

DRAFT as of 01 DEC 04

United Nations (UN) Humanitarian Civil-Military Coordination (CMCoord) Concept

Introduction

In most humanitarian emergencies (complex and natural) the UN agencies and the members of the international humanitarian community responding to the disaster will encounter armed actors. Now, more than ever before, there are likely to be multiple types of forces, including foreign, international or multinational forces. When such actors are present there are significant coordination challenges in the realms of security, medical evacuation, logistics, transport, communications, information management, and others. The challenges include such issues as ensuring that humanitarians have the access they require, but at the same time do not become a target. Other challenges include minimizing the competition for scarce resources such as ports, supply routes, airfields and other logistics infrastructure.

In addition, most of these armed actors are likely to seek to establish relationships with the civilian population and in many cases attempt to provide them assistance. In some cases, the military forces can provide useful resources and support to the affected country or region, population or humanitarian actors. In other cases, the perceived association with the armed actors can compromise the humanitarian efforts and may pose an additional security threat. Dealing with these challenges requires training, appropriate experience and in some cases dedicated staff.

Recognizing the need for effective UN Civil Military Coordination (UN CMCoord) in these situations, the Inter-Agency Standing Committee (IASC) endorsed various guidance and reference material on this subject. Implementation of this guidance normally requires the deployment of dedicated personnel. Throughout this document UN CMCoord is to be understood as civil-military coordination for humanitarian action undertaken by UN CMCoord trained officers on behalf of the international humanitarian community under the direction of the Humanitarian Coordinator/Resident Coordinator (HC/RC).¹

The persons performing this task are referred to as UN CMCoord Officers which is different to that of a Military Liaison Officer (MLO) deployed by UN Agencies and other coordination and liaison actors as defined in the IASC reference paper "Civil-Military Relationship in Complex Emergencies" dated 28 June 2004.

Aim

This concept paper describes when and how UN CMCoord Officers are to be mobilized, deployed and employed in emergencies where there is likely to be a need for the

¹Reference is made to the IASC Reference Paper on Civil-Military Relationship in Complex Emergencies and the Guidelines On The Use of Military and Civil Defence Assets To Support United Nations Humanitarian Activities in Complex Emergencies (MCDA Guidelines). The UN CMCoord Concept is limited to the essential dialogue and interaction between humanitarian actors and military actors. In these documents the term military actors refers to the official military forces of states. This document is not intended to cover the dialogue and interaction that may be necessary with non-state armed actors. The IASC is currently working on a "Manual on Humanitarian Negotiations with Armed Groups".

humanitarian community to coordinate with military forces and to protect humanitarian space. This interaction may range from simply maintaining the minimum necessary dialogue with a military force to arranging for the use of military resources to support humanitarian activities. The concept will:

- Define the role of UN CMCoord Officers in general.
- Identify the Terms of Reference (TOR) for UN CMCoord Officers. (Current generic TORs from Agencies that have Military Liaison Officers and UNJLC CMCoord Officers are included at Annex A for ease of reference.)
- Describe the basic civil-military coordination structures envisioned for most situations.
- Explain the process envisioned for deployment and support of UN CMCoord Officers.
- Establish the resources required to deploy and sustain UN CMCoord capability.

General Approach

UN CMCoord Officers, deployed in support of the HC/RC, are advisors and facilitators. They advise the leadership of the humanitarian community on civil-military issues and facilitate the establishment, maintenance and review of appropriate relations between the humanitarian and armed actors present. Depending on the situation, they may also serve as liaisons from the humanitarian community to military forces. (See Terms of Reference at Annex A.) Experience has shown that in almost all emergencies some level of CMCoord is required and that failure to establish effective and appropriate civil-military relations can have severe consequences both in current operations and in the later stages of the emergency.

When required UN CMCoord officers will be deployed as early as possible. When possible they should be deployed in advance of any international military force. This deployment will be phased as follows:

- Phase I - will be the initial deployment to assist in planning, assessing the CMCoord requirements, and preparing a CMCoord strategy with appropriate guidelines.
- Phase II - will focus on disseminating the guidelines, implementing the strategy, and building appropriate coordination mechanisms.
- Phase III - is intended to sustain and improve the UN CMCoord capacity as long as the need for this function exists

The immediate response will come from UN CMCoord trained officers in the Office for the Coordination of Humanitarian Affairs (OCHA). These personnel are referred to as "OCHA UN CMCoord Officers" throughout this document. Their deployment will normally be followed by UN CMCoord Officers provided by National Standby Teams. If a

deployment of greater than six months is required, qualified individuals will be hired as UN CMCoord Officers from a UN CMCoord Expert Roster maintained by the Military and Civil Defence Unit (MCDU) of OCHA. (See Phased Deployment Process at Annex B.)

UN CMCoord Officers and/or MLOs may be deployed at different levels. While the UN CMCoord Officer assigned to the HC/RC is responsible for the civil-military relationship at the policy level, other CMCoord Officers and/or MLOs may be assigned to coordinate humanitarian effort at the operational level by their respective organizations. (See Conceptual Diagrams at Annex E.)

One of the primary responsibilities of the OCHA UN CMCoord Officer(s) during the initial phase of the operation is to assist the HC/RC and the Country Team (CT) in developing guidelines on the civil-military relationships, based on established guidance (see www.Reliefweb.int for the most recent versions of these documents). The UN CMCoord Officer will also recommend to the HC/RC an appropriate coordination strategy and structure that could be applied in the emergency (see UN CMCoord Strategy, Methods and Structures at Annex C). This initial assessment in the first phase of the deployment will help to determine if and how many UN CMCoord Officers are needed in the near and mid-term and at which levels and locations. Together with the UN CMCoord structure this will help to determine the equipment package to be deployed in the second phase (see Equipment Packages at Annex D).

Mechanism for Triggering Deployment of UN CMCoord Officers

OCHA UN CMCoord Officers will be deployed either at the request of the HC/RC or at the direction of the Emergency Relief Coordinator (ERC), after consultation with the Country Team. As noted above, this capability should be deployed as a matter of course whenever an armed actor is operating in the same geographic space as humanitarian actors.

