

**Doing
Business
in**

**Small Island
Developing
States 2008**

COMPARING REGULATION ACROSS 32 ECONOMIES AND WITH 178 ECONOMIES

Doing
Business

Doing
Business

in

Small Island
Developing
States 2008

Doing
Business

COMPARING REGULATION ACROSS 32 ECONOMIES AND WITH 178 ECONOMIES

A copublication of the World Bank and the International Finance Corporation

© 2008 The International Bank for Reconstruction and Development / The World Bank
1818 H Street NW
Washington, D.C. 20433
Telephone 202-473-1000
Internet www.worldbank.org
E-mail feedback@worldbank.org

All rights reserved.

1 2 3 4 5 09 08 07 06

A copublication of the World Bank and the International Finance Corporation.

This volume is a product of the staff of the World Bank Group. The findings, interpretations and conclusions expressed in this volume do not necessarily reflect the views of the Executive Directors of The World Bank or the governments they represent. The World Bank Group does not guarantee the accuracy of the data included in this work.

Publication supported by the Government of Iceland under the Island Growth Initiative. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the Government of Iceland.

Rights and Permissions

The material in this publication is copyrighted. Copying and/or transmitting portions or all of this work without permission may be a violation of applicable law. The World Bank Group encourages dissemination of its work and will normally grant permission to reproduce portions of the work promptly.

For permission to photocopy or reprint any part of this work, please send a request with complete information to the Copyright Clearance Center Inc., 222 Rosewood Drive, Danvers, MA 01923, USA; telephone: 978-750-8400; fax: 978-750-4470; Internet: www.copyright.com.

All other queries on rights and licenses, including subsidiary rights, should be addressed to the Office of the Publisher, The World Bank, 1818 H Street NW, Washington, DC 20433, USA; fax: 202-522-2422; e-mail: pubrights@worldbank.org.

Additional copies of *Doing Business 2008*, *Doing Business 2007: How to Reform*, *Doing Business in 2006: Creating Jobs*, *Doing Business in 2005: Removing Obstacles to Growth* and *Doing Business in 2004: Understanding Regulation* may be purchased at www.doingbusiness.org.

Contents

Doing Business in Small Island Developing States is a report drawing on the data of the global *Doing Business* project and database, as well as the findings of *Doing Business 2008*, an annual report published by the World Bank and the International Finance Corporation. *Doing Business* analyzes government regulations that enhance business activity and those that constrain it in 178 countries, including 32 SIDS economies: Antigua and Barbuda, Belize, Cape Verde, Comoros, Dominica, Dominican Republic, Fiji, Grenada, Guinea-Bissau, Guyana, Haiti, Jamaica, Kiribati, Maldives, Marshall Islands, Mauritius, Micronesia, Palau, Papua New Guinea, Samoa, São Tomé and Príncipe, Singapore, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Seychelles, Solomon Islands, Suriname, Timor-Leste, Tonga, Trinidad and Tobago and Vanuatu.

Regulations affecting 10 areas of everyday business are measured: starting a business, dealing with licenses, employing workers, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts and closing a business. The indicators are used to analyze economic outcomes and identify what reforms have worked, where and why. Comparisons with other countries in this report are based on the indicators in *Doing Business 2008*: Other areas important to business—such as a country’s proximity to large markets, quality of infrastructure services (other than services 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*.

This report is the result of requests by the Government of Iceland. It was produced with support from the Island Growth Initiative of the Government of Iceland.

Overview	1
Doing business topics	9
Ease of doing business	20
Reforming contract enforcement in Tonga	23
What to expect	26
Doing Business indicators	29
Country tables	35
Acknowledgments	67

Overview

If you were opening a new business in Guinea-Bissau, the startup procedures would take 233 days. In Mauritius, it takes only 7 days. If your company were to comply with all tax requirements in Jamaica, it would take 72 separate payments and 414 administrative hours per year. The same firm would make only 1 payment in Maldives. And if you needed to take a customer to court in Timor-Leste, resolving the dispute would take an average of 1,800 days. In Singapore the same case could be resolved in just 120 days.

Many governments have taken action to create a better regulatory environment in both rich and emerging economies. Two hundred reforms affecting business regulations—including 18 in Small Island Developing States (SIDS)—were introduced between April 2006 and June 2007. Reform can ease the bureaucratic burden on all businesses—small and large, domestic and foreign, rural and urban. By providing easy start-up requirements and strong property rights, any business will have the opportunity to thrive.

Doing Business 2008 ranks 178 economies on the ease of doing business based on 10 indicators of business regulation. Singapore tops the aggregate rankings for the second year. The rest of the top 30, in order, are New Zealand, the United States, Hong Kong (China), Denmark, the United Kingdom, Canada, Ireland, Australia, Iceland, Norway, Japan, Finland, Sweden, Thailand, Switzerland, Estonia, Georgia, Belgium, Germany, the Netherlands, Latvia, Saudi Arabia, Malaysia, Austria, Lithuania, Mauritius, Puerto Rico, Israel and Korea.

Mauritius, ranked 27th globally and 2nd among the SIDS economies, became the highest ranked African country, surpassing South Africa on the overall ease of doing business (Table 1). Mauritius ranks higher than Korea, France (31st), Chile (33rd) and Portugal (37th) on the *Doing Business* measurements. It ranks in the top 10 worldwide for the ease of starting a business and places 11th on the ease of paying taxes. This success is due to the government's long-term efforts to remove regulatory red tape.

Twenty of the 32 small states included in the global *Doing Business* sample rank in the top half on the ease of doing business. Small states perform well on the ease of starting a business, dealing with licenses, employing workers,

paying taxes and trading across borders. More can be done. Few small states make it easy to register property, get credit, enforce contracts or close a business.

What get measured gets done.

New indicators on business regulations in *Doing Business*—and from other sources—allow countries to identify bottlenecks and compare their performance with other countries. This inspires competition—no one likes looking worse than their neighbors. In 2000, EU countries agreed to track the time and cost to start a business. Since then, every EU country has made startup easier. The effect is even stronger when measurement is linked to financial incentives. When the United States' Millennium Challenge Account (MCA) made eligibility for funding dependent on the ease of business startup, many countries started reforms.

Publishing comparative data on the ease of doing business inspires governments to reform. Since its start in October 2003 the *Doing Business* project has inspired or informed 113 reforms around the world. The indicators presented in this report pinpoint the bottlenecks entrepreneurs face when complying with business regulations. They also provide examples of effective reforms that can eliminate these bottlenecks, borrowing from the best practices worldwide. And as the news about reform spreads, there is more interest in replicating success stories.

A low ranking in the ease of contract enforcement in the 2006 World Bank *Doing Business* report prompted Tonga's government to seek remedial action. In September 2007, the *Doing Business 2008* report highlighted that Tonga's Supreme Court had cut the average time to enforce contracts from 510 days to 350. While this does not make the court the world's fastest, the vast improvement ensured the country the title of top reformer in the category of contract enforcement. Striking out close to 100 percent of dormant cases, placing others on a strict timetable, introducing mediation, and increasing the jurisdiction of the Magistrate's Court was achieved in just over one year.

TABLE 1

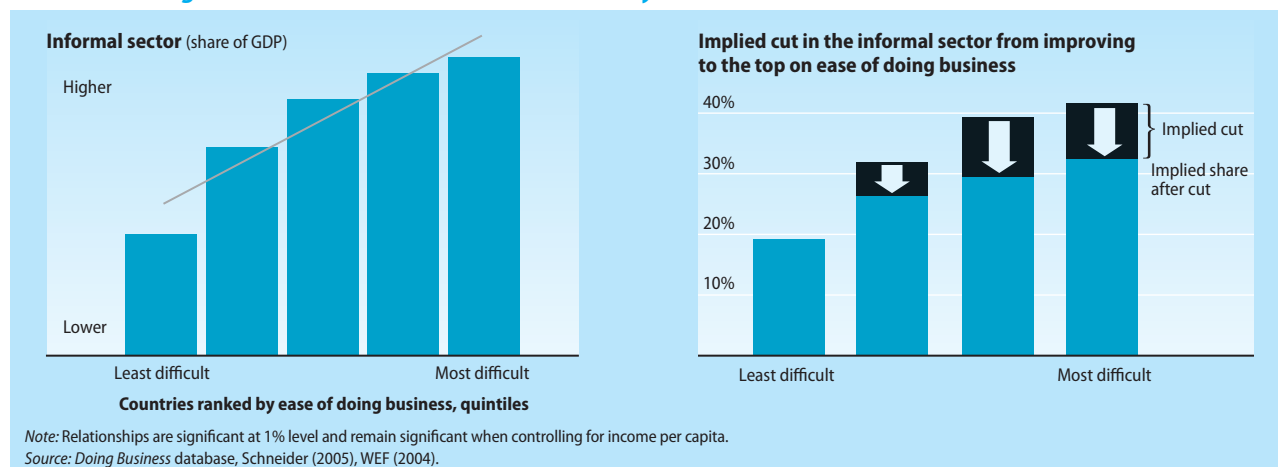
Rankings on the ease of doing business, 2008, Small Island Developing States and global

SIDS rank	Global rank	Economy	SIDS rank	Global rank	Economy	SIDS rank	Global rank	Economy
1	1	Singapore	10	61	Samoa		121	Honduras
	2	New Zealand	11	62	Vanuatu		122	Brazil
	3	United States	12	63	Jamaica		123	Indonesia
	4	Hong Kong, China	13	64	St. Kitts and Nevis		124	Lesotho
	5	Denmark		65	Panama		125	Algeria
	6	United Kingdom		66	Colombia		126	Egypt
	7	Canada	14	67	Trinidad and Tobago		127	Malawi
	8	Ireland		68	United Arab Emirates		128	Ecuador
	9	Australia		69	El Salvador		129	Morocco
	10	Iceland	15	70	Grenada		130	Tanzania
	11	Norway		71	Kazakhstan		131	Gambia
	12	Japan		72	Kenya	26	132	Cape Verde
	13	Finland	16	73	Kiribati		133	Philippines
	14	Sweden		74	Poland		134	Mozambique
	15	Thailand		75	Macedonia, FYR		135	Iran
	16	Switzerland		76	Pakistan		136	Albania
	17	Estonia	17	77	Dominica		137	Syria
	18	Georgia		78	Brunei		138	Uzbekistan
	19	Belgium	18	79	Solomon Islands		139	Ukraine
	20	Germany		80	Jordan		140	Bolivia
	21	Netherlands		81	Montenegro		141	Iraq
	22	Latvia	19	82	Palau	27	142	Suriname
	23	Saudi Arabia		83	China		143	Sudan
	24	Malaysia	20	84	Papua New Guinea		144	Gabon
	25	Austria		85	Lebanon		145	Cambodia
	26	Lithuania		86	Serbia		146	Djibouti
2	27	Mauritius		87	Ghana	28	147	Comoros
	28	Puerto Rico		88	Tunisia	29	148	Haiti
	29	Israel	21	89	Marshall Islands		149	Madagascar
	30	Korea	22	90	Seychelles		150	Rwanda
	31	France		91	Vietnam		151	Benin
	32	Slovakia		92	Moldova		152	Zimbabwe
	33	Chile		93	Nicaragua		153	Tajikistan
3	34	St. Lucia		94	Kyrgyz Republic		154	Cameroon
	35	South Africa		95	Swaziland		155	Côte d'Ivoire
4	36	Fiji		96	Azerbaijan		156	Togo
	37	Portugal		97	Croatia		157	Mauritania
	38	Spain		98	Uruguay		158	Mali
	39	Armenia	23	99	Dominican Republic		159	Afghanistan
	40	Kuwait		100	Greece		160	Sierra Leone
5	41	Antigua and Barbuda		101	Sri Lanka		161	Burkina Faso
	42	Luxembourg		102	Ethiopia		162	Senegal
	43	Namibia		103	Paraguay	30	163	São Tomé and Príncipe
	44	Mexico	24	104	Guyana		164	Lao PDR
	45	Hungary		105	Bosnia and Herzegovina		165	Equatorial Guinea
	46	Bulgaria		106	Russia		166	Guinea
6	47	Tonga		107	Bangladesh		167	Angola
	48	Romania		108	Nigeria	31	168	Timor-Leste
	49	Oman		109	Argentina		169	Niger
	50	Taiwan, China		110	Belarus		170	Liberia
	51	Botswana		111	Nepal		171	Eritrea
	52	Mongolia	25	112	Micronesia		172	Venezuela
	53	Italy		113	Yemen		173	Chad
7	54	St. Vincent and the Grenadines		114	Guatemala		174	Burundi
	55	Slovenia		115	Costa Rica		175	Congo, Rep.
	56	Czech Republic		116	Zambia	32	176	Guinea-Bissau
	57	Turkey		117	West Bank and Gaza		177	Central African Republic
	58	Peru		118	Uganda		178	Congo, Dem. Rep.
8	59	Belize		119	Bhutan			
9	60	Maldives		120	India			

Note: The rankings for all economies are benchmarked to June 2007 and reported in the Country tables. Rankings on the ease of doing business are the average of the country rankings on the 10 topics covered in *Doing Business 2008*. See Ease of doing business for details.

Source: *Doing Business* database.

FIGURE 1

The ease of doing business is associated with less informality

In 2006, Mauritius targeted making the top 10 list by 2009 and has since used *Doing Business* indicators as benchmarks of its progress. It has targeted several areas of reform. Over the last two years Mauritius has reformed in 7 of the 10 areas *Doing Business* measures—one of the most dedicated reform efforts (by governments) that the project has seen worldwide.

Reforms can improve competitiveness, reduce informality

Two hundred reforms affecting business regulations—including 18 in Small Island Developing States—were introduced between April 2006 and June 2007. Reform can ease the bureaucratic burden on all businesses: small and large, domestic and foreign, rural and urban. Reforms allow firms to grow faster and create jobs in the formal sector. Improving a country's performance on the *Doing Business* indicators to the level of the top 30 countries is associated with a 9 percentage point fall in the informal sector's share of GDP (Figure 1).

Rankings on the ease of doing business do not tell the whole story. The indicator is limited in scope: it covers only business regulations. It does not account for a country'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 strength of institutions. Still, a high ranking on the ease of doing business does mean that the government has created a regulatory environment conducive to operating a business.

It also means fewer opportunities for corruption—as each point of contact between the entrepreneur and a bureaucrat is an opportunity for a bribe exchange. Yet good regulatory performance is not a function of wealth: poorer economies can—and frequently do—perform better than richer economies on *Doing Business* indicators.

A hypothetical improvement on all aspects of the *Doing Business* indicators to reach the level of the top quartile of countries is associated with an estimated 1.4 to 2.2 percentage points in annual economic growth. This is after controlling for other factors, such as income, government expenditure, investment, education, inflation, conflict, and geographic regions. In contrast, improving to the level of the top quartile of countries on macroeconomic and education indicators is associated with 0.4 to 1.0 additional percentage points in growth.

The gains come from 2 sources. First, businesses spend less time and money on dealing with regulations and chasing after scarce sources of finance. Instead, they spend their energies on producing and marketing their goods. The association between reforms and business profitability is best seen in the increase in equity market returns (Figure 2). Second, the government spends fewer resources regulating and more providing basic social services.

FIGURE 2

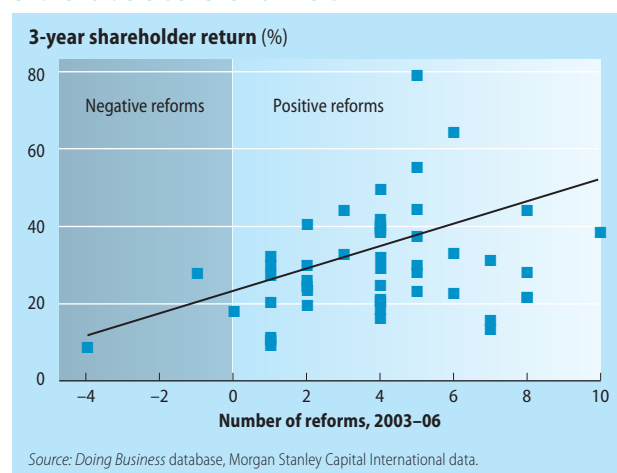
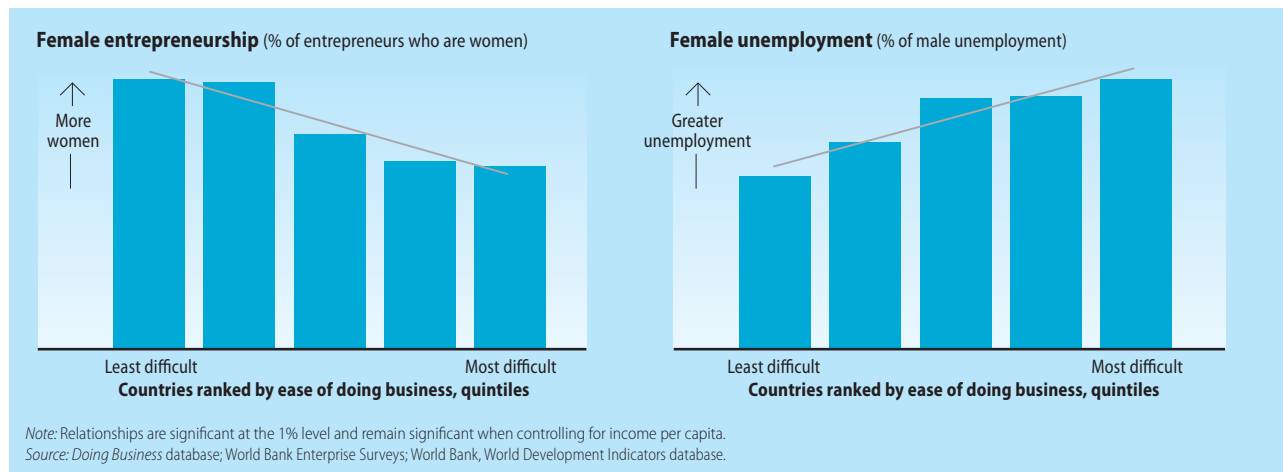
Shareholders benefit from reform

FIGURE 3

Greater ease of doing business, more women entrepreneurs and workers**Opportunities for women**

Women and young workers benefit the most from reforms. Both groups account for a large share of the unemployed (Figure 3). Women are 3 times as likely as men to be hired informally in most developing countries. In these jobs they receive no social benefits. And if they are abused by their employer, they have limited legal recourse.

Reform can change this, by making it easier for formal businesses to create more jobs. Reform also expands the reach of regulation by bringing businesses and workers into the formal sector. There, workers can have health insurance and pension benefits. Businesses pay some taxes, products are subject to quality standards, and businesses can more easily obtain bank credit or use courts to resolve disputes. Countries with higher scores on the ease of doing business have larger shares of women in the ranks of both entrepreneurs and workers.

Consider Uganda. Complex start-up regulations created more contact between entrepreneurs and public officials—and more chances for bribery. Women were seen as easy targets: 43% of female entrepreneurs reported harassment from government officials, while only 25% of all entrepreneurs did. When reformers simplified business start-up, business registrations shot up. The increase in first-time business owners was 33% higher for women than men.

Who is reforming?

Last year, 11 SIDS economies introduced 20 reforms—18 of which made it easier to do business, and 2 negative reforms.

Doing business has become easier in some parts of Africa—24 African countries implemented 49 reforms. In the regional rankings on the pace of reform, however, Africa fell

from third place to fifth, overtaken by South Asia and by the Middle East and North Africa. Three SIDS economies in Africa introduced 8 positive reforms affecting at least one *Doing Business* indicator.

Mauritius, already one of the world's most business-friendly countries, made it even easier to do business in 7 areas. A three-year program is harmonizing the tax system and ultimately will create a single corporate tax rate with few tax credits or tax holidays. Other reforms reduced the property registration fee to 5 percent of the property value and simplified construction permitting. A central database now links the company registry with tax, social security, and local authorities—shortening business start-up to just one week. A new risk management system accelerated customs clearance for low-risk importers. And a new law will help creditors recover their debt faster in bankruptcy cases.

Some other SIDS economies in Africa have followed the suit: Seychelles reduced the tax burden on companies by simplifying the tax structure and decreasing rates. Guinea Bissau reduced the cost of registering property by reducing the registration or transfer tax. These measures were in part motivated by the desire of this country to reach the Millennium Challenge Corporation eligibility threshold. Cape Verde, Comoros and Saõ Tomé and Príncipe did not reform.

East Asia and the Pacific ranks second-to-last among regions on the pace of business reform, according to *Doing Business 2008*. Ten countries in the region, including three SIDS economies implemented positive reforms. Fiji's reform results in judges focusing exclusively on deciding legal disputes. A magistrate called a "Master" was appointed to deal with all other matters, such as assessing damages after liability has been established. In June 2006, the High Court Rules were amended to reflect the new role and responsibilities of

the Master.

Micronesia implemented its first secured transactions law and also launched a unified online registry for all security rights in movable property. The registry covers all types of creditors and debtors. Timor-Leste eliminated approvals by the Ministry of Land, expediting starting a business by 10 days.

Tonga cut the time to enforce contracts from 510 days to 350, transferring 90% of all cases—criminal, commercial and land—from paper to computer. Cases are now monitored daily through a computerized spreadsheet system. Tonga also adopted new procedural rules for the Supreme Court and the Magistrates Court and it increased the threshold for the Magistrates Courts.

Not all reforms were positive. Vanuatu made it more costly to register property. The cost to apply for registration of the Deed of Transfer at the Department of Lands Records increased from 2% to 6% of property value. Palau, Papua New Guinea, Samoa, Kiribati, Maldives, Marshall Islands and Solomon Islands did not reform any regulations covered by the *Doing Business* indicators.

The slowdown in reform across Latin America and the Caribbean could be a result of a busy election year: 13 countries saw new governments sworn in. Earlier analysis by *Doing Business* suggests that the pace of reform may pick up next year, as nearly 85 percent of reforms take place during the first 15 months a new government is in office. In 2006/07 it was the world's slowest reforming region, according to *Doing Business 2008*. Overall, the region saw 26 positive reforms, including 6 in SIDS economies—but also six changes that made countries less friendly to business, including 1 in a SIDS economy.

Dominican Republic has been successful in streamlining procedures; by simplifying the name registration process and introducing online tax registration, the time to start a business has been reduced from 72 to 22 days. The government abolished the requirement for consular notarization

of import documents. A new property law and the reform of the registry cut property registration from 107 to 60 days. One change made doing business in the Dominican Republic more costly—total tax rate payable by businesses was increased by 3.7%.

Haiti decreased the time to register property from over two years to 405 days by decreasing time to register at the tax authorities. Time to register the sale contract has been halved and is now 6 months to one year. Trinidad and Tobago now includes utility companies as providers of information to credit bureaus increasing the credit information index. In addition, the corporate income tax rate decreased from 30% to 25%. Belize, Dominica, Grenada and Guyana did not reform.

South Asia picked up the pace of regulatory reform over the past year to become the second-fastest reforming region in the world, on par with the speed of reform in the countries of the OECD. In 2006-2007 two-thirds of countries in South Asia had at least one reform. Maldives, although the top-ranking country in the region, did not reform.

What to reform in SIDS economies

As a group of countries, SIDS economies perform well in three *Doing Business* areas: dealing with licenses, employing workers and paying taxes; and relatively well on the ease of starting a business, protecting investors and trading across borders. Priorities for most reform in Small Island Developing States are: closing a business, getting credit, registering property and enforcing contracts (Table 2).

SIDS countries can learn from each other. If they were to adopt the practices of each top performer in the region on the ten areas measured by *Doing Business*, they would rank second globally on the overall ease of doing business. This means adopting Mauritius's company start-up regulations and investor protections, St. Vincent and the Grenadines' licensing requirements, Marshall Islands' flexible labor regulations, Palau's efficient property transfer, Singapore's credit

TABLE 2
Reform priorities for SIDS economies by region

Number of economies	Region	Area of reform (highest priority =7)									
		Starting a business	Dealing with licenses	Employing workers	Registering property	Getting credit	Protecting investors	Paying taxes	Trading across borders	Enforcing contracts	Closing a business
12	East Asia & Pacific	3	3	1	4	4	3	2	2	3	5
14	Latin America & Caribbean	5	2	3	5	3	4	5	3	6	4
1	South Asia	2	4	6	6	6	2	4	6	7	6
5	Sub-Saharan Africa	7	7	7	7	7	6	6	7	5	7

Source: *Doing Business* database.

FIGURE 4
Taking the best practice, SIDS would rank #2 globally



regulations, trade practices and court procedures, Maldives’ tax regulations and Jamaica’s bankruptcy practices. The best practices of SIDS countries combine to make a globally competitive economy—truly a top place for doing business (Figure 4).

Registering property—what to reform

Land and construction account for between half and three-quarters of the wealth in any economy. Securing rights to this property strengthens incentives to invest and facilitates trade. Improving the property registration system is a priority reform for SIDS economies. It takes on average 116 days to transfer a property title in SIDS economies. Due to legal uncertainties Maldives, Marshall Islands, Micronesia and Timor-Leste received a “no practice” score for the *Doing Business* registering property indicator.

Capacity building is an important component of any reform. In Haiti a reform program began to reduce the time to register the sale-contract through reorganization, training and employment of interns. Beginning in the summer of 2006, a program was begun to reorganize the department and retrain employees. In addition, about 60 interns were hired from the local university and trained, with the promise that if they performed well, they would be contracted as employees. After the initial two month training period, a six-month program commenced to reduce the time to register sale contracts. The transformation was closely supervised and at the end of the period—in which improvements were definitely achieved, thanks to the additional staff and training—the interns that had performed well were hired. More needs to be done—it still takes 405 days to transfer a property title in Haiti.

The cost of property transfer is high in many SIDS economies. It takes 20% of the property value to transfer a property title in Comoros, and more than 10% in 15 other SIDS economies. High costs discourage formal transactions

and promote rampant evasion. Charging fees on a percentage basis encourages fraudulent declarations of property value. Government revenues are lower as a result. It would be optimal if the transfer taxes and fees are fixed and not calculated on a percentage basis.

Countries that transfer records from paper to electronic form always benefit from shorter processing times. Going electronic also makes it easier to identify errors and overlapping titles, improving title security. Countries can study examples of efficient property registration systems in Singapore or Palau or follow the reform example of Dominica. One way to start is to create an electronic database of records to make searches easier, while keeping the records in paper-format, as was done in Dominica. Once electronic records exist, one next step is to allow searching and filing.

Getting credit—what to reform

Efficient credit information systems allow lenders to adequately assess the potential borrowers’ creditworthiness. As a result, lenders are more likely to extend loans at more favorable rates, and access to credit is improved. SIDS economies fall behind on the ease of getting credit. Comoros, Guyana, Kiribati, Marshall Islands, Palau, Seychelles, Timor-Leste, Tonga, are among the 20 countries in the world where getting credit is most difficult. Twenty six SIDS economies score 0 on *Doing Business* credit information index. Currently, no credit information system exists in any other Pacific island, except for Fiji. Many countries are establishing or consider establishing credit registries and bureaus this year.

Given the size of the SIDS economies and initial cost of developing a credit bureau, it may be more cost effective to join an existing credit bureau. Several countries are members of international credit bureaus where information is shared across countries. Examples include TUCA in Guatemala, Honduras, El Salvador, Nicaragua, and Costa Rica or the linked credit bureaus in Botswana, Namibia, Swaziland and South Africa.

A regional credit bureau is currently being developed in the Caribbean (the Eastern Caribbean Credit Bureau Project—ECRCB). The development of the credit bureau is performed independently by Trans Union and local commercial banks. The bureau will include OECS countries, Barbados, Guyana, Jamaica, and Trinidad and Tobago. The bureau’s information technology infrastructure will be based in Trinidad and Tobago and will serve other countries in the region from there.

Countries that only recently set up a credit registry or bureau could consider expanding the scope of information collected and provided. The credit bureau should cover positive and negative information on both firms and individuals,

distribute credit information from retailers, trade creditors, utility companies and financial institutions, include historical information for more than 2 years, distribute data on all loans (or at least loans below 1% income per capita), and introduce provisions to guarantee that borrowers can inspect their data.

Enforcing contracts—what to reform

Resolving commercial disputes through the courts is time consuming in most SIDS economies—it takes 677 days on average compared with 550 days in East Asia and 443 days in OECD countries. In all but three SIDS economies it takes more than a year to enforce a simple commercial claim. Forty two percent of the claim's value is lost in the process, more than double the costs in rich countries.

Belize, Suriname and Timor-Leste are among the 10 countries globally where enforcing a contract is most difficult. In Papua New Guinea a creditor might pay as much as \$1,700 to recover a debt of \$1540 (twice the average income). Yet, reforms are slow in coming. In 2006/7 only 2 SIDS introduced reforms in contract enforcement area. Complex enforcement procedures lead business to avoid courts in favor of simpler, often informal, alternatives. In developing countries, more procedures are associated with less—not more—fairness and impartiality in the legal system.

To reduce the time it takes to enforce a contract the government can first and foremost start collecting judicial statistics, as this will allow for a clearer diagnosis of the problems. Analyzing court workload can help predict trends and plan strategically. Then —introduce case management, including court automated information systems, allowing e-filing of cases and online access to court documents, as was done in St. Lucia, Tonga and Fiji. Case management makes it possible to measure the performance of judges.

Secondly, recovery can be sped by allowing competition in enforcing judgments. By scrapping the public monopoly on executing judges' rulings, countries like Poland, Colombia, Hungary, the Netherlands and Slovakia have cut several months from the time of enforcement. Licensed private enforcement agents quickly moved into the business. This saves time for claimants, and also saves money from the judicial budget for the government.

Thirdly, establish small claims courts with simplified procedural rules. Let the judges focus on deciding legal disputes. If the creditor can present the judge with evidence of the transaction and nonpayment, summary proceedings would permit immediate recovery of the debt. Such reform can significantly cut the time it takes to decide a commercial case. One step further is to take the cases out of court altogether and give them to bailiffs for direct enforcement. If

the claim is not disputed, the need for a court process would be eliminated, which in turn would bring down enforcement time. If the case is contested before the bailiff, the case would be referred back to court.

Closing a business—what to reform

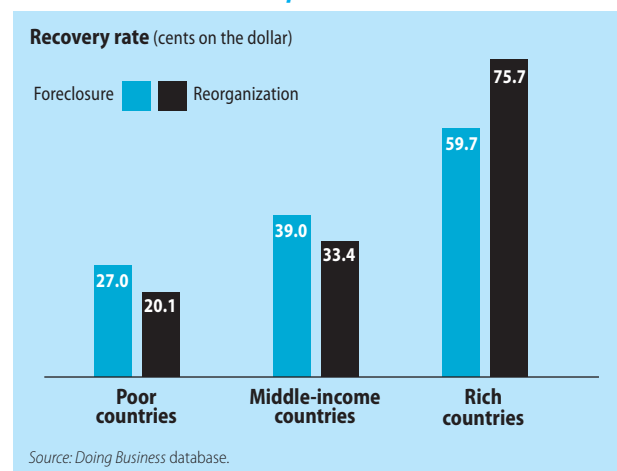
The bankruptcy process is inefficient in most SIDS economies. Claims are eroded by long delays, high costs and by laws that either kill viable businesses or keep unviable ones alive. This means that creditors, workers, tax agencies and other claimants recover, on average, less than 30 cents on the dollar after a bankruptcy case winds up. This needs to change. Easier exit means easier entry. *Doing Business 2008* found that reforms to encourage a fresh start have raised rates of new business creation by 8-9%.

A country that wants efficient bankruptcy should regulate only what it can enforce. Sophisticated reorganization procedures work only in rich countries, with experienced judges and lawyers and a liquid market for the assets of reorganizing firms. In middle-income countries a simpler procedure—liquidation—brings the most benefits to all parties, including employees and suppliers. In low income countries the highest return comes in debt enforcement procedures—not in reorganization (Figure 5). The likelihood of saving a viable firm is higher in a simple foreclosure or liquidation than in a reorganization proceeding. Bankruptcy procedures should be expeditious and allow creditors the choice between reorganization and liquidation, whichever of the two they value most. A suitable, formal out-of-court restructuring process could greatly assist banks to restructure borrowers having financial trouble.

Governments can speed the foreclosure process by introducing summary judgment proceedings and private enforcement. Regardless of whether a firm enters liquidation or

FIGURE 5

Foreclosure works best in poor countries



reorganization, the insolvency administrator should be able to sell the business as a going concern at fair price so that the new owners keep the intrinsic value of the operating business and not just the assets. Consider how Mauritius made debt enforcement easier by passing the Borrower Protection Act in 2007. Before, asset sales took place through a long “sale by levy” process that failed to realize the assets’ market value. The new law allows land and building to be sold at private auction.

Eight types of reform were most effective:

- Minimize dependence on courts.
- Establish specialized courts.
- Shift power to creditors.
- Limit appeals.
- Introduce time limits.
- Use the internet to post decisions and publicize auctions.
- Introduce floating charges.
- Develop the trustee profession.

