

Doing Business 2009

Country Profile for Sierra Leone

COMPARING REGULATION IN 181 ECONOMIES

© 2008 The International Bank for Reconstruction and Development / The World Bank

1818 H Street NW
Washington, DC 20433
Telephone 202-473-1000

Internet www.worldbank.org

e-mail feedback@worldbank.org

All rights reserved.
1 2 3 4 08 07 06 05

A copublication of the World Bank and the International Finance Corporation.

This volume is a product of the staff of the World Bank Group. The findings, interpretations and conclusions expressed in this volume do not necessarily reflect the views of the Executive Directors of The World Bank or the governments they represent. The World Bank Group does not guarantee the accuracy of the data included in this work.

Rights and Permissions

The material in this publication is copyrighted. Copying and/or transmitting portions or all of this work without permission may be a violation of applicable law. The World Bank Group encourages dissemination of its work and will normally grant permission to reproduce portions of the work promptly.

For permission to photocopy or reprint any part of this work, please send a request with complete information to the Copyright Clearance Center Inc., 222 Rosewood Drive, Danvers, MA 01923, USA; telephone: 978-750-8400; fax: 978-750-4470; Internet: www.copyright.com

All other queries on rights and licenses, including subsidiary rights, should be addressed to the Office of the Publisher, The World Bank
1818 H Street NW
Washington, DC 20433, USA

fax: 202-522-2422
e-mail: pubrights@worldbank.org

Additional copies of *Doing Business 2009*, *Doing Business 2008*, *Doing Business 2007: How to Reform*, *Doing Business in 2006: Creating Jobs*, *Doing Business in 2005: Removing Obstacles to Growth* and *Doing Business in 2004: Understanding Regulations* may be purchased at www.doingbusiness.org

ISBN: 978-0-8213-7609-6
E-ISBN: 978-0-8213-7610-2
DOI: 10.1596/978-0-8213-7609-6

Current features

News on the Doing Business project

www.doingbusiness.org

Rankings

How economies rank-from 1 to 181

www.doingbusiness.org/economyrankings

Reformers

Short summaries of DB2009 reforms, lists of reformers since DB2004 and a ranking simulation tool

www.doingbusiness.org/reformers

Data time series

Customized data sets since DB2004

www.doingbusiness.org/customquery

Methodology and research

The methodologies and research papers underlying Doing Business

www.doingbusiness.org/MethodologySurveys

Blog

Online journal focusing on business regulation reform

<http://blog.doingbusiness.org>

Downloads

Doing Business reports as well as subnational, country and regional reports and case studies

www.doingbusiness.org/downloads

Subnational projects

Differences in business regulations at the subnational level

www.doingbusiness.org/subnational

Law library

Online collection of business laws and regulations

www.doingbusiness.org/lawlibrary

Local partners

More than 6,700 specialists in 181 economies who participate

www.doingbusiness.org/LocalPartners

Reformers' Club

Celebrating the top 10 Doing Business reformers

www.reformersclub.org

Business Planet

Interactive map on the ease of doing business

<http://www.doingbusiness.org/map>

Contents

Introduction and Aggregate Rankings	1
Starting a Business	5
Dealing with Construction Permits	10
Employing Workers	16
Registering Property	20
Getting Credit	25
Protecting Investors	29
Paying Taxes	33
Trading across Borders	37
Enforcing Contracts	41
Closing a Business	45
DB2009 Reforms	49



Introduction

Doing Business 2009 is the sixth 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 181 economies, from Afghanistan to Zimbabwe, over time.

A set of regulations affecting 10 stages of a business's life are measured : starting a business, dealing with construction permits, employing workers, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts and closing a business. Data in Doing Business 2009 are current as of June 1, 2008*. 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 181 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, 19 in the Middle East and North Africa and 8 in South Asia, as well as 27 OECD high-income economies as benchmarks.

The following pages present the summary Doing Business indicators for Sierra Leone. The data used for this country 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.

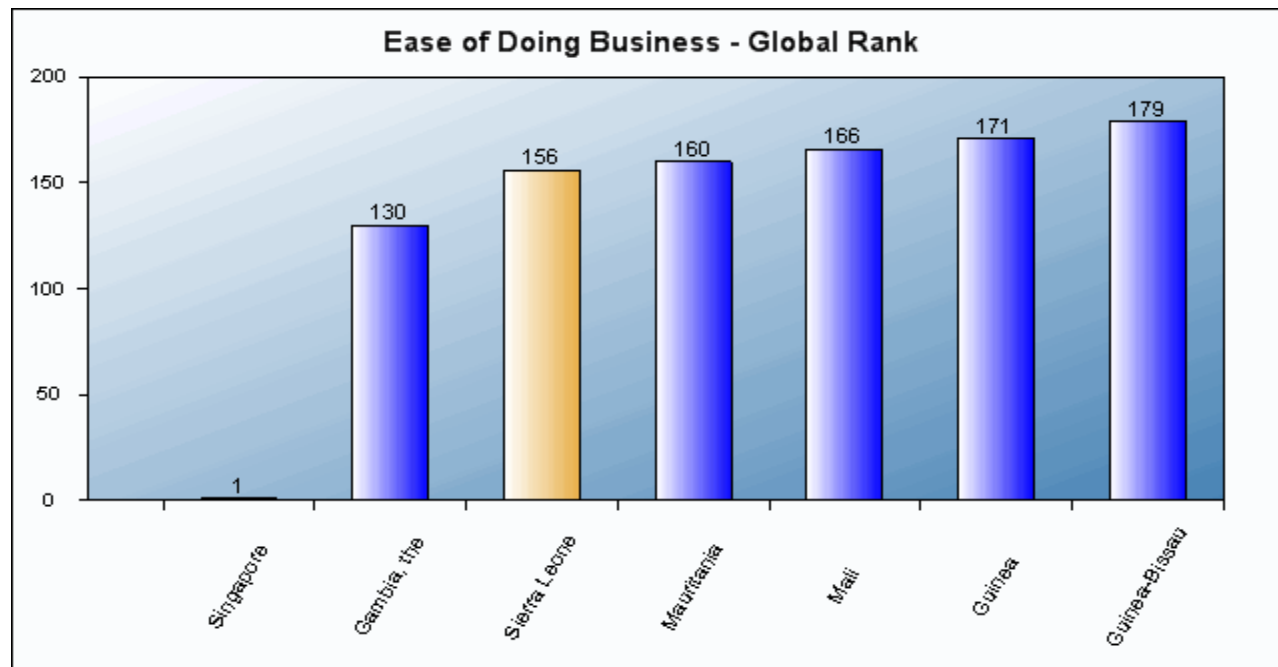
More information is available in the full report. Doing Business 2009 presents the indicators, analyzes their relationship with economic outcomes and recommends reforms. The data, along with information on ordering the report, are available on the Doing Business website (www.doingbusiness.org).

* Except for the Paying Taxes indicator that refers to the period January to December of 2007.

Economy Rankings - Ease of Doing Business

Sierra Leone is ranked 156 out of 181 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 2009

Rank	Doing Business 2009
Ease of Doing Business	156
Starting a Business	53
Dealing with Construction Permits	169
Employing Workers	173
Registering Property	163
Getting Credit	145
Protecting Investors	53
Paying Taxes	160
Trading Across Borders	132
Enforcing Contracts	141
Closing a Business	145

Summary of Indicators - Sierra Leone

Starting a Business	Procedures (number)	7
	Duration (days)	17
	Cost (% GNI per capita)	56.2
	Paid in Min. Capital (% of GNI per capita)	0.0
Dealing with Construction Permits	Procedures (number)	25
	Duration (days)	283
	Cost (% of income per capita)	452.2
Employing Workers	Difficulty of Hiring Index	44
	Rigidity of Hours Index	60
	Difficulty of Firing Index	50
	Rigidity of Employment Index	51
	Firing costs (weeks of salary)	189
Registering Property	Procedures (number)	7
	Duration (days)	86
	Cost (% of property value)	12.9
Getting Credit	Legal Rights Index	4
	Credit Information Index	0
	Public registry coverage (% adults)	0.0
	Private bureau coverage (% adults)	0.0
Protecting Investors	Disclosure Index	3

Protecting Investors	Director Liability Index	6
	Shareholder Suits Index	8
	Investor Protection Index	5.7
Paying Taxes	Payments (number)	28
	Time (hours)	399
	Profit tax (%)	0.0
	Labor tax and contributions (%)	11.3
	Other taxes (%)	222.2
	Total tax rate (% profit)	233.5
Trading Across Borders	Documents for export (number)	7
	Time for export (days)	29
	Cost to export (US\$ per container)	1450
	Documents for import (number)	7
	Time for import (days)	34
	Cost to import (US\$ per container)	1535
Enforcing Contracts	Procedures (number)	40
	Duration (days)	515
	Cost (% of claim)	149.5
Closing a Business	Time (years)	2.6
	Cost (% of estate)	42
	Recovery rate (cents on the dollar)	8.5



Starting a Business

When entrepreneurs draw up a business plan and try to get under way, the first hurdles they face are the procedures required to incorporate and register the new firm before they can legally operate. Economies differ greatly in how they regulate the entry of new businesses. In some the process is straightforward and affordable. In others the procedures are so burdensome that entrepreneurs may have to bribe officials to speed the process or may decide to run their business informally.

The data on starting a business is based on a survey and research investigating the procedures that a standard small to medium-size company needs to complete to start operations legally. These include obtaining all necessary permits and licenses and completing all required inscriptions, verifications and notifications with authorities to enable the company to formally operate. The time and cost required to complete each procedure under normal circumstances are calculated, as well as the minimum capital that must be paid in. It is assumed that all information is readily available to the entrepreneur, that there has been no prior contact with officials and that all government and nongovernment entities involved in the process function without corruption.

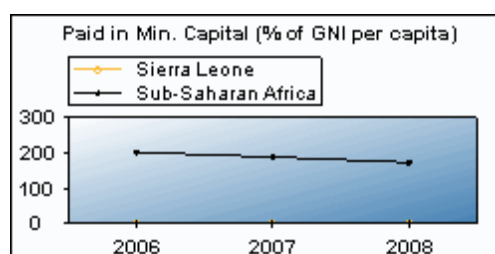
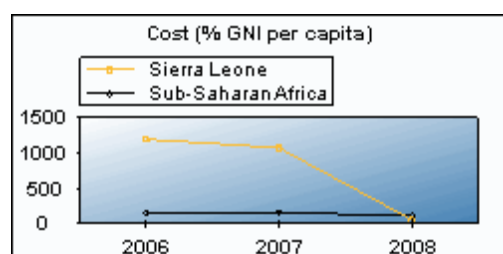
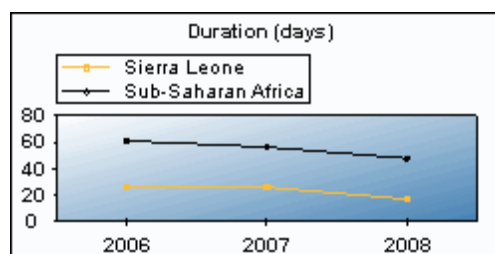
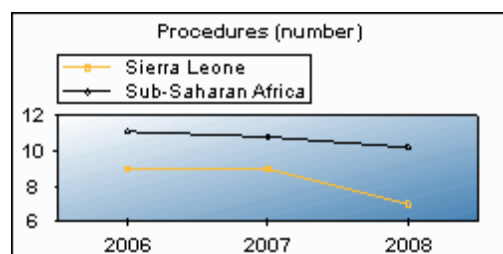
To make the data comparable across economies, detailed assumptions about the type of business are used. Among these assumptions are the following: the business is a limited liability company conducting general commercial activities in the largest business city; it is 100% domestically owned, with a start-up capital of 10 times income per capita, a turnover of at least 100 times income per capita and between 10 and 50 employees; and it does not qualify for any special benefits, nor does it own real estate. Procedures are recorded only where interaction is required with an external party. It is assumed that the founders complete all procedures themselves unless professional services (such as by a notary or lawyer) are required by law. Voluntary procedures are not counted, nor are industry-specific requirements and utility hook-ups. Lawful shortcuts are counted.

Cumbersome entry procedures are associated with more corruption, particularly in developing economies. Each procedure is a point of contact, a potential opportunity to extract a bribe. Analysis shows that burdensome entry regulations do not increase the quality of products, make work safer or reduce pollution. Instead, they constrain private investment; push more people into the informal economy; increase consumer prices and fuel corruption.

1. Historical data: Starting a Business in Sierra Leone

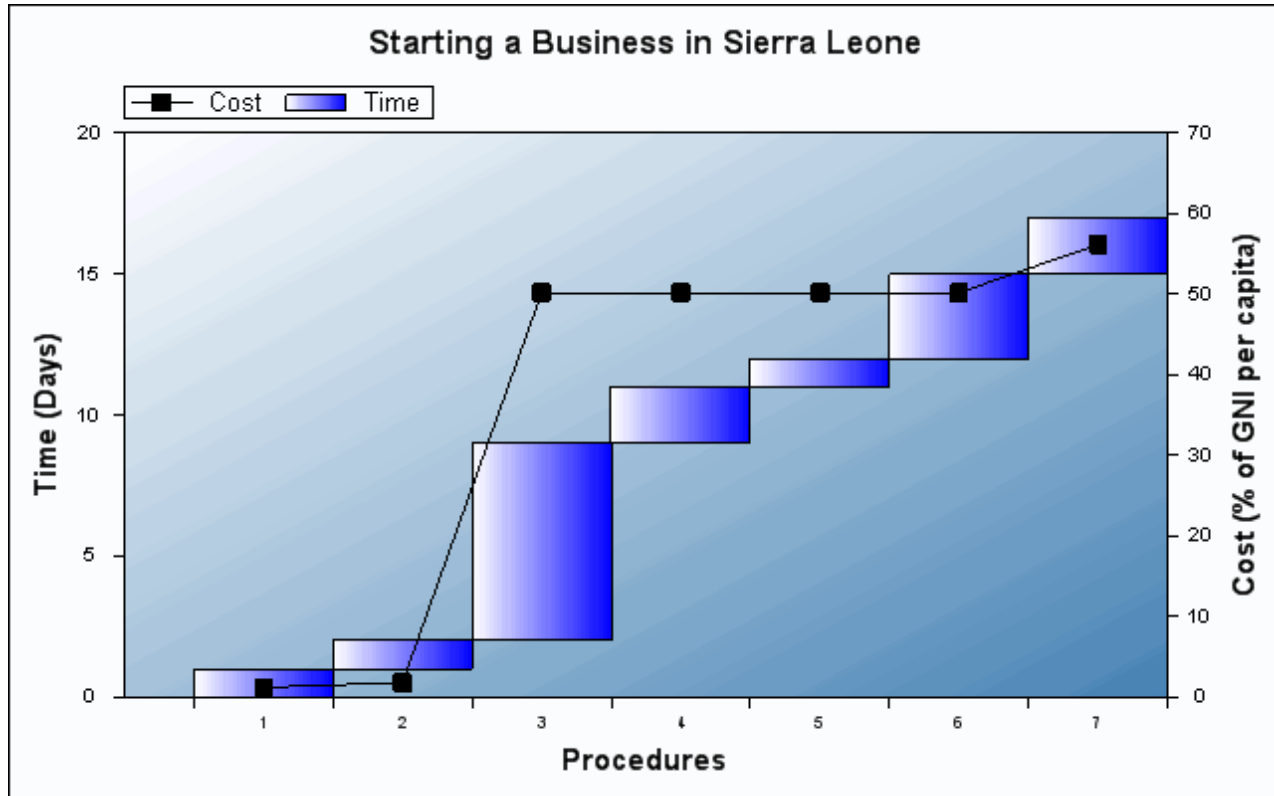
Starting a Business data	Doing Business 2007	Doing Business 2008	Doing Business 2009
Rank		94	53
Procedures (number)	9	9	7
Duration (days)	26	26	17
Cost (% GNI per capita)	1194.5	1075.2	56.2
Paid in Min. Capital (% of GNI per capita)	0.0	0.0	0.0

2. The following graphs illustrates the Starting a Business indicators in Sierra Leone over the past 3 years:



3. Steps to Starting a Business in Sierra Leone

It requires 7 procedures, takes 17 days, and costs 56.19 % GNI per capita to start a business in Sierra Leone.



