

**Sixty-ninth session**

Agenda item 132

Programme budget for the biennium 2014-2015**Revised estimates relating to the programme budget for the biennium 2014-2015 under sections 5, Peacekeeping operations, 8, Legal affairs, 27, Humanitarian assistance, 29B, Office of Programme Planning, Budget and Accounts, 29C, Office of Human Resources Management, 29D, Office of Central Support Services, 34, Safety and security, and 36, Staff assessment****Office of the Special Envoy on Ebola and the United Nations Mission for Ebola Emergency Response****Report of the Secretary-General***Summary*

The present report contains the proposals for revised estimates for the biennium 2014-2015 relating to General Assembly resolution 69/1 for the Office of the Special Envoy on Ebola and the United Nations Mission for Ebola Emergency Response (UNMEER) under section 27, Humanitarian assistance, as well as for backstopping support, under sections 5, Peacekeeping operations, 8, Legal affairs, 29B, Office of Programme Planning, Budget and Accounts, 29C, Office of Human Resources Management, 29D, Office of Central Support Services, 34, Safety and security, and 36, Staff assessment.

The total United Nations system response to the Ebola crisis in the three affected countries will be funded through three financial mechanisms: direct funding from the regular assessed budget for the Office of the Special Envoy and UNMEER for leadership, coordination and facilitation of the overall system response in the affected countries; direct voluntary funding provided to agencies, funds and programmes for the implementation of the global strategic response plan in the affected countries; and the Ebola Response Multi-Partner Trust Fund to provide a



common financing mechanism for the allocation of funds to meet priority needs, encourage early donor contributions and allow a rapid response to unforeseen requirements. The United Nations response is framed within an overarching global approach, which builds on existing plans and strategies to stop transmission, treat those with the disease, ensure essential services, preserve stability and prevent outbreaks in new locations. The overarching and singular objective of all partners, including the Office of the Special Envoy, UNMEER and United Nations agencies, funds and programmes, involved in the response is to halt the spread of the virus in the affected countries. To this end, the goal of the Office and UNMEER is to provide overall strategic guidance, operational coherence and direction to the efforts of the United Nations system, identify resource requirements and, working in accordance with the plans developed, mobilize resources to provide efficient and effective strategic and operational responses to the crisis in communities where they are most needed.

It is estimated that additional resources in the amount of \$189,593,900 (net of staff assessment) would be required under the programme budget for the biennium 2014-2015 and would provide for 376 positions in the Office of the Special Envoy and UNMEER, and 20 positions in 2014 and 9 positions in 2015 at Headquarters for backstopping, and for operational costs, under various sections of the programme budget.

I. Office of the Special Envoy on Ebola and the United Nations Mission for Ebola Emergency Response

A. Background

1. In identical letters dated 17 September 2014 addressed to the President of the General Assembly and the President of the Security Council ([A/69/389-S/2014/679](#)), the Secretary-General highlighted the worsening situation resulting from the outbreak of Ebola virus disease in West Africa and the multidimensional effect on the political, social, economic, humanitarian, logistical and security spheres. He also stated his intention to establish the United Nations Mission for Ebola Emergency Response (UNMEER).

2. By its resolution 2177 (2014), the Security Council, among other things, determined that the current outbreak of Ebola in West Africa was unprecedented and constituted a threat to international peace and security and requested the Secretary-General to ensure that all relevant United Nations system entities, including the World Health Organization (WHO) and the United Nations Humanitarian Air Service, in accordance with their respective mandates, accelerated their response to the outbreak, including by supporting the development and implementation of preparedness and operational plans and liaison and collaboration with Governments of the region and those providing assistance.

3. By its resolution 69/1, the General Assembly, among other things, welcomed the intention of the Secretary-General to establish UNMEER and requested him to take such measures as might be necessary for the prompt execution of his intention and to submit a detailed report thereon for consideration at the sixty-ninth session. The initial activities and actions of the United Nations undertaken in response to the crisis from 19 September (when UNMEER was established) to 31 October were submitted to the Assembly in a letter of the Secretary-General dated 12 November ([A/69/573](#)).

B. Mandate and core objectives

4. The global response to the Ebola crisis builds on existing national and international plans and strategies to stop transmission, treat those with the disease, ensure essential services, preserve stability and prevent outbreaks in new locations. The United Nations response is in turn framed by those strategic priorities, with a focus on supporting the Governments of the affected countries in their efforts to plan, support and fully implement effective and sustainable responses on the basis of national priorities and objectives.

5. As the representative of the United Nations system, the Special Envoy of the Secretary-General on Ebola will provide overarching strategic leadership, coordination and guidance to achieve those objectives, including through consultations with Member States and other stakeholders participating in or contributing to the international response efforts. He will also lead international efforts to mobilize and sustain the necessary political will and strategic resources through proactive outreach to key partners, strategic communications and global advocacy to ensure that political, financial and other assistance is effectively harnessed to tackle the crisis.

6. In the field, UNMEER will build and maintain a regional operational platform, ensuring the rapid delivery of international assistance to meet the needs identified in the affected States, lead the response at the operational level and provide strategic direction to the United Nations system and other implementing partners on the ground. It will also work closely with all Governments and partners contributing to that effort. The mandate of the Mission is linked to the successful implementation of the international response to the virus and its impact, with it being envisaged that the requirement for UNMEER will exist only as long as is necessary to stem the crisis. When it is determined that Ebola no longer poses a grave threat to the people of the affected countries and the relevant Governments feel that they have sufficiently transitioned into a normalized Ebola transmission prevention and response approach, the Mission will have achieved its objective and will be disbanded. The Mission will seek to carry out its mandate, to the extent possible, in a manner that strengthens national capacity. The Special Envoy, UNMEER and WHO will work closely and consistently with the Governments of the affected countries and key stakeholders to define and determine a point at which such a decision is appropriate, whereupon the Special Envoy will advocate appropriate preventive measures in countries of the region on the basis of the assessment from the field and engage globally on preparations for future international responses to Ebola.

