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IN DISASTER MANAGEMENT AND HUMANITARIAN ASSISTANCE

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CIVIL-MILITARY COORDINATION IN FOREIGN DISASTER RELIEF

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**BEST PRACTICES FOR JOINT OPERATIONS CENTERS (JOCS)**



# 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)
- Civil-Military Coordination in Foreign Disaster Relief: Best Practices for Joint Task Forces (JTFs)
- Civil-Military Coordination in Foreign Disaster Relief: Best Practices for Logistics
- Best Practices for Inclusive Gendered Security in Natural Disasters
- Civil-Military Coordination during HA/DR in Conflict: Best Practices for Joint Task Forces (JTFs)
- Best Practices for Civilian Harm Mitigation and Response in U.S. Military Operations
- Best Practices for Humanitarian Assistance and Disaster Relief (HADR) in Pandemics
- Best Practices for DoD to Increase Readiness for Climate Change Impacts on HADR Related Missions
- Best Practices to Support Locally Led Responses

All pamphlets are open-source and available for free download at:  
<https://www.cfe-dmha.org/Publications/Best-Practices-Pamphlets>

# Executive Summary

**Purpose:** To provide a condensed set of best practices for civil-military coordination during foreign disaster relief (FDR) missions for US Department of Defense (DoD) and other joint operations centers (JOCs).

## Key Points:

- Conduct foreign disaster relief operations with respect for humanitarian principles – providing aid impartially and neutrally, based on needs, in order to save lives and alleviate suffering.
- US lead federal agency in foreign disaster relief is USAID’s Bureau for Humanitarian Assistance (BHA).
  - BHA’s core competency is foreign disaster relief.
  - 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 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).
  - DoD is in a supporting role.
- DoD assets should be used in foreign disaster relief when they provide unique capabilities and civilian assets cannot meet specific needs
- JOCs should regularly incorporate BHA into briefings.
- JOCs should include information from humanitarian information-sharing platforms; NOT rely solely on DoD platforms and sources.
- JOCs should keep information unclassified as much as possible, and ensure that information-sharing platforms are accessible, and used, by all involved agencies.



U.S. Northern Command Joint Operations Center

# Introduction

## Increasing Disasters and the Need for Civil-Military Coordination:

The number of disasters has been steadily increasing over the last several decades, though affected nations are increasingly able to respond to those disasters without outside assistance. However, there has also been a proliferation of humanitarian actors. Thus, when foreign militaries are deployed to participate in international disaster relief response, civil-military coordination is critical to minimize duplication of efforts, reduce gaps in coverage, and contribute to a more effective response.

### Number of Climate-related Disasters Around the World (1980-2011)

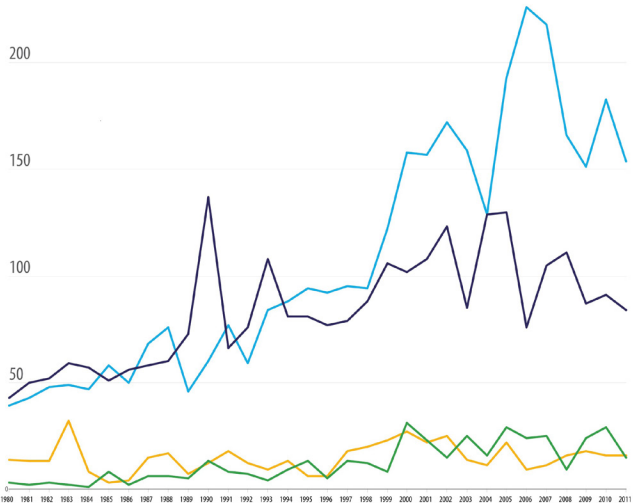
 **3455**  
**FLOODS**

 **2689**  
**STORMS**

 **470**  
**DROUGHTS**

 **395**  
**EXTREME TEMPS**

 **UNISDR**  
The United Nations Office for Disaster Risk Reduction  
<http://www.unisdr.org>  
Version 11 June 2012



### Critical contributions of a Joint Operations Center (JOC) in a major Foreign Disaster Response:

In a major foreign disaster response where the US government includes the Department of Defense (DoD) in its response, a Joint Operations Center (JOC) plays a key role to keep the DoD informed in order to participate as efficiently as possible. This booklet will assist a JOC to:

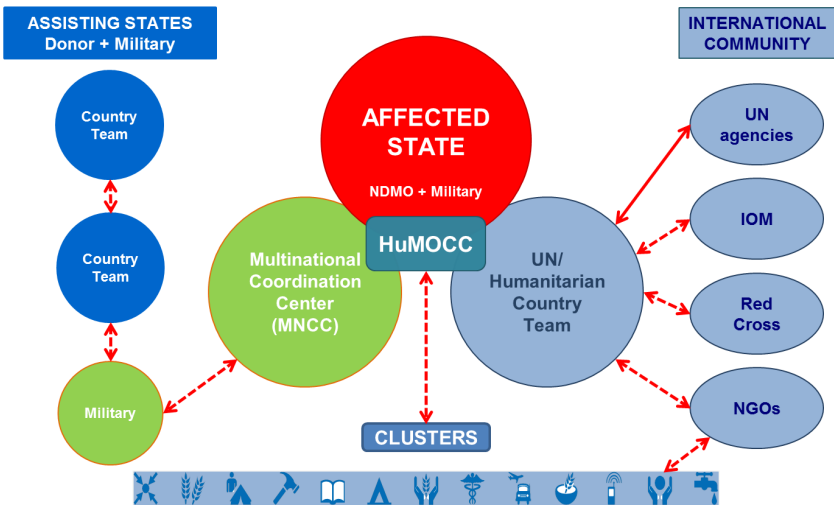
- Understand roles of key organizations and coordinating mechanisms
- Understand commonly used, generic international disaster response architecture
- Identify best practices for effectively managing internal/external information and communications during an operation
- Identify resources and techniques to maintain collective situational awareness of the operational environment, including tools used for tracking requests for assistance

# Best Practices

**Best Practice:** Understand the commonly used, generic architecture of a major international disaster response.

Before discussing commonly used disaster response architecture, keep in mind that the host nation always has the right and responsibility to manage the international response on their soil as they view best. The diagram below represents a possible option that has been frequently seen, but the host nation may choose different mechanisms as appropriate to local needs.

## International Response Coordination



Source: UN OCHA

**UN-CMCoord**  
UNITED NATIONS HUMANITARIAN  
CIVIL-MILITARY COORDINATION

**Best Practice:** Understand and act in accordance with operations considerations at execution.

### Operational Considerations

- Identify host nation government agencies as well as key international organizations and NGOs operating in the disaster area. Note that trying to identify 100% of the non-governmental organizations (NGOs) operating in the response is impractical and a poor time investment. Focus on identifying enough key actors for a timely and reliable common operational picture.
- Check if a civil-military coordination center will be established. If so, ascertain where and when meetings will occur.
- Ascertain what courses of action have been prepared in the event the military mission is terminated early or develops into an extended and prolonged operation.

- Inquire if all responding/supporting agencies have a similar understanding of civil-military coordination? If not, determine what are the differences in approach, and how can responding foreign military forces best integrate with the lead agency (e.g. BHA for the US DoD).
- Confirm if civil-military coordination is synchronized with other lines of effort.
- Check what civil-military coordination structures and liaisons are needed at the strategic and tactical levels from the JOC to support the tactical commander.

## Affected State – Primary Responsibility

It is first and foremost the responsibility of the Affected State to address humanitarian needs arising from a disaster within its borders. International assistance should complement, not displace, systems chosen by the Affected State and efforts of domestic actors. Affected States have the sovereign right to coordinate, regulate and monitor disaster relief provided by assisting actors on their territory.

## Assisting States – Whole of Government approaches

Many Assisting States’ foreign disaster responses are led by a civilian arm of the government, including when they deploy militaries. Awareness of various Assisting States’ whole-of-government approaches aids overall coordination efforts.

**USAID’s Bureau for Humanitarian Assistance 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 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 relief.

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 valuable time in helping the DoD navigate among the wide array of humanitarian actors and by connecting any that might be relevant to DOD. BHA will use the Mission Tasking Matrix (MITAM) to vet, validate, prioritize DOD missions during relief operations.



