



EBOLA RESPONSE MULTI-PARTNER TRUST FUND PROPOSAL

<p>Proposal Title: UNDP Programme for Payments for Ebola Response Workers (PPERW) – Liberia</p>	<p>Recipient UN Organization(s): UNDP</p>
<p>Proposal Contact: Kamil Kamaluddeen, UNDP Country Director; Stuart Kefford, Early Recovery Advisor and Salary Payments Coordinator for Liberia (UNDP responsibility to UNMEER)</p> <p>Address: UNDP Liberia, UN Drive, Monrovia</p> <p>Telephone: +231-(0)770-003-844</p> <p>E-mail: kamil.kamaluddeen@undp.org; stuart.kefford@undp.org</p>	<p>Implementing Partner(s) – name & type (Government, CSO, etc):</p> <ul style="list-style-type: none"> ▪ UNDP ▪ Ministry of Health ▪ Ministry of Gender, Children and Social Protection ▪ Working Group on Payments
<p>Proposal Location (country): Please select one from the following</p> <p><input type="checkbox"/> Guinea</p> <p><input checked="" type="checkbox"/> Liberia</p> <p><input type="checkbox"/> Sierra Leone</p> <p><input type="checkbox"/> Common Services</p>	<p>Proposal Location (provinces):</p> <ul style="list-style-type: none"> ▪ Central (Monrovia) ▪ Ebola affected districts
<p>Project Description: <i>This project is the Liberia component of the UNDP regional support to ensuring payment of Ebola response workers. The programme will establish information management of those paying Ebola worker, strengthen existing payment systems, and set up a payment mechanism that will be ready as a contingency plan for sectorial or geographic failures in existing payment systems.</i></p>	<p>Requested amount: USD 2,245,832</p> <p>Other sources of funding of this proposal:</p> <ul style="list-style-type: none"> ▪ Government Input: in kind staff contribution to support coordination efforts <p>Start Date: 1 November 2014 End Date: 31 March 2015 Total duration (in months): 5 months</p>
<p>STRATEGIC OBJECTIVES AND MISSION CRITICAL ACTIONS 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> <p><input type="checkbox"/> SO 1 Stop Outbreak MCA1: Identifying and tracing of people with Ebola</p> <p><input type="checkbox"/> SO 1 Stop Outbreak MCA2: Safe and dignified burials</p> <p><input type="checkbox"/> SO 2 Treat Infected People MCA3: Care for persons with Ebola and infection control</p> <p><input type="checkbox"/> SO 2 Treat Infected People MCA4: Medical care for responders</p> <p><input type="checkbox"/> SO 3 Ensure Essential Services MCA5: Provision of food security and nutrition</p> <p><input type="checkbox"/> SO 3 Ensure Essential Services MCA6: Access to basic services</p> <p><input checked="" type="checkbox"/> SO 3 Ensure Essential Services MCA7: Cash incentives for workers</p> <p><input type="checkbox"/> SO 3 Ensure Essential Services MCA8: Recovery and economy</p> <p><input type="checkbox"/> SO 4 Preserve Stability MCA9: Reliable supplies of materials and equipment</p> <p><input type="checkbox"/> SO 4 Preserve Stability MCA10: Transport and Fuel</p>	

<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

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NARRATIVE (Max 2 Pages)

[Note that the MPTF MCA7 wording is outdated and this document refers to "Payments to Ebola Response Workers" hereafter]

a) RATIONALE FOR THIS PROJECT:

The Ebola Response Plan highlights the crucial need for workers involved in the Ebola response to be paid in a timely manner. This project relates directly to this element of the plan as a high priority. UNDP has taken on the role as lead agency to ensure that all workers in the Ebola response are paid salaries, incentives, allowances and hazard pay. There are approximately 40,500 Ebola response workers in Liberia (figures from Accra Planning Meeting, 15-17 October), although the figures are still being adjusted. The Non-Cluster on Cash Transfers and Social Protection has been established under UNMEER to bring together all actors involved in paying Ebola response workers. The Non-Cluster will become known by the simpler Working Group on Payments to Ebola Response Workers (hereon referred to as the Working Group).

