
Civil-Military Relations in International Interventions The initial years of the 21st century have witnessed numerous large-scale crises, from the Indian Ocean tsunami and the Kashmir earthquake to longer-term, multi-faceted emergencies, such as those in Sudan. The United States has been involved as part of multinational coalitions in S&R missions in the Balkan states, Afghanistan, and Iraq. It has also provided humanitarian assistance in response to devastating natural disasters around the world. Increasingly, the scale and scope of such events involve both civilian and military components, as resources are stretched thin to support multiple ongoing crises. Information and communications technologies (ICTs) are key elements of the global response to crises, whether natural or man-made disasters or post-conflict S&R scenarios. ICTs are vital enablers of the coordination mechanisms that civilian and military organizations need to assist local populations and host governments. ICT capabilities and requirements need to be better understood, so that relief and reconstruction efforts can be better constructed and coordinated by all parties working in the interest of the affected population. This primer presents current knowledge and best practices in creating a collaborative, civil-military, information environment to support data collection, communications, collaboration, and information sharing needs in disaster situations and complex emergencies. It consists of two parts. Part one defines and discusses the role of ICTs, the growing recognition of a need for improved collaboration, coordination, and information sharing, and the institutional and cultural characteristics of the various civilian and military participants in relief and reconstruction efforts. Part two draws real-world conclusions, provides best-practice recommendations, and offers practical checklists for maximizing use of
Operations in Somalia: Examples of the Need for Greater Flexibility and Lateral Outreach in Conducting Military/Civilian/Humanitarian Operations The U.S. has increasingly been involved in the support of complex contingency and humanitarian relief operations throughout the world. History is replete with lessons learned citing disjointed interagency coordination as the prime culprit for lack of unity of effort in many of these operations. In May 1997, President Clinton signed Presidential Decision Directive-56 (PDD-56) in an effort to formalize the interagency planning process and improve civil-military coordination. The directive involved the implementation of a comprehensive political-military plan to provide strategic-level guidance and ensure effective interagency coordination. Three case studies (Operation Sea Angel, Operation Uphold Democracy and Operation Fuerte Apoyo) are analyzed to support the theory that implementation of PDD-56 can significantly impact the tangible and intangible costs associated with an operation by improving interagency coordination and unity of effort among multiple actors.

The Application of the organizational theory on civil-military Co-operation Since 1991, the U.S. military has participated in Humanitarian Assistance (HA) operations in Iraq, Somalia, Bangladesh, Rwanda, Haiti, and Bosnia. As a result, U.S. Armed Forces have become increasingly involved in working with a plethora of independent non-military actors during humanitarian relief operations. The unique nature of this relationship is recognized in the Military Operations Other Than War principle of unity of effort. For the Joint Task Force Commander (JFC), unity of effort acknowledges the fact that coordination and cooperation replace command and control as guiding principles during HA operations. To Support the JFC conducting humanitarian relief operations, doctrine has been developed identifying the Civil-Military Operations Center (CMOC) as the engine that drives the coordination process. However, current doctrine is incomplete. While focusing on the who, what, when, why, and how of CMOC operations, guidance discussing where is conspicuously absent. To optimize unity of effort, standardized doctrine must be developed and instituted identifying where to physically locate the CMOC during HA operations. Based on the divergent cultures of the participating military and non-military actors, parallel civil-military operations centers located inside and outside the wire offer the best opportunity for optimizing unity of effort between the Joint Task Force and Humanitarian Belief Organizations supporting HA operations.

