



**UN EBOLA RESPONSE MPTF
FINAL PROGRAMME¹ NARRATIVE REPORT - VERSION 1
DATE: 31 AUGUST 2017**

<p align="center">Project Number(s) and Title(s)</p> <p>#38- Title: Reintegration of Sierra Leone Red Cross Society (SLRCS) Volunteers Burial Team</p>	<p align="center">Recipient Organization(s)</p> <p>RUNO(s): UNDP Project Focal Point: Ghulam Sherani Name: Ghulam Sherani E-mail: Ghulam.sherani@undp.org</p>
<p align="center">Strategic Objective & Mission Critical Action(s)</p> <p>SO3: ENSURE essential services MCA08: Recovery and Economy Improved mental health of SLRCS volunteers through enhanced treatment and management of stress and/or trauma related disorders SLRCS volunteers that undergo the re-skilling vocational training or business development stream having recovered livelihoods and are able to engage in income generating activities Improved access of SLRCS volunteers to financial services Improved Reskilling and Reintegration programme for the wider ERW.</p>	<p align="center">Implementing Partner(s)</p> <p>International Federation of Red Cross and Red Crescent Societies (IFRC) Sierra Leone Red Cross Society (SLRCS)</p>
<p>Location:</p> <p>Sierra Leone</p>	<p>Sub-National Coverage Area:</p> <p>Nationwide</p>
<p align="center">Programme/Project Cost (US\$)</p> <p>Total approved budget as per project proposal document: MPTF²: • 1,975,639.87 USD</p>	<p align="center">Programme Duration</p> <p>Overall Duration (<i>12 months</i>) Project Start Date³ <i>23 June 2015</i> Originally Projected End Date⁴ <i>23 June 2016</i> Actual End date⁵ <i>31 August 2017</i></p> <p>Agency(ies) have operationally closed the programme in its(their) system <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>

¹ Refers to programmes, joint programmes and projects.

² The amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)

³ The date of the first transfer of funds from the MPTF Office as Administrative Agent. The transfer date is available on the online [MPTF Office GATEWAY](#).

⁴ As per approval of the original project document by the Advisory Committee.

⁵ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the originally projected end date. The end date is the same as the operational closure date, which is the date when all activities for which a Participating Organization is responsible under an approved project have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

TOTAL:
Programme Assessment/Review/Mid-Term Eval.
Evaluation Completed <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>1ST July 2017</i>
Evaluation Report - Attached <input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>1ST July 2017</i>

Expected Financial Closure date ⁶ :
Report Submitted By
<input type="radio"/> Name: Ghulam Sherani <input type="radio"/> Title: Team Leader <input type="radio"/> Date of Submission: 31 st August 2017 <input type="radio"/> Participating Organization (Lead): UNDP <input type="radio"/> Email address: Ghulam.sherani@undp.org
<i>Signature:</i>
Report Cleared By
<input type="radio"/> Name: (Head of Agency): Samuel Doe <input type="radio"/> Date of Submission: 31 st August 2017 <input type="radio"/> Participating Organization (Lead): UNDP <input type="radio"/> Email address : Samuel.doe@undp.org
<i>Signature:</i>

⁶ Financial Closure requires the return of unspent funds and the submission of the [Certified Final Financial Statement and Report](#).

Project Proposal Title: Reintegration of Sierra Leone Red Cross Society (SLRCS) Volunteers Burial Team

Strategic Objective to which the project contributed SO3 Ensure Essential Services
Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihood for the poor and excluded

