Capacity Development: Building Toward a Sustainable Future

U.S. Army Corps of Engineers Panel Discussion for USAID Infrastructure Workshop

14 DEC 2010
Presenters and Topics for this Panel Discussion

1. Overview of Capacity Development at the Corps of Engineers
   Ms. Sheryl Lewis, Panel Chair
   National Program Manager for Capacity Development, HQUSACE

2. Using Sustainability to Build Stability: Smart Power and Water Security
   Andrew Bruzewicz
   Civil-Military Emergency Preparedness (CMEP) Program Manager, HQUSACE

3. USACE-USAID Cooperation in the Pacific Region
   Mark Schnabel
   USACE Liaison Officer to U.S. Pacific Command (PACOM)
“Capacity Development is the building of human, institutional and infrastructure capacity to help societies develop secure, stable and sustainable economies, governments and other institutions through mentoring, training, education, and physical projects, the infusion of financial and other resources, and most importantly, the motivation and inspiration of people to improve their lives.”

*Definition by LTG Henry J. Hatch (Ret.)*
Goals for this Session

- Explain evolving emphasis on Capacity Development
- Communicate the Corps’ commitment and approach
- Provide examples of on-the-ground implementation
Presidential Policy Directive on Global Development

“Today, the President signed Presidential Policy Directive on Global Development, the first of its kind by a U.S. administration. The directive recognizes that development is vital to U.S. national security and is a strategic, economic, and moral imperative for the United States. It calls for the elevation of development as a core pillar of American power and charts a course for development, diplomacy and defense to mutually reinforce and complement one another in an integrated comprehensive approach to national security.”

- The White House, Office of the Press Secretary, September 22, 2010

- Policy focused on sustainable development outcomes
  - Foster next generation emerging markets, broad-based economic growth, democratic governance
  - Game-changing innovations to help solve long-standing development challenges
  - Emphasis on building sustainable capacity in public sectors to provide basic services over the long-term
  - Tailor development strategies in stabilization and post-crisis situations to context of challenges
  - Hold all recipients of U.S. assistance accountable for achieving development results

- New operational model
  - Foster integration of capabilities needed to address complex security environments (whole of government approach
  - Host nation ownership and responsibility required
  - Must be selective in service recipients and services provided
Building Partner Capacity

"The capabilities of the United States' allies and partners may be as important as its own, and building their capacity is arguably as important as, if not more so than, the fighting the United States does itself." – Robert Gates, Secretary of Defense, February 2009

- Department of the Army is working to adapt to increased emphasis on shaping the environment through building partner capacity, security cooperation, and security force assistance

Army Campaign Plan, Objective 8.3 – Adapt the Army for Building Partner Capacity

“shape Army institutions to support USG interactions with foreign governments and supporting institutions; develop partner nation capability and capacity to govern and secure their people and territory."

- Emphasis on need for capacity development in latest Quadrennial Defense Review

“…strong regional allies and partners are fundamental to meeting the 21st century challenges successfully. Helping to build their capacity can help prevent conflict from beginning or escalating…”
USACE Capacity Development Business Practice

- USACE has formed a Capacity Development business practice:
  - To guide and assist USACE staff in effective Capacity Development planning and implementation
  - Adopting principles of governments and organizations worldwide

- Primary responsibilities
  - Manage and oversee Capacity Development process
  - Conduct training for USACE staff
  - Serve as an advocate for Capacity Development
  - Monitor Capacity Development implementation, develop briefings and reports, and maintain lessons learned

- USACE Capacity Development business practice documents
  - Policy, Requirements, and Guidance Documents (2009)
  - Web-based training developed for USACE staff (2010)
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Civil-Military Emergency Preparedness (CMEP) Program

Using Sustainability to Build Stability: Smart Power and Water Security

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Topics

• What is CMEP?
• CMEP Process
• Headquarters Army Global CMEP
• Funding Sources
• FY 10 and 11
• CMEP Partners
• CMEP Services
• Opportunities
• Discussion
What Is CMEP?

- CMEP is a program and a tool
  - Part of Army Global CMEP (AGCMEP)
  - USACE CMEP
- CMEP is a methodology
  - Assessment
  - Gap analysis
  - Roadmap development
  - Capability building
  - Testing - Table Top Exercises (TTXs) and AARs
- CMEP is an access portal to USACE expertise
  - 35,000+ professionals
  - Engineers, researchers, Subject Matter Experts (SMEs)
What Does CMEP Do?

• Capacity Building for Consequence Management for all hazards disasters
  • Assessments/Roadmaps/Seminars/Workshops/TTXs
• Stabilization (Stability Operations)
  • Improved capability and capacity to meet public needs for basic services
• Increased reliance on national and regional resources
  • Inter-ministerial/Civ-Mil/Regional
  • Decrease in future needs for response and recovery assistance
• Improved Risk Management and Resilience
  • Critical Infrastructure Protection/Mitigation/Adaptation
How Does CMEP Operate?

