

Series of Best Practices Pamphlets by CFE-DM



- Civil-Military Coordination in Foreign Disaster Relief: Best Practices for Affected & Assisting States
- Civil-Military Coordination in Foreign Disaster Relief: Best Practices for Information Sharing
- Civil-Military Coordination in Foreign Disaster Relief: Best Practices for Joint Operations Centers (JOCs)
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Cover Photo: Army Sgt. Denoval D. Reed II, left, petroleum laboratory specialist, passes bags of rice from the UN World Food Programme to Sgt. Jonathan Boni, signal support systems specialists, to load aboard an Army Sikorsky UH-60 Black Hawk helicopter for delivery from Joint Task Force Matthew headquarters in Port-au-Prince, Haiti to the areas affected by Hurricane Matthew, October 14, 2016. The task force is providing critical airlift capabilities during the initial stages of the USAID's disaster relief operations in Haiti while the international response builds. U.S. Marine Corps photo by Sgt. Adwin Esters.¹

Executive Summary

Purpose: To provide a condensed set of best practices for civil-military coordination during foreign disaster relief (FDR), particularly focused on foreign disaster relief, as relates to logistics.

Key Points:

- Conduct foreign disaster response operations with respect for humanitarian principles – providing aid impartially and neutrally, based on needs, in order to save lives and alleviate suffering.
- The U.S. lead federal agency in foreign disaster response is USAID’s Bureau for Humanitarian Assistance (BHA).
 - BHA’s core competency is FDR.
 - BHA leads the US whole-of-government FDR effort in support of the host nation requesting US government (USG) assistance.
 - One of BHA’s roles is to validate requests for the US Department of Defense (DoD) assistance and assist with civil-military coordination in a foreign disaster response.
 - BHA will validate tasks for DOD via the Mission Tasking Matrix (MITAM) – this ensures many logistics best practices in disaster relief.
 - Utilize BHA to initiate interaction with humanitarian coordination mechanisms and meetings – BHA can navigate the humanitarian landscape and guide DoD away from common friction points in civil-military coordination.
 - DoD is in a supporting role.
- Logistics in disaster relief should be based on a “pull” (not push) model – appropriate relief items “pulled” based on assessed humanitarian needs.
- DoD assets should be used in foreign disaster response when they provide unique advantages and civilian assets cannot meet specific capabilities.
- DoD assets supporting foreign disaster relief should be prioritized to provide infrastructure support and indirect assistance, avoiding foreign military participation in direct assistance as much as possible.

Introduction

Disaster relief is about 80 percent logistics. The only way to achieve an effective response is through efficient and coordinated logistics operations.²

The basic task of humanitarian logistics comprises acquiring and delivering requested supplies and services, at the places and times they are needed, whilst ensuring best value for money. In the immediate aftermath of any disaster, these supplies include items that are vital for survival, such as food, water, temporary shelter and medicine, among others.³

In major international disaster responses, logistics pipelines are often limited, with needs exceeding Affected State and international humanitarian logistics capacity during the initial response phase. Foreign military actors can provide significant logistics support during this critical initial response stage. However, humanitarian operations including logistics are done differently from military operations, and it is important to follow best practices in civil-military coordination and in humanitarian logistics to maximize the benefit of DoD contributions to foreign disaster relief.

Best Practices

USAID's Bureau for Humanitarian Assistance (BHA) is the U.S. Lead Federal Agency – When the U.S. responds to a foreign disaster deploying civilian or military assets, the lead federal agency is the U.S. Agency for International Development's (USAID) Bureau for Humanitarian Assistance (BHA), with the **DoD in a supporting role.**

Best Practice: DoD works closely *in support of* BHA, receiving BHA guidance on effective use of DoD assets in foreign disaster response.

BHA's core competency is foreign humanitarian assistance. They are critical in ensuring appropriate, effective use of DoD assets in a foreign disaster response. BHA saves invaluable time in helping the DoD navigate among the wide array of humanitarian actors and connecting with those most relevant.

USAID/BHA also has global logistical capacity to support foreign disaster relief. USAID warehouses of emergency relief items are strategically located in Italy, Malaysia, United Arab Emirates, and Florida, USA.

Key Actors in the International Humanitarian Community

Best Practice: Understand roles of relevant agencies from the international humanitarian community regarding logistics or civil-military coordination.



