

Doing Business



2012

Economy Profile: **Serbia**

Doing business in a
more transparent world

COMPARING REGULATION FOR DOMESTIC FIRMS IN 183 ECONOMIES

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The World Bank
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1 2 3 4 08 07 06 05

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Copies of *Doing Business 2012: Doing Business in a More Transparent World*, *Doing Business 2011: Making a Difference for Entrepreneurs*, *Doing Business 2010: Reforming through Difficult Times*, *Doing Business 2009*, *Doing Business 2008*, *Doing Business 2007: How to Reform*, *Doing Business in 2006: Creating Jobs*, *Doing Business in 2005: Removing Obstacles to Growth* and *Doing Business in 2004: Understanding Regulations* may be downloaded at www.doingbusiness.org.

ISBN: 978-0-8213-8833-4
E-ISBN: 978-0-8213-8834-1
DOI: 10.1596/978-0-8213-8833-4
ISSN: 1729-2638

Printed in the United States

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INTRODUCTION

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

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

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

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

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

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

THE BUSINESS ENVIRONMENT

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

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

ECONOMY OVERVIEW

Region: Eastern Europe & Central Asia

Income category: Upper middle income

Population: 7,289,300

GNI per capita (US\$): 5,820.00

DB2012 rank: 92

DB2011 rank: 88

Change in rank: -4

Note: See the data notes for sources and definitions.

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

THE BUSINESS ENVIRONMENT

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



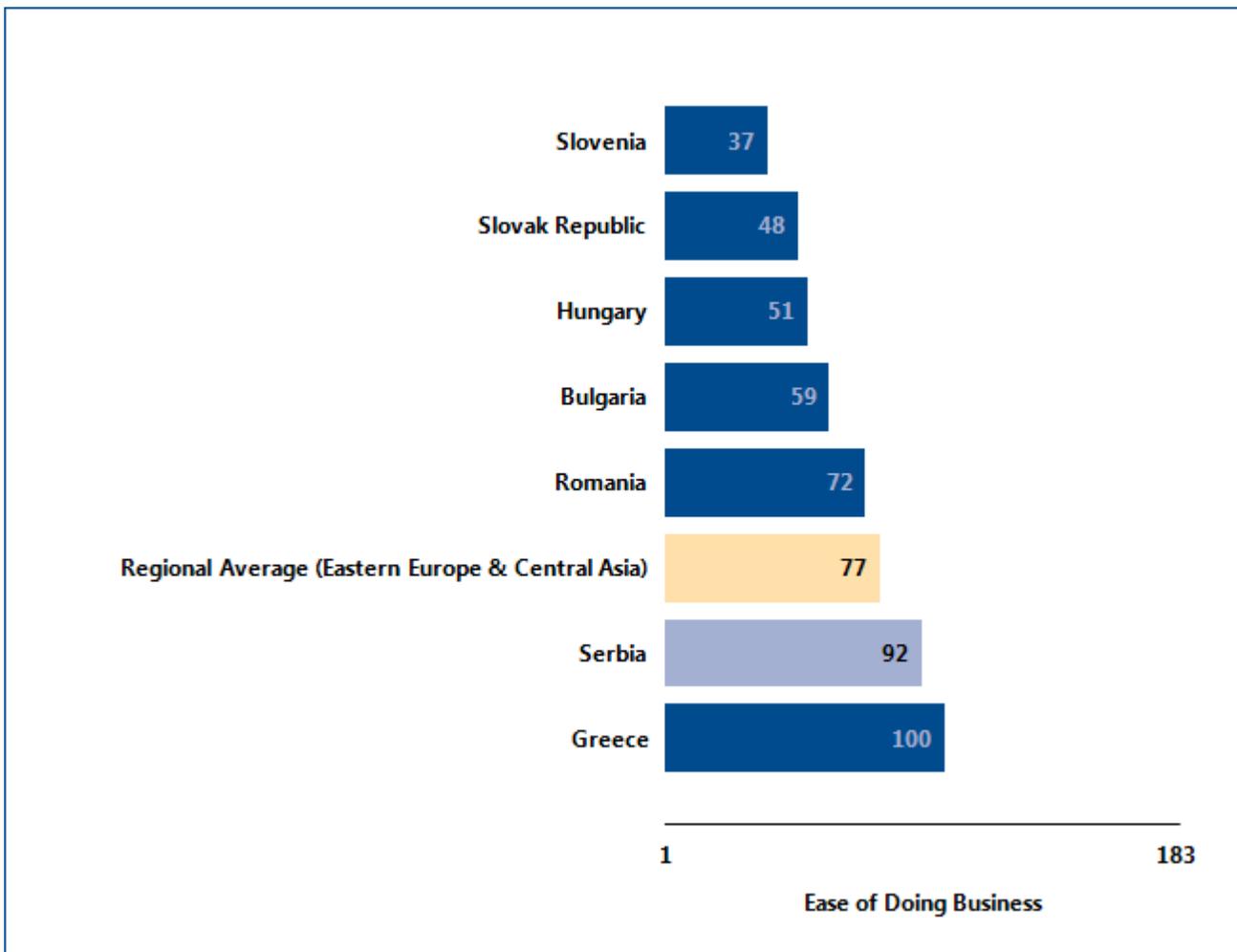
Source: *Doing Business* database.

THE BUSINESS ENVIRONMENT

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

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

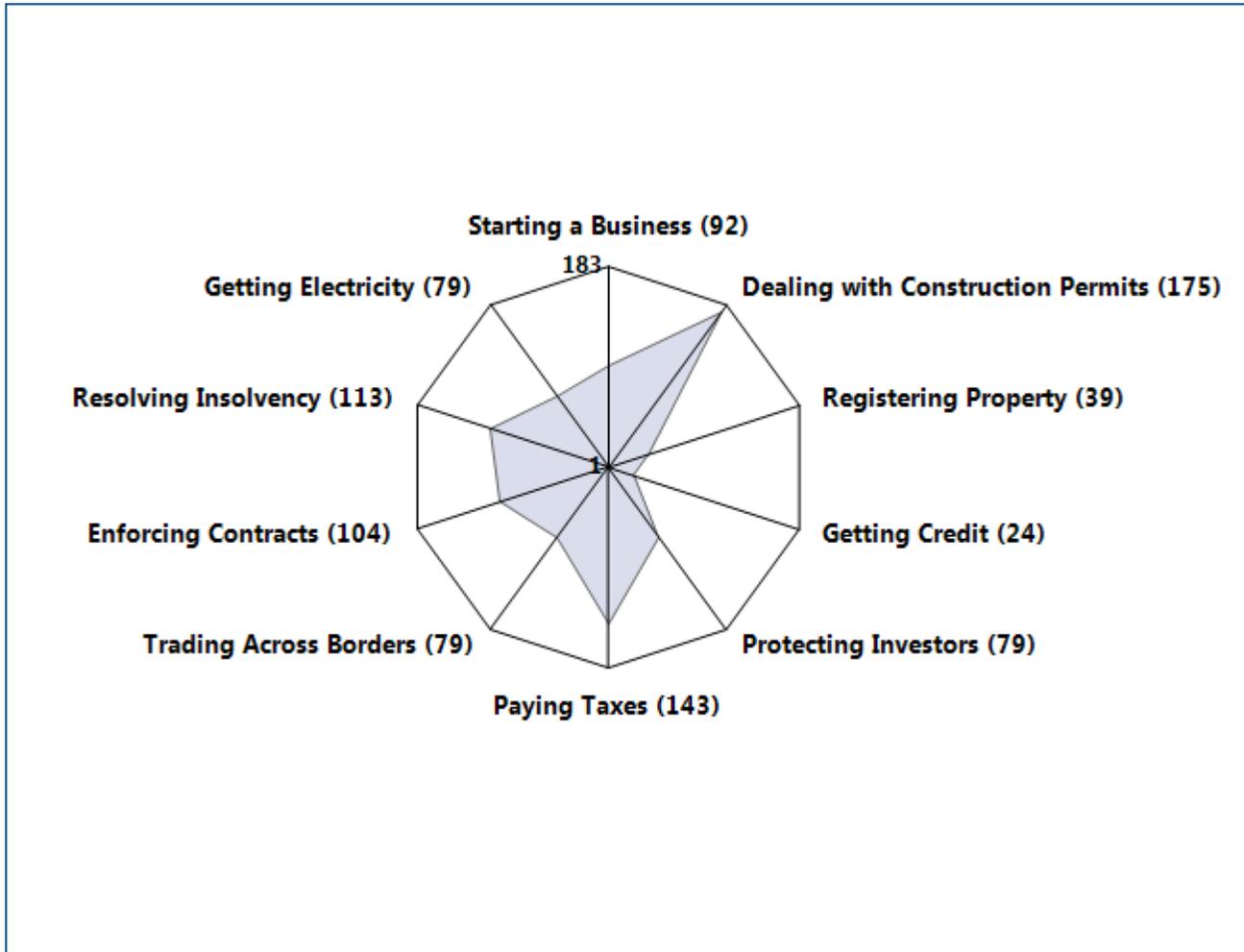
Figure 1.2 How Serbia and comparator economies rank on the ease of doing business



Source: Doing Business database.

THE BUSINESS ENVIRONMENT

Figure 1.3 How Serbia ranks on *Doing Business* topics



Source: *Doing Business* database.

THE BUSINESS ENVIRONMENT

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

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

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

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

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

Distance to frontier, 2005 and 2011

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

Source: *Doing Business* database.

THE BUSINESS ENVIRONMENT

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

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

Table 1.1 Summary of *Doing Business* indicators for Serbia

Indicator	Serbia DB2012	Serbia DB2011	Bulgaria DB2012	Greece DB2012	Hungary DB2012	Romania DB2012	Slovak Republic DB2012	Slovenia DB2012	Best performer globally DB2012
Starting a Business (rank)	92	81	49	135	39	63	76	28	New Zealand (1)
Procedures (number)	7	7	4	10	4	6	6	2	Canada (1)*
Time (days)	13	13	18	10	4	14	18	6	New Zealand (1)
Cost (% of income per capita)	7.8	7.9	1.5	20.1	7.6	3.0	1.8	0.0	Denmark (0.0)*
Paid-in Min. Capital (% of income per capita)	6.0	6.0	0.0	22.8	9.7	0.8	20.9	43.6	82 Economies (0.0)*
Dealing with Construction Permits (rank)	175	174	128	41	55	123	50	81	Hong Kong SAR, China (1)
Procedures (number)	19	19	23	14	29	16	11	13	Denmark (5)
Time (days)	279	279	120	169	102	287	286	199	Singapore (26)*
Cost (% of income per capita)	1603.8	1690.0	317.0	3.4	5.8	73.0	7.2	64.9	Qatar (1.1)

Indicator	Serbia DB2012	Serbia DB2011	Bulgaria DB2012	Greece DB2012	Hungary DB2012	Romania DB2012	Slovak Republic DB2012	Slovenia DB2012	Best performer globally DB2012
Getting Electricity (rank)	79	77	133	77	103	165	102	27	Iceland (1)
Procedures (number)	4	4	6	6	5	7	5	5	Germany (3)*
Time (days)	131	131	130	77	252	223	177	38	Germany (17)
Cost (% of income per capita)	545.7	574.7	366.6	59.2	120.3	556.9	242.2	119.1	Japan (0.0)
Registering Property (rank)	39	98	66	150	43	70	10	79	New Zealand (3)
Procedures (number)	6	6	8	11	4	8	3	5	Portugal (1)*
Time (days)	11	91	15	18	17	26	17	110	Portugal (1)
Cost (% of property value)	2.8	2.7	3.0	12.0	5.0	1.2	0.0	2.0	Slovak Republic (0.0)
Getting Credit (rank)	24	21	8	78	48	8	24	98	United Kingdom (1)*
Strength of legal rights index (0-10)	8	8	8	4	7	9	9	4	New Zealand (10)*
Depth of credit information index (0-6)	5	5	6	5	4	5	4	4	Japan (6)*
Public registry coverage (% of adults)	0.0	0.0	52.8	0.0	0.0	15.2	2.6	3.3	Portugal (86.2)
Private bureau coverage (% of adults)	100.0	100.0	28.8	82.4	16.1	42.0	56.1	100.0	New Zealand (100.0)*
Protecting Investors (rank)	79	74	46	155	122	46	111	24	New Zealand (1)
Extent of disclosure index (0-10)	7	7	10	1	2	9	3	3	France (10)*

Indicator	Serbia DB2012	Serbia DB2011	Bulgaria DB2012	Greece DB2012	Hungary DB2012	Romania DB2012	Slovak Republic DB2012	Slovenia DB2012	Best performer globally DB2012
Extent of director liability index (0-10)	6	6	1	4	4	5	4	9	Singapore (9)*
Ease of shareholder suits index (0-10)	3	3	7	5	7	4	7	8	New Zealand (10)*
Strength of investor protection index (0-10)	5.3	5.3	6.0	3.3	4.3	6.0	4.7	6.7	New Zealand (9.7)
Paying Taxes (rank)	143	140	69	83	117	154	130	87	Canada (8)
Payments (number per year)	66	66	17	10	13	113	31	22	Norway (4)
Time (hours per year)	279	279	500	224	277	222	231	260	Luxembourg (59)
Trading Across Borders (rank)	79	78	91	84	74	72	95	50	Singapore (1)
Documents to export (number)	6	6	5	5	6	5	6	6	France (2)
Time to export (days)	12	12	21	20	16	12	17	16	Hong Kong SAR, China (5)*
Cost to export (US\$ per container)	1433	1398	1551	1153	1015	1485	1560	710	Malaysia (450)
Documents to import (number)	6	6	6	6	7	6	7	8	France (2)
Time to import (days)	14	14	17	25	18	13	17	15	Singapore (4)
Cost to import (US\$ per container)	1609	1559	1666	1265	1085	1495	1540	765	Malaysia (435)
Enforcing Contracts (rank)	104	94	87	90	19	56	71	58	Luxembourg (1)

Indicator	Serbia DB2012	Serbia DB2011	Bulgaria DB2012	Greece DB2012	Hungary DB2012	Romania DB2012	Slovak Republic DB2012	Slovenia DB2012	Best performer globally DB2012
Time (days)	635	635	564	819	395	512	565	1290	Singapore (150)
Cost (% of claim)	31.3	28.9	23.8	14.4	15.0	28.9	30.0	12.7	Bhutan (0.1)
Procedures (number)	36	36	39	39	35	31	32	32	Ireland (21)*
Resolving Insolvency (rank)	113	91	90	57	66	97	35	39	Japan (1)
Time (years)	2.7	2.7	3.3	2.0	2.0	3.3	4.0	2.0	Ireland (0.4)
Cost (% of estate)	23	23	9	9	15	11	18	4	Singapore (1)*
Recovery rate (cents on the dollar)	24.4	29.5	31.4	41.8	39.2	28.6	54.3	51.1	Japan (92.7)

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

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

Source: *Doing Business* database.

STARTING A BUSINESS

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

What do the indicators cover?

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

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

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

WHAT THE STARTING A BUSINESS INDICATORS MEASURE

Procedures to legally start and operate a company (number)

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

Time required to complete each procedure (calendar days)

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

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

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

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

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

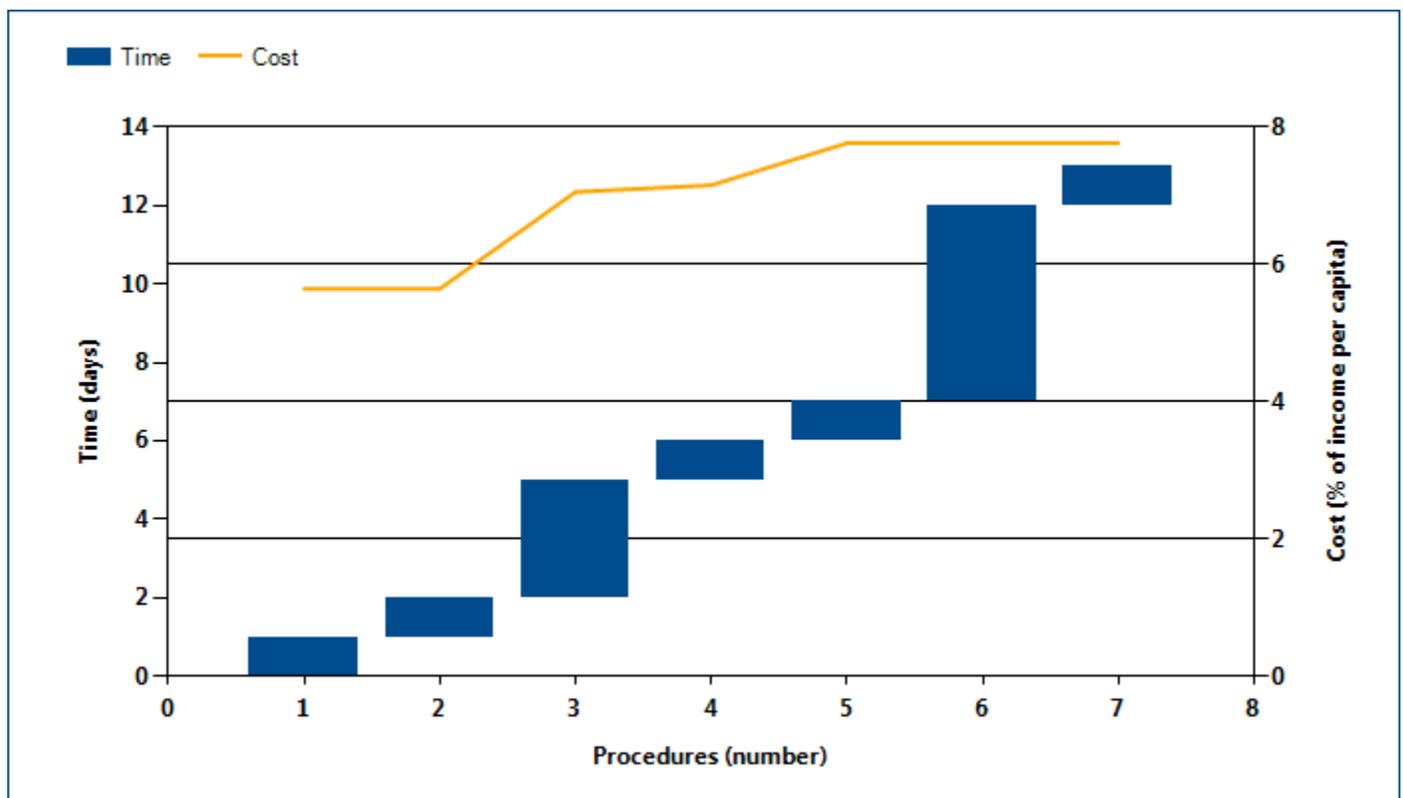
STARTING A BUSINESS

Where does the economy stand today?

What does it take to start a business in Serbia? According to data collected by *Doing Business*, starting a business there requires 7 procedures, takes 13 days,

costs 7.8% of income per capita and requires paid-in minimum capital of 6.0% of income per capita (figure 2.1).

Figure 2.1 What it takes to start a business in Serbia
Paid-in minimum capital (% of income per capita): 6.0



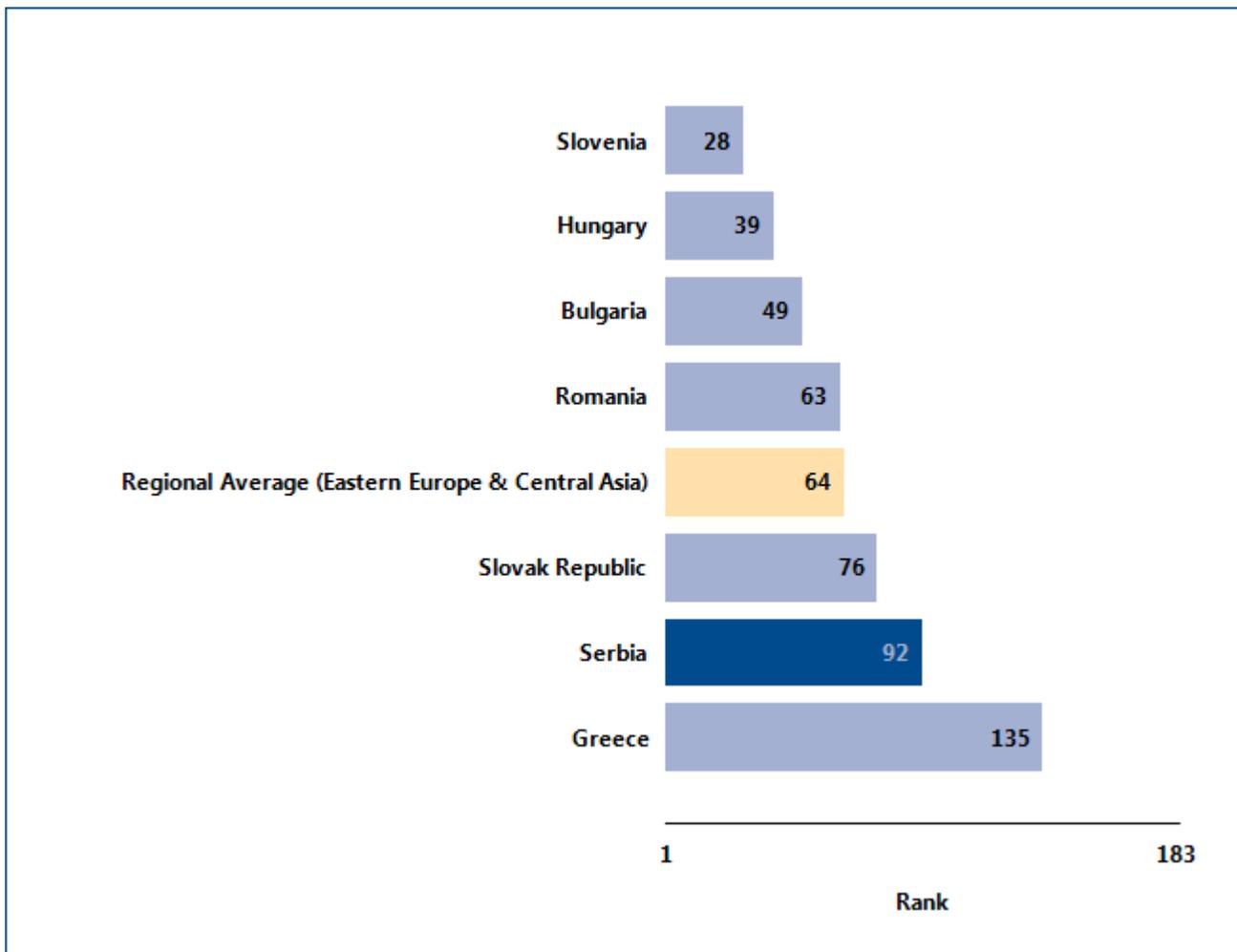
Note: For details on the procedures reflected here, see the summary at the end of this chapter.
Source: *Doing Business* database.

STARTING A BUSINESS

Globally, Serbia stands at 92 in the ranking of 183 economies on the ease of starting a business (figure 2.2). The rankings for comparator economies and the

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

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



Source: Doing Business database.

STARTING A BUSINESS

What are the changes over time?

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

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

Indicator	DB2004	DB2005	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	81	92
Procedures (number)	12	12	11	11	11	11	7	7	7
Time (days)	56	56	23	23	23	23	13	13	13
Cost (% of income per capita)	15.9	15.0	12.0	10.2	8.9	7.6	7.1	7.9	7.8
Paid-in Min. Capital (% of income per capita)	113.4	101.6	7.6	7.6	8.0	6.9	6.1	6.0	6.0

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

Source: *Doing Business* database.

