

# Doing Business 2010

## Serbia

COMPARING REGULATION IN 183 ECONOMIES



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1818 H Street NW  
Washington, D.C. 20433  
Telephone 202-473-1000  
Internet [www.worldbank.org](http://www.worldbank.org)  
E-mail [feedback@worldbank.org](mailto:feedback@worldbank.org)

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Additional copies of *Doing Business 2010: Reforming through Difficult Times*, *Doing Business 2009*, *Doing Business 2008*, *Doing Business 2007: How to Reform*, *Doing Business in 2006: Creating Jobs*, *Doing Business in 2005: Removing Obstacles to Growth* and *Doing Business in 2004: Understanding Regulations* may be purchased at [www.doingbusiness.org](http://www.doingbusiness.org)

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# Introduction

*Doing Business 2010: Reforming Through Difficult Times* is the seventh in a series of annual reports investigating regulations that enhance business activity and those that constrain it. Doing Business presents quantitative indicators on business regulations and the protection of property rights that can be compared across 183 economies, from Afghanistan to Zimbabwe, over time.

A set of regulations affecting 10 stages of a business's life are measured: starting a business, dealing with construction permits, employing workers, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts and closing a business. Data in *Doing Business 2010: Reforming Through Difficult Times* are current as of June 1, 2009\*. The indicators are used to analyze economic outcomes and identify what reforms have worked, where, and why.

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

The data set covers 183 economies: 46 in Sub-Saharan Africa, 32 in Latin America and The Caribbean, 27 in Eastern Europe and Central Asia, 24 in East Asia and Pacific, 19 in the Middle East and North Africa and 8 in South Asia, as well as 27 OECD high-income economies as benchmarks.

The following pages present the summary Doing Business indicators for Serbia. The data used for this country profile come from the Doing Business database and are summarized in graphs. These graphs allow a comparison of the economies in each region not only with one another but also with the "good practice" economy for each indicator. The good-practice economies are identified by their position in each indicator as well as their overall ranking and by their capacity to provide good examples of business regulation to other countries. These good-practice economies do not necessarily rank number 1 in the topic or indicator, but they are in the top 10.

More information is available in the full report. *Doing Business 2010: Reforming Through Difficult Times* presents the indicators, analyzes their relationship with economic outcomes and recommends reforms. The data, along with information on ordering the report, are available on the Doing Business website ([www.doingbusiness.org](http://www.doingbusiness.org)).

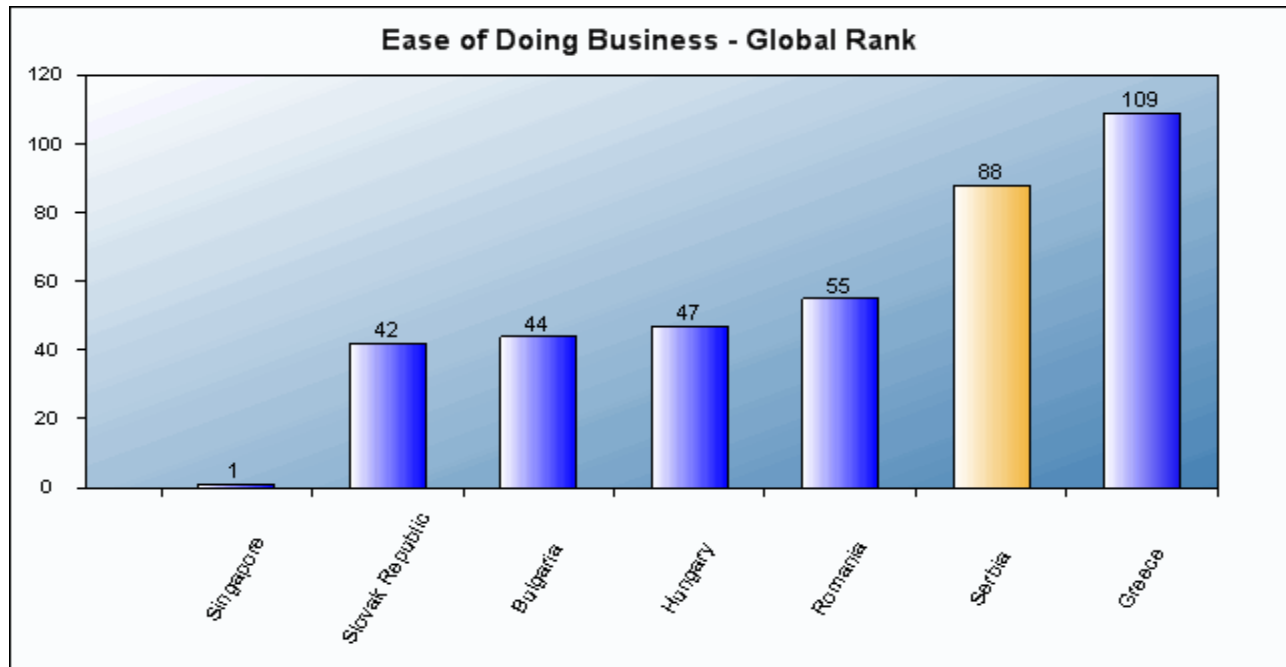
\* Except for the Paying Taxes indicator that refers to the period January to December of 2008.

*Note: Doing Business 2008 and Doing Business 2009 data and rankings have been recalculated to reflect changes to the methodology and the addition of new countries (in the case of the rankings).*

## Economy Rankings - Ease of Doing Business

Serbia is ranked 88 out of 183 economies. Singapore is the top ranked economy in the Ease of Doing Business.

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



### Serbia's ranking in Doing Business 2010

Rank	Doing Business 2010
Ease of Doing Business	88
Starting a Business	73
Dealing with Construction Permits	174
Employing Workers	94
Registering Property	105
Getting Credit	4
Protecting Investors	73
Paying Taxes	137
Trading Across Borders	69
Enforcing Contracts	97
Closing a Business	102

## Summary of Indicators - Serbia

<b>Starting a Business</b>	Procedures (number)	7
	Time (days)	13
	Cost (% of income per capita)	7.1
	Min. capital (% of income per capita)	6.1
<b>Dealing with Construction Permits</b>	Procedures (number)	20
	Time (days)	279
	Cost (% of income per capita)	1907.5
<b>Employing Workers</b>	Difficulty of hiring index (0-100)	78
	Rigidity of hours index (0-100)	7
	Difficulty of redundancy index (0-10)	20
	Rigidity of employment index (0-100)	35
	Redundancy costs (weeks of salary)	25
<b>Registering Property</b>	Procedures (number)	6
	Time (days)	111
	Cost (% of property value)	2.8
<b>Getting Credit</b>	Strength of legal rights index (0-10)	8
	Depth of credit information index (0-6)	6
	Public registry coverage (% of adults)	0.0
	Private bureau coverage (% of adults)	94.2
<b>Protecting Investors</b>	Extent of disclosure index (0-10)	7
	Extent of director liability index (0-10)	6
	Ease of shareholder suits index (0-10)	3
	Strength of investor protection index (0-10)	5.3
<b>Paying Taxes</b>	Payments (number per year)	66
	Time (hours per year)	279
	Profit tax (%)	11.6
	Labor tax and contributions (%)	20.2
	Other taxes (%)	2.2
	Total tax rate (% profit)	34.0

<b>Trading Across Borders</b>	Documents to export (number)	6
	Time to export (days)	12
	Cost to export (US\$ per container)	1398
	Documents to import (number)	6
	Time to import (days)	14
	Cost to import (US\$ per container)	1559
<b>Enforcing Contracts</b>	Procedures (number)	36
	Time (days)	635
	Cost (% of claim)	28.9
<b>Closing a Business</b>	Recovery rate (cents on the dollar)	25.4
	Time (years)	2.7
	Cost (% of estate)	23

# Starting a Business

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

Analysis shows that burdensome entry regulations do not increase the quality of products, make work safer or reduce pollution. Instead, they constrain private investment; push more people into the informal economy; increase consumer prices and fuel corruption.

## Methodology

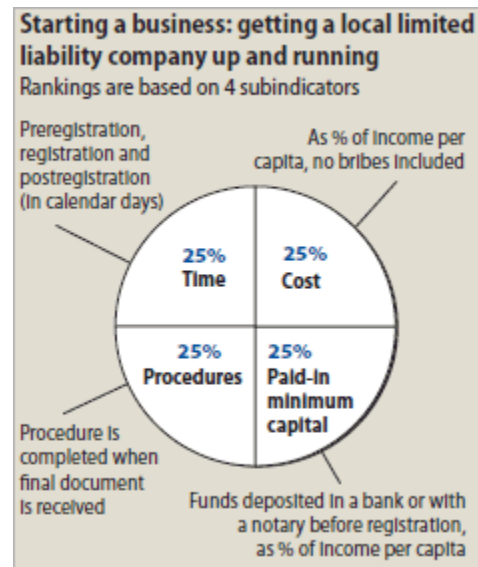
The data on starting a business is based on a survey and research investigating the procedures that a standard small to medium-size company needs to complete to start operations legally. This includes obtaining all necessary permits and licenses and completing all required inscriptions, verifications and notifications with authorities to enable the company to formally operate. Procedures are recorded only where interaction is required with an external party. It is assumed that the founders complete all procedures themselves unless professional services (such as by a notary or lawyer) are required by law. Voluntary procedures are not counted, nor are industry-specific requirements and utility hook-ups. Lawful shortcuts are counted.

It is assumed that all information is readily available to the entrepreneur, that there has been no prior contact with officials and that all government and nongovernment entities involved in the process function without corruption.

## Survey Case Study

*The business:*

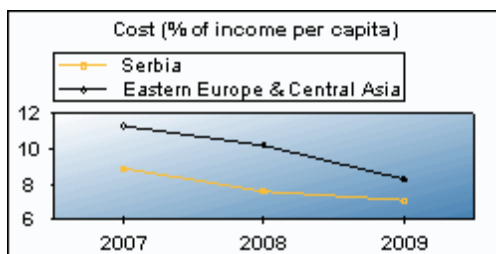
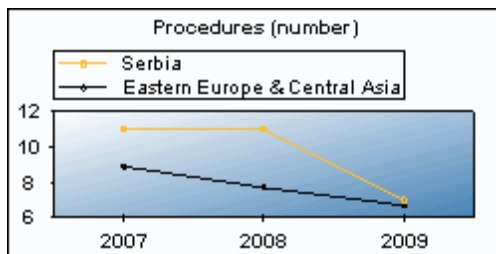
- is a limited liability company conducting general commercial activities
- is located in the largest business city
- is 100% domestically owned
- has a start-up capital of 10 times income per capita
- has a turnover of at least 100 times income per capita
- has between 10 and 50 employees
- does not qualify for any special benefits
- does not own real estate



## 1. Historical data: Starting a Business in Serbia

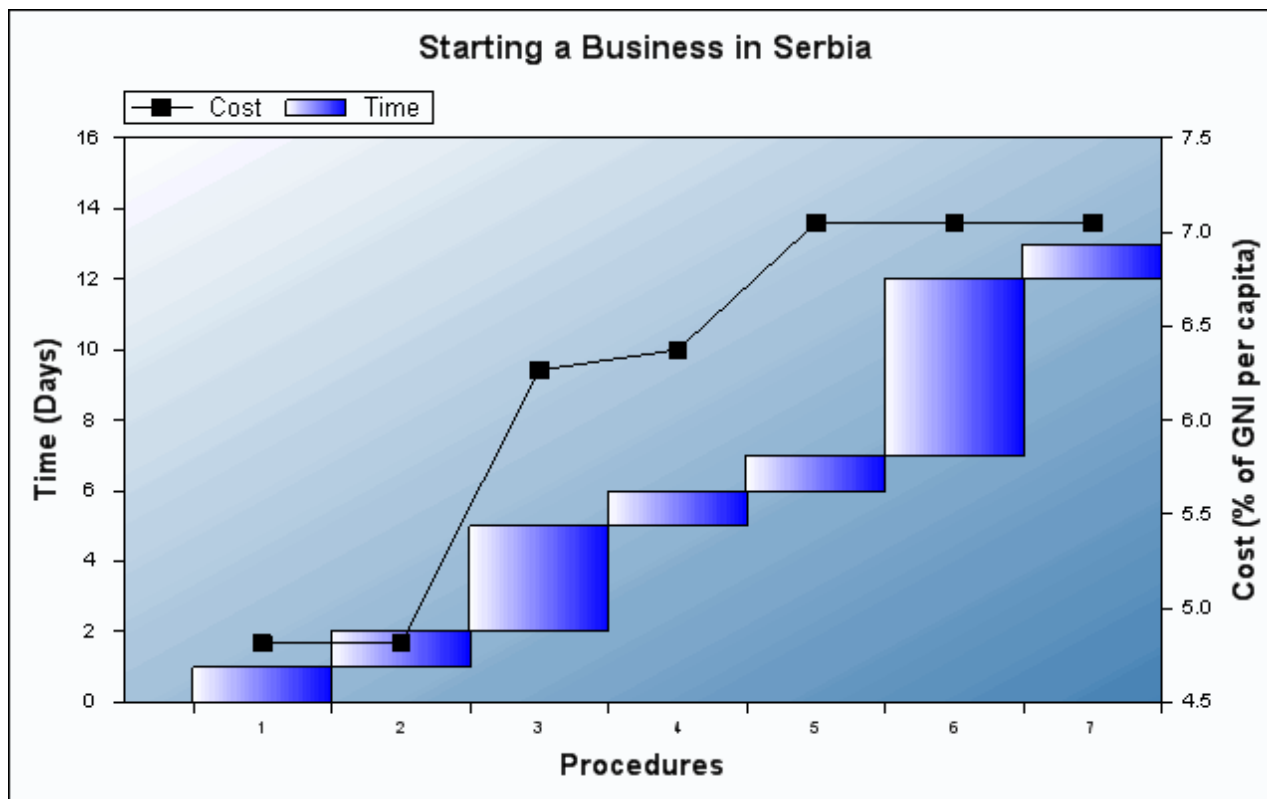
Starting a Business data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	108	73
Procedures (number)	11	11	7
Time (days)	23	23	13
Cost (% of income per capita)	8.9	7.6	7.1
Min. capital (% of income per capita)	8.0	6.9	6.1

## 2. The following graphs illustrates the Starting a Business indicators in Serbia over the past 3 years:



### 3. Steps to Starting a Business in Serbia

It requires 7 procedures, takes 13 days, and costs 7.05 % GNI per capita to start a business in Serbia.



#### List of Procedures:

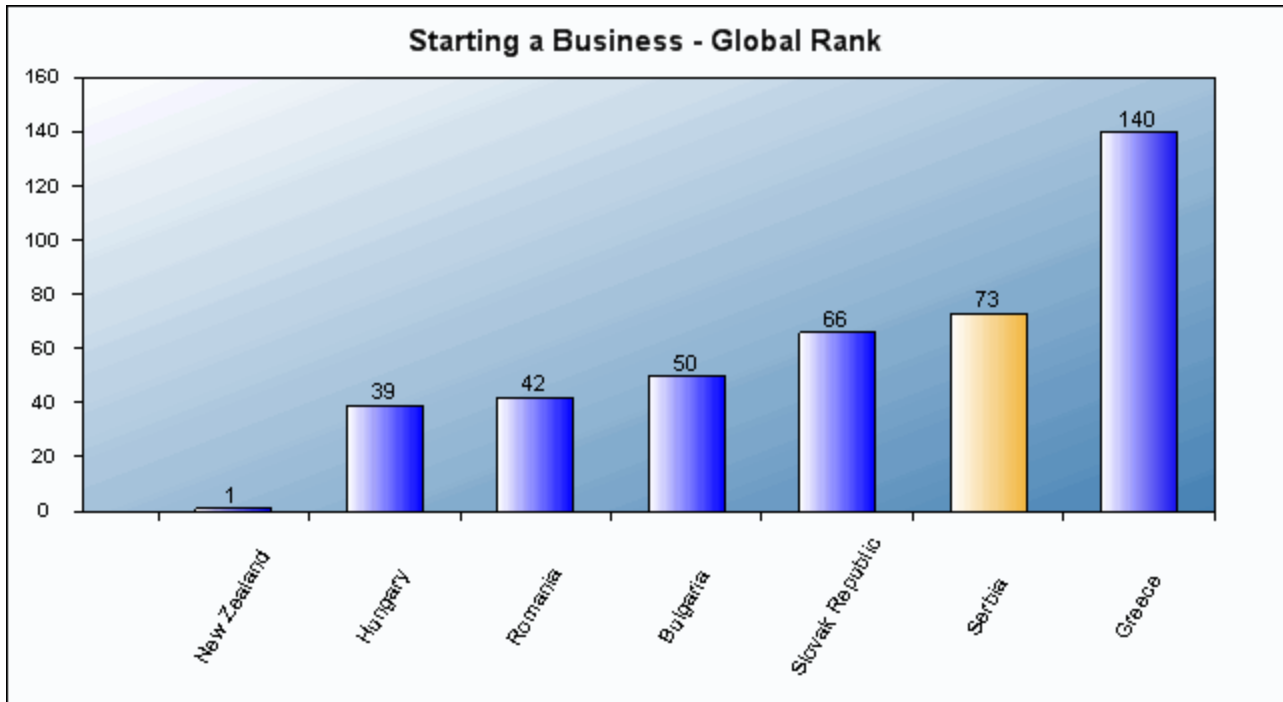
1. Notarize the memorandum of association and lease contract at the Basic Court
2. Open a temporary bank account; pay founding deposit or its part and all other fees
3. apply and obtain the registration certificate, tax identification number, pension fund (PIO Fund) and Health Fund certificates, certify the signatures (three copies) for opening bank account and register the employment contracts with the Employment Organization at Business Registers Agency (SBRA)
4. Open a permanent business account with the commercial bank
5. Make Stamp and seal
6. Register with local tax authority
7. Register the employment contracts with the Employment Organization/Fund

More detail is included in the appendix.