List of Procedures:

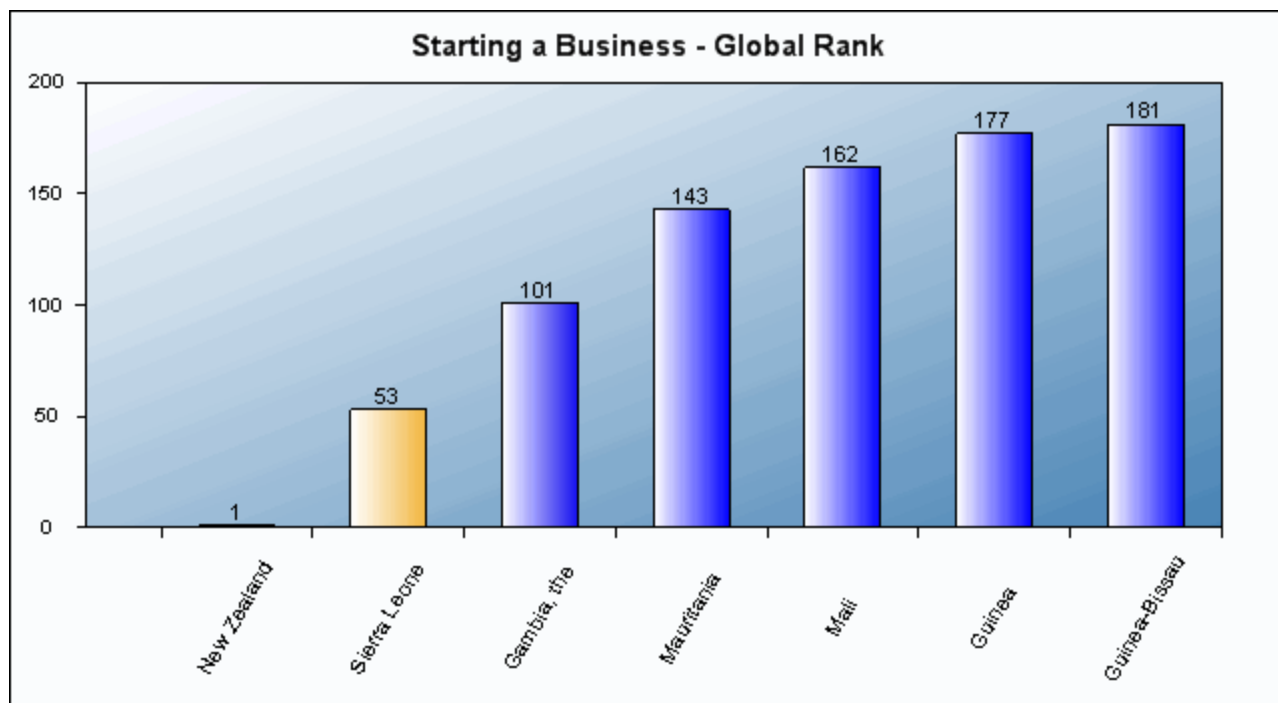
1. Check the uniqueness of the company name and pick up a company registration form
2. Obtain Tax clearance with the National Revenue Authority
3. Registration with the Registrar of Companies at the Registrar General of Sierra Leone
4. Request a Business license with the Municipality of Freetown
5. Notification of the Ministry of Labor
6. Registration with social security
7. Make a company seal

More detail is included in the appendix.

4. Benchmarking Starting a Business Regulations:

Sierra Leone is ranked 53 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)	Duration (days)	Cost (% GNI per capita)	Paid in Min. Capital (% of GNI per capita)
Denmark			0.0	
New Zealand*	1	1		0.0

<i>Selected Economy</i>				
Sierra Leone	7	17	56.2	0.0

<i>Comparator Economies</i>				
Gambia, the	8	27	254.9	0.0
Guinea	13	41	135.7	476.9
Guinea-Bissau	17	233	257.7	1015.0
Mali	11	26	121.5	390.4
Mauritania	9	19	33.9	422.6

* The following economies are also good practice economies for :

Procedures (number): **Canada**

Dealing with Construction Permits

Once entrepreneurs have registered a business, what regulations do they face in operating it? To measure such regulation, Doing Business focuses on the construction sector. Construction companies are under constant pressure; from government to comply with inspections and with licensing and safety regulations and from customers to be quick and cost-effective. These conflicting pressures point to the tradeoff in building regulation; the tradeoff between protecting people (construction workers, tenants, passersby) and keeping the cost of building affordable. Striking the right balance is a challenge when it comes to construction regulations. Good regulations ensure safety standards that protect the public while making the permitting process efficient, transparent and affordable for both building authorities and the private professionals who use it. If procedures are overly complicated or costly, builders build without a permit, leading to hazardous construction.

The indicators on dealing with construction permits record all procedures officially required for an entrepreneur in the construction industry to build a warehouse. These include submitting project documents (building plans, site maps) to the authorities, obtaining all necessary licenses and permits, completing all required notifications and receiving all necessary inspections. They also include procedures for obtaining utility connections, such as electricity, telephone, water and sewerage. The time and cost to complete each procedure under normal circumstances are calculated. All official fees associated with legally completing the procedures are included (bribes not included). Time is recorded in calendar days. The survey assumes that the entrepreneur is aware of all existing regulations and does not use an intermediary to complete the procedures unless required to do so by law. To make the data comparable across economies, several assumptions about the business and its operations are used. The business is a small to medium-size limited liability company, located in the most populous city, domestically owned and operated, in the construction business, with 60 qualified employees. The warehouse to be built:

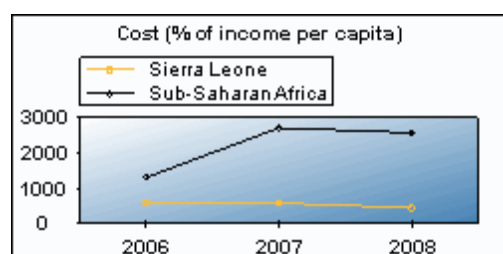
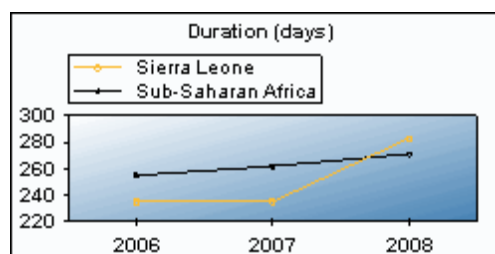
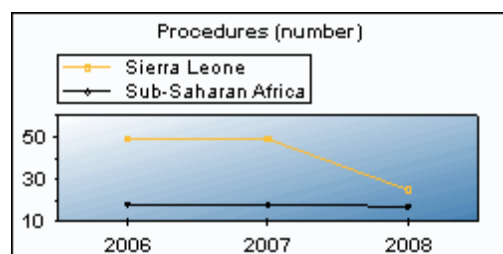
- Is a new construction (there was no previous construction on the land).
- Has 2 stories, both above ground, with a total surface of approximately 1,300.6 square meters (14,000 square feet). Each floor is 3 meters (9 feet, 10 inches) high
- Has complete architectural and technical plans prepared by a licensed architect.
- Will be connected to electricity, water, sewerage (sewage system, septic tank or their equivalent) and one land phone line. The connection to each utility network will be 32 feet, 10 inches (10 meters) long.
- Will be used for general storage, such as of books or stationery. The warehouse will not be used for any goods requiring special conditions, such as food, chemicals or pharmaceuticals.
- Will take 30 weeks to construct (excluding all delays due to administrative and regulatory requirements).

Where the regulatory burden is large, entrepreneurs move their activity into the informal economy. There they operate with less concern for safety, leaving everyone worse off.

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

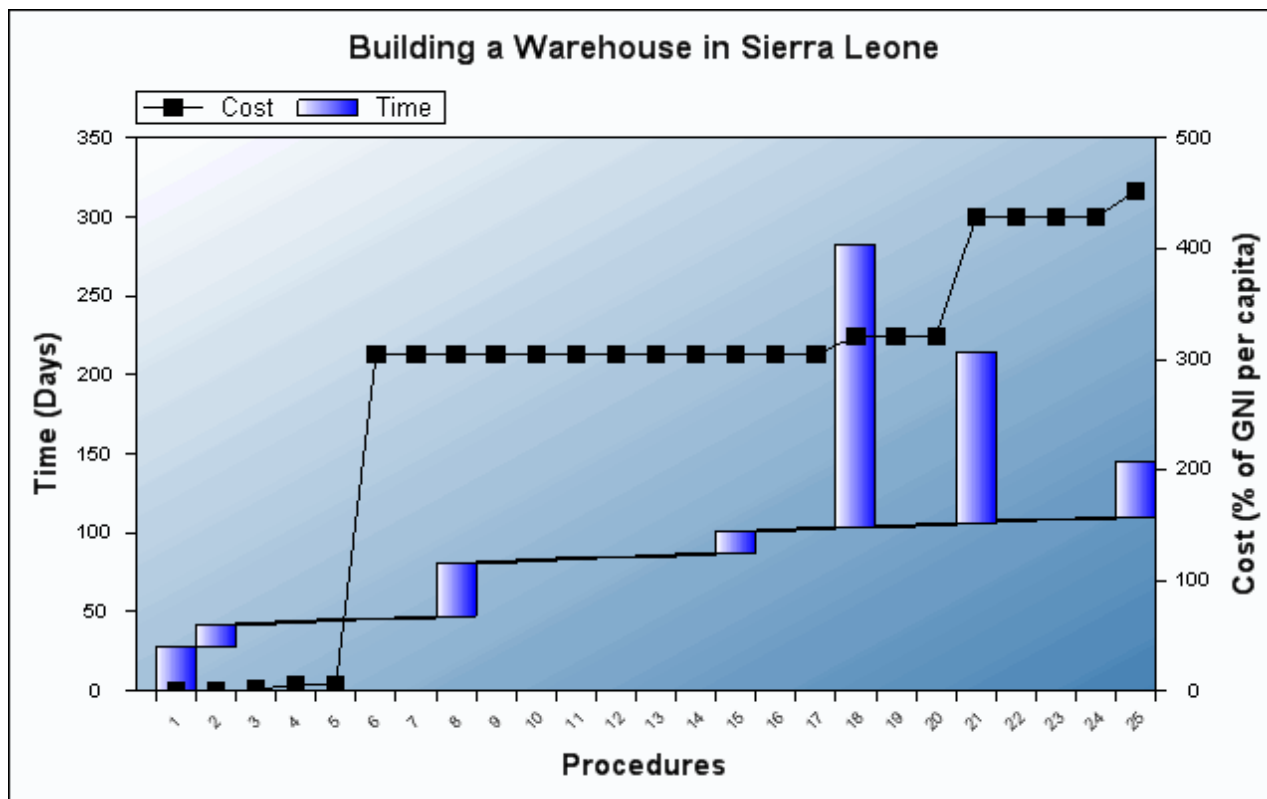
Dealing with Construction Permits data	Doing Business 2007	Doing Business 2008	Doing Business 2009
Rank		171	169
Procedures (number)	49	49	25
Duration (days)	235	235	283
Cost (% of income per capita)	602.0	581.4	452.2

2. The following graphs illustrates the Dealing with Construction Permits indicators in Sierra Leone over the past 3 years:



3. Steps to Building a Warehouse in Sierra Leone

It requires 25 procedures, takes 283 days, and costs 452.25 % GNI per capita to build a warehouse in Sierra Leone.



List of Procedures:

1. Request and obtain location clearance from the Ministry of Lands, Housing, Country Planning, and the Environment (from the relevant ward unit of the ministry)
2. Request and obtain a set of design conditions (guidelines) for construction from the Ministry of Lands, Housing, Country Planning, and the Environment
3. Conduct a property search at the Registry's Office and check for encumbrances
4. Request and obtain a certified copy of the land tax payment
5. Request a Building Permit from the Ministry of Lands, Housing, Country Planning, and the Environment
6. Pay at the National Revenue Authority (NRA)
7. Receive pre-approval inspections
8. Obtain Building Permit from the Ministry of Lands, Housing, Country Planning, and the Environment
9. Receive inspection from municipal ward inspectors before concrete is poured (1)
10. Receive inspection from municipal ward inspectors before the beam, reinforcements and steps (2)
11. Receive inspection from municipal ward inspectors before floor and laps works (3)
12. Receive inspection from municipal ward inspectors before the pre-roof works (4)
13. Receive inspection from municipal ward inspectors after roof works are completed (5)
14. Request and receive final inspection from the Ministry of Lands, Housing, Country Planning, and the Environment
15. Obtain approval upon completion of project from the Ministry of Lands, Housing, Country Planning, and the Environment

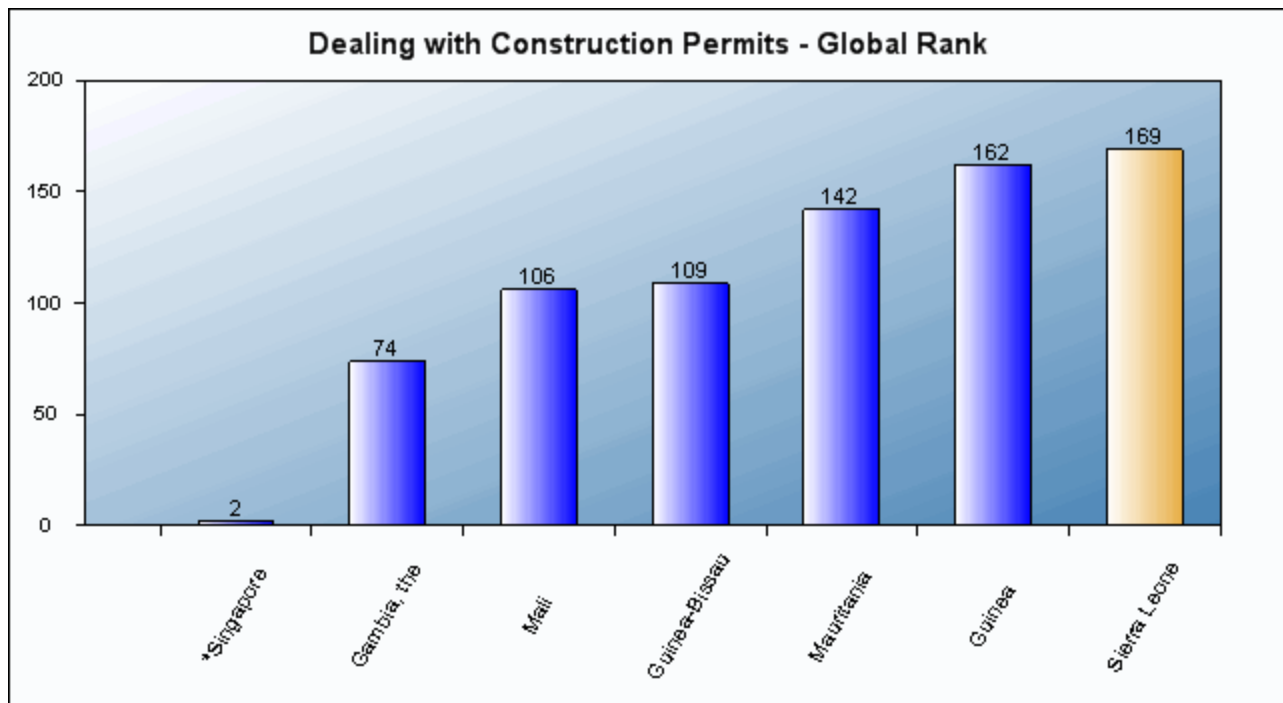
16. Request telephone line
17. Receive inspection from telecommunications company
18. Pay and connect to telephone
19. Request connection to water
20. Receive inspection from water authorities
21. Pay and connect to water
22. Request connection to electricity
23. Receive inspection from electricity authority and cost estimates preparation
24. Receive materials inspection before installation
25. Installation and connect to electricity

More detail is included in the appendix.

