



**EBOLA RESPONSE MULTI-PARTNER TRUST FUND PROPOSAL**  
**(To be completed by the Recipient Organization)**

<b>Proposal Title:</b> Social rehabilitation and payments to EVD survivors and destitute families.	<b>Recipient UN Organization(s):</b> UNDP UN WOMEN
<b>Proposal Contact:</b> Sudipto Mukerjee: Country Director, UNDP Sierra Leone Charles Mback: Programme Manager, LGED-JP, SL Address: UNDP, Sierra Leone, 55 Wilkinson Road, Freetown Telephone: +232 78950000 E-mail: <a href="mailto:sudipto.mukerjee@undp.org">sudipto.mukerjee@undp.org</a> ; <a href="mailto:charles.mback@undp.org">charles.mback@undp.org</a>	<b>Implementing Partner(s) – name &amp; type (Government, CSO, etc.):</b> <ul style="list-style-type: none"> <li>▪ UNDP</li> <li>▪ UN WOMEN</li> <li>▪ UNICEF</li> <li>▪ Ministry of Health &amp; Sanitation</li> <li>▪ Ministry of Social Welfare, Children and Women Affairs</li> <li>▪ Ministry of Local Government &amp; Rural Development</li> </ul>
<b>Proposal Location (country):</b> Please select one from the following <input type="checkbox"/> Guinea <input type="checkbox"/> Liberia <input checked="" type="checkbox"/> Sierra Leone <input type="checkbox"/> Common Services	<b>Proposal Location (provinces):</b> <ul style="list-style-type: none"> <li>▪ 5 local councils</li> </ul>
<b>Project Description:</b> <ul style="list-style-type: none"> <li>▪ <i>Payment and capacity development to EVD survivors and destitute families in support of their socio-economic rehabilitation</i></li> </ul>	<b>Requested amount: USD 2,055,470</b> Other sources of funding of this proposal: <ul style="list-style-type: none"> <li>▪ UNMEER budget: <i>Requested</i></li> <li>▪ Other sources (indicate): <i>Current support through UNDP Core funds.</i></li> <li>▪ Government Input: <i>in kind (Facilities and staff contribution to support coordination efforts)</i></li> </ul> <b>Start Date:</b> 1 <sup>st</sup> March 2015 <b>End Date:</b> 29th February 2016 (12 months)
<p><b>STRATEGIC OBJECTIVES AND MISSION CRITICAL ACTIONS</b> to which the proposal contributes. The SO and MCAs to which each project contributes should be identified. For proposals responding to multiple Mission Critical Actions (MCAs) within one or more Strategic Objectives (SOs), [usually one only] please select the primary MCA to which the proposal contributes.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> SO 1 Stop Outbreak MCA1: <b>Identifying and tracing of people with Ebola</b></li> <li><input type="checkbox"/> SO 1 Stop Outbreak MCA2: <b>Safe and dignified burials</b></li> <li><input type="checkbox"/> SO 2 Treat Infected People MCA3: <b>Care for persons with Ebola and infection control</b></li> <li><input type="checkbox"/> SO 2 Treat Infected People MCA4: <b>Medical care for responders</b></li> <li><input type="checkbox"/> SO 3 Ensure Essential Services MCA5: <b>Provision of food security and nutrition</b></li> <li><input type="checkbox"/> SO 3 Ensure Essential Services MCA6: <b>Access to basic services</b></li> </ul>	

<input type="checkbox"/>	SO 3 Ensure Essential Services MCA7: Cash incentives for workers
<input checked="" type="checkbox"/>	SO 3 Ensure Essential Services MCA8: Recovery and economy
<input type="checkbox"/>	SO 4 Preserve Stability MCA9: Reliable supplies of materials and equipment
<input type="checkbox"/>	SO 4 Preserve Stability MCA10: Transport and Fuel
<input type="checkbox"/>	SO 4 Preserve Stability MCA11: Social mobilization and community engagement
<input type="checkbox"/>	SO 4 Preserve Stability MCA12: Messaging
<input type="checkbox"/>	SO 5 Prevent Further Spread MCA13: Multi-faceted preparedness