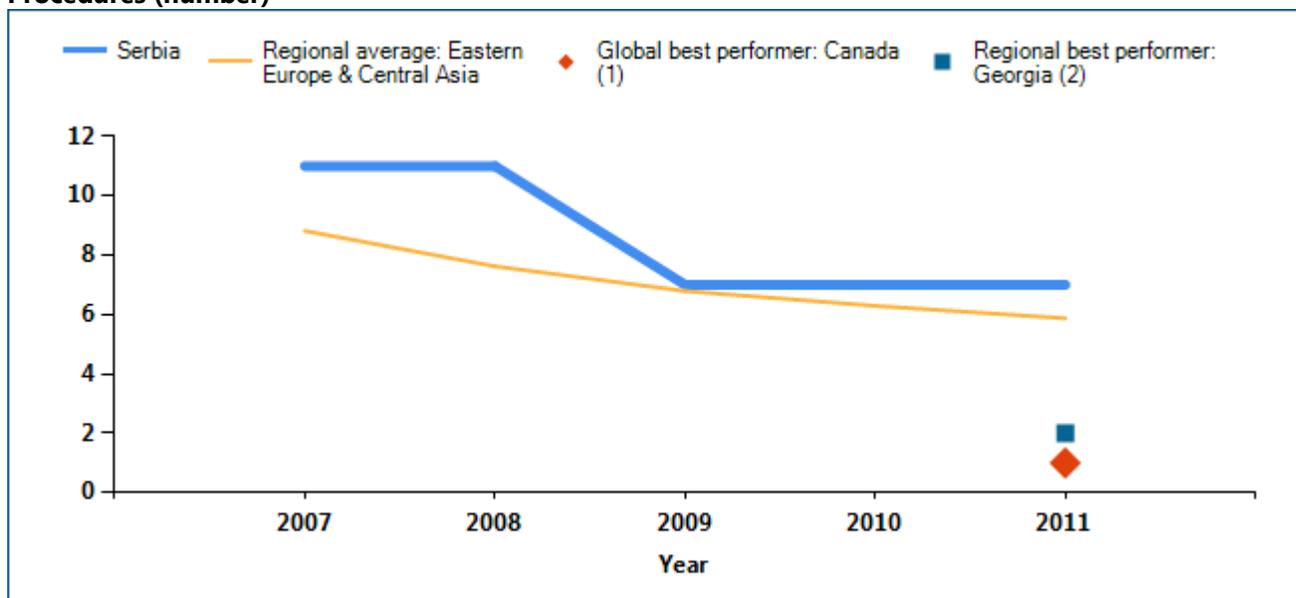
STARTING A BUSINESS

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

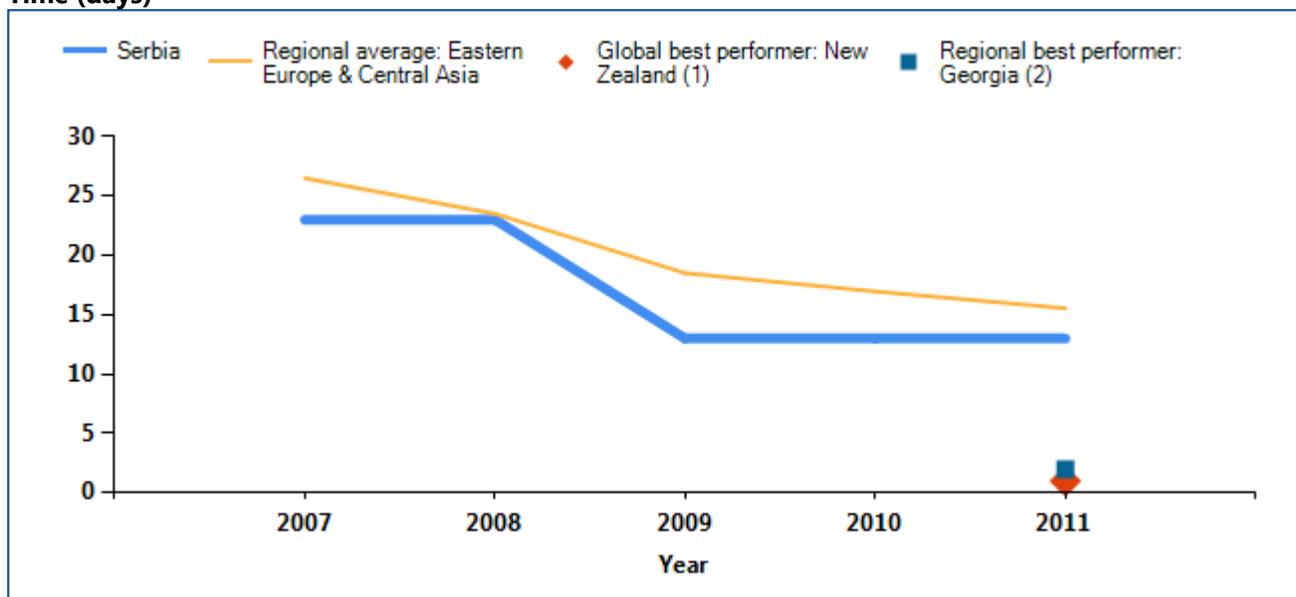
Serbia on ways to improve the ease of starting a business. And changes in regional averages can show where Serbia is keeping up—and where it is falling behind.

Figure 2.3 Has starting a business become easier over time?

Procedures (number)

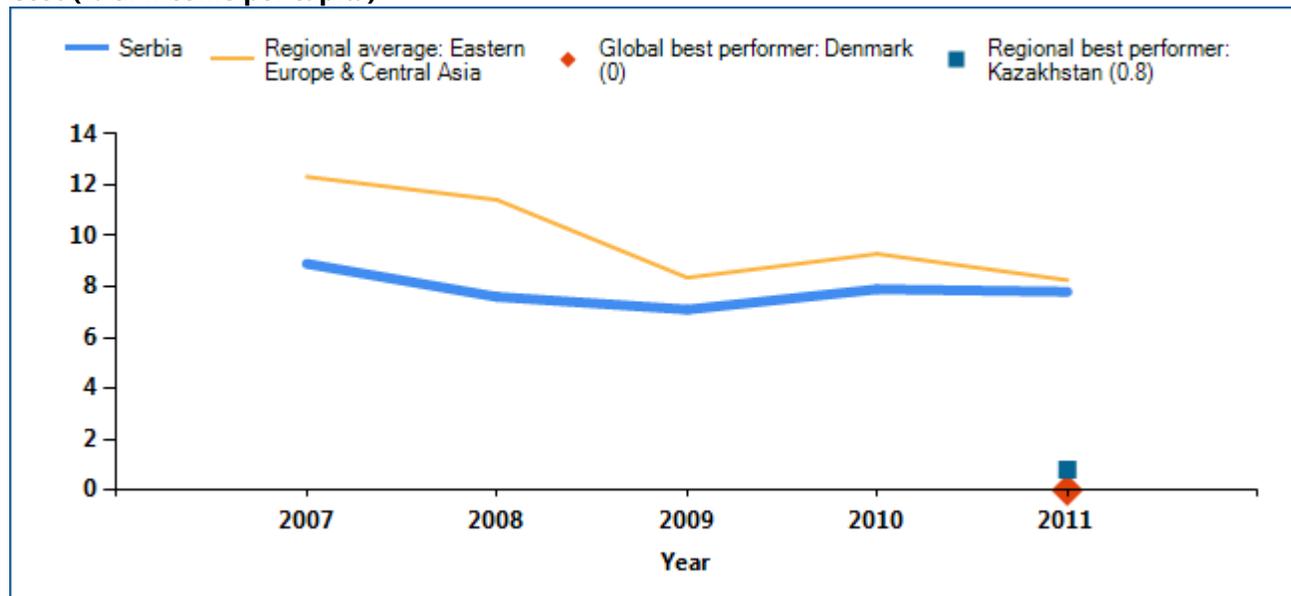


Time (days)

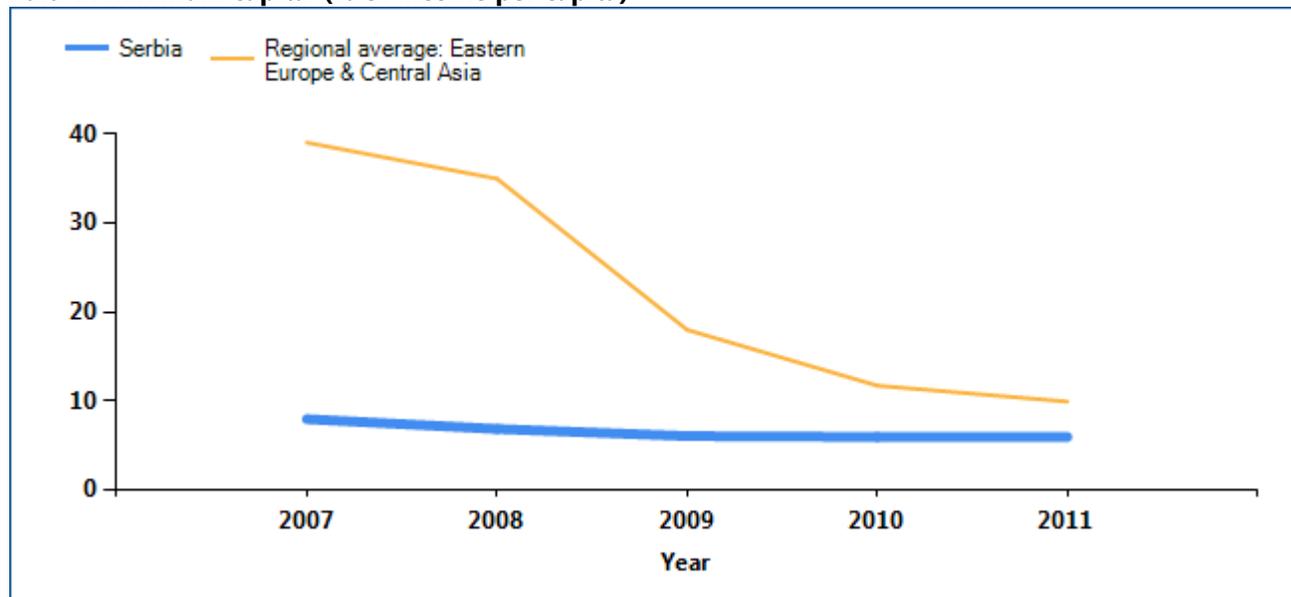


STARTING A BUSINESS

Cost (% of income per capita)



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



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

Source: Doing Business database.

STARTING A BUSINESS

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

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

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

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

DB Year	Reform
DB2012	No reform.
DB2011	No reform.
DB2010	Business start-up was eased by creating a one-stop shop for company registration.
DB2009	No reform.

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

Source: *Doing Business* database.

STARTING A BUSINESS

What are the details?

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

STANDARDIZED COMPANY

City: Belgrade

Legal Form: Društvo sa ograničenom odgovornošću
Limited Liability Company

Start-up capital: 10 times GNI per capita

Paid-in minimum capital (% of income per capita): 6.0

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

No.	Procedure	Time to complete	Cost to complete
1	<p>Notarize the memorandum of association and lease contract at the Basic Court</p> <p>The Notarization cost depends on the amount of capital and the value of the lease. The promoters must notarize at least four copies of the memorandum of association and the lease contract with the Serbian Business Registers Agency.</p> <p>The Law on Court Taxes of 11 May 2009 established the fee schedule, depending on the incorporation contract value:</p> <ul style="list-style-type: none"> - Incorporation contract value up to RSD 10,000: fee is RSD 980. - From RSD 10,001 to RSD 100,000: RSD 980 plus 1% of contract value. - From RSD 100,001 to RSD 1,000,000: RSD 2,900 plus 0.5% of contract value. - Over RSD 1,000,000: RSD 12,600 plus 0.25% of contract value. <p>Note that the fee will not exceed RSD 39,000.</p> <p>In addition, the promoter will be assessed miscellaneous fees to notarize the lease contract and the memorandum of association:</p> <ul style="list-style-type: none"> - Notarization request: RSD 70 (applies to one or several documents). - Notarization of signatures specimen with competent court: RSD 160 per signature. - Signature verification of proxy (power of attorney): RSD 560. 	1 day	see comments
2	<p>Open a temporary bank account; pay founding deposit or its part and all other fees</p> <p>The founding deposit is paid to a temporary account at one of the</p>	1 day	no charge

No.	Procedure	Time to complete	Cost to complete
	<p>commercial banks. The decision or contract of incorporation must be submitted to the chosen bank to open a temporary bank account. At least half of the initial capital is payable in advance, and the rest is due within 2 years of registration. After registration is completed, the funds are transferred to a company Giro-account, which may be used for business transactions. The company must obtain a payment slip from the bank.</p>		
3	<p>Apply and obtain the registration certificate, tax identification number, pension fund (PIO Fund) and Health Fund certificates, certify the signatures (three copies) for opening bank account and register the employment contracts with the Employment Organization at Business Registers Agency (SBRA)</p> <p>Under the Business Registration Law, the company registration was transferred from the commercial courts to the Serbian Business Registers Agency (SBRA). Instead of two separate proceedings, the SBRA issues the registration number and code of Republic Statistical Agency (RSA) simultaneously with the registration certificate. The Registry also administers the registration with the tax authority and issues the Tax Identification Number (TIN); the local authority will however require certain documentation from the company but only after the company is validly registered. Moreover, registration for pension fund (PIO Fund) and Health Fund, certification of the signatures (three copies) for opening bank account and registering the employment contracts with the Employment Organization are done at the Business Registers Agency (SBRA).</p> <p>The company can obtain all forms on line. The required Forms for the establishment of a company are:</p> <ol style="list-style-type: none"> 1. Serbian Business Registries Agency - Request for registration of the company (Application can be downloaded from the official web site (www.apr.gov.rs)). (The request is free of charge and form OP is free of charge); 2. Commercial bank - Request for opening an account and Request for transfer of money from a temporary bank account to the company permanent account (Requests can be taken in the commercial bank. They are free of charge); 3. To obtain a tax identification number (TIN) - Form JRPPS-2 (Form can be downloaded online from the registrar's website and it is free of charge); for registration of the lease - Questionnaire (Questionnaire can be taken in the Tax administration. It is free of charge); for VAT - Form ППДВ (Form can be downloaded from the official web site www.poreskauprava.sr.gov.yu and it is free of charge); 4. Health Fund - Form OPD (Form OPD costs RSD 15 and it can be taken only in the Post office), Form M - application, change, and notice of health insurance (insured and uninsured health family members) - Form M costs RSD 15 and can be taken only in the Post office. <p>To register, the applicant must also submit these additional documents:</p> <ul style="list-style-type: none"> - Set of registration forms. - Contract of incorporation (deed on establishment) or decision on the 	3 days	RSD 5750 (RSD 4000 + RSD 1750)

No.	Procedure	Time to complete	Cost to complete
	<p>company founding with authenticated signatures of founder(s) that are notarized by the Municipal Court.</p> <ul style="list-style-type: none"> - Decision of founders on appointment of the director. - Information on the founder(s) (i.e., registration documents if the founder is a legal entity or identity number and proof of registered residence if the founder is a physical person). If the documents are in a foreign language, they must be translated into Serbian by an authorized court translator (fee is about RSD 800 per page). - Certified signature on the OP form of the director (or deputy director or other authorized person). - Evidence of payment of the administrative fee. - Bank confirmation that the capital has been deposited into to the temporary bank account or certified statement from the founder that the financial capital has been secured. - Optionally, power of attorney if an attorney-at-law files the registration. <p>The SBRA will examine the request to determine whether it complies with current legislation and whether these documents are attached. The Registry publishes the company registration on the Internet.</p>		
4	<p>Open a permanent business account with the commercial bank</p> <p>The documentation for setting up a permanent business account with the commercial bank varies from bank to bank. The following documents are generally submitted:</p> <ul style="list-style-type: none"> - Original or certified copy of the company's registration with the SBRA (evidence of the company identification number and other relevant data). - Application for opening the permanent account. - Contract for depositing funds. - Tax number for PIB (residents only). - The bank-provided specimen card for legal entities (original). - Identity card of the founders (copy). - Incorporation deed (copy). <p>At this point, the founders convert the personal bank account into the company's bank account and deposit the minimum capital of EUR 500.</p>	1 day (less than half a day)	RSD 400 (signature certification and republic tax)
5	<p>Make Stamp and seal</p> <p>Companies can obtain a company stamp and seal in 1–2 days for a fee of RSD 1,500 to RSD 4,000, depending on the number of words, design, and the like. Before making the stamp and seal, the stampmaker must receive a copy of the registration ruling.</p>	1 day	RSD 2500
6	<p>Register with local tax authority</p> <p>Upon receiving the tax identification number, the company's representative must register with the local tax authority by submitting all or some of the following documents to the local tax authority (requirements vary by authority):</p>	5 days	no charge

No.	Procedure	Time to complete	Cost to complete
	<ul style="list-style-type: none"> - Registration certificate of the Business Registration Agency (copy). - Certificate of personal tax number (copy). - Employment contract with the general manager or company founder. - Completed registration form for VAT. Note that according to the amendment to the Law on Value Added Tax adopted 30 June 2007, the total (generated or projected) turnover which will cause an obligation for company to submit a completed VAT registration form is increased from RSD 2 million (approx. EUR 20,000) to RSD 4 million (approx. EUR 40,000). - Certified OP form. - Statement on employed workers. - Certified lists of taxpayer real estate, motor vehicles, and aircrafts. - List of all stores and numbers of fiscal cash registers. - Agreement concluded with the bookkeeping agency. - Since an amendment to the Law on Added Tax in June 2008 (Official Gazette RS No. 84/2004, 61/2005 61/2007), the company's representative must submit to the tax authorities, besides the mentioned documents, the copy of the agreement on opening of permanent bank account and a copy of specimen card <p>Depending on the local tax authority, some or all of the above documents must be submitted to the tax authority no later than 10–15 days after obtaining the personal tax number.</p>		
7	<p>Register the employment contracts with the Employment Organization/Fund</p> <p>Founders must submit and certify the following:</p> <ul style="list-style-type: none"> - The new Form M1, Application for insurance. - The old Form M1, Application of insurance and Application for establishing employment. - Form E1, Application on vacancy for working place along with the employee's medical-care booklet. - Form E3, Application for establishing or terminating employment. - Form ROD 1, Application on beginning/ending/changing the terms of the payers of the contributions. - Employees' identity cards and employment contracts. - Copy of the Registration certificate has to be submitted. 	1 day	no charge

* Takes place simultaneously with another procedure.

Source: *Doing Business* database.

DEALING WITH CONSTRUCTION PERMITS

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

What do the indicators cover?

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

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

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

The business:

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

The warehouse:

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

WHAT THE DEALING WITH CONSTRUCTION PERMITS INDICATORS MEASURE

Procedures to legally build a warehouse (number)

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

Completing all required notifications and receiving all necessary inspections

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

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

Time required to complete each procedure (calendar days)

Does not include time spent gathering information

Each procedure starts on a separate day

Procedure completed once final document is received

No prior contact with officials

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

Official costs only, no bribes

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

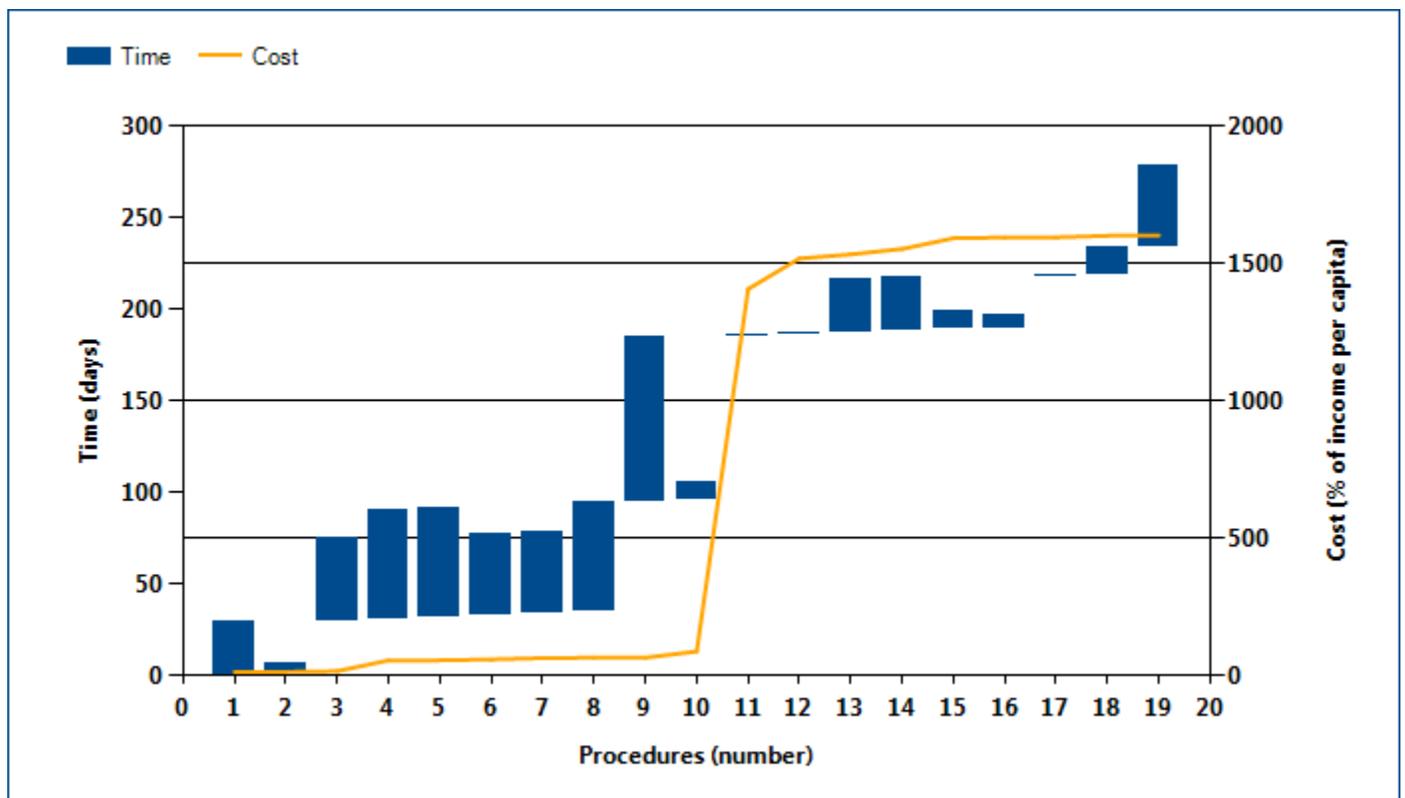
DEALING WITH CONSTRUCTION PERMITS

Where does the economy stand today?

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

permits there requires 19 procedures, takes 279 days and costs 1603.8% of income per capita (figure 3.1).

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



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

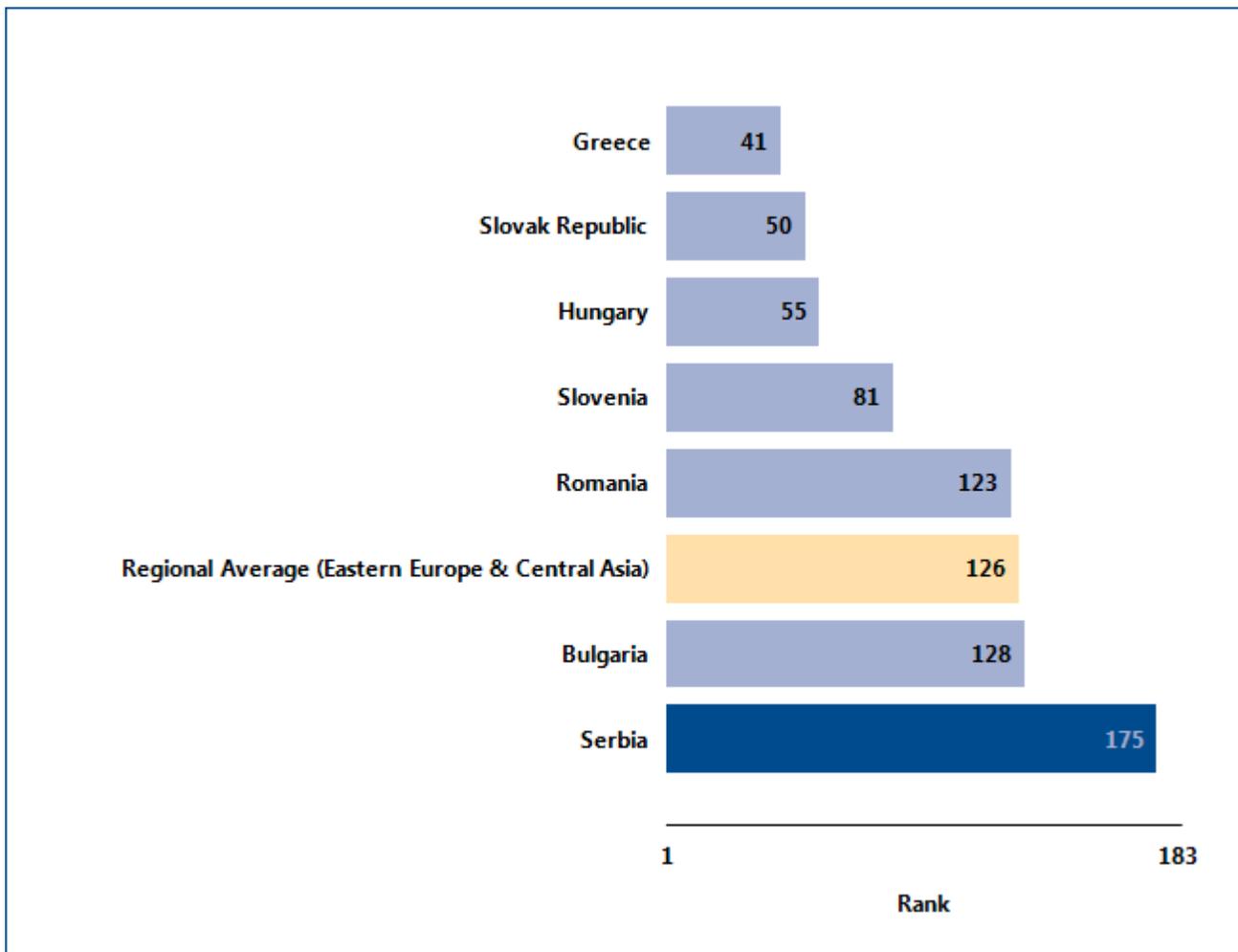
Source: *Doing Business* database.