World Food Programme (WFP)

The World Food Programme (WFP), part of the United Nations (UN), is mandated to meet the food needs of populations in a crisis. They also use food to promote economic and social development. WFP has expertise in humanitarian logistics, coordinating logistics for humanitarian agencies, and is the global lead agency of the logistics cluster.

On a given day, WFP's global logistics capacity comprises 5,000 trucks, 20 ships and 92 aircraft, and a network of 650 warehouses.

The WFP manages the UN Humanitarian Response Depot, a global network of hubs and warehouses for prepositioning items and support. WFP also maintains an Air Coordination Cell (ACC), a coordination mechanism to assist the Affected State with incoming air traffic. Typically, the ACC is established to manage the movement of transport aircraft into an airfield where the sheer volume of predicted aircraft movement is likely to overwhelm the airfield, render operations unsafe and/or limit its usefulness. Notable major disaster responses an ACC was set up in include the 2010 Haiti earthquake and the 2004 Indonesia tsunami.⁴



Office for the Coordination of Humanitarian Affairs (OCHA)

The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) coordinates humanitarian actors in international disaster responses, but does not have command authority over other UN agencies or non-governmental organizations. OCHA plays a critical role in liaising with military actors on behalf of the humanitarian community, including by deploying UN Humanitarian Civil-Military Coordination (UN-CMCoord) Officers. While BHA vets, validates, and prioritizes requests for DoD support and advises DoD in civil-military coordination, UN-CMCoord officers are focused on civil-military coordination between humanitarian actors and militaries of Affected and Assisting States.

Humanitarian Principles

In order to understand how the humanitarian community approaches their missions, it is critical to know that humanitarian actors, ranging from the UN to non-governmental organizations (NGOs), conduct operations guided by the humanitarian principles.

Best Practice: DoD works closely in support of BHA, receiving BHA guidance on effective use of DoD assets in foreign disaster response.

The humanitarian principles are the foundation for how humanitarian actors approach operations and planning – and informs how they approach civil-military coordination.

The Humanitarian Principles:

Humanity: Aid is provided to save lives and alleviate suffering.

Impartiality: Aid is given regardless of nationality, race, religion, gender, class, or political opinion. Aid based on need.

Neutrality: Aid is provided regardless of political allegiances.

Operational Independence: Humanitarian actors must retain the lead role in humanitarian activities. They must not implement tasks on behalf of a foreign government or military. They must be free in movement, conducting independent assessments, selecting staff and identifying recipients of assistance.

In disaster response, all assisting actors should endeavor to ensure their relief activities are provided in accordance with the principles of humanity, neutrality and impartiality. This particularly means striving to provide aid based on need alone, and without discriminating among disaster-affected populations based on race, ethnicity, nationality, religion, class, gender, disability, age, or political opinion.

Knowledge of humanitarian principles is also critical to understanding how humanitarian actors may approach civil-military coordination in a limited fashion. The security of humanitarian organizations is dependent on community acceptance of their presence, based on the community's perception of their impartiality and neutrality. The more insecure the environment, the less closely and visibly humanitarian actors will coordinate with military actors who may be parties to a conflict, in order to protect their perceived neutrality and independence.