Factors that may trigger the deployment of UN CMCoord Officers, include but are not limited to situations where:

1. Military action is ongoing or anticipated and is likely to have humanitarian consequences;
2. UN CMCoord expertise is required for contingency planning;
3. Military and Civil Defence Assets (MCDA) may be required by the humanitarian actors;
4. Military forces may be engaged in relief activities;
5. Humanitarian actors lack the necessary CMCoord capacity.

Reporting Lines and Authority of UN CMCoord Officers

UN CMCoord Officers will normally report to the HC/RC as a member of their staff. In some instances the HC/RC may also be the Deputy Special Representative of the

Secretary General (DSRSG). If an OCHA office is present this person may report through the OCHA office in the field, especially during the early stages of an emergency when OCHA UN CMCoord Officers are deployed and involved in their assessment. CMCoord Officers assigned to coordinate operational logistic planning will report to the Chief UNJLC, MLOs will report to their respective organizations.

UN CMCoord Officers have no authority over persons coordinating the activity of UN agencies, implementing partners or other humanitarian actors with military forces.

Irrespective of reporting lines all personnel involved in CMCoord must keep each other informed. (See Annex E for suggested coordination lines.)

Role of UN CMCoord Officers and Scope of Activities

Under the direction of the HC/RC, and in consultation with the Country Team, the UN CMCoord Officer's role will normally include the following five critical functions. These functions focus on the UN CMCoord Officers' responsibilities as a member of the HC/RC's staff. The relative importance of these functions, as well as how they are accomplished, will vary depending on the situation.

In addition, the HC/RC may make the services of the UN CMCoord Officer available to organizations that lack a CMCoord capacity or prefer indirect liaison.

1. Support the establishment and sustainment of dialogue with military forces. This dialogue should be opened as early as possible. In addition to the exchange of critical information, the UN CMCoord Officer is expected to be an advocate for the humanitarian community.
2. Assist in the development and dissemination of guidelines for the humanitarian community's interaction with military forces and armed actors. Country or emergency specific guidelines provide a framework for the interaction with military forces and other armed actors. These guidelines must be reviewed and updated as the situation changes.
3. Establish a mechanism for the coordination of the UN humanitarian interaction with military forces and other armed actors. This mechanism should ensure that the necessary information is exchanged and that the relevant actors are kept informed regarding activities and issues.
4. Monitor assistance activities undertaken by the military forces. Relief and reconstruction activities of military forces can have significant implications for humanitarian activities. UN CMCoord Officers should encourage the appropriate focus of these activities, their coordination, and adherence to accepted standards, including the concept of "do no harm" (see IASC reference paper on "Civil-Military Relationship in Complex Emergencies" dated 28 June 2004).
5. Assist in the negotiation of issues in critical areas of coordination. On frequent occasions the UN CMCoord Officer will be required to negotiate solutions to issues on either the military or civilian side of the CMCoord interface. These

issues will normally involve the policy dimensions of areas such as security, transport, communication, medical evacuation, etc.

Structures, Location and Staffing

The structure of the UN CMCoord capability must be flexible and able to adapt to the particular emergency. Therefore, three different structures are envisioned dependent on the situation. Due to the dynamic nature of most emergencies the UN CMCoord Officers need to be prepared to switch between these structures as the emergency evolves.

- UN CMCoord (Light). These are one or two individuals assigned to the HC/RC staff that will draw support from the CT or mission.
- UN CMCoord (Medium). This is a two-person team with dedicated vehicle and communications based with the CT or mission.
- UN CMCoord (Heavy). A team of at least two persons equipped to operate from a separate facility or offices outside the CT or mission compound.

The initial assessment of the emergency and the UN CMCoord requirements will be made on behalf of the HC/RC by an OCHA UN CMCoord Officer, who will then recommend an appropriate UN CMCoord strategy and methods for interaction. (See Annex C.)

The manning of these teams will be based on three distinct groups of personnel.

1. OCHA UN CMCoord Officers: These are OCHA officers trained in UN CMCoord that are prepared to deploy on 48 hours notice for a period of two to six weeks.
2. UN CMCoord Officers from National Standby Teams: These are two-person teams pre-trained by MCDU, maintained by Member States and equipped with stockpiled, UN or national resources, for deployment on three weeks notice for a period of one to four months.
3. UN CMCoord Officers from the UN CMCoord Expert Roster: These are experienced and trained UN CMCoord personnel on a roster maintained by MCDU that can serve for periods greater than six months, with at least sixty days notice.

Transition Strategy

The need for UN CMCoord does not necessarily end with the conclusion of emergency operations. As long as there is an armed actor on the ground, some type of dialogue must be maintained with these forces and the actions of the humanitarian and development community must be coordinated with, or take into account, the action of the military forces. This is a mutual responsibility of the humanitarian community and the military force.

- If a UN peace operation is envisioned, OCHA will recommend to the HC/RC, or the DSRSG with responsibility for humanitarian activities, the inclusion of the UN CMCoord function in the HC's staffing plan. OCHA MCDU will identify individuals

to fill this position from the UN CMCoord Expert Roster. The deployed OCHA personnel or UN CMCoord Standby Teams will be withdrawn once these positions are filled.

- If a long-term humanitarian presence is planned OCHA will include in the Consolidated Appeal for the emergency the appropriate UN CMCoord capability including personnel, equipment and support. OCHA will then hire these personnel and deploy them in support of the mission.
- If a long-term reconstruction or development effort is envisioned, the HC/RC will recommend to the mission or UN Development Programme (UNDP) whether or not to continue to have personnel dedicated to the UN CMCoord function or to have this responsibility absorbed by the mission or the host government.

