

# AFRICAN DEVELOPMENT BANK GROUP



## MULTINATIONAL

### POST-EBOLA RECOVERY SOCIAL INVESTMENT FUND (PERSIF)

## APPRAISAL REPORT

Public Disclosure Authorized

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**OSHD DEPARTMENT**  
*October 2015*

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## Currency Equivalents

As of June 2015

1 UA	=	1.39 USD
1 UA	=	1.27 EUR
1 UA	=	831.46 XOF
1 UA	=	10,157.76 GNF (Guinean Franc)
1 UA	=	117.50 LRD (Liberian Dollar)
1 UA	=	6,721.83 SLL (Sierra Leonean Leone)

## Fiscal Year

Guinea	:	1 January – 31 December
Liberia	:	1 July – 30 June
Sierra Leone	:	1 January – 31 December

## Weights and Measures

1 metric tonne	=	2.204 pounds (lbs)
1 kilogram (kg)	=	2.200 lbs
1 metre (m)	=	3.28 feet (ft)
1 millimetre (mm)	=	0.03937 inch (")
1 kilometre (km)	=	0.62 mile
1 hectare (ha)	=	2.471 acres

## Acronyms and Abbreviations

ADF	African Development Fund
AfDB	African Development Bank
AU	African Union
CBO	Community-based Organisations
CLO	Country Liaison Office
CSP	Country Strategy Paper
DHS	Demographic and Health Survey
DP	Development Partner
ECOWAS	Economic Community of West African States
EIRR	Economic Internal Rate of Return
ENPV	Expected Net Present Value
ERA	Ebola Recovery Assessment
EU	European Union
EVD	Ebola Virus Disease
FAO	Food and Agriculture Organization
FI	Financial Institution
FRA	Fiduciary Risk Assessment
FY	Fiscal Year
GDP	Gross Domestic Product
GNI	Gross National Income
GOSL	Government of Sierra Leone
HDI	Human Development Index
ICB	International Competitive Bidding
ICT	Information, Communication, Technology
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
IPAU	Integrated Project Administration Unit
MDB	Multilateral Development Bank
MOE	Ministry of Education
MOFED	Ministry of Finance and Economic Development
MOH	Ministry of Health
MOWSP	Ministry of Welfare and Social Protection
MRU	Mano River Union
MARWOPNET	MRU Women Peace Network
MSWGCA	Ministry of Social Welfare Gender and Children's Affairs
NCB	National Competitive Bidding
NTC	National Technical Committees
PBO	Policy Based Operation
PCR	Project Completion Report
PFM	Public Finance Management
PRSP	Poverty Reduction Strategy Paper
RISP	Regional Integration Strategy Paper
RMC	Regional Member Country
RO	Regional Envelope

RPG	Regional Public Good
RWSSI	Rural Water Supply and Sanitation Initiative
SIF	Social Investment Fund
TSF	Transition Support Facility
UA	Unit of Account
UNDP	United Nations Development Fund
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WAEMU	West African Economic and Monetary Union
WAHO	West African Health Organization
WASH	Water, Sanitation and Hygiene
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization

## PROJECT INFORMATION SHEET

### Loan Information

CLIENTS' INFORMATION	
Countries	Guinea, Liberia and Sierra Leone
Recipients	Governments of the Republics of Guinea, Liberia and Sierra Leone
Executing Agency	Mano River Union Secretariat

SOURCE		AMOUNT (UA million)
ADF Grant (Guinea)	PBA	3.00
	RO	6.00
ADF Grant (Sierra Leone)	PBA	3.00
	RO	6.00
RWSSI-TF (Guinea)		0.80
RWSSI-TF (Liberia)		0.80
RWSSI-TF (Sierra Leone)		0.80
<b>Subtotal</b>		<b>20.40</b>
<b>Co-Financing</b>		
US Department of State (Guinea)		1.19
US Department of State (Liberia)		1.19
US Department of State (Sierra Leone)		1.19
<b>Subtotal</b>		<b>3.57</b>
<b>GRAND TOTAL</b>		<b>23.97</b>

TIMEFRAME – MAIN MILESTONES	
Programme approval	October 2015
Effectiveness Grant	January 2015
Disbursement Grant	March 2016
Completion	December 2018

## Project Summary

**Overview:** The Post Ebola Recovery Social Investment Fund (PERSIF), targeting Ebola-affected communities especially along the borders of Guinea, Liberia and Sierra Leone seeks to contribute to the availability of selected basic social services, restoration of livelihoods and economic opportunities. It will be operationalized by providing seed money to establish a Social Investment Fund hosted at the Mano River Union (MRU) Secretariat to finance demand-driven, small-scale activities on the basis of calls for proposals issued by the Fund. It is expected to play a catalytic role in improving community response to outbreaks, thereby contributing to inclusive growth, gender equality and poverty reduction in the three affected countries. The project seeks to support the National Post-Ebola Recovery Plans of the target countries, complementing and working in coordination with other partners supporting transition and recovery.

**Project outcomes:** The project will foster economic and social inclusion and gender equality by strengthening the financial foundation of the poor, and women in particular, to carry out economic activities, developing skills and access to markets while reinforcing their autonomy and community resilience to shocks. The development objective of the project is to enhance resilience in communities affected by the Ebola outbreak. The specific objectives are to support the recovery of the Ebola affected communities through: (i) restoration of basic social services; and (ii) the revival of local economic opportunities, especially for women and to support sustained job creation. It is envisaged that the project will contribute towards the following outcomes: (i) increased access to basic social services; (ii) increased access to finance for micro and small business start-ups-including support to economic diversification; and (iii) enhanced growth in cross-border trade between the 3 countries. Specifically, the project intends to provide benefits to 5,000 Ebola Virus Disease (EVD) survivors, 2000 orphans and vulnerable children, 75 community groups, 300 cross-border traders, 450 social workers and 6,000 micro and small enterprises across the three affected countries.

**Needs Assessment.** The needs for post-Ebola socio-economic recovery interventions articulated in the National Post Ebola Recovery Plans of the three affected countries including the MRU region as a whole were determined respectively by governments and development partners based on various Ebola impact country assessments. The multi-partner UNDP/WB/EU/AfDB Ebola Recovery Assessment (ERA) mission fielded in January 2015 attempted to summarize these in consultation with a range of partners including the MRU, ECOWAS and AU. In effect, the ERA mission and subsequent missions to the affected countries served as identification and preparation missions for this project. In addition to these assessments, stakeholder consultations held in the three countries during project preparation were helpful in prioritizing project needs. The outbreak negatively impacted on livelihood activities of communities, calling for an urgent need to restore livelihoods, building on the success of the Bank's previous Ebola operations.

**Value Added for the Bank.** The size of the epidemic affects the concerned economies, nationally, regionally and beyond. The countries are experiencing unprecedented reduction in economic growth and related fiscal revenues, which makes their key international financial and technical partners including the Bank the primary recourse for support to ensure expenditure smoothing and continuity of country specific development agendas. The Bank has considerable experience in managing operations in the region and in fragile states, as well as in strengthening basic services and promoting economic livelihoods. The Bank has already engaged in important regional initiatives with the concerned countries, including the MRU Initiative, launched in 2013 to boost transformative infrastructure in the four country members of the sub-region. In addition, the Bank has funded several emergency operations for natural disasters and disease epidemics with subsequent socio-economic development programs, giving it the experience and capacity to respond effectively to this need.



The operation would build on the Bank's numerous EVD emergency support programs and help affected countries quickly recover and transition to full scale development.

**Knowledge Management.** The project will strengthen national institutions in Guinea, Liberia and Sierra Leone, as well as the MRU Secretariat. Specifically, the project will develop good practices and generate knowledge in: (i) entrepreneurship; (ii) community participation; (iii) women empowerment (iv) business management; and (iv) monitoring and evaluation.

## RESULTS-BASED LOGICAL FRAMEWORK

Project Name:		Post-Ebola Recovery Social Investment Fund Project (PERSIF)		
Purpose of Project		Support the recovery of the Ebola affected communities through the restoration of basic social services and the revival of local economic opportunities, especially for women		
Results chain	Performance indicators			
	Indicator (including CSI)	Baseline	Target	Means of verification
Impact	Poverty reduction	Guinea:43.3 (2012) Liberia:83.8 (2012) Sierra Leone:51.7 (2012)	Guinea : 38.3 % (2020) Liberia : 78.8% (2020) Sierra Leone : 46.7% (2020)	Government reports; Development agencies reports; Project impact study reports.
	Risks/mitigation measures	<p><b>Risk 1.</b> Political and security risks. The security situation is generally stable albeit fragile owing to the current epidemic.</p> <p><b>Mitigation:</b> The political risk is mitigated by the strong involvement of the regional and international community in monitoring the peace process, particularly the elections. The epidemic has been elevated to the level of a national state of emergency in the affected countries, which facilitates the invocation of legal measures on disease prevention, surveillance, control, and response.</p>		
Outcomes	Outcome 1. Improved access to basic social services	<p>1.1 Guinea 45%, Sierra Leone : 62%</p> <p>1.2 Guinea 95% urban and 66% rural(GDHS 2012), Sierra Leone 88% urban and 47% rural(SLDHS 2013)</p> <p>1.3 Guinea 68% urban and 15% rural(GDHS 2012); Sierra Leone : 22% urban and 6% rural(SLDHS 2013)</p> <p>1.4 Guinea 81.7%, Sierra Leone 68.4%</p>	<p>1.1 Guinea 55%, Sierra Leone : 72 %</p> <p>1.2 Guinea 100% urban and 95% rural: Sierra Leone 95% urban and 85% rural</p> <p>1.3 Guinea 80% urban and 50% rural ; Sierra Leone 60% urban and 50% rural</p>	<p>MOH and MOWS reports</p> <p>Surveys</p> <p>DHS Reviews and reports</p>
	Outcome 2: Increased access to finance	2.1 Number of small business start-ups (SMEs)	2.1 N/A	<p>Project completion reports, supervision reports</p>
				<p><b>Risk 2.</b> Weak institutional capacity of the local authorities and devolved structures</p> <p><b>Mitigation:</b></p> <ol style="list-style-type: none"> <li>1. Call for proposal will be issued for capable implementing agencies.</li> <li>2. The project is demand-driven and the beneficiary/ implementing institutions' capacity will be developed where it is lacking.</li> <li>3. The project will develop institutional and human resources capacity within the existing regional and national coordination mechanisms &amp; frameworks.</li> </ol>

