

Annex 1: FIAS REFORM TOTALS AND DESCRIPTIONS

1.2 Reforms and Results from FIAS-Funded Projects

COUNTRY	REFORM TOPIC	REFORM DESCRIPTION	NUMBER OF REFORMS	DB VALIDATED
AFRICA			20	
Eswatini	Property registration	The project team worked with the government, specifically the Deeds registry, on a reform to increase the transparency of information on property registration. The team provided a short-term reform recommendation to publish all procedures, fees, and timelines on the website. The team prepared a good practice overview to guide and inform reform initiatives by the Deeds registrar. The note focused on the international service standards, another quick win identified by the team during the initial round of consultation. The Deeds registry already had all required information on procedures, time, and cost. A quick analysis of registration duration statistics helped establish seven days as a viable timeline to deliver its services.	1	DB19
Ethiopia	Investment Policy - Protection and Retention	To retain and foster expansion of investment in Ethiopia, the project team supported the Ethiopia Investment Commission in the design and implementation of a Systemic Investor Response Mechanism (SIRM) that aims to better detect, manage, and track investor grievances. The SIRM unit is intended to reinforce EIC's ability to identify as early as possible critical grievances that arise between already established investors and public agencies before they escalate in to full-fledged disputes or lead to withdrawal, or, cancellation of investment. As such, operationally, the SIRM unit enables investment retention and expansion and helps prevent investor-state disputes from escalating.	1	
Ghana	Construction Permits	Ghana made information on obtaining a construction permit more accessible. The Department of Town and Country Planning has uploaded relevant laws and procedural information to its website, increasing accessibility and transparency of procedures, fees, and laws related to construction permitting. The reform came as a result of support provided by the Indicator-Based Reform team in close collaboration with the country team based in Accra. The engagement included reform recommendations in all 10 areas measured by Doing Business as well as methodology and best practice workshops. The IBR team further supported the Government of Ghana publicizing this reform, and providing related evidence to the Doing Business team.	1	DB19
Ghana	Investment Policy - Incentives	The project team helped Ghana compile and publish an inventory of all investment incentives on the website of the Ghana Investment Promotion Center (GIPC) to foster transparency, governance, and administration of investment incentives. A key objective is support investor certainty, significantly improve access to information, and create a level playing field for both foreign and domestic investors. An executive order by GIPC's Chairman mandated the online publication. Previously, investors had no place either online or in person where they could go to get comprehensive and up-to-date information on the range of incentives available to them. Investors now can easily access this information sorted according to their sector of operations. The website also provides the legal text for grant incentives and identifies the organization responsible for allocating the incentives.	1	
Malawi	Construction Permits	The number of days for the Blantyre City Council to issue a development permit has been reduced from 60 to 30 based on the new Physical Planning Act 2016 that was made effective in 2018. Technical working groups meet regularly so that development permits are issued at monthly meetings of relevant stakeholders. The number of days for consultations after receipt of an application for a development permit has been reduced from 21 to 14 through a specific provision in the act. The time associated with getting a development permit, plan approval, and occupancy permit has been reduced by half, and the number of days for consultations after receipt of applications has been reduced by a third.	1	DB18
Malawi	Property Transfers	A new Land Act provides equal access to land ownership for men and women and facilitates ownership by investors. The act took effect in 2018. Consent to land transactions such as sale or lease must be provided or withheld within 30 days, down from 60 days previously. Consent authority has been delegated from the ministerial level to the Commissioner of Land, including Regional Commissioners and from there to subordinate or authorized officers or local government authority to minimize delays. The Land Act confers equal rights to land ownership to men and women, married or single. The reduction in the time limit for issuing land transaction consent and the delegation of authority for provision of consent speeds up the overall process for investors.	1	DB19
Mauritius	Registering Property	Mauritius made registering property easier by publishing service standards on the government website. This has improved the country's index ratings for transparency of information and reliability of infrastructure and land dispute resolution. The time needed to register property has been reduced from two days to half a day. The Indicator-Based Reform team has been working closely with the government, providing technical assistance in the area of business regulatory reform, especially as measured by Doing Business. For the Registering Property indicator, the IBR team met with the Land Registry to advise them on improving the transparency index by publishing statistics and land dispute information online. The implemented reform is thus a direct result of the technical advisory services provided by the IBRA mission and its discussions with the related authorities.	1	DB20