Starting a business

Entry regulation

When entrepreneurs draw up a business plan and try to get under way, the first hurdles they face are the procedures required to incorporate and register the new firm before they can legally operate. Economies differ greatly in how they regulate the entry of new businesses. In some it is straightforward and affordable. In others the procedures are so burdensome that entrepreneurs may have to bribe officials to speed the process—or may decide to run their business informally.

The data on starting a business are based on a survey and research investigating the procedures that a standard small to medium-size company needs to complete to start operations legally. These include obtaining all necessary permits and licenses and completing all required inscriptions, verifications and notifications with authorities to enable the company to formally operate. The time and cost required to complete each procedure under normal circumstances are calculated, as well as the minimum capital that must be paid in. It is assumed that all information is readily available to the entrepreneur, that there has been no prior contact with officials and that all government and nongovernment entities involved in the process function without corruption.

To make the data comparable across economies, detailed assumptions about the type of business are used. Among these assumptions are the following: the business is a limited liability company conducting general commercial activities in the largest business city; it is 100% domestically owned, with start-up capital of 10 times income per capita, turnover of at least 100 times income per capita and between 10 and 50 employees; and it does not qualify for any special benefits, nor does it own real estate. Procedures are recorded only where interaction is required with an external party. It is assumed that the founders complete all procedures themselves unless professional services (such as by a notary or lawyer) are required by law. Voluntary procedures are not counted, nor are industry-specific requirements and utility hook-ups. Lawful shortcuts are counted.

TABLE 1
Where is it easy to start a business—and where not?

Easiest (ranked 1–5 in SIDS)	Global rank	Most difficult (ranked 28–32 in SIDS)	Global rank
Mauritius	8	Comoros	145
Singapore	9	Cape Verde	156
Jamaica	11	Suriname	163
Marshall Islands	15	Haiti	170
Dominica	23	Guinea-Bissau	178

Source: Doing Business database.

Cumbersome entry procedures are associated with more corruption, particularly in developing countries. Each procedure is a point of contact—an opportunity to extract a bribe. Analysis shows that burdensome entry regulations do not increase the quality of products, make work safer or reduce pollution. Instead, they constrain private investment; push more people into the informal economy; increase consumer prices; and fuel corruption.

TABLE 2
Who regulates start-up the least—and who the most?

Procedures (number)			
Fewest		Most	
Tonga	4	Comoros	11
Dominica	5	Cape Verde	12
Maldives	5	Haiti	12
Marshall Islands	5	Suriname	13
Singapore	5	Guinea-Bissau	17
Time (days)			
Least		Most	
Singapore	5	Timor-Leste	82
Mauritius	7	São Tomé and Príncipe	144
Jamaica	8	Haiti	202
Maldives	9	Guinea-Bissau	233
St. Vincent and the Grenadines	12	Suriname	694
Cost (% of income per capita)			
Least		Most	
Singapore	0.8	Haiti	133.9
Trinidad and Tobago	0.9	Micronesia	137.0
Palau	4.7	Suriname	141.8
Mauritius	5.3	Comoros	188.4
Jamaica	8.7	Guinea-Bissau	255.5
Paid-in minimum capital (% of income per capita)			
Least		Most	
Belize	0.0	Haiti	32.2
Dominica	0.0	Cape Verde	53.4
Dominican Republic	0.0	Comoros	280.3
Fiji	0.0	Timor-Leste	595.2
Micronesia	0.0	Guinea-Bissau	1006.6

Source: Doing Business database.

Dealing with licenses

Building a warehouse

Once entrepreneurs have registered a business, what regulations do they face in operating it? To measure such regulation, *Doing Business* focuses on the construction sector. Construction companies are under constant pressure—from government to comply with inspections and with licensing and safety regulations and from customers to be quick and cost-effective. These conflicting pressures, point to the tradeoff in building regulation—the tradeoff between protecting people (construction workers, tenants, passersby) and keeping the cost of building affordable.

In many countries, especially poor 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. In other countries compliance is simple, straightforward and inexpensive—yielding better results.

The indicators on dealing with licenses record all procedures officially required for an entrepreneur in the construction industry to build a warehouse. These include submitting project documents (building plans, site maps) to the authorities, obtaining all necessary licenses and permits, completing all required notifications and receiving all necessary inspections. They also include procedures for obtaining utility connections, such as electricity, telephone, water and sewerage. The time and cost to complete each procedure under normal circumstances are calculated. All official fees associated with legally completing the procedures are included. Time is recorded in calendar days. The survey assumes that the entrepreneur is aware of all existing regulations and does not use an intermediary to complete the procedures unless required to do so by law.

To make the data comparable across economies, several assumptions about the business and its operations are used. The business is a small to medium-size limited liability company, located in the most populous city, domestically owned and operated, in the construction business, with 20 qualified employees. The warehouse to be built:

TABLE 3
Where is it easy to deal with licenses—and where not?

Easiest (ranked 1–5 in SIDS)	Global rank	Most difficult (ranked 28–32 in SIDS)	Global rank
St. Vincent and the Grenadines	1	Timor-Leste	100
Belize	3	Guinea-Bissau	101
Marshall Islands	4	São Tomé and Príncipe	113
Singapore	5	Papua New Guinea	118
St. Kitts and Nevis	7	Haiti	126

Source: *Doing Business* database.

- Is a new construction (there was no previous construction on the land).
- 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 one land phone line. The connection to each utility network will be 32 feet, 10 inches (10 meters) long.
- Will be used for general storage, such as of books or stationery. The warehouse will not be used for any goods requiring special conditions, such as food, chemicals or pharmaceuticals.
- Will take 30 weeks to construct (excluding all delays due to administrative and regulatory requirements).

Where the regulatory burden is large, entrepreneurs move their activity into the informal economy. There they operate with less concern for safety, leaving everyone worse off.

TABLE 4
Who regulates licensing the least—and who the most?

Procedures (number)			
Fewest		Most	
Vanuatu	7	Seychelles	19
Grenada	9	Trinidad and Tobago	20
Maldives	9	Timor-Leste	22
St. Lucia	9	Papua New Guinea	24
Jamaica	10	Palau	25
Time (days)			
Least		Most	
Vanuatu	51	Jamaica	236
Marshall Islands	55	São Tomé and Príncipe	255
Solomon Islands	62	Trinidad and Tobago	261
Belize	66	Suriname	431
St. Kitts and Nevis	72	Haiti	1179
Cost (% of income per capita)			
Least		Most	
Trinidad and Tobago	5.9	Kiribati	629.3
Palau	6.1	Cape Verde	718.3
St. Vincent and the Grenadines	9.2	Haiti	817.8
St. Kitts and Nevis	14.0	São Tomé and Príncipe	825.9
Belize	18.5	Guinea-Bissau	2607.0

Source: *Doing Business* database.

Employing workers

Labor regulation

Every economy has a system of laws and institutions to protect workers and guarantee a minimum standard of living for its population. This system encompasses four bodies of law: employment, industrial relations, social security and occupational health and safety. *Doing Business* examines government regulation of employment and social security laws.

Three measures are presented: a rigidity of employment index, a nonwage labor cost measure and a firing cost measure. The rigidity of employment index is the average of three subindices: difficulty of hiring, rigidity of hours and difficulty of firing. Each index takes values between 0 and 100, with higher values indicating more rigid regulation. The difficulty of hiring index measures the flexibility of contracts and the ratio of the minimum wage to the value added per worker. The rigidity of hours index covers restrictions on weekend and night work, requirements relating to working time and the workweek, and mandated days of paid annual leave. The difficulty of firing index covers workers' legal protections against dismissal, including the grounds permitted and the procedures for dismissal (individual and collective).

The nonwage labor cost covers all social security payments and payroll taxes associated with hiring an employee, expressed as a percentage of the worker's salary. The firing cost indicator measures the cost of advance notice requirements, severance payments and penalties due when terminating a redundant worker, expressed in weeks of salary.

The indicators on employment regulations are based on a detailed study of employment laws. Data are also gathered on the specific constitutional provisions governing the two areas studied. To ensure accuracy, both the actual laws and the applicable collective bargaining agreements are used. Finally, all data are verified and completed by local law firms through a detailed survey of employment regulations.

To make the data comparable across economies, a range of assumptions about the worker and the company are used. Assumptions about the worker include that he is a non-executive, full-time male employee who has worked in the same company for 20 years and is not a member of the labor union (unless membership is mandatory). The company is assumed to be a limited liability manufacturing corporation that oper-

TABLE 5
Where is it easy to employ workers—and where not?

Easiest (ranked 1–5 in SIDS)	Global rank	Most difficult (ranked 28–32 in SIDS)	Global rank
Marshall Islands	1	Dominican Republic	106
Singapore	1	Cape Verde	143
Tonga	4	Comoros	158
Maldives	7	Guinea-Bissau	174
Palau	9	São Tomé and Príncipe	176

Source: *Doing Business* database.

ates in the country's most populous city, is 100% domestically owned and has 201 employees. The company is also assumed to be subject to collective bargaining agreements in countries where such agreements cover more than half the manufacturing sector and apply even to firms not party to them.

Most employment regulations are enacted in response to market failures. But that does not mean that today's regulations are optimal. Analysis across countries shows that while employment regulation generally increases the tenure and wages of incumbent workers, rigid regulations have many undesirable side effects. These include less job creation, smaller company size, less investment in research and development, and longer spells of unemployment and thus the obsolescence of skills—all of which may reduce productivity growth. Many countries err on the side of excessive rigidity, to the detriment of businesses and workers alike.

TABLE 6
Who regulates employment the least—and who the most?

Rigidity of employment index (0–100)			
Least rigid		Most rigid	
Maldives	0	Seychelles	34
Marshall Islands	0	Cape Verde	44
Singapore	0	Comoros	46
Jamaica	4	São Tomé and Príncipe	63
Palau	4	Guinea-Bissau	66
Firing cost (weeks of salary)			
Least		Most	
Marshall Islands	0	Guinea-Bissau	87
Micronesia	0	Dominican Republic	88
Palau	0	São Tomé and Príncipe	91
Tonga	0	Cape Verde	91
Fiji	2	Comoros	100
Nonwage labor cost (% of salary)			
Least		Most	
Comoros	0	Singapore	13
Maldives	0	Dominican Republic	14
Suriname	0	Cape Verde	17
Timor-Leste	0	Guinea-Bissau	22
Tonga	0	Seychelles	25

Source: *Doing Business* database.

Registering property

Regulation of property transfers

Property registries were first developed to help raise tax revenue. Defining and publicizing property rights through registries has also proved to be good for entrepreneurs. Land and buildings account for between half and three-quarters of the wealth in most economies. Securing rights to this property strengthens incentives to invest and facilitates commerce. And with formal property titles, entrepreneurs can obtain mortgages on their home or land and start businesses.

Doing Business measures the ease of registering property based on a standard case of an entrepreneur who wants to purchase land and a building in the largest business city. It is assumed that the property is already registered and free of title dispute. The data cover the full sequence of procedures necessary to transfer the property title from the seller to the buyer. Every required procedure is included, whether it is the responsibility of the seller or the buyer or must be completed by a third party on their behalf.

Local property lawyers and officials in property registries provide information on required procedures as well as the time and cost to complete each one. For most countries the data are based on responses from both. Based on the responses, three indicators are constructed:

- Number of procedures to register property.
- Time to register property (in calendar days).
- Official costs to register property (as a percentage of the property value).

A large share of the property in developing countries is not formally registered, limiting financing opportunities for businesses. Recognizing this constraint, some developing country governments have embarked on extensive property titling programs. Yet bringing assets into the formal sector is of little value unless they stay there.

Many titling programs in Africa were futile because people bought and sold property informally—neglecting to update the title records in the property registry. Why? *Doing Business* shows that completing a simple formal property transfer in the largest business city of an African country

TABLE 7
Where is it easy to register property—and where not?

Easiest (ranked 1–5 in SIDS)	Global rank	Most difficult (ranked 28–32 in SIDS)	Global rank
Singapore	13	Guinea-Bissau	164
Palau	14	Maldives	178
Seychelles	50	Micronesia	178
St. Lucia	51	Timor-Leste	178
Guyana	53	Marshall Islands	178

Source: *Doing Business* database.

costs 12% of the value of the property and takes more than 100 days on average. Worse, the property registries are so poorly organized that they provide little security of ownership. For both reasons, formalized titles quickly revert to informal again.

Efficient property registration reduces transaction costs and helps keep formal titles from slipping into informal status. Simple procedures to register property are also associated with greater perceived security of property rights and less corruption. That benefits all entrepreneurs, especially women, the young and the poor. The rich have few problems protecting their property rights. They can afford to invest in security systems and other measures to defend their property. But small entrepreneurs cannot. Reform can change this.

TABLE 8
Who regulates property registration the least—and who the most?

Procedures (number)			
Fewest		Most	
Vanuatu	2	Solomon Islands	10
Fiji	3	Maldives	no practice
Singapore	3	Marshall Islands	no practice
Suriname	4	Micronesia	no practice
Tonga	4	Timor-Leste	no practice
Time (days)			
Least		Most	
Singapore	9	Kiribati	513
Palau	14	Maldives	no practice
St. Lucia	20	Marshall Islands	no practice
Comoros	24	Micronesia	no practice
Antigua and Barbuda	26	Timor-Leste	no practice
Cost (% of income per capita)			
Least		Most	
Kiribati	0.1	Comoros	20.8
Palau	0.4	Maldives	no practice
Samoa	1.8	Marshall Islands	no practice
Singapore	2.8	Micronesia	no practice
Guyana	4.5	Timor-Leste	no practice

Source: *Doing Business* database.

Getting credit

Credit information and legal rights

Firms consistently rate access to credit as among the greatest barriers to their operation and growth. *Doing Business* constructs two sets of indicators of how well credit markets function—one on credit registries and the other on legal rights of borrowers and lenders.

Credit registries—institutions that collect and distribute credit information on borrowers—can greatly expand access to credit. By sharing credit information, they help lenders assess risk and allocate credit more efficiently. And they free entrepreneurs from having to rely on personal connections alone when trying to obtain credit. Three indicators are constructed to measure the sharing of credit information:

Public registry coverage, which reports the number of individuals and firms covered by a public credit registry as a percentage of the adult population.

Private bureau coverage, which reports the number of individuals and firms covered by a private credit bureau as a percentage of the adult population.

Depth of credit information index, which measures the extent to which the rules of a credit information system facilitate lending based on the scope of information distributed, the ease of access to information and the quality of information.

The data are from surveys of public registries and the largest private credit bureau in the country.

Effective regulation of secured lending—through collateral and bankruptcy laws—can also ease credit constraints. By giving a lender the right to seize and sell a borrower's secured assets upon default, collateral limits the lender's potential losses and acts as a screening device for borrowers. The strength of legal rights index measures 10 aspects of the rights of borrowers and creditors in collateral and bankruptcy laws, including whether:

- General rather than specific description of assets and debt is permitted in collateral agreements (expanding the scope of assets and debt covered).
- Any legal or natural person may grant or take security in assets.
- A unified registry operates that includes charges over movable property.

TABLE 9
Where is getting credit easy—and where not?

Easiest (ranked 1–5 in SIDS)	Global rank	Most difficult (ranked 28–32 in SIDS)	Global rank
Singapore	7	Comoros	158
Dominican Republic	36	Tonga	158
Fiji	48	Marshall Islands	170
Trinidad and Tobago	48	Palau	170
Cape Verde	68	Timor-Leste	170

Source: *Doing Business* database.

- Secured creditors have priority both within bankruptcy and outside it.
- Parties may agree on out-of-court enforcement of collateral by contract.
- Creditors may both seize and sell collateral out of court, no automatic stay or “asset freeze” applies upon bankruptcy, and the bankrupt debtor does not retain control of the firm.

The index ranges from 0 (weak legal rights) to 10 (strong legal rights). The data were obtained by examining collateral and bankruptcy laws and legal summaries and verified through a survey of financial lawyers.

Where good-quality credit information is available and legal rights are stronger, more credit is extended. Benefits flow beyond those gaining access to credit. With better-functioning credit markets, unemployment is lower, and women and low-income people benefit the most.

TABLE 10
Who has the most credit information—and who the least?

Borrower covered as share of adults (%)			
Most		Least	
Dominican Republic	48.7	Marshall Islands	0.0
Singapore	42.7	St. Vincent and the Grenadines	0.0
Fiji	41.2	Suriname	0.0
Mauritius	38.6	Timor-Leste	0.0
Trinidad and Tobago	34.4	Tonga	0.0

Source: *Doing Business* database.

TABLE 11
Who has the most legal rights for borrowers and lenders—and who the least?

Strength of the legal rights index (0–10)			
Most		Least	
Singapore	9	Guinea-Bissau	3
Belize	7	Seychelles	3
Micronesia	7	Marshall Islands	2
St. Vincent and the Grenadines	7	Palau	2
Dominica	6	Timor-Leste	2

Source: *Doing Business* database.

Protecting investors

Corporate governance

Officials at Elf Aquitaine, France's largest oil company, awarded business deals in return for large side payments. Along with the extra cash, they got 7 years in jail and a €2 million fine for abuse of power. Russian oil firm Gazprom bought materials for new pipelines through intermediaries owned by company officers. The high cost raised eyebrows, but not court battles.

Big cases make headlines. But looting by corporate insiders occurs every day on a smaller scale, and often goes unnoticed. To document the protections investors have, *Doing Business* measures how countries regulate a standard case of self-dealing—use of corporate assets for personal gain.

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

Several questions arise. Who approves the transaction? What information must be disclosed? What company documents can investors access? What do minority shareholders have to prove to get the transaction stopped or to receive compensation from Mr. James? Three indices of investor protection are constructed based on the answers to these and other questions. All indices range from 0 to 10, with higher values indicating more protections or greater disclosure.

The extent of disclosure index covers approval procedures, requirements for immediate disclosure to the public and shareholders of proposed transactions, requirements for disclosure in periodic filings and reports and the availability of external review of transactions before they take place.

The extent of director liability index covers the ability of investors to hold Mr. James and the board of directors liable for damages, the ability to rescind the transaction, the availability of fines and jail time for self-dealing, the availability of direct or derivative suits and the ability to require Mr. James to pay back his personal profits from the transaction.

The ease of shareholder suits index covers the availability of documents that can be used during trial, the ability of the

TABLE 12
Where are investors protected—and where not?

Easiest (ranked 1–5 in SIDS)	Global rank	Most difficult (ranked 28–32 in SIDS)	Global rank
Singapore	2	Marshall Islands	147
Mauritius	11	Haiti	158
Trinidad and Tobago	15	Micronesia	165
Dominica	19	Palau	165
Grenada	19	Suriname	174

Source: *Doing Business* database.

investor to examine the defendant and other witnesses, shareholders' access to internal documents of the company, the appointment of an inspector to investigate the transaction and the standard of proof in a to a civil suit against the directors.

These three indices are averaged to create the strength of investor protection index. This index ranges from 0 to 10, with higher values indicating better investor protection.

If the rights of investors are not protected, majority ownership in a business is the only way to eliminate expropriation. But then investors must devote more oversight attention to fewer investments. The result: entrepreneurship is suppressed, and fewer profitable investment projects are undertaken. Where self-dealing is curbed, equity investment is higher, ownership concentration lower and trust in the business sector deeper. Investors gain portfolio diversification, and entrepreneurs gain access to cash.

TABLE 13
Where are investor protections strong—and where not?

Extent of disclosure index (0–10)			
Most		Least	
Singapore	10	Suriname	2
Comoros	6	Cape Verde	1
Guinea-Bissau	6	Maldives	0
Kiribati	6	Micronesia	0
Mauritius	6	Palau	0
Extent of director liability index (0–10)			
Most		Least	
Singapore	9	Dominican Republic	0
Trinidad and Tobago	9	Marshall Islands	0
Dominica	8	Micronesia	0
Fiji	8	Palau	0
Mauritius	8	Suriname	0
Ease of shareholder suits index (0–10)			
Easiest		Most difficult	
Mauritius	9	Comoros	5
Singapore	9	Guinea-Bissau	5
Maldives	8	Seychelles	5
Micronesia	8	Haiti	4
Palau	8	Jamaica	4

Source: *Doing Business* database.

Paying taxes

Tax payable and compliance

Taxes are essential. Without them there would be no funds for schools, hospitals, courts, roads, water, waste collection and other public services that help businesses to be more productive. Still, there are good ways and bad ways to collect taxes.

The *Doing Business* tax survey records the effective tax that a company must pay and the administrative costs of doing so. Imagine a medium-size business, TaxpayerCo. that started operations last year. *Doing Business* asked accountants in 178 economies to review TaxpayerCo's financial statements and a standard list of transactions the company completed during the year. Respondents were asked how much tax the business must pay and what the process is for doing so.

The business starts from the same financial position in each country. All the taxes and contributions paid during the second year of operation are recorded. Taxes and contributions are measured at all levels of government and include corporate income tax, turnover tax, all labor contributions paid by the company (including mandatory contributions paid to private pension or insurance funds), property tax, property transfer tax, dividend tax, capital gains tax, financial transactions tax, vehicle tax and other small taxes (such as fuel tax, stamp duty and local taxes). A range of standard deductions and exemptions are also recorded.

Three indicators are constructed:

- Number of tax payments, which takes into account the method of payment or withholding, the frequency of payment or withholding and the number of agencies involved for the standard case.
- Time, which measures the hours per year necessary to prepare, file and pay the corporate income tax, value added or sales tax and labor taxes.
- Total tax rate, which measures the amount of taxes payable by the company during the second year of operation. This amount, expressed as a percentage of commercial profit, is the sum of all the different taxes payable after accounting for various deductions and exemptions.

TABLE 14
Where is it easy to pay taxes—and where not?

Easiest (ranked 1–5 in SIDS)	Global rank	Most difficult (ranked 28–32 in SIDS)	Global rank
Maldives	1	Guinea-Bissau	112
Singapore	2	Cape Verde	117
Kiribati	10	Dominican Republic	139
Mauritius	11	São Tomé and Príncipe	153
Vanuatu	18	Jamaica	170

Source: *Doing Business* database.

Businesses care about what they get for their taxes and contributions, such as the quality of infrastructure and social services. Poor countries tend to use businesses as a collection point for taxes. Rich countries tend to have lower tax rates and less complex tax systems. And rich countries get more from their taxes. Simple, moderate taxes and fast, cheap administration mean less hassle for businesses—and also more revenue collected and better public services. More burdensome tax regimes create an incentive to evade taxes.

TABLE 15
Who makes paying taxes easy—and who does not?

Payments (number per year)			
Fewest		Most	
Maldives	1	Guinea-Bissau	46
Singapore	5	Haiti	53
Kiribati	7	Cape Verde	57
Mauritius	7	Jamaica	72
Timor-Leste	15	Dominican Republic	74
Time (hours per year)			
Least		Most	
Maldives	0	Dominican Republic	286
Singapore	49	Guyana	288
St. Lucia	71	Jamaica	414
Seychelles	76	São Tomé and Príncipe	424
St. Vincent and the Grenadines	76	Timor-Leste	640
Total tax rate (% of profit)			
Least		Most	
Vanuatu	8.4	St. Kitts and Nevis	52.6
Maldives	9.1	Cape Verde	54.0
Samoa	19.8	Micronesia	58.7
Mauritius	21.7	Marshall Islands	64.9
Singapore	23.2	Palau	73.0

Source: *Doing Business* database.

Trading across borders

Importing and exporting

The benefits of trade are well documented—as are the obstacles to trade. Tariffs, quotas and distance from large markets greatly increase the cost of goods or prevent trading altogether. But with faster ships and bigger planes, the world is shrinking. Global and regional agreements have brought down trade barriers. Yet Africa's share of global trade is smaller today than it was 25 years ago. So is the Middle East's, excluding oil exports. The reason is simple: many entrepreneurs face numerous hurdles to exporting or importing goods. They often give up. Others never try.

Doing Business compiles procedural requirements for trading a standard shipment of goods by ocean transport. Every official procedure—and the associated documents, time and cost—for importing and exporting the goods is recorded, starting with the contractual agreement between the two parties and ending with delivery of the goods. For importing the goods, the procedures measured range from the vessel's arrival at the port of entry to the shipment's delivery at the factory warehouse. For exporting the goods, the procedures measured range from the packing of the goods at the factory to their departure from the port of exit.

To make the data comparable across countries, several assumptions about the business and the traded goods are used. The business is of medium size, with 100 or more employees, and is located in the periurban area of the country's most populous city. It is a private, limited liability company, domestically owned, formally registered and operating under commercial laws and regulations of the country. The traded goods are ordinary, legally manufactured products, and they travel in a dry-cargo, 20-foot FCL (full container load) container.

TABLE 16
Where is trade easy—and where not?

Easiest (ranked 1–5 in SIDS)	Global rank	Most difficult (ranked 28–32 in SIDS)	Global rank
Singapore	1	Belize	116
Mauritius	17	Comoros	119
St. Kitts and Nevis	22	Palau	121
Dominican Republic	35	Vanuatu	142
Tonga	44	Haiti	153

Source: *Doing Business* database.

Documents recorded include port filing documents, customs declaration and clearance documents, and official documents exchanged between the concerned parties. Time is recorded in calendar days, from start to finish of each procedure. Cost measures the fees levied on a 20-foot container in U.S. dollars. All the fees associated with completing the procedures to export or import the goods are included, such as costs for documents, administrative fees for customs clearance and technical control, terminal handling charges and inland transport. The cost measure does not include tariffs or trade taxes.

Countries that have efficient customs, good transport networks and fewer document requirements—making compliance with export and import procedures faster and cheaper—are more competitive globally. That leads to more exports—and exports are associated with faster growth and more jobs. Conversely, a need to file many documents is associated with more corruption in customs. Faced with long delays and frequent demands for bribes, many traders avoid customs altogether. Instead, they smuggle goods across the border. That defeats the very purpose in having border control of trade—to levy taxes and ensure high quality of goods.

TABLE 17
Who makes importing easy—and who does not?

Import documents (number)			
Fewest		Most	
Singapore	4	Papua New Guinea	9
Solomon Islands	4	Comoros	10
Cape Verde	5	Palau	10
Grenada	5	Haiti	10
Marshall Islands	5	Fiji	13
Import time (days)			
Least		Most	
Singapore	3	Samoa	31
Dominican Republic	13	Marshall Islands	33
Mauritius	16	Guyana	35
St. Vincent and the Grenadines	16	Palau	35
St. Kitts and Nevis	17	Haiti	53
Import cost (\$ per container)			
Least		Most	
Singapore	367	St. Vincent and the Grenadines	1,769
Fiji	570	Seychelles	1,839
São Tomé and Príncipe	577	Haiti	1,860
Tonga	620	Belize	2,130
Papua New Guinea	642	Vanuatu	2,225

Source: Doing Business database.

TABLE 18
Who makes exporting easy—and who does not?

Export documents (number)			
Fewest		Most	
Micronesia	3	Maldives	8
Singapore	4	São Tomé and Príncipe	8
Cape Verde	5	Suriname	8
Antigua and Barbuda	5	Comoros	10
Mauritius	5	Fiji	13
Export time (days)			
Least		Most	
Singapore	5	Palau	29
Dominican Republic	12	Comoros	30
Trinidad and Tobago	14	Guyana	30
St. Vincent and the Grenadines	15	Micronesia	30
St. Kitts and Nevis	15	Haiti	52
Export cost (\$ per container)			
Least		Most	
Singapore	416	Jamaica	1,750
Tonga	545	St. Vincent and the Grenadines	1,770
Fiji	573	Belize	1,800
Papua New Guinea	584	Vanuatu	1,815
São Tomé and Príncipe	690	Seychelles	1,839

Source: Doing Business database.

Enforcing contracts

Court efficiency

Where contract enforcement is efficient, businesses are more likely to engage with new borrowers or customers. *Doing Business* tracks the efficiency of the judicial system in resolving a commercial dispute, following the step-by-step evolution of a commercial sale dispute before local courts. The data are collected through study of the codes of civil procedure and other court regulations as well as surveys completed by local litigation lawyers (and, in a quarter of the countries, by judges as well).

The dispute, between two businesses (the Seller and the Buyer) located in the country's most populous city, concerns a contract for the sale of goods. The Seller agrees to deliver the goods, worth 200% of the country's income per capita, to the Buyer.

After receiving and inspecting the goods, the Buyer concludes that their quality is inadequate. The Buyer sends the goods back without paying for them. The Seller disagrees and argues that their quality is adequate. The Seller seeks full payment from the Buyer, arguing that the goods cannot be sold to a third party because they were custom-made for the Buyer. The Seller sues the Buyer before the court in the most populous city to recover the amount due under the sales agreement (200% of the country's income per capita).

Three indicators of the efficiency of commercial contract enforcement are developed:

- Number of procedures, which includes all those that demand interaction between the parties or between them and the judge or court officer.
- Time, which counts the number of days from the moment the plaintiff files the lawsuit in court until the moment of payment. This measure includes both the days on which actions take place and the waiting periods between actions.
- Cost, which measures the official cost of going through court procedures, expressed as a percentage of the claim (assumed to be equivalent to 200% of income per capita). The cost includes court costs, enforcement costs and attorney fees where the use of attorneys is mandatory or common.

TABLE 19
Where is it easy to enforce contracts—and where not?

Easiest (ranked 1–5 in SIDS)	Global rank	Most difficult (ranked 28–32 in SIDS)	Global rank
Singapore	4	Dominica	164
Cape Verde	56	Trinidad and Tobago	168
Tonga	58	Belize	170
Marshall Islands	60	Suriname	174
Fiji	62	Timor-Leste	178

Source: *Doing Business* database.

Businesses that have little or no access to efficient courts must rely on other mechanisms, both formal and informal—such as trade associations, social networks, credit bureaus or private information channels—to decide whom to do business with and under what conditions. Or they might adopt a conservative approach to business, dealing only with a small group of people linked through kinship, ethnic origin or previous dealings and structuring transactions to forestall disputes. In either case economic and social value may be lost.

The main reason to regulate procedures in commercial dispute resolution is that informal justice is vulnerable to subversion by the rich and powerful. But heavy regulation of dispute resolution backfires. Across countries, the more procedures it takes to enforce a contract, the longer the delays and the higher the cost. The result: less wealth is created.

TABLE 20
Who makes enforcing contracts easy—and who does not?

Procedures (number)			
Fewest		Most	
Singapore	22	St. Lucia	47
Vanuatu	30	Dominica	47
Kiribati	32	St. Kitts and Nevis	47
Micronesia	34	Belize	51
Dominican Republic	34	Timor-Leste	51
Time (days)			
Least		Most	
Singapore	120	Micronesia	965
Tonga	350	Guinea-Bissau	1,140
Antigua and Barbuda	351	Trinidad and Tobago	1,340
St. Vincent and the Grenadines	394	Suriname	1,715
Fiji	397	Timor-Leste	1,800
Cost (% of income per capita)			
Least		Most	
Seychelles	14.3	Vanuatu	74.7
Maldives	16.5	Solomon Islands	78.9
Mauritius	17.4	Comoros	89.4
Singapore	17.8	Papua New Guinea	110.3
Samoa	19.7	Timor-Leste	163.2

Source: *Doing Business* database.

Closing a business

Bankruptcy

The economic crises of the 1990s in emerging markets—from East Asia to Latin America, from Russia to Mexico—raised concerns about the design of bankruptcy systems and the ability of such systems to help reorganize viable companies and close down unviable ones. In countries where bankruptcy is inefficient, unviable businesses linger for years, keeping assets and human capital from being reallocated to more productive uses.

The *Doing Business* indicators identify weaknesses in the bankruptcy law as well as the main procedural and administrative bottlenecks in the bankruptcy process. In many developing countries bankruptcy is so inefficient that creditors hardly ever use it. In countries such as these, reform would best focus on improving contract enforcement outside bankruptcy.

The data on closing a business are developed using a standard set of case assumptions to track a company going through the step-by-step procedures of the bankruptcy process. It is assumed that the company is a domestically owned, limited liability corporation operating a hotel in the country's most populous city. The company has 201 employees, 1 main secured creditor and 50 unsecured creditors. Assumptions are also made about the debt structure and future cash flows. The case is designed so that the company has a higher value as a going concern—that is, the efficient outcome is either reorganization or sale as a going concern, not piecemeal liquidation. The data are derived from questionnaires answered by attorneys at private law firms.

Three measures are constructed from the survey responses: the time to go through the insolvency process, the cost to go through the process and the recovery rate—how much of the insolvency estate is recovered by stakeholders, taking into account the time, cost, depreciation of assets and the outcome of the insolvency proceeding.

TABLE 21
Where is it easy to close a business—and where not?

Easiest	Global rank	Most difficult	Global rank
Singapore	2	Grenada	178
Jamaica	22	São Tomé and Príncipe	178
Belize	24	Seychelles	178
St. Lucia	43	St. Kitts and Nevis	178
Vanuatu	49	St. Vincent and the Grenadines	178

Source: *Doing Business* database.

Bottlenecks in bankruptcy cut into the amount claimants can recover. In countries where bankruptcy is used, this is a strong deterrent to investment. Access to credit shrinks, and nonperforming loans and financial risk grow because creditors cannot recover overdue loans. Conversely, efficient bankruptcy laws can encourage entrepreneurs. The freedom to fail, and to do so through an efficient process, puts people and capital to their most effective use. The result is more productive businesses and more jobs.

