ANNEX TO CHAPTER VI:
HUMANITARIAN ASSISTANCE AND DISASTER RELIEF (HADR)
MULTINATIONAL COORDINATION CENTRE (MNCC)

This annex was developed through relevant activities by the ADMM-Plus EWG on HADR co-chaired by the Lao PDR and Japan between 2014 and 2016. It was endorsed by the ASEAN Defence Senior Officials’ Meeting (ADSOM) on 05 April 2017 in Cebu, Philippines and adopted by the 11th ASEAN Defence Ministers’ Meeting (ADMM) on 23 October 2017 in Clark, Pampanga, Philippines.

1. SCOPE

This document intends to prescribe a model of the purposes and roles of the MNCC so that the Affected State may amplify HADR activities by the militaries of the Assisting States in more practical way. The final body of the MNCC should be flexibly designed based on the Affected State’s decision considering the actual HADR activities, types of assets available and the Affected State’s own domestic circumstances.

2. SITUATION

a. During any HADR response, coordination and common situational understanding are key aspects to an effective and efficient effort. These key aspects not only apply to the Affected State’s internal response, but also for the external humanitarian and military responses. While most ASEAN Members States have established a National Disaster Response mechanism and organisation, the ASEAN region has also established the ASEAN Coordination Centre for Humanitarian Assistance on disaster management (AHA Centre) and its associated ASEAN ERAT and DELSA, and the United Nations (UN) has the Cluster system, military support requires separate and distinct consideration to best utilise the unique military resources allocated to support a response.

b. Like the rest of disaster response, coordination and support remain the responsibility of the Affected State. Within the national military response context, the MNCC acts as a key interface between the Affected and Assisting States’ militaries to close those last gaps in the response. When the affected State establishes the MNCC to support coordination of foreign military assistance and the AHA Centre is assigned by the affected State to support the coordination of assistance provided by the humanitarian community, the AHA Centre will provide support for civil-military coordination as required;

i. To facilitate such a civil-military coordination, the AHA Centre will send its liaison officer/s to the civil-military cell of the MNCC;

ii. The liaison officer/s of the AHA Centre will be either:

   i. The AMRG on HADR Military representative to the AHA Centre
   ii. ASEAN Civil-Military Coordination Specialist.
c. A typical request flow at the national level is similar to **APPENDIX 1**.

(1) The Affected State disaster response organisation uses all its national resources including military, and then asks the Humanitarian Community.

(2) Anything that still cannot be filled would go into the MNCC for analysis and coordination with the Assisting States to accommodate the need.

3. **ASSUMPTIONS**

The following assumptions should be confirmed and adjusted as required when considering the operation and construct of an MNCC:

a. The Affected State maintains and exercises its sovereignty over its entire territory and its government continues to function in order to lead the response.

b. The Affected State prioritises and coordinates requirements, and makes these requirements known to international disaster response agencies and other nations, even if the capacities of the Affected State may be degraded due to the damage brought about by the disaster.

c. The militaries of the Assisting States comply with the requirements of the Affected State, operate using accepted humanitarian principles regulated in Chapter VI and are willing to participate in the MNCC for as long as the Affected State determines that the MNCC is required.

d. The militaries of the Assisting States support immediate needs and avoid creating long-term dependence on foreign assets by the Affected State’s population and civilian humanitarian organisations in order not to hamper the Affected State’s long-term development.

4. **MISSION**

Where the Affected State and the Humanitarian Community resources and abilities are exceeded and foreign military capacity exists, the MNCC will support the Affected State’s disaster response efforts by coordinating the Assisting States’ militaries (ACDM) to promote efficient military support for the overall disaster response which aims to save lives and mitigate the conditions of suffering.

5. **EXECUTION**

a. **Intent**

(1) **Purpose**

Establish a multinational coordination centre that facilitates coordination, cooperation and common situational awareness between the Assisting States’ militaries, the Affected State and the Humanitarian Community to support HADR operations.
(2) Method

(a) Construct the MNCC using the same capabilities as those deployed by the military forces from Assisting States and other common capabilities that enable focused coordination and processes while minimising mission creep.
(b) Promote the sharing and coordination of military activities and information throughout the military community and with the Humanitarian Community, to provide a conduit for multinational military coordination and staffing in support of the Affected State disaster response.
(c) Facilitate cooperation and integration of Assisting States’ military support efforts through multinational analysis, coordination and collaboration to optimise the use of military assets.
(d) Coordinate the phased transition of Assisting States’ militaries that are no longer needed by the Affected State.

