

Doing Business 2011

Sierra Leone

Making a Difference for Entrepreneurs

COMPARING BUSINESS REGULATION IN 183 ECONOMIES



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Business Reforms

Doing Business 2011: Making a Difference for Entrepreneurs is the eighth in a series of annual reports investigating regulations that enhance business activity and those that constrain it. *Doing Business* presents quantitative indicators on business regulations and the protection of property rights that can be compared across 183 economies, from Afghanistan to Zimbabwe, over time.

A set of regulations affecting 9 stages of a business's life are measured: starting a business, dealing with construction permits, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts and closing a business. Data in *Doing Business 2011* are current as of June 1, 2010*. The indicators are used to analyze economic outcomes and identify what reforms have worked, where, and why.

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

The data set covers 183 economies: 46 in Sub-Saharan Africa, 32 in Latin America and the Caribbean, 25 in Eastern Europe and Central Asia, 24 in East Asia and Pacific, 18 in the Middle East and North Africa and 8 in South Asia, as well as 30 OECD high-income economies.

The following pages present the summary Doing Business indicators for Sierra Leone. The data used for this economy profile come from the Doing Business database and are summarized in graphs. These graphs allow a comparison of the economies in each region not only with one another but also with the "good practice" economy for each indicator.

The good-practice economies are identified by their position in each indicator as well as their overall ranking and by their capacity to provide good examples of business regulation to other countries. These good-practice economies do not necessarily rank number 1 in the topic or indicator, but they are in the top 10.

More information is available in the full report. *Doing Business 2011: Making a Difference for Entrepreneurs* presents the indicators, analyzes their relationship with economic outcomes and recommends reforms. The data, along with information on ordering the report, are available on the Doing Business website (www.doingbusiness.org).

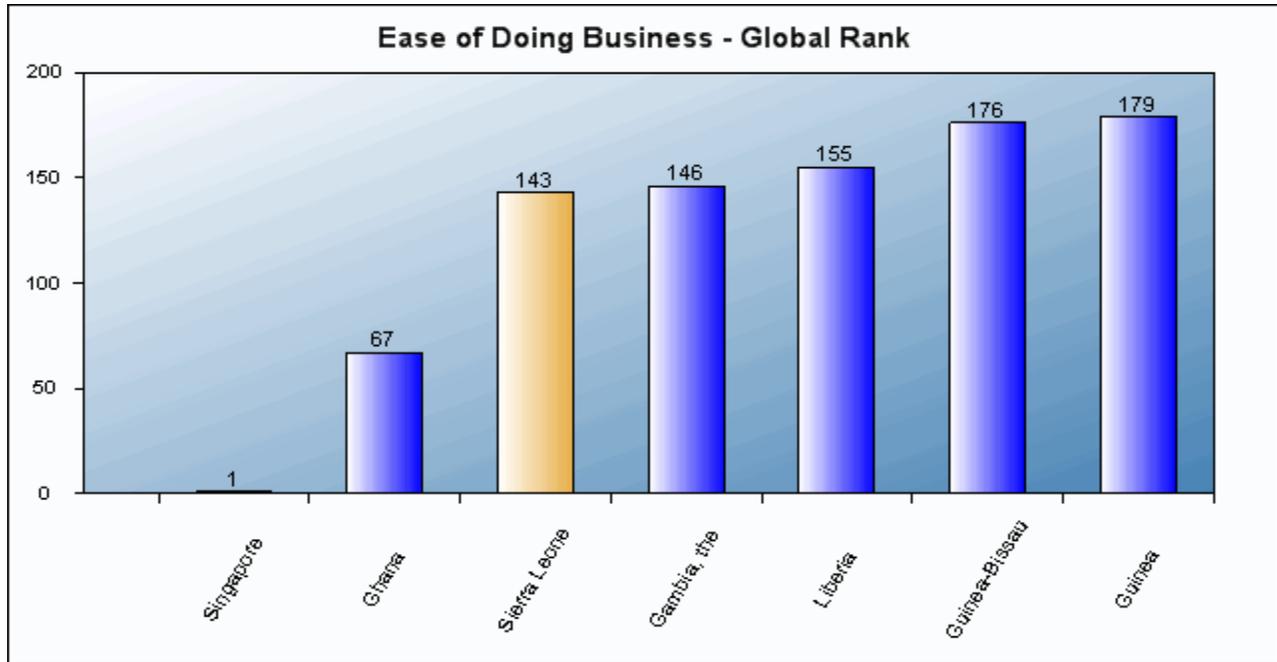
* Except for the Paying Taxes indicator that refers to the period January to December of 2009.

Note: 2008-2010 Doing Business data and rankings have been recalculated to reflect changes to the methodology and the addition of new economies (in the case of the rankings).

Economy Rankings - Ease of Doing Business

Sierra Leone is ranked 143 out of 183 economies. Singapore is the top ranked economy in the Ease of Doing Business.

Sierra Leone - Compared to global good practice economy as well as selected economies:



Sierra Leone's ranking in Doing Business 2011

Rank	Doing Business 2011
Ease of Doing Business	143
Starting a Business	61
Dealing with Construction Permits	166
Registering Property	169
Getting Credit	128
Protecting Investors	28
Paying Taxes	159
Trading Across Borders	136
Enforcing Contracts	144
Closing a Business	149

Summary of Indicators - Sierra Leone

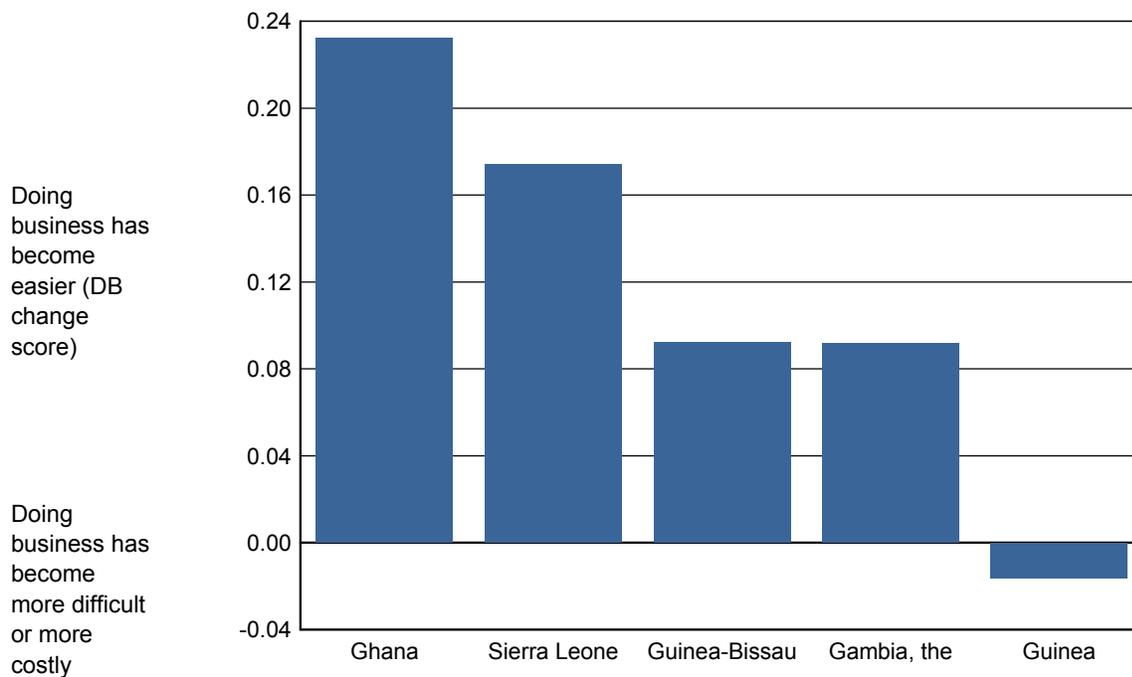
Starting a Business	Procedures (number)	6
	Time (days)	12
	Cost (% of income per capita)	110.7
	Min. capital (% of income per capita)	0.0
Dealing with Construction Permits	Procedures (number)	25
	Time (days)	252
	Cost (% of income per capita)	343.3
Registering Property	Procedures (number)	7
	Time (days)	86
	Cost (% of property value)	12.2
Getting Credit	Strength of legal rights index (0-10)	6
	Depth of credit information index (0-6)	0
	Public registry coverage (% of adults)	0.0
	Private bureau coverage (% of adults)	0.0
Protecting Investors	Extent of disclosure index (0-10)	6
	Extent of director liability index (0-10)	7
	Ease of shareholder suits index (0-10)	6
	Strength of investor protection index (0-10)	6.3
Paying Taxes	Payments (number per year)	29
	Time (hours per year)	357
	Profit tax (%)	0.0
	Labor tax and contributions (%)	11.3
	Other taxes (%)	224.3
	Total tax rate (% profit)	235.6
Trading Across Borders	Documents to export (number)	7
	Time to export (days)	26
	Cost to export (US\$ per container)	1573
	Documents to import (number)	7
	Time to import (days)	31
	Cost to import (US\$ per container)	1639

Enforcing Contracts	Procedures (number)	40
	Time (days)	515
	Cost (% of claim)	149.5
Closing a Business	Recovery rate (cents on the dollar)	8.4
	Time (years)	2.6
	Cost (% of estate)	42

The 5 year measure of cumulative change illustrates how the business regulatory environment has changed in 174 economies from *Doing Business 2006* to *Doing Business 2011*. Instead of highlighting which countries currently have the most business friendly environment, this new approach shows the extent to which an economy's regulatory environment for business has changed compared with 5 years ago.

This snapshot reflects all cumulative changes in an economy's business regulation as measured by the Doing Business indicators-such as a reduction in the time to start a business thanks to a one-stop shop or an increase in the strength of investor protection index thanks to new stock exchange rules that tighten disclosure requirements for related-party transactions.

This figure shows the distribution of cumulative change across the 9 indicators and time between *Doing Business 2006* and *Doing Business 2011*



Many economies have undertaken reforms to smooth the starting a business process in stages—and often as part of a larger regulatory reform program. A number of studies have shown that among the benefits of streamlining the process to start a business have been greater firm satisfaction and savings and more registered businesses, financial resources and job opportunities. Economies with higher entry costs are associated with a larger informal sector and a smaller number of legally registered firms.

Some reform outcomes

In Egypt reductions of the minimum capital requirement in 2007 and 2008 led to an increase of more than 30% in the number of limited liability companies.

In Portugal creation of One-Stop Shop in 2006 and 2007 resulted in a reduction of time to start a business from 54 days to 5. In 2007 and 2008 new business registrations were up by 60% compared with 2006.

In Malaysia reduction of registration fees in 2008 led to an increase in registrations by 16% in 2009.

What does Starting a Business measure?

Procedures to legally start and operate a company (number)

- Preregistration (for example, name verification or reservation, notarization)
- Registration
- Post registration (for example, social security registration, company seal)

Time required to complete each procedure (calendar days)

- Does not include time spent gathering information
- Each procedure starts on a separate day
- Procedure completed once final document is received
- No prior contact with officials

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

- Official costs only, no bribes
- No professional fees unless services required by law

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

- Deposited in a bank or with a notary prior to registration begins

Starting a Business: getting a local limited liability company up and running
Rankings are based on 4 subindicators



Case Study Assumptions

- Doing Business records all procedures that are officially required for an entrepreneur to start up and formally operate an industrial or commercial business.
- Any required information is readily available and that all agencies involved in the start-up process function without corruption.

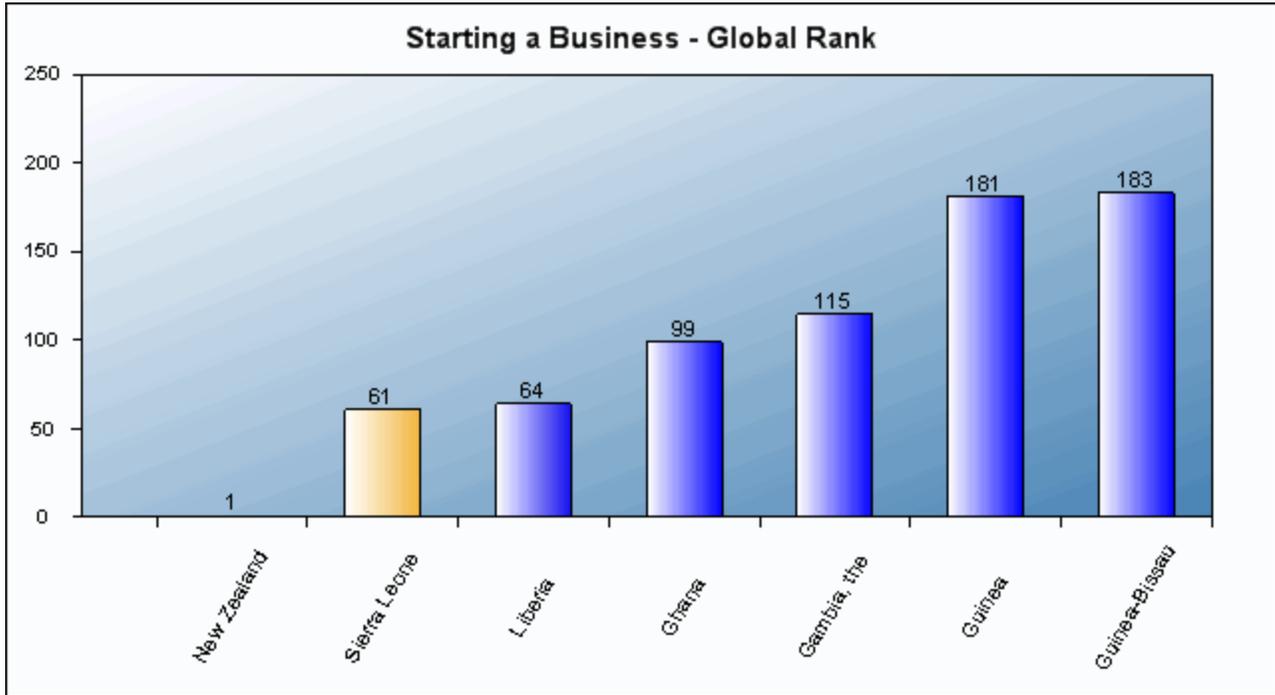
The business:

- is a limited liability company, located in the largest business city
- conducts general commercial activities
- is 100% domestically owned
- has a start-up capital of 10 times income per capita
- has a turnover of at least 100 times income per capita
- has at least 10 and up to 50 employees
- does not qualify for investment incentives or any special benefits
- leases the commercial plant and offices and is not a proprietor of real estate

1. Benchmarking Starting a Business Regulations:

Sierra Leone is ranked 61 overall for Starting a Business.

