HUMANITARIAN
CIVIL-MILITARY
COORDINATION WORKSHOP
Bangkok, Thailand, 16-17 October 2014

Integrated Civil-Military Regional Response Planning For Large-Scale International Disaster Relief

Bangkok, Thailand
16-17 October 2014

Workshop Report

BACKGROUND

As part of the ASEAN-U.S. Informal Defence Forum in Hawaii in April 2014, OCHA's Assistant Secretary-General and Deputy Emergency Relief Coordinator, Ms. Kyung-wha Kang, acknowledged the need for greater engagement and enhanced coordination between civilian and military personnel engaged in disaster management in the Asia-Pacific region. A proposal for a related civil-military coordination workshop was put to the assembled ministers and country representatives during the Roundtable Session on Disaster Response. The proposal was met with broad agreement and support.

Building upon that agreement, the OCHA Regional Office for Asia and the Pacific (ROAP) hosted a regional Civil-Military Coordination Workshop on 16-17 October 2014, in Bangkok, Thailand. The workshop gathered more than 70 participants (military and civilian authorities at senior working level) from 20 countries, as well as representatives from the AHA Center, the NGO community, IFRC, the UN and donors.

WORKSHOP OBJECTIVES

Although Asia and the Pacific is the most disaster-prone area of the world, this dynamic region also offers the opportunity to develop best practices, innovative policy and approaches in response preparedness work.

Regional stakeholders acknowledged that greater integration in operational planning will ensure a cohesive civil-military effort in disaster relief operations with all actors understanding their role; it will build trust and understanding between different actors; it will maximize the use of available resources for known large-scale emergencies in the Asia-Pacific region. Harmonization and alignment of existing civil-military coordination guidance for Asia and the Pacific was identified as a key tool to achieve the above mentioned goals.

In this perspective, the regional Civil-Military Coordination Workshop was organized to achieve the following specific objectives:

1. **To initiate** a joint process involving host governments, militaries and the broader humanitarian community to agree on the strategic parameters and a common planning framework for response to predictable large-scale emergency events in the region;

2. **To promote** knowledge, understanding and implementation of existing global and regional civil-military coordination guidelines which establish the basic framework to formalize, harmonize and improve the effectiveness and efficiency in the use of foreign military assets during international disaster relief operations;

3. **To continue** to build a network of experts and professionals in civil-military coordination to foster mutual knowledge, trust and unity of effort.

"We understood that integrated response preparedness planning among governments, humanitarian and military responders can *unlock the potential* to save more lives when a large-scale disaster occurs"

Ms. Kyung-wha Kang
Assistant Secretary-General and
Deputy Emergency Relief Coordinator (ASG/DERC)

- Agreement that rather than seeking to integrate response preparedness activities of military, humanitarian and government actors into a single, coherent whole, guided by a common strategic purpose, it would be more appropriate to seek to **coordinate humanitarian and military response preparedness planning** processes and concepts of operations.

- Agreement that **five high-priority countries** were identified as appropriate targets for implementation of the coordinated operational planning approach: Bangladesh, Indonesia, Myanmar, Nepal and the Philippines.

- Agreement that a **coordinated logistic framework** aimed at de-conflicting logistic efforts will be developed to include: a common logistic template to support national governments' efforts to identify how the domestic logistic capability can be rapidly augmented to respond to the immediate and known key needs of any large-scale natural disaster response operation; an agreed model to submit Requests For Assistance (RFA) for foreign military support, when needs exceed the Affected State's capabilities and no other civilian capacity is available.

- Agreement that ***HumanitarianResponse.info*** is an information-sharing platform that can facilitate coordinated operational planning. To this end, it was agreed that the platform will be adapted to act as a key preparedness tool, as well as a response tool.

- Agreement that the structure of any civil-military coordination mechanism to be activated will be reliant on the affected State's national structure. Depending on the context, a **Humanitarian-Military Operations Coordination Centre (HuMOCC)** could be activated and tailored to the specific context of the five high-priority countries. This model should be evaluated in the response preparedness phase as part of the coordinated operational planning process.

- Agreement that the best way to take the process of coordinated operational planning forward is through a **multi-stakeholder approach** to response preparedness planning, rooted in strengthened humanitarian civil-military coordination. The process will be led at the national level, but will also necessarily involve regional and international planning.

