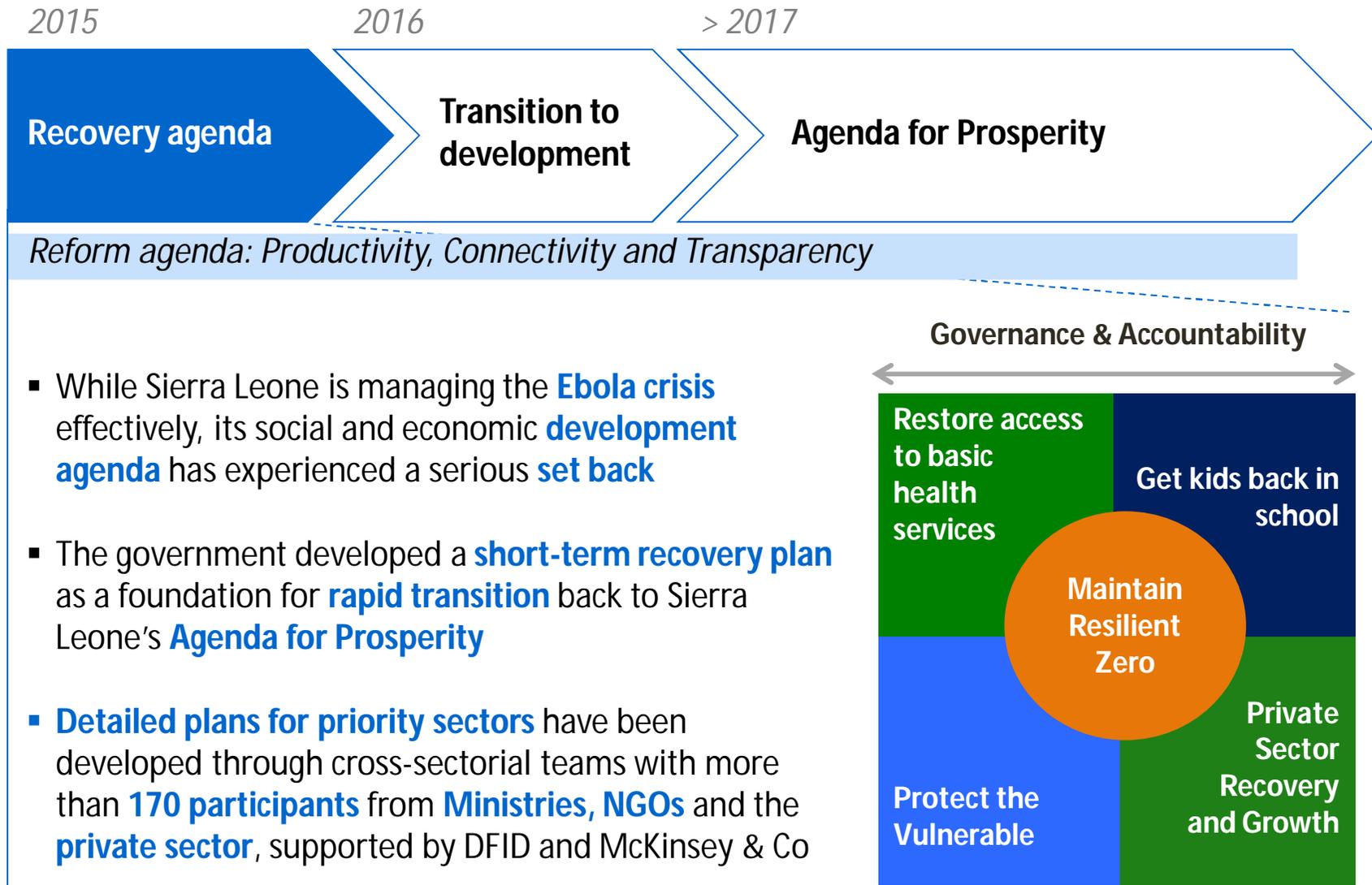


## EXECUTIVE SUMMARY



# Sierra Leone's Recovery and Transition Plan

# Sierra Leone's recovery plan in context



## Priority areas for Sierra Leone's Recovery and Transition Plan

	Priority areas	Funding gap (USD million)	
		6-9 months	Year 2016
Health	<p><b>Ensure that 40 hospitals and 1,300 primary health care facilities are safe and have capacity to provide essential health care</b></p> <ul style="list-style-type: none"> <li>Zero cases of health care acquired Ebola</li> <li>Children and mothers receive free essential healthcare</li> <li>TB, HIV and Malaria patients will return to long term treatment</li> <li>3,500 Ebola survivors receive free care and support</li> </ul>	79	...
Education	<p><b>Bring all kids back to school, maintaining safe and actively learning</b></p> <ul style="list-style-type: none"> <li>Maintain zero cases in schools</li> <li>Enroll all students back to school</li> <li>Accelerate learning</li> </ul>	46	69
Social protection	<p><b>Support vulnerable groups and establish sustainable social welfare</b></p> <ul style="list-style-type: none"> <li>Deliver income/support to 150,000 households and 36,500 EVD-affected</li> <li>Increase capacity of government MIS to drive anti-poverty initiatives</li> <li>Build capacity in districts to provide long term social welfare support</li> </ul>	78.2	80.8
Private sector	<p><b>Draw 100,000+ subsistence farmers/unemployed into the formal economy</b></p> <ul style="list-style-type: none"> <li>Support 100,000 farm families to plant, reap and sell bumper crop in 2015</li> <li>Help SMEs and small traders with affordable finance</li> <li>Community-led cash for basic infrastructure work for roads, WASH, etc.</li> </ul>	67	11+
Delivery assurance	<p><b>Build delivery and accountability architecture, systems and capacity</b></p> <ul style="list-style-type: none"> <li>Monitor programs, resolve issues and ruthlessly communicate results</li> <li>Create governance and drive financial oversight and mutual accountability</li> <li>Drive productivity, transparency and accountability through reform</li> </ul>	9.4	7.2