Needs Assessment → Roadmap Development with Country Teams, COCOMs, ASCCs, etc → Concept and Budget Development (CFRs)

Activity Execution, Assessment, AARs ← Activity Development ← Plan Review and Approval
Funding Sources

Top Down

- HQDA G3/5 activities with funding through the ASCCs
- Warsaw Initiative Funds (WIF)

Bottom Up

- Defense Environmental International Cooperation (DEIC) Program
- Overseas Humanitarian Disaster and Civic Aid (OHDACA) Program
- Traditional Commanders Activities (TCA)
- Foreign Military Sales (FMS)
- Other?
Civil Military Emergency Preparedness (CMEP)

CMEP Events FY10  (total of 38 Events)
110 + events since 1997
CMEP FY 11 Program

- CENTCOM and EUCOM
  - Armenia, Azerbaijan (3), Balkans GIS Workshop
  - Balkans Regional TTX, Black Sea Initiative (Ukraine), Georgia (2)
  - Kazakhstan (7), Kyrgyzstan (3), Macedonia
  - Moldova, Montenegro (2), Pakistan (3)
  - SEE CMEP Council (2), Serbia (2), Tajikistan (3),
    Turkmenistan (2), Ukraine (3), Uzbekistan (4)
- AFRICOM
  - Kenya (2), Liberia, Mauritania
- PACOM
  - Bangladesh, Mongolia (2), Nepal, Cambodia
- SOUTHCOM
  - Haiti
CMEP and Stability

- How can CMEP help maintain stability?
  - Stability Operations (Phase 0)
  - Theater Security Cooperation
  - Disaster Planning
  - All hazards preparedness
  - Risk Management
  - CIP
  - Resiliency

- What programs might CMEP assist?
  - USAID/OFDA
  - DEIC
  - OHDACA
  - TCA
  - FMS
USACE CMEP Services

- Civil Emergency Preparedness Surveys
- National Response Plan Workshops
- Regional / Bilateral Table Top Exercises
- Regional / Bilateral GIS Workshops
- Critical Infrastructure Protection Workshops
- Interagency Crisis Management System – Plans Review Workshops
- Crisis Management / Emergency Operations Center Development Workshops
- Risk Management/Resilience Seminars and Workshops
- HAZMAT Clean-Up Seminars and Workshops
- Hydrology and Hydraulics Workshops
- Special Topic/Functional Area Seminars and Workshops
Sources of US Support

- CMEP workshops and TTXs planned and executed by Host Nations with assistance led by USACE
- CMEP interacts with other US organizations:
  - Office of the Secretary of Defense (Policy)
  - Defense Security Cooperation Agency
  - US Country Teams
  - Combatant Commands and Joint Staff
  - IWR and ICIWaRM for Water Security and Basin Management
  - FEMA and civil government agencies
  - PfP Information Management System (PIMS)
    - Use PfP Information Management System (PIMS)-furnished equipment, provided Local Area Network/Internet access, web-portal capabilities, on-site technicians
- NGB State Partnership Program
- Army Staff and Component Commands
CMEP Results

- Application of relevant USACE capabilities to OCONUS national security and disaster cycle requirements
- More robust capabilities on the part of Partners including:
  - Greater resilience to respond to all hazards
  - Greater Inter-ministerial cooperation pre-emergency and during a crisis
  - Building of regional networks of emergency/disaster agencies and responders
  - Improved civil-military cooperation
  - Enhanced knowledge and skills of Partners and USACE Emergency Management personnel
  - Experienced civilian and military emergency planners
  - Transfer of useful technologies including GIS
  - Enhanced planning by Partners with regional groups
Opportunities

• Coordinated capacity building for consequence management for all hazards disasters

• Seamless Planning and Preparedness, Response, Recovery, Mitigation and Adaptation support for partner nations and HA/DR

• Improved Risk Management and Resilience components in US programs and projects

• Better support for the life cycle of US involvement
Summary

• CMEP provides USACE experience globally

• CMEP brings wide-ranging US support:
  • USACE Emergency Management experience
  • 35,000 engineers and scientists
  • Broad-based GIS experience
  • CMEP-developed services
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http://usace.army.mil/CMEP/
Next Topic

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East Timor
USACE-USPACOM-USAID Cooperation in Pacific Area

