

Doing Business 2011

Chad

**Making
a Difference for
Entrepreneurs**

COMPARING BUSINESS REGULATION IN 183 ECONOMIES



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1 2 3 4 08 07 06 05

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ISBN: 978-0-8213-7960-8
E-ISBN: 978-0-8213-8630-9
DOI: 10.1596/978-0-8213-7960-8
ISSN: 1729-2638

Library of Congress Cataloging-in-Publication data has been applied for.
Printed in the United States

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Doing Business 2011
Business Reforms

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

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

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

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

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

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

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

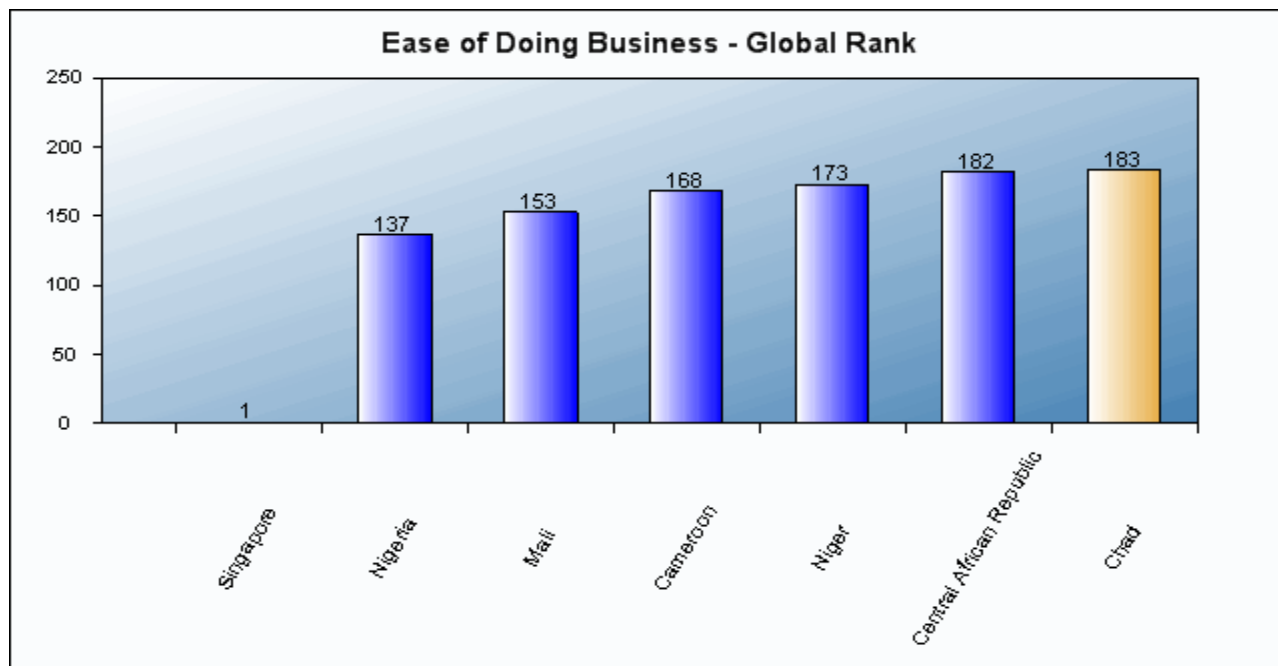
* Except for the Paying Taxes indicator that refers to the period January to December of 2009.

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

Economy Rankings - Ease of Doing Business

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

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



Chad's ranking in Doing Business 2011

Rank	Doing Business 2011
Ease of Doing Business	183
Starting a Business	182
Dealing with Construction Permits	101
Registering Property	137
Getting Credit	152
Protecting Investors	154
Paying Taxes	179
Trading Across Borders	171
Enforcing Contracts	164
Closing a Business	183

Summary of Indicators - Chad

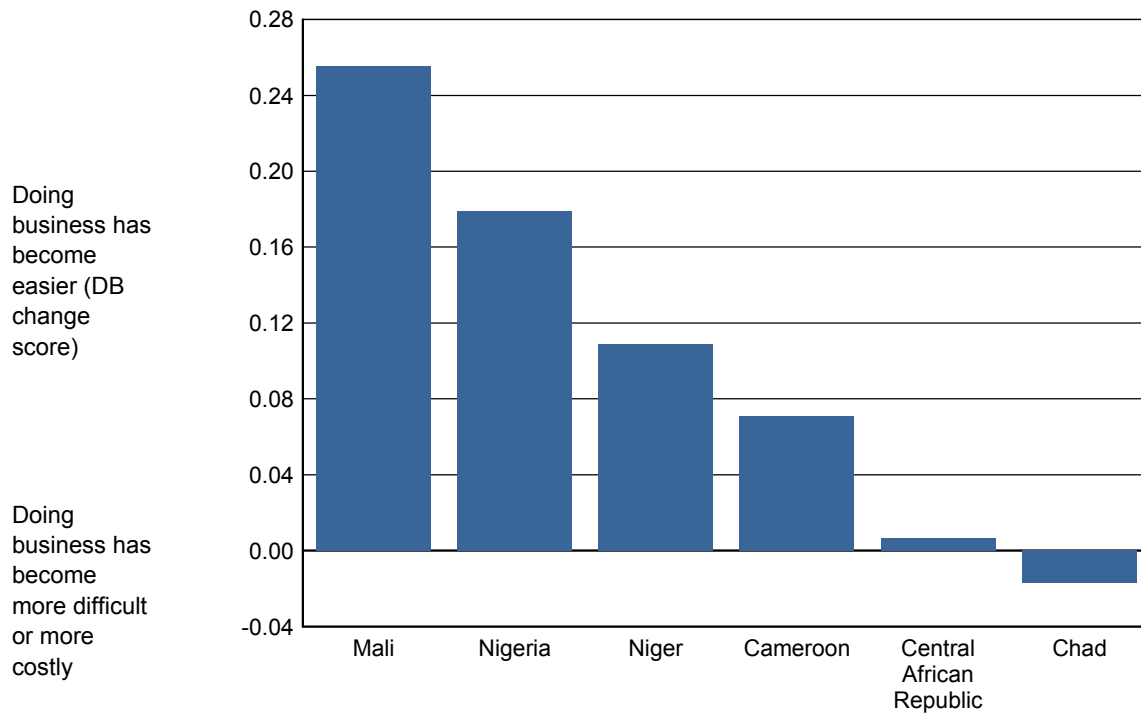
Starting a Business	Procedures (number)	13
	Time (days)	75
	Cost (% of income per capita)	226.9
	Min. capital (% of income per capita)	386.7
Dealing with Construction Permits	Procedures (number)	14
	Time (days)	164
	Cost (% of income per capita)	6684.4
Registering Property	Procedures (number)	6
	Time (days)	44
	Cost (% of property value)	18.2
Getting Credit	Strength of legal rights index (0-10)	3
	Depth of credit information index (0-6)	1
	Public registry coverage (% of adults)	0.8
	Private bureau coverage (% of adults)	0.0
Protecting Investors	Extent of disclosure index (0-10)	6
	Extent of director liability index (0-10)	1
	Ease of shareholder suits index (0-10)	3
	Strength of investor protection index (0-10)	3.3
Paying Taxes	Payments (number per year)	54
	Time (hours per year)	732
	Profit tax (%)	31.3
	Labor tax and contributions (%)	28.4
	Other taxes (%)	5.7
	Total tax rate (% profit)	65.4
Trading Across Borders	Documents to export (number)	6
	Time to export (days)	75
	Cost to export (US\$ per container)	5902
	Documents to import (number)	10
	Time to import (days)	101
	Cost to import (US\$ per container)	8150

Enforcing Contracts	Procedures (number)	41
	Time (days)	743
	Cost (% of claim)	45.7
Closing a Business	Recovery rate (cents on the dollar)	0.0
	Time (years)	no practice
	Cost (% of estate)	no practice

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

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

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



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

Some reform outcomes

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

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

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

What does Starting a Business measure?

Procedures to legally start and operate a company (number)

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

Time required to complete each procedure (calendar days)

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

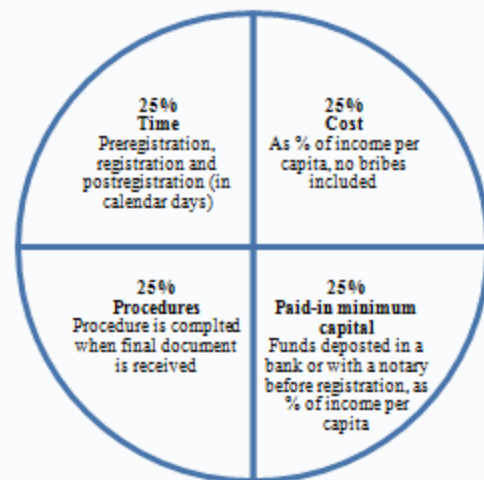
Cost required to complete each procedure (% of income per capita)

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

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

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

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



Case Study Assumptions

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

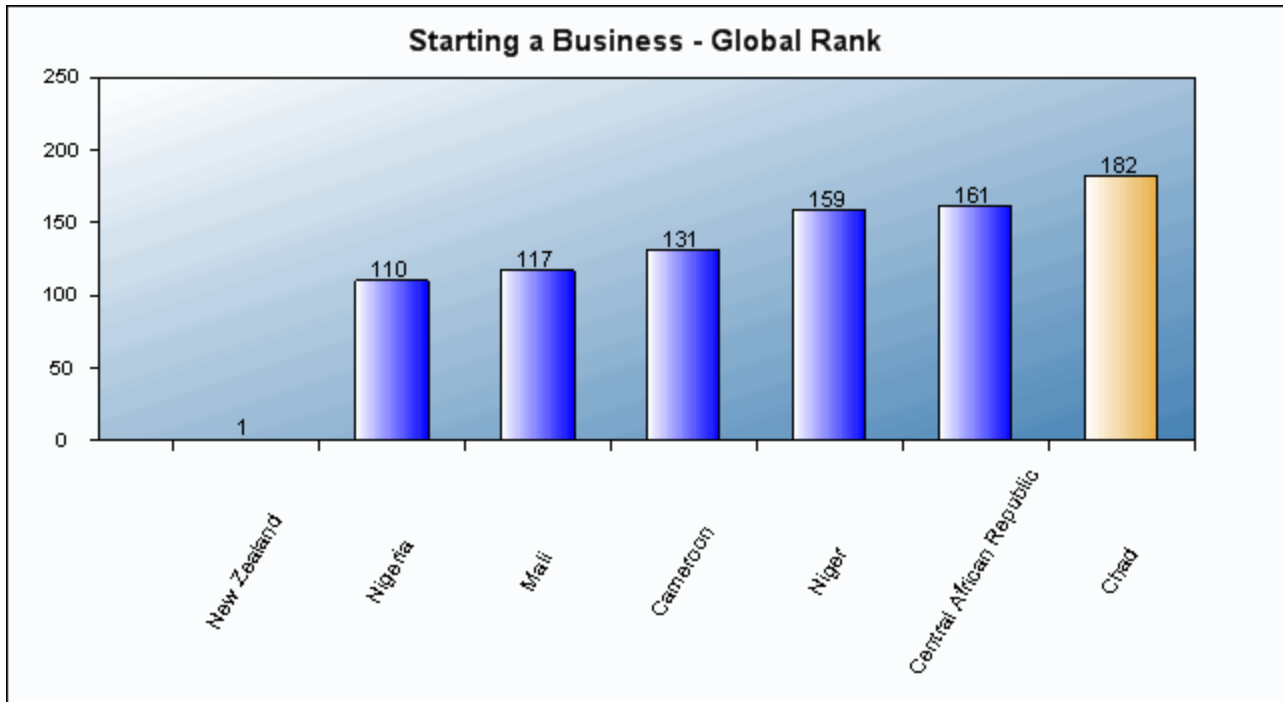
The business:

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

1. Benchmarking Starting a Business Regulations:

Chad is ranked 182 overall for Starting a Business.