(3) End State

The MNCC end state will be confirmed by the Affected State during analysis but will likely be where the need for military coordination by Affected State and Assisting States’ militaries is no longer required.

b. Concept for Operations. The MNCC is the mechanism used by the Affected State military to coordinate all Assisting States’ militaries.

(1) The Affected State is responsible for establishing, and setting the parameters for, the MNCC. Ideally, the MNCC should be co-located with, or located as close as possible to, the national disaster coordination organizations and mechanisms to facilitate active coordination and cooperation, and should be established as soon as possible after the Affected State has requested assistance from other nations and it looks likely that foreign military capabilities will be deployed.
(2) The Assisting States should be prepared to contribute to any coordination mechanisms established by the Affected State’s military, including the continued manning augmentation until MNCC closure, possibly after a national contingent redeploys. In fact, many Assisting States’ militaries stand ready deploy specific staff capabilities and subject matter experts (SME) early to assist the Affected State in developing and establishing the MNCC.
(3) The construct of the MNCC Teams will be tailored based on the Assisting States’ militaries deployed to support the relief effort. While the Affected State should provide the core members of all the staff sections, it is encouraged to request and accept the Assisting States’ representation with at least a liaison presence. The Assisting States are encouraged to contribute to the MNCC staff in functional areas where their deployed military capabilities could be applied or they have a specific and unique capability.
(4) The MNCC does not command forces nor conduct execution planning, and shall have no tasking authority over the Assisting States’ militaries unless bilaterally agreed upon between governments, or by regional agreement regulated in Chapter VI.
(5) The MNCC is established under the auspices of the task force or other organization of the Affected State’s military. As there is no command and control relationship between the armed forces of the Affected State and the Assisting States, the MNCC remains a coordination mechanism not a command and control structure, unless bilaterally agreed upon between governments or by regional agreement regulated in Chapter VI.

(6) In some cases, some militaries of the Assisting States might not choose to participate in an MNCC but to respond through bilateral arrangement with the Affected State. The MNCC must be aware of the arrangement and relevant coordination accordingly.

(7) An MNCC should be at first established at the national-level organization, and other MNCCs may be also established at the regional and lower-level organizations.

c. HADR MNCC Tasks

(1) Facilitate planning for future multinational military support to HADR activities and tasks, including help in identifying the Assisting States’ Military deployment areas and reception requirements.

(2) Coordinate HADR support operations with the Affected State and Humanitarian Community, while ensuring to:
   a. De-conflict support in order to optimize the use of military assets and avoid duplication of military capabilities.
   b. Coordinate assessments and Request For Assistance (RFA) among the Affected State, Assisting States’ militaries, United Nations, and other assisting humanitarian organizations. This includes identifying appropriate Assisting State validation authorities and facilitating the validation process for RFAs.
   c. Assist in prioritizing military support based on Affected State prioritised requirements. This may include assisting and supporting Humanitarian Community efforts as requested by the Affected State.

(3) Facilitate shared situational awareness of HADR operations in the Affected State.

(4) Coordinate military Public Affairs messaging including social media, and information sharing with the Affected State military to align and promote shared understanding of HADR support operations and promote a positive image of the relief effort.

(5) Join and help establish the Affected State’s unclassified Local Area Network (LAN), internet including social media, and email network to facilitate communication and information sharing among Affected and Assisting States’ militaries, the Affected State government, and the Humanitarian Community.

(6) Establish liaison with appropriate Affected State civil, military, and relief agencies; Assisting State militaries; the Humanitarian Community; and other parties as required and authorized by the Affected State.

(7) In conjunction with the Affected State and Humanitarian Community, coordinate appropriate engagement, transition, and disengagement criteria to include maintaining visibility on and aligning transition plans of the Assisting States’ militaries.
(8) Monitor and assess the effectiveness of MNCC activities and multinational military support to HADR operations.

