



**MEMORANDUM INTERIEUR**

**INTEROFFICE MEMORANDUM**

TO: All Staff members

Date: 25 September 2012

FROM: Patrick Gavigan  
Chief of Staff

SUBJECT: **Guidance for Field Joint Operations Centers (FJOC)**

Dear Colleagues,

Please find attached the Mission's Guidance for Field Joint Operations Centers (FJOC).

The document aims to establish clear guidelines for the structure, function and reporting requirements for the FJOCs now being established in field offices.

The purpose is to ensure coordinated reporting and information sharing amongst UN staff at the field level, and between UN Houses / Field Offices and HQ. Guidance in this document is based on existing SOPs for the JOC.

Questions should be directed to the Decentralization Unit or the JOC.

A French version of this document will be circulated in due course.

Kind regards,

**GUIDANCE FOR FIELD JOINT OPERATIONS CENTERS  
(5 September 2012)**

**JOINT OPERATIONS CENTER (JOC)**

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The JOC is a jointly staffed information hub established at mission headquarters to ensure mission wide 24/7 coordinated situational awareness through integrated reporting on current operations as well as day-to-day situation reporting. JOC provides the SRSG and the Senior Management Group (SMG) with verified information on UNOCI's activities and developments in the Mission area. These reports are transmitted to UNHQ in New York through the Mission's Chief of Staff (COS). In the event of a crisis, the JOC operates as the Crisis Management Center (CMC), supporting SRSG and senior management decision-making through effective and uninterrupted crisis communications, reporting and information management.

**HQ JOC Reports**

- Daily Situation Reports (SitReps): provide factual situational and operational information received from FJOCs on a daily basis. Daily SitRep contributions must be sent from every FJOC email address (i.e FJOC-DUEKOUÉ) to the ONUCI-JOC-SITREP, ONUCI-JOC-WATCHKEEPER, SW-RJOC and SE-RJOC email addresses by 19.00h. Based on this input from the field and other sources, the JOC at HQ creates one consolidated report. After approval by the Chief of Staff (COS), the morning SitRep is sent to UN HQ by 10 am (6am New York Time).
- The Weekly SitRep: draws conclusions from the daily developments, identifies trends and offers a basic situational assessment. Every Section/component must send their contribution on a weekly basis to the ONUCI-JOC-SITREP and ONUCI-JOC-WATCHKEEPER email addresses by 10.00h on Mondays. The weekly report is sent to UN HQ by Tuesday midday (due at UN HQ on Tuesday at 9 am NY time), after approval by the COS.
- Flash reports: In case of a significant incident that directly concerns the Mission, the JOC produces immediately a short and focused Flash Report, which briefly describes the incident, the current situation and the action taken in order to inform the Mission's leadership and the UN HQ .,
- Daily Brief (written): a one-page document, which provides a quick overview of the situation in the Mission area. The daily brief is intended to keep all staff members updated on relevant activities. It is sent out on the evening of the reported day, after COB.
- Briefings (verbal or written): Upon request from the Mission's leadership, the JOC provides regular or special briefings for the SMG, providing situational overviews and brief assessments. Special situation reports are produced upon request from UN HQ or the Mission's leadership.
- Code Cables: Once the JOC receives copies of incoming Code Cables, it will be in a position to research, contribute to or draft outgoing Code Cables, particularly those that address current operations.

## FIELD JOC (FJOC)

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Each UN House and Field Office will have a Field Joint Operations Center (FJOC), constituting a physical space housing together Civilian Staff, Military, UNPOL and the UNCT where they are present. The Field JOCs are headed by the UN Office Coordinator or his/her OIC.

The structure and function of the Field JOC mirrors that of the JOC at headquarters.