4. Benchmarking Dealing with Construction Permits Regulations:

Sierra Leone is ranked 169 overall for Dealing with Construction Permits.

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



** The following economies are also good practice economies for Building a Warehouse: Belize, New Zealand, St. Vincent and the Grenadines*

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

Good Practice Economies	Procedures (number)	Duration (days)	Cost (% of income per capita)
Denmark	6		
Korea		34	
Malaysia*			7.9

<i>Selected Economy</i>			
Sierra Leone	25	283	452.2

<i>Comparator Economies</i>			
Gambia, the	17	146	394.0
Guinea	32	255	243.0
Guinea-Bissau	15	167	2628.8
Mali	14	208	1186.4
Mauritania	25	201	475.0

* The following economies are also good practice economies for :

Cost (% of income per capita): Brunei, Palau, Qatar, St. Kitts and Nevis, Trinidad and Tobago, United Arab Emirates



Employing Workers

Economies worldwide have established a system of laws and institutions intended to protect workers and guarantee a minimum standard of living for its population. This system generally encompasses four bodies of law: employment, industrial relations, social security and occupational health and safety laws. Doing Business examines government regulation in the area of employment.

Two measures are presented: a rigidity of employment index and a firing cost measure. The rigidity of employment index is the average of three subindices: difficulty of hiring, rigidity of hours and difficulty of firing. Each index takes values between 0 and 100, with higher values indicating more rigid regulation. The difficulty of hiring index measures the flexibility of contracts and the ratio of the minimum wage to the value added per worker. The rigidity of hours index covers restrictions on weekend and night work, requirements relating to working time and the workweek, and mandated days of annual leave with pay. The difficulty of firing index covers workers' legal protections against dismissal, including the grounds permitted for dismissal and procedures for dismissal (individual and collective): notification and approval requirements, retraining or reassignment obligations and priority rules for dismissals and reemployment.

The firing cost indicator measures the cost of advance notice requirements, severance payments and penalties due when terminating a redundant worker, expressed in weeks of salary.

To make the data comparable across economies, a range of assumptions about the worker and the company are used. The company is assumed to be a limited liability manufacturing corporation that operates in the economy's most populous city, is 100% domestically owned and has 201 employees. The company is also assumed to be subject to collective bargaining agreements in economies where such agreements cover more than half the manufacturing sector and apply even to firms not party to them.

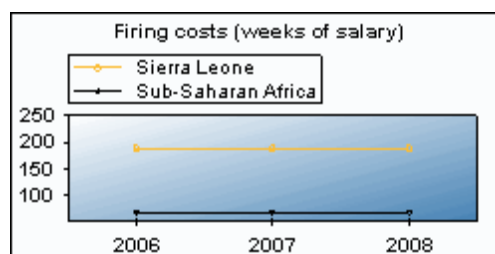
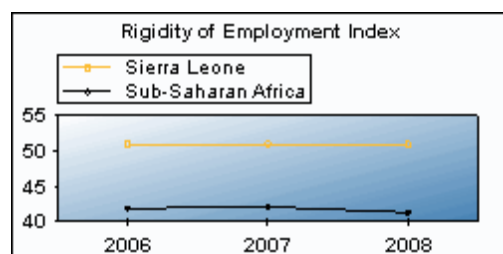
Employment regulations are needed to allow efficient contracting between employers and workers and to protect workers from discriminatory or unfair treatment by employers. In its indicators on employing workers, Doing Business measures flexibility in the regulation of hiring, working hours and dismissal in a manner consistent with the conventions of the International Labour Organization (ILO). An economy can have the most flexible labor regulations as measured by Doing Business while ratifying and complying with all conventions directly relevant to the factors measured by Doing Business and with the ILO core labor standards. No economy can achieve a better score by failing to comply with these conventions.

Governments all over the world face the challenge of finding the right balance between worker protection and labor market flexibility. But in developing countries especially, regulators often err to one extreme, pushing employers and workers into the informal sector. Analysis across economies shows that while employment regulation generally increases the tenure and wages of incumbent workers, overly rigid regulations may have undesirable side effects. These include less job creation, smaller company size, less investment in research and development, and longer spells of unemployment and thus the obsolescence of skills, all of which may reduce productivity growth. When economies err on the side of excessive rigidity, it is to the detriment of businesses and workers alike.

1. Historical data: Employing Workers in Sierra Leone

Employing Workers data	Doing Business 2007	Doing Business 2008	Doing Business 2009
Rank		173	173
Rigidity of Employment Index	51	51	51
Firing costs (weeks of salary)	189	189	189

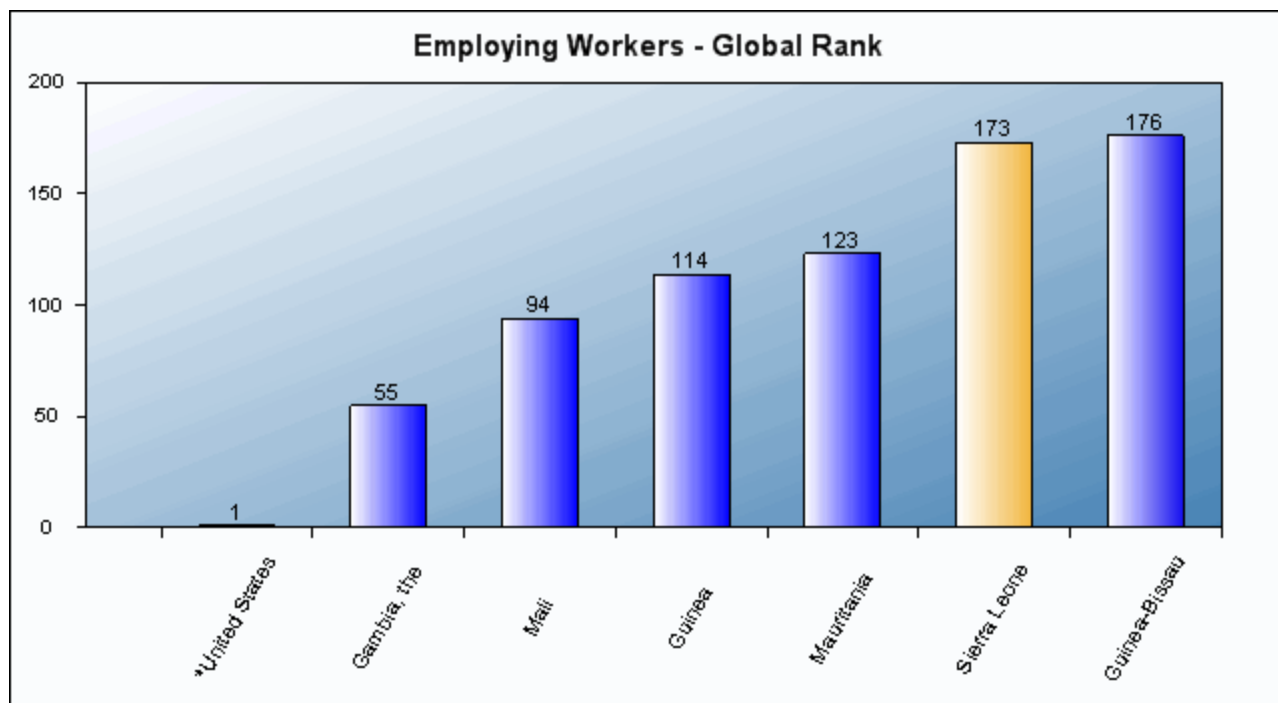
2. The following graphs illustrates the Employing Workers indicators in Sierra Leone over the past 3 years:



3. Benchmarking Employing Workers Regulations:

Sierra Leone is ranked 173 overall for Employing Workers.

Ranking of Sierra Leone in Employing Workers - Compared to good practice and selected economies:



* The following economies are also good practice economies for Employing Workers: Marshall Islands, Singapore

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

Good Practice Economies	Rigidity of Employment Index	Firing costs (weeks of salary)
Hong Kong, China*	0	
New Zealand*		0

<i>Selected Economy</i>		
Sierra Leone	51	189

<i>Comparator Economies</i>		
Gambia, the	27	26
Guinea	44	26
Guinea-Bissau	66	87
Mali	38	31
Mauritania	45	31

* The following economies are also good practice economies for :

Rigidity of Employment Index: Maldives, Marshall Islands, Singapore, United States

Firing costs (weeks of salary): Afghanistan, Denmark, Iraq, Marshall Islands, Micronesia, Palau, Puerto Rico, Tonga, United States



Registering Property

Formal property titles help promote the transfer of land, encourage investment and give entrepreneurs access to formal credit markets. But a large share of property in developing economies is not formally registered. Informal titles cannot be used as security in obtaining loans, which limits financing opportunities for businesses. Many governments have recognized this and started extensive property titling programs. But bringing assets into the formal sector is only part of the story. The more difficult and costly it is to formally transfer property, the greater the chances that formalized titles will quickly become informal again. Eliminating unnecessary obstacles to registering and transferring property is therefore important for economic development.

Doing Business records the full sequence of procedures necessary for a business (buyer) to purchase a property from another business (seller) and to transfer the property title to the buyer's name. The property of land and building will be transferred in its entirety. The transaction is considered complete when the buyer can use the property as collateral for a bank loan.

Local property lawyers and officials in property registries provide information on required procedures as well as the time and cost to complete each one. For most economies the data are based on responses from both. Based on the responses, three indicators are constructed.

- Number of procedures to register property.
- Time to register property (in calendar days).
- Official costs to register property (as a percentage of the property value).

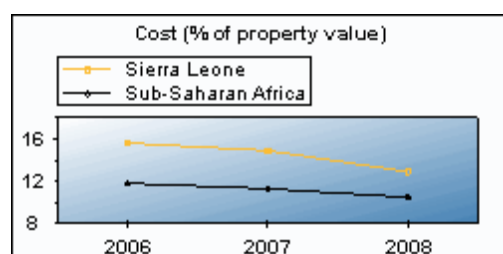
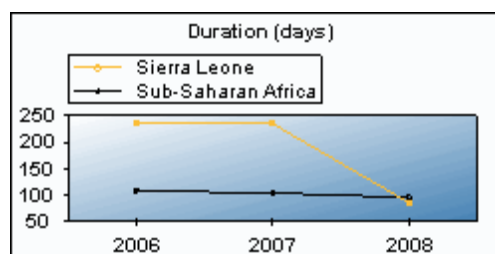
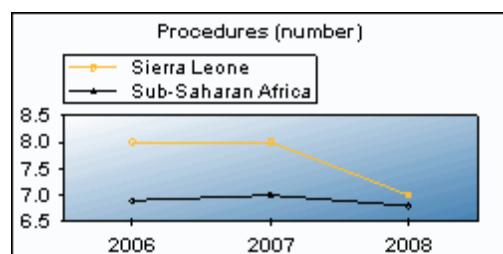
Many titling programs in Africa were futile because people bought and sold property informally, neglecting to update the title records in the property registry. Why? Doing Business shows that completing a simple formal property transfer in the largest business city of an African economy cost 10% of the value of the property and takes on average 90 days. Worse, the property registries are so poorly organized that they provide little security of ownership.

Efficient property registration reduces transaction costs and helps to formalize property titles. Simple procedures to register property are also associated with greater perceived security of property rights and less corruption. That benefits all entrepreneurs, especially women, the young and the poor. The rich have few problems protecting their property rights. They can afford to invest in security systems and other measures to defend their property. But small entrepreneurs cannot. Reform can change this. Twenty-four economies made it easier to register property in 2007/08. The most popular reform: lowering the cost of registration by reducing the property transfer tax, registration fees or stamp duty.

1. Historical data: Registering Property in Sierra Leone

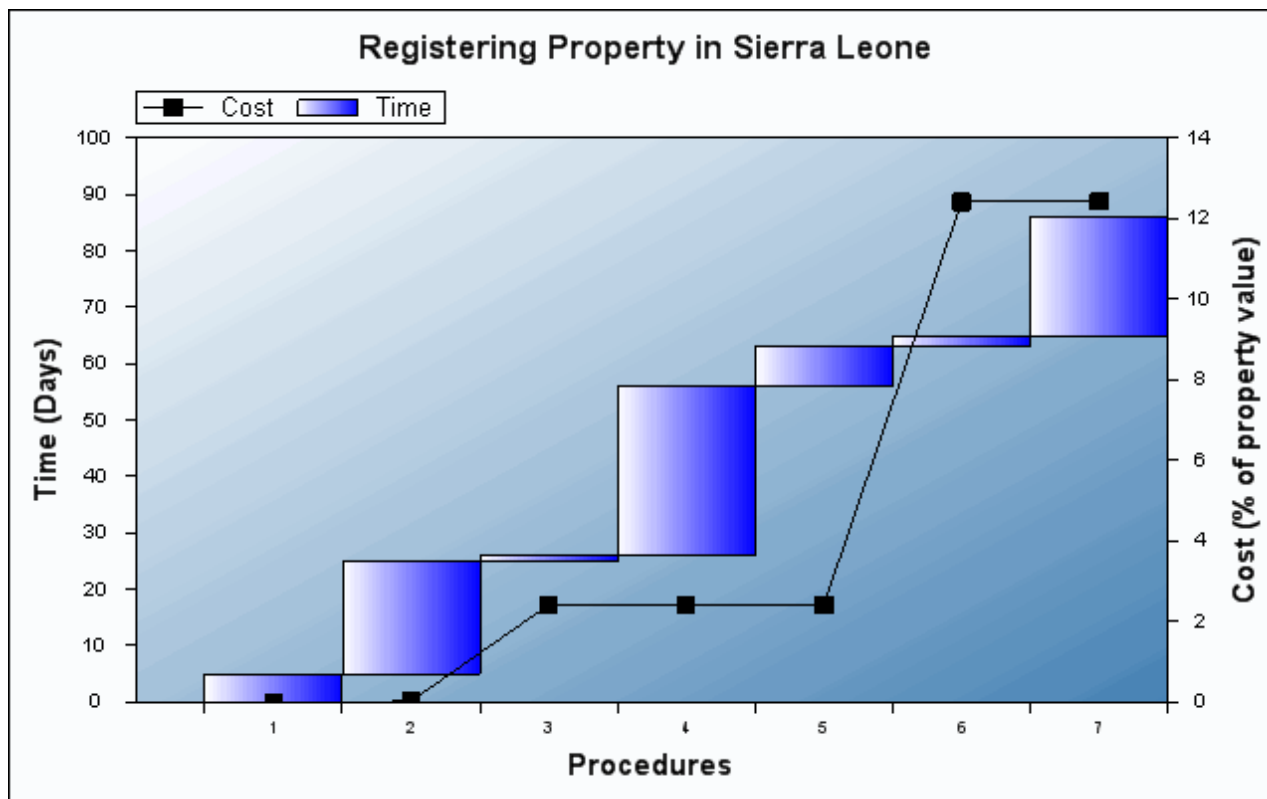
Registering Property data	Doing Business 2007	Doing Business 2008	Doing Business 2009
Rank		175	163
Procedures (number)	8	8	7
Duration (days)	235	235	86
Cost (% of property value)	15.6	14.9	12.9

2. The following graphs illustrates the Registering Property indicators in Sierra Leone over the past 3 years:



3. Steps to Registering Property in Sierra Leone

It requires 7 procedures, takes 86 days, and costs 12.90 % of property value to register the property in Sierra Leone.



