



Second batch ACE Programme

**Enhancing US and International Civil-Military
Preparedness for Disaster Management and Humanitarian
Assistance:
Curriculum Review of the Association of Southeast Asian Nations
Coordinating Centre for Humanitarian Assistance on Disaster Management Executive
Programme (ACE Programme)**

Spring 2016 SIPA Capstone Project

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Acknowledgements

This report was produced for the US Department of Defense (DOD) Center for Excellence in Disaster Management and Humanitarian Assistance (CFE-DM) in conjunction with Columbia University's School of International and Public Affairs (SIPA) as a Capstone Consultancy project. The authors, Celia Alexander, Tanim Awwal, Joyce Dong, Alyssa Gutnik, Nozomi Mizutani, and Andrew Pfender are graduate students concentrating in International Security Policy, Human Rights, and Public Health. Karen L. Levin, Columbia University Adjunct Associate Professor, oversaw the research. Any views expressed herein are the authors' own and do not necessarily represent those of SIPA.

We would like to express our gratitude to Merit E. Janow, the Dean of SIPA, Suzanne Hollmann, Director of the Capstone Programme and Saleha Awal, Program Coordinator from the SIPA Capstone office. Apart from SIPA faculty members, the team would like to thank Jonathan Sury, Project Director, Communications & Field Operations, National Centre for Disaster Preparedness; and German Cash, a SIPA Alum. Sury briefed the team on field research and qualitative methods and Cash shared about best practices from his previous capstone experience.

The report is informed by interviews with professionals in the disaster management field. We would also like to thank for their valuable contributions: The ASEAN Secretariat, ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management (AHA Centre), AHA Centre Executive Programme (ACE Programme) staff, United States Pacific Command (USPACOM) personnel and the United Nations Office for the Coordination of Humanitarian Affairs Regional office for Asia and the Pacific (UNOCHA-ROAP). A special note of thanks goes to the ACE Programme students whose experience and knowledge contributed greatly to this report.



Cover Photo: Second Batch ACE Programme



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Abbreviations

AADMER	ASEAN Agreement on Disaster Management Emergency Response
ACDM	ASEAN Committee on Disaster Management
ACE Programme	AHA Center Executive Programme
AHA Center	ASEAN Coordinating Center for Humanitarian Assistance on disaster management
APG	AADMER Partnership Group
APC-MADRO	Asia-Pacific Regional Guidelines
ARIS	Applied Research and Information Sharing
ARF DiREx	ASEAN Regional Forum Disaster Relief Exercise
ASEAN	Association of Southeast Asian Nations
BMKG	Badan Meteorologi Klimatologi dan Geofisika The Indonesian Agency for Meteorology, Criminology and Geophysics
CFE-DM	Center for Excellence and Disaster Management and Humanitarian Assistance
DMRS	Disaster Monitoring and Response System
DoD	Department of Defense
EOC	Emergency Operation Centre
ERAT	Emergency Response & Assessment Team
HART	Humanitarian Assistance Response Training
HELP	Health Emergencies in Large Populations
ICS	Incident Command System
IOM	International Organization for Migration
IFRC	International Federation of Red Cross and Red Crescent Society
INGOS	International Non-Governmental Organizations
JIF	Japan-ASEAN Integration Fund

JHOC	Joint Humanitarian Operations Course
JMT	JAIF Management Team
JCDR	Joint Center for Disaster Relief in Massey University, New Zealand
LOE	Line of Effort
MCDA	Military and Civil Defense Assets
MNCC	Multinational Coordination Center
NDMO	National Disaster Management Organization
PMI	Indonesian Red Cross
OFDA	USAID Office of U.S. Foreign Disaster Assistance
RCG	Regional Consultative Group
RCMC	Regional Civil-Military Coordination
TE	Training and Education
TOR	Terms of Reference
UN	United Nations
UN-CMCoord	UN Civil-Military Coordination
UNOCHA	UN Office for Coordination of Humanitarian Affairs
UNOCHA ROAP	UN Office for Coordination of Humanitarian Affairs, Regional Office for Asia and the Pacific (ROAP)
UN WFP	UN World Food Program
USAID	US Agency for International Development
USFS	United States Forest Service
USPACOM	United States Pacific Command

Executive Summary

Southeast Asia is one of the most disaster-prone regions in the world and enhancing the regional response to disasters is a critical issue. The Association of Southeast Asian Nations (ASEAN) Coordinating Centre for Humanitarian Assistance on Disaster Management's (AHA Centre) dialogue partner, the United States supports the AHA Centre through several US agencies to advance its disaster management capabilities. In particular, the US Pacific Command (USPACOM) and its Center for Excellence in Disaster Management (CFE-DM) works with the AHA Centre to enhance its civil-military preparedness for disaster management.

CFE-DM has tasked the SIPA capstone team to review the AHA Centre's Executive Programme (ACE Programme) with a focus on civil-military coordination. The SIPA capstone's review of the ACE Programme is part of CFE-DM's endeavor to deepen its engagements and support the AHA Centre's growth as a regional disaster management organization by identifying ways in which it can further provide assistance to the AHA Centre to maintain regional security and enhance civil-military coordination in disaster management and humanitarian assistance within disaster-prone region. This study is also unique because it involves research and field interviews with stakeholders from the ACE Programme that include military, civilian, international, and regional actors in disaster management in Southeast Asia.

The team conducted twenty-five interviews with forty-five key informants in Honolulu and Jakarta to obtain perspectives on their ideal ACE Programme and best practices of civil-military coordination in Southeast Asia. Interviews were conducted with USPACOM staff and civil-military training coordinators familiar with US military engagement with disaster response, AHA Centre staff, ACE Programme students, United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), and ASEAN Secretariat representatives. The team also performed a desk review of disaster management best practices from the UN, US, ASEAN, and NGOs and the ASEAN regional framework for disaster management and response coordination.

Based on research and field interviews, the team found that the ACE Programme helped to establish important relationships that could be leveraged in future disasters. In terms of civil-military coordination in Southeast Asia, the team found that more could be done to enhance civil-military coordination as there were challenges based on the lack of standardized communication between military and civilian entities. Discrepancies exist between international civil-military principles and the reality of civil-military coordination in the ASEAN region. The team also found that in the absence of a common ASEAN language, ACE Programme students would benefit from further English language training to communicate effectively with each other and the international community during a disaster.

The study outcomes show four recommendations for enhancement of the ACE curriculum. First, strengthen UNOCHA's civil-military training through an in-depth integration of the diverse characteristics of the ten ASEAN member states where international principles of civil-military coordination are not always applied in a disaster response. Second, expand the ACE Programme's alumni capacity to establish a database of national disaster management officers. Third, incorporate an elective English for Specific Purposes (ESP) class, such as the British Council's course in English for the Disaster Management Professional, to enhance relevant vocabulary acquisition, presentation skills, public speaking practice and discussion strategies. Finally, provide the AHA Center staff with in-house train-the-trainer instruction on exercise planning and civil-military coordination.

SECTION I: INTRODUCTION

Southeast Asia at a Glance

Southeast Asia is highly vulnerable to a series of hazards such as earthquakes, typhoons, cyclones, tsunamis, floods, droughts, landslides, and volcanic eruptions. Countries such as the Philippines and Indonesia, situated along the Pacific Rim of Fire, suffer from frequent earthquakes and volcanic eruptions; and countries near the Mekong River such as Cambodia, Lao PDR, and Vietnam endure flooding hazards during the monsoon season. The scope and scale of disaster occurrences in Southeast Asia is alarming. From 2004 to 2014, more than 50% of mortalities from global disasters occurred in the region.¹ Disaster fatalities also cost an estimated \$4.4 billion every year to the region.² After the devastating effects of the Indian Ocean Tsunami in 2004, ASEAN recognized a need to find a regional solution to assist affected states that were overwhelmed in their national capacity. Regional consensus among the ten-member ASEAN organization led to the signing of the ASEAN Agreement on Disaster Management and Emergency Response (AADMER) in July 2005, which served as a framework that emphasized prevention and disaster risk reduction. ASEAN subsequently established the intergovernmental organization, AHA Centre in November 2011 as its operational arm to conduct the region's joint emergency operations.³

ASEAN Member States

Founded in 1967, ASEAN comprises of ten Southeast Asian states, namely Brunei, Cambodia, Indonesia, Malaysia, Myanmar, Lao PDR, Thailand, Singapore, The Philippines, and Vietnam to promote economic and political cooperation among its shared geographical space. The scope and severity of natural disasters led ASEAN to first approach disaster risk management in 1976 with the Declaration on Mutual Assistance. In 2003, the expert working group on disaster risk management was formalized into the ASEAN Committee on Disaster Management (ACDM), comprising the heads of the ten-member states' National Disaster Management Offices (NDMO). The ACDM signed and ratified the AADMER in December 2009, which thereafter established the AHA Centre as its operational institution.⁴

Background of the AHA Centre

As the operation engine of the implementation of the AADMER, the AHA Centre aims "to facilitate cooperation and coordination among ASEAN member states and with the United Nations and international organizations for disaster management and emergency response in

¹ Anggi M Lubis, "ASEAN Increases People's Capacity to Mitigate Disaster," *The Jakarta Post*, April 2, 2016, accessed May 4, 2016, <http://www.thejakartapost.com/news/2016/04/02/asean-increases-people-s-capacity-mitigate-disasters.html>.

