

**Department of Defense**

**Report on the Civilian Protection Center of Excellence**

Submitted pursuant to Section 1082 of the National Defense Authorization Act for  
Fiscal Year 2023 (Public Law 117-263)

The estimated cost of this report or study for the Department of Defense is approximately \$450 in Fiscal  
Years 2023 - 2024. This includes \$5 in expenses and \$440 in DoD labor. Generated on 2022Aug12 RefID: 9-  
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Section 1082 of the National Defense Authorization Act for Fiscal Year 2023 (Public Law 117-263), provides:

**Report on Civilian Protection Center of Excellence**

*Not later than 90 days after the date of the enactment of this Act, the Secretary of Defense shall submit to the congressional defense committees a report on the establishment of such Civilian Protection Center of Excellence.*

**Department of Defense Report on the Establishment of the  
Civilian Protection Center of Excellence**

This report is submitted pursuant to Section 1082(c) of the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2023 (Public Law 117-263).

This report is publicly available at Defense.gov.

One of the key elements of the Civilian Harm Mitigation and Response Action Plan (CHMR-AP), which was signed by the Secretary of Defense on August 25, 2022, was the establishment of a Civilian Protection Center of Excellence (CP CoE). Objective 2 of the CHMR-AP envisioned the CP CoE as a body that would guide DoD's understanding of the capabilities and practices that support civilian harm mitigation and response. The CP CoE was seen as the hub and facilitator of Department-wide analysis, learning, and strategic approaches and was to help institutionalize good practices for civilian harm mitigation and response during operations.

The CHMR-AP laid out three main functions for the CP CoE:

- (1) **Provide Direct Support to Operational Commands:** Through reach-back and deployable expertise, and working closely with Civilian Harm Mitigation and Response Officers (CHMROs) assigned to operational commands, the CP CoE will support efforts of operational commands to mitigate and respond to civilian harm in preparation for, during, and following their operations. Such potential support will include, but not be limited to, supporting the development and maintenance of command policies, guidance, standard operating procedures (SOPs), and tools; supporting the commands' operational and contingency planning; providing support to exercises; helping the commands identify capability requirements; and helping commands analyze, document, and disseminate lessons learned and best practices. Such support may also be accomplished by deployable standby personnel within each of the military departments, for example, who have been certified by the CP CoE and who could respond to requests for support.
- (2) **Provide Support to Policy, Doctrine, and Force Development:** The CP CoE will be available to: (1) advise relevant offices throughout DoD on the development and maintenance of relevant policies, regulations, standards, and doctrine; (2) develop CHMR training for integration into professional military education (PME), including to establish professional tracks and certification for key personnel and functions; (3) integrate CHMR approaches in preparation for future conflicts as well as competition outside the context of armed conflict; (4) identify and promote the development and use of capabilities and tactics that support effective CHMR.
- (3) **Conduct Research and Analysis:** The CP CoE will track and conduct cutting-edge analyses of civilian harm data and advise DoD leaders of critical trends; manage an analytic agenda based upon operational priorities; serve as a repository of data archives, lessons learned, and good practices; document and disseminate relevant findings, including exportable training packages; and convene internal DoD working groups to advance knowledge, share lessons, and identify areas for further development. The CP

CoE will conduct analyses to inform determinations of the capabilities and processes needed to support CHMR across warfighting domains (*i.e.*, land, air, sea, space, and cyberspace) in future warfighting scenarios, including by incorporating modeling and simulation. The CP CoE will regularly review whether past recommendations and lessons learned are still in effect and whether they are still having their intended effects. The CP CoE will also foster interoperability with allies and partners, which in turn enhances the U.S. Government's integrated deterrence posture and provides a strategic advantage in potential future conflicts.

### **CP CoE Manning**

The Secretary of the Army, as the Joint Proponent for CHMR, began establishment of the CP CoE on April 5, 2023, five months ahead of the CHMR-AP deadline. The CP CoE established offices in the Pentagon and in Crystal City, with the Crystal City site being approved to house the initial core staff of 30 civilian personnel. The CP CoE will likely need to grow further beyond 30 to fully implement the actions set out in the CHMR-AP.