List of Procedures:

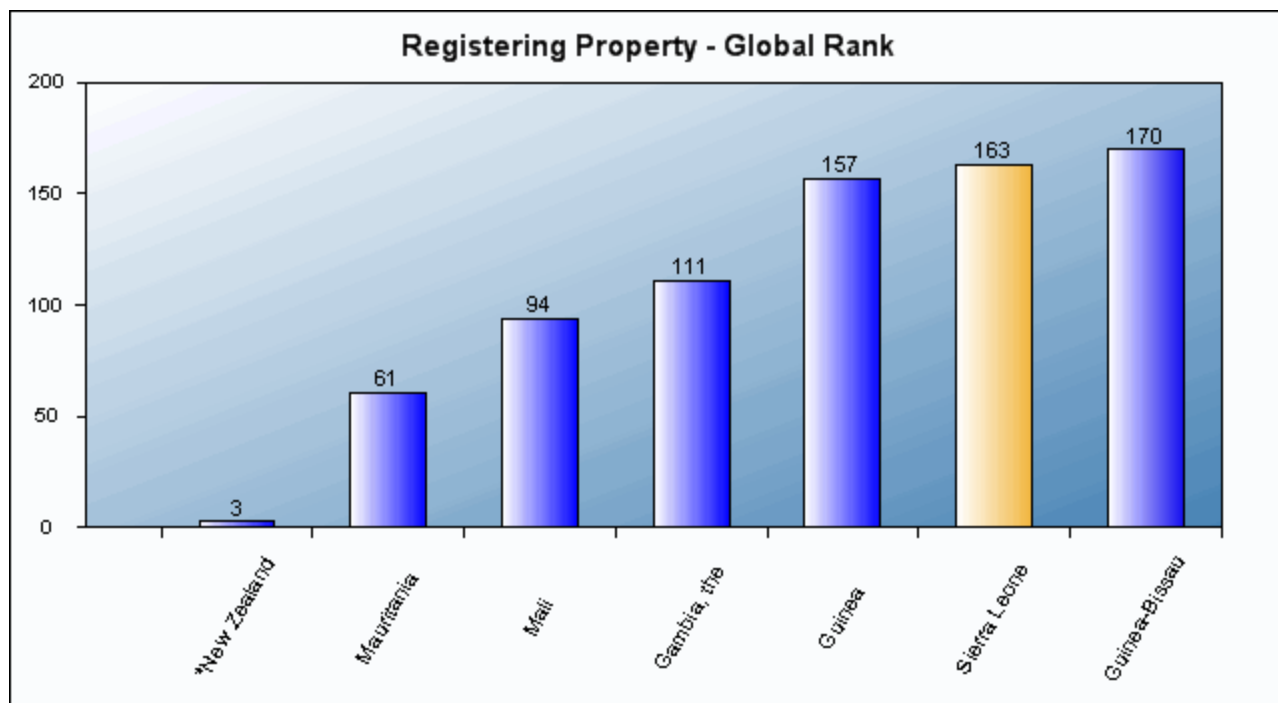
1. The buyer verifies the seller's title to the property at the Property Registry
2. A licensed surveyor visits the property and prepares the survey plan
3. The buyer files for a survey plan of the property at the Ministry of Land and Housing
4. The buyer returns to the Ministry of Land and Housing and obtains the signed survey plan of the property
5. Preparation and execution of the sale purchase agreement by a hired lawyer
6. Obtain a tax clearance certificate from the National Revenue Authority
7. Registration of the transfer of title by the Registrar General

More detail is included in the appendix.

4. Benchmarking Registering Property Regulations:

Sierra Leone is ranked 163 overall for Registering Property.

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



* The following economies are also good practice economies for Registering Property: Georgia, Saudi Arabia

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

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

<i>Selected Economy</i>			
Sierra Leone	7	86	12.9

<i>Comparator Economies</i>			
Gambia, the	5	371	4.6
Guinea	6	104	13.9
Guinea-Bissau	9	211	5.4
Mali	5	29	20.3
Mauritania	4	49	5.2

* The following economies are also good practice economies for :

Procedures (number): Sweden

Duration (days): Saudi Arabia, Sweden, Thailand



Getting Credit

Firms consistently rate access to credit as among the greatest barriers to their operation and growth. Doing Business constructs two sets of indicators of how well credit markets function: one on credit registries and the other on legal rights of borrowers and lenders. Credit registries, institutions that collect and distribute credit information on borrowers, can greatly expand access to credit. By sharing credit information, they help lenders assess risk and allocate credit more efficiently. And they free entrepreneurs from having to rely on personal connections alone when trying to obtain credit. Three indicators are constructed to measure the sharing of credit information:

- Depth of credit information index, which measures the extent to which the rules of a credit information system facilitate lending based on the scope of information distributed, the ease of access to information and the quality of information.
- Public registry coverage, which reports the number of individuals and firms covered by a public credit registry as a percentage of the adult population.
- Private bureau coverage, which reports the number of individuals and firms, covered by a private credit bureau as a percentage of the adult population.

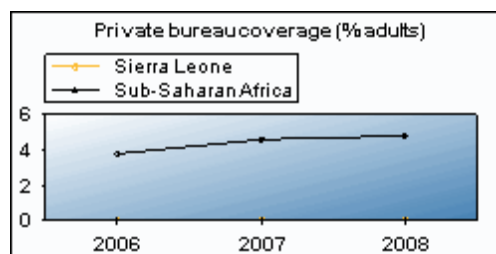
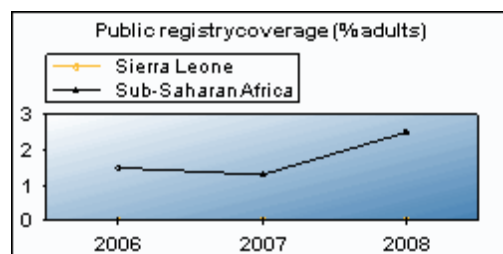
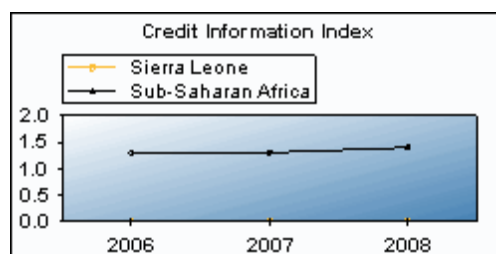
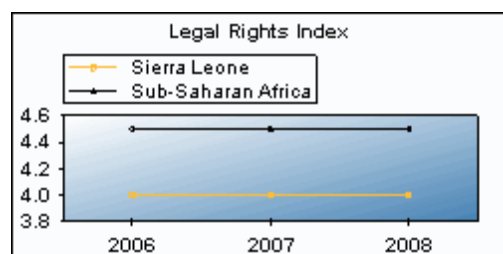
The strength of legal rights index measures the degree to which collateral and bankruptcy laws protect the rights of borrowers and lenders and thus facilitate lending. This year, three main changes were made; first, a standardized case scenario with specific assumptions was introduced to bring this indicator into line with other Doing Business indicators. Second, the indicator now focuses not on tangible movable collateral, such as equipment, but on revolving movable collateral, such as accounts receivable and inventory. Third, the indicator no longer considers whether management remains in place during a reorganization procedure, better accommodating economies that adopt reorganization procedures. The strength of legal rights index includes 8 aspects related to legal rights in collateral law and 2 aspects in bankruptcy law:

- Any business may use movable assets as collateral while keeping possession of the assets, and any financial institution may accept such assets as collateral.
- The law allows a business to grant a non possessory security right in a single category of revolving movable assets, without requiring a specific description of the secured assets.
- The law allows a business to grant a non possessory security right in substantially all of its assets, without requiring a specific description of the secured assets.
- A security right may extend to future or after-acquired assets and may extend automatically to the products, proceeds or replacements of the original assets.
- General description of debts and obligations is permitted in collateral agreements and in registration documents, so that all types of obligations and debts can be secured by stating a maximum rather than a specific amount between the parties.
- A collateral registry is in operation that is unified geographically and by asset type and that is indexed by the name of the grantor of a security right.
- Secured creditors are paid first when a debtor defaults outside an insolvency procedure or when a business is liquidated.
- Secured creditors are not subject to an automatic stay or moratorium on enforcement procedures when a debtor enters a court-supervised reorganization procedure.
- The law allows parties to agree in a collateral agreement that the lender may enforce its security right out of court.

1. Historical data: Getting Credit in Sierra Leone

Getting Credit data	Doing Business 2007	Doing Business 2008	Doing Business 2009
Rank		141	145
Legal Rights Index	4	4	4
Credit Information Index	0	0	0
Public registry coverage (% adults)	0.0	0.0	0.0
Private bureau coverage (% adults)	0.0	0.0	0.0

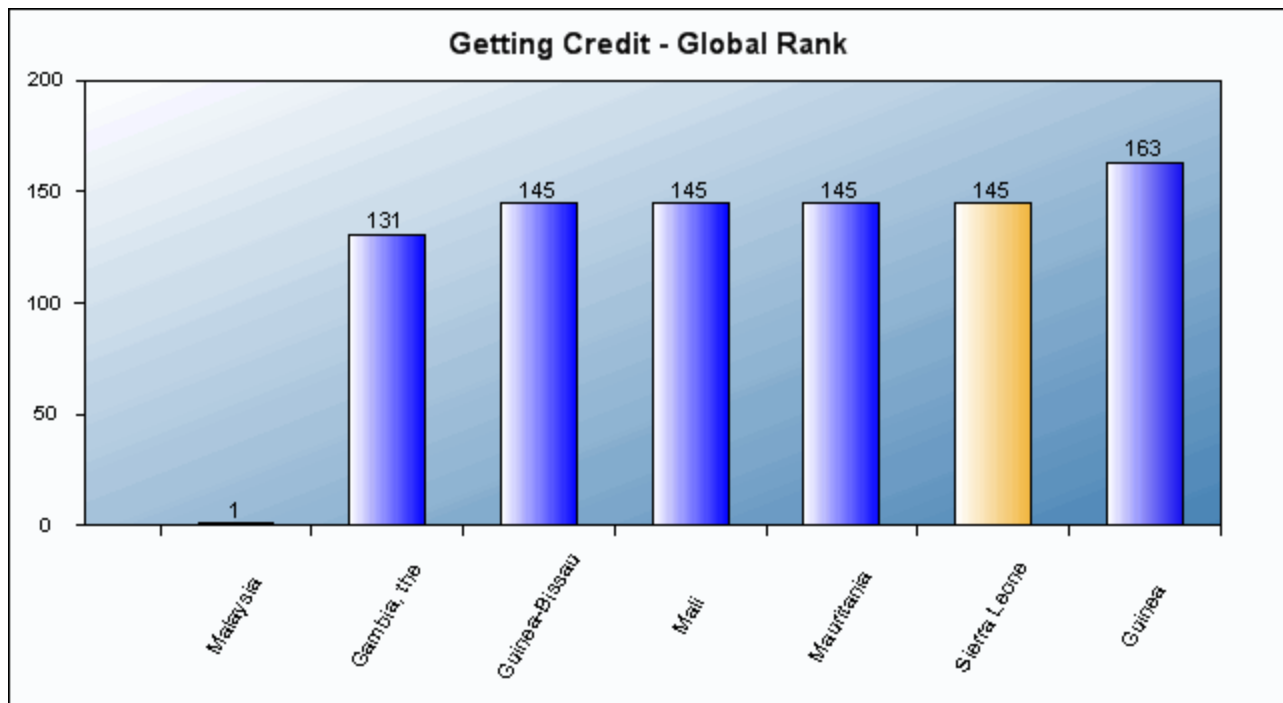
2. The following graphs illustrates the Getting Credit indicators in Sierra Leone over the past 3 years:



3. Benchmarking Getting Credit Regulations:

Sierra Leone is ranked 145 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	Legal Rights Index	Credit Information Index	Public registry coverage (% adults)	Private bureau coverage (% adults)
Malaysia*	10			
New Zealand*				100.0
Portugal			76.4	
United Kingdom		6		

<i>Selected Economy</i>				
Sierra Leone	4	0	0.0	0.0

<i>Comparator Economies</i>				
Gambia, the	5	0	0.0	0.0
Guinea	3	0	0.0	0.0
Guinea-Bissau	3	1	1.0	0.0
Mali	3	1	4.1	0.0
Mauritania	3	1	0.2	0.0

* The following economies are also good practice economies for :

Legal Rights Index: Hong Kong, China, Kenya, Singapore

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

24 countries have the highest credit information index.

Protecting Investors

Companies grow by raising capital, either through a bank loan or by attracting equity investors. Selling shares allows companies to expand without the need to provide collateral and repay bank loans. But investors worry about their money, and look for laws that protect them. A study finds that the presence of legal and regulatory protections for investors explains up to 73% of the decision to invest. In contrast, company characteristics explain only between 4% and 22%*. Good protections for minority shareholders are associated with larger and more active stock markets. Thus both governments and businesses have an interest in reforms strengthening investor protections. To document some of the protections investors have, Doing Business measures how economies regulate a standard case of self-dealing, use of corporate assets for personal gain.

The case facts are straightforward. Mr. James, a director and the majority shareholder of a public company, proposes that the company purchase used trucks from another company he owns. The price is higher than the going price for used trucks. 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. Several questions arise. Who approves the transaction? What information must be disclosed? What company documents can investors access? What do minority shareholders have to prove to get the transaction stopped or to receive compensation from Mr. James? Three indices of investor protection are constructed based on the answers to these and other questions. All indices range from 0 to 10, with higher values indicating more protections or greater disclosure.

