

# **REPUBLIC OF SIERRA LEONE**

## **Public Administration Country Profile**

Division for Public Administration and Development Management (DPADM)

Department of Economic and Social Affairs (DESA)

United Nations

January 2004

All papers, statistics and materials contained in the Country Profiles express entirely the opinion of the mentioned authors. They should not, unless otherwise mentioned, be attributed to the Secretariat of the United Nations.

The designations employed and the presentation of material on maps in the Country Profiles do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

Table of Contents .....	1
Sierra Leone.....	2
1. General Information .....	3
1.1 People.....	3
1.2 Economy .....	3
1.3 Public Spending .....	4
1.4 Public Sector Employment and Wages.....	4
2. Legal Structure .....	5
2.1 Legislative Branch.....	5
2.2 Executive Branch .....	5
2.3 Judiciary Branch .....	6
2.4 Local Government.....	7
3. The State and Civil Society .....	8
3.1 Ombudsperson .....	8
3.2 NGOs .....	8
3.3 Civil Society .....	8
4. Civil Service .....	9
4.1 Legal basis.....	9
4.2 Appointment .....	9
4.3 Promotion.....	9
4.4 Training.....	10
4.5 Gender .....	10
5. Ethics and Civil Service .....	11
5.1 Corruption .....	11
5.2 Ethics.....	12
6. e-Government .....	13
6.1 e-Government Readiness .....	13
6.2 e-Participation .....	14
7. Links .....	15
7.1 National sites .....	15
7.2 Institutional sites .....	15



# SIERRA LEONE

[Click here](#) for detailed map



Source: [The World Factbook](#) - [Sierra Leone](#)

## Government type

Constitutional democracy

## Independence

27 April 1961 (from UK)

## Constitution

1 October 1991; subsequently amended several times ([click here](#))

## Legal system:

Based on English law and customary laws indigenous to local tribes; has not accepted compulsory International Court of Justice jurisdiction

## Administrative divisions

3 provinces (Eastern, Northern, and Southern) and 1 area (Western) ([click here](#)).

Source: [The World Factbook](#) - [Sierra Leone](#)

Since the civil war was declared over in January 2002, the internal situation has progressively normalized. Democratic elections were held in May 2002, resulting in the re-election of President Kabbah for a 5-year period. With the support of the international community, the new government has made considerable efforts to restore public administration over the entire territory, to enhance democracy and the rule of law, to undertake structural reform and to promote economic growth.

The consolidation of peace and internal stability is a priority of the government and has been addressed by an ambitious reform programme for the national security forces. National reconciliation is another crucial issue and will greatly depend on the efficient action of the International Court for Sierra Leone, pursuing war crimes and crimes against humanity during the civil war, and of the Truth and Reconciliation Commission which is organizing public hearings of victims of the war. The successful re-integration of ex-combatants is an additional important factor for reconciliation and stability.

Source: [European Commission - Development](#)

# 1. General Information

1.1 People	Sierra Leone	Ghana	Liberia	1
<b>Population</b>				a
Total estimated population (,000), 2003	4,971	20,923	3,367	
Female estimated population (,000), 2003	2,530	10,513	1,685	
Male estimated population (,000), 2003	2,441	10,410	1,682	
Sex ratio (males per 100 females), 2003	96	99	100	
Average annual rate of change of pop. (%), 2000-2005	3.8	2.17	4.05	
<b>Youth and Elderly Population</b>				b
Total population under age 15 (%), 2003	44	40	47	
Female population aged 60+ (%), 2003	5	6	4	
Male population aged 60+ (%), 2003	4	5	3	
<b>Human Settlements</b>				c
Urban population (%), 2001	37	36	46	
Rural population (%), 2001	63	64	54	
Urban average annual rate of change in pop. (%), '00-'05	6.32	3.12	6.82	
Rural average annual rate of change in pop/ (%), '00-'05	3.43	1.67	4.41	
<b>Education</b>				d
Total school life expectancy, 2000/2001	..	7.3	6 <sup>i</sup>	1
Female school life expectancy, 2000/2001	..	6.7	5 <sup>i</sup>	1
Male school life expectancy, 2000/2001	..	7.8	7 <sup>i</sup>	1
Female estimated adult (15+) illiteracy rate (%), 2000	..	36.8	63.3	2
Male estimated adult (15+) illiteracy rate (%), 2000	..	19.7	29.8	2
<b>Employment</b>				e
Unemployment rate (15+) (%), 2000	..	..	..	1
Female adult (+15) economic activity rate (%),2000	76 <sup>ii</sup>	..	..	2
Male adult (+15) economic activity rate (%),2000	80 <sup>ii</sup>	..	..	2