TABLE 22
Who makes bankruptcy the most efficient—and who the least?

Time (days)			
Least		Most	
Singapore	0.8	Cape Verde	no practice
Belize	1.0	Seychelles	no practice
Palau	1.0	St. Vincent and the Grenadines	no practice
Solomon Islands	1.0	Timor-Leste	no practice
Jamaica	1.1	Trinidad and Tobago	no practice
Cost (% of estate)			
Least		Most	
Singapore	1	Cape Verde	no practice
Maldives	4	Seychelles	no practice
Antigua and Barbuda	7	St. Vincent and the Grenadines	no practice
St. Lucia	9	Timor-Leste	no practice
Mauritius	15	Trinidad and Tobago	no practice
Recovery rate (cents on the dollar)			
Most		Least	
Singapore	91.3	Guinea-Bissau	0.0
Jamaica	64.3	Kiribati	0.0
Belize	63.5	São Tomé and Príncipe	0.0
St. Lucia	41.8	Seychelles	0.0
Vanuatu	39.3	St. Kitts and Nevis	0.0

Source: *Doing Business* database.

Ease of doing business

The ease of doing business index ranks economies from 1 to 178. The index is calculated as the ranking on the simple average of country percentile rankings on each of the 10 topics covered in *Doing Business 2008*. The ranking on each topic is the simple average of the percentile rankings on its component indicators.

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

Here is one example of how the ranking on the ease of doing business is constructed. In Iceland it takes 5 procedures, 5 days and 3% of annual income per capita in fees to open a business. The minimum capital required amounts to 14% of income per capita. On these 4 indicators Iceland ranks in the 6th, 2nd, 10th and 55th percentiles. So Iceland ranks in the 18th percentile—the average of the 4 percentiles—on the ease of starting a business. It ranks in the 46th percentile on protecting investors, 11th on trading across borders, 8th on enforcing contracts, 6th on closing a business and so on. Higher rankings indicate simpler regulation and stronger protection of property rights. The simple average of Iceland's percentile rankings on all topics is 19%. When all countries are ordered by their average percentile ranking, Iceland is in 10th place.

More complex aggregation methods—such as principal components and unobserved components—yield nearly identical rankings.¹ The choice of aggregation method has little influence on the rankings because the 10 sets of indicators in *Doing Business* provide sufficiently broad coverage across topics. So *Doing Business* uses the method most likely to lead to reform—the simplest method.

The ease of doing business index is limited in scope. It does not account for a country's proximity to large markets, the quality of its infrastructure services (other than services related to trading across borders), the security of property from theft and looting, macroeconomic conditions or the strength of underlying institutions. There remains a large unfinished agenda for research into what regulation constitutes binding constraints, what package of reforms is most effective and how these issues are shaped by the country context. The *Doing Business* indicators provide a new empirical data set that may improve understanding of these issues.

Doing Business also uses a simple method to determine the top reformers (see table 1). First, it selects the economies that reformed in 3 or more of the 10 *Doing Business* topics (table on opposite page). This year 21 economies met this criterion: Armenia, Bhutan, Bulgaria, Burkina Faso, China, Colombia, Croatia, the Czech Republic, Egypt, Georgia, Ghana, Guatemala, Honduras, Kenya, FYR Macedonia, Mauritius, Mozambique, Portugal, Saudi Arabia, Tunisia and Uzbekistan. Second, *Doing Business* ranks these economies on the increase in their ranking on the ease of doing business from the previous year. For example, Croatia, Honduras and Kenya each reformed in 4 aspects of business regulation. Croatia's ranking improved from 120 to 97, Honduras's from 125 to 121 and Kenya's from 82 to 72. These changes represent an improvement in the rankings by 23 places, 4 places and 10 places, respectively. Croatia therefore ranks ahead of Kenya in the list of top 10 reformers. Honduras doesn't make the list.

Notes

1. See Djankov and others (2005).

	REFORMS IN 2006/07									
	Starting a business	Dealing with licenses	Employing workers	Registering property	Getting credit	Protecting investors	Paying taxes	Trading across borders	Enforcing contracts	Closing a business
Economy										
Antigua and Barbuda										
Belize										
Cape Verde										
Comoros										
Dominica										
Dominican Republic	✓			✓			x	✓	✓	
Fiji									✓	
Grenada										
Guinea-Bissau				✓						
Guyana										
Haiti				✓						
Jamaica										
Kiribati										
Maldives										
Marshall Islands										
Mauritius	✓	✓		✓			✓	✓		✓
Micronesia					✓					
Palau										
Papua New Guinea										
Samoa										
São Tomé and Príncipe										
Seychelles							✓			
Singapore										
Solomon Islands										
St. Kitts and Nevis										
St. Lucia										
St. Vincent and the Grenadines										
Suriname										
Timor-Leste	✓									
Tonga									✓	
Trinidad and Tobago					✓		✓			
Vanuatu				x						

✓ Positive reform
x Negative reform

CASE STUDY: REVISING THE RULES AT THE MAGISTRATE'S COURT

Case management and mediation in the Pacific Islands— Tonga leads the way

A low ranking for the ease of contract enforcement in Doing Business 2007 prompted Tonga's government to contemplate reform. This paper describes the initiatives in Tonga's courts, including revisions to procedural rules, the introduction of electronic case management, and mediation, that were instrumental in improving court efficiency.

Computerization, computer staff and computer training

Anthony Ford, a lawyer with more than 30 years of practice in New Zealand, had just been named Chief Justice in September 2006 when the Minister of Justice told him that the Cabinet was not happy with Tonga's low rating in *Doing Business 2007*. In the report, Tonga ranked 126 (of, then, 175 countries) in the efficiency of contract enforcement, the country's worst rating among all ten indicators. The Minister asked Ford to see what could be done to improve the ranking before the 2008 edition was published.

To Ford it was clear that inadequate technology was hampering commercial litigation. At the Supreme Court, the country's higher civil jurisdiction, computers were not made available to staff until 2002. Because staff was not taught to use the computers, court records continued to be compiled manually even in 2006. Concurrently, talks were underway with the Federal Court of Australia about introducing electronic case management to reduce the backlog of hundreds of cases. After the release of *Doing Business 2007*, computerization of the court filing system became a priority. The chief justice contacted the Federal Court in Sydney and put electronic case management on a fast-track.

Seeking the motivated

At the beginning of 2007 the court began computerizing old files. The chief justice selected two court staff to travel to Australia for a one-week course in case management. Neither one had a traditional IT background. Sione Taione had been employed as a court interpreter and recently appointed deputy

registrar. But his good understanding of computers had been noticed by Ford, and also his enthusiasm for a computerized case management system. The other staff member, word processor operator Loma Lausii, had never been outside of Tonga, but the novelty of the idea only motivated her further. Both selections proved inspired. Sione quickly became an expert on computers and their capabilities for case management. Loma led the team, working overtime to digitize old files.

Security for computers, equal comfort for staff

The court saw the need for a secure computer room in the wake of November 2006 rioting. Finding a building budget this time of the year was cumbersome, but Australia agreed to cover the expenses. The work was carried out in January 2007. The room and adjacent office were now air-conditioned and fitted with new computers, printer, and furniture. Having an expert from the Federal Court of Australia give on-the-spot training was a critical follow-up.

While staff in the computer room now enjoyed an air-conditioned workplace, others did not. Because of a lack of funding, the chief justice paid personally for the installation of an air-conditioning unit for the general office. When asked about it, Ford said, "in the overall scheme of things this may have only been a small gesture, but it resulted in a highly spirited workforce."

Weeding out dormant files

During computerization, all case files had to be examined. While systematically perusing every document in the court's files, staff discovered several hundred dormant cases. The new Supreme Court rules, in force since April 2007, provided that such cases could be struck down, but only after giving the plaintiff 28 days notice. It was obvious from the sheer number of files that the notice procedure would be time-consuming. It was also clear that in many cases such notices would serve no useful purpose because file contents indicated that litigation would not go forward.

For these reasons, the chief justice decided to strike all cases where no action had been taken for two years. He further instructed that proceedings would be reinstated should the plaintiff complain about the lack of the 28-day notice. In the end, 518 actions were struck and only 10 reinstated upon request from the plaintiff.

With only current files in the electronic system, the Supreme Court now tracks all cases to ensure none becomes inactive. On administrative order, the registrar must refer to the chief justice any civil litigation file that remains inactive for three months. In such cases, an order is issued stating that unless further steps are taken in the proceedings within 28 days, the action will be struck.

Setting time limits

The computerized case management system is based on the one used by the Australian Federal Court. It uses an off-the-shelf spreadsheet program to store all case information, including a case's complete timeline. Long delays are detected automatically. This allows the judge to remain on top of the entire docket without being caught up in details of case administration.

Using computers also allows performance measurement. The court in Sydney, Australia—which ranks 11 in the *Doing Business* contract enforcement indicator—maintains a goal of disposing of 98% of their civil cases within 18 months. After discussions with his court staff, Ford set the goal of disposing of 90% of cases within a period of two years. This number takes into account the existing backlog of cases and has so far proved feasible.

The court strove for efficiencies in other aspects of the judicial process. Consistently informing the public of relevant decisions through the local newspapers will commonly discourage similar cases from being brought before the court, alleviating the burden on the court in turn. To kick-start the mechanism, the chief justice slashed an erstwhile prohibitive copy fee for journalists and ordered that copies of all decisions with relevance for the public be sent to the press. The computer system itself has already seen further refinements like the gathering data on juvenile offenders, something of interest to UNICEF.

Mediation – successfully implemented

Chief Justice Ford included a provision for mediation when he redrafted the Supreme Court Rules at the end of 2006. Mediation was virtually unheard of in Tonga. Some initial resistance to the rules from the Law Society was therefore anticipated.

When informed of the proposed change to the rules, its president favored striking alternative dispute resolution from the text. His concerns were ultimately accommodated by making mediation, initially at the judge's discretion, contingent on both parties' consent.

The new rules came into effect on 12 April 2007. To encourage parties to give their consent, nothing said in mediation can be used in a later trial, should mediation fail. The mediators may report to the judge only about the progress and the outcome of the process. Order 45 also states that reference to mediation is neither justification to stay proceedings, nor cause to delay the trial preparation.

To reassure parties, the rules require mediation to be exercised by trained or sufficiently experienced persons. Tonga had no formally recognized mediators. With assistance from the Federal Court of Australia, the deputy registrar was sent to Sydney where he completed one-week of training in a well-recognized mediation program. Subsequently, the registrar traveled to Wellington, New Zealand, for a similar training. In addition, because the court's registrars are well-respected members of the Tongan society, they are particularly suited for the task.

Talk about it

Tonga extensively publicized the benefits of mediation during its Inaugural Law Week, a one week conference rallying judges from the Pacific island jurisdictions in November 2007. On opening day, the chief justice spoke on a radio show, to the press, and on television. The Federal Court of Australia and the World Bank assisted in the production of a mock mediation DVD in Tongan, which was screened nightly on Tongan television during Law Week. One hundred copies of the DVD were distributed so that every village committee and church committee in the Kingdom of Tonga received one. This DVD had a tremendous impact in getting the mediation message to the Tongan public, according to Ford.

Mediation usage continues to grow, freeing up court resources. Most litigants now declare their consent, and eight in ten reach out-of-court settlements. Ultimate recognition of its success came from the Tongan government, the country's largest litigator, which agreed to alternative dispute resolution in December 2007, after initially opposing it. The Supreme Court is currently exploring possibilities to having a building solely dedicated to mediation.

Reforming—all staff on board

Chief Justice Ford notes the importance of staff support when introducing a new system, especially when the reformer comes from a different country.

From the outset, court staff was excited about the new case management program and the heightened atmosphere of efficiency around the office. At one point the Head Office of the Ministry of Justice even complained that staff was working until 9 p.m. on some nights (not getting paid for the overtime). Ford instructed staff to work regular work-week hours, but immediately noted that they responded by working on Saturdays. It is also for this that the chief justice looks with pride on his court as the most efficient among the Pacific Island jurisdictions.

Next in line: the Magistrate's Court

Also at the end of 2006, Tonga had increased the jurisdiction of the Magistrate's Court for civil cases from 1,000 to 10,000 Pa'anga, roughly USD5,000. The number of cases eligible for the less formalized, yet more expeditious, Magistrate's Court is not insignificant, alleviating the burden on the higher jurisdiction. Moreover, the measure is building judicial capacity. An improved command of law is required of magistrates now dealing with disputes 10 times as important in value. The initially hesitant parliament agreed to the increased responsibility only against a guideline making judicial education mandatory. In November 2007, work began to extend the Supreme Court case management system to the Magistrate's Court to gain equal efficiency there. The new Magistrate's Court rules now provide for mediation at the lower jurisdiction as well. Three more Tongans have been trained as mediators, and commenced working on civil cases in the Magistrate's Court.

The right time for reform

The implementation of the reform comes at a time when the courts in Tonga are as busy as ever, with approximately 500 additional criminal cases coming through the system arising out of riots in November 2006. The reform procedures have enabled the courts to handle the huge influx of additional cases with reasonable diligence. Once this unexpected case load is cleared the court should make further significant inroads into the time taken to enforce contract claims. The Tongan judicial system is on its way of becoming recognized as one of the most efficient in the Pacific Islands. The neighboring islands of Tuvalu recently expressed interest into the case management system, and the registrar may travel there to pass on the knowledge. The chief justice has in the meantime requested a survey of user satisfaction, to be repeated every three years if possible, to gauge progress over time.

Results

In October 2007, the World Bank highlighted in *Doing Business 2008* that Tonga's Supreme Court had cut the average time to enforce contracts from 510 days to 350. While this does not make the court the world's fastest, the improvement assured the country the title of top reformer in the category of contract enforcement. Remarkably, striking close to 100% of dormant cases, placing all others on a strict timetable, introducing mediation, and increasing the jurisdiction of the Magistrate's Court, was all achieved in just over one year.

Anthony D. Ford was appointed Chief Justice of the Kingdom of Tonga on September 11, 2006. He is now in his 8th year as a Judge in Tonga. Before that he worked with Bell Gully, one of the largest law firms in New Zealand, for more than 30 years.

What to expect

Doing Business 2009 will bring updates to the 10 sets of indicators reported in this year's edition. It may also incorporate some further improvements in methodology.

Beyond this, *Doing Business 2009* will reflect research on 3 new topics: not paying bribes, opportunities for women and infrastructure (starting with electricity). It will present the findings either as new analysis on the benefits of reforms or as new or developing sets of indicators. Whether the analysis and indicators become a standard part of *Doing Business* depends on the quality of the research and the ability to sustain the new indicators. Quality will be judged by academic peers, through the journal refereeing process. Sustainability will be judged on the basis of the cost of producing these indicators every year.

The choice of these research topics is natural. The research to construct indicators on not paying bribes and on infrastructure is motivated by evidence from the World Bank Enterprise Surveys on the main obstacles businesses face.¹ Corruption and poor access to infrastructure appear among the top constraints to business growth in most African countries, in many Middle Eastern and South Asian countries and in some Central American countries (figure 6).

Earlier editions of *Doing Business* have shown that burdensome business regulations hurt women the most. But more analysis is needed on what types of reforms most benefit working women. Expanding job and business opportunities for women is likely to have a large impact on economic growth. Precisely how large can be measured if new data are collected and analyzed. That's what the *Doing Business* team is set to do.

This chapter describes the analysis so far and the work taking place this year. The research on not paying bribes is most advanced, followed by the analysis on opportunities for women and the preliminary work on infrastructure.

Not paying bribes

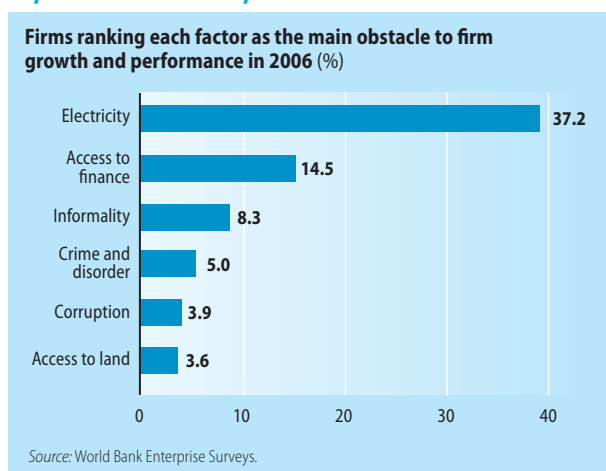
In June 2005 the U.S. media reported that the previous year a defense contractor had bought the house of a U.S. congressman, Randy Cunningham, for \$1,675,000. A month later the contractor put the property back on the market, where it eventually sold for \$975,000. At the time Cunningham was a member of the defense appropriations committee. Soon after purchasing the house, the contractor began to receive tens of millions of dollars in defense and intelligence contracts.

Cunningham resigned in late 2005 after pleading guilty to accepting at least \$2.4 million in bribes and under-reporting his income the previous year. In March 2006 he received a prison sentence of 8 years and 4 months.

This case would have taken longer to resolve had Cunningham not underreported his income in the disclosure forms that all members of the U.S. Congress file annually. The ability of the media and prosecutors to access these disclosures and point out inconsistencies made all the difference.

That is the focus of ongoing research by the *Doing Business* team: the ability of citizens, the media and prosecutors to monitor whether the actions of government officials are dictated by their private interests.² In every country the texts of relevant laws and regulations are collected. As for existing

FIGURE 6
Top obstacles to enterprises in Africa



Doing Business topics, local partners are identified as contributors, in this case partners knowledgeable about the rules on public procurement and disclosure. Two global partnerships, one with PricewaterhouseCoopers Legal Services and one with Lex Mundi law firms, are also helping verify data.

In 80% of countries that require members of the legislature to disclose their financial or business interests, disclosure requirements also apply to the executive. In countries where there are separate regulations for each branch, both sets are compiled.

Some examples: OECD high-income countries require extensive disclosure on the business interests of public officials. All but one require annual public disclosure on such things as sources of income other than the official's salary, all equity stakes held and all positions held on company boards of directors—as well as disclosure of interests when deciding on laws or contracts that may affect their income (for example, a contract that may be awarded to a business in which a public official has a stake). In South Asia only a third of countries require such disclosure.

Even where public officials are required to make such disclosures, there are differences. In Austria, New Zealand, Switzerland and the United Kingdom legislators are required to disclose the names of all companies in which they have a business interest. In other countries legislators must report only the value of equity holdings and other investments, without naming the companies in which assets are held.

Many countries prohibit legislators from serving on company boards or as company officers. These include the Czech Republic, Georgia, Israel, Russia and Vietnam. Others, such as Lithuania and Slovenia, go even further, prohibiting any employment outside parliament.

Across the current research sample, 79% of countries require disclosure of interests. Among these, more than half mandate that these disclosures be available for public scrutiny. Half a dozen countries, mostly in Latin America and the Caribbean, allow disclosure to the public only when certain conditions are met.

Physical access to disclosures also varies. In the United Kingdom disclosures are available on the House of Commons website. In Pakistan they are published in the official gazette each year. In Moldova the registrar will e-mail you disclosures upon request. In more than a dozen countries you would have to pay the registrar a visit to access disclosures. In some, you would need to submit a request to the chairing committee of the parliament, which decides whether to grant access to disclosures.

In every country where public disclosure is mandated by law, the research team has requested the files of the first 5 members of parliament in alphabetical order. The process

of obtaining these disclosures is documented in a time-and-motion study like those done for existing *Doing Business* indicators. The disclosure forms received are then studied to assess the extensiveness and completeness of the information filed.

What remains to be done? The analysis of collected data has started, with a first research paper expected in November 2007. The findings will then be subjected to peer review.

A second area of work is to compare these newly constructed indicators with existing ones. Three previous initiatives have informed the discussion on transparency. The first, conducted by Transparency International, is based on a number of perception surveys. The second, by the World Bank Institute, has similar sources of data but uses a more rigorous methodology for aggregation. The third is the most recent, conducted by Global Integrity.³ Like the ongoing *Doing Business* research in this area, it also covers public disclosure. Unlike the *Doing Business* research, its main source of information is local experts on disclosure requirements, not an analysis of the text of the law.

Opportunities for women

The *Doing Business* project commits to a 2-year research program on reforms that improve the job and business opportunities for women. The analysis will be developed in 3 directions.

First, it will identify laws and regulations that discriminate against women. For example, until 2006 Lesotho's law hindered women from becoming landowners and engaging in legal acts such as entering into a contract. Similarly, 2 dozen countries have labor laws that prevent women from having the same freedom to work as men. One example is Kuwait, which in June 2007 passed a law prohibiting women from working between 8 p.m. and 7 a.m., even if they want to. A few countries consider women legal minors and do not allow them standing in court. Instead, a woman must be represented by her husband, father or brother. And several countries do not allow married women to start a business on their own, requiring their husband's consent.

Several other areas of regulation, now beyond the scope of *Doing Business*, also reduce opportunities for women to find a job or start a business. One is inheritance law. In some regions, such as East Africa, women have fewer inheritance rights than men. That makes it harder to show collateral to the bank when starting a business. More important, it sometimes makes it impossible for women to provide for their children if their husband leaves or dies. Other regulatory requirements—such as the need to obtain a husband's consent before getting a passport, or to locate a business in licensed commercial premises—may also indirectly affect women's

ability to participate fully in business. The research will study the legal restrictions that women face in such areas.

Second, analyses will identify the traditional reforms—as captured in existing *Doing Business* indicators—that have the biggest benefits for women. Reforms that reduce informality disproportionately benefit women, because they make up a large share of the informal economy. This year's report documents the link between the ease of doing business and the shares of women among workers and among entrepreneurs (see figure 1.7, page 7). In the next 2 years research will focus on reforms that do the most to increase these shares. This work will use the World Bank Enterprise Surveys, which have data on women entrepreneurs and the share of women in total employment since 2005.

Third, the *Doing Business* team will prepare case studies on women entrepreneurs and describe the reasons for their success as well as the main obstacles they face in expanding their business. These case studies may identify additional reforms that the study of laws and regulations might have missed. In particular, even after a government reforms, the prevailing practice takes some time to change.

In areas such as these, the case studies can lead to communication campaigns to promote the benefits of reform. In Uganda, for example, women's groups formed a coalition to lobby for reforms in business law that would especially benefit women. The result: more awareness of the need for reform and new bills drafted by the Ministry of Finance, now awaiting approval by the attorney general. These include the Companies Bill, the Chattels Transfer Act and personal property and securities laws.

Findings in these 3 areas of research will be reported in a stand-alone publication on opportunities for women. Just as for existing *Doing Business* indicators, all research will be subjected to peer review at academic journals.

Infrastructure

A variety of indicators on infrastructure services are available. But these typically measure outcomes: kilometers of paved roads, number of telephone lines, percentage of households connected to running water. Indicators like these have 2 limits. First, since building infrastructure is expensive, the cross-country comparisons show an obvious pattern: rich countries have good infrastructure, and poor countries don't. Second, if a reformist government wants to make its mark by improving infrastructure services, it can do little to change these indicators in a short time. Heavy investment is needed.

What a reformer can do is adopt regulation that facilitates expansion in infrastructure services. A reformer can also simplify the process of hooking up to these services for new businesses. These are the 2 aspects of infrastructure services on which the *Doing Business* team is constructing new indicators.

The first set of indicators builds on a specific case: an unexpected rise in electricity demand in the country has created opportunities for expansion. The case study documents the process that a private or public utility goes through to procure the components needed to extend the electricity distribution grid.

The second set looks at the process of obtaining a power connection, a water connection and a telephone line for a newly constructed building. The number of procedures for getting these services, and the associated time and cost, are recorded. The study does not compare prices of these services after the building is connected. That would involve detailed knowledge of subsidy policies, which is beyond the scope of *Doing Business*.

Notes

1. The World Bank Enterprise Surveys collect information on the main constraints that businesses perceive as well as some hard data on the time and cost of complying with particular regulations. The surveys in Latin America are done in cooperation with the Inter-American Development Bank. Those in Eastern Europe and the former Soviet Union are done in cooperation with the European Bank for Reconstruction and Development. Each year more than 30 surveys are conducted. Data for more than 100 countries are available at <http://www.enterprisesurveys.org>.
2. The research is done jointly with scholars at Dartmouth College, Harvard University and the University of Nice.
3. For information, go to <http://www.globalintegrity.org/> and look for Global Integrity Index 2006.

Doing business indicators

*for Small Island
Developing States*

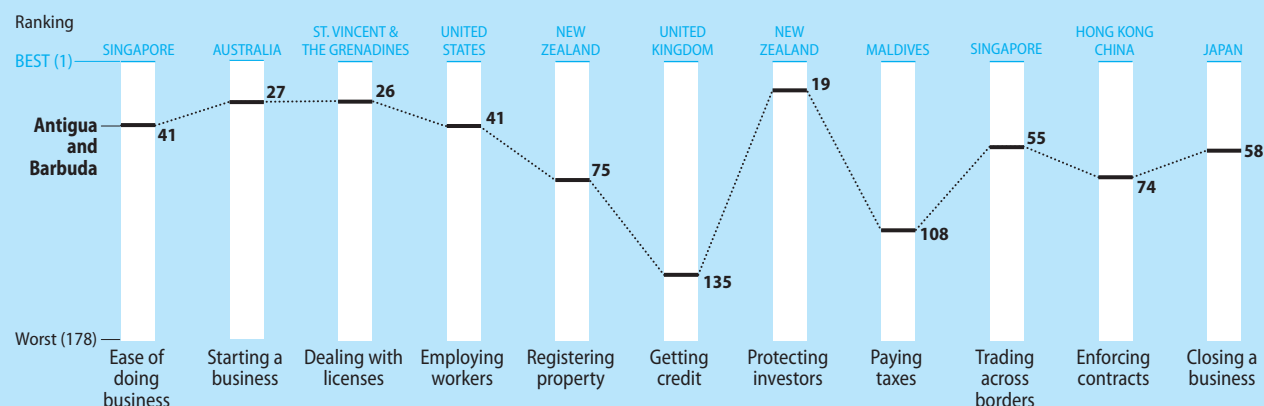
	Antigua and Barbuda	Belize	Cape Verde	Comoros	Dominica	Dominican Republic	Fiji	Grenada
Ease of doing business (small states rank)	5	8	26	28	17	23	4	15
Ease of doing business (global rank)	41	59	132	147	77	99	36	70
STARTING A BUSINESS (SMALL STATES RANK)	7	25	29	28	5	20	16	8
Procedures (number)	7	9	12	11	5	9	8	6
Time (days)	21	44	52	23	19	22	46	20
Cost (% of income per capita)	11.8	53.1	40.1	188.4	27.1	31.1	25.3	31.7
Minimum capital (% of income per capita)	0.0	0.0	53.4	280.3	0.0	0.0	0.0	0.0
DEALING WITH LICENSES (SMALL STATES RANK)	11	2	26	20	17	24	12	9
Procedures (number)	14	11	18	18	12	17	16	9
Time (days)	157	66	120	164	219	214	114	149
Cost (% of income per capita)	26.3	18.5	718.3	77.8	74.4	116.1	40.8	31.0
EMPLOYING WORKERS (SMALL STATES RANK)	17	12	29	30	22	28	8	18
Difficulty of hiring index (0-100)	11	22	33	39	11	56	22	44
Rigidity of hours index (0-100)	0	20	40	60	20	40	20	20
Difficulty of firing index (0-100)	20	0	60	40	20	0	0	0
Rigidity of employment index (0-100)	10	14	44	46	17	32	14	21
Nonwage labor cost (% of salary)	9	4	17	0	7	14	9	5
Firing cost (weeks of salary)	52	24	91	100	58	88	2	29
REGISTERING PROPERTY (SMALL STATES RANK)	9	18	19	12	11	14	10	23
Procedures (number)	5	8	6	5	4	7	3	8
Time (days)	26	60	83	24	40	60	48	77
Cost (% of property value)	13.0	4.7	7.8	20.8	13.5	5.1	12.0	7.4
GETTING CREDIT (SMALL STATES RANK)	18	6	5	25	9	2	4	9
Strength of legal rights index (0-10)	4	7	5	3	6	4	5	6
Depth of credit information index (0-6)	0	0	3	0	0	6	4	0
Public registry coverage index (% of adults)	0.0	0.0	20.3	0.0	0.0	13.3	0.0	0.0
Private bureau coverage index (% of adults)	0.0	0.0	0.0	0.0	0.0	35.4	41.2	0.0
PROTECTING INVESTORS (SMALL STATES RANK)	4	21	22	22	4	22	11	4
Extent of disclosure index (0-10)	4	3	1	6	4	5	3	4
Extent of director liability index (0-10)	8	4	5	1	8	0	8	8
Ease of shareholder suits index (0-10)	7	6	6	5	7	7	7	7
Strength of investor protection index (0-10)	6.3	4.3	4.0	4.0	6.3	4.0	6.0	6.3
PAYING TAXES (SMALL STATES RANK)	27	13	29	12	19	30	14	17
Payments (number)	45	41	57	20	38	74	33	30
Time (hours per year)	184	147	100	100	147	286	140	140
Profit tax (%)	31.2	21.6	22.0	27.2	26.1	28.6	28.2	27.6
Labor tax and contributions (%)	9.5	7.0	18.5	0.0	7.9	9.5	10.2	5.6
Other taxes (%)	6.2	2.2	13.5	21.6	3.1	2.0	0.2	12.1
Total tax rate (% of profit)	46.8	30.8	54.0	48.8	37.1	40.2	38.5	45.3
TRADING ACROSS BORDERS (SMALL STATES RANK)	10	28	8	29	14	4	27	9
Documents to export (number)	5	7	5	10	7	6	13	6
Time to export (days)	19	23	21	30	16	12	25	19
Cost to export (US\$ per container)	1,107	1,800	1,024	971	1,197	815	573	820
Documents to import (number)	6	6	5	10	8	7	13	5
Time to import (days)	19	26	21	21	18	13	25	23
Cost to import (US\$ per container)	1,174	2,130	1,024	974	1,107	1,015	570	1,178
ENFORCING A CONTRACT (SMALL STATES RANK)	10	30	2	24	28	13	5	27
Procedures (number)	45	51	37	43	47	34	34	47
Time (days)	351	892	465	506	681	460	397	723
Cost (% of debt)	22.7	27.5	24.1	89.4	36.0	40.9	38.9	32.6
CLOSING A BUSINESS (SMALL STATES RANK)	7	3	21	21	21	17	12	21
Time (years)	3.0	1.0	no practice	no practice	no practice	3.5	1.8	no practice
Cost (% of estate)	7	23	no practice	no practice	no practice	38	38	no practice
Recovery rate (cents on the dollar)	35.7	63.5	0.0	0.0	0.0	8.4	20.2	0.0