Understanding Civil-Military Interaction Nations all over the globe are confronting crises that demand enhanced coordination and information sharing between the responding civilian and military communities. These crises are generally divided into the categories of humanitarian assistance and disaster relief (HADR), stabilization and reconstruction (S & R), and complex emergencies. Although these types of crises can differ in their causes and specific impacts, there are significant similarities in the information and communications technology (ICT) to enable each of them. The Directorate for Contingency Support and Migration Planning (CSMP), Office of the Assistant Secretary of Defense for Networks and Information Integration (OASD (NII)), and the Center for Technology and National Security Policy (CTNSP), National Defense University (NDU), established a partnership that focused on identifying civil/military information sharing needs and commercial ICT capabilities supporting recent crisis operations. One of the major products from this partnership is a Primer designed to identify current knowledge and best practices in creating a collaborative civil-military information environment. This paper summarizes the major insights that have been developed in creating the Primer.

Strengthening the Partnership Civil-military cooperation has always been a key factor in both peace and conflict situations, and is vital in today's political climate. This indispensable volume analyzes the various types of civil-military cooperation across different settings and contexts, to include humanitarian operations such as emergency relief following tsunami, earthquakes and refugee crises, as well as stability and reconstruction operations such as those in Afghanistan and the Democratic Republic of Congo. The book contains contributions from both senior academics and practitioners such
as military officers and humanitarian personnel and discusses the benefits and logistics of civil-military cooperation. It closes with recommendations that will be of value to both academics and practitioners, making it a must read for anyone interested or involved in these operations.

Winning Without Fighting: Military / NGO Interaction Development - Humanitarian Operations, Civil-Military Coordination, Case Studies Indonesia, Haiti, and West Africa, State Department Interaction This book explores the impact of different civil-military structures on operational effectiveness in complex peace operations. Recent operations in Iraq, Afghanistan and Somalia are examples of grand failures to enforce peace and to promote democracy and development through international interventions. A missing variable in analyses of these conflicts hitherto has been the nature of the civil-military interface and its impact. The principal argument of this book is that the civil-military interface should ideally be integrated within the interagency arena as well as within the defence ministry. Such integration has the potential to provide joint civil-military planning and comprehensive approaches to operations. It also creates mutual trust and understanding amongst officers and civil servants from different departments, agencies and units, and thereby, a co-operative interagency culture. For the civil-military interface to function effectively within the chain of command during operations, a co-operative culture of trust is essential. Crucially, structurally and culturally integrated civil-military structures are likely to provide a more balanced view of the functional imperative of the armed forces. The results are armed forces fit for whatever purpose the political leadership decides for them - including complex peace support operations. Empirically, the book applies the theoretical framework to a comparative study of US and British patterns of civil-military relations, their strategic cultures and their operations in Iraq. This book will be of much interest to students of peace operations, civil-military relations, humanitarian intervention, and security studies/IR in general. Robert Egnell is a lecturer in War Studies at the Swedish National Defence College and a senior researcher at the Swedish Defence Research Agency. He was awarded the 2008 Kenneth N. Waltz Dissertation Prize for the best thesis in the field of international security.

Civil-Military Cooperation in Peace Operations: The Case of Kosovo This book examines military and civilian actors in international interventions and offers a new analytical framework to apply on such interventions. While it is frequently claimed that success in international interventions hinges largely on military-civilian coherence, cooperation has proven challenging to achieve in practice. This book examines why this is the case, by analysing various approaches employed by military and civilian actors and discussing the different relationships between the intervening actors and those upon whom they have intervened. The work analyses different military concepts, such as peacekeeping and counterinsurgency, and the often-troubled relationship between the humanitarian and military intervening actors. It presents a new analytical framework to examine these relationships based on identification theory, which illuminates how the interveners represent those they have been deployed to engage, as well as their own identity and role. As such the book offers an enhanced understanding of the challenges related to civil-military cooperation in international interventions, as well as a theoretical contribution to the study of interventions, more generally. This book will be of much interest to students of international interventions, military studies, peacekeeping, security studies and International Relations.