#### 4. Benchmarking Starting a Business Regulations:

Serbia is ranked 73 overall for Starting a Business.

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



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

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

<i>Selected Economy</i>				
<b>Serbia</b>	7	13	7.1	6.1

<i>Comparator Economies</i>				
<b>Bulgaria</b>	4	18	1.7	20.7
<b>Greece</b>	15	19	10.9	21.4
<b>Hungary</b>	4	4	8.0	10.2
<b>Romania</b>	6	10	2.9	0.9
<b>Slovak Republic</b>	6	16	2.0	23.8

\* The following economies are also good practice economies for :

**Procedures (number):** **Canada**

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

# Dealing with Construction Permits

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

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

## Methodology

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

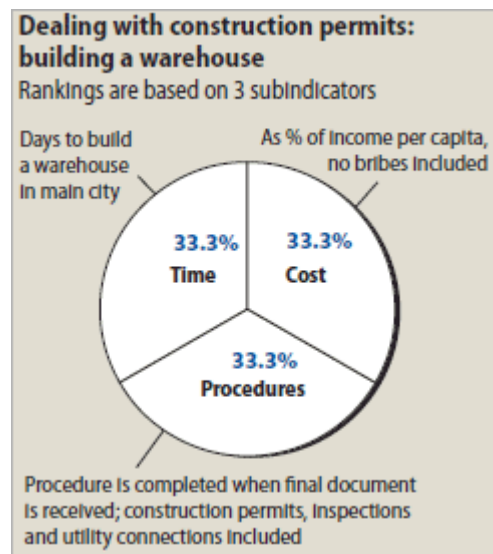
## Survey Case Study

### The business:

- is a small to medium-size limited liability company
- is located in the largest business city
- is domestically owned and operated, in the construction business
- has 20 qualified employees

### The warehouse to be built:

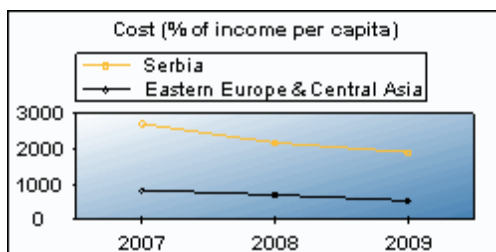
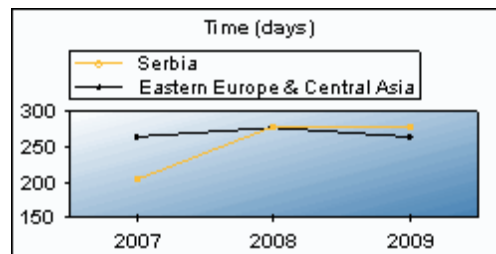
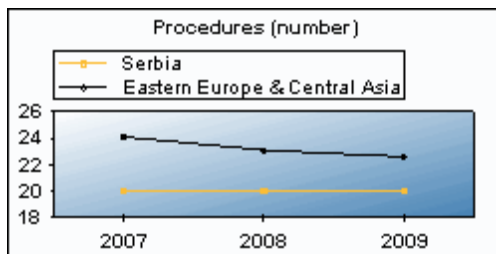
- is a new construction (there was no previous construction on the land)
- has complete architectural and technical plans prepared by a licensed architect
- will be connected to electricity, water, sewerage (sewage system, septic tank or their equivalent) and one land phone line. The connection to each utility network will be 32 feet, 10 inches (10 meters) long.
- will be used for general storage, such as of books or stationery. The warehouse will not be used for any goods requiring special conditions, such as food, chemicals or pharmaceuticals.
- will take 30 weeks to construct (excluding all delays due to administrative and regulatory requirements).



## 1. Historical data: Dealing with Construction Permits in Serbia

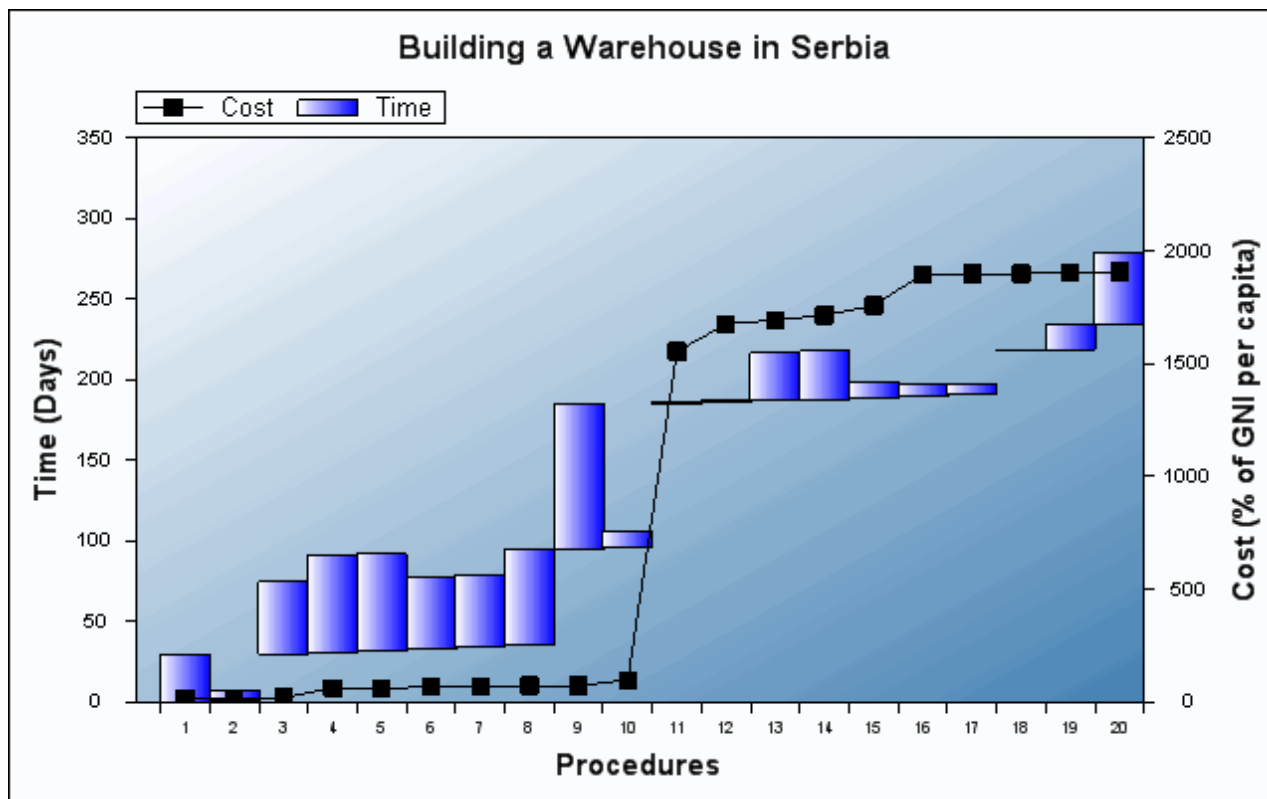
Dealing with Construction Permits data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	172	174
Procedures (number)	20	20	20
Time (days)	204	279	279
Cost (% of income per capita)	2713.1	2177.7	1907.5

2. The following graphs illustrates the Dealing with Construction Permits indicators in Serbia over the past 3 years:



### 3. Steps to Building a Warehouse in Serbia

It requires 20 procedures, takes 279 days, and costs 1,907.50 % GNI per capita to build a warehouse in Serbia.



#### List of Procedures:

- |   |   |
|---|---|
| 1. Request and obtain extract from the urban plan or act on zoning conditions                                       | 9. Request and obtain building permit   |
| 2. Request and obtain proof of ownership of the construction land   | 10. Request and obtain technical control of the main project  |
| 3. Request and obtain main construction project clearance from the electric energy authority                        | 11. Notify and obtain approval for commencement of works from municipality and pay city building land tax |
| 4. Request and obtain main construction project clearance from the water and sewerage authority                     | 12. Nominate expert supervisor of the work  |
| 5. Request and obtain main construction project clearance from the labor inspection – department for safety at work | 13. Request and obtain consent regarding the connection of the plot of land to the nearest public road    |
| 6. Request and obtain main construction project clearance from the heating authority                                | 14. Request and obtain consent regarding regulations on environmental protection                          |
| 7. Request and obtain main construction project clearance from the telecommunications authority                     | 15. Request and obtain water and sewerage connection  |
| 8. Request and obtain main construction project clearance from the traffic authority                                | 16. Request and obtain electricity connection   |
|   | 17. Request and obtain phone connection   |
|   | 18. Request technical examination of the building from municipality commission                            |

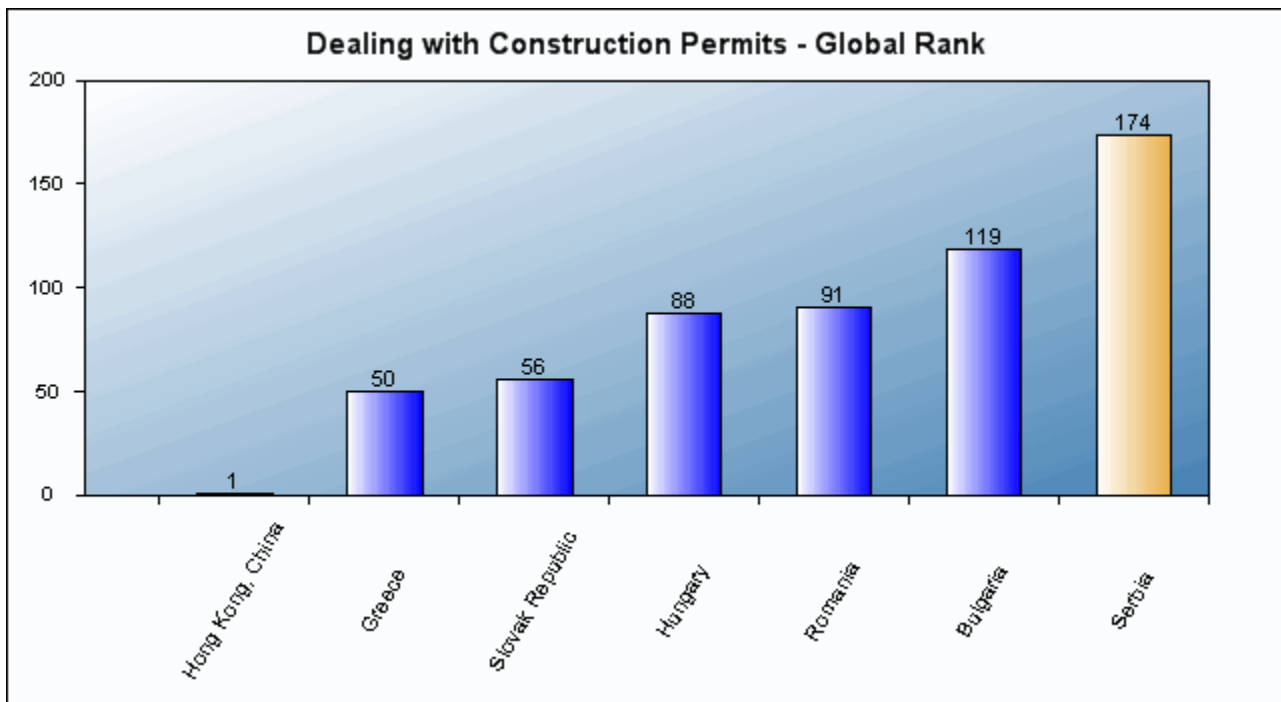
19. Receive technical examination of the building from municipality commission and obtain use permit
20. Register the building

More detail is included in the appendix.

#### 4. Benchmarking Dealing with Construction Permits Regulations:

Serbia is ranked 174 overall for Dealing with Construction Permits.

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



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

<b>Good Practice Economies</b>	<b>Procedures (number)</b>	<b>Time (days)</b>	<b>Cost (% of income per capita)</b>
<b>Denmark</b>	6		
<b>Qatar</b>			0.6
<b>Singapore</b>		25	

<i>Selected Economy</i>			
<b>Serbia</b>	20	279	1907.5

<i>Comparator Economies</i>			
<b>Bulgaria</b>	24	139	436.5
<b>Greece</b>	15	169	50.7
<b>Hungary</b>	31	204	9.8
<b>Romania</b>	17	243	87.9
<b>Slovak Republic</b>	13	287	13.6

# Employing Workers

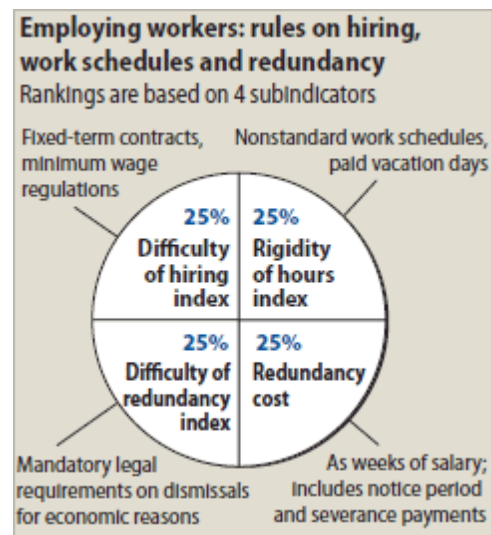
Economies worldwide have established a system of laws and institutions intended to protect workers and guarantee a minimum standard of living for its population. This system generally encompasses four bodies of law: employment, industrial relations, social security and occupational health and safety laws.

Employment regulations are needed to allow efficient contracting between employers and workers and to protect workers from discriminatory or unfair treatment by employers. Doing Business measures flexibility in the regulation of hiring, working hours and dismissal in a manner consistent with the conventions of the International Labour Organization (ILO). An economy can have the most flexible labor regulations as measured by Doing Business while ratifying and complying with all conventions directly relevant to the factors measured by Doing Business and with the ILO core labor standards. No economy can achieve a better score by failing to comply with these conventions.

Governments all over the world face the challenge of finding the right balance between worker protection and labor market flexibility. But in developing countries especially, regulators often err to one extreme, pushing employers and workers into the informal sector. Analysis across economies shows that while employment regulation generally increases the tenure and wages of incumbent workers, overly rigid regulations may have undesirable side effects. These include less job creation, smaller company size, less investment in research and development, and longer spells of unemployment and thus the obsolescence of skills, all of which may reduce productivity growth.

## Methodology

Two measures are presented: a rigidity of employment index and a redundancy cost measure. The rigidity of employment index is the average of three sub-indices: difficulty of hiring, rigidity of hours and difficulty of redundancy. Each index takes values between 0 and 100, with higher values indicating more rigid regulation. The difficulty of hiring index measures the flexibility of contracts and the ratio of the minimum wage to the value added per worker. The rigidity of hours index covers restrictions on weekend and night work, requirements relating to working time and the workweek taking into account legal provisions that refer specifically to small to medium-size companies in the manufacturing industry in which continuous operation is economically necessary, as well as mandated days of annual leave with pay. The difficulty of redundancy index covers workers' legal protections against dismissal, including the grounds permitted for dismissal and procedures for dismissal (individual and collective): notification and approval requirements, retraining or reassignment obligations and priority rules for dismissals and reemployment.



The Redundancy cost indicator measures the cost of advance notice requirements, severance payments and penalties due when terminating a redundant worker, expressed in weeks of salary.