- The extent of disclosure index covers approval procedures, requirements for immediate disclosure to the public and shareholders of proposed transactions, requirements for disclosure in periodic filings and reports and the availability of external review of transactions before they take place.
- The extent of director liability index covers the ability of investors to hold Mr. James and the board of directors liable for damages, the ability to rescind the transaction, the availability of fines and jail time associated with self-dealing, the availability of direct or derivative suits and the ability to require Mr. James to pay back his personal profits from the transaction.
- The ease of shareholder suits index covers the availability of documents that can be used during trial, the ability of the investor to examine the defendant and other witnesses, shareholders' access to internal documents of the company, the appointment of an inspector to investigate the transaction and the standard of proof applicable to a civil suit against the directors.

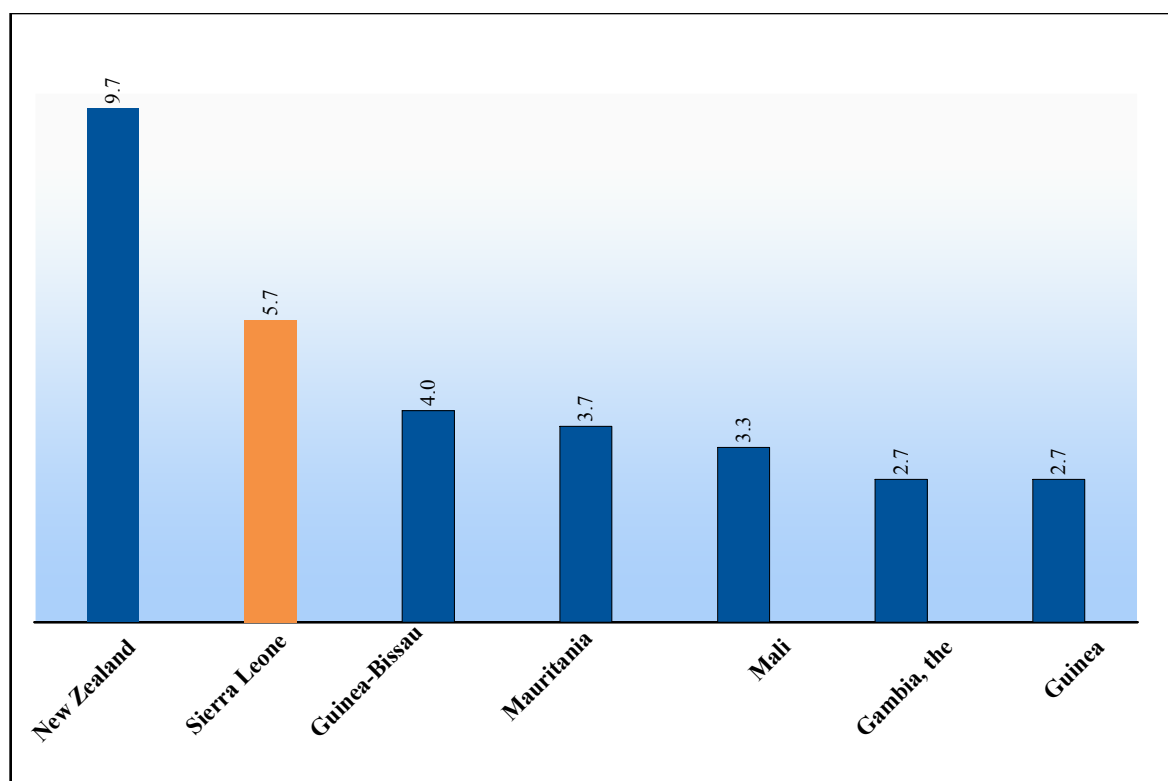
These three indices are averaged to create the strength of investor protection index. This index ranges from 0 to 10, with higher values indicating better investor protection.

*Doidge, Kadyi and Stulz (2007)

1. Historical data: Protecting Investors in Sierra Leone

Protecting Investors data	Doing Business 2007	Doing Business 2008	Doing Business 2009
Rank		49	53
Investor Protection Index	5.7	5.7	5.7

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

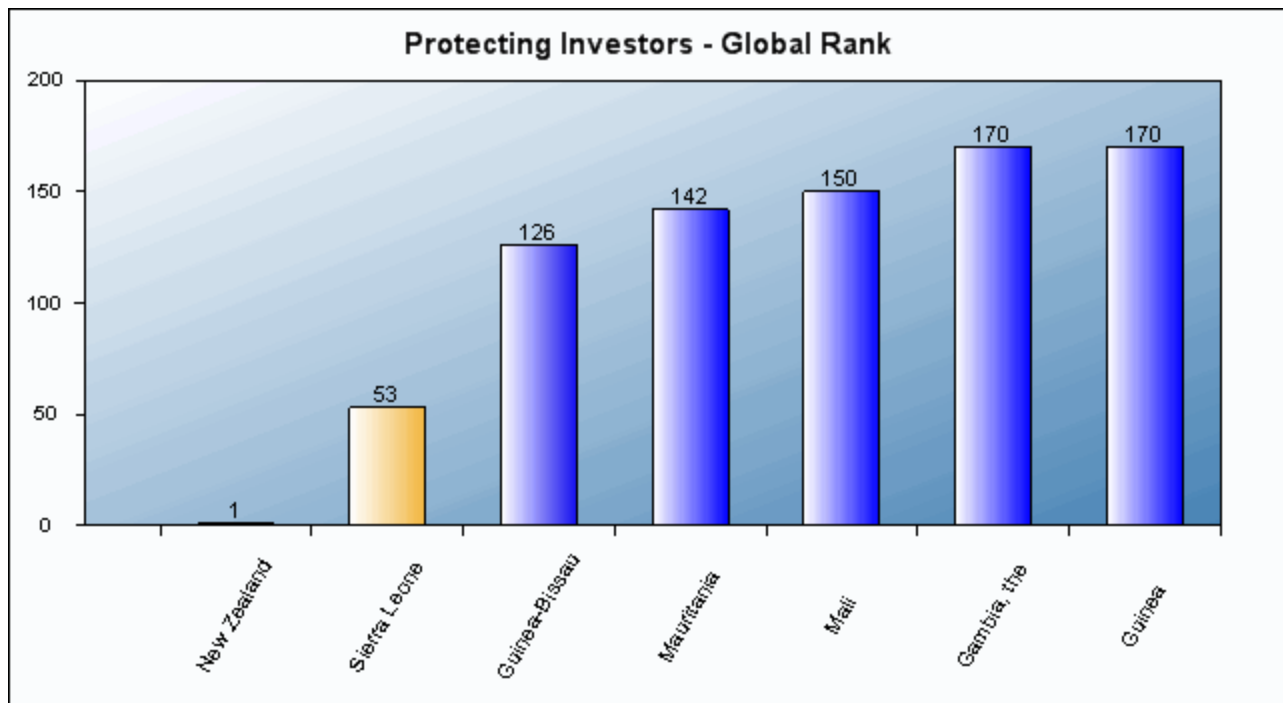


Note: The higher the score, the greater the investor protection.

3. Benchmarking Protecting Investors Regulations:

Sierra Leone is ranked 53 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	Investor Protection Index
New Zealand	9.7

<i>Selected Economy</i>	
Sierra Leone	5.7

<i>Comparator Economies</i>	
Gambia, the	2.7
Guinea	2.7
Guinea-Bissau	4.0
Mali	3.3
Mauritania	3.7



Paying Taxes

Taxes are essential. Without them there would be no money to provide public amenities, infrastructure and services which are crucial for a properly functioning economy. But particularly for small and medium size companies, they may opt out and choose to operate in the informal sector. One way to enhance tax compliance is to ease and simplify the process of paying taxes for such businesses.

The Doing Business tax survey records the effective tax that a small and medium company must pay and the administrative costs of doing so. Imagine a medium-size business, TaxpayerCo, that started operations last year. Doing Business asks tax practitioners in 181 economies to review TaxpayerCo's financial statements and 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 and include corporate income tax, turnover tax, all labor taxes and contributions paid by the company (including mandatory contributions paid to private pension or insurance funds), property tax, property transfer tax, dividend tax, capital gains tax, financial transactions tax, vehicle tax, sales tax and other small taxes (such as fuel tax, stamp duty and local taxes). A range of standard deductions and exemptions are also recorded.

Three indicators are constructed:

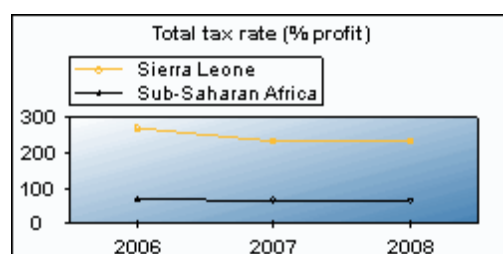
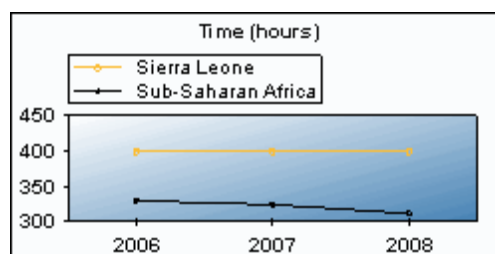
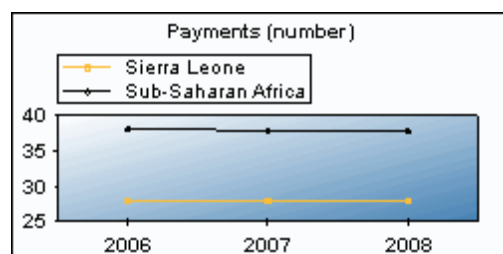
- Number of tax payments, which takes into account the method of payment, the frequency of payments and the number of agencies involved in our standardized case study.
- Time, which measures the number of hours per year necessary to prepare and file tax returns and to pay the corporate income tax, value added tax, sales tax or goods and service tax and labor taxes and mandatory contributions.
- Total tax rate, which measures the amount of taxes and mandatory contributions payable by the company during the second year of operation. This amount, expressed as a percentage of commercial profit, is the sum of all the different taxes payable after accounting for various deductions and exemptions.

Businesses care about what they get for their taxes and contributions, such as the quality of infrastructure and social services. Efficient tax systems tend to have less complex tax arrangements, comprising of straightforward compliance procedures and clear laws. Taxpayers in such economies often get more from their taxes. Simple, moderate taxes and fast, cheap administration mean less hassle for businesses, and also more revenue collected and better public services. More burdensome tax regimes create an incentive to evade taxes.

1. Historical data: Paying Taxes in Sierra Leone

Paying Taxes data	Doing Business 2007	Doing Business 2008	Doing Business 2009
Rank		154	160
Time (hours)	399	399	399
Total tax rate (% profit)	270.4	233.5	233.5
Payments (number)	28	28	28

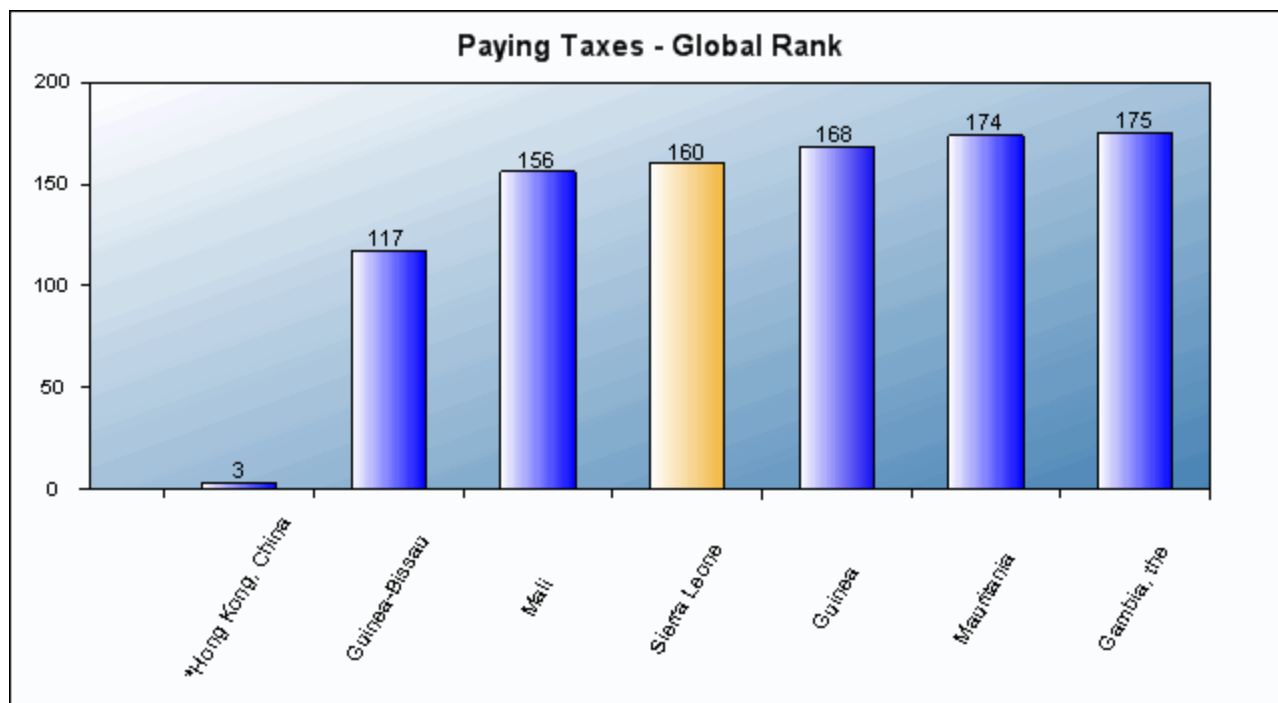
2. The following graphs illustrates the Paying Taxes indicators in Sierra Leone over the past 3 years:



3. Benchmarking Paying Taxes Regulations:

Sierra Leone is ranked 160 overall for Paying Taxes.

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



* The following economies are also good practice economies for Paying Taxes: Maldives, Qatar

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

Good Practice Economies	Payments (number)	Time (hours)	Total tax rate (% profit)
Luxembourg*		59	
Sweden*	2		
Vanuatu			8.4

<i>Selected Economy</i>			
Sierra Leone	28	399	233.5

<i>Comparator Economies</i>			
Gambia, the	50	376	292.4
Guinea	56	416	49.9
Guinea-Bissau	46	208	45.9
Mali	58	270	51.4
Mauritania	38	696	98.7

* The following economies are also good practice economies for :

Payments (number): Maldives, Qatar

Time (hours): Bahamas, Bahrain, Maldives, Qatar, United Arab Emirates



Trading Across Borders

The benefits of trade are well documented; as are the obstacles to trade. Tariffs, quotas and distance from large markets greatly increase the cost of goods or prevent trading altogether. But with bigger ships and faster planes, the world is shrinking. Global and regional trade agreements have reduced trade barriers. Yet Africa's share of global trade is smaller today than it was 25 years ago. So is the Middle East's, excluding oil exports. Many entrepreneurs face numerous hurdles to exporting or importing goods, including delays at the border. They often give up. Others never try. In fact, the potential gains from trade facilitation may be greater than those arising from only tariff reductions.