Training and Preparedness

All personnel to be employed as UN CMCoord Officers or included on the UN CMCoord Expert Roster must have the necessary experience and skills, and complete both levels of the UN CMCoord Training Programme. The experience necessary for these positions is reflected in the terms of reference for each position and has to be tailored for the particular emergencies. The training ensures that they have the basic knowledge of the guidelines and policies and have had the opportunity to benefit from the lessons learned by other UN CMCoord personnel in past emergencies.

OCHA UN CMCoord Officers must also have completed the UNDAC training programme to ensure that they have the basic skills necessary to operate in the field, including communications, reporting requirements, etc. Personnel on the National Standby Teams who have not had UNDAC training must complete a comparable course such as the WFP or UNHCR emergency roster training programme.

OCHA personnel eligible to deploy as UN CMCoord Officers and the UN CMCoord Officers provided by National Standby Teams will undergo one UN CMCoord refresher training per year, if they have not deployed in the last twelve months. Standby teams who have not deployed in the last twelve months will participate in at least one exercise per year, under the supervision of a trained UN CMCoord expert, and will be evaluated on their performance.

Personnel on the UN CMCoord Expert Roster will receive appropriate refresher and pre-deployment training prior to their mission. They are responsible for maintaining currency on the UN CMCoord policy and procedures by attending the UN CMCoord Training Programme every other year.

Annexes:

- A. Terms of Reference (OCHA, UNJLC, UNHCR, WFP)
- B. Phased Deployment Process
- C. UN CMCoord Strategy, Methods and Structures
- D. Equipment Packages (Detailed equipment lists to be determined)
- E. Conceptual Diagrammes

**United Nations (UN) Humanitarian Civil-Military Coordination
(CMCoord) Concept**

Annex A (OCHA)

**Generic Terms of Reference for the United Nations
Humanitarian Civil-Military Coordination Officer**

POSITION TITLE	UN Humanitarian Civil–Military Coordination Officer (UN CMCoord Officer)
GRADE	[L-3 - L-5]
LOCATION	[Office of the UN Humanitarian / Resident Coordinator]
DURATION	[x] months commencing as soon as possible
DUTY STATION	[town, country]

Organizational Setting and Reporting Relationships: This position is located in [the Office of the UN Humanitarian / Resident Coordinator / Office for the Coordination of Humanitarian Affairs (OCHA)]. The UN Civil – Military Coordination Officer will be deployed to [town, country]. The UN CMCoord Officer will report to the Humanitarian Coordinator / Resident Coordinator [through the Head of the OCHA Office] in [country].

Accountabilities: Within limits of delegated authority, the CMCoord Officer will be responsible for the following duties:

1. Serve as a senior adviser to the HC/RC for civil-military coordination (CMCoord) matters; advise on overall policy direction on specific issues pertaining to CMCoord implementation; and, more generally, review and provide advice on a diverse range of policy issues related to CMCoord and the safeguarding of humanitarian principles.
2. Assist in the development of country-specific guidelines on civil-military relations, based on the “Guidelines on the Use of Military and Civil Defence Assets in Disaster Relief” and “Guidelines on the Use of Military and Civil Defence Assets to Support UN Humanitarian Activities in Complex Emergencies”, as well as the “IASC Reference Paper on Civil-Military Relationship in Complex Emergencies”, the IASC Discussion Paper and Non-Binding Guidelines on the “Use of Military or Armed Escorts for Humanitarian Convoys”, applicable Security Council resolutions and other relevant instruments.
3. Ensure that the country-specific guidelines, and if necessary, the generic guidelines mentioned above are properly disseminated and understood by both the humanitarian actors and the military forces present, as well as by local actors, as appropriate. Promote and ensure adherence to the above Guidelines within the entire humanitarian community and advise on potential consequences if these principles are compromised.

4. In this context, establish and maintain dialogue and coordination with the military and security forces in the area of responsibility. Identify, establish and maintain contact with the appropriate military counterparts and ensure mutual exchange of information about ongoing humanitarian activities and issues. Advise the military forces in the area of responsibility on international humanitarian coordination mechanisms. These mechanisms include the UN Country Team, UN Security or Disaster Management Teams, UN Joint Logistics Centre, Humanitarian Information Centre, etc.
5. In parallel, establish and maintain contact with humanitarian actors in the area of responsibility and serve as an information channel and advocate for their issues with relevant military systems.
6. In his/her capacity as the HC/RC's Adviser on civil-military relations, the UN CMCoord Officer will establish the necessary links with the Military Liaison Officers (MLO) and other personnel in UN agencies including any UN CMCoord Officers in the UN Joint Logistics Centre and Civil-Military Liaison Officers (CMLO) from DPKO, if present, and civil-military coordination personnel of appropriate NGOs.
7. Monitor, analyze and report on any major accomplishments and progress as well as identify any potential or actual bottlenecks in relations between the humanitarian and military communities.
8. Serve as the primary focal point for all matters, including policy, related to civil-military coordination, in close consultation with the HC/RC.
9. Participate in working groups, meetings and consultations with other UN agencies and humanitarian partners; organize meetings on CMCoord matters with Heads of Agencies or other appropriate entities.
10. Support logistics and operations personnel in the area of responsibility on all issues connected to civil-military relations.
11. Establish, if appropriate, an information exchange forum for stakeholders and interested parties in civil-military relations and participate in relevant meetings.
12. Prepare or provide input to requests for military and civil defence/protection assets (MCDA) and support/facilitate their deployment as necessary.
13. Provide situation reports on ongoing civil-military activities and the overall civil-military relations situation in [country] in agreed formats and timeframes. These reports should be disseminated to the UNCT, MCDU, CRD Desks, PDSB/PHA and other relevant staff. Reports may also be disseminated to other agencies as well as DPKO, if relevant and appropriate.
14. Perform any other duties as may be requested by the Humanitarian Coordinator / Resident Coordinator.

Qualifications / Experience

- Advanced university degree in relevant area (civil-military coordination);
- Minimum of 7 years of progressively responsible professional experience, including 3 years of field experience;
- Extensive experience in working with military forces and humanitarian organizations;
- Significant experience as a UN CMCoord Officer and/or completed UN training in civil–military coordination;
- Ability to work within in a high pressure environment and difficult living conditions;
- Ability to communicate clearly in English, [add other (local) language(s) as needed].
- Thorough knowledge of international laws of armed conflict (international humanitarian law) and humanitarian principles.

