



MEMORANDUM INTERIEUR

INTEROFFICE MEMORANDUM

TO: UN Heads of Agencies
All ONUCI Staff

20 March 2013

FROM: Bert Koenders
SRSG

A handwritten signature in black ink, appearing to be 'BK', written over the printed name 'Bert Koenders'.

SUBJECT: **Standard Operating Procedures (SOP) Functioning of UN Field Offices**

Dear Colleagues,

Please find attached the revised UN System SOP on the Functioning of UN Field Offices in Cote d'Ivoire.

The original version of this SOP, issued in August 2012, has been updated to reflect the recent ONUCI organizational and management changes as well as experience and feedback from Mission and UNCT colleagues.

The document outlines the structure, responsibilities, lines of reporting and communication, as well as the general spirit of collaboration and coordination expected in UN Field Offices.

This document enters into immediate effect. I call on all UN civilian, military and police staff to familiarize themselves with its content and to be guided accordingly.

Best regards,



Standard Operating Procedure

Functioning of UN Field Offices

Approved by: SRS
Effective date: 4 August 2012
Contact: Office for Decentralization and Integration and the Office of the Resident
Coordinator
Review date: March 2013

STANDARD OPERATING PROCEDURE ON THE FUNCTIONING OF UN FIELD OFFICES IN COTE D'IVOIRE

- A. Purpose**
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A. PURPOSE

This Standard Operating Procedure (SOP) sets out the structure, responsibilities, lines of communication and reporting, as well as the general spirit of collaboration and coordination expected in UN Field Offices. The guidance aims to ensure consistent and coordinated action in all UN Field Offices.

B. SCOPE

This SOP applies to all UN Field Offices in Cote d'Ivoire where there are civilian, police and military staff present. In addition to UNOCI, this SOP serves as a guide to the United Nations Country Team (UNCT) offices, agencies, funds and programs in Cote d'Ivoire.

C. RATIONALE

In early 2012, UNOCI and UNCT identified three priority areas of involvement for the UN System in Cote d'Ivoire:

- Security for civilians;
- National reconciliation and the restoration of state authority;
- Post-conflict development and early recovery¹.

To implement these priorities it was agreed to enhance coordination amongst UNOCI and UNCT members; ensure the development and implementation of integrated work plans; and decentralize UN operations. To support this effort a decision was taken to increase the UN's field presence by strengthening existing field offices, and/or creating new ones. UNOCI and UNCT continue to endorse this approach.

In addition, UNOCI and UNCT recognize the UNOCI mandate as established by the relevant UN Security Council resolutions, including a commitment for "UNOCI and the United Nations country

¹ Priorities for the UN System in cote d'Ivoire 2012-2013, March 2012

team to reconfigure within their existing capacities and reinforce their field presence, in order to enhance their coordinated support to the local authorities throughout Cote d'Ivoire².”

D. POLICY

Integrated UN Field Offices

An Integrated UN Field Office brings together UNOCI substantive sections, security, UNPOL, military and UNCT agencies, programs and funds in one physical co-location, to effectively address the multi-dimensional issues and tasks related to mandate implementation in their respective AOR.

The aim of a shared office is to foster closer cooperation and coordination to maximize the efforts of the UN System particularly in areas where civilians are at greater risk and threats to peace and security require a broad range of responses.

Integrated UN Field Offices are established based on joint consultations amongst the concerned parties, a consideration of respective mandates and an analysis of the comparative advantages of each partner. To ensure the establishment of flexible yet people-focused information-sharing and coordination systems, where Integrated UN Field Offices are not deemed suitable, alternative options are considered, including but not limited to field offices.

UN Field Offices

Field Office refers to the UN System including, Civilian Staff (Mission/UN Agencies, Funds and Programs), the Force, UNPOL and Military Observers not constituting a physical co-location of Mission and UN Agencies, Funds and Programs staff, but operating to foster closer cooperation and coordination to maximize the efforts of the UN System in the AOR.

Role of all UN Field Offices

Each UN Field Office, under the guidance of the UN Office Coordinator (OC), functions as a unified team to implement UN System policies and directives at the field level, within the respective AOR.