The FJOC serves the JOC at HQ with a 24-hour/7 days information centre responsible for ensuring full situational awareness through timely, reliable, and accurate monitoring and reporting. On a daily basis the FJOC:

- Monitors mission operational activities;
- Requests and collect situation updates from relevant entities in a timely manner;
- Collates and disseminates information of immediate operational interest;
- Provides consolidated reports to JOC at HQ
- Provides a 24-hour communications link between the SRSG, senior management, various mission entities, regional offices, UNCT and others as required.

The FJOC engages with the UN Country Team (UNCT) and, as appropriate, engages with non-UN entities in the country and the area of responsibility (AOR). The UNCT should share information with the JOC as appropriate and will have equal access to information within the JOC, RJOC and FJOC.

### FJOC Reports

FJOC reports do not replace those sent to the respective offices in each section's chain of command, but aim rather to synthesize and inform the Senior Management Group and HQ on key issues and events related to mandate implementation.

Every FJOC will have their own email address (i.e FJOC- DUEKOUE). Daily contributions from the Field Office/UN House will be send to the respective FJOC email address. Consolidated final reports produced at FJOC level will be send out from the FJOC email address by the OC or in his absence the OIC. Read rights will be given to contributing officers. Editing rights will only be authorize to both OC and OIC.

- Daily Situation Reports (SitReps): one consolidated report from the field office (with military and police as well as UNCT inputs) that capture all the factual situational and operational information in the AOR. Must be sent by every FJOC email address (i.e FJOC-DUEKOUE) to the ONUCI-JOC-SITREP, ONUCI-JOC-WATCHKEEPER, SW-RJOC and SE-RJOC email addresses by 19.00h(see Annex. A).
- Flash reports: Brief reports to be produced in exceptional cases if significant events/security incidents or developments take place that warrant a specific focus outside the scope of the daily report and/or within a shorter timeframe. The flash report is sent from the FJOC email address to the JOC HQ immediately to the following addresses: ONUCI-JOC-SITREP, ONUCI-JOC-WATCHKEEPER, SW-RJOC and SE-RJOC. This brief report should not exceed an email of maximum 10 lines. (See Flash Report template in Annex B)

Flash Reports should be accompanied by an immediate phone call to the JOC Watch Officer at JOC HQ at extension 8384.

- Thematic reports: Thematic reporting may be requested on an exceptional basis by JOC or JMAC on behalf of the SRSG. The technical report is to be sent within the agreed deadlines.

Each component must contribute to the FJOC on a daily basis. Based on information provided and in line with JOC reporting templates, the UN Office Coordinator or delegated

reporting officer will prepare executive summaries covering situational analyses, progress in implementation, issues at stake and recommendations.

The OC may establish a rotation system within the FJOC components to nominate a reporting officer in charge of drafting reports. Ultimately, the Office Coordinator (or the OIC in his absence) is responsible for sending out the consolidated final reports from the FJOC email address

UNOCI, UN Agencies, Funds and Programs will retain the ability to conduct their own internal reporting.

## **REPORTING GUIDELINES (DAILY, WEEKLY AND FLASH REPORTS)**

### **Content**

Information should reflect the key political, operational, humanitarian, and safety/security environment considered critical for mandate implementation. In particular, the Senior Management Group has identified priority information requirements:

- Internal Security (SSR, DDR, security forces, general security)
- Good governance, reconciliation and equal justice (reconciliation, judicial order and security, including land tenure, governance, national confidence)
- Refugees, IDPs, and ex-combatants (internal security, reconciliation, capacity building, and long-term political benefits)
- Regional influences (impact on ONUCI operations, internal security, border security, international crime)
- Development

### **Editorial**

Reports must integrate all relevant information (who, what, when, where, how and why). Accuracy in all reporting is essential. It is critical that consolidated reports sent out from the FJOC ensure that the information is not contradictory and is coherent. It is equally important to contextualize reports by including:

- (i) the source of the information and the credibility of the source.
- (ii) relevant/pertinent background information. The JOC reports should not relate routine information.
- (iii) actions, if any, taken in response to the action/incident by relevant actors (such as ONUCI, UNCT, Government of Cote d'Ivoire).

