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

*Source:* *Doing Business* database.

## GETTING CREDIT

### What are the details?

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

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

[Summary of scoring for the getting credit indicators in Jordan](#)

Indicator	Jordan	Middle East & North Africa	OECD high income
<b>Strength of legal rights index (0-10)</b>	4	3	7
<b>Depth of credit information index (0-6)</b>	2	4	5
<b>Public registry coverage (% of adults)</b>	1.6	8.1	9.5
<b>Private bureau coverage (% of adults)</b>	0.0	9.3	63.9

<b>Strength of legal rights index (0–10)</b>	<b>Index score: 4</b>
Can any business use movable assets as collateral while keeping possession of the assets; and any financial institution accept such assets as collateral ?	Yes
Does the law allow businesses to grant a non possessory security right in a single category of movable assets, without requiring a specific description of collateral?	No
Does the law allow businesses to grant a non possessory security right in substantially all of its assets, without requiring a specific description of collateral?	No
May a security right extend to future or after-acquired assets, and may it extend automatically to the products, proceeds or replacements of the original assets ?	No
Is a general description of debts and obligations permitted in collateral agreements; can all types of debts and obligations be secured between parties; and can the collateral agreement include a maximum amount for which the assets are encumbered?	No
Is a collateral registry in operation, that is unified geographically and by asset type, with an electronic database indexed by debtor's names?	No
Are secured creditors paid first (i.e. before general tax claims and employee claims) when a debtor defaults outside an insolvency procedure?	Yes

<b>Strength of legal rights index (0–10)</b>	<b>Index score: 4</b>
Are secured creditors paid first (i.e. before general tax claims and employee claims) when a business is liquidated?	Yes
Are secured creditors either not subject to an automatic stay or moratorium on enforcement procedures when a debtor enters a court-supervised reorganization procedure, or the law provides secured creditors with grounds for relief from an automatic stay or	Yes
Does the law allow parties to agree in a collateral agreement that the lender may enforce its security right out of court, at the time a security interest is created?	No

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

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

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

Source: Doing Business database.

## PROTECTING INVESTORS

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

### What do the indicators cover?

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

The business (Buyer):

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

The transaction involves the following details:

- Mr. James, a director and the majority shareholder of the company, proposes that

### WHAT THE PROTECTING INVESTORS INDICATORS MEASURE

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

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

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

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

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

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

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

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

the company purchase used trucks from another company he owns.

- The price is higher than the going price for used trucks, but the transaction goes forward.
- All required approvals are obtained, and all required disclosures made, though the transaction is prejudicial to Buyer.
- Shareholders sue the interested parties and the members of the board of directors.

## PROTECTING INVESTORS

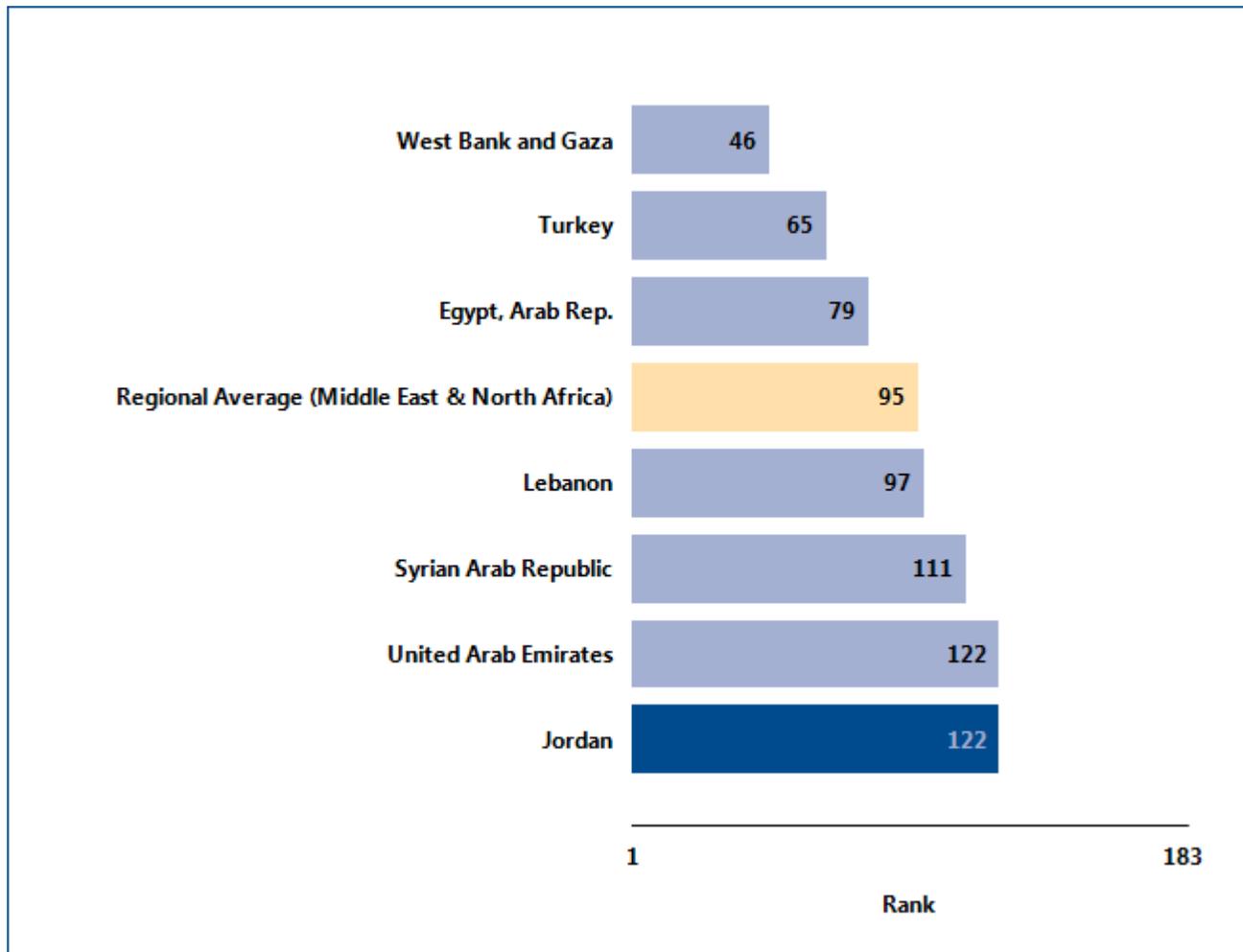
### Where does the economy stand today?

How strong are investor protections in Jordan? The economy has a score of 4.3 on the strength of investor protection index, with a higher score indicating stronger protections (see the summary of scoring at the end of this chapter for details).

Globally, Jordan stands at 122 in the ranking of 183 economies on the strength of investor protection

index (figure 7.1). While the indicator does not measure all aspects related to the protection of minority investors, a higher ranking does indicate that an economy's regulations offer stronger investor protections against self-dealing in the areas measured.

Figure 7.1 How Jordan and comparator economies rank on the strength of investor protection index



Source: Doing Business database.

## PROTECTING INVESTORS

### What are the changes over time?

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

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

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

Indicator	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	..	..	..	..	..	120	122
Extent of disclosure index (0-10)	5	5	5	5	5	5	5
Extent of director liability index (0-10)	4	4	4	4	4	4	4
Ease of shareholder suits index (0-10)	4	4	4	4	4	4	4
Strength of investor protection index (0-10)	4.3	4.3	4.3	4.3	4.3	4.3	4.3

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

Source: *Doing Business* database.

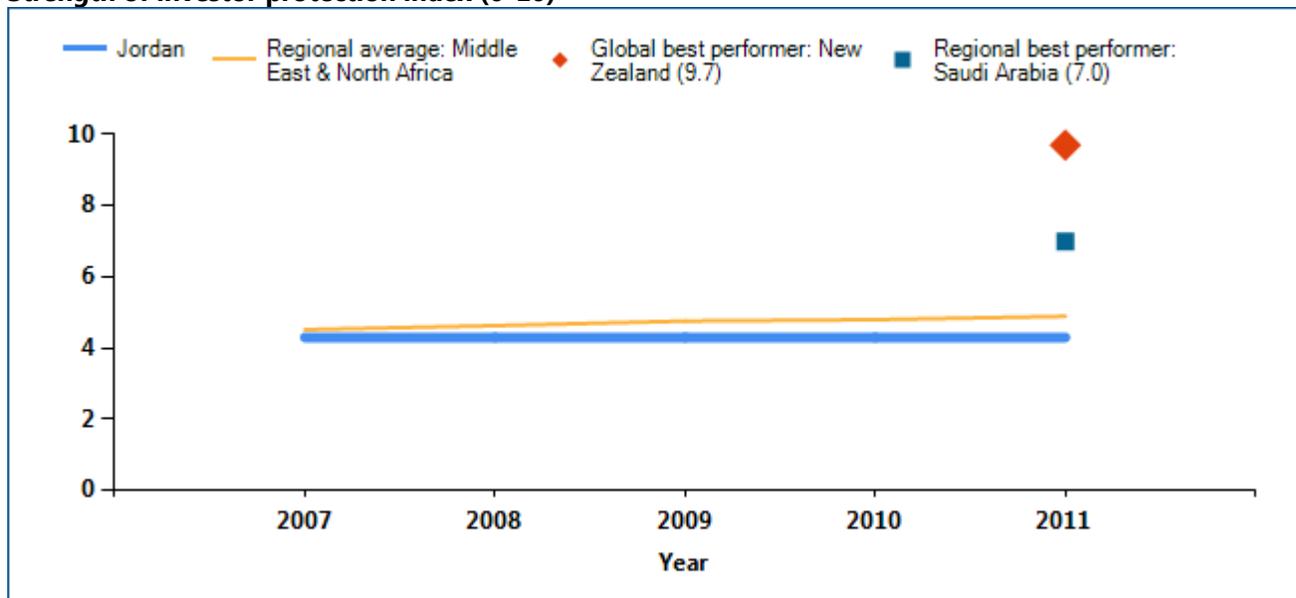
## PROTECTING INVESTORS

But the overall ranking on the strength of investor protection index tells only part of the story. Economies may offer strong protections in some areas but not others. So the scores recorded over time for Jordan on the extent of disclosure, extent of director liability and

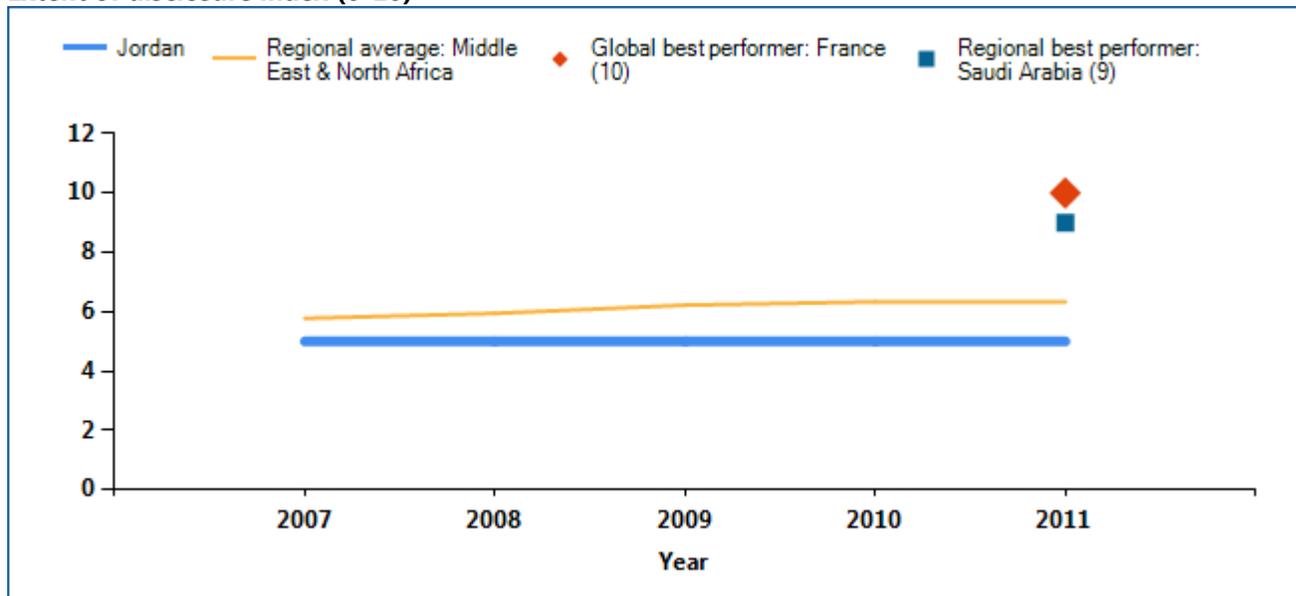
ease of shareholder suits indices may also be revealing (figure 7.2). Equally interesting may be the changes over time in the regional average scores for those indices.

