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REGULATORY EFFICIENCY

SUBNATIONAL BUSINESS READY

Subnational Business Ready in the **European Union 2025:**

SPAIN

With funding by the European Commission

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Foreword

Europe has long been a model of prosperity, but its growth trajectory is testing that standing. Over the past two years, the European Union's real GDP has expanded by only about 1 percent annually, a pace held back primarily by weak productivity gains. Ambitions to accelerate growth are hampered by the difficulty of sustaining a competitive business environment, particularly in high-innovation sectors. Complex, fragmented regulations, for example, often discourage, rather than enable, entrepreneurs.

This sluggish growth is further weighed down by policy uncertainty, partly linked to the global trade slowdown. High public debt compounds the pressure: the European Union's debt-to-GDP ratio has stayed above 80 percent since the pandemic and is unlikely to decline meaningfully in the near term. That constrains governments' capacity to use expansionary fiscal policy to spur growth. At the same time, some may be tempted to intervene in specific sectors and favor certain industries—often without a well-defined rationale.

A more effective and proven path is for both local and national governments to foster a favorable business environment that enables businesses and workers to thrive. This model can empower the private sector in Europe to drive innovation, attract investment, create jobs, and, ultimately, revive economic growth.

The Subnational Business Ready (B-READY) project stands at a defining moment, poised to make a transformative impact. Through in-depth studies across 12 EU Member States, Subnational B-READY provides far more than analysis. It delivers actionable reform pathways that empower governments, energize entrepreneurs, and unleash private-sector potential. By turning evidence into action, these efforts pave the way for dynamic businesses and meaningful jobs, bringing opportunity to the places that need it most and inspiring sustainable growth for the future.

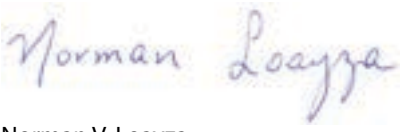
The studies focus on five topics essential for job-rich growth: Business Entry, Business Location, Utility Services, Dispute Resolution, and Business Insolvency. Together, these areas create the foundation for thriving enterprises, enabling firms to launch and expand, ensuring reliable services, and instilling confidence through transparent, efficient rules.

The scale and rigor of this work speak to its exceptional credibility. Subnational B-READY assessments are built on extensive consultations with leading technical experts and a wide range of public authorities, spanning dozens of cities and delving into the intricate local regulations that shape the business climate. This depth turns analysis into action, ensuring that every recommendation is both practical and transformative—rooted in real-world conditions yet tailored to the unique priorities of each region. It is this combination of precision and vision that makes policy recommendations not just relevant, but a catalyst for lasting change.

We are profoundly grateful to the European Commission—especially the Directorate-General for Regional and Urban Policy—for its partnership in this endeavor. This collaboration not only reflects a shared commitment to inclusive growth and vibrant regional development but also underscores the importance of continuing this work. As economic challenges evolve, further studies will be essential

to deepen policy recommendations, track progress, and ensure that reforms remain responsive to emerging needs across regions.

Ultimately, Subnational B-READY studies are far more than reports. They are blueprints for action and catalysts for change—energizing enterprises, strengthening local job markets, and driving inclusive prosperity across the eurozone and the EU. By helping tackle the challenges of policy uncertainty and slow growth, these studies offer practical solutions that restore confidence, boost investment, and lay the foundation for sustained economic progress. Their impact will help shape strategies that secure resilient, shared prosperity in Europe for generations to come.



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The report was edited by Charles Hagner, and layout and design were prepared by Luis Liceaga.

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Data collection was carried out in collaboration with ACAP Consulting Firm, the Chamber of Commerce of Spain, the National Construction Confederation (CNC) and Pérez-Llorca Law Firm. More than 480 busi-ness consultants, engineers, lawyers, legal representatives (*procuradores*), arbitrators, electricians, architects, construction and environmental experts, information technology experts, utility providers, judges, and public officials from the central government, regional and local public administration, and the justice administration contributed to the study. The team would like to express its special gratitude to the national, regional and local public officials and members of the judiciary who participated in the project and who provided comments during the consultation and data review period.

Subnational B-READY is produced by the Regulatory Efficiency team of the Policy Indicators Group (DECIG), within the Development Economics Vice Presidency

(DECVP) of the World Bank, led by Indermit Gill, Senior Vice President and Chief Economist. The team is managed by Valentina Saltane (Manager, DECRE) under the supervision of Norman Loayza (Director, DECIG).

Project implementation was carried out by the Regulatory Efficiency team in collaboration with two other DECIG units: Business Ready, led by Valeria Perotti, and Enterprise Analysis, led by Jorge Rodriguez Meza. The Enterprise Analysis team collected firm-level data through the expanded Enterprise Surveys.

The team extends its apologies to any individuals or organizations inadvertently omitted from this list and conveys its appreciation to all contributors to the Subnational B-READY in the European Union, including those whose names may not be listed here.

Executive Summary

Subnational Business-Ready in the European Union 2025: A Comprehensive Assessment of Regional Business Climate

The Subnational B-READY in the European Union series is a project led by the World Bank's Regulatory Efficiency Unit in partnership with the European Commission's Directorate-General for Regional and Urban Policy (DG REGIO) aimed at assessing and enhancing the business environment across different regions within the European Union. This year, the Subnational B-READY series covers 66 cities across six EU Member States (Czechia, Greece, Ireland, Italy, Poland, and Spain), spanning 64 NUTS2 regions.

This current effort builds on the following two key foundations:

- Between 2017 and 2022, the World Bank conducted a series of *Subnational Doing Business* studies, which assessed 115 locations across 16 Member States, including Bulgaria, Hungary, and Romania (2017); Croatia, Czechia, Portugal, and the Slovak Republic (2018); Greece, Ireland, and Italy (2020); Austria, Belgium, and the Netherlands (2021); and Denmark, Finland, and Sweden (2022).
- In 2024, Phase I of Subnational B-READY in the European Union covered 40 cities in six Member States (Bulgaria, Croatia, Hungary, Portugal, Romania, and the Slovak Republic) across 36 NUTS2 regions (figure 1).

Looking ahead, a third phase is planned for 2026, which will extend coverage to additional Member States, including France and Germany.

Objective

The primary objective of the Subnational B-READY studies is to identify and address regional disparities in regulatory environments and to promote reforms that foster private-sector growth, job creation, and sustainability. The Subnational B-READY series delivers a rigorous, data-driven analysis of business climates at the local level, offering actionable insights for policy makers. By examining key areas of the life cycle of the firm—Business Entry, Business Location (including Property Transfer, Building Permitting,

Figure 1. Cities and topics covered in Subnational B-READY in the European Union series

Source: Regulatory Efficiency Unit, the World Bank.

and Environmental Permitting), Utility Services (Electricity, Water, and Internet), Dispute Resolution, and Business Insolvency—this report offers a road map for improving administrative processes and regulatory frameworks that directly affect businesses at the local level in seventeen Spanish cities: Albacete, Badajoz, Barcelona, Bilbao, Gijón, Logroño, Madrid, Murcia, Las Palmas, Palma de Mallorca, Pamplona, Santander, Sevilla, Valencia, Valladolid, Vigo, and Zaragoza.

Intended Audience

This Subnational B-READY report series targets a wide audience, from national to local government officials, and from private-sector stakeholders to development agencies, policy makers, and researchers. The findings are meant to help these groups identify best practices, reduce regulatory bottlenecks, and foster a more unified and efficient business environment across regions. Additionally, the collected data serve as an effective tool for local governments, enabling them to benchmark and track performance over time vis-à-vis not only national standards but also international benchmarks. The comprehensive underlying country-specific datasets provide ample opportunities for further research in the area of private-sector development and growth.

The Importance of Regional Data

An insight into regional dynamics allows an economy to be more inclusive and sustainable in its economic growth. The Subnational B-READY reports offer governments the evidence needed to design targeted reforms, allowing regions to enhance their business climates and bridge performance gaps. It is hoped that the key findings will encourage peer learning across regions by disseminating good practices observed in high-performing cities. It is expected that such a sharing of best practices would lead to cross-regional improvements and eventually spur competitiveness across the European Union.

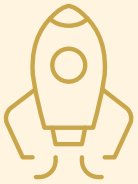
Key Findings

- **Over the past decade, Spain has advanced a pro-business reform agenda focused on digitalization, transparency, and efficiency. Key measures include end-to-end online company incorporation, streamlined permitting, strengthened energy and water standards, improved connectivity, court digitalization, and preventive restructuring frameworks. These efforts are oriented toward a more efficient and digitally enabled business environment across Spanish cities.**
- **Bilbao, Pamplona, Sevilla, and Vigo demonstrate relatively strong performance across most benchmarked areas. Larger cities (such as Barcelona and Madrid), medium-sized cities (such as Valladolid and Pamplona), and smaller cities (such as Logroño) also perform well in several areas. These results indicate that, regardless of city size, the effectiveness of local business regulatory processes and institutional capacity play an important role in shaping regulatory outcomes.**
- **Utility Services is the strongest-performing topic across Spain, with all cities scoring above 80 out of 100 points. Strong regulatory frameworks, advanced digital services, and efficient connection processes drive this performance. Barcelona leads in Pillars I and II, combining a robust regulatory framework with digitalized and transparent service delivery.**
- **Cities perform relatively well on Business Insolvency and Business Entry, supported by effective procedures and consistent public service standards. Valladolid leads in Business Insolvency due to efficient reorganization and liquidation processes, streamlined administrative steps, and simple debt structuring in its micro and small enterprise (MSE)-dominated economy. Badajoz and Barcelona perform strongly in Business Entry.**
- **Business Location is the lowest-scoring topic, limited by gaps in digital integration among the various agencies involved in property transfers, building permits, and environmental approvals. Valladolid ranks comparatively high due to fast construction permit issuance, while Madrid performs well through efficient permitting and relatively lower property transfer costs. Gijón also scores high due to shorter processing times for obtaining a building permit.**

- **Spanish cities generally score higher on the Regulatory Framework (Pillar I) than on Public Services (Pillar II) or Operational Efficiency (Pillar III). Average Pillar I scores are particularly strong for Utility Services (93.9), Business Location (82.1), and Business Insolvency (80.9).**
- **Public Services (Pillar II) show notable variation across cities, especially in Utility Services. Barcelona, Pamplona, and Valencia lead by offering advanced digital platforms and interoperability for water infrastructure and excavation permits, while other cities provide more limited digital services.**
- **Operational Efficiency (Pillar III) drives most of the variability across Spanish cities. Business Location and Dispute Resolution show the largest gaps, with Business Location scores ranging from 26.6 in Palma de Mallorca to 51.6 in Valladolid, and Dispute Resolution scores ranging from 48.8 in Murcia to 85.5 in Pamplona. In Dispute Resolution, the results highlight that strong digitalization and transparency features do not always translate into faster or more cost-effective outcomes, underscoring the importance of efficient operational processes alongside online systems.**
- **Dispute Resolution exhibits the widest variation overall, reflecting differences in court reliability and process efficiency. Pamplona leads due to effective litigation processes and alternative dispute resolution mechanisms, while Murcia records the lowest performance.**
- **Barcelona shows the widest variation in performance across topics, with a 31-point gap between its highest and lowest scores (Utility Services and Business Location, respectively). By contrast, Gijón, Madrid, Las Palmas, and Valladolid display more balanced results, with spreads of around 22 points, indicating comparatively consistent performance across the five benchmarked areas.**
- **City performance varies across the five business regulatory areas. Badajoz and Barcelona lead in Business Entry, Valladolid in Business Location and Business Insolvency, Barcelona in Utility Services, and Pamplona in Dispute Resolution. Other cities that are among the best-performing in specific areas—for example, Bilbao and Logroño in Dispute Resolution, and Gijón and Madrid in Business Location—offer clear opportunities for peer-to-peer learning, where best practices can inform improvements in other cities.**

Areas of Improvement

Business Entry



Several areas remain for improving the streamlining of business entry in Spain. The requirement for paid-in minimum capital continues to form part of the company registration process for both domestic and foreign entrepreneurs, and registration forms remain complex, often necessitating the use of third-party intermediaries. Verification of entrepreneurs' and beneficial owners' identities, as well as updates to statutory company information, still requires notarization, limiting full digital automation. In addition, not all fees associated with business entry can be paid electronically, and multiple registration channels create variations in requirements, fees, and timelines that may be challenging for entrepreneurs to navigate. Introducing simplified registration forms, consolidating procedures into a single digital platform, and enabling automatic identity verification and updates to company information would reduce administrative burdens and enhance Spain's overall business entry environment.

Business Location

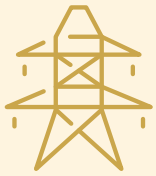
Property Transfer. Most due diligence checks—such as encumbrances, party identities, and cadastral plans—can be completed online, but searches must be conducted across multiple platforms, tax status information is not fully digitized, and not all private properties are registered. Registry filings

are limited to the local office, which can cause delays when some registries face excessive workloads. Real-time interoperability between the Land Registry, Cadaster, municipalities, and tax authorities has not yet been achieved, limiting comprehensive searches and fully integrated property records. Further digitalization and seamless communication between key systems would improve efficiency and reliability. The Cadaster does not publish estimated processing times, land dispute statistics are not published, sex-disaggregated ownership data are unavailable, and information on the cadastral value of privately held properties – used to calculate property taxes – is not publicly accessible and requires either the consent of the property holder or demonstration of a legitimate interest. Systematically collecting and disclosing this information would enhance accountability, promote equity, and improve market efficiency.

Building Permitting. Processing times for building permits are generally lengthy but vary substantially across cities, with some municipalities processing applications much faster than others. Delays often stem from complex legal requirements, incomplete or inaccurate applications, and limited staff capacity. A key shortcoming is the lack of integration between online permitting platforms and external agencies, requiring local authorities to coordinate separately with multiple bodies and adding administrative complexity and delays. Fast-track procedures for low-risk projects and the use of collaborating entities—currently implemented in cities such as Barcelona, Madrid, Valencia, and Vigo—could help alleviate administrative bottlenecks, while standardized review systems could improve efficiency. Permit costs also differ significantly across municipalities and are sometimes disproportionately high. Digital platforms often lack sufficient capacity and, in some cases, provide limited functionality, forcing applicants to submit documentation through multiple channels. To address these issues, municipalities should review and simplify the cost structure, enhance and expand digital platforms for building permits, and strengthen coordination with external agencies. Additional measures—such as automated, project-specific guidance tools (already available in 8 out of 17 cities, including Badajoz, Barcelona, Gijón, Madrid, Las Palmas, Valencia, Valladolid, and Vigo), integration of AI or BIM technology (illustrated by Madrid's BIM-based permitting platform, Madrid-DBP, with a pilot scheduled for 2027), and targeted training for applicants—would reduce delays, strengthen transparency, and improve overall permitting efficiency.

Environmental Permitting. Spain could improve environmental permitting by strengthening coordination among agencies and better integrating procedures into online platforms. Linking Environmental Impact Assessment (EIA) and Strategic Environmental Assessment (EAE) procedures with building permits—including through shared platforms between municipalities and regional governments (*Comunidades Autónomas*)—would reduce redundancies, minimize inconsistencies, and ensure that environmental considerations are fully embedded in planning and construction. Digital permitting systems should also be enhanced to enable the uploading of large files and the downloading of geographical information systems (GIS)-compatible cartographic information, improving the preparation and review of EIAs. Introducing a fast-track option for lower-complexity EIAs could improve workload management and reduce bottlenecks created by the first-come, first-served approach. Finally, the introduction of automatic project-specific guidance tools—particularly needed in Badajoz, Logroño, Palma de Mallorca, Pamplona, Santander, and Sevilla, where platform functionality related to project requirements is less advanced—along with improvements to platform usability, search functions, and the centralization of dispersed EIA information across national, regional, and local portals, would make data more accessible to developers and citizens, strengthening both efficiency and transparency.

Utility Services



Electricity. Efficiency and predictability in electricity connections can be improved through several measures. Currently, only Barcelona, Pamplona, and Valencia use online platforms to coordinate excavation permits, while other cities rely on municipal departments or lack formal mechanisms. Expanding the use of online platforms to all cities and integrating planned works with existing infrastructure data could improve coordination and service delivery. Distribution companies should also publish indicative connection timeframes and estimated connection costs online, ideally complemented by user-friendly tools such as cost calculators, to enhance predictability and transparency for businesses and investors. Limited access to up-to-date information on service quality further constrains entrepreneurs' ability to make informed location and investment decisions. Connection times vary widely across cities, even under the same distributor, due to regional and local procedures such as authorizations and excavation permits. Notable good practices include Murcia's 21-day legal limit for issuing approvals for high-voltage electricity installations and Valencia's simplified excavation permit system. These examples provide opportunities for peer-to-peer learning on reforms that can effectively

reduce processing times. Streamlining these processes through reviews, digitalization, automated applications, and improved scheduling would accelerate and standardize timelines, enabling firms to start operations sooner.

Water. Spain could establish a dedicated national water regulatory agency to harmonize practices, oversee tariffs, and ensure efficiency and service quality nationwide. Positive examples already exist in cities such as Barcelona and Sevilla, where mechanisms are in place to impose remedies or financial penalties on utilities in cases of water insufficiency. These tools could be scaled up at the national level. The regulatory framework could be further strengthened by introducing comprehensive regulations requiring coordination of all civil works across utilities, including water. To improve efficiency and reduce disruptions, cities could follow the example of Barcelona, Pamplona, and Valencia, which make planned works publicly available and use online platforms to coordinate excavation permits. Digitalization of water connection procedures should also be expanded nationwide by introducing end-to-end online application tracking and publishing estimated connection timeframes, building on successful practices in Badajoz, Barcelona, Madrid, Santander, Sevilla, and Vigo.

Internet. Cities should develop integrated digital platforms for excavation permits and planned works, following Barcelona's ACEFAT model (Automated System for Excavation and Work Permit Management), to streamline processes, improve communication, and give businesses greater foresight. These platforms could feed into the national information point portal (PIU), consolidating infrastructure data and timelines and reducing high-speed network deployment costs. Spain should also encourage Internet Service Providers (ISPs) to publish real-time information on both scheduled and unexpected service disruptions, building on Portugal's experience, to improve transparency, accountability, and network reliability.

Dispute Resolution

Spain could improve case management practices by ensuring that existing time limits, especially for scheduling pre-trial and trial hearings, are reasonable and actively enforced, to reduce discretionary delays. Although adjournments are allowed only for unforeseen, exceptional reasons, there is currently no cap on how many may be granted in commercial cases, which can slow dispute resolution. Clear limits and active enforcement would discourage postponements as a delay tactic and enhance overall efficiency. Best practices from Greece and Norway—such as restricting adjournments and enforcing strict deadlines—offer useful models for timely case disposition. Spain could also enhance transparency and bolster business confidence by publishing all first-instance court judgments. Unlike Estonia, which provides searchable access to all decisions through its State Gazette, Spain currently publishes only Supreme Court and appellate decisions, along with some first-instance judgments. Making all commercial judgments accessible through a well-organized, searchable electronic database would promote consistent legal interpretation, support judicial expertise in commercial law, and ensure reliable records for research. Specialized commercial courts can further improve efficiency through judicial expertise and streamlined procedures. In Spain, general commercial disputes between businesses are handled by first-instance civil courts. Expanding the jurisdiction of commercial courts or divisions to cover all general commercial cases—similar to the model used in Vienna—could strengthen specialization and accelerate resolution of complex commercial disputes.

Business Insolvency

Spain could strengthen insolvency proceedings by improving transparency and oversight in the appointment of insolvency administrators, including through a national registry of qualifications and professional records, rotational automatic allocation for smaller cases, and regular performance reviews. Efficiency in commercial courts could be reinforced by establishing specialized insolvency benches, aligning staffing with caseloads, and adopting digital intake, automated triage, and court-level performance indicators to guide resource planning. Pilots like Catalonia's Julia Project, which explores AI-driven judicial automation, illustrate how technology can help manage high-volume cases while preserving due process. Spain also offers a strong existing practice through its performance-based fee structure for insolvency administrators, which encourages timely case resolution. At the city level, Palma de Mallorca's streamlined liquidation procedures and Valladolid's rapid reorganizations demonstrate how operational efficiency can be achieved in practice. Finally, early business rescue could be supported by raising awareness of pre-insolvency restructuring tools, formalizing and promoting the role of restructuring experts, offering incentives for early filings, and coordinating with public creditors to facilitate timely, consensual reorganizations that help preserve business continuity.

Table 1. Summary of potential opportunities for regulatory improvement in Spain

Topic	Areas for Improvement	Relevant Stakeholders
Business Entry	Move toward a single window for business registration	• Ministry of Justice • Ministry for Digital Transformation and the Civil Service (MTDFP)
	Remove third party intermediaries from simple company registration	• Ministry of Justice • College of Registrars (CORPME)
	Simplify the current fee schedules for company incorporation and publish them online in a clear and accessible format	
	Introduce automated name approval prior to company registration	
	Simplify issuance of NIF (Tax ID) for obligatory taxes	• Tax Agency
Business Location	Property Transfer	
	Strengthen the integration and standardization of registries within a national system	• Ministry of Justice
	Enable registrations to be completed by any Land Registry in the country	
	Expand digitalization and ensure interoperability across core property registration and cadastral systems	• Ministry of Justice • Ministry of Finance (General Directorate of the Cadaster, State Agency for Fiscal Management) • College of Registrars (CORPME) • Municipalities
	Ensure that all private properties are registered	• Ministry of Justice • College of Registrars (CORPME)
	Enhance transparency in the land administration system	• Ministry of Justice • College of Registrars (CORPME) • Land Registries • Courts
	Building Permitting	
	Introduce independent third-party appeals for building permit decisions	• Ministry of Housing and Urban Agenda (MIVAU) • Regional Governments (*Comunidades Autónomas*) • Municipalities
	Simplify and harmonize the regulatory framework	
	Enhance and expand digital platforms for building permits	• Ministry of Housing and Urban Agenda (MIVAU) • Municipalities
	Strengthen capacity building and accountability in permit applications	
	Enhance Permit Review Systems	
	Review and simplify the cost structure for building permits	
	Simplify and accelerate building permit approvals	
	Expand the use of declarations of responsibility and prior notifications for first occupancy and commencement of activity, provided that the regulations are clear and the verification mechanisms are adequate	
	Environmental Permitting	
	Improve agency coordination in environmental permitting, including through online platforms	• Ministry for the Ecological Transition and the Demographic Challenge (MITECO) • Regional Governments (*Comunidades Autónomas*) • Municipalities
	Enhance the functionality of digital processes	
	Introduce fast-track processing	
	Improve accessibility and clarity of Environmental Impact Assessments (EIA studies and decisions)	

Table 1. Summary of potential opportunities for regulatory improvement in Spain

Topic	Areas for Improvement	Relevant Stakeholders
Utility Services	Electricity	
	Strengthen infrastructure planning through digital coordination platforms	• Municipalities • Distribution companies
	Empower entrepreneurs through transparent and user-friendly information	• Ministry for the Ecological Transition and the Demographic Challenge (MITECO) • Distribution companies
	Improve the reliability and resilience of electricity supply	
	Optimize processes to reduce connection times	• Regional Governments (*Comunidades Autónomas*) • Municipalities • Distribution companies
	Water	
	Establish a national water agency to enhance standardization, oversight, and benchmarking	• Ministry for the Ecological Transition and the Demographic Challenge (MITECO) • Regional Governments (*Comunidades Autónomas*) • Municipalities • Water utilities
	Enhance excavation coordination through "dig-once" policies, digital platforms, and designated coordination agencies	• Municipalities • All network utilities (water, electricity, gas, internet)
	Expand digitalization of water connection procedures by introducing online application tracking and disclosing estimated connection timeframes	• Water utilities
	Internet	
	Develop digital integrated platforms for excavation permits	• Secretary of State for Telecommunications and Digital Infrastructure • Municipalities (platform development and data integration)
	Encourage ISPs to publish real-time disruption data	• National Commission on Markets and Competition (CNMC) • Internet Service Providers (ISPs)
Dispute Resolution	Strengthen case management practices and regulate adjournments to improve efficiency	• Ministry of Justice • General Council of the Judiciary
	Make first-instance court judgments publicly available	
	Expand the jurisdiction of commercial divisions within existing district courts to include all general commercial cases	
Business Insolvency	Enhance transparency and accountability in the selection and appointment of insolvency administrators	• Ministry of Justice • Bar associations • General Council of the Judiciary • Commercial courts • Insolvency practitioners' associations
	Strengthen judicial efficiency through specialization, resource allocation, and workload redistribution in commercial courts	• Ministry of Justice • General Council of the Judiciary • Regional justice administrations • Commercial courts • Chambers of commerce
	Promote early intervention, education, and greater use of pre-insolvency restructuring tools to support business rescue and job preservation	• Ministry of Justice • Ministry of Finance/Tax Agency • Official Credit Institute (ICO) • Chambers of commerce • Regional economic development agencies • Commercial courts • Bar associations

Source: Regulatory Efficiency Unit, the World Bank.

Methodology

As part of the World Bank's overarching effort to promote private-sector development, Subnational B-READY provides assessments of the business environment in select cities within measured economies with the aim of delineating the geographic variation. The assessments adopt a holistic view of the private sector, as they consider all the stakeholders in private-sector development—including existing firms, potential entrants, and the citizens at large—by evaluating aspects such as transparency and environmental requirements. The assessments are based on original data collected by the Subnational B-READY team and are published through reports and online.

Subnational B-READY applies the core Global B-READY methodology, with targeted adaptations based on client needs to capture city-level processes—particularly through detailed step-by-step process mapping and more intensive engagement with respondents during data collection. Over time, the project will grow in geographic coverage, and its methodology will be refined. In the first phase of the Subnational EU project, in 2024, Subnational B-READY assessments were prepared for 40 cities in six EU economies—namely, Bulgaria, Croatia, Hungary, Portugal, Romania, and the Slovak Republic. In 2025, for the second phase of the project, 66 cities in six new EU economies—Czechia, Greece, Ireland, Italy, Poland, and Spain—have been covered.

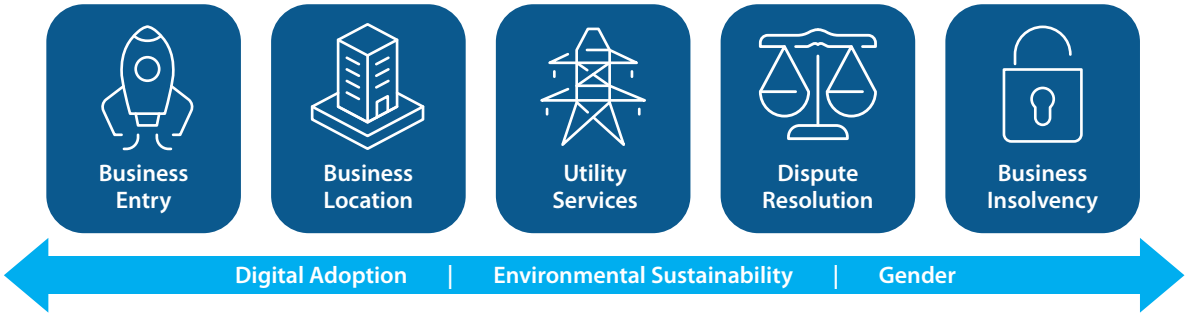
Cities were selected for Subnational B-READY assessments in the European Union based on geographical coverage, size, and sampling feasibility, in consultations with the European Commission and the national governments. In Spain, Subnational B-READY covers seventeen cities in seventeen regions at the NUTS2[1] level: Albacete, (Castilla-La Mancha), Badajoz (Extremadura), Barcelona (Catalonia), Bilbao (Basque Country), Gijón (Asturias), Logroño (La Rioja), Madrid (Community of Madrid), Murcia (Region of Murcia), Las Palmas (Canary Islands), Palma de Mallorca (Balearic Islands), Pamplona (Navarre), Santander (Cantabria), Sevilla (Andalusia), Valencia (Valencian Community), Valladolid (Castile and León), Vigo (Galicia), and Zaragoza (Aragon) (map 1).

Map 1. Cities in Spanish covered by Subnational B-READY

Source: Regulatory Efficiency Unit, the World Bank.

1 NUTS, or Nomenclature of Territorial Units for Statistics, is a geocode standard for referring to the administrative divisions of countries for statistical purposes developed and regulated by the European Union. There are three major categories of administrative divisions: NUTS1 (major socioeconomic regions), NUTS2 (basic regions for regional policies), and NUTS3 (small regions for specific diagnoses). For more details, see https://ec.europa.eu/eurostat/web/nuts.

Figure 2. Subnational B-READY topics



Source: Regulatory Efficiency Unit, the World Bank.

Subnational B-READY assessments in the European Union are organized into five topics that follow the life cycle of the firm: Business Entry, Business Location, Utility Services, Dispute Resolution, and Business Insolvency (figure 2). Across the five topics, assessments include crosscutting areas of digital adoption, environmental sustainability, and gender. These topics were selected from a larger set of B-READY topics for their relevance to local contexts and their ability to capture meaningful variation across cities. By focusing on areas where local authorities can directly influence the business environment, the assessments deliver practical, locally relevant results that align with priorities of governments, donors, and the World Bank Group.

Each of the five Subnational B-READY topics rests on three pillars: Regulatory Framework, Public Services, and Operational Efficiency (figure 3). The Regulatory Framework pillar comprises the rules and regulations that firms must follow as they open, operate, and close a business. Public Services refers to both the facilities that governments provide to support compliance with regulations and the institutions and infrastructure that enable business activities. In the project, Public Services are limited to the business-environment areas related to the life cycle of the firm. Operational Efficiency refers to both the ease of compliance with the Regulatory Framework and the effective use of Public Services directly relevant to firms.

The Subnational B-READY methodology compiles a large set of indicators for each pillar within each topic following the Global B-READY categorizations.[2] The selection of indicators is based on their relevance, value added, and com-

Figure 3. Subnational B-READY pillars

Source: Regulatory Efficiency Unit, the World Bank.

2 The following adjustments have been made to the Global B-READY indicators to make them more suitable for Subnational B-READY assessments: two indicators in the Operational Efficiency pillar of Business Entry were excluded due to not being relevant at the regional level, and one indicator in the Operational Efficiency pillar of Business Location was excluded due to insufficient regional coverage.

plementarity. These indicators have five major characteristics: they are indicative of established good practices; they are quantifiable and actionable through policy reforms; they seek to balance *de jure* and *de facto* measures within topics; they are comparable across economies and representative within each economy; and they span the most relevant aspects of each topic.

In the Regulatory Framework pillar, the indicators address the quality of rules and regulations, distinguishing those that lead to clarity, fairness, and sustainability of the business environment from those that impose unnecessary restrictions on entrepreneurial activity. In the Public Services pillar, the indicators emphasize digitalization, interoperability, transparency, and adequacy of services directed at easing regulatory compliance and enabling business activities. In the Operational Efficiency pillar, the indicators across topics assess a firm's experience in practice with respect to the business environment.

Subnational B-READY combines primary data from expert questionnaires with data collected through Enterprise Surveys following the Global B-READY methodology (figure 4). In the EU context, data from the Enterprise Surveys aggregated at the NUTS2 region level were used for each city. Detailed data to help produce the Regulatory Framework and Public Services indicators were collected exclusively through expert questionnaires. Data for the Operational Efficiency indicators were collected through a combination of expert questionnaires and Enterprise Surveys for Business Location, Utility Services, and Dispute Resolution.[3] For topics related to issues that are not faced routinely by firms, such as Business Entry or Business Insolvency, the data-collection process relied solely on expert questionnaires.

Similar to the Global B-READY methodology, in Subnational B-READY, data collected through expert surveys were validated against surveys received from the public entities. Surveyors followed up with the experts on all responses that resulted in contradictory or inconclusive data points. Moreover, in the case of the Subnational B-READY methodology, the reconciliation process was pursued until the data point was firmly established through hard evidence based on additional research, in-depth interviews with contributors, or data validation with public entities. In the second phase of the Subnational B-READY in the European Union project, the expert survey data are current as of December 31, 2024.

Subnational B-READY implements a scoring methodology that aggregates individual indicators to subcategories, categories, and pillars following the Global B-READY methodology (figure 5). The methodology allows comparisons across pillars and economies by weighting each subcategory accordingly. From indicators to pillars, scores are aggregated through summation of the weighted scores. Each pillar is scored out of 100, and the topic score is obtained by averaging the pillar scores.

Figure 4. Subnational B-READY data sources

Expert Questionnaires

- Collect data from experts who regularly deal with business regulations and related public services and institutions.
- Provide mainly *de jure*, but also *de facto*, information.
- Data collection through topic-specific questionnaires, administered to three to five experts per questionnaire and city.
- From experts in the private sector and public agencies.

Enterprise Surveys

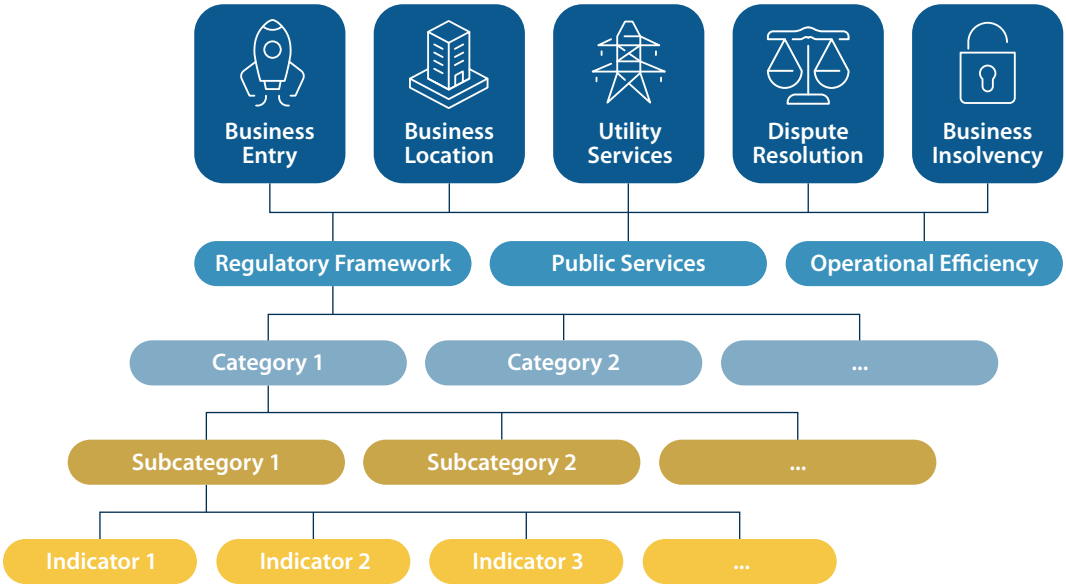
- Collect data from the owners or managers of a representative sample of registered firms.
- Provide *de facto* information.
- Data collection embedded in the World Bank Enterprise Surveys (expanded from 15 to 65 Enterprise Surveys a year).
- Updated every three years for each economy.

Source: Regulatory Efficiency Unit, the World Bank.

3 For a few indicators in the Operational Efficiency pillar of the Utility Services topic, data from expert surveys, rather than Enterprise Surveys, were used, in contrast to the Global B-READY, because of limitations of the Enterprise Surveys data at the regional level.

Subnational B-READY is governed by the highest data-integrity standards, including sound data-gathering processes, robust data safeguards, and clear approval protocols, which are detailed in the Subnational Business Ready Manual and Guide, publicly available on the Regulatory Efficiency website. Additionally, the B-READY Methodology Handbook details both the B-READY indicators and the scoring approach. Any deviations from the B-READY Methodology Handbook are detailed in the Subnational B-READY Manual and Guide. The project governance documents will be updated and improved as the project progresses through the initial phases. The cornerstone of B-READY governance is transparency and replicability; as such, all data at the individual city level used to calculate scores will be made publicly available on the Regulatory Efficiency website.

Figure 5. Subnational B-READY scoring cascade



Source: Regulatory Efficiency Unit, the World Bank.

Overview

Spain's economy has made substantial strides over the past decade, although some challenges remain. Strong growth, a recovering labor market, and a shift toward exports and services have reshaped the economic landscape. The 2020 pandemic caused an 11 percent drop in GDP, yet the recovery was fast and robust. Economic growth reached 6.7 percent in 2021 and 6.2 percent in 2022, with output surpassing pre-pandemic levels by the end of 2023.[4] With recorded GDP growth of 3.2 percent in 2024, the European Commission forecasts continued, albeit more moderate, expansion of 2.9 percent in 2025 and 2.3 percent in 2026, driven mainly by domestic demand and supported by the Recovery and Resilience Plan.[5]

Unemployment has declined steadily since peaking at 23.7 percent in 2014, falling to 17.3 percent in 2017 and around 14 percent by 2019.[6] After a temporary spike during the pandemic, the unemployment rate fell to 11.4 percent in 2024 and is projected to decline further to 9.9 percent by 2026—the lowest level in two decades.[7]

Spain's recovery has contributed to more balanced economic development. The construction sector's dominance has diminished, replaced by services and high-value manufacturing. Tourism surged in 2023, attracting 85 million visitors (around 12 percent of GDP).[8] The automotive sector—Europe's second-largest vehicle producer[9]—remains a key export driver, alongside chemicals, pharmaceuticals, and agri-food.[10] Looking ahead, investments under the EU Recovery and Resilience Plan in renewable energy, digitalization, and innovation are expected to further support the transition toward a more sustainable, knowledge-based economy.

Building Reform Momentum

Since the publication of the World Bank's previous regional assessment of Spain's business climate in 2015, the country has undertaken an active and comprehensive pro-business reform agenda. Over the past decade, the Government has implemented significant reforms in the areas of Business Entry, Business Location, Utility Services, Dispute Resolution, and Business Insolvency, with a clear emphasis on digitalization, transparency, and administrative efficiency.

