



Presidential DEPAC
Post-Ebola Recovery Phase II:
10-24 Month Plans

2 February 2016

Delivery of our Post Ebola Recovery Plan is...

...Grounded in clear principles

1

Committed top leadership: His Excellency the President is driving delivery

2

Ambitious, concrete targets: targets are aspirational but concrete and measurable

3

Dedicated budgets: budget priorities for all will align with delivery priorities

4

Robust performance management: through an institutional delivery monitoring system

5

Complimentarity and mutual reinforcement: initiatives will have multiplier effects across all sectors

6

Decentralisation: implementation and accountability at district and local levels

7

Continued external pressure: targets and progress heavily publicised and community engagement emphasised

...Executed in 5 process steps

Focus on a very limited number of core priorities, with assigned budgets and targets; in numbers, not words

Use catalysing force such as intensive working sessions to focus minds, deepen plans, align budgets and address obstacles

Establish a delivery system, adjust existing system to reflect breadth of plans and requirement to build lasting capacity in MDAs

Conduct robust performance management using delivery system, monitor progress against KPIs via weekly meetings and dashboards, and problem-solve issues as they arise

Create irreversible pressure to perform, by strengthening community engagement and deploying effective communication strategies

10-24 month delivery plan transformatively addresses 7 critical sectors



Each sector has ...

- **Specific, measurable targets** which are to be met by June 2017
- A defined set of **initiatives and sub-initiatives** to achieve the target
- The estimated **budget** needed to deliver initiatives
- **Defined timing and sequencing** of critical activities

We have identified 13 priority key result areas for the next 10-24 months



Health

- Prevent, detect, respond to epidemics and ensure **zero cases of EVD**
- Save the lives of **600 women and 5000 children**



Education

- Improve learning outcomes by ensuring that **70% of schools** have the an appropriate ratio of capable teachers to pupils
- Nationwide **school feeding for 1.2 million children** in all GoSL/GoSL assisted primary schools



Social protection

- Provide income support to an additional **57,000 vulnerable households**
- Ensure continuous care for **40,051 EVD-affected persons and survivors**



Private sector development

- Locally source crops for all institutional feeding programs thereby **creating jobs**
- Triple exports of processed form of key crops by facilitating **SME growth** and **aligning policies**¹



Water

- Provide sustainable short- and long-term solutions to Freetown Water, improving access for **600,000 people**
- Extend sustained access to water to **270,000 more people** in the provinces



Energy

- **Triple the total operational power** generation capacity from 75MW to 225MW
- Double access to electricity from 125,000 to **250,000 households**



Governance

- Specifics of KRA currently being developed

¹ Key crops are in the process of being selected



Saving lives by strengthening the health sector

Why we must act now

Sierra Leone has had great success with Ebola, but **ongoing work is required to ensure no further outbreaks**

Sierra Leone has among the **world's highest rates of maternal and child mortality**, costing the country ~30,000 lives annually

Outcomes

Prevent, detect, respond to epidemics and ensure **zero cases of EVD**

Save the lives of **600 women and 5000 children**



What has to be done

Increase and upskill staff to ensure improved service and engage communities

Ensure availability of life saving medicines and equipment at the facility level

Focus on the key causes of child and maternal mortality

Enhancing learning for all children in a safe and nurturing environment

Why we must act now

Insufficient capable teachers to ensure learning for all students

- ~50% of primary, ~30% of secondary teachers lack necessary qualifications
- Uneven national distribution of qualified teachers
- Overcrowded classrooms with 60% primary and 45% secondary schools exceeding 1:49 ratio
- 27% of all operational schools not currently approved by MEST
- Low transparency on real time performance at the school level

The Ebola set-back has made it increasingly difficult for vulnerable families to support schooling of their children, more **children are likely to attend school hungry** unable to learn, with increased risk of lower enrolment, attendance and retention rates

Outcomes

Improve learning outcomes by ensuring that **70% of schools** have the right ratio of capable teachers to pupils (<1:49)

Nationwide school feeding for **1.2 million children** in all GoSL/GoSL assisted primary schools

What has to be done



Invest in **critical school infrastructure**



Improve sustainability of sector by **strengthening governance**



Continuous improvement of the **quality of education and student learning outcomes**



Offering support and care to the most vulnerable households

Why we must act now

A significant portion of the population **lives on less than \$1 a day**

This population suffers from poor living conditions and livelihoods **resulting in decreased access to health care, education and other basic needs**

EVD survivors continue to face health challenges with the potential risk of EVD resurgence from unsafe sexual activities

Individuals directly affected by EVD face challenges accessing services and re-integrating fully into their families and communities

Outcomes

Provide income support to an additional **57,000 vulnerable households**

Ensure continuous care for **40,051 EVD-affected persons and survivors**

What has to be done



Invest in **comprehensive care for EVD affected and critical support** to enhance the social outcomes of most vulnerable Sierra Leoneans

Ensure sustainability of sector by **building capacity** of human capital and delivery systems



Catalyzing economic growth through sector focused integrated approach

Why we must act now

Agricultural sector employees nearly 2/3 of Sierra Leone's workforce and provides the best fit for an immediate boost in employment

Institutional requirements for rice and cassava can be sourced from small farmers, resulting in **job creation** and **import substitution**

SME growth is critical to a robust economy, and a substantial number of local SMEs are in agriculture and agro-processing

Approximately **75% of the country's 5.4 million hectares of arable land is available for cultivation of crops**, including crops such as coffee, palm oil, cassava

