

A World Bank Group Flagship Report



Doing Business 2018

Reforming to Create Jobs



Comparing Business Regulation
for Domestic Firms in **190** Economies

Region Profile of Southern African Development Community (SADC)

Doing Business 2018 Indicators (in order of appearance in the document)

Starting a business	Procedures, time, cost and paid-in minimum capital to start a limited liability company
Dealing with construction permits	Procedures, time and cost to complete all formalities to build a warehouse and the quality control and safety mechanisms in the construction permitting system
Getting electricity	Procedures, time and cost to get connected to the electrical grid, the reliability of the electricity supply and the transparency of tariffs
Registering property	Procedures, time and cost to transfer a property and the quality of the land administration system
Getting credit	Movable collateral laws and credit information systems
Protecting minority investors	Minority shareholders' rights in related-party transactions and in corporate governance
Paying taxes	Payments, time and total tax rate for a firm to comply with all tax regulations as well as post-filing processes
Trading across borders	Time and cost to export the product of comparative advantage and import auto parts
Enforcing contracts	Time and cost to resolve a commercial dispute and the quality of judicial processes
Resolving insolvency	Time, cost, outcome and recovery rate for a commercial insolvency and the strength of the legal framework for insolvency

About Doing Business

The Doing Business project provides objective measures of business regulations and their enforcement across 190 economies and selected cities at the subnational and regional level.

The Doing Business project, launched in 2002, looks at domestic small and medium-size companies and measures the regulations applying to them through their life cycle.

Doing Business captures several important dimensions of the regulatory environment as it applies to local firms. It provides quantitative indicators on regulation for starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency. Doing Business also measures features of labor market regulation. Although Doing Business does not present rankings of economies on the labor market regulation indicators or include the topic in the aggregate distance to frontier score or ranking on the ease of doing business, it does present the data for these indicators.

By gathering and analyzing comprehensive quantitative data to compare business regulation environments across economies and over time, Doing Business encourages economies to compete towards more efficient regulation; offers measurable benchmarks for reform; and serves as a resource for academics, journalists, private sector researchers and others interested in the business climate of each economy.

In addition, Doing Business offers detailed [subnational reports](#), which exhaustively cover business regulation and reform in different cities and regions within a nation. These reports provide data on the ease of doing business, rank each location, and recommend reforms to improve performance in each of the indicator areas. Selected cities can compare their business regulations with other cities in the economy or region and with the 190 economies that Doing Business has ranked.

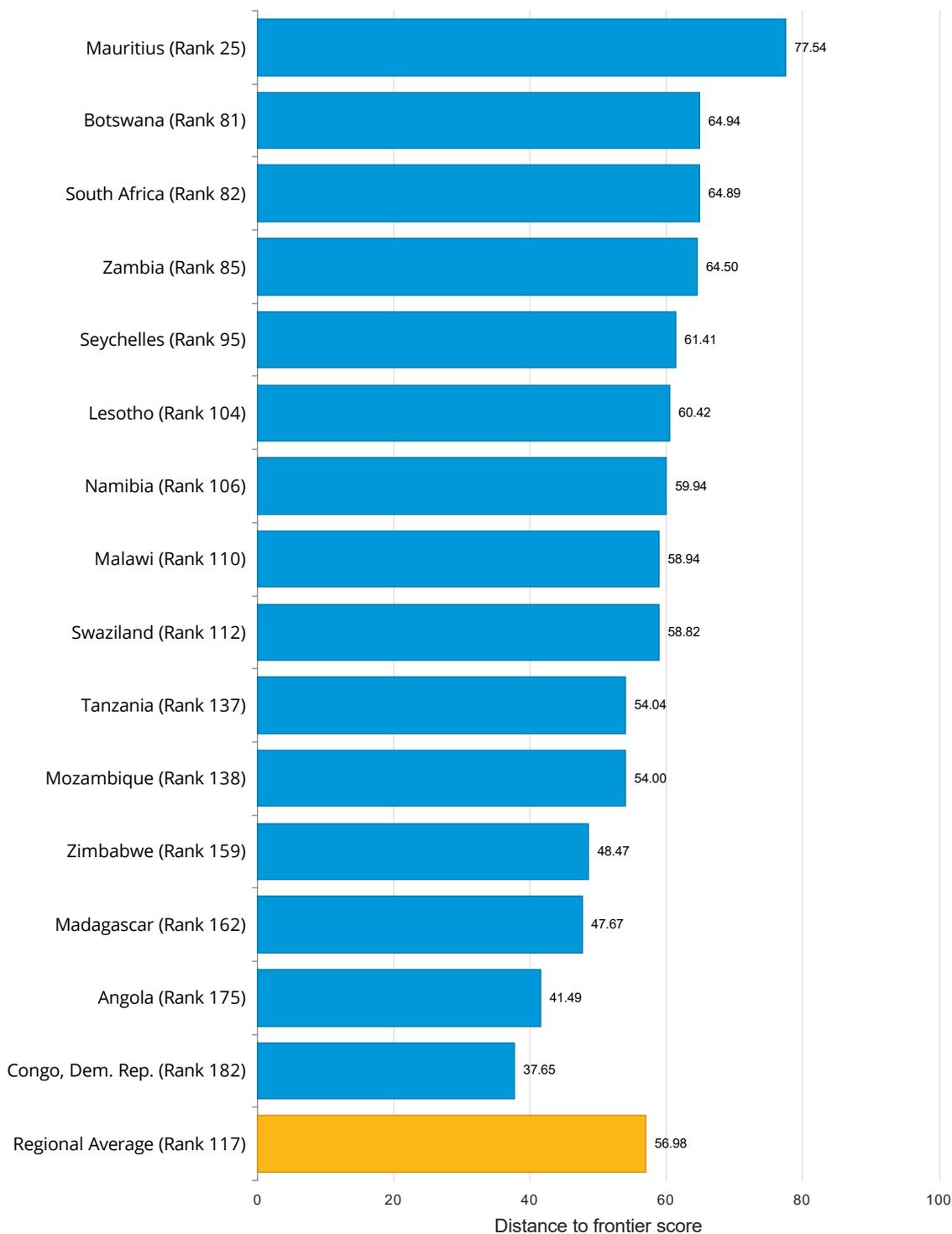
The first Doing Business report, published in 2003, covered 5 indicator sets and 133 economies. This year's report covers 11 indicator sets and 190 economies. Most indicator sets refer to a case scenario in the largest business city of each economy, except for 11 economies that have a population of more than 100 million as of 2013 (Bangladesh, Brazil, China, India, Indonesia, Japan, Mexico, Nigeria, Pakistan, the Russian Federation and the United States) where Doing Business also collected data for the second largest business city. The data for these 11 economies are a population-weighted average for the 2 largest business cities. The project has benefited from feedback from governments, academics, practitioners and reviewers. The initial goal remains: to provide an objective basis for understanding and improving the regulatory environment for business around the world.

More about [Doing Business](#) (PDF, 5MB)

The Business Environment

For policy makers, knowing where their economy stands in the aggregate ranking on the ease of doing business is useful. Also useful is to know how it ranks compared with other economies in the region and compared with the regional average. Another perspective is provided by the regional average rankings on the topics included in the ease of doing business ranking and the distance to frontier scores.

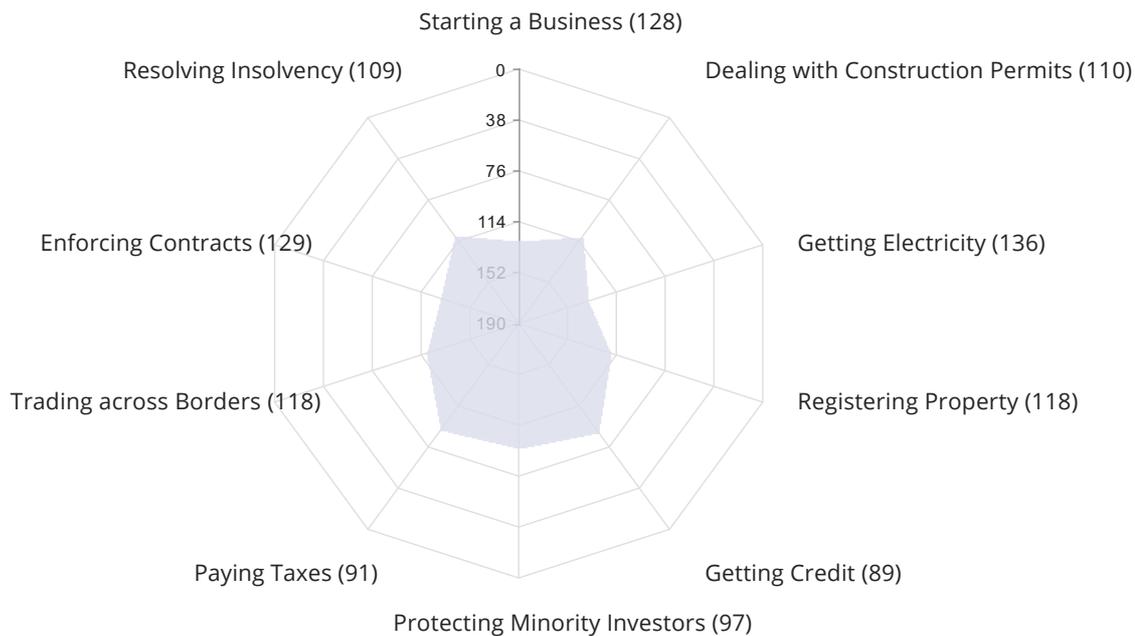
How economies in Southern African Development Community (SADC) rank on the ease of doing business



Note: Economies are ranked on their ease of doing business, from 1–190. The rankings are determined by sorting the aggregate distance to frontier scores on 10 topics, each consisting of several indicators, giving equal weight to each topic. The rankings for all economies are benchmarked to June 2017. The distance to frontier (DTF) measure shows the distance of each economy to the “frontier,” which represents the best performance observed on each of the indicators across all economies in the Doing Business sample since 2005. An economy’s distance to frontier is reflected on a scale from 0 to 100, where 0 represents the lowest performance and 100 represents the frontier.

Source: Doing Business database

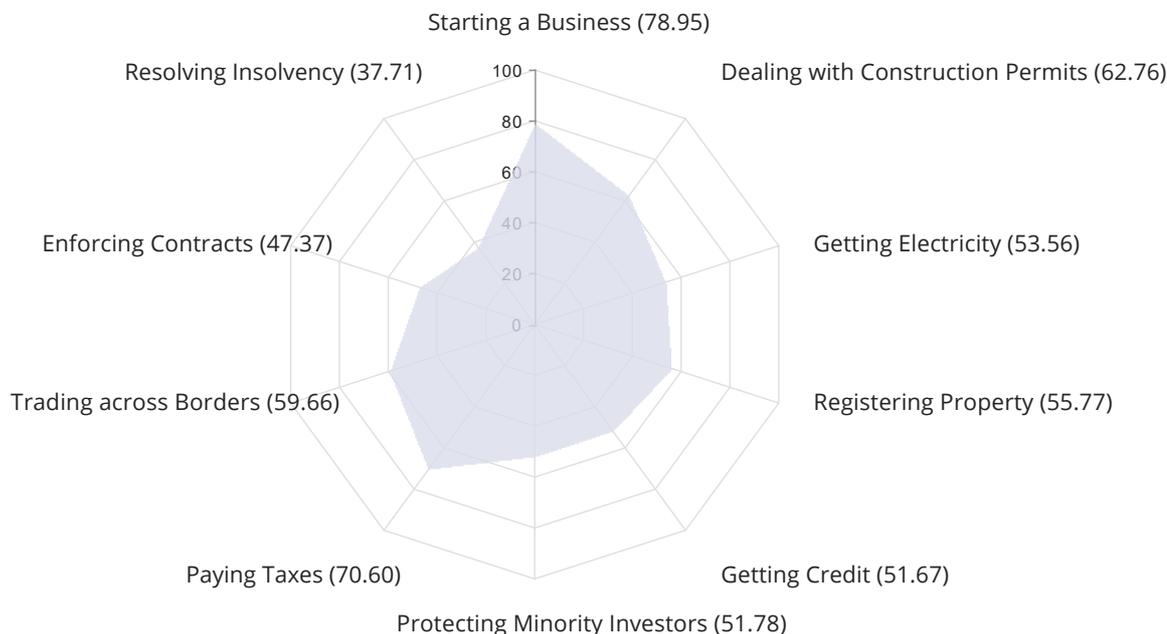
Rankings on Doing Business topics - Southern African Development Community (SADC)



Regional average ranking (Scale: Rank 190 center, Rank 1 outer edge)

Source: Doing Business database.

Distance to frontier scores on Doing Business topics - Southern African Development Community (SADC)



(Scale: Score 0 center, Score 100 outer edge)

Note: Economies are ranked on their ease of doing business, from 1-190. The rankings are determined by sorting the aggregate distance to frontier scores on 10 topics, each consisting of several indicators, giving equal weight to each topic. The rankings for all economies are benchmarked to June 2017. The distance to frontier (DTF) measure shows the distance of each economy to the "frontier," which represents the best performance observed on each of the indicators across all economies in the Doing Business sample since 2005. An economy's distance to frontier is reflected on a scale from 0 to 100, where 0 represents the lowest performance and 100 represents the frontier. Source: Doing Business database

Starting a Business

This topic measures the paid-in minimum capital requirement, number of procedures, time and cost for a small- to medium-sized limited liability company to start up and formally operate in economy's largest business city.

To make the data comparable across 190 economies, Doing Business uses a standardized business that is 100% domestically owned, has start-up capital equivalent to 10 times income per capita, engages in general industrial or commercial activities and employs between 10 and 50 people one month after the commencement of operations, all of whom are domestic nationals. Starting a Business considers two types of local limited liability companies that are identical in all aspects, except that one company is owned by 5 married women and the other by 5 married men. The distance to frontier score for each indicator is the average of the scores obtained for each of the component indicators.

The most recent round of data collection for the project was completed in June 2017. [See the methodology for more information.](#)

What the indicators measure

Procedures to legally start and operate a company (number)

Pre-registration (for example, name verification or reservation, notarization)

Registration in economy's largest business city

Post-registration (for example, social security registration, company seal)

Obtaining approval from spouse to start business or leave home to register company

Obtaining any gender-specific permission that can impact company registration, company operations and process of getting national identity card

Time required to complete each procedure (calendar days)

Does not include time spent gathering information

Each procedure starts on a separate day (2 procedures cannot start on the same day)

Procedures fully completed online are recorded as ½ day

Procedure is considered completed once final document is received

No prior contact with officials

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

Official costs only, no bribes

No professional fees unless services required by law or commonly used in practice

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

Funds deposited in a bank or with third party before registration or up to 3 months after incorporation

Case study assumptions

To make the data comparable across economies, several assumptions about the business and the procedures are used. It is assumed that any required information is readily available and that the entrepreneur will pay no bribes.

The business:

- Is a limited liability company (or its legal equivalent). If there is more than one type of limited liability company in the economy, the most common among domestic firms is chosen. Information on the most common form is obtained from incorporation lawyers or the statistical office.

- Operates in the economy's largest business city and the entire office space is approximately 929 square meters (10,000 square feet). For 11 economies the data are also collected for the second largest business city.

- Is 100% domestically owned and has five owners, none of whom is a legal entity; and has a start-up capital of 10 times income per capita and has a turnover of at least 100 times income per capita.

- Performs general industrial or commercial activities, such as the production or sale of goods or services to the public. The business does not perform foreign trade activities and does not handle products subject to a special tax regime, for example, liquor or tobacco. It does not use heavily polluting production processes.

- Leases the commercial plant or offices and is not a proprietor of real estate and the amount of the annual lease for the office space is equivalent to 1 times income per capita.

- Does not qualify for investment incentives or any special benefits.

- Has at least 10 and up to 50 employees one month after the commencement of operations, all of whom are domestic nationals.

- Has a company deed 10 pages long.

The owners:

- Have reached the legal age of majority. If there is no legal age of majority, they are assumed to be 30 years old.

- Are sane, competent, in good health and have no criminal record.

- Are married and the marriage is monogamous and registered with the authorities.

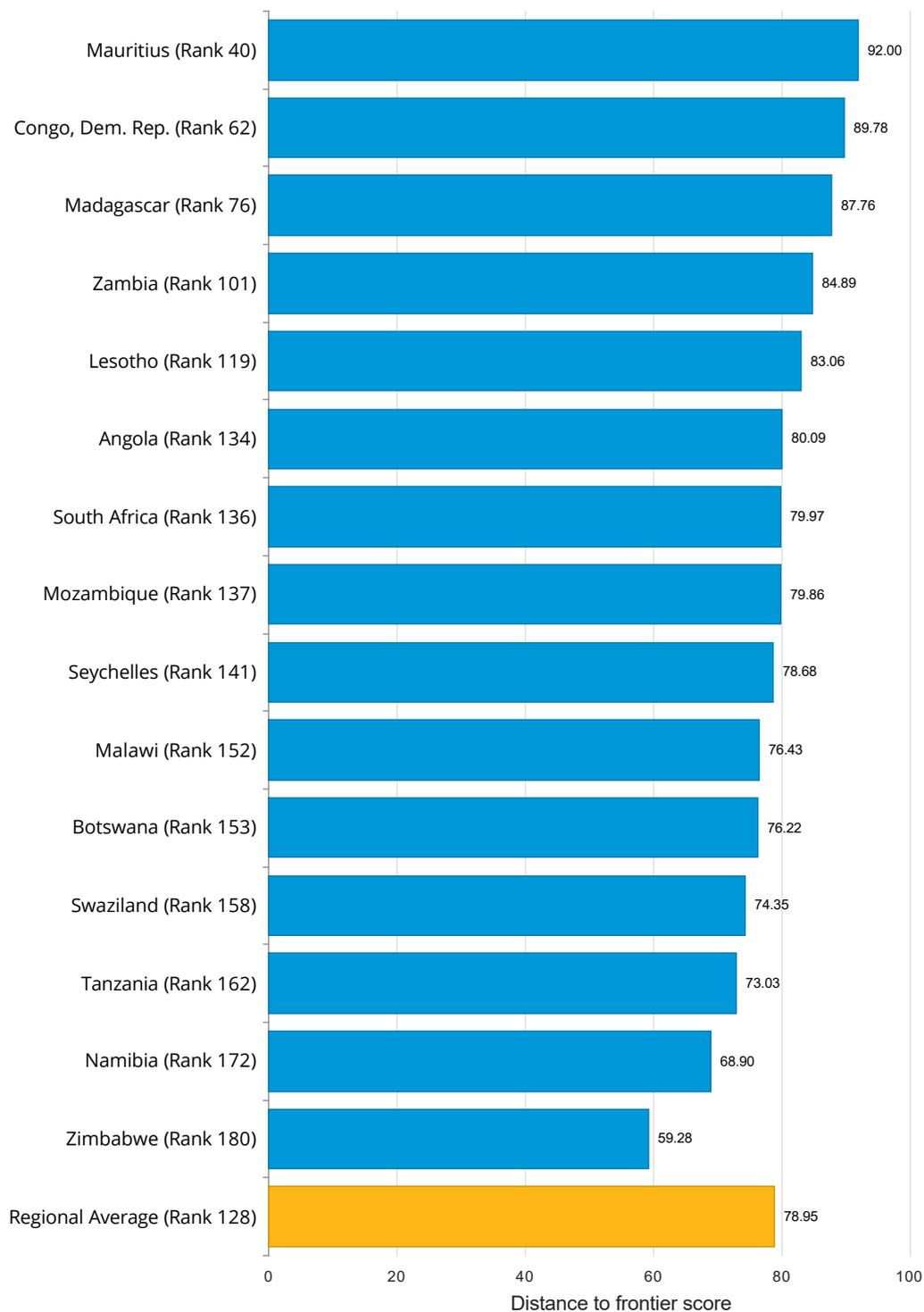
- Where the answer differs according to the legal system applicable to the woman or man in question (as may be the case in economies where there is legal plurality), the answer used will be the one that applies to the majority of the population.

Starting a Business

Where do the region's economies stand today?

How easy is it for entrepreneurs in economies in Southern African Development Community (SADC) to start a business? The global rankings of these economies on the ease of starting a business suggest an answer. The average ranking of the region and comparator regions provide a useful benchmark.

How economies in Southern African Development Community (SADC) rank on the ease of starting a business



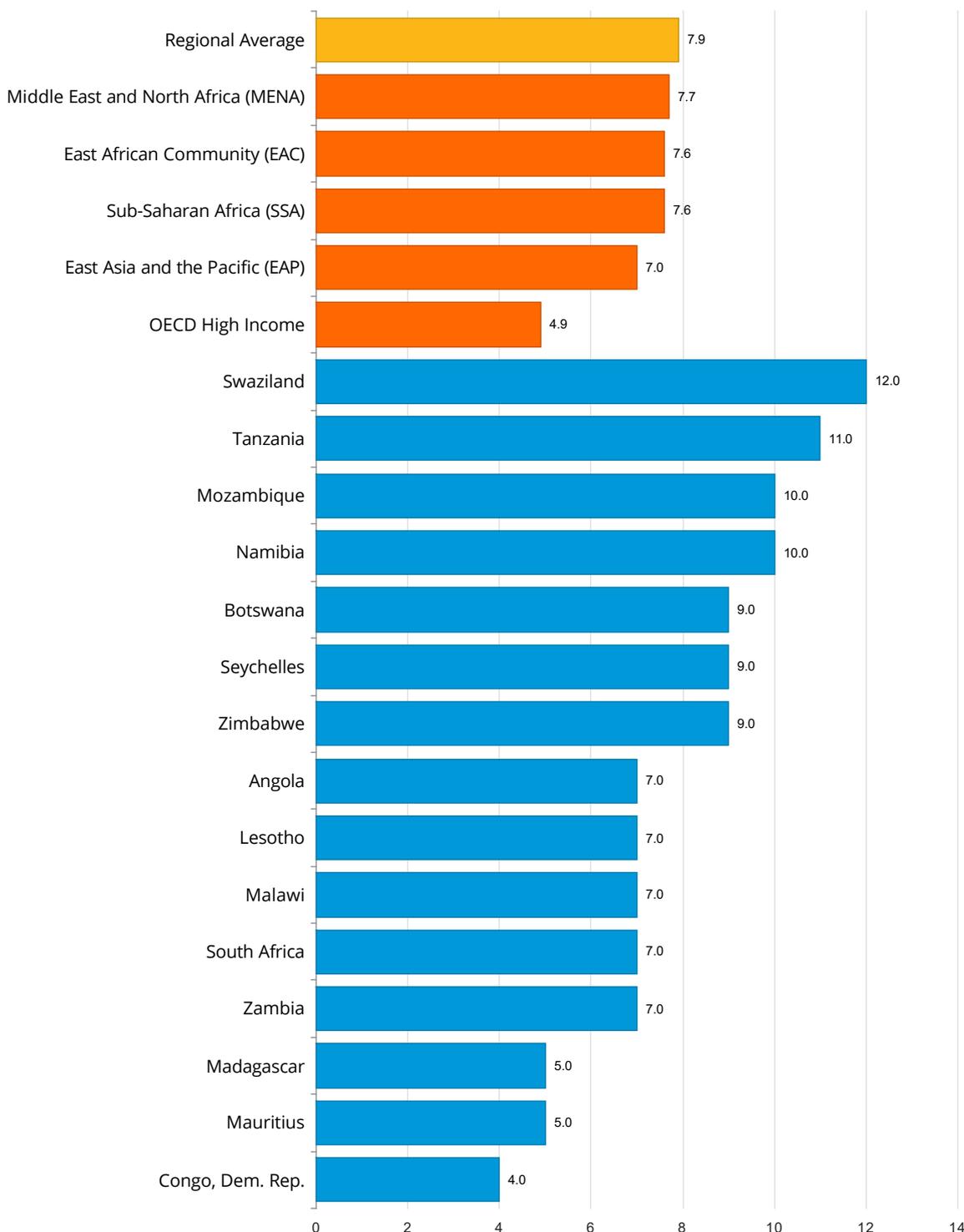
Source: Doing Business database.

Starting a Business

The indicators underlying the rankings may be more revealing. Data collected by Doing Business show what it takes to start a business in each economy in the region: the number of procedures, the time, the cost and the paid-in minimum capital requirement. Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

What it takes to start a business in economies in Southern African Development Community (SADC)

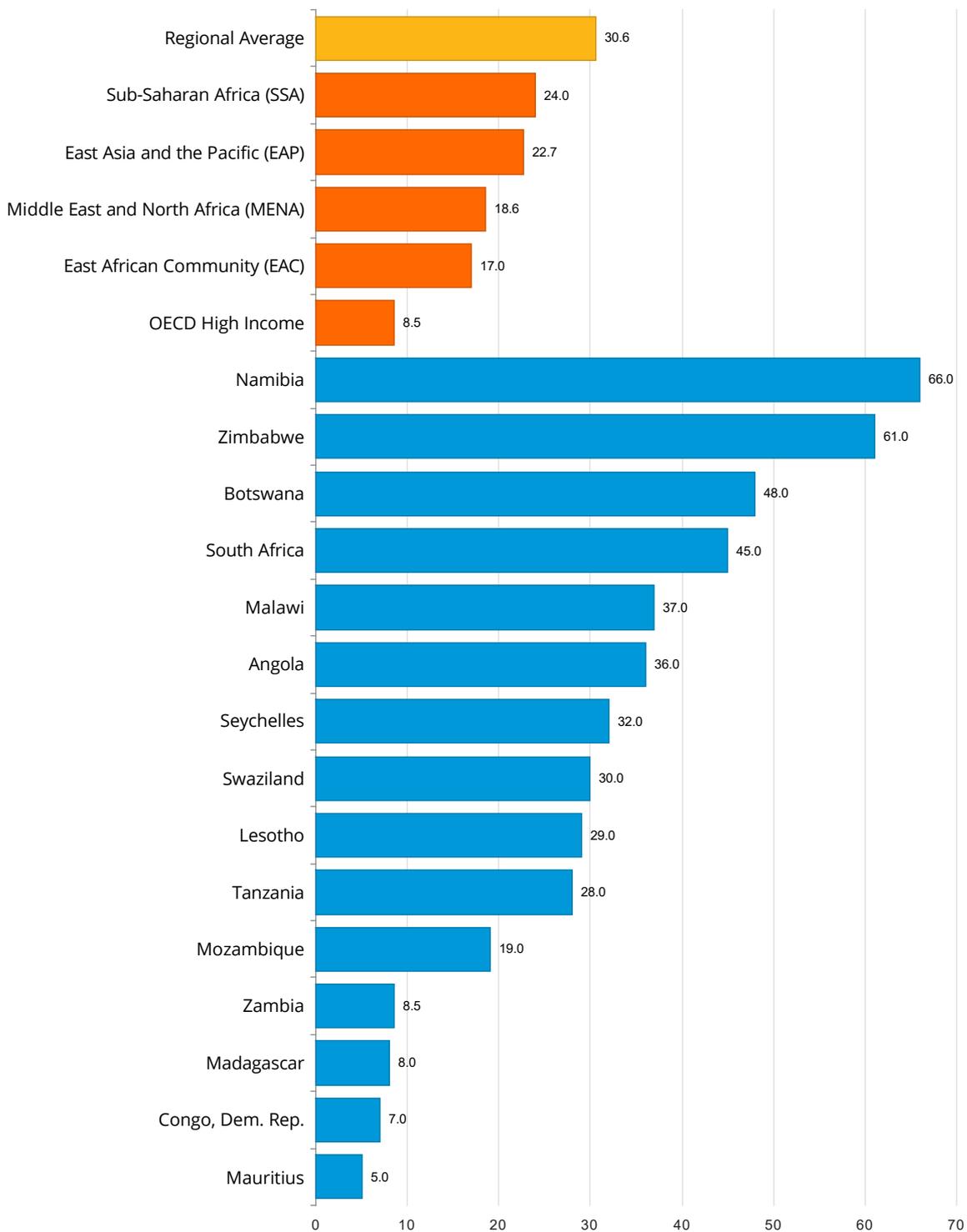
Procedure – Men (number)



Source: Doing Business database.

Starting a Business

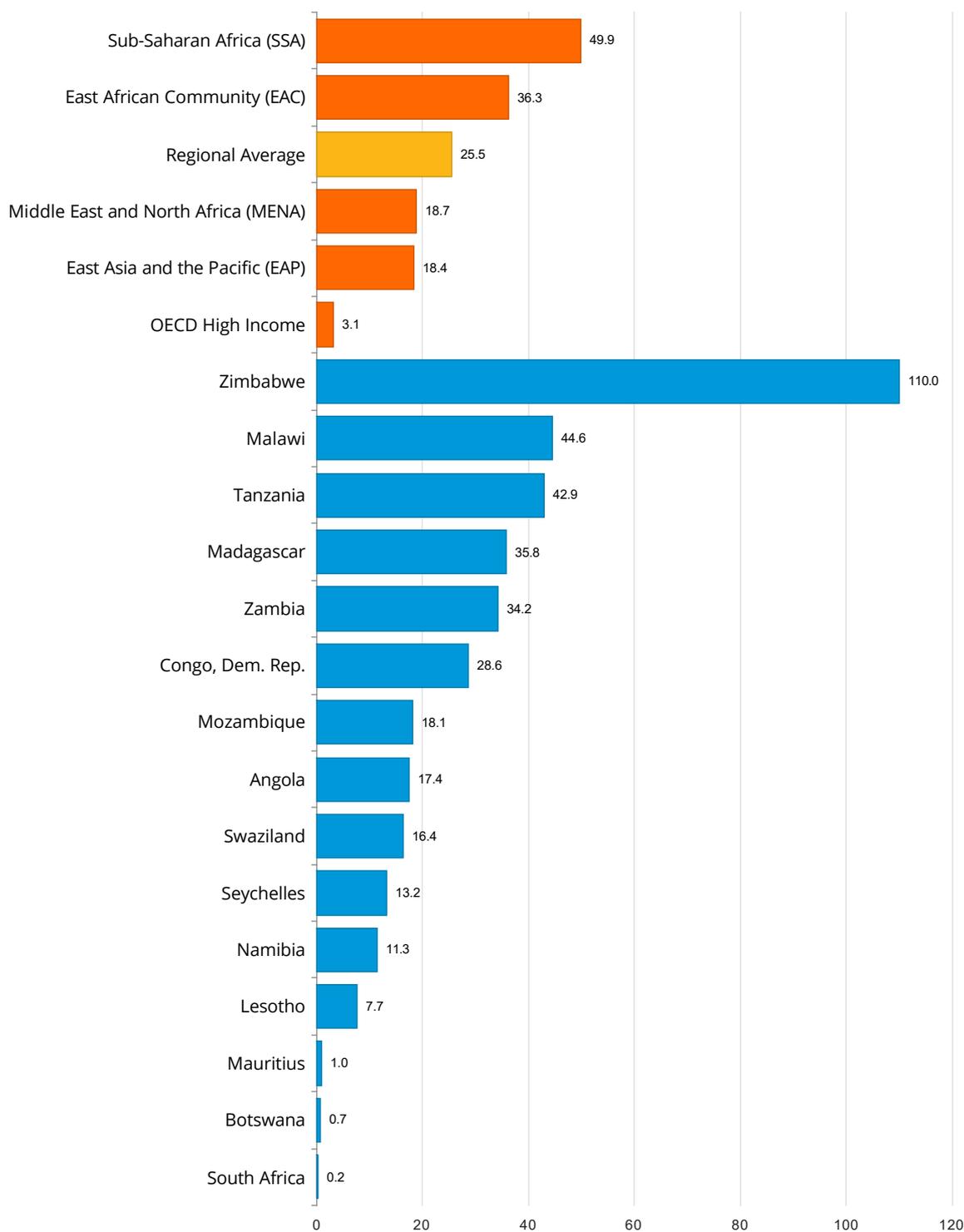
Time - Men (days)



Source: Doing Business database.