In Business Entry, the Create and Grow Law[11] reduced the minimum capital requirement for limited liability companies from EUR 3,000 to EUR 1. The law also accelerated company formation through broader use of the CIRCE

4 IMF (2023), Spain: 2023 Article IV Consultation – Staff Report. Washington, DC: International Monetary Fund.
5 European Commission (2025). European Economic Forecast – Spain: Projections 2025-2027. Brussels: DG ECFIN. Accessed January 26, 2026..
6 IMF (2017). Spain: 2017 Article IV Consultation – Staff Report. IMF Country Report No. 17/319. Washington, DC: International Monetary Fund.
7 European Commission (2024a). European Economic Forecast – Spring 2024: Spain (2024-2026 projections). Brussels: DG ECFIN.
8 UNWTO (2023). International Tourism Highlights 2023 Edition (Spain arrivals). Madrid: United Nations World Tourism Organization.
9 OICA (2023). Production Statistics: Spain. Paris: International Organization of Motor Vehicle Manufacturers.
10 Ministry of Industry, Trade and Tourism (2024). DataComex—Foreign Trade Statistics 2023 (export totals and composition). Madrid: Government of Spain.
11 *Ley Crea y Crece* (Law 18/2022).

platform,[12] standardized deed templates, and tighter registration timelines. The 2023 digitalization law introduced end-to-end online company incorporation via notarial videoconference and a new electronic system through the Commercial Registry. Spain has also operationalized a centralized beneficial ownership register (RCTIR). Additional measures, including tax incentives,[13] aim to attract entrepreneurial talent and capital while simplifying regulatory compliance for high-growth ventures.

Reforms in Business Location have focused on reducing administrative burdens and modernizing building permitting processes. Spain's administrative procedures law established electronic processing, implemented nationally through "*sede electrónica*" services and exemplified by Madrid's Madrid-DBP platform, a digital building permit system based on Building Information Modeling (BIM), with a pilot scheduled for 2027. Updates to building regulations have strengthened energy-efficiency and thermal-installation standards, modernized concrete and steel rules, and introduced sustainability and performance criteria for new and renovated buildings. Recent reforms have further streamlined procedures by allowing responsible declarations to authorize certain construction projects from initial approval through occupancy, as seen in Madrid's 2022 Ordinance and the Valencian Community's Decree 12/2021.

In Utility Services, Spain has enacted major reforms across electricity, water, and internet services to improve sustainability, efficiency, and accessibility. In electricity, 2021 legislation set clear goals for decarbonization and renewable energy expansion, with complementary regulations establishing the framework for electrical self-consumption and modifying methodologies for system charges to promote energy efficiency, self-consumption, and fast-charging infrastructure for electric vehicles.[14] In the water sector, authorities strengthened sanitary and technical standards for drinking water in 2023 and established a comprehensive framework for water reuse in 2024.[15] For internet services, Spain adopted a new regulatory framework in 2022 to strengthen digital infrastructure, enhance connectivity, and support technological advances and digital transformation.[16]

Spain has also advanced legal reforms to speed up and simplify commercial litigation and corporate restructuring. Judicial reforms emphasize digital courts, out-of-court settlement tools, and pilots for managing mass litigation. The 2022 reform of the Insolvency Law overhauled the insolvency framework by introducing restructuring plans consistent with the EU's Directive on preventive restructuring and by establishing a simplified regime for micro-enterprises.

12 Service platform that allows the electronic processing of the incorporation and dissolution of companies in Spain and their start-up in a unified manner as a one-stop shop.
13 Startup Law (Law 28/2022).
14 Climate Change and Energy Transition Act (Law 7/2021), Royal Decree 244/2019 and Royal Decree 148/2021.
15 Royal Decree 3/2023 and Royal Decree 1085/2024.
16 General Telecommunications Law (Law 11/2022).

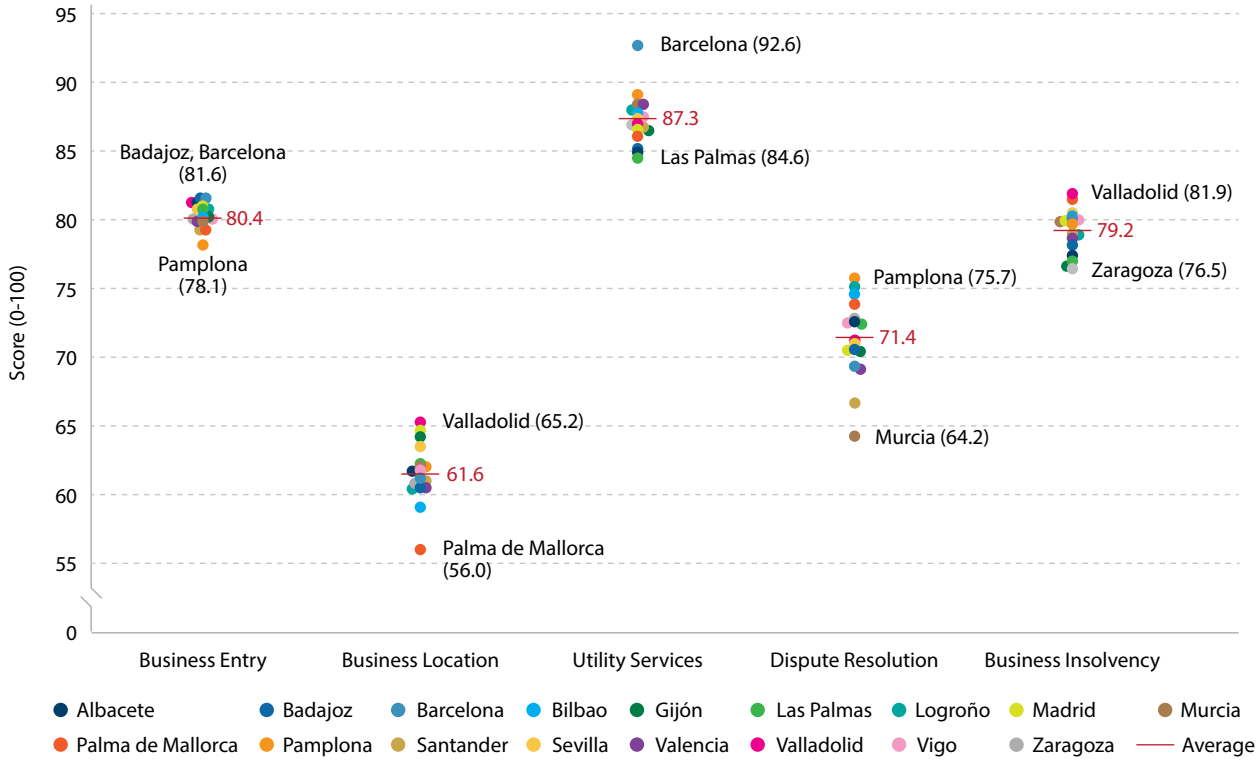
Overall Results

Overall, the 17 measured cities in Spain perform strongly across the B-READY topics. However, results vary across cities and regulatory areas. Utility Services—which covers electricity, water, and internet—is consistently the highest-scoring topic (average 87.3 points), followed by Business Entry (80.4 points) and Business Insolvency (79.2 points) (figure 6).

By contrast, Business Location is the lowest-scoring topic in every city, while Dispute Resolution ranks fourth.

Business Entry is highly standardized across cities, with only a three-point gap between the top performers (Badajoz, Barcelona) and the lower performers (Pamplona,

Figure 6. Overall topic scores, by city



Source: Regulatory Efficiency Unit, the World Bank.

Palma de Mallorca, Santander). Processes benefit from nationwide digitalization, although the lack of simplified company registration without third-party involvement and the continued requirement for minimum capital—albeit very low—keep scores lower.

Utility Services is the top-performing topic across all cities, reflecting a robust regulatory framework aligned with international best practices, advanced online systems for obtaining connections, and reliable monitoring of service quality. Barcelona exemplifies this performance, leading in Pillars I and II for Utility Services by combining a strong regulatory framework with reliable, digitalized, and transparent services. Pamplona also performs strongly in Pillar II. Barcelona records the highest Utility Services score with 92.6 points, while Las Palmas has the lowest (84.6), an 8-point gap mainly driven by differences in digital platforms used to coordinate excavation permits for electricity, water, and internet, as well as weaker performance in availability of information and transparency for water supply in Las Palmas. Spanish cities apply strong utility-connection safety standards and enforce environmentally sustainable practices in the use of utilities, particularly water and electricity. National regulations set high wastewater treatment standards, and several cities offer financial and non-financial incentives motivating businesses to adopt energy-saving processes.

Business Location—covering property transfer, building permitting, and environmental permitting—is the weakest-scoring topic, with substantial variation across cities. Gijón, Madrid, and Valladolid perform best, driven by relatively shorter times and lower costs for building permitting, while Badajoz, Bilbao, and Palma de Mallorca have the lowest scores. Challenges in this topic include lower performance of Public Services and low Operational Efficiency, reflected in the absence of fully integrated digital services, the lengthy time required to obtain building permits, and the high costs associated with both building permitting and property transfers. Spain's Cadaster relies on a GIS system, and each property has a cadastral reference. This reference can be linked to the Land Registry, but the Cadaster and Land Registry are not yet interoperable in real time, limiting comprehensive searches and creating inefficiencies in processing and maintaining property records.

Dispute Resolution shows the widest variation in city scores, ranging from 64.2 in Murcia to 75.7 in Pamplona. While the regulatory framework is sound nationwide, overall scores remain relatively low, as most cities score poorly on the organizational structure of court litigation and the transparency of court judgments and procedures. Differences arise mainly from the reliability and efficiency of courts, as well as from the effectiveness of alternative dispute resolution (ADR) mechanisms.

Cities perform well on Business Insolvency, though with some variability. Valladolid leads the topic, with relatively efficient reorganization and liquidation proceedings, while Gijón and Zaragoza score lower, partly due to longer timelines for asset liquidation and reorganization. Streamlined administrative processes and developed liquid asset markets support efficient liquidations in Palma de Mallorca, Valladolid, and Vigo. Reorganization times are influenced by factors such as judicial efficiency and the complexity of debt structures. In Valladolid —where the economy is composed largely of MSEs and debt arrangements tend to be simpler—reorganization durations are shorter. By contrast, Valencia and Zaragoza face longer timelines, reflecting higher caseloads and more complex financing structures.

No city performs uniformly across all five business regulatory areas, although Bilbao, Pamplona, Sevilla, and Vigo achieve relatively high scores in four out of five areas, presenting opportunities for peer-to-peer learning. Bilbao excels in Dispute Resolution but lags in Business Location, while Gijón leads in Business Location but performs less strongly in Business Insolvency. Valladolid stands out as a top performer in both Business Location and Business Insolvency. Barcelona and Badajoz excel in Business Entry, while Barcelona leads in Utility Services and exhibits the widest variation across topics, with a 31-point gap between Utility Services and Business Location. By contrast, Gijón, Madrid, Las Palmas, and Valladolid have narrower spreads of around 22 points, suggesting more balanced outcomes. Cities with notable strengths—for example, Bilbao in Dispute Resolution and Gijón in Business Location—offer clear opportunities for exchanging good practices to foster improvements elsewhere.

City size does not predict performance. Large cities (Barcelona, Madrid, Sevilla), medium-sized cities (Pamplona, Valladolid), and smaller cities (Logroño) all demonstrate relatively strong outcomes. Local coordination and institutional practices, rather than scale, are the primary drivers of high performance.

Spanish cities generally score higher on the Regulatory Framework (Pillar I) than on Public Services (Pillar II) or Operational Efficiency (Pillar III), except in Business Entry (figure 7). Pillar I scores are particularly high for Utility Services (93.9), Business Location (82.1), and Business Insolvency (80.9). The high score for Utility Services reflects

effective tariff monitoring, robust safety standards, and environmental sustainability requirements. Strong performance in Business Location is supported by Spain's legal framework for property transfer and building permitting, which incorporates several good practices. The Business Insolvency score benefits from a framework that includes automatic stays, safeguards against abuse, and clear rules for creditor voting and distribution, contributing to predictable and effective company exit processes. Business Entry under Pillar I remains lower (70.9 points) due to the lack of simplified registration procedures that eliminate the need for third-party intermediaries, and the minimum capital requirement.

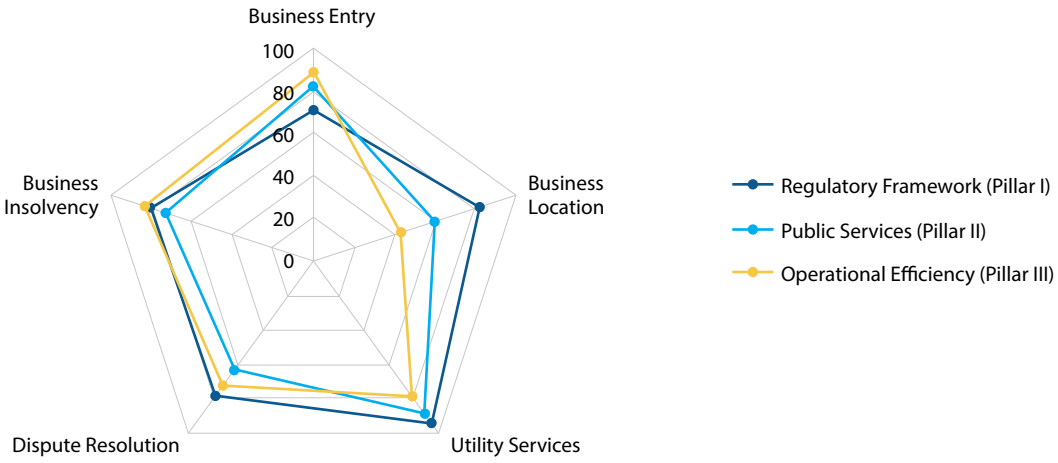
Public Services (Pillar II) varies across cities in Utility Services and Business Location but is largely standardized in Dispute Resolution and shows no differences in Business Insolvency or Business Entry. Utility Services scores range from 84.7 in Albacete to 98.1 in Barcelona, reflecting gaps in digital coordination for excavation permits. Business Location scores range from 56.4 in Logroño to 62.0 in Barcelona, Madrid, Valladolid, and Vigo. The lower performance in Logroño is due to the more limited functionality of its building permits platform. Across Spain, property transfer services enable online due diligence checks and notarial e-filings and publish necessary requirements and fees; however, online platforms do not fully integrate authorizations from all relevant agencies.

By contrast, uniform Pillar II scores in Dispute Resolution and Business Insolvency reflect the widespread implementation of online case management, e-filing, electronic payment of court fees, issuance of electronic judgments, and online auctions, combined with broad standardization of court system interoperability and information transparency. Remaining opportunities for reform include further enhancing the transparency of court information—for example, by publishing all first-instance court judgments—establishing a publicly accessible national registry for the selection and appointment of insolvency administrators, and expanding court-administered mediation services.

Operational Efficiency (Pillar III) drives most of the variation across cities (figure 8), with high average scores in Business Entry (88.8) and Business Insolvency (83.3), reflecting short processing times, low costs, and efficient procedures. Business Location is the lowest-scoring topic (42.9 on average), with Palma de Mallorca scoring only 26.6 points due to lengthy building permitting processes and high property transfer costs, and Valladolid reaching 51.6 as a result of faster permitting processes and a lower share of firms reporting access to land as a major constraint.

For the Utility Services topic, Pillar III scores range from 85.9 in Logroño—which has the shortest water connection times and the lowest share of firms reporting internet disruptions—to 74.0 in Palma de Mallorca, which has the longest water connection process and the highest share of firms reporting internet disruptions. Dispute Resolution ranges from 48.8 in Murcia to 85.5 in Pamplona, reflecting differences in court and ADR effectiveness. Strong digitalization and transparency do not always translate into faster or more cost-effective outcomes, underscoring the importance of operational efficiency alongside online systems.

Figure 7. Average pillar scores, by topic



Source: Regulatory Efficiency Unit, the World Bank.

Figure 8. Topic scores, by city and pillar

Source: Regulatory Efficiency Unit, the World Bank.

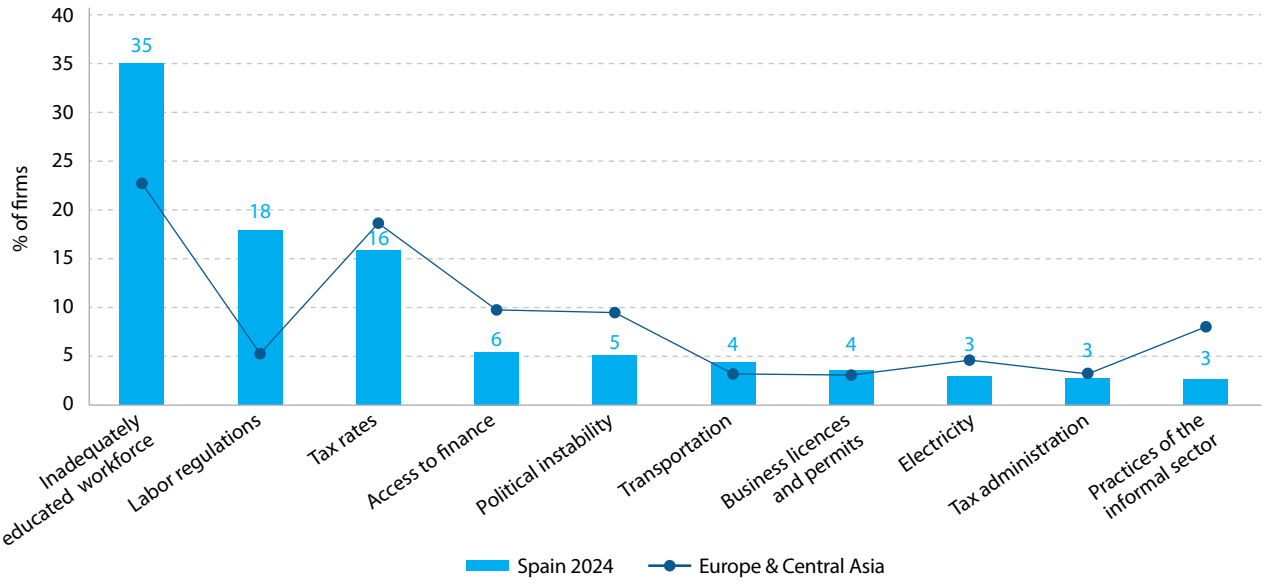
Findings from the Enterprise Surveys Data

Based on a representative sample of more than 1,400 firms surveyed in Spain, figure 9 shows the percentage of firms identifying specific business environment obstacles as their biggest ones. The top three obstacles to business operations are an inadequately educated labor force (35 percent), labor regulations (18 percent), and tax rates (16 percent). These constraints are broadly consistent across firm sizes, although the degree of severity differs: among small firms, tax rates rank ahead of labor regulations, while medium and large firms consistently identify labor regulations as the second most significant constraint, ahead of tax rates.

For most firms in Spain, the areas measured by the Subnational B-READY are not reported as their single biggest obstacle. Fewer than one percent of firms identify the court system as the biggest obstacle. Less than two percent consider access to land as the biggest constraint, while fewer than three percent report access to electricity as such. Around 3.5 percent of firms identify business licensing and permits as their main obstacle.

In Spain, 19 percent of firms report experiencing electricity interruptions—a share lower than both the Europe and Central Asia average (26 percent) and the high-income

Figure 9. An inadequately educated labor force is identified as biggest obstacle to business operations



Source: World Bank Enterprise Surveys data 2024.

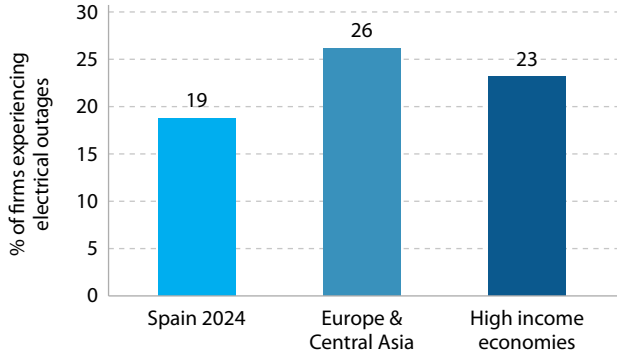
country average (23 percent) (figure 10). Outages occur infrequently, with firms experiencing fewer than one outage per month on average. Generator ownership is uncommon, with fewer than 5 percent of firms reporting ownership or shared access—well below averages in Europe and Central Asia (17 percent) and high-income economies (14 percent). However, in some cities with higher incidence of electricity interruptions—such as Murcia and Las Palmas—more than 15 percent of firms own generators, particularly large manufacturing companies.

In Spain, senior management spends an average of 10.5 percent of its time dealing with regulatory requirements—above the regional average of 8 percent for Europe and Central Asia and high-income economies.

Regarding the share of firms that consider a particular area a major or very severe constraint to business operations, 29.6 percent of Spanish firms identify business licensing and permits as such, compared with 10 percent in Europe and Central Asia and 9 percent in high-income economies.

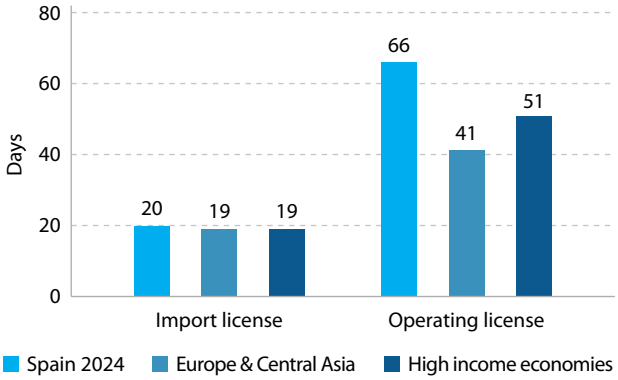
On average, Spanish firms report waiting more than two months (66 days) to obtain an operating license and around 20 days to receive an import license (figure 11). Small firms obtain an operating license almost twice as fast as medium and large firms (38 days versus about 70 days), with the process slightly faster for service firms than for manufacturers. For import licenses, small firms wait about two weeks (16 days), while large firms wait nearly a month (29 days). Processing times are considerably longer for firms with more than 10 percent foreign ownership.

Figure 10. Fewer firms experience electrical outages in Spain compared with Europe and Central Asia and high-income countries



Source: World Bank Enterprise Surveys data 2024.

Figure 11. Spanish firms report longer waiting times for operating licenses than firms in Europe and Central Asia and high-income countries



Source: World Bank Enterprise Surveys data 2024.

Although comparatively less pressing than licensing and permits, 20 percent of Spanish firms report access to land as a major or very severe constraint—still significantly higher than the regional average of 12 percent.

1. Business Entry

Results Summary*

Pillar I: Regulatory Framework	Pillar II: Public Services	Pillar III: Operational Efficiency	
Score: **70.9/100** (all cities)	**Score:** **81.5/100** (all cities)	**Score:** From **82/100** in Pamplona to **92.4/100** in Badajoz and Barcelona	**Time (calendar days):** From **10** in Badajoz and Barcelona to **22** in Pamplona **Cost (percentage of income per capita):**** **1.5%** (all cities)

Source: Regulatory Efficiency Unit, the World Bank.
*Refer to the appendix for the detailed set of data, disaggregated by topic and city.
**Spain's 2023 gross national income (GNI) per capita is EUR 30,464.

What does the Business Entry Topic Measure?

The Business Entry topic assesses the process of registering and starting operations for new limited liability companies (LLCs) across three pillars. The first pillar evaluates the quality of regulations, including standards for company and beneficial ownership information, simplified registration options, risk-based licensing, and entry restrictions for new firms. The second pillar measures the availability of digital public services and transparency of information for business entry. It captures the availability of digital services for business registration, company data storage, and identity verification, as well as the interoperability between agencies and the transparency of online information. The third pillar measures the time and cost to start a new business.

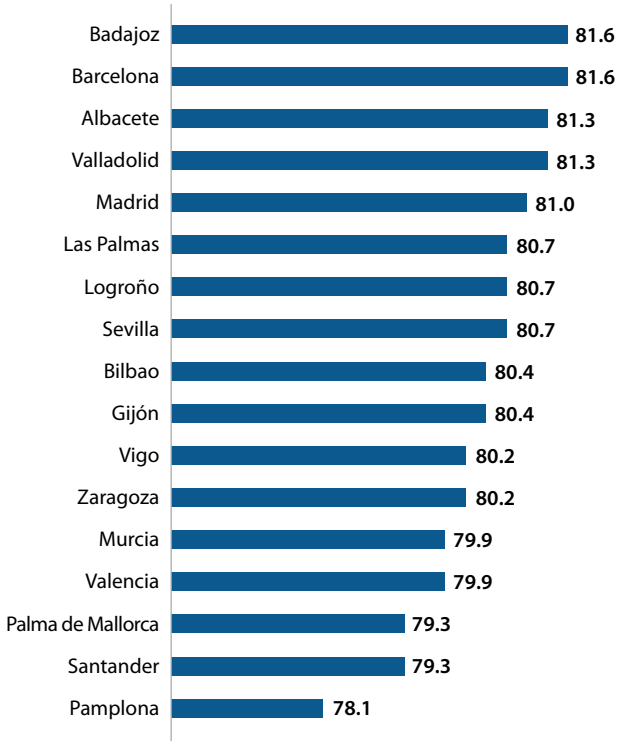
Main Findings for Business Entry

The process of starting a business in Spain exhibits some subnational variation. The cost of starting a limited liability company (LLC) is consistent nationwide at 1.5 percent of GNI per capita, and most cities follow a harmonized set of steps.[17] However, registration times vary, ranging from 2 days in Badajoz and Barcelona to 14 days in Pamplona. These differences are largely driven by processing times at regional registries, where administrative backlogs related to workload and staffing constraints contribute to delays.

17 *Sociedad de Responsabilidad Limitada (SRL)*—the predominant LLC type—accounts for 98.55 percent of all companies registered annually in the Mercantile Registry. Source: Mercantile Registry Annual Statistics.

As a result, the city topic scores range from 81.6 (out of 100) in Badajoz and Barcelona to 78.1 in Pamplona (figure 12). Spain applies a risk-based approach to business and environmental licensing and maintains clear standards for company and beneficial ownership information. Nevertheless, certain regulatory aspects could be strengthened. For instance, although Spain reduced the minimum share capital requirement to EUR 1, in practice most companies continue to register LLCs with a capital of EUR 3,000.[18] Further streamlining of the startup capital reserve conditions for simplified companies could improve the effectiveness of recent reforms and introducing simplified registration forms that eliminate reliance on third-party intermediaries would further improve the incorporation process.

Figure 12. Business Entry score*



Source: Regulatory Efficiency Unit, the World Bank.
*Scale from 0 to 100 (higher = better)

Spain offers online business registration, and digital exchange of company data between national and local agencies is well established, supported by the use of a Unique Business Identifier (UBI) issued by the Tax Agency. Additional efficiency gains could be achieved through automated verification of entrepreneurs' and beneficial owners' identities, as well as by enabling automatic updates of statutory company information in the business registry.

Quality of Regulations for Business Entry

The legal framework for company registration in Spain is harmonized across the country.[19] Spain's regulatory framework incorporates various guidelines and international good practices that facilitate new business entry, including comprehensive registration of company and beneficial ownership information and a risk-based approach to business and environmental licensing. Further improvements could include simplifying registration forms and allowing entrepreneurs to submit and update company information without third-party intermediaries. Procedural challenges persist, such as multi-step and formalistic registration requirements and the continued obligation to provide paid-in capital—nominally EUR 1 but typically EUR 3,000 in practice—for both domestic and foreign investors.

Delivery of Public Services for Business Entry

Spain has introduced several digital public services to optimize the business registration process. These include electronic tools for company name verification and company registration, as well as systems for recording, updating, and storing beneficial ownership information. Company information is automatically exchanged among public authorities through the online registration platform, which also allows the use of digital signatures during registration.[20] All newly registered companies receive a unique tax identification number, which serves as the primary identifier across Spanish government agencies.[21] Despite these advances, verification of entrepreneurs' and beneficial owners' identities, as well as updates to statutory company in-

18 The "*Crea and Crece*" (Create and Grow) Law 18/2022 established a minimum capital requirement of EUR 1 but also introduced conditions and limitations, including the obligation to allocate 20 percent of income to a legal reserve until it reaches EUR 3,000, and joint and several shareholder liability for any shortfall at liquidation. In 2024, 72 percent of limited companies were incorporated with EUR 3,000 in capital. Source: Mercantile Registry Annual Statistics.
19 Main regulations governing companies' registration in Spain are Limited Liability Companies Law (1995), Corporate Enterprises Act (2010) and Start-Up Law (2022).
20 Company information is automatically exchanged through i) virtual Help Desk for Entrepreneurs (PAE), Tax Authority, the regional registries, Public Notaries, Social Security Agency, Town Councils, and the Ministry of Labor and Industry; ii) CIRCE (*Centro de Información y Red de Creación de Empresas*) has a twofold functionality: it serves as a unified electronic platform for company registration as well as an interoperable single electronic window connecting entrepreneurs with various government agencies. Link: https://paeelectronico.es/en-us/Pages/Home.aspx.
21 The unique tax identification number is called *Número de Identificación Fiscal* (NIF), which includes the Tax Authority, regional registries, public notaries, Social Security Agency, banks, and several ministries and local agencies.

formation, still requires the involvement of a public notary. In addition, not all business entry-related fees can be paid electronically.

Online resources provide comprehensive guidance on business formation, including information on environmental regulations and publicly funded initiatives for small and medium-sized enterprises (SMEs) and women-led businesses.[22] Company records are maintained in a digital database and can be accessed electronically by the public, with the exception of shareholder names. Statistics on new company registrations are also available online, although sex-disaggregated data are not provided.

Company registration in Spain can be completed through several channels: the notary system Signo, in-person submission at the regional Mercantile Registry, the electronic one-stop shop CIRCE, and the online CORPME platform (table 2).[23] Currently, 66 percent of new registrations are completed electronically—most of them via Signo.[24] While this range of options offers flexibility for entrepreneurs, it also results in differing requirements, fees, and timelines, making the process difficult to navigate. Streamlining procedures and consolidating them into a single platform would enhance transparency and efficiency.

Operational Efficiency of the Business Entry Process

The business registration process is largely consistent across the cities measured, except in Las Palmas, where an additional registration with the local tax authority is required (figure 13). Before incorporation, entrepreneurs establishing LLCs must obtain a certificate confirming the

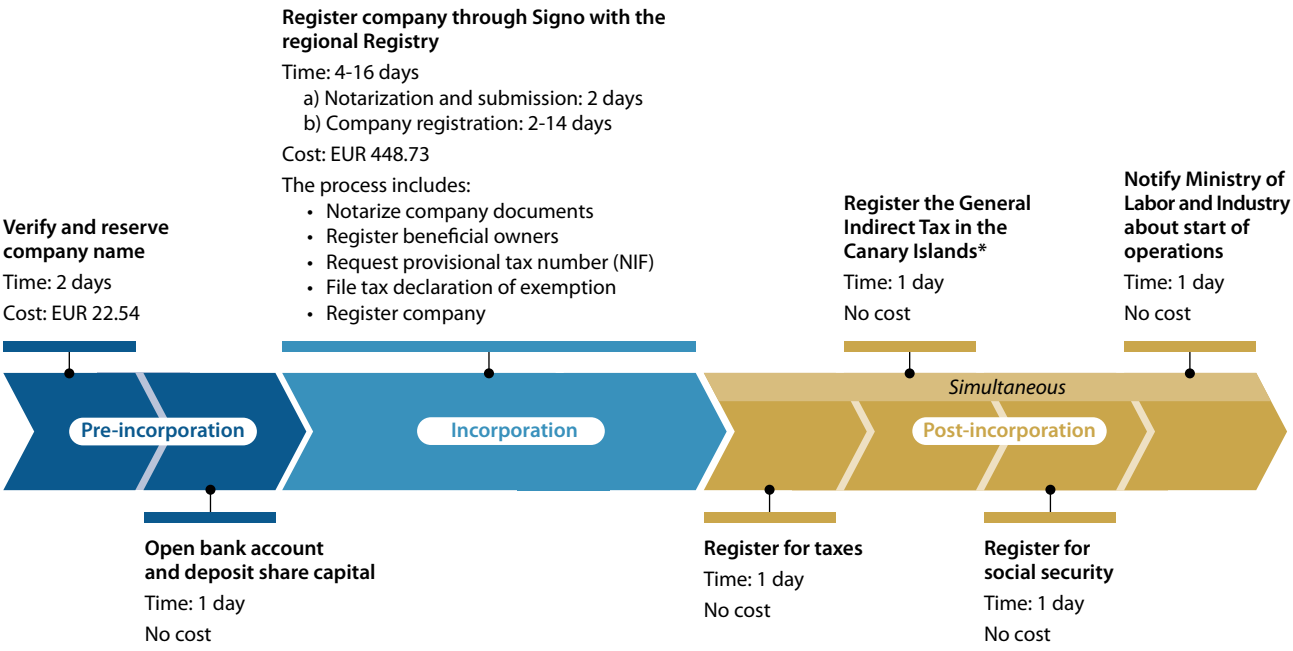
Table 2. Different methods of company registration in Spain

	Signo	In person	CIRCE	CORPME
Application submission	Online	Paper-based	Online	Online
Applicant	Notary	Entrepreneur or any third-party acting on their behalf	Entrepreneur or virtual Help Desk for Entrepreneurs (PAE) acting on their behalf	Entrepreneur or any third-party acting on their behalf
Eligible company types	All	All	Sole traders, LLCs, Community property, Civil Partnership	LLCs
Notarization of documents	Required	Required	Required	Required
Standardized deed and statutes	Available but not commonly used	Available but not commonly used	Available	Available
Parallel procedures	Provisional NIF; Beneficial Ownership Registration; and Declaration of Exemption of Stamp Duty and Transfer Tax	No	Through DUE* registration with Social Security and NIF registration	No
Legal timeframe for regional registry registration	15 days	15 days	6 hours For template deed and statutes	6 hours For template deed and statutes
Cost (in EUR)	Notary fixed: EUR 244.63** Notary variable: EUR 130.00 Registry: EUR 74.10	Notary: EUR 244.63 Registry: EUR 74.10	Notary: EUR 60.00 Registry: EUR 40.00 For template deed and statutes	Notary: EUR 60.00 Registry: EUR 40.00 For template deed and statutes

Source: Regulatory Efficiency Unit, the World Bank.
*Single Electronic Document.
**Notarization costs vary and depend on, e.g., the number of founders and startup capital.
Disclaimer: The above values are estimates of the typical costs for an average LLC with a share capital of EUR 3,000 and general commercial activity.

22 See for example https://www.investinspain.org/en/doing-business/setting-up-a-business and https://ipyme.org/PUBLICACIONES_EMPRESAS/Ciclo%20Vital%20de%20la%20Empresa/SRLCreacionPuestaEnMarcha.pdf.
23 Signo (*Sistema Integrado de Gestión del Notariado* - Integrated Notary Management System) facilitates electronic communications between notaries and public administration. Direct company registration through CORPME was introduced in line with the Law on digitalization 11/2023 of May 8 and can be accessed through https://www.registradores.org/el-colegio/registro-mercantil.
24 According to https://opendata.registradores.org/en/constituciones-de-sociedades and Mercantile Registry Annual Statistics.

Figure 13. How does business registration work in Spain through Signo?