<b>Recipient UN Organization(s)<sup>1</sup></b> <b>UNDP:</b> <b>UN WOMEN:</b>	<b>Special Envoy for Ebola:</b>
<b>Name of Representative:</b> Sudipto Mukerlee <b>Signature</b> <b>Name of Agency:</b> UNDR <b>Date &amp; Seal:</b>	<b>Signature</b> <b>Date:</b>
<b>Name of Representative:</b> Mary Okumu <b>Signature</b> <b>Name of Agency:</b> UN WOMEN <b>Date &amp; Seal:</b>	<b>Signature</b> <b>Date:</b>

#### NARRATIVE (Max 2 Pages)

##### a) Context

Following the Operational Conference for scaling up the UN-System Approach to the Ebola Response (Accra, 15-18 October 2014), a UN Commitment Framework was adopted with clear distribution of tasks and responsibilities among UN agencies involved in the Ebola Response. The overall objective of the framework is affected countries Ebola free (zero case) with an immediate objective of 70% of cases treated, 70% safe burials by 1 December 2014, a target that fell short in the case of Sierra Leone. The Framework also identifies Lines of Action and Enabling Activities with leading agencies. The latter includes operations and logistics (WFP lead), Cash payments (UNDP lead). The spread of the infection is yet to curve. The increasing number of deaths are leading to more and more children orphaned and unaccompanied and women widowed. This trend will increase the number of female headed households whom are the most vulnerable and poor households in Sierra Leone. Some 9,524 children have been directly affected by Ebola since May 2014 (orphaned, infected, unaccompanied, or quarantined). However, efforts to hit the target of 100% ERWs paid on time and zero ERWs reportedly on strike are bearing fruit. Case management and treatment has improved significantly. An increasing number of patients are recovering and being discharged from Ebola Treatment Centres (ETC). With increasing early detection of infected patients combined with improving facilities for treatment, it is likely that in the coming weeks/months, more and more patients will be discharged from ETC to elongate the list of survivors. As of 19<sup>th</sup> February 2015, 2,864 patients had survived and were discharged from ETCs (MoHS). The current forecast in this regard is 40 survivors/100 patients. This figure is likely to increase rapidly with the improvement in case management.

<sup>1</sup> If there is more than one RUNO in this project, additional signature boxes should be included so that there is one for every RUNO.

One of the most frustrating yet crucial measures to contain the EVD is the need for the residences of all suspects and patients are emptied and all their belongings disposed off and the premises fully decontaminated. As a result, surviving patients (including lactating mothers and children) discharged from ETCs find themselves with no essential possessions, sometimes with only the clothes they are wearing at the time of discharge. All their belongings (house furniture, personal items etc.) would have been incinerated. In addition, with the ongoing stigma, they are rejected by their communities and cannot rely on any segment of the social solidarity system, resulting in increased vulnerability among this group. Those who were working also find it very difficult to resume their jobs or businesses because of such social stigma. Orphaned children, widows and many female survivors are left without access to basic social services and livelihoods opportunities.

Female survivors are the most vulnerable category of the survivors as most of them are rejected by their family and husbands and cannot easily reintegrate with their families and communities. Their frustration is higher because many women contract Ebola in the course of fulfilling their social role as care givers for the family including Ebola patients that are not taken to treatment centres. Consequently, survivors and destitute families (orphans, unaccompanied children, widows and rejected women) facing stigma and social exclusion will become a source of social tensions if not properly supported with their dignity preserved.

**b) Objective of the project:**

The objective of the present submission is to prevent conflict and commence building resilience by addressing vulnerabilities and social marginalization affecting Ebola survivors and destitute families. The project will achieve this objective through two outputs: (i) providing solidarity package and (ii) socio-economic rehabilitation of survivors and destitute families with particular focus of women and children.

**1. Discharge package to survivors and destitute families**

Ebola survivors are the best intended outcome and a very good indicator of the performance of Ebola Response Workers (ERWs). At the same time and unfortunately so, survivors are faced with critical issues on their return to their community. Re-starting a normal life is becoming almost impossible for them in the current setting, the latter being a very sensitive outcome of the Ebola containment efforts. Stigmatized and impoverished they can constitute a source of social tension and instability if not supported appropriately. The discharge package will comprise two components:

**1.1. One-off basic commodity package:** - UNDP has pro-actively prompted a support programme targeting these new victims. The support consists of a solidarity package for the discharged/survivors. The package (see annex III) consist of basic commodities for a new start up as defined in the GoSL Ebola Survivor Framework. The estimated amount to provide them with basic commodities as calculated under the UNDP ongoing programme is US\$ 200 per person for the procurement of toiletries, food and kitchen utensils. Since some survivors are already receiving solidarity package from other agencies, UNDP will limit its intervention to 500 beneficiaries. The total estimated cost here is USD100, 000.