Notes: <sup>i</sup> 1998/1999; <sup>ii</sup> 1988/1989

1.2 Economy	Sierra Leone	Ghana	Liberia	2
<b>GDP</b>				a
GDP total (millions US\$), 2002	789	6,021	564	
GDP per capita (US\$), 2002	151	300	171	
PPP GDP total (millions int. US\$), 2002	2,666	41,152 <sup>i</sup>	..	
PPP GDP per capita(int. US\$), 2002	509	2,050 <sup>j</sup>	..	
<b>Sectors</b>				b
Value added in agriculture (% of GDP), 2003	52.5	35.2	..	
Value added in industry (% of GDP), 2003	30.6	24.8	..	
Value added in services (% of GDP), 2003	16.9	40.1	..	
<b>Miscellaneous</b>				c
GDP implicit price deflator (annual % growth), 2003	6.4	29.3	-18.8	
Private consumption (% of GDP), 2003	92.0	82.9	..	
Government consumption (% of GDP), 2003	20.3	11.5	..	

Notes: <sup>i</sup> Estimate is based on regression; other PPP figures are extrapolated from the latest International Comparison Programme benchmark estimates

<sup>1</sup> [United Nations Statistics Division](#):

<sup>a</sup> [Statistics Division and Population Division of the UN Secretariat](#); <sup>b</sup> [Statistics Division and Population Division of the UN Secretariat](#); <sup>c</sup> [Population Division of the UN Secretariat](#); <sup>d1</sup> [UNESCO](#); <sup>d2</sup> [UNESCO](#); <sup>e1</sup> [ILO](#); <sup>e2</sup> [ILO/OECD](#)

<sup>2</sup> [World Bank - Data and Statistics](#):

<sup>a</sup> [Quick Reference Tables](#); <sup>b</sup> [Data Profile Tables](#); <sup>c</sup> [Country at a Glance](#)

1.3 Public Spending	Sierra Leone	Ghana	Liberia	
<b>Public expenditures</b>				3
Education (% of GNP), 1985-1987	1.7	3.4	..	a
Education (% of GNP), 1995-1997	..	4.2	..	a
Health (% of GDP), 1990	..	1.3	..	
Health (% of GDP), 1998	0.9	1.7i	..	
Military (% of GDP), 1990	0.9	0.4	..	b
Military (% of GDP), 2000	1.4	1	..	b
Total debt service (% of GDP), 1990	2.4	6.3	..	
Total debt service (% of GDP), 2000	6.7	9.1	..	

Notes: <sup>i</sup> 1999

1.4 Public Sector Employment and Wages						
<i>Data from the latest year available</i>		Sierra Leone 1991-1995	Sierra Leone 1996-2000	Sub-Saharan Africa average <sup>4</sup> 1996-2000	Non-Francophone Africa average <sup>4</sup> 1996-2000	Low income group average <sup>4</sup> 1996-2000
<b>Employment</b>						
Civilian Central Government <sup>5</sup>	(,000)	..	..			
	(% pop.)	..	..	0.30	0.38	0.46
Sub-national Government <sup>5</sup>	(,000)	..	..			
	(% pop.)	..	..	0.30	0.38	0.46
Education employees	(,000)	..	..			
	(% pop.)	..	..	0.62	0.78	0.91
Health employees	(,000)	..	..			
	(% pop.)	..	..	0.29	0.20	0.62
Police	(,000)	..	..			
	(% pop.)	..	..	0.07	..	0.30
Armed forces	(,000)	6.0	..			
	(% pop.)	0.13	..	0.26	0.31	0.33
SOE Employees	(,000)	..	..			
	(% pop.)	..	..	..	..	13.10
Total Public Employment	(,000)	..	..			
	(% pop.)	..	..	..	..	..
<b>Wages</b>						
Total Central gov't wage bill	(% of GDP)	..	..	6.1	6.9	5.4
Total Central gov't wage bill	(% of exp)	20.6	19.8	28.9	26.4	24.7
Average gov't wage	(,000 LCU)	..	..			
Real ave. gov't wage ('97 price)	(,000 LCU)	..	..			
Average gov't wage to per capita GDP ratio		..	..	4.8	2.8	4.4

Source: [World Bank](#) - [Public Sector Employment and Wages](#)

<sup>3</sup> [UNDP - Human Development Report 2002](#)

<sup>a</sup> Data refer to total public expenditure on education, including current and capital expenditures.