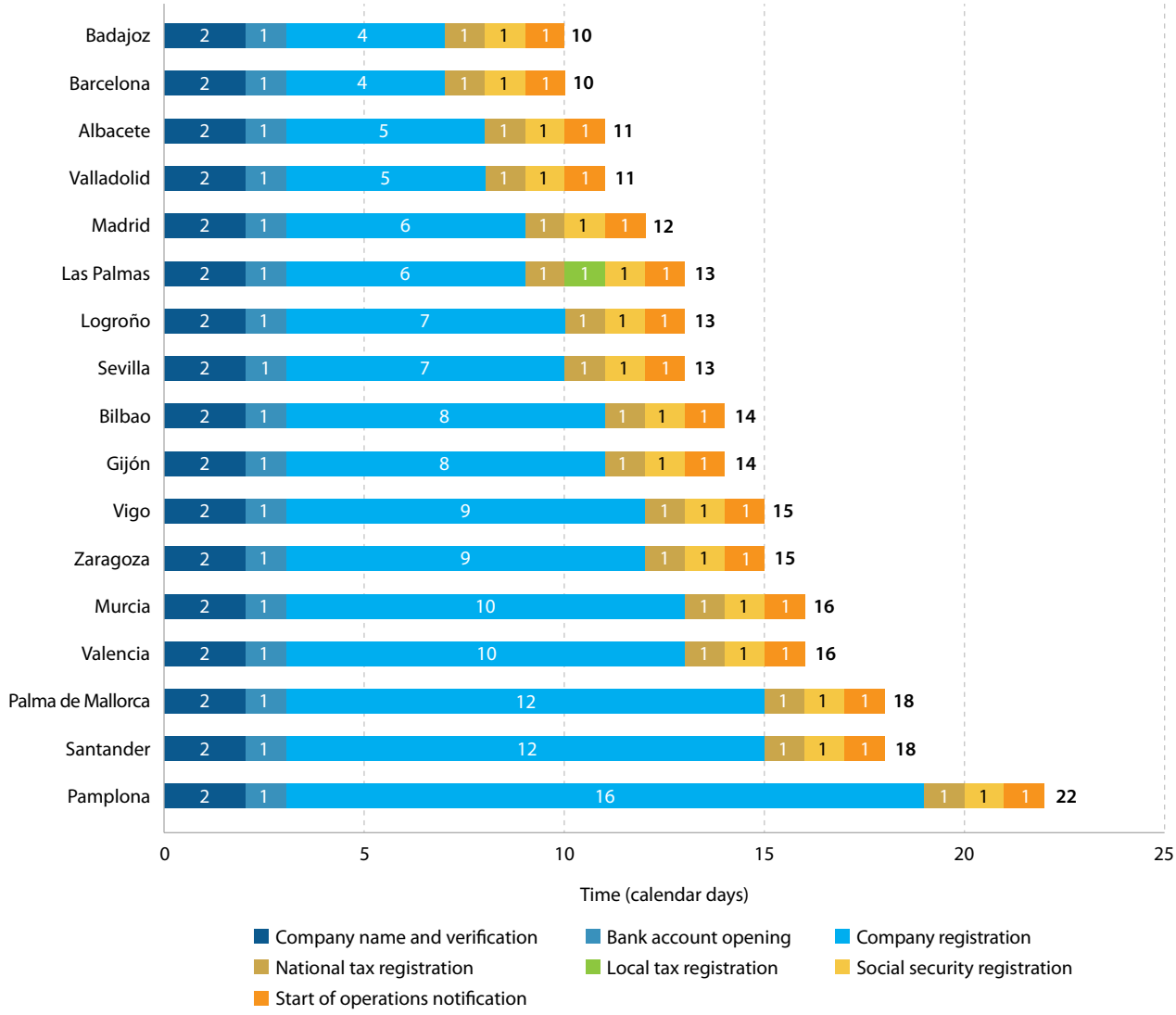
Source: Regulatory Efficiency Unit, the World Bank.
* This step is only applicable to Las Palmas and cannot be done simultaneously with any other post-incorporation steps.

availability of the proposed company name and open a bank account to deposit the share capital.[25] This is followed by a visit to the public notary, who drafts and executes the public deed of incorporation and company bylaws, and typically registers the company's beneficial owners in the Central Beneficial Owners Register. The notary also requests the provisional tax number (NIF) and files the tax declaration of exemption from the Transfer Tax and Stamp Duty on behalf of the entrepreneur. The notary then usually registers the company electronically with the regional registry through the Signo platform.[26] After incorporation, the entrepreneur must request the definitive tax number electronically and declare the start of operations to the Tax Authority.[27] In Las Palmas, entrepreneurs must also register for the local indirect tax with the Canary Islands Tax Agency. Finally, registration with the Social Security Agency and notification to the regional department of the Ministry of Labor and Industry of the start of activities are required.

Across the measured cities, the time required to establish a new LLC ranges from 10 days in Barcelona and Badajoz to 22 days in Pamplona (figure 14). The main driver of these differences is the company registration time at the regional business registry, which varies from 4 days in Badajoz and Barcelona to 16 days in Pamplona. These variations are primarily attributable to differences in workload and administrative backlogs at the local registries.[28] Other steps—such as verifying and registering the company name and opening a bank account to deposit the start-up capital—take approximately two days and one day, respectively. All post-registration steps can be completed within a single day.

25 The certificate is called "Certificación negativa de la denominación social," and entrepreneurs may also select from a list of pre-approved names.
26 The Mercantile registry has a central office in Madrid and regional offices in provinces across Spain. The data used for this study reflects the average time for all LLC registrations within each jurisdiction. Signo (*Sistema Integrado de Gestión del Notariado* - Integrated Notary Management System) facilitates electronic communications between notaries and public administration.
27 Registration with the Tax Authority is completed electronically by filing form 036. In most cities, the responsible agency is the national *Agencia Tributaria*, except in Bilbao and Pamplona, where Vizcaya Regional Treasury (*Hacienda Foral de Bizkaia*) and Navarre Regional Treasury (*Hacienda Foral de Navarra*) are the respective local agencies involved.
28 Additionally, Spain has imposed different legally mandated deadlines for the registry depending on whether standardized or personalized incorporation documents (deed and statutes) are used and on the online registration channel. These deadlines range from 6 hours to 15 days but can take longer in practice.

Figure 14. Business entry is fastest in Badajoz and Barcelona and slowest in Pamplona



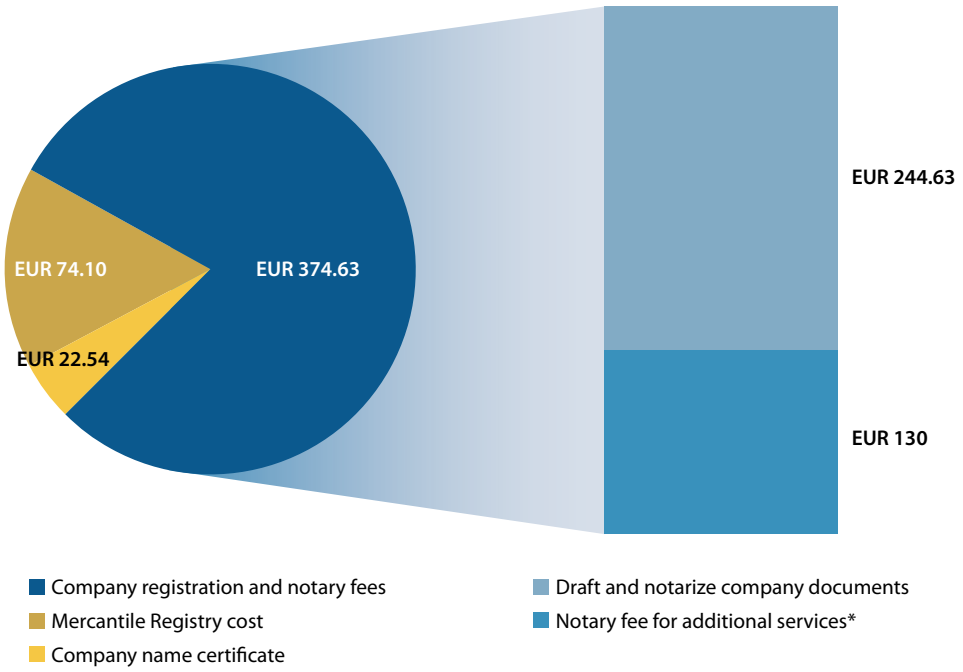
Source: Regulatory Efficiency Unit, the World Bank.

Starting a business in Spain is relatively inexpensive, with a total cost of EUR 471.27 (figure 15). The most significant expense is the visit to the public notary (EUR 374.63).[29] This cost includes legally mandated notarial fees for drafting and notarizing the public deed of incorporation and company bylaws, which are partly linked to the company's share capital. It also covers fees for issuing authorized copies, certifications, annotations, and storing the original deed, as well as a variable fee for additional services such as registering beneficial owners, requesting the provisional tax identification number (NIF), filing the tax exemption declaration, and registering the company through the Signo platform.

The regional registry charges EUR 74.10 for company registration, including recording the company's share capital, appointing administrators, and certifying sole shareholder status. There is also a minor cost at the beginning of the process for verifying and reserving the company name (EUR 22.54), which covers several administrative components, including the name application and issuance of the company name certificate, among others. All post-incorporation steps are free of charge.

29 For this study, the time and cost calculations are based on the Signo channel process mapping. The Signo channel accounts for 70 percent of online registrations, with the remaining 30 percent completed through other channels. Source: CORPME.

Figure 15. Company registration and notary fees account for the largest share of Business Entry costs in Spain



Source: Regulatory Efficiency Unit, the World Bank.
* Additional services may include i) registering beneficial owners; ii) requesting the provisional NIF; iii) filing tax declaration of exemption; and iv) submitting electronic company registration through Signo. The cost of these services is determined by each notary independently and thus may vary per office.

Areas for Improvement in Business Entry

Move toward a single window for business registration. Spain's multiple online and offline registration channels have resulted in a fragmented system that limits efficiency. Entrepreneurs would benefit from fully integrated services and clearer communication among stakeholders. The CIRCE platform was an important step toward unifying procedures and reducing costs, but its limited use shows room for improvement. Consolidating parallel channels would streamline registration, harmonize requirements, and enhance transparency. Following examples from Hungary and New Zealand, Spain could strengthen CIRCE and establish it as the exclusive platform for online company registration.

Relevant stakeholders: Ministry of Justice, Ministry for Digital Transformation and the Civil Service

Remove third-party intermediaries from simple company registration. Spain offers online LLC registration with shorter legal deadlines when standardized deeds and statutes are used. However, public notary involvement— now conducted via videoconference—remains mandatory to legalize documents. Entrepreneurs would benefit from a simplified, fast-track online process for "simple companies" that fully eliminates third-party intermediaries. Several countries, including Portugal and Romania, have made notary involvement optional, reducing costs and increasing flexibility. In these systems, companies with simple structures register using standardized forms, while those with more complex needs may still seek professional services. Similarly, Poland, Greece, and Croatia allow "simple company" registration without notaries, relying instead on digital signatures and online templates. Expanding such a model in Spain could lower costs, streamline registration, and encourage new business activity.

Relevant stakeholders: Ministry of Justice, College of Registrars (CORPME)[30]

30 The College of Registrars in Spain is a public law entity and a professional institution in Spain, responsible for coordinating the professional activities of the country's property and commercial registrars.

Simplify the current fee schedules for company incorporation and publish them online in a clear and accessible format. Unclear rules governing how registries and notaries apply incorporation fees create inefficiencies and uncertainty. Although fees are set by law, actual costs vary due to differing estimates, discretionary practices, and factors such as number of directors, capital size, and deed length. Simplified and uniform fee structures should replace vague ranges and inconsistencies. Registries and notary chambers should also publish clear requirements and standardized fee schedules. An integrated platform with an online cost calculator—similar to Greece's system—would improve transparency, predictability, and efficiency.

Relevant stakeholders: Ministry of Justice, College of Registrars (CORPME)

Introduce automated name approval prior to company registration. Companies must currently either obtain a certificate of name availability (*certificación negativa de la denominación social*) or select from a list of pre-approved generic names (*bolsa de denominaciones*). While the latter is practical, it does not substitute for a fully automated name-approval system. Requiring a certificate remains an outdated step, particularly for online registration, and the associated fee discourages new business creation. Eliminating this requirement would streamline registration with the regional registry. In the United Kingdom, for example, the system automatically checks name availability and suggests alternatives. A similar approach in Spain would simplify procedures and reduce costs for entrepreneurs.

Relevant stakeholders: Ministry of Justice, College of Registrars (CORPME)

Simplify issuance of the NIF (Tax ID) for obligatory taxes. Entrepreneurs must first obtain a provisional NIF before registering with the Mercantile Registry and then request a definitive NIF through the Tax Agency (Form 036). This two-step process could be streamlined by issuing the NIF directly during Mercantile Registry registration, improving interoperability and reducing administrative burdens. Currently, only the CIRCE platform offers this functionality by automatically requesting the definitive NIF and notifying the Tax Agency.

Other countries have fully integrated systems: in Greece and Hungary, tax registration is combined with company registration; in Italy, a single electronic notice (*Comunicazione Unica*) registers the company with tax and social security authorities; and in France, one application covers incorporation and tax registration simultaneously.

In Las Palmas, entrepreneurs must complete an additional step to register for the local indirect tax with the Canary Islands Tax Agency; connecting this registration digitally to the Mercantile Registry would further streamline local procedures.

Relevant stakeholder: Tax Agency

2. Business Location

Results Summary*

Pillar I: Regulatory Framework

Score:
82.1/100 (all cities)

Pillar II: Public Services

Score:
From **56.4/100** in Logroño to **62/100** in Barcelona, Madrid, Valladolid, and Vigo

Pillar III: Operational Efficiency

Score:
From **26.6/100** in Palma de Mallorca to **51.6/100** in Valladolid

Time (calendar days):

- ***Transfer a property:*** From 20 in Palma de Mallorca to 40 in Logroño
- ***Obtain a building permit:*** From 128 in Gijón to 553 in Palma de Mallorca
- ***Obtain an environmental permit:*** Not required for such a project

Cost (percentage of income per capita):**

- ***Transfer a property:*** From 609% in Madrid and Pamplona to 1,309% in Palma de Mallorca
- ***Obtain a building permit:*** From 235.9% in Logroño to 588.7% in Bilbao
- ***Obtain an environmental permit:*** Not required for such a project

Source: Regulatory Efficiency Unit, the World Bank.
*Refer to the appendix for the detailed set of data, disaggregated by topic and city.
**Spain's 2023 gross national income (GNI) per capita is EUR 30,464.

What Does the Business Location Topic Measure?

The Business Location topic measures how well a system supports businesses in securing property, obtaining building permits, and complying with environmental regulations. It evaluates three pillars for each subtopic: (I) the quality of regulations, (II) the quality of public services and transparency of information, and (III) the operational efficiency of establishing a business location.

For property transfer, the first pillar covers the quality of regulations governing property transfer and land administration, including the standards for property transactions, mechanisms for resolving land disputes, the effectiveness of the land administration system, and any restrictions on owning and leasing property for both domestic and foreign firms. For building and environmental permits, the focus is

on regulatory standards (such as building codes, land use and zoning regulations, and environmental safeguards).

The second pillar focuses on public services and transparency of information, including reliable online tools, electronic cadastral records, spatial platforms, inter-agency data exchange, and transparent guidance for permitting and clearances. The third pillar measures operational efficiency: the time and cost to complete property transfers, building permits, and environmental approvals.

Main Findings for Business Location

The regulatory framework for the three sub-topics of Business Location (property transfer, building, and environmental permitting) is consistent across the benchmarked cities, reflecting several good practices. While the legal framework is applied uniformly, the delivery of public services and the efficiency of regulatory processes vary across cities and topics. Despite reforms to modernize permitting processes and enhancements to electronic platforms, firms continue to face disparities in administrative efficiency. City-level results show differences in overall performance on the Business Location topic, with Valladolid achieving the highest score at 65.2 (out of 100) and Palma de Mallorca the lowest at 56 points (figure 16). Valladolid ranks among the top performers on several indicators, including efficiency in obtaining building permits and a low share of firms reporting access to land as a major constraint. Palma de Mallorca has the weakest operational efficiency, with longer building permit timelines and higher property transfer costs.

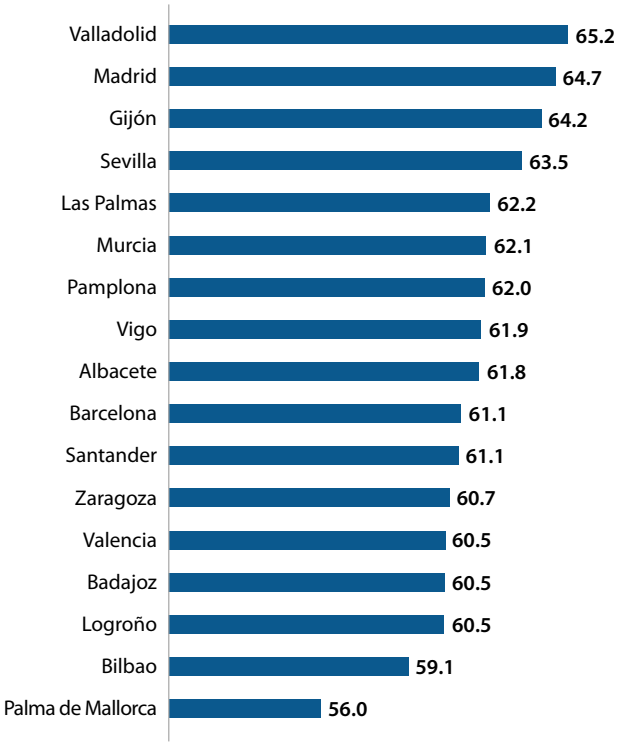
Property Transfer

There are notable differences among Spanish cities in the efficiency of transferring property. The main driver of variation lies in the decentralized setting of tax rates and regimes across regions (*Comunidades Autónomas*). The cost of transferring a property is more than double in Palma de Mallorca compared to Madrid and Pamplona. There is also significant variation in time partly due to the decentralized system. Spain's notarial and registral systems (unique in Europe) underwent extensive digitalization in 2023 and 2024.

Building Permitting

Although digitalization of building permit services is advancing, it remains uneven across cities. Most municipalities provide online platforms with payment, application, and communication features, although some cities (e.g., Logroño, Zaragoza) offer fewer digital services. Digital systems also face technical constraints, including difficulties handling large file sizes. Permit approval times vary widely, from 128 days in Gijón to 553 days in Palma de Mallorca, mainly due to complex local procedures and limited technical staff. Permit costs also differ significantly, driven by municipal fees and the Construction, Installations, and Works Tax (ICIO). Bilbao has the highest costs, more than double those in Logroño.

Figure 16. Business Location score*



Source: Regulatory Efficiency Unit, the World Bank.
*Scale from 0 to 100 (higher = better)

Environmental Permitting

Regulatory gaps remain against international standards, including mechanisms to directly challenge EIA decisions,[31] mandatory capacity-building activities, and out-of-court dispute resolution. Public services are well developed, with electronic platforms allowing submission, tracking, communication with authorities regarding EIA decisions, and online payment. Most cities offer features such as auto-generated checklists to support compliance, although

31 In this report, "EIA decision" refers to the environmental permitting decision in Spain (formally called DIA, *Declaración de Impacto Ambiental*), not the EIA study itself.

challenges persist, including limitations in handling large file sizes and the absence of a unified national submission and tracking system for EIA applications. Efficiency in EIA requirements varies by project type, scale, and potential impacts, particularly when projects are located in environmentally sensitive areas. For the project assessed under the subnational B-READY parameters, no EIA decision is required, reflecting Spain's tiered approach to environmental regulation.

2.1 Property Transfer

Quality of Regulations for Land Administration and Property Transfer

Quality of Regulations for Land Administration and Property Transfer Score	**84.3/100** (all cities)

Source: Regulatory Efficiency Unit, the World Bank.

A robust property and land administration system requires regulations that ensure secure, transparent, and efficient use of immovable property. Spain's legal framework is uniform across the country and incorporates several legislative and institutional elements that promote legal certainty and transparency, including an institutional arrangement for property transfer that is unique in Europe, based on the roles of notaries and independent land registrars (box1), although gaps remain. Notable shortcomings include the absence of an out-of-court mechanism to compensate private parties for financial losses resulting from Land Registry errors and the lack of regulatory provisions requiring publication of each property´s value in monetary terms. Restrictions are also in place on foreign firms owning or leasing agricultural land.

Quality of Public Services for Land Administration and Property Transfer

Quality of Public Services for Land Administration and Property Transfer Score	**52.2/100** (all cities)

Source: Regulatory Efficiency Unit, the World Bank.

While strong regulations are essential, effective land administration also depends on government support, institutions, and infrastructure that facilitate compliance and business activity. In Spain, public services for property transfer are supported by a relatively well-developed framework that is uniform at the national level, although significant limitations persist.

Most due diligence checks—such as encumbrances, party identities, and cadastral plans—can be completed online, but exceptions remain, including verification of tax status. Moreover, these online searches must be conducted through separate platforms. Land title certificates and cadastral plans are digitized, and online identity verification and complaint mechanisms exist, although responses to complaints are not publicly available. While all properties are mapped and surveyed nationally and locally, not all private properties are registered with the Land Registries.

Spain has made progress in land administration system interoperability by deploying GIS technology in both the Cadaster and the Land Registry, linking the two systems through georeferenced digital parcel maps, and recording the cadastral reference of each parcel in the Land Registry records. However, the Cadaster and Land Registry are not yet interoperable in real time. This limits the ability to conduct comprehensive searches, ensure fully integrated property records, and avoid errors or duplicate entries, resulting in inefficiencies in transactions.

Spain promotes transparency in property registration by publishing requirements, service standards, fee schedules, transaction volumes, and Land Registry processing times online. However, the Cadaster does not publish estimated processing times for all surveying and mapping services, and key statistics—such as sex-disaggregated ownership, land dispute data, and property tax values—are not disclosed, limiting risk assessment and accountability.

Operational Efficiency of Property Transfer and Land Administration

Property transfer in Spain comprises four main stages: due diligence, deed signing, payment of taxes to regional authorities, and registration of the deed with the Land Registry (figure 17). Although the process is similar nationwide, time and cost vary across the measured cities.

The total time required to transfer property ranges from 20 days in Palma de Mallorca to 40 days in Logroño, with most cities completing the process between 22 and 29 days (figure 18). The procedure consists of four main stages: due diligence (1–4 days), drafting, signing, and authentication of the deed (1–5 days), tax payment (1–2 days), and registration with the Land Registry (13–30 days).

Box 1. An institutional system unique in Europe

Spain's property system relies on notaries and independent land registrars, both public officials under the Ministry of Justice (Notarial Law of 1862; Mortgage Law). Unlike other EU countries, Spain's registries are operated by self-employed registrars who manage their own offices, assume liability for errors, and charge legally established fees (Royal Decree 1427/1989). The Ministry sets the overarching framework and standards, while the College of Registrars coordinates the network.

Spain is divided into more than 1,000 registry districts, each headed by an independent registrar. Among the cities included in this study, the number of Land registries ranges from two in Badajoz to 52 in Madrid, largely reflecting the volume of properties in each province.

Notaries act as preventive legal gatekeepers: they verify identity and capacity, ensure legal compliance, and draft and authenticate deeds (Law 24/2001). Registrars then conduct a legal review and record property rights. The Cadaster (Royal Legislative Decree 1/2004) operates separately from the Land Registry and supplies fiscal and descriptive data, with only partial coordination between the two. Regional governments (*Comunidades Autónomas*) levy the Transfer Tax (ITP) and may set their own rates within the national framework, contributing to cost differences across regions.

Recent systemic reform

Spain advanced the digitalization of notarial and registry services and in 2023 and 2024. Law 11/2023 created an electronic notarial protocol—a central digital archive—and requires all public deeds to have a digital counterpart while retaining paper originals; both formats are considered legally original. For Land Registries, a single national electronic portal is now the main channel for e-filings, requests, information access, and communications. Registries can receive notarial e-copies and other documents digitally, expand e-communications, and use registrar videoconferencing.

Each property must have an electronic *folio real*,[a] created at first registration or when a new transaction occurs; all subsequent entries are electronic (while deeds remain dual format). Pre-digital paper records remain fully valid. The parallel paper–electronic regime can delay issuance of the Land Registry extract (*Nota Simple*) and contributes to the incomplete automation of registry processes.

a Each registered property has a unique identifier (Unique Registration Code, CRU); however, a fully functioning real-time data exchange between the Land Registry and the Cadaster is not yet operational.

Figure 17. Main stages of transferring a property in Spain

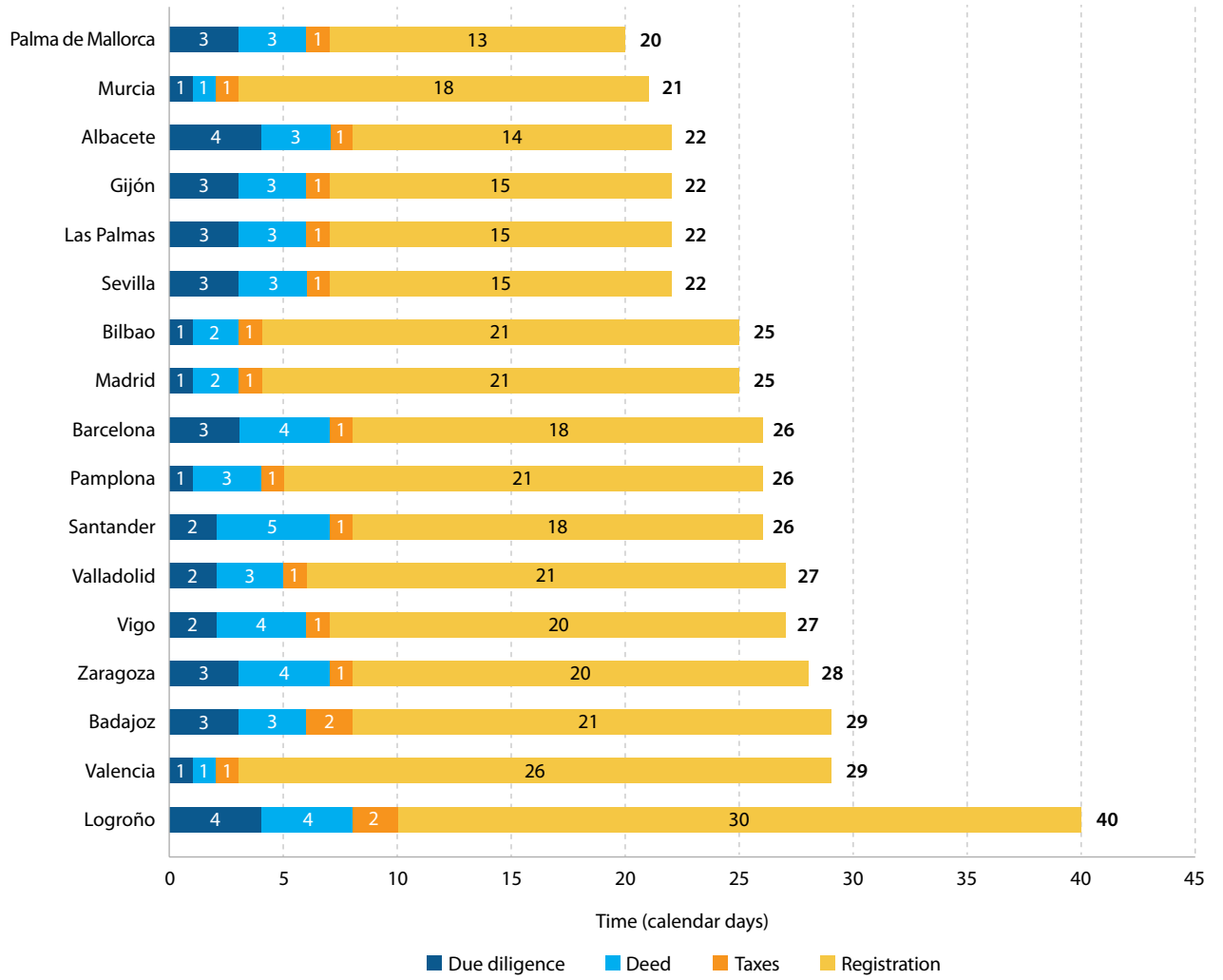
Source: Regulatory Efficiency Unit, the World Bank.

Transaction costs are driven largely by the transfer tax, which differs considerably between regions, while notarial and registry fees are relatively uniform. Total costs—including due diligence, notary fees, taxes, and registration—range from EUR 185,429 (6 percent of property value) in Madrid and Pamplona to EUR 398,743 (13 percent) in Palma de Mallorca, with most cities between 7 percent and 11 percent (figure 19).

After signing the contract, both parties appear before a notary, who conducts due diligence by obtaining the *nota simple registral* to confirm ownership, property details—including the cadastral reference, a unique alphanumeric identifier of the property—and any encumbrances. The notary also verifies all relevant legal, tax, and property documents, primarily through the Signo platform, the official digital system for Land Registries and notaries in Spain. The notary then prepares the public deed of sale, which both parties sign at the notary's office; notarial fees are set by law. The deed is filed electronically with the Land Registry, temporarily freezing title changes for 60 days and notifying authorities of the ownership change. Transfer taxes are paid to the regional tax authority, usually through the notary's office, with proof of payment attached to the deed and submitted via Signo. Alternatively, the buyer may self-assess and pay at a bank.

Finally, the deed is registered with the local Land Registry (fees set by law), typically within 13–30 days, and no further steps are required.

Figure 18. Time to transfer property in 17 Spanish cities



Source: Regulatory Efficiency Unit, the World Bank.

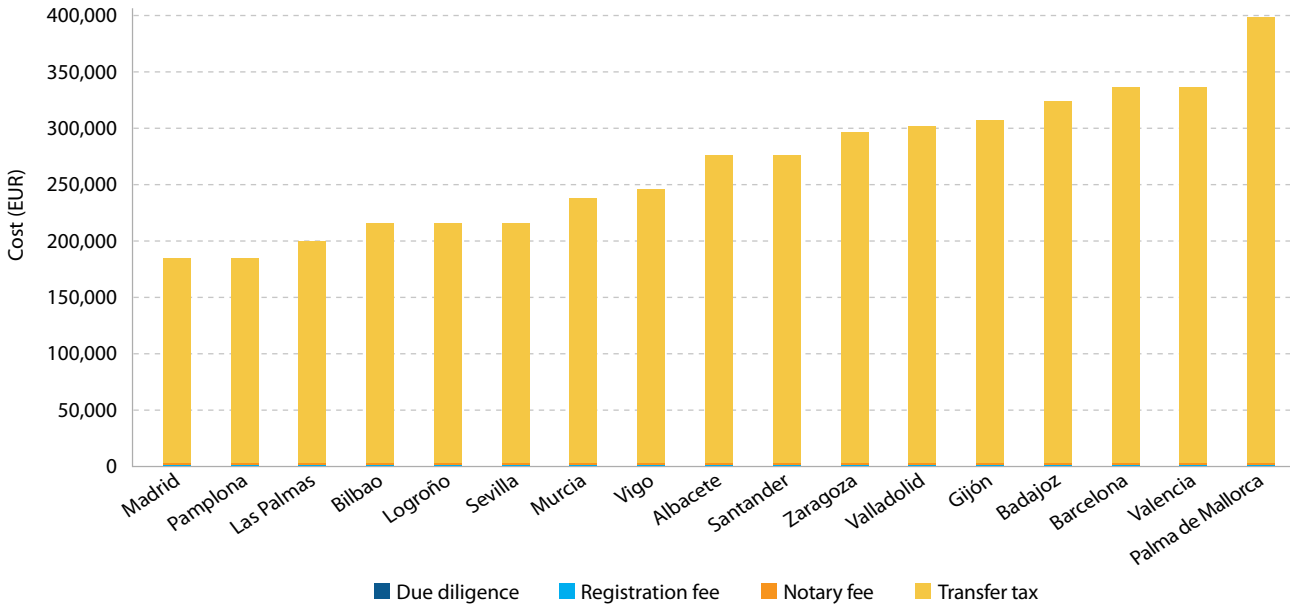
In practice, transferring property in Spain takes between 20 and 40 days, with most of the time spent at the Land Registry—the main source of variation across cities. During 2023 and 2024, Spain completed the nationwide digitalization of all registries, ensuring full compliance across the country. The transition progressed at different speeds across offices, and some registries temporarily experienced slower processing as new digital systems were implemented.

Article 18 of the Mortgage Law (*Ley Hipotecaria*) sets a standard maximum of 15 working days for registrars to qualify and register deeds, covering all property transactions. Compliance is monitored via quarterly reports to the Directorate-General for Legal Security and Public Trust (DGSJFP), and late registrations are subject to a 30 percent fee reduction. In extraordinary cases, the DGSJFP may extend the deadline by up to 15 working days.

Property transfer costs range from EUR 185,429 in Madrid and Pamplona (6 percent of the property value)[32] to EUR 398,743 (13 percent) in Palma de Mallorca. Most costs are driven by the Property Transfer Tax (*Impuesto de Transmisiones Patrimoniales* ITP), which is calculated on the property value and set by the *Comunidades Autónomas* (regional administrative level). Other costs are established at national level and remain uniform across cities: EUR 1,823 in notary fees, EUR 756 in registry fees, and EUR 9 for a Land Registry extract obtained during due diligence.

32 For a property value of EUR 3,047,343.

Figure 19. Transferring a property costs twice as much in Palma de Mallorca as in Madrid and Pamplona

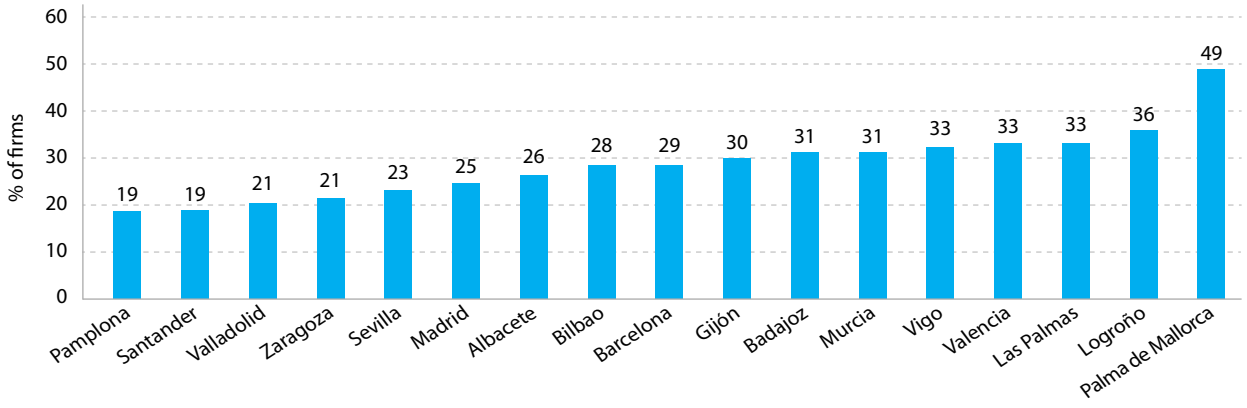


Source: Regulatory Efficiency Unit, the World Bank.

Each *Comunidad Autónoma* establishes and collects the ITP, and regional taxation models differ. Some regions apply a flat rate, while others apply a progressive rate.[33] In recent years, the regions where Albacete, Barcelona, Palma de Mallorca, Santander, Valencia, and Zaragoza are located have increased property transfer taxes, whereas the regions containing Sevilla and Vigo have reduced them.

Results from the 2024 Enterprise Surveys show wide differences in firms' perception of access to land (figure 20). Access to land is perceived as a constraint by significantly more firms in the Balearic Islands (including Palma de Mallorca) compared to Comunidad Foral de Navarra (Pamplona) and Cantabria (Santander). This perception aligns with the higher property transfer costs observed in the Balearic Islands.

Figure 20. The percentage of firms identifying access to land as a constraint differs across regions*



Source: World Bank Enterprise Surveys 2024.
*Data corresponds to the NUTS2 region in which each city is located, as defined by Eurostat's Nomenclature of Territorial Units for Statistics (NUTS) classification. For more information, visit: https://ec.europa.eu/eurostat/web/nuts/overview.

33 Albacete, Bilbao, Logroño, Madrid, Murcia, Las Palmas, Pamplona, Santander, Sevilla, and Vigo apply a flat rate. Badajoz, Barcelona, Gijón, Palma de Mallorca, Valencia, Valladolid, and Zaragoza apply a progressive rate.

Areas for Improvement in Property Transfer

Strengthen the integration and standardization of registries within a national system. Registrars are self-employed professionals who operate their offices while adhering to minimum standards set by the Ministry of Justice. This structure can contribute to variations in performance and may present challenges for aligning practices with national standards or reallocating resources in response to changing needs. Practical measures include strengthened instruments to support compliance with existing standards and guidance, as well as improved mechanisms for performance monitoring, accountability, and resource reallocation. In many EU countries, registrars are employed by an executive agency or the courts, supporting more standardized practices and clearer oversight. Relevant EU examples could inform Spain's approach.

Relevant stakeholder: Ministry of Justice

Enable registrations to be completed by any Land Registry in the country. Property records may currently be updated only by the local Land Registry where the property is located. When a registry faces high workload, delays result, and parties cannot submit applications elsewhere. An intermediate solution would be to introduce mechanisms for temporary workload redistribution or inter-registry cooperation within the existing decentralized model. Allowing any registrar to update property records nationwide should be feasible, as all offices use the same national electronic database. The national electronic platform provides the necessary foundation and could be complemented by removing regulatory restrictions that prevent registrars from recording deeds located outside their geographic district. Practices in other EU countries, such as Italy, offer relevant examples.

Relevant stakeholder: Ministry of Justice

Expand digitalization and ensure interoperability across core property registration and cadastral systems. In 2023 and 2024, Spain made important strides in digitalizing registrar and notary systems. The next step is to enhance overall system reliability by enabling real-time communication between the Land Registry and other key systems—such as the Cadaster, municipalities, and tax authorities. Although Law 13/2015 established mandatory coordination between the Cadaster and the Registry—discrepancies in surface area, boundaries, property use, and constructions persist in practice. Spain should prioritize systematic reconciliation between the Land Registry and the Cadaster, supported by georeferenced data and real-time updates, while maintaining the Land Registry as the legally authoritative source.

Relevant stakeholders: Ministry of Justice, Ministry of Finance (General Directorate of the Cadaster, State Agency for Fiscal Management), College of Registrars, Municipalities

Ensure that all private properties are registered. Incomplete coverage limits legal certainty for companies and individuals regarding physical and legal property data. Other countries—including Czechia, Slovakia, and Hungary—have achieved full coverage. Spain could consider similar efforts to ensure that all private properties are recorded in the Land Registry.

Relevant stakeholders: Ministry of Justice, College of Registrars

Enhance transparency in the land administration system. Greater transparency reduces information asymmetries between users and officials and improves the efficiency of land markets.[34] Publishing data on dispute-resolution times, the monetary value of each property, and sex-disaggregated data on ownership, transfers, and disputes would strengthen accountability. While Spain reports transaction volumes, it could improve further by collecting and publishing statistics on land disputes and their resolution times. Countries such as Finland and Latvia provide examples of good practice in tracking and publishing such data.

Relevant stakeholders: Ministry of Justice, College of Registrars, Land Registries, Courts

34 Deininger and Feder, 2009; Zakout, et al., 2006.

2.2 Building Permitting

Quality of Regulations for Urban Planning and Buildings

Quality of Regulations for Urban Planning and Buildings Score	**92.6/100** (all cities)

Source: Regulatory Efficiency Unit, the World Bank.

Spain adheres to robust urban planning regulations, guided by national frameworks, including the Building Regulation Law (LOE, 1999) and the Technical Building Code (CTE). Since 1997, regional governments (*Comunidades Autónomas*) have held exclusive authority over land-use planning, urban development, and housing, while municipalities implement and enforce these rules through urban plans and building ordinances, including additional requirements such as energy efficiency standards. There is no subnational variation in scoring among the assessed cities. Nevertheless, the regulatory framework could be further strengthened by simplifying regulations and promoting greater harmonization of local laws.