Figure 7.2 Have investor protections become stronger?

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

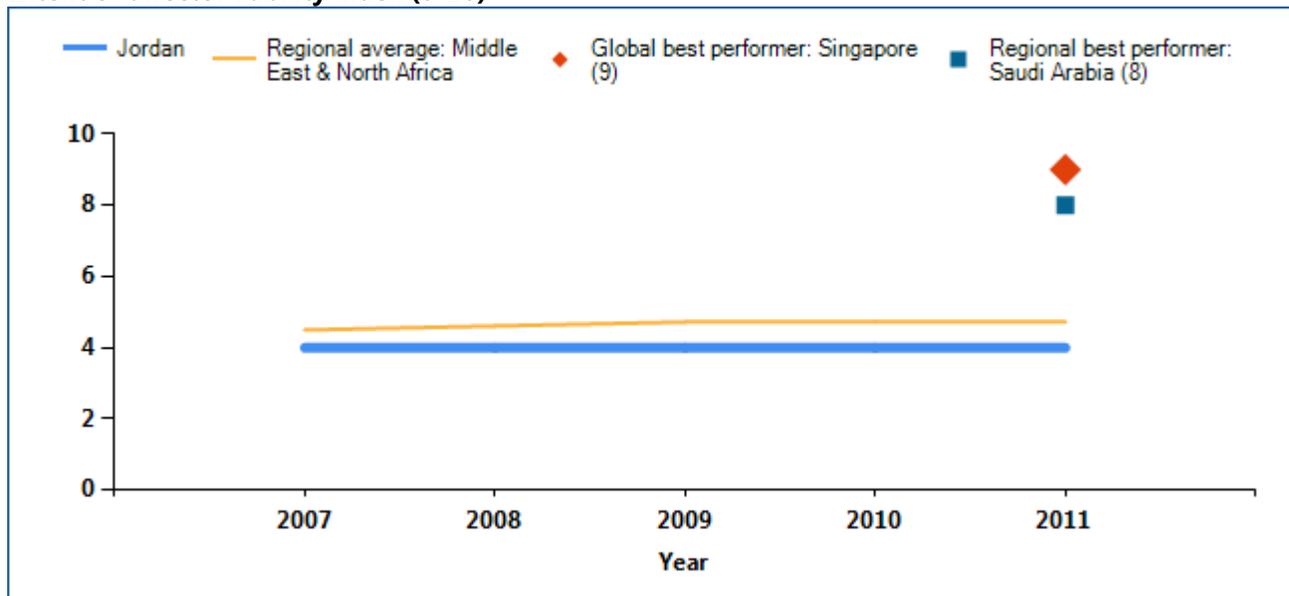


### Extent of disclosure index (0-10)

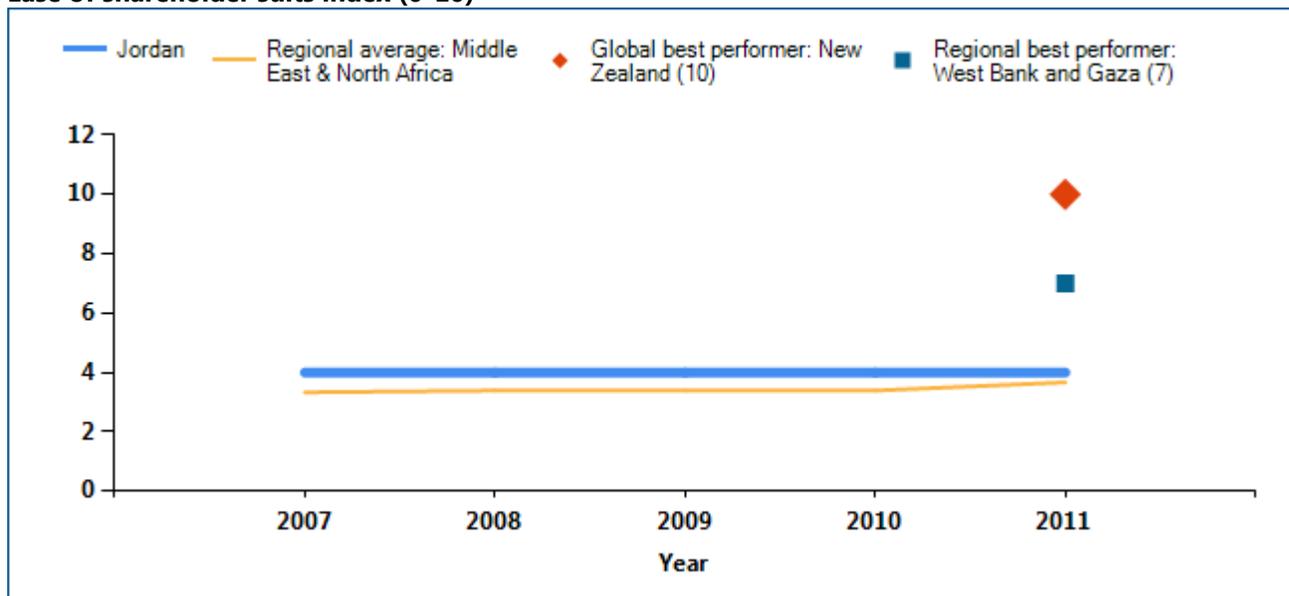


## PROTECTING INVESTORS

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



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



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

Source: *Doing Business* database.

## PROTECTING INVESTORS

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

time. So reforms to strengthen investor protections may move ahead on different fronts—such as through new or amended company laws or civil procedure rules. What investor protection reforms has *Doing Business* recorded in Jordan (table 7.2)?

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

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

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

Source: *Doing Business* database.

## PROTECTING INVESTORS

### What are the details?

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

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

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

Indicator	Jordan	Middle East & North Africa	OECD high income
<b>Extent of disclosure index (0-10)</b>	5	6	6
<b>Extent of director liability index (0-10)</b>	4	5	5
<b>Ease of shareholder suits index (0-10)</b>	4	4	7
<b>Strength of investor protection index (0-10)</b>	4.3	4.9	6.0

	Score
Extent of disclosure index (0-10)	5
What corporate body provides legally sufficient approval for the transaction?	2
Whether disclosure of the conflict of interest by Mr. James to the board of directors is required?	2
Whether immediate disclosure of the transaction to the public and/or shareholders is required?	0
Whether disclosure of the transaction in published periodic filings (annual reports) is required?	1
Whether an external body must review the terms of the transaction before it takes place?	0
Extent of director liability index (0-10)	4
Whether shareholders can sue directly or derivatively for the damage that the Buyer-Seller transaction causes to the company?	1
Whether shareholders can hold Mr. James liable for the damage that the Buyer-Seller transaction causes to the company?	1
Whether shareholders can hold members of the approving body liable for the damage that the Buyer-Seller transaction causes to the company?	1
Whether a court can void the transaction upon a successful claim by a shareholder plaintiff?	0

	Score
Whether Mr. James pays damages for the harm caused to the company upon a successful claim by the shareholder plaintiff?	1
Whether Mr. James repays profits made from the transaction upon a successful claim by the shareholder plaintiff?	0
Whether fines and imprisonment can be applied against Mr. James?	0
Ease of shareholder suits index (0-10)	4
Whether shareholders owning 10% or less of Buyer's shares can inspect transaction documents before filing suit?	0
Whether shareholders owning 10% or less of Buyer's shares can request an inspector to investigate the transaction?	0
Whether the plaintiff can obtain any documents from the defendant and witnesses during trial?	4
Whether the plaintiff can request categories of documents from the defendant without identifying specific ones?	0
Whether the plaintiff can directly question the defendant and witnesses during trial?	0
Whether the level of proof required for civil suits is lower than that of criminal cases?	0
Strength of investor protection index (0-10)	4.3

Source: *Doing Business* database.

## Notes:

### Extent of disclosure index (0–10)

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

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

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

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

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

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

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

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

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

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

0 = no; 1 = yes.

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

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

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

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

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

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

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

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

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

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

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

0 = no; 1 = yes.

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

0 = no; 1 = yes.

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

0 = no; 1 = yes.

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

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

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

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

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

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

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

0 = no; 1 = yes.

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

0 = no; 1 = yes.

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

0 = no; 1 = yes.

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

0 = no; 1 = yes.

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

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

## PAYING TAXES

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

### What do the indicators cover?

Using a case scenario, *Doing Business* measures the taxes and mandatory contributions that a medium-size company must pay in a given year as well as the administrative burden of paying taxes and contributions. This case scenario uses a set of financial statements and assumptions about transactions made over the year. Information is also compiled on the frequency of filing and payments as well as time taken to comply with tax laws. The ranking on the ease of paying taxes is the simple average of the percentile rankings on its component indicators: number of annual payments, time and total tax rate, with a threshold being applied to the total tax rate.<sup>2</sup> To make the data comparable across economies, several assumptions about the business and the taxes and contributions are used.

- TaxpayerCo is a medium-size business that started operations on January 1, 2009.
- The business starts from the same financial position in each economy. All the taxes and mandatory contributions paid during the second year of operation are recorded.
- Taxes and mandatory contributions are measured at all levels of government.

### WHAT THE PAYING TAXES INDICATORS MEASURE

#### Tax payments for a manufacturing company in 2010 (number per year adjusted for electronic or joint filing and payment)