- To this end, agreement to form **a Regional Consultative Group on Humanitarian Civil-Military Coordination for Asia-Pacific,** which will be linked to the global Consultative Group but will focus on contextualizing international standards and frameworks to achieve concrete preparedness and response outcomes in this region.

HUMANITARIAN CIVIL-MILITARY COORDINATION WORKSHOP
THE WAY FORWARD

"What we need is better coordination and coherence in our collective response preparedness efforts, so that when the call comes, we waste no time trying to work out how we can work together but rather make the best use of our collective experience and assets and prior planning in order to provide the right support when it is needed the most"

Mr. Oliver Lacey-Hall
Head, United Nations Office for the Coordination of Humanitarian Affairs
Regional Office for Asia and the Pacific

1. OCHA will initiate the process to constitute the Regional Consultative Group for Humanitarian Civil-Military Coordination.

2. Draft Terms of Reference (TOR) will be prepared by OCHA.

3. The draft TOR will be shared with workshop participants.

4. A new version of the TOR that integrates the comments and suggestions received will be circulated for final validation.

5. An invitation letter with the validated TOR will be sent to key regional entities (Government, Humanitarian and Military) to solicit the selection of suitable representatives to be included in the membership of the Regional Consultative Group for Humanitarian Civil-Military Coordination.

6. The first meeting of the Regional Consultative Group will be held at the upcoming World Humanitarian Summit (WHS) Civil-Military Coordination Consultation, to be held in Singapore on 6-8 April 2015.

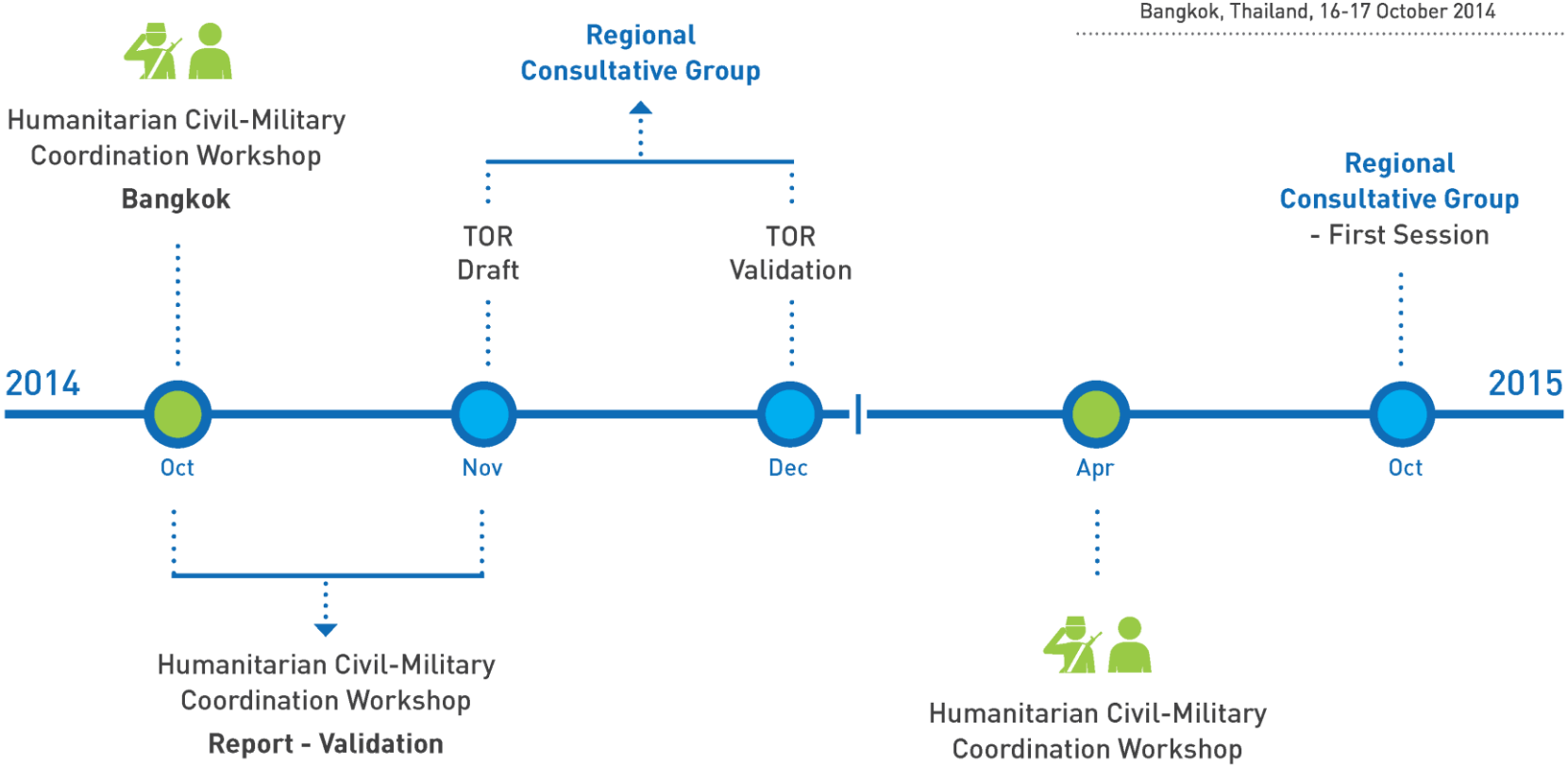
7. To prepare for this event, on-line consultations will be organised by OCHA with the following objectives:

