



GOLDEN SPEAR TASK FORCE MEETING AND INITIAL PLANNING CONFERENCE

By Colonel Scott Forster

The U.S. Central Command (USCENTCOM) hosted the Golden Spear Task Force Meeting and Initial Planning Conference in Addis Ababa, Ethiopia, 14-17 February 2005. The Golden Spear National Delegates, designated as National Focal Point (NFP) members, were present from Kenya, Burundi, Egypt, Seychelles, Ethiopia, and Uganda while U.S. participation included USCENTCOM, United States European Command (USEUCOM), National Defense University (NDU) African Centre for Strategic Studies (ACSS), and the U.S. Army War College. The primary objectives for the conference included:

- Establish the Golden Spear Task Force
- Determine the location for the Regional Support Center
- Propose a Regional Disaster Management Coordination Mechanism
- Plan and discuss the way ahead for future Golden Spear Meetings

BACKGROUND

Golden Spear is an ongoing multi-lateral working group consisting of eleven countries from East Africa (Burundi, Congo Democratic Republic, Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Rwanda, Seychelles, Tanzania, and Uganda), USEUCOM, and USCENTCOM. Golden Spear is a successor to the Emerald Express symposium series begun in 1995. Previous Golden Spear events included:

- **GS 2000:** The Government of Kenya (GOK) and the USCENTCOM co-sponsored Golden Spear 2000 (GS 2000) 25-27 July 2000 at the Mount Kenya Safari Club in Nanyuki, Kenya. USCENTCOM initiated Golden Spear as a series of strategic, ministerial-level meetings to address issues of interest to countries in the Eastern Africa region. The objective of the series is to develop practical solutions to those issues and to establish implementation and monitoring strategies.
- **GS 2001:** The 2001 Golden Spear (GS 2001) symposium was held at the Mount Kenya Safari Club in Nanyuki, Kenya, from 24-26 July 2001. The symposium provided a forum for high-ranking military and civilian leaders from eleven countries to discuss the creation and enhancement of the region's disaster management capacity.
- **GS 2002:** The 2002 Golden Spear Symposium (GS 2002) was held at the Mount Kenya Safari Club in Nanyuki, Kenya, from 23-25 July 2002. The Golden Spear symposium series had evolved into an important strategic level forum for military and civilian leaders from the eleven Golden Spear nations to discuss ways to improve security in the region and within their individual countries by strengthening regional and national disaster response capacities. At the conclusion of GS 2002, participants agreed to establish a standing Committee of Ministers from GS countries to develop concrete options and recommendations on the modalities of regional cooperation for consideration at the next symposium, GS 2003. The Committee of Ministers would receive technical support from national disaster focal points (disaster managers). GS 2002 also agreed on a number of specific activities to enhance the region's disaster management capability and provide the foundation for increased regional cooperation.

- **GS 2003:** The 2003 Golden Spear Symposium included a ministerial-level meeting and was held 28-30 July in Addis Ababa, Ethiopia and represented a critical step toward achieving the long-term objective of the Golden Spear Program: for participating countries to collectively develop and agree to an operational concept and plan for mitigating and responding regionally to natural and manmade disasters in the region. Those attending GS 2003 included technical experts, ministerial representatives and senior military officers from nine of the eleven Golden Spear nations as well as representatives from Europe, the United States, and international and regional organizations. Prior to GS 2003, the Technical Committee composed of NFPs drafted the *Regional Disaster Management Coordination Initiative Options Paper* outlining several alternative paths for moving forward. At the end of the symposium, the Committee of Ministers endorsed a Plan of Action from the Options Paper. Specifically, the Golden Spear countries were able to establish a plan for cooperation in the area of disaster management.
- **GS 2004:** The 2004 Golden Spear Symposium included both a summer and fall meeting. The summer meeting had a multilateral focus. The multilateral-level goal was to establish a coordinated regional disaster management mechanism to enhance regional stability and security and improve interoperability to save lives. The fall meeting had a U.S.-Kenya bi-lateral focus. The bi-lateral meeting's primary goal was to develop a long-term (five-year) engagement strategy that will ultimately strengthen Kenya's National Disaster Preparedness and Response capabilities to prevent, prepare for, respond to, and mitigate the effects of man-made and natural disasters. The final agenda item was to prepare the foundation for a ministerial-level meeting in 2005, and establish a Regional Disaster Management Support Center.