	Guinea-Bissau	Guyana	Haiti	Jamaica	Kiribati	Maldives	Marshall Islands	Mauritius
Ease of doing business (small states rank)	32	24	29	12	16	9	21	2
Ease of doing business (global rank)	176	104	148	63	73	60	89	27
STARTING A BUSINESS (SMALL STATES RANK)	32	23	31	3	22	10	4	1
Procedures (number)	17	8	12	6	6	5	5	6
Time (days)	233	44	202	8	21	9	17	7
Cost (% of income per capita)	255.5	87.2	133.9	8.7	56.6	13.4	17.7	5.3
Minimum capital (% of income per capita)	1006.6	0.0	32.2	0.0	30.6	5.8	0.0	0.0
DEALING WITH LICENSES (SMALL STATES RANK)	29	22	32	23	21	6	3	14
Procedures (number)	15	12	11	10	14	9	10	18
Time (days)	167	222	1,179	236	160	118	55	107
Cost (% of income per capita)	2607.0	313.9	817.8	438.4	629.3	39.9	36.8	43.3
EMPLOYING WORKERS (SMALL STATES RANK)	31	24	15	14	10	4	1	23
Difficulty of hiring index (0-100)	67	33	22	11	0	0	0	0
Rigidity of hours index (0-100)	60	20	40	0	0	0	0	20
Difficulty of firing index (0-100)	70	20	0	0	50	0	0	50
Rigidity of employment index (0-100)	66	24	21	4	17	0	0	23
Nonwage labor cost (% of salary)	22	8	11	12	8	0	11	6
Firing cost (weeks of salary)	87	56	17	61	4	9	0	35
REGISTERING PROPERTY (SMALL STATES RANK)	28	5	20	16	7	30	31	25
Procedures (number)	9	6	5	5	5	no practice	no practice	6
Time (days)	211	34	405	54	513	no practice	no practice	210
Cost (% of property value)	5.4	4.5	6.5	13.5	0.1	no practice	no practice	10.8
GETTING CREDIT (SMALL STATES RANK)	18	25	13	13	25	18	30	9
Strength of legal rights index (0-10)	3	3	3	5	3	4	2	5
Depth of credit information index (0-6)	1	0	2	0	0	0	0	1
Public registry coverage index (% of adults)	0.9	0.0	0.7	0.0	0.0	0.0	0.0	38.6
Private bureau coverage index (% of adults)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
PROTECTING INVESTORS (SMALL STATES RANK)	22	16	29	16	11	16	28	2
Extent of disclosure index (0-10)	6	5	2	4	6	0	2	6
Extent of director liability index (0-10)	1	5	3	8	5	8	0	8
Ease of shareholder suits index (0-10)	5	6	4	4	7	8	8	9
Strength of investor protection index (0-10)	4.0	5.3	3.0	5.3	6.0	5.3	3.3	7.7
PAYING TAXES (SMALL STATES RANK)	28	26	25	32	3	1	22	4
Payments (number)	46	34	53	72	7	1	21	7
Time (hours per year)	208	288	160	414	120	0	128	161
Profit tax (%)	14.9	26.9	23.3	28.6	23.4	0.0	0.0	10.8
Labor tax and contributions (%)	24.8	8.8	12.4	13.0	8.5	0.0	11.8	3.6
Other taxes (%)	6.1	3.3	4.3	9.7	0.0	9.1	53.0	7.3
Total tax rate (% of profit)	45.9	39.0	40.0	51.3	31.8	9.1	64.9	21.7
TRADING ACROSS BORDERS (SMALL STATES RANK)	25	23	32	21	22	26	6	2
Documents to export (number)	6	7	8	6	6	8	5	5
Time to export (days)	27	30	52	21	21	21	21	17
Cost to export (US\$ per container)	1,445	850	1,650	1,750	1,550	1,200	765	728
Documents to import (number)	6	8	10	6	7	9	5	6
Time to import (days)	26	35	53	22	21	20	33	16
Cost to import (US\$ per container)	1,749	856	1,860	1,350	1,550	1,200	765	673
ENFORCING A CONTRACT (SMALL STATES RANK)	21	9	15	16	8	14	4	11
Procedures (number)	41	36	35	34	32	41	36	37
Time (days)	1,140	581	508	565	660	665	476	750
Cost (% of debt)	25.0	25.2	42.6	45.6	25.8	16.5	27.4	17.4
CLOSING A BUSINESS (SMALL STATES RANK)	21	15	19	2	21	13	14	8
Time (years)	no practice	3.0	5.7	1.1	no practice	6.7	2.0	1.7
Cost (% of estate)	no practice	29	30	18	no practice	4	38	15
Recovery rate (cents on the dollar)	0.0	17.4	3.1	64.3	0.0	18.2	17.9	34.3

	Micronesia	Palau	Papua New Guinea	Samoa	São Tomé and Príncipe	Seychelles	Singapore	Solomon Islands
Ease of doing business (small states rank)	25	19	20	10	30	22	1	18
Ease of doing business (global rank)	112	82	84	61	163	90	1	79
STARTING A BUSINESS (SMALL STATES RANK)	13	15	18	24	26	14	2	21
Procedures (number)	7	8	8	9	10	9	5	7
Time (days)	16	28	56	35	144	38	5	57
Cost (% of income per capita)	137	4.7	26.4	41.3	94.5	8.7	0.8	58.9
Minimum capital (% of income per capita)	0.0	12.5	0.0	0.0	0.0	0.0	0.0	0.0
DEALING WITH LICENSES (SMALL STATES RANK)	7	17	31	16	30	19	4	15
Procedures (number)	14	25	24	18	13	19	11	12
Time (days)	73	118	217	88	255	144	102	62
Cost (% of income per capita)	19.7	6.1	106.3	95.4	825.9	46.5	22.9	518.0
EMPLOYING WORKERS (SMALL STATES RANK)	6	5	13	7	32	27	2	19
Difficulty of hiring index (0-100)	22	11	11	11	50	33	0	11
Rigidity of hours index (0-100)	0	0	20	20	80	20	0	20
Difficulty of firing index (0-100)	0	0	0	0	60	50	0	20
Rigidity of employment index (0-100)	7	4	10	10	63	34	0	17
Nonwage labor cost (% of salary)	6	6	10	6	6	25	13	8
Firing cost (weeks of salary)	0	0	39	9	91	39	4	44
REGISTERING PROPERTY (SMALL STATES RANK)	32	2	8	6	24	3	1	27
Procedures (number)	no practice	5	4	5	7	4	3	10
Time (days)	no practice	14	72	147	62	33	9	297
Cost (% of property value)	no practice	0.4	5.1	1.8	12.6	7.0	2.8	4.9
GETTING CREDIT (SMALL STATES RANK)	6	30	13	18	13	25	1	18
Strength of legal rights index (0-10)	7	2	5	4	5	3	9	4
Depth of credit information index (0-6)	0	0	0	0	0	0	4	0
Public registry coverage index (% of adults)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Private bureau coverage index (% of adults)	0.0	0.0	0.0	0.0	0.0	0.0	42.7	0.0
PROTECTING INVESTORS (SMALL STATES RANK)	30	30	11	4	22	14	1	14
Extent of disclosure index (0-10)	0	0	5	5	5	4	10	3
Extent of director liability index (0-10)	0	0	5	6	1	8	9	7
Ease of shareholder suits index (0-10)	8	8	8	8	6	5	9	7
Strength of investor protection index (0-10)	2.7	2.7	6.0	6.3	4.0	5.7	9.3	5.7
PAYING TAXES (SMALL STATES RANK)	20	21	23	15	31	10	2	8
Payments (number)	21	19	33	37	41	16	5	33
Time (hours per year)	128	128	206	224	424	76	49	80
Profit tax (%)	0.0	0.0	22.2	12.8	36.9	22.4	6.3	21.2
Labor tax and contributions (%)	6.8	6.5	10.9	7.0	6.8	25.4	14.1	8.5
Other taxes (%)	52.0	66.5	8.6	0.0	7.4	0.5	2.8	3.0
Total tax rate (% of profit)	58.7	73.0	41.7	19.8	51.0	48.4	23.2	32.6
TRADING ACROSS BORDERS (SMALL STATES RANK)	17	30	15	24	20	16	1	11
Documents to export (number)	3	6	7	7	8	6	4	7
Time to export (days)	30	29	26	27	27	17	5	24
Cost to export (US\$ per container)	1,145	1,160	584	1,010	690	1,839	416	1,056
Documents to import (number)	6	10	9	7	9	5	4	4
Time to import (days)	30	35	29	31	29	19	3	21
Cost to import (US\$ per container)	1,145	1,110	642	1,375	577	1,839	367	1,238
ENFORCING A CONTRACT (SMALL STATES RANK)	22	23	26	12	19	6	1	17
Procedures (number)	34	38	43	44	43	38	22	37
Time (days)	965	885	591	455	405	720	120	455
Cost (% of debt)	66.0	35.3	110.3	19.7	34.8	14.3	17.8	78.9
CLOSING A BUSINESS (SMALL STATES RANK)	20	6	10	16	21	21	1	11
Time (years)	5.3	1.0	3.0	2.5	no practice	no practice	0.8	1.0
Cost (% of estate)	38	23	23	38	no practice	no practice	1	38
Recovery rate (cents on the dollar)	3.1	38.2	23.9	15.2	0.0	0.0	91.3	23.3

	St. Kitts and Nevis	St. Lucia	St. Vincent and the Grenadines	Suriname	Timor-Leste	Tonga	Trinidad and Tobago	Vanuatu
Ease of doing business (small states rank)	13	3	7	27	31	6	14	11
Ease of doing business (global rank)	64	34	54	142	168	47	67	62
STARTING A BUSINESS (SMALL STATES RANK)	19	12	8	30	27	6	11	17
Procedures (number)	9	6	8	13	9	4	9	8
Time (days)	46	40	12	694	82	32	43	39
Cost (% of income per capita)	22.9	23.7	29.2	141.8	11.9	10.8	0.9	54.9
Minimum capital (% of income per capita)	0.0	0.0	0.0	1.1	595.2	0.0	0.0	0.0
DEALING WITH LICENSES (SMALL STATES RANK)	5	8	1	27	28	13	25	10
Procedures (number)	14	9	11	14	22	14	20	7
Time (days)	72	139	74	431	208	88	261	51
Cost (% of income per capita)	14.0	31.9	9.2	158.0	113.1	183.6	5.9	357.7
EMPLOYING WORKERS (SMALL STATES RANK)	9	11	21	20	25	3	16	26
Difficulty of hiring index (0-100)	11	0	11	0	33	0	0	22
Rigidity of hours index (0-100)	20	20	20	20	20	20	0	40
Difficulty of firing index (0-100)	20	0	20	50	50	0	20	10
Rigidity of employment index (0-100)	17	7	17	23	34	7	7	24
Nonwage labor cost (% of salary)	10	5	4	0	0	0	3	4
Firing cost (weeks of salary)	8	56	54	26	17	0	67	56
REGISTERING PROPERTY (SMALL STATES RANK)	22	4	13	21	29	14	26	17
Procedures (number)	6	5	6	4	no practice	4	8	2
Time (days)	81	20	37	193	no practice	108	162	188
Cost (% of property value)	13.3	7.4	11.9	13.7	no practice	10.2	7.0	11.0
GETTING CREDIT (SMALL STATES RANK)	13	9	6	18	30	25	3	18
Strength of legal rights index (0-10)	5	6	7	4	2	3	5	4
Depth of credit information index (0-6)	0	0	0	0	0	0	4	0
Public registry coverage index (% of adults)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Private bureau coverage index (% of adults)	0.0	0.0	0.0	0.0	0.0	0.0	34.4	0.0
PROTECTING INVESTORS (SMALL STATES RANK)	4	4	4	32	22	20	3	16
Extent of disclosure index (0-10)	4	4	4	2	3	3	4	5
Extent of director liability index (0-10)	8	8	8	0	4	3	9	6
Ease of shareholder suits index (0-10)	7	7	7	5	5	8	7	5
Strength of investor protection index (0-10)	6.3	6.3	6.3	2.3	4.0	4.7	6.7	5.3
PAYING TAXES (SMALL STATES RANK)	24	9	16	6	18	7	11	5
Payments (number)	24	32	36	17	15	23	40	31
Time (hours per year)	172	71	76	199	640	164	114	120
Profit tax (%)	32.7	27.8	37.6	27.9	27.8	23.8	21.6	0.0
Labor tax and contributions (%)	11.3	5.6	3.9	0.0	0.0	0.0	5.8	4.5
Other taxes (%)	8.6	3.5	3.4	0.0	0.6	1.2	5.8	3.9
Total tax rate (% of profit)	52.6	36.9	45.0	27.9	28.3	25.0	33.1	8.4
TRADING ACROSS BORDERS (SMALL STATES RANK)	3	19	12	18	13	5	7	31
Documents to export (number)	6	5	6	8	6	7	5	7
Time to export (days)	15	18	15	25	25	19	14	26
Cost to export (US\$ per container)	750	1,375	1,770	905	990	545	693	1,815
Documents to import (number)	6	8	6	7	7	6	7	9
Time to import (days)	17	21	16	25	26	25	26	30
Cost to import (US\$ per container)	756	1,420	1,769	815	995	620	1,100	2,225
ENFORCING A CONTRACT (SMALL STATES RANK)	20	25	18	31	32	3	29	6
Procedures (number)	47	47	45	44	51	37	42	30
Time (days)	578	635	394	1,715	1,800	350	1,340	430
Cost (% of debt)	20.5	37.3	30.3	37.1	163.2	30.5	33.5	74.7
CLOSING A BUSINESS (SMALL STATES RANK)	21	4	21	18	21	9	21	5
Time (years)	no practice	2.0	no practice	5.0	no practice	2.7	no practice	2.6
Cost (% of estate)	no practice	9	no practice	30	no practice	22	no practice	38
Recovery rate (cents on the dollar)	0.0	41.8	0.0	7.4	0.0	25.3	0.0	39.3

ANTIGUA AND BARBUDA



ANTIGUA AND BARBUDA

Latin America & Caribbean

High income

Ease of doing business (rank)	41 (SIDS 5)
GNI per capita (US\$)	11,210
Population (millions)	0.1

Starting a business (rank) 27 (SIDS 7)

Procedures (number)	7
Time (days)	21
Cost (% of income per capita)	11.8
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank) 26 (SIDS 11)

Procedures (number)	14
Time (days)	157
Cost (% of income per capita)	26.3

Employing workers (rank) 41 (SIDS 17)

Difficulty of hiring index (0-100)	11
Rigidity of hours index (0-100)	0
Difficulty of firing index (0-100)	20
Rigidity of employment index (0-100)	10
Nonwage labor cost (% of salary)	9
Firing cost (weeks of salary)	52

Registering property (rank) 75 (SIDS 9)

Procedures (number)	5
Time (days)	26
Cost (% of property value)	13.0

Getting credit (rank) 135 (SIDS 18)

Strength of legal rights index (0-10)	4
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 19 (SIDS 4)

Extent of disclosure index (0-10)	4
Extent of director liability index (0-10)	8
Ease of shareholder suits index (0-10)	7
Strength of investor protection index (0-10)	6.3

Paying taxes (rank) 108 (SIDS 27)

Payments (number per year)	45
Time (hours per year)	184
Profit tax (%)	31.2
Labor tax and contributions (% of profit)	9.5
Other taxes (% of profit)	6.2
Total tax rate (% of profit)	46.8

Trading across borders (rank) 55 (SIDS 10)

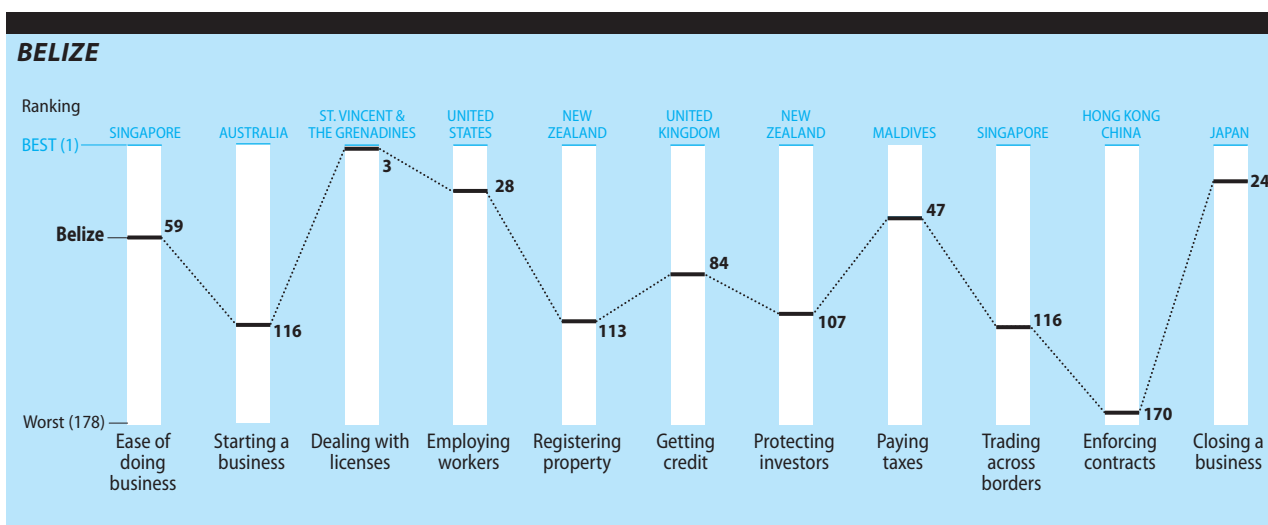
Documents to export (number)	5
Time to export (days)	19
Cost to export (US\$ per container)	1,107
Documents to import (number)	6
Time to import (days)	19
Cost to import (US\$ per container)	1,174

Enforcing contracts (rank) 74 (SIDS 10)

Procedures (number)	45
Time (days)	351
Cost (% of claim)	22.7

Closing a business (rank) 58 (SIDS 7)

Time (years)	3
Cost (% of estate)	7
Recovery rate (cents on the dollar)	35.7

**BELIZE**

Latin America & Caribbean

Upper middle income

Ease of doing business (rank)	59 (SIDS 8)
GNI per capita (US\$)	3,650
Population (millions)	0.3

Starting a business (rank) 116 (SIDS 25)

Procedures (number)	9
Time (days)	44
Cost (% of income per capita)	53.1
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank) 3 (SIDS 2)

Procedures (number)	11
Time (days)	66
Cost (% of income per capita)	18.5

Employing workers (rank) 28 (SIDS 12)

Difficulty of hiring index (0-100)	22
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	0
Rigidity of employment index (0-100)	14
Nonwage labor cost (% of salary)	4
Firing cost (weeks of salary)	24

Registering property (rank) 113 (SIDS 18)

Procedures (number)	8
Time (days)	60
Cost (% of property value)	4.7

Getting credit (rank) 84 (SIDS 6)

Strength of legal rights index (0-10)	7
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 107 (SIDS 21)

Extent of disclosure index (0-10)	3
Extent of director liability index (0-10)	4
Ease of shareholder suits index (0-10)	6
Strength of investor protection index (0-10)	4.3

Paying taxes (rank) 47 (SIDS 13)

Payments (number per year)	41
Time (hours per year)	147
Profit tax (%)	21.6
Labor tax and contributions (% of profit)	7.0
Other taxes (% of profit)	2.2
Total tax rate (% of profit)	30.8

Trading across borders (rank) 116 (SIDS 28)

Documents to export (number)	7
Time to export (days)	23
Cost to export (US\$ per container)	1,800
Documents to import (number)	6
Time to import (days)	26
Cost to import (US\$ per container)	2,130

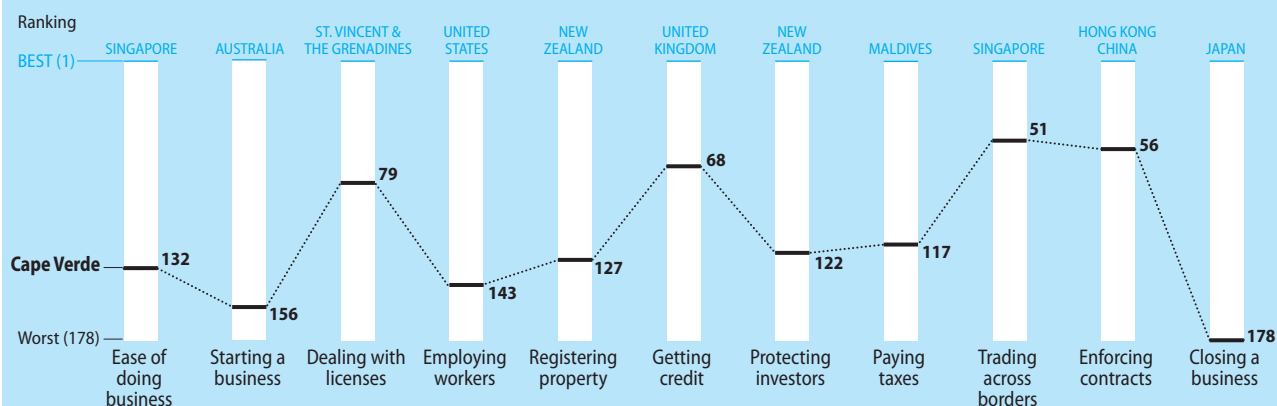
Enforcing contracts (rank) 170 (SIDS 30)

Procedures (number)	51
Time (days)	892
Cost (% of claim)	27.5

Closing a business (rank) 24 (SIDS 3)

Time (years)	1
Cost (% of estate)	23
Recovery rate (cents on the dollar)	63.5

CAPE VERDE



CAPE VERDE

Sub-Saharan Africa

Lower middle income

Ease of doing business (rank)	132 (SIDS 26)
GNI per capita (US\$)	2,130
Population (millions)	0.5

Starting a business (rank) 156 (SIDS 29)

Procedures (number)	12
Time (days)	52
Cost (% of income per capita)	40.1
Minimum capital (% of income per capita)	53.4

Dealing with licenses (rank) 79 (SIDS 26)

Procedures (number)	18
Time (days)	120
Cost (% of income per capita)	718.3

Employing workers (rank) 143 (SIDS 29)

Difficulty of hiring index (0-100)	33
Rigidity of hours index (0-100)	40
Difficulty of firing index (0-100)	60
Rigidity of employment index (0-100)	44
Nonwage labor cost (% of salary)	17
Firing cost (weeks of salary)	91

Registering property (rank) 127 (SIDS 19)

Procedures (number)	6
Time (days)	83
Cost (% of property value)	7.8

Getting credit (rank) 68 (SIDS 5)

Strength of legal rights index (0-10)	5
Depth of credit information index (0-6)	3
Public registry coverage (% of adults)	20.3
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 122 (SIDS 22)

Extent of disclosure index (0-10)	1
Extent of director liability index (0-10)	5
Ease of shareholder suits index (0-10)	6
Strength of investor protection index (0-10)	4

Paying taxes (rank) 117 (SIDS 29)

Payments (number per year)	57
Time (hours per year)	100
Profit tax (%)	22.0
Labor tax and contributions (% of profit)	18.5
Other taxes (% of profit)	13.5
Total tax rate (% of profit)	54

Trading across borders (rank) 51 (SIDS 8)

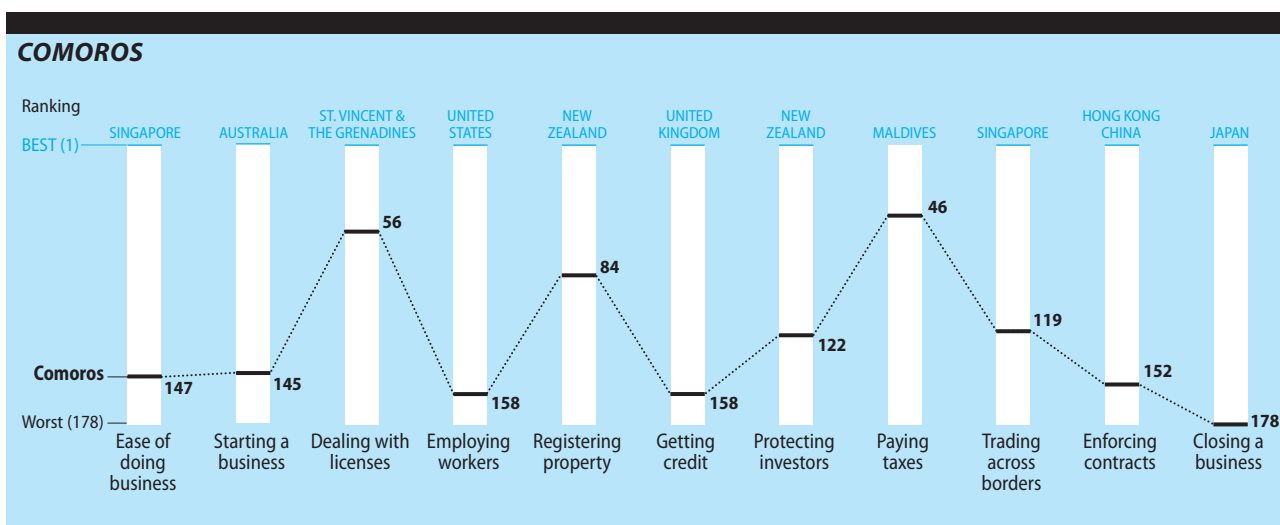
Documents to export (number)	5
Time to export (days)	21
Cost to export (US\$ per container)	1,024
Documents to import (number)	5
Time to import (days)	21
Cost to import (US\$ per container)	1,024

Enforcing contracts (rank) 56 (SIDS 2)

Procedures (number)	37
Time (days)	465
Cost (% of claim)	24.1

Closing a business (rank) 178 (SIDS 21)

Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0

**COMOROS**

Sub-Saharan Africa

Low income

Ease of doing business (rank) 147 (SIDS 28)

GNI per capita (US\$) 660

Population (millions) 0.6

Starting a business (rank) 145 (SIDS 28)

Procedures (number) 11

Time (days) 23

Cost (% of income per capita) 188.4

Minimum capital (% of income per capita) 280.3

Dealing with licenses (rank) 56 (SIDS 20)

Procedures (number) 18

Time (days) 164

Cost (% of income per capita) 77.8

Employing workers (rank) 158 (SIDS 30)

Difficulty of hiring index (0-100) 39

Rigidity of hours index (0-100) 60

Difficulty of firing index (0-100) 40

Rigidity of employment index (0-100) 46

Nonwage labor cost (% of salary) 0

Firing cost (weeks of salary) 100

Registering property (rank) 84 (SIDS 12)

Procedures (number) 5

Time (days) 24

Cost (% of property value) 20.8

Getting credit (rank) 158 (SIDS 25)

Strength of legal rights index (0-10) 3

Depth of credit information index (0-6) 0

Public registry coverage (% of adults) 0.0

Private bureau coverage (% of adults) 0.0

Protecting investors (rank) 122 (SIDS 22)

Extent of disclosure index (0-10) 6

Extent of director liability index (0-10) 1

Ease of shareholder suits index (0-10) 5

Strength of investor protection index (0-10) 4

Paying taxes (rank) 46 (SIDS 12)

Payments (number per year) 20

Time (hours per year) 100

Profit tax (%) 27.2

Labor tax and contributions (% of profit) 0.0

Other taxes (% of profit) 21.6

Total tax rate (% of profit) 48.8

Trading across borders (rank) 119 (SIDS 29)

Documents to export (number) 10

Time to export (days) 30

Cost to export (US\$ per container) 971

Documents to import (number) 10

Time to import (days) 21

Cost to import (US\$ per container) 974

Enforcing contracts (rank) 152 (SIDS 24)

Procedures (number) 43

Time (days) 506

Cost (% of claim) 89.4

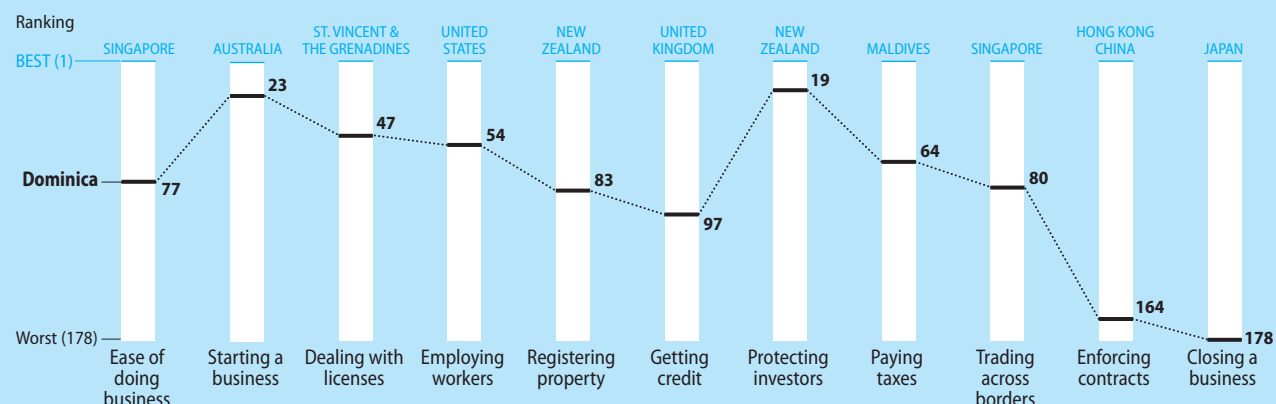
Closing a business (rank) 178 (SIDS 21)

Time (years) NO PRACTICE

Cost (% of estate) NO PRACTICE

Recovery rate (cents on the dollar) 0

DOMINICA



DOMINICA

Latin America & Caribbean

Upper middle income

Ease of doing business (rank)	77 (SIDS 17)
GNI per capita (US\$)	3,960
Population (millions)	0.1

Starting a business (rank)	23 (SIDS 5)
Procedures (number)	5
Time (days)	19
Cost (% of income per capita)	27.1
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank)	47 (SIDS 17)
Procedures (number)	12
Time (days)	219
Cost (% of income per capita)	74.4

Employing workers (rank)	54 (SIDS 22)
Difficulty of hiring index (0-100)	11
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	20
Rigidity of employment index (0-100)	17
Nonwage labor cost (% of salary)	7
Firing cost (weeks of salary)	58

Registering property (rank)	83 (SIDS 11)
Procedures (number)	4
Time (days)	40
Cost (% of property value)	13.5

Getting credit (rank)	97 (SIDS 9)
Strength of legal rights index (0-10)	6
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

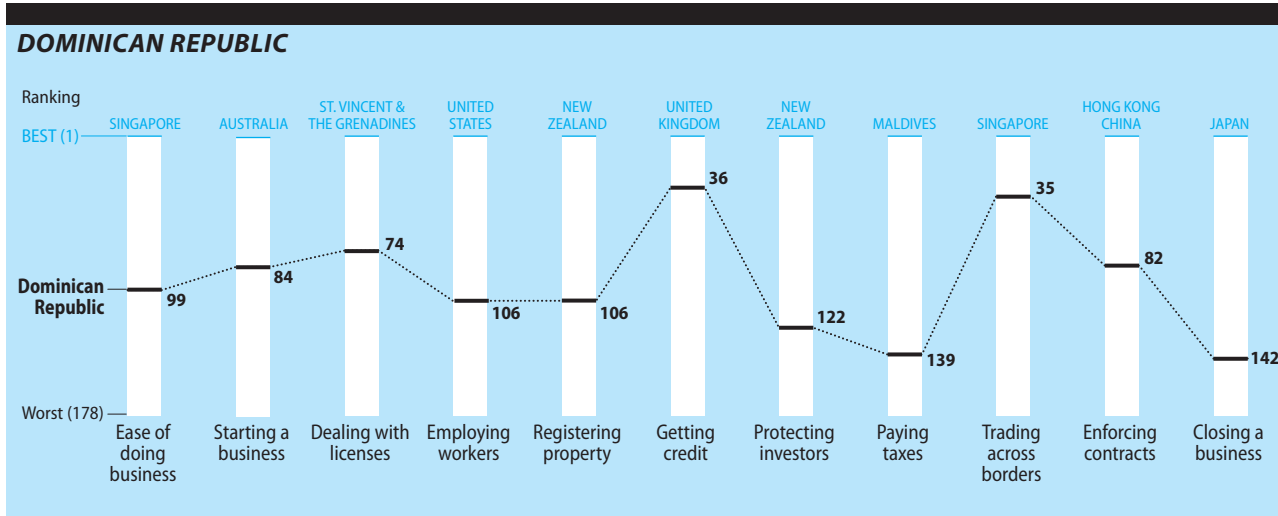
Protecting investors (rank)	19 (SIDS 4)
Extent of disclosure index (0-10)	4
Extent of director liability index (0-10)	8
Ease of shareholder suits index (0-10)	7
Strength of investor protection index (0-10)	6.3

Paying taxes (rank)	64 (SIDS 19)
Payments (number per year)	38
Time (hours per year)	147
Profit tax (%)	26.1
Labor tax and contributions (% of profit)	7.9
Other taxes (% of profit)	3.1
Total tax rate (% of profit)	37.1

Trading across borders (rank)	80 (SIDS 14)
Documents to export (number)	7
Time to export (days)	16
Cost to export (US\$ per container)	1,197
Documents to import (number)	8
Time to import (days)	18
Cost to import (US\$ per container)	1,107

Enforcing contracts (rank)	164 (SIDS 28)
Procedures (number)	47
Time (days)	681
Cost (% of claim)	36

Closing a business (rank)	178 (SIDS 21)
Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0



DOMINICAN REPUBLIC

Latin America & Caribbean

Lower middle income

Ease of doing business (rank)	99 (SIDS 23)
GNI per capita (US\$)	2,850
Population (millions)	9.6

Starting a business (rank)	84 (SIDS 20)	POSITIVE REFORM IN 2006/07
Procedures (number)	9	
Time (days)	22	
Cost (% of income per capita)	31.1	
Minimum capital (% of income per capita)	0.0	

Dealing with licenses (rank)	74 (SIDS 24)
Procedures (number)	17
Time (days)	214
Cost (% of income per capita)	116.1

Employing workers (rank)	106 (SIDS 28)
Difficulty of hiring index (0-100)	56
Rigidity of hours index (0-100)	40
Difficulty of firing index (0-100)	0
Rigidity of employment index (0-100)	32
Nonwage labor cost (% of salary)	14
Firing cost (weeks of salary)	88

Registering property (rank)	106 (SIDS 14)	POSITIVE REFORM IN 2006/07
Procedures (number)	7	
Time (days)	60	
Cost (% of property value)	5.1	

Getting credit (rank)	36 (SIDS 2)
Strength of legal rights index (0-10)	4
Depth of credit information index (0-6)	6
Public registry coverage (% of adults)	13.3
Private bureau coverage (% of adults)	35.4

Protecting investors (rank)	122 (SIDS 22)
Extent of disclosure index (0-10)	5
Extent of director liability index (0-10)	0
Ease of shareholder suits index (0-10)	7
Strength of investor protection index (0-10)	4