Annex 1: FIAS REFORM TOTALS AND DESCRIPTIONS

1.2 Reforms and Results from FIAS-Funded Projects *(continued)*

COUNTRY	REFORM TOPIC	REFORM DESCRIPTION	NUMBER OF REFORMS	DB VALIDATED
Mauritius	Starting a business	Mauritius made starting a business easier by updating the business registration online platform, reducing the time required to incorporate a company following payment to two hours. The project team also advised on eliminating the procedure to register with the Social Security Office for starting a business, reducing the number of procedures for women to register a business, and reducing the cost of starting a business by eliminating the trade fees. The Indicator-Based Reform team was asked to provide technical assistance in the areas measured by Doing Business. The team traveled to Port Louis to identify potential areas.	1	DB19
Mozambique	Getting Electricity	For the second consecutive year, Mozambique implemented a reform in the Doing Business indicator for Getting Electricity. With the project team's assistance, Mozambique improved monitoring and regulation of power outages by recording data for the annual system average interruption duration index (SAIDI) and system average interruption frequency index (SAIFI). Mozambique's index score is now 4, up from 0, and compares favorably to an average of 1.6 for Sub-Saharan Africa. Mozambique also made getting electricity faster by imposing new deadlines for connection procedures and streamlining processes. This resulted in a reduction in the time and procedures needed to get an electricity connection from 68 to 40 days and from 5 to 4 procedures. EDM, the power company, further streamlined procedures for getting a power connection, including a one-stop shop and simplified application form.	1	DB19
Mozambique	Licenses and Permits	With the project team's help, the Council of Ministers approved a revised Simplified Licensing Decree that introduced a no-cost type of simplified license. The one-stop shop has implemented a revised and streamlined licensing procedure. Provisions of the decree define which type of license is free and specify which types and classes of economic activities are subject to this type of licensing—including retail and services.	1	
Senegal	Agribusiness	The project helped Senegal's Crop Protection Service within the Ministry of Agriculture to set up a public-private dialogue (PPD) platform to facilitate the adoption of regulatory reforms and best practices to improve produce handling and drastically reduce the number of mango shipments being intercepted due to fruit fly infestation. The PPD also helped resolve a collective action problem, in terms of voluntary compliance with rules such as an end-date for export-focused harvest season. The discussions showed how a minority of exporters continued shipping mangos after the beginning of the rainy season, when the fruit fly appears, accounting for the bulk of the intercepted shipments to markets in the European Union. This finding helped build consensus for the enforcement of an end date for export-focused mango harvesting. Previously these had been subject only to voluntary compliance. The government, through the PPD, now has regular structured exchanges with Senegal's biggest exporters. This has led to an appreciation that the private sector is both willing and motivated to pay for additional seasonal regulatory services, provided they are effectively and professionally implemented. At the end of the 2018 mango export campaign, the EU intercepted only 10 mango shipments, down from 27 the year before. Total fresh mango exports increased by 13 percent, from 19,000 tons in 2017 to 21,500 tons in 2018.	1	