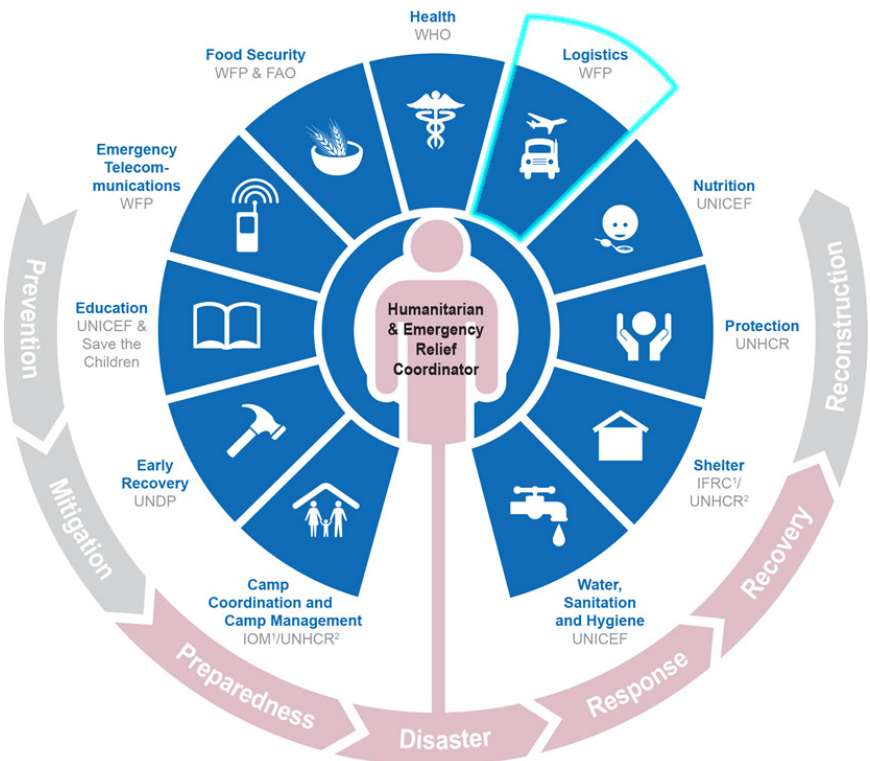
Best Practice: DoD assets supporting foreign disaster relief should be prioritized to provide infrastructure support and indirect assistance, avoiding foreign military participation in direct assistance as much as possible.

Infrastructure Support “involves providing general services – such as road repair, airspace management and power generation – that facilitate relief, but are not necessarily visible to or solely for the benefit of the affected population.”

Indirect Assistance “is at least one step removed from the population and involves such activities as transporting relief goods or relief personnel.”

Direct Assistance “is the face-to face distribution of goods and services, providing first aid, transporting people, interviewing refugees, locating families, etc.”⁵

Civil-military coordination best practices highly recommend foreign military actors avoiding engaging in direct assistance as much as possible, leaving that to the Affected State or humanitarian actors, for whom direct distribution of relief is a core competency.



The Cluster System – Global Level (with Logistics Cluster outlined)

The Logistics Cluster is part of the cluster system, which is the coordination mechanism that international humanitarian actors implemented in 2005 to better coordinate humanitarian response operations, organized by technical sectors or functions in support of the host nation.



The Logistics Cluster is activated when there are response and coordination gaps in addressing humanitarian needs. It provides for strategic coordination, information management and the facilitation of common logistics services by road, air, and sea.⁶

The lead agency for the Logistics Cluster at the global level is the UN's World Food Program (WFP). As global lead agency, WFP is responsible for ensuring response capacity is in place, and that assessment, planning and response activities are done in collaboration with partners – including the Affected State – and in accordance with agreed standards. At the country level, many states actively participate in or incorporate the cluster system into national response structures, and may designate a government office or ministry with authority over the Logistics Cluster.

Best Practice: DoD should utilize USAID/BHA to initiate interaction with the humanitarian Logistics Cluster.

The Logistics Cluster is the cluster that assisting foreign militaries are most likely to interact with. However, as a humanitarian coordination mechanism, military actors should ideally interact with the Logistics Cluster via an invitation secured by BHA. With their core competency being FDR, BHA can confirm the most relevant clusters to engage with, liaise with the appropriate personnel from the Logistics Cluster (and possibly other clusters), secure invitations, and ascertain the appropriate protocol for DoD personnel to attend cluster meetings (e.g. in uniform, unarmed, etc.). Going through BHA to attend cluster meetings is protocol not only because BHA is the US lead federal agency in foreign disaster response, but also as it's the process the humanitarian community has requested military actors follow to interact with clusters, in order to de-conflict civil-military coordination concerns. UN OCHA has the responsibility for inter-cluster coordination, including humanitarian civil-military coordination.

Humanitarian Logistics

Humanitarian logistics is “the process of planning, implementing and controlling the efficient, cost-effective flow and storage of goods and materials as well as related information, from the point of origin to the point of consumption for the purpose of meeting the end beneficiary’s requirements.”⁷

Best Practice: Logistics support to foreign disaster relief should be needs-based. Follow “pull” model, not push.