## Survey Case Study

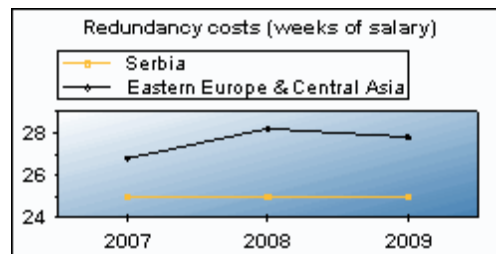
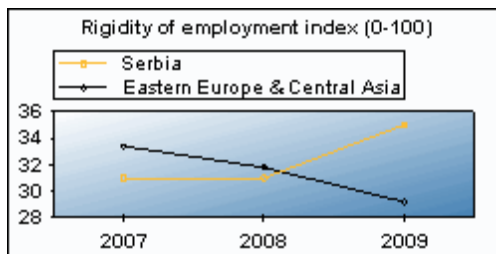
*The business:*

- is a limited liability company operating in the manufacturing sector
- is located in the largest business city
- is 100% domestically owned
- has 60 employees
- The company is also assumed to be subject to collective bargaining agreements in economies where such agreements cover more than half the manufacturing sector and apply even to firms not party to them.

## 1. Historical data: Employing Workers in Serbia

Employing Workers data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	87	94
Redundancy costs (weeks of salary)	25	25	25
Rigidity of employment index (0-100)	31	31	35

2. The following graphs illustrates the Employing Workers indicators in Serbia over the past 3 years:



### 3. Benchmarking Employing Workers Regulations:

Serbia is ranked 94 overall for Employing Workers.

Ranking of Serbia in Employing Workers - Compared to good practice and selected economies:



The following table shows Employing Workers data for Serbia compared to good practice and comparator economies:

<b>Good Practice Economies</b>	<b>Rigidity of employment index (0-100)</b>	<b>Redundancy costs (weeks of salary)</b>
<b>Hong Kong, China*</b>	0	
<b>New Zealand*</b>		0

<i>Selected Economy</i>		
<b>Serbia</b>	35	25

<i>Comparator Economies</i>		
<b>Bulgaria</b>	19	9
<b>Greece</b>	50	24
<b>Hungary</b>	22	35
<b>Romania</b>	46	8
<b>Slovak Republic</b>	22	26

\* The following economies are also good practice economies for :

**Rigidity of employment index (0-100):** Australia, Brunei Darussalam, Kuwait, Marshall Islands, Singapore, St. Lucia, Uganda, United States

**Redundancy costs (weeks of salary):** Denmark, Iraq, Marshall Islands, Micronesia, Fed. Sts., Palau, Puerto Rico, Tonga, United States

# Registering Property

Formal property titles help promote the transfer of land, encourage investment and give entrepreneurs access to formal credit markets. But a large share of property in developing economies is not formally registered. Informal titles cannot be used as security in obtaining loans, which limits financing opportunities for businesses. Many governments have recognized this and started extensive property titling programs. But bringing assets into the formal sector is only part of the story. The more difficult and costly it is to formally transfer property, the greater the chances that formalized titles will quickly become informal again. Eliminating unnecessary obstacles to registering and transferring property is therefore important for economic development.

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

## Methodology

Doing Business records the full sequence of procedures necessary for a business (buyer) to purchase a property from another business (seller) and to transfer the property title to the buyer's name. The property of land and building will be transferred in its entirety. The transaction is considered complete when the buyer can use the property as collateral for a bank loan.

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

- number of procedures to register property
- time to register property (in calendar days)
- official costs to register property (as a percentage of the property value)

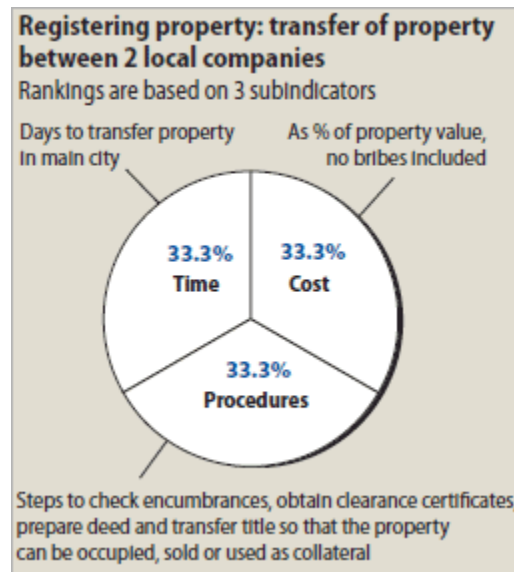
## Survey Case Study

*The buyer and seller:*

- are limited liability companies
- are private nationals (no foreign ownership)
- are located in periurban area of the largest business city
- conduct general commercial activities

*The property:*

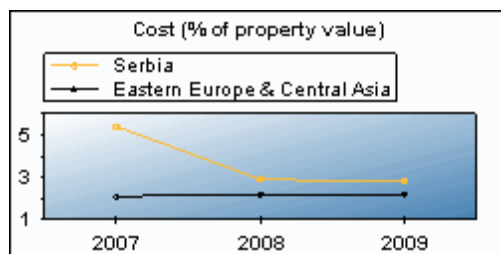
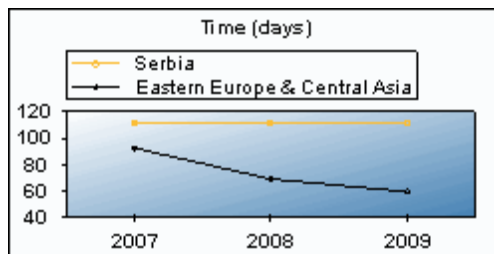
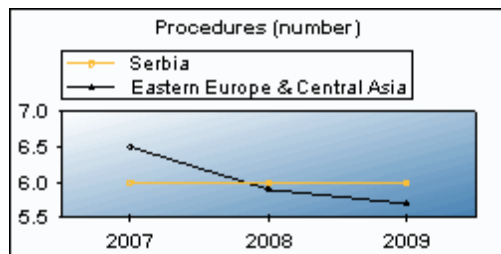
- consists of land and a 2-story building (warehouse)
- is located in the periurban commercial zone of the largest business city
- The land area is 557.4 m<sup>2</sup> (6,000 square feet).
- The warehouse has a total area of 929 m<sup>2</sup> (10,000 square feet).
- has a value equal to 50 times income per capita
- The seller company owned the property for the last 10 years.
- is registered in the land registry and/or cadastre and is free of all disputes.



## 1. Historical data: Registering Property in Serbia

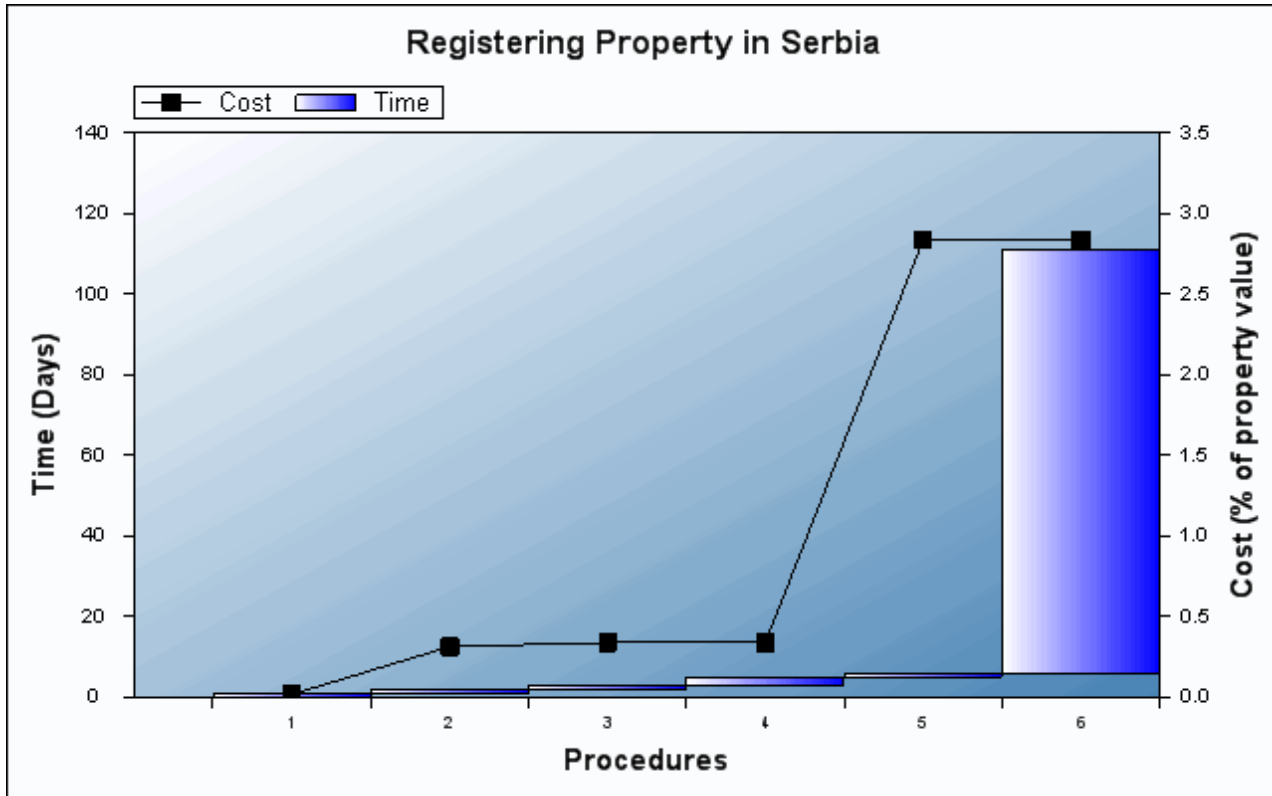
Registering Property data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	99	105
Procedures (number)	6	6	6
Time (days)	111	111	111
Cost (% of property value)	5.4	2.9	2.8

2. The following graphs illustrates the Registering Property indicators in Serbia over the past 3 years:



### 3. Steps to Registering Property in Serbia

It requires 6 procedures, takes 111 days, and costs 2.84 % of property value to register the property in Serbia.



#### List of Procedures:

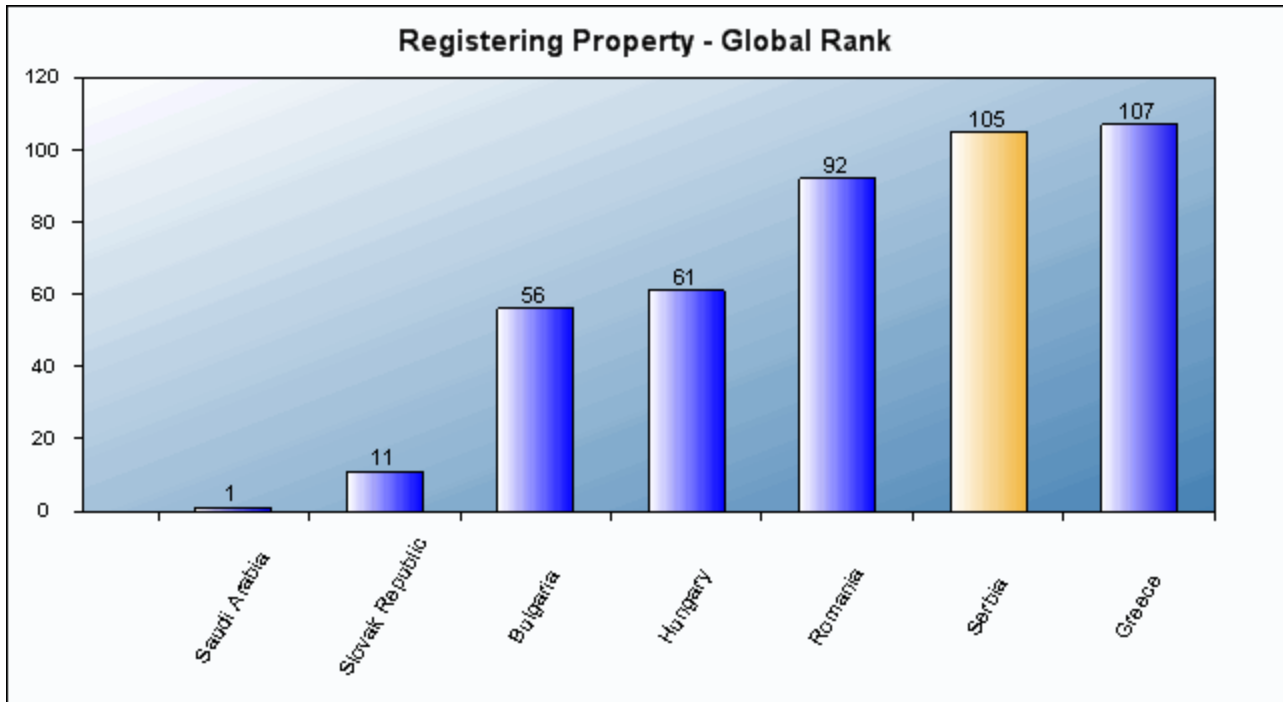
1. Obtain an extract from the register of companies
2. Verify the sale purchase agreement before the court
3. Submit request for registration to the Municipal Court Land Register or to the Cadastre
4. Submit an application to Tax Authorities to approve transaction value and authorize payment of transfer tax
5. Pay the transfer tax
6. The Cadastre/Land Registry makes a decision on the title

More detail is included in the appendix.

#### 4. Benchmarking Registering Property Regulations:

Serbia is ranked 105 overall for Registering Property.

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



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

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

<i>Selected Economy</i>			
<b>Serbia</b>	6	111	2.8

<i>Comparator Economies</i>			
<b>Bulgaria</b>	8	15	2.3
<b>Greece</b>	11	22	4.0
<b>Hungary</b>	4	17	11.0
<b>Romania</b>	8	48	1.3
<b>Slovak Republic</b>	3	17	0.1

\* The following economies are also good practice economies for :

**Procedures (number): United Arab Emirates**

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

# Getting Credit

Firms consistently rate access to credit as among the greatest barriers to their operation and growth. Doing Business constructs two sets of indicators of how well credit markets function: one on credit registries and the other on legal rights of borrowers and lenders. Credit registries, institutions that collect and distribute credit information on borrowers, can greatly expand access to credit. By sharing credit information, they help lenders assess risk and allocate credit more efficiently. They also free entrepreneurs from having to rely on personal connections alone when trying to obtain credit.

## Methodology

Credit information: three indicators are constructed

- depth of credit information index, which measures the extent to which the rules of a credit information system facilitate lending based on the scope of information distributed, the ease of access to information and the quality of information
- public registry coverage, which reports the number of individuals and firms covered by a public credit registry as a percentage of the adult population
- private bureau coverage, which reports the number of individuals and firms, covered by a private credit bureau as a percentage of the adult population

Legal Rights: the strength of legal rights index measures the degree to which collateral and bankruptcy laws protect the rights of borrowers and lenders. Ten points are analyzed:

- Can a business use movable assets as collateral while keeping possession of the assets, and can any financial institution accept such assets as collateral?
- Does the law allow a business to grant a non-possessory security right in a single category of revolving movable assets, without requiring a specific description of the secured assets?
- Does the law allow a business to grant a non-possessory security right in substantially all of its assets, without requiring a specific description of the secured assets?
- Can a security right extend to future or after-acquired assets and extend automatically to the products, proceeds or replacements of the original assets?
- Is general description of debts and obligations permitted in collateral agreements and in registration documents, so that all types of obligations and debts can be secured by stating a maximum rather than a specific amount between the parties?
- Is a collateral registry in operation that is unified geographically and by asset type as well as being indexed by the name of the grantor of a security right?
- Are secured creditors paid first when a debtor defaults outside an insolvency procedure or when a business is liquidated?
- Are secured creditors subject to an automatic stay or moratorium on enforcement procedures when a debtor enters a court-supervised reorganization procedure?
- Are parties allowed to agree in a collateral agreement that the lender may enforce its security right out of court?

