

Economy Profile
North Macedonia

Doing Business 2020

Comparing Business
Regulation in
190 Economies



WORLD BANK GROUP

Economy Profile of North Macedonia

*Doing Business 2020 Indicators
(in order of appearance in the document)*

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

About Doing Business

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

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

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

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

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

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

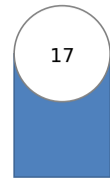
To learn more about *Doing Business* please visit doingbusiness.org

Ease of Doing Business in North Macedonia

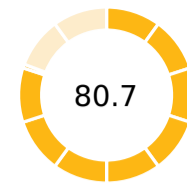


Region	Europe & Central Asia
Income Category	Upper middle income
Population	2,082,958
City Covered	Skopje

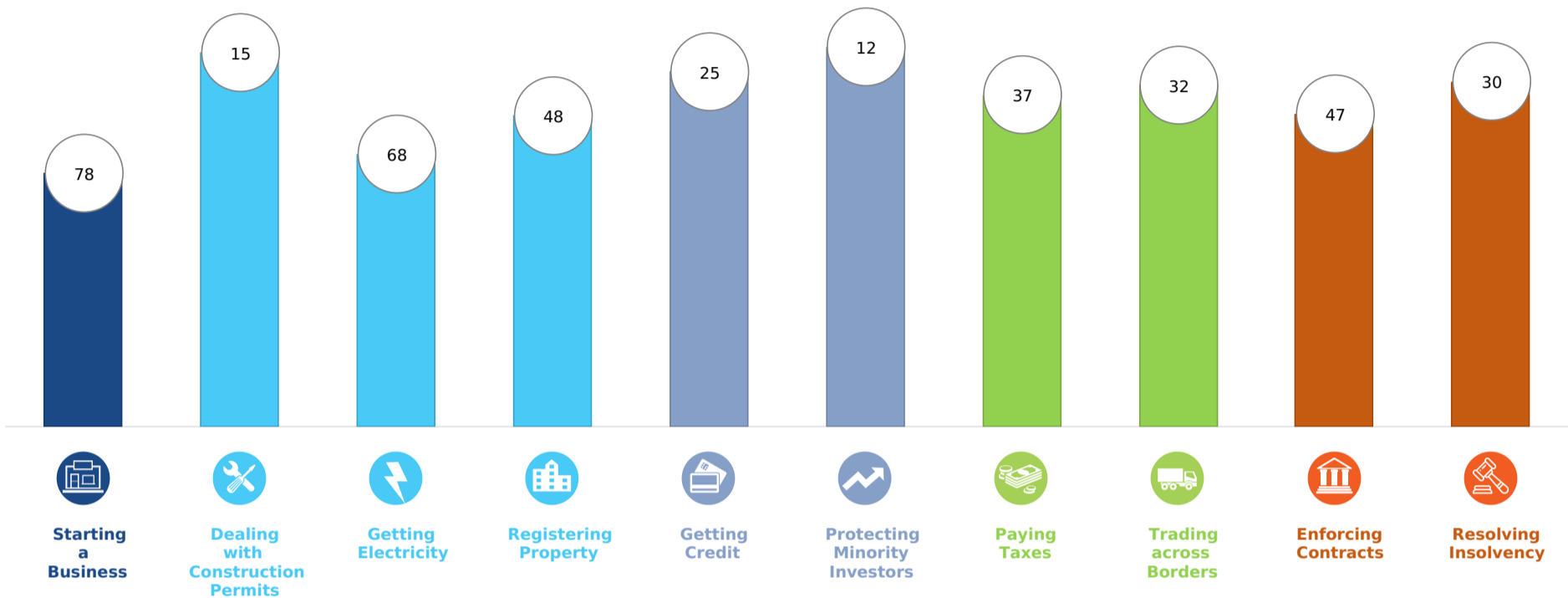
DB RANK



DB SCORE



Rankings on Doing Business topics - North Macedonia



Topic Scores



Starting a Business (rank)	78
Score of starting a business (0-100)	88.6
Procedures (number)	6
Time (days)	15
Cost (number)	3.1
Paid-in min. capital (% of income per capita)	0.0
Dealing with Construction Permits (rank)	15
Score of dealing with construction permits (0-100)	83.5
Procedures (number)	9
Time (days)	91
Cost (% of warehouse value)	3.5
Building quality control index (0-15)	13.0
Getting Electricity (rank)	68
Score of getting electricity (0-100)	81.5
Procedures (number)	3
Time (days)	97
Cost (% of income per capita)	184.1
Reliability of supply and transparency of tariff index (0-8)	5
Registering Property (rank)	48
Score of registering property (0-100)	74.5
Procedures (number)	7
Time (days)	30
Cost (% of property value)	3.2
Quality of the land administration index (0-30)	25.0

Getting Credit (rank)	25
Score of getting credit (0-100)	80.0
Strength of legal rights index (0-12)	9
Depth of credit information index (0-8)	7
Credit registry coverage (% of adults)	41.7
Credit bureau coverage (% of adults)	100.0
Protecting Minority Investors (rank)	12
Score of protecting minority investors (0-100)	82.0
Extent of disclosure index (0-10)	10.0
Extent of director liability index (0-10)	9.0
Ease of shareholder suits index (0-10)	5.0
Extent of shareholder rights index (0-6)	5.0
Extent of ownership and control index (0-7)	6.0
Extent of corporate transparency index (0-7)	6.0
Paying Taxes (rank)	37
Score of paying taxes (0-100)	84.7
Payments (number per year)	7
Time (hours per year)	119
Total tax and contribution rate (% of profit)	13.0
Postfiling index (0-100)	56.4

Trading across Borders (rank)	32
Score of trading across borders (0-100)	93.9
<i>Time to export</i>	
Documentary compliance (hours)	2
Border compliance (hours)	9
<i>Cost to export</i>	
Documentary compliance (USD)	45
Border compliance (USD)	103
<i>Time to export</i>	
Documentary compliance (hours)	3
Border compliance (hours)	8
<i>Cost to export</i>	
Documentary compliance (USD)	50
Border compliance (USD)	150
Enforcing Contracts (rank)	47
Score of enforcing contracts (0-100)	66.0
Time (days)	634
Cost (% of claim value)	28.6
Quality of judicial processes index (0-18)	13.0
Resolving Insolvency (rank)	30
Score of resolving insolvency (0-100)	72.7
Recovery rate (cents on the dollar)	48.0
Time (years)	1.5
Cost (% of estate)	10.0
Outcome (0 as piecemeal sale and 1 as going concern)	0
Strength of insolvency framework index (0-16)	15.0

Starting a Business

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

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

The most recent round of data collection for the project was completed in May 2019. [See the methodology for more information.](#)

What the indicators measure	Case study assumptions
<p>Procedures to legally start and formally operate a company (number)</p> <ul style="list-style-type: none"> • Preregistration (for example, name verification or reservation, notarization) • Registration in the economy's largest business city • Postregistration (for example, social security registration, company seal) • Obtaining approval from spouse to start a business or to leave the home to register the company • Obtaining any gender specific document for company registration and operation or national identification card 	<p>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.</p>
<p>Time required to complete each procedure (calendar days)</p> <ul style="list-style-type: none"> • Does not include time spent gathering information • Each procedure starts on a separate day (2 procedures cannot start on the same day) • Procedures fully completed online are recorded as ½ day • Procedure is considered completed once final document is received • No prior contact with officials 	<p>The business:</p> <ul style="list-style-type: none"> -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. -Performs general industrial or commercial activities such as the production or sale to the public of goods 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. -Does not qualify for investment incentives or any special benefits. -Is 100% domestically owned. -Has five business owners, none of whom is a legal entity. One business owner holds 30% of the company shares, two owners have 20% of shares each, and two owners have 15% of shares each. -Is managed by one local director. -Has between 10 and 50 employees one month after the commencement of operations, all of them domestic nationals. -Has start-up capital of 10 times income per capita. -Has an estimated turnover of at least 100 times income per capita. -Leases the commercial plant or offices and is not a proprietor of real estate. -Has an annual lease for the office space equivalent to one income per capita. -Is in an office space of approximately 929 square meters (10,000 square feet). -Has a company deed that is 10 pages long.
<p>Cost required to complete each procedure (% of income per capita)</p> <ul style="list-style-type: none"> • Official costs only, no bribes • No professional fees unless services required by law or commonly used in practice 	<p>The owners:</p> <ul style="list-style-type: none"> -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 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.
<p>Paid-in minimum capital (% of income per capita)</p> <ul style="list-style-type: none"> • Funds deposited in a bank or with third party before registration or up to 3 months after incorporation 	

Starting a Business - North Macedonia

Standardized Company

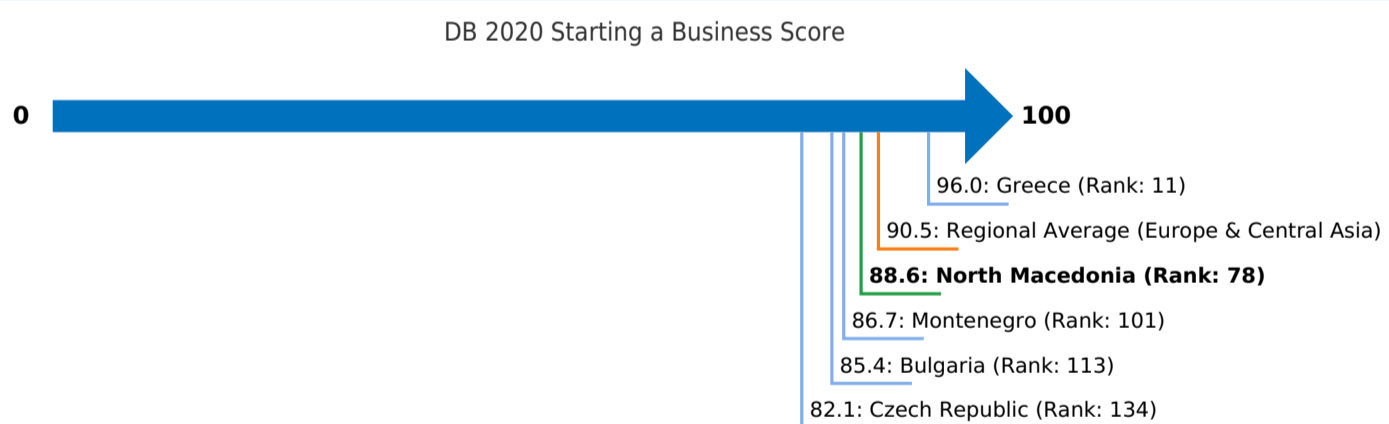
Legal form	Drustvo so ogranicena Odgovornost (DOO) - Limited Liability Company
Paid-in minimum capital requirement	No minimum
City Covered	Skopje

Indicator	North Macedonia	Europe & Central Asia	OECD high income	Best Regulatory Performance
Procedure - Men (number)	6	5.2	4.9	1 (2 Economies)
Time - Men (days)	15	11.9	9.2	0.5 (New Zealand)
Cost - Men (% of income per capita)	3.1	4.0	3.0	0.0 (2 Economies)
Procedure - Women (number)	6	5.2	4.9	1 (2 Economies)
Time - Women (days)	15	11.9	9.2	0.5 (New Zealand)
Cost - Women (% of income per capita)	3.1	4.0	3.0	0.0 (2 Economies)
Paid-in min. capital (% of income per capita)	0.0	0.7	7.6	0.0 (120 Economies)

Figure - Starting a Business in North Macedonia - Score

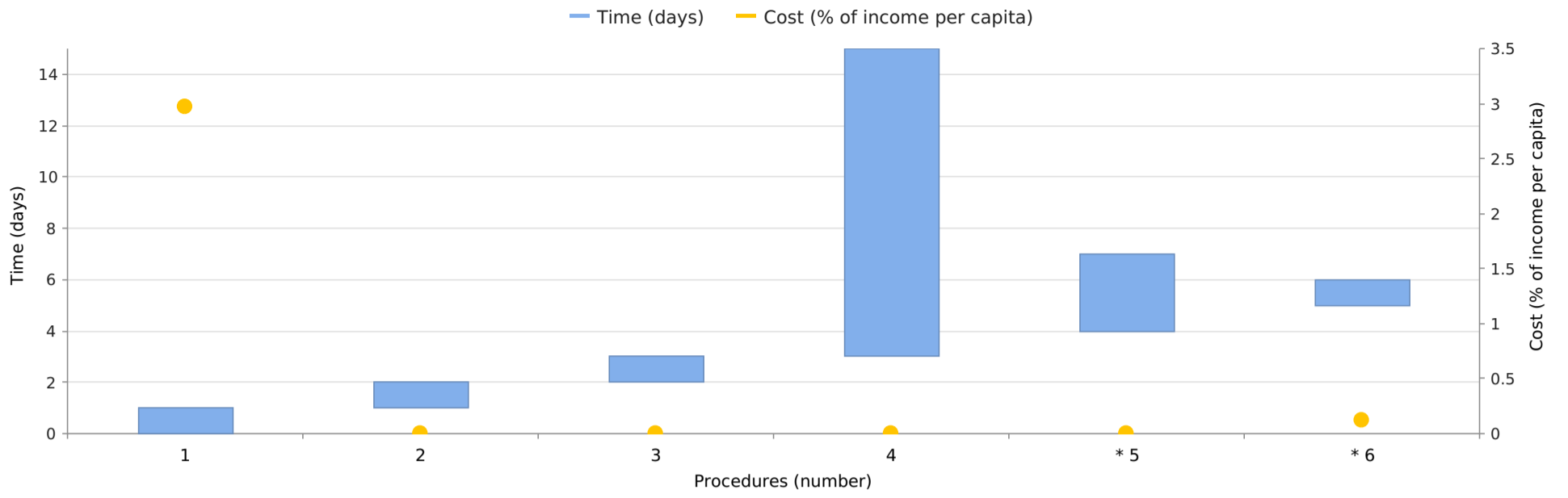


Figure - Starting a Business in North Macedonia and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of starting a business is determined by sorting their scores for starting a business. These scores are the simple average of the scores for each of the component indicators.

Figure - Starting a Business in North Macedonia - Procedure, Time and Cost



*This symbol is shown beside procedure numbers that take place simultaneously with the previous procedure.

Note: Online procedures account for 0.5 days in the total time calculation. For economies that have a different procedure list for men and women, the graph shows the time for women. For more information on methodology, see the *Doing Business* website (<http://doingbusiness.org/en/methodology>). For details on the procedures reflected here, see the summary below.

