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# CCMR QUARTERLY

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Spring/Summer 2017

## **CENTER FOR CIVIL-MILITARY RELATIONS**

Building partner capacity and improving inter-agency and international coordination and cooperation by addressing civil-military challenges

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# QUARTER IN REVIEW

Welcome to CCMR's first quarterly newsletter, and thank you for your interest in our organization. This newsletter series aims to provide a three-month snapshot of our activity, which includes center-wide statistics, faculty research projects, and more in-depth coverage of two of our events-- one hosted at our headquarters and one that we take on the road.

The theme of these past three months at CCMR has been progress. We have worked towards streamlining our internal processes, collaborated with experts to develop fresh curriculum, gave careful thought into the way that we market our programs, and looked towards planning for the future of our organization. Please read on for more detail.



## CCMR QUICK FACT

CCMR programming utilizes two different types of funding, often referred to as "Title 10" and "Title 22." **Title 10** funds are appropriated to the **US Department of Defense** for US military operations. These funds can also be used for international mil-to-mil activities in order to strengthen relationships between the US military and its partners. **Title 22** funds are appropriated to the **US Department of State**, which regularly transfers them to DoD for management and execution of security cooperation programs.

EVENTS  
EXECUTED

126

3425

PARTICIPANTS  
SUPPORTED



CCMR director Richard Hoffman spoke with students preparing to graduate from our Executive Program in Defense Decision Making in May.

## IN-HOUSE RESEARCH

### Dr. Thomas Young Publishes New Volume

Dr. Thomas Young, director of CCMR's Europe program, has recently published a book entitled "Anatomy of Post-Communist European Defense Institutions."

The volume delves into the state of institutions in Central and Eastern Europe, whose resources have declined at a faster rate than their Western neighbors' due to social and fiscal circumstances at home and shifting attitudes in the wider international community. With rigorous attention to the nuances of each region's politics and policies, he documents the status of reform of these armed forces and the role that Western nations have played since the Cold War, as well as identifying barriers to success and which management practices have been most effective in both Western and Eastern capitals.

"Anatomy of Post-Communist European Defense Institutions" is available online via Bloomsbury Publishing. The book joins Dr. Young's extensive collection of published research, which can be found at [ccmr.org](http://ccmr.org).

### Anatomy of Post-Communist European Defense Institutions

The Mirage of Military Modernity

Thomas-Durell Young



BLOOMSBURY

# GLOBAL IMPACT

## CCMR partners this quarter were from **110 total countries**.

CCMR's partners are always spread out across the world, and Q3 was no different. We welcomed 110 total countries to our events. This includes 33 different countries that visited us in Monterey, California, and 101 countries that participated in our mobile offerings.