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



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

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

<i>Selected Economy</i>				
Sierra Leone	6	12	110.7	0.0

<i>Comparator Economies</i>				
Gambia, the	8	27	199.6	0.0
Ghana	7	12	20.3	11.0
Guinea	13	41	146.6	519.1
Guinea-Bissau	17	216	183.3	415.1
Liberia	5	20	54.6	0.0

* The following economies are also good practice economies for :

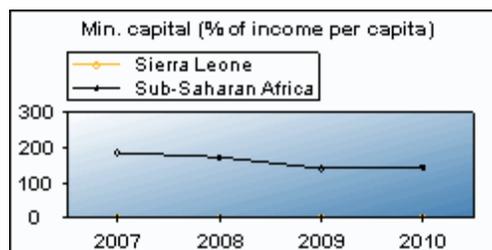
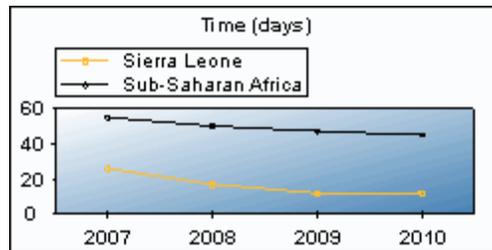
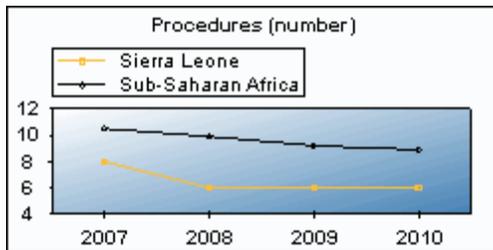
Procedures (number): **Canada**

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

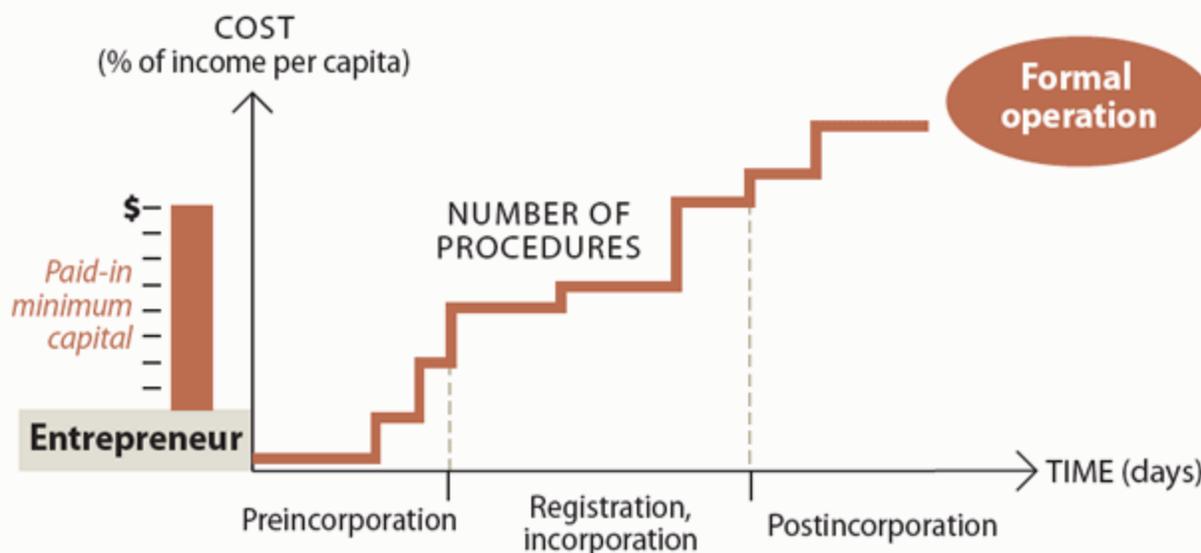
2. Historical data: Starting a Business in Sierra Leone

Starting a Business data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	58	61
Procedures (number)	8	6	6	6
Time (days)	26	17	12	12
Cost (% of income per capita)	1180.7	145.8	118.8	110.7
Min. capital (% of income per capita)	0.0	0.0	0.0	0.0

3. The following graphs illustrate the Starting a Business sub indicators in Sierra Leone over the past 4 years:



What are the time, cost, paid-in minimum capital and number of procedures to get a local, limited liability company up and running?



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

STANDARDIZED COMPANY

Legal Form: Limited Liability Company

City: Freetown

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Check the uniqueness of the company name and pick up a company registration form	1	SLL 10,000
2	Registration with the Registrar of Companies at the Office of the Administrator and Registrar General (OARG)	2	SLL 405,000
3	Obtain Tax clearance with the National Revenue Authority	1	SLL 5,000
4	Request a Business license with the Municipality of Freetown	2	SLL 750,000
5	Registration with the Ministry of Labor and Social security	4	no charge
6	Make a company seal	2	SLL 50,000

Starting a Business Details - Sierra Leone

Procedure	1	Check the uniqueness of the company name and pick up a company registration form
Time to complete:	1	
Cost to complete:	SLL 10,000	
Comment:	The company name search is conducted by the applicant and with assistance of an officer from the Office of the Administrator and Registrar General (OARG). The company must have a Memorandum and Articles of Association. Standard articles are available at OARG.if the standard documents are considered insufficient, a soliciter canbe consultedto prepare one.	
Procedure	2	Registration with the Registrar of Companies at the Office of the Administrator andRegistrar General (OARG)
Time to complete:	2	
Cost to complete:	SLL 405,000	
Comment:	Submission of the company's documents to the OARG officer starts the incorporation process. the officer examines the documents and issues a apyment slip to pay for incorporation fees. Register an LLC costs no more than 120,000L (one time fee) + stamp duty which ranges from Le 75,000.00 to Le 495,000 depending on the share capital which does not have to be paid up. The officer issues the Certificate of Incorporation upon submission of the payment receipt.	
Procedure	3	Obtain Tax clearance with the National Revenue Authority
Time to complete:	1	
Cost to complete:	SLL 5,000	
Comment:	A written statement is issued by NRA officer located at OARG exempting the payment of advance tax. A copy of the company documents, the Certificate of incorporation and a completed form stating an estimation of the annual business income and turnover must	
Procedure	4	Request a Business license with the Municipality of Freetown
Time to complete:	2	
Cost to complete:	SLL 750,000	
Comment:	A business license and registration certificate is obtained from the Commercial Registry after submitting a certificate of good standing with the National Revenue Authority.	
Procedure	5	Registration with the Ministry of Labor and Social security
Time to complete:	4	
Cost to complete:	no charge	
Comment:	It is required notify the Ministry of Labor through an Employment Exchange, to which employers (the company) may announce their vacancies and at which job seekers may file employment applications.	

Procedure 6 Make a company seal

Time to complete: 2

Cost to complete: SLL 50,000

Comment: According to the Companies Act, the company must make a formal seal and a common seal. For documents used outside Sierra Leone, the formal seal is used for sealing company documents. This seal is usually embossed on documents with a metal device on which the company's name, crest, and the like are engraved. For documents to be used in Sierra Leone, an impression is made with a common seal, which is usually made in ink with a wooden (or rubber) block.

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

Some reform outcomes

In Burkina Faso, a one-stop shop for construction permits, "Centre de Facilitation des Actes de Construire", was opened in May 2008. The new regulation merged 32 procedures into 15, reduced the time required from 226 days to 122 and cut the cost by 40%. From May 2009 to May 2010 611 building permits were granted in Ouagadougou, up from an average of about 150 a year in 2002-06.

Toronto, Canada revamped its construction permitting process in 2005 by introducing time limits for different stages of the process and presenting a unique basic list of requirements for each project. Later it provided for electronic information and risk-based approvals with fast-track procedures. Between 2005 and 2008 the number of commercial building permits increased by 17%, the construction value of new commercial buildings by 84%.

What does the Dealing with Construction Permits indicator measure?

Procedures to legally build a warehouse (number)

- Submitting all relevant documents and obtaining all necessary clearances, licenses, permits and certificates
- Completing all required notifications and receiving all necessary inspections
- Obtaining utility connections for electricity, water, sewerage and a land telephone line
- Registering the warehouse after its completion (if required for use as collateral or for transfer of warehouse)

Time required to complete each procedure (calendar days)

- Does not include time spent gathering information
- Each procedure starts on a separate day
- Procedure completed once final document is received
- No prior contact with officials

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

- Official costs only, no bribes

Case Study Assumptions

The business:

- is a small to medium-size limited liability company in the construction industry, located in the economy's largest business city
- is 100% domestically and privately owned and operated
- has 60 builders and other employees
- has at least one employee who is a licensed architect and registered with the local association of architects

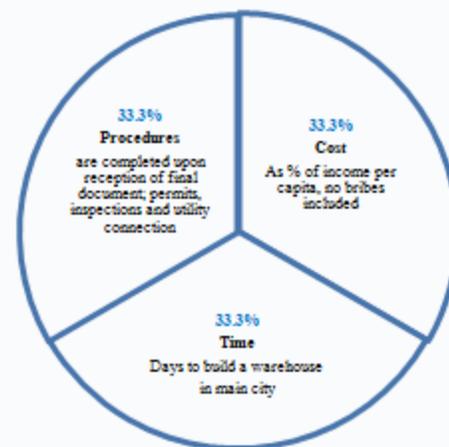
The warehouse:

- is a new construction (there was no previous construction on the land)
- has 2 stories, both above ground, with a total surface of approximately 1,300.6 sq. meters (14,000 sq. feet)
- has complete architectural and technical plans prepared by a licensed architect
- will be connected to electricity, water, sewerage (sewage system, septic tank or their equivalent) and a land telephone line
- will be used for general storage of non-hazardous goods, such as books
- will take 30 weeks to construct (excluding all delays due to administrative and regulatory requirements)

Dealing with Construction Permits:

Building a warehouse

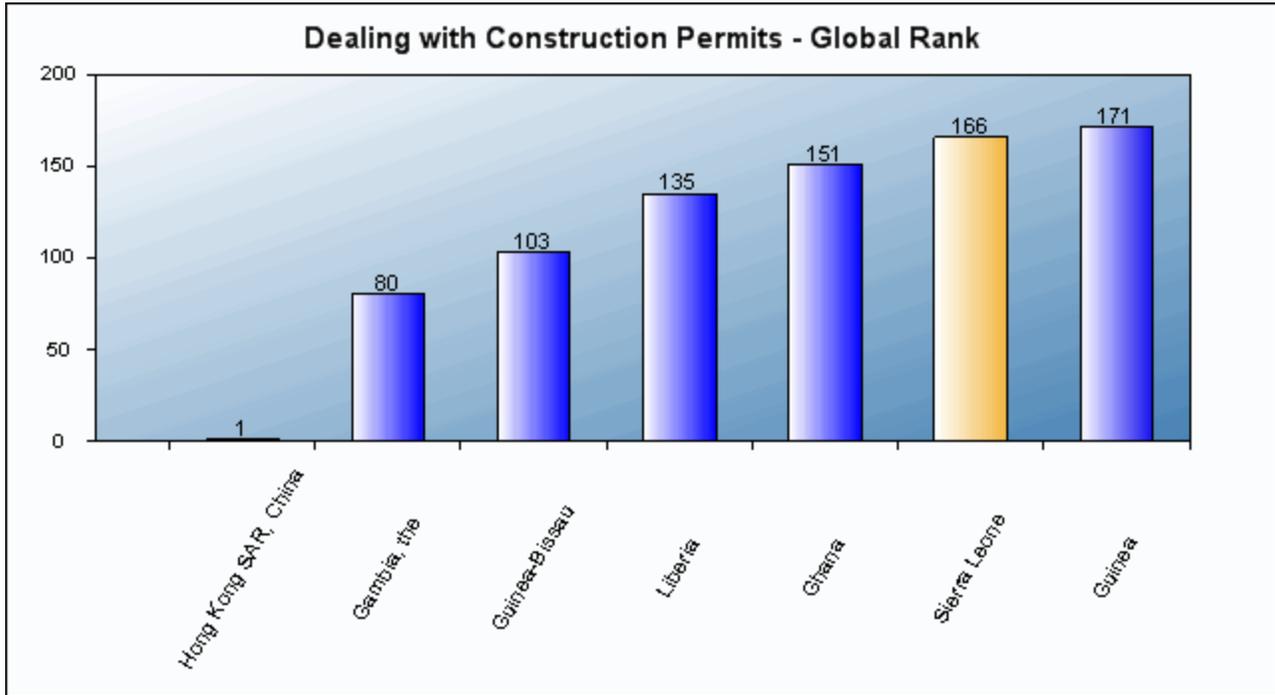
Rankings are based on 3 subindicators



1. Benchmarking Dealing with Construction Permits Regulations:

Sierra Leone is ranked 166 overall for Dealing with Construction Permits.

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



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

Good Practice Economies	Procedures (number)	Time (days)	Cost (% of income per capita)
Denmark	6		
Qatar			0.8
Singapore		25	

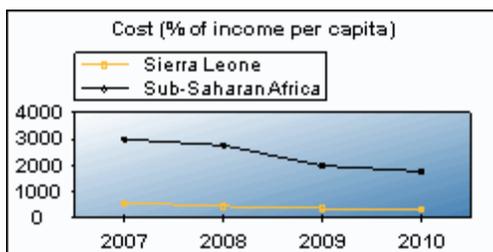
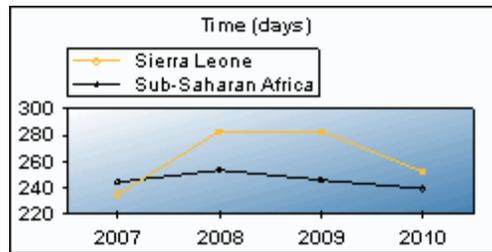
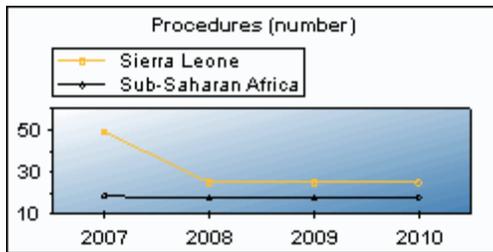
<i>Selected Economy</i>			
Sierra Leone	25	252	343.3

<i>Comparator Economies</i>			
Gambia, the	17	146	314.9
Ghana	18	220	1017.7
Guinea	32	255	419.0
Guinea-Bissau	15	167	1075.0
Liberia	24	77	29574.4

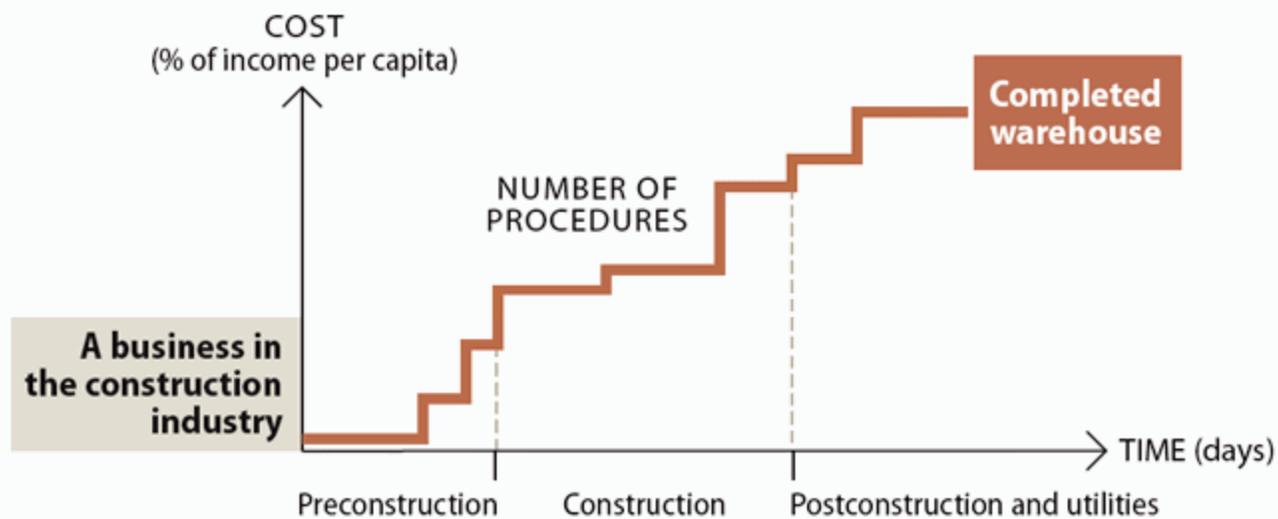
2. Historical data: Dealing with Construction Permits in Sierra Leone

Dealing with Construction Permits data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	171	166
Procedures (number)	49	25	25	25
Time (days)	235	283	283	252
Cost (% of income per capita)	581.4	452.2	368.5	343.3

3. The following graphs illustrate the Dealing with Construction Permits sub indicators in Sierra Leone over the past 4 years:



What are the time, cost and number of procedures to comply with formalities to build a warehouse?



