

Level 2: How AfDB contributes to Sierra Leone?

This chapter sets out how the Bank has supported Sierra Leone’s national priorities of promoting peace, stability and economic development in the years since the civil war. The country programme was put on hold during the conflict from 1991 to 2002, but since the end of the conflict, the Bank has supported Sierra Leone in its journey of recovery, helping to rebuild state institutions, restore basic services and promote growth and employment. Overall, we have contributed \$350 million in grants and concessional lending between 2005 and 2014. This year, the Bank responded quickly and flexibly to the Ebola crisis, providing \$60 million as part of a wider regional package of \$223 million.

This chapter is organised according to the three main phases of our work in Sierra Leone, as set out in the three national poverty reduction strategies, which form the foundation of our various Country Strategy Papers (CSPs). It assesses whether our operations have delivered on their targets and contributed to rebuilding state institutions and promoting national development goals. We aggregate the results from individual projects that closed between 2005 and 2014 for which we have results data, to build up a picture of the Bank’s contribution to Sierra Leone’s development. We also present a number of examples of our more innovative work in Sierra Leone.

Throughout the post-war period, we have sought to be a strategic partner to Sierra Leone, providing investment finance, policy dialogue, capacity building and technical support. Under the Government’s leadership, the Bank has worked closely with other development partners to support Sierra Leone’s transition from post-conflict recovery to sustainable development.

The Bank’s approach to tackling the drivers of fragility

Over the past decade, the Bank has steadily increased its focus on conflict and fragility – not just by increasing our financial support for fragile states, but also by helping them to address the root causes of conflict and fragility. In 2008, we established our Fragile States Facility – now renamed the Transition Support Facility – as a mechanism to channel \$2.5 billion of additional resources quickly and flexibly to help countries emerging from crisis.

In 2013, AfDB President Donald Kaberuka set up the High Level Panel on Fragile States to provide strategic advice on how to improve the Bank’s engagement in situations of fragility and conflict. The Panel highlighted that the Bank needed to mobilise resources quickly and flexibly and use its various funding instruments in a more integrated way. The Panel also raised the importance of regional cooperation for overcoming conflict and fragility, recognising that many drivers of conflict spill across national borders. In line with our Bank Strategy 2013–22, we drew on the Panel’s recommendations to produce a new strategy for

fragile states: “Fragility and Building Resilience in Africa (2014–2019)”. This will allow the Bank to intervene in more systematic way in situations of fragility.



In 2008, the bank established the Transition Support Facility as a mechanism to channel \$2.5 billion of additional resources quickly and flexibly to help countries emerging from crisis

The Bank’s support to Sierra Leone over the past 13 years illustrates its commitment to addressing the root causes of conflict and fragility. Through the Transition Support Facility, we have more than doubled the finance available to Sierra Leone, adding \$100 million to the performance-based country allocation of \$90 million.

Table 2: How AfDB contributes to Sierra Leone (Level 2)

The table below presents the contributions the Bank is making through its operations in Sierra Leone. The Bank's performance is measured by comparing expected and actual achievements for all ongoing operations and those completed between 2005 and 2014.

- Bank operations achieved 95% or more of their targets
- Bank operations achieved 60–94% of their targets
- Bank operations achieved less than 60% of their targets
- Data are not available to measure progress