² Ibid.

³ International Bank for Reconstruction and Development/World Bank, *Advancing Disaster Risk Financing and Insurance in ASEAN: Framework and Options for Implementations*, Report, April 2012, accessed February 21, 2016, http://www.gfdr.org/sites/gfdr.org/files/publication/DRFI_ASEAN_REPORT_June12.pdf.

⁴ Daniel Petz, "Strengthening Regional and National Capacity for Disaster Risk Management: The Case of ASEAN." The Brookings Institution, 2014, accessed February 15, 2016, <http://www.brookings.edu/research/reports/2014/11/05-south-east-asia-disasters-petz>.

ASEAN Region.”⁵ In accordance with Article 6 of the AADMER, the AHA Centre serves several functions such as receiving and consolidating data analyzed and recommended by the NDMOs and disseminating data and risk level information on identified hazards to ASEAN member states.⁶ The AHA Centre consists of twelve to thirteen full time staff based in Jakarta, with an Emergency Response and Assessment Team (ERAT). Its current yearly operation budget is \$300,000, based on the \$30,000 contribution from each of the ten-member states. There are other portions of the budget covered by other donors and this includes until recently an annual contribution of \$1 million by Australia. AHA Centre receives assistance from other dialogue partners such as New Zealand, US, European Union, UN and the AADMER Partnership Group (APG), a consortium of seven civil-society organizations that include Save the Children, World Vision, International Federation of the Red Cross.⁷ The AHA Centre follows the Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations (SASOP).

CFE-DM

The CFE-DM is the US Department of Defense organization established by US Congress under Title 10 Section 182 in 1994. CFE-DM’s mission is to advise USPACOM leaders; enable focused engagements, education and training; and increase knowledge of best practices and information to enhance US and international civil-military preparedness for disaster management and humanitarian assistance.⁸ CFE-DM seeks to fulfill USPACOM’s goals of “moderni(zing) and “strengthen(ing) alliances and partnerships,” and “mak(ing) a sustained series of investments and strategic decisions to strengthen US military capabilities in the Asia-Pacific.”⁹ It is the “clearing house for information and best practices in disaster relief and supporting preparedness efforts throughout the region,”¹⁰ and its mission is shaped by its three lines of effort (LOEs) which are (1) Training and Education (TE), (2) Applied Research and Information Sharing (ARIS), (3) Regional Civil-Military Coordination (RCMC).¹¹ Training and education helps to build awareness, understanding, and skills to help DOD personnel. ARIS helps to provide best practices and lessons learned for advancement in response coordination through its country-focused disaster management reference handbooks, after action reports and disaster management country assessments. RCMC is CFE-DM’s effort to improve collaboration between civilian multinational organizations supporting disaster management and helps to promote US involvement in civil-military consultations and dialogues between ASEAN bodies and forums. CFE-DM engages with the AHA Centre in accordance with their specified LOEs by providing

⁵ See Article 3 on the purpose of the AHA Centre. AHA Centre, *Agreement on the Establishment of the ASEAN Coordinating Centre For Humanitarian Assistance on Disaster Management*, signed on July 26, 2005, accessed on May 10, 2016, http://www.ahaCentre.org/download-file/default-file_admeer-pOhDYAT20GEH11dy.pdf

⁶ Matthias Weiden, Laura Gunderson, and Franz Fuchs, *Advancing the AHA Centre: Leveraging the Military's Comparative Advantage to Build Regional Disaster Response Capability*, Report, 2013.

⁷ “Partners,” *AHA Centre*, accessed on May 11, 2016, <http://www.ahaCentre.org/partners>.

⁸ “CFE-DM,” accessed on May 11, 2016, <https://www.cfe-dmha.org/>

⁹ “U.S. PACOM Strategy,” *U.S. Pacific Command*, accessed on May 10, 2016, <http://www.pacom.mil/AboutUSPACOM/USPACOMStrategy.aspx>

¹⁰ Admiral Samuel J. Locklear, III, “PACOM House Armed Services Committee Posture Statement,” March 10, 2014, accessed on May 10, 2016, <http://www.pacom.mil/Media/SpeechesTestimony/tabid/6706/Article/565153/pacom-house-armed-services-committee-posture-statement.aspx>

¹¹ “CFE-DM Initiatives,” *CFE-DM*, accessed on May 11, 2016, <https://www.cfe-dmha.org/About-CFE-DM/CFE-DM-Initiatives>

course training to ACE Programme Batch 1 students, by publishing country-focused disaster management reference handbooks, and by strengthening partnerships with the AHA Centre by engaging in research projects designed to help identify ways to build capacity and enhance civil-military coordination in disaster management.

SECTION II: ACE PROGRAMME & CURRICULUM REVIEW

Background of the ACE Programme

The ACE Programme is a six-month training program and the course is divided between academic instruction and research, fieldwork, and site visits designed to build knowledge and expertise in disaster management skills and develop leadership skills. (See Annex E, for the full list of training topics for each batch.) The ACE Programme is in its third run this year after it was established in 2014 in fulfillment of the AADMER's objectives of improving collective cooperation and coordination with the ASEAN member states.¹² The ACDM created the ACE Programme after it was recognized that the AHA Centre needed an "Institutional Capacity Development" Programme in November 2011.¹³

The ACE Programme aims to "prepare future leaders in ASEAN who are not only highly competent in the field of disaster management, but are also fit to lead with confidence."¹⁴ The ACE Programme is a platform to expose and strengthen the capacity of NDMOs within its member states on the operating requirements in disaster management and the desired outcome is to increase the understanding and technical knowledge of the procedures for coordinating a rapid response and develop the logistics and planning capacity. As Said Faisal, Executive Director of the AHA Centre says, "It is about preparing our future leaders. It is about investment in human capital."¹⁵ The ACE Programme has several goals and they are as follows:

Goals of the ACE Programme

- a. To address and provide the need for the officers to master various aspects relating to ASEAN's disaster management preparedness and response through the AHA Centre-led intra-regional coordination mechanism.
- b. To introduce the officers to the logistic activities and scope of work of the AHA Centre and involve them in a series of technical training, on the job training, and special projects within the ASEAN's logistic system framework.
- c. To build and strengthen networks and connectivity among ASEAN member states through the officers during the program as well as post program.
- d. To provide technical support to the AHA Centre for its day-to-day activities as well as activities and projects conducted by AHA Centre.
- e. To provide a regional and international environment in which the officers can enrich their understanding, enhance experience and skills in learning, and create a sense of regionalism and cooperation among the officers to build a strong foundation for the officers to become the future leaders of ASEAN on disaster management.¹⁶

¹² AHA Centre, *ACE AHA Centre Executive Programme: First Batch Completion Report* (Jakarta: AHA Centre, 2014), 12.

¹³ Ibid.

¹⁴ AHA Centre, *ACE AHA Centre Executive Programme: Second Batch Completion Report* (Jakarta: AHA Centre, 2015), 17.

¹⁵ Lubis, "ASEAN Increases People's Capacity to Mitigate Disaster."

¹⁶ AHA Centre, *ACE AHA Centre Executive Programme: Preparing the Future Leaders of Disaster Management in ASEAN*, (Jakarta: AHA Centre), 21-22.

