



Sierra Leone

National Ebola Recovery Strategy

United Nations Pledging Conference
New York
9 -10 July, 2015

In this presentation...

Background

- Sierra Leone-pathway to resilience before Ebola Crisis
 - Impact of crisis (social, economic), our collective response, progress to date
-

The National Ebola Recovery Strategy

- Objective of the Plan
 - Getting to and maintaining zero
 - Immediate Recovery priorities: 6-9 months
 - Transition to the Agenda for Prosperity: 10 – 24 months
-

Lessons Learnt and Building resilience for sustainable development

- Government
 - Development Partners
-

Implementation modalities

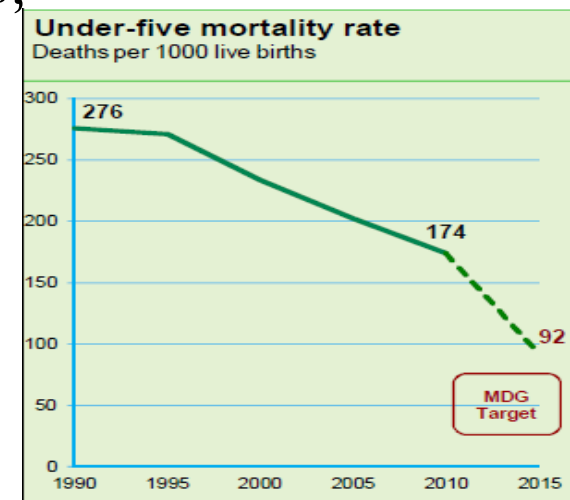
- Implementation Arrangements
- Financing the National Ebola Recovery Strategy (NERS)

