

From: Terje Rod-Larsen <[REDACTED]>

To: Jeffrey Epstein <Jeevacation@gmail.com>

Subject: Fwd: Lessons Learned Ebola

Date: Fri, 17 Jul 2015 13:02:41 +0000

Attachments: Chapeau_for_UNMEER_Lessons_Learned_Exercise.pdf; ATT00001.htm

Sent from my iPhone

Begin forwarded message:

From: Susana Malcorra <[REDACTED]>

Date: July 15, 2015 at 21:18:33 GMT+2

To: <[REDACTED]>

Cc: Patrick Carey <[REDACTED]>, Fernando Hugo Blasco <[REDACTED]>, Yvette Blanco

<[REDACTED]>, Lisa Moore <[REDACTED]>

Subject: Lessons Learned Ebola

Dear Terje,

Thank you again for agreeing to look into the Ebola Lessons Learned exercise (mandated by the GA). IPI's support in partnering with the UN in undertaking a lessons learned analysis of the UN Mission for Ebola Emergency Response (UNMEER) constitutes a tremendous opportunity and we are grateful for your support.

As mentioned, this exercise is intended to look into how UNMEER functioned to support a system-wide response to the Ebola outbreak, including issues of decision making and the rationale for the establishment of UNMEER, mandate and how its role evolved with the outbreak, comparative advantages with OCHA and the RC system, its relationship vis-a-vis WHO and complementarity with key partners, the creation of a crisis management system and coordination mechanisms and structures, its transition to WHO and the UN country teams, and how it reinforced and worked with national actors, among other issues.

While the exercise will have stand-alone value in documenting key lessons and findings from this unique mission - especially those transferable to other contexts - it is also intended to channel preliminary findings into the SG's High-Level Panel on the Global Response to Health Crises.

We aim to complete the exercise by the end of December 2015, with the release of both internal and external reports, and some kind of high-level event to launch the findings. At this juncture, we have a team identified who will serve as the Secretariat for this exercise to lead the research and drafting, and shepherd the consultation process. Given the importance the Secretary-General attributes to this effort, the team will be comprised of both Directors in my Office Patrick Carey and Fernando Blasco, as well as my Special Assistant Yvette Blanco and a highly experienced Officer, Lisa Moore, who is very familiar with the Secretary-General's West Africa Ebola emergency response. We also have terms of reference for the exercise which have been consulted with all operational partners.

IPI's engagement would be critical to this team in supporting the publication and launch of an external report, as well as the organisation of some high-level discussion roundtables - both during the course of the exercise to distil and document lessons learned, as well as once the exercise has concluded to discuss and validate the findings.

You mentioned that IPI has already begun to plan separately for a high-level meeting on the Ebola response in tandem with the General Assembly. If calibrated right, this meeting can make an important contribution as part of the consultation process for this lessons learned, but it is critical that the scope, focus and participation is informed as part of the strategy for this exercise. What insights you get on UNMEER will depend very much on who you speak with at what phase of the Mission's lifespan - it has been a continuous learning process and one in which the UN has continued to evolve in its response and approach.

As such, and as part of a strategy of consultations for this lessons learned exercise, my team is available to contact your focal point - you mentioned Mr. Walker Kemp but I wanted to confirm - soonest to further discussed. As I mentioned, we are

finalising the TORs but I attach the chapeau for ease of reference. This is yet not for wide circulation as consultations are ongoing.

On behalf of the Secretary-General, I look forward to receiving your feedback.

With best regards,
Susana

*Susana Malcorra
Chef de Cabinet
Executive Office of the Secretary-General
Room S-3821
United Nations Headquarters
New York, NY 10017*