Spain's legal framework emphasizes civil liability for construction professionals rather than detailed regulatory oversight. Government agencies are not legally responsible for inspecting construction projects; compliance is instead ensured through the professional liability of architects, engineers, and other construction agents. High technical and training standards help maintain adherence to regulations. The framework also does not provide for an independent third-party mechanism to dispute building permit decisions, which can limit transparency and accountability.

Delivery of Public Services for Urban Planning and Buildings

Quality of Public Services for Urban Planning and Buildings Score	From **47.3/100** in Logroño to **68.3/100** in Barcelona, Madrid, Valladolid, and Vigo

Source: Regulatory Efficiency Unit, the World Bank.

Public Services for building permits in Spain are highly digitalized. In the 17 cities measured, municipal online platforms allow users to initiate the building permit process, submit appeals of final permit decisions, and make online payments for building or occupancy permits. However, the scope and level of digitalization varies substantially across cities, particularly in the availability of auto-generated checklists (table 3).

Most cities—except Logroño and Zaragoza—offer online communication channels with authorities, automatic status notifications, and the ability to submit applications and supporting documents online.[35] In some cities, platform file size limitations reduce the efficiency of these services. Eight cities—Badajoz, Barcelona, Gijón, Madrid, Las Palmas, Valencia, Valladolid, and Vigo—provide auto-generated checklists or automatic guidance tools to help applicants identify required documentation. This support is absent in the remaining cities, which can lead to incomplete applications and processing delays. Electronic issuance of building permits is not available in Bilbao, Logroño, or Zaragoza. For occupancy permits, Bilbao does not offer digitalized services, while in Logroño the process is digitalized but issuance occurs by email or certified mail.

All Spanish cities provide online access to urban plans and zoning requirements, though these tools serve only informational purposes and carry no legal validity. GIS integration with different agencies is only partially available in some cities, such as Madrid and Pamplona, and is not integrated with external agencies in other locations. This limited cross-agency integration reduces the usefulness of digital platforms for developers and architects who require centralized access to planning data. Madrid is developing a BIM-based permitting system (Madrid-DBP) to automate the building permit process with a pilot planned for 2027.[36]

A key shortcoming across all cities is the lack of integration between the online municipal permitting platforms and external agencies. Most online systems do not incorporate authorizations from entities outside the primary building control authority (*Departamento de Urbanismo*). As a result, applicants and local authorities must interact separately with cadaster offices, land registries, municipal departments, utility providers, and other specialized agencies. This fragmented approach increases administrative complexity and contributes to processing delays.

In most cities, planning and building control regulations are publicly accessible and outline requirements for all types of building-related permits. The only exception is

35 Logroño and Zaragoza provide online services for some procedures—such as responsible declarations, minor building permits, and occupancy permits—but major building permits must be processed in person, as the online system is not yet enabled for these cases (as of December 31, 2024).
36 Madrid City Council. (2025, October 16). *Madrid DBP platform to automate urban planning permits* [Press release]. https://diario.madrid.es/blog/notas-de-prensa/el-ayuntamiento-inicia-el-tramite-para-crear-la-plataforma-madrid-dbp-que-automatizara-y-agilizara-la-tramitacion-de-licencias-urbanisticas/.

Table 3. Subnational differences in the quality of public services for building permitting

	Availability and reliability of digital services			
	Online permitting systems with several functionalities			
City	Online communication and notification	Auto-generated checklist*	Issuance of building permits	Issuance of occupancy permits
Albacete	✓	✗	✓	✓
Badajoz	✓	✓	✓	✓
Barcelona	✓	✓	✓	✓
Bilbao	✓	✗	✗	✗
Gijón	✓	✓	✓	✓
Las Palmas	✓	✓	✓	✓
Logroño	✗	✗	✗	✗
Madrid	✓	✓	✓	✓
Murcia	✓	✗	✓	✓
Palma de Mallorca	✓	✗	✓	✓
Pamplona	✓	✗	✓	✓
Santander	✓	✗	✓	✓
Sevilla	✓	✗	✓	✓
Valencia	✓	✓	✓	✓
Valladolid	✓	✓	✓	✓
Vigo	✓	✓	✓	✓
Zaragoza	✗	✗	✗	✓

Source: Regulatory Efficiency Unit, the World Bank.
* Includes cities that provide automatically generated checklists or automated guidance tools to help users with the required documentation.

Bilbao, where requirements for obtaining an occupancy permit are not available online. Up-to-date fee schedules for permit applications are accessible online across all cities, as are current city master plans or zoning plans and procedures for modifying land use or zoning regulations. Additionally, online statistics on the number of issued building permits are updated and publicly available in Barcelona, Bilbao, Madrid, Sevilla, Valladolid, and Vigo.

Efficiency of the Building Permitting Process

The process for granting building permits in Spain is defined by a national legal framework, while the authority to process and issue permits lies with municipalities. Municipalities are responsible for receiving applications, granting permits, and ensuring compliance with national and local regulations, including urban planning instruments (*Planes Generales de Ordenación Urbana*, PGOU) and technical codes.

Before submitting an application, the project must be prepared by licensed professionals and include all mandatory technical documentation, such as building plans and technical studies. Applicants submit the building permit request to the municipality, along with the technical project and supporting documents, including the topographical survey and geotechnical investigation (figure 21). The municipality reviews compliance with urban planning and building regulations, while the professional association of architects val-

Figure 21. Main stages of building permitting in Spain

Common to all cities

Obtain topographical survey
Average time: 14 days
Average cost: EUR 600

Obtain a geotechnical investigation
Average time: 30 days
Average cost: EUR 2,500

Permitting authority reviews the application and may request additional internal authorizations to grant the building permit
Average time: 270 days
Average cost: EUR 97,826

Source: Regulatory Efficiency Unit, the World Bank.
Note: All benchmarked cities follow these steps (for the project considered in the Subnational B-READY study), though additional requirements may apply in specific locations. The topographical survey and geotechnical investigation can be obtained simultaneously. Endorsement of the execution project by a professional association may occur before or during Step II. Some cities also require a property certificate, urban planning approval, or favorable reports from other agencies (e.g., aviation, fire, environmental, utility providers).

idates the project's technical and professional correctness. Construction can begin only once the municipality grants the permit and the project is endorsed (*visado*) by the association.[37] In cities such as Barcelona, Madrid, Valencia, and Vigo parts of the review process may be outsourced or delegated to collaborating entities (*Entidades Colaboradoras Urbanisticas* – ECU).[38] Depending on the project, the municipality may also require additional reports or authorizations from other competent bodies outside the urban planning department (e.g., fire department, environmental agencies, aviation authority, utility providers).

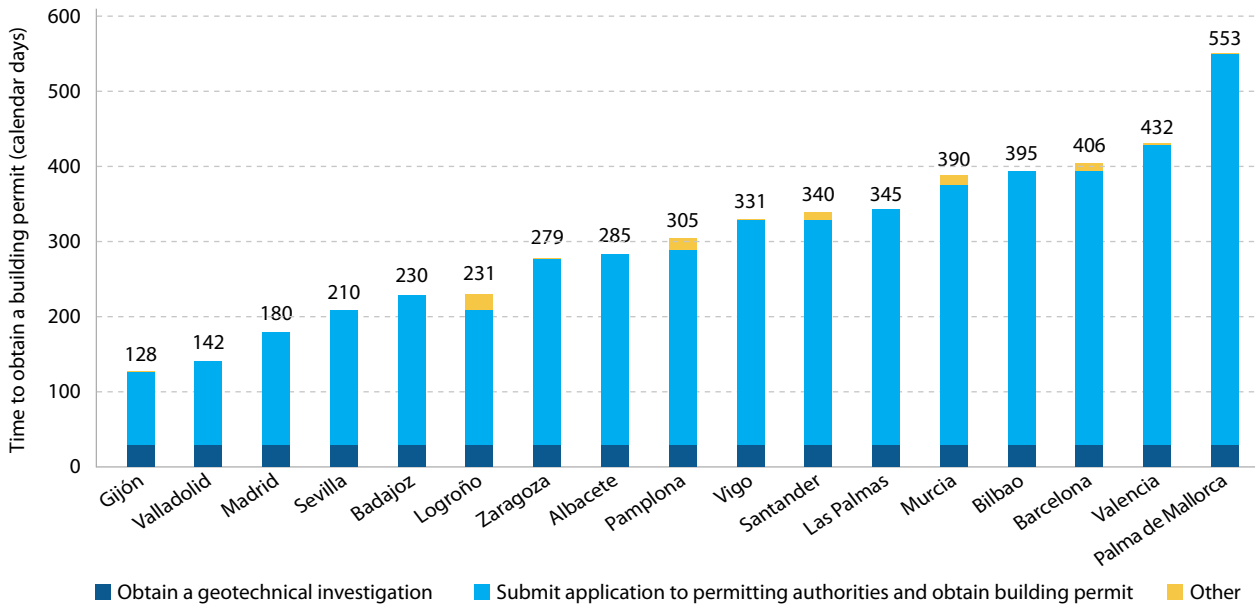
Gijón has the fastest building permitting process among the measured cities, at 128 days, largely due to better coordination and streamlined processes that allow quicker approvals across municipal and regional bodies. Palma de Mallorca shows the longest duration, at 553 days, followed by Valencia (432 days) and Barcelona (406 days). Delays in Palma de Mallorca stem from limited staff, complex local procedures, and extensive legislation, which often lead to incorrect or incomplete documentation. These factors slow down permit approvals and contribute to longer processing times, highlighting the need for further improvements in administrative capacity and regulatory clarity.

Other cities with comparatively shorter processing times include Valladolid (142 days), Madrid (180 days), Badajoz (230 days), and Logroño (231 days). In contrast, Bilbao (395 days), Murcia (390 days), and Las Palmas (345 days) tend to be considerably slower. Across most cities, lack of technical staff for reviewing building permit applications has been highlighted by both public and private sectors as a significant source of delays in processing applications.

Although specific steps may vary slightly between cities, the building permit phase—covering review of the application and issuance of the permit (figure 22)—largely determines the overall duration.

The cost of obtaining building permits, including all required steps, ranges from EUR 71,867 in Logroño to EUR 179,339 in Bilbao (figure 23).[39] These costs vary signifi-

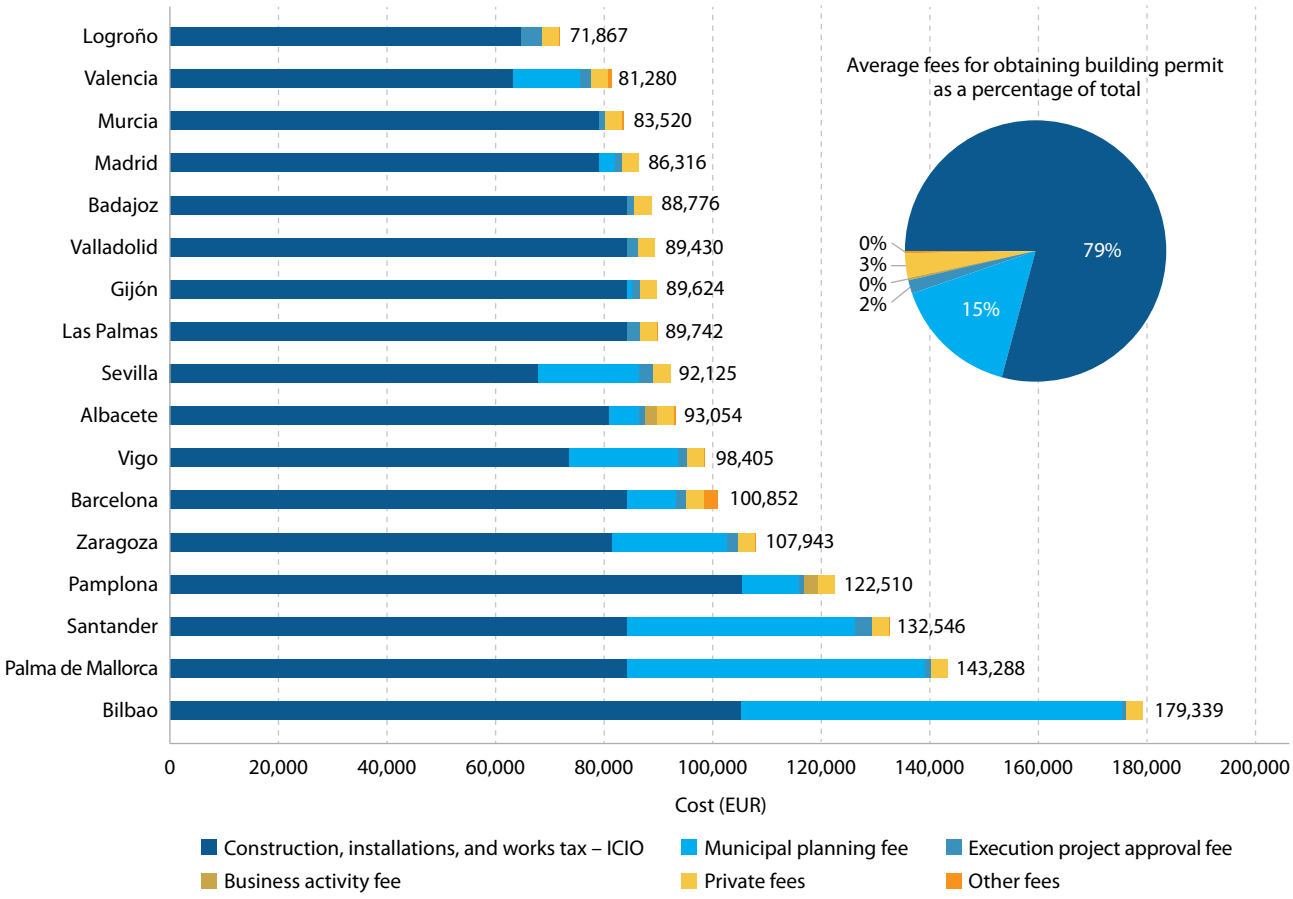
Figure 22. The building permitting process is fastest in Gijón and slowest in Palma de Mallorca



Source: Regulatory Efficiency Unit, the World Bank.
Note: The total time to obtain a building permit includes all steps officially required and/or commonly done in practice to obtain the permit, as of December 2024.

37 In the Community of Madrid, certain commercial and office buildings may follow the *declaración responsable* procedure under Law 2/2012 on the Promotion of Commercial Activity, which allows works to begin prior to obtaining a municipal license, subject to a subsequent inspection.
38 ECUs are private firms authorized to verify, inspect, and ensure compliance with urban planning regulations, thereby helping to expedite the management of construction permits.
39 Based on private sector estimates, the Subnational Business Ready office building uses a Budget of Material Execution (PEM) of EUR 2,100,000 as its reference value.

Figure 23. ICIO accounts for nearly 79 percent of total building permit costs in Spain



Source: Regulatory Efficiency Unit, the World Bank.

cantly across cities, as they include the Construction, Installations, and Works Tax (ICIO), urban administrative fees set by municipalities, and the *visado*—the professional endorsement of the execution project by the association of architects.

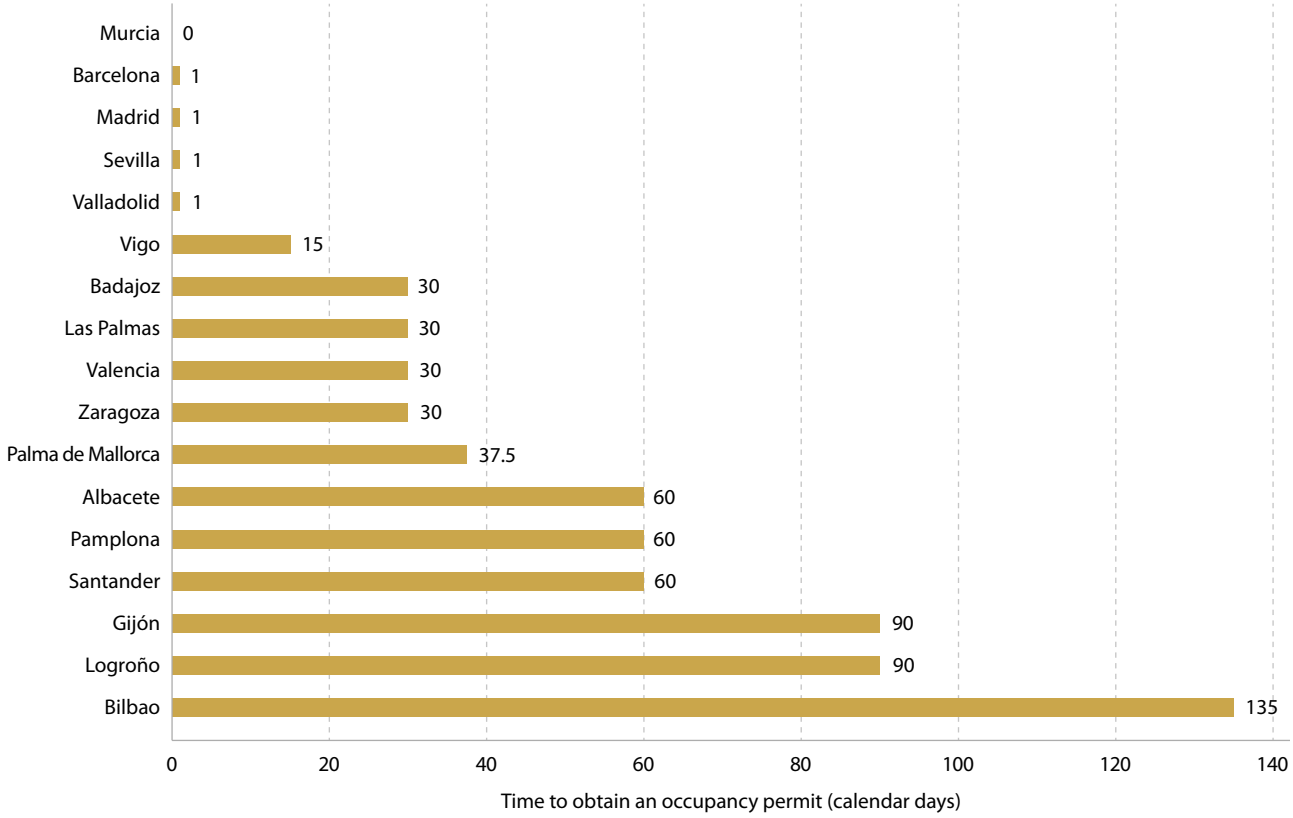
For municipalities under the national tax regime, the ICIO is capped at 4 percent of the Budget for Material Execution (PEM). However, in some municipalities with their own local tax regimes, such as Bilbao or Pamplona, the rate may reach 5 percent of the PEM. Urban administrative fees to obtain the building permit also vary widely. While cities such as Badajoz, Logroño, Murcia, and Las Palmas charge no local fee, Valladolid applies a fee that is paid upfront and refunded once construction is completed, and costs in Bilbao can reach up to EUR 70,095.

The cost of obtaining the endorsement from the professional association of architects (*visado*), which validates the project´s technical accuracy, is determined independently and ranges from EUR 3,980 in Logroño to EUR 845 in Bilbao for the same project. Calculation methods also differ. In Las Palmas, ten variables and factor coefficients influence the fee, whereas in Zaragoza, the cost depends solely on the built area and a single coefficient.

Occupancy permit requirements in Spain vary widely across cities. Some cities, including Barcelona, Madrid, Sevilla, and Valladolid, accept a signed declaration of responsibility from the applicant affirming that all legal requirements for building occupancy have been met, allowing the process to be completed in 1 day (figure 24). Recent reforms have further streamlined procedures by allowing responsible declarations to authorize specific construction projects from initial approval through occupancy, as seen in Madrid's 2022 Ordinance and the Valencian Community's Decree 12/2021.

Several cities, including Bilbao, do not offer this option, and Bilbao also has the longest processing time (135 days).

Figure 24. Obtaining an occupancy permit takes more than four months in Bilbao



Source: Regulatory Efficiency Unit, the World Bank.

Even where a declaration is allowed, a verification period of around 30 days may apply, as in Zaragoza. Murcia is the only city where this procedure does not exist for the case study assessed.[40]

Costs also vary significantly across municipalities. Several cities do not charge any fees, including Badajoz, Barcelona, Bilbao, Logroño, Las Palmas, Santander, and Valencia. Others apply only a symbolic cost below EUR 1,000, such as Palma de Mallorca (EUR 66.4), Vigo (EUR 142), Gijón (EUR 258.6), Madrid (EUR 812), and Pamplona (EUR 820). In contrast, fees are much higher in some municipalities, reaching up to EUR 8,653 in Sevilla, EUR 9,484 in Albacete, and EUR 9,687 in Valladolid.

Areas for Improvement in Building Permitting

Introduce independent third-party appeals for building permit decisions. Establish a mechanism for independent, third-party reviews of building permit decisions, allowing an impartial actor—such as a professional association or private professional body—to rule on disputes between the applicant and the administration. This would enhance transparency, accountability, and integrity in the permitting process.

Relevant stakeholders: Ministry of Housing and Urban Agenda (MIVAU), Regional Governments (Comunidades Autónomas), Municipalities

Simplify and harmonize the regulatory framework. Simplify building and planning regulations by focusing on clear, outcome-based rules and establishing a unified legislative roadmap for developers. National regulations should define mandatory standards, with regional and local adaptations aligned with national goals. Authorities should replace in-person guidance with automated, project-specific support to help developers comply. Removing redundant or conflicting rules will re-

40 In Murcia, the occupancy permit procedure *commonly referred to as the Certificate of Habitability (*Cédula de Habitabilidad*) is a process exclusively for residential buildings (housing). In contrast, commercial premises and offices are not subject to this procedure.

duce administrative burdens, improve consistency, and make compliance easier. Streamlining regulations would benefit both authorities and applicants and help make cities more attractive for investment. Several countries offer useful models, including Finland and Estonia, where authorities centralize all relevant construction permit documents and provide digital, automated guidance through single online platforms.

Relevant stakeholders: Ministry of Housing and Urban Agenda (MIVAU), Regional Governments (Comunidades Autónomas), Municipalities

Enhance and expand digital platforms for building permits. Only a subset of cities—Badajoz, Barcelona, Gijón, Madrid, Las Palmas, Valencia, Valladolid, and Vigo—offer auto-generated checklists or automatic guidance tools to help applicants gather the required documentation and complete all necessary steps before submitting a building permit. In Zaragoza, some permit requests still require in-person submission, creating unnecessary delays. Moreover, in most cities, even where electronic platforms exist, they often lack sufficient megabyte capacity, requiring developers to submit fragmented technical documentation online or use a combination of paper, USB, and digital submissions. Standardizing digital tools nationwide would ensure that all municipalities, regardless of size, offer the digital features needed for a fully online permitting process.

Spain could also move toward fully integrated systems that use artificial intelligence to screen well-defined applications and check compliance with applicable regulations, thereby reducing processing times. Madrid, for example, has piloted the use of BIM technology and plans to expand it across all permitting processes. Other countries offer useful models: Estonia, Croatia, and Porto (Portugal) allow fully online applications, while and Hungary offer integrated platforms connecting all relevant authorities.

Relevant stakeholders: Ministry of Housing and Urban Agenda (MIVAU), Municipalities

Strengthen capacity building and accountability in permit applications. Offer targeted training for professionals who prepare and submit documents to municipalities to reduce errors and delays. Training should cover procedures, regulations, and documentation requirements, and could be incorporated into university curricula and ongoing professional development, with support from professional associations.

To improve accountability and quality control of submitted documentation, municipalities could penalize repeated submission of incorrect documents and reward accuracy with reduced fees. This approach would strengthen professional skills and enhance the permitting and approval process.

Relevant stakeholders: Ministry of Housing and Urban Agenda (MIVAU), Municipalities

Enhance Permit Review Systems. Municipalities could strengthen and streamline oversight of the building permit review process by introducing more standardized review systems. Such systems may include clear methods for tracking workloads, monitoring the number of cases processed per reviewer, and establishing benchmarks for technical staff performance. Leveraging standardized procedures and internal monitoring can help improve efficiency and consistency in permit management.

Relevant stakeholders: Ministry of Housing and Urban Agenda (MIVAU), Municipalities

Review and simplify the cost structure for building permits. In Spain, building permit costs are set by local municipalities and vary significantly across cities. Administrative fees should reflect only the actual administrative cost of providing the building permit, but in some cities they remain disproportionately high or are calculated on the basis of non-objective criteria, such as the material execution budget (*Presupuesto de Ejecución Material*, PEM). Some developers have challenged such fees in court and received favorable rulings. Spain could ensure that building permit fees are set to cover administrative expenses only. Cities could also explore mechanisms such as Valladolid's refundable upfront fee, which is paid at the start of construction and refunded once the project is completed, helping reduce the financial burden on developers.

Spain could also explore ways to reduce and harmonize the financial burden of the ICIO tax and other urban development fees, which currently fall mainly on developers of proposed building sites. A good practice in many countries is to charge small, fixed fees for simple projects that present negligible risk to public health and safety. Spain could also encourage sustainable construction by reducing or partially waiving the ICIO tax for projects meeting defined sustainability criteria, or by applying the tax across a wider base of existing and potential investors who benefit from

the improved infrastructure resulting from the project. This would make environmentally responsible investments more attractive to developers.

Relevant stakeholders: Ministry of Housing and Urban Agenda (MIVAU), Municipalities

Simplify and accelerate building permit approvals. To reduce the time required to grant building permits in Spain, municipalities should strengthen coordination with key agencies involved in permit approvals, including fire departments, utility providers, and, for projects affecting water resources, the River Basin Authorities (*Confederación Hidrográfica*), in cases where their approvals are required. Long approval times from the *Confederación Hidrográfica* have been consistently highlighted as a significant bottleneck. In municipalities experiencing high volumes of applications or staff shortages, authorities could authorize the use of Collaborating Urban Planning Entities (*Entidades Colaboradoras Urbanísticas*, ECUs) or professional associations to support technical reviews and alleviate administrative congestion. Allowing fast-track options for simple projects that present a negligible risk to public health and safety would also help accelerate building permit approvals.

Relevant stakeholders: Ministry of Housing and Urban Agenda (MIVAU), Municipalities

Expand the use of declarations of responsibility and prior communications for first occupancy and commencement of activity, , provided that the regulations are clear and the verification mechanisms are adequate. Expanding the use of declarations of responsibility and prior communication mechanisms for first occupancy and the commencement of economic activity can significantly reduce the time required for businesses to become operational. Allowing firms to begin operations upon submission of a declaration—rather than waiting for the formal issuance of a first-occupancy or opening license—has proven effective in streamlining administrative procedures and improving regulatory efficiency.

The effectiveness of these mechanisms, however, depends critically on the existence of a clear and well-defined regulatory framework. Requirements must be precise, accessible, and consistently applied to ensure that applicants fully understand their obligations at the time of submission. In the absence of regulatory clarity, businesses may be required to remedy deficiencies in buildings or installations after operations have commenced, resulting in avoidable costs for firms and additional administrative burdens for public authorities.

To mitigate these risks, the expansion of Declarations of Responsibility and prior communication procedures should be accompanied by robust and proportionate verification mechanisms, including risk-based inspections and effective ex-post controls. When supported by clear rules and adequate enforcement capacity, these instruments can deliver substantial time savings for businesses while safeguarding regulatory objectives related to safety, compliance, and urban planning.

Relevant stakeholders: Ministry of Housing and Urban Agenda (MIVAU), Municipalities

2.3 Environmental Permitting

Quality of Regulations for Environmental Permitting

Quality of Regulations for Environmental Permitting Score	**28.8/100** (all cities)

Source: Regulatory Efficiency Unit, the World Bank.

Environmental Impact Assessment (EIA) processes are governed nationally by Law 21/2013 of December 9 on Environmental Assessment. Some regions imposing stricter requirements, particularly regarding the categorization of projects requiring an EIA decision.[41] The framework: defines environmental risks, establishes criteria that trigger the need for an EIA decision, requires that EIA studies be conducted and reviewed by qualified professionals (public sector experts with appropriate technical knowledge), ensures that projects address environmental concerns, and mandates disclosure of EIA information.

Despite these provisions, gaps remain compared to international standards. Public participation and information

41 In this report, "EIA decision" refers to the environmental permitting decision in Spain (formally called DIA, *Declaración de Impacto Ambiental*), not the EIA study itself.

disclosure are required, but capacity-building activities for stakeholders are not explicitly mandated. Moreover, the framework does not permit direct challenges to EIA decisions; appeals must be directed at the final project authorization. It also lacks provisions for out-of-court dispute resolution.

Quality of Public Services for Environmental Permitting

Quality of Public Services for Environmental Permitting Score	From **80.2/100** in Pamplona to **100/100** in 11 cities

Source: Regulatory Efficiency Unit, the World Bank.

Spain's environmental permitting system combines national and regional practices. At the national level, the Ministry for the Ecological Transition and the Demographic Challenge (MITECO) provides a portal for public consultation on EIA decisions. However, there is no unified platform for submitting or tracking applications; regions and cities run their own systems.

Local and regional portals enable online submissions, authorizations, communications, notifications, and payments (e.g., Madrid's *Sede Electrónica*). Electronic filings are valid under Law 39/2015; paper submissions are rarely accepted. Most cities offer auto-generated checklists, except Badajoz, Logroño, Palma de Mallorca, Pamplona, Santander, and Sevilla.

Key gaps remain: many portals cannot process large files, forcing documents to be split; disputes can be filed online, but complaint-handling procedures vary across regions. Transparency is generally strong: requirements, updated fees, and EIA decisions are publicly available, with final decisions also published in the relevant Official Gazette. The exception is Pamplona, which lacks a centralized, updated list of approved local EIA decisions. National EIA documents are available via MITECO's portal.

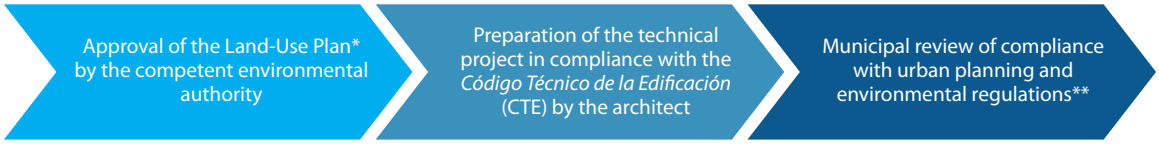
Operational Efficiency of the Environmental Permitting Process

Spain's Environmental Assessment Law 21/2013 sets two levels of review: Projects listed in Annex I require a full EIA; projects in Annex II may undergo a simplified EIA, depending on size, location, or impacts. Typical residential projects on land zoned for housing and outside environmentally protected areas usually do not need an EIA decision; compliance is handled through the building permit process.

For these permits, promoters must submit technical documentation under the *Código Técnico de la Edificación* (CTE), covering environmental and sustainability requirements related to energy, water, noise, and waste. Municipalities check conformity with urban plans (PGOU or equivalent), the CTE, and sectoral rules (e.g., sanitation, utilities, fire safety), sometimes with input from municipal or regional environmental departments. Additional reports may be requested. If compliant, the permit is issued without separate environmental clearance.

Urbanization projects that add new infrastructure (roads, sewers, utilities) must be based on an approved land-use plan subject to a EAE. This ensures environmental considerations are integrated at the planning stage—even if subsequent construction does not require an EIA decision.

Figure 25. Overview of the environmental and building permit process for residential projects in Spain



Source: World Bank, Enterprise Surveys 2024.
*Step 1 corresponds to Approval of the Land-Use Plan, including urban plan approval, and, if applicable, land reclassification and urbanization. This step goes beyond the methodology, as the land is assumed to be urban and includes public provision.
**All projects are reviewed by the municipal urban planning department. In some cases, the municipal environmental department also assesses environmental aspects; while in others, the environmental review is conducted by the regional environmental authority (*Consejería Autonómica de Medio Ambiente*), which then forwards its assessment to the municipal urban planning department.

Areas for Improvement in Environmental Permitting

Improve agency coordination in environmental permitting, including through online platforms. Developers in Spain often face delays due to limited coordination among agencies and uncertainty regarding the scope and methodologies required for EIA studies. MITECO, together with regional and municipal environmental authorities, could provide clearer guidance and eliminate redundant approvals—for example, requiring both a construction permit and an environmental license when environmental impacts have already been addressed.

Strengthening online permitting portals and better integrating EIA decisions and EAE procedures with building permits—through shared platforms between municipalities and regional governments (*Comunidades Autónomas*)—would streamline administrative processes, reduce inconsistencies, and ensure environmental considerations are fully incorporated into urban planning and construction.

Relevant stakeholders: Ministry for the Ecological Transition and the Demographic Challenge (MITECO), Regional Governments (Comunidades Autónomas), Municipalities

Enhance functionality of digital processes. To improve efficiency on a larger scale and accessibility in environmental permitting, online applications should allow the upload of large digital files and the download of cartographic information in GIS-compatible formats. This would facilitate the preparation and submission of EIA studies and other supporting documentation, while enabling more accurate and consistent use of spatial data across agencies and projects.

Likewise, portals should include functionality that allows project promoters to track the current phase and status of their submissions, and to identify aspects requiring improvement. This visibility would enable promoters to address requested improvements earlier, reducing delays in the review process.

Relevant stakeholders: Ministry for the Ecological Transition and the Demographic Challenge (MITECO), Regional Governments (Comunidades Autónomas), Municipalities

Introduce fast-track processing. Spain currently processes environmental permits on a first-come, first-served basis, with prioritization limited to Annex I/II impact categories. This creates bottlenecks for small, simple projects. Introducing a fast-track procedure for low-complexity cases—and classifying applications by administrative complexity—would improve workload management, resource allocation, and review prioritization. Embedding this mechanism in the EIA framework or municipal/regional procedures would reduce delays for minor projects while focusing expert review on higher-impact cases, thereby improving assessment quality and consistency.

At the same time, increasing documentation requirements for each project have lengthened the time needed for expert reviews. Expanding the number of professional staff involved in the review process would help reduce waiting times for EIA validation, complement fast-track measures, and further improve overall efficiency.

Relevant stakeholders: Ministry for the Ecological Transition and the Demographic Challenge (MITECO), Regional Governments (Comunidades Autónomas), Municipalities

Improve accessibility and clarity of Environmental Impact Assessments (EIA studies and decisions). Access to EIA studies and decisions in Spain could be made easier for both project promoters and the public. Although MITECO provides a centralized platform for public consultation, locating project-specific EIAs and completing submissions remains cumbersome. Improving platform usability, search functionality, and centralizing dispersed EIA information across national, regional, and local portals would simplify access to relevant data and keep citizens better informed.

Additionally, clearer guidance on national and regional environmental regulations, including categorization criteria and tailored documentation requirements for each project, would help promoters understand their obligations, reduce submission errors, and streamline reviews. Automated guidance systems—such as the one already in use in Barcelona—could be expanded to other regions to further support compliance and efficiency.

Relevant stakeholders: Ministry for the Ecological Transition and the Demographic Challenge (MITECO), Regional Governments (Comunidades Autónomas), Municipalities

3. Utility Services

Results Summary*

Pillar I: Regulatory Framework

Score:
From **93.1/100** in 12 cities to **98.6/100** in Barcelona

Pillar II: Public Services

Score:
From **84.7/100** in Albacete to **98.1/100** in Barcelona

Pillar III: Operational Efficiency

Score:
From **74/100** in Palma de Mallorca to **85.9/100** in Logroño

Time to obtain a connection (calendar days):

- ***Electricity:*** From 154 in Barcelona to 287 in Madrid
- ***Water:*** From 13 in Logroño to 79 in Palma de Mallorca
- ***Internet:*** 5 (all cities)

Cost of connection (percentage of income per capita):**

- ***Electricity:*** From 103% in Albacete, Barcelona, Bilbao, Logroño, Pamplona, Valencia, and Valladolid to 120% in Palma de Mallorca and Las Palmas
- ***Water:*** From 2.5% in Vigo to 13.5% in Pamplona

Source: Regulatory Efficiency Unit, the World Bank.
*Refer to the appendix for the detailed set of data, disaggregated by topic and city.
**Spain's 2023 gross national income (GNI) per capita is EUR 30,464.

What Does the Utility Services Topic Measure?

The Utility Services topic measures the effectiveness of regulatory frameworks, and the quality of governance and transparency of service delivery mechanisms, as well as the operational efficiency of providing electricity, water, and internet services. The analysis is structured around three pillars. The first pillar assesses the effectiveness of regulation in electricity, water, and internet services, focusing on the *de jure* features of the regulatory framework. This includes the rules and institutional arrangements necessary to ensure that connections and services are delivered with reliability, safety, affordability, and environmental sustainability. The second pillar of the topic measures the quality of governance and transparency in the provision of utility services, thus assessing the *de facto* practices of actors in the sector, including utilities, regulators, and other entities involved in planning, managing, and overseeing services.