<sup>b</sup> As a result of a number of limitations in the data, comparisons of military expenditure data over time and across countries should be made with caution. For detailed notes on the data see SIPRI (2001).

<sup>4</sup> Averages for regions and sub regions are only generated if data is available for at least 35% of the countries in that region or sub region.

<sup>5</sup> Excluding education, health and police – if available (view [Country Sources](#) for further explanations).

## 2. Legal Structure

### 2.1 Legislative Branch

Unicameral Parliament (124 seats - 112 elected by popular vote, 12 filled by paramount chiefs elected in separate elections; members serve five-year terms).<sup>6</sup>

*Women in parliament:* 18 out of 124 seats: (19%).<sup>7</sup>

The legislature of Sierra Leone is known as Parliament, and consists of the President, the Speaker and Members of Parliament. Subject to the provisions of the Constitution of Sierra Leone, the legislative power of Sierra Leone is vested in Parliament and the Parliament shall be the supreme legislative authority for Sierra Leone.

The Speaker of Parliament is elected by the Members of Parliament from among persons who are Members of Parliament

Parliament may alter the Constitution by the votes of not less than two-thirds of the Members of Parliament.

**Fact box:**

*elections:* Last held 14 May 2002 (next to be held May 2007)

*election results:* Percent of vote by party - SLPP 70.06%, APC 22.35%, PLP 3%, others 4.59%; seats by party - SLPP 83, APC 27, PLP 2

Source: [The Constitution of Sierra Leone](#)

### 2.2 Executive Branch

*cabinet:* Ministers of State appointed by the president with the approval of the House of Representatives; the cabinet is responsible to the president

*elections:* President elected by popular vote for a five-year term; election last held 14 May 2002 (next to be held May 2007); president's tenure of office is limited to two five-year terms

Subject to the provisions of the [Constitution](#) of Sierra Leone, the executive power in Sierra Leone is vested in the President and may be exercised by him directly or through members of the Cabinet, Ministers, Deputy Ministers, Deputy Ministers or public officers subordinate to him.

In the exercise of his functions, the President may act in accordance with the advice of the Cabinet or a Minister acting under the general authority of the Cabinet except in cases where, by this Constitution or any other law, he is required to act with the approval of Parliament or in accordance with the advice of any person or authority other than the Cabinet.

No person can hold office as President for more than two terms of five years each whether or not the terms are consecutive.

The Vice-President of Sierra Leone is selected by the President and is the Principal Assistant to the President in the discharge of his executive functions. There is, in addition to the office of Vice-President, such other offices of Ministers and Deputy Ministers as is established by the President

**Fact box:**

*chief of state:* President Ahmad Tejan KABBAH (since 29 March 1996, reinstated 10 March 1998)

*head of government:* President Ahmad Tejan KABBAH (since 29 March 1996, reinstated 10 March 1998)

<sup>6</sup> Source of fact boxes if nothing else stated: [The World Factbook - Sierra Leone](#)

<sup>7</sup> [Inter-Parliamentary Union - Women in National Parliaments](#)

The Cabinet advises the President in the government of Sierra Leone and consists of the President, the Vice-President and the Ministers that the President appoints. The Cabinet determines the general policy of the Government.

The President may appoint, in accordance with the provisions of this Constitution or any other law the following persons:

- Chief Justice;
- Any Justice of the Supreme Court, Court of Appeal, or Judge of the High Court;
- Auditor-General;
- Sole Commissioner or the Chairman and other Members of any Commission established by this Constitution;
- Chairman and other Members of the governing body of any corporation established by an Act of Parliament, a statutory instrument, or out of public funds, subject to the approval of Parliament.

Source: [The Constitution of Sierra Leone](#)

## 2.3 Judiciary Branch

Supreme Court; Appeals Court; High Court.