Civil-military Relationship The mission of the US Army Medical Department is to maintain the health of members of the Army, to conserve the Army's fighting strength, to prepare for health support to members of the Army in time of war, international conflict, or natural disaster and to provide health care for eligible personnel. This mission statement implies providing medical support for “operations other than war” (OOTW), such as peacekeeping, peace enforcement and humanitarian assistance. Military participation in OOTW has increased in recent years and some non-government organization (NGO) representatives have reported that military presence may be perceived as a collaborative action with their activities which in turn risks their political neutrality. Army officials on the other hand
consistently conclude that better coordination and cooperation with civilian agencies is the key to success in these operations. This research will examine the relationships that have existed between Army Medical Department players and humanitarian aid organizations and it will attempt to illustrate that of all the military components in OOTW, AMEDD is the likely candidate to establish a template of cooperative efforts with civilian agencies.

Perspectives on Information and Communications Technology (ICT) for Civil-Military Coordination in Crises Civil-military relations describes the relationship between civil society as a whole and the military organization or organizations established to protect it. More narrowly, it describes the relationship between the civil authority of a given society and its military authority. Studies of civil-military relations often rest on a normative assumption that civilian control of the military is preferable to military control of the state. The principal problem they examine, however, is empirical: to explain how civilian control over the military is established and maintained.

Negotiating Civil–Military Space Since the fall of the Taliban from power in Afghanistan, United States, Coalition, and North Atlantic Treaty Organization forces have been conducting stability and reconstruction operations throughout Afghanistan. One of the U.S. government's strategies for establishing an environment that is sufficiently stable to facilitate reconstruction, development, and growth was the creation and stationing of Provincial Reconstruction Teams (PRT) throughout Afghanistan. These joint, inter-agency and multi-national (JIM) teams comprised of military, governmental and host-nation personnel which have been operating for over two years have become the focal point for much debate between International Organizations (IOs), Non-Governmental Organizations (NGOs) and the military regarding civil-military cooperation in post-conflict scenarios. Among the concerns that repeatedly arise are security, the proper role of the military in providing assistance, information sharing, coordination and the preservation of "humanitarian space" upon which IOs and NGOs rely to perform their tasks. This project will focus on the effect that the PRTs have had on these pivotal concerns and contrast the different perspectives from which international civilian assistance providers and military actors view these issues. This research project concludes with specific recommendations for the PRTs, as well as a general set of suggestions for enhancing the relationship between military forces and civilian assistance providers simultaneously operating in close proximity to one another.

Civil-Military Cooperation in Post-Conflict Operations Civil-Military Cooperation (CIMIC) is the relationship between militaries and humanitarians. Largely conducted in post-conflict environments, CIMIC has become a key characteristic of military operations in the twenty-first century. However, the field is mostly understood through stereotype rather than clear, comprehensive analysis. The range and scope of activities which fall under the wider rubric of CIMIC is huge, as are the number of differing approaches, across situations and national armed forces. This book demonstrates the wide variety of national approaches to CIMIC activities, introducing some theoretical and ethical considerations into a field that has largely been bereft of this type of debate. Containing several case studies of recent CIMIC (in the Balkans, Afghanistan, and Iraq) along with theoretical analyses, it will assist scholars, practitioners, and decision-makers become more aware of the 'state of the art' in this field. Civil-Military Cooperation in Post-Conflict Operations will be of much interest to all students of military studies, humanitarian operations, peace operations and security studies in general.

Humanitarian Logistics Humanitarian logistics is a complex science because actors are compelled to work with utmost speed in interrupted environments with unknown players. Even more complex are civil-military relations because as studies reveal, the differences between these two actors run deep. This work examines civil-military relations in the preparedness and response phase of humanitarian crises by developing a frame of reference, setting forth operational and theoretical definitions, examining overlapping supply chains, civil-military cooperation framework and proposing a working model. Data collection is based on two NGOs and a military task force, and this data analyzed vis-à-vis
the frame of reference. From the analysis, some conclusions were drawn. First, a number of strategies are employed during the preparedness and response phase. Also, overlapping roles generate both positive and negative impact. Meanwhile, different organizational structures and funding outlay mean differences in how activities are coordinated and information shared. Lastly, cooperation, trust, information sharing and coordination are closely linked when finding a strategic fit among actors.

