



**HEALTH AND HUMANITARIAN LOGISTICS  
CONFERENCE 18-20 NOV 2015  
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FORMER DIRECTOR UNMEER**

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# Objective

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**UNMEER Objective:** To halt the spread of the Ebola virus in Guinea, Liberia, Sierra Leone (and Mali)

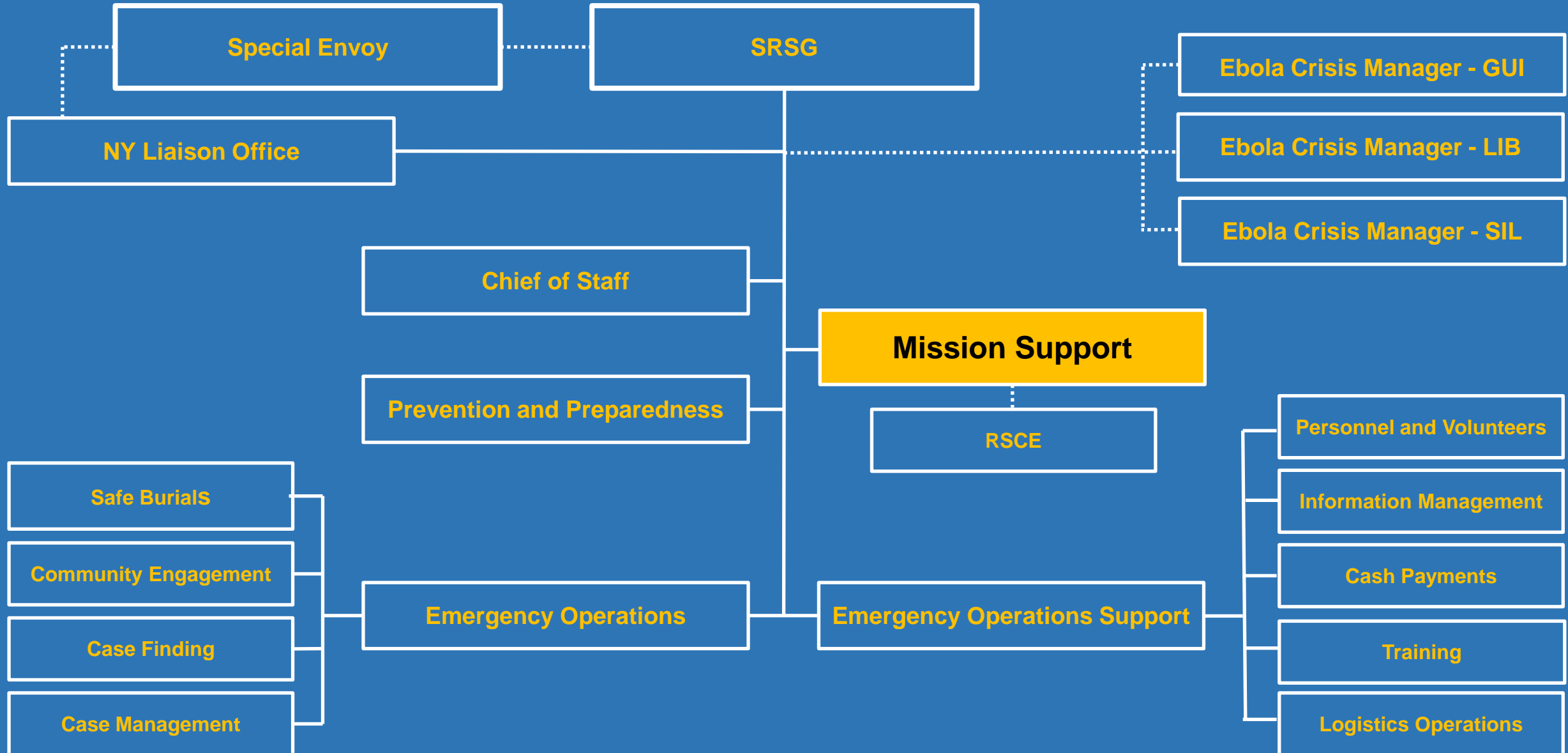
- To this end, the UNMEER was mandated to:
  - ✓ Provide strategic leadership and coordinated policy guidance
  - ✓ Operationalise the intervention by the UN system, inter/national NGOs
  - ✓ Promote a coherent and unified communication strategy - 'One UN, One Voice'

**Mission Support Objective:** In support of UNMEER objective, to provide overall administrative (human resources, finance, procurement), logistics, communication and information technology, and medical support to all components at all locations throughout the Mission area of operation.

