

**MPTF OFFICE GENERIC FINAL PROGRAMME NARRATIVE REPORT
REPORTING PERIOD: FROM 11/2014 TO 06/2015**

<p align="center">Programme Title & Project Number</p>	<p align="center">Country, Locality(s), Priority Area(s) / Strategic Results¹</p>
<ul style="list-style-type: none"> • Rapid Response Stabilization Team (RRST) • Programme Number: 00092907 	<p>National</p>
<p align="center">Participating Organization(s)</p>	<p><i>Priority area/ strategic results</i></p>
<p align="center">Programme/Project Cost (US\$)</p> <p>Total approved budget as per project document: MPTF /JP Contribution: 2,643,547.98</p> <p>TOTAL: 2,643,547.98</p>	<p align="center">Implementing Partners</p> <p>National Ebola Response Centre Secretariat</p>
<p align="center">Programme Assessment/Review/Mid-Term Eval.</p> <p>Evaluation Completed <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: 13 06 2015 Evaluation Report - Attached <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: 13 06 2015</p>	<p align="center">Programme Duration</p> <p>Overall Duration: 8 Months Start Date : 17 November 2014 Original End Date: 31 January 2015</p>
	<p align="center">Report Submitted By</p> <p>Name: Mohamed Kakay Title: Associate Crisis Manager Participating Organization (Lead): UNMEER Email address: Kakay@un.org</p>

¹ Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

FINAL PROGRAMME REPORT FORMAT

EXECUTIVE SUMMARY

The Rapid Response Stabilization project, that has separate areas of activity managed by UNOPS and UNMEER are now an established part of the National Response Ebola Center (NERC) and have contributed to a number of major and minor surge operations. Therefore, the project duration was extended to enable the RRST surge capability to be provided for another 5 months and also to enable surveillance, isolation and treatment. Moreover, UNMEER Sierra Leone has aligned its plans with the government's national framework to work diligently in assisting the NERC to quickly get on top of new events as they emerge, and to prevent wider outbreaks. To this end, UNMEER developed a new approach based on existing approved funds. UNMEER Sierra Leone called this project the Rapid Response Surge Fund (RRSF.) This project was an UNMEER project to support the NERC in strengthening districts to respond to disease spikes and emergency events as part of the Ebola response. A first \$500,000 drawdown was paid to the NERC account to enable faster distribution to the districts when required for a rapid response. Pre-allocating funds to the NERC had ensured money was immediately available when a rapid response proposal was approved. At this point of the response, time was of the essence, and getting financial support to districts more quickly to get on top of an outbreak before more cases are created is an essential component of the "Getting to Zero" strategy.

The project saw results with assessments leading to surges in target locations that prevented EVD transmission. Over six months, with the assistance of UNMEER, the project deployed RRSTs in Kono, Port Loko, Western Area, Kambia, Moyamba, Port Loko which led to 7 full surges and 2 medium surges. Main support is going to the DERC, NERC personnel in enabling activities such as case investigation and contact tracing (especially riverine areas); active case searching; implementation of Community Events Based Surveillance; Border Health Screening; local healer support and alert programs. Complementary support was also offered through the provision of team leaders, working tools, vehicles and tents for team members. 41 vehicles were procured by UNOPS to enable rapid response and used to fill critical gaps in sub-districts/Chiefdoms. The vehicles are also currently being used for surveillance activities, especially contact tracing. With the support provided, assessments of hot spots are conducted efficiently and Infection Prevention and Control (IPC) activities are identified for surges.

I. Purpose

The original proposal set out to work with the DERC was to conduct a rapid assessment and establish emergency priorities for a rapid 30 day response. It was also intended to work with DERC to establish a short term strategy and target for interrupting ALL transmissions within a limited time period, in line with the NERC's posture of aggressively interrupting transmissions. Not only were these purposes carried out through implemented surges, but it provided a monumental support to the NERC to achieve Operational Excellence. Quick strategies put in place by the Rapid Response Team and the NERC planning Secretariat to quickly get on top of the disease further speaks to the realization of the original proposal.