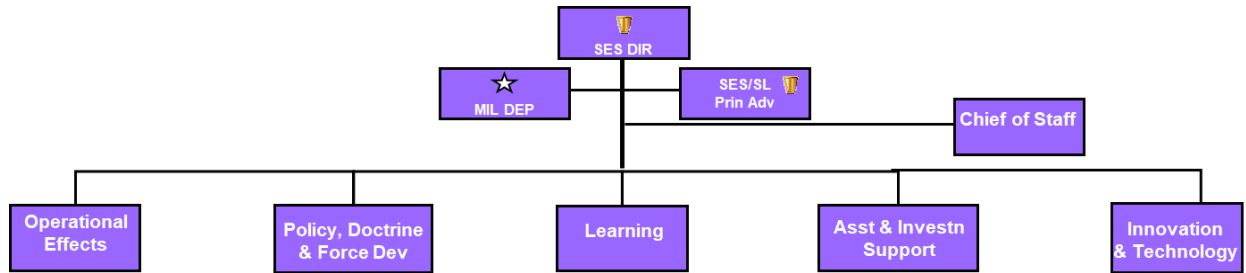
In April of 2023, the Secretary of the Army hired a full time Director for the CP CoE. The Director is in the process of hiring manpower for the organization.

### **Mission, Vision, and Organization**

The CP CoE is a hub of reach-back expertise and learning across the DoD CHMR Enterprise. Its mission is to lead the advancement of DoD's CHMR efforts in preparation for, during, and following military operations. It will work at the institutional, strategic, operational, and tactical levels to connect stakeholders, inform military planning, and leverage education, training, and analysis to support learning. It will identify operationally-informed, materiel and non-materiel solutions that reinforce strategic success and mission effectiveness.

The vision of the CP COE is to be recognized as the world's gold-standard institution for CHMR. It serves as DoD's repository of CHMR expertise and catalyst for identifying and operationalizing effective CHMR practices.

In order to achieve this mission and vision, the Director has set up the below structure which will include five divisions.



Operational Effects: The Operational Effects Division will support CHMR in training, exercises, operational planning, information operations, and military intelligence. It will also assist commands in developing operational guidance and processes.

Policy, Doctrine, and Force Development: The Policy, Doctrine and Force Development Division will support the inclusion of CHMR principles in strategy and policy documents, military doctrine, capability development, and force design products. It will also help the Services with the development of tactics, techniques, and procedures (TTPs); training; and exercises.

Learning: The Learning Division supports CHMR inclusion in professional military education; identifies and supports CHMR-focused data and analysis requirements; and identifies learning standards for CHMR expert certification and promotes learning across DoD.

Assessments and Investigations Support: The Assessments and Investigations Support Division will help identify CHMR requirements, facilitate the sharing of good practices, and coordinate the network of embedded CHMR positions across DoD.

Innovation and Technology: The Innovation and Technology Division will spur the development and adaptation of technology and promotes innovation and experimentation to help address CHMR challenges.

**Current and Future CP CoE Priorities**

The CP CoE Director is an active participant in the CHMR Steering Committee and Sub-steering Committee which meet on a routine basis. The CP CoE also actively engages all parts of the CHMR enterprise including OSD, the Joint Staff, the Services, Combatant Commands, Defense Security Cooperation Agency, and the military intelligence agencies. The CP CoE staff are active members in a series of working groups set up to support CHMR-AP implementation.

The Director of the CP CoE has engaged in external outreach to communicate his vision of the CP CoE. He has provided several briefs to the Hill on the establishment of the CP CoE and has also spoken at civil society events. CP CoE staff members have actively engaged with international organizations and civil society groups including The Center for Civilians in Conflict, the U.S. Institute of Peace, InterAction, and Pax for Peace.

In FY 2024, the CP CoE is providing deeper expertise and stronger support to the CHMR enterprise. Some of the initiatives that the CP CoE has undertaken in FY24 include:

- Planning a 2-star level and equivalent CP CoE Kickoff Conference in the National Capital Region.
- Partnering with CHMR organizations, and highly recognized consultants in the CHMR space to train and certify CP CoE staff then extend the training to CHMR positions embedded throughout the force beginning in mid FY24.
- Commissioning several studies to gain deeper understanding and lessons learned from past and current conflicts causing civilian harm to inform plans and development of future CP CoE training, tools, and resources for the force.
- Supporting several multi-national and Corps-and-above training exercises to support and observe the implementation of CHMR in exercises.
- Coordinating a tailored Red Team Training Course with the United States Army Training and Doctrine Command (TRADOC) for CP CoE Staff in FY24.
- Engaging internal and external stakeholders forming collaborative, cross-functional working groups and partnerships to identify capability gaps, synergies and opportunities to improve.