Provisions for the structure of the Judiciary derive from both the [Constitution](#) and legislation. According to article 120 (4), "[t]he Judicature shall consist of the Supreme Court of Sierra Leone, the Court of Appeal and the High Court of Justice, which shall be the superior courts of record of Sierra Leone and which shall constitute a Superior Court of Judicature, and such other inferior and traditional courts as Parliament may by law establish ". More precisely, the judicial system consists of a Supreme Court, the Court of Appeal, the High Court and Magistrates' Courts, and local courts.

The Supreme Court is the ultimate court of appeal in both civil and criminal cases and has supervisory jurisdiction over all other courts and over any adjudicating authority in Sierra Leone, as well as original jurisdiction for constitutional issues.

The Court of Appeal has jurisdiction to hear and determine appeals of decisions of the High Court in both criminal and civil matters, and also from certain statutory tribunals. Appeals against its decisions may be made to the Supreme Court.

The High Court has unlimited original jurisdiction in all criminal and civil matters, as well as appellate jurisdiction against decisions of Magistrates' Courts. Magistrates' Courts have jurisdiction in summary criminal cases and over preliminary investigations to determine whether a person charged with an offence, should be committed for trial.

Local courts have jurisdiction, according to native law and custom, in matters that are outside the jurisdiction of other courts.

The Constitution suffers from an important institutional problem in terms of judicial independence. According to art. 120 (1), the Head of the Judiciary is vested in the Chief of Justice, who benefits from the same guarantees as Judges of the Superior Court of the Judicature. However, his supervisory power and more generally the independence of the Judiciary are threatened by section 64 of the Constitution, which merges the positions of Minister of Justice and Attorney General. Thus, functions which are innately executive and judicial reside in the same person.

According to various reports, national judicial institutions desperately lack almost everything a judicial system needs to deliver justice efficiently, independently and impartially. The judiciary lacks training necessary to enable it to carry out trials of those accused of international and national crimes. The Judiciary is forced to operate from the overcrowded law-courts building in the centre of Freetown, which lacks the most basic infrastructure and equipment, and faces acute problems such as infrequent electricity supply.

Source: [International Commission of Jurists](#)

The office of the Attorney General is not separated from the Minister of Justice and the judiciary shows institutional weaknesses, especially in rural areas. The judicial system is frequently criticized for being partial, selective and restricted to only a few. The provincial justice system is poor and most people have little or no access to it.

The Auditor General's office is not independent and its powers weakened by a 1996 military Decree and institutions mandated to control the administration are hampered by inappropriate regulations or the lack of resources.

Source: [European Commission - Country Strategy Paper](#)

## **2.4 Local Government**

The basic unit of local government generally is the chiefdom, headed by a paramount chief and council of elders. There also is an elected council and mayor in Freetown, Bo, Kenema, and Makeni.

Source: [U.S. Department of State - Background Notes](#)

## 3. The State and Civil Society

### 3.1 Ombudsperson

The Ombudsman of Sierra Leone commenced operations in 2002, with the Ombudsman Act passed in 1997 and the 1991 [Constitution](#), Chapter VIII, section 146, providing for the institution.

Source: [International Ombudsman Institute - Newsletter, Dec. 2002](#)

### 3.2 NGOs

Source: [Institution - Title](#)

### 3.3 Civil Society

Source: [Institution - Title](#)

## 4. Civil Service

### *Civil Service Reform*

Work has recently commenced on the development of a framework for creating a competent and well-motivated corps of civil service leadership consistent with our declared determination to raise the level of performance and integrity of our civil service. Talented and committed officers with the requisite integrity will be retained in the service and their advancement in their careers may even be accelerated. This will enhance the efforts of the Government to restore the public service to its former dignity and respect and enable it to serve the people more effectively and efficiently.

Source: [State House Online - The Bo Declaration \(August 2003\)](#)

### 4.1 Legal basis

The [Constitution](#) of the Republic of Sierra Leone, Chapter 10, Part 1, provides for a Public Service Commission. The members of the Public Service Commission are appointed by the President, subject to the approval of Parliament.

Source: [The Constitution of the Republic of Sierra Leone](#)

In 2003, a new civil service code, the first comprehensive updating in several decades, was adopted. The new code, which includes several measures designed to improve performance and reward merit, is being introduced through all levels of the service. The Civil Service College is also being re-activated.