## Legal Rights Survey Case Study

*The Debtor:*

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

## Getting credit: collateral rules and credit information

Rankings are based on 2 subindicators

Regulations on nonpossessory security interests in movable property

62.5%  
Strength of legal rights index  
(0-10)

37.5%  
Depth of credit information index  
(0-6)

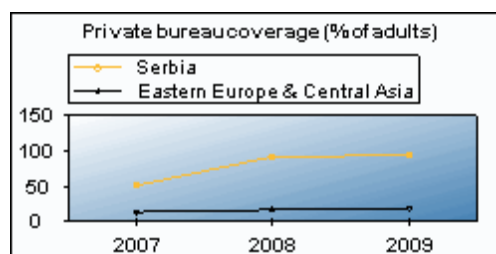
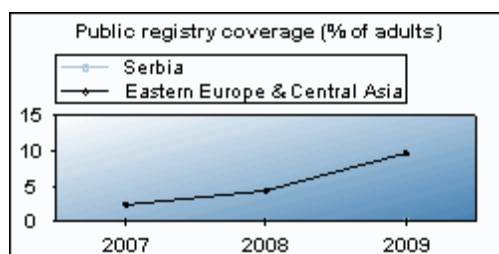
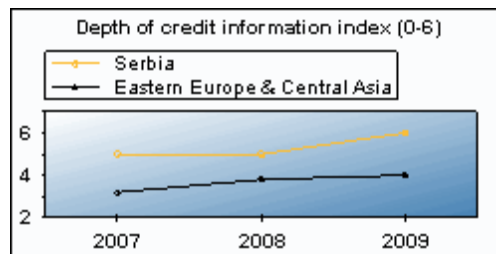
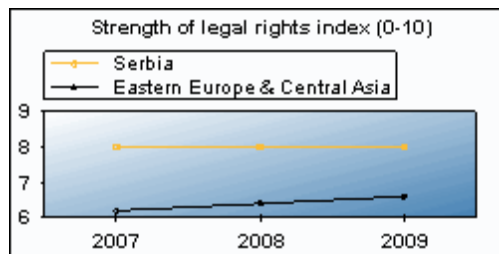
Scope, quality and accessibility of credit information through public and private credit registries

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

## 1. Historical data: Getting Credit in Serbia

Getting Credit data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	12	4
Strength of legal rights index (0-10)	8	8	8
Depth of credit information index (0-6)	5	5	6
Private bureau coverage (% of adults)	51.3	91.9	94.2
Public registry coverage (% of adults)	0.1	0.0	0.0

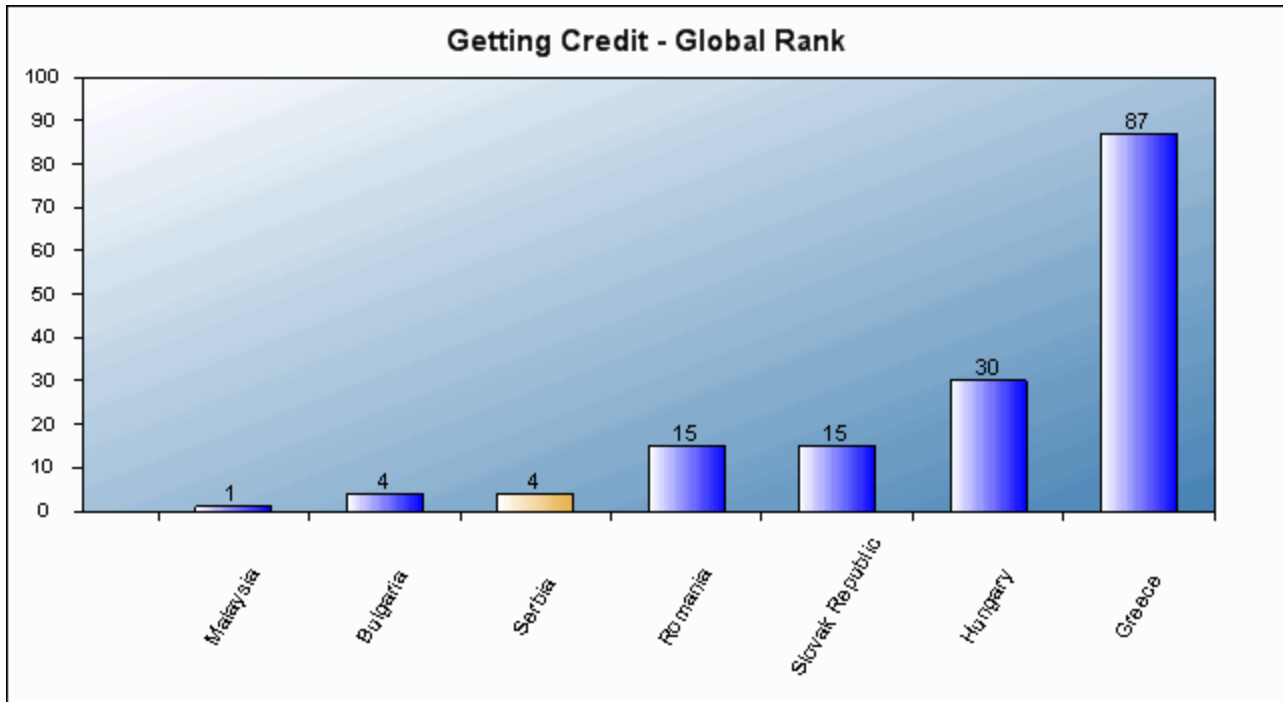
## 2. The following graphs illustrates the Getting Credit indicators in Serbia over the past 3 years:



### 3. Benchmarking Getting Credit Regulations:

Serbia is ranked 4 overall for Getting Credit.

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



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

<b>Good Practice Economies</b>	<b>Strength of legal rights index (0-10)</b>	<b>Depth of credit information index (0-6)</b>	<b>Public registry coverage (% of adults)</b>	<b>Private bureau coverage (% of adults)</b>
<b>New Zealand*</b>				100.0
<b>Portugal</b>			81.3	
<b>Singapore*</b>	10			
<b>United Kingdom</b>		6		

<i>Selected Economy</i>				
<b>Serbia</b>	8	6	0.0	94.2

<i>Comparator Economies</i>				
<b>Bulgaria</b>	8	6	34.8	6.2
<b>Greece</b>	3	5	0.0	46.9
<b>Hungary</b>	7	5	0.0	10.3
<b>Romania</b>	8	5	5.7	30.2
<b>Slovak Republic</b>	9	4	1.4	44.0

\* The following economies are also good practice economies for :

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

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

**27 countries have the highest credit information index.**

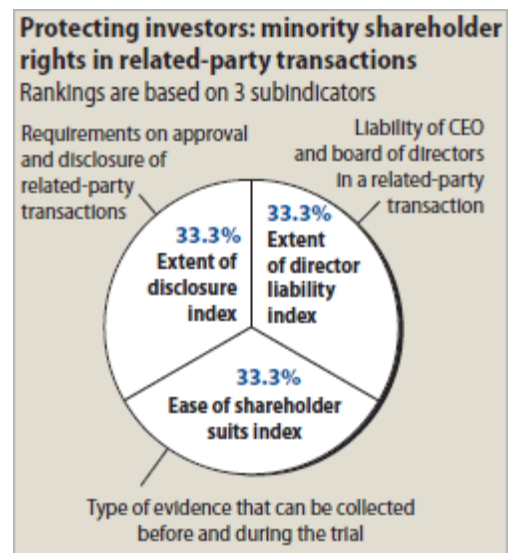
# Protecting Investors

Companies grow by raising capital, either through a bank loan or by attracting equity investors. Selling shares allows companies to expand without the need to provide collateral and repay bank loans. However, investors worry about their money, and look for laws that protect them. A study finds that the presence of legal and regulatory protections for investors explains up to 73% of the decision to invest. In contrast, company characteristics explain only between 4% and 22%\*. Good protections for minority shareholders are associated with larger and more active stock markets. Thus both governments and businesses have an interest in reforms strengthening investor protections.

## Methodology

To document some of the protections investors have, Doing Business measures how economies regulate a standard case of self-dealing, use of corporate assets for personal gain. Three indices of investor protection are constructed based on the answers to these and other questions. All indices range from 0 to 10, with higher values indicating more protections or greater disclosure. The three indices are:

- The extent of disclosure index covers approval procedures, requirements for immediate disclosure to the public and shareholders of proposed transactions, requirements for disclosure in periodic filings and reports and the availability of external review of transactions before they take place.
- The extent of director liability index covers the ability of investors to hold Mr. James and the board of directors liable for damages, the ability to rescind the transaction, the availability of fines and jail time associated with self-dealing, the availability of direct or derivative suits and the ability to require Mr. James to pay back his personal profits from the transaction.
- The ease of shareholder suits index covers the availability of documents that can be used during trial, the ability of the investor to examine the defendant and other witnesses, shareholders' access to internal documents of the company, the appointment of an inspector to investigate the transaction and the standard of proof applicable to a civil suit against the directors.



These three indices are averaged to create the strength of investor protection index.

## Survey case study

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

Several questions arise:

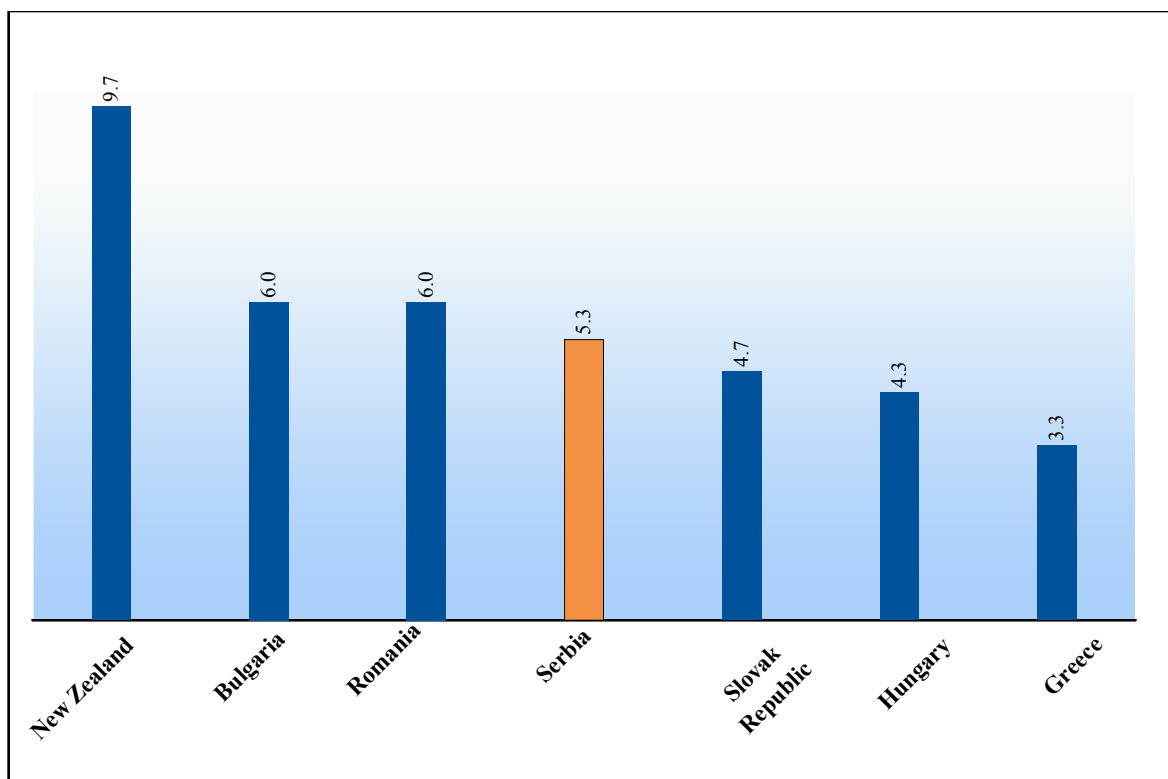
- Who approves the transaction?
- What information must be disclosed?
- What company documents can investors access?
- What do minority shareholders have to prove to get the transaction stopped or to receive compensation from Mr. James?

\*Doidge, Kardy and Stulz (2007)

**1. Historical data: Protecting Investors in Serbia**

Protecting Investors data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	70	73
Strength of investor protection index (0-10)	5.3	5.3	5.3

**2. The following graph illustrates the Protecting Investors index in Serbia compared to best practice and selected Economies:**

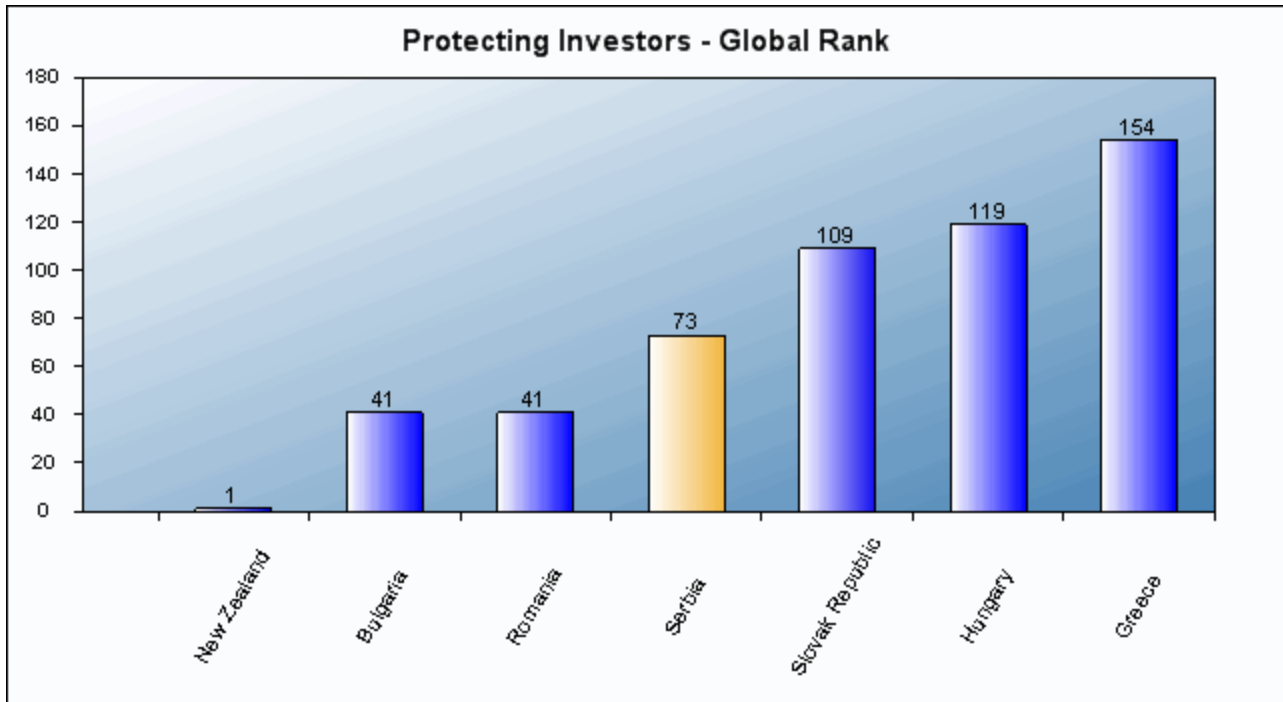


Note: The higher the score, the greater the investor protection.

### 3. Benchmarking Protecting Investors Regulations:

Serbia is ranked 73 overall for Protecting Investors.

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



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

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

<i>Selected Economy</i>	
<b>Serbia</b>	5.3

<i>Comparator Economies</i>	
<b>Bulgaria</b>	6.0
<b>Greece</b>	3.3
<b>Hungary</b>	4.3
<b>Romania</b>	6.0
<b>Slovak Republic</b>	4.7

# Paying Taxes

Taxes are essential. Without them there would be no money to provide public amenities, infrastructure and services which are crucial for a properly functioning economy. But particularly for small and medium size companies, they may opt out and choose to operate in the informal sector. One way to enhance tax compliance is to ease and simplify the process of paying taxes for such businesses.

## Methodology

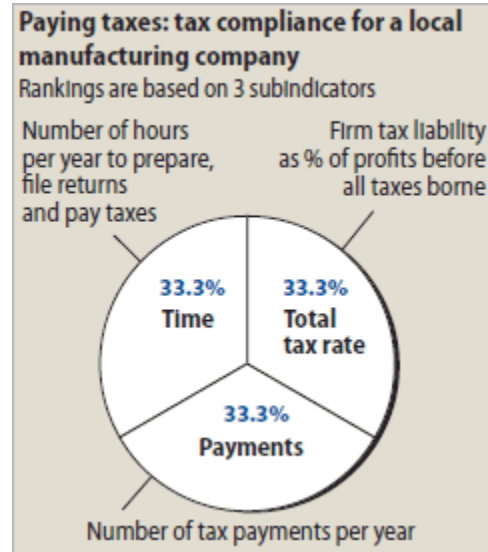
The Doing Business tax survey records the effective tax that a small and medium company must pay and the administrative costs of doing so.

Three indicators are constructed:

- number of tax payments, which takes in to account the method of payment, the frequency of payments and the number of agencies involved in our standardized case study.
- time, which measures the number of hours per year necessary to prepare and file tax returns and to pay the corporate income tax, value added tax, sales tax or goods and service tax and labor taxes and mandatory contributions.
- total tax rate, which measures the amount of taxes and mandatory contributions payable by the company during the second year of operation. This amount, expressed as a percentage of commercial profit, is the sum of all the different taxes payable after accounting for various deductions and exemptions.