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



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

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

<i>Selected Economy</i>				
Chad	13	75	226.9	386.7

<i>Comparator Economies</i>				
Cameroon	6	19	51.2	191.8
Central African Republic	8	22	228.4	468.6
Mali	6	8	79.7	306.8
Niger	9	17	118.6	613.0
Nigeria	8	31	78.9	0.0

* The following economies are also good practice economies for :

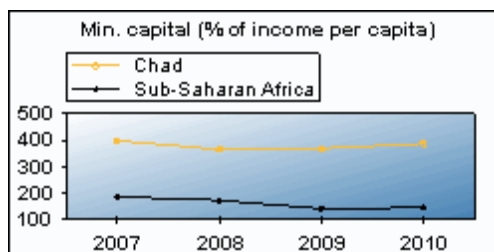
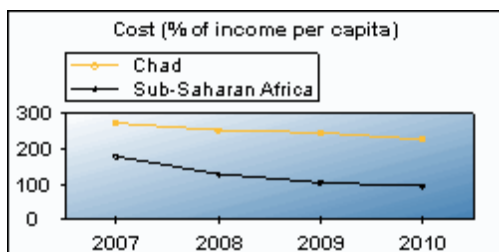
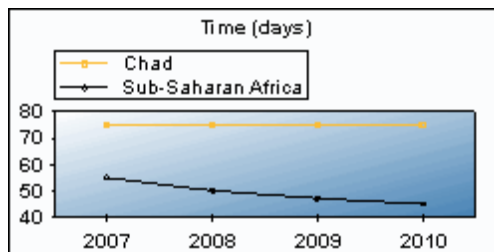
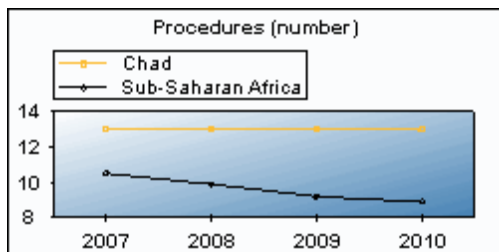
Procedures (number): **Canada**

Cost (% of income per capita): **Slovenia**

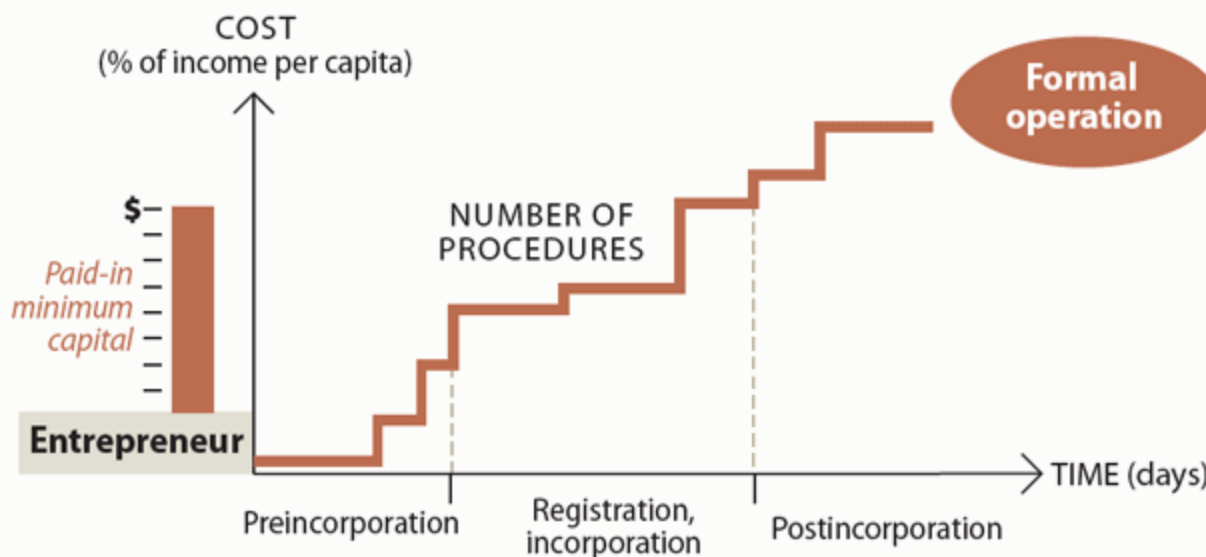
2. Historical data: Starting a Business in Chad

Starting a Business data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	182	182
Procedures (number)	13	13	13	13
Time (days)	75	75	75	75
Cost (% of income per capita)	273.3	253.1	246.4	226.9
Min. capital (% of income per capita)	398.4	365.1	369.3	386.7

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



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



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

STANDARDIZED COMPANY

Legal Form: Société à Responsabilité Limitée (SARL) -

Limited Liability Company

City: N'Djamena

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Open a bank account, deposit the legally required initial capital in a bank and obtain deposit evidence	1	no charge
2	Check the uniqueness of the company name and pick up a company registration form	1	no charge
3	Notarize the company's deeds and articles of association	8	XAF 129,309
4	Obtain criminal record of the first directors in preparation to the registration formalities with the Commercial Registry	8	XAF 1,500
5	Procurement of medical certificate	1	XAF 6,000
6	Register the articles of association with the Service d'Enregistrement, des Domaines et du Timbre	2	XAF 95,586
7	Obtain administrative authorization from the Ministry of Commerce and Industry	8	XAF 28,000

8	Register the company with the Registry of Commerce and Real Estate (Registre de Commerce et du Cr�dit Immobilier)	3	XAF 12,500
9	Make a formal announcement through legal journals/newspapers proclaiming the existence of the company	3	XAF 50,000
10	Register the company for taxes with the central tax services of the Ministry of Finance (Direction des Impots), pay the Patente and obtain a fiscal number	1	XAF 245,896
11	Submission of the Internal Regulation Code to the Labor Inspection Office (Inspection du Travail)	30	no charge
12	Registration with the Social Security Institute (Caisse Nationale de Pr�voyance Sociale)	2	no charge
13	Make a company seal	7	XAF 18,000

Starting a Business Details - Chad

Procedure	1	Open a bank account, deposit the legally required initial capital in a bank and obtain deposit evidence
Time to complete:	1	
Cost to complete:	no charge	
Comment:	To enable the company to open this bank account, the notary delivers a certificate stating that the company is in the process of be incorporated.	
Procedure	2	Check the uniqueness of the company name and pick up a company registration form
Time to complete:	1	
Cost to complete:	no charge	
Comment:	To avoid future lawsuits, the founders must pick a name that is not already in use. The Register now has a database with the names of all companies registered since 2004. Registrations prior to 2004 are not in the database. The Search is done quickly.	
Procedure	3	Notarize the company's deeds and articles of association
Time to complete:	8	
Cost to complete:	XAF 129,309	
Comment:	Decree n° 004/PR/PM/MJ/2010 of 05 January 2010 fixed the notary fees at a rate with declining basis as follows: <ul style="list-style-type: none">- de 1.000.000 à 10.000.000, 5%, sans dépasser la somme de 300.000 F CFA- de 10.000.001 à 50.000.000, 3% sans dépasser la somme de 750.000 F CFA- de 50.000.001 à 100.000.000, 1.5%, sans dépasser la somme de 1.000.000 F CFA- de 100.000.001 à 500.000.000, 1%, sans dépasser la somme de 2.500.000 F CFA- de 500.000.001 à 1.000.000.000, 0.5%, sans dépasser la somme de 3.750.000 F CFA	
Procedure	4	Obtain criminal record of the first directors in preparation to the registration formalities with the Commercial Registry
Time to complete:	8	
Cost to complete:	XAF 1,500	
Comment:	This is a mandatory requirement to obtain the Administrative authorization.	
Procedure	5	Procurement of medical certificate
Time to complete:	1	
Cost to complete:	XAF 6,000	
Comment:	This is a mandatory requirement to obtain the Administrative authorization. The certificate must be delivered by a public hospital to be accepted. It will be rejected if done in a private hospital.	

Procedure 6	Register the articles of association with the Service d'Enregistrement, des Domaines et du Timbre
Time to complete:	2
Cost to complete:	XAF 95,586
Comment:	<p>The fee is regulated by Arrêté n°015/MCIA/SG/2004 (fixant le taux d'obtention d'un acte administratif d'exercer des activités de commerce, d'industrie ou d'artisanat). The following documents need to be submitted with the registrar.</p> <ul style="list-style-type: none"> • The Articles of association: FCFA 6 000 (original + copie minute + expedition) • La déclaration de souscription du capital : 3% du montant du capital + les frais de timbres 1000 FCFA/page (the declaration is 1 page) • Le Bulletin de souscription: 3000 FCFA + timbre (1000/page multiply by the number of partners) • Etat de souscription: FCFA 3000
Procedure 7	Obtain administrative authorization from the Ministry of Commerce and Industry
Time to complete:	8
Cost to complete:	XAF 28,000
Comment:	<p>The cost depends on the category of the company. The documents to be provided are:</p> <ul style="list-style-type: none"> -Criminal records -Medical certificate -Article of association - Subscription of the declared capital - Identification card (copy) - Rental contract which must be notarized <p>The secretary General signs the authorization.</p>
Procedure 8	Register the company with the Registry of Commerce and Real Estate (Registre de Commerce et du Crédit Immobilier)
Time to complete:	3
Cost to complete:	XAF 12,500
Comment:	Cost is based on official fee schedule as published by the Registre du Commerce. Detail of cost is FCFA 10, 000 for the Treasury and FCFA 2,500 for the fees of the Greffier.
Procedure 9	Make a formal announcement through legal journals/newspapers proclaiming the existence of the company
Time to complete:	3
Cost to complete:	XAF 50,000
Comment:	The publication is necessary to inform the public that the company now exists. The RCCM number and the address of the company must be provided.
Procedure 10	Register the company for taxes with the central tax services of the Ministry of Finance (Direction des Impôts), pay the Patente and obtain a fiscal number
Time to complete:	1
Cost to complete:	XAF 245,896
Comment:	<p>The NIF is obtained after the company is registered. The patent must be paid immediately after the NIF is obtained. The NIF is the identification for the payment of the VAT and IRPP.</p> <p>Elements included in the calculation of the Patent:</p> <p>Chiffre d'affaires (estimated in this case study to be FCFA 27,081,2471) *0.1% = DD (Droit</p>

Déterminé).
CNPS = 10% of the DD
CCC = 7% of the DD
RAV = 3% of the DD
ONASA = 480 XAF (the company must pay this amount in full, whereas for the employee, it is only 40 XAF monthly)
TVLP = 10% of the annual rent paid by the company

The patent is done in 4 copies
- Treasury
- The LLC itself
- Remain the file of the LLC
- Remain in the book

Procedure 11 Submission of the Internal Regulation Code to the Labor Inspection Office (Inspection du Travail)

Time to complete: 30

Cost to complete: no charge

Comment: This procedure is required for companies with 25 employees or more. The contract of employees will be checked to ensure that it is in accordance with the labor law and internal regulations.

Procedure 12 Registration with the Social Security Institute (Caisse Nationale de Prévoyance Sociale)

Time to complete: 2

Cost to complete: no charge

Comment: This is a mandatory requirement. When the company is registered a booklet is given to the employer. It is in this booklet that salaries will be written to allow the calculation of the amount to be retained on the gross salary.

Procedure 13 Make a company seal

Time to complete: 7

Cost to complete: XAF 18,000

Comment: According to OHADA rules, the company is required to have the number of the RCCM and the address on each invoice. A seal is done in practice to make the invoices more official, but it is not legally required.

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

Some reform outcomes

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

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

What does the Dealing with Construction Permits indicator measure?

Procedures to legally build a warehouse (number)

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

Time required to complete each procedure (calendar days)

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

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

- Official costs only, no bribes

Case Study Assumptions

The business:

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

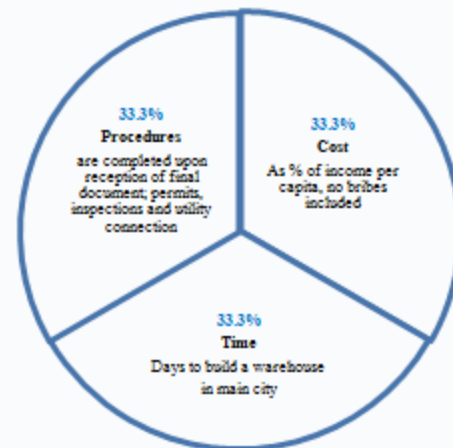
The warehouse:

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

Dealing with Construction Permits:

Building a warehouse

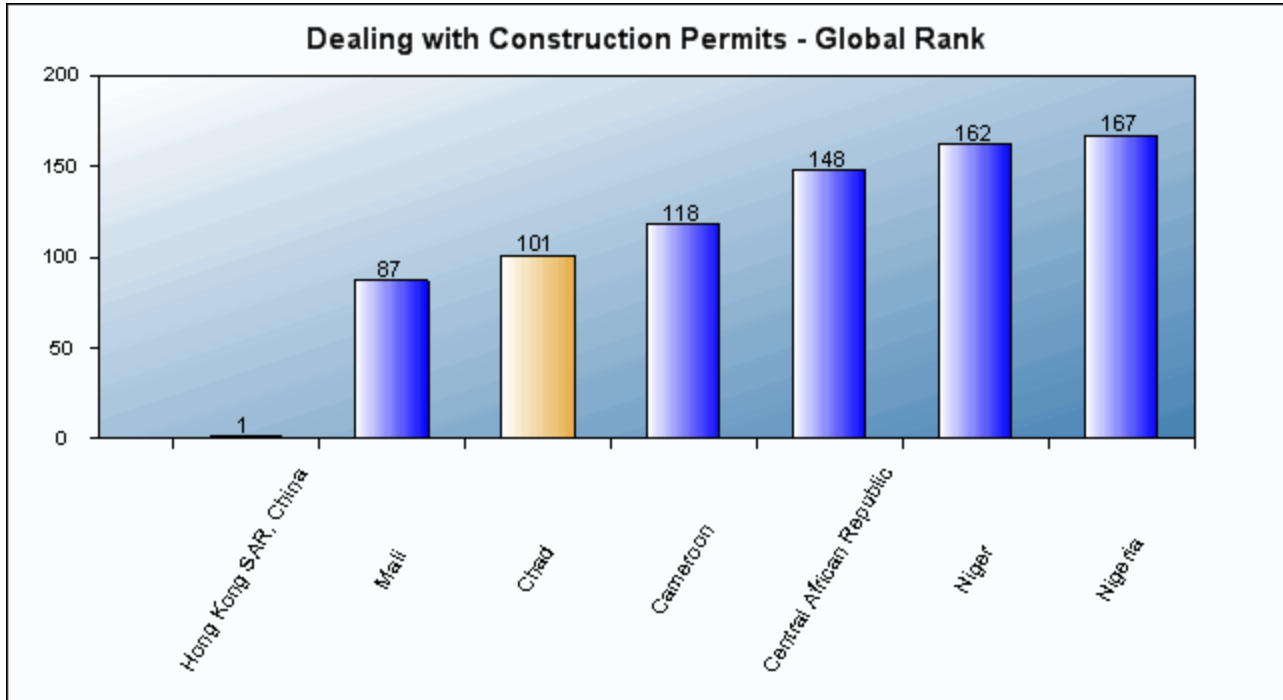
Rankings are based on 3 subindicators



1. Benchmarking Dealing with Construction Permits Regulations:

Chad is ranked 101 overall for Dealing with Construction Permits.