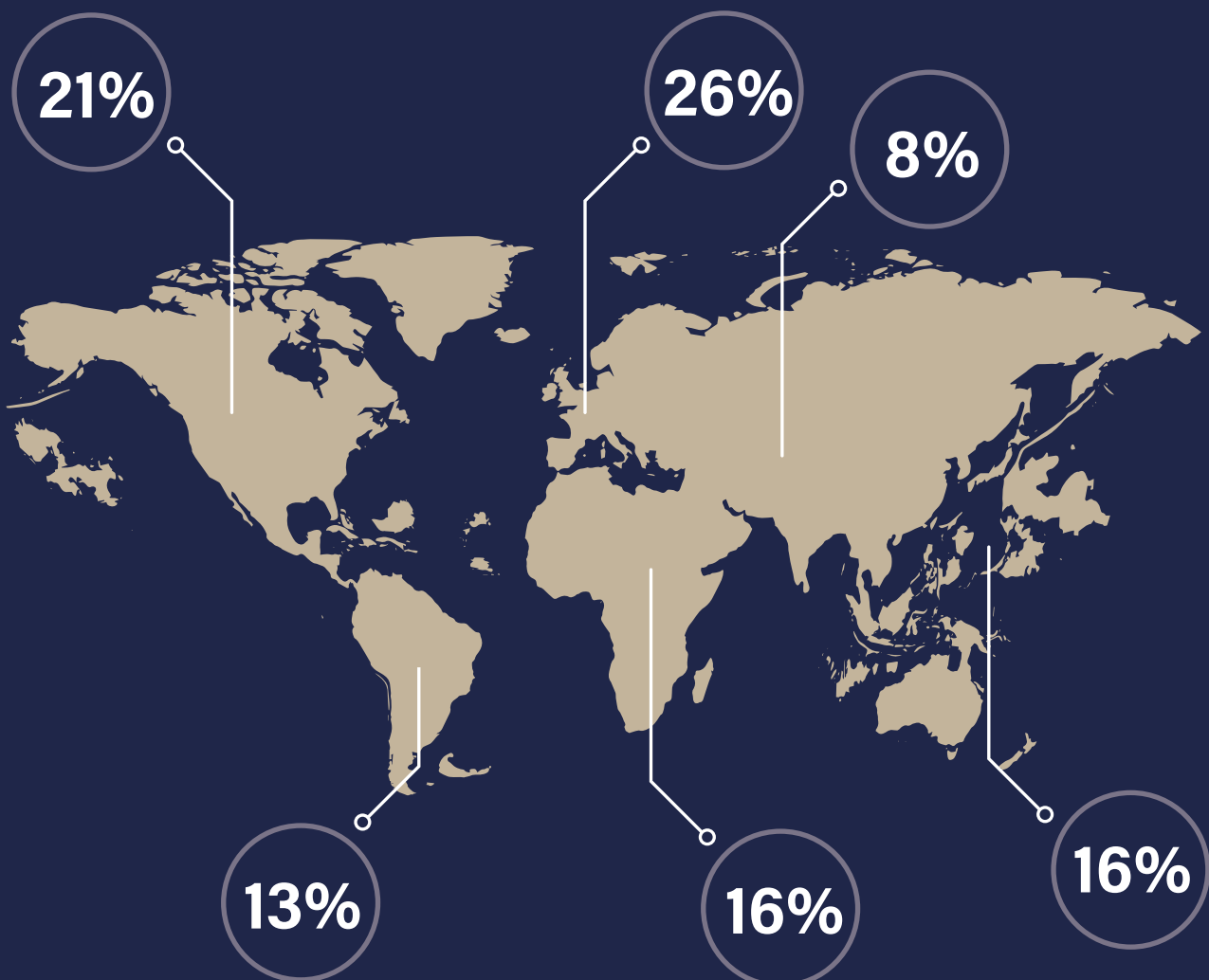
The map below illustrates where our partners traveled from to interact with our programming.

IN-RES COUNTRIES

**33**

MOBILE COUNTRIES

**101**



# SPOTLIGHT: IN-RES CIVIL MILITARY COORDINATION IN DISASTER RELIEF

## Prevention, Relief & Recovery (PR&R)

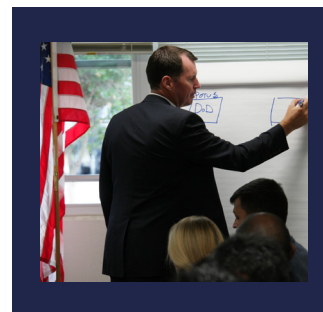
From 22 May - 02 June 2017, 17 students attended an in-residence course entitled "Civil-Military Coordination in Disaster Relief" (P170475) at CCMR headquarters in Monterey, CA. Managed by the Prevention, Relief, & Recovery (PR&R) team, the curriculum was designed to promote a comprehensive understanding of how national governments organize and use their armed forces to support domestic disaster response as well as international operations.

Topics covered all aspects of disaster management, including best practices in inter-agency coordination, working with the media, using emerging technologies, and establishing emergency operations centers (EOCs). The group was also invited to tour a local Emergency Operations Center (EOC) and the local chapter of the Red Cross.