DEALING WITH CONSTRUCTION PERMITS

Globally, Serbia stands at 175 in the ranking of 183 economies on the ease of dealing with construction permits (figure 3.2). The rankings for comparator

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

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



Source: Doing Business database.

DEALING WITH CONSTRUCTION PERMITS

What are the changes over time?

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

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

Indicator	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	174	175
Procedures (number)	20	19	19	19	19	19	19
Time (days)	205	204	204	279	279	279	279
Cost (% of income per capita)	3,904.3	3,061.8	2,517.5	2,020.6	1,769.9	1,690.0	1,603.8

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

Source: *Doing Business* database.

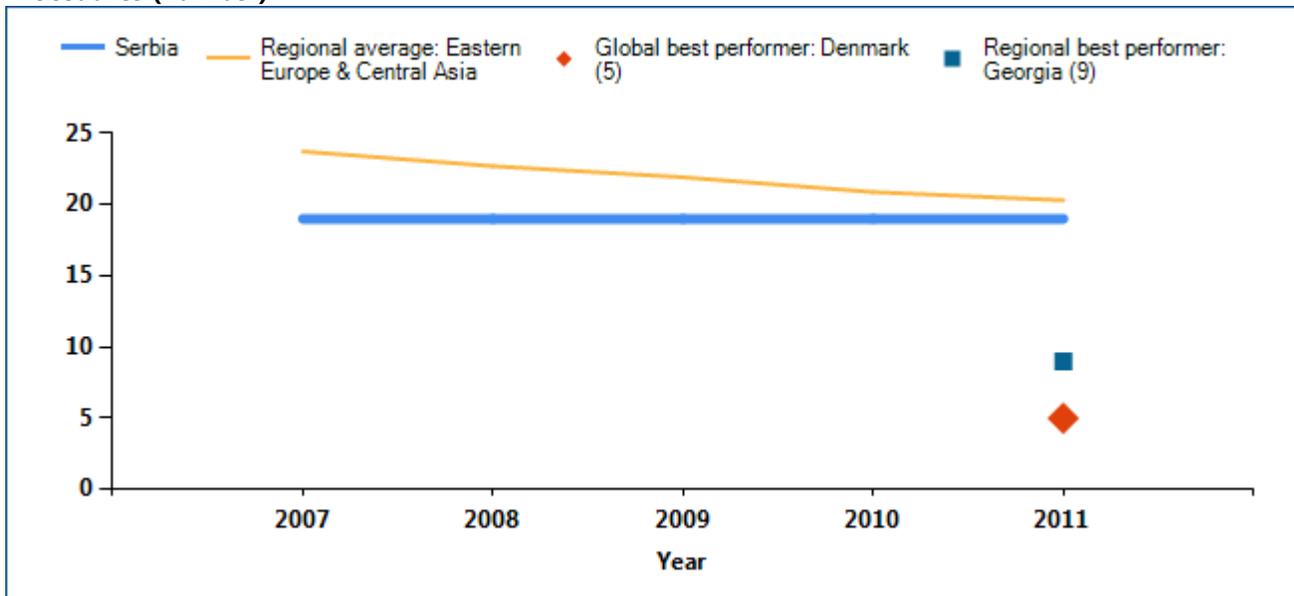
DEALING WITH CONSTRUCTION PERMITS

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

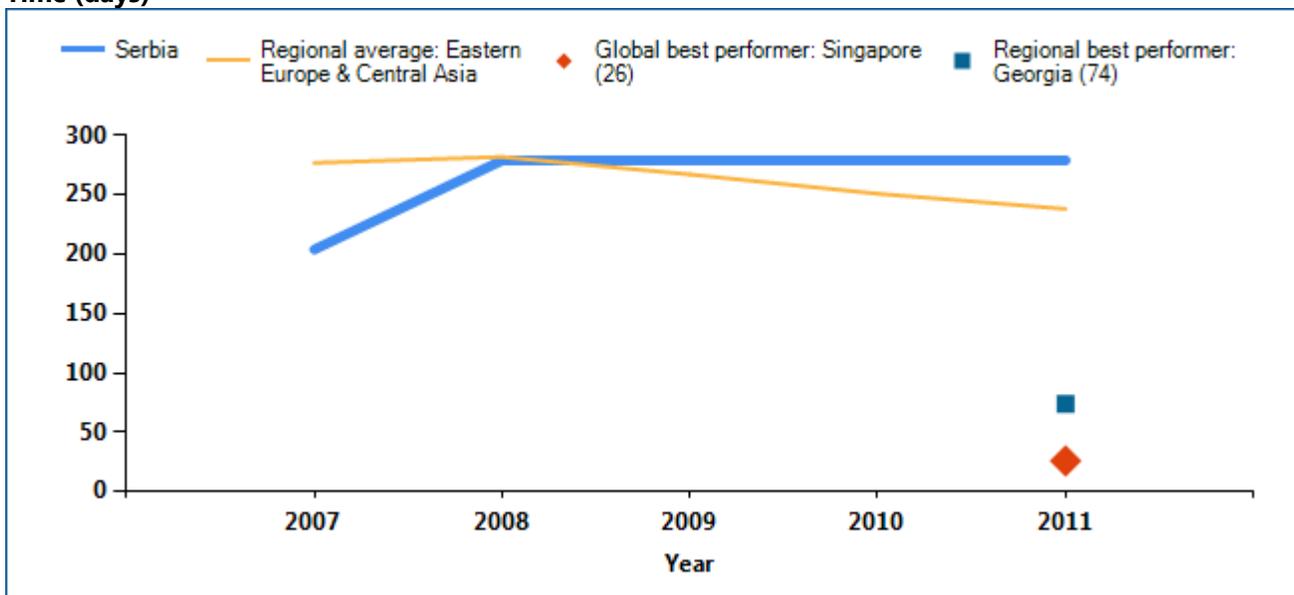
ways to improve the ease of dealing with construction permits. And changes in regional averages can show where Serbia is keeping up—and where it is falling behind.

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

Procedures (number)

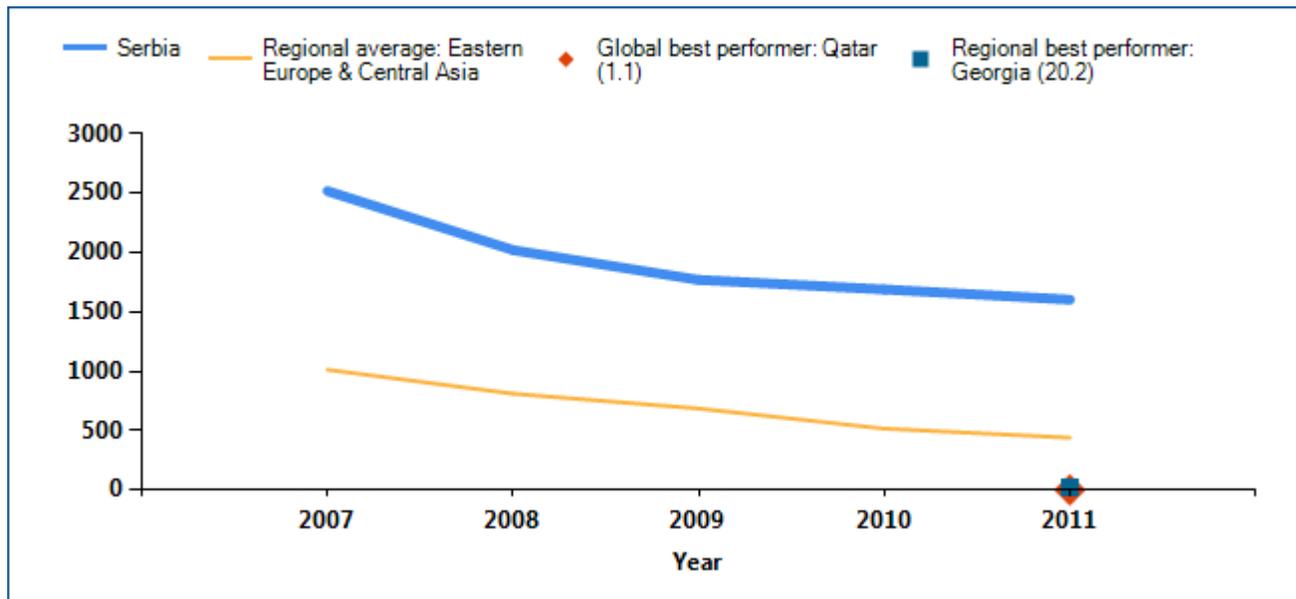


Time (days)



DEALING WITH CONSTRUCTION PERMITS

Cost (% of income per capita)



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

Source: *Doing Business* database.

DEALING WITH CONSTRUCTION PERMITS

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

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

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

DB Year	Reform
DB2012	No reform.
DB2011	No reform.
DB2010	No reform.
DB2009	An administrative backlog at the Belgrade Municipality's Construction Department added 75 days to the time for obtaining construction permits.

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

Source: *Doing Business* database.

DEALING WITH CONSTRUCTION PERMITS

What are the details?

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

BUILDING A WAREHOUSE

City : Belgrade

Estimated Warehouse Value : RSD 42,005,842

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

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

No.	Procedure	Time to complete	Cost to complete
1	<p>Request and obtain extract from the urban plan or act on zoning conditions</p> <p>A request for either of these documents should be submitted to the municipality in the area where the building plot is situated. The extract from the urban plan can be obtained only if an urban plan for the site exists. An excerpt from an urban plan contains all the conditions and data necessary for the development of a conceptual project design and, in particular, construction line and height restrictions, and conditions, in accordance with regulations.</p> <p>If BuildCo is interested in building a structure in an area for which development of an urban plan is not envisioned, on the request of the interested party, the municipality issues an act on zoning conditions, in accordance with the space plan. However, if the construction site is located within an area for which an urban plan exists (adopted on the basis of old laws), the act on zoning conditions must be issued in conformity with this urban plan, until the new urban plan takes effect. The required plans and documents for connecting to roads and other communal infrastructure must be obtained, at the investor's expense, from the municipality that has jurisdiction for issuing a building permit for the warehouse.</p>	30 days	RSD 60,000
2	<p>* Request and obtain proof of ownership of the construction land</p> <p>Proof of ownership is provided either by the appropriate municipal court (with a land register extract) or the Republic Geodesy Institute (an extract from the newly established cadastre).</p> <p>It takes on average upto 10 days for issuance of the land register extract by the appropriate municipal court; the cost is RSD 130. The</p>	6 days	RSD 130

No.	Procedure	Time to complete	Cost to complete
	cadastre extract can be obtained in a day from the Republic Geodesy Institute at a cost from RSD 1,300 to RSD 1,500 (the price depends on the number of pages). Some areas of Belgrade are now updated and incorporated in the cadastral system. However, in the case considered here, only proof of ownership from the municipal court is needed.		
3	<p>Request and obtain main construction project clearance from the electric energy authority</p> <p>The timelimit for issuing the technical project clearances from various authorities is 30 days, concurrently. However, in practice it takes much longer and requires various follow-ups from applicants.</p>	45 days	RSD 10,000
4	<p>* Request and obtain main construction project clearance from the water and sewerage authority</p> <p>Preparation of the conditions regarding water and sewerage service costs RSD 70,500; consent (clearance) costs RSD 44,000; and connection to the public network costs RSD 45,000. These figures cover the costs of connection.</p> <p>The timelimit for issuing the technical project clearances from various authorities is 30 days, concurrently. However, in practice it takes much longer and requires various follow-ups from applicants.</p>	60 days	RSD 159,500
5	<p>* Request and obtain main construction project clearance from the labor inspection – department for safety at work</p> <p>The timelimit for issuing the technical project clearances from various authorities is 30 days, concurrently. However, in practice it takes much longer and requires various follow-ups from applicants.</p>	60 days	RSD 2,000
6	<p>* Request and obtain main construction project clearance from the heating authority</p> <p>The building authority will not approve the project without a clearance from the heating authority.</p> <p>The timelimit for issuing the technical project clearances from various authorities is 30 days, concurrently. However, in practice it takes much longer and requires various follow-ups from applicants.</p>	45 days	RSD 12,500
7	<p>* Request and obtain main construction project clearance from the telecommunications authority</p> <p>The telecommunications authority makes a list of conditions after 10 days from when the application was submitted. After that, the company (BuildCo) prepares the relevant drawings and designs according to the specified norms. The overall time has decreased from 60 days to 45 days because of more efficient internal document processing.</p> <p>The timelimit for issuing the technical project clearances from various authorities is 30 days, concurrently. However, in practice it takes much longer and requires various follow-ups from applicants.</p>	45 days	RSD 20,000
8	<p>* Request and obtain main construction project clearance from the traffic authority</p>	60 days	RSD 5,900

No.	Procedure	Time to complete	Cost to complete
	<p>According to oral information provided by the traffic authority, this clearance can be obtained within 30 days at a cost of RSD 5,900.</p> <p>The timelimit for issuing the technical project clearances from various authorities is 30 days, concurrently. However, in practice it takes much longer and requires various follow-ups from applicants.</p>		
9	<p>Request and obtain building permit</p> <p>Since Dec 31, 2008, by the new Statute of City of Belgrade, municipalities only handle building permits for projects below 800 sqm. This particular reform made the different districts of Belgrade more equal and defined the types of activities that are handled by the City versus the municipal offices. Everything above 800 sqm is now handled by the the City of Belgrade Secretariat for urbanism and construction work (Sekretarijat za urbanizam i građevinske poslove).</p> <p>A request for a building permit should be submitted to the Secretariat for Urbanism and Construction Affairs of Belgrade City Municipality in charge of the territory on which the building plot is situated, along with the following documentation:</p> <ul style="list-style-type: none"> - Extracts from the urban plan issued within 6 months before the filing of the request for a building permit. - Preliminary design project plan that conforms to the urban plan mentioned above. - Evidence of the ownership status or rental status of the building plot. <p>Although, the law stipulates the time limit of 15 days, the Construction Department of Municipality of Belgrade takes on average anywhere between 2-6 months, and sometimes even more.</p>	90 days	RSD 450
10	<p>* Request and obtain technical control of the main project</p> <p>A duly licensed company other than the one that furnished the main construction project plan must verify whether the main construction project has been made in accordance with the law and with the technical standards, and whether it has all necessary clearances described in Procedures 3–9. The main construction project must be certified and stamped to that effect.</p>	10 days	RSD 92,071
11	<p>Notify and obtain approval for commencement of works from municipality and pay city building land tax</p> <p>The start of construction activities must be reported to the municipality at least 8 days before commencement. The notification must be accompanied by all necessary documentation described in Procedures 1–10 above, including the main construction project design and description of the equipment to be used, to be certified by the municipality within eight days of submission. After this certification has been obtained, construction may commence.</p> <p>The company must pay the land usage tax that is charged by the City Building Directorate and varies from EUR 50 to EUR 60 per sq. m. of the building plot. Construction activities cannot begin before this fee is</p>	1 day	RSD 5,379,281

No.	Procedure	Time to complete	Cost to complete
	<p>paid. Proof of payment of this fee (if not agreed otherwise with the City Building Directorate) is submitted to the municipality along with the other documents mentioned above, which are submitted as attachments to the notification to the municipality.</p> <p>The cost depends on the city suburb in which the facility is built. Prices of land tax differ from one suburb to the other. Assuming a cost of EUR 50 (RSD 4,136) per square meter, the total cost in this case would be RSD 4,136 x 1,300.6 sq. m. = RSD 5,379,281.</p> <p>In practice it may take anywhere around 10 days to undertake all necessary steps to complete this procedure.</p>		
12	<p>Nominate expert supervisor of the work</p> <p>Expert supervision of the construction must be provided during the entire period of construction by a licensed independent engineer. This person cannot be affiliated with BuildCo. The expert supervisor visits the site once a week on average.</p>	1 day	RSD 455,000
13	<p>Request and obtain consent regarding the connection of the plot of land to the nearest public road</p> <p>BuildCo must undertake this procedure should it require access to or use of the nearest public road.</p>	30 days	RSD 61,000
14	<p>* Request and obtain consent regarding regulations on environmental protection</p>	30 days	RSD 80,000
15	<p>* Request and obtain water and sewerage connection</p>	10 days	RSD 159,500
16	<p>* Request and obtain phone connection</p>	7 days	RSD 12,000
17	<p>Request technical examination of the building from municipality commission</p> <p>After all construction work has been completed, a municipal commission examines whether the constructed building complies with the issued building permit, all applicable laws and regulations, and technical standards. The municipality issues the use permit within 7 days after the commission responsible for the technical examination reports that the building is suitable for use.</p> <p>The municipal commission does not issue the use permit if the building is not in compliance with technical standards and technical documentation. Instead, it orders BuildCo to correct all irregularities and, after re-examining the building, it issues the use permit. If the irregularities cannot be fixed and use of the building is dangerous, the commission orders the demolition of the building.</p> <p>The City of Belgrade's administrative tax (the cost to complete this procedure) is now RSD 120.</p>	1 day	RSD 120

No.	Procedure	Time to complete	Cost to complete
18	<p>Receive technical examination of the building from municipality commission and obtain use permit</p> <p>BuildCo must submit a formal request along with the building and the use permits. If there is a cadastral register in the area where the warehouse is constructed, the company should register the building at the cadastral registry. Otherwise, the building should be registered in the land books. Article 125 of the Law on Planning and Construction provides for a time limit of 7 days for this permit to be issued following the issuance of technical examination. However, there is no time-limit for the commission to perform technical examination. In practice, therefore it may take upto 6 months for the commission to convene and issue its decision.</p>	15 days	RSD 25,686
19	<p>Register the building</p> <p>BuildCo must submit a formal request along with the building permit and the use permit. If there is a cadastral register in the area where the warehouse was constructed, the company should register the building in the cadastral registry. Otherwise, the building should be registered in the land books.</p>	45 days	RSD 4,000

* Takes place simultaneously with another procedure.

Source: *Doing Business* database.

GETTING ELECTRICITY

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

What do the indicators cover?

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

The warehouse:

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

The electricity connection:

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

WHAT THE GETTING ELECTRICITY INDICATORS MEASURE

Procedures to obtain an electricity connection (number)

Submitting all relevant documents and obtaining all necessary clearances and permits

Completing all required notifications and receiving all necessary inspections

Obtaining external installation works and possibly purchasing material for these works

Concluding any necessary supply contract and obtaining final supply

Time required to complete each procedure (calendar days)

Is at least 1 calendar day

Each procedure starts on a separate day

Does not include time spent gathering information

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

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

Official costs only, no bribes

Excludes value added tax

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

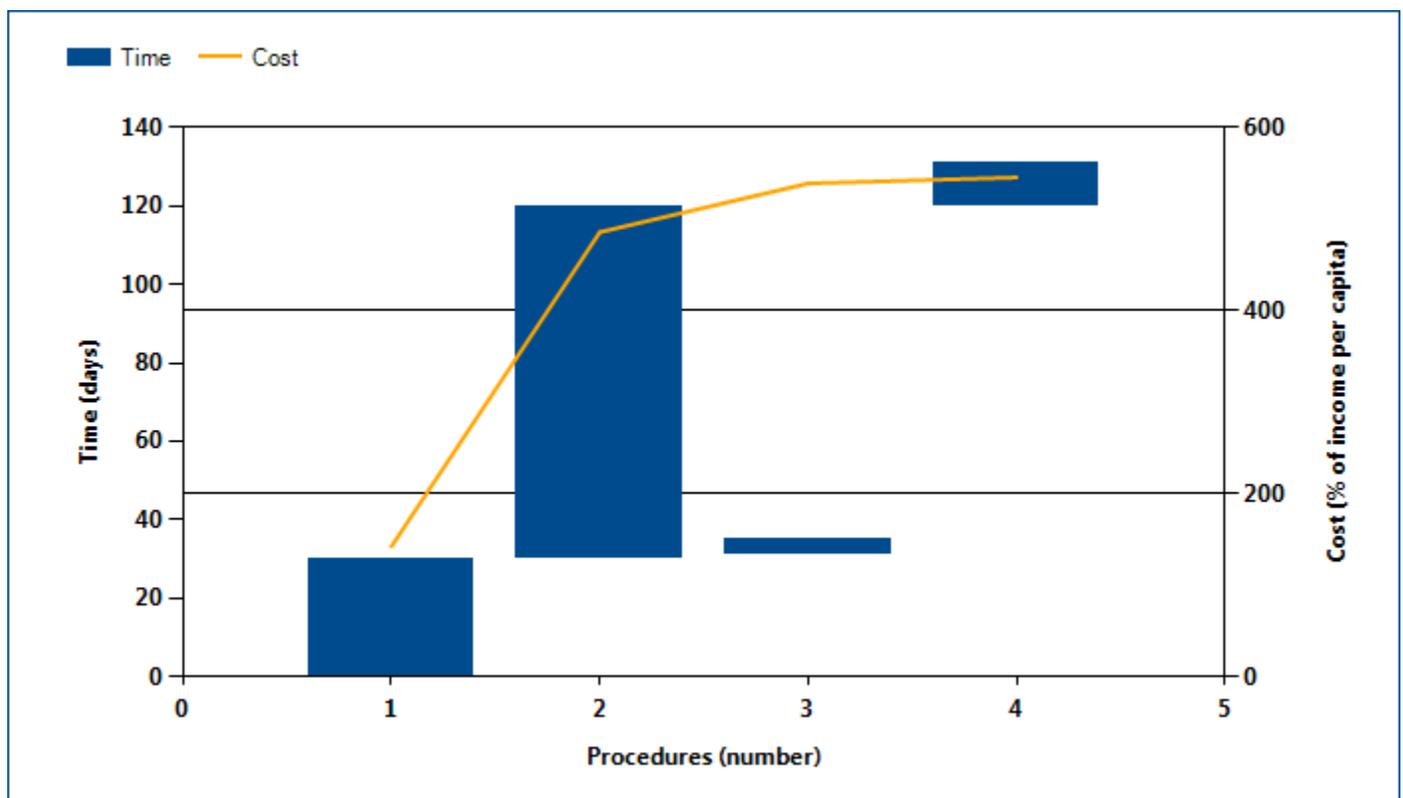
GETTING ELECTRICITY

Where does the economy stand today?

What does it take to obtain a new electricity connection in Serbia? According to data collected by *Doing Business*, getting electricity there requires 4

procedures, takes 131 days and costs 545.7% of income per capita (figure 4.1).

