

Doing Business 2011

Nigeria

**Making
a Difference for
Entrepreneurs**

COMPARING BUSINESS REGULATION IN 183 ECONOMIES



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Doing Business 2011
Business Reforms

Doing Business 2011: Making a Difference for Entrepreneurs is the eighth in a series of annual reports investigating regulations that enhance business activity and those that constrain it. *Doing Business* presents quantitative indicators on business regulations and the protection of property rights that can be compared across 183 economies, from Afghanistan to Zimbabwe, over time.

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

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

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

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

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

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

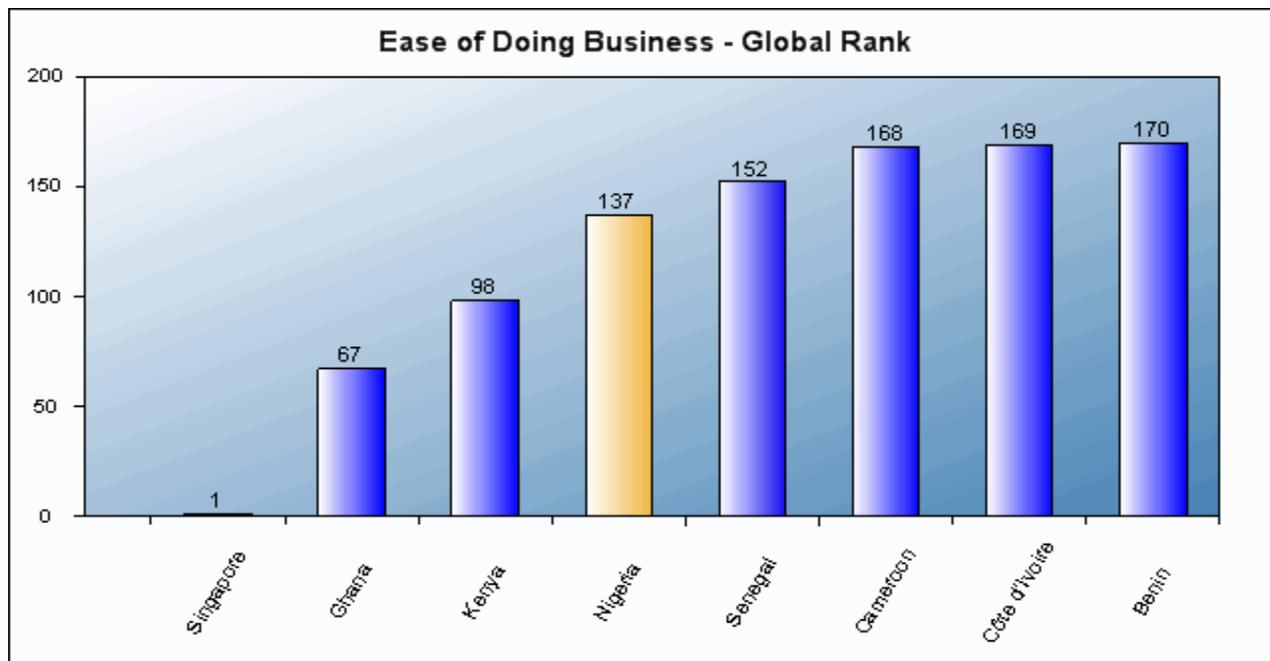
* Except for the Paying Taxes indicator that refers to the period January to December of 2009.

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

Economy Rankings - Ease of Doing Business

Nigeria is ranked 137 out of 183 economies. Singapore is the top ranked economy in the Ease of Doing Business.

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



Nigeria's ranking in Doing Business 2011

Rank	Doing Business 2011
Ease of Doing Business	137
Starting a Business	110
Dealing with Construction Permits	167
Registering Property	179
Getting Credit	89
Protecting Investors	59
Paying Taxes	134
Trading Across Borders	146
Enforcing Contracts	97
Closing a Business	99

Summary of Indicators - Nigeria

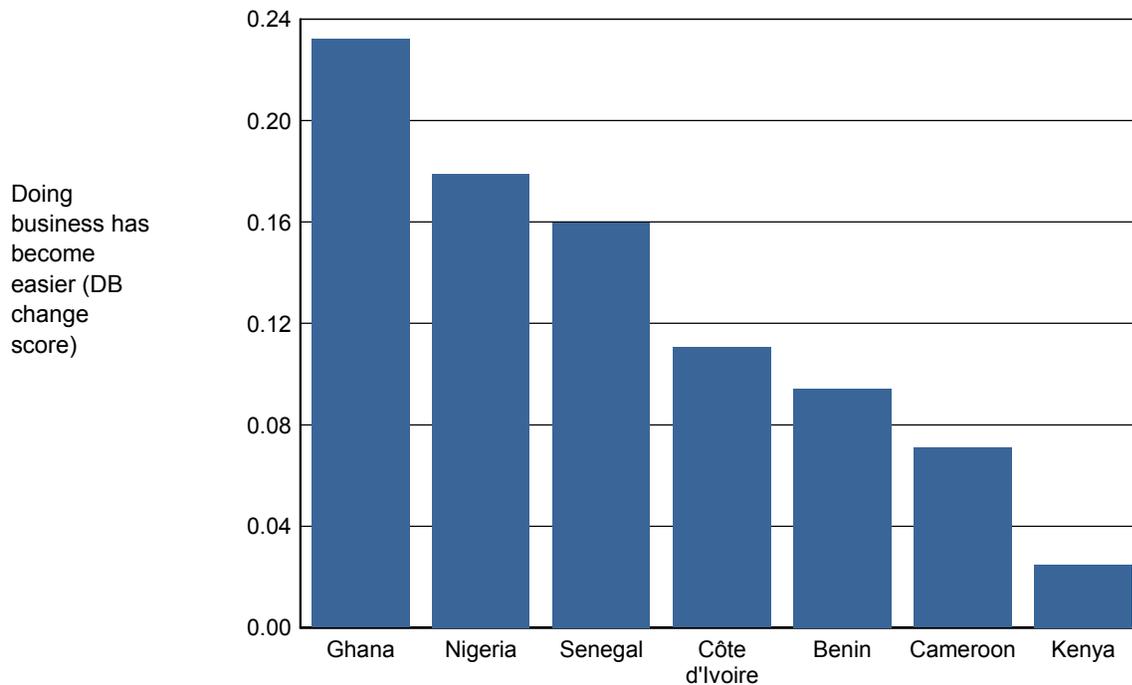
Starting a Business	Procedures (number)	8
	Time (days)	31
	Cost (% of income per capita)	78.9
	Min. capital (% of income per capita)	0.0
Dealing with Construction Permits	Procedures (number)	18
	Time (days)	350
	Cost (% of income per capita)	597.5
Registering Property	Procedures (number)	13
	Time (days)	82
	Cost (% of property value)	20.9
Getting Credit	Strength of legal rights index (0-10)	8
	Depth of credit information index (0-6)	0
	Public registry coverage (% of adults)	0.0
	Private bureau coverage (% of adults)	0.0
Protecting Investors	Extent of disclosure index (0-10)	5
	Extent of director liability index (0-10)	7
	Ease of shareholder suits index (0-10)	5
	Strength of investor protection index (0-10)	5.7
Paying Taxes	Payments (number per year)	35
	Time (hours per year)	938
	Profit tax (%)	21.8
	Labor tax and contributions (%)	9.7
	Other taxes (%)	0.7
	Total tax rate (% profit)	32.2
Trading Across Borders	Documents to export (number)	10
	Time to export (days)	24
	Cost to export (US\$ per container)	1263
	Documents to import (number)	9
	Time to import (days)	39
	Cost to import (US\$ per container)	1440

Enforcing Contracts	Procedures (number)	40
	Time (days)	457
	Cost (% of claim)	32.0
Closing a Business	Recovery rate (cents on the dollar)	26.8
	Time (years)	2.0
	Cost (% of estate)	22

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

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

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



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

Some reform outcomes

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

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

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

What does Starting a Business measure?

Procedures to legally start and operate a company (number)

- Preregistration (for example, name verification or reservation, notarization)
- Registration
- Post registration (for example, social security registration, company seal)

Time required to complete each procedure (calendar days)

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

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

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

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

- Deposited in a bank or with a notary prior to registration begins

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



Case Study Assumptions

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

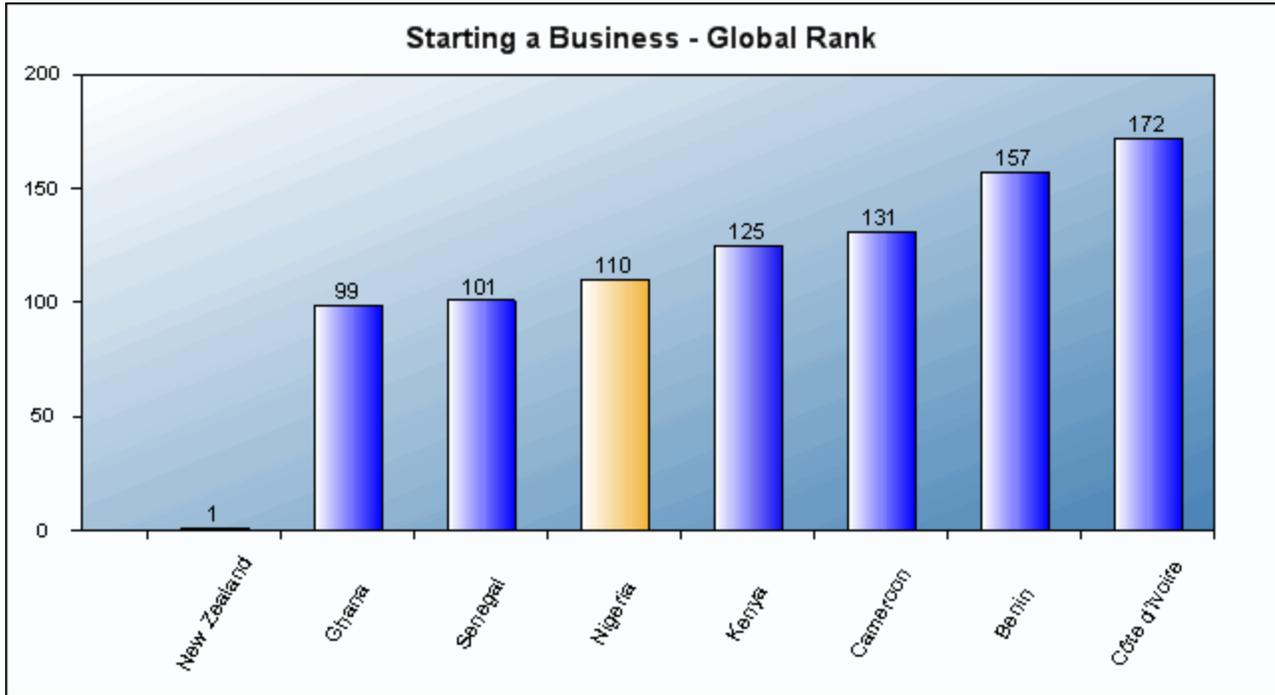
The business:

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

1. Benchmarking Starting a Business Regulations:

Nigeria is ranked 110 overall for Starting a Business.

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



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

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

<i>Selected Economy</i>				
Nigeria	8	31	78.9	0.0

<i>Comparator Economies</i>				
Benin	7	31	152.6	285.3
Cameroon	6	19	51.2	191.8
Côte d'Ivoire	10	40	133.0	202.9
Ghana	7	12	20.3	11.0
Kenya	11	33	38.3	0.0
Senegal	4	8	63.1	205.1

* The following economies are also good practice economies for :

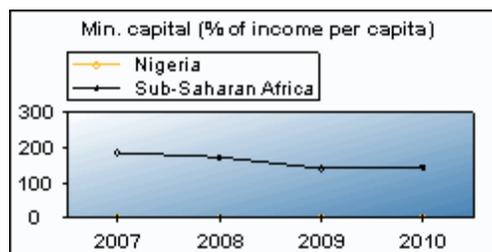
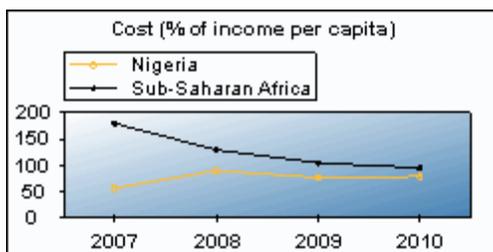
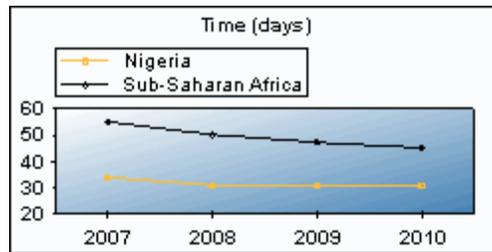
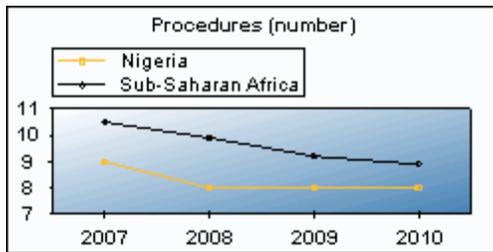
Procedures (number): Canada

Cost (% of income per capita): Slovenia

2. Historical data: Starting a Business in Nigeria

Starting a Business data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	109	110
Procedures (number)	9	8	8	8
Time (days)	34	31	31	31
Cost (% of income per capita)	56.6	90.1	76.7	78.9
Min. capital (% of income per capita)	0.0	0.0	0.0	0.0

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



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



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

STANDARDIZED COMPANY

Legal Form: Private Limited Liability Company

City: Lagos

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	check the availability of company name with the Corporate Affairs Commission on-line	2	NGN 200
2	Prepare the requisite incorporation documents and pay the stamp duty	7	NGN 11,265
3	Notarize the declaration of compliance (CAC 4)	1	NGN 500
4	Register the company with the Corporate Affairs Commission & pay fees at the bank desk at CAC	11	NGN 88,092
5	Register with the Federal Board of Inland Revenue Department of the Ministry of Finance for income tax and VAT	4	no charge
6 *	Register for personal income tax PAYE at the State Tax Office	2	no charge
7 *	Receive inspection from local government	7	no charge
8	Pay fees at a designated bank	1	NGN 18,500

* Takes place simultaneously with another procedure.

