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Project Document (title) - Supporting the Government of Sierra Leone's Security Sector Institute Responses to the Ebola Crisis

Outcome 1 – Government of Sierra Leone Security Sector Institutions are better able to respond to the EVD Outbreak.

Outcome 2: The immediate needs of EVD survivors, affected households, and communities are met, their livelihoods are protected, and opportunities for more resilient livelihoods have been generated through employment creation

Implementing Agencies: UN Agencies, Sierra Leone Government, International/National Non-Governmental Organizations, Civil Society Organizations

BRIEF DESCRIPTION:

This project is intended to provide support to the Government of Sierra Leone's efforts in response to the Ebola Virus Disease (EVD) crisis, which has claimed the lives of 2,732 persons since it began. Programming will support both on-going efforts as well as new initiatives in two key areas: the Security Sector and livelihoods.

Through the provision of solidarity kits and employment creation schemes, this project will support targeted individuals, households, and communities in prioritised districts to meet their immediate needs and protect and recover their livelihoods. Furthermore, by strengthening and facilitating the growth and diversification of Small and Medium Enterprise's (SME's), sustainable economic recovery will be ensured, resulting in increased opportunities for paid employment.

In the Security Sector, the focus will be on the Prisons as well as the wider effort of the Security Sector including Police and Military under the overall coordination of the Office of National Security. Efforts in the Prison Sector will consolidate work that has already been undertaken to minimise the chances of an outbreak within the Prisons including through improvements in hygiene provision and improved screening procedures but also efforts that tackle decongestion. Within the wider security sector UNDP will prioritize support to over the 4000+ members of the Security Forces who are deployed across the country and who are overseeing quarantines, burials, checkpoints, guarding essential buildings including hospitals and border management duties. Funds will also look at supporting the Police and Office of National Security who have established 24-hour incident rooms to coordinate the response whilst the Strategic Situation Group (SSG) at Office of the National Security (ONS) provides high level advice to the Presidential Taskforce and EOC. Finally, recognising the regional and cross border dimension of the crisis, funds will also reinforce efforts that both strengthen capacities in key border areas whilst strengthening cross border collaboration in partnership with the Manu River Union.

It is envisaged that existing management arrangements will be utilised for the project (as outlined in the document) with UNDP also tapping into its expert rosters, the Global Focus Point arrangement particularly in the area of Policing as well as key partnerships particularly the UK supported International Security Advisory Team and Access to Justice and Security Programme.

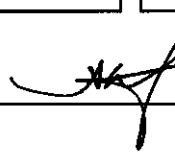
Project Period: 12 months
SP Key Result Area:
Atlas Award ID:

Start date 1 March 2015
End Date 27 February 2016

Management Arrangement: DIM

Total resources required: USD \$1.9 million

Agreed by (UNDP on behalf of UN):

 (SMD/PTO MIKES/EP)

Situation Analysis

The first laboratory confirmed case of Ebola Virus Disease (EVD) was reported in Sierra Leone mid-May 2014. Since then the infection rates increased exponentially. As of 31 December 2014, the cumulative number of confirmed and probable cases of Ebola virus disease (EVD) in Sierra Leone has reached 9,446 cases with a total of 2,732 deaths. The EVD outbreak is having a ripple effect, with a near-collapse of the health system, socio-economic impacts, tensions and human rights concerns. In addition, the spread of Ebola is causing disruption to the various livelihood arenas of agriculture, mining, manufacturing, infrastructure development, tourism and transportation activities thereof posing a significant risk to human development, state security and poverty reduction.

The Government has put in place a National Response Plan and is taking extensive measures to contain the spread of Ebola with support from the United Nations and NGOs. Key focus areas include social mobilization, contact tracing and case management of EVD patients. Although the measures are starting to take effect, substantive gaps remain in efforts to control the virus, support vulnerable people and their livelihoods, and mitigate increasing risks for conflicts.

A. Socio-economic impact of Ebola

The EVD outbreak is having substantial impacts on the regional, national and local economies, with the effect on people's daily life being felt across all levels of society. While measures to contain the EVD outbreak seem to be effective in halting the spread of the disease in locations such as Kenema and Kailahun, the quarantines and other restrictions have had a marked effect on economic activity:

- **Slow Economic Growth:** reduced GDP growth due to disrupted sectors such as mining, agriculture, construction, manufacturing, trade, tourism and transport.
- **Rising Domestic Prices:** increased inflation approx. 7% in August 2014.
- **Increased Fiscal Deficits:** increased extra budgetary expenditure combined with decreased domestic revenue.
- **Increased Financial Instability:** slowdown in economic activity results in disrupted banking sector due to scaling down, non-performing loans etc.
- **Increased balance of Payments Financing Gap:** rising health and food import vs. falling export earnings.
- **Disruption in Regional Trade:** closure of borders, suspension of international flights significantly affected import and export activities.
- **Depreciation of the Local Currency (Leone):**
- **Increasing Unemployment:** business closures and reduced economic activities have resulted in layoffs – especially amongst youth.

According to the World Bank Group's October 8 analysis of the economic effects of the Ebola crisis, the GDP growth estimates for 2014 have been revised to demonstrate a sharply downward trend since pre-crisis estimates, to 4.0 percent for Sierra Leone (versus 11.3 percent pre-crisis and 8.0 percent in October). Sierra Leone has been growing rapidly in recent years and continued this growth into the first half of 2014. The World Bank Group is now projecting negative growth for 2015, at only 2.0 percent in Sierra Leone (down from 8.9 percent pre-crisis and 7.7 percent in October). These latest World Bank projections imply forgone loss income across the three countries most affected in 2014–15, totalling more than US\$2 billion.