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



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

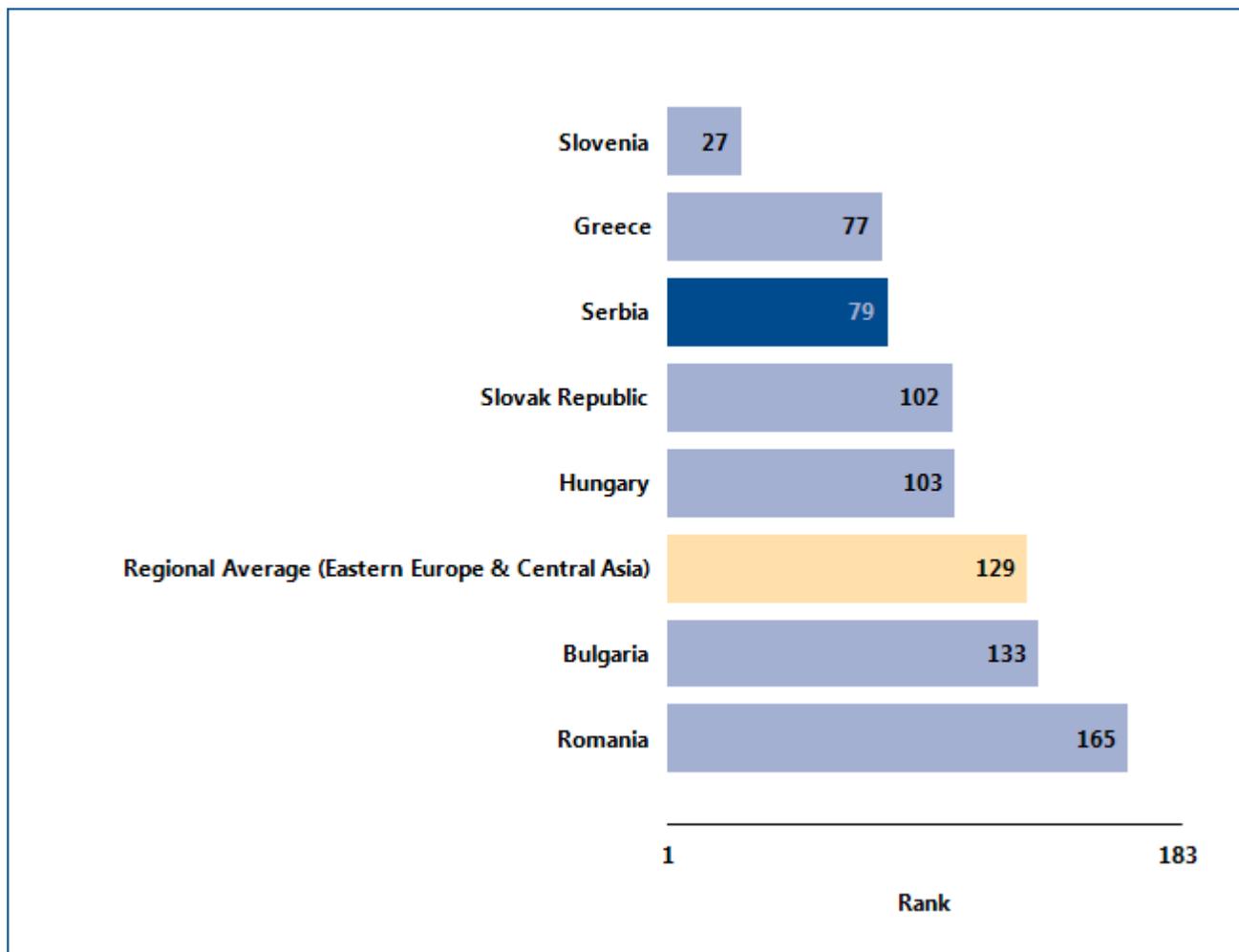
Source: *Doing Business* database.

GETTING ELECTRICITY

Globally, Serbia stands at 79 in the ranking of 183 economies on the ease of getting electricity (figure 4.2). The rankings for comparator economies and the

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

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



Source: Doing Business database.

GETTING ELECTRICITY

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

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

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

Indicator	Serbia	Bulgaria	Greece	Hungary	Romania	Slovak Republic	Slovenia	Eastern Europe & Central Asia average	Global average
Rank	79	133	77	103	165	102	27	129	..
Procedures (number)	4	6	6	5	7	5	5	7	5
Time (days)	131	130	77	252	223	177	38	168	111
Cost (% of income per capita)	545.7	366.6	59.2	120.3	556.9	242.2	119.1	751.2	1,942.3

Source: Doing Business database.

GETTING ELECTRICITY

What are the details?

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

City:
Belgrade
Name of Utility:
**Elektroprivreda Srbije
(EPS): Elektrodistribucija
Beograd plc**

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

OBTAINING AN ELECTRICITY CONNECTION

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

No.	Procedure	Time to complete	Cost to complete
1	<p>Submit application with customer service office of Elektrodistribucija Beograd d.o.o. (EDB) and await technical conditions, connection approval and contract</p> <p>An application has to be submitted in person at the utility. Documents to be attached are the urban plan or planned object that is approved by the city's Secretary for Urban Planning ("Gradski sekretarijat za urbanizam"). This is the building permit before the warehouse is built. A prove of ownership/renting over the land under the future object has to be attached as well.</p> <p>The licensed electrician fills the confirmation from ("plavi karton") in the utility with his guarantee that all internal wiring was properly done. A representative from the utility is coming to the site of the warehouse to inspect the area to determine if a transformer is needed and to determine the cost the customer has to pay for the connection. It is not necessary that someone from the customer's party is present.</p>	30 calendar days	RSD 581,096.0
2	<p>Obtain external connection works by Elektrodistribucija Beograd d.o.o. (EDB)</p> <p>The utility is doing the design and the physical external connection works and provides the necessary material. The utility is obtaining all necessary approvals for the customer.</p>	90 calendar days	RSD 1,400,000.0
3	<p>* Receive internal inspection by Elektrodistribucija Beograd d.o.o. (EDB)</p>	4 calendar days	RSD 217,000.0

No.	Procedure	Time to complete	Cost to complete
	<p>An internal inspection of the wiring might be required depending on the object's volume and technical solution. An inspection would be done before the connection to the public electrical power distribution network. The inspection can be requested after making the internal installation and before the connection. Someone from the customer's party has to be present. The inspection is done by the utility. A proof of the safety of the internal wiring needs to be submitted to the utility for every new connection.</p>		
4	<p>Elektrodistribucija Beograd d.o.o. (EDB) installs meter, customer concludes supply contract and awaits final connection</p> <p>A representative from the utility comes to the site to install the meter. The meter is installed before the conclusion of the supply contract. The customer concludes a supply contract. The utility is doing the final connection.</p>	11 calendar days	USD 381.0

* Takes place simultaneously with another procedure.

Source: *Doing Business* database.

REGISTERING PROPERTY

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

What do the indicators cover?

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

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

The parties (buyer and seller):

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

The property (fully owned by the seller):

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

WHAT THE REGISTERING PROPERTY INDICATORS MEASURE

Procedures to legally transfer title on immovable property (number)

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

Registration in the economy's largest business city

Postregistration (for example, filing title with the municipality)

Time required to complete each procedure (calendar days)

Does not include time spent gathering information

Each procedure starts on a separate day

Procedure completed once final document is received

No prior contact with officials

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

Official costs only, no bribes

No value added or capital gains taxes included

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

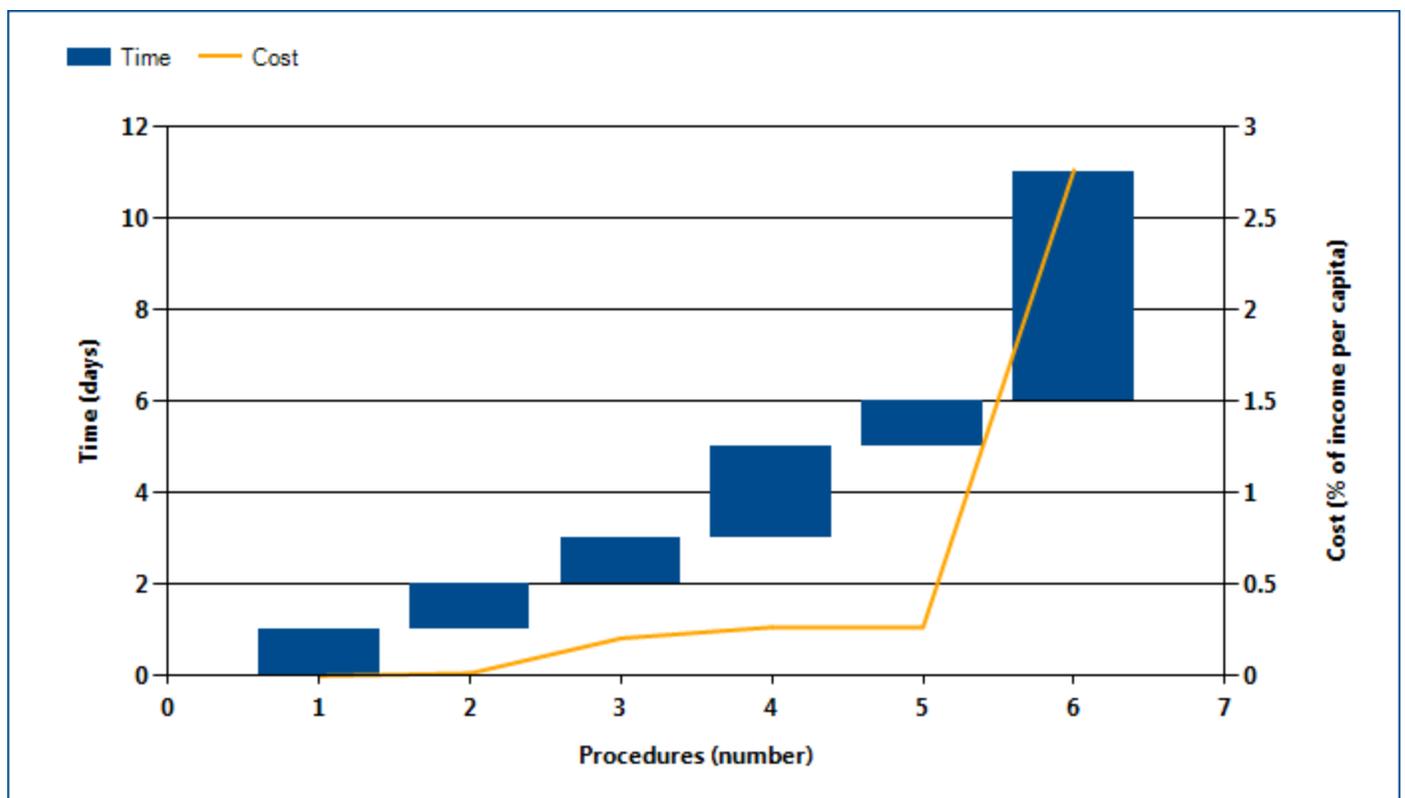
REGISTERING PROPERTY

Where does the economy stand today?

What does it take to complete a property transfer in Serbia? According to data collected by *Doing Business*, registering property there requires 6 procedures, takes

11 days and costs 2.8% of the property value (figure 5.1).

Figure 5.1 What it takes to register property in Serbia



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

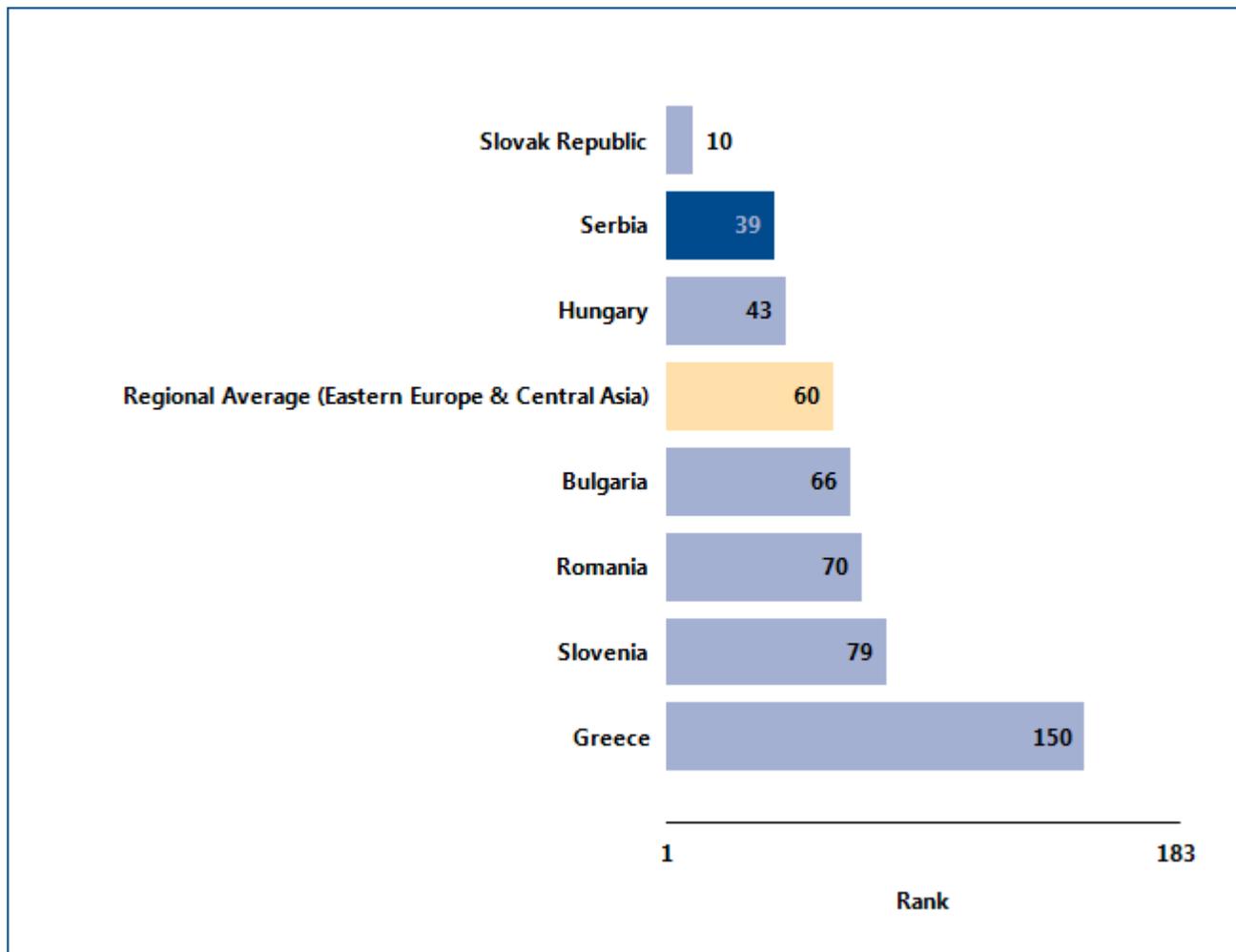
Source: *Doing Business* database.

REGISTERING PROPERTY

Globally, Serbia stands at 39 in the ranking of 183 economies on the ease of registering property (figure 5.2). The rankings for comparator economies and the

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

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



Source: Doing Business database.

REGISTERING PROPERTY

What are the changes over time?

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

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

Indicator	DB2005	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	98	39
Procedures (number)	6	6	6	6	6	6	6	6
Time (days)	186	111	111	111	111	111	91	11
Cost (% of property value)	5.5	5.4	5.4	5.4	2.9	2.8	2.7	2.8

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

Source: *Doing Business* database.

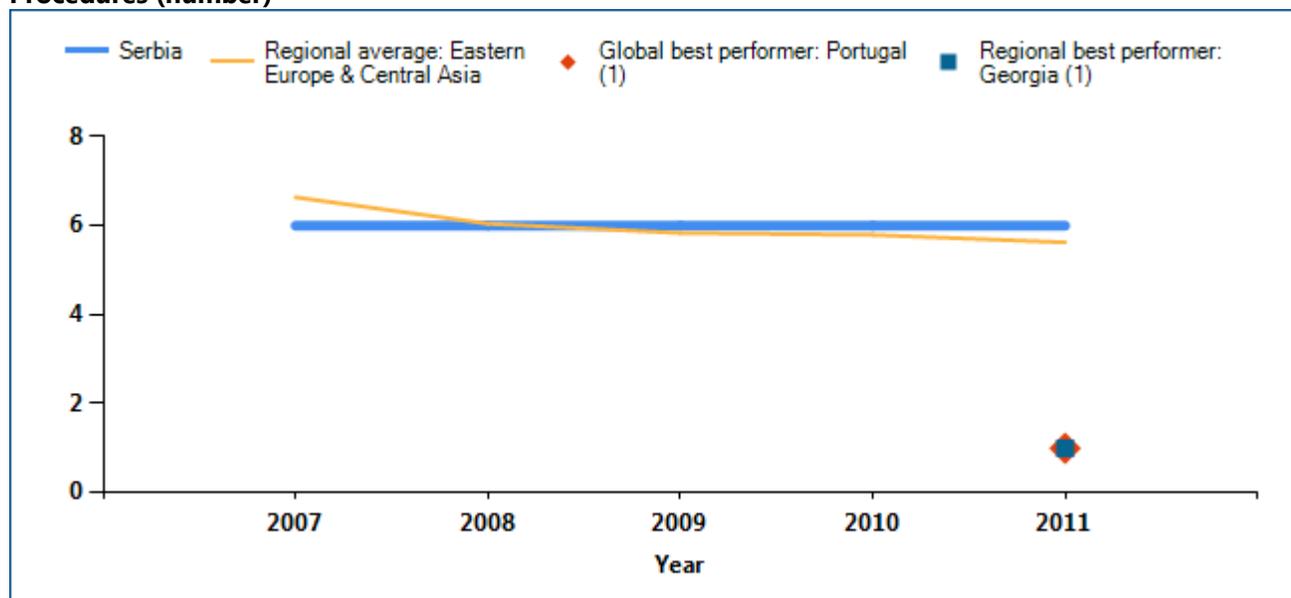
REGISTERING PROPERTY

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

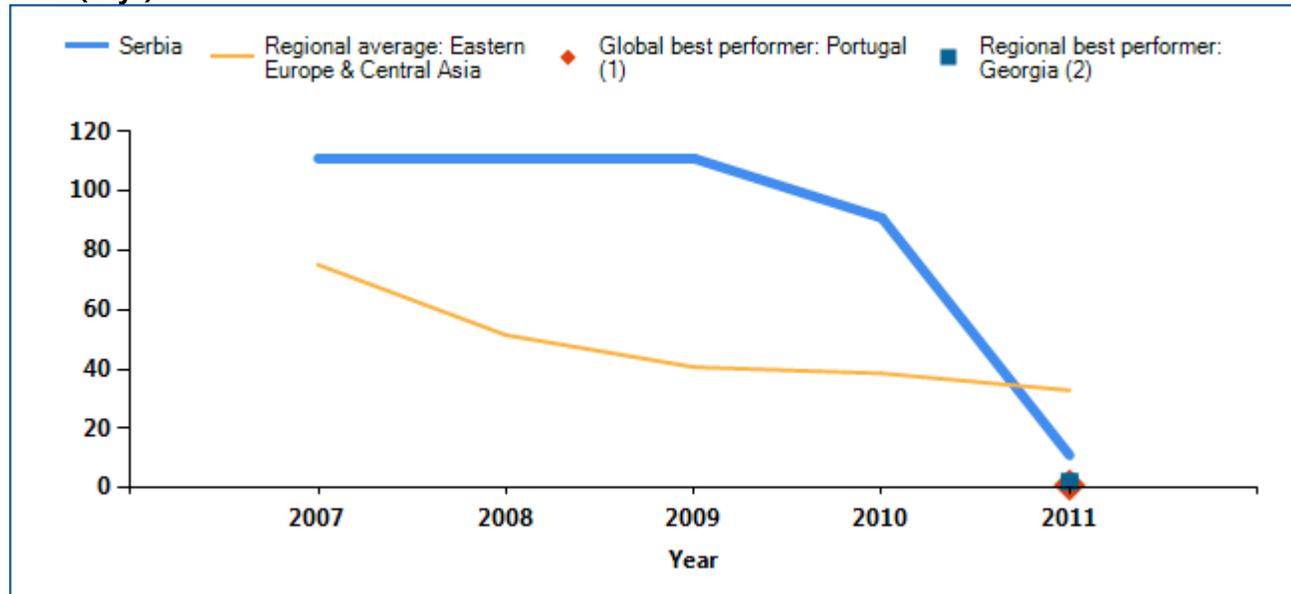
These economies may provide a model for Serbia on ways to improve the ease of registering property. And changes in regional averages can show where Serbia is keeping up—and where it is falling behind.

Figure 5.3 Has registering property become easier over time?

Procedures (number)

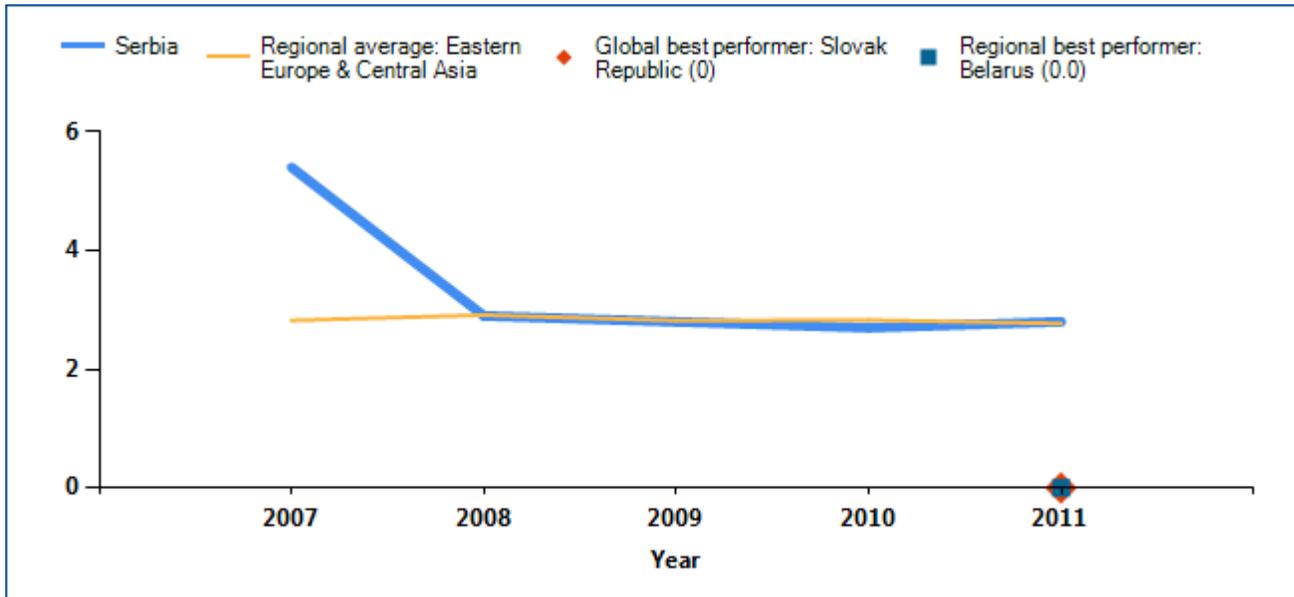


Time (days)



REGISTERING PROPERTY

Cost (% of property value)



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

Source: *Doing Business* database.

REGISTERING PROPERTY

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

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

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

DB Year	Reform
DB2012	Serbia made transferring property quicker by offering an expedited option.
DB2011	No reform.
DB2010	No reform.
DB2009	The property transfer tax was reduced from 5 percent of the property value to 2.5 percent.

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

Source: *Doing Business* database.

REGISTERING PROPERTY

What are the details?