A Civil-Military Response to Hybrid Threats Many humanitarian interventions led and supported by the United States go beyond simple disaster relief and include such difficult tasks as protecting refugees, securing humanitarian aid, and restoring civil order. The U.S. Air Force often plays an important role in such complex contingency operations. This book explores how the military might improve coordination with relief agencies and with European allies in such operations. It examines the dynamics of complex contingency operations, provides an overview of the relief community, delineates barriers to better cooperation, discusses the European contribution, and recommends steps the military might take to improve coordination in future crises. Steps include improving military familiarization with key relief organizations, perhaps appointing a humanitarian advisor, establishing more "centers of excellence," and bringing relief organizations into the planning process. The military should encourage information sharing with relief organizations, improve procedures for managing the flow of aid, and leverage European capabilities.

Bridging the Gap in Civil-Military Coordination to More Effectively Support Humanitarian Relief Operations


An ICT Primer A novel examination of civil-military interaction in particular between militaries and humanitarian actors, in light of the so-called 'Norwegian model' that espouses a clear divide between political and humanitarian (or military and civilian - the model is in fact unclear) actors, while maintaining a tight coordination between them. The Norwegian government has significantly reduced their own military's capacity in the field of civil-military interaction, raising the question as to whether knowledge and skills in this field are necessary. Using a multi-actor security framework, this book examines whether or not the Norwegian government is correct in its assumptions (about both the model and civil-military knowledge amongst military personnel) and concludes that the Norwegian model is a well-meaning but inefficient and problematic model in reality. Although the case study focuses on Norway, the lessons learned are relevant to all nations engaged in civil-military operations.

History and Hope This book contains unique, firsthand experiences of both the military and civilian actors involved in civil-military interaction processes. It presents lessons learned from a variety of situations, from both NATO-led operations and UN Integrated Missions, and in different geographical areas, such as the Balkans, Iraq, Afghanistan and Africa. Rather than taking the improvisational approach, these lessons learned will enable military commanders and staff and their civilian counterparts in governments, International Organisations and NGOs to come fully prepared for the challenges of today's multifaceted missions. With a better understanding of the mandates and methods of the various civilian and military actors comes greater respect for each other's comparative advantages. With respect comes smoother cooperation. And with that, efficiency gains and enhanced overall
mission effectiveness. Each chapter contains solid analysis and advice, specific to the functions found in military organizations, from Intelligence to Personnel and from Logistics to Engineering. Cross-cutting themes like Gender, Human Rights and Corruption are also included in this work that brings together some of the best that practitioners and academics can offer.

Civil-Military Cooperation in Crisis Management Operations. NATO CIMIC in Kosovo and Afghanistan A Civil-military relation describes the relationship between civil society as a whole and the military organization established to protect it. More narrowly, it describes the relationship between the civil authority of a given society and its military authority. Studies of civil-military relations often rest on a normative assumption that civilian control of the military is preferable to military control of the state. The principal problem they examine, however, is empirical: to explain how civilian control over the military is established and maintained. Civil-military relations are those interactions between the military and civilian actors that in some way relate to the power to make political decisions. Traditionally, the study of civil-military relations levitated around questions of who is master and who is servant in civil-military relations and who “guards the guardians” of the nation. In other words: the question of civilian control is at the heart of civil-military relations. Even though in recent years, especially with the fall of the Berlin Wall, democratization processes in eastern Europe, the enlargement of the North Atlantic Treaty Organization (NATO) and the proliferation of peace-building missions and programs in so-called post-conflict societies, the concept of security sector governance or security sector reform has gained prominence in the academic and policy-oriented literature, civilian control remains the central issue in civil-military relations in emerging democracies. The book deeply highlights the civil-military relation and its strategies.

