

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**<sup>1</sup>



## 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

<sup>1</sup> 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 crops<sup>1</sup> 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

<sup>1</sup> 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

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**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)
 <b>Health</b>	<ul style="list-style-type: none"> <li>Prevent, detect, respond to epidemics and ensure <b>zero cases of EVD</b></li> <li>Save the lives of <b>600 women and 5000 children</b></li> </ul>	69.0
		158.0
 <b>Education</b>	<ul style="list-style-type: none"> <li>Improve learning outcomes by ensuring that <b>70% of schools</b> have the appropriate ratio of capable teachers to pupils</li> <li>Nationwide <b>school feeding for 1.2 million children</b> in all GoSL/GoSL assisted primary schools</li> </ul>	51.2
		30.4
 <b>Social protection</b>	<ul style="list-style-type: none"> <li>Provide income support to an additional <b>57,000 vulnerable households</b></li> <li>Ensure continuous care for <b>40,051 EVD-affected persons and survivors</b></li> </ul>	49.6
		18.1
 <b>Private sector development</b>	<ul style="list-style-type: none"> <li>Locally source crops for all institutional feeding programs thereby <b>creating jobs</b></li> <li>Triple exports of processed form of key crops by facilitating <b>SME growth</b> and <b>aligning policies<sup>1</sup></b></li> </ul>	73.8
 <b>Water</b>	<ul style="list-style-type: none"> <li>Provide sustainable short- and long-term solutions to Freetown Water, improving access for <b>600,000 people</b></li> <li>Extend sustained access to water to <b>270,000 more people</b> in the provinces</li> </ul>	83.3
		33.3
 <b>Energy</b>	<ul style="list-style-type: none"> <li><b>Triple the total operational power</b> generation capacity from 75MW to 225MW</li> <li>Double access to electricity from 125,000 to <b>250,000 households</b></li> </ul>	129.9
		128.4
 <b>Governance</b>	Specifics of this KRA are being developed	tbd

Total estimated budget total excluding Governance **825.0**

<sup>1</sup> Key crops are in the process of being selected