

EBOLA RESPONSE QIPS- LIBERIA
MPTF OFFICE GENERIC FINAL PROGRAMME¹ NARRATIVE REPORT
REPORTING PERIOD: FROM DECEMBER 2014 TO MAY2015

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| <p align="center">Programme Title & Project Number</p> <ul style="list-style-type: none"> Programme Title: Ebola Response Quick Impact Projects MPTF Office Project Reference Number:³ S1-32EER-000001 | <p align="center">Country, Locality(s), Priority Area(s) / Strategic Results²</p> <p>LIBERIA Capital area Montserrado County, with focus on West Point Township</p> <p>Border areas</p> <ul style="list-style-type: none"> - Lofa County - Nimba County - Gbarpolu County - Grand Cape Mount County - Grand Gedeh County - Bong County |
| <p align="center">Participating Organization(s)</p> <ul style="list-style-type: none"> - UNMEER Liberia - UNDP Liberia | <p align="center">Strategic Objective 5 MCA 13 Multifaceted preparedness</p> <ul style="list-style-type: none"> - Support national structures - Active surveillance and monitoring along border areas - Ebola awareness messaging - Small-scale health and education infrastructure restoration <p align="center">Implementing Partners</p> <p>Ministry of Health and Social Welfare</p> <ul style="list-style-type: none"> - Montserrado Incident Management System (M-IMS) - Grand Cape Mount County Health Team - Grand Gedeh County Health Team - Sinoe County Health Team - Gbarpolu County Health Team/Jallah Lone Medical Center <p>NGOs</p> <ul style="list-style-type: none"> - Radio Bomi - Development Education Network – Liberia (DEN-L) - Community Health Education & Social Services (CHESS) - Peace Link-Liberia - Department of Children, Families and Human Services (DCF) - Block “B” Community Welfare and Development Assoc. (BLOWDA) <p>Private Constellation Consulting Group</p> |

¹ The term “programme” is used for programmes, joint programmes and projects.

² Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page on the [MPTF Office GATEWAY](#).

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| Programme/Project Cost (US\$) |
| Total approved budget as per project document: \$ 1,000,000.00 |
| MPTF /JP Contribution ⁴ : \$ 1,000,000.00 |
| Programme Assessment/Review/Mid-Term Eval. |
| Evaluation Completed <input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>dd.mm.yyyy</i> |
| Evaluation Report - Attached <input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>dd.mm.yyyy</i> |

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| International organization United Nations Mission for Ebola Emergency Response (UNMEER) |
| Programme Duration |
| Overall Duration: 7 months |
| Start Date ⁵ : 14 November 2014 |
| Report Submitted By |
| Rose Linda Barbuto Director of Essential Services UNMEER Liberia barbuto@un.org |

⁴ The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)

⁵ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

EXECUTIVE SUMMARY

The “Ebola response quick impact project” awarded to UNMEER Liberia through the UN Ebola Response MPTF played a critical role in financing the unfunded gaps in Liberia’s Ebola response and ultimately contributed to Liberia’s getting to zero. These quick impact projects (QIPs) in Liberia filled immediate operational gaps that may not have been covered by existing funding mechanisms, including seed funding to support the activities of the Government of Liberia’s Incident Management System, and funding to County Health Teams and partners for social mobilization and training, active surveillance work, contact tracers, monitors and other essential front line Ebola response workers in Liberia.

QIPs empowered UNMEER Field Crisis Managers (FCMs), giving them resources and leverage to support local partners who could act quickly, often in remote areas. These projects were small-scale, relatively low cost, and implementable, and complemented larger responses by international partners. FCMs reported that these funds enabled them to quickly build goodwill in Liberian communities, which was crucial given the trust lost at the outset of the epidemic. This approach also encouraged Liberians to be part of the solution.

With the support of QIP funds, communities worked with the government and partners on EVD surveillance along the Liberian borders, undertaking monitoring as well as recording and documenting travelers. Their timely enumeration of immigrants/travelers has created a network of information and experience sharing between communities and government officers as well as with communities in Guinea, Sierra Leone and neighboring districts and counties in Liberia.

Funding provided to local organizations to conduct social mobilization and community messaging also proved to be extremely effective. Small amounts of money had a significant impact and empowered local leaders and communities to better take control of the precautionary measures required to mitigate the threat of Ebola.

UNMEER Liberia used these MPTF resources to fund simple, clear advocacy messages like “*Stop Ebola*” which continue to be highly visible and effective, often employing local artists and partners to create street art. It is hoped that by engaging communities, it will have contributed to lasting behavior change throughout Liberia.

I. Purpose

The purpose of this grant was to provide \$1,000,000.00 in quick impact funding to provide ECMs with a degree of flexibility to respond to urgent, high priority needs not funded through other mechanisms.

The project supported the national plan within the operational framework and four lines of action and enabling activities, and the restoration of essential services. All quick impact projects were to be small scale, relatively low cost, and implementable.

II. Assessment of Programme Results

i) Narrative reporting on results:

Overall, the MPTF funds contributed to behavior change, active EVD surveillance, cross border monitoring and surveillance, and general awareness raising on EVD. The ultimate results of our collective efforts with the UN, communities, the government and other NGO partners is Liberia being declared Ebola free by WHO on May 9, 2015.