Details - Starting a Business in North Macedonia - Procedure, Time and Cost

No.	Procedures	Time to Complete	Associated Costs
1	<p>Hire a registration agent for business start-up <i>Agency</i> : Registration Agent's Site</p> <p>According to the amendment of the Law on trade companies, Published in the Official Gazette of the Republic of Macedonia nr. 38 from 24.02.2014, registration of LLCs must be conducted in electronic form with the assistance of authorized registration agents who are the only authorized entities to submit applications for registration.</p> <p>Registration agents have public authorization to prepare the application and the accompanying company deeds, and also to convert paper documents issued by other institutions needed for establishing the company into electronic form, to digitally sign and submit them through the existing system for e-registration of the Central Register, in the name and on behalf of different parties. The registration agents have public authorization to determine the identity of the participants, such that the need for notarization of documents is now completely eliminated. The entire company registration procedure is completed at the site of the registration agent.</p> <p>The Central Registry provides a list of authorized registration agents (accountants and lawyers) on its website, from which entrepreneurs can choose an agent. The Tariff for the reward and the fee for the costs for the work of the lawyers (Official Gazette of the Republic of North Macedonia no.13/2017 from 08.02.2017) sets the fees registration agents can charge for establishing a company.</p> <p>While entrepreneurs have an option to submit the documents on their own, a digital signature is required to use the e-registration portal. As such, majority of entrepreneurs use the services of registration agents as it is more convenient to them.</p>	1 day	MKD 9,000 for registration agent services
2	<p>Submit electronically registration documents via registration agent <i>Agency</i> : E-registration System of the Central Register</p> <p>Registration of an LLC is conducted electronically with the help of the registration agent on the E-registration portal of the Central Registry. By exception, the application for registration of a company can be submitted in person (in paper form) if the entry is made based on an effective court decision or a decision of a state administrative body. The electronic registration is free. Entrepreneurs can choose an electronic or paper copy of the certificate of incorporation for free.</p> <p>A one-stop shop system was implemented on January 1, 2006. The Central Register of Republic of Macedonia is the single institution for registering LLCs and other forms of trade companies, foreign representative offices, and other entities. This registration process includes registering the company with the Trade Register, providing the LLC statistic number, opening the LLC bank account, registering the company in the Public Revenue Office-Tax Office, and publishing the LLC formation notice on the Central Register's Web site (www.crm.com.mk).</p> <p>With the amendments on the Law on One Stop Shop (Official Gazette 150/2007 from 12.12.2007) connection is now established between the Central Registry and the Employment Agency which allows registering of first employment of directors through CRM and registering employees with the social fund.</p> <p>The founders shall transfer the amount of the principal capital on a temporary account in a commercial bank of their choosing. After the registration is completed the bank account of the newly founded company shall be opened.</p>	1 day	no charge
3	<p>Open bank account <i>Agency</i> : Commercial Bank</p> <p>The commercial register is linked to the Public Revenue office and all banks. Upon incorporation, the register asks founders which bank they will use and selects it from the electronic system. This secures company a number in the selected bank; however, it does not provide an active bank account. The company representative must visit the bank in order to open an active account.</p>	1 day	no charge
4	<p>Registration for VAT <i>Agency</i> : Public Revenue Office</p> <p>Companies beginning with carrying out of a commercial activity which predict to achieve turnover over 1,000,000 denars are obliged to be registered for VAT purposes. The VAT registration is carried out by submitting of an application for registration for the value added tax (Form DDV-01). The application for VAT registration is submitted to the Public Revenue Office.</p> <p>Taxpayers who began carrying out commercial the activity during the calendar year must submit VAT registration application within 15 days of the start of the activity.</p> <p>Public Revenue Office conducts an internal review of the company (check business model, founders, other specific parameters) before the VAT registration is approved.</p>	12 days	no charge
⇒ 5	<p>Publishing of an Advert on the need of an employee and Registration of employees with the Agency for employment <i>Agency</i> : Agency for employment</p> <p>Before registering of an employee, an Advert on the need of an employee (PPR Form) needs to be submitted at the Employment Agency. The following information is provided in the PPR Form:</p> <ul style="list-style-type: none"> - company's name and address; - company's registration number and tax number; - number of workers required (with work position, salary, duration of employment, educational and work requirements). <p>An employee can be registered after expiration of 3 days since the submitting of the advert. For</p>	3 days	no charge

Dealing with Construction Permits

This topic tracks the procedures, time and cost to build a warehouse—including obtaining necessary the licenses and permits, submitting all required notifications, requesting and receiving all necessary inspections and obtaining utility connections. In addition, the Dealing with Construction Permits indicator measures the building quality control index, evaluating the quality of building regulations, the strength of quality control and safety mechanisms, liability and insurance regimes, and professional certification requirements. The most recent round of data collection was completed in May 2019. [See the methodology for more information](#)

What the indicators measure

Procedures to legally build a warehouse (number)

- Submitting all relevant documents and obtaining all necessary clearances, licenses, permits and certificates
- Submitting all required notifications and receiving all necessary inspections
- Obtaining utility connections for water and sewerage
- Registering and selling the warehouse after its completion

Time required to complete each procedure (calendar days)

- Does not include time spent gathering information
- Each procedure starts on a separate day—though procedures that can be fully completed online are an exception to this rule
- Procedure is considered completed once final document is received
- No prior contact with officials

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

- Official costs only, no bribes

Building quality control index (0-15)

- Quality of building regulations (0-2)
- Quality control before construction (0-1)
- Quality control during construction (0-3)
- Quality control after construction (0-3)
- Liability and insurance regimes (0-2)
- Professional certifications (0-4)

Case study assumptions

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

The construction company (BuildCo):

- Is a limited liability company (or its legal equivalent) and operates in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- Is 100% domestically and privately owned; has five owners, none of whom is a legal entity. Has a licensed architect and a licensed engineer, both registered with the local association of architects or engineers. BuildCo is not assumed to have any other employees who are technical or licensed experts, such as geological or topographical experts.
- Owns the land on which the warehouse will be built and will sell the warehouse upon its completion.

The warehouse:

- Will be used for general storage activities, such as storage of books or stationery.
- Will have two stories, both above ground, with a total constructed area of approximately 1,300.6 square meters (14,000 square feet). Each floor will be 3 meters (9 feet, 10 inches) high and will be located on a land plot of approximately 929 square meters (10,000 square feet) that is 100% owned by BuildCo, and the warehouse is valued at 50 times income per capita.
- Will have complete architectural and technical plans prepared by a licensed architect. If preparation of the plans requires such steps as obtaining further documentation or getting prior approvals from external agencies, these are counted as procedures.
- Will take 30 weeks to construct (excluding all delays due to administrative and regulatory requirements).

The water and sewerage connections:

- Will be 150 meters (492 feet) from the existing water source and sewer tap. If there is no water delivery infrastructure in the economy, a borehole will be dug. If there is no sewerage infrastructure, a septic tank in the smallest size available will be installed or built.
- Will have an average water use of 662 liters (175 gallons) a day and an average wastewater flow of 568 liters (150 gallons) a day. Will have a peak water use of 1,325 liters (350 gallons) a day and a peak wastewater flow of 1,136 liters (300 gallons) a day.
- Will have a constant level of water demand and wastewater flow throughout the year; will be 1 inch in diameter for the water connection and 4 inches in diameter for the sewerage connection.

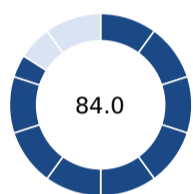
Dealing with Construction Permits - North Macedonia

Standardized Warehouse

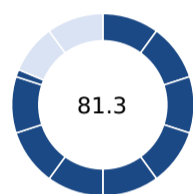
Estimated value of warehouse	MKD 15,174,187.20
City Covered	Skopje

Indicator	North Macedonia	Europe & Central Asia	OECD high income	Best Regulatory Performance
Procedures (number)	9	16.2	12.7	None in 2018/19
Time (days)	91	170.1	152.3	None in 2018/19
Cost (% of warehouse value)	3.5	4.0	1.5	None in 2018/19
Building quality control index (0-15)	13.0	12.1	11.6	15.0 (6 Economies)

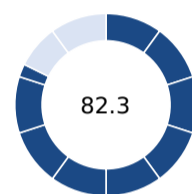
Figure - Dealing with Construction Permits in North Macedonia - Score



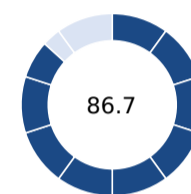
Procedures



Time

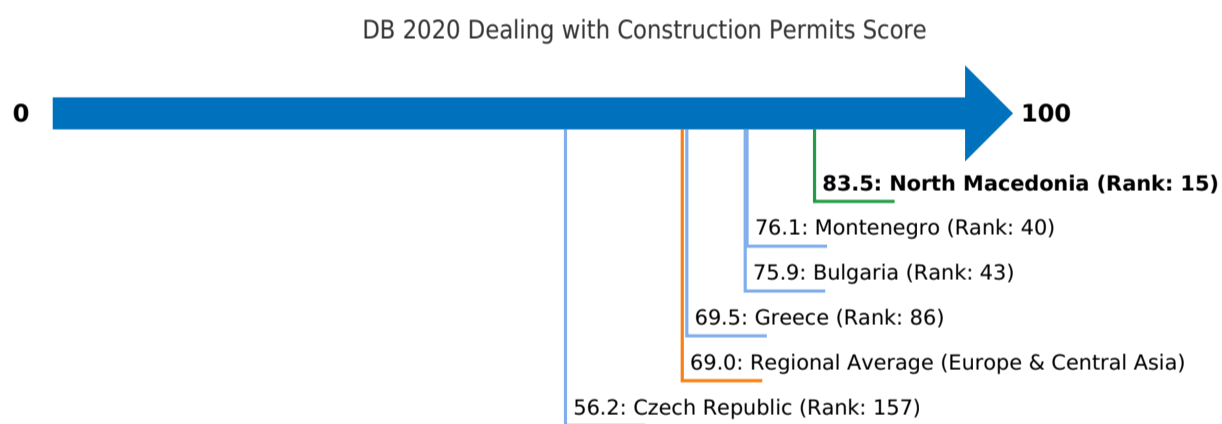


Cost



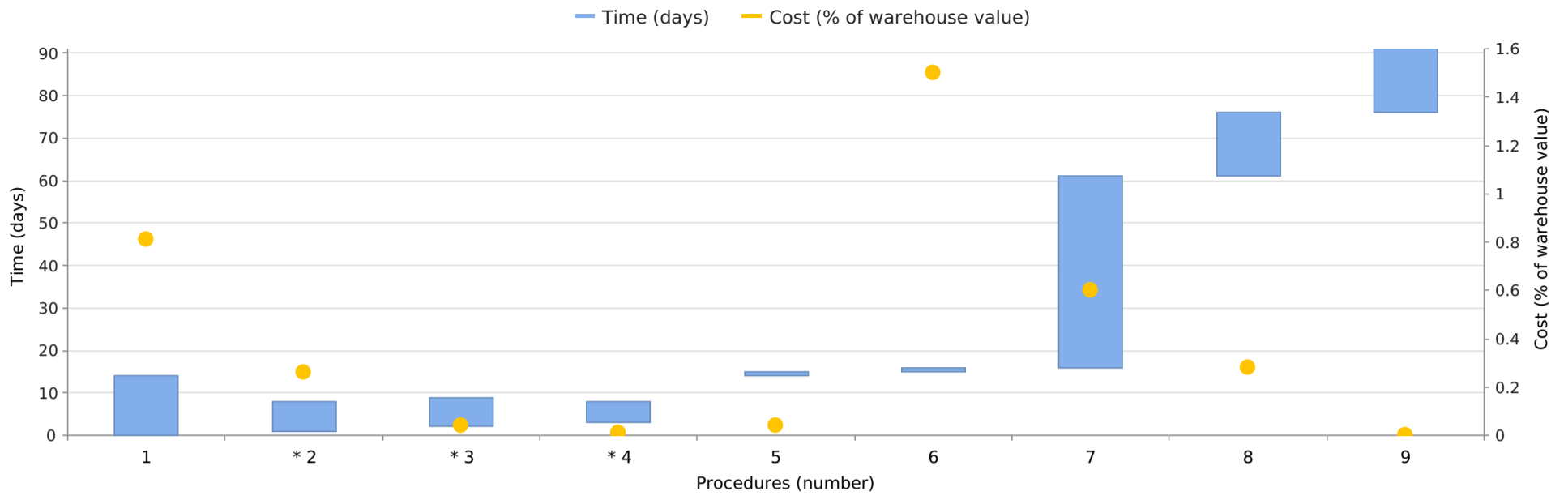
Building quality control index

Figure - Dealing with Construction Permits in North Macedonia and comparator economies - Ranking and Score



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

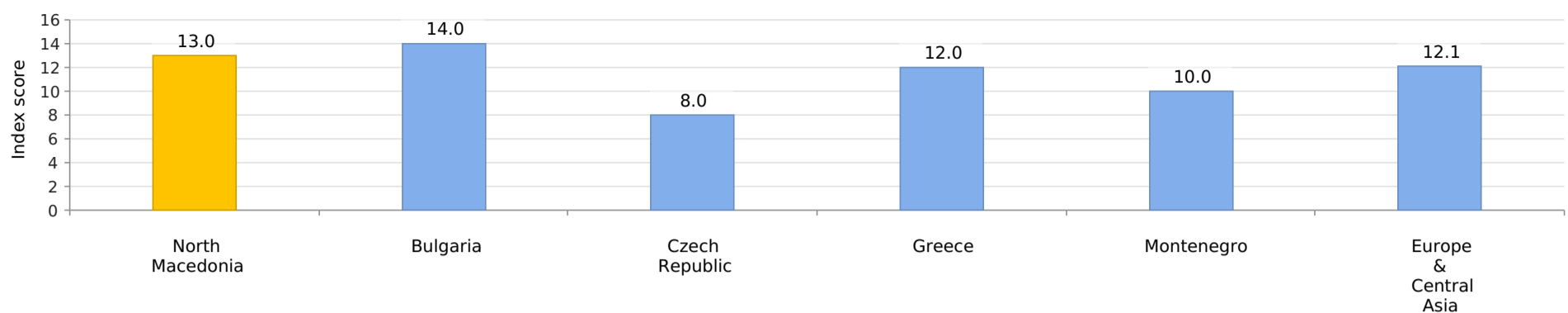
Figure - Dealing with Construction Permits in North Macedonia - Procedure, Time and Cost



*This symbol is shown beside procedure numbers that take place simultaneously with the previous procedure.

Note: Online procedures account for 0.5 days in the total time calculation. For economies that have a different procedure list for men and women, the graph shows the time for women. For more information on methodology, see the *Doing Business* website (<http://doingbusiness.org/en/methodology>). For details on the procedures reflected here, see the summary below.

Figure - Dealing with Construction Permits in North Macedonia and comparator economies - Measure of Quality



Details - Dealing with Construction Permits in North Macedonia - Procedure, Time and Cost

No.	Procedures	Time to Complete	Associated Costs
1	<p>Obtain geo-technical study of the land <i>Agency</i>: Private licensed company A soil test is a necessary step for development of the project. The soil investigation helps to determine the bearing capacity of the land, which helps to determine the load capability, the type and depth of foundation, in order to make sure to select a suitable construction technique.</p>	14 days	MKD 123,101
⇒ 2	<p>Obtain topographic survey of the land plot <i>Agency</i>: Private licensed company A topographic survey of the land plot must be obtained prior to developing the architectural plans of the warehouse.</p>	7 days	MKD 40,008
⇒ 3	<p>Obtain the hydro-technical conditions <i>Agency</i>: JP "Vodovod i Kanalizacija" The hydro-technical conditions are needed to obtain the account of numerical data study. In theory, the Municipality is supposed to obtain the hydro-technical conditions for the applicant. But in practice, the applicant must still visit the water company (JP "Vodovod i Kanalizacija") in person.</p>	7 days	MKD 6,000
⇒ 4	<p>Request and obtain the extract of the detailed urban plan from the Urban Planning Department <i>Agency</i>: Municipality, Urban Planning Department The requested extract of the detailed urban plan is issued by the respective office of the Municipality. This detailed urban plan identifies the location/positioning of the plot of land where the warehouse will be built.</p> <p>Together with the request for obtaining an extract of a detailed urban plan, BuildCo must submit the proof of land ownership and an extract from a cadastre plan obtained by the Real Estate Cadastre. The extract of the detailed urban plan can be obtained within 5 calendar days after submission of the request.</p> <p>The extract can be requested online since December 4, 2013, at www.gradzna-dozvola.mk.</p>	5 days	MKD 1,050
5	<p>Hire a private cadastre office and obtain account of numerical data study (elaborate za numerichki podatoci) <i>Agency</i>: Private Company The account of numerical data study is necessary to identify the measures of the plot of land on which the warehouse will be built. The cost of this study is approximately MKD 6,000.00. In Skopje there are a number of private cadastre offices that can be hired by BuildCo. The private cadastre office shall then obtain approval and certification of the Real Estate Cadastre. The proof of ownership can be obtain obtained from AREC as a part of this procedure as well.</p>	1 day	MKD 6,000
6	<p>Hire a third-party supervisor for the construction work <i>Agency</i>: Private Agency Before construction starts, BuildCo must hire a private company or an engineer licensed to perform construction supervision. The supervisory party would oversee construction from beginning to end, perform the technical inspection after construction, and prepare the final report. A company would usually charge between 1% and 2% of the value of construction.</p> <p>According to article 10 of the Law on Amending the Construction Law (Official Gazette of the Republic of Macedonia br.144/12), supervisor of construction works for facilities intended for storehouses and warehouses cannot define a price higher than 0.5% of the value of the facility. However, in practice, supervisory firms still charge 1-2% of the construction value, because it is a free market interaction and the building companies prefer paying the market price in order to obtain a high quality service.</p>	1 day	MKD 227,613
7	<p>Request and obtain approval for construction (building permit) from the Municipality and pay communal fee for infrastructure <i>Agency</i>: Municipality The Construction law (Article 59) regulates the procedure for submitting an application to obtain a building permit. Starting from 1st of June 2013, the application for a building permit can be submitted online at www.gradzna-dozvola.mk.</p> <p>According to the Construction Law (Article 66), investor to start construction work within 2 years</p>	45 days	MKD 90,960

Details - Dealing with Construction Permits in North Macedonia - Measure of Quality

	Answer	Score
Building quality control index (0-15)		13.0
Quality of building regulations index (0-2)		2.0
How accessible are building laws and regulations in your economy? (0-1)	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
Quality control before construction index (0-1)		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; Private firm.	1.0
Quality control during construction index (0-3)		2.0
What types of inspections (if any) are required by law to be carried out during construction? (0-2)	Inspections by external engineer or firm; Unscheduled inspections; Inspections at various phases.	1.0
Do legally mandated inspections occur in practice during construction? (0-1)	Mandatory inspections are always done in practice.	1.0
Quality control after construction index (0-3)		3.0
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; Yes, in-house engineer submits report for final inspection; Yes, external engineer submits report for final inspection.	2.0
Do legally mandated final inspections occur in practice? (0-1)	Final inspection always occurs in practice.	1.0
Liability and insurance regimes index (0-2)		1.0
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)	Architect or engineer; Professional in charge of the supervision; Construction company; Owner or investor.	1.0
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)	No party is required by law to obtain insurance .	0.0
Professional certifications index (0-4)		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
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,	2.0

⚡ Getting Electricity

This topic measures the procedures, time and cost required for a business to obtain a permanent electricity connection for a newly constructed warehouse. Additionally, the reliability of supply and transparency of tariffs index measures reliability of supply, transparency of tariffs and the price of electricity. The most recent round of data collection for the project was completed in May 2019. [See the methodology for more information.](#)

What the indicators measure

Procedures to obtain an electricity connection (number)

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

Time required to complete each procedure (calendar days)

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

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

- Official costs only, no bribes
- Value added tax excluded

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

- Duration and frequency of power outages (0-3)
- Tools to monitor power outages (0-1)
- Tools to restore power supply (0-1)
- Regulatory monitoring of utilities' performance (0-1)
- Financial deterrents limiting outages (0-1)
- Transparency and accessibility of tariffs (0-1)

Price of electricity (cents per kilowatt-hour)*

- Price based on monthly bill for commercial warehouse in case study

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

Case study assumptions

To make the data comparable across economies, several assumptions about the warehouse, the electricity connection and the monthly consumption are used.

