



## EBOLA RESPONSE MULTI-PARTNER TRUST FUND PROPOSAL

<b>Proposal Title:</b> Support to the Government of Sierra Leone to setup and operationalize a dedicated Secretariat for the Sierra Leone Ebola Recovery Fund (SLERF)	<b>Recipient UN Organization(s):</b> UNDP Sierra Leone
<b>Proposal Contacts:</b>  <b>Kawusu Kebbay</b> <b>Director, DACO</b> <b>Ministry of Finance and Economic Development</b> kawusukay@yahoo.co.uk +23276950001  <b>Carine Yengayenge</b> UNDP Country Director a.i. Carine.yengayenge@undp.org + 232 76 697 711	<b>Implementing Partner(s) – name &amp; type (Government, CSO, etc.):</b>  <ul style="list-style-type: none"> <li>Ministry of Finance and Economic Development – Development Assistant Coordination Office (DACO)</li> <li>UNDP Sierra Leone</li> </ul>
<b>Proposal Location (country):</b> Please select one from the following <input type="checkbox"/> Guinea <input type="checkbox"/> Liberia <input checked="" type="checkbox"/> Sierra Leone <input type="checkbox"/> Common Services	<b>Proposal Location (provinces):</b> Freetown
<b>Project Description:</b> This project is designed to strengthen the capacities of the Government of Sierra Leone for the establishment of a Secretariat to support the day-to-day operations of the SLERF Steering Committee to ensure the efficient and effective mobilization of the resources pledged to Sierra Leone during the New York conference on July 9-10, 2015. The project also enhances the capacity of DACO's ability to manage various donor resources coming to Sierra Leone.	<b>Requested amount:</b> <b>US\$ 530,000</b> <b>Total requested amount:</b> <b>US\$ 530,000</b> <b>Other sources of funding of this proposal:</b> n/a <b>Government Input:</b> 3 national Staff, Office Space <b>Start Date:</b> December, 2016 <b>End Date:</b> December, 2017 <b>Total duration (in months):</b> 12 months

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**RECOVERY STRATEGIC OBJECTIVES (RSOs)** to which the proposal is contributing. For reporting purposes, each proposal could contribute to one RSO. For proposals responding to multiple RSO please select the primary RSO to which the proposal is contributing to.

- ☐ Health, Nutrition, and Water, Sanitation and Hygiene (WASH)  
☐ Socio-Economic Revitalization  
☐ Basic Services and Infrastructure  
☒ Governance, Peacebuilding, and Social Cohesion

Relevant Government Ministry	Recipient UN Organization(s) <sup>1</sup> UNDP	Management Committee Chair:
<i>Name of Government Representative</i>  <i>Signature</i>  <i>Date &amp; Seal:</i>	<i>Name of UN Representative</i> <b>Sunil Saigal</b> <b>UN Resident Coordinator</b>  <i>Signature</i>  <i>Date &amp; Seal</i>  <b>Carine Yengayenge</b> UNDP Country Director a.i. carine.yengayenge@undp.org + 232 76 697 711  <i>Signature</i>  <i>Date &amp; Seal</i>	<b>Dr. David Nabarro</b>  <i>Signature</i>  <i>Date:</i>

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

**a) Rationale for this project:**

Sierra Leone, alongside Guinea and Liberia has undertaken remarkable efforts to fight against the devastating Ebola outbreak. As a result of those efforts and the support of the international community, Sierra Leone has now been declared Ebola free. Recovery must now be pursued as part of the goal of “getting to zero and staying at zero,” as the response changes from emergency operations to multi-faceted, long-term support.

To this end, the New York conference held on July 9-10<sup>th</sup>, in cooperation with the Governments of Guinea, Liberia and Sierra Leone, and in partnership with the African Union, the African Development Bank, the European Union and the World Bank, took place to ensure that recovery efforts go beyond restoring direct development losses to build back better and ensure greater resilience.

It focused international attention on the need for targeted investments to support recovery priorities (especially on the health sector, energy and governance) over a 24-month time frame. The outcomes include increased international support to the affected countries and region, with concrete financial commitments to support national and regional recovery strategies.

With the total resources pledged for the recovery of the Ebola-affected countries and region amounting to around five billion dollars with approximately USD 1 billion for Sierra Leone, ensuring the concretization of those commitments is primordial.

The approach favored by the Sierra Leone Government as part of the implementation of the *National Ebola Recovery Strategy (NERS)* is based on the principles of the New Deal and of mutual accountability with development partners (Mutual Accountability Framework).

To better coordinate the multiplicity of financing streams pledged at the July Ebola Conference, the Government of Sierra Leone has approved the establishment of a dedicated financing mechanism, the Sierra Leone Ebola Recovery Trust Fund, to finance the national recovery strategy that provides coherence, speed and flexibility as well as full transparency and accountability.