INDICATOR	2005–2014		
	Expected	Delivered	
CSP 2005–2009: REBUILDING STATE INSTITUTIONS AND PROMOTING BASIC SERVICES FOR HUMAN DEVELOPMENT			
Providing basic health care for all			
● Primary, secondary and tertiary health centres	40	44	109%
● People with access to better health services	2 656 000	2 656 000	100%
— of which women (%)	..	66	..
Expanding access to education			
● People benefiting from vocational training	21 000	24 300	116%
● Classrooms and educational support facilities constructed	48	56	117%
● Teachers and other educational staff recruited/trained	1500	1500	100%
● People benefiting from better access to education	405 100	432 600	107%
Building the macroeconomic foundation for recovery			
● Balance of payment support provided to central bank (\$ millions)	42	42	100%
● HIPC debt relief (\$ millions)	106	106	100%
CSP 2009–2012: SPREADING THE PEACE DIVIDEND BY PROMOTING INCLUSIVE GROWTH AND EMPLOYMENT			
Improving rural livelihoods by expanding agriculture production			
● Land whose use has been improved: replanted, reforested (ha)	20 000	17 000	85%
● Rural population with improved technology	26 800	22 700	85%
● People benefiting from improvements in agriculture	291 200	289 800	99%
Supporting private sector development and business-enabling environment			
● Microcredits granted (number)	3500	3500	100%
● Microfinance clients trained in business management	380	660	174%
Building public financial management institutions for inclusive growth			
● Procurement systems	75	66	88%
● Quality of Budgetary and Financial Management Score	3	4	133%
● Quality of Public Administration Score	3	3	100%
CSP 2013–2017: STRUCTURAL TRANSFORMATION FOR BECOMING A MIDDLE-INCOME COUNTRY AND PROMOTING GREEN GROWTH			
Improving electricity supply through regional power pool			
● Energy—People with new or improved electricity connections	10 500	14 500	138%
— of which women	..	5075	..
● Energy produced (MW)	50	50	100%
● Energy produced (MW)	200	216	108%
Linking national roads to a regional network			
● Transport—Roads constructed, rehabilitated or maintained (km)	740	600	80%
● Transport—Staff trained/recruited for road maintenance	87	101	116%
● Transport—People educated in road safety etc
● Transport—People with improved access to transport	6000	5900	98%

INDICATOR	2005–2014	
	Expected	Delivered
Promoting transparency in extractive industry and domestic resource mobilisation and green growth		
● Transparency, Accountability and Corruption in Public Sector Score (CPIA)	3	4 ..
● Energy—CO ₂ emissions reduced (tonnes per year)	..	71 700 ..

.. = data not available; ha = hectares; km = kilometres; m³ = cubic metres; HIPC = Highly Indebted Poor Countries and CPIA = Country Performance and Institutional Assessment

Note: UA figures from material converted at 1 UA= \$1.53.

Source: African Development Bank.

Our approach in Sierra Leone is based on the principles of country leadership and partnership that underlie the New Deal for Engagement in Fragile States that was agreed at the Busan High Level Forum in 2011. The New Deal calls on development partners to align behind a shared analysis (the fragility assessment) and a common set of peace-building and state-building goals. It calls for strong, country-led development partnerships, based on open political dialogue, transparency, use of country systems and mutual accountability. Within this shared vision, the Bank focuses in particular on economic foundations, public finances and service delivery, in accordance with our mandate. The Bank is part of the Mutual Accountability Framework for the implementation of the Agenda for Progress. The framework, which comprises all active development partners and the Government, emphasises strong partnership and alignment based on comparative advantage.

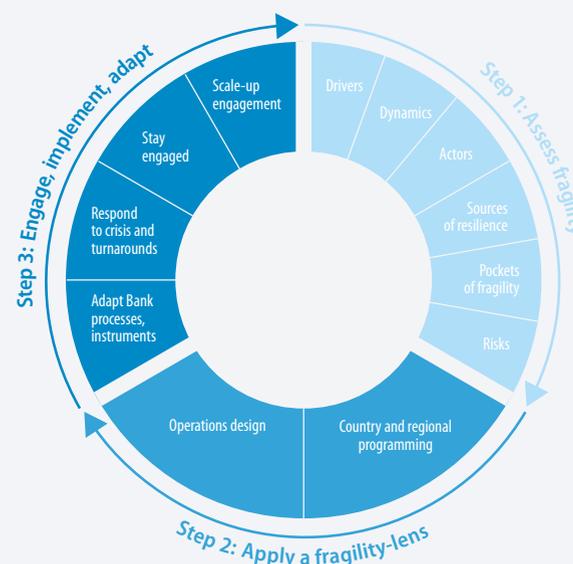
 *The road is good now, and my Okada doesn't breakdown easily. And now it's faster to move from one point to the other, and I make more money*

Musa Kallon, Commercial Motorbike Rider

The Bank's support has been closely aligned with Sierra Leone's three Poverty Reduction Strategies, which focused successively on recovery and reconstruction, state-building, and laying the foundations for sustainable and inclusive growth. Our investment choices have also recognised the importance of strengthening resilience at the regional level. Our support to the Manu River Union of Liberia, Sierra Leone, Guinea and Côte d'Ivoire promotes the joint management of shared national resources, with a strong conflict-prevention focus.