The socio-economic impact assessment undertaken by the United Nations, World Bank and the Government of Sierra Leone (GoSL) highlights the following economic impact: (i) disruption in activities in agriculture, mining, construction, manufacturing etc.; (ii) loss of employment and livelihoods due to business closures/scale down of operations in manufacturing, mining, construction and other activities; (iii) scarcity of basic goods due to closure of borders, quarantines etc.; (iv) rising domestic prices due to depreciation of the local currency, panic buying and quarantines; (v) closure or scale down of financial institutions, including community banks; (vi) increased fiscal deficits; (vii) worsening balance of payments, including lack of foreign currency.

The impact assessment also notes the social effects of the EVD crisis, such as: (i) high mortality of health sector workers; (ii) an exhausted and collapsed national healthcare infrastructure, leading to further loss of life due to its inability to handle many treatable ailments; (iii) reversal of gains made in the health sector; (iv) reversal of gains made in the education sector; (v) reduced social cohesion (e.g. Ebola survivors, burial teams, orphans and healthcare workers in general have been stigmatized and some rejected by their families and friends); (vi) acute exposure of women, as they often serve as primary caregivers within families and dominant actors within the economy (i.e. trade, agriculture and tourism); and (vii) Ebola-infected and affected children who have died, been separated from parents and become orphans with associated stigma and psychosocial problems.

The EVD outbreak has had a profound impact on an already weak and fragile health system. The lack of robust public health infrastructure has manifested in the inability of the GoSL to contain the EVD outbreak, with the spread of the disease overwhelming response measures. The loss of health care workers places additional strain on an already under-resourced health system.

In addition to the high mortality rate amongst EVD patients, the outbreak has had an impact on non-EVD related diseases with increasing morbidity and mortality rates on other diseases such as heart disease, diabetes, malaria, typhoid etc. With the closure of many healthcare facilities, treatment of non-EVD related diseases has come to a standstill, with many patients either self-medicating or resorting to concealment out of fear of contracting EBV if they visited a health care facility, further eroding public confidence in the health care system.

Sierra Leone was poised to achieve the targets set in MDG6 for the prevention and treatment of HIV/AIDS. However, since the onset of EVD, most of the 10,000 plus patients on Anti-Retroviral Treatment (ART) have stopped going for drugs at treatment centres, with a 70 percent decline in the numbers of patients undergoing counselling and testing for HIV in the epicentres of Kailahun and Kenema.

The consequences of the outbreak are having long-lasting impacts on livelihoods and household economies. Border closures, quarantines, movement restrictions, and curfews, have curtailed the availability of food, goods and services, as well as contributing to job losses. Sectors that are particularly affected include agriculture, mining¹, transport, services, and manufacturing, as well as the public sector. Higher food prices and loss of purchasing power are resulting in increasing numbers of vulnerable households resorting to negative coping strategies. Food insecurity and lack of access to markets have been increasing community tensions and violence, including gender-based violence.

¹The artisanal and small-scale mining sector is Sierra Leone's second largest employer after agriculture, and provides a livelihood for an estimated 200,000-300,000 individuals and their families. The ASM sector is characterized by a high degree of mobility. The Ebola crisis has forced many ASM operators to abandon mining. ASM does not merely generate income for poor people, but it interlocks closely with a host of other downstream and ancillary activities that drive the rural economy.

The Ebola crisis has affected access to financial services: 77 percent of market vendors interviewed in a recent survey are suffering from reduced access to credit, and banks and microfinance institutions had halted operations in 5 percent of surveyed communities². Small and medium enterprises are operating in increasingly narrow markets, and are struggling to break even. Vulnerable groups including people living in poverty in quarantined regions and remote rural areas, women and children and people living with disabilities (PWDs) are facing particular challenges³.

Additionally, due to restrictions, the Environmental Protection Agency (EPA) is unable to engage in routine monitoring activities. This has exacerbated poaching, illegal logging, farming and mining and in turn has compromised advancement towards MDG goal 7, ensuring environmental sustainability, as well as posed grave risks to meeting other environmental protection objectives, thus exposing the country to possible accelerated environmental degradation.

B. Impact on Governance

The crisis has impacted heavily on the functioning of key government institutions and the diversion of resources towards the containment of the disease will have led to a significant reversal of the progress made in peacebuilding and state-building efforts post-civil war. The results of the updated fragility assessment report completed in 2014 indicate that the justice sector is deteriorating. Some courts have been closed due to fear of spreading EVD, magistrates and other court officials are absent and restrictions on freedom of movement has impeded the functioning of mobile courts and the access of complainants, witnesses and legal counsel. Impediments to justice have also exacerbated over-crowding in prisons and have increased the number of people being arbitrarily detained as they await trial for petty offences or non-payment of fines. Overcrowding in prisons (Pademba Road prison in Freetown is at 600 % capacity) is a potential conflict driver but also significantly increases the risks of outbreaks amongst prison populations.