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

STANDARD PROPERTY TRANSFER

City: Belgrade
Property Value: 20,385,849.3

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

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

No.	Procedure	Time to complete	Cost to complete						
1	<p>Obtain an extract from the Commercial Registers Agency</p> <p>The cost consists of RSD 1,500 per extract. Considering the transaction involves two companies, they each must obtain the extract from the Commercial Registers Agency confirming that the persons signing the contract are authorized to sign on behalf of the companies.</p>	1 day	RSD 3000						
2	<p>Verify the sale purchase agreement before the court</p> <p>The sale purchase agreement is verified before the court. The court verifies the documentation, as the notaries do in other countries. In Serbia, the procedure of establishing the notary instead of the court verifications is under way. According to the Law on the Transfer of the Immovable, it is obligatory for the sale purchase agreement on real estate to be verified before the court. Effective as of January 6th 2010, the Sale and Purchase Agreement can be certified only before the Basic Court competent for the territory where the purchased property is located. Prior to this legal reform, Sale and Purchase Agreements could be certified before any Basic Court, regardless of the fact where the property is located.</p> <p>A lawyer may prepare the sale purchase agreement (charging an additional RSD 15,000).</p>	1 day	<p>Court fees, depending on the property value and according to the following schedule (with a maximum of RSD 39,000):</p> <table> <tr> <td>Property Value (in RSD)</td> <td>Court Fees (in RSD)</td> </tr> <tr> <td>Up to 10,000</td> <td>980</td> </tr> <tr> <td>From 10,000 to 100,000</td> <td></td> </tr> </table>	Property Value (in RSD)	Court Fees (in RSD)	Up to 10,000	980	From 10,000 to 100,000	
Property Value (in RSD)	Court Fees (in RSD)								
Up to 10,000	980								
From 10,000 to 100,000									
3	<p>Submit request for registration to the Republic Geodesy Institute</p> <p>There is a transition from a system where the registration is performed by the Land Register (a court) to a system where it is all handled by the Cadastre (administrative procedure). The new concept is to join legal record keeping (land register) with factual record keeping (old cadastre) providing a unified system for registration of real property. The new real property cadastre is maintained by an administrative body: Republic Geodesy Institute ("RGZ", through its operational units organized on the</p>	1 day	RSD 3,900 (Land Registry) or 6,163 (Cadastre)						

No.	Procedure	Time to complete	Cost to complete
	<p>territorial principle). So far, approximately 78% of the municipalities have been covered by the new Cadastre. The urban regions are still mostly covered by the court-led registry. The Real Estate Cadastre and Registration Project, which is currently under way, aims to complete entire process until 2010, when all the process should be administered by the Cadastre (see www.rgz.sr.gov.yu).</p>		
4	<p>Submit an application to Tax Authorities to approve transaction value and authorize payment of transfer tax</p> <p>The parties submit an application to the local Tax Authorities in order to get approval of the sale price that will be used to calculate the transfer tax. The parties have 10 days after the sale contract has been verified by the court to submit this application. The request will be approved in a few days and then the parties have 15 days to pay the transfer tax.</p>	1 - 3 days	no cost
5	<p>Pay the transfer tax</p> <p>The tax is paid on a commercial bank into the account of the local Tax authority.</p>	1 day	2.5% of the property value estimated by the Tax Authority
6	<p>The Cadastre makes a decision on the title</p> <p>The time will depend on which agency takes charge of the registration. Registration in the Cadastre takes so long due to the back log in updating records for previous years. Once this transition is complete, the system should work more efficiently than the old system. This procedure may last between 30 and 180 days depending on the respective cadastre municipality within the territory of the City of Belgrade. When the new Cadastre is established in a certain area, the Land Registry ceases to exist in the same area. (footnote: This case is assuming the registration takes place in the Cadastre, the new system being implemented)</p>	5 days expedited procedure at double cost or 30-140 days (Cadastre)	RSD 780 administrative fee

* Takes place simultaneously with another procedure.

Source: *Doing Business* database.

GETTING CREDIT

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

What do the indicators cover?

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

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

WHAT THE GETTING CREDIT INDICATORS MEASURE

Strength of legal rights index (0–10)

Protection of rights of borrowers and lenders through collateral laws

Protection of secured creditors' rights through bankruptcy laws

Depth of credit information index (0–6)

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

Public credit registry coverage (% of adults)

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

Private credit bureau coverage (% of adults)

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

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

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

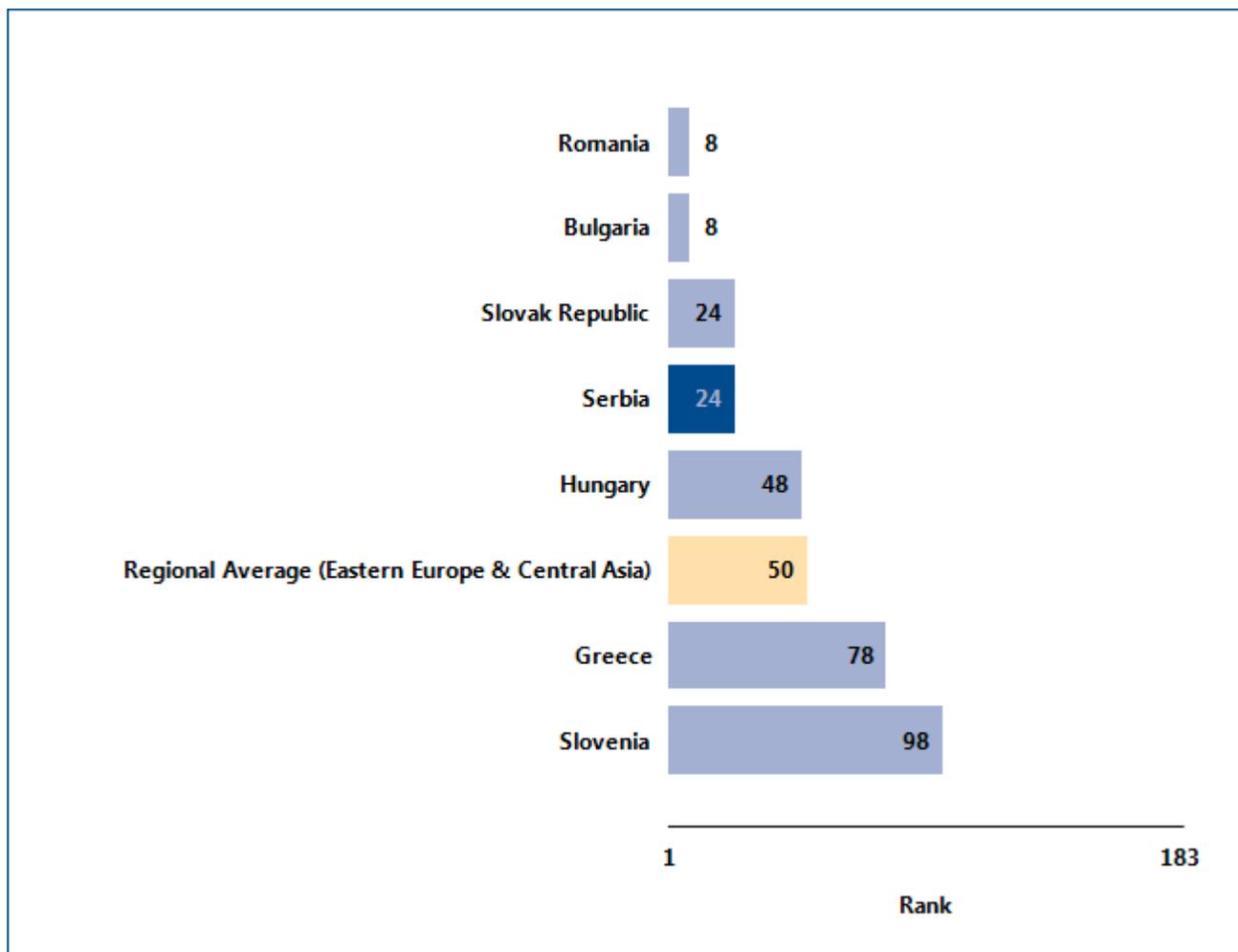
GETTING CREDIT

Where does the economy stand today?

How well do the credit information system and collateral and bankruptcy laws in Serbia facilitate access to credit? The economy has a score of 5 on the depth of credit information index and a score of 8 on the strength of legal rights index (see the summary of scoring at the end of this chapter for details). Higher scores indicate more credit information and stronger legal rights for borrowers and lenders.

Globally, Serbia stands at 24 in the ranking of 183 economies on the ease of getting credit (figure 6.1). The rankings for comparator economies and the regional average ranking provide other useful information for assessing how well regulations and institutions in Serbia support lending and borrowing.

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



Source: Doing Business database.

GETTING CREDIT

What are the changes over time?

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

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

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

Indicator	DB2005	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	21	24
Strength of legal rights index (0-10)	7	7	8	8	8	8	8	8
Depth of credit information index (0-6)	0	4	4	4	4	5	5	5
Public registry coverage (% of adults)	0.1	0.1	0.1	0.1	0.0	0.0	0.0	0.0
Private bureau coverage (% of adults)	0.0	n.a.	43.4	51.3	91.9	94.2	100.0	100.0

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

Source: *Doing Business* database.

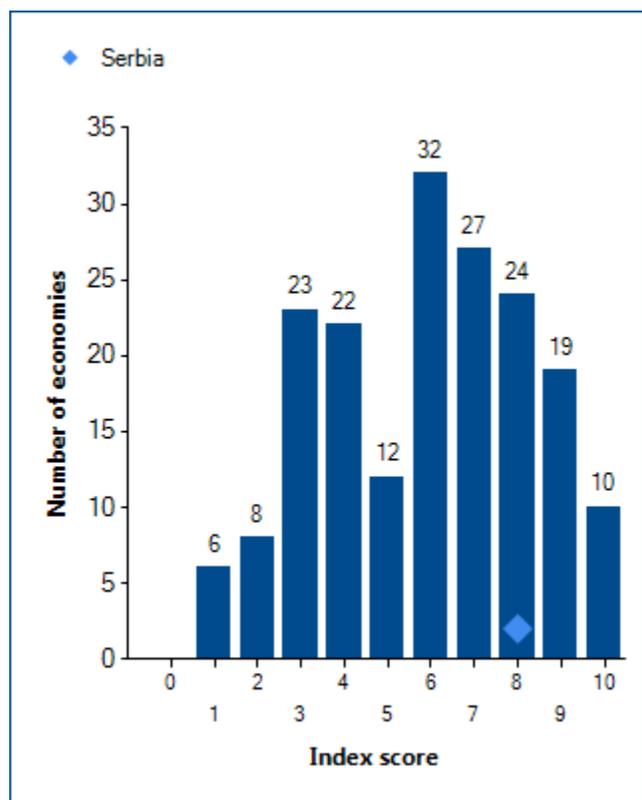
GETTING CREDIT

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

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

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

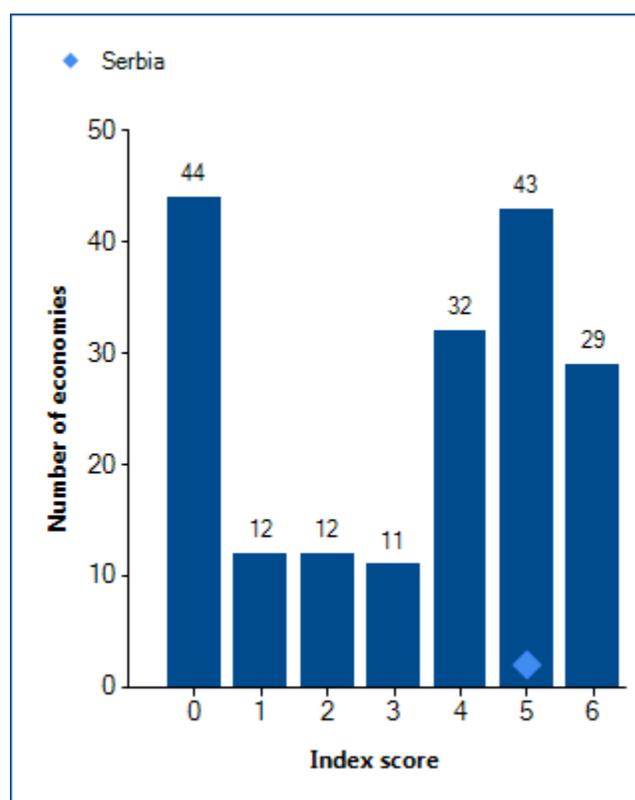
Number of economies with each score on strength of legal rights index (0–10), 2011



Source: Doing Business database.

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

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



Source: Doing Business database.

GETTING CREDIT

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

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

DB Year	Reform
DB2012	No reform.
DB2011	No reform.
DB2010	A new law on personal data protection guarantees that borrowers can inspect their own data, thus improving access to credit information.
DB2009	No reform.

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

Source: *Doing Business* database.

GETTING CREDIT

What are the details?

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

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

Summary of scoring for the getting credit indicators in Serbia

Indicator	Serbia	Eastern Europe & Central Asia	OECD high income
Strength of legal rights index (0-10)	8	7	7
Depth of credit information index (0-6)	5	5	5
Public registry coverage (% of adults)	0.0	16.2	9.5
Private bureau coverage (% of adults)	100.0	29.4	63.9

Strength of legal rights index (0–10)	Index score: 8
Can any business use movable assets as collateral while keeping possession of the assets; and any financial institution accept such assets as collateral ?	Yes
Does the law allow businesses to grant a non possessory security right in a single category of movable assets, without requiring a specific description of collateral?	Yes
Does the law allow businesses to grant a non possessory security right in substantially all of its assets, without requiring a specific description of collateral?	No
May a security right extend to future or after-acquired assets, and may it extend automatically to the products, proceeds or replacements of the original assets ?	Yes
Is a general description of debts and obligations permitted in collateral agreements; can all types of debts and obligations be secured between parties; and can the collateral agreement include a maximum amount for which the assets are encumbered?	No
Is a collateral registry in operation, that is unified geographically and by asset type, with an electronic database indexed by debtor's names?	Yes
Are secured creditors paid first (i.e. before general tax claims and employee claims) when a debtor defaults outside an insolvency procedure?	Yes

Strength of legal rights index (0–10)	Index score: 8
Are secured creditors paid first (i.e. before general tax claims and employee claims) when a business is liquidated?	Yes
Are secured creditors either not subject to an automatic stay or moratorium on enforcement procedures when a debtor enters a court-supervised reorganization procedure, or the law provides secured creditors with grounds for relief from an automatic stay or	Yes
Does the law allow parties to agree in a collateral agreement that the lender may enforce its security right out of court, at the time a security interest is created?	Yes

Depth of credit information index (0–6)	Private credit bureau	Public credit registry	Index score: 5
Are data on both firms and individuals distributed?	Yes	No	1
Are both positive and negative data distributed?	Yes	No	1
Does the registry distribute credit information from retailers, trade creditors or utility companies as well as financial institutions?	No	No	0
Are more than 2 years of historical credit information distributed?	Yes	No	1
Is data on all loans below 1% of income per capita distributed?	Yes	No	1
Is it guaranteed by law that borrowers can inspect their data in the largest credit registry?	Yes	No	1

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

Coverage	Private credit bureau	Public credit registry
Number of firms	..	0
Number of individuals	..	0

Source: Doing Business database.

PROTECTING INVESTORS

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

What do the indicators cover?

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

The business (Buyer):

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

The transaction involves the following details:

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

WHAT THE PROTECTING INVESTORS INDICATORS MEASURE

Extent of disclosure index (0–10)

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

Extent of director liability index (0–10)

Ability of shareholders to hold interested parties and members of the approving body liable in case of related-party transactions

Available legal remedies (damages, repayment of profits, fines, imprisonment and rescission of the transaction)

Ability of shareholders to sue directly or derivatively

Ease of shareholder suits index (0–10)

Access to internal corporate documents (directly or through a government inspector)

Documents and information available during trial

Strength of investor protection index (0–10)

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

the company purchase used trucks from another company he owns.

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

PROTECTING INVESTORS

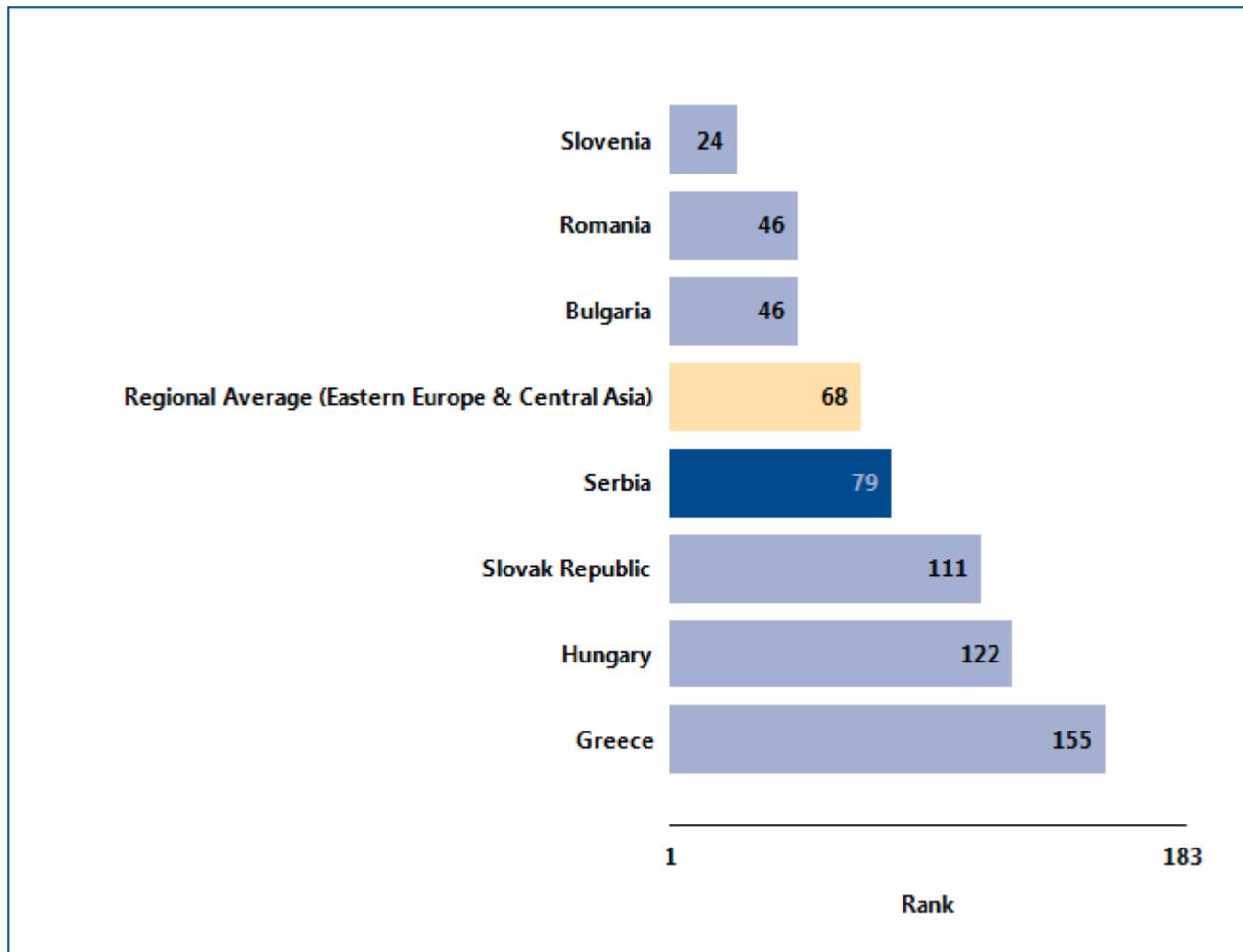
Where does the economy stand today?

How strong are investor protections in Serbia? The economy has a score of 5.3 on the strength of investor protection index, with a higher score indicating stronger protections (see the summary of scoring at the end of this chapter for details).

Globally, Serbia stands at 79 in the ranking of 183 economies on the strength of investor protection

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

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



Source: Doing Business database.

PROTECTING INVESTORS

What are the changes over time?

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

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

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

Indicator	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	74	79
Extent of disclosure index (0-10)	7	7	7	7	7	7	7
Extent of director liability index (0-10)	6	6	6	6	6	6	6
Ease of shareholder suits index (0-10)	3	3	3	3	3	3	3
Strength of investor protection index (0-10)	5.3	5.3	5.3	5.3	5.3	5.3	5.3

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

Source: *Doing Business* database.

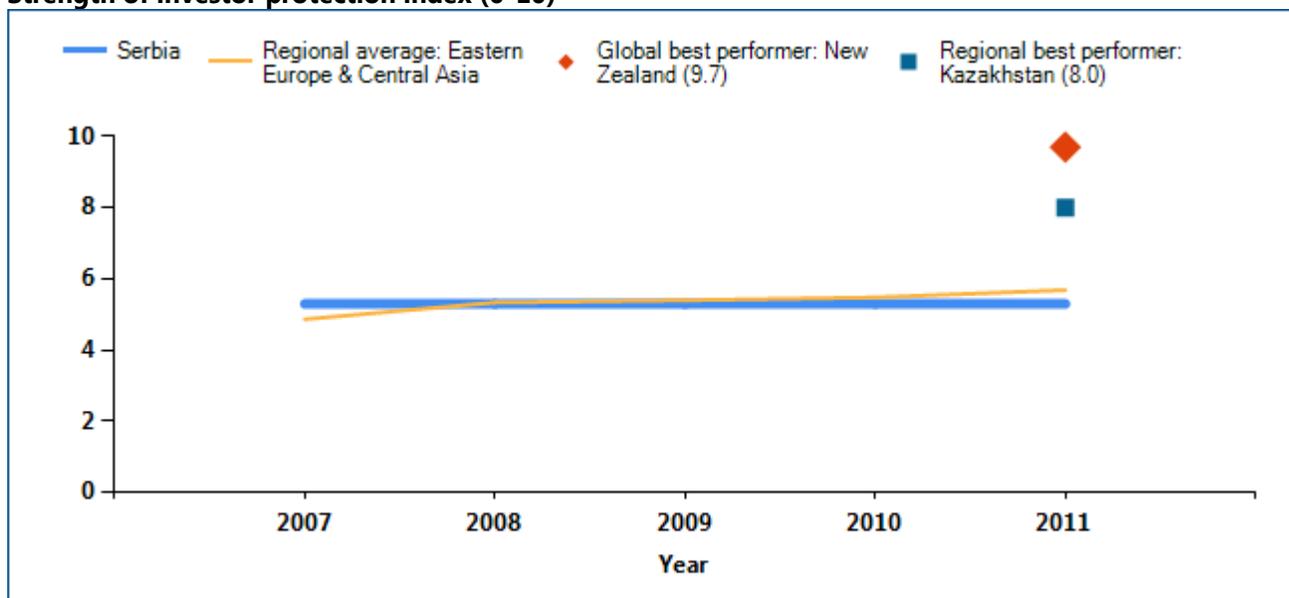
PROTECTING INVESTORS

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

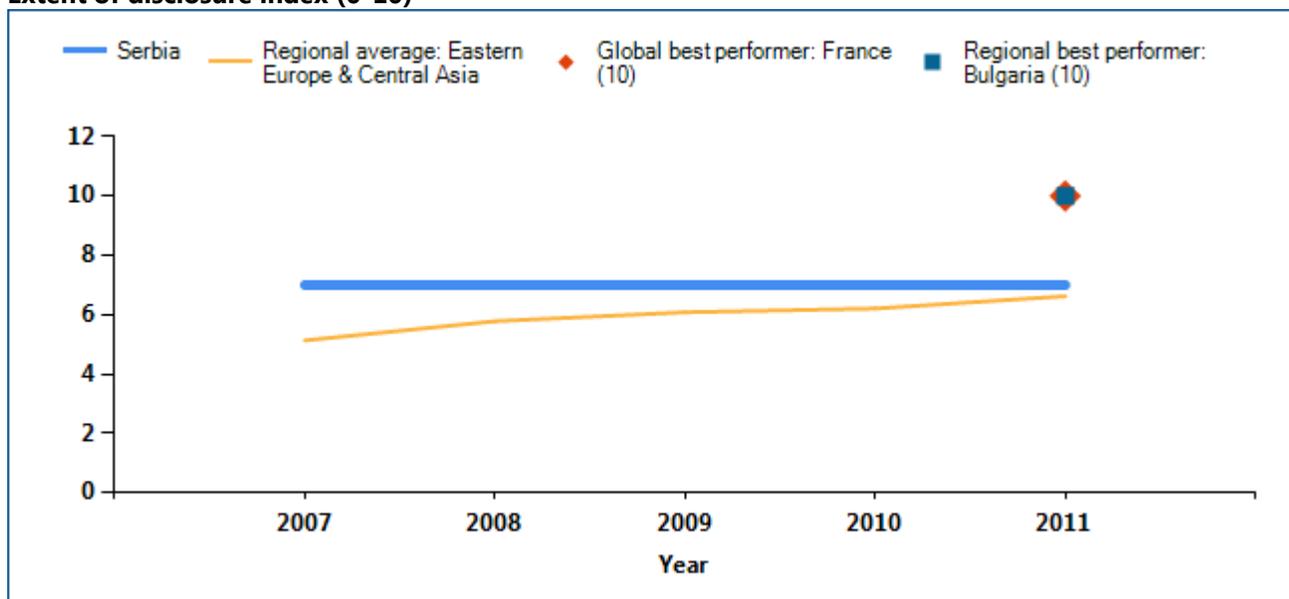
ease of shareholder suits indices may also be revealing (figure 7.2). Equally interesting may be the changes over time in the regional average scores for those indices.