The Bank also supports peace and development across the ECOWAS region through multinational projects such as the ECOWAS Volunteer Programme. This innovative programme is helping to strengthen the capacity of regional institutions and civil society in countries experiencing conflict. It is providing 40 volunteers to support the health and education sectors in Sierra Leone, helping to realise the ECOWAS vision of unity, peace and democracy across the region.

Figure 2.1 The Bank is addressing the drivers of fragility in Africa



Source: Operational guidelines for the implementation of the Strategy for addressing fragility and building resilience in Africa and for the Transition Support Facility

CSP 2005–2009: Rebuilding state institutions and promoting basic services for human development

In line with Sierra Leone's first Poverty Reduction Strategy (2005–07), the AfDB moved quickly to mobilise support for the reconstruction process. The objective was to rebuild the capacity of the Sierra Leonean state to deliver essential services, social infrastructure, job creation and good governance. By strengthening state institutions, investing in health and education and ensuring the conditions for growth, the Bank's investment focused on providing the population with decent lives and livelihoods.

Providing basic health care for all

One of the first priorities was to restore basic health and education services. During the war, three-quarters of the health infrastructure had been damaged or destroyed. Some 44 health care units, including 15 hospitals and 150 primary health care centres, were out of operation because they had lost buildings, equipment, staff or supplies. As a result, Sierra Leone's health indicators had reached

catastrophic levels, with some of the highest infant and child mortality rates in the world and life expectancy at birth of just 34 years.

During the conflict, international and local nongovernmental organisations had provided skeletal services, but the immediate priority was to place service delivery on a more sustainable footing. Our Strengthening District Health Services project focused on re-establishing district health systems in five districts by constructing and equipping 27 health facilities and training 800 staff, including doctors, nurses and trainers. It also helped to rebuild policy-making and planning capacity in the Ministry of Health and Sanitation, so it could effectively lead the reconstruction of the national health system.



In the new maternity ward, I am enjoying the work now than before with the new building. It's now more tidy, clean, there's water, toilets, furniture, and a recovery space

Betsy Tapema, Sister-in-charge, Maternity Theatre

Since 2005, our health projects have delivered 44 ● **primary, secondary and tertiary health centres**¹ and provided 2.65 million ● **people with access to better health services**, benefiting 44% of Sierra Leone's population.

Expanding access to education

Education was another critical area for post-war recovery. The Government's strategic framework for the education sector was set out in the 1997–2006 National Education Master Plan. A key component of this programme was the back-to-school campaign, which included the introduction of free primary education from 2001. It also included measures to improve the quality of teaching and promote technical and vocational training, to equip young people with both the skills and values needed to rebuild the nation.

In support of this strategic framework, the Bank financed the Rehabilitation of Basic and Non-Formal Education and Vocational Skills Education Project, an emergency response to the acute needs of post-war Sierra Leone. A National School Survey in 2001 and other diagnostic work revealed the extent of losses to both classroom infrastructure and the teaching profession, as well as the huge numbers of Sierra Leonean children whose education had been disrupted by conflict. The project, which was financed jointly with the World Bank, rehabilitated or reconstructed junior and senior secondary schools and vocational training centres, and trained 8000 teachers and 210 school management committees. It enabled

the enrolment of 1.5 million girls and boys at primary level and 850 000 at secondary level and in vocational training.

Altogether, since 2005, our projects have constructed 56 ● **classrooms and education support facilities** and recruited or trained 1500 ● **teachers and other education staff**. We helped provide over 24 000 ● **people with vocational training** and over 432 600 with ● **better access to education**.



It's far better now; with the school we have a conducive learning environment for the pupils as well as us the teachers

Amadu M. Conteh, Head Teacher

Restoring macroeconomic stability

In Sierra Leone, as in many post-conflict countries, restoring macroeconomic balance and sound public finances was a significant challenge in the early phase of the reconstruction process. Sierra Leone had both a negative fiscal balance of 9.7% and an external trade deficit of 13% of GDP in 2005.