   - To prepare recommendations for the World Humanitarian Summit (WHS) Civil-Military Coordination Consultations;
   - To initiate discussions on the establishment of sub-working groups that can move forward in the implementation of the recommendations formulated during the regional Civil-Military coordination Workshop (October2014);
   - To agree on an action plan of key deliverables to be achieved by the Regional Consultative sub-working groups by the end of 2015.
   - To agree on the date and outline agenda for the first session of the Regional Consultative Group to be held in the second half of 2015.

THE WAY FORWARD

HUMANITARIAN CIVIL-MILITARY COORDINATION WORKSHOP

Bangkok, Thailand, 16-17 October 2014



OCHA

HUMANITARIAN CIVIL-MILITARY COORDINATION WORKSHOP
REPORT - THURSDAY 16 OCTOBER

The regional Civil-Military Coordination Workshop was opened by Mr. Oliver Lacey-Hall, Head of OCHA's Regional Office for Asia and the Pacific (ROAP). Mr. Lacey-Hall noted that whilst militaries and humanitarians work well together during response operations, coordination was less effective in response preparedness activities. He emphasized the unprecedented opportunity offered by the workshop: to enhance coordination and coherence in response preparedness efforts of humanitarian and military actors.

Briefing Session – Presentations

Integrated Operational Planning: Unlocking the Potential to Save Lives

This presentation highlighted one of the key premises of the Workshop: integrated response preparedness planning among governments, humanitarian actors and military responders can "unlock the potential" to save more lives when a large-scale disaster occurs. The session also explained the Workshop deliverables and outlined the future roadmap to finalise the process initiated by the Workshop.

"The Clock is Ticking": Countdown to the Next Mega-disaster in the Asia-Pacific Region

"The clock is ticking" towards the next potential mega-disaster in the Asia-Pacific Region; sooner that we might expect, we will be confronted again with needs that exceed available resources at the local and national levels. The presentation objective was to provide an overview of natural disasters in the Asia-Pacific region, a scenario that calls for bold and innovative ways to improve the speed of delivery and volume of critical assistance provided.

Current Humanitarian Architecture: A Catalyst for Integrated Operational Planning?

The session aimed to engage the audience with a critical evaluation of existing tools and services for disaster preparedness and response. The key questions to be addressed were: "Is the current international humanitarian architecture fit for purpose?"; "Do the existing disaster preparedness and response tools support us to face the next large-scale natural disaster in this region?".

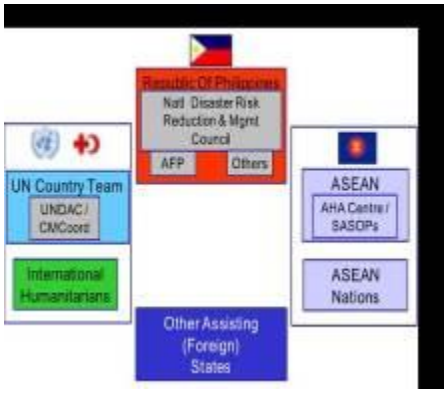
One of the key session outcomes was the identified need for a paradigm shift from an "inward-looking" humanitarian architecture to one that is inclusive of new and non-traditional actors that can support humanitarian action: military forces and the private sector.