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

Method and frequency of filing and payment

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

Collecting information and computing the tax payable

Completing tax return forms, filing with proper agencies

Arranging payment or withholding

Preparing separate tax accounting books, if required

#### Total tax rate (% of profit before all taxes)

Profit or corporate income tax

Social contributions and labor taxes paid by the employer

Property and property transfer taxes

Dividend, capital gains and financial transactions taxes

Waste collection, vehicle, road and other taxes

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

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

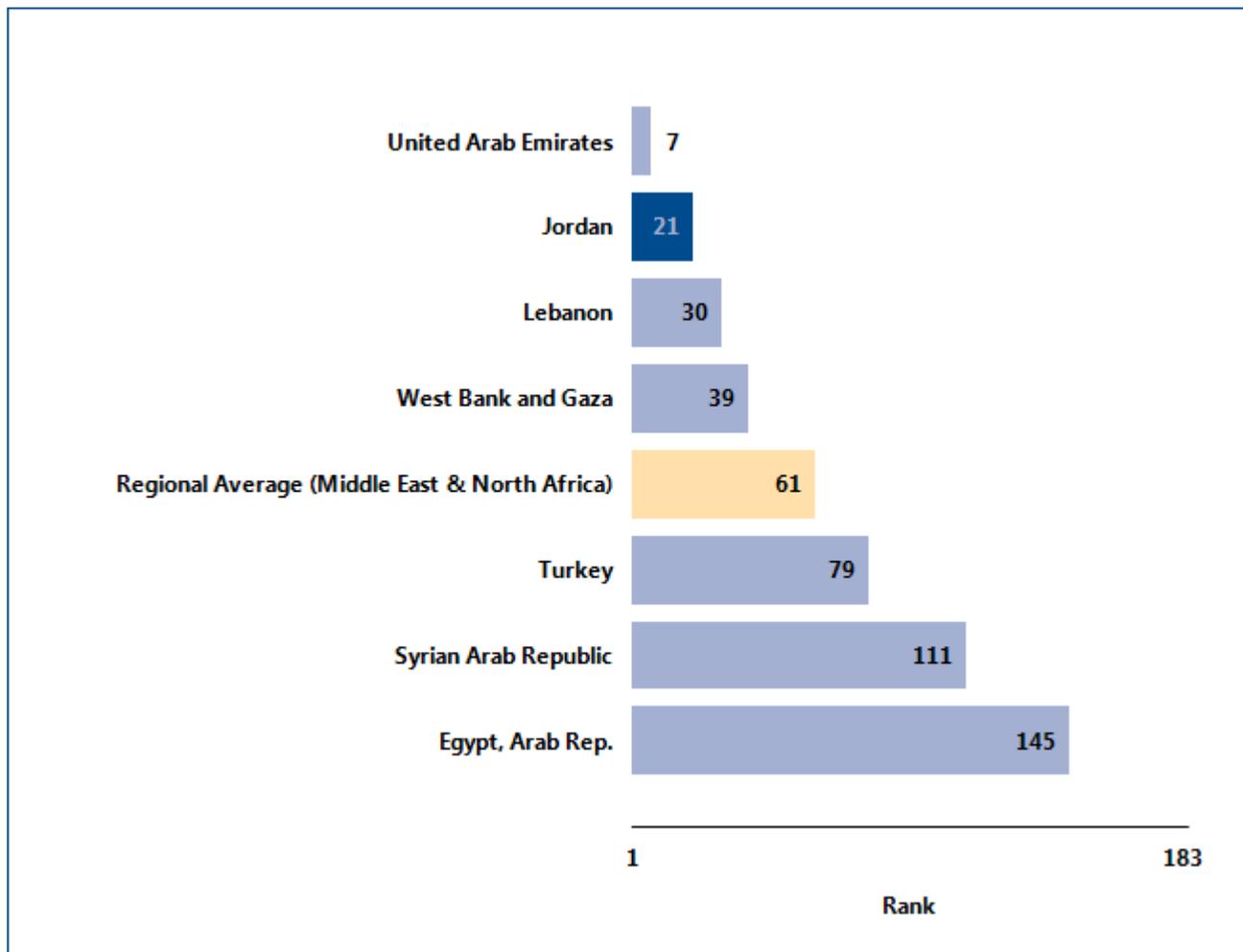
## PAYING TAXES

### Where does the economy stand today?

What is the administrative burden of complying with taxes in Jordan—and how much do firms pay in taxes? On average, firms make 25 tax payments a year, spend 116 hours a year filing, preparing and paying taxes and pay total taxes amounting to 13.0% of profit (see the summary at the end of this chapter for details).

Globally, Jordan stands at 21 in the ranking of 183 economies on the ease of paying taxes (figure 8.1). The rankings for comparator economies and the regional average ranking provide other useful information for assessing the tax compliance burden for businesses in Jordan.

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



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

Source: *Doing Business* database.

## PAYING TAXES

### What are the changes over time?

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

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

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

Indicator	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
<b>Rank</b>	..	..	..	..	..	19	21
<b>Payments (number per year)</b>	26	26	26	26	26	26	25
<b>Time (hours per year)</b>	101	101	101	101	101	101	116
<b>Total tax rate (% profit)</b>	31.1	31.1	31.1	31.1	31.1	31.2	27.7

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

*Source:* *Doing Business* database.

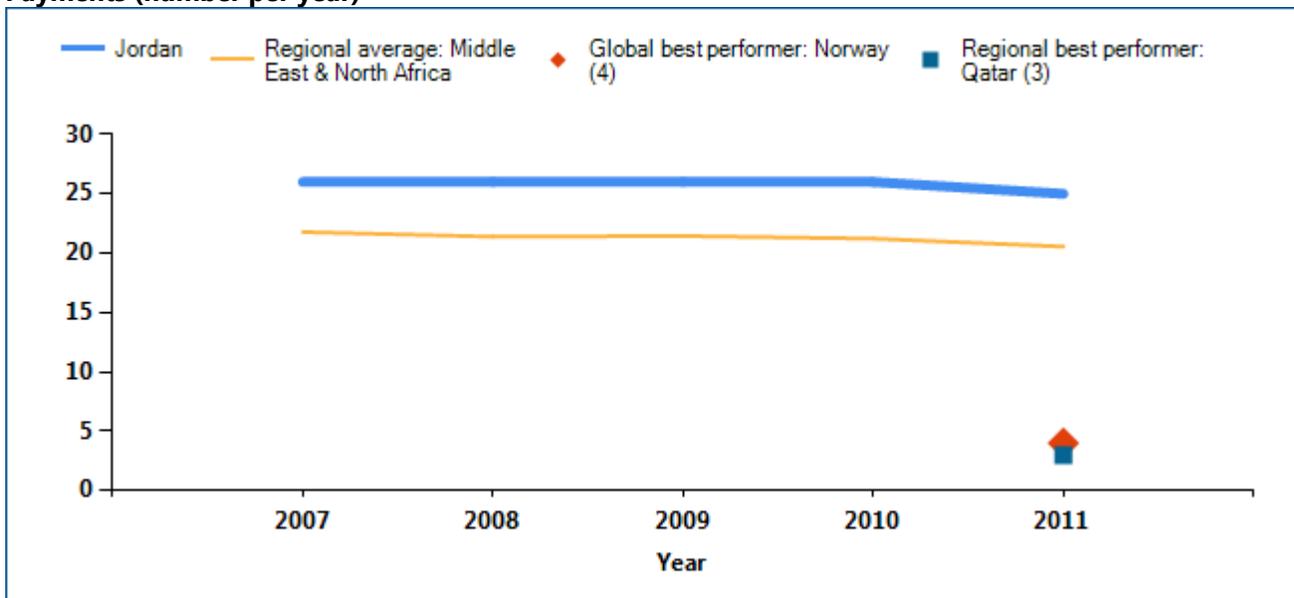
## PAYING TAXES

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

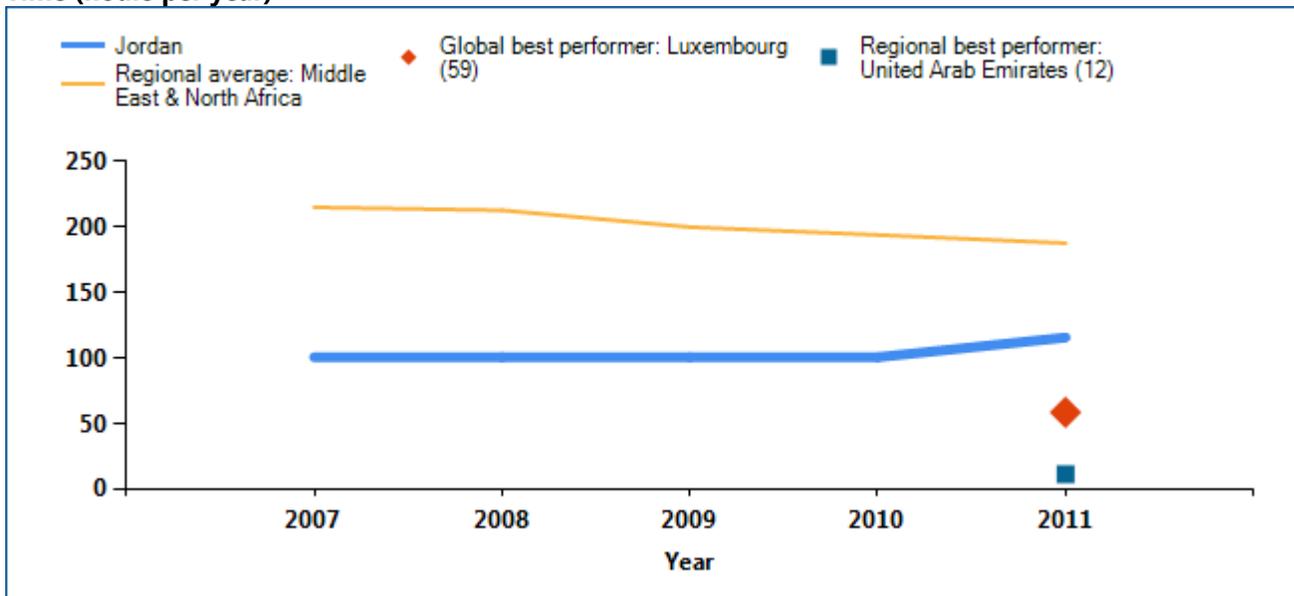
ways to ease the administrative burden of tax compliance. And changes in regional averages can show where Jordan is keeping up—and where it is falling behind.

Figure 8.2 Has paying taxes become easier over time?

### Payments (number per year)

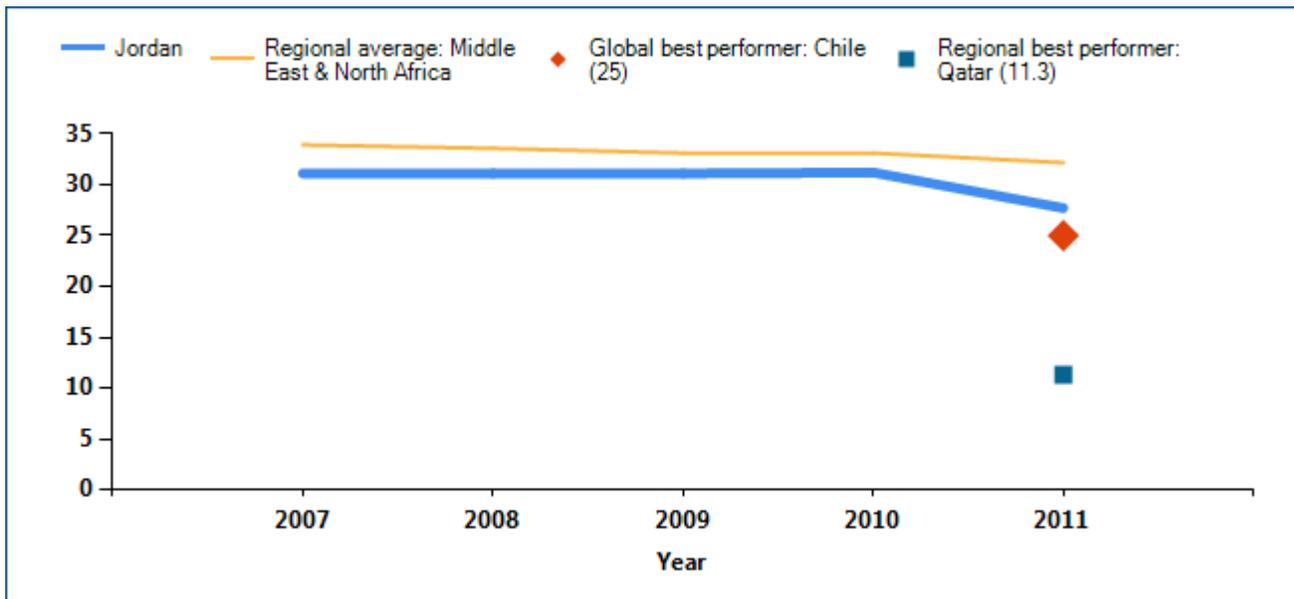


### Time (hours per year)



## PAYING TAXES

### Total tax rate (% of profit)



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

*Source:* *Doing Business* database.

## PAYING TAXES

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

concrete results. Some economies simplifying tax payment and reducing rates have seen tax revenue rise. What tax reforms has *Doing Business* recorded in Jordan (table 8.2)?

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

DB Year	Reform
DB2012	No reform.
DB2011	Jordan abolished certain taxes and made it possible to file income and sales tax returns electronically.
DB2010	Taxpaying for businesses was eased with the introduction of an online filing and payment system and a simplification of form filing.
DB2009	No reform.