Starting a Business Details - Nigeria

Procedure 1 check the availability of company name with the Corporate Affairs Commission on-line

Time to complete: 2

Cost to complete: NGN 200

Comment: The Corporate Affairs Commission (CAC) Online System was commissioned in June 2005. The system envisaged an online search of unique company names immediately upon the purchase of an e-payment card from an accredited bank. Although this services is widely advertised by CAC, until now the system is not fully operational either because of power fluctuation or because of lack of availability of the pre-paid cards- necessary to conduct the on-line transaction. In most cases, the applicants have to go to the CAC office to complete this procedure.

Procedure 2 Prepare the requisite incorporation documents and pay the stamp duty

Time to complete: 7

Cost to complete: NGN 11,265

Comment: To prepare the requisite incorporation documents, the incorporators must complete the requisite statutory forms, prepare and print the memorandum and articles of association, and have them stamped by the Federal Inland Revenue Service (FIRS)

Procedure 3 Notarize the declaration of compliance (CAC 4)

Time to complete: 1

Cost to complete: NGN 500

Comment: The declaration by the barrister or solicitor engaged in the formation of the company may be sworn to at either the State High Court for a fee of NGN 250 or at the Federal High court for a fee of NGN 100.00.

Procedure 4 Register the company with the Corporate Affairs Commission & pay fees at the bank desk at CAC

Time to complete: 11

Cost to complete: NGN 88,092

Comment: To register the company with the Corporate Affairs Commission (CAC), the following incorporation documents are submitted:

- Name reservation and availability form.
- Memorandum and articles of association, stamped by the commissioner for stamp duties (two copies).
- Form CAC 3, Notice of registered address.
- Form CAC 7, Particulars of directors.
- Form CAC 2, Statement of share capital and return of allotment of shares.

Incorporation fees are

- NGN 10,000 for company whose nominal share capital does not exceed NGN 1,000,000, and NGN 10,000 for every NGN 1,000,000 thereafter. - N500 incorporation forms. Incorporation fees for a company whose share capital exceeds N1,000,000.00 is N10,000.00 for the first

N1,000,000.00 and N10,000.00 for every additional N1,000,000.00 or any part thereof.

- Stamp duties is payable on the share capital of a company at the rate of 0.75%
- N500 for each additional copy of Memorandum and Articles of Association stamped
- N3,000 for certified true copy of memorandum and articles of association
- N2,000 for certified true copy of particulars of directors
- N2,000 for certified true copy of particulars of shareholders. Moreover, NGN 60,000 is the approximate cost of company incorporation conducted by professionals (lawyers, chartered accountants of chartered secretaries) accredited by CAC.

The payment can be done at the bank desk at CAC.

The Corporate Affairs Commission introduced a same-day incorporation option at an increased statutory fee (five times that of standard incorporation). In June 2005, the Corporate Affairs Commission commissioned a system for online company registration, in which registration documents and payments may be processed electronically by Commission-accredited lawyers. However, the system is not yet fully implemented.

Procedure 5 Register with the Federal Board of Inland Revenue Department of the Ministry of Finance for income tax and VAT

Time to complete: 4

Cost to complete: no charge

Comment: The Federal Inland Revenue Service (FIRS) requires the applicant to complete tax registration forms for corporate income tax registration as well as VAT. The company submits an application letter to the tax authority for a tax clearance certificate and, for income tax purposes, registers at the integrated tax office. The registration process requires submitting a completed tax office-issued application (taxpayer registration input form, TRIF/2006/001 COYS) and the following documents:

- Completed FIRS questionnaire.
- Memorandum and articles of association (copy).
- Certificate of incorporation (copy).
- Directors' names and addresses.
- Tax advisor's name and address.
- Letter of appointment of a tax adviser and corresponding letter of acceptance.
- The date the company commenced business;
- names, addresses and mobile numbers of major promoters and the chairman of the company, including their email addresses;
- other sources of income of the chairman and the promoters of the company;
- name and addresses of the principal officers of the company including the chairman, managing director, legal adviser and accountant;

To register, the company must submit the taxpayer registration input form in triplicate, and the original certificate of incorporation must be presented for review by the controller. Upon the completed taxpayer registration input form and all other documents being received, a tax reference number is allocated. An application must be filed for the tax clearance certificate; its issuance is not automatic.

Fee schedule for tax clearance certificate:

- Registration within 6 months of incorporation: no cost.
- Registration after 6 months of incorporation (if the company has yet to start business operations):
 - A pre-operation levy of NGN 20,000 for first-year requests and NGN 25,000 for each subsequent-year request, until the company files a notice of commencement of business as per amendment to section 29 of the Companies' Income Tax Act No. 11 of 2007.
 - Companies that register after the start of operations must file a set of audited accounts. TCC is issued based on tax paid for 3 years. If the position is at a loss, the TCC will be issued to reflect the position.

Companies required to register for VAT complete the VAT registration form (VAT Form 001, obtainable free of charge from all FIRS offices) and return it to the integrated tax office, which will issue a taxpayer identification number (TIN). Companies required to register for VAT must do so

within 6 months from the date of starting business operations.

Since the registration for corporate income tax and VAT are done in the same place; 1 Tax Identification Number (TIN) is issued to companies for all federal taxes.

Procedure 6 Register for personal income tax PAYE at the State Tax Office

Time to complete: 2

Cost to complete: no charge

Comment: All employers shall register with the relevant state tax authority for income tax withholding. Once the application is filed, with a copy of the certificate of incorporation attached, a reference file is opened for the company.

Procedure 7 Receive inspection from local government

Time to complete: 7

Cost to complete: no charge

Comment: The Lagos State Government has developed a new State Law which entitles it to impose signage fees. This law is much more developed than most other State laws. The local government was divested of the power to carry out this function in January 2007 to Lagos State Signage and Advertising Agency (LASAA). now the Signage law is enforced by LASAA. LASAA regulates outdoor display in business premises in Lagos State. Any company that is doing business in Lagos State that has an outdoor display in form of advertisement in the premises or any vehicle of the company must register the display with the agency. LASAA issue the questionnaire regarding the application to erect a signboard outside business premises, etc. That questionnaire is completed by newly established businesses within the State and submitted to LASAA, who will scrutinise the completed questionnaire and arrange for an inspection of the signboard at its location. The amount payable is N9,000 comprising the formal application fee (N2,500.00) and the fee for a Geographical Information Survey (N6,500). Additional optional fees totalling N6,000 may also be paid at the application stage for the LASAA Guidelines (N5,000.00) and the LASAA Gazette (N1,000.00). After the above, the application will be forwarded to the Billing and Assessment department of the agency to determine the fee payable for the issuance of the permit. The amount of fee is determined by the dimension and location of the outdoor display. However, in most states in Nigeria, signage and related compliance issues are handled by the local government council.

Procedure 8 Pay fees at a designated bank

Time to complete: 1

Cost to complete: NGN 18,500

Comment: The fee payable is about N9,000 comprising the formal application fee (N2,500.00) and the fee for a Geographical Information Survey (N6,500). Additional optional fees totalling N6,000 may also be paid at the application stage for the LASAA Guidelines (N5,000.00) and the LASAA Gazette (N1,000.00).

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

Some reform outcomes

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

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

What does the Dealing with Construction Permits indicator measure?

Procedures to legally build a warehouse (number)

- Submitting all relevant documents and obtaining all necessary clearances, licenses, permits and certificates
- Completing all required notifications and receiving all necessary inspections
- Obtaining utility connections for electricity, water, sewerage and a land telephone line
- Registering the warehouse after its completion (if required for use as collateral or for transfer of warehouse)

Time required to complete each procedure (calendar days)

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

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

- Official costs only, no bribes

Case Study Assumptions

The business:

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

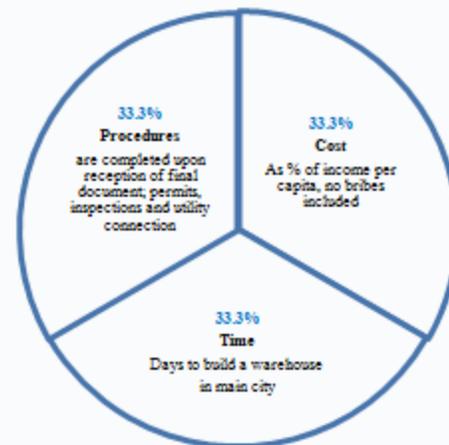
The warehouse:

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

Dealing with Construction Permits:

Building a warehouse

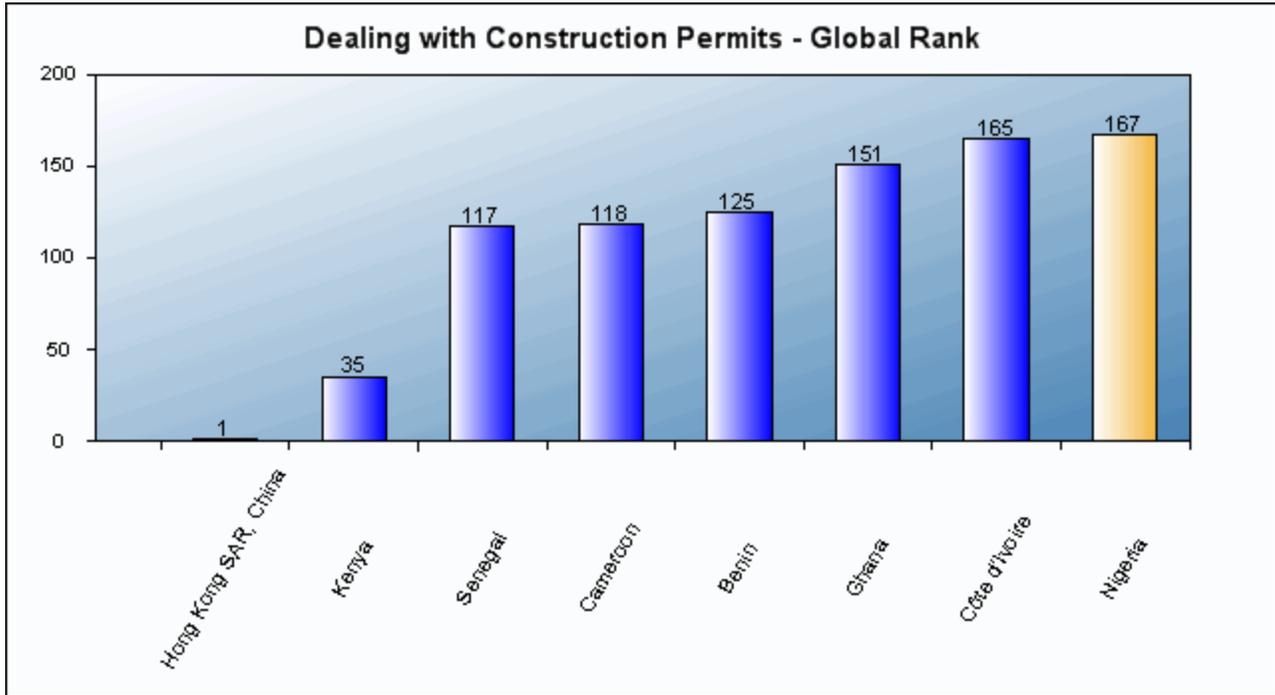
Rankings are based on 3 subindicators



1. Benchmarking Dealing with Construction Permits Regulations:

Nigeria is ranked 167 overall for Dealing with Construction Permits.