The warehouse:

- Is owned by a local entrepreneur and is used for storage of goods.
- Is located in the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- Is located in an area where similar warehouses are typically located and is in an area with no physical constraints. For example, the property is not near a railway.
- Is a new construction and is being connected to electricity for the first time.
- Has two stories with a total surface area of approximately 1,300.6 square meters (14,000 square feet). The plot of land on which it is built is 929 square meters (10,000 square feet).

The electricity connection:

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

The monthly consumption:

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

Getting Electricity - North Macedonia

Standardized Connection

Name of utility	ELEKTRODISTRIBUCIJA DOOEL Skopje
Price of electricity (US cents per kWh)	15.5
City Covered	Skopje

Indicator	North Macedonia	Europe & Central Asia	OECD high income	Best Regulatory Performance
Procedures (number)	3	5.1	4.4	3 (28 Economies)
Time (days)	97	99.6	74.8	18 (3 Economies)
Cost (% of income per capita)	184.1	271.9	61.0	0.0 (3 Economies)
Reliability of supply and transparency of tariff index (0-8)	5	6.2	7.4	8 (26 Economies)

Figure - Getting Electricity in North Macedonia - Score

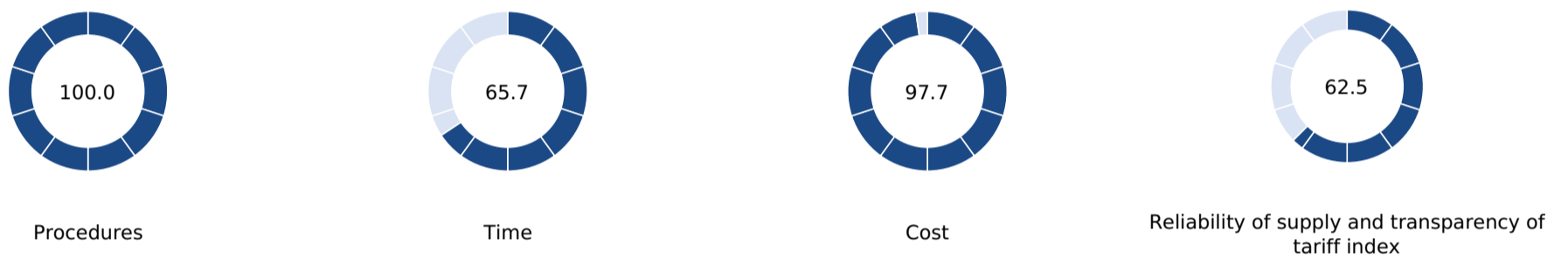
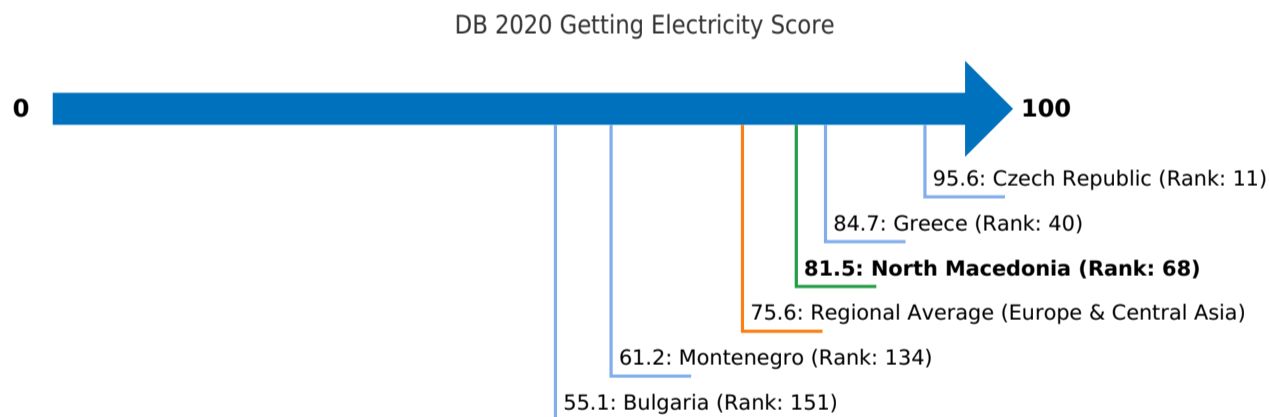
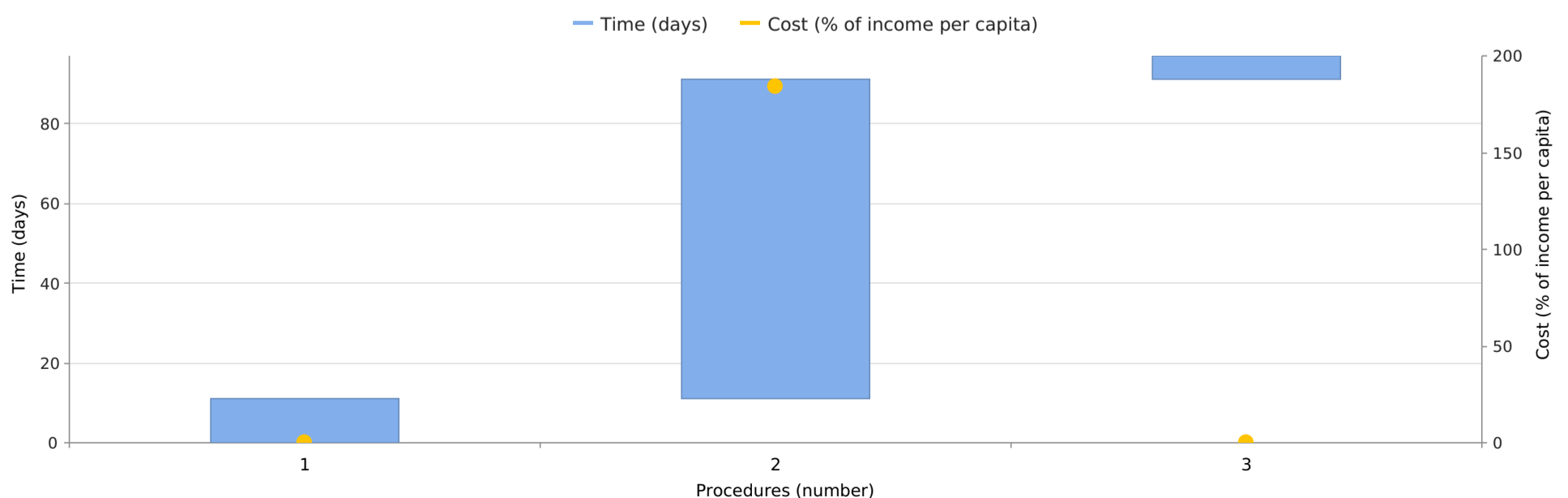


Figure - Getting Electricity in North Macedonia and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of getting electricity is determined by sorting their scores for getting electricity. These scores are the simple average of the scores for all the component indicators except the price of electricity.

Figure - Getting Electricity in North Macedonia - Procedure, Time and Cost



*This symbol is shown beside procedure numbers that take place simultaneously with the previous procedure.

Note: Online procedures account for 0.5 days in the total time calculation. For economies that have a different procedure list for men and women, the graph shows the time for women. For more information on methodology, see the *Doing Business* website (<http://doingbusiness.org/en/methodology>). For details on the procedures reflected here, see the summary below.

Details - Getting Electricity in North Macedonia - Procedure, Time and Cost

No.	Procedures	Time to Complete	Associated Costs
1	<p>Submit application to Elektrodistribucija DOOEL Skopje and await energy consent <i>Agency</i>: ELEKTRODISTRIBUCIJA DOOEL Skopje</p> <p>The energy consent is a three page document which contains approval for the connection and a sketch with the connection point. Documents to be submitted by the warehouse owner are as follows: property paper, construction permit (or decision for legalization of the warehouse if not legally built), urban plan documentation of the warehouse, electric single line diagram of the warehouse, company's (customer's) documentation, and certification of licensed electric company for internal electric wiring compliance of the warehouse.</p>	11 calendar days	MKD 0
2	<p>Pay estimate and await completion of external works by Elektrodistribucija DOOEL Skopje <i>Agency</i>: ELEKTRODISTRIBUCIJA DOOEL Skopje</p> <p>After the customer receives the energy consent, he/she signs the connection contract and pays the first installment featured on the estimate. After the payment of the first installment, Elektrodistribucija DOOEL Skopje gathers all the needed documentation and informs the customer that the documentation is complete. The customer pays the second installment (50% of the fee). The subcontractor of Elektrodistribucija DOOEL Skopje does the design, purchases and installs the transformer, cables and meter. The subcontractor cannot start the external connection works without prior written consent of the project from Elektrodistribucija DOOEL Skopje. Moreover, the subcontractor is obliged to inform the utility of the finishing of different works phases. When the works are done, the subcontractor informs Elektrodistribucija DOOEL Skopje, and a technical commission with relevant experts is formed. The commission comes to the site to check the external connection works, after which the technical acceptance for the power connection is granted. The owner does not need to be present during the inspection because the ownership of the equipment belongs to Elektrodistribucija DOOEL Skopje.</p>	80 calendar days	MKD 558,600
3	<p>Request for energizing of warehouse, and await opening of meter and electricity flow <i>Agency</i>: ELEKTRODISTRIBUCIJA DOOEL Skopje</p> <p>Elektrodistribucija DOOEL Skopje informs the customer when the connection is completed. The customer then needs to pay the third installment of the estimate, request the electricity flow and sign a purchase-sale agreement with Elektrodistribucija DOOEL Skopje. Elektrodistribucija DOOEL Skopje technical commission will then proceed to open the meter and energize the warehouse within a week from the day of the submission of the request.</p>	6 calendar days	MKD 0

→ Takes place simultaneously with previous procedure.

Details - Getting Electricity in North Macedonia - Measure of Quality

	Answer
Reliability of supply and transparency of tariff index (0-8)	5
Total duration and frequency of outages per customer a year (0-3)	0
System average interruption duration index (SAIDI)	7.5
System average interruption frequency index (SAIFI)	14.2
What is the minimum outage time (in minutes) that the utility considers for the calculation of SAIDI/SAIFI	3.0
Mechanisms for monitoring outages (0-1)	1
Does the distribution utility use automated tools to monitor outages?	Yes
Mechanisms for restoring service (0-1)	1
Does the distribution utility use automated tools to restore service?	Yes
Regulatory monitoring (0-1)	1
Does a regulator—that is, an entity separate from the utility—monitor the utility's performance on reliability of supply?	Yes
Financial deterrents aimed at limiting outages (0-1)	1
Does the utility either pay compensation to customers or face fines by the regulator (or both) if outages exceed a certain cap?	Yes
Communication of tariffs and tariff changes (0-1)	1
Are effective tariffs available online?	Yes
Link to the website, if available online	Available at the website of the Energy Regulatory Commission http://www.erc.org.mk/pages.aspx?id=33 and http://www.erc.org.mk/pages.aspx?id=153
Are customers notified of a change in tariff ahead of the billing cycle?	Yes

Note:

If the duration and frequency of outages is 100 or less, the economy is eligible to score on the Reliability of supply and transparency of tariff index.

If the duration and frequency of outages is not available, or is over 100, the economy is not eligible to score on the index.

If the minimum outage time considered for SAIDI/SAIFI is over 5 minutes, the economy is not eligible to score on the index.

Registering Property

This topic examines the steps, time and cost involved in registering property, assuming a standardized case of an entrepreneur who wants to purchase land and a building that is already registered and free of title dispute. In addition, the topic also measures the quality of the land administration system in each economy. The quality of land administration index has five dimensions: reliability of infrastructure, transparency of information, geographic coverage, land dispute resolution, and equal access to property rights. The most recent round of data collection for the project was completed in May 2019. [See the methodology for more information.](#)

What the indicators measure

Procedures to legally transfer title on immovable property (number)

- Preregistration procedures (for example, checking for liens, notarizing sales agreement, paying property transfer taxes)
- Registration procedures in the economy's largest business city.
- Postregistration procedures (for example, filling title with municipality)

Time required to complete each procedure (calendar days)

- Does not include time spent gathering information
- Each procedure starts on a separate day - though procedures that can be fully completed online are an exception to this rule
- Procedure is considered completed once final document is received
- No prior contact with officials

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

- Official costs only (such as administrative fees, duties and taxes).
- Value Added Tax, Capital Gains Tax and illicit payments are excluded

Quality of land administration index (0-30)

- Reliability of infrastructure index (0-8)
- Transparency of information index (0-6)
- Geographic coverage index (0-8)
- Land dispute resolution index (0-8)
- Equal access to property rights index (-2-0)

Case study assumptions

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

The parties (buyer and seller):

- Are limited liability companies (or the legal equivalent).
- Are located in the periurban (that is, on the outskirts of the city but still within its official limits) area of the economy's largest business city. For 11 economies the data are also collected for the second largest business city.
- Are 100% domestically and privately owned.
- Perform general commercial activities.