To help restore macroeconomic stability, we provided \$42 million in ● **balance of payments support to the central bank** under three Economic Rehabilitation and Recovery Programmes between 2002 and 2008. This additional liquidity helped to pay for the public and private sector imports needed to revive the war-ravaged economy. It also helped to reinvigorate the structural and budgetary reforms put on hold by the conflict.

Debt relief also played a key role in Sierra Leone's economic recovery, providing additional fiscal space for social expenditure. With other multilateral agencies, the Bank supported the Heavily Indebted Poor Countries (HIPC) and Multilateral Debt Relief Initiative (MDRI) in 2006, reducing the country's debt stock by 90%. This freed up national resources from making heavy interest payments, to enable increased public expenditure on essential services. Our contribution was \$106 million in nominal terms in ● **HIPC debt relief** and \$147 million over the life of the MDRI.

CSP 2009–2012: Spreading the peace dividend by promoting inclusive growth and employment

As the country's most pressing reconstruction needs were addressed, the Bank's support for Sierra Leone gradually shifted towards longer-term development goals. Under the Agenda for Change 2008–2012, the Government prioritised investments in infrastructure, agribusiness and basic services, so as to deliver a "peace dividend" for the

¹ A green bullet indicate that Bank operations achieved 95% or more of their targets.

population. Development partners strongly endorsed these priorities. To ensure that the development assistance provided to the country was well coordinated, we prepared a Joint Assistance Strategy with the World Bank Group in 2009; the strategy was harmonised with other development partners and closely aligned with the national development agenda.

Improving rural livelihoods by expanding agriculture production

With poverty in Sierra Leone heavily concentrated in rural areas, restoring agriculture was key to achieving food security and rebuilding basic livelihoods.

The Bank focused its efforts on direct support to farmers and on building capacity at all levels across the sector. The Agricultural Sector Rehabilitation Project, approved in 2005, aimed to restore agricultural production and generate an additional \$19 million in income for Sierra Leonean farmers. The project restored 5000 hectares of swampland, increasing yields for nearly 10 000 farmers, and rehabilitated 8000 hectares of tree crops (coffee, cocoa and palm oil) to the benefit of 16 000 farming families. It also helped to restore government capacity in the sector by rehabilitating 93 Ministry of Agriculture, Forestry and Food Security buildings across the country, training specialist advisers and trainers and establishing 325 farmer field schools and farmer-based organisations. In later projects — for example, the New Rice for Africa (NERICA) and the Artisanal Fisheries Development Projects in 2007-08 — nearly 25 000 Sierra Leonean farmers received small farm animals, including sheep, goats and chickens.

Overall, as a result of the Bank's projects since 2005, 17 000 hectares of ● **land have been improved, replanted or reforested**² — slightly short of our target of 20 000 hectares. Over 22 700 of the ● **rural population accessed improved technology**, and we met our overall target with 289 800 ● **people benefitting from improvements in agriculture**. Sierra Leone has also been a beneficiary of award-winning, Bank-sponsored research into the new rice varieties, through the NERICA initiative (see Box 2.1).

Supporting private sector development and the business-enabling environment

The Bank's new Strategy for Addressing Fragility and Building Resilience in Africa (2014–2019) recognises the importance of broad-based private sector development to making communities more resilient. Supporting such development has long been a priority for the Bank in Sierra Leone.

As part of the budget support operations, the Bank provided advisory and technical support for the Government's regulatory reforms, such as the modernisation of the National Revenue Authority under a 2009 Economic Governance Reform Grant. These reforms have improved the environment for businesses to start

up and operate and enhanced revenue collection. Some of the results—dramatic reductions in the time and cost of business start-up—were noted in the previous chapter.

Box 2.1 NERICA rice project wins the US Treasury Award for 2014

High yielding New Rice for Africa (NERICA) rice varieties, developed by AfricaRice in the 1990s, are increasingly cultivated across West Africa. In 2005, the AfDB helped seven West African countries, including Sierra Leone, to adopt the new varieties using new cultivation techniques. In Sierra Leone, the programme reached 5600 farmers, of which 3100 were women, through a mix of activities including training farmers, technicians and field extension staff; building processing units; and constructing feeder roads.

In Sierra Leone and neighbouring countries, increased rice consumption in the past decade has resulted in huge import bills and acute vulnerability to variations in world prices, contributing to food insecurity among poor communities. Increased domestic production is an important part of the solution. NERICA rice has been widely hailed as one of the most significant advances in crop improvement, winning a US Treasury Award in 2014. As a female farmer who participated in the NERICA project said, "NERICA rice allows us to feed our family".