The critical evaluation of disaster response tools/services highlighted the need for rapid and flexible financing mechanisms; tailored and predictable deployment of technical teams; as well as the added value of a clear mapping of available services and prepositioned supplies. The analysis of disaster preparedness tools/services highlighted the added value of joint technical training; the need to invest in policy, legal preparedness and coordinated contingency planning; the importance of building a more compelling narrative line across simulation exercises.

Nepal: Coordinated Response Preparedness Planning

This session focused on the case study of Nepal. In this country, a model of coordinated operational planning was implemented by humanitarian and military actors: the World Food Programme (WFP) and US PACOM (JTF 505). The concepts of operations of the two actors were illustrated and areas of convergence highlighted.

Typhoon Haiyan: "Did we get it right?"



The objective of this presentation was to conduct an analysis of achievements and gaps in large-scale natural disasters relief efforts, with a specific focus on the response to Typhoon Haiyan ("Yolanda").

The answer to the leading presentation question ("Did we get it right?") highlighted key areas of improvement for the Armed Forces of the Philippines (AFP), the National Disaster Management Authority (NDMO), as well as the international community.

Key recommendations included: the need for regular trainings and exercises among various actors; validation of preparedness plans to be instituted at all levels of disaster management; common situational awareness platforms should be introduced; disaster response capabilities (personnel, equipment, deployable assets) of different actors at various levels should be mapped and disseminated.

Integrated Operational Planning: Introduction and Group Work

During the afternoon session, participants were divided into four working groups and tasked to discuss and identify the overall strategic parameters for a common planning framework:

1. Objectives and Key Principles of Integrated Operational Planning;
2. Integrated Situational Awareness;
3. Integrated Logistic Operational Planning;
4. Integrated Information Management Architecture.

Objectives and Key Principles of Integrated Operational Planning: Roles and Responsibilities

Objectives:

1. To agree on why we need **Integrated Operational Planning** and work towards putting in place the **key principles** that should guide the process;
2. To **determine the roles, responsibilities** and comparative advantage of the various actors involved in Integrated Operational Planning;
3. To identify **opportunities and challenges** that might affect the process.

Outcomes:

- Working group participants agreed that rather than seeking to integrate response preparedness activities of military, humanitarian and government actors into a single coherent whole guided by a common strategic purpose, it would be more appropriate to **coordinate humanitarian and military response preparedness** planning processes and concepts of operations;
- Among the **key principles** that would need to guide coordinated operational planning, the following were identified: centrality of the affected government and respect for sovereignty; openness; information sharing; avoiding reliance; predictability; common planning assumptions; clarity of objectives; humanitarian principles; inclusiveness.
- Regarding **the roles and responsibilities** of various actors involved in coordinated operational planning, it was agreed that in addition to the key actors (Governments, ROs, International Community, Donors, Foreign Military Forces, private sector, RCRC Societies), a stakeholder mapping should be conducted to include a capability analysis by country / contributors.
- In relation to the **opportunities and challenges** that might affect the process of coordinated operational planning, the following were identified:

  - Opportunities: The coordination of concept of operations between humanitarian and military actors will ensure a cohesive civil-military effort in disaster relief operations, with all actors understanding their roles; it will build trust and understanding between different actors; it will maximize the use of available resources for known large-scale emergencies in the Asia-Pacific region. The process will also provide multiple opportunities for joint learning and capacity building initiatives.
  - Challenges: The willingness, ability and implementation of mechanisms to share information; the difficulty to adapt the process of coordinated operational planning to local contexts; issues of sovereignty.

GROUP 2

Integrated Situational Awareness

Objectives:

1. To agree on an **operational set of tools**, mechanisms and procedures that can lead to a shared situational analysis and understanding (i.e. country risk profiling, identification of hazards and vulnerabilities);
2. To formulate **key top tips** for effective joint needs assessment.

