Recommendation 1 (recommendation #1 from the evaluation report):
OCHA should fully implement the policy instruction and should allocate sufficient resources to ensure that UN-CMCoord becomes a core competency within OCHA.

Management Response: Accepted.

Narrative: The Policy Instruction on OCHA’s Roles and Responsibilities in Humanitarian Civil Military Coordination was promulgated by the USG on 22 Feb 2013. It contains within it responsibilities and tasks for many HQs entities and through CRD and PRMB their respective, Regional, Country and Liaison offices. Allocation of resources will be a product of the PI required assessment and formulation of UN-CMCoord strategy in each relevant Country and Regional Office area of responsibility. Implementation will be necessarily progressive in nature.

**Key planned follow Action(s)**

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<tr>
<td>Mar 14</td>
<td>ESB/CMCS</td>
<td>Input from CRD, ESB, PDSB, PRMB, PSB, ASB</td>
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</table>

- The implementation of the PI will be an OCHA wide responsibility.
- ESB/CMCS will produce an implementation report at the six and twelve month points after promulgation.
- ODSG Update:
  - The UN-CMCoord Field (Officers) training courses in Apr and Sep 2013 contained a far greater proportion of OCHA Field and HQ staff.
  - Several Field Offices have conducted UN-CMCoord assessments.
  - Field Support missions have been conducted to DRC, Jordan, CAR and Mali.
  - New or additional UN-CMCoord dedicated or hybrid positions have been created in ROAP, Mali (x2), Jordan, Somalia, CAR, the AU liaison office and Chad.
  - All Field offices without dedicated or hybrid UN-CMCoord staff have appointed focal points.

Recommendation 2 (recommendation #2 from the evaluation report):
OCHA, as a key agency for UN-CMCoord policy guidance under the IASC, should improve support and assistance to the humanitarian community in their interactions with national militaries in various scenarios.

Management Response: Accepted.
Narrative: CMCS to produce a ‘discussion paper’ on humanitarian interaction with national militaries, for presentation to and endorsement by the IASC Task Force on Humanitarian Space and Civil-Military Relations.

Key planned follow Action(s) | Time Frame | Responsible Unit(s) | Comments
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2.1. CMCS to submit to the IASC TF for agreement to include the issue in the IASC TF 2013 Work Plan. | Jul 13 | ESB/CMCS | All current inter-agency and inter-governmentally produced guidance focusses on interaction with and use of foreign MCDA. Discussion paper to be produced in conjunction with PDSB.
2.2. Presentation of the ‘discussion paper’ to the IASC TF. ODSG Update:  
- The issue has been tabled with the IASC TF on Humanitarian Space and Civil Military Relations for consideration in the workplan. With the reorganisation of the IASC sub structures, the transition of the TF to a Task Team structure, confirmation of the workplan is on-going.
- A discussion paper is under construction. | Nov 13 | ESB/CMCS |  

Recommendation 3 (recommendation #3 from the evaluation report):  
The mainstreaming of UN-CMCCoord within OCHA called for by the policy instruction should be continued through the existing mechanisms (advocacy, training and awareness), in order to enhance the profile of the function within the organization and respond to accountability gaps.

Management Response: Agreed but not accepted as a stand-alone recommendation. This will be achieved when Recommendation #1; ‘OCHA should fully implement the policy instruction (PI) (on OCHA’s Roles and Responsibilities in Humanitarian Civil-Military Coordination) and should allocate sufficient resources to ensure that UN-CMCCoord becomes a core competency within OCHA’, is achieved.

Narrative: The PI clearly stipulates the roles and responsibilities for all relevant OCHA HQ entities, including the SMT, as well as field offices. This, coupled with the continuance of the UN-CMCCoord training programme will satisfy this recommendation.

Key planned follow Action(s) | Time Frame | Responsible Unit(s) | Comments
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3.1. ODSG Update:  
- An on-going objective.  
- All OCHA staff are to understand the rudiments of UN-CMCCoord. The UN-CMCCoord education and training programme is to be targeted to develop a
broader base of understanding and generate a greater depth of expertise.
- Each Field location has appointed at least a Focal Point.
- UN-CMCoord has been an agreed critical ingredient in the planning and response to all recent emergencies, including in 2013; Mali, CAR, DRC, Jordan and Philippines.