Stakeholders

There are multiple stakeholders involved in providing training and funding to the ACE Programme. A major contributor to the ACE Programme is the government of Japan who provides the vast majority of the funding of the ACE Programme through the Japan-ASEAN Integration Fund (JIF).¹⁷ The government of Australia is another major supporter of the ACE Programme, although it is expected that they will cease funding in 2017. ASEAN member states themselves also contribute to the ACE Programme through its annual contributions to the AHA Centre. Trainers are also financial contributors to the ACE Programme.¹⁸ Trainers to the ACE Programme include representatives from the UN cluster groups, NGOs, universities, and foreign governments. (See Table 1. for the List of Trainers)

¹⁷ “Partners,” *AHA Centre*.

¹⁸ Based on field Interviews

Table 1. List of Trainers & Involvement

Category of Organizations	Trainers	Involvement in the ACE Programme	Batch Involvement
ASEAN Organizations	AHA Centre	Getting to Know Jakarta (Public transport: Busway, Ankot, Train)	2,3
		AHA Centre and ACE Programme Briefing	2,3
		Pilot Project ACE Newsletter	1,2
		ERAT Induction Course	1,2,3
		Taman Mini Indonesia Indah (TMI); Indonesia's Culture and Science Visit	2,3
		AHA Center On the Job Training	1,2,3
		ASEAN Custom Clearance Procedures Workshop	1
	ASEAN Secretariat	AHA Centre Induction Course	2,3
	Humanitarian Civil Military Coordination Training	1	
Foreign Government Organizations	Badan Meteorologi Klimatologi dan Geofisika (BMKG); Indonesian Agency for Meteorology, Crimatikigty and Geophysics	Disaster Management Agencies Visit to the BMKG	2,3
	USFS	ICS & Emergency Operation Centre (EOC) Training	1,2,3
	US PACOM	Exercise Planning Training	1
	JICA	Hazard Workshop: Hazard and Area Business Continuity Management	2
UN Organizations	UNOCHA Regional Office for Asia and the Pacific (ROAP)	Humanitarian Civil Military Coordination Training	1,2,3
		International Humanitarian System Training	2,3
		Communication for Disaster Professionals Training	1
		Coordinated Need Assessment Training	3
	PR Agency UNOCHA	Communication for Disaster Professionals Training	3
WFP	Humanitarian Logistics Training	1,2,3	
International Organizations/ NGOs	International Federation of Red Cross and Red Crescent (IFRC)	Project Management	2
		Red Cross Humanitarian Induction Course & Field Visit	2,3
		Communication for Disaster Professionals Training	3
	Indonesian Red Cross (PMI)	Project Management	2
		Red Cross Humanitarian Induction Course & Field Visit	2,3
		RedR Australia	Project Management Training
Civic Force of Japan	Trip to Japan	1,2,3	
Academic Training Center	London School Academy	Personality Development Workshop	2
	Indonesia	Communication for Disaster Professionals Training	1
	British Council	English for Disaster Management Professional	2
	University of Canterbury	Project Management	1,3
		Trip to Canterbury: Leadership in Crisis Training & Leader Talks	2
	Joint Center For Disaster Research (JCDR) New Zealand	Hazard Workshop: Hazard and Area Business Continuity Management	3
	VIP Development Center	Personality Development workshop	3

Selection of Participants

To date, forty-five ACE participants have been trained in the Programme since its first launch in 2014.¹⁹ Based on the past two batches, eight out of ten of its member states have joined the Programme, with the exception of Singapore and Brunei Darussalam—the two least-populous countries in the region that do not participate due to a lack of human resources.²⁰ Participants are selected by invitation to each member state’s NDMO. The applications are processed for approval by the AHA Centre, which is capped at two participants for each ASEAN member state. There have been slight changes to the participation, see Table 2 below:

*Table 2. ACE Participants: Comparative Analysis of the Three Batches*²¹

ACE Programme Batches	Participation	Comments
First batch February–August 2014	13 participants from seven ASEAN countries <ol style="list-style-type: none"> 1. Cambodia 2. Indonesia 3. Lao PDR 4. Malaysia 5. Myanmar 6. Thailand 7. Vietnam 	Each country sent two participants except Cambodia who sent one. The Philippines, Singapore and Brunei did not send any NDMO officers to the ACE Programme. Singapore and Brunei Darussalam — the two least-populous countries in the region that do not participate due to a lack of human resources.
Second Batch February–July 2015	16 Participants from eight countries <ol style="list-style-type: none"> 1. Cambodia 2. Indonesia 3. Lao PDR 4. Malaysia 5. Myanmar 6. Thailand 7. The Philippines 8. Vietnam 	Cambodia sent two instead of one participant and the Philippines participated for the first time, with its two representatives. Singapore and Brunei did not send students.
Third Batch March–September 2016	16 Participants from eight countries <ol style="list-style-type: none"> 1. Cambodia 2. Indonesia 3. Lao PDR 4. Malaysia 5. Myanmar 6. Thailand 7. The Philippines 8. Vietnam 	No changes in the number of representing countries and participants.

¹⁹ Lubis, "ASEAN Increases People’s Capacity to Mitigate Disaster."

²⁰ Ibid.

²¹ The list of ACE Participants is derived from ACE Programme Evaluation reports and field interviews

SECTION III: RESEARCH METHODS

Methodology

The research methodology consists of two separate, but complimentary, methods of data collection and concluded with data analysis utilizing standard, qualitative coding methods. The method of data collection consisted of a thorough desk review and was designed to provide a point of reference for the subsequent data collection efforts. The second method of data collection consisted of key informant interviews; interviews were conducted with individual informants, small groups, and focus groups. The details of data collection and data analysis processes are outlined below.

Desk Review

The overarching objective of the desk review was to establish a point of reference for the analysis of data collected during the fieldwork phase of research, especially in regards to civil-military coordination principles. Research consisted of an initial review of the regional cultural, historical, and political context, with a special focus on the history of disasters in the ASEAN region for the purpose of enhancing the expertise of the research team and providing the necessary lens through which to interpret collected data. Researchers conducted a thorough analysis of national-level disaster management infrastructure and disaster management practices for a representative sample of ASEAN member states. Researchers also reviewed the principles of civil-military coordination established and promoted by entities outside of the ASEAN region (including the UN, International NGOs, and foreign governments and their militaries). The desk review accomplished several objectives including identifying the leading authorities in disaster management (both on a regional and international level), identifying stakeholders in disaster management in the ASEAN region, identifying entities that have a stake in civil-military coordination practices (regionally and internationally), generating a compilation of competencies/standards/laws/principles regarding disaster-related civil-military coordination, and establishing a point of reference for the analysis of the data collected during the fieldwork phase of the project.

Fieldwork

Fieldwork was conducted in two phases: phase one consisted of pre-departure planning and preparation and phase two consisted of field deployment to Jakarta, Indonesia and to Honolulu, Hawaii. Pre-departure activities included the development of key information-gathering objectives, the identification of key informants based on the objectives identified, and the development of fieldwork instruments.

Researchers consulted experts in qualitative fieldwork and disaster management research prior to developing fieldwork instruments, and a semi-structured interview format was identified as the most appropriate method of data collection in Jakarta and Hawaii. A semi-structured interview questionnaire was developed using standard qualitative research protocols and had several rounds of review before it was finalized. The questionnaires were also accompanied by standard research protocol, participant information statement, and statement of consent. (See Annex C) The questionnaire was designed to fulfill three primary information-gathering objectives. These objectives included: 1) the disaster management background of key

informants, 2) insights into disaster management coordination practices and principles, and 3) insights into civil-military coordination and disaster management training curriculum.

Key informants were identified by both the client and the team; informants identified were persons who were likely to be able and willing to provide information that met our objectives and who had a stake in the ACE Programme or in disaster management practices in the ASEAN region. Interview meeting times and locations were established prior to the research team's arrival in fieldwork locations.

Fieldwork trips to Honolulu and Jakarta were established prior to the project initiation and were selected as fieldwork locations according to client needs. Field interviews in Honolulu targeted personnel either working for or affiliated with the US military in the area of disaster management response. Interviewees ranged from active duty military personnel (officer and enlisted) assigned to USPACOM, US Federal Civilians and contractors employed by USPACOM, and members of the local academic community affiliated with research in the disaster management field. Interviews in Jakarta targeted ASEAN personnel and country specific officials within the regional disaster management field. Interviewees ranged from operational and leadership personnel within the AHA Centre, ASEAN Secretariat, students and graduates of the ACE Programme and international organizations, such as UNOCHA.