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

BUILDING A WAREHOUSE

City: Freetown

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Request and obtain location clearance	14 days	no charge
2	Request and obtain a set of design conditions (guidelines) for construction	14 days	no charge
3	Conduct a property search at the Registry's Office and check for encumbrances	1 day	SLL 10,000
4	Request and obtain a certified copy of the land tax payment	1 day	SLL 35,000
5	Request a Building Permit	1 day	no charge
6	Pay at the National Revenue Authority (NRA)	1 day	SLL 2,500,000
7	Receive pre-approval inspections	1 day	no charge
8	Obtain Building Permit	17 days	no charge

9	Receive inspection from municipal ward inspectors before concrete is poured (1)	1 day	no charge
10	Receive inspection from municipal ward inspectors before the beam, reinforcements and steps (2)	1 day	no charge
11	Receive inspection from municipal ward inspectors before floor and laps works (3)	1 day	no charge
12	Receive inspection from municipal ward inspectors before the pre-roof works (4)	1 day	no charge
13	Receive inspection from municipal ward inspectors after roof works are completed (5)	1 day	no charge
14	Request and receive final inspection from the Ministry of Lands, Country Planning and the Environment	1 day	no charge
15	Obtain approval upon completion of project from the Ministry of Lands, Country Planning and the Environment	14 days	no charge
16 *	Request telephone line	1 day	no charge
17 *	Receive inspection by telecommunications company	1 day	no charge
18 *	Pay and connect to telephone	180 days	SLL 138,000
19 *	Request connection to water	1 day	no charge
20 *	Receive inspection by the water authorities	1 day	no charge
21 *	Pay and connect to water service	109 days	SLL 900,000
22 *	Request connection to electricity	1 day	no charge
23 *	Receive inspection by electricity authority	1 day	no charge
24 *	Receive materials inspection before installation	1 day	no charge
25 *	Pay and connect to electricity	35 days	SLL 200,000

* Takes place simultaneously with another procedure.

Dealing with Construction Permits Details - Sierra Leone

Procedure 1 Request and obtain location clearance

Time to complete:	14 days
Cost to complete:	no charge
Agency:	Ministry of Works, Housing & Infrastructure
Comment:	The city of Freetown still does not have development plans. However, depending on location of the plot some projects would need to come for the consultation before obtaining design conditions.

Procedure 2 Request and obtain a set of design conditions (guidelines) for construction

Time to complete:	14 days
Cost to complete:	no charge
Agency:	Ministry of Works, Housing & Infrastructure
Comment:	BuildCo needs to obtain the design conditions in order to begin construction.

Procedure 3 Conduct a property search at the Registry's Office and check for encumbrances

Time to complete:	1 day
Cost to complete:	SLL 10,000
Agency:	Registry General office
Comment:	BuildCo must prove that the land is free of encumbrances and that there are not multiple claims to the land.

Procedure 4 Request and obtain a certified copy of the land tax payment

Time to complete:	1 day
Cost to complete:	SLL 35,000
Agency:	Ministry of Works, Housing & Infrastructure
Comment:	The cost incurred in obtaining proof of ownership is the fee for certification of the document.

Procedure 5 Request a Building Permit

Time to complete:	1 day
Cost to complete:	no charge
Agency:	Ministry of Works, Housing & Infrastructure

Comment: There is no cost at this time. The Ministry of Lands will start checking all the documents and checking the plans. A site inspection will determine if the particularities of the site layout

Building inspectors are in the office until 11:00 a.m. so if the request is made before that time, it is done in on the same day and the report is delivered the next day. Once the inspector gives his report, only then can payment be made. The law provides Ministry with one month to issue the building permit, as it will conduct its own search on whether the owner of the land is accurate.

2 sets of documents should be deposited at this stage

Land survey plan signed by the Director of surveying of land

Plan of the building 1/8 scale

- Floor plan
- Section plan
- Elevation

The following documents are submitted for a building permit:

- Design plans for the structure (in this case, the warehouse).
- Land tax payment.

Procedure 6 Pay at the National Revenue Authority (NRA)

Time to complete: 1 day

Cost to complete: SLL 2,500,000

Agency: National Revenue Authority (NRA)

Comment: Payment to obtain the Building permit is made according to the following schedule; (it is cumulative)

For warehouses

Up to 2000 square ft = 250,000 L

For any 1000 sq ft after the 2000 = 40,000 L

when 5000 sq ft is reached then pay 350,000

□ After the 5000 sq ft threshold, pay 250,000L for every 1000 sq ft

Looking at 14,000 sq ft, the price should be approximately 2,500,000 L.

Payment is made at the NRA which is located on the same floor, a few offices down the hall (3rd floor of the New Ministry of Lands)

Procedure 7 Receive pre-approval inspections

Time to complete: 1 day

Cost to complete: no charge

Agency: Ministry of Works, Housing & Infrastructure

Comment: If an applicant regularly contacts the Ministry of Lands, Housing, Country Planning, and the Environment to follow up on the file, the inspection could take place a week later. However, BuildCo waits on average 2 weeks to receive the inspection.

Procedure 8 Obtain Building Permit

Time to complete: 17 days

Cost to complete: no charge

Agency: Ministry of Works, Housing & Infrastructure

Comment: The issuance of building permits and building inspection functions have been transferred from the Ministry of Lands, Country Planning and the Environment to the Ministry of Works, Housing and Infrastructure. This led to a reduction in the time to issue building permits from 34 to 17 days.

Procedure 9 Receive inspection from municipal ward inspectors before concrete is poured (1)

Time to complete: 1 day

Cost to complete: no charge

Agency: Ministry of Works, Housing & Infrastructure

Comment: Two years ago companies building would be subject to inspection from the side of municipal ward at least once or twice during every week. Although the regulations provided for phased inspections after each stage of construction, it was never enforced. Starting 2007 the Ministry of Lands, Housing, Country Planning and Environment has began an active campaign to streamline its work and provide better services. It recruited a new cadre of professional inspectors and began enforcing the old rules and regulations. Now companies are not harassed by numerous inspections. The inspections now show up only at certain stages of construction: foundation works, before beam works, floor and laps works, pre-roofing works, roof works. Schedule of inspections is now issued together with building permit. There is no need to request inspections and once they come they do not interrupt the works. BuildCo has to post this schedule on the construction site, which then will be signed by the inspectors.

Procedure 10 Receive inspection from municipal ward inspectors before the beam, reinforcements and steps (2)

Time to complete: 1 day

Cost to complete: no charge

Agency: Ministry of Works, Housing & Infrastructure

Comment:

Procedure 11 Receive inspection from municipal ward inspectors before floor and laps works (3)

Time to complete: 1 day

Cost to complete: no charge

Agency: Ministry of Works, Housing & Infrastructure

Comment:

Procedure 12 Receive inspection from municipal ward inspectors before the pre-roof works (4)

Time to complete: 1 day

Cost to complete: no charge

Agency: Ministry of Works, Housing & Infrastructure

Comment:

Procedure 13 Receive inspection from municipal ward inspectors after roof works are completed (5)

Time to complete: 1 day

Cost to complete: no charge

Agency: Ministry of Works, Housing & Infrastructure

Comment:

Procedure 14 Request and receive final inspection from the Ministry of Lands, Country Planning and the Environment

Time to complete: 1 day

Cost to complete: no charge

Agency: Ministry of Works, Housing & Infrastructure

Comment: This is the final inspection. BuildCo notifies the Ministry of Lands at least one week prior to completion of the works. Building inspection will come and inspect the site to see if the building is according to the plans.

Procedure 15 Obtain approval upon completion of project from the Ministry of Lands, Country Planning and the Environment

Time to complete: 14 days

Cost to complete: no charge

Agency: Ministry of Works, Housing & Infrastructure

Comment: It takes between 1 -2 weeks to obtain this certificate. Most contractors do not even bother to obtain this certificate, even the Ministry acknowledges that this is what contractors are supposed to do, but nobody does it.

Procedure 16 Request telephone line

Time to complete: 1 day

Cost to complete: no charge

Agency: Sierra Leone Telecommunications Company (SIERRATEL)

Comment: Should BuildCo follow up closely on the file (through repeated calls), the inspector might visit the site a week later.

Procedure 17 Receive inspection by telecommunications company

Time to complete: 1 day

Cost to complete: no charge

Agency: Sierra Leone Telecommunications Company (SIERRATEL)

Comment: The application takes 2 days, and the inspection is performed 2 weeks later.

Procedure 18 Pay and connect to telephone

Time to complete: 180 days

Cost to complete: SLL 138,000

Agency: Sierra Leone Telecommunications Company (SIERRATEL)

Comment: Sierra Leone Telecommunications Company is planning to renew its operation in the second half of 2009, following the irreparable fire damage in January 2008. Improved system and updated communications will allow the applicants obtain connection in 30 days. The new connection cost is SLL 250,000. Inspection will be conducted before actual connection takes place.

Procedure 19 Request connection to water

Time to complete: 1 day

Cost to complete: no charge

Agency: Guma Valley Water Company (GVWC)

Comment:

Procedure 20 Receive inspection by the water authorities

Time to complete: 1 day

Cost to complete: no charge

Agency: Guma Valley Water Company (GVWC)

Comment: It takes about a month before the inspection takes place.

Procedure 21 Pay and connect to water service

Time to complete: 109 days

Cost to complete: SLL 900,000

Agency: Guma Valley Water Company (GVWC)

Comment: It takes on average 30 days and costs around USD 300.

Procedure 22 Request connection to electricity

Time to complete: 1 day

Cost to complete: no charge

Agency: National Power Authority (NPA)

Comment: The application takes 2 days, and the inspection is performed a week later. The cost includes the application form, contractor's fee, quotation bill, and deposit account, an estimate, and a security deposit. Under NPA standards, this is a high demand client (MDI). Applicant before submitting its application needs to submit a letter to the general manager of NPA requesting the service. The General Manager, after reception of the letter, will send a team from the distribution department to inspect the site.

Procedure 23 Receive inspection by electricity authority

Time to complete: 1 day

Cost to complete: no charge

Agency: National Power Authority (NPA)

Comment: NPA inspectors will verify the site and assess the needs in order to prepare the estimate cost for connection and required materials for connection to the service.
1 day for the inspection + 2 days to prepare the cost estimate.

Procedure 24 Receive materials inspection before installation

Time to complete: 1 day

Cost to complete: no charge

Agency: National Power Authority (NPA)

Comment: Inspectors from NPA will verify if all materials are in compliance with NPA standards.

Procedure 25 Pay and connect to electricity

Time to complete: 35 days

Cost to complete: SLL 200,000

Agency: National Power Authority (NPA)

Comment: Application form cost SLL 5000 + labor cost SLL 1,414,000+SLL 300,000. Estimate only includes labor cost (for two weeks of work) since the applicant has to buy the required materials. NPA cannot provide with the required materials. Applicant need to buy all the materials. Only the meter is provided by the utility.

Ensuring formal property rights is fundamental. Effective administration of land is part of that. If formal property transfer is too costly or complicated, formal titles might go informal again. *Doing Business* records the full sequence of procedures necessary for a business to purchase a property from another business and transfer the property title to the buyer's name. In the past 6 years 105 economies undertook 146 reforms making it easier to transfer property. Globally, the time to transfer property fell by 38% and the cost by 10% over this time. The most popular feature of property registration reform in these 6 years, implemented in 52 economies, was lowering transfer taxes and government fees.

Some reform outcomes

Georgia now allows property transfers to be completed through 500 authorized users, notably banks. This saves time for entrepreneurs. A third of people transferring property in 2009 chose authorized users, up from 7% in 2007. Also, Georgia's new electronic registry managed 68,000 sales in 2007, twice as many as in 2003.

Belarus's unified and computerized registry was able to cope with the addition of 1.2 million new units over 3 years. The registry issued 1 million electronic property certificates in 2009.

What does the Registering Property indicator measure?

Registering Property: transfer of property between 2 local companies

Rankings are based on 3 subindicators

Procedures to legally transfer title on immovable property (number)

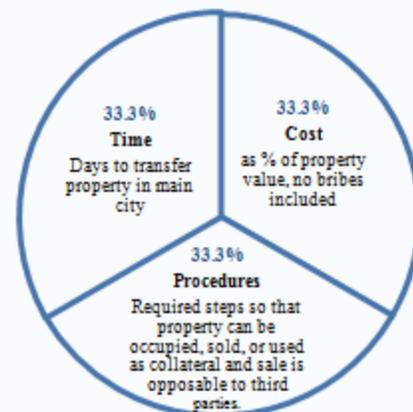
- Preregistration (for example, checking for liens, notarizing sales agreement, paying property transfer taxes)
- Registration in the economy's largest business city
- Post registration (for example, transactions with the local authority, tax authority or cadastre)

Time required to complete each procedure (calendar days)

- Does not include time spent gathering information
- Each procedure starts on a separate day
- Procedure completed once final document is received
- No prior personal contact with officials

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

- Official costs only, no bribes
- No value added or capital gains taxes included



Case Study Assumptions

The parties (buyer and seller):

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

The property (fully owned by the seller):

- Has a value of 50 times income per capita. The sale price equals the value.
- Has no mortgages attached and has been under the same ownership for the past 10 years.
- Is registered in the land registry or cadastre, or both, and is free of title disputes.
- Is located in a periurban commercial zone, and no rezoning is required.
- Consists of a 557.4 square meters (6,000 square feet) land and 10 years old 2-story warehouse of 929 square meters (10,000 square feet) located on the land. The warehouse is in good condition and complies with all safety standards, building codes and legal requirements. The property will be transferred in its entirety.