The property (fully owned by the seller):

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

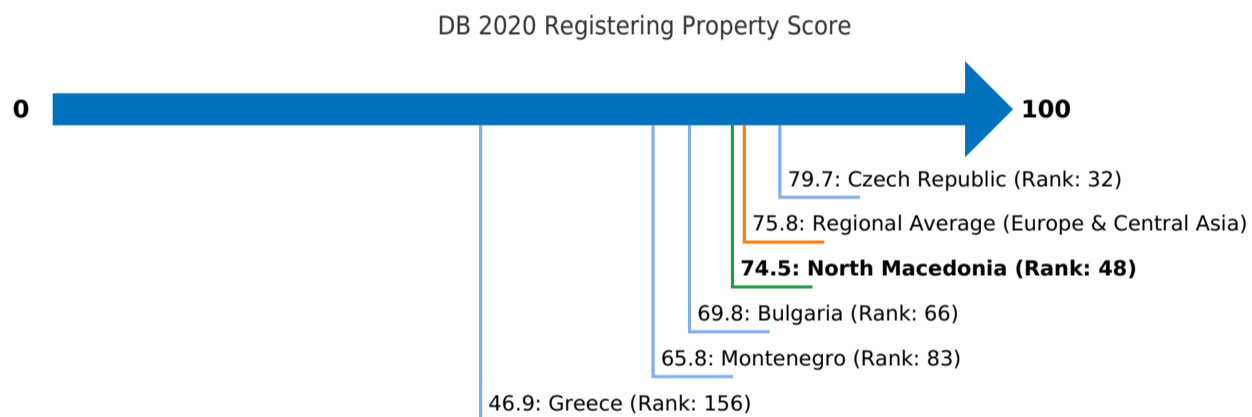
Registering Property - North Macedonia

Indicator	North Macedonia	Europe & Central Asia	OECD high income	Best Regulatory Performance
Procedures (number)	7	5.5	4.7	1 (5 Economies)
Time (days)	30	20.8	23.6	1 (2 Economies)
Cost (% of property value)	3.2	2.7	4.2	0.0 (Saudi Arabia)
Quality of the land administration index (0-30)	25.0	20.4	23.2	None in 2018/19

Figure - Registering Property in North Macedonia - Score

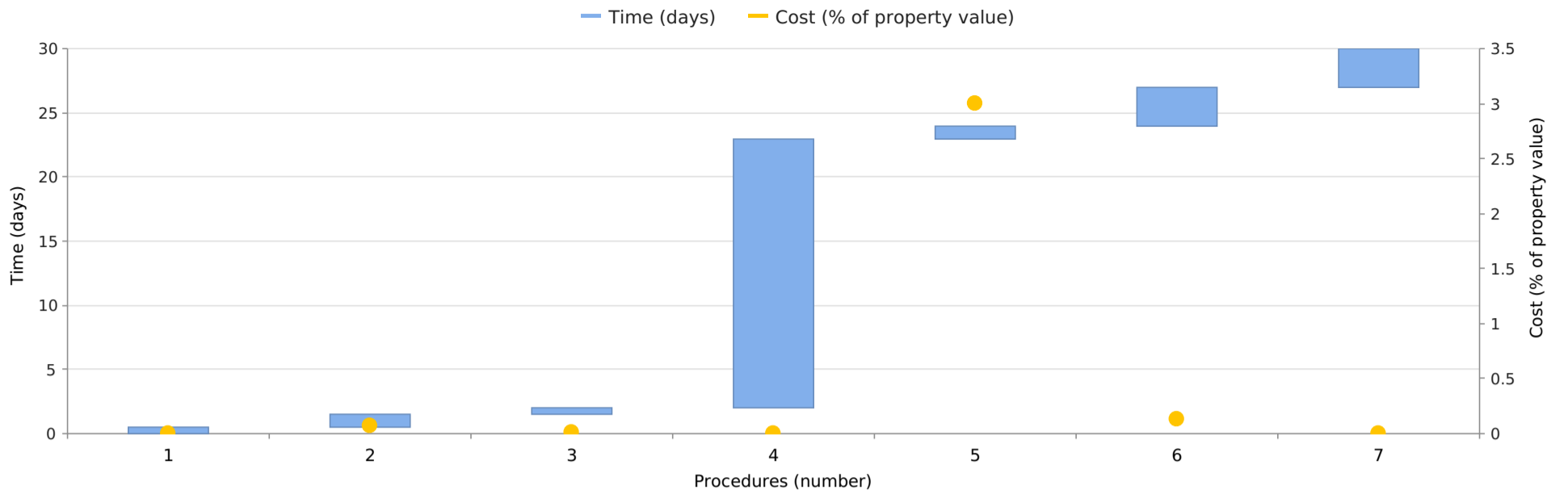


Figure - Registering Property in North Macedonia and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of registering property is determined by sorting their scores for registering property. These scores are the simple average of the scores for each of the component indicators.

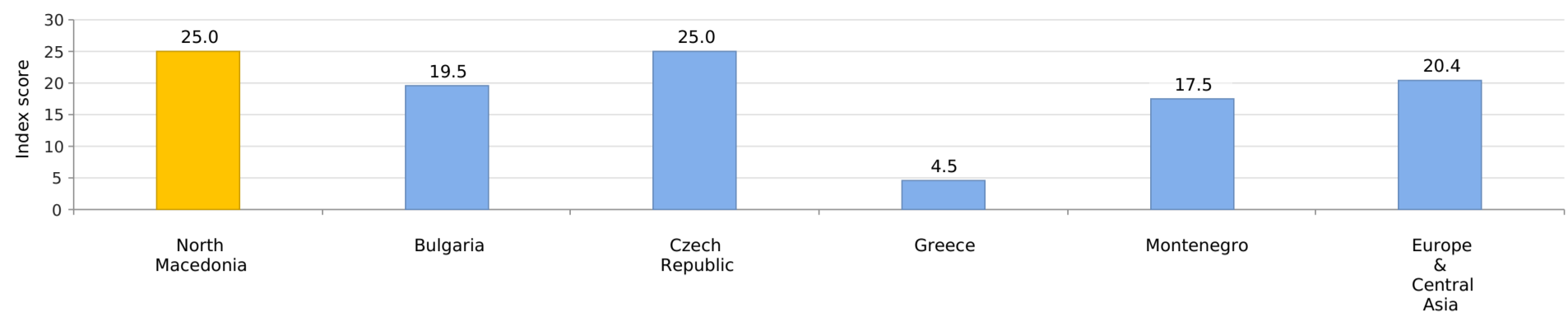
Figure - Registering Property in North Macedonia - Procedure, Time and Cost



*This symbol is shown beside procedure numbers that take place simultaneously with the previous procedure.

Note: Online procedures account for 0.5 days in the total time calculation. For economies that have a different procedure list for men and women, the graph shows the time for women. For more information on methodology, see the *Doing Business* website (<http://doingbusiness.org/en/methodology>). For details on the procedures reflected here, see the summary below.

Figure - Registering Property in North Macedonia and comparator economies - Measure of Quality



Details - Registering Property in North Macedonia - Procedure, Time and Cost

No.	Procedures	Time to Complete	Associated Costs
1	<p>Obtain title deed, containing encumbrance information <i>Agency</i> : Agency for Real Estate Cadastre, Notary</p> <p>All the information on encumbrances and property are included in the Title Deed. Thus, parties need to obtain only a copy of the title deed in order to check for encumbrances. The Title deed except from the Cadastre Agency, also can be obtained at the notary offices, municipalities and geodetic companies.</p> <p>Title deed can be obtained from the closest municipality, notary office or in the offices of private geodetic firms.</p>	Less than one day, online	MKD 150; (In hardcopy - 180 MKD + 50 for the payment form through the bank or post office In electronic form - 150 MKD (through the Distribution geoportal of AREC).)
2	<p>Lawyer drafts the sale-purchase agreement <i>Agency</i> : Lawyer</p> <p>As of January 1, 2017, the Republic of North Macedonia requires an agreement to be prepared by a lawyer for transfer of a property in which the transaction is valued at more than 10,000 Euros. There are some exceptions (no such requirement when one of the contracting parties is the Republic of North Macedonia, and 2) for transactions where the legal matter (subject of the agreement for transfer of the property) is under 10.000 Euros in MKD and one of the contracting parties is bank, financial institution or insurance company.</p>	1 day	<p>MKD 10,000; (Statute of the Bar Association of the Republic of North Macedonia set the fees in a decision dated January 31, 2017. The fee is determined according to the value of the subject of sale and in the following manner:</p> <p>-For value of 3.000.000,00 MKD the fee for preparation is 3.900,00 MKD -For value from 3.000.001,00 MKD to 5.000.000,00 MKD the fee is 5.000,00 MKD -For value from 5.000.001,00 MKD to 9.000.000,00 the fee is 6.000,00 MKD -For value from 9.000.001,00 MKD to 20.000.000,00 the fee is 10.000,00 MKD -For value from 20.000.001,00 MKD to 60.000.000,00 the fee is 15.000,00 MKD -For value of 60.000.001,00 MKD the fee for preparation is 30.000,00 MKD)</p>
3	<p>Obtain Certificates for current condition, Certificates of bankruptcy and Certificates of liquidation from the Central Registry <i>Agency</i> : Central Registry</p> <p>Prior to referring to a public notary for verification and notarization parties are required to obtain three certificates from the Central Registry. This is usually done online. These Certificates are required by the Notary in order to compile the Notary act. Pursuant to Article 47 of the Notary Law the notary public shall determine the identity of the parties (seller and buyer) - legal entities based on a certificate issued by a competent authority (Certificate for current standing). Further, pursuant to Article 44 of the same Law "while compiling a notary act, the notary public must examine whether the parties are capable and authorized for undertaking such activities (transfer of a property)....." (Certificate of bankruptcy and Certificate of liquidation).</p>	Less than one day, online	MKD 770; (MKD 256 (Certificate for current conditions) + MKD 257 (Certificate of bankruptcy) + MKD 257 (Certificate of liquidation))
4	<p>Submit application for assessment of sale property tax and obtain the tax decision <i>Agency</i> : City of Skopje Municipality</p>	21 days	MKD 300; (MKD 300 (administration fee))

Details - Registering Property in North Macedonia - Measure of Quality

	Answer	Score
Quality of the land administration index (0-30)		25.0
Reliability of infrastructure index (0-8)		8.0
Type of land registration system in the economy:	Title Registration System	
What is the institution in charge of immovable property registration?	Agency for Real Estate Cadastre	
In what format are past and newly issued land records kept at the immovable property registry of the largest business city of the economy—in a paper format or in a computerized format (scanned or fully digital)?	Computer/Fully digital	2.0
Is there a comprehensive and functional electronic database for checking for encumbrances (liens, mortgages, restrictions and the like)?	Yes	1.0
Institution in charge of the plans showing legal boundaries in the largest business city:	Agency for Real Estate Cadastre	
In what format are past and newly issued cadastral plans kept at the mapping agency of the largest business city of the economy—in a paper format or in a computerized format (scanned or fully digital)?	Computer/Fully digital	2.0
Is there an electronic database for recording boundaries, checking plans and providing cadastral information (geographic information system)?	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?	Single database	1.0
Do the immovable property registration agency and cadastral or mapping agency use the same identification number for properties?	Yes	1.0
Transparency of information index (0-6)		4.0
Who is able to obtain information on land ownership at the agency in charge of immovable property registration in the largest business city?	Freely accessible by anyone	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, online	0.5
Link for online access:	http://www.katastar.gov.mk/услуги/запишување-на-промена-во-катастарот-н/запишување-промени-во-одржување-на-ка/#	
Is the applicable fee schedule for any type of property transaction at the agency in charge of immovable property registration in the largest business city made publicly available—and if so, how?	Yes, online	0.5
Link for online access:	http://www.katastar.gov.mk/wp-content/uploads/Tarifnici%20Proizvodi/Tarifnik%20za%20podatoci%20od%20katastarot%20na%20nedviznosti.pdf	
Does the agency in charge of immovable property registration agency formally commit to deliver a legally binding document that proves property ownership within a specific timeframe –and if so, how does it communicate the service standard?	Yes, online	0.5
Link for online access:	http://www.katastar.gov.mk/прописи/тарифници	
Is there a specific and independent mechanism for filing complaints about a problem that occurred at the agency in charge of immovable property registration?	No	0.0
Contact information:		
Are there publicly available official statistics tracking the number of transactions at the immovable property registration agency?	Yes	0.5

Getting Credit

This topic explores two sets of issues—the strength of credit reporting systems and the effectiveness of collateral and bankruptcy laws in facilitating lending. The most recent round of data collection for the project was completed in May 2019. [See the methodology for more information.](#)

What the indicators measure

Strength of legal rights index (0-12)

- Rights of borrowers and lenders through collateral laws (0-10)
- Protection of secured creditors' rights through bankruptcy laws (0-2)

Depth of credit information index (0-8)

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

Credit bureau coverage (% of adults)

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

Credit registry coverage (% of adults)

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

Case study assumptions

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

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

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

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

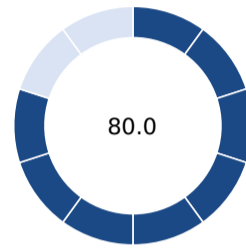
The case scenarios also involve assumptions. In case A, as collateral for the loan, ABC grants BizBank a nonpossessory security interest in one category of movable assets, for example, its machinery or its inventory. ABC wants to keep both possession and ownership of the collateral. In economies where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

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

Getting Credit - North Macedonia

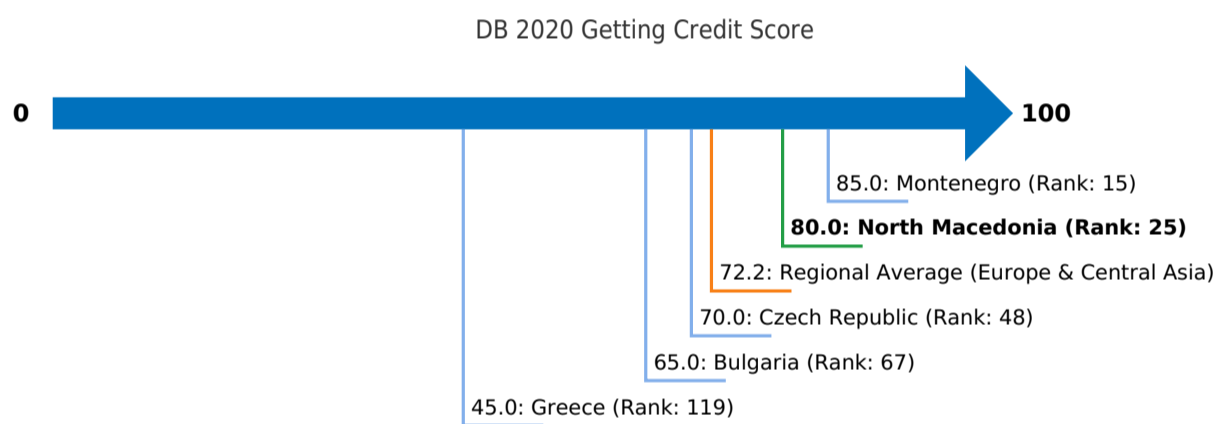
Indicator	North Macedonia	Europe & Central Asia	OECD high income	Best Regulatory Performance
Strength of legal rights index (0-12)	9	7.8	6.1	12 (5 Economies)
Depth of credit information index (0-8)	7	6.7	6.8	8 (53 Economies)
Credit registry coverage (% of adults)	41.7	24.0	24.4	100.0 (2 Economies)
Credit bureau coverage (% of adults)	100.0	41.7	66.7	100.0 (14 Economies)

Figure - Getting Credit in North Macedonia - Score



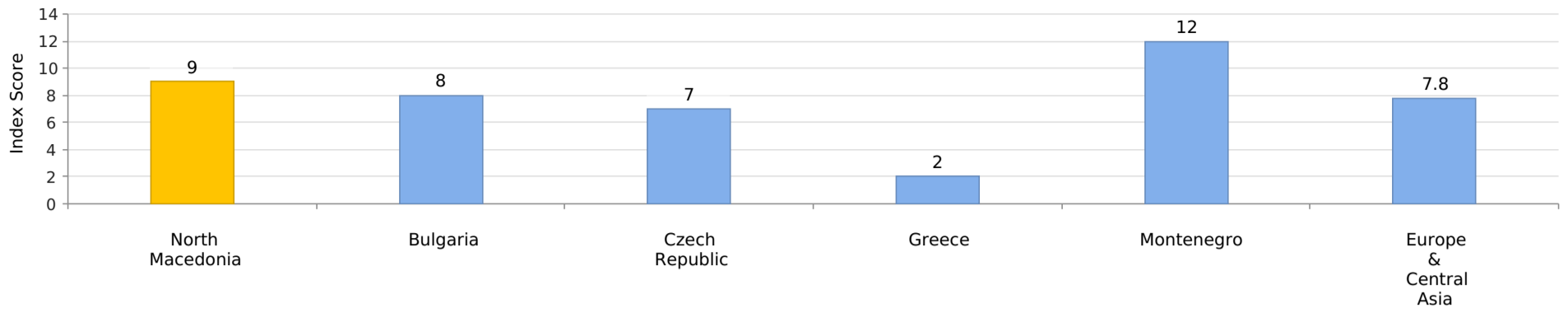
Score - Getting Credit

Figure - Getting Credit in North Macedonia and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of getting credit is determined by sorting their scores for getting credit. These scores are the sum of the scores for the strength of legal rights index and the depth of credit information index.