## Survey case study

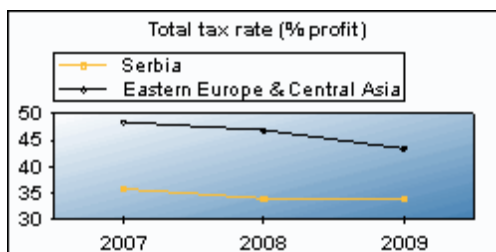
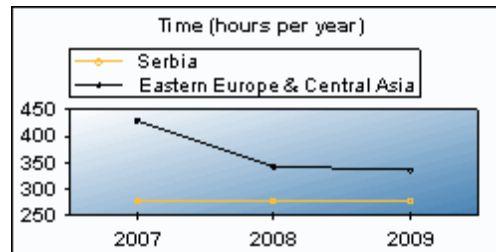
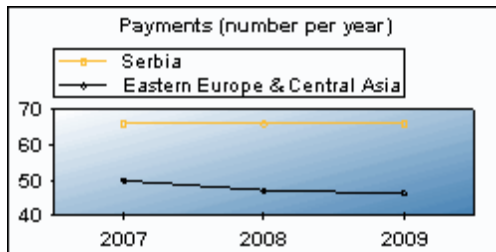
- TaxpayerCo is a medium-size business that started operations last year. Doing Business asks tax practitioners in 183 economies to review TaxpayerCo's financial statements and a standard list of transactions that the company completed during the year. Respondents are asked how much in taxes and mandatory contributions the business must pay and what the process is for doing so.
- The business starts from the same financial position in each economy. All the taxes and mandatory contributions paid during the second year of operation are recorded.
- Taxes and mandatory contributions are measured at all levels of government and include corporate income tax, turnover tax, all labor taxes and contributions paid by the company (including mandatory contributions paid to private pension or insurance funds), property tax, property transfer tax, dividend tax, capital gains tax, financial transactions tax, vehicle tax, sales tax and other small taxes (such as fuel tax, stamp duty and local taxes). A range of standard deductions and exemptions are also recorded.



## 1. Historical data: Paying Taxes in Serbia

Paying Taxes data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	126	137
Total tax rate (% profit)	35.8	34.0	34.0
Payments (number per year)	66	66	66
Time (hours per year)	279	279	279

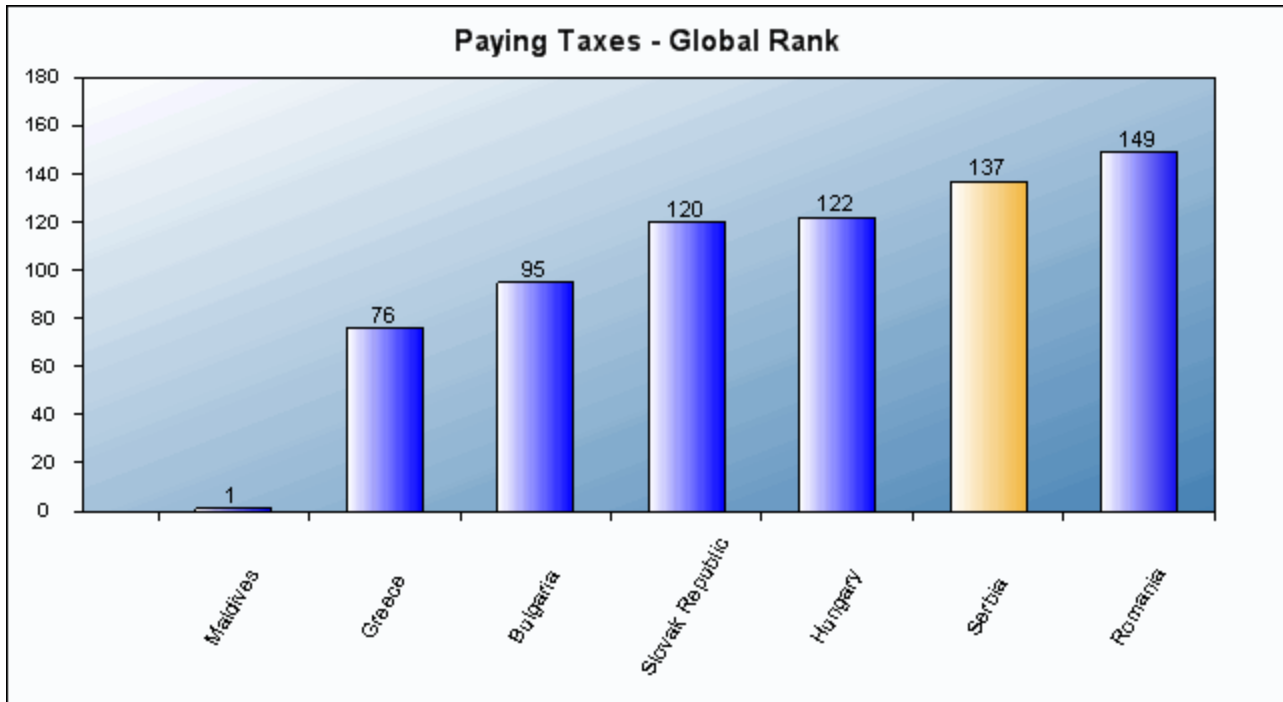
## 2. The following graphs illustrates the Paying Taxes indicators in Serbia over the past 3 years:



### 3. Benchmarking Paying Taxes Regulations:

Serbia is ranked 137 overall for Paying Taxes.

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



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

<b>Good Practice Economies</b>	<b>Payments (number per year)</b>	<b>Time (hours per year)</b>	<b>Total tax rate (% profit)</b>
<b>Maldives*</b>	1	0	
<b>Timor-Leste</b>			0.2

<i>Selected Economy</i>			
<b>Serbia</b>	66	279	34.0

<i>Comparator Economies</i>			
<b>Bulgaria</b>	17	616	31.4
<b>Greece</b>	10	224	47.4
<b>Hungary</b>	14	330	57.5
<b>Romania</b>	113	202	44.6
<b>Slovak Republic</b>	31	257	48.6

\* The following economies are also good practice economies for :

**Payments (number per year): Qatar**

# Trading Across Borders

The benefits of trade are well documented; as are the obstacles to trade. Tariffs, quotas and distance from large markets greatly increase the cost of goods or prevent trading altogether. But with bigger ships and faster planes, the world is shrinking. Global and regional trade agreements have reduced trade barriers. Yet Africa's share of global trade is smaller today than it was 25 years ago. So is the Middle East's, excluding oil exports. Many entrepreneurs face numerous hurdles to exporting or importing goods, including delays at the border. They often give up. Others never try. In fact, the potential gains from trade facilitation may be greater than those arising from only tariff reductions.

## Methodology

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

Documents recorded include port filing documents, customs declaration and clearance documents, as well as official documents exchanged between the parties to the transaction. Time is recorded in calendar days, from the beginning to the end of each procedure. Cost includes the fees levied on a 20-foot container in U.S. dollars.

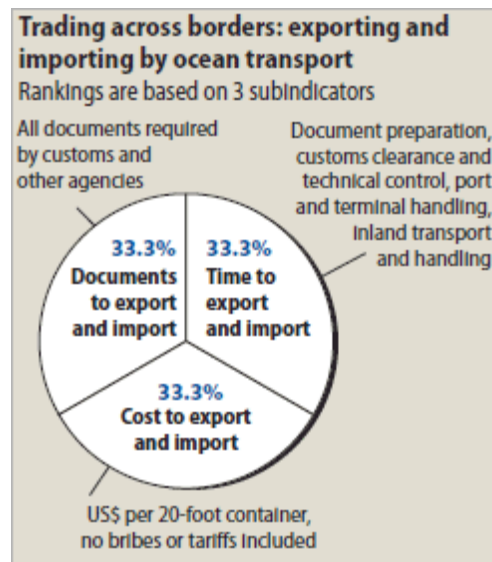
All the fees associated with completing the procedures to export or import the goods are included, such as costs for documents, administrative fees for customs clearance and technical control, terminal handling charges and inland transport. The cost measure does not include tariffs or duties.

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

## Survey case study

To make the data comparable across countries, several assumptions about the business and the traded goods are used:

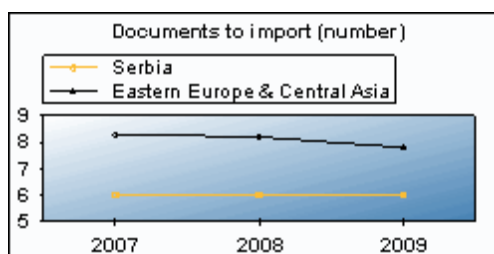
- The business is of medium size.
- The business employs 60 people.
- The business is located in the peri-urban area of the economy's largest business city.
- The business is a private, limited liability company, domestically owned, formally registered and operating under commercial laws and regulations of the economy.
- The traded goods are ordinary, legally manufactured products transported in a dry-cargo, 20-foot FCL (full container load) container.

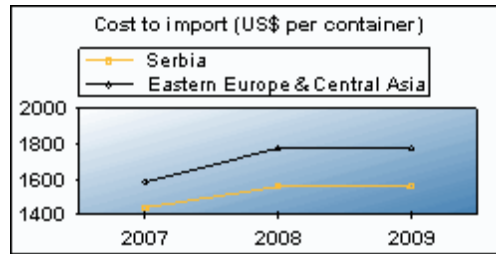


## 1. Historical data: Trading Across Borders in Serbia

Trading Across Borders data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	67	69
Cost to export (US\$ per container)	1240	1398	1398
Cost to import (US\$ per container)	1440	1559	1559
Documents to export (number)	6	6	6
Documents to import (number)	6	6	6
Time to export (days)	12	12	12
Time to import (days)	14	14	14

2. The following graphs illustrates the Trading Across Borders indicators in Serbia over the past 3 years:

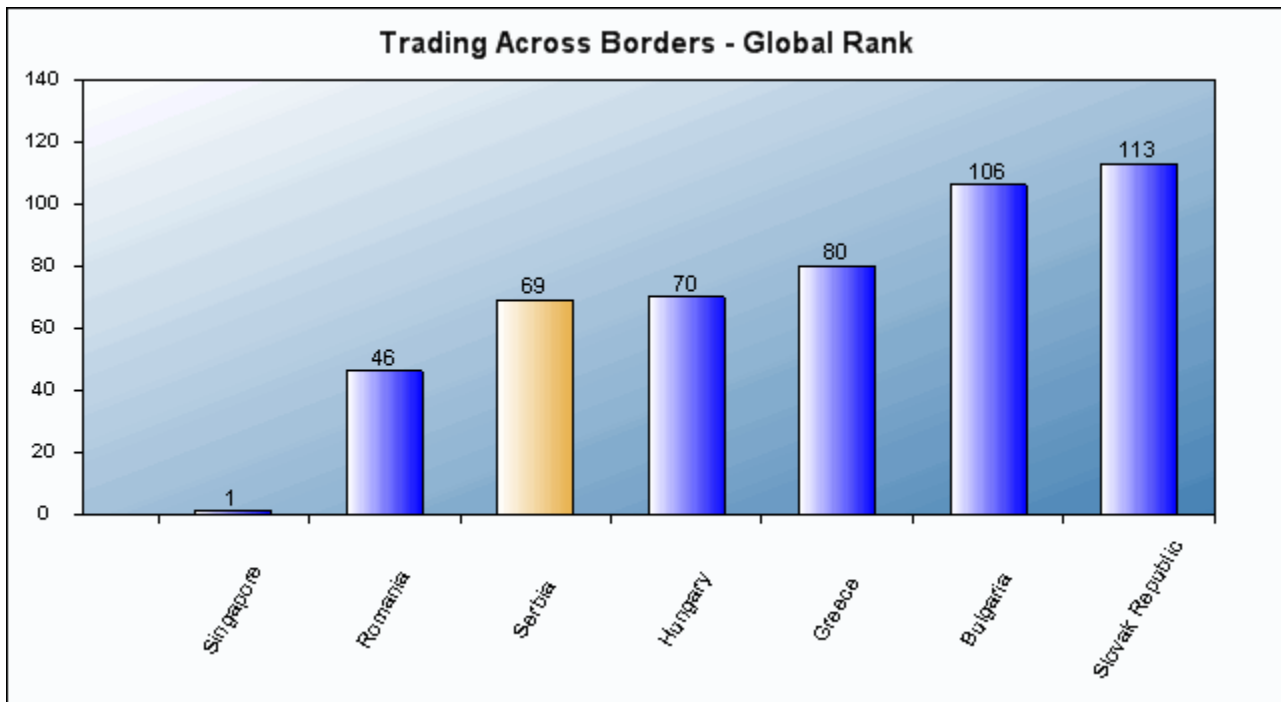




### 3. Benchmarking Trading Across Borders Regulations:

Serbia is ranked 69 overall for Trading Across Borders.

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



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

<b>Good Practice Economies</b>	<b>Documents to export (number)</b>	<b>Time to export (days)</b>	<b>Cost to export (US\$ per container)</b>	<b>Documents to import (number)</b>	<b>Time to import (days)</b>	<b>Cost to import (US\$ per container)</b>
<b>Denmark*</b>		5				
<b>France</b>	2			2		
<b>Malaysia</b>			450			
<b>Singapore</b>					3	439

<i>Selected Economy</i>						
<b>Serbia</b>	6	12	1398	6	14	1559

<i>Comparator Economies</i>						
<b>Bulgaria</b>	5	23	1551	7	21	1666
<b>Greece</b>	5	20	1153	6	25	1265
<b>Hungary</b>	5	18	1225	7	17	1215
<b>Romania</b>	5	12	1275	6	13	1175
<b>Slovak Republic</b>	6	20	1445	8	25	1445

\* The following economies are also good practice economies for :

**Time to export (days): Estonia**

# Enforcing Contracts

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

Justice delayed is often justice denied. And in many economies only the rich can afford to go to court. For the rest, justice is out of reach. In the absence of efficient courts, firms undertake fewer investments or business transactions. And they prefer to involve only a small group of people who know each other from previous dealings.

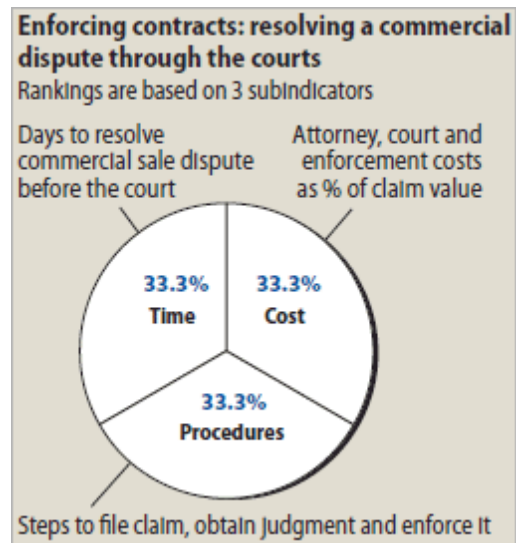
## Methodology

Rankings on enforcing contracts are based on 3 sub-indicators:

- number of procedures, which are defined as any interaction between the parties or between them and the judge or court officer. This includes steps to file the case, steps for trial and judgment and steps necessary to enforce the judgment.
- time, which counts the number of calendar days from the moment the Seller files the lawsuit in court until payment is received. This includes both the days on which actions take place and the waiting periods in between.
- cost, which is recorded as a percentage of the claim (assumed to be equivalent to 200% of income per capita). Three types of costs are recorded: court costs (including expert fees), enforcement costs (including costs for a public sale of Buyer's assets) and attorney fees.

## Survey case Study

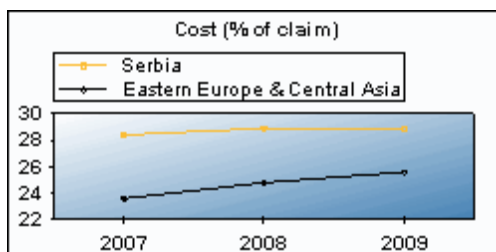
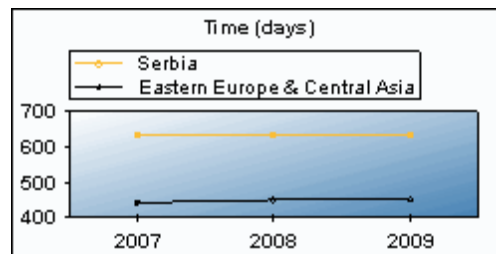
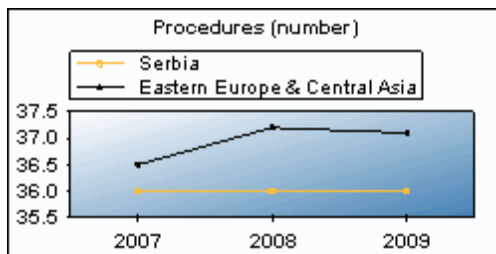
- The dispute concerns a contract for the sale of goods between two businesses (the Seller and the Buyer).
- Both are located in the economy's largest business city.
- The Seller sells and delivers goods, worth 200% of the economy's income per capita, to the Buyer. The Buyer refuses to pay on the grounds that they were not of adequate quality.
- The Seller sues the Buyer to recover the amount under the sales agreement (200% of the economy's income per capita).
- The claim is filed before a court in the economy's largest business city with jurisdiction over commercial cases worth 200% of the income per capita and is disputed on the merits.
- Judgment is 100% in favor of the Seller and is not appealed.
- The Seller enforces the judgment and the money is successfully collected through a public sale of Buyer's assets.