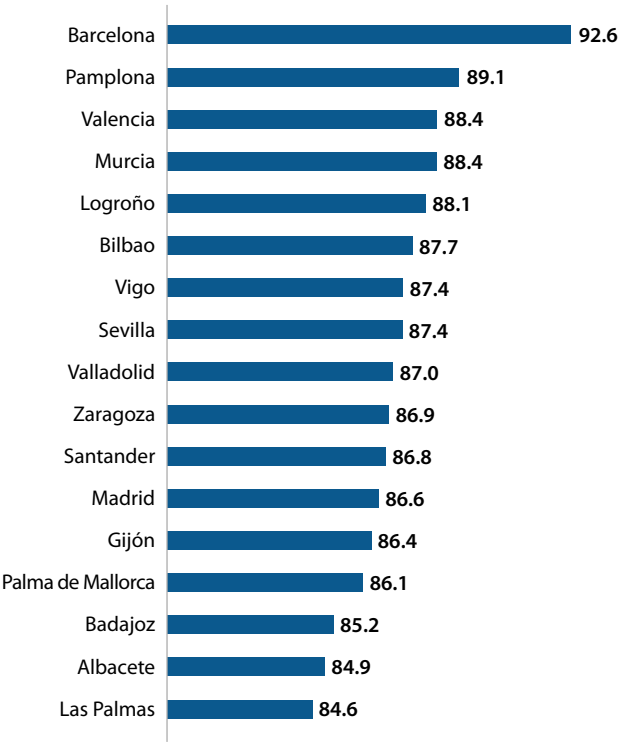
The third pillar measures the operational efficiency of utility services as experienced by firms. It captures the time and cost required to obtain electricity, water, and internet connections, the reliability of service supply, and the cost of these services.

Main Findings for Utility Services

The regulatory framework for two of the three sub-topics under Utility Services (electricity and internet) shows no variation across the 17 benchmarked cities. In the water sub-topic, however, regulations differ across cities and regions regarding mechanisms for service quality assurance, inspection regimes, and the environmental sustainability of water use. The provision of public services also varies across topics and cities. Information on existing infrastructure and planned works is more accessible in the electricity sector, while coordination mechanisms for excavation permits are available in only a few cities across all three sub-topics. Transparency of information disclosed by utilities tends to be higher for internet services than for electricity and water, reflecting the more dynamic and information-intensive nature of the sector.

City-level results reveal variation in the time, cost, and reliability of utility connections—factors that directly affect business operations and investment decisions. Overall, Barcelona has the highest score (92.6 points out of 100), combining a strong regulatory framework with reliable, digitalized, and transparent services, making it the most supportive environment for entrepreneurs among the assessed cities in the area of Utility Services (figure 26).

Figure 26. Utility Services score*



Source: Regulatory Efficiency Unit, the World Bank.
*Scale from 0 to 100 (higher = better)

Electricity

Spain has a robust regulatory framework for electricity services, though opportunities remain for further strengthening. Existing requirements for coordination among utility companies during infrastructure construction could be enhanced to reduce duplicated efforts and minimize disruptions for customers. The framework could also be reinforced to accelerate smart grid development and encourage the adoption of energy-efficient practices by businesses.

Only three of the 17 cities—Barcelona, Pamplona, and Valencia—use online platforms to coordinate excavation permits; the remaining cities rely on municipal offices or lack formal coordination mechanisms altogether. Distribution company websites could improve transparency by providing complete information on connection costs and timeframes. Additionally, online information on electricity service quality is outdated, with the most recent data available for 2021.

There are opportunities to improve electricity supply reliability, particularly in cities such as Sevilla and Palma de Mallorca, where outages significantly affect entrepreneurs. Substantial disparities exist in the time required to obtain a new electricity connection: from the initial request to service activation, the process ranges from 154 days in Barcelona to 287 days in Madrid. The most burdensome steps are securing administrative and construction authorizations and obtaining excavation permits, both under the jurisdiction of subnational authorities. These steps are especially constraining in Logroño, Madrid, and Santander.

Water

Spain's regulatory framework for water utility services sets performance monitoring requirements to help ensure reliable supply, but only Barcelona and Sevilla have remedies or impose financial penalties on utilities in cases of water insufficiency. Licensing of professionals and quality checks are mandatory for all water installations; however, third-party inspections for internal installations are legally required only in Gijón, Las Palmas, Valencia, and Zaragoza,

and no city mandates such inspections for external installations. Requirements for businesses to adopt water-efficiency practices—with financial sanctions for non-compliance—apply only in Barcelona, Madrid, Murcia, and Palma de Mallorca. Spain could also consider introducing financial sanctions on utilities that fail to meet water-loss reduction targets.

All utilities publish tariffs promptly and monitor reliability, quality, and environmental sustainability. Barcelona, Madrid, and Pamplona lead on transparency by detailing connection requirements, complaint channels, and performance indicators. Planned service interruptions are announced in advance in every city, and customers have access to independent complaint mechanisms.

Barcelona, Murcia, Pamplona, Valencia, and Zaragoza[42] provide online information on planned works. In addition, Barcelona, Pamplona, and Valencia offer platforms to coordinate excavation permits. A shared cross-utility network-line database exists in only five cities: Barcelona, Bilbao, Madrid, Palma de Mallorca, and Pamplona. Most cities accept fully online applications for new connections, but only six—Badajoz, Barcelona, Madrid, Santander, Sevilla, and Vigo—allow customers to track applications end-to-end. All installation work is performed and quality-checked by licensed professionals, yet independent third-party inspections of internal and external installations take place only in Bilbao, Murcia, Palma de Mallorca, and Vigo.

In Logroño, firms wait around 13 days to obtain a new water connection, the shortest time recorded in this study. The same process takes the longest in Palma de Mallorca (79 days) and Murcia (73 days). This variation is primarily driven by differences in excavation permit requirements and the associated administrative delays, backlogs of requests, and the availability and capacity of utility staff and subcontractors.

Barcelona's stronger regulatory framework, availability of digital services and interoperability, and higher transparency of information contribute to its leading overall performance in water utility services. By contrast, Las Palmas—lacking legal mechanisms for service quality assurance, water-efficiency requirements for the private sector, and tools for excavation coordination and planning—lags behind the other measured cities.

Internet

Spain's internet regulation is aligned with EU standards. The Ministry for Digital Transformation and the Civil Service sets national strategy for broadband, 5G, and digital inclusion, coordinating with regional and EU initiatives, while the National Commission on Markets and Competition (CNMC) enforces rules, monitors compliance, and resolves disputes. Law 11/2022 (General Telecommunications Law), in force since June 30, 2022, replaces Law 9/2014 and transposes the European Electronic Communications Code, strengthening user rights and streamlining the connection fees.

The framework promotes efficient rollout via infrastructure sharing, simplified permits, performance standards, and pro-competition oversight. Spain is also consolidating cybersecurity governance under a national agency, with regional agencies in Barcelona, Bilbao, Madrid, Las Palmas, Palma de Mallorca, Sevilla, and Zaragoza.

Service provision is generally reliable, with similar connection times and service charges across cities. However, activations can be delayed by phone confirmations and technician scheduling, and few cities use digital tools to coordinate excavation or share planned works. Operational efficiency may vary slightly depending on factors such as technician availability and ISP concentration, although overall performance remains strong.

3.1 Electricity

Quality of Regulations for Electricity

Quality of Regulations for Electricity Score	**96.9/100** (all cities)

Source: Regulatory Efficiency Unit, the World Bank.

Spain's electricity regulation is robust, with clear standards for oversight, safety, and sustainability. The National Commission on Markets and Competition (CNMC) sets tariffs (some tariff components are set by the Ministry for the Ecological Transition and Demographic Challenge, MITECO) and service-quality standards and monitors compliances. In recent years, several legislative and regulatory measures have supported Spain's broader energy-transi-

42 In Murcia and Zaragoza, online platforms on planned works mainly inform customers about service interruptions rather than support infrastructure coordination. By contrast, the platforms in Barcelona, Pamplona, and Valencia are accessible only to utility companies and professionals and provide detailed information on planned infrastructure works across the city.

tion objectives. Royal Decree 148/2021, for example, restructured electricity system charges to encourage efficiency and self-consumption. The Climate Change and Energy Transition Law sets national decarbonization targets and outlines plans to expand renewable energy sources.

Utilities face sanctions for noncompliance, incentivizing improved service delivery. Technical safety regulations require that licensed professionals perform electrical installations and certify their quality.

Coordination with telecommunication companies is mandated by the General Telecommunications Law, which obliges electricity firms to grant infrastructure access and coordinate works upon request. However, coordination remains largely one-directional and could be strengthened by requiring proactive, two-way coordination to avoid duplicated works and minimize disruptions. National rules also provide limited obligations for cities to deploy smart grids or enforce energy-efficiency practices.

Quality of Governance and Transparency of Electricity Service Provision

Quality of Governance and Transparency of Electricity Service Provision Score	From **86.9/100** (Albacete, Gijón, Logroño, Santander, Valladolid) to **94.3/100** (Barcelona)

Source: Regulatory Efficiency Unit, the World Bank.

All cities perform uniformly well on monitoring service supply and enforcement of regulations, as these key functions are carried out by national authorities or governed by national-level regulations. By contrast, variation appears in areas where responsibilities lie more heavily with subnational authorities (regional governments, municipalities) and Distribution System Operators (hereinafter, distribution companies). Across the 17 cities, electricity is provided by five distribution companies—i-DE, E-Distribución, UFD (Naturgy Group), E-Redes, and Viesgo (table 4). Each city is served by a single distributor, except for Madrid, where UFD and i-DE each cover a distinct service area.

Across all cities, entrepreneurs can apply online for a new electricity connection, track applications, and pay connection fees and bills electronically. A subscription-based database provides centralized digital information on public utility networks, including electricity, gas, water, and telecommunications infrastructure. However, in the case of excavation permits, only Barcelona, Pamplona, and Valencia use online platforms to coordinate works.[43] In several other cities (Bilbao, Murcia, Palma de Mallorca, Vigo, and Zaragoza), municipal departments or committees coordinate excavation activities to minimize disruptions and improve the efficiency of infrastructure construction. The remaining nine cities—Albacete, Badajoz, Gijón, Las Palmas, Logroño, Madrid, Santander, Sevilla, and Valladolid—lack a formal mechanism for coordinating excavation permits.

Every distribution company's website lists the documents required for requesting a new connection, but only i-DE, E-Distribución, and UFD provide clear procedural guidance. With respect to costs, all companies except i-DE publish information on connection fees, while only E-Distribución discloses expected timeframes.

All companies except E-Distribución publish guidance on the complaint process to help customers navigate this process. Although distribution companies publish information on their websites regarding planned works and incidents, this information is designed mainly to inform customers about service interruptions rather than facilitate infrastructure coordination. Details such as excavation schedules and precise work locations are typically missing, limiting the ability of utilities and local authorities to effectively coordinate infrastructure deployment.

Table 4. Electricity distribution companies in Spain

Distribution company	Cities
i-DE	Albacete, Bilbao, Logroño, Madrid, Murcia, Pamplona, Valencia, Valladolid
E-Distribución	Badajoz, Barcelona, Las Palmas, Palma de Mallorca, Sevilla, Zaragoza
UFD	Madrid, Vigo
E-Redes	Gijón
Viesgo	Santander

Source: Regulatory Efficiency Unit, the World Bank.

43 ACEFAT in Barcelona, OCOVAL in Valencia, and PCCS in Navarre (Pamplona).

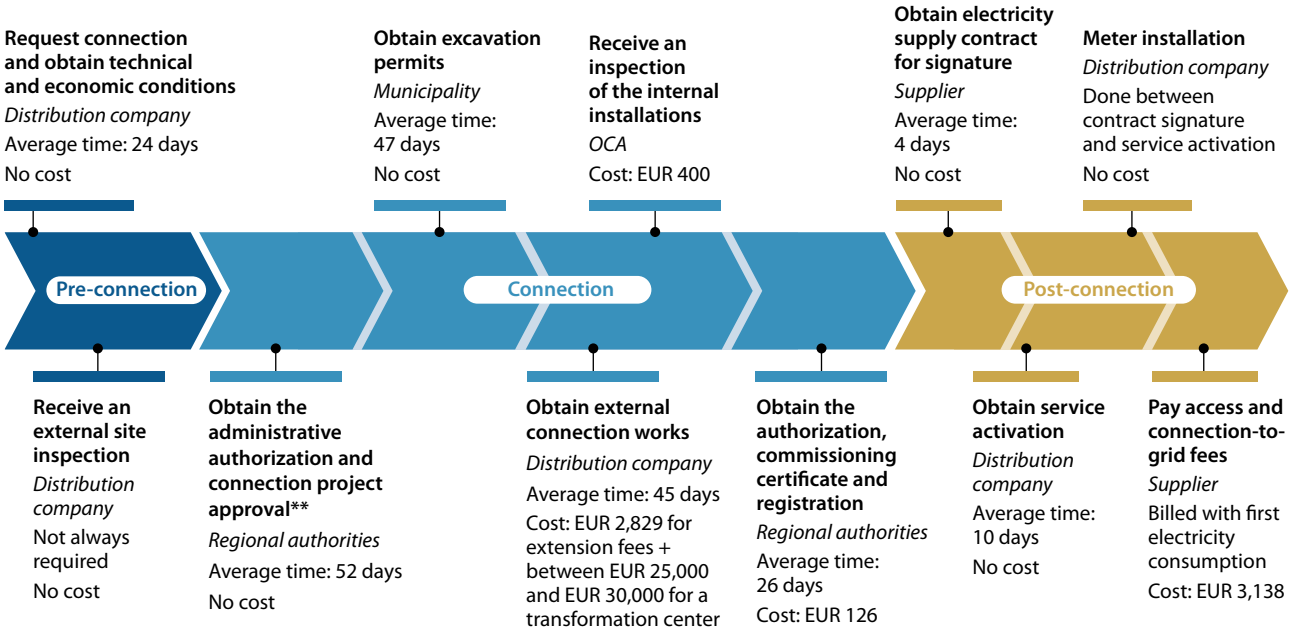
Data on outage frequency and duration are publicly available but not regularly updated, with the most recent figures from 2021. Safety for internal and external electrical installations is ensured through certified professionals and third-party verification. Customers seeking to escalate complaints against electricity providers can do so through their respective Regional Consumer Protection Bodies, offering an established second-instance mechanism for entrepreneurs who wish to contest complaint outcomes.

Operational Efficiency of Electricity Service Provision

The process for obtaining an electricity connection varies according to the technical characteristics of the connection. Depending on the case, works may be carried out either by the distribution company or by a private contractor, with implications for customer involvement, timelines, and costs. In urbanized areas, low-voltage connections below 100 kW and high-voltage connections below 250 kW are fully managed by the distribution company. In these cases, applicants do not interact with other entities and pay extension fees regulated at the national level.[44] Under the B-READY case study assumptions (180 kW capacity and the most common distance to the distribution line), the typical scenario across all cities is a three-phase high-voltage connection, requiring a step-down transformer. The data presented reflect the scenario in which the connection meets the criteria for regulated fees, meaning the distribution company executes the works.[45]

Figure 27 illustrates the end-to-end process for obtaining a new electricity connection. The process starts with the submission of an online application to the distribution company. The distribution company reviews the application—conducting an external site inspection when necessary—and issues the technical and economic conditions of the connection. After the applicant pays the required costs, the distribution company manages the full process, including securing excavation permits, ob-

Figure 27. How does the process of obtaining a new electricity connection* work in Spain?



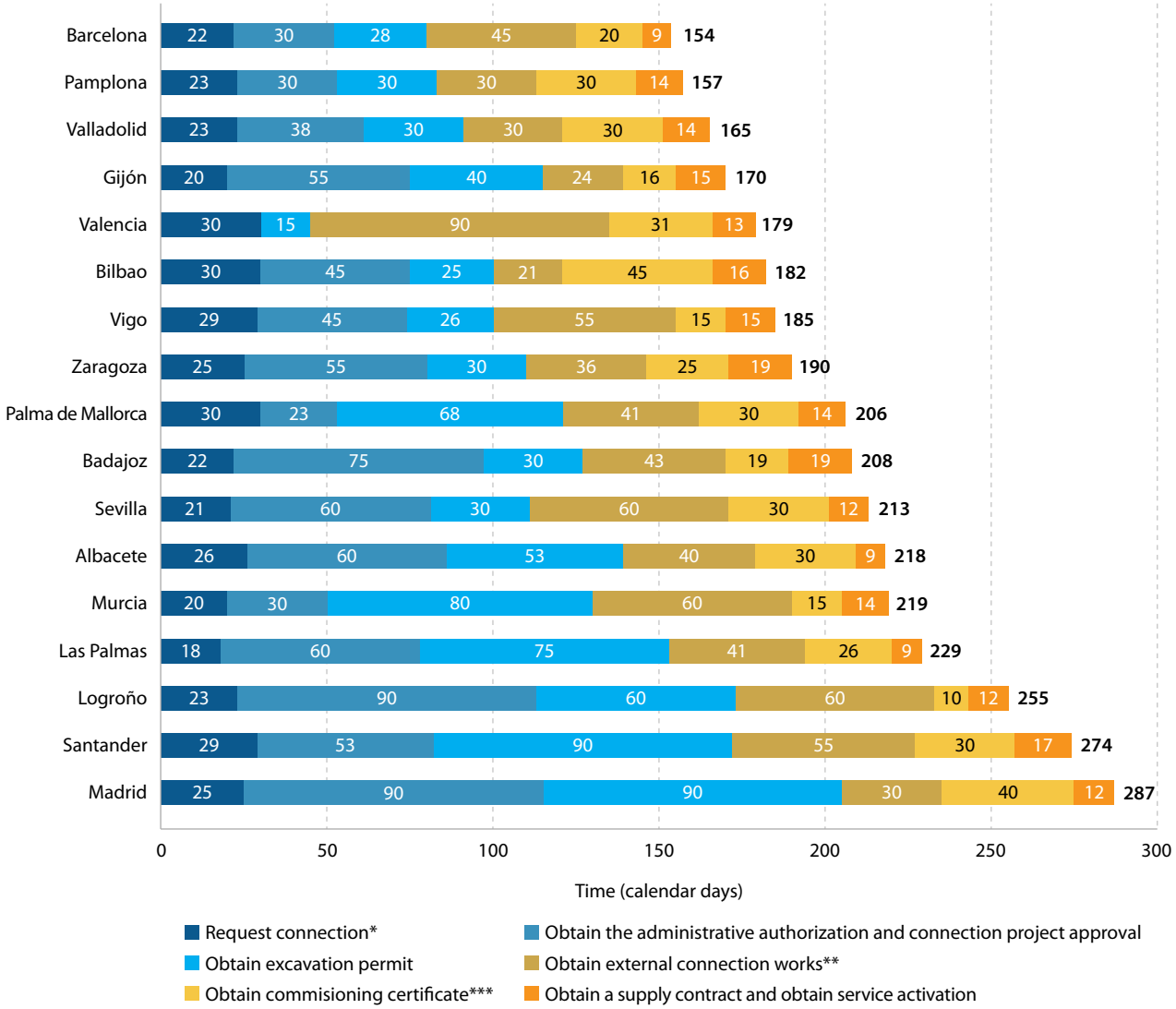
Source: Regulatory Efficiency Unit, the World Bank.
*The electricity connection assessed in this study refers to a three-phase, low-voltage connection with a subscribed capacity of 180 kW. It is an underground connection that does not require a step-down transformer. The customer is located in an existing building situated in an area with constructed sidewalks and roads.
**This step is not required in Valencia.

44 Order ITC/3519/2009.
45 If external connection works fall outside the criteria for urbanized location, power, or voltage, the customer is responsible for all related tasks, procedures, and costs. These works may be carried out either by hiring a licensed installation company or by contracting the distribution company, which provides a market-based quotation. The customer will pay supervision fees if the installation ownership is transferred to the distribution company.

taining administrative authorization, approving the connection project, executing external works, and obtaining the commissioning of the external connection. While external works are underway, the customer may install the transformer and arrange an inspection of internal installations by the Authorized Control Body (OCA). Once all works are complete, the customer must obtain a commissioning certificate and register the internal installations and the transformer station. After approval, the applicant signs a supply contract with the chosen electricity supplier, following which the distribution company installs the consumption meter and activates the service. Access fees and connection-to-grid fees are billed by the supplier in the first invoice and transferred to the distribution company to cover network costs.

It takes an average of 205 days for an entrepreneur to obtain an electricity connection in Spain, with substantial variation across cities (figure 28). Waiting times range from 154 days in Barcelona to 287 days in Madrid. Entrepreneurs typically receive the technical and economic conditions in less than one month (24 days on average), supported by distribution companies' online systems, which streamline the submission of required

Figure 28. Obtaining an electricity connection is fastest in Barcelona and Pamplona



Source: Regulatory Efficiency Unit, the World Bank.
* Includes the external site inspection.
** Includes the inspection of the internal installations.
*** Includes the registration of the transformer center and internal installations.

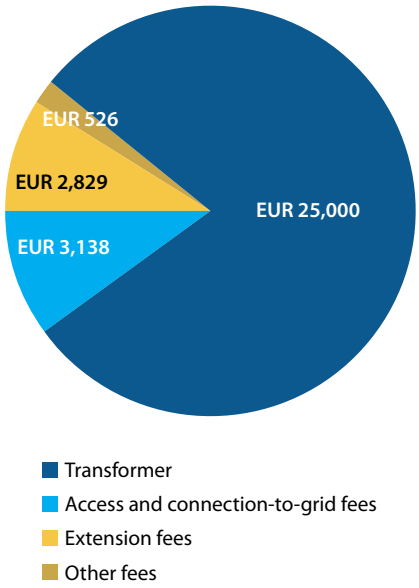
information. Differences in the time taken to issue the technical and economic conditions reflect local network complexity and distribution companies' capacity to process requests. After payment, the distribution company must obtain administrative authorization and approval of the connection project, followed by excavation permits. These steps are the most time-consuming. Nationally, administrative authorization and project approval require 47 days on average, reaching up to 90 days in Logroño and Madrid. Municipal excavation permits take an average of 49 days nationwide, with maximum durations of 90 days in Madrid and Santander. External works and the issuance of the commissioning certificate take an average of 45 and 26 days, respectively. Finally, once the applicant selects an electricity supplier, contract processing and service activation require an additional 14 days.

The total cost of installing a new three-phase 180 kW electricity connection for a commercial customer in Spain ranges from EUR 31,368 in Valencia to EUR 36,504 in Palma de Mallorca.[46] This estimate includes extension fees (*derechos de extensión*) of EUR 2,829, paid to the distribution company. The case study assumes a connection requiring a transformer station, which adds approximately EUR 25,000—about 80 percent of the total cost (figure 29). In non-peninsular cities such as Las Palmas and Palma de Mallorca, a transformer costs approximately EUR 30,000. Other fees—including inspection and registration costs—average EUR 526, representing less than 2 percent of total connection costs. In addition, national regulations require customers to pay access fees (*derechos de acceso*) and connection-to-the-grid fees (*derechos de enganche*) with their first electricity bill, amounting to EUR 3,138.

In Spain, customers may choose their electricity supplier, with the average cost of service estimated at EUR 0.15/kWh for commercial customers. City-level costs were calculated as weighted averages based on the market share of the largest suppliers in each location to provide a representative average tariff under the assumptions of this case study.[47]

The reliability of electricity supply[48] varies significantly across regions, directly affecting businesses that depend on consistent power for their operations. In 2024, firms

Figure 29. The cost of the transformer represents about 80 percent of the overall connection cost



Source: Regulatory Efficiency Unit, the World Bank.
Note: Extension, access, and connection-to-grid fees are regulated. Other fees include the cost of inspections and the cost to register installations and the transformer station. The depicted cost of the transformer corresponds to the cost in peninsular cities.

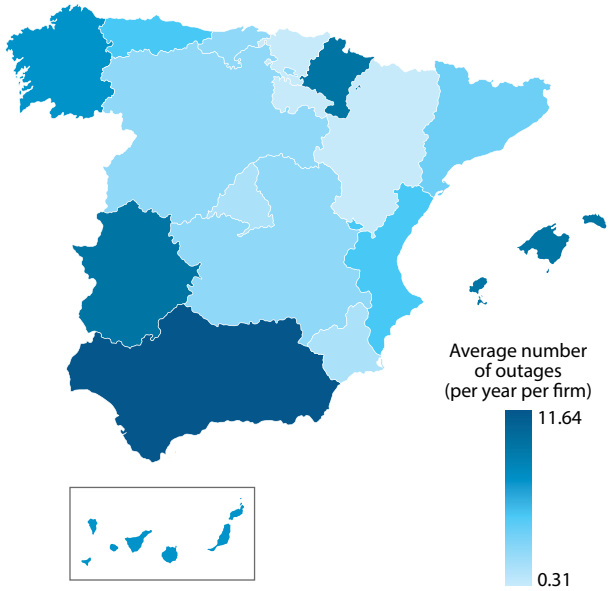
in Spain experienced an average of 3.5 outages per year. At the regional level, firms in La Rioja (where Logroño is located) reported the lowest frequency, averaging 0.3 outages per year. By contrast, firms in Andalusia (Sevilla), the Balearic Islands (Palma de Mallorca), and Extremadura (Badajoz) faced substantially higher averages of 11.6, 8, and 6.8 outages per year, respectively (see map 2). Regions with the highest share of firms owning or sharing a generator—often used to mitigate unreliable supply—include the Region of Murcia (Murcia) (17 percent) and the Canary Islands (Las Palmas) (15 percent) (map 2).

Areas for Improvement in Electricity Service Provision

Strengthen infrastructure planning through digital coordination platforms. Only Barcelona,

46 Reimbursable costs such as deposits are not considered.
47 Total cost reflects the amount paid by a commercial customer for 34,560 kWh/month under the connection characteristics described above. Values exclude VAT and other applicable taxes.
48 In Spain, outage frequency and duration are measured using NIEPI (Equivalent Number of Interruptions of Installed Capacity) and TIEPI (Equivalent Time of Interruption of Installed Capacity), which are based on installed capacity rather than customer counts, as with SAIFI and SAIDI. Because the Subnational B-READY methodology requires SAIFI and SAIDI, this report instead relies on the outage frequency indicator from the World Bank Enterprise Survey at the NUTS2 level. The outage duration indicator—defined by B-READY as the median of firm responses—is not comparable to SAIDI; therefore, outage duration is excluded from Spain's reliability scoring.

Map 2. Regions* with the highest average outages per year



Source: World Bank Enterprise Surveys data 2024.
*Data correspond to the NUTS2 region in which each city is located, as defined by Eurostat's Nomenclature of Territorial Units for Statistics (NUTS) classification. For more information, visit: https://ec.europa.eu/eurostat/web/nuts/overview.

Pamplona, and Valencia use online platforms to coordinate excavation permits. Other cities rely on municipal departments or lack formal coordination mechanisms, reducing the efficiency in the coordination of infrastructure works. Moreover, information on planned works—when published on distribution company websites—is intended primarily to inform customers about potential service disruptions rather than to facilitate coordination among stakeholders. Expanding the use of integrated digital platforms—such as ACEFAT in Barcelona, PCCS in Pamplona, and OCOVAL in Valencia, which are used to coordinate excavation permits and planned works—would create a more comprehensive tool for active, multi-utility coordination. These improvements could reduce inefficiencies and overlaps, minimize service disruptions, and enhance the efficiency of electricity service delivery to businesses.

Relevant stakeholders: Municipalities, distribution companies

Empower entrepreneurs through transparent and user-friendly information. While no distribution company provides the full set of connection and complaint information online, each offers valuable elements that create opportunities for peer-to-peer learning. To improve predictability, distribution companies should publish indicative connection timeframes and estimated connection costs, supported by user-friendly tools such as online cost calculators, as seen in other European countries.[49] Clear, step-by-step information on the complaint process would improve outcomes for entrepreneurs, particularly in cities served by E-Distribución. The absence of up-to-date, publicly available service-quality data limits entrepreneurs' ability to make informed location and investment decisions. Authorities should therefore publish reliability indicators. Greater transparency would reduce uncertainty, lower transaction costs, and support better planning of investments and operations.

Relevant stakeholders: The Ministry for the Ecological Transition and the Demographic Challenge (MITECO), distribution companies

Improve the reliability and resilience of electricity supply. Unreliable electricity remains a major obstacle for entrepreneurship in Spain. Outages are frequent in Andalusia (Sevilla), where firms experience roughly one outage per month,[50] and 17 percent of firms in Region of Murcia (Murcia) own a generator to cope with interruptions. Because outages stem from diverse causes, complementary solutions are required. Official data show that 89 percent of outages are unplanned: transmission failures account for 8 percent of interruptions in Galicia (Vigo), while force majeure events explain 28 percent in Balearic Islands (Palma de Mallorca). Strengthening resilience—at both the asset and system levels—is crucial to minimizing disruptions and reducing economic losses.[51] This includes investments in grid modernization and the undergrounding of critical infrastructure. Resilience can also be enhanced by reducing users' vulnerability to outages; decentralized solutions, such as photovoltaic self-consumption and storage, can improve firms' resilience by reducing dependence on the grid.

Relevant stakeholders: The Ministry for the Ecological Transition and the Demographic Challenge (MITECO), distribution companies

49 In Czechia, the distribution company provides tools such as a cost calculator, according to the Subnational B-READY in Czechia 2025.
50 Enterprise Surveys (2025). Data available for Spain (2024) and Europe & Central Asia on August 29, 2025 at https://www.enterprisesurveys.org/
51 Hallegatte, S., Rentschler, J., & Rozenberg, J. (2019).

Optimize connection processes to reduce timelines. Connection times vary widely across Spanish cities—even within the same distribution company—due largely to regional and local procedures, including approvals for high-voltage installations and excavation permits. Streamlining these procedures through simplification, digitalization of applications, and automated review systems would make timelines faster and more predictable, enabling firms to begin operations sooner. For instance, in Murcia, the legal framework sets a 21-day limit for issuing approvals for the construction and commissioning of high-voltage installations. In Valencia, the municipality has reduced the time required to obtain excavation permits by introducing simplified application forms and more efficient review procedures.

Relevant stakeholders: Regional Governments (Comunidades Autónomas), Municipalities, distribution companies

3.2 Water

Quality of Regulations for Water

Quality of Regulations for Water Score	From **82.3/100** (12 cities) to **99/100** (Barcelona)

Source: Regulatory Efficiency Unit, the World Bank.

The regulatory framework for water utility services in Spain aligns with good international practices that support the efficient deployment of water connections and ensure high-quality water supply. Recent legislative developments have further strengthened this framework. Royal Decree 3/2023 reinforces sanitary and technical standards for drinking water, while new rules on water reuse and resource management promote sustainability and accelerate the transition towards a circular water economy.[52]

Spain does not have a single regulatory authority for water supply and wastewater management. Instead, the Ministry for the Ecological Transition and the Demographic Challenge (MITECO) defines national water policy guidelines, which are further developed and implemented by regional governments (*Comunidades Autónomas*). Local governments manage water supply, sewage disposal, and wastewater treatment.[53] Depending on the city, either municipalities or regions set water tariffs for urban supply and sanitation and establish performance standards and monitoring requirements. However, only Barcelona and Sevilla have remedies or financial penalties on utilities in cases of water insufficiency. Licensing of professionals and mandatory quality checks apply to all water installations. While no cities legally require third-party inspections of external installations, Gijón, Las Palmas, Valencia, and Zaragoza require them for internal installations.

Drinking water quality, leakage control, and water-loss reduction requirements are regulated nationally, but penalties apply only for non-compliance with water quality standards—not for failure to achieve water-loss reduction targets. Barcelona, Madrid, Murcia, and Palma de Mallorca require businesses to adopt water-efficiency practices and impose financial sanctions for non-compliance.[54] Wastewater treatment and discharge limits are mandatory, and national guidelines regulate the reuse of treated wastewater.

Quality of Governance and Transparency of Water Service Provision

Quality of Governance and Transparency of Water Service Provision Score	From **76.1/100** (Bilbao) to **100/100** (Barcelona)

Source: Regulatory Efficiency Unit, the World Bank.

Water utilities in all cities (figure 30) monitor the reliability, quality, and environmental sustainability of water supply and consistently disclose tariff information online, with changes communicated to customers in advance. Planned service interruptions are also announced through utility websites or door-to-door notifications. Utilities in Barcelona, Madrid, and Pamplona stand out for their transparency: they publish detailed information on connection requirements—including procedural steps, total cost estimates, and expected timeframes— provide clear guidance on internal complaint processes, and publish indicators on supply reliability (except Madrid), quality, and environmental sustainability.

Disclosure practices vary across other cities. In Albacete and Bilbao, information on steps, cost estimates, or timeframes for obtaining a new water connection is not avail-

52 Royal Decree 1085/2024, of December 3, on water reuse and resource management.
53 Based on the Law 7/1985, of April 2, regulating the Bases of the Local Regime.
54 In Barcelona, Murcia, and Palma de Mallorca, these requirements are set at the regional level, while in Madrid they are established at the local level.

Figure 30. Water utilities operating in the measured cities

Source: Regulatory Efficiency Unit, the World Bank.

able online. Beyond Barcelona, Madrid, and Pamplona, only five other cities—Gijón, Palma de Mallorca, Valencia, Valladolid, and Zaragoza—publish information on the steps for complaint procedures. Information on the environmental sustainability of water supply is not publicly disclosed in Bilbao, Gijón, Logroño, Las Palmas, and Valencia.

Barcelona, Pamplona, and Valencia lead on Digital Services and Interoperability indicators, offering online platforms with information on planned water infrastructure works and digital tools for coordinating excavation permits. A shared database of network lines across multiple utilities, including water networks, exists only in Barcelona, Bilbao, Madrid, Palma de Mallorca, and Pamplona. These platforms are publicly operated in Barcelona and Pamplona, while in Bilbao, Madrid, and Palma de Mallorca they are run by a private company.

Most cities offer fully online applications for new water connections. Barcelona, Badajoz, Madrid, Sevilla, Santander, and Vigo also allow customers to track applications online throughout the connection process. All installation works in Spain must be carried out by licensed professionals who issue a certificate of compliance. Independent third-party inspections of both internal and external installations are conducted only in Bilbao, Murcia, Palma de Mallorca, and Vigo.

Operational Efficiency of Water Service Provision

In most cities, the local water utility leads the new-connection process—processing applications, assessing feasibility through site visits, installing the connection and meter, and conducting final inspections—while municipalities issue excavation permits. Exceptions include Bilbao and Zaragoza, where municipalities also process requests and conduct final inspections, and Logroño, where the municipality operates the water service and performs both roles. Excavation and surface reinstatement are carried out by customer-hired subcontractors in Badajoz, Bilbao, Logroño, Pamplona, Valladolid, and Zaragoza; in all other cities, the utility performs these works.

Typically, entrepreneurs submit a connection request and receive a quotation after the utility reviews the application and conducts an external site inspection (except in Valladolid) (figure 31). The supply contract is signed at this stage in Barcelona, Gijón, Logroño, Madrid, Las Palmas, and Sevilla; in other cities it is signed after external works. Barcelona also inspects internal installations at this stage, and in Albacete the excavation permit is requested alongside the application. Once the quotation is accepted and paid, the utility usually requests the excavation permit, except in Logroño and Santander, where no permit is required for the type of connection measured, and in Las Palmas, where notification suffices. The utility then undertakes the external works—excavation, network tie-in,

Figure 31. How does the process of obtaining a new water connection* work in Spain?

Request a connection and obtain a quotation
(Bilbao, Zaragoza: Request water supply contract)
Water utility
Average time: 16.5 days
No cost
Step includes:
- External site inspection (all cities except Valladolid)
- Signing a supply contract (in Barcelona, Bilbao, Gijón, Las Palmas, Logroño, Madrid, Sevilla, and Zaragoza)
- Meter installation by the utility (in Bilbao and Zaragoza)
- Inspection of internal installations (in Barcelona)
- Obtaining excavation permit/technical feasibility report (in Albacete)

Obtain external connection works
Water utility; subcontractor; municipality (in Bilbao, Zaragoza)
Average time: 17 days
Average cost: EUR 1,848
Step includes:
- Final inspection (all cities except Barcelona)
- Meter installation (all cities except Bilbao and Zaragoza)
- Signing a supply contract (all cities except Barcelona, Bilbao, Gijón, Las Palmas, Logroño, Madrid, Sevilla, and Zaragoza)

Obtain excavation permit
(Bilbao, Zaragoza: Request water connection and obtain excavation permit)
Municipality
Average time: 19.4 days
Average cost: EUR 141
- Logroño and Santander: this step is not required
- Las Palmas: notification to the municipality only
- Albacete: this step is part of the preceding step

Source: Regulatory Efficiency Unit, the World Bank.
*The water connection measured in this study had the following parameters: 21 millimeters in diameter (or approximate dimension), 5 meters' distance from the water main to the property line, and requested by a commercial customer in an existing building located in an urban area (with constructed sidewalks and roads).