### **Style**

Size limitation: FJOCs/Sections must ensure that their contributions should not exceed: Daily SitRep FJOC- one page

Format: All contributions must be submitted as attachment in the standard format. Text should be in Courier New 12 font, without italics, 1.5 lines spacing and non-justified.

Geographical locations: All places should be clearly identified with the nearest major town not always with respect to Abidjan. For example, Bangolo (40km from Man).

Subject heading: All contributions to the SitRep must be clearly identified with a standard subject heading and date in the e-mail message as follows: "FJOC Name or Section, SitRep, Date ( e.g. Guiglo FJOC SitRep, 1 January 12 or Civil Affairs Weekly Sitrep, 16 July -- 22 July 12").

Nothing Significant to Report (NSTR): JOC must be informed at all times when a FJOC or section has nothing significant to report with a simple heading in the e-mail "FJOC/section, SitRep/Weekly SitRep, Date, NSTR (e.g. Guiglo FJOC, SitRep 15 July 12, NSTR)"

### **Sources:**

- SOP UNOCI Joint Operations Centre (JOC), 21 Feb 2011

- Guidelines to UNOCI Sections on Sitrep Reporting, 25 July 2012
- SOP – Integrated DPKO- Led Field Missions to UNHQ, 1 April 2012
- Policy DPKO – Joint Operations Centres, 1 June 2012
- Guidelines DPKO - Joint Operation Centres, 1 June 2012