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



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

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

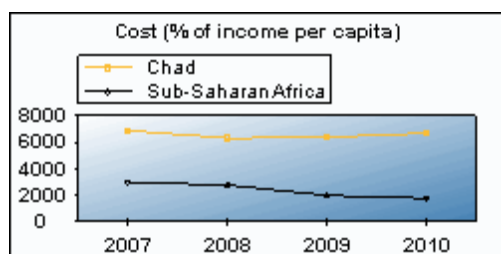
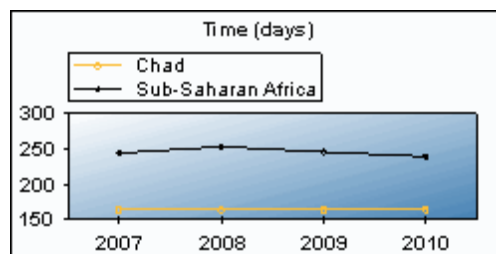
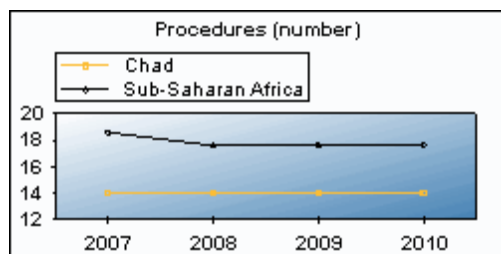
<i>Selected Economy</i>			
Chad	14	164	6684.4

<i>Comparator Economies</i>			
Cameroon	14	213	1235.8
Central African Republic	21	239	259.5
Mali	15	168	505.0
Niger	17	265	2352.3
Nigeria	18	350	597.5

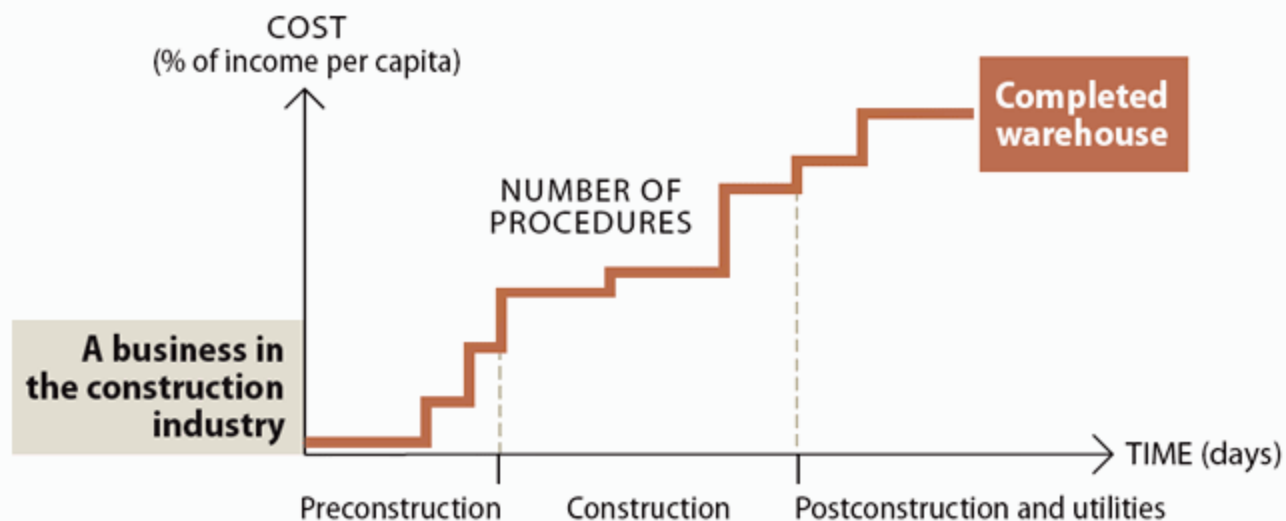
2. Historical data: Dealing with Construction Permits in Chad

Dealing with Construction Permits data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	98	101
Procedures (number)	14	14	14	14
Time (days)	164	164	164	164
Cost (% of income per capita)	6887.6	6310.8	6383.4	6684.4

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



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



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

BUILDING A WAREHOUSE
City: N'Djamena

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Obtain a geotechnical study	5 days	XAF 450,000
2	Deposit technical file at municipality to apply for building permit	1 day	no charge
3	Pay stamps duty at the Service des Domaines et du Timbre	1 day	XAF 12,000
4	Pay and obtain a construction permit	7 days	XAF 120,000
5	Request and receive final inspection for the certificate of conformity	30 days	no charge
6	Request and obtain an inspection for the reevaluation of the property	1 day	no charge
7	Register the building at the Service des Domaines et du Timbres	30 days	XAF 16,000,000
8 *	Request water and electricity connections	1 day	no charge

9 *	Onsite visit by STEE	4 days	no charge
10 *	Obtain water connection	90 days	XAF 60,000
11 *	Obtain electricity connection	60 days	XAF 600,000
12	Request phone connection	1 day	no charge
13	Receive inspection by telecom company SOTEL	1 day	no charge
14 *	Obtain telephone line	14 days	XAF 45,000

* Takes place simultaneously with another procedure.

Dealing with Construction Permits Details - Chad

Procedure 1 Obtain a geotechnical study

Time to complete: 5 days

Cost to complete: XAF 450,000

Agency: Laboratoire (LBTP or LABOGEC)

Comment: This study must be done prior to the design of the structural plans, which will be based on the result of this study. The cost is between 400, 000 and 500, 000 XAF depending on the laboratory involved and the number of “points” (holes made to verify the type of soil). For this case study, 2 points are considered.

Procedure 2 Deposit technical file at municipality to apply for building permit

Time to complete: 1 day

Cost to complete: no charge

Agency: N'Djamena Municipality

Comment: The permit request can be delivered directly to the Municipality or in one the various districts. The municipality will then transmit the request, internally, to the Service Technique where the request will be study and forwarded to the various departments in the Ministry of Environment, Urbanism and Habitat
The following documents must be submitted:

- Plan de situation échelle 1/100 – 1/200
- Plan de terrain
- Plan des differents niveaux
- Plan de Masse
- Plan de façade (4 facades) (case study: 1 for 1st level and 1 for 2nd level)
- Plan de coupe (2 coupes)
- Plan de toiture
- Plan de l'électricité (case study: 1 for 1st level and 1 for 2nd level)
- Plan de structure (case study: 1 for 1st level and 1 for 2nd level)
- Plan de plomberie (case study: 1 for 1st level and 1 for 2nd level)
- Plan de Menuiserie (case study: 1 for 1st level and 1 for 2nd level)
- Plan de coffrage des poutres
- Plan de puisard & de fosse septique (Plan type délivré par le Service des Bâtiments)
- Description des travaux à faire (stamp duty 1000 XAF)
- Titre de propriété/foncier (PV du cadastre)
- Estimated cost of construction (devis quantitatif et estimatif)
- Summary of the soil study (stamp duty 1000 XAF)

Procedure 3 Pay stamps duty at the Service des Domaines et du Timbre

Time to complete: 1 day

Cost to complete: XAF 12,000

Agency: Services des Domaines et du Timbre

Comment: BuildCo must contact the Service Technique to know how much to be paid for the stamps duty. The cost is 1000 XAF/page for description and 2000 XAF for plans.

Procedure 4 Pay and obtain a construction permit

Time to complete: 7 days

Cost to complete: XAF 120,000

Agency: N'Djamena Municipality

Comment: The permit is signed by the Mayor of N'Djamena and BuildCo will pick it up at the Service Technique. This provisional permit will become final after 45 days if the Ministry of Environment, Urbanism and Habitat have not delivered it yet. According to Ordonnance 70, from the time the first copy of the Construction permit is delivered to the Municipality, the Ministry has 45 days to deliver the Final construction permit. Otherwise, the provisional permit is considered final.

Procedure 5 Request and receive final inspection for the certificate of conformity

Time to complete: 30 days

Cost to complete: no charge

Agency: Ministère de l'environnement, Urbanisme et de l'Habitat

Comment: There is the final inspection for the delivery of the Certificat de Conformite. This is done by informing the Ministry of Environment, Urbanism and Habitat in person. There will be an onsite visit. This certificate is necessary for the decennial insurance.

Procedure 6 Request and obtain an inspection for the reevaluation of the property

Time to complete: 1 day

Cost to complete: no charge

Agency: Commission pour la mise en valeur - Municipality

Comment: The BuildCo must inform the Commission pour la mise-en-valeur – service at the Municipality – that construction is over. There will be an onsite visit to determine the new property value. The report of the onsite visit will be examined by the 7 members of the commission, and then transmitted to the Mayor for final signature. This Certificat de mise-en-valeur is then transmitted to the Service des Domaines et du Timbre.

Procedure 7 Register the building at the Service des Domaines et du Timbres

Time to complete: 30 days

Cost to complete: XAF 16,000,000

Agency: Services des Domaines et du Timbre

Comment: 4% of reevaluated cost of the property

Procedure 8 Request water and electricity connections

Time to complete: 1 day

Cost to complete: no charge

Agency: STEE (Société Tchadienne d'Eau et d'Electricité)

Comment: This request can be done either by sending a letter or in person. STEE prefers a letter from a Company as it is more formal.

Procedure 9 Onsite visit by STEE

Time to complete: 4 days

Cost to complete: no charge

Agency: STEE (Société Tchadienne d'Eau et d'Electricité)

Comment: This onsite visit is done by STEE to ensure that the location is correct, to check the road number, the zone, and the door number to determine which electricity post and also water connection will be used for this client.

Procedure 10 Obtain water connection

Time to complete: 90 days

Cost to complete: XAF 60,000

Agency: STEE (Société Tchadienne d'Eau et d'Electricité)

Comment: The cost will depend on the type of connection. The meter will be a 3m3. The client can be faced with two types of connection. The first type is the “collier de prise en charge” which is more expensive and cost about 110 ,000 XAF. Second type is “Une prise en T (inverse T): The connection will be at this end and the cost is about 60,000 XAF.

Procedure 11 Obtain electricity connection

Time to complete: 60 days

Cost to complete: XAF 600,000

Agency: STEE (Société Tchadienne d'Eau et d'Electricité)

Comment: The connection includes a meter installation. The connection fee ranges between XAF 200,000 (residential building) and XAF 1,000,000 (small factory). Not included in the cost estimate is a security deposit of XAF 160,000 for the electricity connection. This fee is not included in the security deposit because it is refunded to the consumer upon contract termination. The monthly electricity bill is composed of a fee of CFA 5,800 for consumption and meter maintenance. An air-conditioned residential building would have a monthly electricity consumption of 1500–2000 Kw.

Procedure 12 Request phone connection

Time to complete: 1 day

Cost to complete: no charge

Agency: SOTEL (Société des Télécommunications du Tchad)

Comment:

Procedure 13 Receive inspection by telecom company SOTEL

Time to complete: 1 day

Cost to complete: no charge

Agency: SOTEL (Société des Télécommunications du Tchad)

Comment:

Procedure 14 Obtain telephone line

Time to complete: 14 days

Cost to complete: XAF 45,000

Agency: SOTEL (Société des Télécommunications du Tchad)

Comment:

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

Some reform outcomes

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

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

What does the Registering Property indicator measure?

Registering Property: transfer of property between 2 local companies

Rankings are based on 3 subindicators

Procedures to legally transfer title on immovable property (number)

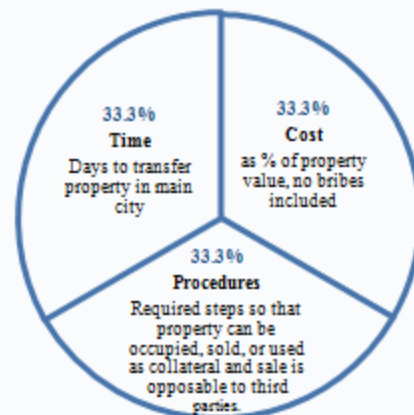
- Preregistration (for example, checking for liens, notarizing sales agreement, paying property transfer taxes)
- Registration in the economy's largest business city
- Post registration (for example, transactions with the local authority, tax authority or cadastre)

Time required to complete each procedure (calendar days)

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

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

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



Case Study Assumptions

The parties (buyer and seller):

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

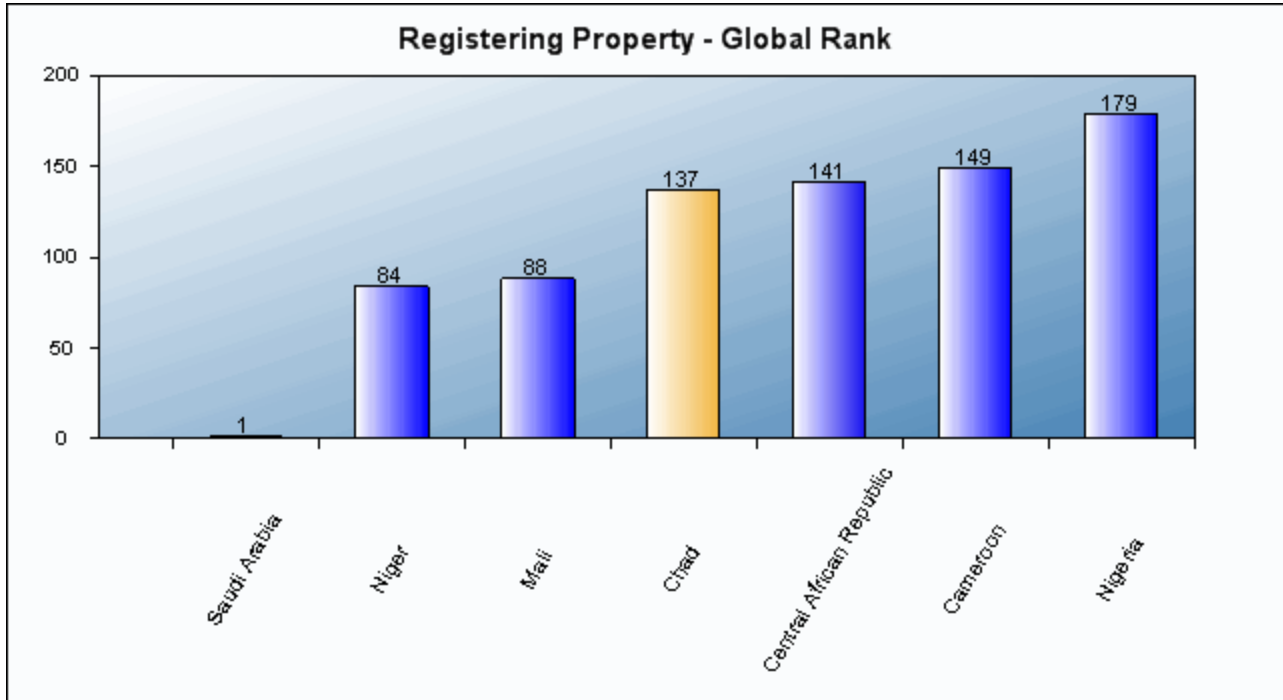
The property (fully owned by the seller):

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

1. Benchmarking Registering Property Regulations:

Chad is ranked 137 overall for Registering Property.