Figure - Legal Rights in North Macedonia and comparator economies



Details - Legal Rights in North Macedonia

Strength of legal rights index (0-12)

9

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? Yes

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? Yes

Does the law allow businesses to grant a non possessory security right in substantially all of its assets, without requiring a specific description of collateral? Yes

May a security right extend to future or after-acquired assets, and does it extend automatically to the products, proceeds and replacements of the original assets? Yes

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? Yes

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? Yes

Does a notice-based collateral registry exist in which all functional equivalents can be registered? No

Does a modern collateral registry exist in which registrations, amendments, cancellations and searches can be performed online by any interested third party? No

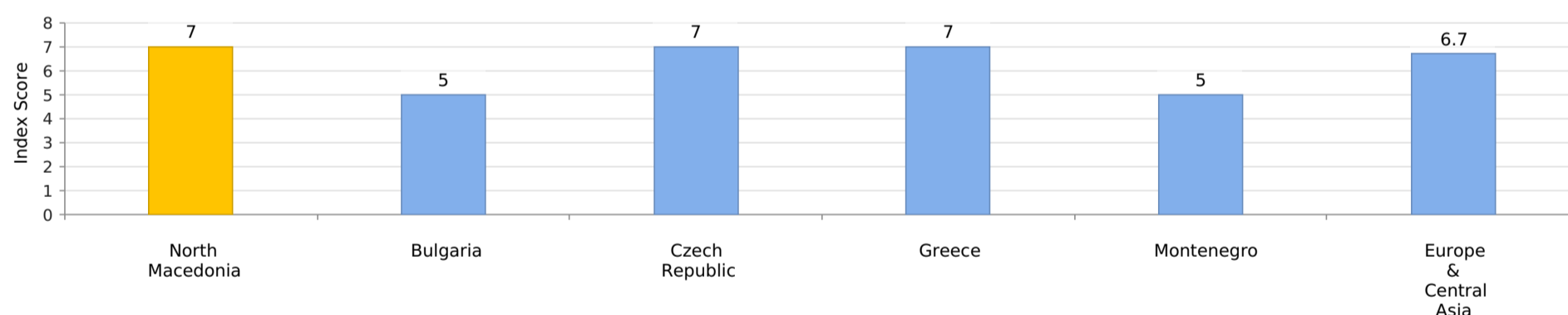
Are secured creditors paid first (i.e. before tax claims and employee claims) when a debtor defaults outside an insolvency procedure? Yes

Are secured creditors paid first (i.e. before tax claims and employee claims) when a business is liquidated? Yes

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 sets a time limit for it? No

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 or private tender, as well as, for the secured creditor to keep the asset in satisfaction of the debt? Yes

Figure - Credit Information in North Macedonia and comparator economies



Details - Credit Information in North Macedonia

Depth of credit information index (0-8)	Credit bureau	Credit registry	Score
Are data on both firms and individuals distributed?	Yes	Yes	1
Are both positive and negative credit data distributed?	Yes	Yes	1
Are data from retailers or utility companies - in addition to data from banks and financial institutions - distributed?	Yes	No	1
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	No	1
By law, do borrowers have the right to access their data in the credit bureau or credit registry?	Yes	Yes	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?	No	No	0

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	1,483,068	569,833
Number of firms	123,817	35,742
Total	1,606,885	605,575
Percentage of adult population	100.0	41.7

Protecting Minority Investors

This topic measures the strength of minority shareholder protections against misuse of corporate assets by directors for their personal gain as well as shareholder rights, governance safeguards and corporate transparency requirements that reduce the risk of abuse. The most recent round of data collection for the project was completed in May 2019. [See the methodology for more information.](#)

What the indicators measure

- **Extent of disclosure index (0-10):** Disclosure, review, and approval 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, disqualification from managerial position(s) for one year or more, 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 (0-30):** Sum of the extent of disclosure, extent of director liability and ease of shareholder suits indices
- **Extent of shareholder rights index (0-6):** Shareholders' rights and role in major corporate decisions
- **Extent of ownership and control index (0-7):** Governance safeguards protecting shareholders from undue board control and entrenchment
- **Extent of corporate transparency index (0-7):** Corporate transparency on ownership stakes, compensation, audits and financial prospects
- **Extent of shareholder governance index (0-20):** Sum of the extent of shareholders rights, extent of ownership and control and extent of corporate transparency indices
- **Strength of minority investor protection index (0-50):** Sum of the extent of conflict of interest regulation and extent of shareholder governance indices

Case study assumptions

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

The business (Buyer):

- Is a publicly traded corporation listed on the economy's most important stock exchange.
- 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 in economies with a two-tier board system on which Mr. James appointed 60% of the shareholder-elected members.
- Has not adopted bylaws or articles of association that go beyond the minimum requirements. Does not follow codes, principles, recommendations or guidelines that are not mandatory.
- Is a manufacturing company with its own distribution network.

The transaction involves the following details:

- Mr. James owns 60% of Buyer, sits on Buyer's board of directors 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 principal activity 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 was not entered into fraudulently.
- The transaction causes damages to Buyer. Shareholders sue Mr. James and the executives and directors that approved the transaction.

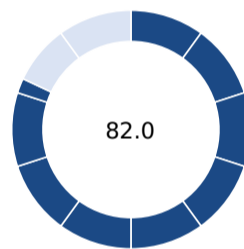
Protecting Minority Investors - North Macedonia

Stock exchange information

Stock exchange	Macedonian Stock Exchange
Stock exchange URL	http://www.mse.org.mk
Listed firms with equity securities	78
City Covered	Skopje

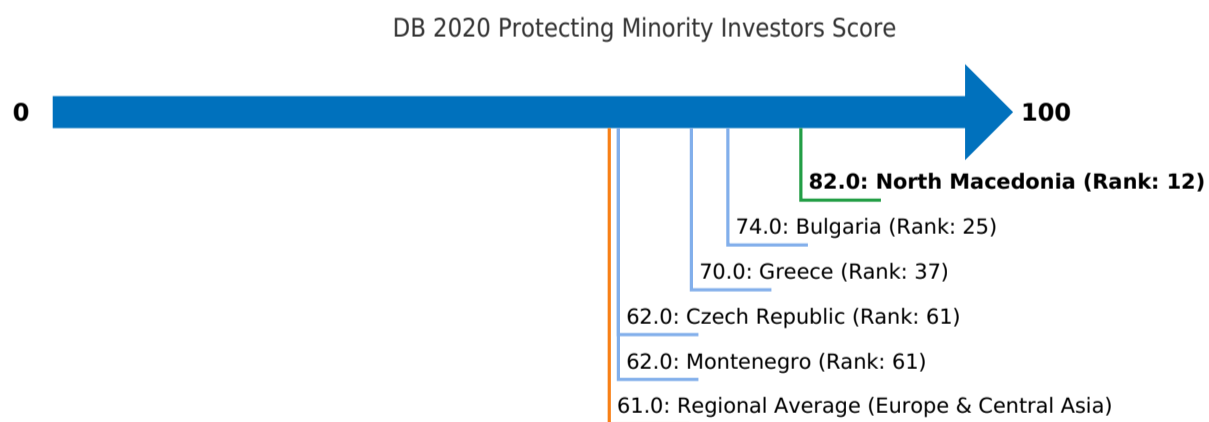
Indicator	North Macedonia	Europe & Central Asia	OECD high income	Best Regulatory Performance
Extent of disclosure index (0-10)	10.0	7.5	6.5	10 (13 Economies)
Extent of director liability index (0-10)	9.0	5.0	5.3	10 (3 Economies)
Ease of shareholder suits index (0-10)	5.0	6.8	7.3	10 (Djibouti)
Extent of shareholder rights index (0-6)	5.0	3.4	4.7	6 (19 Economies)
Extent of ownership and control index (0-7)	6.0	3.7	4.5	7 (9 Economies)
Extent of corporate transparency index (0-7)	6.0	4.1	5.7	7 (13 Economies)

Figure - Protecting Minority in North Macedonia - Score



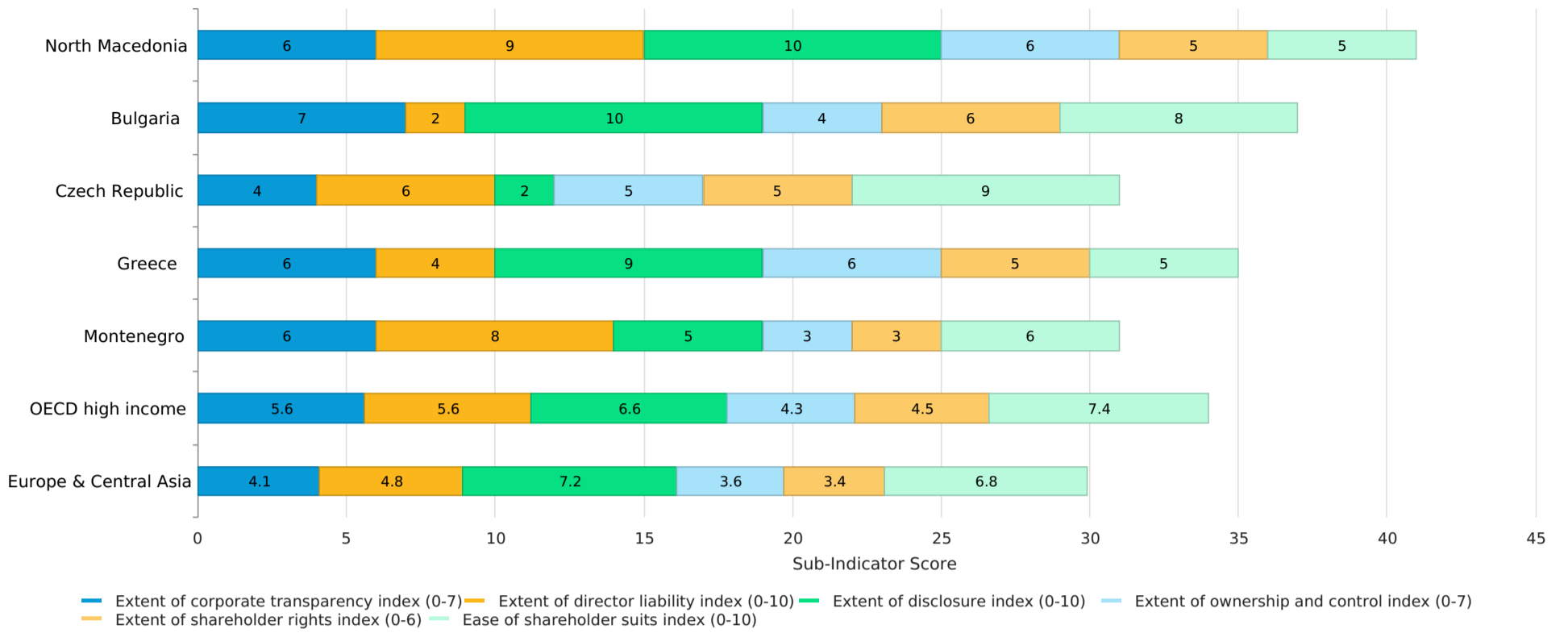
Score - Protecting Minority Investors

Figure - Protecting Minority Investors in North Macedonia and comparator economies - Ranking and Score



Note: The ranking of economies on the strength of minority investor protections is determined by sorting their scores for protecting minority investors. These scores are the simple average of the scores for the extent of conflict of interest regulation index and the extent of shareholder governance index.

Figure - Protecting Minority Investors in North Macedonia and comparator economies - Measure of Quality



Details - Protecting Minority Investors in North Macedonia - Measure of Quality

	Answer	Score
Extent of conflict of interest regulation index (0-30)		
Extent of disclosure index (0-10)		10.0
Whose decision is sufficient to approve the Buyer-Seller transaction? (0-3)	Shareholders excluding interested parties	3.0
Must an external body review the terms of the transaction before it takes place? (0-1)	Yes	1.0
Must Mr. James disclose his conflict of interest to the board of directors? (0-2)	Full disclosure of all material facts	2.0
Must Buyer disclose the transaction in periodic filings (e.g. annual reports)? (0-2)	Disclosure on the transaction and on the conflict of interest	2.0
Must Buyer immediately disclose the transaction to the public? (0-2)	Disclosure on the transaction and on the conflict of interest	2.0
Extent of director liability index (0-10)		9.0
Can shareholders representing 10% of Buyer's share capital sue for the damage the transaction caused to Buyer? (0-1)	Yes	1.0
Can shareholders hold Mr. James liable for the damage the transaction caused to Buyer? (0-2)	Liable if unfair or prejudicial	2.0
Can shareholders hold the other directors liable for the damage the transaction caused to Buyer? (0-2)	Liable if unfair or prejudicial	2.0
Must Mr. James pay damages for the harm caused to Buyer upon a successful claim by shareholders? (0-1)	Yes	1.0
Must Mr. James repay profits made from the transaction upon a successful claim by shareholders? (0-1)	No	0.0
Is Mr. James disqualified upon a successful claim by shareholders? (0-1)	Yes	1.0
Can a court void the transaction upon a successful claim by shareholders? (0-2)	Voidable if unfair or prejudicial	2.0
Ease of shareholder suits index (0-10)		5.0
Before suing, can shareholders representing 10% of Buyer's share capital inspect the transaction documents? (0-1)	Yes	1.0
Can the plaintiff obtain any documents from the defendant and witnesses at trial? (0-3)	Documents that the defendant relied on	1.0
Can the plaintiff request categories of documents from the defendant without identifying specific ones? (0-1)	No	0.0
Can the plaintiff directly question the defendant and witnesses at trial? (0-2)	Yes	2.0
Is the level of proof required for civil suits lower than that of criminal cases? (0-1)	No	0.0
Can shareholder plaintiffs recover their legal expenses from the company? (0-2)	Yes if successful	1.0
Extent of shareholder governance index (0-20)		
Extent of shareholder rights index (0-6)		5.0
Does the sale of 51% of Buyer's assets require shareholder approval?	Yes	1.0
Can shareholders representing 10% of Buyer's share capital call for a meeting of shareholders?	Yes	1.0
Must Buyer obtain its shareholders' approval every time it issues new shares?	Yes	1.0
Do shareholders automatically receive preemption rights every time Buyer issues new shares?	No	0.0
Do shareholders elect and dismiss the external auditor?	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
Extent of ownership and control index (0-7)		6.0
Is it forbidden to appoint the same individual as CEO and chairperson of the board of directors?	Yes	1.0

Paying Taxes

This topic records the taxes and mandatory contributions that a medium-size company must pay or withhold in a given year, as well as the administrative burden of paying taxes and contributions and complying with postfiling procedures (VAT refund and tax audit). The most recent round of data collection for the project was completed in May 2019 covering for the Paying Taxes indicator calendar year 2018 (January 1, 2018 - December 31, 2018). [See the methodology for more information.](#)

What the indicators measure

Tax payments for a manufacturing company in 2018 (number per year adjusted for electronic and joint filing and payment)

- Total number of taxes and contributions paid or withheld, including consumption taxes (value added tax, sales tax or goods and service tax)
- Method and frequency of filing and payment

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

- Collecting information, computing tax payable
- Preparing separate tax accounting books, if required
- Completing tax return, filing with agencies
- Arranging payment or withholding

Total tax and contribution rate (% of commercial profits)

- Profit or corporate income tax
- Social contributions, labor taxes paid by employer
- Property and property transfer taxes
- Dividend, capital gains, financial transactions taxes
- Waste collection, vehicle, road and other taxes

Postfiling Index

- Time to comply with VAT refund (hours)
- Time to obtain VAT refund (weeks)
- Time to comply with a corporate income tax correction (hours)
- Time to complete a corporate income tax correction (weeks)

Case study assumptions

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

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

- TaxpayerCo is a medium-size business that started operations on January 1, 2017. It produces ceramic flowerpots and sells them at retail. All taxes and contributions recorded are paid in the second year of operation (calendar year 2018). Taxes and mandatory contributions are measured at all levels of government.

The VAT refund process:

- In June 2018, TaxpayerCo. makes a large capital purchase: the value of the machine is 65 times income per capita of the economy. Sales are equally spread per month (1,050 times income per capita divided by 12) and cost of goods sold are equally expensed per month (875 times income per capita divided by 12). The machinery seller is registered for VAT and excess input VAT incurred in June will be fully recovered after four consecutive months if the VAT rate is the same for inputs, sales and the machine and the tax reporting period is every month. Input VAT will exceed Output VAT in June 2018.