Pull, not Push:

Aid sent should be determined by needs. This is a “pull” model. Aid should not be “pushed” out based solely on politics, DoD capacity or what is conveniently warehoused, without a needs assessment. Inappropriate aid frequently clogs disaster logistics pipelines. One of BHA’s core competencies is to advise DoD on assessed and probable humanitarian needs.

While military logistics are based on a “push” method of supplying military forces based on planned and well-anticipated maintenance requirements, humanitarian logistics are based on a “pull” method, where humanitarian needs are first assessed in order to determine what supplies and services are most urgently needed.

While needs may not clearly be defined in the first couple days before needs assessment results are known, BHA has the humanitarian expertise to advise on most likely needs based on extensive foreign disaster response experience.

Challenges in Humanitarian Logistics

Best Practice: Needs assessments should be conducted by the Affected State and humanitarian actors. Any US military participation in needs assessments should be done jointly with Affected State personnel and/or humanitarian actors.

Needs Assessments – Assessing the needs of the affected population is an extremely critical first step, which informs logistic support in the response. Humanitarian needs assessments should be conducted by humanitarian actors or the Affected State. Foreign military actors should not duplicate needs assessments or conduct them solo, but if involved, participate jointly with the Affected State and Humanitarian actors. It is likewise a best practice for various humanitarian actors to also conduct joint or common assessments, to maximize efficient use of resources.⁸ (This is not to be confused with military assessments the DoD may conduct to identify what military capabilities are required to support civilian-led foreign disaster relief operation.)

Best Practice:

- Work with BHA and the Affected State to position goods appropriately.
- Pre-arrange agreements on delivering and receiving supplies when possible.

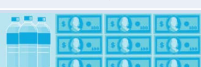

Some of the strain on post-disaster logistics pipelines can be alleviated by prearranged agreements with the Affected State, and ensuring items are positioned judiciously in coordination with USAID/BHA. Disaster response operations are chaotic in the initial stages, where the information is limited and the needs are high. Without expert estimates or planning, this will clog the limited working supply pipelines and reception hubs like the major international

airports. Pushing supplies to the disaster site, especially without proper needs assessments, makes the problem worse – by clogging the limited ports, storage space, roads and transport available with inappropriate goods, thus delaying critical items.

Cash donations are better than in-kind donations or “things”

- Giving cash keeps the logistics pipeline free for critical items.
- Transporting foreign goods is costly and inefficient.
- Donating cash prevents limited labor from being diverted to unnecessary unloading and sorting, and arranging in-country transport.
- Providing cash stimulates the local economy. Cash is used to locally purchase relief items, and locally hire companies or relief organizations to distribute.⁹

Following the 2010 Haiti earthquake, air fields were inundated with donations of unnecessary items. After the 2011 Japan earthquake, donated things contributed to massive piles of unneeded materials, which went to waste and worsened the debris removal problem. Following Hurricane Mitch making landfall in Honduras in 1998, containers of donated goods were unopened six months later, partially due to lack of labor for offloading, sorting and shipment.¹⁰

The High Cost of Shipping Water	
from Miami by air in response to the 2010 Haiti Earthquake	
100,000 liters of water hydrates 40,000 people for one day	
Shipping 100,000 bottles of water	In-Country Purification
\$350,000	\$300
	

Supporting local organizations coordinating water purification systems is 1,166 times more cost effective than shipping water to a disaster zone.¹¹

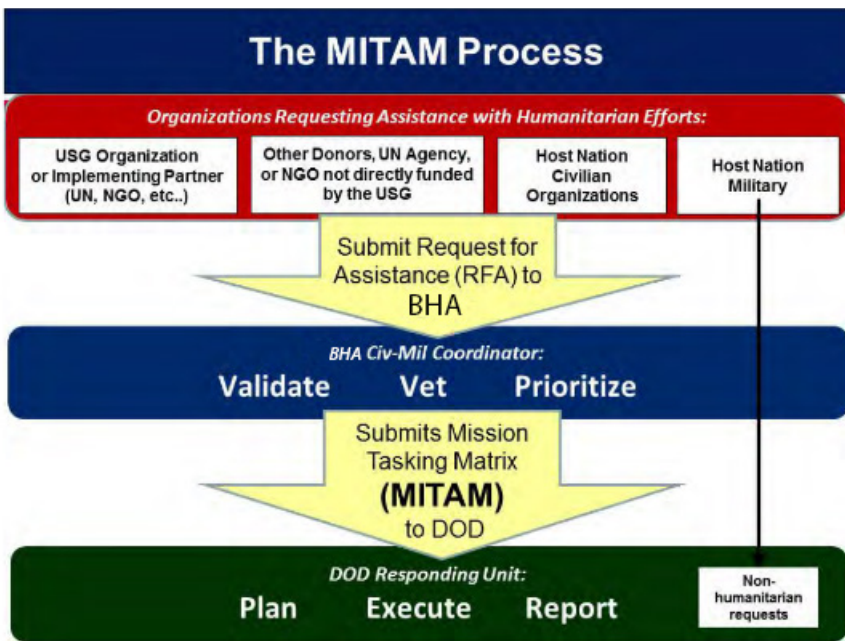
It also does not generate any plastic trash.