7. The overarching objective of all partners involved in the international response is to rapidly halt the spread of the virus in the affected countries, in particular the current outbreaks in Guinea, Liberia and Sierra Leone. Towards that objective, within the context of delivering against immediate response priorities, UNMEER will harness the capabilities and competencies of all relevant United Nations actors under a unified operational structure to reinforce unity of purpose, effective ground-level leadership and operational direction, in order to ensure a rapid, effective, efficient and coherent response. The singular strategic objective and purpose of the Mission will be to work with others to stop the outbreak.

8. In all the work of the United Nations system on Ebola, the national response plans developed by the Governments of the affected countries retain primacy. The Special Envoy, UNMEER and the United Nations system will, within their remits, proactively support those Governments in the strategic orientation, operationalization and implementation of their plans within the framework of the global strategic response concept. The United Nations will work both to respond to immediate needs and, owing to the broader socioeconomic impact of the crisis, to ensure that health and crisis management systems in the affected countries are strengthened to ensure sustainability and resilience.

9. The Mission will work closely with international partners, including Member States, regional organizations, international and non-governmental organizations and others, to operationally direct, coordinate, assist and monitor United Nations system-wide activities in response to the crisis in the three affected countries as effectively and efficiently as possible. It will develop and implement a comprehensive system-wide response framework to make the strategic guidance of the Special Envoy operational. The operational implementation of the strategic response framework will, to a large degree, be carried out by United Nations agencies, funds and programmes through their own voluntary contribution mechanisms, including drawing on the Ebola Response Multi-Partner Trust Fund as required. Broader operational implementation will largely be carried out by

governmental and non-governmental entities working in response to the national priorities in affected countries.

10. Owing to the severe and exceptional nature of the crisis, the Special Envoy and UNMEER report directly to the Secretary-General. The Secretary-General will, through direct and regular engagement with the leadership of all United Nations entities, ensure system-wide coherence in the response to the outbreak.

11. The Secretary-General will report monthly to the General Assembly on the progress and results achieved and to the Security Council upon request. The frequency of reporting will be revisited as the situation on the ground evolves and in accordance with the expressed requirements of Member States.

C. Major resource planning assumptions

12. The efforts of the Special Envoy and the activities of UNMEER represent the collective intent, will and action of all United Nations agencies, funds and programmes with regard to the response to the crisis in the three affected countries. UNMEER and the United Nations agencies, funds and programmes will integrate and coordinate their efforts to ensure mandate implementation with the most efficient and effective use of resources, addressing common priorities and avoiding any overlap or duplication of functions. The present report contains the funding requirements for positions and operational costs limited to the functions of UNMEER and the Office of the Special Envoy of coordinating, assisting and monitoring United Nations system-wide activities in response to the crisis, in particular in Guinea, Liberia and Sierra Leone.

13. Owing to the urgent need for rapid action to set the strategic direction of the global response, and to prevent the further spread of the virus in the field, the Special Envoy and the Mission have undertaken initial activities, conducted start-up and implemented activities concurrently with an initial focus on stopping and treating the outbreak and delivering on community mobilization in order to break down the patterns of transmission. For the biennium 2014-2015, the delivery of those strategic and operational functions will see budgetary requirements of \$184,676,500 (net of staff assessment) for UNMEER and the Office of the Special Envoy. Emergency operational response activities to be implemented by agencies, funds and programmes will be executed at an estimated cost of \$1.5 billion, to be funded through voluntary contributions received by the agencies, funds and programmes, including those made to the Trust Fund. This will see total estimated resource requirements for the immediate response by the United Nations system of some \$1.7 billion.

14. The Trust Fund will provide a mechanism for agencies, funds and programmes to seek resources beyond those of their own voluntary contribution processes. As at 17 November 2014, some \$121 million had been committed and pledged, with \$13.8 million actually received. The funds will be used for the most critical, unfunded operational priorities of the response, with their allocation decided by the Special Envoy in collaboration with an advisory committee.

15. Beyond the immediate response, efforts to ensure essential services, preserve stability and prevent outbreaks in countries that are currently unaffected will also need support. While the financial implications of those functions are being

reviewed, it is estimated that costs relating to both immediate needs and beyond may be in the region of \$4.2 billion. That figure will be based on the speed and effectiveness of the response of the international and national communities in terms of mobilizing and deploying the necessary resources. The bulk of the essential services and stability and prevention activities is anticipated to be funded through voluntary contributions received by agencies, funds and programmes, support from the World Bank and contributions to the Trust Fund. Accordingly, from the emergency response phase to the development and recovery phase, the wider United Nations system intervention in the affected countries is currently estimated at \$4.2 billion.

16. Related funding flows will be monitored collaboratively throughout the United Nations system. Resources approved in response and subject to the estimate will be accounted for using existing systems and processes, including the enterprise resource planning system (Umoja). Resources directed through the Trust Fund will be monitored and accounted for under the conditions established in its terms of reference. Resources provided beyond those mechanisms will be subject to tracking using the Financial Tracking Service managed by the Office for the Coordination of Humanitarian Affairs, along with monitoring by the World Bank President's Delivery Unit.

D. Response approach

17. As noted above, the Special Envoy will represent the United Nations system and provide overarching strategic leadership, coordination and guidance, including through consultations with Member States and other stakeholders, and lead international resource mobilization, strategic communications and advocacy efforts. To ensure that an appropriate technical and health-related policy framework governs the global effort, the Special Envoy will work closely with WHO in Geneva to develop and provide the overall global strategic response plan towards which the efforts of the Mission and other partners will be aligned. He will continue to lead the Global Ebola Response Coalition, through which all efforts among Governments, implementing partners and the United Nations are coordinated to ensure accountability and that resources are effectively mobilized and used transparently, both now and in the future.

18. UNMEER will establish and maintain a regional operational platform to ensure the effective and targeted delivery of international assistance. The Special Representative of the Secretary-General and Head of Mission will lead the emergency response at the operational level and provide operational direction to the United Nations system, the United Nations country teams and other implementing partners on the ground. He will ensure that UNMEER develops and implements a comprehensive system-wide response framework to make the strategic guidance of the Special Envoy operational. The operational framework and the supporting country operational plans established at the national level will draw upon and direct the efforts of United Nations agencies, funds and programmes to stop Ebola in support of response plans led by national Governments.