Sierra Leone – Pathway to resilience before Ebola Crisis

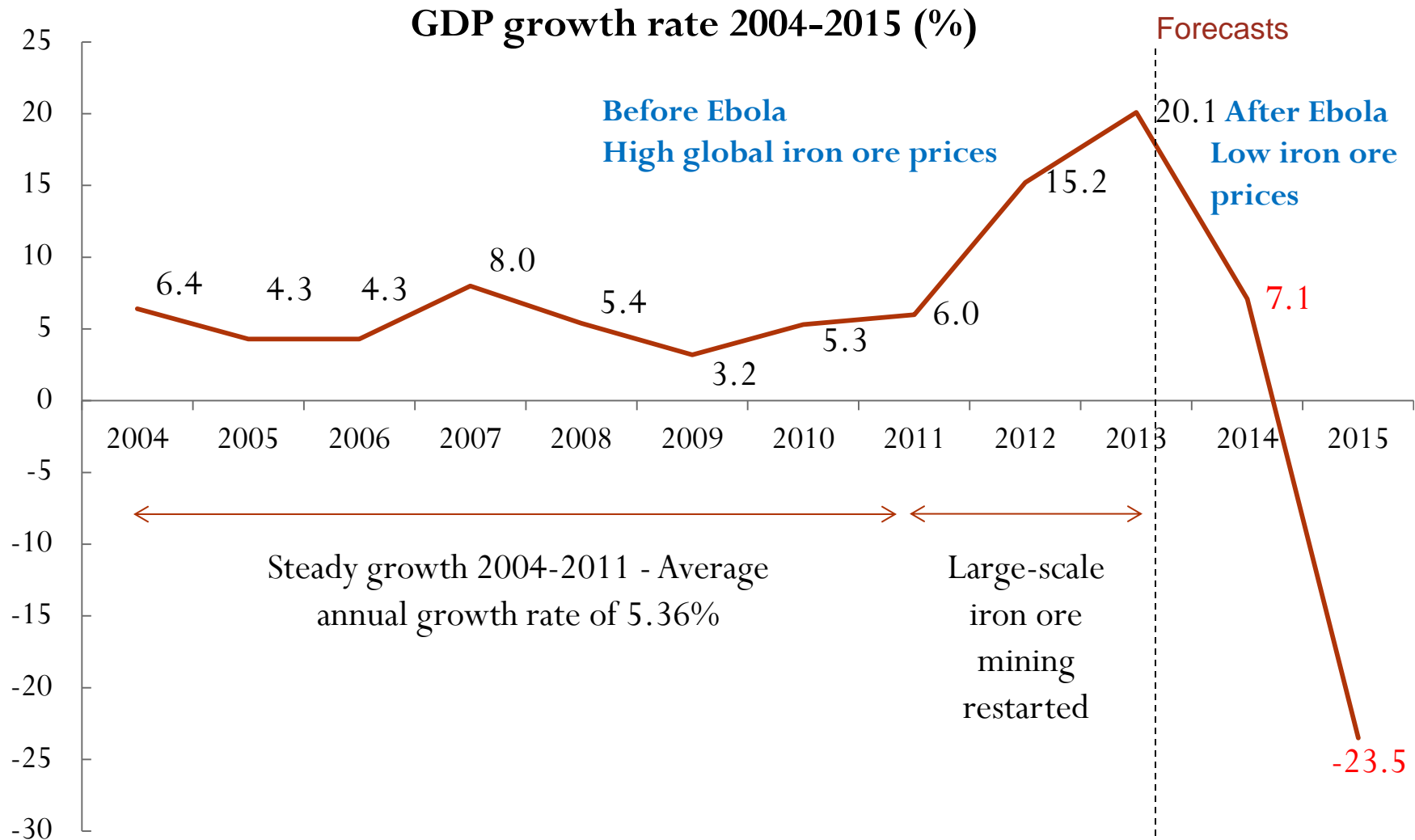
- Sierra Leone – UN example for Post-Conflict recovery
- Peace-building mission ended in March 2014
- Participation in Peacekeeping missions on the continent
- Four democratic, free and fair elections held since 1996
- One of the fastest growing economies in the world
(GDP growth 2011- 6%, 2012-15.2%, 2013-**20.1%**)
- Inflation dropped from double digit in 2012 to 6.4%in 2013
- Poverty headcount decreased from 70% in 2003 to 52% in 2013
- Installed energy capacity increased from less than 5MW in 2007 to more than 100 MW
- 11 major agribusinesses with a collective investment of about \$1.6bn, provide 17,000 jobs
- More than 1000km of roads paved

Path way to resilience before Ebola Crisis Cont'd...

- Free Health Care introduced for pregnant women, lactating mothers and under5s –some of the results include:
 - delivery at health facilities doubled from 25% to 56%;
 - use of treated bed nets against malaria moved from 26% to 49% for U5s, and 27%-53% for pregnant women
 - Drop in infant and U5s mortality
(174/1000 in 2010 to 92/1000 in 2015)
- Improvement in accountability (2007-2013)
with +14.9 score in the Mo Ibrahim Index 2013
- ranked among top ten Doing Business reformers by the World Bank in 2011
- The 50-50 gender parity in schools achieved, and girl enrollment in schools increased by an average of 48% between 2010-2013



Development Impact



Development impact cont'd

Economic

- Two shocks: EVD outbreak, falling iron ore prices
- 2015: GDP is projected to contract at -23.5% including iron ore, and -1.0% with non-iron ore
- Revenue loss estimated at Le350 billion (USD70 million)
- 30% decline in agricultural output; 60% drop in manufacturing output
- 50% job loss in the private sector;
- Suspension of 5 new investment ventures valued at approx. \$1.2 billion
- Cross-border trade disrupted and spike in consumer prices - the CPI rose from 6.4 % in April to 9.4 % in December 2014.

Development Impact Cont'd...