<p style="text-align: center;">Outputs</p>	<p>Outcome 3: Enhanced growth in cross border trade in the region</p>	<p>3.1 Increase in volume and value of dutiable trade 3.2 Increase in trade-related income levels for women cross border traders in the key sectors (manufactured and agricultural products)</p>	<p>3.1 NA 3.2 N/A</p>	<p>3.1 50% increase in transactions in the border towns 3.2 At least 60 % increase in trade income earnings</p>	<p>3.1 Custom records on transactions; progress reports from MRU and the WID; 3.2 Custom records; WID records and reports</p>	<p><b>Risk 3.</b> Fiduciary risk due to low fiduciary management capacities with the primary implementing agency the MRU secretariat <b>Mitigation:</b> The Fund will have a Fund Manager as fiduciary agent. The Standard Operations Manual and the articles of establishing the Fund will clearly stipulate the roles and responsibilities of each partner. An Advisory Board will provide critical guidance/leadership and a technical committee will review the proposals and recommend funding.</p>
	<p><b>1. SIF Establishment</b> 1.1 Functional SIF</p> <p><b>2. Investment Support</b> Output 2.1. Restoration of health service and WASH services</p>	<p>1.1.1 SIF operations manual 1.1.2 Staff recruited 1.1.3 Fund Management Agency recruited</p> <p>2.1.1 Health facilities restored and maintained 2.1.2 Number of social workers trained 2.1.3 Number of WASH installations in Community health centers, schools and former Ebola Hot-Spot Communities</p>	<p>N/A  TBD</p>	<p>1.1.1 Operations Manual prepared by 3 months after effectiveness 1.1.2 Coordinator designated and 2 support staff by Staff recruited by February 2016 1.1.3 Fiduciary Agent recruited by March 2016 2.1.1 Guinea: 6, Sierra Leone 9 2.1.2 Guinea: 150, Sierra Leone 150 2.1.3 Guinea -Water Supply 105 &amp; Sanitation 80; Liberia-Water Supply 75 &amp; Sanitation 45; Sierra Leone-Water Supply 105 &amp; Sanitation 70</p>	<p>Consented MRU Protocol Bank's No Objection  Evidence of strategic human resource for health plan UNICEF Report MOH report MOWS report MOE report</p>	<p>Project Progress &amp; Completion reports Survey</p>
<p><b>COMPONENTS</b></p> <p><b>Component 1: SIF Establishment &amp; Operation:</b> <b>Component-2: Investment Support:</b></p>	<p>2.2.1 Number of cross-border trade associations trained 2.2.2 Number of innovative small business that have access to financial services created and 70 % of women leading them</p>	<p>TBD  None</p>	<p>2.2.1 Guinea : 300 Liberia : 100 Sierra Leone : 300 (at least 70 % women) 2.2.2 Guinea : 700, Liberia : 300, Sierra Leone : 900 (at least 70 % women)</p>	<p>Inputs</p> <p>Guinea: UA 9 million (PBA UA3 m + RO UA6m +US Department of State 1.19m ) Liberia (US Department of State 1.19m) Sierra Leone UA 9 million (PBA UA3 m + RO UA6m + US Department of State 1.19m) RWSSI UA 2.4 million (EUR 3million - 1m @country) Total: UA 23.97 million</p>		

# REPORT AND RECOMMENDATIONS OF THE MANAGEMENT OF THE AFRICAN DEVELOPMENT BANK GROUP TO THE BOARD OF DIRECTORS ON A PROPOSED LOAN AND GRANT FOR THE POST EBOLA RECOVERY SOCIAL INVESTMENT FUND PROJECT.

Management submits the following proposals and recommendations for UA 20.40 million to finance the Post Ebola Recovery Social Investment Fund (PERSIF) project consisting of an ADF Grant of UA 9 million, RWSSI Grant of EUR 1 million to the Republic of Guinea; ADF Grant of UA 9 million, RWSSI Grant of EUR 1 million to the Republic of Sierra Leone; RWSSI Grant of EUR 1 million to the Republic of Liberia. The Board is requested to take note of the U.S. State Department’s co-financing grant of UA 3.57 million to be shared equally across the three countries.

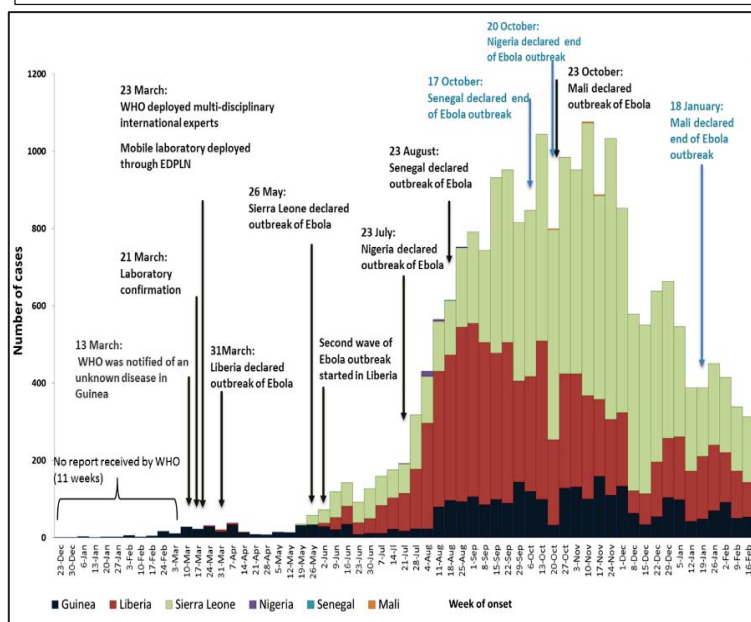
## I. Strategic Thrust and Rationale

### 1.1 Project Linkages with Country Strategy and Objectives

**1.1.1 This project responds to the call of the three governments to support the implementation of their National Post Ebola Recovery strategies which seek to build resilient systems and communities, and reinforce the gains being made from the Ebola response.** The PERSIF project is in line with the National Post Ebola Recovery Plans of the three affected countries and further guided by the in-depth consultations and findings of the Ebola Recovery Assessment (ERA) undertaken in the three target countries earlier in year 2015. The ERA was in response to a call by the UN Secretary-General and the Governments of Liberia, Guinea and Sierra Leone and conducted by a multi-partner team led by the United Nations Development Program, the African Development Bank, World Bank and European Union to contribute to laying the foundation for the short, medium and long term recovery while the emergency response continues to contain the epidemic.

**1.1.2 Despite global and national efforts, Ebola is still a threat although significant gains have been made.** Liberia is well on its way out of the Ebola crises, however Sierra Leone and Guinea still report some new cases weekly (figure 1). As of 30<sup>th</sup> September 2015, Ebola Virus Disease (EVD) has claimed over 11,311 lives and infected over 28,424 people<sup>1</sup>. What started as a major health emergency in one country escalated rapidly into a sub-regional socio-economic crisis. The unprecedented spread of EVD has been closely associated with the legacy of conflict, lack of capacity and resources of the national health systems to respond promptly and effectively to the epidemic which was closely associated with mobility of communities, poor state-society relations and adverse socio-cultural practices. Experience suggests that even after these countries contain the epidemic, the virus may remain latent in the region. As such, post-Ebola recovery programs must integrate systems and processes to ensure that the risk of a return to crisis conditions is minimized.

**Figure 1: Geographic distribution of cases of Ebola Virus Disease in West Africa, commutative cases as of 03 March 2015 (Source WHO, March 2015)**



<sup>1</sup> UNMEER weekly situation analysis report 12th August 2015

**1.1.3 Prior to the epidemic, the economies of the affected countries were on trajectories to sustainable development in line with National Development Plans and PRSPs.** Sierra Leone had recovered remarkably following the end of the civil war of the 1990s and recorded double digit real GDP growth rates of 15.2 and 20.1% in 2012 and 2013, respectively. In 2014, Sierra Leone was in the beginning of an effective implementation of the Agenda for Prosperity (2013-2018) that sets the basis for the achievement of the country's Vision 2035. Similarly, Liberia had begun the transition from recovery to development and was implementing its Agenda for Transformation (2015), following fourteen years of civil war. While a 5.9% growth rate was expected for year 2014 in Liberia before the Ebola outbreak, actual growth only reached 0.7%. In 2015, a 0.9% growth rate is expected. Although a country rich in natural resources, Liberia began its recovery from a 90% decline in its gross national income (GNI) per capita between 1987 and 2003. Poverty was estimated to have fallen to 56.4%. Guinea had emerged from political isolation, instability and military rule and embarked on a path of long-term development in line with its Poverty Reduction Strategy Paper (PRSP). In the first half of the year 2014, there was a lower growth forecast rate to 3.2%, well below the projected 4.5%. The last update of beginning of 2015 take the growth rate to 1.3%; mainly driven by final consumption, increased by 7%, against a decrease of 6.1% of investments.

**1.1.4 The PERSIF project is aligned with the inclusive growth objective of the Bank's Strategy for 2013-2022, the Gender Strategy (2014-2018) as well as the Bank's Strategy for Addressing Fragility and Building Resilience in Africa (2014-2019) and the Bank's Human Capital Strategy for Africa (2014 – 2018).** The latter emphasizes the need to tackle the human capital dimension of fragility in Africa through prevention and mitigation. The fragility strategy focuses on three main areas: (i) strengthening state capacity and support effective institutions; (ii) promoting resilient societies through inclusive and equitable access to employment, agriculture, basic services and shared benefits from natural resources endowments; and (iii) enhancing leadership role in policy dialogue, partnership and advocacy around issues of fragility. The project will seek to strengthen the resilience of communities affected by the EVD outbreak and help strengthen service delivery capacity in these communities.

**1.1.5 The PERSIF project is consistent with the Countries' Country Strategy Paper (CSP) and the Regional Integration Strategy Paper (RISP) for West Africa (2011 – 2015).** The RISP rests on two pillars; (i) linking regional markets and, (ii) building capacity for effective implementation of the regional integration agenda. The project will help advance the integration agenda and facilitate regional solutions in addressing disasters. The project is aligned with the CSPs of the 3 target countries, which seek to address the root causes of fragility.

## **1.2. Rationale for Bank's Involvement**

**1.2.1 The project is complementary to the Bank's past and ongoing Ebola projects<sup>2</sup>, which contributed to positive outcomes in containing EVD.** The Bank's earlier grants to Nigeria, Mali and Senegal were timely and have helped these countries in becoming Ebola free. Specifically the Bank's interventions have strengthened epidemiological surveillance in all ECOWAS countries by boosting active surveillance and control in frontline services; strengthened laboratory capacity and waste management practices; paid incentives to over 31,000 health workers and deployed 115 health workers to the affected countries. Overall, over 50,000 health staff and volunteers were trained; logistics procured and over 15 isolation facilities rehabilitated, among others. In neighboring ECOWAS countries, human resource capacities and systems were built for epidemic preparedness and response.

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<sup>2</sup> These include the USD 3 million project for Guinea and neighboring countries, USD 56 million project for ECOWAS countries, USD 1 million emergency operations each for DRC, Guinea, Liberia, Nigeria and Sierra Leone, USD 150 million budget support for Côte d'Ivoire, Guinea, Liberia and Sierra Leone and USD 7.7 million Technical Assistance for Guinea, Liberia and Sierra Leone.

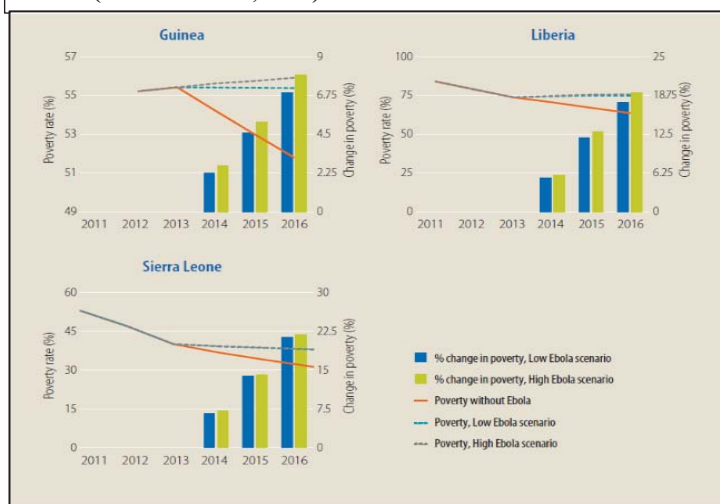
The budget support provided to Guinea, Liberia and Sierra Leone have helped these countries to face the impact of the epidemic on public finance. Overall an estimated 321 million people in the ECOWAS sub region benefited from the Banks Ebola projects.

**1.2.2 More needs to be done and the Bank committed to support recovery efforts.** Ebola has set back growth and poverty reduction for the years ahead and there is a need for social protection and enhanced livelihoods. The EVD impact on livelihoods has been huge as over half of the

populations live below national poverty line<sup>3</sup>.

Figure 2 shows the previously expected poverty rate reductions and the impacts of EVD on the incidence of poverty. Given a low Ebola scenario, poverty rose in Guinea from 2.3 to 2.6% in 2014, and could further rise by 7.1 percent in 2015. The situation is worse in Sierra Leone (13.7% in 2014 to 21.8 percent in 2016) and Liberia (17.5 % in 2015 to 19.2 % in 2016). Among the objectives of recovery is to ensure that people and their communities are at the center of the response and that the recovery process builds upon the important work in social mobilization and community participation that is being carried out as part of current efforts to stop the virus, as well as supporting sustained job creation in value adding industries.