19. UNMEER will combine the technical expertise of WHO with the operational strengths and capabilities of other United Nations agencies, funds and programmes. It will provide strong crisis management expertise to scale up and lead the efforts of

United Nations entities and international and local non-governmental organizations in support of national response efforts, reinforcing and responding to national plans developed by the affected countries themselves.

20. Through consultation with key stakeholders and implementing partners, the Mission will gather critical data at the field level to best inform decision-making and prioritization of the international response in accordance with national plans. The priorities and required resource needs will be shared with Member States, regional and subregional organizations and other partners to enable assistance to be coordinated and directed to areas of highest need. To deliver the information and support implementation, each UNMEER country office will be led by an Ebola crisis manager who will report directly to the Head of Mission. The Special Envoy also has strategic advisory lines to the Head of Mission.

21. The work of both the Special Envoy and the Mission will be guided by the principles of reinforcing government leadership, delivering rapidly on the ground, close coordination and collaboration with actors outside the United Nations, tailored responses to the particular needs in different countries, the leadership of WHO on all health issues and the identification of benchmarks for the post-emergency transition and to ensure action that strengthens systems.

22. A response liaison office in New York will be responsible for supporting both the Special Envoy and UNMEER. Its main functions will be to ensure the coordination and harmonization of the Headquarters response, to closely cooperate and collaborate with representatives of the agencies, funds and programmes responding to Ebola and to act as the main focal point for Member States, multilateral partners and intergovernmental bodies based in New York.

E. Major operational planning assumptions

23. The constantly evolving nature of the outbreak means that any response, whether national or international, must be dynamic, agile and highly flexible. The response must react to shifting trends of transmission, seeing flare-ups in one area, declines in another and the continuing potential for spikes and troughs in the outbreak across countries, counties, provinces and districts. Combined with this is the risk that the disease will make inroads into previously unaffected areas or those where previous infection rates had dropped off to nil. Consequently, the United Nations response must be sufficiently dynamic, flexible and proactive to shift the operational, logistical and planning focus of its efforts, and those of its partners, to the areas of greatest need rapidly, effectively and sustainably, or else risk being constantly in a position of attempting to catch up with the impact of the crisis.

24. The United Nations approach to the outbreak frames goals over 30-day, 60-day and 90-day periods as part of the immediate response. In the first 30 days, which began on 1 October, the objective was to establish an UNMEER presence in Ghana, Guinea, Liberia and Sierra Leone and to deploy personnel, aircraft, vehicles and communication and logistical capabilities to ensure the rapid build-up of operational enablers. At the 60-day mark, the objective is to have all major inputs in place in order to achieve 70 per cent case isolation and 70 per cent safe burials. This will require high-capacity scale-up and sustainment of Ebola treatment units and the establishment of community care centres as part of national response plans. By the 90-day mark, the objective is to achieve 100 per cent case isolation and 100 per cent

safe burials, in addition to a declining rate of new infections in most areas. Beyond that period, if successful, the objective will then need to be effectively, sustainably and universally applied over time to ensure the full elimination of the current outbreak. To develop an effective framework for the implementation of initial operations to achieve the goals, UNMEER held an operational planning conference in Accra with a range of United Nations actors and international partners from 15 to 18 October. The operational framework defined the scope of the crisis, considered projections for potential growth of the outbreak, elaborated United Nations activities in support of national responses and assigned responsibility for the delivery of critical lines of action and enabling activities within the United Nations system. The following four critical lines of action in support of containment were identified and will be coordinated by UNMEER:

(a) *Case finding and contact tracing.* Identifying and isolating, as soon as possible, those suspected of having Ebola or of having come into contact with an infected person is key to halting the spread of the virus;

(b) *Case management.* Treating those infected with Ebola in Guinea, Liberia and Sierra Leone is not only an overarching humanitarian imperative, but also crucial in stopping the spread of Ebola by preventing infected persons from transmitting the disease further;

(c) *Safe and dignified burials.* Ebola virus spores are present in the highest concentration in an infected person at the point of death. Cultural practices and conventions associated with death and burials in Guinea, Liberia and Sierra Leone are a key vector in spreading the disease and assessed as being responsible for approximately half of all new cases;

(d) *Community engagement and social mobilization.* At the absolute root of defeating Ebola is community action and engagement. A lack of understanding of the disease, fear of the unknown, misperceptions about how the disease spreads and standing cultural practices that lie at odds with medical advice and recommended methodologies to combat Ebola all need to be overcome in a sensitive and culturally appropriate manner.

25. A set of enabling activities was also identified to underpin those lines of action. The activities include direction of logistics support, mobilization of personnel and volunteers, training, facilitation of cash payments to national responders and information management. Lead agencies, drawn from United Nations entities and international partners, have been identified for each line of action and enabling activity. While not an outcome of the conference in Accra, prevention and preparedness also remain key strategic priorities of the global response strategy. Together with WHO, the Mission will, at their request, support national Governments in their preparedness and prevention activities.

26. In support of the response activities defined in the operational framework, UNMEER will serve as a platform for the direction and coordination of resources and efforts aimed at having an immediate impact in the intensely affected countries. It will provide a range of services, support and infrastructure to enable and ensure an effective and efficient international response, while also enabling an ongoing and sustained planning and operational management process designed to respond rapidly and flexibly to the evolving impact and patterns of transmission of the virus.

27. To best respond to the challenges, UNMEER will be configured in a manner where the structure is closely aligned with the functions to be delivered on the ground. Under the leadership of the Special Representative of the Secretary-General at the Mission headquarters, the Director of Emergency Operations will focus on the planning and delivery of activities, addressing case finding, case management, community engagement and safe burials. Recognizing the critical role of key enabling functions in the overall response, the Mission will, under the oversight of the Director of Emergency Operations Support, focus on the delivery of activities relating to training, cash payments, information management, personnel and volunteer management and operation-specific logistics. To address the risk of future outbreaks and to ensure the quality of the response on the ground, additional capacity will focus on prevention and preparedness for those countries not yet affected and on performance monitoring and reporting. Those activities will be enabled through appropriate execution of logistical, administrative and financial functions led by the Chief of Mission Support. While taking into account the need for tailored responses at the national level to address each specific operational context in the affected States, similar structures will be used to address the functions at the national level.