MCA [8] Recovery and Economy

Output Indicators	Geographical Area	Target (Revised Sept 2016)	Delivery rate	Budget	Means of verification	Responsible Organization(s).
# of SLRCS volunteers completing psychosocial assessment	Nationwide	1,300 ⁷	100%	27,619.86	Supporting docs	IFRC
# Red Cross staff trained in community based psychosocial support (CBPSS)	Ibid	28	100%	11,790.00	Ibid	IFRC
# of SLRCS volunteers trained in psychological first aid (PFA)	Ibid	60	100%	21,290.00	Ibid	IFRC
# of SLRCS branches with a referral system to specialized mental health services	Ibid	14	100%	13,693.33	Ibid	IFRC
# of SLRCS volunteers undertaking counselling sessions	Ibid	800	100%	270,075.1	Ibid	IFRC
# of SLRCS volunteers referred to specialized care and treatment and receiving on-going support	Ibid	As required	100%		Ibid	IFRC
# of SLRCS volunteers completing skills/ education/ interest assessment	Ibid	1,300	100%	5,200.00	Ibid	IFRC
# of SLRCS volunteers receiving career skill development training	Ibid	62	89%	27,216.48	Ibid	IFRC
Proportion of SLRCS volunteers streamed through the career skill development training that successfully complete training	Ibid	75%	89%	75%	Ibid	IFCR
# of SLRCS volunteers receiving vocational training	Ibid	375 ⁸	100%	288,678	Ibid	IFRC
Proportion of SLRCS volunteers streamed through the vocational training that successfully complete the training	Ibid	75%	65%	75%	Ibid	IFRC
# of SLRCS vols receiving business development training that successfully complete the training	Ibid	655 ⁹	100%	157,419.4	Ibid	IFRC
Market analysis report	Ibid	100%	100%	18,444.00	Ibid	UNDP
# of SLRCS volunteers returning to tertiary studies	Ibid	208 ¹⁰	100%	202,763.00	Ibid	IFRC
# of SLRCS volunteers receiving financial management advice linked to UNDPs small / medium enterprise programme	Ibid	405 ¹¹	97%	33,466.0	Ibid	IFRC
#of SLRCS vols receiving training on financial inclusion	Ibid	1,300	97%		Ibid	IFRC
# of SLRCS vols receiving vocational start up kits	Ibid	375 ¹²	91%	156,250.00	Ibid	IFRC

⁷Revised scope as of September 2016. The target beneficiaries increased from 800 to 1300

⁸ Revised scope as of September 2016.

⁹ Revised scope as of September 2016

¹⁰ Revised scope as of September 2016

¹¹ Revised scope as of September 2016

¹² Revised scope as of September 2016

# of SLRCS receiving business startup business start-up kits as per revised scope of September 2016	Ibid	225	76%	93,750.00	Ibid	IFRC
# of SLRCS volunteers receiving back to school kits	Ibid	208 ¹³	88.5%	27,733.3	Ibid	IFRC
Proportion of SLRCS vols receiving conflict mediation and peacebuilding	Ibid	300 ¹⁴	100%	70,552.80	Ibid	IFRC
Project Proposal Title: Reintegration of Sierra Leone Red Cross Society (SLRCS) Volunteer burial team						
Strategic Objective to which the project contributed	SO3 Ensure Essential Services Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihood for the poor and excluded					
MCA [8] Recovery and Economy						
Effect Indicators	Geographical Area	Baseline	Target	Final Achievements	Means of verification	Responsible Organization(s).
MCA [8] Recovery and Economy						
<i>Proportion of SLRCS volunteers with signs of stress and/ or trauma realted symptoms reporting an ablation of said symptoms after treatment</i>	<i>Nationwide</i>	No information available prior to initiative	50%	(1/1) 100%	Supporting docs	IFRC
<i>Proportion of SLRCS volunteers that require on-going care for trauma and/ or stress associated symptoms still receiving treatment</i>	<i>Ibid</i>	<i>Ibid</i>	50%	(1/1) 100%	<i>Ibid</i>	IFRC
<i>Proportion of SLRCS vultneers that were referred to specaised mental health care that complete the treatment and management of their condition</i>	<i>Ibid</i>	<i>Ibid</i>	50%	(1/1) 100%	<i>Ibid</i>	IFRC
<i>Proportion of SLRCS volunteers in the career skill development stream successfully joining the workforce</i>	<i>Ibid</i>	<i>Ibid</i>	50%	8% (5/62)		IFRC
<i>Proportion of SLRCS volunteers in the vocational development stream gaining a vocational skill</i>	<i>Ibid</i>	<i>Ibid</i>	50%	65%	<i>Ibid</i>	IFRC
<i>Proportion of SLRCS volunteers in the business development stream having established small or medium enterprises</i>	<i>Ibid</i>	<i>Ibid</i>	50%	37% (148/405)	<i>Ibid</i>	IFRC
<i>Proportion of SLRCS volunteers that resume their studies successfully complete their education</i>	<i>Ibid</i>	<i>Ibid</i>	50%	3.5% (13/374)	<i>Ibid</i>	IFRC
<i>Proportion of SLRCS volunteers able to access financial services</i>	<i>Ibid</i>	<i>Ibid</i>	50%	100%	<i>Ibid</i>	IFRC
<i>Proportion of SLRCS volunteers able to access loan/ micro credit facilities</i>	<i>Ibid</i>	<i>Ibid</i>	20%	0%	<i>Ibid</i>	IFRC
<i>Proportion of the wider ERW workforce that can access future reintegration and reskilling programs</i>	<i>Ibid</i>	<i>Ibid</i>	50%	0%	<i>Ibid</i>	IFRC

