



**UN EBOLA RESPONSE MPTF
FINAL PROGRAMME¹ NARRATIVE REPORT - VERSION 1
DATE: DECEMBER 2018**

<p align="center">Project Number(s) and Title(s)</p> <p>#9 - UNDP Programme for Payments for Ebola Response Workers (PPERW) - Sierra Leone 0092905</p>	<p align="center">Recipient Organization(s)</p> <p>RUNO(s)-UNDP Project Focal Point: Name: Sudipto Mukerjee and Ghulam Sherani Sudipto.mukerjee@undp.org Ghulam.sherani@undp.org</p>
<p align="center">Strategic Objective & Mission Critical Action(s)</p> <p>SO 3: ENSURE essential services MCA 7: Cash Incentives for Workers</p>	<p align="center">Implementing Partner(s)</p> <p>NERC, Ministry of Health and Sanitation Ministry of Social Welfare Gender and Children Affairs</p>
<p>Location:</p> <p>Sierra Leone</p>	<p>Sub-National Coverage Area:</p> <p>Central- Freetown; Ebola affected districts</p>
<p align="center">Programme/Project Cost (US\$)</p> <p>Total approved budget as per project proposal document: MPTF²: \$1,261,625</p> <ul style="list-style-type: none"> • by Agency (if applicable) Agency Contribution • by Agency (if applicable) <p>Government Contribution (if applicable)</p> <p>Other Contributions (donors) (if applicable)</p> <p>TOTAL: \$2,108,438</p>	<p align="center">Programme Duration</p> <p>Overall Duration (months) Project Start Date³ (04.12.2014) Originally Projected End Date⁴ (31.03.2015) Actual End date⁵(31.07.2017)</p> <p>Agency(ies) have operationally closed the programme in its(their) system YesX No <input type="checkbox"/> <input type="checkbox"/></p> <p>Expected Financial Closure date⁶: Financially Closed in ATLAS</p>
<p align="center">Programme Assessment/Review/Mid-Term Eval.</p> <p>Evaluation Completed <input type="checkbox"/> Yes <input type="checkbox"/> No Date: dd.mm.yyyy</p> <p>Evaluation Report - Attached <input type="checkbox"/> Yes <input type="checkbox"/> No Date: dd.mm.yyyy</p>	<p align="center">Report Submitted By</p> <ul style="list-style-type: none"> o Name: Samuel Palmer o Title: Programme Specialist o Date of Submission: 11.12.18 o Participating Organization (Lead): UNDP o Email address: samuel.palmer@undp.org <p><i>Signature:</i></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](#).

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

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Report Cleared By
<ul style="list-style-type: none">○ Name: Samuel Doe○ Date of Submission: 11.12.18○ Participating Organization (Lead): UNDP○ Email address: samuel.doe@undp.org
<i>Signature:</i>

Project Proposal Title: Payment Programme For Ebola Response Workers (PPERW)

Strategic Objective to which the project contributed	SO3 ENSURE essential services MCA7: Cash Incentives for Workers					
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MCA [7] ⁷						
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Output Indicators	Geographical Area	Target ⁸	Budget	Achievements	Means of verification	Responsible Organization(s).
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<p>1. Residual Payments and complaints resolution;</p> <p>% outstanding claims reviewed and reported to IHPAU/MoHS</p> <p># of ERWs received national ID cards to open bank account and other amenities attached to National ID cards.</p>	<p><i>National</i></p>	<p>Key Activities;</p> <ol style="list-style-type: none"> 1. Reconcile and clean-up of the database, 2. Produce electronic and paper backup of the database 3. Compile, analyzed and report the backlog requests and bank returns etc 4. Advise IHPAU and MoHS on the issues surrounding the payment claims. 5. Coordinate with NRS for the printing of the remaining ID cards of ERW and assist in distribution of the printed ID cards. 6. Support national internal auditors in providing the required information, documents and responding to the queries. 7. Project files appropriately stored, and equipment handed over to respective government departments. <p>Hard copies of the list of ERWs paid produced and disseminated to stakeholders.</p>	<p>Staff Salary Int'l 30% = 65,000 National = 18,000 Office maintenance and recurrent cost = 15,000 Security, common premises = 10,000 Stationary = 2,000 Travel = 3,000 Communication = 1,000</p>	<p>100% The total number of ERWs changed over time based on the prevalence of the epidemic. Out of the registered 37,000 the number of ERWs paid through UNDP support fluctuated between 23,040 and 1714 ERWs.</p>	<p>Reports of claims processed and submitted</p> <p>Reports of ID cards received</p> <p>End project report</p> <p>Asset handover report</p>	<p>UNDP/MOHS</p>
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⁷ Project can choose to contribute to all MCA or only the one relevant to its purpose.