Figure 7.2 Have investor protections become stronger?

Strength of investor protection index (0-10)

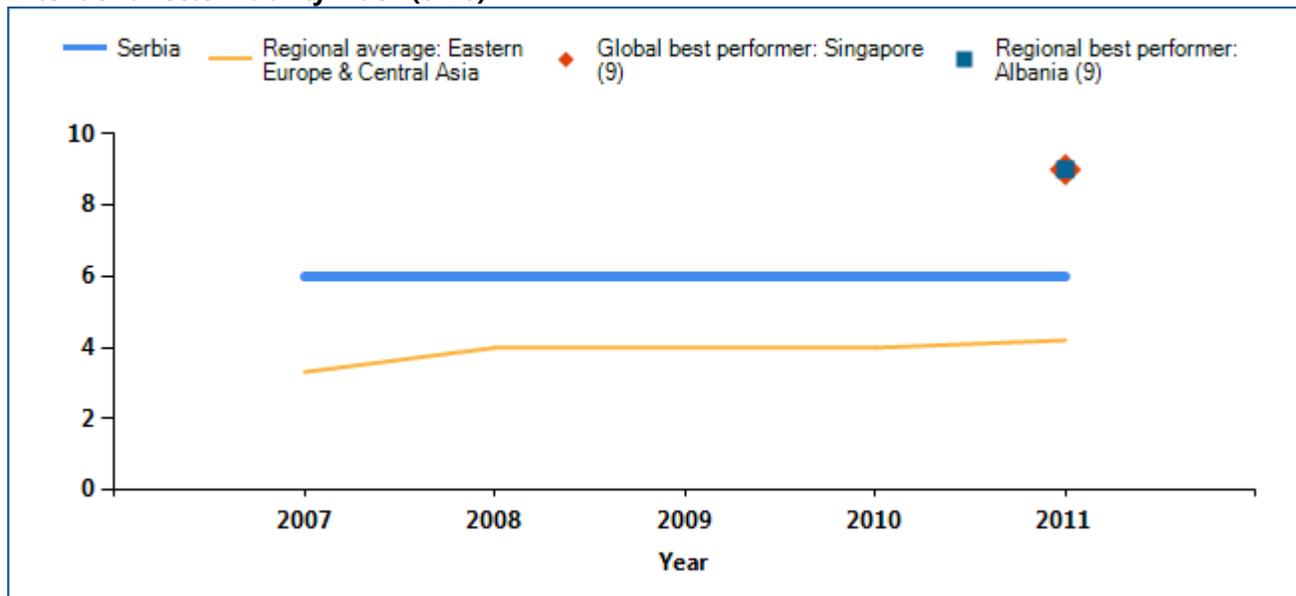


Extent of disclosure index (0-10)

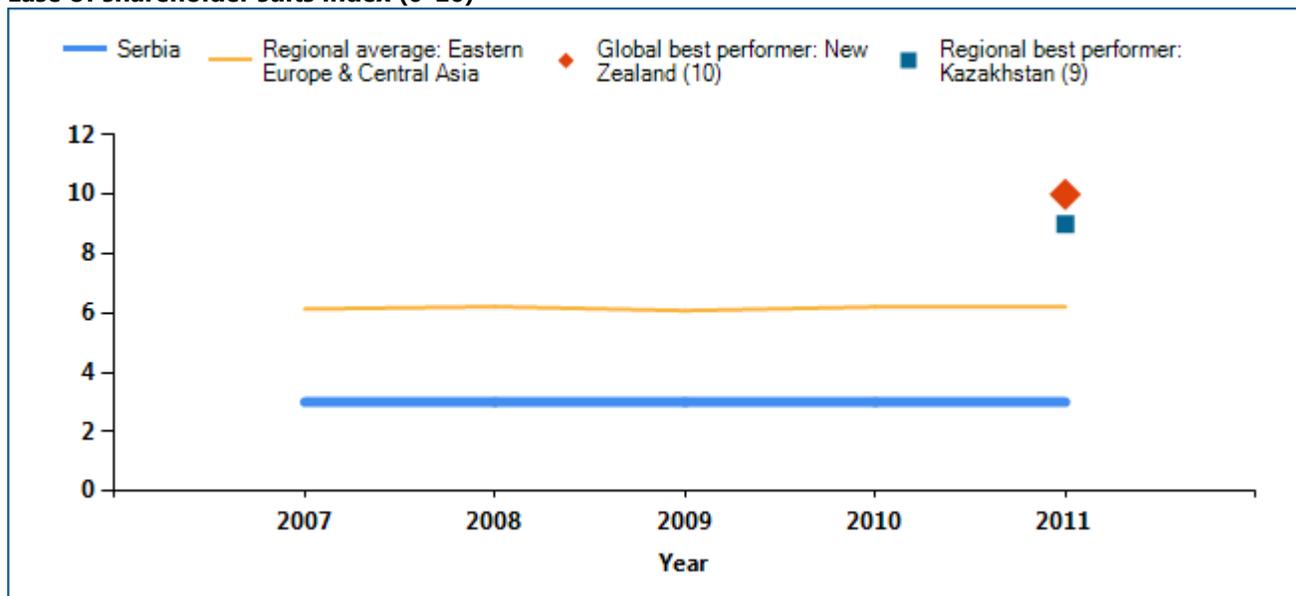


PROTECTING INVESTORS

Extent of director liability index (0-10)



Ease of shareholder suits index (0-10)



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

Source: *Doing Business* database.

PROTECTING INVESTORS

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

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

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

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

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

Source: *Doing Business* database.

PROTECTING INVESTORS

What are the details?

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

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

Summary of scoring for the protecting investors indicators in Serbia

Indicator	Serbia	Eastern Europe & Central Asia	OECD high income
Extent of disclosure index (0-10)	7	7	6
Extent of director liability index (0-10)	6	4	5
Ease of shareholder suits index (0-10)	3	6	7
Strength of investor protection index (0-10)	5.3	5.7	6.0

	Score
Extent of disclosure index (0-10)	7
What corporate body provides legally sufficient approval for the transaction?	3
Whether disclosure of the conflict of interest by Mr. James to the board of directors is required?	2
Whether immediate disclosure of the transaction to the public and/or shareholders is required?	1
Whether disclosure of the transaction in published periodic filings (annual reports) is required?	1
Whether an external body must review the terms of the transaction before it takes place?	0
Extent of director liability index (0-10)	6
Whether shareholders can sue directly or derivatively for the damage that the Buyer-Seller transaction causes to the company?	1
Whether shareholders can hold Mr. James liable for the damage that the Buyer-Seller transaction causes to the company?	1
Whether shareholders can hold members of the approving body liable for the damage that the Buyer-Seller transaction causes to the company?	1
Whether a court can void the transaction upon a successful claim by a shareholder plaintiff?	1

	Score
Whether Mr. James pays damages for the harm caused to the company upon a successful claim by the shareholder plaintiff?	1
Whether Mr. James repays profits made from the transaction upon a successful claim by the shareholder plaintiff?	1
Whether fines and imprisonment can be applied against Mr. James?	0
Ease of shareholder suits index (0-10)	3
Whether shareholders owning 10% or less of Buyer's shares can inspect transaction documents before filing suit?	1
Whether shareholders owning 10% or less of Buyer's shares can request an inspector to investigate the transaction?	0
Whether the plaintiff can obtain any documents from the defendant and witnesses during trial?	0
Whether the plaintiff can request categories of documents from the defendant without identifying specific ones?	1
Whether the plaintiff can directly question the defendant and witnesses during trial?	1
Whether the level of proof required for civil suits is lower than that of criminal cases?	0
Strength of investor protection index (0-10)	5.3

Source: *Doing Business* database.

Notes:

Extent of disclosure index (0–10)

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

Which corporate body can provide legally sufficient approval for the transaction

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

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

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

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

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

Whether disclosure of the transaction in the annual report is required

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

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

0 = no; 1 = yes.

Extent of director liability index (0–10)

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

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

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

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

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

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

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

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

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

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

0 = no; 1 = yes.

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

0 = no; 1 = yes.

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

0 = no; 1 = yes.

Ease of shareholder suits index (0–10)

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

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

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

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

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

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

0 = no; 1 = yes.

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

0 = no; 1 = yes.

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

0 = no; 1 = yes.

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

0 = no; 1 = yes.

Strength of investor protection index (0–10)

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

PAYING TAXES

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

What do the indicators cover?

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

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

WHAT THE PAYING TAXES INDICATORS MEASURE

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

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

Method and frequency of filing and payment

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

Collecting information and computing the tax payable

Completing tax return forms, filing with proper agencies

Arranging payment or withholding

Preparing separate tax accounting books, if required

Total tax rate (% of profit before all taxes)

Profit or corporate income tax

Social contributions and labor taxes paid by the employer

Property and property transfer taxes

Dividend, capital gains and financial transactions taxes

Waste collection, vehicle, road and other taxes

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

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

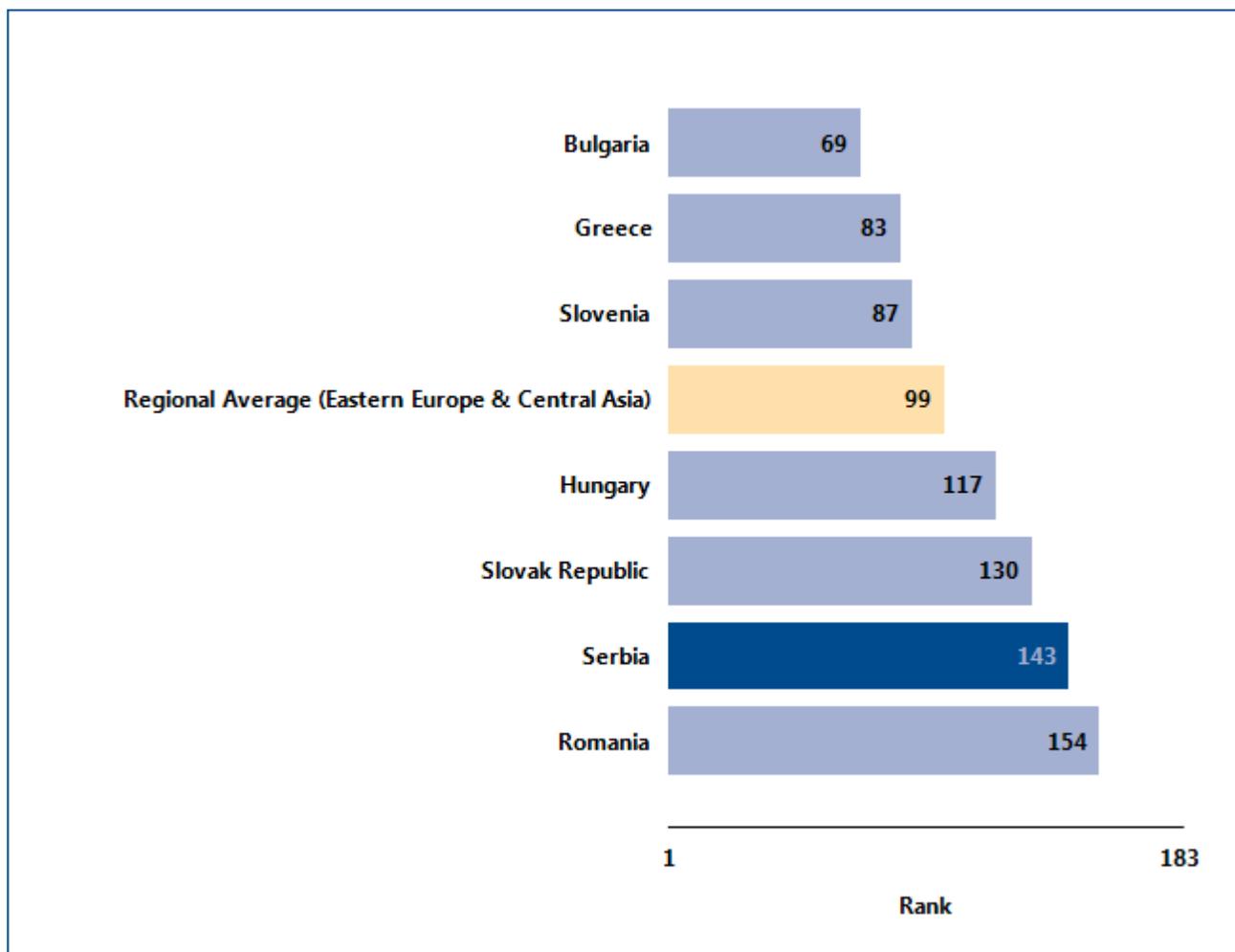
PAYING TAXES

Where does the economy stand today?

What is the administrative burden of complying with taxes in Serbia—and how much do firms pay in taxes? On average, firms make 66 tax payments a year, spend 279 hours a year filing, preparing and paying taxes and pay total taxes amounting to 11.6% of profit (see the summary at the end of this chapter for details).

Globally, Serbia stands at 143 in the ranking of 183 economies on the ease of paying taxes (figure 8.1). The rankings for comparator economies and the regional average ranking provide other useful information for assessing the tax compliance burden for businesses in Serbia.

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



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

Source: *Doing Business* database.

PAYING TAXES

What are the changes over time?

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

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

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

Indicator	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	140	143
Payments (number per year)	66	66	66	66	66	66	66
Time (hours per year)	279	279	279	279	279	279	279
Total tax rate (% profit)	35.8	35.8	35.8	34.0	34.0	34.0	34.0

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

Source: *Doing Business* database.

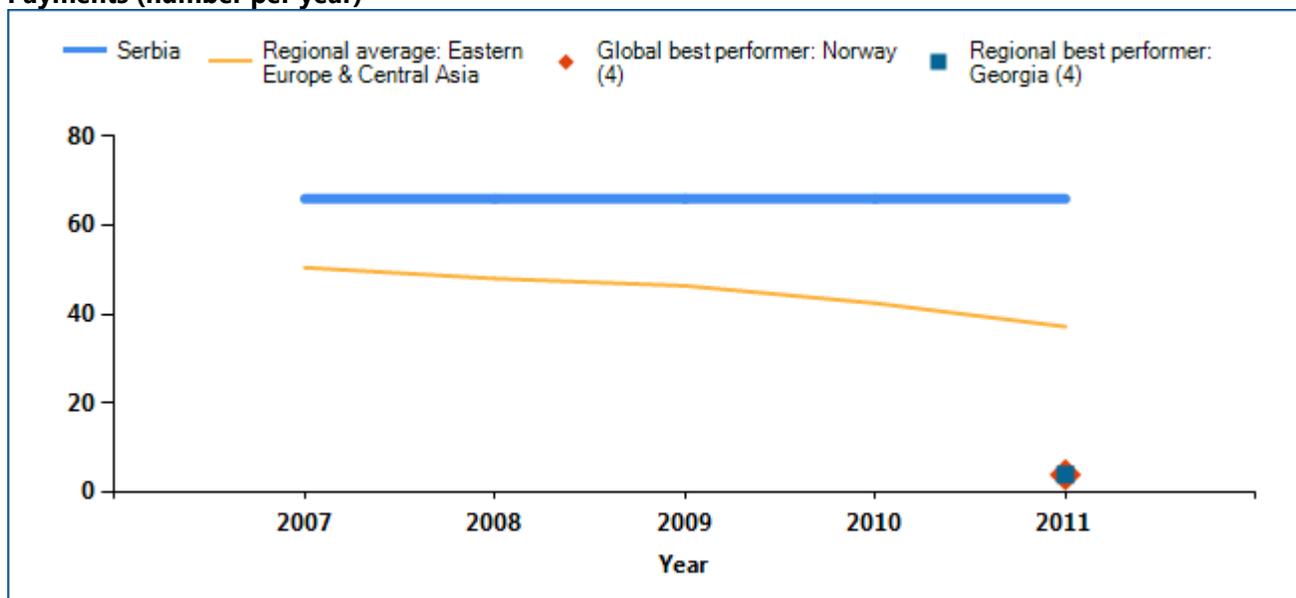
PAYING TAXES

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

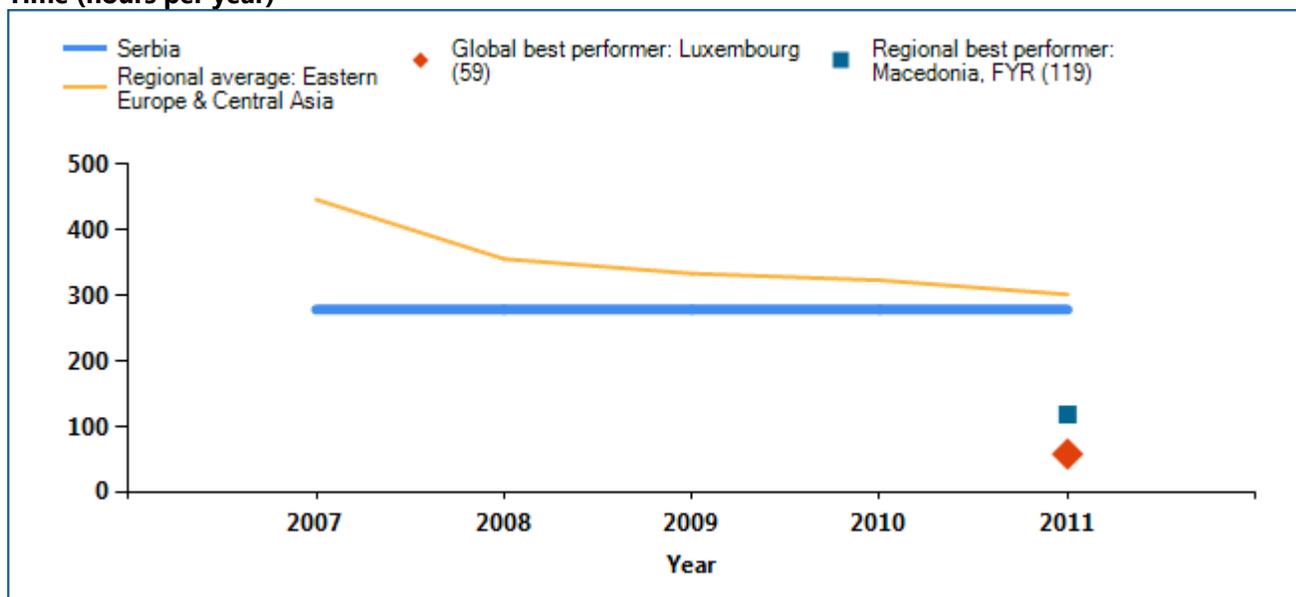
ways to ease the administrative burden of tax compliance. And changes in regional averages can show where Serbia is keeping up—and where it is falling behind.

Figure 8.2 Has paying taxes become easier over time?

Payments (number per year)

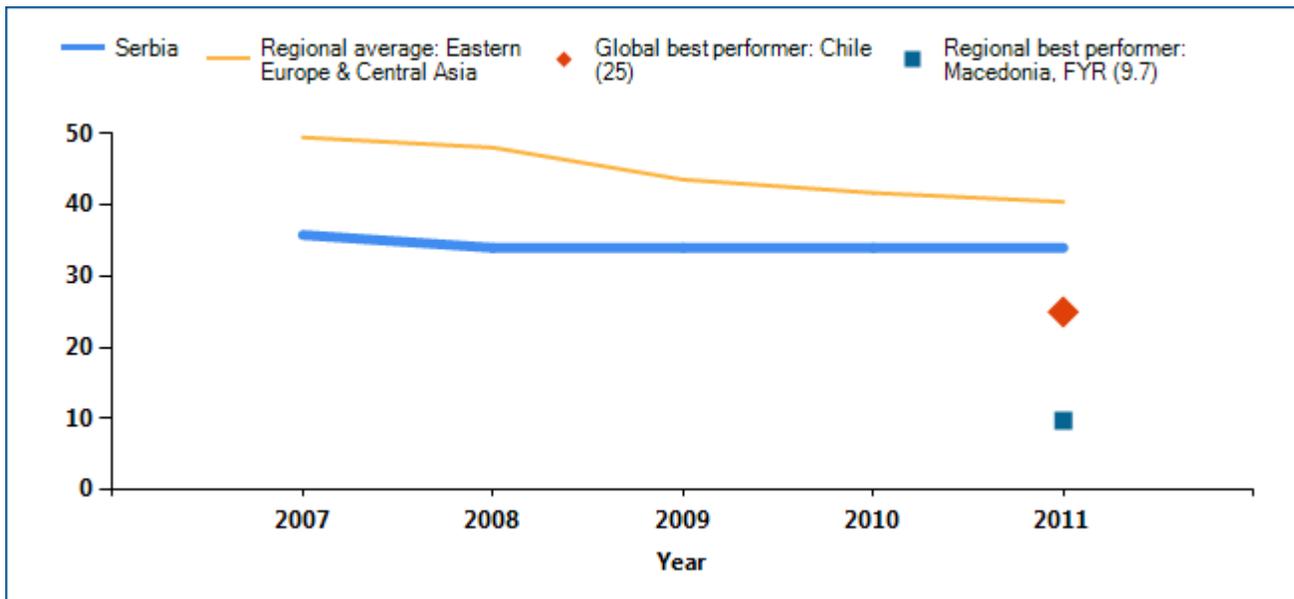


Time (hours per year)



PAYING TAXES

Total tax rate (% of profit)



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

Source: Doing Business database.

PAYING TAXES

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

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

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

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

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

Source: *Doing Business* database.

PAYING TAXES

What are the details?

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

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

Summary of tax rates and administrative burden in Serbia

Indicator	Serbia	Eastern Europe & Central Asia	OECD high income
Payments (number per year)	66	37	13
Time (hours per year)	279	302	186
Profit tax (%)	11.6	9.3	15.4
Labor tax and contributions (%)	20.2	21.7	24.0
Other taxes (%)	2.2	9.5	3.2
Total tax rate (% profit)	34.0	40.4	42.7

Tax or mandatory contribution	Payments (number)	Notes on payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% of profit)	Notes on total tax rate
Social security	12		126	17.9%	gross salaries	20.2	
Corporate income tax	12		48	10.0%	taxable profits	11.6	
Property transfer tax	1		0	2.5%	sale price	1.5	
Property tax	4		0	0.4%	property value	0.7	
Value added tax (VAT)	12		105	18.0%	value added	0	not included
Construction Land Development fee	1		0	variable	square meter of useful land for construction	0	small amount

Tax or mandatory contribution	Payments (number)	Notes on payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% of profit)	Notes on total tax rate
Urban land usage fee	12		0	variable	per square meter	0	small amount
Other municipality charges	12		0	variable	various	0	small amount
Totals	66		279			34.0	

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

Source: *Doing Business* database.

TRADING ACROSS BORDERS

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

What do the indicators cover?

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

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

The business:

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

The traded goods:

- Are not hazardous nor do they include military items.

