



MULTINATIONAL FORCE STANDING OPERATING PROCEDURES (MNF SOP)



MNF SOP

**Version: 3.3
November 2019**

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PREFACE

The intent of this SOP is to increase the speed of response, interoperability, mission effectiveness, and unity of effort in multinational force (MNF) operations within the Asia-Pacific region during crisis action situations. It's designed to reduce the ad-hoc nature of multinational crisis action planning by:

- 1. Establishing common "Operational Start Points" for MNF operations.**
- 2. Establishing standing operating procedures for the MNF headquarters.**

It is primarily focused on the operational level of planning and execution, and is designed to address military operations other than war (MOOTW) and small-scale contingencies (SSCs). It's intended for commanders and staffs who plan and execute MNF missions within coalition, combined and in multinational operations where many nations may not operate in a unified command but may still require coordination and cooperation between forces.

This SOP is broad and generic in nature to allow for flexibility in application. However, it is designed to be detailed enough to serve as a guide for the establishment and forming of a Coalition / Multinational Force (MNF) and act as a solid framework for plans development and execution of multinational operations. This SOP provides a framework and process for developing consensus between nations on multinational operational concepts.

This SOP represents a broad inclusion of doctrine, processes, terms, lessons learned, and inputs from nations participating in the Multinational Planning Augmentation Team (MPAT) program. Further, it incorporates the ongoing work by the Multinational Strategy and Operations Group (MSOG) formally known as the Multinational Interoperability Council (MIC).

This SOP is not a binding international agreement between the participating nations. The document is merely a set of standing procedures that do not create any rights or obligations on or among the participating nations.

MNF SOP Version 3.3 – November 2019

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Multinational Force Standing Operating Procedures

Volume 1: MNF SOP Foundations and Overview

Version 3.3 (November 2019)

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PART A

MULTINATIONAL FORCE STANDING OPERATING PROCEDURES (MNF SOP) FOUNDATIONS

1. **Overview.** Part A provides the broad foundations for the MNF SOP:

2. MNF SOP Objectives

2.1.1. **Speed of Initial Response.** Increase responsiveness and decrease the time involved in commencing multinational operations in a crisis action situation.

2.1.2. **Interoperability.** Increase interoperability among multinational forces.

2.1.3. **Overall Mission Effectiveness.** Increase effectiveness of multinational responses.

2.1.4. **Unity of Effort.** Establish a framework for achieving unity of effort within the MNF HQs and multinational commands.

3. **MNF SOP Applicability.** The mission focus of this SOP addresses Military Operations Other than War (MOOTW) and Small Scale Contingency (SSC)¹ as depicted in Figure A.1. This SOP does not address major conflicts (war) or large scale offensive or defensive operations.