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



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

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

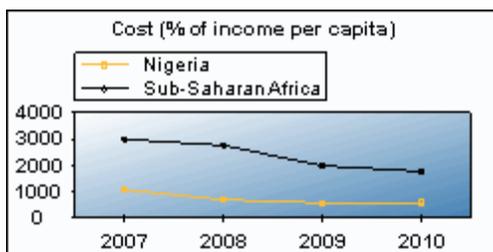
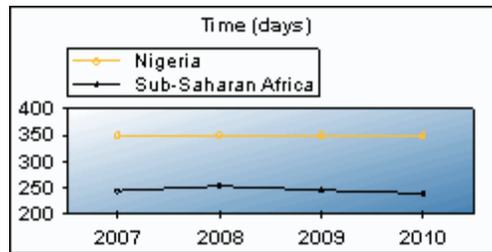
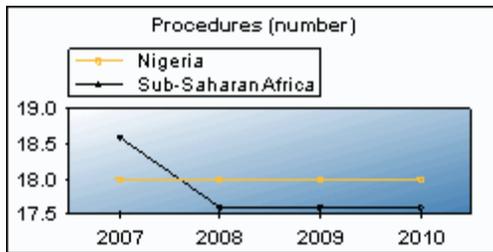
<i>Selected Economy</i>			
Nigeria	18	350	597.5

<i>Comparator Economies</i>			
Benin	15	320	249.6
Cameroon	14	213	1235.8
Côte d'Ivoire	21	592	227.6
Ghana	18	220	1017.7
Kenya	11	120	167.8
Senegal	16	210	459.0

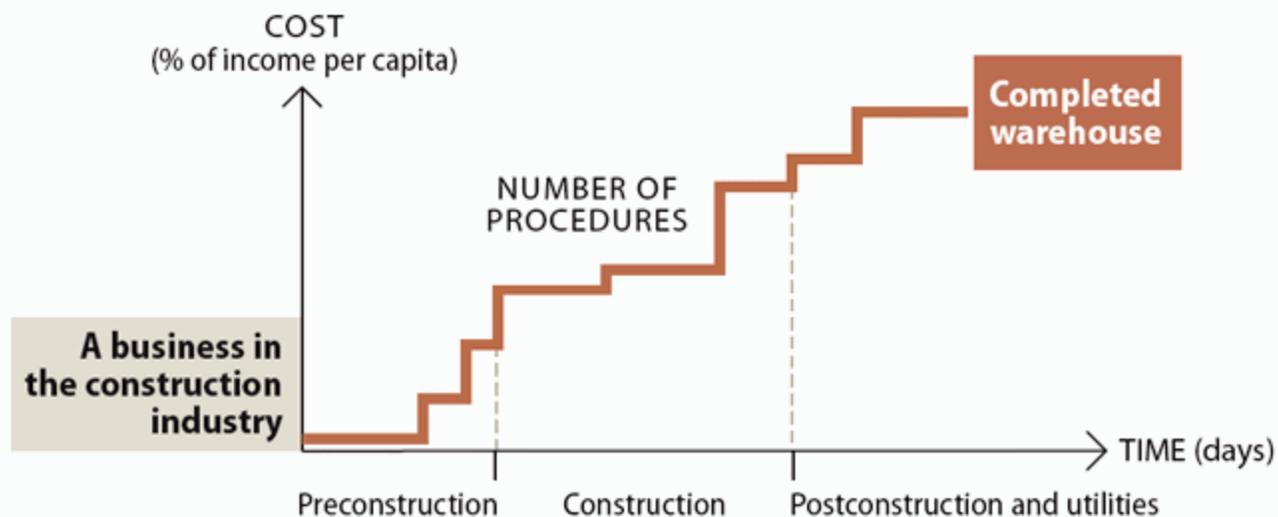
2. Historical data: Dealing with Construction Permits in Nigeria

Dealing with Construction Permits data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	165	167
Procedures (number)	18	18	18	18
Time (days)	350	350	350	350
Cost (% of income per capita)	1074.9	693.4	573.4	597.5

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



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



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

BUILDING A WAREHOUSE

City: Lagos

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Obtain an environmental impact assessment report	7 days	NGN 35,000
2	Obtain a development permit from the District Office	42 days	NGN 494,216
3	Pay the Development Levy to the Local Planning Authority	1 day	NGN 49,422
4	Pay the spatial enhancement contribution to the Lagos State Urban and Regional Planning Board in bank draft	1 day	NGN 95,000
5	Obtain a certificate of structural stability of foundation from an accredited construction testing company	2 days	NGN 5,000
6	Obtain a certificate of structural stability (first pouring of concrete)	2 days	NGN 5,000
7	Obtain a certificate of structural stability (second pouring of concrete)	2 days	NGN 5,000
8	Obtain a certificate of structural stability (third pouring of concrete)	2 days	NGN 5,000

9	Receive an inspection during construction by the State Government Task Force reporting to the Commissioners for Land and Urban Development	1 day	no charge
10	Receive an inspection during construction by the Local Monitoring Team reporting to the District Office	1 day	no charge
11	Receive an inspection during construction by the Zonal Monitoring Team	1 day	no charge
12	Request and receive an inspection by the Fire Department	1 day	no charge
13	Obtain a certificate of completion and fitness for habitation	14 days	no charge
14 *	Obtain a fixed telephone line	21 days	NGN 15,750
15 *	Apply for electricity connection	1 day	no charge
16	Receive an inspection by the electrical power provider	1 day	no charge
17	Obtain electricity connection	270 days	NGN 50,000
18 *	Dig a borehole to obtain water	7 days	NGN 138,000

* Takes place simultaneously with another procedure.

Dealing with Construction Permits Details - Nigeria

Procedure	1	Obtain an environmental impact assessment report
Time to complete:	7 days	
Cost to complete:	NGN 35,000	
Agency:	Town Planner	
Comment:	It usually takes 4 days for the Town Planner to issue the Environmental Impact Assessment Report. The fee varies between NGN 20,000 and NGN 50,000.	
Procedure	2	Obtain a development permit from the District Office
Time to complete:	42 days	
Cost to complete:	NGN 494,216	
Agency:	District Office	
Comment:	The development permit authorizes construction and is valid for 2 years. Several documents are required to obtain this permit, including all the documents, clearances, and approvals required or obtained in the previous procedures Legally, a pre-approval inspection is required. Other inspections include one by the Environmental Protection Agency, and another structural inspection carried out by the Local Planning Authority during construction. In practice however, none of these inspections usually takes place.	
Procedure	3	Pay the Development Levy to the Local Planning Authority
Time to complete:	1 day	
Cost to complete:	NGN 49,422	
Agency:	Local Planning Authority	
Comment:	The Local Planning Authority (LPA) charges a contribution levy (10% of the building permit cost) for the preparation and production of development plans, such as local, district, subject, and action plans; development guides; office maintenance; procurement and maintenance of vehicles; office equipment; and similar issues.	
Procedure	4	Pay the spatial enhancement contribution to the Lagos State Urban and Regional Planning Board in bank draft
Time to complete:	1 day	
Cost to complete:	NGN 95,000	
Agency:	Lagos State Urban and Regional Planning Board	
Comment:		
Procedure	5	Obtain a certificate of structural stability of foundation from an accredited construction testing company

Time to complete: 2 days
Cost to complete: NGN 5,000
Agency: Accredited Construction Testing Company
Comment:

Procedure 6 Obtain a certificate of structural stability (first pouring of concrete)

Time to complete: 2 days
Cost to complete: NGN 5,000
Agency: Accredited Construction Testing Company
Comment:

Procedure 7 Obtain a certificate of structural stability (second pouring of concrete)

Time to complete: 2 days
Cost to complete: NGN 5,000
Agency: Accredited Construction Testing Company
Comment:

Procedure 8 Obtain a certificate of structural stability (third pouring of concrete)

Time to complete: 2 days
Cost to complete: NGN 5,000
Agency: Accredited Construction Testing Company
Comment:

Procedure 9 Receive an inspection during construction by the State Government Task Force reporting to the Commissioners for Land and Urban Development

Time to complete: 1 day
Cost to complete: no charge
Agency: State Government Task Force
Comment:

Procedure 10 Receive an inspection during construction by the Local Monitoring Team reporting to the District Office

Time to complete: 1 day
Cost to complete: no charge
Agency: Local Monitoring Team
Comment:

Procedure 11 Receive an inspection during construction by the Zonal Monitoring Team

Time to complete: 1 day
Cost to complete: no charge
Agency: Zonal Monitoring Team
Comment:

Procedure 12 Request and receive an inspection by the Fire Department

Time to complete: 1 day
Cost to complete: no charge
Agency: Fire Department
Comment: This certificate is to be obtained at the local planning authority before the building can be used. It is within the discretion of the authority to conduct an on-site inspection before issuing the certificate. However, such an inspection, normally about 45 minutes, is very rarely performed.

Procedure 13 Obtain a certificate of completion and fitness for habitation

Time to complete: 14 days
Cost to complete: no charge
Comment:

Procedure 14 Obtain a fixed telephone line

Time to complete: 21 days
Cost to complete: NGN 15,750
Agency: Local Planning Authority
Comment: The estimated completion time is 21 days and the cost is NGN 15,750.

Procedure 15 Apply for electricity connection

Time to complete: 1 day

Cost to complete: no charge

Agency: Power Holding Company of Nigeria (PHCN)

Comment: To obtain an electricity connection, BuildCo needs to file the appropriate forms at the branch offices of the Power Holding Company of Nigeria, PHCN (previously NEPA), and make a payment of NGN 40,000. The PHCN will then install an electric power meter at the premises. The premises are then connected to the power network.

Procedure 16 Receive an inspection by the electrical power provider

Time to complete: 1 day

Cost to complete: no charge

Agency: Power Holding Company of Nigeria (PHCN)

Comment:

Procedure 17 Obtain electricity connection

Time to complete: 270 days

Cost to complete: NGN 50,000

Agency: Power Holding Company of Nigeria (PHCN)

Comment:

Procedure 18 Dig a borehole to obtain water

Time to complete: 7 days

Cost to complete: NGN 138,000

Comment: The cost breakdown to dig the bore hole is the following: Equipment Rental: NGN 15,000; steel casing: NGN 20,000; transportation: NGN 10,000; riser pipe: NGN 5,000; safety sipe: NGN 3,000; renting pumping machine: NGN 7,000 (NGN 1,000 per day); chemicals: NGN 3,000; labor: NGN 60,000; geophysics test: NGN 15,000. The total is NGN 138,000.

Ensuring formal property rights is fundamental. Effective administration of land is part of that. If formal property transfer is too costly or complicated, formal titles might go informal again. *Doing Business* records the full sequence of procedures necessary for a business to purchase a property from another business and transfer the property title to the buyer's name. In the past 6 years 105 economies undertook 146 reforms making it easier to transfer property. Globally, the time to transfer property fell by 38% and the cost by 10% over this time. The most popular feature of property registration reform in these 6 years, implemented in 52 economies, was lowering transfer taxes and government fees.

Some reform outcomes

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

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

What does the Registering Property indicator measure?

Registering Property: transfer of property between 2 local companies

Rankings are based on 3 subindicators

Procedures to legally transfer title on immovable property (number)

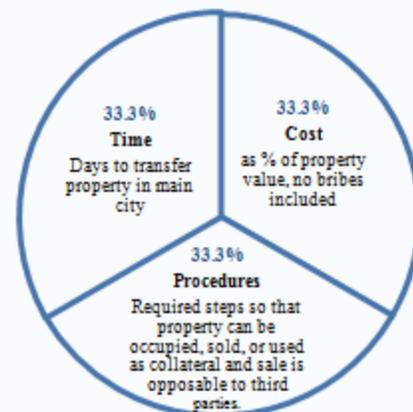
- Preregistration (for example, checking for liens, notarizing sales agreement, paying property transfer taxes)
- Registration in the economy's largest business city
- Post registration (for example, transactions with the local authority, tax authority or cadastre)

Time required to complete each procedure (calendar days)

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

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

- Official costs only, no bribes
- No value added or capital gains taxes included



Case Study Assumptions

The parties (buyer and seller):

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

The property (fully owned by the seller):

- Has a value of 50 times income per capita. The sale price equals the value.
- Has no mortgages attached and has been under the same ownership for the past 10 years.
- Is registered in the land registry or cadastre, or both, and is free of title disputes.
- Is located in a periurban commercial zone, and no rezoning is required.
- Consists of a 557.4 square meters (6,000 square feet) land and 10 years old 2-story warehouse of 929 square meters (10,000 square feet) located on the land. The warehouse is in good condition and complies with all safety standards, building codes and legal requirements. The property will be transferred in its entirety.

1. Benchmarking Registering Property Regulations:

Nigeria is ranked 179 overall for Registering Property.