## 1. Historical data: Enforcing Contracts in Serbia

Enforcing Contracts data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	95	97
Procedures (number)	36	36	36
Time (days)	635	635	635
Cost (% of claim)	28.4	28.9	28.9

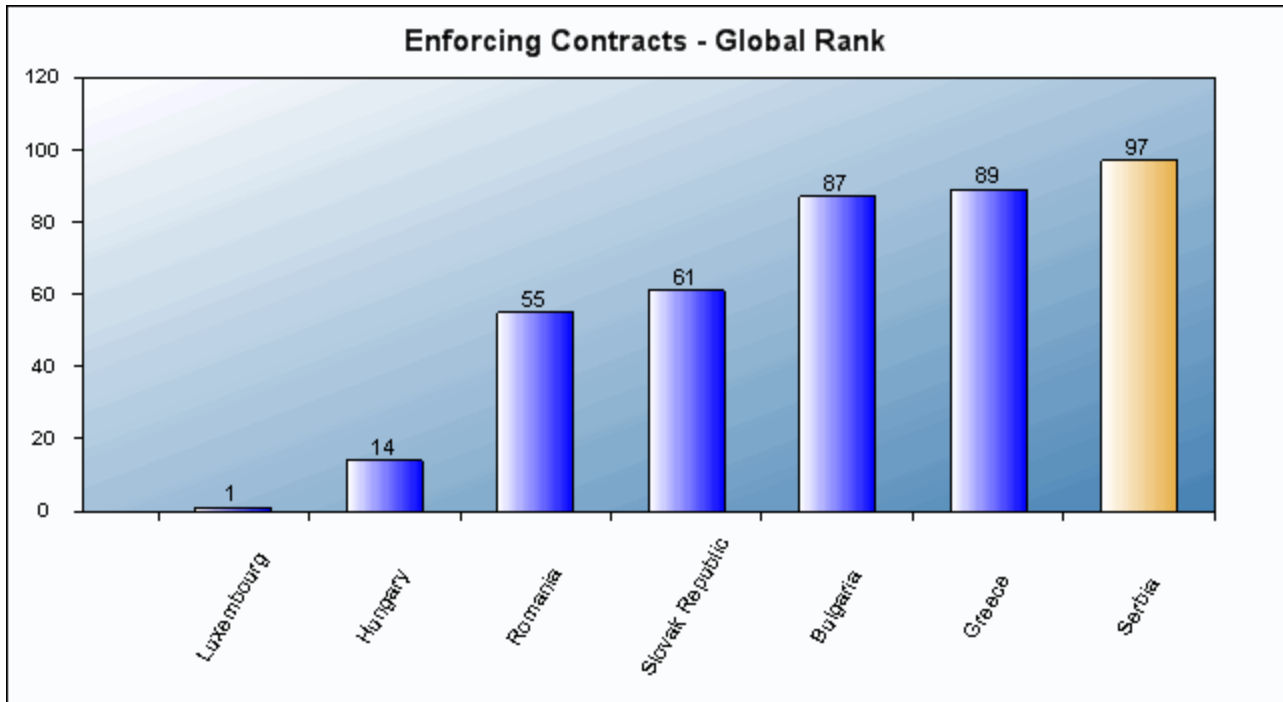
2. The following graphs illustrates the Enforcing Contracts indicators in Serbia over the past 3 years:



### 3. Benchmarking Enforcing Contracts Regulations:

Serbia is ranked 97 overall for Enforcing Contracts.

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



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

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

<i>Selected Economy</i>			
<b>Serbia</b>	36	635	28.9

<i>Comparator Economies</i>			
<b>Bulgaria</b>	39	564	23.8
<b>Greece</b>	39	819	14.4
<b>Hungary</b>	33	395	13.0
<b>Romania</b>	31	512	28.9
<b>Slovak Republic</b>	30	565	30.0

# Closing a Business

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

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

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

## Methodology

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

## Survey case study

The data on closing a business are developed using a standard set of case assumptions to track a company going through the step-by-step procedures of the bankruptcy process. It is assumed that:

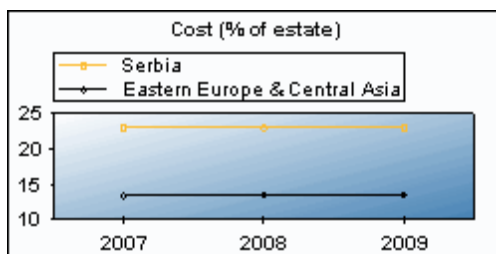
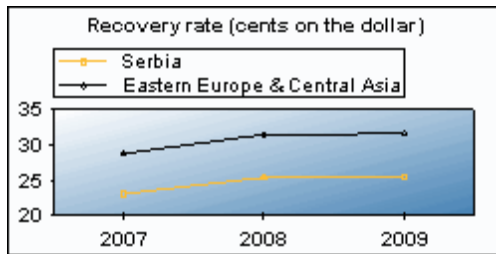
- the company is a domestically owned
- the company is a limited liability corporation operating a hotel in the country's largest business city
- the company has 201 employees, 1 main secured creditor and 50 unsecured creditors
- Assumptions are also made about the future cash flows.
- The case is designed so that the company has a higher value as a going concern, that is, the efficient outcome is either reorganization or sale as a going concern, not piecemeal liquidation.
- The data are derived from questionnaires answered by attorneys at private law firms.



## 1. Historical data: Closing Business in Serbia

Closing a Business data	Doing Business 2008	Doing Business 2009	Doing Business 2010
Rank	..	102	102
Time (years)	2.7	2.7	2.7
Cost (% of estate)	23	23	23
Recovery rate (cents on the dollar)	23.1	25.4	25.4

## 2. The following graphs illustrates the Closing Business indicators in Serbia over the past 3 years:



### 3. Benchmarking Closing Business Regulations:

Serbia is ranked 102 overall for Closing a Business.

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



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

<b>Good Practice Economies</b>	<b>Recovery rate (cents on the dollar)</b>	<b>Time (years)</b>	<b>Cost (% of estate)</b>
<b>Ireland</b>		0.4	
<b>Japan</b>	92.5		
<b>Singapore*</b>			1

<i>Selected Economy</i>			
<b>Serbia</b>	25.4	2.7	23

<i>Comparator Economies</i>			
<b>Bulgaria</b>	32.1	3.3	9
<b>Greece</b>	44.2	2.0	9
<b>Hungary</b>	38.4	2.0	15
<b>Romania</b>	28.5	3.3	11
<b>Slovak Republic</b>	45.9	4.0	18

\* The following economies are also good practice economies for :

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

# Doing Business 2010 Reforms

Number of reforms in Doing Business 2010

Rank	Economy	Reforms									Total number of reforms	
		Starting a Business	Dealing with Construction Permits	Employing Workers	Registering Property	Getting Credit	Protecting Investors	Paying Taxes	Trading Across Borders	Enforcing Contracts		Closing a Business
1	Rwanda	✓		✓	✓	✓	✓		✓		✓	7
2	Kyrgyz Republic	✓	✓	✓	✓	✓		✓	✓			7
3	Macedonia, FYR	✓	✓	✓	✓	✓	✓	✓				7
4	Belarus	✓	✓	✓	✓				✓	✓		6
5	United Arab Emirates	✓	✓						✓			3
6	Moldova	✓			✓				✓			3
7	Colombia	✓	✓		✓	✓	✓	✓	✓		✓	8
8	Tajikistan	✓	✓		✗	✓	✓				✓	5
9	Egypt, Arab Rep.	✓	✓			✓				✓		4
10	Liberia	✓	✓						✓			3
	Serbia	✓				✓						2
	Greece					✓						1
	Hungary	✓										1
	Romania		✗		✓				✗		✗	1
	Slovak Republic								✓			1
	Bulgaria	✓			✓							2

Note: Economies are ranked on the number and impact of reforms, Doing Business selects the economies that reformed in 3 or more of the Doing Business topics. Second, it ranks these economies on the increase in rank in Ease of Doing Business from the previous year. The larger the improvement, the higher the ranking as a reformer.

<b>Belarus</b>	Belarus eased the process for getting construction permits by simplifying approval processes. Restrictions relating to redundancy dismissals were eased by raising the threshold for prior notification requirements. Tax payments were made more convenient through increased use of electronic systems—reducing tax compliance times—while lower ecological and turnover tax rates and a reduction in the number of payments for property tax reduced the tax burden on businesses. Property registration continues to improve, with faster processing and elimination of the requirement for notarization. Business start-up was eased by simplifying registration formalities, abolishing the minimum capital requirement, limiting the role of notaries, and removing the need for a company seal approval. Implementation of a risk-based management system and improvement of border crossing operations reduced transit times for trade.
<b>Bulgaria</b>	Bulgaria eased business start-up by reducing the paid-in minimum capital requirement to about 24 percent of gross national income per capita and making the company registry more efficient. An integrated Web-based property register providing online access to the ownership and cadastre status of properties shortened the time required to register property.
<b>Colombia</b>	Colombia passed several decrees continuing its efforts to regulate the profession of insolvency administrators. The government eased the construction permit process with a new construction decree that categorizes building projects based on risk and allows electronic verification for certain documents. Access to credit improved thanks to a new credit information law that guarantees the right of borrowers to inspect their own data and new rules that make it mandatory for credit providers to consult and share information with credit bureaus. The tax burden on businesses was eased with the introduction of electronic tax filing and payment, and some payments were reduced. An amendment to the Company Law strengthened investor protections by making it easier to sue directors in cases of prejudicial transactions between interested parties. Property registration was made easier by making it possible to obtain required certificates online and by making standard preliminary sale agreements available free of charge. Business start-up was made easier by creating a public-private health provider that enables faster affiliation of employees and through a tool that allows online pre-enrollment with the social security office. Implementation of an electronic declaration system has expedited customs clearance.
<b>Egypt, Arab Rep.</b>	The Arab Republic of Egypt, a former global leading reformer and a regional leading reformer in 2008/09, continued to make it easier to deal with construction permits by issuing executive articles for the 2008 construction law and eliminating most preapprovals for construction permits. Contract enforcement was expedited with the creation of commercial courts. Access to credit information has expanded with the addition of retailers to the database of the private credit bureau. Finally, company start-up was eased by the removal of the minimum capital requirement.
<b>Greece</b>	Greece's private credit bureau, Tiresias, expanded the amount of information it distributes in its credit reports, enhancing access to credit information.
<b>Hungary</b>	Hungary further simplified business start-up by implementing online registration and requiring confirmation of registration one hour after receipt of an application.
<b>Kyrgyz Republic</b>	The Kyrgyz Republic eased the process for getting construction permits by streamlining the fee structure, introducing a risk-based system of approval and building control, allowing low-risk projects to conduct an internal building control process, and simplifying the process for obtaining utility connections. Requirements relating to redundancy dismissals and worker reassignment were eased. Access to credit was enhanced by making secured lending more flexible and allowing general descriptions of encumbered assets and of debts and obligations. In addition, amendments to the Civil Code provide for automatic extension of security rights to proceeds of the original assets. The tax burden on businesses was eased by reducing the rates for several taxes and the number of payments for several. Surveying and notarization requirements were made optional for property registration, and business start-up was eased by eliminating the minimum capital requirement, reducing the registration time, and abolishing various post-registration fees and the need to open a bank account before registration. The elimination of six previously required documents and the simplification of inspection procedures has sped up trading across borders.

<b>Liberia</b>	Liberia eased the process for getting construction permits by lowering the permit fee and cost of obtaining a power generator, abolishing the requirement to obtain a tax waiver certificate before submitting documents to obtain a building permit, and making fixed telephone connections more readily available for public use with the reopening of the national phone company. Business start-up was eased by removing the need to obtain an environmental impact assessment when forming a general trading company. The trade process was expedited by creating a one-stop shop bringing together various ministries and agencies, and streamlining the inspection regime.
<b>Macedonia, FYR</b>	The Former Yugoslav Republic of Macedonia has been reforming the construction permit process, shortening waiting times but raising fees. Worker hiring was made more flexible by allowing greater use of fixed-term contracts, easing restrictions on working hours, and making redundancy dismissals more flexible. The public credit bureau increased its coverage by introducing a better database that includes more information and by lowering the minimum loan threshold. Social security payments were classified in five groups, and social security contribution rates reduced. Investor protections were increased by regulating the approval of transactions between interested parties, increasing disclosure requirements in annual reports, and making it easier to sue directors in cases of prejudicial transactions between interested parties. Property registration was eased with the introduction of new time limits at the real estate cadastre—reducing the average time to register a title deed by eight days—and a non-encumbrance certificate can now be obtained from the real estate registry instead of through the court. Business start-up was simplified by integrating procedures at a one-stop shop.
<b>Moldova</b>	Moldova lowered the rates for social security contributions paid by employers. Property registration was simplified by eliminating the requirement for a cadastral sketch, reducing procedures from six to five and days from 48 to 5. Business start-up was eased by implementing an expedited company registration service.
<b>Romania</b>	Romania increased the cost of insolvency procedures by requiring that 1.5 percent of the amount recovered from each insolvency procedure be transferred to a fund that reimburses the expenses of insolvency administrators when debtors have no assets. Construction permit costs rose because of a new fee equal to 0.05 percent of the project value. In addition, labor taxes were increased. Property registration was expedited with the introduction of new procedures at the land registry and cadastre.
<b>Rwanda</b>	Rwanda improved the process for dealing with distressed companies with a new law aimed at streamlining reorganization. Employing workers was made easier by abolishing the maximum duration for fixed-term contracts and allowing unlimited renewals of such contracts, as well as by allowing redundancy procedures to be more flexible, with consultation and notification of third parties no longer required. Getting credit was made easier with a new secured transactions act and insolvency act to make secured lending more flexible, allowing a wider range of assets to be used as collateral and a general description of debts and obligations. In addition, out of court enforcement of collateral has become available to secured creditors, who also now have top priority within bankruptcy. A new company law has strengthened investor protections by requiring greater corporate disclosure, director liability, and shareholder access to information. Property registration was simplified by decreasing the number of days required to transfer a property. Business start-up was eased by eliminating a notarization requirement; introducing standardized memorandums of association; enabling online publication; consolidating name checking, registration fee payment, tax registration, and company registration procedures; and shortening the time required to process completed applications. By implementing administrative changes—such as increased operating hours and enhanced cooperation at the border, along with the removal of some documentation requirements for importers and exporters—Rwanda has improved trading times.
<b>Serbia</b>	Serbia's new law on personal data protection guarantees that borrowers can inspect their own data, thus improving access to credit information. Business start-up was eased by creating a one-stop shop for company registration.
<b>Slovak Republic</b>	The Slovak Republic sped up trading times with an electronic system for customs administration.

**Tajikistan**

Tajikistan amended its insolvency law, aiming to reduce statutory time limits and the costs of proceedings. Changes were introduced that simplified the construction permit process, reducing procedures and time. A new law on credit histories improves access to credit information by creating a private credit bureau. Investor protections were strengthened with amendments to the joint stock company law, increasing disclosure requirements for transactions involving conflicts of interest, allowing for greater director liability, and giving shareholders the chance to request that harmful related-party transactions be rescinded. The state duty for property transfer has quadrupled, raising the cost of registering property by 2.8 percent of a property's value. Business start-up was eased by reducing the minimum capital requirement and shortening the time to obtain a tax identification number.

**United Arab Emirates**

The United Arab Emirates shortened the time for delivering building permits by improving its online system for processing applications. Business start-up was eased by simplifying the documents needed for registration, abolishing the minimum capital requirement, and removing the requirement that proof of deposit of capital be shown for registration. Greater capacity at the container terminal, elimination of the terminal handling receipt as a required document, and an increase in trade finance products, have improved trade processes.