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



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

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

<i>Selected Economy</i>			
Chad	6	44	18.2

<i>Comparator Economies</i>			
Cameroon	5	93	19.3
Central African Republic	5	75	18.5
Mali	5	29	11.9
Niger	4	35	11.0
Nigeria	13	82	20.9

* The following economies are also good practice economies for :

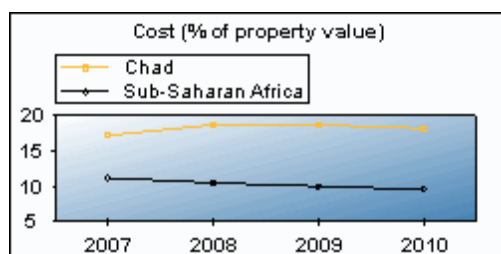
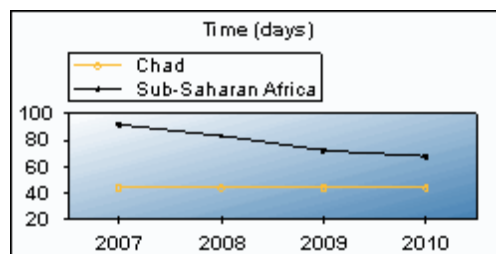
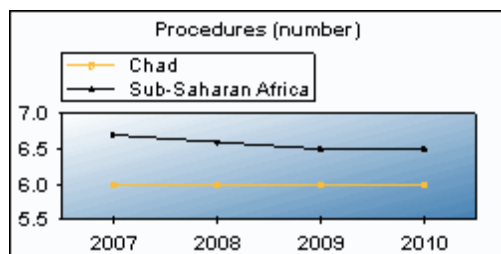
Procedures (number): United Arab Emirates

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

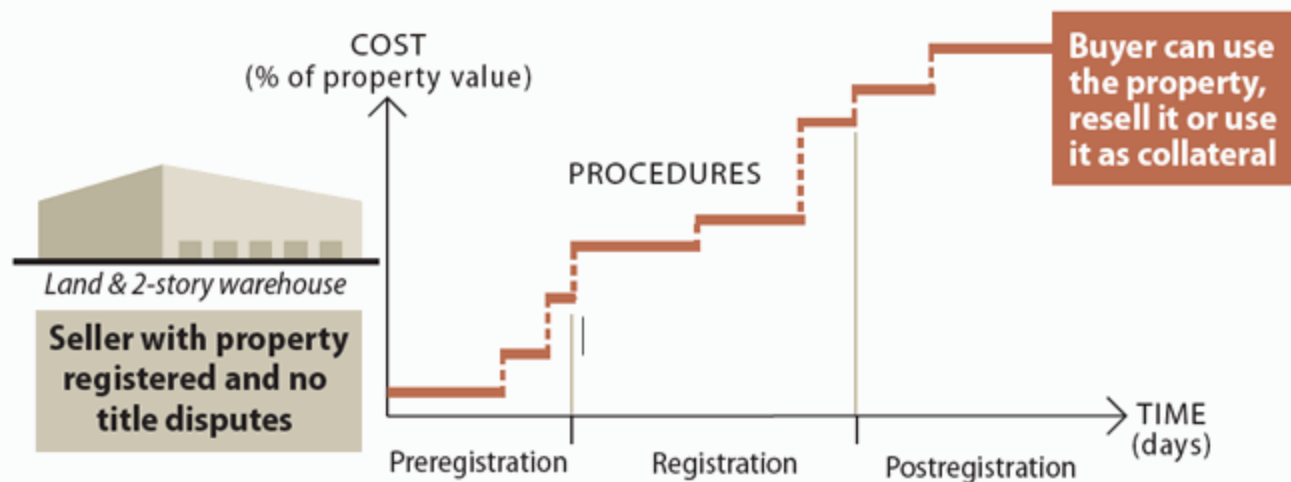
2. Historical data: Registering Property in Chad

Registering Property data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	135	137
Procedures (number)	6	6	6	6
Time (days)	44	44	44	44
Cost (% of property value)	17.2	18.7	18.7	18.2

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



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



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

STANDARDIZED PROPERTY

Property Value: 12,930,921.65

City: N'Djamena

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	The public notary drafts and notarizes the sale agreement	1 day	Cumulative fee from 8% to 1.5% of property value according to official notary fee schedule
2	Check the accuracy of the property's surface and boundaries with the Cadastre	5 days	no cost
3	Check with the Land Registry that the seller is providing a clear and non-encumbered title	5 days	no cost
4	Obtain the notarized draft of the sale agreement	2 days	no cost
5	Register the sale agreement with the "Service des Domaines"	1 day	15% property value (registration tax) + 4,000 FCFA stamp duty (1000FCFA per page, 4 pages)

6	Request the final transfer of property with the “Registre de la Conservation Foncière”.	30 days	4 for a thousand (4 o/oo) of the property value (property transfer) + 40,000 (taxe de bornage)
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Registering Property Details - Chad

Procedure	1	The public notary drafts and notarizes the sale agreement
Time to complete:	1 day	
Cost to complete:	Cumulative fee from 8% to 1.5% of property value according to official notary fee schedule	
Comment:	<p>The Law expressly states that all legal acts involving real estate transactions should be witnessed and notarized by a public notary. The parties can draft the sale agreement themselves and only ask the public notary to notarize the agreement. It is, however, common practice to ask the public notary to draft the sale contract. The Law imposes on the public notary, before notarizing the agreement, to perform all required investigations and due diligence.</p> <p>According to Note Circulaire n° 01//CN du 08 mai 2002 du Président de l'Ordre suite à la délibération de l'Ordre des Notaires du 1er mai 2002 notary fees are 3% of property value. By the terms of article 64 of decree n° 630/PR/MJ/96 of 22/11/1996 regarding the statute on notaries: "the memorandum of association or the transfer of immovable properties are obligatorily notarized. The authentication only concerns agreements under private signatures. From the 07 January 2005 the registration fees as well as the value of properties have risen by the law N°03/PR/05 arising from the general budget of the State for 2005.</p> <p>Notary Fee schedule (Article 9 du Decret n° 004/PR/PM/MJ/2010 published on December 10, 2009):</p> <ul style="list-style-type: none">- de 200.000 à 500.000, 0%, sans dépasser la somme de 40.000 F CFA- de 500.001 à 1.000.000, 8% sans dépasser la somme de 50.000 F CFA- de 1.000.001 à 3.000.000, 5%, sans dépasser la somme de 60.000 F CFA- de 3.000.001 à 10.000.000, 2%, sans dépasser la somme de 150.000 F CFA- de 10.000.001 à 50.000.000, 1,5%, sans dépasser la somme de 500.000 F CFA- 50.000.001 à 100.000.000, 1,25%, sans dépasser la somme de 625.000 F CFA- 100.000.0001 à 500.000.000, 0,5%, sans dépasser la somme de 1.500.000 F CFA- 500.000.0001 1.000.000.000 et au-delà, 0,3%, sans dépasser la somme de 2.500.000 F CFA.	
Procedure	2	Check the accuracy of the property's surface and boundaries with the Cadastre
Time to complete:	5 days	
Cost to complete:	no cost	
Agency:	Cadastre	
Comment:	<p>The public notary has to check with the cadastral services that the land area and boundaries as defined in the sale agreement are correct and not overstated (or understated). The public notary can either write to the concerned services or go by himself or send one of his employees. This is free of charge.</p>	
Procedure	3	Check with the Land Registry that the seller is providing a clear and non-encumbered title
Time to complete:	5 days	
Cost to complete:	no cost	

Agency: Land Registry

Comment: The public notary has to check whether the seller of the property is the true owner with the Services des Domaines, which is the Land Registry in the Country. The public notary also has to check that the owner's title is clear of mortgages, liens and other kind of security charge. The notary can either write to the director, or personally go to the land registry for due diligence.

The Direction des domaines is under the Ministry of Finances, whereas the cadastre is under the Ministry of Environment, Urbanism and Habitat.

Additional observations :

In Chad, there is a 'Direction du cadastre' and a 'Direction du Domaine' :

- the first one depends on Ministry of Organization of Territories of Urban Planning and Habitat ;
- whereas the second reports to the Ministry of Finance and Economy.

In addition, it is necessary to address a written request to the Registrar of real estate properties, for verifications relative to the property title.

Procedure 4 Obtain the notarized draft of the sale agreement

Time to complete: 2 days

Cost to complete: no cost

Comment: After accomplishing all due diligence checks, the public notary has fulfilled his legal obligations under the law and can now draft and notarize the sale agreement for the parties. The parties will need to pick up the final sale contract to register it with the land registry.

Additional observations: As mentioned in procedure n° 1, the sale agreement must be drafted by the notary.

Procedure 5 Register the sale agreement with the "Service des Domaines"

Time to complete: 1 day

Cost to complete: 15% property value (registration tax) + 4,000 FCFA stamp duty (1000FCFA per page, 4 pages)

Comment: The parties should register the sale agreement at the Service des Domaines. This registration costs 15% of the property value (Registration Tax)

Property transfers are subject to stamp duty at a rate of 1000F per page.

One pays the stamp duty upon the signature of the sale agreement and the pronouncement of the adjudication.

Additional observations:

From 7 January 2005, date of entry into effect of law n° 03/PR/2005 arising from the general budget of the state for 2005, the article n° 444 of the general code of taxes relative to registration fees was modified as such:

- for properties with buildings, the agreement is registered at a rate of 15% property value.

The law n° 03/PR/05 arising from the general state budget for 2005 modified article 23 of the law n° 01/PR/2001 in increasing the sale value per square meter of immovable properties going from 5000 to 40000 FCFA.

Procedure 6 Request the final transfer of property with the "Registre de la Conservation Foncière".

Time to complete: 30 days

Cost to complete: 4 for a thousand (4 o/oo) of the property value (property transfer) + 40,000 (taxe de bornage)

Agency: Land Registry

Comment: With the notarized sale agreement and the certificate of registration, the parties are now eligible to file an application for the effective transfer of property to the buyer. The request is filed with the "Registre de la Conservation Foncière" where Land documentations are kept. The employee of the Registry conducts a final due diligence before making the final transfer of property.

Cost involves the following:

- 4‰ of the property value (Salary of the "Conservateur")

- the 'taxe de bornage ' is due according to adjudication or over the counter agreement based on the following rates :

Area	Sum
Less than 299 m ²	30.000
from 300 to 499 m ²	35.000
from 500 to 799 m ²	40.000
from 800 to 999 m ²	45.000
from 1000 to 1199 m ²	50.000
from 1200 to 1500 m ²	60.000
above up to 1800 m ²	100.000

Additional observations:

Article 2 of Decree n° 211/PR/MFM/86, mentioning distribution of revenues from transfers, transcriptions, registrations and entry of mortgages, fixes the fees for transfers and transcriptions at 4 per thousand of the value of the immovable.

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

Some reform outcomes

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

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

What do the Getting Credit indicators measure?