In all three countries, partners in particular the WB, AfDB, have provided financial support to Ebola Workers, however, issues with the actual payments systems, both policy and practice, have highlighted challenges in coverage, registration, and resilience of existing systems, particularly for non-pay-rolled workers. In all three countries, these challenges are impacting on the effective delivery of payments to Ebola Response Workers, in some cases, creating tensions over non-payment, and bringing into question the sustainability of the current system, for example due to questions of harmonization of incentives and mainstreaming.

In Liberia late or non-payments may happen for a number of reasons. The resources may not be available in the Ministry of Health (or Ministry of Finance where the funding is sourced), or it may be related to the payment mechanisms. UNDP have started and will continue to run a diagnostics of the payment systems being used in Liberia to verify the robustness of the banking system, mobile money solutions, and other forms of payment (hand carrying cash in remote locations). This will provide the background for UNDP support to strengthen the payment systems to improve the timeliness of salary payments, allowances, and hazard pay. There are currently reported problems in the payment of hazard pay which needs to be verified and addressed. The diagnostics of the financial and banking system will provide UNDP with knowledge on what needs to be done to remedy the

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

situation in this regard. That information will be made available to the wider Ebola Response actors to assist all organization to make payments to Ebola Response Workers.

The diagnostics will also inform the potential for strengthening the financial, banking and mobile money system in the longer term so that Liberia's preparedness to cope with payments in future crises that may occur is improved. UNDP's sister organization, UNCDF, provides the expertise to for the diagnostics exercise.

The responsibilities of UNDP as lead agency in support of the Working Group will include:

- I. Information Management
- II. Strengthening existing payment mechanisms (mobile money, banking systems, MFIs, cash delivery) for ERW and subsequently for Ebola survivors and families of Ebola victims
- III. Establish an operational contingency plan to ensure payments can be made in case of partial failures

I. Information Management

The work stream on IM has several components:

- An Information Management System (IMS) will be procured and established by the UNDP IMS manager. This will be housed at the national payments coordination group chaired by the Government, and managed and administered by UNDP. Its primary purpose will be to maintain up to date information on the ERW requiring payments, and those successfully receiving them, at a country level. All different payers concerned, such as the Ministry of Health, Ministry of Finance, UN agencies, and other civil society or international organization payers will provide data input on payments to ERW that will be quality assured by UNDP and aggregated for access by all actors. The IMS manger will ensure that key information is delivered on time by all agencies and institutions and that it is processed according to the highest quality standards; That the processed information is readily available, properly stored and shared with key decision-makers. The IMS will be the primary mechanism for reporting on quantitative Key Performance Indicators for the programme.
- Establishing and supporting a payment Coordination mechanism: The Coordination Mechanism, effective since October, brings together the Government , all donors (World Bank, AfDB, DfID, UN Agencies) and payment service providers on a weekly basis for information sharing. Gaps and complementarities windows are identified and consensus built on ways forward. The IMS will :
 - Undertake a data gathering and mapping exercise to determine the 3W (Who does What, Where?) in payments. A template consensually developed is now being filled by participating agencies and will be compiled and regularly updated by the Coordination Cell with UNDP support.
 - Support to ensuring harmonization of payment practices across agencies (policies, procedures, targets, rates, and terms of payment).
 - Provide monitoring and evaluation services to implementing agencies to continuously assess the effectiveness of their current payment systems to Ebola Response workers. This includes identifying challenges or gaps in payment systems, and to provide advice or support to address these gaps if required by the implementing partner.
 - Proactively identify new needs of implementing agencies and mobilize resources to supplement or to ramp up agencies' capacities

- Ensure monitoring and comprehensive reporting:
 - Track the performance of implementing agencies with regards to payments and report to the National Coordination Cell regularly;
 - Keep National Coordination Cell informed of strengths and challenges in payment systems.

II. Strengthening existing payment mechanisms (mobile money, banking systems, MFIs, cash delivery) for ERW and subsequently for Ebola survivors and families of Ebola victims

UNDP will work with the Government and private sector to design and implement a series of projects to strengthen and monitor existing payment mechanisms. Currently, civil servants in the health care system are paid through bank transfers (EcoBank) and in exceptional cases, cash delivered in remote locations. Cash payments are also carried out for temporary workers (contact tracers), even in locations where banks have a presence and where mobile money is feasible. UNDP will work with Government and NGO partners to encourage mobile money and banking solutions to be utilized. This will need a change in behavior to be fully utilized and 'getting the message across' of alternative payment methods will be intensive.