- USPACOM conducts synchronization of country objectives/activities reviews with USAID Mission Directors to find common ground and integrate efforts to leverage resources; Indonesia, Cambodia, Sri Lanka
- USAID participates in USPACOM Country JPGs (Joint Planning Groups) where next year’s objectives and activities are developed.
- Every DSCA/PACOM funded Humanitarian Assistance project is formally coordinated with the USAID Country Mission staff.
- USACE works with the country ODC (Chief, Office of Defense Cooperation) and USAID on project site selection and “effects” analysis
- USACE seeks USAID advice on cultural and design features
- USACE helps USACE with access to Host Nation Ministries of Education and Health
- USACE LNO coordinates initiatives and issues with USAID LNO assigned to USPACOM
USACE (POD) HA Program Guidelines

- Use Whole of Government approach in project selection
- Use local contractors
- Use local materials and cultural standards (but include some new technology)
- Coordinate project details and designs with Host Nation Ministries
- Conduct continuous improvement through Host Nation feedback
- Build host nation engineering & construction capacity

Way Ahead

- Develop Standard Designs by Country
- Use Local Construction Quality Assurance personnel
- Standardize Business Processes
- Annual Review of Processes and System
- Focus on Water (potable) and Sanitation Improvements
- Provide Maintenance Training; Leave Behind Supplies
- Follow-up with Warranty Visits and Lessons Learned
- Promote “Green Facilities”
USACE Support to USPACOM Security Cooperation Program
(Partnering with USAID in Blue)

Bangladesh
- FY 08 $5M 27 projects
- FY 09 $1.8M 7 projects
- FY 10 $2.8 M 10 projects
- FY 11-13 $38M USAID Cyclone Shelters (PAPA pending)

Nepal
- FY 08 $5M 27 projects
- FY 09 $2.5M 8 projects
- FY 10 $2.1 M 5 Projects

Mongolia
- FY 08-10 GPOI Projects $5M
- FY 11 GIS/H&H Training and drainage canal upgrade

India C-17 FMS $4.4 B (potential $150M Construction)

Maldives
- FY 08 $2.5M 8 projects
- FY 09 $2.5M 4 projects
- FY 10 $2.1 M 5 Projects

Sri Lanka USAID
- FY 08 $2.5M 8 projects
- FY 09 $2.5M 4 projects
- FY 10 $2.1 M 5 Projects

Lao PDR
- FY 08 $1.2M 3 projects
- FY 09 $2M 6 projects
- FY 10 $2.2 M 10

Vietnam
- FY 07 $1.5M 4 projects
- FY 08 $1.2M 5 projects
- FY 09 $2M 6 projects
- FY 10 $1.4 M 5 projects

Cambodia
- FY 07 $3M 7 projects
- FY 08 $1.2M 5 projects
- FY 09 $2M 6 projects
- FY 10 $1.4 M 5 projects

Indonesia
- FY 07 $3.5M 13 projects

Taiwan Blackhawk FMS

USACE Support to USPACOM Security Cooperation Program
(Partnering with USAID in Blue)
Questions and Discussion
BACKUP SLIDES
How Does CMEP Operate?

The CMEP program helps to increase Inter-ministerial collaboration within and between governments in the field of national and international emergency planning and preparedness. CMEP fosters the skills and capabilities all countries need to achieve their security objectives and to meet the consequence management expectations of their citizens following disaster events. (CB/TSC)

The CMEP program designs and manages bilateral and multilateral activities to achieve our partner’s security cooperation objectives. CMEP strives to increase civil and military cooperation in emergency management and disaster planning, and emphasizes planning for the consequences of all hazards disasters (natural, technological and use of weapons of mass destruction [WMD]). (Mil-Mil/Civ-Mil/CM/SO)

CMEP examines existing capabilities, identifies areas of need, and designs appropriate activities to increase our partners’ disaster-planning and response capabilities. The mission involves both supporting inter-ministerial relations within countries and government to government coordination and cooperation across borders. (Assessment/Gap Analysis/Roadmap)
How Does CMEP Operate? (cont’d)

Develop professional civil-military emergency management competence and experience to:

- Support international partner national and regional strategies relating to disaster preparedness and consequence management.
- Create reliable civil-military planning processes that are interoperable and sustainable by the partners using Internet applications.
- Assist the partners in developing regional and national plans for catastrophic disaster response.
- Facilitate multi-national (“regional”) disaster preparedness and response cooperation with international and nongovernmental organizations.
How Does CMEP Operate? (cont’d)

- Improve consequence management capabilities through scenario development, TTX events, and after action analysis and reporting.

- Improve existing capabilities of partnering country’s emergency planners and GIS users through mentorship of other partners.

- Design events (conferences, workshops and tabletop exercises) to strengthen cooperation between US and partners.

- Build partner capacity to conduct theater security and stability operations with civil-military response plans and procedures (including all ministries) and in coordination with NGO’s.

- Encourage partners to provide assistance during regional crises, using the tools provided during the CMEP events, thus promoting regional cooperation during natural and man-made disasters including WMD ensuring that today’s issues are not tomorrow’s crises.