One other potential conflict driver is mistrust between the Sierra Leonean public and the security forces – police and military – who are key in managing the Ebola response on the ground. There have been intermittent strikes by health workers and growing incidences of civil unrest due to strict emergency regulations such as the safe burial of bodies, which contradicts traditional practices. The emergency regulations and mechanisms, including quarantines, checkpoints and safe burials, have also placed restrictions on human rights – such as freedom of movement, assembly, association, expression. Although the Government can legitimately derogate from certain rights during a public emergency, such restrictions must nevertheless be closely monitored in order to ensure that they are strictly required to curb the disease and prevent conflict. As the implementers of these rights restrictions on the ground, the police and military need to be aware of what restrictions qualify as legitimate. The police and military forces also need to work in cooperation with civilians and communities, in order to avoid unrest and conflict. Working together, through Local Police Partnership Boards, civil society organizations or the Human Rights Commission, for example, will ultimately help to promote their security and the security of others.

In addition to the emergency regulations, the human rights implications of the crisis – such as the strain on the rights to food, health, non-discrimination, water and security – are also potential conflict drivers.

² ACAPS Ebola in West Africa, Potential Impacts on Food Security. Briefing Note 10 November 2014. <http://acaps.org/en/pages/ebola#>

³ The Economic and Social Impact of the Ebola Virus Disease in Sierra Leone – Joint Preliminary Assessment. Report, Government of Sierra Leone, with support from UNDP, IMF, WB, AfDB, October 2014.

It is therefore extremely important that the Human Rights Commission of Sierra Leone is supported to promote and protect human rights during the crisis, through monitoring and investigating complaints and through working closely with key actors, such as the National Ebola Response Center (NERC), the police and the military, to ensure that human rights are mainstreamed in the EVD response. It is also important during this potentially tense situation, to support credible media outlets to disseminate reliable, up to date information to the public, in order to avoid public fear and disorder. Particularly given the potential danger of mixed messaging, both as a conflict driver but also as perpetuating the disease, the need for sustained and robust media engagement cannot be overemphasised. Rumour mongering and incorrect and conflicting information on social media continues to affect government's outreach efforts. The existing radio networks can be used to effectively promote government strategy for the halt of EVD on a very large scale.

Local council operations have been re-oriented towards EVD containment. Despite efforts, local public expenditure management cycles are disrupted and many local councils are functioning on an ad hoc basis. The GoSL has encouraged local councils to set up EVD task forces. At the same time, the NERC has created local branches at the district level. These two structures are added to the District Health Management Team (DHMT), which are local agencies of the Ministry of Health and Sanitation (MoHS). Those structures are competing with each other rather than cooperating due to unclear definition of responsibilities and lines of action. As a result, there is a very narrow scope for accountability and transparency.

UNDP Strategy

UNDP has the comparative advantage of neutral political positioning, long-term presence and demonstrated successful post-conflict and sustainable development interventions in Sierra Leone, which has resulted in a substantial capital of trust. Reliable partnerships with Government counterparts, national institutions and civil society organizations that are active at grass-root levels can be activated and leveraged to address the EVD crisis and its impacts on society in keeping with UNDP's mandate.

Within the **Security Sector**, UNDP has established a dedicated programme in light of the drawdown of the UNIPSIL mission and proposed initiatives recommended by the Technical Assessment Mission, which informed the handover of Security Sector Programmes from the mission to UNDP. The Programme is jointly funded by BCPR and the Peacebuilding Fund and focuses on security sector governance and improved border security with total funds of \$3,280,000. As the crisis has worsened, the programme has shifted focus in line with new priorities identified at the highest levels by Government of Sierra Leone and the Country Office and which are designed to reinforce the Security Sectors response to the crisis. These have focused on the following:

1. Support prevention of Ebola in Detention Centres and Prisons in Sierra Leone:

Due to poor health conditions and overcrowded conditions (Prisons are at 600% capacity), the risk of a single case entering into the Prisons would have disastrous consequences. To prevent that, the Government of Sierra Leone with support from UNDP has launched a project to adapt prisons to the current context. This involves placing new inmates in observation units for a period of 21 days prior to introduction to the general prison population, strengthening of prison medical services to ensure that any suspected cases are immediately isolated and strengthening of capacities of the Prison Service on hygiene and sanitation within the Prison system. UNDP has supported the Prison Authorities to construct an observation unit in Freetown where approximately 50% of prisoners are kept. New funding from the Ebola Response Multi-Partner Trust Fund will provide for observation units to be set up in 17

Prisons and 3 juvenile homes across the country, procure prevention kits and train relevant staff who would staff these units.

2. Enhance Capacities of Security Sector Providers to effectively respond to Ebola Outbreak:

The Security Sector has assumed a prominent role in leading the response to the EVD outbreak. With the declaration of the state of Emergency, the Military have been deployed across the Country with over 4000 members of the security forces now overseeing quarantines, burials, checkpoints, guarding essential buildings including hospitals and border management duties. Current EVD hotspots include the Western areas of the country, Port Loko, Moyamba, Kono and Koinadugu with localised hotspots scattered throughout the country⁴.

The Police and Office of National Security have established 24 hour incident rooms to coordinate the response whilst the Strategic Situation Group (SSG) at ONS provides high level advice to the Presidential Taskforce and EOC. UNDP has been a key partner along with UK funded International Security Sector Advisory Team (ISAT) and the DFID funded Access to Justice and Security Programme in supporting this response.

The Police and ONS have established 24-hour incident rooms. UNDP have provided essential equipment including Internet coverage nationally and in regional centres, closed access phone lines, repair of essential fleet (40+ vehicles nationally) and upgraded communications equipment. This allows the centres to receive daily information from across the country both on emerging security issues and EVD issues. This information is in turn analysed and presented to both the SSG and EOC. Our support has allowed for improved quality & quantity of information & improved frequency.