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

*Source:* *Doing Business* database.

## PAYING TAXES

### What are the details?

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

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

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

Indicator	Jordan	Middle East & North Africa	OECD high income
Payments (number per year)	25	21	13
Time (hours per year)	116	188	186
Profit tax (%)	13.0	11.2	15.4
Labor tax and contributions (%)	12.4	16.9	24.0
Other taxes (%)	2.3	4.0	3.2
Total tax rate (% profit)	27.7	32.2	42.7

Tax or mandatory contribution	Payments (number)	Notes on payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% of profit)	Notes on total tax rate
Corporate income tax	1		5	14.00%	taxable profits	13	
Social security contribution	12		60	11.00%	gross salaries	12.4	
Property transfer tax	1		0	5% (the seller pays only 2%)	estimated property value	1.2	
Vehicle tax	1		0	fixed fee (JOD 500)		0.5	
Property tax	1		0	10% (there's an 8% discount is the tax is paid ahead)	assessed annual rental value	0.5	

Tax or mandatory contribution	Payments (number)	Notes on payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% of profit)	Notes on total tax rate
<b>Municipal business tax</b>	1		0	fixed fee (JOD 200)		0.2	
<b>Tax on interest</b>	0	paid jointly	0	5.0%	interest income	0.1	included in other taxes
<b>GST (VAT)</b>	6		51	16.0%	value added	0	not included
<b>Stamp duty</b>	1		0	0.3% to 0.6%	contract value	0	small amount
<b>Fuel tax</b>	1		0			0	not collected
<b>Totals</b>	<b>25</b>		<b>116</b>			<b>27.7</b>	

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

Source: *Doing Business* database.

## TRADING ACROSS BORDERS

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

### What do the indicators cover?

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

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

The business:

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

The traded goods:

- Are not hazardous nor do they include military items.

### WHAT THE TRADING ACROSS BORDERS INDICATORS MEASURE

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

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

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

- Obtaining all the documents
- Inland transport and handling
- Customs clearance and inspections
- Port and terminal handling
- Does not include ocean transport time

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

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

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

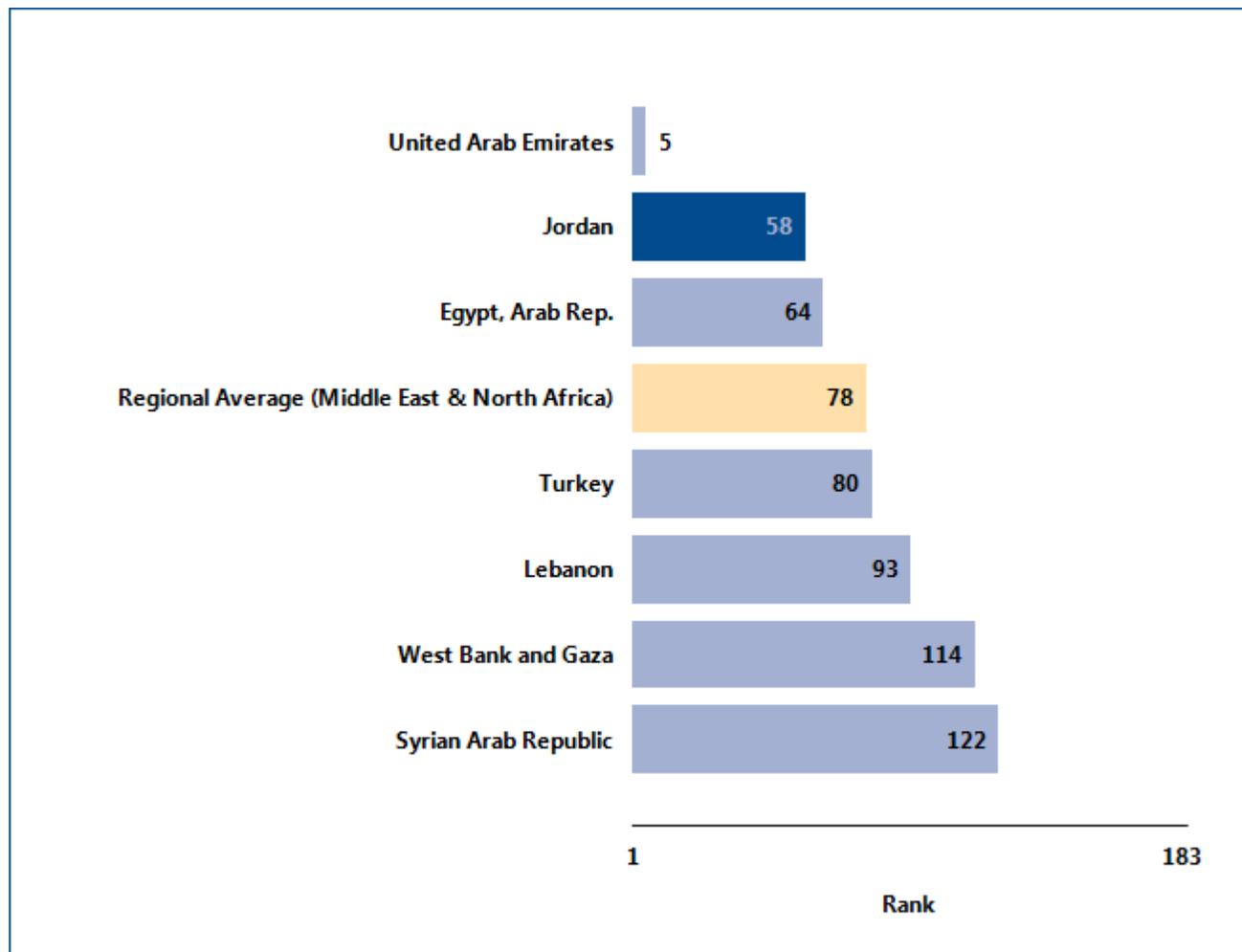
## TRADING ACROSS BORDERS

### Where does the economy stand today?

What does it take to export or import in Jordan? According to data collected by *Doing Business*, exporting a standard container of goods requires 6 documents, takes 13 days and costs \$825. Importing the same container of goods requires 7 documents, takes 15 days and costs \$1335 (see the summary of procedures and documents at the end of this chapter for details).

Globally, Jordan stands at 58 in the ranking of 183 economies on the ease of trading across borders (figure 9.1). The rankings for comparator economies and the regional average ranking provide other useful information for assessing how easy it is for a business in Jordan to export and import goods.

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



Source: *Doing Business* database.

## TRADING ACROSS BORDERS

### What are the changes over time?

While the most recent *Doing Business* data reflect how easy (or difficult) it is to export or import in Jordan today, data over time show which aspects of the process have changed—and which have not (table 9.1). That can help identify where the potential for improvement is greatest.

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

Indicator	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	..	..	..	..	..	74	58
Documents to export (number)	6	6	6	6	6	6	6
Time to export (days)	28	19	19	19	17	14	13
Cost to export (US\$ per container)	720	680	680	730	730	825	825
Documents to import (number)	12	7	7	7	7	7	7
Time to import (days)	28	22	22	22	19	18	15
Cost to import (US\$ per container)	955	1,065	1,065	1,290	1,290	1,335	1,335

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

Source: *Doing Business* database.

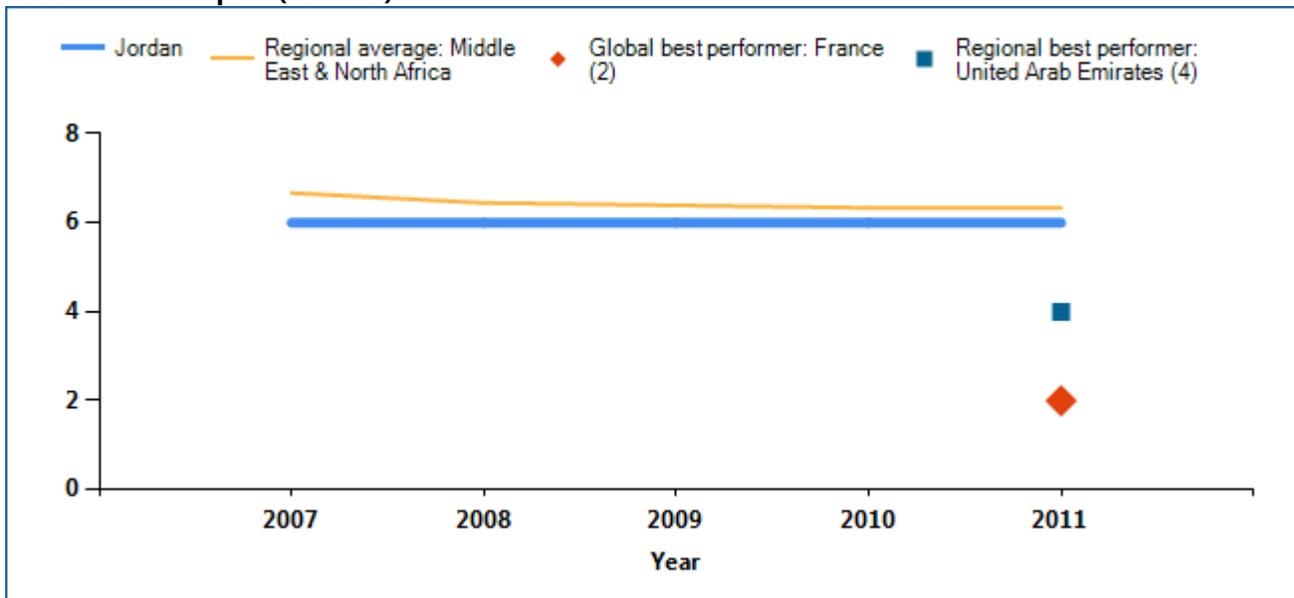
Equally helpful may be the benchmarks provided by the economies that today have the best performance regionally or globally on the documents, time or cost required to export or import (figure 9.2). These

economies may provide a model for Jordan on ways to improve the ease of trading across borders. And changes in regional averages can show where Jordan is keeping up—and where it is falling behind.

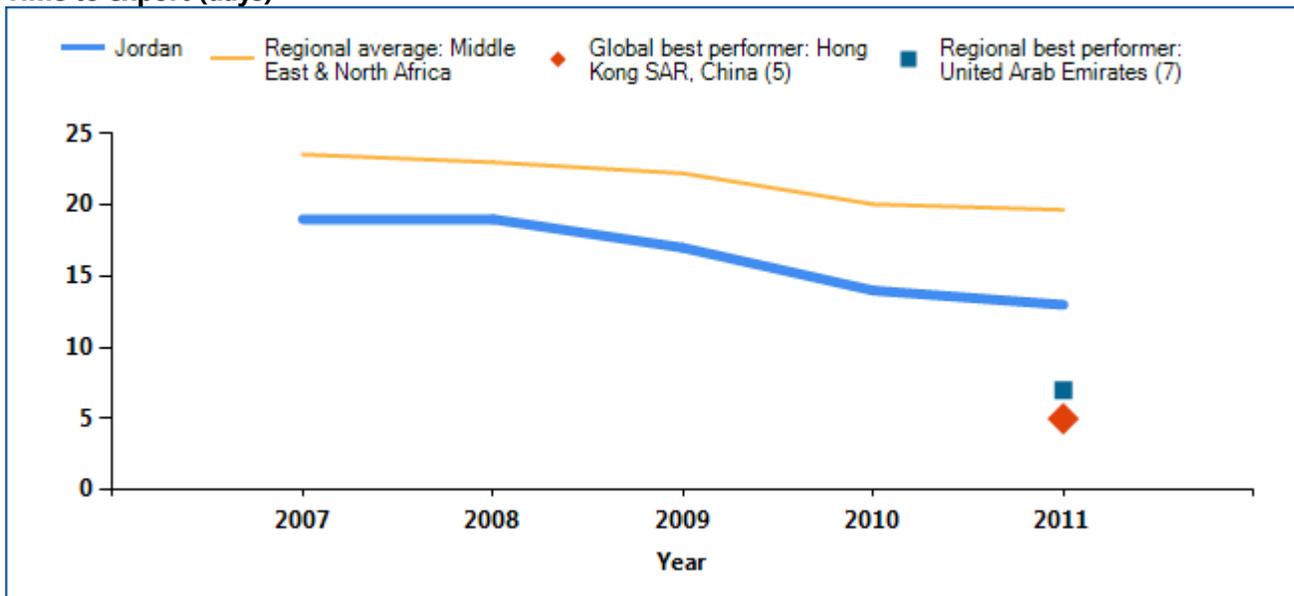
## TRADING ACROSS BORDERS

Figure 9.2 Has trading across borders become easier over time?