USAID support the Ministry of Health with salary payments and support covered salary payments of 3,710 civil servants. It is understood (but not confirmed) that 5,400 workers need to be paid. The 'gap' is related to Ebola Response Workers that are consultants and/or volunteers that are not on the payroll. This is one area where the payment system needs to be strengthened in this case. A stronger system will aim to include all Ebola Response Workers into the payment system, and a stronger payment mechanism will allow payments to reach out to those not getting paid (or getting paid late). Based on the USAID figure, this would be about 32% of workers. The figure may be higher in regard to the high number of 'volunteers' that work on (or needed for) Contact Tracing and Social Mobilisation.

UNDP will strengthen the accountability of existing payment workflow processes including identification of payee, their connection to a payment mechanism, the process for calculating payments due, payroll, actual payments, any necessary back-end settlement, and the receipt and access of funds by payees. The scope will include all material payment mechanisms presently in use in the country to pay Ebola Response Workers (eg bank accounts, mobile money, and direct cash). With Government leadership UNDP will strengthen system effectiveness and robustness, identify possible risks and issues, establish and operate early warning control mechanisms, strengthen payer and deliverer institutional capacity, and accelerate the establishment of adequate geographic coverage and payment volumes. Work plans will be focused around solving local problems with local solutions.

In addition, UNDP will open a telephone line for ERWs to log their complaints about payment for UNDP to follow up. UNDP is recruiting UNVs to respond to the complaints about non-payment and late payment as Verification Officers to clarify details to allow for correctives action to be taken. The UNVs will be mobile and supported with motorbikes and utilize UNMIL logistics capacity in areas which are more remote.

UNDP will also monitor media reports that identify cases of non-, or late payment and similarly follow up with corrective action to ensure payments to registered workers are made.

III. Establish an operational contingency plan to ensure payments can be made in case of partial failures

In order to ensure that payments can be made if current payment systems fail, and the medical response is not interrupted, UNDP will support the identification of a payment mechanism that could be used, as requested and when required, by any stakeholder to make payments within the Ebola response framework. This payment mechanism could also be used to cover gaps where payments cannot be made with current payment systems. This will be based on the existing banking (Ecobank) payment mechanism which will be strengthened and complemented by other banking payments as current banking coverage is not optimal. A quick inventory of the existing payment mechanisms has already been done at the request of UNDP.

This payment mechanism will be improved and refined through the duration of the proposal, and will be operated for 3 months with enough recipients to demonstrate its operational readiness and perform stress testing (among the most needing payments whilst ensuring no double payment), but additional resources will be required when and if additional payments is required to fill further sectorial or geographic gaps and as requested by Government or other payers beyond the payees implicated in the operational demonstration and proof of concept. This contingency plan does not take into account a meltdown of the financial sector and infrastructure in the country. That would require separate emergency procedure, not envisioned in the programme design.

In UNDP's role in ensuring payments are made to ERWs, it is important that UNDP lead by example and 'test the system' (a stronger system informed by the diagnostics test described in the preceding paragraph). The project has identified a gap area in the number of Contact Tracers that need to be recruited to follow up on reported cases. UNDP will use the appropriate system (mobile money where available and the banking system) to test the payment system to make sure it functions and payments can be made.

UNDP have coordinated this with other agencies involved in Contact Tracing, and have also submitted a project dedicated to the payment of Contact Tracers via the UNDP Country Office which will expand UNDP's contribution to Contact Tracing. The payments in this specific proposal are on a much smaller scale than that indicated in the CO-submitted project to satisfy the need to 'test the payment systems'.

UNDP will be recruiting UNVs as Monitoring Officers to follow up on payments in this element of the project. The UNVs will also be utilized as Monitoring Officers in the event that the CO-submitted project to the MPTF is successful. The importance of verifying payments and accountability of the payment system is critical.

b) COHERENCE WITH EXISTING PROJECTS:

The project supports the development of an information management system (IM System) relevant to the work of the Ministry of Health (MoH). The MoH is part of the Working Group, and is supportive and committed to the project. The MoGCSP maintains an information management system for cash transfers, and the MoH maintains a payment system for civil servants (but not volunteers, consultants and other workers) in the health industry. Both Ministries admit to limitations in their systems, and the IM System which UNDP will establish will allow data to be collected for individuals that currently fall outside the Ministry's payment database and payroll. This will be vital to understanding if all Ebola Response Workers are being paid.