28. The services to be delivered will be operationalized on the basis of an approach of unity of effort throughout the United Nations system and best use of comparative advantage across partners. This will be achieved through such activities as establishing and providing geospatial information technology and information management infrastructure for the entire United Nations system response, providing an integrated air support service combining UNMEER aviation assets with those of the United Nations Humanitarian Air Service, coordinating public information activities and providing information management on thematic and other cross-cutting issues.

29. Recognizing that timely, clear and accurate information is critical to the global response, the UNMEER geospatial information and telecommunications technology will provide the backbone infrastructure for the entire United Nations system response. The infrastructure will include a wide area network through a combination of satellite and terrestrial links and commercial Internet service providers, radio and mobile communications, messaging systems, videoconferencing services and geospatial services. UNMEER will provide information and communications technology services to the Mission and United Nations agencies, funds and programmes at the level of the Mission headquarters, three regional headquarters, four logistics hubs and all forward logistics bases. Beyond the level of the forward logistics bases, information and communications technology services will be provided by the agencies, funds and programmes, led by the World Food Programme (WFP). In Liberia, UNMEER geospatial information and telecommunications technology support to the regional headquarters, main logistics hub and forward logistics bases will be provided in coordination with the United Nations Mission in Liberia.

30. While non-location-specific transactional services will be carried out by the Regional Service Centre at Entebbe, Uganda, at the field level the support component of the Mission will deal with logistical support, personnel administration of UNMEER staffing requirements, communications and information technology, information management, air and surface transport operations, health care and supply and property management in order to enable the implementation of the core functions of the Mission and partners. In the light of the requirement for significant

agility and responsiveness in supplying support requirements, there will be a need for flexible delivery of services and support across the three affected countries and regional hubs through to the end of supply chains in decentralized, low-infrastructure locations.

31. The concept for delivery in this regard will see the direct execution of supply chain activities providing a rapid response to the emergency operations requirements at the country level by WFP, with UNMEER supplementing and leveraging the existing and arriving capacity to best ensure a coherent logistics management approach. UNMEER will work to identify resource requirements and, in coordination with the Special Envoy, mobilize resources, partnerships or bilateral engagement to provide solutions. The arrangement is intended to achieve the most integrated and optimal use of resources through a unified and singular entity with responsibility for planning and directing the assets within the strategic logistics and supply chain from the point of origin of supplies to the capitals of the three affected countries and further to the 12 forward logistics bases in the three countries and beyond, where possible.

32. Similarly, air transportation resources will be planned, organized and deployed to maximize complementarity with WFP through integration and/or co-location, as applicable. A comprehensive unified flight schedule will be put in place to meet all users' air transportation needs and reduce redundancy, avoid duplication of structures and pool resources to support the complex inter-agency/international response. Control of the air assets will be retained by the parent organizations (WFP/United Nations Humanitarian Air Service, UNMEER and third-party organizations), with UNMEER having access to United Nations Humanitarian Air Service aircraft. The agencies that own, charter or manage the aircraft retain the overall command of the airframe and associated legal responsibilities, however. UNMEER will maintain eight aircraft (2 CRJ-200, 1 CL-603 and 5 MI-8MTV) and complement the capacity of the United Nations Humanitarian Air Service (1 CRJ-200, 2 Beechcraft 1900 and 1 B412).

33. The Mission will provide public information services in order to regularly, coherently and systematically communicate day-to-day progress made by the United Nations system and the wider international community to stop the virus, in close coordination with communications coordination mechanisms at Headquarters. The target audience will include Member States, regional organizations, the private sector, foundations, international and national non-governmental organizations, the United Nations and United Nations system partners, host populations in the three affected countries, the media and the public at large. A key goal of the communication strategy will be to support the national authorities in ensuring effective messaging to the host populations on how to curtail the outbreak.

34. To ensure the most effective and efficient delivery of the response across all lines of activity, UNMEER will tailor its approach to match national circumstances, building on continually improving information-gathering and analysis systems. Owing to the nature of the crisis, including continuing evolutions of the disease profile and transmission trends, UNMEER will be capable of rapidly and proactively adjusting its operational posture and footprint to best respond to adjusted conditions and needs. It will be highly flexible and agile, adjusting the response to ensure the most effective, efficient and best-targeted use of resources to achieve maximum impact on the ground. Through a unified organizational approach, the Mission will be able to adjust field presences and operational models to best

respond to requirements on the ground and redirect resources to areas of immediate need throughout the region at short notice.

F. United Nations system cooperation

35. At the strategic level, given the need to ensure complementarity and coherence throughout the United Nations system, activities will be directed by the Secretary-General. The United Nations crisis management structure, led by the Executive Office of the Secretary-General, will bring together the senior leadership of the Organization, the agencies, funds and programmes and other key partners to tackle strategic issues. Operational direction, coordination and coherence will be ensured through systematic engagement between the senior leadership of the Organization, the Special Envoy and the Special Representative of the Secretary-General and Head of Mission, along with the leadership of key agencies, funds and programmes and other partners.

36. The Special Envoy will further operationalize the approach through regular and direct engagement with the leadership of United Nations agencies, funds and programmes, with a particular emphasis on WHO. He will also ensure coherence between strategic outreach and engagement activities in support of the United Nations response and the Mission through systematic liaison with the Special Representative of the Secretary-General and Head of the Mission.

37. At UNMEER headquarters, the Mission will draw on the experience and skills of a wide range of representatives of United Nations agencies, funds and programmes and other partners involved in the response. This will see, under the management of UNMEER, cooperative arrangements put in place for each entity to provide assistance and perspective on the basis of its comparative and technical advantage across the range of Mission activities and deliverables.