General rules to support integration between UNOCI and UNCT

- Co-locate where possible and maximize resources by pursuing an integrated approach
- Be transparent and share information as widely as possible with colleagues in the UN System and beyond, as appropriate
- Joint planning, monitoring and reporting to ensure timely and coordinated interventions
- Consult partner agencies on any planning or action that may impact on them
- Coordinate effectively and make use of comparative advantages
- When warranted by the situation, UN Field Offices will assist all the UN System partners when undertaking activities in their AoR³
- Demonstrate consideration and respect for partner mandates, rules, requirements for space, visibility and capacities

² S/RES/2062 (2012)

³ Local authorities, whether the Prefect, Military, Police or Gendamerie can be transported in UN vehicles when in line with mandated tasks and whilst observing the administrative procedures, waiver and non-UN MOP where applicable.

UN Office Coordinator

In line with the Interoffice Memorandum from the SRSG dated 10 January 2013, the OC is the designated UN Coordinator in the area of responsibility (AOR). The OC leads the management and coordination of the UN Field Office acting as liaison amongst all the relevant stakeholders. The OC is a representative of the Special Representative of the Secretary General (SRSG) in the AOR vis-à-vis the national and local political and civilian authorities and represents the views of the UN system in accordance with the mandate of the UN.

Generic tasks to be overseen by the UN Office Coordinator:

- Establish and maintain close liaison and communication with government officials present in the area including, Prefets, Sous-Prefets, Mayors, military officials and local authorities, UN agencies, international organizations, NGOS, UNOCI Military and Police components and counterparts
- Establish coordinated interaction with the local authorities on any issue relevant to the Mission mandate and those of the UN Agencies, Funds and Programs
- Convene regular coordination meetings at least two times a week to exchange information and ensure synergies in routine and ad-hoc actions. The meetings should provide an opportunity to discuss issues related to integrated programming, implementation of field office actions plans, review daily work objectives, discuss strategies on outstanding issues, and ensure coordination, consistency and effective flow of information. Those attending should include: representatives of substantive sections, security, UN police, military and UNCT representatives active in the AOR
- Harmonize established coordination mechanisms for more effectiveness (e.g. POC working group, Action Plan, etc.)
- Coordinate the development of field office level action plans that are in line with UN strategic priorities, ensuring input from field office staff and UNCT in the AOR
- Coordinate, monitor and analyze program development and implementation; review relevant documents and reports; identify problems and issues to be addressed and initiate corrective actions; liaise with relevant parties; ensure follow-up actions
- Oversee the field office activities in line with standard operating procedures and policies
- Act as the UN Field Office liaison with the Regional Office and UN headquarters
- Ensure that the Security Officer implements all security practices and measures in line with existing UNOCI guidelines and protocol
- Establish a consultative security mechanism referred to as the Area Security Management Team with selected staff of UN agencies and the Mission
- Act as Focal Point for establishing a mechanism to manage welfare in the designated office

Management and Reporting Lines:

The OC's first reporting officer is the Regional Head of Office (RHoO). The second reporting officer is the Office of the SRSG. The Head of Section is an additional supervisor. The RHoO is responsible for MOP approvals and e-performance of OCs in his/her respective Sector.

Field Offices are staffed by personnel deployed by relevant sections of UNOCI and the UNCT. Field Office staff from substantive components report to their Section or Agency hierarchy.

The OC is responsible for overall implementation of UN priorities, coordination of field office activities and reporting, and therefore he/she has the authority to manage, supervise and convene all field office staff and partners, and to delegate specific responsibilities to field office staff, as required. The OC is an additional supervisor for civilian personnel from all sections within the field office. Therefore, the OC contributes to the e-performance of field office personnel. To ensure adequate

coverage within the field office and the AOR, the OC approves all travel, MOP and leave requests. When there is a budget implication, this decision is taken in collaboration with the relevant budget owner. In cases where the OC is a UNV, the RHoH, will complete the e-performance function based on input from the OC.

The OC is responsible for managing and overseeing the use of all vehicles allocated to an office in line with the agreed priorities and related activities within the AOR. Use of vehicles should be discussed as an integral part of office planning, coordination and implementation. The OC and his/her OIC cannot be absent from the duty station at the same time. During absence, a comprehensive handover is conducted and an official communication is broadcast to the RHoO, Office for Decentralization and Integration, and all UN components.