Data collection concluded with the execution of interviews using semi-structured questionnaires that were recorded with consent from the key informants. In Honolulu, sixteen in-person interviews were conducted with twenty-two participants, of which sixteen were individual interviews. In Jakarta, a total of nine interviews were conducted with twenty-three informants of which four were focus groups and five were individual interviews.

Data Analysis

Analysis of qualitative data collected during fieldwork in Jakarta and Hawaii relied upon extensive notes taken by researchers during key-informant interviews and were supplemented by de-identified voice-recordings of each participant. The research team followed standard qualitative analysis methods and identified themes, created relevant codes, defined codes, and applied codes to key-informant interviews. These methods were pursued in order to identify relevant patterns and elicit information necessary for the development of informed and well-founded recommendations regarding the ACE Programme curriculum, with a focus on civil-military coordination.

Limitations and Challenges

Researchers encountered several challenges and limitations in the review of the ACE Programme curriculum. Access to the curriculum was limited and received belatedly through our points-of-contact. In addition, there was a lack of access to the course contents of the trainings conducted, which resulted in an inadequate understanding of the core training areas and teaching modalities and a review that did not reach a desired level of rigor.

The team lacked autonomy in the establishment of fieldwork logistics, identification of key informants, and establishment of interview appointments and thus was not able to access an ideal level of research autonomy. The fieldwork environment also introduced a potential source of bias into research results due to the presence of persons in the vicinity of the interview who were not a part of the research team; participant responses may have been influenced in some

circumstances. Conducting the interview in English was also a challenge for some key informants as they had a limited command of English.

There were also several challenges faced during the data analysis process. The project budget did not include transcription services for interview recordings, and due to time and personnel constraints, the team was not able to do transcription of the interviews or conduct quantitative analysis of the data which led to a decrease in the rigor of the coding and analysis methods. The limited command of English of some of our key informants also made it difficult for the team to reference the recordings during the coding process.

SECTION IV: COMPREHENSIVE FINDINGS

Profile of Key Informants

Key informants in Hawaii were military personnel at USPACOM who worked for operations, planning, and civil-military trainers at CFE-DM. Many had participated in training programs on civil-military coordination such as the Joint Humanitarian Operations Course (JHOC) provided by the USAID Office of U.S. Foreign Disaster Assistance (OFDA), the Humanitarian Assistance Response Training (HART) and the Health Emergencies in Large Populations (HELP) courses run by CFE-DM, and the United Nations Civil-Military Coordination (UN-CMCoord) training by UNOCHA. Informants in Hawaii were knowledgeable in civil-military coordination or had experience handling several disaster operations in the Asia-Pacific, such as Operation Tomodachi for the Sendai earthquake in Japan in 2011, Operation Damayan for Typhoon Haiyan in the Philippines in 2013, and Operation Sahayogi Haat for the earthquake in Nepal in 2015.

Key informants identified in Jakarta consisted of Senior AHA Centre and ASEAN officials, ACE Programme students, and officials and trainers from international organizations, such as UNOCHA. Many informants had field experience in a regional disaster response, however, the scale of their involvement varied by nationality and position. AHA Centre and ASEAN senior leadership had participated in multilateral training within disaster management field to include UN CMCoord, USFS Incident Command System (ICS), USAID funded ASEAN Disaster Monitoring and Response System (DMRS). They had also participated in strategic leadership training seminars and workshops to enhance leadership effectiveness and team building. ACE students were from eight ASEAN countries and each on leave from their roles within their respective country's NDMO. Roles varied between levels of seniority with the NDMO; however, all were considered "mid-level" officials who would continue the duration of their career within the disaster management field. All students participated in multiple trainings on disaster management coordination and varying technical systems associated with disaster monitoring. Informants at the international organization assisted ASEAN with developing disaster management policy and building capacity with the region. Personnel assigned to roles within disaster management also receive a two-week training and a 24-hour simulation exercise. One informant was the training instructor for civil-military training for the ACE Programme. Key Informants had deployment experience in response to the Indian Ocean Tsunami in 2004, Typhoon Haiyan in the Philippines in 2013

Civil-Military Coordination

International Standard of Civil-Military Coordination

The international standard of civil-military coordination often refers to the *Guidelines on the Use of Foreign Military and Civil Defense Assets in Disaster Relief* (Oslo Guidelines) that were first released in Oslo, Norway in 1994 to address the need for principles and standards and to provide improved coordination in the use of military and civil defense assets (MCDA). The guidelines establish the basic framework for formalizing and improving the effectiveness and efficiency of

the use of foreign military and civil defense assets in international disaster relief operations.²² The Oslo Guidelines also address the use of MCDA following natural, technological and environmental emergencies in peacetime and provide principles, concepts, and procedures for requesting and coordinating military and civil defense assets when these resources are deemed necessary and appropriate.²³

A key concept of the Oslo Guidelines is the use of the MCDA as a last resort. The MCDA should be used as a tool of complementing existing relief mechanisms to provide specific support to fill the “humanitarian gap” between the disaster needs and resources available.²⁴ Thus, foreign military and civil defense assets should be requested only where there is no comparable civilian alternative in the affected state and only the use of military or civil defense assets can meet a critical humanitarian need.²⁵ All disaster relief should be provided at the request or with the consent of the affected state and on the basis of an appeal for international assistance.²⁶ The involvement of the MCDA in direct assistance should be limited only if it meets the criteria of last resort and the activities by the MCDA should focus on indirect assistance and infrastructure support missions.²⁷

Civil-Military Coordination in ASEAN

Civil-military coordination in Southeast Asia is however unique and distinct from other geographical areas. While current international guidelines stipulate that humanitarian actors are the primary responders in disaster management, the military takes the lead in Southeast Asia. Southeast Asian militaries are the first responders and participate in the decision-making and coordination of disaster response. Southeast Asian militaries are uniquely positioned to take on a primary role in disaster management. They often have the legal mandate to carry out disaster response duties, local communities are accustomed to the military's role in disaster (see Annex D)²⁸ and they have capabilities in the areas of conducting assessments, communications, coordination, operations, direct assistance and logistics that are superior to their civilian counterparts.²⁹ On the other hand, a report on Southeast Asian countries' perspectives on civil-military coordination commissioned by the Australian Civil-Military Centre, highlights that Southeast Asian countries perceive international guidelines, such as the Oslo Guidelines, as less relevant and applicable in the national context.³⁰ Therein lies the disjuncture between international guidelines and reality, which has led ASEAN countries to increasingly develop and rely on their own regional and national policy guidelines to enhance coordination in the field.

²² United Nations Office for the Coordination of Humanitarian Affairs, *Guidelines on the Use of Foreign Military and Civil Defense Assets in Disaster Relief (Oslo Guidelines)*, last revised November 2007, accessed April 30, 2016, 9, <https://docs.unocha.org/sites/dms/Documents/Oslo%20Guidelines%20ENGLISH%20%28November%202007%29.pdf>

²³ Ibid.

²⁴ Ibid., 8.

²⁵ Ibid., 8.

²⁶ Ibid., 13.

²⁷ Ibid., 15.

²⁸ Gloria Martinez, “Civil-Military-Police Coordination in Disaster Management: Perspectives from Southeast Asian Countries,” *Australian Government: Australian Civil-Military Centre*, December 2015, Accessed May 4, 2016, 1-98.

²⁹ Martinez, “Civil-Military-Police Coordination in Disaster Management,” 10.

³⁰ Martinez, “Civil-Military-Police Coordination in Disaster Management,” 7.

Disaster management is a multi-stakeholder effort and Southeast Asian countries have recognized the importance of enhancing civil-military coordination. AADMER was signed in 2005 and was ratified by the ten member states in December 2009. The second implementation of the AADMER in 2013-2015 highlighted that increasing the strength of civil-military coordination is a goal for ASEAN. To address the lack of contextual specificity of international guidelines, the Asia-Pacific Regional Guidelines for the Use of Foreign Military Assets in Natural Disaster Response Operations (APC-MADRO guidelines) provides guidance for militaries who plan and execute foreign military support for international disaster response. The APC-MADRO guidelines are more context-specific and complement the existing Oslo Guidelines for Asia-Pacific civil-military cooperation.