WHAT THE TRADING ACROSS BORDERS INDICATORS MEASURE

Documents required to export and import (number)

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

Time required to export and import (days)

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

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

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

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

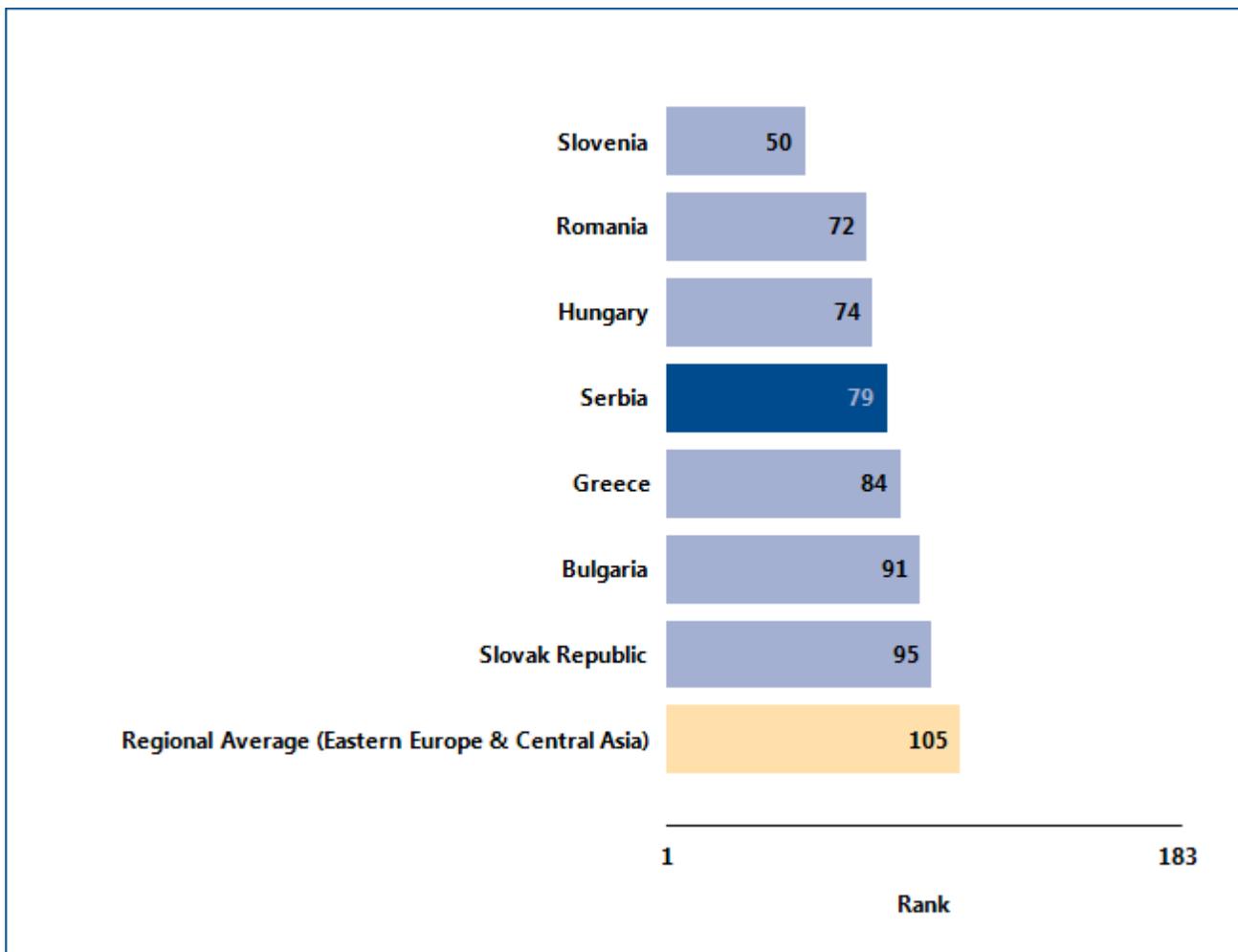
TRADING ACROSS BORDERS

Where does the economy stand today?

What does it take to export or import in Serbia? According to data collected by *Doing Business*, exporting a standard container of goods requires 6 documents, takes 12 days and costs \$1433. Importing the same container of goods requires 6 documents, takes 14 days and costs \$1609 (see the summary of procedures and documents at the end of this chapter for details).

Globally, Serbia stands at 79 in the ranking of 183 economies on the ease of trading across borders (figure 9.1). The rankings for comparator economies and the regional average ranking provide other useful information for assessing how easy it is for a business in Serbia to export and import goods.

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



Source: *Doing Business* database.

TRADING ACROSS BORDERS

What are the changes over time?

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

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

Indicator	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	78	79
Documents to export (number)	6	6	6	6	6	6	6
Time to export (days)	32	12	12	12	12	12	12
Cost to export (US\$ per container)	1,240	1,240	1,240	1,398	1,398	1,398	1,433
Documents to import (number)	6	6	6	6	6	6	6
Time to import (days)	44	14	14	14	14	14	14
Cost to import (US\$ per container)	1,440	1,440	1,440	1,559	1,559	1,559	1,609

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

Source: *Doing Business* database.

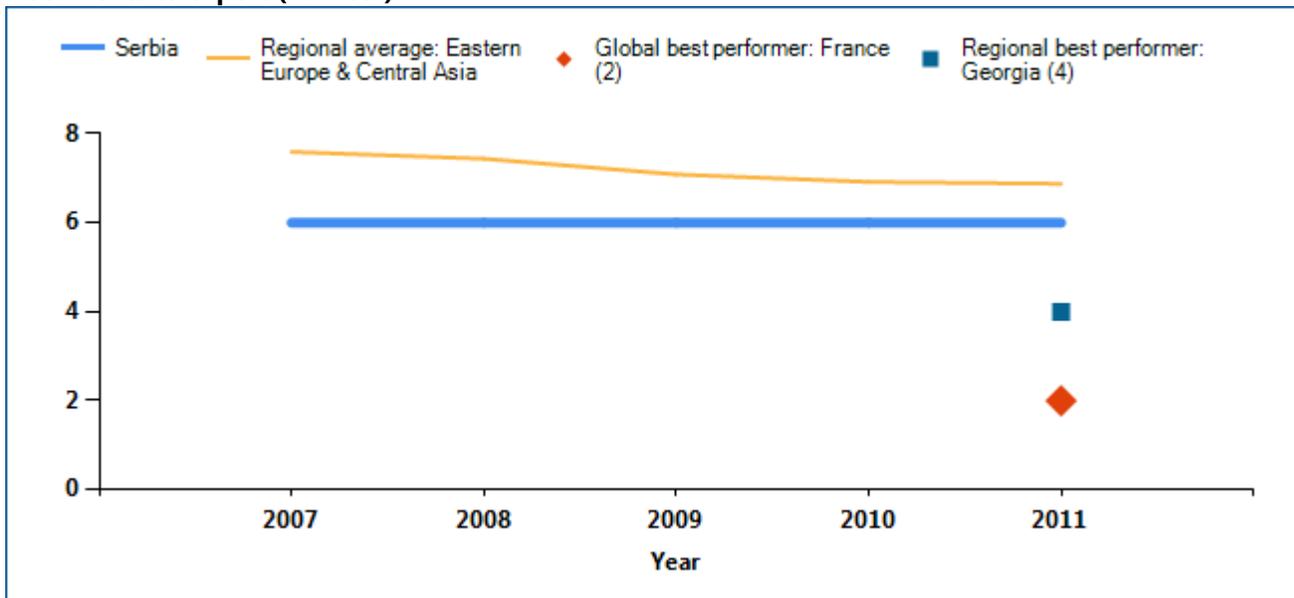
Equally helpful may be the benchmarks provided by the economies that today have the best performance regionally or globally on the documents, time or cost required to export or import (figure 9.2). These

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

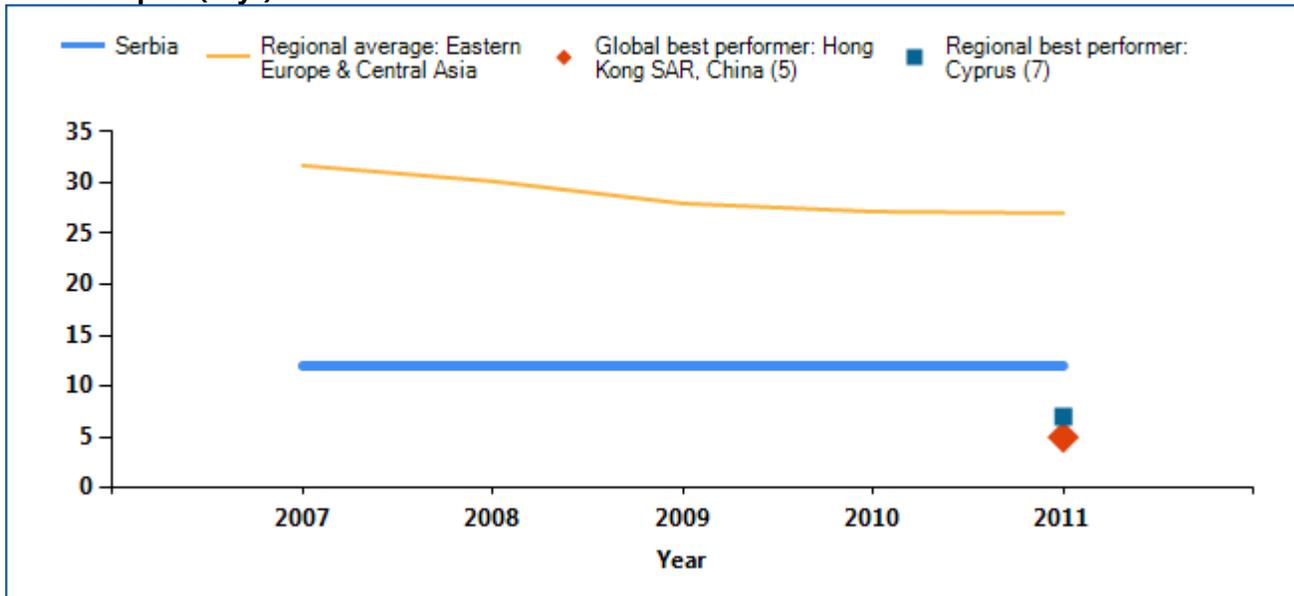
TRADING ACROSS BORDERS

Figure 9.2 Has trading across borders become easier over time?

Documents to export (number)

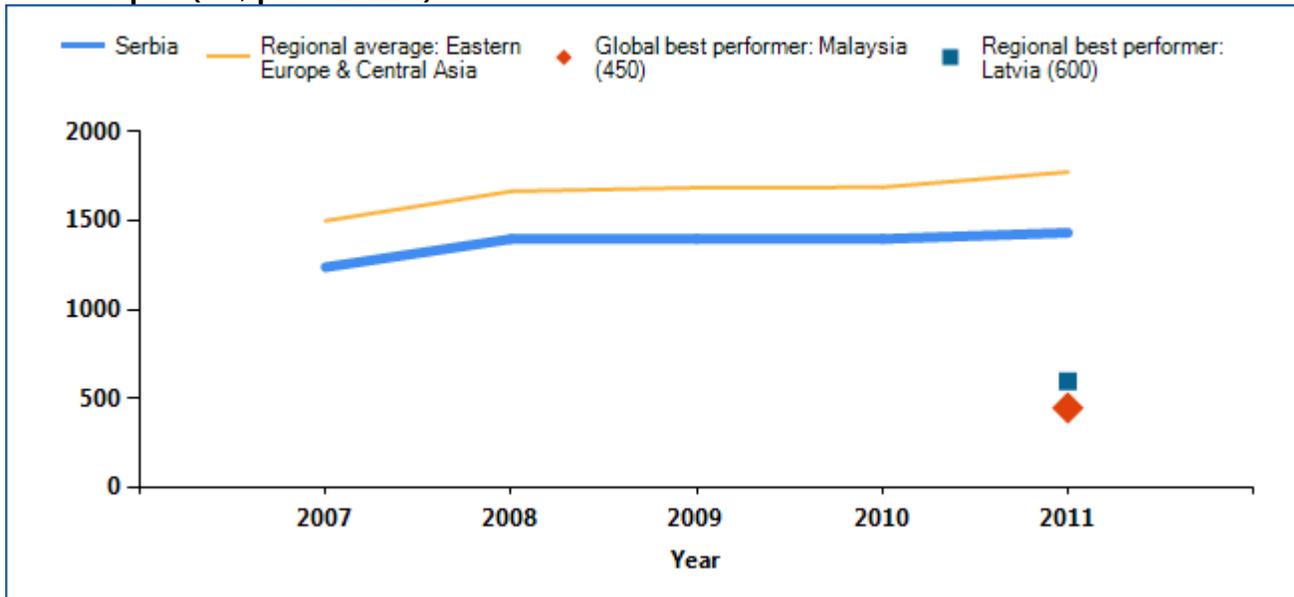


Time to export (days)

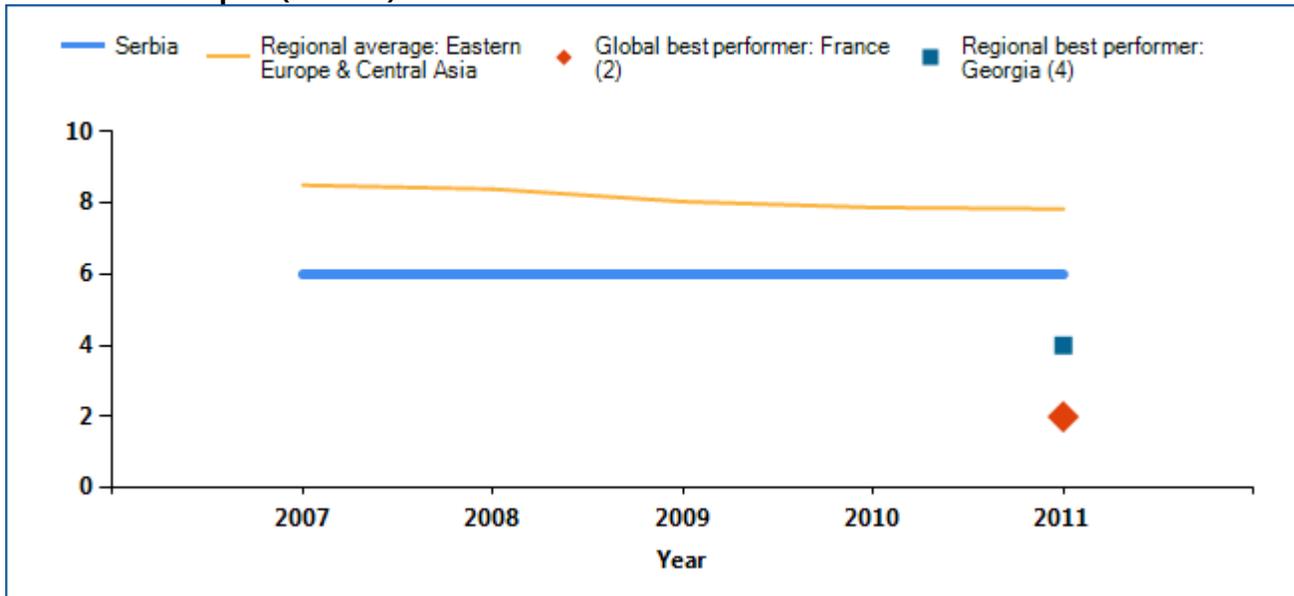


TRADING ACROSS BORDERS

Cost to export (US\$ per container)

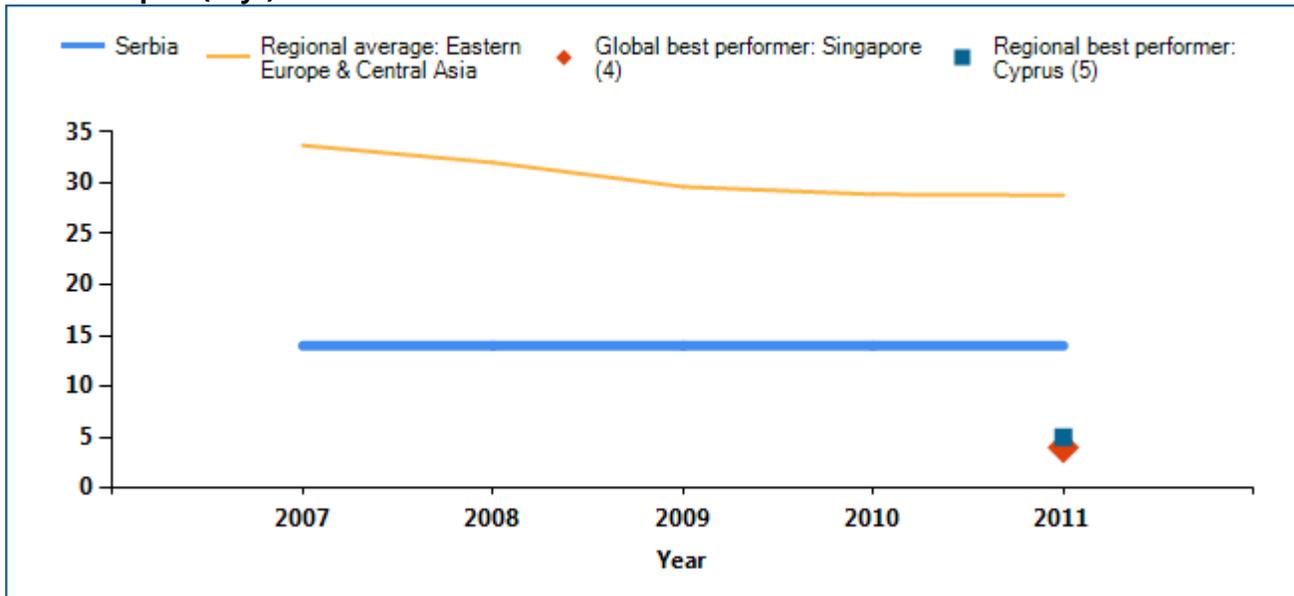


Documents to import (number)

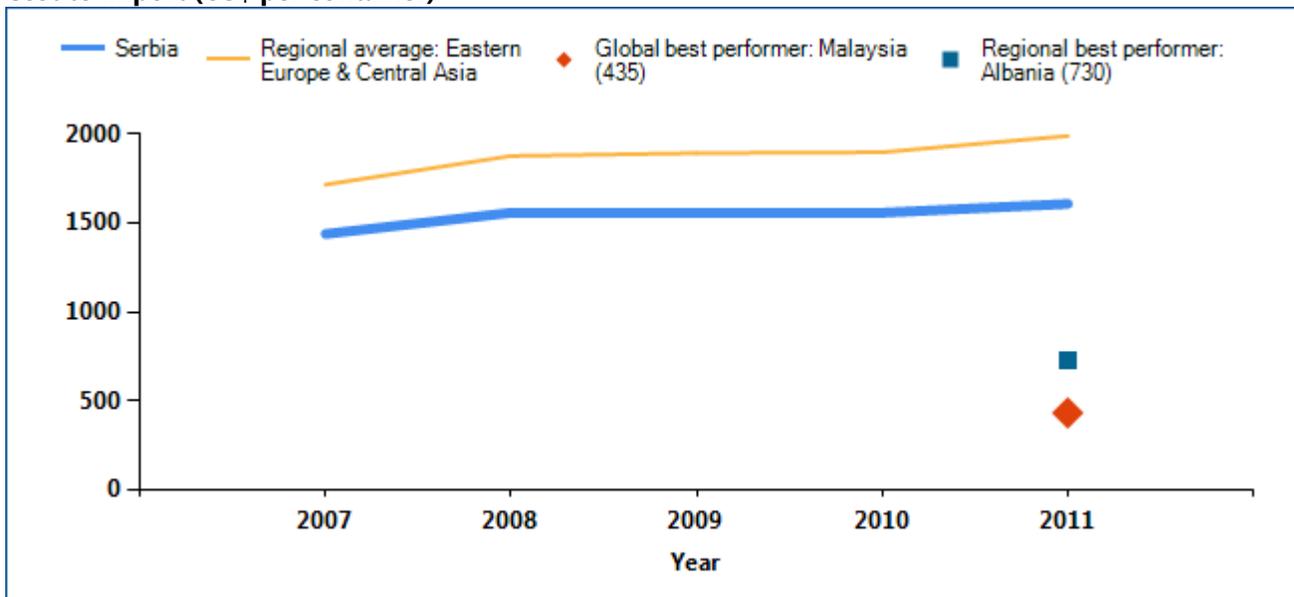


TRADING ACROSS BORDERS

Time to import (days)



Cost to import (US\$ per container)



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

Source: Doing Business database.

TRADING ACROSS BORDERS

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

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

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

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

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

Source: *Doing Business* database.

TRADING ACROSS BORDERS

What are the details?

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

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

Summary of procedures and documents for trading across borders in Serbia

Indicator	Serbia	Eastern Europe & Central Asia	OECD high income
Documents to export (number)	6	7	4
Time to export (days)	12	27	10
Cost to export (US\$ per container)	1433	1,774	1,032
Documents to import (number)	6	8	5
Time to import (days)	14	29	11
Cost to import (US\$ per container)	1609	1,990	1,085

Procedures to export	Time (days)	Cost (US\$)
Documents preparation	2	178
Customs clearance and technical control	2	70
Ports and terminal handling	5	285
Inland transportation and handling	3	900
Totals	12	1433

Procedures to import	Time (days)	Cost (US\$)
Documents preparation	6	139
Customs clearance and technical control	2	90
Ports and terminal handling	3	280
Inland transportation and handling	3	1100
Totals	14	1609

TRADING ACROSS BORDERS

Documents to export
Bill of lading
Customs export declaration
Commercial Invoice
Certificate of origin
Packing List
Transit document (T1)

Documents to import
Packing list
Transit document (T1)
Bill of lading
Certificate of origin
Commercial invoice
Customs import declaration

ENFORCING CONTRACTS

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

What do the indicators cover?

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

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

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

WHAT THE ENFORCING CONTRACTS INDICATORS MEASURE

Procedures to enforce a contract through the courts (number)

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

Steps to file and serve the case

Steps for trial and judgment

Steps to enforce the judgment

Time required to complete procedures (calendar days)

Time to file and serve the case

Time for trial and obtaining judgment

Time to enforce the judgment

Cost required to complete procedures (% of claim)

No bribes

Average attorney fees

Court costs, including expert fees

Enforcement costs

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

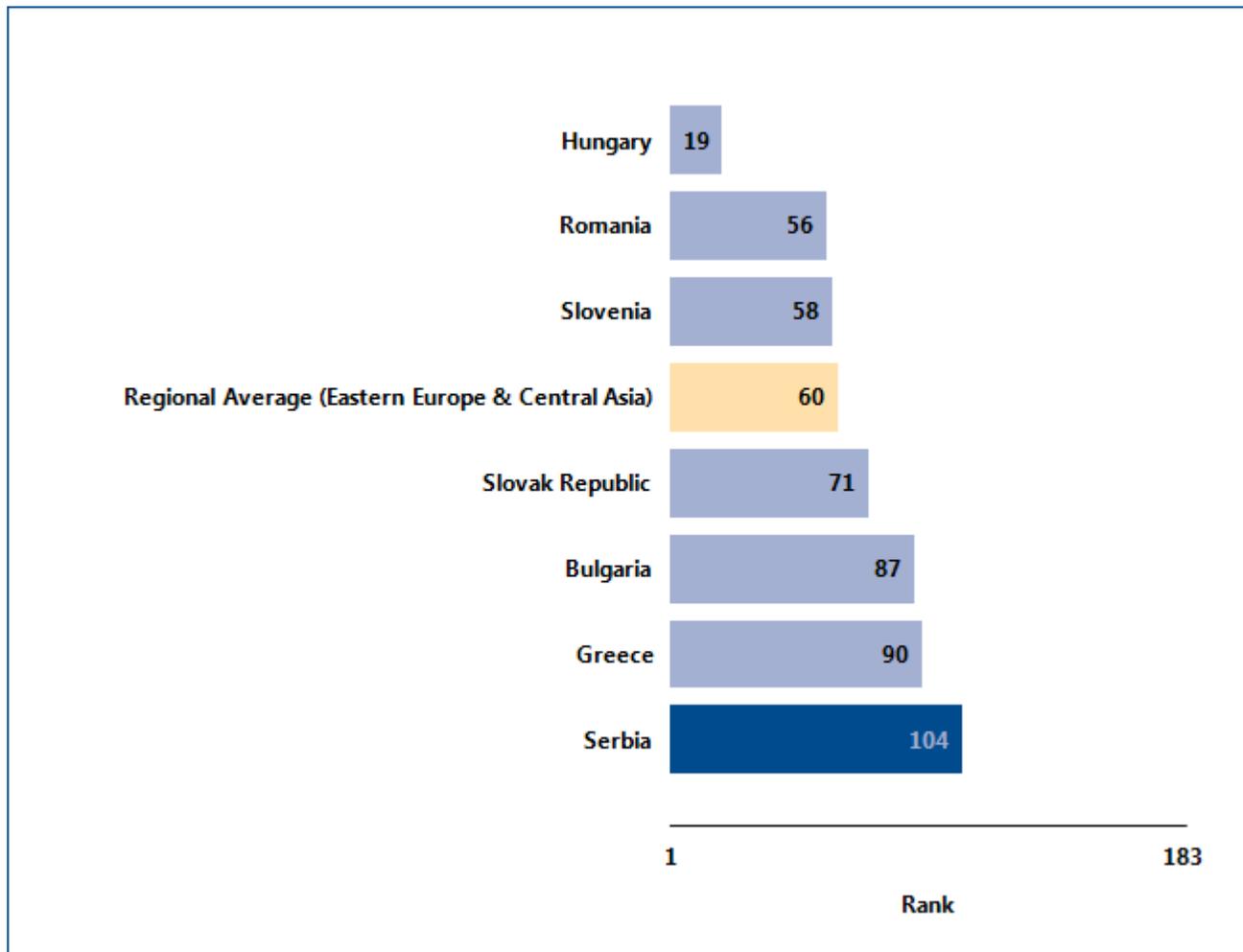
ENFORCING CONTRACTS

Where does the economy stand today?