Strength of legal rights index (0–10)

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

Depth of credit information index (0–6)

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

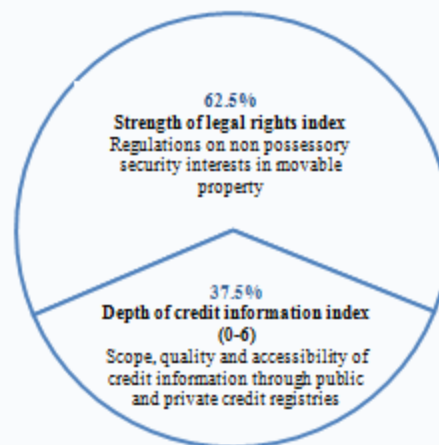
Public credit registry coverage (% of adults)

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

Private credit bureau coverage (% of adults)

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

Getting Credit: collateral rules and credit information



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

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

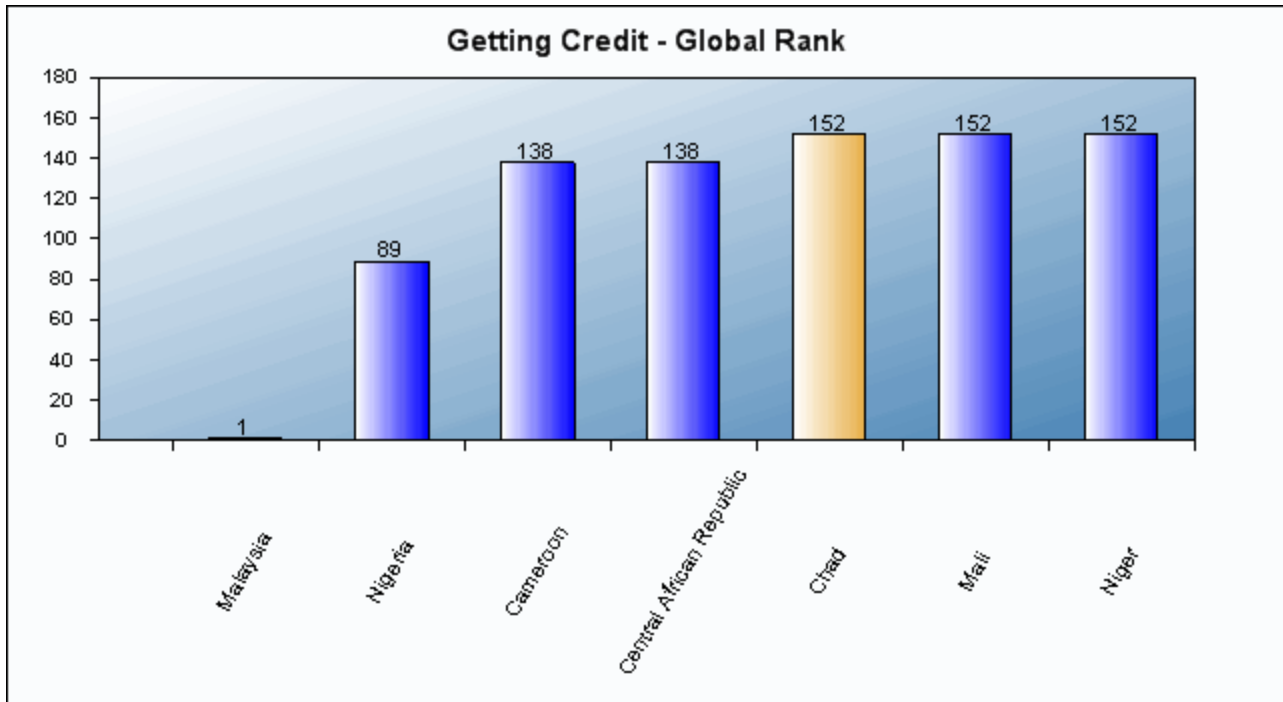
The Debtor

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

1. Benchmarking Getting Credit Regulations:

Chad is ranked 152 overall for Getting Credit.

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



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

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

<i>Selected Economy</i>				
Chad	3	1	0.8	0.0

<i>Comparator Economies</i>				
Cameroon	3	2	2.9	0.0
Central African Republic	3	2	2.0	0.0
Mali	3	1	0.1	0.0
Niger	3	1	0.1	0.0
Nigeria	8	0	0.0	0.0

* The following economies are also good practice economies for :

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

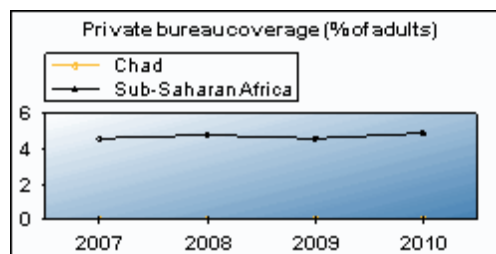
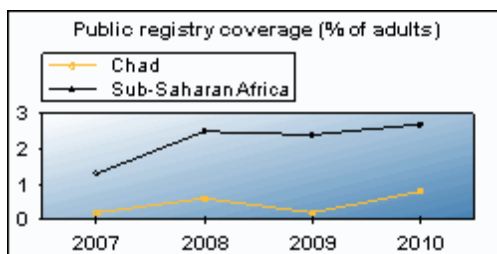
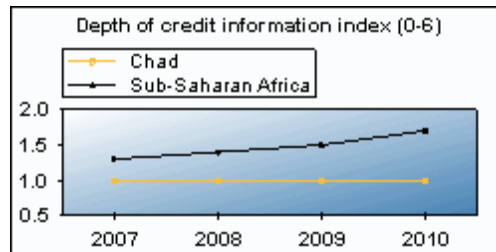
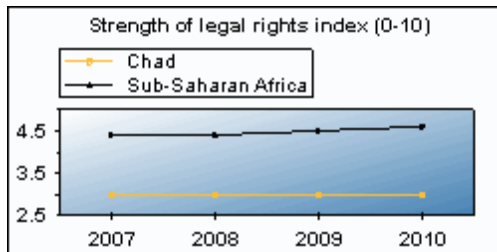
Private bureau coverage (% of adults): Argentina, Australia, Canada, Iceland, Ireland, Norway, Sweden, United Kingdom, United States

27 countries have the highest credit information index.

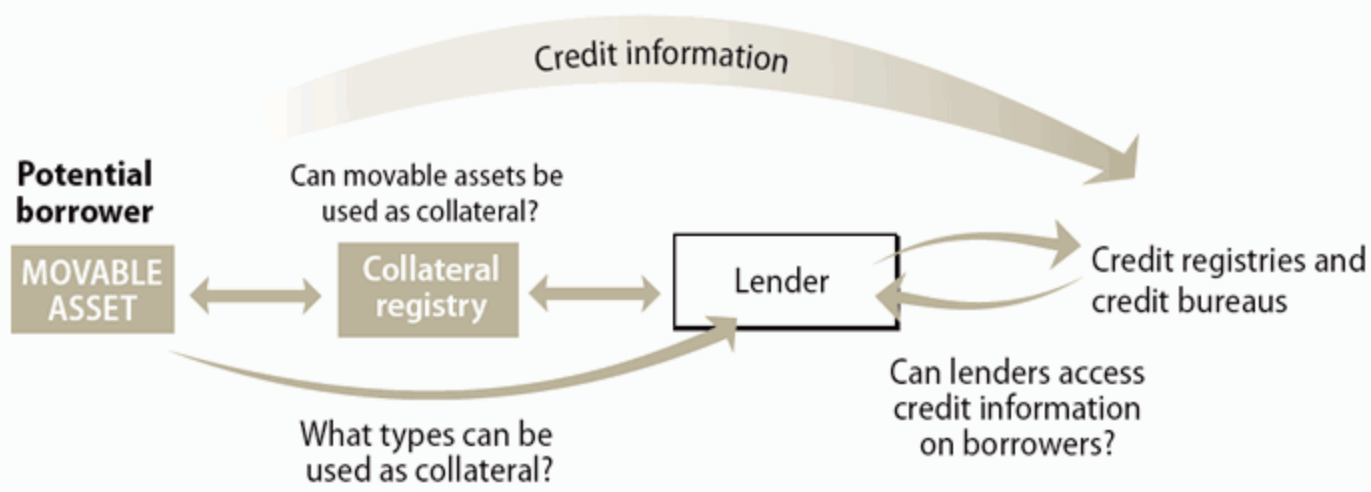
2. Historical data: Getting Credit in Chad

Getting Credit data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	150	152
Strength of legal rights index (0-10)	3	3	3	3
Depth of credit information index (0-6)	1	1	1	1
Private bureau coverage (% of adults)	0.0	0.0	0.0	0.0
Public registry coverage (% of adults)	0.2	0.6	0.2	0.8

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



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



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

Getting Credit Indicators (2010)			Indicator
Private bureau coverage (% of adults)	Private credit bureau	Public credit registry	1
Are data on both firms and individuals distributed?	No	Yes	1
Are both positive and negative data distributed?	No	No	0
Does the registry distribute credit information from retailers, trade creditors or utility companies as well as financial institutions?	No	No	0
Are more than 2 years of historical credit information distributed?	No	No	0
Is data on all loans below 1% of income per capita distributed?	No	No	0
Is it guaranteed by law that borrowers can inspect their data in the largest credit registry?	No	No	0
Coverage	0.0	0.8	
Number of individuals		0	37,805
Number of firms		0	13,693

Can any business use movable assets as collateral while keeping possession of the assets; and any financial institution accept such assets as collateral ?	Yes
Does the law allow businesses to grant a non possessory security right in a single category of movable assets, without requiring a specific description of collateral?	No
Does the law allow businesses to grant a non possessory security right in substantially all of its assets, without requiring a specific description of collateral?	Yes
May a security right extend to future or after-acquired assets, and may it extend automatically to the products, proceeds or replacements of the original assets ?	No
Is a general description of debts and obligations permitted in collateral agreements, so that all types of obligations and debts can be secured by stating a maximum amount rather than a specific amount between the parties ?	Yes
Is a collateral registry in operation, that is unified geographically and by asset type, as well as indexed by the grantor's name of a security right ?	No
Do secured creditors have absolute priority to their collateral outside bankruptcy procedures?	No
Do secured creditors have absolute priority to their collateral in bankruptcy procedures?	No
During reorganization, are secured creditors' claims exempt from an automatic stay on enforcement?	No
Does the law authorize parties to agree on out of court enforcement?	No

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

Some reform outcomes

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

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

What do the Protecting Investors indicators measure?

Extent of disclosure index (0–10)

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

Extent of director liability index (0–10)

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

Ease of shareholder suits index (0–10)

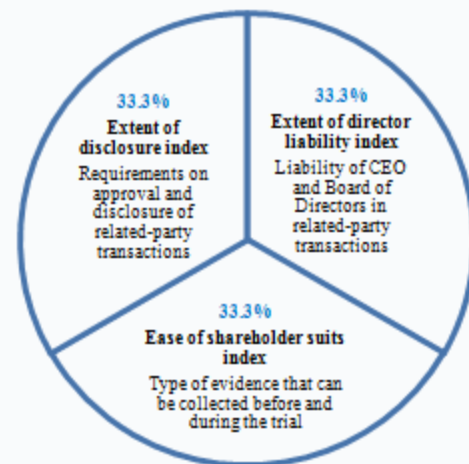
- Documents and information available during trial
- Access to internal corporate documents (directly or through a government inspector)

Strength of investor protection index (0–10)

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

Protecting Investors: minority shareholder rights in related-party transactions

Rankings are based on 3 subindicators



Case Study Assumptions

The business (Buyer):

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

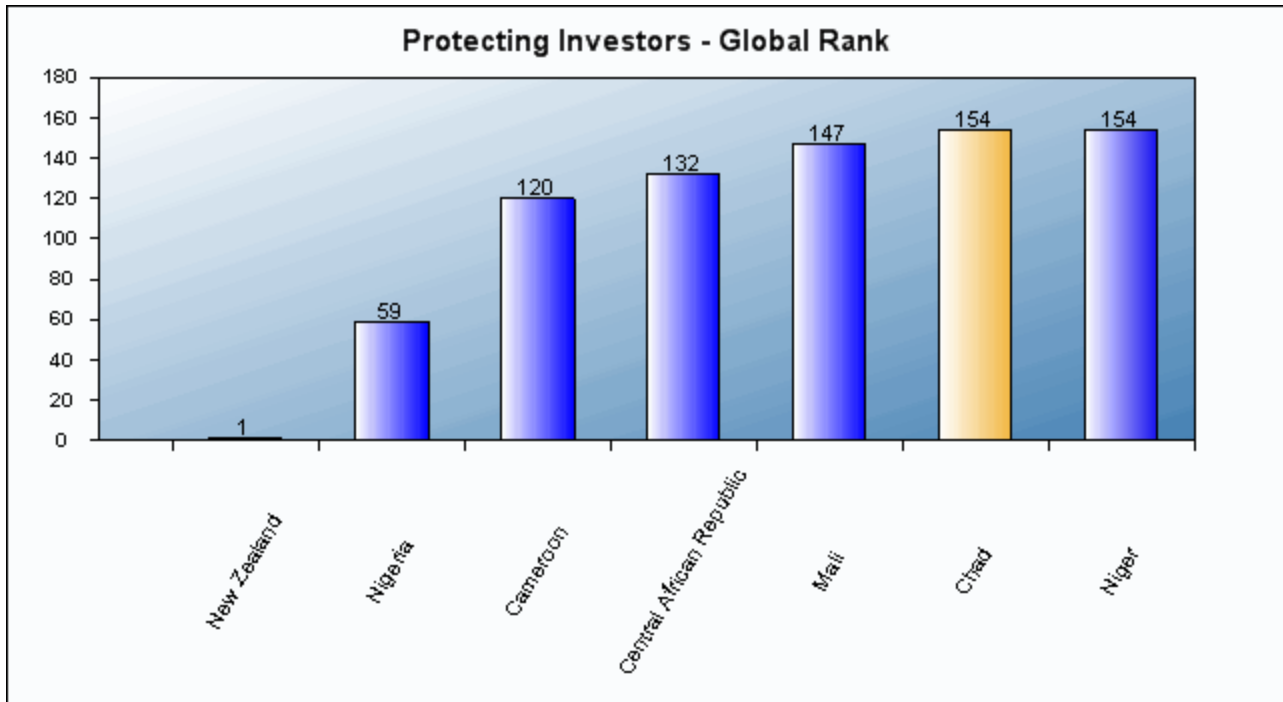
The transaction

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

1. Benchmarking Protecting Investors Regulations:

Chad is ranked 154 overall for Protecting Investors.