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



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

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

<i>Selected Economy</i>			
Nigeria	13	82	20.9

<i>Comparator Economies</i>			
Benin	4	120	11.8
Cameroon	5	93	19.3
Côte d'Ivoire	6	62	13.9
Ghana	5	34	1.0
Kenya	8	64	4.2
Senegal	6	122	20.6

* The following economies are also good practice economies for :

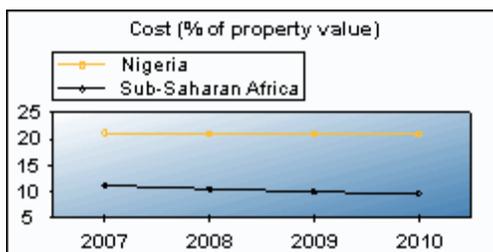
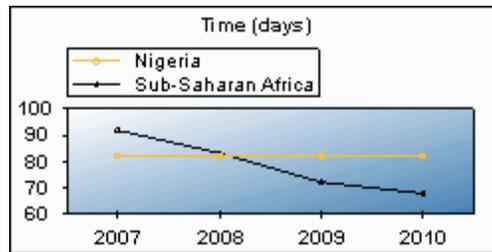
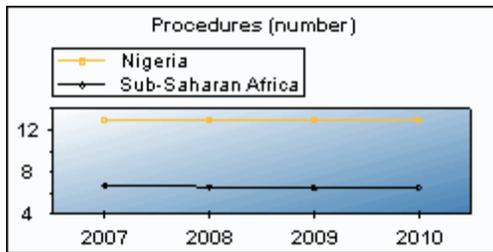
Procedures (number): United Arab Emirates

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

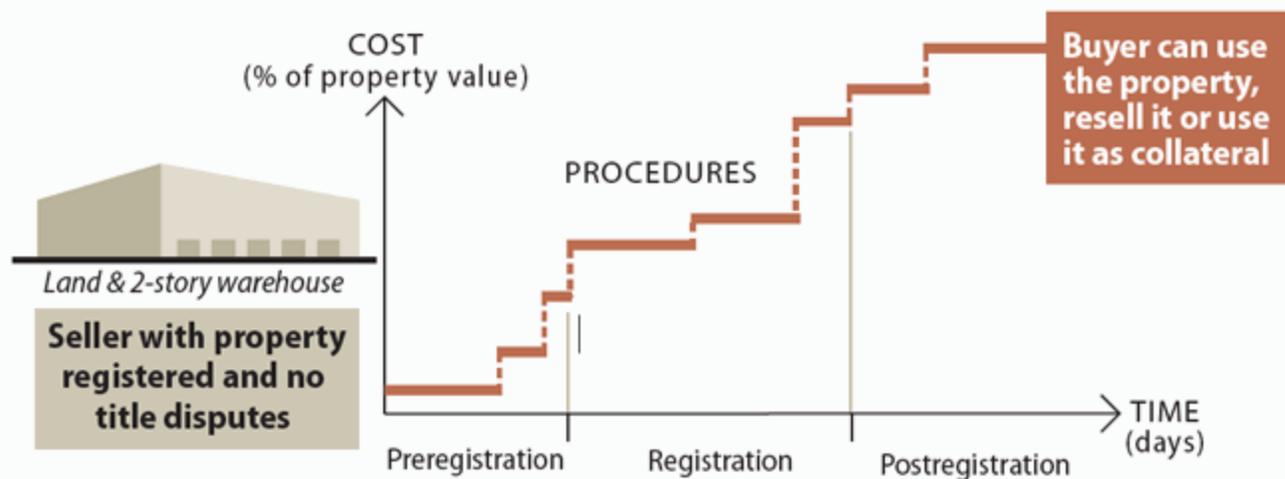
2. Historical data: Registering Property in Nigeria

Registering Property data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	178	179
Procedures (number)	13	13	13	13
Time (days)	82	82	82	82
Cost (% of property value)	21.2	20.9	20.9	20.9

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



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



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

STANDARDIZED PROPERTY

Property Value: 7,509,795.28

City: Lagos

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Conduct a Property title search at the Land Registry	1 day	NGN 3,750 (search at Registry) + Legal fees as follows: NGN 7,500–10,000 + 7.5% of values above NGN 20,000 if acting for the buyer (5% of values above NGN 20,000 if acting for the seller)
2	Obtain Application Land Form 1C	1 day	No cost
3	Obtain Certified True Copy (CTC) of title document	2 days	No extra cost
4	Obtain a Survey plan	1 day	no cost
5	Execution of Deed of Assignment/Conveyance and Land Form 1C	1 day	No extra cost

6	Payment of the Charting Fee, Administrative Fees, Endorsement fee at a designated bank	1 day	Charting Fees (NGN 7500) + Administrative fees (NGN 3000) and Endorsement Fees (NGN 1500) Capital gains tax of 2% is also paid, but are not included in the calculation
7	Submit application for Governor's Consent to the Assignment	61 days	no cost
8	Obtain notice of Stamp duty , Registration fees, Consent fees, Neighborhood improvement charge at the Land Registry	7 days	no cost
9	Payment of Stamp duty , Registration fees, Consent fees, Neighborhood improvement charge at a commercial bank	1 day	8% Consent Fee + 3% of property value for the registration fee + 2% of property value for the Stamp duty (Capital gains tax of 2% is also paid, but are not included in the calculation).
10	Submit the Receipts of the Registration fees, Consent fees, Neighborhood improvement charge, Stamp duty	1 day	no cost
11	Obtain file from the Land Services Department	1 day	No extra cost
12	Stamping of the deed of assignment	1 day	No extra cost
13	Registration of Certificate of Occupancy or Deed and Title conferred	3 days	No extra cost

Registering Property Details - Nigeria

Procedure	1	Conduct a Property title search at the Land Registry
Time to complete:	1 day	
Cost to complete:	NGN 3,750 (search at Registry) + Legal fees as follows: NGN 7,500–10,000 + 7.5% of values above NGN 20,000 if acting for the buyer (5% of values above NGN 20,000 if acting for the seller)	
Agency:	Land Services Department	
Comment:	<p>The application letter to conduct the search is accompanied by a sworn declaration of the status of the party and purpose of search. A lawyer is generally used to perform the registration of property. Legal fees are charged based on the Scale of Fees for Conveyancing Matters [Legal Practitioners (Remuneration for Legal Documentation and Other Land Matters) Order 1991]. This is a sliding scale, and averages out at about 7.5% of the consideration. The fees include all the steps required until the new title is registered under the buyer's name.</p> <p>The primary objective at this stage is to ascertain that the Vendor has a good root of title. A good root of title in this context means the following:</p> <ul style="list-style-type: none">that the Vendor is the rightful owner of the land.that the land is free from any encumbrance or pending litigation.that the land is not the subject of any Government acquisition.that the land is not subject to any of the overriding interests in land (e.g. short leases, easements, licenses, road or right of way).	
Procedure	2	Obtain Application Land Form 1C
Time to complete:	1 day	
Cost to complete:	No cost	
Agency:	Land Services Department	
Comment:	One can obtain the application from the consent section of Lands Services Department. Form 1C is the application form to request later the Governor's Consent to the transaction required by Nigerian law. The Form 1C must be dated and signed by the parties to the transaction and sworn to before a magistrate or notary public.	
Procedure	3	Obtain Certified True Copy (CTC) of title document
Time to complete:	2 days	
Cost to complete:	No extra cost	
Agency:	Land Services Department	
Comment:	The assignor/assignee issues a Letter of Authority to the Registrar of Titles, authorizing the lawyer to apply for and obtain CTC of title document, required for Governor's Consent. It takes a minimum of 2 days to obtain certified copies of title documents as the lawyer should also present an affidavit to that effect. .	

Procedure 4 Obtain a Survey plan

Time to complete: 1 day

Cost to complete: no cost

Agency: Town Planning Authority

Comment: Parties obtain a copy of the survey Plan, as approved by the Town Planning Authority, which is required for the Governor's Consent.

Procedure 5 Execution of Deed of Assignment/Conveyance and Land Form 1C

Time to complete: 1 day

Cost to complete: No extra cost

Comment: The assignor and assignee complete and sign Land Form 1C and four (4) copies of the Deed of Assignment.

Procedure 6 Payment of the Charting Fee, Administrative Fees, Endorsement fee at a designated bank

Time to complete: 1 day

Cost to complete: Charting Fees (NGN 7500) + Administrative fees (NGN 3000) and Endorsement Fees (NGN 1500) Capital gains tax of 2% is also paid, but are not included in the calculation

Agency: Bank

Comment: A Charting Fee of NGN 7,500 and administrative fees of NGN 3,000 and the Endorsement fee of NGN 1,500 are paid to the designated banks. A receipt is issued, together with the paying-in slip to the designated bank. A bank draft made payable to Lagos State Government. This procedure is required for Governor's Consent.

Procedure 7 Submit application for Governor's Consent to the Assignment

Time to complete: 61 days

Cost to complete: no cost

Agency: Directorate of Land Services

Comment: By virtue of the Land Use Act, promulgated in 1978, all land in each State in the Federation became vested in the Governor of that State, who's prior Consent is mandatory for the legal validity of any transfers or alienation of interest in landed property. In August 2005, the Governor's Consent procedure underwent major reform, with the aim that Consent should be granted within 30 days following submission of a duly completed application. Incomplete applications are not accepted. New procedures and documentation requirements have been widely published.

Obtaining the Governor's consent require the following documentation:

- Covering letter with Address and Telephone Nos.
- Completed Form 1C

- Certified True Copy (CTC) of Title Document of Assignor
 - Current Tax Clearance Certificates of the Assignor and Assignee
 - For Limited Liability Companies, the Internal Revenue Certificate of PAYE for its Staff and Current Tax Clearance Certificate for the Directors
 - Four (4) copies of the Deed of which Consent is sought should be attached.
 - Copy of the Survey Plan, as approved by the Town Planning Authority and a picture of the Building
 - Evidence of payment for Charting fee, Endorsement fee, Form 1C (admin fees), Consent fee, Stamp Duty, Capital Gains Tax and Registration fee
 - Evidence of payment of Land Use Charge
 - Where the Property is covered by a State Leasehold or Certificate of Occupancy, evidence of payment of Ground Rent, up to date.
- Where the Property is covered by a State Leasehold or Certificate of Occupancy, evidence of payment of Ground Rent, up to date.

Procedure 8 Obtain notice of Stamp duty , Registration fees, Consent fees, Neighborhood improvement charge at the Land Registry

Time to complete: 7 days

Cost to complete: no cost

Agency: Lands Registry

Comment: After investigation and assessment of the true value of the property, the conveyancer will be informed of the amount for the Registration fee, the consent fee, Stamp duty, Capital gains tax, that should be paid at the Designated Bank.

Procedure 9 Payment of Stamp duty , Registration fees, Consent fees, Neighborhood improvement charge at a commercial bank

Time to complete: 1 day

Cost to complete: 8% Consent Fee + 3% of property value for the registration fee + 2% of property value for the Stamp duty (Capital gains tax of 2% is also paid, but are not included in the calculation).

Agency: Commercial bank

Comment: The Conveyancer pays the remaining fees at the designated Bank by means of Certified Checks: 8% Consent Fee + 3% of property value for the registration fee + 2% of property value for the Stamp duty + (Capital gains tax of 2% is also paid). Receipts are provided to the Conveyancer, who will make copies of those receipts before submitting to the Land Registry.
If Land directly allocated to the seller by the government is resold within 10 years of its initial allocation, then a penalty consent fee of 16% of the value is charged (to deter land speculation).

Procedure 10 Submit the Receipts of the Registration fees, Consent fees, Neighborhood improvement charge, Stamp duty

Time to complete: 1 day

Cost to complete: no cost

Agency: Lands Registry

Comment: The receipts obtained from the Bank are submitted as proof of payment to the Land Registry. These receipts are internally forwarded to the Account department for reconciliation. The lawyer retains copies of the Deposit/Payment slip is retained for his records. The Land registry manually confirms these payments to the relevant departments. Once payment is confirmed by the Accounts department, the Land Services department sends the file directly to the office of the Honorable Attorney General of the State.

Procedure 11 Obtain file from the Land Services Department

Time to complete: 1 day

Cost to complete: No extra cost

Agency: Governor's office

Comment: The Conveyancer will make follow-up calls or visit personally the Land registry to follow-up on the progress of the file. The Honorable Attorney General grants consent on behalf of the Governor by signing on the deed of transfer. The lawyer will then transmit this file to the Stamp duty offices for stamping.

Procedure 12 Stamping of the deed of assignment

Time to complete: 1 day

Cost to complete: No extra cost

Agency: Stamping duties office

Comment: Deeds are presented by assignee's lawyer for stamping at the Stamp Duties Registry (agency of Inland Revenue Services). Stamping takes place only after Registry receives confirmation of receipt of payment.

The documentation shall include: receipts confirming payment of stamp duty.

Procedure 13 Registration of Certificate of Occupancy or Deed and Title conferred

Time to complete: 3 days

Cost to complete: No extra cost

Agency: Land Registry

Comment: The lawyer will then follow up on the deed to be filed to the Lands Registry. The receipt and paying-in slips evidencing payment are given to the cashier at the Lands Registry. With proof of payment, a lands officer is assigned to enter the Deed into the Registry records.

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

Some reform outcomes

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

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

What do the Getting Credit indicators measure?