The Bank has also supported the private sector directly. Despite a tight sustainable lending limit for Sierra Leone, we have invested in a number of key private sector projects. For example, the Bank supports the Addax bio-energy project near Makeni. It is one of the country's largest foreign direct investments, a large sugarcane plantation is being developed to produce ethanol and support domestic electricity generation. The ethanol will be produced according to European Union (EU) and international environmental standards, making it suitable for export. The project will employ over 2000 Sierra Leoneans and train farmers in its areas of operation.

We are also a significant provider of microfinance to small business in Sierra Leone. Since 2005, our results include 3500 ● **microcredits granted** and 660 ● **microfinance clients trained in business management**, exceeding our target by 74%.

We are also building the capacity of a range of agencies in Sierra Leone that provide services to facilitate private sector development: the Chamber of Commerce, the Sierra Leone Investment Promotion Agency and the Sierra Leone Business Forum. The Bank, through its Governance Trust Fund, supported the establishment of a public-private partnership (PPP) unit under the Office of the President to oversee implementation of the Government's PPP agenda.

² A yellow bullet indicate that Bank operations achieved 60–94% of their targets.

Building public financial management institutions for inclusive growth

After the initial phase of stabilising macroeconomic conditions through balance of payments support, the Bank shifted its emphasis towards longer-term reforms to the national budget and public financial management systems. A joint Government-donor diagnostic exercise, the 2010 Public Expenditure and Financial Accountability assessment, provided the starting point. It indicated weak expenditure controls, an ineffective payroll system, delays in follow-up on audit recommendations, weak external scrutiny, and weak revenue transparency and accountability, especially in the mining and energy sectors. Reforms in these areas can promote inclusive growth by ensuring that resources are channelled efficiently towards the delivery of essential public services.

The Bank's Economic Governance Reform Programmes I and II, covering 2009 to 2012, were designed to improve the efficiency, transparency and accountability of public expenditure, particularly in the energy and extractives sectors. One of the most significant outcomes of the support was Sierra Leone's achievement of EITI compliance in 2014. The Bank is also helping the Government develop the EITI Bill to better institutionalise EITI concepts and practice within the extractive governance agenda.

Since 2005, in the Bank's CPIA, which measures the quality of policies and institutions for economic governance, Sierra Leone has improved its ● **Budgetary and Financial Management Score** to 4 of a possible 6, compared to the expected level of 3, and has maintained its ● **Public Administration Score** of 3.

The Bank is also providing regional assistance to the Central Bank to develop an improved financial infrastructure to enable businesses to operate more easily. The West African Monetary Zone Payments System Development Project is upgrading the payments systems of four countries, to increase the efficiency of financial transactions across the Monetary Zone and attract private sector investors into the formal sector. As one of the four countries in the Zone, Sierra Leone is a beneficiary of this regional public good.

CSP 2013–2017: Structural transformation for becoming a middle-income country and promoting green growth

The CSP for 2013–17 describes how the Bank will support Sierra Leone's ambition of becoming a middle-income country by 2035 through inclusive and green growth. Developing sustainable infrastructure is a key priority for the Government under its Agenda for Prosperity. To help address Sierra Leone's major infrastructure deficits, the Bank prepared an Infrastructure and Growth Plan in 2011 to prioritise investments that promote national stability and sustainable economic growth.

The Bank's investments in infrastructure have evolved from the rehabilitation of wartime damage to an emphasis on major

infrastructure for regional integration. This shift in emphasis reflects progress on political stability and economic recovery across the region, particularly in Liberia and Côte d'Ivoire. Taking advantage of this more favourable environment, we are financing energy, transport and water infrastructure, to facilitate private sector development and competitiveness across West Africa.

In addition, the Government of Sierra Leone and the Bank share the belief that green growth can bring high-quality growth to all Sierra Leoneans, with more jobs, greater resilience and better infrastructure, and the Bank has been supporting the Government's Green Growth agenda.