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



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

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

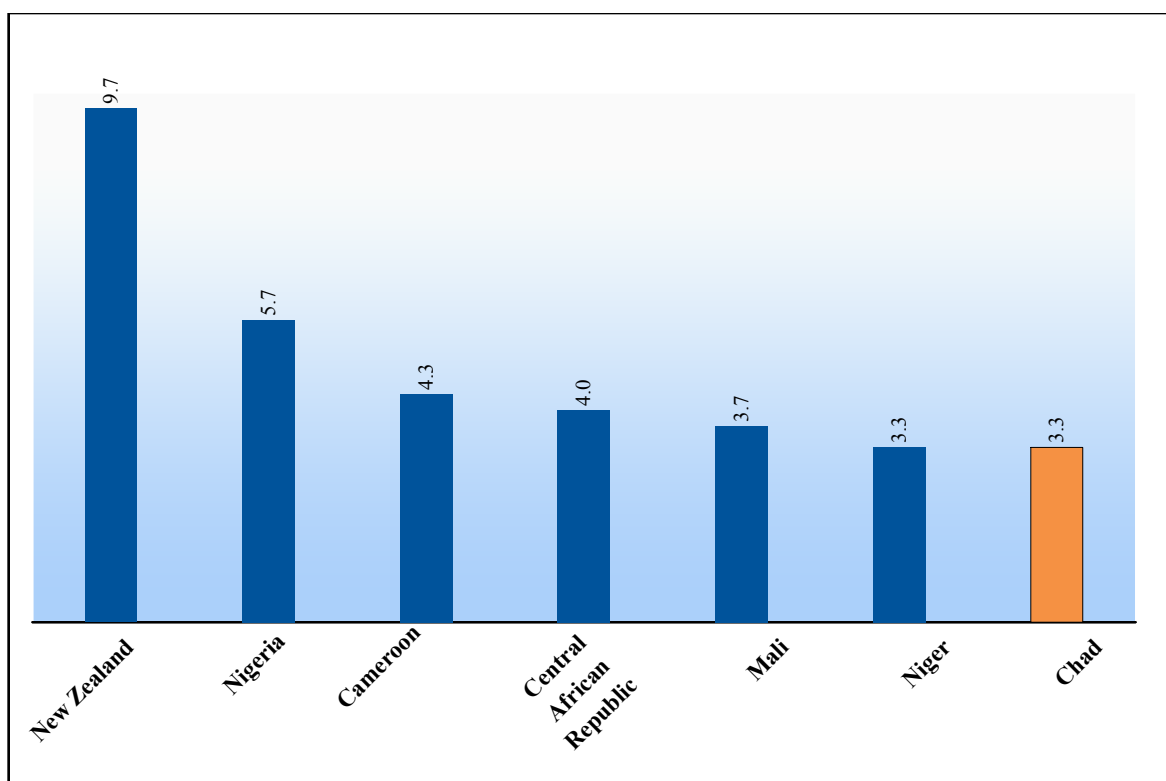
<i>Selected Economy</i>	
Chad	3.3

<i>Comparator Economies</i>	
Cameroon	4.3
Central African Republic	4.0
Mali	3.7
Niger	3.3
Nigeria	5.7

2. Historical data: Protecting Investors in Chad

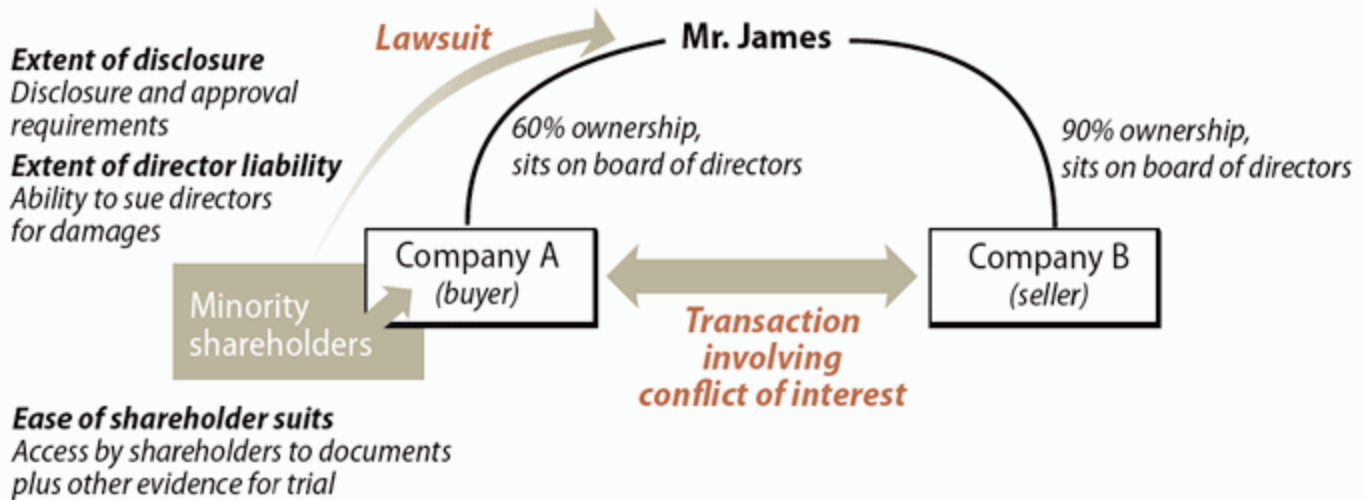
Protecting Investors data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	153	154
Strength of investor protection index (0-10)	3.3	3.3	3.3	3.3

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



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

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



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

Protecting Investors Data (2010)	Indicator
Extent of disclosure index (0-10)	6
What corporate body provides legally sufficient approval for the transaction?	3
Whether immediate disclosure of the transaction to the public and/or shareholders is required?	0
Whether disclosure of the transaction in published periodic filings (annual reports) is required?	2
Whether disclosure of the conflict of interest by Mr. James to the board of directors is required?	1
Whether an external body must review the terms of the transaction before it takes place?	0
Extent of director liability index (0-10)	1
Whether shareholders can hold Mr. James liable for the damage that the Buyer-Seller transaction causes to the company?	0
Whether shareholders can hold the approving body (the CEO or board of directors) liable for the damage that the Buyer-Seller transaction causes to the company?	0
Whether a court can void the transaction upon a successful claim by a shareholder plaintiff?	0
Whether Mr. James pays damages for the harm caused to the company upon a successful claim by the shareholder plaintiff?	0

Whether Mr. James repays profits made from the transaction upon a successful claim by the shareholder plaintiff?	0
Whether fines and imprisonment can be applied against Mr. James?	0
Whether shareholders can sue directly or derivatively for the damage that the Buyer-Seller transaction causes to the company?	1
Ease of shareholder suits index (0-10)	3
Whether the plaintiff can obtain any documents from the defendant and witnesses during trial?	3
Whether the plaintiff can directly question the defendant and witnesses during trial?	0
Whether the plaintiff can request categories of documents from the defendant without identifying specific ones?	0
Whether shareholders owning 10% or less of Buyer's shares can request an inspector to investigate the transaction?	0
Whether the level of proof required for civil suits is lower than that of criminal cases?	0
Whether shareholders owning 10% or less of Buyer's shares can inspect transaction documents before filing suit?	0
Strength of investor protection index (0-10)	3.3

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

Some reform outcomes

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

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

What do the Paying taxes indicators measure?

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

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

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

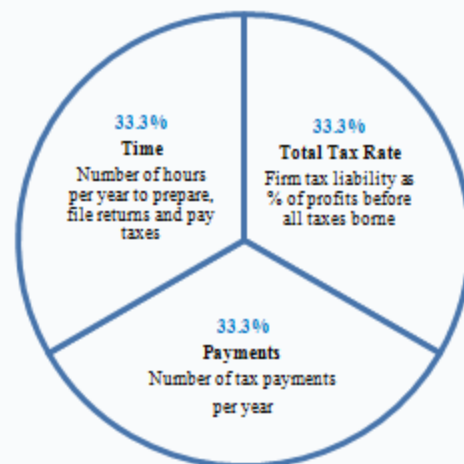
- Collecting information and computing the tax payable
- Completing tax return forms, filing with proper agencies
- Arranging payment or withholding
- Preparing separate tax accounting books, if required

Total tax rate (% of profit)

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

Paying Taxes: tax compliance for a local manufacturing company

Rankings are based on 3 subindicators



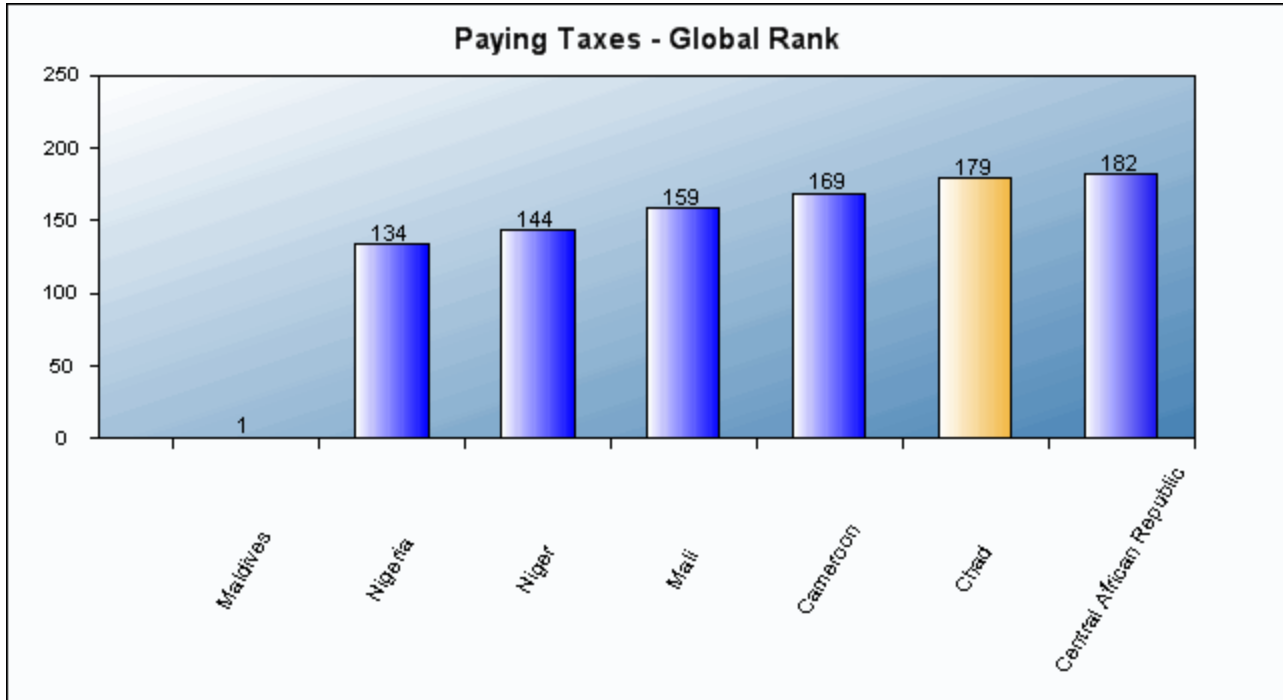
Case Study Assumptions

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

1. Benchmarking Paying Taxes Regulations:

Chad is ranked 179 overall for Paying Taxes.

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



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

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

<i>Selected Economy</i>			
Chad	54	732	65.4

<i>Comparator Economies</i>			
Cameroon	44	654	49.1
Central African Republic	54	504	203.8
Mali	59	270	52.2
Niger	41	270	46.5
Nigeria	35	938	32.2

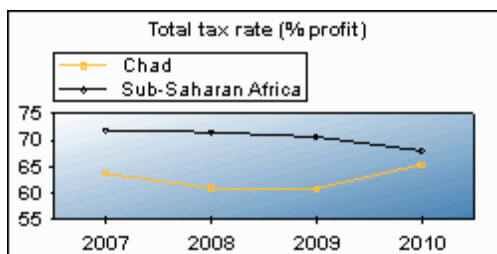
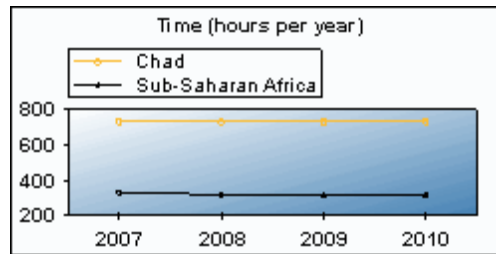
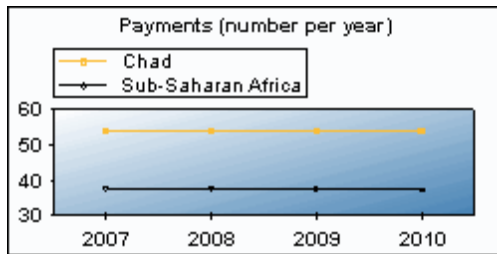
* The following economies are also good practice economies for :

Payments (number per year): Qatar

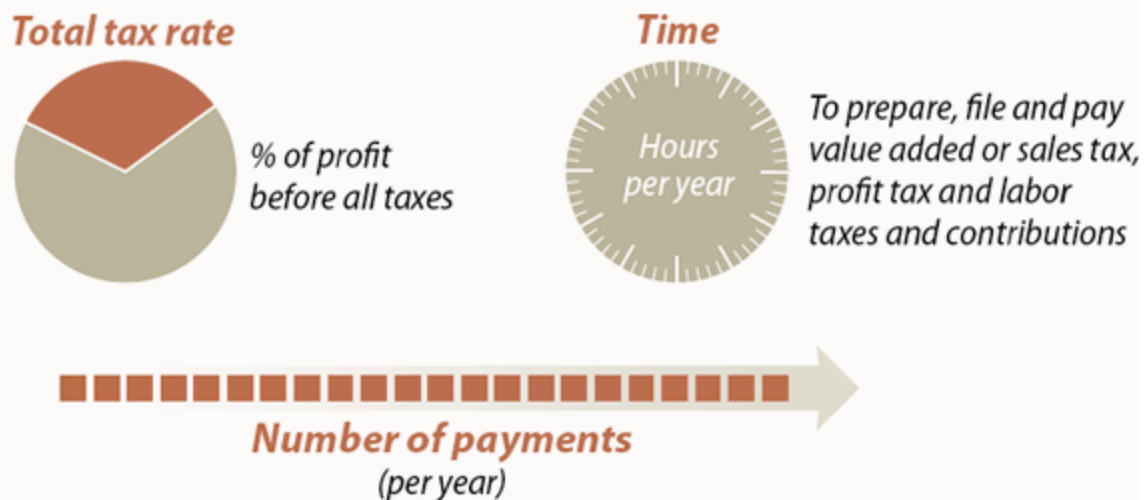
2. Historical data: Paying Taxes in Chad

Paying Taxes data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	177	179
Total tax rate (% profit)	63.7	61.0	60.9	65.4
Payments (number per year)	54	54	54	54
Time (hours per year)	732	732	732	732

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



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



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

Tax or mandatory contribution	Payments (number)	Notes on Payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% profit)	Notes on TTR
Stamp duty	1			CFA Franc 2000-5000	per page		
Value added tax (VAT)	12		216	18.0%	value added		
Tax on rental value	1			10.0%	rental value of immovable assets	0.30	
fuel tax	1				included in the price of fuel	0.40	
Additional business license fee for audiovisual license and other contributions	0	paid jointly		20.0%	business license	0.40	
Property tax	1			12.0%	rental value of assets	1.20	
Apprenticeship tax	0	paid jointly		1.2%	gross salaries	1.40	
Vehicle tax	1			fixed fee	type of vehicle	1.70	

Business license	1		0.1% + additional contributions for audiovisual	turnover	1.80
Payroll tax	12		7.5%	gross salaries	8.50
Social security contributions	12	216	16.5% with an upper limit at XAF 82,500 monthly	gross salaries	18.60
Corporate income tax	12	300	40% on profits or 1.5% on turnover (whichever is higher)	taxable profit	31.30
Totals	54	732			65.4

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

Some reform outcomes

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

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

What do the Trading Across Borders indicators measure?