Strength of legal rights index (0–10)

- Protection of rights of borrowers and lenders through collateral laws
- Protection of secured creditors' rights through bankruptcy laws

Depth of credit information index (0–6)

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

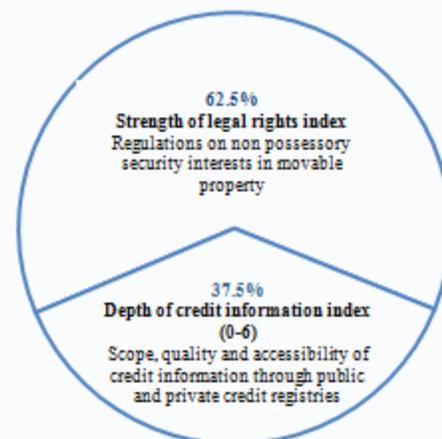
Public credit registry coverage (% of adults)

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

Private credit bureau coverage (% of adults)

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

Getting Credit: collateral rules and credit information



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

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

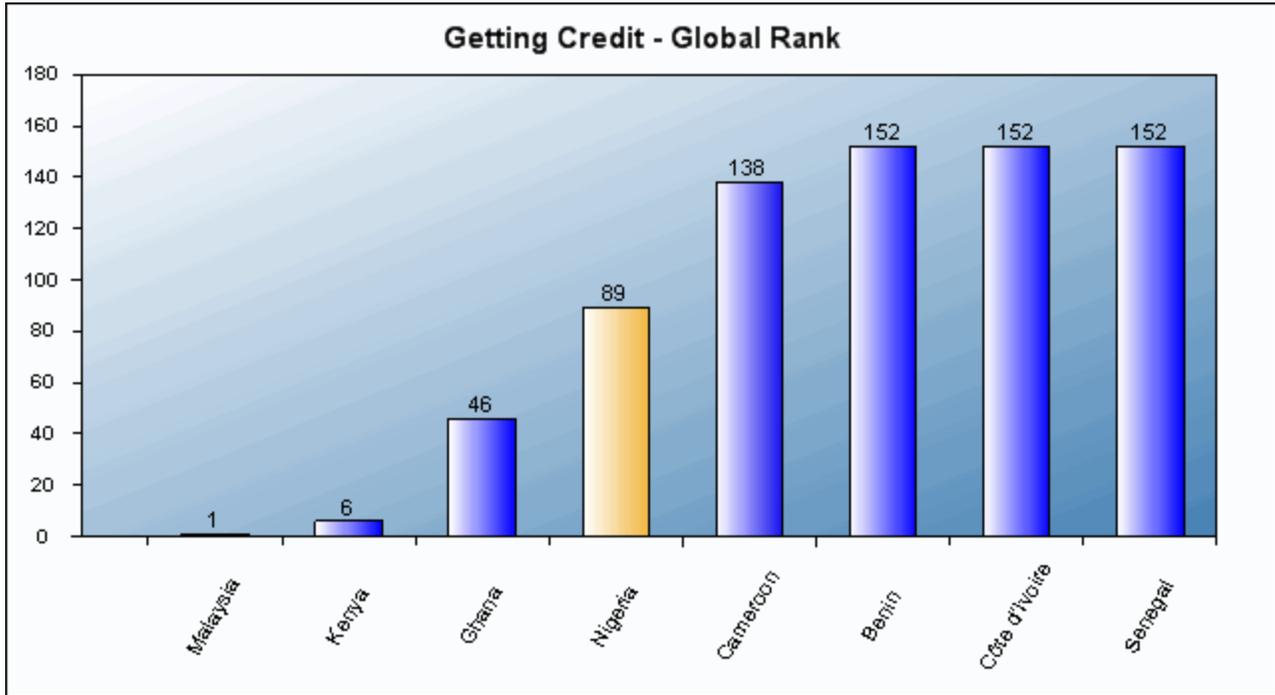
The Debtor

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

1. Benchmarking Getting Credit Regulations:

Nigeria is ranked 89 overall for Getting Credit.

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



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

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

<i>Selected Economy</i>				
Nigeria	8	0	0.0	0.0

<i>Comparator Economies</i>				
Benin	3	1	10.4	0.0
Cameroon	3	2	2.9	0.0
Côte d'Ivoire	3	1	0.2	0.0
Ghana	8	3	0.0	10.3
Kenya	10	4	0.0	3.3
Senegal	3	1	0.4	0.0

* The following economies are also good practice economies for :

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

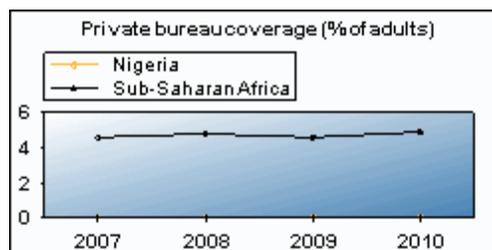
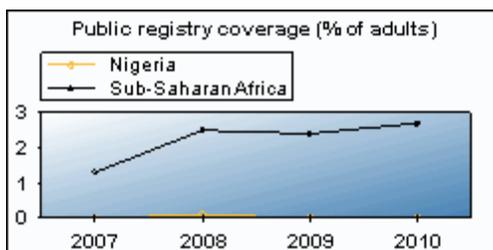
Private bureau coverage (% of adults): Argentina, Australia, Canada, Iceland, Ireland, Norway, Sweden, United Kingdom, United States

27 countries have the highest credit information index.

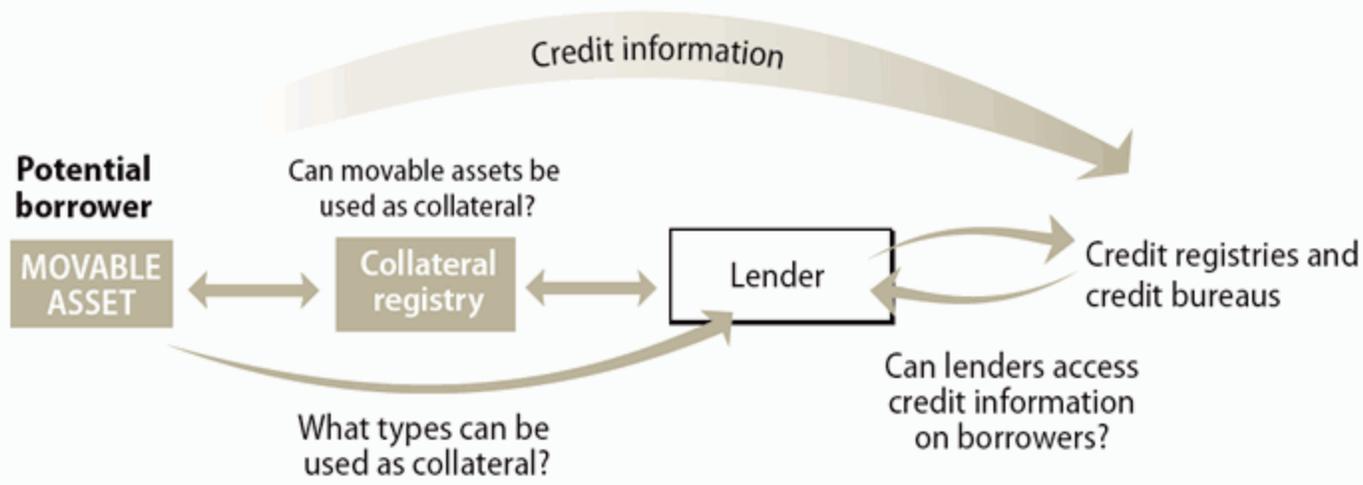
2. Historical data: Getting Credit in Nigeria

Getting Credit data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	87	89
Strength of legal rights index (0-10)	8	8	8	8
Depth of credit information index (0-6)	0	0	0	0
Private bureau coverage (% of adults)	0.0	0.0	0.0	0.0
Public registry coverage (% of adults)	0.0	0.1	0.0	0.0

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



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



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

Getting Credit Indicators (2010)			Indicator
Private bureau coverage (% of adults)	Private credit bureau	Public credit registry	0
Are data on both firms and individuals distributed?	No	No	0
Are both positive and negative data distributed?	No	No	0
Does the registry distribute credit information from retailers, trade creditors or utility companies as well as financial institutions?	No	No	0
Are more than 2 years of historical credit information distributed?	No	No	0
Is data on all loans below 1% of income per capita distributed?	No	No	0
Is it guaranteed by law that borrowers can inspect their data in the largest credit registry?	No	No	0
Coverage	0.0	0.0	
Number of individuals		0	0
Number of firms		0	0

Strength of legal rights index (0-10)**8**

Can any business use movable assets as collateral while keeping possession of the assets; and any financial institution accept such assets as collateral ?

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?

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?

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 ?

Is a general description of debts and obligations permitted in collateral agreements, so that all types of obligations and debts can be secured by stating a maximum amount rather than a specific amount between the parties ?

Is a collateral registry in operation, that is unified geographically and by asset type, as well as indexed by the grantor's name of a security right ?

Do secured creditors have absolute priority to their collateral outside bankruptcy procedures?

Do secured creditors have absolute priority to their collateral in bankruptcy procedures?

During reorganization, are secured creditors' claims exempt from an automatic stay on enforcement?

Does the law authorize parties to agree on out of court enforcement?

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

Some reform outcomes

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

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

What do the Protecting Investors indicators measure?

Extent of disclosure index (0–10)

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

Extent of director liability index (0–10)

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

Ease of shareholder suits index (0–10)

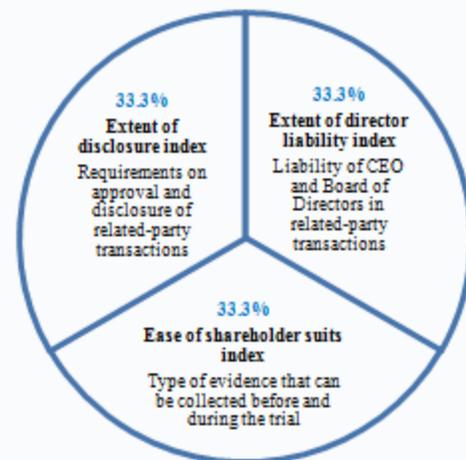
- Documents and information available during trial
- Access to internal corporate documents (directly or through a government inspector)

Strength of investor protection index (0–10)

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

Protecting Investors: minority shareholder rights in related-party transactions

Rankings are based on 3 subindicators



Case Study Assumptions

The business (Buyer):

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

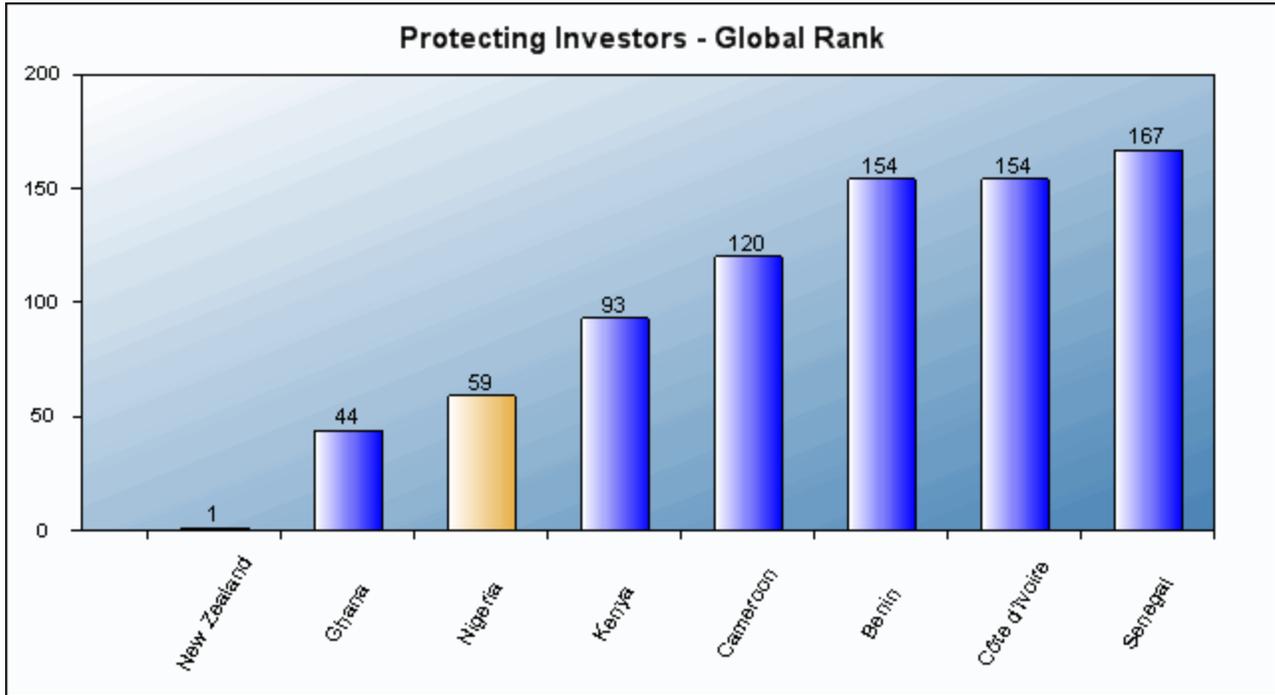
The transaction

- Mr. James, a director and the majority shareholder of the company, proposes that the company purchase used trucks from another company he owns.
- The price is higher than the going price for used trucks, but the transaction goes forward.
- All required approvals are obtained, and all required disclosures made, though the transaction is prejudicial to the purchasing company.
- Shareholders sue the interested parties and the members of the board of directors.

1. Benchmarking Protecting Investors Regulations:

Nigeria is ranked 59 overall for Protecting Investors.