### Recommendation 4 (recommendation #8 from the evaluation report):
OCHA regional offices should develop clear strategies for advancing UN-CMCoord in their regions, and should have UN-CMCoord personnel trained and competent to provide surge support in country offices where required.

**Management Response:** Accepted and to be implemented as part of OCHA’s overall operations planning and monitoring.

**Narrative:** One of the main planning tools for OCHA Regional and Country Offices are Two-year Country Strategies that OCHA launched in 2011. These strategies identify needs, priorities and general targets. Building upon this effort, UN-CMCoord components will be developed and included to ensure an integrated planning tool that respond to the needs at the ground level. Annual Work Plans and Performance Monitoring tools complement these efforts and a UN-CMCoord component will also be added to these.

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<tr>
<td>4.1. Develop guidance to assist in the assessment of the UN-CMCoord operational environment, enabling consistency of approach in strategy formulation.</td>
<td>Sep 13</td>
<td>ESB/CMCS</td>
<td>ESB/CMCS to assist and support in the integration of the UN-CMCoord component, according to agreed priority offices.</td>
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<td>4.2 Integrate a UN-CMCoord component to the two-year Regional and Country Office Strategies and accompanying performance monitoring tools. ODSG Update:</td>
<td>Mar 14</td>
<td>CRD</td>
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<td>• Guidance has been drafted, tested and is due to be promulgated as a standalone document by 1 Dec. It will also be incorporated in the revision of the UN-CMCoord Field Handbook.</td>
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<td>• All country offices have considered UN-CMCoord in the current drafting phase of their two year Strategies. Requested by CRD, CMCS are to undertake an audit of the UN-CMCoord related material contained in the drafts.</td>
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### Recommendation 5 (recommendation #14 from the evaluation report):
OCHA should mandate that UN-CMCoord country-specific guidelines and standard operating procedures be developed in emergencies in which military actors are engaged. Where possible, these should be part of OCHA’s overall contingency/preparedness stage of planning in priority natural-disaster prone countries.
Management Response: Accepted and to be implemented as part of OCHA’s overall operations planning and monitoring.

**Narrative:** As part of the implementation of Recommendations 1 and 4, country-specific guidelines (CSG) and standard operating procedures (SOP) will be developed by OCHA country offices, based upon developed criteria regarding the nature, scope and scale of the emergency, duration of the military deployment and number of military assets engaged in the emergency. These guidelines are to be developed in consultation with the Humanitarian Country Team and all relevant actors in both complex emergencies and natural disaster response. These CSGs for humanitarian actors will apply to operating environments where peacekeeping operations, foreign military deployment and where national military assets are engaged in security operations and/or deployed as first responders. This will be a continuing requirement to review for current and implement for new emergencies post the Mar 2014 timeline for existing requirements. The requirement to produce guidance in how to develop such CSGs and SOPs remains as a standalone.

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| **5.1.** Develop guidance that determine under what criteria CSG/SOPs are developed (scope and scale of the disaster, duration of the military asset deployment, number and type of assets deployed, etc.) and develop a template for CSGs that can be adapted to specific situations. **ODSG Update:**  
  - Guidance has been drafted, tested and is due to be promulgated as a standalone document by 31 Dec. It will also be incorporated in the revision of the UN-CMCoord Field Handbook.  
  - Country Specific Guidelines have recently been revised in Haiti, are currently under development in SSudan, Mali and CAR. A recommendation of a CMCS support mission to DRC was to update the extant guidelines. | Oct 13 | ESB/CMCS |          |

**MEDIUM PRIORITY**

Recommendation 6 (recommendation #4 from the evaluation report):
In line with the IASC transformative agenda, it is strongly suggested that OCHA move forward on implementing its improved knowledge management structure in order to share lessons learned and disseminate best practices; it should also systematize its M&E function such that it can recognize successes, identify best practices and increase the accountability of the function to the rest of the organization.

