

A World Bank Group Flagship Report

Doing Business 2017

Equal Opportunity for All**Economy Profile 2017****Pakistan****WORLD BANK GROUP**

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

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INTRODUCTION

Doing Business sheds light on how easy or difficult it is for a local entrepreneur to open and run a small to medium-size business when complying with relevant regulations. It measures and tracks changes in regulations affecting 11 areas in the life cycle of a business: starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts, resolving insolvency and labor market regulation. *Doing Business 2017* presents the data for the labor market regulation indicators in an annex. The report does not present rankings of economies on labor market regulation indicators or include the topic in the aggregate distance to frontier score or ranking on the ease of doing business.

In a series of annual reports *Doing Business* presents quantitative indicators on business regulations and the protection of property rights that can be compared across 190 economies, from Afghanistan to Zimbabwe, over time. The data set covers 48 economies in Sub-Saharan Africa, 32 in Latin America and the Caribbean, 25 in East Asia and the Pacific, 25 in Eastern Europe and Central Asia, 20 in the Middle East and North Africa and 8 in South Asia, as well as 32 OECD high-income economies. The indicators are used to analyze economic outcomes and identify what reforms have worked, where and why.

This economy profile presents the *Doing Business* indicators for Pakistan. To allow useful comparison, it

also provides data for other selected economies (comparator economies) for each indicator. The data in this report are current as of June 1, 2016 (except for the paying taxes indicators, which cover the period January–December 2015).

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

More information is available in the full report. *Doing Business 2017* presents the indicators, analyzes their relationship with economic outcomes and presents business regulatory reforms. The data, along with information on ordering *Doing Business 2017*, are available on the *Doing Business* website at <http://www.doingbusiness.org>.

CHANGES IN *DOING BUSINESS* 2017

As part of a three-year update in methodology, *Doing Business* 2017 expands further by adding postfiling processes to the paying taxes indicator, including a gender component in three of the indicators and developing a new pilot indicator on selling to the government. Also, for the first time this year *Doing Business* collects data on Somalia, bringing the total number of economies covered to 190.

The paying taxes indicator is expanded this year to include postfiling processes – those processes that occur after a firm complies with its regular tax obligations. These include tax refunds, tax audits and tax appeals. In particular, *Doing Business* measures the time it takes to get a value added tax (VAT) refund, deal with a simple mistake on a corporate tax return that can potentially trigger an audit and good practices with administrative appeals process.

This year's *Doing Business* report presents a gender dimension in four of the indicator sets: starting a business, registering property, enforcing contracts and labor market regulation. Three of these areas are included in the distance to frontier score and in the ease of doing business ranking, while the fourth—labor market regulation—is not.

Doing Business has traditionally assumed that the entrepreneurs or workers discussed in the case studies were men. This was incomplete by not reflecting correctly the *Doing Business* processes as applied to women—which in some economies may be different from the processes applied to men. Starting this year, *Doing Business* measures the starting a business process for two case scenarios: one where all entrepreneurs are men and one where all entrepreneurs are women. In economies where the processes are more onerous if the entrepreneur is a woman, *Doing Business* now counts the extra procedures applied to roughly half of the population that is female (for example, obtaining a husband's consent or gender-specific requirements for opening a personal bank account when starting a business). Within the registering property indicators, a gender component has been added to the quality of land administration index. This component measures women's ability to use, own, and transfer property according to the law. Finally, within the enforcing contracts indicator set, economies will be scored on

having equal evidentiary weight of women's testimony in court.

Also for the first time this year *Doing Business* collects data on Somalia, bringing the total number of economies covered to 190.

For more details on the changes, see the "Old and new factors covered in *Doing Business*" section in the Overview chapter starting on page 1 of the *Doing Business* 2017 report. For more details on the data and methodology, please see the "Data Notes" chapter starting on page 114 of the *Doing Business* 2017 report. For more details on the distance to frontier metric, please see the "Distance to frontier and ease of doing business ranking" chapter in this profile.

THE BUSINESS ENVIRONMENT

For policy makers trying to improve their economy's regulatory environment for business, a good place to start is to find out how it compares with the regulatory environment in other economies. *Doing Business* provides an aggregate ranking on the ease of doing business based on indicator sets that measure and benchmark regulations applying to domestic small to medium-size businesses through their life cycle. Economies are ranked from 1 to 190 by the ease of doing business ranking. *Doing Business* presents results for 2 aggregate measures: the distance to frontier score and the ease of doing business ranking. The ranking of economies is determined by sorting the aggregate distance to frontier scores, rounded to two decimals. An economy's distance to frontier score is indicated on a scale from 0 to 100, where 0 represents the worst performance and 100 the frontier. (See the chapter on the distance to frontier and ease of doing business).

The ease of doing business ranking compares economies with one another; the distance to frontier score benchmarks economies with respect to regulatory best practice, showing the absolute distance to the best performance on each *Doing Business* indicator. When compared across years, the distance to frontier score shows how much the regulatory environment for local entrepreneurs in an economy has changed over time in absolute terms, while the ease of doing business ranking can show only how much the regulatory environment has changed relative to that in other economies.

The 10 topics included in the ranking in *Doing Business 2017*: starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency. The labor market regulation indicators are not included in this year's aggregate ease of doing business ranking, but the data are presented in the economy profile.

ECONOMY OVERVIEW

Region: South Asia

Income category: Lower middle income

Population: 188,924,874

GNI per capita (US\$): 1,440

DB2017 rank: 144

DB2016 rank: 148*

Change in rank: 4

DB 2017 DTF: 51.77

DB 2016 DTF: 49.48

Change in DTF: 2.29

* DB2016 ranking shown is not last year's published ranking but a comparable ranking for DB2016 that captures the effects of such factors as data revisions and the changes in methodology. See the data notes starting on page 114 of the *Doing Business 2017* report for sources and definitions.

THE BUSINESS ENVIRONMENT

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



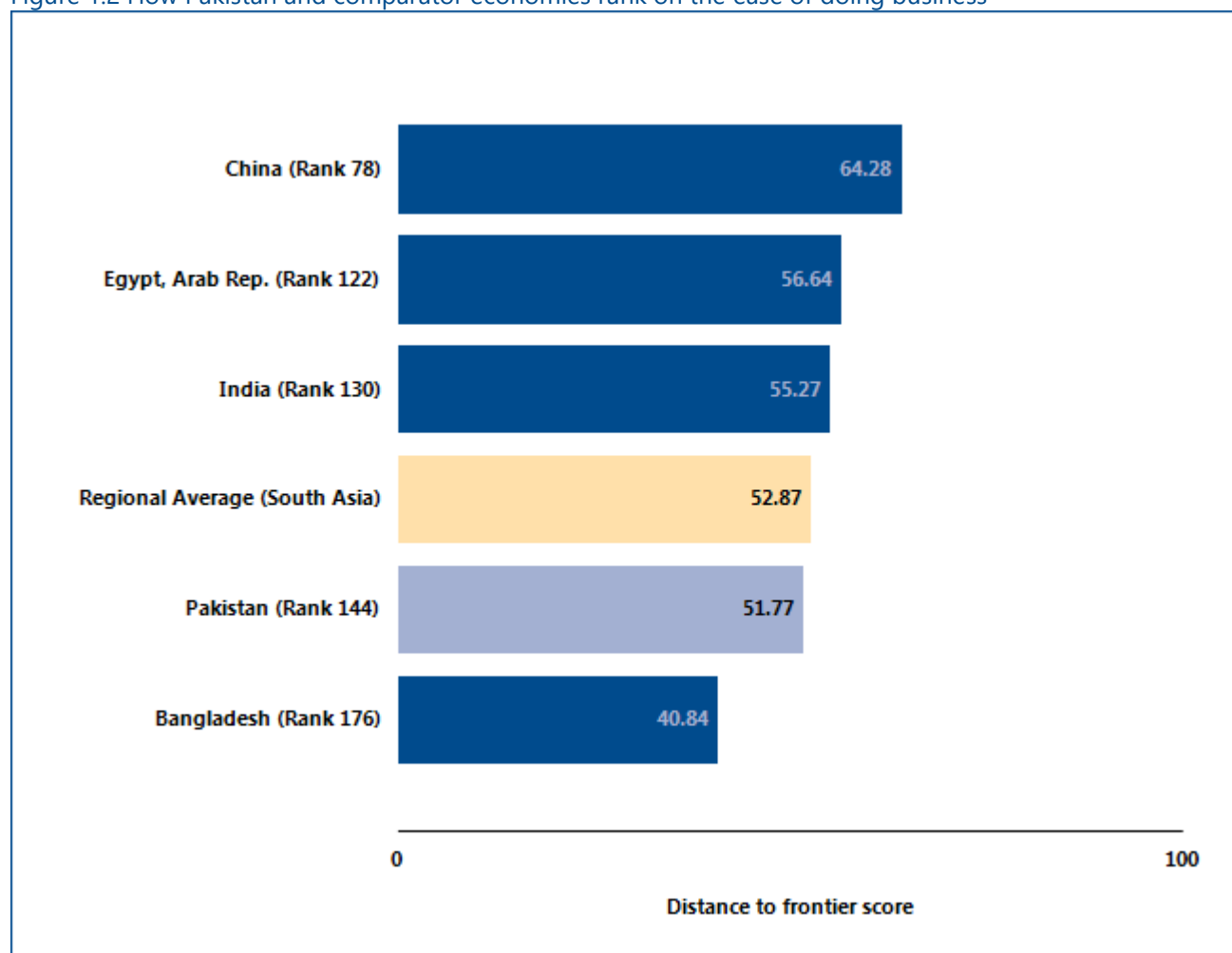
Source: *Doing Business* database.

THE BUSINESS ENVIRONMENT

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

regional average (figure 1.2). The economy's rankings (figure 1.3) and distance to frontier scores (figure 1.4) on the topics included in the ease of doing business ranking provide another perspective.

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



Note: The rankings are benchmarked to June 2016 and based on the average of each economy's distance to frontier (DTF) scores for the 10 topics included in this year's aggregate ranking. The distance to frontier score benchmarks economies with respect to regulatory practice, showing the absolute distance to the best performance in each *Doing Business* indicator. An economy's distance to frontier score is indicated on a scale from 0 to 100, where 0 represents the worst performance and 100 the frontier. For the economies for which the data cover 2 cities, scores are a population-weighted average for the 2 cities.

Source: *Doing Business* database.

THE BUSINESS ENVIRONMENT

Figure 1.3 Rankings on *Doing Business* topics - Pakistan
(Scale: Rank 190 center, Rank 1 outer edge)

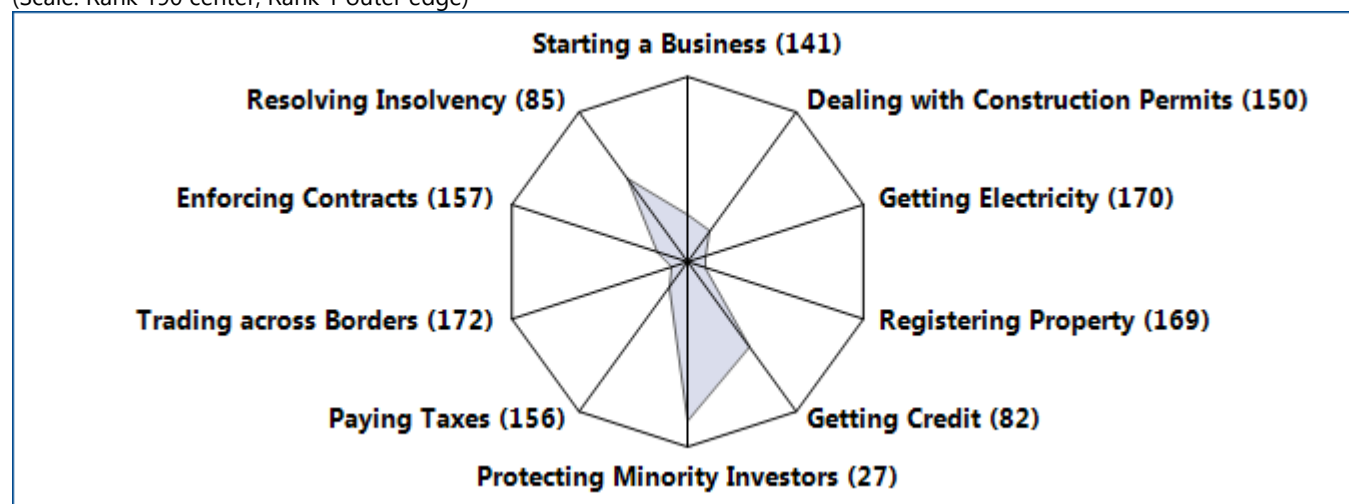
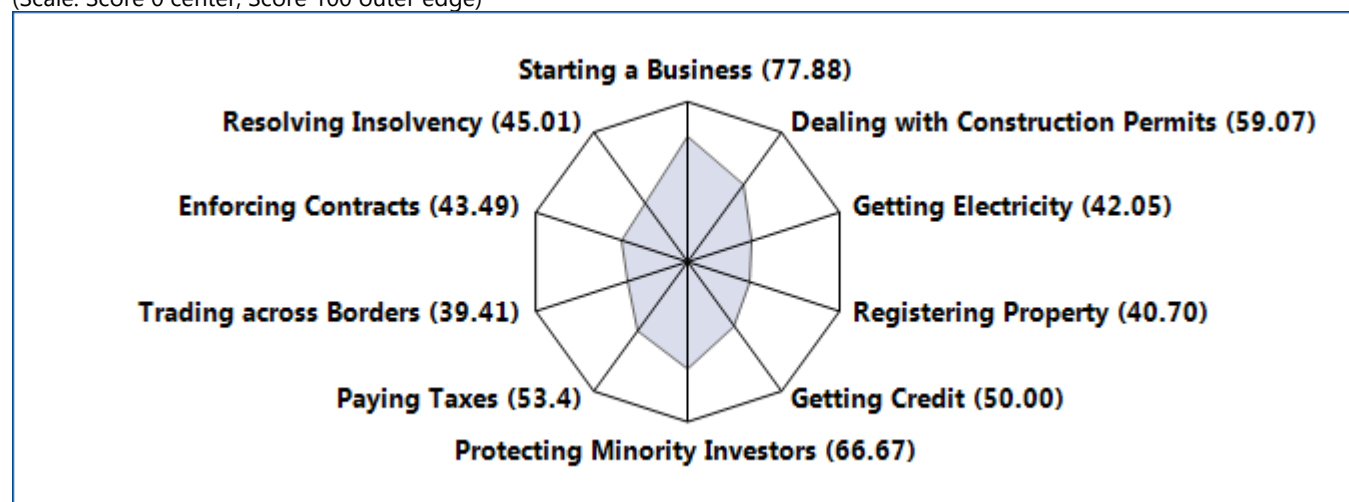


Figure 1.4 Distance to frontier scores on *Doing Business* topics - Pakistan
(Scale: Score 0 center, Score 100 outer edge)



Source: *Doing Business* database.

Note: The rankings are benchmarked to June 2016 and based on the average of each economy's distance to frontier (DTF) scores for the 10 topics included in this year's aggregate ranking. The distance to frontier score benchmarks economies with respect to regulatory practice, showing the absolute distance to the best performance in each *Doing Business* indicator. An economy's distance to frontier score is indicated on a scale from 0 to 100, where 0 represents the worst performance and 100 the frontier. For the economies for which the data cover 2 cities, scores are a population-weighted average for the 2 cities.

THE BUSINESS ENVIRONMENT

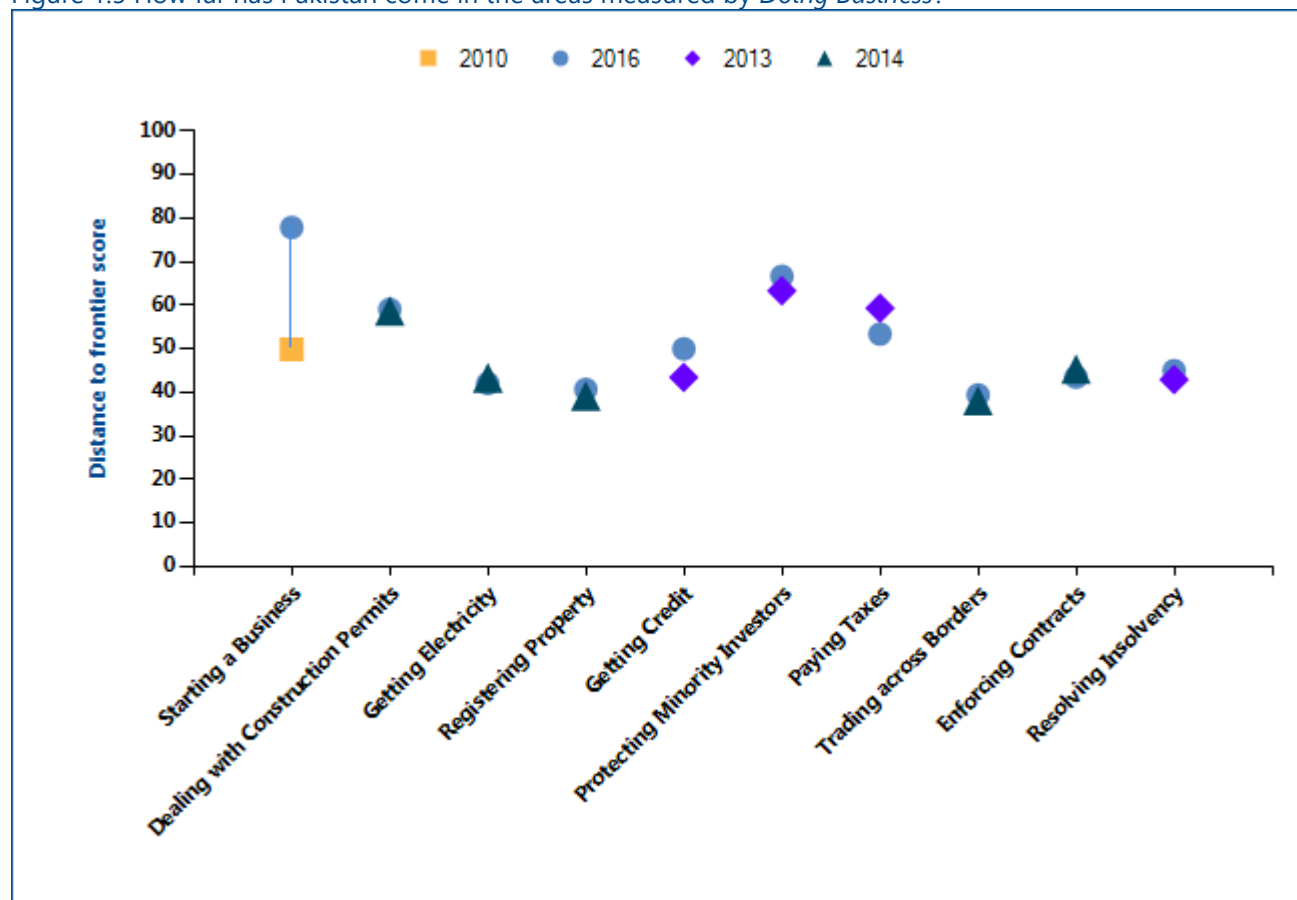
Just as the overall ranking on the ease of doing business tells only part of the story, so do changes in that ranking. Yearly movements in rankings can provide some indication of changes in an economy's regulatory environment for firms, but they are always relative.

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

Doing Business introduced the distance to frontier score. This measure shows how far on average an economy is from the best performance achieved by any economy on each *Doing Business* indicator.

Comparing the measure for an economy at 2 points in time allows users to assess how much the economy's regulatory environment as measured by *Doing Business* has changed over time—how far it has moved toward (or away from) the most efficient practices and strongest regulations in areas covered by *Doing Business* (figure 1.5).

Figure 1.5 How far has Pakistan come in the areas measured by *Doing Business*?



Note: The distance to frontier score shows how far on average an economy is from the best performance achieved by any economy on each *Doing Business* indicator. Starting a business is comparable to 2010. Getting credit, protecting minority investors, paying taxes and resolving insolvency had methodology changes in 2014 and thus are only comparable to 2013. Dealing with construction permits, registering property, trading across borders, enforcing contracts and getting electricity had methodology changes in 2015 and thus are only comparable to 2014. The measure is normalized to range between 0 and 100, with 100 representing the best performance (the frontier). See the data notes starting on page 114 of the *Doing Business 2017* report for more details on the distance to frontier score. *Source:* *Doing Business* database.

THE BUSINESS ENVIRONMENT

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

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

Table 1.1 Summary of *Doing Business* indicators for Pakistan

Indicator	Pakistan DB2017	Pakistan DB2016	Karachi DB2017	Lahore DB2017	Bangladesh DB2017	China DB2017	Egypt, Arab Rep. DB2017	India DB2017	Best performer globally DB2017
Starting a Business (Rank)	141	135	--	--	122	127	39	155	1 (New Zealand)
Starting a Business (DTF Score)	77.88	77.43	77.88	77.88	81.74	81.02	92.43	74.31	99.96 (New Zealand)
Procedure – Men (number)	12.0	12.0	12.0	12.0	9.0	9.0	4.0	12.9	1.0 (New Zealand)
Time – Men (days)	18.0	19.0	18.0	18.0	19.5	28.9	6.0	26.0	0.5 (New Zealand)
Cost – Men (% of income per capita)	12.4	13.9	12.4	12.4	13.8	0.7	7.4	13.8	0.0 (Slovenia)
Procedure – Women (number)	12.0	12.0	12.0	12.0	9.0	9.0	5.0	12.9	1.0 (New Zealand)
Time – Women (days)	18.0	19.0	18.0	18.0	19.5	28.9	7.0	26.0	0.5 (New Zealand)
Cost – Women (% of income per capita)	12.4	13.9	12.4	12.4	13.8	0.7	7.4	13.8	0.0 (Slovenia)
Paid-in min. capital (% of income per capita)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0 (127 Economies*)
Dealing with Construction Permits	150	150	--	--	138	177	64	185	1 (New Zealand)

Indicator	Pakistan DB2017	Pakistan DB2016	Karachi DB2017	Lahore DB2017	Bangladesh DB2017	China DB2017	Egypt, Arab Rep. DB2017	India DB2017	Best performer globally DB2017
(Rank)									
Dealing with Construction Permits (DTF Score)	59.07	58.56	57.65	61.70	61.60	48.52	72.46	32.83	87.40 (New Zealand)
Procedures (number)	15.0	15.0	15.0	15.0	14.2	22.0	17.0	35.1	7.0 (4 Economies*)
Time (days)	264.2	264.2	260.0	272.0	269.0	244.3	145.0	190.0	28.0 (Korea, Rep.)
Cost (% of warehouse value)	7.0	7.4	9.1	3.1	2.7	7.0	1.6	25.9	0.1 (Trinidad and Tobago)
Building quality control index (0-15)	12.0	12.0	12.5	11.0	10.0	9.0	12.0	11.5	15.0 (Luxembourg*)
Getting Electricity (Rank)	170	163	--	--	187	97	88	26	1 (Korea, Rep.)
Getting Electricity (DTF Score)	42.05	43.73	39.78	46.28	16.17	68.73	70.33	85.09	99.88 (Korea, Rep.)
Procedures (number)	5.3	5.3	5.0	6.0	9.0	5.5	6.0	5.0	3.0 (15 Economies*)
Time (days)	180.7	180.7	215.0	117.0	428.9	143.2	54.0	45.9	18.0 (Korea, Rep.*)
Cost (% of income per capita)	1771.9	1230.4	1773.9	1768.2	2860.9	390.4	244.9	133.2	0.0 (Japan)
Reliability of supply and transparency of tariff index (0-8)	0.0	0.0	0.0	0.0	0.0	6.0	4.0	7.0	8.0 (26 Economies*)
Registering Property (Rank)	169	173	--	--	185	42	109	138	1 (New Zealand)
Registering Property (DTF Score)	40.70	39.22	32.73	55.51	27.58	76.15	58.30	50.00	94.46 (New Zealand)
Procedures (number)	7.7	7.7	8.0	7.0	8.0	4.0	8.0	7.0	1.0 (4 Economies*)

Indicator	Pakistan DB2017	Pakistan DB2016	Karachi DB2017	Lahore DB2017	Bangladesh DB2017	China DB2017	Egypt, Arab Rep. DB2017	India DB2017	Best performer globally DB2017
Time (days)	154.8	154.8	208.0	56.0	244.0	19.5	60.0	46.8	1.0 (3 Economies*)
Cost (% of property value)	4.6	4.6	4.3	5.2	7.0	3.4	0.5	7.7	0.0 (Saudi Arabia)
Quality of the land administration index (0-30)	6.8	5.0	5.0	10.0	4.5	18.3	7.0	7.0	29.0 (Singapore)
Getting Credit (Rank)	82	134	--	--	157	62	82	44	1 (New Zealand)
Getting Credit (DTF Score)	50.00	30.00	50.00	50.00	25.00	60.00	50.00	65.00	100.00 (New Zealand)
Strength of legal rights index (0-12)	3.0	3.0	3.0	3.0	5.0	4.0	2.0	6.0	12.0 (3 Economies*)
Depth of credit information index (0-8)	7.0	3.0	7.0	7.0	0.0	8.0	8.0	7.0	8.0 (30 Economies*)
Credit registry coverage (% of adults)	9.4	6.7	9.4	9.4	0.9	91.1	7.1	0.0	100.0 (3 Economies*)
Credit bureau coverage (% of adults)	5.8	4.8	5.8	5.8	0.0	21.3	21.6	21.4	100.0 (23 Economies*)
Protecting Minority Investors (Rank)	27	25	--	--	70	123	114	13	1 (New Zealand*)
Protecting Minority Investors (DTF Score)	66.67	66.67	66.67	66.67	56.67	45.00	48.33	73.33	83.33 (New Zealand*)
Strength of minority investor protection index (0-10)	6.7	6.7	6.7	6.7	5.7	4.5	4.8	7.3	8.3 (New Zealand)
Extent of conflict of interest regulation index (0-10)	6.0	6.0	6.0	6.0	6.3	5.0	4.7	6.7	9.3 (New Zealand)
Extent of shareholder governance index (0-	7.3	7.3	7.3	7.3	5.0	4.0	5.0	8.0	8.3 (Norway)

Indicator	Pakistan DB2017	Pakistan DB2016	Karachi DB2017	Lahore DB2017	Bangladesh DB2017	China DB2017	Egypt, Arab Rep. DB2017	India DB2017	Best performer globally DB2017
10)									
Paying Taxes (Rank)	156	154	--	--	151	131	162	172	1 (United Arab Emirates)
Paying Taxes (DTF Score)	53.4	53.74	53.43	53.34	55.56	60.46	51.96	46.58	99.44 (United Arab Emirates)
Payments (number per year)	47.0	47.0	47.0	47.0	33.0	9.0	29.0	25.0	3.0 (Hong Kong SAR, China*)
Time (hours per year)	311.5	307.0	311.5	311.5	435.0	259.0	392.0	241.0	55.0 (Luxembourg)
Total tax rate (% of profit)	33.3	32.9	33.2	33.5	34.4	68.0	43.5	60.6	26.1 (32 Economies*)
Postfiling index (0-100)			37.6	37.6			29.1		98.5 (Estonia)
Trading across Borders (Rank)	172	172	--	--	173	96	168	143	1 (10 Economies*)
Trading across Borders (DTF Score)	39.41	38.11	39.41	39.41	34.86	69.13	42.23	57.61	100.00 (10 Economies*)
Time to export: Border compliance (hours)	75	79	75	75	100	26	48	106	0 (18 Economies*)
Cost to export: Border compliance (USD)	426	426	426	426	408	522	258	413	0 (18 Economies*)
Time to export: Documentary compliance (hours)	59	62	59	59	147	21	88	38	1 (25 Economies*)
Cost to export: Documentary compliance (USD)	307	307	307	307	225	85	100	92	0 (19 Economies*)
Time to import: Border compliance (hours)	129	141	129	129	183	92	240	283	0 (25 Economies*)

Indicator	Pakistan DB2017	Pakistan DB2016	Karachi DB2017	Lahore DB2017	Bangladesh DB2017	China DB2017	Egypt, Arab Rep. DB2017	India DB2017	Best performer globally DB2017
Cost to import: Border compliance (USD)	957	957	957	957	1294	777	554	574	0 (28 Economies*)
Time to import: Documentary compliance (hours)	147	153	147	147	144	66	265	61	1 (29 Economies*)
Cost to import: Documentary compliance (USD)	786	786	786	786	370	171	1000	135	0 (30 Economies*)
Enforcing Contracts (Rank)	157	156	--	--	189	5	162	172	1 (Korea, Rep.)
Enforcing Contracts (DTF Score)	43.49	43.49	44.36	41.86	22.21	77.98	40.90	35.19	84.15 (Korea, Rep.)
Time (days)	1071.2	1071.2	1096.0	1025.0	1442.0	452.8	1010.0	1420.0	164.0 (Singapore)
Cost (% of claim)	20.5	20.5	18.1	25.0	66.8	16.2	26.2	39.6	9.0 (Iceland)
Quality of judicial processes index (0-18)	5.7	5.7	6.0	5.0	7.5	14.3	4.5	9.0	15.5 (Australia)
Resolving Insolvency (Rank)	85	85	--	--	151	53	109	136	1 (Finland)
Resolving Insolvency (DTF Score)	45.01	43.87	44.42	46.12	27.02	55.82	39.51	32.75	93.89 (Finland)
Recovery rate (cents on the dollar)	43.0	40.9	41.9	45.0	27.0	36.9	27.0	26.0	92.9 (Norway)
Time (years)	2.6	2.6	2.8	2.3	4.0	1.7	2.5	4.3	0.4 (22 Economies*)
Cost (% of estate)	4.0	4.0	4.0	4.0	8.0	22.0	22.0	9.0	1.0 (22 Economies*)
Strength of insolvency framework index (0-16)	7.0	7.0	7.0	7.0	4.0	11.5	8.0	6.0	15.0 (6 Economies*)

Source: Doing Business database.

Note: DB2016 rankings shown are not last year's published rankings but comparable rankings for DB2016 that capture the effects of such factors as data revisions and changes to the methodology. The global best performer on time for paying taxes is defined as the lowest

time recorded among all economies in the DB2016 sample that levy the 3 major taxes: profit tax, labor taxes and mandatory contributions, and VAT or sales tax. If an economy has no laws or regulations covering a specific area—for example, insolvency—it receives a “no practice” mark. Similarly, an economy receives a “no practice” mark if regulation exists but is never used in practice or if a competing regulation prohibits such practice. Either way, a “no practice” mark puts the economy at the bottom of the ranking on the relevant indicator. * Two or more economies share the top ranking on this indicator. A number shown in place of an economy’s name indicates the number of economies that share the top ranking on the indicator. For a list of these economies, see the *Doing Business* website (<http://www.doingbusiness.org>).

STARTING A BUSINESS

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

What do the indicators cover?

Doing Business records all procedures officially required, or commonly done in practice, for an entrepreneur to start up and formally operate an industrial or commercial business, as well as the time and cost to complete these procedures and the paid-in minimum capital requirement. These procedures include obtaining all necessary licenses and permits and completing any required notifications, verifications or inscriptions for the company and employees with relevant authorities. The ranking of economies on the ease of starting a business is determined by sorting their distance to frontier scores for starting a business. These scores are the simple average of the distance to frontier scores for each of the component indicators.

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

- Is a limited liability company (or its legal equivalent). If there is more than one type of limited liability company in the economy, the limited liability form most common among domestic firms is chosen. Information on the most common form is obtained from incorporation lawyers or the statistical office.
- Operates in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- Is 100% domestically owned and has five

WHAT THE STARTING A BUSINESS INDICATORS MEASURE

Procedures to legally start and operate a company (number)

Preregistration (for example, name verification or reservation, notarization)

Registration in the economy's largest business city¹

Postregistration (for example, social security registration, company seal)

Obtaining approval from spouse to start a business, to leave the home to register the company or open a bank account.

Obtaining any gender specific document for company registration and operation, national identification card or opening a bank account.

Time required to complete each procedure (calendar days)

Does not include time spent gathering information

Each procedure starts on a separate day (2 procedures cannot start on the same day). Procedures that can be fully completed online are recorded as ½ day.

Procedure completed once final document is received

No prior contact with officials

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

Official costs only, no bribes

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

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

Deposited in a bank or with a notary before registration (or within 3 months)

- The size of the entire office space is approximately 929 square meters (10,000 square feet).

owners, none of whom is a legal entity

- Has start-up capital of 10 times income per capita
- Performs general commercial or industrial activities, such as the production or sale to the public of products or services. The business does not perform foreign trade activities and does not handle products subject to a special tax regime, for example, liquor or tobacco. It is not using heavily polluting production processes.
- Leases the commercial plant or offices and is not a proprietor of real estate.
- The amount of the annual lease for the office space is equivalent to 1 times income per capita

- Does not qualify for investment incentives or any special benefits.
- Has at least 10 and up to 50 employees one month after the commencement of operations, all of them domestic nationals.
- Has a turnover of at least 100 times income per capita.
- Has a company deed 10 pages long.

The owners:

- Have reached the legal age of majority and are capable of making decisions as an adult. If there is no legal age of majority, they are assumed to be 30 years old.
- Are sane, competent, in good health and have no criminal record.
- Are married, the marriage is monogamous and registered with the authorities.
- Where the answer differs according to the legal system applicable to the woman or man in question (as may be the case in economies where there is legal plurality), the answer used will be the one that applies to the majority of the population.