Starting a Business

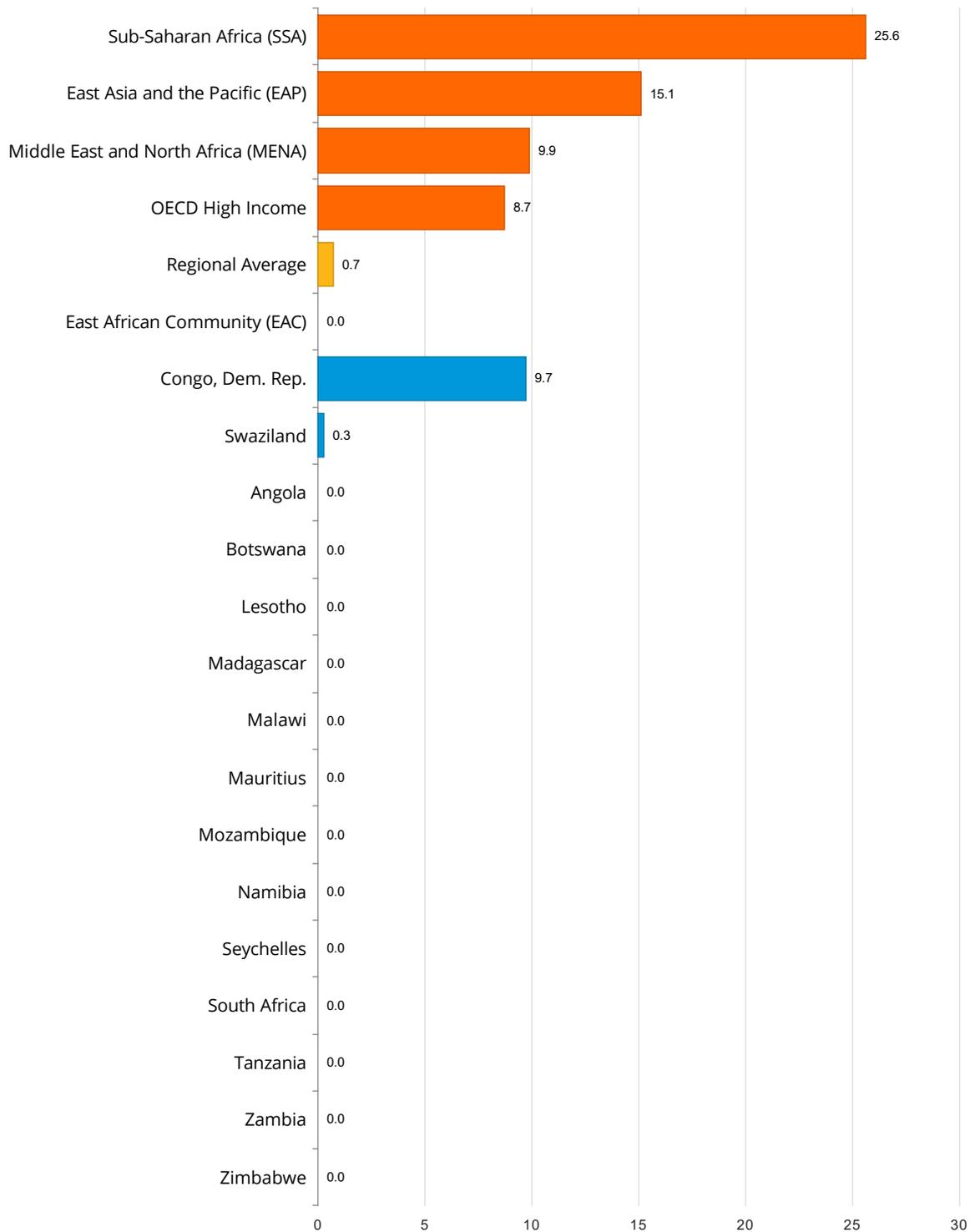
Cost – Men (% of income per capita)



Source: Doing Business database.

Starting a Business

Paid-in min. capital (% of income per capita)



Source: Doing Business database.

Dealing with Construction Permits

This topic tracks the procedures, time and cost to build a warehouse—including obtaining necessary the licenses and permits, submitting all required notifications, requesting and receiving all necessary inspections and obtaining utility connections. In addition, the Dealing with Construction Permits indicator measures the building quality control index, evaluating the quality of building regulations, the strength of quality control and safety mechanisms, liability and insurance regimes, and professional certification requirements. The most recent round of data collection was completed in June 2017. [See the methodology for more information](#)

What the indicators measure

Procedures to legally build a warehouse (number)

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

Submitting all required notifications and receiving all necessary inspections

Obtaining utility connections for water and sewerage

Registering and selling the warehouse after its completion

Time required to complete each procedure (calendar days)

Does not include time spent gathering information

Each procedure starts on a separate day—though procedures that can be fully completed online are an exception to this rule

Procedure is considered completed once final document is received

No prior contact with officials

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

Official costs only, no bribes

Building quality control index (0-15)

Sum of the scores of six component indices:

Quality of building regulations (0-2)

Quality control before construction (0-1)

Quality control during construction (0-3)

Quality control after construction (0-3)

Liability and insurance regimes (0-2)

Professional certifications (0-4)

Case study assumptions

To make the data comparable across economies, several assumptions about the construction company, the warehouse project and the utility connections are used.

The construction company (BuildCo):

- Is a limited liability company (or its legal equivalent) and operates in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.

- Is 100% domestically and privately owned; has five owners, none of whom is a legal entity. Has a licensed architect and a licensed engineer, both registered with the local association of architects or engineers. BuildCo is not assumed to have any other employees who are technical or licensed experts, such as geological or topographical experts.

- Owns the land on which the warehouse will be built and will sell the warehouse upon its completion.

The warehouse:

- Will be used for general storage activities, such as storage of books or stationery.

- Will have two stories, both above ground, with a total constructed area of approximately 1,300.6 square meters (14,000 square feet). Each floor will be 3 meters (9 feet, 10 inches) high and will be located on a land plot of approximately 929 square meters (10,000 square feet) that is 100% owned by BuildCo, and the warehouse is valued at 50 times income per capita.

- Will have complete architectural and technical plans prepared by a licensed architect. If preparation of the plans requires such steps as obtaining further documentation or getting prior approvals from external agencies, these are counted as procedures.

- Will take 30 weeks to construct (excluding all delays due to administrative and regulatory requirements).

The water and sewerage connections:

- Will be 150 meters (492 feet) from the existing water source and sewer tap. If there is no water delivery infrastructure in the economy, a borehole will be dug. If there is no sewerage infrastructure, a septic tank in the smallest size available will be installed or built.

- Will have an average water use of 662 liters (175 gallons) a day and an average wastewater flow of 568 liters (150 gallons) a day. Will have a peak water use of 1,325 liters (350 gallons) a day and a peak wastewater flow of 1,136 liters (300 gallons) a day.

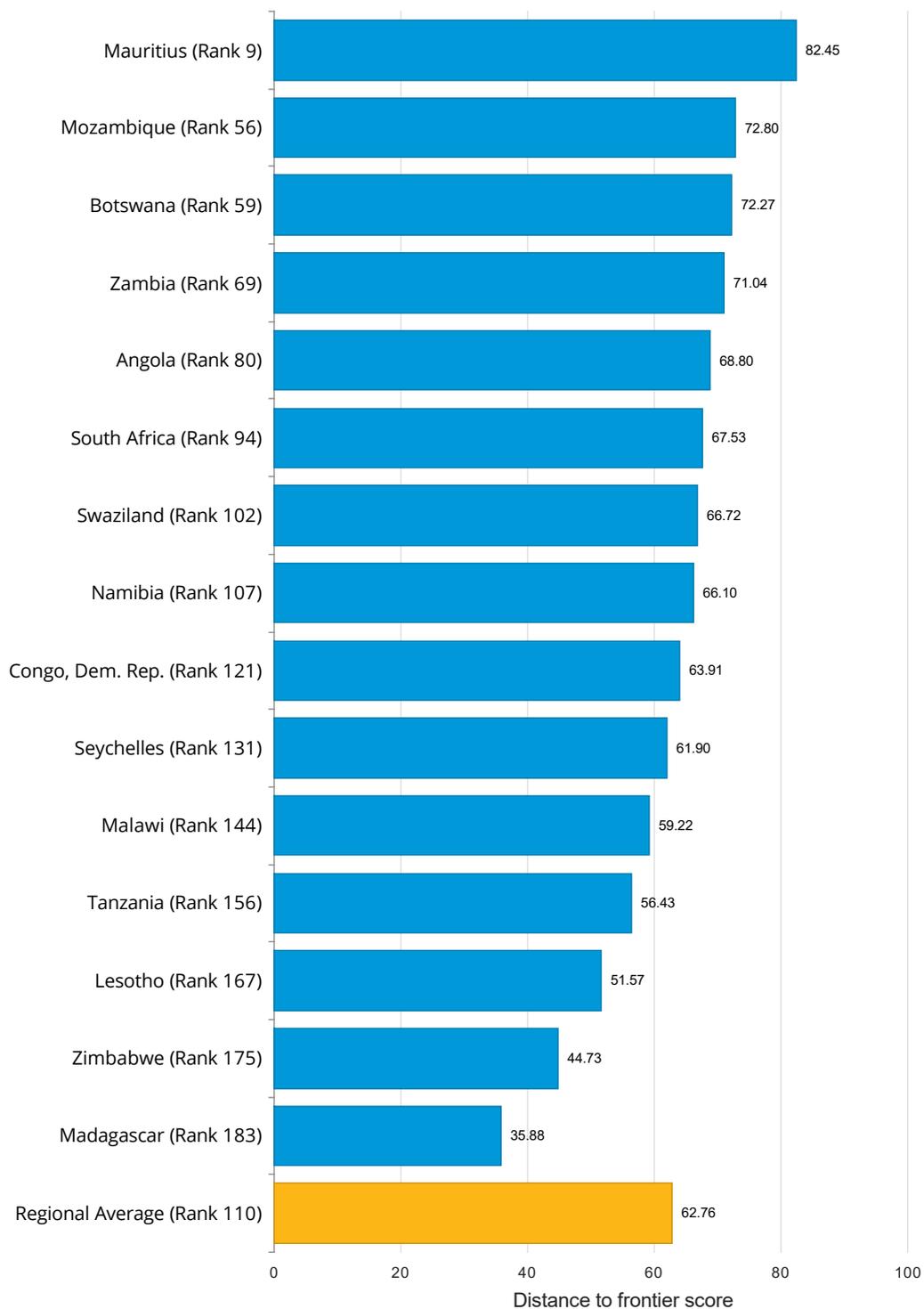
- Will have a constant level of water demand and wastewater flow throughout the year; will be 1 inch in diameter for the water connection and 4 inches in diameter for the sewerage connection.

Dealing with Construction Permits

Where do the region's economies stand today?

How easy it is for entrepreneurs in economies in Southern African Development Community (SADC) to legally build a warehouse? The global rankings of these economies on the ease of dealing with construction permits suggest an answer. The average ranking of the region and comparator regions provide a useful benchmark.

How economies in Southern African Development Community (SADC) rank on the ease of dealing with construction permits



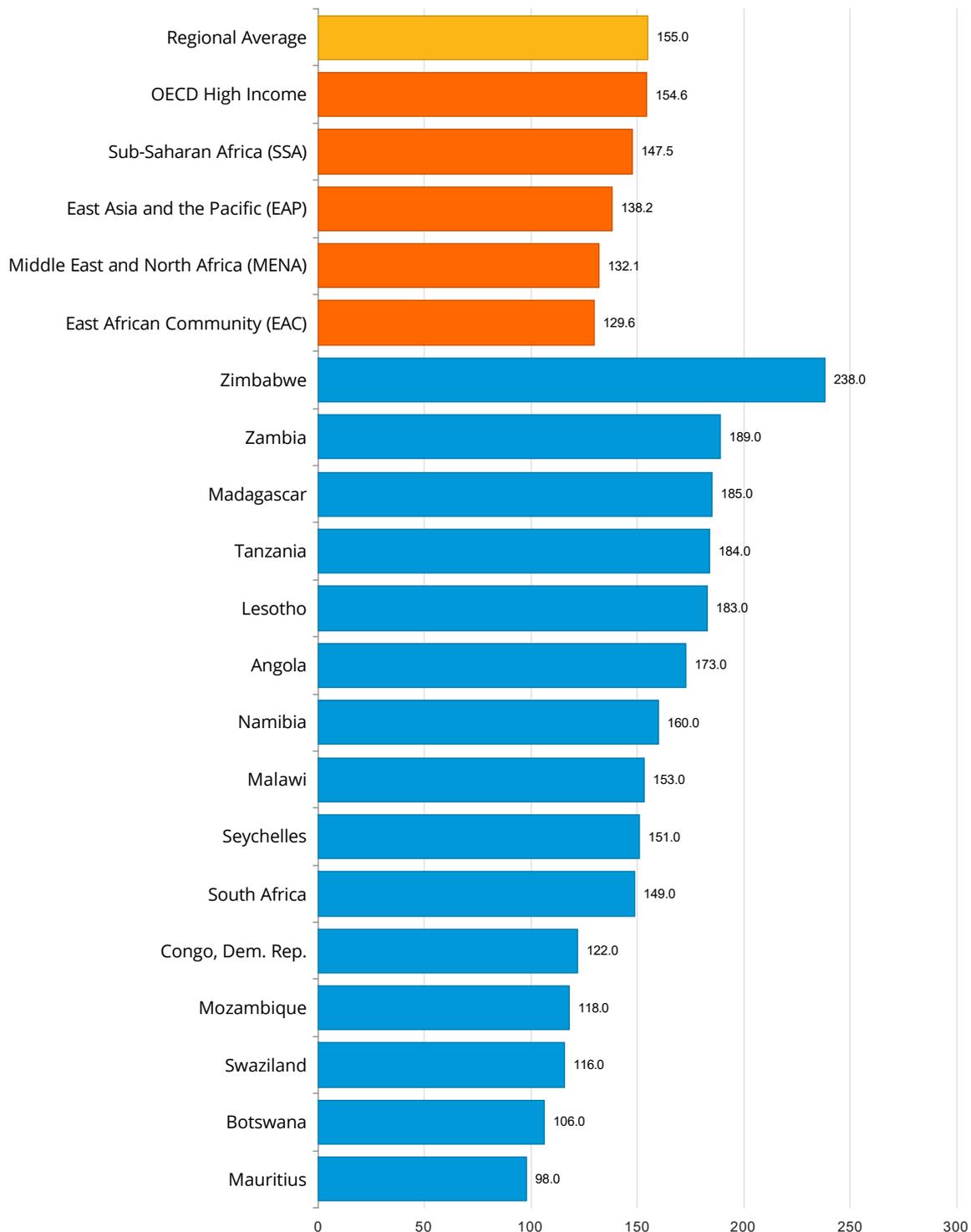
Source: Doing Business database.

Dealing with Construction Permits

The indicators underlying the rankings may be more revealing. Data collected by Doing Business show what it takes to comply with formalities to build a warehouse in each economy in the region: the number of procedures, the time and the cost. Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

What it takes to comply with formalities to build a warehouse in economies in Southern African Development Community (SADC)

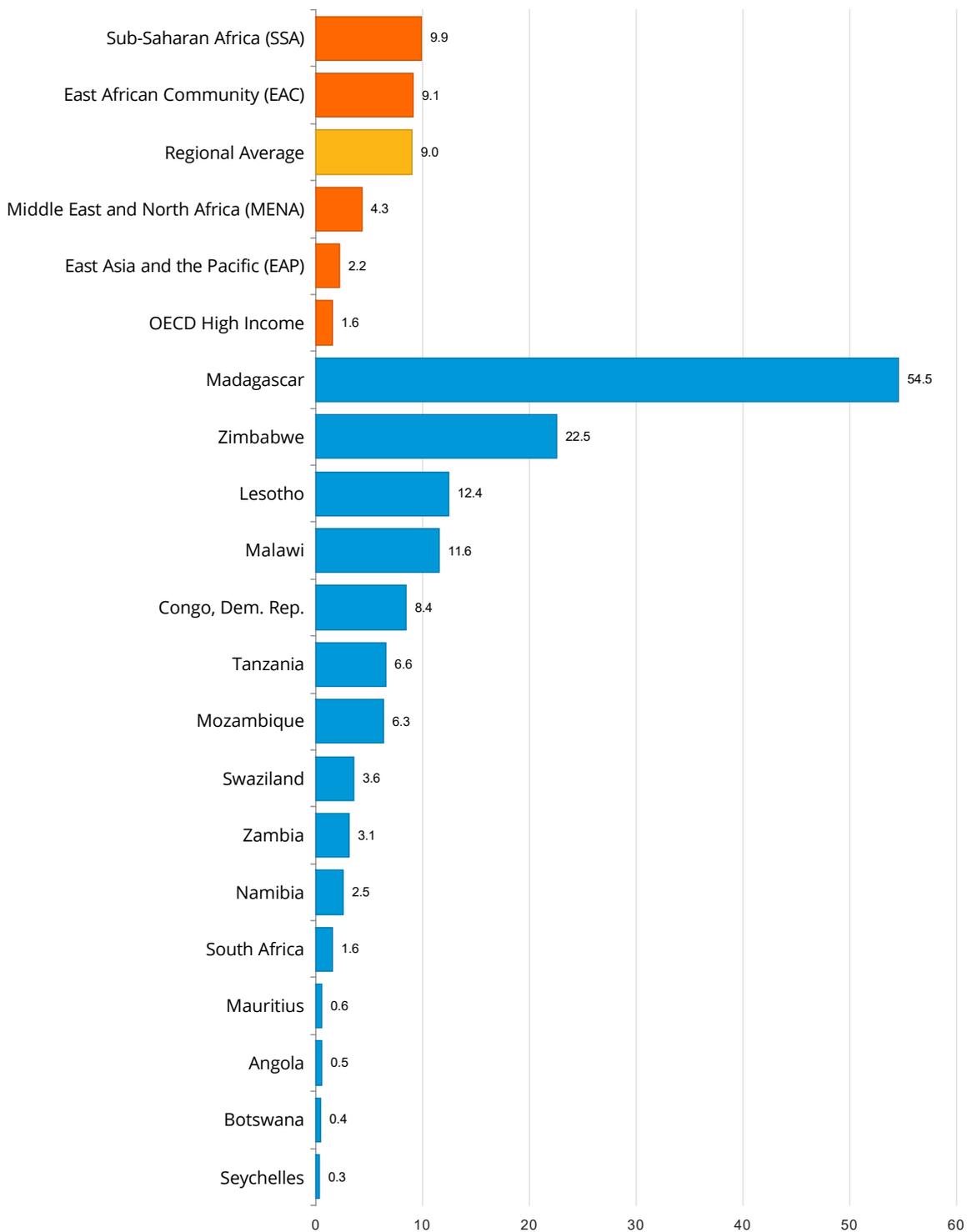
Time (days)



Source: Doing Business database.

Dealing with Construction Permits

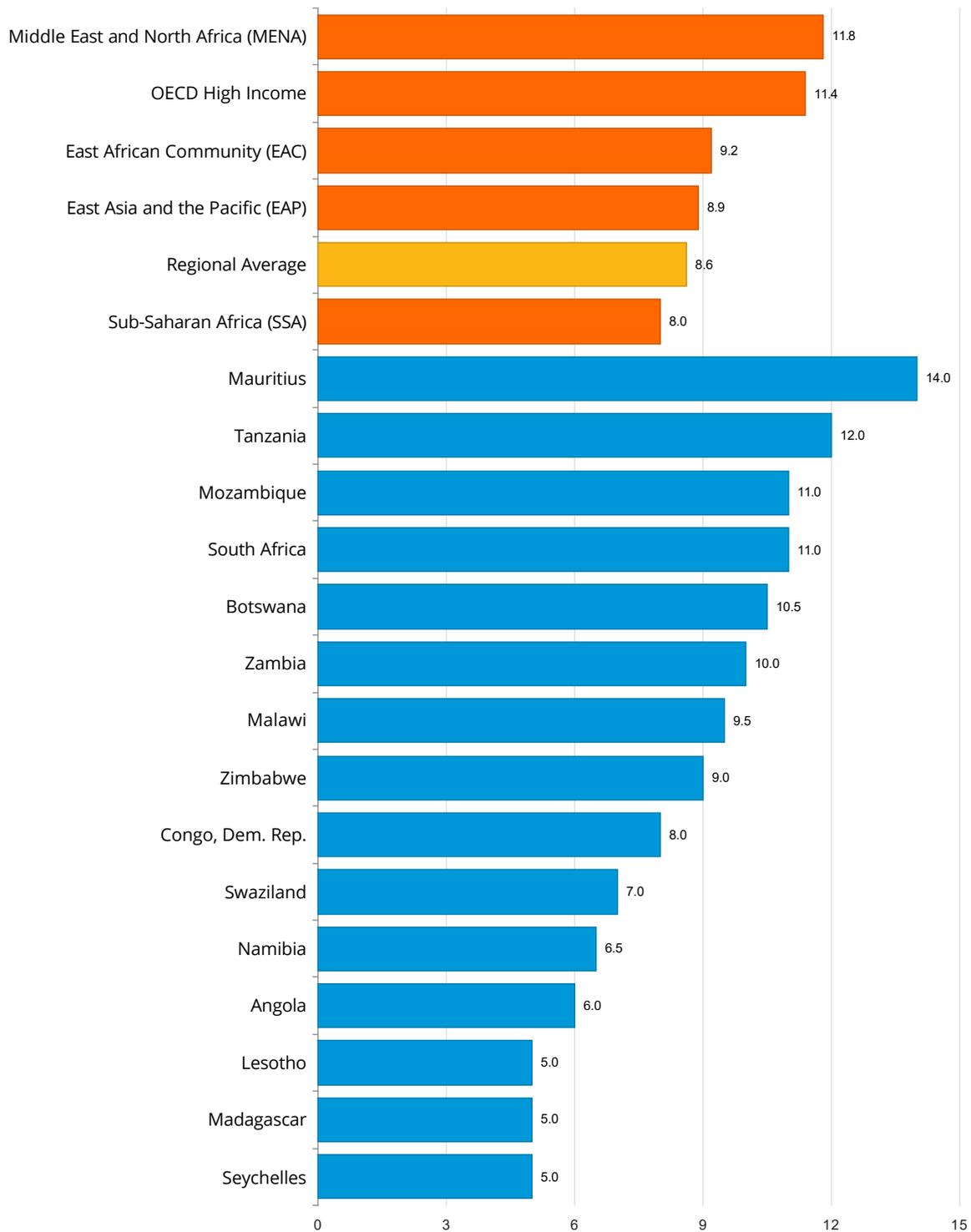
Cost (% of warehouse value)



Source: Doing Business database.

Dealing with Construction Permits

Building quality control index (0-15)



Source: Doing Business database.

⚡ Getting Electricity

This topic tracks the procedures, time and cost required for a business to obtain a permanent electricity connection for a newly constructed warehouse. In addition to assessing efficiency of connection process, Reliability of supply and transparency of tariff index measures reliability of power supply and transparency of tariffs and the price of electricity. The most recent round of data collection for the project was completed in June 2017. [See the methodology for more information.](#)

What the indicators measure

Procedures to obtain an electricity connection (number)

Submitting all relevant documents and obtaining all necessary clearances and permits

Completing all required notifications and receiving all necessary inspections

Obtaining external installation works and possibly purchasing material for these works

Concluding any necessary supply contract and obtaining final supply

Time required to complete each procedure (calendar days)

Is at least 1 calendar day

Each procedure starts on a separate day

Does not include time spent gathering information

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

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

Official costs only, no bribes

Value added tax excluded

The reliability of supply and transparency of tariffs index (0-8)

Duration and frequency of power outages (0-3)

Tools to monitor power outages (0-1)

Tools to restore power supply (0-1)

Regulatory monitoring of utilities' performance (0-1)

Financial deterrents limiting outages (0-1)

Transparency and accessibility of tariffs (0-1)

Price of electricity (cents per kilowatt-hour)*

Price based on monthly bill for commercial warehouse in case study

*Note: Doing Business measures the price of electricity, but it is not included in the distance to frontier score nor the ranking on the ease of getting electricity.

Case study assumptions

To make the data comparable across economies, several assumptions are used.

The warehouse:

- Is owned by a local entrepreneur and is used for storage of goods.

- Is located in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.

- Is located in an area where similar warehouses are typically located and is in an area with no physical constraints. For example, the property is not near a railway.

- Is a new construction and is being connected to electricity for the first time.

- Has two stories with a total surface area of approximately 1,300.6 square meters (14,000 square feet). The plot of land on which it is built is 929 square meters (10,000 square feet).

The electricity connection:

- Is a permanent one with a three-phase, four-wire Y connection with a subscribed capacity of 140-kilo-volt-ampere (kVA) with a power factor of 1, when 1 kVA = 1 kilowatt (kW).

- Has a length of 150 meters. The connection is to either the low- or medium-voltage distribution network and is either overhead or underground, whichever is more common in the area where the warehouse is located and requires works that involve the crossing of a 10- meter road (such as by excavation or overhead lines) but are all carried out on public land. There is no crossing of other owners' private property because the warehouse has access to a road.

- Does not require work to install the internal wiring of the warehouse. This has already been completed up to and including the customer's service panel or switchboard and the meter base.

The monthly consumption:

- It is assumed that the warehouse operates 30 days a month from 9:00 a.m. to 5:00 p.m. (8 hours a day), with equipment utilized at 80% of capacity on average and that there are no electricity cuts (assumed for simplicity reasons) and the monthly energy consumption is 26,880 kilowatt-hours (kWh); hourly consumption is 112 kWh.

- If multiple electricity suppliers exist, the warehouse is served by the cheapest supplier.

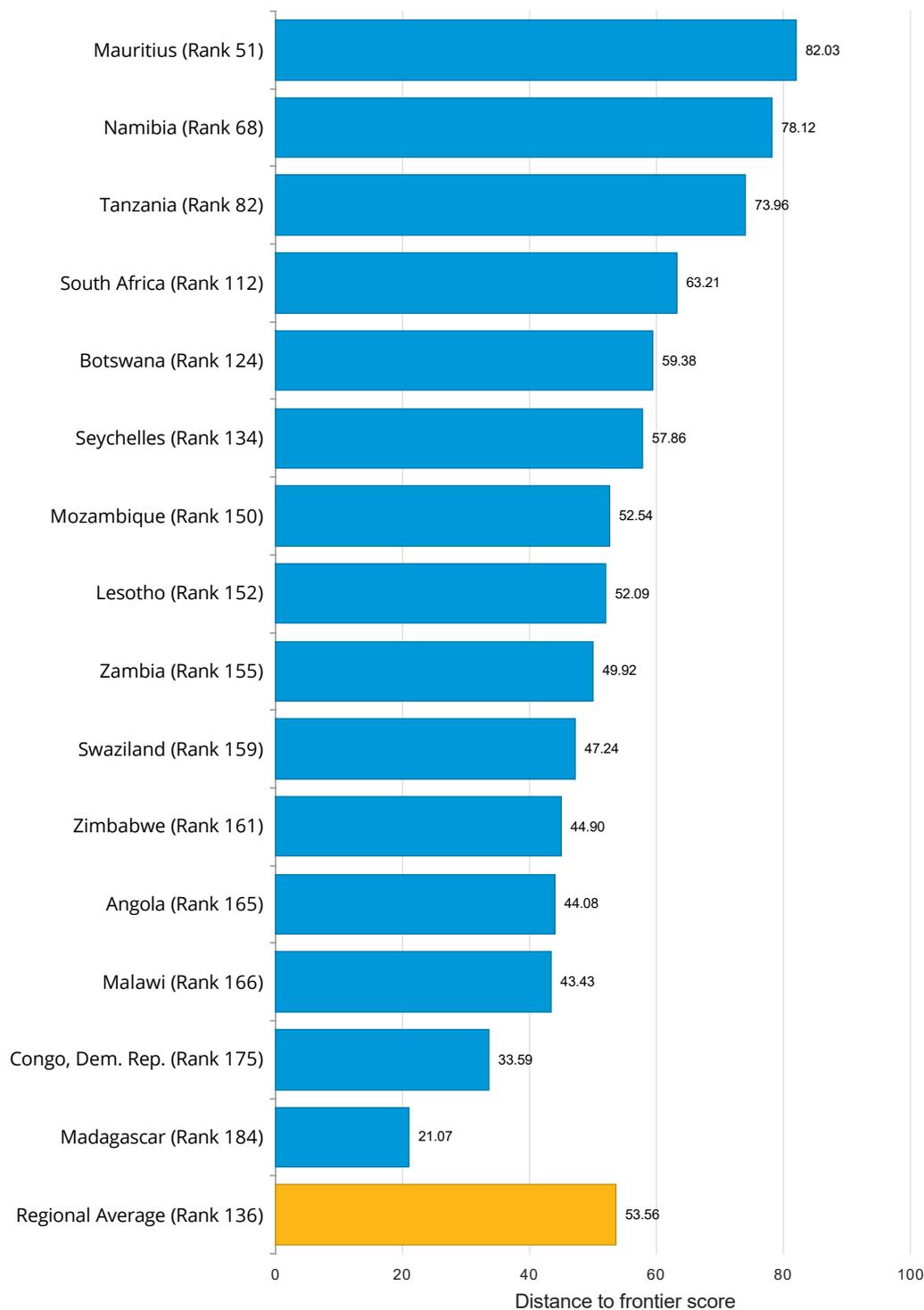
- Tariffs effective in March of the current year are used for calculation of the price of electricity for the warehouse. Although March has 31 days, for calculation purposes only 30 days are used.

Getting Electricity

Where do the region's economies stand today?

How easy it is for entrepreneurs in economies in Southern African Development Community (SADC) to connect a warehouse to electricity? The global rankings of these economies on the ease of getting electricity suggest an answer. The average ranking of the region and comparator regions provide a useful benchmark.