International humanitarian actors are also active participants in an ASEAN disaster response. UN-CMCoord helps ASEAN countries strengthen their civil-military coordination in multiple ways. For example, UNOCHA participates in the biennial ASEAN Regional Forum Disaster Relief Exercise (ARF DiREx), which is a crisis simulation exercise to test civil-military coordination principles, and hosts a series of workshops, exercises and courses to build capacity and improve awareness of UN humanitarian principles. For example, UN-CMCoord will organize a five-day UN-CMCoord Course, jointly sponsored by the Australian Civil-Military Centre that is open to NDMO officers, military, NGOs, and UN in May 2016.³¹ Following UNOCHA's ROAP regional civil-military coordination workshop in October 2014 in Bangkok, Thailand, UNOCHA also established a multi-stakeholder Regional Consultative Group (RCG) on humanitarian civil-military coordination for Asia and the Pacific in December 2015 to increase engagements and enhance civil-military coordination in the region.

Civil-Military Coordination Training in the ACE Programme

The civil-military coordination training in the ACE Programme is part of ASEAN's endeavor to enhance its participants' awareness and coordination processes. ACE conducts one module specific to civil-military coordination, occurring mid-way through the programme. Civil-military training is categorized under "key skills" within the ACE Programme curriculum. The training is conducted by UNOCHA's ROAP and is currently five full business days in length. The training is somewhat tailored to the ASEAN region; it consists of standardized training on UN civil-military "global" doctrine based on the Oslo Guidelines and also incorporates training on APC-MADRO. A UNOCHA official stated in an in-person interview that the APC-MADRO portion of the training incorporates the reality of the role of the military within ASEAN region, stating "APC-MADRO implicitly says that military is often not a last resort. In many cases in this region, national military is among the first responders to DMHA".³²

Key Findings

1. Civil-military Coordination Training, Best-Practices, and Clarification of Roles

According to the field research, civil-military training is seen as important to ACE Programme graduates. During the Batch 1, post-course evaluation, graduating ACE students

³¹ Markus Werne, invitation letter to the United Nations Humanitarian Civil-Military Coordination course, February 19, 2016, <https://docs.unocha.org/sites/dms/ROAP/Civil%20Military%20Coordination/docs/OCHAROAP053%20UN-CMCOORD%20JAKARTA.pdf>

³² In-person interview by research team, April 2016.

requested more training on Civil-Military coordination. Civil-military coordination training was limited to one business day during Ace Programme's initial offering (Batch 1) and has since been increased to five days.

Interviews revealed that many key informants regarded effective civil-military coordination as occurring through the Multinational Coordination Centre (MNCC), such as during disaster response to the typhoon Haiyan in the Philippines in 2013 as well as the Nepal earthquake in 2015. The civil-military response to Typhoon Haiyan in the Philippines was emphasized as one of the best cases to have shown the civil-military coordination of the MNCC. After the typhoon hit the Philippines, the Philippine government was able to quickly identify the needs for humanitarian assistance and establish the MNCC smoothly. Through the MNCC, the disaster response operations were coordinated between the Philippine government and foreign militaries. This case demonstrates the existence of an understanding of the capacities and capabilities of their own country, the different roles of civilians and the military, and the coordination mechanism between them could accelerate the disaster response. Another example to show the effectiveness of the MNCC the disaster response to the Nepal earthquake in 2015 was also mentioned. In this case, the civilian side of the Nepal government did not fully function, and foreign militaries coordinated with the Nepal military through the MNCC. This example shows that in disaster response in Asia, there are many cases that do not fit in the international coordination mechanism. Therefore, it may be necessary to adjust the international mechanism so that it fits in the context of the affected states in ASEAN.

Interviews in Hawaii highlighted the importance of understanding the roles of civilians and the military during disasters from both civilian and military sides. It was important to enhance the understanding of roles and responsibilities as well as communication between civilians and military officers. While the key informants in Hawaii were knowledgeable about the US military's role during a disaster, there was confusion about the civilian side's role in disaster management within ASEAN. Eleven of our 22 respondents answered that they wanted to know more about the roles of the NDMOs within ASEAN and their communication mechanisms. Furthermore, ten different interviewees expressed the importance of communication between civilians and the military, including the AHA Centre, officials from the NDMOs and NGO partners. In particular, key informants mentioned that the networking between the civilian and military sides was imperative. Communication was important to overcome the perceived trust barrier between military and civilian officials and provide greater clarity on each other's roles and responsibilities and disaster capabilities.

2. Ideal Course Content, Curriculum Format, Areas for Enhancement

The interviews in Honolulu highlighted that tabletop exercises and scenario based training were the most effective methods to enhance the civil-military coordination capabilities. A few trainers in Hawaii mentioned that the US military had a three-step training process; Crawl, Walk, Run. This meant that trainees first learned the basic information in seminar style, and then applied their recently acquired knowledge in the tabletop exercise. Lastly, they performed a larger-scale scenario-based exercise to consolidate their knowledge through hands-on experience. The process highlighted the importance of applying the knowledge that trainees had learned so that they could replicate this practice for future disasters. This finding is supported by the recommendations in "Advancing the AHA Centre," published by the Harvard Kennedy

School, that “the Centre needs a Programme of internal training and exercises (both tabletop and field) to build and maintain its own capabilities.”³³

Several respondents in Jakarta also expressed concern that integrating skills and knowledge in a practical way was a challenge. However, it is currently not clear if the ACE Programme is completely meeting the students' need for practical skills integration. The informants in Hawaii also emphasized that the experience gained and lessons learned during disasters are the best resources to prepare people for future disasters. Since ASEAN is one of the most disaster-prone regions, they have many previous cases to use as training scenarios.

Analysis of data collected in Jakarta revealed several key findings regarding the ACE Programme curriculum. One of the most significant findings was the consensus among all Jakarta respondents that developing English skills was a priority for the ACE Programme students and was considered an unmet “training need” by students, AHA Centre Staff, and UN and ASEAN personnel. As mentioned previously, several respondents cited the diversity of ASEAN as a challenge in coordination and developing enhanced English skills through the ACE curriculum was frequently referenced as part of the solution to enhance coordination within the ASEAN region. The AHA Centre has thus far been responsive and has incorporated English classes in Batch 2 based on Batch 1 students' feedback.³⁴

With the exception of enhancing English skills, training priorities differed between current ACE students and AHA/UN/ASEAN staff. ACE students overwhelmingly focused on increasing *local* preparedness measures when asked about “training needs” and “ideal trainings.” AHA Centre, UN, and ASEAN staff prioritized executive level leadership and management skills when asked about “training needs” and “ideal training.” According to AHA Centre, UN, and ASEAN respondents, the ACE Programme curriculum is designed for a specific type of participant, and “ideal” participants are mid-career NDMO officials. Our data revealed that that the majority of current ACE students were “ideal” participants, and that this might be an informed change from the kinds of participants during the first two batches of the ACE Programme.

3. Evolution of the ACE Programme Curriculum

The ACE Programme developers consistently pursued program enhancement and development and many of the changes seen in the ACE Programme between Batch 1 and Batch 3 were informed by participant feedback that occurred at the end of the program. Notable curriculum adjustments emphasized increasing civil-military coordination knowledge and networking among students. Regarding civil-military coordination, module duration increased from one day in previous batches to five days in Batch 3. Networking, teambuilding/socializing activities were built into the first weeks of the Batch 3 due to feedback and observations from previous batches that students did not get to know each other until the end of the programme—this was problematic if networking was an acknowledged and critical piece of the ACE Programme and disaster management practices.

³³ Weiden, Gunderson, and Fuchs, “Advancing the AHA Centre,” 25.

³⁴ AHA Centre, *ACE Programme: Second Batch Completion Report*, 27.

SECTION V: CHALLENGES

Although variation exists between member states, civil-military coordination to many Southeast Asian informants often means the coordination between civilian officials of the affected states and its domestic military, not foreign militaries. However, these characteristics have not been reflected into the civil-military coordination training of the ACE Programme and there remains much ambiguity about the capacities, capabilities, and roles of civilians and the military of each member state.

At the outset of this project, the team was assured that the client would provide a copy of the current ACE Programme curriculum for the team to review. However, the team only received general descriptions of the training modules. Observations about the curriculum were thus based on interviews with key informants such as current students in the ACE Programme, AHA Centre staff involved with running the program, and trainers. Information about course curriculum was also gained from the Batch 1 and 2 reports and the schedule for Batch 3. While these interviews and batch reports provided some information, not having access to the current curriculum was a limitation to the scope and depth of the study, considering that the TOR called for a review of the curriculum.