STARTING A BUSINESS

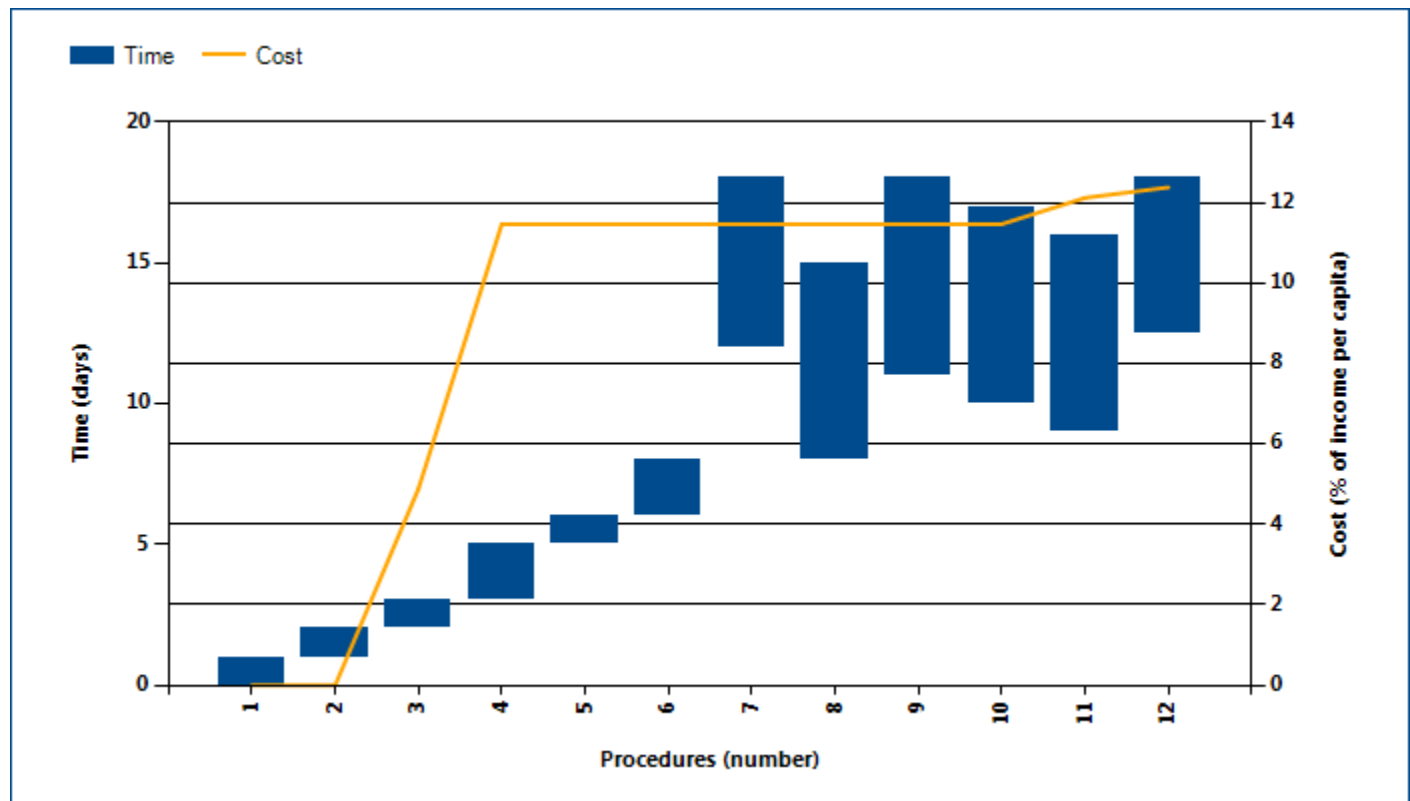
Where does the economy stand today?

What does it take to start a business in Pakistan? According to data collected by *Doing Business*, starting a business there requires 12.0 procedures, takes 18.0 days, costs 12.4% of income per capita for men, and requires 12.0 procedures, takes 18.0 days, costs 12.4% of income per capita for women. A requirement of paid-in minimum capital of 0.0% of income per capita (figure 2.1) is legally mandatory for both men and women. Most

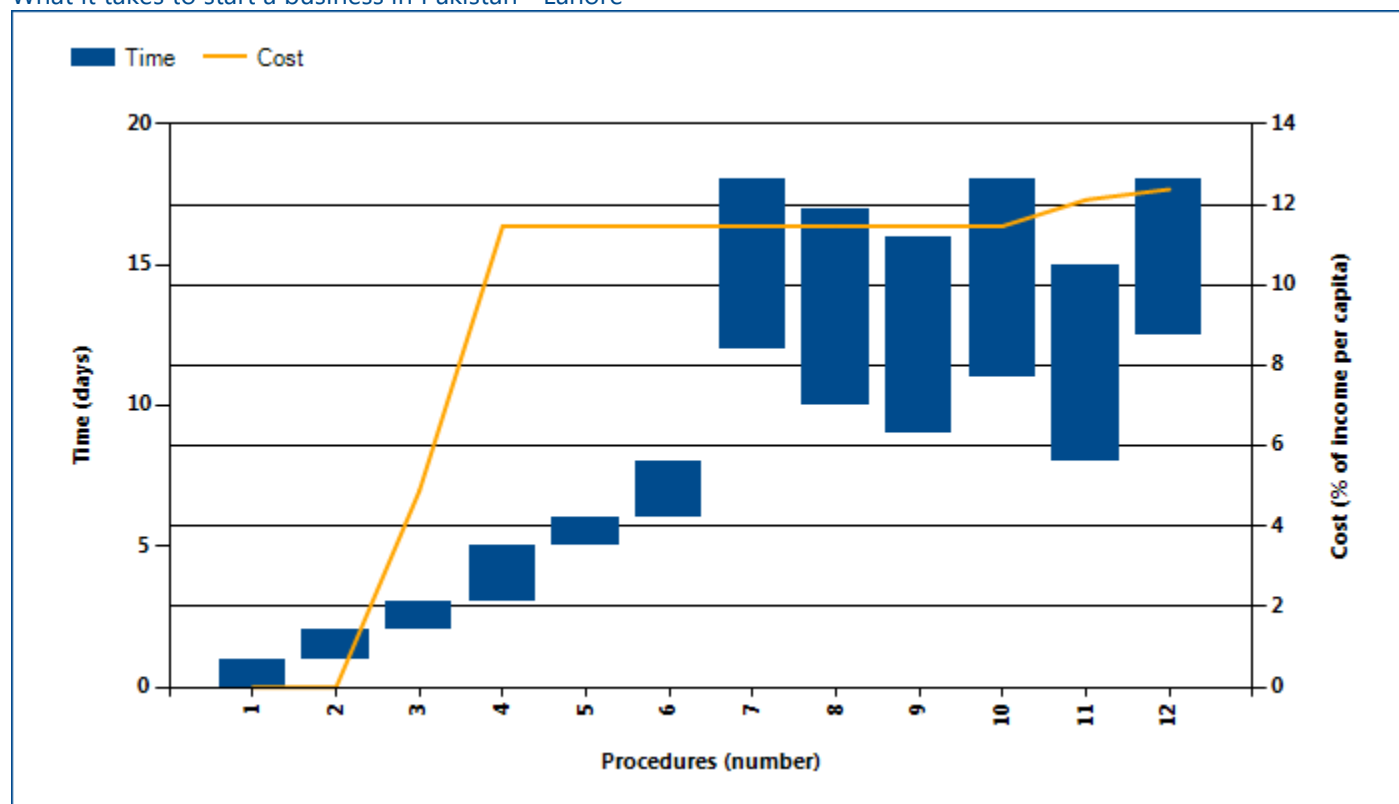
indicator sets refer to a case scenario in the largest business city of an economy, except for 11 economies for which the data are a population-weighted average of the 2 largest business cities. See the chapter on distance to frontier and ease of doing business ranking at the end of this profile for more details.

Figure 2.1 What it takes to start a business in Pakistan - Karachi

Paid-in minimum capital (% of income per capita): 0.0



What it takes to start a business in Pakistan - Lahore



Source: *Doing Business* database.

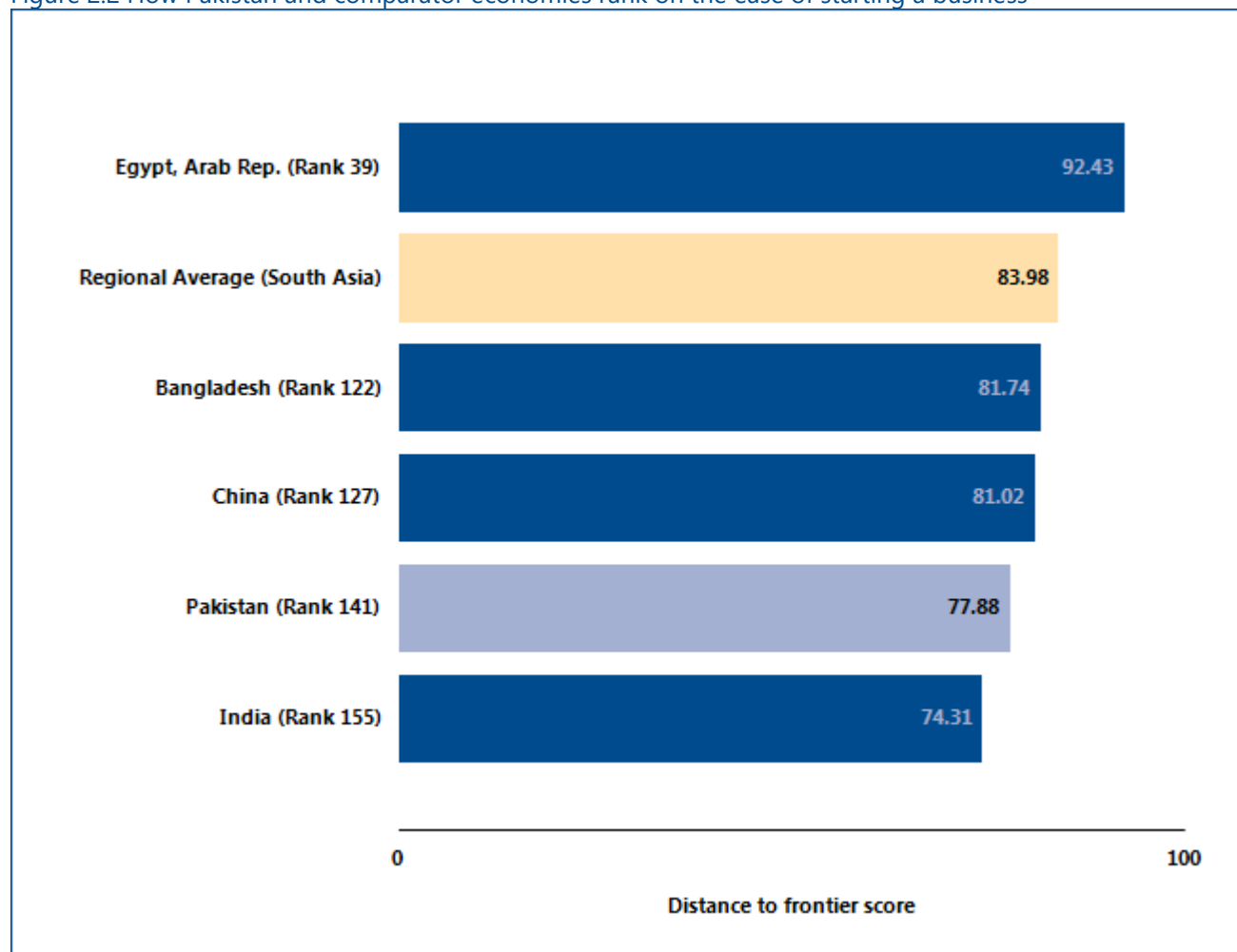
Note: Time shown in the figure above may not reflect simultaneity of procedures. Online procedures account for 0.5 days in the total time calculation. For more information on the methodology of the starting a business indicators, see the *Doing Business* website (<http://www.doingbusiness.org>). For details on the procedures reflected here, see the summary at the end of this chapter. Procedures in light blue are for married women only.

STARTING A BUSINESS

Globally, Pakistan stands at 141 in the ranking of 190 economies on the ease of starting a business (figure 2.2). The rankings for comparator economies and the regional

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

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



Source: Doing Business database.

STARTING A BUSINESS

What are the details?

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

STANDARDIZED COMPANY

Legal form: Private Limited Liability Company

Paid-in minimum capital requirement: PKR 0

City: Karachi, Lahore

Start-up Capital: 10 times GNI per capita

Table 2.2 Summary of time, cost and procedures for starting a business in Pakistan - Karachi

No.	Procedure	Time to complete	Cost to complete
1	<p>Reserve a company name online via the Securities and Exchange Commission of Pakistan (SECP) E-services website</p> <p>The entrepreneur can check the availability of the desired company name via the website of the Securities and Exchange Commission of Pakistan (SECP).</p> <p>To reserve a company name, the applicant proposes one or more names in order of preference, and submits the application form to SECP either online or in person. The official confirmation (or rejection) of the chosen name and its availability is received by email or via courier upon payment of the name reservation fee of PKR 200 (online name reservation) or PKR 500 (offline name reservation) at the SECP-designated bank. The approved name is reserved for 90 days, during which the company must be incorporated.</p> <p>SECP recently introduced the Fast Track Registration Services (FTRS), processing the company name reservation applications within 4 hours of submission for an expedited fee of PKR 500 online and PKR 1,000 in person payable in addition to the normal fees.</p> <p><i>Agency: Securities and Exchange Commission of Pakistan (SECP)</i></p>	1 day	no charge
2	<p>Pay the name reservation and company incorporation fees at the MCB Bank</p> <p>The company must pay the name reservation and incorporation fees at the designated MCB Bank (formerly Muslim Commercial Bank) or at the United Bank Limited. The form indicating the amount due is obtained from SECP either online (downloaded) or on-site, or from the bank.</p>	1 day	included in procedure 1 (name reservation fees) and procedure 3 (registration fees)

No.	Procedure	Time to complete	Cost to complete
	<p>The SECP launched online payment facility for its stakeholders in April 2014, therefore, online filing and payment is now possible for SECP's online filers, without visiting the Bank or the SECP offices.</p> <p><i>Agency: Bank (MCB)</i></p>		
3	<p>Obtain a digital signature from the National Institutional Facilitation Technologies (NIFT) system of SECP</p> <p>The digital signature is obtained from the National Institutional Facilitation Technologies (NIFT) through e-Services or at the SECP offices. To apply, the company must submit the Digital Signature Certificate Request Form, along with scanned copies of the Directors' identity cards, the Name Availability Certificate and the proof of payment. For obtaining the Digital Signature within 1-2 hours under the Fast Track Registration Service (FTRS), an additional urgent fee of PKR 300 would apply.</p> <p><i>Agency: National Institutional Facilitation Technologies</i></p>	1 day	<p>PKR 837 (certificate charges) + PKR 163 (sales tax at 19.5%) + PKR 500 (validation charges) for each shareholder</p>
4	<p>Complete online registration on the Securities & Exchange Commission of Pakistan (SECP) e-portal</p> <p>Registration can either be completed online or in person at SECP. The following documents are required for submission:</p> <ul style="list-style-type: none"> a. Form 1: Declaration of compliance b. Form 21: Identification of the location of the office c. Form 29: Particulars of directors, secretary, chief accountant, auditors, and others d. One copy of the Memorandum and Articles of Associations with the signature of each member (in presence of a witness) <p>According to the 6th Schedule of Fee effective October 2010, the fees for incorporation of a company depends on the authorized capital as:</p> <ul style="list-style-type: none"> - Online submission: PKR 2,500 for registration of a company whose nominal share capital does not exceed PKR 100,000 and an additional fee of PKR 500 for every PKR 100,000 of nominal share capital or part thereof, up to PKR 10,000,000. The online filing fee is PKR 600 per document. - Physical submission: PKR 5,000 for registration of a company whose nominal share capital does not exceed PKR 100,000 and an additional fee of PKR 1,000 for every PKR 100,000 of nominal share capital or part thereof, up to PKR 10,000,000. The filing fee is PKR 1,500 per document. <p>A confirmation of the online or physical submission is received instantly, and the actual certificate a few days later via email or courier. The entrepreneur can register with any Company Registration Office, irrespective of the jurisdiction. All regional SECP offices are computerized. In February 2012, SECP launched the Fast Track Registration Services (FTRS), under which the incorporation of a</p>	2 days	<p>PKR 8,500 registration fee + PKR +1,600 filing fees of Form 1, Form 21, Form 29, and Copy of the memorandum and articles of association</p>

No.	Procedure	Time to complete	Cost to complete
	<p>company can take place within 4 hours for an expedited fee of PKR 20,000 for on-site incorporation and PKR 10,000 for online incorporation payable in addition to the normal fees above. To register a company online, the entrepreneur must first obtain a digital signature through the National Institutional Facilitation Technologies (NIFT) system. If the application is received with less than four hours remaining in the working day, the same shall be disposed of in the next working day.</p> <p><i>Agency: Securities and Exchange Commission of Pakistan (SECP)</i></p>		
5	<p>Open a bank account for tax registration</p> <p>A bank account number in the name of the company is needed in order to register for taxes. A copy of the registration certificate is needed in order to open a bank account.</p> <p><i>Agency: Bank</i></p>	1 day	No charge
6	<p>Apply for a national tax number (NTN) and register for income tax</p> <p>To apply, the company must submit a simple one page form called the NTN Form as well as a proof of registration, the Memorandum and Articles of Association, bank account number, copies of the national identity cards of its directors, and an attestation of the registered business address at the nearest tax facilitation counter of the Regional Tax Office in Pakistan.</p> <p>All applications are forwarded to the Central Registration Office (CRO) in Islamabad that allocates a uniform NTN number to each company. The center processes the application and issues the NTN at no charge. The certificate is then sent to the registered address of the applicant. The company can track the application online or through the RTO helpline. If undelivered, the NTN certification can be collected from the specified office at the Central Board of Revenue. Recently, the Federal Board of Revenue launched electronic services enabling online applications for NTN numbers to be made through its website: www.fbr.gov.pk.</p> <p><i>Agency: Tax facilitation center of the Regional Tax Office (RTO) of the Federal Board of Revenue (FBR) in Karachi</i></p>	2 days	no charge
7	<p>Apply for a Sales Tax Number (STN) at the tax facilitation center of the Regional Tax Office (RTO) of the Federal Board of Revenue (FBR) in Karachi</p> <p>According to the Sections 14, 15 and 16 of the Sales Tax Act 1990 and Sales Tax Rules 2006, the company must register for sales tax by submitting the application Form STR-1 at any tax facilitation counter at</p>	1 day	no charge

No.	Procedure	Time to complete	Cost to complete
	<p>the nearest Regional Tax Office (RTO). The local RTO forwards all applications to the Central Registration Office. After verification, the CRO issues a Registration Certificate bearing the registration number and mails the same to the registered company, on a prescribed Form STR-5.</p> <p>The Sales Tax General Order No. 4/2007 introduced electronic filing of the sales tax returns; and as of July 1st 2008, electronic filing was made mandatory for all categories of taxpayers.</p> <p><i>Agency: Tax facilitation center of the Regional Tax Office (RTO) of the Federal Board of Revenue (FBR) in Karachi</i></p>		
* 8	<p>Register for Professional Tax with the Excise & Taxation Department of the District</p> <p>Following the Devolution Plan 2001, professional tax is enforced at the district level by the Excise and Taxation Department of the relevant provincial district. The tax is levied upon businesses, professionals, trades, callings or companies employing such professionals. The responsible district Excise and Taxation Officer (ET officer) is empowered to enroll in survey register every person who carries on any such business or profession and thereafter, give notice to such enrolled person. In case of a new business, the company is required to make a request to the ET officer to get enrolled by submitting a simple assessment form. The ET officer issues a registration number that acts as the reference number for the registered company and is noted down on every Bank Challan when assessments are paid into the Bank.</p> <p><i>Agency: Excise & Taxation Department of the District</i></p>	7 days (simultaneous with the previous procedure)	no charge
* 9	<p>Register with the Sindh Employees Social Security Institution (SESSI)</p> <p>Registration with the Sindh Employees Social Security Institution is governed at the provincial level by an independent institution called the Sindh ESSI.</p> <p><i>Agency: Sindh Employees Social Security Institution (SESSI)</i></p>	7 days (simultaneous with the previous procedure)	no charge
* 10	<p>Register with Employees Old-Age Benefits Institution (EOBI)</p> <p>According to the Amendment in EOBI Act 1976 effective as of July 2008, every industry or a commercial establishment with 5 or more employees must register with the federal Employees Old Age Benefits Institution. Under the Employees Old Age Benefit Scheme, insured persons are entitled to pension upon retirement, invalidity in the case of a disability, old-age grant in the case of a retiring elder lacking the minimum threshold for pension, and survivor's pension. A contribution</p>	1 week (simultaneous with the previous procedure)	no charge

No.	Procedure	Time to complete	Cost to complete
	<p>of 5% of minimum wage must be paid by the employer and 1% of minimum wage must be paid by the employee.</p> <p>An employer shall before expiration of thirty days from the day on which the Act becomes applicable to the industry or establishment in respect of which he/she is the employer, communicate to the Institution the name and particulars of the industry or establishment in Form PR-01 and of every insured person employed therein in Form PE-01 and, in the case of Form PE-01, give the receipt appended to the Form to the insured persons. An insured person may also communicate his/her name and other particulars to the Institution in Form PE-02.</p> <p>Upon receipt of the requisite particulars in Forms PR-01 and PE-01 from an employer, the Institution shall register the name of the industry or establishment in respect of which he/she is the employer and of the insured person and issue to the employer a Certificate of Registration in Form PI-02 and to each insured person a Registration Card in Form PI-03.</p> <p>The institution may send the Registration Card in Form PI-03 to the employer for delivery to the insured person to whom it relates.</p> <p>The minimum Pension has been increased from PKR 3000 per month to PKR 3600 per month.</p> <p><i>Agency: Employees Old-Age Benefits Institution (EOBI)</i></p>		
* 11	<p>Register under the West Pakistan Shops and Establishment Ordinance 1969 with the Labor Department of the District</p> <p>Pakistan Shops and Establishment Ordinance 1969 requires every establishment other than a one man shop to be registered with the Deputy Chief Inspector of the Labor Department in each district. This is to safeguard the labor standards of the workers.</p> <p>To register, the employer must submit the application Form A accompanied by a bank challan. The application for a new establishment shall be made within 2 months of setting up the establishment. The registration fees have been changed to the following pursuant to the Punjab Shops and Establishments (Amendment) Act 2014 (II of 2014):</p> <p>Rs. 200 in the case of an establishment employing 1 to 5 workers. Rs. 300 in the case of an establishment employing 6 to 10 workers. Rs. 500 in the case of an establishment employing 11 to 20 workers. Rs. 1000 in the case of an establishment employing more than 20 workers.</p> <p>Once the payment is settled, the Deputy Chief Inspection lists the establishment in the Register of Establishments maintained in Form B and issues a registration certificate in Form C. The registration certificate shall be prominently displayed by the employer at the establishment, and shall be renewed after every two years upon payment of fees.</p>	<p>7 days (simultaneous with the previous procedure)</p>	<p>PKR 1,000</p>

No.	Procedure	Time to complete	Cost to complete
	<i>Agency: Labour Department of the District</i>		
* 12	<p>Register the appointed CEO with the SECP</p> <p>Pursuant to the Companies Ordinance 1984, articles 198 - 205, a CEO is to be appointed within 15 days of the company's incorporation. The company needs to register said CEO within 14 days of the decision.</p> <p><i>Agency: SECP</i></p>	Half a day (online procedure)	PKR 400 for the cost of form 29

* Takes place simultaneously with another procedure.

Source: *Doing Business* database.

Note: Online procedures account for 0.5 days in the total time calculation.

Procedures in light blue are for married women only.

Summary of time, cost and procedures for starting a business in Pakistan - Lahore

No.	Procedure	Time to complete	Cost to complete
1	<p>Reserve a company name online via the Securities and Exchange Commission of Pakistan (SECP) E-services website</p> <p>The entrepreneur can check the availability of the desired company name via the website of the Securities and Exchange Commission of Pakistan (SECP). To reserve a company name, the applicant proposes one or more names in order of preference, and submits the application form to SECP either online or in person. The official confirmation (or rejection) of the chosen name and its availability is received by email or via courier upon payment of the name reservation fee of PKR 200 (online name reservation) or PKR 500 (offline name reservation) at the SECP-designated bank. The approved name is reserved for 90 days, during which the company must be incorporated.</p> <p>SECP recently introduced the Fast Track Registration Services (FTRS), processing the company name reservation applications within 4 hours of submission for an expedited fee of PKR 500 online and PKR 1,000 in person payable in addition to the normal fees.</p> <p><i>Agency: Securities and Exchange Commission of Pakistan (SECP)</i></p>	1 day	Free of charge
2	<p>Pay the name reservation and company incorporation fees at the MCB Bank</p> <p>The company must pay the name reservation and incorporation fees at the designated MCB Bank (formerly Muslim Commercial Bank) or at the</p>	1 day	included in procedure 1 (name reservation fees) and procedure 3

No.	Procedure	Time to complete	Cost to complete
	<p>United Bank Limited. The form indicating the amount due is obtained from SECP either online (downloaded) or on-site, or from the bank.</p> <p>The SECP launched online payment facility for its stakeholders in April 2014, therefore, online filing and payment is now possible for SECP's online filers, without visiting the Bank or the SECP offices.</p> <p><i>Agency: Bank (MCB)</i></p>		(registration fees)
3	<p>Obtain a digital signature from the National Institutional Facilitation Technologies (NIFT) system of SECP</p> <p>The digital signature is obtained from the National Institutional Facilitation Technologies (NIFT) through e-Services or at the SECP offices. To apply, the company must submit the Digital Signature Certificate Request Form, along with scanned copies of the Directors' identity cards, the Name Availability Certificate and the proof of payment. For obtaining the Digital Signature within 1-2 hours under the Fast Track Registration Service (FTRS), an additional urgent fee of PKR 300 would apply.</p> <p><i>Agency: National Institutional Facilitation Technologies</i></p>	1 day	<p>PKR 837 (certificate charges) + PKR 163 (sales tax at 19.5%) + PKR 500 (validation charges)</p>
4	<p>Complete online registration on the Securities & Exchange Commission of Pakistan (SECP) e-portal</p> <p>Registration can either be completed online or in person at SECP. The following documents are required for submission:</p> <ul style="list-style-type: none"> a. Form 1: Declaration of compliance b. Form 21: Identification of the location of the office c. Form 29: Particulars of directors, secretary, chief accountant, auditors, and others d. One copy of the Memorandum and Articles of Associations with the signature of each member (in presence of a witness) <p>According to the 6th Schedule of Fee effective October 2010, the fees for incorporation of a company depends on the authorized capital as:</p> <ul style="list-style-type: none"> - Online submission: PKR 2,500 for registration of a company whose nominal share capital does not exceed PKR 100,000 and an additional fee of PKR 500 for every PKR 100,000 of nominal share capital or part thereof, up to PKR 10,000,000. The online filing fee is PKR 600 per document. - Physical submission: PKR 5,000 for registration of a company whose nominal share capital does not exceed PKR 100,000 and an additional fee of PKR 1,000 for every PKR 100,000 of nominal share capital or part thereof, up to PKR 10,000,000. The filing fee is PKR 1,500 per document. <p>A confirmation of the online or physical submission is received instantly, and the actual certificate a few days later via email or courier. The entrepreneur can register with any Company Registration Office, irrespective of the jurisdiction. All regional SECP offices are</p>	2 days	<p>PKR 8500 registration fee + PKR 1600 filing fees of Form 1, Form 21, Form 29, and Copy of the memorandum and articles of association</p>

No.	Procedure	Time to complete	Cost to complete
	<p>computerized. In February 2012, SECP launched the Fast Track Registration Services (FTRS), under which the incorporation of a company can take place within 4 hours for an expedited fee of PKR 20,000 for on-site incorporation and PKR 10,000 for online incorporation payable in addition to the normal fees above. To register a company online, the entrepreneur must first obtain a digital signature through the National Institutional Facilitation Technologies (NIFT) system. If the application is received with less than four hours remaining in the working day, the same shall be disposed of in the next working day.</p> <p><i>Agency: Securities and Exchange Commission of Pakistan (SECP)</i></p>		
5	<p>Open a bank account for tax registration</p> <p>A bank account number in the name of the company is needed in order to register for taxes. A copy of the registration certificate is needed in order to open a bank account.</p> <p><i>Agency: Bank</i></p>	1 day	No charge
6	<p>Apply for a national tax number (NTN) and register for income tax</p> <p>To apply, the company must submit a simple one page form called the NTN Form as well as a proof of registration, the Memorandum and Articles of Association, bank account number, copies of the national identity cards of its directors, and an attestation of the registered business address at the nearest tax facilitation counter of the Regional Tax Office in Pakistan.</p> <p>All applications are forwarded to the Central Registration Office (CRO) in Islamabad that allocates a uniform NTN number to each company. The center processes the application and issues the NTN at no charge. The certificate is then sent to the registered address of the applicant. The company can track the application online or through the RTO helpline. If undelivered, the NTN certification can be collected from the specified office at the Central Board of Revenue. Recently, the Federal Board of Revenue launched electronic services enabling online applications for NTN numbers to be made through its website: www.fbr.gov.pk.</p> <p><i>Agency: Tax facilitation center of the Regional Tax Office (RTO) of the Federal Board of Revenue (FBR) in Lahore</i></p>	2 days	no charge

No.	Procedure	Time to complete	Cost to complete
7	<p>Apply for a Sales Tax Number (STN) at the tax facilitation center of the Regional Tax Office (RTO) of the Federal Board of Revenue (FBR) in Lahore</p> <p>According to the Sections 14, 15 and 16 of the Sales Tax Act 1990 and Sales Tax Rules 2006, the company must register for sales tax by submitting the application Form STR-1 at any tax facilitation counter at the nearest Regional Tax Office (RTO). The local RTO forwards all applications to the Central Registration Office. After verification, the CRO issues a Registration Certificate bearing the registration number and mails the same to the registered company, on a prescribed Form STR-5.</p> <p>The Sales Tax General Order No. 4/2007 introduced electronic filing of the sales tax returns; and as of July 1st 2008, electronic filing was made mandatory for all categories of taxpayers.</p> <p><i>Agency: Tax facilitation center of the Regional Tax Office (RTO) of the Federal Board of Revenue (FBR) in Lahore</i></p>	1 day	no charge
* 8	<p>Register for Professional Tax with the Excise & Taxation Department of the District</p> <p>Following the Devolution Plan 2001, professional tax is enforced at the district level by the Excise and Taxation Department of the relevant provincial district. According to the Punjab Finance Act 1977, the tax is levied upon businesses, professionals, trades, callings or companies employing such professionals. The responsible district Excise and Taxation Officer (ET officer) is empowered to enroll in survey register every person who carries on any such business or profession and thereafter, give notice to such enrolled person. In case of a new business, the company is required to make a request to the ET officer to get enrolled by submitting a simple assessment form. The ET officer issues a registration number that acts as the reference number for the registered company and is noted down on every Bank Challan when assessments are paid into the Bank.</p> <p><i>Agency: Excise & Taxation Department of the District</i></p>	7 days (simultaneous with the previous procedure)	no charge
* 9	<p>Register with the Punjab Employees Social Security Institution (SESSI)</p> <p>According to the Punjab Industrial Policy 2003, registration with the Sindh Employees Social Security Institution is governed at the provincial level by an independent institution called the Punjab ESSi. Employers covered under the scheme contribute 6% of the wages to their insured workers. The wage ceiling should not exceed PKR 15,000 per month or PKR 600 per day 2 as per Notification No: N-L-II (SEESI) 5-12- 91 dated 30 October, 2013. Registration is compulsory. The company has to complete a simple form to be allotted a registration number and to later receive an employee card.</p>	1 week (simultaneous with the previous procedure)	no charge

No.	Procedure	Time to complete	Cost to complete
	<p><i>Agency: Punjab Employees Social Security Institution (PESSI)</i></p>		
* 10	<p>Register with Employees Old-Age Benefits Institution (EOBI)</p> <p>According to the Amendment in EOBI Act 1976 effective as of July 2008, every industry or a commercial establishment with 5 or more employees must register with the federal Employees Old Age Benefits Institution. Under the Employees Old Age Benefit Scheme, insured persons are entitled to pension upon retirement, invalidity in the case of a disability, old-age grant in the case of a retiring elder lacking the minimum threshold for pension, and survivor's pension. A contribution of 5% of minimum wage must be paid by the employer and 1% of minimum wage must be paid by the employee.</p> <p>An employer shall before expiration of thirty days from the day on which the Act becomes applicable to the industry or establishment in respect of which he/she is the employer, communicate to the Institution the name and particulars of the industry or establishment in Form PR-01 and of every insured person employed therein in Form PE-01 and, in the case of Form PE-01, give the receipt appended to the Form to the insured persons. An insured person may also communicate his/her name and other particulars to the Institution in Form PE-02.</p> <p>Upon receipt of the requisite particulars in Forms PR-01 and PE-01 from an employer, the Institution shall register the name of the industry or establishment in respect of which he/she is the employer and of the insured person and issue to the employer a Certificate of Registration in Form PI-02 and to each insured person a Registration Card in Form PI-03.</p> <p>The institution may send the Registration Card in Form PI-03 to the employer for delivery to the insured person to whom it relates.</p> <p>The minimum Pension has been increased from PKR 3000 per month to PKR 3600 per month.</p> <p><i>Agency: Employees Old-Age Benefits Institution (EOBI)</i></p>	<p>1 week (simultaneous with the previous procedure)</p>	<p>no charge</p>
* 11	<p>Register under the West Pakistan Shops and Establishment Ordinance 1969 with the Labor Department of the District</p> <p>Pakistan Shops and Establishment Ordinance 1969 requires every establishment other than a one man shop to be registered with the Deputy Chief Inspector of the Labor Department in each district. This is to safeguard the labor standards of the workers.</p> <p>To register, the employer must submit the application Form A accompanied by a bank challan. The application for a new establishment shall be made within 2 months of setting up the establishment. The registration fees have been changed to the following pursuant to the Punjab Shops and Establishments (Amendment) Act 2014 (II of 2014):</p>	<p>7 days (simultaneous with the previous procedure)</p>	<p>PKR 1,000</p>

No.	Procedure	Time to complete	Cost to complete
	<p>Rs. 200 in the case of an establishment employing 1 to 5 workers. Rs. 300 in the case of an establishment employing 6 to 10 workers. Rs. 500 in the case of an establishment employing 11 to 20 workers. Rs. 1000 in the case of an establishment employing more than 20 workers.</p> <p>Once the payment is settled, the Deputy Chief Inspection lists the establishment in the Register of Establishments maintained in Form B and issues a registration certificate in Form C. The registration certificate shall be prominently displayed by the employer at the establishment, and shall be renewed after every two years upon payment of fees.</p> <p><i>Agency: Labour Department of the District</i></p>		
* 12	<p>Register CEO at SECP</p> <p>As per companies ordinance 1984, the company is required to a appoint a CEO within 15 days of commencement of activities. The appointed CEO is then required by law to be registered at the company's registry. This registration is a submission of a form online that costs PKR 400. Confirmed by public sector and private.</p> <p><i>Agency: SECP</i></p>	Less than a day (online procedures)	PKR 400 for form 29

* Takes place simultaneously with another procedure.