**1.2. A safety net scheme** – This is an innovative initiative that will enable survivors to access to basic social services especially food security during the first year of discharge from treatment centres. UNDP will provide a monthly allocation per adult survivors or per destitute family (families that have lost their bread winners or are hosting Ebola orphans) or households accommodating three orphans. For sustainability purposes and as an exit strategy (including

reducing dependency on a hand-out culture), the safety net package will consist of USD 50 per capita. The target will go beyond the initial 500 beneficiaries (see 1.1. above) to tentatively cover all survivors (2,500 beneficiaries). The total for 2,500 beneficiaries in 12 months is USD 1,500,000). The monthly allocation of USD50 will be distributed as follows: 15 USD monthly direct cash payment (total for 12 months is USD 450,000). The amount of USD 15/capita is aligned to the World Bank practice in Sierra Leone. The balance USD35 savings over 12 months (total is 1,050,000) will be served as described in component 2 below.

## **II. Socio-economic support for self-reliance**

It is anticipated that by the end of the 12-month period, each beneficiary would have saved USD 420 i.e. (\$35x12). This amount will serve as a start-up livelihood recovery. UNDP will apply the following approach to help the beneficiaries to make the best use of their savings.

- 2.1. Assessment of the livelihoods potentials for the beneficiaries - UNDP will conduct in the 5 districts a two-fold assessment of livelihoods potentials and opportunities for the survivors:
  - (i) a global assessment of the context including local market (labour and business) survey to determine what are the opportunities beneficiaries could tap into using their savings.
  - (ii) individual assessment of beneficiaries to determine with regard to their socio-economic and educational background, what are some of the suitable areas of activities they could venture in with the best chance of putting back their life on track and even develop further. The assessment will come out with basic livelihood development plans for individuals or groups of individual as the case may be. The anticipated cost of the exercise is USD 20,000 per district (total is USD 100,000);
- 2.2. It is anticipated that at least 3 scenarios may occur: (i) the beneficiary already has business assets that need some re-capitalization. In this case, the beneficiary will receive the amount equal to his/her savings as a one-off cash payment. (ii) The beneficiary has better chances in personal skills development to tap into the local labour market. In this case, arrangements will be made by UNDP with skills development institutions and part of the savings will be used to meet the cost of skills development and the balance (as applicable) will be paid to the beneficiary at the end of the training as a one-off cash payment. (iii) The beneficiary has a good potential to successfully venture in small business activities. UNDP will facilitate linkage with Micro-Finance Institutions (MFI) by negotiating preferential loan conditions and capacity development package for the beneficiaries. Beneficiaries will thus be able to use their savings to leverage more funds including as the case may be, UNDP acting as collateral under specific conditions.

### **c) Locations and Beneficiaries:**

500 survivors will receive the solidarity package (cash payments to replace lost assets and continued cash support to provide a safety net for 12 months). To this first group will be added 2,000 low-skilled, unemployed youth and EVD affected individuals. The total 2,500 EVD victims will receive livelihoods rehabilitation support.

The target districts are: (i) Kailahun, (ii) Kenema, (iii) Moyamba, (iv) Bombali and Port-Loko. These districts are among the most affected ones. Western Area also qualifies as a very good candidate, but it is already receiving a lot of attention from other partners. We further anticipate that before the actual implementation, we may have to re-assess the situation based on ongoing or new initiatives by other partners. The aim is to target the most affected and less supported districts.

**c) CAPACITY OF UNDP, UN WOMEN AND IMPLEMENTING PARTNERS:**

UNDP and UN WOMEN have a good track record of strategic partnership to support gender equality and women empowerment in Sierra Leone. The two agencies have jointly and successfully implemented the Gender Equitable Local Development (GELD) to support the introduction of gender planning and budgeting in local councils (2007-2013). UNDP and UN WOMEN have continue their partnership in 2014 to joint support the Government of Sierra Leone to introduce the Gender Responsive Budgeting in the fiscal decentralization scheme through the performance-based grants. The two agencies have been working with the main government agencies involved in this projects: Ministry of Social Welfare, Children and Women affairs (MSWCWA), Ministry of Youth Affairs (MYA) and the National Youth Commission (NAYCOM). Under the PPERWs project recently approved by the MPTF and implemented by UNDP, NAYCOM has posted 30 youth graduate interns to support the National Ebola Response Centre. UNDP also has a network of implementing partners and service providers with the appropriate capacity to reach out to the target population in the target locations on behalf of UNDP.

**d) PROPOSAL MANAGEMENT:**

While the project will be hosted by UNDP, the two agencies will jointly appoint the Project Manager. Under the overall guidance and supervision of the Project Board and in close cooperation with UNMEER, the Project Manager will be responsible the day-to-day management, administration, decision-making regarding the activities of the project. The programme will ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

*Project Board* – A Project Board (PB) will be established to support the implementation of the programme. The PB is the highest authority of the programme responsible for providing policy guidance, direction and decisions when required by Programme Management. UNMEER, UNDP and Government will be represented on the project board.

The PB will comprise of the following membership:

- United Nations Development Programme Country Director
- UN WOMEN Country Representative
- UNMEER Essential Services Director
- The World Bank Country Manager or nominee
- African Development Bank Representative or nominee
- UNDP Regional Technical Advisor
- Representatives of the development partners contributing to the project-
- Government counterparts

The project board will be expanded as required, through invitation of other partners supportive of the projects outputs. Two partners, The World Bank, and UNCDF will be invited to be part of the project board from the beginning. This expanded project board will set the overall policy of the project, and will ensure that the inputs of national and international partners are coordinated with central and sectorial ministries.

## e) RISK MANAGEMENT:

Risks to the achievement of SO in targeted area	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
Funds are not secured for payment to survivors and destitute	Medium	High	UNDP will continue with the current initiative including cooperating more with WB and AfDB to mutualise their efforts <b>Responsible: UNDP/MPFT</b>
Funds are mishandled and beneficiaries are not satisfactorily paid	Medium	High	Ensure transparency by using MNOs for fund distribution. The payment system established under the PPERWs for Ebola Response workers will be built on to cover the survivors <b>Responsible: UNDP/UNMEER</b>
Grants provided for start-up livelihoods are mishandled and do not serve their purpose.	Low	High	The UNDP/YEEP programme has a track record of managing such initiatives including on-the-job coaching and counselling, regular monitoring to anticipate mismanagement of funds <b>Responsible: UNDP/UNMEER</b>
Fiduciary risks and other fraud	High	High	The Internal Audit (Ministry of Finance) and External Audit (Audit Sierra Leone) will be engaged by UNDP to monitor the disbursement process.
MNOs are unable to deliver on time to the right recipients	Low	Very high	The project will build on the current experience and lessons learned from the ongoing payment to ERWs through MNOS under the ECRP (PPERWs). So far the results are very promising.
Beneficiaries have complaints and are dissatisfied with the system	Medium	High	A two-fold grievance mechanism will be set up to redress complaints: The MNOS have a customer service that will serve as the first level of redress. UNDP will set up a dedicated unit to receive complaints including those that are not satisfactorily addressed by MNOs.

## a) MONITORING &amp; EVALUATION:

The project will be monitored through the UNDP M&E system. UNDP will contract e-payment service provider to disburse payment to beneficiaries through a Letter of Agreement (LoA). The LoA provides for monitoring mechanisms including timely reporting and accountability mechanism that trigger further release of funds by UNDP to the service provider. The Information Management System will monitor and track information on payments to HCWs based on information from partners involved in the response. While obtaining information from implementing agencies (NERC, UNICEF, UNFPA, Internal and External Audits, UNDP will cross-check this information through regular field missions and generate monitoring reports on payment statistics. Key performance indicators that UNDP will use in its reporting mechanism are:

- # of survivors and destitute families receiving solidarity package and cash transfers disaggregated by gender and location (safety net).
- # of young survivors and female-led destitute families receiving technical and business development skills trainings disaggregated by location
- # of young survivors and female led destitute families establishing businesses disaggregated by location
- # of complaints lodged and addressed disaggregated by gender and location of complainants
- Narrative reports on gaps in the response.
- Narrative reports on resources required to fill gaps.
- Budget audits