Social – as at 4th July 2015

Total lab confirmed infections	8,674
EVD deaths to date	3,574
EVD survivors	4,658
Health care workers infected	294
Health care worker deaths	221
... of which doctors and the only virologist	12
Current Health personnel/population ratio	3.4/10,000
Children Orphaned	8,354
Ebola-related widows	954
Ebola-related widowers	465
Number of registered teenage pregnancy	>200
7 Est. population with worsened livelihoods	2.3m

Immediate response and progress - Our collective response ...

Reversing EVD trends

- 8 new cases last week compared to 500 in November 2014
- Decreased EVD concentration from 14 Districts to only 3 by end May

Rationalise expenditure

- Suspended overseas travel, eliminated direct fuel subsidies
- Health accounts for 27.8% of total recurrent expenditure for 2014 and 18.6% for Q1 & 2, 2015
- Education expenditure accounts for 21.8% of recurrent expenditure for 2014, 31.1% for Q1&2, 2015

Domestic resource mobilisation

- Work ongoing to automate GST collection
- Improved value assessment through automated reconciliation of Customs (ASYCUDA) and Destination Inspection Companies
- Operationalized anti-smuggling scheme

Supporting business

- Supporting businesses in mining and agriculture to get back on their feet
- Pursuing financial inclusion

Immediate response and progress cont'd...

Recovery plan

- Prioritized targeted recovery initiatives within the NERS to drive social and economic recovery in 6-9 months

Recovery results to date:

HEALTH:

- 40 hospitals and 1,300 primary healthcare facilities reopened; 65% of PHUs have upgraded infection prevention and control (IPC); progress in restoring essential health services, e.g. Services to 60,000 HIV/AIDS patients resumed; TB, Malaria treatment also recommenced in all PHUs

EDUCATION:

- 8,000 schools and tertiary institutions reopened safely, with 95% adhering to the EVD prevention protocols
- School fees waived for 1,041,000 students in government-supported schools, with total cost of \$14.2 million

SOCIAL PROTECTION:

- 12,000 ultra-poor and EVD-affected households receiving cash transfers
- 10,000 orphans and 2,000 EVD survivors supported with assistance packages

PRIVATE SECTOR:

- 43,000 farmers supported with seeds for 2015 planting season
- Commonwealth Development Corporation Group PLC (a leading UK Financial Institution) through Standard Chartered provided investment capital of US\$50m to local businesses

Lessons learnt

- What was considered 'normal' before the crisis turned out to be unsustainable
- Getting to and maintaining zero infections would be illusive if health-related systems and institutions remain fragile and underfunded
- Community engagement and ownership is central to delivery of programmes and should be mainstreamed going forward
- Shortcomings in sub-regional collaboration gave way to the rapid spread of the disease
- Adopting simple hygiene and sanitation procedures reduces the risk of public health crises
- Use of ICT can facilitate effective delivery of services such as e-payments
- Economic diversification is important for economic revitalization – as the fall in iron ore prices exposed and deepened our fragility
- Enhanced cross government, partner and NGO coordination is a delivery plus multiplier
- Good governance, transparency and accountability should be enhanced and strengthened

The National Ebola Recovery Strategy (NERS)

Objective:

“Restoring Sierra Leone on the Path to Prosperity”

Three components:

Getting to and Maintaining Zero

6-9 month Recovery Priorities:

- *Health*
- *Education*
- *Social Protection*
- *Private Sector Recovery*

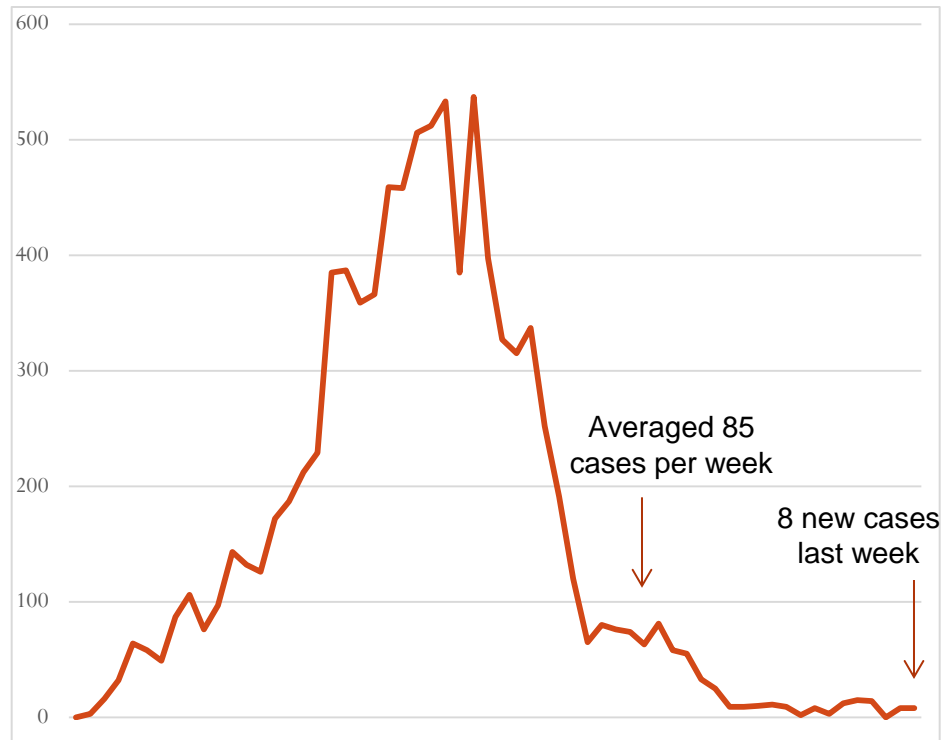
24 months priorities:

- *Resilient Zero*
- *Energy*
- *Water*
- *Private Sector Development*

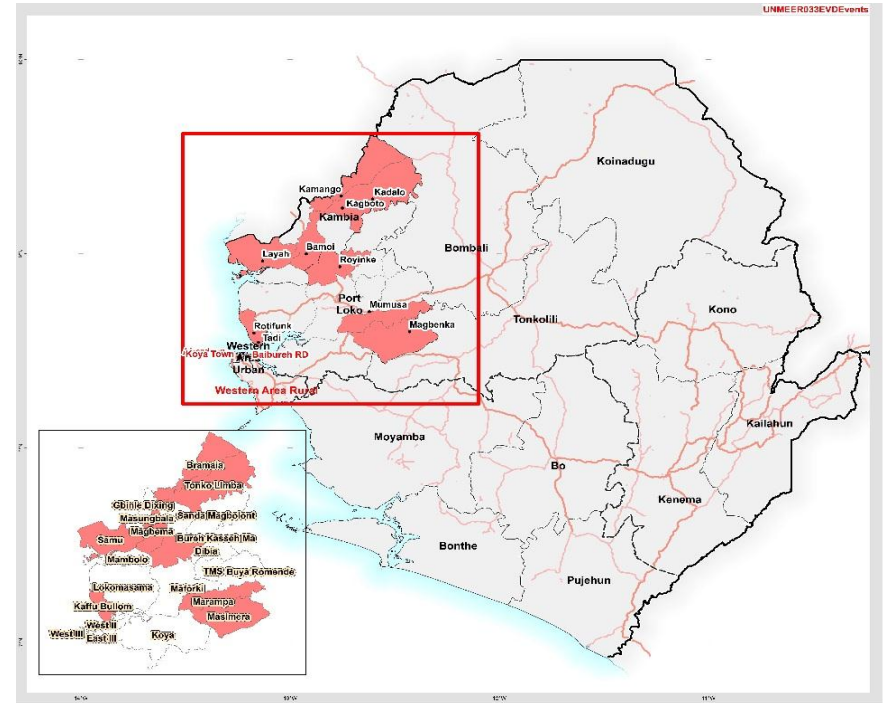
Resilience: Agenda for Prosperity 2013-2018
All other projects continue