How economies in Southern African Development Community (SADC) rank on the ease of getting electricity



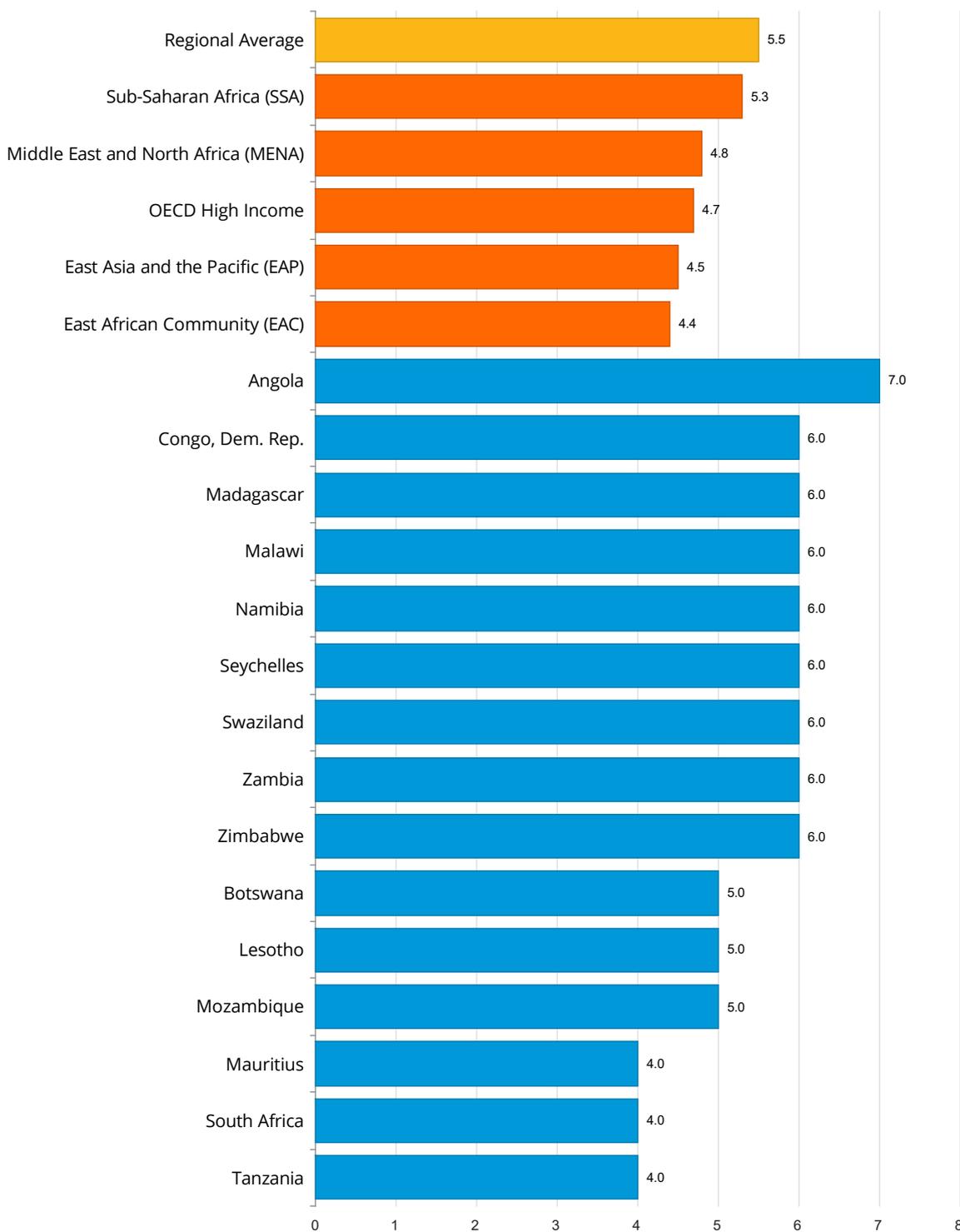
Source: Doing Business database.

Getting Electricity

The indicators underlying the rankings may be more revealing. Data collected by Doing Business show what it takes to get a new electricity connection in each economy in the region: the number of procedures, the time and the cost. Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

What it takes to get an electricity connection in economies in Southern African Development Community (SADC)

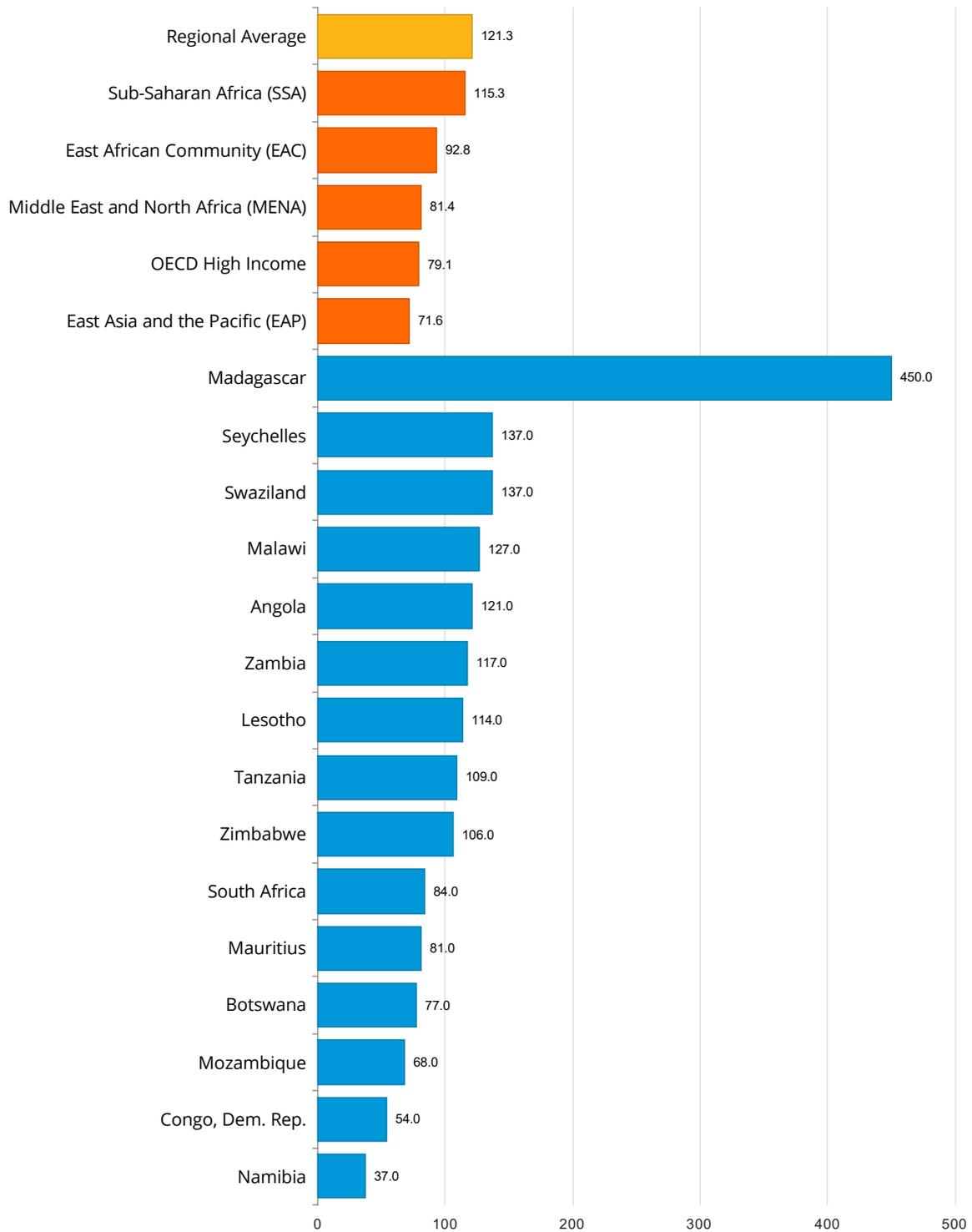
Procedures (number)



Source: Doing Business database.

Getting Electricity

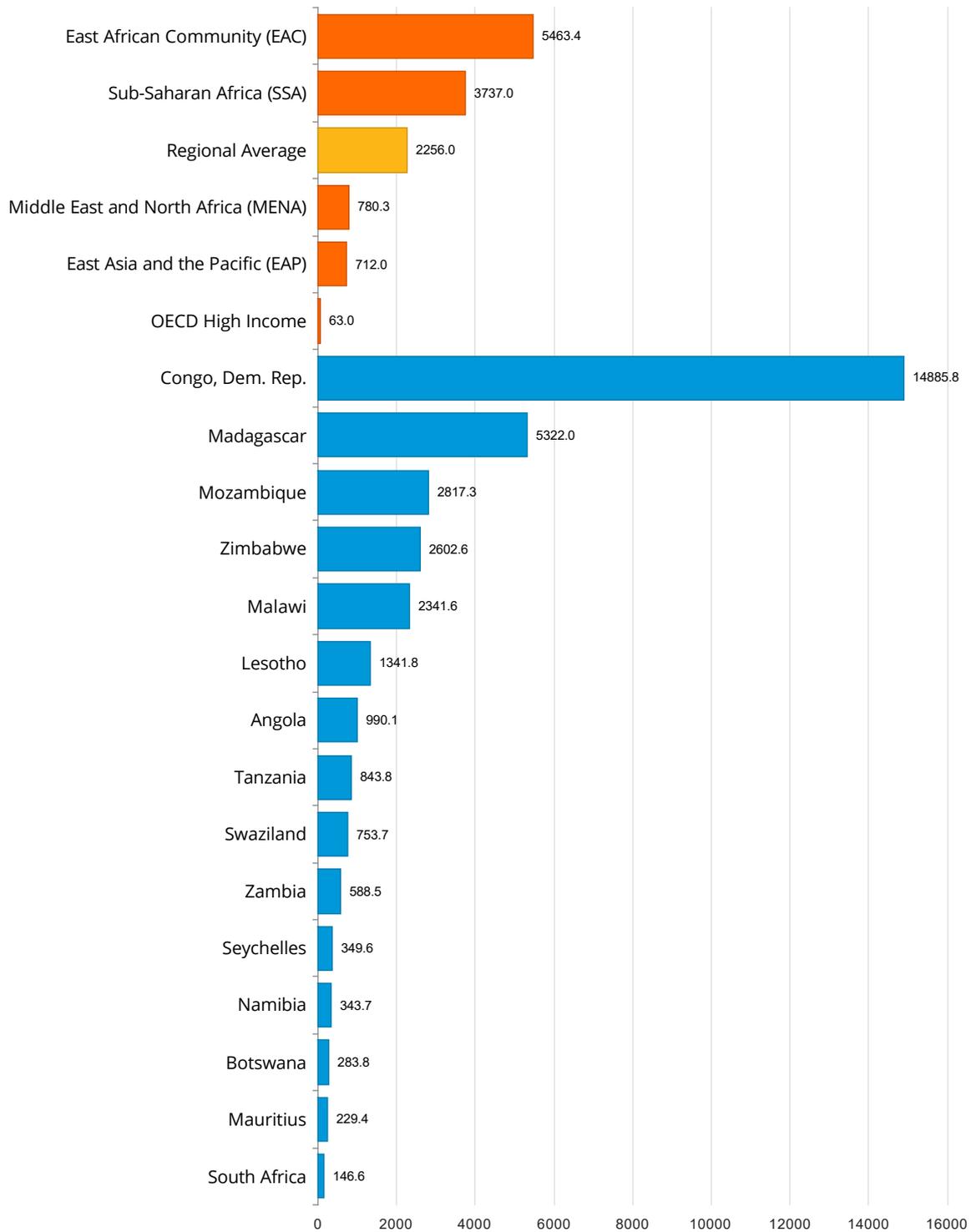
Time (days)



Source: Doing Business database.

Getting Electricity

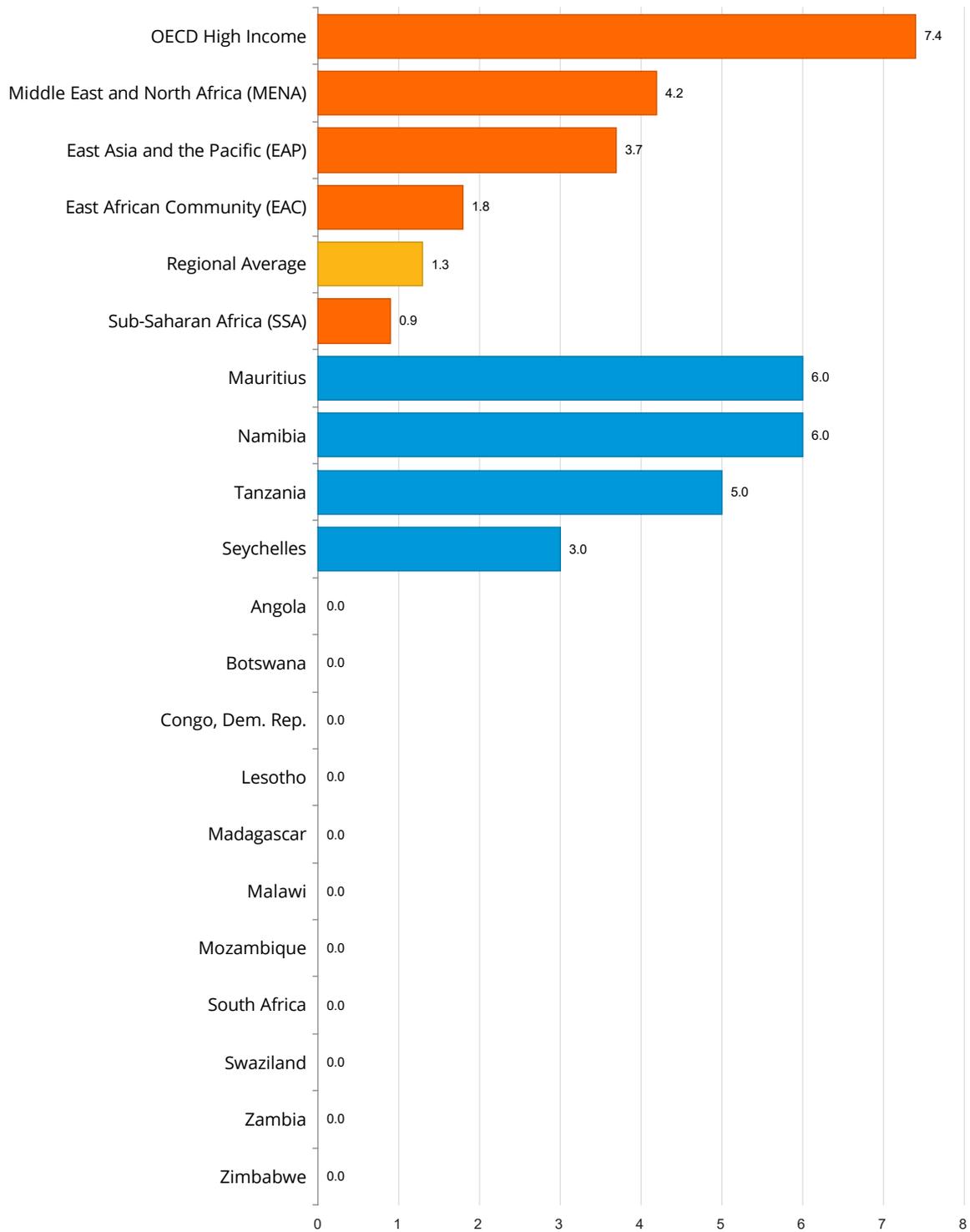
Cost (% of income per capita)



Source: Doing Business database.

Getting Electricity

Reliability of supply and transparency of tariff index (0-8)



Source: Doing Business database.

Registering Property

This topic examines the steps, time and cost involved in registering property, assuming a standardized case of an entrepreneur who wants to purchase land and a building that is already registered and free of title dispute. In addition, the topic also measures the quality of the land administration system in each economy. The quality of land administration index has five dimensions: reliability of infrastructure, transparency of information, geographic coverage, land dispute resolution, and equal access to property rights. The most recent round of data collection for the project was completed in June 2017. [See the methodology for more information.](#)

What the indicators measure

Procedures to legally transfer title on immovable property (number)

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

Registration procedures in the economy's largest business city.

Postregistration procedures (for example, filling title with municipality)

Time required to complete each procedure (calendar days)

Does not include time spent gathering information

Each procedure starts on a separate day - though procedures that can be fully completed online are an exception to this rule

Procedure is considered completed once final document is received

No prior contact with officials

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

Official costs only (such as administrative fees, duties and taxes).

Value Added Tax, Capital Gains Tax and illicit payments are excluded

Quality of land administration index (0-30)

Reliability of infrastructure index (0-8)

Transparency of information index (0-6)

Geographic coverage index (0-8)

Land dispute resolution index (0-8)

Equal access to property rights index (-2-0)

Case study assumptions

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

The parties (buyer and seller):

- Are limited liability companies (or the legal equivalent).
- Are located in the periurban area of the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- Are 100% domestically and privately owned.
- Have 50 employees each, all of whom are nationals.
- Perform general commercial activities.

The property (fully owned by the seller):

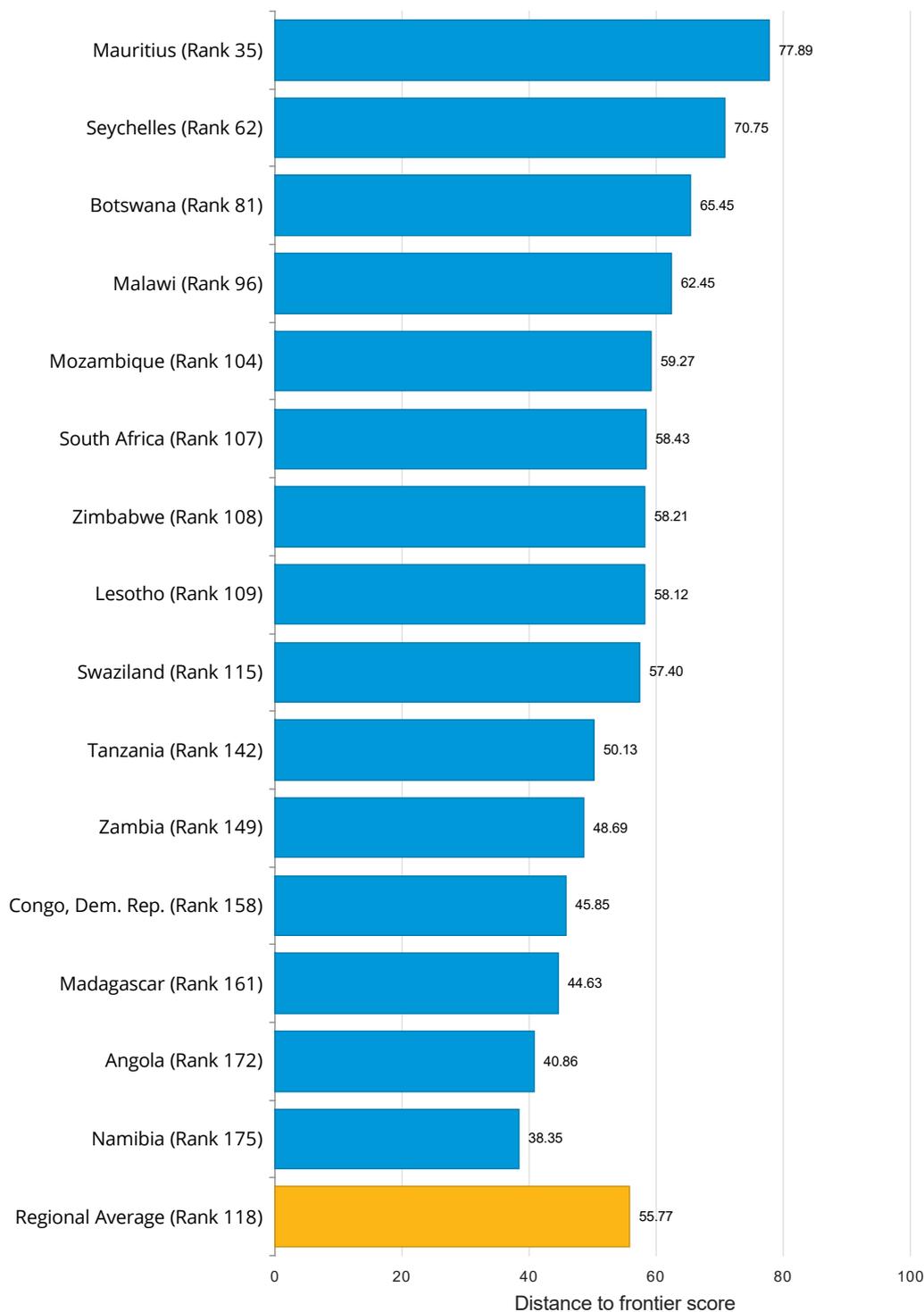
- Has a value of 50 times income per capita, which equals the sale price.
- Is fully owned by the seller.
- Has no mortgages attached and has been under the same ownership for the past 10 years.
- Is registered in the land registry or cadastre, or both, and is free of title disputes.
- Is located in a periurban commercial zone, and no rezoning is required.
- Consists of land and a building. The land area is 557.4 square meters (6,000 square feet). A two-story warehouse of 929 square meters (10,000 square feet) is located on the land. The warehouse is 10 years old, is in good condition, has no heating system and complies with all safety standards, building codes and legal requirements. The property, consisting of land and building, will be transferred in its entirety.
- Will not be subject to renovations or additional construction following the purchase.
- Has no trees, natural water sources, natural reserves or historical monuments of any kind.
- Will not be used for special purposes, and no special permits, such as for residential use, industrial plants, waste storage or certain types of agricultural activities, are required.
- Has no occupants, and no other party holds a legal interest in it.

Registering Property

Where do the region's economies stand today?

How easy it is for entrepreneurs in economies in Southern African Development Community (SADC) to transfer property? The global rankings of these economies on the ease of registering property suggest an answer. The average ranking of the region and comparator regions provide a useful benchmark.

How economies in Southern African Development Community (SADC) rank on the ease of registering property



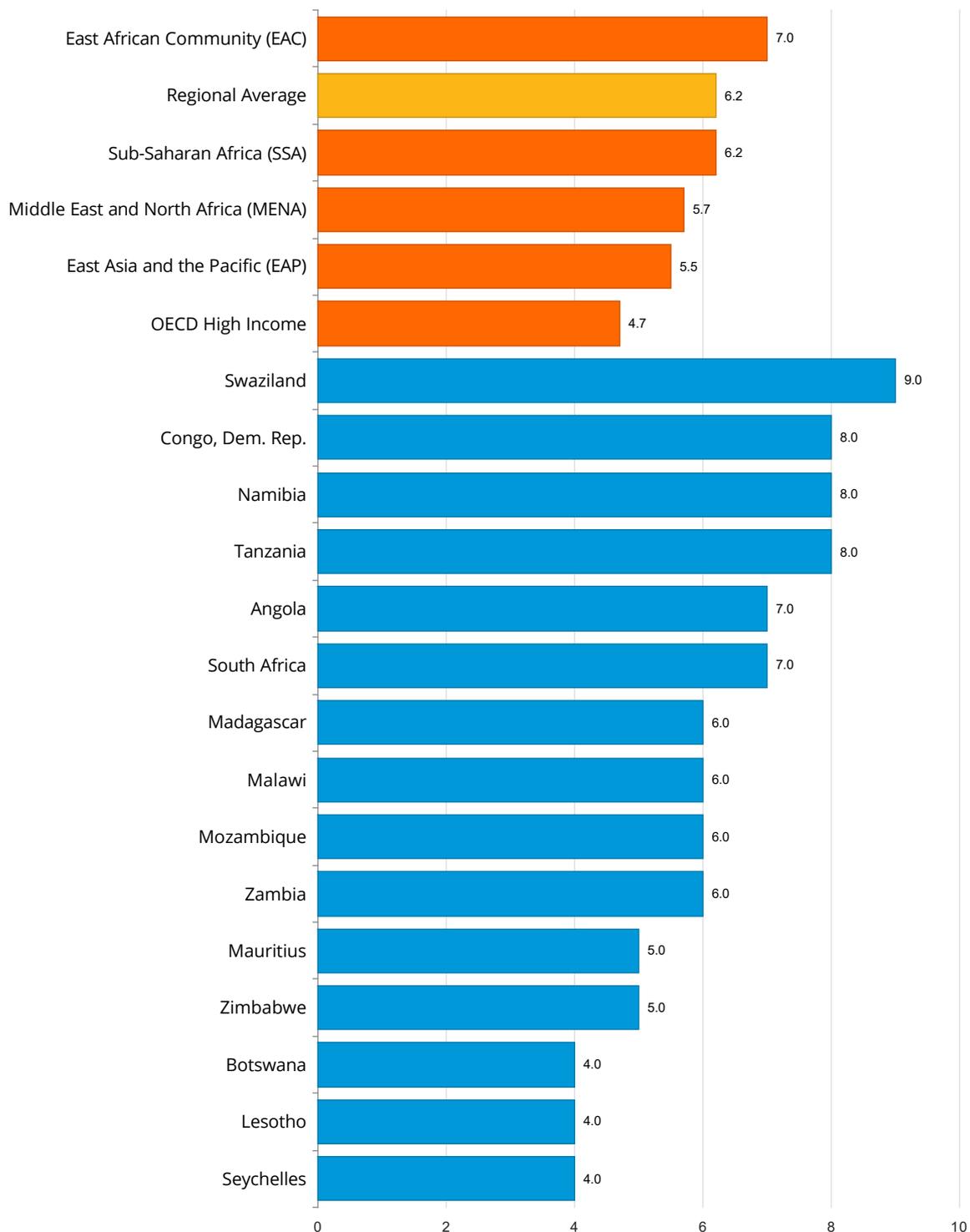
Source: Doing Business database.

Registering Property

The indicators underlying the rankings may be more revealing. Data collected by Doing Business show what it takes to complete a property transfer in each economy in the region: the number of procedures, the time and the cost. Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

What it takes to register property in economies in Southern African Development Community (SADC)

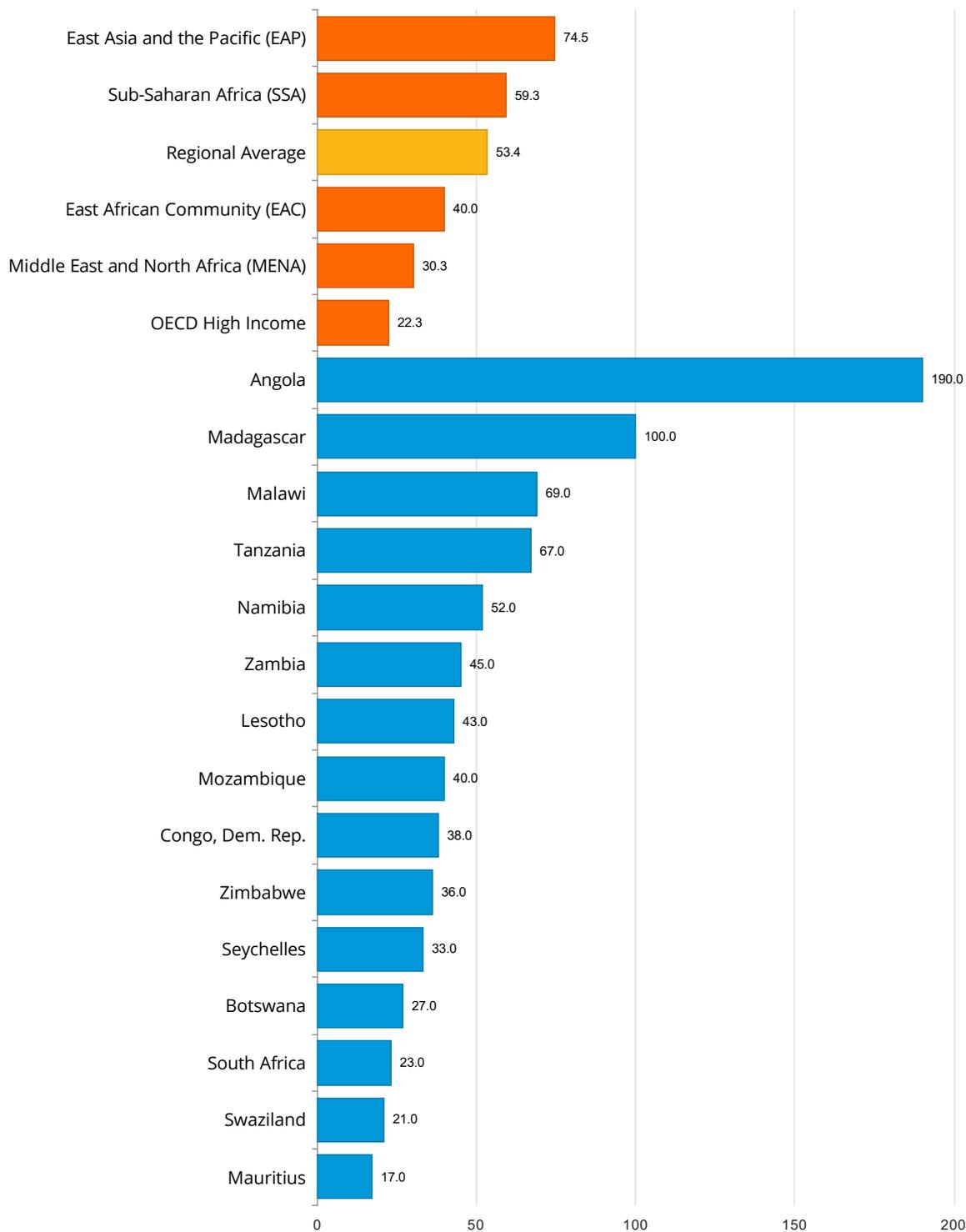
Procedures (number)



Source: Doing Business database.