**Figure 2. Poverty impact of EVD in Guinea, Liberia and Sierra Leone (Source: UNDP, 2015)**



**1.2.3 The Bank has demonstrated leadership in addressing regional economic stabilization, productive safety nets and has amassed practical experience in assisting countries in implementing job creation programs, social funds and community-driven mechanisms.** The three countries are interested in drawing from the Bank's expertise in this regard while responding to country needs as identified in their National Post Ebola Recovery Plans. These plans prioritize health care, WASH, education and social protection including specific services for child protection, and are stressing the urgency to restart these services. Key stakeholders in all countries highlighted that social services should be rebuilt quickly and in a way that a) enables them to withstand future shocks, b) establishes systems to reduce vulnerabilities of women, children and youth in the long term; c) supports the resilience of the local populations and d) decentralizes and strengthens capacity of sub national systems. For the latter it is of utmost importance to engage communities early in the recovery process and to strongly ensure equitable access to basic services by local populations. There is a need for an integrated multi-sector and multi-disciplinary approach in recovery.

**1.2.4 In line with the Bank's mandate, the project promotes gender equality and women's empowerment in addressing gender inequalities that have been deepened by Ebola.** In the three countries, women are suffering disproportionately from the epidemic<sup>4</sup> especially as they bear the bigger share of the economic impact of Ebola as a result of their engagement in informal trade and agriculture. Reports of teenage pregnancies are on the rise, likely because girls are no longer protected by being in school much of the day. In addition, due to the overwhelming focus on Ebola treatment, there has been a decline in the provision of non-Ebola health services.

<sup>3</sup>Latest from World Development Indicators.

<sup>4</sup> [UNDP. *Assessing the Socio-Economic Impacts of EVD in Guinea, Liberia and Sierra Leone. December 2014*].



As a result, gaps in the provision of essential maternal health care have increased women's risk of maternal morbidity and mortality in countries where the risk was already very high.

**1.2.5 The project seeks to improve access to safe water and sanitation facilities which are recommended measures for preventing the spread of EVD and build community capacity to prevent other disease outbreaks in general.** There is an enormous need to improve water supply and sanitation situation in schools and public health institutions. Safe water supply and improved sanitation coverage in the three countries is estimated at between 60 - 75% and 13 - 19% respectively for the 22 million inhabitants (2013). The original epicenters of the EVD outbreak in the three countries have the lowest coverage figures for safe water and improved sanitation. Specifically in Liberia for over 5,140 public and private schools with a total population of 1.5 million children, more than 50% of the schools do not have access to WASH facilities. With regard to WASH in health facilities, there are a total of 656 health facilities including 152 privately owned establishments, 50% of which do not have WASH facilities. In Sierra Leone, the situation is similar with over 3,000 schools without WASH services.

**1.2.6 The PERSIF project will also address the regional dimension of EVD and other health risks.** The affected countries fully recognize the regional dimensions of the epidemic and the need for regional and sub-regional considerations to be part of the recovery effort. Given resources and capacity constraints, it is of critical importance that while support is provided to the Ebola affected countries, parallel and complementing support is provided to regional bodies.

### **1.3 Donor Coordination**

**1.3.1 The project is designed in line with the recommendations of the joint response supported by donors.** In the three countries, joint government-donor working groups have been established to enhance support to response, stabilization and recovery efforts. The Bank takes an active part in these groups, and is closely working with other donors. At the sector level, Ministries of Health, Education, Water and Sanitation have in place sector working groups, which include NGOs, other stakeholders and the Bank. In the process of formulating this project, the various Bank missions (January, March and May 2015) to the target countries interacted with stakeholders including the donor community to inform them about the project, share experiences and explore synergies. For example, in Sierra Leone and Liberia, complementarities and synergies have been established between this project and the Social Safety Net (cash transfer schemes) currently being funded by other partner donors. For this project, the US State Department co-financing with the Bank.

## **II. Project Description**

The development objective of the project is to enhance community resilience in Ebola affected communities by supporting economic development. The specific objectives are to support the recovery of the Ebola affected communities through: (i) the restoration of basic social services; and (ii) the revival of local economic opportunities, especially for women through sustained job creation in value adding businesses and markets. To achieve these objectives, the program entails two components, as summarized in Table 1 below and detailed in Technical Annex B2.

## 2.1 Project Components

**Table 1: Project Components**

No.	Component name	Estimated cost (UA million)	Component description
1	<b>Social Investment Fund Establishment &amp; Operations</b>	2.64	<p>This component will seek to establish a quick-disbursing autonomous Social Investment Fund within the Mano River Union. The Fund will be a Special Purpose Vehicle used to support post-Ebola recovery activities of the three countries with emphasis on rebuilding community infrastructure, livelihoods and resilience in Ebola-affected communities.</p> <p>The key activities under this component will include:</p> <ul style="list-style-type: none"> <li>▪ Designation of the Fund Coordinator and recruitment of essential staff of the Regional Fund Secretariat;</li> <li>▪ Constitution of the Advisory Board of the Fund</li> <li>▪ Establishment of a Country Liaison Office and constitution of the National Technical Committee in each country.</li> <li>▪ Recruitment of a Fund Management Agency to oversee the fiduciary and technical operations of the Fund</li> <li>▪ Supporting the day-to-day functioning of the Fund including its Monitoring and Evaluation activities at both the regional and country levels.</li> </ul>
2	<b>Investment Support</b>	21.33	<p>This component will support sub-projects to be implemented through intermediary implementing partners in Ebola-affected communities with a special emphasis on cross-border communities and micro and small scale entrepreneurs that have been adversely affected by the Ebola outbreak.</p> <p>The Fund will utilize a <i>Call-for-Proposals</i> approach for proposals from capable agencies (implementing partners) to deliver on the two focus areas of: (i) restoration of basic social services; and (ii) restoration of Local Economic Livelihoods and sustainable job creation.</p> <p>A minimum set of performance indicators, outputs and outcomes will be highlighted in the Call for Proposals to guide the development of the proposals for each operation.</p> <p>As general conditions, successful proposals must demonstrate: (i) relevance to the SIF project goals and objectives; (ii) pro-poor environmental and gender sensitivity; (iii) adequate institutional capacity to implement the project; (iv) strong evidence of demand from the ultimate target beneficiaries; (v) strong evidence of beneficiary participation in proposal development; (vi) a realistic budget; (vii) results orientation; (viii) economic and financial viability of the proposal and; (ix) innovation and knowledge sharing.</p> <p>To ensure equitable allocation of the resources under the Fund for the two focus areas, the Fund will have 2 mutually-reinforcing funding windows:</p> <ul style="list-style-type: none"> <li>▪ <b>Window 1: Basic Social Services</b> – eligible sub-projects under this window will include: (i) community-based infrastructure such as health posts in border communities and WASH facilities in schools and former Ebola hotspots; (ii) Environmental protection in areas such as solid waste management; and (iii) building capacity in community based services in areas such as reproductive health and also disease surveillance in cross-border communities<sup>5</sup>. As part of the project’s poverty reduction focus, to the extent feasible, labour-based approaches will be encouraged in the implementation of sub-projects.</li> </ul>

<sup>5</sup> Will include capacity building support for community advocacy groups in Sierra Leone



			<ul style="list-style-type: none"> <li>▪ <b>Window 2: Local Economic Livelihoods and job creation</b>– eligible sub-projects under this funding window will include: (i) cross-border trade facilitation, especially for women; (ii) start-up grants to cash transfer beneficiaries under other schemes that have successfully completed entrepreneurship training under this project; (iii) matching grants to successful women associations that have viable business plans acceptable for financing from partner financial intermediaries; and (iv) small scale franchising opportunities with local private sector actors<sup>6</sup>. This component will have a special focus on women, girls and orphans and vulnerable children.</li> </ul>
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2.1.1 Financing under the project in Liberia will be limited Component II (Window 2) to support job creation and access to finance in the rural growth sectors, including through financing for private sector agri-business and development of private sector value chains. Such investments offer the most potential for creating sustainable and gender-sensitive employment and economic growth, and are also critical for enabling greater access to finance in these areas.

## 2.2 Technical Solutions Adopted and Alternatives Explored

2.2.1 Rigorous analytical work underpins this programme which draws heavily from the various analysis that were carried out on the socio-economic impacts of the disease by the respective institutions<sup>7</sup>. Furthermore, the choice of the Social Fund approach is informed by the multi-sector dimension it supports in addressing the impact of the EVD. The use of a Social Fund with a Call-for-Proposals approach will also encourage innovative proposals with strong community involvement throughout the project development cycle, thereby allowing communities to play an active role in the ongoing recovery efforts across the three countries. The chosen approach also promotes the regional dimension of the recovery and has a potential to leverage additional funding from other partners including the private sector. Other technical options explored and reasons for rejection are provided in Table 2 below.

**Table 2: Alternative Options Explored and Reasons for Rejection**

Alternative Option	Brief Description	Reason for Rejection
Sector budget support	Option to go for sector budget support supporting key measures instead of an investment project.	Given the necessary focus on communities, sector budget support was found not to be appropriate.
Cash Transfers	Cash transfers to poor families to meet their needs.	<ul style="list-style-type: none"> <li>• Need for long term engagement to ensure gradual hand over to government and sustainability.</li> <li>• Impact on the national budget is high especially at this time of fiscal distress for the economies of the three target countries.</li> <li>• Limited impact in terms of number of jobs created.</li> </ul>

## 2.3 Project Type

The PERSIF project is a stand-alone regional multi-sector investment project in the form of a Social Investment Fund that is holistic, flexible and quick in disbursing. This option is most practical given the EVD impacts showing the inextricable linkages between health systems resilience, socio-economic development and growth, which call for an integrated multi-sector approach.

<sup>6</sup> For Liberia, recognizing the economic growth requirements associated with its debt management strategy, activity under this window will be more specifically targeted towards investment and access to finance for job creating agri-businesses and local value chain development.

<sup>7</sup> Governments of Sierra Leone, Liberia, WB, AFDB, EU, CSOs, IMF, UNECA, FAO, WFP, UNDG, UNDP, WHO etc

## 2.4 Project Cost and Financing Arrangements

2.4.1 The total cost of the project is UA 23.97 million, of which UA 9.16 million account for foreign cost (38%) and UA 14.81 million for local cost (62%) as indicated in Tables 3 to 6 below.