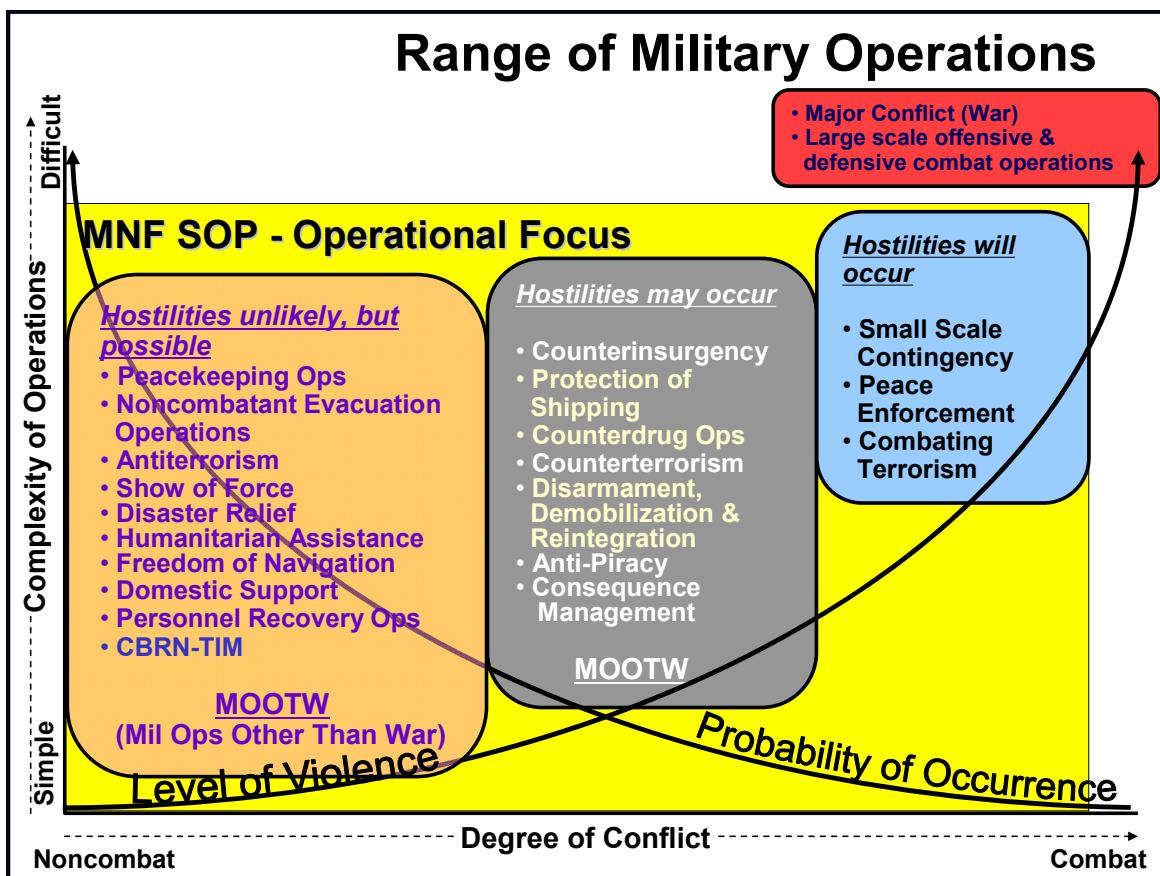


Figure A.1 Mission Focus

¹ Small Scale Contingencies (SSCs) are defined as limited duration and limited intensity crisis operations.

- 3.1. Figure A.1 suggests clear distinctions between major hostilities and MOOTW, and further divides MOOTW by the possibility of combat; however, the distinctions between them may not be well-defined and multiple missions may be ongoing.
- 3.2. In all missions the military's basic focus is to accomplish its assigned military end state conditions. Militaries accomplish this by working in unison with the other elements of national power (economic, diplomatic, information, and socio-cultural) to support the achievement of the multinational strategic end state conditions.

4. Key Terminology

- 4.1. **Multinational Effort.** The term MNF describes:
 - 4.1.1. The broader multinational efforts of participating nations' National Authorities (NatAuth), higher echelons of strategic command, and supporting commands.
 - 4.1.2. The entire multinational effort (**civil, governmental and military**) rather than just the military effort.
- 4.2. **Multinational Task Force.** This SOP uses the term **Coalition / Combined Task Force (CTF)** to describe a multinational force that executes the military mission at the operational level during an MNF effort. Such a military task force is multinational: coalition, combined, or a combination of the two.
 - 4.2.1. The term **coalition** applies to a task force that is based upon ad-hoc multinational efforts and is normally sudden in nature. This is the primary focus of this SOP.
 - 4.2.2. The term **combined** applies to a **task** force that is based upon agreements or treaties among participating nations. This SOP can act as a supplement to existing plans and agreements in such situations.
- 4.3. **Prescriptive and Permissive Words.** For the purposes of this SOP the words **shall, should, may, and will** have special meaning which can be found at [Part E, Chapter 1: Glossary](#).
5. **Shared Interests.** This is an Individual nation's assessment of interests they have in common with other nations. Nations' shared interests are a critical underpinning for multinational efforts. Historical challenges of conflicting interests in the Asia-Pacific region have greatly abated over the last quarter century, with expansion of trade, peaceful development, and increasing interdependence within the region. Nations within the Asia-Pacific region have a vested interest in working hand-in-hand to enhance common security and respond effectively during crises.
6. **Unity of Effort.** Multinational operations are complex in nature and, as such, unity of effort is pivotal among the participants. The factors outlined in Figures A.2, A.3, and A.4 shall be foremost in all planning and execution actions to preserve unity of effort and support effective mission accomplishment.
 - 6.1. Many of the complex considerations outlined in Figure A.2 are not always readily apparent, however, they are always present during multinational operations and need to be acknowledged as key factors in planning and executing multinational operations.
 - 6.2. Many of these considerations have **strong emotional dynamics that impact on multinational efforts**. The Commander, CTF (CCTF) and CTF staff must acknowledge, respect, and leverage these factors to build a strong framework of mutual trust and respect among all members of the multinational command.