**The SLERF Objectives:**

The Ebola crisis has had deep impact on the Sierra Leone economy and social welfare reversing the significant gains achieved, which included fast economic growth and significant reduction of poverty. Following the Ebola outbreak the Government, with the support of its Development Partners, the UN family and NGOs, implemented an immediate response plan, which has gradually put the country to get at zero infection and stay at zero.

At the same time, to address key recovery priorities, the Government developed the “National Ebola Recovery Strategy (NERS)” with the objective of restoring Sierra Leone on its earlier path to its “Agenda for Prosperity”. The SLERF is envisioned to prioritize targeted interventions in the following sectors, which are part of NERS:

- Education,
- Health,
- Energy,
- Water,
- Social Protection and
- Private Sector





**The SLERF Establishment:**

Recognizing the implementation of the Recovery Strategy will require the mobilization of significant resources from multiple sources, including the pledges made to Sierra Leone at the July International UN Ebola Conference, as well as coordinated delivery and focus on development results, the Government established the Sierra Leone Ebola Recovery Trust Fund (SLERF). The SLERF embodies the New Deal Principles of National Ownership, Use of Country Systems, Transparency and Accountability.

**Governance:**

A Steering Board (SB) oversees, leads and coordinates the SLERF and sets its policy and strategic direction, including approval of projects and allocation of funds. It is co-chaired by the Minister of the Ministry of Finance and Economic Development (MOFED) and the Chief of Staff of the President and includes selected representatives of Government Ministries and Contributing Donors, the UN Resident Coordinator and other members approved by the Board, including a private non-governmental individual of eminence.

**SLERF Trustee:**

The UNDP Multi-Partner Trust Fund Office (MPTF Office) serves as the SLERF Administrative Agent (AA). On behalf of the Government, it will conclude Standard Administrative Arrangements (SAAs) with donors and will receive, administer and disburse funds contributed to the SLERF based on instructions from the Steering Board. It also prepares and submits consolidated narrative and financial reports.

**SLERF Implementing Entities:**

SLERF financed activities will be implemented as much as possible by Ministries, Departments and Agencies with the aim of developing and strengthening sustainable national capacities. Where needed, UN Organizations will also implement projects by providing technical cooperation and capacity development support. Implementation and fund operations will ensure transparency, accountability and prompt delivery.

**Contributions to SLERF:**

Contributions to SLERF will be accepted from governments, intergovernmental or non-governmental organizations and private-sector organization. Unearmarked contributions are strongly encouraged so as to permit the Steering Board to allocate funds to the highest prioritized recovery projects on the basis of a transparent fund allocation criterion. Earmarked contributions by SLERF priority sectors are welcome.

**SLERF Secretariat:**

The Steering Board (SB) will be supported by a small Secretariat located in DACO, which is a unit within MOFED, and led by the Director of DACO that will provide administrative and technical support. Its responsibilities will include:

- Administrative support to the SB and follow-up of SB decisions;
- Support to and capacity review of National Implementing Entities (NIEs);
- Review of project proposals to ensure SLERF requirements are met;
- Monitoring NIE levels of compliance with the Public Procurement Act, and
- Fund or sectoral level Monitoring and Evaluation.

This project aims to finance and operationalize the SLERF Secretariat for an initial period of 12 months. The medium term focus will be to recruit International positions to complement the efforts of the Government in mobilizing additional resources. For the first six months, the project will focus on enhancing the capacity of DACO to mobilise, monitor and report on all inflows to Sierra Leone including the amounts pledged at the UN Post Ebola Conference. As the SLERF attracts funding, more resources will be made available to support DACO as the SLERF Secretariat through the recruitment of International Experts.

However, to ensure sustainability of the Secretariat and to encourage capacity building of nationals, the government will twin the International experts with nationals who will benefit from their mentoring and coaching. This will allow the International staffs to transition out after the capacity of the nationals are enhanced to run the secretariat.

The justification for these positions is that as the SLERF attracts more resources, the international experts will give further comfort to the contributing partners especially traditional partners resident in the country. In addition, there is also need for international experts with hands-on experience in the operations of trust fund to build the capacity of the National staff. These experts assist the National Implementing Entities (NIEs) prepare the necessary documentation to access funds from the SLERF

#### **Key Counterparts.**

The project will directly support Secretariat under DACO. It is anticipated that the Steering Board may decide to allocate an annual allocation to further support the capacity development of the Secretariat based on the amount of resources raised by the fund.