(9) Capture and process including dissemination of Lessons Learned and Best Practices on MNCC operations and activities for improvement of the MNCC concept and SOPs.

d. Organization and Structure

The MNCC should remain dynamic and flexible in its organisational structure. While the composition is ultimately the decision of the Affected State, experience has indicated that a functionally organized MNCC has been most successful. During initial planning for the MNCC, the Affected State may request subject matter experts on MNCC from one or some nations to provide advisor support. The critical consideration is that the MNCC must cover the coordination requirements of the military capabilities requested by the Affected State and dispatched by the Assisting States. While the size of each cell may vary with each response, the Affected State should request experienced MNCC personnel during the request process. APPENDIX 2 and 3 are suggested functional constructs for HADR MNCCs based on the most commonly requested military support capabilities:

(1) MNCC Executive

The MNCC Executive is designed to be the decision-making body for accepting coordination recommendations from the Working Groups (WG) tasked to study support coordination issues. These people, particularly the Director and Deputy Director, represent the MNCC to the Affected State government and military where required. The MNCC Executive consists of:

(a) The MNCC leadership consisting of a Director normally from the Affected State military and a Deputy Director from a contributing nation chosen by the Affected State who is usually a military SME in MNCC and HADR, or the largest Assisting State’s contributor.

(b) Assisting States’ National Representatives could be assigned as Liaison Officers (LOs) or as part of the MNCC staff. Each nation must clearly identify their senior representative to the MNCC leadership. If a representative is not specifically identified, then the LO shall be assigned those duties by default. The national representative should be enabled to speak on behalf of their military contingent commanders.

(2) Operations Group

The operations group will function as the clearing house and overall management for monitoring and coordinating effective MNCC operations by establishing and maintaining a daily rhythm or cycle within the MNCC. The Ops Group will normally manage activities used by more than one group to provide commonality in process, products and look:

(a) Coordination Team performs the role similar to a command post duty watch or current operations branch in a traditional military HQ. They will be the normal entry point for activities and act as the organizer to manage work flow by
assigning lead and supporting teams to coordination problems for consideration based on the nature of the problem.

(b) Request For Assistance (RFA) Team monitors the processing of requests for assistance from all sources. Their mandate is to ensure the right groups and teams are brought together to coordinate a request, manage and track the progress of RFA in the MNCC, and ensure responses are processed back to the appropriate requesting agency. This team will also manage Requests For Information (RFI), both to the MNCC from outside, or from within the MNCC for external response. See APPENDIX 4 and 5.

(c) Information and Knowledge Management (IM/KM) Team enables orderly, effective communications between the Affected State, the Humanitarian Community, and the MNCC by establishing LAN and internet connectivity, web site development, and information file maintenance.

(d) Common Operating Picture (COP) Team will coordinate and maintain a shared military COP to complement existing Affected State response sites. Should no Affected State tool exist, the COP team could include the capability to establish and maintain a common military website or pages. This COP will include environmental risks and potential threat areas for Force Protection. See APPENDIX 6.

(e) Strategic Communications (SC) and Public Affairs (PA) Team manages the alignment and coordination of SC/PA activities to support the Affected State themes and messages with the Assisting States’ militaries. This team can also act as coordinators for common issues of Public Affairs but will not be the spokespeople for the individual national efforts.

(3) Support Group

The Support Group comprises specialist teams for the coordination of capability-specific support to fulfil support demands that are beyond the capacity of the Affected State and Humanitarian Community including the Affected State military. This group also provides coherent and coordinated analyses to make recommendations on how Assisting States’ assets might be best used to fill gaps, minimise duplication of effort and contribute to the strategic picture. Typically, teams would be formed by capability such as:

(a) Logistics Team coordinates support requirements like resource sharing, infrastructure coordination and use, Air Port of Departure (APOD) and Sea Port of Departure (SPOD) throughput issues, warehousing and contracting optimisation. See APPENDIX 7 and 8.

(b) Engineering Team optimises requests for engineering activities such as assessments, route clearances and construction critical to support responses efforts.

(c) Movements Team coordinates all movement tasks regardless of domain or mode. Their mandate is to optimise lift, coordinating spare capacity
after nationally assigned tasks are met and support the movement of goods, equipment and personnel.