Management Response: Partially accepted. The overall recommendation seems to be related to OCHA more generally and not specifically related to OCHA’s Roles and Responsibilities in UN-CMCoord. In terms of UN-CMCoord, there is already a system whereby Lessons Learned during and after specific emergencies are recognized and considered in the development of policy and guidance as well as UN-CMCoord course syllabi. There is a requirement to establish a more accessible platform for sharing of information, ideas, challenges and concerns.
**Narrative:** To complement the platforms provided by and work of the IASC Task Force on Humanitarian Space and Civil-Military Relations as well as the inter-agency and inter-governmental Consultative Group on the Use of MCDA, a more accessible, constantly available platform to share information, including lessons learned, ideas, challenges and concerns is required.

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| 6.1. **Expand the UN-CMCoord Virtual On-Site Operations Coordination Centre based platform to facilitate a wider UN-CMCoord Community of Practice.**<br>ODSG Update:  
• Several platforms have been investigated and considered including the VOSOCC. To provide the multi-layered and customer group functions required, it is likely that an external commercial option would be most appropriate. A consultant is scheduled to be engaged in Dec to provide the final assessment through testing, after which an incremental development programme will be implemented. | Dec 13 | ESB/CMCS | |

**Recommendation 7 (recommendation #5 from the evaluation report):**

OCHA should engage more systematically with DPKO in developing best practices and lessons learned related to ensuring neutrality and impartiality in countries with integrated peacekeeping missions, so as to facilitate decision making, communication, and leadership.

**Management Response:** Accepted.

**Narrative:** OCHA will develop best practices and lessons learned related to ensuring neutrality and impartiality in countries with peacekeeping missions, so as to facilitate decision making, communication, training and leadership.

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| 7.1. **Coordinate with relevant OCHA and DPKO offices to form a working group on developing best practices between humanitarian and peacekeeping actors in UN peacekeeping missions.**<br>ODSG Update:  
• Discussions with DPKO staff have taken place, but formal agreement to establish such a working group has yet to be made. Other forums with DPKO such as those related to Integration and Protection of Civilians do already provide a platform for UN-CMCoord related issues to be raised. | Oct 13 | PDSB | With CRD and ESB/CMCS support |
**Recommendation 8 (recommendation #6 from the evaluation report):**
OCHA should further develop and enhance strategic relationships and partnerships as well as synergies with regional organizations, and should use senior political level engagement to raise the profile of such partnerships.

**Management Response:** Accepted.

**Narrative:** The recommendation highlights the need for OCHA to ensure the establishment, maintenance and strengthening of strategic relationships and partnerships in terms of UN-CMCoord, as well as synergies with key organisations and players at the regional level.

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<tr>
<td>8.1. UN-CMCoord considerations to be taken into account in the analysis of OCHA’s strategic engagement policy and where appropriate, included in the individual action plans for priority regional organisations.</td>
<td>Sep 13</td>
<td>PRMB</td>
<td>Assisted by ESB/CMCS; facilitated by CRD direction to Country and Regional Offices.</td>
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**ODSG Update:**
- OCHA’s Liaison Offices in Brussels, the Gulf and to the AU, as well as Regional Offices lead in this respect. A well-established interaction exists with HQ NATO and the EU military staff. Relationships with the AU are growing stringer with OCHA inclusion in AU assessment missions to Mali and CAR and the scheduling of a joint conference on civil-military relations in Dec. ROAP is to increase its UN-CMCoord capacity to conduct great outreach, especially to ASEAN. These organisations are recognised as key in OCHA’s outreach and partnership programme.
- For the first time in 2014, the various OCHA/Emergency Service Branch inter-governmental and humanitarian mechanisms which provide a platform for coordination at HQ/Capital level are being drawn together to be scheduled in the same week, capped by a chapeau event. Thus is it envisaged that greater synergy will emerge between the UNDAC, INSARAG, Civil-Military and Environmental guiding bodies.