Outcomes:

- Working group participants agreed that it might not be possible, or indeed necessary, to achieve a consensus on what are the "high-risk" countries in this region where the process of coordinated operational planning should be prioritized. Rather, it was agreed that **transparency and information sharing** in relation to the decision-making process used by different actors to prioritize high-risk countries would be more desirable. It would also better support a coordinated approach to response preparedness planning.
- Regarding how to achieve a common situational awareness in the response preparedness phase, it was agreed that achieving integrated situational awareness in the response preparedness phase would be difficult. As mentioned for operational planning processes, the consensus was that **situational awareness should be coordinated**, rather than integrated, and this process should be led by national governments.
- **Basic planning assumptions** based on identified scenarios should be communicated to national authorities so that they can integrate this information as part of community preparedness planning.
- Using identified planning scenarios, governments should encourage potential partners to indicate **what capacities** they would be prepared to **bring to the response**. At the same time, they should accept more general indications of response support capacity and/or planning for non-identified scenarios.
- Situational awareness was also examined from a **response perspective**. "How do we maintain a shared/coordinated situational awareness once response efforts are ongoing?" "Can coordination of needs assessments facilitate this continuum of coordinated situational awareness?" While responding to these challenging questions, some **key top tips** for effective joint needs assessment were formulated.

TOP TIPS FOR NEEDS ASSESSMENTS

- Needs assessments should differentiate between responders' needs (fuel, access, logistics, transportation) and affected community needs (drinking water, food, shelter);
- Information needs (i.e. what type of information will be sought during response efforts) should be identified and articulated in the response preparedness phase. This would allow different actors to contribute to the collection of information according to their respective roles, responsibilities and mandates;
- Information sharing portals and platforms are required to rapidly disseminate the identified information needs to humanitarian and military actors alike; the role and potential contributions of information technology (i.e. social media) in collecting information for needs assessments should be evaluated and taken into account;
- The use of satellite imagery and drones to achieve coordinated situational awareness should be evaluated against the impact that this type of information gathering might have;
- For humanitarian needs assessments, triangulation of information is critical.

Integrated Logistic Operational Planning

Objective:

1. To design a **common logistic framework** aimed at de-conflicting logistic efforts (agreement on guidance for coordination in logistics, logistic planning templates, criteria for establishing priorities).

Outcomes:

- Working group participants agreed that the humanitarian community and military actors should focus on **logistic operational planning** challenges for priority countries, where a large-scale natural disaster scenario is likely to occur. Bangladesh, Indonesia, Myanmar, Nepal and the Philippines were agreed to be the appropriate priority target countries for the implementation of this approach.
- Current preparedness processes should be expanded to help countries answer **key logistics questions** ahead of time; disaster preparedness tools and services should take into account logistics assets and resources.
- In relation to the design of a common logistic framework, it was agreed that the following should be developed:

  - A **common logistic template t**o support national governments in identifying how the domestic logistic capability can be rapidly augmented to respond to the immediate and known key needs of any large-scale natural disaster response operation.
  - An agreed model to submit **Requests for Assistance** (RFA) for foreign military support, when needs exceed the affected State's capabilities and no other civilian capacity is available. The military response to any RFAs should be coordinated with other military forces to minimize duplication, confusion and gaps in the provision of logistic support.

Integrated Operational Planning:
Information Architecture

Objectives:

1. To agree on how to work towards the design of an **integrated architecture for information sharing;**
2. To agree on a **common template** to capture and monitor data preparedness, including essential baseline information, and identify a methodology for rapid joint situation and needs analysis.

Outcomes:

- Working group participants agreed that if information is properly shared and **data preparedness is agreed**, a strong foundation can be laid for coordinated operational planning.

- Information needs that would be required to ensure the coordination of operational planning are common among humanitarian and military actors. These include:

  - Mapping of actors (3Ws); Contact list;
  - Baseline Data;
  - Country Profiles (hazards, vulnerabilities, security outlook etc.);
  - Emergency Response Preparedness Plans;
  - Civil-Military Coordination: context-specific models for the implementation of civil-military coordination structures; civil-military coordination focal points contact details; categories of possible Military and Civil Defence Assets (MCDA) that could be deployed (air, sea, ground assets; storage facilities, etc.); identification of a simple tracking system that would be implemented to record the deployment and use of logistic MCDA.
  - Data on country-specific infrastructure (i.e. Logistic Capacity Assessment - WFP).

- Participants agreed that these information needs, once collected, would only have to be **revised in the disaster response phase** to make adjustments based on the parameters of the specific response.