Qualitative analysis was conducted with several groups of key informants. One key group that was underrepresented is the ACE Programme graduates from Batch 1 and Batch 2. The team was provided their names and contact details late into the research process. Emails were sent to each graduate requesting a phone or in person interview. However, the team was only able to secure five interviews out of thirty graduates due to their lack of response. These interviews were unable to be included in the final data analysis due to language and communication barriers, inconsistent interview methodology, and time constraints. ACE Programme graduates were an important demographic to collect data from and their absence was a limitation to this study.

SECTION VI: RECOMMENDATIONS

Analysis of fieldwork conducted in Jakarta and Hawaii as well as from relevant literature sources has highlighted several areas in which CFE-DM can play a further role in aiding the ACE Programme's trajectory. CFE-DM may consider pursuing or supporting the following recommendations.

1. Assist UNOCHA in tailoring its UN CM-Coord civil-military training to better reflect AADMER framework in regards to its use of military

Current civil-military training reflects an assumption that military is used as a last resort in disaster response. This does not fit in with ASEAN's AADMER framework, including its multilateral response structure, and must be adjusted to reflect ASEAN objectives. USPACOM has experience working with ASEAN Member State military officials in a disaster setting, and primary research reflects positive integration during Typhoon Haiyan. CFE is in a position to assist UNOCHA staff in tailoring the UN CM-COORD trainings to reflect ASEAN military response structure via the AADMER and SASOP.

2. Support AHA Centre's development of an alumni program

USAID, with support from CFE-DM, can develop an AHA Centre alumni program. This allows for the AHA Centre to develop a robust network of multinational national disaster management officers. Having an alumni base allows the AHA Centre to develop a community of practitioners that are readily available to communicate with in the case of future trainings or disasters. It allows for effective civil-military communication because NDMOs trained will be part of a readily accessible communication channel and database. By developing the brand of the AHA Centre, ACE alumni from different nations and roles will be able to communicate and potentially work together in the future. A good reference would be the Asian Pacific Centre For Security Studies' (APCSS) alumni program which has a dedicated staff member to manage the alumni database which acts as a valuable networking resource for alumni and provides a way to track the alumni's career movements after the end of the ACE Programme. Furthermore, it conducts charter alumni program per participating state.

3. Collaborate with the British Council, or similar organization, in expanding its English for Disaster Management Professionals course

The fieldwork results indicated that while the AHA Centre understood the importance of increasing the participant's command of English with its inclusion of English language courses for Batch 2, it did not provide these courses in Batch 3. Providing more English language courses would be useful because without a common language, ACE alumni would find it difficult to comprehend the course trainings in the ACE Programme and network effectively. USAID, with advocacy from CFE-DM, could work in partnership with the British Council, or similar entity, in developing an optional four-week English language course for potential participants before the start of the Executive Programme. Developing a preliminary course would allow AHA Centre Staff to aid any participants ahead of the start of the ACE Executive Programme. It would allow for effective civil-military communication because the civil-military training is currently conducted in English.

4. Pursue a train-the-trainer model for building capacity within AHA Centre staff

Key informant interviews revealed concerns that courses in the ACE Programme were directly tied with the organizations and national governments that provided funding to the ACE Programme. The ACE Programme's reliance on external funding raised concerns about the sustainability and quality of future ACE courses. By developing course capacity among AHA Centre staff, ACE curriculum subject matter can be independent of finances and reflective of ASEAN regional needs. CFE-DM could train AHA Centre staff in multiple skills, such as Exercise Planning, civil-military training and tabletop exercises as a method of practical training.

SECTION VI: CONCLUSION

The ASEAN region faces several unique challenges in disaster management and civil-military coordination due to the high frequency and economic burden of disasters and the regional diversity in disaster management and civil-military practices. One of the ways the AHA Centre has sought to address these challenges is through the development of a cohort of skilled disaster management personnel through the implementation of the ACE Programme. The ACE Programme relies on a number of partners and this report identifies areas in which one such partner, CFE-DM, can leverage its expertise to enhance the ACE Programme and ultimately assist in increasing regional disaster management capacity. The findings from qualitative research with key informants, in addition to a desk review of context appropriate documents, identified areas for potential enhancement within the ACE Programme. Findings that warrant particular attention include the importance of information sharing and standardizing communication between military and civilian entities, the existence of discrepancies between international civil-military principles and the reality of civil-military coordination in the ASEAN region, and a need for enhanced language skills and networking opportunities for ACE Programme participants. Recommendations for further action by the CFE-DM that will effectively address the findings of this report have been proposed.

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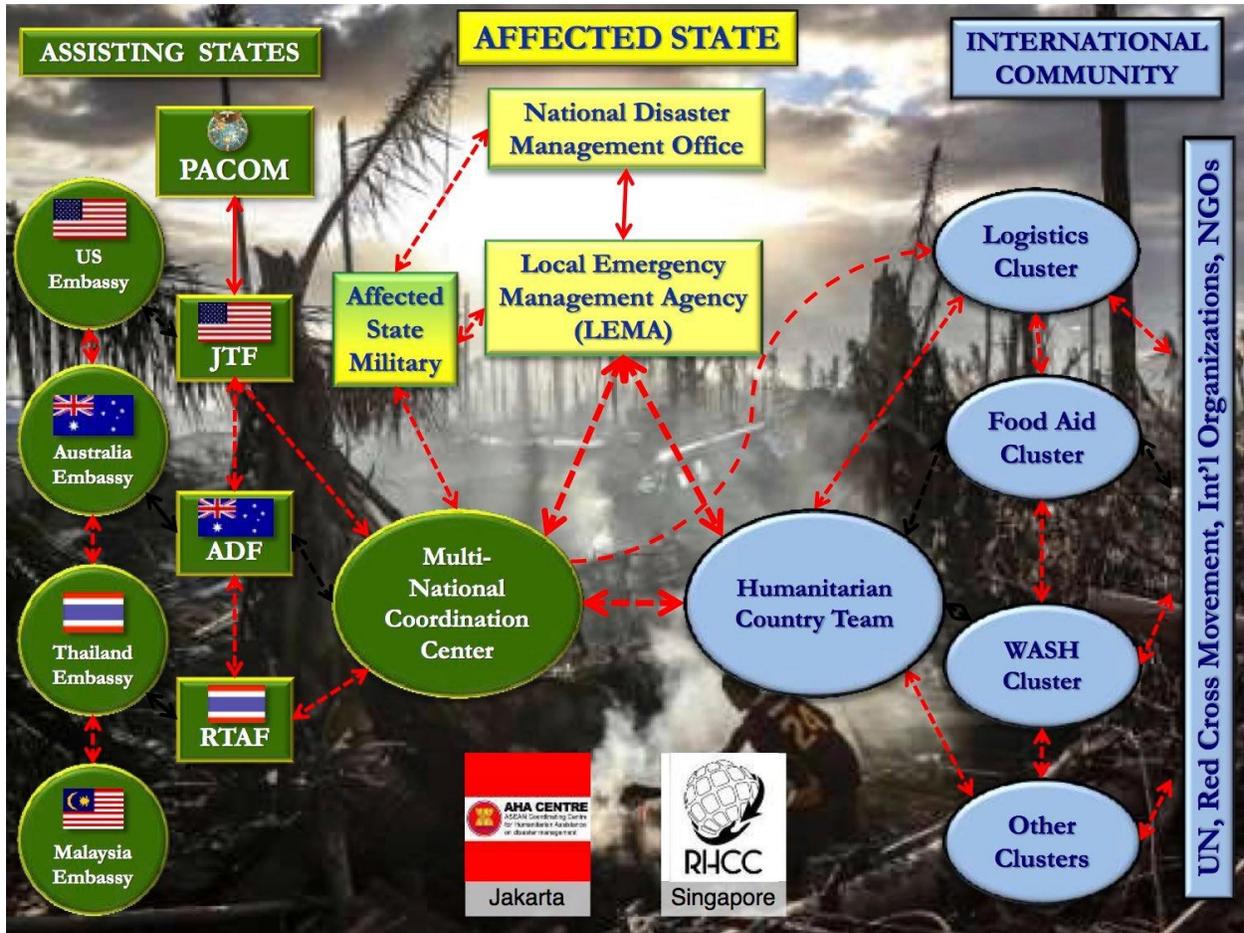
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Annex B: Overview of Disaster Management in Southeast Asia



Source: CFE-DM, February 2016.