**United Nations (UN) Humanitarian Civil-Military Coordination
(CMCoord) Concept**

Annex A (OCHA)

**Generic Terms of Reference for the United Nations
Humanitarian Civil-Military Coordination Officer**

POSITION TITLE	UN Humanitarian Civil–Military Coordination Officer (UN CMCoord Officer)
GRADE	[L-3 - L-5]
LOCATION	[Office of the UN Humanitarian / Resident Coordinator]
DURATION	[x] months commencing as soon as possible
DUTY STATION	[town, country]

Organizational Setting and Reporting Relationships: This position is located in [the Office of the UN Humanitarian / Resident Coordinator / Office for the Coordination of Humanitarian Affairs (OCHA)]. The UN Civil – Military Coordination Officer will be deployed to [town, country]. The UN CMCoord Officer will report to the Humanitarian Coordinator / Resident Coordinator [through the Head of the OCHA Office] in [country].

Accountabilities: Within limits of delegated authority, the CMCoord Officer will be responsible for the following duties:

1. Serve as a senior adviser to the HC/RC for civil-military coordination (CMCoord) matters; advise on overall policy direction on specific issues pertaining to CMCoord implementation; and, more generally, review and provide advice on a diverse range of policy issues related to CMCoord and the safeguarding of humanitarian principles.
2. Assist in the development of country-specific guidelines on civil-military relations, based on the “Guidelines on the Use of Military and Civil Defence Assets in Disaster Relief” and “Guidelines on the Use of Military and Civil Defence Assets to Support UN Humanitarian Activities in Complex Emergencies”, as well as the “IASC Reference Paper on Civil-Military Relationship in Complex Emergencies”, the IASC Discussion Paper and Non-Binding Guidelines on the “Use of Military or Armed Escorts for Humanitarian Convoys”, applicable Security Council resolutions and other relevant instruments.
3. Ensure that the country-specific guidelines, and if necessary, the generic guidelines mentioned above are properly disseminated and understood by both the humanitarian actors and the military forces present, as well as by local actors, as appropriate. Promote and ensure adherence to the above Guidelines within the entire humanitarian community and advise on potential consequences if these principles are compromised.

4. In this context, establish and maintain dialogue and coordination with the military and security forces in the area of responsibility. Identify, establish and maintain contact with the appropriate military counterparts and ensure mutual exchange of information about ongoing humanitarian activities and issues. Advise the military forces in the area of responsibility on international humanitarian coordination mechanisms. These mechanisms include the UN Country Team, UN Security or Disaster Management Teams, UN Joint Logistics Centre, Humanitarian Information Centre, etc.
5. In parallel, establish and maintain contact with humanitarian actors in the area of responsibility and serve as an information channel and advocate for their issues with relevant military systems.
6. In his/her capacity as the HC/RC's Adviser on civil-military relations, the UN CMCoord Officer will establish the necessary links with the Military Liaison Officers (MLO) and other personnel in UN agencies including any UN CMCoord Officers in the UN Joint Logistics Centre and Civil-Military Liaison Officers (CMLO) from DPKO, if present, and civil-military coordination personnel of appropriate NGOs.
7. Monitor, analyze and report on any major accomplishments and progress as well as identify any potential or actual bottlenecks in relations between the humanitarian and military communities.
8. Serve as the primary focal point for all matters, including policy, related to civil-military coordination, in close consultation with the HC/RC.
9. Participate in working groups, meetings and consultations with other UN agencies and humanitarian partners; organize meetings on CMCoord matters with Heads of Agencies or other appropriate entities.
10. Support logistics and operations personnel in the area of responsibility on all issues connected to civil-military relations.
11. Establish, if appropriate, an information exchange forum for stakeholders and interested parties in civil-military relations and participate in relevant meetings.
12. Prepare or provide input to requests for military and civil defence/protection assets (MCDA) and support/facilitate their deployment as necessary.
13. Provide situation reports on ongoing civil-military activities and the overall civil-military relations situation in [country] in agreed formats and timeframes. These reports should be disseminated to the UNCT, MCDU, CRD Desks, PDSB/PHA and other relevant staff. Reports may also be disseminated to other agencies as well as DPKO, if relevant and appropriate.
14. Perform any other duties as may be requested by the Humanitarian Coordinator / Resident Coordinator.

Qualifications / Experience

- Advanced university degree in relevant area (civil-military coordination);
- Minimum of 7 years of progressively responsible professional experience, including 3 years of field experience;
- Extensive experience in working with military forces and humanitarian organizations;
- Significant experience as a UN CMCoord Officer and/or completed UN training in civil–military coordination;
- Ability to work within in a high pressure environment and difficult living conditions;
- Ability to communicate clearly in English, [add other (local) language(s) as needed].
- Thorough knowledge of international laws of armed conflict (international humanitarian law) and humanitarian principles.

**United Nations (UN) Humanitarian Civil-Military Coordination
(CMCoord) Concept**

Annex A (WFP)

**Generic Terms of Reference for the
WFP Civil-Military Liaison Officer**

TERMS OF REFERENCE (GENERIC)
FOR WFP CIVIL MILITARY LIAISON OFFICER

The incumbent will be based in the country of operation, with in-country and regional travel as required. He/she will report directly to the relevant Agencies' Country Representative. The incumbent will consult and coordinate activities with the designated OCHA CMCoord officers and UNJLC CMCoord officers, if deployed. .