UNDP supported the Government to develop SOPs on quarantines and checkpoints, which were approved by the Ebola Emergency Operations Centre (EOC) and SSG in October. In November/December over 2000 Military, Police and Community Representatives were provided with training on these SOPs as well as SOPs on burials (separately developed by ISAT and the Government) and general EVD Awareness. Selected equipment was also provided to 2000 personnel deployed (including torches, mosquito nets, PPE, mattresses) as well as to the Forces Field Hospital, which is providing medical support to those personnel deployed.

Our **livelihood component** is in line with the overall Ebola Crisis Response and Resilience Programme (ECRRP), which has the following three main outputs:

- a) Strengthening of essential services, coordination and delivery
- b) Promotion of community engagement including a specific focus on addressing the gender dimensions of Ebola, and
- c) Early recovery response, impact analysis and support to national recovery strategies.

UNDP Sierra Leone's immediate response to the emergency contributed to outputs a) and b) of ECRRP and United Nations Mission for Ebola Emergency Response (UNMEER) mandate. It focused mainly on impact assessments, social mobilization, supporting EVD survivors, setting up emergency education programmes, engaging the media on the messaging around the crisis, promoting human rights and

⁴ Current hotspots as per the weekly surveillance report dated November 21 include in Bo (Benduma, Baimba Road, Koetema, Pumpeh, Kowa, Kaniya), Bombali (Bombali Shebora, Makarai Gbanti), Kambia (Samu, Magbema and Mambolo Chiefdoms), Koinadugu (the southern part of Nieni Chiefdom), Kono, Moyamba (Ribbi, Lower Banta), Port Loko (Koya, Marforki, Marampa), Western Districts (Gbendembu, Tafunah, Godrich, Waterloo, Wellington, Kuntoloh, Jalloh Terrace, Allentown, Calaba Town) and Tonkolini (Kholifa, Rowala Yoni)

supporting the security sector including the nation's correctional facilities. Programming is currently focused on upscaling these immediate interventions but also looking at promotion of early recovery interventions in line with the output C The UNDP Sierra Leone Restoring Livelihood and Economic and Social Recovery programme will target individuals, households, communities, institutions and systems in highly affected districts in the country jointly defined with national authorities and using the results of previous impact assessment.

This project will address the key priority of the Government's post-Ebola recovery near-term response plan, to stimulate the economy by supporting: a) revival of the economy; b) strengthening of the health system; c) revitalization of the education sector; d) recovery of the agricultural sector; e) improvement of access to finance; f) scaling up of the social protection support and g) re-starting of infrastructure projects.

UNDP's interventions are designed to simultaneously address key areas of the United Nations Development Action Framework (UNDAF) and Sierra Leone's 3rd Poverty Reduction Strategy Paper, (the Agenda for Prosperity 2013-2018) related to management of natural resources and economic diversification to promote inclusive growth.

The project supports the principles of UNMEER that include reinforcement of government leadership, delivery of rapid impact on the ground, close collaboration with actors outside the UN, and tailored responses to the specific needs of targeted beneficiaries. Interventions will be gender sensitive, and will be implemented in close coordination with the relevant EVD response pillars. All interventions will systematically integrate behaviour change communication aspects aimed at reducing EVD risks as well as addressing general health sanitation aspects. The interventions will focus on districts in Sierra Leone, which have been most severely affected by the EVD crisis.

The policy role of the Government and particularly the Ministry of Finance and Economic Development (MOFED) and MoHS will be critical. Identifying strategic issues and priorities at the Government level, formulating recommendations and responsive policies, strategies and supporting related donor coordination efforts of various interventions will be vital.

Partnership with Government, UN agencies, the World Bank, African Development Bank, the European Union, MRU and other international agencies and NGOs is crucial to the response and sustainable recovery from Ebola. Partnerships and shared learning with neighbouring countries is also critical and will be established.

The following are some of the **key guiding principles** for the project:

- Be anchored in national and local actors' realities and contexts
- Build national and local capacity
- Make long term commitments and strategic plans
- Building strong partnership and dynamic relationships that are transformative
- Ensure national ownership
- Use and promote participatory practices
- Influence humanitarian and recovery/resilience building assistance
- Maximize synergies among different actors through efficient coordination of stakeholders
- Include risk reduction and conflict prevention measures
- Ground interventions on a thorough understanding of the context

- Ensure integration of other cross-cutting issues such as human rights and environmental sustainability
- Promote equality and develop local capacities
- Promote gender equality and meaningful female participation in all areas of work
- Monitor, evaluate and learn through appropriate participatory techniques and mechanisms
- Build on and/or reorient ongoing development initiatives.

Outputs and planned activities

Outcome 1 – Government of Sierra Leone Security Sector Institutions are better able to respond to the EVD Outbreak.

Output 1 - Supporting the Government of Sierra Leone's Security Sector Institute Response to Ebola Crisis

1. Support prevention of Ebola in Detention Centres and Prisons in Sierra Leone: UNDP support will be designed to decongest the 18 prisons in Sierra Leone (with a total population of approximately 3500 prisoners) through a range of initiatives including strengthening of case management processes in the prison system to identify remand and appeal cases that need to be presented to Court, prisoners approaching the end of their sentences and identifying of priority cases such as juveniles, women and minor offenders as well as strengthening legal aid provision. These latter initiatives are being used for advocacy purposes given the President has a discretion to award a “prerogative of mercy” and pardon prisoners. Having an effective census in place will be an important advocacy tool in this.