The corporate income tax audit process:

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

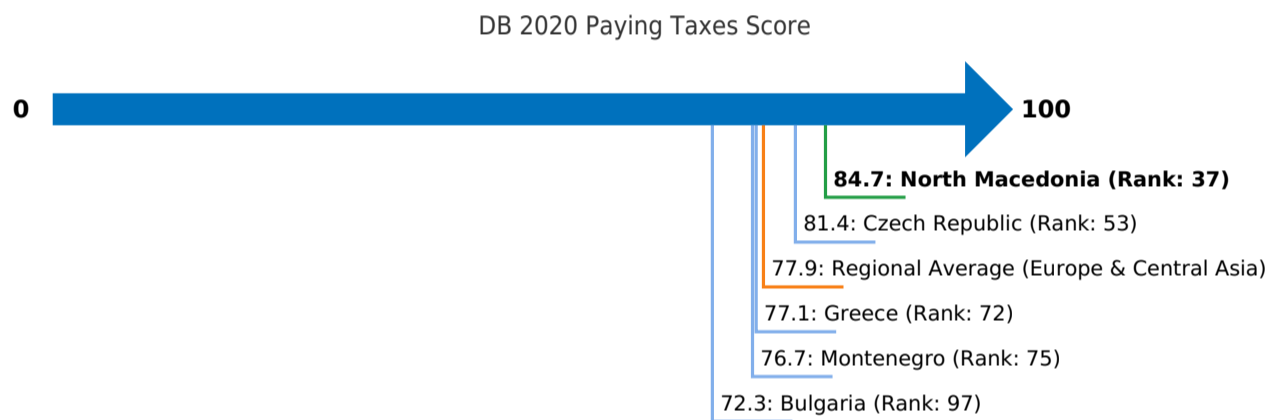
Paying Taxes - North Macedonia

Indicator	North Macedonia	Europe & Central Asia	OECD high income	Best Regulatory Performance
Payments (number per year)	7	14.4	10.3	3 (2 Economies)
Time (hours per year)	119	213.1	158.8	49 (3 Economies)
Total tax and contribution rate (% of profit)	13.0	31.7	39.9	26.1 (33 Economies)
Postfiling index (0-100)	56.4	68.2	86.7	None in 2018/19

Figure - Paying Taxes in North Macedonia - Score

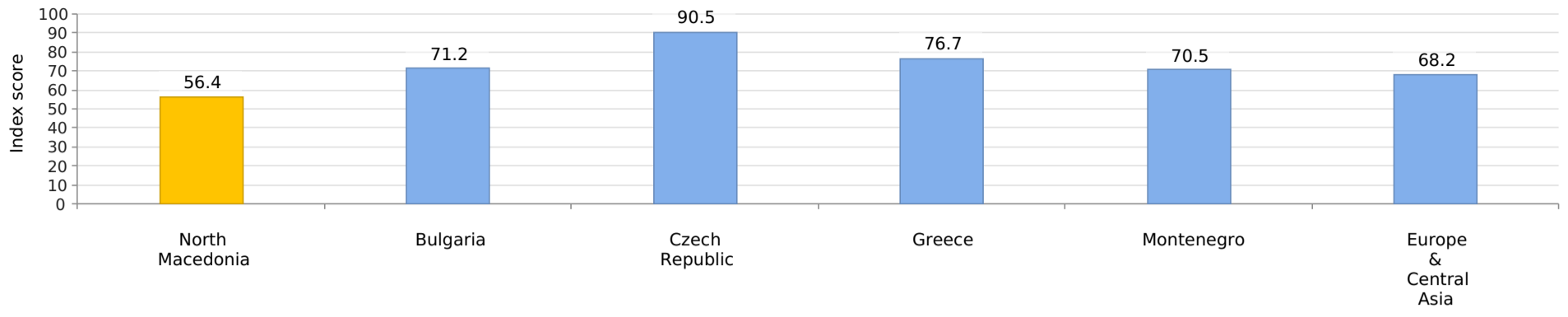


Figure - Paying Taxes in North Macedonia and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of paying taxes is determined by sorting their scores for paying taxes. These scores are the simple average of the scores for each of the component indicators, with a threshold and a nonlinear transformation applied to one of the component indicators, the total tax and contribution rate. The threshold is defined as the total tax and contribution 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 and contribution rate below this threshold receive the same score as the economy at the threshold.

Figure - Paying Taxes in North Macedonia and comparator economies - Measure of Quality



Details - Paying Taxes in North Macedonia

Tax or mandatory contribution	Payments (number)	Notes on Payments	Time (hours)	Statutory tax rate	Tax base	Total tax and contribution rate (% of profit)	Notes on TTCR
Corporate income tax	1.0	online	19.0	10%	taxable profit	11.03	
Property transfer tax	1.0			3%	sale price	1.82	
Municipal fee	1.0			MKD 8,000	fixed fee	0.06	
Property tax	1.0			0.1%	land value	0.05	
Employee paid - Social security contributions	1.0	online	56.0	27%	gross salaries	0.00	withheld
Fuel tax	1.0				included into fuel price	0.00	small amount
Value added tax (VAT)	1.0	online	44.0	18%	value added	0.00	not included
Totals	7		119			13.0	

Details - Paying Taxes in North Macedonia - Tax by Type

Taxes by type	Answer
Profit tax (% of profit)	11.0
Labor tax and contributions (% of profit)	0.0
Other taxes (% of profit)	1.9

Details - Paying Taxes in North Macedonia - Measure of Quality

	Answer	Score
Postfiling index (0-100)		56.4
VAT refunds		
Does VAT exist?	Yes	
Does a VAT refund process exist per the case study?	Yes	
Restrictions on VAT refund process	none	
Percentage of cases exposed to a VAT audit (%)	50% - 74%	
Is there a mandatory carry forward period?	No	
Time to comply with VAT refund (hours)	10.0	80.0
Time to obtain VAT refund (weeks)	37.0	35.3
Corporate income tax audits		
Does corporate income tax exist?	Yes	
Percentage of cases exposed to a corporate income tax audit (%)	25% - 49%	
Time to comply with a corporate income tax correction (hours)	21.5	63.3
Time to complete a corporate income tax correction (weeks)	17.0	46.9

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

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

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

The postfiling index is the average of the scores on time to comply with VAT refund, time to obtain a VAT refund, time to comply with a corporate income tax correction and time to complete a corporate income tax correction.

N/A = Not applicable.

Trading across Borders

Doing Business records the time and cost associated with the logistical process of exporting and importing goods. *Doing Business* measures the time and cost (excluding tariffs) associated with three sets of procedures—documentary compliance, border compliance and domestic transport—within the overall process of exporting or importing a shipment of goods. The most recent round of data collection for the project was completed in May 2019. [See the methodology for more information.](#)

What the indicators measure

Documentary compliance

- Obtaining, preparing and submitting documents during transport, clearance, inspections and port or border handling in origin economy
- Obtaining, preparing and submitting documents required by destination economy and any transit economies
- Covers all documents required by law and in practice, including electronic submissions of information

Border compliance

- Customs clearance and inspections
- Inspections by other agencies (if applied to more than 20% of shipments)
- Handling and inspections that take place at the economy's port or border

Domestic transport

- Loading or unloading of the shipment at the warehouse or port/border
- Transport between warehouse and port/border
- Traffic delays and road police checks while shipment is en route

Case study assumptions

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

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

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

Assumptions of the case study:

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

Trading across Borders - North Macedonia

Indicator	North Macedonia	Europe & Central Asia	OECD high income	Best Regulatory Performance
Time to export: Border compliance (hours)	9	16.1	12.7	1 (19 Economies)
Cost to export: Border compliance (USD)	103	150.0	136.8	0 (19 Economies)
Time to export: Documentary compliance (hours)	2	25.1	2.3	1 (26 Economies)
Cost to export: Documentary compliance (USD)	45	87.6	33.4	0 (20 Economies)
Time to import: Border compliance (hours)	8	20.4	8.5	1 (25 Economies)
Cost to import: Border compliance (USD)	150	158.8	98.1	0 (28 Economies)
Time to import: Documentary compliance (hours)	3	23.4	3.4	1 (30 Economies)
Cost to import: Documentary compliance (USD)	50	85.9	23.5	0 (30 Economies)

Figure - Trading across Borders in North Macedonia - Score

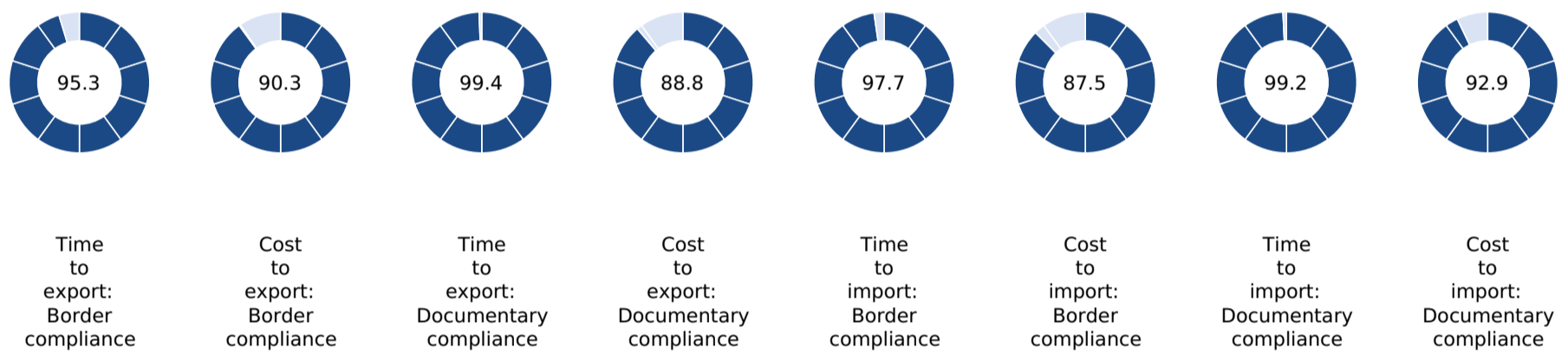
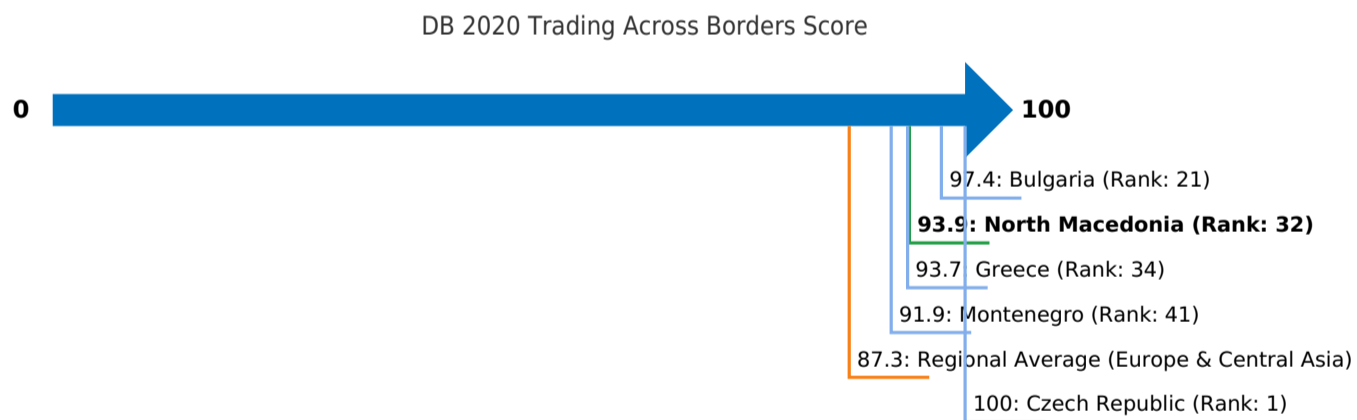
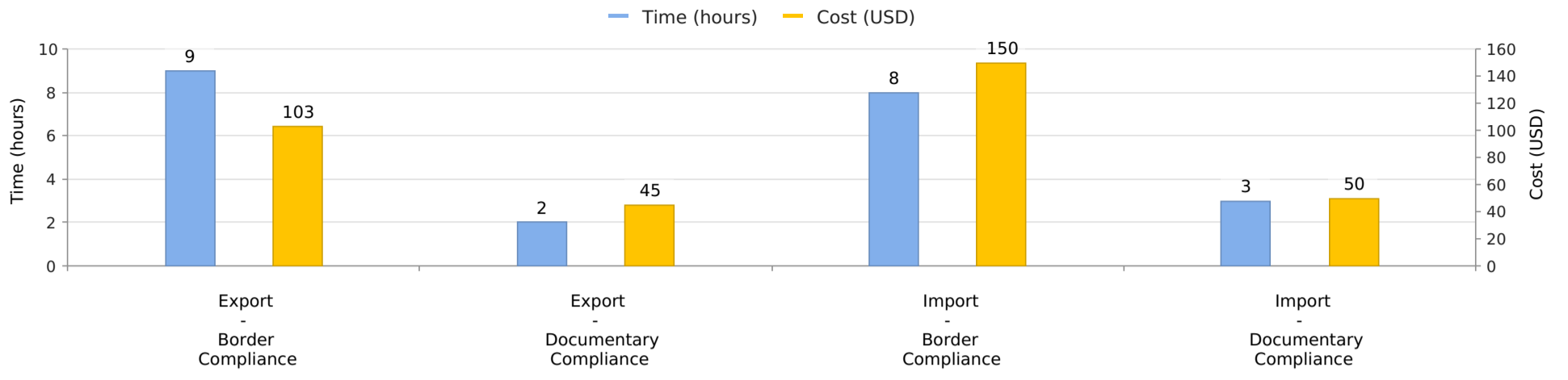


Figure - Trading across Borders in North Macedonia and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of trading across borders is determined by sorting their scores for trading across borders. These scores are the simple average of the scores for the time and cost for documentary compliance and border compliance to export and import.

Figure - Trading across Borders in North Macedonia - Time and Cost



Details - Trading across Borders in North Macedonia

Characteristics	Export	Import
Product	HS 72 : Iron and steel	HS 8708: Parts and accessories of motor vehicles
Trade partner	China	Germany
Border	Bogorodica border crossing	Tabanovce border crossing
Distance (km)	165	50
Domestic transport time (hours)	3	2
Domestic transport cost (USD)	200	150

Details - Trading across Borders in North Macedonia - Components of Border Compliance

	Time to Complete (hours)	Associated Costs (USD)
Export: Clearance and inspections required by customs authorities	5.0	67.5
Export: Clearance and inspections required by agencies other than customs	0.0	0.0
Export: Port or border handling	3.5	35.0
Import: Clearance and inspections required by customs authorities	6.0	125.0
Import: Clearance and inspections required by agencies other than customs	0.0	0.0
Import: Port or border handling	1.5	25.0

Details - Trading across Borders in North Macedonia - Trade Documents

Export

Import

Bill of lading

CMR waybill

CMR waybill

Commercial invoice

Commercial invoice

Declaration of conformity

Customs export declaration

EUR 1 - Certificate of origin

Packing list

Customs import declaration

SOLAS certificate

Transit document (T1)

Enforcing Contracts

The enforcing contracts indicator measures the time and cost for resolving a commercial dispute through a local first-instance court, and the quality of judicial processes index, evaluating whether each economy has adopted a series of good practices that promote quality and efficiency in the court system. The most recent round of data collection was completed in May 2019. [See the methodology for more information.](#)

What the indicators measure

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

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

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

- Average attorney fees
- Court costs
- Enforcement costs

Quality of judicial processes index (0-18)

- Court structure and proceedings (-1-5)
- Case management (0-6)
- Court automation (0-4)
- Alternative dispute resolution (0-3)

Case study assumptions

The dispute in the case study involves the breach of a sales contract between two 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 on the time and comparable across economies, several assumptions about the case are used:

- 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 furniture, then fails to pay alleging that the goods are not of adequate quality.
- 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 whichever is greater.
- The Seller requests the pretrial attachment of the defendant's movable assets to secure the claim.
- The claim is disputed on the merits because of Buyer's allegation that the quality of the goods was not adequate.
- 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 - North Macedonia

Standardized Case

Claim value	MKD 569,729
Court name	Skopje First Instance Court II-Small claims division
City Covered	Skopje

Indicator	North Macedonia	Europe & Central Asia	OECD high income	Best Regulatory Performance
Time (days)	634	496.4	589.6	120 (Singapore)
Cost (% of claim value)	28.6	26.6	21.5	0.1 (Bhutan)
Quality of judicial processes index (0-18)	13.0	10.3	11.7	None in 2018/19

Figure - Enforcing Contracts in North Macedonia - Score

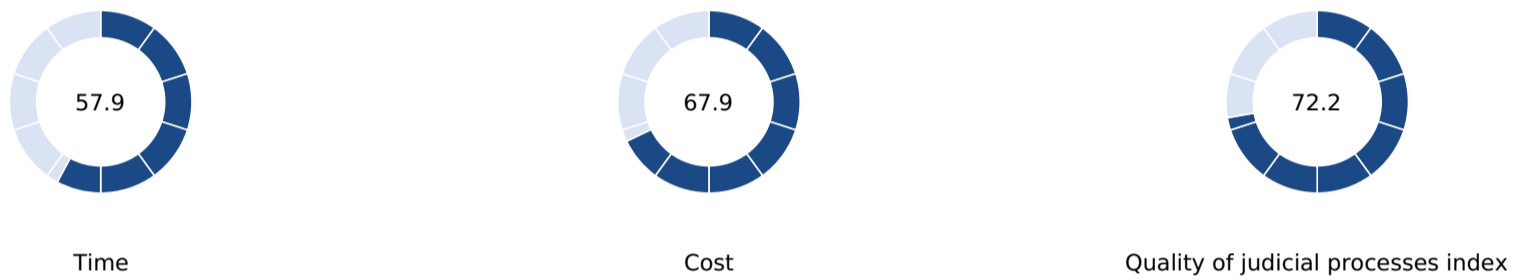
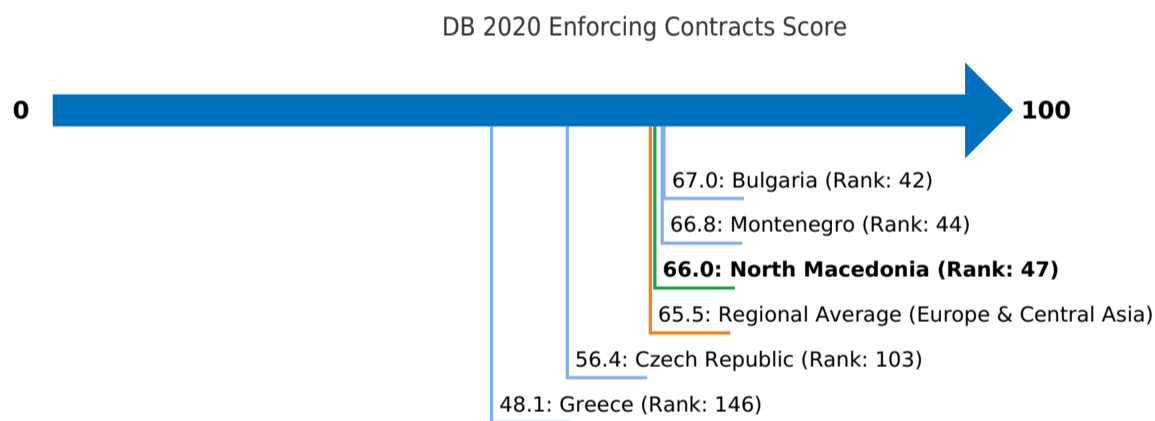


Figure - Enforcing Contracts in North Macedonia and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of enforcing contracts is determined by sorting their scores for enforcing contracts. These scores are the simple average of the scores for each of the component indicators.