(d) Medical Team identifies the military medical needs and support requirements for each area of the Affected State under closer coordination and cooperation with the ASEAN Centre of Military Medicine (ACMM), in order to ensure the efficient coordination on medical care including preventative assessments, medical evacuation, health care trends, treatment requirement authorities and regulations, and medical support and supplies. While primarily concerned with coordinating military medical support, this team could also coordinate similar HADR medical support activities.

(e) Communications Team is to coordinate communications needs within the military contributors and to also support the Affected State in establishing communications capabilities for HADR coordination. This could include the conduct of communication assessments and supporting plan development to re-establish Affected State communication networks.

(f) MNCC Support Team will coordinate and manage the support required to run the MNCC such as personnel affairs, maintenance of the infrastructure in the MNCC except for those tasked to the other groups and teams. Normally, this will be staffed by the Affected State as the nation responsible for MNCC support but this function may be performed by an Assisting State as coordinated by the Affected State military. See APPENDIX 9.

(4) Planning Group

The MNCC planning group will coordinate and align future efforts like transition and assessment, or identifying potential future coordination activity requirements by analysing Affected State and Assisting States’ military plans and creating common awareness.

(a) Transition Team coordinates with Assisting States’ militaries to develop and align transition conditions, and maintains visibility on Affected State and Humanitarian Community capabilities, needs, and trends. This will facilitate the transition of assistance support from the Assisting States’ militaries to the Humanitarian Community and/or Affected State.

(b) Assessment Team assists in the maintenance of a common operating picture of HADR efforts to enable assessment, and monitors the effectiveness of MNCC operations. This team does not assess the Affected or Assisting States’ performance other than meeting MNCC requests.

(c) Lessons Learned (LL) and Historical Team focuses on LL for improving the function of the MNCC and its interface with outside agencies. It will also assist the Affected State in their LL process for management of the
MNCC. A secondary role could be the maintenance of the MNCC historical record.

(5) Liaison Group

This group provides the interface capability between the MNCC, the Affected State Government and the humanitarian community including the United Nations to pass information and coordinate requests at the national level. The focus of this group is to improve the sharing of information and interface between all the actors. This group may interface with the international humanitarian community including relevant Clusters (such as Logistics cluster) and the humanitarian Civil–Military Coordination personnel to exchange information and coordinate request and information requirement through agreed methods. The liaison group will normally represent the collective military body of the Assisting States to offer a consolidated single conduit for information sharing, reducing individual nation military presence requirements at each humanitarian cluster. This group will also host incoming LOs from the Affecting State military and/or disaster management organization, the AHA Centre, the United Nations and others key humanitarian organizations. There are typically two types of liaison engagement during HADR. Regarding registration of the LOs, see APPENDIX 10:

(a) Civil-Military Engagement facilitates engagement, information sharing and common understanding with the Affected State, and Humanitarian Community at the national level.

(b) Military-Military Engagement facilitates engagement between the Affected State and Assisting States’ militaries to enhance the best use of resources and capabilities.

(6) Other Teams

Other Teams and/or Groups can be created as determined by the Affected State to address common issues such as a policy/legal team for the coordination of customs clearance requirements and facilitation of understanding by the militaries of the Assisting States on the domestic/local security situation as well as on the provision of Affected State security arrangements, Status of Forces, a cultural and language team for facilitation of understanding by the Assisting States’ militaries on the various cultural, religious and linguistic backgrounds in the Affected State, and so on.

e. Coordinating Mechanism

(1) Conditions

(a) Establishment Conditions. Rather than traditional timings, conditions should trigger Affected State actions towards creating, maintaining and disbanding an MNCC:
1. Start MNCC organizational planning as soon as the Affected State government requests and accepts support from international partners, and that assistance includes military capabilities.
2. Establish MNCC construct to incorporate military capabilities as soon as identified.
3. Formally stand-up the core MNCC upon arrival of the first military partners.

(b) Modification Conditions. These conditions apply after the MNCC is established and during operations when the force is evolving to meet emerging needs:
1. Adapt MNCC construct to incorporate new military capabilities as soon as identified.
2. Close MNCC Teams as the military capability is no longer required, releasing or reallocating staff.