Annex C: Interview Questionnaires

Hawaii Questionnaire

Introduce Yourself:

"Hi, I am [Name] and this is [Name]. We are graduate students from Columbia University's School of International and Public Affairs and we are currently in [Hawaii] to gather information for a project being conducted on behalf of the US Center for Excellence in Disaster Management & Humanitarian Assistance.

Explain Purpose of Interview:

We are conducting a review of the AHA Centre's ACE Programme in disaster management and hope to provide recommendations to enhance the existing curriculum, specifically in regards to civil-military coordination. We would like to ask you some questions regarding your civil-military expertise, disaster management experiences, and your views regarding the ACE Programme. The ACE Programme is an executive level disaster management training Programme for disaster management personnel or other officials from ASEAN member states who might be involved in a disaster response. (Feel free to use this stakeholder map to refer back to throughout the interview.) Your responses will help us to provide feedback on how well the ACE Programme has done and how it could be improved further.

[Consent]

The interview will last approximately 30 minutes. Everything you tell us will be confidential. To protect your privacy, we won't connect your name with anything that you say. At any time during our conversation, please feel free to let me know if you have any questions or if you would rather not answer any specific question. You can also stop the interview at any time for any reason. Please remember that some questions may not apply to you, but for the purpose of consistency, we will be following the questionnaire format. Is it OK if I record this interview today?

**(Be prepared to further explain deidentification if there is concern about recording, etc)*

Personal Background: *(I'm going to start by getting to know a little bit about you and by asking you some questions about your professional experience and background)*

1. With which organization do you currently work?
 - a. Describe your current role/position.
 - b. What are your duties/responsibilities in this position?
 - c. Do you take on any specific functions during a disaster or disaster response?
2. Have you ever been an active participant in a disaster response in the last 5 years?
 - a. *If Yes:*
 - i. Which event were you involved in?
 - ii. How long were you activated in the response?
 - iii. What was your role and/or function in the response?
 - iv. Can you describe a time when you remember seeing civil-military coordination in action?
 - b. *If No:* (Go to next question)
 3. Have you received or participated in disaster management / response training any time in the past 5 years *[If No, skip to Q4]*
 - a. *[If yes]:*
 - i. What kinds of trainings did you receive or participate in?
 - ii. By whom was the training issued/conducted?

- iii. How was civil-military integration/coordination incorporated in the training you just mentioned?
 - iv. *If Yes: (refer back to this answer during curriculum questionnaire).*
 - v. Could you explain civil-military coordination? (How might it be defined?)
 - 4. How have trainings prepared you for previous responses?
 - 5. Are you currently involved in or have you been previously involved in the ACE Programme?
- a. *If Yes:*
 - i. In what way are/were you involved?

Coordination: *(Now we're going to talk a bit about coordination processes during a disaster response and some of your experience in this area)*

- 1. In regards to ASEAN disaster management planning and response, what partnerships currently exist that can be leveraged during an event?
- 2. In your current role, who are your ASEAN partners, and what function do they take on before and during a response?
- a. What is their primary contribution as a partner?
- i. From your experience, how do existing coordination mechanisms allow these partners to effectively carry out their mission during an emergency response?
 - 1. What additional coordination mechanisms might enhance this partnership?
- 3. Could you describe three significant challenges in regards to partner coordination during a disaster?
- 4. Thinking back to [*previously mentioned event*], can you describe best practices or lessons learned for civil-military coordination during disaster [*preparedness/response/management*]?
- a. How were these "best practices" identified?

Curriculum: *(Now I'm going to ask a series of questions that is specifically related to training curriculums and training Programmes)*

- 1. Can you identify areas in which more training is needed than is currently available?
- 2. Describe an candidate for [*training, specify to interviewee or organization*]?
- a. [*For Example, are you looking to train decision-makers, operations managers, ground responders, etc?*]
- 3. [*This question concerns civil-military integration*] or [*often, trainings are tailored to either military personnel or to civilian personnel*]. Looking at training focused on civil-military coordination targeted for a military audience, versus civil-military coordination training targeted for a civilian audience...
 - a. how are they similar?
 - b. how are they different?
 - c. who is the trainer/training agency in each circumstance?
- 4. If money and time were of no consideration, and you were to design an ideal disaster management/response training that would effectively prepare persons for disaster management/response, what would it look like in terms of:
 - a. Content? (What are the Essentials or Elements of disaster management training that would have to be included?)
 - b. Delivery method?
 - c. The trainer? (individual or organization)
 - d. Who the training is targeted to? Who is the audience of the training?
- 5. Reflecting on the ideal training you just described, what changes would you make in the trainings currently offered to increase their effectiveness?

6. What is the process for improvement followed by [you or your organization] in regards to developing/delivering trainings?

WRAP UP

1. What is one piece of advice you would give to someone in your position regarding disaster management training/response (*tailor to interviewee*)?
2. Is there anything else you would like to add regarding any of the topics we talked about today?

Example Ending:

1. *Thank you*
2. *Can we contact you if we have any follow-up questions or clarifying questions?*
- a. *How can we reach you? _____*
3. *The information you provided has been very helpful and if you would like to follow-up on how this information is used, you can reach us at _____.*
4. *Thanks again!!*

Jakarta Questionnaire

Introduce Yourself:

"Hi, I am [Name] and this is [Name]. We are from Columbia University's School of International and Public Affairs and we are currently in [Jakarta] to gather information for a project being conducted on behalf of the US Center for Excellence in Disaster Management & Humanitarian Assistance.

Explain Purpose of Interview:

We are conducting interviews to gain a further understanding of the AHA Center's ACE Program in disaster management with the goal of identifying opportunities for enhancing course content, specifically in regards to civil-military coordination. We would like to ask you some questions regarding your disaster management experiences, any previous experience with civil-military coordination, and your views regarding the ACE Program. [The ACE Program is an executive level disaster management training program for disaster management personnel or other officials from ASEAN member states who are involved in a disaster response]. [Feel free to use this stakeholder map to refer back to throughout the interview.] Your responses will help us to gain an understanding of how the ACE program has contributed to preparing ASEAN members for disaster management and how it can continue to contribute even more in the future.

[Consent]

This focus group will last approximately _____. Everything you tell us will be confidential. To protect your privacy, we won't connect your name with anything that you say. At any time during our conversation, please feel free to let me know if you have any questions or if you would rather not answer any specific question. You can also stop participating in discussion at any time for any reason. Please remember that some questions may not apply to you, but for the purpose of consistency, we will be following the questionnaire format. Is it OK if I record this interview today?

**(Be prepared to further explain deidentification if there is concern about recording, etc)*

Personal Background: *(I'm going to start by getting to know a little bit about you and by asking you some questions about your professional experience and background)*

1. With which organization do you currently work?
 - a. Describe your current role/position.
 - b. What are your duties/responsibilities in this position?
 - c. Do you take on any specific functions during a disaster or disaster response?
2. Can you briefly describe any previous personal involvement in a disaster response?
 - a. *If Yes:* Can you describe any civil military integration that took place? *If No:* (Go to next question)
3. [(If ACE participant) Prior to the ACE program], Have you received or participated in disaster management / response training any time in the past [If No, skip to Q4]
 - a. [If yes]:
 - i. What kinds of trainings did you receive or participate in?
 - ii. By whom was the training issued/conducted?
 - iii. Was civil-military integration/coordination incorporated in the training you just mentioned? *If Yes:* (refer back to this answer during curriculum questionnaire).
 - iv. Does your country have civil-military integration in disasters?
 4. How have trainings prepared you for previous responses?
 5. [Depending on who the interviewee is, may not be necessary to ask] Are you currently involved in or have you been previously involved in the ACE Program?

- a. *If Yes:*
 i. In what way are/were you involved?

Coordination: (Now we're going to talk a bit about coordination processes during a disaster response and some of your experience in this area)

1. In regards to ASEAN disaster management planning and response, who are your partners?
 - a. What is their primary contribution as a partner?
 - b. What function do they take on during a response?
2. Could you describe significant challenges in regards to partner coordination during a disaster?
3. Thinking back to [*previously mentioned event*], can you describe best practices or lessons learned for civil-military coordination during disaster [*preparedness/response/management*]?
- a. How were these "best practices" identified?