Doing Business compiles procedural requirements for trading a standard shipment of goods by ocean transport. Every procedure and the associated documents, time and cost, for importing and exporting the goods is recorded, starting with the contractual agreement between the two parties and ending with delivery of the goods. For importing the goods, the procedures measured range from the vessel's arrival at the port of entry to the shipment's delivery at the importer's warehouse. For exporting the goods, the procedures measured range from the packing of the goods at the factory to their departure from the port of exit. Payment is by letter of credit and the time and cost for issuing or securing a letter of credit is taken into account.

To make the data comparable across countries, several assumptions about the business and the traded goods are used. The business is of medium size, employs 60 people, and is located in the periurban area of the economy's most populous city. It is a private, limited liability company, domestically owned, formally registered and operating under commercial laws and regulations of the economy. The traded goods are ordinary, legally manufactured products transported in a dry-cargo, 20-foot FCL (full container load) container.

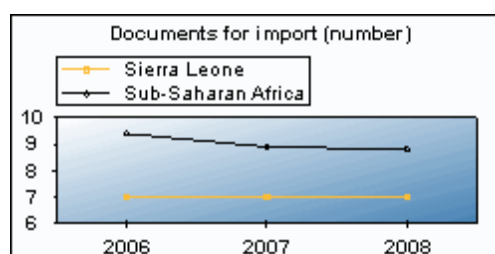
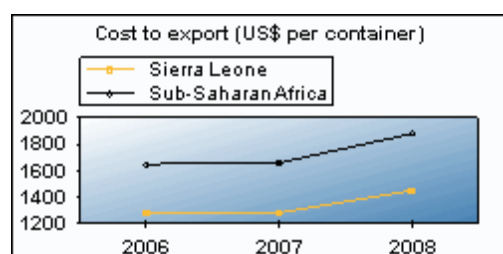
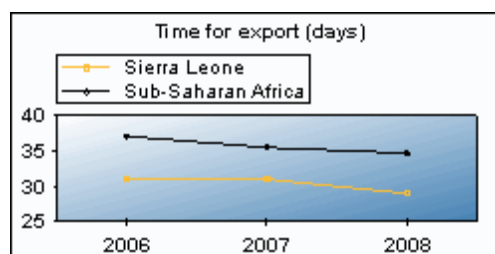
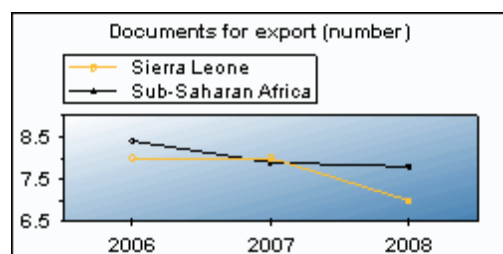
Documents recorded include port filing documents, customs declaration and clearance documents, as well as official documents exchanged between the parties to the transaction. Time is recorded in calendar days, from the beginning to the end of each procedure. Cost includes the fees levied on a 20-foot container in U.S. dollars. All the fees associated with completing the procedures to export or import the goods are included, such as costs for documents, administrative fees for customs clearance and technical control, terminal handling charges and inland transport. The cost measure does not include tariffs or duties.

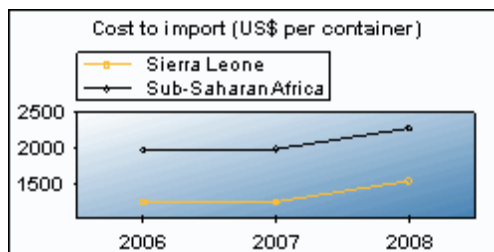
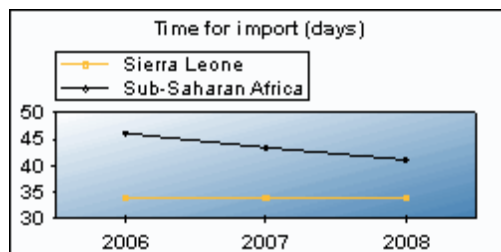
Economies that have efficient customs, good transport networks and fewer document requirements, making compliance with export and import procedures faster and cheaper, are more competitive globally. That can lead to more exports; and exports are associated with faster growth and more jobs. Conversely, a need to file many documents is associated with more corruption in customs. Faced with long delays and frequent demands for bribes, many traders may avoid customs altogether. Instead, they smuggle goods across the border. This defeats the very purpose in having border control of trade to levy taxes and ensure high quality of goods.

1. Historical data: Trading Across Borders in Sierra Leone

Trading Across Borders data	Doing Business 2007	Doing Business 2008	Doing Business 2009
Rank		133	132
Documents for export (number)	8	8	7
Time for export (days)	31	31	29
Cost to export (US\$ per container)	1282	1282	1450
Documents for import (number)	7	7	7
Time for import (days)	34	34	34
Cost to import (US\$ per container)	1242	1242	1535

2. The following graphs illustrates the Trading Across Borders indicators in Sierra Leone over the past 3 years:

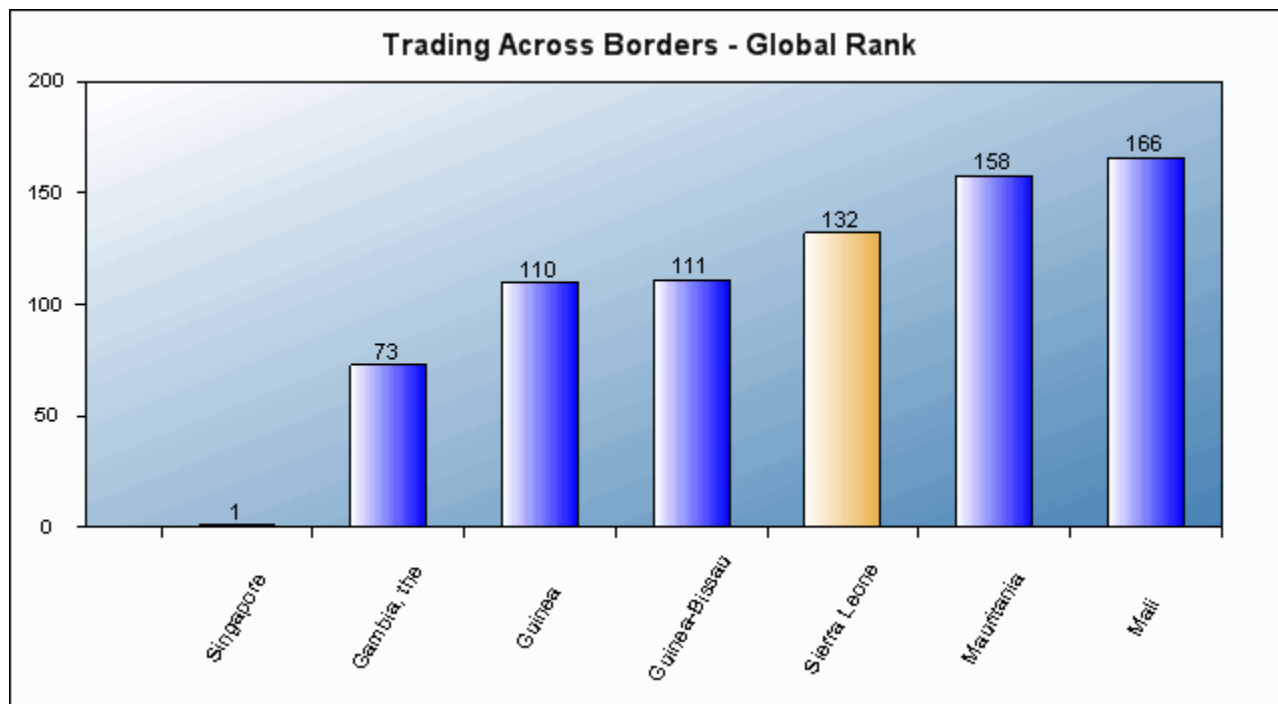




3. Benchmarking Trading Across Borders Regulations:

Sierra Leone is ranked 132 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 for export (number)	Time for export (days)	Cost to export (US\$ per container)	Documents for import (number)	Time for import (days)	Cost to import (US\$ per container)
Denmark*		5				
France	2			2		
Malaysia			450			
Singapore					3	439

<i>Selected Economy</i>						
Sierra Leone	7	29	1450	7	34	1535

<i>Comparator Economies</i>						
Gambia, the	6	24	831	8	23	922
Guinea	7	33	720	9	32	1191
Guinea-Bissau	6	25	1545	6	24	2349
Mali	9	38	2012	11	42	2902
Mauritania	11	35	1520	11	42	1523

* The following economies are also good practice economies for :

Time for export (days): **Estonia, Singapore**



Enforcing Contracts

Where contract enforcement is efficient, businesses are more likely to engage with new borrowers or customers. Doing Business tracks the efficiency of the judicial system in resolving a commercial dispute, following the step-by-step evolution of a commercial sale dispute before local courts. The data is 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).

The dispute concerns a contract for the sale of goods between two businesses (the Seller and the Buyer) both located in the economy's largest business city.

The Seller sells and delivers goods, worth 200% of the economy's income per capita, to the Buyer. The Buyer refuses to pay on the grounds that they were not of adequate quality.

The Seller sues the Buyer to recover the amount under the sales agreement (200% of the economy's income per capita). The claim is filed before a court in the economy's largest business city with jurisdiction over commercial cases worth 200% of the income per capita and is disputed on the merits. Judgment is 100% in favor of the Seller and is not appealed. Seller enforces the judgment and the money is successfully collected through a public sale of Buyer's assets.

Rankings on enforcing contracts are based on 3 sub-indicators:

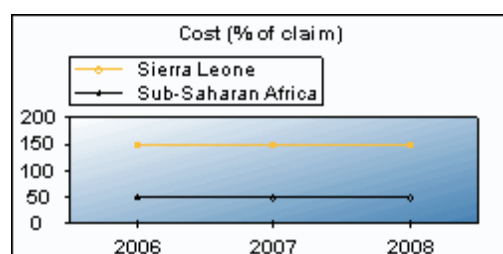
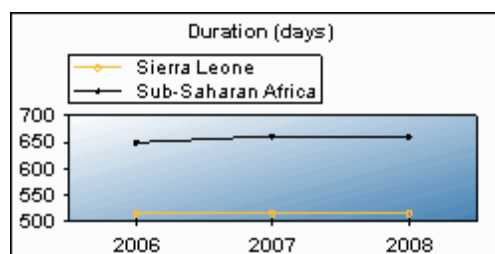
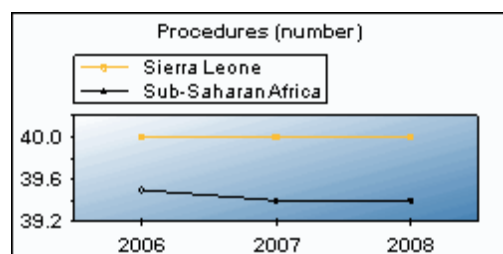
- Number of procedures, which are defined as any interaction between the parties or between them and the judge or court officer. This includes steps to file the case, steps for trial and judgment and steps necessary to enforce the judgment.
- Time, which counts the number of calendar days from the moment the Seller files the lawsuit in court until payment is received. This includes both the days on which actions take place and the waiting periods in between.
- Cost, which is recorded as a percentage of the claim (assumed to be equivalent to 200% of income per capita). Three types of costs are recorded: court costs (including expert fees), enforcement costs (including costs for a public sale of Buyer's assets) and attorney fees.

Justice delayed is often justice denied. And in many economies only the rich can afford to go to court. For the rest, justice is out of reach. In the absence of efficient courts, firms undertake fewer investments or business transactions. And they prefer to involve only a small group of people who know each other from previous dealings.

1. Historical data: Enforcing Contracts in Sierra Leone

Enforcing Contracts data	Doing Business 2007	Doing Business 2008	Doing Business 2009
Rank		139	141
Procedures (number)	40	40	40
Duration (days)	515	515	515
Cost (% of claim)	149.5	149.5	149.5

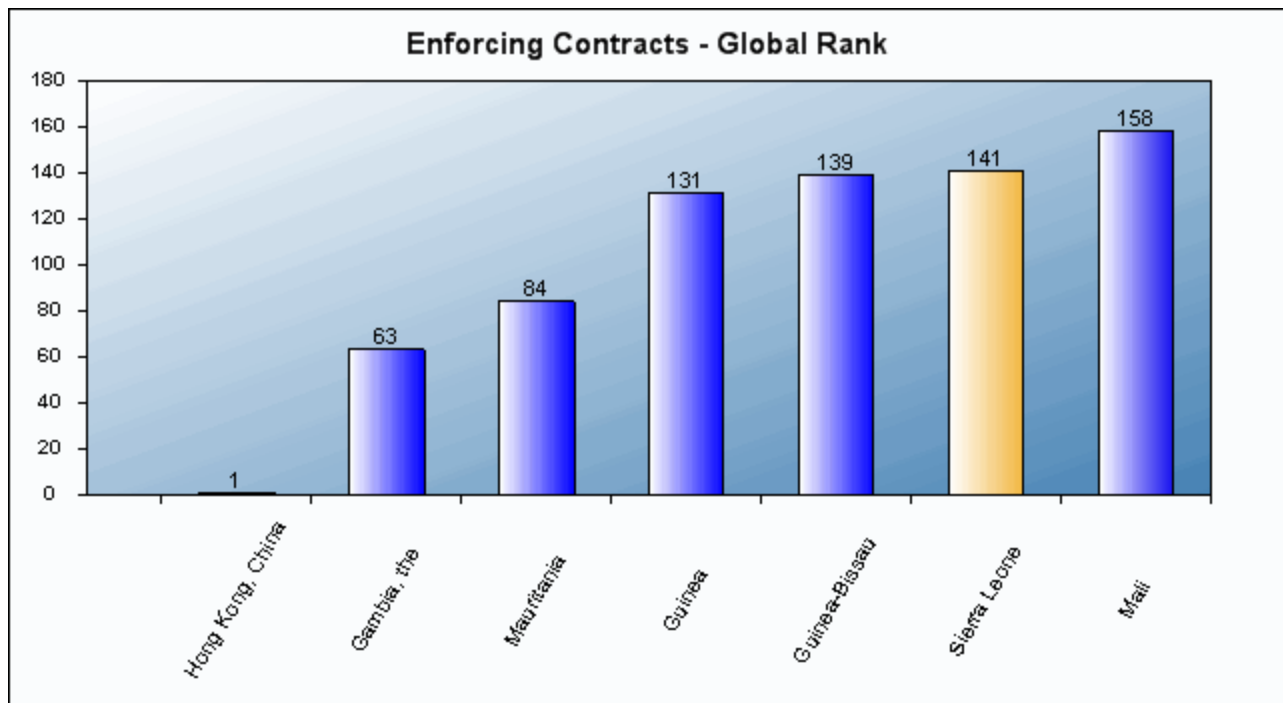
2. The following graphs illustrates the Enforcing Contracts indicators in Sierra Leone over the past 3 years:



3. Benchmarking Enforcing Contracts Regulations:

Sierra Leone is ranked 141 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)	Duration (days)	Cost (% of claim)
Iceland*			6.2
Ireland	20		
Singapore		150	

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

<i>Comparator Economies</i>			
Gambia, the	32	434	37.9
Guinea	50	276	45.0
Guinea-Bissau	41	1140	25.0
Mali	39	860	52.0
Mauritania	46	370	23.2

* The following economies are also good practice economies for :

Cost (% of claim): Bhutan



Closing Business

The economic crises of the 1990s in emerging markets—from East Asia to Latin America, from Russia to Mexico—raised concerns about the design of bankruptcy systems and the ability of such systems to help reorganize viable companies and close down unviable ones. In countries where bankruptcy is inefficient, unviable businesses linger for years, keeping assets and human capital from being reallocated to more productive uses.