USAID: Shipment of bottled water that arrived in Haiti after the 2010 earthquake.

Best Practice: USAID/BHA should vet and validate incoming USG commodities and requests for DoD assistance, through the Mission Tasking Matrix (MITAM) process.

On the ground, BHA vets requests for DoD assistance using the Mission Tasking Matrix (MITAM) process. BHA validates that USG disaster response activities are well coordinated and adhere to best practices. Ensuring requests for assistance (RFAs) are going through the MITAM process will ensure DoD efforts appropriately support the most critical needs. Using the MITAM process also supports the Joint Task Force (JTF) and BHA's Disaster Assistance Response Team (DART) on the ground.



Best Practice: Ensure consignees are identified for goods (which BHA's MITAM process helps with.)

Ensure that consignees are identified for any goods the DoD transports. Using BHA's MITAM process to vet requests for DoD assistance facilitates this step. Any requester asking the DoD to transport something without a clearly identified point of contact to receive the materials is a warning signal this request is not following disaster response best practices. Identifying consignees prevents goods from languishing uncollected on airfields and in warehouses, or tying up another organization's resources in figuring out how to appropriately distribute.

Logistics and Relief Commodities

USAID maintains stockpiles of emergency relief commodities, such as plastic sheeting, blankets, water containers, and hygiene kits, in three warehouses around the world. To ensure that disaster-affected populations receive sufficient relief supplies, USAID manages the provision and delivery of warehoused commodities and also funds implementing partners to procure relief supplies locally. USAID distributes humanitarian commodities based on detailed needs assessments, often in coordination with other donors and/or NGOs.¹²

Best Practice: Plan for transition and phase-out before mission begins, coordinating closely with BHA.

Before mission begins, identify probable indicators that US military capabilities are no longer unique or required. One obvious indicator is reduced requests for assistance in the MITAM process. This will likely be due to a combination of improved environmental conditions and the Affected State or international humanitarian actors being able to handle remaining needs.

Coordinate closely throughout mission, including transition, with BHA, the lead federal agency. Early on, identify Affected State and international humanitarian organizations to coordinate with on transfer of any continuing operations. Be transparent in transition planning (timeline, capacity, operations costs, etc.), so other agencies can accommodate the change and not leave gaps.

Logistics considerations by disaster type

Best Practice: Be aware of unique logistics considerations due to type of disaster, geography, and location.

Tropical Cyclones and Storms – Even relatively weak tropical cyclones can have very devastating impacts. Logistical considerations include:

- Location and access to relief facilities- debris, flooding and safety
- Infrastructure damage to airports and ports
- Quality of infrastructure - relief centers, aid centers and distribution centers
- Location of distribution centers
- Transportation - Number of vehicles and types available, route planning, capacity of the vehicles and the volume of items and allowed time frame for transportation
- Geographical area of the disaster, flood magnitude, weather situation and associated forecast¹³

Floods – Floods cause severe damage to local infrastructure:

- Roads, bridges and structures may need repair to move supplies or conduct rescue operations
- Road transport of supplies and persons may be compromised
- Small boats and airlift capabilities may need to be implemented
- Persons may be cut off and isolated from supply routes¹⁴

Earthquakes – Earthquakes result in severe damage to critical infrastructure:

- Communications may be cut off, transportation routes (roads and bridges) may be severely damaged limiting supply routes and movement of persons, airport capabilities could be restricted, ports could be severely damaged
- Search and Rescue operations are critical, including moving heavy equipment
- Security, access and building stabilization
- Debris removal- use of heavy equipment
- Water and sanitation- transportation of goods¹⁵