Since Bumbuna dam, electricity supply has been constant for months now; except for a couple of days due to some minor maintenance

Sheku Mansaray, Proprietor of All Nations telecenter, SALCOST Highway, Bumbuna

Improving electricity supply through a regional power pool

The Bank's investments in energy are helping to address a key barrier to private sector investment and inclusive growth. At present, shortages in generation capacity, coupled with weak transmission and distribution capacity (40% electricity losses due to poor network), mean that Sierra Leone has some of Africa's highest prices for electricity—\$0.32 per Kw/h.

Given the small size of Sierra Leone's national market, the Bank is prioritising the development of the West Africa Power Pool. Regional power pools enable countries with abundant energy resources to trade in energy with their neighbours, for greater overall efficiency and lower prices. The Côte d'Ivoire, Liberia, Sierra Leone and Guinea Electricity Networks Interconnection Project is building a 1360 km high-voltage line to connect the national networks of the four countries (see Figure 2.2). It will also electrify communities along the power line and build institutional capacity in the West Africa Power Pool and its member countries. For Sierra Leone, these regional energy investments will offer many rural communities the benefits of electrification, which include increased opportunities for business and job creation and improved education and health services.

In addition, in 2011 we completed the construction of the Bumbuna hydroelectric dam, which had been put on hold during the conflict. The project increased Sierra Leone's generation capacity by 50 MW, more than doubling national capacity. It also laid transmission lines from Bumbuna to Freetown and built a distribution network, providing nearly 14500 ● **people with new or improved electricity**

connections. Factories in Makeni and the cement factory in Freetown, which had been dependent on expensive generators, now have lower operating costs because they are connected to the network, and many small enterprises, from shops to agro-processing facilities, are able to prosper.

The Bank will continue to explore the potential for other hydropower investments benefiting Sierra Leone and the region, funding feasibility studies to find the optimal energy mix for the future.

Linking national roads to a regional network

To improve transport services in Sierra Leone, we are linking national roads to the regional network. Increased access to major transport corridors will facilitate trade and regional integration. The Bank's investments in major road corridors are all linked to the development of feeder roads into surrounding rural areas, to ensure that the benefits are shared as broadly as possible. We also include the development of social infrastructure, such as markets, in the design of projects.



We now have sign posts along the road to caution drivers of a check point ahead, and it's easier to check the vehicles. Before, we used to come out in the middle of the road to stop vehicles

Alfred Samura, Police Officer, Port Loko–Lungi Highway

One example of such a project is the Lungi-Port Loko Road Upgrading Project, which connects the Freetown International Airport to the Freetown-Conakry road corridor and so links Sierra Leonean traders to regional markets. Port Loko is one of the most populous districts in Sierra Leone. The project will benefit 480 000 people, or 8.4% of the population, through improved access to production centres, markets and public services. The road should promote economic inclusion and social cohesion by providing opportunities for women and young people—over 54% of the district population are female and 41% are under the age of 17.

Over the period, 600 km of **roads were constructed, rehabilitated or maintained**³. Unfortunately, because of capacity gaps and Sierra Leone's challenging climate, this fell short of our 740 km target. In the coming period, we will complete a number of ongoing investments, including the Matotoka-Yiye Road, a key national transport link. We will also continue to ensure the sustainability of the roads we build by climate-proofing them and paying attention to maintenance and road safety.

Extractive industries, domestic resource mobilisation and green growth — Sierra Leone's abundant mineral wealth is a critical resource for its future development. Good governance of the extractives sector is key to domestic resource mobilisation, to enable Sierra Leone to make the investments it needs to achieve middle-income status by 2035.

The Bank's budget support operations and the accompanying policy dialogue and technical assistance are designed to support key reforms, such as the EITI. For example, the Bank's Extractive Industries Revenue Enhancement and Governance project, a technical assistance project financed through the Fragile States Facility, has helped the Government improve its management and governance of the extractives sector through a stronger regulatory environment and appropriate social returns by maximising rents from its extractive wealth.