**Table 3: Estimated Cost of PERSIF by Component (UA million)**

COMPONENT	Estimated Cost			Foreign Exchange (%)
	Local	Foreign	Total	
<b>A. SIF ESTABLISHMENT &amp; OPERATIONS</b>				
Fund Management Firm Services	0.40	1.60	2.00	80
SIF Secretariat Operations	0.40	0.24	0.64	37
<b>Subtotal</b>	<b>0.8</b>	<b>1.84</b>	<b>2.64</b>	<b>70</b>
<b>B. INVESTMENT SUPPORT</b>				
<b>1. GUINEA</b>				
Local Economic Livelihoods	1.96	0.55	2.51	20
Restoration/Improvement of Public Health Services	2.74	0.72	3.46	20
Improvement of WASH Services	2.30	0.40	2.7	20
Guinea Liaison Office Operations	0.29	0.04	0.33	12
<b>Subtotal</b>	<b>7.29</b>	<b>1.71</b>	<b>9.00</b>	<b>20</b>
<b>2. LIBERIA</b>				
Local Economic Livelihoods	0.60	0.34	0.94	20
Improvement of WASH Services	0.50	0.30	0.80	65
Liberia Liaison Office Operations	0.20	0.50	0.70	12
<b>Subtotal</b>	<b>1.30</b>	<b>1.14</b>	<b>2.44</b>	<b>45</b>
<b>3. SIERRA LEONE</b>				
Local Economic Livelihoods	1.97	0.98	2.95	20
Restoration/Improvement of Public Health Services	1.30	1.96	3.26	55
Improvement of WASH Services	0.96	1.49	2.45	65
Sierra Leone Liaison Office Operations	0.29	0.04	0.33	12
<b>Subtotal</b>	<b>4.52</b>	<b>4.47</b>	<b>8.99</b>	<b>48</b>
<b>Total BASELINE COSTS</b>	<b>13.91</b>	<b>9.16</b>	<b>23.07</b>	<b>40</b>
Physical Contingencies	0.45	-	0.45	-
Price Contingencies	0.45	-	0.45	-
<b>Total PROJECT COSTS</b>	<b>14.81</b>	<b>9.16</b>	<b>23.97</b>	<b>40</b>

**Table 4: Source of Financing (UA million)**

Source	Foreign	Local	Total	%
ADF Grant (Guinea)	2.36	6.64	9.00	37.6
ADF Grant (Sierra Leone)	4.40	4.60	9.00	37.6
RWSSI-TF (Guinea)	0.16	0.64	0.80	3.3
RWSSI-TF (Liberia)	0.52	0.28	0.80	3.3
RWSSI-TF (Sierra Leone)	0.52	0.28	0.80	3.3
US State Department (Guinea)	0.40	0.79	1.19	4.9
US State Department (Sierra Leone)	0.40	0.79	1.19	4.9
US State Department (Liberia)	0.40	0.79	1.19	4.9
<b>Total Project Cost</b>	<b>9.16</b>	<b>14.81</b>	<b>23.97</b>	<b>100</b>

**Table 5: Project Cost by Source of Financing and Expenditure Category (UA million)**

Category	ADF Grant (G)	ADF Grant (SL)	RWSSI -TF (G)	RWSSI -TF (L)	RWSSI-TF (SL)	USA (G)	USA (SL)	USA (L)	Total	%
A. Goods	0.10	0.10	-	-	-				0.20	0.8
B. Services	0.93	0.93	-	-	-				1.86	7.74
C. Miscellaneous	7.61	7.61	0.8	0.8	0.8	1.19	1.19	1.19	21.19	88.39
D. Operating Cost	0.36	0.36	-	-	-				0.72	3.07
<b>Total Project Costs</b>	<b>9.00</b>	<b>9.00</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	<b>1.19</b>	<b>1.19</b>	<b>1.19</b>	<b>23.97</b>	<b>100</b>

**Table 6: Expenditure Schedule by Component (UA million)**

COMPONENT	2016	2017	2018	Total
<b>A. SIF ESTABLISHMENT &amp; OPERATIONS</b>				
Fund Management Firm Services	0.60	0.60	0.80	2.00
SIF Secretariat Operations	0.29	0.15	0.20	0.64
<b>Subtotal</b>	<b>0.89</b>	<b>0.75</b>	<b>1.00</b>	<b>2.64</b>
<b>B. INVESTMENT SUPPORT</b>				
<b>1. GUINEA</b>				
Local Economic Livelihoods	0.71	1.45	0.85	3.01
Restoration/Improvement of Public Health Services	0.9	1.57	1.10	3.57
Improvement of WASH Services	0.64	1.50	0.93	3.07
Guinea Liaison Office Operations	0.13	0.20	0.12	0.45
<b>Subtotal</b>	<b>2.38</b>	<b>4.72</b>	<b>3.00</b>	<b>10.10</b>
<b>2. LIBERIA</b>				
Local Economic Livelihoods	0.15	0.38	0.30	0.83
Improvement of WASH Services	0.15	0.30	0.20	0.65
Liberia Liaison Office Operations	0.10	0.20	0.20	0.50
<b>Subtotal</b>	<b>0.40</b>	<b>0.88</b>	<b>0.70</b>	<b>1.98</b>
<b>3. SIERRA LEONE</b>				
Local Economic Livelihoods	0.65	1.45	0.85	2.95
Restoration/Improvement of Public Health Services	0.94	1.20	0.82	2.96
Improvement of WASH Services	0.66	1.40	0.84	2.90
Sierra Leone Liaison Office Operations	0.13	0.20	0.12	0.44
<b>Subtotal</b>	<b>2.38</b>	<b>4.25</b>	<b>2.63</b>	<b>9.25</b>
<b>Total Project Costs</b>	<b>6.05</b>	<b>10.60</b>	<b>7.33</b>	<b>23.97</b>

## 2.5 Project Target Area and Beneficiaries

2.5.1 Project beneficiaries include the populations of Guinea, Liberia and Sierra Leone along the borders of the three countries, targeting: i) community members including youth, women, men, children, people with disabilities and the elderly; ii) health workers, iii) community volunteers and social protection officers. Specifically, the project intends to provide benefits to 5,000 EVD survivors, 2000 orphans, 75 community groups, 300 cross-border traders, 450 social workers and 6,000 micro and small enterprises across the three affected countries.

## 2.6 Participatory Approach for Project Identification, Design and Implementation

2.6.1 The Bank was part of a multi-partner UNDP/WB/EU/AFDB Ebola Recovery Assessment (ERA) mission fielded in January 2015 in consultation with a range of partners including the MRU, ECOWAS and AU. The aim was to review all existing sectoral Ebola impact assessments to contribute towards laying the foundation for short, medium and long term recovery. The results of the assessment are presented in the various sections of this document and reflect views expressed by partners met during the mission, including government officials from a range of ministries, UN agencies, development partners, development banks, private sector groups and civil society. Discussions with national and local authorities helped not only to update lessons learnt from previous operations but also to identify the good practices developed and determine the content, cost and expected results of the new project. The main outcomes of the consultation are presented in Box 1 below. The design of the Social Investment Fund was informed by various meetings and focus group discussions with stakeholders including government officials, local government authorities, private sector representatives, civil society organizations and DPs including international and local NGOs. These stakeholder consultations were useful in identifying the project priorities and activities.

2.6.2 During project implementation, community participatory processes will be further enhanced with the proposed M&E framework for the project, through the use of participatory community monitoring tools such as citizen report cards and community score cards, which are tools to be used to solicit beneficiary feedback on the project implementation process and ensure that project activities are executed in a satisfactory and sustainable manner. Joint missions, complementary technical assistance, and agreement on all aspects of the program's operational guidelines and features will characterize the collaboration, which will continue with coordinated monitoring and evaluation plans. The Bank will continue to bring international experience to the design and operation of the SIF, and in leveraging additional funds from other partners.

***Box 1: Main outcomes of stakeholder consultations in Guinea, Liberia and Sierra Leone,***

- i. The fight against the epidemic should not lose momentum and a transition phase is vital as we move to recovery.
- ii. It is essential to restore the lost capacity in health systems and prioritize a quick restart of basic social services, including a safe return of children to school.
- iii. Communities should be central to the recovery process and community-led initiatives and community mobilization should be at the core of recovery strategies.
- iv. The first phase of recovery should address the most immediate needs to ensure that 1) the country has the capacities to prevent and respond to another potential crisis; and 2) the country can provide the basic essential services to the population safely and effectively.
- v. Recovery should be designed in an integrated way to ensure that all sectors are capable to promptly respond to any emergency that may rise.
- vi. Livelihoods of households should be restored to at least pre-Ebola levels.

## 2.7 Bank Group Experience and Lessons Reflected in Project Design

2.7.1 **The design of PERSIF is inspired by lessons drawn (Table 7) from the Bank's Ebola operations.** Furthermore, the Bank has significant experience in financing Social Funds. These include the Egypt Social Fund for Development Project, the Malawi Support to Local Economic Development Project, the Guinea Sustainable Social Development Project and the Lake Chad Sustainable Development Program. The experience will be extensively tapped in during project implementation. Lessons learnt for SIF include: (a) coordinated/harmonized implementation arrangements achieve greater impact and cost

effectiveness than stand-alone projects; (b) the need to train potential applicants in proposal development to engender demand of matching grant resources; (c) ensuring adequate stakeholder participation in the design of the project and minimized conditions to enhance the project's Quality-at-Entry; and (d) making a provision for technical audits and community accountability tools to ensure fiduciary assurance.

**Table 7. Lessons learnt and actions taken**

Lessons Learnt	Actions taken to integrate lessons into the programme
(i) EVD exposed inherent weaknesses in service delivery systems and provides an opportunity to rebuild better	All 3 countries have undertaken sector analysis to assess: pre- Ebola structural conditions and practices that facilitated the spread of EVD, socio-economic impacts, existing capacities and resources on which recovery should be based and risks which could undermine recovery. These assessments have guided the development of National Post Ebola Recovery Plans whose priorities have in turn informed PERSIF project components
(ii) challenges with project implementation by executing agencies and iii) need for increased country ownership of recovery	Whereas executing agencies may have the comparative advantages with TA and procurement of logistics, they were found to be weak in accounting/reporting both to governments and the Bank. Given the lessons governments have had with all executing agencies strengthens the case for an investment project where local capacity will be built. Lastly, governments should be in the lead and take ownership in addressing structural factors that enabled EVD turn into a crises to ensure sustainability.
(iv) Strengthen capacity at national and sub-national levels, with a special focus on community-level systems	The core of the PERSIF project is about strengthening subnational capacities, community capacities and by extension restoring livelihoods as specified in project components and measures.
(v) Promote nationally-led strategies to increase ownership of the Ebola recovery to ensure sustainability	The 3 affected (v) countries have developed their National Post Ebola Recovery strategies to which PERSIF components are wholly aligned.
(vi) EVD revealed the consequences of missed opportunities for sub-regional action and need to strengthen coordination mechanisms	The Bank fielded missions in January and February 2015 provided an opportunity to have discussions with AU and MRU executives. This programme has factored in the regional dimension and complements national level investments with regional approaches for cross-boundary collaboration to address cross-border health threats and also promote cross-border trade facilitation.

## 2.8. Key Performance Indicators

2.8.1 The performance indicators envisaged in the logical framework will serve as a basis for monitoring/evaluation. These indicators will concern, in the long term, the rate of the population living below the poverty line. In the medium term, they will focus on the population's rate of access to basic social, economic and financial services; utilization of health facilities, number of small business start-ups (micro and small enterprises), number of social workers trained, number of WASH installations in Community health centers, schools and former Ebola Hot-Spot Communities, number of cross-border trade associations trained and number of innovative small business that have access to financial services created (70 % women ownership).

## III. Project Feasibility

### 3.1 Economic and Financial Performance

3.1.1 **Economic Analysis:** The economic analysis was conducted over a 25-year timeframe as of 2015. The economic costs used to calculate the economic rate of return are those relating to investment costs, exclusive of taxes and price escalation as well as maintenance costs and other operating expenses. The main economic benefits are: (i) temporary and permanent jobs created by the construction works, social workers, and from the economic and social reinsertion of about 5000 EVD survivors and family members

of EVD victims; (ii) reduction in health costs due to a decline in water-borne diseases; (iii) the economic value of additional water supplied; and (iv) time saving through reduction in the time spent in fetching water from sources far from the household. On this basis, the project's economic rate of return is estimated at 21.61%, well above the opportunity cost of capital of 10% and the net present value at USD 71.72 million. The project is therefore economically viable.

EIRR and ENPV	21.61% , 71.72 MUSD
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3.1.2 **Sensitivity:** The sensitivity analysis was conducted with respect to: (i) 10% increase in investment costs; (ii) reduction of 10% of revenues; and (iii) a combination of the two first scenarios. It follows from this analysis that: (i) the internal rate of return has remained higher than the opportunity cost of capital, ranging from 20.15% to 18.60% in the extreme case of both a reduction in revenues of 10% and an increase in investment cost of 10% . NPV remains positive, ranging from USD 54.21 million to 66.55 million (see details in Annex B.7).

## 3.2. Environmental and Social Impact

3.2.1 **Environment:** The PERSIF project is expected to have positive environmental impact as it supports the recovery of the communities affected by the EVD, thereby contributing to the reduction in the risk and control the spread of the deadly virus from the population and its environment.