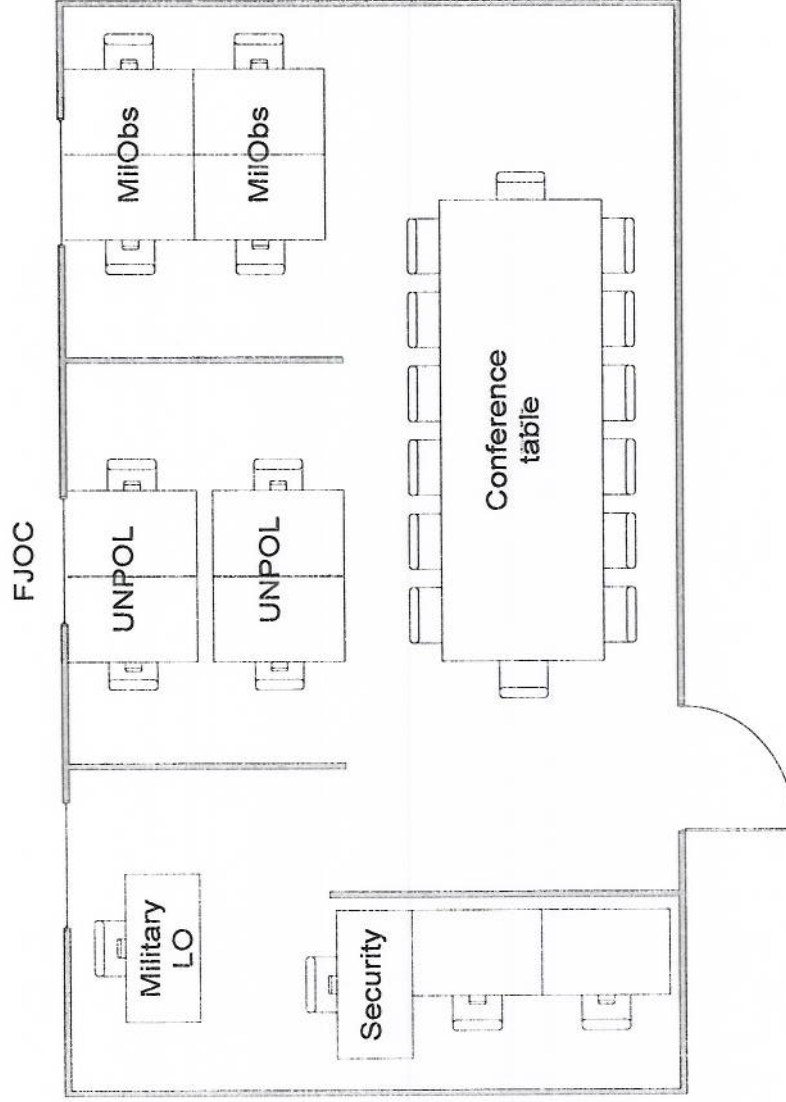
#### **FIELD OFFICE DURING CRISIS**

In case of a crisis, the Senior Management Group at HQ is transformed into a Crisis Management Team (CMT) led by the SRSG or his Deputy. In this context, the JOC operates as the crisis management centre for the SRSG and the CMT. The JOC and the FJOC support CMT decision-making through uninterrupted crisis monitoring and reporting and effective crisis communication with UN HQ and all Mission components and field offices.

