



PROPOSAL MONTHLY PROGRESS UPDATE
as of 31 December 2014

Recipient UN Organization(s):	UNDP	SOs Strategic Objective(s)	Ensure Essential Services	
		MCAs Mission Critical Action(s)	Cash Incentives for Workers	
Implementing Partner(s):	<ul style="list-style-type: none"> ▪ UNDP ▪ NERC ▪ Ministry of Health & Sanitation ▪ Ministry of Gender, Children and Social Protection 			
Project Number:	00092905			
Proposal Title:	UNDP Programme for Payments for Ebola Response Workers (PPERW) – Sierra Leone			
Total Approved Proposal Budget:	1,261,625			
Total Approved Project Budget:	MCA0n: Cash Incentives for Workers	Project 00092905	Budget Approved US\$ 1,261,625	
			US\$	
			US\$	
			US\$	
		MCA0n:		US\$
		Total		US\$
Geographical Focus Area	<input type="checkbox"/> Guinea <input type="checkbox"/> Liberia <input checked="" type="checkbox"/> Sierra Leone <input type="checkbox"/> Common Services	Geographical Local Area (Counties-Districts-Prefectures)	<input checked="" type="checkbox"/> Urban <input checked="" type="checkbox"/> Rural <input type="checkbox"/> Border	
Outbreak Hot Zones	Please select one from the following <input checked="" type="checkbox"/> Yes (Y) <input type="checkbox"/> No (N)			
# Direct Beneficiaries <i>(Ensure the information below indicates both the total number of beneficiaries ensure inclusive participation and non-discrimination of the vulnerable and at-risk groups)</i>	Total Beneficiaries	#19,984		
	Women:	# 10,192		
	Girls:	#		
	Men:	# 9,792		
	Boys:	#		
Project Duration (months):	4	Starting Date: Dec 1 st , 2014	Completion Date: March 31 st , 2015	
Delay (months)				
Proposal Title:				
Funds Committed:	US\$ 1,261,625	% of Approved:	%100	
Funds Disbursed:	US\$ 1,261,625	% of Approved:	%100	

PROPOSAL – MONTHLY PROGRESS UPDATE RESULT MATRIX

Strategic Objective to which the Proposal is contributing ¹					
MCA [7]	Cash incentives for workers				
Output Indicators	Geographic Focus Area	Target (as per Proposal Matrix)	Quantitative Results achieved at Month 1	Planned % Delivery Rate	Effective % Delivery Rate at Month 1
Information Management					
<i>% of Ebola Response Workers registered on the information management system (100%)</i>	Sierra Leone	100%	74% ²	%(00	%74
<i>% paying organizations reporting to the information management system</i>	Sierra Leone	100%	%33 ³	100%	33%
Strengthen existing payment mechanisms					
<i># of Ebola response workers reported by media as striking (</i>	Sierra Leone	0	0	0	0
<i>Diagnostic study completed (not yet)</i>	Sierra Leone	<i>Diagnostic Study being conducted during Jan/Feb</i>			

¹ Proposal can only contribute to one Strategic Objective

² Assuming Burial Team and Contact Tracers (the 2 of 8 categories handled by other partners) equal 7,180

³ Assuming total of 3 paying partners for all 8 categories (UNDP – 6; UNFPA – 1; Smart Consortium – 1) as per Hazard Policy

<p><i>Recommendations made to Government and financial sector to bolster resilience</i></p>	<p>Sierra Leone</p>	<p><i>Recommendations will be made after finalization of diagnostic Study</i></p>
<p><i>Monitoring system fully functional and reporting incidents of potential failure with according UNDP activity to resolve</i></p>	<p>Sierra Leone</p>	<p>Call Centers and Communication System Activated call centers established by Africell and Airtel – for payment cash-out related questions; Short-code established by Africell and Airtel – for complaints of under-payments or non-payments to be consolidated and passed to NERC for verification and redressal.</p> <p>It is important to stress that there is a strong understanding of the need to implement a full-scale complaint handling mechanism. While the Payments Team has set up a help-desk of 5 personnel (UNDP contracted interns/staff) handling up to 70 ERW cases daily at NERC since December 29, 2014, the lack of clear policy guidance on how to resolve some of the key issues limit the team’s functionality. However, with the timeline to draft the new policy on Hazard pay by January 9, 2015, actions will be taken on this in January 2015.</p>

Qualitative achievements against outcomes and results:

Please, describe the achievements including documents, reports, evaluations. Please include pictures if possible

Section1: Results and Outcomes expected

Section2: Impact on Gender Results

Section 3: Environmental Impact Assessment in reference to the proposal

Section 4: Describe the conditions based on which the proposal might have change its destination (even partially)

Section: 1 - Expected Results

MCA [7]

The Hazard Payments team is delivering its tasks (getting a list of approved names and paying on-time) effectively and improving on parameters such as user education on electric delivery of money, managing liquidity better at cash-out level, removing double count, and ghost workers.