**Recommendation 9 (recommendation #9 from the evaluation report):**
OCHA should, at the first opportunity, conduct an in-depth assessment of the education, awareness building, and capacity development needs of its multiple external stakeholders in civil-military coordination, and should design creative policies and approaches to meet them.

**Management Response:** Partially accepted with a caveat.
**Narrative:** This recommendation to conduct a training and educational needs assessment with regard to UN-CMCoord across the whole range of external stakeholders will entail significant time, resources and expertise to implement. This cannot be achieved within CMCS’ current cost plan ceiling and will require adjustment at MYR or next period, or securing of an external partner to fund such an assessment.

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<tr>
<td>9.1. Draft a project proposal to implement this recommendation.</td>
<td>Sep 13</td>
<td>ESB/CMCS</td>
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<td>9.2. Resource mobilization (within cost plan or externally) for the project.</td>
<td>Jan 14</td>
<td>ESB/CMCS</td>
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<td>9.3. Conduct assessment.</td>
<td>Mar 14</td>
<td>ESB/CMCS</td>
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**ODSG Update:**
- A project proposal is under consideration. Currently funds are not available to conduct this analysis.
- The UN-CMCoord training programme, particularly the process to identify participants at the ‘Regular’ course has now been revised to provide a far more targeted process to ensure those with the greatest requirement and that will have the greatest impact are afforded the opportunity to gain required knowledge and understanding.

**Recommendation 10 (recommendation #10 from the evaluation report):**
OCHA should seek innovative ways to expand knowledge of UN-CMCoord such as through the use of computer assisted training modules and engaging with military-academic institutions.

**Management Response:** Partially accepted with a caveat.

**Narrative:**
Engagement with military academic institutions is recognized as an important and ongoing activity to ensure understanding of civil-military interaction from a humanitarian perspective. CMCS has an extensive programme of such interaction directly with institutions in Europe and North America. OCHA Country and Regional Offices also have some current interaction. This will be further addressed by the implementation of Recommendation #1; ‘OCHA should fully implement the policy instruction………..’, and Recommendation #4; ‘OCHA regional offices should develop clear strategies for advancing UN-CMCoord in their regions………..’. This part of the recommendation is therefore accepted but will not be reported against as a standalone item.

CMCS has previously developed an e-learning tool, but this has become outdated and no longer supported by current IT platforms. Such an e-learning tool is required, but expensive to develop and maintain, and will require external partners/sponsors to fund. The finalised timeline will depend on the attraction of partners/sponsors.
### Recommendation 11 (recommendation #11 from the evaluation report):
OCHA should improve access to and the reach of UN-CMCoord training, making a particular effort to focus upon NGO participants and participants in developing countries, Humanitarian Coordinators, OCHA staff in complex emergency settings, and national emergency coordination agencies and national military forces.

**Management Response:** Accepted.

**Narrative:** CMCS will ensure that such priority groups are appraised of and encouraged to attend centrally provided UN-CMCoord training events. Country and Regional Office UN-CMCoord strategies, when formulated (as part of Recommendation #1; ‘OCHA should fully implement the policy instruction...........’) will identify priority groups to access field based training opportunities.

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<tr>
<td>11.1. To enhance all course advertising material to be specifically targeted at priority groups.</td>
<td>Jul 13</td>
<td>ESB/CMCS</td>
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<tr>
<td>ODSG Update:</td>
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<tr>
<td>• The UN-CMCoord training programme target audiences have been reviewed and a more targeted form of invitation implemented.</td>
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### Recommendation 12 (recommendation #12 from the evaluation report):
OCHA and the IASC should place an increased emphasis on pre-deployment planning and training with appropriate actors.

**Management Response:** Partially accepted. OCHA, both at HQ and in the field, recognise and maintain this requirement as the highest priority, alongside those already deployed, for exposure of military forces to humanitarian issues, as this has the greatest positive impact on operations.
Narrative: It is understood that OCHA and wider humanitarian engagement in military pre-deployment planning and training with key stakeholders will have a deeper impact on operations in general, by giving OCHA and the IASC the opportunity to be involved from the start on the planning and preparations of missions, which in turn will facilitate appropriate engagement at the field level between civilian and military actors. CMCS will bring this issue to the IASC Task Force on Humanitarian Space and Civil-Military Relations.