Source: [Sierra Leone Web - State Opening of the Second Session of The Second Parliament \(edited\)](#)

### 4.2 Appointment

Subject to the provisions of the [Constitution](#), the power to appoint persons to hold or act in offices in the public service (including power to make appointments on promotion and to confirm appointments) and to dismiss and to exercise disciplinary control over persons holding or acting in such offices shall vest in the Public Service Commission.

Source: [The Constitution of the Republic of Sierra Leone](#)

The Labor Congress and the Public Service Commission (PSC) play a major part in recruiting personnel for the civil service and general labor force.<sup>8</sup>

At an inaugural meeting September 2003, establishing a special Presidential Commission charged with making recommendations for the restructuring the Senior Civil Service (SCS), President Kabbah said that the old practice of emphasizing seniority in the assigning of tasks in the civil service work place must be reviewed so that less senior but very competent civil servants could also be encouraged to stay on the job, thus helping to break the cycle of brain drain now affecting the service. "Without a good, first class civil service", the Head of State said, "we cannot be able to build enough wealth to enable us sever our dependence on foreign aid."

Source: [Statehouse Online - "Civil Service Restructuring Commission Meet President Kabbah"](#)

### 4.3 Promotion

Source: [Institution](#) - [Title](#) (year)

---

<sup>8</sup> [First Monday - The Internet in Sierra Leone](#)

#### 4.4 Training

Source: Institution - Title (year)

#### 4.5 Gender

Source: Institution - Title (year)

## 5. Ethics and Civil Service

### 5.1 Corruption

2003 CPI Score relates to perceptions of the degree of corruption as seen by business people and country analysts and ranges between 10 (highly clean) and 0 (highly corrupt).

Corruption Perceptions Index							
		2003 CPI Score	Surveys Used	Standard Deviation	High-Low Range	Number Inst.	90 percent confidence range
Rank	Country						
1	Highly clean	9.7	8	0.3	9.2 - 10.0	4	9.5 - 9.9
113	Sierra Leone	2.2	3	0.5	2.0 - 2.8	3	2.0 - 2.8
133	Highly corrupt	1.3	8	0.7	0.3 - 2.2	6	0.9 - 1.7

Source: [Transparency International - Corruption Perceptions Index 2003](#)

**Surveys Used:** Refers to the number of surveys that were used to assess a country's performance. 17 surveys were used and at least 3 surveys were required for a country to be included in the CPI.

**Standard Deviation:** Indicates differences in the values of the sources. Values below 0.5 indicate agreement, values between 0.5 and c. 0.9 indicate some agreement, while values equal or larger than 1 indicate disagreement.

**High-Low Range:** Provides the highest and lowest values of the sources.

**Number Institutions:** Refers to the number of independent institutions that assessed a country's performance. Since some institutions provided more than one survey.

**90 percent confidence range:** Provides a range of possible values of the CPI score. With 5 percent probability the score is above this range and with another 5 percent it is below.

On 3rd February 2000 the Sierra Leone Government enacted the Anti-Corruption Act. This paved the way for the founding of the Anti-Corruption Commission (ACC) which came into being on 1st January 2001 with the assistance of the United Kingdom's Department for International Development (DFID). The ACC is tasked to counter the ever increasing corruption in Sierra Leone and will pay particular attention to corrupt payments to government officials and the misappropriation of public and donor funds.

There are three departments each with a director: 1) The Community Relations Department works with local committees and organizations to promote the work of the Commission and educate the public on the evils of corruption. 2) The Corruption Prevention Department undertakes studies of procedures in government departments, 3) The Report Centre receives complaints from the public.

All cases where evidence of corruption is found are forwarded to the Attorney General for his decision on whether or not to prosecute. Several prosecutions have been undertaken, including those of a Judge of the High Court and the Acting Commissioner of Taxes.<sup>9</sup> Several other prominent figures are currently under investigation, including a cabinet minister.

Source: [Anti-Corruption Commission - Principal Investigator](#)

Thus, corruption is an issue of concern to the Government of Sierra Leone. The passing of the Anti-Corruption Act 2000 is seen by many observers as an attempt to establish good governance and bring to account public servants suspected of bribery,

<sup>9</sup> As of October 2003, the Government of Sierra Leone had prosecuted two high-level cases (source: [U.S. Department of State](#)).

corruption and misappropriation of government property. As mentioned, a number of cases have been presented by the Anti-Corruption Commission but the speed of prosecutions is affected by the shortage of staff in the judiciary.