(c) Transition Conditions. These conditions apply when the requirement for military support is reducing, leading to potential redeployment or withdrawal of military capabilities:
1. The Affected State and Humanitarian Community meet the humanitarian need without outside military assistance.
2. The Assisting States’ militaries are no longer required to fill key humanitarian gaps.
3. The Assisting States’ militaries have started their redeployment to home nations.

(2) Operational Rhythm. The MNCC Operational Rhythm must be flexible to meet the needs of, and align with, the Affected State leadership. It should include communication with the Affected State National Focal Point, coordination briefs to maintain common situational awareness and visibility on priority work status, executive board decisions to approve and forward recommendations. See APPENDIX 11.

(3) Coordinating with Assisting States. The Affected State will determine the methods for effecting coordination with the Assisting States. These methods are not exclusive so it remains key that information be passed quickly and effectively. Note that the MNCC acts only as a coordination mechanism and not a tasking authority, which remains a national responsibility.

(4) MNCC Layout. The layout and location of the MNCC will be dependent on the intent of the Affected State. The MNCC should be co-located with, or in close proximity to the Affected State national lead organization operations cell. For the MNCC itself, the layout will depend on the available facilities and the size of individual rooms and tents. APPENDIX 12 portrays potential centralised and dispersed layouts as examples. The nexus of the MNCC is
the operations coordination centre where the Common Operating Picture (COP), Operations Group and National Representatives normally reside. It is here that all requests and the bulk of physical coordination and sharing occur in support of the Affected State.

(5) **External RFA/Task Process.** See APPENDIX 1.

(6) **Internal MNCC Processes.** Cooperation and coordination is key to the successful operation of the MNCC. While there are many ways to affect an effective process, a few have been proven during previous experiences and are detailed here to allow for efficient MNCC operations as soon as possible:

(a) **Task Assignment and Definition.** A key enabler in the effectiveness of an MNCC is the timely processing of all requests. To achieve this, a process must be developed and well-known across MNCC and military communities. Through experience and analysis, it has been found that having a central, single point of entry for task coordination offers great efficiencies. Ideally, this process should be executed within a one to two hours for high priority RFAs, up to six hours for RFA with more lead-time. Given the MNCC structure noted above, the following process demonstrates how a task might come into the MNCC, how it is coordinated and analysed for a solution, and how it might be transmitted out for execution:

1. Situation and task request arrives at MNCC for coordination.
2. Operations Group evaluates the task to identify which Teams should lead the task analysis, which needs to support and provide input, and identify a timeline for analysis completion.
3. Operations Group announces the task, lead and supporting Groups and timeline to the entire MNCC for common awareness, ensuring the task is formally logged into the MNCC task tracker.
4. Assigned Team leads an analysis to answer:
   i. What further information is needed and from whom?
   ii. Who from the Affected State and Humanitarian Community is already supporting that function and activity that might help or lead?
   iii. Confirm the participation of supporting Teams and identify other support requirements.
   iv. What military capabilities are appropriate to do the task?
   v. What countries have the appropriate resources?
   vi. Are the potential resources available within the requested time? Confirm with the Assisting States’ representatives at the MNCC.
5. Develop COAs and recommendations for MNCC Director Decision through a brief.
6. MNCC Director selects the COA and confirms acceptance with the Assisting States’ representatives.

(b) **Decision Brief.** Timely decision-making is a key component to MNCC operations. Therefore, the goal to keep briefs concise and to enable this premise, the following simple briefing format is proposed:

1. State the tasking number and Title, lead analysis group and date.
2. Task Background: What is the situation; what is the task; where it is; what other friendly capabilities are in the area; and is there a security concern or requirement.

3. Possible Courses of Action: Identify the different potential capabilities that can perform the task; what nations have those capabilities and are available; identify the different ways to complete the task using the available resources.

4. Recommendation: Present the recommended COA and force package to reduce tactical execution coordination, try to use the fewest nations required for task completion.

(c) Assisting States’ Liaison Officer (LO) Responsibilities. Wherever possible, Assisting States will dispatch a LO to affect coordination and represent national interests. While they may contribute to staff work, their primary function is to act as a facilitator between the MNCC and the deployed national military force. Typically, LOs will also act as the national representatives to the MNCC unless other arrangements are made.

