



Program Plan FY19-23

Introduction

This Program Plan outlines the major tasks, priorities, and objectives of the Center for Excellence in Disaster Management and Humanitarian Assistance (CFE-DM) as it reaches its twenty-fifth anniversary and beyond. This plan guides the Center's activities in alignment with strategic priorities, as outlined by the Director. The priorities and activities outlined here support strategic guidance and guidance from U.S. Indo-Pacific Command (INDOPACOM), Department of Defense (DoD), and title 10 United States Code section 182 (10 U.S.C. § 182), and encapsulates the Director's plan for the Center's programs over the next five years and provides a foundation for future staff guidance.

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Authorities:

The Center operates under the authorities granted, and recommendations made by, 10 U.S.C. §182, INDOPACOM Instructions, INDOPACOM/CFE-DM Memorandum of Understanding (MOU), INDOPACOM Campaign Plan, the annual INDOPACOM Campaign Order, and DoD guidance:

- [10 U.S.C. § 182](#)
- [INDOPACOM Theater Campaign Plan](#): Objectives 2-7 and 3-3, Lines of Effort 8 and 9.
- [INDOPACOM Theater Campaign Order](#): Section 10
- [INDOPACOM Joint Training Plan](#): Mission Essential Tasks 4.2.4, 5.4.4, and 8.2.
- [National Defense Strategy](#): NDS-3 “Sustaining Joint Force military advantages, both globally and in key regions,” NDS-5 “Enabling U.S. Interagency counterparts to advance U.S. influence and interests,” and NDS-14 “Lines of Effort: strengthen Alliances and attract new partners.”
- [Office of the Secretary of Defense \(OSD\) Guidance Memo](#): 23 September 2016

Purpose:

According to 10 U.S.C. § 182, the Center was established “to provide and facilitate education, training, and research in civil-military operations, particularly operations which require international disaster management and humanitarian assistance and operations that require coordination between DoD and other agencies.” The Center aligns its efforts pursuant to this mandate, and in support of DoD and INDOPACOM objectives and guidance.

Mission: CFE-DM increases the readiness of U.S. forces, civilian and military counterparts, and international partners to respond globally to foreign humanitarian assistance and disaster relief operations through Civil-Military coordination, training, information sharing, and regional planning.

Vision: CFE-DM exists to save lives and alleviate human suffering by connecting people, improving coordination and building capability.

Lines of Effort:

In executing its Mission and Vision, the Center supports DoD and INDOPACOM objectives through the following lines of effort (LOEs):

1. [Advise and Assist](#): Provide knowledge, expertise, and situational awareness to support decision-making before, during, and after crises.
2. [Training and Education](#): Build awareness, understanding, and skills that help DoD, partner militaries, interagency, and international organizations plan for and execute foreign disaster relief (FDR) missions.
3. [Applied Research and Information Support](#): Capture relevant disaster management and humanitarian assistance (DMHA) lessons learned and best practices, inform civil-military decision-makers, network with stakeholders and potential partners, and communicate the Center’s value to its stakeholders, enablers, and customers.
4. [Regional Civil-Military Coordination](#): Establish and strengthen relationships with a range of disaster management oriented Indo-Pacific regional organizations.

World View 2019-2023: The Indo-Pacific is a region characterized by several trends which will influence how it will best meet disaster management challenges with excellence. These trends include:

- Disasters will become increasingly complex as globalization, urbanization, and climate change continue to influence global societies
- More resilient countries as they develop capabilities to respond locally or through regional arrangements
- Fewer doctrinal DoD responses, and instances of response activities in which the DoD response falls outside the doctrinal process
- Growth of regional interest in identifying and resolving disaster response issues through information sharing
- Changes to aid delivery methods, to include expansion of cash programs, as well as prepositioning of assets by national, regional, and international organizations
- Increase of ASEAN's capacity in HADR response, and an increased emphasis by U.S. leaders on supporting multilateral and multinational organizations
- Mega-Disaster and complex emergency planning, including conflict-driven disasters, will increase
- The United Nations Regional Consultative Group (RCG) on HADR will play a leading role in working key disaster management challenges in the Indo-Pacific

Vision 2023: By 2023, the Center will achieve several objectives and position itself to maintain its position as a critical regional partner supporting DMHA activities, despite changes to the regional environment and increasingly complex disaster response operations. The Center will strengthen its partnerships and adapt them to best fit the needs of the region moving forward. The scope of the Center's partners will expand to reflect the changing dynamics of disaster management cooperation, as well as the changing capabilities of regional actors. The Center will host the premier repository of disaster management lessons learned and best practices, and will share these with its partners. The Center's teaching programs will keep pace with changing challenges and partnerships. The Center will engage globally with practitioners, both within and external to DoD, to provide expertise and education to a global audience, and institutionalize these new processes as required.

Priorities:

To guide the Center's overall efforts, the 2019 Director's Guidance establishes the following priorities for 2019. The Director may modify these priorities through 2023 as required.

CFE-DM Priority 1, Readiness

CFE-DM improves readiness of U.S. Joint Forces and civilian counterparts to conduct Humanitarian Assistance, Disaster Response (HADR), and Civil-Military coordination across the spectrum of military operations. CFE-DM training, education, exercise support, deployable experts, best practices, lessons learned, and after-action report capacities focus on the United States Indo-Pacific Command (INDOPACOM), other Geographic Combatant Commands (GCC), and Professional Military Education institutions (PME).

CFE-DM Priority 2, ADMM+ EWG on HADR

CFE-DM supports the U.S. Co-Chair to the Association of Southeast Asian Nations (ASEAN) Defense Minister's Meeting (ADMM) Plus Experts' Working Group (EWG) for HADR. This Priority remains one of the Center's main efforts in support of the Office of the Secretary of Defense for Policy (OSD-P) co-chair with Malaysia, and in direct support to INDOPACOM.

CFE-DM Priority 3, Building Partnerships and Capacity

CFE-DM maintains and develops bilateral and multilateral partnerships to build partner capacity in support of U.S. Indo-Pacific Command's and DoD's Security Cooperation goals and objectives. To that end, CFE-DM partners with other U.S. agencies, international organizations, regional organizations, militaries, and academic institutions in support of U.S. DoD forces and objectives.

CFE-DM Priority 4, Information Sharing

CFE-DM expands its DMHA information sharing, knowledge management, and Applied Research efforts with U.S. DoD and Interagency partners, international and regional organizations, and academic institutions. The Center leads UNOCHA's Regional Consultative Group (RCG) Information Sharing Work Group, works with schools and other organizations on research and publishing studies on HADR lessons learned, best practices, and Disaster Management Reference Handbooks.

CFE-DM Priority 5, Innovation

The Center remains agile and innovative in continuing to add value to the DoD joint force and partners. CFE-DM efficiently and effectively manages programs and activities that deliver world-class support to U.S. forces and civilian counterparts.

Time-sequenced Execution Prioritization:

While the above priorities flex modestly each year, the Center must implement each priority within time and resource constraints. Certain activities take time and preparation to implement and must be implemented in sequence. Current resource and budgeting constraints apply less forcefully as time progresses, and the Center anticipates steady budget increases of approximately 5% annually from 2020 through 2023 onward. With this in mind, the following prioritization for Center activities from 2019 through 2023 will apply:

- **2019:** In 2019, the Center will largely maintain its current activities with minimal changes, due to current resource constraints and long budgeting lead-times. However, the Center and all of its Branches will begin initial preparations to adequately adapt activities and programs, expand the scope of partnerships, collect and manage disaster management knowledge, engage new regional partners, design deployable capabilities, and support the INDOPACOM Battle Rhythm in accordance with the Center Priorities and Vision. Furthermore, the Center will continue to focus on areas of mutual interest with partners such as USAID/OFDA and the Foreign Humanitarian Assistance Division at PKSOI. Oceania will be given special priority during this period. The Center will also initiate a new process for program evaluations in line with Center priorities. To implement these changes, the Center expects to have increased staff to a total of 36, given necessary funding.

- **2020:** In 2020, the Center will carry out the changes prepared for in 2019. Key priorities are information sharing and developing new training and education programs. The Center will begin the process of becoming a key repository for DMHA lessons learned and best practices. The Center will initiate updated training and education programs which adapt to the changing regional environment. The Center will initiate new coordination efforts with the South Asia Association for Regional Cooperation (SAARC), India, Bangladesh and China, when appropriate. Geographic priorities include Oceania, South Asia, South-East Asia and Northeast Asia. However, the Center will begin initial preparations to expand this geographic scope to address partner organizations and DMHA issues around the globe, including the placement of liaison officers (LNOs). Given these emerging efforts, the Center will also review the need to reorganize its structure and tasks.
- **2021-2023:** From 2021 through 2023, the Center will embrace and institutionalize the successful changes initiated in 2020, while adapting to address any setbacks. The Center will remain agile and responsive by offering tailored training and education solutions for an expanding range of audiences and issues. The Center will become the premier repository for disaster management lessons learned and best practices. The Center will mature and regularize activities with new partners initiated in 2020. The Center will engage with Geographic Combatant Commands and other partners outside the Indo-Pacific to expand its reach, impact, and effectiveness. Additionally, Center LNOs may be posted to critical partner organizations both inside and outside of the Indo-Pacific.

Training & Education

Tasks:

The Training and Education (TE) Branch provides superior DMHA training and education to U.S. military and domestic and international partner organizations. While focused primarily on INDOPACOM, TE branch will provide and expand global training and education support activities to other GCCs and U.S. military professional education organizations.

Priorities:

TE's customers are Geographic Combatant Commands (GCC) and their components, as well as professional military education (PME) institutions. The primary student audience is mid-level DoD personnel, senior noncommissioned officers and commissioned officers, at the operational level that are likely to support Foreign Humanitarian Assistance (FHA) operations, Foreign Disaster Relief (FDR) operations, and theater security cooperation. TE programs provide exercise support to enable the deployment of a capable force. TE also conducts after actions/lessons learned assessments after disaster response events.

- **2019:** TE will develop stronger connections with U.S. PME institutions. TE programs prioritize U.S. military units most likely to support foreign disaster relief operations, including INDOPACOM, component, and expeditionary units. TE will also support military exercises. TE balances these short-term readiness needs with a long-term approach to working with U.S. PME institutions.
- **2020-2023:** TE remains agile and responsive by offering tailored training and education solutions for an expanding range of domestic and international audiences and military operations. TE refines current Joint Knowledge Online (JKO) educational offerings. TE continues to develop and conduct international civil-military coordination and HADR training initiatives for priority INDOPACOM countries based on the Theater Campaign Order (TCO). TE develops training and education curriculum intended for Foreign Area Officers (FAO), Senior Defense Officials, and Security Cooperation managers. TE will seek expanded opportunities to support U.S. professional military education programs and organizations.

Objectives:

The following specific objectives support the task and priorities outlined above. Unless otherwise stated, each year's objectives carry over into the following plan years in order to avoid redundancy.

2019 Objectives:

1. TE will offer an academic platform for key international stakeholders in training and educating the DoD Joint Force, including representatives from USAID/OFDA, United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), International Federation of the Red Cross and International Committee of the Red Cross (IFRC/ICRC), and United Nations World Food Programme (WFP).
2. TE will regularly review its training curriculum to respond to emerging challenges and trends influencing the DMHA landscape, while remaining grounded in U.S. DoD joint doctrine and historical operational lessons.

3. TE will offer tailored training and education solutions for a wide range of audiences and military operations, including for military exercises, assigning highest priority to INDOPACOM, Component, and expeditionary units most likely to deploy during theater DMHA operations.
4. TE will iteratively develop and conduct international civil-military coordination and DMHA training initiatives for priority INDOPACOM countries based on the Theater Campaign Order (TCO).
5. TE will develop training and education curriculum intended for FAOs, Senior Defense Officials, and Security Cooperation managers.
6. TE will work closely with the Marine Corps University to support its Foreign Disaster Relief and Foreign Humanitarian Assistance training curriculum.
7. TE will develop an adjustable 1-day Foreign Humanitarian Assistance (FHA) program for U.S. FAOs, Senior Defense Officials, and Security Cooperation planners and managers. CFE-DM will work with practitioners in INDOPACOM and other GCCs and engage The Defense Institute of Security Cooperation Studies (DISCS).
8. *Humanitarian Assistance Response Training (HART) Course:* CFE-DM will continue to conduct approximately 8-12 HART courses annually for INDOPACOM and other GCCs.
9. *Health Emergencies in Large Populations (H.E.L.P.) Course:* TE will, in collaboration with the International Committee of the Red Cross (ICRC), World Health Organization (WHO), the University of Hawaii's Office of Public Health Studies, offer the Health Emergencies in Large Populations (H.E.L.P.) course. The Center will offer two H.E.L.P. courses annually, one conducted in Hawaii and one internationally.
10. *INDOPACOM Joint Exercise Program:* TE will continue support for exercise planning, scenario development, pre-exercise academics, coordination with humanitarian organizations, and advising during exercise execution.
11. *DMHA Senior Leader Seminars and Education:* TE will continue support for tailored one-time events conducted on a by-request basis for units and organizations.
12. *DMHA 101 Primer:* TE will continue to offer the DMHA 101 course to the public on the CFE-DM website.
13. *UN-CMCoord:* TE will continue to jointly offer the UN Civil-Military Coordination Course in the Indo-Pacific Region course with UNOCHA.
14. *Asia Pacific Center for Strategic Studies (APCSS) Complex Crisis Management (CCM) Elective:* TE will develop and present a DMHA elective as part of the annual APCSS CCM course.

2020 Objectives:

1. TE will refine current Joint Knowledge Online (JKO) educational offerings.
2. TE will seek collaboration and support opportunities with relevant PME organizations, through close engagement with The Defense Institute of Security Cooperation Studies (DISCS).

2021-2023 Objectives:

1. TE will expand its training and education audience to include a broader selection of GCC's, U.S. Government agencies, and international partner organizations and nations. TE will tailor its programs to these audiences as required.
2. TE will expand its curriculum to include training and education courses concerning complex emergencies, CBRN, pandemics, and health security.
3. TE will remain flexible and responsive to regional opportunities and risks, and will regularly evaluate its programs and relationships for utility and effectiveness.
4. By 2023, TE will initiate an alumni management program to maintain connections and encourage a cooperative and collaborative DMHA community facilitated by INDOPACOM.
5. By 2023, TE will submit a proposal outlining Global/Standardized DMHA training in support of OSD objectives. This is subject to OSD publication of a requirements document on the same.

ARIS

Tasks:

The Applied Research and Information Sharing (ARIS) branch conducts applied research, shares information and knowledge, explores opportunities to collaborate, influences decision-making, improves coordination, and brings capacity to U.S. and partner nation organizations.

Priorities:

As CFE-DM's primary producer of information and knowledge products, ARIS will focus on building the Center's relevance and visibility in order to increase opportunities for the Center's training and regional civil-military coordination functions. Strong ARIS research products link the efforts between applied research, training, and engagement. Exploring new opportunities to collaborate with partner institutions will bring educational credibility to the center and its research products, and ensure ARIS' relevance to HADR issues.

- **2019:** CFE-DM continues internal and external information sharing and knowledge management efforts while focusing research on topics that concern INDOPACOM priority countries. ARIS will assist with Center training and education and support information requirements for regional civil-military cooperation. When requested, the Center provides disaster risk information and analysis for countries in the INDOPACOM area of responsibility (AOR) to inform planning and response efforts. ARIS will assist as the lead branch to champion this effort to work un-met INDOPACOM specific challenges. ARIS will explore new research areas related to complex emergencies. ARIS will also review its processes and define opportunities in information sharing through 2023, and how to best share information as a valuable commodity.
- **2020:** ARIS will maintain knowledge management and information technology efforts. CFE-DM will initiate information management/knowledge management (IM/KM) interactions with key external organizations. ARIS will coordinate and participate in new research projects in the field of DMHA to address practical and emerging problems. Geographic priorities include Oceania, South Asia, South-East Asia and Northeast Asia, possibly expanding to include other regions.
- **2021-23:** ARIS will partner with other GCCs, USAID/OFDA, WFP, UNOCHA, and academia to enable well-informed DMHA decision making, and yield cooperative civil-military information exchanges essential to timely and effective DMHA activities. ARIS will become the premier repository for lessons-learned and best practices, providing a vital information sharing capability to GCCs and Indo-Pacific Regional Organizations to create a seamless information environment. The Center will thereby assure its credibility as a major DMHA thought leader into the future.

Objectives:

The following specific objectives support the task and priorities outlined above. Unless otherwise stated, each year's objectives carry over into the following plan years in order to avoid redundancy.

2019 Objectives:

1. ARIS will be the CFE-DM lead branch to support the Information Sharing Working Group for the Regional Consultative Group (RCG) on Humanitarian Civil-Military Coordination for Asia and the Pacific.

2. ARIS will lead CFE-DM efforts for engagements on IS with other Geographic Combatant Commands (GCCs), USAID/OFDA, the AHA Centre, UNOCHA, CFE-DM partners, and other DM practitioners.
3. ARIS will revisit MOUs with APCSS, PDC, NDPTC and other partners for the purposes of information sharing, collaborative research, and shared resources, including access to existing research databases and other resources.
4. ARIS will collaborate with organizations that are leaders in the knowledge management field to build CFE-DM's internal capacity and external network for data sharing. Organizations include the Joint Intelligence Fusion Centre, New Zealand Defence Force (JIFC NZDF) and the Pacific Humanitarian Team (PHT).
5. ARIS will conduct research and coordinate and participate in research projects focusing on Southeast Asia, Oceania, and the UNOCHA five priority countries.
6. ARIS will continue the development of disaster management reference handbooks, completing eight to ten new or updated country handbooks each year. CFE-DM will leverage partnerships with the DMHA community to research and write the handbooks.
7. ARIS will expand CFE-DM web presence to enhance organizational visibility and provide worldwide users access to DMHA information via CFE-DM website, shared DMHA websites, and social media presence supporting both civil and military DMHA practitioners.
8. ARIS will expand research collaboration with the Malaysians and incorporate ADMM+ EWG for HADR objectives into its respective activities for the duration of the U.S.-Malaysia EWG for HADR co-sponsorship culminating in 2019.
9. ARIS will explore possible research regarding complex and post-conflict emergencies, especially related to the Korean Peninsula.

2020 Objectives:

1. ARIS will plan and conduct new research as the Center initiates IM/KM interactions with key organizations including the Asian Disaster Preparedness Center (ADPC), Asian Disaster Reduction Center (ADRC), Asian Disaster Reduction and Response Network (ADRRN), and Asian Institute of Technology - Disaster Preparedness, Mitigation, and Management Program (AIT DPMM).
2. ARIS will plan and coordinate a regional multilateral conference to share DMHA LL/BP from recent mega disasters such as the super typhoons in the Philippines and earthquakes in Nepal, sponsored by the Center.
3. ARIS will maintain and grow DMHA IS efforts primarily through regional efforts such as the RCG Information Sharing Working Group.
4. ARIS will collaborate with organizations that are leaders in the knowledge management field to build CFE-DM's internal capacity and external network for data sharing, growing its group of regional partners beyond those listed in 2019 Objectives.
5. ARIS efforts will include increasing the capacity of the Center to address post-conflict and complex scenario humanitarian assistance issues via advanced analysis.
6. ARIS will seek a diverse array of new academic partners to help inform the content of its country books.
7. ARIS will research and develop a proposal to implement a properly scoped Customer Relations Management (CRM) program for the Center.

2021-2023 Objectives:

1. ARIS will grow its network of partners and experts worldwide to create innovative research, improve information sharing, and enhance knowledge management approaches that will enable timely and informed DMHA decision making.
2. ARIS will create a KM process for lessons-learned and best practices, and incorporate that into engagement and activities, thus providing a vital information sharing capability to GCCs and Indo- Pacific Regional Organizations to create a seamless joint information environment.
3. ARIS will convene a multilateral information sharing conference and use best practices and partnerships developed over preceding years to convene a conference on disaster management challenges, thus building the Center's global reputation.
4. ARIS will cooperatively build a global multi-media repository and partner with other organizations focused on lessons learned to effectively reach a broader and more diverse audience.
5. ARIS will continue pursuing collaboration with organizations that are leaders in the knowledge management field to build the Center's internal capacity and external network for data sharing, seeking out innovative methods and approaches.
6. ARIS will contribute its expertise as the Center provides SME and facilitators for the full spectrum of disaster management events, including traditional HADR, complex emergencies, CBRN, pandemics, and tropical diseases.

RCMC

Tasks:

The Regional Civil Military Coordination (RCMC) Branch maintains, grows, and improves the Center's collaboration between inter-governmental organizations, non-governmental organizations, various regional organizations, foreign militaries, the U.S. interagency, and DoD in support of regional DMHA. While focused primarily on INDOPACOM, RCMC branch will expand global activities to include other GCCs and additional organizations.

Priorities:

From 2019 through 2023, RCMC improves U.S. Government cross-coordination and advise DoD as it supports interagency decision-making concerning DMHA. RCMC will serve as trusted advisers to INDOPACOM staff during disaster response operations. Priority coordination partners will include global international organizations and non-government organizations (NGOs), regional inter-governmental organizations (IGOs), key bilateral and multilateral relationships with sovereign nations, and other agencies within the U.S. government. RCMC will also support disaster response operations by providing DMHA expertise to the deployable joint task for augmentation cell (DJTFAC), various response planning teams/cells, and providing situations reports.

- **2019:** RCMC will prioritize enhancing and enriching current relationships with the United Nations (UN), ASEAN, the East Asia Summit, and the International Federation for the Red Cross/Red Crescent Society (IFRC). RCMC will also begin renewing its indigenous planning capabilities.
- **2020:** RCMC will continue successful 2019 activities while seeking to initiate new coordination efforts with the South Asia Association for Regional Cooperation (SAARC), India, Bangladesh and China, when appropriate. RCMC will also explore methods to execute all Title 10 requirements, including CBRN, pandemics, and tropical diseases, in coordination with key regional organization such as ASEAN, UNOCHA, and INDOPACOM.
- **2021-2023:** RCMC will seek to maintain successful activities from 2019 and 2020. Additionally, RCMC will seek to mature and regularize activities with new partners initiated in 2020 as the relationships develop. Additionally, LNO's may be posted within our theater at current partner organizations, including but not limited to UNOCHA, AHA Center and RHCC.

Objectives:

The objectives listed here are organized by implementation year. Prior year objectives carry over into following years, unless otherwise stated.

2019 Objectives:

1. RCMC will nominate and execute HADR projects via the Overseas Humanitarian Assistance Sharing Information System (OHASIS) for OHDACA, APRI and Title 10 funding.
2. RCMC will continue to inform INDOPACOM priorities via HADR submissions and review of the INDOPACOM Campaign Plan Theater Campaign Order, All Hazards LOE, and the Theater Security Cooperation Plan.

3. The Center will remain the Co-Secretariat of the Regional Consultative Group on Humanitarian Civil-military Coordination for Asia and the Pacific. RCMC will lead the effort for the multi-stakeholder forum on Humanitarian Civil-Military Coordination focusing on Indo-Pacific countries most-likely to suffer from mega-disasters (Nepal, Bangladesh, the Philippines, Myanmar and Indonesia).
4. RCMC will also support the IFRC's planning effort for disaster response in the Philippines, Myanmar, Indonesia, Nepal and Bangladesh.
5. RCMC will strengthen Civil-Military consultation and dialogue within ASEAN organizations that concentrate work in the DMHA area (such as the ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management/AHA Centre), through the U.S. Mission for ASEAN and in conjunction with INDOPACOM.
6. RCMC will maintain support to INDOPACOM's leadership of the Department of Defense co-chairmanship of the ASEAN Defense Ministers Meetings (ADMM) Plus Expert Working Group (EWG) on HADR, and lead the After Action Review (AAR) process.
7. RCMC will remain the Center's and INDOPACOM's lead for supporting the Department of State in the annual ASEAN Regional Forum (ARF) Inter-Sessional Meeting (ISM) on Disaster Relief (DR).
8. RCMC will coordinate the Center's attendance at all East Asia Summit annual meetings and provide HADR briefing inputs.
9. From 2019-2023, RCMC will continue to support the Pacific Civil-Military Disaster Response Coordination Workshop either as an alternative for the "RCG Pacific" or as an engagement with Australia Civil Military Center and the Pacific Island Nations.
10. RCMC will support Disaster Response operations by providing DMHA expertise to the Deployable Joint Force Augmentation Cell (DJTFAC), various response planning teams/cells, providing situations reports, and conducting after actions/lessons learned assessments in coordination with TE Branch.
11. RCMC will be the CFE-DM lead for deliberate, TSC and internal CFE-DM Planning.
12. **Singapore:** Throughout 2019-2023, RCMC will continue to support Singapore's Ministry of Defense, the Singapore Armed Forces (SAF) and specifically its Regional Humanitarian Coordination Center (RHCC) during training events, exercises, regional engagements, and information sharing.
13. **Thailand:** Throughout 2019-2023, RCMC will lead Center efforts in its partnership with the Thailand Ministry of Defense and the Royal Thai Armed Forces (RTARF) during training events, exercises and regional engagements.
14. **Bangladesh:** Support the Government of Bangladesh and the Armed Forces Division (AFD) in its efforts as the Chair for the RCG during training events, exercises and regional engagements.
15. **Malaysia:** Expand collaboration with the Malaysian Armed Forces and incorporate ADMM+ EWG for HADR objectives into its respective activities for the duration of the U.S.-Malaysia EWG for HADR co-sponsorship culminating in 2019.

2020 Objectives:

1. RCMC will leverage accomplishments from the 2017-2019 ADMM Plus HADR EWG to assist the 2020-2022 co-chairs on behalf of the Center.
2. Starting in 2020, RCMC will spearhead efforts to establish communications with the South Asian Association for Regional Cooperation (SAARC) Disaster Management Center to determine training requirements and engagement opportunities.
3. RCMC will lead the center's efforts to place LNOs in relevant countries and organizations, beginning with Thailand as an initial case.
4. **India:** Beginning in 2020, RCMC will re-engage with India's Integrated Defence Staff (IDS) on HADR issues. These engagements will expand between 2021-2023, as we will most likely work with and around them during disaster response operations within the Indo-Pacific region. Additionally, attempt to get India more involved with the RCG, ADMM+ EWG on HADR, and Thailand's ASEAN Civil Military Coordination Workshop.
5. **China:** Beginning in 2020, RCMC will be prepared to establish communication with the Chinese government agency in charge of foreign disaster response and determine training requirements/engagement opportunities for CFE-DM, in accordance with USG and DoD guidance. Where appropriate, engagements will begin between 2021-2023. Where possible, RCMC will encourage China to become more involved with the RCG, ADMM+ EWG on HADR, and Thailand's ASEAN Civil Military Coordination Workshop.

2021-2023 Objectives:

1. RCMC will expand work to place LNOs in multiple countries and international/multilateral organizations.
2. From 2021-2023, RCMC will facilitate the Center designing, implementing, and growing programs and interactions with SAARC Disaster Management Center.
3. RCMC will continue evaluating and advancing new relationships with China and India in accordance with INDOPACOM and OSD guidance.
4. By 2023, RCMC will synchronize its security cooperation activities and plans with INDOPACOM J9 activities, and assure a synchronization process is maintained.



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