38. At the country level, UNMEER Ebola crisis managers will lead all Ebola-related United Nations activities and ensure that the actions of stakeholders that contribute to the overall response are coordinated with country operational plans. The capabilities and capacities of United Nations country teams will also be essential, both to stopping the outbreak and to addressing its broader socioeconomic impact. Where necessary, with regard to Ebola emergency response, the crisis managers will set priorities and direct the activities of the United Nations and the country teams. Under the guidance of the Special Representative of the Secretary-General and the crisis managers, emergency activities relating to the broader socioeconomic impact of the outbreak will be accorded priority and acted upon, where capacity exists, by the country teams or other actors, noting the requirement that non-Ebola activities should not be conducted to the detriment of the broader Ebola response. Operations of the country teams relating to other aspects of their mandates will be directed in accordance with existing arrangements.

G. Cooperation with regional missions

39. To the extent possible, and without affecting their own sustainability and operations, UNMEER will draw on the resources of existing peacekeeping missions and service centres. The Regional Service Centre at Entebbe will provide service delivery for transactional finance and human resource functions. The Mission's procurement function will maintain a team in Accra and in each country office, while

embedding staff within the United Nations Operation in Côte d'Ivoire (UNOCI) to create synergies and leverage existing capacity, including supervision by UNOCI staff, to ensure the sharing of knowledge and quality control. Air transport assets from the United Nations Office for West Africa, the United Nations Mission in Liberia and the United Nations Multidimensional Integrated Stabilization Mission in Mali will be used on an ad hoc basis to fast-track the response. The logistical support capabilities of the Global Service Centre will be fully leveraged in line with the global field support strategy. The use of such assets will be continuously monitored.

H. Cooperation with other entities

40. At the international level, the United Nations senior leadership, the Special Envoy and the Mission will cooperate and coordinate with Member States, regional organizations, international and non-governmental organizations, the private sector and other key stakeholders to ensure a coherent and effective response. A global Ebola response coalition, led by the Deputy Secretary-General and the Special Envoy, will assist in the process by encouraging synergy between entities involved in the response and identifying where resources and assistance can be directed. The United Nations is also cooperating closely with the African Union and the Economic Community of West African States to ensure coherence among the efforts of each entity and the effective coordination of responses.

41. The provision, distribution and delivery of donated assets from Member States and other partners will be coordinated at the strategic level by the Special Envoy and at the operational level by UNMEER. This will be executed, wherever possible, using airlift/sealift capacity made available by the international community, partner entities or United Nations system airlift capacity, as required. The further distribution of donated assets will be coordinated by the logistics cluster, led by WFP, in coordination with an UNMEER integrated air operations centre in Accra and at the country level.

I. Response profile

42. The Special Envoy (at the Under-Secretary-General level) will be based in Geneva, supported by staff drawn from across the United Nations system and funded through the regular budget. In total, eight positions are proposed, as detailed in paragraph 52 below.

43. UNMEER staffing will comprise 368 personnel, as detailed in paragraphs 53 to 57 below. Staff will be responsible for the planning, direction and coordination of the United Nations system response. They are structurally configured in alignment with the core functions of the Mission and expected outputs across each line of action and enabling activity. They will be drawn from across the United Nations system and funded through the regular budget. Most of the operational implementation of the activities as directed by UNMEER will be undertaken through United Nations agencies, funds and programmes and other partners. Implementing activities and the associated staff required will be funded by voluntary contributions received by agencies, funds and programmes, including those made to the Trust Fund. Of the 368 positions proposed for UNMEER, 137 would be based in Accra, 2 in Abidjan, 72 in each of the three affected countries, 7 integrated into the Regional Service Centre and 6 based in New York for liaison functions.

44. In 2014, the Mission is being backstopped by 20 positions in New York, distributed among the Department of Management and the Department of Field Support, as detailed in paragraph 58 below.

45. In 2015, the Mission will be backstopped by nine positions in New York, distributed among the Department of Management, the Department of Field Support and the Department of Safety and Security, as detailed in paragraph 59 below.

J. Medical support

46. It has become clear, given the circumstances on the ground in the countries most affected by the outbreak, with local resources in all three countries being dedicated to fighting Ebola, that non-Ebola-related health-care facilities have become extremely limited. Where they are available, the quality of care is often compromised. Given the strain placed on the health systems, and the requirement for an increased presence of United Nations personnel throughout those countries, ensuring the availability of adequate medical treatment for personnel suffering from Ebola-related and non-Ebola-related ailments is of paramount importance. Level II hospital capacity will thus be established in Guinea and Sierra Leone to provide systemic non-Ebola-related medical treatment to United Nations personnel working there. Non-Ebola-related aeromedical support and medical evacuation will be provided through the deployment of a range of agile and capable assets and capabilities available around the clock for the immediate preparation and movement of casualties. The assets will include an air ambulance based in Accra for the medical evacuation of non-Ebola-related patients from affected countries to external medical facilities. Aeromedical evacuation teams based in Conakry and Freetown will be used for the stabilization, preparation and medical evacuation of non-Ebola patients using United Nations rotary-wing assets. Such patients will be transferred to the United Nations or other medical capacities in Guinea or Sierra Leone or medically evacuated using the air ambulance facility, as deemed necessary. Given that the provision of medical support is critical to enabling an increased United Nations system presence in support of the affected countries, the requirements will be partly funded through the Trust Fund.

II. Relationship of the activities to the biennial programme plan and programme of work for the biennium 2014-2015

47. The activities of the Office of the Special Envoy and UNMEER relate to programme 23, Humanitarian assistance, and the supporting activities relate to programmes 4, Peacekeeping operations, 6, Legal affairs, and 25, Management and support services, of the biennial programme plan. They also relate to section 27, Humanitarian assistance, and the supporting activities relate to sections 5, Peacekeeping operation, 8, Legal affairs, 29B, Office of Programme Planning, Budget and Accounts, 29C, Office of Human Resources Management, 29D, Office of Central Support Services, and 34, Safety and security, of the programme budget for the biennium 2014-2015.

48. Given the thematic nature of the emergency response, it is proposed that the Office of the Special Envoy and UNMEER be incorporated under section 27, Humanitarian assistance, of the programme budget for the biennium 2014-2015,

corresponding to programme 23, Humanitarian assistance, of the biennial programme plan.