Seychelles	Construction Permits	The Seychelles Planning Authority made building regulations available online, improving the transparency of information related to the construction industry and making it readily available to the public. The Indicator-Based Reform team visited Seychelles for a scoping mission in May 2017. The objective was to assess ongoing reform efforts and identify short-, medium-, and long-term reform measures. One of the resulting recommendations was to publish all regulations and fees on construction permitting online, on the website of the Planning Authority. In addition, the team helped the government communicate and validate the reform with the Doing Business team.	1	DB18
South Africa	Starting a business	South Africa made starting a business easier by reducing the time required to complete online business registration. The time for starting a business reduced from 45 days in DB 18 to 40 days. The reform stemmed from a Doing Business Reform Memorandum prepared by the team in 2017 and revised the following year. Several recommendations were translated into action plans which led to the launch of the current program. The team conducted a comprehensive business environment diagnostic to map bottlenecks in priority areas relating to government services to business. The work involved analysis of South Africa's performance across several areas and uncovered several cross-cutting issues hindering further progress and improvement of underlying business conditions.	1	DB19
Togo	Construction Permits	Togo made dealing with construction permits safer by implementing decennial liability and insurance and strengthening quality control before construction. Togo also reduced the cost to obtain a building permit.	1	DB19
Togo	Property Transfers	Togo reduced the time needed to transfer property by scanning the majority of land titles in Lomé and by creating an office exclusively dedicated to property transfers. Togo also increased transparency by making information on cadastral plans and land title ownership freely accessible to all citizens. During regular meetings between the project team and the government, and building on the 2013 Doing Business Reform memo, the team recommended setting up a dedicated unit to handle property transfers and to pursue the computerization of the land registry office.	1	DB19
Togo	Starting a business	The team helped government make it easier to start a business by reducing the minimum capital requirement, introducing an online platform for company name search, reducing registration fees, and allowing entrepreneurs to pay the fees directly at the one-stop shop. The reform resulted from regular meetings between the project team and the government, and was based on the 2013 Doing Business Reform memo.	1	DB19