Photo by Capt. Jeremy Croft: US Army Staff Sgt. Mike Anderson and USAID DART Program Officer Peter Schecter carry a box of USAID-branded plastic sheeting for emergency shelters in Dominica, 1 Oct 2017, in the aftermath of Hurricane Maria

**Best Practice:** Include BHA in regular JOC briefings.

Through the MITAM process, BHA vets, validates, prioritizes, and maintains visibility of DoD's foreign disaster relief tasks and activities. BHA's expertise in FDR and needs assessments is critical in providing timely, realistic, operational input. BHA's role includes coordinating DoD support to foreign disaster relief, and providing civil-military coordination with the DoD. BHA has FDR expertise, and can mitigate problems that typically arise when the US military engages on its own the various international coordination mechanisms multilaterally.

### **Role of OHDACA Funding**

**Best Practice:** Understand the funding most relevant to DoD participation in HA/DR.

Disaster relief is one of the programs under the Defense Security Cooperation Agency, which is mainly funded by Overseas Humanitarian, Disaster, and Civic Aid Appropriation (OHDACA). Much of DoD's costs when participating in foreign disaster relief and humanitarian assistance – in support of BHA as lead federal agency – can be reimbursed by other USG agencies. However, on some occasions, OHDACA funding may be diverted to support DoD participating in foreign humanitarian assistance.

It is important to distinguish foreign humanitarian assistance or emergency response from other long-term security cooperation activities. OHDACA also funds civil-military engagement to build partner capacity, minor construction projects, and medical, dental, and veterinary efforts – all of which are distinguished from emergency disaster response as they instead support longer term security cooperation.

## **International Humanitarian Community**

### **United Nations**



#### **Office for the Coordination of Humanitarian Affairs**

The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) coordinates humanitarian actors in international disaster responses. 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 USAID/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. During a major response, OCHA will produce situation reports (SITREPs) that include highlights from SITREPs of other relevant UN agencies, as delineated below.



### **UN High Commissioner for Refugees (UNHCR)**

UNHCR is mandated to protect the rights of refugees, asylum seekers, and stateless persons. As such they are heavily involved in dealing with displaced persons. UNHCR is the global lead agency for the shelter cluster and protection cluster, as well as the camp coordination and camp management cluster during conflict situations.



### **World Food Programme (WFP)**

WFP 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.



### **UN Children's Fund (UNICEF)**

UNICEF is mandated to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential. Their work includes education, health, water & sanitation, and child soldier demobilization during conflict. UNICEF is the global lead agency for the nutrition cluster and the water, sanitation & hygiene cluster.



### **World Health Organization (WHO)**

WHO is mandated to furnish appropriate technical assistance and during emergencies provide necessary aid upon governmental request regarding health issues? WHO is the global lead agency of the health cluster.



### **UN Development Programme**

UNDP is mandated to support developing countries with implementing policies for sustainable human development and poverty reduction. The head of UNDP in a country is usually the Resident Coordinator (RC), who coordinates all UN-run development programs, and may become double-hatted as the Humanitarian Coordinator (HC) when a major disaster hits.



### **International Organization for Migration (IOM)**

The International Organization for Migration (IOM) focuses on the management of migration and became a Related Organization of the UN in 2016, rebranding as the UN Migration Agency. It is the lead agency for the camp management cluster during peacetime natural disasters (with UNHCR assuming cluster lead during conflict). While

UNHCR's mandate has long focused it on refugees, IOM is experienced working with internally displaced persons while also covering protection of migrants, refugee resettlement and voluntary returns.

## International Red Cross and Red Crescent Movement



The International Red Cross and Red Crescent Movement is the largest global humanitarian network, with approximately 80 million staff and volunteers, comprised of three components:

- International Committee of the Red Cross (ICRC) – works to protect and assist survivors of armed conflict and promote international humanitarian law (law of armed conflict)
- International Federation of Red Cross and Red Crescent Societies (IFRC) – assists survivors of natural disasters; supports national societies
- National Red Cross and Red Crescent Societies – 192 worldwide, one in almost every country. The work of each national society can range from emergency relief to development projects, including disaster preparedness, disaster response, and health and care in the community. Each national society, the IFRC and the ICRC are all independent bodies.

## Non-governmental organizations (NGOs)

NGOs are not part of the UN, the International Red Cross and Red Crescent Movement, nor any government. They are private, humanitarian organizations established by individual charter, and as such can vary widely in size, structure, mission, as well as experience with and philosophy toward coordinating with military actors.