In case of a crisis incident at field level, the FJOC under the leadership of the Office Coordinator, should immediately send a Flash Report to JOC HQ. This must be accompanied by an immediate phone call to the JOC HQ at extension 0620 8384.

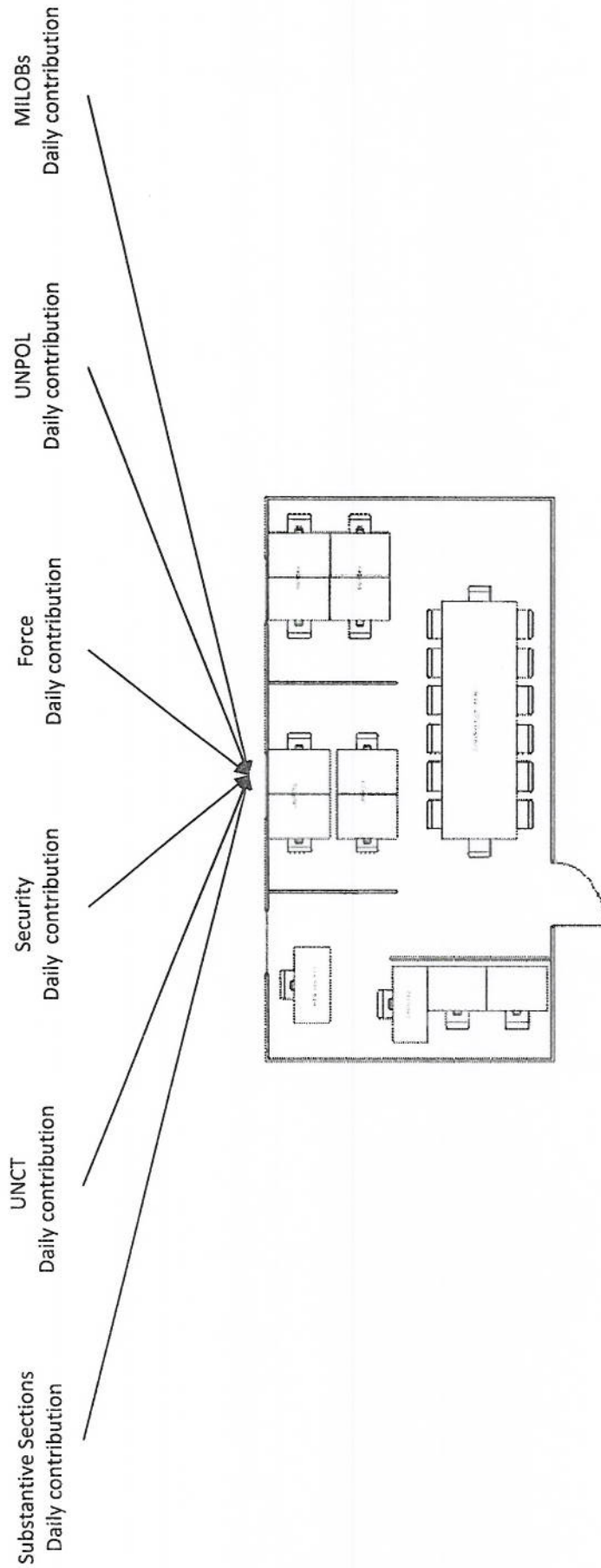
All decisions and actions to be taken by the field office in response to the crisis will be communicated by the Crisis Management Team.