How efficient is the process of resolving a commercial dispute through the courts in Serbia? According to data collected by *Doing Business*, enforcing a contract requires 36 procedures, takes 635 days and costs 31.3% of the value of the claim (see the summary at the end of this chapter for details).

Globally, Serbia stands at 104 in the ranking of 183 economies on the ease of enforcing contracts (figure 10.1). The rankings for comparator economies and the regional average ranking provide other useful benchmarks for assessing the efficiency of contract enforcement in Serbia.

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



Source: *Doing Business* database.

ENFORCING CONTRACTS

What are the changes over time?

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

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

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

Indicator	DB2004	DB2005	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	94	104
Time (days)	1,028	1,028	635	635	635	635	635	635	635
Cost (% of claim)	33.4	33.4	28.4	28.4	28.4	28.9	28.9	28.9	31.3
Procedures (number)	39	39	36	36	36	36	36	36	36

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

Source: *Doing Business* database.

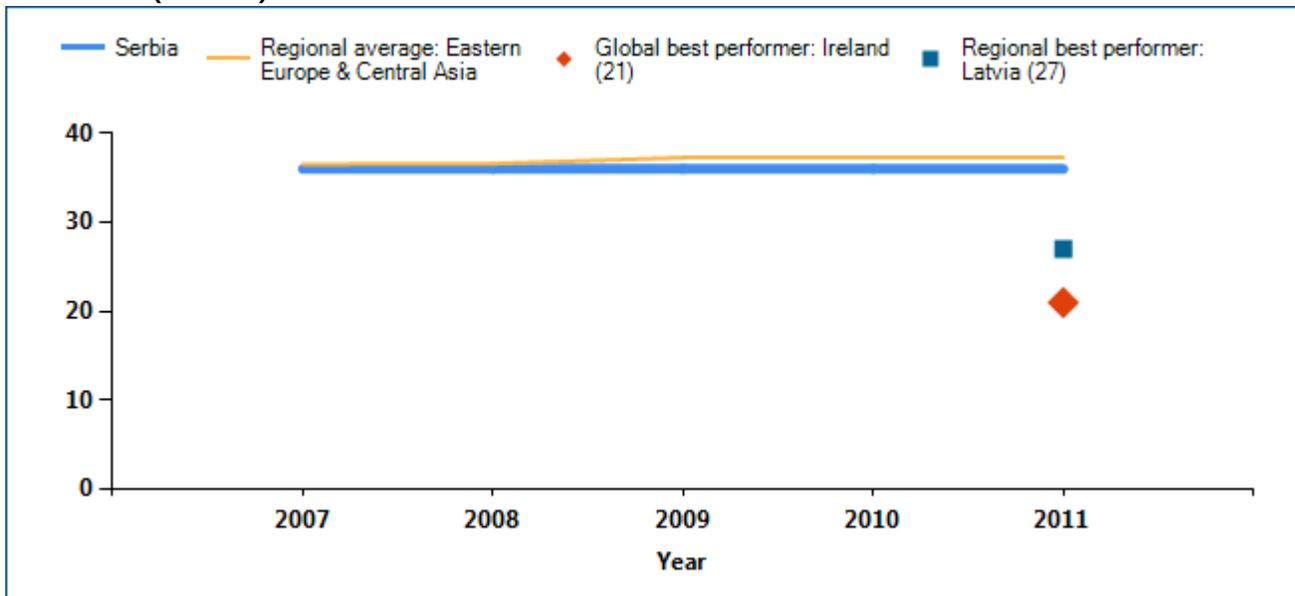
ENFORCING CONTRACTS

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

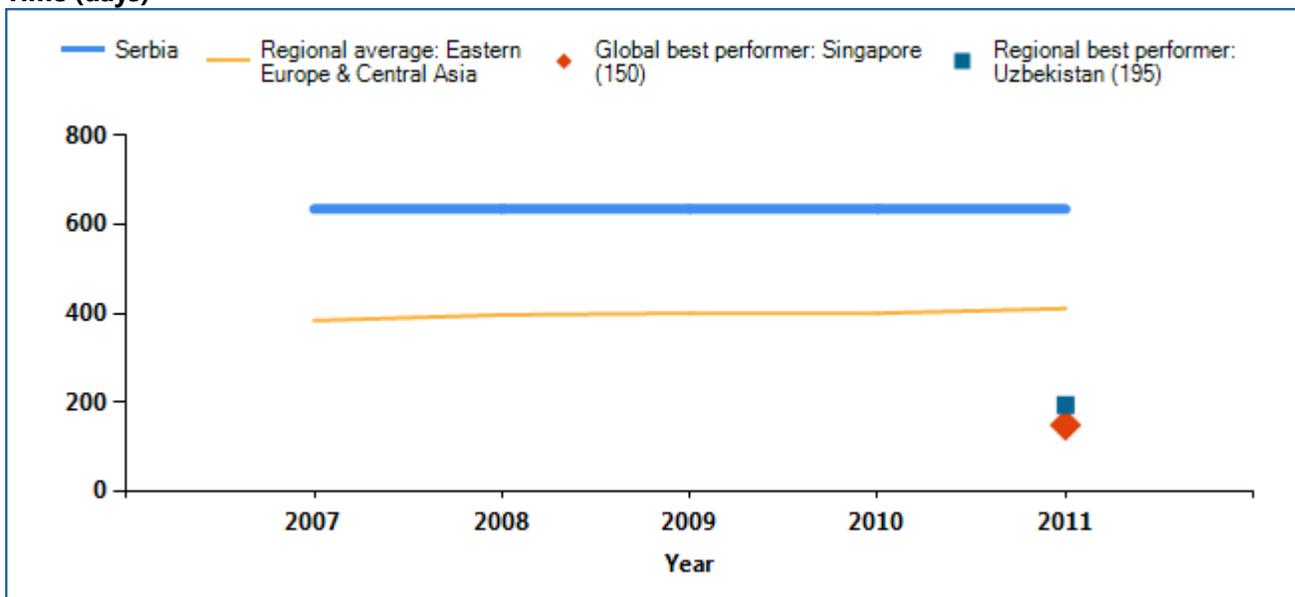
for Serbia on ways to improve the efficiency of contract enforcement. And changes in regional averages can show where Serbia is keeping up—and where it is falling behind.

Figure 10.2 Has enforcing contracts become easier over time?

Procedures (number)

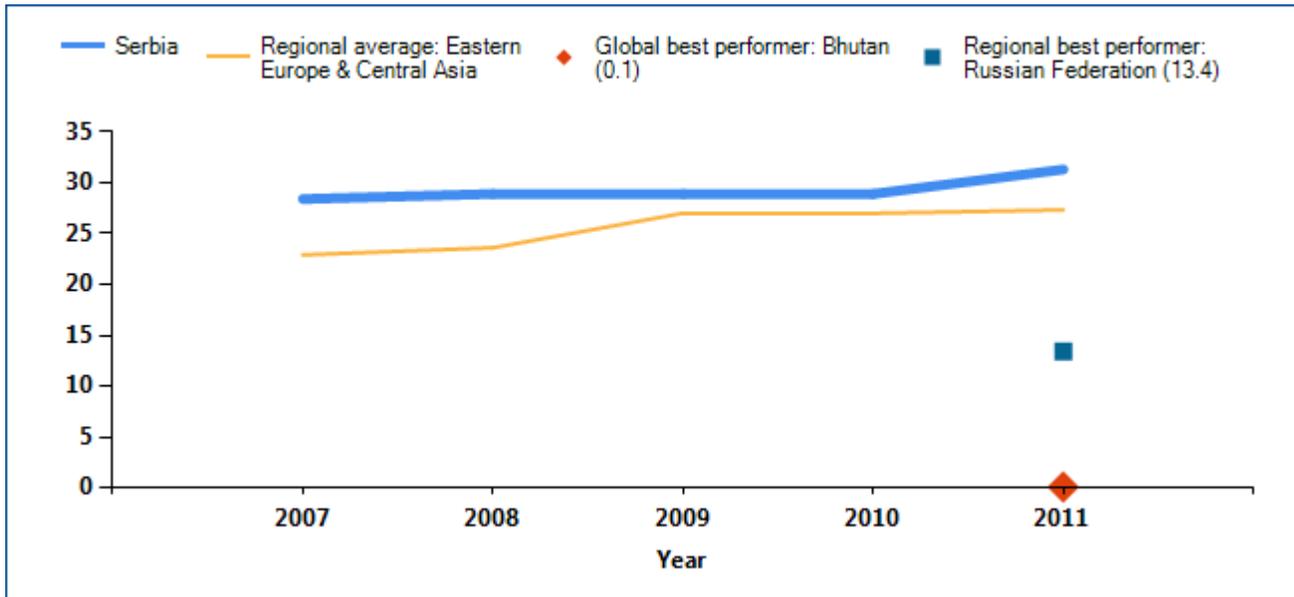


Time (days)



ENFORCING CONTRACTS

Cost (% of claim)



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

Source: *Doing Business* database.

ENFORCING CONTRACTS

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

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

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

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

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

Source: *Doing Business* database.

ENFORCING CONTRACTS

What are the details?

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

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

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

Indicator	Serbia	Eastern Europe & Central Asia	OECD high income
Time (days)	635	411.63	518.03
Filing and service	30		
Trial and judgment	495		
Enforcement of judgment	110		
Cost (% of claim)	31.3	27.33	19.71
Attorney cost (% of claim)	11.8		
Court cost (% of claim)	7.1		
Enforcement Cost (% of claim)	12.4		
Procedures (number)	36	37.29	31.42

Source: *Doing Business* database.

RESOLVING INSOLVENCY

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

What do the indicators cover?

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

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

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

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

WHAT THE RESOLVING INSOLVENCY INDICATORS MEASURE

Time required to recover debt (years)

Measured in calendar years

Appeals and requests for extension are included

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

Measured as percentage of estate value

Court fees

Fees of insolvency administrators

Lawyers' fees

Assessors' and auctioneers' fees

Other related fees

Recovery rate for creditors (cents on the dollar)

Measures the cents on the dollar recovered by creditors

Present value of debt recovered

Official costs of the insolvency proceedings are deducted

Depreciation of furniture is taken into account

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

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

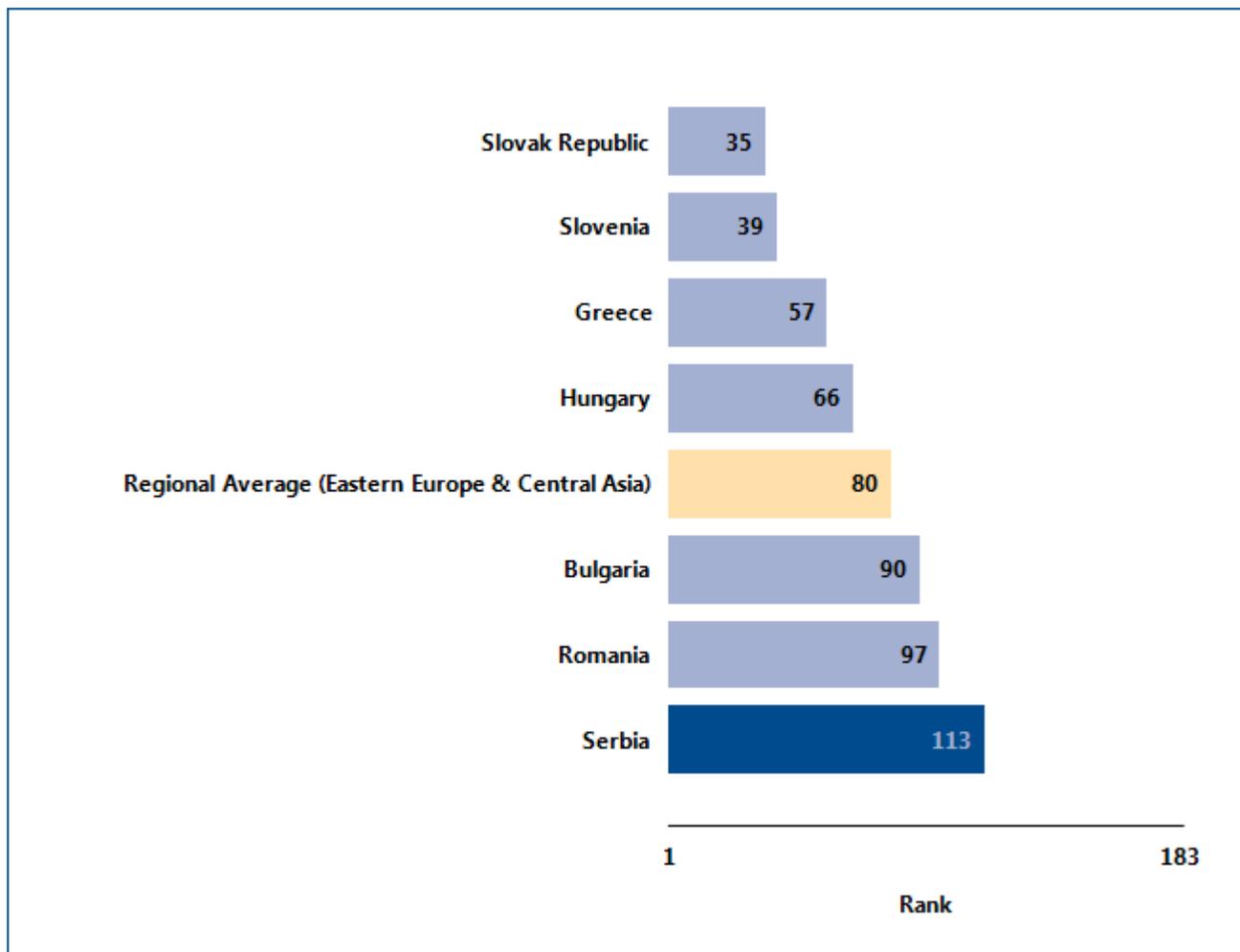
RESOLVING INSOLVENCY

Where does the economy stand today?

Speed, low costs and continuation of viable businesses characterize the top-performing economies. How efficient are insolvency proceedings in Serbia? According to data collected by *Doing Business*, resolving insolvency takes 2.7 years on average and costs 23% of the debtor's estate. The average recovery rate is 24.4 cents on the dollar.

Globally, Serbia stands at 113 in the ranking of 183 economies on the ease of resolving insolvency (figure 11.1). The rankings for comparator economies and the regional average ranking provide other useful benchmarks for assessing the efficiency of insolvency proceedings in Serbia.

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



Source: *Doing Business* database.

RESOLVING INSOLVENCY

What are the changes over time?

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

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

Indicator	DB2004	DB2005	DB2006	DB2007	DB2008	DB2009	DB2010	DB2011	DB2012
Rank	91	113
Time (years)	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7
Cost (% of estate)	23	23	23	23	23	23	23	23	23
Recovery rate (cents on the dollar)	20.5	18.6	20.3	22.6	23.1	25.4	25.4	29.5	24.4

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

Source: *Doing Business* database.

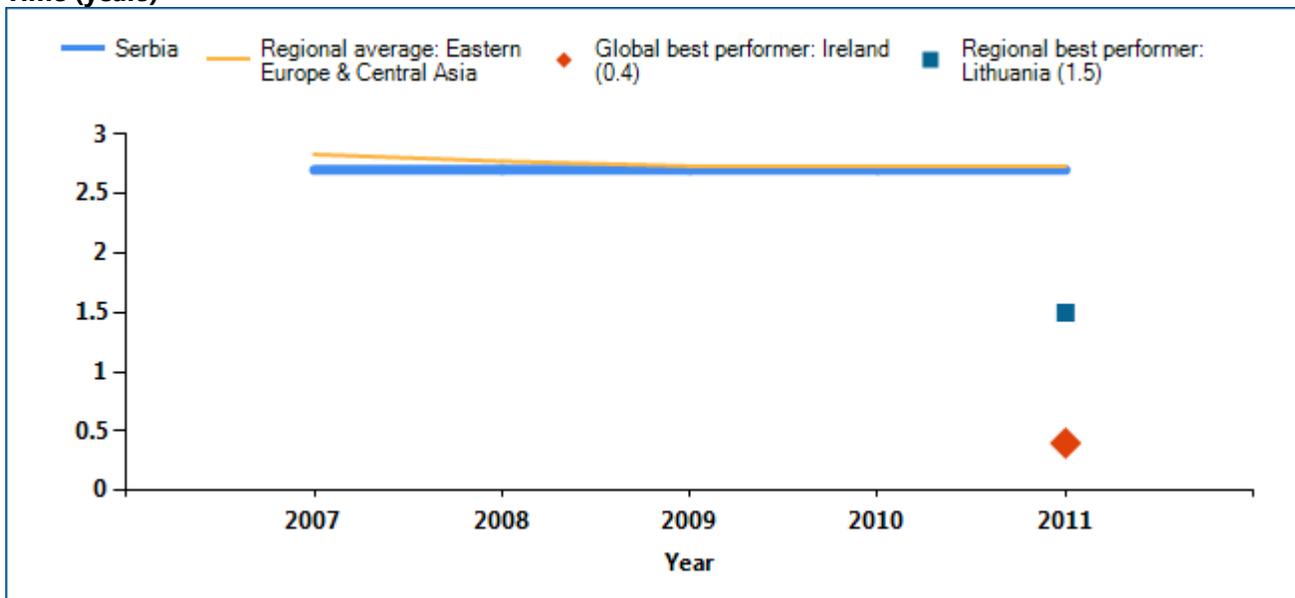
RESOLVING INSOLVENCY

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

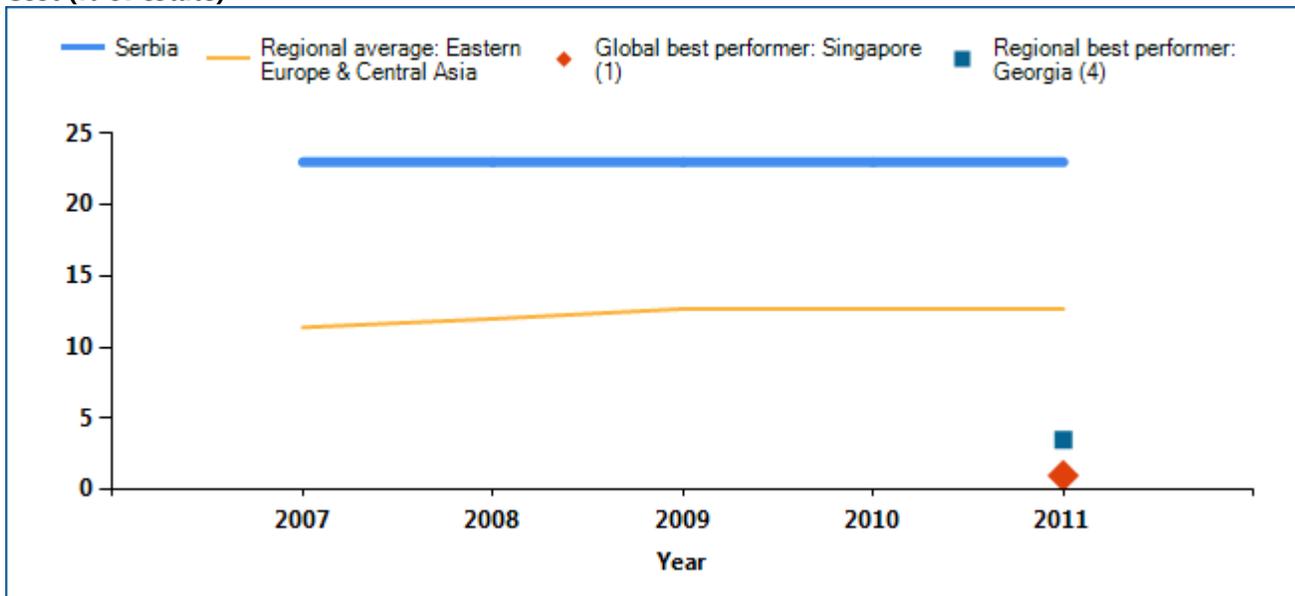
ways to improve the efficiency of insolvency proceedings. And changes in regional averages can show where Serbia is keeping up—and where it is falling behind.

Figure 11.2 Has resolving insolvency become easier over time?

Time (years)

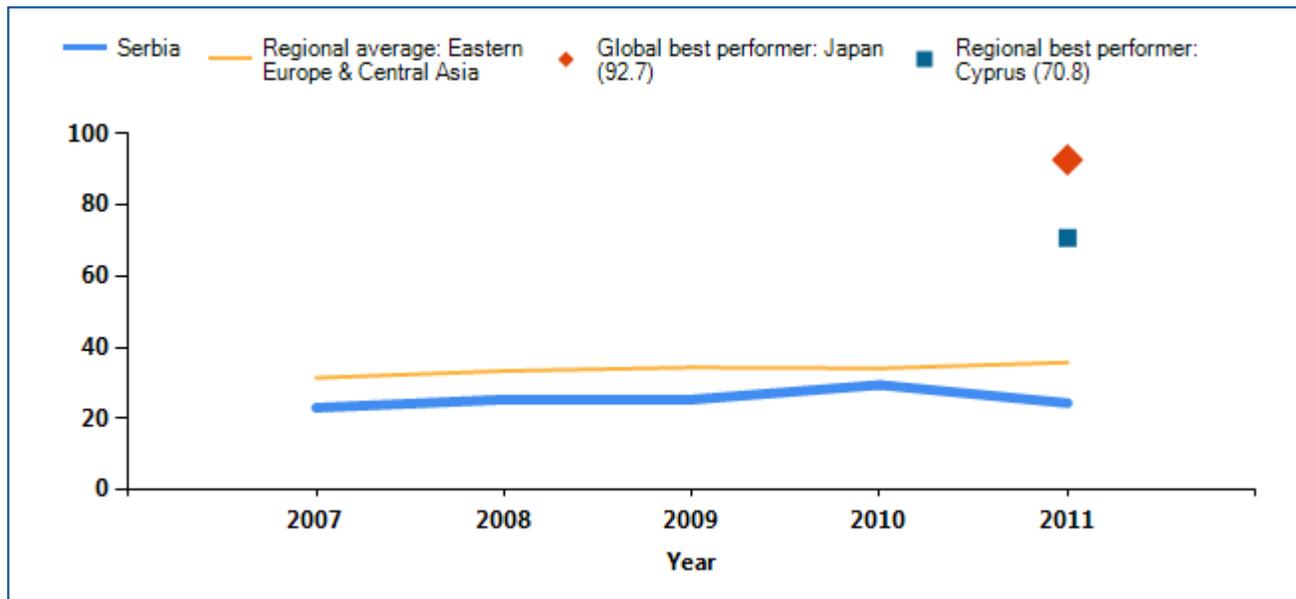


Cost (% of estate)



RESOLVING INSOLVENCY

Recovery rate (cents on the dollar)



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

Source: *Doing Business* database.

RESOLVING INSOLVENCY

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

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

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

DB Year	Reform
DB2012	Serbia adopted legislation introducing professional requirements for insolvency administrators and regulating their compensation.
DB2011	Serbia passed a new bankruptcy law that introduced out-of-court workouts and a unified reorganization procedure.
DB2010	No reform.
DB2009	No reform.

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

Source: *Doing Business* database.

DATA NOTES

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

The data for all sets of indicators in *Doing Business 2012* are for June 2011.³

Methodology

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

³ The data for paying taxes refer to January – December 2010.

ECONOMY CHARACTERISTICS

Gross national income (GNI) per capita

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

Region and income group

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

Population

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

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

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

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

Limits to what is measured

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

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

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

Subnational *Doing Business* indicators

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

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

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

Changes in what is measured

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

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

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

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

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

Data challenges and revisions

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

Ease of doing business and distance to frontier

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

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

Ease of doing business

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

Construction of the ease of doing business index

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

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

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

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

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

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

Variability of economies’ rankings across topics

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

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

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

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

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

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

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

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

Distance to frontier measure

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

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

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

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

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

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

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

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