Registering Property

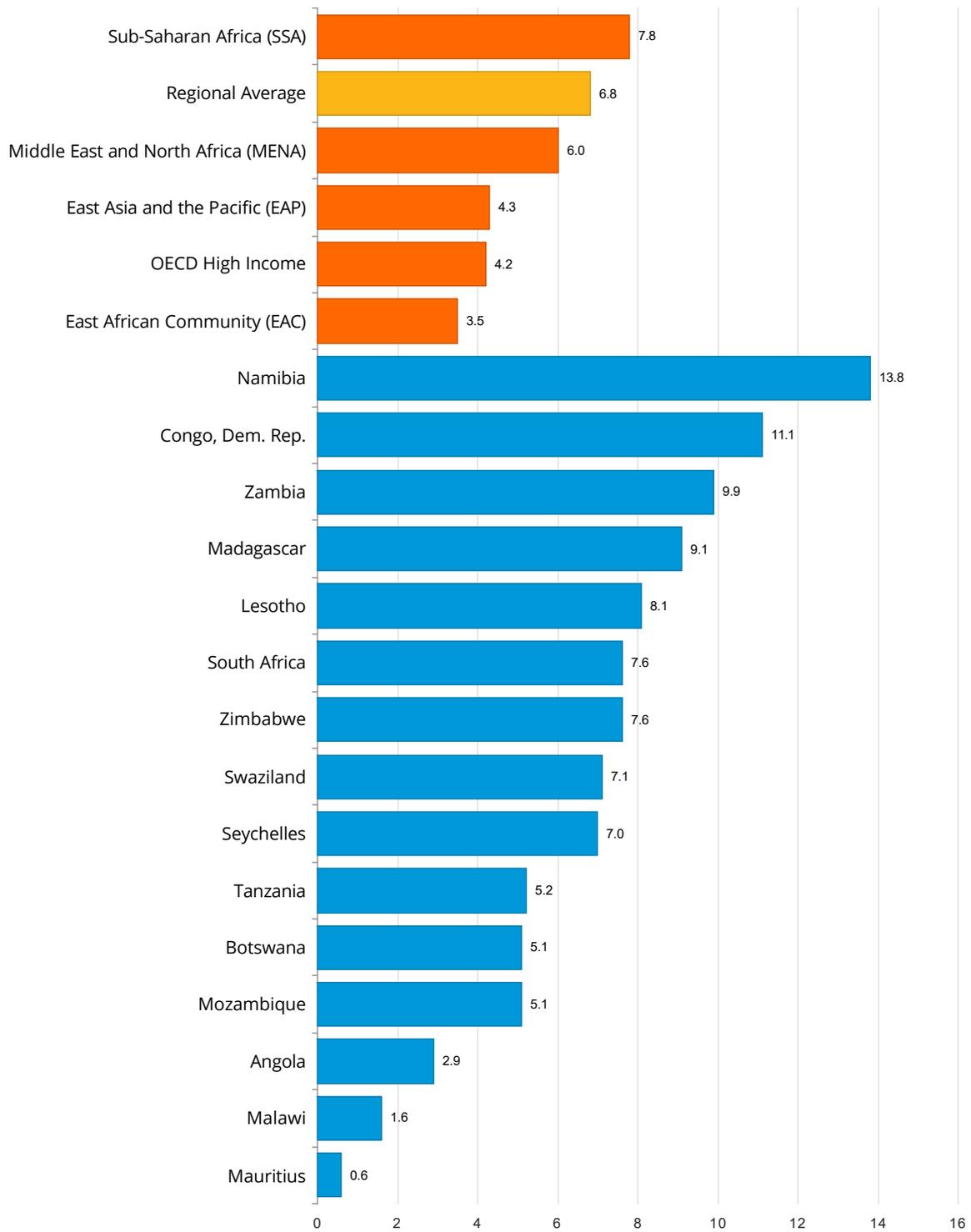
Time (days)



Source: Doing Business database.

Registering Property

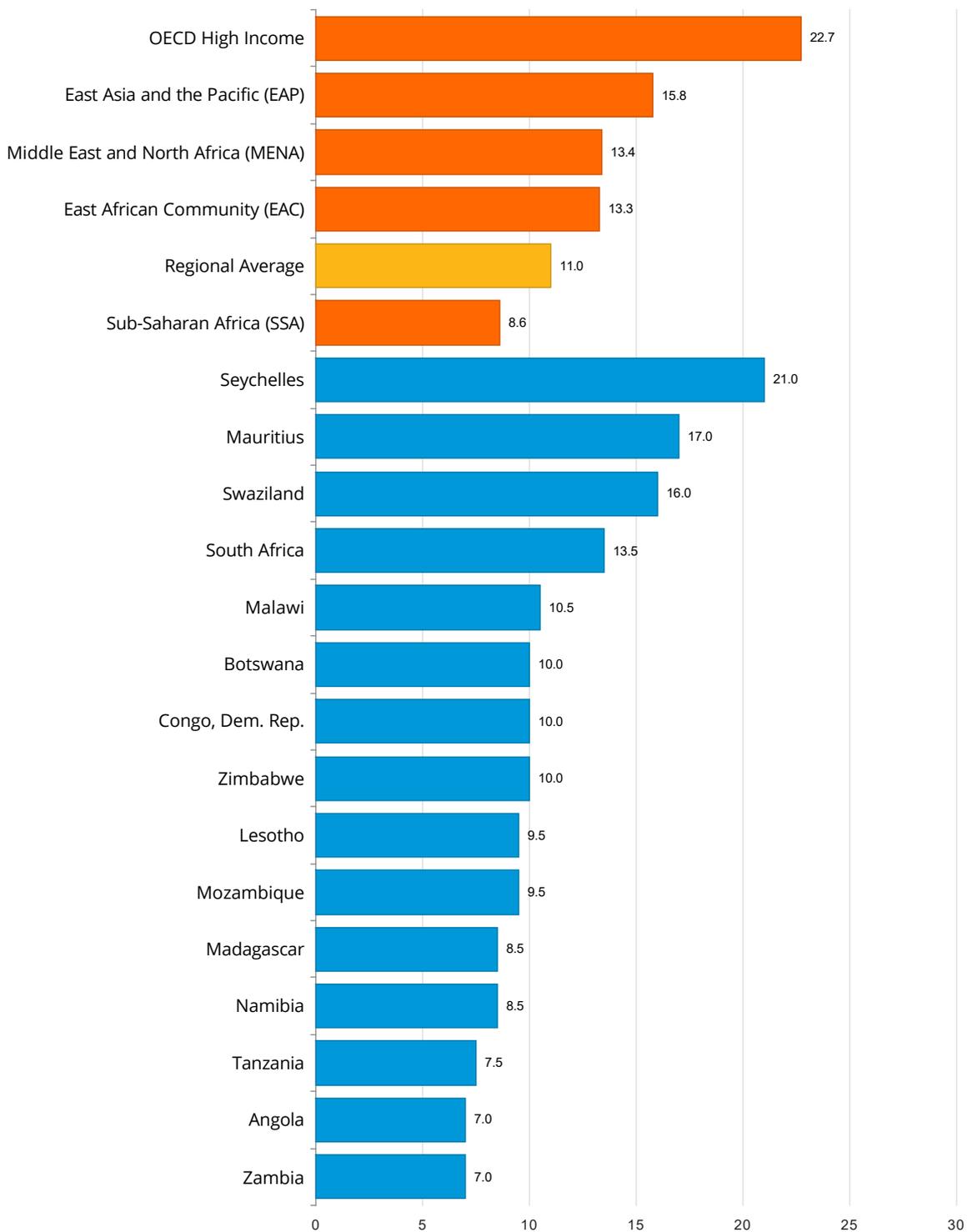
Cost (% of property value)



Source: Doing Business database.

Registering Property

Quality of the land administration index (0-30)



Source: Doing Business database.

Getting Credit

This topic explores two sets of issues—the strength of credit reporting systems and the effectiveness of collateral and bankruptcy laws in facilitating lending. The most recent round of data collection for the project was completed in June 2017. [See the methodology for more information.](#)

What the indicators measure

Strength of legal rights index (0–12)

Rights of borrowers and lenders through collateral laws (0-10)

Protection of secured creditors' rights through bankruptcy laws (0-2)

Depth of credit information index (0–8)

Scope and accessibility of credit information distributed by credit bureaus and credit registries (0-8)

Credit bureau coverage (% of adults)

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

Credit registry coverage (% of adults)

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

Case study assumptions

Doing Business assesses the sharing of credit information and the legal rights of borrowers and lenders with respect to secured transactions through 2 sets of indicators. The depth of credit information index measures rules and practices affecting the coverage, scope and accessibility of credit information available through a credit registry or a credit bureau. The strength of legal rights index measures the degree to which collateral and bankruptcy laws protect the rights of borrowers and lenders and thus facilitate lending. For each economy it is first determined whether a unitary secured transactions system exists. Then two case scenarios, case A and case B, are used to determine how a nonpossessory security interest is created, publicized and enforced according to the law. Special emphasis is given to how the collateral registry operates (if registration of security interests is possible). The case scenarios involve a secured borrower, company ABC, and a secured lender, BizBank.

In some economies the legal framework for secured transactions will allow only case A or case B (not both) to apply. Both cases examine the same set of legal provisions relating to the use of movable collateral.

Several assumptions about the secured borrower (ABC) and lender (BizBank) are used:

- ABC is a domestic limited liability company (or its legal equivalent).
- ABC has up to 50 employees.
- ABC has its headquarters and only base of operations in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- Both ABC and BizBank are 100% domestically owned.

The case scenarios also involve assumptions. In case A, as collateral for the loan, ABC grants BizBank a nonpossessory security interest in one category of movable assets, for example, its machinery or its inventory. ABC wants to keep both possession and ownership of the collateral. In economies where the law does not allow nonpossessory security interests in movable property, ABC and BizBank use a fiduciary transfer-of-title arrangement (or a similar substitute for nonpossessory security interests).

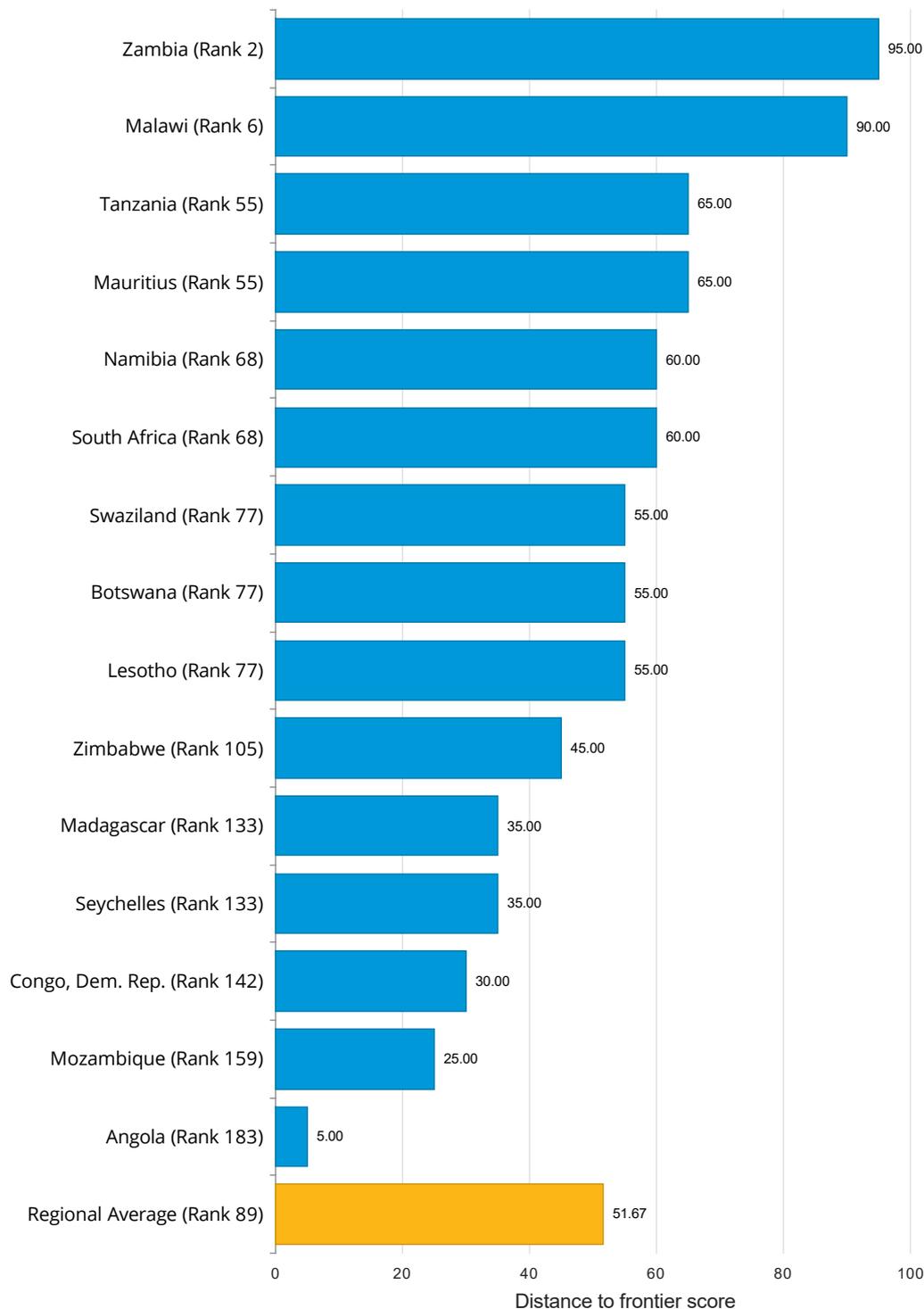
In case B, ABC grants BizBank a business charge, enterprise charge, floating charge or any charge that gives BizBank a security interest over ABC's combined movable assets (or as much of ABC's movable assets as possible). ABC keeps ownership and possession of the assets.

Getting Credit

Where do the region's economies stand today?

How well do the credit information systems and collateral and bankruptcy laws in economies in Southern African Development Community (SADC) facilitate access to credit? The global rankings of these economies on the ease of getting credit suggest an answer. The average ranking of the region and comparator regions provide a useful benchmark.

How economies in Southern African Development Community (SADC) rank on the ease of getting credit



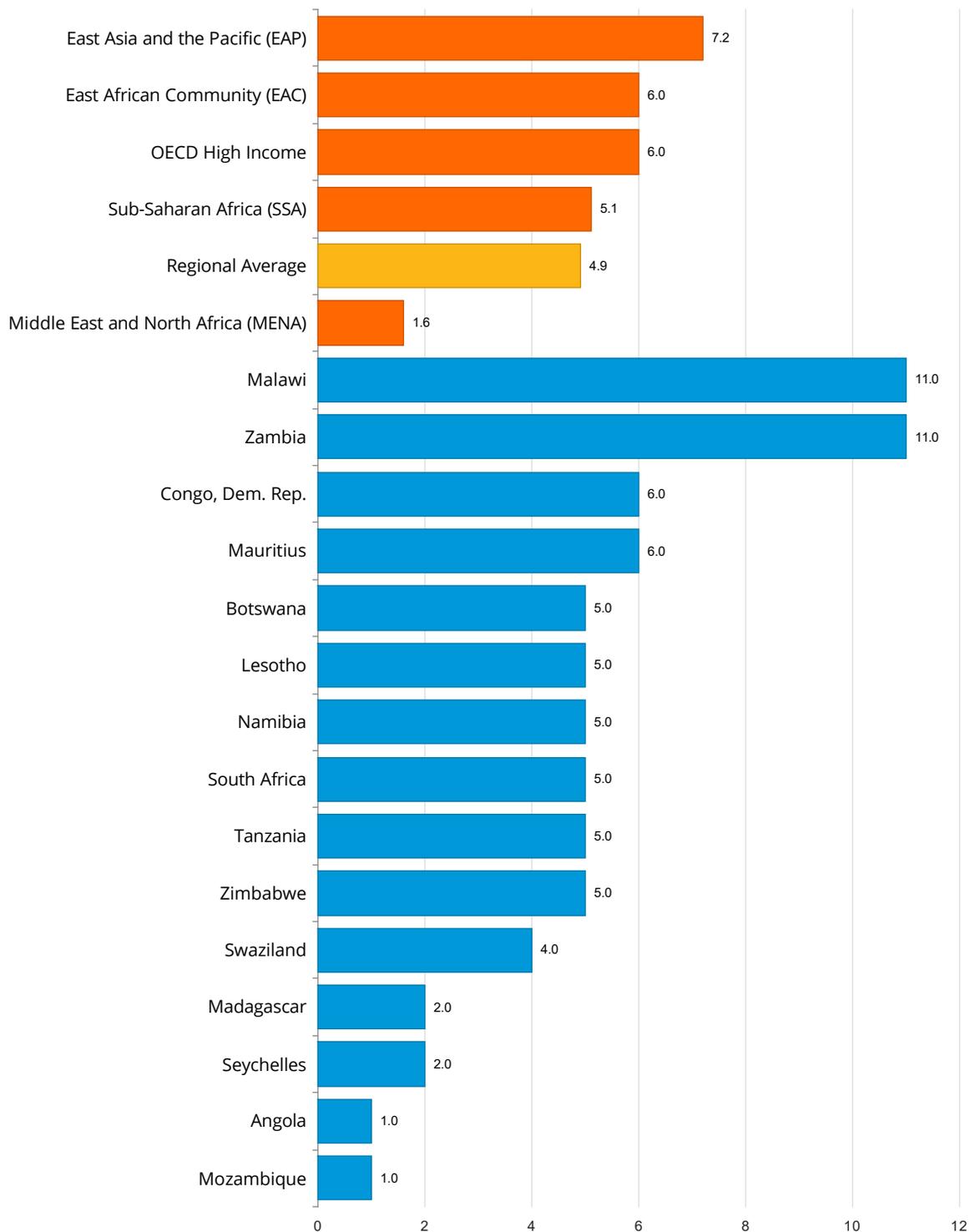
Source: Doing Business database.

Getting Credit

Another way to assess how well regulations and institutions support lending and borrowing in the region is to see where the region stands in the distribution of scores across regions. The first figure highlights the score on the strength of legal rights index in Southern African Development Community (SADC) and comparator regions. The second figure shows the same thing for the depth of credit information index.

How strong are legal rights for borrowers and lenders

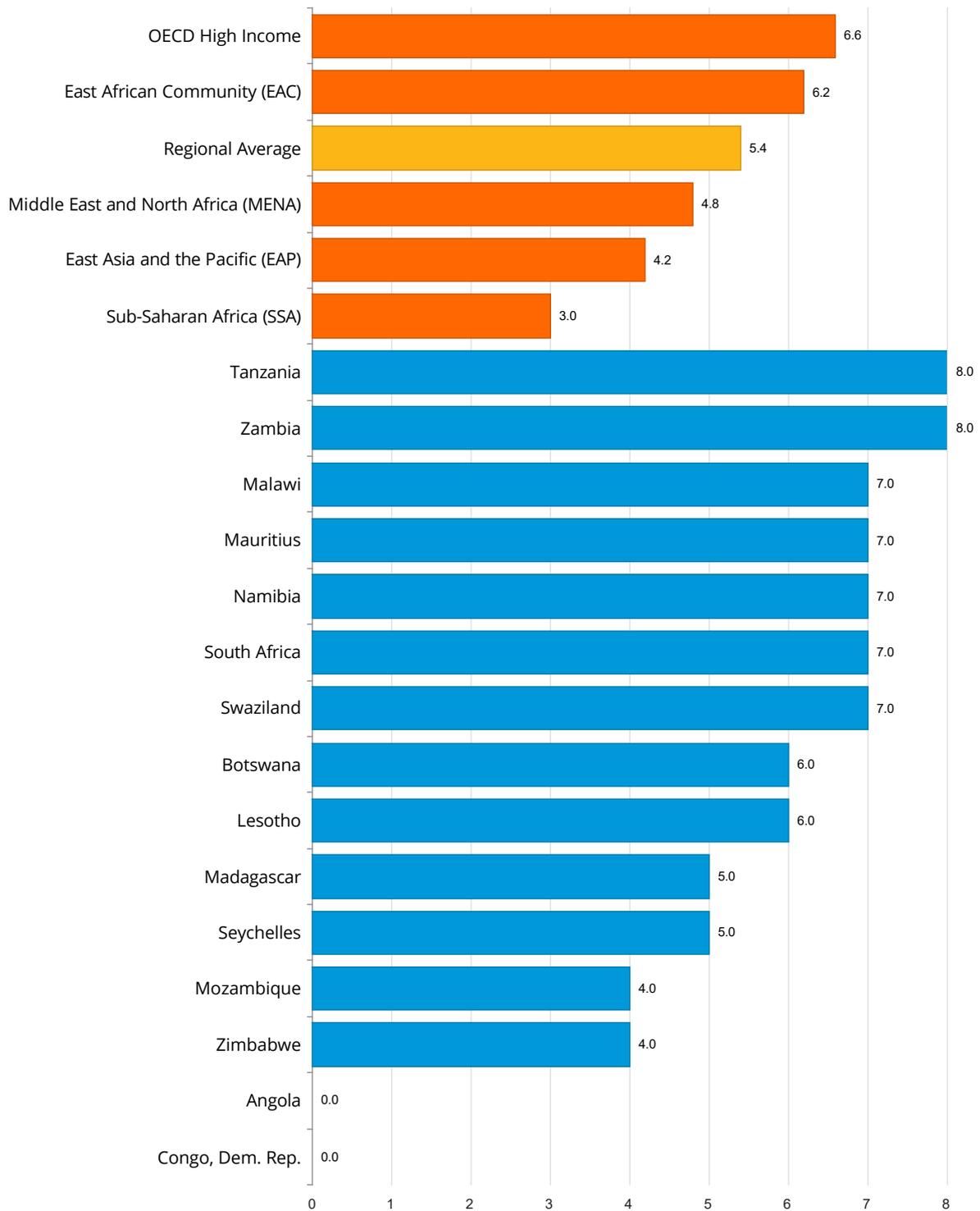
Strength of legal rights index (0-12)



Source: Doing Business database.

Getting Credit

Depth of credit information index (0-8)



Source: Doing Business database.

Protecting Minority Investors

This topic measures the strength of minority shareholder protections against misuse of corporate assets by directors for their personal gain as well as shareholder rights, governance safeguards and corporate transparency requirements that reduce the risk of abuse. The most recent round of data collection for the project was completed in June 2017. [See the methodology for more information.](#)

What the indicators measure

Extent of disclosure index (0–10): Review and approval requirements for related-party transactions; Disclosure requirements for related-party transactions

Extent of director liability index (0–10): Ability of minority shareholders to sue and hold interested directors liable for prejudicial related-party transactions; Available legal remedies (damages, disgorgement of profits, fines, imprisonment, rescission of the transaction)

Ease of shareholder suits index (0–10): Access to internal corporate documents; Evidence obtainable during trial and allocation of legal expenses

Extent of conflict of interest regulation index (0–10): Simple average of the extent of disclosure, extent of director liability and ease of shareholder indices

Extent of shareholder rights index (0–10): Shareholders' rights and role in major corporate decisions

Extent of ownership and control index (0–10): Governance safeguards protecting shareholders from undue board control and entrenchment

Extent of corporate transparency index (0–10): Corporate transparency on ownership stakes, compensation, audits and financial prospects

Extent of shareholder governance index (0–10): Simple average of the extent of shareholders rights, extent of ownership and control and extent of corporate transparency indices

Strength of minority investor protection index (0–10): Simple average of the extent of conflict of interest regulation and extent of shareholder governance indices

Case study assumptions

To make the data comparable across economies, a case study uses several assumptions about the business and the transaction.

The business (Buyer):

- Is a publicly traded corporation listed on the economy's most important stock exchange. If the number of publicly traded companies listed on that exchange is less than 10, or if there is no stock exchange in the economy, it is assumed that Buyer is a large private company with multiple shareholders.

- Has a board of directors and a chief executive officer (CEO) who may legally act on behalf of Buyer where permitted, even if this is not specifically required by law.

- Has a supervisory board (applicable to economies with a two-tier board system) on which 60% of the shareholder-elected members have been appointed by Mr. James, who is Buyer's controlling shareholder and a member of Buyer's board of directors.

- Has not adopted any bylaws or articles of association that differ from default minimum standards and does not follow any nonmandatory codes, principles, recommendations or guidelines relating to corporate governance.

- Is a manufacturing company with its own distribution network.

The transaction involves the following details:

- Mr. James owns 60% of Buyer and elected two directors to Buyer's five-member board.

- Mr. James also owns 90% of Seller, a company that operates a chain of retail hardware stores. Seller recently closed a large number of its stores.

- Mr. James proposes that Buyer purchase Seller's unused fleet of trucks to expand Buyer's distribution of its food products, a proposal to which Buyer agrees. The price is equal to 10% of Buyer's assets and is higher than the market value.

- The proposed transaction is part of the company's ordinary course of business and is not outside the authority of the company.

- Buyer enters into the transaction. All required approvals are obtained, and all required disclosures made (that is, the transaction is not fraudulent).

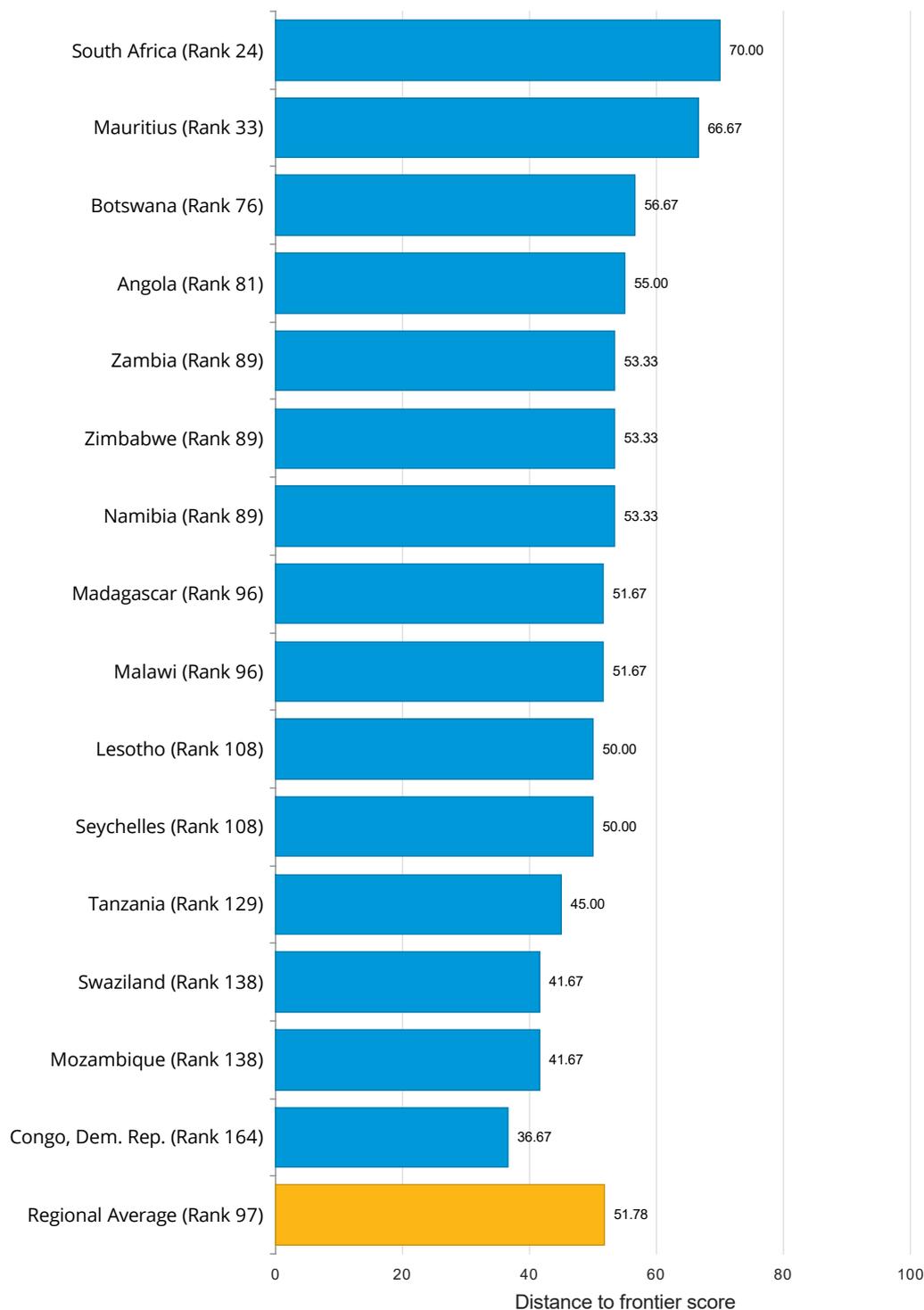
- The transaction causes damages to Buyer. Shareholders sue Mr. James and the other parties that approved the transaction.

Protecting Minority Investors

Where do the region's economies stand today?

How strong are investor protections against self-dealing in economies in Southern African Development Community (SADC)? The global rankings of these economies on the strength of investor protection index suggest an answer. While the indicator does not measure all aspects related to the protection of minority investors, a higher ranking does indicate that an economy's regulations offer stronger investor protections against self-dealing in the areas measured.

How economies in Southern African Development Community (SADC) rank on the ease of protecting minority investors



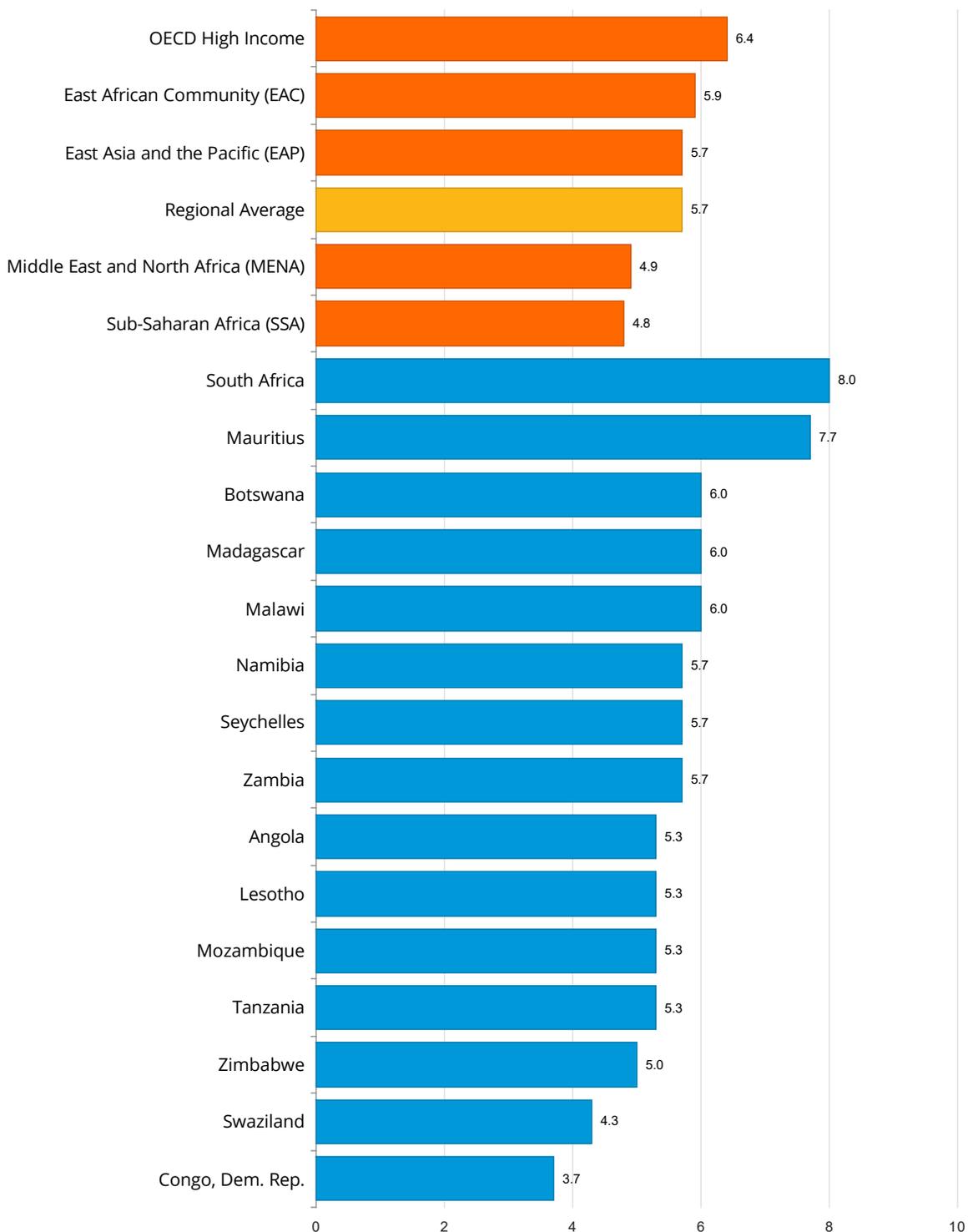
Source: Doing Business database.