1. Benchmarking Registering Property Regulations:

Sierra Leone is ranked 169 overall for Registering Property.

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



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

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

<i>Selected Economy</i>			
Sierra Leone	7	86	12.2

<i>Comparator Economies</i>			
Gambia, the	5	66	7.6
Ghana	5	34	1.0
Guinea	6	104	14.0
Guinea-Bissau	9	211	6.1
Liberia	10	50	13.2

* The following economies are also good practice economies for :

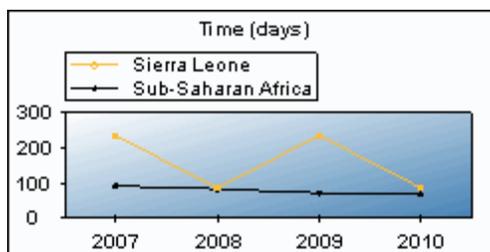
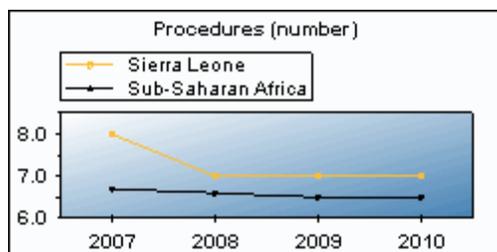
Procedures (number): United Arab Emirates

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

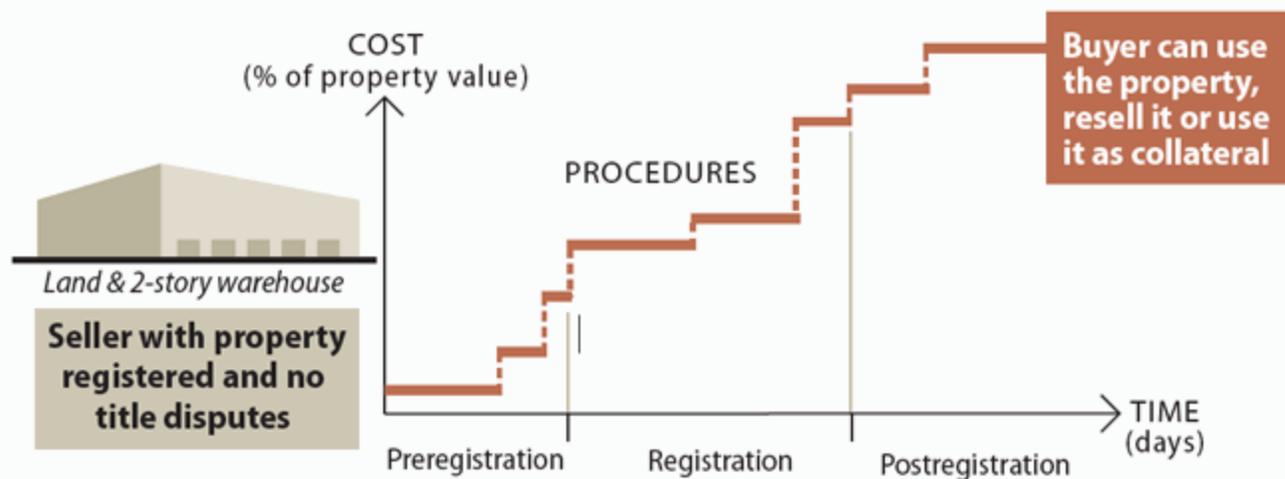
2. Historical data: Registering Property in Sierra Leone

Registering Property data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	175	169
Procedures (number)	8	7	7	7
Time (days)	235	86	236	86
Cost (% of property value)	14.7	17.0	12.4	12.2

3. The following graphs illustrate the Registering Property sub indicators in Sierra Leone over the past 4 years:



What are the time, cost and number of procedures required to transfer a property between 2 local companies?



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

STANDARDIZED PROPERTY

Property Value: 55,089,766.54

City: Freetown

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	The buyer verifies the seller's title to the property at the Property Registry	5 days	SLL 10,000
2	A licensed surveyor visits the property and prepares the survey plan	20 days	approx. SLL 1 million
3	A licensed surveyor submit the survey plan to the Ministry of Lands and Housing	1 day	no cost
4	Countersignature of the Director of Surveys and Lands on the survey plan of the property	30 days	no cost
5	Preparation and execution of the sale purchase agreement by a hired lawyer	7 days	10% of purchase price
6	Obtain a tax clearance certificate from the National Revenue Authority	2 days	SLL 5,000

7	Registration of the transfer of title by the Registrar General	21 days	SLL 45,000 (registration fee) + SLL 80,000 (property fee) + SLL 100,000 per acre of land (local taxes) + Stamp Duty according to the following scale: Property value:Stamp Duty: Less than 1,000,000SLL 7500.50 flat fee Remainder above 1,000,000remainder/800 (or 0.125% of the balance)
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Registering Property Details - Sierra Leone

Procedure	1	The buyer verifies the seller's title to the property at the Property Registry
Time to complete:	5 days	
Cost to complete:	SLL 10,000	
Agency:	Property Registry	
Comment:	With a copy of the abstract of title the buyer then conducts a search in the property register to verify the seller's title to the property as well as information regarding the encumbrances on the property.	
Procedure	2	A licensed surveyor visits the property and prepares the survey plan
Time to complete:	20 days	
Cost to complete:	approx. SLL 1 million	
Comment:	A private, licensed surveyor visits the property in order to prepare the survey plan. On average, it is expected to pay around SLL 1.5 million for the services of a private surveyor, which includes as well the cost of submitting the survey plan to the Director of Surveys and Lands Le1,000/00 for one town lot, Le 10,000/00 for 1 acre Le500/00 for change of name in a survey plan	
Procedure	3	A licensed surveyor submit the survey plan to the Ministry of Lands and Housing
Time to complete:	1 day	
Cost to complete:	no cost	
Agency:	Ministry of Land and Housing	
Comment:	The buyer should obtain a survey plan of the property duly signed by the Director of Surveys and Lands.	
Procedure	4	Countersignature of the Director of Surveys and Lands on the survey plan of the property
Time to complete:	30 days	
Cost to complete:	no cost	
Agency:	Ministry of Land and Housing	
Comment:	In accordance to Section 15 of the Surveys Act Cap 256 of the Laws of Sierra Leone (as amended by section 2 of Act No 14 of the Laws of Sierra Leone 1060), the licensed surveyor will submit the survey plan to the lands ministry on behalf of the buyer.	

The countersigned survey will be returned to the surveyor who submitted the survey plan to the Director of Surveys and Lands.

Procedure 5 Preparation and execution of the sale purchase agreement by a hired lawyer

Time to complete: 7 days

Cost to complete: 10% of purchase price

Comment: The General Law Business (Start up) Amendment Act 2007 - Act N0 15 of 200 - stipulates that it is no longer required to hire a lawyer to draft the sale agreement. However, in practice, the parties retained the services of a lawyer to draft the sale purchase agreement.

Procedure 6 Obtain a tax clearance certificate from the National Revenue Authority

Time to complete: 2 days

Cost to complete: SLL 5,000

Agency: National Revenue Authority

Comment: As soon as the parties execute the sale purchase agreement, the lawyer must request the Income Tax Department of the National Revenue Authority to provide him with a tax clearance certificate. Any outstanding taxes payable are set by the National Revenue Authority.

Procedure 7 Registration of the transfer of title by the Registrar General

Time to complete: 21 days

Cost to complete: SLL 45,000 (registration fee) + SLL 80,000 (property fee) + SLL 100,000 per acre of land (local taxes) + Stamp Duty according to the following scale:
Property value:Stamp Duty:
Less than 1,000,000SLL 7500.50 flat fee
Remainder above 1,000,000remainder/800 (or 0.125% of the balance)

Agency: Property Registry

Comment: The transfer of title is registered by the Registrar General. Stamp duty, registration fee, Property fee and local taxes (estimates based on acreage) are paid at this time. The registration fee is a fixed fee.

Through two sets of indicators, *Doing Business* assesses the legal rights of borrowers and lenders with respect to secured transactions and the sharing of credit information. The depth of credit information index measures rules and practices affecting the coverage, scope and accessibility of credit information available through either a public credit registry or a private credit bureau. Credit information systems mitigate the ‘information asymmetry’ in lending and enable lenders to view a borrower’s financial history (positive or negative), providing them with valuable information to consider when assessing risk. Credit information systems benefit borrowers as well, allowing good borrowers to establish a reputable credit history which will enable them to access credit more easily. The Legal Rights Index measures the degree to which collateral and bankruptcy laws protect the rights of borrowers and lenders and thus facilitate lending. Sound collateral laws will enable businesses to use their assets, especially movable property, as security to generate capital while having strong creditor’s rights has been associated with higher ratios of private sector credit to GDP.

Some reform outcomes

After Vietnam’s new Civil Code was enacted in 2005, a decree further clarified the provisions governing secured transactions. Since the inclusion of the new provisions, the number of registrations increased from 43,000 (2005) to 120,000 (end of 2008).

In 2008, when Zambia established a private credit bureau, its database initially covered about 25,000 borrowers. Thanks to a strong communication campaign and a central bank directive, coverage has grown 10-fold in the past 2 years, exceeding 200,000 by the beginning of 2010.

What do the Getting Credit indicators measure?

Strength of legal rights index (0–10)

- Protection of rights of borrowers and lenders through collateral laws
- Protection of secured creditors’ rights through bankruptcy laws

Depth of credit information index (0–6)

- Scope and accessibility of credit information distributed by public credit registries and private credit bureaus

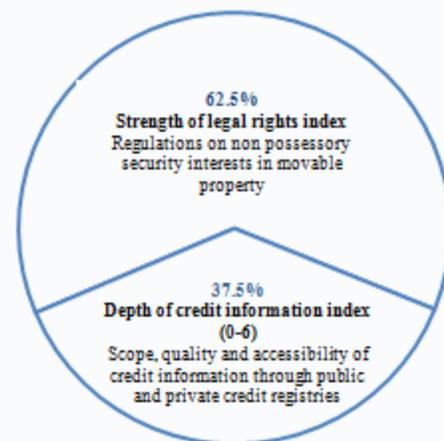
Public credit registry coverage (% of adults)

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

Private credit bureau coverage (% of adults)

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

Getting Credit: collateral rules and credit information



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

Case Study Assumptions (applying to the Legal Rights Index only)

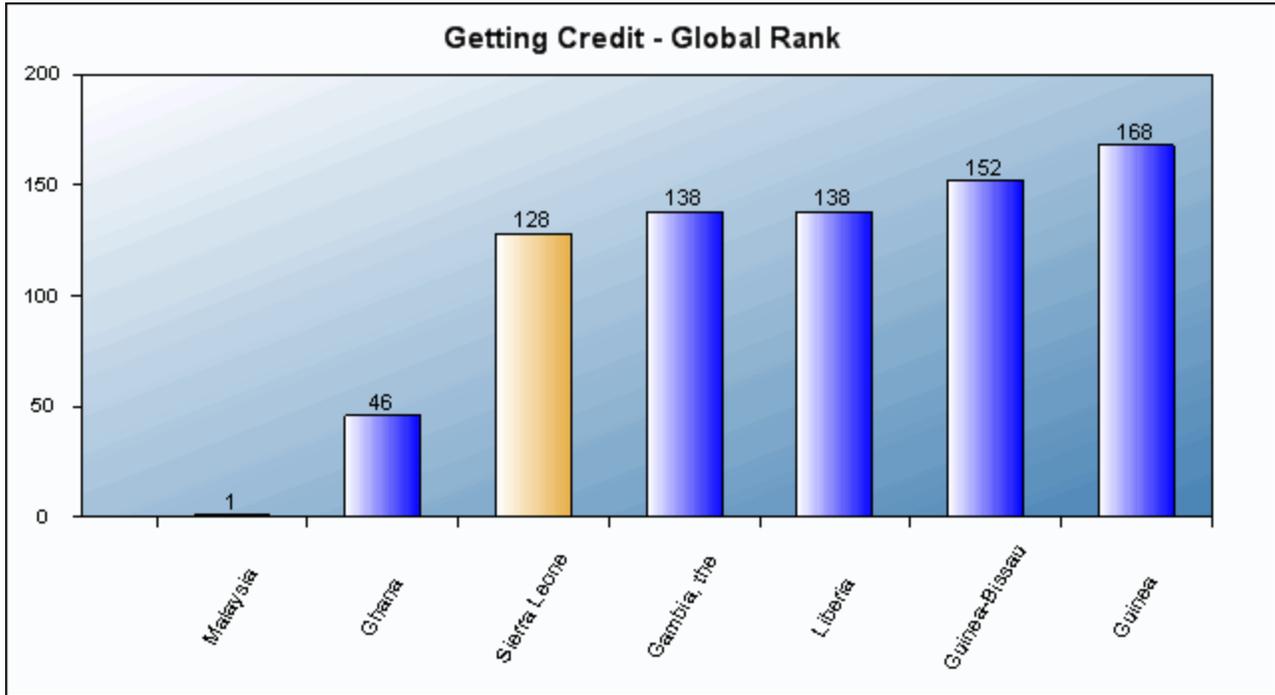
The Debtor

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

1. Benchmarking Getting Credit Regulations:

Sierra Leone is ranked 128 overall for Getting Credit.