Support of the Montserrado Incident Management System

The Montserrado Incident Management System (M-IMS) was created in December 2014, following the creation of the National Incident Management System. M-IMS functioned as emergency operation center of Montserrado County and coordinated the Ebola emergency response with increased effectiveness and inclusiveness.

UNMEER supported the establishment and operationalization of the Montserrado Incident Management System through the payment of salaries of substantive and support M-IMS staff (sectors coordinators, data managers, project coordinator, IT, Administrative and Finance officers) and active cases finders. The funding helped to implement a decentralized and devolved governance approach which permitted to better managed the emergency response efforts, leading to an efficient service-delivery to the affected communities.

Active surveillance and monitoring along border areas

With the Mano River Community-based counter EVD Cross-border security QIP, UNMEER supported the Government of Liberia to operationalize and implement in a timely manner the National EVD Border Strategy design to contain cross-border transmission of EVD. The main outcome of the project was the adoption of an EVD-specific cross-border strategy based on border communities as the core pillars of deterrence in the counter EVD efforts.

The funding strongly supported the continuous engagement of Liberian government officials with their counterparts from Sierra Leone and Guinea on EVD specific border management in several tri-partite community based and sub-regional technical meetings.

Shortly after the adoption of annexed plans of action to implement the strategy, funding from the MRU QIP allowed the rapid roll-out of community based cross-border surveillance workshops in five counties under the leadership of the Ministry of Health and Social Welfare. The workshops aimed at empowering community leaders and health officials in identifying and reporting cases at a community level, through the existing structures developed at earlier stages of the response.

In addition to the active community surveillance component, the MRU QIP enabled the training by the Center for Disease Control and Prevention (CDC) and the International Organization for Migration (IOM) of officials from the Bureau of Immigration & Naturalization (BIN) on EVD cross-border screening at point of entry and land border crossing reporting. The training included simulation of temperature checking, primary screening, chlorine solution preparation and use of PPEs.

Ebola awareness messaging

Operation Stop Ebola

In Liberia, the communities played a critical role in stemming the tide of Ebola. Delivering lifesaving Ebola prevention and control messages to communities through local traditional leaders became an effective tool. UNMEER Liberia's "Stop Ebola" campaign QIPs made a significant contribution to behavior change by giving resources to Liberian partners who in turn empowered local leaders and built their capacity.

UNMEER Liberia employed this model to strengthen monitoring and surveillance along the critical border areas. Four 'Operation Stop Ebola' QIPs were awarded to empower Liberian communities along the border areas in Grand Cape Mount, Lofa, Bong, and Grand Gedeh Counties.

For instance, a QIP to *Peace Link Liberia*, a Liberian national NGO, targeted remote and marginalized border communities in Lofa Country. Peace Link Liberia conducted a series of community engagement trainings for local leaders including chiefs, religious leaders, women and youth groups in Voinjama, Quardu-Gboni and Kolahun districts. The trainings resulted in community members working with government and partners on EVD surveillance and, ultimately, undertaking cross border monitoring as well as recording and documenting travelers. Their timely enumeration of immigrants/travelers has created a network of information and experience sharing not only between them and the government officers but also among their counterparts in Guinea, Sierra Leone and neighboring districts and Counties in Liberia. This is a significant change as Peace Link and other local staff were unwelcome by the local communities before the QIP project.

The results are impressive. During an UNMEER field visit to border communities in Quardu Gboni district in April, activities to enhance community awareness on EVD continued through door-to-door sensitization on the use of Infection Protection and Control and hygiene materials targeted 1,015 people in the border district. Motorbikes were provided to the County Health Team (CHT) to monitor the 9 primary and 24 secondary check points. The CHT border check point monitoring report for April 2015 indicated an estimated 50,861 travelers were registered and documented in April alone. Reports from development partners indicate that this approach is working in Liberia and should be replicated. These communities are not turning away outside assistance, as they have been actively engaged in preventing its spread from the beginning of the outbreak albeit with very little resources.

“Stopping Ebola is Everybody’s Business”/Ebola Must Go campaign



This campaign has been extremely effective in Liberia. With a \$10,000 investment, signage with a simple message reminds people to stay the course.

The signage has appeared in the media, bumper stickers and buttons which are visible throughout the Country, even at the UN in New York. This campaign will last long after Ebola leaves.

Small-scale health and education infrastructures restoration

Fencing of the Chief Jallah Lone Medical Centre

UNMEER supported with a small grant of \$12,750 the fencing of the Chief Jallah Lone Medical Centre in Bopulu, Gbarpolu County.

This very small scale and easy-to- implement project permitted the hospital to strictly apply the Infection Prevention and Control standards by controlling the movement of people seeking cares. The fencing facilitated the triage of patients through one entry point, allowing the quicker and easier identification of potential EVD related symptoms.