Trading Across Borders: exporting and importing by ocean transport

Rankings are based on 3 subindicators

Documents required to export and import (number)

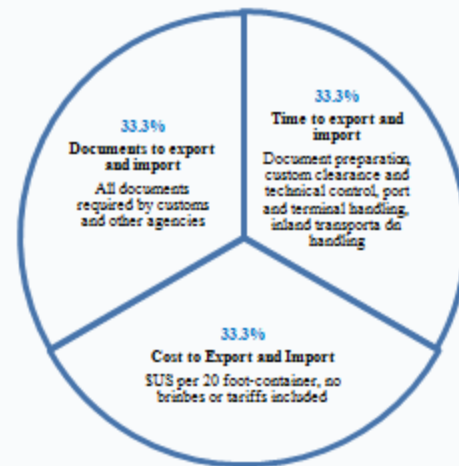
- Bank documents
- Customs clearance documents
- Port and terminal handling documents
- Transport documents

Time required to export and import (days)

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

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

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



Case Study Assumptions

The Business

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

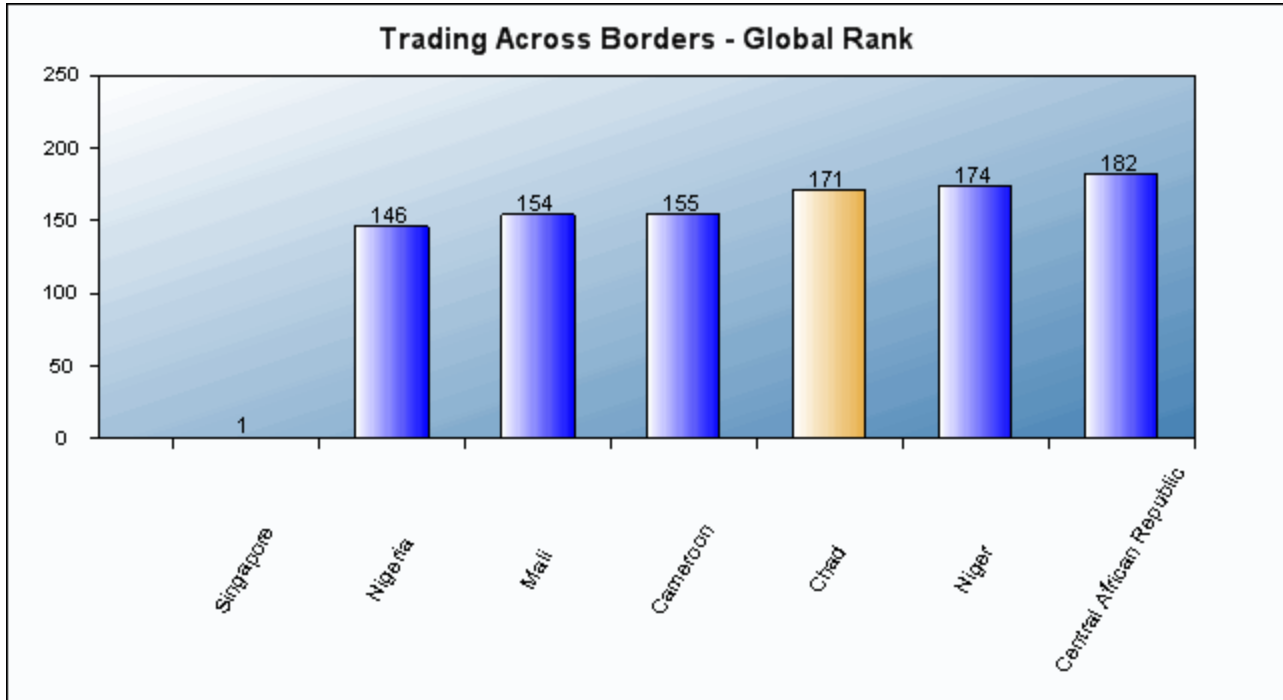
The traded product

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

1. Benchmarking Trading Across Borders Regulations:

Chad is ranked 171 overall for Trading Across Borders.

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



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

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

<i>Selected Economy</i>						
Chad	6	75	5902	10	101	8150

<i>Comparator Economies</i>						
Cameroon	11	23	1379	12	26	1978
Central African Republic	9	54	5491	17	62	5554
Mali	7	26	2202	10	31	3067
Niger	8	59	3545	10	64	3545
Nigeria	10	24	1263	9	39	1440

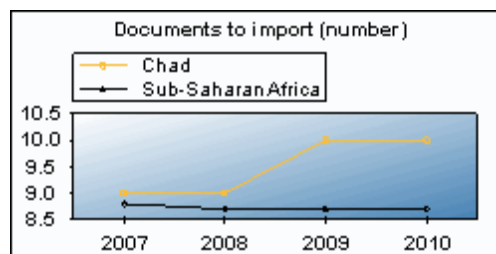
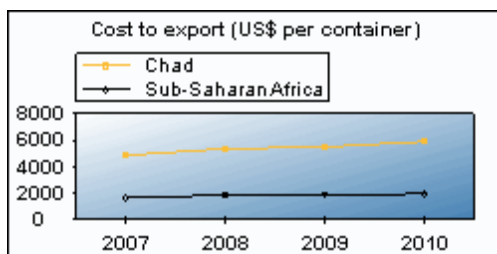
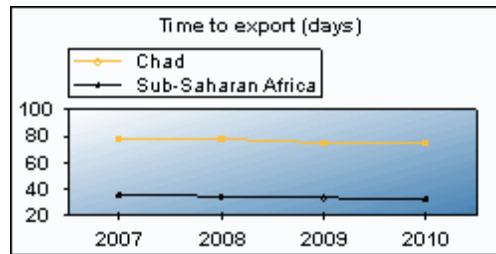
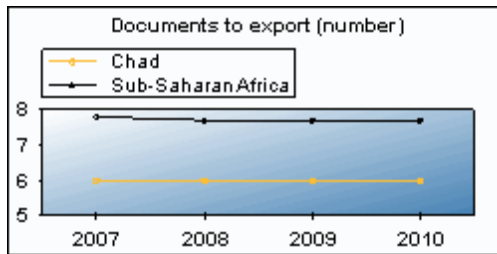
* The following economies are also good practice economies for :

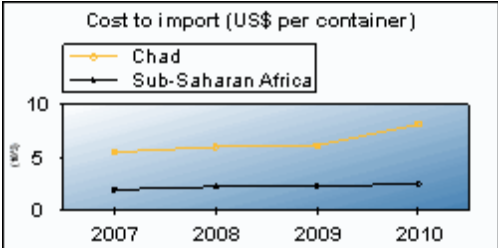
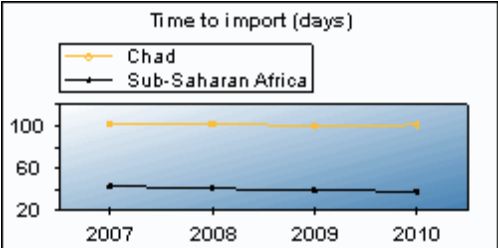
Time to export (days): Estonia

2. Historical data: Trading Across Borders in Chad

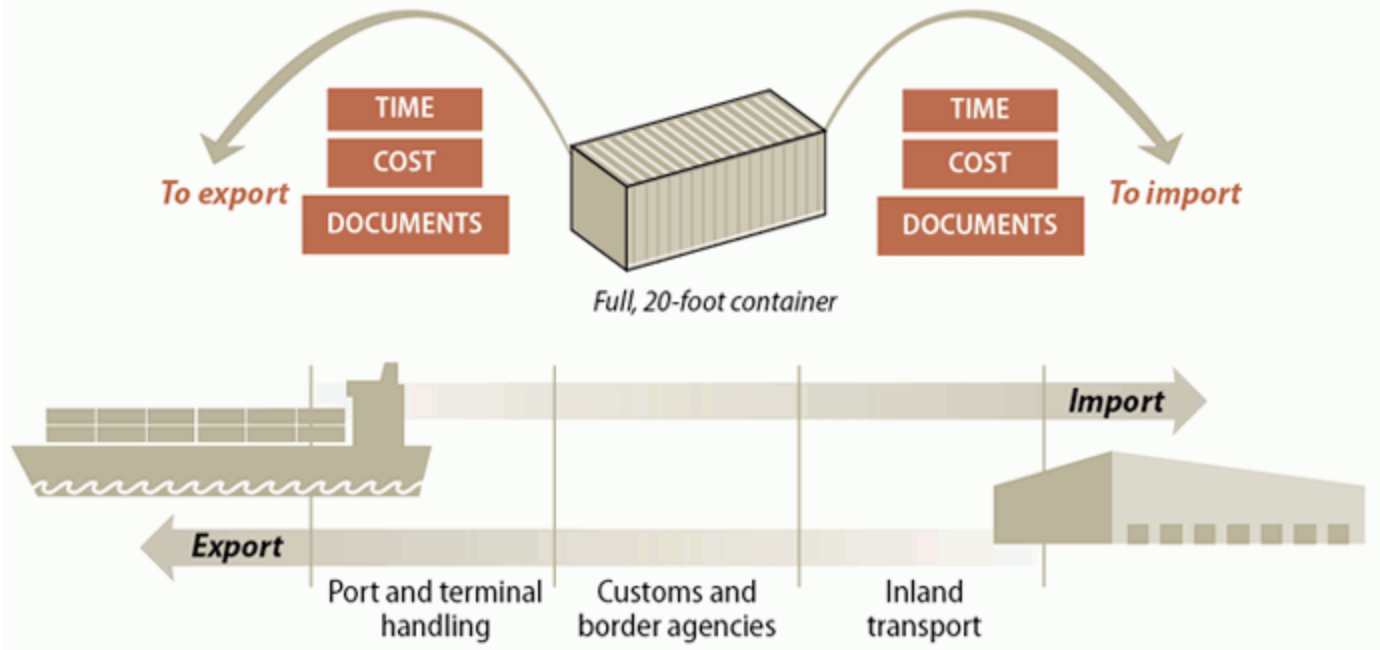
Trading Across Borders data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	172	171
Cost to export (US\$ per container)	4867	5367	5497	5902
Cost to import (US\$ per container)	5520	6020	6150	8150
Documents to export (number)	6	6	6	6
Documents to import (number)	9	9	10	10
Time to export (days)	78	78	75	75
Time to import (days)	102	102	100	101

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





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



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

Nature of Export Procedures (2010)	Duration (days)	US\$ Cost
Documents preparation	39	800
Customs clearance and technical control	3	330
Ports and terminal handling	3	367
Inland transportation and handling	30	4405
Totals	75	5902

Nature of Import Procedures (2010)	Duration (days)	US\$ Cost
Documents preparation	47	1500
Customs clearance and technical control	7	330
Ports and terminal handling	5	320
Inland transportation and handling	42	6000
Totals	101	8150

Documents for Export and Import

Export

- Bill of lading
- Certificate of origin
- Commercial invoice
- Customs export declaration
- Equipment interchange receipt
- Transit document

Import

- Bill of lading
- Cargo release order
- Certificate of origin (CEMAC)
- Commercial invoice
- Customs import declaration
- Form D15 (Transit bond document)
- Import license
- Packing list
- Pre-shipment inspection clean report of findings
- Electronic cargo tracking receipt (BESC)

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

Some reform outcomes

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

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

What do the Enforcing Contracts indicators measure?