UNDP would support training and capacity building of prison staff as well as the inmates on hygiene issues thereby minimising the chances of contamination. These initiatives will support activities currently in progress including construction of observation centres across the centre (designed to screen prisoners before introduction into the prison population) and that UNDP has already received funding from the Ebola Multi-partner Trust Fund.

This project will have the long-term benefit of reducing prison over-crowding which has been a long-standing problem in Sierra Leone and assist in address widespread human rights abuses, such as violations of the right to freedom from arbitrary detention, the right of detained persons to be treated with humanity and with respect for the inherent dignity of the human person and the right to be brought before a judge for trial within a reasonable timeframe.

2. Enhance Capacities of Security Sector Providers to effectively respond to Ebola Outbreak:

Funding will support the Security Sector including Sierra Leone Police (SLP) and Armed Force (RSLAF) under the leadership of Office of National Security (ONS) to undertake the following:

i. Support Police and Military Personnel understanding on human rights compliant SOPs on security measures related to Ebola including Quarantines, checkpoints, burials and the State of Emergency- Training of 2000 RSLAF and SLP Staff on Standard Operating Procedure for quarantines, checkpoints and burials, state of emergency provisions and EVD awareness. There are already a group of trainers in country from the Security Forces who have a curriculum in place and who completed training of 2000 personnel in December 2014. This will complete the training programme and ensure that personnel who are deployed are provided with pre-deployment training. This will include a deployment of

approximately 1000 military who are newly arrived from peacekeeping duties in Somalia and who will be immediately deployed after arrival to Sierra Leone. Funds will also support provision of essential equipment to those in the field including mosquito nets, torches, tents and disposable gloves complementing kit that has already been provided in December.

UNDP will also support the strengthening of community policing initiatives in one (1) pilot area. There are currently Local Police Partnership Boards (LPPBs) in place which were established in 2002-03 and are a mechanism to forge public trust. The LPPBs are voluntary bodies of community members and the SLP designed to be set up in every police division to serve as a crime prevention and crime-fighting mechanism. The pressure on these bodies to defuse public tensions is increasing at the moment particularly given the numbers of security forces deployed and the potential for public unrest that the EVD crisis is creating.

ii. Strengthening of national security coordination systems. The ONS has now set up a 24 hour incident room at its HQ in Freetown and has in place both regional and district security committees. In addition to that the SLP have in place a National Joint Operations Centre and 5 Regional Centres all of which coordinate Police Operations and provides valuable intelligence to allow informed decision making. The UK has provided technical assistance to these 2 bodies whilst UNDP have assisted in putting in place more robust communications systems across the country. Funds will support placing of technical expertise to ensure both ONS and SLP have effective national security coordination systems in place and additional hardware including VHF, HF and internet connectivity at key regional and district centres. This technical support would be designed to provide training to those manning the situation rooms and the Emergency Call Centre. This would look at development of SOPs & protocols, staff training and a working environment where operational information is readily available. In the long-term as the EVD crisis reduces there is scope for providing a single emergency services contact point integrating the Fire Force and Ambulance Service given the effectiveness of the EVD "117 Emergency Service".

With over 4000 personnel deployed, oversight is as equally important as coordination. Funds will support strengthening of this and support activities of the Human Rights Commission, Independent Police Complaints Board, SLP Internal Affairs and RSLAF Disciplinary Section. It would support monitoring of quarantines, potential excesses by the Security Forces (there are over 4000 deployed), checkpoints etc. This would include training on investigations and complaints handling for selected staff (to be overseen by UNDP Policing Consultant: to date none of IPCB have received training, SLP Internal Affairs are also in the main newly deployed and have also received no training)

iii. Strengthened Border Security: The capacity for Sierra Leone to effectively manage its borders remains among the most pressing areas within the security sector in need of support. The EVD crisis has highlighted this with the existence of porous borders arguably contributing to the spread of the outbreak from Guinea to Liberia and Sierra Leone. Central to this is the need to build confidence between communities and the authorities at the local level. This is often compounded by the fact that border communities are often neglected/ overlooked and do not receive assistance from the Government.

This has been recognised by the Ebola affected states who in turn agreed to a series of cross border initiatives on 9 December through the signing of the Monrovia Communiqué. Recommendations include: (1) development of an open border policy to allow transportation of patients and lab samples across borders (2) sharing of cross border information (3) border posts to be reinforced with capacities for screening and isolation (4) EVD supplies to be prepositioned near border posts (5) development of initiatives with Elders and Communities in border areas.

To support the implementation of this communique, UNDP will work with the Mano River Union (MRU) in 3 strategic border locations, Jendema, Koindu and Kambia which are 3 main land border crossing points to Guinea and Liberia. UNDP will support implementation of points (3) and (5) working in partnership with the MRU as well as ONS who have recently completed a Sierra Leone Border Management Strategy with UNDP support.

UNDP will prioritise border communities in Jendema, Koindu and Kambia for messaging and sensitisation on Ebola and also engage in confidence building measures with these communities and local authorities. The MRU has in the past established Joint Border Security and Confidence Building Units (JBSCBU) along key borders communities, with a view of enhancing confidence among communities along these borders thus promoting peace and security. These Units comprise of members representing all segments of the citizenry on all sides of the border and have been set up in communities around Jendema, Koindu and Kambia. This is mirroring some parallel efforts by the MRU in Guinea with similar initiatives being envisaged in Liberia in the future.

The MRU will also work with Border Agencies including SLP, ONS, RSLAF and Customs to ensure that the Border posts remain open for business and are also able to provide screening services, including temperature checks, soap/chlorine etc. to prevent cross border spread of the Ebola.

The MRU is currently liaising between the Guinea, Sierra and Liberian Authorities and has already on occasions succeeded in re-opening the land borders during the crisis. This is vital given the important cross border trade.

Outcome 2: The immediate needs of affected households and communities are met, their livelihoods are protected, and opportunities for more resilient livelihoods have been generated through employment creation

UNDP will use a range of interventions, including distribution of solidarity packages to enable EVD affected households to meet their immediate needs, conditional and unconditional social cash transfers to assist the most vulnerable with short-term employment and skill development. Furthermore, small businesses will be supported to generate much-needed employment opportunities.

Output 1: Solidarity packages designed and delivered to targeted households and communities to help them meet their immediate needs and facilitate early recovery

This intervention will provide support to targeted individuals, households and communities through the design and provision of solidarity packages comprised of essential items. Contents of the solidarity packages will be determined based on UNDP, UNICEF, WFP, MoH, and other partner's previous experience and the changing needs of targeted groups, with the aim of meeting the immediate material needs of families

Output 2: Emergency employment creation and social cash transfers

Cash transfer and livelihood schemes will serve as the foundation for more sustainable income generating activities and alternative livelihoods for targeted households. UNDP will support the Government through employment creation schemes, which will have the dual effect of enhancing the social contract between Government and citizens and using the capacity of the affected population in the (early) recovery of the country. Priorities will be identified within communities and Local Councils based on existing and/new development plans in the affected areas.

Cash transfers can help reduce hunger and vulnerability, but injection of cash alone might be detrimental to the local and national economies of the affected communities. Therefore, our interventions will follow the 3x6 approach that has been successfully piloted by UNDP to operationalize the three-track approach for sustainable economic recovery in crisis and post-crisis contexts. Our approach will include three steps that will be informed by livelihoods and market assessments:

1) Conditional cash transfers for engagement in work or skills improvement/training activities based on community priorities. This could include labor-intensive activities such as rehabilitation/maintenance of infrastructure, rehabilitation of mined-out areas, rural development and food security (e.g. land clearing for vegetable gardens, irrigation schemes, animal husbandry), provision of essential community services (e.g. water and sanitation, road access, waste management).

2) Saving a percentage of the cash earned, for future investments. Individual or group savings will be multiplied by the project to provide a larger start-up capital for economic activities that hold the largest potential for success.

3) Investment in self-managed, economically viable, and environmentally sustainable livelihood alternatives (e.g. see box A). Coaching and support for this phase can be provided through Business Development Service (BDS) centres

Output 3: Improved sustainable livelihood opportunities for economic empowerment of affected groups

Existing small and medium-sized enterprises (including smallholder farmers and agri-businesses) that deliver essential goods or services to their communities, and which have been affected by the Ebola crisis due to quarantines⁵ or other restrictions introduced to deal with the crisis, will receive support to innovate, diversify, or grow their business to generate further employment in the locality.

Support will be provided through existing Business Development Service (BDS⁶) centres that were established by UNDP in collaboration with the National Youth Commission (NAYCOM) and other partners in Freetown, Bo, Newton, Kenema and Makeni. In addition, Kailahun, Moyamba and Bombali will be covered by BDS support. BDS Centres can provide support in areas such as business plan development, market information management, coaching and mentoring and business and financial management skills building. The project will supplement available knowledge in the BDS Centres with training workshops specifically targeting innovation and diversification aspects relevant to (post-) Ebola crisis service delivery needs.

Strategies that could be implemented include technical assistance, access to finance, enhanced support to entrepreneurship and micro-businesses start-ups, targeted vocational training and skill development opportunities, and strategic private sector development to specific vulnerable groups including EVD survivors, PLHIV, disabled, poor female headed households.

⁵ E.g. Bombali, Kailahun, Kenema, Moyamba, Port Loko.

⁶ See: www.businessdevelopments.org

Box A: Livelihoods Options

The following are potential interventions that could be supported by UNDP, together with the government of Japan, based on the outcomes of participatory community needs assessments and market analyses:

- Entrepreneurial/multi-skills/market-oriented training in trades such as welding, woodcarving, handicrafts, catering, waste-to-wealth⁷ (W2W) businesses, etc.
- Production of alternative sources of animal protein (especially in the areas where bushmeat⁸ trade is an important economic sector), e.g. by supporting poultry/pork/cane rat production, or by establishing insect/fish farms.
- Homestead gardens or key hole-gardens – producing vegetables for home consumption and sale of surplus. Links together the key challenges of food security, nutrition, health, and income generation, particularly for women.
- Agricultural/agroforestry livelihood support in terms of nutrition sensitive and ecologically sound agriculture/agroforestry, storage facilities, market flows, and value adding (e.g. fruit/ cassava/coconut/cashew/peanut/bee wax processing, etc.).

BENEFICIARIES AND PARTNERSHIPS

Intended beneficiaries

Ultimately the beneficiaries of this project are the targeted communities in prioritized districts and the government of Sierra Leone. The successful achievement of the objectives should result in institutions being better able to respond to and address the impacts of the EVD crisis in a manner that respects international norms and human rights. These institutions will benefit from project activities through support for institutional capacity development and extension of services. These include the Police, Office of National Security, Ministry of Internal Affairs, Military, Sierra Leone Prison Service, Security Committees at the regional, district and chiefdom level, communities in EVD affected areas including border communities and civil society.

The livelihood interventions will benefit Ebola-affected households in 3 of the most badly affected districts in Sierra Leone. A package of linked interventions including the distribution of solidarity kits, conditional and unconditional social cash transfers, emergency employment schemes and the strengthening of SME's will facilitate the protection and recovery of livelihoods and stimulate the local economy. The Government of Sierra Leone will benefit through employment creation schemes, which will have the dual effect of enhancing the social contract between Government and citizens and using the capacity of the affected population in the (early) recovery of the country.

⁷ UNDP has supported a W2W project through a PPP with the City Council in Makeni, which has proven very successful and could be scaled up and/or replicated elsewhere.

⁸ Bushmeat constitutes 20-80% of animal protein eaten in many regions in Africa. In urban areas, it is often viewed as a delicacy and many are willing to pay premium prices. In Sierra Leone, bushmeat is more expensive than conventional meat, and often comprises a large share of household income for poor households. However, the bushmeat trade offers a threat to biodiversity and consumption of bushmeat (e.g. primates, monkeys, and bats) has been identified as a possible vector for zoonotic diseases, including Ebola. Farming of "grasscutters" (*Thryonomys swinderianus*), which are sold for premium prices on the bushmeat market has successfully been promoted in Ghana and Nigeria. Another alternative could be the cultivation of commonly eaten insects such as bee larvae or crickets. For more info see: West Africa Trends – Bushmeat and the future of protein in West Africa, ACET (African Center for Economic Transformation) Newsletter 9, 2014.

The successful completion of the projects objectives will result in:

- Upholding of minimum human rights standards of security forces across the country and particularly in quarantined areas, roadblocks and key facilities that they are guarding (i.e. hospitals)
- Improved access to basic services particularly for those in quarantined areas
- Improved information flows to facilitate enhanced analysis, timely and improved quality of decision-making. Investing in strengthening capacities of the Primary Security Sector Command Centres will also enhance their abilities to effectively command, supervise and oversee their personnel, ensure that instructions and policy decisions are passed down the chain quickly and more effectively and allow more “real time” information to be communicated and quickly acted upon. Moreover it will enhance the Police and ONS’s capacities to monitor community tensions, and predict foreseeable scenarios and plan accordingly including logistical requirements,
- Security Forces including Police and Military who are deployed throughout the country are adequately resourced. Currently there are 1600 RSLAF deployed and an estimated similar number of Police Personnel.
- De-escalate community tensions through a range of confidence building measures between local communities and government
- This project will have the long-term benefit of reducing prison over-crowding which has been a long-standing problem in Sierra Leone and assist in address widespread human rights abuses, such as violations of the right to freedom from arbitrary detention, the right of detained persons to be treated with humanity and with respect for the inherent dignity of the human person and the right to be brought before a judge for trial within a reasonable timeframe.
- Enhanced resilience of targeted households in three districts through the provision of solidarity packages containing essential items.
- Protection and recovery of the livelihoods of targeted households, through social cash for work and improved skills for investment in sustainable livelihoods.
- An enhanced social contract between Government and citizens and using the capacity of the affected population in the (early) recovery of the country.
- Sustainable economic recovery and increased opportunities for paid employment through the strengthening and growth of local SMEs.

External Partnerships

UNDP in Sierra Leone works in partnership with the Government as well as international and local NGOs and civil society. Key partners include government ministries, district councils, the Sierra Leone Police, Military, Prison Service, Office of National Security, Sierra Leone Human Rights Commission, Independent Police Complaints Board, the Environmental Protection Agency, the National Commission for Social Action, Ministry of Agriculture, Forestry and Food Security, and the Ministry of Youth.

UNDP will also work with other UN agencies including UNICEF, UNODC and UN Women as well as other prominent partners working in the sector including the UK supported Access to Justice and Security Programme (ASJP) and International Security Advisory Team (ISAT)

At the district and grassroots level, we will work with community-based rule of law providers such as Security Committees, Local Police Partnership Boards, Joint Border Security and Confidence Building Units, Paramount Chiefs and local community members.

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| partners resulting in reluctance to engage with the project. | | | |
| <ul style="list-style-type: none"> Localized public demonstrations and violence restricting the ability of project partners to interact with beneficiaries | Medium | High | <ul style="list-style-type: none"> Incorporation of conflict mitigation components should contribute to reduction of this risk. <p>Responsible: UNDP, ONS/DMD, SLNP</p> |