Protecting Minority Investors

The strength of minority investor protection index is the average of the extent of conflict of interest regulation index and the extent of shareholder governance index. The index ranges from 0 to 10, rounded to the nearest decimal place, with higher values indicating stronger minority investor protections. The following two figures highlight the scores on the various minority investor protection indices in Southern African Development Community (SADC). Comparing the scores across the region and with averages both for the region and for comparator regions can provide useful insights.

How extensive are conflict of interest regulations

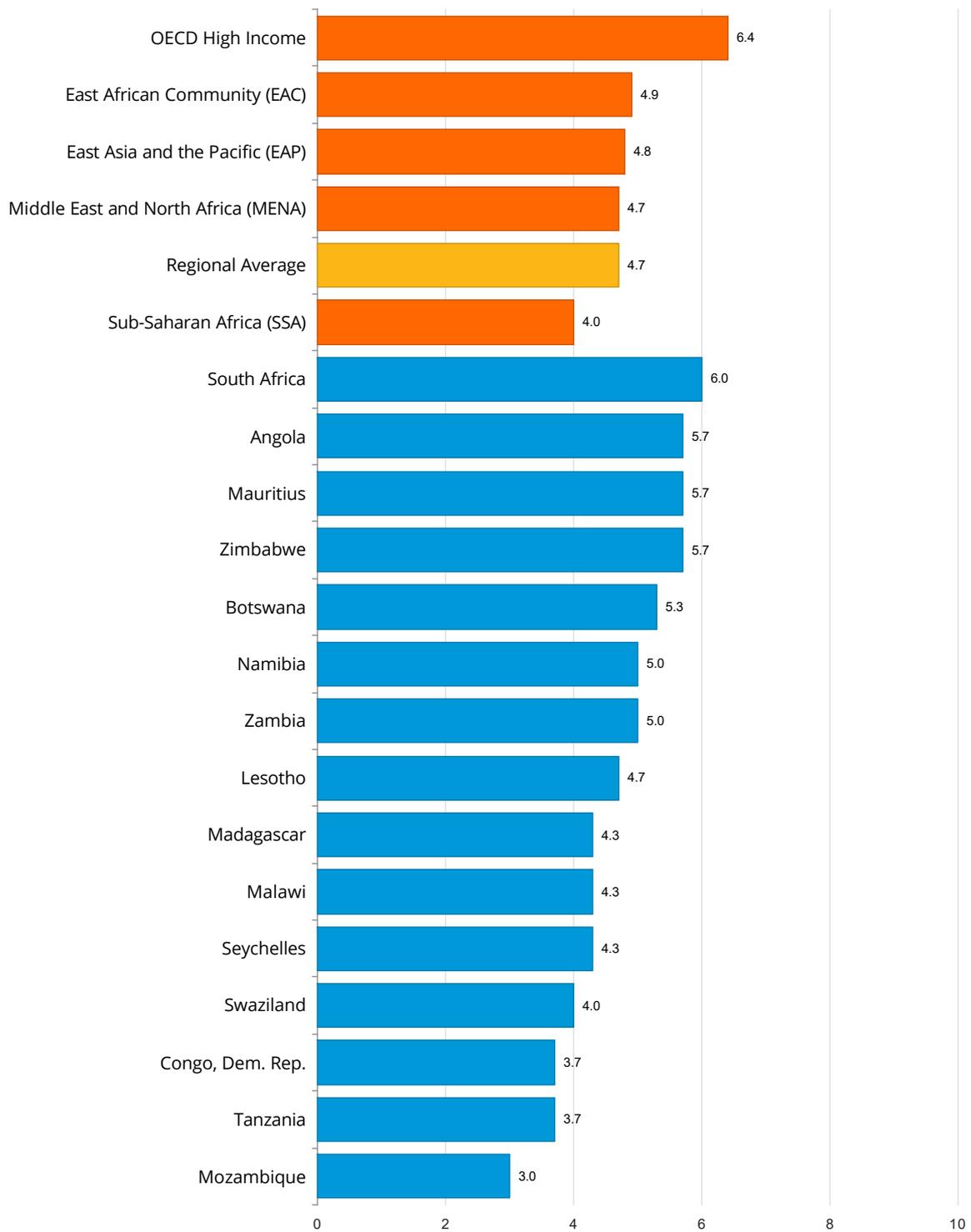
Extent of conflict of interest regulation index (0-10)



Source: Doing Business database.

Protecting Minority Investors

Extent of shareholder governance index (0-10)



Source: Doing Business database.

Paying Taxes

This topic records the taxes and mandatory contributions that a medium-size company must pay or withhold in a given year, as well as measures the administrative burden in paying taxes and contributions. The most recent round of data collection for the project was completed on June 30, 2017 covering for the Paying Taxes indicator calendar year 2016 (January 1, 2016 – December 31, 2016).

Last year (Doing Business 2017) the scope of data collection was expanded to better understand the overall tax environment in an economy. The questionnaire was expanded to include new questions on post-filing processes: VAT refund and tax audit. The data shows where post-filing processes and practices work efficiently and what drives the differences in the overall tax compliance cost

across economies. The new section covers both the legal framework and the administrative burden on businesses to comply with post-filing processes. [See the methodology for more information.](#)

What the indicators measure

Tax payments for a manufacturing company in 2016 (number per year adjusted for electronic and joint filing and payment)

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

Method and frequency of filing and payment

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

Collecting information, computing tax payable

Completing tax return, filing with agencies

Arranging payment or withholding

Preparing separate tax accounting books, if required

Total tax and contribution rate (% of profit before all taxes)

Profit or corporate income tax

Social contributions, labor taxes paid by employer

Property and property transfer taxes

Dividend, capital gains, financial transactions taxes

Waste collection, vehicle, road and other taxes

Postfiling Index

Time to comply with a VAT refund

Time to receive a VAT refund

Time to comply with a corporate income tax audit

Time to complete a corporate income tax audit

Case study assumptions

Using a case scenario, Doing Business records taxes and mandatory contributions a medium size company must pay in a year, and measures the administrative burden of paying taxes, contributions and dealing with postfiling processes. Information is also compiled on frequency of filing and payments, time taken to comply with tax laws, time taken to comply with the requirements of postfiling processes and time waiting.

To make data comparable across economies, several assumptions are used:

- TaxpayerCo is a medium-size business that started operations on January 1, 2015. It produces ceramic flowerpots and sells them at retail. All taxes and contributions recorded are paid in the second year of operation (calendar year 2016). Taxes and mandatory contributions are measured at all levels of government.

The VAT refund process:

- In June 2016, TaxpayerCo. makes a large capital purchase: the value of the machine is 65 times income per capita of the economy. Sales are equally spread per month (1,050 times income per capita divided by 12) and cost of goods sold are equally expensed per month (875 times income per capita divided by 12). The machinery seller is registered for VAT and excess input VAT incurred in June will be fully recovered after four consecutive months if the VAT rate is the same for inputs, sales and the machine and the tax reporting period is every month. Input VAT will exceed Output VAT in June 2016.

The corporate income tax audit process:

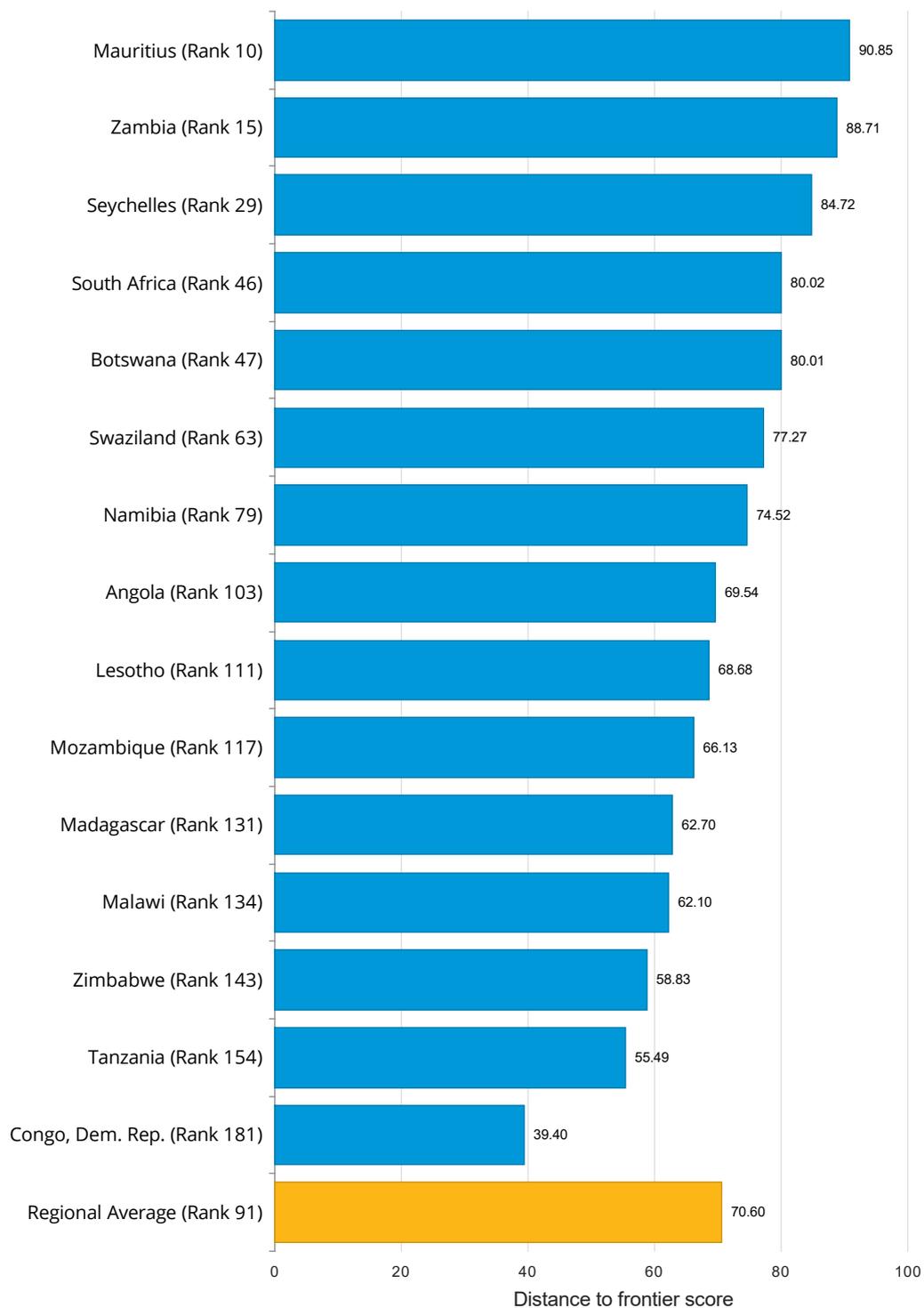
- An error in calculation of income tax liability (for example, use of incorrect tax depreciation rates, or incorrectly treating an expense as tax deductible) leads to an incorrect income tax return and a corporate income tax underpayment. TaxpayerCo. discovered the error and voluntarily notified the tax authority. The value of the underpaid income tax liability is 5% of the corporate income tax liability due. TaxpayerCo. submits corrected information after the deadline for submitting the annual tax return, but within the tax assessment period.

Paying Taxes

Where do the region's economies stand today?

What is the administrative burden of complying with taxes in economies in Southern African Development Community (SADC) — and how much do firms pay in taxes? The global rankings of these economies on the ease of paying taxes offer useful information for assessing the tax compliance burden for businesses. The average ranking of the region provides a useful benchmark.

How economies in Southern African Development Community (SADC) rank on the ease of paying taxes



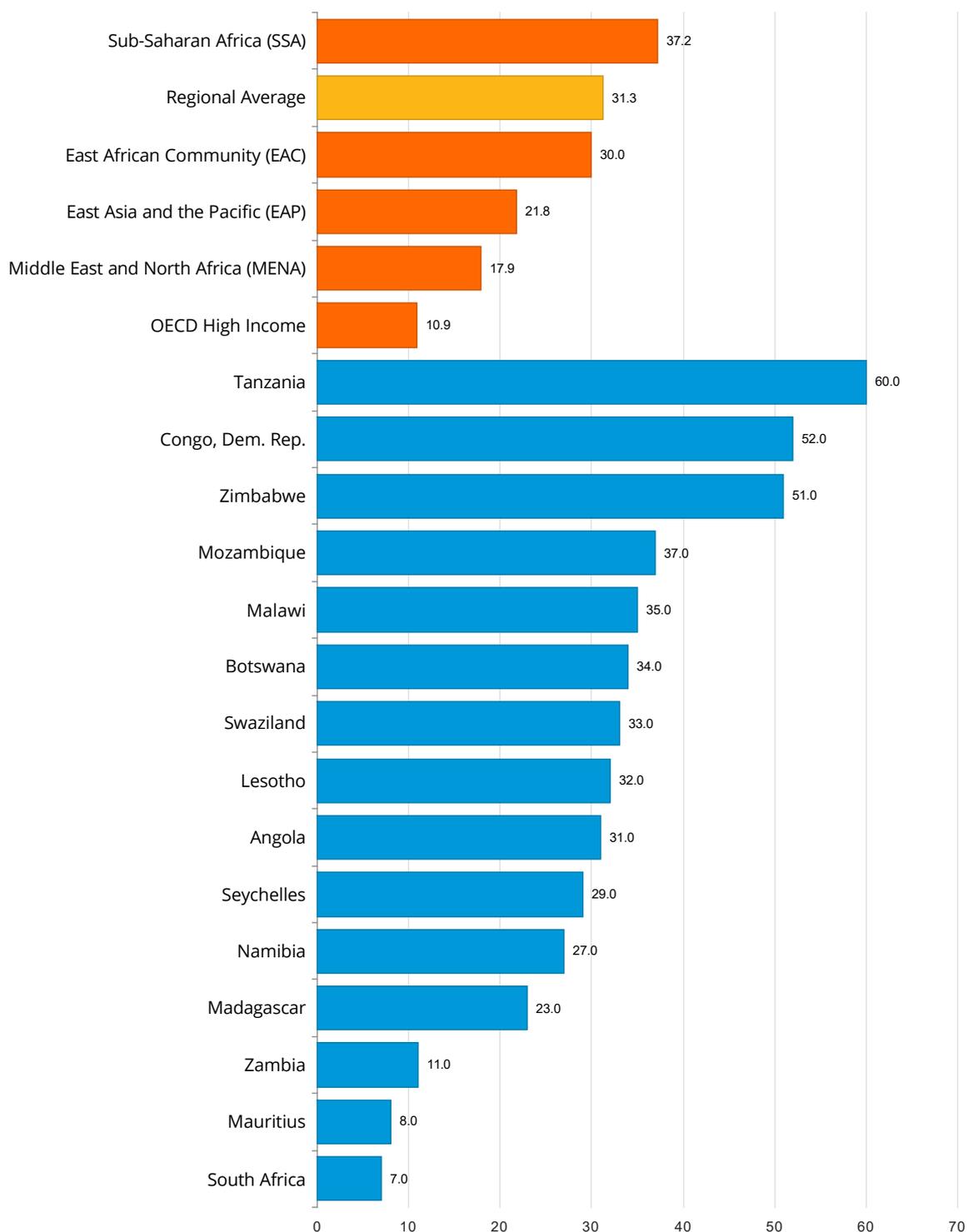
Source: Doing Business database.

Paying Taxes

The indicators underlying the rankings may be more revealing. Data collected by Doing Business show what it takes to comply with tax regulations in each economy in the region—the number of payments per year and the time required to prepare, and file and pay taxes the 3 major taxes (corporate income tax, VAT or sales tax and labor taxes and mandatory contributions)—as well as the total tax rate. Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

How easy is it to pay taxes in economies in Southern African Development Community (SADC) - and what are the total tax rates

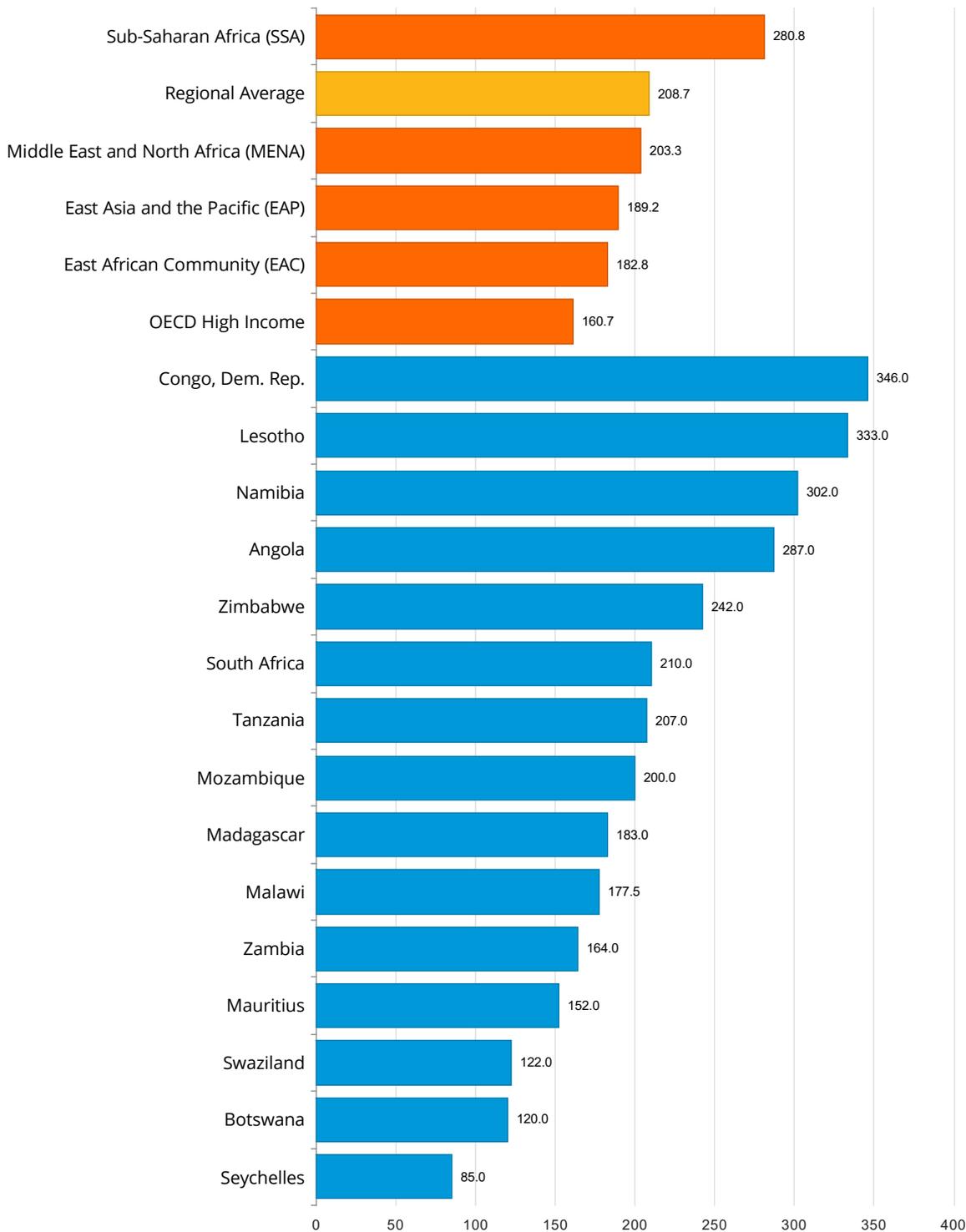
Payments (number per year)



Source: Doing Business database.

Paying Taxes

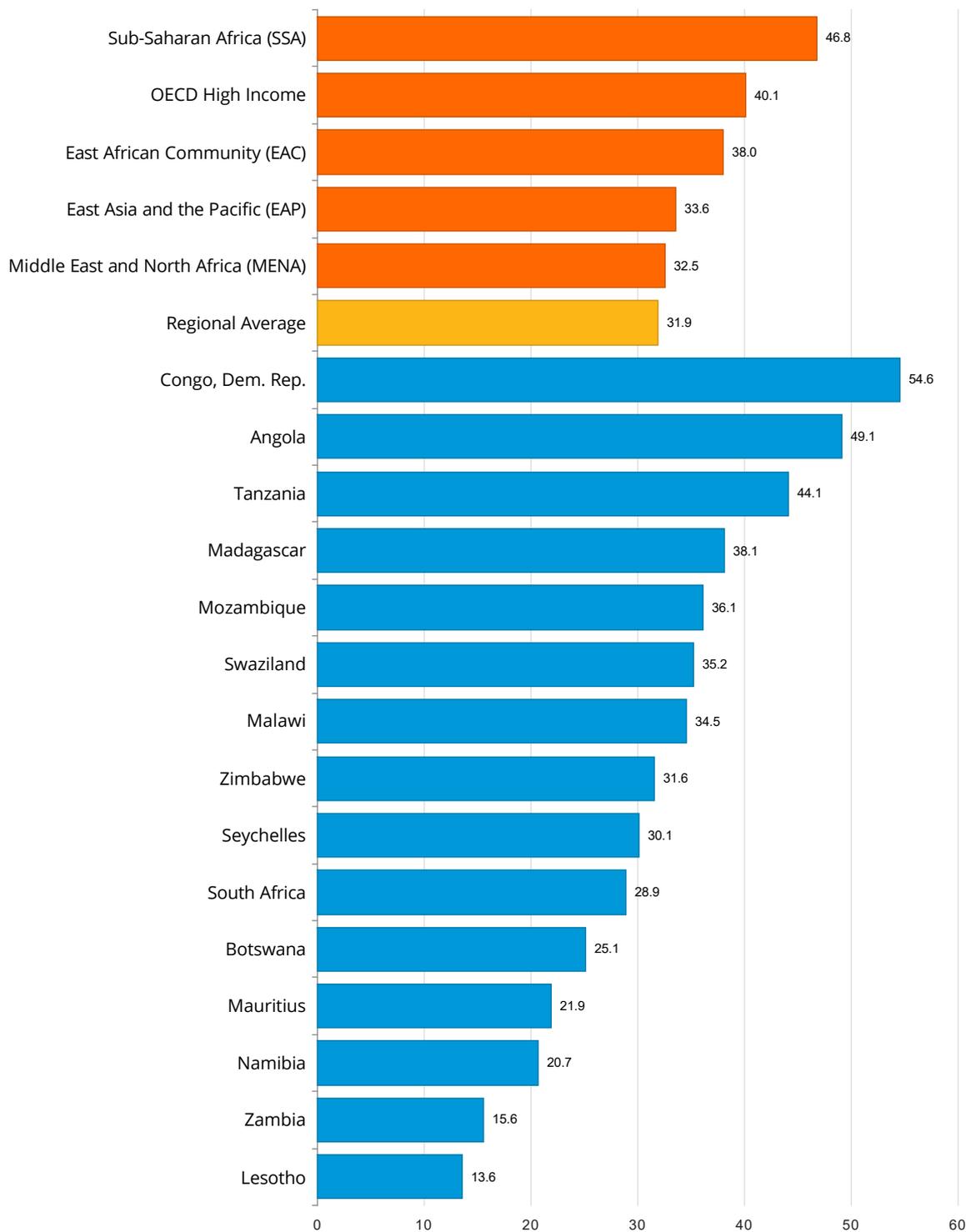
Time (hours per year)



Source: Doing Business database.

Paying Taxes

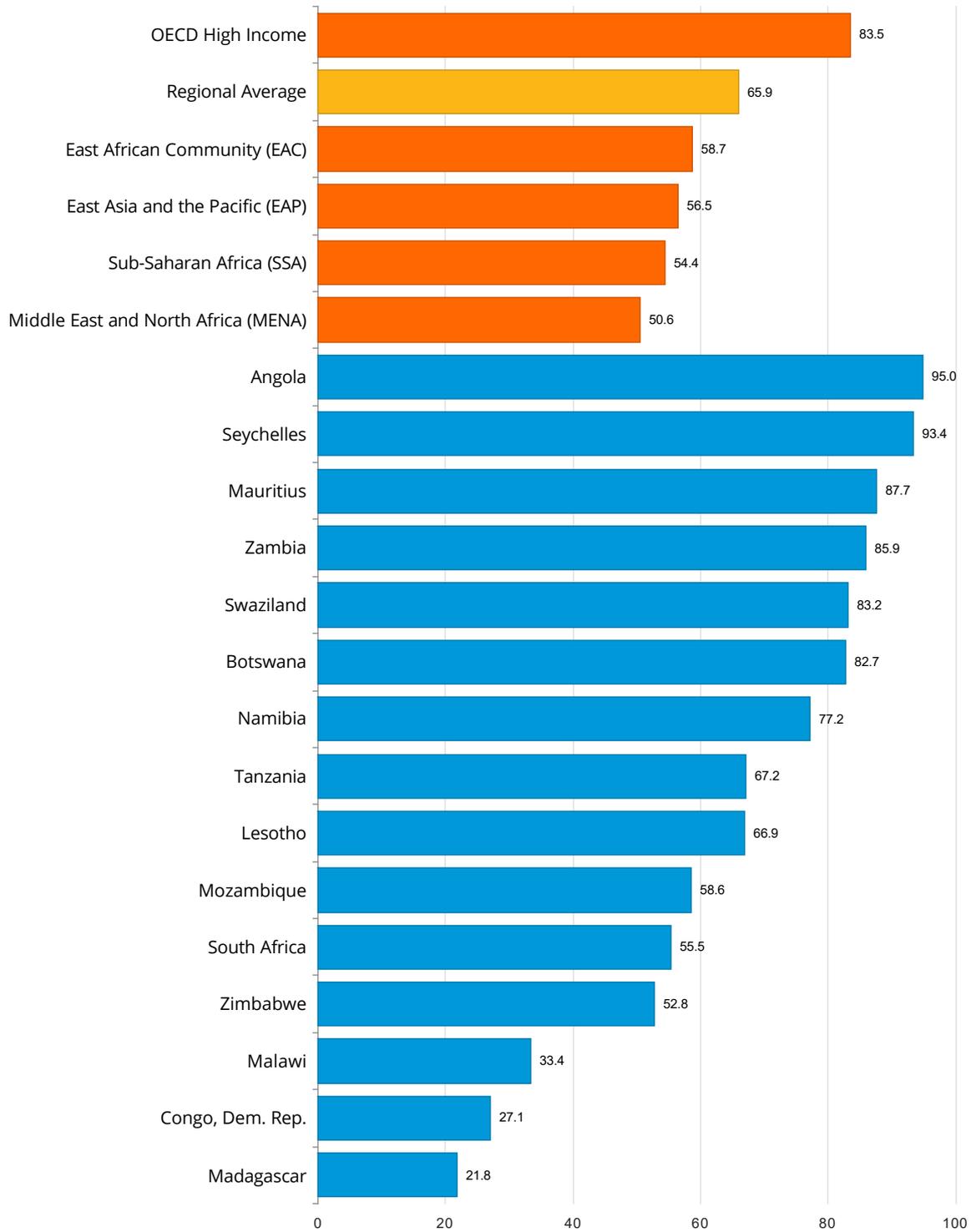
Total tax and contribution rate (% of profit)



Source: Doing Business database.

Paying Taxes

Postfiling index (0-100)



Source: Doing Business database.

Trading across Borders

Doing Business records the time and cost associated with the logistical process of exporting and importing goods. Doing Business measures the time and cost (excluding tariffs) associated with three sets of procedures—documentary compliance, border compliance and domestic transport—within the overall process of exporting or importing a shipment of goods. The most recent round of data collection for the project was completed in June 2017. [See the methodology for more information.](#)

What the indicators measure

Documentary compliance

Obtaining, preparing and submitting documents during transport, clearance, inspections and port or border handling in origin economy

Obtaining, preparing and submitting documents required by destination economy and any transit economies

Covers all documents required by law and in practice, including electronic submissions of information as well as non-shipment-specific documents necessary to complete the trade

Border compliance

Customs clearance and inspections

Inspections by other agencies (if applied to more than 10% of shipments)

Port or border handling

Processing of documents during clearance, inspections and port or border handling.

Domestic transport

Loading and unloading of shipment at warehouse, dry port or border

Transport by most widely used mode between warehouse and terminal or dry port

Traffic delays and road police checks while shipment is en route

Case study assumptions

To make the data comparable across economies, a few assumptions are made about the traded goods and the transactions:

Time: Time is measured in hours, and 1 day is 24 hours (for example, 22 days are recorded as $22 \times 24 = 528$ hours). If customs clearance takes 7.5 hours, the data are recorded as is. Alternatively, suppose documents are submitted to a customs agency at 8:00a.m., are processed overnight and can be picked up at 8:00a.m. the next day. The time for customs clearance would be recorded as 24 hours because the actual procedure took 24 hours.

Cost: Insurance cost and informal payments for which no receipt is issued are excluded from the costs recorded. Costs are reported in U.S. dollars. Contributors are asked to convert local currency into U.S. dollars based on the exchange rate prevailing on the day they answer the questionnaire. Contributors are private sector experts in international trade logistics and are informed about exchange rates.