Source: Doing Business database.

Note: Online procedures account for 0.5 days in the total time calculation.

Procedures in light blue are for married women only.

DEALING WITH CONSTRUCTION PERMITS

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

What do the indicators cover?

Doing Business records all procedures required for a business in the construction industry to build a warehouse along with the time and cost to complete each procedure. In addition, this year *Doing Business* introduces a new measure, the building quality control index, evaluating the quality of building regulations, the strength of quality control and safety mechanisms, liability and insurance regimes, and professional certification requirements.

The ranking of economies on the ease of dealing with construction permits is determined by sorting their distance to frontier scores for dealing with construction permits. These scores are the simple average of the distance to frontier scores for each of the component indicators.

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

Assumptions about the construction company

The construction company (BuildCo):

- Is a limited liability company (or its legal equivalent).
- Operates in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- Is 100% domestically and privately owned.
- Has five owners, none of whom is a legal entity.
- Is fully licensed and insured to carry out construction projects, such as building warehouses.

The construction company (BuildCo) (*continued*):

- Has 60 builders and other employees, all of them nationals with the technical expertise and

WHAT THE DEALING WITH CONSTRUCTION PERMITS INDICATORS MEASURE

Procedures to legally build a warehouse (number)

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

Submitting all required notifications and receiving all necessary inspections

Obtaining utility connections for water and sewerage

Registering and selling the warehouse after its completion

Time required to complete each procedure (calendar days)

Does not include time spent gathering information

Each procedure starts on a separate day. Procedures that can be fully completed online are recorded as ½ day

Procedure considered completed once final document is received

No prior contact with officials

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

Official costs only, no bribes

Building quality control index (0-15)

Sum of the scores of six component indices:

Quality of building regulations (0-2)

Quality control before construction (0-1)

Quality control during construction (0-3)

Quality control after construction (0-3)

Liability and insurance regimes (0-2)

Professional certifications (0-4)

professional experience necessary to obtain construction permits and approvals.

- Has is a licensed architect and a licensed engineer, both registered with the local association of architects or engineers. BuildCo is not assumed to have any other employees who are technical or licensed experts, such as geological or topographical experts.
- Has paid all taxes and taken out all necessary insurance applicable to its general business activity (for example, accidental insurance for construction workers and third-person liability).
- Owns the land on which the warehouse will be built and will sell the warehouse upon its completion.
- Is valued at 50 times income per capita.

Assumptions about the warehouse

The warehouse:

- Will be used for general storage activities, such as storage of books or stationery. The warehouse will not be used for any goods requiring special conditions, such as food, chemicals or pharmaceuticals.
- Will have two stories, both above ground, with a total constructed area of approximately 1,300.6 square meters (14,000 square feet). Each floor will be 3 meters (9 feet, 10 inches) high.
- Will have road access and be located in the periurban area of the economy's largest business city (that is, on the fringes of the city but still within its official limits). For 11 economies the data are also collected for the second largest business city.
- Will not be located in a special economic or industrial zone. Will be located on a land plot of approximately 929 square meters (10,000 square feet) that is 100% owned by BuildCo and is accurately registered in the cadastre and land registry.

- Will be a new construction (there was no previous construction on the land), with no trees, natural water sources, natural reserves or historical monuments of any kind on the plot.
- Will have complete architectural and technical plans prepared by a licensed architect. If preparation of the plans requires such steps as obtaining further documentation or getting prior approvals from external agencies, these are counted as procedures.
- Will include all technical equipment required to be fully operational.
- Will take 30 weeks to construct (excluding all delays due to administrative and regulatory requirements).

Assumptions about the utility connections

The water and sewerage connections:

- Will be 150 meters (492 feet) from the existing water source and sewer tap. If there is no water delivery infrastructure in the economy, a borehole will be dug. If there is no sewerage infrastructure, a septic tank in the smallest size available will be installed or built.
- Will not require water for fire protection reasons; a fire extinguishing system (dry system) will be used instead. If a wet fire protection system is required by law, it is assumed that the water demand specified below also covers the water needed for fire protection.
- Will have an average water use of 662 liters (175 gallons) a day and an average wastewater flow of 568 liters (150 gallons) a day. Will have a peak water use of 1,325 liters (350 gallons) a day and a peak wastewater flow of 1,136 liters (300 gallons) a day.
- Will have a constant level of water demand and wastewater flow throughout the year.
- Will be 1 inch in diameter for the water connection and 4 inches in diameter for the sewerage connection.

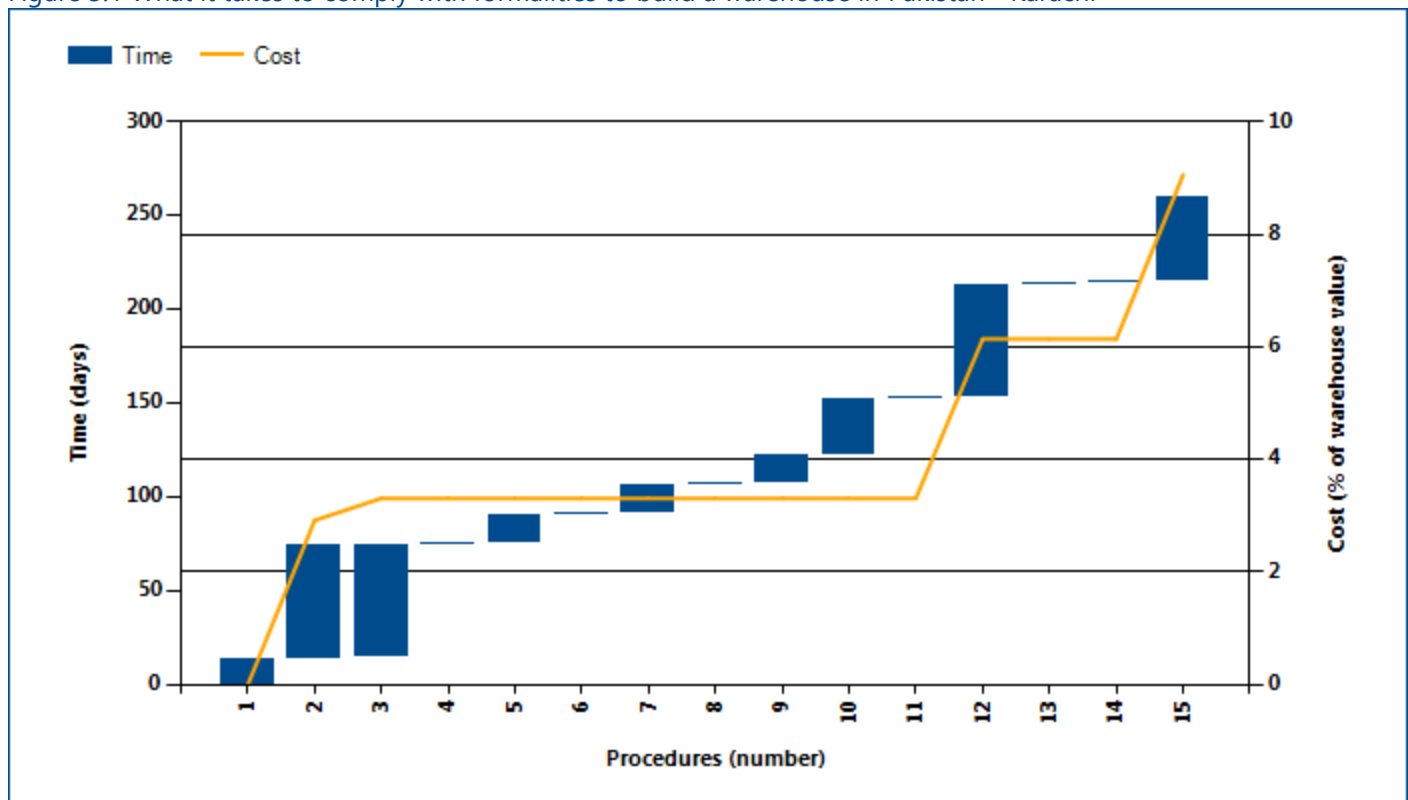
DEALING WITH CONSTRUCTION PERMITS

Where does the economy stand today?

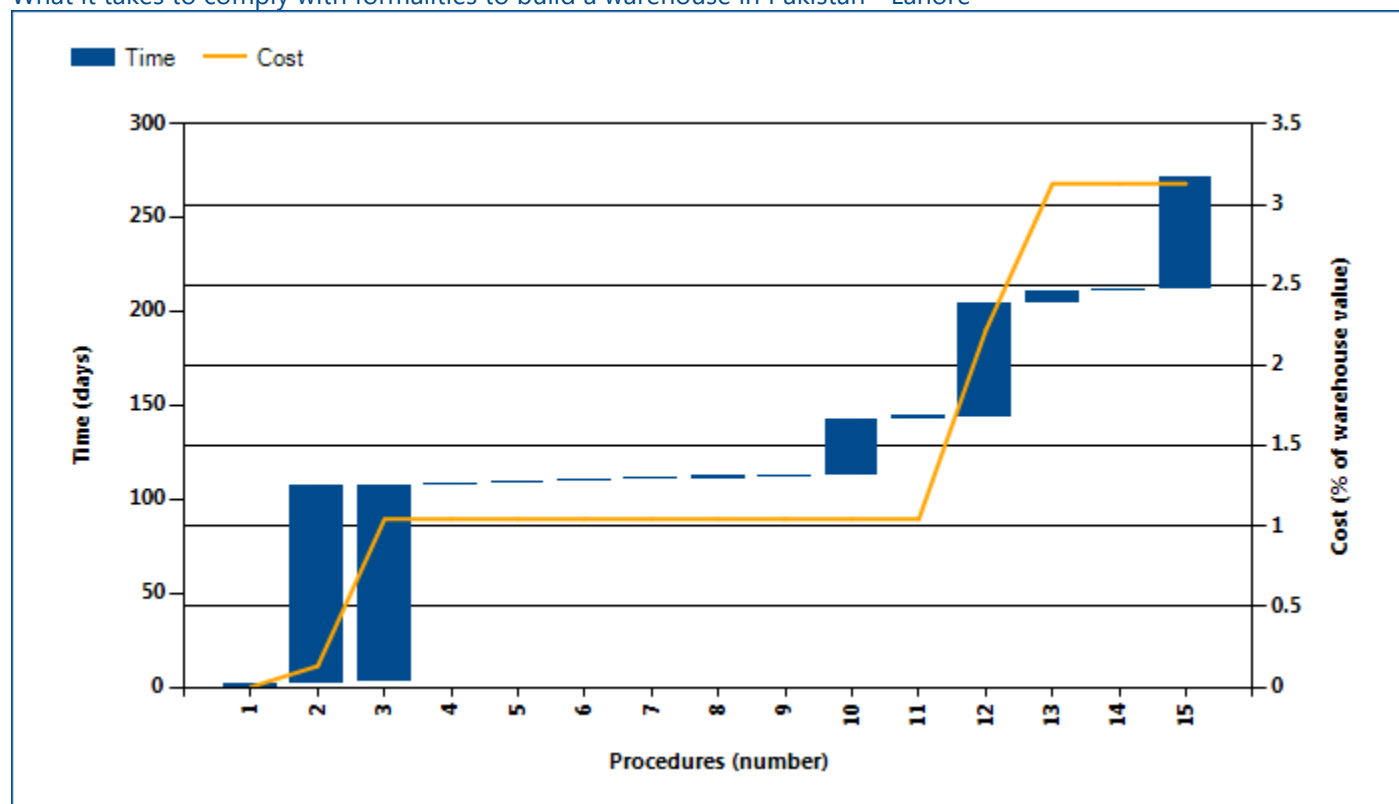
What does it take to comply with the formalities to build a warehouse in Pakistan? According to data collected by *Doing Business*, dealing with construction permits there requires 15.0 procedures, takes 264.2 days and costs 7.0% of the warehouse value (figure 3.1). Most indicator sets refer to a case scenario in the largest business city of

an economy, except for 11 economies for which the data are a population-weighted average of the 2 largest business cities. See the chapter on distance to frontier and ease of doing business ranking at the end of this profile for more details.

Figure 3.1 What it takes to comply with formalities to build a warehouse in Pakistan - Karachi



What it takes to comply with formalities to build a warehouse in Pakistan - Lahore



Source: *Doing Business* database.

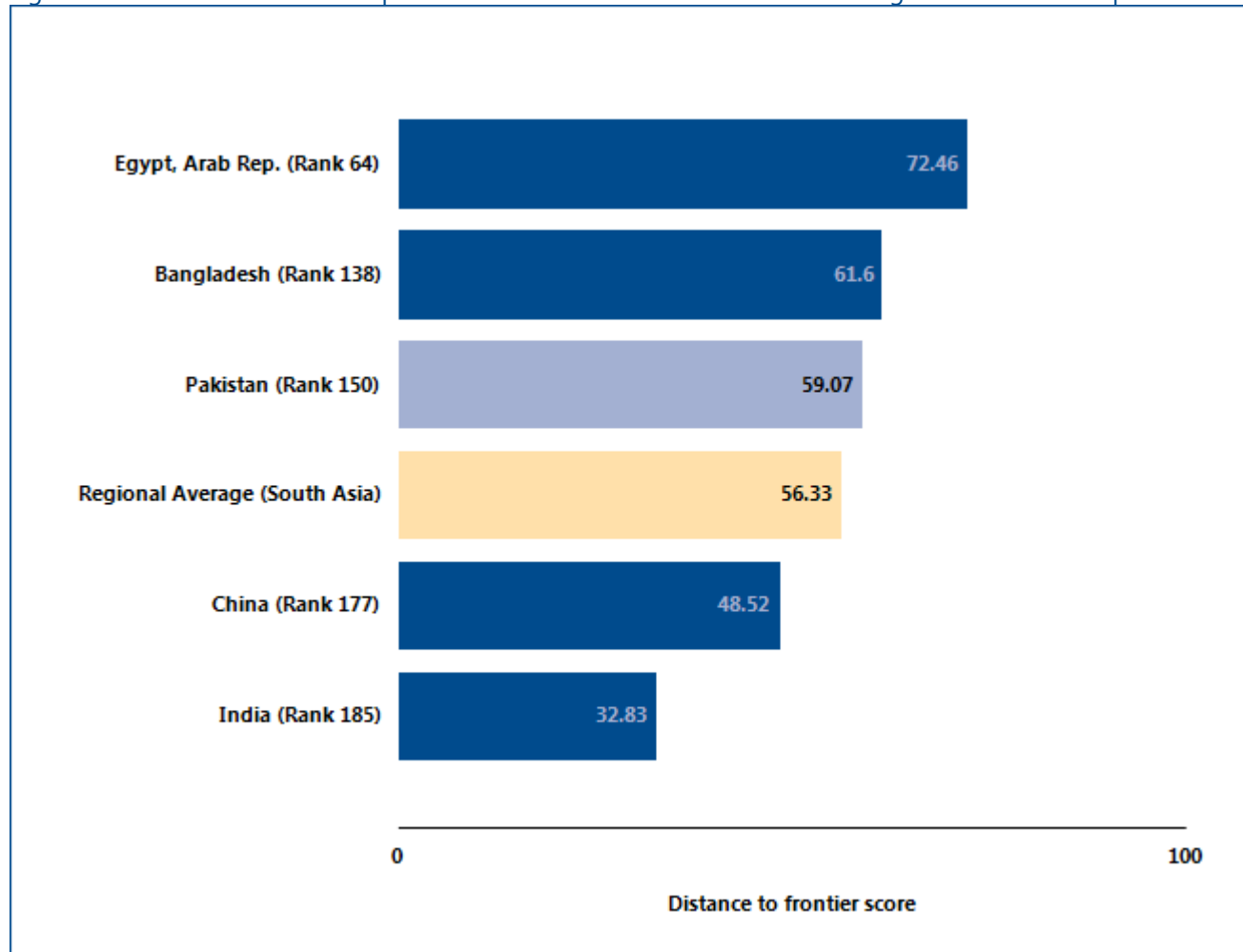
Note: Time shown in the figure above may not reflect simultaneity of procedures. Online procedures account for 0.5 days in the total time calculation. For more information on the methodology of the dealing with construction permits indicators, see the *Doing Business* website (<http://www.doingbusiness.org>). For details on the procedures reflected here, see the summary at the end of this chapter.

dealing with construction permits

Globally, Pakistan stands at 150 in the ranking of 190 economies on the ease of dealing with construction permits (figure 3.2). The rankings for comparator

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

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



Source: Doing Business database.

DEALING WITH CONSTRUCTION PERMITS

What are the details?

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

BUILDING A WAREHOUSE

Estimated value of warehouse : **7675940.1**

City : **Karachi, Lahore**

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

Table 3.2 Summary of time, cost and procedures for dealing with construction permits in Pakistan - Karachi

No.	Procedure	Time to complete	Cost to complete
1	<p>Obtain letter from the relevant land owning authority confirming the land title</p> <p>BuildCo must obtain a letter from the relevant authority confirming the title or land use, the dimensions of the plot, and the possible existence of any road widening, cut line, or reservation.</p> <p><i>Agency: Relevant Land Owning Authority</i></p>	14 days	no charge
2	<p>Obtain building permit</p> <p>An application form is to be submitted to the Sindh Building Control Authority (SBCA) along with the following documents:</p> <ul style="list-style-type: none"> • A building plan (initially three copies and then six copies) together with: <ol style="list-style-type: none"> 1. Full particulars of the land plot with a specification of its intended use (such as residential, commercial, etc.) 2. Two sets of all documents relating to the plot and a letter from the concerned authority confirming the title or land use, the plot dimensions, and the possible existence of any road widening, cut line, or reservation • A plan description: <ol style="list-style-type: none"> 1. Any proposed and/or revised addition and/or alteration 2. Any previous approval, if applicable 3. Details of any litigation relating to the plot <p>The drawings should show plans, sections, and elevations, together with other necessary details pertaining to RCC elements, joinery work, and covered areas of every floor, including the basement (if applicable). In addition, a block plan of the site, drawn to a scale of not less than 1:500 (1":8') should be included. Such a plan and sections should show the building's</p>	60 days	PKR 224,000

No.	Procedure	Time to complete	Cost to complete
	<p>intended use; the access to and from the various parts of the building; the position dimensions; the means of ventilation; the proposed plinth height; the superstructure at each floor level; and the dimensions and descriptions of all the walls, floors, roofs, staircases, elevators, and the like.</p> <ul style="list-style-type: none"> • A description of the proposed construction: <ol style="list-style-type: none"> 1. Type of building 2. Total floor area 3. Number of floors 4. Number of units (for public sale projects only) 5. Car parking space 6. Area of amenity space • Particulars of the licensed professionals employed to prepare the plan and supervise work: <ol style="list-style-type: none"> 1. Name 2. License number/professional registration number from the Public Electricity Corporation (PEC) 3. National identity card number 4. Mailing and permanent address/ telephone number 5. Office address and telephone number • A specification of the building's intended use (i.e., is it being built for public sale) • A list of other documents to be attached to the application (photocopies should be duly attested by the professional): <ol style="list-style-type: none"> 1. Lease/sale deed, allotment order, mutation (or transfer) order (or extract) 2. Possession order 3. Acknowledgement of possession 4. Site plan 5. No-objection certificate (NOC), if applicable 6. National identity card 7. Letter from the owner, or attorney of the owner, authorizing a named professional whose license or registration number should also be provided, to complete and comply with the requirements of the Sindh Building Control Ordinance of 1979, as amended, and with the requirements of the regulations framed under the ordinance for and on behalf of the owner. The letter should also indicate that a plinth certificate notice would be provided at the completion of the plinth as required under section 3-2.10 of the Karachi Building and Town Planning Regulations of 2002. The letter should also specify that the owner would abide by all the aforementioned rules and regulations, and it must be signed by the owner or the owner's attorney, contain their national identity card number, email address, mailing and permanent address, telephone number, and the signature and particulars of the architect and structural engineer. • A form specifying the architect's and structural engineer's undertaking: <ol style="list-style-type: none"> 1. The SBCA operates under the Sindh Local Government Ordinance of 2002, and falls under the control of the Karachi City District Government of which the Nazim (elected head of Karachi 		

No.	Procedure	Time to complete	Cost to complete
	<p>city local council) is the chief executive.</p> <p>If the property is in a military cantonment jurisdiction, BuildCo must send the documents to the Cantonment Board, which takes about 30 days. The Doing Business case study considered here assumes that the property is not located in this type of jurisdiction.</p> <p><i>Agency: Sindh Building Control Authority</i></p>		
* 3	<p>File an environmental checklist with the Environmental Protection Agency</p> <p>According to the Sindh Environmental Protection Agency Regulations 2014, warehouses shall file environmental checklist with the Agency and the provisions of section 17 shall apply to such projects.</p> <p><i>Agency: Environmental Protection Agency</i></p>	30 days	PKR 30,000
4	<p>Notify the Sindh Building Control Authority (SBCA) in writing of the completion of foundations</p> <p>Upon completion of the plinth level, BuildCo is required to notify the SBCA so that they can verify the building lines.</p> <p><i>Agency: Sindh Building Control Authority</i></p>	1 day	no charge
5	<p>Receive foundations work inspection from the Sindh Building Control Authority (SBCA) and await approval</p> <p>Except for Category 1 building works, Regulation No. 3-2.10 of the 2002 Regulations requires BuildCo to notify the SBCA upon completion of plinth level and, in the case of a basement, upon the completion of foundations, so that SBCA can verify the building lines. Regulation No. 3-2.10 also indicates that no further work can be carried out for a 15-day period following the notification date.</p> <p>During this period, the SBCA either approves the building lines or informs the owner or owner's representative of any possible errors found. If no response is received from the SBCA within the 15-day period, the owner can proceed with the building works after notifying the SBCA, provided that the construction is consistent with the approved building plan.</p> <p><i>Agency: Sindh Building Control Authority</i></p>	15 days	no charge

No.	Procedure	Time to complete	Cost to complete
6	<p>Submit the first floor Certificate Form to the Sindh Building Control Authority (SBCA)</p> <p>For Category "III" and Category "IV" buildings, the owner and Professionals shall submit to the Authority floor certificate (Form ZP-5) casting of slab of each floor, certifying that all the building line and structural members on the said floor are in conformity with the design as approved by the Authority subject to clause 3-2.4 and 3-2.5. If the owner/professional fails to submit the floor certificate the authority shall stop further construction work.</p> <p><i>Agency: Sindh Building Control Authority (SBCA)</i></p>	1 day	no charge
7	<p>Receive first floor slab casting inspection from the Sindh Building Control Authority (SBCA) and await approval</p> <p><i>Agency: Sindh Building Control Authority (SBCA)</i></p>	15 days	no charge
8	<p>Submit the second floor Certificate Form to the Sindh Building Control Authority (SBCA)</p> <p><i>Agency: Sindh Building Control Authority (SBCA)</i></p>	1 day	no charge
9	<p>Receive second floor slab casting inspection from the Sindh Building Control Authority (SBCA) and await approval</p> <p><i>Agency: Sindh Building Control Authority (SBCA)</i></p>	15 days	no charge
10	<p>Request a copy of property tax valuation and copy of the certificate from the Excise and Taxation Department</p> <p>BuildCo must obtain a copy of the property tax valuation and a copy of the certificate from the tax authorities confirming that it does not owe them any money. These documents are submitted along with the water connection application.</p> <p>The Excise and Taxation Department of the Government of Sindh provides the property tax valuation after the building is completed. The department inspects the building and issues a certificate to the owner of the building. The certificate provides an assessment of the value of the building. If BuildCo has any objections to this assessment, it is required to make them known within 14 days. Otherwise, the department issues a PT-1 Form, a certificate that provides the assessed value of the property and the resultant property tax to be charged.</p>	30 days	no charge

No.	Procedure	Time to complete	Cost to complete
	<p>The documents needed are the following:</p> <ul style="list-style-type: none"> • An application providing information relating to the building • Title documents/ documents evidencing title of the property • Approved building plan • National identity card of the applicant <p><i>Agency: Excise and Taxation Department</i></p>		
11	<p>Receive inspection from the Excise and Taxation Department and obtain a copy of property tax valuation and copy of the certificate from the tax authorities</p> <p><i>Agency: Excise and Taxation Department</i></p>	1 day	no charge
12	<p>Request water and sewerage connection</p> <p>An application form must be submitted to the Karachi Water and Sewerage Board along with the following documents to apply for water and sewerage connection:</p> <ul style="list-style-type: none"> • A copy of the approved building plan along with a copy of the letter under the cover of which the approved building plan was issued by the SBCA • Proof of ownership of the plot, or for a tenancy, a copy of the lease agreement • A copy of the property tax valuation • A copy of the certificate from the tax authorities confirming that the company does not owe them any money • A copy of the applicant's national identity card <p><i>Agency: Karachi Water and Sewerage Board</i></p>	60 days	PKR 217,175
13	<p>Apply for occupancy permit and request final inspection</p> <p>After the building is completed, a "notice of completion and permission for occupation" form must be submitted along with the architect's certificate. After receipt of this notice, the SBCA inspects the building to verify that it has been built according to the approved plans.</p> <p><i>Agency: Sindh Building Control Authority</i></p>	1 day	no charge
14	<p>Receive final inspection</p> <p><i>Agency: Sindh Building Control Authority</i></p>	1 day	no charge

No.	Procedure	Time to complete	Cost to complete
15	Receive completion certificate from the Sindh Building Control Authority (SBCA) <i>Agency: Sindh Building Control Authority</i>	45 days	PKR 224,000

* Takes place simultaneously with another procedure.

Source: *Doing Business* database.

Note: Online procedures account for 0.5 days in the total time calculation.

Summary of time, cost and procedures for dealing with construction permits in Pakistan - Lahore

No.	Procedure	Time to complete	Cost to complete
1	Obtain Fard (letter from concerned authority confirming the land title) from the Land Revenue Management Information System BuildCo must obtain a letter from the concerned authority confirming the title or land use, the dimensions of the plot, and the possible existence of any road widening, cut line, or reservation. <i>Agency: Land Revenue Management Information system (LRMIS)</i>	2 days	PKR 150
2	Obtain a No Objection Certificate on the Environmental Impact Assessment from the Environmental Protection Agency Per the Punjab Environmental Protection Act, 1997 (Amended in 2012) and the Environmental Impact Assessment Regulations of 2000, the building authority in Lahore requires a No Objection Certificate from the Environmental Protection Agency to issue the building permit. BuildCo must then prepare and submit an Initial Environmental Examination (IEE) to the Environmental Protection Agency in order to obtain this certificate which costs PKR 10,000 per schedule II of the regulation. <i>Agency: Environmental Protection Agency</i>	105 days	PKR 10,000
* 3	Obtain a building permit According to the Building and Zoning By Laws of 2007, in order to obtain approval to execute the works, the building company must apply in writing to the LDA and submit the following documents: a. Application form signed by the registered architect, the attorney-in-practice, and a registered structural engineer; b. Five sets of building plans (site plan, architectural drawings with elevations and sections, structural drawings, and stability certificate), each signed by the relevant professional (either the architect or the structural engineer); c. Proof of ownership (copy of the sale deed, copy of the allotment letter, or fard); d. Copy of the company's memorandum of incorporation; e. Power of attorney to act on behalf of the company and a copy of the	60 days	PKR 70,000

No.	Procedure	Time to complete	Cost to complete
	<p>national identification card of the attorney-in-practice.</p> <p>If the building company does not receive a response to its application within 45 days of submission, it can send a written communication by registered post to the relevant authority. If such communication is not answered within 15 days, the building company can assume that the building plan approval has been granted and can start construction (as per Art. 27.6, Section 192, Fourth Schedule, Chapter 14 of the Punjab Local Government Ordinance, 2001).</p> <p><i>Agency: Lahore Development Authority (LDA)</i></p>		
4	<p>Notify the local city government (LDA) in writing of the completion of foundations</p> <p>Upon completion of the foundation level, BuildCo is required to notify the LDA so that they can conduct an inspection.</p> <p><i>Agency: Lahore Development Authority (LDA)</i></p>	1 day	no charge
5	<p>Receive foundations work inspection from the Lahore Development Authority (LDA)</p> <p>Inspectors from LDA must inspect the building site when the foundations have been laid. Inspections are free of charge.</p> <p><i>Agency: Lahore Development Authority (LDA)</i></p>	1 day	no charge
6	<p>Submit the first floor Certificate Form to the Lahore Development Authority (LDA)</p> <p>Per Art. 8(ii) of the 2001 Law, a certificate of durability in accordance with building plan must be obtained from architect and engineers concerned after the completion of each floor.</p> <p><i>Agency: Lahore Development Authority (LDA)</i></p>	1 day	no charge
7	<p>Receive first floor slab casting inspection from the Lahore Development Authority (LDA)</p> <p><i>Agency: Lahore Development Authority (LDA)</i></p>	1 day	no charge
8	<p>Submit the second floor Certificate Form to the Lahore Development Authority (LDA)</p> <p><i>Agency: Lahore Development Authority (LDA)</i></p>	1 day	no charge

No.	Procedure	Time to complete	Cost to complete
9	<p>Receive second floor slab casting inspection from the Lahore Development Authority (LDA)</p> <p>Agency: Lahore Development Authority (LDA)</p>	1 day	no charge
10	<p>Request assessment copy of property unit from the Excise and Taxation Department</p> <p>BuildCo must obtain a copy of the property tax valuation and a copy of the certificate from the tax authorities confirming that the company does not owe them any money. These documents are submitted along with the water connection application.</p> <p>The Excise and Taxation Department of the Government of the Punjab provides the property tax valuation after the building is completed. The department inspects the building and issues a certificate to the owner of the building. The certificate provides an assessment of the value of the building. If BuildCo has any objections to this assessment, it is required to make them known within 14 days. Otherwise, the department issues a PT-1 Form, a certificate that provides the assessed value of the property and the resultant property tax to be charged. The following documents are needed:</p> <ul style="list-style-type: none"> • An application providing information relating to the building • Title documents/ documents evidencing title of the property • Approved building plan • National identity card of the applicant <p>Agency: Excise & Taxation Department, Government of The Punjab</p>	30 days	no charge
11	<p>Receive inspection from the Excise and Taxation Department and obtain the assessment copy of property unit</p> <p>The department inspects the building and issues a certificate to the owner of the building. The certificate provides an assessment of the value of the building.</p> <p>Agency: Excise & Taxation Department, Government of The Punjab</p>	1 day	no charge
12	<p>Request water and sewerage connection</p> <p>The following documents should be provided with the new connection form:</p> <ul style="list-style-type: none"> - Attested photocopy of CNIC - Attested photocopy of sale deed/proof of ownership - Copy of the assessment of property unit 	60 days	PKR 90,000

No.	Procedure	Time to complete	Cost to complete
	- Site plan to indicate location of property <i>Agency: Water and Sewerage Authority (WASA)</i>		
13	Apply for completion certificate and request final inspection After the building is completed, a "notice of completion and permission for occupation" form is to be submitted along with the architect's certificate. After receipt of this notice, the Lahore Development Authority (LDA) inspects the building to verify that it has been built according to the approved plans. <i>Agency: Lahore Development Authority (LDA)</i>	7 days	PKR 70,000
14	Receive final inspection <i>Agency: Lahore Development Authority (LDA)</i>	1 day	no charge
15	Receive completion certificate from the Lahore Development Authority (LDA) After the final inspection has taken place, and provided that the works have been carried out according to the approved building plan, the Lahore Development Authority (LDA) issues a certificate of completion. <i>Agency: Lahore Development Authority (LDA)</i>	60 days	no charge

* Takes place simultaneously with another procedure.

Source: *Doing Business* database.

Note: Online procedures account for 0.5 days in the total time calculation.

DEALING WITH CONSTRUCTION PERMITS

Building Quality Control Index

The building quality control index is the sum of the scores on the quality of building regulations, quality control before construction, quality control during construction, quality control after construction, liability and insurance regimes, and professional certifications indices.

The index ranges from 0 to 15, with higher values indicating better quality control and safety mechanisms in the construction permitting system.

The indicator is based on the same case study assumptions as the measures of efficiency.