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



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

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

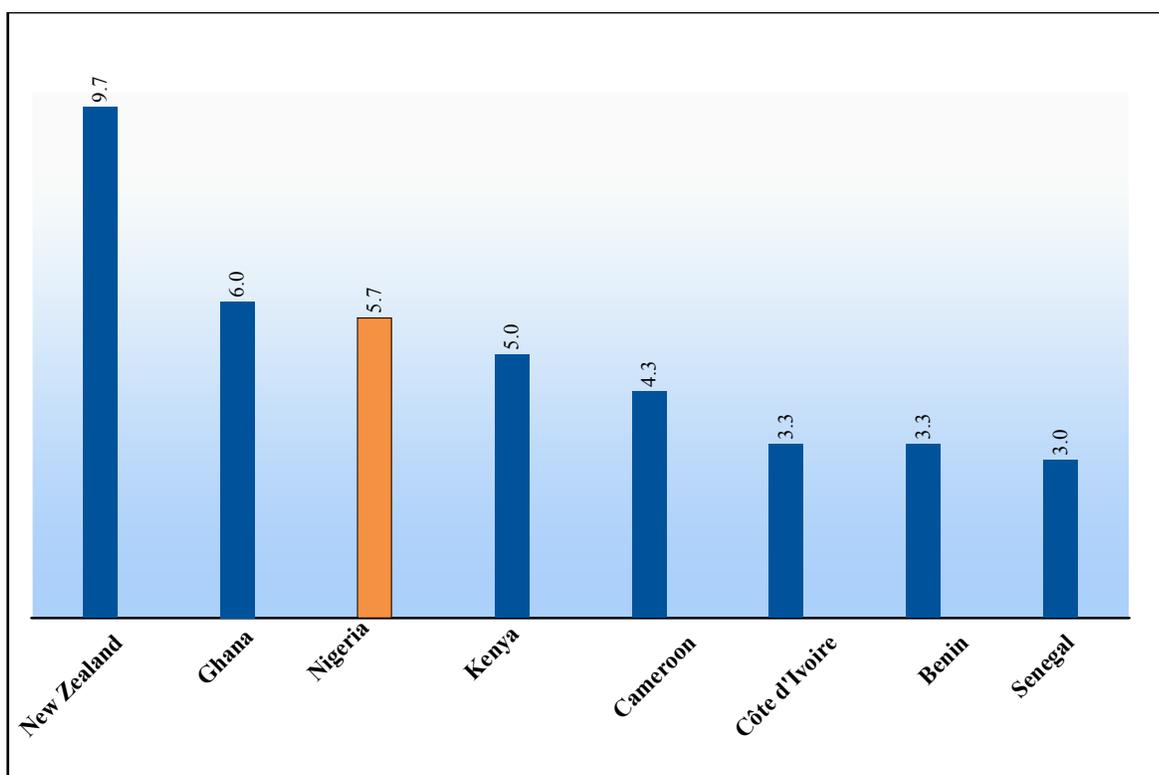
<i>Selected Economy</i>	
Nigeria	5.7

<i>Comparator Economies</i>	
Benin	3.3
Cameroon	4.3
Côte d'Ivoire	3.3
Ghana	6.0
Kenya	5.0
Senegal	3.0

2. Historical data: Protecting Investors in Nigeria

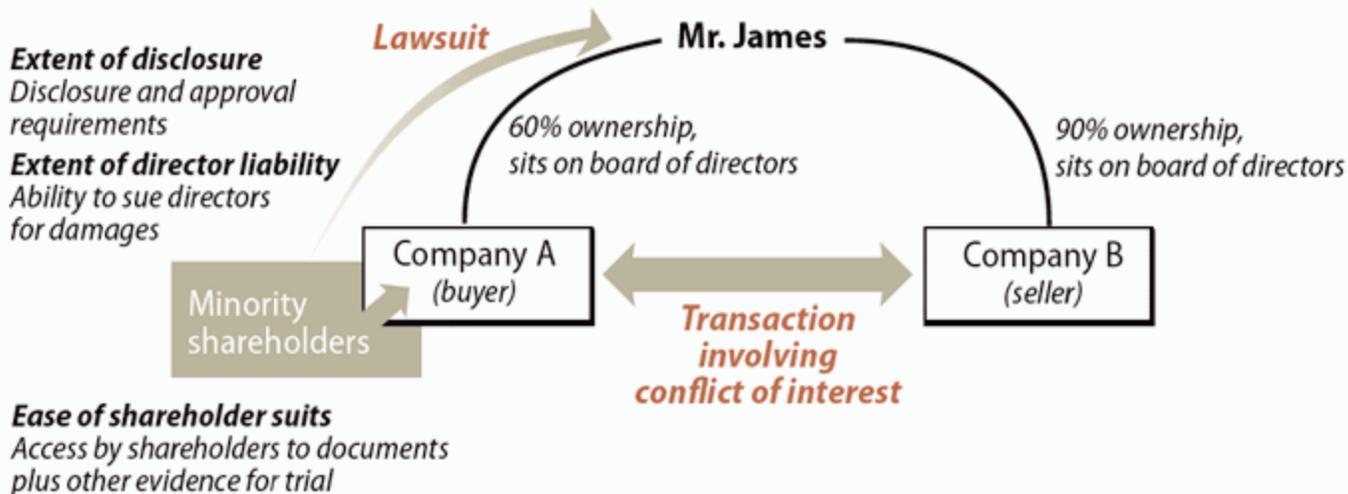
Protecting Investors data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	57	59
Strength of investor protection index (0-10)	5.7	5.7	5.7	5.7

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



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

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



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

Protecting Investors Data (2010)	Indicator
Extent of disclosure index (0-10)	5
What corporate body provides legally sufficient approval for the transaction?	2
Whether immediate disclosure of the transaction to the public and/or shareholders is required?	0
Whether disclosure of the transaction in published periodic filings (annual reports) is required?	2
Whether disclosure of the conflict of interest by Mr. James to the board of directors is required?	1
Whether an external body must review the terms of the transaction before it takes place?	0
Extent of director liability index (0-10)	7
Whether shareholders can hold Mr. James liable for the damage that the Buyer-Seller transaction causes to the company?	2
Whether shareholders can hold the approving body (the CEO or board of directors) liable for the damage that the Buyer-Seller transaction causes to the company?	1
Whether a court can void the transaction upon a successful claim by a shareholder plaintiff?	1
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?	1
Whether fines and imprisonment can be applied against Mr. James?	0
Whether shareholders can sue directly or derivatively for the damage that the Buyer-Seller transaction causes to the company?	1
Ease of shareholder suits index (0-10)	5
Whether the plaintiff can obtain any documents from the defendant and witnesses during trial?	1
Whether the plaintiff can directly question the defendant and witnesses during trial?	2
Whether the plaintiff can request categories of documents from the defendant without identifying specific ones?	0
Whether shareholders owning 10% or less of Buyer's shares can request an inspector to investigate the transaction?	1
Whether the level of proof required for civil suits is lower than that of criminal cases?	1
Whether shareholders owning 10% or less of Buyer's shares can inspect transaction documents before filing suit?	0
Strength of investor protection index (0-10)	5.7

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

Some reform outcomes

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

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

What do the Paying taxes indicators measure?

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

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

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

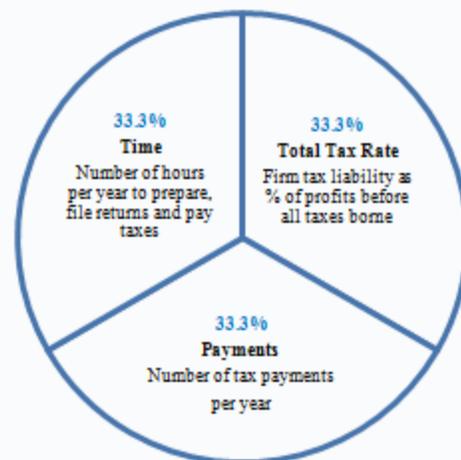
- Collecting information and computing the tax payable
- Completing tax return forms, filing with proper agencies
- Arranging payment or withholding
- Preparing separate tax accounting books, if required

Total tax rate (% of profit)

- Profit or corporate income tax
- Mandatory social contributions and labor taxes paid by the employer
- Property and property transfer taxes
- Dividend, capital gains and financial transactions taxes
- Waste collection, vehicle, road and other taxes

Paying Taxes: tax compliance for a local manufacturing company

Rankings are based on 3 subindicators



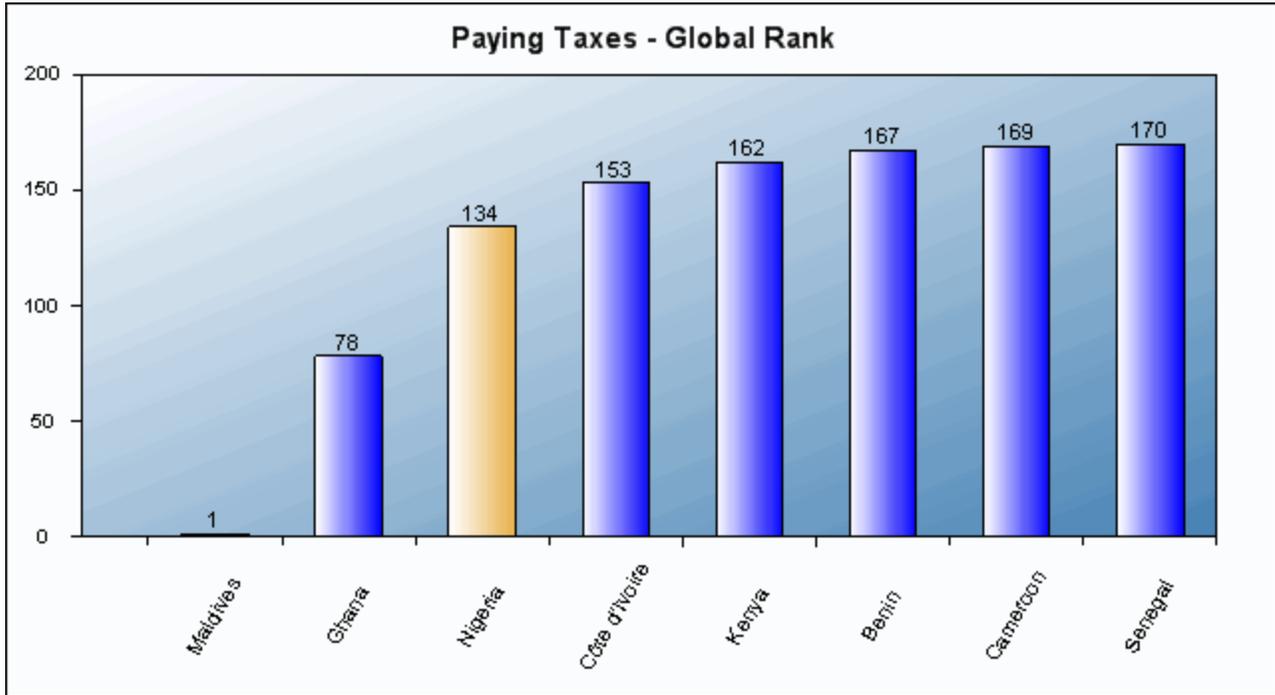
Case Study Assumptions

- TaxpayerCo is a medium-size business that started operations 2 years ago.
- Tax practitioners are asked to review its financial statements, as well as a standard list of transactions that the company completed during the year.
- Respondents are asked how much in taxes and mandatory contributions the business must pay and what the process is for doing so.
- The business starts from the same financial position in each economy. All the taxes and mandatory contributions paid during the second year of operation are recorded.
- Taxes and mandatory contributions are measured at all levels of government
- Taxes and mandatory contributions include corporate income tax, turnover tax, all labor taxes and contributions paid by the company.
- A range of standard deductions and exemptions are also recorded.

1. Benchmarking Paying Taxes Regulations:

Nigeria is ranked 134 overall for Paying Taxes.