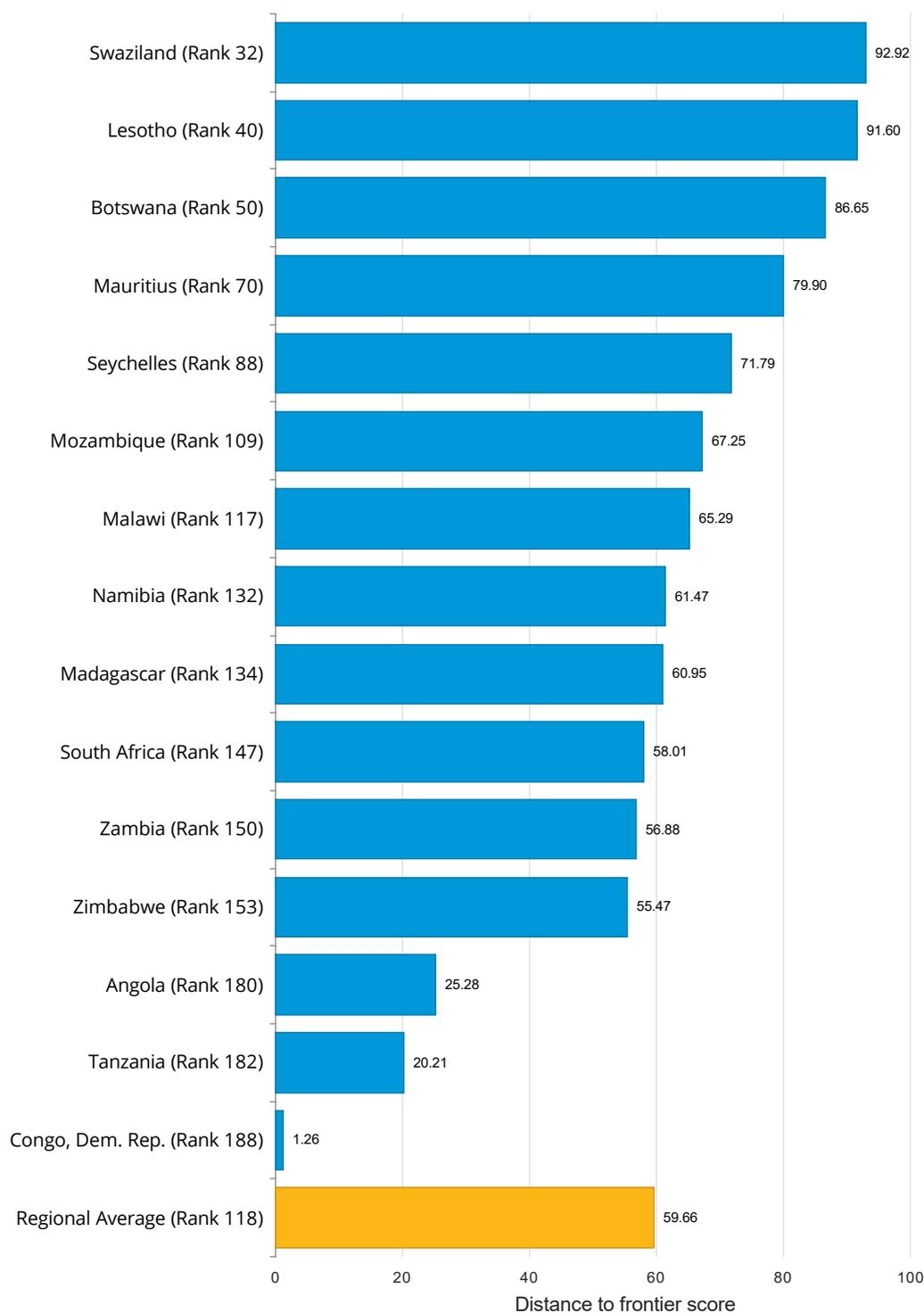
Assumptions of the case study: - For all 190 economies covered by Doing Business, it is assumed a shipment is in a warehouse in the largest business city of the exporting economy and travels to a warehouse in the largest business city of the importing economy. - It is assumed each economy imports 15 metric tons of containerized auto parts (HS 8708) from its natural import partner—the economy from which it imports the largest value (price times quantity) of auto parts. It is assumed each economy exports the product of its comparative advantage (defined by the largest export value) to its natural export partner—the economy that is the largest purchaser of this product. Shipment value is assumed to be \$50,000. - The mode of transport is the one most widely used for the chosen export or import product and the trading partner, as is the seaport, or land border crossing. - All electronic information submissions requested by any government agency in connection with the shipment are considered to be documents obtained, prepared and submitted during the export or import process. - A port or border is a place (seaport, airport or land border crossing) where merchandise can enter or leave an economy. - Relevant government agencies include customs, port authorities, road police, border guards, standardization agencies, ministries or departments of agriculture or industry, national security agencies and any other government authorities.

Trading across Borders

Where do the region's economies stand today?

How easy it is for businesses in economies in Southern African Development Community (SADC) to export and import goods? The global rankings of these economies on the ease of trading across borders suggest an answer. The average ranking of the region and comparator regions provide a useful benchmark.

How economies in Southern African Development Community (SADC) rank on the ease of trading across borders



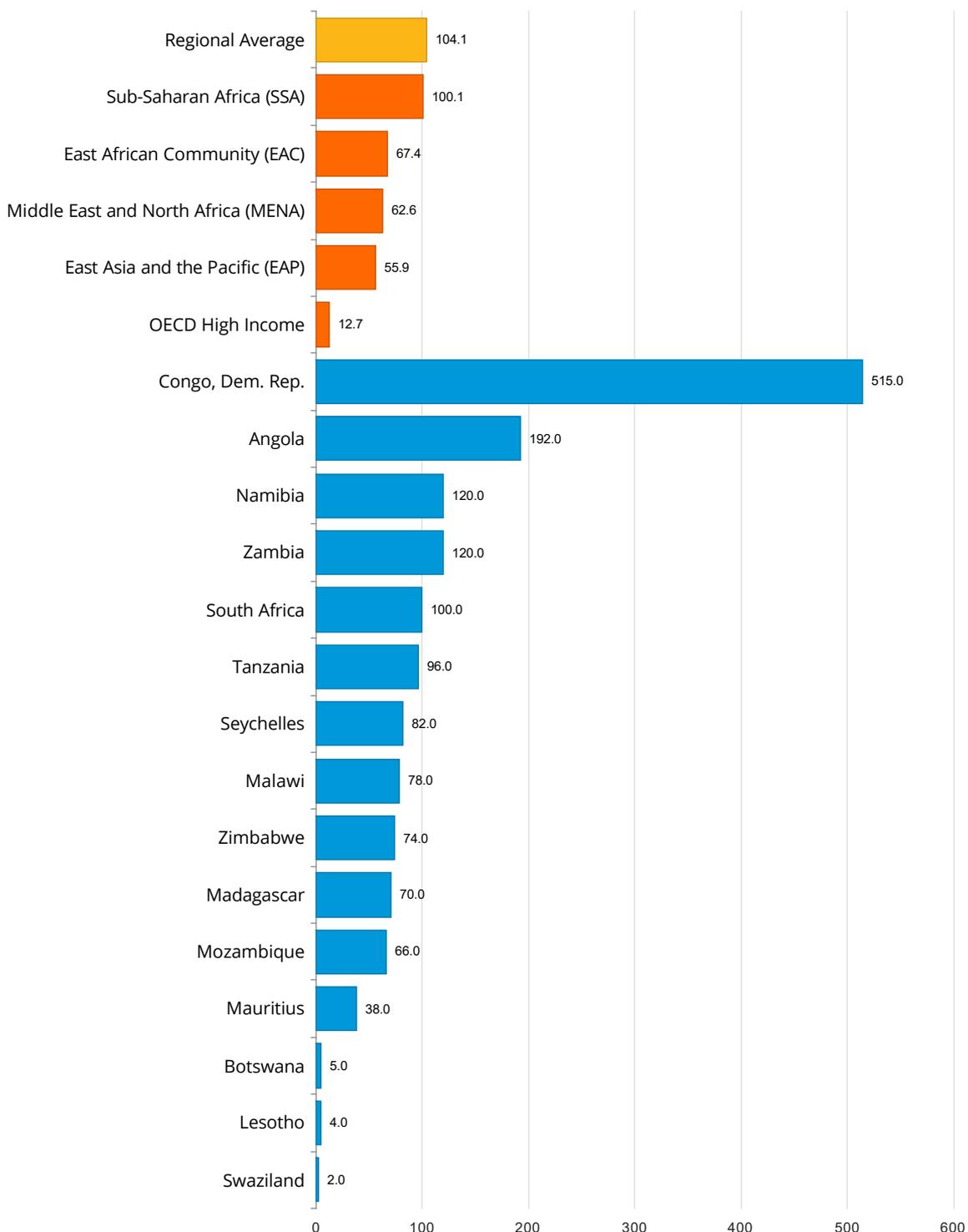
Source: Doing Business database.

Trading across Borders

The indicators reported here are for trading a shipment of goods by the most widely used mode of transport (whether sea, land, air or some combination of these). The information on the time and cost to complete export and import is collected from local freight forwarders, customs brokers and traders. Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

What it takes to trade across borders in economies in Southern African Development Community (SADC)

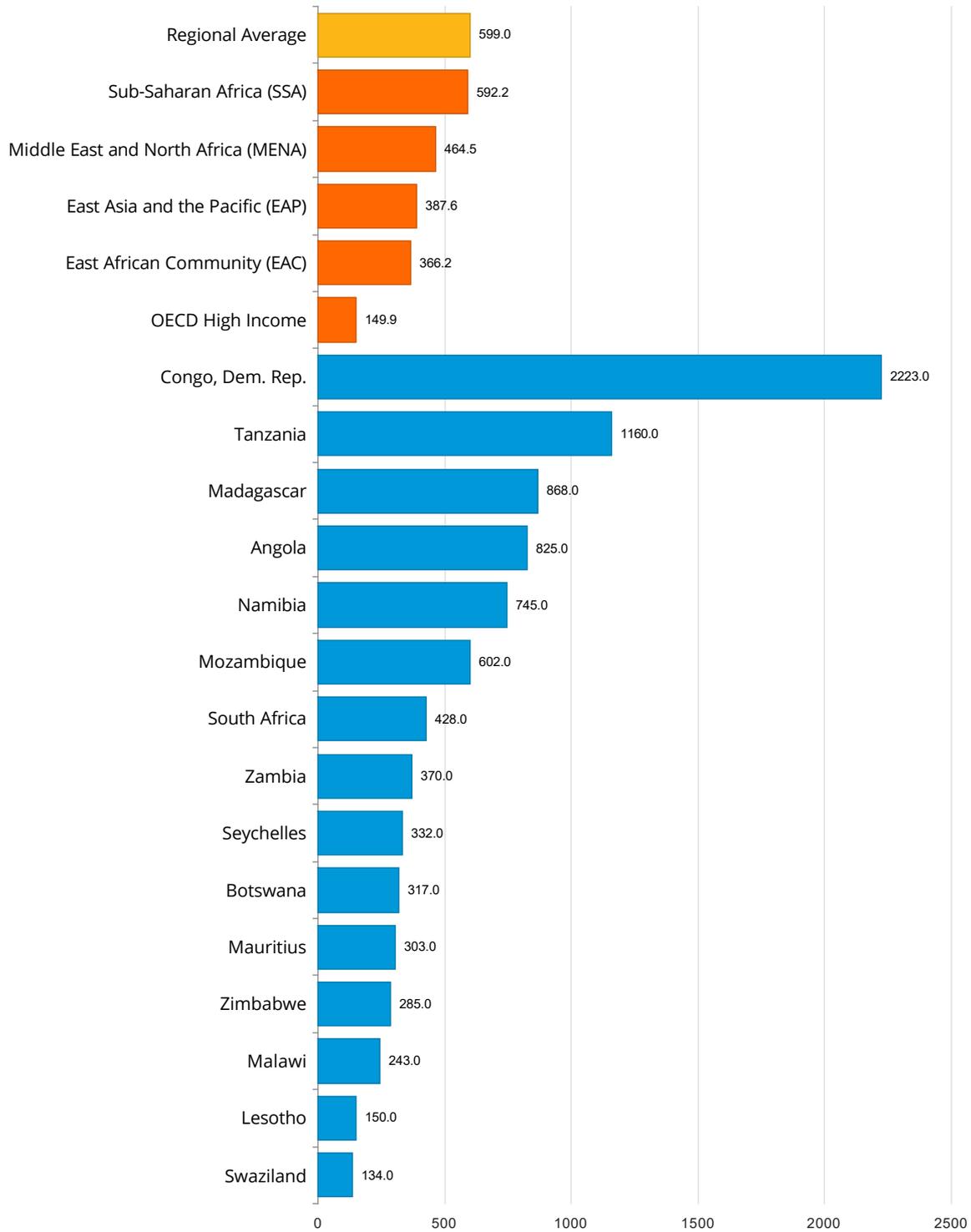
Time to export: Border compliance (hours)



Source: Doing Business database.

Trading across Borders

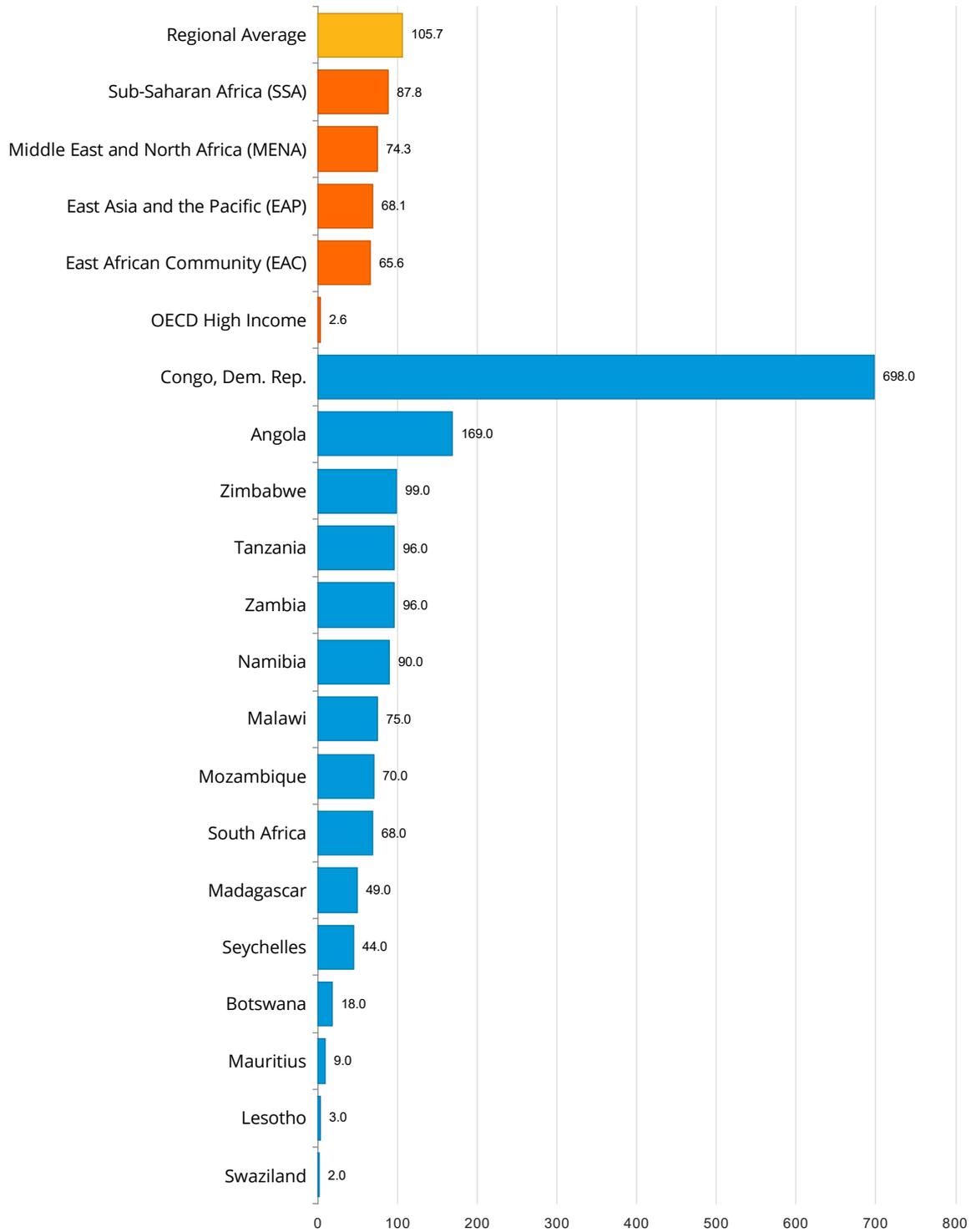
Cost to export: Border compliance (USD)



Source: Doing Business database.

Trading across Borders

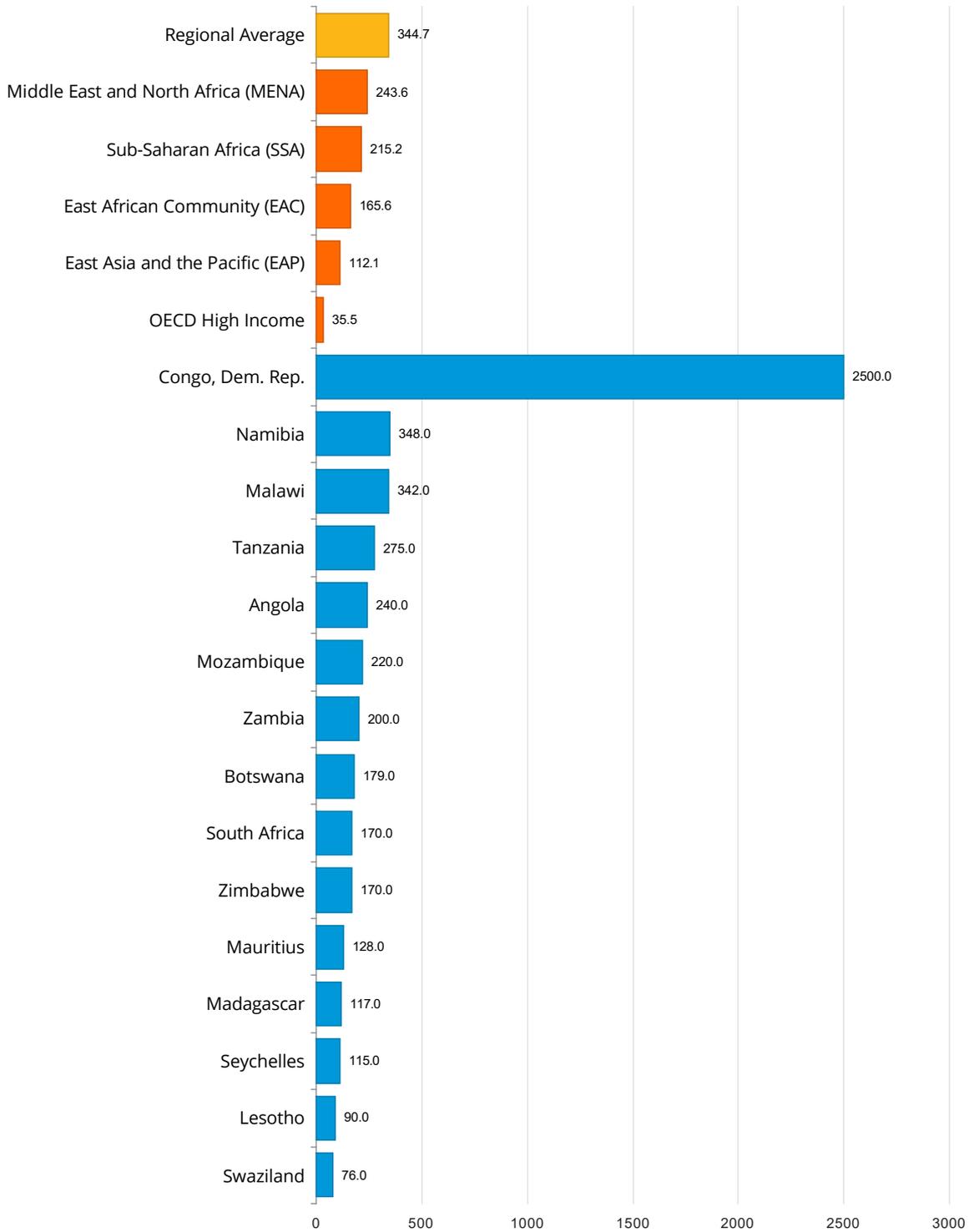
Time to export: Documentary compliance (hours)



Source: Doing Business database.

Trading across Borders

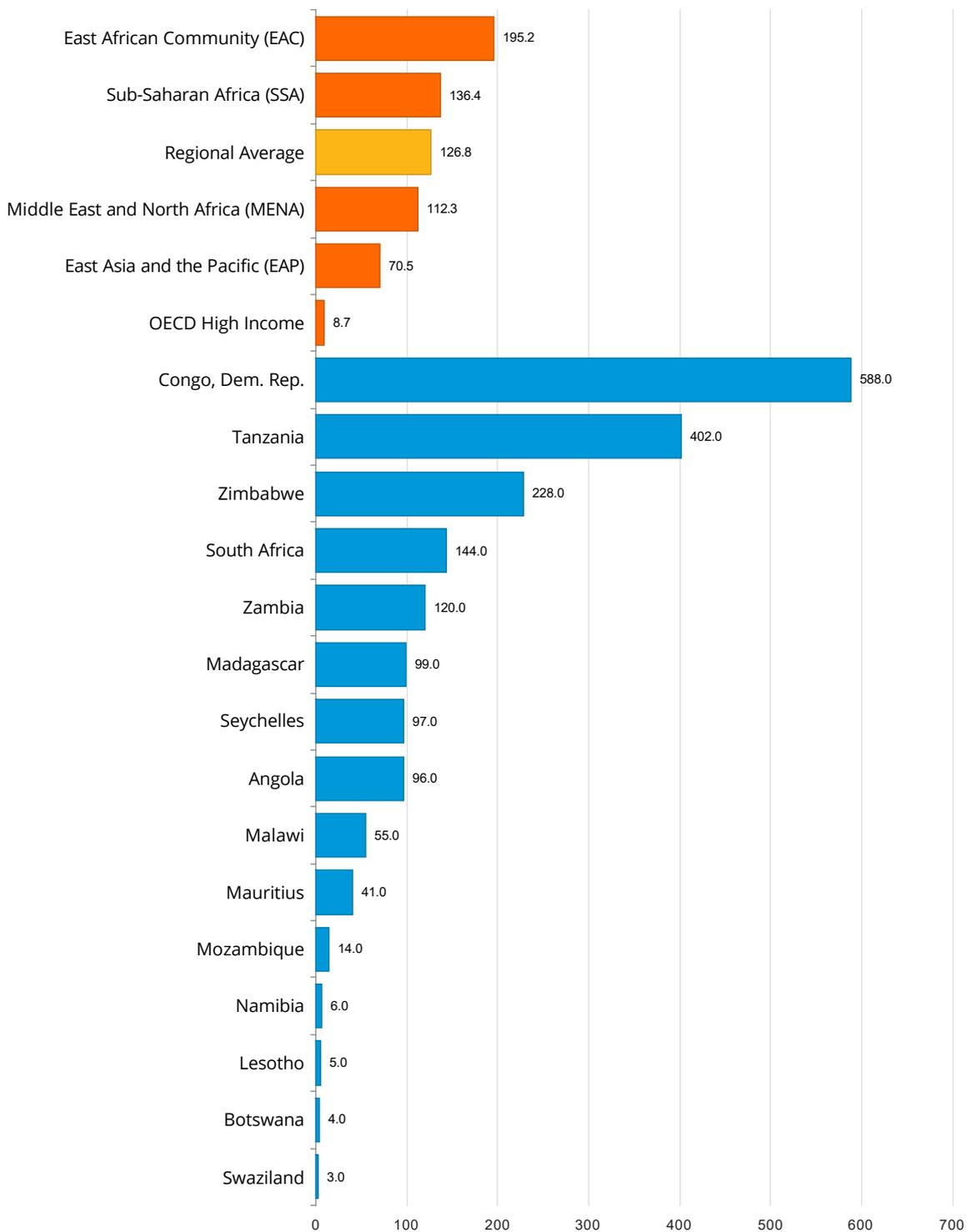
Cost to export: Documentary compliance (USD)



Source: Doing Business database.

Trading across Borders

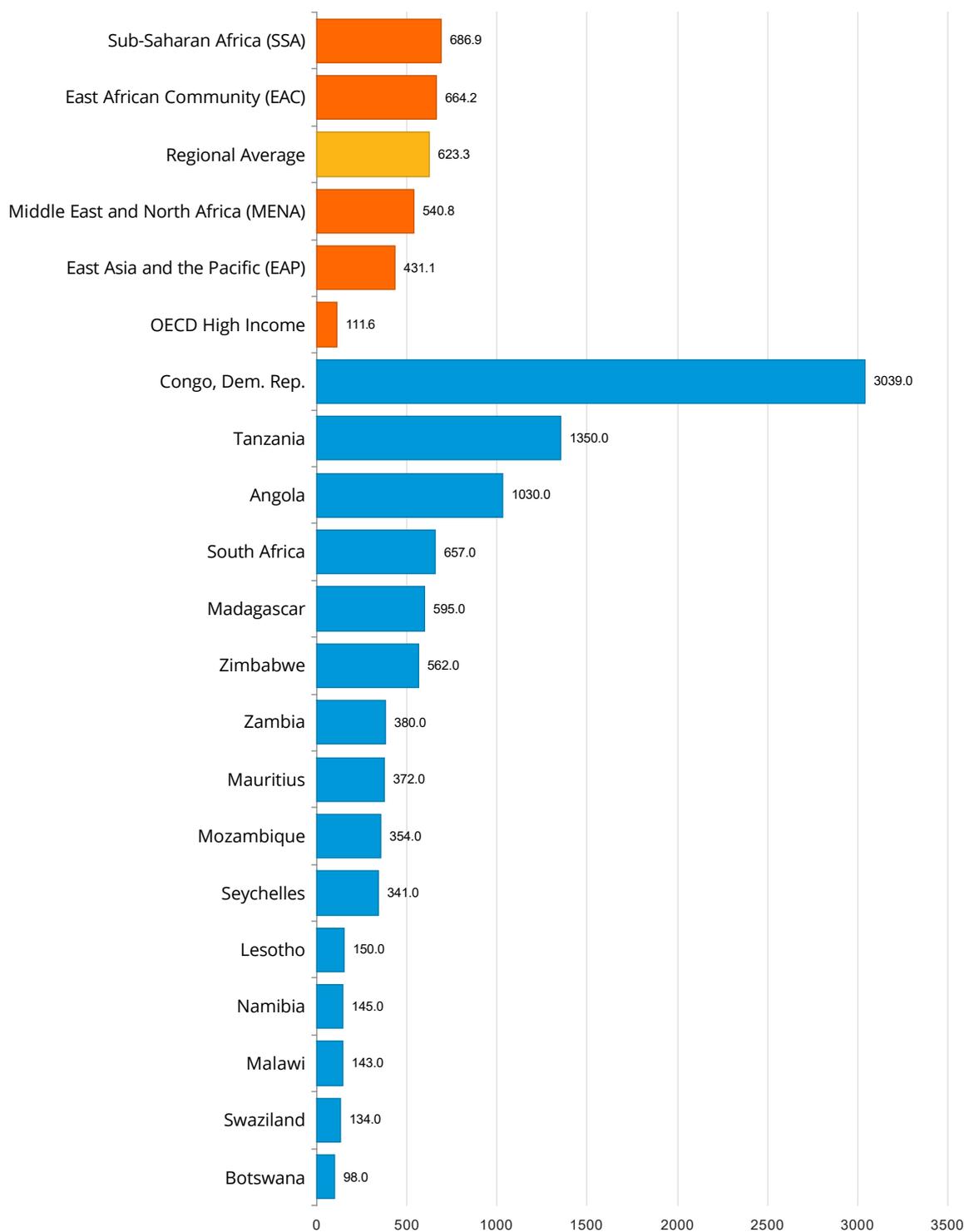
Time to import: Border compliance (hours)



Source: Doing Business database.

Trading across Borders

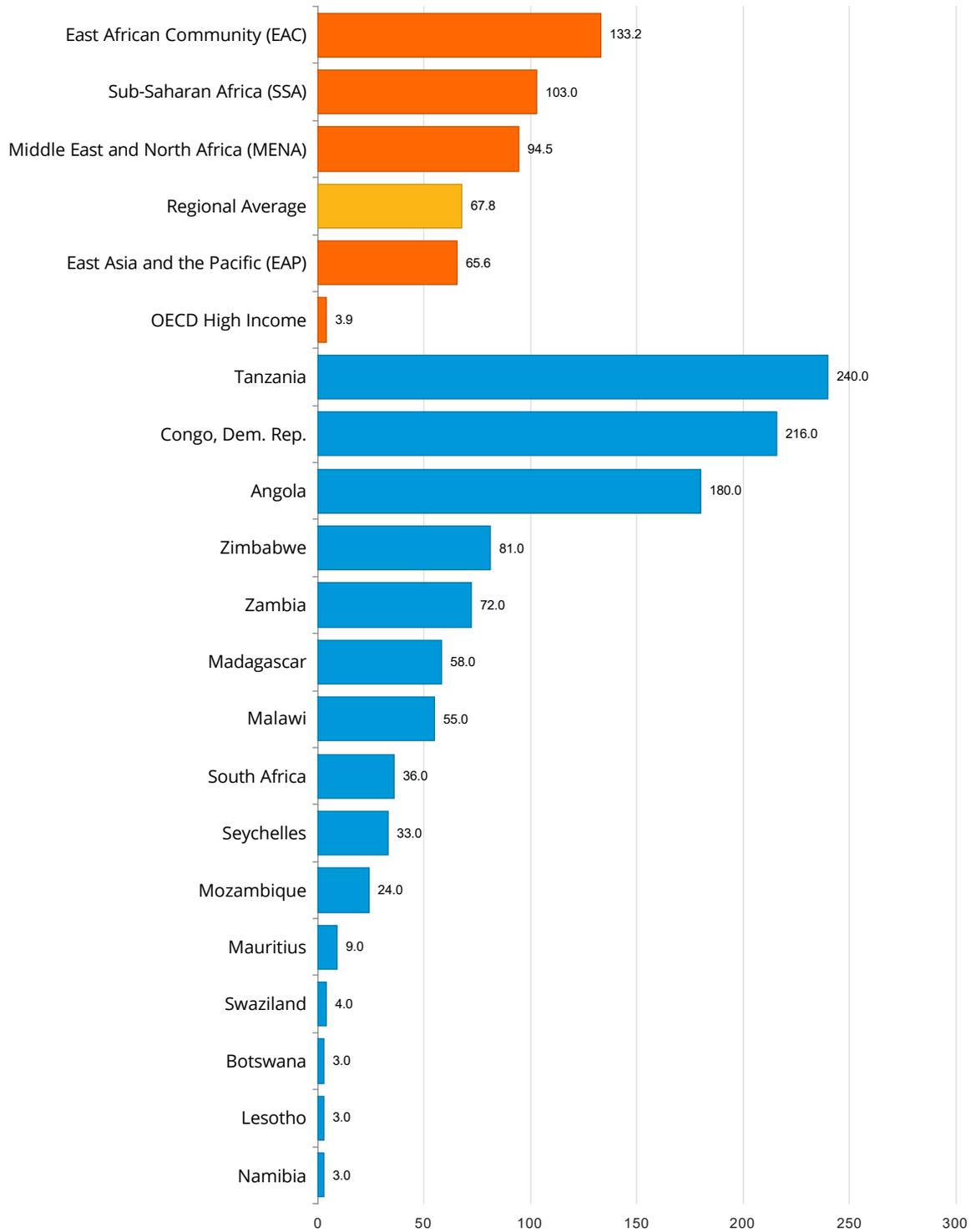
Cost to import: Border compliance (USD)



Source: Doing Business database.