Tsunamis –

- Infrastructure damage to airports and ports
- Damage to roads, bridges, and critical services
- Capacity of available airstrips for delivery of supplies
- Movement of specialized equipment and personnel
- Search and Rescue operations
- Transportation of water and sanitation supplies
- Locating and access to facilities/safe spaces- building/structural integrity¹⁶

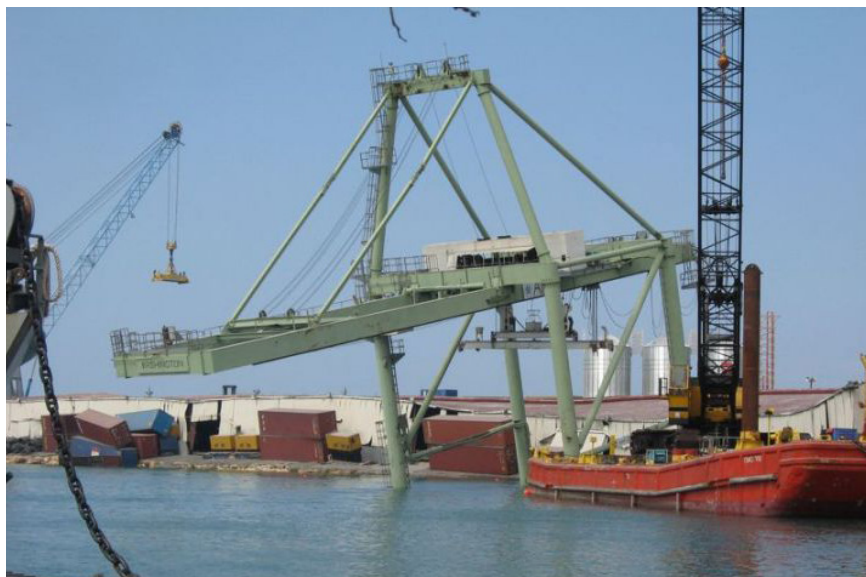
Volcanoes –

- Volcanoes pose a significant threat to air traffic – impaired visibility and engine damage from intake of ash
- Restricted airlift capabilities due to low visibility in some areas
- High risk regions (lava flow) may result in entire populations be relocated
- Food and water transportation
- Blockage of roads, bridges and passages in affected area may result in altered transportation routes.¹⁷

Best Practice: Foreign military assets supporting disaster relief should be unique in capability, availability, and/or timeliness.

Unique DoD Capabilities

When foreign military assets are used in disaster relief, their deployment “should be unique in capability, availability, and/or timeliness to support the humanitarian relief operation effectively and/or provide life-sustaining/life-saving assistance, when appropriate.” Foreign military assets should fill identified and validated humanitarian response gaps, and should complement existing capabilities. Accordingly, DoD’s unique capabilities are usually well suited for providing “wholesale” support to disaster response focusing on large-scale operations, particularly transportation and logistics support.¹⁹



Container crane listing in the water in Port-au-Prince, Haiti, after infrastructure severely damaged in a 7.0-magnitude earthquake that struck on 12 January 2010. The JTF-PO team found solutions to move cargo within hours of arrival. U.S. Army photo by Lt. Col. Ralph Riddle.

Airlift – While there is some airlift capacity in the international humanitarian community and most affected states, it often cannot meet immediate needs after a major disaster. In the initial stage of international disaster relief operations airlift is often in great demand, particularly rotary-wing lift to access areas isolated due to infrastructure damage, which is a gap that foreign military assets are very well suited to fill.

JTF-PO

Joint Task Force—Port Opening (JTF-PO) is a capability unique to the military and one of the most utilized DoD assets in recent major disasters (e.g. Haiti, Nepal). The JTF-PO is a command and control expeditionary capability designed to rapidly establish an initial theater port of debarkation (12-hour response time to both airports and seaports) to aid in deployment and distribution operations supporting military contingencies, humanitarian aid, and disaster relief operations.²⁰

JLOTS

Joint Logistics Over-the-Shore (JLOTS) provides a unique capability to offset port denial or congestion. JLOTS operations allow U.S. strategic sealift ships to discharge through inadequate or damaged ports, or over a bare beach. The US Transportation Command (USTRANSCOM) capability jointly employs Army and Navy assets to create a port, supplement a degraded port, augment an established port, or provide intra-theater lift.²¹

Mutual Support Arrangements

Best Practice: Be aware if US has ACSA or MLSA with:

- Affected State, especially for extending DoD assistance longer term.
- Other Assisting States, for better coordination between foreign militaries in support of Affected State.