¹³ Revised scope as of September 2016

¹⁴ Revised scope as of September

FINAL PROGRAMME REPORT FORMAT

EXECUTIVE SUMMARY

ACRONYMS

SLRCS	Sierra Leone Red Cross Society
IFRC	International Federation of Red Cross and Red Crescent Societies
ERW	Ebola Response Work Force
EVD	Ebola Virus Disease
IPC	Infectious Prevention Control
SDB	Safe and Dignified Burial
PSS	Psycho-Social Support
PFA	Psychological First Aid
CBPSS	Community Based Psycho-Social Support
TVET	Technical and Vocational Education Training
CAPS	Career Advisory Placement Services
BDS	Business Development Services

1. Background and Situational Evolution

The EVD outbreak in Sierra Leone resulted in substantial socio-economic impacts, resulting in disruption of agricultural activities, educational activities, and trade and transport sectors. The outbreak affected local, national, as well as regional economies with long-lasting impacts on livelihoods and household economies. The main outcome of the project is that low income and food insecure households have improved access to sustainable income generating opportunities with the SLRCS volunteers fitting this target cohort.

To facilitate the reintegration of these volunteers back into their respective works of life, the project provided psychosocial support and alternate livelihood opportunities through re-skilling by supporting vocational trainings, tuition support for students that resumed their studies at educational institutions, career advisory placement, business development trainings and financial inclusiveness trainings.

2. Key Achievements

Output 1: Improved mental health of SLRCS volunteers through enhanced treatment and management of stress and/or trauma related disorders.

PSS needs assessment conducted in January 2017 indicated that the SDB/IPC volunteers had recuperated and returned to their normal lives. The result was attributed to the continuous support the volunteers had received through individual and group sessions since the beginning of the project.

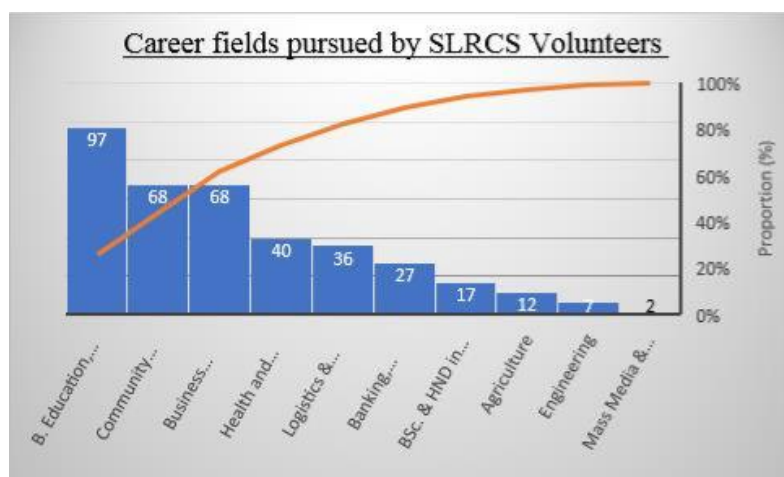
The project created local PS capacity for the volunteers, and the National Society (SLRCS) in all parameters in giving of psychosocial support both at emergency, recovery and development phase. This was done through trainings on Psychological First Aid (PFA), Community-based psychosocial support (CBPSS) approach, coping skills and stress management and violence prevention and concepts of peace building trainings. The trainings built a solid foundation that could be utilized in the varied landscapes of PS interventions.