Getting to and staying at zero

**We are getting closer and closer
to zero....**



... but challenges remain



- EVD confined to 3 Districts since end-May 2015 and now concentrated in 7 Chiefdoms and the Western Area Urban
 - 7 chains of transmission remain
- 12 Less than 10 EVD positive patients in ETCs nationwide
- Implementing standard operating procedures for quarantine and safe burials
 - Risk of un-coordinated exit strategy
 - Limited investment in public health institutions and human resource

Interventions

The national strategy for getting to zero promotes the following seven critical interventions. The NERC provides support to the District Ebola Response Centres (DERCs) to achieve these interventions

**Quality Surveillance and
Extensive Contact Tracing**

**Deepened Community
Engagement**

**Infection Prevention and
Control**

Cross Border Collaboration

**Negotiated Safe and
Dignified Burials**

**Mental and Psychosocial
Support Service (MPSS)**

**Improved Operational
Effectiveness**

Approach in 3 priority districts

H.E. the President is overseeing major efforts to defeat Ebola in 2015

Operation Northern Push

- “Operation Northern Push” launched to defeat EVD in Kambia and Port Loko and protect Western Area / Freetown from EVD transmission
- Actions include:
 - Surge of resources to Kambia and Port Loko
 - Additional emergency restrictions e.g. curfews
- Already making impact

Operation Safeguard Western Area

- “Operation Safeguard” has been launched to protect the Area from transmission originating elsewhere, as cases within W Area itself have decreased. Operation includes enhanced maritime and land surveillance.
- New EVD events now managed through sophisticated mini-surge event management approach. Major success in improving contact tracing and locating and isolating high risk contacts.

The fight to zero is ongoing. We need...

- Partners to stay engaged until a regional zero is achieved
- Support through a complex and challenging transition phase to ensure we achieve a resilient zero.
- Support for three-country border surveillance.
- Respond to spikes and resource needs with greater urgency (funds committed vs. resources in place), because one case can become 50 in only a matter of days...

The 6-9 Months Recovery Priorities

Total budget US\$299.4million

Health



IPC Triage, achieved isolation and Integrated Disease Surveillance and Response (IDSR) in all facilities; Majority of Community Health Centres have safe water; Free Healthcare Initiative restored: Reproductive, Maternal, Newborn and Child Health services; HIV, TB and Malaria treatment restored; Free Health Care Initiative to be expanded: e.g. for EVD Survivors, victims of gender based violence and pregnant teenagers – **Budget: US\$210 million**

Education



WASH in all 8,000 schools and tertiary institutions 100% Protocol Compliance; Waive School fees for all students in govt supported schools; Provide school feeding for all primary schools; Achieve 100% attendance rates; Special needs programme; Teachers Content Trained, Reduce class size – **Budget: US\$77.8 million**

Social protection



Support vulnerable groups: Strengthen Social Protection Information Systems; Provide Income Support to 150,000 households; Social Protection and support system, particularly for orphans and survivors. **Budget: US\$37.6 million**

Private sector



Stimulate growth in key sectors: seed and fertilizer support to 100,000 farmers; improve market access for farmers, through transforming 50 Agriculture Business Centers, refurbishing 20 rice and cassava processors; rehabilitate 1800km of feeder roads; recapitalise financial institutions and ensure access to finance for 125,000 farmers and petty traders - **Budget: US\$64 million**

The 10-24 Months priorities and initiatives – bridging the A4P

Resilient Zero and Health Services

Results Zero EVD

Scale up surveillance and contact tracing

Scale-up infection prevention and control

Improve safe and dignified burials

Deepen community engagement & mobilisation

Increase cross-border collaboration

Improve supply of psychosocial support

Total:
US\$377.1

Energy

Increase access

Provide electricity to all public health centres and learning facilities

Electricity solutions for all chiefdoms

Expand Barefoot Solar Energy in rural areas

Fast-track national transmission network

Repair and upgrade existing thermal plants

50 MW HFO project

Total:
US\$89.3m

Water

Increase access

Water, Sanitation and Hygiene for school reopening

Community preparedness and contingency systems

Freetown water supply

Scale up water supply and management in urban centres and small towns

Total:
US\$142.7m

Private Sector Development

• SME growth/Job creation

Improve access to affordable finance

Export development

Establish Grain Reserves & transform ABCs into Ltd Liability Companies

Establish an Investment Fund

Capacity building through vocational and technical training

Total: US\$72.6

Towards Resilience

Successful execution of the NERS is contingent on continued investment in building systems

.....