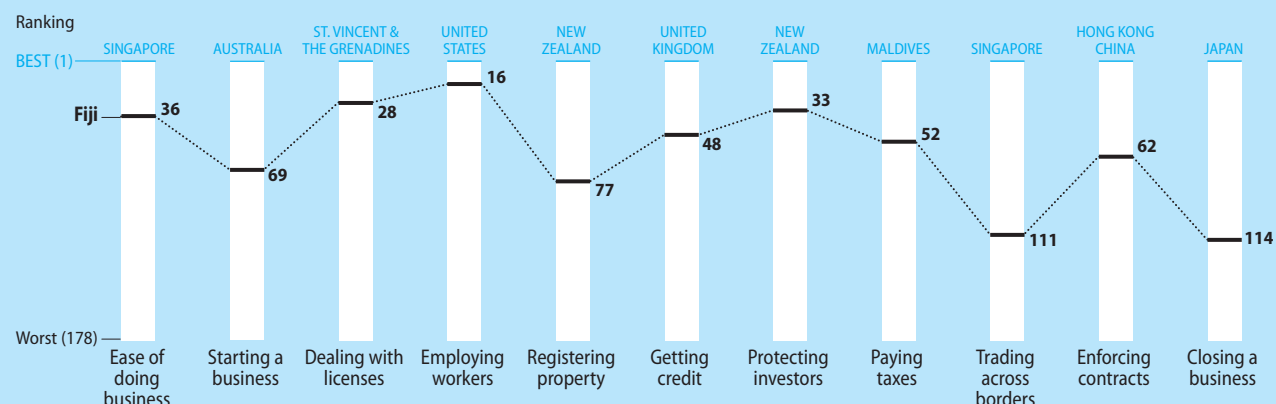
Paying taxes (rank)	139 (SIDS 30)	NEGATIVE REFORM IN 2006/07
Payments (number per year)	74	
Time (hours per year)	286	
Profit tax (%)	28.6	
Labor tax and contributions (% of profit)	9.5	
Other taxes (% of profit)	2.0	
Total tax rate (% of profit)	40.2	

Trading across borders (rank)	35 (SIDS 4)	POSITIVE REFORM IN 2006/07
Documents to export (number)	6	
Time to export (days)	12	
Cost to export (US\$ per container)	815	
Documents to import (number)	7	
Time to import (days)	13	
Cost to import (US\$ per container)	1,015	

Enforcing contracts (rank)	82 (SIDS 13)
Procedures (number)	34
Time (days)	460
Cost (% of claim)	40.9

Closing a business (rank)	142 (SIDS 17)
Time (years)	3.5
Cost (% of estate)	38
Recovery rate (cents on the dollar)	8.4

FIJI



FIJI

East Asia & Pacific

Lower middle income

Ease of doing business (rank)	36 (SIDS 4)
GNI per capita (US\$)	3,300
Population (millions)	0.9

Starting a business (rank)	69 (SIDS 16)
Procedures (number)	8
Time (days)	46
Cost (% of income per capita)	25.3
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank)	28 (SIDS 12)
Procedures (number)	16
Time (days)	114
Cost (% of income per capita)	40.8

Employing workers (rank)	16 (SIDS 8)
Difficulty of hiring index (0-100)	22
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	0
Rigidity of employment index (0-100)	14
Nonwage labor cost (% of salary)	9
Firing cost (weeks of salary)	2

Registering property (rank)	77 (SIDS 10)
Procedures (number)	3
Time (days)	48
Cost (% of property value)	12

Getting credit (rank)	48 (SIDS 4)
Strength of legal rights index (0-10)	5
Depth of credit information index (0-6)	4
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	41.2

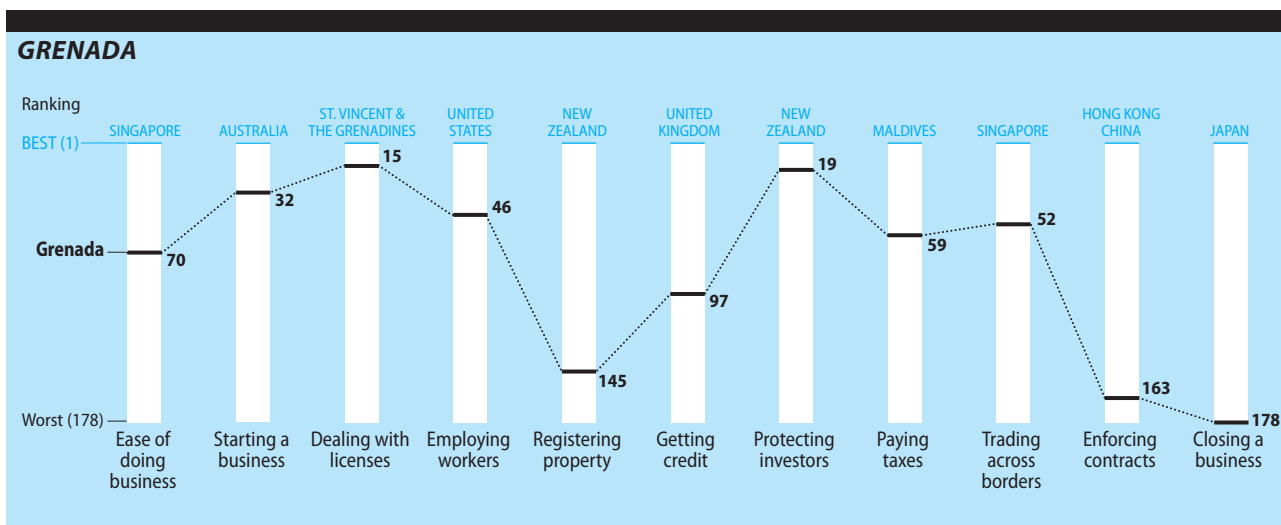
Protecting investors (rank)	33 (SIDS 11)
Extent of disclosure index (0-10)	3
Extent of director liability index (0-10)	8
Ease of shareholder suits index (0-10)	7
Strength of investor protection index (0-10)	6

Paying taxes (rank)	52 (SIDS 14)
Payments (number per year)	33
Time (hours per year)	140
Profit tax (%)	28.2
Labor tax and contributions (% of profit)	10.2
Other taxes (% of profit)	0.2
Total tax rate (% of profit)	38.5

Trading across borders (rank)	111 (SIDS 27)
Documents to export (number)	13
Time to export (days)	25
Cost to export (US\$ per container)	573
Documents to import (number)	13
Time to import (days)	25
Cost to import (US\$ per container)	570

Enforcing contracts (rank)	62 (SIDS 5)	POSITIVE REFORM IN 2006/07
Procedures (number)	34	
Time (days)	397	
Cost (% of claim)	38.9	

Closing a business (rank)	114 (SIDS 12)
Time (years)	1.8
Cost (% of estate)	38
Recovery rate (cents on the dollar)	20.2



GRENADA

Latin America & Caribbean

Upper middle income

Ease of doing business (rank)	70 (SIDS 15)
GNI per capita (US\$)	4,420
Population (millions)	0.1

Starting a business (rank) 32 (SIDS 8)

Procedures (number)	6
Time (days)	20
Cost (% of income per capita)	31.7
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank) 15 (SIDS 9)

Procedures (number)	9
Time (days)	149
Cost (% of income per capita)	31

Employing workers (rank) 46 (SIDS 18)

Difficulty of hiring index (0-100)	44
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	0
Rigidity of employment index (0-100)	21
Nonwage labor cost (% of salary)	5
Firing cost (weeks of salary)	29

Registering property (rank) 145 (SIDS 23)

Procedures (number)	8
Time (days)	77
Cost (% of property value)	7.4

Getting credit (rank) 97 (SIDS 9)

Strength of legal rights index (0-10)	6
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 19 (SIDS 4)

Extent of disclosure index (0-10)	4
Extent of director liability index (0-10)	8
Ease of shareholder suits index (0-10)	7
Strength of investor protection index (0-10)	6.3

Paying taxes (rank) 59 (SIDS 17)

Payments (number per year)	30
Time (hours per year)	140
Profit tax (%)	27.6
Labor tax and contributions (% of profit)	5.6
Other taxes (% of profit)	12.1
Total tax rate (% of profit)	45.3

Trading across borders (rank) 52 (SIDS 9)

Documents to export (number)	6
Time to export (days)	19
Cost to export (US\$ per container)	820
Documents to import (number)	5
Time to import (days)	23
Cost to import (US\$ per container)	1,178

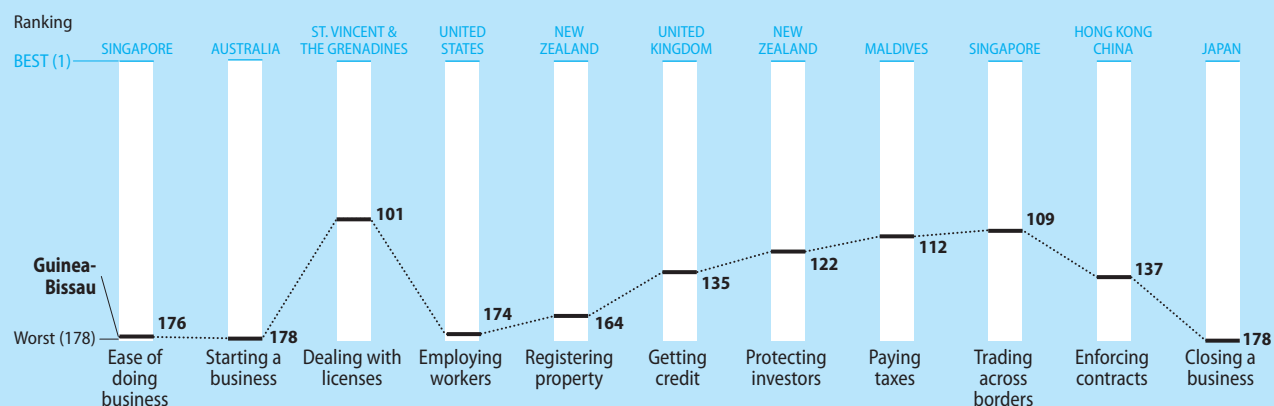
Enforcing contracts (rank) 163 (SIDS 27)

Procedures (number)	47
Time (days)	723
Cost (% of claim)	32.6

Closing a business (rank) 178 (SIDS 21)

Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0

GUINEA-BISSAU



GUINEA-BISSAU

Sub-Saharan Africa

Low income

Ease of doing business (rank)	176 (SIDS 32)
GNI per capita (US\$)	190
Population (millions)	1.6

Starting a business (rank)	178 (SIDS 32)
Procedures (number)	17
Time (days)	233
Cost (% of income per capita)	255.5
Minimum capital (% of income per capita)	1,006.6

Dealing with licenses (rank)	101 (SIDS 29)
Procedures (number)	15
Time (days)	167
Cost (% of income per capita)	2,607

Employing workers (rank)	174 (SIDS 31)
Difficulty of hiring index (0-100)	67
Rigidity of hours index (0-100)	60
Difficulty of firing index (0-100)	70
Rigidity of employment index (0-100)	66
Nonwage labor cost (% of salary)	22
Firing cost (weeks of salary)	87

Registering property (rank)	164 (SIDS 28)	POSITIVE REFORM IN 2006/07
Procedures (number)	9	
Time (days)	211	
Cost (% of property value)	5.4	

Getting credit (rank)	135 (SIDS 18)
Strength of legal rights index (0-10)	3
Depth of credit information index (0-6)	1
Public registry coverage (% of adults)	0.9
Private bureau coverage (% of adults)	0.0

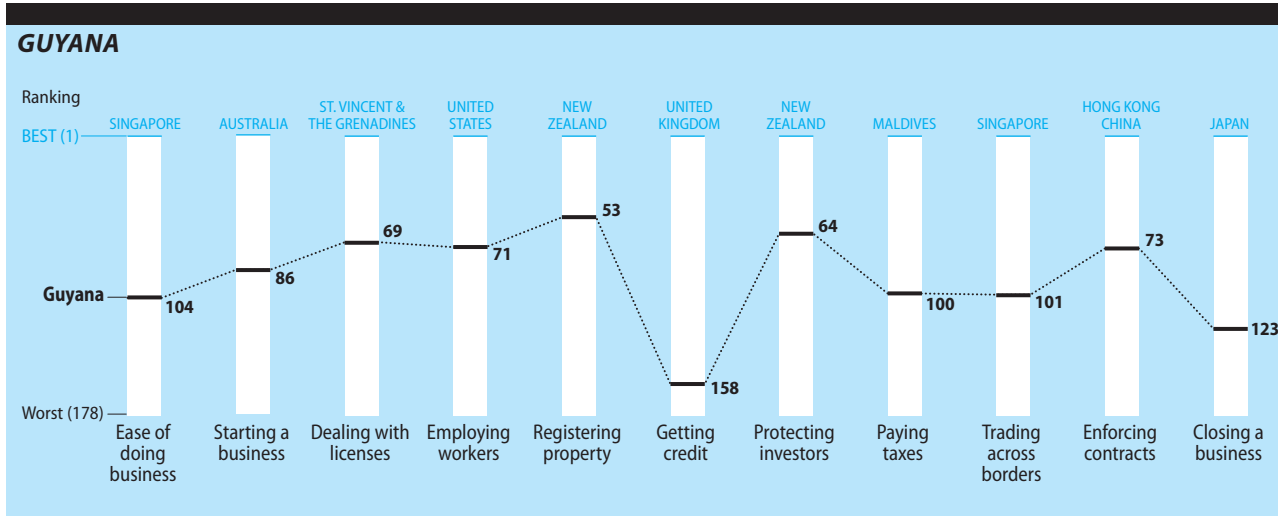
Protecting investors (rank)	122 (SIDS 22)
Extent of disclosure index (0-10)	6
Extent of director liability index (0-10)	1
Ease of shareholder suits index (0-10)	5
Strength of investor protection index (0-10)	4

Paying taxes (rank)	112 (SIDS 28)
Payments (number per year)	46
Time (hours per year)	208
Profit tax (%)	14.9
Labor tax and contributions (% of profit)	24.8
Other taxes (% of profit)	6.1
Total tax rate (% of profit)	45.9

Trading across borders (rank)	109 (SIDS 25)
Documents to export (number)	6
Time to export (days)	27
Cost to export (US\$ per container)	1,445
Documents to import (number)	6
Time to import (days)	26
Cost to import (US\$ per container)	1,749

Enforcing contracts (rank)	137 (SIDS 21)
Procedures (number)	41
Time (days)	1,140
Cost (% of claim)	25

Closing a business (rank)	178 (SIDS 21)
Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0

**GUYANA**

Latin America & Caribbean

Lower middle income

Ease of doing business (rank)	104 (SIDS 24)
GNI per capita (US\$)	1,130
Population (millions)	0.8

Starting a business (rank) 86 (SIDS 23)

Procedures (number)	8
Time (days)	44
Cost (% of income per capita)	87.2
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank) 69 (SIDS 22)

Procedures (number)	12
Time (days)	222
Cost (% of income per capita)	313.9

Employing workers (rank) 71 (SIDS 24)

Difficulty of hiring index (0-100)	33
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	20
Rigidity of employment index (0-100)	24
Nonwage labor cost (% of salary)	8
Firing cost (weeks of salary)	56

Registering property (rank) 53 (SIDS 5)

Procedures (number)	6
Time (days)	34
Cost (% of property value)	4.5

Getting credit (rank) 158 (SIDS 25)

Strength of legal rights index (0-10)	3
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 64 (SIDS 16)

Extent of disclosure index (0-10)	5
Extent of director liability index (0-10)	5
Ease of shareholder suits index (0-10)	6
Strength of investor protection index (0-10)	5.3

Paying taxes (rank) 100 (SIDS 26)

Payments (number per year)	34
Time (hours per year)	288
Profit tax (%)	26.9
Labor tax and contributions (% of profit)	8.8
Other taxes (% of profit)	3.3
Total tax rate (% of profit)	39

Trading across borders (rank) 101 (SIDS 23)

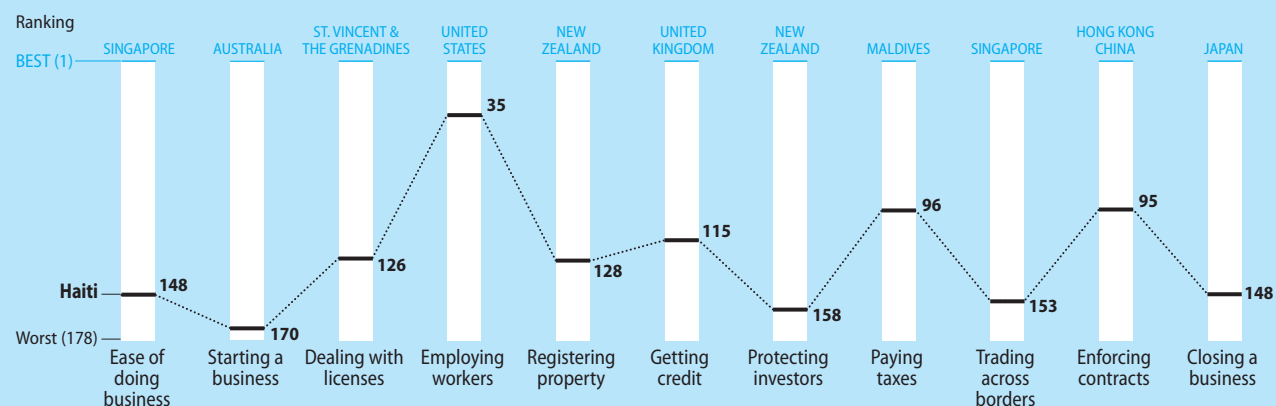
Documents to export (number)	7
Time to export (days)	30
Cost to export (US\$ per container)	850
Documents to import (number)	8
Time to import (days)	35
Cost to import (US\$ per container)	856

Enforcing contracts (rank) 73 (SIDS 9)

Procedures (number)	36
Time (days)	581
Cost (% of claim)	25.2

Closing a business (rank) 123 (SIDS 15)

Time (years)	3
Cost (% of estate)	29
Recovery rate (cents on the dollar)	17.4

HAITI**HAITI**

Latin America & Caribbean

Low income

Ease of doing business (rank)	148 (SIDS 29)
GNI per capita (US\$)	480
Population (millions)	8.6

Starting a business (rank) 170 (SIDS 31)

Procedures (number)	12
Time (days)	202
Cost (% of income per capita)	133.9
Minimum capital (% of income per capita)	32.2

Dealing with licenses (rank) 126 (SIDS 32)

Procedures (number)	11
Time (days)	1,179
Cost (% of income per capita)	817.8

Employing workers (rank) 35 (SIDS 15)

Difficulty of hiring index (0-100)	22
Rigidity of hours index (0-100)	40
Difficulty of firing index (0-100)	0
Rigidity of employment index (0-100)	21
Nonwage labor cost (% of salary)	11
Firing cost (weeks of salary)	17

Registering property (rank) 128 (SIDS 20)

Procedures (number)	5
Time (days)	405
Cost (% of property value)	6.5

POSITIVE REFORM IN 2006/07

Getting credit (rank) 115 (SIDS 13)

Strength of legal rights index (0-10)	3
Depth of credit information index (0-6)	2
Public registry coverage (% of adults)	0.7
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 158 (SIDS 29)

Extent of disclosure index (0-10)	2
Extent of director liability index (0-10)	3
Ease of shareholder suits index (0-10)	4
Strength of investor protection index (0-10)	3

Paying taxes (rank) 96 (SIDS 25)

Payments (number per year)	53
Time (hours per year)	160
Profit tax (%)	23.3
Labor tax and contributions (% of profit)	12.4
Other taxes (% of profit)	4.3
Total tax rate (% of profit)	40

Trading across borders (rank) 153 (SIDS 32)

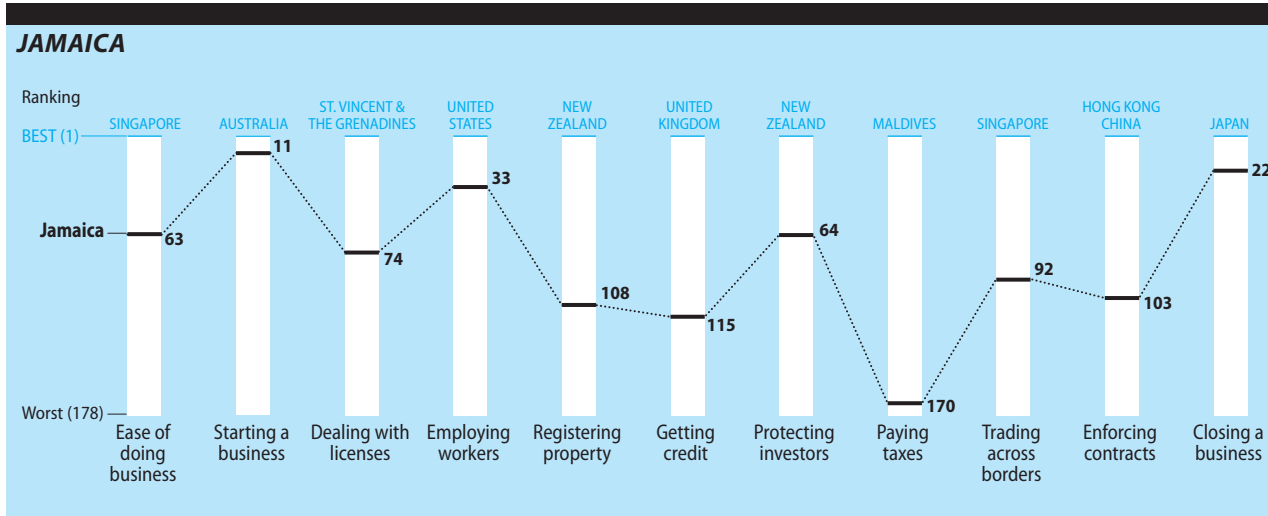
Documents to export (number)	8
Time to export (days)	52
Cost to export (US\$ per container)	1,650
Documents to import (number)	10
Time to import (days)	53
Cost to import (US\$ per container)	1,860

Enforcing contracts (rank) 95 (SIDS 15)

Procedures (number)	35
Time (days)	508
Cost (% of claim)	42.6

Closing a business (rank) 148 (SIDS 19)

Time (years)	5.7
Cost (% of estate)	30
Recovery rate (cents on the dollar)	3.1



JAMAICA

Latin America & Caribbean

Lower middle income

Ease of doing business (rank)	63 (SIDS 12)
GNI per capita (US\$)	3,480
Population (millions)	2.7

Starting a business (rank) 11 (SIDS 3)

Procedures (number)	6
Time (days)	8
Cost (% of income per capita)	8.7
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank) 74 (SIDS 23)

Procedures (number)	10
Time (days)	236
Cost (% of income per capita)	438.4

Employing workers (rank) 33 (SIDS 14)

Difficulty of hiring index (0-100)	11
Rigidity of hours index (0-100)	0
Difficulty of firing index (0-100)	0
Rigidity of employment index (0-100)	4
Nonwage labor cost (% of salary)	12
Firing cost (weeks of salary)	61

Registering property (rank) 108 (SIDS 16)

Procedures (number)	5
Time (days)	54
Cost (% of property value)	13.5

Getting credit (rank) 115 (SIDS 13)

Strength of legal rights index (0-10)	5
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 64 (SIDS 16)

Extent of disclosure index (0-10)	4
Extent of director liability index (0-10)	8
Ease of shareholder suits index (0-10)	4
Strength of investor protection index (0-10)	5.3

Paying taxes (rank) 170 (SIDS 32)

Payments (number per year)	72
Time (hours per year)	414
Profit tax (%)	28.6
Labor tax and contributions (% of profit)	13.0
Other taxes (% of profit)	9.7
Total tax rate (% of profit)	51.3

Trading across borders (rank) 92 (SIDS 21)

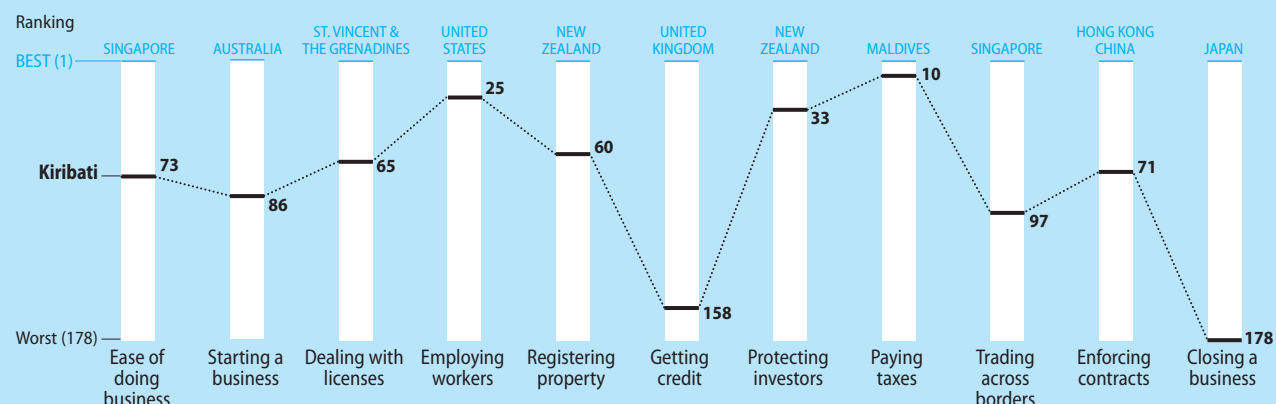
Documents to export (number)	6
Time to export (days)	21
Cost to export (US\$ per container)	1,750
Documents to import (number)	6
Time to import (days)	22
Cost to import (US\$ per container)	1,350

Enforcing contracts (rank) 103 (SIDS 16)

Procedures (number)	34
Time (days)	565
Cost (% of claim)	45.6

Closing a business (rank) 22 (SIDS 2)

Time (years)	1.1
Cost (% of estate)	18
Recovery rate (cents on the dollar)	64.3

KIRIBATI**KIRIBATI**

East Asia & Pacific

Lower middle income

Ease of doing business (rank)	73 (SIDS 16)
GNI per capita (US\$)	1,230
Population (millions)	0.1

Starting a business (rank) 86 (SIDS 22)

Procedures (number)	6
Time (days)	21
Cost (% of income per capita)	56.6
Minimum capital (% of income per capita)	30.6

Dealing with licenses (rank) 65 (SIDS 21)

Procedures (number)	14
Time (days)	160
Cost (% of income per capita)	629.3

Employing workers (rank) 25 (SIDS 10)

Difficulty of hiring index (0-100)	0
Rigidity of hours index (0-100)	0
Difficulty of firing index (0-100)	50
Rigidity of employment index (0-100)	17
Nonwage labor cost (% of salary)	8
Firing cost (weeks of salary)	4

Registering property (rank) 60 (SIDS 7)

Procedures (number)	5
Time (days)	513
Cost (% of property value)	0.1

Getting credit (rank) 158 (SIDS 25)

Strength of legal rights index (0-10)	3
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 33 (SIDS 11)

Extent of disclosure index (0-10)	6
Extent of director liability index (0-10)	5
Ease of shareholder suits index (0-10)	7
Strength of investor protection index (0-10)	6

Paying taxes (rank) 10 (SIDS 3)

Payments (number per year)	7
Time (hours per year)	120
Profit tax (%)	23.4
Labor tax and contributions (% of profit)	8.5
Other taxes (% of profit)	0.0
Total tax rate (% of profit)	31.8

Trading across borders (rank) 97 (SIDS 22)

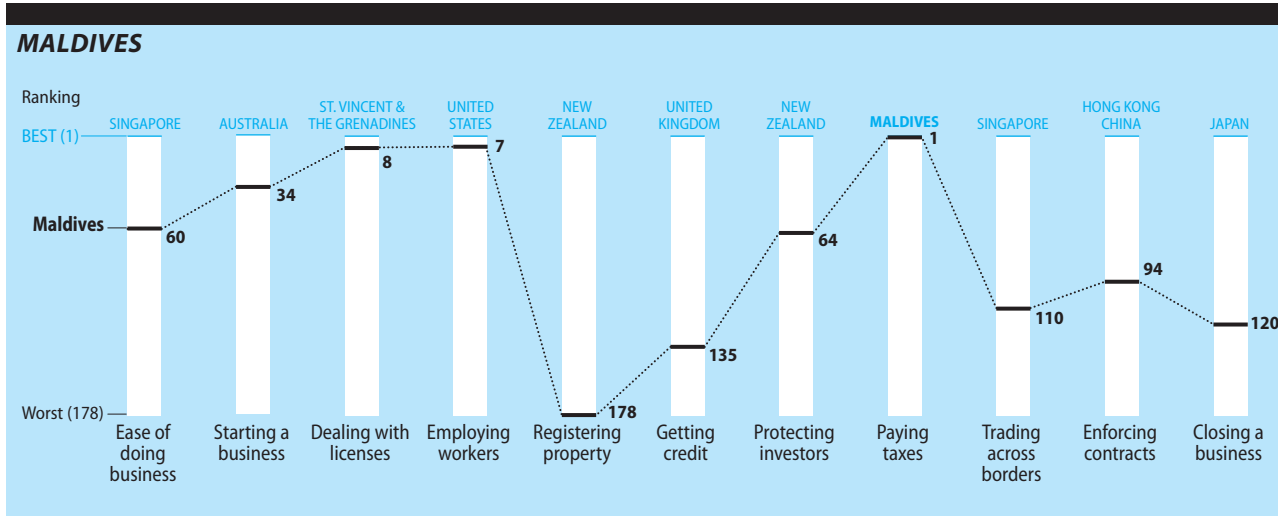
Documents to export (number)	6
Time to export (days)	21
Cost to export (US\$ per container)	1,550
Documents to import (number)	7
Time to import (days)	21
Cost to import (US\$ per container)	1,550

Enforcing contracts (rank) 71 (SIDS 8)

Procedures (number)	32
Time (days)	660
Cost (% of claim)	25.8

Closing a business (rank) 178 (SIDS 21)

Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0



MALDIVES

South Asia

Lower middle income

Ease of doing business (rank)	60 (SIDS 9)
GNI per capita (US\$)	2,680
Population (millions)	0.3

Starting a business (rank) 34 (SIDS 10)

Procedures (number)	5
Time (days)	9
Cost (% of income per capita)	13.4
Minimum capital (% of income per capita)	5.8

Dealing with licenses (rank) 8 (SIDS 6)

Procedures (number)	9
Time (days)	118
Cost (% of income per capita)	39.9

Employing workers (rank) 7 (SIDS 4)

Difficulty of hiring index (0-100)	0
Rigidity of hours index (0-100)	0
Difficulty of firing index (0-100)	0
Rigidity of employment index (0-100)	0
Nonwage labor cost (% of salary)	0
Firing cost (weeks of salary)	9

Registering property (rank) 178 (SIDS 30)

Procedures (number)	NO PRACTICE
Time (days)	NO PRACTICE
Cost (% of property value)	NO PRACTICE

Getting credit (rank) 135 (SIDS 18)

Strength of legal rights index (0-10)	4
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 64 (SIDS 16)

Extent of disclosure index (0-10)	0
Extent of director liability index (0-10)	8
Ease of shareholder suits index (0-10)	8
Strength of investor protection index (0-10)	5.3

Paying taxes (rank) 1 (SIDS 1)

Payments (number per year)	1
Time (hours per year)	0
Profit tax (%)	0.0
Labor tax and contributions (% of profit)	0.0
Other taxes (% of profit)	9.1
Total tax rate (% of profit)	9.1

Trading across borders (rank) 110 (SIDS 26)

Documents to export (number)	8
Time to export (days)	21
Cost to export (US\$ per container)	1,200
Documents to import (number)	9
Time to import (days)	20
Cost to import (US\$ per container)	1,200

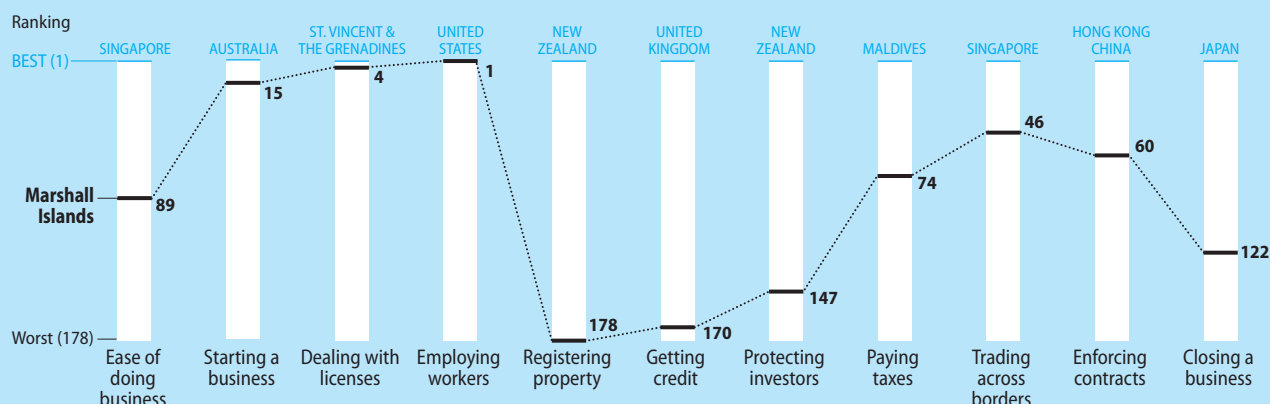
Enforcing contracts (rank) 94 (SIDS 14)