Figure 2.2 Regional Power pools are created by connecting the electricity grids of Côte d'Ivoire, Guinea, Liberia and Sierra Leone



Source: African Development Bank Group

To support domestic revenue mobilisation, the Bank has helped the Government reform its revenue mobilisation strategy and build capacity to actualise its revenue potentials. We have also provided legal and advisory services to assist with negotiating large mining agreements. As a result of the Bank's dialogue with the Government on transparency in the extractives sector, the Government has now published all completed mineral contracts on a public website. This level of openness and transparency is unparalleled in Sierra Leone's extractive industry and sets an important precedent for future contracts, helping to ensure improved mining revenues for the benefit of the public. This

³ A red bullet indicate that Bank Bank operations achieved less than 60% of their targets.

has contributed to improving Sierra Leone's CPIA score for Transparency, Accountability and Corruption in the Public Sector.

Despite these initiatives, public revenues from the extractives sector in Sierra Leone remain at just 2% of GDP and 20% of total revenue, well below their potential. We will therefore continue to prioritise improvements in the governance of the extractives sector by strengthening capacities in the responsible ministries and supporting the National Resource Charter process. We are also undertaking a regional study for the Mano River Union Member States to guide the harmonisation of taxation and licensing regimes for precious minerals. The study will identify ways to reduce cross-border smuggling and related illegal activities, which contributed to conflict and instability in the past.

In line with our Strategy 2013–22, we will support Sierra Leone as it promotes green growth through improved management of natural resources, sustainable development of energy and infrastructure and building resilience. So far, our energy projects have reduced Sierra Leone's ● carbon dioxide emissions⁴ by 71 700 tonnes per year.

The Bank's response to Ebola

The AfDB was quick to recognise the gravity of the Ebola crisis in West Africa and to mobilise an emergency package of support in response. The Bank's President, Dr. Donald Kaberuka, was among the first world leaders to visit Sierra Leone in the early stages of the outbreak. As early as April 2014, the Bank helped to mobilise both financial and technical support for the development and implementation of National Response Plans for the three most affected countries – Guinea, Liberia and Sierra Leone.

The Bank has so far provided \$223 million in support across the region, of which \$60 million is for Sierra Leone. The Bank provided rapid funding for the emergency response through the World Health Organization, as well as an extra \$50 million in budget support over 2014 and 2015, to help close the fiscal gap caused by the Ebola outbreak. Through the Africa Union's Africa Help Africa Initiative, we are supporting the deployment of African health experts to the region. For the coming years, the Bank has committed \$60 million to strengthen regional health systems across West Africa, of which approximately \$8 million will go to Sierra Leone.

The Bank is paying particular attention to addressing the impact of the crisis on women. While men and women are equally vulnerable to the epidemic itself, the socioeconomic impacts will

affect women in specific ways, with women-headed households particularly vulnerable. We are therefore helping to set up a Mano River Union Social Investment Fund, which will support economic recovery, social protection and empowerment for women, together with health and psychosocial support for women survivors of Ebola.

Sierra Leone's fragile institutional and governance systems were not equal to the task of responding to the crisis. Going forward, the Bank will provide holistic support to Sierra Leone, helping to contain the outbreak but also seeking to rebuild the country's resilience.

Conclusion

The AfDB has been a strong partner for Sierra Leone through its post-war recovery and transition toward sustainable development. We have helped the Government restore basic services and begin to address the country's infrastructure deficit. Through our Transition Support Facility, we have given particular emphasis to building core state institutions for economic management and restoring central budgeting and planning capacity. We have helped Sierra Leone to become EITI-compliant, to encourage the use of natural resource revenues for the general benefit. Our support has been closely aligned with successive national development strategies, in accordance with international New Deal principles.

We now stand ready to support Sierra Leone through the Ebola crisis, with a mixture of instruments such as rapid response, budget support, technical assistance and capacity development. Our support demonstrates that the Bank's procedures are flexible enough to ensure a rapid response and quick impact on the ground.

We recognise that recovery from conflict and fragility is a long road, and we are committed to continue our support to Sierra Leone as it moves forward with its transition towards inclusive and sustainable growth. To achieve its vision of becoming a middle-income country by 2035, Sierra Leone will need strong institutions that can convert its mineral wealth into productive investments that benefit the population as a whole. It will also have to tap into more diverse forms of development finance, including foreign investment, remittances, and above all the domestic private sector. In the coming period, we will explore ways to leverage other resources—particularly through such new approaches as partial risk guarantees and PPPs—expand regional operations, and provide lines of credit to West African banks that can invest in Sierra Leone. ■

4 A gray bullet indicate that data are not available to measure progress.