Government will ensure:

- Policy and reforms to support the strategy, including strong financial governance, accountability and transparency, and institution building
 - Leadership, political will, ownership
 - Sustained provision of own resources for the recovery
-

From Partners

Support Government efforts, including:

- Additional financial resources
- Adherence to New Deal principles and country-specific mutual accountability framework
- Image rebranding of Sierra Leone

Towards resilience cont'd...

- Strengthen statistical systems
- Strengthen Aid Effectiveness (Mutual Accountability & Aid Coordination)
- Develop strong national emergency response system by leveraging opportunities presented by Ebola, e.g. human resource, sustain 117 (toll free emergency number), mobile money transfer, ambulances, logistics, and equipment such as labs
- Community ownership and participation
- Regional Dimension – improve cross border security and intelligence

6-9 month recovery budget and financing gaps

US\$ (millions)

Pillar	Budget	GOSL	Partners	GAP
Restoring Basic Healthcare	120	4	108.6	7.3
Getting Kids to School	77.8	38.6	20.6	18.6
Social Protection	37.6	1.1	21.4	15.1
Private Sector	64	4.6	5	54.4
Total	299.4	48.3	155.6	95.5

10-24 months recovery budget and financing gaps

US\$ (millions)

Pillar	Budget	GOSL	Partners	GAP
Getting to and maintaining zero and enhancing Health Services	462	1.5	83.4	377.1
Social Protection	77.7	tbd	21.8	55.9
Education	80.4	tbd	27.9	52.5
Energy	119.3	tbd	30	89.3
Water	151.6	tbd	8.9	142.7
Private Sector Dev	73.1	tbd	0.5	72.6
Coordination, Implementation, M&E	19.4	tbd	8.3	11.2
Total	983.5	1.5	180.8	801.3

24 month priorities & total budget for July 2015 to June 2017

US\$ (millions)

Pillar	Budget	GoSL	Partners	Gap
Getting to and Maintaining Zero EVD Infection	208	1.5	52	154.8
Restoring Basic Health Services	374	4	140	229.1
Getting Kids Back to School	158.2	38.6	48.5	71.1
Social Protection (Women, Children, Youth and others)	115.3	1.1	43.2	71
Water and Sanitation	151.6	tbd	8.9	142.7
Private Sector	137.1	4.6	5.5	127.1
Energy	119.3	tbd	30	89.3
Coordination, Implementation, Monitoring & Evaluation	19.44	tbd	8.3	11.2
Total	1,282.94	49.80	336.40	896.30

Debt Relief

Sierra Leone requires additional support in the form of debt relief and direct budget support: for e.g.

- 2015 debt service obligation is US\$52.3 million
- With IMF debt service relief of \$16.14 million for 2015, the balance now stands at US\$31.6 million
- We therefore call on other bilateral and multilateral partners to kindly consider taking cue from the IMF

Implementation Modalities

6-9 month NERS (immediate recovery) implementation: Presidential Delivery Team

Presidential Forum on Transition and Recovery
Chair: His Excellency, the President

**Office of the Chief of Staff
Delivery Team**

MOHS

MEST

MWR

MSW-
GCA

NaCSA

MAFFS

MOFED

MTI

NERC



District Recovery Delivery Teams in each district
Decentralized MDAs, District Councils, and Civil Society