Table 3.3 Summary of time quality control and safety mechanisms in Pakistan

	Answer (Karachi)	Score (Karachi)	Answer (Lahore)	Score (Lahore)
Building quality control index (0-15)		12.5		11.0
Which third-party entities are required by law to verify that the building plans are in compliance with existing building regulations? (0-1)	Licensed architect; Licensed engineer.		Licensed architect; Licensed engineer.	
Quality of building regulations index (0-2)		2.0		2.0
How accessible are building laws and regulations in your economy? (0-1)	Available online; Free of charge.	1.0	Available online; Free of charge.	1.0
Which requirements for obtaining a building permit are clearly specified in the building regulations or on any accessible website, brochure or pamphlet? (0-1)	List of required documents; Fees to be paid; Required preapprovals.	1.0	List of required documents; Fees to be paid; Required preapprovals.	1.0
Quality control before construction index (0-1)		1.0		1.0
Which third-party entities are required by law to verify that the building plans are in compliance with existing building regulations? (0-1)	Licensed architect; Licensed engineer.	1.0	Licensed architect; Licensed engineer.	1.0
Quality control during construction index (0-3)		1.0		2.0
What types of inspections (if any) are required by law to be carried out during construction? (0-2)	Inspections by in-house engineer; Inspections at various phases; No inspections are legally required	1.0	Inspections by in-house engineer; Inspections at various phases; No inspections are legally required	1.0

	Answer (Karachi)	Score (Karachi)	Answer (Lahore)	Score (Lahore)
	during construction.		during construction.	
Do legally mandated inspections occur in practice during construction? (0-1)	Mandatory inspections are not always done in practice during construction; Mandatory inspections are done most of the time during construction.	0.0	Mandatory inspections are always done in practice.	1.0
Quality control after construction index (0-3)		3.0		2.0
Is there a final inspection required by law to verify that the building was built in accordance with the approved plans and regulations? (0-2)	Yes, final inspection is done by government agency.	2.0	Yes, final inspection is done by government agency; Final inspection is not required by law.	2.0
Do legally mandated final inspections occur in practice? (0-1)	Final inspection always occurs in practice.	1.0	Final inspection does not always occur in practice; Final inspection occurs most of the time.	0.0
Liability and insurance regimes index (0-2)		1.5		0.0
Which parties (if any) are held liable by law for structural flaws or problems in the building once it is in use (Latent Defect Liability or Decennial Liability)? (0-1)	Construction company.	0.5	No party is held liable under the law.	0.0
Which parties (if any) are required by law to obtain an insurance policy to cover possible structural flaws or problems in the building once it is in use (Latent Defect Liability Insurance or Decennial Insurance)? (0-1)	Construction company; Insurance is commonly taken in	1.0	No party is required by law to obtain insurance.	0.0

	Answer (Karachi)	Score (Karachi)	Answer (Lahore)	Score (Lahore)
	practice.			
Professional certifications index (0-4)		4.0		4.0
What are the qualification requirements for the professional responsible for verifying that the architectural plans or drawings are in compliance with existing building regulations? (0-2)	Minimum number of years of experience; University degree in architecture or engineering ; Being a registered architect or engineer.	2.0	Minimum number of years of experience; University degree in architecture or engineering; Being a registered architect or engineer.	2.0
What are the qualification requirements for the professional who supervises the construction on the ground? (0-2)	Minimum number of years of experience; University degree in engineering , construction or construction management; Being a registered architect or engineer.	2.0	Minimum number of years of experience; University degree in engineering, construction or construction management; Being a registered architect or engineer.	2.0

Source: Doing Business database.

GETTING ELECTRICITY

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

What do the indicators cover?

Doing Business records all procedures required for a local business to obtain a permanent electricity connection and supply for a standardized warehouse, as well as the time and cost to complete them. These procedures include applications and contracts with electricity utilities, clearances from other agencies and the external and final connection works. In addition, this year *Doing Business* adds two new measures: the reliability of supply and transparency of tariffs index (included in the aggregate distance to frontier score and ranking on the ease of doing business) and the price of electricity (omitted from these aggregate measures). The ranking of economies on the ease of getting electricity is determined by sorting their distance to frontier scores for getting electricity. These scores are the simple average of the distance to frontier scores for each of the component indicators. To make the data comparable across economies, several assumptions are used.

Assumptions about the warehouse

The warehouse:

- Is owned by a local entrepreneur.
- Is located in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- Is located in an area where similar warehouses are typically located. In this area a new electricity connection is not eligible for a special investment promotion regime (offering special subsidization or faster service, for example).
- Is located in an area with no physical constraints. For example, the property is not near a railway.
- Is a new construction and is being connected to electricity for the first time.

The warehouse (*continued*):

WHAT THE GETTING ELECTRICITY INDICATORS MEASURE

Procedures to obtain an electricity connection (number)

Submitting all relevant documents and obtaining all necessary clearances and permits
 Completing all required notifications and receiving all necessary inspections
 Obtaining external installation works and possibly purchasing material for these works
 Concluding any necessary supply contract and obtaining final supply

Time required to complete each procedure (calendar days)

Is at least 1 calendar day
 Each procedure starts on a separate day
 Does not include time spent gathering information
 Reflects the time spent in practice, with little follow-up and no prior contact with officials

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

Official costs only, no bribes
 Excludes value added tax

The reliability of supply and transparency of tariffs index

Sum of the scores of six component indices:
 Duration and frequency of outages
 Tools to monitor power outages
 Tools to restore power supply
 Regulatory monitoring of utilities' performance
 Financial deterrents aimed at limiting outages
 Transparency and accessibility of tariffs

Price of electricity (cents per kilowatt-hour)*

Price based on monthly bill for commercial warehouse in case study

***Price of electricity is not included in the calculation of distance to frontier nor ease of doing business ranking**

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

Assumptions about the electricity connection

The electricity connection:

- Is a permanent one.
- Is a three-phase, four-wire Y connection with a subscribed capacity of 140-kilo-volt-ampere (kVA) with a power factor of 1, when 1 kVA = 1 kilowatt (kW).
- Has a length of 150 meters. The connection is to either the low- or medium-voltage distribution network and is either overhead or underground, whichever is more common in the area where the warehouse is located. Requires works that involve the crossing of a 10-meter road (such as by excavation or overhead lines) but are all carried out on public land. There is no crossing of other owners' private property because the warehouse has access to a road.
- Includes only a negligible length in the customer's private domain.
- Does not require work to install the internal wiring of the warehouse. This has already been completed up to and including the customer's service panel or switchboard and the meter base

Assumptions about the monthly consumption

- It is assumed that the warehouse operates 30 days a month from 9:00 a.m. to 5:00 p.m. (8 hours a day), with equipment utilized at 80% of capacity on average and that there are no electricity cuts (assumed for simplicity reasons).
- The monthly energy consumption is 26,880 kilowatt-hours (kWh); hourly consumption is 112 kWh.
- If multiple electricity suppliers exist, the warehouse is served by the cheapest supplier.
- Tariffs effective in March of the current year are used for calculation of the price of electricity for the warehouse. Although March has 31 days, for calculation purposes only 30 days are used.

GETTING ELECTRICITY

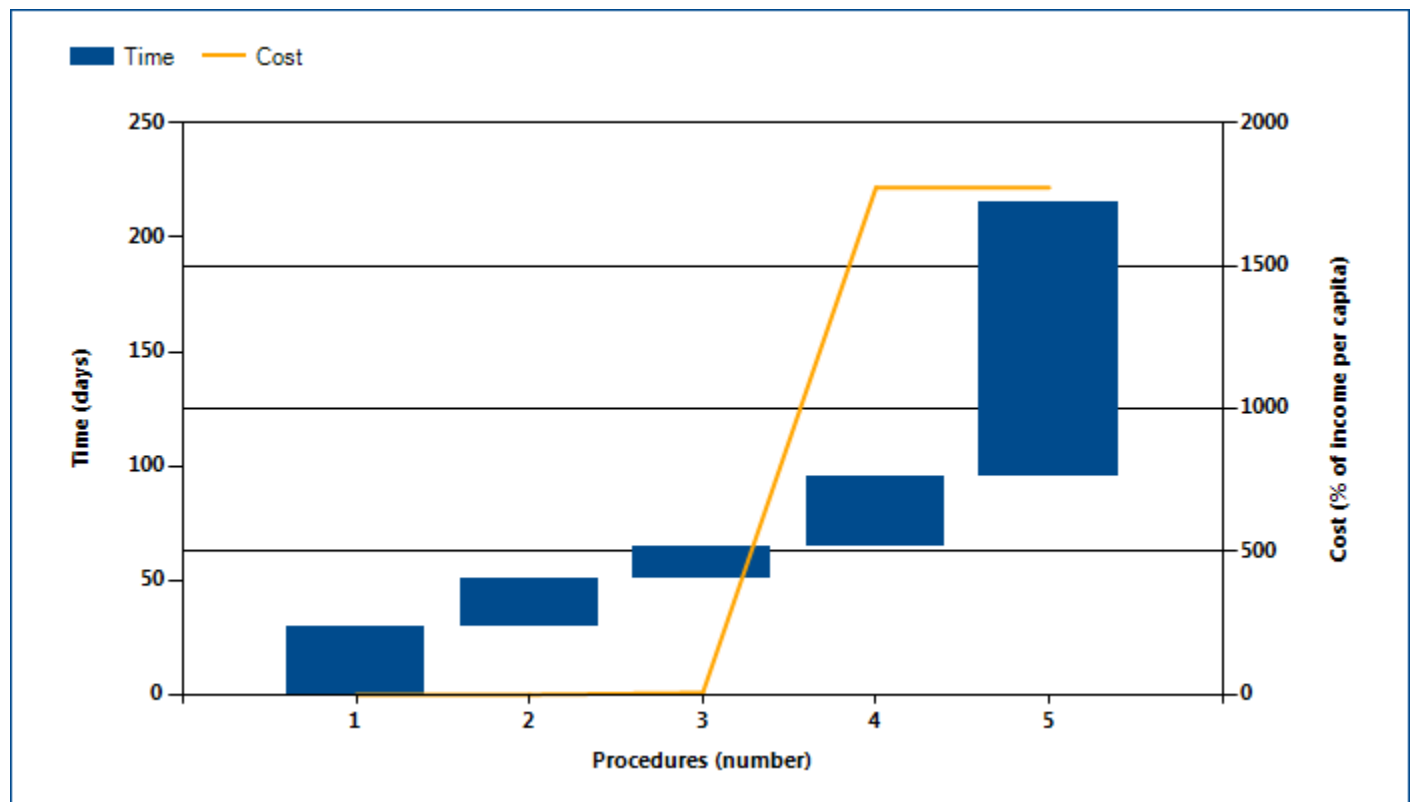
Where does the economy stand today?

What does it take to obtain a new electricity connection in Pakistan? According to data collected by *Doing Business*, getting electricity there requires 5.3 procedures, takes 180.7 days and costs 1771.9% of income per capita (figure 4.1).

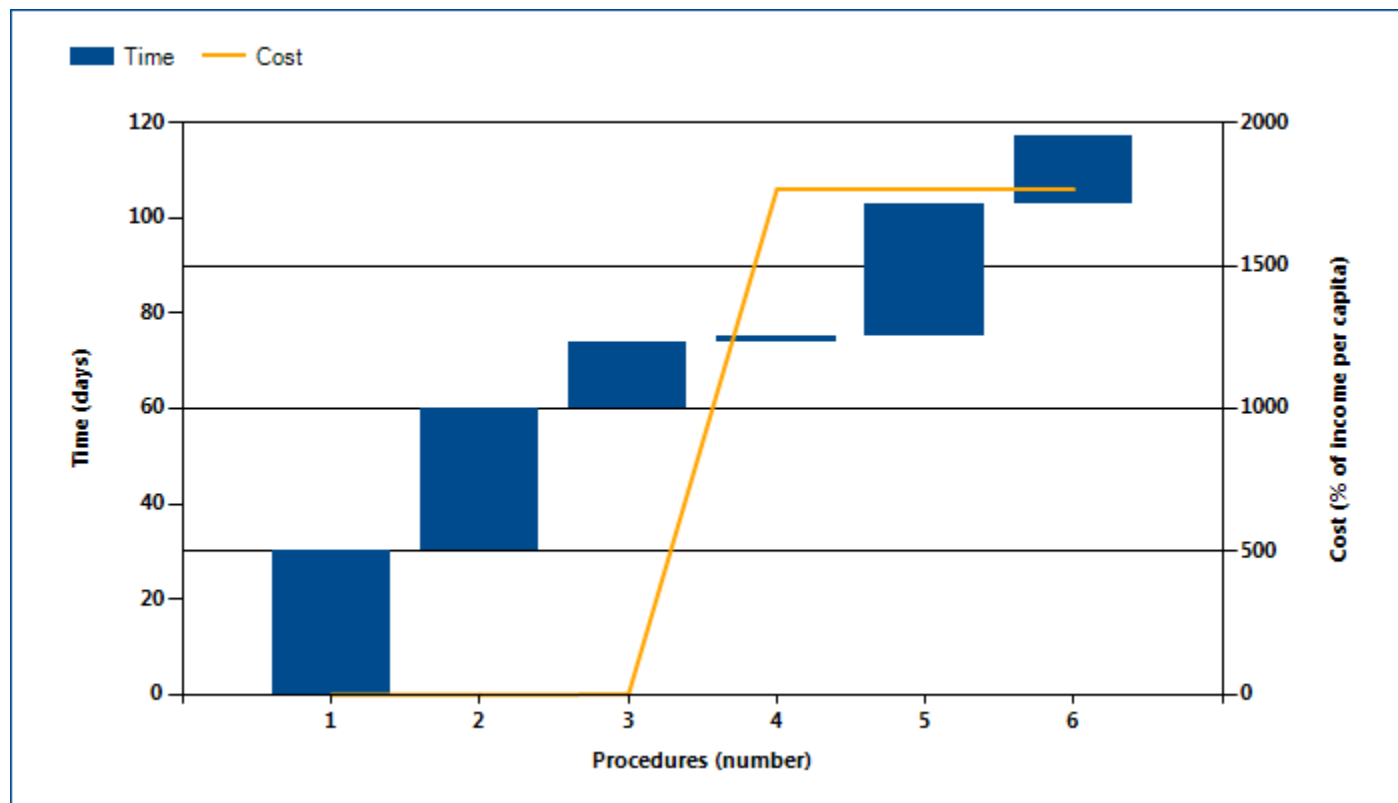
Most indicator sets refer to a case scenario in the largest

business city of an economy, except for 11 economies for which the data are a population-weighted average of the 2 largest business cities. See the chapter on distance to frontier and ease of doing business ranking at the end of this profile for more details.

Figure 4.1 What it takes to obtain an electricity connection in Pakistan - Karachi



What it takes to obtain an electricity connection in Pakistan - Lahore



Source: *Doing Business* database.

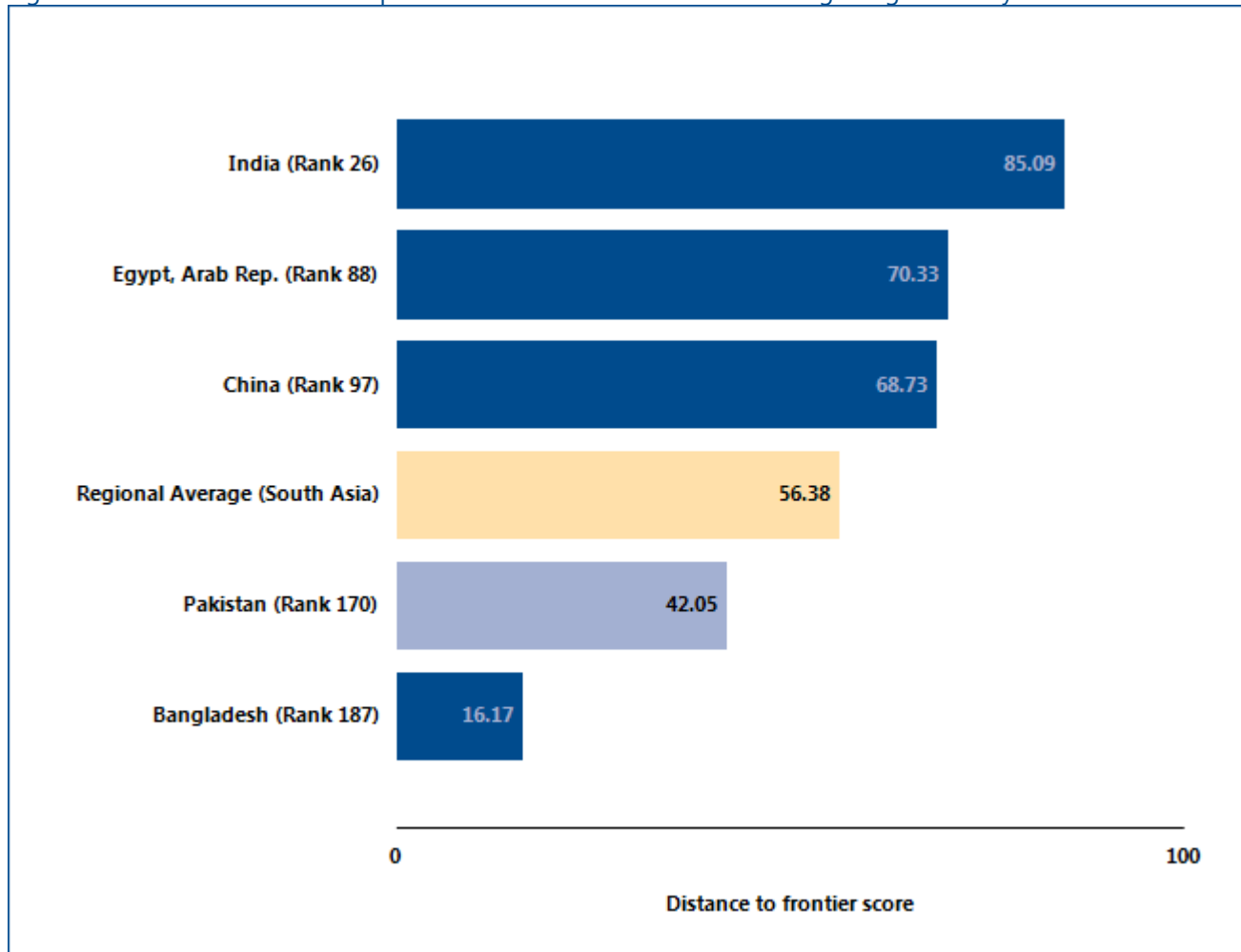
Note: Time shown in the figure above may not reflect simultaneity of procedures. For more information on the methodology of the getting electricity indicators, see the *Doing Business* website (<http://www.doingbusiness.org>). For details on the procedures reflected here, see the summary at the end of this chapter.

GETTING ELECTRICITY

Globally, Pakistan stands at 170 in the ranking of 190 economies on the ease of getting electricity (figure 4.2). The rankings for comparator economies and the regional

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

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



Source: Doing Business database.

GETTING ELECTRICITY

What are the details?

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

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

OBTAINING AN ELECTRICITY CONNECTION*

Name of utility - Karachi:	K-Electric Ltd.
Name of utility - Lahore:	Lahore Electricity Supply Company Ltd (LESCO)
Price of electricity (US cents per kWh) - Karachi:	19.0
Price of electricity (US cents per kWh) - Lahore:	19.0
City:	Karachi, Lahore

*Price is calculated as a monthly consumption of 26,880 kWh for business customers, based on a standardized case study adopted by the Getting Electricity methodology. *Doing Business* measures the price of electricity but does not include these data when calculating the distance to frontier score for getting electricity or the ranking on the ease of getting electricity.

Table 4.2 Summary of time, cost and procedures for getting electricity in Pakistan

No.	Procedure	Time to complete	Cost to complete
1	<p>Submit application to K-Electric Ltd. and await site inspection</p> <p>Application form should be verified by the Licensed Electrical Contractor. The application should be accompanied with a copy of the computerized national identity card (CNIC) of the owner, a copy of the approved building plan, a copy of the approved layout plan, a copy of the trade license, the list of machinery & equipment (needs to be notarized), details of the chiller units (in case of centrally air conditioned units), a passport size photo of the applicant, a company letter head mentioning the name of the authorizing person (needs to be notarized), the CNIC number, and the NTN certificate from the federal board of revenue.</p> <p><i>Agency: K-Electric Ltd.</i></p>	30 calendar days	PKR 200

No.	Procedure	Time to complete	Cost to complete
2	<p>Obtain site inspection by K-Electric Ltd. and await estimate</p> <p>After site inspection/survey, connection point is assessed, load flow study is done and schematic diagram is prepared after which verification from network department is carried out and load approval process is done. After load approval, cost estimation is prepared and delivered to applicant within 3 days.</p> <p><i>Agency: K-Electric Ltd.</i></p>	21 calendar days	PKR 0
3	<p>Obtain wiring inspection</p> <p>To obtain the wiring test form from the Electric Inspectorate Karachi (EIK) - and once the internal works are completed - the contractor needs to give the address of the property so that EIK can proceed to test the internal wiring on-site. An inspector from EIK will then carry-out the inspection and issue the fitness certificate. It takes two calendar weeks on average from the time of the request to the time the fitness certificate is issued.</p> <p><i>Agency: Electric Inspectorate Karachi</i></p>	14 calendar days	PKR 10,000
4	<p>Pay estimate to K-Electric Ltd., and submit the internal wiring test report as well as the delivery orders of the material</p> <p>The customer submits the wiring test and makes the payment of the connection estimate. The payment has to be made by cheque at the bank counter of the utility. The customer then nominates one of the pre-qualified contractors (if it hasn't already) who purchases the material, after which he submits the delivery and order confirmations.</p> <p>K-electric will issue the following documents:</p> <ul style="list-style-type: none"> • Bill of materials • Approved drawings • List of approved manufacturers / suppliers for supply of materials • List of contact details of manufacturers / suppliers • List of approved pre-qualified contractors for scheme execution • Letter of agreement for conformance to current KE specifications • Letter of conformance to current KE specifications (for transformers) • Letter of conformance to current KE specifications (for other materials) <p><i>Agency: K-Electric Ltd.</i></p>	30 calendar days	PKR 2,713,087.73

No.	Procedure	Time to complete	Cost to complete
5	<p>Await external works, meter installation and electricity flow from K-Electric Ltd.</p> <p>The pre-approved contractor conducts the works under the direct supervision of K-Electric technicians. The external connection works includes the erection of poles, the laying of HT/LT cables, the completion of PMT / Sub Station works, and the meter installation works. Once the works are completed, K-electric carries out the installation of the meter and then the electricity turn-on.</p> <p><i>Agency: K-Electric Ltd.</i></p>	120 calendar days	PKR 0

* Takes place simultaneously with previous procedure.

Source: Doing Business database.

Summary of time, cost and procedures for getting electricity in Pakistan - Lahore

No.	Procedure	Time to complete	Cost to complete
1	<p>Submit application to LESCO and await site inspection</p> <p>The application form should be verified by a Licensed Electrical Contractor. It should be accompanied with a copy of the computerized national identity card (CNIC) of the owner, a copy of the approved building plan, a copy of the approved layout plan, a copy of the trade license, the list of machinery, the equipment, details of chiller units (in case of centrally air conditioned units), a passport size photo of applicants, and a company letter head mentioning name of authorizing person and his CNIC number.</p> <p>The client submits the application to the marketing department of LESCO, which forwards it to the concerned authority in charge of the relevant load.</p> <p><i>Agency: LESCO</i></p>	30 calendar days	PKR 0
2	<p>Obtain site inspection by LESCO and receive estimate</p> <p><i>Agency: LESCO</i></p>	30 calendar days	PKR 0

No.	Procedure	Time to complete	Cost to complete
3	<p>Obtain wiring inspection</p> <p>Contractor has to collect this test form from the Government (they issue one form per connection application). He only needs to give the address of the property to obtain the form.</p> <p><i>Agency: Electrical Inspector from Punjab Energy Department</i></p>	14 calendar days	PKR 1,480
4	<p>Pay estimate to LESCO, and submit the internal wiring test report</p> <p>The payment has to be made by cheque at the Bank counter of the utility. The internal wiring test report form is obtained by the licensed contractor testifying that the electrical wiring of the warehouse has been tested and meets the required testing guidelines.</p> <p><i>Agency: LESCO</i></p>	1 calendar day	PKR 2,713,087.73
5	<p>Receive external works and await final inspection</p> <p>The contractor of the client carries out the external connection. First an order has to be placed for the material through an accredited store. For the transformer, the store will put in a request with Lesco for the inspection and approval of the materials. Once approved, the contractor is notified to pay and collect the transformer. The external works themselves include the erection of poles, laying of HT/LT cables, and the completion of the PMT/Sub Station. Upon completion of the works, the contractor informs LESCO so that they can perform an inspection of the works - as well as the installation of the meter.</p> <p><i>Agency: Electrical Contractor</i></p>	28 calendar days	PKR 0
6	<p>Receive inspection of external works, meter installation and electricity flow from LESCO</p> <p>After the electrical external works are approved by LESCO, they will come and install the meter. Electricity can then be supplied.</p> <p><i>Agency: LESCO</i></p>	14 calendar days	PKR 0

* Takes place simultaneously with previous procedure.

Source: Doing Business database.

GETTING ELECTRICITY

Reliability of supply and transparency of tariffs index

The reliability of supply and transparency of tariffs index encompasses quantitative data on the duration and frequency of power outages as well as qualitative information on the mechanisms put in place by the utility for monitoring power outages and restoring power supply, the reporting relationship between the utility and the regulator for power outages, the transparency and accessibility of tariffs and whether the utility faces a financial deterrent aimed at limiting outages (such as a requirement to compensate customers or pay fines when outages exceed a certain cap).

The index ranges from 0 to 8, with higher values indicating greater reliability of electricity supply and greater transparency of tariffs.

Doing Business uses the system average interruption duration index (SAIDI) and the system average interruption frequency index (SAIFI) to measure the duration and frequency of power outages in the largest business city of each economy (for 11 economies the data are also collected for the second largest business city). SAIDI is the average total duration of outages over the course of a year for each customer served, while SAIFI is the average number of service interruptions experienced by a customer in a year. Annual data (covering the calendar year) are collected from distribution utility companies and national regulators on SAIDI and SAIFI. Both SAIDI and SAIFI estimates include load shedding.

Table 4.3 Reliability of Supply and Transparency of Tariff Index in Pakistan

	Answer (Karachi)	Score (Karachi)	Answer (Lahore)	Score (Lahore)
Reliability of supply and transparency of tariff index (0-8)		0.0		0.0
Total duration and frequency of outages per customer a year (0-3)		0.0		0.0
System average interruption duration index (SAIDI)	861.67		1327.67	
System average interruption frequency index (SAIFI)	387.21		417.49	
Mechanisms for monitoring outages (0-1)		1.0		1.0
Does the distribution utility use automated tools to monitor outages?	Yes		Yes	
Mechanisms for restoring service (0-1)		1.0		1.0
Does the distribution utility use automated tools to restore service?	Yes		Yes	
Regulatory monitoring (0-1)		1.0		1.0
Does a regulator—that is, an entity separate from the utility—monitor the utility's performance on reliability of supply?	Yes		Yes	
Financial deterrents aimed at limiting outages (0-1)		1.0		1.0

	Answer (Karachi)	Score (Karachi)	Answer (Lahore)	Score (Lahore)
Does the utility either pay compensation to customers or face fines by the regulator (or both) if outages exceed a certain cap?	Yes		Yes	
Communication of tariffs and tariff changes (0-1)		0.0		0.0
Are effective tariffs available online?	Yes		Yes	
Link to the website, if available online	http://www.ke.com.pk/customer-services/tariff-structure/index.html		http://www.lesco.gov.pk/3000063	
Are customers notified of a change in tariff ahead of the billing cycle?	No		No	
Price of electricity (US cents per kWh)		19.0		19.0

Source: *Doing Business* database.

Note: If data on power outages is not collected or if the SAIFI index or SAIDI index are above the threshold of 100, the economy is not eligible to obtain a score in the Reliability of Supply and Transparency of Tariff Index. If SAIDI and SAIFI are 12 (equivalent to an outage of one hour each month) or below, a score of 1 is assigned. If SAIDI and SAIFI are 4 (equivalent to an outage of one hour each quarter) or below, 1 additional point is assigned. Finally, if SAIDI and SAIFI are 1 (equivalent to an outage of one hour per year) or below, 1 more point is assigned. *Doing Business* measures the price of electricity but does not include these data when calculating the distance to frontier score for getting electricity or the ranking on the ease of getting electricity. The price of electricity is measured in cents per kilowatt-hour. On the basis of the assumptions about monthly consumption, a monthly bill for a commercial warehouse in the largest business city of the economy is computed for the month of March (for 11 economies the data are also collected for the second largest business city). As noted, the warehouse uses electricity 30 days a month, from 9:00 a.m. to 5:00 p.m., so different tariff schedules may apply if a time-of-use tariff is available.

REGISTERING PROPERTY

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

What do the indicators cover?

Doing Business records the full sequence of procedures necessary for a business to purchase property from another business and transfer the property title to the buyer's name. The transaction is considered complete when it is opposable to third parties and when the buyer can use the property, use it as collateral for a bank loan or resell it. In addition, this year *Doing Business* adds a new measure to the set of registering property indicators, an index of the quality of the land administration system in each economy. The ranking of economies on the ease of registering property is determined by sorting their distance to frontier scores for registering property. These scores are the simple average of the distance to frontier scores for each of the component indicators. To make the data comparable across economies, several assumptions about the parties to the transaction, the property and the procedures are used.

The parties (buyer and seller):

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

The property (fully owned by the seller):

- Has a value of 50 times income per capita. The sale price equals the value and entire property will be transferred.
- Is registered in the land registry or cadastre, or both, and is free of title disputes.

Is located in a periurban commercial zone, and no rezoning is required.

WHAT THE REGISTERING PROPERTY INDICATORS MEASURE

Procedures to legally transfer title on immovable property (number)

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

Registration in the economy's largest business city²

Postregistration (for example, filing title with the municipality)

Time required to complete each procedure (calendar days)

Does not include time spent gathering information

Each procedure starts on a separate day. Procedures that can be fully completed online are recorded as ½ day.

Procedure considered completed once final document is received

No prior contact with officials

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

Official costs only, no bribes

No value added or capital gains taxes included

Quality of land administration index (0-30)

. The parties (buyer and seller):

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

The property (fully owned by the seller):

- Has a value of 50 times income per capita. The sale price equals the value and entire property will be transferred.
- Is registered in the land registry or cadastre, or both, and is free of title disputes.

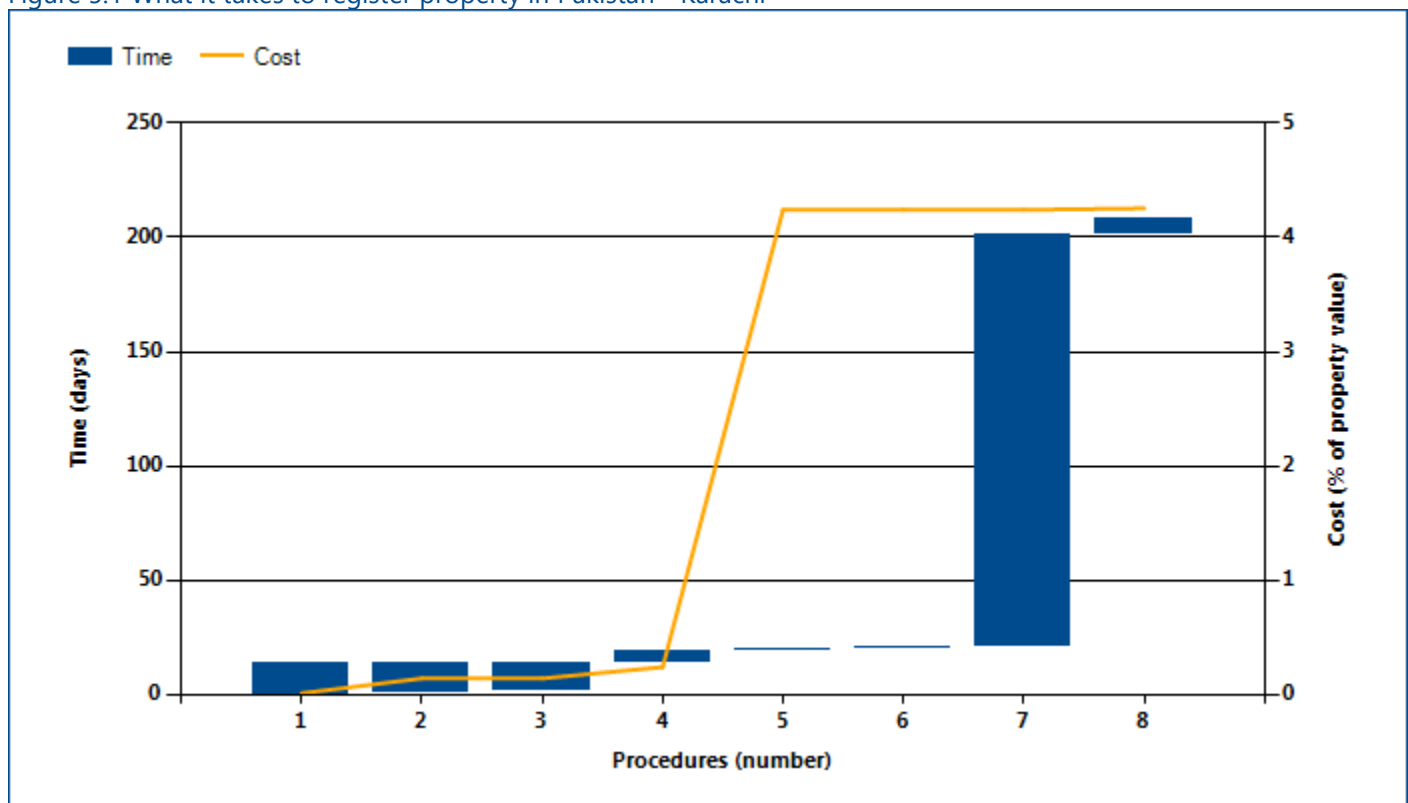
REGISTERING PROPERTY

Where does the economy stand today?