- ***Humanitarianresponse.info*** was identified as a highly effective information-sharing platform that could facilitate coordinated operational planning. The following recommendations were formulated by participants to ensure that the platform could be adapted to be both a preparedness tool and a response tool:

  - Raise awareness of the platform and include training on its use in courses and capacity building initiatives targeting humanitarian and military actors;

  - Ensure that the above outlined preparedness information is included in the platform; a "Preparedness Planning Toolbox" could be created for this purpose.

The second day of the regional Civil-Military Coordination Workshop was opened by Ms. Kyung-wha Kang, Assistant Secretary-General and Deputy Emergency Relief Coordinator (ASG/DERC). The ASG highlighted that natural disasters of the scale and magnitude of Typhoon Haiyan in the Philippines are a stark reminder that while significant progress has been achieved in coordinating the response phase of disasters, joint planning during the preparedness phase, especially between civilian and military actors, has not progressed at the same rate. Coordinated operational planning can ensure that national and foreign military capacities are complementary to and in support of civilian response preparedness efforts.

The ASG provided an outline of the programme of the second day of the Workshop, focused on two key objectives:

1. To identify the **strategic parameters** that guide coordinated operational planning from a more specific civil-military coordination perspective;

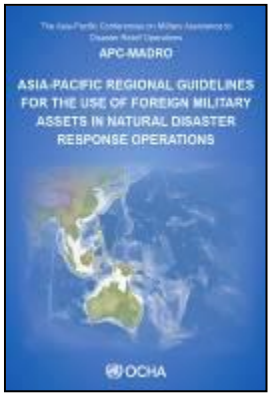
2. To promote knowledge, understanding and implementation of global and regional **civil-military coordination guidelines**, which establish the basic framework to formalize, harmonize and improve effectiveness and efficiency in the use of foreign military assets during international disaster relief operations.

Briefing Session – Presentations

Integrated Operational Planning: Sharing Operational Space

The presentation provided an overview of liaison and coordination structures that can be activated during emergency response efforts: the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA CENTRE); the Multinational Coordination Centre (MNCC); the On-site Operations Coordination Center (OSOOC). The session highlighted that civil-military coordination structures need to be discussed and agreed in the preparedness phase, taking into account the affected State's national structure and unique circumstances.

Integrated Operational Planning: The Search for Harmonised Guidance



The session provided an overview of global and regional civil-military coordination reference guidance: ASEAN Regional Standby Arrangements and Standard Operating Procedures (SASOPs); ARF Strategic Guidance for Humanitarian Assistance and Disaster Relief; Multinational Force Standing Operating Procedures (MNF SOP); Guidelines on The Use of Foreign Military and Civil Defence Assets In Disaster Relief (Oslo Guidelines). The briefing also offered an answer to the *Search for Harmonised Guidance* at regional level; the "Asia-Pacific Regional Guidelines for the Use of Foreign Military Assets in Natural Disaster Response Operations" (APC-MADRO) represent the basic framework for the effective and efficient use of foreign military assets in international disaster response operations in support of an Affected State.

Integrated Operational Planning: Introduction and Group Work

For the afternoon session, participants were divided into four working groups tasked to discuss and identify the specific **civil-military coordination parameters** that are needed to build a common operational planning framework:

1. Civil-Military Coordination in Disaster Preparedness;
2. Civil-Military Coordination in Disaster Response;
3. Civil-Military Coordination Guidance: Setting Standards;
4. Civil-Military Coordination: Building a Regional Partnership.

GROUP 1

Civil-Military Coordination in Disaster Preparedness

Objectives:

1. To identify what **civilian and/or military capability and assets** would be needed to meet key immediate needs during the initial phase of a disaster response, so as to improve the speed of delivery and volume of critical assistance;
2. To discuss the **institutional arrangements** (including contingency planning provisions) that need to be in place for timely, appropriate and efficient support to be provided by humanitarian and military actors to Member State in responding to major natural disasters.

Outcomes:

Key immediate needs

- Participants agreed that a **stakeholder mapping** should be conducted to identify the key actors that can provide the necessary assets for a rapid on-set emergency and deliver 85 per cent of the immediate needs. The main focus should be on the initial four weeks of response efforts.
- An important element to meet the key immediate needs is sharing of information in the preparedness phase on the **basic assets that various militaries can supply** to any emergency situation, including how long it will take to deliver them.
- Cluster leads (including national government cluster leads) would need to quantify what **basic resources** would be required for an immediate response; information such as the origin of the required assets and an estimation of the lead time to procure and transport them should also be provided.
- Locally relevant and **culturally appropriate solutions** to address the key immediate needs should be identified.