## Humanitarian Principles

In order to understand how the humanitarian community approaches their missions, it is critical to know that humanitarian actors from the UN, International Red Cross and Red Crescent Movement, and humanitarian NGOs conduct operations guided by the humanitarian principles.

**Best Practice:** All responders should understand and support the humanitarian principles and code of conduct.

**The humanitarian principles** are the first four principles in the humanitarian code of conduct, which guides humanitarian planning and operations, and influences coordination with military actors.

### **The Humanitarian Principles:**

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

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

**Neutrality:** Aid 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 natural disaster responses, 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.

## Coordination Structures

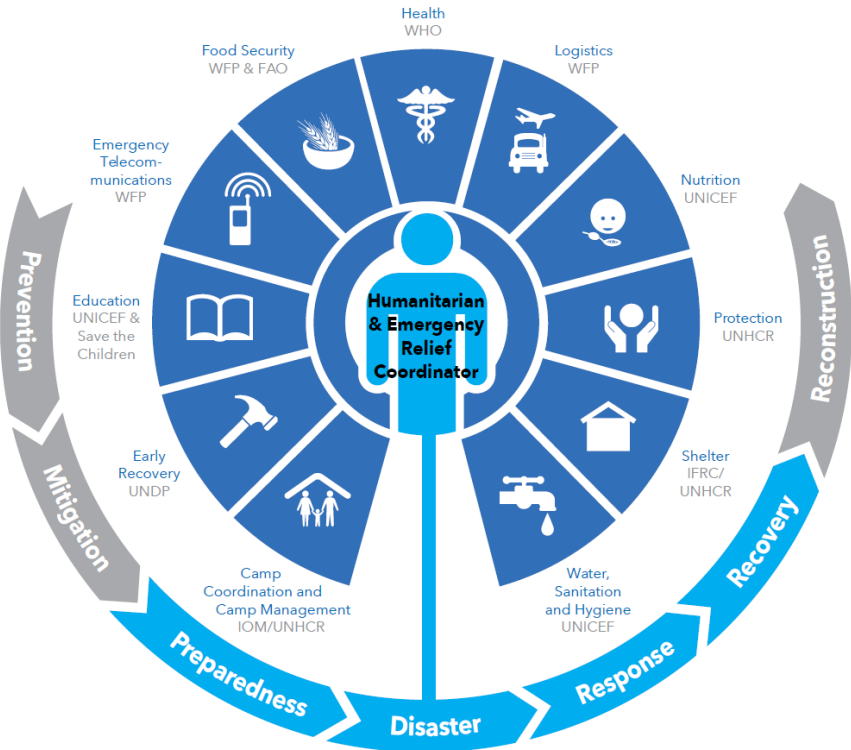
While the Affected State always has primary responsibility to coordinate foreign aid and responders, there are a range of coordination mechanisms used by different actors in support of the affected state.

**Best Practice:** Understand the range of coordination mechanisms frequently used between and among military and humanitarian actors in large-scale, international disasters.

<b>Military-Military Coordination</b>	<b>Humanitarian-Military Coordination</b>	<b>Humanitarian-Humanitarian Coordination</b>
<p>The Affected State often sets up a <b>Multinational Coordination Center (MNCC)</b>, led by its military personnel, to coordinate multiple foreign military responders. Additionally, coordination mechanisms may be established through liaison arrangements between a civil-military operations center and the humanitarian community, or through the placement of military liaison staff in humanitarian structures (or vice-versa). Several mechanisms under differing organizations are possible.</p>	<p>OCHA implemented its <b>Humanitarian-Military Operations Coordination Concept (HuMOCC)</b> as a center in a few major disaster responses, particularly the 2015 Nepal Earthquake and 2013 Typhoon Haiyan response in the Philippines. As the humanitarian community influences its evolution, different versions may be seen in future responses.</p>	<p>OCHA deploys a <b>UN Disaster Assessment and Coordination (UNDAC) team</b> within 12-48 hours of sudden-onset emergencies to begin coordination among UN agencies. UNDAC teams set up and manage the <b>On-Site Operations Coordination Centre (OSOCC)</b>, particularly in response to earthquakes to help coordinate international urban search and rescue teams.</p> <p>The wider humanitarian community coordinates via the <b>Cluster System</b> (see graphic). The Cluster System designates lead coordinating agencies at the global level for separate technical specialties – e.g. Logistics; Shelter; Food; Health; Protection; Water, sanitation &amp; hygiene (WASH).</p>

## Cluster System - Global Level

Cluster leads are responsible for ensuring response capacity is in place and assessment, planning and response activities are done in collaboration with partners and in accordance with agreed standards. At the global level, cluster leads are often UN agencies, though not always. At the country level, many states actively participate in the cluster system, designating government agencies or ministries as cluster leads or co-leads. UN OCHA has the responsibility for inter-cluster coordination, including humanitarian civil-military coordination.



Foreign militaries may interact with a number of different clusters. However, the US DoD will most likely interact with the logistics cluster and by invitation from USAID/BHA. The international humanitarian community has requested if foreign militaries participate in the cluster system that it be by invitation.

BHA can identify the most relevant clusters for DoD to engage with, when appropriate, and will coordinate with the respective cluster lead to invite DoD participants to cluster meetings. The US usually conducts disaster relief operations by supporting the Affected State bilaterally, while coordinating multilaterally. BHA will liaise with coordination centers and facilitate civil-military coordination, as they lead US responses and coordinate DoD support to foreign disaster relief.

# Information Gathering (Building a Common Operational Picture)

**Best Practice:** Source relevant information from humanitarian sites. Do not rely solely on DoD information-sharing platforms.

The humanitarian community has comprehensive and well-established open information-sharing platforms. Humanitarian organizations do not consistently use DoD-run information sharing platforms. DoD should proactively visit humanitarian sites, as well as US government (USG) resources, for relevant information.

ReliefWeb (<https://reliefweb.int>) is the one-stop shop for humanitarian information on global disasters and crises.

A wide range of information resources are listed below:

## **US Government information resources:**

**USAID's Bureau for Humanitarian Assistance (BHA)** – This is the U.S. lead federal agency in foreign disaster relief. For BHA updates on a disaster response, ask the BHA representative for the respective COCOM to add you to the email list:

[BHA.INDOPACOM@usaid.gov](mailto:BHA.INDOPACOM@usaid.gov)

[BHA.SOUTHCOM@usaid.gov](mailto:BHA.SOUTHCOM@usaid.gov)

[BHA.NORTHCOM@usaid.gov](mailto:BHA.NORTHCOM@usaid.gov)

[BHA.AFRICOM@usaid.gov](mailto:BHA.AFRICOM@usaid.gov)

[BHA.SOCOM@usaid.gov](mailto:BHA.SOCOM@usaid.gov)

[BHA.CENTCOM@usaid.gov](mailto:BHA.CENTCOM@usaid.gov)

[BHA.EUCOM@usaid.gov](mailto:BHA.EUCOM@usaid.gov)

## **Center for Excellence in Disaster Management and Humanitarian Assistance (CFE-DM)** -- USINDOPACOM direct reporting unit

- CFE-DM Disaster Information Reports:  
<https://www.cfe-dmha.org/Publications/Reports>
- CFE-DM Disaster Management Reference Handbooks  
(For at least 20 countries): <https://www.cfe-dmha.org/DMHA-Resources/Disaster-Management-Reference-Handbooks>

## **Pacific Disaster Center (PDC | Global)**

DisasterAWARE / Emergency Operations (EMOPS) system:

(Request account): <https://emops.pdc.org/emops/>

**All Partners Access Network (APAN)** – <https://www.apan.org> Limited humanitarian participation on this DoD-provided platform

## **International humanitarian information websites:**

**ReliefWeb:** <https://reliefweb.int>

*The leading humanitarian information source on global crises. It is the most widely used platform by humanitarian actors and other disaster responders to share information, reports, maps, infographics, etc.*

**Logistics Cluster:** [www.logcluster.org](http://www.logcluster.org)

**Global Disaster Alert & Coordination System:** [www.gdacs.org](http://www.gdacs.org)

**ReliefWeb Response:** <https://response.reliefweb.int/>

**Humanitarian Response:** <https://www.humanitarianresponse.info>

**Humanitarian Data Exchange:** <https://data.humdata.org/>

**Virtual OSOCC** (request account): <https://vosocc.unocha.org> - Message board for first-responders used first few weeks of response

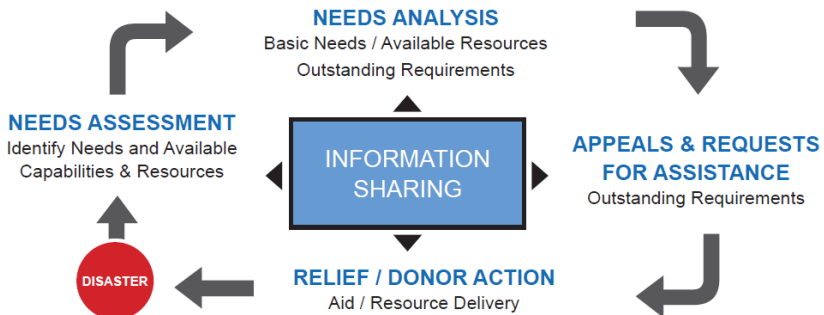
**Asia-Pacific regional information resources:**

**The ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre)** – For updates on disasters in the 10 ASEAN countries (Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam), go to <https://ahacentre.org> ► **Resources**, or subscribe at <https://ahacentre.org/subscribe-to-flash-update/>, or email [info@ahacentre.org](mailto:info@ahacentre.org).

**Changi Regional Humanitarian Assistance and Disaster Relief (HADR) Coordination Centre (RHCC)** – Singapore Ministry of Defense. To subscribe to Changi RHCC’s weekly or spot reports on regional disasters, email: [CHANGI\\_RHCC@defence.gov.sg](mailto:CHANGI_RHCC@defence.gov.sg)

## Information Sharing

Open information sharing among responders is critical to international disaster responses. It is a shared responsibility facilitated by cooperation, and most applicable to civil-military coordination in peacetime natural disasters. Foreign military assets will best support disaster response operations if personnel and technological capability are deployed taking into account information shared through the various humanitarian coordination mechanisms.



**Best Practice: Keep information unclassified (UNCLASS).**

There is no coordination without communication. Humanitarian actors approach conducting disaster response with maximum transparency. Likewise, DoD coordination and correspondence supporting foreign disaster relief should be unclassified as much as possible to optimize information sharing. “Operating in the secret internet protocol router network (SIPRNET) resulted in wasted time and effort, delaying shared situational awareness with partners.” (*Typhoon Haiyan AAR*)

**Keep information unclassified as much as possible.**

This is stated in various after-action reports (AARs) where DoD participated in foreign disaster relief -- and is repeatedly emphasized by BHA for USG coordination in FDR operations.

**Best Practice:** Establish early guidance on foreign disclosure.

Policies regarding release of data, particularly geospatial intelligence (GEOINT), may vary by country and COCOM. Communicate early with the National Geospatial-Intelligence Agency (NGA) for their foreign disclosure officers (FDO) to provide clear policy as early as possible on releasability of data to foreign governments and international humanitarian actors for the particular foreign disaster relief DoD is supporting.

For local, national, and foreign entities responding to a disaster, access to timely and accurate information is crucial for two reasons: 1) it helps prioritize who undertakes what relief actions where; and 2) it allows responding entities to ensure the safety and security of their own personnel in swiftly changing environments. Military actors plan and implement in coordination with relevant authorities and civilian organizations, working together for maximum coverage and effectiveness. Thus, infrastructure and policy foundations for the operation's information needs should be clear.

**Best Practice:** Share needs assessment findings widely.

Disaster response is determined by humanitarian needs on the ground, which are primarily assessed by the affected state and humanitarian actors. Needs assessments should be conducted jointly to reduce duplication, and military actors joining needs assessment teams can mutually benefit civil-military coordination for all parties.

Sharing needs assessment findings quickly and widely will ensure the response is appropriate to needs on the ground. While local dissemination is critical, a JOC would still likely be in a position to relay received information onto others. Identifying the information source as well as original definitions and methodologies will maintain relevance and lessen confusion as assessment findings are widely distributed to other responders.

However, be conscientious of NOT sharing documents marked Sensitive But Unclassified (SBU) outside of USG communication channels as this is a classification marking used by the Department of State and USAID that is equivalent to U//FOUO.

Any disaster response not in tune with the latest needs assessments will be inefficient and possibly worsen the situation. Coordination allows responders to avoid conflict and duplication by promoting a common understanding of the evolving environment. USG strategy may or may not address all identified needs, depending upon coordination with the host nation and other donors who are also responding to the disaster *to prevent duplication of effort*.

**Pull v. 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 assess and determine the appropriate USG intervention based on probable humanitarian needs.

**Best Practice:** Share UNCLASS information to main humanitarian platforms when appropriate, in coordination with USAID/BHA.

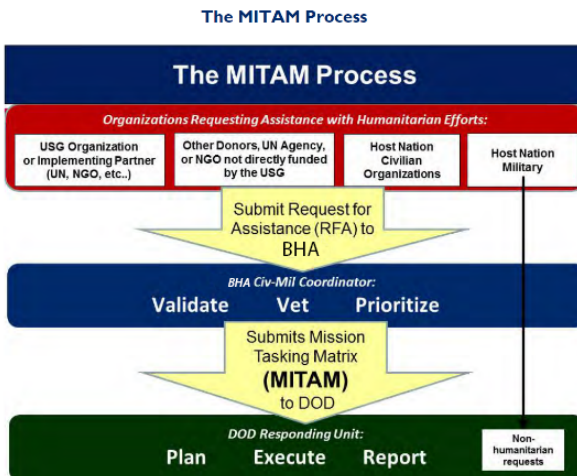
To share disaster response reports, maps, etc. with humanitarian actors, ReliefWeb is the closest thing to an informational one-stop shop for the global humanitarian community. Details about sharing information on ReliefWeb available at: <https://reliefweb.int/share>

Coordinate with BHA regarding sharing information on humanitarian platforms. Note that BHA’s role includes liaising between DoD and humanitarian agencies – many of whom are USAID implementing partners – thus BHA guidance on information sharing best practices can maximize efficiency.

**Best Practice:** Support the MITAM process when relaying any information related to requests for DoD assistance.

On the ground, BHA validates requests for DoD assistance using the Mission Tasking Matrix (MITAM) process. BHA ensures that USG disaster response activities are well coordinated and adhere to best practices. To the extent the JOC is relaying any information related to requests for assistance (RFAs), ensuring RFAs are going through the MITAM process will support the Joint Task Force (JTF) and BHA’s Disaster Assistance Response Team (DART).

Supporting the MITAM process also supports synchronization of the JTF Commander with the DART Team Leader, which is a key relationship during foreign disaster relief.



## Training Opportunities

### **Humanitarian Assistance Response Training (HART)**

*Center for Excellence in Disaster Management and Humanitarian Assistance (CFE-DM)*

This multi-day, operational-level course focuses on applying the military planning and decision-making process to the unique circumstance associated with foreign disaster relief operations. Participants will employ realistic scenarios and existing plans to develop a concept of operations for a joint task force response to a major disaster. For course information, contact: [cfe.dmha.fct@pacom.mil](mailto:cfe.dmha.fct@pacom.mil)

There is also a 9.5-hour online version available to DoD personnel on Joint Knowledge Online at <http://jko.jten.mil/> as Prefix# J3O, Course# P-US1256, Title: Humanitarian Assistance Response Training.

### **Joint Humanitarian Operations Course (JHOC)**

*USAID's Bureau for Humanitarian Assistance (BHA)*

This two-day training, developed by USAID/BHA upon requests from DOD, highlights international disaster response best practices and the U.S. military's role when supporting FDR operations as provided for under DOD Directive 5100.46, Foreign Disaster Relief. The intended audience includes DOD, officers, NCOs, and civilians working in operations, logistics, communications, medical, planning, and civil affairs. For course information, contact the BHA representative to the appropriate COCOM as listed in the previous section.

### **UN Humanitarian Civil-Military Coordination (UN-CMCoord) Course**

*UN Office for the Coordination of Humanitarian Affairs (OCHA)*

This four-and-a-half day course provides how the humanitarian community approaches civil-military coordination. It covers guidelines, concepts, and principles, as well as their practical applications and likely dilemmas involved in different operating environments ranging from natural disasters in peacetime to complex emergencies in conflict.

For course information, contact OCHA's Civil-Military Coordination Service (CMCS) at: [cmcs@un.org](mailto:cmcs@un.org)

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