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PROCEEDINGS FROM FOCUS IN, 2017

SUMMARY REPORT





FOCUS IN, 2017

Summary Report

Introduction to CFE-DM's "Focus In"

In June 2017, the Center for Excellence in Disaster Management and Humanitarian Assistance (CFE-DM) held "Focus In, 2017." This inaugural event was designed to gather a select group of civilian and military experts and stakeholders to focus on the current state of training, education and exercises related to civil-military coordination in a shared operational environment, especially humanitarian assistance and disaster relief operations. The intent was to create a forum for stakeholders to refine educational programs to better meet regional requirements; to better synchronize training and education engagements; and to discuss methods to improve capacity building and coordination efforts for humanitarian assistance and disaster relief operations among key civilian and military stakeholders.

By congressional mandate, CFE-DM is uniquely positioned to facilitate this annual engagement. As outlined in Chapter 10 of the United States Code Section 182 (10 US C. § 182), CFE-DM is tasked "to provide and facilitate education, training, and research in civil-military operations, particularly operations that require international disaster management and humanitarian assistance and operations that require coordination between the Department of Defense and other agencies."

This four-day event brought together a small group of key training and civil-military engagement partners from:



"Focus In, 2017" is a civil-military coordination event with international organizations and humanitarians to discuss synchronization of engagement in joint training and exercises on Ford Island, Hawaii, June 13-16.

- United States Agency for International Development's Office of U.S. Foreign Disaster Assistance (USAID/OFDA)
- United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)
- International Federation of Red Cross and Red Crescent Societies (IFRC)
- International Committee of the Red Cross (ICRC)
- World Food Program (WFP)
- U.S. Department of Defense (DoD) Staff from the Office of the Assistant Secretary of Defense Special Operations/Low Intensity Conflict (ASD SO/LIC)
- U.S. Naval War College, Civilian-Military Humanitarian Response Program
- U.S. Pacific Command (PACOM) and service components
- ASEAN Coordinating Center for Humanitarian Assistance on Disaster Management (AHA Centre)
- Singapore Armed Forces Regional Humanitarian Coordination Center (RHCC)

Since 1994, CFE-DM has been working to build capacity for civilian and military actors to better coordinate and more effectively operate in the midst of humanitarian assistance operations.



Civil-military experts from UN OCHA Pacific, USAID Office of U.S. Foreign Disaster Assistance, International Committee of the Red Cross, International Federation of Red Cross and Red Crescent Societies, U.S. Pacific Command, Naval War College, World Food Programme, AHA Centre, Singapore's Regional HADR Coordination Center (RHCC) and Ministry of Defence discuss synchronization of engagement in joint training and exercises during "Focus In, 2017."

Through its work with the DoD and PACOM, U.S. interagency partners, foreign militaries and key international humanitarian actors, CFE-DM understands the increasing demand for regular coordination and dialogue, as well as dynamic training and exercises programs to prepare civilian and military actors to more effectively navigate the shared and increasingly complex landscape of today's operational environment. Whether the 2010 Haiti earthquake, the ongoing Syrian Civil War, or the 2013-16 West African Ebola outbreak, our efforts to prepare our staffs for these missions requires realistic and relevant training along with exercise programs that will enable successful operations.

To this end, CFE-DM Director Joseph Martin initiated the Focus In event to bring together a select group of approximately 20 experts to engage in a series of strategic discussions to

synchronize and coordinate our future efforts to enhance civil-military coordination. The driving force for this initial Focus In event was to conduct a review of the primary training courses used by CFE-DM, USAID/OFDA, and UNOCHA – the Humanitarian Assistance Response Training course (HART), the Joint Humanitarian Operations Course (JHOC), and the U.N. Civil-Military Coordination (CMCoord) course, respectively. These courses are currently the primary resources for developing force readiness to effectively coordinate and share operational space with the range of civilian actors that operate in the same contexts and landscape whether during a disaster response or conflict setting.

The work of Focus In included:

1. A review of CFE-DM's HART course in comparison with OFDA's JHOC, and OCHA's CMCoord courses, in order to increase HART's complementarity, potentially address gaps, and better meet regional demands for training.
2. A meeting to coordinate and de-conflict planning of PACOM and component exercises that require training support from humanitarian actors; a senior leader roundtable discussion on the current state of Humanitarian Assistance and Disaster Response (HADR) training and education, particularly as pertains to civil-military coordination; and the way forward.
3. CFE-DM hosted a civil-military coordination consultation group to provide input into the 2018 Sphere Handbook revision process.
4. A series of CFE-DM partnership planning, coordination and synchronization meetings with training partners.
5. A briefing provided to key PACOM and subordinate staff and Focus In attendees on the work of ASEAN Defence Ministers' Meeting (ADMM-Plus) HADR Experts' Working Group (EWG) and CFE-DM's efforts to support.

Summaries of the session outcomes are provided in the sections below.

Course Curriculum Synchronization Summary

CFE-DM's Training and Education (T&E) Branch conducted two sessions, six hours total, to compare and review CFE-DM's HART course, OCHA's CMCoord course, and USAID/OFDA's JHOC course, June 13-14, 2017. Additionally, members of the T&E instructor team spent three hours on June 15 in a small-group forum with Tom Frey, USAID/OFDA, to conduct a more detailed review of the HART course and module objectives.

The primary goal of this session was to better synchronize the HART course curriculum with USAID/OFDA's JHOC and OCHA's CMCoord courses and to refine the HART course as a valuable resource in preparing U.S. military for foreign humanitarian assistance (FHA) and disaster response (DR) operations. During the review of the different courses it was clarified that while there are some commonalities in the three distinct training courses, each of the courses reviewed have different training objectives and target audiences:

HART: The primary audience for the HART course is the U.S. military. The HART course is a two to four day course focused on introductory level humanitarian assistance and disaster response operations. In recent years, this course has been focused on natural disaster response operations because of the frequency of natural disasters in the Asia-Pacific. The HART course broadly covers the spectrum of roles and responsibilities of the U.S. DoD, USAID/OFDA, the affected state, regional organizations, and the international humanitarian community. CFE-DM offers approximately 8-12 HART courses annually to primarily DoD training audiences with a focus on those DoD personnel most likely to deploy during a crises in the region. Instructors from uniformed PACOM staff, UNOCHA, and WFP frequently support the HART course. More recently CFE-DM has welcomed instructors from USAID/OFDA and IFRC.

JHOC: The primary training audience for the USAID/OFDA JHOC is DoD decision-makers at all levels. The primary objective of the two-day JHOC course is to train the DoD how to effectively support and work with USAID/OFDA, the lead U.S. federal agency in disaster response, during an international disaster response that requires the use of U.S. military assets. The USAID/OFDA JHOC was created in 2004; USAID/OFDA conducts approximately 100 JHOC courses annually.

CMCoord: The primary training audience for the UNOCHA CMCoord course is a mixed international humanitarian and military audience. The CMCoord course usually runs five days and focuses on familiarizing participants with the interaction between humanitarian and military actors needed to protect humanitarian principles and avoid competition and inconsistency among responders in humanitarian emergencies.

Each of the courses has been revised in recent years. The HART course was most recently updated in 2014 and will go through its next revision in the coming year (2017). The JHOC provides U.S. DoD personnel with Professional Military Education (PME) credit and extensively covers the Mission Tasking Matrix (MITAM) process and uses case studies to reinforce lessons learned. The CMCoord course has changed considerably in recent years. One of the notable changes for the course is that UNOCHA uses an online course as a 100 percent prerequisite for taking the CMCoord course. Over the course of the curriculum discussions, several key challenges, concerns, and opportunities emerged that will help inform the way forward for course coordination and delivery.

One of the consistent challenges across the CFE-DM, USAID/OFDA and UNOCHA was being able to meet the demand for training with limited resources juxtaposed with the consistent difficulty of being able to get the right participants (i.e. those most likely to apply the training in the field) into the various courses. UNOCHA made the observation that, "senior leader support for HADR training and education is absolutely key for achieving appropriate training audiences, participation, and interest." This type

of senior level support was verbally articulated later in the week during the senior leader roundtable discussion. To get the right DoD participants at the HART course it was recommended that CFE-DM, “consider engaging military officers (HART target audience) as early in their career as practical. Engage the formal military education system.” Tom Frey provided an example of this type of engagement during the session: OFDA presents JHOC to Naval War College faculty so that any materials related to disaster relief operations in the war college’s courses are correct and current.

A concern for USAID/OFDA was that the HART curriculum content focuses too much on coordination and multilateral aspects of disaster response operations. USAID/OFDA expressed concern that this may confuse HART training audiences and inspire an incorrect understanding of the U.S. military’s role in disaster relief operations (DRO). Like many other nations, the U.S. conducts DRO by “supporting bilaterally and coordinating multilaterally.” As the lead U.S. government agency for DRO, “OFDA’s role is to conduct liaison with the MNCC, MNMCC, HuMOCC, etc. Problems occur when the U.S. military tries to engage all these elements multilaterally.” As such, USAID/OFDA worries that HART course participants may misunderstand their role within the broader humanitarian operational environment.

HART course way ahead:

- Conduct a thorough analysis of the HART course objectives, modules, and module objectives. Revise and staff the revisions with USAID/OFDA liaison in PACOM for input/feedback.
- The current introductory level HART course could serve adequately as the basic (101), online course. However, a higher level HART course could be developed.
- The HART course will continue to educate U.S. military personnel on international and multinational coordination norms and guidelines (UN-CMCoord and Oslo Guidelines) because UNOCHA has a limited footprint and capacity for training and educating the U.S. military. CFE-DM has a role in supporting CMCoord guidelines and international norms on militaries conducting FHA.
- It was recommended that the upcoming HART course revision include:
 - FHA/DR military planning considerations
 - Interagency coordination
 - Military security in the FHA and natural disaster operating environment
 - Overview of U.S. doctrine on foreign humanitarian assistance
 - FHA in conflict environments (complex emergencies)
 - Basics of a non-combatant evacuation operation (NEO), etc.
 - Reinforce concepts with vignettes/cases of historic U.S. JTF disaster response operations as examples; engage former JTF commanders for observations and recommendations
 - Develop higher level content for senior leaders and PME institutions (see comment on engage former JTF commanders above)

Develop higher level content for senior leaders and PME institutions (see comment on engage former JTF commanders above)

Sphere Consultation

Leveraging the expertise of the Center’s civil-military coordination partners invited to the Center from the Asia-Pacific region and Geneva, CFE-DM hosted a three-hour Sphere consultation focusing on the civil-military coordination components within the draft 2018 Sphere Handbook.

After reviewing the existing content and discussing the current customer base of the Sphere Handbook the consultation group felt that there is not enough substance and utility to include a chapter on humanitarian civil-military coordination. However, the group recommended the Sphere Project develop an Annex on the topic. Additional observations and conclusions related to humanitarian civil-military coordination coverage within the 2018 Sphere Handbook submitted to the Sphere team are summarized below:

- It was recommended that additional humanitarian civil-military coordination experts and organizations should be consulted and will add substantial value to this important topic within the Sphere Handbook.
- It was noted that while humanitarian civil-military coordination issues were scattered throughout the latest (2014) edition, this topic is not listed in the Sphere Handbook Index. The group felt that humanitarian civil-military coordination issues are important enough to merit listing in the Index.
- The group came to a consensus to recommend that the Sphere Handbook 2018 provide references to Humanitarian Civil-Military Coordination. A draft was developed and submitted to the Sphere Handbook secretariat. It was noted that there are existing guidelines for humanitarian civil-military coordination; these do not need to be recreated.
- The group identified the need to strengthen the coordination sections of the handbook, to include broadening reference to humanitarian civil-military coordination.
- The group also discussed topics the Annex may include:
 - What does the international humanitarian community need to know about working with the military?
 - Logistics, Requests for Assistance (RFA), etc.
 - “Do and Don’t” list for working with the military
 - What do humanitarians need to know going in?
 - What do militaries need to expect and avoid?

The lead civil-military coordination subject matter expert (SME) for the Sphere revision has included recommendations submitted by the Focus In participants. The input has been incorporated into the second and final draft of the Sphere Handbook and the consultation team will have the opportunities to provide additional input prior to the handbook being published.



Civil-military experts hold a working group on providing civil-military coordination components for the draft 2018 Sphere Handbook.

Humanitarian Engagement in PACOM and Component Exercise Program

CFE-DM hosted a working session to discuss international humanitarian engagement in PACOM trainings and exercises. The meeting brought together staff from PACOM and several of the components to discuss exercise planning and coordination, as well as gather civilian feedback on how to can better engage the humanitarian community. During this session, staff from PACOM J37 (Exercise and Training) briefed the group on PACOM’s exercise schedule over the next several years. The staff specifically briefed exercises that the humanitarian community would be invited to participate in. Representatives from U.S. Army Pacific, Pacific Fleet and Marine Forces Pacific also provided overviews of component-level exercises that would include HADR and require humanitarian SMEs. The PACOM, component and Focus In attendees were very interested in having a forum to discuss and better understand the training and exercises interests and needs of the other. Several key learning points came out of this session related to timeliness, coordination, resources, and quality versus quantity.

From the discussion it was made clear that there are less than a dozen key regional humanitarian actors who actively participate in these exercises and somewhat less who are experts in civil-military coordination. Of these players, their job is not specific to training and their time is divided among real-world operations and broader mission sets. Unlike the DoD, these organizations do not have dedicated training staff to support exercises.

Of this small group of regional humanitarian actors, each receive invitations from a variety of DoD elements to support numerous events in the region tied in some way to HADR.¹ The invites are not prioritized by PACOM and are often sent with a short notice requests for support. For example, an invite can be sent at the end of a joint exercise life cycle, meaning the humanitarian actors have had little or no input into the training accuracy and humanitarian elements of an exercise. The humanitarian representatives expressed that they would like to be engaged early in the events PACOM would like them to support.

The humanitarian representatives also made clear that exercise priorities and interests are a two-way street. Both military and civilians have training interests. Representatives present at Focus In want to be in warfighting exercises as well as the natural disaster exercises. As one representative stated, “We have got that (natural disaster response) down. We want to be invited to the warfighting exercises because



Civil-military experts gather to discuss synchronization of engagement in joint training and exercises at Center for Excellence in Disaster Management and Humanitarian Assistance.

that is where the real-world challenges of civil-military coordination currently lie.” The other civilian participants all agreed that they would like to be involved in more complex exercises as well. This interest in exercise support was qualified by requesting that PACOM work with humanitarian actors to engage them not in quantity (i.e. number of exercises) but higher quality training that challenges the training audience by providing deeper engagement in the more complex operational challenges confronting civilian and military actors in a shared space.

During this session, Michael Sashin, CFE-DM Regional Civil-Military Coordination Branch chief, also briefed an HADR table-top exercise concept that has been proposed for execution during Cobra Gold 2018. This table-top exercise (TTX) concept will engage both civilian and military actors. Joyce Blanchard, CFE-DM DMHA advisor, also briefed the model of training with a scalable TTX model developed in collaboration with OCHA, IFRC, and the Naval War College to be executed during the next Rim of the Pacific Exercise in 2018 (RIMPAC’18).

Participants universally agreed that this type of regional humanitarian and military exercise and training dialogue needs to be standardized to plan several years out on common training interests/efforts; to de-conflict efforts that have common resource requirements and training objectives; and discuss regional training priorities common for civilian and military actors working in the Asia-Pacific.

¹ Note: These organizations also facilitate their own regional capacity-building engagements; they receive invites to support other nation’s military exercises within the AO, and are heavily involved in supporting the capacity building efforts of regional and national actors within the AO.

The PACOM Training and Exercise Branch working group was mentioned during this discussion and the senior leader roundtable discussion. It was recommended that this session become an institutionalized part of future CFE-DM Focus In events. One humanitarian participant suggested that PACOM use existing calendars and schedules to leverage this forum as a platform to further synchronize regional civil-military training and exercises.²

Senior Leaders Roundtable Discussion Summary

The final session of Focus In was a senior leader roundtable discussion facilitated by the CFE-DM director to discuss the way forward for civil-military collaboration in training and education in HADR operations.

The session was attended by the Focus In attendees and the following participants from OSD/POLICY, PACOM and Components:

- Rear Adm. Mark Montgomery, US PACOM J3
- Maj. Gen. Roger Noble, Australian Defense Force, Deputy Commanding General – North, U.S. Army Pacific
- Brig. Gen. Mario Leblanc, PACOM Ops Dep Dir
- William J. Wesley, SES COMPACFLT, N5
- Col. Trace Steyaert, USAF Chief, Logistics Readiness Division (A4R)
- Col. Sean C. Killeen, Commanding Officer, Marine Corps Base Hawaii
- Col. Jeffrey Mullins, PACOM J37
- John Trigilio, Director, HA and Response Operations, Stability and Humanitarian Affairs, Office of the Under Secretary of Defense for Policy (OUSDP), United States Department of Defense (DOD)
- Jennifer Smoak, HADR & Global Health OSD Policy/SOLIC/Stability and Humanitarian Affairs Office

Key discussion points during the Senior Leader Roundtable discussion:

- There is a need to formalize requirements for HADR training within the US DoD;
- There is a demand for challenging and realistic civil-military training to be integrated into the existing schoolhouses and exercise programs;
- Existing exercises should reflect the operational realities on the ground that are most often crowded with civilians and concurrent humanitarian operations;
- To accomplish mutually beneficial and high quality exercise engagement, humanitarian partners need to be engaged early in both the planning and execution of training involving HADR; and
- Training for HADR should not be limited to natural disaster response exercises because the majority of conflict environments that U.S. forces will deploy to require some training in how to conduct military operations that are occurring in the midst of a long-term complex humanitarian crisis.

Teleconferenced in: John Trigilio and Jennifer Smoak kicked off the discussion with an overview of current state of HADR training. Trigilio stated his key concern was, “whether DoD members are getting the proper amount of training before they deploy, or become engaged in a new mission?” Trigilio reported that according to an OSD survey there is a demand at the highest levels for training in humanitarian assistance across all the Combatant Commands.

Despite this demand, Smoak highlighted that this demand for training comes at a time when, “[the DoD] have more and more demands on the military, and less and less money, therefore, we need to utilize existing capstone events.” This point was well taken among the participants in the room and it was agreed that efforts should not focus on creating new exercises or demands, but improving the quality of HADR engagement and training within existing programs. CFE-DM Director Joseph Martin pointed out

² “The multi-stakeholder Regional Consultative Group (RCG) on Humanitarian Civil-Military Coordination for Asia and the Pacific was formed in 2014 to act as a regional forum that brings together the humanitarian, civilian and military actors involved in disaster response preparedness planning and disaster response in the region.”-UN OCHA ROAP

that this challenge was not exclusive to the DoD and asked the different humanitarian organizations the number of staff available from this region to assist in exercise planning and execution. The humanitarian attendees reported that they had less than a dozen subject matter expert personnel in the Asia-Pacific area available to support the exercises, because these personnel are not dedicated to training and are supporting their organization's current missions.

According to Trigilio, there is a need for HADR training for military members and units preparing to deploy or support at some level (Embassy, COCOM, and Pentagon), either a DRO or military operations that are occurring in a long-term complex humanitarian crises. Per Trigilio, the target audience for this type of training includes Marine Expeditionary Units (MEU), Special Purpose Marine Air-Ground Task Force personnel, Special Operations Forces, Civil Affairs, military medical staff, military planners, and military Embassy staff from the Defense Attaché and Office of Defense Cooperation.

Trigilio went on to discuss training requirements, reminding everyone in attendance that while there is statutory basis for DoD conducting HADR and many of the DoD's phase zero steady state engagements are focused on building partner nation capacity for HADR operations, there are currently no formally recognized requirements for HADR training. Training provided by USAID-OFDA JHOC and CFE-DM HART courses represents the current non-mandatory training developed and executed by the U.S. government in this realm. Trigilio said the lack of institutionalization coupled with the high staff turnover in the military risks the success of DoD involvement in HADR operations. The lack of required training was again brought up in discussions of humanitarian involvement in military exercises. Per Dr. Elizabeth Kunce-Wagner, CFE-DM Training and Exercises manager, training related to HADR in exercises is frequently minimized or turned off during execution so as not to derail the exercises from the focus on Mission Essential Task List (METL) certifications that do not specifically include HA. This highlighted one of the challenges of asking humanitarian actors to participate in exercises. They are often asked to support and contribute a great deal of time and resources to DoD exercises, but their training interests are frequently marginalized and viewed as getting in the way of the larger exercise unless it is a natural disaster security cooperation exercise.

Trigilio went on to discuss the type of training he would like to see institutionalized in the future. He stressed that training provided in HADR to Combatant Commands should be consistent in its message. The content should also reflect the

realities deploying forces will find and that while the JHOC is a valuable training program for U.S. DoD, it is too narrowly focused on USAID/OFDA's needs. Additionally, there is a need for a concise course focused on flag officers, general officers, and senior civilian leaders in decision-making positions – an executive focused short course. This training should provide senior leaders with what they need to know before a disaster strikes: who to go to for decisions and approval; what they decide on at their level; what they need to know to make decisions; how to determine what assistance to send; and where to obtain



Joseph Martin, director of the Center for Excellence in Disaster Management and Humanitarian Assistance, and Rear Adm. Mark Montgomery, director for operations for U.S. Pacific Command, co-chair the senior leaders roundtable discussion focused on future civil-military collaboration in training throughout the Asia-Pacific region.

information. Trigilio stated, “I’ve seen improvement in general officer knowledge, but also seen senior leaders recommend the wrong thing.”

Maj. Gen. Noble followed Trigilio’s comments by recommending that humanitarian issues need to be included in existing training events and military schooling, such as key exercises and senior level PME. Tom Frey related that USAID/OFDA is trying to teach as many JHOCs as possible and attend capstone DoD exercises as their operational tempo allows. Frey referenced OFDA’s teaching the JHOC to faculty at the U.S. Navy War College as an example of a promising practice.

Dr. Kunce-Wagner brought up a comment made by Lt. Gen. David H. Berger, commander, U.S. Marine Corps Forces, Pacific, during a visit to CFE-DM on 27 April, that he desired CFE-DM to implement training events for his Marines so realistic and demanding they would learn from mistakes made during training in order to better perform during a real-world response. The group agreed that there is a need to develop training that reflects the complexities of the modern operational environment and the second and third order effects of military actions. David Michael Maizlish, International Committee of the Red Cross (ICRC), agreed that we need deeper training, not more. Maizlish emphasized that the ICRC has a particular role in international conflict and the protection of the Geneva Conventions, and that they are tasked to train militaries to these complex realities.

This generated a great deal of discussion on how to implement realistic training and the role of humanitarian partners in planning such events. Rear Adm. Montgomery stated, “I absolutely agree on early involvement” of humanitarians, and requested CFE-DM help engage humanitarian actors early in the exercise program life cycle. Montgomery asked the Focus In participants for their feedback and thoughts on how to best implement such training and involve humanitarian partners from the IPC forward. Maj. Gen. Noble concurred with Montgomery, “having humanitarians at the JELC front-end is a great idea - how do we do that?” He reinforced the importance of this point saying, “When I was in Iraq, I did planning for the attack on Mosul, embedded in that plan was what to do with 1,000,000 civilian people!” Humanitarian actors in attendance emphasized that humanitarians will be seen in all military operations, “you should see us in all types of exercises and events,” because “all battlefields are filled with civilians.”

The session concluded with a better understanding of both side’s common training objectives and available resources. Several immediate efforts are moving forward from the “Focus In, 2017” roundtable discussion. CFE-DM is working with PACOM and components to help bring humanitarian actors into the JELC at the IPC to assist in planning for select exercises. CFE-DM is continuing its work with partners to incorporate HA training into existing capstone exercises and professional military education courses. The Center is also working with the humanitarian community and military to develop high-end “deeper” training for one major exercise in FY18.



Rear Adm. Mark Montgomery, director for operations for U.S. Pacific Command, and Joseph Martin, director of the Center for Excellence in Disaster Management and Humanitarian Assistance, co-chair the senior leaders roundtable discussion focused on future civil-military collaboration in training throughout the Asia-Pacific region.

CFE-DM Partnership Dialogues

CFE-DM maintains a partnership agreement with OCHA, formalized a memorandum of understanding with IFRC in October 2017, and is in the process of formalizing partnership agreements with the AHA Center and WFP. All of these partnerships formalize essential linkages between CFE-DM and the humanitarian community for training, workshops, exercise, engagements, and during real-world operations. During Focus In, a series of partner planning sessions were conducted with the Regional Civil-Military Coordination (RCMC) Branch Chief, Michael Sashin. The nature of CFE-DM's partnership with these organizations and the Focus In sessions are summarized below:

- CFE-DM and the regional IFRC/ICRC partnership discussion

For more than 20 years CFE-DM has partnered with ICRC to bring their Health Emergencies and Large Populations (H.E.L.P.) course to a diverse group of civilian and military actors. CFE-DM has collaborated with regional ICRC and IFRC personnel to support CFE-DM HART courses and numerous exercises and regional engagements for the past 15 years.

CFE-DM has been in discussions with the IFRC to “officially” partner with each other via a partnership agreement on issues such as training, engagement facilitation and writing of various guidelines on Civil-Military Relations. For CFE-DM, this will allow us to inform the IFRC as to how many training courses and exercises we would like them to participate in and set aside funds to work with them annually.

Going forward with this partnership, IFRC would like CFE-DM to help them in the development of a civil-military relations training program for the Red Cross/Red Crescent Movement in the Asia-Pacific. IFRC has also asked CFE-DM to help facilitate the Asia-Pacific IFRC Summit meeting in October 2017.

In support of CFE-DM efforts, IFRC is coordinating with CFE-DM staff for RIMPAC18, and will support PACOM exercise Cobra Gold 18. IFRC will also continue to support CFE-DM HART courses, regional training events, and exercises. CFE-DM will support the IFRC during training events and engagements upon request.

- CFE-DM and AHA Center Bilateral

CFE-DM has been working with the ASEAN AHA Centre since it was created out of the post-December 2004 Indian Ocean Tsunami ASEAN Agreement on Disaster Management and Emergency Response (AADMER). Earlier this year, CFE-DM director met with Adelina Kamal (Acting Executive Director of the AHA Centre) to review the AHA Centre's 2020 Work Plan, and outlined the areas that CFE-DM could support. One area specifically is to test and refine their ASEAN Joint Disaster Response Plan (AJDRP). CFE-DM has FY 17/18 funding to assist the AHA Centre in writing, testing, and refining their AJDRP. During the Focus In meeting, Mike Sashin and Arnel Capili, director of operations for the AHA Centre, discussed the terms of reference (TOR) that was provided to CFE-DM by the AHA Centre to test their AJDRP. Additionally, the AHA Centre would like CFE-DM (along with Singapore's RHCC) to support the development of their own civil-military coordination course.

- CFE-DM and U.N. OCHA Bilateral Discussions

CFE-DM has a long-standing relationship with U.N. OCHA ROAP and the U.N. OCHA Headquarters Civil-Military Coordination Section (CMCS) in Geneva. The first major milestone of this relationship took place in 2004 when CFE-DM partnered with OCHA CMCS and the Philippines Office of Civil Defense to bring the first offering of the CMCoord course³ to the Asia-Pacific. Since 2004 CFE-DM's

³ The UN Humanitarian Civil-Military Coordination (UN-CMCoord) Course is aimed at a mixed humanitarian and military audience, usually runs five days, and focuses on familiarizing participants with the interaction between humanitarian and military actors needed to protect humanitarian principles and avoid competition and inconsistency among responders in humanitarian emergencies.

support to OCHA ROAP/ OCHA CMCS Geneva has included: the revision of the 2007 Oslo Guidelines, the Annual Military and Civil Defense Assets Consultative meeting, regular co-sponsorship and drafting of the Asia Pacific Conference on Military Assistance to Disaster Relief Operations (APC-MADRO); facilitation of numerous UN-CMCoord courses across the Asia-Pacific, and liaised with and support to OCHA's CMCoord officers and UNDAC teams during disasters. Recent collaboration between the two organizations is shaped by a Memorandum of Understanding (MOU) signed in 2014 outlining mutual support issues between the organizations. In 2016 CFE-DM and OCHA signed a partnership agreement updating the areas of support. Areas of interest include CMCoord and HART course training, exercises, the Regional Consultative Group of which CFE-DM is co-secretary, and OCHA support to the ADMM+ HADR EWG, as well as mutual support in policy development and guidance. CFE-DM funds some of OCHA's programs and provides SME's to support their training; meanwhile, OCHA regularly provides SME's/instructors to support CFE-DM training and exercises.

In 2017, CFE-DM is partnering with OCHA for two CMCoord courses in the Asia-Pacific in 2017 and supporting the planning of RCG meeting to be held in Singapore (as the Chair of the RCG) from 11-14 December 2017.

- CFE-DM and Singapore RHCC Bilateral Discussion

Since September 2014, CFE-DM has been working with Singapore's Ministry of Defense, the Singapore Armed Forces (SAF) and the Changi Regional HADR Coordination Center (RHCC). In 2016, RCMC wrote a support plan on how CFE-DM could work with the RHCC and for what types of engagements. In January 2016, CFE-DM's director and the director of Changi RHCC signed a memorandum of agreement on how each organization will support the other. On 5 June 2017, representatives from CFE-DM and the Changi RHCC met in Singapore to review the MOU and to discuss an execution plan to operationalize the agreement through 2020. According to the agreement both parties will:

- Collaborate on training and education to be held in Singapore and regionally to include a third country training program;
- Cooperate in the planning and execution of the upcoming RCG;
- Collaborate in efforts to support the core objectives of the ADMM+ HADR EWG; and
- Provide mutual subject matter expert and exercise support.

- CFE-DM and WFP Bilateral Discussion

Since the devastating December 2004 Indian Ocean Tsunami, the World Food Programme (WFP) has worked closely with the CFE-DM supporting its training, regional disaster preparedness efforts, senior leader and exercise engagements. Currently, CFE-DM works with the WFP throughout the theater during training events, exercises, workshops, RCG (logistics working group), ADMM+ HADR EWG, and real-world operations. In June 2017, CFE-DM and WFP discussed developing a partnership agreement to focus in on civil-military training, coordination with WFP during HADR operations and supporting the development of a WFP Civil-Military training program.

- ADMM+ Plus HADR EWG Discussion

During Focus In, Sashin, the lead for CFE-DM as the implementing partner for the U.S., and Malaysia Co-Chairmanship of the ASEAN Defense Ministers Meeting (ADMM) + Humanitarian Assistance and Disaster Relief (HADR) Executive Working Group (EWG) provided a brief to the Focus In participants and on-island interested stakeholders. Sashin brief the group on the ASEAN Military Readiness Group concept for the three-year work plan for the development of a standing ASEAN Military Readiness Group (AMRG) for natural disasters. He provided a review of the two core objectives tied to the EWG:

1. Development of the AMRG concept; and
2. Development of civil-military capacity to support the AMRG.

Sashin provided a review of the three-year work plan and the culminating exercise. Participants expressed an interest in getting involved in the concept early because they will be working with the AMRG in the future. Participants further stated that they would need to be engaged early if their participation was desired. All mentioned that they really never participated in the EWG (other than OCHA) before and although were interested didn't seem to know how this EWG fit into the big picture of ASEAN. No commitments of any kind were made during this session. It was noted for the on-island attendees that the lead for the EWG was OSD (P) and that the meeting at DKI-APCSS in September was not an all-inclusive event. Those who wanted to attend needed permission from OSD (P).

Summary of Research Agenda

Dr. Alberto Morales, CFE-DM Applied Research and Information Sharing (ARIS) Branch chief convened a meeting with Focus In attendees to discuss collaborative research opportunities.

The focus of the meeting and group discussion was three-fold:

- Inform organizational partners of relevant CFE-DM information products and services;
- Discuss possible research collaboration opportunities; and
- Explore areas for increased operational information sharing.

Following the group discussion, the ARIS Branch distributed a survey to participants to ascertain their perspectives regarding:

- Gaps participants see in the literature on Foreign Military Assistance to disaster response;
- Particular case studies on humanitarian assistance participants think would most benefit the operational needs they see; and
- Other research interests.

The session led to a productive discussion facilitating the development of a list of research gaps for exploration, case studies for possible development and a list of potential research projects and work plans for possible development with partners include. The session also included a discussion on how to improve information sharing of relevant content between partners.

Summary of Week Outcomes and Introduction of “Focus In, 2018” Concept

Overall, the first “Focus In” was a small event with valuable outputs in terms of civil-military dialogue and ways forward for improving the quality and coordination of training and exercises in HADR. Many connections were made, requirements identified, and exercise and training coordination efforts improved and initiated during this preliminary annual event. The “Focus In, 2018” event will focus on regional civil-military coordination and is tentatively scheduled for June.



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