Institutional Arrangements

- Participants agreed that **military-to-military coordination and planning** is critical: each responding military will have its own set of nationally-focused operating procedures and it is essential that these are understood by the various militaries and civilian responders with whom they will interact.
- A generic template to establish an **institutional framework** for disaster response should be agreed upon. The template could then form the basis of any context-specific adaptation.
- Institutional learning should be informed by lessons learned and best practices such as the JTF505-WFP supply chain coordinated operational planning for the Kathmandu Valley Earthquake.

GROUP 2

Civil-Military Coordination in Disaster Response

Objectives:

1. To identify appropriate **coordination arrangements** that would ensure regular contact and information-sharing between military and civilian actors;
2. To outline civil-military challenges that can arise during a disaster response (use of different terminology, perceptions related to the involvement of military actors etc.);
3. To analyse **Request for Assistance (RFA) and Request for Information (RFI)** models and evaluate the most appropriate process flow for Integrated Operational Planning purposes.

Outcomes:

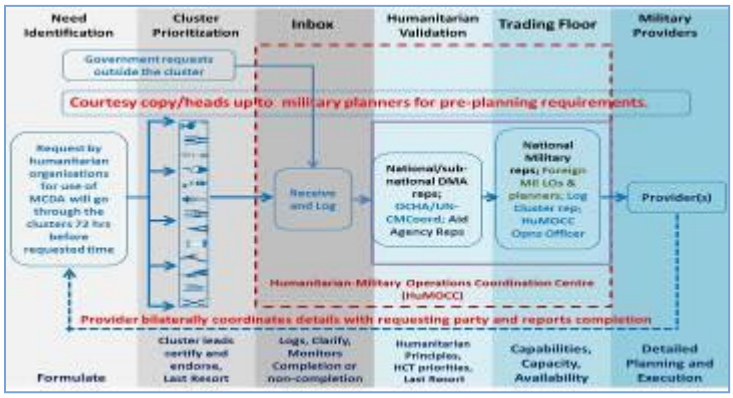
Coordination arrangements

- Participants agreed that the structure of any civil-military coordination mechanism would be dependent on the **affected State's national structure.** Coordination mechanisms may be established through liaison arrangements between a civil-military operations centre and the humanitarian community, or through the placement of military liaison staff in humanitarian coordinating structures (or vice-versa).
- Depending on the context, the establishment of a **Humanitarian-Military Operations Coordination Centre (HuMOCC)** might be the preferred option. Any civil-military coordination centre to be activated as part of an international disaster response will support the NDMO and work under its direction (see diagram).
- Participants also noted that the effectiveness of civil-military coordination further increases if the co-location of civilian and military actors, possible within a permissive and stable environment, is paired by **delegated decision-making authority** of military actors.
- In relation to the structure of the HuMOCC, the following recommendations were formulated: the relation with national militaries as well as regional organizations (in particular ASEAN–AHA Centre) should be included in the diagram; the roles and

responsibilities of each actor within the HuMOCC should be described and integrated in the APC Madro Guidelines.

- In addition to the national level structures, coordination mechanisms at the field level should also be evaluated and a related model proposed.

Request for Assistance (RFA) / Request for Information (RFI)



- In relation to the proposed **Request for Assistance (RFA) process flow**, participants agreed that the model could represent a viable option that could facilitate and create consistency in the requests submitted for the use of military and civil-defence assets (MCDA).

- The model as it is proposed could be more easily implemented once the immediate life-saving phase of an emergency response is finalized. It is in **the recovery and stabilization phase** that the model would become more useful and the complete validation process of the requests could be implemented.
- In order for the model to be effective in the immediate phase of a disaster response it was suggested that the **validation system should be simplified**. In the early days of a disaster response, it might not be possible to have clearly established strategies and priorities to base the validation process;
- Participants suggested that the proposed process flow could be linked to a simple but **effective tracking system** that would immediately record requests submitted for the use of MCDA. The information could then be made available to different stakeholders. A number of models were discussed: WFP Relief Item Tracking Application (RITA); USAID/OFDA Mission Tasking Matrix (MiTAM) etc. Participants suggested that assistance provided bilaterally by foreign military providers should also be tracked by the identified system;
- Participants recommended that a '**feedback mechanism'** should be built within the process flow. It is important to have a two-way information system: requests that are submitted are tracked. At the same time, information should be conveyed once a provider (military or civilian) has been allocated to the task and the activity is carried out.