II. Assessment of Programme Results

Outcome: The project was aimed at supporting Medical teams and NERC personnel in the new outbreak sub-districts. Support provided consisted of: 1) funds for approved surges which covered key enabling activities such as transportations, mass media coverage, food rations. 2) Provisions of vehicles, 3) and Tent camps, 4) and contracting of NERC personnel. The outcome of the project was to distribute vehicles to fill critical gaps in rapid response sub-districts (e.g. Kono) and provide aid for Surveillance Pillar activity (contact tracing). The project was also intended to support the Case Management (transport of patients and survivors) and Safe Burial Pillars (transport of corpses). Outcome expected – Medical personnel will be able to work in hotspots with new outbreaks. The project achieved all objectives stated above, however, the need for Medical personnel was never realized due to the excess number of Foreign Medical Personnel already in the country.

Output: As a result of the realization of the abovementioned planned outcomes, there was a significant decline in the transmission of the EVD cases in the surge locations; EVD surge and transmission is stopped in locations identified by the assessments. Through our project partner, UNOPS, RRST successfully achieved its indicators by providing 23

Ford Pick-Ups, 9 Ambulances, 24 satellite phones, 9 Hearses, 60 tents with accommodations, while providing salaries for NERC Rapid Response Teams. The operational support provided to the NERC, along with providing financial resources led the NERC to complete crucial surges in Sierra Leone: Kambia, Port Loko, Kono Kambia Community Action Plan (KCAP.). These were achieved through a concentration of efforts on active surveillance and on strengthening community engagement with elements of case finding. Through the funding, UNMEER provided support for the following: stipends for Paramount Chief, Psychosocial First Aiders and District Elders; incentives for Contact Tracers and social mobilizers, cross border members and inter district surveillance team; top-up cards for taskforce; rental of halls and Pa systems ; mobile phones, payments for the monitoring taskforce; materials (thermometers, batteries, T-shirts, veronica buckets); Training of Trainers, provided rations for Sierra Leone Police (SLP); boat hire in riverine areas; honorarium for panelist; in addition to providing fuels for field vehicles and motorbikes. The financial support to the NERC led to an enhanced community ownership using indigenes to propagate the EVD awareness messaging. Although, few Chiefdoms in Port Loko and Kambia have hotspots, there has been a slight increase in the isolation of the sick in the community, while the movement of sick people into other district has decreased. There has also been an increase in percentage of reported deaths. Most importantly, Ebola by-laws are slowly being enforced across chiefdoms in Port Loko and Kambia, Kono district remains EVD free for over 90 days. Moreover, a notable surge financed by UNMEER, the Three-Day-Stay-At-Home campaign, announced by the president on 21 March, the “Zero Ebola Campaign” was coordinated by the NERC and the Sierra Leone Ministry of Health and Sanitation (MoHS) in partnership with the UNMEER and other UN AFPs, NGOs and many community-based organizations. Sierra Leoneans and foreigners were requested to stay at home for three days (27th to 29th March 2015.) The objectives of the “three day-stay at home” were to 1) recognize the progress the country has made, and appreciate the strength and sacrifices of the majority of the population, and 2) reinvigorate the fight against Ebola, address the issue of complacency and help communities to keep up good practices, particularly around safe burials and seeking early medical attention. Despite the general skepticism and operational constraints, there was quality surveillance and extensive contact tracing, which indicates that the campaign was successful on Social Mobilization and outreach, particular in the Western Area.

It is important to note that due to the intensification of the Ebola response and the resource flow to the (NERC), a couple of budgeted items were no longer needed to be procured from this budget. The planned procurement of 80 motorbikes and 50 mobile phones were provided to the NERC from other donors. While no budget was indicated in the original proposal for Satellite phones, NERC identified an urgent requirement for them and 24 Satellite Phones were included in the procurement plan.