He/She will further:

1. Establish and maintain regular contact with partner organizations and serve as an information channel for bringing their concerns to the attention of relevant military authorities/entities.
2. Establish and maintain regular contact with relevant military authorities/entities, ensure mutual exchange of information on relevant food relief assistance issues and serve as an information channel for bringing their concerns to the attention of their relevant agency.
3. Advise humanitarian organizations on structure, mandate and hierarchy of the relevant military authorities/entities and organize training and/or briefing sessions of humanitarian staff on above mentioned matters.
4. Advise the Agency on structure, mandate and hierarchy of humanitarian organizations and humanitarian coordination mechanisms and organize training and/or briefing sessions of agencies' staff on above mentioned matters.
5. Advise and support the agencies' Country Representative on all issues concerning civil-military relations.
6. Advise the agencies' security personnel on civil-military relations relevant for security issues and work in close collaboration with them.
7. Liaise with UN Civil Police and National Police Service in negotiating relevant issues for food deliveries and recoveries and lead the process when directed.

8. Provide inputs to operational, strategic and policy planning and processes of the Agency, if and when required.
9. Advise Country Representative on UN and agencies' policy issues related to civil-military relations.
10. Inform military authorities/entities of agencies' policy with regard to civil-military relations.
11. Advise and assist the Agency in negotiating relevant issues for food deliveries and distribution operations with military authorities/entities and lead the process if necessary.
12. Design and devise mechanism and procedures within the civil-military coordination sphere that will enhance movement of agencies' personnel/cargo.
13. Submit regular reports to the relevant Country Representative on ongoing civil-military activities and the overall situation relating to civil-military relations.
14. Participate in and report on local meetings pertinent to civil-military relations.
15. Undertake any other tasks requiring interaction between civilian and military actors, which have relevance to the mission of the parent Agency.

United Nations (UN) Humanitarian Civil-Military Coordination
(CMCoord) Concept

Annex A (UNHCR)

Generic Terms of Reference for the UNHCR
Military Liaison Officer (MLO)



UNHCR JOB DESCRIPTION

(When finalised and approved by the Post Manager(s), e-mail to HQPC00)

DATE SUBMITTED :

A - CLASSIFICATION ACTION REQUESTED

A.1 POST DATA

ORB AUTHORISATION: POST NUMBER :
POST TITLE : Sr. Military Liaison Officer POST GRADE: L-4
LOCATION : REGIONAL GLOBAL POST : YES NO X
SUPERVISOR POST No: POST TITLE: Representative POST GRADE: L-6
LINE MANAGER* POST No: POST TITLE: POST GRADE:
(for Regional Global Posts only)
HCR Code (PIOUS)** : STD JD Code** : ICSC CCOG CODE** :

A.2 CREATION OF POST *(Tick as appropriate)*

STD (Standard) STD-S (Standard Specific) X EXP (Expert)

A.3 ACTION ON EXISTING POST *(Tick as appropriate)*

UPDATING OF DUTIES CHANGE OF TITLE
 UPGRADING VACANCY ANNOUNCEMENT
 DOWNGRADING OTHERS (Specify):

B - POST JUSTIFICATION

JUSTIFICATION (X Creation / Revision) – Explain below why the creation of post is needed. If the post is to be revised, explain any new contextual developments or changes in post requirements that justify the review.

The incumbent will work in close collaboration with local authorities as well as the UN Peace Keeping Forces, in ensuring UNHCR's urgent and in safe access to vulnerable populations of concern, and to protect, promote and ensure that our humanitarian principles are applied and operational goals facilitated.

* *Line Manager is the person in the Field responsible for facilitating the work of a Regional Global Officer*
** *To be completed by PCU*



UNHCR JOB DESCRIPTION

(When finalised and approved by the Post Manager(s), e-mail to HQPC00)

PART 1 – IDENTIFICATION OF POST

1.1 POST No. :

1.2 POST TITLE : Sr. Military Liaison Officer

POST GRADE: L-4

1.3 LOCATION :

PART 2 – POST REQUIREMENTS

Reporting to the UNHCR Country Representative, the MLO will perform a countrywide function that may involve travel both within the country and the sub-region. The MLO will be responsible for the following tasks:

- ❑ Ensure the essential dialogue and interaction between UNHCR and the military actors that is required to protect, promote and ensure that humanitarian principles are applied and humanitarian operational goals achieved, and in doing so, de-conflicting and/or minimizing any inconsistency in the pursuit of appropriate common goals.
- ❑ Contribute to the UN interagency coordination process and share relevant information with all actors, providing specialist assistance to other agencies as and if requested.
- ❑ Co-ordinate with UNHCR and other UN actors in the sub-region regarding the civil-military co-operation in-country with UN Peace-Keeping forces.
- ❑ Advocate that the UN Peace-Keeping forces apply a ‘Code of Conduct’ (referring to existing UN-DPKO policy) and facilitate awareness training on the mandate of UNHCR and the rights of refugees, IDP’s and others of UNHCR concern.
- ❑ As required, advocate that the above-mentioned forces provide all urgent and essential assistance to the UNHCR component of the humanitarian operation, and as per UN policy and guidelines on ‘The Use of Military and Civil Defence Assets (MCDA) to Support UN Humanitarian Activities in Complex Emergencies’. This may include:
 - Static security to locations which will allow the presence of the humanitarian organisations and the delivery of such assistance; and protecting refugee and IDP camps and transit centres.
 - GIS specific information on operational environment security. This information will contribute to the overall UN country-level information mechanism shared with all humanitarian organisations.
 - Providing logistical support when the operational capacity of UN/HCR is inadequate to meet a specific operational task (i.e. as a “last resort” on a case by case basis).
 - Ensuring an acceptable means for distinguishing humanitarian assets and that any MCDA provided by the military have the markings of the UN humanitarian agency. When and if such military assets are provided, the appropriate white markings and UN symbols should be used.

Promoting the deployment and use of civil-military liaison officers (CMLO’s) to strategic locations throughout the AOR where UNHCR are engaged in humanitarian activities.

In conjunction with the UNHCR FSA / UN FSO, develop and formalise an agreement regarding support intervention in the case of emergency medical and security evacuation of UN staff, if required.