#### **Coherence with existing projects:**

During the Ebola outbreak, significant international assistance has been pledged to support the Government of Sierra Leone efforts to fight the disease. This has underscored the need to be better programmed, coordinated, monitored and communicated. In this regard, the Government wishes to create the basis for promoting a transparent and accountable use of international assistance with the establishment of the SLERF. The Steering Board of the Secretariat being co-chaired by the Chief of State in the Office of the President and the Minister of Finance and Economic Development will ensure coherence with all other ongoing initiatives.

#### **Capacity of RUNO (s) and implementing partners:**

The UNDP CO has sufficient knowledge and expertise working with the Government of Sierra Leone in the preparation of its recovery strategy, took part in the New York conference, has a comprehensive understanding of the different fund management instruments and the finance mechanism requirements, and has been working with DACO for an extensive period of time on Aid Coordination, among other initiatives.

##### **a) Proposal management:**

The UNDP Country Office in Sierra Leone is currently providing capacity building support to DACO. The management of the project will follow the same structure as the support to DACO. The proposal is straight forward as it represents secretariat staff salaries, capacity building and resource mobilization support.

The project will be jointly led and implemented by UNDP and the Government. The UNCT will be kept informed on the progress of the project.

**b) Risk management:**

**Risk management matrix**

<b>Risks to the achievement of SO in targeted area</b>	<b>Likelihood of occurrence (high, medium, low)</b>	<b>Severity of risk impact (high, medium, low)</b>	<b>Mitigating Strategy (and Person/Unit responsible)</b>
<b>Donors fall short on their pledges and the expected resources are not mobilized</b>	Medium	High	UNDP HQ (BERA as the lead of International Ebola Recovery conference) will use its leverage to follow up with countries and Agencies that have pledged. The Government of Sierra Leone will use the office of the President and the Minister of MOFED to mobilize resources through resident and nonresident development partners. The high priority is given to the issues of resource mobilization, resources allocation and projects delivery and monitoring. <b>Responsible:</b> UNDP BERA as the lead of the International Ebola Recovery conference and lead in the follow-up, SLERF Steering Board, MOFED
<b>Weak capacity of National Entities</b>	Medium	Medium	Part of the Secretariat TOR is to assess the implementation capacity of the National Entities and report back to the steering committee for action. <b>Responsible:</b> SLERF Steering Committee, MOFED
<b>Lack of Sustainability</b>	Low	Medium	Based on the experience drawn from the initiatives during Ebola outbreak response, the Government has shown its keen orientation towards better managing and efficiently allocating external assistance resources in order to accelerate recovery and resilience. The Government aims to guarantee Government-led coordination and ownership as well as manage aid flows and results tracking system. <b>Responsible:</b> SLERF Steering Committee, MOFED

**c) Monitoring & Evaluation:**

To ensure effective Monitoring and Evaluation of the project in terms interventions, the Monitoring and Evaluation will be aligned with the M&E structure of the National Ebola Recovery Strategy. A comprehensive framework with an M&E expert in each district that will monitor and report on projects implemented in the district. To ensure proper coordination of M&E activities, an M&E specialist will be recruited to work with the Secretariat at regular intervals to develop an M&E framework and ensure periodic monitoring and evaluation reports are prepared.

The project M&E team, will be responsible for monitoring the project's contribution towards the crisis response outcome by ensuring that: (i) generated outputs contribute toward desired outcomes; (ii) each constituent activity produces the envisaged results in an efficient manner as per the overall development plan and the corresponding work plan; and (iii) decisions of the project are based on facts and evidence, and lessons learnt are systematically captured to potentially add value to the project.



## PROPOSAL RESULT MATRIX

<b>Proposal Title:</b> Support to the Sierra Leonean government to setup and operationalize a dedicated Secretariat for the Sierra Leone Ebola Recovery Fund (SLERF)						
<b>Strategic Objective to which the Proposal is contributing<sup>2</sup></b>						
<b>Impact</b>						
RS04: Governance, Peacebuilding, and Social Cohesion						
<b>Effect Indicators</b>						
Resources deposited into the national Trust Fund as % of total pledges mobilized  % of procurements with SLERF not following competitive bidding by obtaining waivers within the national procurement law  % of proposals prepared and submitted by NIEs based on Result Framework aligned with National Ebola Recovery Strategy	Sierra Leone	Baseline <sup>3</sup> In the exact area of operation	Target	Means of verification	Responsible Org.	
	Sierra Leone	0%	10 % of specific pledges to Sierra Leone (tentative amount of 100 Million\$)	M&E Reports from the Secretariat, New York Conference Follow Up Reports, Sierra Leone CO Reports	UNDP, MOFED	
	Sierra Leone	85%	10%	Procurement documents	MOFED/SLERF secretariat	
<b>Output Indicators</b>	Sierra Leone	0%	100%	Internal approval documents	MOFED/SLERF secretariat	
	Sierra Leone	1) 1	1) US\$ 250,000	Recruitment documentation of UNDP	UNDP, MOFED	

<sup>2</sup> Proposal can only contribute to one Strategic Objective

<sup>3</sup> If data are not available, please explain how they will be collected.