3.2.1.1 The project is classified environmental category IV according to the Bank’s Environmental and Social Assessment Procedures (ESAP), which implies that proposed subprojects to be implemented through Financial Intermediaries may result in adverse environmental and/or social impacts. The environmental and social impact analysis for the proposed subprojects will be undertaken by potential FIs. The “Call for Proposals” approach will determine capable FIs based on pre-determined performance indicators, including the institutional capacity of the potential intermediary for environmental and social assessment procedures. Nonetheless, the planned community-based infrastructures to be developed/rehabilitated by the FIs are small-scale in nature and hence will not induce any significant or irreversible environmental and social impacts. More so, the rehabilitation works will be implemented on existing small to medium structures and are not expected to involve land acquisition or resettlement.

3.2.1.2 The Mano River Secretariat will need to develop an ESMS and ensure that this ESMS is in full compliance with the Bank’s ISS, and appropriate for the scale and nature of the investment operations. The Mano River Secretariat shall make available in due course to the public, a summary of the ESMS in accordance with the in-country-system.”

3.2.2 **Climate Change:** Extreme weather events have been associated with a variety of infectious diseases and can have complex influence over contact networks and disease transmission pathways. Similarly, climate variability and change may be associated with the dynamics of the spread of the Ebola Virus Disease; hydrologic changes could influence wildlife and transmission systems of the virus.

3.2.2.1 While a direct linkage between climate change and the EVD is not evident, it is recognized that climate change risks can increase the vulnerability of poor countries to the adverse impacts of the virus. The Project will therefore seek to improve the resilience of the vulnerable groups to extreme weather events such as floods, fires, and heavy rainfall. The Project will take deliberate steps to render the vulnerable agro-based populations more resilient to climate change by promoting climate resilient agriculture and/or conservation agriculture through a sustainable agriculture plan prepared in collaboration with all stakeholders. Overall, in terms of mitigation, the planning and design of isolation units will be carefully considered to optimize natural light and ventilation to ensure rigorous safe infection control practices. The project will further consider solutions to the impact of environmental changes, such as land degradation, natural resource depletion, disaster risk and climate change.



**3.2.3 Green Growth:** PERSIF is designed in congruence with the Green Growth principle of “quality and inclusiveness of growth”. The Program design is flexible enough to address existing and emerging development challenges (such as rapid population growth, urbanization, lack of energy access and limited access to markets) without locking resources into activities that may deplete the country’s natural resource capital. PERSIF’s design is more holistic as it has integrated economic, social and environmental concerns for overall improvement of beneficiaries’ livelihoods.

**3.2.4 Gender:** The project aims to have a multi-dimensional impact on women’s lives by reducing their vulnerabilities and guarding against future shocks. At the most basic level, improvements in health systems will improve women’s health outcomes. A stronger and well-trained cadre of health workers and better equipped health facilities will lead to improvements in maternal and child health care provision and decreases in the high levels of maternal and child mortality and infectious disease-related mortality. Improving women’s access to employment and financial resources will also increase their voice and participation. Promoting women’s participation in wage employment through the SIF will focus on a range of measures designed to improve existing conditions and widen their access and opportunities in the labour market. These will include increasing women’s access to productive and financial resources that allow them to adequately save, borrow and insure against unexpected shocks. Initiatives such as microfinance programs will support women’s entrepreneurship and empowerment and transform the lives of some of the poorest and most vulnerable women by alleviating poverty and positively impacting their health, participation and leadership. The programme will specifically include interventions to improve life choices and secure the future of girls and adolescent women to protect them against the risk of abuse and sexual exploitation. Additionally, it will also incentivize national governments to institute and implement policies and programs at the regional, national, and local levels to support women’s equality and empowerment, mitigate sexual, gender-based violence and support women, peace and security issues.

**3.2.5 Social:** The project will have significant socio-economic impacts, and lead to improved access to basic services to an estimated 10 million people most of whom live in poverty. The project will have a positive impact by improving access to basic social services. It is strongly oriented towards community and social development. The impact will be felt from different dimensions – women empowerment and the development of community infrastructure, community-based entrepreneurship and financing. Through the Project, poor women-headed households, youth, the elderly and disabled people will have equal access to project resources disbursed through the Fund. The project will also create jobs and substantial income sources for women and youth. Specifically, SIF resources will help to: (i) boost the income of beneficiaries particularly women and strengthen youth self-employment and (ii) ensure sustainable support to small IGAs.

**3.2.6 Involuntary Resettlement:** The project will not lead to population displacement and social/environmental safeguards will be taken care of by the Fund’s Operational Manual and service agreements with implementing partners.

## **IV. Implementation**

### **4.1 Implementation Arrangements**

#### **4.1.1 Partnership Framework**

4.1.1.1 The project will provide seed money to establish PERSIF, which will be built on a sustainable platform for public-private partnership, where various actors will intervene along *the implementation chain* of the Fund contributing towards PERSIF’s development objectives and performance targets as outlined under a common results framework. To this effect, the partners envisaged under the Fund include:

- **Bilateral and Multilateral donors** who will contribute directly or indirectly to the Fund and advocate and mobilize additional resources for the Fund;
- **Development Agencies** including UN agencies working in the areas identified by the Fund, will be expected to contribute technical expertise to the Fund's activities;
- **Private Sector entities**, as part of their corporate social responsibility, will contribute towards the implementation of the Fund's activities. A few local corporate bodies have already expressed an interest in providing matching grants to some activities;
- **Civil societies** (NGOs, SMEs, Business Associations, beneficiary community-based organizations, women's advocacy groups and child protection agencies) will play an important role in designing and responding to Call-for-Proposals and implementing approved proposals; and
- **Public actors** (relevant Ministries and Government agencies) are critical towards facilitating and creating the conducive environment for the successful implementation of the Fund's activities.

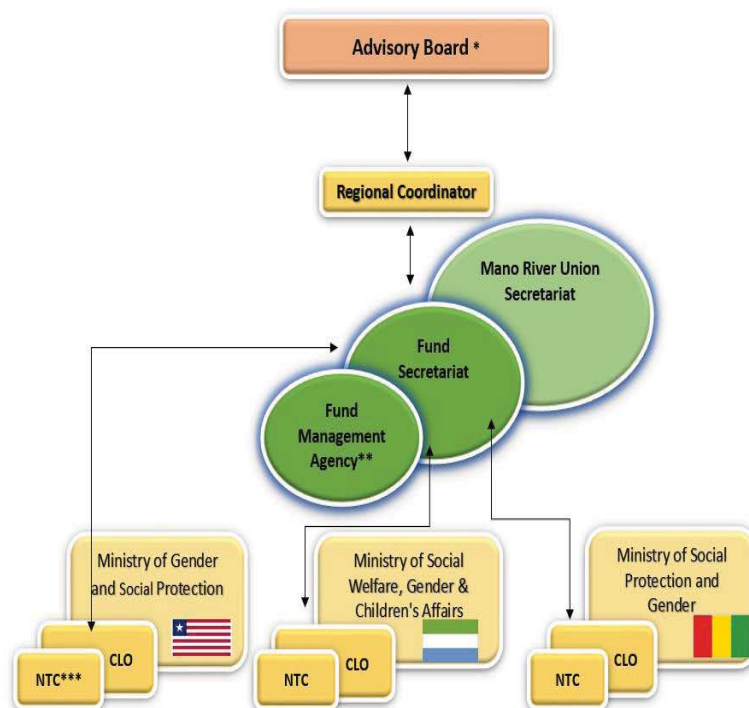
#### 4.1.2 Institutional Arrangements

**4.1.2.1 The Fund will be an autonomous body established by an MRU protocol of agreement and constituted under the auspices of the Mano River Union Secretariat (Figure 3).** It will be governed by an Advisory Board and served by a Secretariat supported by a Fund Management Agency. A standard Operations and Procedures Manual approved by the Bank will guide the day-to-day operations of the Fund. To fast track the project the Bank will assist in the recruitment of the Fund Management Agency and consultant to support the development of the Operations and Procedures Manual.

- **The Advisory Board will be responsible for the general oversight of the Fund.** It will i) Provide general policy direction and governance for the activities of the Fund; ii) Review the operational focus of the Fund and ensure that its activities are consistent with the Fund objectives and safeguard mechanisms; iii) Review the proposed areas of intervention of the Fund; iv) Approve the Annual Work program; and v) Review the Fund's annual technical and financial report. The Advisory Board will be constituted of representatives from the following institutions of all three affected countries: i) Secretary General MRU Secretariat (Chair); ii) Ministries of Gender and Social Protection; iii) Ministries of Finance; iv) Representatives of the donors including the US government; v) Representative of the civil society; vi) The Chamber of Commerce; and vii) The Coordinator of Fund. The Advisory Board will meet physically at least twice a year. The Ministries in charge of Gender from the three countries will co-chair the advisory board on a rotational basis. The Representation of the civil society will be done on a rotational basis as proposed by the countries. MRU Women Peace Network (MARWOPNET) will sit in the Advisory board for the first year.
- **The Secretariat will be headed by a Regional Coordinator who will be jointly designated by the MRU Secretariat in consultation with the three project beneficiary states** to oversee, coordinate, and supervise activities at country level and monitor/evaluate their results (see TOR at Annex C1). It will be supported by a Fund Management Agency (see below). The Regional Coordinator will report to the Advisory Board.
- **A Fund Management Agency will be an integral part of the Regional Fund's Secretariat, by which it will be recruited.** Recruitment will be done on a competitive basis in accordance with the Bank's rules and procedures and will (i) ensure the day-to-day administrative and financial management of the Fund; (ii) be the guardian of financial, social and environmental safeguards in relation to projects financed by the Fund; (iii) be responsible for the monitoring and evaluation of the activities financed by the Fund; (iv) prepare quarterly progress reports; and (v) propose and manage communication activities based on evidence from activities financed by the Fund (See TOR at Annex C1). The Fund Management Agency will have multi-sector technical expertise in the relevant domains addressed by the Fund (Social Development; Enterprise Development; Development Finance and M&E), in addition to capacity in finance management, procurement and project management. It is expected that the MRU will assign technical experts to work alongside the regional coordinator and the Fund Management Agency who will take over the management of PERSIF at the end of the projects life in 2018.



**Figure 3: Organogram of the Social Investment Fund**



\*Members of the Advisory Board include Secretary General MRU Secretariat, Ministers of Gender, Ministers of Finance, Donors, Women Network for Peace, Chambers of Commerce, and Fund Coordination Unit

\*\* Fund Management Agency is part of the SIF Secretariat that will perform Admin and Finance, Programming, Procurement and M&E functions

\*\*\* Members of the NTC in each country will include senior representatives from the Ministries of Gender, Finance, Civil Society, Community Associations and Academia and officers from Ministries/Establishments in charge of the Health and Water sectors.

**4.1.2.2 The executing agency of the project is the Mano River Union Secretariat and the implementing agency is the Fund Management Agency.**

**4.1.2.3 A National Technical Committee (NTC) and a Country Liaison Office (CLO) will be established in each of the three countries targeted by the Fund.** These structures will use existing national personnel designated by the respective ministers of finance in consultation with the ministers of gender and social protection; they will also be supported by the provision of financial resources to cover basic transport, ITC and operational costs. NTCs will be established and domiciled at the Ministry of Gender and Social Protection of each country. The NTC team will comprise experts from relevant ministries (Gender and Social Protection, Finance, Health, Water, Trade, Small Enterprises etc.) and a representative from MARWOPNET. The Ministry of Finance will serve a Chair of NTC. The NTCs will meet at least quarterly and as often as needed to fulfil their functions in particular in relation to the successive calls for proposals.

- The Country Liaison Offices (CLO) will consist of one Liaison Officer from the Ministry of Gender and Social Protection and one Administrative Assistant. It will supervise the execution of the Grants allocated by the Fund and will be the primary interlocutor of the Grants' implementation partners.
- The project will provide resources for the operations of the NTCs and CLOs (ICT and office equipment, one vehicle per CLO, travel costs and operational costs).

**4.1.2.4 The Fund Secretariat will issue 'Call for Proposals' in each country in order to stimulate the submission of quality and innovative proposals.** The Fund Secretariat should be qualified and referred to as the regional Secretariat. The calls for proposals will be tailored to each of the two windows of the Fund and will be designed in accordance to the Fund's Operational Manual which will be prepared during the start-up phase of the Fund, reviewed and recommended by the respective NTCs and endorsed by the Advisory Board.