The PS program is currently being integrated into red cross long-term community based health and first aid as well as Disaster reduction guaranteeing sustainability of the PS activities supported by the project.

Output 2: SLRCS volunteers that undergo the re-skilling, vocational training or business development stream having recovered

(i) Continuing Education The project supported a total of 374 volunteers to resume their studies in senior secondary school, technical and vocational educational training (TVET) centers and tertiary institutions after the EVD outbreak through payment of one year's tuition fee and provision of educational support for reading and writing materials. The nature of education level includes WASSCE, HTC, national diplomas, higher national diplomas, degree courses and master programs in various educational institutions across Sierra Leone. Once the volunteers qualify, they will form a large human resource base for SLRCS, and the country at large based on their skill sets. Chart (1) shows the various fields being pursued by the volunteers.

Chart (1): Career fields pursued by the SLRCS volunteers



(ii) Vocational Skills Development

As of May 2017, 65% (262/402) of the volunteers who opted for vocational skills training have completed their one year or six months training program at various vocational training institutions across Sierra Leone. The six months program was tailored for those volunteers that opted to do driving as a career based on their qualification and passion for the course. The other courses were offered for a duration of one year as approved by National Council for Technical and Vocational Education (N.C.T.V.E.)

The remaining 35% of the volunteers are expected to complete their training program between June 2017 and October 2018. The chart (**Chart 2**) below shows the breakdown of the vocational skills the volunteers are undertaking

The volunteers that have completed their vocational skills training, have been provided with start-up kits that comprise of tools or equipment necessary to operationalize the skills they acquired during the training. The table (**Table: 1**) below provides details of the start-up kits. Some of the start-up kits were provided to groups that were formed so that there was synergy in skills utilization.

The volunteers were encouraged to form clusters that facilitated synergy in utilization of skill sets already acquired. This builds on the strength of working together as seen during the EVD response where they delivered enormous results at a challenging time while they were conducting safe and dignified burials.

At the same time, it is also being ensured that the volunteers develop a long-term working relationship with the training institutions and their concerned SLRCS branches. This additional measure should help in proper utilization and long-term use of the equipment provided in delivering desired services in their respective fields. The training institution will support in mentorship and updating their technical skills that may have changed due to technological changes or advances in their line of training.

Additionally, the project supported SLRCS district branches by installing small scale solar power systems across the 14 branches. This will enable the volunteers with accessing reliable power supply necessary for continuous learning and improvement in their professions. This puts into cognizance that most of the districts in Sierra Leone are not within the national power grid and power supply is intermittent.

Chart 2: SLRCS SDB/IPC, Social Mobilization, Contact Tracing & Psychosocial support volunteers Vocational Skills Training Breakdown