Procedures (number)	41
Time (days)	665
Cost (% of claim)	16.5

Closing a business (rank) 120 (SIDS 13)

Time (years)	6.7
Cost (% of estate)	4
Recovery rate (cents on the dollar)	18.2

MARSHALL ISLANDS



MARSHALL ISLANDS

East Asia & Pacific

Lower middle income

Ease of doing business (rank)	89 (SIDS 21)
GNI per capita (US\$)	3,000
Population (millions)	0.1

Starting a business (rank)	15 (SIDS 4)
Procedures (number)	5
Time (days)	17
Cost (% of income per capita)	17.7
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank)	4 (SIDS 3)
Procedures (number)	10
Time (days)	55
Cost (% of income per capita)	36.8

Employing workers (rank)	1 (SIDS 1)
Difficulty of hiring index (0-100)	0
Rigidity of hours index (0-100)	0
Difficulty of firing index (0-100)	0
Rigidity of employment index (0-100)	0
Nonwage labor cost (% of salary)	11
Firing cost (weeks of salary)	0

Registering property (rank)	178 (SIDS 31)
Procedures (number)	NO PRACTICE
Time (days)	NO PRACTICE
Cost (% of property value)	NO PRACTICE

Getting credit (rank)	170 (SIDS 30)
Strength of legal rights index (0-10)	2
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank)	147 (SIDS 28)
Extent of disclosure index (0-10)	2
Extent of director liability index (0-10)	0
Ease of shareholder suits index (0-10)	8
Strength of investor protection index (0-10)	3.3

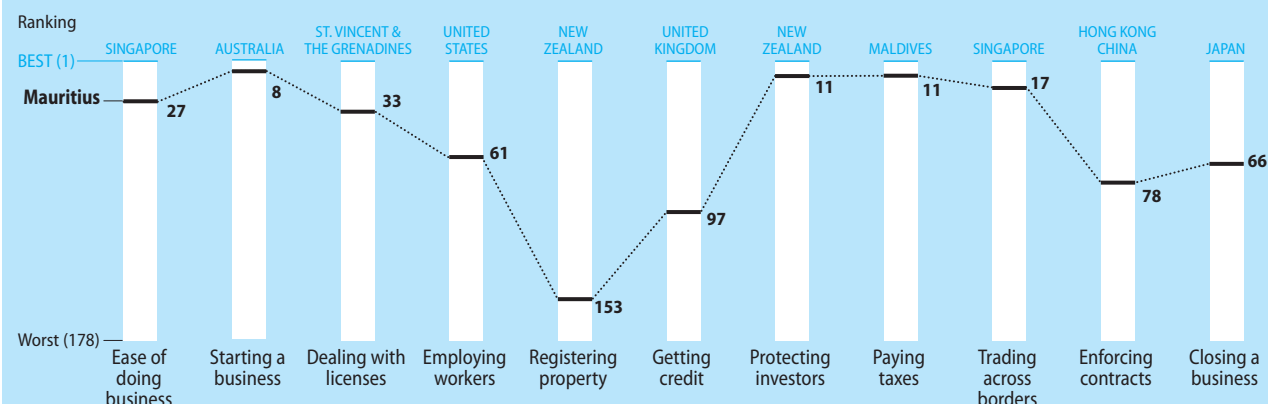
Paying taxes (rank)	74 (SIDS 22)
Payments (number per year)	21
Time (hours per year)	128
Profit tax (%)	0.0
Labor tax and contributions (% of profit)	11.8
Other taxes (% of profit)	53.0
Total tax rate (% of profit)	64.9

Trading across borders (rank)	46 (SIDS 6)
Documents to export (number)	5
Time to export (days)	21
Cost to export (US\$ per container)	765
Documents to import (number)	5
Time to import (days)	33
Cost to import (US\$ per container)	765

Enforcing contracts (rank)	60 (SIDS 4)
Procedures (number)	36
Time (days)	476
Cost (% of claim)	27.4

Closing a business (rank)	122 (SIDS 14)
Time (years)	2
Cost (% of estate)	38
Recovery rate (cents on the dollar)	17.9

MAURITIUS



MAURITIUS

Sub-Saharan Africa

Upper middle income

Ease of doing business (rank)	27 (SIDS 2)
GNI per capita (US\$)	5,450
Population (millions)	1.3

Starting a business (rank)	8 (SIDS 1)	POSITIVE REFORM IN 2006/07
Procedures (number)	6	
Time (days)	7	
Cost (% of income per capita)	5.3	
Minimum capital (% of income per capita)	0.0	

Dealing with licenses (rank)	33 (SIDS 14)	POSITIVE REFORM IN 2006/07
Procedures (number)	18	
Time (days)	107	
Cost (% of income per capita)	43.3	

Employing workers (rank)	61 (SIDS 23)
Difficulty of hiring index (0-100)	0
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	50
Rigidity of employment index (0-100)	23
Nonwage labor cost (% of salary)	6
Firing cost (weeks of salary)	35

Registering property (rank)	153 (SIDS 25)	POSITIVE REFORM IN 2006/07
Procedures (number)	6	
Time (days)	210	
Cost (% of property value)	10.8	

Getting credit (rank)	97 (SIDS 9)
Strength of legal rights index (0-10)	5
Depth of credit information index (0-6)	1
Public registry coverage (% of adults)	38.6
Private bureau coverage (% of adults)	0.0

Protecting investors (rank)	11 (SIDS 2)
Extent of disclosure index (0-10)	6
Extent of director liability index (0-10)	8
Ease of shareholder suits index (0-10)	9
Strength of investor protection index (0-10)	7.7

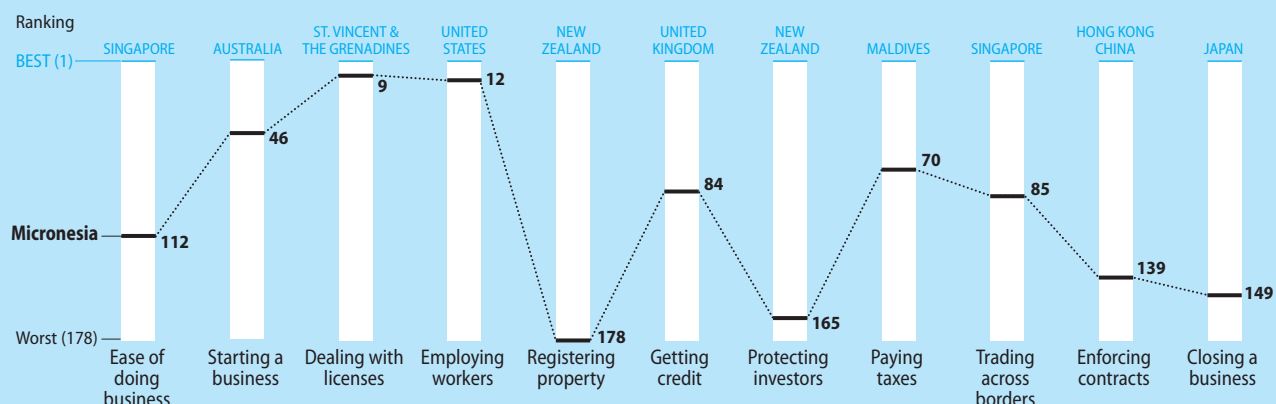
Paying taxes (rank)	11 (SIDS 4)	POSITIVE REFORM IN 2006/07
Payments (number per year)	7	
Time (hours per year)	161	
Profit tax (%)	10.8	
Labor tax and contributions (% of profit)	3.6	
Other taxes (% of profit)	7.3	
Total tax rate (% of profit)	21.7	

Trading across borders (rank)	17 (SIDS 2)	POSITIVE REFORM IN 2006/07
Documents to export (number)	5	
Time to export (days)	17	
Cost to export (US\$ per container)	728	
Documents to import (number)	6	
Time to import (days)	16	
Cost to import (US\$ per container)	673	

Enforcing contracts (rank)	78 (SIDS 11)
Procedures (number)	37
Time (days)	750
Cost (% of claim)	17.4

Closing a business (rank)	66 (SIDS 8)	POSITIVE REFORM IN 2006/07
Time (years)	1.7	
Cost (% of estate)	15	
Recovery rate (cents on the dollar)	34.3	

MICRONESIA



MICRONESIA

East Asia & Pacific

Lower middle income

Ease of doing business (rank)	112 (SIDS 25)
GNI per capita (US\$)	2,380
Population (millions)	0.1

Starting a business (rank)	46 (SIDS 13)
Procedures (number)	7
Time (days)	16
Cost (% of income per capita)	137
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank)	9 (SIDS 7)
Procedures (number)	14
Time (days)	73
Cost (% of income per capita)	19.7

Employing workers (rank)	12 (SIDS 6)
Difficulty of hiring index (0-100)	22
Rigidity of hours index (0-100)	0
Difficulty of firing index (0-100)	0
Rigidity of employment index (0-100)	7
Nonwage labor cost (% of salary)	6
Firing cost (weeks of salary)	0

Registering property (rank)	178 (SIDS 32)
Procedures (number)	NO PRACTICE
Time (days)	NO PRACTICE
Cost (% of property value)	NO PRACTICE

Getting credit (rank)	84 (SIDS 6)
Strength of legal rights index (0-10)	7
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

POSITIVE
REFORM
IN 2006/07

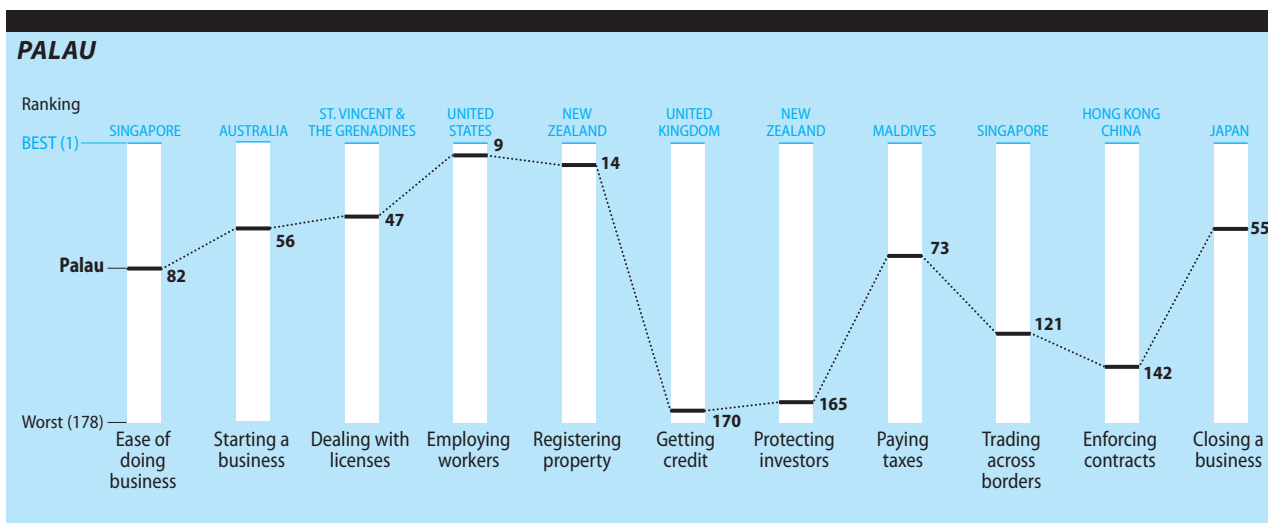
Protecting investors (rank)	165 (SIDS 30)
Extent of disclosure index (0-10)	0
Extent of director liability index (0-10)	0
Ease of shareholder suits index (0-10)	8
Strength of investor protection index (0-10)	2.7

Paying taxes (rank)	70 (SIDS 20)
Payments (number per year)	21
Time (hours per year)	128
Profit tax (%)	0.0
Labor tax and contributions (% of profit)	6.8
Other taxes (% of profit)	52.0
Total tax rate (% of profit)	58.7

Trading across borders (rank)	85 (SIDS 17)
Documents to export (number)	3
Time to export (days)	30
Cost to export (US\$ per container)	1,145
Documents to import (number)	6
Time to import (days)	30
Cost to import (US\$ per container)	1,145

Enforcing contracts (rank)	139 (SIDS 22)
Procedures (number)	34
Time (days)	965
Cost (% of claim)	66

Closing a business (rank)	149 (SIDS 20)
Time (years)	5.3
Cost (% of estate)	38
Recovery rate (cents on the dollar)	3.1

**PALAU**

East Asia & Pacific

Upper middle income

Ease of doing business (rank)	82 (SIDS 19)
GNI per capita (US\$)	7,990
Population (millions)	0

Starting a business (rank) 56 (SIDS 15)

Procedures (number)	8
Time (days)	28
Cost (% of income per capita)	4.7
Minimum capital (% of income per capita)	12.5

Dealing with licenses (rank) 47 (SIDS 17)

Procedures (number)	25
Time (days)	118
Cost (% of income per capita)	6.1

Employing workers (rank) 9 (SIDS 5)

Difficulty of hiring index (0-100)	11
Rigidity of hours index (0-100)	0
Difficulty of firing index (0-100)	0
Rigidity of employment index (0-100)	4
Nonwage labor cost (% of salary)	6
Firing cost (weeks of salary)	0

Registering property (rank) 14 (SIDS 2)

Procedures (number)	5
Time (days)	14
Cost (% of property value)	0.4

Getting credit (rank) 170 (SIDS 30)

Strength of legal rights index (0-10)	2
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 165 (SIDS 30)

Extent of disclosure index (0-10)	0
Extent of director liability index (0-10)	0
Ease of shareholder suits index (0-10)	8
Strength of investor protection index (0-10)	2.7

Paying taxes (rank) 73 (SIDS 21)

Payments (number per year)	19
Time (hours per year)	128
Profit tax (%)	0.0
Labor tax and contributions (% of profit)	6.5
Other taxes (% of profit)	66.5
Total tax rate (% of profit)	73

Trading across borders (rank) 121 (SIDS 30)

Documents to export (number)	6
Time to export (days)	29
Cost to export (US\$ per container)	1,160
Documents to import (number)	10
Time to import (days)	35
Cost to import (US\$ per container)	1,110

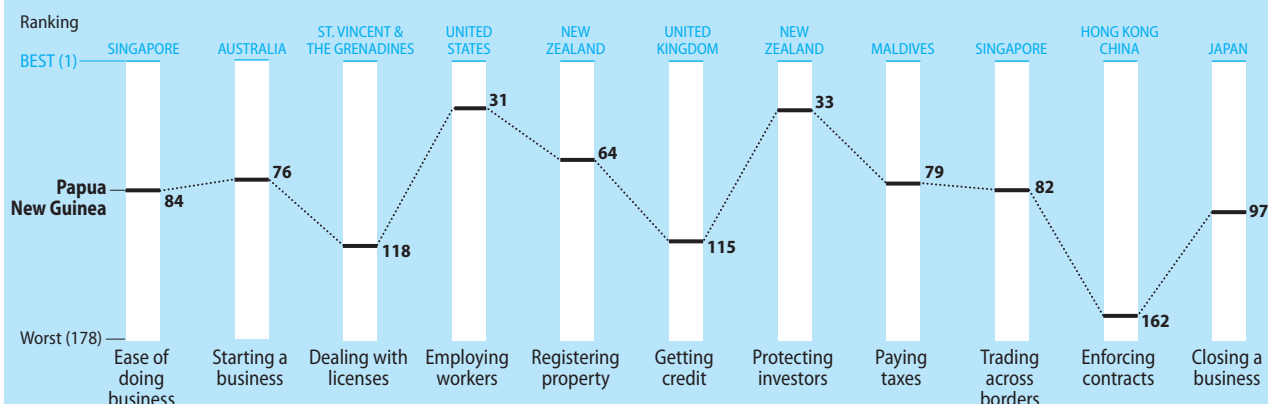
Enforcing contracts (rank) 142 (SIDS 23)

Procedures (number)	38
Time (days)	885
Cost (% of claim)	35.3

Closing a business (rank) 55 (SIDS 6)

Time (years)	1
Cost (% of estate)	23
Recovery rate (cents on the dollar)	38.2

PAPUA NEW GUINEA



PAPUA NEW GUINEA

East Asia & Pacific

Low income

Ease of doing business (rank)	84 (SIDS 20)
GNI per capita (US\$)	770
Population (millions)	6

Starting a business (rank)	76 (SIDS 18)
Procedures (number)	8
Time (days)	56
Cost (% of income per capita)	26.4
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank)	118 (SIDS 31)
Procedures (number)	24
Time (days)	217
Cost (% of income per capita)	106.3

Employing workers (rank)	31 (SIDS 13)
Difficulty of hiring index (0-100)	11
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	0
Rigidity of employment index (0-100)	10
Nonwage labor cost (% of salary)	10
Firing cost (weeks of salary)	39

Registering property (rank)	64 (SIDS 8)
Procedures (number)	4
Time (days)	72
Cost (% of property value)	5.1

Getting credit (rank)	115 (SIDS 13)
Strength of legal rights index (0-10)	5
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

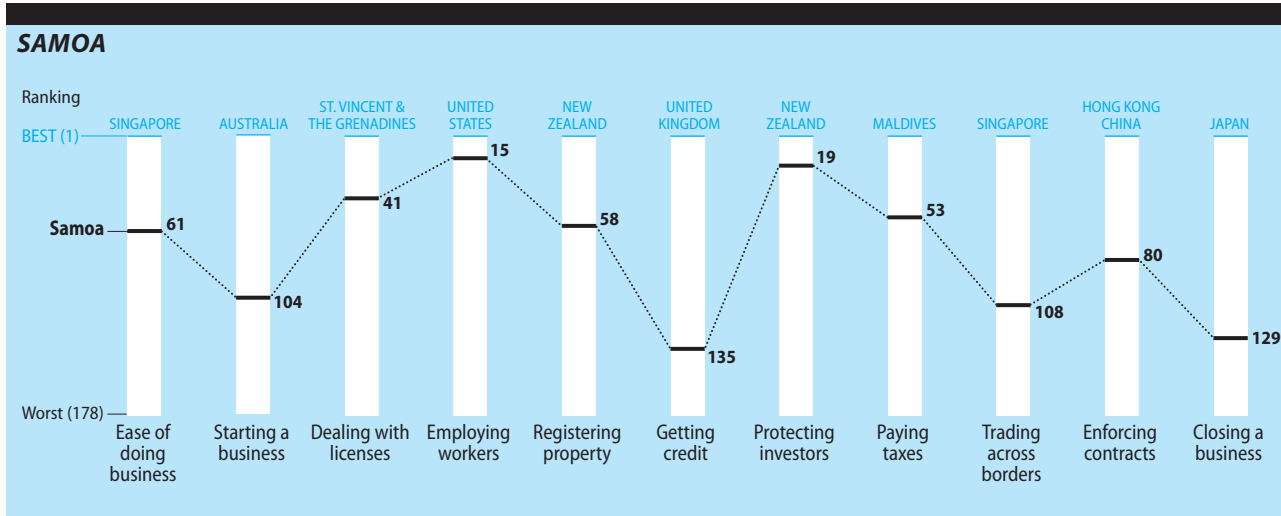
Protecting investors (rank)	33 (SIDS 11)
Extent of disclosure index (0-10)	5
Extent of director liability index (0-10)	5
Ease of shareholder suits index (0-10)	8
Strength of investor protection index (0-10)	6

Paying taxes (rank)	79 (SIDS 23)
Payments (number per year)	33
Time (hours per year)	206
Profit tax (%)	22.2
Labor tax and contributions (% of profit)	10.9
Other taxes (% of profit)	8.6
Total tax rate (% of profit)	41.7

Trading across borders (rank)	82 (SIDS 15)
Documents to export (number)	7
Time to export (days)	26
Cost to export (US\$ per container)	584
Documents to import (number)	9
Time to import (days)	29
Cost to import (US\$ per container)	642

Enforcing contracts (rank)	162 (SIDS 26)
Procedures (number)	43
Time (days)	591
Cost (% of claim)	110.3

Closing a business (rank)	97 (SIDS 10)
Time (years)	3
Cost (% of estate)	23
Recovery rate (cents on the dollar)	23.9



SAMOA

East Asia & Pacific

Lower middle income

Ease of doing business (rank)	61 (SIDS 10)
GNI per capita (US\$)	2,270
Population (millions)	0.2

Starting a business (rank) 104 (SIDS 24)

Procedures (number)	9
Time (days)	35
Cost (% of income per capita)	41.3
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank) 41 (SIDS 16)

Procedures (number)	18
Time (days)	88
Cost (% of income per capita)	95.4

Employing workers (rank) 15 (SIDS 7)

Difficulty of hiring index (0-100)	11
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	0
Rigidity of employment index (0-100)	10
Nonwage labor cost (% of salary)	6
Firing cost (weeks of salary)	9

Registering property (rank) 58 (SIDS 6)

Procedures (number)	5
Time (days)	147
Cost (% of property value)	1.8

Getting credit (rank) 135 (SIDS 18)

Strength of legal rights index (0-10)	4
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 19 (SIDS 4)

Extent of disclosure index (0-10)	5
Extent of director liability index (0-10)	6
Ease of shareholder suits index (0-10)	8
Strength of investor protection index (0-10)	6.3

Paying taxes (rank) 53 (SIDS 15)

Payments (number per year)	37
Time (hours per year)	224
Profit tax (%)	12.8
Labor tax and contributions (% of profit)	7.0
Other taxes (% of profit)	0.0
Total tax rate (% of profit)	19.8

Trading across borders (rank) 108 (SIDS 24)

Documents to export (number)	7
Time to export (days)	27
Cost to export (US\$ per container)	1,010
Documents to import (number)	7
Time to import (days)	31
Cost to import (US\$ per container)	1,375

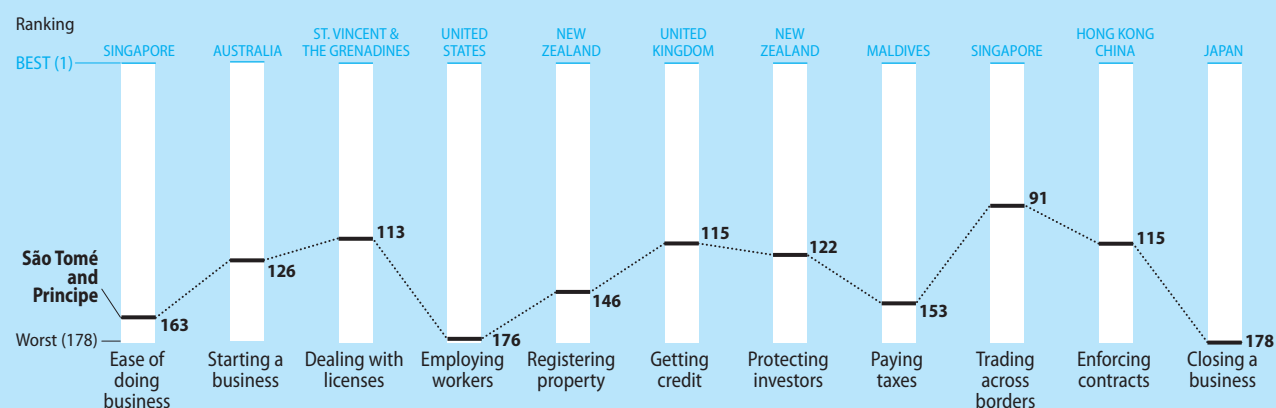
Enforcing contracts (rank) 80 (SIDS 12)

Procedures (number)	44
Time (days)	455
Cost (% of claim)	19.7

Closing a business (rank) 129 (SIDS 16)

Time (years)	2.5
Cost (% of estate)	38
Recovery rate (cents on the dollar)	15.2

SÃO TOMÉ AND PRINCIPE



SÃO TOMÉ AND PRINCIPE

Sub-Saharan Africa

Low income

Ease of doing business (rank)	163 (SIDS 30)
GNI per capita (US\$)	780
Population (millions)	0.2

Starting a business (rank) 126 (SIDS 26)

Procedures (number)	10
Time (days)	144
Cost (% of income per capita)	94.5
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank) 113 (SIDS 30)

Procedures (number)	13
Time (days)	255
Cost (% of income per capita)	825.9

Employing workers (rank) 176 (SIDS 32)

Difficulty of hiring index (0-100)	50
Rigidity of hours index (0-100)	80
Difficulty of firing index (0-100)	60
Rigidity of employment index (0-100)	63
Nonwage labor cost (% of salary)	6
Firing cost (weeks of salary)	91

Registering property (rank) 146 (SIDS 24)

Procedures (number)	7
Time (days)	62
Cost (% of property value)	12.6

Getting credit (rank) 115 (SIDS 13)

Strength of legal rights index (0-10)	5
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 122 (SIDS 22)

Extent of disclosure index (0-10)	5
Extent of director liability index (0-10)	1
Ease of shareholder suits index (0-10)	6
Strength of investor protection index (0-10)	4

Paying taxes (rank) 153 (SIDS 31)

Payments (number per year)	41
Time (hours per year)	424
Profit tax (%)	36.9
Labor tax and contributions (% of profit)	6.8
Other taxes (% of profit)	7.4
Total tax rate (% of profit)	51

Trading across borders (rank) 91 (SIDS 20)

Documents to export (number)	8
Time to export (days)	27
Cost to export (US\$ per container)	690
Documents to import (number)	9
Time to import (days)	29
Cost to import (US\$ per container)	577

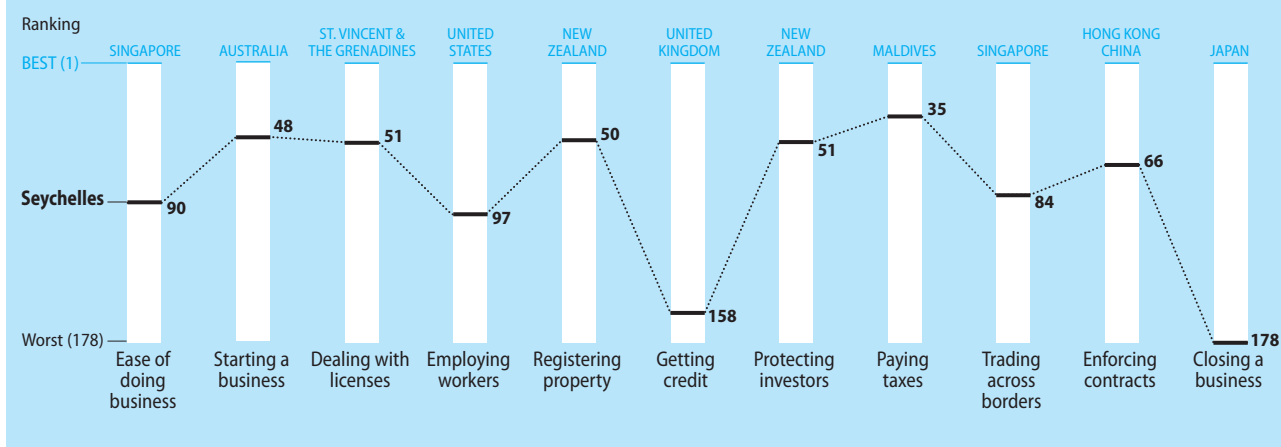
Enforcing contracts (rank) 115 (SIDS 19)

Procedures (number)	43
Time (days)	405
Cost (% of claim)	34.8

Closing a business (rank) 178 (SIDS 21)

Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0

SEYCHELLES



SEYCHELLES

Sub-Saharan Africa

Upper middle income

Ease of doing business (rank)	90 (SIDS 22)
GNI per capita (US\$)	8,650
Population (millions)	0.1

Starting a business (rank) 48 (SIDS 14)

Procedures (number)	9
Time (days)	38
Cost (% of income per capita)	8.7
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank) 51 (SIDS 19)

Procedures (number)	19
Time (days)	144
Cost (% of income per capita)	46.5

Employing workers (rank) 97 (SIDS 27)

Difficulty of hiring index (0-100)	33
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	50
Rigidity of employment index (0-100)	34
Nonwage labor cost (% of salary)	25
Firing cost (weeks of salary)	39

Registering property (rank) 50 (SIDS 3)

Procedures (number)	4
Time (days)	33
Cost (% of property value)	7

Getting credit (rank) 158 (SIDS 25)

Strength of legal rights index (0-10)	3
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 51 (SIDS 14)

Extent of disclosure index (0-10)	4
Extent of director liability index (0-10)	8
Ease of shareholder suits index (0-10)	5
Strength of investor protection index (0-10)	5.7

Paying taxes (rank) 35 (SIDS 10)

Payments (number per year)	16
Time (hours per year)	76
Profit tax (%)	22.4
Labor tax and contributions (% of profit)	25.4
Other taxes (% of profit)	0.5
Total tax rate (% of profit)	48.4

Trading across borders (rank) 84 (SIDS 16)

Documents to export (number)	6
Time to export (days)	17
Cost to export (US\$ per container)	1,839
Documents to import (number)	5
Time to import (days)	19
Cost to import (US\$ per container)	1,839

Enforcing contracts (rank) 66 (SIDS 6)

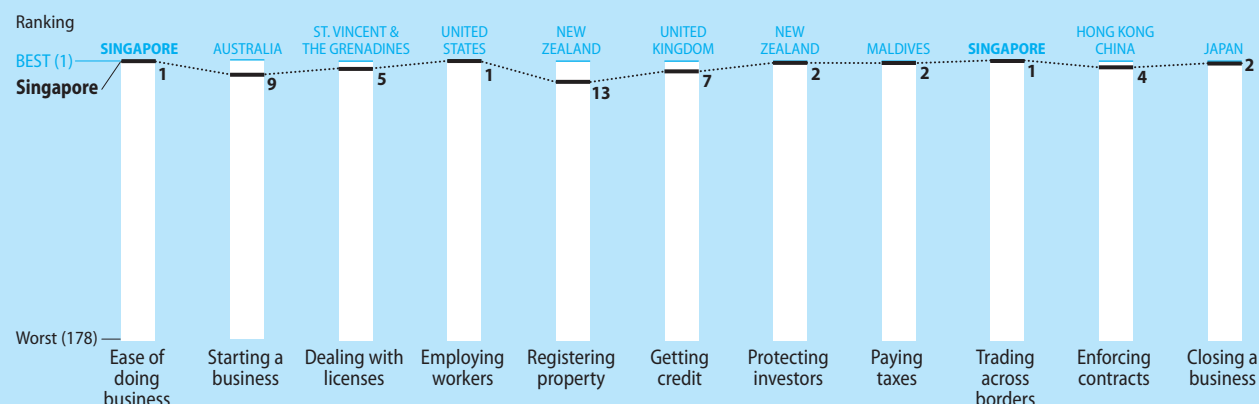
Procedures (number)	38
Time (days)	720
Cost (% of claim)	14.3

Closing a business (rank) 178 (SIDS 21)

Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0

POSITIVE REFORM IN 2006/07

SINGAPORE



SINGAPORE

East Asia & Pacific

High income

Ease of doing business (rank)	1 (SIDS 1)
GNI per capita (US\$)	29,320
Population (millions)	4.4

Starting a business (rank)	9 (SIDS 2)
Procedures (number)	5
Time (days)	5
Cost (% of income per capita)	0.8
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank)	5 (SIDS 4)
Procedures (number)	11
Time (days)	102
Cost (% of income per capita)	22.9

Employing workers (rank)	1 (SIDS 2)
Difficulty of hiring index (0-100)	0
Rigidity of hours index (0-100)	0
Difficulty of firing index (0-100)	0
Rigidity of employment index (0-100)	0
Nonwage labor cost (% of salary)	13
Firing cost (weeks of salary)	4

Registering property (rank)	13 (SIDS 1)
Procedures (number)	3
Time (days)	9
Cost (% of property value)	2.8

Getting credit (rank)	7 (SIDS 1)
Strength of legal rights index (0-10)	9
Depth of credit information index (0-6)	4
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	42.7

Protecting investors (rank)	2 (SIDS 1)
Extent of disclosure index (0-10)	10
Extent of director liability index (0-10)	9
Ease of shareholder suits index (0-10)	9
Strength of investor protection index (0-10)	9.3