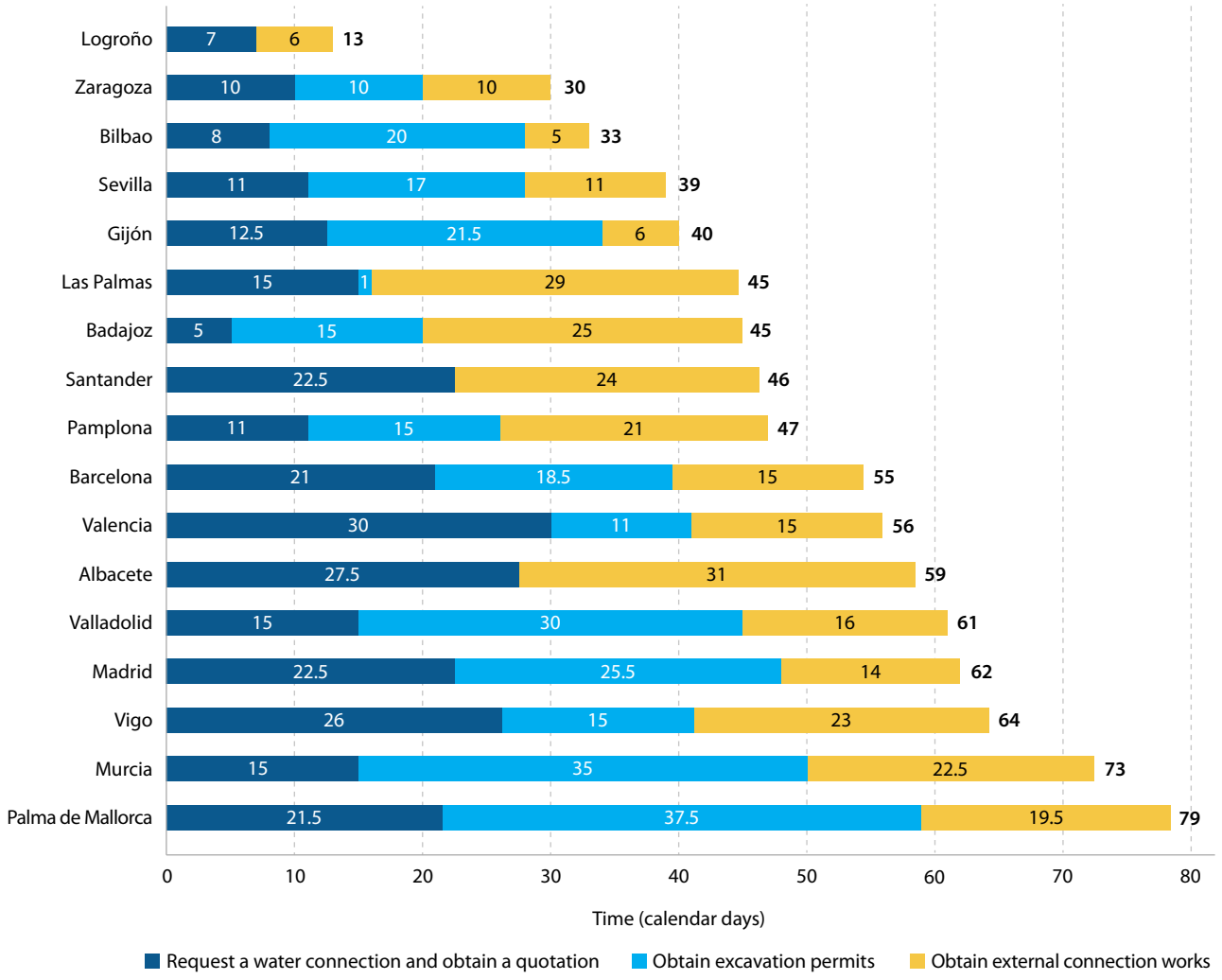
and final inspection—except in Barcelona, where it does not inspect external installations. In cities requiring private subcontractors, customers are responsible for organizing these works. After external works and inspection, the meter is installed, the contract is signed if pending, and service is activated; in Albacete, Badajoz, Murcia, and Santander, the meter is installed only after contract signature.

Bilbao and Zaragoza follow a different sequence. Customers first request a supply contract; the utility inspects the site, issues the contract, and installs the meter. Only then is a formal connection request submitted to the municipality, which issues the excavation permit, oversees the network connection, and conducts the final inspection once the works are completed by the customer's subcontractor.

Among the measured cities, the fastest connection process is in Logroño (13 days), while the slowest is in Palma de Mallorca (79 days) (figure 32). Utilities in Badajoz and Logroño process applications most quickly, issuing quotations within approximately 5 and 7 days, respectively; in Logroño, this period also includes signing the supply contract. By contrast, quotation issuance takes longest in Valencia (30 days). Variation is driven primarily by backlogs of requests—sometimes linked to surges in applications from new housing developments—and the capacity of utility staff to process them.

Excavation permits are required in all cities except Logroño, Las Palmas, and Santander. Permits are not required in Logroño because the measured connection does not affect the roadway; in Santander, the local utility has blanket authorization to operate on public roads; and in Las Palmas, only a notification to the municipality is required. Permit approvals are fastest in Zaragoza (10 days), where the municipality processes both connection requests and permits, streamlining the process. Approvals are slowest in Palma de Mallorca (38 days), reflecting a transition from direct departmental communication to a centralized application platform, and in Murcia (35 days), due to the need

Figure 32. Obtaining a new water connection is fastest in Logroño and slowest in Palma de Mallorca



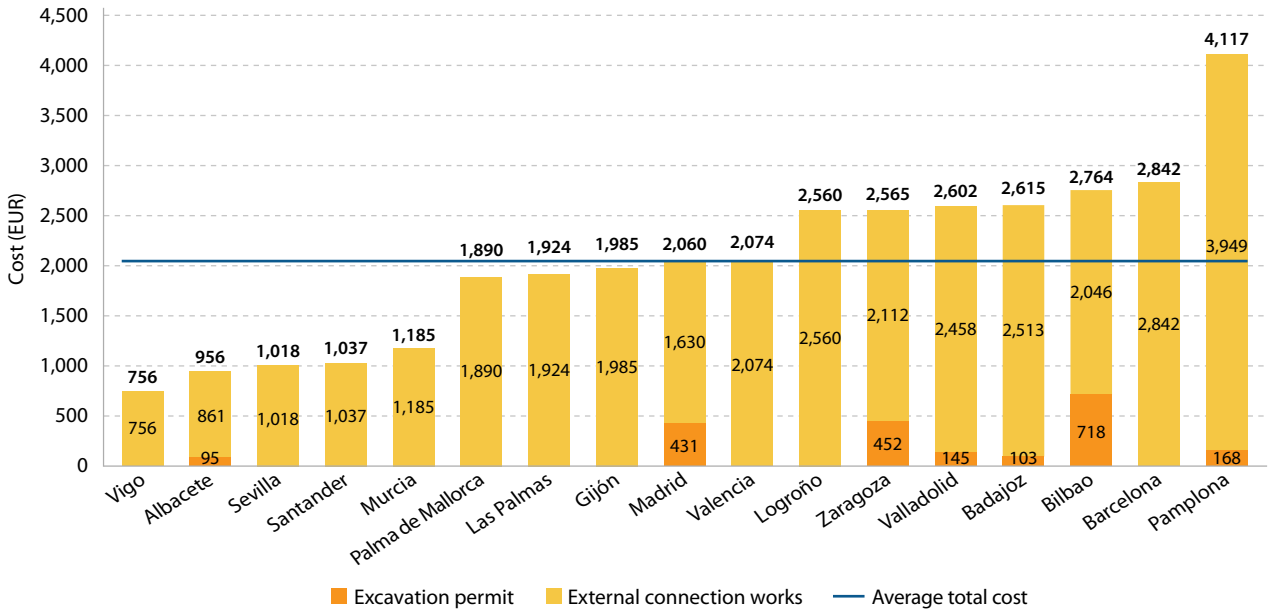
Source: Regulatory Efficiency Unit, the World Bank.

for coordination with the municipality and joint planning of works with the mobility department and police.

External works and post-connection steps are completed fastest in Bilbao (5 days) and in Gijón and Logroño (6 days). They are slowest in Albacete (31 days) and Las Palmas (29 days). These differences reflect variations in process design and coordination. In Bilbao, the meter is installed before external works; in Gijón, excavation-permit timelines incorporate coordination with the mobility department; and in Logroño, faster completion reflects smaller city size and lower demand. In Albacete and Las Palmas, delays arise mainly from scheduling excavation with the subcontractors of the utility company and providing advance notice to the mobility department authorities before works can begin.

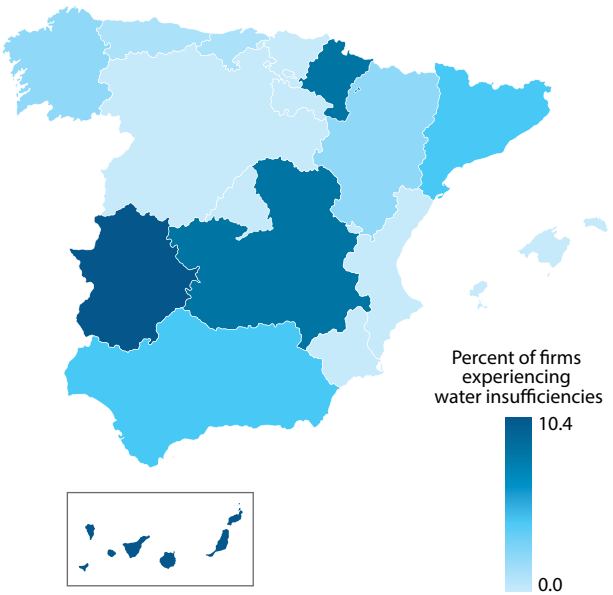
The cost of obtaining a new water connection in Spain varies widely across cities, ranging from an average of EUR 756 in Vigo to more than five times that amount in Pamplona (EUR 4,117) (figure 33). Most utilities apply a single bulk charge that covers excavation works, installation of the connection and meter, and other variable fees. In Badajoz, Bilbao, Logroño, Pamplona, Valladolid, and Zaragoza, costs also include fees charged by private subcontractors for excavation and surface reinstatement. Apart from cities where no excavation permit is required (Las Palmas, Logroño, and Santander), seven cities—Barcelona, Gijón, Murcia, Palma de Mallorca, Sevilla, Valencia, and Vigo—do not charge for excavation permits. In the remaining cities, permit fees range from EUR 95 in Albacete to EUR 718 in Bilbao, where the municipality also processes connection requests. Because excavation permit fees are locally reg-

Figure 33. Obtaining a new water connection in Pamplona is more than five times as expensive as in Vigo



Source: Regulatory Efficiency Unit, the World Bank.

Map 3. Water insufficiencies affect a minority of companies in Spain, with some variation depending on their location



Source: World Bank Enterprise Surveys data 2024.
*Data correspond to the NUTS2 region in which each city is located, as defined by Eurostat's Nomenclature of Territorial Units for Statistics (NUTS) classification. For more information, visit: https://ec.europa.eu/eurostat/web/nuts/overview.

ulated, the cost structure varies: some cities require technical feasibility reports (e.g., Albacete), others apply fixed licensing fees (e.g., Bilbao), percentages of material costs under the Construction, Installations, and Works Tax (ICIO) (e.g., Murcia), or additional charges based on connection length, duration of works, or street category.

In 2024, most firms across Spanish regions reported no or only minor instances of insufficient water supply. Exceptions include the Canary Islands (Las Palmas), where 10.4 percent of firms reported insufficiency, and Extremadura (Badajoz), where 9 percent did so. By contrast, no firms reported interruptions in La Rioja (Logroño) or in the Region of Murcia (Murcia) (map 3).

Areas for Improvement in Water Service Provision

Establish a national water agency to enhance standardization, oversight, and benchmarking. Spain lacks a single regulator for water supply and wastewater. MITECO sets national policy, regional governments (*Comunidades Autónomas*) implement it, and local governments deliver services. Utilities have called for the creation of a national agency to harmonize practices, standardize and supervise tariffs, and strengthen efficiency and service quality. Several EU Member States, including Portugal and Italy, have established dedicated water regula-

tors, providing relevant benchmarks. The new *Observatorio de la Gestión del Agua*, an online platform that compiles statistics and service indicators, is a positive initial step.[55] Building on this, Spain could establish a dedicated national agency to promote service quality standards and support consistent service delivery. Such an agency could assist municipalities in delivering efficient, high-quality water services and facilitate benchmarking across cities to encourage peer learning and replication of successful models.

Relevant stakeholders: The Ministry for the Ecological Transition and the Demographic Challenge (MITECO), Regional Governments (Comunidades Autónomas), Municipalities, water utilities

Enhance excavation coordination through "dig-once" policies, digital platforms, and designated coordination agencies. Spanish law requires coordination of civil engineering works but limits this obligation to telecommunications infrastructure. Most cities have an agency responsible for excavation permit coordination, but relevant digital services and interoperability remain limited. Only five cities—Barcelona, Bilbao, Madrid, Palma de Mallorca, and Pamplona—maintain publicly available water infrastructure databases and shared cross-utility platforms. Spain could strengthen its regulatory framework by introducing comprehensive requirements for coordination across all utilities. To improve efficiency and reduce service disruptions, cities should follow the examples of Barcelona, Pamplona, and Valencia by publishing information on planned works and adopting online platforms for coordinating excavation permits.

Relevant stakeholders: Municipalities, all network utilities (water, electricity, gas, internet)

Expand digitalization of water connection procedures by introducing online application tracking and disclosing estimated connection timeframes. All utilities publish required documentation online, accept electronic payments, and—except in Bilbao and Zaragoza—offer fully digital applications for new connections. Most disclose procedural steps and costs, but few publish connection timeframes or provide end-to-end application tracking. Such tracking is currently available in only six cities: Badajoz, Barcelona, Madrid, Santander, Sevilla, and Vigo. Expanding these features would reduce uncertainty, improve user experience, and build trust. Because these practices are common among high-performing utilities globally, they represent a practical next step in Spain's water-sector digitalization.

Relevant stakeholders: Water utilities

3.3 Internet

Quality of Regulations for Internet

Quality of Regulations for Internet Score	**100/100** (all cities)

Source: Regulatory Efficiency Unit, the World Bank.

Spain's regulatory framework for internet services is closely aligned with the European Union's digital strategy, ensuring service quality, reliability, and equitable access. Agencies responsible for deploying digital infrastructure operate within defined strategic plans and timelines, while provisions for wholesale access and infrastructure sharing promote fair competition among providers. Performance standards and incentive mechanisms encourage ISPs to deliver high-speed broadband across both urban and rural areas. Although Spain has not established internet-specific emissions or energy-efficiency targets, broader environmental legislation[56] provides a regulatory foundation that supports sustainable digital infrastructure. Regulations are applied uniformly at the national level, with no regional disparities.

Cybersecurity governance in Spain is distributed across multiple institutions,[57] each with distinct sectoral responsibilities. In January 2025, Spain took a significant step toward consolidation by approving a draft Cybersecurity Law transposing the EU's NIS-2 Directive and establishing the *Centro Nacional de Ciberseguridad* to strengthen coordination and crisis-response capabilities.

55 Regulated by Royal Decree 1085/2024 of 22 October.
56 Law 7/2021 on climate change and energy transition (which sets goals for carbon neutrality by 2050 and a 39.5 percent improvement in energy efficiency by 2030), Law 22/2011 on waste and contaminated soils, and Royal Decree 110/2015 on electrical waste and electronic equipment.
57 Currently, the Ministry of Defense, through the *Centro Criptológico Nacional* (CCN) and the *Centro Nacional de Inteligencia* (CNI), addresses cybersecurity from a security and intelligence standpoint. The Ministry of the Interior, via the *Oficina de Coordinación de Ciberseguridad* (OCC), manages internal security, while the Ministry for Digital Transformation and the Civil Service oversees cybersecurity within public administration. The *Instituto Nacional de Ciberseguridad* (INCIBE) plays a key role in public awareness and coordinates the national Computer Emergency Response Team (CERT).

Quality of Governance and Transparency of Internet Service Provision

Quality of Governance and Transparency of Internet Service Provision Score	From **86.3/100** (Zaragoza) to **100/100** (Barcelona and Pamplona)

Source: Regulatory Efficiency Unit, the World Bank.

Cities perform well on the Monitoring of Service Supply indicators, supported by effective systems that track service delivery and ensure consistency of supply. They also score highly in Availability of Information and Transparency, as public access to data and reporting mechanisms are well developed. In Enforcement of Regulations, strong performance reflects effective national oversight and alignment with EU legislation. Performance varies, however, in Digital Services and Interoperability. While online applications for new commercial internet services and digital payment systems are available in all cities, only Barcelona and Pamplona provide publicly accessible local platforms (available by subscription) sharing information on planned utility works. Furthermore, only three cities—Barcelona, Pamplona, and Valencia—have introduced digital coordination mechanisms for managing excavation permits.

Operational Efficiency of Providing Internet Service

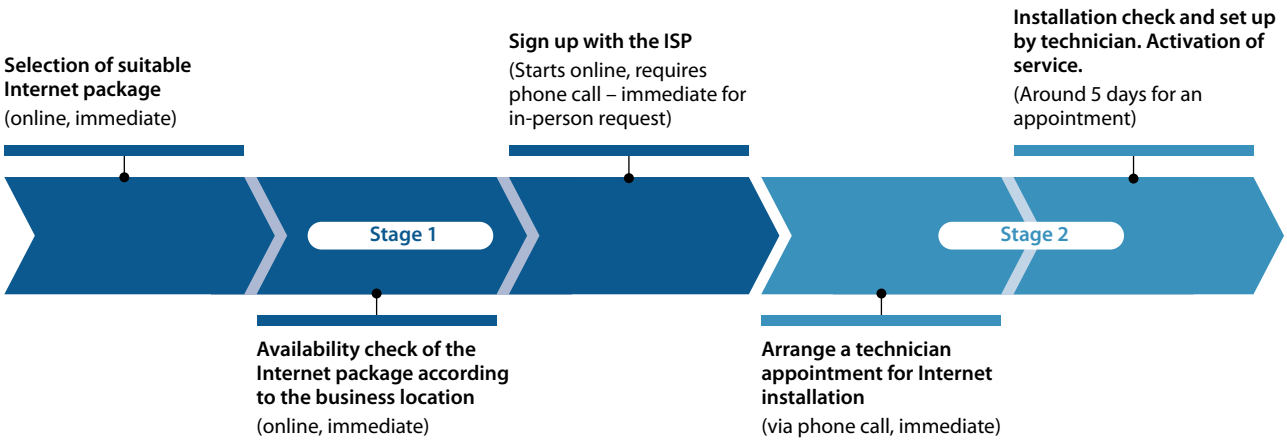
Spain's largest ISPs offer standardized nationwide service packages, although the type and speed of connection depend on the infrastructure available at the business's location. Stage 1 of obtaining a fixed internet connection involves verifying coverage based on the business address (figure 34). The public platform *Avance Digital* compiles data from telecom operators and enables users to consult broadband coverage throughout the assessed cities. Once coverage is confirmed, the business can sign up for its preferred service package with the ISP.

Although the internet connection process can be completed fully online, businesses may also choose to sign up by telephone, in person, or through a sales agent—a common option for commercial accounts.

Stage 2 focuses on the installation of the internet service, beginning with scheduling a complimentary technician visit. The timing of this appointment depends on how the client completes the initial registration: if the sign-up is done online, the visit is typically arranged during a follow-up phone call; if registration occurs in person or by phone—often the preferred option for firms—the visit is scheduled immediately at the time of sign-up. During the visit, the technician conducts an installation check and completes the setup, after which the business gains immediate access to the service.

The timeframe for obtaining a fixed internet connection refers specifically to the period between order confirmation and the technician's physical installation, after which internet access is available immediately. In Spain, connection times do not vary significantly by internet speed or

Figure 34. How does the process of obtaining an internet connection* work in Spain?



Source: Regulatory Efficiency Unit, the World Bank.
*The internet connection measured in this study has the following parameters: fixed connection with a minimum of 10 Mbps download speed. The customer is located in an existing commercial building where internet cabling is already installed.

geographic location, with a nationwide average of five calendar days. Installation timelines[58] are influenced primarily by technician availability.

The cost of monthly internet packages varies slightly by city and is largely driven by the pricing of the largest ISP in each area. Telefónica Movistar is the leading provider in Albacete, Badajoz, Barcelona, Logroño, Madrid, Murcia, Las Palmas, Palma de Mallorca, Pamplona, Santander, Valladolid, and Zaragoza, while MasOrange leads the market in Bilbao, Gijón, Sevilla, Valencia, and Vigo.

For business customers,[59] Spain's ISPs do not offer internet speeds below 300 Mb. Monthly prices for 300 Mb plans start at EUR 24.80 with MasOrange (with a 12-month minimum commitment) and EUR 24.90 with Telefónica Movistar. These rates generally include installation and do not incur additional costs for opening a new account.

Internet reliability is assessed based on the share of firms that report service disruptions, including complete outages and connection slowdowns. Countrywide, an average of 31 percent of surveyed firms reported such disruptions, varying across regions, with 18 percent in the Basque Country (Bilbao), 22 percent in Catalonia (Barcelona) and 36 percent in Galicia (Vigo).[60] The relatively high share of firms experiencing disruptions indicates that internet reliability remains a concern across Spain.

Areas for Improvement in Internet Service Provision

Develop digital integrated platforms for excavation permits. Cities can strengthen coordination on excavation permits and planned works by developing integrated digital platforms. Barcelona's ACEFAT system offers a strong model: it centralizes license processing, enables consultation among public and private stakeholders, and provides a public-facing interface (under subscription) displaying upcoming projects. The absence of similar tools in other cities highlights a significant opportunity. Local platforms would streamline permitting, improve communication across departments and with utilities companies, and give businesses greater foresight to manage disruptions. These platforms could also feed into the national *Punto de Información Único* (PIU) portal by consolidating infrastructure data, timelines, and permit information—ultimately reducing the cost of high-speed network deployment in line with EU regulations.

Relevant stakeholders: Secretary of State for Telecommunications and Digital Infrastructure, Municipalities (platform development and data integration)

Encourage ISPs to publish real-time disruption data. Although ISPs already publish quality-of-service metrics under the current telecommunications legislation and the regulations of the National Commission on Markets and Competition (CNMC), transparency could be enhanced by introducing a national requirement for real-time public reporting of both scheduled and unexpected service disruptions. Building on Portugal's experience with ISP outage disclosures, this measure would provide Spanish businesses with timely, actionable information—allowing them to anticipate and respond to connectivity issues more effectively. Publicly accessible outage data would also strengthen provider accountability and improve overall network reliability.

Relevant stakeholders: National Commission on Markets and Competition (CNMC) and Internet Service Providers (ISPs)

58 This information was obtained based on input from private sector experts, communication with the largest ISPs, and direct data collected from local Telefónica Movistar and MasOrange stores.
59 Small Businesses were considered for this study. Prices for companies categorized under PYMES (*Pequeñas y Medias Empresas*- Small and Medium Enterprises), as well as larger companies, were not considered in this study.
60 Based on the Enterprise Survey data.

4. Dispute Resolution

Results Summary*

Pillar I: Quality of Regulations for Dispute Resolution

Score:
78.4/100 (all cities)

Pillar II: Public Services for Dispute Resolution

Score:
From **62.6/100** in Las Palmas, Madrid, Sevilla and Valencia to **65.3/100** in Murcia

Pillar III: Ease of Resolving a Commercial Dispute

Score:
From **48.8/100** in Murcia to **85.5/100** in Pamplona

Time (calendar days):

- ***Court litigation:*** From 410 in Valladolid to 1,035 in Barcelona
- ***Enforcement:*** From 25 in Valladolid to 150 in Bilbao

Cost (percentage of claim value):**

- ***Court litigation:*** From 7.7% in Santander to 18% in Valencia
- ***Enforcement:*** From 1.4% in Logroño to 6.2% in Bilbao

Source: Regulatory Efficiency Unit, the World Bank.
*Refer to the appendix for the detailed set of data, disaggregated by topic and city.
**For a claim value of EUR 609,469 equal to 20 times the 2022 gross national income (GNI) per capita.

What Does the Dispute Resolution Topic Measure?

The Dispute Resolution topic provides a comprehensive assessment of how reliable and effective a country's regulatory system is to resolve commercial disputes. It is structured around three main pillars. The Quality of Regulations for Dispute Resolution pillar examines, *inter alia*, the existence of time standards for key litigation steps, the availability of pre-trial conferences and default judgments, and access to impartial arbitration and mediation. The Public Services for Dispute Resolution pillar evaluates the organizational structure of courts, mechanisms to support judicial integrity, the degree of institutional digitalization and transparency, as well as the availability of public services for arbitration and mediation. Finally, the Ease of Resolving a Commercial Dispute pillar measures the actual time and cost required for court litigation (including first instance, mediation, and appeals), enforcement of domestic judg-

ments, arbitration procedures, and recognition and enforcement of foreign judgments and arbitral awards.

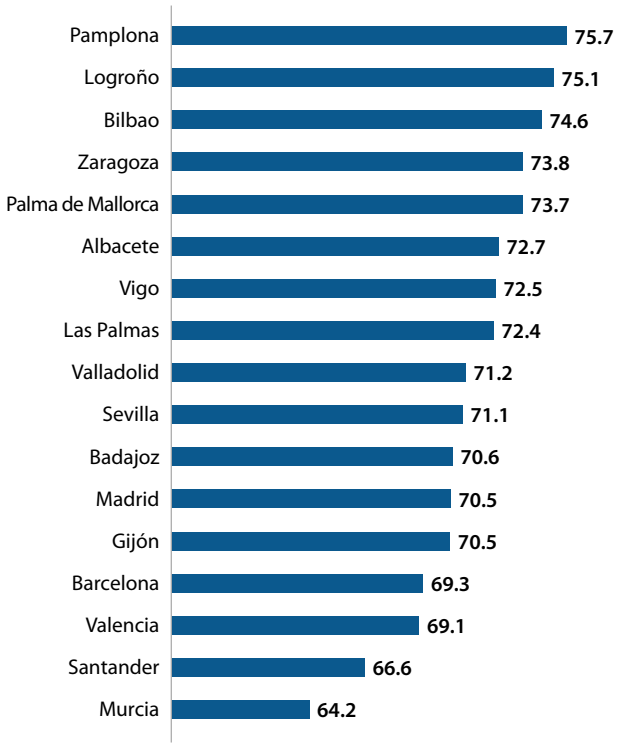
Main Findings for Dispute Resolution

Spain's laws governing dispute resolution incorporate several international good practices, including defined timeframes for filing statements of defense, the availability of pre-trial hearings, and a code of ethics for judges.[61] However, the framework does not require judges to disclose assets annually, and there are no timeframes for enforcement agents to execute final judgments. In addition, litigation parties in Las Palmas, Madrid, Sevilla, and Valencia cannot track the status of commercial cases online,[62] while court-annexed mediation is available only in Murcia.

There are notable variations across cities in the time and cost required to resolve commercial disputes. Barcelona takes slightly more than 34 months to complete first-instance and appellate court proceedings—much longer than in smaller cities such as Valladolid, where the same process takes around 14 months. These differences stem primarily from delays in scheduling pre-trial hearings, which take 6 months in Barcelona compared with 3 months in Valladolid, and in holding the first hearing, which takes 6 months in Barcelona and 2.5 months in Valladolid. Cost differences are largely driven by variation in attorneys' fees, which are substantially higher in larger cities such as Barcelona and Valencia than in Pamplona and Santander. Court fees are standardized nationwide, except in Barcelona, where an additional regional fee applies.[63]

Among the cities assessed, Logroño and Pamplona achieve the highest overall scores for the Dispute Resolution topic, each scoring above 75 out of 100 points. They are followed by Bilbao (74.6), Zaragoza (73.8), and Palma de Mallorca (73.7). Pamplona's top ranking is driven by a stronger perception of courts as independent and impartial institutions, as well as by firms' favorable perceptions that courts do not impede business operations. In contrast, firms in Murcia—the lowest-scoring city (64.2)—do not view arbitration and mediation as reliable mechanisms for resolving commercial disputes (figure 35).

Figure 35. Dispute Resolution score*



Source: Regulatory Efficiency Unit, the World Bank.
*Scale from 0 to 100 (higher = better)

Quality of Regulations for Dispute Resolution

The regulatory framework for dispute resolution in Spain is applied uniformly nationwide. National laws establish time standards for filing statements of defense, introducing new evidence, and issuing expert opinions. However, they do not regulate the timeframe for serving initial complaints on defendants or set limits on the number of permissible adjournments. Spain has strengthened judicial quality through safeguards that prevent the chairperson of the court from interfering in cases adjudicated by other judges and through the adoption of a judicial code of ethics.

With respect to ADR mechanisms, Spain has yet to introduce provisions enabling courts to recognize and enforce interim awards as binding or to permit third-party fund-

61 The main legal instruments regulating dispute resolution in Spain are Law 1/2000 of Civil Procedure, Organic Law 6/1985 of the Judiciary, Law 5/2012 on Mediation in Civil and Commercial Matters, and Law 60/2003 on Arbitration.
62 Cities that allow parties to track the status of their commercial cases use different platforms such as Horus in Albacete, Badajoz, and Gijón; PSP Euskadi in Bilbao; and Avantius Externo in Pamplona and Zaragoza.
63 Article 7 of Law 10/2012 regulating certain fees in the field of the Administration of Justice and the National Institute of Toxicology and Forensic Sciences, available at: https://www.boe.es/buscar/act.php?id=BOE-A-2012-14301. Additional fees in Catalonia are regulated according to the Article 3 bis.1-1 to 3 bis.1-8 of Legislative Decree 3/2008 Approving the Revised Text of the Law on Fees and Public Prices of the Government of Catalonia, available at: https://www.boe.es/buscar/act.php?id=DOGC-f-2008-90017.

ing in arbitration. Nonetheless, its ADR framework incorporates several international good practices, including allowing businesses to arbitrate commercial disputes with public bodies and state-owned enterprises and enabling courts to request documents in support of arbitration proceedings.

Public Services for Dispute Resolution

All cities included in this study provide digital services such as e-filing, e-communications, and e-payment of court fees. However, parties in Las Palmas, Madrid, Sevilla, and Valencia cannot track the status of their commercial cases online. In these cities, such electronic platforms either do not exist, are not used in practice, or—as in Madrid—are not yet operational (table 5).

Spanish cities do not have specialized courts dedicated exclusively to general commercial disputes between business entities. While commercial courts exist, their jurisdiction is limited to matters such as insolvency, unfair competition, advertising, industrial and intellectual property, corporate law, national or international land transport, and maritime and aviation law. Consequently, commercial disputes between legal entities are typically adjudicated by the respective first-instance civil courts. Among the 17 cities assessed, only Murcia offers court-administered mediation;[65] in the others, mediation is provided by private institutions operating under collaboration agreements with the courts.

Ease of Resolving a Commercial Dispute

Across Spanish cities, the duration of commercial litigation ranges from approximately 14 months (410 days) in Valladolid to 34 months (1,035 days) in Barcelona, while enforcement of domestic final judgments ranges from one month (25 days) in Valladolid to five months (150 days) in Bilbao. These differences reflect delays at each stage of the judicial process, with much of the variation driven by pre-trial and first-instance hearings.

Commercial litigation begins when the plaintiff files an initial complaint with the appropriate first-instance civil court. After the defendant submits a written response, the court schedules a pre-trial hearing. Following the main court hearings, the judge prepares and issues the final judgment. The duration of these steps varies substantially across cities.

First-instance resolution times range from slightly more than 7 months (220 days) in Valladolid to 15.5 months (465 days) in Madrid and 19 months (570 days) in Murcia (figure 36). Delays often occur in the early stages, particularly before the pre-trial hearing. In Valladolid, the interval between service of the complaint and the pre-trial hearing is 3 months, com-

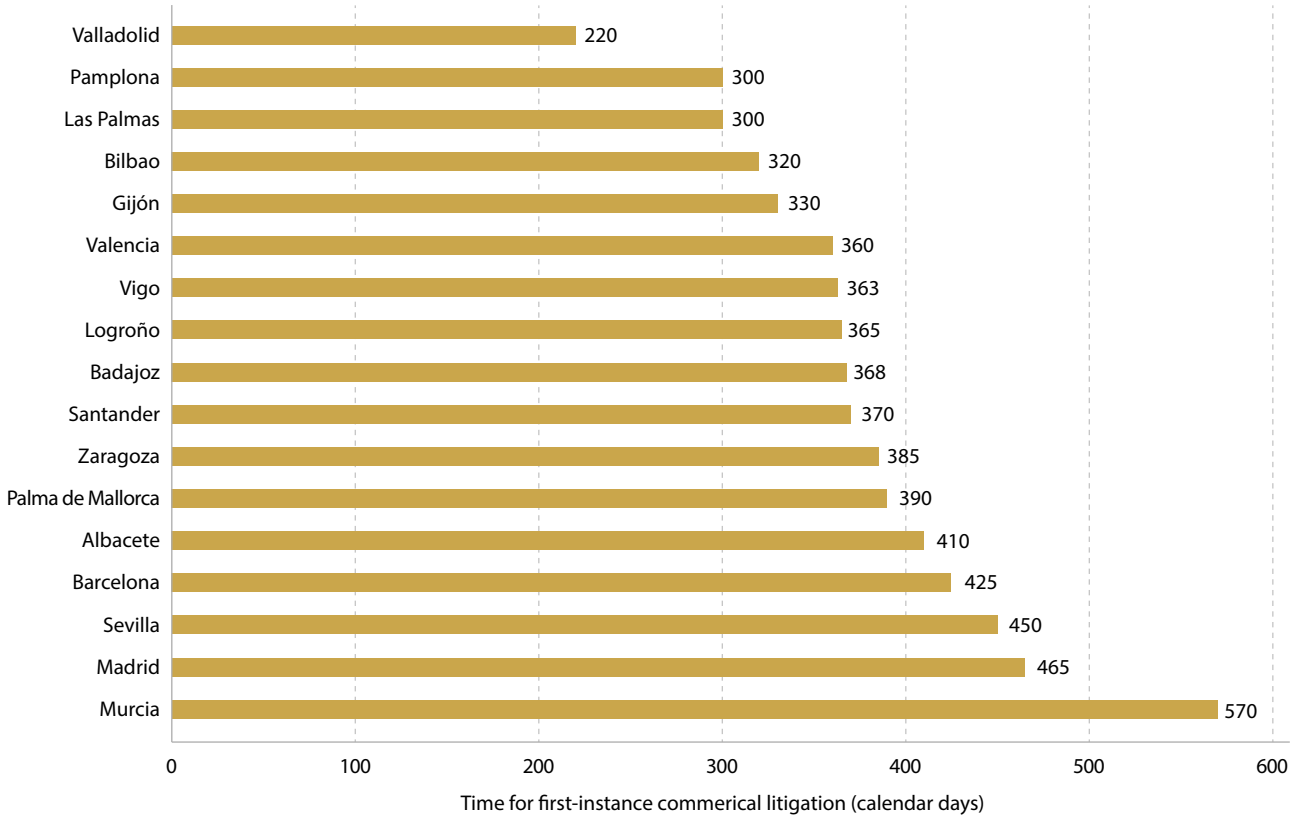
Table 5. Availability of electronic platforms or case management systems across Spain

City	Electronic Platform/Case Management System for Tracking Court Cases[64]
Albacete, Badajoz, Gijón, Logroño, Murcia, Palma de Mallorca, Valladolid	Horus – Electronic Court File Viewer
Barcelona	E-Justicia.cat
Bilbao	PSP Euskadi
Pamplona	Avantius Externo (professionals) Electronic Judicial Office of Navarre (citizens)
Santander	Vereda
Vigo	Electronic Judicial Office of Galicia
Zaragoza	Avantius Externo (professionals) Electronic Judicial Office of Aragón (citizens)

Source: Regulatory Efficiency Unit, the World Bank.

64 Various electronic platforms available in Spain: Horus – available at: https://sedejudicial.justicia.es/en/-/visor-expediente-judicial-electronico; E-Justicia.cat – available at: https://seujudicial.gencat.cat/ca/que_cal_fer/Soc-un-professional-del-dret/ejusticia/; Euskadi.eus – available at: https://egoitza.justizia.eus/webjus01-home/es; Electronic Judicial Office of Navarre – available at: https://www.navarra.es/es/justicia; Vereda – available at: https://www.cantabria.es/web/direccion-general-justicia/vereda; Electronic Judicial Office of Galicia – available at: https://www.xustiza.gal/portada; Electronic Judicial Office of Aragón – available at: https://www.aragon.es/justicia/sede-judicial.
65 Civil mediation provided by the court in Murcia, available at: https://www.poderjudicial.es/cgpj/es/Temas/Mediacion/Servicios-de-Mediacion-Intrajudicial/Mediacion-Civil/Unidad-de-Mediacion-Intrajudicial-Murcia---Servicio-Mediacion-30?provincia=30.

Figure 36. Time for first-instance commercial litigation



Source: Regulatory Efficiency Unit, the World Bank.

pared with 6 months in Barcelona, Madrid, and Sevilla, and 7 months in Murcia due to high caseloads per judge.

Within the first-instance stage, the timing of pre-trial and first hearings also varies. In Bilbao, the first hearing is typically scheduled by the court two months after the pre-trial hearing; in Valladolid, the interval is nearly 2.5 months. Murcia experiences the longest delay, with 7 months between the pre-trial and first hearing.

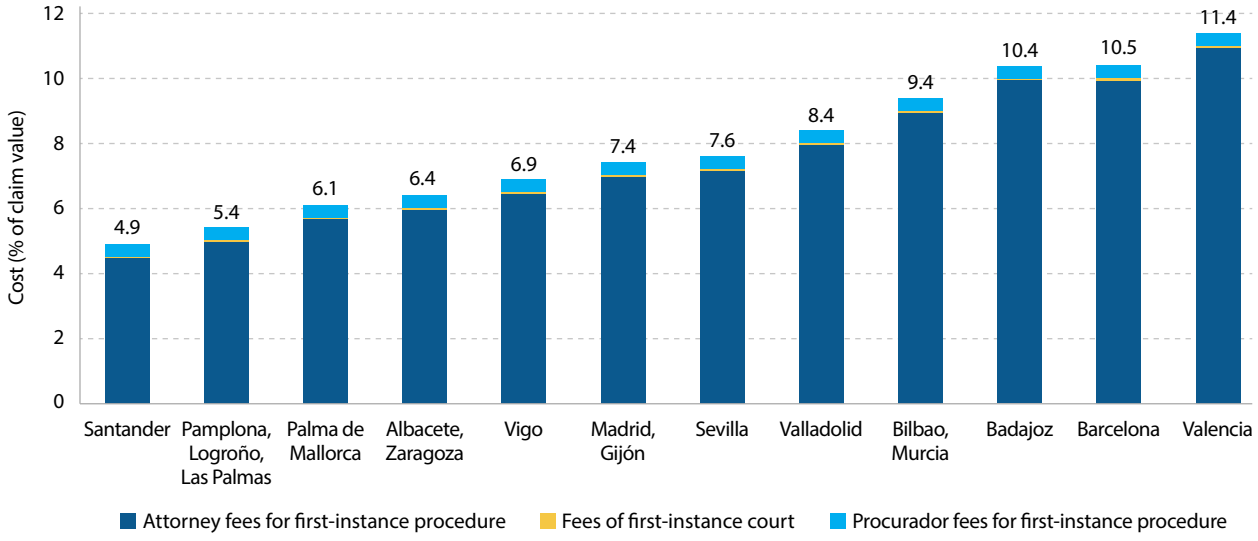
Caseload per judge is an important factor. According to official 2023 statistics,[66] courts in Madrid and Murcia had the highest annual caseloads per judge, with 6,208 and 5,671 cases, respectively, whereas a judge in Pamplona handled 2,787 cases. Murcia, in particular, faces notable challenges with court clerks' effectiveness, reflecting pressures seen in other cities. Each case is assigned to a specific court clerk, and because clerks are not easily replaced during absences, proceedings pause until the assigned clerk returns. A distinctive feature of the Murcia court's internal organization is that court clerks work in buildings separate from judges and often without direct supervision, which contributes to delays in communication between judges and clerks.