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



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

Good Practice Economies	Strength of legal rights index (0-10)	Depth of credit information index (0-6)	Public registry coverage (% of adults)	Private bureau coverage (% of adults)
New Zealand*				100.0
Portugal			67.1	
Singapore*	10			
United Kingdom		6		

<i>Selected Economy</i>				
Sierra Leone	6	0	0.0	0.0

<i>Comparator Economies</i>				
Gambia, the	5	0	0.0	0.0
Ghana	8	3	0.0	10.3
Guinea	3	0	0.0	0.0
Guinea-Bissau	3	1	0.3	0.0
Liberia	4	1	0.2	0.0

* The following economies are also good practice economies for :

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

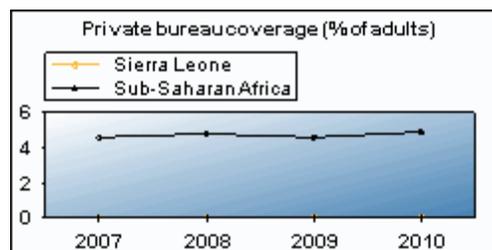
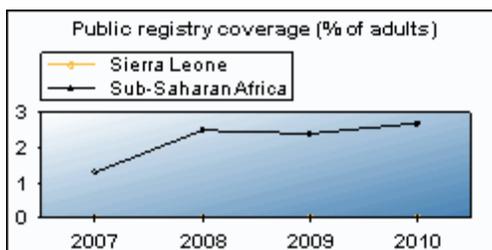
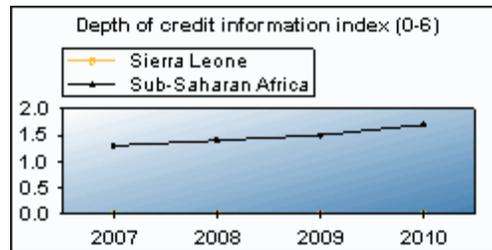
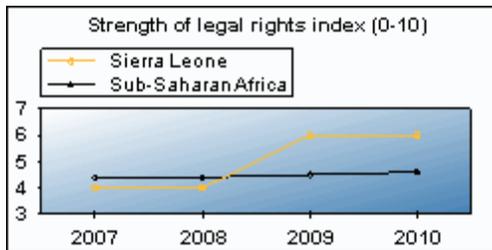
Private bureau coverage (% of adults): Argentina, Australia, Canada, Iceland, Ireland, Norway, Sweden, United Kingdom, United States

27 countries have the highest credit information index.

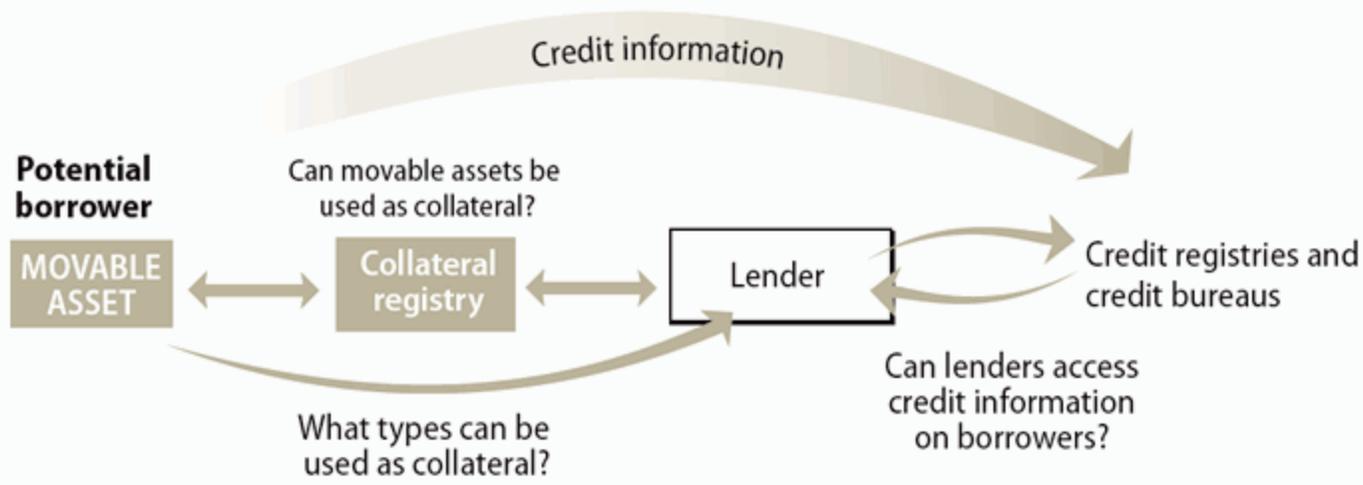
2. Historical data: Getting Credit in Sierra Leone

Getting Credit data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	125	128
Strength of legal rights index (0-10)	4	4	6	6
Depth of credit information index (0-6)	0	0	0	0
Private bureau coverage (% of adults)	0.0	0.0	0.0	0.0
Public registry coverage (% of adults)	0.0	0.0	0.0	0.0

3. The following graphs illustrate the Getting Credit sub indicators in Sierra Leone over the past 4 years:



**Do lenders have credit information on entrepreneurs seeking credit?
Is the law favorable to borrowers and lenders using movable assets as collateral?**



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

Getting Credit Indicators (2010)			Indicator
Private bureau coverage (% of adults)	Private credit bureau	Public credit registry	0
Are data on both firms and individuals distributed?	No	No	0
Are both positive and negative data distributed?	No	No	0
Does the registry distribute credit information from retailers, trade creditors or utility companies as well as financial institutions?	No	No	0
Are more than 2 years of historical credit information distributed?	No	No	0
Is data on all loans below 1% of income per capita distributed?	No	No	0
Is it guaranteed by law that borrowers can inspect their data in the largest credit registry?	No	No	0
Coverage	0.0	0.0	
Number of individuals		0	0
Number of firms		0	0

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

Stronger investor protections matter for the ability of companies to raise the capital needed to grow, innovate, diversify and compete. This is all the more crucial in times of financial crisis when entrepreneurs must navigate through defiant environments to finance their activities. Using 3 indices of investor protection, *Doing Business* measures how economies regulate a standard case of self-dealing, use of corporate assets for personal gains. Since 2005, 51 economies have strengthened investor protections as measured by *Doing Business*.

Some reform outcomes

In Indonesia, an economy that consistently improved its laws regulating investor protections, the number of firms listed on the Indonesia Stock Exchange increased from 331 to 396 between 2004 and 2009. Meanwhile, market capitalization grew from 680 trillion rupiah (\$75 billion) to 1,077 trillion rupiah (\$119 billion).

After Thailand amended its laws in 2006 and 2008, more than 85 transactions that failed to comply with the disclosure standards were suspended. Thirteen were deemed prejudicial and were therefore canceled, thus preventing damage to the companies involved and preserving their value. Companies were not deterred either, as more than 30 new companies joined the stock exchange since 2005 bringing the number of listed companies to 523.

What do the Protecting Investors indicators measure?

Extent of disclosure index (0–10)

- Who can approve related-party transactions
- Requirements for external and internal disclosure in case of related-party transactions

Extent of director liability index (0–10)

- Ability of shareholders to hold the interested party and the approving body liable in case of a prejudicial related-party transaction
- Available legal remedies (damages, repayment of profits, fines, imprisonment and rescission of the transaction)
- Ability of shareholders to sue directly or derivatively

Ease of shareholder suits index (0–10)

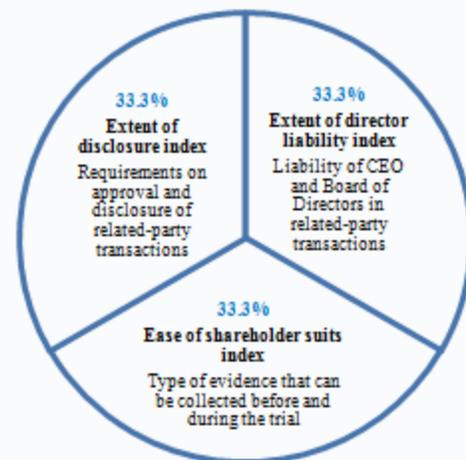
- Documents and information available during trial
- Access to internal corporate documents (directly or through a government inspector)

Strength of investor protection index (0–10)

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

Protecting Investors: minority shareholder rights in related-party transactions

Rankings are based on 3 subindicators



Case Study Assumptions

The business (Buyer):

- Is a publicly traded corporation listed on the economy's most important stock exchange (or at least a large private company with multiple shareholders),
- Has a board of directors and a chief executive officer (CEO) who may legally act on behalf of Buyer where permitted, even if this is not specifically required by law.

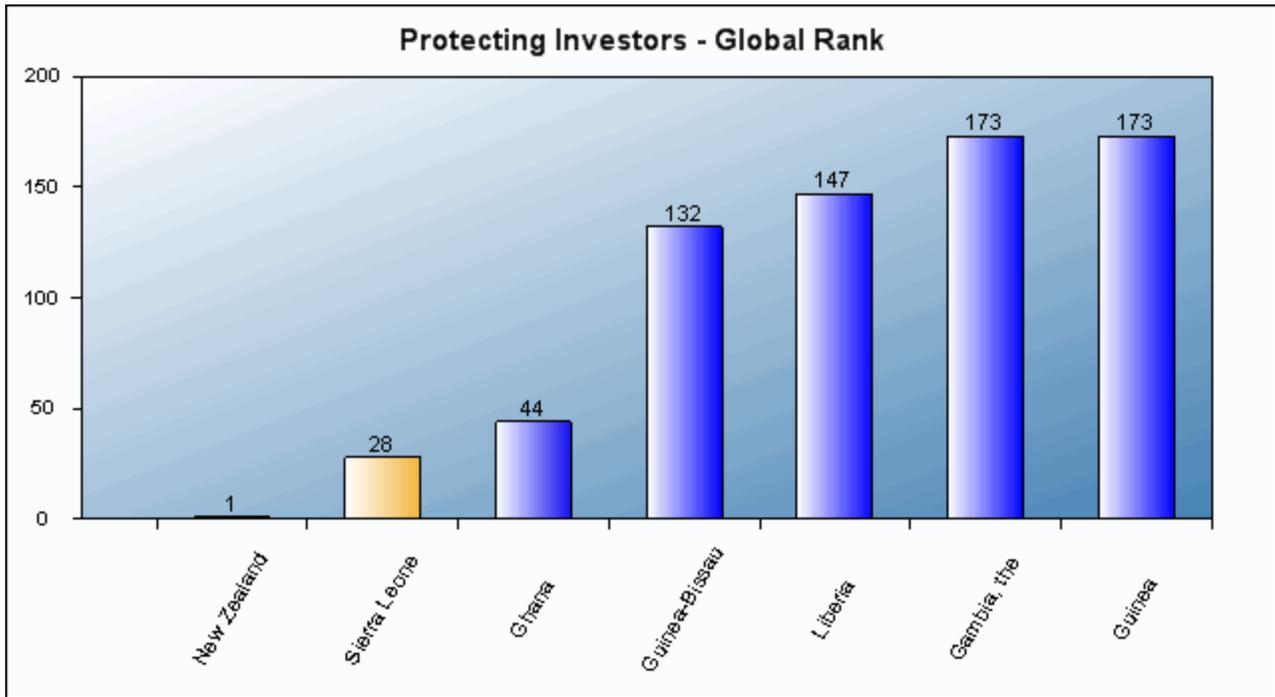
The transaction

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

1. Benchmarking Protecting Investors Regulations:

Sierra Leone is ranked 28 overall for Protecting Investors.

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



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

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

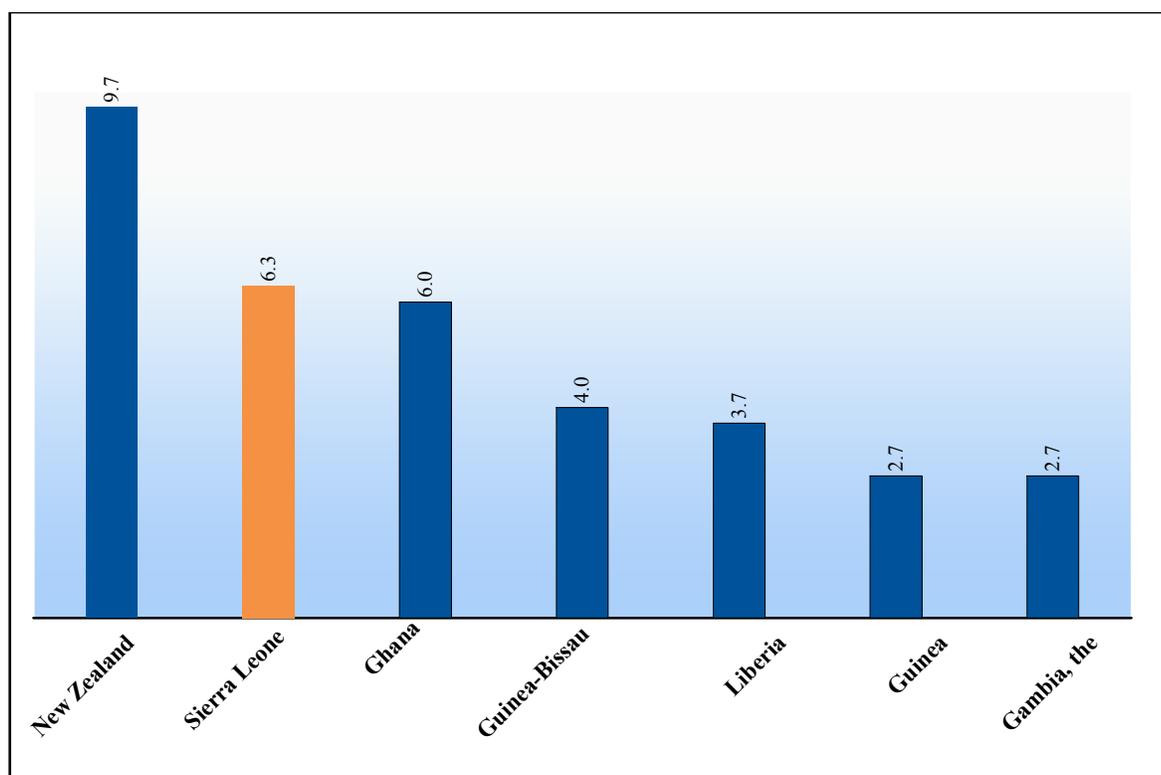
<i>Selected Economy</i>	
Sierra Leone	6.3

<i>Comparator Economies</i>	
Gambia, the	2.7
Ghana	6.0
Guinea	2.7
Guinea-Bissau	4.0
Liberia	3.7

2. Historical data: Protecting Investors in Sierra Leone

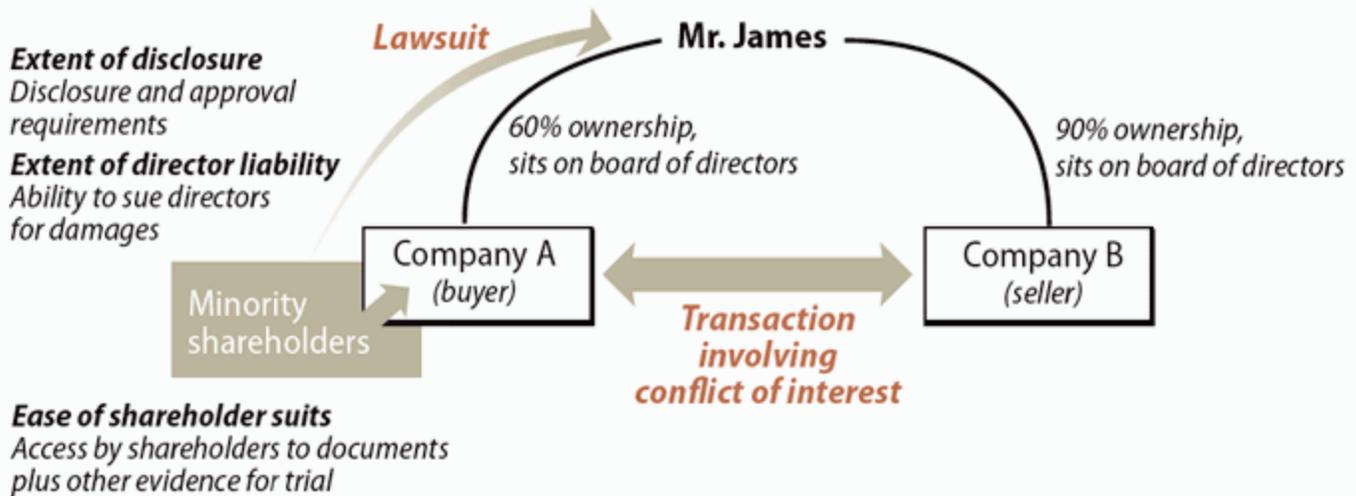
Protecting Investors data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	27	28
Strength of investor protection index (0-10)	5.7	5.7	6.3	6.3

3. The following graph illustrates the Protecting Investors index in Sierra Leone compared to best practice and selected Economies:



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

How well are minority shareholders protected against self-dealing in related-party transactions?