(d) Information Management. The Affected State is responsible to establish a system for managing the MNCC information processes to ensure that data and requests are staffed in an effective manner. While there are any number of potential tools and systems available, ideally any system should be compatible with the greater Affected State government management policy as the ultimate owners of the information.

(e) Information Sharing. The free sharing of information is a critical enabler to effective response coordination. All information should be unclassified and releasable as much as possible to promote the greatest sharing. Additionally, sharing will depend greatly on having compatible communication and information technology systems.

(f) Lessons Learned. Observations by staff and leadership are a key element to the future improvement of the MNCC. Every opportunity should be leveraged to ensure staffs know of the process and are comfortable in submit honest observations that lead to improvement of the organization and processes. The LL Team will coordinate the development and execution of a process with all staff, including an orientation during in-clearance and observation submission on out-clearance.

(7) Roles of WG meetings.

(a) Morning Briefing will be held to provide director, staffs and LOs with operations progress and situational update.
   1. Chair: MNCC Director
   2. Facilitator: Operations WG lead
   3. Member: Deputy Director, WG leads and LOs
   4. Frequency: 0800-0830 daily
   5. Input: updated briefs from the Teams, additional guidance from higher HQs and additional input from relevant actors
6. Output: Director’s guidance and daily intention message
7. Key task: review past 24-hrs operations and reconfirm next 24-hrs actions

(b) **Civil-Military Coordination meeting** will be held to coordinate with civilian agencies or organisations.
   1. Chair: MNCC Deputy Director
   2. Facilitator: Liaison WG lead
   3. Member: Deputy Director, those from Operations and Support Group and LOs
   4. Frequency: 1000-1030 daily
   5. Input: Updates on issues, concerns and requests from civilian actors for Director
   6. Output: priority list of civilian request (PLCR) and updated contact list of civilian stakeholders.
   7. Key task: coordinate MNCC support that may be required by civilians and resolve any pending issue or concerns between MNCC and civilian actors

(c) **Media WG meeting** will be held to assess public opinions and prepare for daily Press Event.
   1. Chair: MNCC Deputy Director
   2. Facilitator: SC / PA Team lead
   3. Member: Deputy Director and those from Operations, Support and Planning Group
   4. Frequency: 1000-1030 daily
   5. Input: daily media update
   6. Output: daily media report and drafted statement or press release
   7. Key task: review public opinions upon ongoing foreign military operations and draft statement and press release for daily media event

(d) **Planning WG meeting** will be held to finalize drafted plans compiled as assigned.
   1. Chair: MNCC Deputy Director
   2. Facilitator: Planning WG lead
   3. Member: Deputy Director and those from Operations, Support and Planning Group
   4. Frequency: 1300-1330 daily
   5. Input: prioritized tasking assignment list (PTAL), Director’s planning guidance, situation updates and drafted plans
   6. Output: coordinated drafted plans for Director’s approval
   7. Key task: review Director’s planning guidance, review drafted plan, resolve prevailing issues, seek concurrence from relevant actors and confirm the draft

(e) **SITREP Sync WG meeting** will be held to synchronize MNCC daily SITREP & assessment.
   1. Chair: MNCC Deputy Director
   2. Facilitator: Operations WG lead
   3. Member: Deputy Director and those from Operations, Support and Planning Group
   4. Frequency: 1430-1500 daily
5. Input: Updates on situations and drafted SITREP & assessments for Director
6. Output: integrated drafted SITREP for Director's approval
7. Key task: review Director update brief, review operational progress, review & synchronise input for SITREP & assessment, review drafted SITREP & assessment and confirm the draft

(f) RFA WG meeting will be held to allocate resources to RFAs in accordance with determined priority.
1. Chair: MNCC Deputy Director
2. Facilitator: RFA Team lead
3. Member: Deputy Director, those from Operations, Support and Planning Group, and LOs. The core members will be from Operations and Support Group.
4. Frequency: 1600-1630 daily
5. Input: updated weather, RFAs & Priority List of Civilian Request (PLCR), updated force list and Director update brief & decision brief
6. Output: prioritized tasking assignment list (PTAL) with concurrence of all relevant actors
7. Key task: collect, screen, validate & prioritise RFAs from concerned stakeholders, allocate resource based on prioritised tasks and seek concurrence from relevant actors