Enforcing Contracts: resolving a commercial dispute through the courts

Rankings are based on 3 subindicators

Procedures to enforce a contract (number)

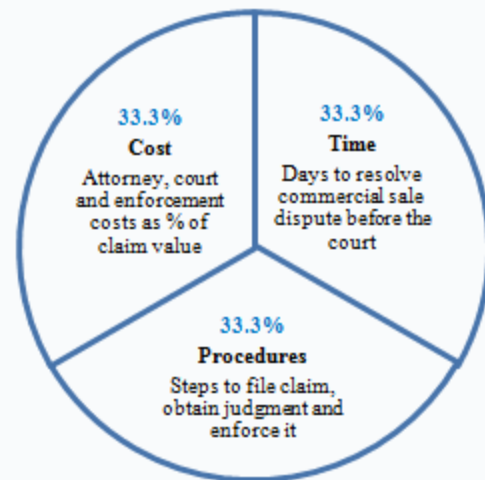
- Any interaction between the parties in a commercial dispute, or between them and the judge or court officer
- Steps to file the case
- Steps for trial and judgment
- Steps to enforce the judgment

Time required to complete procedures (calendar days)

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

Cost required to complete procedures (% of claim)

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



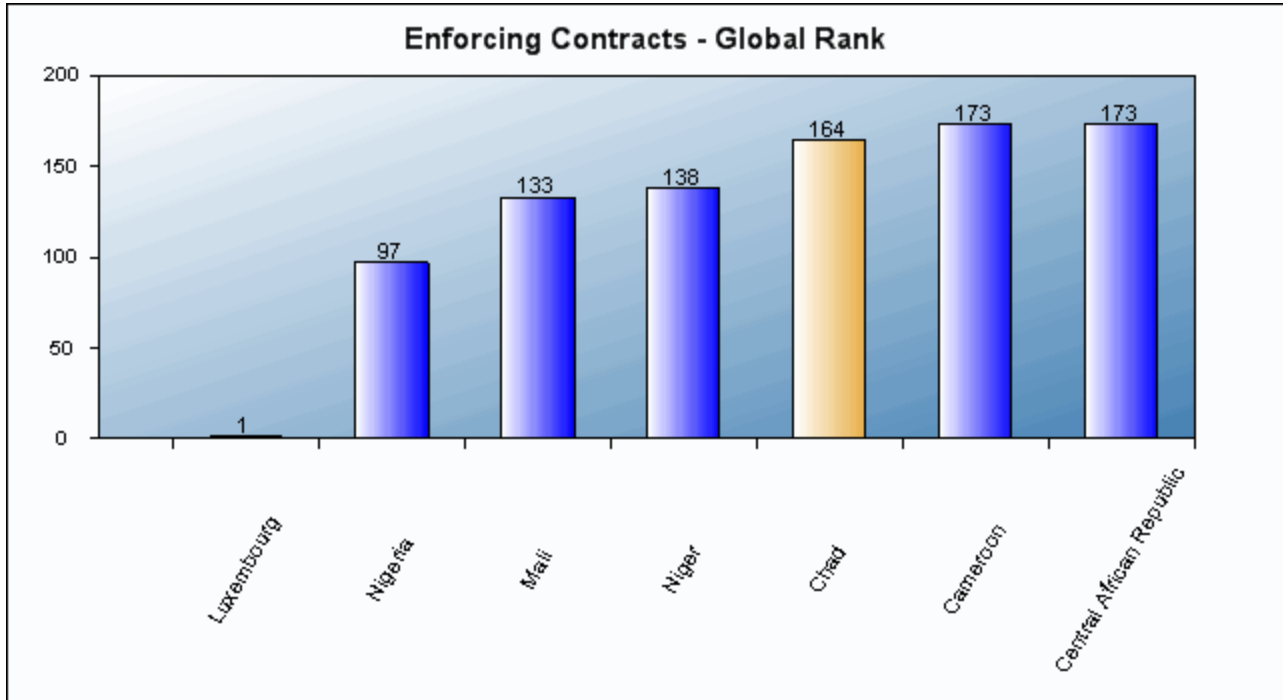
Case Study Assumptions

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

1. Benchmarking Enforcing Contracts Regulations:

Chad is ranked 164 overall for Enforcing Contracts.

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



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

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

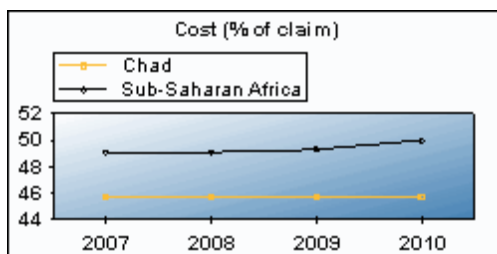
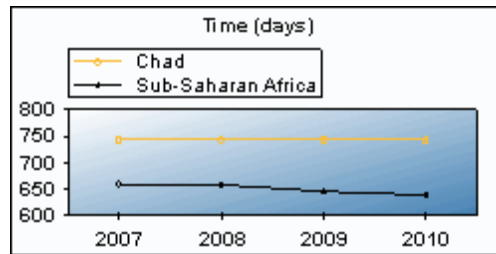
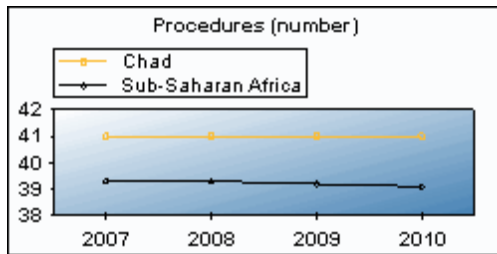
<i>Selected Economy</i>			
Chad	41	743	45.7

<i>Comparator Economies</i>			
Cameroon	43	800	46.6
Central African Republic	43	660	82.0
Mali	36	620	52.0
Niger	39	545	59.6
Nigeria	40	457	32.0

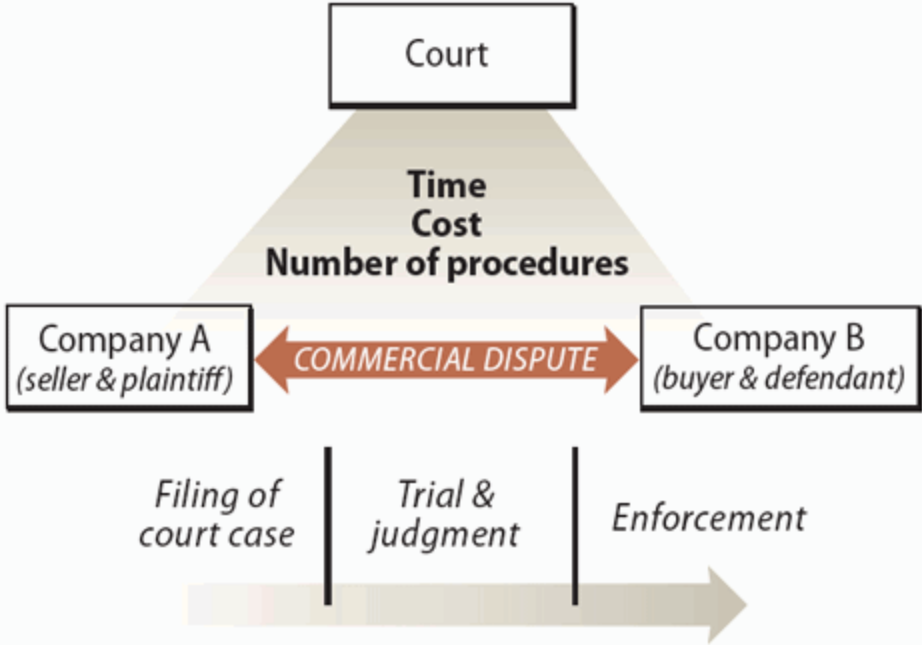
2. Historical data: Enforcing Contracts in Chad

Enforcing Contracts data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	164	164
Procedures (number)	41	41	41	41
Time (days)	743	743	743	743
Cost (% of claim)	45.7	45.7	45.7	45.7

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



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



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

Nature of Procedure (2010)	Indicator
Procedures (number)	41
Time (days)	743
Filing and service	35.0
Trial and judgment	320.0
Enforcement of judgment	388.0
Cost (% of claim)*	45.70
Attorney cost (% of claim)	23.5
Court cost (% of claim)	13.8
Enforcement Cost (% of claim)	8.4

Court information: N'Djamena Commercial Court ("Tribunal de Commerce de N'Djamena")

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

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

Some reform outcomes

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

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

What does the Closing a Business indicator measure?

Closing a Business: insolvency proceedings against local company

Time required to recover debt (years)

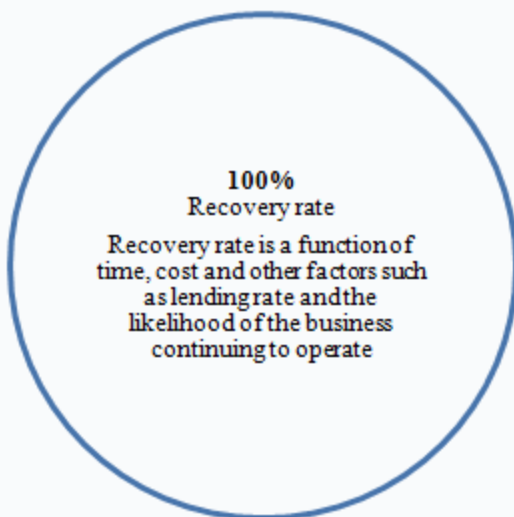
- Measured in calendar years
- Appeals and requests for extension are included

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

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

Recovery rate for creditors (cents on the dollar)

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



Case Study Assumptions

The Company

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

1. Benchmarking Closing Business Regulations:

Chad is ranked 183 overall for Closing a Business.

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



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

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

<i>Selected Economy</i>			
Chad	0.0	no practice	no practice

<i>Comparator Economies</i>			
Cameroon	13.6	3.2	34
Central African Republic	0.0	4.8	76
Mali	24.6	3.6	18
Niger	16.0	5.0	18
Nigeria	26.8	2.0	22

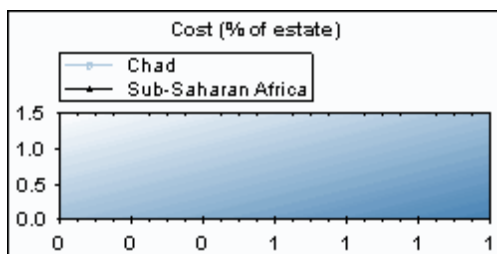
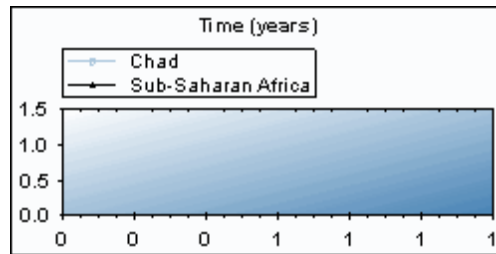
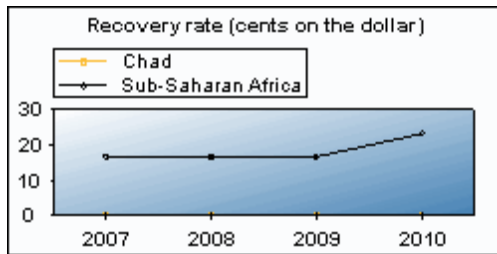
* The following economies are also good practice economies for :

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

2. Historical data: Closing Business in Chad

Closing a Business data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	183	183
Time (years)	no practice	no practice	no practice	no practice
Cost (% of estate)	no practice	no practice	no practice	no practice
Recovery rate (cents on the dollar)	0.0	0.0	0.0	0.0

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



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

The top 10 most-improved in Doing Business 2011

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

 Positive Change
 Negative Change

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

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

Brunei Darussalam	Brunei Darussalam made starting a business easier by improving efficiency at the company registrar and implementing an electronic system for name searches. Brunei Darussalam reduced the corporate income tax rate from 23.5% to 22% while also introducing a lower tax rate for small businesses, ranging from 5.5% to 11%. The introduction of an electronic customs system in Brunei Darussalam made trading easier.
Cameroon	Cameroon made starting a business easier by establishing a new one-stop shop and abolishing the requirement for verifying business premises and its corresponding fees.
Cape Verde	Cape Verde made start-up easier by eliminating the need for a municipal inspection before a business begins operations and computerizing the system for delivering the municipal license. Cape Verde eased property registration by switching from fees based on a percentage of the property value to lower fixed rates. Cape Verde abolished the stamp duties on sales and checks.
Chad	Chad increased taxes on business through changes to its social security contribution rates.
Grenada	Grenada eased business start-up by transferring responsibility for the commercial registry from the courts to the civil administration. The appointment of a registrar focusing only on property cut the time needed to transfer property in Grenada by almost half. Grenada's customs administration made trading faster by simplifying procedures, reducing inspections, improving staff training and enhancing communication with users.
Hungary	Hungary implemented a time limit for the issuance of building permits. Hungary reduced the property registration fee by 6% of the property value. Hungary simplified taxes and tax bases. Amendments to Hungary's bankruptcy law encourage insolvent companies to consider reaching agreements with creditors out of court so as to avoid bankruptcy.
Kazakhstan	Kazakhstan eased business start-up by reducing the minimum capital requirement to 100 tenge (\$0.70) and eliminating the need to have the memorandum of association and company charter notarized. Kazakhstan made dealing with construction permits easier by implementing a one-stop shop related to technical conditions for utilities. Kazakhstan strengthened investor protections by requiring greater corporate disclosure in company annual reports. Kazakhstan speeded up trade through efforts to modernize customs, including implementation of a risk management system and improvements in customs automation.
Mali	Mali eased construction permitting by implementing a simplified environmental impact assessment for noncomplex commercial buildings. Mali eased property transfers by reducing the property transfer tax for firms from 15% of the property value to 7%. Mali eliminated redundant inspections of imported goods, reducing the time for trading across borders.
Niger	Niger reduced its corporate income tax rate.
Peru	Peru eased business start-up by simplifying the requirements for operating licenses and creating an online one-stop shop for business registration. Peru streamlined construction permitting by implementing administrative reforms. Peru introduced fast-track procedures at the land registry, cutting by half the time needed to register property. Peru made trading easier by implementing a new web-based electronic data interchange system, risk-based inspections and payment deferrals.
Rwanda	Rwanda made dealing with construction permits easier by passing new building regulations at the end of April 2010 and implementing new time limits for the issuance of various permits. Rwanda enhanced access to credit by allowing borrowers the right to inspect their own credit report and mandating that loans of all sizes be reported to the central bank's public credit registry. Rwanda reduced the number of trade documents required and enhanced its joint border management procedures with Uganda and other neighbors, leading to an improvement in the trade logistics environment.
Tajikistan	Tajikistan made starting a business easier by creating a one-stop shop that consolidates registration with the state and the tax authority. Tajikistan strengthened investor protections by requiring greater corporate disclosure in the annual report and greater access to corporate information for minority investors. Tajikistan lowered its corporate income tax rate.

Vietnam

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

Zambia

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



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