Source: CNIS - the Commonwealth News and Information Service

## **5.2 Ethics**

Source: Institution - Title (year)

## 6. e-Government

### e-Government Readiness Index:

The index refers to the generic capacity or aptitude of the public sector to use ICT for encapsulating in public services and deploying to the public, high quality information (explicit knowledge) and effective communication tools that support human development.

The index is comprised of three sub-indices: Web Measure Index, Telecommunications Infrastructure Index and Human Capital Index.

### Web Measure Index:

A scale based on progressively sophisticated web services present. Coverage and sophistication of state-provided e-service and e-product availability correspond to a numerical classification.

### Telecommunications Infrastructure Index:

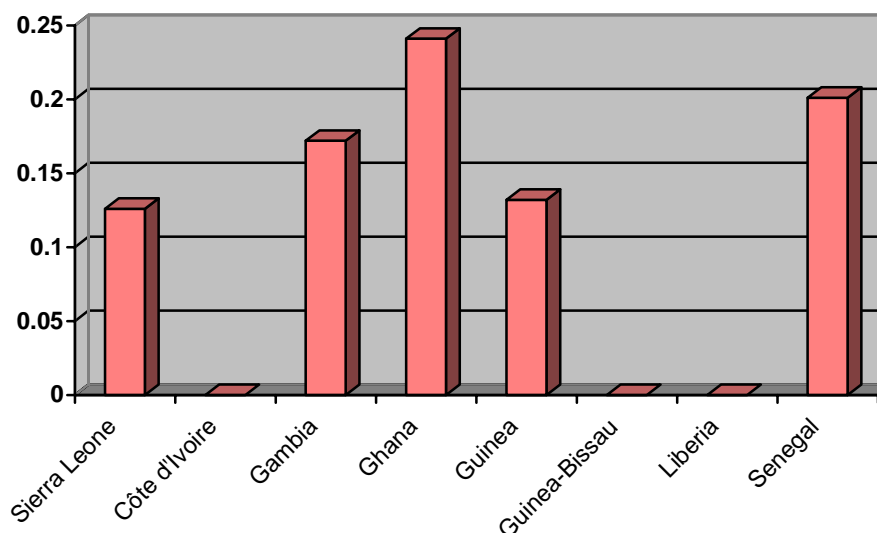
A composite, weighted average index of six primary indices, based on basic infrastructural indicators that define a country's ICT infrastructure capacity.

Primary indicators are: PC's, Internet users, online population and Mobile phones. Secondary indicators are TVs and telephone lines.

### Human Capital Index:

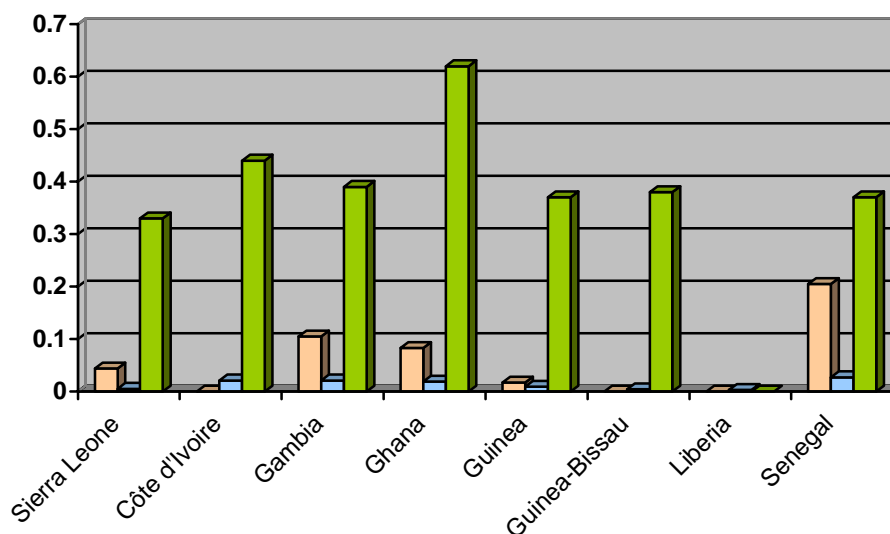
A composite of the adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio, with two thirds of the weight given to adult literacy and one third to the gross enrolment ratio.