The MoH and the MoGCSP are active members of the Working Group. The proposed project will support the consolidation of information initially in the MoH as a priority, but will evolve its role (through the Early Recovery Cluster) into the MoGCSP. UNDP will work with the MoH to establish a centralized system that works alongside

payroll data and gathers data on payments from NGOs, donors, and other actors responding to the Ebola crisis. This will provide an encompassing system for information management.

UNDP's primary coordination mechanism with the World Bank on Payments to Ebola Response Workers is at the country level. The World Bank has joined national-level working group discussions and UNDP and World Bank country representatives are in regular bilateral communication to ensure a harmonized approach. World Bank and AfDB are providing financial support to Government and is offering technical inputs to UNDP on its proposed work on payments system strengthening. UNDP has also identified in these proposals resources required for gap filling, that can also be used for contingency support if planned payments do not reach workers, as has been the case in some areas. World Bank technical experts participated in the regional workshop in Accra and have given inputs to the technical solutions proposed in the Programme for Payments to Ebola Response Workers. At a global level, UNMEER is working towards installing a structured dialogue mechanism with UN, World Bank, African Development Bank, USAID and DFID, possibly reporting in to GERC, to ensure that medium- and longer-term planning through to recovery and development is coordinated, with regards to payments but also more broadly.

The project is designed to be coherent with the UN's regional approach to the crisis and has been developed in close collaboration and through discussions with partners, UNMEER – HQ and country representation, and UNDP's regional and country presence in Guinea, Sierra Leone, and Liberia. UNDP's Regional Bureau for Africa (RBA), and UNDP's Headquarters Bureau for Programme and Policy Support (BPPS) have provided technical assistance and quality assurance. All three projects in the three-affected countries have standardized reporting and results framework, and mechanisms are in place to ensure that results, lessons learned and technical assistance will be shared. This regional approach will permit UNMEER to receive consolidated and consistent information on cash payments to Ebola workers.

c) CAPACITY OF UNDP AND IMPLEMENTING PARTNERS:

The capacity of the UNDP in-country is sufficient to implement the project with (non-financial) support from other partners. UNDP has a coordinator managing the Working Group whom works directly with Government partners and other agencies involved in cash transfer operations in Liberia. UNDP has committed full support from a headquarters level to ensure its coordination function and programmatic response (paying workers when needed, including monitoring, follow up, and corrective action) will be sufficiently resourced.

UNDP will also work with private sector actors (IT companies, programmers) in further developing information management capacity to keep track of data on Ebola worker payments, as well as cash transfers related to social safety net programmes. OCHA's light presence in Liberia will also be utilized with their Information Management capacity that is deployed to UNMEER.

d) PROPOSAL MANAGEMENT:

The Programme Manager assigned by the UNDP Country Director, under the overall guidance and supervision of the project board in close cooperation with UNMEER will be responsible for 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) or Steering Committee (JSC) will be established to support implementation of the programme. The PB/JSC 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 Resident Representative/Country Director
- UNMEER Essential Services Director
- Representatives of the development partners contributing to the project
- World Bank Country Director or nominee
- African Development Bank Country Director or nominee
- UNCDF/UNDP Regional Technical Advisor
- Government Counterparts

The project board will be expanded as required, through invitation of other partners supportive of the projects outputs. 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 sectoral ministries.

UNDP will also establish itself as a knowledge-centre on payment modalities to support the inter-agency effort for paying Ebola response workers. It will provide information on different modalities for payments: the banking system, mobile money, cash delivery, community business centres and other opportunities. UNDP will manage an on-line portal hosting all relevant information and have experts available to support all entities making payments to Ebola response workers. The information will also be supportive of early recovery efforts including cash for work and social safety net payments when Liberia reconnects with recovery and development. UNDP has already started system diagnostics with initial work carried out by PWC.