Building Resilience from Within A new publication from the Institute for Foreign Policy Analysis

Provision of Aid by Foreign Military Forces Bachelor Thesis from the year 2013 in the subject Politics - International Politics - Topic: Peace and Conflict Studies, Security, grade: 2,3, University of Applied Sciences Regensburg, course: Sicherheitspolitik, language: English, abstract: Civil-military cooperation has been becoming increasingly important in peace-keeping and natural disasters. An effective cooperation between civil and military actors facilitates the integrated mission in the specific host country. For this reason both civil and military actors developed guidelines on how civil-military cooperation should ideally work. There are, however, conflicts that arise between civil and military actors. Due to different objectives of the organizations, there are disputes on how things should be done. There has already been research on how to analyze the differences and how to solve them but a solution has not been found yet. In this bachelor thesis the Organizational Theory Modell is presented to explain these conflicts. The Organizational Theory Modell is used by Graham Allison and Philip Zelikow to explain events that happened during the Cuban Missile Crisis. This approach to explain international conflicts is so far unique. During the civil-military exercises of the first German-Netherlands Corps, one of the training objectives was to train civil-military cooperation. Also during these exercises, conflicts occurred between the civil and the military side. To make the conflicts better understandable the method of critical incidents of Alexander Thomas is used. He uses this method to describe critical incidents between different cultures. The method of critical incidents is altered in this paper to be applied on civil and military actors. After a description, the situations are analyzed with the Organizational Theory Model.

Civil-Military Cooperation in Response to a Complex Emergency Recent humanitarian assistance/disaster relief missions highlight the challenges of coordinating with non-military agencies and demonstrate that U.S. military participation in these missions is best suited to a first-responder mindset. To enable this limited but essential role, the military and NGOs must improve in areas of information sharing and coordination at the operational-tactical level. Civil-military experience gained during HA/DR mission can also improve interaction in other scenarios and contribute to improving security at the theater-strategic
Complex Peace Operations and Civil-Military Relations This edited volume provides scholars and practitioners with an in-depth examination of the role of civil-military cooperation in addressing hybrid threats. As they combine the simultaneous employment of conventional and non-conventional tools and target not only military objectives but governments and societies at large, hybrid threats cannot be countered solely by military means, but require an equally inclusive response encompassing a wide range of military and civilian actors. This book, which combines the perspectives of academics, military officers, and officials from international and non-governmental organisations, resorts to different case studies to illustrate the importance of civil-military cooperation in enhancing the resilience of NATO members and partners against a wide range of societal destabilization strategies, thereby contributing to the formulation of a civil-military response to hybrid threats.

Capability Development in Support of Comprehensive Approaches The evolving nature of conflict will require the U.S. military to conduct humanitarian operations more frequently and on a larger scale than ever before. Humanitarian operations require extensive civil-military interaction, and this study suggests that the U.S. military is not currently postured and prepared to handle the increasing humanitarian requirement. This study analyzes the interactions that took place between the military, the Department of State, and non-governmental organizations throughout three case studies: Operation Unified Assistance (Indonesia, 2004), Operation Unified Response (Haiti, 2010), and Operation United Assistance (West Africa, 2014). Each case study is presented as an independent operation with its own observations and recommendations. The conclusion then identifies four significant generalized items—joint training, militaristic tendencies, integrated communications, and structural systems for collaboration—that challenged civil-military interaction at some point throughout each case. This study concludes that a dedicated unit designed to immediately respond and lead the United States Government's humanitarian effort should be created including manpower and representation from each U.S. agency that plays a part in humanitarian operations. Legislation similar to the Goldwater-Nichols Act should pave the way for increased interagency interaction and cooperation to prepare the United States for the increasing demand for humanitarian response capabilities.