The calls for proposals will (i) provide for the administrative conditions of eligibility of the submitted proposals; (ii) delineate the technical scope of activities eligible to financing from the Fund; (iii) specify the modalities of execution, monitoring and evaluation of the allocated Grants; and (iv) publicize the technical criteria to be used by the NTCs and the Fund Secretariat to rank the proposals and select the ones to be financed by the Fund. The calls will also specify the minimum and maximum amounts that can be allocated under the Fund's respective windows and, as the case may be, to particular activities.

**4.1.2.5 The calls for proposals and their outcomes will be widely disseminated and a feedback and grievance mechanism will be put in place.** To that effect, the Fund Secretariat with support from the Fiduciary Agent will establish a web-based platform to publicize its activities. This will in particular cover the substance and outcomes of all calls for proposals issued by the Fund, together with the minutes of the NTCs and Advisory Board, physical and financial execution progress reports, and audit reports.

**4.1.2.6 The implementation of the Grants allocated by the Fund will be governed by tripartite Service Agreements signed by the respective Implementing Partners, representatives of the ministers of finance and the Fund's Coordinator.** The service agreements will aim to (i) hold the implementing partners accountable for the results they committed to achieve in the proposals they submitted to the Fund; (ii) regulate the partnership between the implementing partner, the beneficiary government and the Fund; and (iii) ensure that fiduciary, social and environmental safeguards are complied with. The service agreements will be the basis for the Fund Management Agency to conduct its M&E functions.

## **Procurement Arrangements**

### **4.1.3 Procurement Arrangements**

4.1.3.1 The procurements of ICB contracts (goods, works) and selection of consultants services under the programme will be done in accordance with the Bank's *Rules and Procedures for Procurement of Goods and Works (May 2008 edition, revised July 2012)* or the Bank's *Rules and Procedures for the Use of Consultants (May 2008 edition, revised July 2012)*, using the Bank's standard bidding documents, and with the provisions set out in the various financing agreements with the affected countries.

4.1.3.2 The procurement of National Competitive Bidding (NCB) contracts will be carried out in accordance with National Procurement Procedures in Liberia and Sierra Leone using national bidding documents as acceptable to the Bank. However in Guinea and for NCB contracts procured by the MRU Secretariat in collaboration with the Fund Management Agency, the Bank's procurement rules and procedures will apply. The activities deriving from the calls for proposals will either be implemented through Government entities, Parastatals Institutions, Non-Governmental Organizations (NGOs), Community-Based Organizations (CBOs) or private sector companies. For activities to be implemented by public sector entities, the Bank's procurement rules and procedures or national procedures will apply as indicated above.

4.1.3.3 However, for activities implemented by NGOs, CBOs and private sector companies, the procurement will be done using established commercial practices as described in the Fund Operations and Procedures Manual and acceptable to the Bank in accordance with the principles of economy and efficiency. Such procedures should result in competitive market prices and meet the needs of the Programme.

4.1.3.4 The Fund Management Agency will be responsible for ensuring that the implementing agencies identified through the calls for proposals meet the Bank's eligibility requirements and will also be responsible for conducting ad hoc reviews of their activities. The procurement arrangements are further detailed in Appendix B5.

#### 4.1.4 Financial Management and Audit Arrangements

4.1.4.1 The Financial Management (FM) assessment considered the existing low FM capacity within the primary implementing agency, the MRU Secretariat, and recommended the use of a Fund Management Agent to handle financial management and reporting for the project. Procedures for the agency to access the funds from the Bank and their disbursement to beneficiaries would be detailed in an Operations and Procedures Manual to be developed by the project and approved by the Bank prior to commencement of implementation. The approval of the Manual will be a condition for first disbursement. As the Social Investment Fund and its proposed activities are a new activity for the MRU, its operation is not covered by the existing MRU systems, nor will its operations follow the existing country systems of any individual MRU member country.

4.1.4.2 The Fund Management Agency will manage all project funds, assume responsibility for disbursement to beneficiaries, as well as financial reporting to the Bank. The Fund Management Agency internal processes will be captured in a Procedures Manual, which will be closely aligned to the overall Project Operations and Procedures Manual. Quarterly interim unaudited financial reports will be produced for submission to the Bank within 30 days of the end of every calendar quarter to aid information flow and facilitate continuous supervision.

4.1.4.3 Disbursement will follow the requirements of the Bank's Disbursement Handbook, and consist of a combination of direct payments and Special Account modalities. Three Special Accounts will be opened as follows:

- 1 each at the 3 Country Liaison Offices from each country's ADF allocation;
- The RWSSI allocation will not need separate Special Accounts – all payments therefrom will be by direct payment.

Management of the Special Accounts operated by the country liaison offices will be the responsibility of:

- **Liberia:** The PFMU in the Ministry of Finance on behalf of the liaison office;
- **Sierra Leone:** The IPAU in the Ministry of Finance on behalf of the liaison office;
- **Guinea:** The Ministry of Social Protection and Gender Country Liaison Office will manage the Special Account directly. Fiduciary management strengthening in the form of a qualified accountant and experienced procurement person and necessary accounting system may be required to strengthen the ministry's capacity.

The Project Coordinator and the Fund Management Agency will be paid by direct payment, from allocations by the beneficiary countries, in the contribution proportions that they agreed. The FMA will be responsible for consolidating program reporting for the three countries. The Special Account will be opened in commercial banks acceptable to the Bank. Opening of the Special Accounts is a condition precedent to disbursement.

4.1.4.4 Annually, the Fund Management Agency will compile project financial statements using applicable international accounting standards, to be audited by an independent professional auditor selected on TORs acceptable to the Bank, with the audited financial statements submitted to the Bank no later than six months after the end of the year audited.

4.1.4.5 Due to the perceived high fiduciary risk, supervision will consist of on-site visits by Bank teams, possibly in excess of the normal two supervision missions per year, and be augmented by the regular quarterly financial and progress reports, as well as external audit reviews. While the FM assessment concluded that the project fiduciary risk is high, the proposed mitigation measures will help ensure that funds provided by the Bank are used for the purposes intended.

## 4.2 Monitoring

4.2.1. In accordance with Bank rules, the Fund Management Agency will submit detailed progress reports to the Bank on a quarterly basis. At the regional level, the M&E expert within the Fund Management Agency will also be responsible for making sure that the M&E system is consistent with the results based matrix of the project and informed by (a) the baseline survey to be undertaken at the beginning of the project and existing Ebola impact assessment studies, (b) the key performance indicators of the project, and (c) the results framework.

4.2.2 At the National Level, monitoring will be further complemented with (i) the establishment of a National Level Committee with a strong monitoring function; (ii) a beneficiary impact assessment to be carried out at the end of the second year; (iii) supervision missions of the Bank. The outcomes obtained will be disseminated and shared with beneficiaries and policy-makers to assess the project's effectiveness.

4.2.3 At start-up of activities, the National Technical Committee will: (i) fine-tune indicators for in-depth measurement of outcomes, effects and impacts in collaboration with Fund Management Agency and (ii) put in place tools and forms for collecting data from beneficiaries.

4.2.4 The Bank will closely monitor the implementation of the project, through supervision missions by the Field office and with the support of the Bank's Headquarters in Abidjan. The field offices will provide overall oversight and coordination to the project.

**Table 8: Implementation Schedule**

Schedule	Stages	Monitoring Activities/Feedback Loop
October 2015	Board approval of the grant	Letter to Governments and MRU
February 2016	Grant effectiveness	Signature of grant agreement and fulfilment of conditions precedent to first disbursement for target countries
2016-2018	Implementation of activities	Quarterly and annual progress reports; impact assessment reports
2016-2018	Supervision missions	Mission reports and recommendations to Governments
2016-2018	Technical and financial audits of 2016, 2017 activities.	Audit reports and recommendations to Governments
December 2018	Project closing	Final progress report and impact measuring report
December 2018	Deadline of last disbursement	
February 2019	Completion report preparation mission	Joint Government/Bank completion reports

## 4.3 Governance

**4.3.1 Guinea, Liberia and Sierra Leone not only share common borders but are all in transition, emerging from prolonged period of civil war and conflict.** The war in Sierra Leone ended in 2002 and that in Liberia ended in 2003. Since then, both countries have held democratic elections and made significant progress in several areas of civil liberties and governance. Guinea, after a chequered period including military coups, since independence, held its first democratic presidential election in 2010. The legislative elections held in September 2013 after several postponements established a pluralistic national assembly, which has created an enabling environment for structural reforms addressing key constraints to development.

**4.3.2 Governance issues remain a concern and possible cause of political fragility.** Despite some improvements in participatory governance and rule of law, accountability particularly as relates to the governance of natural resources continues to be a serious challenge in Guinea, Liberia and Sierra Leone. Low levels of trust of the population in their governments, lack of effective decentralization, and weak accountability for the delivery of public services contributed to the exacerbation of the Ebola crises. The 2015 Liberia and Sierra Leone Auditor General reports reiterated weaknesses in systems and process management. Following this, the GOSL has demonstrated a strong commitment to addressing the recommendations of the report and making progress on sound public financial management.

## 4.4 Sustainability

4.4.1 This project seeks to support the implementation of National Post Ebola Recovery Strategies anchored around National Development Frameworks. Governments of beneficiary countries therefore have vested interest to ensure its implementation, scale up and sustainability.

4.4.2 The Social Investment Fund will lay the foundations for decentralized resource allocation and building of social capital in poor and disadvantaged communities. The decentralization of interventions and the proposed utilization of NGOs and CBOs for the implementation of the project will improve sustainability as local organizations are closer to communities. SIF will generate employment creation and increase income earning capacity of the target groups, mainly women.

4.4.3 Sustainability of sub-projects will be ensured through SIF's O&M Strategy. This strategy looks at sustainability from the technical and financial angle. On the technical side, maintenance guidelines will be developed for infrastructure sub-projects, which will clearly explain the procedures for maintaining them. On the financial side, mechanisms have been put in place for other donors and private sector companies to participate in the Fund which would allow the SIF to leverage additional funds from other partners for the upscaling of project activities and for targeting other districts not initially targeted from the three countries.

4.4.4 To further ensure sustainability, project implementation arrangements are mainstreamed within the established regional and government structures for project implementation and service delivery. The Ministries of Gender in the respective countries will bear the primary responsibility for implementation, with policy oversight, monitoring and quality assurance from the Social Investment Fund and the MRU Secretariats. The project also provides for training of members of women-headed CBOs in the effective management of community projects that will be funded through the Social Investment Fund. Communities/beneficiaries will participate in the project from the inception up to the commissioning in various forms; they will also determine the type of projects for which they intend to seek funding. This community-based management approach will ensure sustainability of the investments.

## 4.5 Risk Management

Table 9 below summarizes the risks and mitigation measured identified in the project

**Table 9: Risks, probability and mitigation measures**

Risk	Probability	Mitigation Measure
1 - Political risks, fragile political situation. Project activities might be jeopardized in the absence of a peaceful post-election environment and the inability of new institutions to assume ownership of the economic and social development process.	M	The risk is mitigated by the strong involvement of the regional and international community in monitoring the peace process, particularly the elections. This risk is mitigated by holding elections and the actual establishment of democratically elected institutions. Besides, the creation of profitable jobs will help to reduce vulnerability and stabilize the population.
2-Weak institutional capacity of local authorities and devolved structures.	M	The risk is mitigated by the Call for Proposals approach whereby capable agencies will compete to implement sub-project activities.
3-Risk of contagion to neighboring countries	M	The ongoing SWAPHS ECOWAS project is strengthening the preparedness of at risk countries in the sub-region. In addition other donor agencies, UN, WB and USAID are supporting preparedness in at risk countries.
4. Fiduciary risk including corruption	H	The recruitment of a Fund Management Agency that will have full fiduciary responsibility will mitigate this risk.