		<b>279.6</b>	<b>168 +</b>

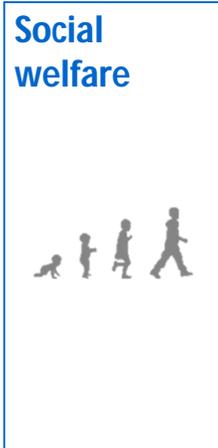
# Health Initiatives

		Funding gap (USD million)	
	Key initiatives	Target impact	
			6-9 months    Year 2016
<p><b>Health care safety</b></p> 	<p>Ensure patient and health care worker safety:</p> <ol style="list-style-type: none"> <li>1. Assure effective IPC at health care units</li> <li>2. Establish triage/isolation in all hospitals and CHC including referral capacity</li> <li>3. Implementation of integrated disease surveillance and response at HCU, District and national levels</li> <li>4. Support IPC with improvements to WASH, laundry and waste disposal at HCUs</li> <li>5. Implement a continuous improvement program for IPC</li> </ol>	<ul style="list-style-type: none"> <li>▪ Zero cases of HCU acquired Ebola</li> <li>▪ All EVD suspect cases identified, reported to district/public health authority and referred correctly for treatment</li> <li>▪ Enable good IPC by improving WASH</li> <li>▪ Improve IPC through compliance monitoring</li> </ul>	<p><b>48</b>                    ...</p>
<p><b>Essential health services</b></p> 	<p>Restore the critical elements of the basic package of essential health service:</p> <ol style="list-style-type: none"> <li>1. Restore critical RNMCH services safely</li> <li>2. Conduct intensive targeted immunisation campaigns</li> <li>3. Provide free health care to adults with malaria and recapture defaulted TB and HIV patients</li> <li>4. Audit and reform HR and supply programs</li> <li>5. Provided free health service for 3500 Ebola survivors</li> </ol>	<ul style="list-style-type: none"> <li>▪ Reduce projected rise in M+C mortality</li> <li>▪ Recover pre-EVD vaccine coverage</li> <li>▪ Reduce adult morbidity &amp; mortality rates due to HIV, TB and Malaria</li> <li>▪ Cost effectively provide services based on demand</li> <li>▪ Return victims to health</li> </ul>	<p><b>31</b>                    ...</p>