## APPENDICES

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### Starting a Business in Serbia

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

#### STANDARDIZED COMPANY

Legal Form: Društvo sa ograničenom odgovornošću (DOO)

- Limited Liability Company

Minimum Capital Requirement:

City: Belgrade

#### Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Notarize the memorandum of association and lease contract at the Basic Court	1	8547.66
2	Open a temporary bank account; pay founding deposit or its part and all other fees	1	0
3	apply and obtain the registration certificate, tax identification number, pension fund (PIO Fund) and Health Fund certificates, certify the signatures (three copies) for opening bank account and register the employment contracts with the Employment Organization at Business Registers Agency (SBRA)	3	5365
4	Open a permanent business account with the commercial bank	1	400
5	Make Stamp and seal	1	2500
6	Register with local tax authority	5	0
7	Register the employment contracts with the Employment Organization/Fund	1	0

## Procedure 1 Notarize the memorandum of association and lease contract at the Basic Court

**Time to complete:** 1

**Cost to complete:** 8547.66

**Comment:** the company can obtain all forms on line. the required Forms for the establishment of a company are:

1. Serbian Business Registries Agency - Request for registration of the company (Application can be downloaded from the official web site ([www.apr.gov.rs](http://www.apr.gov.rs)). The request is free of charge) and form OP (costs: RSD 15);
2. Commercial bank - Request for opening an account and Request for transfer of money from a temporary bank account on the company permanent account (Requests can be taken in the commercial bank. They are free of charge);
3. Tax administration - to obtain a tax identification number (PIB) - Form IIP-1 (Form can be downloaded from the official web site [www.poreskauprava.sr.gov.yu](http://www.poreskauprava.sr.gov.yu) and it is free of charge); for registration of the lease - Questionnaire (Questionnaire can be taken in the Tax administration. It is free of charge); for VAT - Form III/DB (Form can be downloaded from the official web site [www.poreskauprava.sr.gov.yu](http://www.poreskauprava.sr.gov.yu) and it is free of charge);
4. Employment Fund - Forms E1, E3 (Forms E1, E3 can not be downloaded from the site [www.minrzs.go.yu](http://www.minrzs.go.yu). Form E1 costs RSD 15, Form E3 costs RSD 15)
5. Employees Pension and Disability Fond - to obtain ROD number - Form ROD 1. Form ROD 1 refers to the beginning, termination and changes in the business (Form ROD 1 costs RSD 15), for registration of employees - Form M1 (Form M1 costs RSD 15);
6. Health Fund - Form OPD (Form OPD costs RSD 15 and it can be taken only in the Post office), Form M - application, change, and notice of health insurance (insured and uninsured health family members) - Form M costs RSD 15 and can be taken only in the Post office.

- The Notarization cost depends on the amount of capital and the value of the lease. The promoters must notarize at least four copies of the memorandum of association and the lease contract with the Serbian Business Registers Agency.

As of July 2005, the Law on Court Taxes established the fee schedule, depending on the incorporation contract value:

- Incorporation contract value up to RSD 10,000: fee is RSD 650.
  - From RSD 10,001 to RSD 100,000: RSD 650 plus 1% of contract value.
  - From RSD 100,001 to RSD 1,000,000: RSD 1,950 plus 0.5% of contract value.
  - Over RSD 1,000,000: RSD 8,450 plus 0.25% of contract value.
- Note that the fee will not exceed RSD 26,000.

In addition, the promoter will be assessed miscellaneous fees to notarize the lease contract and the memorandum of association:

- Notarization request: RSD 32.5 (applies to one or several documents).
- Notarization of signatures specimen with competent court: RSD 65 per signature.
- Signature verification of proxy (power of attorney): RSD 325.

## Procedure 2 Open a temporary bank account; pay founding deposit or its part and all other fees

**Time to complete:** 1

**Cost to complete:** 0

**Comment:** The founding deposit is paid to a temporary account at one of the commercial banks. The decision or contract of incorporation must be submitted to the chosen bank to open a temporary bank account. At least half of the initial capital is payable in advance, and the

rest is due within 2 years of registration. After registration is completed, the funds are transferred to a company Giro-account, which may be used for business transactions. The company must obtain a payment slip from the bank.

**Procedure 3** apply and obtain the registration certificate, tax identification number, pension fund (PIO Fund) and Health Fund certificates, certify the signatures (three copies) for opening bank account and register the employment contracts with the Employment Organization at Business Registers Agency (SBRA)

**Time to complete:** 3

**Cost to complete:** 5365

**Comment:** Under the Business Registration Law (effective July 2004), the company registration was transferred from the commercial courts to the Serbian Business Registers Agency (SBRA). Instead of two separate proceedings, the SBRA now issues the registration number and code of Republic Statistical Agency (RSA) simultaneously with the registration certificate. The Registry receives now the application for the Tax Identification Number (TIN) and issues the TIN; the local authority will however require certain documentation from the company but only after the company is validly registered. Moreover, pension fund (PIO Fund) and Health Fund certificates, certify the signatures (three copies) for opening bank account and register the employment contracts with the Employment Organization are done at the Business Registers Agency (SBRA)

To register, the promoters must submit the following documents:

- Set of registration forms.
- Contract of incorporation (deed on establishment) or decision on the company founding with authenticated signatures of founder(s) that are notarized by the Municipal Court.
- Decision of founders on appointment of the director.
- Information on the founder(s) (i.e., registration documents if the founder is a legal entity or identity number and proof of registered residence if the founder is a physical person). If the documents are in a foreign language, they must be translated into Serbian by an authorized court translator (fee is about RSD 800 per page).
- Certified signature on the OP form of the director (or deputy director or other authorized person).
- Evidence of payment of the administrative fee.
- Bank confirmation that the capital has been deposited into to the temporary bank account or certified statement from the founder that the financial capital has been secured.
- Optionally, power of attorney if an attorney-at-law files the registration.

The SBRA will examine the request to determine whether it complies with current legislation and whether these documents are attached. The Registry publishes the company registration on the Internet.

**Procedure 4** Open a permanent business account with the commercial bank

**Time to complete:** 1

**Cost to complete:** 400

**Comment:** The documentation for setting up a permanent business account with the commercial bank varies from bank to bank. The following documents are generally submitted:

- Original or certified copy of the company's registration with the SBRA (evidence of the company identification number and other relevant data).
- Application for opening the permanent account.
- Contract for depositing funds.
- Tax number for PIB (residents only).
- The bank-provided specimen card for legal entities (original).
- Identity card of the founders (copy).
- Incorporation deed (copy).

At this point, the founders convert the personal bank account into the company's bank account and deposit the minimum capital of EUR 500. Although the law allows for in-kind contributions (labor, machinery, or other assets), in practice, the founders are required to deposit the full amount in cash.

According to the Law on Preventing Money Laundry (December 2005), the bank must identify the company when opening the account. The company that opens the bank account must submit to the bank the name, family name, date and the place of birth, and the residence of any individual who possesses at least 10% of shares or other rights that enable him or her to participate in managing the legal entity.

#### **Procedure 5 Make Stamp and seal**

**Time to complete:** 1

**Cost to complete:** 2500

**Comment:** Companies can obtain a company stamp and seal in 1–2 days for a fee of RSD 1,500 to RSD 4,000, depending on the number of words, design, and the like. Before making the stamp and seal, the stampmaker must receive a copy of the registration ruling.

#### **Procedure 6 Register with local tax authority**

**Time to complete:** 5

**Cost to complete:** 0

**Comment:** Upon receiving the tax identification number, the company's representative must register with the local tax authority by submitting all or some of the following documents to the local tax authority (requirements vary by authority):

- Registration certificate of the Business Registration Agency (copy).
- Certificate of personal tax number (copy).
- Employment contract with the general manager or company founder.
- Completed registration form for VAT. Note that according to the Law on Value Added Tax (Official Gazette RS No. 84/2004, 86/2004, 61/2005), if total turnover for the next 12 months is projected at more than RSD 2 million, the company must submit a completed VAT registration form.
- Certified OP form.
- Statement on employed workers.
- Certified lists of taxpayer real estate, motor vehicles, and aircrafts.
- List of all stores and numbers of fiscal cash registers.
- Agreement concluded with the bookkeeping agency.

- Since an amendment to the Law on Added Tax in June 2008 (Official Gazette RS No. 84/2004, 61/2005 61/2007), the company's representative must submit to the tax authorities, besides the mentioned documents, the copy of the agreement on opening of permanent bank account and a copy of specimen card

Depending on the local tax authority, some or all of the above documents must be submitted to the tax authority no later than 10–15 days after obtaining the personal tax number.

#### **Procedure 7 Register the employment contracts with the Employment Organization/Fund**

**Time to complete:** 1

**Cost to complete:** 0

**Comment:** Founders must submit and certify the following:

- The new Form M1, Application for insurance.
- The old Form M1, Application of insurance and Application for establishing employment.

- Form E1, Application on vacancy for working place along with the employee's medical-care booklet.
- Form E3, Application for establishing or terminating employment.
- Form ROD 1, Application on beginning/ending/changing the terms of the payers of the contributions.
- Employees' identity cards and employment contracts.
- Copy of the Registration certificate has to be submitted.

## Dealing with Construction Permits in Serbia

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

### BUILDING A WAREHOUSE

Date as of: January 2009

Estimated Warehouse Value:

City: Belgrade

#### Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Request and obtain extract from the urban plan or act on zoning conditions	30 days	RSD 60,000
2 *	Request and obtain proof of ownership of the construction land	6 days	RSD 130
3	Request and obtain main construction project clearance from the electric energy authority	45 days	RSD 10,000
4 *	Request and obtain main construction project clearance from the water and sewerage authority	60 days	RSD 159,500
5 *	Request and obtain main construction project clearance from the labor inspection – department for safety at work	60 days	RSD 2,000
6 *	Request and obtain main construction project clearance from the heating authority	45 days	RSD 12,500
7 *	Request and obtain main construction project clearance from the telecommunications authority	45 days	RSD 20,000
8 *	Request and obtain main construction project clearance from the traffic authority	60 days	RSD 5,900
9	Request and obtain building permit	90 days	RSD 450
10 *	Request and obtain technical control of the main project	10 days	RSD 92,071
11	Notify and obtain approval for commencement of works from municipality and pay city building land tax	1 day	RSD 5,379,281
12	Nominate expert supervisor of the work	1 day	RSD 455,000
13	Request and obtain consent regarding the connection of the plot of land to the nearest public road	30 days	RSD 61,000

14 *	Request and obtain consent regarding regulations on environmental protection	30 days	RSD 80,000
15 *	Request and obtain water and sewerage connection	10 days	RSD 159,500
16 *	Request and obtain electricity connection	7 days	RSD 508,200
17 *	Request and obtain phone connection	7 days	RSD 12,000
18	Request technical examination of the building from municipality commission	1 day	RSD 120
19	Receive technical examination of the building from municipality commission and obtain use permit	15 days	RSD 25,686
20	Register the building	45 days	RSD 4,000

\* Takes place simultaneously with another procedure.

**Procedure 1 Request and obtain extract from the urban plan or act on zoning conditions**

**Time to complete:** 30 days

**Cost to complete:** RSD 60,000

**Comment:** A request for either of these documents should be submitted to the municipality in the area where the building plot is situated. The extract from the urban plan can be obtained only if an urban plan for the site exists. An excerpt from an urban plan contains all the conditions and data necessary for the development of a conceptual project design and, in particular, construction line and height restrictions, and conditions, in accordance with regulations.

If BuildCo is interested in building a structure in an area for which development of an urban plan is not envisioned, on the request of the interested party, the municipality issues an act on zoning conditions, in accordance with the space plan. However, if the construction site is located within an area for which an urban plan exists (adopted on the basis of old laws), the act on zoning conditions must be issued in conformity with this urban plan, until the new urban plan takes effect. The required plans and documents for connecting to roads and other communal infrastructure must be obtained, at the investor's expense, from the municipality that has jurisdiction for issuing a building permit for the warehouse.

**Procedure 2 Request and obtain proof of ownership of the construction land**

**Time to complete:** 6 days

**Cost to complete:** RSD 130

**Comment:** Proof of ownership is provided either by the appropriate municipal court (with a land register extract) or the Republic Geodesy Institute (an extract from the newly established cadastre).

It takes on average upto 10 days for issuance of the land register extract by the appropriate municipal court; the cost is RSD 130. The cadastre extract can be obtained in a day from the Republic Geodesy Institute at a cost from RSD 1,300 to RSD 1,500 (the price depends on the number of pages). Some areas of Belgrade are now updated and incorporated in the cadastral system. However, in the case considered here, only proof of ownership from the municipal court is needed.

**Procedure 3 Request and obtain main construction project clearance from the electric energy authority**

**Time to complete:** 45 days

**Cost to complete:** RSD 10,000

**Comment:** The timelimit for issuing the technical project clearances from various authorities is 30 days, concurrently. However, in practice it takes much longer and requires various follow-ups from applicants.

**Procedure 4 Request and obtain main construction project clearance from the water and sewerage authority**

**Time to complete:** 60 days

**Cost to complete:** RSD 159,500

**Comment:** Preparation of the conditions regarding water and sewerage service costs RSD 70,500; consent (clearance) costs RSD 44,000; and connection to the public network costs RSD 45,000. These figures cover the costs of connection.

The timelimit for issuing the technical project clearances from various authorities is 30 days, concurrently. However, in practice it takes much longer and requires various follow-ups from applicants.

**Procedure 5 Request and obtain main construction project clearance from the labor inspection – department for safety at work**

**Time to complete:** 60 days

**Cost to complete:** RSD 2,000

**Comment:** The timelimit for issuing the technical project clearances from various authorities is 30 days, concurrently. However, in practice it takes much longer and requires various follow-ups from applicants.

**Procedure 6 Request and obtain main construction project clearance from the heating authority**

**Time to complete:** 45 days

**Cost to complete:** RSD 12,500

**Comment:** The building authority will not approve the project without a clearance from the heating authority.

The timelimit for issuing the technical project clearances from various authorities is 30 days, concurrently. However, in practice it takes much longer and requires various follow-ups from applicants.

**Procedure 7 Request and obtain main construction project clearance from the telecommunications authority**

**Time to complete:** 45 days

**Cost to complete:** RSD 20,000

**Comment:** The telecommunications authority makes a list of conditions after 10 days from when the application was submitted. After that, the company (BuildCo) prepares the relevant drawings and designs according to the specified norms. The overall time has decreased from 60 days to 45 days because of more efficient internal document processing.

The timelimit for issuing the technical project clearances from various authorities is 30 days, concurrently. However, in practice it takes much longer and requires various follow-ups from applicants.

**Procedure 8 Request and obtain main construction project clearance from the traffic authority**

**Time to complete:** 60 days

**Cost to complete:** RSD 5,900

**Comment:** According to oral information provided by the traffic authority, this clearance can be obtained within 30 days at a cost of RSD 5,900.

The timelimit for issuing the technical project clearances from various authorities is 30 days, concurrently. However, in practice it takes much longer and requires various follow-ups from applicants.

**Procedure 9 Request and obtain building permit**

**Time to complete:** 90 days

**Cost to complete:** RSD 450

**Comment:** Since Dec 31, 2008, by the new Statute of City of Belgrade, municipalities only handle building permits for projects below 800 sqm. This particular reform made the different districts of Belgrade more equal and defined the types of activities that are handled by the City versus the municipal offices. Everything above 800 sqm is now handled by the City of Belgrade Secretariat for urbanism and construction work (Sekretarijat za urbanizam i gradevinske poslove).

A request for a building permit should be submitted to the Secretariat for Urbanism and Construction Affairs of Belgrade City Municipality in charge of the territory on which the building plot is situated, along with the following documentation:

- Extracts from the urban plan issued within 6 months before the filing of the request for a building permit.
- Preliminary design project plan that conforms to the urban plan mentioned above.
- Evidence of the ownership status or rental status of the building plot.

Although, the law stipulates the time limit of 15 days, the Construction Department of Municipality of Belgrade takes on average anywhere between 2-6 months, and sometimes even more.

**Procedure 10 Request and obtain technical control of the main project**

**Time to complete:** 10 days

**Cost to complete:** RSD 92,071

**Comment:** A duly licensed company other than the one that furnished the main construction project plan must verify whether the main construction project has been made in accordance with the law and with the technical standards, and whether it has all necessary clearances described in Procedures 3–9. The main construction project must be certified and stamped to that effect.

**Procedure 11 Notify and obtain approval for commencement of works from municipality and pay city building land tax**

**Time to complete:** 1 day

**Cost to complete:** RSD 5,379,281

**Comment:** The start of construction activities must be reported to the municipality at least 8 days before commencement. The notification must be accompanied by all necessary documentation described in Procedures 1–10 above, including the main construction project design and description of the equipment to be used, to be certified by the municipality within eight days of submission. After this certification has been obtained, construction may commence.

The company must pay the land usage tax that is charged by the City Building Directorate and varies from EUR 50 to EUR 60 per sq. m. of the building plot. Construction activities cannot begin before this fee is paid. Proof of payment of this fee (if not agreed otherwise with the City Building Directorate) is submitted to the municipality along with the other documents mentioned above, which are submitted as attachments to the notification to the municipality.

The cost depends on the city suburb in which the facility is built. Prices of land tax differ from one suburb to the other. Assuming a cost of EUR 50 (RSD 4,136) per square meter, the total cost in this case would be RSD 4,136 x 1,300.6 sq. m. = RSD 5,379,281.

In practice it may take anywhere around 10 days to undertake all necessary steps to complete this procedure.

**Procedure 12 Nominate expert supervisor of the work**

**Time to complete:** 1 day  
**Cost to complete:** RSD 455,000  
**Comment:** Expert supervision of the construction must be provided during the entire period of construction by a licensed independent engineer. This person cannot be affiliated with BuildCo. The expert supervisor visits the site once a week on average.

**Procedure 13 Request and obtain consent regarding the connection of the plot of land to the nearest public road**

**Time to complete:** 30 days  
**Cost to complete:** RSD 61,000  
**Comment:** BuildCo must undertake this procedure should it require access to or use of the nearest public road.