Multinational Operations - Key Considerations

1. **Unity of Effort** is the main priority for MNF mission accomplishment. Unlike a single nation's joint task forces based on unity of command, MNF missions succeed because of coordination, cooperation and consensus building. Unity of command remains an important goal which participating nations should strive to achieve to the maximum extent possible. Unity of effort has broad implications on MNF planning and decision-making processes and execution of operations. A member nation can walk away from an MNF operation, can refuse to accept certain missions, or disagree with the commander's guidance. **Relationships versus command** are the dominant theme within a MNF (See figure A.3 Principles of Multinational Unity of Effort).
2. **Nations do not relinquish their national sovereignty by participating in multinational operations.** Sovereignty must be respected in all multinational operations.
3. **The national command authority for participating units is never relinquished.** This is a challenge for the CTF because units within multinational commands always have two command channels operating for command direction (national and multinational). Forms of limited command (refer to [Part B, Chapter 2: Command, Control, Coordination, and Cooperation Relationships](#) for details) may be delegated, but such relationships must be clearly defined and understood by all.
4. **Logistics (military and civilian support) are pivotal for multinational operations** because nations may employ incompatible supplies and equipment. Detailed planning, coordination, and agreements need special attention.
5. **Multinational operations require Integrated Operations.** Integrated Operations is defined as synchronized, coordinated, and/or cooperative activities among nations, militaries, international organizations, and nongovernmental entities to achieve unity of effort during multinational operations. This focuses on the inclusion of all key stakeholders and elements of national power involved within a crisis, not just the military element
6. **Civil-military operations are more complicated in a multinational operation.** The CTF HQ must acknowledge that: (1) international organizations (IOs) and nongovernmental organizations (NGOs) may not necessarily come to a military coordination center; the CTF staff may have to seek them out; (2) civil organizations may see the military as an obstacle in their operations; (3) they may have no awareness of the military aspects of the situation; (4) they may not see the need for any military support or involvement in their operations. The CTF organization and processes should consider the use of a Civil-Military Operations Center (CMOC) or other coordination mechanisms to improve communications and cooperation with humanitarian organizations participating in the operation.
7. **Different languages, cultures, national interests, values, religions, economic, social outlooks, and sovereignty issues** have tremendous impact upon national perspectives and unity of effort. This needs to be acknowledged and addressed continually in all planning and execution actions.
8. **Differing national interests among participating nations within the CTF command can undermine unity of effort, if not acknowledged and respected.** For example, one nation's **survival interests** may dictate major troop contribution and **less stringent** rules of engagement; whereas, another nation **may not have major survival interests** threatened and thus are less willing to have major troop contributions, and their national command level may **impose rigid** rules of engagement.

Figure A.2 Multinational Operations – Key Considerations

- 6.3. **Principles of Multinational Unity of Effort.** As emphasized in Figure A.2, Unity of Effort is the main priority for MNF mission accomplishment. Principles for MNF unity of effort are outlined in Figure A.3.

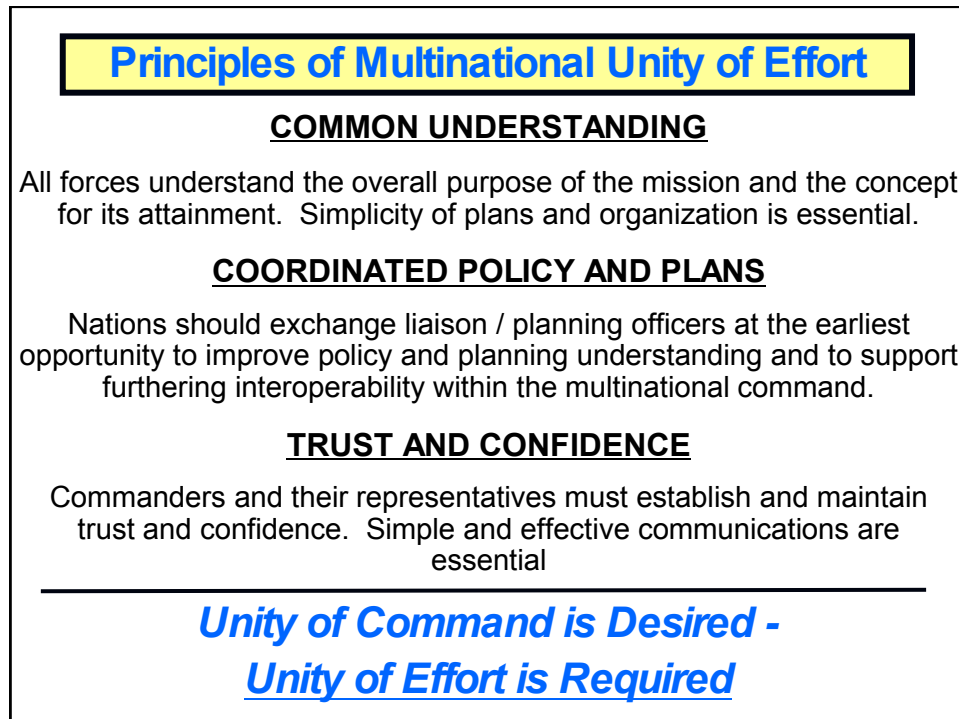


Figure A.3 Principles of Multinational Unity of Effort

- 6.4. **Tenets of Multinational Cooperation and Partnership – Individual and Group Relationship Guidelines.** The nature of multinational operations requires an atmosphere of teamwork and partnership to permeate all aspects of the CTF. This requires some intangible considerations for guiding individual and group behavior. These considerations are outlined in Figure A.4 to assist in planning and execution actions.