(g) Movement WG meeting will be held to arrange transportation in accordance with prioritised tasking assignment list (PTAL).
1. Chair: MNCC Deputy Director
2. Facilitator: Movements Team lead
3. Member: Deputy Director, those from Operations, Support and Planning Group, and LOs. The core members will be from Operations and Support Group.
4. Frequency: 1630-1700 daily
5. Input: updated weather, prioritized tasking assignment list (PTAL), updated status of transportation assets, Director update brief and Director decision brief
6. Output: packaged movement including PAX manifest and cargo load list if applicable, and daily movement schedule
7. Key task: assign, schedule & synchronise transportation assets to PTAL, de-conflict usages of assets and compile daily movement schedule or plan

(h) Logistics WG meeting will be held to coordinate & synchronise logistical support for operations.
1. Chair: MNCC Deputy Director
2. Facilitator: Logistics Team lead
3. Member: Deputy Director, those from Operations, Support and Planning Group, and LOs. The core members will be from Operations and Support Group.
4. Frequency: 1700-1730 daily
5. Input: Director update brief, updated PTAL, updated status of transportation assets and updated logistics status
6. Output: priority list of logistical shortfalls (PLLS) and prioritised logistics allocation list (PLAL)
7. Key task: review logistics requirement for operations, determine & refer logistics shortfall to appropriate parties, and prioritise, allocate and synchronise available logistics support for operations

(i) Decision Briefing will be held to discuss planning and operational issues, provide guidance, and make decisions to guide future planning.
  1. Chair: MNCC Director
  2. Facilitator: Planning WG lead
  3. Member: Deputy Director, leaders from Operations, Support and Planning Group Teams, and LOs.
  4. Frequency: 1800-1830 daily
  5. Input: situation update brief, decision brief for assigned planning and decision brief on other issues requiring Director’s decision
  6. Output: Director’s planning guidance and Director’s decision
  7. Key task: review progress of planning efforts and propose planning decisions requiring Director’s approval

6. MNCC SUPPORT

a. General Concept. Ideally, the Affected State should provide the facilities, infrastructure and support for the MNCC wherever possible and include the MNCC into their integral support scheme as another Affected State military element for real-life sustainment such as food and water, and support like power, workspace, and HADR communications and information technology. Assisting States that participate in the MNCC should be self-sustaining for administration, and national communications and information technology. With consensus among all contributors and the Affected State, an Assisting State may be appointed as the lead nation for MNCC support in order to organise internal sustainment on behalf of the MNCC, but this function is normally provided by the Affected State.

b. Rations. The Assisting States’ personnel assigned to the MNCC will normally arrive with a limited number of day’s rations. Thereafter, the Affected State will be responsible to provide messing, rations and water for the MNCC staff unless other arrangements are formally agreed to. The type of rations provided will typically be hard rations, at least initially and then transition to fresh rations at the discretion of the providing nation but should be consistent across the staff.

c. Transportation. Transportation and movement for staff to conduct their MNCC functions shall normally be provided by the Affected State. Typically, some nations will provide their own national vehicles; the MNCC Director should negotiate their use within the MNCC pool whenever practical.

d. Maintenance. The MNCC will be responsible for the maintenance of the equipment and vehicles provided by the Affected State.
e. **Common Supplies.** The provision of common supplies like petroleum oil (POL), maps, pens, stationery shall be the responsibility of the Affected State.

f. **Accommodations.** The MNCC of the Affected State is responsible for providing accommodations for all MNCC members. The types of accommodations will be at the discretion of the Affected State based on the availability and resources, and the MNCC should strive to provide a uniform standard accommodations.

g. **Medical Support.** The provision of medical support to the MNCC personnel will normally be provided by the Affected State but is dependent on Status of Forces Agreement and other agreements that allows for the treatment of foreign personnel, and for practicing in another country. Participating nations may also elect to have their personnel supported by national resources but this should not impede with the operation of the MNCC mandate.

h. **In and Out Clearances.** To effectively track personnel joining or leaving the MNCC as staff, an in and out clearance process will be developed to ensure that:

   (1) Arriving people are briefed on activities, processes and administration during their task.

   (2) Departing personnel complete a handover, return MNCC equipment and submit Lessons Observed during their task period.