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



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

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

<i>Selected Economy</i>			
Nigeria	35	938	32.2

<i>Comparator Economies</i>			
Benin	55	270	66.0
Cameroon	44	654	49.1
Côte d'Ivoire	64	270	44.4
Ghana	33	224	32.7
Kenya	41	393	49.7
Senegal	59	666	46.0

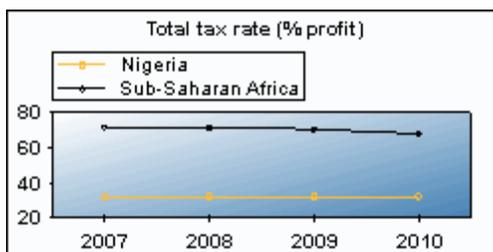
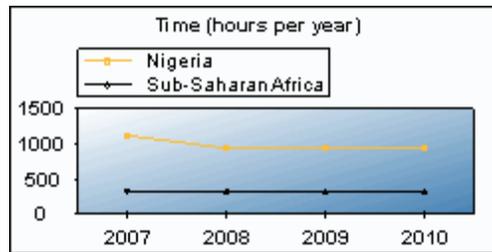
* The following economies are also good practice economies for :

Payments (number per year): Qatar

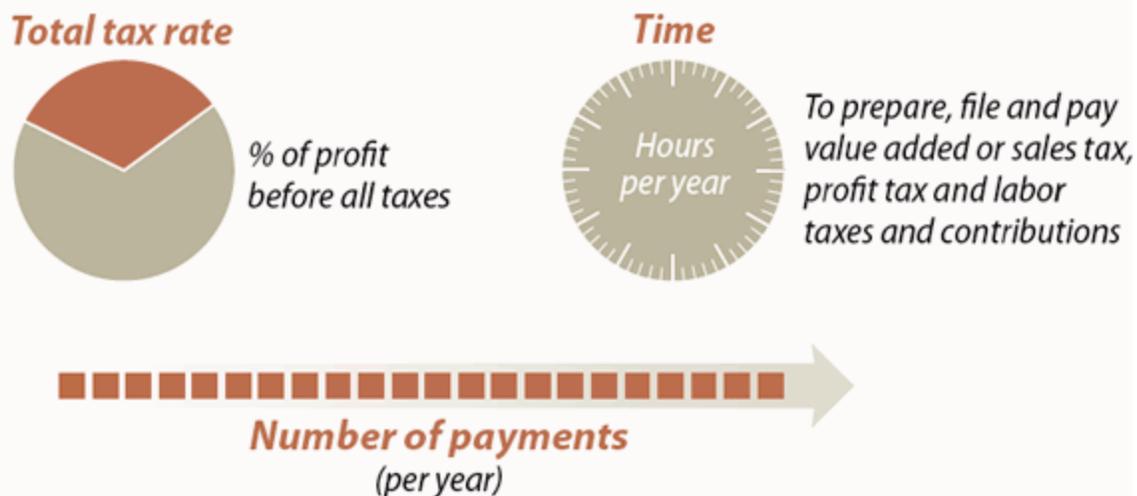
2. Historical data: Paying Taxes in Nigeria

Paying Taxes data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	131	134
Total tax rate (% profit)	32.2	32.2	32.2	32.2
Payments (number per year)	35	35	35	35
Time (hours per year)	1120	938	938	938

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



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



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

Tax or mandatory contribution	Payments (number)	Notes on Payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% profit)	Notes on TTR
Value added tax (VAT)	12		162	5.0%	value added, land sale, and check transactions		
Stamp duty on contracts	1						
Advertising tax	1			various rates			
Capital gains tax	1			10.0%	capital gains	0.00	
Infrastructure Development Tax	1			fixed fee (N 100)	per employee	0.10	
State business tax	1			fixed fee (N 5,000)		0.10	
Fuel tax	1				included in fuel price	0.10	
Road license	1			fixed fee (N 5,000)	type of vehicle	0.20	
Tenement Tax	1			0.1%	property value	0.20	

Tax on check transactions (irrecoverable VAT)	0		5.0%	5/1000 of value of check	0.20
Tax on interest	0	withheld	10.0%	interest income	0.30
Training Tax	1		1.0%	gross salaries	1.10
Education Tax	1		2.0%	taxable profit	1.40
Social Security Contributions	12	378	7.5%	gross salaries	8.50
Corporate income tax	1	398	30.0%	taxable profit	20.40
Totals	35	938			32.2

Making trade between countries easier is increasingly important for business in today's globalized world. Excessive document requirements, burdensome customs procedures, inefficient port operations and inadequate infrastructure all lead to extra costs and delays for exporters and importers, stifling trade potential. Trade facilitation tools such as electronic data interchange systems, risk-based inspections, and single windows help improve an economy's trading environment and boost firms' international competitiveness. *Doing Business* trade indicators take into account documents, cost and time associated with every procedure for trading a standard shipment of goods by ocean transport. Research indicates that exporters in developing countries have much more to gain by a 10% drop in their trading costs than from a similar decrease of the tariffs applied to their products in global markets.

Some reform outcomes

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

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

What do the Trading Across Borders indicators measure?

Trading Across Borders: exporting and importing by ocean transport

Rankings are based on 3 subindicators

Documents required to export and import (number)

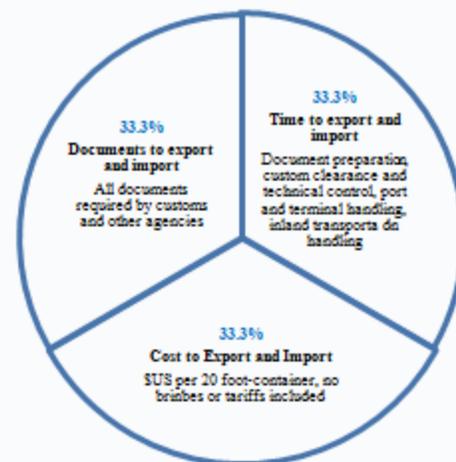
- Bank documents
- Customs clearance documents
- Port and terminal handling documents
- Transport documents

Time required to export and import (days)

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

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

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



Case Study Assumptions

The Business

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

The traded product

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

1. Benchmarking Trading Across Borders Regulations:

Nigeria is ranked 146 overall for Trading Across Borders.

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



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

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

<i>Selected Economy</i>						
Nigeria	10	24	1263	9	39	1440

<i>Comparator Economies</i>						
Benin	7	30	1251	7	32	1400
Cameroon	11	23	1379	12	26	1978
Côte d'Ivoire	10	25	1969	9	36	2577
Ghana	6	19	1013	7	29	1203
Kenya	8	26	2055	7	24	2190
Senegal	6	11	1098	5	14	1940

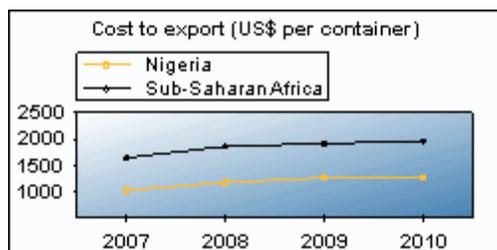
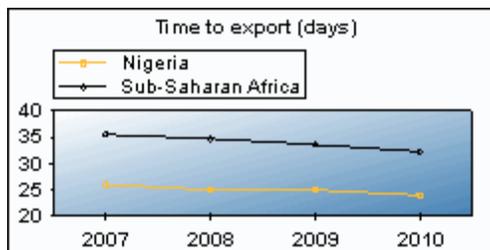
* The following economies are also good practice economies for :

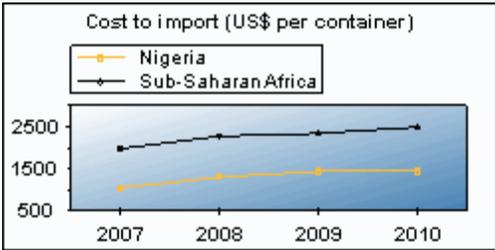
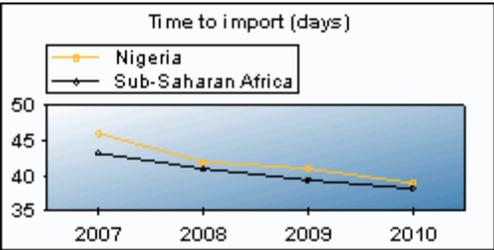
Time to export (days): Estonia

2. Historical data: Trading Across Borders in Nigeria

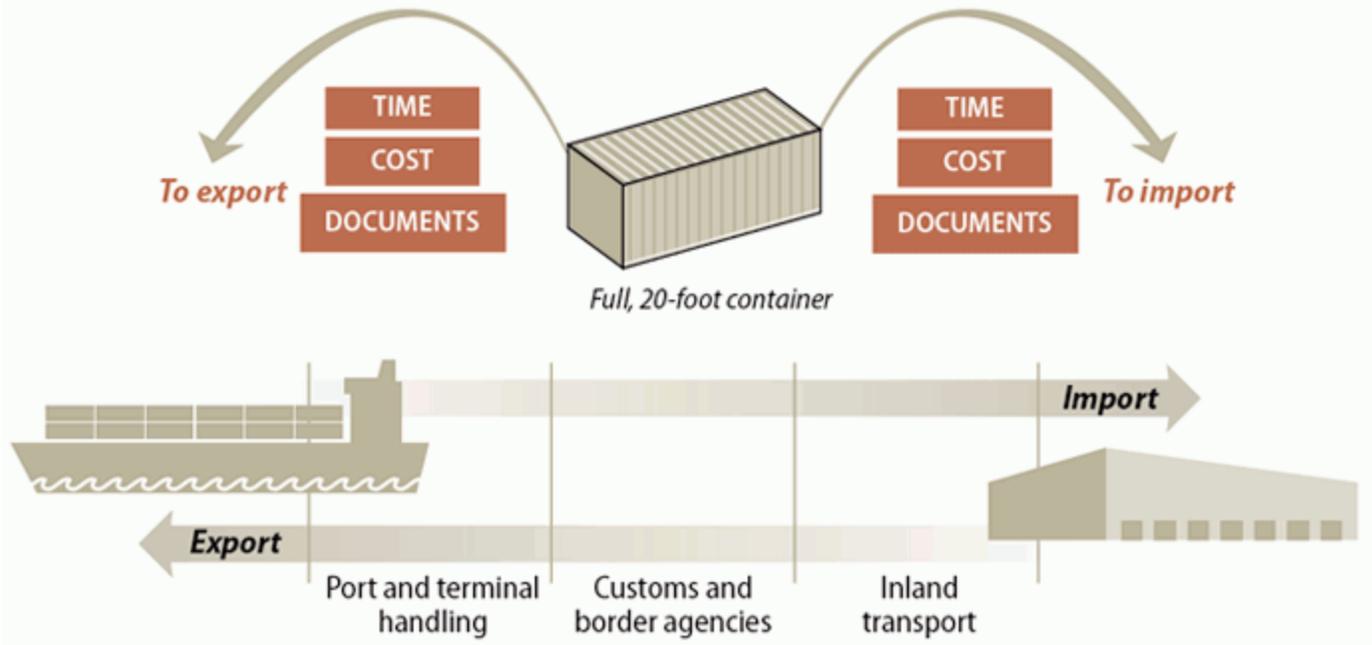
Trading Across Borders data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	146	146
Cost to export (US\$ per container)	1026	1179	1263	1263
Cost to import (US\$ per container)	1047	1306	1440	1440
Documents to export (number)	10	10	10	10
Documents to import (number)	9	9	9	9
Time to export (days)	26	25	25	24
Time to import (days)	46	42	41	39

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





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



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

Nature of Export Procedures (2010)	Duration (days)	US\$ Cost
Documents preparation	14	283
Customs clearance and technical control	3	350
Ports and terminal handling	4	450
Inland transportation and handling	3	180
Totals	24	1263

Nature of Import Procedures (2010)	Duration (days)	US\$ Cost
Documents preparation	19	330
Customs clearance and technical control	12	360
Ports and terminal handling	5	450
Inland transportation and handling	3	300
Totals	39	1440

Documents for Export and Import

Export

Bill of lading
Cargo release order
Certificate of origin
Commercial invoice
Customs export declaration
Inspection report
Packing list
Preferential certificate
Technical standard/health certificate
Terminal handling receipts

Import

Bill of lading
Cargo release order
Certificate of origin
Collection order
Commercial invoice
Customs import declaration
Packing list
Technical standard/health certificate
Terminal handling receipts

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

Some reform outcomes

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

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

What do the Enforcing Contracts indicators measure?

Procedures to enforce a contract (number)

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

Time required to complete procedures (calendar days)

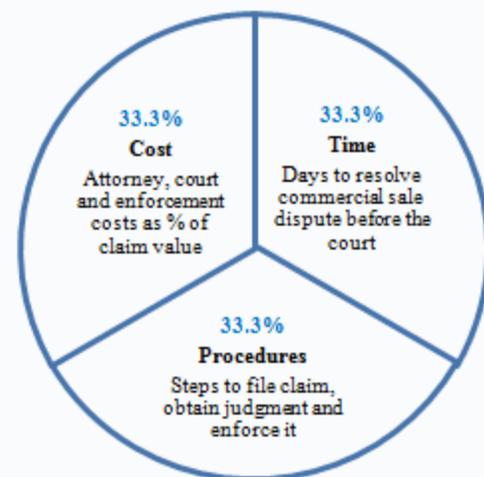
- Time to file and serve the case
- Time for trial and obtaining judgment
- Time to enforce the judgment

Cost required to complete procedures (% of claim)

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

Enforcing Contracts: resolving a commercial dispute through the courts

Rankings are based on 3 subindicators



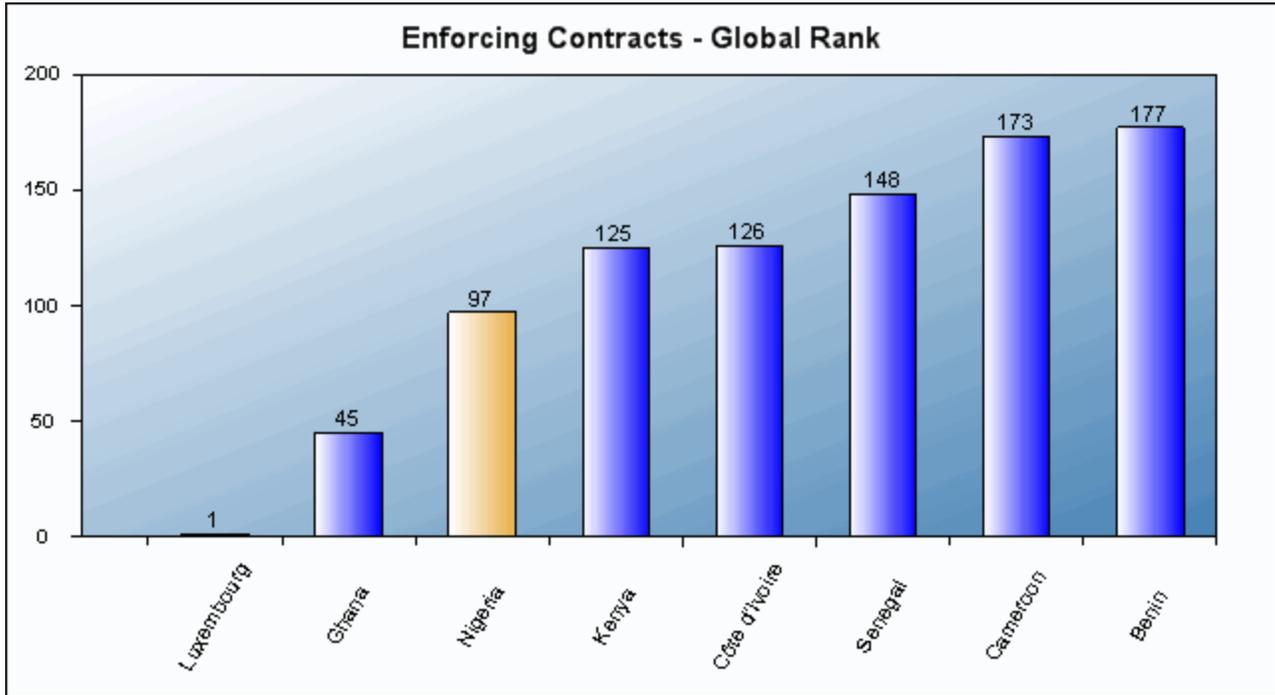
Case Study Assumptions

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

1. Benchmarking Enforcing Contracts Regulations:

Nigeria is ranked 97 overall for Enforcing Contracts.