**Procedure 14 Request and obtain consent regarding regulations on environmental protection**

**Time to complete:** 30 days  
**Cost to complete:** RSD 80,000  
**Comment:**

**Procedure 15 Request and obtain water and sewerage connection**

**Time to complete:** 10 days  
**Cost to complete:** RSD 159,500  
**Comment:**

**Procedure 16 Request and obtain electricity connection**

**Time to complete:** 7 days  
**Cost to complete:** RSD 508,200  
**Comment:** The cost is RSD 3,630 per kilowatt.

**Procedure 17 Request and obtain phone connection**

**Time to complete:** 7 days  
**Cost to complete:** RSD 12,000  
**Comment:**

**Procedure 18 Request technical examination of the building from municipality commission**

**Time to complete:** 1 day

**Cost to complete:** RSD 120

**Comment:** After all construction work has been completed, a municipal commission examines whether the constructed building complies with the issued building permit, all applicable laws and regulations, and technical standards. The municipality issues the use permit within 7 days after the commission responsible for the technical examination reports that the building is suitable for use.

The municipal commission does not issue the use permit if the building is not in compliance with technical standards and technical documentation. Instead, it orders BuildCo to correct all irregularities and, after re-examining the building, it issues the use permit. If the irregularities cannot be fixed and use of the building is dangerous, the commission orders the demolition of the building.

The City of Belgrade's administrative tax (the cost to complete this procedure) is now RSD 120.

**Procedure 19 Receive technical examination of the building from municipality commission and obtain use permit**

**Time to complete:** 15 days

**Cost to complete:** RSD 25,686

**Comment:** BuildCo must submit a formal request along with the building and the use permits. If there is a cadastral register in the area where the warehouse is constructed, the company should register the building at the cadastral registry. Otherwise, the building should be registered in the land books. Article 125 of the Law on Planning and Construction provides for a time limit of 7 days for this permit to be issued following the issuance of technical examination. However, there is no time-limit for the commission to perform technical examination. In practice, therefore it may take upto 6 months for the commission to convene and issue its decision.

**Procedure 20 Register the building**

**Time to complete:** 45 days

**Cost to complete:** RSD 4,000

**Comment:** BuildCo must submit a formal request along with the building permit and the use permit. If there is a cadastral register in the area where the warehouse was constructed, the company should register the building in the cadastral registry. Otherwise, the building should be registered in the land books.

## Employing Workers in Serbia

Employing workers indices are based on responses to survey questions. The table below shows these responses in Serbia.

Employing Workers Indicators (2009)	Answer	Score
<b>Difficulty of hiring index (0-100)</b>		<b>77.8</b>
Are fixed-term contracts prohibited for permanent tasks?	Yes	1
What is the maximum duration of fixed-term contracts (including renewals)? (in months)	12	1.0
What is the ratio of mandated minimum wage to the average value added per worker?	0.26	0.33
<b>Difficulty of redundancy index (0-10)</b>		<b>20.0</b>
Is the termination of workers due to redundancy legally authorized?	Yes	0
Must the employer notify a third party before terminating one redundant worker?	No	0
Does the employer need the approval of a third party to terminate one redundant worker?	No	0
Must the employer notify a third party before terminating a group of 9 redundant workers?	No	0
Does the employer need the approval of a third party to terminate a group of 9 redundant workers?	No	0
Is there a retraining or reassignment obligation before an employer can make a worker redundant?	Yes	1
Are there priority rules applying to redundancies?	No	0
Are there priority rules applying to re-employment?	Yes	1
<b>Redundancy costs (weeks of salary)</b>		<b>25.3</b>
What is the notice period for redundancy dismissal after 20 years of continuous employment? (weeks of salary)		0.0
What is the severance pay for redundancy dismissal after 20 years of employment? (weeks of salary)		25.3
What is the legally mandated penalty for redundancy dismissal? (weeks of salary)		0.0
<b>Rigidity of employment index (0-100)</b>		<b>34.8</b>
<b>Rigidity of hours index (0-100)</b>		<b>6.7</b>
Can the workweek extend to 50 hours (including overtime) for 2 months per year to respond to a seasonal increase in production?	Yes	0

What is the maximum number of working days per week?	6	0
Are there restrictions on night work and do these apply when continuous operations are economically necessary?	Yes	0.33
Are there restrictions on "weekly holiday" work and do these apply when continuous operations are economically necessary?	No	0.00
What is the paid annual vacation (in working days) for an employee with 20 years of service?	20	0

Note: The first three indices measure how difficult it is to hire a new worker, how rigid the regulations are on working hours, and how difficult it is to dismiss a redundant worker. Each index assigns values between 0 and 100, with higher values representing more rigid regulations. The overall Rigidity of Employment Index is an average of the three indices.

## Registering Property in Serbia

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

### STANDARDIZED PROPERTY

Property Value: 18,472,751.21

City: Belgrade

#### Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Obtain an extract from the register of companies	1 day	RSD 3,120
2	Verify the sale purchase agreement before the court	1 day	Court fees, depending on the property value and according to the following schedule (with a maximum of RSD 26,000): Court Fees (in RSD) 650 650 to 100,000 650 + 1% of property value 1,000,000 to 1,000,000 1,950 + 0.5% of property value 1,000,000 to 1,000,000 8,450 + 0.25% of property value
3	Submit request for registration to the Municipal Court Land Register or to the Cadastre	1 day	RSD 2,600 (Land Register) or 4,750 (Cadastre)
4	Submit an application to Tax Authorities to approve transaction value and authorize payment of transfer tax	1 - 3 days	no cost
5	Pay the transfer tax	1 day	2.5% of the property value estimated by the Tax Authority
6	The Cadastre/Land Registry makes a decision on the title	10 - 25 days (Land Registry) or 30-180 days (Cadastre)	RSD 650 (Land Registry) or no cost for the Cadastre (already paid in Procedure 3)

**Procedure 1 Obtain an extract from the register of companies****Time to complete:** 1 day**Cost to complete:** RSD 3,120**Comment:** The cost consists of RSD 1,560 per extract. Considering the transaction involves two companies, they each must obtain the extract from the register of companies confirming that the persons signing the contract are authorized to sign on behalf of the companies.**Procedure 2 Verify the sale purchase agreement before the court****Time to complete:** 1 day**Cost to complete:** Court fees, depending on the property value and according to the following schedule (with a maximum of RSD 26,000):

Property Value (in RSD)	Court Fees (in RSD)
Up to 10,000	650
From 10,000 to 100,000	650 + 1% of property value
From 100,000 to 1,000,000	1,950 + 0.5% of property value
Over 1,000,000	8,450 + 0.25% of property value

**Comment:** The sale purchase agreement is verified before the court. The court verifies the documentation, as the notaries do in other countries. In Serbia, the procedure of establishing the notary instead of the court verifications is under way. According to the Law on the Transfer of the Immovable, it is obligatory for the sale purchase agreement on real estate to be verified before the court.

A lawyer may prepare the sale purchase agreement (charging an additional RSD 15,000).

**Procedure 3 Submit request for registration to the Municipal Court Land Register or to the Cadastre****Time to complete:** 1 day**Cost to complete:** RSD 2,600 (Land Registry) or 4,750 (Cadastre)**Comment:** There is a transition from a system where the registration is performed by the Land Register (a court) to a system where it is all handled by the Cadastre (administrative procedure). The new concept is to join legal record keeping (land register) with factual record keeping (old cadastre) providing a unified system for registration of real property. The new real property cadastre is maintained by an administrative body: Republic Geodesy Institute ("RGZ", through its operational units organized on the territorial principle).So far, approximately 78% of the municipalities have been covered by the new Cadastre. The urban regions are still mostly covered by the court-led registry. The Real Estate Cadastre and Registration Project, which is currently under way, aims to complete entire process until 2010, when all the process should be administered by the Cadastre (see [www.rgz.sr.gov.yu](http://www.rgz.sr.gov.yu)).**Procedure 4 Submit an application to Tax Authorities to approve transaction value and authorize payment of transfer tax****Time to complete:** 1 - 3 days**Cost to complete:** no cost

**Comment:** The parties submit an application to the local Tax Authorities in order to get approval of the sale price that will be used to calculate the transfer tax. The parties have 10 days after the sale contract has been verified by the court to submit this application. The request will be approved in a few days and then the parties have 15 days to pay the transfer tax.

**Procedure 5 Pay the transfer tax**

**Time to complete:** 1 day

**Cost to complete:** 2.5% of the property value estimated by the Tax Authority

**Comment:** The tax is paid on a commercial bank into the account of the local Tax authority.

**Procedure 6 The Cadastre/Land Registry makes a decision on the title**

**Time to complete:** 10 - 25 days (Land Registry) or 30-180 days (Cadastre)

**Cost to complete:** RSD 650 (Land Registry) or no cost for the Cadastre (already paid in Procedure 3)

**Comment:** The time will depend on which agency takes charge of the registration. Registration in the Cadastre takes so long due to the back log in updating records for previous years. Once this transition is complete, the system should work more efficiently than the old system. This procedure may last between 30 and 180 days depending on the respective cadastre municipality within the territory of the City of Belgrade.  
When the new Cadastre is established in a certain area, the Land Registry ceases to exist in the same area.  
(footnote: This case is assuming the registration takes place in the Cadastre, the new system being implemented)

## Getting Credit in Serbia

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

Getting Credit Indicators (2009)			Indicator
			score
Private bureau coverage (% of adults)	Private credit bureau	Public credit registry	6
Are data on both firms and individuals distributed?	Yes	No	1
Are both positive and negative data distributed?	Yes	No	1
Does the registry distribute credit information from retailers, trade creditors or utility companies as well as financial institutions?	Yes	No	1
Are more than 2 years of historical credit information distributed?	Yes	No	1
Is data on all loans below 1% of income per capita distributed?	Yes	No	1
Is it guaranteed by law that borrowers can inspect their data in the largest credit registry?	Yes	No	1
<b>Coverage</b>		94.2	0.0
Number of individuals	5,230,000		0
Number of firms	430,000		0

Strength of legal rights index (0-10)		8
Can any business use movable assets as collateral while keeping possession of the assets; and any financial institution accept such assets as collateral ?		Yes
Does the law allow businesses to grant a non possessory security right in a single category of revolving movable assets, without requiring a specific description of the secured assets ?		Yes
Does the law allow businesses to grant a non possessory security right in substantially all of its assets, without requiring a specific description of the secured assets ?		No
May a security right extend to future or after-acquired assets, and may it extend automatically to the products, proceeds or replacements of the original assets ?		Yes
Is a general description of debts and obligations permitted in collateral agreements, so that all types of obligations and debts can be secured by stating a maximum amount rather than a specific amount between the parties ?		No
Is a collateral registry in operation, that is unified geographically and by asset type, as well as indexed by the grantor's name of a security right ?		Yes
Do secured creditors have absolute priority to their collateral outside bankruptcy procedures?		Yes
Do secured creditors have absolute priority to their collateral in bankruptcy procedures?		Yes

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

Yes

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

Yes

## Protecting Investors in Serbia

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

Protecting Investors Data (2009)	Indicator
<b>Extent of disclosure index (0-10)</b>	<b>7</b>
What corporate body provides legally sufficient approval for the transaction? (0-3; see notes)	3
Immediate disclosure to the public and/or shareholders (0-2; see notes)	1
Disclosures in published periodic filings (0-2; see notes)	1
Disclosures by Mr. James to board of directors (0-2; see notes)	2
Requirement that an external body review the transaction before it takes place (0=no, 1=yes)	0
<b>Extent of director liability index (0-10)</b>	<b>6</b>
Shareholder plaintiff's ability to hold Mr. James liable for damage the Buyer-Seller transaction causes to the company. (0-2; see notes)	1
Shareholder plaintiff's ability to hold the approving body (the CEO or board of directors) liable for damage to the company. (0-2; see notes)	1
Whether a court can void the transaction upon a successful claim by a shareholder plaintiff (0-2; see notes)	1
Whether Mr. James pays damages for the harm caused to the company upon a successful claim by the shareholder plaintiff (0=no, 1=yes)	1
Whether Mr. James repays profits made from the transaction upon a successful claim by the shareholder plaintiff (0=no, 1=yes)	1
Whether fines and imprisonment can be applied against Mr. James (0=no, 1=yes)	0
Shareholder plaintiff's ability to sue directly or derivatively for damage the transaction causes to the company (0-1; see notes)	1
<b>Ease of shareholder suits index (0-10)</b>	<b>3</b>
Documents available to the plaintiff from the defendant and witnesses during trial (0-4; see notes)	0
Ability of plaintiffs to directly question the defendant and witnesses during trial (0-2; see notes)	1
Plaintiff can request categories of documents from the defendant without identifying specific ones (0=no, 1=yes)	1
Shareholders owning 10% or less of Buyer's shares can request an inspector investigate the transaction (0=no, 1=yes)	0

Level of proof required for civil suits is lower than that for criminal cases (0=no, 1=yes)	0
Shareholders owning 10% or less of Buyer's shares can inspect transaction documents before filing suit (0=no, 1=yes)	1

### Strength of investor protection index (0-10)

5.3

#### Notes:

#### Extent of Disclosure Index

*What corporate body provides legally sufficient approval for the transaction?*

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

*Immediate disclosure to the public and/or shareholders*

0=none; 1=disclosure on the transaction only; 2=disclosure on the transaction and Mr. James' conflict of interest

*Disclosures in published periodic filings*

0=none; 1=disclosure on the transaction only; 2=disclosure on the transaction and Mr. James' conflict of interest

*Disclosures by Mr. James to board of directors*

0=none; 1=existence of a conflict without any specifics; 2= full disclosure of all material facts

#### Director Liability Index

*Shareholder plaintiff's ability to hold Mr. James liable for damage the Buyer-Seller transaction causes to the company*

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

*Shareholder plaintiff's ability to hold the approving body (the CEO or board of directors) liable for damage to the company*

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

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

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

*Shareholder plaintiffs' ability to sue directly or derivatively for damage the transaction causes to the company*

0=not available; 1=direct or derivative suit available for shareholders holding 10% of share capital or less

#### Shareholder Suits Index

*Documents available to the plaintiff from the defendant and witnesses during trial*

Score 1 each for (1) information that the defendant has indicated he intends to rely on for his defense; (2) information that directly proves specific facts in the plaintiff's claim; (3) any information that is relevant to the subject matter of the claim; and (4) any information that may lead to the discovery of relevant information.

*Ability of plaintiffs to directly question the defendant and witnesses during trial*

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

## Paying Taxes in Serbia

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

Tax or mandatory contribution	Payments (number)	Notes on Payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% profit)	Notes on TTR
Urban land usage fee	12			variable	per square meter		
Value added tax (VAT)	12		105	18%	value added		
Construction Land Development fee	1			variable	square meter of useful land for construction		
Other municipality charges	12			variable	various		
Property tax	4		0	0%	property value	0.71	
Property transfer tax	1			3%	sale price	1.52	
Corporate income tax	12		48	10%	taxable profits	11.56	
Social security	12		126	18%	gross salaries	20.19	
<b>Totals</b>	<b>66</b>		<b>279</b>			<b>34.0</b>	

### Notes:

- a) data not collected
- b) VAT is not included in the total tax rate because it is a tax levied on consumers
- c) very small amount
- d) included in other taxes
- e) Withheld tax
- f) electronic filling available
- g) paid jointly with another tax

Name of taxes have been standardized. For instance income tax, profit tax, tax on company's income are all named corporate income tax in this table.

When there is more than one statutory tax rate, the one applicable to TaxpayerCo is reported.

The hours for VAT include all the VAT and sales taxes applicable.

The hours for Social Security include all the hours for labor taxes and mandatory contributions in general.

## Trading Across Borders in Serbia

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

Nature of Export Procedures (2009)	Duration (days)	US\$ Cost
Documents preparation	2	178
Customs clearance and technical control	2	70
Ports and terminal handling	5	250
Inland transportation and handling	3	900
Totals	12	1398

Nature of Import Procedures (2009)	Duration (days)	US\$ Cost
Documents preparation	6	139
Customs clearance and technical control	2	70
Ports and terminal handling	3	250
Inland transportation and handling	3	1100
Totals	14	1559

### Export

Bill of lading

Certificate of origin

Commercial invoice

Customs export declaration

Packing list

Tax certificate

### Import

Bill of lading

Certificate of origin

Commercial invoice

Customs import declaration

Packing list

## Enforcing Contracts in Serbia

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

Nature of Procedure (2009)	Indicator
Procedures (number)	36
Time (days)	635
Filing and service	30.0
Trial and judgment	495.0
Enforcement of judgment	110.0
Cost (% of claim)*	28.90
Attorney cost (% of claim)	9.4
Court cost (% of claim)	7.1
Enforcement Cost (% of claim)	12.4

**Court information:** Belgrade Commercial Court ("Trgovinski sud u Beogradu")

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





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