The OC will be designated from either the UNCT or UNOCI. When the OC is from a UN Agency, formal reporting lines and related administrative procedures (e.g. MOP, e-performance) will be conducted by their Agency hierarchy. The OIC in the latter case, which should then naturally be from UNOCI, will assume the responsibilities for Mission staff as set out for OC from the Mission. In practice, by taking on the OC role, the UNCT member commits to work with the RHoO and the Office of the SRSG in line with the procedures and spirit outlined within this document.

At UNOCI HQ, the Office for Decentralization and Integration in the Office of the SRSG ensures that the RHoO and Field Offices receive adequate input and feedback from HQ, and ensuring that the work of the Field Offices is mutually supportive and within the overall strategy of the UN System.

Security

The SRSG, as the Designated Official, is responsible for ensuring the safety and security of United Nations personnel in Cote d'Ivoire. Through delegated authority, the OC becomes the Area Security Coordinator for his/ her respective Area of Responsibility and as such, in coordination with the senior military officer, is responsible for ensuring that the Security Officer in the AOR prepares, updates and submits an area-specific security plan to the Designated Official that includes a brief summary of the security situation, separate international and local lists of UN personnel and dependents (if applicable) in the area, warden lists, concentration areas and safe havens, emergency communications procedures, coordination centre plans, staffing and details on emergency supplies, etc. The Security Officer must also appoint wardens and establish a warden system that ensures all staff in the AOR are advised of specific precautionary measures to be taken in relation to the security plan. The OC is advised to establish a consultative security mechanism referred to as the Area Security Management Team with selected staff of UN agencies and the Mission.

Integrated Regional Joint Logistics Operations Center and Camp Logistics Liaison Officers

Each UN Field Office has a Camp Logistics Liaison Officer (CLLO) who acts as the focal point for reporting and following up all logistic needs⁴. The CLLO works in close coordination with the Regional Joint Logistics Operations Center (RJLOC) which coordinates all logistical matters within the sector⁵.

⁴ Standard Operating Procedure: Terms of Reference for the Establishment of Camp Logistics Liaison Officer (CLLO). August 2012.

⁵ Integrated Regional Joint Logistics Operations Centre (RJLOC) for Sector East and Sector West. June 2012.

Field Joint Operations Center and Related Reporting

Each UN 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 present⁶. The Field JOCs are headed by the UN OC 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 collects 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 will be sent to the respective FJOC email address. Consolidated final reports produced at FJOC level will be sent 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 given to the OC and OIC.

- **Daily Situation Reports (SitReps):** one consolidated report from the field office (with military and police as well as UNCT inputs) that captures 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.
- **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.

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.

⁶ Guidance for Field Joint Operations Centers, 5 September 2012.

Each component must contribute to the FJOC on a daily basis. Based on information provided and in line with JOC reporting templates, the UN OC 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 OC (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 UNOCI 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 UNOCI, 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)"

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 OC, 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 CMT.

TERMS AND DEFINITIONS

Integrated UN Field Office: refers to the physical co-location of UNOCI and UN Agencies, Funds and Programs staff in one compound to foster closer cooperation and coordination to maximize the efforts of the UN System.

UN Field Offices: refers to the UN System including, Civilian Staff (Mission/UN Agencies, Funds and Programs), the Force, UNPOL and Milobs not constituting a physical co-location of Mission and UN Agencies, Funds and Programs staff, but operating to foster closer cooperation and coordination to maximize the efforts of the UN System in a certain geographical area.

Field JOC: refers to Field Joint Operations Center, team composed of Civilian Staff, Military, UNPOL and the UNCT where they are present in Field Office to ensure rapid, effective, and appropriate anticipated responses and mission-wide awareness and to take the lead allowing for rapidly and effectively dealing with any emergency situation that may require a rapid field response.

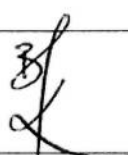

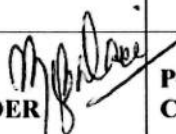

CONTACT

The Contact Office for this SOP is the Office for Decentralization and Integration.

HISTORY

This SOP was first approved in August 2012. Between October 2012 and January 2013 this SOP was reviewed and has been updated to reflect the recent UNOCI organizational and management changes announced in early January, as well as experience and feedback received from the Taskforce and Mission and UNCT colleagues.

APPROVAL SIGNATURE:

SRSR 	DSRSR/RC/HC 	FORCE COMMANDER 	POLICE COMMISSIONER 

DATE OF APPROVAL: 20 March 2013