49. The overarching and singular objective of the United Nations system involved in the international response is to halt the spread of the virus in Guinea, Liberia and Sierra Leone. To that end, the Special Envoy on Ebola and UNMEER will provide overall strategic guidance to and coordination of the efforts of the United Nations system to combat the crisis. To that end, the Mission will develop and implement a comprehensive system-wide framework to make the strategic guidance of the Special Envoy operational. UNMEER will provide direction, coordination and support to United Nations system partners and non-United Nations actors in the establishment and effective operation of case finding, contact tracing and laboratory facilities; case management activities and facilities; safe and dignified burials; community engagement and social mobilization; and prevention and preparedness. The global strategic response plan to halt the virus in the three affected countries will be implemented by United Nations agencies, funds and programmes through their own voluntary contribution mechanism, including the Trust Fund.

Objective, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To halt the spread of Ebola in Guinea, Liberia and Sierra Leone

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective strategic direction and coordinated policy guidance by the Special Envoy to ensure a single and cohesive response to the Ebola crisis in the three affected countries by all stakeholders, including United Nations agencies, funds and programmes, donor Governments and national Governments	<p>(a) Strategic priorities of all stakeholders aligned with the agreed global strategic response concept and policy direction framework</p> <p><i>Performance measures</i></p> <p>Target 2014-2015:</p> <p>All key stakeholders agree with the strategic priorities and policy direction framework</p> <p>All key stakeholders commit themselves to supporting the agreed global strategic response concept by contributing resources, assets and capacity</p> <p>No deviation in the execution of agreed strategic priorities</p>
(b) Harnessed voluntary financial resources in support of the United Nations system response to the Ebola crisis	<p>(b) Commitment by pledging donor countries to the United Nations system response to the Ebola crisis</p> <p><i>Performance measures</i></p> <p>Target 2014-2015: All pledges against the estimated \$1.5 billion required for the immediate response needs of the United Nations system deposited in the appropriate funding mechanisms and made available to the implementing partners</p>

(c) Coherent and unified public communications on objectives, targets, principles, approaches and actual progress made on the ground by stakeholders (United Nations, United Nations system, national Governments and international and national non-governmental organizations)

(c) Communication to target audience (Member States, regional organizations, donor Governments, the private sector, foundations, host populations in the three affected countries, the media and the public at large) by all stakeholders is aligned with agreed global strategic response concept and operational framework and presents accurate progress made by the United Nations system response and key partners

Performance measures

Target 2014-2015: Media statements and press releases by the Special Envoy, the Head of Mission, United Nations agencies, funds and programmes and national Governments are consistent with the agreed global strategic response plan and reporting accurate data on the progress made by the United Nations system response to the Ebola crisis

(d) Effective operationalization of the response by the United Nations system and international and national non-governmental organizations to the Ebola crisis

(d) (i) Operational framework in place enabling unity of purpose and a rapid, effective and coherent United Nations response

Performance measures

Target 2014-2015: One clear chain of command, structure and division of labour across the United Nations system

(ii) Alignment of action by key stakeholders, including United Nations agencies, funds and programmes and international and national non-governmental organizations, with the agreed operational framework

Performance measures

Target 2014-2015:

All key stakeholders agree and commit themselves to the operational framework

All needs and gaps at the national and regional levels identified

(iii) Unified air transportation support, together with the United Nations Humanitarian Air Service, managed by WFP, provided to all implementing partners, including United Nations agencies, funds and programmes and international and national non-governmental organizations

Performance measures

Target 2014-2015:

Zero duplication of structures

Daily scheduled flights for transporting implementing partners and supplies respected

All requests by implementing partners for emergency and ad hoc flight movement met within 3 hours

(iv) Coordinated, timely and accurate geospatial information technology and telecommunications infrastructure in Ghana, Guinea, Liberia and Sierra Leone to support UNMEER, United Nations agencies, funds and programmes and other partners up to the forward logistics base level in the three affected countries

Performance measures

Target 2014-2015: 24 hours x 7 days connectivity and support services throughout the Mission area of operations (4 countries) up to the forward logistics base level in the affected countries in support of UNMEER, United Nations agencies, funds and programmes and other partner activities

Outputs

Office of the Special Envoy on Ebola

- Strategic-level engagement plan with key stakeholders designed to identify resources and assets to best fill the gaps at the national and regional levels in stopping the spread of Ebola in Guinea, Liberia and Sierra Leone
- Extensive engagement with key stakeholders, including the Global Ebola Response Coalition, to address the United Nations system response to the Ebola crisis in the three affected countries
- One singular global strategic response concept in the three affected countries
- Weekly meetings with key stakeholders working towards stopping the spread of Ebola in the three affected countries
- Establishment and promotion of a multi-partner trust fund to complement the resources of United Nations agencies, funds and programmes for the implementation of their activities at the country level in Guinea, Liberia and Sierra Leone, as coordinated by UNMEER
- Active outreach to key stakeholders to mobilize the resources required to address the crisis in the three affected countries, including through direct targeted resource mobilization with 10 key Member State and organizational donors

- Travel to and consultation with the Governments of the affected countries, as well as other actors, including the United Nations, the African Union, the Economic Community of West African States, international and national non-governmental organizations, civil society and women's groups, to discuss how to scale up the United Nations system response in support of national efforts
- Direct global advocacy with 10 key Member State and organizational strategic partners to ensure a fully coherent strategic approach to the Ebola response and aligned messaging