Trading across Borders

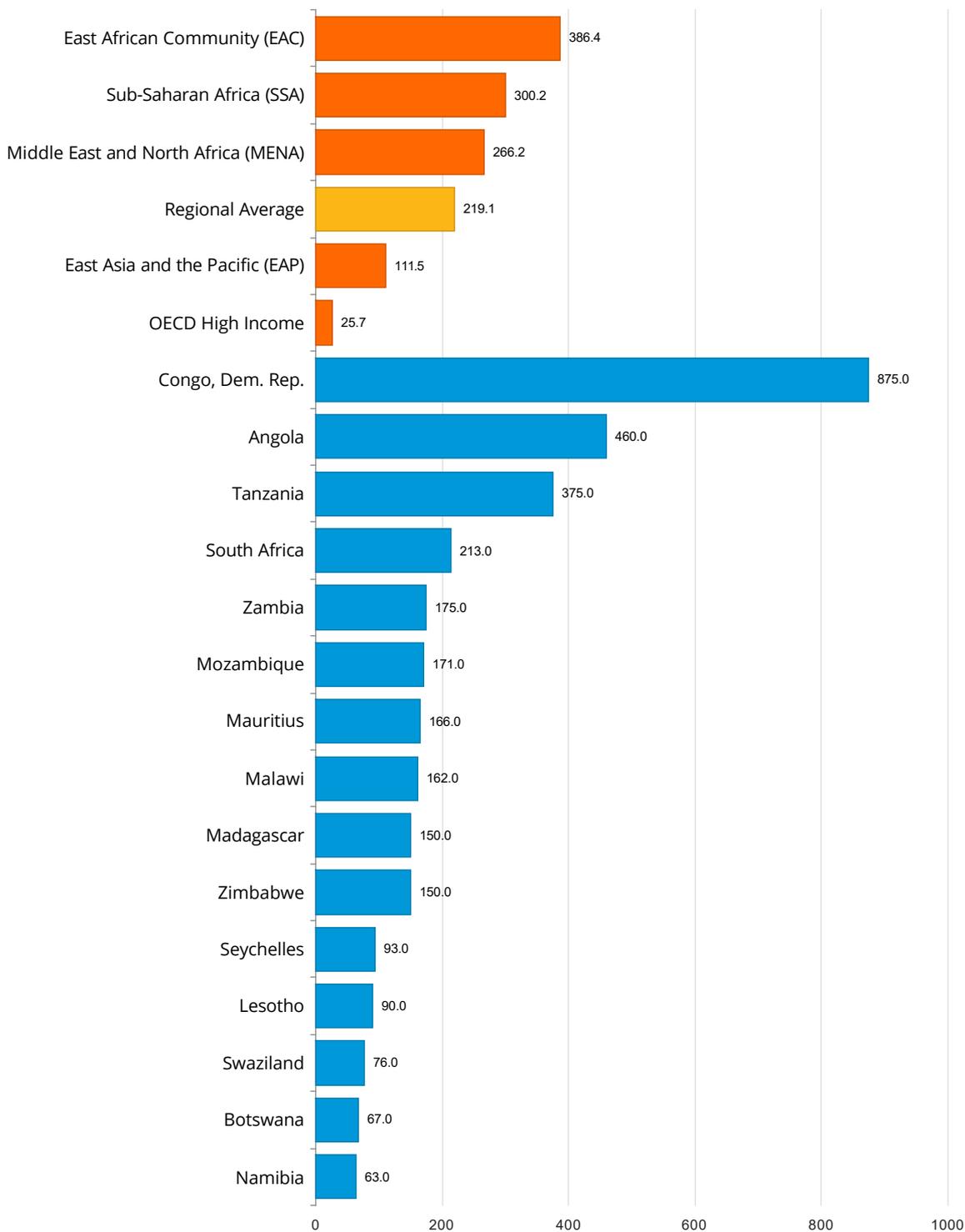
Time to import: Documentary compliance (hours)



Source: Doing Business database.

Trading across Borders

Cost to import: Documentary compliance (USD)



Source: Doing Business database.

Enforcing Contracts

The enforcing contracts indicator measures the time and cost for resolving a commercial dispute through a local first-instance court, and the quality of judicial processes index, evaluating whether each economy has adopted a series of good practices that promote quality and efficiency in the court system. The most recent round of data collection was completed in June 2017. [See the methodology for more information.](#)

What the indicators measure

Time required to enforce a contract through the courts (calendar days)

Time to file and serve the case

Time for trial and to obtain the judgment

Time to enforce the judgment

Cost required to enforce a contract through the courts (% of claim)

Attorney fees

Court fees

Enforcement fees

Quality of judicial processes index (0-18)

Court structure and proceedings (-1-5)

Case management (0-6)

Court automation (0-4)

Alternative dispute resolution (0-3)

Case study assumptions

The dispute in the case study involves the breach of a sales contract between 2 domestic businesses. The case study assumes that the court hears an expert on the quality of the goods in dispute. This distinguishes the case from simple debt enforcement.

To make the data comparable across economies, Doing Business uses several assumptions about the case:

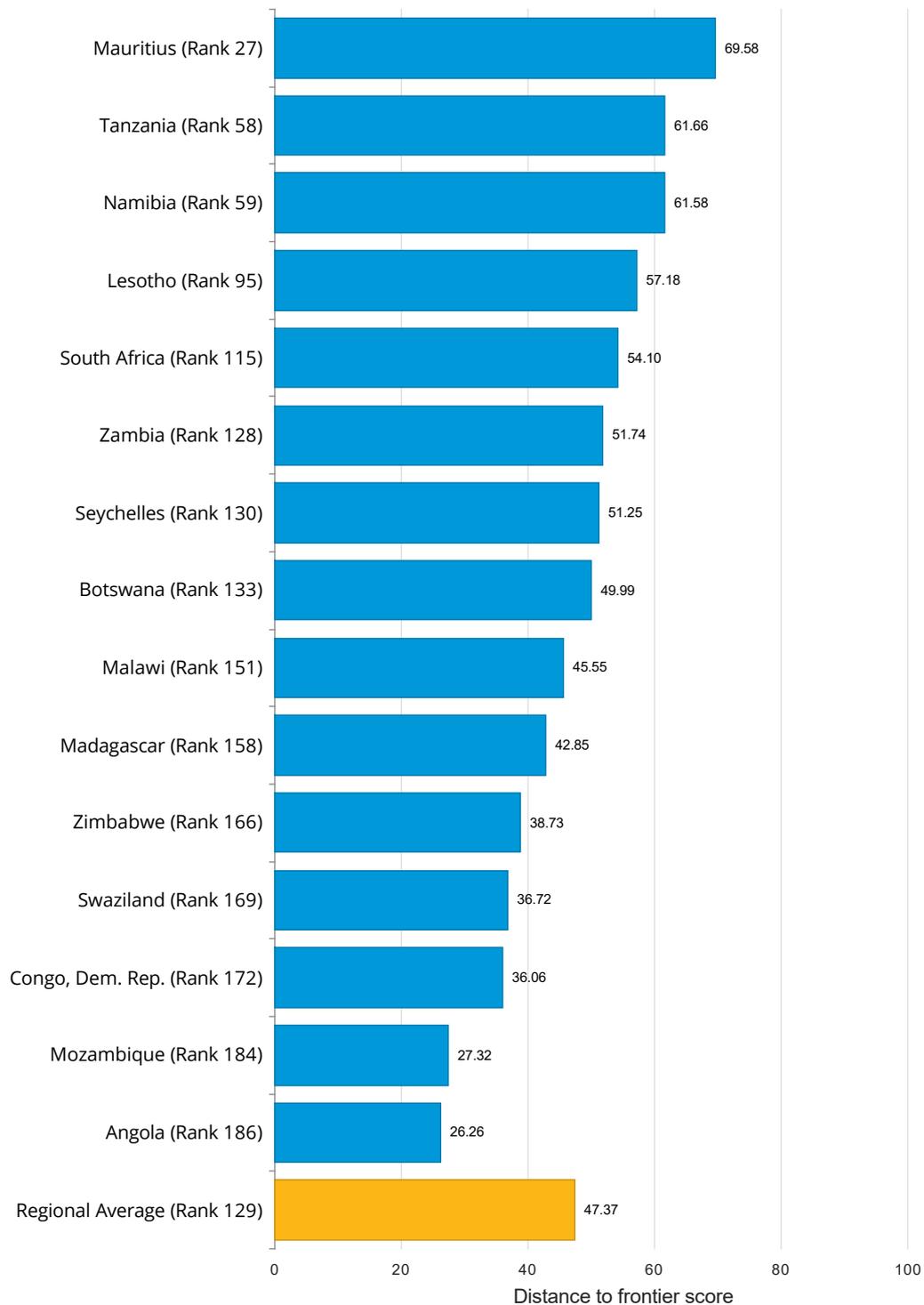
- The dispute concerns a lawful transaction between two businesses (Seller and Buyer), both located in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- The buyer orders custom-made goods, then fails to pay.
- The value of the dispute is 200% of the income per capita or the equivalent in local currency of USD 5,000, whichever is greater.
- The seller sues the buyer before the court with jurisdiction over commercial cases worth 200% of income per capita or \$5,000.
- The seller requests a pretrial attachment to secure the claim.
- The dispute on the quality of the goods requires an expert opinion.
- The judge decides in favor of the seller; there is no appeal.
- The seller enforces the judgment through a public sale of the buyer's movable assets.

Enforcing Contracts

Where do the region's economies stand today?

How efficient is the process of resolving a commercial dispute through the courts in economies in Southern African Development Community (SADC)? The global rankings of these economies on the ease of enforcing contracts suggest an answer. The average ranking of the region and comparator regions provide a useful benchmark.

How economies in Southern African Development Community (SADC) rank on the ease of enforcing contracts



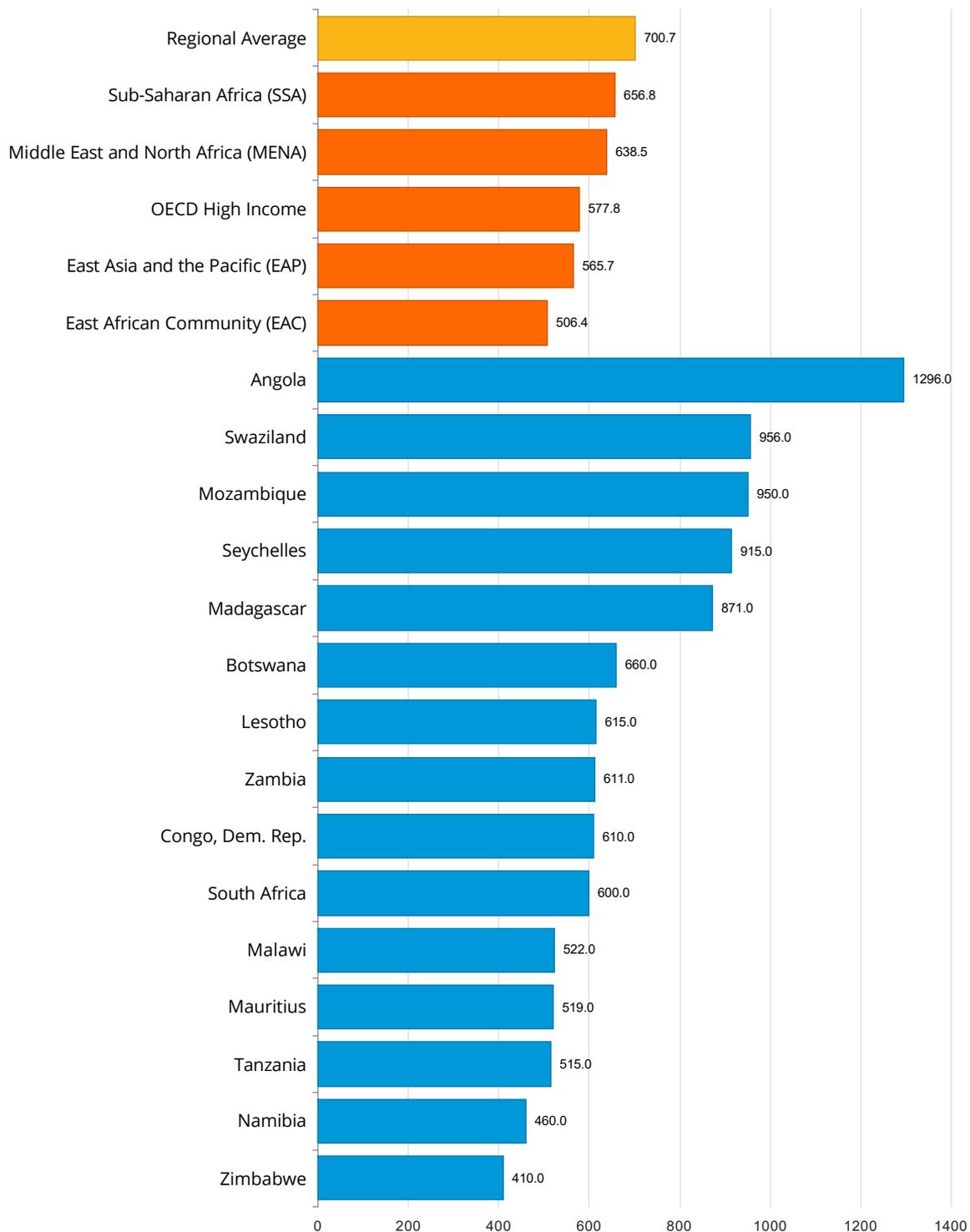
Source: Doing Business database.

Enforcing Contracts

The indicators underlying the rankings may also be revealing. Data collected by Doing Business show what it takes to enforce a contract through the courts in each economy in the region: the time, the cost and quality of judicial processes index. Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

What it takes to enforce a contract through the courts in economies in Southern African Development Community (SADC)

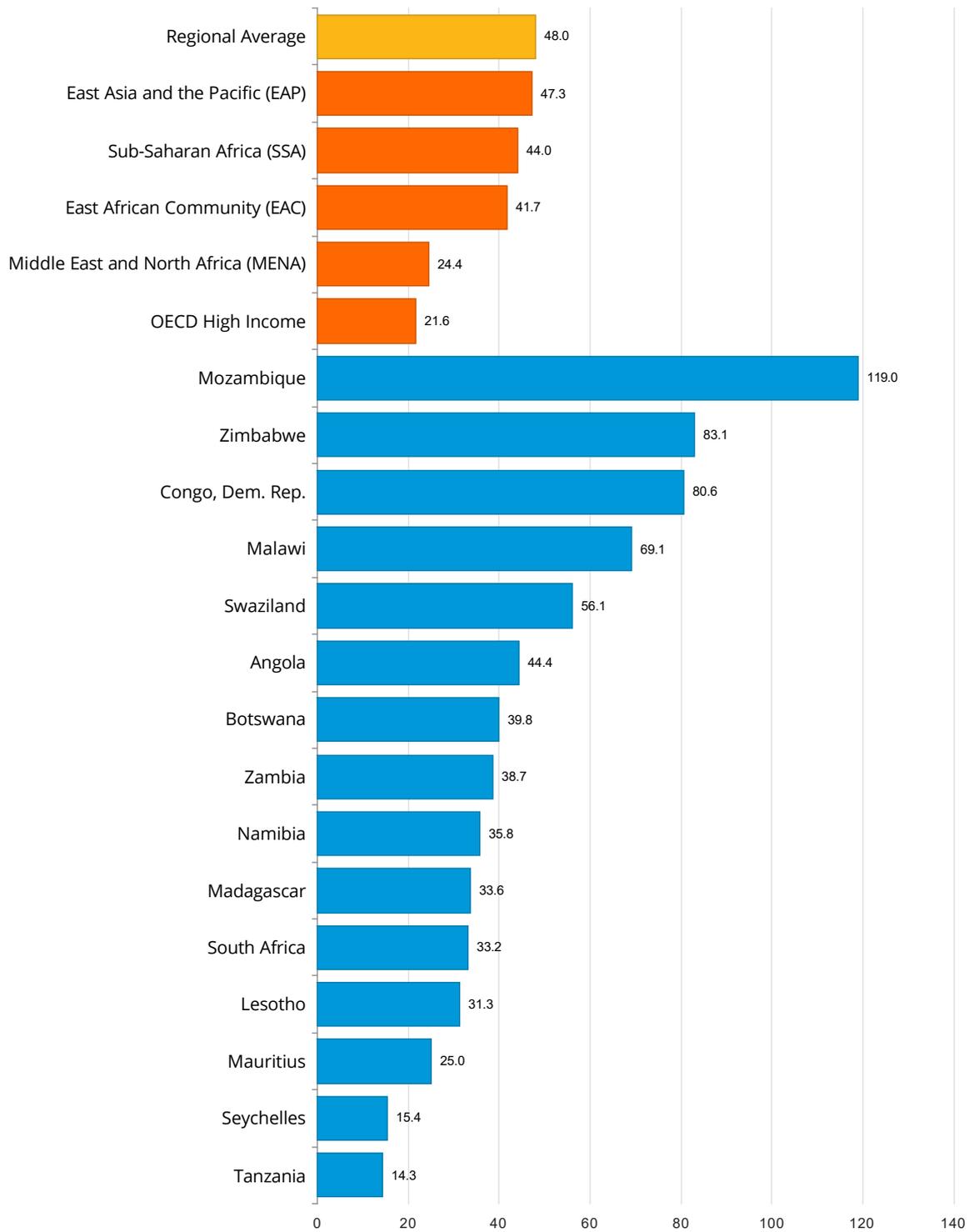
Time (days)



Source: Doing Business database.

Enforcing Contracts

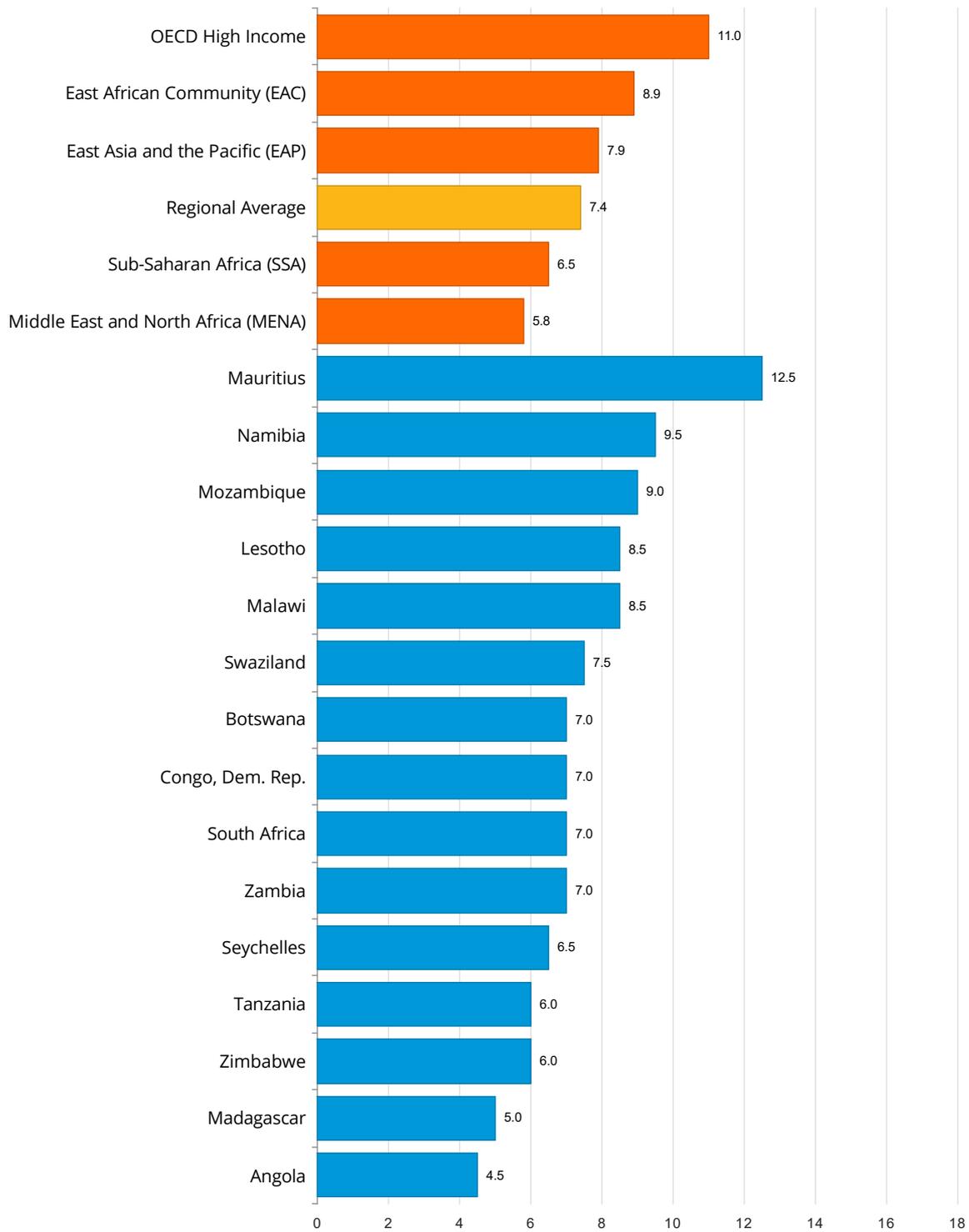
Cost (% of claim value)



Source: Doing Business database.

Enforcing Contracts

Quality of judicial processes index (0-18)



Source: Doing Business database.

Resolving Insolvency

Doing Business studies the time, cost and outcome of insolvency proceedings involving domestic legal entities. These variables are used to calculate the recovery rate, which is recorded as cents on the dollar recovered by secured creditors through reorganization, liquidation or debt enforcement (foreclosure or receivership) proceedings. To determine the present value of the amount recovered by creditors, Doing Business uses the lending rates from the International Monetary Fund, supplemented with data from central banks and the Economist Intelligence Unit.

The most recent round of data collection for the project was completed in June 2017. [See the methodology for more information.](#)

What the indicators measure

Time required to recover debt (years)

Measured in calendar years

Appeals and requests for extension are included

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

Measured as percentage of estate value

Court fees

Fees of insolvency administrators

Lawyers' fees

Assessors' and auctioneers' fees

Other related fees

Outcome

Whether business continues operating as a going concern or business assets are sold piecemeal

Recovery rate for creditors

Measures the cents on the dollar recovered by secured creditors

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

Official costs of the insolvency proceedings are deducted

Depreciation of furniture is taken into account

Present value of debt recovered

Strength of insolvency framework index (0- 16)

Sum of the scores of four component indices:

Commencement of proceedings index (0-3)

Management of debtor's assets index (0-6)

Reorganization proceedings index (0-3)

Creditor participation index (0-4)

Case study assumptions

To make the data on the time, cost and outcome comparable across economies, several assumptions about the business and the case are used:

- A hotel located in the largest city (or cities) has 201 employees and 50 suppliers. The hotel experiences financial difficulties.

- The value of the hotel is 100% of the income per capita or the equivalent in local currency of USD 200,000, whichever is greater.

- The hotel has a loan from a domestic bank, secured by a mortgage over the hotel's real estate. The hotel cannot pay back the loan, but makes enough money to operate otherwise.

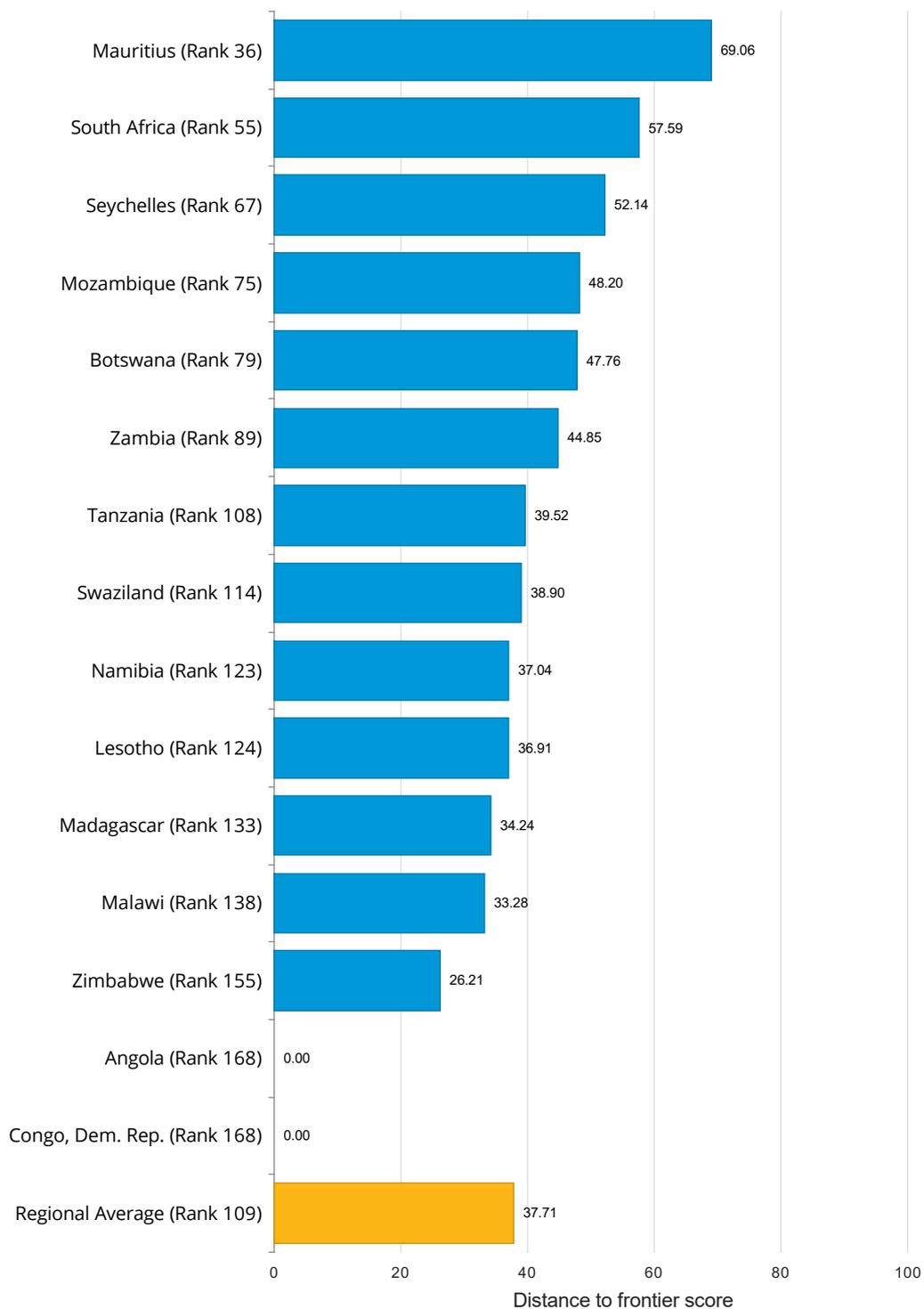
In addition, Doing Business evaluates the adequacy and integrity of the existing legal framework applicable to liquidation and reorganization proceedings through the strength of insolvency framework index. The index tests whether economies adopted internationally accepted good practices in four areas: commencement of proceedings, management of debtor's assets, reorganization proceedings and creditor participation.

Resolving Insolvency

Where do the region's economies stand today?

How efficient are insolvency proceedings in economies in Southern African Development Community (SADC)? The global rankings of these economies on the ease of resolving insolvency suggest an answer. The average ranking of the region and comparator regions provide a useful benchmark for assessing the efficiency of insolvency proceedings. Speed, low costs and continuation of viable businesses characterize the top performing economies.

How economies in Southern African Development Community (SADC) rank on the ease of resolving insolvency



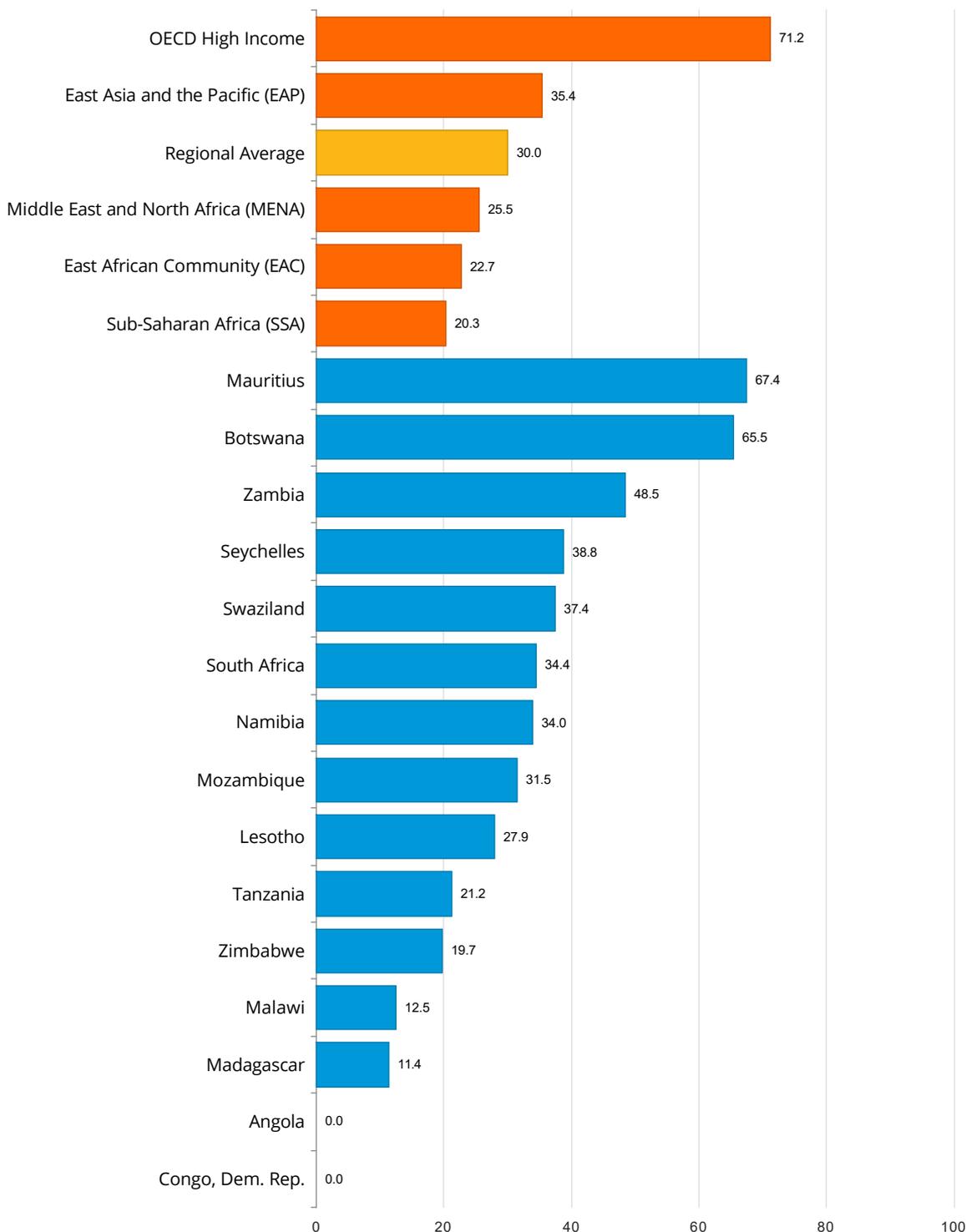
Source: Doing Business database.