The length of appellate procedures also differs considerably across cities. Resolving appellate cases takes 20.5 months in Barcelona and 17.5 months in Pamplona, compared with just over 6 months in Valladolid. These differences largely reflect each court's caseload: a single three-judge section handles 2,577 cases in Pamplona and 2,057 cases in Barcelona, while judges in Valladolid handle only 811 cases.

Commercial litigation costs in Spain differ between first-instance and appellate proceedings. The cost of first-instance litigation includes attorney fees, court fees, and *Procurador* fees (figure 37 and box 3). Court fees are uniformly set at 0.05 percent of the claim value in all cities except Barcelona, where parties also pay a regional fee

66 General Council of the Judiciary, available at: https://www.poderjudicial.es/cgpj/es/Temas/Estadistica-Judicial/Estadistica-por-temas/Actividad-de-los-organos-judiciales/Juzgados-y-Tribunales/Informes-por-territorios-sobre-la-actividad-de-los-organos-judiciales/.

Figure 37. Cost for the first-instance procedure



Source: Regulatory Efficiency Unit, the World Bank.

Box 3. Unique role of *Procurador* in the Spanish legal system

A distinctive feature of Spain's legal system is the role of the *Procurador*, a procedural representative with responsibilities distinct from those of the attorney. *Procuradores* are mandatory in commercial litigation, and their role is regulated by the Spanish legal framework.

Their primary responsibilities include monitoring the progress of proceedings, keeping the client and attorney informed, and managing procedural actions such as receiving and signing summonses and attending required hearings.

Accordingly, parties are defended by an attorney and represented by a *Procurador*. The attorney conducts the substantive legal defense, while the *Procurador* represents the client's procedural interests.

Procurador fees are standardized nationwide and capped by regulation. For first-instance commercial litigation, the maximum fee corresponds to 0.38 percent of the claim value (EUR 2,320 for the claim assessed in this study), as set out in Royal Decree 434/2024 on Approving the Schedule of Fees and Charges for the Court Procedural Representative Professionals.*

* The Royal Decree is available at: https://www.boe.es/diario_boe/txt.php?id=BOE-A-2024-8706.

of 0.02 percent. In contrast, attorney fees vary considerably. The highest attorney fees are found in Valencia and Barcelona, where attorneys charge 11 percent and 10 percent of the claim value, respectively. The lowest fees are in Santander, at 4.5 percent. This variation reflects differences in fee structures and the size of local legal markets.

Law firms serving large clients in cities such as Barcelona and Valencia typically charge lump sum or hourly rates, whereas firms in smaller cities, such as Logroño and Santander, often charge fixed prices, voluntarily follow local bar association guidelines, or offer below-market rates to retain clients.

The cost of appellate proceedings includes attorney fees, which vary based on the size of the local legal market; *Procurador* fees, capped at 0.46 percent of the claim value (EUR 2,785); and an appellate court fee charged only in Barcelona, where the regional fee is 0.02 percent of the claim value.

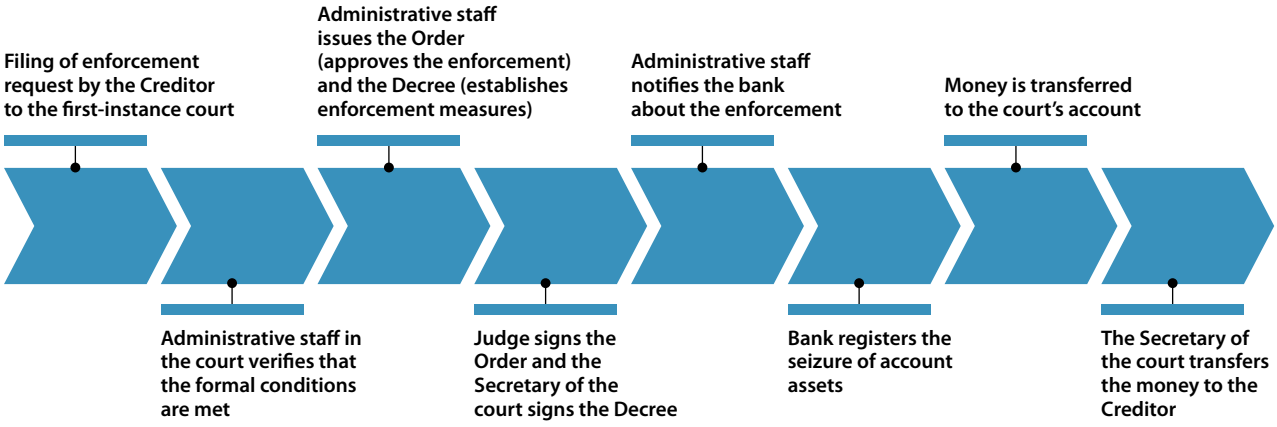
The enforcement of a final judgment varies significantly by jurisdiction, ranging from approximately 1 month in Valladolid to 5 months in Bilbao. Enforcement is carried out by the court of first instance and is supervised by administrative staff, responsible for managing the entire enforcement process (figure 38). Their responsibilities in-

clude analyzing appeals, overseeing procedural actions, and monitoring procedural deadlines to prevent delays. The duration of enforcement is influenced by each court's caseload and the availability of administrative staff.

The costs associated with enforcement are limited to attorney fees and *Procurador* fees, as there are no court fees for enforcing a final domestic judgment. *Procurador* fees are standardized and may be charged up to a maximum of 0.35 percent of the claim value (EUR 2,109). Attorney fees range from 1 percent of the claim value in Logroño to 5.9 percent in Bilbao. These costs largely depend on the number of legal actions required and prevailing fee structures in the local legal market.

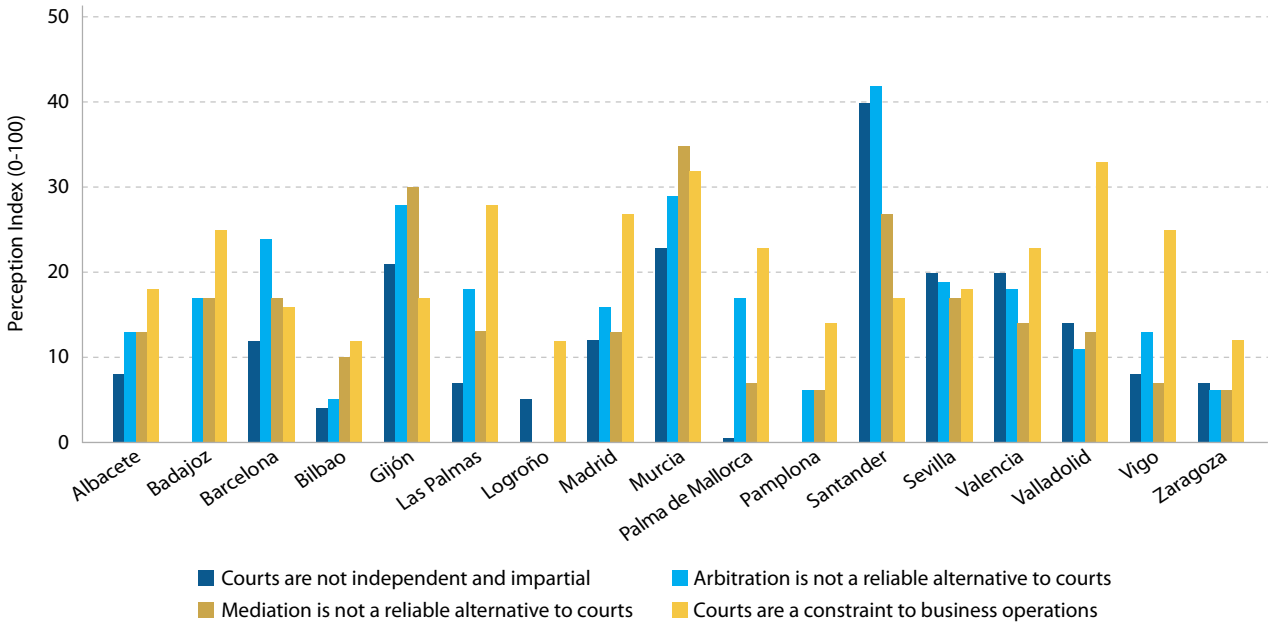
According to data from the World Bank Enterprise Survey, firms in Badajoz and Pamplona report the highest levels of confidence in the independence and impartiality of courts in resolving commercial disputes (figure 39). In contrast, firms in Santander have the strongest perception of courts

Figure 38. Process of enforcing a final domestic judgment



Source: Regulatory Efficiency Unit, the World Bank.

Figure 39. Perception of courts and reliability of ADR Mechanisms Index across Spain



Source: World Bank Enterprise Surveys data 2024.

as institutions lacking sufficient independence and impartiality. Among all cities in Spain, firms in Logroño express the highest confidence in arbitration and mediation as reliable alternative to court litigation.

Areas for Improvement in Dispute Resolution

Strengthen case management practices and regulate adjournments to improve efficiency. Case management refers to a set of principles and techniques that help ensure cases progress efficiently from filing to disposition, giving courts early and consistent control. Although approaches vary across jurisdictions, several core practices are widely recognized: setting firm timeframes for procedures and case disposition, establishing realistic schedules so events occur as planned, and assigning fixed appearance dates.

Spain could strengthen its procedural framework by ensuring that existing time limits, particularly for scheduling pre-trial and trial hearings, are realistic and actively enforced, thereby reducing discretionary delays. Adjournments—while sometimes necessary—often lead to additional hearings and slow the resolution of cases. Spain currently permits adjournments only for unforeseen and exceptional reasons but sets no limit on how many may be granted in commercial cases.

Clear limits and active enforcement would deter parties from using postponements as a delay tactic and improve the overall efficiency of dispute resolution. International examples are instructive: Greece restricts adjournments, and Norway enforces strict deadlines. At the Tingrett Nedre Romerike District Court, case administrators actively maintain schedules and reassign cases when attorneys are unavailable to ensure compliance with official timeframes.

Relevant stakeholders: Ministry of Justice, General Council of the Judiciary

Make first-instance court judgments publicly available. Publishing court judgments at all levels enhances transparency, strengthens public trust, and supports business and investor confidence by clarifying how laws are interpreted and applied. Estonia offers a strong example: since 2006, its State Gazette website has provided searchable access to all first- and second-instance decisions, as well as every Supreme Court ruling.

Spain, by contrast, publishes only Supreme Court and appellate decisions and a portion of first-instance court judgments. Making all commercial judgments from every court level publicly available would promote consistent legal interpretation and help judges develop expertise in commercial law. A well-organized, searchable electronic database would also preserve reliable records and facilitate efficient research on specific legal issues.

Relevant stakeholders: Ministry of Justice, General Council of the Judiciary

Expand the jurisdiction of commercial divisions within existing district courts to include all general commercial cases. Specialized commercial courts are widely recognized as good practice, improving litigation efficiency through judicial expertise and streamlined procedures. In Spain, commercial courts exist but their jurisdiction is limited to matters such as insolvency, unfair competition, advertising, industrial and intellectual property, corporate law, national or international land transport, and maritime or aviation cases. General commercial disputes between business entities are adjudicated by first-instance civil courts. Spanish policymakers should assess the volume and complexity of commercial cases and consider expanding the jurisdiction of commercial divisions to include all general commercial disputes. Austria's specialized commercial court in Vienna provides a useful model, demonstrating the benefits of concentrated expertise and more efficient resolution of complex commercial cases.

Relevant stakeholders: Ministry of Justice, General Council of the Judiciary

5. Business Insolvency

Results Summary*

Pillar I: Regulatory Framework

Score:
80.9/100 (all cities)

Pillar II: Public Services

Score:
73.3/100 (all cities)

Pillar III: Operational Efficiency

Score:
From **75.2/100** in Zaragoza to **91.4/100** in Valladolid

Time (months):

- ***Liquidation:*** From 11 in Palma de Mallorca to 34 in Gijón
- ***Reorganization:*** From 4 in Valladolid to 9 in Badajoz, Las Palmas, Valencia, and Zaragoza

Cost (percentage of market value of insolvent company's assets):**

- ***Liquidation:*** From 1.7% in Madrid to 2.9% in Murcia
- ***Reorganization:*** From 1% in Murcia to 2.6% in Madrid

Source: Regulatory Efficiency Unit, the World Bank.
*Refer to the appendix for the detailed set of data, disaggregated by topic and city.
**The market value of the company's assets is EUR 4,571,014, which equals 150 times Spain's 2022 gross national income (GNI) per capita.

What Does the Business Insolvency Topic Measure?

The Business Insolvency topic measures the performance of the insolvency framework under three key pillars: Pillar I –quality of regulations for judicial insolvency proceedings (i.e., legal and procedural standards for insolvency proceedings, legal framework for debtor's assets and creditor's participation in insolvency proceedings, specialized insolvency proceedings); Pillar II –quality of institutional and operational infrastructure for insolvency proceedings (i.e., digital services in insolvency proceedings, interoperability in insolvency proceedings, transparency of insolvency proceedings, expertise of public officials); and Pillar III –efficiency of resolving a judicial insolvency proceeding in practice (i.e., time and cost to resolve liquidation and reorganization proceedings).

Main Findings for Business Insolvency

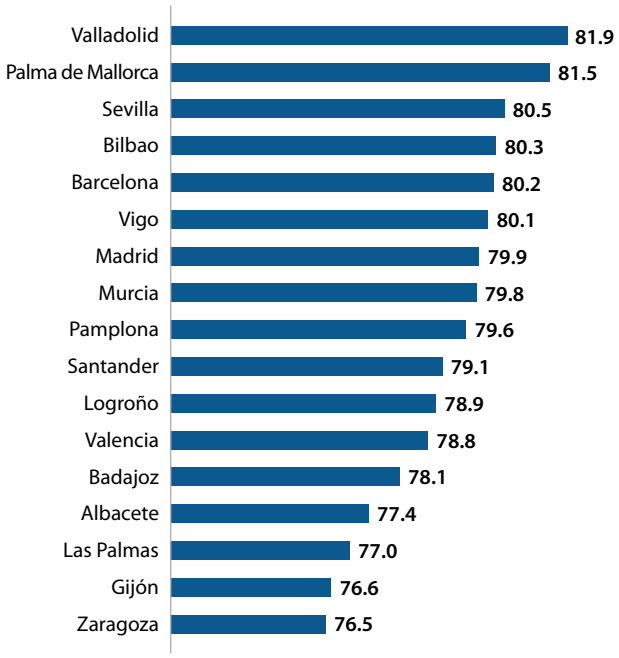
The legal framework for insolvency proceedings in Spain applies uniformly nationwide.[67] It incorporates several international good practices, including automatic stays, safeguards against abuse, and clear rules on creditor voting and distribution. Institutional and operational infrastructure is also consistent across cities: specialized courts, case management systems, electronic platforms for filings and auctions, and virtual hearings are available for insolvency proceedings. However, improving transparency in the appointment of insolvency administrators in liquidation proceedings may help strengthen confidence in the process.

Efficiency of implementation varies notably across cities. Liquidation proceedings range from 11 months in Palma de Mallorca to 34 months in Gijón. Reorganization is fastest in Valladolid (4 months) and longest in Badajoz, Las Palmas, Valencia, and Zaragoza (9 months). Liquidation costs range from 1.7 percent of asset value in Madrid to 2.9 percent in Murcia, while reorganization costs vary from 1 percent in Murcia to 2.6 percent in Madrid.

Overall performance scores range from 76.5 in Zaragoza to 81.9 in Valladolid, with differences in the duration of reorganization and liquidation proceedings being the primary driver of variation (figure 40). A central bottleneck in liquidation is difficulty in selling assets. The timeline and cost of reorganization differ based on debtor profiles (for example, cases tend to be faster in cities dominated by micro and small enterprises (MSEs) or service companies), case complexity, competition among service providers, and whether restructuring is consensual or non-consensual.

Enhancing transparency in the appointment of insolvency administrators, strengthening judicial efficiency through methodical resource allocation, and promoting early intervention through pre-insolvency restructuring would help improve overall performance.

Figure 40. Business Insolvency score*



Source: Regulatory Efficiency Unit, the World Bank.
*Scale from 0 to 100 (higher = better)

Quality of Regulations for Judicial Insolvency Proceedings

The Spanish legal framework for insolvency proceedings applies uniformly across the country. It encompasses several international good practices—provisions for automatic stay of proceedings (with exceptions for labor claims), protection of dissenting creditors, post-commencement credit availability, and director obligations during the period approaching insolvency (including restrictions on high-risk transactions and the requirement to file for insolvency proceedings). Spain's insolvency framework also includes a pre-insolvency or preventive restructuring mechanism (*preconcurso de acreedores*) that enables debtors in actual or imminent insolvency to negotiate a restructuring while retaining management control and benefiting from suspension of debt enforcement. Nonetheless, the framework lacks clear provisions on relinquishing burdensome assets, lifting the automatic stay for secured creditors when collateral value is deteriorating, and ensuring creditors' access to up-to-date information on the debtor's financial position.

Quality of Institutional and Operational Infrastructure for Insolvency Proceedings

Insolvency cases—both corporate and personal—are handled by the Commercial Courts (*Juzgados de lo Mercantil*).

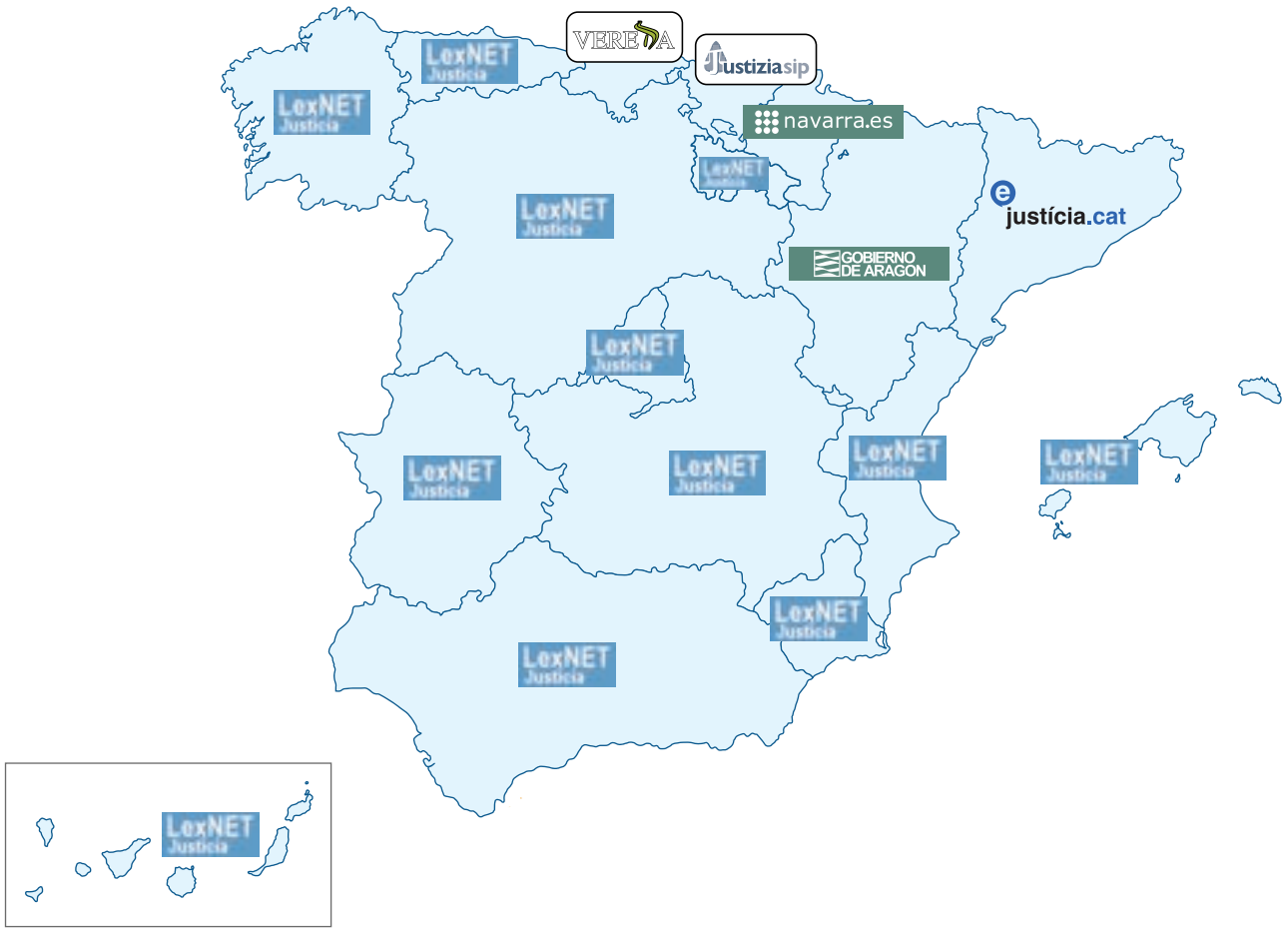
67 The main legal instruments governing insolvency in Spain include:
- *Texto Refundido de la Ley Concursal* (TRLC), approved by Royal Legislative Decree 1/2020, as subsequently amended (notably by Law 16/2022 on restructuring and insolvency).
- Complementary regulations include relevant provisions of the Civil Procedure Law (Law 1/2000) and Organic Law 6/1985 of the Judiciary, which regulate procedural and institutional aspects applicable to insolvency proceedings.

High case volumes affect the efficiency of these courts and contribute to delays. Although judges are highly trained, some courts face staffing and capacity constraints. Administrative personnel may not be required to have a legal background and are sometimes hired without prior court experience. Limited training opportunities, staff turnover, unfilled vacancies, and a complex reporting structure further hinder court management. Secretaries of the court (*Letrados de la Administración de Justicia*) act as court managers and oversee procedural and administrative staff, yet because administrative staff report to regional governments, secretaries cannot hire or dismiss personnel under their supervision. Delays in filling vacancies can disrupt operations and lengthen processing times.

While regions use different electronic case management systems[68] (map 4), the digital infrastructure for e-filings, electronic payment of court fees, e-auctions, and virtual hearings is generally effective. However, technical issues in e-filing and uploading large documents sometimes force parties to revert to physical filings, and the electronic platform for MSE insolvency proceedings remains slow and inefficient.

The General Council of the Judiciary publishes quarterly data on the duration and number of insolvency proceedings. However, these data are reported only at the regional level, without city-specific breakdowns. Insolvency administrators must meet minimum legal requirements and register with professional associations (such as bar associa-

Map 4. Case management systems in Spain



Source: Reclamador.es, *Mapa de la Plataforma de Notificaciones del Juzgado,* available at https://www.reclamador.es/blog/mapa-plataforma-notificaciones-juzgado/. Based on data from the Spanish Justice Administration.

68 For example, case management systems include Vereda in Santander, JustiziaSip in Bilbao, Avantius in Pamplona and Zaragoza, Justicia.cat in Barcelona, and LexNET in the remaining cities included in the report.

tions or associations of economists). Although lists of registered administrators are submitted annually to the courts, they are not publicly available. Judges are expected to appoint administrators in the order in which they appear on these lists, but the law grants them discretion in making appointments. This issue is discussed further in the areas for improvement section below.

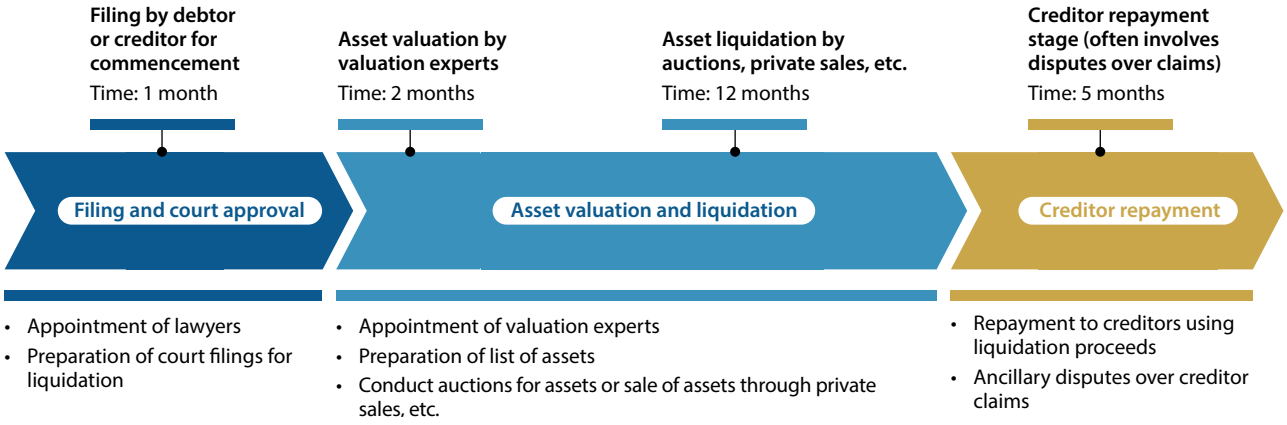
Operational Efficiency of Resolving Judicial Insolvency Proceedings

A liquidation proceeding is initiated through a filing by the debtor or creditor, followed by court approval. The company's assets are then valued and sold, and the proceeds are distributed to creditors according to the legal priority framework (figure 41).

Reorganization under Spain's single-entry insolvency system also begins with a court filing. If the business is viable, creditors may negotiate a reorganization plan (*convenio*), which must be approved by creditors and confirmed by the court before implementation (figure 42).

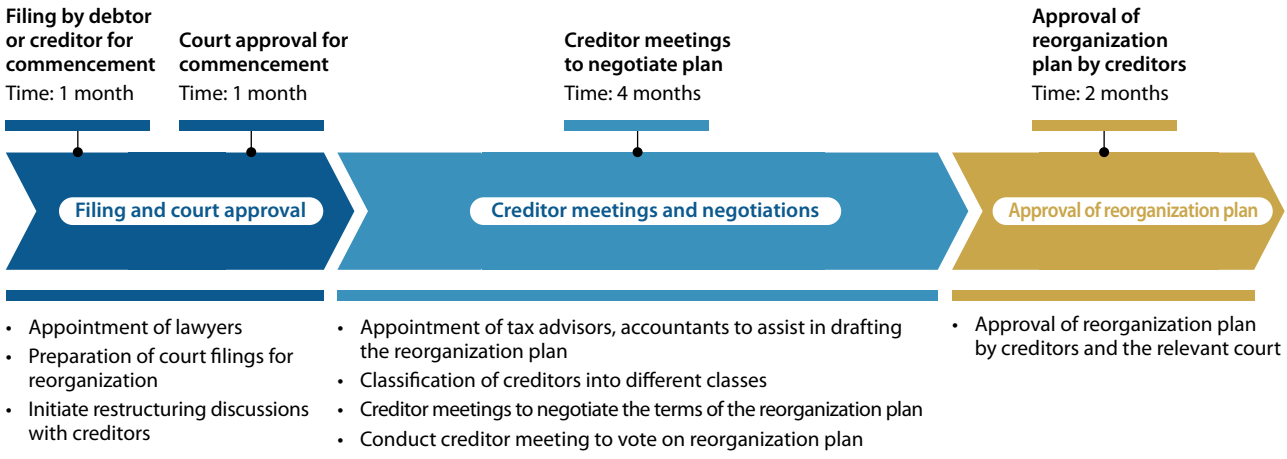
The duration of liquidation proceedings varies considerably across cities, ranging from around 11 months in Palma de Mallorca to 34 months in Gijón (figure 43).

Figure 41. How do liquidation proceedings work in Spain?



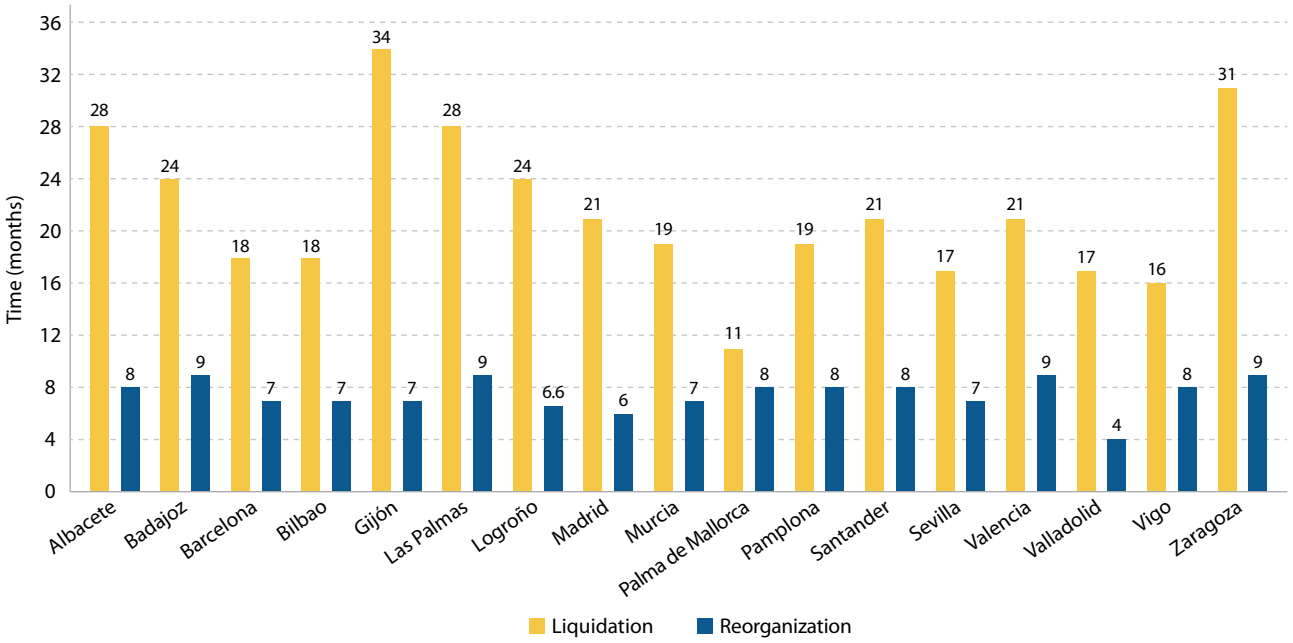
Source: Regulatory Efficiency Unit, the World Bank.
Note: The time for each step reflects the median duration calculated across the measured cities.

Figure 42. How do reorganization proceedings work in Spain?



Source: Regulatory Efficiency Unit, the World Bank.
Note: The time for each step reflects the median duration calculated across the measured cities.

Figure 43. Duration of liquidation and reorganization proceedings



Source: Regulatory Efficiency Unit, the World Bank.

Timelines depend largely on the time taken in the asset valuation and sale stage, as well as the judicial efficiency of the relevant court. The asset sale stage typically involves identifying, valuing, and converting the debtor's assets into cash through auctions, private sales, or other methods. In Gijón, the asset sale stage tends to take longer, resulting in extended overall timeframes (34 months). In Palma de Mallorca, stronger market demand and greater liquidity facilitate faster valuations and asset sales. More streamlined administrative practices, fewer contested claims, and efficient coordination between insolvency professionals and the courts also contribute to shorter durations in Palma de Mallorca (11 months). In cities such as Albacete and Badajoz, limited human resources and insufficient specialization among court personnel affect the quality and speed of case management.

Nationwide, the duration of liquidation is also influenced by ancillary disputes over creditor claims, the quality of assets to be liquidated, court caseloads, and inefficient workload distribution. In some provinces, the number and distribution of commercial courts do not match local population levels or economic activity, underscoring the need for improved resource allocation (as discussed further in the areas for improvement section below).

Reorganization proceedings also show subnational variation, ranging from around 4 months in Valladolid to 9 months in Badajoz, Las Palmas, Valencia, and Zaragoza (figure 43). Judicial efficiency, debtor profiles, and the complexity of credit structures contribute to these differences. In cities with lower economic complexity and smaller creditor pools, negotiations and plan approval typically advance more quickly. Valladolid—where most firms are MSEs with simpler debt structures and relatively fewer creditors—records the fastest reorganization times. Fewer contested claims, less extensive negotiation, and effective court management facilitate timely approval of plans. In most other cities, reorganization takes between 7 and 9 months, depending on the caseload of the relevant Commercial Court[69] (figure 43).

The main cost components incurred in liquidation proceedings are: (i) insolvency administrators' fees; (ii) lawyers' fees; and (iii) court agents' (*Procuradores*) fees. Total costs range from 1.7 percent of the debtor's assets available for distribution in Madrid to 2.9 percent in Murcia (figure 44).

The fees of insolvency administrators are calculated according to a fee schedule established under Royal Decree

69 As discussed in the section on Pillar II above, Commercial Courts also hear personal insolvency and other non-insolvency matters, which can affect their efficiency in managing corporate reorganization cases. Personal insolvency, in particular, has placed a substantial burden on the courts.

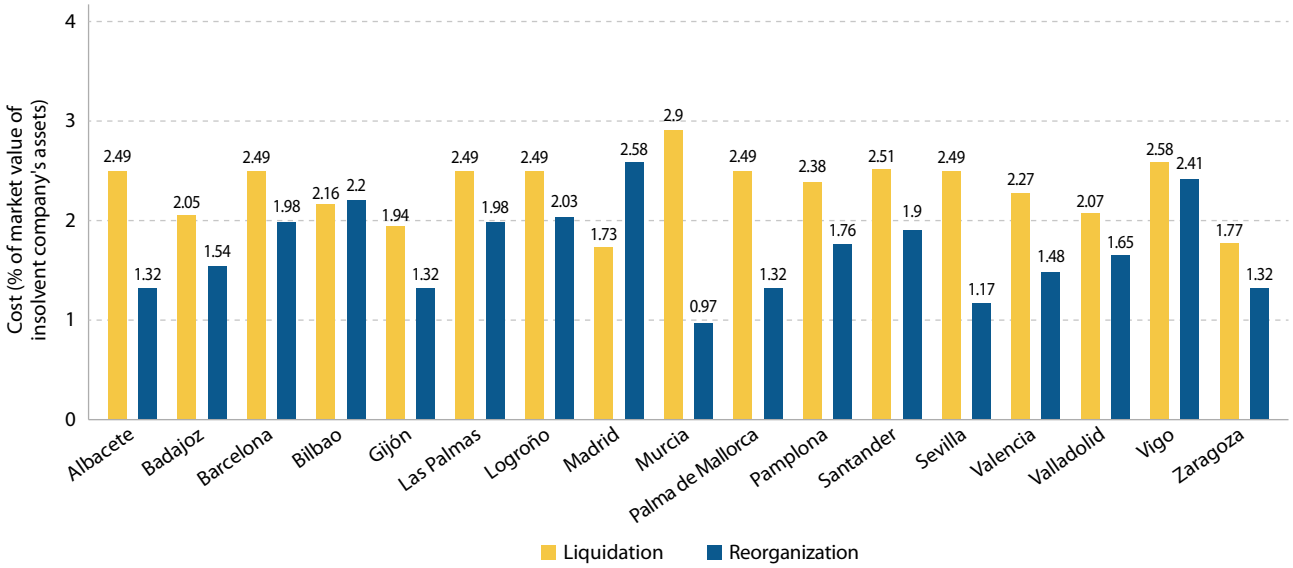
1860/2004. However, judges retain discretion in determining these fees, and in some cities may apply a more conservative approach, resulting in subnational variation. In many cities, lawyers' fees are often negotiated to match those of insolvency administrators. In smaller cities such as Gijón, lower fees may be negotiated depending on the debtor's financial circumstances. For a debtor with assets valued at EUR 4.6 million, a court agent's fee of EUR 13,755 is charged uniformly nationwide for liquidation proceedings. As a result, variations in liquidation costs across the analyzed cities primarily reflect differences in lawyers' fees.

Among the analyzed cities, Murcia is the costliest, with total liquidation costs at 2.9 percent. Murcia has one of the highest liquidation rates in Spain[70] and has a relatively high share of assets linked to the agricultural sector, which can make asset sales more time-consuming and contribute to higher overall costs. Madrid is the least costly city for liquidation, largely due to strong market competition and the presence of experienced legal and insolvency practitioners, which drives fees down. In smaller cities, lack of market competition and fewer legal resources leads to higher fees. In most other cities, costs range between 2 and 2.5 percent, depending on lawyers' fees, which are influenced by local market competition and the size of law firms.

Key components of costs incurred in reorganization proceedings include: (i) lawyers' fees; (ii) reorganization experts'[71] fees; and (iii) court agents' fees (*Procuradores*), who handle procedural representation in court. The cost of reorganization ranges from 1 percent in Murcia to 2.6 percent in Madrid (figure 44).