Curriculum: (Now I'm going to ask a series of questions that is specifically related to training curriculums and training programs)

1. [*In your organization/in region*], can you identify areas in which more training is needed?
2. Describe an ideal candidate for [the ACE program][*training, specify to interviewee or organization*]?
- a. [*For Example, are you looking to train decision-makers, operations managers, ground responders, etc?*]
3. *Can you describe the process for including civil-military coordination into the ACE program?*
4. If money and time were of no consideration, and you were to design an ideal disaster management/response training that would effectively prepare persons for disaster management/response, what would it look like in terms of [*or, what topics would be prioritized?-(and skip a-d)*]:
 - a. [Probe with the following if necessary]
 - b. *Content? (What are the Essentials or Elements of disaster management training that would have to be included?)*
 - c. *Delivery method?*
 - d. *The trainer? (individual or organization)*
 - e. *Who the training is targeted to? Who is the audience of the training?*
5. Reflecting on the ideal training you just described, what changes would you make in the current trainings currently offered/ in the ACE program to increase their effectiveness
6. What is the process for improvement followed by [you or your organization] in regards to developing/delivering trainings?

WRAP UP

1. What is one piece of advice you would give to someone in your position regarding disaster management training/response (*tailor to interviewee*)?
2. Is there anything else you would like to add regarding any of the topics we talked about today?

Example Ending:

1. *Thank you*
2. *Can we contact you if we have any follow-up questions or clarifying questions?*
- a. *How can we reach you? _____*
3. *The information you provided has been very helpful and if you would like to follow-up on how this information is used, you can reach us at _____.*
4. *Thanks again!!*

Annex D: List of National Disaster Management Offices in Southeast Asia

Countries	National Disaster Management Offices (NDMOs) Represented in the ASEAN Committee on Disaster Management (ACDM)	Legal Basis of Domestic Military Involvement
Brunei	National Disaster Management Centre (NDMC)	-
Cambodia	National Committee For Disaster Management (NCDM)	-
Indonesia	National Agency for Disaster Management/ Badan Nasional Penanggulangan Bencana (BNPB)	First responder. Dictated by presidential directives and Law No. 34/2004 On the Indonesian Armed Forces, disaster response is part of Military Operations other than War (MOOTW)
Lao PDR	National Disaster Management Office Department of Social Welfare	-
Malaysia	National Security Council or Majlis Keselamatan Negara (NSC) under the Department of Prime Minister	National Security Council Directive No. 20 (NSC Directive No. 20)
Myanmar	Relief and Resettlement Department	-
Philippines	National Disaster Risk Reduction And Management Council And Administrator, Office Of Civil Defense (NDRRM)	Philippine Disaster Risk Reduction and Management Act of 2010
Singapore	Singapore Civil Defense Force (SCDF)	-
Thailand	Department of Disaster Prevention and Mitigation (DDPM)	Key actor at decision-making level in all emergency operations
Vietnam	Department Of Natural Disaster Prevention And Control (DNDPC)	-

Source: Gloria Martinez, "Civil-Military-Police Coordination in Disaster Management: Perspectives from Southeast Asian Countries," Australian Government: Australian Civil-Military Centre and Humanitarian Advisory Group, August 2015.

Annex E: ACE Programme Course Subjects and Trainers

Topic	Categories	Batch 3	Batch 2	Batch 1
Orientation/Familiarization				
Getting to Know Jakarta (Public transport: Busway, Ankot, Train)	Orientation	AHA Centre	AHA Centre	NA
Opening Ceremony	Orientation	Multiple Stakeholders	Multiple Stakeholders	NA
AHA Centre and ACE Programme Briefing	Orientation	AHA Centre	AHA Centre	NA
ASEAN Socio Culture and Disaster Management Workshop	Orientation	ACE Programme Officers	ACE Programme Officers	ACE Programme Officers
Disaster Management Agencies Visit (Visit Badan Meteorologi Klimatologi dan Geofisika [BMKG] the Indonesian Agency for Meteorology, Criminology and Geophysics)	Orientation	BMKG	BMKG	NA
Outbound Activity	Team Building	Pro Management	NA	NA
Sharpening Technical CompetenciesL Specialized Training and skills Enhancement				
AHA Centre Induction Course	Sharpening Technical Competencies	ASEAN Secretariat	ASEAN Secretariat	NA
Pilot Project Ace Newsletter	Sharpening Technical Competencies	NA	AHA Centre	AHA Centre
Writing Strategic Concept Paper	Sharpening Technical Competencies	NA	NA	NA
ASEAN Custom Clearance Procedures Workshop	Sharpening Technical Competencies	NA	NA	AHA Centre
Taman Mini Indonesia Indah (TMI) (Indonesia's Culture and Science Visit)	Sharpening Technical Competencies	AHA Centre	AHA Centre	NA

Hazard Workshop: Hazard and Area Business Continuity Management	Sharpening Technical Competencies	JCDR New Zealand	JICA	NA
Leader Talks	Sharpening Technical Competencies	NA	NA	NA
Personality Development workshop	Sharpening Technical Competencies	VIP Development Centre	London School Academy Indonesia	NA
Humanitarian Civil –Military Coordination Training	Sharpening Technical Competencies	UN Office for Coordination of Humanitarian Affairs (UNOCHA) Regional Office for Asia and the Pacific (ROAP)	UNOffice for Coordination of Humanitarian Affairs (UNOCHA) Regional Office for Asia and the Pacific (ROAP)	UNOCHA & ASEAN Secretariat
Humanitarian Logistics Training	Sharpening Technical Competencies	World Food Programme, Bangkok	World Food Programme, Subang and Jakarta	World Food Programme
International Humanitarian System Training	Sharpening Technical Competencies	UNOCHA ROAP	UNOCHA ROAP	NA
Incident Command System & Emergency Operation Centre (EOC) Training	Sharpening Technical Competencies	US Forest Service (USFS)	US Forest Service (USFS)	US Forest Service (USFS)
Camp Coordination and Camp Management (CCCM) Training	Sharpening Technical Competencies	International Organization for Migration (IOM)+ Sprint	International Organization for Migration (IOM)	International Organization for Migration (IOM)
Pro Management	Sharpening Technical Competencies	UCR3 University of Canterbury, New Zealand	IFRC, PMI	University of Canterbury, New Zealand

Red Cross Humanitarian Induction Course & Field Visit	Sharpening Technical Competencies	International Federation of Red Cross and Red Crescent (IFRC), Indonesian Red Cross (PMI) & Trip to Bandung, Jakarta	International Federation of Red Cross and Red Crescent (IFRC), Indonesian Red Cross (PMI) & Trip to Semarang and Yogyakarta	NA
Data Collection	Sharpening Technical Competencies	ACE Programme Officers	ACE Programme Officers	ACE Programme Officers
Communication for Disaster Professionals Training	Sharpening Technical Competencies	PR Agency UNOCHA, IFRC	NA	London School Academy Channel News Asia, UNOCHA ROAP
Vision and Mission Strategic Concept	Sharpening Technical Competencies	NA	NA	AHA Centre
Coordinated Need Assessment Training	Sharpening Technical Competencies	UNOCHA ROAP	NA	NA
Post Disaster Need Analysis Training	Sharpening Technical Competencies	UNDP Bangkok	NA	NA
Exercise Planning Training	Sharpening Technical Competencies			USPACOM
Special Project Assignment/ACE Programme Evaluation Workshop	Sharpening Technical Competencies	ACE Programme Officers	ACE Programme Officers	NA
Managing Project				
Project Management Training	Managing Project	RedR Australia	RedR Australia	NA
English for Disasters Management Professional	Managing Project		British Council	NA
Field Trips				
Canterbury and Wellington, New Zealand	Expanding Horizons	NA	University of Canterbury	NA

Philippines	Expanding Horizons	IFRC, WFP, IOM, UNOCHA, NDRRMC, AHA Centre	NA	NA
Japan	Expanding Horizons	Civic Force of Japan	Civic Force of Japan	Civic Force of Japan
Leader Talks				
Leader Talks	Learning from the top	Indonesia AirAsia CEO	Chairman of ACDM, Chief of Staff DHL eCommerce Asia Pacific, Russia & Emerging Markets	NA
Real life Experiences on the Ground				
AHA Centre on the Job Training	Real life Experiences on the Ground	AHA Centre	AHA Centre	AHA Centre
ERAT Induction Course	Real life Experiences on the Ground	AHA Centre	AHA Centre	AHA Centre

Source: ACE Programme Batch Evaluation Reports I and II and List of courses for ACE Programme Batch III