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

Protecting Investors Data (2010)	Indicator
Extent of disclosure index (0-10)	6
What corporate body provides legally sufficient approval for the transaction?	3
Whether immediate disclosure of the transaction to the public and/or shareholders is required?	0
Whether disclosure of the transaction in published periodic filings (annual reports) is required?	1
Whether disclosure of the conflict of interest by Mr. James to the board of directors is required?	2
Whether an external body must review the terms of the transaction before it takes place?	0
Extent of director liability index (0-10)	7
Whether shareholders can hold Mr. James liable for the damage that the Buyer-Seller transaction causes to the company?	1
Whether shareholders can hold the approving body (the CEO or board of directors) liable for the damage that the Buyer-Seller transaction causes to the company?	1
Whether a court can void the transaction upon a successful claim by a shareholder plaintiff?	2
Whether Mr. James pays damages for the harm caused to the company upon a successful claim by the shareholder plaintiff?	1

Whether Mr. James repays profits made from the transaction upon a successful claim by the shareholder plaintiff?	1
Whether fines and imprisonment can be applied against Mr. James?	0
Whether shareholders can sue directly or derivatively for the damage that the Buyer-Seller transaction causes to the company?	1
Ease of shareholder suits index (0-10)	6
Whether the plaintiff can obtain any documents from the defendant and witnesses during trial?	3
Whether the plaintiff can directly question the defendant and witnesses during trial?	2
Whether the plaintiff can request categories of documents from the defendant without identifying specific ones?	0
Whether shareholders owning 10% or less of Buyer's shares can request an inspector to investigate the transaction?	0
Whether the level of proof required for civil suits is lower than that of criminal cases?	1
Whether shareholders owning 10% or less of Buyer's shares can inspect transaction documents before filing suit?	0
Strength of investor protection index (0-10)	6.3

Taxes are essential to provide public amenities, infrastructure and services which are crucial for a properly functioning economy. *Doing Business* data show that economies where it is more difficult and costly to pay taxes have larger shares of informal sector activity. More than 60% of economies have reformed in the last 6 years and are starting to see concrete results.

Some reform outcomes

Colombia introduced a new electronic system for social security and labor taxes in 2006 and by 2008 the social security contributions collected from small and medium-size companies rose by 42%, to 550 billion pesos.

Mauritius reduced the corporate income tax rate from 25% to 15% and removed exemptions and industry-specific allowances in 2006 and saw their corporate income tax revenue grow by 27% in the following year, and in 2008/09 it increased by 65%.

What do the Paying taxes indicators measure?

Tax payments for a manufacturing company in 2009
(number per year adjusted for electronic or joint filing and payment)

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

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

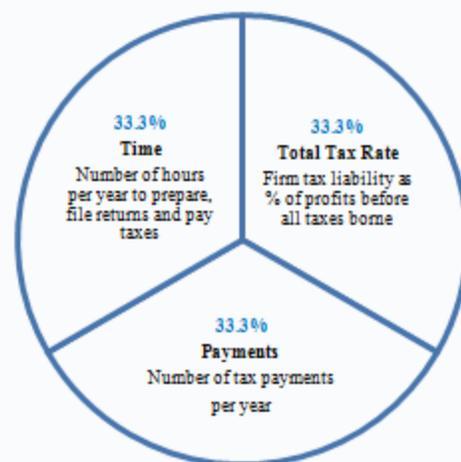
- Collecting information and computing the tax payable
- Completing tax return forms, filing with proper agencies
- Arranging payment or withholding
- Preparing separate tax accounting books, if required

Total tax rate (% of profit)

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

Paying Taxes: tax compliance for a local manufacturing company

Rankings are based on 3 subindicators



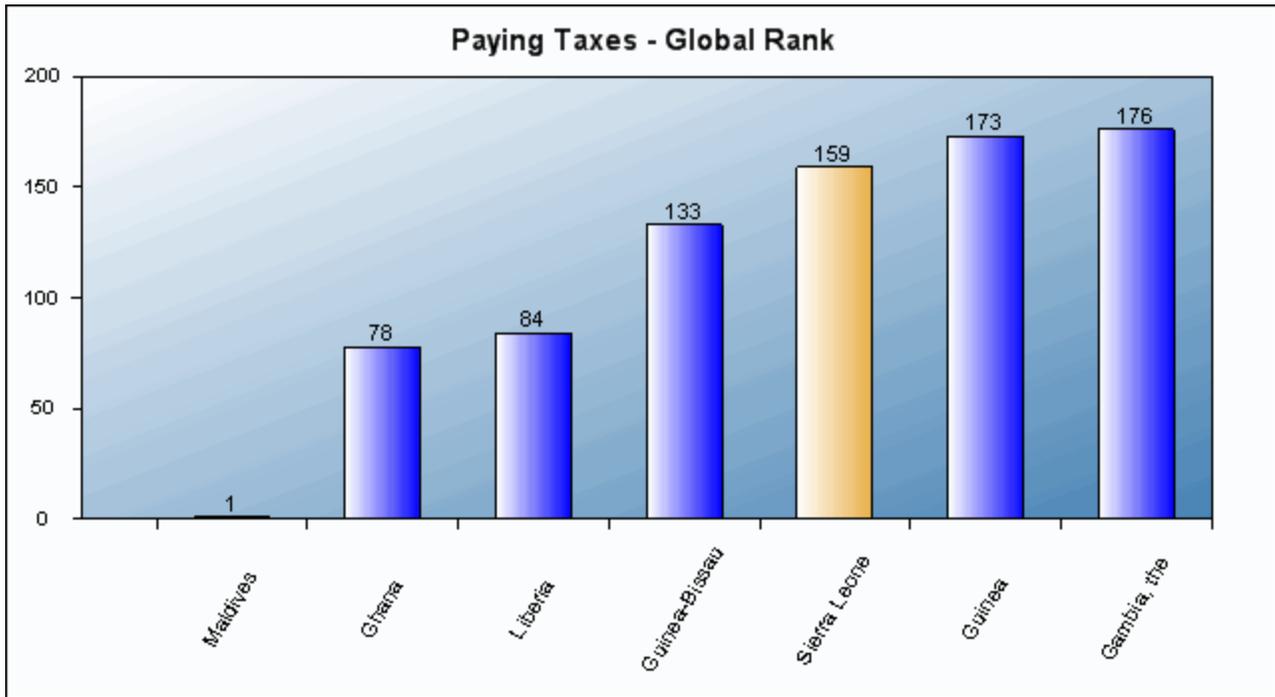
Case Study Assumptions

- TaxpayerCo is a medium-size business that started operations 2 years ago.
- Tax practitioners are asked to review its financial statements, as well as a standard list of transactions that the company completed during the year.
- Respondents are asked how much in taxes and mandatory contributions the business must pay and what the process is for doing so.
- The business starts from the same financial position in each economy. All the taxes and mandatory contributions paid during the second year of operation are recorded.
- Taxes and mandatory contributions are measured at all levels of government
- Taxes and mandatory contributions include corporate income tax, turnover tax, all labor taxes and contributions paid by the company.
- A range of standard deductions and exemptions are also recorded.

1. Benchmarking Paying Taxes Regulations:

Sierra Leone is ranked 159 overall for Paying Taxes.

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



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

Good Practice Economies	Payments (number per year)	Time (hours per year)	Total tax rate (% profit)
Maldives*	3	0	
Timor-Leste			0.2

<i>Selected Economy</i>			
Sierra Leone	29	357	235.6

<i>Comparator Economies</i>			
Gambia, the	50	376	292.3
Ghana	33	224	32.7
Guinea	56	416	54.6
Guinea-Bissau	46	208	45.9
Liberia	32	158	43.7

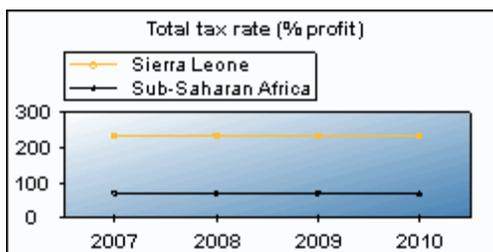
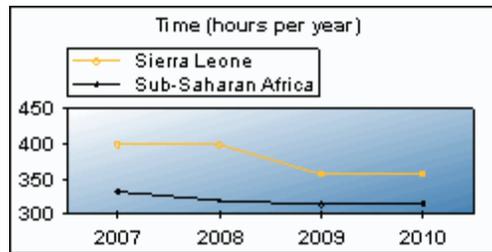
* The following economies are also good practice economies for :

Payments (number per year): Qatar

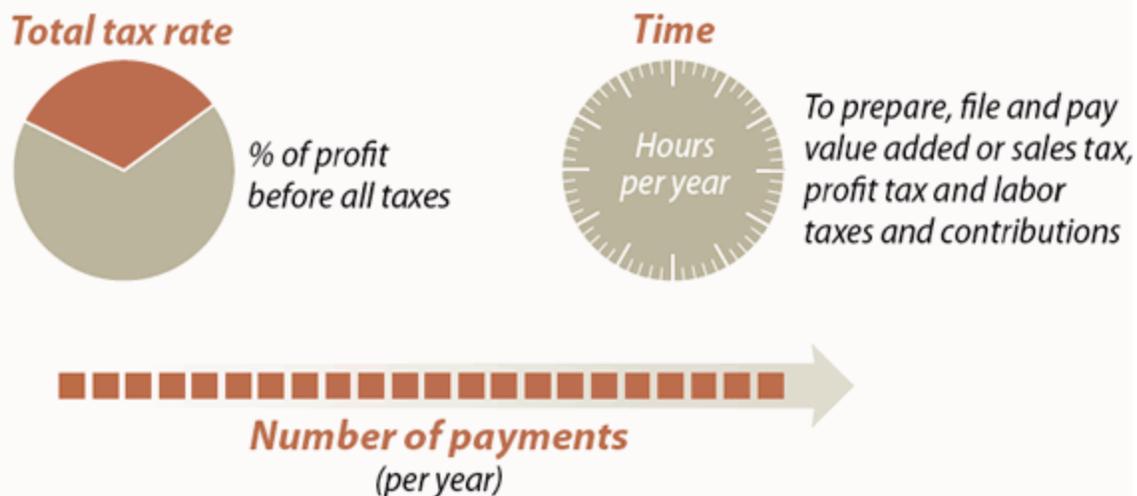
2. Historical data: Paying Taxes in Sierra Leone

Paying Taxes data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	161	159
Total tax rate (% profit)	235.6	235.6	235.6	235.6
Payments (number per year)	29	29	29	29
Time (hours per year)	399	399	357	357

3. The following graphs illustrate the Paying Taxes sub indicators in Sierra Leone over the past 4 years:



What are the time, total tax rate and number of payments necessary for a local medium-sized company to pay all taxes?



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

Tax or mandatory contribution	Payments (number)	Notes on Payments	Time (hours)	Statutory tax rate	Tax base	Total tax rate (% profit)	Notes on TTR
Corporate income tax	1		15	30.0%	taxable profit	0.00	
Tax on interest	1		0	15.0%	interest income	0.40	
fuel tax	1			Le 307.38 per litre	number of litres	0.40	
Vehicle tax	1			various rates	cubic capacity	0.50	
Municipal license tax	1			various rates	type of business	2.00	
social security contributions	12		168	10.0%	gross salaries	11.30	
Sales tax	12		174	15.0%	cost of materials	221.00	
Totals	29		357			235.6	

Making trade between countries easier is increasingly important for business in today's globalized world. Excessive document requirements, burdensome customs procedures, inefficient port operations and inadequate infrastructure all lead to extra costs and delays for exporters and importers, stifling trade potential. Trade facilitation tools such as electronic data interchange systems, risk-based inspections, and single windows help improve an economy's trading environment and boost firms' international competitiveness. *Doing Business* trade indicators take into account documents, cost and time associated with every procedure for trading a standard shipment of goods by ocean transport. Research indicates that exporters in developing countries have much more to gain by a 10% drop in their trading costs than from a similar decrease of the tariffs applied to their products in global markets.

Some reform outcomes

In Georgia, reducing customs clearance time by a day has led to operational savings of an estimated \$288 per truck, or an annual \$133 million for the country's whole trading community given the growing amount of cross-border trade in recent years.

In Korea, predictable cargo processing times and rapid turnover by ports and warehouses provide a benefit to the Korean economy of some \$2 billion annually.

What do the Trading Across Borders indicators measure?