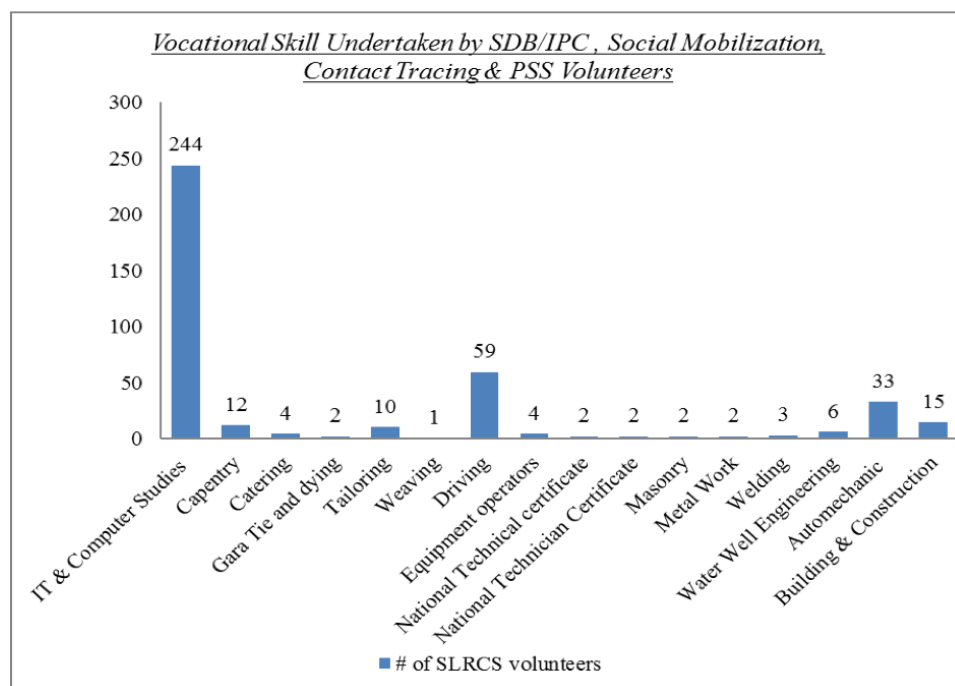


Table (1): Details of start-up kits for SLRCS SDB/IPC, social mobilization, contract tracing and psychosocial support volunteers.

Vocational Skills Training	# of SLRCS volunteers	Description of start-up kits
IT/Computer studies	242	Laptops
Building & Construction	17	Masonry Toolkits
Carpentry	12	Carpenters Tookits
Auto Mechanic	16	Moto mechanic toolkit
Water well engineering	6	Plumber kit
Driving	59	Driving license
Welding & Metal work	5	Welding and metal toolkit
Tailoring	10	Tailors toolkit
Total	367	

All the 402 volunteers are envisaged to complete vocational training by July 2018 based on the time they enrolled for their training course. The last set volunteers (Soc. Mob, PSS & CT) added into the project are envisaged to complete past the project duration period. Follow up arrangements have been made with the training institutions and the respective SLRCS branches to guarantee completion. The volunteers who qualify from these vocational training institutions will significantly increase the proportion of skilled labor force necessary for self-reliance and self-actualization and in turn contribute to the progressive development of the society and the economy of the country.

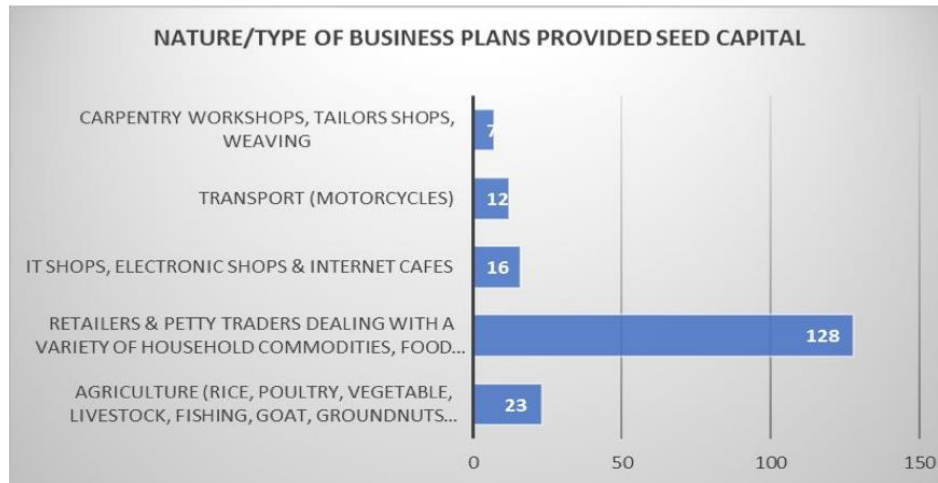
(iii) Business Skill Development (BDS)

A total of 405 SDB/IPC volunteers had opted for business development training and when the program was expanded to

include other volunteers from social mobilization, contact tracing and psychosocial support, an additional 57 volunteers opted for the stream.

Ninety-five percent (385/405) of the 405 SDB/IPC volunteers that streamed through business development successfully completed the training and 80.2% (325/405) developed 186 business plans that were provided with start-up capital. There are total of 10 group business plans with a total of 148 members across the Eastern region and 176 are individual business plans. The remaining 19.8% of the SDB/IPC volunteers neither completed the training nor submitted a business plan for funding. The chart (*Chart 3*) below illustrates the nature and type business ideas or plans provided with seed capital.