### Documents to export (number)

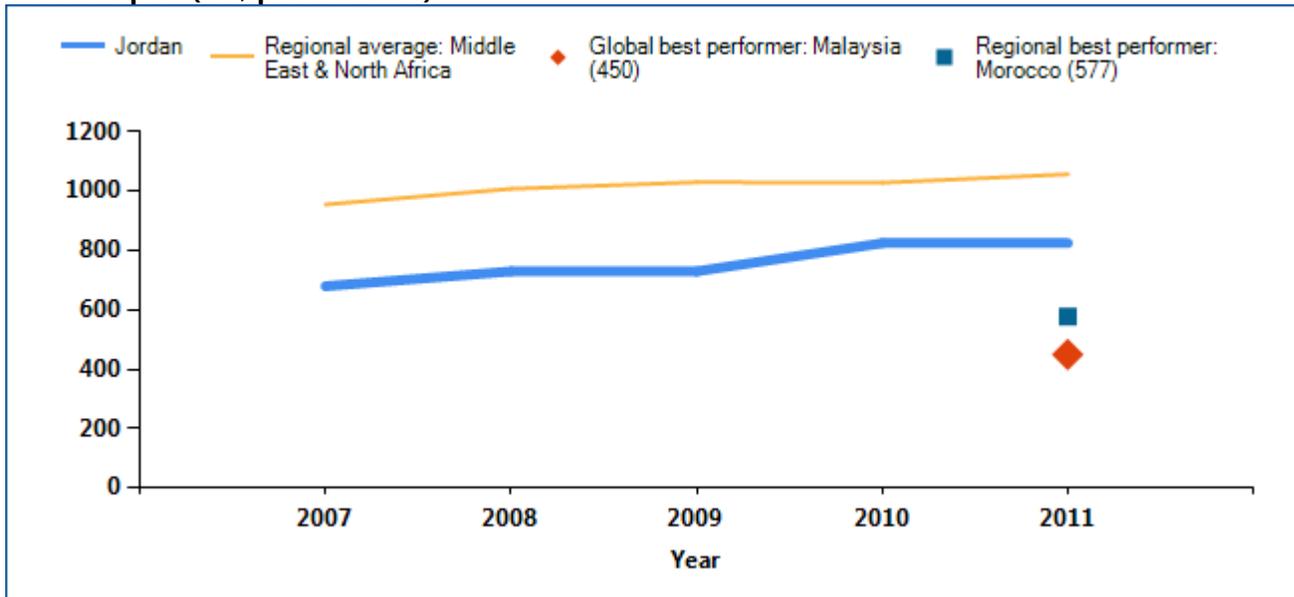


### Time to export (days)

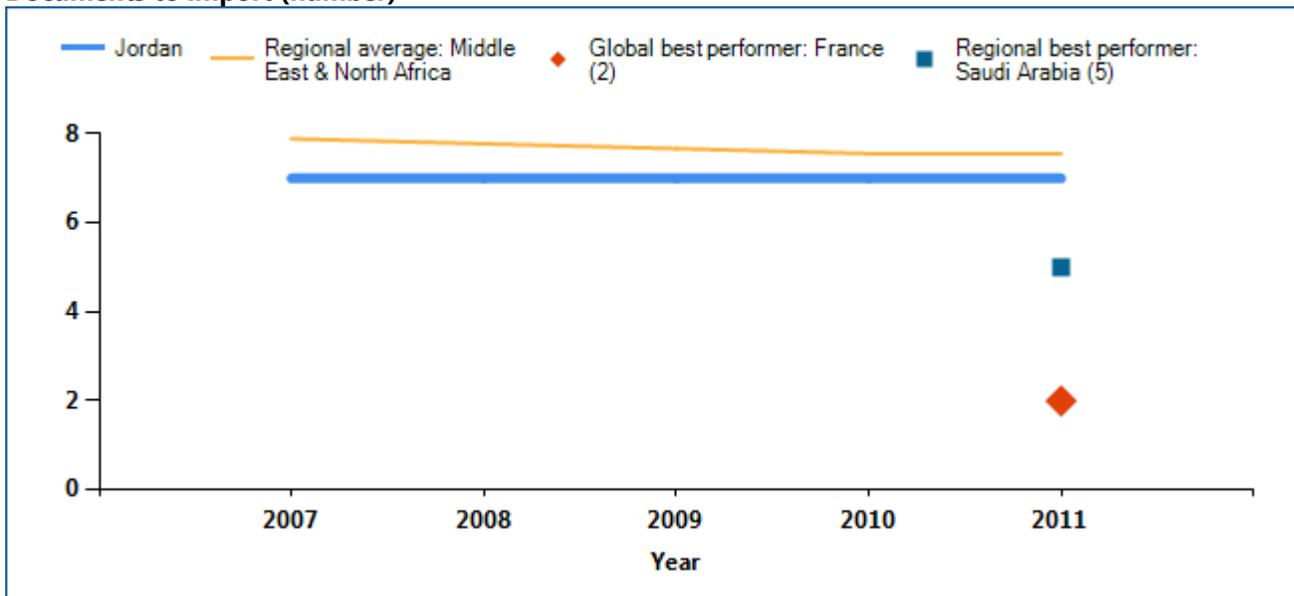


TRADING ACROSS BORDERS

Cost to export (US\$ per container)

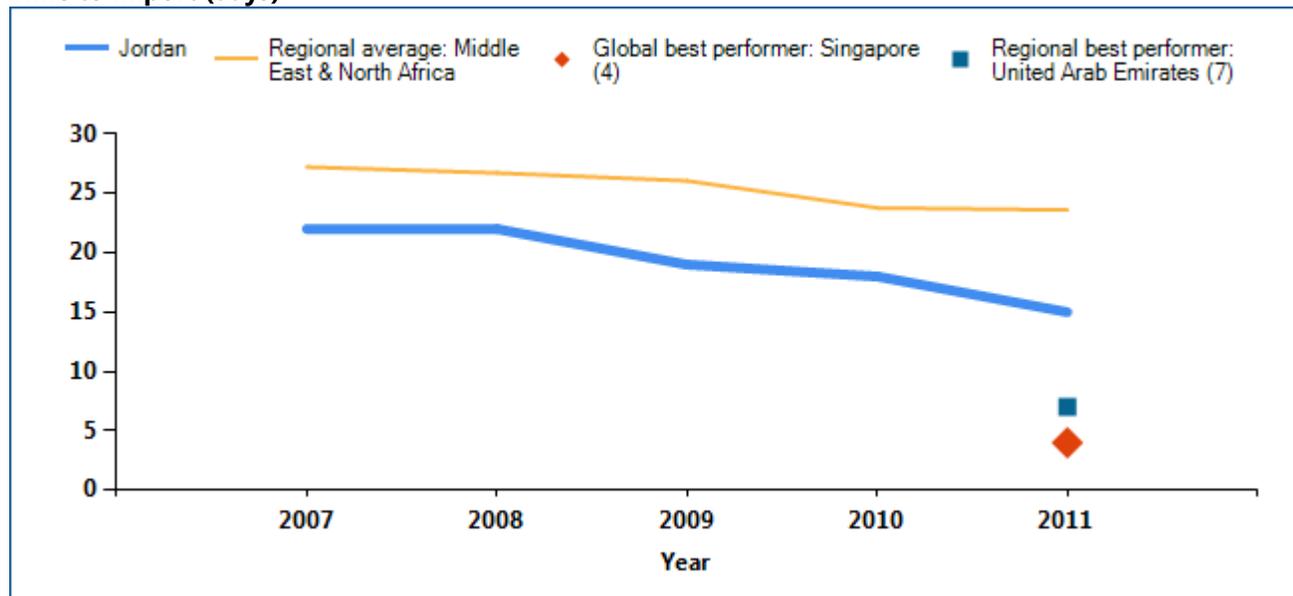


Documents to import (number)

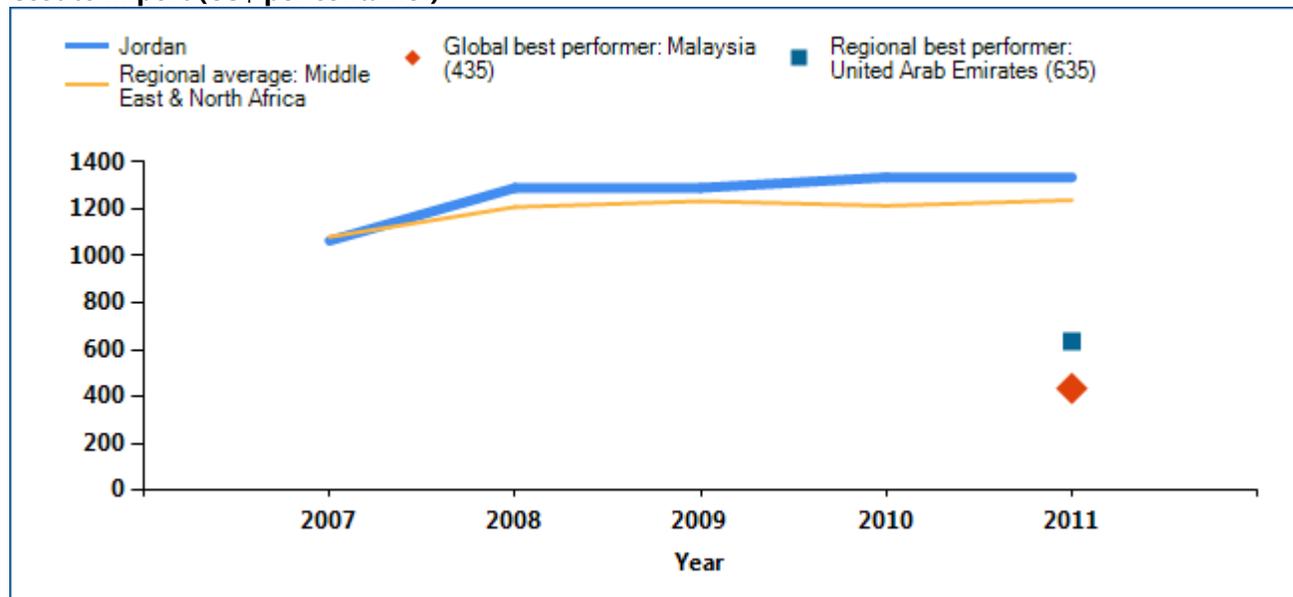


## TRADING ACROSS BORDERS

### Time to import (days)



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



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

Source: Doing Business database.

## TRADING ACROSS BORDERS

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

systems. These changes help improve the trading environment and boost firms' international competitiveness. What trade reforms has *Doing Business* recorded in Jordan (table 9.2)?

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

DB Year	Reform
DB2012	Jordan made trading across borders faster by introducing X-ray scanners for risk management systems.
DB2011	No reform.
DB2010	Trade was made more efficient by implementing a risk-based inspection regime of post-destination clearance for preapproved traders as well as by reducing to 30 percent the share of containers subject to physical inspection. In addition, implementation of new software allowing online submissions of customs declarations has reduced customs clearance times by two days for exporters and three days for importers.
DB2009	No reform.