GROUP 3

Civil-Military Coordination Guidance: Setting Standards

Objective:

1. To agree on the key civil-military coordination **strategic principles, concepts and standards** that would need to guide coordinated operational planning.

Principles

- Participants agreed that the following **principles** should guide coordinated operational planning: military assents are provided at no cost; alignment of approaches that avoids

duplication and allows de-confliction; adaptation to the operational context – any planning should take into consideration the existing legal and policy frameworks of the affected states and existing global/regional principles including respect for sovereignty; mutual trust and understanding; military assets provided should be limited, relevant, and in support of the affected State, while also avoiding dependency; complementarity; recognition of existing global and regional standards; flexibility; transparency; simplicity; saving lives as utmost priority; communication, coordination and commitment; inclusiveness.

Concepts

- Participants agreed that the following **concepts** should guide coordinated operational planning: requested by the relevant authorities; unique military requirement; accessibility to information and information sharing; capacity for interaction potentially including some sorts of coordination mechanisms; understanding of roles and responsibilities; continuity of engagement; Safety.

Standards

- Participants agreed that the following **standards** should guide coordinated operational planning: do no harm; open sharing; centralised and consistent information management system including contact (or focal) points; capacity building.

Civil-Military Coordination:
Building a Regional Partnership

Objective:

1. To formulate Terms of Reference of a **Regional Consultative Group (RCG) for Humanitarian Civil-Military Coordination** that will represent the major platform for discussion and networking among regional actors involved in humanitarian civil-military coordination. The Regional Consultative Group will bring forward the civil-military coordination agenda in the region, including the implementation of the identified strategic parameters to achieve coordinated operational planning.

Outcomes**:**

- Participants agreed that the RCG should be multi-stakeholder:
    - Member States
    - Regional organizations
    - Academia / Think tanks
    - International, national and local NGOs/CSOs
    - UN organizations and international organizations
    - [Affected community representatives]
    - [Private sector]
- RCG members should decide which issues / sub-working groups should be established and choose their participation accordingly.
- The RCG should start with a limited and clearly defined scope to be as inclusive as possible. It can then develop according to the collective decision of its members.

- The RCG Terms of Reference should be drafted on the basis of the Global Consultative Group (7 key points):

    - Provide a platform for the exchange of information and ideas in a broad range of emergency situations.
    - Establish an international forum that brings together the humanitarian, civilian and military actors involved in the policy development, preparedness, planning, response and recovery phases of disasters, in the field of civil-military coordination and the use of MCDA.
    - Share policy and operational information, experiences, understanding of challenges, views, approaches, initiatives and activities in order to gain a common understanding of various positions and mechanisms within the Consultative Group.
    - Discuss and compare civil-military contingency planning, policy and doctrine, as well as planning and operational issues through the identification of gaps and areas of common interest and concerns across the disaster and complex emergency response spectrum.
    - Identify and address emerging policy issues and gaps; identify existing documents and address the possible need for updates or revisions.
    - Work as a platform for gathering, disseminating and implementing civil-military coordination related lessons learnt and best practices.
    - Link the work of the Consultative Group to other relevant forums, as and when appropriate, with an emphasis on relationship with Regional Organizations.

- OCHA should act as the RCG Permanent Secretariat, in coordination with the relevant regional bodies (ASEAN, SAARC, PIF, etc.). The main function of the Secretariat would be to provide support and services to the Group membership.

- Support to the Secretariat would be provided on a rotational basis by Member States through a troika arrangement; detailed arrangements would need to be made in relation to the chair function duration and composition (Member States, non-Member States military and civilian, understanding of civil-military coordination - subject matter familiarity).

- An annual meeting schedule would need to be established; *ad hoc* inter-sessional meetings of sub-working groups will be organised; *ad hoc* general RCG meetings will be convened if/when required.

- In relation to the RCG funding, participants did not identify any specific source of funding. However, it was outlined that members would use creative arrangements to secure funding for the RCG function.

- Participants agreed that as part of a community of practice (COP), there would have to be a commitment by the members to share information and contribute to the community, as much as drawing from it.