UNDP has supported the government in undertaking the regular cycles of payments to all government registered staff. Recently (ending in December 2014) cycle 3 payments were successfully processed. UNDP also supported the Government in Cycle 1 & 2 in November. Arrangements for cycle 4 are now being discussed by key parties-National coordination cell, UNMEER, UNDP, WB and AfDB (e.g. in Sierra Leone). It is possible that for payments in subsequent cycles (i.e. cycles 4 and beyond) payment frequency will move from bi-weekly to monthly to help the payment team buy time in mobilizing logistics and validating pay rolls in adequate terms, well in advance of the actual payment schedules

However, the following key issues are highlighted, which have also been communicated to the World Bank – Nairobi, Washington and Freetown, African Development Bank, DFID and the fiduciary agent BDO, as part of the Hazard Pay Policy review and operationalization discussions.

Key Leads & Dates:

- Overall Policy Design Lead by World Bank
- Policy’s Operational Lead by UNDP
- Overall Policy due by January 9, 2015
- Hazard Category review – eligibility and benefit size by January 5, 2015

Key Issues identified:

Outline of the Hazard Pay Issues:

1. Political Environment:

- 1.1. Sensationalizing the issue due to complex relationship between the Ministry of Health and National Ebola Response Center
- 1.2. Incentive dependency – Ebola money!
2. List management:
 - 2.1. Change in the no. and status of ERWs – frequently (adding, deleting, updating) – how does it get updated for approximately 1000 health centers across the country. Reliance on District Medical Officers is not feasible and when people missed, strikes!!
 - 2.2. Lack of unique id for the ERWs - currently using an algorithm to remove duplicate for those with over 60% confidence level – comparison of name, mobile numbers, location
 - 2.3. Wrong entries in the database for details such as mobile numbers and bank accounts will result in wrong person getting paid -
3. Proof of having worked:
 - 3.1. Verifying if they worked for the day they are getting paid – who does it? Difficulty to transfer funds for payments w/o this.
4. Backlogs:
 - 4.1. The Payment Team does not have authority to back-date payments if outside ‘current’ cycle – so accumulating backlogs, if the only process of verifying eligibility is a letter from the DMO
5. Redressal System:

We have in place a Team of 4 people with access to the System where ERWs can drop in (and in the future call center with roll-out of the ERP system):

 - 5.1. Paid to wrong person (b/c person changed details or data capturing error – what do we do?
 - 5.2. Did not get paid but was eligible however not on our list – what do we do?
6. Financial sustainability:
 - 6.1. Growing no. of ERWs – from 16,600 ERWs in December 15 to close to 20,000 ERWs December 31, 2014
7. Payment Channels:
 - 7.1. Reviewing MoU with NERC – issue of overpayment; issue of wrong numbers registered in the System
 - 7.2. Need to conduct validation exercise of bank accounts registered. Understand there will be infrastructure risks etc.
8. Sunset clause – how will this end? What are the stages that need to be in place to wind-down as Ebola winds down, even within the country?

UNDP and World Bank is collaborating to address all the above in the new Hazard Pay Policy with the Government of Sierra Leone. The new Policy will be finalized by January 10, 2015, and the policy will be operationalized for Pay Cycle in February by NERC with technical assistance from UNDP.

Section: 2 – Deviation of the Proposal from the Original Plan

- The original plan did not foresee the need for the Complaint Handling Mechanism. UNDP is working with NERC to develop a full-scale grievance redressal system, with corresponding manuals to be developed and systems to be established
- The original plan did not foresee the development of a Payroll System, to be linked to the core-banking and mobile network systems – this is important for the future use of the System for GoSL Cash-transfer programs during Ebola recovery.

Section: 3 - Gender Impact

NA

Section: 4 - Environmental Impact

NA