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

Source: *Doing Business* database.

## TRADING ACROSS BORDERS

### What are the details?

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

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

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

Indicator	Jordan	Middle East & North Africa	OECD high income
Documents to export (number)	6	6	4
Time to export (days)	13	20	10
Cost to export (US\$ per container)	825	1,057	1,032
Documents to import (number)	7	8	5
Time to import (days)	15	24	11
Cost to import (US\$ per container)	1335	1,238	1,085

Procedures to export	Time (days)	Cost (US\$)
Documents preparation	6	135
Customs clearance and technical control	2	80
Ports and terminal handling	3	110
Inland transportation and handling	2	500
Totals	13	825

Procedures to import	Time (days)	Cost (US\$)
Documents preparation	8	385
Customs clearance and technical control	3	65
Ports and terminal handling	2	130
Inland transportation and handling	2	755
Totals	15	1335

## TRADING ACROSS BORDERS

<b>Documents to export</b>
Bill of lading
Customs export declaration
Commercial Invoice
Cargo release order
Certificate of origin
Packing List

<b>Documents to import</b>
Bill of lading
Cargo release order
Certificate of origin
Commercial invoice
Customs import declaration
Packing list
Technical standard certificate

## ENFORCING CONTRACTS

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

### What do the indicators cover?

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

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

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

### WHAT THE ENFORCING CONTRACTS INDICATORS MEASURE

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

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

Steps to file and serve the case

Steps for trial and judgment

Steps to enforce the judgment

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

Time to file and serve the case

Time for trial and obtaining judgment

Time to enforce the judgment

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

No bribes

Average attorney fees

Court costs, including expert fees

Enforcement costs

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

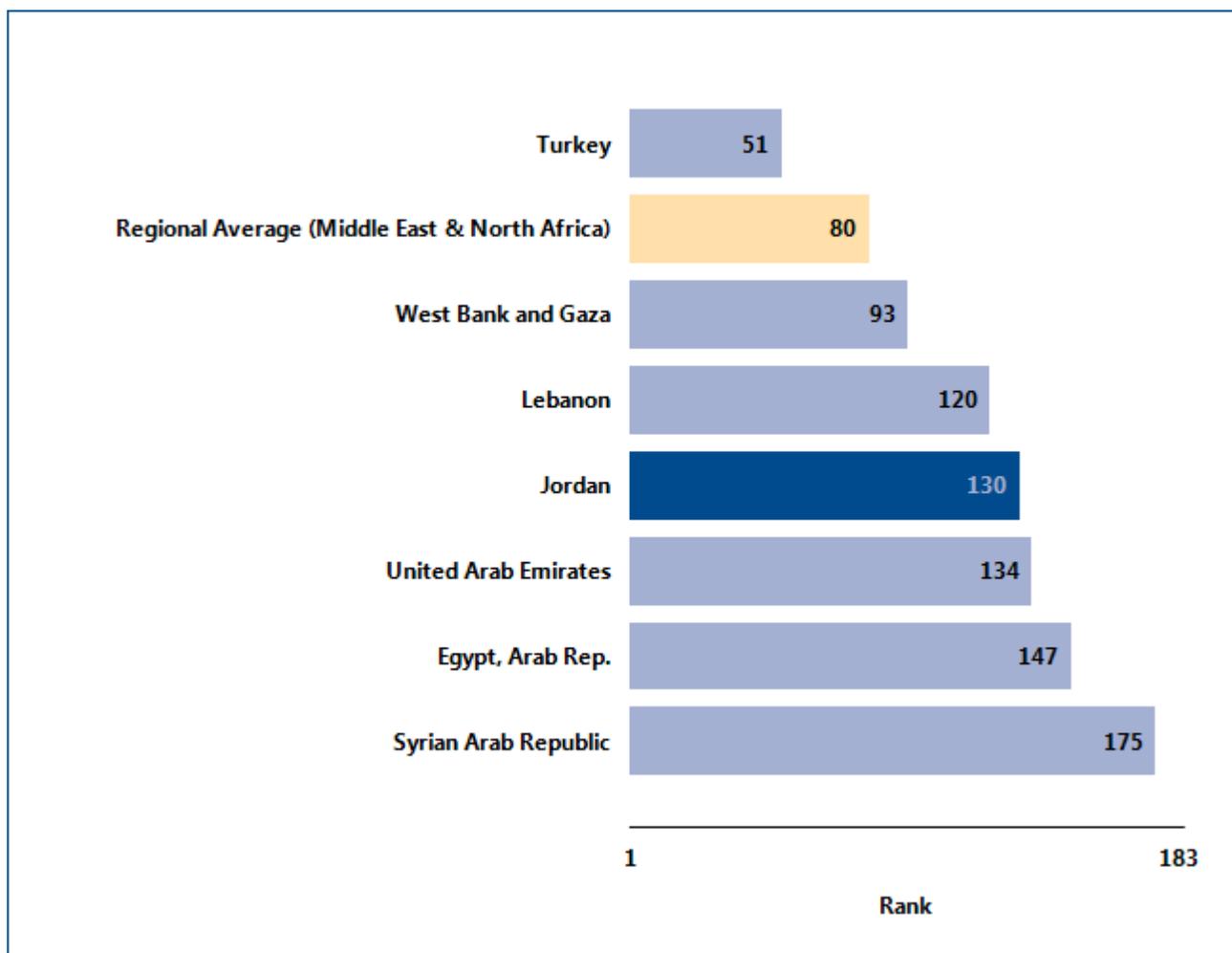
## ENFORCING CONTRACTS

### Where does the economy stand today?

How efficient is the process of resolving a commercial dispute through the courts in Jordan? According to data collected by *Doing Business*, enforcing a contract requires 38 procedures, takes 689 days and costs 31.2% of the value of the claim (see the summary at the end of this chapter for details).

Globally, Jordan stands at 130 in the ranking of 183 economies on the ease of enforcing contracts (figure 10.1). The rankings for comparator economies and the regional average ranking provide other useful benchmarks for assessing the efficiency of contract enforcement in Jordan.

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



Source: *Doing Business* database.

## ENFORCING CONTRACTS

### What are the changes over time?

While the most recent *Doing Business* data reflect how easy (or difficult) it is to enforce a contract in Jordan today, data on the underlying indicators over time help

identify which areas have changed and where the potential for improvement is greatest (table 10.1).

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

Indicator	DB2004	DB2005	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
<b>Rank</b>	..	..	..	..	..	..	..	130	130
<b>Time (days)</b>	689	689	689	689	689	689	689	689	689
<b>Cost (% of claim)</b>	31.2	31.2	31.2	31.2	31.2	31.2	31.2	31.2	31.2
<b>Procedures (number)</b>	39	39	39	39	39	39	38	38	38

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

Source: *Doing Business* database.

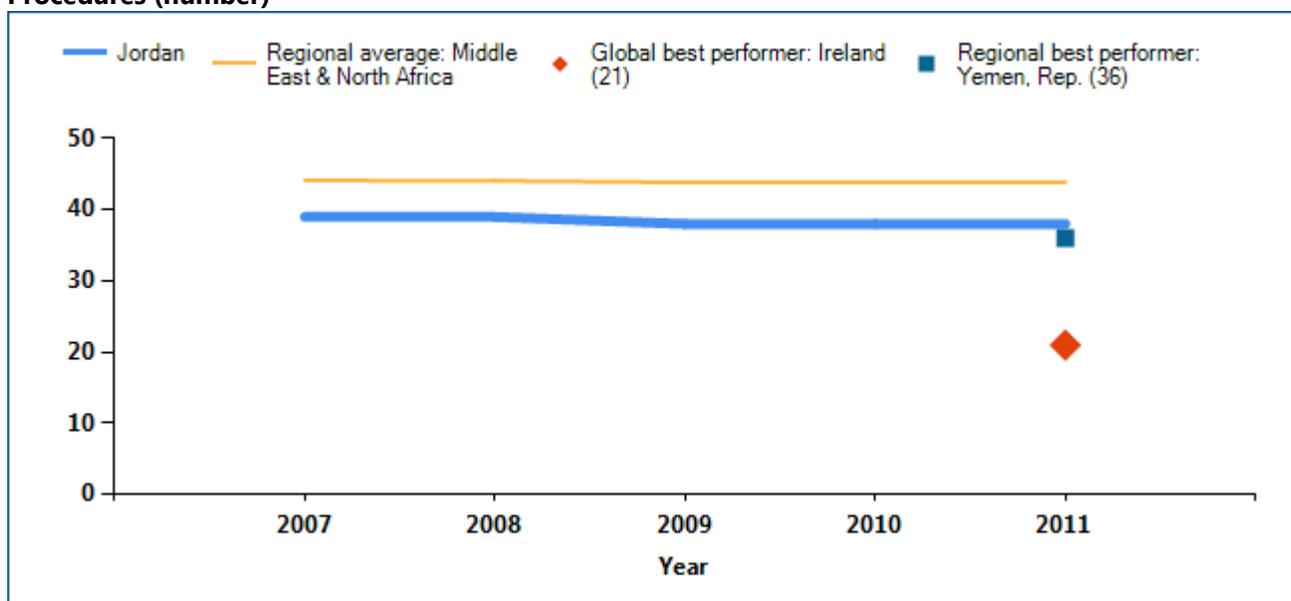
## ENFORCING CONTRACTS

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

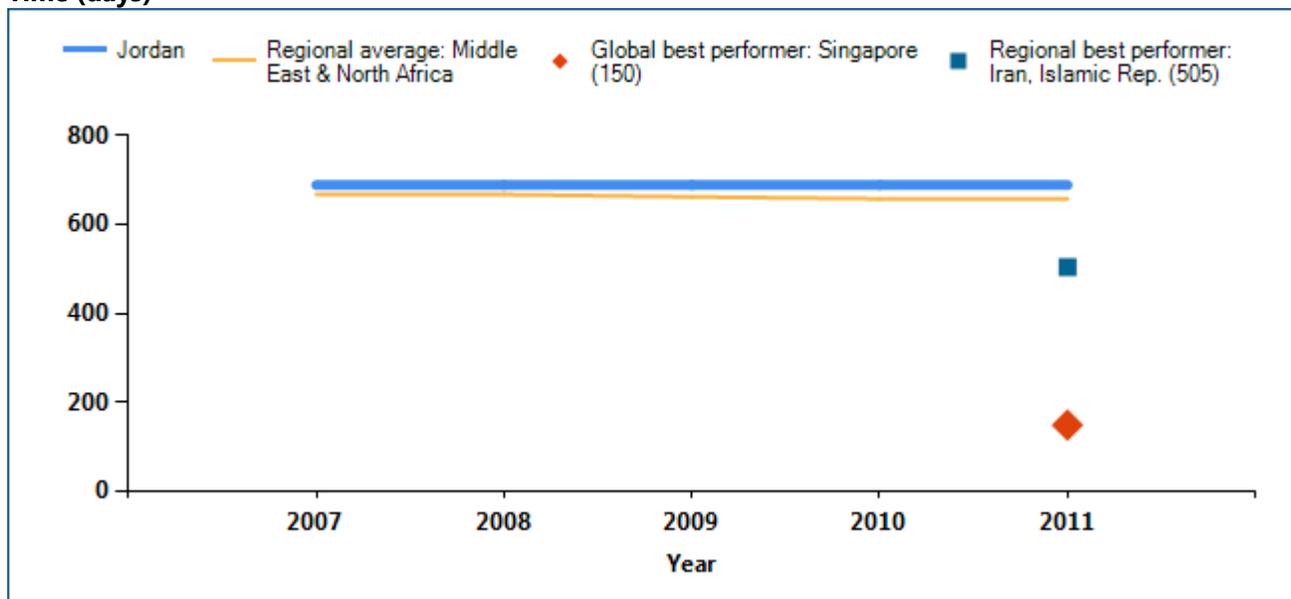
for Jordan on ways to improve the efficiency of contract enforcement. And changes in regional averages can show where Jordan is keeping up—and where it is falling behind.