Chart 3: Types of business plans provided with seed money.



The training provided the necessary skills in business planning and management that will be essential in the execution of business ideas enshrined in the business plans.

SLRCS will monitor the progress in implementation of the business plans and frequently engage with the BDS service providers and line ministries for technical support in a bid to ensure the desired goal of the project of establishing and expanding SMEs is realized. This will, in the long term enhance the economic status of the volunteers, their families, communities and the country at large.

The new set of volunteers from social mobilization, contact tracing and psychosocial support commenced their 8 weeks training in May 2017 and they are envisaged to complete their training in July 2017. Once they complete their training and develop business plans, they will be provided with seed money to kick start their business. SLRCS has entered partnership agreement with ECOBANK, through a memorandum of understanding to support in disbursement of seed capital for the remaining 57 volunteers and monitoring of the progress made in the implementation of the business plans. The partnership established will not only support in implementation of business plans developed by the volunteers but also increase the chances of the volunteers to access loan facilities.

(iv) Career Advisory Placement Services

A total 62 volunteers opted for CAPS of which 8% (5/62) of the volunteers are currently in employment, while 92% (57/62) of the volunteers are undergoing internship program at various institutions and organizations across Sierra Leone. The internship initiative provides an opportunity for the volunteers to gain essential work experience and provide them the chance to showcase their skills; competencies and abilities hence improve their likelihood of being absorbed in the labour market.

(v) Financial Inclusion

A total of 1256 (930 Males & 326 males) SDB/IPC, social mobilization, contact tracing and psychosocial support volunteers successfully completed financial literacy training with support from Ecobank. The training imparted skills, knowledge and information required by the volunteers to make prudent financial decisions regarding savings and lending schemes. It is envisaged that the volunteers will apply the skills acquired in improving their access an array of financial services and thus encourage long term engagement with banking and microcredit institutions.

3. Delays or Deviations

The project implementation had experienced delays from its very inception owing to factors outlined below.

- The project beneficiaries had ambitious expectations about the project owing to media announcement on

the grant and the volunteers completely misunderstood the objectives of the project as they perceived that the project was meant to be a cash grant. This took an enormous amount of effort and time to reiterate the essence of the project to the project audiences.

- Resurgence of Ebola in January 2016 also affected implementation of planned activities and most activities were put on hold until March 2016 when Sierra Leone was declared Ebola free.
- Additionally, IFRC in January 2016 introduced new financial controls to mitigate financial risks. This virtually halted transfer of funds to the National Society and thus hindered implementation of project activities until June 2016.
- Due to the point high expectation explained in point one above most of the volunteers opted for business skims in the beginning. After the clarification, some of them changed the mind and opted to join skills trainings. Most of the skills trainings just completed or about to complete by the end date of the project. Therefore, the report could not capture the result of trained volunteers being gainfully in the workforce streams.

4. Gender and Environmental Markers

No. of Beneficiaries		No. of indirect community beneficiaries reached via CBPSS and Individual PS counselling (figures for extended family members)	Feb 2017 (culm)
Women	354	Women	19,761
Girls	n/a	Girls	17,180
Men	946	Men	18,703
Boys	n/a	Boys	14,453
Total	1300	Total	70,097

5. Best Practice and Summary Evaluation

The Project was in line with the Government of Sierra Leone (GoSL) and UNDP's objectives for Ebola recovery, however, the Project management has experienced difficulties to deal with the beneficiaries' expectations throughout its implementation.

The Project design included four different streams within the economic component, instead of combining activities with potentially high synergies, such as vocational trainings, soft skill and career development trainings. Although these activities are relevant to livelihood Projects which have a three to four year duration, it seems those were not relevant given its short term.

The Project appeared to have significant issues in terms of efficiency. It had an insufficiently clear division of roles and responsibilities and communication mechanisms, resulting in a slow decision making and delivery processes. Monitoring also appeared to have weaknesses throughout the Project, with different understandings on it shared by different stakeholders. The Project also suffered from the variance of quality among service providers.