Unlike the regulated and court-approved fees of insolvency administrators in liquidation, the fees of reorganization experts and lawyers are not regulated and are negotiated directly between the parties, depending on case complexity. Courts nationwide charge a flat court agent's fee of EUR 351 for reorganization proceedings.[72] As with liquidation, variation in reorganization costs across cities primarily reflects differences in the fees of reorganization experts and lawyers. Cases involving non-consensual restructurings and complex credit structures last longer and tend to be more expensive. Among the analyzed cities, costs are lowest in Murcia, largely due to the debtor profile (predominately MSEs), low case volume and complexity, and the practical specialization of local practitioners. Madrid is the most expensive city for reorganization, driven by more complex restructurings. Nationwide, several factors influence reorganization costs. These include the stature of the firm hired, whether the restructuring is consensu-

Figure 44. Cost of liquidation and reorganization proceedings



Source: Regulatory Efficiency Unit, the World Bank.

70 Rico et al, 2021.
71 Unlike liquidation—where the appointment of an insolvency administrator is mandatory—in reorganization proceedings a reorganization expert is appointed only if requested by the parties and approved by the judge.
72 For a debtor with assets valued at EUR 4.6 million.

Box 4. Spain's insolvency law requires administrators to expeditiously conclude liquidation proceedings to avoid fee reductions

Spain's insolvency law requires insolvency administrators to conclude liquidation proceedings within specified timeframes. Failure to do so results in fee reductions. For example, eight months after liquidation commences, an administrator's fees may be reduced by 50 percent unless a justified explanation for delay is provided. After 12 months, fees may cease altogether unless the judge authorizes an extension of up to six months. This performance-based structure incentives administrators to manage cases efficiently and avoid unnecessary delays, aligning their interests with those of creditors and the broader insolvency system. Such a model promotes accountability and discipline, both essential to a well-functioning insolvency framework.

al or non-consensual, and the complexity of creditor involvement. Non-consensual plans require additional steps to protect dissenting creditors, such as court-appointed reports on company viability and collateral valuations, which increase both duration and cost. Other cost drivers include ancillary disputes initiated by dissenting creditors, the number and type of creditors, the complexity of class formation, and the financial and operational measures included in the restructuring, such as raising interim finance.

Murcia—being the most expensive city for liquidation but the least expensive for reorganization—stands in contrast to Madrid, which is the least costly for liquidation but the costliest for reorganization. These differences reflect the distinct procedural pathways and factors affecting the efficiency of the two processes. Regional economic conditions may push a greater share of insolvency cases toward liquidation, which is typically more expensive. In regions dominated by MSEs, a timely reorganization often involves an efficient, consensual agreement among fewer creditors. Where early intervention does not occur, cases proceed to liquidation, in which delays in asset sales can increase overall costs.

Areas for Improvement in Business Insolvency

Enhance transparency and accountability in the selection and appointment of insolvency administrators. Subnational data highlight several barriers to efficient insolvency proceedings, with one critical issue being the opaque appointment of insolvency administrators, which undermines creditor confidence and procedural fairness. Administrator registries—managed by professional associations and transmitted to courts—are not consistently publicly accessible, and appointments often rely on judicial discretion rather than objective criteria. International good practice emphasizes transparency, objective entry standards, performance reporting, and oversight, as reflected in the World Bank Principles for Effective Insolvency and Creditor/Debtor Regimes (ICR Principle D8). Canada offers a useful model: the federal regulator maintains a public online registry of licensed trustees, enforces professional standards, conducts inspections, and can suspend or revoke licenses, ensuring both transparency and accountability.[73]

To improve outcomes in the selection and appointment of insolvency administrators, high-impact measures could include: (i) publishing a national online registry with qualifications, specializations, and disciplinary history; (ii) adopting default rotational allocation for small cases, with documented judicial reasons for deviations in larger cases; and (iii) introducing annual audits. These steps would strengthen creditor confidence, accelerate proceedings, and increase the likelihood of preserving jobs.

Relevant stakeholders: Ministry of Justice, bar associations, General Council of the Judiciary, commercial courts, insolvency practitioners' associations

Strengthen judicial efficiency through specialization, resource allocation, and workload redistribution in commercial courts. Spain has wide variation in judicial performance that constrains the system's capacity to preserve going-concern value and jobs. Delays stem from overloaded courts, rising personal insolvency filings under the "second chance" law, and the concentration of heterogeneous commercial matters within the same benches. Although Organic Law 1/2025 provides a framework to reorganize courts into courts of instance and common services, backlogs will persist unless reforms include targeted staffing, specialized benches, clear guidance, and measurable performance targets. This approach aligns with World Bank ICR Principle D1 on inde-

73 OSB, 2025.

pendent and competent courts with specialized insolvency expertise.

Reforms should combine structural reorganization with insolvency-dedicated benches where caseloads and economic activity justify them, supported by digital intake and automated triage for standardized personal insolvency cases. Publishing disaggregated court-level KPIs (such as time to resolution by procedure, backlog, and staffing ratios, disaggregated by individual court rather than aggregated at a city or regional level) would enable evidence-based resource allocation. In addition, pilots of digital automation in judicial processes, such as Catalonia's JuLIA Project (2025), show how automation can streamline high-volume cases without compromising due process.

Relevant stakeholders: Ministry of Justice, General Council of the Judiciary, regional justice administrations, commercial courts, chambers of commerce

Promote early intervention, education, and greater use of pre-insolvency restructuring tools to support business rescue and job preservation. Spain transposed the EU Preventive Restructuring Directive through Law 16/2022, but uptake of preventive tools remains low due to unclear provisions and limited awareness, limiting their early-intervention potential. Comparative models, such as France's *sauvegarde*, illustrate how court-supervised but debtor-led negotiations—supported by early warning systems—can boost reorganizations and preserve jobs.[74]

To shift practice toward rescue, Spain could: (i) launch a national education and outreach campaign via chambers of commerce and business associations to raise awareness of early warning signs and preventive restructuring options; (ii) formalize and promote the restructuring expert role to provide timely viability assessments; (iii) offer incentives for consensual early filings, such as temporary tax or procedural advantages; and (iv) establish Memoranda of Understanding (MOUs) with public creditors (e.g., Tax Agency, Official Credit Institute (ICO)) to set approval thresholds and response times, reducing holdouts. These measures, consistent with the World Bank ICR principles, would increase the share of reorganizations over liquidations and help preserve productive capacity and jobs.

Relevant stakeholders: Ministry of Justice, Ministry of Finance, Tax Agency, ICO, chambers of commerce, regional economic development agencies, commercial courts, bar associations

74 France Stratégie, 2020.

Appendix

Table A1: Business Entry scores

		No. of indicators	Rescaled points	Albacete	Badajoz	Barcelona	Bilbao	Gijón	Las Palmas	Logroño	Madrid	Murcia	Palma de Mallorca	Pamplona	Santander	Sevilla	Valencia	Valladolid	Vigo	Zaragoza
Pillar I																				
1.1	**Information and procedural standards**	**18**	**50.0**	**35.0**	**35.0**	**35.0**	**35.0**	**35.0**	**35.0**	**35.0**	**35.0**	**35.0**	**35.0**	**35.0**	**35.0**	**35.0**	**35.0**	**35.0**	**35.0**	**35.0**
1.1.1	Company information filing requirements	7	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
1.1.2	Beneficial ownership filing requirements	6	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
1.1.3	Availability of simplified registration	3	15.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1.1.4	Risk-based assessment for operating business and environmental licenses	2	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
1.2	**Restrictions of Business Entry**	**15**	**50.0**	**35.9**	**35.9**	**35.9**	**35.9**	**35.9**	**35.9**	**35.9**	**35.9**	**35.9**	**35.9**	**35.9**	**35.9**	**35.9**	**35.9**	**35.9**	**35.9**	**35.9**
1.2.1	Domestic firms	6	25.0	17.9	17.9	17.9	17.9	17.9	17.9	17.9	17.9	17.9	17.9	17.9	17.9	17.9	17.9	17.9	17.9	17.9
1.2.2	Foreign firms	9	25.0	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1
	Total		**100.0**	**70.9**	**70.9**	**70.9**	**70.9**	**70.9**	**70.9**	**70.9**	**70.9**	**70.9**	**70.9**	**70.9**	**70.9**	**70.9**	**70.9**	**70.9**	**70.9**	**70.9**
Pillar II																				
2.1	**Digital services for Business Entry**	**11**	**40.0**	**34.2**	**34.2**	**34.2**	**34.2**	**34.2**	**34.2**	**34.2**	**34.2**	**34.2**	**34.2**	**34.2**	**34.2**	**34.2**	**34.2**	**34.2**	**34.2**	**34.2**
2.1.1	Business start-up process	6	20.0	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7
2.1.2	Storage of company and beneficial ownership information	3	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
2.1.3	Identity verification	2	10.0	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
2.2	**Interoperability of services for Business Entry**	**4**	**20.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**
2.2.1	Exchange of company information	2	10.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
2.2.2	Unique business identification	2	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
2.3	**Transparency of online information for Business Entry**	**10**	**40.0**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**
2.3.1	Business start-up (includes gender and environment)	5	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
2.3.2	Availability of general company information	2	10.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
2.3.3	General and gender-disaggregated firm statistics	3	10.0	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3
	Total		**100.0**	**81.5**	**81.5**	**81.5**	**81.5**	**81.5**	**81.5**	**81.5**	**81.5**	**81.5**	**81.5**	**81.5**	**81.5**	**81.5**	**81.5**	**81.5**	**81.5**	**81.5**
Pillar III																				
3.1	**Domestic Firms**	**2**	**50.0**	**44.9**	**45.4**	**45.4**	**43.5**	**43.5**	**44.0**	**44.0**	**44.4**	**42.6**	**41.7**	**39.8**	**41.7**	**44.0**	**42.6**	**44.9**	**43.1**	**43.1**
3.1.1	Time to start a domestic firm (from pre- to post-registration)	1	25.0	20.8	21.3	21.3	19.4	19.4	19.9	19.9	20.4	18.5	17.6	15.7	17.6	19.9	18.5	20.8	19.0	19.0
3.1.2	Cost to start a domestic firm (from pre- to post-registration)	1	25.0	24.1	24.1	24.1	24.1	24.1	24.1	24.1	24.1	24.1	24.1	24.1	24.1	24.1	24.1	24.1	24.1	24.1
3.2	**Foreign Firms**	**2**	**50.0**	**46.6**	**47.0**	**47.0**	**45.4**	**45.4**	**45.8**	**45.8**	**46.2**	**44.6**	**43.8**	**42.2**	**43.8**	**45.8**	**44.6**	**46.6**	**45.0**	**45.0**
3.2.1	Time to start a foreign firm (from pre- to post-registration)	1	25.0	21.8	22.2	22.2	20.6	20.6	21.0	21.0	21.4	19.8	19.0	17.3	19.0	21.0	19.8	21.8	20.2	20.2
3.2.2	Cost to start a foreign firm (from pre- to post-registration)	1	25.0	24.9	24.8	24.8	24.8	24.8	24.8	24.8	24.8	24.8	24.8	24.8	24.8	24.8	24.8	24.8	24.8	24.8
	Total		**100.0**	**91.5**	**92.4**	**92.4**	**88.9**	**88.9**	**89.8**	**89.8**	**90.7**	**87.2**	**85.4**	**82.0**	**85.4**	**89.8**	**87.2**	**91.5**	**88.0**	**88.0**

Source: Regulatory Efficiency Unit, the World Bank.
Note: The reported individual scores were rounded off; therefore, the sum of individual scores may not add up to the totals.

Table A2: Business Location scores

		No. of indicators	Rescaled points	Albacete	Badajoz	Barcelona	Bilbao	Gijón	Las Palmas	Logroño	Madrid	Murcia	Palma de Mallorca	Pamplona	Santander	Sevilla	Valencia	Valladolid	Vigo	Zaragoza
Pillar I																				
1.1	**Property transfer and land administration**	**10**	**40.0**	**33.8**	**33.8**	**33.8**	**33.8**	**33.8**	**33.8**	**33.8**	**33.8**	**33.8**	**33.8**	**33.8**	**33.8**	**33.8**	**33.8**	**33.8**	**33.8**	**33.8**
1.1.1	Property transfer standards	2	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
1.1.2	Land dispute mechanism	4	10.0	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
1.1.3	Land administration system	4	15.0	11.3	11.3	11.3	11.3	11.3	11.3	11.3	11.3	11.3	11.3	11.3	11.3	11.3	11.3	11.3	11.3	11.3
1.2	**Building, zoning and land use**	**18**	**40.0**	**37.0**	**37.0**	**37.0**	**37.0**	**37.0**	**37.0**	**37.0**	**37.0**	**37.0**	**37.0**	**37.0**	**37.0**	**37.0**	**37.0**	**37.0**	**37.0**	**37.0**
1.2.1	Building standards	10	20.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0
1.2.2	Building energy standards	3	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
1.2.3	Zoning and land use regulations	5	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
1.3	**Restrictions on owning and leasing property**	**19**	**10.0**	**8.4**	**8.4**	**8.4**	**8.4**	**8.4**	**8.4**	**8.4**	**8.4**	**8.4**	**8.4**	**8.4**	**8.4**	**8.4**	**8.4**	**8.4**	**8.4**	**8.4**
1.3.1	Domestic firms: Ownership	4	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
1.3.2	Domestic firms: Leasehold	5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
1.3.3	Foreign firms: Ownership	5	4.0	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
1.3.4	Foreign firms: Leasehold	5	4.0	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
1.4	**Environmental permits**	**10**	**10.0**	**2.9**	**2.9**	**2.9**	**2.9**	**2.9**	**2.9**	**2.9**	**2.9**	**2.9**	**2.9**	**2.9**	**2.9**	**2.9**	**2.9**	**2.9**	**2.9**	**2.9**
1.4.1	Environmental permits for construction	8	3.0	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9
1.4.2	Dispute mechanisms for construction-related environmental permits	2	7.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total		**100.0**	**82.1**	**82.1**	**82.1**	**82.1**	**82.1**	**82.1**	**82.1**	**82.1**	**82.1**	**82.1**	**82.1**	**82.1**	**82.1**	**82.1**	**82.1**	**82.1**	**82.1**
Pillar II																				
2.1	**Availability and reliability of digital services**	**20**	**40.0**	**28.9**	**28.8**	**29.3**	**26.9**	**29.3**	**29.3**	**25.6**	**29.3**	**28.9**	**28.4**	**28.4**	**28.4**	**28.4**	**29.3**	**29.3**	**29.3**	**26.7**
2.1.1	Property transfer: Digital public services	7	12.0	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8
2.1.2	Property transfer: Digital land management and identification system	3	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
2.1.3	Property transfer: Coverage of land registry and mapping agency	2	6.0	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
2.1.4	Building permits: Digital public services	4	8.0	5.6	6.0	6.0	3.6	6.0	6.0	2.8	6.0	5.6	5.6	5.6	5.6	5.6	6.0	6.0	6.0	3.4
2.1.5	Environmental permits: Digital public services	4	8.0	8.0	7.5	8.0	8.0	8.0	8.0	7.5	8.0	8.0	7.5	7.5	7.5	7.5	8.0	8.0	8.0	8.0
2.2	**Interoperability of services**	**6**	**20.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**
2.2.1	Exchange of property ownership records and availability of spatial platforms	4	10.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
2.2.2	Availability of zoning requirements and spatial platforms	2	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2.3	**Transparency of information**	**23**	**40.0**	**25.8**	**25.8**	**27.7**	**27.0**	**25.8**	**25.8**	**25.8**	**27.7**	**25.8**	**25.8**	**24.2**	**25.8**	**27.7**	**25.8**	**27.7**	**27.7**	**25.8**
2.3.1	Immovable property (includes gender)	12	20.0	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3
2.3.2	Building, zoning and land use	8	15.0	12.5	12.5	14.4	13.8	12.5	12.5	12.5	14.4	12.5	12.5	12.5	12.5	14.4	12.5	14.4	14.4	12.5
2.3.3	Environmental permits	3	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	3.3	5.0	5.0	5.0	5.0	5.0	5.0
	Total		**100.0**	**59.7**	**59.6**	**62.0**	**59.0**	**60.1**	**60.1**	**56.4**	**62.0**	**59.7**	**59.2**	**57.6**	**59.2**	**61.1**	**60.1**	**62.0**	**62.0**	**57.5**
Pillar III																				
3.1	**Property Transfer and land administration**	**3**	**45.0**	**25.5**	**21.2**	**21.9**	**26.8**	**23.1**	**25.9**	**22.6**	**29.2**	**25.3**	**13.5**	**31.2**	**27.6**	**28.9**	**20.0**	**26.0**	**24.0**	**25.8**
3.1.1	Major Constraints on access to land	1	15.0	7.9	6.2	7.1	7.2	6.7	5.4	4.5	8.4	6.2	0.0	10.6	10.4	9.0	5.5	9.9	5.7	9.6
3.1.2	Time to obtain a property	1	15.0	13.3	12.5	12.8	12.9	13.3	13.3	11.4	12.9	13.4	13.5	12.8	12.8	13.3	12.5	12.7	12.7	12.6

Table A2: Business Location scores

		No. of indicators	Rescaled points	Albacete	Badajoz	Barcelona	Bilbao	Gijón	Las Palmas	Logroño	Madrid	Murcia	Palma de Mallorca	Pamplona	Santander	Sevilla	Valencia	Valladolid	Vigo	Zaragoza
3.1.3	Cost to obtain a property	1	15.0	4.3	2.5	2.0	6.7	3.1	7.3	6.7	7.9	5.8	0.0	7.9	4.3	6.7	2.0	3.3	5.5	3.6
3.2	**Construction permits**	**2**	**45.0**	**13.2**	**13.7**	**12.4**	**4.5**	**22.4**	**13.6**	**15.4**	**15.9**	**14.2**	**8.2**	**10.3**	**9.2**	**13.3**	**14.4**	**20.6**	**12.7**	**11.7**
3.2.1	Time to obtain a building permit	1	22.5	0.0	0.0	0.0	0.0	8.8	0.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	7.0	0.0	0.0
3.2.2	Cost to obtain a building permit	1	22.5	13.2	13.7	12.4	4.5	13.6	13.6	15.4	13.9	14.2	8.2	10.3	9.2	13.3	14.4	13.6	12.7	11.7
3.3	**Environmental clearances for construction**	**2**	**10.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**
3.3.1	Time to obtain environmental clearance for construction	1	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
3.3.2	Cost to obtain environmental clearance for construction	1	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
	Total		**100.0**	**43.7**	**39.8**	**39.3**	**36.3**	**50.5**	**44.5**	**43.0**	**50.1**	**44.5**	**26.6**	**46.5**	**41.9**	**47.2**	**39.4**	**51.6**	**41.7**	**42.5**

Source: Regulatory Efficiency Unit, the World Bank.
Note: The reported individual scores were rounded off; therefore, the sum of individual scores may not add up to the totals.

Table A3: Utility Services scores

		No. of indicators	Rescaled points	Albacete	Badajoz	Barcelona	Bilbao	Gijón	Las Palmas	Logroño	Madrid	Murcia	Palma de Mallorca	Pamplona	Santander	Sevilla	Valencia	Valladolid	Vigo	Zaragoza
Pillar I																				
1.1	**Electricity**	**10**	**33.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**	**32.3**
1.1.1	Regulatory monitoring	2	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3
1.1.2	Efficient deployment of infrastructure and quality of supply	2	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3
1.1.3	Safety of utility connections	3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3
1.1.4	Environmental sustainability	3	8.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3
1.2	**Water**	**12**	**33.3**	**27.4**	**27.4**	**33.0**	**27.4**	**27.4**	**27.4**	**27.4**	**28.8**	**28.8**	**28.8**	**27.4**	**27.4**	**31.6**	**27.4**	**27.4**	**27.4**	**27.4**
1.2.1	Regulatory monitoring	2	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3
1.2.2	Efficient deployment of infrastructure and quality of supply	2	8.3	4.2	4.2	8.3	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	8.3	4.2	4.2	4.2	4.2
1.2.3	Safety of utility connections	3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3
1.2.4	Environmental sustainability	5	8.3	6.6	6.6	8.0	6.6	6.6	6.6	6.6	8.0	8.0	8.0	6.6	6.6	6.6	6.6	6.6	6.6	6.6
1.3	**Internet**	**11**	**33.3**	**33.3**	**33.3**	**33.3**	**33.3**	**33.3**	**33.3**	**33.3**	**33.3**	**33.3**	**33.3**	**33.3**	**33.3**	**33.3**	**33.3**	**33.3**	**33.3**	**33.3**
1.3.1	Regulatory monitoring	2	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7
1.3.2	Efficient deployment of infrastructure and quality of supply	4	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
1.3.3	Safety of utility connections	3	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7
1.3.4	Environmental sustainability	2	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
	Total		**100.0**	**93.1**	**93.1**	**98.6**	**93.1**	**93.1**	**93.1**	**93.1**	**94.4**	**94.4**	**94.4**	**93.1**	**93.1**	**97.2**	**93.1**	**93.1**	**93.1**	**93.1**
Pillar II																				
2.1	**Electricity**	**14**	**33.3**	**29.0**	**29.4**	**31.4**	**30.0**	**29.0**	**29.4**	**29.0**	**29.4**	**30.0**	**30.4**	**31.1**	**29.0**	**29.4**	**31.1**	**29.0**	**30.4**	**30.4**
2.1.1	Digital services and interoperability	4	8.3	6.3	6.3	8.3	7.3	6.3	6.3	6.3	6.3	7.3	7.3	8.3	6.3	6.3	8.3	6.3	7.3	7.3
2.1.2	Monitoring of service supply	2	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3
2.1.3	Availability of information and transparency	6	8.3	6.1	6.4	6.4	6.1	6.1	6.4	6.1	6.4	6.1	6.4	6.1	6.1	6.4	6.1	6.1	6.4	6.4
2.1.4	Enforcement of regulations	2	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3
2.2	**Water**	**14**	**33.3**	**25.5**	**27.7**	**33.3**	**25.4**	**25.9**	**26.1**	**26.1**	**29.5**	**28.3**	**28.3**	**32.3**	**27.7**	**28.0**	**29.4**	**28.0**	**28.7**	**28.0**
2.2.1	Digital services and interoperability	4	8.3	3.1	4.2	8.3	4.2	3.1	4.2	4.2	5.2	5.2	5.2	7.3	4.2	4.2	6.3	4.2	5.2	4.2
2.2.2	Monitoring of service supply	2	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3
2.2.3	Availability of information and transparency	6	8.3	5.7	6.8	8.3	4.5	6.1	5.3	5.3	7.6	6.4	6.4	8.3	6.8	7.2	6.4	7.2	6.8	7.2
2.2.4	Enforcement of regulations	2	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3
2.3	**Internet**	**12**	**33.3**	**30.2**	**30.0**	**33.3**	**31.3**	**30.2**	**30.2**	**30.2**	**30.2**	**31.3**	**31.3**	**33.3**	**30.2**	**30.2**	**32.3**	**30.2**	**31.3**	**28.8**
2.3.1	Digital services and interoperability	4	8.3	5.2	5.2	8.3	6.3	5.2	5.2	5.2	5.2	6.3	6.3	8.3	5.2	5.2	7.3	5.2	6.3	6.3
2.3.2	Monitoring of service supply	1	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3
2.3.3	Availability of information and transparency	5	8.3	8.3	8.1	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	7.9
2.3.4	Enforcement of regulations	2	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	6.3
	Total		**100.0**	**84.7**	**87.0**	**98.1**	**86.6**	**85.0**	**85.7**	**85.3**	**89.0**	**89.6**	**90.0**	**96.7**	**86.8**	**87.6**	**92.7**	**87.2**	**90.3**	**87.2**
Pillar III																				
3.1	**Electricity**	**3**	**33.3**	**26.1**	**26.3**	**28.1**	**27.3**	**27.5**	**24.7**	**24.8**	**24.0**	**25.2**	**26.0**	**27.9**	**24.4**	**25.9**	**27.3**	**27.5**	**26.7**	**27.0**
3.1.1	Cost of connection and cost of service	1	11.1	9.2	9.2	9.2	9.2	9.2	8.9	9.2	9.2	9.2	8.9	9.2	9.2	9.2	9.2	9.2	9.1	9.2

Table A3: Utility Services scores

		No. of indicators	Rescaled points	Albacete	Badajoz	Barcelona	Bilbao	Gijón	Las Palmas	Logroño	Madrid	Murcia	Palma de Mallorca	Pamplona	Santander	Sevilla	Valencia	Valladolid	Vigo	Zaragoza
3.1.2	Time to obtain a connection	1	11.1	5.9	6.2	7.9	7.0	7.4	5.6	4.8	3.8	5.9	6.3	7.8	4.2	6.1	7.1	7.6	6.9	6.8
3.1.3	Reliability of electricity supply	1	11.1	11.0	10.9	11.0	11.1	11.0	10.3	10.8	11.1	10.2	10.9	10.9	11.1	10.6	11.0	10.8	10.7	11.1
3.2	**Water**	**3**	**33.3**	**27.7**	**26.0**	**27.1**	**29.5**	**29.8**	**25.5**	**31.2**	**28.5**	**28.6**	**27.9**	**26.8**	**29.7**	**29.6**	**28.8**	**28.5**	**28.6**	**29.4**
3.2.1	Cost of connection and cost of service	1	11.1	10.2	9.7	8.9	9.1	10.0	9.7	9.7	9.7	10.3	10.0	8.7	10.3	10.4	9.7	9.6	10.4	9.5
3.2.2	Time to obtain a connection	1	11.1	8.0	8.7	8.2	9.3	9.0	8.7	10.4	7.8	7.2	6.9	8.6	8.6	9.0	8.1	7.8	7.7	9.5
3.2.3	Reliability of water supply	1	11.1	9.5	7.6	10.0	11.0	10.8	7.1	11.1	11.0	11.1	11.0	9.6	10.8	10.2	11.0	11.1	10.5	10.3
3.3	**Internet**	**3**	**33.3**	**23.2**	**23.2**	**26.0**	**26.6**	**23.8**	**24.7**	**29.9**	**24.0**	**27.4**	**20.0**	**22.9**	**26.5**	**21.8**	**23.5**	**24.9**	**23.5**	**24.1**
3.3.1	Cost of connection and cost of service	1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1
3.3.2	Time to obtain a connection	1	11.1	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7
3.3.3	Reliability of internet supply	1	11.1	4.5	4.5	7.2	7.8	5.0	5.9	11.1	5.2	8.6	1.3	4.2	7.7	3.0	4.7	6.2	4.7	5.4
	Total		**100.0**	**77.0**	**75.5**	**81.1**	**83.3**	**81.1**	**74.9**	**85.9**	**76.5**	**81.2**	**74.0**	**77.6**	**80.6**	**77.2**	**79.6**	**80.9**	**78.8**	**80.5**

Source: Regulatory Efficiency Unit, the World Bank.
Note: The reported individual scores were rounded off; therefore, the sum of individual scores may not add up to the totals.

Table A4: Dispute Resolution scores

		No. of indicators	Rescaled points	Albacete	Badajoz	Barcelona	Bilbao	Gijón	Las Palmas	Logroño	Madrid	Murcia	Palma de Mallorca	Pamplona	Santander	Sevilla	Valencia	Valladolid	Vigo	Zaragoza
Pillar I																				
1.1	**Court litigation**	**16**	**66.7**	**47.8**	**47.8**	**47.8**	**47.8**	**47.8**	**47.8**	**47.8**	**47.8**	**47.8**	**47.8**	**47.8**	**47.8**	**47.8**	**47.8**	**47.8**	**47.8**	**47.8**
1.1.1	Procedural certainty	9	33.3	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6
1.1.2	Judicial quality	7	33.3	22.2	22.2	22.2	22.2	22.2	22.2	22.2	22.2	22.2	22.2	22.2	22.2	22.2	22.2	22.2	22.2	22.2
1.2	**ADR**	**10**	**33.3**	**30.6**	**30.6**	**30.6**	**30.6**	**30.6**	**30.6**	**30.6**	**30.6**	**30.6**	**30.6**	**30.6**	**30.6**	**30.6**	**30.6**	**30.6**	**30.6**	**30.6**
1.2.1	Legal safeguards in arbitration	6	16.7	13.9	13.9	13.9	13.9	13.9	13.9	13.9	13.9	13.9	13.9	13.9	13.9	13.9	13.9	13.9	13.9	13.9
1.2.2	Legal safeguards in mediation	4	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7
	Total		**100.0**	**78.4**	**78.4**	**78.4**	**78.4**	**78.4**	**78.4**	**78.4**	**78.4**	**78.4**	**78.4**	**78.4**	**78.4**	**78.4**	**78.4**	**78.4**	**78.4**	**78.4**
Pillar II																				
2.1	**Court Litigation**	**20**	**66.7**	**42.4**	**42.4**	**42.4**	**42.4**	**42.4**	**41.7**	**42.4**	**41.7**	**42.4**	**42.4**	**42.4**	**42.4**	**41.7**	**41.7**	**42.4**	**42.4**	**42.4**
2.1.1	Organizational structure	5	22.2	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4	7.4
2.1.2	Digitalization	8	22.2	21.5	21.5	21.5	21.5	21.5	20.8	21.5	20.8	21.5	21.5	21.5	21.5	20.8	20.8	21.5	21.5	21.5
2.1.3	Transparency (includes gender equality)	7	22.2	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5
2.2	**ADR**	**11**	**33.3**	**20.8**	**20.8**	**20.8**	**20.8**	**20.8**	**20.8**	**20.8**	**20.8**	**22.9**	**20.8**	**20.8**	**20.8**	**20.8**	**20.8**	**20.8**	**20.8**	**20.8**
2.2.1	Public services for arbitration (includes gender equality)	6	16.7	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5
2.2.2	Public services for mediation (includes gender equality)	5	16.7	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	10.4	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3
	Total		**100.0**	**63.3**	**63.3**	**63.3**	**63.3**	**63.3**	**62.6**	**63.3**	**62.6**	**65.3**	**63.3**	**63.3**	**63.3**	**62.6**	**62.6**	**63.3**	**63.3**	**63.3**
Pillar III																				
3.1	**Court litigation**	**10**	**66.7**	**50.6**	**48.2**	**48.1**	**53.4**	**49.4**	**49.2**	**56.2**	**46.9**	**37.7**	**52.2**	**56.7**	**43.3**	**48.3**	**43.6**	**45.2**	**49.2**	**54.6**
3.1.1	Reliability of courts (Enterprise Surveys)	2	33.3	26.6	24.6	26.2	29.9	23.0	23.0	30.1	21.9	15.9	25.3	29.4	16.3	23.0	20.8	18.6	23.8	29.7
3.1.2	Efficiency of court processes	8	33.3	24.0	23.5	21.9	23.5	26.4	26.3	26.2	25.0	21.8	26.8	27.3	26.9	25.4	22.8	26.6	25.4	24.8
3.2	**ADR**	**6**	**33.3**	**25.7**	**22.0**	**18.0**	**28.7**	**20.1**	**27.1**	**27.5**	**23.7**	**11.1**	**27.4**	**28.9**	**15.0**	**23.9**	**22.8**	**26.6**	**26.8**	**25.0**
3.2.1	Reliability of ADR (Enterprise Surveys)	2	16.7	13.5	11.4	9.4	15.7	5.0	12.3	16.7	12.9	3.5	14.3	16.7	2.6	10.9	11.9	14.1	15.0	16.7
3.2.2	Efficiency of arbitration processes	4	16.7	12.3	10.6	8.7	13.0	15.3	14.8	10.8	10.8	7.6	13.2	12.2	12.4	13.1	10.9	12.6	11.8	8.4
	Total		**100.0**	**76.3**	**70.2**	**66.2**	**82.1**	**69.7**	**76.4**	**83.7**	**70.5**	**48.8**	**79.6**	**85.5**	**58.3**	**72.2**	**66.4**	**71.9**	**76.0**	**79.**

Source: Regulatory Efficiency Unit, the World Bank.
Note: The reported individual scores were rounded off; therefore, the sum of individual scores may not add up to the totals.

Table A5: Business Insolvency scores

		No. of indicators	Rescaled points	Albacete	Badajoz	Barcelona	Bilbao	Gijón	Las Palmas	Logroño	Madrid	Murcia	Palma de Mallorca	Pamplona	Santander	Sevilla	Valencia	Valladolid	Vigo	Zaragoza
Pillar I																				
1.1	**Legal and procedural standards in insolvency proceedings**	**9**	**30.0**	**27.0**	**27.0**	**27.0**	**27.0**	**27.0**	**27.0**	**27.0**	**27.0**	**27.0**	**27.0**	**27.0**	**27.0**	**27.0**	**27.0**	**27.0**	**27.0**	**27.0**
1.1.1	Pre-commencement and commencement standards in liquidation and reorganization	4	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
1.1.2	Post-commencement standards in liquidation and reorganization	5	15.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
1.2	**Debtor's assets and creditor's participation in insolvency proceedings**	**13**	**50.0**	**33.9**	**33.9**	**33.9**	**33.9**	**33.9**	**33.9**	**33.9**	**33.9**	**33.9**	**33.9**	**33.9**	**33.9**	**33.9**	**33.9**	**33.9**	**33.9**	**33.9**
1.2.1	Treatment and protection of debtor's assets during liquidation and reorganization	6	20.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
1.2.2	Creditor's rights in liquidation and reorganization	5	20.0	8.9	8.9	8.9	8.9	8.9	8.9	8.9	8.9	8.9	8.9	8.9	8.9	8.9	8.9	8.9	8.9	8.9
1.2.3	Selection and dismissal of the insolvency administrator	2	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
1.3	**Specialized insolvency proceedings and international insolvency**	**5**	**20.0**	**20.0**	**20.0**	**20.0**	**20.0**	**20.0**	**20.0**	**20.0**	**20.0**	**20.0**	**20.0**	**20.0**	**20.0**	**20.0**	**20.0**	**20.0**	**20.0**	**20.0**
1.3.1	Specialized insolvency proceedings for MSEs	3	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
1.3.2	Cross-border insolvency	2	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
	Total		**100.0**	**80.9**	**80.9**	**80.9**	**80.9**	**80.9**	**80.9**	**80.9**	**80.9**	**80.9**	**80.9**	**80.9**	**80.9**	**80.9**	**80.9**	**80.9**	**80.9**	**80.9**
Pillar II																				
2.1	**Digital services (e-courts) in insolvency proceedings**	**7**	**50.0**	**50.0**	**50.0**	**50.0**	**50.0**	**50.0**	**50.0**	**50.0**	**50.0**	**50.0**	**50.0**	**50.0**	**50.0**	**50.0**	**50.0**	**50.0**	**50.0**	**50.0**
2.1.1	Digital services in liquidation and reorganization	4	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
2.1.2	Electronic case management systems in liquidation and reorganization	3	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
2.2	**Interoperability in insolvency proceedings**	**2**	**20.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**
2.2.1	Digital connectivity with external systems in liquidation and reorganization	1	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2.2.2	Interconnection of electronic case-management systems in liquidation and reorganization	1	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
2.3	**Transparency of insolvency proceedings and registry of insolvency practitioners**	**5**	**20.0**	**3.3**	**3.3**	**3.3**	**3.3**	**3.3**	**3.3**	**3.3**	**3.3**	**3.3**	**3.3**	**3.3**	**3.3**	**3.3**	**3.3**	**3.3**	**3.3**	**3.3**
2.3.1	Public information on the number and length of liquidation and reorganization, and insolvency judgments	3	10.0	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3
2.3.2	Availability of a public registry of insolvency practitioners	2	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2.4	**Public officials and insolvency administrator**	**2**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**
2.4.1	Specialization of courts with jurisdiction over reorganization and liquidation proceedings	2	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
	Total		**100.0**	**73.3**	**73.3**	**73.3**	**73.3**	**73.3**	**73.3**	**73.3**	**73.3**	**73.3**	**73.3**	**73.3**	**73.3**	**73.3**	**73.3**	**73.3**	**73.3**	**73.3**
Pillar III																				
3.1	**Liquidation proceedings in practice**	**2**	**50.0**	**33.0**	**36.4**	**40.2**	**40.5**	**29.3**	**33.0**	**35.9**	**38.6**	**39.0**	**45.2**	**39.6**	**38.0**	**40.9**	**38.3**	**41.4**	**41.5**	**31.4**
3.1.1	Time to resolve a liquidation proceeding	1	25.0	8.6	11.4	15.7	15.7	4.3	8.6	11.4	13.6	15.0	20.7	15.0	13.6	16.4	13.6	16.4	17.1	6.4
3.1.2	Cost to resolve a liquidation proceeding	1	25.0	24.5	24.9	24.5	24.8	25.0	24.5	24.5	25.0	24.0	24.5	24.6	24.4	24.5	24.7	24.9	24.4	25.0
3.2	**Reorganization proceedings in practice**	**2**	**50.0**	**45.0**	**43.8**	**46.3**	**46.0**	**46.3**	**43.8**	**46.7**	**46.9**	**46.3**	**45.0**	**45.0**	**45.0**	**46.3**	**43.8**	**50.0**	**44.6**	**43.8**
3.2.1	Time to resolve a reorganization proceeding	1	25.0	20.0	18.8	21.3	21.3	21.3	18.8	21.7	22.5	21.3	20.0	20.0	20.0	21.3	18.8	25.0	20.0	18.8
3.2.2	Cost to resolve a reorganization proceeding	1	25.0	25.0	25.0	25.0	24.8	25.0	25.0	25.0	24.4	25.0	25.0	25.0	25.00	25.0	25.0	25.0	24.6	25.0
	Total		**100.0**	**78.0**	**80.1**	**86.4**	**86.6**	**75.5**	**76.8**	**82.6**	**85.4**	**85.3**	**90.2**	**84.6**	**83.0**	**87.1**	**82.0**	**91.4**	**86.1**	**75.2**

Source: Regulatory Efficiency Unit, the World Bank.
Note: The reported individual scores were rounded off; therefore, the sum of individual scores may not add up to the totals.

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