Trading Across Borders: exporting and importing by ocean transport

Rankings are based on 3 subindicators

Documents required to export and import (number)

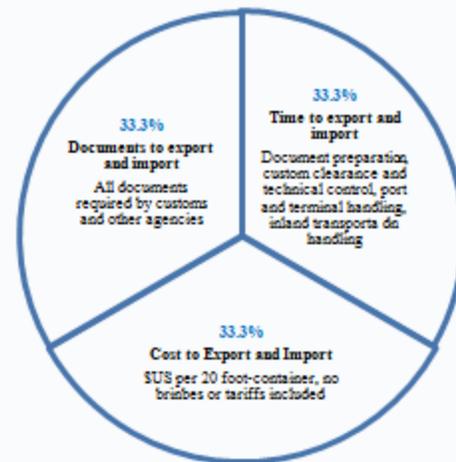
- Bank documents
- Customs clearance documents
- Port and terminal handling documents
- Transport documents

Time required to export and import (days)

- Obtaining all the documents
- Inland transport and handling
- Customs clearance and inspections
- Port and terminal handling
- Does not include ocean transport time

Cost required to export and import (US\$ per container)

- All documentation
- Inland transport and handling
- Customs clearance and inspections
- Port and terminal handling
- Official costs only, no bribes



Case Study Assumptions

The Business

- Has at least 60 employees and is located in the economy's largest business city
- Is a private, limited liability company, which exports more than 10% of its sales. It is fully domestically owned and does not operate in an export processing zone or an industrial estate with special export or import privileges

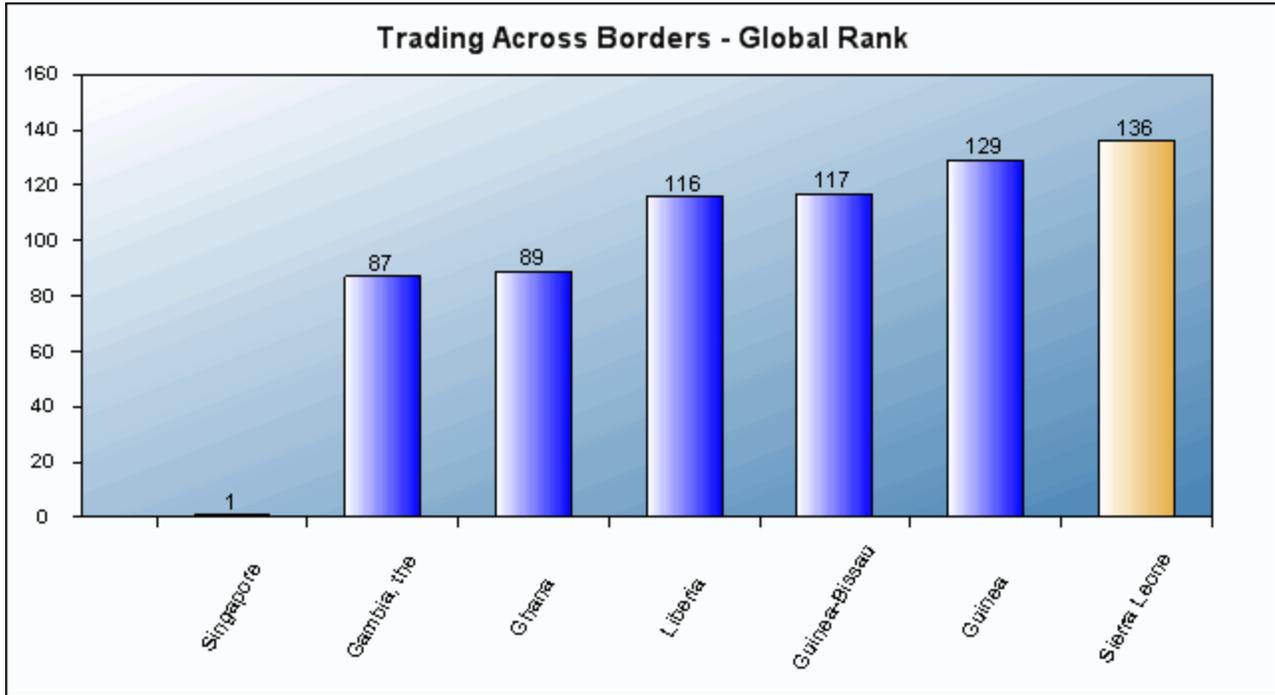
The traded product

- Is transported in a dry-cargo, 20-foot full container load; weighs 10 tons and is valued at \$20,000
- Is not hazardous or include military items; it does not require special phytosanitary or environmental safety standards, refrigeration or any other special environment
- Is one of the economy's leading export or import products

1. Benchmarking Trading Across Borders Regulations:

Sierra Leone is ranked 136 overall for Trading Across Borders.

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



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

Good Practice Economies	Documents to export (number)	Time to export (days)	Cost to export (US\$ per container)	Documents to import (number)	Time to import (days)	Cost to import (US\$ per container)
Denmark*		5				
France	2			2		
Malaysia			450			
Singapore					4	439

<i>Selected Economy</i>						
Sierra Leone	7	26	1573	7	31	1639

<i>Comparator Economies</i>						
Gambia, the	6	23	831	8	23	975
Ghana	6	19	1013	7	29	1203
Guinea	7	35	855	9	32	1391
Guinea-Bissau	6	23	1545	6	22	2349
Liberia	10	17	1232	9	15	1212

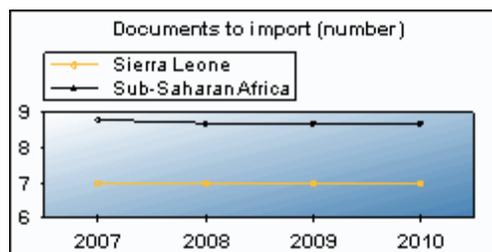
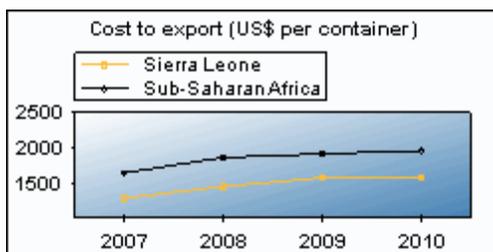
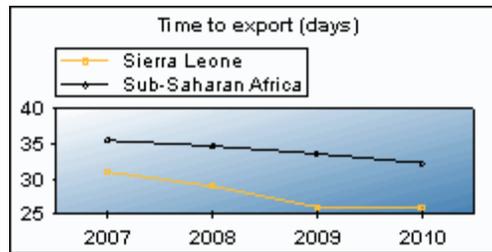
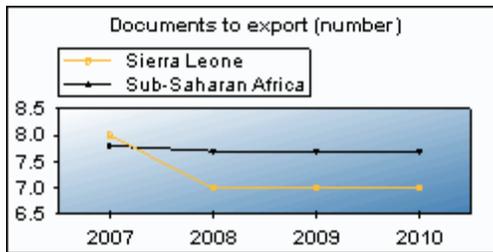
* The following economies are also good practice economies for :

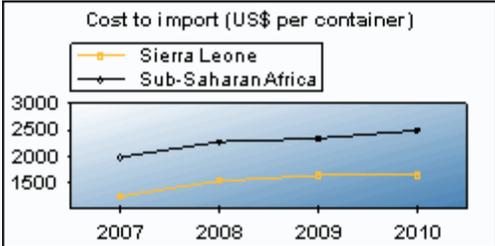
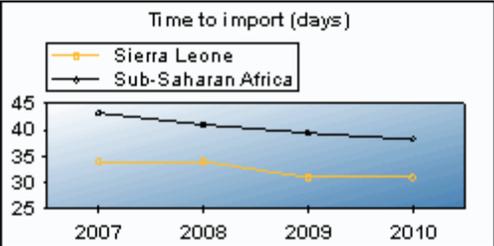
Time to export (days): Estonia

2. Historical data: Trading Across Borders in Sierra Leone

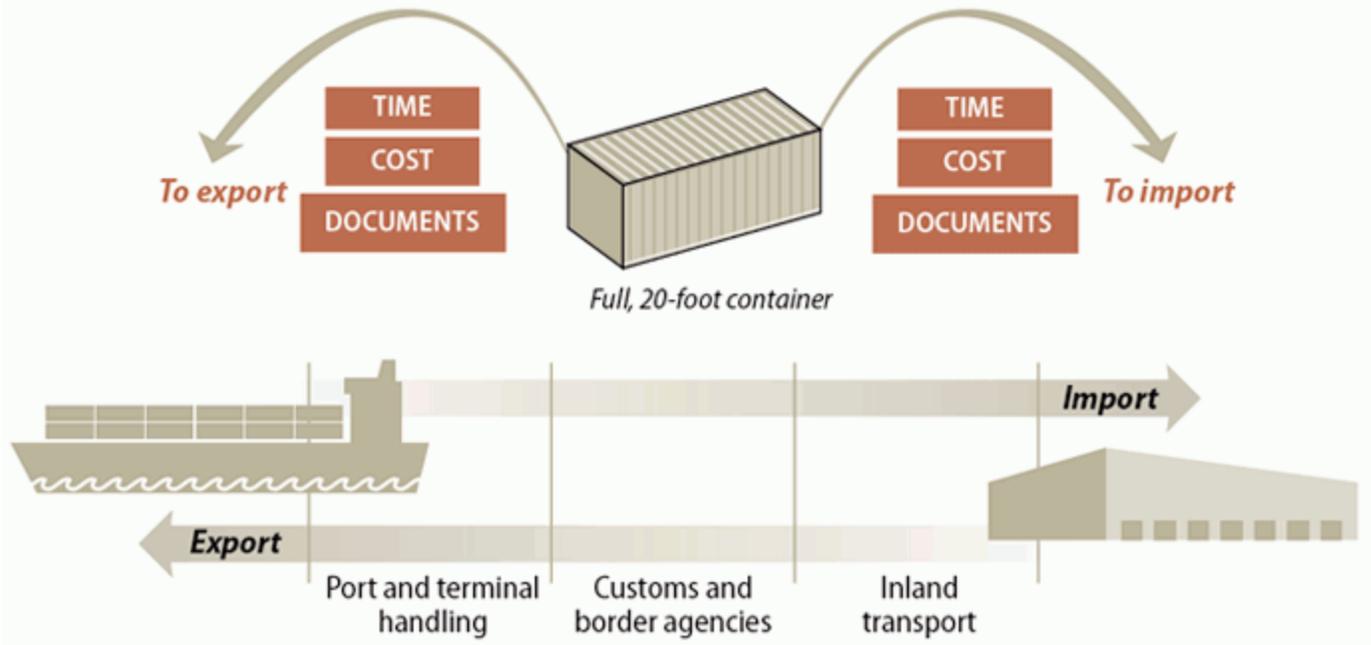
Trading Across Borders data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	137	136
Cost to export (US\$ per container)	1282	1448	1573	1573
Cost to import (US\$ per container)	1242	1535	1639	1639
Documents to export (number)	8	7	7	7
Documents to import (number)	7	7	7	7
Time to export (days)	31	29	26	26
Time to import (days)	34	34	31	31

3. The following graphs illustrate the Trading Across Borders sub indicators in Sierra Leone over the past 4 years:





How much time, how many documents and what cost to export and import across borders by ocean transport?



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

Nature of Export Procedures (2010)	Duration (days)	US\$ Cost
Documents preparation	14	425
Customs clearance and technical control	6	550
Ports and terminal handling	2	308
Inland transportation and handling	4	290
Totals	26	1573

Nature of Import Procedures (2010)	Duration (days)	US\$ Cost
Documents preparation	20	352
Customs clearance and technical control	6	600
Ports and terminal handling	3	397
Inland transportation and handling	2	290
Totals	31	1639

Documents for Export and Import

Export

- Bill of lading
- Certificate of origin
- Commercial invoice
- Customs export declaration
- Packing list
- Technical standard/health certificate

Import

- Bill of lading
- Cargo release order
- Certificate of origin
- Commercial invoice
- Customs import declaration
- Inspection report
- Packing list

Well functioning courts help businesses expand their network and markets. Where contract enforcement is efficient, firms have greater access to credit and are more likely to engage with new borrowers or customers. *Doing Business* measures the efficiency of the judicial system in resolving a commercial sale dispute before local courts. Following the step-by-step evolution of a standardized case study, data relating to the time, cost and procedural complexity of resolving a commercial lawsuit are collected through study of the codes of civil procedure and other court regulations, as well as through surveys completed by local litigation lawyers (and, in a quarter of the countries, by judges as well).

Some reform outcomes

In Rwanda the implementation of specialized commercial courts in May 2008 resulted in a significant decrease of the case backlog, and contributed to reduce the time to resolve a commercial dispute by nearly 3 months.

In Austria a "data highway" for the courts that allows attachments to be sent electronically has produced savings of €4.4 million in postage alone.

What do the Enforcing Contracts indicators measure?

Enforcing Contracts: resolving a commercial dispute through the courts

Rankings are based on 3 subindicators

Procedures to enforce a contract (number)

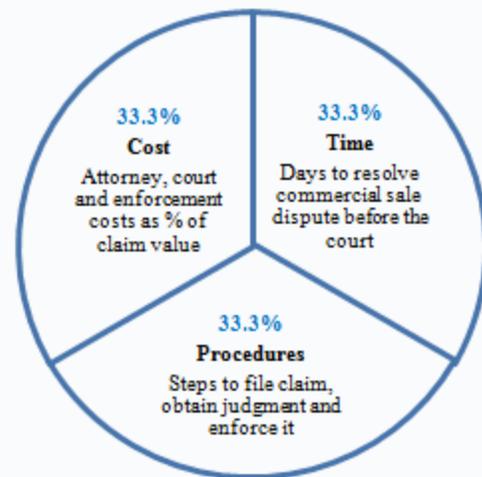
- Any interaction between the parties in a commercial dispute, or between them and the judge or court officer
- Steps to file the case
- Steps for trial and judgment
- Steps to enforce the judgment

Time required to complete procedures (calendar days)

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

Cost required to complete procedures (% of claim)

- No bribes
- Average attorney fees
- Court costs, including expert fees
- Enforcement costs



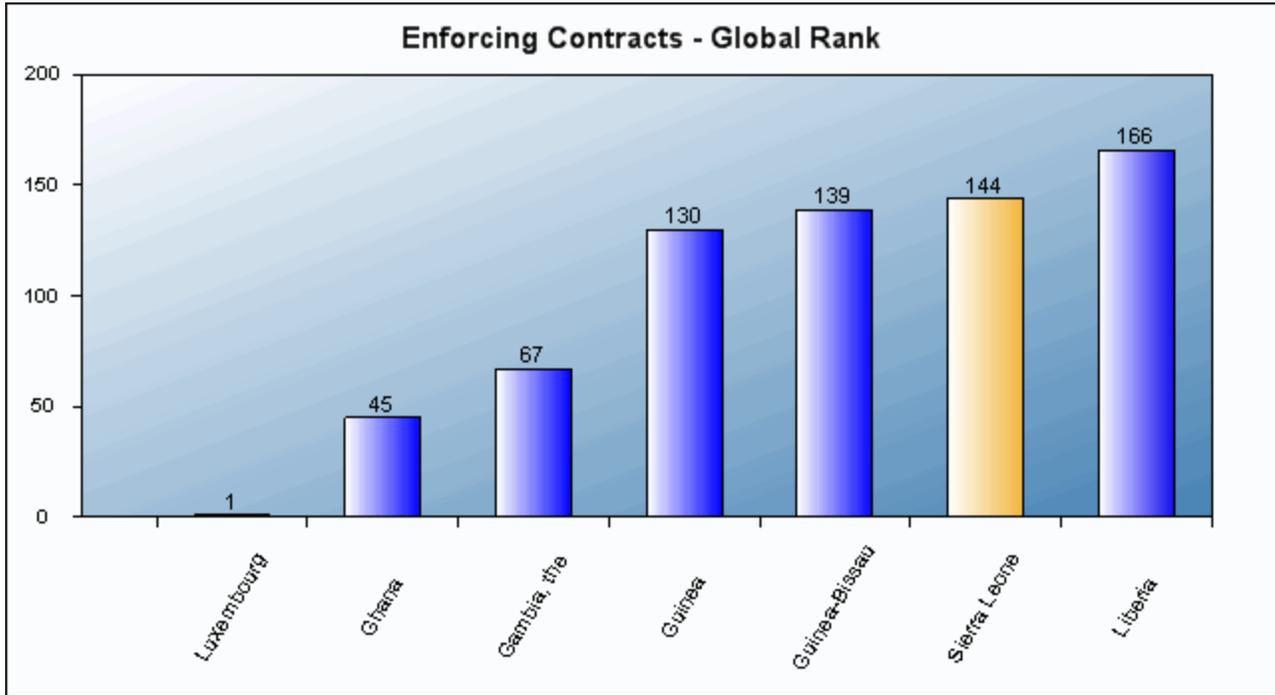
Case Study Assumptions

- Seller and Buyer are domestic companies
- Buyer orders custom-made goods, then does not pay
- Seller sues Buyer before competent court
- Value of claim is 200% of GNI per capita
- Seller requests pre-trial attachment to secure claim
- Dispute on quality of the goods requires expert opinion
- Judge decides in favor of Seller, no appeal
- Seller enforces judgment through a public sale of Buyer's movable assets.