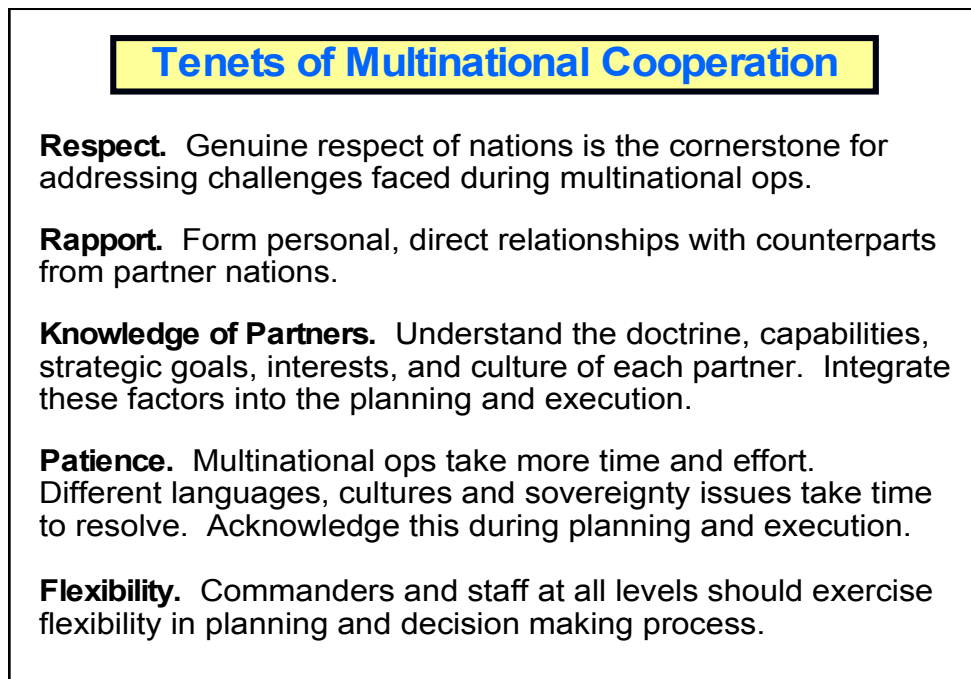


Figure A.4 Tenets of Multinational Cooperation and Partnership

7. **Operational Focus.** This MNF SOP is focused on the Operational level of planning and operations. Refer to Figure A.5.