Figure - Enforcing Contracts in North Macedonia - Time and Cost

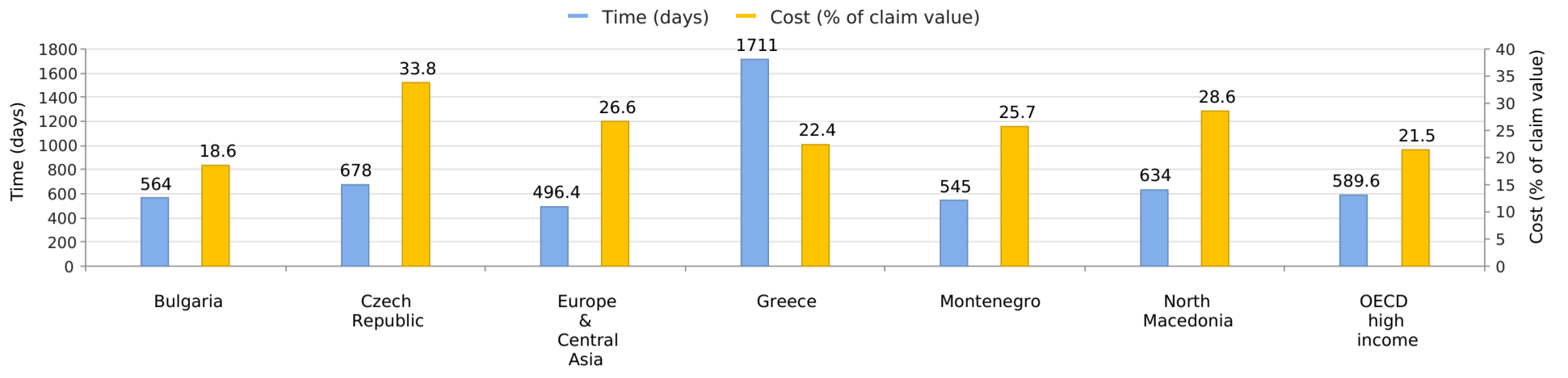
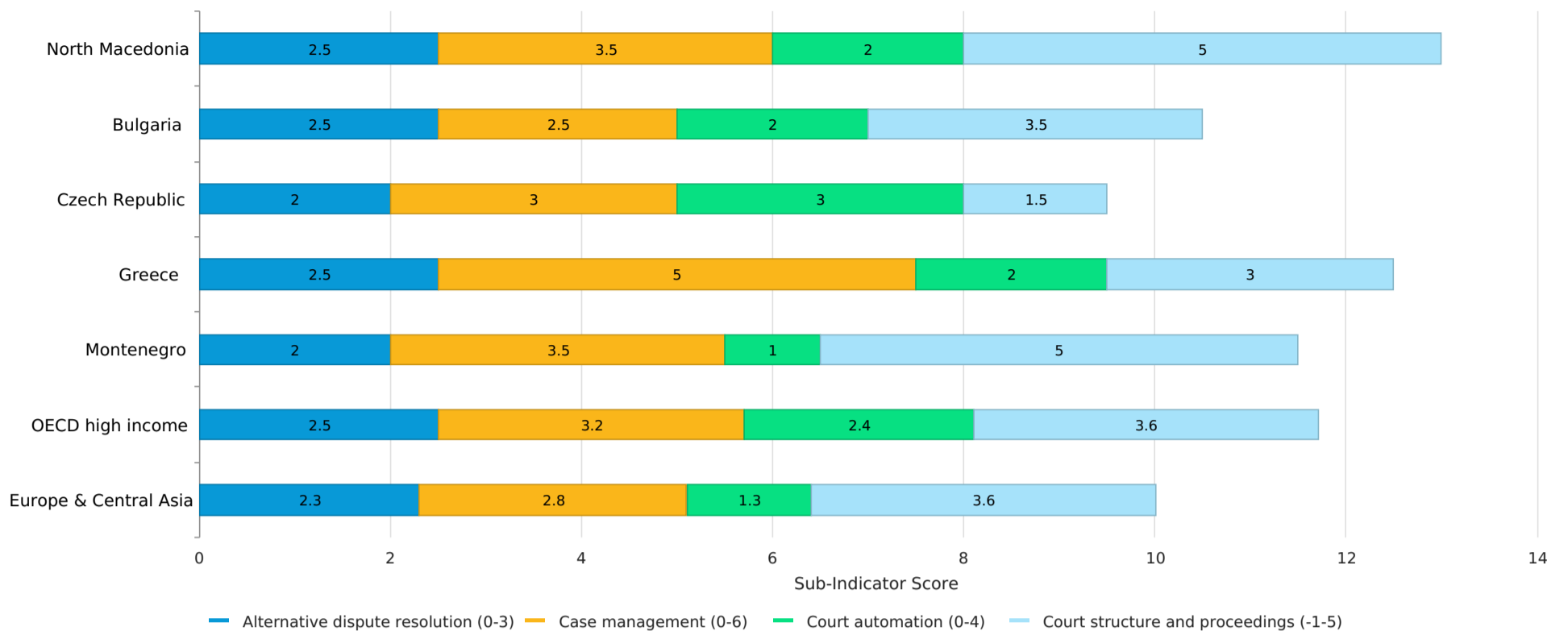


Figure - Enforcing Contracts in North Macedonia and comparator economies - Measure of Quality



Details - Enforcing Contracts in North Macedonia

	Indicator
Time (days)	634
Filing and service	70
Trial and judgment	437
Enforcement of judgment	127
Cost (% of claim value)	28.6
Attorney fees	16.3
Court fees	6.9
Enforcement fees	5.4
Quality of judicial processes index (0-18)	13.0
Court structure and proceedings (-1-5)	5.0
Case management (0-6)	3.5
Court automation (0-4)	2.0
Alternative dispute resolution (0-3)	2.5

Details - Enforcing Contracts in North Macedonia - Measure of Quality

	Answer	Score
Quality of judicial processes index (0-18)		13.0
Court structure and proceedings (-1-5)		5.0
1. Is there a court or division of a court dedicated solely to hearing commercial cases?	Yes	1.5
2. Small claims court		1.5
2.a. Is there a small claims court or a fast-track procedure for small claims?	Yes	
2.b. If yes, is self-representation allowed?	Yes	
3. Is pretrial attachment available?	Yes	1.0
4. Are new cases assigned randomly to judges?	Yes, automatic	1.0
5. Does a woman's testimony carry the same evidentiary weight in court as a man's?	Yes	0.0
Case management (0-6)		3.5
1. Time standards		1.0
1.a. Are there laws setting overall time standards for key court events in a civil case?	Yes	
1.b. If yes, are the time standards set for at least three court events?	Yes	
1.c. Are these time standards respected in more than 50% of cases?	Yes	
2. Adjournments		0.5
2.a. Does the law regulate the maximum number of adjournments that can be granted?	No	
2.b. Are adjournments limited to unforeseen and exceptional circumstances?	Yes	
2.c. If rules on adjournments exist, are they respected in more than 50% of cases?	Yes	
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?	Yes	1.0
4. Is a pretrial conference among the case management techniques used before the competent court?	No	0.0
5. Are there any electronic case management tools in place within the competent court for use by judges?	Yes	1.0
6. Are there any electronic case management tools in place within the competent court for use by lawyers?	No	0.0
Court automation (0-4)		2.0
1. Can the initial complaint be filed electronically through a dedicated platform within the competent court?	No	0.0
2. Is it possible to carry out service of process electronically for claims filed before the competent court?	Yes	1.0
3. Can court fees be paid electronically within the competent court?	No	0.0
4. Publication of judgments		1.0
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?	Yes	
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	
Alternative dispute resolution (0-3)		2.5
1. Arbitration		1.0
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	
1.b. Are there any commercial disputes—aside from those that deal with public order or public policy—that cannot be submitted to arbitration?	Yes	
1.c. Are valid arbitration clauses or agreements usually enforced by the courts?	Yes	
2. Mediation/Conciliation		1.5

Resolving Insolvency

Doing Business studies the time, cost and outcome of insolvency proceedings involving domestic legal entities. These variables are used to calculate the recovery rate, which is recorded as cents on the dollar recovered by secured creditors through reorganization, liquidation or debt enforcement (foreclosure or receivership) proceedings. To determine the present value of the amount recovered by creditors, *Doing Business* uses the lending rates from the International Monetary Fund, supplemented with data from central banks and the Economist Intelligence Unit. The most recent round of data collection was completed in May 2019. [See the methodology for more information.](#)

What the indicators measure

Time required to recover debt (years)

- Measured in calendar years
- Appeals and requests for extension are included

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

- Measured as percentage of estate value
- Court fees
- Fees of insolvency administrators
- Lawyers' fees
- Assessors' and auctioneers' fees
- Other related fees

Outcome

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

Recovery rate for creditors

- Measures the cents on the dollar recovered by secured creditors
- Outcome for the business (survival or not) determines the maximum value that can be recovered
- Official costs of the insolvency proceedings are deducted
- Depreciation of furniture is taken into account
- Present value of debt recovered

Strength of insolvency framework index (0- 16)

- Sum of the scores of four component indices:
- Commencement of proceedings index (0-3)
- Management of debtor's assets index (0-6)
- Reorganization proceedings index (0-3)
- Creditor participation index (0-4)

Case study assumptions

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

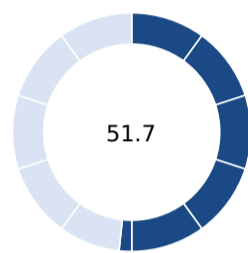
- A hotel located in the largest city (or cities) has 201 employees and 50 suppliers. The hotel experiences financial difficulties.
- The value of the hotel is 100% of the income per capita or the equivalent in local currency of USD 200,000, whichever is greater.
- The hotel has a loan from a domestic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

In addition, *Doing Business* evaluates the quality of legal framework applicable to judicial liquidation and reorganization proceedings and the extent to which best insolvency practices have been implemented in each economy covered.

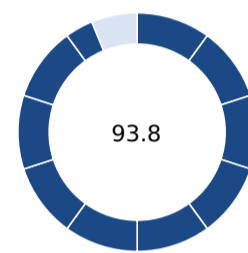
Resolving Insolvency - North Macedonia

Indicator	North Macedonia	Europe & Central Asia	OECD high income	Best Regulatory Performance
Recovery rate (cents on the dollar)	48.0	38.5	70.2	92.9 (Norway)
Time (years)	1.5	2.3	1.7	0.4 (Ireland)
Cost (% of estate)	10.0	13.3	9.3	1.0 (Norway)
Outcome (0 as piecemeal sale and 1 as going concern)	0
Strength of insolvency framework index (0-16)	15.0	11.2	11.9	None in 2018/19

Figure - Resolving Insolvency in North Macedonia - Score

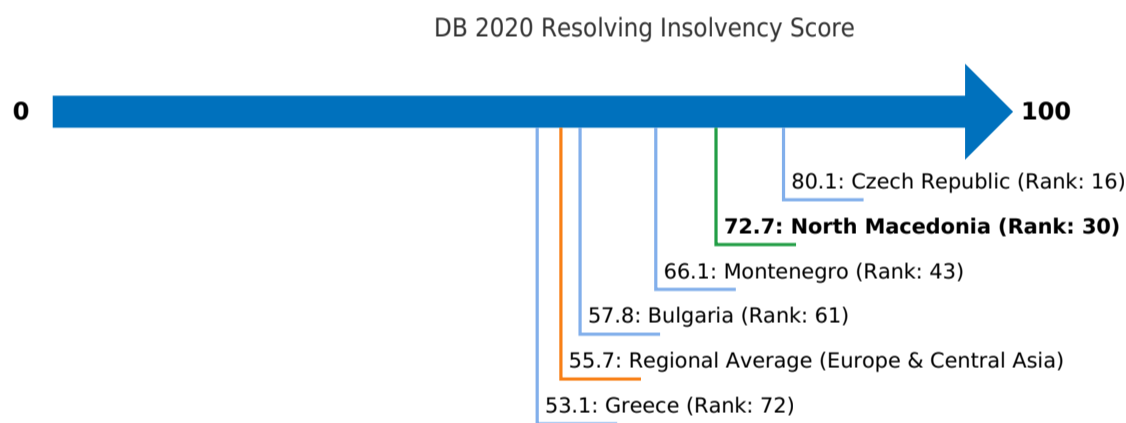


Recovery rate



Strength of insolvency framework index

Figure - Resolving Insolvency in North Macedonia and comparator economies - Ranking and Score



Note: The ranking of economies on the ease of resolving insolvency is determined by sorting their scores for resolving insolvency. These scores are the simple average of the scores for the recovery rate and the strength of insolvency framework index.