## **4.6 Knowledge Building**

4.6.1 The analytical work and technical assistance accompanying the project will contribute to institutional development and knowledge building. The project will seek to develop the capacity not only of the MRU Secretariat but also of national ministries, civil societies, women, youth and community-based associations that will advance gender equity in the sub region. Many of the capacity-building activities retained in the project will facilitate knowledge building in the following areas: (i) entrepreneurial culture; (ii) community participation; (iii) decentralization and local governance; (iv) consolidation and capacity-building of MFIs; and (v) monitoring/evaluation.

## **V. Legal Framework**

### **5.1 Legal Instruments**

The legal instruments used to finance the Project are: (i) ADF Grant Agreements and (ii) RWSSI Trust Fund grant agreements.

#### **A) Entry into Force Conditions**

##### **ADF and RWSSI Grant Agreements**

Grant Agreements shall enter into force upon signature by the parties.

#### **B) Conditions Precedent to First Disbursements and Other Conditions**

##### **ADF Grant Proceeds**

The obligation of the Bank to make the first disbursement of the ADF Grants shall be conditional upon entry into force of the Agreement in accordance with (A) above and the fulfilment by the Recipient of the following conditions, in form and substance acceptable to the Bank Group:

- i) Evidence of having opened one (1) foreign currency denominated Special Account at a bank acceptable to the Bank into which the proceeds of the Grants will be deposited; and
- ii) Evidence of having signed a Memorandum of Understanding with the Executing Agency with terms and conditions acceptable to the Bank.

##### **RWSSI Grant Proceeds**

The obligation of the Bank to make the first disbursement of the RWSSI Grants shall be conditional upon entry into force of the Agreement in accordance with (A) above and the fulfilment by the Recipient of the following condition, in form and substance acceptable to the Bank Group:

- i) Evidence of having signed a Memorandum of Understanding with the Executing Agency with terms and conditions acceptable to the Bank.

##### **Other Conditions**

- i) The Borrower/Recipient shall, within 120 days of signing the agreement, submit evidence in form and substance satisfactory to the Bank, of having recruited a Fund Management Agency whose skills and qualifications are acceptable to the Bank;
- ii) The Borrower/Recipient shall, within 120 days of signing the agreement, submit evidence, of the designation of the Fund Coordinator by the MRU Heads of State; and
- iii) The Borrower/Recipient shall, within 120 days of signing the agreement, submit an operation manual in form and substance satisfactory to the Bank,
- iv) The Borrower/Recipient shall, within 120 days of signing the agreement, submit evidence in form and substance satisfactory to the Bank, of having established a Country Liaison Office.

### **C) Undertakings**

- i) The Borrower/Recipient shall implement the Project in compliance and in accordance with: (a) national legislation; b) the provisions and conditions of any environmental licenses issued in relation to the Project activities; and (c) the recommendations, requirements and procedures described in the ESMP; and
- ii) The Borrower/Recipient shall implement, and report quarterly to the Bank Group on implementation of, the Environment and Social Monitoring Plan (including any implementation failures and related remedies, if any).

### **VI. Recommendation**

Management recommends that the Board of Directors approve the proposed ADF Grant of UA 9 million, RWSSI Grant of EUR 1 million to the Republic of Guinea; ADF Grant of UA 9 million, RWSSI Grant of EUR 1 million to the Republic of Sierra Leone; RWSSI Grant of EUR 1 million to the Republic of Liberia, for a total amount of UA 20,400,000 to finance the Post Ebola Recovery Social Investment Fund (PERSIF) project. The Board is requested to take note of the U.S. State Department's co-financing grant of UA 3.57 million to be shared equally across the three countries.

## Annex 1: Map MRU Space



**Warning:** This map has been provided by the staff of the African Development Bank exclusively for the use of the readers of the report to which it is attached. The names used and the borders shown do not imply on the part of the ADB Group and its members any judgment concerning the legal status of a territory or any approval or acceptance of these borders.

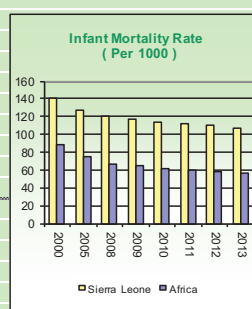
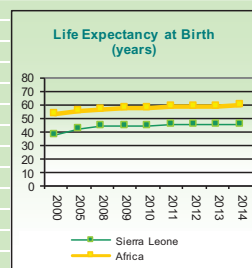
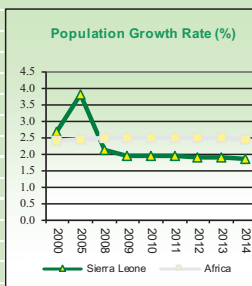
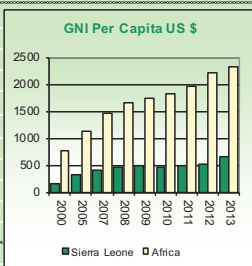


# Annex 2: Comparative Socio-Economic Indicators of Sierra Leone, Liberia and Guinea,

## Annex 2.1

### Sierra Leone COMPARATIVE SOCIO-ECONOMIC INDICATORS

	Year	Sierra Leone	Africa	Developing Countries	Developed Countries
<b>Basic Indicators</b>					
Area ('000 Km <sup>2</sup> )	2014	72	30,067	80,386	53,939
Total Population (millions)	2014	6.2	1,136.9	6.0	1.3
Urban Population (% of Total)	2014	40.4	39.9	47.6	78.7
Population Density (per Km <sup>2</sup> )	2014	85.8	37.8	73.3	24.3
GNI per Capita (US \$)	2013	660	2 310	4 168	39 812
Labor Force Participation - Total (%)	2014	67.4	66.1	67.7	72.3
Labor Force Participation - Female (%)	2014	49.2	42.8	52.9	65.1
Gender -Related Development Index Value	2007-2013	0.799	0.801	0.506	0.792
Human Develop. Index (Rank among 187 countries)	2013	183	...	...	...
Popul. Living Below \$ 1.25 a Day (% of Populator	2008-2013	56.6	39.6	17.0	...
<b>Demographic Indicators</b>					
Population Growth Rate - Total (%)	2014	1.8	2.5	1.3	0.4
Population Growth Rate - Urban (%)	2014	2.8	3.4	2.5	0.7
Population < 15 years (%)	2014	41.2	40.8	28.2	17.0
Population ≥ 65 years (%)	2014	2.7	3.5	6.3	16.3
Dependency Ratio (%)	2014	78.9	62.4	54.3	50.4
Sex Ratio (per 100 female)	2014	98.7	100.4	107.7	105.4
Female Population 15-49 years (% of total populatic	2014	24.8	24.0	26.0	23.0
Life Expectancy at Birth - Total (years)	2014	45.8	59.6	69.2	79.3
Life Expectancy at Birth - Female (years)	2014	46.0	60.7	71.2	82.3
Crude Birth Rate (per 1,000)	2014	36.0	34.4	20.9	11.4
Crude Death Rate (per 1,000)	2014	17.0	10.2	7.7	9.2
Infant Mortality Rate (per 1,000)	2013	107.2	56.7	36.8	5.1
Child Mortality Rate (per 1,000)	2013	160.6	84.0	50.2	6.1
Total Fertility Rate (per woman)	2014	4.6	4.6	2.6	1.7
Maternal Mortality Rate (per 100,000)	2013	1100.0	411.5	230.0	17.0
Women Using Contraception (%)	2014	15.9	34.9	62.0	...
<b>Health &amp; Nutrition Indicators</b>					
Physicians (per 100,000 people)	2004-2012	2.2	46.9	118.1	308.0
Nurses (per 100,000 people)*	2004-2012	16.6	133.4	202.9	857.4
Births attended by Trained Health Personnel (%)	2009-2012	62.5	50.6	67.7	...
Access to Safe Water (% of Population)	2012	60.1	67.2	87.2	99.2
Healthy life expectancy at birth (years)	2012	39.0	51.3	57	69
Access to Sanitation (% of Population)	2012	13.0	38.8	56.9	96.2
Percent. of Adults (aged 15-49) Living with HIV/AIDS	2013	1.6	3.7	1.2	...
Incidence of Tuberculosis (per 100,000)	2013	313.0	246.0	149.0	22.0
Child Immunization Against Tuberculosis (%)	2013	99.0	84.3	90.0	...
Child Immunization Against Measles (%)	2013	83.0	76.0	82.7	93.9
Under eight Children (% of children under 5 years	2005-2013	39.7	20.9	17.0	0.9
Daily Calorie Supply per Capita	2011	2 333	2 618	2 335	3 503
Public Expenditure on Health (as % of GDP)	2013	1.7	2.7	3.1	7.3
<b>Education Indicators</b>					
Gross Enrolment Ratio (%)					
Primary School - Total	2011-2014	134.1	106.3	109.4	101.3
Primary School - Female	2011-2014	134.1	102.6	107.6	101.1
Secondary School - Total	2011-2014	44.7	54.3	69.0	100.2
Secondary School - Female	2011-2014	41.7	51.4	67.7	99.9
Primary School Female Teaching Staff (% of Total)	2012-2014	27.1	45.1	58.1	81.6
Adult literacy Rate - Total (%)	2006-2012	44.5	61.9	80.4	99.2
Adult literacy Rate - Male (%)	2006-2012	55.5	70.2	85.9	99.3
Adult literacy Rate - Female (%)	2006-2012	33.7	53.5	75.2	99.0
Percentage of GDP Spent on Education	2009-2012	2.9	5.3	4.3	5.5
<b>Environmental Indicators</b>					
Land Use (Arable Land as % of Total Land Area)	2012	24.0	8.8	11.8	9.2
Agricultural Land (as % of land area)	2012	0.6	43.4	43.4	28.9
Forest (As % of Land Area)	2012	37.2	22.1	28.3	34.9
Per Capita CO2 Emissions (metric tons)	2012	0.2	1.1	3.0	11.6



Sources : AfDB Statistics Department Databases; World Bank: World Development Indicators;

last update : June 2015

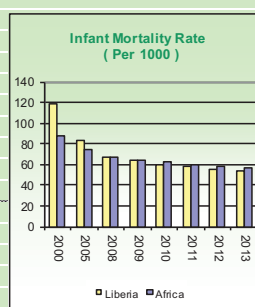
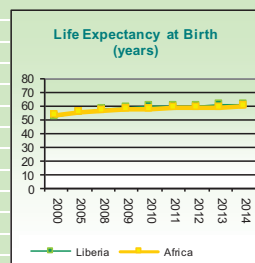
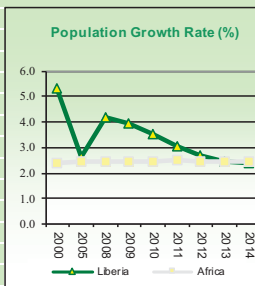
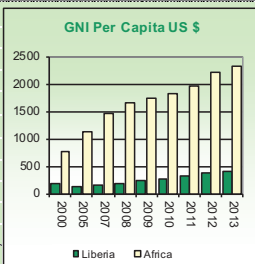
UNAIDS; UNSD; WHO, UNICEF, UNDP; Country Reports.

Note : n.a. : Not Applicable ; ... : Data Not Available.