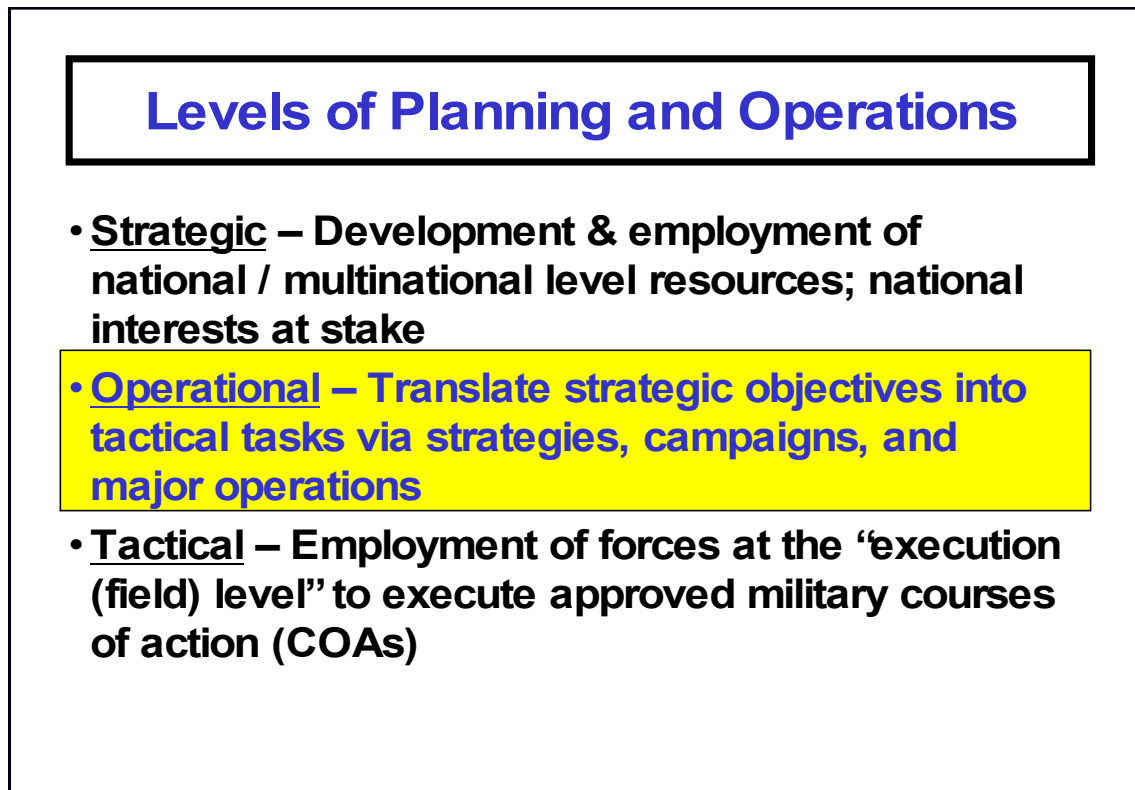


Figure A.5: MNF SOP Focus - Operational

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PART B

MULTINATIONAL OPERATIONS OVERVIEW

1. **Overview.** Part B provides an overview of the MNF SOP start points and factors that guide multinational operations. Part B also addresses the MNF SOP planning, execution, and assessment processes developed by the Multinational Planning Augmentation Team (MPAT) and includes the fundamental concepts by which a multinational force is rapidly activated, formed, and focused to address a crisis response situation to achieve its assigned military end state conditions.
2. **Chapter 1 - Multinational Operations Starting Points.** This chapter provides an overview of the MNF SOP start points and factors that guide multinational operations.
 - 2.1. Annex A – National Strategic Factors
 - 2.2. Annex B – Operational Factors
 - 2.3. Annex C – Tactical Factors
3. **Chapter 2 - MNF Activation and Forming.** Chapter 2 provides an overview of multinational crisis response processes, planning processes and organizations, and an overview of possible options for multinational command and control.
 - 3.1. Annex A – Multinational Crisis Response
 - 3.2. Annex B – CTF Planning Process and Organization
 - 3.3. Annex C – Command, Control, Coordination, and Cooperation Relationships

Chapters

Chapter 1: Multinational Operations Start Points

Chapter 2: MNF Activation and Forming

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CHAPTER 1

MULTINATIONAL OPERATIONS START POINTS

1. **Overview.** The basic principles that guide all multinational operations procedures within the MNF SOP are three-fold:
 - 1.1. **Operational Start Points.** Broad **operational start points** prior to a crisis assist in the MNF's speed of initial response and overall mission effectiveness.
 - 1.2. **Clear Understanding and Communications.** It is critical to **agree** or **agree to disagree** based upon common frames of reference, national laws and policies, terms, and processes.
 - 1.3. **National Strategic, Operational, and Tactical Planning and Execution Model.** This model is a fundamental concept that addresses the multinational national levels (strategic) down to the unit levels (tactical) in terms of roles, focus, and responsibilities for the various levels of multinational operations.
2. **Operational Start Points.** The basic framework of the MNF SOP is that agreement on a few overarching start points (common frames of reference) can improve the rapid activation of a MNF and effective initial responses to crisis action situations. There are five operational start points for the MNF SOP; these start points are addressed in detail and built upon throughout the MNF SOP.
 - 2.1. **Start Point # 1: Terminology.** A common understanding of terminology should be established for clear communications and coordination. Refer to [Part E: Glossary and Abbreviations & Acronyms](#) for details.
 - 2.2. **Start Point # 2: Lead Nation / Regional Organization Concept.** MPAT Nations recognize the Lead Nation / Regional Organization concept as the start point for organizing a multinational response to a crisis. Tailoring of this concept may be required to fully accommodate all nations' concerns and situational requirements. The Lead Nation / Regional Organization is the lead for strategic direction, organization, and coordination of the multinational effort with all participating nations, the affected nations and the UN. Refer to [Part B, Chapter 1: National Strategic Factors](#) for details on the Lead Nation concept.
 - 2.3. **Start Point # 3: Multinational Command, Control, Coordination, and Cooperation.** Nations agree in principle to a common command and control relationship framework recognizing that foreign command of national forces may not be acceptable to all nations within the CTF and tailoring of command and control relationships may be required to build unity of effort. Refer to [Part B: Chapter 2: Command, Control, Coordination and Cooperation Relationships](#) for details.
 - 2.3.1. **International Cooperation and Coordination.** It is also recognized that the **military can not go it alone in today's contingency operations**; rather, it requires a cooperative and coordinated multinational effort by the nations' militaries, nations' interagencies (governmental agencies), the Humanitarian Community (HC – sometimes just referred to as the International Humanitarian Community [IHC]) and other key stakeholders. The MNF SOP defines HC as the aggregate of International Organizations (IO), Nongovernmental Organizations (NGO), International Committee of the Red Cross (ICRC) and International Federation of Red Cross and Red Crescent Societies (IFRC) and national Red Cross and Red Crescent Societies, and UN programs, funds and agencies. Refer to [Part B, Chapter 1: Operational Factors](#) for details. It should be stressed that the IHC **desires cooperation as the primary medium for relationships with the military**, however, for tactical execution of activities coordination will be required.
 - 2.4. **Start Point # 4: CTF Headquarters Starting Template and Manning Roster.** Nations accept a general standardized headquarters template which can be tailored to the situation as the start point for planning, organizing, and manning of the CTF HQs. This template inherently addresses the cooperation and coordination requirements outlined above and fully integrates the participating militaries, nation's governments, the HC and key stakeholders into the multinational effort. Refer to [Part B, Chapter 2: CTF Headquarters Organization](#) for details.