Outcomes

Locally source crops for all institutional feeding programs thereby **creating jobs**

Triple exports of processed form of selected crops¹ by **facilitating SME growth**



What has to be done

Focus private sector development efforts on job creation and SME growth

Ensure enhancement of enablers against one target sector

Support integrated value chain approach to substitute imports and boost exports in processed crops

¹ Crops are in the process of being selected



Bringing safe water to 870,000 new people

Why we must act now

50-year-old water infrastructure in Freetown is strained beyond capacity, requiring **water rationing of 3 to 12 hours per day** depending on season

Only 43% of Freetown's population has reasonable access to safe water supply, leaving more than **1.1 million people without safe access to water**

Less than half of the rural population have access to a sustainable water supply, and even where water points have been installed, only 31% are operational

The practice of offering water at no cost in many small towns has left SALWACO and communities **unable to meet basic operations and maintenance** of provincial water systems to sustain delivery

Outcome

Provide sustainable short- and long-term solutions to Freetown Water, improving access for **600,000 people**

Extend sustained access to water for **270,000 more people** in the provinces



What has to be done

Invest in **critical capital projects** both new build and rehab

Improve sustainability of sector by **strengthening governance, building capacity** and **improving cost recovery**

Secure the future of the sector through **long-term planning** and protection of natural resources



Electrifying Sierra Leone's businesses, institutions and homes

Why we must act now

Power grids currently offer only 75MW operational capacity, and because 50% is hydro, power levels drop further during the dry season

Sierra Leone currently **lacks standardized processes for independent power producers**, limiting the appeal to outside investors

Electrification rates are very low throughout the country, at 15% in the Western Area and only 2% in the rural areas

High commercial and technical losses limit the ability of the utility companies to recover costs in order to maintain and expand the system

Outcome

Triple the total operational power generation capacity from **75MW to 225MW**

Double access to electricity from **125,000 to 250,000 households**



What has to be done



Invest in critical new build and rehab projects for generation and distribution



Improve financial sustainability and attractiveness of energy sector



Secure the future of the sector through systematic sector planning and **an enhanced skill base**



Increase the availability **affordable grid-connected power**

There are real challenges and constraints to pursuing transformative action

Impact of frequent and significant re-emergence of Ebola

- **Continued flare-ups or outbreaks** will cost lives and negatively impact business outlook and investor confidence
- **Resilient Zero initiatives, including ongoing community engagement** must be prioritised and assiduously implemented

Funding availability and sequencing of interdependent activities

- **Critical sequencing of activities may not match established funding processes**
- **Careful planning is needed** to determine areas of misalignment in order to address or alter approach

Need for enabling policy and legislative reforms

- **Contradictions between various policies and legislation**, create bottlenecks in sector reform and development
- **Review and harmonisation** of policies and legislation to be accelerated

Resistance to change

- **Business *un-usual* delivery approach** will challenge certain **entrenched practices** and might meet with resistance
- **Accountability, transparency, and perseverance** are vital to delivering transformative change

Government of Sierra Leone is committed to working through these challenges because the benefits are so great

Return to prosperity for Sierra Leone, rebounding from a steeply falling GDP during Ebola to **7% GDP growth (2014)**

Increased equity in healthcare, education, and the provision of basic utilities, building a foundation for economic growth

Catalyze our growth towards middle income in line with the pillars of the Agenda for Prosperity

We will need to work together over the next 10-24 months

Government commits to...

- Real and concerted **political will**
- **Deep partnership with our donors** through the planning process
- Conducting **business un-usual** and breaking through past barriers
- High **transparency and accountability**
- Investment of our **minds, sweat, and hearts** in advancing transformation

...we need our partners to

- Align with and invest in these **top priority issues**
- **Increase flexibility and speed** in bringing resources to bare
- Enhance **donor to donor** and **donor to GoSL coordination**
- Demand increased mutual **accountability from all, including implementing partners**

Timelines are tight, much is required, but through success in delivery of transformative change
we can make history

Estimated budgets for the priority key result areas for the next 10-24 months

		Est. Cost (\$m)
 Health	<ul style="list-style-type: none"> Prevent, detect, respond to epidemics and ensure zero cases of EVD Save the lives of 600 women and 5000 children 	69.0
		158.0
 Education	<ul style="list-style-type: none"> Improve learning outcomes by ensuring that 70% of schools have the appropriate ratio of capable teachers to pupils Nationwide school feeding for 1.2 million children in all GoSL/GoSL assisted primary schools 	51.2
		30.4
 Social protection	<ul style="list-style-type: none"> Provide income support to an additional 57,000 vulnerable households Ensure continuous care for 40,051 EVD-affected persons and survivors 	49.6
		18.1
 Private sector development	<ul style="list-style-type: none"> Locally source crops for all institutional feeding programs thereby creating jobs Triple exports of processed form of key crops by facilitating SME growth and aligning policies¹ 	73.8
 Water	<ul style="list-style-type: none"> Provide sustainable short- and long-term solutions to Freetown Water, improving access for 600,000 people Extend sustained access to water to 270,000 more people in the provinces 	83.3
		33.3
 Energy	<ul style="list-style-type: none"> Triple the total operational power generation capacity from 75MW to 225MW Double access to electricity from 125,000 to 250,000 households 	129.9
		128.4
 Governance	Specifics of this KRA are being developed	tbd

Total estimated budget total excluding Governance **825.0**

¹ Key crops are in the process of being selected