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<tr>
<td><strong>12.1.</strong> CMCS to submit to the IASC TF for agreement to include the issue in the IASC TF 2013 Work Plan.</td>
<td>Jul 13</td>
<td>ESB/CMCS</td>
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<td><strong>12.2.</strong> Presentation to the IASC Task Force on Humanitarian Space and Civil-Military Relations, for endorsement of a guiding paper on humanitarian organisations’ participation in military exercises, pre-deployment training and conferences.</td>
<td>Sep 13</td>
<td>ESB/CMCS</td>
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ODSG Update:
- The issue has been tabled with the IASC TF on Humanitarian Space and Civil Military Relations for consideration in the workplan. With the reorganisation of the IASC sub structures, the transition of the TF to a Task Team structure, confirmation of the workplan is on-going.
- A guidance note is in the final stages of formulation and will be presented to the IASC Task Team when the issue is confirmed as included in the future work plan.

LOW PRIORITY

**Recommendation 13 (recommendation #7 from the evaluation report):**
OCHA should develop short, reader-friendly basic UN-CMCoord materials to increase their relevance and accessibility.

**Management Response:** Accepted, but not to be reported against, on the grounds that this is and will remain an enduring requirement.

Narrative: The production of short, reader-friendly basic UN-CMCoord materials serve different purposes, catering to different audiences. Such resources are already included in ESB/CMCS’ information and training materials. Existing examples include the UN-CMCoord related OCHA-On-Message paper, explanation of the term ‘Last Resort’ paper and a quick UN-CMCoord reference card, under development, for troops serving in Peace Keeping Missions. Other such products will be developed as the specific need is identified. This ‘low’ priority recommendation is not included in the minimum implementation requirement of the study, thus allowing greater focus and resources to be directed against the high and medium priority recommendations.
**Recommendation 14 (recommendation #13 from the evaluation report):**
OCHA should optimize the UN-CMCoord function with its current staffing of country offices, regional offices and in CMCS, so that it is drawing on the resources it has and thus avoids any gaps in meeting UN-CMCoord staffing needs in high-demand countries.

**Management Response:** Accepted, but not to be reported against on the grounds that implementation of Recommendation #1; ‘OCHA should fully implement the policy instruction and should allocate sufficient resources to ensure that UN-CMCoord becomes a core competency within OCHA’, and Recommendation #4; ‘OCHA regional offices should develop clear strategies for advancing UN-CMCoord in their regions, and should have UN-CMCoord personnel trained and competent to provide surge support in country offices where required’, will address this issue. This ‘low’ priority recommendation is not included in the minimum implementation requirement of the study, thus allowing greater focus and resources to be directed against the high and medium priority recommendations.

**Narrative:** The PI stipulates that Country and Regional Offices, directed by CRD and supported by CMCS, undertake an assessment of their UN-CMCoord environment, produce a strategy and objectives and conduct activities to achieve them, putting in place the requisite resources to do so. The identification of resources will achieve this objective.

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<tr>
<td>13.1. ODSG Update:</td>
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<td>• This is an enduring requirement. Recent examples of product includes a revised OCHA-On-Message, ‘Top Tip’ cards for Peace Keeping soldiers and poster visuals on 4 UN-CMCoord sub topics currently in English and French as published in the Humanitarian Kiosk. Spanish and Arabic version are being produced.</td>
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<td>14.1. ODSG Update:</td>
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<td>• The UN-CMCoord assessment and strategy formulation undertaken by the Country, Regional and Liaison Offices drive the resource requirement. In recent months new, additional or upgraded UN-CMCoord dedicated posts have been created in Mali (x2), CAR, Jordan, Somalia. AU Liaison Office and ROAP with a reduction in Haiti.</td>
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