United Nations Mission for Ebola Emergency Response

- Development of a comprehensive system-wide operational framework that covers coordination by UNMEER and implementation activities by United Nations agencies, funds and programmes across the three affected countries
- Monthly reports to the General Assembly on the progress of activities and results of operational activities by the United Nations system to address the Ebola crisis in the three affected countries
- Regularly updated list of immediate requirements (gaps) in each of the three affected countries made available to bilateral partners and the United Nations system
- Regular engagement with all United Nations agencies, funds and programmes involved in the response to the Ebola crisis in the three affected countries to identify and align gaps in the form of a policy or operational priority of an individual agency, fund or programme not in line with the overall concept of response to the Ebola crisis, as well as gaps in the form of material, funding (Trust Fund), logistics and aviation support and geospatial information and telecommunications technology backbone structure throughout the Mission area
- Organization of regular press conferences for the public at large on the strategy and progress of the United Nations system response to the Ebola crisis in the three affected countries
- Regular briefings to the General Assembly, the Security Council and regional meetings; weekly briefing with international and national press; interviews with the Special Representative of the Secretary-General, the spokesperson and other Mission officials; UNMEER global Ebola response branding and campaign, including the United Nations Ebola response website
- Travel to and consultation with the Governments of the affected countries, as well as other actors, including the United Nations, the African Union, the Economic Community of West African States, international and national non-governmental organizations, civil society and women's groups, to discuss how to scale up the United Nations system response in support of national efforts
- Provision of some 380 vehicles to facilitate transport of United Nations agencies, funds and programmes and international and national non-governmental organizations operating in the three affected countries
- Integrated air transportation framework to support the movement by air of United Nations system staff, personnel and assets in support of activities to stop the spread of the virus in the three affected countries
- Identification, transport and delivery of vehicles to facilitate movement of national community mobilization, safe burial and medical personnel and teams in support of three national Ebola response planning bodies
- Provision of non-Ebola-related medical evacuation in and from Guinea and Sierra Leone
- Established geospatial information and telecommunications technology backbone infrastructure supporting the entire operations of UNMEER and the United Nations system in the three affected countries up to the level of forward logistics bases

External factors

The objective will be achieved provided that stakeholders do not reduce commitment to the international efforts in place and that there is no lack of voluntary financial support by donors.

III. Estimated additional resource requirements for the biennium 2014-2015

50. Additional resource requirements for the proposals described above for the biennium 2014-2015 amount to \$189,593,900 (net of staff assessment) and are summarized in tables 1 and 2 below by expenditure component and budget section.

Table 1

Additional resource requirements under sections 5, Peacekeeping operations, 8, Legal affairs, 27, Humanitarian assistance, 29B, Office of Programme Planning, Budget and Accounts, 29C, Office of Human Resources Management, 29D, Office of Central Support Services, 34, Safety and security, and 36, Staff assessment, by object of expenditure

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2014-2015 initial appropriation</i>	<i>Additional requirements</i>	<i>2014-2015 revised estimate</i>
Posts	430 803.6	–	430 803.6
Other staff costs	36 594.8	46 737.2	83 332.0
Non-staff compensation	0.1	–	0.1
Consultants	695.6	266.4	962.0
Experts	203.6	–	203.6
Travel of representatives	2 594.1	–	2 594.1
Travel of staff	9 594.7	8 451.0	18 045.7
Contractual services	45 707.8	9 446.9	55 154.7
General operating expenses	122 047.0	74 060.5	196 107.5
Hospitality	61.0	50.0	111.0
Supplies and materials	9 583.9	12 641.3	22 225.2
Furniture and equipment	8 051.8	31 940.6	39 992.4
Improvement of premises	3 586.4	6 000.0	9 586.4
Grants and contributions	69 716.6	–	69 716.6
Staff assessment ^a	486 831.8	4 028.6	490 860.4
Total (gross)	1 226 072.8	193 622.5	1 419 695.3
Total (net of staff assessment)	739 241.0	189 593.9	928 834.9

^a The initial appropriation reflects the totality of the amount of staff assessment and relates to all budget sections, regardless of whether they are affected by the present report.

Table 2
Resource requirements by programme budget section

(Thousands of United States dollars)

<i>Budget section</i>	<i>2014-2015 initial appropriation</i>	<i>Additional requirements</i>	<i>2014-2015 revised estimate</i>
5. Peacekeeping operations	113 454.4	1 096.5	114 550.9
8. Legal affairs	47 809.2	119.8	47 929.0
27. Humanitarian affairs	31 581.4	184 676.5	216 257.9
29B. Office of Programme Planning, Budget and Accounts	36 762.9	134.8	36 897.7
29C. Office of Human Resources Management	76 236.0	1 734.7	77 970.7
29D. Office of Central Support Services	192 027.0	1 517.6	193 544.6
34. Safety and security	241 370.1	314.0	241 684.1
36. Staff assessment ^a	486 831.8	4 028.6	490 860.4
Total (gross)	1 226 072.8	193 622.5	1 419 695.3
Total (net of staff assessment)	739 241.0	189 593.9	928 834.9

^a The initial appropriation reflects the totality of the amount of staff assessment and relates to all budget sections, regardless of whether they are affected by the present report.

51. The proposed resources would provide for 376 positions in the Office of the Special Envoy and UNMEER (see annex I) and 20 positions in 2014 and 9 positions in 2015 at Headquarters (see annex II) for backstopping support, as described below. In addition, the proposed resources would provide for operational costs under various sections of the programme budget for the biennium 2014-2015.

A. Office of the Special Envoy

52. The Special Envoy (at the Under-Secretary-General level) will be based in Geneva and supported by three positions (1 P-3 and 2 General Service (Other level)). In addition, a team of four positions (1 D-2, 2 P-5 and 1 P-3) will be based in New York to support the work of the Special Envoy on issues requiring coordination and outreach with key stakeholders at Headquarters.

B. United Nations Mission for Ebola Emergency Response

53. The staffing complement of UNMEER will comprise 368 positions. Staff will be responsible for the planning, direction and coordination of the United Nations system response to the crisis and be drawn from across the United Nations system. The implementation of most of the activities as directed by UNMEER will be undertaken through United Nations agencies, funds and programmes. Implementing activities and the associated staff required will be funded by voluntary contributions received by agencies, funds and programmes, including those made to the Trust Fund.

54. The Special Representative of the Secretary-General and Head of Mission (at the Under-Secretary-General level) will be based in Accra. The Mission's headquarters in Accra will comprise 139 positions, including 2 integrated into UNOCI, to cover

the Office of the Special Representative and those of the Directors of Emergency Operations, Emergency Operations Support and Mission Support.

55. In each of the three affected countries, UNMEER will be headed by a specialist Ebola crisis manager (at the Assistant Secretary-General level), who will be supported by a team of experienced emergency responders. Activities will focus on operations at the district level. Staffing requirements include 72 positions for each of the three affected countries.