- To this end, Mission Support concept of operation was to provide:
  - ✓ Communications and IT (including GIS) backbone infrastructure up to to the forward logistics bases
  - ✓ Integrated passenger and cargo air asset support together with UNHAS



# Organizational Structure





# Mission Support Cooperation

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- **With UN regional missions and centres:**
  - ✓ Regional Service Center (Entebbe) for transactional functions in finance and human resources
  - ✓ ONUCI for procurement services
  - ✓ UNOWA, UNMIL, and MINUSMA for air transportation support
  - ✓ Global Service Center (Brindisi) logistical support



# Complementarity

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- **Geospatial, information and telecommunications technology backbone infrastructure**
  - ✓ For the entire UN system response in the countries up to forward logistics bases was UNMEER'S Responsibility
  - ✓ Beyond the level of the FLB's, GITT services was provided by the agencies, funds and programmes led by the World Food Programme
  - ✓ In Liberia, GITT support to the regional headquarter, main logistics hub, and FLBs was provided in coordination with UN Mission in Liberia
- **Integrated air support service**
  - ✓ Comprehensive and unified schedule of air transportation by combining UNHAS air assets (4 fixed-wing aircraft) with UNMEER (3 fixed-wing and 5 rotary wing aircraft)
  - ✓ Reduced redundancy, avoided duplication of structure, and pooled resources to support this complex emergency operations



# Supply Chain Concept

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- **Change in operationalisation of logistics and transportation support**
  - ✓ WFP was tasked to execute all supply chain related activities at all locations in all affected countries in order to provide rapid response to the emergency operations at country level
  - ✓ Integration and optimum use of resources under one entity (WFP) responsible for planning and tasking assets covering the three capitals and further distribution to the forward logistics bases
  - ✓ UNMEER was tasked to supplement and leverage the current capacities and arrangements with WFP



# Outputs (cont'ed)

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- **Ground Transportation:**

- ✓ Receipt and deployment of UN light passenger vehicles for UNMEER use
- ✓ Preparation and handover of vehicles to national and international partners
- ✓ Maintenance arrangements and insurance coverage
- ✓ Establishment of staff transportation services

- **Medical:**

- ✓ Entry and exit screening and follow-ups
- ✓ Induction training and medical briefings
- ✓ Routine medical and preventive care
- ✓ MOU with Specialist Care and centers for vaccination identified
- ✓ SOP for Medical Evacuations



# Key Priorities

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- **Human resources:**
  - ✓ Fill the vacancies with qualified staff
  - ✓ Focus on field needs
  - ✓ Increase interagency cooperation in identifying candidates through an interagency taskforce
  - ✓ Reduce the delay in processing of entitlements
- **Finance:**
  - ✓ Maintain the integrity of financial standard and mechanisms
- **Procurement:**
  - ✓ Regularize procurement undertaken under exceptional delegations for emergency
  - ✓ Recruit staff particularly for the Ebola affected country offices





# Key Priorities (cont'ed)

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- **GITTS:**

- ✓ 100 percent ICT services in Main HQ, MLB and FLB's
- ✓ Coordinate with WFP on providing ICT service to the District Level

- **Aviation / MovCon:**

- ✓ Maintain a fully operational aviation Section at all locations.
- ✓ Improvement of all remote landing across the three affected countries
- ✓ Enhancing the harmonization of operations in the field to ensure full support to all customers without duplication
- ✓ Continued support to UNMEER deployments as operations penetrate ever deeper into remote field locations



