

Year 3 Report (2014 activities)

Country: SIERRA LEONE

EU-Lux-WHO UHC Partnership

Date: 12/2014

Prepared by: WCO Sierra Leone

Reporting Period: January-December 2014

Main activities as planned in the Road Map

1. Community opinion survey report Q1 2014
2. 2013 SARA+EmoNC report Q12014
3. HR progress review Q2 2014
4. HR Training Plan Q2 2014
5. FMS improvement plan Q1 2014
Joint Funding Arrangement Q2 2014
6. FMS improvement plan coordination support report Q4 2014

Main activities achieved and progress made

1. Community opinion survey combined with SARA & Community opinion feedback system for service improvement (guidelines, tools) – **90% implemented**
Survey (as part of 2013 SARA) concluded, data inputted, initial analysis concluded by end of March. Data cleaning of few facilities data delayed by EVD outbreak: MoHS and WCO staff repurposed to Ebola. Exercise to be prioritized as part of health systems recovery activities.
2. 2013 SARA+EmoNC report Q12014– **90% implemented**
Survey concluded, data inputted, initial analysis concluded by end of March. Data cleaning of few facility data delayed by EVD outbreak: MoHS and WCO staff repurposed to Ebola. Exercise to be prioritized as part of health systems recovery activities.
3. Develop HRH review Q2 :- **0% implemented**
Activity indefinitely postponed due to EVD outbreak after MoHS request for support was received.
4. HR Training Plan Q2 2014– **85% implemented**
Draft Plan was completed after series of stakeholder consultative meetings. Draft Plan validation was postponed due to EVD.
5. FMS improvement plan Q1 2014 : **100% implemented**
Draft Plan completed and presented to partners 18th March.
6. Joint Funding Arrangement (JFA) Q2 2014- **100% implemented**
Draft JFA (jointly with FMS improvement plan) was completed and presented to partners 18th March.

7. FMS improvement plan coordination support report Q4 2014 – 50% implemented

Initial staff recruited and World Bank funding secured upto April 2015. Draft procedure manual as part Plan implementation was developed. Joint World Bank, GAVI and Global Fund management assessment of the established Integrated Health Project Administration Unit's assessment scheduled for September was indefinitely postponed due to EVD. The assessment report was to inform JFA finalization and signatory endorsement. The process has resumed as part of MoHS recovery process (see Minister's correspondences).

Please explain any changes in circumstances or programme implementation challenges encountered affecting the original plan

The March 2014 declaration of Ebola in Guinea led to preparatory activities followed by a response mode from May when Ebola outbreak was declared in Sierra Leone. MoHS suspended all routine activities.

Proposed modifications to Programme Road Map resulting from changes above

1. Community opinion survey report development following delayed by 2013 MoHS restructuring delayed activity start followed by 2014 EVD delaying final stage analysis will be prioritized as part of health system's recovery plan of action.
2. Draft HR Training Plan finalization will be prioritized as part of health systems recovery plan.
3. One month's Ebola response national coordinator's support in all districts was provided in all districts as requested by MoHS.
4. 4 months support for Hon. Minister's EVD coordination additional capacity directly in Ebola Task Force and later Ebola Operation Centre.
5. Support was provided as requested by MoHS to conduct rapid assessment and initiate development of health system recovery strategy. The design of, development and implementation support of a recovery plan will be the main focus of future support.

Lessons learned

1. Policy dialogue has been challenging due to "shifting goal posts" occasioned by:
 - a. Dramatic overhaul of MoHS top management structure as a result of an adverse audit report. There was loss of institution memory slowing planned activities the better part of 2013.
 - b. As key planned activities resumed last 2013 and first 2014 quarters, they were abruptly disrupted by declaration of Ebola outbreak in neighboring Guinea in March followed by an outbreak declaration in Sierra Leone in May. The initial preparatory phase from March leading to response phase from May led to termination of planned activities. Continued intense Ebola viral disease transmission by time of this report has affected not only affects planned activities but accuracy in predicting possible outcomes.
 - c. EVD consequences on the health system functionality will influence 2015 interventions including need for stronger coordination of key players to support recovery, strengthening community engagement to restore their trust and ownership, building health workforce confidence, skills, etc.

Road Map and timeline for 2015

1. Community opinion survey report finalisation Q2 2015;
2. 2013 SARA+EmonC report finalisation Q2 2015;
3. HR Training Plan finalisation Q2 2015;
4. IHPAU establishment Q1 2015;
5. 4 district (low transmission) community engagement, health workforce confidence building; Health systems recovery plan Q2 2013.

Visibility and communication

1. Minimal visibility was done due to prevailing outbreak. 18th March FMS improvement plan and JFA consultative forum was widely covered by the media.

Preliminary impact assessment

1. WHO is the recognized lead agency coordinating partner efforts towards establishment of programme unit for pooled funding- Integrated Health Project Administrative Unit (see attached correspondence of GFTAM to Hon. Minister) (please see bullet point #1 on p. 15).
2. WHO has supported coordination of Ebola outbreak response in all districts (please see bullet point #1 on p. 15).
3. WHO has initiated process health recovery sector planning supporting MoHS leadership and coordination (please see bullet point #1 on p. 15).