ESTABLISHING THE GOLDEN SPEAR TASK FORCE: 14-17 FEBRUARY 2005

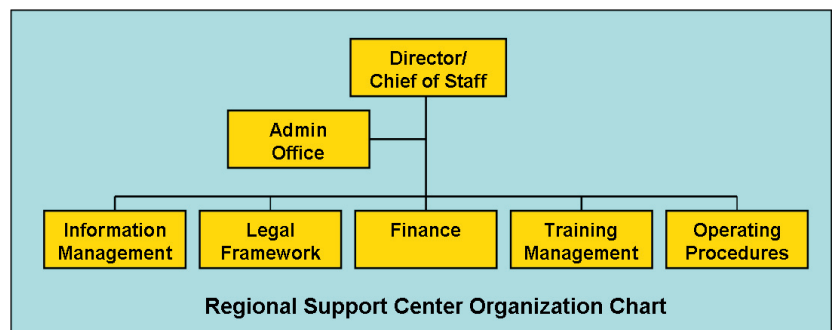
The Golden Spear Task Force Meeting and Initial Planning Conference was held in Addis Ababa, Ethiopia 14-17 February. The NFP members convened first in a series of meetings as directed in GS 2004. Their task was to determine a location for the establishment of a Regional Disaster Management Support Center. The NFPs expressed a strong desire to establish the center and, at a minimum, to hire the Director by August 2005. The criteria that all agreed to was:

- the host country should be one with cordial relationships with all of the Golden Spear countries
- the host country should present political interest and a willingness to offer a building for the Regional Disaster Management Support Center
- the country should be centrally located with easy access

The NFPs applied the criteria and proposed three countries for consideration: Kenya, Ethiopia, and Uganda. After much debate and discussion the majority of the NFPs selected Nairobi, Kenya to host the center since it had supported Golden Spear from the beginning. Additionally, the NFPs agreed that the first Regional Director would NOT come from the host country of Kenya. The NFPs noted the need to establish a short contract (8 months) for a transition facilitator to link the Kenyan government with USCENTCOM and secure a building and receive the USCENTCOM purchased equipment.

Regional Disaster Management Support Center

Once the decision had been reached that the Regional Disaster Management Center would be in Nairobi, Kenya, USCENTCOM could begin to employ the funds that had been set aside for that purpose. The USCENTCOM's financial support for the Regional Support Center included: \$500,000 building renovation funds for the center, and \$84,000 for Information Technology equipment support and initial



hire for an eight month contract. The eight positions to hire included: Director/Chief of Staff, Administrative Officer, Information Management position, Legal Framework, Finance, Training Management, and Operating Procedures.

Regional Disaster Management Coordination Mechanism

With the support structure for the Regional Disaster Management Center agreed to by the NFPs, members could now focus their attention to the mechanism they desired to employ for disaster management. The Task Force agreed to the establishment of a lead management committee supported by five subcommittees. The lead committee is titled the Executive Committee. The role of the executive committee is to generate political will and support for the regional disaster management coordination mechanism, liaise with partner nations and regional organizations, and coordinate and oversee the sub-committees. This committee will have four members. They include: previous leader, present leader, next leader, and a member at large. It was agreed that the countries will rotate terms in support of the Executive Committee. The five subcommittees included: Information Management, Legal, Finance, Training Management, and Operations and Logistics. The first four were immediately stood-up and organized. The standing up of the Operations and Logistics Committee will be accomplished as the Regional Support Center opens in August 2005. Each subcommittee then worked on their mission statement and their subcommittee goals and objectives. The mission statements and goals and objectives were briefed to the entire Task Force and adopted as the mechanism for regional disaster management coordination. Sub-committee mission statements and goals include:

- **EXECUTIVE COMMITTEE:**

1. The committee will initially consist of the NFPs from Ethiopia, Kenya, Tanzania, and Uganda.
2. Committee members will serve one-year rotational terms as Member, Incoming Executive Chairman, Executive Chairman, and Outgoing Executive Chairman.
3. After serving as Outgoing Executive Chairman, a country will rotate out of the Executive Committee and a different country will rotate in.
4. The Regional Support Center Director will sit on the Executive Committee.
5. USCENTCOM, USEUCOM, and ACSS will serve as advisors to the Executive Committee.

- **TRAINING SUB-COMMITTEE:** Develop a standardized training management plan that enhances regional and national capabilities to effectively respond to natural or man-made disasters.

1. Develop a public awareness program for Regional Disaster Management Coordination Center.
2. Develop a standardized and realistic regional training plan.
3. Facilitate national multi-lateral training that supports the enhancement of the regional disaster management mechanism.
4. Ensure the requirements between training and information management activities are coordinated.

- **FINANCE SUB-COMMITTEE:** The Finance Committee will develop and maintain a financial plan that determines, identifies, and programs the resources necessary to support and sustain a regional disaster management coordination mechanism.

1. Develop a sustainable financial support system that includes both Golden Spear Nations' financial commitment and other sources.
2. Coordinate the financial plan with all the functional areas associated with the regional disaster management coordination mechanism.

- **LEGAL SUB-COMMITTEE:** Develop legal frameworks and protocols for efficient functioning of the regional disaster management mechanism.

1. Develop a legal framework for the regional disaster management mechanism.
2. Develop a protocol to formalize the existence of the regional disaster management mechanism.
3. Define the linkages between the regional and national disaster management mechanisms.

- **INFORMATION MANAGEMENT SUB-COMMITTEE:** Develop a comprehensive information management system that supports the regional disaster management coordination mechanism.
 1. Develop a comprehensive information management system that includes traditional and modern modalities
 2. Promote communication and cooperation among the Golden Spear nations.
 3. Develop a comprehensive plan to mobilize public support.
 4. Develop a public awareness and education strategy for disaster management.

FUTURE GOLDEN SPEAR MEETINGS

The next ministerial-level Golden Spear meeting is planned for late August 2005 in Nairobi, Kenya. This one-day meeting will include a grand opening or ribbon cutting for the Regional Disaster Management Center. Presently, the Commander USCENTCOM and high level ministerial officials are anticipated to attend. It was agreed that the NFPs would meet for 1-2 days before the ministerial-level meeting in order to prepare briefings for the Committee of Ministers. The NFPs will also meet for 1-2 days following the ministerial-level meeting to plan the way ahead for future Golden Spear activities.

To prepare for this momentous event in August 2005, a main planning conference will be held the last week of April in Djibouti. Here the draft briefing for the Committee of Ministers will be prepared and discussed. The final rehearsal and planning conference before the ministerial meeting will be in late June in Nairobi, Kenya. The purpose of this meeting is to conduct a walk through of the Regional Disaster Management Center for the NFP members and review the draft Committee of Ministers briefing with inputs from the Golden Spear nations.

Golden Spear is moving forward and generating successes. As a result of the Golden Spear Task Force Meeting and Initial Planning Conference that was held in Addis Ababa, Ethiopia 14-17 February there is now a designated location for a Regional Disaster Management Support Center in Nairobi, Kenya. The staffing for the center has been determined and contracts are being let to hire the support staff. The Golden Spear Nations have agreed to a construct for their Regional Disaster Management Coordination Mechanism with the Executive Committee and sub-committees including Training, Finance, Legal, Information Management, and Operations and Logistics. While there have been many successes, there remains much to be accomplished and the plan is in place.

In addition to this paper, an individual issue paper has been written addressing each individual scenario of the workshop in slightly greater detail. These may be found on the USAWC/CSL web site at <http://www.carlisle.army.mil/usacsl/IPapers.asp>.

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