# EXAMPLE OF A FIELD JOC



## FIELD JOC reporting structure

- Jointly staffed information hub established at mission headquarters to ensure mission wide 24/7 coordinated situational awareness through integrated reporting on current operations as well as day-to-day situation reporting.
- The Field JOCs are headed by the UN Office Coordinator or his/her OIC. Each UN House and Field Office will have a Field Joint Operations Center (FJOC), constituting a physical space housing together Civilian Staff, Military, UNPOL and the UNCT where they are present.

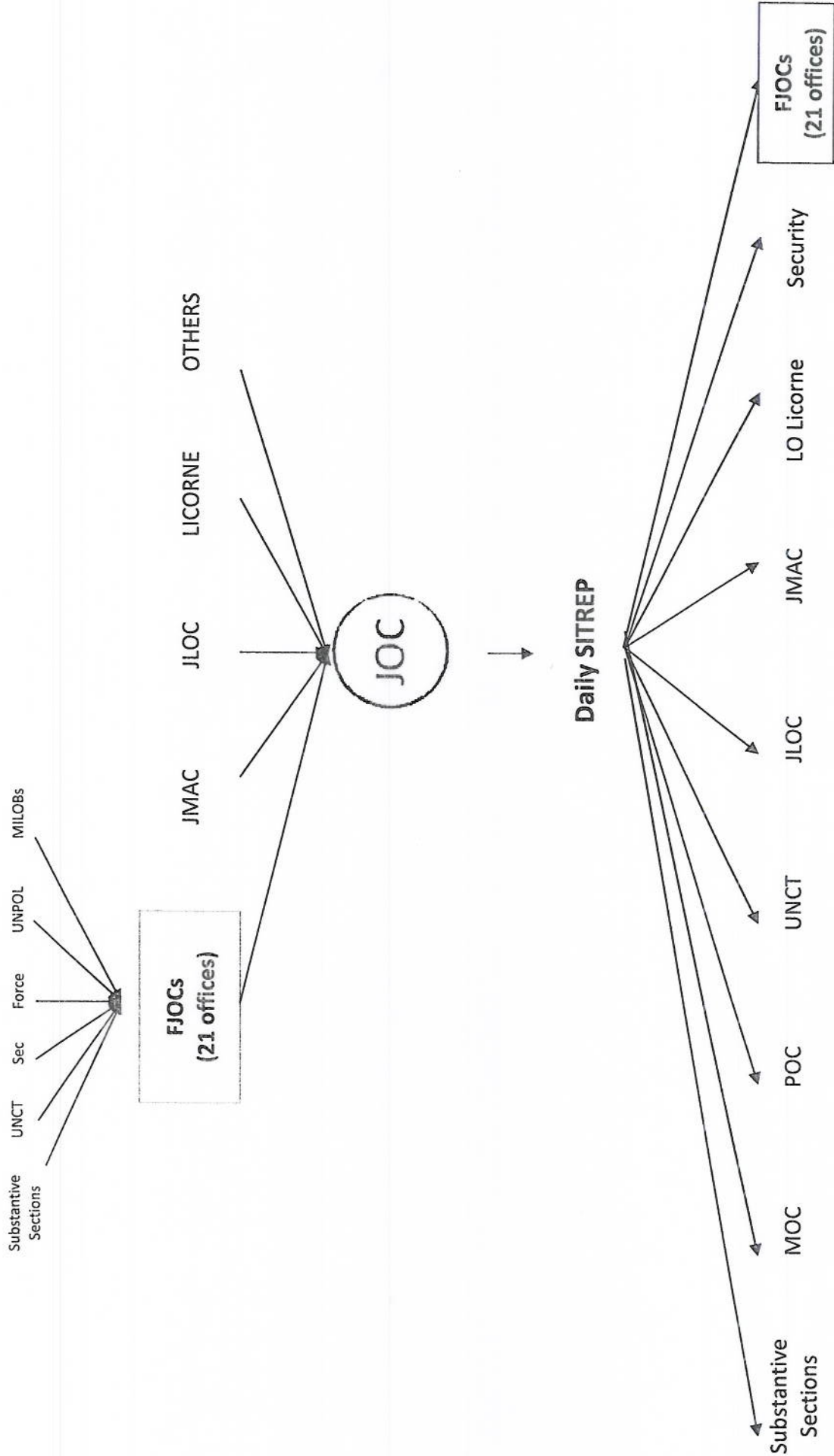


- Daily Situation reports (SitReps): integrated report (with military and police input as well as UNCT) that captures all the factual situational and operational information in the AOR. Must be sent by every FJOC to the ONUCI-JOC-SITREP and ONUCI-JOC-WATCHKEEPER/ONUCI/UNFIELDMISSIONS email addresses by 19.00h. The Office Coordinators are the one responsible for sending consolidated reports from the FJOC to JOC at HQ. This is to ensure that the information shared with the JOC at HQ is accurate and not contradictory.

Flash reports: Brief reports to be produced in exceptional cases if significant events/developments take place that warrant a specific focus outside the scope of the daily report and/or within a shorter timeframe. The flash report is sent to the JOC HQ immediately. Flash Reports should be accompanied by an immediate phone call to JOC HQ. The Office Coordinator is responsible for sending flash reports from the FJOC to JOC at HQ.