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)
Data is not available to 'feed' the Information Management System	Medium	High	Strengthen the information management capacity of lead agencies and Ministries to collect data related to personnel and payments. Conduct data quality verifications (outsourced), and have individual 'foot soldiers' available to work with other agencies and NGOs to ensure information is collected (if not voluntarily provided by partner agencies / NGOs) Responsible: UNDP/UNMEER

Partners that hold the data do not share information to the central registry	Medium	High	UNMEER leadership stresses to partners the importance of managing and coordinating payment information to Ebola workers. 'Foot soldiers' available to work with other agencies and NGOs to ensure information is collected (if not voluntarily provided by partner agencies / NGOs) Responsible: UNDP / UNMEER
Existing payment modalities (mechanisms for delivering money) are insufficient for the caseload.	Low	Very High	UNDP's research into other systems in-country will identify several payment mechanisms, to ensure Ebola Response Workers are not reliant on being paid by a sole provider. Responsible: UNDP
Lists of beneficiaries are not accurate enough to proceed with error-free payments	High	High	System diagnostics will identify weaknesses in payment and financial systems. Training will be undertaken, SOPs developed, and post payment verification routines implemented. Capacity building of personnel in MoH to manage payment systems. Responsible :UNDP
Financial resources of all partners are insufficient to cover salaries / allowances / hazard / other payments to caseload of Ebola workers	Medium	High	Robust resource mobilisation on behalf of all partners to ensure the financial resources are in place. Responsible: UNMEER
Transport, logistics, and geography make monitoring, follow-up and corrective action difficult in cases where payments are delayed (or do not happen).	High	High	Procurement and purchase of motorbikes to address logistical and geographical challenges of reaching Ebola Response Workers that have not been paid (or have raised the issue).
Inadequate fiscal support leads to Government inability to remit payments	Low	High	World Bank, AfDB, and others to support Government fiscal needs throughout the ebola crisis with UNMEER coordination support.

a) MONITORING & EVALUATION:

UNDP will provide monitoring reports to ensure UNMEER indicators and reports are successful:

- % registered ebola workers linked to payment mechanism
 - Measure of the proportion of workers of are formally registered as eligible for receiving

- payments with an identified means of receiving the payment (such as a bank account)
- % registered ebola workers fully paid on time
 - Measure of the proportion of all registered ebola workers receiving the agreed base and incentive payment in full and on time in the three core affected countries

The programme will actively pursue cutting edge and innovative approaches to assessment and measurement, including participatory dialogue and perception surveying. In order to do so effectively, the Programme will ensure an external assessment of the work is completed at the mid-term of the project term. Accordingly, a portion of the Programme's budget is allocated specifically to dedicating M&E capacity within the PMU. The Programme will likewise place a major emphasis on developing the capacities of national partners in the area of M&E – and essential aspect of ensuring accountability and sustainability.

Initial

- Narrative reports on gaps in the response.
- Narrative reports on resources required to fill gaps.
- Narrative reports on adherence to harmonized pay scales
- Budget Audit

Proposal Title: UNDP Programme for Payments for Ebola Response Workers (PPERW) – – Liberia

Strategic Objective to which the Proposal is contributing ²		☒ SO 3 Ensure Essential Services MCA7: Cash incentives for workers				
Effect Indicators	Geographical Area (where proposal will directly operate)	Baseline ³ In the exact area of operation	Target	Means of verification	Responsible Org.	
% of registered Ebola workers linked to a payment mechanism	Central, with national coverage	Overall estimate: 100%	100%	Lists of registered Ebola Response Workers validated by the requesting entity, and consolidated with Bank transfer records, Mobile money records, Cash payment lists, confirmed with systematic random on site checks with the ERW	UNDP Government-led national coordinating body	
% registered Ebola workers fully paid on-time		Overall estimate 80% <ul style="list-style-type: none"> ▪ 3,710 Health Care Workers known to be paid according to Ministry of Health Payroll System ▪ Unknown number of consultants and other Ebola Response Workers working for NGOs and no system to catch this information. ▪ 436 Contact Tracers currently working and paid. Over 4,000 are needed (information from UNFPA). 	100%			
MCA7: Cash incentives for workers						
Output Indicators	Geographical Area	Target ⁴	Budget	Means of verification	Responsible Org.	

² Proposal can only contribute to one Strategic Objective

³ If data are not available please explain how they will be collected.