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



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

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

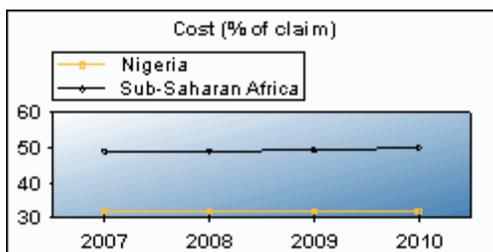
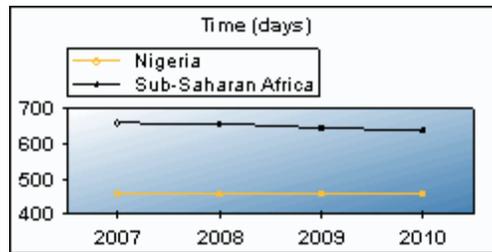
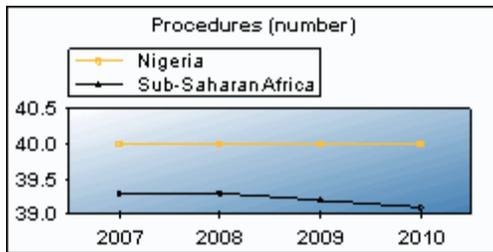
<i>Selected Economy</i>			
Nigeria	40	457	32.0

<i>Comparator Economies</i>			
Benin	42	825	64.7
Cameroon	43	800	46.6
Côte d'Ivoire	33	770	41.7
Ghana	36	487	23.0
Kenya	40	465	47.2
Senegal	44	780	26.5

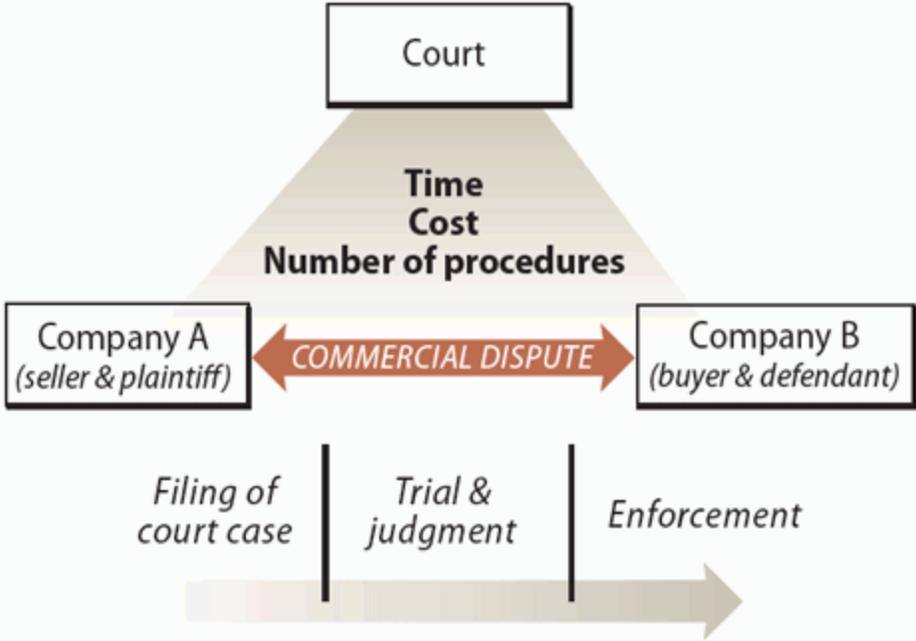
2. Historical data: Enforcing Contracts in Nigeria

Enforcing Contracts data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	97	97
Procedures (number)	40	40	40	40
Time (days)	457	457	457	457
Cost (% of claim)	32.0	32.0	32.0	32.0

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



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



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

Nature of Procedure (2010)	Indicator
Procedures (number)	40
Time (days)	457
Filing and service	42.0
Trial and judgment	273.0
Enforcement of judgment	142.0
Cost (% of claim)*	32.00
Attorney cost (% of claim)	15.0
Court cost (% of claim)	12.0
Enforcement Cost (% of claim)	5.0

Court information: Lagos Magistrates' Court

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

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

Some reform outcomes

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

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

What does the Closing a Business indicator measure?

Closing a Business: insolvency proceedings against local company

Time required to recover debt (years)

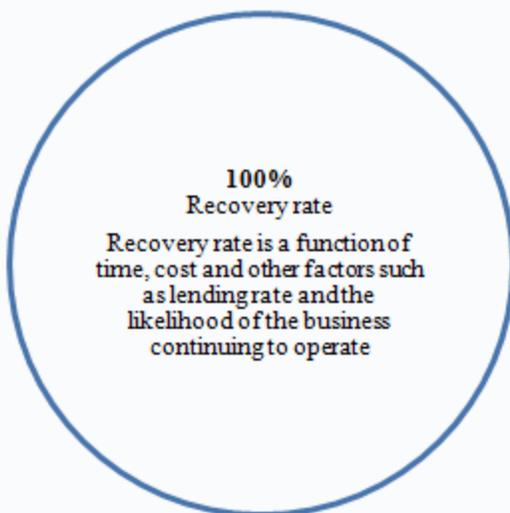
- Measured in calendar years
- Appeals and requests for extension are included

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

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

Recovery rate for creditors (cents on the dollar)

- Measures the cents on the dollar recovered by creditors
- Present value of debt recovered
- Costs of the insolvency proceedings are deducted
- Depreciation of furniture is taken into account
- Outcome for the business (survival or not) affects the maximum value that can be recovered



Case Study Assumptions

The Company

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

1. Benchmarking Closing Business Regulations:

Nigeria is ranked 99 overall for Closing a Business.

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



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

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

<i>Selected Economy</i>			
Nigeria	26.8	2.0	22

<i>Comparator Economies</i>			
Benin	20.2	4.0	22
Cameroon	13.6	3.2	34
Côte d'Ivoire	32.8	2.2	18
Ghana	23.7	1.9	22
Kenya	29.8	4.5	22
Senegal	32.0	3.0	7

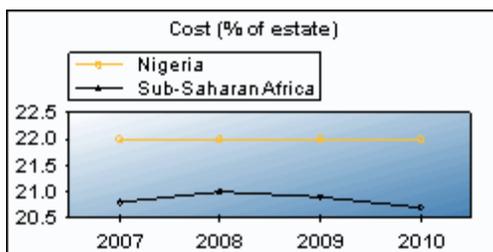
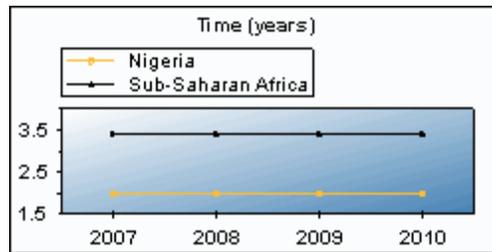
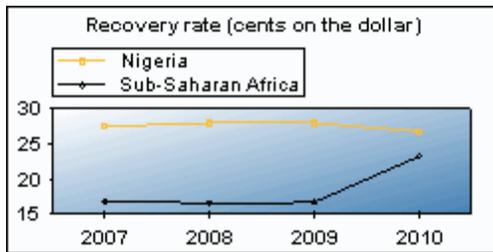
* The following economies are also good practice economies for :

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

2. Historical data: Closing Business in Nigeria

Closing a Business data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	95	99
Time (years)	2.0	2.0	2.0	2.0
Cost (% of estate)	22	22	22	22
Recovery rate (cents on the dollar)	27.5	28.0	28.0	26.8

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



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

The top 10 most-improved in Doing Business 2011

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

 Positive Change
 Negative Change

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

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

Benin	Benin created a new municipal commission to streamline construction permitting and set up an ad hoc commission to deal with the backlog in permit applications.
Brunei Darussalam	Brunei Darussalam made starting a business easier by improving efficiency at the company registrar and implementing an electronic system for name searches. Brunei Darussalam reduced the corporate income tax rate from 23.5% to 22% while also introducing a lower tax rate for small businesses, ranging from 5.5% to 11%. The introduction of an electronic customs system in Brunei Darussalam made trading easier.
Cameroon	Cameroon made starting a business easier by establishing a new one-stop shop and abolishing the requirement for verifying business premises and its corresponding fees.
Cape Verde	Cape Verde made start-up easier by eliminating the need for a municipal inspection before a business begins operations and computerizing the system for delivering the municipal license. Cape Verde eased property registration by switching from fees based on a percentage of the property value to lower fixed rates. Cape Verde abolished the stamp duties on sales and checks.
Côte d'Ivoire	Côte d'Ivoire eased construction permitting by eliminating the need to obtain a preliminary approval.
Ghana	Ghana enhanced access to credit by establishing a centralized collateral registry and by granting an operating license to a private credit bureau that began operations in April 2010.
Grenada	Grenada eased business start-up by transferring responsibility for the commercial registry from the courts to the civil administration. The appointment of a registrar focusing only on property cut the time needed to transfer property in Grenada by almost half. Grenada's customs administration made trading faster by simplifying procedures, reducing inspections, improving staff training and enhancing communication with users.
Hungary	Hungary implemented a time limit for the issuance of building permits. Hungary reduced the property registration fee by 6% of the property value. Hungary simplified taxes and tax bases. Amendments to Hungary's bankruptcy law encourage insolvent companies to consider reaching agreements with creditors out of court so as to avoid bankruptcy.
Kazakhstan	Kazakhstan eased business start-up by reducing the minimum capital requirement to 100 tenge (\$0.70) and eliminating the need to have the memorandum of association and company charter notarized. Kazakhstan made dealing with construction permits easier by implementing a one-stop shop related to technical conditions for utilities. Kazakhstan strengthened investor protections by requiring greater corporate disclosure in company annual reports. Kazakhstan speeded up trade through efforts to modernize customs, including implementation of a risk management system and improvements in customs automation.
Kenya	Kenya eased business start-up by reducing the time it takes to get the memorandum and articles of association stamped, merging the tax and value added tax registration procedures and digitizing records at the registrar. Kenya increased the administrative burden of paying taxes by requiring quarterly filing of payroll taxes. Kenya speeded up trade by implementing an electronic cargo tracking system and linking this system to the Kenya Revenue Authority's electronic data interchange system for customs clearance.
Peru	Peru eased business start-up by simplifying the requirements for operating licenses and creating an online one-stop shop for business registration. Peru streamlined construction permitting by implementing administrative reforms. Peru introduced fast-track procedures at the land registry, cutting by half the time needed to register property. Peru made trading easier by implementing a new web-based electronic data interchange system, risk-based inspections and payment deferrals.
Rwanda	Rwanda made dealing with construction permits easier by passing new building regulations at the end of April 2010 and implementing new time limits for the issuance of various permits. Rwanda enhanced access to credit by allowing borrowers the right to inspect their own credit report and mandating that loans of all sizes be reported to the central bank's public credit registry. Rwanda reduced the number of trade documents required and enhanced its joint border management procedures with Uganda and other neighbors, leading to an improvement in the trade logistics environment.

Tajikistan

Tajikistan made starting a business easier by creating a one-stop shop that consolidates registration with the state and the tax authority. Tajikistan strengthened investor protections by requiring greater corporate disclosure in the annual report and greater access to corporate information for minority investors. Tajikistan lowered its corporate income tax rate.

Vietnam

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

Zambia

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



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