### e-Government Readiness Index



Source: HUnited Nations – World Public Sector Report 2003H

### Web Measure Index Telecom. Infrastructure Index Human Capital Index



Source: HUnited Nations – World Public Sector Report 2003H

**e-Participation Index:**

Refers to the willingness, on the part of the government, to use ICT to provide high quality information (explicit knowledge) and effective communication tools for the specific purpose of empowering people for able participation in consultations and decision-making both in their capacity as consumers of public services and as citizens.

**e-information:**

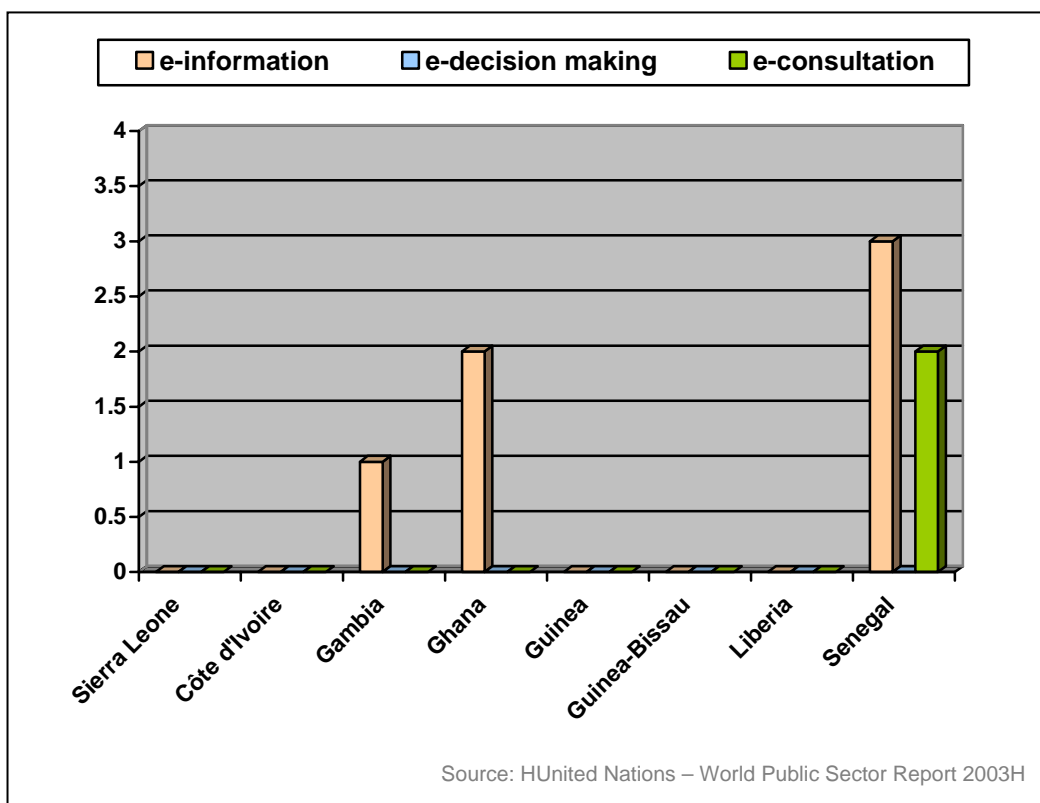
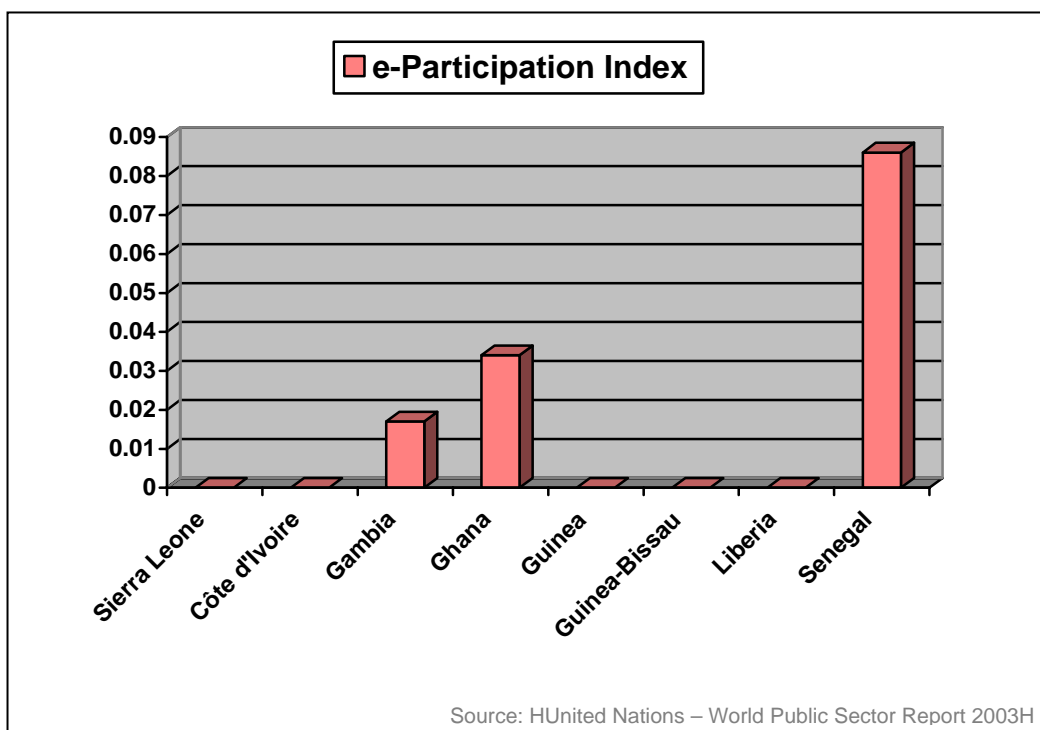
The government websites offer information on policies and programs, budgets, laws and regulations, and other briefs of key public interest. Tools for disseminating of information exist for timely access and use of public information, including web forums, e-mail lists, newsgroups and chat rooms.