US ACSA & MLSA

Acquisition and Cross-Servicing Agreements (ACSA) and Mutual Logistics Support Agreements (MLSA) are bilateral agreements for the exchange of mutual logistics support, supplies and services, in return for cash payment, replacement in kind, or equivalent value exchange. They provide the necessary legal authority for U.S. military forces to both receive and provide logistics support from/to partner nation armed forces with whom they have the agreement. ACSA and MLSA are the same agreement by different names, and both accomplish the same objective.

In the Indo-Asia-Pacific, the US has MLSAs with Korea and the Philippines, and ACSAs with Australia, Brunei, India, Indonesia, Japan, Malaysia, Maldives, Mongolia, New Zealand, Papua New Guinea, Singapore, Sri Lanka, Thailand, and Tonga.²² ACSAs and MLSAs are typically used during exercises, training, or emergencies, but this booklet will focus discussion specifically on foreign disaster relief.

While ACSAs and MLSAs regulate reciprocal provision or reimbursement, note that Assisting States normally bear the cost of providing aid during the initial relief phase of a disaster response, per guidelines on international disaster relief.²³ Thus, while it is possible to use ACSAs and MLSAs during the initial relief phase, especially if reimbursement is not a financial burden on the Affected State, they are more commonly used to provide mutual logistics support between and among responding military forces of the Assisting States. ACSAs and MLSAs are invaluable in allowing multiple Assisting States' militaries to better coordinate their efforts in support of an Affected State.

ACSAs and MLSAs are also particularly useful for allowing the US military to continue assisting beyond the initial relief phase, as disaster operations transition to longer-term recovery efforts. ACSAs are most often used with countries where contracts are already in place, e.g. Philippines, Thailand, Japan and Korea in the Indo-Asia-Pacific.

While an ACSA also exists between the US and the United Nations, it was envisioned primarily for peacekeeping operations, and not for foreign disaster relief. It would be poorly received if invoked to request reimbursement from humanitarian agencies during disaster relief operations. The US-UN ACSA has never been used in a natural disaster response.²⁴

Regional Mechanisms

Best Practice: When DoD supports disaster relief in an ASEAN country, refer to the ASEAN Defence Ministers’ Meeting (ADMM) Logistics Support Framework.

ADMM Logistics Support Framework

Adopted in 2016, the ASEAN Defence Ministers’ Meeting (ADMM) Logistics Support Framework promotes cooperation and logistical support among militaries of ASEAN member states: Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam. The framework applies to non-traditional security challenges – including humanitarian assistance/ disaster relief, and search and rescue – and stipulates that multinational logistics contributions are voluntary and non-binding.²⁵

USINDOPACOM – PASOLS

The Pacific Area Senior Officer Logistics Seminar (PASOLS) began in 1971 and has become a multi-service, multinational annual logistics conference. USINDOPACOM sponsors PASOLS, with at least 29 Indo-Asia-Pacific region nations participating in the annual seminar and frequently discussing logistics issues pertaining to humanitarian assistance and disaster relief operations.



Tacloban, Philippines, 17 NOV 2013. Sailors unload relief supplies that were airlifted ashore during Operation Damayan, the US military’s effort as part of the US government response to assist the Philippines after Super Typhoon Haiyan/Yolanda made landfall. U.S. Navy photo by Mass Communication Specialist Seaman Chris Cavagnaro.

Endnotes

¹ Cover photo source: <http://www.southcom.mil/MEDIA/IMAGERY/igphoto/2001679067/>

² Van Wassenhove, L. N. (2006). Blackett memorial lecture. Humanitarian aid logistics: Supply chain management in high gear. *Journal of the Operational Research Society*, 57(5), 475–489.