Qualitative Assessment: With a shared project with UNOPS, UNMEER successfully supported the NERC with all of its critical interventions. As the situation evolved UNMEER Sierra Leone aligned its plans with the government’s framework to work diligently in assisting the NERC to quickly get on top of new events as they emerged, and prevented wider outbreaks. To this end, UNMEER continuously consulted with the NERC and collectively conducted needs assessments, while developing approaches based on existing approved funds to pre-allocate funds to the NERC. This process ensured money was available immediately when a rapid response proposal was approved. The Rapid Response Stabilization Team is now established as part of the NERC and has contributed to a number of major and minor surge operations.

When the proposal was submitted, the NERC was still being established and identified the key actions to mount rapid response to actively anticipate the EVD transmission and contain it totally at the epicenter. By the time the proposal was approved, preparation for one of the rapid assessments in Western Area (where Freetown, the capital is located) already indicated the benefit of deploying assessment teams and propose surge actions. Additionally, daily EVD data from different districts indicated the need for stepping up different Ebola response actions based on the core cause for EVD transmission. Many partners also joined the response and resources for NERC and the DERCs increased.

The project implementation also had a slow start due to resources being made available by other partners responding to the Ebola cases in the country and the launch of district to district planning process. In a way, this slow start supported this project as both UNMEER and UNOPS could consult all stakeholders before confirming the quantities of equipment and supplies required for procurement actions.

Overall, the Rapid Response Stabilization Team (RRST) project has been a crucial support to the NERC UNMEER is recommending for the remaining funds of approximately USD 2 million to be reallocated to WHO to support the MOHs in implementing the Integrated Disease Surveillance Response (IDSR) via MPTF to continue supporting the NERC, while re-adjusting the budget to reflect the current needs.

ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1² MCA (13): Multi-faceted preparedness SO 5 Prevent Further Spread	MCA Description : Strengthened NERC Secretariat successfully halts outbreak/spread of EVD <ul style="list-style-type: none"> • Surveillance triggers set up based on epidemiological criteria for RRST deployment; • Reconnaissance and assessment conducted; • Surge requirements determined in terms of scope and scale of interventions; <ul style="list-style-type: none"> • Surge capacity deployed to augment DERCs. 		
Following Activities financed by Project Partner (UNMEER)			
Output 1 Indicator : Port Loko District Rapid Response Surge Baseline: 0 Planned Target: Complete 100% of activities enumerated in the surge plan.	690 Community level taskforce structures will man check points in all 23 sections of the chiefdoms. Port Loko district Traditional healers will inform 117 of all cases that visit them with any of the symptoms RSLAF will monitor waters to deter the movement of the Sick to neighboring Guinea 80% of listenership in the Port Loko district	N/A	Surge financed by UNMEER.

² Note: Outcomes, outputs, indicators and targets should be **as outlines in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

<p>Output 2 Kono District Rapid Response Surge Indicator : Small Surge Baseline: 0 Planned Target: Complete 100% of activities enumerated in the surge plan.</p>	<p>100% of positive cases from quarantine houses to be live alerts and 100% of positive cases to be from a known contact or quarantine house. 70% of estimated total persons crossing border to be screened.</p>	<p>N/A</p>	<p>Surge financed by UNMEER.</p>
<p>Output 3: Kambia District Rapid Response Surge Indicator : Large Surge Baseline: 0 Planned Target: Complete 100% of activities enumerated in the surge plan.</p>	<p>75% of positive cases from quarantine houses to be live alerts and 75% of positive cases to be from a known contact or quarantine house. 55% of households allocated an active case searcher are visited once per week. 40% of the 1009 communities in Kambia to have an assigned Community Health Worker as CEBS trained point of contact. 70% of estimated total persons crossing border to be screened Significant number of local healers in target areas to be trained and have access to alerts system</p>	<p>N/A</p>	<p>Surge financed by UNMEER.</p>
<p>Output 4: 3-day stay at home Indicator : Large Surge Baseline: 0 Planned Target: Complete 100% of activities enumerated in the surge plan.</p>	<p>1) To recognise the progress we have made, and appreciate the strength and sacrifices of the majority of the population, 2) To reinvigorate the fight against Ebola, address the issue of complacency, and help communities to keep up good practices, particularly around safe burials and seeking early medical attention.</p>	<p>N/A</p>	<p>Surge financed by UNMEER</p>