Leadership

- Strategic Forum convened and Chaired by HE for political decisions/directives

Delivery support

- Day-to-day coordination, planning & support
- Track progress against milestones and flag challenges for Forum
- Technical inputs

Ministerial implementation

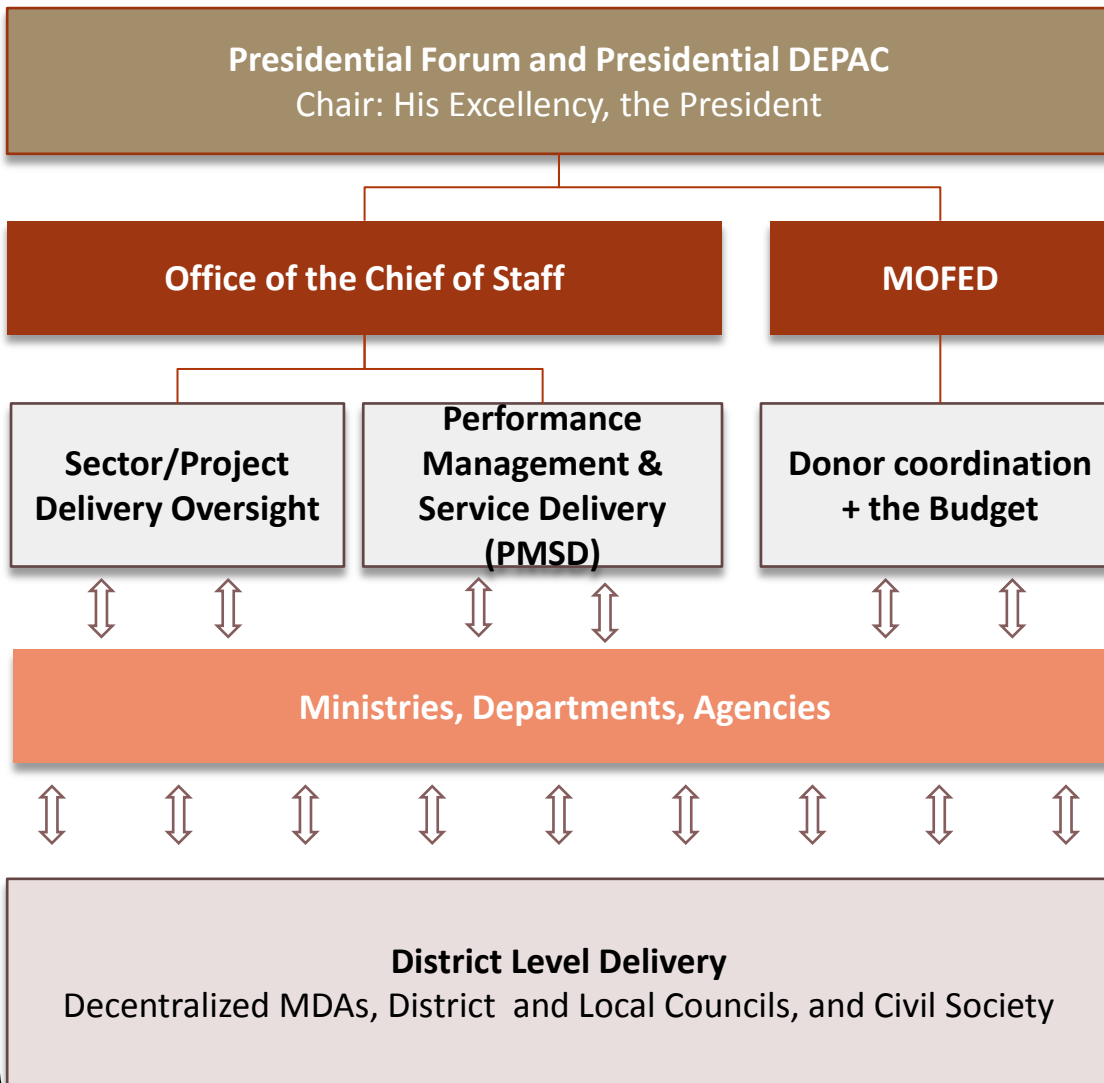
- Sector-level delivery and coordinated implementation
- Feed into weekly delivery dashboards
- District teams coordinate decentralized implementation and input

