



Australian Government

Australian Civil-Military Centre

How Civil-Military Coordination should work in the Humanitarian Environment:

How to make the most out of exercises

Presented by

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- > KNOWLEDGE
- > COLLABORATION
- > CAPABILITY

ACMC



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Objectives

- Outline background of Australian Civil-Military Centre
- Identify the 'new reality' of Civil-Military interaction
- Explore some existing perceptions
- Examine how far we can go towards harmonisation
- Discuss some principles for harmonisation
- Commit to what we each can do



What does the ACMC do ?

support development of civil-military-police capabilities to prepare for, and respond more effectively to conflicts and disasters overseas.





**Aceh
2004
Tsunami**



**Pakistan
2005 Earthquake
2010 Floods**



**New Zealand
2011
Earthquake**



**Philippines
2013
Typhoon**



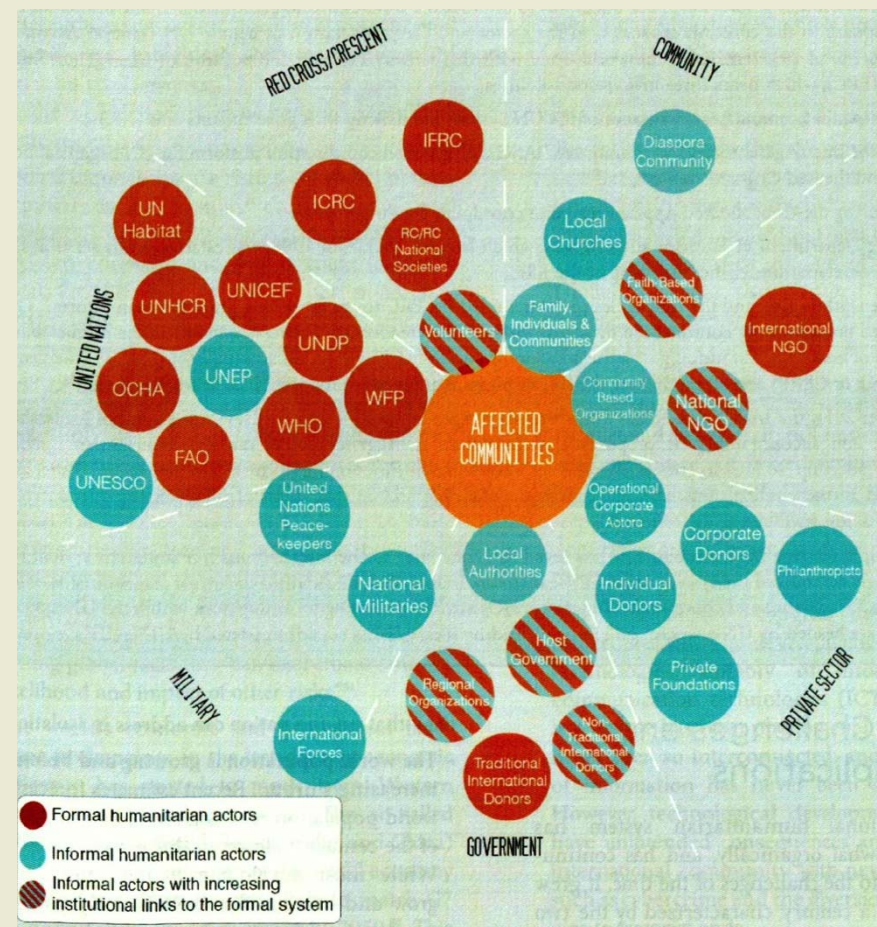
**Vanuatu
2015
Cyclone**

Australia's Recent Experience in HADR



‘New reality’ = many actors, more tasks

- Host State
- Intergovernmental (ASEAN)
- United Nations (e.g. OCHA)
- Military (National, Regional)
- Police (Local, National, Regional)
- Government Departments
- ICRC
- NGOs (e.g. Oxfam, World Vision, CARE)
- Private Sector



Complexity

In an increasingly globalized world, **none of the critical issues we are dealing with can be resolved within a solely national framework. All of them require cooperation, partnership and burden-sharing** among Governments, the United Nations, Regional organizations, non-governmental organizations, the private sector and civil society

Kofi Annan
UN Secretary-General



Some perceptions:

How non-military agencies often view military...