RESULTS AND RESOURCES FRAMEWORK

| Outcome 1 | Output Indicators/ baseline/ targets | Specific activities | Time lines | | | | Budget |
|---|---|--|------------|----|----|----|-----------|
| | | | Q2 | Q3 | Q4 | Q1 | |
| Output 1: Risk of EVD Outbreak in Prisons is reduced through decongestion measures, screening and improvements in hygiene (training of Prison Officers on Hygiene, provision of legal aid, roll-out of case-management system in 5 prisons, provision of hygiene materials to priority prisons) | I: # of legal aid cases, # of case management systems established, # of prison guards/prisoners trained on hygiene issues B: no case management system in place, legal aid in prisons ongoing, basic hygiene and EVD Awareness provided to selected prison officials T: Legal aid provided to a minimum of 50 cases per month, case management system established in a minimum of 5 prisons | Activity 1.1. Grant with Prisons Watch to provide training to Prisoners & Staff on hygiene procedures, legal aid in prisons and train officers on new case management system (sub-grant with Prisons Watch including LINGO Staff salaries including local lawyers and operating costs) | X | X | X | X | \$130,000 |
| | | Activity 1.2: Procurement of computers/ I.T. equipment in key prison facilities (5 desktop computers and accessories) | X | | | | \$10,000 |
| | | Activity 1.3: Procurement of hygiene and WATSAN equipment in 17 prisons and 3 juvenile homes (includes buckets, PPE, electrical thermometers, disinfectant, soap, mops, cloths and cleaning equipment) | X | | | | \$20,000 |
| Output 2: Enhance capacities of Security Sector Providers to effectively respond to EVD Outbreak | I:# of personnel trained, # of pilot community policing projects set up; B: 2000 personnel trained to date T: minimum of 2000 SLP/RSLAF / govt personnel trained on SOPs (4000 in total) , 1 community policing pilot established, essential equipment provided to RSLAF & SLP | Activity 2.1: Grant with Office of National Security to conduct training to 2000 personnel including fuel, per diems, stationary, photocopying, refreshment/food, communications reporting (sub-grant with Office of National Security including per diems, transportation costs, communication, stationary) | X | X | | | \$55,000 |
| | | Activity 2.2: Procurement of equipment for 2000 military | | X | | | \$100,000 |

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| | | and Police deployed including sleeping bags, mattresses, tents, torches, disposable gloves, mosquito nets, PPE(this would be procured for those engaged in high risk activities such as burials) as well as those working in military field hospitals), VHF/HF Radio Batteries (blankets, mattresses, mosquito nets, torches, disposable gloves, tents, disposable gloves x 2000) | | | | | |
| | I # of investigators trained, # of situation room staff trained, B. IPCB Investigators/ complaints handlers have been appointed but received no training; SLP Internal Affairs (CDIID) have received no training since 2009 T. SLP National Joint Operations Centre AND Five (5) Regional SLP Command Centres capacities increased ; A minimum of 20 SLP and IPCB investigators are trained on complaints handling and investigations (thereby improving oversight of security forces deployed in Sierra Leone) | Activity 2.3: NGO and Government Grants to launch community policing initiative in 1 pilot location over 1 year (sub-grants with local NGOs) | | X | X | X | \$110,000 |
| | | Activity 3.1.: strengthening national security coordination systems through secondment of Int Police Expert to ONS/SLP Situation rooms to provide advice, mentoring and guidance (International Consultant x 3 months) | | X | X | | \$60,000 |
| | | Activity 3:2: Int. Consultant to provide training on investigations, complaints handling plus costs associated with training (International Consultant x 6 weeks) | | X | | | \$40,000 |
| | | Activity 3.3: provision of IT Equipment, VHF and Communications to SLP (VHF batteries, base station batteries, desktop computers x 6) | X | | | | \$25,000 |
| | I. # of households sensitised, # of hygiene kits provided, # of peer educators provided with training, B T: 3000 households sensitized on EVD symptoms and transmission 150 Hygiene kits provided to target communities 150 Peer Educators trained on | Activity 4.1. grant with Mano River Union to provide sensitization to border communities & staff at key land border crossings including ToTs, awareness, reproduction of communications materials (sub grant with Mano River | X | X | X | X | \$60,000 |

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| | prevention & control of EVD Three (3) largest land border posts in Sierra Leone are equipped and capacity is built to ensure more effective screening and improve overall border management capacities | Union including staff salaries, communications, procurement of WATSAN equipment) | | | | | | |
| | | Activity 4.2.reproduction of hygiene materials for border communities ((includes buckets, PPE, electrical thermometers, disinfectant, soap, mops, cloths and cleaning equipment)) | X | X | | | | \$20,000 |
| | | Activity 4.3. Hygiene equipment provided to main border crossings (includes buckets, PPE, electrical thermometers, disinfectant, soap, mops, cloths and cleaning equipment)) | X | X | | | | \$30,000 |
| | | Activity 4.4. Main crossings between Guinea, Sierra Leone, Liberia provided with Comms equipment including VHF/HF radios, internet connectivity to enable improved coordination, command and control ((VHF batteries, base station batteries,, VHF/HF Radios desktop computers x 3) | | X | | | | \$35,000 |
| Output 4 <i>Quality outputs delivered on time, including successful implementation of M&E, results-based management, knowledge management and communication processes (Management of the Project)</i> | I: Reports and communication outputs produced and disseminated on a regular basis to donors and targeted stakeholders B: 0 T: Quarterly reports, Final Report, signposts at project sites, photos, press releases, social media updates, and website stories published. | Activity 4.1. M&E of Outcome 1 and 2 (transport, DSA) | X | X | X | X | | 5000 |
| | | Activity 4.2 : Communication outputs for Outcome 1 and 2 (transport, DSA, signpost production, printed media) | X | X | X | X | | 5000 |
| | | Activity 4.3.Contribution to Staff Salaries ((1 P4 Project Manager, 1 P4 Police Advisor, National Project Associate), 1 International UNV, 1 National Project Officer)) | X | X | X | X | | \$128,334 |
| Sub-total of Outcome 1 (Outputs 1 + 2) | | | | | | | | \$833,334 |
| GMS (8%), | | | | | | | | \$66,666 |
| Total (Outcome 1) | | | | | | | | \$900,000 |

| Outcome 2 | Output Indicators/ baseline/ | Specific activities | Time lines | Budget |
|-----------|------------------------------|---------------------|------------|--------|
|-----------|------------------------------|---------------------|------------|--------|