2.2 MINIMUM ESSENTIAL QUALIFICATIONS *(to perform work of the post)*

2.2.1 COMPETENCIES *(List the reference numbers and names of the applicable functional and managerial competencies – CMS booklet provides reference numbers, competency names, definitions and indicators – considered to be particularly relevant and most desirable for appointment to the above post)*

Code	Managerial Competencies	Code	Functional Competencies
1. <input type="checkbox"/> MC01	Strategic Planning	1.HD01	Forward Planning
2. <input type="checkbox"/> MC02	Leadership	2. HD02	Senior UN Agency Relationships
3. <input type="checkbox"/> MC03	Managing Performance	3.HD03	Senior NGO Relationships
4. <input type="checkbox"/> MC04	Coaching and Developing Staff	4.HD04	Representing UNHCR
5. <input type="checkbox"/> MC05	Managing Resources	5.	
6. <input type="checkbox"/> MC06	Political and Organization Awareness	6.	

2.2.2 EDUCATION

PRIMARY EDUCATION SECONDARY EDUCATION UNIVERSITY DEGREE

X ADVANCED UNIVERSITY DEGREE

HIGHEST LEVEL UNIVERSITY DEGREE

DISCIPLINE (Please specify):

2.2.3 JOB EXPERIENCE (Indicate the minimum number of years of practical experience required by the post)

Previous Job Experience : 10 Years
Job Experience relevant to the function : 5 Years
(defined functional competencies):
In an International capacity: 7 Years

2.2.4 LANGUAGE(S)

Essential to perform work of post (Please refer also to Post Vacancy Notice)

X English X French Spanish Arabic Russian Chinese
 Other language(s) (Specify):

2.3 DESIRABLE QUALIFICATIONS & COMPETENCIES (such as UNHCR Learning Programmes /Other training / additional languages /Field, HQs experience ,etc...)

Conformity with UNHCR/DPKO selection criteria for Military/Police position.
National Military or Police Field experience or daily operational experience in coordination and/or cooperation with Military/Police Forces attached to UN Mandated Multi-National Operations e.g. Former Yugoslavia, Kosovo, Timor l'est etc.

PART 3 – JOB ANALYSIS QUESTIONNAIRE

3.1 SUPERVISION EXERCISED (Indicate the post number and grades of classified posts directly supervised by the post, where appropriate) :

Professional : Minimum 1 professional staff
General Service : Minimum 1 support staff
Consultant :
Other (specify) : Indirect supervision of staff from another section serving as Security Focal Point. Voluntary guidance to NGO security focal points as applicable.

3.2 SUPERVISION RECEIVED (Describe the nature and extent of direct or indirect guidance exercised by the supervisor and the degree to which guidelines apply in the performance of the duties of the post)

Functional guidance is received from the Chief, Policy Development, Training Section (PDTS), Emergency and Security Service (ESS) at Headquarters. The final decision and accountability for security rests with the Representative.

3.3 WORK RELATIONSHIPS AND CONTACTS (Describe the nature or type of contact related to the post. With whom and for what purpose?)

Within UNHCR(In the case of a Line Manager's post, please indicate also the post number/title of the regional global post indirectly supervised): Regular contact with staff in the relevant UNHCR offices for guidance and support and to exchange information. Contact also with PDTS and FSS at HQs for support and advice on political and security issues.

With EXTERNAL Parties: Contact with UNDPKO, UN Agencies, Implementing Partners, and relevant local authorities to discuss safety issues in the region and to exchange of information.

3.4 IMPACT OF WORK (Indicate the level of decision making and the effect of proposals and recommendations made by incumbent of the post. Please indicate also, what are the consequences of errors on the objectives of the Organisation resulting from the decisions, recommendations and proposals made at the level of the post under review.)

Proposals may directly affect a wide range of UNHCR's activities, other organizations, national Governments or the well-being of a large number of people. Decisions may directly influence on whether proposed UNHCR programmes can proceed safely, as well as on the design and operation of security systems or equipment. Errors may jeopardise the safety of people, including refugees and internally displaced persons, and UNHCR staff, property, and premises.

**United Nations (UN) Humanitarian Civil-Military Coordination
(CMCoord) Concept**

Annex A (UNJLC)

**Generic Terms of Reference for the UNJLC Civil-Military
Coordination Functions**

1. UNJLC CMCoord in Contingency Planning

- Establish and maintain contact with the relevant Military Authorities to agree on procedures for exchanging logistics related information to support and facilitate humanitarian relief operations;
- Establish and maintain contact with civilian humanitarian actors in the crisis area and serve as an information channel for de-conflicting their planned operations;
- Coordinate and agree on safe passage procedures and corridors for conducting humanitarian air operations;
- Establish and maintain dialogue and liaison with the military and security forces in the region and ensure mutual exchange of information as appropriate;
- In coordination with OCHA, prepare and Requests for Information (RFI) procedures for obtaining information to support and sustain humanitarian operations;
- Pursue declassification process for information to support humanitarian logistics information and planning activities;
- Anticipate bottlenecks and coordinate border-crossing procedures to avoid unnecessary delays at the entry points;
- Advise the humanitarian community and the appropriate military authorities on existing MCDA support capabilities and application of procedures for requesting such support;
- In coordination with the OCHA's CMCoord staff (if deployed) establish procedures for compiling and forwarding regional MCDA requests for approval to the relevant authorities;

2. UNJLC CMCoord at Field Level

- Establish and maintain contact with civilian humanitarian actors which conduct relief operations in the region and serve as an information channel

for bringing their operational requirements and priorities to the attention of the military authorities;

- Establish and maintain contact with appropriate military counterparts and ensure mutual exchange of information on relevant logistics issues;
- Advise local military authorities on humanitarian coordination mechanisms at operational level;
- Obtain information from UN and Military security personnel on security issues related to logistics movements;
- Obtain and forward Requests for Information (RFI) to the relevant military authorities and pursue compliance with these requests;
- Obtain information from military authorities on military actions which could endanger or constrain humanitarian logistics operations;
- Monitor and pursue the application of safe passage procedures to secure humanitarian air operations;
- Provide inputs to Civil/Military logistics-related activities for publication in the UNJLC Bulletin;
- Participate in and report on local meetings pertinent to Civil/Military relations;
- Undertake any other tasks related to logistics operations, requiring interaction between civilian and military actors in the area of responsibility;
- Ensure that military support activities are in line with the HC Guidelines and coordinate with OCHA CMCoord on possible non-compliance.