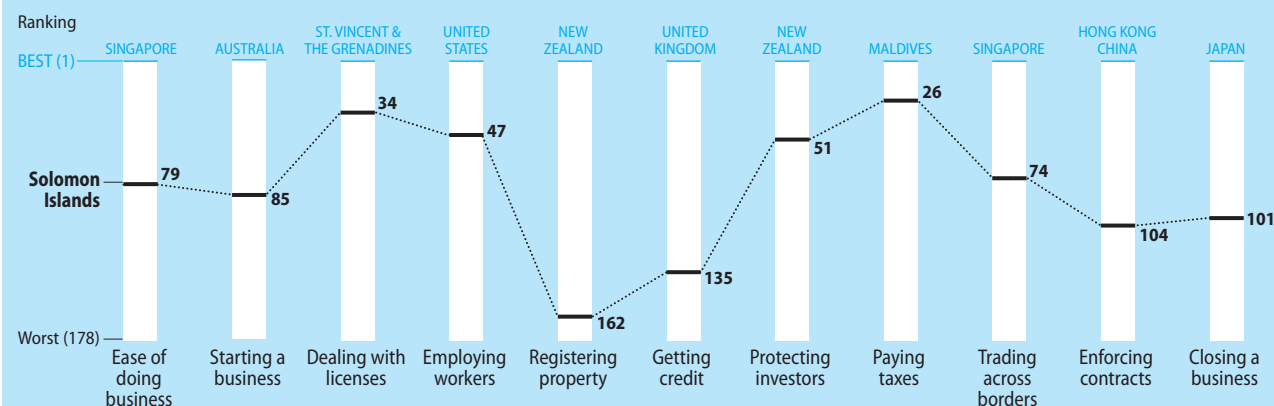
Paying taxes (rank)	2 (SIDS 2)
Payments (number per year)	5
Time (hours per year)	49
Profit tax (%)	6.3
Labor tax and contributions (% of profit)	14.1
Other taxes (% of profit)	2.8
Total tax rate (% of profit)	23.2

Trading across borders (rank)	1 (SIDS 1)
Documents to export (number)	4
Time to export (days)	5
Cost to export (US\$ per container)	416
Documents to import (number)	4
Time to import (days)	3
Cost to import (US\$ per container)	367

Enforcing contracts (rank)	4 (SIDS 1)
Procedures (number)	22
Time (days)	120
Cost (% of claim)	17.8

Closing a business (rank)	2 (SIDS 1)
Time (years)	0.8
Cost (% of estate)	1
Recovery rate (cents on the dollar)	91.3

SOLOMON ISLANDS



SOLOMON ISLANDS

East Asia & Pacific

Low income

Ease of doing business (rank)	79 (SIDS 18)
GNI per capita (US\$)	680
Population (millions)	0.5

Starting a business (rank) 85 (SIDS 21)

Procedures (number)	7
Time (days)	57
Cost (% of income per capita)	58.9
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank) 34 (SIDS 15)

Procedures (number)	12
Time (days)	62
Cost (% of income per capita)	518

Employing workers (rank) 47 (SIDS 19)

Difficulty of hiring index (0-100)	11
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	20
Rigidity of employment index (0-100)	17
Nonwage labor cost (% of salary)	8
Firing cost (weeks of salary)	44

Registering property (rank) 162 (SIDS 27)

Procedures (number)	10
Time (days)	297
Cost (% of property value)	4.9

Getting credit (rank) 135 (SIDS 18)

Strength of legal rights index (0-10)	4
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 51 (SIDS 14)

Extent of disclosure index (0-10)	3
Extent of director liability index (0-10)	7
Ease of shareholder suits index (0-10)	7
Strength of investor protection index (0-10)	5.7

Paying taxes (rank) 26 (SIDS 8)

Payments (number per year)	33
Time (hours per year)	80
Profit tax (%)	21.2
Labor tax and contributions (% of profit)	8.5
Other taxes (% of profit)	3.0
Total tax rate (% of profit)	32.6

Trading across borders (rank) 74 (SIDS 11)

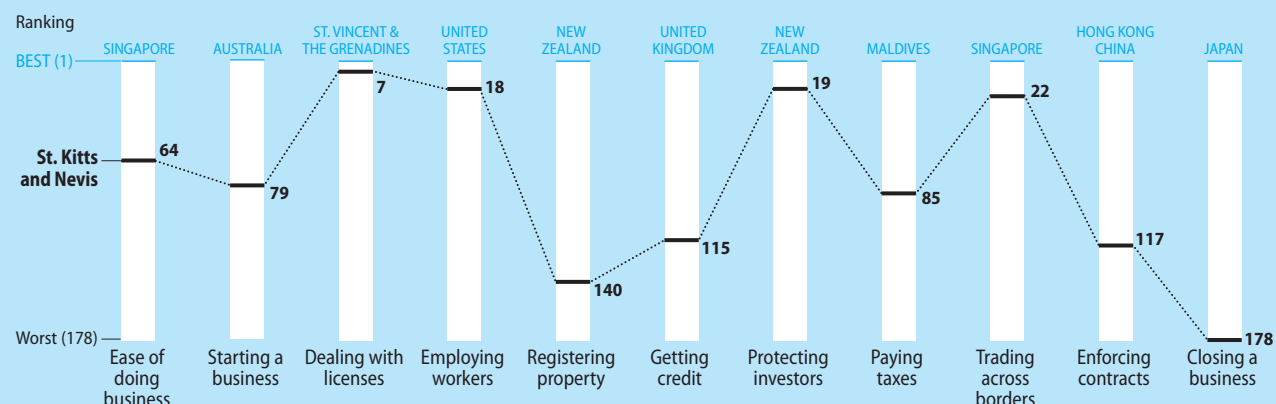
Documents to export (number)	7
Time to export (days)	24
Cost to export (US\$ per container)	1,056
Documents to import (number)	4
Time to import (days)	21
Cost to import (US\$ per container)	1,238

Enforcing contracts (rank) 104 (SIDS 17)

Procedures (number)	37
Time (days)	455
Cost (% of claim)	78.9

Closing a business (rank) 101 (SIDS 11)

Time (years)	1
Cost (% of estate)	38
Recovery rate (cents on the dollar)	23.3

ST. KITTS AND NEVIS**ST. KITTS AND NEVIS**

Latin America & Caribbean

Upper middle income

Ease of doing business (rank)	64 (SIDS 13)
GNI per capita (US\$)	8,840
Population (millions)	0.0

Starting a business (rank)	79 (SIDS 19)
Procedures (number)	9
Time (days)	46
Cost (% of income per capita)	22.9
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank)	7 (SIDS 5)
Procedures (number)	14
Time (days)	72
Cost (% of income per capita)	14

Employing workers (rank)	18 (SIDS 9)
Difficulty of hiring index (0-100)	11
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	20
Rigidity of employment index (0-100)	17
Nonwage labor cost (% of salary)	10
Firing cost (weeks of salary)	8

Registering property (rank)	140 (SIDS 22)
Procedures (number)	6
Time (days)	81
Cost (% of property value)	13.3

Getting credit (rank)	115 (SIDS 13)
Strength of legal rights index (0-10)	5
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

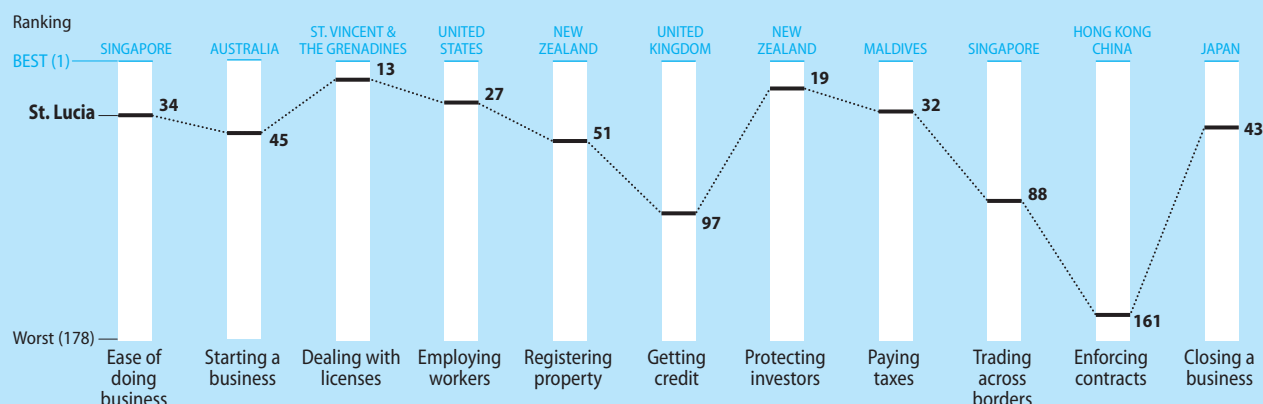
Protecting investors (rank)	19 (SIDS 4)
Extent of disclosure index (0-10)	4
Extent of director liability index (0-10)	8
Ease of shareholder suits index (0-10)	7
Strength of investor protection index (0-10)	6.3

Paying taxes (rank)	85 (SIDS 24)
Payments (number per year)	24
Time (hours per year)	172
Profit tax (%)	32.7
Labor tax and contributions (% of profit)	11.3
Other taxes (% of profit)	8.6
Total tax rate (% of profit)	52.6

Trading across borders (rank)	22 (SIDS 3)
Documents to export (number)	6
Time to export (days)	15
Cost to export (US\$ per container)	750
Documents to import (number)	6
Time to import (days)	17
Cost to import (US\$ per container)	756

Enforcing contracts (rank)	117 (SIDS 20)
Procedures (number)	47
Time (days)	578
Cost (% of claim)	20.5

Closing a business (rank)	178 (SIDS 21)
Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0

ST. LUCIA**ST. LUCIA**

Latin America & Caribbean

Upper middle income

Ease of doing business (rank)	34 (SIDS 3)
GNI per capita (US\$)	5,110
Population (millions)	0.2

Starting a business (rank) 45 (SIDS 12)

Procedures (number)	6
Time (days)	40
Cost (% of income per capita)	23.7
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank) 13 (SIDS 8)

Procedures (number)	9
Time (days)	139
Cost (% of income per capita)	31.9

Employing workers (rank) 27 (SIDS 11)

Difficulty of hiring index (0-100)	0
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	0
Rigidity of employment index (0-100)	7
Nonwage labor cost (% of salary)	5
Firing cost (weeks of salary)	56

Registering property (rank) 51 (SIDS 4)

Procedures (number)	5
Time (days)	20
Cost (% of property value)	7.4

Getting credit (rank) 97 (SIDS 9)

Strength of legal rights index (0-10)	6
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 19 (SIDS 4)

Extent of disclosure index (0-10)	4
Extent of director liability index (0-10)	8
Ease of shareholder suits index (0-10)	7
Strength of investor protection index (0-10)	6.3

Paying taxes (rank) 32 (SIDS 9)

Payments (number per year)	32
Time (hours per year)	71
Profit tax (%)	27.8
Labor tax and contributions (% of profit)	5.6
Other taxes (% of profit)	3.5
Total tax rate (% of profit)	36.9

Trading across borders (rank) 88 (SIDS 19)

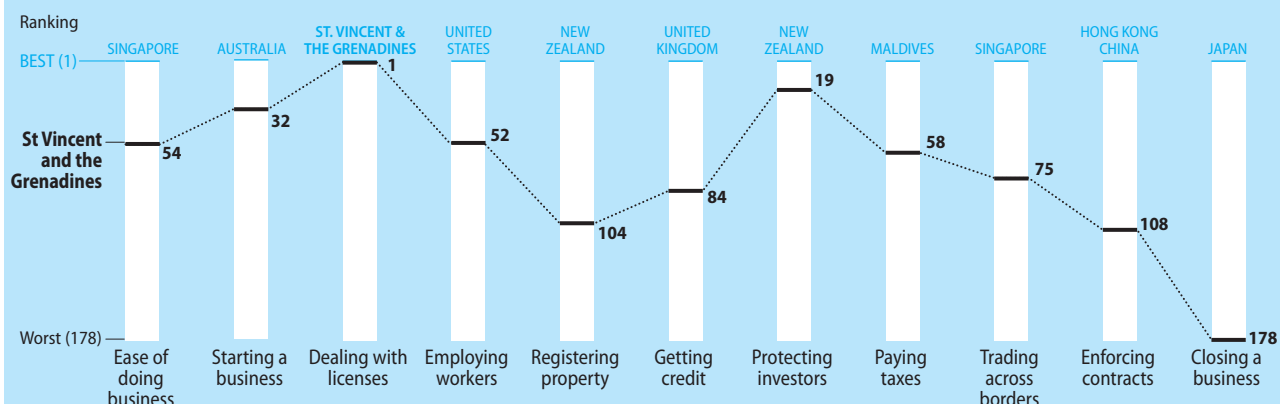
Documents to export (number)	5
Time to export (days)	18
Cost to export (US\$ per container)	1,375
Documents to import (number)	8
Time to import (days)	21
Cost to import (US\$ per container)	1,420

Enforcing contracts (rank) 161 (SIDS 25)

Procedures (number)	47
Time (days)	635
Cost (% of claim)	37.3

Closing a business (rank) 43 (SIDS 4)

Time (years)	2
Cost (% of estate)	9
Recovery rate (cents on the dollar)	41.8

ST. VINCENT AND THE GRENADINES**ST. VINCENT AND THE GRENADINES**

Latin America & Caribbean

Upper middle income

Ease of doing business (rank)	54 (SIDS 7)
GNI per capita (US\$)	3,930
Population (millions)	0.1

Starting a business (rank)	32 (SIDS 8)
Procedures (number)	8
Time (days)	12
Cost (% of income per capita)	29.2
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank)	1 (SIDS 1)
Procedures (number)	11
Time (days)	74
Cost (% of income per capita)	9.2

Employing workers (rank)	52 (SIDS 21)
Difficulty of hiring index (0-100)	11
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	20
Rigidity of employment index (0-100)	17
Nonwage labor cost (% of salary)	4
Firing cost (weeks of salary)	54

Registering property (rank)	104 (SIDS 13)
Procedures (number)	6
Time (days)	37
Cost (% of property value)	11.9

Getting credit (rank)	84 (SIDS 6)
Strength of legal rights index (0-10)	7
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

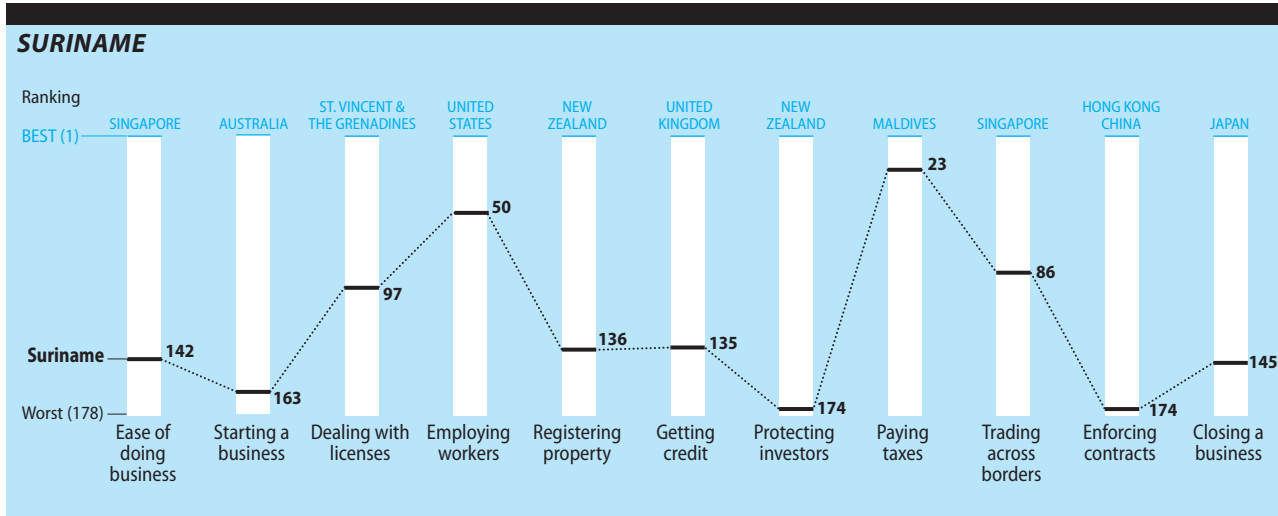
Protecting investors (rank)	19 (SIDS 4)
Extent of disclosure index (0-10)	4
Extent of director liability index (0-10)	8
Ease of shareholder suits index (0-10)	7
Strength of investor protection index (0-10)	6.3

Paying taxes (rank)	58 (SIDS 16)
Payments (number per year)	36
Time (hours per year)	76
Profit tax (%)	37.6
Labor tax and contributions (% of profit)	3.9
Other taxes (% of profit)	3.4
Total tax rate (% of profit)	45

Trading across borders (rank)	75 (SIDS 12)
Documents to export (number)	6
Time to export (days)	15
Cost to export (US\$ per container)	1,770
Documents to import (number)	6
Time to import (days)	16
Cost to import (US\$ per container)	1,769

Enforcing contracts (rank)	108 (SIDS 18)
Procedures (number)	45
Time (days)	394
Cost (% of claim)	30.3

Closing a business (rank)	178 (SIDS 21)
Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0



SURINAME

Latin America & Caribbean

Lower middle income

Ease of doing business (rank)	142 (SIDS 27)
GNI per capita (US\$)	3,200
Population (millions)	0.5

Starting a business (rank)	163 (SIDS 30)
Procedures (number)	13
Time (days)	694
Cost (% of income per capita)	141.8
Minimum capital (% of income per capita)	1.1

Dealing with licenses (rank)	97 (SIDS 27)
Procedures (number)	14
Time (days)	431
Cost (% of income per capita)	158

Employing workers (rank)	50 (SIDS 20)
Difficulty of hiring index (0-100)	0
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	50
Rigidity of employment index (0-100)	23
Nonwage labor cost (% of salary)	0
Firing cost (weeks of salary)	26

Registering property (rank)	136 (SIDS 21)
Procedures (number)	4
Time (days)	193
Cost (% of property value)	13.7

Getting credit (rank)	135 (SIDS 18)
Strength of legal rights index (0-10)	4
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank)	174 (SIDS 32)
Extent of disclosure index (0-10)	2
Extent of director liability index (0-10)	0
Ease of shareholder suits index (0-10)	5
Strength of investor protection index (0-10)	2.3

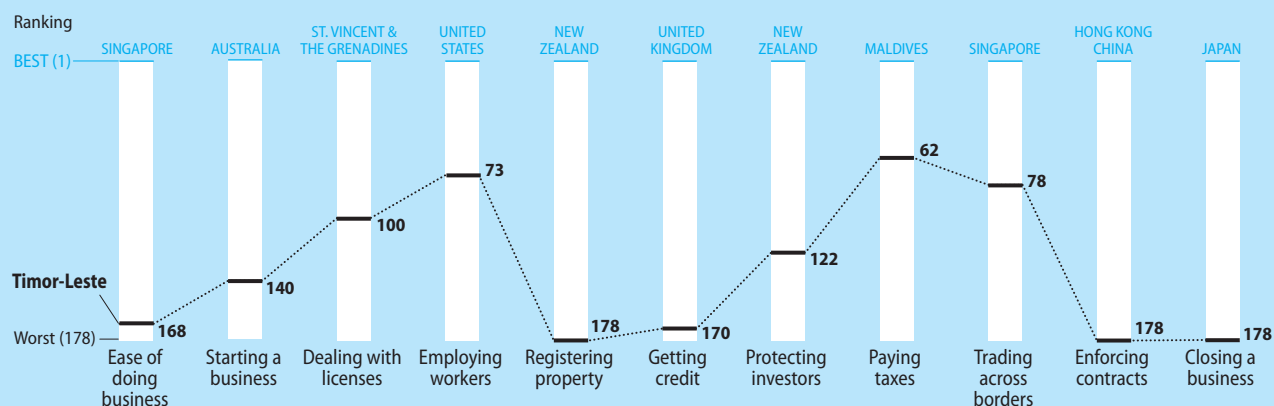
Paying taxes (rank)	23 (SIDS 6)
Payments (number per year)	17
Time (hours per year)	199
Profit tax (%)	27.9
Labor tax and contributions (% of profit)	0.0
Other taxes (% of profit)	0.0
Total tax rate (% of profit)	27.9

Trading across borders (rank)	86 (SIDS 18)
Documents to export (number)	8
Time to export (days)	25
Cost to export (US\$ per container)	905
Documents to import (number)	7
Time to import (days)	25
Cost to import (US\$ per container)	815

Enforcing contracts (rank)	174 (SIDS 31)
Procedures (number)	44
Time (days)	1,715
Cost (% of claim)	37.1

Closing a business (rank)	145 (SIDS 18)
Time (years)	5
Cost (% of estate)	30
Recovery rate (cents on the dollar)	7.4

TIMOR-LESTE



TIMOR-LESTE

East Asia & Pacific

Low income

Ease of doing business (rank)	168 (SIDS 31)
GNI per capita (US\$)	840
Population (millions)	1

Starting a business (rank)	140 (SIDS 27)	POSITIVE REFORM IN 2006/07
Procedures (number)	9	
Time (days)	82	
Cost (% of income per capita)	11.9	
Minimum capital (% of income per capita)	595.2	

Dealing with licenses (rank)	100 (SIDS 28)
Procedures (number)	22
Time (days)	208
Cost (% of income per capita)	113.1

Employing workers (rank)	73 (SIDS 25)
Difficulty of hiring index (0-100)	33
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	50
Rigidity of employment index (0-100)	34
Nonwage labor cost (% of salary)	0
Firing cost (weeks of salary)	17

Registering property (rank)	178 (SIDS 29)
Procedures (number)	NO PRACTICE
Time (days)	NO PRACTICE
Cost (% of property value)	NO PRACTICE

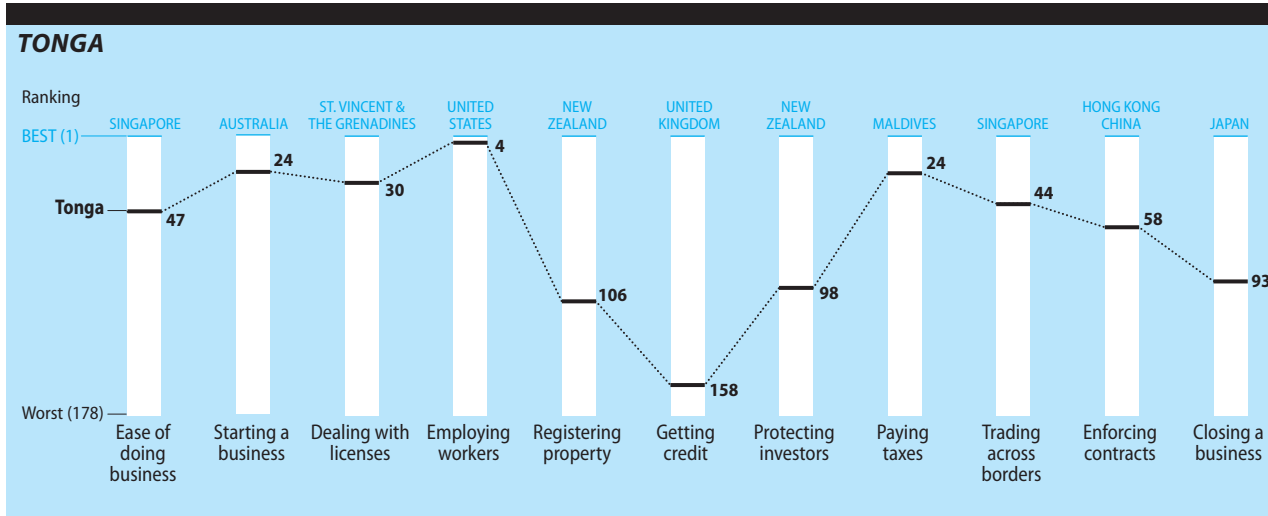
Getting credit (rank)	170 (SIDS 30)
Strength of legal rights index (0-10)	2
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank)	122 (SIDS 22)
Extent of disclosure index (0-10)	3
Extent of director liability index (0-10)	4
Ease of shareholder suits index (0-10)	5
Strength of investor protection index (0-10)	4
Paying taxes (rank)	62 (SIDS 18)
Payments (number per year)	15
Time (hours per year)	640
Profit tax (%)	27.8
Labor tax and contributions (% of profit)	0.0
Other taxes (% of profit)	0.6
Total tax rate (% of profit)	28.3

Trading across borders (rank)	78 (SIDS 13)
Documents to export (number)	6
Time to export (days)	25
Cost to export (US\$ per container)	990
Documents to import (number)	7
Time to import (days)	26
Cost to import (US\$ per container)	995

Enforcing contracts (rank)	178 (SIDS 32)
Procedures (number)	51
Time (days)	1,800
Cost (% of claim)	163.2

Closing a business (rank)	178 (SIDS 21)
Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0



TONGA

East Asia & Pacific

Lower middle income

Ease of doing business (rank)	47 (SIDS 6)
GNI per capita (US\$)	2,170
Population (millions)	0.1

Starting a business (rank)	24 (SIDS 6)
Procedures (number)	4
Time (days)	32
Cost (% of income per capita)	10.8
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank)	30 (SIDS 13)
Procedures (number)	14
Time (days)	88
Cost (% of income per capita)	183.6

Employing workers (rank)	4 (SIDS 3)
Difficulty of hiring index (0-100)	0
Rigidity of hours index (0-100)	20
Difficulty of firing index (0-100)	0
Rigidity of employment index (0-100)	7
Nonwage labor cost (% of salary)	0
Firing cost (weeks of salary)	0

Registering property (rank)	106 (SIDS 14)
Procedures (number)	4
Time (days)	108
Cost (% of property value)	10.2

Getting credit (rank)	158 (SIDS 25)
Strength of legal rights index (0-10)	3
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank)	98 (SIDS 20)
Extent of disclosure index (0-10)	3
Extent of director liability index (0-10)	3
Ease of shareholder suits index (0-10)	8
Strength of investor protection index (0-10)	4.7

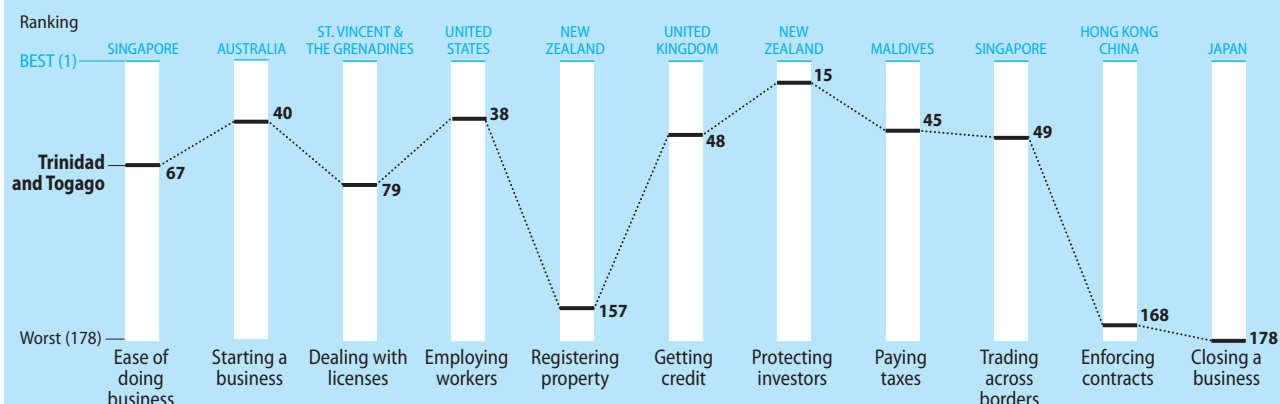
Paying taxes (rank)	24 (SIDS 7)
Payments (number per year)	23
Time (hours per year)	164
Profit tax (%)	23.8
Labor tax and contributions (% of profit)	0.0
Other taxes (% of profit)	1.2
Total tax rate (% of profit)	25

Trading across borders (rank)	44 (SIDS 5)
Documents to export (number)	7
Time to export (days)	19
Cost to export (US\$ per container)	545
Documents to import (number)	6
Time to import (days)	25
Cost to import (US\$ per container)	620

Enforcing contracts (rank)	58 (SIDS 3)	POSITIVE REFORM IN 2006/07
Procedures (number)	37	
Time (days)	350	
Cost (% of claim)	30.5	

Closing a business (rank)	93 (SIDS 9)
Time (years)	2.7
Cost (% of estate)	22
Recovery rate (cents on the dollar)	25.3

TRINIDAD AND TOBAGO



TRINIDAD AND TOBAGO

Latin America & Caribbean

Upper middle income

Ease of doing business (rank)	67 (SIDS 14)
GNI per capita (US\$)	13,340
Population (millions)	1.3

Starting a business (rank) 40 (SIDS 11)

Procedures (number)	9
Time (days)	43
Cost (% of income per capita)	0.9
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank) 79 (SIDS 25)

Procedures (number)	20
Time (days)	261
Cost (% of income per capita)	5.9

Employing workers (rank) 38 (SIDS 16)

Difficulty of hiring index (0-100)	0
Rigidity of hours index (0-100)	0
Difficulty of firing index (0-100)	20
Rigidity of employment index (0-100)	7
Nonwage labor cost (% of salary)	3
Firing cost (weeks of salary)	67

Registering property (rank) 157 (SIDS 26)

Procedures (number)	8
Time (days)	162
Cost (% of property value)	7

Getting credit (rank) 48 (SIDS 3)

Strength of legal rights index (0-10)	5
Depth of credit information index (0-6)	4
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	34.4

Protecting investors (rank) 15 (SIDS 3)

Extent of disclosure index (0-10)	4
Extent of director liability index (0-10)	9
Ease of shareholder suits index (0-10)	7
Strength of investor protection index (0-10)	6.7

Paying taxes (rank) 45 (SIDS 11)

Payments (number per year)	40
Time (hours per year)	114
Profit tax (%)	21.6
Labor tax and contributions (% of profit)	5.8
Other taxes (% of profit)	5.8
Total tax rate (% of profit)	33.1

Trading across borders (rank) 49 (SIDS 7)

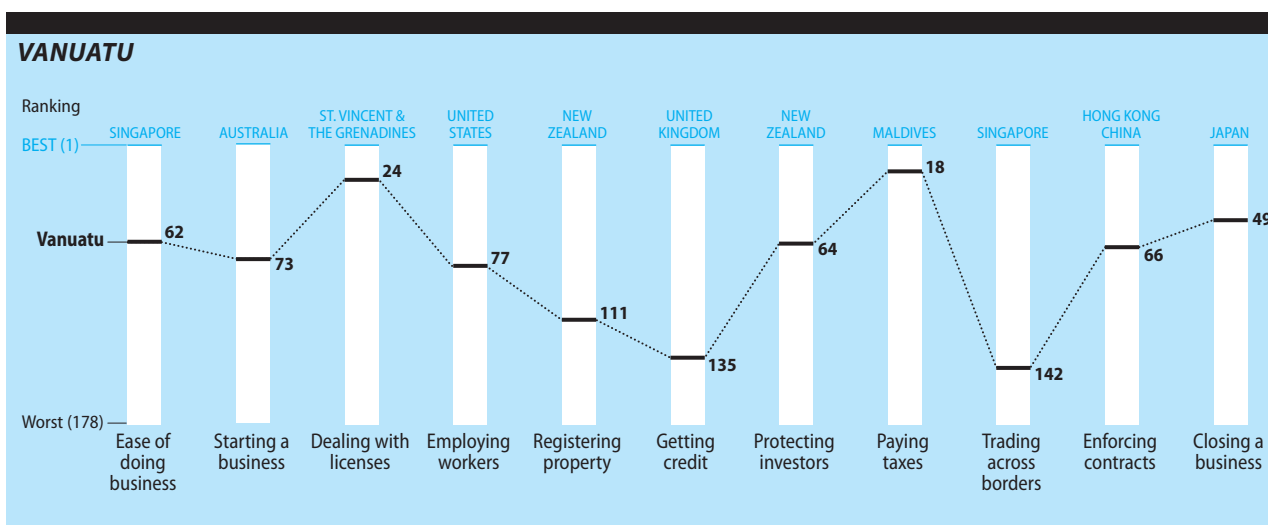
Documents to export (number)	5
Time to export (days)	14
Cost to export (US\$ per container)	693
Documents to import (number)	7
Time to import (days)	26
Cost to import (US\$ per container)	1,100

Enforcing contracts (rank) 168 (SIDS 29)

Procedures (number)	42
Time (days)	1,340
Cost (% of claim)	33.5

Closing a business (rank) 178 (SIDS 21)

Time (years)	NO PRACTICE
Cost (% of estate)	NO PRACTICE
Recovery rate (cents on the dollar)	0

**VANUATU**

East Asia & Pacific

Lower middle income

Ease of doing business (rank)	62 (SIDS 11)
GNI per capita (US\$)	1,710
Population (millions)	0.2

Starting a business (rank) 73 (SIDS 17)

Procedures (number)	8
Time (days)	39
Cost (% of income per capita)	54.9
Minimum capital (% of income per capita)	0.0

Dealing with licenses (rank) 24 (SIDS 10)

Procedures (number)	7
Time (days)	51
Cost (% of income per capita)	357.7

Employing workers (rank) 77 (SIDS 26)

Difficulty of hiring index (0-100)	22
Rigidity of hours index (0-100)	40
Difficulty of firing index (0-100)	10
Rigidity of employment index (0-100)	24
Nonwage labor cost (% of salary)	4
Firing cost (weeks of salary)	56

Registering property (rank) 111 (SIDS 17)

Procedures (number)	2
Time (days)	188
Cost (% of property value)	11

NEGATIVE REFORM IN 2006/07

Getting credit (rank) 135 (SIDS 18)

Strength of legal rights index (0-10)	4
Depth of credit information index (0-6)	0
Public registry coverage (% of adults)	0.0
Private bureau coverage (% of adults)	0.0

Protecting investors (rank) 64 (SIDS 16)

Extent of disclosure index (0-10)	5
Extent of director liability index (0-10)	6
Ease of shareholder suits index (0-10)	5
Strength of investor protection index (0-10)	5.3

Paying taxes (rank) 18 (SIDS 5)

Payments (number per year)	31
Time (hours per year)	120
Profit tax (%)	0.0
Labor tax and contributions (% of profit)	4.5
Other taxes (% of profit)	3.9
Total tax rate (% of profit)	8.4

Trading across borders (rank) 142 (SIDS 31)

Documents to export (number)	7
Time to export (days)	26
Cost to export (US\$ per container)	1,815
Documents to import (number)	9
Time to import (days)	30
Cost to import (US\$ per container)	2,225

Enforcing contracts (rank) 66 (SIDS 6)

Procedures (number)	30
Time (days)	430
Cost (% of claim)	74.7

Closing a business (rank) 49 (SIDS 5)

Time (years)	2.6
Cost (% of estate)	38
Recovery rate (cents on the dollar)	39.3

Acknowledgements

Contact details for local partners are available on the *Doing Business* website at <http://www.doingbusiness.org>

Doing Business in Small Island Developing States 2008 was prepared by a team led by Simeon Djankov and Caralee McLiesh under the general direction of Michael Klein. Svetlana Bagaudinova, Frederic Bustelo, Allen Dennis, Penelope Fidas, Elena Gasol Ramos, Carolin Geginat, Sabine Hertveldt, Melissa Johns, Julien Levis, Janet Morris, Rita Ramalho, Sylvia Solf and Justin Yap led sets of indicators. The team also included Mema Beye, Doina Cebotari, César Chaparro Yedro, Hania Dawood, Marie Delion, Jacqueline den Otter, Cemile Hacibeyoglu, Jamal Ibrahim Haidar, Benjamin Horne, Dahlia Khalifa, Adam Larson, Jean Michel Lobet, Oliver Lorenz, Dana Omran, Camille Ramos, Ivana Rossi, Rachel Shahidsaless, Umar Shavurov, Tea Trumbic, Caroline van Coppenolle, Adriana Vicentini, Maria-Eleni Vlachakou and Bryan Welsh. Karim Belayachi, Maya Choueiri, Alejandro Espinosa-Wang, Kjartan Fjeldsted, Palarp Jumpasut, Jana Matesova, Caroline Otonglo, Djasurbek Teshaeve and Lior Ziv assisted in the months prior to publication.