## Annex 2.2

### Liberia COMPARATIVE SOCIO-ECONOMIC INDICATORS

	Year	Liberia	Africa	Developing Countries	Developed Countries
<b>Basic Indicators</b>					
Area ('000 Km <sup>2</sup> )	2014	111	30,067	80,386	53,939
Total Population (millions)	2014	4.4	1,136.9	6.0	1.3
Urban Population (% of Total)	2014	49.3	39.9	47.6	78.7
Population Density (per Km <sup>2</sup> )	2014	39.5	37.8	73.3	24.3
GNI per Capita (US \$)	2013	410	2,310	4,168	39,812
Labor Force Participation - Total (%)	2014	61.6	66.1	67.7	72.3
Labor Force Participation - Female (%)	2014	47.4	42.8	52.9	65.1
Gender-Related Development Index Value	2007-2013	0.786	0.801	0.506	0.792
Human Develop. Index (Rank among 187 countries)	2013	175	...	...	...
Popul. Living Below \$ 1.25 a Day (% of Population)	2008-2013	83.8	39.6	17.0	...
<b>Demographic Indicators</b>					
Population Growth Rate - Total (%)	2014	2.4	2.5	1.3	0.4
Population Growth Rate - Urban (%)	2014	3.2	3.4	2.5	0.7
Population < 15 years (%)	2014	42.6	40.8	28.2	17.0
Population >= 65 years (%)	2014	3.0	3.5	6.3	16.3
Dependency Ratio (%)	2014	85.0	62.4	54.3	50.4
Sex Ratio (per 100 female)	2014	101.5	100.4	107.7	105.4
Female Population 15-49 years (% of total population)	2014	23.4	24.0	26.0	23.0
Life Expectancy at Birth - Total (years)	2014	60.9	59.6	69.2	79.3
Life Expectancy at Birth - Female (years)	2014	61.9	60.7	71.2	82.3
Crude Birth Rate (per 1,000)	2014	35.0	34.4	20.9	11.4
Crude Death Rate (per 1,000)	2014	8.7	10.2	7.7	9.2
Infant Mortality Rate (per 1,000)	2013	53.6	56.7	36.8	5.1
Child Mortality Rate (per 1,000)	2013	71.1	84.0	50.2	6.1
Total Fertility Rate (per woman)	2014	4.7	4.6	2.6	1.7
Maternal Mortality Rate (per 100,000)	2013	640.0	411.5	230.0	17.0
Women Using Contraception (%)	2014	19.6	34.9	62.0	...
<b>Health &amp; Nutrition Indicators</b>					
Physicians (per 100,000 people)	2004-2012	1.4	46.9	118.1	308.0
Nurses (per 100,000 people)*	2004-2012	27.4	133.4	202.9	857.4
Births attended by Trained Health Personnel (%)	2009-2012	46.3	50.6	67.7	...
Access to Safe Water (% of Population)	2012	74.6	67.2	87.2	99.2
Healthy life expectancy at birth (years)	2012	52.0	51.3	57	69
Access to Sanitation (% of Population)	2012	16.8	38.8	56.9	96.2
Percent of Adults (aged 15-49) Living with HIV/AIDS	2013	1.1	3.7	1.2	...
Incidence of Tuberculosis (per 100,000)	2013	308.0	246.0	149.0	22.0
Child Immunization Against Tuberculosis (%)	2013	87.0	84.3	90.0	...
Child Immunization Against Measles (%)	2013	74.0	76.0	82.7	93.9
Underweight Children (% of children under 5 years)	2005-2013	20.4	20.9	17.0	0.9
Daily Calorie Supply per Capita	2011	2,251	2,618	2,335	3,503
Public Expenditure on Health (as % of GDP)	2013	3.6	2.7	3.1	7.3
<b>Education Indicators</b>					
Gross Enrolment Ratio (%)					
Primary School - Total	2011-2014	95.6	106.3	109.4	101.3
Primary School - Female	2011-2014	91.6	102.6	107.6	101.1
Secondary School - Total	2011-2014	37.9	54.3	69.0	100.2
Secondary School - Female	2011-2014	33.1	51.4	67.7	99.9
Primary School Female Teaching Staff (% of Total)	2012-2014	14.0	45.1	58.1	81.6
Adult literacy Rate - Total (%)	2006-2012	42.9	61.9	80.4	99.2
Adult literacy Rate - Male (%)	2006-2012	60.8	70.2	85.9	99.3
Adult literacy Rate - Female (%)	2006-2012	27.0	53.5	75.2	99.0
Percentage of GDP Spent on Education	2009-2012	2.8	5.3	4.3	5.5
<b>Environmental Indicators</b>					
Land Use (Arable Land as % of Total Land Area)	2012	5.2	8.8	11.8	9.2
Agricultural Land (as % of land area)	2012	0.3	43.4	43.4	28.9
Forest (As % of Land Area)	2012	44.3	22.1	28.3	34.9
Per Capita CO2 Emissions (metric tons)	2012	0.1	1.1	3.0	11.6



Sources : AfDB Statistics Department Databases; World Bank: World Development Indicators;

last update : June 2015

UNAIDS; UNSD; WHO, UNICEF, UNDP; Country Reports.

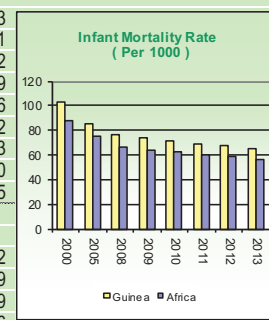
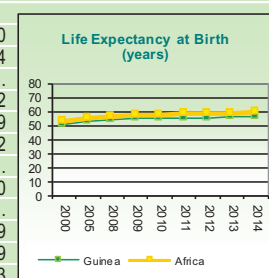
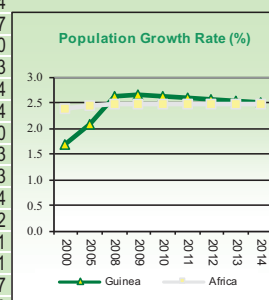
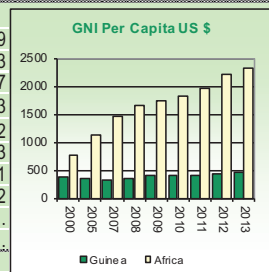
Note : n.a. : Not Applicable ; ... : Data Not Available.

## Annex 2.3

### Guinea

#### COMPARATIVE SOCIO-ECONOMIC INDICATORS

	Year	Guinea	Africa	Developing Countries	Developed Countries
<b>Basic Indicators</b>					
Area ('000 Km <sup>2</sup> )	2014	246	30,067	80,386	53,939
Total Population (millions)	2014	12.0	1,136.9	6.0	1.3
Urban Population (% of Total)	2014	36.9	39.9	47.6	78.7
Population Density (per Km <sup>2</sup> )	2014	49.0	37.8	73.3	24.3
GNI per Capita (US \$)	2013	460	2 310	4 168	39 812
Labor Force Participation - Total (%)	2014	72.0	66.1	67.7	72.3
Labor Force Participation - Female (%)	2014	45.8	42.8	52.9	65.1
Gender -Related Development Index Value	2007-2013	0.785	0.801	0.506	0.792
Human Develop. Index (Rank among 187 countries)	2013	179	...	...	...
Popul. Living Below \$ 1.25 a Day (% of Population)	2008-2013	40.9	39.6	17.0	...
<b>Demographic Indicators</b>					
Population Growth Rate - Total (%)	2014	2.5	2.5	1.3	0.4
Population Growth Rate - Urban (%)	2014	3.9	3.4	2.5	0.7
Population < 15 years (%)	2014	42.1	40.8	28.2	17.0
Population >= 65 years (%)	2014	3.1	3.5	6.3	16.3
Dependency Ratio (%)	2014	83.4	62.4	54.3	50.4
Sex Ratio (per 100 female)	2014	100.4	100.4	107.7	105.4
Female Population 15-49 years (% of total populatic)	2014	23.4	24.0	26.0	23.0
Life Expectancy at Birth - Total (years)	2014	56.4	59.6	69.2	79.3
Life Expectancy at Birth - Female (years)	2014	57.1	60.7	71.2	82.3
Crude Birth Rate (per 1,000)	2014	36.5	34.4	20.9	11.4
Crude Death Rate (per 1,000)	2014	11.3	10.2	7.7	9.2
Infant Mortality Rate (per 1,000)	2013	64.9	56.7	36.8	5.1
Child Mortality Rate (per 1,000)	2013	100.7	84.0	50.2	6.1
Total Fertility Rate (per woman)	2014	4.8	4.6	2.6	1.7
Maternal Mortality Rate (per 100,000)	2013	650.0	411.5	230.0	17.0
Women Using Contraception (%)	2014	7.0	34.9	62.0	...
<b>Health &amp; Nutrition Indicators</b>					
Physicians (per 100,000 people)	2004-2012	10.0	46.9	118.1	308.0
Nurses (per 100,000 people)*	2004-2012	51.1	133.4	202.9	857.4
Births attended by Trained Health Personnel (%)	2009-2012	45.3	50.6	67.7	...
Access to Safe Water (% of Population)	2012	74.8	67.2	87.2	99.2
Healthy life expectancy at birth (years)	2012	49.0	51.3	57	69
Access to Sanitation (% of Population)	2012	18.9	38.8	56.9	96.2
Percent. of Adults (aged 15-49) Living with HIV/AIDS	2013	1.7	3.7	1.2	...
Incidence of Tuberculosis (per 100,000)	2013	177.0	246.0	149.0	22.0
Child Immunization Against Tuberculosis (%)	2013	66.0	84.3	90.0	...
Child Immunization Against Measles (%)	2013	62.0	76.0	82.7	93.9
Underweight Children (% of children under 5 years)	2005-2013	35.0	20.9	17.0	0.9
Daily Calorie Supply per Capita	2011	2 553	2 618	2 335	3 503
Public Expenditure on Health (as % of GDP)	2013	1.7	2.7	3.1	7.3
<b>Education Indicators</b>					
Gross Enrolment Ratio (%)					
Primary School - Total	2011-2014	90.8	106.3	109.4	101.3
Primary School - Female	2011-2014	83.1	102.6	107.6	101.1
Secondary School - Total	2011-2014	38.1	54.3	69.0	100.2
Secondary School - Female	2011-2014	29.4	51.4	67.7	99.9
Primary School Female Teaching Staff (% of Total)	2012-2014	29.7	45.1	58.1	81.6
Adult literacy Rate - Total (%)	2006-2012	25.3	61.9	80.4	99.2
Adult literacy Rate - Male (%)	2006-2012	36.8	70.2	85.9	99.3
Adult literacy Rate - Female (%)	2006-2012	12.2	53.5	75.2	99.0
Percentage of GDP Spent on Education	2009-2012	2.5	5.3	4.3	5.5
<b>Environmental Indicators</b>					
Land Use (Arable Land as % of Total Land Area)	2012	12.2	8.8	11.8	9.2
Agricultural Land (as % of land area)	2012	0.6	43.4	43.4	28.9
Forest (As % of Land Area)	2012	26.3	22.1	28.3	34.9
Per Capita CO2 Emissions (metric tons)	2012	0.1	1.1	3.0	11.6



Sources : AfDB Statistics Department Databases; World Bank: World Development Indicators;

last update : June 2015

UNAIDS; UNSD; WHO; UNICEF, UNDP; Country Reports.

Note : n.a. : Not Applicable ; ... : Data Not Available.

### Annex 3 Summary of Procurement Arrangements

Project Categories	UA (Million)			
	Use of Country Procurement Procedures/National Competitive bidding	Use of Bank's Procedures	Non-Bank Funded	Total
<b>MRU Secretariat (Liberia, Guinea and Sierra Leone)</b>				
<b>GOODS</b>				
4 Vehicles	0.20 [0.20]			0.20 [0.20]
Furniture	0.02 [0.02]			0.02 [0.02]
IT equipment	0.05 [0.05]			0.05 [0.05]
<b>SERVICES</b>				
Fund Management Agency		2.00 [2.00]		2.00 [2.00]
Individual consultants for technical assistance		0.07 [0.07]		0.07 [0.07]
Audit		0.11 [0.11]		0.11 [0.11]
<b>Total MRU Secretariat</b>	<b>0.26 [0.26]</b>	<b>2.17 [2.17]</b>		<b>2.45 [2.45]</b>
<b>MISCELLANEOUS INVESTMENT « Call for proposals »</b>				
Miscellaneous investment	<b>16.64 [16.64]</b>		<b>3.57 [3.57]</b>	<b>20.11 [20.11]</b>
<b>OPERATING COST</b>				
Operating cost	<b>1.16 [1.16]</b>			<b>1.16 [1.16]</b>
Personnel	<b>0.25 [0.25]</b>			<b>0.25 [0.25]</b>