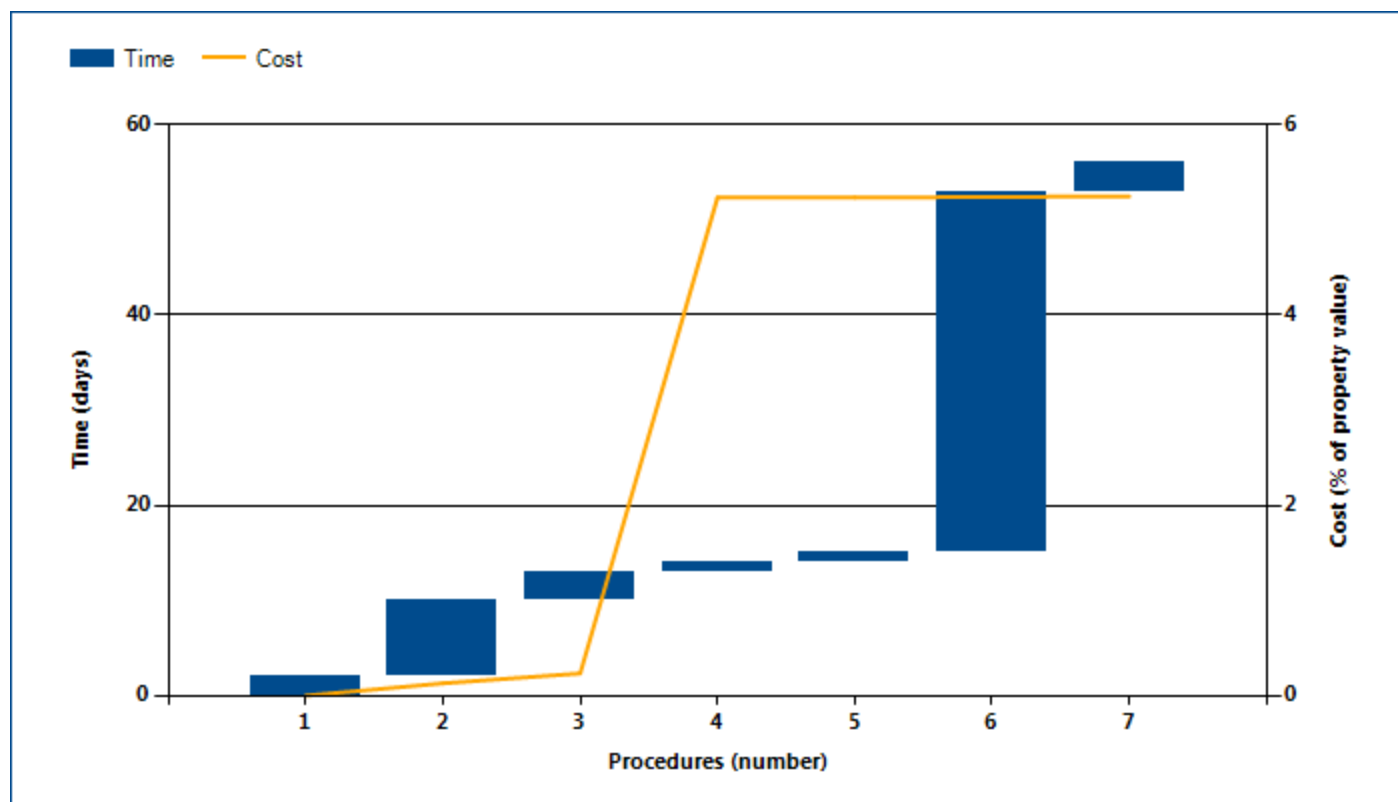
What does it take to complete a property transfer in Pakistan? According to data collected by *Doing Business*, registering property there requires 7.7 procedures, takes 154.8 days and costs 4.6% of the property value (figure 5.1). The score on the quality of land administration index is 6.8

Most indicator sets refer to a case scenario in the largest business city of an economy, except for 11 economies for which the data are a population-weighted average of the 2 largest business cities. See the chapter on distance to frontier and ease of doing business ranking at the end of this profile for more details.

Figure 5.1 What it takes to register property in Pakistan - Karachi



What it takes to register property in Pakistan - Lahore



Source: *Doing Business* database.

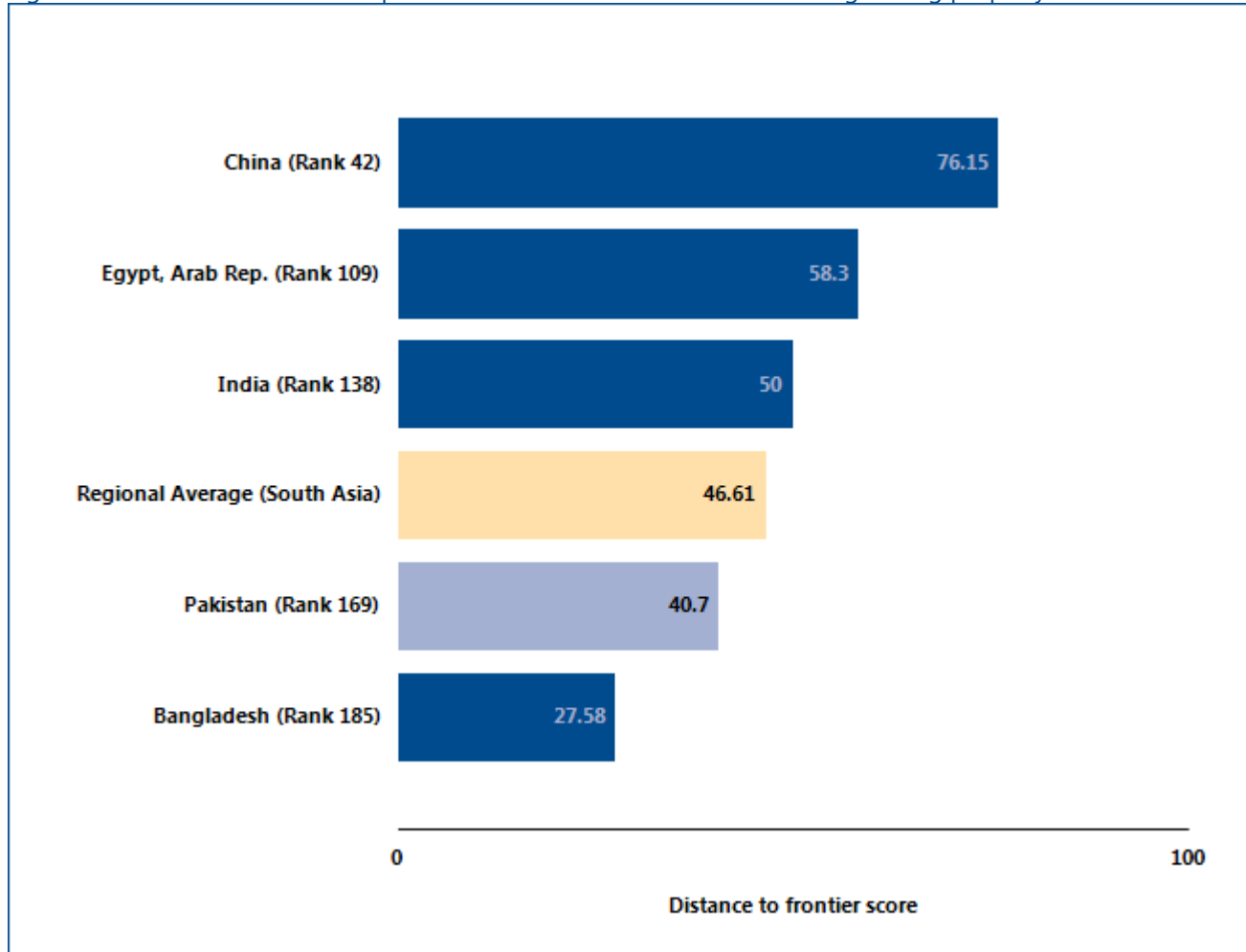
Note: Time shown in the figure above may not reflect simultaneity of procedures. Online procedures account for 0.5 days in the total time calculation. For more information on the methodology of the registering property indicators, see the *Doing Business* website (<http://www.doingbusiness.org>). For details on the procedures reflected here, see the summary at the end of this chapter.

REGISTERING PROPERTY

Globally, Pakistan stands at 169 in the ranking of 190 economies on the ease of registering property (figure 5.2). The rankings for comparator economies and the

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

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



Source: Doing Business database.

REGISTERING PROPERTY

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

the time required substantially—enabling buyers to use or mortgage their property earlier. What property registration reforms has *Doing Business* recorded in Pakistan (table 5.1)?

Table 5.1 How has Pakistan made registering property easier—or not?
By *Doing Business* report year from DB2011 to DB2017

DB year	Reform
DB2011	Pakistan made registering property more expensive by doubling the capital value tax to 4%.
DB2017	Pakistan improved the quality of land administration by digitizing ownership and land records. This reform applies to Lahore.

Source: *Doing Business* database.

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

REGISTERING PROPERTY

What are the details?

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

STANDARD PROPERTY TRANSFER

Property value:	7675940.1
City:	Karachi, Lahore

Table 5.2 Summary of time, cost and procedures for registering property in Pakistan Karachi

No.	Procedure	Time to complete	Cost to complete
1	<p>Obtaining a Non-Objection Certificate</p> <p>The Deputy District Officer Revenue and the District Officer Revenue, at Town and city level respectively, issue a "No Objection Certificate" in favour of the Seller permitting the sale of the property, provided that the entire amount due and payable in respect of the property has been satisfied.</p> <p><i>Agency: District Officer Revenue</i></p>	2 weeks	PKR 1000
* 2	<p>Advertisement of transaction in newspapers inviting objections</p> <p>A Public notice in two different newspapers having circulation of 100,000 copies, in English and in Urdu news paper, inviting objections/claims should be placed. After publication, there is a seven-day waiting time for arrival of objections, if any. Advertisement is published in local newspapers (dailies) having a large circulation. Simultaneously, the buyer will verify the authenticity of the documents presented by the seller as well his authority to act on behalf of the company to sell this property. At the same time, there is a checking for any encumbrances.</p> <p><i>Agency: Local Newspaper</i></p>	one week and one day	PKR 10,000
* 3	<p>Conduct title search</p> <p>As a part of the due diligence procedure, it is a common practice to search the books and verify whether the counterpart actually owns the property. Lawyers also look into the previous owners. The process is completely manual and does not have cost.</p>	one week	no cost

No.	Procedure	Time to complete	Cost to complete
	<i>Agency: Sub-Registrar's office</i>		
4	<p>Hire deed writer or lawyer to draft sale purchase agreement</p> <p>It is common practice in Pakistan to hire a lawyer to draft the sale purchase agreement.</p> <p><i>Agency: Deed writer or lawyer</i></p>	3-7 calendar days	PKR 5,000-10,000
5	<p>Payment of stamp duty, capital value tax, Town tax and registration fee</p> <p>The following payments must be made: (i) Conveyance stamp duty 3% of property value. (ii) The capital value tax (CVT) decreased from 4% to 2.5% of the property value (Sindh Finance Act, 2010 which came into force on July 1st, 2010 amending the Sindh Urban Immoveable Property Tax Act, 1958, section 4). After the 18th constitutional amendment (April, 2010), the CVT on property was transferred to the provincial governments. CVT is applicable in urban areas for residential property exceeding an area of one kanal and in case of commercial properties without any threshold of land area or size of the property. However, where the value of such property is not recorded, the CVT is payable at Rs. 100 per square yard of land area. (iii) 1% of property value for the registration fee. (iv) 1% of the property value for the Town Tax Fees are paid at the Government Treasury or National Bank of Pakistan, an autonomous bank jointly owned by Government of Pakistan and public, who issue receipt of money which is taken to the Stamp office of the Government. The receipt of payment is taken to the Stamp Office of the Government. The Stamp office will, upon production of receipt, issue a stamp paper of the value (money deposited) on the Sale Deed. Such typed stamp paper will be presented later before the Registrar, who registers the change of ownership.</p> <p><i>Agency: Government Treasury or National Bank of Pakistan</i></p>	1 calendar day	3% of property price (stamp duty) + 1% of property price (registration fee) + 1% Town Tax + 2.5 % of the property price (Capital value tax) Capital value tax is not included into cost estimates.
6	<p>Receipt of payment is taken to Stamp Office</p> <p>The receipt of payment obtained in Procedure 4 is taken to the Stamp Office of the Government. The Stamp office will, upon production of receipt, issue a stamp paper of the value (money deposited) on the Sale Deed. Such typed stamp paper will be presented later before the Registrar, who registers the change of ownership.</p> <p><i>Agency: Stamp Office of the Government</i></p>	1 calendar day	no cost

No.	Procedure	Time to complete	Cost to complete
7	<p>Execution and registration of the deed before the registration authority</p> <p>The conveyance deed must be executed before the registering authority. Execution of the deed is done before the Sub-Registrar of Conveyance/Assurances of the area, official responsible under the Registration Act. Registration of the deed automatically follows the execution of sale deed. A receipt is issued immediately, but the deed is delivered a few weeks later. The name of the buyer is recorded in the new deed, showing the change in ownership. The documentation shall include: • Conveyance/Sale Deed (stamped after payment in Procedure 4) • ID of parties • Original title deed of seller • If the parties have authorized someone else through a power of attorney, the power of attorney in original with copies. The buyer will conduct post registration Procedures, such as changing the name at the utility companies, property taxation and municipal services.</p> <p><i>Agency: Sub-Registrar of Conveyance/Assurances</i></p>	6 months	no cost
8	<p>Mutation</p> <p>Once the registration process is completed, and the sale deed has been collected from the registrar office, the mutation processes is carried out at the relevant land owning authority for transfer of ownership.</p> <p>The mutation is the process of obtaining the new title document. A property mutation is simply the change of title ownership under certain conditions such as sale/purchase or death of an owner and even if the property is bought through a power of attorney (PoA). Through mutation, while the new owner gets the property in his name, the government is able to charge property tax from the right owner.</p> <p><i>Agency: Relevant land authority</i></p>	one week	PKR 1000

* Takes place simultaneously with another procedure.

Source: Doing Business database.

Note: Online procedures account for 0.5 days in the total time calculation.

Summary of time, cost and procedures for registering property in Pakistan Lahore

No.	Procedure	Time to complete	Cost to complete
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No.	Procedure	Time to complete	Cost to complete
1	<p>Obtain the Fard (ownership and non-encumbrance certificate)</p> <p>To confirm ownership and records for the property the seller obtains the Fard.</p> <p>The Fard is an ownership certificate with the details of the property, the owner, the boundaries and any liens on the property.</p> <p><i>Agency: LRMIS</i></p>	2 calendar days	PKR 150
2	<p>Advertisement of a transaction in newspapers and inviting objections</p> <p>The public notice in two different newspapers having circulation of 100,000 copies, in English and in Urdu news paper, inviting objections/claims should be placed. After publication, there is a seven-day waiting time for arrival of objections, if any. Advertisement is published in local newspapers (dailies) having a large circulation. Simultaneously, the buyer will verify the authenticity of the documents presented by the seller as well his authority to act on behalf of the company to sell this property. At the same time, there is a checking for any encumbrances.</p> <p><i>Agency: Local Newspaper</i></p>	8 calendar days	PKR 10,000
3	<p>Hire the deed writer or the lawyer to draft the sale purchase agreement</p> <p>It is common practice in Pakistan to hire a lawyer to draft the sale purchase agreement. People who cannot afford lawyers hire a deed writer costing around PKP 1,000.</p> <p><i>Agency: Lawyer</i></p>	3 calendar days	PKR 8,000
4	<p>Payment of the stamp duty, capital value tax, town tax and registration fee</p> <p>Following payments must be made:</p> <ul style="list-style-type: none"> (i) Conveyance stamp duty 3% of property value. (ii) The capital value tax (CVT) is set at 2% of the property value (Punjab Finance Act, 2010). (This tax is not included in cost calculations.) (iii) 1% of property value for the registration fee. (iv) 1% of the property value for the Town Tax <p>Fees are paid at the Government Treasury or National Bank of Pakistan, an autonomous bank jointly owned by Government of Pakistan and public, who issue receipt of money which is taken to the Stamp office of the Government.</p>	1 calendar day	2% of the property price (Capital value tax) (not included in calculations) + 3% of property price (stamp duty) + 1% of property price (registration fee) + 1% Town Tax

No.	Procedure	Time to complete	Cost to complete
	<p>The receipt of payment is taken to the Stamp Office of the Government. The Stamp office will, upon production of receipt, issue a stamp paper of the value (money deposited) on the Sale Deed. Such typed stamp paper will be presented later before the Registrar, who registers the change of ownership.</p> <p><i>Agency: Government Treasury or National Bank of Pakistan</i></p>		
5	<p>Receipt of the payment is submitted to the Stamp Office</p> <p>The receipt of payment obtained in Procedure 4 is taken to the Stamp Office of the Government. The Stamp office will, upon production of receipt, issue a stamp paper of the value (money deposited) on the Sale Deed. Such typed stamp paper will be presented later before the Registrar, who registers the change of ownership.</p> <p><i>Agency: Stamp Office of the Government</i></p>	1 calendar day	no cost
6	<p>Execution and registration of a deed before the registration authority</p> <p>The conveyance deed must be executed before the registering authority. Execution of the deed is done before the Sub-Registrar of Conveyance/Assurances of the area, official responsible under the Registration Act. Registration of the deed automatically follows the execution of sale deed. A receipt is issued immediately, but the deed is delivered a few weeks later. The name of the buyer is recorded in the new deed, showing the change in ownership. The documentation shall include: Conveyance/Sale Deed ID of parties Original title deed of seller If parties have authorized someone else through a power of attorney, the power of attorney in original with copies. The buyer will conduct post registration procedures, such as changing the name at the utility companies, property taxation and municipal services.</p> <p><i>Agency: Sub-Registrar of Conveyance/Assurances</i></p>	38 calendar days	PKR 500
7	<p>Mutation</p> <p>Once the registration process described above is completed, and the sale deed has been collected from the sub-registrar office, the mutation process is carried out by the buyer at the relevant land authority for transfer of ownership.</p> <p>A property mutation is the change of the title ownership under certain conditions such as sale/purchase or death of an owner and even if the property is bought through a power of attorney (PoA). Through mutation, while the new owner gets the property in his name, the</p>	3 calendar days	PKR 500

No.	Procedure	Time to complete	Cost to complete
	<p>government is able to charge property tax from the right owner. The new owner needs to pick up the application with the purchase agreement with the sub-registrar and scanning office's stamp and take it to the Director's office of the concerned land authority. The owner is only the official owner once the mutation is completed and the new title issued.</p> <p><i>Agency: Land authority of the district where the company is located</i></p>		

* Takes place simultaneously with another procedure.

Note: Online procedures account for 0.5 days in the total time calculation.

Source: Doing Business database.

REGISTERING PROPERTY

Quality of land administration

The quality of land administration index is the sum of the scores on the reliability of infrastructure, transparency of information, geographic coverage and land dispute resolution indices.

The index ranges from 0 to 30, with higher values indicating better quality of the land administration system.

If private sector entities were unable to register property transfers in an economy between June 2014 and June 2015, the economy receives a “no practice” mark on the procedures, time and cost indicators. A “no practice” economy receives a score of 0 on the quality of land administration index even if its legal framework includes provisions related to land administration.

Table 5.3 Summary of quality of land administration in Pakistan

	Answer (Karachi)	Score (Karachi)	Answer (Lahore)	Score (Lahore)
Quality of the land administration index (0-30)		5.0		10.0
Reliability of infrastructure index (0-8)		0.0		5.0
What is the institution in charge of immovable property registration?	Office of Registrar		Land Records Management Information System	
In what format are the majority of title or deed records kept in the largest business city—in a paper format or in a computerized format (scanned or fully digital)?	Paper	0.0	Computer/Scanned	1.0
Is there an electronic database for checking for encumbrances (liens, mortgages, restrictions and the like)?	No	0.0	Yes	1.0
In what format are the majority of maps of land plots kept in the largest business city—in a paper format or in a computerized format (scanned or fully digital)?	Paper	0.0	Computer/Scanned	1.0
Is there an electronic database for recording boundaries, checking plans and providing cadastral information (geographic information system)?	No	0.0	Yes	1.0
Is the information recorded by the immovable property registration agency and the cadastral or mapping agency kept in a single database, in different but linked databases or in separate databases?	Separate databases	0.0	Different databases but linked	1.0
Do the immovable property registration agency and cadastral or mapping agency use the same identification number for properties?	No	0.0	No	0.0

	Answer (Karachi)	Score (Karachi)	Answer (Lahore)	Score (Lahore)
Transparency of information index (0–6)		1.5		1.5
Who is able to obtain information on land ownership at the agency in charge of immovable property registration in the largest business city?	Anyone who pays the official fee	1.0	Anyone who pays the official fee	1.0
Is the list of documents that are required to complete any type of property transaction made publicly available—and if so, how?	Yes, in person	0.0	Yes, in person	0.0
Link for online access:				
Is the applicable fee schedule for any property transaction at the agency in charge of immovable property registration in the largest business city made publicly available—and if so, how?	Yes, in person	0.0	Yes, in person	0.0
Link for online access:				
Does the agency in charge of immovable property registration commit to delivering a legally binding document that proves property ownership within a specific time frame—and if so, how does it communicate the service standard?	No	0.0	No	0.0
Link for online access:				
Is there a specific and separate mechanism for filing complaints about a problem that occurred at the agency in charge of immovable property registration?	No	0.0	No	0.0
Contact information:				
Are there publicly available official statistics tracking the number of transactions at the immovable property registration agency?	No	0.0	No	0.0
Number of property transfers in the largest business city in 2015:				
Who is able to consult maps of land plots in the largest business city?	Anyone who pays the official fee	0.5	Anyone who pays the official fee	0.5
Is the applicable fee schedule for accessing maps of land plots made publicly available—and if so, how?	Yes, in person	0.0	Yes, in person	0.0
Link for online access:				
Does the cadastral or mapping agency commit to	No	0.0	No	0.0

	Answer (Karachi)	Score (Karachi)	Answer (Lahore)	Score (Lahore)
delivering an updated map within a specific time frame—and if so, how does it communicate the service standard?				
Link for online access:				
Is there a specific and separate mechanism for filing complaints about a problem that occurred at the cadastral or mapping agency?	No	0.0	No	0.0
Geographic coverage index (0–8)		0.0		0.0
Are all privately held land plots in the economy formally registered at the immovable property registry?	No	0.0	No	0.0
Are all privately held land plots in the largest business city formally registered at the immovable property registry?	No	0.0	No	0.0
Are all privately held land plots in the economy mapped?	No	0.0	No	0.0
Are all privately held land plots in the largest business city mapped?	No	0.0	No	0.0
Land dispute resolution index (0–8)		3.5		3.5
Does the law require that all property sale transactions be registered at the immovable property registry to make them opposable to third parties?	Yes	1.5	Yes	1.5
Is the system of immovable property registration subject to a state or private guarantee?	No	0.0	No	0.0
Is there a specific compensation mechanism to cover for losses incurred by parties who engaged in good faith in a property transaction based on erroneous information certified by the immovable property registry?	No	0.0	No	0.0
Does the legal system require a control of legality of the documents necessary for a property transaction (e.g., checking the compliance of contracts with requirements of the law)?	Yes	0.5	Yes	0.5
If yes, who is responsible for checking the legality of the documents?	Registrar; Interested Parties.		Registrar.	
Does the legal system require verification of the identity of the parties to a property transaction?	Yes	0.5	Yes	0.5

	Answer (Karachi)	Score (Karachi)	Answer (Lahore)	Score (Lahore)
If yes, who is responsible for verifying the identity of the parties?	Registrar; Interested Parties.		Registrar.	
Is there a national database to verify the accuracy of identity documents?	Yes	1.0	Yes	1.0
For a standard land dispute between two local businesses over tenure rights of a property worth 50 times gross national income (GNI) per capita and located in the largest business city, what court would be in charge of the case in the first instance?	District Courts		District Court	
How long does it take on average to obtain a decision from the first-instance court for such a case (without appeal)?	More than 3 years	0.0	More than 3 years	0.0
Are there any statistics on the number of land disputes in the first instance?	No	0.0	No	0.0
Number of land disputes in the largest business city in 2015:				
Equal access to property rights index (-2–0)		0.0		0.0
Do unmarried men and unmarried women have equal ownership rights to property?	Yes	0.0	Yes	0.0
Do married men and married women have equal ownership rights to property?	Yes	0.0	Yes	0.0

Source: Doing Business database.

GETTING CREDIT

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

What do the indicators cover?

Doing Business assesses the sharing of credit information and the legal rights of borrowers and lenders with respect to secured transactions through 2 sets of indicators. The depth of credit information index measures rules and practices affecting the coverage, scope and accessibility of credit information available through a credit registry or a credit bureau. The strength of legal rights index measures whether certain features that facilitate lending exist within the applicable collateral and bankruptcy laws. *Doing Business* uses two case scenarios, Case A and Case B, to determine the scope of the secured transactions system, involving a secured borrower and a secured lender and examining legal restrictions on the use of movable collateral (for more details on each case, see the Data Notes section of the *Doing Business 2017* report). These scenarios assume that the borrower:

- Is a domestic limited liability company.
- Has its headquarters and only base of operations in the largest business city. For the 11 economies with a population of more than 100 million, data for a second city have been added.

WHAT THE GETTING CREDIT INDICATORS MEASURE

Strength of legal rights index (0–12)

Rights of borrowers and lenders through collateral laws

Protection of secured creditors' rights through bankruptcy laws

Depth of credit information index (0–8)

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

Credit bureau coverage (% of adults)

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

Credit registry coverage (% of adults)

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

- Has up to 50 employees.
- Is 100% domestically owned, as is the lender.

The ranking of economies on the ease of getting credit is determined by sorting their distance to frontier scores for getting credit. These scores are the distance to frontier score for the strength of legal rights index and the depth of credit information index.

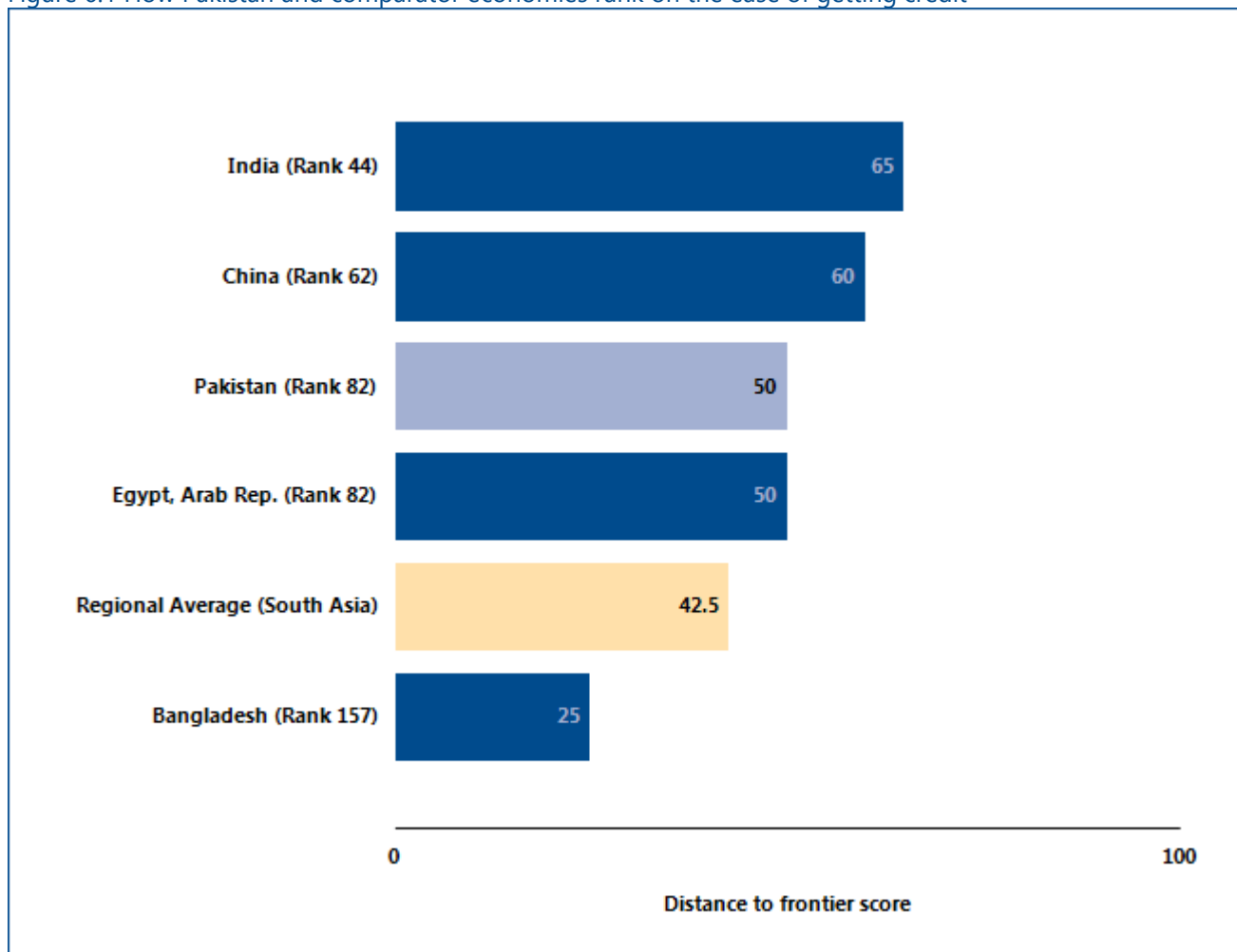
GETTING CREDIT

Where does the economy stand today?

How well do the credit information system and collateral and bankruptcy laws in Pakistan facilitate access to credit? The economy has a score of 7.0 on the depth of credit information index and a score of 3.0 on the strength of legal rights index (see the summary of scoring at the end of this chapter for details). Higher scores indicate more credit information and stronger legal rights for borrowers and lenders.

Globally, Pakistan stands at 82 in the ranking of 190 economies on the ease of getting credit (figure 6.1). The rankings for comparator economies provide useful information for assessing how well regulations and institutions in Pakistan support lending and borrowing.

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



Source: Doing Business database.

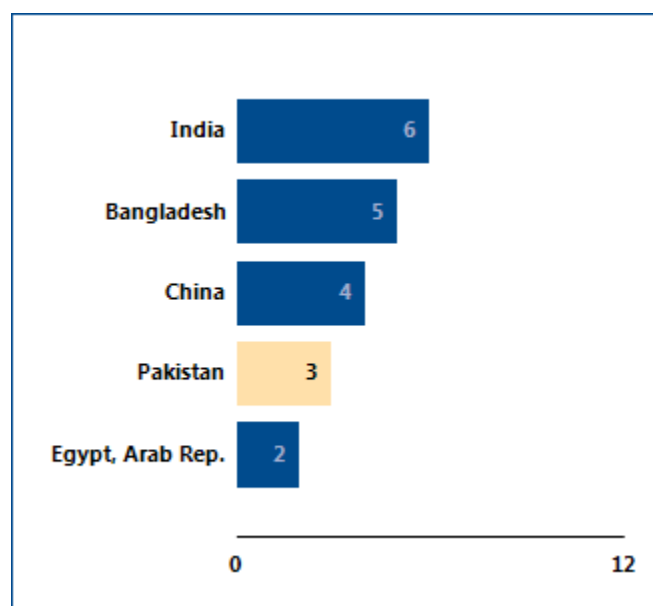
GETTING CREDIT

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

rights index for Pakistan and shows the scores for comparator economies as well as the regional average score. Figure 6.3 shows the same for the depth of credit information index.

Figure 6.2 How strong are legal rights for borrowers and lenders?

Economy scores on strength of legal rights index

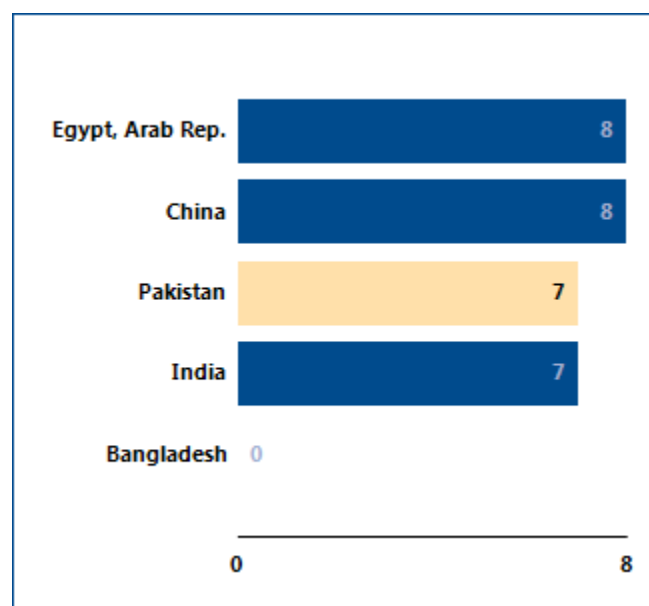


Source: *Doing Business* database.

Note: Higher scores indicate that collateral and bankruptcy laws are better designed to facilitate access to credit.

Figure 6.3 How much credit information is shared—and how widely?

Economy scores on depth of credit information index



Source: *Doing Business* database.

Note: Higher scores indicate the availability of more credit information, from either a credit registry or a credit bureau, to facilitate lending decisions. If the credit bureau or registry is not operational or covers less than 5% of the adult population, the total score on the depth of credit information index is 0.

GETTING CREDIT

When economies strengthen the legal rights of lenders and borrowers under collateral and bankruptcy laws, and increase the scope, coverage and accessibility of credit

information, they can increase entrepreneurs' access to credit. What credit reforms has *Doing Business* recorded in Pakistan (table 6.1)?

Table 6.1 How has Pakistan made getting credit easier—or not?

By *Doing Business* report year from DB2011 to DB2017

DB year	Reform
DB2017	Pakistan improved access to credit information guaranteeing by law borrowers' rights to inspect their own data. The credit bureau also expanded its borrower coverage. This reform applies to both Lahore and Karachi.

Source: *Doing Business* database.

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

GETTING CREDIT

What are the details?

The getting credit indicators reported here for Pakistan are based on detailed information collected in that economy. The data on credit information sharing are collected through a survey of a credit registry and/or credit bureau (if one exists). To construct the depth of credit information index, a score of 1 is assigned for each of 8 features of the credit registry or credit bureau (see summary of scoring below).

The data on the legal rights of borrowers and lenders are gathered through a survey of financial lawyers and verified through analysis of laws and regulations as well as public sources of information on collateral and bankruptcy laws. For the strength of legal rights index, a score of 1 is assigned for each of 10 aspects related to legal rights in collateral law and 2 aspects in bankruptcy law.

Strength of legal rights index (0–12)	Karachi Index score: 3.0	Lahore Index score: 3.0
Does an integrated or unified legal framework for secured transactions that extends to the creation, publicity and enforcement of functional equivalents to security interests in movable assets exist in the economy?	0	0
Does the law allow businesses to grant a non possessory security right in a single category of movable assets, without requiring a specific description of collateral?	1	1
Does the law allow businesses to grant a non possessory security right in substantially all of its assets, without requiring a specific description of collateral?	1	1
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?	1	1
Is a general description of debts and obligations permitted in collateral agreements; can all types of debts and obligations be secured between parties; and can the collateral agreement include a maximum amount for which the assets are encumbered?	0	0
Is a collateral registry in operation for both incorporated and non-incorporated entities, that is unified geographically and by asset type, with an electronic database indexed by debtor's name?	0	0
Can banks and financial institutions access borrowers' credit information online (for example, through a web interface, a system-to-system connection or both)?	0	0
Does a modern collateral registry exist in which registrations, amendments, cancellations and searches can be performed online by any interested third party?	0	0
Are secured creditors paid first (i.e. before tax claims and employee claims) when a debtor defaults outside an insolvency procedure?	0	0

Strength of legal rights index (0–12)	Karachi Index score: 3.0	Lahore Index score: 3.0
Are secured creditors paid first (i.e. before tax claims and employee claims) when a business is liquidated?	0	0
Are secured creditors subject to an automatic stay on enforcement when a debtor enters a court-supervised reorganization procedure? Does the law protect secured creditors' rights by providing clear grounds for relief from the stay and/or sets a time limit for it?	0	0
Does the law allow parties to agree on out of court enforcement at the time a security interest is created? Does the law allow the secured creditor to sell the collateral through public auction and private tender, as well as, for the secured creditor to keep the asset in satisfaction of the debt?	0	0

Depth of credit information index (0–8)	Credit bureau	Credit registry	Index score: 7.0
Are data on both firms and individuals distributed?	No	Yes	1
Are both positive and negative credit data distributed?	Yes	No	1
Are data from retailers or utility companies - in addition to data from banks and financial institutions - distributed?	No	No	0
Are at least 2 years of historical data distributed? (Credit bureaus and registries that distribute more than 10 years of negative data or erase data on defaults as soon as they are repaid obtain a score of 0 for this component.)	Yes	No	1
Are data on loan amounts below 1% of income per capita distributed?	Yes	Yes	1
By law, do borrowers have the right to access their data in the credit bureau or credit registry?	Yes	No	1
Can banks and financial institutions access borrowers' credit information online (for example, through an online platform, a system-to-system connection or both)?	Yes	Yes	1
Are bureau or registry credit scores offered as a value-added service to help banks and financial institutions assess the creditworthiness of borrowers?	Yes	No	1

Note: An economy receives a score of 1 if there is a "yes" to either bureau or registry. If the credit bureau or registry is not operational or covers less than 5% of the adult population, the total score on the depth of credit information index is 0.

Coverage	Credit bureau	Credit registry
Number of individuals	6,597,622	10,579,847
Number of firms	0	121,834
Total	6,597,622	10,701,681
Total percentage of adult population	5.8	9.4

Source: *Doing Business* database.

PROTECTING MINORITY INVESTORS

Protecting minority investors matters for the ability of companies to raise the capital they need to grow, innovate, diversify and compete. Effective regulations define related-party transactions precisely, promote clear and efficient disclosure requirements, require shareholder participation in major decisions of the company and set detailed standards of accountability for company insiders.

What do the indicators cover?

Doing Business measures the protection of minority investors from conflicts of interest through one set of indicators and shareholders' rights in corporate governance through another. The ranking of economies on the strength of minority investor protections is determined by sorting their distance to frontier scores for protecting minority investors. These scores are the simple average of the distance to frontier scores for the extent of conflict of interest regulation index and the extent of shareholder governance index. To make the data comparable across economies, a case study uses several assumptions about the business and the transaction.

The business (Buyer):

- Is a publicly traded corporation listed on the economy's most important stock exchange. If the number of publicly traded companies listed on that exchange is less than 10, or if there is no stock exchange in the economy, it is assumed that Buyer is a large private company with multiple shareholders.
- Has a board of directors and a chief executive officer (CEO) who may legally act on behalf of Buyer where permitted, even if this is not specifically required by law.
- Has a supervisory board (applicable to economies with a two-tier board system) on which 60% of the shareholder-elected members have been appointed by Mr. James, who is Buyer's controlling shareholder and a member of Buyer's board of directors.
- Has not adopted any bylaws or articles of association that differ from default minimum standards and does not follow any nonmandatory codes, principles, recommendations or guidelines relating to corporate governance.

WHAT THE PROTECTING MINORITY INVESTORS INDICATORS MEASURE

Extent of disclosure index (0–10)

Review and approval requirements for related-party transactions; Disclosure requirements for related-party transactions

Extent of director liability index (0–10)

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

Ease of shareholder suits index (0–10)

Access to internal corporate documents; Evidence obtainable during trial and allocation of legal expenses

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

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

Extent of shareholder rights index (0–10)

Shareholders' rights and role in major corporate decisions

Extent of ownership and control index (0–10)

Governance safeguards protecting shareholders from undue board control and entrenchment

Extent of corporate transparency index (0–10)

Corporate transparency on ownership stakes, compensation, audits and financial prospects

Extent of shareholder governance index (0–10)

Simple average of the extent of shareholders rights, extent of ownership and control and extent of corporate transparency indices

Strength of minority investor protection index (0–10)

Simple average of the extent of conflict of interest regulation and extent of shareholder governance indices

- Is a manufacturing company with its own distribution network.

The transaction involves the following details:

- Mr. James owns 60% of Buyer and elected two directors to Buyer's five-member board.
- Mr. James also owns 90% of Seller, a company that operates a chain of retail hardware stores. Seller recently closed a large number of its stores. Mr. James proposes that Buyer purchase Seller's unused fleet of trucks to expand Buyer's distribution of its food products, a proposal to which Buyer agrees. The price is equal to 10% of Buyer's assets and is higher than the market value.
- The proposed transaction is part of the company's ordinary course of business and is not outside the authority of the company.
- Buyer enters into the transaction. All required approvals are obtained, and all required disclosures made (that is, the transaction is not fraudulent).
- The transaction causes damages to Buyer. Shareholders sue Mr. James and the other parties that approved the transaction.

PROTECTING MINORITY INVESTORS

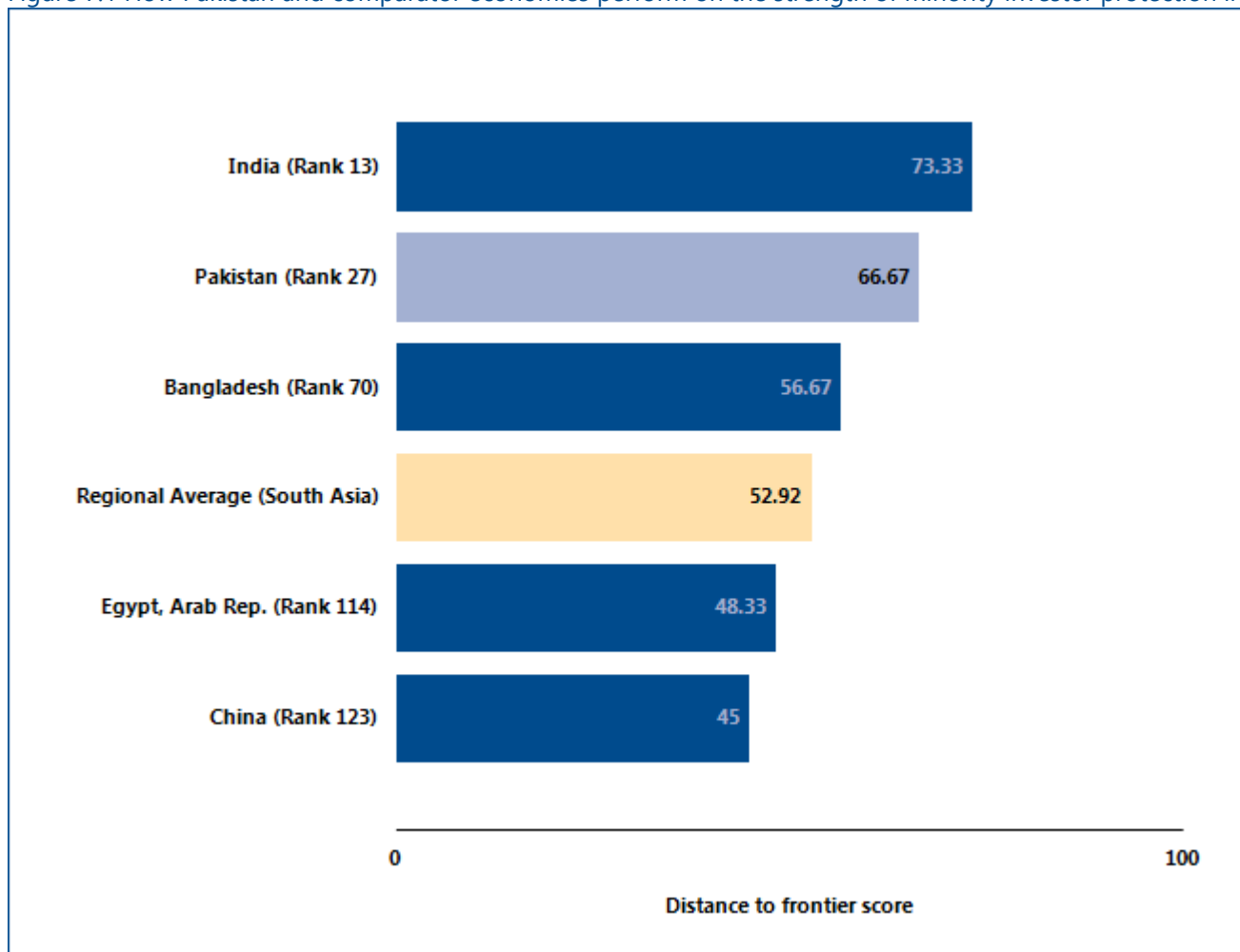
Where does the economy stand today?

How strong are minority investor protections against self-dealing in Pakistan? The economy has a score of 6.7 on the strength of minority investor protection index, with a higher score indicating stronger protections.

Globally, Pakistan stands at 27 in the ranking of 190 economies on the strength of minority investor

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

Figure 7.1 How Pakistan and comparator economies perform on the strength of minority investor protection index



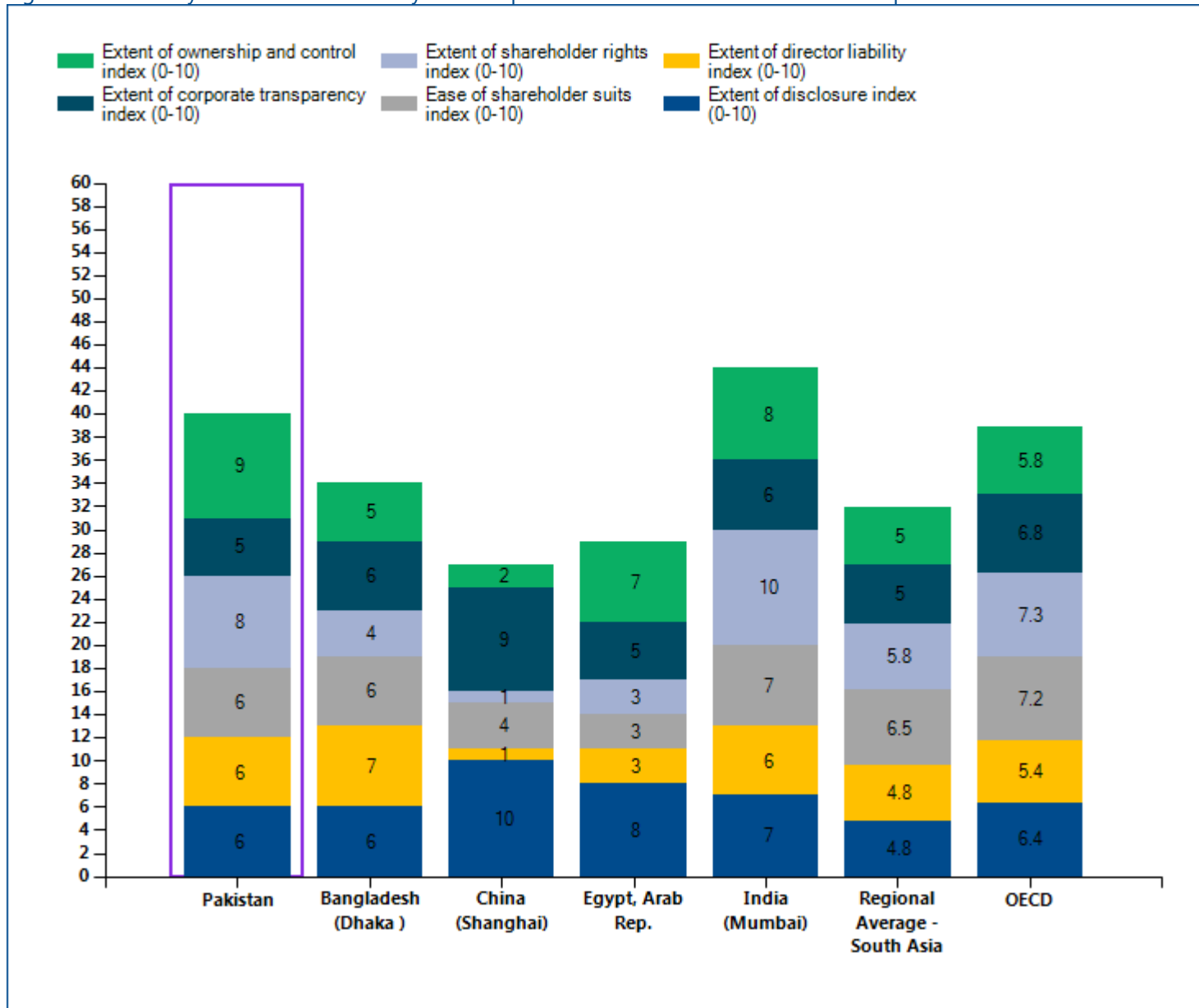
Source: Doing Business database.

PROTECTING MINORITY INVESTORS

One way to put an economy's scores on the protecting minority investors indicators into context is to see where the economy stands in the distribution of scores across comparator economies. Figure 7.2 highlights the scores on the various minority investor protection indices for Pakistan.

A summary of scoring for the protecting minority investors indicators at the end of this chapter provides details on how the indices were calculated.

Figure 7.2 Summary of the various minority investor protection indices for Pakistan and comparator economies.



Source: Doing Business database.

PROTECTING MINORITY INVESTORS

What are the details?

The protecting minority investors indicators reported here for Pakistan are based on detailed information collected through a survey of corporate and securities lawyers about securities regulations, company laws and court rules of evidence and procedure. To construct the six indicators on minority investor protection, scores are assigned to each based on a range of conditions relating

to disclosure, director liability, shareholder suits, shareholder rights, ownership and control and corporate transparency in a standard case study (for more details, see the Data Notes section of the *Doing Business 2017* report). The summary below shows the details underlying the scores for Pakistan.

Table 7.2 Summary of scoring for the protecting minority investors indicators in Pakistan

	Answer (Karachi)	Score (Karachi)	Answer (Lahore)	Score (Lahore)
Strength of minority investor protection index (0-10)		6.7		6.7
Extent of conflict of interest regulation index (0-10)		6.0		6.0
Extent of disclosure index (0-10)		6.0		6.0
Which corporate body is legally sufficient to approve the Buyer-Seller transaction? (0-3)	Board of directors excluding interested members	2.0	Board of directors excluding interested members	2.0
Must Mr. James disclose his conflict of interest to the board of directors? (0-2)	Full disclosure of all material facts	2.0	Full disclosure of all material facts	2.0
Must Buyer disclose the transaction in published periodic filings (annual reports)? (0-2)	Disclosure on the transaction and on the conflict of interest	2.0	Disclosure on the transaction and on the conflict of interest	2.0
Must Buyer immediately disclose the transaction to the public and/or shareholders? (0-2)	No disclosure obligation	0.0	No disclosure obligation	0.0
Must an external body review the terms of the transaction before it takes place? (0-1)	No	0.0	No	0.0
Extent of director liability index (0-10)		6.0		6.0
Can shareholders representing 10% of Buyer's share capital sue directly or derivatively for the damage the transaction caused to Buyer? (0-1)	No	0.0	No	0.0
Can shareholders hold the interested director liable for the damage the transaction caused to Buyer? (0-2)	Liable if negligent	1.0	Liable if negligent	1.0
Can shareholders hold the other directors liable for the damage the transaction caused to Buyer (0-2)	Liable if negligent	1.0	Liable if negligent	1.0
Must Mr. James pay damages for the harm caused to Buyer upon a successful claim by shareholders? (0-1)	Yes	1.0	Yes	1.0
Must Mr. James repay profits made from the transaction upon a successful claim by shareholders? (0-1)	Yes	1.0	Yes	1.0
Is Mr. James disqualified or fined and imprisoned upon a successful claim by shareholders? (0-1)	Yes	1.0	Yes	1.0
Can a court void the transaction upon a successful claim by	Voidable if	1.0	Voidable if	1.0

shareholders? (0-2)	negligently concluded		negligently concluded	
Ease of shareholder suits index (0-10)		6.0		6.0
Before suing can shareholders representing 10% of Buyer's share capital inspect the transaction documents? (0-1)	Yes	1.0	Yes	1.0
Can the plaintiff obtain any documents from the defendant and witnesses at trial? (0-3)	Any relevant document	3.0	Any relevant document	3.0
Can the plaintiff request categories of documents from the defendant without identifying specific ones? (0-1)	No	0.0	No	0.0
Can the plaintiff directly question the defendant and witnesses at trial? (0-2)	Preapproved questions only	1.0	Preapproved questions only	1.0
Is the level of proof required for civil suits lower than that of criminal cases? (0-1)	Yes	1.0	Yes	1.0
Can shareholder plaintiffs recover their legal expenses from the company? (0-2)	At the discretion of the court	0.0	At the discretion of the court	0.0
Extent of shareholder governance index (0-10)		7.3		7.3
Extent of shareholder rights index (0-10)		8.0		8.0
Does the sale of 51% of Buyer's assets require shareholder approval?	Yes	1.0	Yes	1.0
Can shareholders representing 10% of Buyer's share capital call for an extraordinary meeting of shareholders?	Yes	1.0	Yes	1.0
Must Buyer obtain its shareholders' approval every time it issues new shares?	No	0.0	No	0.0
Do shareholders automatically receive preemption rights every time Buyer issues new shares?	Yes	1.0	Yes	1.0
Must shareholders approve the election and dismissal of the external auditor?	Yes	1.0	Yes	1.0
Are changes to the rights of a class of shares only possible if the holders of the affected shares approve?	Yes	1.0	Yes	1.0
Assuming that Buyer is a limited company, does the sale of 51% of its assets require member approval?	Yes	1.0	Yes	1.0
Assuming that Buyer is a limited company, can members representing 10% call for an extraordinary meeting of members?	Yes	1.0	Yes	1.0
Assuming that Buyer is a limited company, must all members consent to add a new member?	No	0.0	No	0.0
Assuming that Buyer is a limited company, must a member first offer to sell his interest to the existing members before selling to a non-member?	Yes	1.0	Yes	1.0
Extent of ownership and control index (0-10)		9.0		9.0
Is it forbidden to appoint the same individual as CEO and chair of the board of directors?	Yes	1.0	Yes	1.0
Must the board of directors include independent and nonexecutive board members?	Yes	1.0	Yes	1.0
Can shareholders remove members of the board of directors without cause before the end of their term?	Yes	1.0	Yes	1.0
Must the board of directors include a separate audit committee exclusively comprising board members?	Yes	1.0	Yes	1.0
Must a potential acquirer make a tender offer to all shareholders upon acquiring 50% of Buyer?	Yes	1.0	Yes	1.0
Must Buyer pay dividends within a maximum period set by	Yes	1.0	Yes	1.0

law after the declaration date?				
Is a subsidiary prohibited from acquiring shares issued by its parent company?	Yes	1.0	Yes	1.0
Assuming that Buyer is a limited company, is there a management deadlock breaking mechanism?	Yes	1.0	Yes	1.0
Assuming that Buyer is a limited company, must a potential acquirer make a tender offer to all shareholders upon acquiring 50% of Buyer?	No	0.0	No	0.0
Assuming that Buyer is a limited company, must Buyer distribute profits within a maximum period set by law after the declaration date?	Yes	1.0	Yes	1.0
Extent of corporate transparency index (0-10)		5.0		5.0
Must Buyer disclose direct and indirect beneficial ownership stakes representing 5%?	Yes	1.0	Yes	1.0
Must Buyer disclose information about board members' other directorships as well as basic information on their primary employment?	Yes	1.0	Yes	1.0
Must Buyer disclose the compensation of individual managers?	No	0.0	No	0.0
Must a detailed notice of general meeting be sent 21 days before the meeting?	No	0.0	No	0.0
Can shareholders representing 5% of Buyer's share capital put items on the agenda for the general meeting?	No	0.0	No	0.0
Must Buyer's annual financial statements be audited by an external auditor?	Yes	1.0	Yes	1.0
Must Buyer disclose its audit reports to the public?	Yes	1.0	Yes	1.0
Assuming that Buyer is a limited company, must members meet at least once a year?	No	0.0	No	0.0
Assuming that Buyer is a limited company, can members representing 5% put items on the meeting agenda?	No	0.0	No	0.0
Assuming that Buyer is a limited company, must Buyer's annual financial statements be audited by an external auditor?	Yes	1.0	Yes	1.0

Source: Doing Business database.

PAYING TAXES

Taxes are essential. The level of tax rates needs to be carefully chosen—and needless complexity in tax rules avoided. Firms in economies that rank better on the ease of paying taxes in the *Doing Business* study tend to perceive both tax rates and tax administration as less of an obstacle to business according to the World Bank Enterprise Survey research.

What do the indicators cover?

Using a case scenario, *Doing Business* records the taxes and mandatory contributions that a medium-size company must pay in a given year as well as measures of the administrative burden of paying taxes and contributions and dealing with postfiling processes. This case scenario uses a set of financial statements and assumptions about transactions made over the year. Information is also compiled on the frequency of filing and payments, time taken to comply with tax laws, time taken to comply with the requirements of postfiling processes and time waiting for these processes to be completed. The ranking of economies on the ease of paying taxes is determined by sorting their distance to frontier scores on the ease of paying taxes. These scores are the simple average of the distance to frontier scores for each of the four component indicators – number of tax payments, time, total tax rate and postfiling index – with a threshold and a nonlinear transformation applied to one of the component indicators, the total tax rate¹. If both VAT (or GST) and corporate income tax apply, the postfiling index is the simple average of the distance to frontier scores for each of the four components: the time to comply with a VAT or GST refund, the time to obtain a VAT or GST refund, the time to comply with a corporate income tax audit and the time to complete a corporate income tax audit. If only VAT (or GST) or corporate income tax applies, the postfiling index is the simple average of the scores for only the two components pertaining to the applicable tax. If neither VAT (or GST) nor corporate income tax

WHAT THE PAYING TAXES INDICATORS MEASURE

Tax payments for a manufacturing company in 2014 (number per year adjusted for electronic and joint filing and payment)

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

Method and frequency of filing and payment

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

Collecting information and computing the tax payable

Completing tax return forms, filing with proper agencies

Arranging payment or withholding

Preparing separate tax accounting books, if required

Total tax rate (% of profit before all taxes)

Profit or corporate income tax

Social contributions and labor taxes paid by the employer

Property and property transfer taxes

Dividend, capital gains and financial transactions taxes

Waste collection, vehicle, road and other taxes

Postfiling Index

The time to comply with a VAT or GST refund

The time to receive a VAT or GST refund

The time to comply with a corporate income tax audit

The time to complete a corporate income tax audit

¹ The nonlinear distance to frontier for the total tax rate is equal to the distance to frontier for the total tax rate to the power of 0.8. The threshold is defined as the total tax rate at the 15th percentile of the overall distribution for all years included in the analysis up to and including *Doing Business 2015*, which is 26.1%. All economies with a total tax rate below this threshold receive the same score as the economy at the threshold.

applies, the postfiling index is not included in the ranking of the ease of paying taxes.

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

All financial statement variables are proportional to 2012 income per capita. To make the data comparable across economies, several assumptions are used.

TaxpayerCo is a medium-size business that started operations on January 1, 2014.

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.

Assumptions about the VAT refund process:

- In June 2015, TaxpayerCo. makes a large capital purchase: one additional machine for manufacturing pots.
- The value of the machine is 65 times income per capita of the economy.
- Sales are equally spread per month (that is, 1,050 times income per capita divided by 12).
- Cost of goods sold are equally expensed per month (that is, 875 times income per capita divided by 12).
- The seller of the machinery is registered for VAT or general sales tax (GST).
- Excess input VAT incurred in June will be fully recovered after four consecutive months if the VAT or GST rate is the same for inputs, sales and the machine and the tax reporting period is every month.

Assumptions about the corporate income tax audit process:

- An error in the calculation of the income tax liability (for example, use of incorrect tax depreciation rates, or incorrectly treating an expense as tax deductible) leads to an incorrect income tax return and consequently an underpayment of corporate income tax.
- TaxpayerCo. discovered the error and voluntarily notified the tax authority of the error in the corporate income tax return.

PAYING TAXES

Where does the economy stand today?

What is the administrative burden of complying with tax obligations and postfiling processes in Pakistan—and how much do firms pay in taxes? Globally, Pakistan stands at in the ranking of 190 economies on the ease of paying taxes (figure 8.1). The rankings for comparator economies and the regional average ranking provide other useful information for assessing the tax compliance burden for businesses in (see table 8.2 and table 8.3 at

the end of this chapter for details). Most indicator sets refer to a case scenario in the largest business city of an economy, except for 11 economies for which the data are a population-weighted average of the 2 largest business cities. See the chapter on distance to frontier and ease of doing business ranking at the end of this profile for more details.

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



Source: Doing Business database.

PAYING TAXES

Economies around the world have made paying taxes faster, easier and less costly for businesses—such as by consolidating payments and filings of taxes, offering electronic systems for filing and payment, establishing taxpayer service centers or allowing for more deductions

and exemptions. Many have lowered tax rates. Changes have brought concrete results. Some economies simplifying tax payment and reducing rates have seen tax revenue rise. What tax reforms has *Doing Business* recorded in Pakistan (table 8.1)?

Table 8.1 How has Pakistan made paying taxes easier—or not?
By *Doing Business* report year from DB2011 to DB2017

DB year	Reform
DB2012	Pakistan increased the profit tax rate for small firms.

Source: *Doing Business* database.

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

PAYING TAXES

What are the details?

The indicators reported here for Pakistan are based on the taxes and contributions that would be paid by a standardized case study company used by *Doing Business* in collecting the data (see the section in this chapter on what the indicators cover). Tax practitioners are asked to review a set of financial statements as well as a standardized list of assumptions and transactions that the company completed during its 2nd year of operation. Respondents are asked how much taxes and mandatory contributions the business must pay how these taxes are filed and paid, how much time taxpayers spend preparing, filing and paying three major taxes (profit taxes, labor taxes including mandatory contributions and consumption taxes) and how much time taxpayers spend complying with postfiling processes and waiting for these processes to be completed.

LOCATION OF STANDARDIZED COMPANY

City: Karachi, Lahore

The taxes and contributions paid are listed in table 8.2 below, along with the associated number of payments, time and tax rate.

The postfiling index is based on four components—the time to comply with a VAT or GST refund, the time to obtain a VAT or GST refund, the time to comply with a corporate income tax audit and the time to complete a corporate income tax audit. These components are based on expanded case study assumptions. If only VAT (or GST) or corporate income tax applies for an economy, the postfiling index is the simple average of the scores for only the two components pertaining to the applicable tax. If neither VAT (or GST) nor corporate income tax applies, the postfiling index is not included in the ranking of the ease of paying taxes.

Table 8.2 Summary of tax rates and administration

Karachi: Tax or mandatory contribution	Payments (number)	Notes on payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% of profit)	Notes on total tax rate
Employer paid -Pension contributions	12			5% or PKR 400 per employee per month	gross salaries	6.60	
Social security contributions	12		40	6%	gross salaries	6.12	
Corporate income tax	5		40	25%	taxable profit	18.48	
Education cess	1			PKR 100 per month	per worker	0.93	

Karachi: Tax or mandatory contribution	Payments (number)	Notes on payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% of profit)	Notes on total tax rate
Property tax	1			18% (including 10% discount)	annual rental value of property	0.89	
Tax on interest	0			10%	interest	0.26	included in other taxes
Professional tax	1			PKR 10,000	fixed fee	0.14	
Vehicle tax	1			varies	fixed fee depending on type of vehicle	0.07	
Fuel tax	1			25%	included into fuel price	0.00	small amount
Employee paid - Pension contributions	0	jointly		1% or PKR 80 per employee per month	gross salaries	0.00	withheld
Goods and sales tax (VAT)	12		232	17%	value added	0.00	not included
Stamp duty	1			rate based on contract value		0.00	
Totals	47.0		311.5			33.2	

Lahore: Tax or mandatory contribution	Payments (number)	Notes on payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% of profit)	Notes on total tax rate
Employer paid - Pension contributions	12			5% or PKR 400 per employee per month	gross salaries	6.60	
Social security contributions	12		40	6%	gross salaries	6.46	
Corporate income tax	5		40	25%	taxable profit	18.40	
Education cess	1			PKR 100 per month	per worker	0.93	

Lahore: Tax or mandatory contribution	Payments (number)	Notes on payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% of profit)	Notes on total tax rate
Property tax	1			18% (including 10% discount)	annual rental value of property	0.89	
Tax on interest	0			10%	interest	0.26	included in other taxes
Professional tax	1			PKR 10,000	fixed fee	0.14	
Vehicle tax	1			varies	fixed fee depending on type of vehicle	0.07	
Fuel tax	1			25%	included into fuel price	0.00	small amount
Employee paid - Pension contributions	0	jointly		1% or PKR 80 per employee per month	gross salaries	0.00	withheld
Goods and sales tax (VAT)	12		232	17%	value added	0.00	not included
Stamp duty	1			rate based on contract value		0.00	
Totals	47.0		311.5			33.5	

Source: Doing Business database.

TRADING ACROSS BORDERS

In today's globalized world, making trade between economies easier is increasingly important for business. Excessive use of paper documents, burdensome customs procedures, inefficient port operations and inadequate infrastructure all lead to extra costs and delays for exporters and importers, stifling trade potential.

What do the indicators cover?

Doing Business records the time and cost associated with the logistical process of exporting and importing goods. Under the new methodology introduced this year, *Doing Business* measures the time and cost (excluding tariffs) associated with three sets of procedures—documentary compliance, border compliance and domestic transport—within the overall process of exporting or importing a shipment of goods. The ranking of economies on the ease of trading across borders is determined by sorting their distance to frontier scores for trading across borders. These scores are the simple average of the distance to frontier scores for the time and cost for documentary compliance and border compliance to export and import (domestic transport is not used for calculating the ranking).

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

Time

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

WHAT THE TRADING ACROSS BORDERS

INDICATORS MEASURE FOR IMPORT & EXPORT

Documentary compliance – cost & time

Obtain, prepare and submit documents:

- During transport, clearance, inspections and port or border handling in origin economy
- Required by origin, destination and transit economies

Covers all documents by law and in practice

Border compliance – cost & time

Customs clearance and inspections

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

Port or border handling

Processing documents during clearance, inspections and port or border handling

Domestic transport*

Loading and unloading of shipment

Transport between warehouse and terminal/port

Transport between terminal/port and border

Traffic delays and road police checks while shipment is en route

* Although *Doing Business* collects and publishes data on the time and cost for domestic transport, it does not use these data in calculating the distance to frontier score for trading across borders or the ranking on the ease of trading across borders.

Cost

- Insurance cost and informal payments for which no receipt is issued are excluded from the costs recorded. Costs are reported in U.S. dollars. Contributors are asked to convert local currency into U.S. dollars based on the exchange rate prevailing on the day they answer the questionnaire.

Assumptions of the case study

- For each of the 190 economies covered by *Doing Business*, it is assumed that a shipment travels from a warehouse in the largest business city of the exporting economy to a warehouse in the largest business city of the importing economy. For 11 economies the data are also collected, under the same case study assumptions, for the second largest business city.
- The import and export case studies assume different traded products. It is assumed that each economy imports a standardized shipment of 15 metric tons of containerized auto parts (HS 8708) from its natural import partner—the economy from which it imports the largest value (price times quantity) of auto parts. It is assumed that each economy exports the product of its comparative advantage (defined by the largest export value) to its natural export partner—the economy that is the largest purchaser of this product. Special products such as precious metal and gems, live animals and pharmaceuticals are excluded from the list of possible export products. However, the second largest product category is considered as needed.
- A shipment is a unit of trade. Export shipments do not necessarily need to be containerized, while import shipments of auto parts are assumed to be containerized.
- If government fees are determined by the value of the shipment, the value is assumed to be \$50,000.
- The product is new, not secondhand or used merchandise.
- The exporting firm is responsible for hiring and paying for a freight forwarder or customs broker (or both) and pays for all costs related to international shipping, domestic transport, clearance and mandatory inspections by customs and other government agencies, port or border handling, documentary compliance fees and the like for exports. The importing firm is responsible for the above costs for imports.
- The mode of transport is the one most widely used for the chosen export or import product and the trading partner, as is the seaport, airport or land border crossing.
- All electronic submissions of information requested by any government agency in connection with the shipment are considered to be documents obtained, prepared and submitted during the export or import process.
- A port or border is defined as a place (seaport, airport or land border crossing) where merchandise can enter or leave an economy.
- Government agencies considered relevant are agencies such as customs, port authorities, road police, border guards, standardization agencies, ministries or departments of agriculture or industry, national security agencies and any other government authorities.

TRADING ACROSS BORDERS

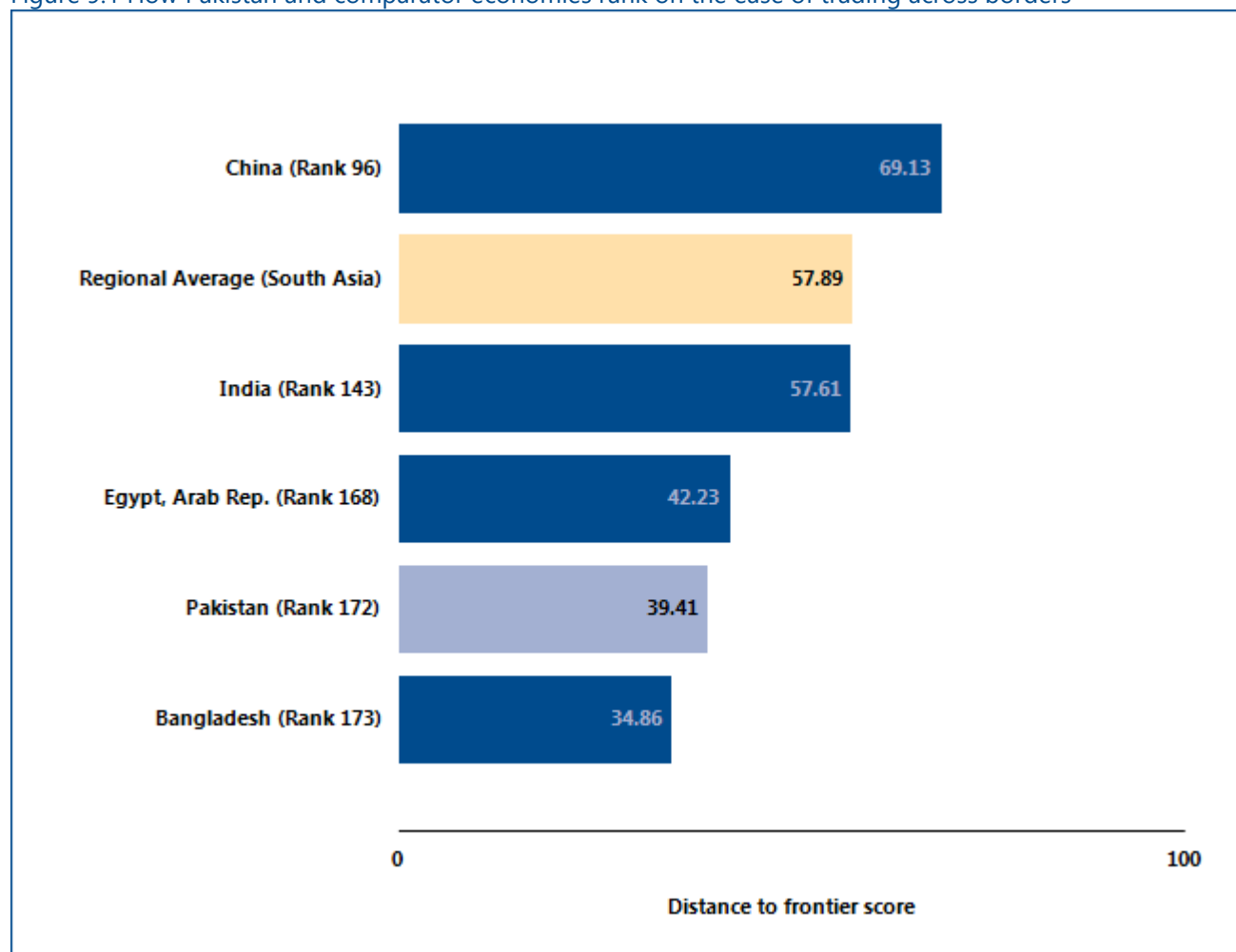
Where does the economy stand today?

The Trading across Borders indicator refers to a case study scenario of a warehouse in the largest business city of an economy (except for 11 economies for which the data are a population-weighted average of the 2 largest business cities) trading with the main import and export partner through the economy's main border crossing.

Globally, Pakistan stands at 172 in the ranking of 190 economies on the ease of trading across borders (figure 9.1).

While not included in the distance to frontier or ease of doing business ranking, data on domestic transportation is also recorded for all economies and provided in Table 9.3.

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



Source: Doing Business database.

TRADING ACROSS BORDERS

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

systems. These changes help improve the trading environment and boost firms' international competitiveness. What trade reforms has *Doing Business* recorded in Pakistan (table 9.1)?

Table 9.1 How has Pakistan made trading across borders easier—or not?

By *Doing Business* report year from DB2011 to DB2017

DB year	Reform
DB2011	Pakistan reduced the time to export by improving electronic communication between the Karachi Port authorities and the private terminals, which have also boosted efficiency by introducing new equipment.
DB2015	Pakistan made trading across borders easier by introducing a fully automated, computerized system (the Web-Based One Customs system) for the submission and processing of export and import documents. This reform applies to both Lahore and Karachi.
DB2017	Pakistan made exporting and importing easier by enhancing its electronic "Web Based One Customs Platform".

Source: *Doing Business* database.

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

TRADING ACROSS BORDERS

What are the details?

The indicators reported here for Pakistan are based on a set of specific predefined procedures for trading a shipment of goods by the most widely used mode of transport (whether sea or land). The information on the time and cost to complete export and import is collected from local freight forwarders, customs brokers and traders.

LOCATION OF STANDARDIZED COMPANY

City: Karachi, Lahore

The details on the predefined set of procedures, and the associated time and cost, for exporting and importing a shipment of goods are listed in the summary below, along with the required documents.

Table 9.2 Summary of export and import time and cost for trading across borders in Pakistan

	Karachi	Lahore	South Asia
Time to export: Border compliance (hours)	75	75	59
Cost to export: Border compliance (USD)	426	426	376
Time to export: Documentary compliance (hours)	59	59	78
Cost to export: Documentary compliance (USD)	307	307	183
Time to import: Border compliance (hours)	129	129	116
Cost to import: Border compliance (USD)	957	957	645
Time to import: Documentary compliance (hours)	147	147	106
Cost to import: Documentary compliance (USD)	786	786	348

Source: Doing Business database.

Table 9.3 Summary of trading details, transport time and documents for trading across borders in Pakistan

	Karachi		Lahore	
	Export	Import	Export	Import
Product	HS 52 : Cotton	HS 8708: Parts and accessories of motor vehicles	HS 52 : Cotton	HS 8708: Parts and accessories of motor vehicles

	Karachi		Lahore	
	Export	Import	Export	Import
Trade partner	China	Thailand	China	Thailand
Border	Qasim port	Qasim port	Qasim port	Qasim port
Distance (km)	54	54	1296	1296
Domestic transport time (hours)	6	4	48	48
Domestic transport cost (USD)	200	200	500	500

Source: Doing Business database.

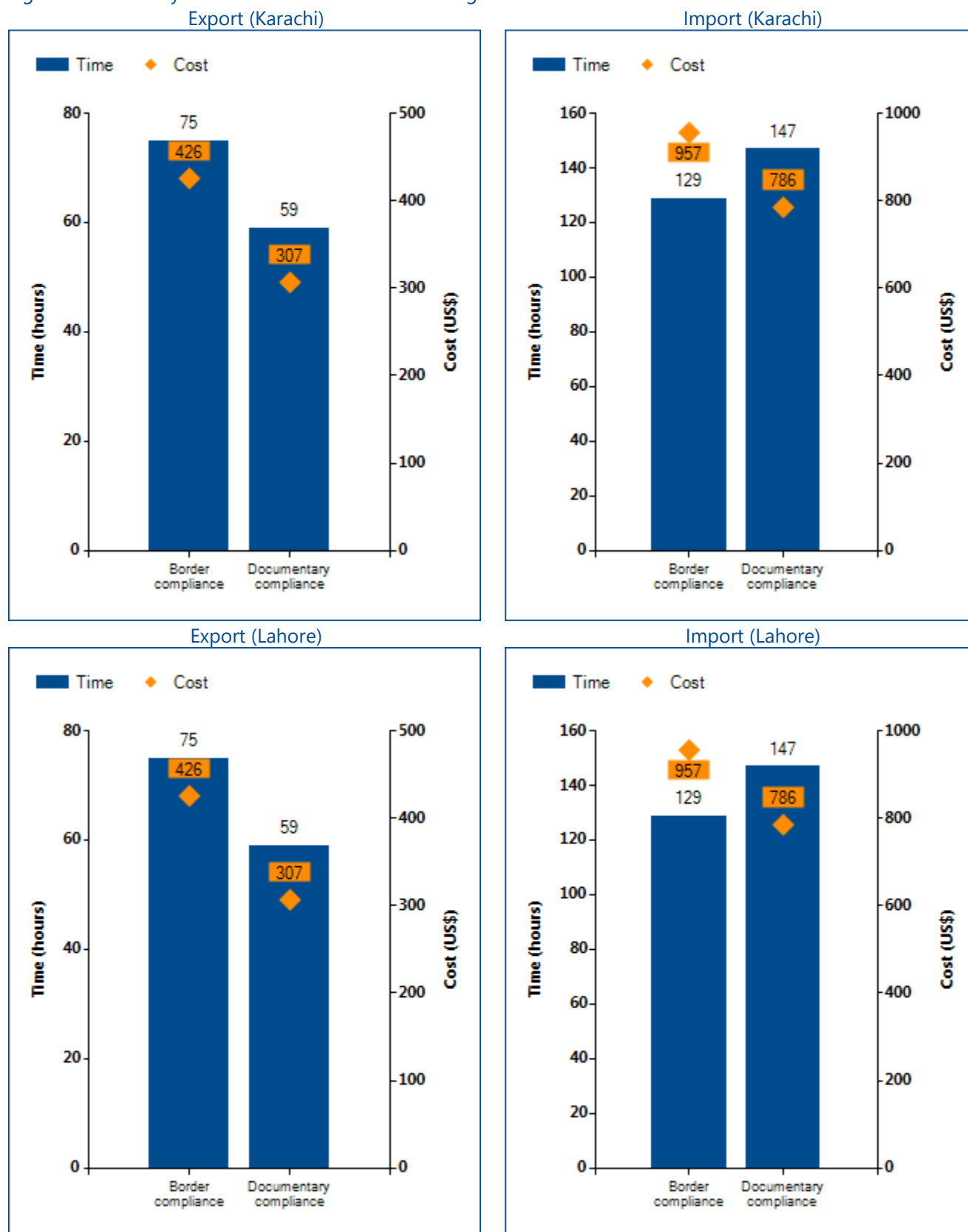
Documents used to export
Bill of lading
Packing list
Certificate of origin
Inspection report
Insurance certificate
Export General Manifest (EGM)
E Form (with Commercial Bank)
Customs Export Declaration
Price certificate
Phytosanitary certificate
Gate pass
Documents used to import
Bill of lading
Packing list
Certificate of origin
Pre-shipment inspection certificate
Technical standards certificate
Form I
Import general manifest
Import declaration

Source: Doing Business database.

Note: Doing Business continues to collect data on the number of documents needed to trade internationally. Unlike in previous years, however, these data are excluded from the calculation of the distance to frontier score and ranking. The time and cost

for documentary compliance serve as better measures of the overall cost and complexity of compliance with documentary requirements than does the number of documents required.

Figure 9.2 Summary of Pakistan on the ease of trading across borders



Source: Doing Business database.

ENFORCING CONTRACTS

Effective commercial dispute resolution has many benefits. Courts are essential for entrepreneurs because they interpret the rules of the market and protect economic rights. Efficient and transparent courts encourage new business relationships because businesses know they can rely on the courts if a new customer fails to pay. Speedy trials are essential for small enterprises, which may lack the resources to stay in business while awaiting the outcome of a long court dispute.

What do the indicators cover?

Doing Business measures the time and cost for resolving a standardized commercial dispute through a local first-instance court. In addition, this year it introduces a new measure, the quality of judicial processes index, evaluating whether each economy has adopted a series of good practices that promote quality and efficiency in the court system. This new index replaces the indicator on procedures, which was eliminated this year. The ranking of economies on the ease of enforcing contracts is determined by sorting their distance to frontier scores. These scores are the simple average of the distance to frontier scores for each of the component indicators.

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

- The dispute concerns a lawful transaction between two businesses (Seller and Buyer), both located in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- The buyer orders custom-made goods, then fails to pay.
- The value of the dispute is 200% of the income per capita or the equivalent in local currency of USD 5,000, whichever is greater.
- The seller sues the buyer before the court with jurisdiction over commercial cases worth 200% of income per capita or \$5,000.

WHAT THE ENFORCING CONTRACTS INDICATORS MEASURE

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

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

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

- Attorney fees
- Court fees
- Enforcement fees

Quality of judicial processes index (0-18)

- Court structure and proceedings (0-6)
- Case management (0-6)
- Court automation (0-4)
- Alternative dispute resolution (0-3)

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

ENFORCING CONTRACTS

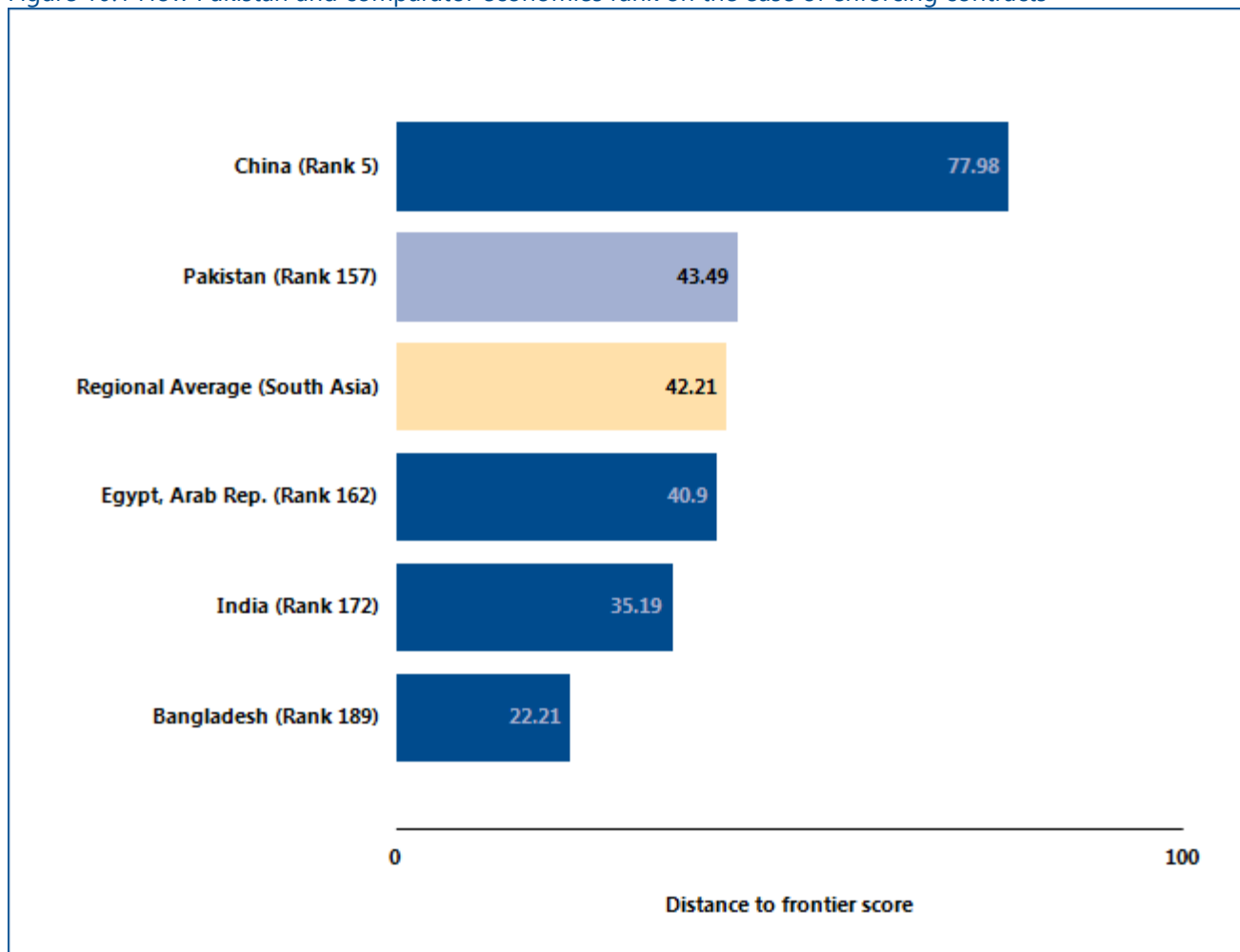
Where does the economy stand today?

How efficient is the process of resolving a commercial dispute through the courts in Pakistan? According to data collected by *Doing Business*, contract enforcement takes 1071.2 days and costs 20.5% of the value of the claim. Most indicator sets refer to the largest business city of an economy, except for 11 economies for which the data are a population-weighted average of the 2 largest business cities. See the chapter on distance to

frontier and ease of doing business ranking at the end of this profile for more details.

Globally, Pakistan stands at 157 in the ranking of 190 economies on the ease of enforcing contracts (figure 10.1). The rankings for comparator economies and the regional average ranking provide other useful benchmarks for assessing the efficiency of contract enforcement in Pakistan.

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



Source: *Doing Business* database.

ENFORCING CONTRACTS

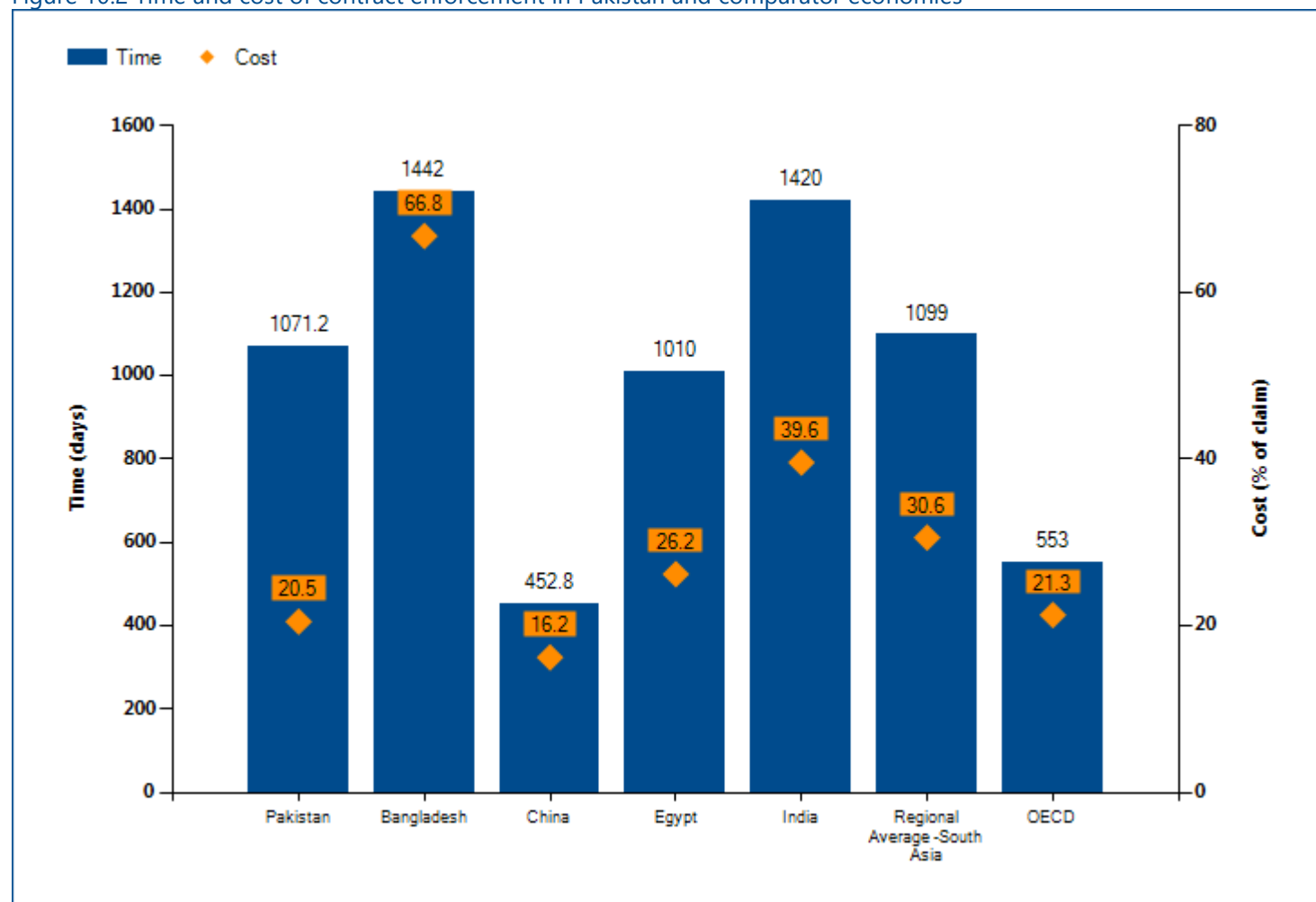
What are the details?

The data on time and cost reported here for Pakistan are built by following the step-by-step evolution of a commercial sale dispute within the court, under the assumptions about the case described above (figure 10.2). The time and cost of resolving the standardized dispute are identified through study of the codes of civil procedure and other court regulations, as well as through questionnaires completed by local litigation lawyers (and, in a quarter of the economies covered by *Doing Business*, by judges as well).

ECONOMY DETAILS

Claim value - Karachi:	PKR 514,260
Claim value - Lahore:	PKR 514,260
Court name - Karachi:	Karachi District Court
Court name - Lahore:	Lahore District Court
City:	Karachi, Lahore

Figure 10.2 Time and cost of contract enforcement in Pakistan and comparator economies



Source: Doing Business database.

Table 10.2 Details on time and cost for enforcing contracts in Pakistan

Indicator	Karachi	Lahore	South Asia average
Time (days)	1096.0	1025.0	1,099
Filing and service	96	60	
Trial and judgment	700	600	
Enforcement of judgment	300	365	
Cost (% of claim)	18.1	25.0	30.6
Attorney fees	11.0	15.0	
Court fees	5.9	7.0	
Enforcement fees	1.2	3.0	

Source: Doing Business database.

ENFORCING CONTRACTS

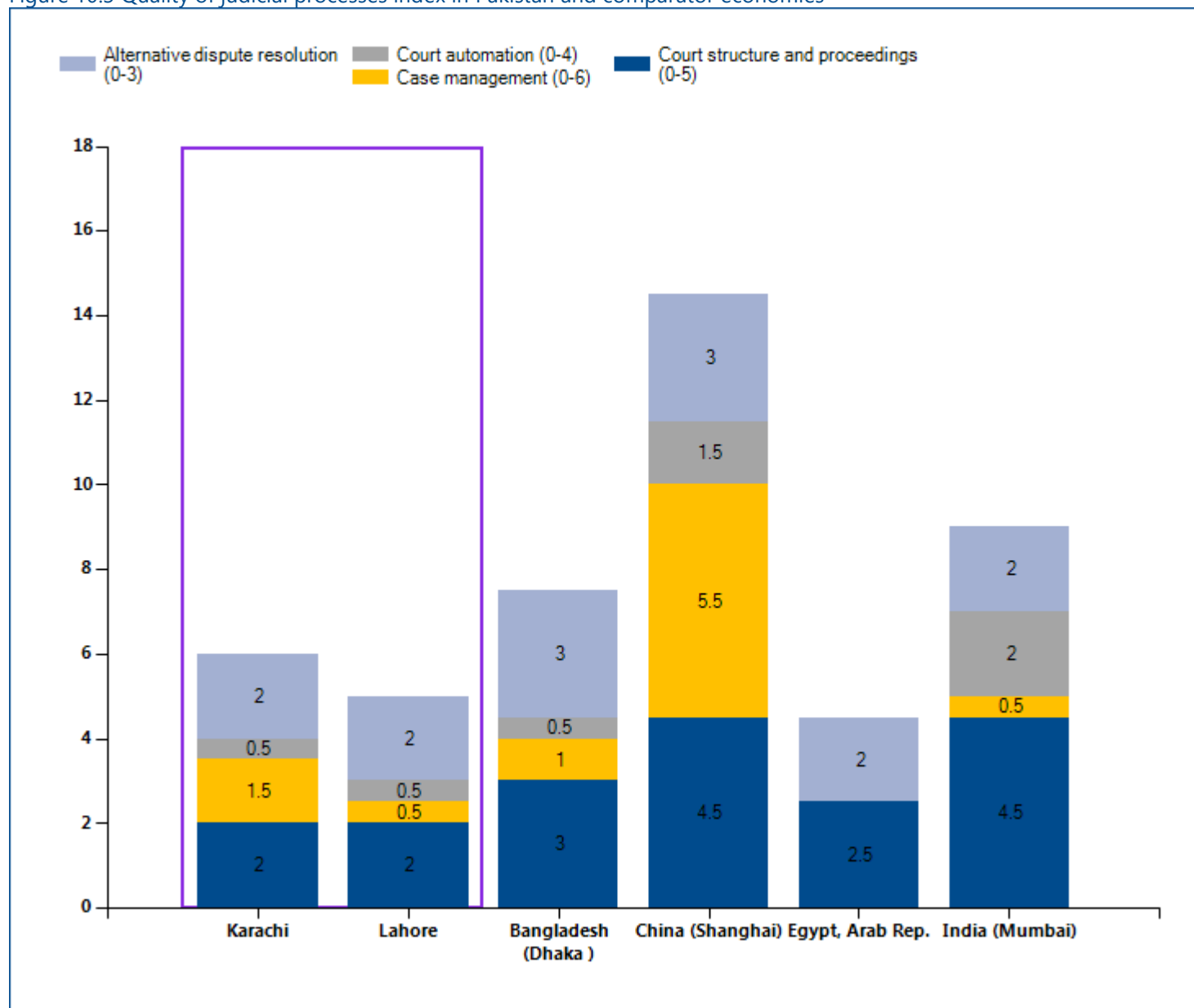
Quality of judicial processes index

The quality of judicial processes index measures whether each economy has adopted a series of good practices in its court system in four areas: court structure and proceedings, case management, court automation and alternative dispute resolution. The score on the quality of judicial processes index is the sum of the scores on these 4 sub-components. The index ranges from 0 to 18, with higher values indicating better, more efficient judicial processes.

The scores reported here show which of these good practices are available in Pakistan (figure 10.3).

This methodology was initially developed by Djankov and others (2003) and is adopted here with several changes. The quality of judicial processes index was introduced in *Doing Business 2016*. The good practices tested in this index were developed on the basis of internationally recognized good practices promoting judicial efficiency.

Figure 10.3 Quality of judicial processes index in Pakistan and comparator economies



Source: *Doing Business* database.

Table 10.3 Details of the quality of judicial processes index in Pakistan

	Answer (Karachi)	Score (Karachi)	Answer (Lahore)	Score (Lahore)
Quality of judicial processes index (0-18)		6.0		5.0
Court structure and proceedings (0-5)		2.0		2.0
1. Is there a court or division of a court dedicated solely to hearing commercial cases?	No	0.0	No	0.0
2. Small claims court		1.5		1.5
2.a. Is there a small claims court or a fast-track procedure for small claims?	Yes		Yes	
2.b. If yes, is self-representation allowed?	Yes		Yes	
3. Is pretrial attachment available?	Yes	1.0	Yes	1.0
4. Are new cases assigned randomly to judges?	Yes, but manual	0.5	Yes, but manual	0.5
5. Does a woman's testimony carry the same evidentiary weight in court as a man's?	No	-1.0	No	-1.0
Case management (0-6)		1.5		0.5
1. Time standards		0.5		0.5
1.a. Are there laws setting overall time standards for key court events in a civil case?	Yes		Yes	
1.b. If yes, are the time standards set for at least three court events?	Yes		Yes	
1.c. Are these time standards respected in more than 50% of cases?	No		No	
2. Adjournments		0.0		0.0
2.a. Does the law regulate the maximum number of adjournments that can be granted?	No		No	
2.b. Are adjournments limited to unforeseen and exceptional circumstances?	No		No	
2.c. If rules on adjournments exist, are they respected in more than 50% of cases?	n.a.		n.a.	
3. Can two of the following four reports be generated about the competent court: (i) time to disposition report; (ii) clearance rate report; (iii) age of pending cases report; and (iv) single case progress report?	No	0.0	No	0.0
4. Is a pretrial conference among the case management techniques used before the competent	No	0.0	No	0.0

	Answer (Karachi)	Score (Karachi)	Answer (Lahore)	Score (Lahore)
court?				
5. Are there any electronic case management tools in place within the competent court for use by judges?	Yes	1.0	No	0.0
6. Are there any electronic case management tools in place within the competent court for use by lawyers?	No	0.0	No	0.0
Court automation (0-4)		0.5		0.5
1. Can the initial complaint be filed electronically through a dedicated platform within the competent court?	No	0.0	No	0.0
2. Is it possible to carry out service of process electronically for claims filed before the competent court?	No	0.0	No	0.0
3. Can court fees be paid electronically within the competent court?	No	0.0	No	0.0
4. Publication of judgments		0.5		0.5
4.a Are judgments rendered in commercial cases at all levels made available to the general public through publication in official gazettes, in newspapers or on the internet or court website?	No		No	
4.b. Are judgments rendered in commercial cases at the appellate and supreme court level made available to the general public through publication in official gazettes, in newspapers or on the internet or court website?	Yes		Yes	
Alternative dispute resolution (0-3)		2.0		2.0
1. Arbitration		1.5		1.5
1.a. Is domestic commercial arbitration governed by a consolidated law or consolidated chapter or section of the applicable code of civil procedure encompassing substantially all its aspects?	Yes		Yes	
1.b. Are there any commercial disputes—aside from those that deal with public order or public policy—that cannot be submitted to arbitration?	No		No	
1.c. Are valid arbitration clauses or agreements usually enforced by the courts?	Yes		Yes	
2. Mediation/Conciliation		0.5		0.5
2.a. Is voluntary mediation or conciliation available?	Yes		Yes	

	Answer (Karachi)	Score (Karachi)	Answer (Lahore)	Score (Lahore)
2.b. Are mediation, conciliation or both governed by a consolidated law or consolidated chapter or section of the applicable code of civil procedure encompassing substantially all their aspects?	No		No	
2.c. Are there financial incentives for parties to attempt mediation or conciliation (i.e., if mediation or conciliation is successful, a refund of court filing fees, income tax credits or the like)?	No		No	

Source: *Doing Business* database.

RESOLVING INSOLVENCY

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

What do the indicators cover?

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

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

- A hotel located in the largest city (or cities) has 201 employees and 50 suppliers. The hotel experiences financial difficulties.
- The value of the hotel is 100% of the income per capita or the equivalent in local currency of USD 200,000, whichever is greater.
- The hotel has a loan from a domestic bank, secured by a mortgage over the hotel's real estate. The hotel cannot pay back the loan, but makes enough money to operate otherwise.

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

WHAT THE RESOLVING INSOLVENCY INDICATORS MEASURE

Time required to recover debt (years)

Measured in calendar years

Appeals and requests for extension are included

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

Measured as percentage of estate value

Court fees

Fees of insolvency administrators

Lawyers' fees

Assessors' and auctioneers' fees

Other related fees

Outcome

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

Recovery rate for creditors

Measures the cents on the dollar recovered by secured creditors

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

Official costs of the insolvency proceedings are deducted

Depreciation of furniture is taken into account

Present value of debt recovered

Strength of insolvency framework index (0-16)

Sum of the scores of four component indices:

Commencement of proceedings index (0-3)

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

Reorganization proceedings index (0-3)

Creditor participation index (0-4)

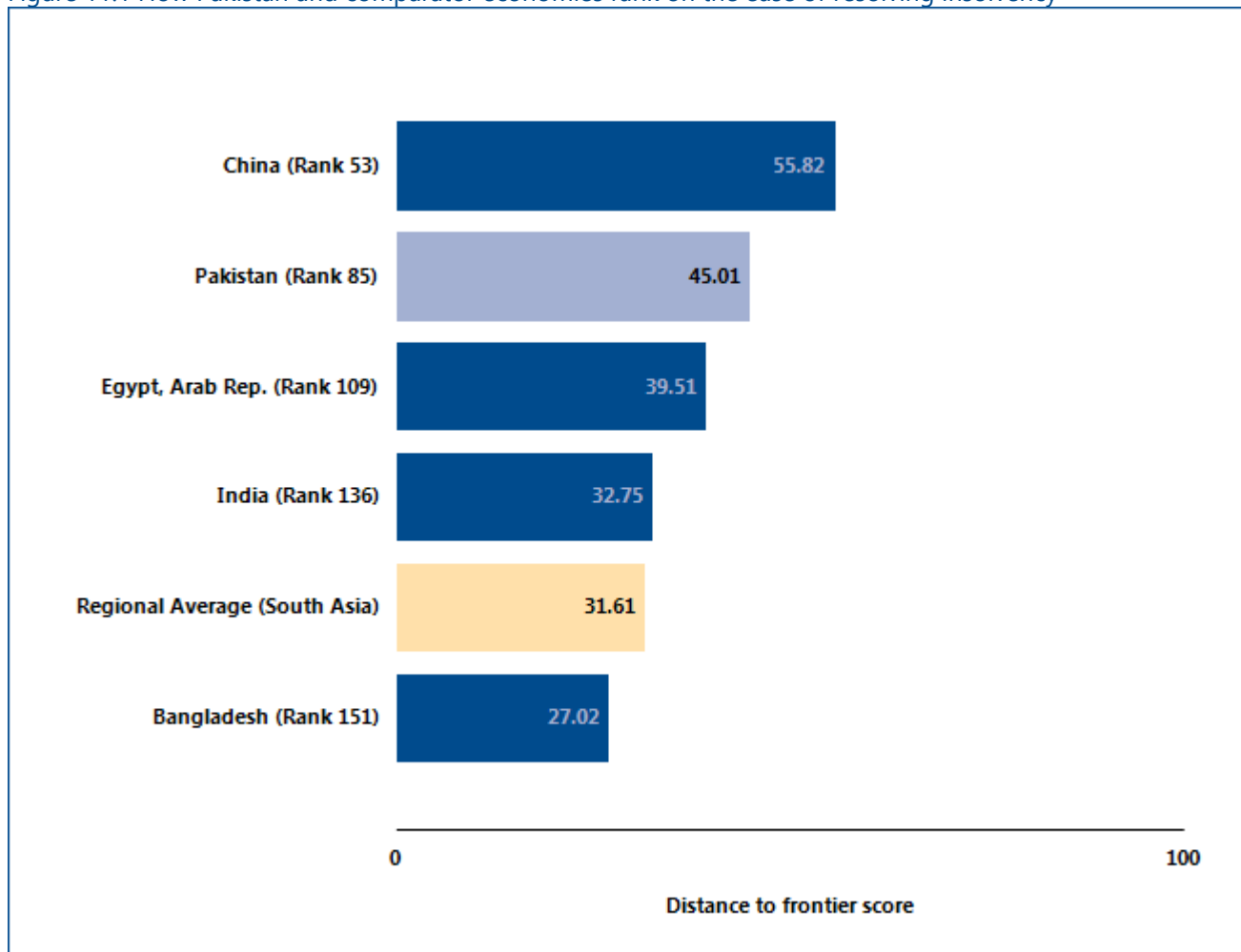
RESOLVING INSOLVENCY

Where does the economy stand today?

Globally, Pakistan stands at 85 in the ranking of 190 economies on the ease of resolving insolvency (figure 11.1). The ranking of economies on the ease of resolving insolvency is determined by sorting their distance to frontier scores for resolving insolvency. These scores are the simple average of the distance to frontier scores for the recovery rate and the strength of insolvency

framework index. The Resolving Insolvency indicator does not measure insolvency proceedings of individuals and financial institutions. The data are derived from questionnaire responses by local insolvency practitioners and verified through a study of laws and regulations as well as public information on bankruptcy systems.

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



Source: Doing Business database.

RESOLVING INSOLVENCY

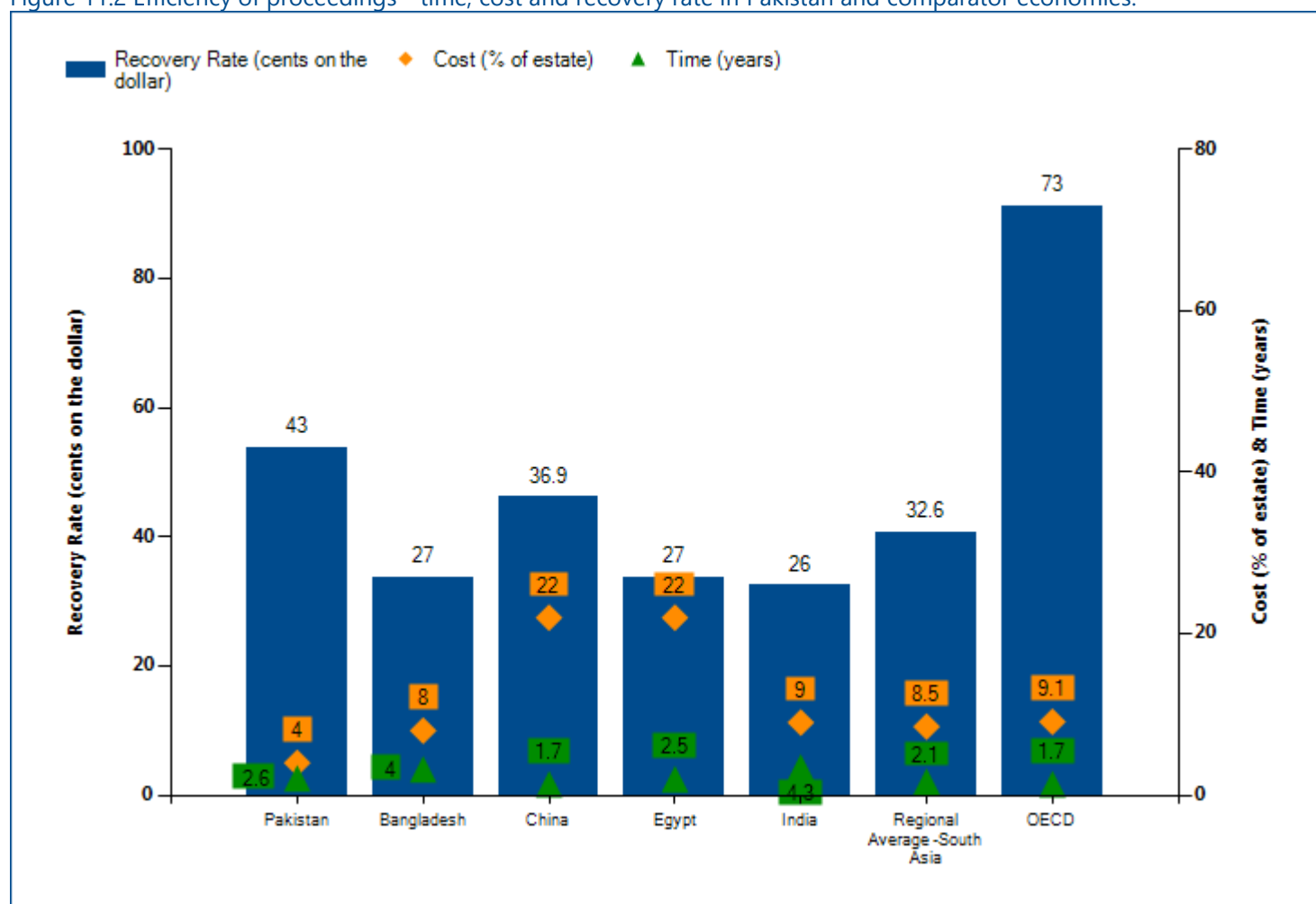
Recovery of debt in insolvency

Data on the time, cost and outcome refer to the most likely in-court insolvency procedure applicable under specific case study assumptions.

According to data collected by *Doing Business*, resolving insolvency takes 2.6 years on average and costs 4.0% of the debtor's estate. The average recovery rate is 43.0 cents on the dollar. Most indicator sets refer to a case

scenario in the largest business city of an economy, except for 11 economies for which the data are a population-weighted average of the 2 largest business cities.

Figure 11.2 Efficiency of proceedings - time, cost and recovery rate in Pakistan and comparator economies.



Source: *Doing Business* database.

Note: The recovery rate is calculated based on the time, cost and outcome of insolvency proceedings involving domestic legal entities and is recorded as cents on the dollar recovered by secured creditors. The calculation takes into account the outcome: whether the business emerges from the proceedings as a going concern or the assets are sold piecemeal. Then the costs of the proceedings are deducted. Finally, the value lost as a result of the time the money remains tied up in insolvency proceedings is taken into account. The recovery rate is the present value of the remaining proceeds, based on end-2015 lending rates.

Table 11.1 Summary of data for the strength of insolvency framework index Pakistan

		Answer	Explanation
Proceeding	Karachi, Lahore	foreclosure	After Mirage's default on payment, the BizBank will bring a recovery action (foreclosure proceedings) under Section 9 of the Financial Institutions (Recovery of Finances) Ordinance 2001, against the Mirage at the Banking Court. This is the most effective way for BizBank to recoup its investment with the security interest over Mirage's assets.
Outcome	Karachi, Lahore	piecemeal sale	After Court's decision on Mirage's case, BizBank would gain possession of Mirage's assets and sell them piecemeal in a public auction by the court appointed auctioneer. The hotel will stop operating.
Time (in years)	Karachi, Lahore	2.8	The foreclosure procedure until BizBank is repaid some or all of the money owed to it takes approximate 2.8 years. BizBank would initiate foreclosure 3 months after Mirage's default. The Court will then review the case, notify all relevant parties, hold a hearing and appoint an official receiver. This period usually takes about 4 months. Then it takes approximate half a year for the court appointed official receiver to finalize creditors' claims and an additional 4 months to have the court's final decision made. The court would then appoint an auctioneer to conduct the sale of Mirage's assets. Execution of the auction sale until BizBank is repaid takes around 1 year.
Cost (% of estate)	Karachi, Lahore	4.0	The costs associated with the case would amount to approximately 4% of the value of the debtor's estate. Cost incurred during the entire insolvency process mainly include court or government agency fees (0.1%), attorneys' fees (2%), costs of notification and publication (<1%), fees of accountants, assessors, inspectors and other professionals (1%), and fees of auctioneers (1%).
Recovery rate: 43.0			

Source: Doing Business database.

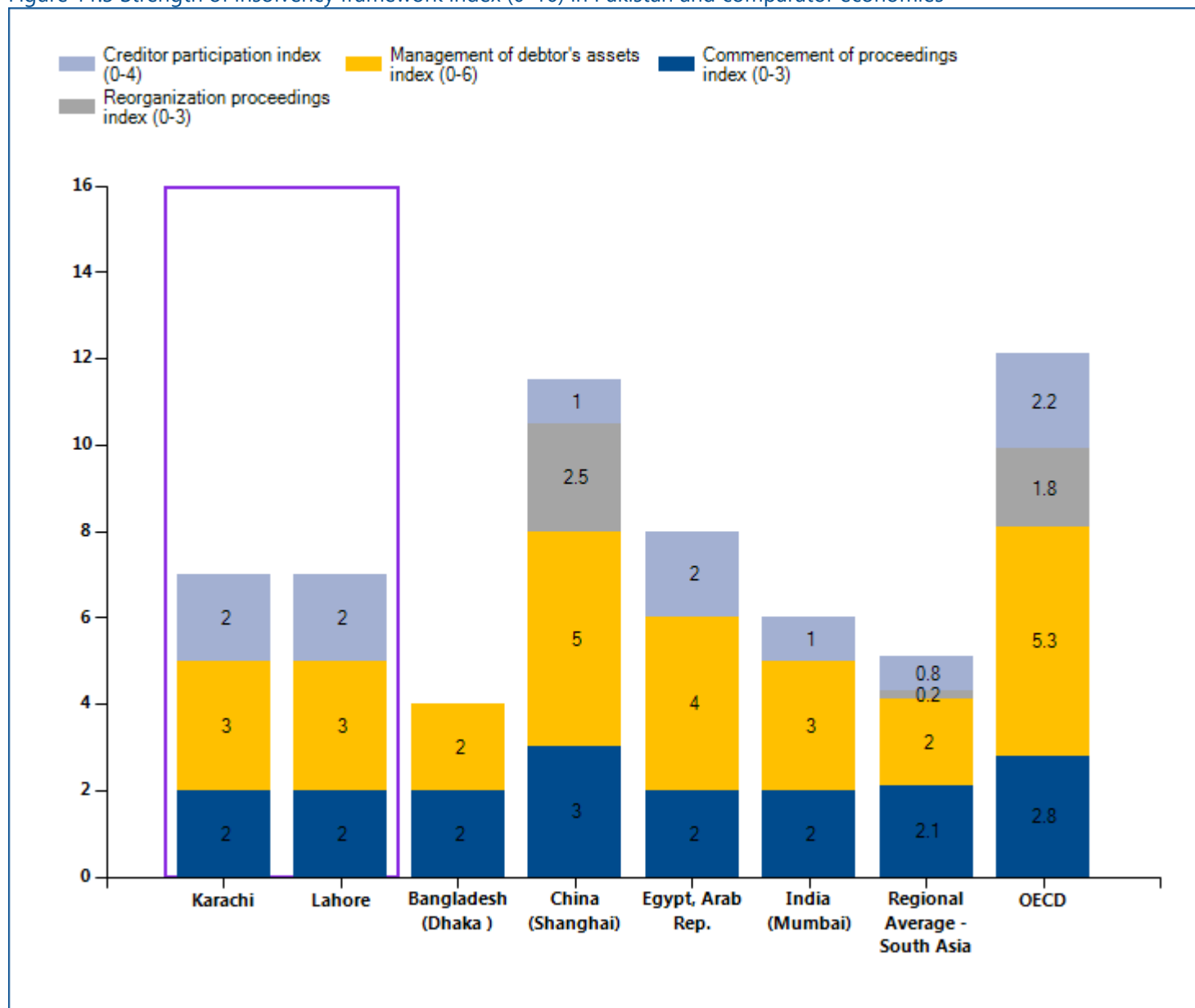
RESOLVING INSOLVENCY

Strength of resolving insolvency index

The strength of insolvency framework index is the sum of the scores on the commencement of proceedings index, management of debtor's assets index, reorganization proceedings index and creditor participation index. The index ranges from 0 to 16,

with higher values indicating insolvency legislation that is better designed for rehabilitating viable firms and liquidating nonviable ones. Pakistan scores 7.0 out of 16 on the strength of resolving insolvency index.

Figure 11.3 Strength of insolvency framework index (0-16) in Pakistan and comparator economies



Source: Doing Business database.

Note: Even if the economy's legal framework includes provisions related to insolvency proceedings (liquidation or reorganization), the economy receives 0 points for the strength of insolvency framework index, if time, cost and outcome indicators are recorded as "no practice".

Table 11.2 Summary of data for the strength of insolvency framework index Pakistan

	Answer (Karachi)	Score (Karachi)	Answer (Lahore)	Score (Lahore)
Strength of insolvency framework index (0-16)		7.0		7.0
Commencement of proceedings index (0-3)		2.0		2.0
What procedures are available to a DEBTOR when commencing insolvency proceedings?	(b) Debtor may file for liquidation only	0.5	(b) Debtor may file for liquidation only	0.5
Does the insolvency framework allow a CREDITOR to file for insolvency of the debtor?	(b) Yes, but a creditor may file for liquidation only	0.5	(b) Yes, but a creditor may file for liquidation only	0.5
What basis for commencement of the insolvency proceedings is allowed under the insolvency framework?	(a) Debtor is generally unable to pay its debts as they mature	1.0	(a) Debtor is generally unable to pay its debts as they mature	1.0
Management of debtor's assets index (0-6)		3.0		3.0
Does the insolvency framework allow the continuation of contracts supplying essential goods and services to the debtor?	No	0.0	No	0.0
Does the insolvency framework allow the rejection by the debtor of overly burdensome contracts?	Yes	1.0	Yes	1.0
Does the insolvency framework allow avoidance of preferential transactions?	Yes	1.0	Yes	1.0
Does the insolvency framework allow avoidance of undervalued transactions?	Yes	1.0	Yes	1.0
Does the insolvency framework provide for the possibility of the debtor obtaining credit after commencement of insolvency proceedings?	No	0.0	No	0.0
Does the insolvency framework assign priority to post-commencement credit?	(c) No priority is assigned to post-commencement creditors	0.0	(c) No priority is assigned to post-commencement	0.0

	Answer (Karachi)	Score (Karachi)	Answer (Lahore)	Score (Lahore)
			creditors	
Reorganization proceedings index (0-3)		0.0		0.0
Which creditors vote on the proposed reorganization plan?	N/A	0.0	N/A	0.0
Does the insolvency framework require that dissenting creditors in reorganization receive at least as much as what they would obtain in a liquidation?	No	0.0	No	0.0
Are the creditors divided into classes for the purposes of voting on the reorganization plan, does each class vote separately and are creditors in the same class treated equally?	No	0.0	No	0.0
Creditor participation index (0-4)		2.0		2.0
Does the insolvency framework require approval by the creditors for selection or appointment of the insolvency representative?	No	0.0	No	0.0
Does the insolvency framework require approval by the creditors for sale of substantial assets of the debtor?	Yes	1.0	Yes	1.0
Does the insolvency framework provide that a creditor has the right to request information from the insolvency representative?	No	0.0	No	0.0
Does the insolvency framework provide that a creditor has the right to object to decisions accepting or rejecting creditors' claims?	Yes	1.0	Yes	1.0

Source: Doing Business database.

LABOR MARKET REGULATION

Doing Business studies the flexibility of regulation of employment, specifically as it relates to the areas of hiring, working hours and redundancy. *Doing Business* also measures several aspects of job quality such as the availability of maternity leave, paid sick leave and the equal treatment of men and women at the workplace.

Doing Business 2017 presents the data for the labor market regulation indicators in an annex. The report does not present rankings of economies on these indicators or include the topic in the aggregate distance to frontier score or ranking on the ease of doing business. Detailed data collected on labor market regulation are available on the *Doing Business* website (<http://www.doingbusiness.org>). The data on labor market regulation are based on a detailed questionnaire on employment regulations that is completed by local lawyers and public officials. Employment laws and regulations as well as secondary sources are reviewed to ensure accuracy.

To make the data comparable across economies, several assumptions about the worker and the business are used.

The worker:

- Is a cashier in a supermarket or grocery store, age 19, with one year of work experience.
- Is a full-time employee.
- Is not a member of the labor union, unless membership is mandatory.

The business:

- Is a limited liability company (or the equivalent in the economy).

- Operates a supermarket or grocery store in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- Has 60 employees.
- Is subject to collective bargaining agreements if such agreements cover more than 50% of the food retail sector and they apply even to firms that are not party to them.
- Abides by every law and regulation but does not grant workers more benefits than those mandated by law, regulation or (if applicable) collective bargaining agreements.

LABOR MARKET REGULATION

What are the details?

The data reported here for Pakistan are based on a detailed survey of labor market regulation that is completed by local lawyers and public officials.

Employment laws and regulations as well as secondary sources are reviewed to ensure accuracy.

Hiring

Data on hiring cover five areas: (i) whether fixed-term contracts are prohibited for permanent tasks; (ii) the maximum cumulative duration of fixed-term contracts; (iii) the minimum wage for a cashier, age 19, with one year of work experience; and (iv) the ratio of the

minimum wage to the average value added per worker (the ratio of an economy's GNI per capita to the working-age population as a percentage of the total population).

Hiring	Karachi Data	Lahore Data
Fixed-term contracts prohibited for permanent tasks?	Yes	Yes
Maximum length of a single fixed-term contract (months)	9 months	9 months
Maximum length of fixed-term contracts, including renewals (months)	9.0	9.0
Minimum wage applicable to the worker assumed in the case study (US\$/month)	121.9	121.9
Ratio of minimum wage to value added per worker	0.6	0.6

Source: Doing Business database.

LABOR MARKET REGULATION

Working hours

Data on working hours cover nine areas: i) the maximum number of working days allowed per week; (ii) the premium for night work (as a percentage of hourly pay); (iii) the premium for work on a weekly rest day (as a percentage of hourly pay); (iv) the premium for overtime work (as a percentage of hourly pay); (v) whether there are restrictions on night work; (vi) whether nonpregnant

and nonnursing women can work the same night hours as men; (vii) whether there are restrictions on weekly holiday work; (viii) whether there are restrictions on overtime work; and (ix) the average paid annual leave for workers with 1 year of tenure, 5 years of tenure, and 10 years of tenure.

Working Hours	Karachi Data	Lahore Data
Maximum number of working days per week	6.0	6.0
Premium for night work (% of hourly pay)	0.0	0.0
Premium for work on weekly rest day (% of hourly pay)	100.0	100.0
Premium for overtime work (% of hourly pay)	100.0	100.0
Restrictions on night work?	Yes	Yes
Whether nonpregnant and nonnursing women can work the same night hours as men	Yes	Yes
Restrictions on weekly holiday?	Yes	Yes
Restrictions on overtime work?	No	No
Paid annual leave for a worker with 1 year of tenure (working days)	14.0	14.0
Paid annual leave for a worker with 5 years of tenure (working days)	14.0	14.0
Paid annual leave for a worker with 10 years of tenure (working days)	14.0	14.0
Paid annual leave (average for workers with 1, 5 and 10 years of tenure, in working days)	14.0	14.0

Source: Doing Business database.

LABOR MARKET REGULATION

Redundancy rules

Data on redundancy cover nine areas: (i) the length of the maximum probationary period (in months) for permanent employees; (ii) whether redundancy is allowed as a basis for terminating workers; (iii) whether the employer needs to notify a third party (such as a government agency) to terminate one redundant worker; (iv) whether the employer needs to notify a third party to terminate a group of nine redundant workers; (v)

whether the employer needs approval from a third party to terminate one redundant worker; (vi) whether the employer needs approval from a third party to terminate a group of nine redundant workers; (vii) whether the law requires the employer to reassign or retrain a worker before making the worker redundant; (viii) whether priority rules apply for redundancies; and (ix) whether priority rules apply for reemployment.

Difficulty of redundancy index	Karachi Data	Lahore Data
Maximum length of probationary period (months)	3.0	3.0
Dismissal due to redundancy allowed by law?	Yes	Yes
Third-party notification if one worker is dismissed?	No	No
Third-party approval if one worker is dismissed?	No	No
Third-party notification if nine workers are dismissed?	No	No
Third-party approval if nine workers are dismissed?	No	No
Retraining or reassignment obligation before redundancy?	Yes	Yes
Priority rules for redundancies?	Yes	Yes
Priority rules for reemployment?	Yes	Yes

Source: Doing Business database.

LABOR MARKET REGULATION

Redundancy cost

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

severance payments applicable to a worker with 1 year of tenure, a worker with 5 years and a worker with 10 years is considered. One month is recorded as 4 and 1/3 weeks.

Redundancy cost indicator (in salary weeks)	Karachi Data	Lahore Data
Notice period for redundancy dismissal for a worker with 1 year of tenure	4.3	4.3
Notice period for redundancy dismissal for a worker with 5 years of tenure	4.3	4.3
Notice period for redundancy dismissal for a worker with 10 years of tenure	4.3	4.3
Notice period for redundancy dismissal (average for workers with 1, 5 and 10 years of tenure)	4.3	4.3
Severance pay for redundancy dismissal for a worker with 1 year of tenure	4.3	4.3
Severance pay for redundancy dismissal for a worker with 5 years of tenure	21.4	21.4
Severance pay for redundancy dismissal for a worker with 10 years of tenure	42.9	42.9
Severance pay for redundancy dismissal (average for workers with 1, 5 and 10 years of tenure)	22.9	22.9

Source: Doing Business database.

LABOR MARKET REGULATION

Job quality

Doing Business introduced new data on job quality in 2015. Doing Business 2017 covers eight questions on job quality (i) whether the law mandates equal remuneration for work of equal value; (ii) whether the law mandates nondiscrimination based on gender in hiring; (iii) whether the law mandates paid or unpaid maternity leave; (iv) the minimum length of paid maternity leave (in calendar days); (v) whether employees on maternity leave receive 100% of wages; (vi) the availability of five fully paid days of sick leave a year; (vii) whether a worker is eligible for an unemployment protection scheme after one year of service; and (viii) the minimum duration of the contribution period (in months) required for unemployment.

Job Quality	Karachi Data	Lahore Data
Equal remuneration for work of equal value?	No	No
Gender nondiscrimination in hiring?	No	No
Paid or unpaid maternity leave mandated by law?	Yes	Yes
Minimum length of maternity leave (calendar days)?	84.0	84.0
Receive 100% of wages on maternity leave?	Yes	Yes
Five fully paid days of sick leave a year?	Yes	Yes
Unemployment protection after one year of employment?	No	No
Minimum contribution period for unemployment protection (months)?	n.a.	n.a.

Source: Doing Business database.

DISTANCE TO FRONTIER AND EASE OF DOING BUSINESS RANKING

Doing Business presents results for two aggregate measures: the distance to frontier score and the ease of doing business ranking, which is based on the distance to frontier score. The ease of doing business ranking compares economies with one another; the distance to frontier score benchmarks economies with respect to regulatory best practice, showing the absolute distance to the best performance on each *Doing Business* indicator. When compared across years, the distance to frontier score shows how much the regulatory environment for local entrepreneurs in an economy has changed over time in absolute terms, while the ease of doing business ranking can show only how much the regulatory environment has changed relative to that in other economies.

Distance to Frontier

The distance to frontier score captures the gap between an economy's performance and a measure of best practice across the entire sample of 36 indicators for 10 *Doing Business* topics (the labor market regulation indicators are excluded). For starting a business, for example, the former Yugoslav Republic of Macedonia and New Zealand have the smallest number of procedures required (1), and New Zealand the shortest time to fulfill them (0.5 days). Slovenia has the lowest cost (0.0), and Australia, Colombia and 103 other economies have no paid-in minimum capital requirement (table 14.1 in the *Doing Business 2016* report).

Calculation of the distance to frontier score

Calculating the distance to frontier score for each economy involves two main steps. In the first step individual component indicators are normalized to a common unit where each of the 36 component indicators y (except for the total tax rate) is rescaled using the linear transformation $(\text{worst} - y)/(\text{worst} - \text{frontier})$. In this formulation the frontier represents the best performance on the indicator across all economies since 2005 or the third year in which data for the indicator were collected. Both the best performance and the worst performance are established every five years based on the *Doing Business* data for the year in which they are established, and remain at that level for the five years regardless of any changes in data in interim years. Thus an economy may set the frontier for an indicator

even though it is no longer at the frontier in a subsequent year.

For scores such as those on the strength of legal rights index or the quality of land administration index, the frontier is set at the highest possible value. For the total tax rate, consistent with the use of a threshold in calculating the rankings on this indicator, the frontier is defined as the total tax rate at the 15th percentile of the overall distribution for all years included in the analysis up to and including *Doing Business 2015*. For the time to pay taxes the frontier is defined as the lowest time recorded among all economies that levy the three major taxes: profit tax, labor taxes and mandatory contributions, and value added tax (VAT) or sales tax. For the different times to trade across borders, the frontier is defined as 1 hour even though in many economies the time is less than that.

In the same formulation, to mitigate the effects of extreme outliers in the distributions of the rescaled data for most component indicators (very few economies need 700 days to complete the procedures to start a business, but many need 9 days), the worst performance is calculated after the removal of outliers. The definition of outliers is based on the distribution for each component indicator. To simplify the process two rules were defined: the 95th percentile is used for the indicators with the most dispersed distributions (including minimum capital, number of payments to pay taxes, and the time and cost indicators), and the 99th percentile is used for number of procedures. No outlier is removed for component indicators bound by definition or construction, including legal index scores (such as the depth of credit information index, extent of conflict of interest regulation index and strength of insolvency framework index) and the recovery rate.

In the second step for calculating the distance to frontier score, the scores obtained for individual indicators for each economy are aggregated through simple averaging into one distance to frontier score, first for each topic and then across all 10 topics: starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency. More complex aggregation methods—such as principal components and unobserved components—yield a ranking nearly

identical to the simple average used by *Doing Business*². Thus *Doing Business* uses the simplest method: weighting all topics equally and, within each topic, giving equal weight to each of the topic components³.

An economy's distance to frontier score is indicated on a scale from 0 to 100, where 0 represents the worst performance and 100 the frontier. All distance to frontier calculations are based on a maximum of five decimals. However, indicator ranking calculations and the ease of doing business ranking calculations are based on two decimals.

The difference between an economy's distance to frontier score in any previous year and its score in 2015 illustrates the extent to which the economy has closed the gap to the regulatory frontier over time. And in any given year the score measures how far an economy is from the best performance at that time.

Treatment of the total tax rate

The total tax rate component of the paying taxes indicator set enters the distance to frontier calculation in a different way than any other indicator. The distance to frontier score obtained for the total tax rate is transformed in a nonlinear fashion before it enters the distance to frontier score for paying taxes. As a result of the nonlinear transformation, an increase in the total tax rate has a smaller impact on the distance to frontier score for the total tax rate—and therefore on the distance to frontier score for paying taxes—for economies with a below-average total tax rate than it would have had before this approach was adopted in *Doing Business 2015* (line B is smaller than line A in figure 14.2 in the *Doing Business 2016* report). And for economies with an extreme total tax rate (a rate that is very high relative to the average), an increase has a greater impact on both these distance to frontier scores than it would have had before (line D is bigger than line C in figure 14.2 in the *Doing Business 2016* report).

The nonlinear transformation is not based on any economic theory of an "optimal tax rate" that minimizes distortions or maximizes efficiency in an economy's overall tax system. Instead, it is mainly empirical in nature. The nonlinear transformation along with the threshold reduces the bias in the indicator toward economies that do not need to levy significant taxes on companies like the *Doing Business* standardized case study company because they raise public revenue in other ways—for example, through taxes on foreign companies, through taxes on sectors other than manufacturing or from natural resources (all of which are outside the scope of the methodology). In addition, it acknowledges the need of economies to collect taxes from firms.

Calculation of scores for economies with 2 cities covered

For each of the 11 economies in which *Doing Business* collects data for the second largest business city as well as the largest one, the distance to frontier score is calculated as the population-weighted average of the distance to frontier scores for these two cities (table 13.1). This is done for the aggregate score, the scores for each topic and the scores for all the component indicators for each topic.

² See Djankov, Manraj and others (2005). Principal components and unobserved components methods yield a ranking nearly identical to that from the simple average method because both these methods assign roughly equal weights to the topics, since the pairwise correlations among indicators do not differ much. An alternative to the simple average method is to give different weights to the topics, depending on which are considered of more or less importance in the context of a specific economy.

³ For getting credit, indicators are weighted proportionally, according to their contribution to the total score, with a weight of 60% assigned to the strength of legal rights index and 40% to the depth of credit information index. Indicators for all other topics are assigned equal weights

Table 13.1 Weights used in calculating the distance to frontier scores for economies with 2 cities covered

Economy	City	Weight (%)
Bangladesh	Dhaka	78
	Chittagong	22
Brazil	São Paulo	61
	Rio de Janeiro	39
China	Shanghai	55
	Beijing	45
India	Mumbai	47
	Delhi	53
Indonesia	Jakarta	78
	Surabaya	22
Japan	Tokyo	65
	Osaka	35
Mexico	Mexico City	83
	Monterrey	17
Nigeria	Lagos	77
	Kano	23
Pakistan	Karachi	65
	Lahore	35
Russian Federation	Moscow	70
	St. Petersburg	30
United States	New York	60
	Los Angeles	40

Source: United Nations, Department of Economic and Social Affairs, Population Division, World Urbanization Prospects, 2014 Revision. <http://esa.un.org/unpd/wup/CD-ROM/Default.aspx>.

Economies that improved the most across 3 or more *Doing Business* topics in 2014/15

Doing Business 2016 uses a simple method to calculate which economies improved the ease of doing business the most. First, it selects the economies that in 2014/15

implemented regulatory reforms making it easier to do business in 3 or more of the 10 topics included in this year's aggregate distance to frontier score. Changes making it more difficult to do business are subtracted from the total number of those making it easier to do business. Twenty-four economies meet this criterion: Armenia; Azerbaijan; Benin; Costa Rica; Côte d'Ivoire; Cyprus; Hong Kong SAR, China; Indonesia; Jamaica; Kazakhstan; Kenya; Lithuania; Madagascar; Mauritania; Morocco; Romania; the Russian Federation; Rwanda; Senegal; Togo; Uganda; the United Arab Emirates; Uzbekistan; and Vietnam. Second, *Doing Business* sorts these economies on the increase in their distance to frontier score from the previous year using comparable data.

Selecting the economies that implemented regulatory reforms in at least three topics and had the biggest improvements in their distance to frontier scores is intended to highlight economies with ongoing, broad-based reform programs. The improvement in the distance to frontier score is used to identify the top improvers because this allows a focus on the absolute improvement—in contrast with the relative improvement shown by a change in rankings—that economies have made in their regulatory environment for business.

Ease of *Doing Business* ranking

The ease of doing business ranking ranges from 1 to 190. The ranking of economies is determined by sorting the aggregate distance to frontier scores, rounded to 2 decimals.

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<http://www.doingbusiness.org/custom-query>

Law library

Online collection of business laws and regulations relating to business
<http://www.doingbusiness.org/law-library>

Contributors

More than 11,400 specialists in 190 economies who participate in *Doing Business*
<http://www.doingbusiness.org/contributors/doing-business>

Entrepreneurship data

Data on business density (number of newly registered companies per 1,000 working-age people) for 136 economies
<http://www.doingbusiness.org/data/exploretopics/entrepreneurship>

Distance to frontier

Data benchmarking 190 economies to the frontier in regulatory practice and a distance to frontier calculator
<http://www.doingbusiness.org/data/distance-to-frontier>

Information on good practices

Showing where the many good practices identified by *Doing Business* have been adopted
<http://www.doingbusiness.org/data/good-practice>

Doing Business 2017 is the 14th in a series of annual reports investigating the regulations that enhance business activity and those that constrain it. The report provides quantitative indicators covering 11 areas of the business environment in 190 economies. The goal of the *Doing Business* series is to provide objective data for use by governments in designing sound business regulatory policies and to encourage research on the important dimensions of the regulatory environment for firms.



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