The CMOC Master's Thesis from the year 2019 in the subject Politics - International Politics - Topic: International relations, grade: 65/B, Dublin City University (School of Law and Government), language: English, abstract: The following thesis will offer a comprehensive outlook at civil-military cooperation. The first two chapters look at civil-military cooperation in general and demonstrate ways to analyse the concept of civil-military cooperation with
approaches of civil-military relations and inter-organizational relations. The third and fourth chapter will look at the institutional theory and its explanatory framework for analysing civil-military cooperation. The analysis of civil-military cooperation in the institutional framework will occur with the method of the policy cycle and looks at the NATO CIMIC Framework and its implementation in the cases of Afghanistan and Kosovo. Since the end of the cold war, the number of conflicts and humanitarian crises increased and the efforts of the international community in crisis management occur in highly complex situations in which sole military or humanitarian efforts cannot provide a solution to the situation. Civil-Military cooperation has become the catchphrase when talking about how to manage and solve complex crises. There are two different understandings of the term civil-military cooperation. In its basic form, it describes ‘the interaction between civilian humanitarian actors and international forces during complex emergencies’. The second understanding was developed by the military and referred ‘to the liaison and coordination processes and mechanisms that are established to facilitate relations between military forces and civilian agencies’ ‘in order to achieve military objectives’. Both definitions are broad and allow every organization to develop their understanding of civil-military cooperation. The most known concept is CIMIC by the North Atlantic Treaty Organization (NATO). However, other organization, like the United Nations (UN) or the European Union (EU), as well as humanitarian actors, have their understanding of civil-military cooperation. The interesting question is not how each organization understands civil-military cooperation, but how an organization formulate and implement the concept of civil-military cooperation as part of its institutional framework. Civil-military cooperation is used as a tool in crisis management, not by civilian organization, but by military one’s.

Managing Civil-Military Cooperation Taking a business alliance approach, this book analyses civil-military cooperation processes in Kosovo, Kabul and the Afghan province Baghlan. It identifies the phases in these processes, highlights main factors and proposes a framework for evaluating the quality of civil-military cooperation.

Civil-military Guidelines & References for Complex Emergencies This book begins discussion at a point where many civil-military conversations end. Hartwell identifies underlying dynamics, key issues, and challenges that civilian and military organizations encounter when negotiating their roles in real and virtual volatile environments. These include managing expectations, understanding organizational missions and cultures, building trust, and exploring different approaches to violence. The impact of applied technologies on decision making processes and interventions is discussed in terms of recent and future complex crises. Linking earlier history to current discussions, this study makes an important contribution by reframing issues and outlining strategies to avoid unintended consequences and more effectively protect civilians in future operations. While geographic focus is on the Middle East, Africa, Central Asia, and Asia-Pacific, the core issues are applicable to negotiating civil-military relationships in a wide range of environments.

Humanitarian Civil-military Coordination in Emergencies The U.S. military effort in Somalia from 1992 to 1994 provides a number of examples for study. These are drawn from UN civil/military coordination efforts, from the relations of U.S. forces with foreign forces, and from U.S. military relations with humanitarian relief organizations. Analysis of these examples provides arguments for greater emphasis on cooperation, lateral outreach and flexibility in achieving unity of effort and methods of command and control appropriate to the circumstances. Such emphasis will enable commanders to lead more effectively and, where the military are not the principle element, to participate in ways that better guarantee fulfillment of the mission.

In Times of Crisis Focusing on East Asia, this collection explores the paradox of functional regional cooperation in the areas of humanitarian assistance, disaster relief, and UN Peacekeeping operations, in a context of increasing regional tensions and threats. East Asia - comprising the states of the Association of Southeast Asian Nations and China, Japan, the Republic of Korea and the Democratic People’s Republic of Korea - is facing a range of human, traditional, climate and ideational threats. In addressing some of these
threats particularly those arising from climate induced disasters this region has been able to develop some ad-hoc cooperative practices that, according to functional logics of regional integration, could lead to longer term sustained coordinated responses and even regional partnerships. Similarly, the region is increasingly contributing to UN peacekeeping operations where these states also cooperate in the context of an UN-led mission. Yet, despite the potential for these interactions to lead to greater regional integration and coordinated action in responding to a range of security threats, these interactions are increasingly taking place in a context of animosity both between regional powers and with extra regional powers. This edited collection explores these functional interactions and posits conclusions about the potential for longer term sustained coordinated action. These papers engage with a range of theoretical approaches in explaining the patterns of relations that are present in the region in relation to humanitarian assistance, disaster relief, and UN peacekeeping operations. The chapters in this book were originally published as a special issue of the Australian Journal of International Affairs.