## Education Initiatives

	Key initiatives	Target impact	Funding gap (USD million)	
			6-9 months	Year 2016
 <p><b>Zero cases in schools</b></p>	<p>Zero cases of school acquired Ebola:</p> <ol style="list-style-type: none"> <li>1. Monitor IPC protocol and timely replenish IPC equipment in all schools</li> <li>2. Construct proper WASH facilities in 677 schools immediately, followed by another 2,077 after the rainy season</li> </ol>	<ul style="list-style-type: none"> <li>▪ Prevent risk of EVD spread in schools</li> <li>▪ Proper WASH (water supply and latrine) facilities in all schools</li> </ul>	<b>18</b>	<b>16</b>
 <p><b>Enroll students</b></p>	<p>Support enrollment of kids into school:</p> <ol style="list-style-type: none"> <li>1. Waive school and examination fees</li> <li>2. School feeding for primary students</li> <li>3. Proactive student enrollment through community mobilization and targeted support to vulnerable groups</li> </ol>	<ul style="list-style-type: none"> <li>▪ Enrollment rates 2.2% and 3.4% (primary and Junior Secondary) higher than pre-Ebola</li> </ul>	<b>14</b>	<b>44</b>
 <p><b>Accelerate learning</b></p>	<p>Accelerate learning to “catch up” on lost time:</p> <ol style="list-style-type: none"> <li>1. Focused syllabus, complemented with in-service and out-of-service teacher training</li> <li>2. Simple classroom upgrades (extra furniture, moderate repairs) and semi-permanent structures to manage overcrowding until new permanent structures are built</li> <li>3. National Radio Station focused on reaching a broad audience with learning programs</li> <li>4. Simple solar kits to schools with no electricity</li> </ol>	<ul style="list-style-type: none"> <li>▪ Accelerate student learning outcomes, and strengthen both in and out of school learning opportunities for all age groups</li> </ul>	<b>14</b>	<b>9</b>

# Social Protection Initiatives

	Key initiatives	Impact	Funding gap (USD million)	
			6-9 months	Year 2016
 <p><b>Income support</b></p>	<p><b>Income support at scale:</b></p> <ol style="list-style-type: none"> <li>1. Strengthen MIS and coordinate data flows from World Bank and other MDAs</li> <li>2. Use MIS to identify 150,000 priority households<sup>1</sup> needing support in 3 months</li> <li>3. Deliver income support of \$30/month to all 150,000 households within 9 months</li> <li>4. Strengthen governance through Social Protection Committee and resolve issues in coordination with MSWGCA and MDAs</li> </ol>	<ul style="list-style-type: none"> <li>▪ Functioning MIS within 3 months</li> <li>▪ 150,000 households (~1.2m people) supported within 9 months</li> <li>▪ Streamlined government</li> </ul>	<p><b>57.9m total</b></p> <ul style="list-style-type: none"> <li>▪ 7.6 startup</li> <li>▪ 9.8 operating</li> <li>▪ 40.5 direct to beneficiaries<sup>2</sup></li> </ul>	<p><b>62.7m total</b></p> <ul style="list-style-type: none"> <li>▪ 8.7 operating</li> <li>▪ 54m direct to beneficiaries<sup>3</sup></li> </ul>
 <p><b>Social welfare</b></p>	<p><b>Robust cash management capability:</b></p> <ol style="list-style-type: none"> <li>1. Deliver minimum assistance packages<sup>4</sup> to 36,500 beneficiaries<sup>5</sup></li> <li>2. Strengthen protection and support mechanisms in 149 chiefdoms</li> <li>3. Establish a case management and information management system at national, district and sub-district level</li> <li>4. Review all agreements with key partners to ensure rapid service delivery at scale</li> </ol>	<ul style="list-style-type: none"> <li>▪ All EVD-affected groups supported within 9 months</li> <li>▪ Long-term capacity created through 130 new pre-trained social workers, 1,000 para professionals, and 14 M&amp;E officers</li> </ul>	<p><b>20.2m total</b></p> <ul style="list-style-type: none"> <li>▪ 2.1 startup</li> <li>▪ 6.1 operating</li> <li>▪ 9.0 cash to beneficiaries</li> <li>▪ 3.0 other package contents</li> </ul>	<p><b>18.1m total</b></p> <ul style="list-style-type: none"> <li>▪ 6.1 operating</li> <li>▪ 9.0 cash to beneficiaries</li> <li>▪ 3.0 other package contents</li> </ul>

1 Priority target households: (1) those affected by the EVD crisis; (2) chronic poor; (3) recoverable poor (those who can grow out of poverty with support). Households based on 7-8 people average.