**Proposal Title: Social rehabilitation and payments to EVD survivors and destitute families.**

<input checked="" type="checkbox"/> SO 3 Ensure Essential Services MCAS: Recovery and Economy					
<b>Strategic Objective to which the Proposal is contributing?</b>					
<b>Effect indicators</b> # of survivors and destitute families socially rehabilitated disaggregated by gender and locations <ul style="list-style-type: none"> <li>▪ # of survivors and destitute families able to access basic social services through solidarity package</li> <li>▪ # of survivors having recovered a sustainable livelihood</li> </ul>	<b>Geographical Area (where proposal will directly operate)</b> 5 districts	<b>Baseline<sup>3</sup> in the exact area of operation</b> No comprehensive support to survivors and destitute families	<b>Target</b> 2,500 survivors and destitute families socially re-inserted	<b>Means of verification</b> Mobile money/IP records Report of solidarity package distribution Reports from IPs, Business registry MFI reports	<b>Responsible Org.</b> UNDP, UN WOMEN, MNOs, Local Councils MoHS, MSWGCA
<b>MCAS: Recovery and economy</b>					
<b>Output indicators</b> # of survivors and destitute families receiving solidarity kits # of survivors and destitute families covered by the social safety net arrangement (target 2,500)	<b>Geographical Area</b> 5 local councils 5 local councils	<b>Target<sup>4</sup></b> Covers needs of 500 survivors to for basic household furniture Covers needs of 2,500 survivors and destitute families for access to social services and food security	<b>Budget (\$)</b> 100,000 450,000	<b>Means of verification</b> Record of package distribution MNOs reports	<b>Responsible Org.</b> UNDP UN WOMEN MNOs UNDP, CSO/IP UN WOMEN, Local councils, Ministry of Youth, MAYCOM

<sup>2</sup> Proposal can only contribute to one Strategic Objective  
<sup>3</sup> If data are not available please explain how they will be collected.  
<sup>4</sup> Assuming a ZERO Baseline



Survivors receive skills development services	5 Local Councils	Enables 2,500 survivors and destitute families to recover sustainable livelihoods (including initial assessment)	1,150,000		
<b>Gross Total</b>					<b>1,790,000</b>
Coordination Fees <sup>(1)</sup> 13%					<b>221,000</b>
Staffing 10%					170,000
M&E (1%)	N/A				17,000
Equipment & Supply (2%)	USD				34,000
<b>Total 2</b>					<b>1,921,000</b>
Indirect Cost max 7 %	USD				<b>134,470</b>
<b>Total Project Cost in USD</b>					<b>2,055,470</b>

<sup>(1)</sup> Should not exceed 20% including the indirect cost

**Project budget per Agency by UN categories**

<b>PROJECT BUDGET US\$</b>			
<b>CATEGORIES</b>	<b>UNDP Amount</b>	<b>UN WOMEN Amount</b>	<b>TOTAL</b>
1. Staff and other personnel ( <i>Project Manager and 2 support staff</i> )	119,000	51,000	170,000
2. Supplies, Commodities, Materials ( <i>2 Laptops, 1 printer, scanner</i> )	-	-	-
3. Equipment, Vehicles, and Furniture ( <i>including Depreciation</i> ) ( <i>maintenance of existing vehicle, office furniture, communication etc.</i> )	21,250	12,750	34,000
4. Contractual services ( <i>Discharge package to survivors and destitute families</i> )	100,000	-	100,000
5. Travel ( <i>Monitoring missions and Independent Evaluation</i> )	17,000	-	17,000
6. Transfers and Grants to Counterparts ( <i>Discharge package, 12 months payment to survivors and destitute families</i> )	1,222,000	378,000	1,600,000
7. General Operating and other Direct Costs ( <i>include full details</i> )	-	-	-
<b>Sub-Total Project Costs</b>	-	-	<b>1,921,000</b>
8. Indirect Support Costs*	103,548	30,923	134,470
<b>TOTAL</b>	<b>1,582,798</b>	<b>472,673</b>	<b>2,055,470</b>

\* The rate shall not exceed 7% of the total of categories 1-7, as specified in the Ebola Response MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.