- 2.5. **Start Point # 5: CTF Planning Process.** The MNF SOP outlines a common planning and military decision-making process that can be tailored to meet the situation. The CTF Planning Process is the heart of the multinational effort, since only by effective planning and decision making can effective mission accomplishment be achieved. There are three components to the CTF Planning Process: (1) planning organization, (2) crisis action planning, and (3) Military Decision Making Process – Multinational (MDMP-M). Refer to [Part B, Chapter 2: CTF Planning Process and Organization](#) for details.
3. **Strategic, Operational, and Tactical Levels of Planning and Execution.** Figure B-1.1 outlines the roles, focus, and responsibilities of the various levels of planning and operations existing in multinational operations.
- 3.1. The levels overlap; this should be addressed and acknowledged because each crisis response situation has a different overlapping structure based on the situation and the organization and policies of the nations participating in the CTF command.

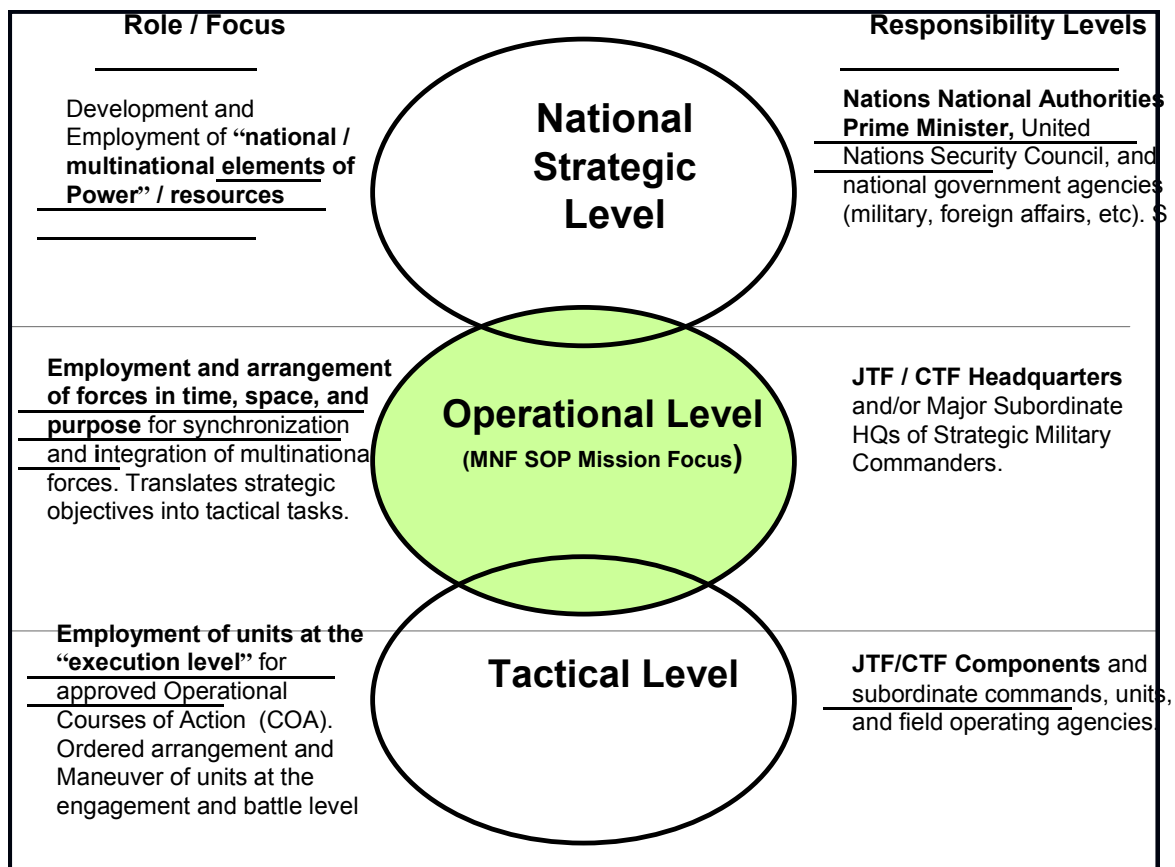


Figure B-1.1: National Strategic, Operational and Tactical Levels of Planning and Execution

Note: Some nations may introduce a **theater strategic level of military planning and execution** between the national strategic level and the operational level. An example of this is the geographic combatant commands (GCC) within the U.S. military's organizational structure. This level focuses on the theater strategic and high levels of operational planning and execution for the crisis response and is the higher command for the JTF / CTF.