Figure - Resolving Insolvency in North Macedonia - Time and Cost

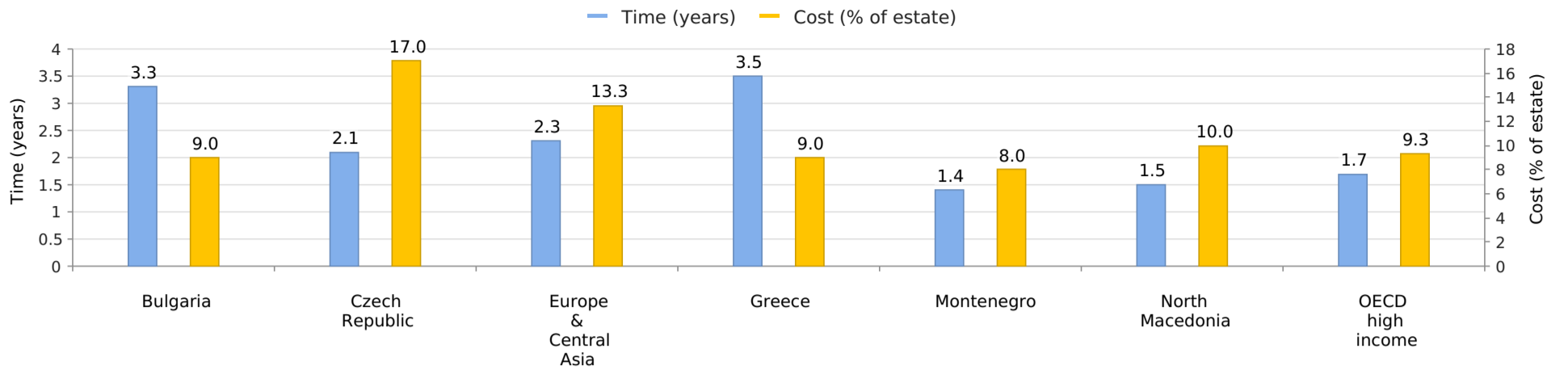
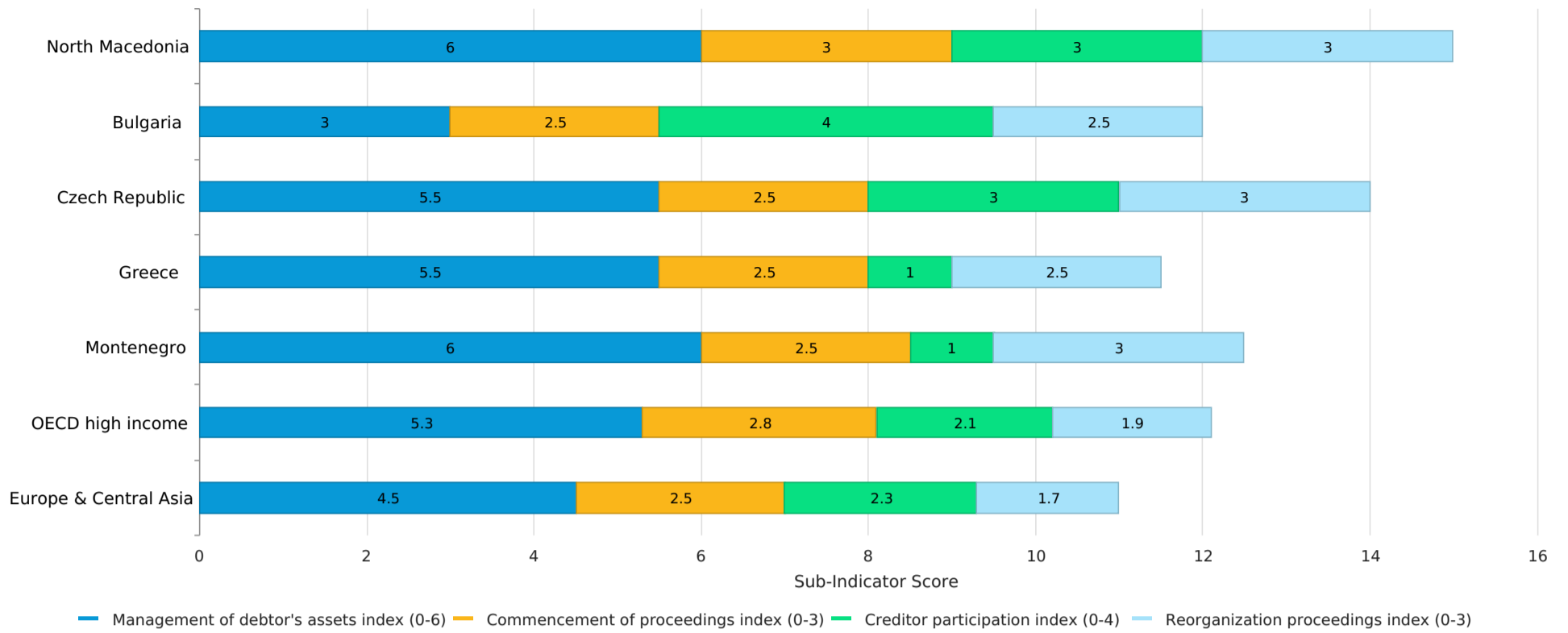
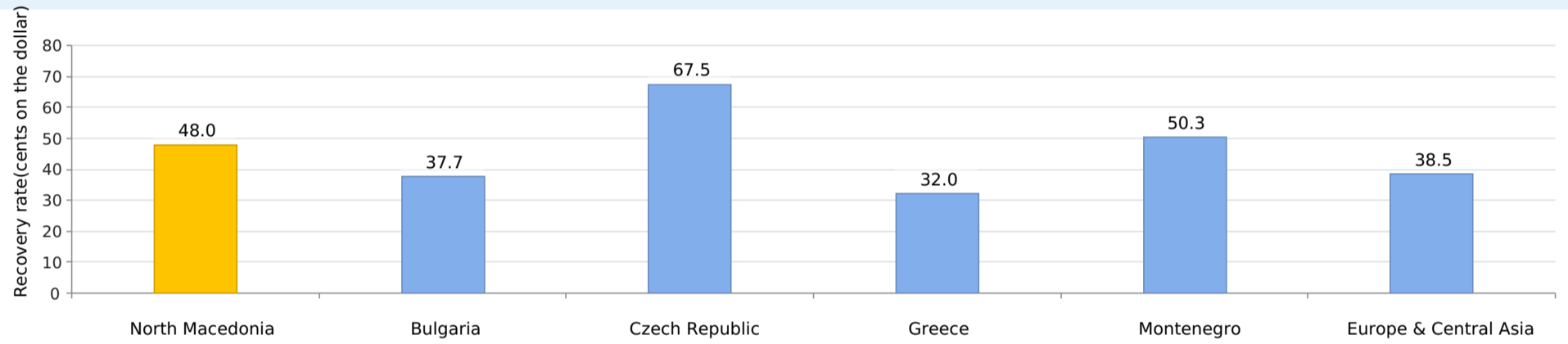


Figure - Resolving Insolvency in North Macedonia and comparator economies - Measure of Quality



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."

Figure - Resolving Insolvency in North Macedonia and comparator economies - Recovery Rate



Details - Resolving Insolvency in North Macedonia

Indicator	Answer	Score
Proceeding	liquidation	BizBank will initiate bankruptcy proceedings and creditors will need to decide at a later stage whether they want to proceed with reorganization or liquidation. Reorganizations in Macedonia are very rare; creditors are likely to vote for liquidation. Mirage management will likely propose to reorganize the hotel. However, BizBank, as the principal creditor, will push for liquidation, because it can receive the proceeds of the sale right away, rather than wait for loan repayment in the future in case of reorganization.
Outcome	piecemeal sale	The hotel does not have sufficient cash flow to operate without assistance and it will be difficult to find a buyer willing to purchase the hotel as a going concern.
Time (in years)	1.5	Liquidation proceedings may take up to 1.5 years. Time has improved recently as a result of reforms implemented over the past several years aimed at improving efficiency of the process. BizBank must file its insolvency petition within 45 days of Mirage`s default on the loan. Within 30 days of the filing, the court will issue a decision commencing insolvency proceeding, appointing a bankruptcy trustee and call for creditors to file their claims within 15 days of publication of the announcement in the Official Gazette. Then the examination hearing must be appoint in the next 45 days. From the day when bankruptcy proceeding was commenced to the day when examination hearing is appointed will past about 60 days. Then the bankruptcy trustee prepares a charter of claims within 15 days after filling the claims from the creditors and on the examination hearing the bankruptcy trustee shall give a statement for each of the received claims. Creditors who are not satisfied with trustee`s decision can start separate litigation proceedings. On the first meeting of the creditors, the creditors have to decide whether to proceed with reorganization or with liquidation of the company. If the creditors decide to liquidate the company, the bankruptcy assets will be sold by e- commerce with public auction. The whole process of sale must end within 90 days of the made decision for liquidation. If the Company's assets can`t be sold after three auctions than the judge in 8 days will make a decision for distribution of the bankruptcy assets among the creditors.
Cost (% of estate)	10.0	Major expenses include remuneration of the insolvency representative (5%), attorney's fees (3%) and fees of other professionals involved in the insolvency proceedings (2%).
Recovery rate (cents on the dollar)		48.0

Details - Resolving Insolvency in North Macedonia - Measure of Quality

	Answer	Score
Strength of insolvency framework index (0-16)		15.0
Commencement of proceedings index (0-3)		3.0
What procedures are available to a DEBTOR when commencing insolvency proceedings?	(a) Debtor may file for both liquidation and reorganization	1.0
Does the insolvency framework allow a CREDITOR to file for insolvency of the debtor?	(a) Yes, a creditor may file for both liquidation and reorganization	1.0
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 (b) The value of debtor's liabilities exceeds the value of its assets	(a) Debtor is generally unable to pay its debts as they mature	1.0
Management of debtor's assets index (0-6)		6.0
Does the insolvency framework allow the continuation of contracts supplying essential goods and services to the debtor?	Yes	1.0
Does the insolvency framework allow the rejection by the debtor of overly burdensome contracts?	Yes	1.0
Does the insolvency framework allow avoidance of preferential transactions?	Yes	1.0
Does the insolvency framework allow avoidance of undervalued transactions?	Yes	1.0
Does the insolvency framework provide for the possibility of the debtor obtaining credit after commencement of insolvency proceedings?	Yes	1.0
Does the insolvency framework assign priority to post-commencement credit?	(b) Yes over ordinary unsecured creditors but not over secured creditors	1.0
Reorganization proceedings index (0-3)		3.0
Which creditors vote on the proposed reorganization plan?	(b) Only creditors whose rights are affected by the proposed plan	1.0
Does the insolvency framework require that dissenting creditors in reorganization receive at least as much as what they would obtain in a liquidation?	Yes	1.0
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?	Yes	1.0
Creditor participation index (0-4)		3.0
Does the insolvency framework require approval by the creditors for selection or appointment of the insolvency representative?	Yes	1.0
Does the insolvency framework require approval by the creditors for sale of substantial assets of the debtor?	Yes	1.0
Does the insolvency framework provide that a creditor has the right to request information from the insolvency representative?	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

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."

Employing Workers

Doing Business presents detailed data for the employing workers indicators on the *Doing Business* website (<http://www.doingbusiness.org>). The study does not present rankings of economies on these indicators or include the topic in the aggregate ease of doing business score or ranking on the ease of doing business.

The most recent round of data collection was completed in May 2019. [See the methodology for more information.](#)

What the indicators measure

Hiring

(i) whether fixed-term contracts are prohibited for permanent tasks; (ii) maximum cumulative duration of fixed-term contracts; (iii) length of the maximum probationary period; (iv) minimum wage; (v) ratio of minimum wage to the average value added per worker.

Working hours

(i) maximum number of working days allowed per week; (ii) premiums for work: at night, on a weekly rest day and overtime; (iii) whether there are restrictions on work at night, work on a weekly rest day and for overtime work; (iv) length of paid annual leave.

Redundancy rules

(i) whether redundancy can be basis for terminating workers; (ii) whether employer needs to notify and/or get approval from third party to terminate 1 redundant worker and a group of 9 redundant workers; (iii) whether the law requires employer to reassign or retrain a worker before making worker redundant; (iv) whether priority rules apply for redundancies and reemployment.

Redundancy cost

(i) notice period for redundancy dismissal; (ii) severance payments, and (iii) penalties due when terminating a redundant worker. Data on the availability of unemployment protection for a worker with one year of employment is also collected.

Case study assumptions

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.

Employing Workers - North Macedonia

Details - Employing Workers in North Macedonia

	Answer
Hiring	
Fixed-term contracts prohibited for permanent tasks?	No
Maximum length of a single fixed-term contract (months)	60.0
Maximum length of fixed-term contracts, including renewals (months)	60.0
Minimum wage applicable to the worker assumed in the case study (US\$/month)	307.6
Ratio of minimum wage to value added per worker	0.5
Maximum length of probationary period (months)	4.0
Working hours	
Standard workday	8.0
Maximum number of working days per week	6.0
Premium for night work (% of hourly pay)	35.0
Premium for work on weekly rest day (% of hourly pay)	50.0
Premium for overtime work (% of hourly pay)	35.0
Restrictions on night work?	Yes
Restrictions on weekly holiday?	No
Restrictions on overtime work?	No
Paid annual leave for a worker with 1 year of tenure (working days)	20.0
Paid annual leave for a worker with 5 years of tenure (working days)	20.0
Paid annual leave for a worker with 10 years of tenure (working days)	20.0
Paid annual leave (average for workers with 1, 5 and 10 years of tenure, in working days)	20.0
Redundancy rules	
Dismissal due to redundancy allowed by law?	Yes
Third-party notification if one worker is dismissed?	No
Third-party approval if one worker is dismissed?	No
Third-party notification if nine workers are dismissed?	No
Third-party approval if nine workers are dismissed?	No
Retraining or reassignment obligation before redundancy?	No
Priority rules for redundancies?	Yes
Priority rules for reemployment?	Yes
Redundancy cost	
Notice period for redundancy dismissal for a worker with 1 year of tenure (weeks of salary)	4.3
Notice period for redundancy dismissal for a worker with 5 years of tenure (weeks of salary)	4.3
Notice period for redundancy dismissal for a worker with 10 years of tenure (weeks of salary)	4.3
Notice period for redundancy dismissal (average for workers with 1, 5 and 10 years of tenure, in weeks of salary)	4.3
Severance pay for redundancy dismissal for a worker with 1 year of tenure (weeks of salary)	4.3
Severance pay for redundancy dismissal for a worker with 5 years of tenure (weeks of salary)	10.8
Severance pay for redundancy dismissal for a worker with 10 years of tenure (weeks of salary)	15.2

Business Reforms in North Macedonia

From May 2, 2018 to May 1, 2019, 115 economies implemented 294 business regulatory reforms across the 10 areas measured by Doing Business. Reforms inspired by *Doing Business* have been implemented by economies in all regions. The following are reforms implemented since *Doing Business* 2008.

✓ = *Doing Business* reform making it easier to do business. ✗ = Change making it more difficult to do business.

DB2020

✓ **Enforcing Contracts:** North Macedonia made enforcing contracts easier by simplifying the calculation of enforcement fees as well as making the overall process less costly.

Employing Workers: North Macedonia changed its labor regulations on probationary period, priority rules during redundancy dismissals, reemployment, and severance payments.

DB2019

✓ **Dealing with Construction Permits:** Macedonia made the construction permitting process less costly by reducing the land development fees.

DB2017

✓ **Getting Credit:** The Former Yugoslav Republic of Macedonia strengthened access to credit by amending its laws to implement a functional secured transactions system, and allow parties to grant non possessory security rights in a single category of assets with general descriptions.

✓ **Protecting Minority Investors:** FYR Macedonia, strengthened minority investor protections by increasing shareholder rights and role in major corporate decisions, introducing greater requirements for immediate disclosure of related-party transactions to the public, allowing greater access to corporate information during trial and clarifying ownership and control structures.

✗ **Enforcing Contracts:** The Former Yugoslav Republic of Macedonia made enforcing contracts more difficult by adopting amendments to the Law on Civil Procedure that mandate mediation before filing a claim, thus lengthening the initial phase of judicial proceedings.

✓ **Resolving Insolvency:** FYR Macedonia made resolving insolvency easier by changing voting procedures for the reorganization plans and allowing creditors greater participation in insolvency proceedings.

DB2016

✓ **Starting a Business:** The former Yugoslav Republic of Macedonia made starting a business simpler by introducing compulsory online registration carried out by certified agents.

✓ **Protecting Minority Investors:** FYR Macedonia strengthened minority investor protections by providing for both fines and imprisonment of interested directors in prejudicial related-party transactions.

Employing Workers: 1) FYR Macedonia introduced amendments to its Labor Relations Act relating to social contributions, employment contracts, independent contractors, annual leave, overtime work, health inspections and labor disputes. 2) The Former Yugoslav Republic of Macedonia increased the minimum wage.

DB2015

✓ **Starting a Business:** The former Yugoslav Republic of Macedonia made starting a business easier by making online registration free of charge.

✓ **Protecting Minority Investors:** The former Yugoslav Republic of Macedonia strengthened minority investor protections by requiring prior review of related-party transactions by an external auditor.

✓ **Resolving Insolvency:** The former Yugoslav Republic of Macedonia made resolving insolvency easier by establishing a framework for electronic auctions of debtors' assets, streamlining and tightening the time frames for insolvency proceedings and the appeals process and establishing a framework for out-of-court restructurings.

DB2014

✓ **Dealing with Construction Permits:** FYR Macedonia made dealing with construction permits easier by reducing the time required to register a new building and by authorizing the municipality to register the building on behalf of the owner.

✓ **Getting Electricity:** FYR Macedonia made getting electricity easier by reducing the time required to obtain a new connection and by setting fixed connection fees per kilowatt (kW) for connections requiring a capacity below 400 kW.

✓ **Registering Property:** FYR Macedonia made property registration faster and less costly by digitizing the real estate cadastre and eliminating the requirement for an encumbrance certificate.

✓ **Getting Credit:** FYR Macedonia strengthened its secured transactions system by providing more flexibility on the description of assets in a collateral agreement and on the types of debts and obligations that can be secured.

✓ **Protecting Minority Investors:** FYR Macedonia strengthened investor protections by allowing shareholders to request the rescission of unfair related-party transactions and the appointment of an auditor to investigate alleged irregularities in the company's activities.

✓ **Paying Taxes:** FYR Macedonia made paying taxes easier for companies by encouraging the use of electronic filing and payment systems for corporate income and value added taxes.

Doing Business 2020 is the 17th in a series of annual studies investigating the regulations that enhance business activity and those that constrain it. It provides quantitative indicators covering 12 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.

www.doingbusiness.org



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