<p>Output 5: Kambia Community Action Plan. Indicator : Large Surge Baseline: 400 surveillance activity contacts and alerts per week (excluding contact tracing) Planned Target: Complete 100% of activities enumerated in the surge plan.</p>	<ol style="list-style-type: none"> 1. Case investigation and contact tracing (especially riverine areas and chiefdoms). 2. Active case searching 3. Implementation of Community Events Based Surveillance using 4400 task force members 4. Border Health Screening using the RSLAF and SLP 5. Community Engagement meetings in all 63 sections. 6. Messaging and Enforcement Meeting with Kambia Bike Riders 	N/A	Surge financed by UNMEER
Note: Following Activities financed by Project Partner (UNOPS)			
<p>Output 7: 23 Ford vehicles procured Indicator : The 23 Ford vehicles procured to fill critical gaps in Rapid response sub-districts (e.g., Kono) and aid in Surveillance Pillar activity (contact tracing). Baseline: 0 Planned Target: Complete 100% of procurement.</p>	23 Ford vehicles procured and handover to the NERC.	N/A	Financed by UNOPS
<p>Output 8: 24 Satellite Phones procured Indicator : 24 Satellite phones procured to fill critical gaps in Rapid Response sub-districts and aid in Surveillance Pillar activity Baseline: 0 Planned Target: Complete 100% of procurement.</p>	Satellite phones handed over to an implementing partner (Catholic Relief Services) to manage the allocation.	N/A	Financed by UNOPS

<p>Output 9: 9 Ambulances procured Indicator : 9 Ambulances procured to fill critical gaps in Rapid Response sub-districts and aid Case management Baseline: 0 Planned Target: Complete 100% of procurement.</p>	<p>9 procured and handed over to the NERC.</p>	<p>N/A</p>	<p>Financed by UNOPS</p>
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iii) Evaluation, Best Practices and Lessons Learned

The release of funds to the NERC was occasionally delayed as the creation of the Business Partner profile which was not executed in Sierra Leone but rather in Brindisi and New York.³ This delay directly affects the release of funds to the NERC.

A rapid financial mechanism is needed to quickly fulfil approved request. The existing financial instruments available to UNMEER to respond to requests were not designed for the quick disbursement of funds which is often required. The time period involved in activating the project and releasing money for use is too long to allow UNMEER to support urgent time-sensitive activities that will help in Getting to Zero. To mitigate this problem it is crucial to apply a two-pronged approach:

- i. Pre-allocating all remaining funds to recipient UN Agencies, Funds or Programs in-country. This will remove the bottleneck of requesting funding from elsewhere.
- ii. Granting delegated authority to the recipient AFP in-country. The ability to approve transfers will considerably fast-track the release of funds to implementing Agency.

These two recommendations would need to be compounded by a rigid financial team who will oversee the disbursements of all funds, in addition to the respective Project Officers. To this end, the account ought to have a dual approval mechanism put in place to provide the clearest possible oversight and control of finances.

Further from the point made above, once funds are allocated within the delegated authority of the recipient agencies in Sierra Leone, it is in the best interest of the agency to provide an Assurance of Payments to the NERC if and when suitable. To this end, a greater accountability and transparency will be in place, since the NERC will only be reimbursed based on their signed list of all expenditures with the original or duly certified copies of receipts and invoices. However, it is important to note that, the NERC will not always have money available to pre-finance their approved projects, particularly if a number are required at the same time or in quick succession. In this instance projects of smaller value will get approved provided a project officer is identified to monitor the implementation.

³In order for funds to be transferred the Implementing Partner account must be created, otherwise known as the Business Partner Profile.