Annexes

Annex A. National Strategic Factors

Annex B. Operational Factors

Annex C. Tactical Factors

ANNEX A

NATIONAL STRATEGIC FACTORS

1. **Overview:** This annex describes a broad overview of the initial strategic guidance that should be developed between participating nations in an MNF to support unity of effort and timely initial crisis responses. This guidance is based on an established multinational legal foundation for execution of CTF planning, operations, and integration of coalition / combined partners into the overall MNF effort.

Note: This SOP does not go into the details of the informal and formal consultation and coordination processes existing at the nation's strategic levels and United Nations (UN) channels since the MNF SOP is focused on the operational level of planning and execution (task force level). However, the broad requirements that underscore the establishment of a multinational task force are outlined below to establish the essential factors for legitimacy and strategic guidance for operational planning and execution at the CTF levels.
2. **Definition:** The strategic level of planning and execution is at the national level for a nation and is often developed by members of a group of nations (coalition, combined or/or alliance) based upon shared interests and objectives. The strategic level determines the national and/or multinational end state for a given operation/campaign and the supporting strategic objectives and guidance. The strategic level identifies and authorizes national resources, all elements of national power (diplomatic, informational, military, economic and socio-cultural) to achieve the multinational end state and strategic objectives.
3. **Legal foundations for Multinational Force (MNF) operations.** All multinational operations shall have some form of legitimacy on which to base such operations. This legitimacy is derived from one of four broad foundations.
 - 3.1. **Multinational Military Regional Organization guidance.** Based on alliance or treaty (example: North Atlantic Treaty Organization [NATO] or Organization of American States [OAS]).
 - 3.2. **Coalition Organizational guidance.** Based on international law, nations can establish a coalition to execute multinational military operations.
 - 3.3. **UN Security Council resolution or mandate for multinational military operations under Chapter VI or VII and/or VIII UN Charter.** This is the most frequent form of legitimacy for multinational operations in the 21st century. There are three forms.
 - 3.3.1. UN Sponsored – UN Led (Blue Helmet) operation.
 - 3.3.2. UN Authorized – Lead Nation operation.
 - 3.3.3. UN Authorized – Regional Organization led operation.
 - 3.4. **Unilateral Operations by a single country that evolve into a coalition operation or UN operation.** Based on Article 51, UN Charter (self-defense).
4. **Strategic Context.** The strategic context for the MNF effort is based on three broad steps: (1) the development of essential strategic guidance; (2) identification of the Lead Nation; and, (3) activation of a MNF command. It needs to be acknowledged that these steps are not strictly a linear process; rather, Step 1 and 2 are done in parallel with each other and Step 3 can be initiated prior to Steps 1 and 2 being fully completed.
 - 4.1. **Step 1: Developing Essential Strategic Guidance.** This step occurs at the national strategic level of political and military leadership. **It consists of the identification of a need for a multinational military effort** and the subsequent development of national strategic guidance for the MNF effort. The guidance is normally based on consultation with the other participating nations and/or UN channels.
 - 4.1.1. This step involves the informal or formal consultation and coordination between the highest levels of national leadership from the respective nations involved. The end result, contained in various strategic planning documents and means of guidance, directives and communication channels, consist of nine elements and is known as the essential strategic guidance; refer to Figure B-1-A.1. These elements are

the essential guidance required for the activation and forming of the CTF command and multinational effort and have been validated continually over the past decades of multinational operations.

- i. Ideally all elements are fully addressed prior to the execution of multinational operations. In reality, **many of the elements may be incomplete or lacking due to the uncertainty and ambiguity** present within a crisis response situation.
 - ii. The Commander, CTF (CCTF) and staff shall fully engage the national strategic level to address incomplete or lacking essential strategic guidance. **The CCTF may have to assist in the shaping of this guidance based upon his forward assessments of the problem underpinning the crisis.**
- 4.1.2. In all cases, before the CTF begins execution, the goal is to reach agreement on the guidance with all participating nations, or, when UN channels are involved, to obtain an approved UN resolution and/or mandate. It is essential to recognize and acknowledge that this guidance is **normally dynamic and undergoes continual refinement** as the crisis evolves and conditions change. This simply requires that the CCTF and staff maintain close and continuous coordination with the national strategic level to advise and participate in this refinement process.