**e-decision making:**

The government indicates that it will take citizens input into account in decision making and provides actual feedback on the outcome of specific issues.

**e-consultation:**

The government website explains e-consultation mechanisms and tools. It offers a choice of public policy topics online for discussion with real time and archived access to audios and videos of public meetings. The government encourages citizens to participate in discussions.



## 7. Links

7.1 National sites	
Authority	Topic
The Republic of Sierra Leone	<a href="http://www.statehouse-sl.org/">http://www.statehouse-sl.org/</a>
President	<a href="http://www.statehouse-sl.org/president.html">http://www.statehouse-sl.org/president.html</a>
Parliament	<a href="http://www.statehouse-sl.org/parliament.html">http://www.statehouse-sl.org/parliament.html</a>
Judiciary	<a href="http://www.statehouse-sl.org/judiciary.html">http://www.statehouse-sl.org/judiciary.html</a>
Government of Sierra Leone	<a href="http://www.sierra-leone.org/govt.html">http://www.sierra-leone.org/govt.html</a>

7.2 Institutional sites	
Institution	Topic
African Development Bank (ADB)	<a href="http://www.afdb.org/">http://www.afdb.org/</a>
African Training and Research Centre in Administration for Development (CAFRAD)	<a href="http://www.cafrad.org/">http://www.cafrad.org/</a>
African Union (AU)	<a href="http://www.africa-union.org/">http://www.africa-union.org/</a>
European Union (EU)	<a href="http://europa.eu.int/comm/development/ACP_countries">http://europa.eu.int/comm/development/ACP countries</a>
International Labour Organization (ILO) - NATLEX	<a href="http://www.ilo.org/dyn/natlex/natlex_browse.home">http://www.ilo.org/dyn/natlex/natlex_browse.home</a>
New Partnership for Africa's Development (NEPAD)	<a href="http://www.nepad.org/">http://www.nepad.org/</a>
United Nations Development Programme (UNDP)	<a href="http://www.undpsalone.org/">http://www.undpsalone.org/</a>
United Nations Economic Commission for Africa (ECA)	<a href="http://www.uneca.org/">http://www.uneca.org/</a>
United Nations Mission in Sierra Leone (UNAMSIL)	<a href="http://www.un.org/Depts/dpko/missions/unamsil/">http://www.un.org/Depts/dpko/missions/unamsil/</a>
UNPAN	<a href="http://www.unpan.org/virtual_library-byregion.asp">http://www.unpan.org/virtual_library-byregion.asp</a>
World Bank (WB)	<a href="http://www.worldbank.org/sl">http://www.worldbank.org/sl</a>