Effective Civil-Military Interaction in Peace Operations The humanitarian intervention in Kosovo provides an excellent case study of civil-military cooperation (CIMIC) in peace operations. The intervention required 40,000 heavily armed combat troops from NATO and Partnership for Peace countries to provide security and coordinate relief efforts with the UN, the OSCE, and over 500 humanitarian organizations. CIMIC provided the mechanism for such cooperation and support. Like any concept employed in coalition warfare, CIMIC varied widely in the quality of its application. This study examines the effectiveness of CIMIC within each brigade area and throughout the province as a whole. It identifies best practices and common mistakes to derive lessons that might inform the conduct of future missions, such as those currently underway in Iraq and Afghanistan.

Civil-Military Relationship Theory and Practice In recent years, the United States has been involved as part of multinational coalitions in stability and reconstruction operations (SRO) in the Balkan states, Afghanistan, and Iraq. It also has provided humanitarian assistance in response to devastating natural disasters around the world. Increasingly, the scale and scope of such events involve both civilian and military components, as resources are stretched thin to support multiple ongoing crises. Information and communications technologies (ICTs) are key elements of the global response to crises, whether natural or man-made disasters or post-conflict SRO scenarios. ICTs are vital enablers of the coordination mechanisms that civilian and military organizations need to assist local populations and host governments. ICT capabilities and requirements need to be better understood, so that relief and reconstruction efforts can be better constructed and coordinated by all parties working in the interests of the affected population. This primer presents current knowledge and best practices in creating a collaborative, civil-military, information environment to support data collection, communications, collaboration, and information-sharing needs in disaster situations and complex emergencies. It consists of two parts. Part one defines and discusses the role of ICTs, the growing recognition of a need for improved collaboration, coordination, and information sharing, and the institutional and cultural characteristics of the various civilian and military participants in relief and reconstruction efforts. Part two draws real-world conclusions, provides best-practice recommendations, and offers practical checklists for maximizing use of communications and information management systems and processes.

Civil-military Cooperation in Peace Operations History and Hope: The International Humanitarian Reader provides a better understanding—both within and outside academia—of the multifaceted demands posed by humanitarian assistance programs. The Reader is a compilation of the most important chapters in the twelve-volume International Humanitarian Affairs book series published by Fordham University Press. Each selected chapter has been edited and updated. In addition, the series editor, Kevin M. Cahill, M.D., has written, among other chapters, an introductory essay explaining the academic evolution of the discipline of humanitarian assistance. It focuses on the “Fordham Experience”: its Institute of International Humanitarian Affairs (IIHA) has developed practical programs for training fieldworkers, especially those dealing with complex
emergencies following conflicts and man-made or natural disasters.

Who's in Charge Here? Civil-Military Coordination in Humanitarian Assistance This publication is an initiative of the Regional Consultative Group (RCG) on Humanitarian Civil-Military Coordination for Asia and the Pacific. The RCG seeks to not only link the region with the Global Consultative Group on Humanitarian Civil-Military Coordination, but also to provide a learning platform for good practice. This publication focuses on Asia and the five priority countries in this region that are highly vulnerable to large-scale natural disasters: Bangladesh, Indonesia, Myanmar, Nepal, and the Philippines.