# Key Priorities (cont'ed)

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- **Medical:**



- ✓ Decrease risk of UNMEER staff contacting Ebola
- ✓ Provide quality medical care to UNMEER staff
- ✓ Efficient medical evacuation of staff
- ✓ Counsel staff how to stay healthy and alleviate stress/fear



# Challenges

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- **Human resources:**

- ✓ Skill gaps – A number of critical vacancies were never filled in areas where DPKO-DFS doesn't have rosters of readily available candidates, e.g. Community Engagement, Case Finding, Case Management and Safe Burials
- ✓ Attract and retain the best staff members – The short-term nature of the Mission as well as corresponding entitlements significantly hampered UNMEER ability to attract and retain staff

- **Finance:**

- ✓ Umoja (Enterprise Resource Planning - ERP) workflow which was not common to all entities involved often impaired swift urgent finance services
- ✓ Banking operation in West Africa not efficient for quick payment and bank transfers
- ✓ Financial management of Ebola Response Multi-Partner Trust Fund projects:
  - Delays in setting-up master data elements in Umoja
  - Getting the necessary guidance to operationalize the allotment and project management structures in Umoja.
  - The emergency nature of TF projects require instant response (UN FRR are not suitable)



# Challenges (cont'ed)

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- **Finance (cont'ed):**

- ✓ Uniquely diverse engagement of staff (TDY, Temp appointment, RLA, NRLA) meant particularly challenging Finance Section (entitlements etc)
- ✓ Lack of centralized IT facility (such as shared-drive for e-filing and document sharing)
- ✓ Risk to Financial Statements due to large volume of assets received from different sources and transferred to other UN and non-UN entities passing through UNMEER

- **Procurement:**

- ✓ Parent missions did not release staff on TDY or honor liens against posts, reluctance amongst staff to go to Ebola affected countries
- ✓ Differentiating between UNMEER assessed funds and other funding
- ✓ Exceptional delegations granted for UNMEER was not fully utilized since the procedures in place were not adjusted for fast track emergency transactions
- ✓ Segregation of duty impossible due to small numbers of staff and Insufficient staff to convene various internal control committees etc.
- ✓ Acquisition planning is impossible due to short mandate and evolving mission direction and strategy



# Challenges (cont'ed)

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- **GITTS:**

- ✓ High turnover staff working in UNMEER (no continuity)
- ✓ Difficulty in getting the requisite skills in Ebola affected countries
- ✓ Time required on purchasing equipment (including delivery lead time)
- ✓ Difficulty re-exporting and moving equipment
- ✓ Due to MINUSMA and MUNISCA, no SDS quick turn around of equipment
- ✓ Conflicting policies across UN agencies and NGOs
- ✓ New demand for GITTS support to district level across the three countries
- ✓ Getting an approval from Local Communications Agencies

- **Aviation / MovCon:**

- ✓ Adapting peace-keeping structures to a Medical Emergency response operation
- ✓ Integration of old peacekeeping models to Agencies, Funds and Programmes
- ✓ Staffing challenges
- ✓ High cost of aviation support as a result of the unique medical emergency set up across affected countries
- ✓ Limited aviation infrastructure in Guinea and Sierra Leone



## Medical (Continued)

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### 3 Dealing With Challenges and Moving Forward

- ✓ Integrated Planning and Assessment
- ✓ Response Capability in Terms of Developing Strategic Deployment Stocks to Mount a Minimum of One Large and One Small Complex Humanitarian Operation in 30 Days Time
- ✓ Maintain Roster of Rapidly Deployable Staff with Suitable Skills
- ✓ Common Standards, Tools, Procedures etc. with an aim of eventually achieving Interoperability between various entities engaged in emergency operation
- ✓ Robust and Accurate Information Management System for Good Data Driven Decisions
- ✓ Agility in Financial Management to ensure coordinated use of resources irrespective of the source of funding
- ✓ Ebola and non-Ebola medical evacuation
- ✓ Coping with quickly changing scenario within mission and rapid turnover of staff, conditions of service, compensation etc.
- ✓ Provide quality routine and urgent medical care





# UNMEER



UNICEF/Stephen Douglas

# Thank you