District Delivery Teams

- District-level data collection, and coordination
- Feed into weekly delivery dashboards
- District teams coordinate decentralized implementation and input within boundaries of program KPIs

Implementation Modalities

10-24 month NERS implementation: Utilising A4P mechanisms



Leadership

- Internal GoSL strategic Forum convened and Chaired by HE for political decisions/directives
- Presidential DEPAC for donor coordination

Delivery support

OCOS

- Day-to-day coordination, planning & support
- Track progress against milestones and flag challenges for Forum
- Internal and public accountability for performance

MOFED

- DEPAC and donor outreach leadership
- Mobilising the Budget behind priorities

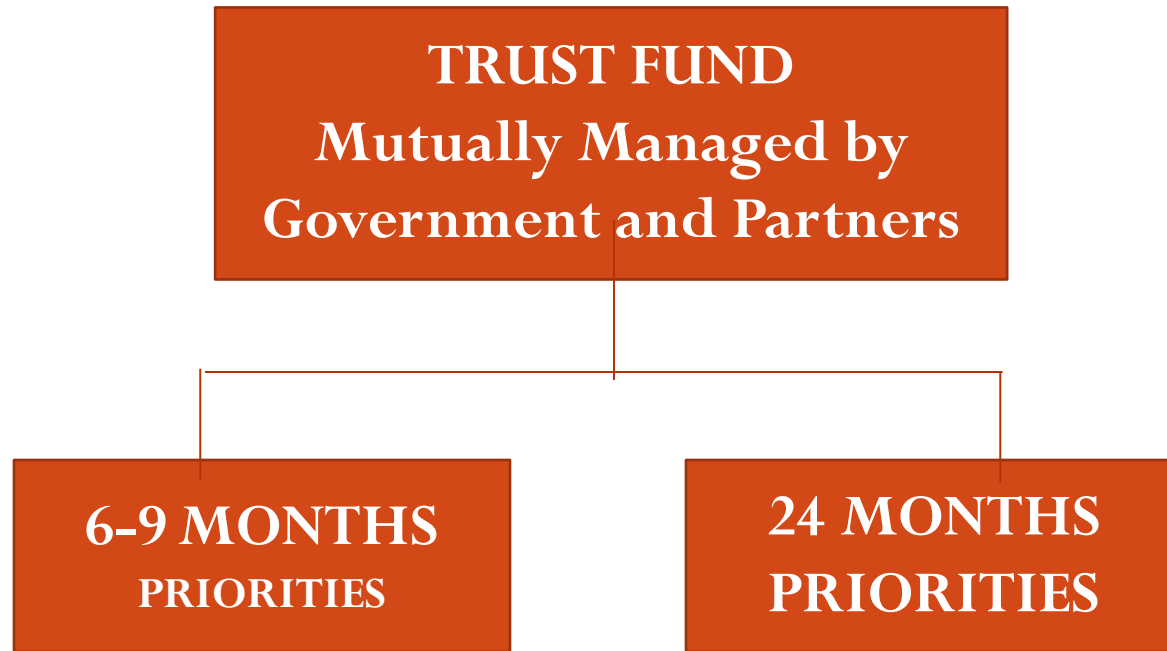
Ministerial implementation

- Sector-level delivery and coordinated implementation
- District teams coordinate decentralized implementation and input

District Delivery Teams

- District-level data collection, and coordination
- District teams coordinate decentralized implementation

Financing Modalities



- Management and Disbursement modalities to be mutually defined between government and partners
- Sector coordination mechanisms will be strengthened in line with the New Deal Principles

Thank You