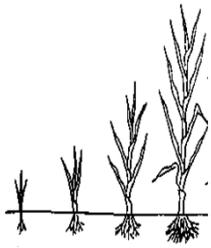
2 Assumes immediate takeup of system for entire 150,000 groups. Since rollout will be scaled over 3-6 months, likely distribution in 2015 will be ~\$30m.

3 Assumes income support at \$30 / month remains stable, and that net entrance / exit rate remains neutral

4 Packages include cash transfers delivered through NaCSA; livelihood support; reintegration kits, social work follow-up, psychosocial support etc.

5 Beneficiaries include all vulnerable groups: children, EVD survivors, EVD workers, women, the disabled, and the elderly

# Private Sector Recovery Initiatives

		Funding gap (USD million)		
	Key initiatives	Target impact	6-9 months	Year 2016
 <p><b>Crop 2015</b></p>	<p>Support 100,000 farm families to plant, reap and sell a bumper crop in 2015:</p> <ol style="list-style-type: none"> <li>1. Provision of improved seeds and fertiliser</li> <li>2. Inland valley swamp focus</li> <li>3. Private sector procurement and delivery</li> <li>4. 100 ABCs improve processing/marketing</li> <li>5. Farmer families assisted to sign up to national register and open bank accounts</li> </ol>	<ul style="list-style-type: none"> <li>▪ Near-term food security, enhanced farmer incomes</li> <li>▪ Strengthened value chain</li> <li>▪ Improved productivity, connectivity and transparency</li> </ul>	42	...
 <p><b>Small business financing</b></p>	<p>Help SMEs and small traders re-establish themselves through affordable finance:</p> <ol style="list-style-type: none"> <li>1. Bolster micro-finance institutions</li> <li>2. Recapitalise APEX bank to boost lending by Community Banks/FSAs</li> <li>3. Establish SME fund for low-interest loans</li> </ol>	<ul style="list-style-type: none"> <li>▪ Small traders' business returns to pre-Ebola levels</li> <li>▪ New SME employment</li> <li>▪ Improved connectivity and transparency</li> </ul>	14	11
 <p><b>Cash for infrastructure</b></p>	<p>Contract district-based private sector entities to design/execute community-supported infrastructure projects that strengthen agriculture sector markets and logistics:</p> <ol style="list-style-type: none"> <li>1. Upgrade 500km of feeder roads linking farms to markets</li> <li>2. Build 50 market WASH facilities in the economic zones (solar panel power)</li> </ol>	<ul style="list-style-type: none"> <li>▪ 2,000 new jobs</li> <li>▪ Upskilling potential through exposure to equipment/technology</li> <li>▪ More resilient "zero"</li> <li>▪ Improved connectivity and transparency</li> </ul>	11	...