# DAILY SITREP

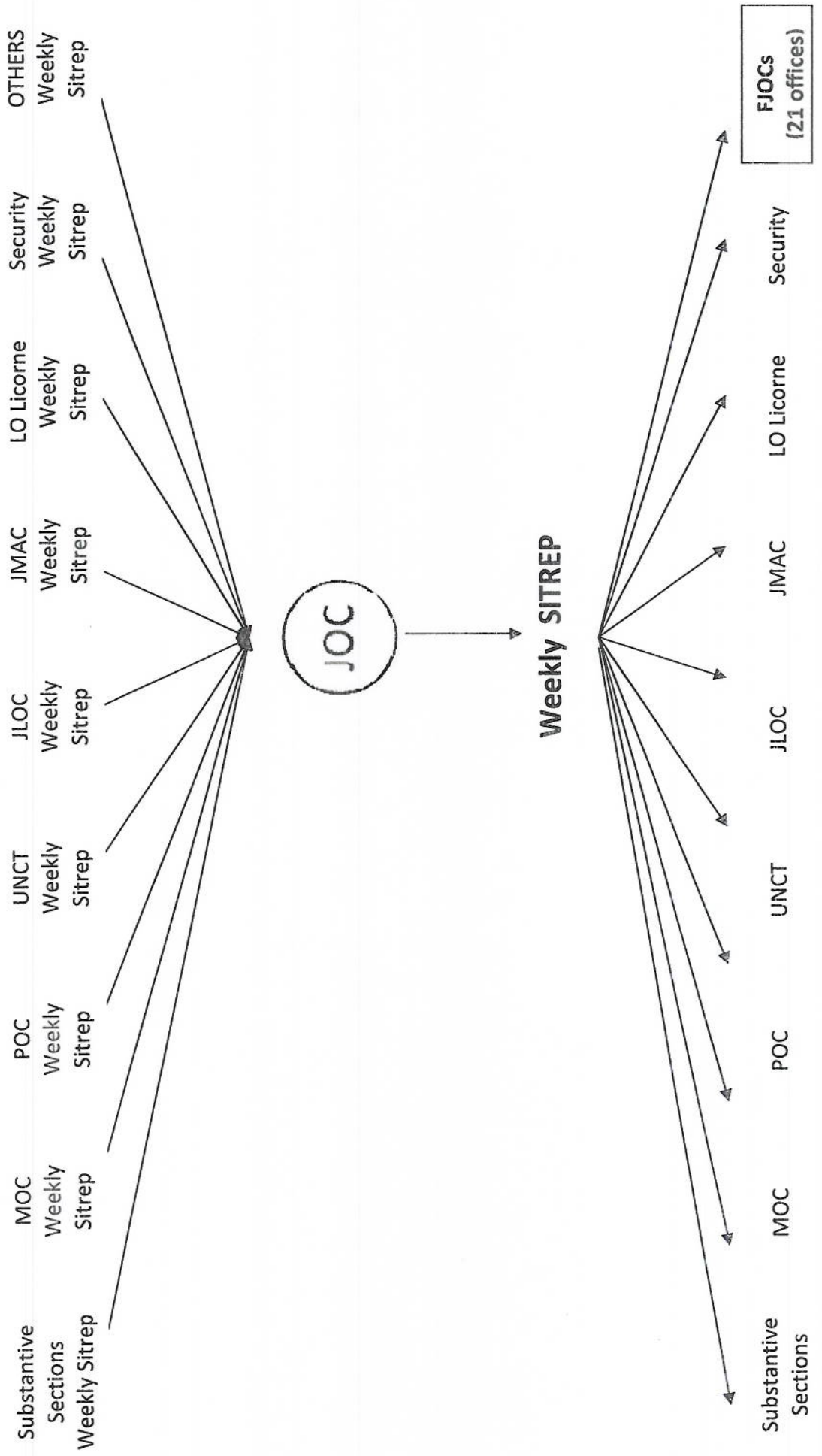
- Factual situational and operational information
- To be sent by 19.00, from FJOC email address (i.e FJOC-DUEKOUÉ) to ONUCI-JOC-SITREP , ONUCI-JOC-WATCHKEEPER and SW-RJOC and SE-RJOC JOC.
- JOC Abidjan distributes the final report Mission wide. SitReps are distributed to SMG, UNCT, UNHQ, Section Chiefs, FJOCs and a larger mailing.





# WEEKLY SITREP

- Draws conclusions from the events of the week under review, identifies trends and offers a basic situational assessment
- From Sections Chiefs to JOC to be sent to the ONUCI-JOC-SITREP and ONUCI-JOC-WATCHKEEPER email addresses by 10.00h on Mondays.
- JOC Abidjan distributes the final reports Mission wide to Section Chiefs and FJOCS



# ANNEX A: DAILY SITREP TEMPLATE

## DAILY SITUATION REPORT

FIELD JOC: DUEKOUE

DATE: 28 August 2012

Covering period from 00.01 hours 27 August 2012 to  
24.00 hours 27 August 2012

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POLITICAL

OPERATIONAL

SECURITY AND SAFETY

HUMANITARIAN

## ANNEX B: SAMPLE FLASH REPORT

### FLASH REPORT

**FIELD JOC:** DUEKOUE  
**DATE:** 21 March 2012  
**SUBJECT:** Attack on Guitrozon village

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**Situation:** (WHEN? WHERE? WHAT? WHO? WHY? and HOW?)

On 7 June, at around 6 a.m. hours, a gang composed of about 20 armed people attacked the village of Guitrozon (6km from Duékoué). The attackers shot dead two villagers, injured severely four others, and also raped a woman. Reportedly, the attack was a revenge for the link between the victims and the Dozos.

**Action taken:** (UNOCI AND IVORIAN FORCE ACTION TAKEN)

Moroccan Battalion (MorBATT) and UNPOL deployed patrols to the area to seek more information and to monitor the security situation. The coming days, MorBATT will increase patrolling in order to secure villagers.

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