Renovation of the N.V. Massaquoi Elementary and Junior High School in the Township of West Point



In Montserrado County, the capital that saw the majority of Ebola cases, UNMEER allocated QIP funds to reconstruct the N.V. Massaquoi Elementary and Junior High School in the Township of West Point, N.V. with the intent of providing access to an otherwise difficult to reach community suspected of under reporting cases.

Massaquoi Public School is the only public school in West Point, with an enrolment of 1400 students, plus 250 adults who attend literacy classes in the evenings. In August 2014, the school was transformed into an Ebola transit and holding centre during the darkest days of the epidemic.

Few people thought that it would ever again be used as a place of learning for local children. The toilets and borehole were contaminated, and most of the furniture had been looted or destroyed. When schools reopened in February, 2015 across Liberia, these children could not return to school.



UNMEER awarded to the implementing partner Department of Children, Families and Human Services (DCF) the total amount of \$144,511 to rebuild the only public school of this marginalized area of the capital and ensure the safe and timely return to class of West Point children.

The allocation of this QIP grant allowed UNMEER to play a role commensurate with its mandate, acting as an enabler and catalyst for the project, bringing together West Point residents, the dynamic Liberian NGO DCF, international organizations such as Right to Play and Welthungerhilfe, Monrovia City Corporation, the school's parent teacher association, donors such as GIZ, and Mayor Clara Doe Mvogo.

The project also benefitted from the important technical and in-kind contributions from UNMIL, UNICEF, WFP, WHO, WFP and USAID-a ONE UN effort in the truest sense.

It is worth mentioning that the rehabilitation of the school was mainly done by the residents of West Point, who volunteered 100% of their labour. This is a powerful symbol of the resilience of the Liberian people.

The timing of the school opening was auspicious, taking place on the eve of Liberia being declared Ebola free by WHO on 9 May.



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 1⁶ Indicator: Baseline: Planned Target: | While there are no indicators in the project proposal, the goal of the grant was to help get Liberia to zero Ebola cases. | | WHO declared Liberia Ebola free on May 9, 42 days after the last Ebola case was buried. |
| Output 1.1 Indicator 1.1.1 Baseline: Planned Target: | | | |
| Indicator 1.1.2 Baseline: Planned Target: | | | |
| Output 1.2 Indicator 1.2.1 Baseline: Planned Target: | | | |
| Indicator 1.2.2 Baseline: Planned Target: | | | |

⁶ 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.

iii) Evaluation, Best Practices and Lessons Learned

There was a delay in program implementation during the emergency response mission. On the human resources side, there were no staff members dedicated to grants (QIP/MPTF) in UNMEER Liberia for the month of January. UNMEER Liberia's management reassigned and recruited skilled, experienced staff to fill these gaps. One staff was reassigned from Accra, arriving at the end of January to fill the urgent gap and another staff member was recruited and arrived in mid-Feb. The QIPs team in UNMEER Liberia proved to be dynamic. UNMEER Liberia managed to work with partners, approve proposals, disperse, monitor, evaluate, report and fully close 21 QIPs grants from Jan. 1 to May 31, 2015.

Moreover, UNMEER's field presence through the FCMs in each County proved crucial to the success of the QIPs in Liberia. FCMs not only identified needs and local partners who had the capacity to respond to these needs, they also worked closely with these local partners to implement activities, monitor projects and ensure that all financial obligations were met on time.

The MPTF's flexibility enabled UNMEER Liberia to directly fund local organizations that were having a clear impact, without requiring a civil society organization capacity assessment before allocating funds.

Although the Ebola Crisis Manager was given authority to approve projects, internal UNMEER HQ administrative requirements at times delayed the rapid release of funds as existing financial instruments were not designed for the quick disbursements. A rapid response financial mechanism and dedicated finance staff to prepare monthly financial reports, to create business partners, and to perform internal audit functions in country would be required in future to both meet UN financial requirements and operational needs in a timely fashion. Instead program officers took these functions on, which did not allow for adequate checks and balances.

Initially, there was a lack of clarity in terms of processes between Accra (UNMEER HQ) and the field offices which further delayed implementation. The final QIPs SOPs were not shared with UNMEER field offices until March 16, 2015. In future, SOPs and project proposal formats should not be written from scratch but rather taken from successful and similar emergency response funds implemented by other UN entities to ensure smooth and efficient implementation.

iv) A Specific Story

Transition from UNMEER to UN Country Team

In February 2015 the UNMEER Liberia grants team launched a special initiative to provide financial support to community-based organizations (CBOs) with the ability to reach people affected by Ebola, on the margins of society, in Montserrado County. Over 150 CBOs applied to UNMEER for grants of up to US\$ 5,000. After training and comprehensive assessments, 70 community based organization were selected for funding.

As part of the transition, UNMEER Liberia transferred \$311,870 in MPTF QIP funds intended for Community-QIPs to UNDP so that it could manage these projects from the outset to avoid any changes to reporting lines during their life cycle. In May, a joint capacity building workshop was conducted by UNDP, UNMEER and Mother Patern College for the selected CBOs on project management and financial reporting. It is envisaged that UNDP will use these Community-QIPs as a model for community engagement and empowerment going forward. At the same time, this exercise will build local organization's capacity to apply for and undertake similar grant activities in the future.