## Delivery Assurance System Initiatives

	Key initiatives	Target impact	Funding gap (USD million)	
			6-9 months	Year 2016
<b>Delivery Team</b>	<b>Build delivery architecture:</b> <ol style="list-style-type: none"> <li>Enhance Delivery Team in President's office</li> <li>Create and train Ministerial Delivery Teams in 4 lead sectors</li> <li>Drive end-to-end delivery reporting and issue resolution from districts to President</li> </ol>	<ul style="list-style-type: none"> <li>Functioning teams within 3 months</li> <li>Issues resolved in time</li> </ul>	<b>5.8m total</b> <ul style="list-style-type: none"> <li>2.6 startup</li> <li>3.6 operating</li> </ul>	<b>3.6m total</b> <ul style="list-style-type: none"> <li>3.6m operating</li> </ul>
<b>Monitoring delivery</b>	<b>Prioritise, monitor and communicate:</b> <ol style="list-style-type: none"> <li>Sharpen prioritised initiatives and develop KPIs, dashboards and detailed action plans</li> <li>Provide monthly public updates by district allowing peer-to-peer assessment</li> <li>Enforce mutual accountability between partners</li> </ol>	<ul style="list-style-type: none"> <li>Clear priorities publicised</li> <li>Public accountability created</li> </ul>	<b>~1.0m total</b>	<b>~1.0m total</b>
<b>Compliance structure</b>	<b>Create governance and financial oversight:</b> <ol style="list-style-type: none"> <li>Create steerco for each sector comprising MOFED and all relevant stakeholders</li> <li>External fund management and forensic audit</li> <li>Connect funding flow with delivery outcomes</li> </ol>	<ul style="list-style-type: none"> <li>Clear financial transparency and program accountability</li> </ul>	<b>2.1m total</b> <ul style="list-style-type: none"> <li>0.5 operating</li> <li>1.6 forensic audit</li> </ul>	<b>2.1m total</b> <ul style="list-style-type: none"> <li>0.5 operating</li> <li>1.6 forensic audit</li> </ul>
<b>Reform agenda</b>	<b>Drive productivity and transparency via delivery:</b> <ol style="list-style-type: none"> <li>Resolve decentralisation, payroll and procurement systems reform</li> <li>Accelerate anti-corruption efforts</li> <li>Increase transparency through public accountability and financial management</li> </ol>	<ul style="list-style-type: none"> <li>Accelerated progress toward public sector stability</li> </ul>	<b>~0.5m</b>	<b>~0.5m</b>

## SINGLE-PAGE SUMMARY



# Sierra Leone's Recovery and Transition Plan

## Priority areas to deliver against in 9 months

		Funding gap (USD million)	
		6-9 months	Year 2016
<b>Priority interventions</b>			
<div data-bbox="203 225 383 501"> <p>Health</p>  </div>	<p><b>Ensure that 40 hospitals and 1,300 primary health care facilities are safe and have capacity to provide essential health care</b></p> <ul style="list-style-type: none"> <li>Zero cases of health care acquired Ebola</li> <li>Children and mothers receive free essential healthcare</li> <li>TB, HIV and Malaria patients will return to long term treatment</li> <li>3,500 Ebola survivors receive free care and support</li> </ul>	79	...
<div data-bbox="203 517 383 823"> <p>Education</p>  </div>	<p><b>Bring all kids back to school, maintaining safe and actively learning</b></p> <ul style="list-style-type: none"> <li>Zero cases in school: IPC protocol monitoring, WASH upgrade</li> <li>Enroll students: Waive fees, school feeding, community mobilization and support to vulnerable groups</li> <li>Accelerate learning: In-service teacher support using focused syllabus, classroom upgrades and semi-temporary structures for over crowdedness, radio/TV programme enhancement, simple solar power kits to schools</li> </ul>	46	69
<div data-bbox="203 839 383 1018"> <p>Private sector</p>  </div>	<p><b>Draw 100,000+ subsistence farmers/unemployed into the formal economy</b></p> <ul style="list-style-type: none"> <li>Support 100,000 farmers to plant, reap and sell bumper crop in 2015</li> <li>Help small traders and SMEs with affordable finance</li> <li>Community-led cash for basic infrastructure work for roads, WASH, etc.</li> </ul>	18	16
<div data-bbox="203 1034 383 1340"> <p>Social protection</p>  </div>	<p><b>Support vulnerable groups and establish sustainable social welfare</b></p> <ul style="list-style-type: none"> <li>Deliver \$40m income support to 150,000 households via new payments system using either bank accounts or mobile money</li> <li>Increase capacity of government MIS to drive anti-poverty initiatives</li> <li>Deliver \$12m income/support to 150,000 households &amp; 36,500 EVD-affected</li> <li>Build capacity in districts through 144 officers and 1,000 others to provide social welfare support over the long term</li> </ul>	14	44
<div data-bbox="203 1356 383 1485"> <p>Delivery assurance</p> </div>	<p><b>Build delivery and accountability architecture, systems and capacity</b></p> <ul style="list-style-type: none"> <li>Build a delivery architecture that ensures governance and financial oversight, as well as productivity and transparency in delivery</li> </ul>	14	9
		67	11+
		78.2	80.8
		58	62.7
		20.2	18.1
		9.4	7.2
		<b>279.6</b>	<b>168 +</b>