Wednesday, 17 March 2010
Requirement and Tools to Address Soft Power Challenges

Panel: Building Community Resilience

- Panelists
  - LtGen (ret.) John F. Goodman – COE
  - MG David A. Morris – USJFCOM
  - Mr. Earl Wyatt – OSD-AT&L
  - CAPT Robert Gusentine – SOCPAC
HA/DR - Soft Power - & - Tools - to Address Soft Power Challenges

-- Unifying Concept to achieve positive change

-- Common Framework to coalesce effects

-- Common Framework to assess Progress toward Enduring Outcomes

To enable planning, execution and assessment

-- In order to do what --
Who we are

We are the U.S. Center for Excellence in Disaster Management and Humanitarian Assistance (COE) directed to educate, train, research, and assist in disaster management and humanitarian assistance operations:

- Department of Defense organization with a global mandate
- Reports to U.S. regional combatant commands
- Established in 1994
- Government funded
  - Broad funding authority
- Partner with U.S. agencies and Departments
- Partner with:
  - International Countries
  - International Organizations
  - Non-government Organizations
  - Foundations
  - Institutes
  - Universities
  - Private Sector
Operational Approach to Foster Resiliency

- **Continual**
  - Identify HA/DR best practices
  - Develop HA/DR operational concepts
  - Operational Assessments

- **Capacity-Building**
  - Foster Resilient Societies/Communities through HA/DR
  - Develop comprehensive and sustainable Resiliency Tools
  - Foster broad partnerships

- **Disaster/ Emergency Response**
  - Advise, embed and assist in disaster management
  - Advise and assist in Disaster / Operational Assessment
Soft Power Influence to Foster Resilient Societies & Communities

- Dysfunctional Communities
- Corruption
- Extreme Ideology
- Vulnerability

Community Development

- Transparency
- Cultural Distance
- Stability

- Stable Communities
- Good Governance
- Culture / Essential Values
- Security

Soft Power Influence to Foster Resilient Societies & Communities

5
Defining Phase 0 HA/DR

Supporting Concept

Foster Resilient Societies / Communities

Enabling Functions:
- Interagency Coordination
- Civil-Military Coordination

Functional Concepts

- Development / Risk Management
- Risk Mitigation
- Response, Recovery & Transition
- Development / Revitalization
- Human Development & Resiliency

Strategic Outcomes

- Effective and Responsible Governance
- Sustainable & Broad-based Growth
- Effective Support of Social Capacity
- Strengthened Vibrant Society
- Robust Defense & Law Enforcement
Risk Assessment

Preparedness Risk Assessment

NATIONAL DISASTER MANAGEMENT CAPACITY

Criteria
- Coherent plans for Disaster Management
- Rehearsal and exercises for plans
- Capable of Information management
- Capable of effective Interagency collaboration

Operational Capacity
Developing Capacity
Limited Capacity

Forecasting Challenges
Operational Concept
Fostering Resilient Societies/Communities

Characteristics of Resilience

* Collective Will
  * Maintains functioning when faced with adversity
  * Returns to baseline functioning as quickly as possible
  * Revitalizes disrupted sectors through innovation

Resiliency: Characteristics of Successful Societies / Communities

<table>
<thead>
<tr>
<th>Goal</th>
<th>Level of functioning</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resistance</td>
<td>Threshold</td>
<td>Predict – Anticipate – Resist</td>
</tr>
<tr>
<td>Recovery</td>
<td></td>
<td>Absorb – Respond – Recover</td>
</tr>
<tr>
<td>Revitalization</td>
<td></td>
<td>Improvise - Innovate</td>
</tr>
</tbody>
</table>
Understand the Characteristics and Hierarchy of Societal Functioning

- Liberty
- Identity
- Creativity
- Learning
- Community
- Protection
- Subsistence

Disruption

Resist
Respond
Recover
Revitalize

Nurturing Services
Critical Services
Essential Services
Promoting Services

Essential Services
Critical Services
Nurturing Services

Shelter
Water
Food
Clothing
Resilient Society Framework & Functioning

- Foster Good Governance
  - Rule of Law
  - Policy & Planning
- Enable Robust Economy
  - Financial Sector
  - Trade & Investment
- Enhance Societal Capacity
  - Energy
  - Education
- Strengthen Social Cohesion
  - Common Values
  - Social Parity
- Ensure Common Defense
  - Security Forces
  - Border Defense

Phases
- Resist
- Response
- Recovery
- Revitalization

Resilient Societal Characteristics
- Effective and Responsible Governance
- Sustainable & Broad-based Growth
- Effective Support of Social Capacity
- Strengthened Vibrant Society
- Robust Defense & Law Enforcement
Resilient Community Framework & Functioning

Resilient Community Characteristics

- Safe and durable society
- Socially responsible, sporting individuals
- Strong and stable families
- Human dignity upheld
- Inspired and committed youth

Phases

- Resist
- Response
- Recovery
- Revitalization

Resilient Community Characteristics

- Safe and durable society
- Socially responsible, sporting individuals
- Strong and stable families
- Human dignity upheld
- Inspired and committed youth
Creating a Common Framework

PLAN

EXECUTE

EFFECT

Response

Recovery

Revitalization

Transition Point
Common Soft Power Framework

- Assure Protagonists
- Manage Perceptions
- Encourage Moderates’ Efforts
- Build Alternate Vision
- Deter Antagonists

The Method

Develop Communities
Objectives and Effects
Develop Social Capacity

Build the Coalition
Undercut the Message
Deny Access to the Population
Influence Behavioral Intent

Objectives and Effects
Develop Social Capacity
Develop Communities

Assure Protagonists
Manage Perceptions
Encourage Moderates’ Efforts
Build Alternate Vision
Deter Antagonists
Measuring the Effect of Soft Power

Countries

<table>
<thead>
<tr>
<th>Access</th>
<th>Participation</th>
<th>Cooperation</th>
<th>Partnership</th>
<th>Strategic Relationship</th>
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</thead>
<tbody>
<tr>
<td>Bangladesh</td>
<td>Cambodia</td>
<td>Japan</td>
<td></td>
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</table>

Traditional Audiences within a Country

<table>
<thead>
<tr>
<th>Despair</th>
<th>Belief</th>
<th>Hope</th>
<th>Expectation</th>
<th>Trust</th>
<th>Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td>Military</td>
<td>Civilian populace</td>
<td></td>
<td></td>
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Affiliations / Confederations

<table>
<thead>
<tr>
<th>Despair</th>
<th>Understanding</th>
<th>Belief</th>
<th>Hope</th>
<th>Expectation</th>
<th>Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual or family</td>
<td>Tribal /Sect</td>
<td>Village</td>
<td>District/ Province</td>
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Operational Assessment

Enduring Outcome

Protect the Homeland

How well did I do?

Build Partnerships

Promote Regional Fora

Foster Resilient Societies

Defeat Extreme Ideologies

How far have we come along?

How well am I doing?

How are we moving towards goals/effects?

GOAL EFFECT

How far do we have to go?

How well did I do?

How well am I doing?

How are we moving towards goals/effects?

How far do we have to go?
Aggregating Soft Power Effects

- Information Objective
- Economic Objective
- Diplomatic Objective
- Military Objective

- Trusted Partner

- Economic Activity
- International Activity
- Military Activity
- Diplomatic Activity
- Information Activity
Discussion