POSITIVE	NEGATIVE
Military bring needed logistics	Issues become militarised
Military provide heavy lift/people	Military lack expertise in sustainable HADR
Military fill urgent gaps	Military tend not to have a sustainable exit/transition option
Military provide needed security	Military HADR blurs boundaries, adds risk
Military help coordinate	Military footprint dominates operations
Military understand Aid is not core business	Concerns about Aid in a military face/uniform

Not only the military plan

‘Everybody plans, we just do it differently’

	Military	Civilian
Planning	<ul style="list-style-type: none"> • Centralised, hierarchical • Fact and assumption based • Highly structured (JMAP) • Contingency plan in advance • Clear delineation of levels. 	<ul style="list-style-type: none"> • Flexible and dynamic • Responsive to ‘on the ground need’ • Situation specific detailed planning • Combines levels, roles and processes.
Environment	Control the environment	Respond to the environment
End state	‘return to normal’	‘build back better’



ACMC Civil-Military-Police Interaction Model

COEXIST	COMMUNICATE	COORDINATE	COOPERATE	COLLABORATE
Occupy same space	Liaise and share updates	Liaison Officers	Direct communication	Secondments
Deconflict via interlocutor	Attend each other's meetings	Hold joint meetings	Co-locate, co-chair, joint working groups	Ongoing joint working groups
		Co-plan work and exercises	Share assets, resources, training	Interoperable systems and language
			Agree on shared outcomes	Ownership of shared outcomes
				Co-funding, MoU arrangements

ACMC Model for more effective civil-military-police interaction during disaster response



My terminology:

Integrated = whole-of-government = Unity of Purpose

Comprehensive = whole-of-response = Unity of Understanding

Operational success depends on integrated and comprehensive approaches

For government partners operational success depends on an Integrated approach

Success in humanitarian and disaster management results from the ability of civilian, military and police personnel to

- **plan collaboratively,**
- **resource appropriately, and**
- **respond quickly**

through an **integrated approach**

The Integrated Approach



For non-government partners operational success depends on a **Comprehensive approach**

- Share information,
 - Deconflict,
 - Understand boundaries & limitations, and
- Build awareness and understanding through a **comprehensive approach**

‘Principles’ for Harmonisation

- Employ collaborative and flexible approach
- Share as much as you can as soon as you can
- Strengthen proactive multiagency engagement
- Promote shared understanding
- Commit to continuous improvement – Lessons Learnt

How to make the most out of Exercises

- Before Exercise ('New Reality' is complex)
 - Every participant knows who all the other actors are
- Exercise Planning & Conduct (Everybody plans, in own way)
 - Involve all actors in initial planning (continue involvement)
 - Make the exercise serials comprehensive and 'real'
- Post Exercise (Commit to improvement)
 - Lesson Learnt (multiagency and multinational coordination)

Summary: What can I do?

- **Recognise** others share same space, but have different mandates, cultures, responsibilities, objectives, processes.
- **Understand different roles** and responsibilities.
- Keep lines of **communication** open.
- Develop **relationships**, build **trust**.
- **Build capability before** crisis through multiagency training, exercises, networking, professional reading, secondments, workshops.

Same Space Different Mandates

Seek out more information

Try not to revert to your last deployment

Get your facts about other organisations and their priorities

Simplify my language – your goal is to be understood

Identify common program areas

Meet with other organisations

Take advantage of existing coordination structures

Be proactive in sharing information

Commit and deliver

Read up and stay informed

Some ideas to think about . . .

- Success in disaster response operations requires concurrent lines of planning and effort
- Transparency between actors so that they can coordinate – need to know, becomes need to share!
- In recent years cooperation has been forged at the operational level, but by then it is often too late
- We need to invest in relationship development and awareness before deployments (and exercises)

Questions?

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