56. The Regional Service Centre at Entebbe will provide service delivery for non-location-specific transactional functions in finance and human resources. In this regard, three Finance Assistants (National Professional Officer) will manage payroll and cashier functions and four Human Resource Assistants (Local level) will manage travel, onboarding and claims from the Centre.

57. The Ebola Response Liaison Office in New York, headed by a director (D-2), will comprise six positions (1 D-2, 1 P-5, 2 P-4 and 2 General Service (Other level)).

C. Headquarters backstopping support

58. In 2014, the Mission is being backstopped by 20 positions in New York, distributed among the Department of Field Support (3 P-5, 2 P-4, 3 P-3 and 3 General Service (Other level)) and the Department of Management (2 P-5, 4 P-4, 1 General Service (Principal level) and 2 General Service (Other level)).

59. In 2015, the staffing needs for backstopping at Headquarters will decrease to nine positions, which would be complemented by general temporary assistance resources for varying periods and be distributed among various departments and offices, as follows:

(a) Department of Field Support: one position (P-5) and general temporary assistance (1 P-4 for eight months and 2 P-4 for six months each);

(b) Office of Legal Affairs: general temporary assistance (1 P-4 for eight months);

(c) Office of Programme Planning, Budget and Accounts: general temporary assistance (1 P-4 for six months);

(d) Office of Human Resources Management/Medical Services Division: six positions (1 P-5, 2 P-4, 1 P-2, 1 General Service (Principal level) and 1 General Service (Other level)) and general temporary assistance (1 P-5 for six months);

(e) Office of Central Support Services/Procurement Division: one position (P-3);

(f) Department of Safety and Security: one position (P-4) and general temporary assistance (1 P-4 for six months).

60. An organizational chart is provided in annex III.

IV. Action to be taken by the General Assembly

61. The General Assembly is requested:

(a) To approve the additional resources proposed in the amount of \$189,593,900 net of staff assessment of the programme budget for the biennium 2014-2015;

(b) To appropriate an amount of \$189,593,900 net of staff assessment of the programme budget for the biennium 2014-2015, comprising \$1,096,500 under section 5, Peacekeeping operations, \$119,800 under section 8, Legal affairs, \$184,676,500 under section 27, Humanitarian assistance, \$134,800 under section 29B, Office of Programme Planning, Budget and Accounts, \$1,734,700 under 29C, Office of Human Resources Management, \$1,517,600 under section 29D, Office of Central Support Services, and \$314,000 under section 34, Safety and security;

(c) To appropriate an additional amount of \$4,028,600 under section 36, Staff assessment, to be offset by an equivalent amount under income section 1, income from staff assessment.

Annex I

Summary of staffing needs of the Office of the Special Envoy on Ebola and the United Nations Mission for Ebola Emergency Response in 2014-2015

<i>Staffing complement 2014-2015</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>FS</i>	<i>OL</i>	<i>International total</i>	<i>NPO</i>	<i>LL</i>	<i>National total</i>	<i>UNV</i>	<i>Total</i>
Office of the Special Envoy on Ebola	1	–	1	–	2	–	2	–	–	2	8	–	–	–	–	8
Subtotal	1	–	1	–	2	–	2	–	–	2	8	–	–	–	–	8
UNMEER																
Accra	1	–	3	4	13	27	21	4	28	–	101	5	22	27	9	137
Abidjan (integrated into UNOCI)	–	–	–	–	–	–	1	–	–	–	1	–	1	1	–	2
Guinea	–	1	1	3	6	15	16	–	16	–	58	2	7	9	5	72
Sierra Leone	–	1	1	3	6	15	16	–	16	–	58	2	7	9	5	72
Liberia	–	1	1	3	6	15	16	–	16	–	58	2	7	9	5	72
New York (liaison office)	–	–	1	–	1	2	–	–	–	2	6	–	–	–	–	6
Entebbe (Regional Service Centre)	–	–	–	–	–	–	–	–	–	–	–	3	4	7	–	7
Subtotal	1	3	7	13	32	74	70	4	76	2	282	14	48	62	24	368
Total	2	3	8	13	34	74	72	4	76	4	290	14	48	62	24	376

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; OL, Other level; NPO, National Professional Officer; UNMEER, United Nations Mission for Ebola Emergency Response; UNOCI, United Nations Operation in Côte d'Ivoire; USG, Under-Secretary-General; UNV, United Nations Volunteer.

Annex II

Summary of Headquarters backstopping staffing needs in 2014-2015

<i>Backstopping in 2014</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>FS</i>	<i>PL</i>	<i>OL</i>	<i>International total</i>	<i>NPO</i>	<i>LL</i>	<i>National total</i>	<i>UNV</i>	<i>Total</i>
Department of Field Support	-	-	-	-	3	2	3	-	-	-	3	11	-	-	-	-	11
Medical Services Division	-	-	-	-	1	2	-	-	-	1	2	6	-	-	-	-	6
Procurement Division	-	-	-	-	1	1	-	-	-	-	-	2	-	-	-	-	2
Office of Programme Planning, Budget and Accounts	-	-	-	-	-	1	-	-	-	-	-	1	-	-	-	-	1
Total	-	-	-	-	5	6	3	-	-	1	5	20	-	-	-	-	20

<i>Backstopping in 2015</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>FS</i>	<i>PL</i>	<i>OL</i>	<i>International total</i>	<i>NPO</i>	<i>LL</i>	<i>National total</i>	<i>UNV</i>	<i>Total</i>
Department of Field Support	-	-	-	-	1	-	-	-	-	-	-	1	-	-	-	-	1
Medical Services Division	-	-	-	-	1	2	-	1	-	1	1	6	-	-	-	-	6
Procurement Division	-	-	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
Department of Safety and Security	-	-	-	-	-	1	-	-	-	-	-	1	-	-	-	-	1
Total	-	-	-	-	2	3	1	1	-	1	1	9	-	-	-	-	9

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; OL, Other level; PL, Principal level; UNV, United Nations Volunteer; USG, Under-Secretary-General.

Annex III

Organizational chart of the Office of the Special Envoy on Ebola and the United Nations Mission for Ebola Emergency Response