³ IFRC, 27 AUG 2018, <https://www.ifrc.org/en/what-we-do/logistics/>

⁴ <http://www1.wfp.org/logistics-and-delivery-networks>

⁵ Quoted text from:

UN OCHA, Recommended Practices in Humanitarian Civil-Military Coordination v1.0, 18 SEP 2018. https://drive.google.com/file/d/1yIURIQLZoXRL_6SqXPYUDyzwn0fBCo7f/view
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<https://www.sipri.org/sites/default/files/files/misc/FMA/SIPRI08FMA.pdf>

⁶ Logistics Cluster, <https://logcluster.org/>

⁷ “Humanitarian Logistics, Meeting the Challenge of Preparing for and Responding to Disasters,” Martin Christopher and Peter Tatham

⁸ IASC, “Operational Guidance for Coordinated Assessments in Humanitarian Crises,” 2012

https://interagencystandingcommittee.org/system/files/legacy_files/ops_guidance_finalversion2012.pdf

⁹ Van Wassenhove, L. N. (2006). Blackett memorial lecture. Humanitarian aid logistics: Supply chain management in high gear. *Journal of the Operational Research Society*, 57(5), 475–489.

¹⁰ Hurricane Mitch in Honduras. <http://www.honduras.com/hurricane-mitch/index19.htm>

¹¹ <https://www.cidi.org/disaster-survivors-dont-need-bottled-water/#.W6vWgyBuhhF>

¹² USAID, “Joint Humanitarian Operations Course (JHOC): Civil-Military Roles in International Disaster Response” Course Book, 2016, & <https://www.usaid.gov/what-we-do/working-crises-and-conflict/responding-times-crisis/how-we-do-it/humanitarian-sectors/logistics-and-relief-commodities>

¹³ Diaz-Delgado, C. and Iniestra, J. 2014. Flood risk assessment in humanitarian logistics process design. *Journal of Applied Research and Technology*. 12(5). [https://doi.org/10.1016/S1665-6423\(14\)70604-2](https://doi.org/10.1016/S1665-6423(14)70604-2)

¹⁴ CFE-DM. Foreign Humanitarian Assistance. USPACOM Senior Leader Seminar. February 2015

¹⁵ USAID. In the aftermath of January 2010 earthquake in Haiti, USAID has provided relief, recovery and long-term reconstruction assistance. <https://www.usaid.gov/haiti/earthquake-overview>

¹⁶ Material Handling & Logistics News. Trunick, P. 2005. Delivering relief to tsunami victims. <http://www.mhlnews.com/transportation-amp-distribution/delivering-relief-tsunami-victims>

¹⁷ USGS. Understanding volcano hazards and preventing volcanic disasters: A scientific strategy for the volcano hazards program. 2004-2008. <https://volcanoes.usgs.gov/publications/pdf/5yrplan0408.pdf>

¹⁸ UN OCHA, Recommended Practices in Humanitarian Civil-Military Coordination v1.0, 18 SEP 2018, para. 2.2.b. https://drive.google.com/file/d/1yIURIQLZoXRL_6SqXPYUDyzwn0fBCo7f/view

Also stated in other civil-military coordination guidelines and reports, including:

UN OCHA, Oslo Guidelines: Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief, Rev. 1.1, NOV 2007.

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¹⁹ CFE-DM, “An Inside Look into USPACOM Response to Super Typhoon Haiyan,” 2015, p.3. https://www.cfe-dmha.org/LinkClick.aspx?fileticket=eF0gtnF5_iQ%3d&portalid=0

²⁰ JTF-PO Capabilities. https://www.globalsecurity.org/military/library/report/call/call_10-60-ch6.htm

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²² USINDOPACOM, J434, September 2018

²³ IFRC, Guidelines for the domestic facilitation and regulation of international disaster relief and initial recovery assistance (also known as the IDRL Guidelines), Section 24 “Costs”, 2011. [https://www.ifrc.org/PageFiles/41203/1205600-IDRL%20Guidelines-EN-LR%20\(2\).pdf](https://www.ifrc.org/PageFiles/41203/1205600-IDRL%20Guidelines-EN-LR%20(2).pdf)

²⁴ UN OCHA, New York, August 2018.

²⁵ ASEAN Defence Ministers’ Meeting (ADMM) Logistics Support Framework, 2016, <http://mod.gov.la/10thADMM/assets/logistics-support-framework.pdf>



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