<sup>4</sup> Assuming a ZERO Baseline

2) Number of National Staff recruited/seconded to assess and strengthen National Capacities	Sierra Leone	2) 3	2) 0	Seconding documentation of DACO	UNDP, MOFED
3) Number of Training delivered to national staff of various ministries and MOFED on the Fund's fund management and procedures and Operational Manual	Sierra Leone	3) 8	3) USS 10,000	Signed lists of participants with agendas and training materials	MOFED/SLERF secretariat
4) Number of NIEs trained in the use of the finalized Operational Manual (OM) including: Fund Management, Grants Management, Reporting, and Audit	Sierra Leone	4) 8	4) USS 10,000	Signed lists of participants with agendas and training materials	MOFED/SLERF secretariat
5) Number of Staff Trained to use the 2014 Procurement Act when implemented SLERF projects.	Sierra Leone	5) 20	5) USS 10,000	Signed lists of participants with agendas and training materials	MOFED/SLERF secretariat
6) % of proposals appraised and approved/not approved within each allocation cycle	Sierra Leone	6) 100%	6) USS 24,597.30	SLERF approval reports	MOFED/SLERF secretariat
7) % of NIE submitting Result Based Periodic Reports received on Proposals implemented by NIEs	Sierra Leone	7) 100%	7) 0	SLERF progress reports	MOFED/SLERF secretariat
8) Number of Monitoring Visits delivered per approved project	Sierra Leone	8) 2 per each project within a year	8) USS 10,000	SLERF field visit reports	MOFED/SLERF secretariat
<b>Coordination fees</b>			<b>64,597.30</b>		
<i>Staffing</i>			250,000.00		
<i>Direct Project Costing (for UNDP)</i>			21,734.66		
<i>Equipment &amp; Supply</i>			160,417.00		
<i>Indirect Cost max 7 %</i>			33,251.00		
<b>TOTAL</b>			<b>530,000.00</b>		



### Project budget by UN categories

PROJECT BUDGET		Approved Budget	
CATEGORIES	Initial Proposed Budget(US\$)	Phase I Budget	Phase II
1. Staff and other personnel: <i>Salaries for 1 International Staff for the Secretariat Staff (12 months)</i> Consultancy	500,000	30,000	220,000
<b>Total Staff</b>	<b>500,000</b>	<b>30,000</b>	<b>220,000</b>
2. Supplies, Commodities, Materials:			
<b>Total supplies and construction</b>			
3. Equipment, Vehicles, and Furniture, incl. Depreciation: The Government of Sierra Leone will provide office space for the Secretariat but the project will buy a vehicle and other office supplies	81,403	79,014.34	
<b>Total equipment, vehicle and furniture</b>	<b>81,403</b>	<b>79,014.34</b>	
4. Contractual services: - <i>Refurbishment of DACO offices to accommodate staff</i> - <i>Capacity Building of National Staff</i>	60,000 60,000	15,000 30,000	
<b>Total contractual services</b>	<b>120,000</b>	<b>45,000</b>	
5. Travel: This is required for the Secretariat as a study tour (learn lessons) and follow-up on the pledges. At most two (2) senior staff of the SLERF Secretariat would be involved for every trip.	100,000	50,000	
<b>Total travel</b>	<b>100,000</b>	<b>50,000</b>	
6. Transfers and Grants to Counterparts (include details)			
<b>Total transfers and grants</b>			
7. General Operating and other Direct Costs: <i>Transportation, Communications, DSA</i>	90,000	20,000	31,000
<b>TOTAL General Operation and Direct cost</b>	<b>90,000</b>	<b>20,000</b>	<b>31,000</b>
<b>Sub-Total Project Costs</b>	<b>891,403</b>	<b>224,014.34</b>	<b>251,000</b>
<b>8. Direct project costs* (4.6%)</b>	<b>41,005</b>	<b>10,304.66</b>	<b>11,430</b>
<b>9. Indirect Support Costs* (7.0%)</b>	<b>62,398</b>	<b>15,681.00</b>	<b>17,570</b>
<b>TOTAL</b>	<b>994,806</b>	<b>250,000.00</b>	<b>280,000</b>
<b>PROJECT GRAND TOTAL</b>	<b>994,806</b>	<b>250,000.00</b>	<b>280,000.00</b>

Notes: \*UNDP Direct project costs (DPC) and GMS.