Figure 10.2 Has enforcing contracts become easier over time?

### Procedures (number)

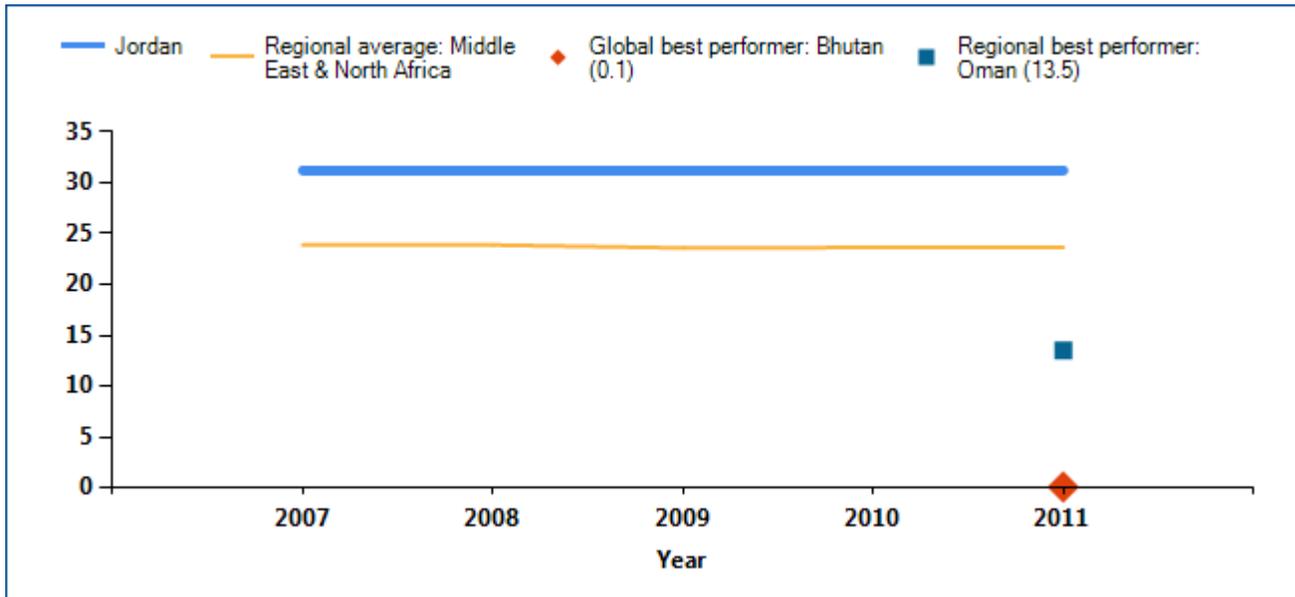


### Time (days)



## ENFORCING CONTRACTS

### Cost (% of claim)



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

Source: *Doing Business* database.

## ENFORCING CONTRACTS

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

often work on reducing backlogs by introducing periodic reviews to clear inactive cases from the docket and by making procedures faster. What reforms making it easier (or more difficult) to enforce contracts has *Doing Business* recorded in Jordan (table 10.2)?

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

DB Year	Reform
DB2012	No reform.
DB2011	No reform.
DB2010	Contract enforcement was improved by setting up special commercial courts and equipping them with computer-aided case management systems. In addition, a higher threshold for the lower conciliation court is expected to result in better distribution of cases.
DB2009	No reform.

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

Source: *Doing Business* database.

## ENFORCING CONTRACTS

### What are the details?

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

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

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

Indicator	Jordan	Middle East & North Africa	OECD high income
<b>Time (days)</b>	689	658.22	518.03
<b>Filing and service</b>	37		
<b>Trial and judgment</b>	462		
<b>Enforcement of judgment</b>	190		
<b>Cost (% of claim)</b>	31.2	23.64	19.71
<b>Attorney cost (% of claim)</b>	8		
<b>Court cost (% of claim)</b>	8.2		
<b>Enforcement Cost (% of claim)</b>	15		
<b>Procedures (number)</b>	38	43.83	31.42

Source: *Doing Business* database.

## RESOLVING INSOLVENCY

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

### What do the indicators cover?

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

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

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

- Is a domestically owned, limited liability company operating a hotel.
- Operates in the economy's largest business city.

### WHAT THE RESOLVING INSOLVENCY INDICATORS MEASURE

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

Measured in calendar years

Appeals and requests for extension are included

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

Measured as percentage of estate value

Court fees

Fees of insolvency administrators

Lawyers' fees

Assessors' and auctioneers' fees

Other related fees

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

Measures the cents on the dollar recovered by creditors

Present value of debt recovered

Official costs of the insolvency proceedings are deducted

Depreciation of furniture is taken into account

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

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

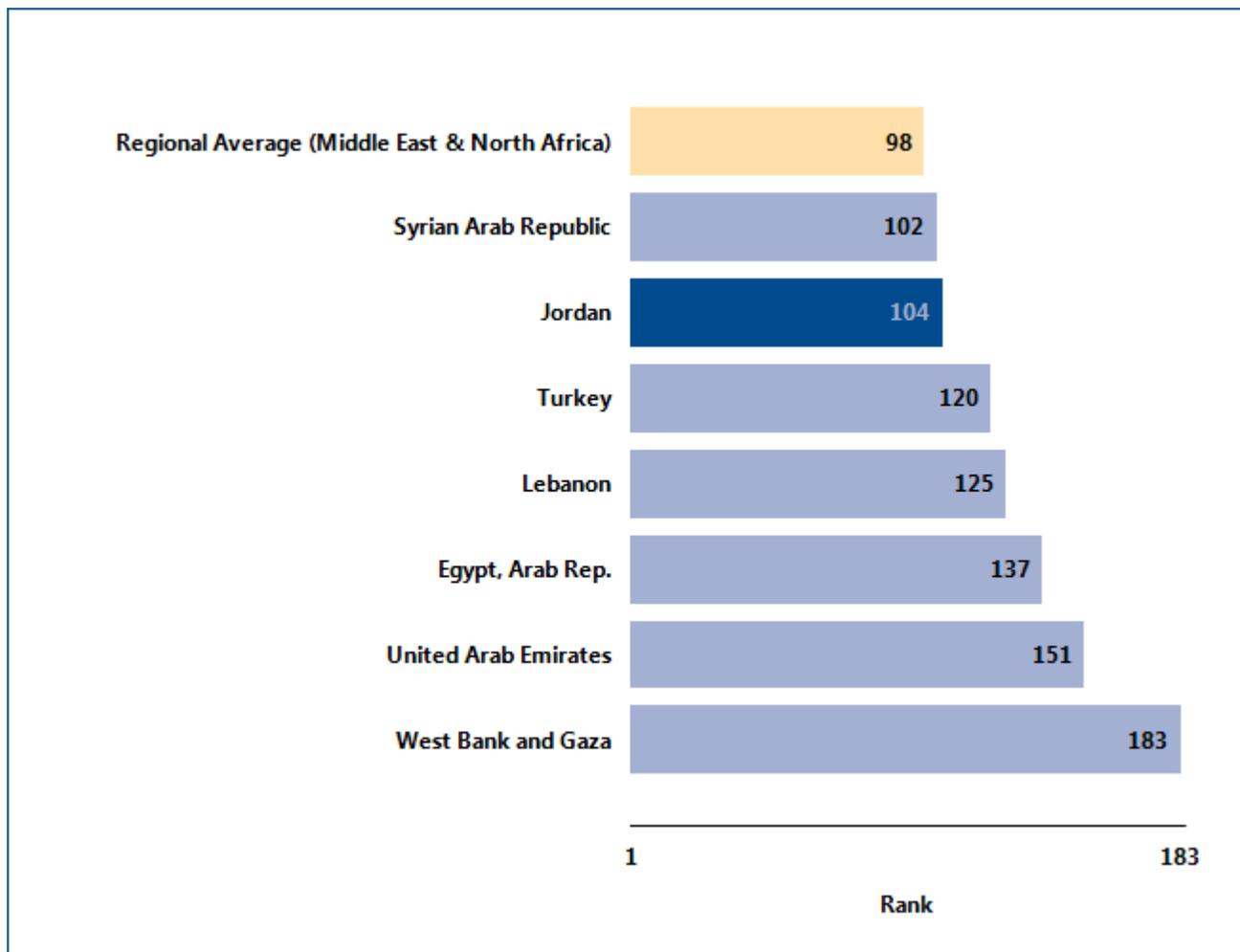
## RESOLVING INSOLVENCY

### Where does the economy stand today?

Speed, low costs and continuation of viable businesses characterize the top-performing economies. How efficient are insolvency proceedings in Jordan? According to data collected by *Doing Business*, resolving insolvency takes 4.3 years on average and costs 9% of the debtor’s estate. The average recovery rate is 27.2 cents on the dollar.

Globally, Jordan stands at 104 in the ranking of 183 economies on the ease of resolving insolvency (figure 11.1). The rankings for comparator economies and the regional average ranking provide other useful benchmarks for assessing the efficiency of insolvency proceedings in Jordan.

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



Source: *Doing Business* database.

## RESOLVING INSOLVENCY

### What are the changes over time?

While the most recent *Doing Business* data reflect the efficiency of insolvency proceedings in Jordan today, data over time show where the efficiency has changed—and where it has not (table 11.1). That can help identify where the potential for improvement is greatest.

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

Indicator	DB2004	DB2005	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
<b>Rank</b>	..	..	..	..	..	..	..	104	104
<b>Time (years)</b>	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3
<b>Cost (% of estate)</b>	9	9	9	9	9	9	9	9	9
<b>Recovery rate (cents on the dollar)</b>	26.6	25.9	27.9	28.2	27.8	27.3	27.3	26.9	27.2

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

Source: *Doing Business* database.