3. UNJLC CMCOORD within Military HQ

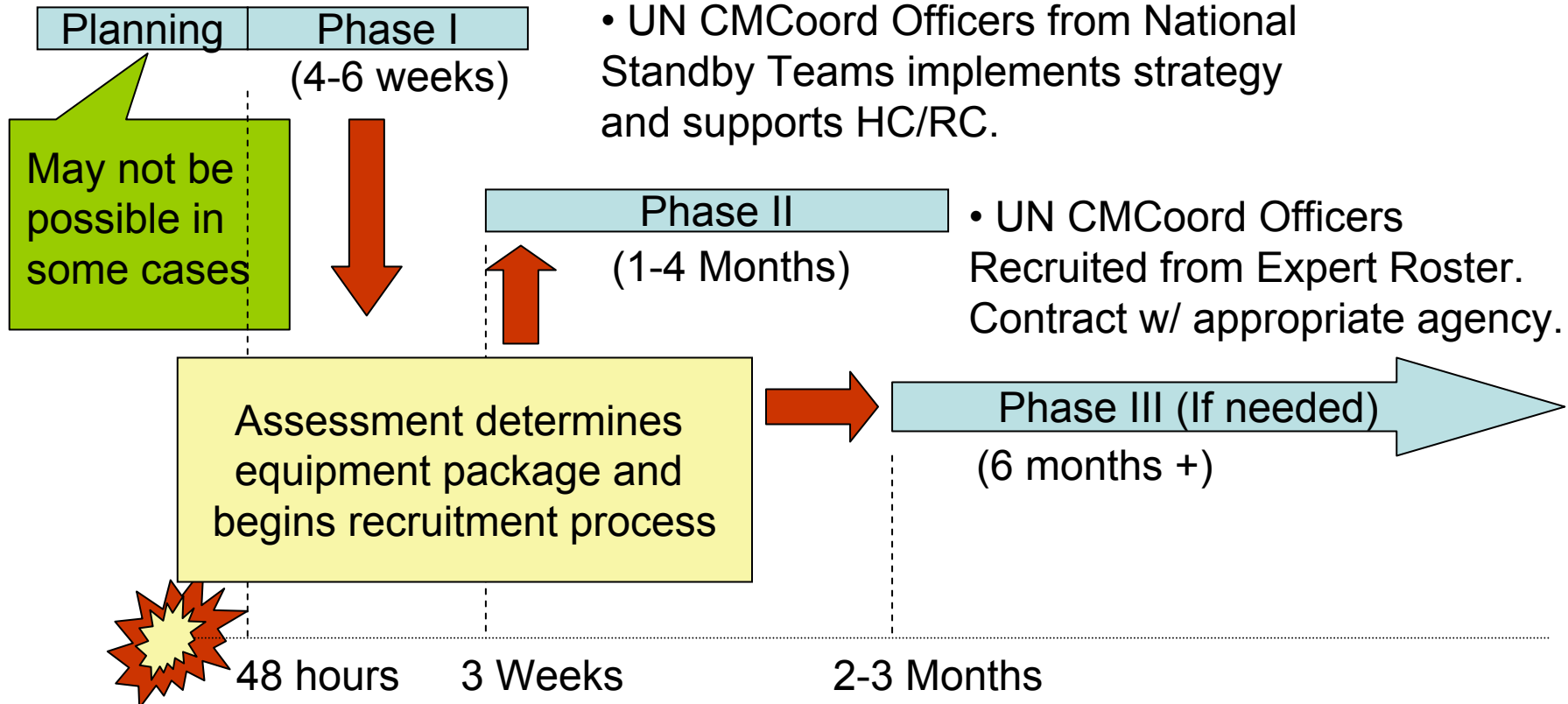
UNJLC CMCoord officers will be reporting on policy matters to the Head UNJLC Core Unit Rome and on operational matters to the Chief UNJLC in the crisis area. He/she will ensure that all actions are in line with UN CMCoord policy and coordinate with the OCHA CMCoord representative (if in place). The UNJLC CMCoord staff should be thoroughly briefed on the ongoing operations, both humanitarian and military and the command relationships, including key players in major military formations participating in the operation. He/she should be fully conversant with the UNLC concept of operations, locations, manning and any special logistics considerations. Additionally, UNJLC CMCoord officers should:

- Establish and maintain contact with other liaison officers assigned to the HQ by UN Agencies or actors involved in the relief operation;
- Ensure that he/she remains fully briefed on UNJLC activities and humanitarian operations within the crisis area. Up-date Commander or Chief of Staff (via military POC) as necessary;

- Inform Commander or Chief of Staff (via military POC) of any significant problems being experienced by CMCoord or liaison officers in other locations. If possible, suggest ways in which such problems could be alleviated;
- Obtain information from main UNJLC on humanitarian priorities and possible need of MCDA;
- Obtain Requests for Information (RFI) and pursue compliance with these requests
- Pursue MCDA requests at HQ level and re-iterate requirement, if needed;
- Attend HQ briefings and military meetings related to humanitarian assistance. Represent UNJLC at regular meetings of relevant working groups;
- Submit comprehensive Sitreps to Chief UNJLC with copies to other staff officers in UNJLC (Main) and UNJLC (Core).
- Maintain an accurate record of all actions and reports;

Phased Deployment Process

- OCHA UN CMCoord Officer recommends strategy and requirements to HC/RC.