The Doing Business indicators identify weaknesses in the bankruptcy law as well as the main procedural and administrative bottlenecks in the bankruptcy process. In many developing countries bankruptcy is so inefficient that the parties hardly ever use it. In countries such as these, reform would best focus on improving contract enforcement outside bankruptcy.

The data on closing a business are developed using a standard set of case assumptions to track a company going through the step-by-step procedures of the bankruptcy process. It is assumed that the company is a domestically owned, limited liability corporation operating a hotel in the country's most populous city. The company has 201 employees, 1 main secured creditor and 50 unsecured creditors. Assumptions are also made about the debt structure and future cash flows. The case is designed so that the company has a higher value as a going concern—that is, the efficient outcome is either reorganization or sale as a going concern, not piecemeal liquidation. The data are derived from questionnaires answered by attorneys at private law firms.

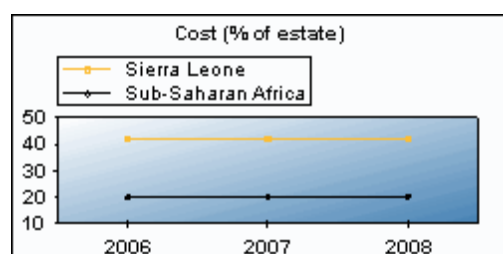
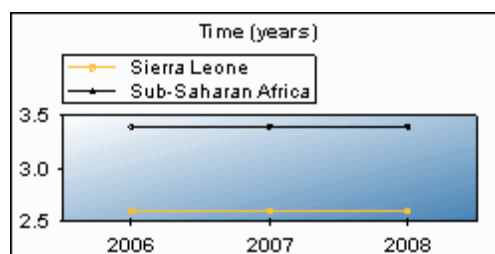
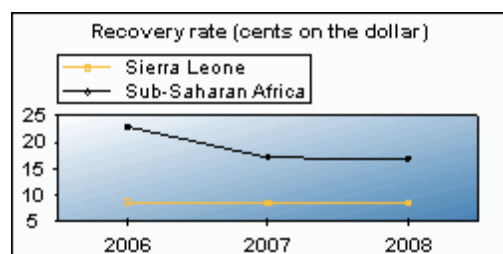
Three measures are constructed from the survey responses: the time to go through the insolvency process, the cost to go through the process and the recovery rate—how much of the insolvency estate is recovered by stakeholders, taking into account the time, cost, depreciation of assets and the outcome of the insolvency proceeding.

Bottlenecks in bankruptcy cut into the amount claimants can recover. In countries where bankruptcy laws are inefficient, this is a strong deterrent to investment. Access to credit shrinks, and nonperforming loans and financial risk grow because creditors cannot recover overdue loans. Conversely, efficient bankruptcy laws can encourage entrepreneurs. The freedom to fail, and to do so through an efficient process, puts people and capital to their most effective use. The result is more productive businesses and more jobs.

1. Historical data: Closing Business in Sierra Leone

Closing a Business data	Doing Business 2007	Doing Business 2008	Doing Business 2009
Rank		144	145
Time (years)	2.6	2.6	2.6
Cost (% of estate)	42	42	42
Recovery rate (cents on the dollar)	8.7	8.5	8.5

2. The following graphs illustrates the Closing Business indicators in Sierra Leone over the past 3 years:



3. Benchmarking Closing Business Regulations:

Sierra Leone is ranked 145 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	92.5		
Singapore*			1

<i>Selected Economy</i>			
Sierra Leone	8.5	2.6	42

<i>Comparator Economies</i>			
Gambia, the	19.5	3.0	15
Guinea	22.0	3.8	8
Guinea-Bissau	0.0	no practice	no practice
Mali	20.9	3.6	18
Mauritania	6.7	8.0	9

* The following economies are also good practice economies for :

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

DB2009 Reforms

Number of reforms in Doing Business 2009

Rank	Economy											Total number of reforms
		Starting a Business	Dealing with Construction Permits	Employing Workers	Registering Property	Getting Credit	Protecting Investors	Paying Taxes	Trading Across Borders	Enforcing Contracts	Closing a Business	
1	Azerbaijan	✓		✓	✓	✓	✓	✓		✓		7
2	Albania	✓				✓	✓	✓				4
3	Kyrgyz Republic	✓	✓				✓					3
4	Belarus	✓	✓		✓	✓			✓	✓		6
5	Senegal	✓			✓					✓		3
6	Burkina Faso		✓	✓	✓				✓			4
7	Botswana	✓					✓	✗	✓			3
8	Colombia	✓	✓						✓	✓	✓	5
9	Dominican Republic	✓			✓				✓	✓		4
10	Egypt	✓	✓		✓	✓	✓		✓			6
	Sierra Leone	✓	✓		✓				✓			4
	Guinea											
	Guinea-Bissau											
	Gambia, the			✗								0
	Mali								✓			1
	Mauritania	✓	✓									2

Note: Economies are ranked on the number and impact of reforms, Doing Business selects the economies that reformed in 3 or more of the Doing Business topics. Second, it ranks these economies on the increase in rank in Ease of Doing Business from the previous year. The larger the improvement, the higher the ranking as a reformer.

Albania	Albania, a top reformer globally and regionally, established a public credit registry allowing financial institutions to share credit information and covering 8.3 percent of the adult population. This reform allows banks to better evaluate the creditworthiness of potential borrowers, facilitating access to credit for firms and individuals. Albania also strengthened investor protections. A new company law requires that disinterested shareholders approve transactions between interested parties and obligates those parties to disclose all information on the transaction to the public. The law also reinforces directors' duties and requires directors, when found liable, to pay damages and return profits to the company. Starting a business became easier with online publication, reduction of the registration cost, and the consolidation of tax, health insurance, and labor registration into a single application. The corporate income tax rate was reduced from 20 percent to 10 percent effective January 1, 2008.
Azerbaijan	Azerbaijan, the top reformer globally and regionally, eliminated the minimum threshold for reporting loans to the public credit registry in September 2007. The public registry now records information on all loans made by the financial system, more than doubling the coverage of borrowers with a credit history. Substantial amendments to the labor code in May 2007 made hiring workers easier by allowing employers to use fixed-term contracts for permanent tasks, easing restrictions on night work, and reducing requirements for redundancy dismissals. Azerbaijan created a second commercial court in Baku, increasing the number of judges dealing with commercial cases from five to nine. The average time to enforce a contract through the courts fell from 267 days to 237. A new law strengthens investor protections by requiring that transactions between interested parties be approved by shareholders. Interested parties are allowed to vote on the matter. Other provisions protect investors because directors who are held liable must pay damages and disgorge profits. Azerbaijan introduced a new unified property registry, reducing the number of procedures required to register property from seven to four. In addition, the State Register Service introduced the option of expediting two of the four procedures, making it possible to register property in 11 days. Similarly, the country created a one-stop shop for company registration, cutting the number of procedures from 13 to six and reducing the time required by half. Azerbaijan reduced the tax burden by introducing an online filing and payment system with advanced accounting software for calculating taxes due. This saves more than 500 hours a year on average in dealing with paperwork.
Belarus	In Belarus, a top reformer globally and regionally, the public credit registry expanded credit information by eliminating the minimum threshold for loans recorded in its database. It also guaranteed the right of borrowers to review their data, improving accuracy. Starting a business became easier: a unified registry database was created, a time limit was introduced for registration, and the minimum capital requirement was cut by half. Belarus created a one-stop shop for property registration and introduced a broad administrative simplification program that set strict time limits at the registry and computerized its records. As a result, the time required to register property in Minsk fell from 231 days to 21. The time required for dealing with construction permits fell by 140 days, thanks to new statutory time limits for preapproval clearances and building permits. Belarus eased the tax burden by abolishing the "Chernobyl tax" (3 percent) and unemployment tax (1 percent) and amending the simplified tax system for small businesses. A new customs code and new banking regulations reduced the time to export
Botswana	Botswana improved its business environment by speeding the start-up process through computerization. A similar effort, which included training customs officers in using an electronic data interchange system, sped the processing of trade documents and reduced the time to export by two days and the time to import by a day. A new Company Act has come into force, requiring that shareholders approve related-party transactions and that directors repay damages and surrender profits if held liable. Finally, since January 2008, companies have been required to pay 0.2 percent of turnover for the training of workers.
Burkina Faso	Burkina Faso eliminated random inspections during construction. It also introduced a new one-stop shop for construction permits, which reduced approval fees and combined five separate payments into a single one. A new labor code, approved in May 2008, makes hiring workers easier by allowing employers to use fixed-term contracts for permanent tasks, removing the 48-month limit on the duration of such contracts, and easing restrictions on determining the weekly rest day. Requirements for redundancy dismissals were also eased: third-party notification and consent are no longer required for dismissal of a single worker, and priority rules for dismissals were abolished. Burkina Faso made it easier to transfer property by eliminating the requirement for authorization from the municipality, merging two taxes at the Land Registry (Conservation Foncière), and reducing the transfer tax. The changes reduced the time required by 46 days and the cost by 2 percent of the property value. Finally, Burkina Faso reduced the corporate income tax rate from 35 percent to 30 percent (effective January 1, 2008), and the tax on dividends from 15 percent to 12.5 percent.

Colombia	Colombia, a top global and regional reformer, improved in five of the 10 Doing Business indicators. It reduced the time and cost to start a business by simplifying registration formalities, including speeding up processes at the registry and eliminating the need to obtain a certificate of compliance with zoning regulations. A silence-is-consent principle for building permits is now applied, reducing the total time for dealing with construction permits by 32 days. A new unified application form was introduced. Colombia made electronic social security contributions mandatory for companies with more than 30 employees and created unified electronic forms for filing taxes. Trading across borders was expedited: better banking services and the implementation of e-payments, electronic data interchange, and coordinated inspections in customs reduced the time to export by 10 days and the time to import by five. Authorities also introduced two new insolvency proceedings: a reorganization procedure to restructure insolvent companies and a mandatory liquidation procedure. Its new insolvency law tightens time limits for negotiating reorganization agreements. Before, the term allowed was six months, with a possible extension of eight months. The new law limits the term to four months, and the extension to two.
Dominican Republic	The Dominican Republic, a top global and regional reformer, sped up formalities in several areas by making them electronic. An online system for filing and paying taxes, piloted in 2006, is now fully operational. And entrepreneurs can complete several start-up formalities online, including name verification, and commercial and tax registration. The Dominican Republic also reduced the corporate income tax rate from 29% to 25%, and abolished several taxes, including the stamp duty. The cost of property registration fell, thanks to a reduction in the transfer tax from 4.3% to 3%. Transferring property now costs 3.8% of the property value, down from 5.1%. In addition, authorities reduced the time to export by three days by improving the online portal for customs documentation and payment.
Egypt	Egypt was once again among the top 10 global reformers—the third time in 4 years—and top regional reformer this year. Egypt made starting a business easier by reducing the paid-in minimum capital requirement by more than 80%, abolishing bar association fees, and automating tax registration. A new building code introduced in 2008 is aimed at reducing the procedures and time required to deal with construction permits by establishing a single window for processing construction-related approvals. Simplified administrative procedures for registering property and new time limits have reduced the time to transfer property in Cairo from 193 days to 72. The port of Alexandria continued to upgrade its facilities and sped customs clearance, reducing the time to export by 1 day and the time to import by 3. New listing rules for the Cairo Stock Exchange strengthened protections for minority shareholders: now an independent body must assess transactions between interested parties before they are approved. And thanks to new regulations issued by the Central Bank of Egypt, borrowers have the right to inspect their data in the private credit bureau.
Gambia, the	The Gambia made it tougher for small and medium-size enterprises to dismiss redundant workers. While the 2007 reform to the labor code simplified regulation and reduced loopholes, the notice period for redundancy dismissals was increased from two months to six.
Guinea	In Guinea no major reforms were recorded.
Guinea-Bissau	In Guinea-Bissau no major reforms were recorded.
Kyrgyz Republic	The Kyrgyz Republic, a top reformer globally and regionally, strengthened investor protections through legal amendments allowing minority investors to take legal actions as shareholders. The amendments also require an independent assessment of a related-party transaction before it is approved. Moreover, directors can be held liable for negligence if they harm minority shareholders and will be forced to pay damages and disgorge profits. A new one-stop shop made it easier to start a business by streamlining and simplifying business registration processes and eliminating certain requirements such as proof of residence. Obtaining a company seal became optional. Dealing with construction permits also became easier, thanks to a one-stop shop making it possible to obtain a designing permit, construction license, and occupancy permit at a single place. This reform eliminated nine steps, reduced the time required by almost 6 months, and lowered the cost from 759 percent of income per capita to 406 percent.
Mali	Mali sped trade by implementing an electronic data interchange system and risk-based inspections and improving border cooperation. The time to export fell by 6 days and the time to import from 65 days to 42—a 35 percent reduction.

Mauritania	Mauritania simplified business registration requirements, reducing the time, cost, and procedures for start-up. Mauritania also introduced its first building code. This simplifies the requirements for small construction projects and lays the groundwork for a one-stop shop for construction permits.
Senegal	Senegal's one-stop shop for business start-up became fully operational, merging more than half the procedures and speeding the process as a result. Similarly, the introduction of time limits at the Land Registry and the Directorate of Taxes and Property sped property registration. The top reformer globally in easing trade, Senegal introduced a single window for customs clearance, cutting document requirements in half. It also set up an electronic data interchange system, implemented risk-based inspections, extended the operating hours of customs, and improved port and road infrastructure.
Sierra Leone	Sierra Leone drastically cut cost and sped the process of starting a business by making the use of a lawyer optional and abolishing other registration formalities, including requirements to pay taxes up front and obtain permission for registration from the exchange control. The country also improved the organization of the building approval process and reinstated phased inspections, cutting 24 procedures for obtaining a construction permit. Sierra Leone sped property registration from 235 days to 86 by lifting a ban it had previously imposed requiring the director of survey to authenticate the cadastral map before each transfer. Finally, Sierra Leone facilitated trade by eliminating the requirement for an export license.