Course coordinators placed emphasis on participants sharing their own experiences, crafting a constructive dialogue that promoted cross-community understanding. Those in attendance were a mixture of military and civilian, coming from countries like Dominica, Ethiopia, Greece, Liberia, Malaysia, Nepal, Peru, and the Philippines.

"Civil-Military Coordination in Disaster Relief" is held annually. The next iteration is planned for 21 May - 02 June 2018.

Among several distinguished speakers was Timothy Manning, who served as deputy administrator of FEMA from 2009-2017 (pictured right). Manning led two segments: "Roles for the Military in Disaster Response" and "Civil-Military Coordination in Emergency Operations Centers."





# SPOTLIGHT: MOBILE CCMR SUPPORT TO THAILAND'S DEFENSE INSTITUTIONS

**CCMR has engaged with nearly 2,000 Thai partners in the last five years.**



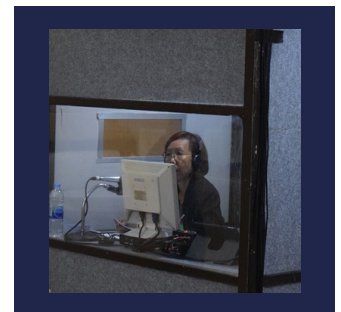
Photos courtesy of the Royal Thai Army Directorate of Logistics

## Defense Governance & Management Team (DGMT)

From 05-15 June 2017, CCMR sent personnel to Bangkok to engage with officials from the Royal Thai Army (RTA) and Joint Staff. The visit was designed to advance a CCMR project line in Thailand that is broadly focused on resource management (RM) and human resource management (HRM) within the RTA.

During the visit, CCMR RM personnel worked with RTA officials on the development of a more robust ammunition stockpile management system based on their operational needs and environment. The team examined and applied new analytical tools to example scenarios in order to identify challenges and explore potential solutions. CCMR experts in the field of HRM discussed the current status of an effort to create a Reserve system for RTA personnel, as well as collaborated on broad concepts related to force shaping and career management—including the possible installation of a performance evaluation system.

Managing the RM/HRM project line in Thailand is CCMR's Defense Governance & Management Team (DGMT) in support of the Defense Institution Reform Initiative (DIRI). DIRI has been active in Thailand since November 2013, and has made nearly 20 visits to support multiple ef-



orts aiming to strengthen Thai institutional capabilities. CCMR/DIRI activity is part of a wider US-Thailand security cooperation plan, where the objective for both countries is to establish a robust and reliable defense relationship.

Other CCMR programs have also supported Thai defense reform. For instance: in October 2016, the Maritime Security program invited 17 Royal Thai Marine Police to CCMR headquarters in Monterey, CA for a specially tailored version of their "Civil-Military Approaches to Maritime Security" curriculum.

CCMR's most recent trip to Thailand comes ahead of Prime Minister Prayuth Chan-ocha's visit to Washington in summer 2017. US-Thai security cooperation is expected to be an important agenda item in discussions with US leaders.



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## UPCOMING IN RESIDENCE EVENTS

10-21 Jul	Civil-Military Responses to Terrorism
24 Jul - 04 Aug	Civil-Military Approaches to Maritime Security
14-25 Aug	Security Risks of Refugees & Displaced Persons
28 Aug - 08 Sep	Reintegration of Ex-Combatants & Violent Extremists
11-22 Sep	Civil-Military Responses to Terrorism
25 Sep - 06 Oct	Civil-Military Approaches to Maritime Security

## ABOUT CCMR

Based at the US Naval Postgraduate School (NPS) in Monterey CA, the Center for Civil-Military Relations (CCMR) was originally established in 1994 to assist newly emerging democracies in addressing the civil-military challenges of the post-Cold War world. Since its founding, CCMR has evolved to partner with a much broader range of regions and countries. Within the contemporary security environment, CCMR enables current US policies and strategies by offering a full spectrum of programs. The Center prepares practitioners from all over the world for new levels of leadership in their national security communities.

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