CMCoord Strategy, Methods, and Structures

← *Range or Continuum of Strategies of Approaches* →

Strategy:



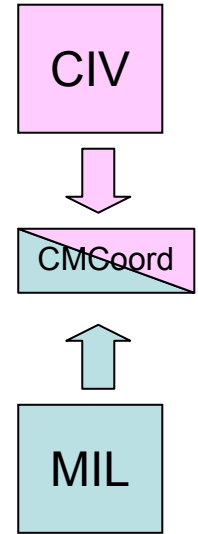
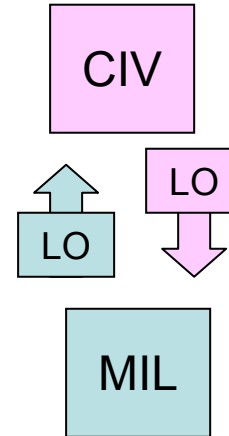
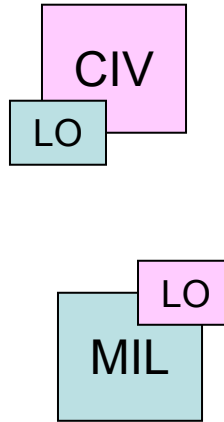
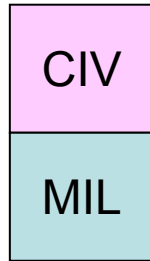
Method:

Co-location

Liaison Exchange

Limited Liaison

Interlocutor



Should never be used in a complex emergency!

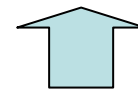
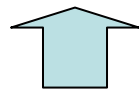
Most Likely Structures:

CMCoord (Light)

CMCoord (Heavy)

CMCoord (Medium)

CMCoord (Heavy or Light)



Most Likely UN CMCoord Missions

CMCoord Equipment Packages



CMCoord (Light): One or two individuals equipped with basic UNDAC package. Dependent on locally acquired transportation, lodging and facilities.



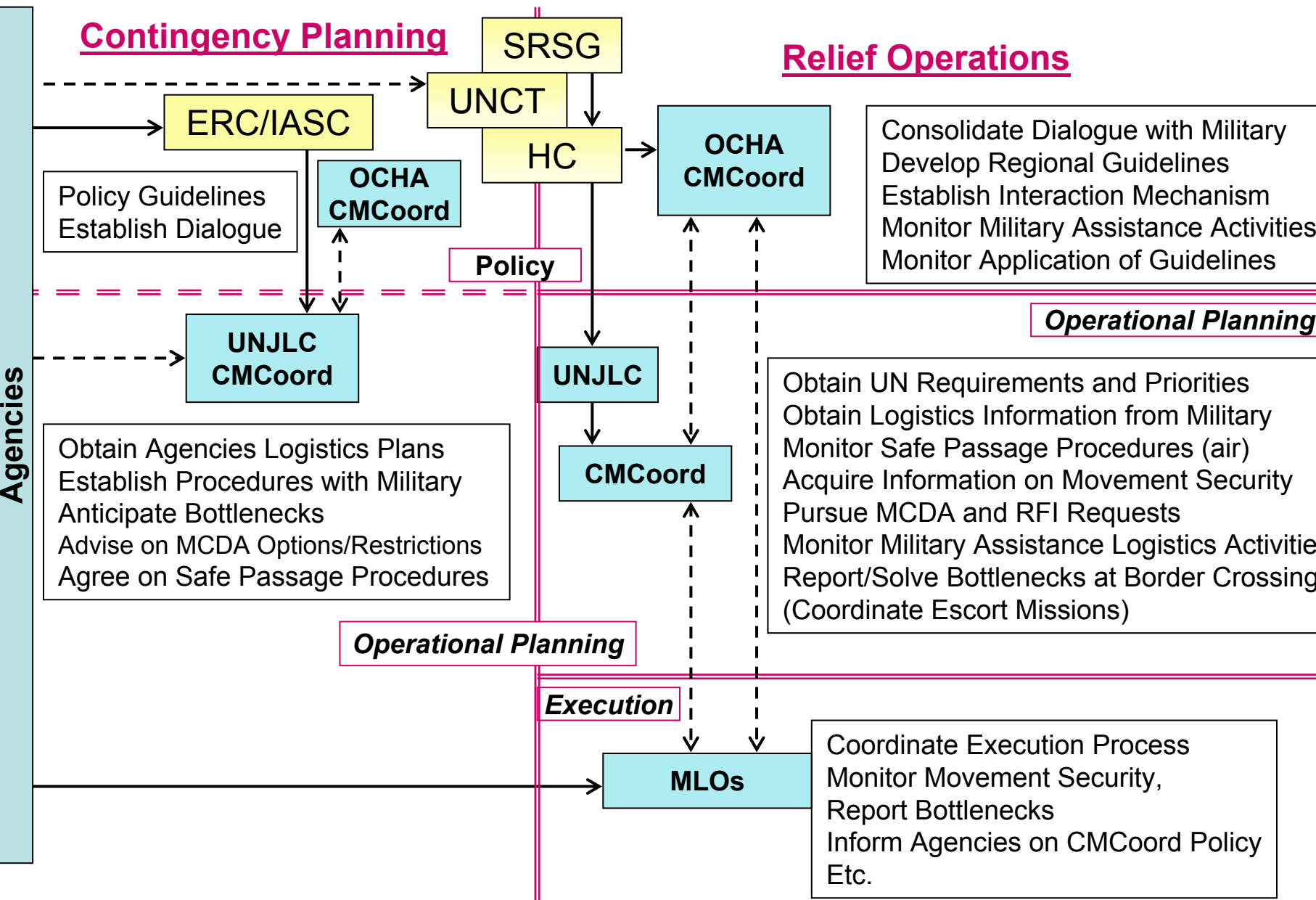
CMCoord (Medium): Two-person team with dedicated communications and vehicle. Dependent on local lodging and facilities.



CMCoord (Heavy): A team of at least two persons with dedicated communications, vehicle and support package. Capable of operating independently in austere environment.

Detailed equipment lists for packages to be determined

COMPLEX EMERGENCY: CMCoord at Different levels (UNJLC deployed)



COMPLEX EMERGENCY: CMCoord at Different levels (UNJLC NOT deployed)