1. Benchmarking Enforcing Contracts Regulations:

Sierra Leone is ranked 144 overall for Enforcing Contracts.

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



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

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

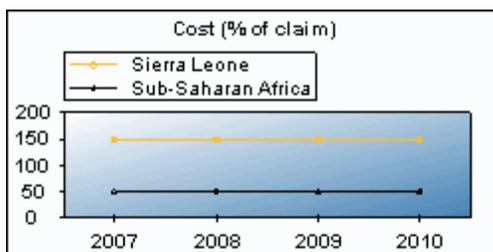
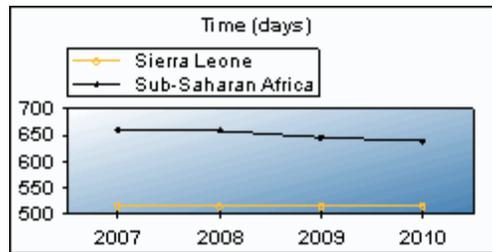
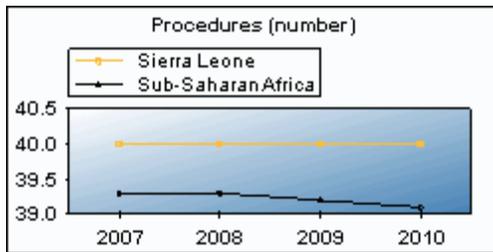
<i>Selected Economy</i>			
Sierra Leone	40	515	149.5

<i>Comparator Economies</i>			
Gambia, the	32	434	37.9
Ghana	36	487	23.0
Guinea	50	276	45.0
Guinea-Bissau	40	1140	25.0
Liberia	41	1280	35.0

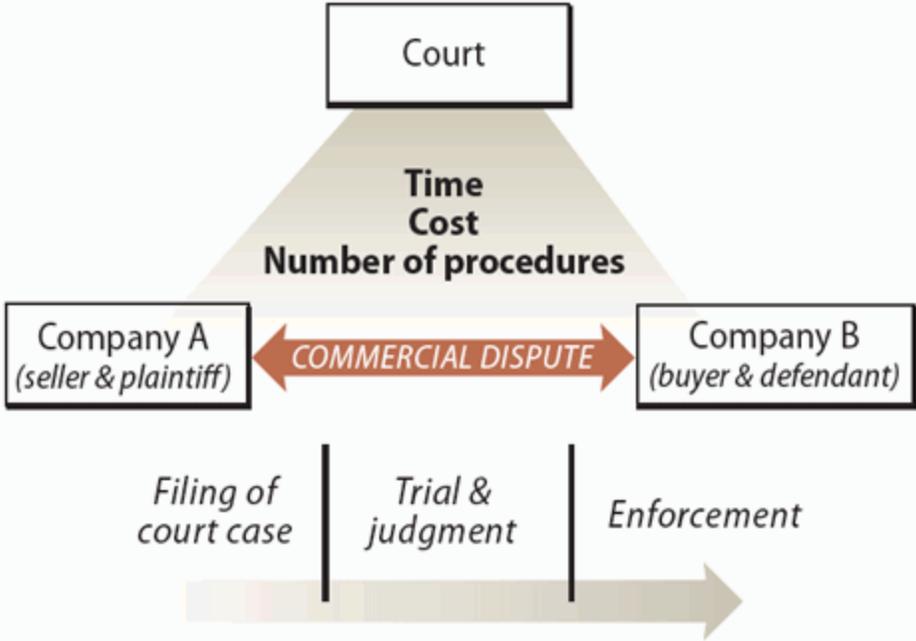
2. Historical data: Enforcing Contracts in Sierra Leone

Enforcing Contracts data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	143	144
Procedures (number)	40	40	40	40
Time (days)	515	515	515	515
Cost (% of claim)	149.5	149.5	149.5	149.5

3. The following graphs illustrate the Enforcing Contracts sub indicators in Sierra Leone over the past 4 years:



What are the time, cost and number of procedures to resolve a commercial dispute through the courts?



This topic looks at the efficiency of contract enforcement in Sierra Leone.

Nature of Procedure (2010)	Indicator
Procedures (number)	40
Time (days)	515
Filing and service	30.0
Trial and judgment	395.0
Enforcement of judgment	90.0
Cost (% of claim)*	149.50
Attorney cost (% of claim)	125.0
Court cost (% of claim)	4.5
Enforcement Cost (% of claim)	20.0

Court information: Freetown Magistrates Court

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

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

Some reform outcomes

A study of the 2005 bankruptcy reform in Brazil found that it had led to an average reduction of 22% in the cost of credit for Brazilian companies, a 39% increase in overall credit and a 79% increase in long-term credit in the economy. The purpose of the reform was to improve creditor protection in insolvency proceedings.

Following the introduction of debtor-in-possession reorganizations in Korea in 2006, the number of reorganization filings increased from 76 in 2006 to 670 in 2009.

What does the Closing a Business indicator measure?

Closing a Business: insolvency proceedings against local company

Time required to recover debt (years)

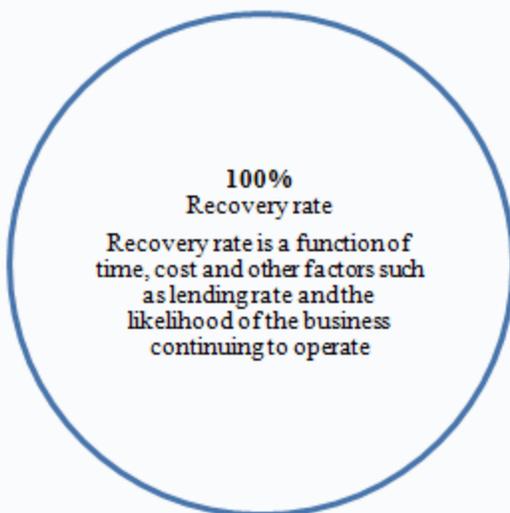
- Measured in calendar years
- Appeals and requests for extension are included

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

- Measured as percentage of estate value
- Court fees
- Fees of insolvency administrators
- Lawyers' fees
- Assessors' and auctioneers' fees
- All other fees and costs

Recovery rate for creditors (cents on the dollar)

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



Case Study Assumptions

The Company

- is domestically owned
- is a limited liability company operating a hotel
- operates in the economy's largest business city
- has 201 employees, 1 secured creditor and 50 unsecured creditors
- has a higher value as a going concern and a lower value in a piecemeal sale of assets

1. Benchmarking Closing Business Regulations:

Sierra Leone is ranked 149 overall for Closing a Business.

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



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

Good Practice Economies	Recovery rate (cents on the dollar)	Time (years)	Cost (% of estate)
Ireland		0.4	
Japan	92.7		
Singapore*			1

<i>Selected Economy</i>			
Sierra Leone	8.4	2.6	42

<i>Comparator Economies</i>			
Gambia, the	19.8	3.0	15
Ghana	23.7	1.9	22
Guinea	19.4	3.8	8
Guinea-Bissau	0.0	no practice	no practice
Liberia	8.4	3.0	43

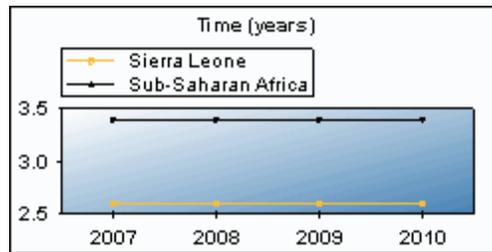
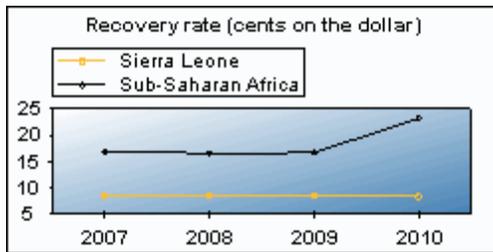
* The following economies are also good practice economies for :

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

2. Historical data: Closing Business in Sierra Leone

Closing a Business data	Doing Business 2008	Doing Business 2009	Doing Business 2010	Doing Business 2011
Rank	147	149
Time (years)	2.6	2.6	2.6	2.6
Cost (% of estate)	42	42	42	42
Recovery rate (cents on the dollar)	8.5	8.5	8.5	8.4

3. The following graphs illustrate the Closing Business sub indicators in Sierra Leone over the past 4 years:



Since 2004 Doing Business has been tracking reforms aimed at simplifying business regulations, strengthening property rights, opening access to credit and enforcing contracts by measuring their impact on 10 indicator sets . * Nearly 1,000 reforms have had an impact on these indicators. *Doing Business 2011*, covering June 2009 to June 2010, reports that 117 economies implemented 216 reforms to make it easier to start a business. 64% of economies measured by Doing Business have reformed this year, focusing on easing business start-up, lightening the tax burden, simplifying import and export regulations and improving credit information systems.

The top 10 most-improved in Doing Business 2011

Economy	Indicator									
	Starting a Business	Dealing with Construction Permits	Registering Property	Getting Credit	Protecting Investors	Paying Taxes	Trading Across Borders	Enforcing Contracts	Closing a Business	Employing Workers
Kazakhstan	✓	✓				✓	✓			
Rwanda		✓		✓			✓			
Peru	✓	✓	✓				✓			
Vietnam	✓	✓		✓						
Cape Verde	✓		✓				✓			
Tajikistan	✓				✓		✓			
Zambia	✓						✓	✓		
Hungary		✓	✓				✓			✓
Grenada	✓		✓				✓			
Brunei Darussalam	✓						✓	✓		

 Positive Change
 Negative Change

* For *Doing Business 2011* the Employing Workers indicator is not included in the aggregate ease of doing business ranking.

Summary of changes to business regulation in top 10 most improved economies in *Doing Business 2011* and selected comparator economies.

Brunei Darussalam	Brunei Darussalam made starting a business easier by improving efficiency at the company registrar and implementing an electronic system for name searches. Brunei Darussalam reduced the corporate income tax rate from 23.5% to 22% while also introducing a lower tax rate for small businesses, ranging from 5.5% to 11%. The introduction of an electronic customs system in Brunei Darussalam made trading easier.
Cape Verde	Cape Verde made start-up easier by eliminating the need for a municipal inspection before a business begins operations and computerizing the system for delivering the municipal license. Cape Verde eased property registration by switching from fees based on a percentage of the property value to lower fixed rates. Cape Verde abolished the stamp duties on sales and checks.
Ghana	Ghana enhanced access to credit by establishing a centralized collateral registry and by granting an operating license to a private credit bureau that began operations in April 2010.
Grenada	Grenada eased business start-up by transferring responsibility for the commercial registry from the courts to the civil administration. The appointment of a registrar focusing only on property cut the time needed to transfer property in Grenada by almost half. Grenada's customs administration made trading faster by simplifying procedures, reducing inspections, improving staff training and enhancing communication with users.
Guinea	Guinea increased the cost of obtaining a building permit.
Guinea-Bissau	Guinea-Bissau established a specialized commercial court, speeding up the enforcement of contracts.
Hungary	Hungary implemented a time limit for the issuance of building permits. Hungary reduced the property registration fee by 6% of the property value. Hungary simplified taxes and tax bases. Amendments to Hungary's bankruptcy law encourage insolvent companies to consider reaching agreements with creditors out of court so as to avoid bankruptcy.
Kazakhstan	Kazakhstan eased business start-up by reducing the minimum capital requirement to 100 tenge (\$0.70) and eliminating the need to have the memorandum of association and company charter notarized. Kazakhstan made dealing with construction permits easier by implementing a one-stop shop related to technical conditions for utilities. Kazakhstan strengthened investor protections by requiring greater corporate disclosure in company annual reports. Kazakhstan speeded up trade through efforts to modernize customs, including implementation of a risk management system and improvements in customs automation.
Peru	Peru eased business start-up by simplifying the requirements for operating licenses and creating an online one-stop shop for business registration. Peru streamlined construction permitting by implementing administrative reforms. Peru introduced fast-track procedures at the land registry, cutting by half the time needed to register property. Peru made trading easier by implementing a new web-based electronic data interchange system, risk-based inspections and payment deferrals.
Rwanda	Rwanda made dealing with construction permits easier by passing new building regulations at the end of April 2010 and implementing new time limits for the issuance of various permits. Rwanda enhanced access to credit by allowing borrowers the right to inspect their own credit report and mandating that loans of all sizes be reported to the central bank's public credit registry. Rwanda reduced the number of trade documents required and enhanced its joint border management procedures with Uganda and other neighbors, leading to an improvement in the trade logistics environment.
Sierra Leone	Sierra Leone made dealing with construction permits easier by streamlining the issuance of location clearances and building permits. Sierra Leone lifted a moratorium on sales of privately owned properties. Sierra Leone replaced sales and service taxes with a goods and service tax.
Tajikistan	Tajikistan made starting a business easier by creating a one-stop shop that consolidates registration with the state and the tax authority. Tajikistan strengthened investor protections by requiring greater corporate disclosure in the annual report and greater access to corporate information for minority investors. Tajikistan lowered its corporate income tax rate.

Vietnam

Vietnam eased company start-up by creating a one-stop shop that combines the processes for obtaining a business license and tax license and by eliminating the need for a seal for company licensing. Vietnam made dealing with construction permits easier by reducing the cost to register newly completed buildings by 50% and transferring the authority to register buildings from local authorities to the Department of National Resources and Environment. Vietnam improved its credit information system by allowing borrowers to examine their own credit report and correct errors.

Zambia

Zambia eased business start-up by eliminating the minimum capital requirement. Zambia eased trade by implementing a one-stop border post with Zimbabwe, launching web-based submission of customs declarations and introducing scanning machines at border posts. Zambia improved contract enforcement by introducing an electronic case management system in the courts that provides electronic referencing of cases, a database of laws, real-time court reporting and public access to court records.



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