Overall, the Project has been effective in reaching its outputs, even though the quality of some service providers can be questioned. However, many of the outcomes are still not reached. The most positive activities for this Project are the psychological support and financial literacy trainings, which have brought results and impact. However, there were little results observed for the economic component, which needs further monitoring, and if possible, support.

The sustainability seems to be one of the most important challenges for this Project. Some trainings are not yet finished. A majority of the volunteers needs to be monitored after the trainings to maximize the Project impact. However, the SLRCS had no consistent capacity, which might impact following up the Project beneficiaries.

6. Lessons learned

A lesson learnt workshop facilitated by external facilitators (engaged by UNDP) brought out key learnings that can be utilized in future projects regarding project conception, development and implementation. It highlighted areas in the project cycle, that experienced difficulties and shown the potential in the synergy put in place to ensure project deliverables were attained and made the first ever project partnership work. This exemplified a new start to a potentially productive partnership that can be earnest in future by reinforcing the three partners' comparative advantages in operating in-country and out-of-country, in emergency, recovery and development phases. Below are some key issues that should be considered or utilized to improve delivery of future programs.

- As the project was conceived at an emergency phase, with anticipation of early recovery, that resulted in the difficulties experienced in implementation. There is a need in future projects to explore each partner’s comparative advantage at the design phase to improve monitoring of outputs and outcomes with clearly outlined roles and responsibilities based on partners strengths and understanding of local, national and geopolitical dynamics. This should present organizational outlooks over time and changes that may arise at the course of implementation and transitions anticipated. This will cement the synergy in the three organizations and foster timely delivery of project interventions.
- The project was jointly designed, however, the conceptual framework and implementation modalities among UNDP, IFRC and Sierra Leone Red Cross required more in-depth discussion among the implementation teams of the three organizations. As relief organization, Sierra Leone Red Cross project team needed detailed discussion on the strategy, objectives and implementation of each activity. This misunderstanding on the implementation of the project by the project implementation teams in various chapter of the Sierra Leone Red Cross raised false high expectation among the volunteers that the project amount will be provided to the volunteers as one time cash grants. For future lesson, it is absolutely critical that the partner organizations jointly develop the detailed implementation, monitoring and communication plans.
- The IFRC and SLRCS should be prepared to leverage on some of the areas that it developed competences in by implementing the just concluded project especially the reskilling elements of the project. This will justify SLRCS’s operations becoming more diversified and staff and volunteers building on their new capacities to make the Society fit-for-purpose; and transitions into development programming and not only in long term community health programming.
- The three partners should develop a partnership strategy, based on lessons learnt during the implementation of this project. This should act as a guide to future collaborations and integration in all spheres of emergency, recovery and development contexts. This put into cognizance complexities experienced during emergencies that could be cumbersome and often inefficient to forge a clear collaboration mechanism.

Table (2) Lessons Learned and Recommendations

Lessons learned
Adapt the duration or the activities for reintegration projects with a livelihood component and allocate resources accordingly
Provide guidance to the beneficiaries in choosing streams with high potential
Provide an adequate staffing
Improve early warning monitoring to avoid firefighting
High level of flexibility within the UNDP, IFRC and SLRCS
Recommendations to ensure the impact and sustainability
Monitor the results until the end of the Project and after
Provide a strong follow up for CAPS and vocational trainees
Provide follow up to BDS trainees
Find an arrangement for continuing education beneficiaries
Promote a continuing partnership with the SLRCS for an efficient follow up
Recommendations for future projects
Assess the contribution and value of service providers
Find the right “mix” of activities to ensure sustainability
Assess the quality of project design before and during implementation
Ensure compliance with governance arrangements
Build on lessons learned for Business Development

7. Story on the Ground

<https://unsierraleone.exposure.co/ebola-1-the-burial-teams>

Report reviewed by (*MPTF M&E Officer to review and sign the final programme report*)

- Name: Irene Ntanda
- Title: M&E Officer, UNDP
- Date of Submission: 31st August 2017
- Email address: irene.ntanda@undp.org

Signature: