CENTRAL FOR EXCELLENCE
In Disaster Management & Humanitarian Assistance

STRATEGY
FY14-18

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Joint Base Pearl Harbor-Hickam, Hawaii
Introduction

Congressional legislation established the Center for Excellence in Disaster Management and Humanitarian Assistance (CFE) in 1994 to provide and facilitate education, training, and research in civil-military operations to enhance interagency coordination in international disaster management response efforts and to advance disaster management and humanitarian assistance (DMHA) capability in accordance with 10 U.S.C. §182. In 2001, the Center became a direct reporting unit to United States Pacific Command (USPACOM) while continuing to receive program direction and policy guidance from the Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict (ASD/SOLIC).

This strategy defines our approach to facilitating DMHA partner capability development through engagements and information sharing consistent with Congressional and DOD guidance, and serving as USPACOM's coordinating authority for pre-crisis DMHA engagements and activities in support of the USPACOM Strategy and Theater Campaign Plans and Orders. The Center has recently been approved as the program manager of the Civil-Military Emergency Preparedness (CMEP) Program, an OSD (P) initiative with a long history in Europe with the Warsaw Initiative countries. As OSD reengineers the CMEP program to expand its scope worldwide, CFE is postured to assume leadership and management over the program in FY15.

Our strength lies in unique government mandates and authorities combined with experienced civil-military experts, DMHA professionals, information managers, and support specialists. The Center provides a distinctive capability to facilitate DMHA partner capacity development and information sharing activities in the Asia-Pacific region and other regions if requested and resources permit.

The DMHA Environment

Reports indicate there has been a significant rise in the frequency of natural disasters over the past 2 decades. This trend will continue as a result of climate change and increases in population and urbanization. Over the past ten years, natural disasters affected more than 2.4 billion people and caused in excess of $910 billion in property damage. These disasters affect individuals, communities, nations and increasingly are affecting global economics. As an example, according to the World Bank, the 2011 Thailand floods cost that nation's economy an estimated $45.5 billion (over 13 percent of gross domestic product in losses and damages).
The USPACOM Area of Responsibility (AOR) encompasses about half the earth’s surface, represents 60 percent of the world’s population and contains the most disaster prone countries on Earth. Many of the developing countries in the Asia-Pacific region are situated in the world’s hazard belts and are subject to floods, droughts, cyclones, earthquakes, windstorms, tsunamis or landslides. In the last decade, the region has suffered 80 percent of the world’s major natural disasters.

Military involvement in disaster response has grown with the increase in frequency and intensity of disasters. It is anticipated that even with improved national capabilities throughout Asia Pacific and the rise of regional fora to manage disaster response, militaries will be increasingly called to respond. Strengthening this response through improved civil-military relations is one of the primary missions of the Center for Excellence.

Mission

Facilitate collaborative partnerships, conduct applied research, and develop education, training, and information sharing programs in order to enhance US and international civil-military preparedness, knowledge, and performance in disaster management and humanitarian assistance, pursuant to Title 10 U.S.C. section 182.

Vision

Promote excellence in disaster management by connecting people, improving coordination, and building capability.

Operating Focus

The primary focus of CFE is on DMHA pre-crisis preparedness. Priority of support is to the USPACOM area of responsibility. In keeping with its global mission, the Center also serves as the Department of Defense’s focal point for DMHA best practices, information, sharing, and coordinating capacity building for disaster management including mitigation, preparedness and response.

For USPACOM, the Center directly supports the All Hazards sub-campaign as described in the 2013 USPACOM Strategy dated 22 January 2013 and is OPR for all Theater Security Cooperation HADR engagements. The Center provides DMHA subject matter expertise to USPACOM for deliberate planning (Joint Planning Groups), crisis action planning (Operational Planning Teams), joint exercise design and assessments; provides information products (disaster situation reports and country disaster response handbooks); and collects best practices and lessons learned from DMHA operations.
Stakeholders and Partners

CFE’s current stakeholders include HQ USPACOM and its service components and sub-unified commands; other combatant commands; ASD/SOLIC; U.S. Country Teams; U.S. Agency for International Development (USAID), Office of Foreign Disaster Assistance (OFDA); academic institutions; consortia for nongovernmental organizations; U.S. Allies and partner nations; and international and regional organizations including the United Nations, the Association of Southeast Asian Nations (ASEAN), the South Asian Association for Regional Cooperation (SAARC), and the Lower Mekong Initiative.

The Center has entered into exciting new partnerships with Columbia University’s National Center for Disaster Preparedness, the Harvard Humanitarian Initiative, and the Uniformed Services University of the Health Sciences Center for Disaster and Humanitarian Assistance Medicine. Most recently, the Center has reestablished and revised its partnership with the University of Hawaii National Disaster Preparedness Training Center, the Pacific Disaster Center, and the Asia Pacific Center for Security Studies. This partnership of four Hawaii-based disaster management focused organizations allows the Center to ensure its disaster management practices and outreach are informed by the strategic, technological, and academic expertise of these partners. This collaboration is the cornerstone of CFE operational practice.

Value Proposition

In his, “Sustaining U.S. Global Leadership: Priorities for 21st Century Defense,” President Obama reaffirms the role of the Armed Forces in responding to natural or manmade disasters by extending aid to victims and assisting affected nations. To ensure relationships and procedures are in place before a disaster, CFE is mandated to ensure high quality disaster management and humanitarian assistance capability is available for disaster response.

The Center for Excellence has provided this unique role since its establishment in 1994, by facilitating education and training and focusing on DMHA partner capacity building for U.S. Allies and partners.

In an era of declining budgets, CFE provides DOD and Commander, USPACOM a cost effective capability to coordinate Theater Security Cooperation DMHA partner capacity building activities in concert with other U.S. government agencies, non-governmental organizations, public-private partnerships, academia, and international organizations. As USPACOM’s DMHA coordinating authority, CFE supports the USPACOM J4 – Theater Security Cooperation Coordinating Authority by participating in the USPACOM Security Cooperation resource prioritization of enabling funds to accomplish the Commander’s theater campaign objectives.

CFE faces enormous challenges with the likelihood that FY 2014 and beyond will involve significant fiscal constraints. That is why strong leadership, fiscal responsibility, and strategic development of human capital are pivotal to our operations. CFE will
ensure cost-effective quality programs and benefits from successful outcomes as outlined in this strategy.

Goals

CFE’s primary goals are as follows:

a. Work toward optimal civil-military relations in foreign DMHA activities, by providing education, training, information, and recommendations on international guidelines.

b. Expand current programs in a sustainable manner to service all of the tenets in the Center’s founding legislation; from natural disasters to manmade CBRNE related events.

c. Facilitate unity of effort and cohesion in planning and capacity building coordination across USPACOM and component headquarters staffs by connecting DMHA providers and practitioners to ensure a ready and resilient Asia-Pacific.

d. Be an internationally recognized focal point for DMHA information repositories, best practices, training and educational expertise. Incorporate DMHA best practices into all education and training programs.

e. Provide DMHA subject matter expertise to HQ USPACOM for deliberate and crisis action planning, joint/interagency/multinational exercise design and assessments.

f. Make available expert advice and assistance to combatant command staffs and service components acting as joint task force headquarters during disaster response and humanitarian missions.

Initiatives

In support of our goals, CFE has undertaken the following initiatives:

a. To improve the operational capability of assigned regional fora, facilitate engagements with the ASEAN Humanitarian Assistance Center, ASEAN Regional Forum (ARF), ASEAN Defense Ministers Meeting (Plus) Humanitarian Assistance/Disaster Response Expert Working Group, the South Asian Association for Regional Cooperation, and the countries of the Lower Mekong Initiative.

b. To meet the demand for information in connection with regional and global disasters, develop and maintain a DMHA Information Resource Center (IRC) with virtual library and a global picture of DMHA activities.

c. To enable appropriate engagement outcomes, inform decisions develop, and in coordination with partner organizations, a standardized assessment methodology to
conduct baseline disaster preparedness capability assessments and related gap analysis for priority countries.

d. Assume leadership of the Civil-Military Emergency Preparedness Program (CMEP) with the goal of taking complete responsibility by FY 2015. CMEP is a US Department of Defense program to encourage agencies responsible for Civil Emergency Planning (CEP) in each partner nation, and their military counterparts, to cooperate in sustained information exchange for emergency preparedness and crisis management. The program supports OSD and Geographic Combatant Command priorities, builds civil-military cooperation for response, and ensures linkages and interoperability for enhanced response operations.

e. Develop a CFE communication strategy to inform stakeholders of CFE programs, initiatives, and capabilities. As a component of this communication strategy, CFE is developing a new public website and social media presence to expand its outreach and improve online information sharing.

f. Accelerate the development of Country Disaster Response Handbooks. These handbooks provide a baseline of information regarding countries most prone to disasters. A standardized assessment methodology with an operational perspective provides readers a general understanding of a nation’s disaster management capability and vulnerability.

g. Field a web-based version of the Humanitarian Assistance and Response Training course in FY14 expanding its availability throughout DOD and seek joint credit approval for course completion.

h. In concert with the Defense Threat Reduction Agency develop a Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) training and education engagement program focusing on the nuclear, biological, and chemical components of manmade disasters for fielding in FY15.

Methods

ASD/SOLIC guidance to CFE is to focus its efforts on collaborative partnerships, applied research, education, training, and advising military staffs. As the USPACOM DMHA coordinating authority, the CFE’s main effort is to enhance DMHA preparedness of U.S. military forces and those of allies and partner nations.

CFE employs the following four methods in pursuit of its goals and initiatives: collaborative civil military partnerships, applied research, education and training, and information sharing.
Collaborative Civil Military Partnerships

CFE partners with diverse groups of civil and military organizations to increase international DMHA capacity and share expertise in the areas of humanitarian assistance, disaster management, and information sharing. This enables CFE to remain connected with cutting edge doctrines, protocols and best practices that will ensure CFE’s education and training programs and information sharing products remain relevant. Partnering enriches CFE’s programs while ensuring responsible resource allocation.

Applied Research

CFE conducts applied research to enhance the effectiveness of military DMHA support and provide informational support and situational awareness to planners, decision makers, and trainers of supported organizations. The applied research staff identifies, collects, catalogs, and disseminates best practices for incorporation into CFE’s education, training and information sharing programs. It also connects providers and consumers of information across various agencies. CFE makes its products, including country disaster response handbooks, best practices literature, and applied research tools available to the wider DMHA community of interest through its website, virtual IRC and working groups. Its growing academic, professional, and social networks facilitate synergy across USPACOM service components, sub-unified commands, current and emerging partners and allies.

Education and Training

This method focuses on the delivery of knowledge and sharing of information between DMHA practitioners. CFE’s courses help prepare U.S. and foreign militaries along with civilian organizations to work together and respond effectively to disasters and humanitarian crises. Our delivery methods include workshops, senior leader seminars, table top exercises, tailored DMHA courses, and support to USPACOM and component exercises and joint task force staff training. CFE staff will conduct assessments to monitor and evaluate the effectiveness of DMHA capacity development activities.

In coordination with the USPACOM staff, CFE develops civil-military DMHA curricula and common frameworks for DOD educational institutions. This creates standard outlines and organizes DMHA course materials for use by multinational and joint task force commanders across the COCOMs. To both meet increasing demand for DMHA education and training, and to account for limited resources, CFE programs focus on operational level civilian-military training and education opportunities.

Operational Information Sharing

CFE’s priority is to develop a virtual IRC to include an open-access repository of best practices focused on civil-military collaboration during international DMHA operations. This repository, informed by applied research products and the work of our assessment
staff, will assist planners, decision makers, and educators and trainers with their information needs. The interactive IRC will also field and respond to requests for information from USPACOM, OSD, other government agencies, international humanitarian organizations, and NGO consortia.

The IRC will include the Disaster Preparedness Collaboration Tool (DPCT), providing a common operating picture of DMHA preparedness training activities across all actors, including DOD, USG, host nations, international organizations, and NGOs in FY14. This will be crucial to reducing duplication of effort, facilitating better planning, promoting collaboration before disaster hits and the effective use of dwindling DMHA assets.

CFE has the capability to identify and collect best practices during and after DMHA operations through its contacts with USPACOM, components headquarters and staffs, participation in deliberate and crisis action planning, on-site visits, open source information, collaboration with academia and professional DMHA associations and after action reviews. This ensures CFE has the most relevant and high quality information available at the IRC.

Summary

The CFE team is a diverse blend of experienced civil-military planning experts, humanitarian assistance and disaster response information managers, and support specialists. Staff members bring significant experience from the full continuum of disaster response and humanitarian assistance. CFE’s rich experience, established and growing professional and social networks, analytical capability, and cultural diversity are its key strengths. Subject matter experts from around the world supplement full-time staff to ensure the most current material is presented to our audiences. This combination of talent ensures the CFE is the “go to” resource for civil-military DMHA education, training, information sharing, and concept development.

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