⁸ Assuming a ZERO Baseline

<p>2. HR Department Capacity Strengthening; % of registered ERWs linked to the Integrated Human Resource Information System (iHRIS) of Ministry of Health. # of HR staff of MOHS trained in operation and management database. # IT hardware and software provided to HR department of MOHS. # of ERWs listed in the emergency response roster for immediate deployment in cases of health crisis. 3.</p>	<p><i>National</i></p>	<p>Baseline: 3 HR staff trained with basic operation of ERW database. Target: 10 HR and IT staff trained to operate and update the database. Key Activities: 1. Establish interface and synchronizes ERW database with IHRIS system. 2. Develop training manual/aid 3. Conduct ICT and database management trainings 4. Upload ERW database in the IHRIS platform of MoHS 5. Identify, procure and install ICT software and Hardware and office furniture. Test run of synchronized ERW database and IHIS.</p>	<p>Database Expert = 17,000 Development of training Manual and trainings: =8,000 IT software for database and antivirus = 5,000 Equipment (<i>Centralized 10KVA UPS; 5 desktop, 5 laptop computers; 2 scanners; 2 Photocopier; 1 projector</i>) = 45,000 Maintenance and fuel = 13,000</p>	<p>100% (36,000)</p>	<p>ERW data available online Lists of ERWs generated for Rapid Response Roster. Equipment Handover notes</p>	<p>UDNP/MO HS</p>
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PROJECT/PROPOSAL RESULT MATRI

MCA [7] Cash Incentives for Workers						
Effect Indicators	Geographical Area (where the project directly operated)	Baseline ⁹ In the exact area of operation	Target	Final Achievements	Means of verification	Responsible Organization(s)
% of registered Ebola Workers integrated in the Human Resource Management Mechanism Proportion of MOHS HR staff effectively operate the IHIS data system.	<i>Central with National Coverage</i>	27%	100%	100%	List of ERWs generated through IHIS Regular reports generated from the database	UNDP/MOHS
		25%	50%	50%		UNDP/MOHS

⁹ If data is not available, please explain how it will be collected.

PROJECT SUMMARY

ACHIEVEMENTS, CHALLENGES, LESSON LEARNED

This project is one of UNDP's flagship projects in Sierra Leone, that evolved to become the major backbone of the Ebola response and containment efforts made by the Government of Sierra Leone. With funds from the World Bank, the project was solely charged with the responsibility of managing the disbursement of risk allowances to Ebola response Workers (ERWs) nationwide.

Assessing the failures of the previous government-led approach to risk allowance payment, the Payment Programme for Ebola Response Workers (PPERW) project built on those existing weaknesses and innovatively brought together ideas that were relatively new within the local context that minimized and completely wiped out payment related strike actions and tensions that threatened the existence of the response. The actions, decisions, sacrifices made by the project team during and after the crisis, earned the project a bronze medal from the President of Sierra Leone and commendation from the World Bank leadership, for saving up to \$10million in donor funds, thereby reducing fraud, and other related wastages.

Within 17 months of the outbreak, the following were achieved

- Development of a comprehensive database of Ebola Response Workers (ERWs) for both registered health workers and volunteers alike, which also captured details of other ERWs not paid through government risk allowance payroll. A nationwide biometric validation exercises was conducted that formed the foundation for the development of the comprehensive and flexible ERW database.
- Development of a simple national EVD hazard payment policy that was revised up to 5 times, guided by influencing factors and prevailing circumstances. The document served as a very strong communication tool and was instrumental in the management of public expectations, harmonization of payment rates and improved public understanding of payment related processes.
- Owing to the magnitude of the cash transfers and the urgency of risk payments to ERWs, 3 (three) of Sierra Leone's prominent Mobile Network Operators were combined to ensure national digital payment coverage was achieved in a timely manner with much ease and transparency.
- Established a simple and decentralized grievance resolution mechanism. During the peak of the crisis twelve digital payment help desk offices were opened, including 12 help desk lines to receive, investigate and respond to payment enquiries, claims complaints.
- Compiled and processed 22 national pay-lists ranging from 23,000 to less than 1,000 ERWs, based on the decline in EVD infection rates and multiple of backlog claims pay lists.
- Acted as the UN lead agency for risk allowance on behalf of the Government, co-chaired risk allowance coordination and cash transfer technical working group meetings, coordinated quarterly risk allowance steering board - comprising of representatives from the Government of Sierra Leone- NERC and the Ministry of Health and Sanitation, World Bank, DFID, AfDB, WHO and other UN agencies.

To summarize, the project brought about simple systems and procedures to manage the risk allowance payment platform on behalf of the Government that did not exist prior to the time of its intervention, to ensure enlistment or withdrawal from the pay-list is properly justified and goes through the approved channels.

In the post Ebola era, the Ministry of Health and Sanitation (MoHS) in consultation with relevant stakeholders held meetings and lesson learned sessions, to identify means through which the Ministry can function better and respond to any health emergency that may occur. Activities coordinated by the project was captured under the Human Resource for Health Unit and therefore the project alongside other partners committed themselves with various responsibilities that would ensure the effective operation of the unit. The strengths identified by the Ministry that ensured the success of the project were replicated to form part of the project's exit strategy, that provided the following support

- ***Comprehensive data Management system:*** The existing IHRIS system was upgraded to accommodate the ERW database and additional HRH Officers were trained in the management of the database, run enquiries and perform basic troubleshooting procedures.
- ***Decentralized HRH structure:*** The functions of the HRH structure was decentralized to improve the efficiency of unit operations, which later gave rise to the nationwide deployment of HRH officers. The project further provided the required logistics to facilitate the full operation of the deployed officers.
- The project also ensured that, all identification cards printed within the lifespan of the project by the National Registration Secretariat were distributed to the respective ERWs
- Closure to all backlog pay-lists that required payment approval by the authorized stakeholders was enhanced. This intervention eliminated the possibility of reputational risk for the United Nations

Despite the major breakthroughs the project experienced, there were a few challenges that caused unwanted delays in carrying out certain activities such as:

- delays in reviewing and securing pay-list approvals by donor appointed “approving authority” that proved to work in autonomy
- difficulty in acquiring relevant decisions and audience of Government officials