Oliver Hart, Rafael La Porta and Andrei Shleifer provided academic advice on the project. The paying taxes project was conducted in partnership with PricewaterhouseCoopers, led by Robert Morris. The protect-

ing investors, enforcing contracts and not paying bribes projects are conducted in partnership with the Lex Mundi association, led by Carl Anduri and Sam Nolen. The IFC gender team, led by Amanda Ellis, advised on analysis of women and business regulations.

Alison Strong edited the manuscript. Gerry Quinn designed the report and the graphs. Alexandra Quinn assisted in the report layout. The online service of the *Doing Business* database is managed by Graeme Littler, Felipe Escudero and Ramin Aliyev under the direction of Suzanne Smith.

We are grateful for valuable comments and review provided by the World Bank Group's country and network teams as well as World Bank Group Executive Directors.

The report was made possible by the generous contribution of more than 5,000 lawyers, accountants, judges, businesspeople and public officials in 178 economies. Quotations in this report are from *Doing Business* local partners unless otherwise indicated. The names of those wishing to be acknowledged individually are listed below. Contact details are posted on the *Doing Business* website at <http://www.doingbusiness.org>.

GLOBAL CONTRIBUTORS

ALLEN & OVERY LLP

BAKER & MCKENZIE

LEX MUNDI, ASSOCIATION OF INDEPENDENT LAW FIRMS

PRICEWATERHOUSECOOPERS

PRICEWATERHOUSECOOPERS LEGAL SERVICES

SDV INTERNATIONAL LOGISTICS

THE ADORA GROUP LTD (FREIGHTNET)

TOBOC INC.

REGIONAL CONTRIBUTORS

ABU-GHAZALEH LEGAL

UNIVERSITY OF SOUTH PACIFIC

TRANSUNION INTERNATIONAL

ANTIGUA AND BARBUDA

Eleanor R. Clark

CLARKE & CLARKE

Carden Conliffe Clarke
COMMODORE & ASSOCIATESVernon Edwards
FREIGHT FORWARDING &
DECONSOLIDATINGAnn Henry
HENRY & BURNETTEHesketh Williams
MINISTRY OF LABORPhillip Jr. Isaacs
OBM INTERNATIONAL,
ANTIGUA LTD.Charles Walwyn
PRICEWATERHOUSECOOPERSNeil Coates
PRICEWATERHOUSECOOPERSStacy Richards-Anjo
RICHARDS & CO.Clare Roberts
ROBERTS & CO.**BELIZE**Emil Arguelles
ARGUELLES & CO.Saidi M. Vaccaro
ARGUELLES & CO.Tania Moody
BARROW & WILLIAMSPatricia Rodriguez
BELIZE COMPANIES AND
CORPORATE AFFAIRS REGISTRYFred Lumor
FRED LUMOR & CO.Reynaldo F. Magana
FRONTIER INTERNATIONAL
BUSINESS SERVICES LTD.Gian C. Gandhi
INTERNATIONAL FINANCIAL
SERVICES COMMISSIONC. Phillip Waight
WAIGHT & ASSOCIATESCarlton Young
YOUNG'S ENGINEERING
CONSULTANCY LTD.Youssef Yahaya
IMPOTS DE LA GRANDE
COMOREAli Mohamed Choybou
PALAIS DE LA JUSTICE
Aboubakar Abdou
PRESIDENT DE L'ILE
AUTONOME DE LA GRANDE
COMOREHaroussi Idrissa
TRIBUNAL DE PREMIERE
INSTANCE DE MORONIMohamed Salipi
TRIBUNAL DE PREMIERE
INSTANCE DE MORONI**DOMINICA**Kathy Buffong
ATTORNEY GENERAL'S
CHAMBERSMrs. Carrette
Kerry George
C I S ENTERPRISES LTD.Linda Singletary
C I S ENTERPRISES LTD.Francine Royt
DE FREITAS DE FREITAS &
BARONLeah Shillingford
DOMINICA AMALGAMATED
WORKERS UNIONCaryl Paul
DOMINICA COCONUT
PRODUCTS LTD.Alex Phillip
HOUSE OF ASSEMBLY

ISSA TRADING LTD.

J. Gildon Richards
J. GILDON RICHARDS
CHAMBERSAlick C. Lawrence
LAWRENCE ALICK C.
CHAMBERSLaurina Vidal
LAWRENCE ALICK C.
CHAMBERSSeverin McKenzie
MCKENZIE ARCHITECTURAL &
CONSTRUCTION SERVICES INC.Richard Peterkin
PRICEWATERHOUSECOOPERS

Singoalla Blomqvist-Williams

Ruby Joseph

Kirtiste Augustus
WATERFRONT AND ALIED
WORKERS UNION**DOMINICAN REPUBLIC**Raúl De Moya
ARQUITECTURA &
PLANIFICACIÓNPablo Gonzalez Tapia
BIAGGI & MESSINAMaria Portes
CASTILLO Y CASTILLOXavier Marra Martinez
DHIMES & MARRAFabio Guzmán-Ariza
GUZMÁN ARIZAClaudia Roca
HEADRICK RIZIK ALVAREZ &
FERNANDEZClaudia Taveras
HEADRICK RIZIK ALVAREZ &
FERNANDEZMary Fernández Rodriguez
HEADRICK RIZIK ALVAREZ &
FERNANDEZSarah de León
HEADRICK RIZIK ALVAREZ &
FERNANDEZWilfredo Senior
HEADRICK RIZIK ALVAREZ &
FERNANDEZCarlos Hernández
INSTITUTO DE ESTUDIOS DEL
TRABAJOPhilippe Lescuras
PANALPINALuis R. Pellerano
PELLERANO & HERRERA,
MEMBER OF LEX MUNDIAlejandro Fernandez de
Castro
PRICEWATERHOUSECOOPERSAndrea Paniagua
PRICEWATERHOUSECOOPERSCaroline Bono
PRICEWATERHOUSECOOPERSJuan Tejada
PRICEWATERHOUSECOOPERSJulio Pinedo
PRICEWATERHOUSECOOPERSRamon Ortega
PRICEWATERHOUSECOOPERSSUPERINTENDENCIA DE
BANCOSWendy Sánchez
TRANSUNIONAna Isabel Caceres
TRONCOSO Y CACERESJuan Manuel Caceres
TRONCOSO Y CACERES

FIIJI

Ramesh Prasad Lal
CARPENTERS SHIPPINGPaul McDonnell
CROMPTONS SOLICITORSDelores Elliott
DATABUREAU, BAYCORP
ADVANTAGELitiana Morris
HOWARDS LAWYERSWilliam Wylie Clarke
HOWARDS LAWYERSFapna Vithal
LATEEF & LATEEFJohn Apted
MUNRO LEYS NOTARIES
PUBLICNehla Basawaiya
MUNRO LEYS NOTARIES
PUBLICRichard Naidu
MUNRO LEYS NOTARIES
PUBLICShelvin Singh
PARSHOTAM & CO.Chirk Yam
PRICEWATERHOUSECOOPERSEddielin Almonte
PRICEWATERHOUSECOOPERSJenny Seeto
PRICEWATERHOUSECOOPERSNarotam Solanki
PRICEWATERHOUSECOOPERS**GRENADA**C/O SUPREME COURT
REGISTRYDickon Mitchell
GRANT JOSEPH & Co.,
MEMBER OF LEX MUNDINiel Noel
HENRY HUDSON - PHILLIPS
& Co.Thaddus Charles
INLAND REVENUE
DEPARTMENTAndrew DeBourg
LABOUR DEPARTMENTCyrus Griffith
LABOUR DEPARTMENTTrevor St. Bernard
LEWIS & RENWICKClaudia Francis
PRICEWATERHOUSECOOPERSYvonne Gellineau
PRICEWATERHOUSECOOPERSDavid Sinclair
SINCLAIR ENTERPRISES LTD.Phinsley St. Louis
ST. LOUIS SERVICERoselyn Wilkinson
WILKINSON, WILKINSON &
WILKINSON**GUINEA-BISSAU**Adelaida Mesa D'Almeida
ATTORNEY-AT-LAWMiguel Mango
AUDI - CONTA LDACharles Ki-Zerbo
BCEAOJaló Pires
MINISTERIO DA JUSTICAOctavio Gomez
OCTAVIO LOPES ADVOGADOS -
MIRANDA ALLIANCEOctávio Lopes
OCTAVIO LOPES ADVOGADOS -
MIRANDA ALLIANCEJoão Daniel Vaz Jr.
TRANSVAZ, LDA**GUYANA**Cliffton Mortimer Llewelyn
JohnATTORNEY-AT-LAW
Mark Waldron
ATTORNEY-AT-LAWRoger Yearwood
BRITTON, HAMILTON &
ADAMSJosephine Whitehead
CAMERON & SHEPHERDGermene Stewart
CENTRAL HOUSING &
PLANNING AUTHORITYRaphael Trotman
CHAPMAN & TROTMANColin Murray
COASTAL CONSTRUCTION
SERVICES

Desmond Correia
CORREIA & CORREIA LTD.

Carol Paul
DEEDS REGISTRY, LAW COURTS

Garry Ramlochan

Godwin F. McPherson

K.A. Juman-Yessi
GUYANA OLYMPIC ASSOCIATION

C.A. Nigel Hughes
HUGHES, FIELDS & STOBY

Harinarine Singh
INTEGRITY COMMISSION

Chris Fernandes
JOHN FERNANDES LTD.

Juman Yessi

Kashir Khan

Ashton Chase
LAW OFFICE OF ASHTON CHASE

William Sampson
LINCOLN CHAMBERS & ASSOCIATES

Leslie Sobers

Lucia Loretta Desir

Edward Luckhoo
LUCKHOO & LUCKHOO

Gidel Thomsid
NATIONAL SHIPPING CORPORATION LTD.

Gary Holder
ORIN HINDS & ASSOICIATES ARCH. LTD.

Christopher Ram
RAM & McRAE

Rakesh Latchana
RAM & McRAE

Troy Williams
RAM & McRAE

Narendra Singh
REGISTRAR

Nigel Niles
ROBIN M.S. STOBY, S.C.

Robin Stoby
ROBIN M.S. STOBY, S.C.

R.N. Poonai

Rexford Jackson
SINGH, DOODNAUTH LAW FIRM

HAITI

Marc Kinson Antoine
A.I. SHIPPING INTERNATIONAL

Hamelkart Ataya
ABU-GHAZALEH LEGAL

Leon Saint -Louis
AVOCAT

Margarette Sanon
BANQUE DE LA REPUBLIQUE D'HAITI

Jean Erick Alexis
BANQUE DE LA REPUBLIQUE D'HAITI

Marc Hebert Ignace
BANQUE DE LA REPUBLIQUE D'HAITI

Robinson Charles
BANQUE DE LA REPUBLIQUE D'HAITI

Adele Decastro
BROWN LEGAL GROUP

Gemma Anglade
BROWN LEGAL GROUP

Jean Baptiste Brown
BROWN LEGAL GROUP

Steve Christian Brown
BROWN LEGAL GROUP

Christian De Lespinasse
CABINET DE LESPINASSE

Jean Gerard Eveillard
CABINET EVEILLARD

Enerlio Gassant
CABINET GASSANT

Eneland Jabouin
CABINET JABOUIN REGIS DESCARDES

Robert Laforest
CABINET LAFOREST

Louis Gary Lissade
CABINET LISSADE

Salim Succar
CABINET LISSADE

Claudette Belfont
CABINET PIERRE DELVA

Jean Frederic Sales
CABINET SALES

Pierre Brierre
COMPTABLE

Diggan d'Adesky
D'ADESKY IMPORT EXPORT S.A.

Emile Giordani

Garry Lhérisson

Gilbert Giordani

Raoul Celestin
LES ENTREPRISES COMMERCIALES JOSEPH NADAL S.A.

Martine Chevalier

Joseph Palliant
ORDRE DES COMPTABLES PROFESSIONNELS AGREES D'HAITI

Edmonde Suplice Beauzile
PARLIAMENT

Youri Latortue
PARLIAMENT

Paul Emile Simon

Rigaud Duplan

Amos Durosier
ULLC

Kareen T. Laplanche
UN HABITAT

Jean Vandal
VANDAL & VANDAL

JAMAICA

Nicole Foga
FOGA DALEY & Co. GLOBAL TRADING

Herbert Winston Grant
GRANT, STEWART, PHILLIPS & Co.

Karen Wilson

Noel Mcken
KIER CONSTRUCTION LTD.

Alicia P. Hussey
MYERS, FLETCHER & GORDON, MEMBER OF LEX MUNDI

Corrine N. Henry
MYERS, FLETCHER & GORDON, MEMBER OF LEX MUNDI

Dave Garcia
MYERS, FLETCHER & GORDON, MEMBER OF LEX MUNDI

Hilary Reid
MYERS, FLETCHER & GORDON, MEMBER OF LEX MUNDI

Lisa Russell
MYERS, FLETCHER & GORDON, MEMBER OF LEX MUNDI

Malaica Wong
MYERS, FLETCHER & GORDON, MEMBER OF LEX MUNDI

Sandra Minott-Phillips
MYERS, FLETCHER & GORDON, MEMBER OF LEX MUNDI

Lorna Phillips
NICHOLSON PHILLIPS, ATTORNEYS-AT-LAW

Arlene Burton
PRICEWATERHOUSECOOPERS

Eric Crawford
PRICEWATERHOUSECOOPERS

Michael Hall
PRICEWATERHOUSECOOPERS

Viveen Morrison
PRICEWATERHOUSECOOPERS

Sekeywi Carruthers
SEKEYWI CARRUTHERS & ASSOCIATES

Humphrey Taylor
TAYLOR CONSTRUCTION LTD.

KIRIBATI

Batira Tekanito

Lawrence Muller
BETIO CITY COUNCIL

Batira Tekarmito
DEVELOPMENT BANK OF KIRIBATI

Romano Reo
LAND MANAGEMENT DIVISION

Kenneth Barden
MINISTRY OF FINANCE

Matereta Raiman
MINISTRY OF FINANCE & ECONOMIC DEVELOPMENT OFFICE OF THE PEOPLE'S LAWYER

Aomoro Amten
TAOABA & AMTEN

MALDIVES

Mohamed Hameed
ANTRAC PVT. LTD.

Ahmed Murad
MAZLAN & MURAD LAW ASSOCIATES

Hussain Siraj
MINISTRY OF HIGHER EDUCATION, EMPLOYMENT & SOCIAL SECURITY

Ibrahim Naeem
MONETARY AUTHORITY

Nadiya Hassan

Shaaheen Hameed
PREMIER CHAMBERS

Jatindra Bhatray
PRICEWATERHOUSECOOPERS

Sriyani Perera
PRICEWATERHOUSECOOPERS RED LEAF PVT. LTD.

Dheena Hussain
SHAH, HUSSAIN & Co. BARRISTERS & ATTORNEYS

Fizan Shah
SHAH, HUSSAIN & Co. BARRISTERS & ATTORNEYS

Shuaib M. Shah
SHAH, HUSSAIN & Co. BARRISTERS & ATTORNEYS

MARSHALL ISLANDS

Anthony Tomlinson
BECA INTERNATIONAL CONSULTANTS LTD.

Philip A. Okney
LAND REGISTRATION ADMINISTRATION AUTHORITY

Philip Welch
MICRONESIAN SHIPPING AGENCIES INC.

Kenneth Barden
MINISTRY OF FINANCE

Jerry Kramer
PACIFIC INTERNATIONAL, INC.

MAURITIUS

ARTISCO INTERNATIONAL

Yandraduth Googoolye
BANK OF MAURITIUS

Ajay Bhurtun
BANYMANDHUB BOOLELL CHAMBERS

Urmila Boolell
BANYMANDHUB BOOLELL CHAMBERS

Vishwanee Boodhonee
BANYMANDHUB BOOLELL CHAMBERS

Andre Robert
BENOIT CHAMBERS

Rishi Pursem
BENOIT CHAMBERS

Thierry Chellen
BENOIT CHAMBERS

Iqbal Rajahbalee
BLC CHAMBERS

D. Chinien
COMPANIES DIVISION

Marc Daruty de Granpre
DARUTY DE GRANDPRE ARCHITECTS ASSOCIATES LTD. FARFAT ENTERPRISE LTD.

Gavin Glover
GLOVER & GLOVER CHAMBERS

Catherine de Rosnay
LEGIS & PARTNERS

Robert Ferrat
LEGIS & PARTNERS

Jean Phillipe Chan See
MAERSK LTD.

Parikshat Teeluck
MAERSK LTD.

Reza Subratty
MAERSK LTD.

Thierry Koenig
MAIGROT KOENIG

NAND-MDI GROUP LTD.

André Bonieux
PRICEWATERHOUSECOOPERS

Didier Lenette
PRICEWATERHOUSECOOPERS

Ram L. Roy
PRICEWATERHOUSECOOPERS

Ramesh Doma
PRICEWATERHOUSECOOPERS

Robert Bigaignon
PRICEWATERHOUSECOOPERS

Damien Mamet
PRICEWATERHOUSECOOPERS LEGAL SERVICES

Fabien de Marassé Enouf
PRICEWATERHOUSECOOPERS LEGAL SERVICES

PRIMECOM LTD.

Ramdas Mootanah
PROFESSIONAL ARCHITECTS COUNCIL

Deviantee Sobarun
REGISTRAR-GENERAL'S DEPARTMENT (GOVERNMENT)

MICRONESIA

Wayne Bricknell
E - CAD PROJECT MANAGEMENT

Anna H. Mendiola
FSM DEVELOPMENT BANK

Andrea S. Hillyer
INDEPENDENT

Kenneth Barden
MINISTRY OF FINANCE

Eric Emeka Akamigbo
POHNPEI STATE GOVERNMENT

Salomon Saimon
POHNPEI STATE GOVERNMENT

Stephen V. Finnen
STEPHEN FINNEN'S LAW CORPORATION

PALAU

Kenneth Barden
MINISTRY OF FINANCE

Erin E. Johnson
OFFICE OF THE ATTORNEY GENERAL

Frederick W. Reynolds
OFFICE OF THE ATTORNEY GENERAL

Jeffrey L. Beattie
OFFICE OF THE ATTORNEY GENERAL

David Shadel
THE LAW OFFICE OF KIRK AND SHADEL

Cristina Castro
WESTERN CAROLINE TRADING Co.

William L. Ridpath

PAPUA NEW GUINEA

Tyson Boboro
ALLENS ARTHUR ROBINSON

Vincent Bull
ALLENS ARTHUR ROBINSON

Richard Flynn
BLAKE DAWSON WALDRON

David Caradus
PRICEWATERHOUSECOOPERS

Esther Kendino
PRICEWATERHOUSECOOPERS

Thomas Taberia
PRICEWATERHOUSECOOPERS

Gaudi Kidu
STRUCTON ARCHITECTS, LTD.

SAMOA

Murray Drake
DRAKE & CO.

Lawrie Burich
L. BURICH - BUILDING CONTRACTORS

Arthur R. Penn
LESA MA PENN

Patea Malo Setefano
MINISTRY OF NATURAL RESOURCES & ENVIRONMENT

Shan Shiraz Ali Usman
TRADEPAC MARKETING LTD.

SÃO TOMÉ AND PRÍNCIPE

André Aureliano Aragão
ANDRÉ AURELIANO ARAGÃO ADVOGADO

Agostinho Q.S.A. Fernandes
DIRECTORATE OF TAXES

Frederic da Glória

Kiluange Tiny
JURISTEP

Edmar Carvalho
MIRANDA CORREIA AMENDOEIRA & ASSOCIADOS

SEYCHELLES

Serge Rouillon
ATTORNEY-AT-LAW

France Gonzalves Bonte

Shelton M. Jolicoeur
INTERNATIONAL LAW & CORPORATE SERVICES (PTY) LTD.

Hughes N. Adam
LAND MARINE LIMITED

Alex Ellenberger
LOCUS ARCHITECTURE PTY. LTD.

Leslie Boniface
MINISTRY OF EMPLOYMENT AND SOCIAL AFFAIRS

Marie-Pierre Lloyd
MINISTRY OF EMPLOYMENT AND SOCIAL AFFAIRS

Conrad Lablache
PARDIWALLA TWOMEY LABLACHE

Bernard L. Pool
POOL & PATEL

SINGAPORE

Angela Lim
BAKER & MCKENZIE, WONG & LEOW

BLUE OCEANS VENTURE PTE. LTD.

CALEDONIAN COMMODITY TRADING PTE. LTD.

CITY DEVELOPMENTS LTD.

Nish Shetty
CLIFFORD CHANCE WONG PTE. LTD.

Philip Rapp
CLIFFORD CHANCE WONG PTE. LTD.

Mark Rowley
CREDIT BUREAU (SINGAPORE) PTE. LTD.

Chi Duan Gooi
DONALDSON & BURKINSHAW, MEMBER OF LEX MUNDI

May Ching Ida Han
DONALDSON & BURKINSHAW, MEMBER OF LEX MUNDI

Manoj Sandrasegara
DREW NAPIER

Sushil Nair
DREW NAPIER

GLOBAL TRADE WELL SINGAPORE

Audrey Ng
KELVIN CHIA PARTNERSHIP

KEPPEL LAND INTERNATIONAL LTD.

KONG HWA CHAN TRADING PTE. LTD.

Shi-Chien Chia
MINISTRY OF INDUSTRY & TRADE

Lui Hai Tan
MINISTRY OF TRADE & INDUSTRY

Hui Jia Ang
PRICEWATERHOUSECOOPERS

Paula Eastwood
PRICEWATERHOUSECOOPERS

QBB (PTE) LTD.

Nanda Kumar
RAJAH & TANN

Patrick Ang
RAJAH & TANN

Airinn Loh
SCHENKER PTE. LTD.

Andrew Seah
SCHENKER PTE. LTD.

Cyril Dumon
SDV INTERNATIONAL LOGISTICS

SERVICE POINT

SHOOK LIN & BOK (IN JOINT VENTURE WITH ALLEN & OVERY)

Chia Shi Chien
SINGAPORE LAND AUTHORITY

Siu Ing Teng
SINGAPORE LAND AUTHORITY

Han Li Toh
SUBORDINATE COURTS

Kannan Ramesh
TAN KOK QUAN PARTNERSHIP

Kit Min Chye
TAN PENG CHIN LLC

Shen Yi Thio
TSMF LAW CORPORATION

WAN SIN IMPORT & EXPORT AGENCIES

Beng Hong Ong
WONG TAN & MOLLY LIM LLC

Cynthia Tan
WONG TAN & MOLLY LIM LLC

Yik Wee Liew
WONGPARTNERSHIP

SOLOMON ISLANDS

DEPARTMENT OF FINANCE AND TREASURY

James Apaniai
JAMES APANIAI LAWYERS

Phillip Tagini
MONASH UNIVERSITY

Don Boykin
PACIFIC ARCHITECTS, LTD.

Gregory Joseph Sojnocki
PRICEWATERHOUSECOOPERS

John Sullivan
SOL - LAW

Zarja Cibej

ST. KITTS AND NEVIS

Marcella Liburd
BRYANT & LIBURD

Anastacia Saunders
CARIBTRANS

Dahlia Joseph
DANIEL BRANTLEY & ASSOCIATES

L. Everette Martin
EASTERN CARIBBEAN CENTRAL BANK, SECURITIES EXCHANGE

HIGH COURT REGISTRAR

Michella Adrien
MICHELLA ADRIEN LAW OFFICE

Nicholas Brisbane
N. BRISBANE & ASSOCIATES

Charles Walwyn
PRICEWATERHOUSECOOPERS

Neil Coates
PRICEWATERHOUSECOOPERS

Vernon S. Veira
VERNON S. VEIRA & ASSOCIATES

Kamesha Graham
WALWYNLAW

ST. LUCIA

Gillian Vidal-Jules
ATTORNEY GENERAL'S CHAMBERS

Bradley Paul
BRADLEY PAUL ASSOCIATES

Carol J. Gedeon
CHANCERY CHAMBERS

Thaddeus M. Antoine
FRANCIS & ANTOINE

Andie A. Wilkie
GORDON, GORDON & CO.

Leandra Gabrielle Verneuil
GORDON, GORDON & CO.

Mary Juliana Charles
GORDON, GORDON & CO.

HIGH COURT REGISTRAR

Mac Stephen Aubertin

Kimberly Roheman
MCNAMARA & CO.

Candace Cadasse Polius
NICHOLAS JOHN & CO.

Peterson D. Francis
PETERSON D. FRANCIS WORLDWIDE SHIPPING & CUSTOMS SERVICES LTD.

Richard Peterkin
PRICEWATERHOUSECOOPERS

PROCUREMENT SERVICES INTERNATIONAL

ST. VINCENT AND THE GRENADINES

Arthur Williams

Agnes E. Cato
CATO & CATO

Mira E. Commissiong
EQUITY CHAMBERS

HIGH COURT REGISTRAR

Kay Bacchus-Browne
KAY BACCHUS - BROWNE CHAMBERS

Bernadine Dublin
LABOUR DEPARTMENT

Douglas L.A. Williams
LAW FIRM OF PHILLIPS & WILLIAMS

Moulton Mayers
MOULTON MAYERS ARCHITECTS

Nicole Sylvester
O. R. SYLVESTER & CO.

Richard Peterkin
PRICEWATERHOUSECOOPERS

SURINAME

Anoeschka Debipersad
A. E. DEBIPERSAD & ASSOCIATES

Angèle J. Karg
BDO ABRAHAMSRAIJMANN & PARTNERS

Anouschka Nabibaks
BDO ABRAHAMSRAIJMANN & PARTNERS

Consuelo-Andrea Denz
BDO ABRAHAMSRAIJMANN & PARTNERS

G. Clide Cambridge
HANDELS-, KREDIET- EN INDUSTRIE BANK (HAKRINBANK) N.V.

JOS STEEMAN SHIPPING N.V.

Johan Kastelein
KDV ARCHITECTS

Stanley Marica
LAW FIRM MARICA

Jennifer van Dijk-Silos
LAW FIRM VAN DIJK-SILOS

Radjen Soerdjbalie
NOTARIAAT R.A. SOERDJBALIE

TIMOR-LESTE

Ulderico Fernandes
ALFANDEGA

Aderito LCA de Araujo
ARCHITIMOR ENGINEERING CONSULTANT

Gina Corte Real
BUSINESS REGISTRATION UNIT, DIRECTORATE OF COMMERCE CONSULTORIA DE LEI

Hugo Nogueira Campanico
CRA TIMOR

Miguel Carreira Martins
CRA TIMOR

Pedro Sousa
DEPARTMENT OF LAND AND PROPERTY, MINISTRY OF JUSTICE

Cornelio Pacheco
JVK INTERNATIONAL MOVERS

Jose Pedro Camoes
LBH-TL

Colin Heartwell
MINISTRY OF DEVELOPMENT

Jackson Lay
PALM SPRING ESTATES

Felissimo Garcia Cardoso
PROSECUTOR'S OFFICE, UN COMPOUND

Flavio Lorza
PROSECUTOR'S OFFICE, UN COMPOUND

Pedro Andrade
PUBLIC DEFENDER

Cherryden Mazarado
ROCKY CONSTRUCTIONS

Rafael Ribeiro
SDV

Roberto Monteiro
SDV

Francisco Soares
SERVIÇO DO IMPOSTO DE TIMOR LESTE

Marcia Dawes
SHEARMAN & STERLING LLP

Tjia Soh Siang
TJIA & TCHAI ASSOCIATES

Maria das Dores Gomes
TRIBUNAL DISTRITAL DE DILI

Rui Gomes
UNDP

Eusebio Guterres
UNIDO BUSINESS REGULATORY CONSULTANT

Candido Conceicao
USAID

Vital dos Santos
VSP - VITAL DOS SANTOS & PARTNERS

TONGA

Inoke Afu
DATELINE SHIPPING & TRAVEL
LTD.

Don Jacobson
MINISTRY OF FINANCE

Nailasikau Halatuituia

Tomasi Fakahua
STONE TOMASI NAITÉ
FAKAHUA LAW OFFICE

Diana Warner
SKIP'S CUSTOM JOINERY LTD.

Tony Ford
SUPREME COURT

Lee Miller
WASTE MANAGEMENT LTD.

TRINIDAD AND TOBAGO

Ronald Patience
CARGO CONSOLIDATORS
AGENCY LTD.

Mark Ramkerrysingh
FITZWILLIAM STONE FURNESS
- SMITH & MORGAN

Alvaro Montenegro
HSMDT LTD.

Stephen A. Singh
LEX CARRIBBEAN

Celeste Mohammed
M. HAMEL-SMITH & CO.,
MEMBER OF LEX MUNDI

Helen Ross
M. HAMEL-SMITH & CO.,
MEMBER OF LEX MUNDI

Jonathan Walker
M. HAMEL-SMITH & CO.,
MEMBER OF LEX MUNDI

Keomi Lourenco
M. HAMEL-SMITH & CO.,
MEMBER OF LEX MUNDI

Myrna Robinson-Walters
M. HAMEL-SMITH & CO.,
MEMBER OF LEX MUNDI

Nicole Ferreira-Aaron
M. HAMEL-SMITH & CO.,
MEMBER OF LEX MUNDI

Rena M. Mahadeo
M. HAMEL-SMITH & CO.,
MEMBER OF LEX MUNDI

Stacy-Lee Daniell
M. HAMEL-SMITH & CO.,
MEMBER OF LEX MUNDI

Deborah Ragoonath
PRICEWATERHOUSECOOPERS

Peter Inglefield
PRICEWATERHOUSECOOPERS

Ramdath Dave Rampersad
R.D. RAMPERSAD & CO.

Steve Beckles
R.D. RAMPERSAD & CO.

S. I. PRIMUS & SONS LTD.

Ramesh Lutchman
TRANSUNION

TRINITY CHAMBERS

Thomas Johnson
YORK UNIVERSITY, OSGOOD
HALL LAW SCHOOL

VANUATU

Mark Stafford
BDO BARRETT AND PARTNERS

Christopher Dawson
DAWSON BUILDERS

John Malcolm
NATIONAL BANK OF VANUATU

Dani Yawa
PACIFIC LAWYERS

Arthur Victor Faerua
SCHOOL OF LAW, UNIVERSITY
OF THE SOUTH PACIFIC

Silas Charles Hakwa
SILAS CHARLES HAKWA &
ASSOCIATES



THE WORLD BANK

Doing Business

GOVERNMENT OF ICELAND



MINISTRY FOR FOREIGN AFFAIRS



Island Growth Initiative

Sustainable Development
Climate Change
New Security Issues

WWW.DOINGBUSINESS.ORG



IFC

**International
Finance Corporation**
World Bank Group