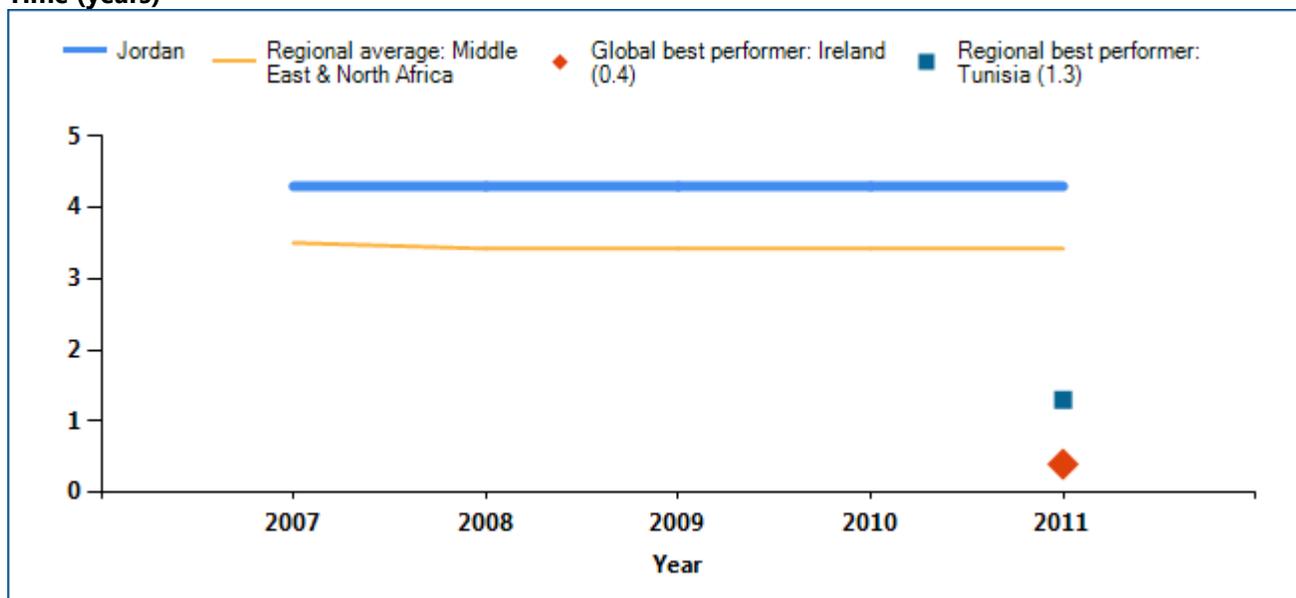
## RESOLVING INSOLVENCY

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

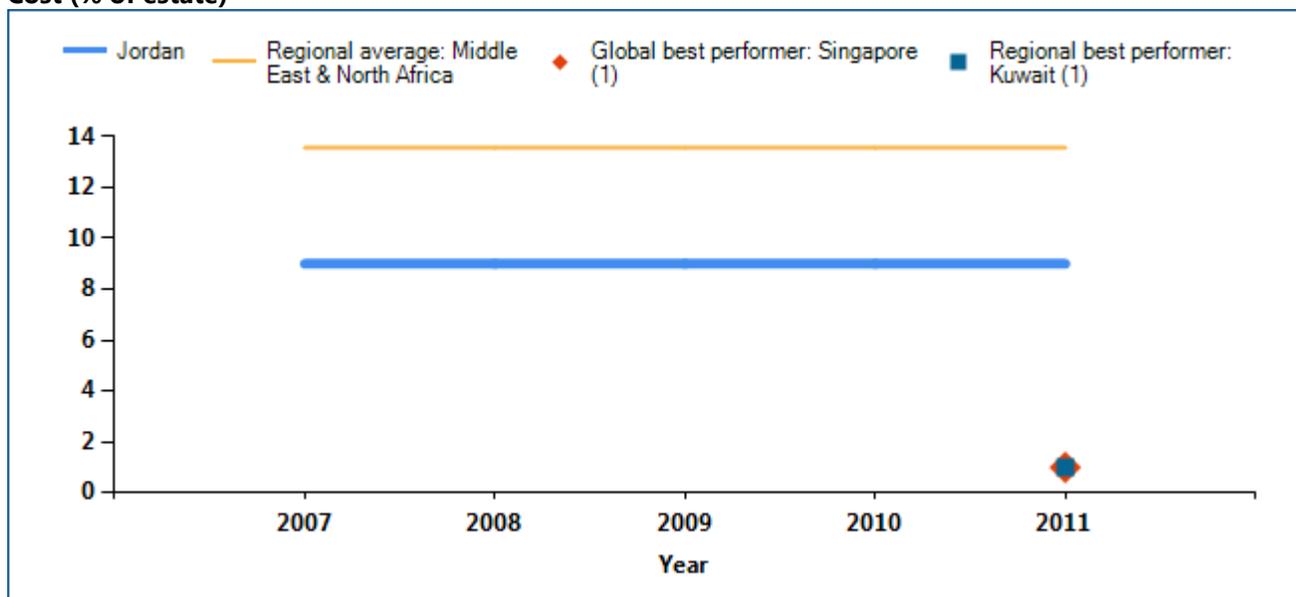
ways to improve the efficiency of insolvency proceedings. And changes in regional averages can show where Jordan is keeping up—and where it is falling behind.

Figure 11.2 Has resolving insolvency become easier over time?

### Time (years)

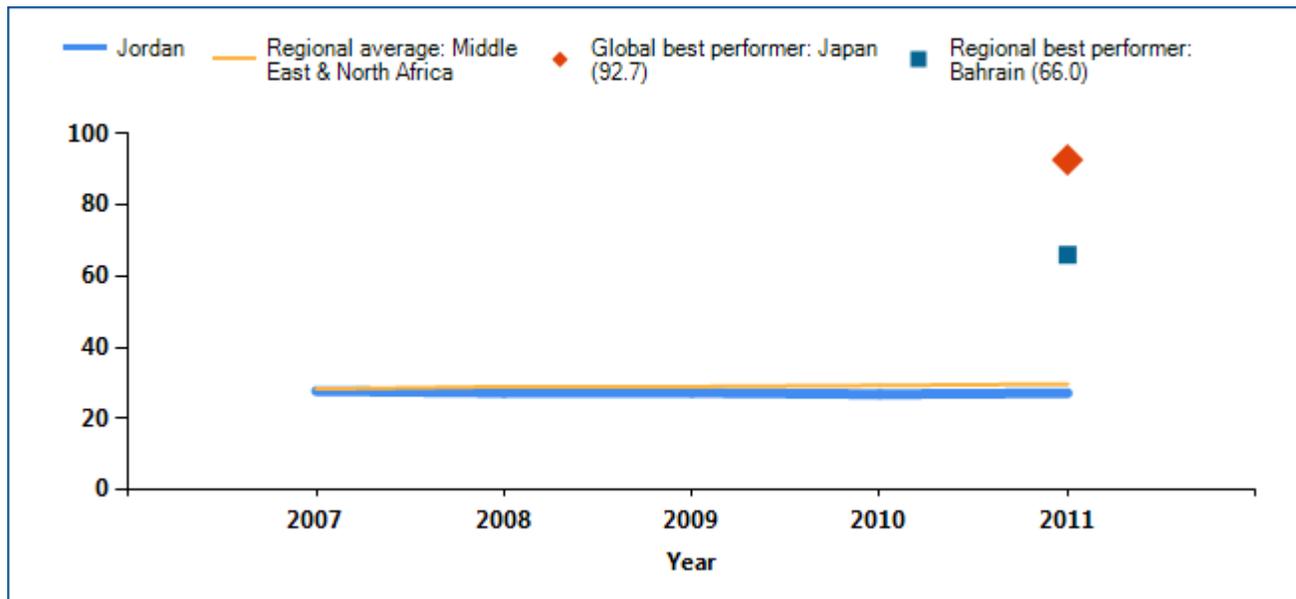


### Cost (% of estate)



## RESOLVING INSOLVENCY

### Recovery rate (cents on the dollar)



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

*Source:* *Doing Business* database.

## RESOLVING INSOLVENCY

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

change. Many recent reforms of bankruptcy laws have been aimed at helping more of the viable businesses survive. What insolvency reforms has *Doing Business* recorded in Jordan (table 11.2)?

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

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

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

*Source:* *Doing Business* database.

## DATA NOTES

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

The data for all sets of indicators in *Doing Business 2012* are for June 2011.<sup>3</sup>

### Methodology

The *Doing Business* data are collected in a standardized way. To start, the *Doing Business* team, with academic advisers, designs a questionnaire. The questionnaire uses a simple business case to ensure comparability across economies and over time—with assumptions about the legal form of the business, its size, its location and the nature of its operations. Questionnaires are administered through more than 9,028 local experts, including lawyers, business consultants, accountants, freight forwarders, government officials and other professionals routinely administering or advising on legal and regulatory requirements. These experts have several rounds of interaction with the *Doing Business* team, involving conference calls, written correspondence and visits by the team. For *Doing Business 2012* team members visited 40 economies to verify data and recruit respondents. The data from questionnaires are subjected to numerous rounds of verification, leading to revisions or expansions of the information collected.

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

## ECONOMY CHARACTERISTICS

### Gross national income (GNI) per capita

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

### Region and income group

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

### Population

*Doing Business 2012* reports midyear 2010 population statistics as published in *World Development Indicators 2011*.

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

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

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

## Limits to what is measured

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

Finally, the methodology assumes that a business has full information on what is required and does not waste time when completing procedures. In practice, completing a procedure may take longer if the business lacks information or is unable to follow up promptly. Alternatively, the business may choose to disregard some burdensome procedures. For both reasons the time delays reported in *Doing Business 2012* would differ from the recollection of

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

## Subnational *Doing Business* indicators

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

The subnational studies point to differences in business regulation and its implementation—as well as in the pace of regulatory reform—across cities in the same economy. For several economies subnational studies are now periodically updated to measure change over time or to expand geographic coverage to additional cities. This year that is the case for the subnational studies in the Philippines; the regional report in Southeast Europe; the ongoing studies in Italy, Kenya and the United Arab Emirates; and the projects implemented jointly with local think tanks in Indonesia, Mexico and the Russian Federation.

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

## Changes in what is measured

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

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

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

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

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

## Data challenges and revisions

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

## Ease of doing business and distance to frontier

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

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

### Ease of doing business

The ease of doing business index ranks economies from 1 to 183. For each economy the ranking is calculated as the simple average of the percentile rankings on each of the 10 topics included in the index in *Doing Business 2012*: starting a business, dealing with construction permits, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts, resolving insolvency and, new this year, getting electricity. The employing workers indicators are not included in this year's aggregate ease of doing business ranking. In addition to this year's ranking, *Doing Business* presents a comparable ranking for the previous year, adjusted for any changes in methodology as well as additions of economies or topics.<sup>4</sup>

### Construction of the ease of doing business index

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

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

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

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

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

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

#### *Variability of economies’ rankings across topics*

Each indicator set measures a different aspect of the business regulatory environment. The rankings of an economy can vary, sometimes significantly, across indicator sets. The average correlation coefficient between the 10 indicator sets included in the aggregate ranking is 0.36, and the coefficients between any 2 sets of indicators range from 0.17 (between protecting investors and getting electricity) to 0.57 (between starting a business and protecting investors). These correlations suggest that economies rarely score universally well or universally badly on the indicators.

<sup>5</sup> See Simeon Djankov, Darshini Manraj, Caralee McLiesh and Rita Ramalho, “*Doing Business* Indicators: Why Aggregate, and How to Do It” (World Bank, Washington, DC, 2005). Principal components and unobserved components methods yield a ranking nearly identical to that from the simple average method because both these methods assign roughly equal weights to the topics, since the pairwise correlations among indicators do not differ much. An alternative to the simple average method is to give different weights to the topics, depending on which are considered of more or less importance in the context of a specific economy.

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

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

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

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

*Doing Business 2012* uses a simple method to calculate which economies improved the most in the ease of doing business. First, it selects the economies that in 2010/11 implemented regulatory reforms making it easier to do business in 3 or more of the 10 topics included in this year’s ease of doing business ranking.<sup>7</sup> Thirty economies meet this criterion: Armenia, Burkina Faso, Burundi, Cape Verde, the Central African Republic, Chile, Colombia, the Democratic Republic of Congo, Côte d’Ivoire, The Gambia, Georgia, Korea, Latvia, Liberia, FYR Macedonia, Mexico, Moldova, Montenegro, Morocco, Nicaragua, Oman, Peru, Russia, São Tomé and Príncipe, Senegal, Sierra Leone, Slovenia, the Solomon Islands, South Africa and Ukraine. Second, *Doing Business* ranks these economies on the increase in their ranking on the ease of doing business from the previous year using comparable rankings.

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

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

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

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

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

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

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

The maximum (max) and minimum (min) observed values are computed for the 174 economies included in the *Doing Business* sample since 2005 and for all years (from 2005 to 2011). The year 2005 was chosen as the baseline for the economy sample because it was the first year in which data were available for the majority of economies (a total of 174) and for all 9 indicator sets included in the measure. To mitigate the effects of extreme outliers in the distributions of the rescaled data (very few economies need 694 days to complete the procedures to start a business, but many need 9 days), the maximum (max) is defined as the 95<sup>th</sup> percentile of the pooled data for all economies and all years for each indicator.

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

## RESOURCES ON THE *DOING BUSINESS* WEBSITE

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News on the *Doing Business* project

<http://www.doingbusiness.org>

### **Rankings**

How economies rank—from 1 to 183

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Access to *Doing Business* reports as well as subnational and regional reports, reform case studies and customized economy and regional profiles

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Short summaries of DB2012 business regulation reforms, lists of reforms since DB2008 and a ranking simulation tool

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Customized data sets since DB2004

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Online collection of business laws and regulations relating to business and gender issues

<http://www.doingbusiness.org/law-library/>

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