



I. Background

1. Effective humanitarian civil-military coordination (UN-CMCoord) requires an understanding of humanitarian action and the overall operational context, as well as the military's roles and responsibilities, organizational structure, culture and liaison approaches. OCHA's Policy Instruction on *OCHA's role and responsibilities in humanitarian civil-military coordination* (UN-CMCoord) highlights this. Towards this end, sensitization and training are amongst the key tasks OCHA carries out in support of UN-CMCoord in the preparedness and response phases.
2. OCHA's Civil-Military Coordination Section (CMCS) acts as the custodian of standards and principles guiding civil-military interactions from a humanitarian perspective. The UN-CMCoord Training and Partnerships Programme supports the broad dissemination, promotion, awareness and implementation of these key principles and standards, and promotes adherence to global and country-specific UN-CMCoord guidelines as well as UN-CMCoord reference documents.
3. The migrant and refugee crisis in Europe continues to test regional humanitarian coordination mechanisms. The humanitarian situation in Ukraine raises great concerns in particular regarding the unimpeded access to humanitarian assistance by the most vulnerable people. Preparing for and responding to these various threats require deliberate investments in creating a good understanding of national and regional humanitarian coordination mechanisms in Europe as well as working knowledge of how the international response mechanisms plug into national and regional structures, particularly the use of foreign military assets (FMA) should there be a need or request to deploy them.
4. CMCS will conduct a UN-CMCoord course from 20 to 24 October 2019 in the Hague, the Netherlands with the support of the CIMIC Center of Excellence (CCOE). The course will cater to the humanitarian and military communities of the Europe region.

II. Aim

5. This course aims to promote appropriate and effective humanitarian civil-military interactions in humanitarian emergencies through bolstered knowledge and understanding of UN-CMCoord standards and principles and adherence to them. This includes the use of foreign military assets (FMA) to better support the humanitarian community in delivering urgently needed goods and services to affected communities and people-in-need.
6. By the end of this training event, humanitarian, civilian and military emergency responders will perform their tasks more confidently by:
 - a. Assuming responsibilities in support of UN-CMCoord preparedness and response.
 - b. Taking an active part in timely decision-making and action in pursuit of effective UN-CMCoord.

- c. Engaging in a dialogue with other civil-military coordination actors to support the activities of the humanitarian community in upholding humanitarian principles and facilitating the provision of the right assistance, to the right people, at the right time, in the most appropriate way.

III. Objectives

A. Reaction and Planned Action

7. After participation in the UN-CMCoord course, graduates will:
 - a. React positively to the overall training and buy-in to the UN-CMCoord philosophy in humanitarian response.
 - b. Join a robust pool of knowledgeable graduates willing to keep abreast of the latest developments and pursue professional growth in UN-CMCoord and, in the process, contribute to the learning of others.
 - c. Express confidence in working with a variety of other responders in highly challenging and rapidly evolving operating environments.
 - d. Score an 80 percent relevance rate of each individual session/topic of the training.

B. Learning and Confidence

8. After completion of the UN-CMCoord course, graduates will:
 - a. Define the concept of humanitarian civil-military coordination and outline its key principles.
 - b. Describe in their own words the purpose and key messages of the four-global civil-military coordination guidelines.
 - c. Describe the role and responsibilities of OCHA in the context of UN-CMCoord preparedness and response.
 - d. Assess the UN-CMCoord environment in their operational context: mapping the actors, identifying the main coordination/liaison structures, and determining the scope of humanitarian civil-military relations in natural disasters and complex emergencies.
 - e. Describe key civil-military coordination issues and explain possible approaches to address them (e.g. military support to humanitarian response, protection of civilians, the use of foreign military assets (FMA), security and use of armed escorts)

C. Application and Implementation

9. When graduates assume their function in a humanitarian emergency, they will:
 - a. Exercise a key role in support of humanitarian civil-military coordination.
 - b. Advise their respective organization on civil-military coordination structures and principles for liaison with other actors.
 - c. Uphold humanitarian civil-military coordination principles and advocate for the people in need of humanitarian assistance.
 - d. Gain trust and confidence from all actors of civil-military coordination through demonstration of professionalism, dedication and organizational integrity.

- e. Perform their coordination role confidently with a clear focus on the support of the mandated beneficiaries.

IV. Measuring Reaction & Planned Action and Learning & Confidence

10. During the UN-CMCoord course, participants acquire new¹ information, skills, or knowledge needed to better perform in humanitarian emergencies. This should lead to an improved, strengthened and sustainable humanitarian civil-military coordination mechanism guided by standards and principles in responding to a humanitarian crisis.
11. To know if the chain of impact has occurred during the training event, the Civil-Military Coordination Section will collect data along the first two levels mentioned above. To collect data at the first level, Reaction and Planned Action, is the beginning of measuring the impact of the training and will be done immediately after the face-to-face training. Reaction will focus on content and the learning environment and to a lesser extent on the performance of the course management team.
12. One of the biggest determinants of the success of the training is to measure how much learning has occurred. The training will apply a mix of formal and informal techniques to measure learning, individually and collectively after each key step of the programme. The methodology will aim to reinforce and confirm learning. One of the tools will focus on capturing the perception of the facilitator and course management team on the strengths of the participant. Set questions will guide the evaluation which will focus on professionalism, task orientation, relationship orientation and self-orientation. An average measure will be obtained from the ratings of the facilitator and course management team to balance the necessary subjectivity of this technique. Participants will receive continuous and final feedback from the course management team.
13. It is expected that participants will use what they learned during their day-to-day work. While the two previous measures, reaction (level 1) and learning (level 2) occur mainly during the training event itself, measuring application and implementation occurs later and captures the participants' use of knowledge and skills on the job. Essentially, measures at this level reflect the degree of post-training course success. Although this level is not formally assessed at the moment, it is expected that participants remain in contact with the course management team after the event for advice and support.

¹ Some may re-learn and/or discover knowledge and skills which they had forgotten.