Civil-military coordination officer field handbook Understanding the complex nature of international humanitarian action—particularly following natural disasters or armed conflicts—has been the mission of this unique series. This book explores the cutting-edge concerns that will affect how assistance is offered in the future. Featuring twelve original essays by leading practitioners, policymakers, and scholars, the book is a state of the field report on problems, threats, and opportunities facing relief efforts in today's world. With contributions from such authorities as Bernard Kouchner, founder of Doctors Without Borders, Charles McCormick, CEO of Save the Children, and physicians, military leaders, field workers, and others, the essays confront the most critical issues facing the delivery of effective relief. The issues include military and civilian cooperation in large-scale disasters, with special attention to the growth of private armies. How traditional nongovernmental organizations and faith-based agencies adapt to new challenges is also explored. Ways to strengthen security for humanitarian workers, refugees, and internally displaced persons and those in transition after wars are also considered. Bringing together diplomatic, military, medical, legal, political, religious, and ethical perspectives from experiences in Darfur, West Africa, Iraq, Pakistan, and other areas, the essays offer an authoritative inventory of where humanitarian relief has been, and how it must change to save lives and communities in peril.

East Asia, Peacekeeping Operations, and Humanitarian Assistance and Disaster Relief In recent years, the United States has been involved as part of multinational coalitions in stability and reconstruction operations (SRO) in the Balkan states, Afghanistan, and Iraq. It also has provided humanitarian assistance in response to devastating natural disasters around the world. Increasingly, the scale and scope of such events involve both civilian and military components, as resources are stretched thin to support multiple ongoing crises. Information and communications technologies (ICTs) are key elements of the global response to crises, whether natural or man-made disasters or post-conflict SRO scenarios. ICTs are vital enablers of the coordination mechanisms that civilian and military organizations need to assist local populations and host governments. ICT capabilities and requirements need to be better understood, so that relief and reconstruction efforts can be better constructed and coordinated by all parties working in the interests of the affected population. This primer presents current knowledge and best practices in creating a collaborative, civil-military, information environment to support data collection, communications, collaboration, and information-sharing needs in disaster situations and complex emergencies. It consists of two parts. Part one defines and discusses the role of ICTs, the growing recognition of a need for improved collaboration, coordination, and information sharing, and the institutional and cultural characteristics of the various civilian and military participants in relief and reconstruction efforts. Part two draws real-world conclusions, provides best-practice recommendations, and offers practical checklists for maximizing use of communications and information management systems and processes.

Army Medical Support in Operations Other Than War "In major emergencies or conflict situations, a variety of individuals, groups and organizations provide assistance to people affected by the crisis. This ranges from neighbours; community-based organizations; local, regional and national government actors; to national and international humanitarian organizations; and military and security forces Given the very different settings, the interaction between humanitarian and military actors ranges from close cooperation to sheer co-existence. Humanitarian-military dialogue at all levels is essential in any case --
and the basis for effective civil-military coordination on the ground. Mutual understanding of each other’s role, mandate, objectives, principles and concerns is essential to succeed” -- Introduction.

An ICT Primer: Information and Communication Technologies for Civil-Military Coordination in Disaster Relief and Stabilization and Reconstruction

Provincial Reconstruction Teams and Military Relations with International and Nongovernmental Organizations in Afghanistan This NTS report outlines and examines the changes made to HADR based on lessons from Super Typhoon Haiyan, conducted by major stakeholders such as the national government, Armed Forces of the Philippines (AFP), non-governmental organisations (NGOs), scientists, and local government units (LGUs). It analyses how these stakeholders transform lessons from Super Typhoon Haiyan into policy responses and reforms to HADR operations, including civil-military coordination. This report is divided into four major parts. Part 1 introduces the Philippines as a disaster-prone country facing decades-old armed conflicts, and contains relevant studies on HADR and civil-military coordination in the Philippines primarily in the context of security sector reform in the Philippine military. Part 2 identifies the issues and challenges to HADR and civil-military coordination during Super Typhoon Haiyan. Part 3 enumerates and examines the major policy and structural reforms to HADR and civil-military coordination based on lessons learned from Super Typhoon Haiyan, including how issues cited in Part 2 were addressed, or reasons why they were not. Part 4 offers recommendations to complement innovations that have been institutionalised and mentioned in Part 3.

An ICT Primer

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