⁴ Assuming a ZERO Baseline

<p>I. Information Management % of Ebola Response Workers registered on the information management system % paying organizations reporting to the information management system</p>	<p>National</p>	<p>[Note out of estimated 40,500 ERWs by 1 Dec 2014] 100% 100% <u>Key activities:</u> 1. Establish information management system 2. Collect, synthesize and report on information 3. Strengthen national coordination cell and communication mechanisms</p>	<p>492,308</p>	<p>On-line Information Management System exists</p>	<p>UNDP UNMEER MoH MGCSP</p>
<p>II. Strengthen existing payment mechanisms # of Ebola response workers reported by media as striking Diagnostic study completed Recommendations made to Government and financial sector to bolster resilience Monitoring system fully functional and reporting incidents of potential failure with according UNDP activity to resolve</p>	<p>National</p>	<p>0 ERW striking Diagnostic complete Recommendations adopted Monitoring system functional <u>Key activities:</u> 1. Rapid Diagnostic of payment demand (volumes, location, payer organizations) and supply (banks/ microfinance institutions / other providers) 2. Advise Government on Tender/Procurement w payments services providers 3. Support national efforts to fill geographic and sectorial gaps through extending the reach of the formal financial</p>	<p>1,040,308</p>	<p>Back-up system and information on other systems available on-line # of calls Telephone records Monitoring reports. Statistics on cases resolved</p>	<p>UNDP Ecobank MTN / Lonestar Other payment providers</p>

<p>III Establish an operational contingency plan <i># payments made through operational testing and proof of concept/stress testing</i> <i># people paid through UNDP contingency plan (note goal is 0 since ideally the strengthening and monitoring in output II obviates the need for this contingency to be utilized)</i> <i>% local districts with adequate cash out points for forecasted volumes</i></p>	<p><i>National</i></p>	<p>sector or piloting alternative channels (eg mobile money) 4. Advisory support with actionable recommendations to key actors in existing payment systems (Government, payroll, banking, and direct cash) 5. Advisory support on payment provider monitoring and supervision and establishment of early warning mechanisms</p>	<p>713,216</p>	<p>Reports of service provider capacity Signed contracts Testimonials from ERW paid through UNDP contingency plan</p>	<p>UNDP WHO UNFPA</p>
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		3. Operate payment solution to a number of contract tracers for 3 months to ensure system functional			
Gross Total				2,245,832	
Coordination Fees⁵				26.9%	
<i>Staffing</i>	425,000			18.9%	
<i>Data collection</i>	N/A				
<i>Equipment & Supply</i>	33,000			1.5%	
<i>Indirect Cost max 7 %</i>	146,924 USD			6.5%	
Total Project Cost in USD				USD 2,245,832	

⁵ Should not exceed 20% including the indirect cost

PBF PROJECT BUDGET			
CATEGORIES	Amount Recipient Agency	Amount Recipient Agency (if more than 1)	TOTAL
1. Staff and other personnel (include full details)	<p>1 X Cash Coordinator (UNDP Core) 1 x Information Manager 1 x Partnerships and Liaison Officer 5 x National UNVs 1 x Programme Manager 6 x National UNVs 1 x Admin & Finance Officer 425,000 USD until 31 March 2015</p>		425,000
2. Supplies, Commodities, Materials (include full details)			
3. Equipment, Vehicles, and Furniture (including Depreciation) (include full details)	<p>11 x motorbikes and fuel costs 33,000 USD</p>		33,000
4. Contractual services (include full details)	<p><i>Database development and management contractual arrangement, licenses and other equipment</i> 30,000</p> <p>Expert advisory services on Government payments, banking sector, alternative channels, early warning mechanisms, and other technical matters; service provision for institutional monitoring and strengthening, early warning mechanisms, policy guidance, training and capacity building, auditing and control mechanisms, and geospatial mapping of payees and cash out points 1,300,000</p> <p>Establish and staff telephone hotline for grievance redressal 40,000 USD</p>		1,370,000
5. Travel (include full details)	<p>National travel for verification and international travel for programme alignment</p>		50,000
6. Transfers and Grants to Counterparts (include full details)	<p><i>Cash transfers to 449 Ebola workers / Contact Tracing at \$164 per person per month for 3 months. Cost includes premium for cash transfer in hard to reach locations</i> 220,908 USD</p>		220,908
7. General Operating and other Direct Costs (include full details)			
Sub-Total Project Costs			2,098,908
8. Indirect Support Costs*	7% overheads		146,924
TOTAL			2,245,832