Annex 1: FIAS REFORM TOTALS AND DESCRIPTIONS

1.2 Reforms and Results from FIAS-Funded Projects (continued)

COUNTRY	REFORM TOPIC	REFORM DESCRIPTION	NUMBER OF REFORMS	DB VALIDATED
Zimbabwe	Construction Permits	The team assisted the Harare City Council in the redesign of its construction permitting procedures to expedite processing time while ensuring high quality of the review. A one-stop-shop approval system was created based on the project team's advice that lead to improved performance and shortened permitting time from 208 days in <i>Doing Business 2019</i> to 178 days in DB20. The Technical Working Group on Construction Permits has as its goal reducing the permitting time to 150 days. Among the avenues for streamlining the system, a risk-based inspections system was introduced. The time required to issue a certificate of occupation was cut from 15 days to 2 days.	1	DB20
Zimbabwe	Construction Permits	Construction permitting became faster by issuing building permits through a one-stop shop. Overall time to obtain a construction permit decreased from 238 to 208 days, further down from 448 in 2016. This is a second reform achieved during the project cycle. All reforms achieved are directly attributable to the program, which has supported the Office of the President and Cabinet in putting in place the reform architecture. For all the reform initiatives, the project team supported the creation of technical working groups that brought together stakeholders in reform development and delivery. The Team continued to engage with the client with updates on the reform process, reviewing outstanding laws and regulations, and charting the way forward by proposing solutions to bottlenecks encountered. Once the technical working groups were formed, a coach (IFC Consultant) was hired through the program to support and guide participants and put in place an accountability framework. The coach ensured that working group meetings were held regularly and supported each group in developing action plans that could be monitored on a results dashboard. Applicants for construction permits are no longer required to visit the head office, which increases processing efficiency and saves time. A certification form was established for construction industry artisans and professionals to ensure services are provided by qualified personnel. A checklist of requirements for plan submission is now available on the Harare City website and all district offices.	1	DB19
Zimbabwe	Enforcing Contracts	Zimbabwe made enforcing contracts easier by making judgments rendered at the appellate and supreme courts level in commercial cases available to the general public online. The project team helped draft and promulgate the Judicial Laws Ease of Settling Commercial and Other Disputes Act, which consolidates three sets of laws covering the commercial court, high court, and small claims court. It ensures expeditious resolution of commercial disputes. A new regulation makes it possible for magistrate courts around the country to be designated as small claims courts and increases the jurisdiction of those courts from disputes of up to \$250 to those up to \$1,000. This will relieve congestion in the higher courts.	1	DB19
Zimbabwe	Getting Credit	Zimbabwe improved access to credit information by increasing the coverage of the credit registry and providing consumer and commercial credit scores to banks and financial institutions. The project team helped draft and support enactment of the Movable Property Security Interest Act, which provides the legal framework creation of a movable collateral registry. Subsequently, two workshops were held, one for credit officers, risk officers, and legal officers and another, hosted by the Governor of the Reserve Bank, for senior bank officials. The participants discussed the act, explaining key provisions of the law and other important aspects needed to implement a moveable collateral registry.	1	DB19
Zimbabwe	Starting a business	As a part of a comprehensive Doing Business reform program, the project team advised the Government of Zimbabwe and the Harare City Council on the improvement of its business licensing regime, including streamlining of time and cost it takes to obtain a license and reducing the overall time it takes to start a business from 32 days to 27 days in <i>Doing Business 2020</i> . The project team also advised on the introduction of online name search, including technical migration issues. It was one of the topics explicitly covered during a study tour to New Zealand's Company Office, sponsored by the project. Among the specific improvements: the time required to reserve a company name was cut from 7 days to 1 day; the time to incorporate a company from 21 days to 4 days; and many administrative processes relating to registry were streamlined.	1	DB20
Zimbabwe	Starting a business	Zimbabwe made starting a business easier by reducing the time needed to obtain a business license. Overall start-up time was reduced from 61 to 32 days, further down from 91 in 2016. The project team helped draft and support promulgation of the Shop Licenses Amendment Act (2018), which introduced an electronic license application process that reduced the time for approval of license applications from 45 to 21 days and did away with the requirement for annual renewal of licenses. Specific improvements to the business registration process included reduction in time required to perform a name search from seven days to one. The name search system became operational in April 2016 and an average of 200 applications are being received and processed online every day; and more than 90 percent of name searches are now done online. A kiosk was opened on the ground floor of the Companies Office that can be used by applicants who do not have computers or internet connectivity. A health registration application form is now available online free of charge. A free online shop licensing form has reduced the time needed to obtain a license from 34 to 5 days. The time needed to file memoranda and articles of association with the Registrar of Companies has been reduced from 14 to 3 days. This has been achieved thanks to shifting human resources previously engaged in physical name checks to company registration tasks, internal process reengineering, and strict performance monitoring practices.	1	DB19

Annex 1: FIAS REFORM TOTALS AND DESCRIPTIONS

1.2 Reforms and Results from FIAS-Funded Projects *(continued)*

COUNTRY	REFORM TOPIC	REFORM DESCRIPTION	NUMBER OF REFORMS	DB VALIDATED
EUROPE AND CENTRAL ASIA				
Georgia	Investment Policy - Protection and Retention	The project has supported Georgia in further strengthening its existing mechanism for handling investor grievances under the Business Ombudsman's Office (BOO). BOO's relatively well-functioning mechanism to manage grievances and prevent costly investor-state disputes required strengthening in specific areas to bring it in line with global best practices, particularly in enforcement. The project helped improve the systematic collection and dissemination of information on investments grievances at risk of withdrawal, cancelation, or legal action if not addressed. The goal was to reduce the likelihood of costly litigation or arbitration and ensuing reputational damage and investment loss. The team advised on design and implementation of an IT-supported grievance tracking, management, and resolution system. A Georgian IT vendor helped develop the IT tool, which became operational in 2019. The team advised on the content of the tool. In May 2019 the team provided training on how to track grievances and on the methodology to calculate and validate the impact of solving grievances in terms of investment lost, retained, and expanded. In the first quarter of 2019, 26 percent of grievances were submitted online. The online application form requires the investors to fill out the amount of investment at risk and distinguishes between the existing and planned investment. If a request is made in person or by means other than the online application, BOO staff enters the information manually into the system. Initial results produced by the tracking system show that investment retained in 2018 amounted to \$80 million, or 6 to 7 percent of the attracted investments in Georgia, and an estimated 3,208 jobs were retained as a result.	1	
LATIN AMERICA AND THE CARIBBEAN				
Argentina	Construction Permits	Specifically, the team advised the Municipality of Buenos Aires on streamlining procedures and increasing efficiency of operations through digitalization. The Indicator-Based Reform team for Latin America and the Caribbean hosted a workshop with an international expert and formed an action plan for the municipality. The project team continued providing advice to implement the proposed changes during a mission in May 2018 and coordinated the communication of progress to the Doing Business team. As a result of this advisory, Buenos Aires decreased the number of required procedures from 21 to 17. The intervention included preparation of a topographic map, a cadastral consultation, and submission of designs and layouts which are now submitted simultaneously when a new construction project permit is requested through the online platform. The city has implemented several reforms recommended by the IFC team, including improvements in various agencies to reduce processing time. Key improvements include: implementation of a new integrated management system of the Governmental Control Agency; introduction of improvements to the authorization system, including electronic notifications; implementation of an alternative for processing certain types of commercial facilities with a low criticality; and speeding up of procedures by reassigning areas of responsibility to more appropriate areas of the municipal government.	1	DB20
Dominican Republic	Enforcing Contracts	The project has supported the government in improving investment climate indicators in coordination with the Reimbursable Advisory Services (RAS) Institutional Strengthening initiative. In the Enforcing Contracts indicator, the project provided support for implementation of reforms identified in the technical diagnostic of backlogged commercial court cases and for advancing an alternative dispute resolution legal framework. The project delivered a diagnostic report on enforcing contracts focused on reducing commercial court case backlogs and improving alternative dispute resolution. This was followed up with specific recommendations on increasing the threshold for small claims court to help reduce backlog and an action plan to improve commercial mediation, including draft legal input for a possible mediation law.	1	DB20
Dominican Republic	Starting a business	In the Doing Business indicator for Starting a Business, the project has supported implementation of a one-stop shop and helped the client improve efficiency and reduce the costs related to starting a business. A Reform Memorandum was delivered in January 2017, which included a focus on the recommendation to eliminate the minimum paid capital requirement. In 2018 the project jointly supported the Ministries of Economy, Planning & Development, and Industry, Commerce & MSMEs with a communications product to promote use of an online business registration platform. The platform, "Formalize," enables new businesses to register online. Client ministries are interested in increasing use of the platform to simplify business registration for new firms and to demonstrate results in the Doing Business indicators. Among other activities, the project supported design and production of an awareness-raising promotional video that will be used by a new agency Competitividad that has been established to coordinate investment climate reforms in the Dominican Republic. Part of these discussions included a recommendation to reduce the minimum capital requirement for business registration in order to further improve the starting a business process.	1	DB20

Continued on next page

Annex 1: FIAS REFORM TOTALS AND DESCRIPTIONS

1.2 Reforms and Results from FIAS-Funded Projects *(continued)*

COUNTRY	REFORM TOPIC	REFORM DESCRIPTION	NUMBER OF REFORMS	DB VALIDATED
Ecuador	Registering Property	The project has provided support to the Government of Ecuador to improve its business environment several times, most recently in August 2018 to support the Ministry of Production in improving the investment climate through reforms covered by Doing Business. In December 2018 the project delivered a Memorandum of Investment Climate Reforms in Ecuador, updated from the original report delivered in 2015, also under this project. It also delivered four action plans in the areas of cross-border trade, protection of minority investors, insolvency resolution, and transparency and access to information. The Registering Property chapter of the memorandum included short- and medium-term recommendations to improve the efficiency of the property registration system. Similarly, the Action Plan on Transparency and Access to Information included a section on Registering Property which detailed how the property registrar could increase transparency of the land administration system by publishing more information for public access. Furthermore, the team supported creation of a working group for this indicator as the government continued to make improvements to the registration system. The team has been providing ad-hoc support through the working group to support the publication of the statistics.	1	DB20
El Salvador	Agribusiness	In El Salvador, most steps to register food and beverages for commercialization, including paying related fees to the Ministry of Health, were done manually and centralized in San Salvador. In 2015, companies spent between 7 and 27 days complying with the procedures and paying fees. In 2015, the project team started to develop an online platform for Sanitary Registration of Food and Beverages for national and imported products (SISAM) and its integration with the regional sanitary registration system, SIRRS. Initially, this reform work did not include an e-payment module. In 2016, the project completed SISAM and developed an online payment module through the integration of SISAM with the import system (SIMP) of the single window for trade, called Center for Import and Export (CIEX). In May 2017, the SISAM, including this integration, was officially launched by authorities of the Ministry of Health, Economy and the Central Bank. From December 2017 and during 2018, the project continued providing technical assistance for the full integration of the food and beverage system with the SIMP import system. The system for paying fees for food and beverage laboratory tests electronically through the SIMP became fully operational in January 2019. Companies now spend from seconds to 30 minutes to pay online for first-time registration, mutual recognition, and laboratory fees.	1	
Jamaica	Enforcing Contracts	The project works with the Jamaica Promotions Corporation (JAMPRO) to improve the investment climate in areas covered by the Doing Business indicators. The team prepared a Reform Memorandum in June 2018, including a chapter on Enforcing Contracts, and an Action Plan on Enforcing Contracts in August 2018. In both the Memo and the Action Plan, the team made detailed recommendations on how to set up a judicial performance measurement mechanism and precisely which information should be published on the website for public access. These recommendations were presented and discussed with the Supreme Court of Jamaica (Commercial Court), and ultimately reviewed by the project team for the implementation of the mechanism.	1	DB20
Jamaica	Registering Property	The project team worked with the National Lands Agency to provide support for improving the property registration system, including formulation of a project plan and strategy to move to a fully electronic e-titling system. The effort included a study tour to New Zealand to learn about its Landline electronic e-titling system. In a subsequent initiative, the team worked with JAMPRO to improve the investment climate, including ongoing work on Registering Property. The team's June 2018 Reform Memorandum included a chapter on Registering Property and a recommendation to assess the tax and stamp duty fees. The team presented these results to the National Land Agency and other relevant stakeholders in a dissemination discussion on how to implement the recommended reforms. In March 2019, the Ministry of Finance and Public Service adopted a new budget resolution modifying the fee schedule for property transfer and stamp duty. Effective the following month, the move decreased the property transfer tax from 5 percent to 2 percent and the stamp duty from 4 percent to a fixed fee of \$5,000.	1	DB20
Paraguay	Enforcing contracts	Paraguay's Supreme Court issued a set of regulatory acts establishing implementation of an electronic system for judicial proceedings. In November 2018 the Electronic Case Management System became fully operational in all first-instance civil and commercial courts in the capital. Since its inception, the system has gradually developed and broadened to allow lawyers and judges to actively manage case files throughout the litigation process before the 19 First Instance Civil and Commercial Courts in Asunción. Paraguay also undertook important dissemination efforts through the publication of announcements and explicative videos on the Supreme Court of Justice's website, which facilitated the transition to the new system for legal professionals. These developments all flowed from the project team's work in the area of enforcing contracts dating back to a Reform Memorandum for the Government of Paraguay in 2015. One of the key recommendations detailed the importance of implementing electronic case management systems for judges and lawyers. The team disseminated these results to the Courts in Paraguay and was available for continued ad hoc support related to the implementation of investment climate reforms.	1	DB20
Grand Total			31	25

Continued on next page