Resolving Insolvency

The indicators underlying the rankings may be more revealing. Data collected by Doing Business show the average recovery rate and the average strength of insolvency framework index. Comparing these indicators across the region and with averages both for the region and for comparator regions can provide useful insights.

How efficient is the insolvency process in economies in Southern African Development Community (SADC)

Recovery rate (cents on the dollar)



Source: Doing Business database.

Business Reforms

Starting a Business

In the year ending June 1, 2017, 137 economies implemented 283 total reforms across the different areas measured by Doing Business, an increase of over 20% from last year. Doing Business has recorded more than 2,900 regulatory reforms making it easier to do business since 2004. Reforms inspired by Doing Business have been implemented by economies in all regions. The following are the reforms implemented in Southern African Development Community (SADC) since Doing Business 2008.

DB Year	Economy	Reform
DB2018	Congo, Dem. Rep.	The Democratic Republic of Congo made starting a business easier by eliminating the requirement that a woman obtain her husband's permission to start a business and by combining multiple business registration procedures.
DB2018	Madagascar	Madagascar made starting a business easier by publishing the notice of company incorporation online free of charge and by allowing the payment of registration fees directly at the one-stop shop.
DB2018	Malawi	Malawi made starting a business more expensive by increasing the cost of registering a business with the Registrar General.
DB2018	Mauritius	Mauritius made starting a business easier by exempting trade fees for licenses below MUR 5,000 and introducing the electronic certificate of incorporation.
DB2018	Zimbabwe	Zimbabwe made starting a business easier by removing the obligation to advertise applications for a business license.
DB2017	South Africa	South Africa made starting a business easier by introducing an online portal to search for a company name.
DB2017	Mozambique	Mozambique made starting a business more difficult by increasing registration and notary fees.
DB2017	Malawi	Malawi made starting a business easier by eliminating the legal requirement to use a company seal and making it optional for entrepreneurs.
DB2017	Madagascar	Madagascar made starting a business easier by reducing the number of procedures needed to register a company.
DB2017	Angola	Angola made starting a business easier by eliminating the paid-in minimum capital requirement.
DB2016	Angola	Angola made starting a business easier by improving registration procedures and reducing the fees to register a company.
DB2016	Congo, Dem. Rep.	The Democratic Republic of Congo made starting a business easier by simplifying registration procedures and reducing the minimum capital requirement.
DB2016	Madagascar	Madagascar made starting a business more difficult by requiring a bank-certified check to pay the tax authority.
DB2016	Zambia	Zambia made starting a business more difficult by increasing the registration fees.
DB2015	Tanzania	Tanzania made starting a business more difficult by increasing registration fees.

DB2015	Swaziland	Swaziland made starting a business easier by shortening the notice and objection period for obtaining a new trade license.
DB2015	Mauritius	Mauritius made starting a business easier by reducing trade license fees.
DB2015	Malawi	Malawi made starting a business easier by streamlining company name search and registration and by eliminating the requirement for inspection of company premises before issuance of a business license.
DB2015	Congo, Dem. Rep.	The Democratic Republic of Congo made starting a business easier by creating a one-stop shop.
DB2014	Congo, Dem. Rep.	The Democratic Republic of Congo made starting a business more complicated by increasing the minimum capital requirement. At the same time, it made the process easier by reducing the time and by eliminating the requirement to obtain a certificate confirming the location of the new company's headquarters.
DB2014	Madagascar	Madagascar made starting a business more difficult by increasing the cost to register with the National Center for Statistics.
DB2014	Swaziland	Swaziland made starting a business easier by shortening the administrative processing times for registering a new business and obtaining a trading license.
DB2014	Zambia	Zambia made starting a business easier by raising the threshold at which value added tax registration is required.
DB2013	Tanzania	Tanzania made starting a business easier by eliminating the requirement for inspections by health, town and land officers as a prerequisite for a business license.
DB2013	Madagascar	Madagascar made starting a business easier by allowing the one-stop shop to deal with the publication of the notice of incorporation.
DB2013	Lesotho	Lesotho made starting a business easier by creating a one-stop shop for company incorporation and by eliminating the requirements for paid-in minimum capital and for notarization of the articles of association.
DB2013	Congo, Dem. Rep.	The Democratic Republic of Congo made starting a business easier by appointing additional public notaries.
DB2012	Congo, Dem. Rep.	The Democratic Republic of Congo made business start-up faster by reducing the time required to complete company registration and obtain a national identification number.
DB2012	Madagascar	Madagascar eased the process of starting a business by eliminating the minimum capital requirement, but also made it more difficult by introducing the requirement of obtaining a tax identification number.
DB2012	South Africa	South Africa made starting a business easier by implementing its new company law, which simplified the incorporation documents.
DB2011	Zimbabwe	Zimbabwe eased business start-up by reducing registration fees and speeding up the name search process and company and tax registration.

DB2011	Zambia	Zambia eased business start-up by eliminating the minimum capital requirement.
DB2011	Mozambique	Mozambique eased business start-up by introducing a simplified licensing process.
DB2011	Congo, Dem. Rep.	The Democratic Republic of Congo eased business start-up by eliminating procedures, including the company seal.

Dealing with Construction Permits

DB Year	Economy	Reform
DB2018	Angola	Angola made dealing with construction permits easier and less time consuming by improving the only application system
DB2018	Congo, Dem. Rep.	The Democratic Republic of Congo made dealing with construction permits more expensive by revising the formula to assess building permit fees. At the same time, the Democratic Republic of Congo made dealing with construction permits more transparent by publishing all regulations related to construction online free of charge.
DB2018	Malawi	Malawi made dealing with construction permits cheaper by halving the fees charged by the city council to process building plan approvals.
DB2018	Mauritius	Mauritius made dealing with construction permits faster by outsourcing the design and construction of sewerage connection works.
DB2018	Seychelles	The Seychelles increased the transparency of dealing with construction permits by publishing construction industry regulations online free of charge.
DB2018	Swaziland	Swaziland made dealing with construction permits more cumbersome by introducing the requirement of all new construction projects to be registered with the Construction Industry Council and to make a levy payment.
DB2018	Tanzania	Tanzania made dealing with construction permits easier by implementing a one-stop shop and streamlining the building permit process.
DB2017	Zimbabwe	Zimbabwe made dealing with construction permits faster by streamlining the building plan approval process.
DB2017	Zambia	Zambia made dealing with construction permits more costly by raising the costs associated with submitting a brief to the environmental agency.
DB2017	Madagascar	Madagascar increased the transparency of dealing with construction permits by publishing construction-related regulations online and free of charge.
DB2017	Congo, Dem. Rep.	The Democratic Republic of Congo made dealing with construction permits easier by improving building quality control and reducing the time it takes to obtain the building permit.
DB2017	Botswana	Botswana made dealing with construction permits easier by getting rid of the requirement to submit a rates clearance certificate in order to obtain a building permit.

DB2016	Congo, Dem. Rep.	The Democratic Republic of Congo made dealing with construction permits less expensive by halving the cost to obtain a building permit.
DB2016	Mauritius	In Mauritius the time required for dealing with construction permits was reduced by the hiring of a more efficient subcontractor to establish sewerage connections.
DB2016	Namibia	In Namibia the process of dealing with construction permits became more time-consuming as a result of inefficiency at the municipality.
DB2015	Madagascar	Madagascar made dealing with construction permits easier by reducing the time needed to obtain a building permit.
DB2015	Congo, Dem. Rep.	The Democratic Republic of Congo made dealing with construction permits more costly by increasing the building permit fee.
DB2014	Botswana	Botswana made dealing with construction permits easier by eliminating the requirement for an environmental impact assessment for low-risk projects.
DB2014	Mozambique	Mozambique made dealing with construction permits easier by improving internal processes at the Department of Construction and Urbanization—though it also increased the fees for building permits and occupancy permits.
DB2013	Tanzania	Tanzania made dealing with construction permits more expensive by increasing the cost to obtain a building permit.
DB2013	Malawi	Malawi made dealing with construction permits more expensive by increasing the cost to obtain the plan approval and to register the property.
DB2012	Congo, Dem. Rep.	The Democratic Republic of Congo reduced the administrative costs of obtaining a construction permit.
DB2011	Congo, Dem. Rep.	Dealing with construction permits became easier in the Democratic Republic of Congo thanks to a reduction in the cost of a building permit from 1% of the estimated construction cost to 0.6% and a time limit for issuing building permits.

Getting Electricity

DB Year	Economy	Reform
DB2018	Angola	Angola made getting electricity easier by upgrading Luanda's electrical grid, thereby reducing the time it takes for the utility to complete feasibility studies for new connections.
DB2018	Mozambique	Mozambique reduced the time to get an electricity connection by streamlining procedures through the utility instead of different agencies. It also reduced costs by eliminating the security deposit for large commercial clients.
DB2016	Botswana	The utility in Botswana made getting electricity easier by enforcing service delivery timelines for new connections and improving the stock of materials for connection works.
DB2015	Malawi	Malawi reduced the time required to get electricity by engaging subcontractors to carry out external connection works.

DB2015	Congo, Dem. Rep.	In the Democratic Republic of Congo the utility in Kinshasa made getting electricity easier by reducing the number of approvals required for new connections and reducing the burden of the security deposit.
DB2013	Namibia	Namibia made getting electricity easier by reducing the time required to provide estimates and external connection works and by lowering the connection costs.
DB2013	Angola	Angola made getting electricity easier by eliminating the requirement for customers applying for an electricity connection to obtain authorizations from the 2 utility companies.
DB2012	Mozambique	Mozambique made getting electricity more difficult by requiring authorization of a connection project by the Ministry of Energy and by adding an inspection of the completed external works.

Registering Property

DB Year	Economy	Reform
DB2018	Botswana	Botswana made registering property more difficult by reducing the efficiency of its Registrar of Deeds as it implements the computerization of manual records.
DB2018	Mauritius	Mauritius made it easier to transfer property by eliminating the transfer tax and registration duty, implementing a complaint mechanism and publishing service standards.
DB2018	Seychelles	The Seychelles improved the quality of its land administration system by digitizing its maps and introducing a complaint mechanism.
DB2018	Tanzania	Tanzania made registering property more expensive by increasing the land and property registration fee.
DB2017	Zimbabwe	Zimbabwe made registering property easier by launching an official website containing information on the list of documents and fees for completing a property transaction, as well as, a specific time frame for delivering a legally binding document that proves property ownership.
DB2017	Zambia	Zambia made it more affordable to transfer property by decreasing the property
DB2017	South Africa	South Africa made it more expensive to transfer property by increasing the property transfer tax.
DB2017	Mauritius	Mauritius made registering property easier by digitizing its land records.
DB2017	Congo, Dem. Rep.	The Democratic Republic of Congo made it more expensive to transfer property by increasing the property transfer tax.
DB2016	Madagascar	Madagascar made transferring property less costly by lowering the property transfer tax.
DB2015	Zambia	Zambia made transferring property more difficult by increasing the property transfer tax rate.
DB2015	Mozambique	Mozambique made registering property easier by streamlining procedures at the land registry and municipality.

DB2014	Lesotho	Lesotho made transferring property easier by streamlining procedures and increasing administrative efficiency.
DB2014	Malawi	Malawi made transferring property easier by reducing the stamp duty.
DB2014	Namibia	Namibia made transferring property more expensive by increasing the transfer and stamp duties.
DB2013	Namibia	Namibia made transferring property more difficult by requiring conveyancers to obtain a building compliance certificate beforehand.
DB2013	Mauritius	Mauritius made property transfers faster by implementing an electronic information management system at the Registrar-General's Department.
DB2012	Angola	Angola made transferring property less costly by reducing transfer taxes.
DB2012	Malawi	Malawi made property registration slower by no longer sustaining last year's time improvement in Compliance Certificate processing times at the Ministry of Lands.
DB2012	Namibia	Namibia made transferring property more expensive for companies.
DB2012	South Africa	South Africa made transferring property less costly and more efficient by reducing the transfer duty and introducing electronic filing.
DB2012	Swaziland	Swaziland made transferring property quicker by streamlining the process at the land registry.
DB2012	Zambia	Zambia made registering property more costly by increasing the property transfer tax rate.
DB2011	Malawi	Malawi eased property transfers by cutting the wait for consents and registration of legal instruments by half.
DB2011	Congo, Dem. Rep.	The Democratic Republic of Congo reduced by half the property transfer tax to 3% of the property value.

Getting Credit

DB Year	Economy	Reform
DB2018	Madagascar	Madagascar improved access to credit information by increasing the coverage of the credit registry.
DB2018	Malawi	Malawi strengthened access to credit by adopting a new law that establishes clear priority rules inside and outside bankruptcy procedures. Malawi improved access to credit information by establishing a new credit bureau.
DB2018	Swaziland	Swaziland improved access to credit information by adopting a law that guarantees borrowers' right to access their own data.
DB2018	Zambia	Zambia strengthened access to credit by introducing a new Movable Property Act and by setting up a new collateral registry. The new law implemented a functional secured transactions system. The collateral registry is operational, unified geographically, searchable by a debtor's unique identifier, modern, and notice based.

DB2018	Zimbabwe	Zimbabwe improved access to credit information by launching a new credit registry. However, credit scoring was discontinued, reducing access to credit information.
DB2017	Zimbabwe	Zimbabwe improved access to credit information by allowing the establishment of a credit registry.
DB2017	Tanzania	The credit bureau in Tanzania expanded credit bureau borrower coverage and began to distribute credit data from retailers.
DB2017	Mozambique	Mozambique improved access to credit information by enacting a law that allows the establishment of a new credit bureau.
DB2017	Malawi	Malawi strengthened access to credit by adopting a new law on secured transactions that implements a functional secured transactions system and establishes a centralized, notice-based, online collateral registry.
DB2017	Lesotho	Lesotho improved access to credit information by expanding the coverage of its credit bureau.
DB2016	Lesotho	Lesotho improved access to credit information by establishing its first credit bureau.
DB2016	Madagascar	Madagascar improved access to credit by broadening the range of assets that can be used as collateral (including future assets), by allowing a general description of assets granted as collateral and by allowing a general description of debts and obligations.
DB2016	Namibia	Namibia improved access to credit information by guaranteeing by law borrowers' right to inspect their own data.
DB2016	Seychelles	The Seychelles improved access to credit information by establishing a credit registry.
DB2016	Zambia	In Zambia the credit bureau began to provide credit scores.
DB2016	Zimbabwe	In Zimbabwe the credit bureau began to provide credit scores.
DB2015	Zambia	In Zambia, the credit bureau improved access to credit information by starting to exchange credit information with retailers and utilities.
DB2015	Tanzania	Tanzania improved access to credit information by creating credit bureaus.
DB2015	South Africa	South Africa made access to credit information more difficult by introducing regulations requiring credit bureaus to remove negative credit information from their databases, such as adverse information on consumer behavior or enforcement action accumulated on a consumer's record before April 1, 2014.
DB2015	Congo, Dem. Rep.	The Democratic Republic of Congo improved access to credit information by establishing a credit registry.

DB2014	Congo, Dem. Rep.	The Democratic Republic of Congo strengthened its secured transactions system by adopting the OHADA (Organization for the Harmonization of Business Law in Africa) Uniform Act on Secured Transactions. The new law broadens the range of assets that can be used as collateral (including future assets) and the range of obligations that can be secured, extends security interests to the proceeds of the original asset and introduces the possibility of out-of-court enforcement.
DB2014	Mauritius	Mauritius improved access to credit information by expanding the scope of credit information and increasing the coverage of the historical data distributed from 2 years to 3.
DB2014	Tanzania	Tanzania improved its credit information system through new regulations that provide for the licensing of credit reference bureaus and outline the functions of the credit reference data bank.
DB2013	Seychelles	Seychelles improved access to credit information by adopting new regulations that provide for the establishment and operation of a credit registry database.
DB2013	Mauritius	Mauritius improved access to credit information by starting to collect payment information from retailers and beginning to distribute both positive and negative information.
DB2012	Angola	Angola strengthened its credit information system by adopting new rules for credit bureaus and guaranteeing the right of borrowers to inspect their data.
DB2012	Madagascar	Madagascar improved its credit information system by eliminating the minimum threshold for loans included in the database and making it mandatory for banks to share credit information with the credit bureau.
DB2012	Malawi	Malawi improved its credit information system by passing a new law allowing the creation of a private credit bureau.

Protecting Minority Investors

DB Year	Economy	Reform
DB2017	Malawi	Malawi strengthened minority investor protections by increasing shareholder rights and role in major corporate decisions, by clarifying ownership and control structures through the prohibition of a subsidiary company from acquiring shares issued by its parent company, and by extending the ability for shareholders to recover their legal expenses.
DB2016	Madagascar	Madagascar strengthened minority investor protections by requiring that directors with a conflict of interest fully disclose the nature of their interest to the board of directors.
DB2016	Zimbabwe	Zimbabwe strengthened minority investor protections by introducing provisions allowing legal practitioners to enter into contingency fee agreements with clients.
DB2015	Congo, Dem. Rep.	The Democratic Republic of Congo strengthened minority investor protections by introducing greater requirements for disclosure of related-party transactions to the board of directors and by making it possible for shareholders to inspect the documents pertaining to related-party transactions and to appoint auditors to conduct an inspection of such transactions.

DB2014	Congo, Dem. Rep.	The Democratic Republic of Congo strengthened investor protections by adopting the OHADA Uniform Act on Commercial Companies and Economic Interest Groups, which introduces additional approval and disclosure requirements for related-party transactions and makes it possible to sue directors when such transactions harm the company.
DB2013	Lesotho	Lesotho strengthened investor protections by increasing the disclosure requirements for related-party transactions and improving the liability regime for company directors in cases of abusive related-party transactions.
DB2011	Swaziland	Swaziland strengthened investor protections by requiring greater corporate disclosure, higher standards of accountability for company directors and greater access to corporate information for minority investors. Swaziland reduced the time to import by implementing an electronic data interchange system for customs at its border posts.

Paying Taxes

DB Year	Economy	Reform
DB2018	Botswana	Botswana made paying taxes easier by establishing an online system for filing and paying taxes.
DB2018	Zambia	Zambia made paying taxes easier by introducing an online platform for filing and paying taxes. Paying taxes was also made less costly through a reduction of the property transfer tax rate.
DB2017	Tanzania	Tanzania made paying taxes more complicated by increasing the frequency of filing of the skills Development Levy and more costly by introducing a workers' compensation tariff paid by employers.
DB2017	South Africa	South Africa made paying taxes more costly by increasing the rates of vehicle tax and property tax. At the same time the rate of social security contributions paid by employers was reduced. South Africa made paying taxes more complicated by increasing the time it takes to prepare VAT returns.
DB2017	Angola	Angola made paying taxes easier and less costly by reducing the frequency of advance payments of corporate income tax and increasing the allowable deductions for bad debt provisions. At the same time, Angola made interest income tax a final tax that is not deductible for the calculation of corporate income tax.
DB2016	Angola	Angola made paying taxes less costly for companies by reducing the corporate income tax rate.
DB2016	Congo, Dem. Rep.	The Democratic Republic of Congo made paying taxes more complicated for companies by introducing a new social security contribution paid by employers, though it subsequently reduced the rate of the contribution.
DB2016	Mozambique	Mozambique made paying taxes easier and less costly for companies by implementing an online system for filing social security contributions and by increasing the depreciation rate for copying machines.

DB2016	Swaziland	Swaziland made paying taxes less costly for companies by reducing the corporate income tax rate. On the other hand, Swaziland raised the ceiling for the National Provident Fund contribution.
DB2016	Zambia	Zambia made paying taxes easier for companies by implementing electronic filing and payment for VAT. At the same time, Zambia made paying taxes more costly by increasing the property transfer tax rate.
DB2015	Zambia	Zambia made paying taxes easier for companies by abolishing the medical levy and by introducing an online system for filing corporate income tax, VAT and some labor taxes. At the same time, it also increased the property transfer tax.
DB2015	Tanzania	Tanzania made paying taxes more complicated for companies by introducing an excise tax on money transfers. On the other hand, it made paying taxes less costly by reducing the rate of the skill and development levy.
DB2015	Swaziland	Swaziland made paying taxes less costly for companies by reducing the corporate income tax rate.
DB2015	Seychelles	The Seychelles made paying taxes easier for companies by reducing the business tax rate applicable to income above 1 million Seychelles rupees (\$77,700) and by introducing a simplified new tax return allowing joint filing and payment of the business tax, VAT and corporate social responsibility tax. On the other hand, it increased employers' pension fund contribution rate.
DB2015	Namibia	Namibia made paying taxes more complicated for companies by introducing a new vocational education and training levy.
DB2015	Congo, Dem. Rep.	The Democratic Republic of Congo made paying taxes easier for companies by simplifying corporate income tax returns and abolishing the minimum tax payable depending on a company's size. On the other hand, it increased the rate for the minimum lump-sum tax applied to annual revenue.
DB2014	Congo, Dem. Rep.	The Democratic Republic of Congo made paying taxes more costly for companies by increasing the employers' social security contribution rate.
DB2014	Madagascar	Madagascar made paying taxes easier and less costly for companies by training taxpayers in the use of the online system for value added tax declarations and by reducing the corporate income tax rate.
DB2014	Seychelles	The Seychelles made paying taxes more complicated for companies by introducing a value added tax.
DB2014	South Africa	South Africa made paying taxes easier for companies by replacing the secondary tax on companies with a dividend tax borne by shareholders.
DB2013	Swaziland	Swaziland introduced value added tax.
DB2013	Malawi	Malawi introduced a mandatory pension contribution for companies.
DB2013	Botswana	Botswana made paying taxes more costly for companies by increasing the profit tax rate.
DB2012	Congo, Dem. Rep.	The Democratic Republic of Congo made paying taxes easier for firms by replacing the sales tax with a value added tax.

DB2012	Seychelles	The Seychelles made paying taxes less costly for firms by eliminating the social security tax.
DB2011	Zimbabwe	Zimbabwe reduced the corporate income tax rate from 30% to 25%, lowered the capital gains tax from 20% to 5% and simplified the payment of corporate income tax by allowing quarterly payment through commercial banks.
DB2011	Seychelles	The Seychelles removed the tax-free threshold limit and lowered corporate income tax rates.
DB2011	Mauritius	Mauritius introduced a new corporate social responsibility tax.
DB2011	Madagascar	Madagascar continued to reduce corporate tax rates.

Trading across Borders

DB Year	Economy	Reform
DB2018	Angola	Angola made trading across borders easier by improving infrastructure at the Port of Luanda.
DB2018	Botswana	Botswana made trading across borders easier by implementing a new automated customs data management system.
DB2018	Malawi	Malawi made exporting and importing easier by upgrading to a web-based customs data management platform, ASYCUDA World.
DB2018	Mauritius	Mauritius made trading across borders easier by improving the Cargo Community System, introducing advanced electronic document submission and updating the risk-based inspection system.
DB2018	Mozambique	Mozambique made exporting easier by improving infrastructure at the Maputo-Matola port complex.
DB2018	Swaziland	Swaziland made exporting and importing easier by implementing a web-based customs data management platform, ASYCUDA World.
DB2018	Zambia	Zambia made exporting and importing easier by implementing a web-based customs data management platform, ASYCUDA World.
DB2017	Zimbabwe	Zimbabwe made trading across borders more difficult by introducing a mandatory pre-shipment inspection for imported products.
DB2017	Madagascar	Madagascar made trading across borders easier by simplifying and streamlining customs procedures and implementing an electronic data interchange system, which reduced the time for preparation and submission of trade documents for both exporting and importing.
DB2016	Congo, Dem. Rep.	The Democratic Republic of Congo made trading across borders more difficult by increasing the port handling time and cost for exporting and importing.
DB2016	Madagascar	Madagascar reduced the time for border compliance for both exporting and importing by upgrading port infrastructure—and also reduced the time for documentary compliance for importing.

DB2016	Tanzania	Tanzania reduced the time for both exporting and importing by implementing the Tanzania Customs Integrated System (TANCIS), an online system for downloading and processing customs documents.
DB2016	Zambia	Zambia increased the documentary and border compliance time for both exporting and importing by shifting all clearance authority to a central processing center at the initial stage of implementing a web-based customs platform (ASYCUDA World).
DB2015	Tanzania	Tanzania made trading across borders easier by upgrading infrastructure at the port of Dar es Salaam.
DB2014	Angola	Angola increased documentation requirements for cross-border trade by introducing a mandatory registration for all traders and a new license for export and import transactions.
DB2014	Madagascar	Madagascar made trading across borders easier by rolling out an online platform linking trade operators with government agencies involved in the trade process and customs clearance.
DB2014	Mozambique	Mozambique made trading across borders easier by implementing an electronic single-window system.
DB2014	Swaziland	Swaziland made trading across borders easier by streamlining the process for obtaining a certificate of origin.
DB2013	Tanzania	Tanzania made importing more difficult by introducing a requirement to obtain a certificate of conformity before the imported goods are shipped.
DB2013	South Africa	South Africa reduced the time and documents required to export and import through its ongoing customs modernization program.
DB2013	Malawi	Trading across borders in Malawi became easier thanks to improvements in customs clearance procedures and transport links between the port of Beira in Mozambique and Blantyre.
DB2013	Botswana	In Botswana exporting and importing became faster thanks to the introduction of a scanner by the country's customs authority and an upgrade of South Africa's customs declaration system, both at the Kopfontein-Tlokweng border post.
DB2012	Seychelles	The Seychelles made trading across borders faster by introducing electronic submission of customs documents.
DB2012	Tanzania	Tanzania made trading across borders faster by implementing the Pre-Arrival Declaration (PAD) system and electronic submission of customs declaration.
DB2011	Zambia	Zambia eased trade by implementing a one-stop border post with Zimbabwe, launching web-based submission of customs declarations and introducing scanning machines at border posts.
DB2011	Swaziland	Swaziland reduced the import time of trading across borders by implementing an electronic data interchange system for customs at its border posts.

DB2011	Madagascar	Madagascar improved communication and coordination between customs and the terminal port operators through its single-window system (GASYNET), reducing both the time and the cost to export and import.
DB2011	Angola	Angola reduced the time for trading across borders by making investments in port infrastructure and administration.

Enforcing Contracts

DB Year	Economy	Reform
DB2018	Namibia	Namibia made enforcing contracts easier by introducing an electronic filing system and an electronic case management system for the use of judges and lawyers.
DB2015	South Africa	South Africa made enforcing contracts easier by amending the monetary jurisdiction of its lower courts and introducing voluntary mediation.
DB2015	Seychelles	Seychelles made enforcing contracts easier by establishing a commercial court, implementing and refining its case management system, introducing court-annexed mediation, and addressing scheduling conflicts within the courts.
DB2015	Mauritius	Mauritius made enforcing contracts easier by introducing an electronic filing system for court users.
DB2014	Mauritius	Mauritius made enforcing contracts easier by liberalizing the profession of court ushers, including by allowing registered ushers to serve as bailiffs in carrying out enforcement proceedings.
DB2012	Lesotho	Lesotho made enforcing contracts easier by launching a specialized commercial court.
DB2012	Seychelles	The Seychelles expanded the jurisdiction of the lower court, increasing the time required to enforce contracts.
DB2011	Zambia	Zambia improved contract enforcement by introducing an electronic case management system in the courts that provides electronic referencing of cases, a database of laws, real-time court reporting and public access to court records.
DB2011	Mauritius	Mauritius speeded up the resolution of commercial disputes by recruiting more judges and adding more courtrooms.
DB2011	Malawi	Malawi simplified the enforcement of contracts by raising the ceiling for commercial claims that can be brought to the magistrates court.

Resolving Insolvency

DB Year	Economy	Reform
DB2018	Malawi	Malawi made resolving insolvency easier by introducing a reorganization procedure, facilitating continuation of the debtor's business during insolvency proceedings and introducing regulations for insolvency practitioners.
DB2017	Congo, Dem. Rep.	The Democratic Republic of Congo made resolving insolvency easier by introducing a new conciliation procedure for companies in financial difficulties and a simplified preventive settlement procedure for small companies.

DB2015	Seychelles	The Seychelles made resolving insolvency easier by introducing a reorganization procedure, provisions on the avoidance of undervalued transactions and the possibility to request post-commencement financing during the reorganization.
DB2015	Mozambique	Mozambique made resolving insolvency easier by introducing a court-supervised reorganization procedure and a mechanism for prepackaged reorganizations, by clarifying rules on the appointment and qualifications of insolvency administrators and by strengthening creditors' rights.
DB2014	Congo, Dem. Rep.	The Democratic Republic of Congo made resolving insolvency easier by adopting the OHADA Uniform Act Organizing Collective Proceedings for Wiping Off Debts. The law allows an insolvent debtor to file for preventive settlement, legal redress or liquidation and sets out clear rules on the steps and procedures for each of the options available.
DB2014	Mauritius	Mauritius made resolving insolvency easier by introducing guidelines for out-of-court restructuring and standardizing the process of registration, suspension and removal of insolvency practitioners.
DB2014	Tanzania	Tanzania made resolving insolvency easier through new rules clearly specifying the professional requirements and remuneration for insolvency practitioners, promoting reorganization proceedings and streamlining insolvency proceedings.
DB2013	Zambia	Zambia strengthened its insolvency process by introducing further qualification requirements for receivers and liquidators and by establishing specific duties and remuneration rules for them.
DB2012	Malawi	Malawi adopted new rules providing clear procedural requirements and time frames for winding up a company.
DB2012	Namibia	Namibia adopted a new company law that established clear procedures for liquidation.
DB2012	South Africa	South Africa introduced a new reorganization process to facilitate the rehabilitation of financially distressed companies.

Doing Business 2018 is the 15th in a series of annual reports investigating the regulations that enhance business activity and those that constrain it. The report provides quantitative indicators covering 11 areas of the business environment in 190 economies. The goal of the *Doing Business* series is to provide objective data for use by governments in designing sound business regulatory policies and to encourage research on the important dimensions of the regulatory environment for firms.



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