APPENDICES

Starting a Business in Sierra Leone

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

STANDARDIZED COMPANY

Legal Form: Limited Liability Company

Minimum Capital Requirement:

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	1-2 days	SLL 10,000
2	Obtain Tax clearance with the National Revenue Authority	1 day	SLL 5,000
3	Registration with the Registrar of Companies at the Registrar General of Sierra Leone	7 days	SLL 405,000
4	Request a Business license with the Municipality of Freetown	2 days	included in procedure 4
5	Notification of the Ministry of Labor	1 day	no charge
6	Registration with social security	3 days	no charge
7	Make a company seal	2 days	SLL 50,000

Procedure	1	Check the uniqueness of the company name and pick up a company registration form
Time to complete:	1-2 days	
Cost to complete:	SLL 10,000	
Comment:	The lawyer writes a letter to the Registrar (hand delivered) to check the uniqueness of the company name at the Company Registrar after paying the corresponding amount. This procedure is still done manually and it takes 2 days to do it. Searching for the name is being digitalized and it should be possible to search for the name directly from the computer.	
Procedure	2	Obtain Tax clearance with the National Revenue Authority
Time to complete:	1 day	
Cost to complete:	SLL 5,000	
Comment:	New registered company does not need to pay for taxes up front as it was previously requested. This deposit was used in the event that a company fails to pay for corporate taxes, the amount was taken from the deposit. Now, to facilitate business registration, only a Tax Clearance Certificate is required to prove that the partners are in good standing with the Income Tax Authority	
Procedure	3	Registration with the Registrar of Companies at the Registrar General of Sierra Leone
Time to complete:	7 days	
Cost to complete:	SLL 405,000	
Comment:	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.	
Procedure	4	Request a Business license with the Municipality of Freetown
Time to complete:	2 days	
Cost to complete:	included in procedure 4	
Comment:	A business license and registration certificate is obtained from the Commercial Registry, but only after proof of compliance with the tax levied by the Department of Income Tax.	
Procedure	5	Notification of the Ministry of Labor
Time to complete:	1 day	
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	Registration with social security
Time to complete:	3 days	

Cost to complete: no charge

Comment: Companies must register for social security as provided by the National Social Security and Insurance Trust Act, Act No. 5 of 2001. At the end of each month, the employer must deduct from employee salary the employee's contribution in an amount equal to 5% of that month's earnings. For each month, the company must pay a contribution equal to 10% of each worker's earnings for that month. These amounts must be paid in 15 days after the end of each month to the Trust established by the Act.

Procedure 7 Make a company seal

Time to complete: 2 days

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.

Dealing with Construction Permits in Sierra Leone

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

BUILDING A WAREHOUSE

Date as of: January 2, 2008

Estimated Warehouse Value:

City: Freetown

Registration Requirements:

No:	Procedure	Time to complete	Cost to complete
1	Request and obtain location clearance from the Ministry of Lands, Housing, Country Planning, and the Environment (from the relevant ward unit of the ministry)	28 days	no charge
2	Request and obtain a set of design conditions (guidelines) for construction from the Ministry of Lands, Housing, Country Planning, and the Environment	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 from the Ministry of Lands, Housing, Country Planning, and the Environment	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 from the Ministry of Lands, Housing, Country Planning, and the Environment	34 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, Housing, Country Planning, and the Environment	1 day	no charge
15	Request and obtain approval upon project completion from the Ministry of Lands, Housing, 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.

Procedure	1	Request and obtain location clearance from the Ministry of Lands, Housing, Country Planning, and the Environment (from the relevant ward unit of the ministry)
Time to complete:	28 days	
Cost to complete:	no charge	
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 from the Ministry of Lands, Housing, Country Planning, and the Environment
Time to complete:	14 days	
Cost to complete:	no charge	
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	
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	
Comment:	The cost incurred in obtaining proof of ownership is the fee for certification of the document.	
Procedure	5	Request a building permit from the Ministry of Lands, Housing, Country Planning, and the Environment
Time to complete:	1 day	
Cost to complete:	no charge	
Comment:	<p>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</p> <p>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.</p> <p>2 sets of documents should be deposited at this stage</p> <p>Land survey plan signed by the Director of surveying of land</p> <p>Plan of the building 1/8 scale</p>	

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	
Comment:	<p>Payment to obtain the Building permit is made according to the following schedule; (it is cumulative)</p> <p>For warehouses</p> <p>Up to 2000 square ft = 250,000 L</p> <p>For any 1000 sq ft after the 2000 = 40,000 L</p> <p>when 5000 sq ft is reached then pay 350,000</p> <p>□ After the 5000 sq ft threshold, pay 250,000L for every 1000 sq ft</p> <p>Looking at 14,000 sq ft, the price should be approximately 2,500,000 L.</p> <p>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)</p>	
Procedure	7	Receive pre-approval inspections
Time to complete:	1 day	
Cost to complete:	no charge	
Comment:	<p>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.</p> <p>However, BuildCo waits on average 2 weeks to receive the inspection.</p>	
Procedure	8	Obtain building permit from the Ministry of Lands, Housing, Country Planning, and the Environment
Time to complete:	34 days	
Cost to complete:	no charge	
Comment:	<p>The receipt of payment is brought back to the Country Planning Department. BuildCo must obtain the building permit in person from the Ministry of Lands, Country Planning, and the Environment. If BuildCo follows up closely on the file, the permit can be obtained in 2 weeks. If BuildCo does not follow up and has no personal contacts at the ministry, however, this procedure would take 1 month. The building permit is valid only one calendar year, so no matter when the building permit is delivered, if work does not start by December 31st, then the permit must be renewed. This does not take a long time, but there is a fee 50% of the amount paid for first time request and 2-3 days are necessary for that.</p>	
Procedure	9	Receive inspection from municipal ward inspectors before concrete is poured (1)
Time to complete:	1 day	
Cost to complete:	no charge	

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

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

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

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

Comment:

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

Time to complete: 1 day

Cost to complete:	no charge
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	Request and obtain approval upon project completion from the Ministry of Lands, Housing, Country Planning, and the Environment
------------------	-----------	---

Time to complete:	14 days
Cost to complete:	no charge
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
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
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
Comment:	Sierra Leone Telecommunications Company (SIERRATEL) suffered irreparable fire damage in January 2008. There are no plans currently to restore the facility of the only fixed telephone service provider.

Procedure	19	Request connection to water
------------------	-----------	------------------------------------

Time to complete:	1 day
Cost to complete:	no charge
Comment:	

Procedure	20	Receive inspection by the water authorities
------------------	-----------	--

Time to complete:	1 day
Cost to complete:	no charge
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
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
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
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
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

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.

Employing Workers in Sierra Leone

Employing workers indices are based on responses to survey questions. The table below shows these responses in Sierra Leone.

Employing Workers Indicators (2008)	Answer	Score
Rigidity of Employment Index		51.5
Difficulty of Hiring Index		44.4
Are fixed-term contracts prohibited for permanent tasks?	Yes	1
What is the maximum duration of fixed-term contracts (including renewals)? (in months)	No limit	0.0
What is the ratio of mandated minimum wage to the average value added per worker?	0.32	0.33
Rigidity of Hours Index		60.0
Can the workweek extend to 50 hours (including overtime) for 2 months per year to respond to a seasonal increase in production?	Yes	0
What is the maximum number of working days per week?	5	1
Are there restrictions on night work?	No	0
Are there restrictions on "weekly holiday" work?	Yes	1
What is the paid annual vacation (in working days) for an employee with 20 years of service?	27	1
Difficulty of Firing Index		50.0
Is the termination of workers due to redundancy legally authorized?	Yes	0
Must the employer notify a third party before terminating one redundant worker?	Yes	1
Does the employer need the approval of a third party to terminate one redundant worker?	No	0
Must the employer notify a third party before terminating a group of 25 redundant workers?	Yes	1
Does the employer need the approval of a third party to terminate a group of 25 redundant workers?	No	0
Is there a retraining or reassignment obligation before an employer can make a worker redundant?	Yes	1
Are there priority rules applying to redundancies?	Yes	1
Are there priority rules applying to re-employment?	Yes	1

Firing costs (weeks of salary)	188.7
What is the notice period for redundancy dismissal after 20 years of continuous employment? (weeks of salary)	8.7
What is the severance pay for redundancy dismissal after 20 years of employment? (weeks of salary)	180.0
What is the legally mandated penalty for redundancy dismissal? (weeks of salary)	0.0

Note: The first three indices measure how difficult it is to hire a new worker, how rigid the regulations are on working hours, and how difficult it is to dismiss a redundant worker. Each index assigns values between 0 and 100, with higher values representing more rigid regulations. The overall Rigidity of Employment Index is an average of the three indices.

Registering Property in Sierra Leone

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

STANDARDIZED PROPERTY

Property Value: 41,824,718.58

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	The buyer files for a survey plan of the property at the Ministry of Land and Housing	1 day	no cost
4	The buyer returns to the Ministry of Land and Housing and obtains the signed 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 (proper fee) + SLL 100,000 per a of land (local taxes) + Stamp Duty as follows: For the first 1,000,000 a flat fee of SLL 7500.50 flat fee the (Remainder above 1,000,000 /800) (or 0.125 of the balance)

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	
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.	
Procedure	3	The buyer files for a survey plan of the property at the Ministry of Land and Housing
Time to complete:	1 day	
Cost to complete:	no cost	
Comment:	The buyer should obtain a survey plan of the property duly signed by the Director of Surveys and Lands.	
Procedure	4	The buyer returns to the Ministry of Land and Housing and obtains the signed survey plan of the property
Time to complete:	30 days	
Cost to complete:	no cost	
Comment:	The buyer returns to the Ministry to get the signed survey	
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
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 as follows: For the first 1,000,000 a flat rate of SLL 7500.50 flat fee + the (Remainder above 1,000,000 /800) (or 0.125% of the balance)
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.

Getting Credit in Sierra Leone

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 (2008)			Indicator
			score
Private bureau coverage (% 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	..
Number of firms		0	..

Legal Rights Index		4
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 revolving movable assets, without requiring a specific description of the secured assets ?		No
Does the law allow businesses to grant a non possessory security right in substantially all of its assets, without requiring a specific description of the secured assets ?		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 ?		No
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 ?		No
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 ?		Yes
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

Protecting Investors in Sierra Leone

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 (2008)	Indicator
Disclosure Index	3
What corporate body provides legally sufficient approval for the transaction? (0-3; see notes)	1
Immediate disclosure to the public and/or shareholders (0-2; see notes)	0
Disclosures in published periodic filings (0-2; see notes)	1
Disclosures by Mr. James to board of directors (0-2; see notes)	1
Requirement that an external body review the transaction before it takes place (0=no, 1=yes)	0
Director Liability Index	6
Shareholder plaintiff's ability to hold Mr. James liable for damage the Buyer-Seller transaction causes to the company. (0-2; see notes)	1
Shareholder plaintiff's ability to hold the approving body (the CEO or board of directors) liable for damage to the company. (0-2; see notes)	1
Whether a court can void the transaction upon a successful claim by a shareholder plaintiff (0-2; see notes)	1
Whether Mr. James pays damages for the harm caused to the company upon a successful claim by the shareholder plaintiff (0=no, 1=yes)	1
Whether Mr. James repays profits made from the transaction upon a successful claim by the shareholder plaintiff (0=no, 1=yes)	1
Whether fines and imprisonment can be applied against Mr. James (0=no, 1=yes)	0
Shareholder plaintiff's ability to sue directly or derivatively for damage the transaction causes to the company (0-1; see notes)	1
Shareholder Suits Index	8
Documents available to the plaintiff from the defendant and witnesses during trial (0-4; see notes)	3
Ability of plaintiffs to directly question the defendant and witnesses during trial (0-2; see notes)	2
Plaintiff can request categories of documents from the defendant without identifying specific ones (0=no, 1=yes)	0
Shareholders owning 10% or less of Buyer's shares can request an inspector investigate the transaction (0=no, 1=yes)	1

Level of proof required for civil suits is lower than that for criminal cases (0=no, 1=yes) 1

Shareholders owning 10% or less of Buyer's shares can inspect transaction documents before filing suit (0=no, 1=yes) 1

Investor Protection Index

5.7

Notes:

Extent of Disclosure Index

What corporate body provides legally sufficient approval for the transaction?

0=CEO or managing director alone; 1=shareholders or board of directors vote and Mr. James can vote; 2=board of directors votes and Mr. James cannot vote; 3 = shareholders vote and Mr. James cannot vote

Immediate disclosure to the public and/or shareholders

0=none; 1=disclosure on the transaction only; 2=disclosure on the transaction and Mr. James' conflict of interest

Disclosures in published periodic filings

0=none; 1=disclosure on the transaction only; 2=disclosure on the transaction and Mr. James' conflict of interest

Disclosures by Mr. James to board of directors

0=none; 1=existence of a conflict without any specifics; 2= full disclosure of all material facts

Director Liability Index

Shareholder plaintiff's ability to hold Mr. James liable for damage the Buyer-Seller transaction causes to the company

0= Mr. James is not liable or liable only if he acted fraudulently or in bad faith; 1= Mr. James is liable if he influenced the approval or was negligent; 2= Mr. James is liable if the transaction was unfair, oppressive or prejudicial to minority shareholders

Shareholder plaintiff's ability to hold the approving body (the CEO or board of directors) liable for damage to the company

0=members of the approving body are either not liable or liable only if they acted fraudulently or in bad faith; 1=liable for negligence in the approval of the transaction; 2=liable if the transaction is unfair, oppressive, or prejudicial to minority shareholders

Whether a court can void the transaction upon a successful claim by a shareholder plaintiff

0=rescission is unavailable or available only in case of Seller's fraud or bad faith; 1=available when the transaction is oppressive or prejudicial to minority shareholders; 2=available when the transaction is unfair or entails a conflict of interest

Shareholder plaintiffs' ability to sue directly or derivatively for damage the transaction causes to the company

0=not available; 1=direct or derivative suit available for shareholders holding 10% of share capital or less

Shareholder Suits Index

Documents available to the plaintiff from the defendant and witnesses during trial

Score 1 each for (1) information that the defendant has indicated he intends to rely on for his defense; (2) information that directly proves specific facts in the plaintiff's claim; (3) any information that is relevant to the subject matter of the claim; and (4) any information that may lead to the discovery of relevant information.

Ability of plaintiffs to directly question the defendant and witnesses during trial

0=no; 1=yes, with prior approval by the court of the questions posed; 2=yes, without prior approval

Paying Taxes in Sierra Leone

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	0		15	30.0%	taxable profit	0.00	
tax clearance certificate	1				fixed fee	0.01	
Fuel tax	1				per liter	0.38	
Tax on interest	1			15.0%	interest income	0.38	
Vehicle tax	1				cubic capacity	0.51	
Social security contributions	12		192	10.0%	gross income	11.28	
Sales tax	12		192	15.0%	cost of materials	220.97	
Totals	28		399			233.5	

Notes:

- a) data not collected
- b) VAT is not included in the total tax rate because it is a tax levied on consumers
- c) very small amount
- d) included in other taxes
- e) Withheld tax
- f) electronic filing available
- g) paid jointly with another tax

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

When there is more than one statutory tax rate, the one applicable to TaxpayerCo is reported.

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

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

Trading Across Borders in Sierra Leone

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

Nature of Export Procedures (2008)	Duration (days)	US\$ Cost
Documents preparation	17	352
Customs clearance and technical control	6	550
Ports and terminal handling	2	258
Inland transportation and handling	4	290
Totals	29	1450

Nature of Import Procedures (2008)	Duration (days)	US\$ Cost
Documents preparation	23	402
Customs clearance and technical control	6	550
Ports and terminal handling	3	293
Inland transportation and handling	2	290
Totals	34	1535

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

Import
Bill of lading
Cargo release order
Certificate of origin
Commercial invoice

Customs import declaration
Inspection report
Packing list

Enforcing Contracts in Sierra Leone

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

Nature of Procedure (2008)	Indicator
Procedures (number)	40
Duration (days)	515
Filing and service	60.0
Trial and judgment	365.0
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.