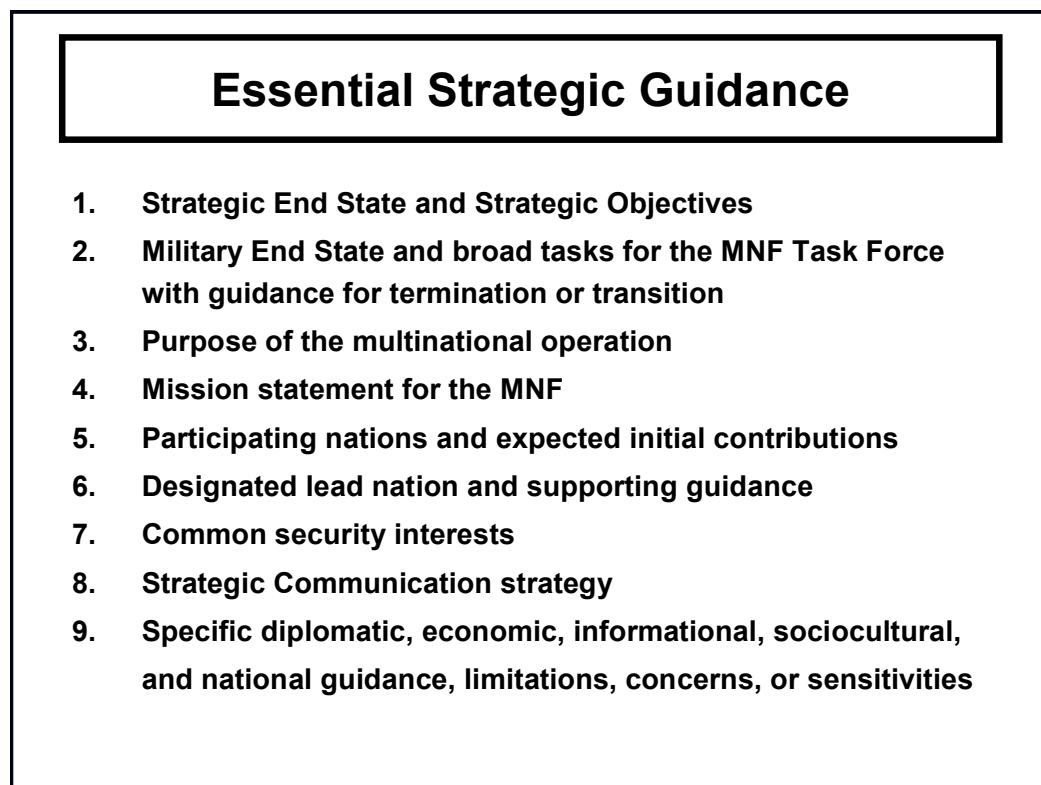


Figure B-1-A.1: Nine Elements of Essential Strategic Guidance

Note: For # 8 above, some nations may use the term strategic communication for their national communication integration. The MNF SOP focuses on the **operational level** of planning and operations and integration of multinational communications within the multinational task force among the participating nations. As such the concept of **multinational communications integration** is used within the MNF SOP at the operational level based upon the strategic communication guidance from participating nation's governments. Refer to [Part C, Chapter 9: Multinational Communication Integration](#).

- 4.2. **Step 2: Identification of the Lead Nation / Regional Organization.** The Lead Nation / Regional Organization concept is considered as a central MNF SOP Operational start point for the strategic level of multinational command and control, and for the establishment of coordination and planning organizations and procedures for a multinational task force.
- 4.2.1. **Lead Nation / Regional Organization concept.** The Lead Nation / Regional Organization is that nation / regional organization with the will and capability, competence, and influences to provide the essential elements of political consultation and military leadership to coordinate the planning, mounting, and

execution of a coalition military operation. Within the overarching organizational framework provided by the Lead Nation / Regional Organization, other nations participating in the coalition may be designated as Functional Lead Agent(s) to provide and/or coordinate specific critical sub functions of the operation and its execution, based on national capability. These constructs may apply at the strategic, operational, and/or tactical levels.

- i. The selection of a Lead Nation / Regional Organization occurs within the international strategic context as a coalition begins to form. It is assumed that coalition operations shall be conducted in accordance with a mandate recognized under international law originating with such an authority as the United Nations Security Council or other legal foundations (refer to para. 2 above). This recognized **civil authority** shall initiate or approve the coalition activity under consideration, as well as to define overarching objectives and the desired end state. It is further assumed that this same entity would designate, or accept the offered services of a Lead Nation / Regional Organization.

4.2.2. The broad parameters for the Lead Nation / Regional Organization concept are:

- i. A Lead Nation / Regional Organization is selected by mutual consent of participating nations in the multinational effort. The Lead Nation is responsible for the strategic consultation and coordination of the MNF effort for the following:
 - i-i. Among nations,
 - i-ii. In UN channels and UN agencies,
 - i-iii. In participating nations' governmental agencies,
 - i-iv. Humanitarian Community (HC) defined as the aggregate of International Organizations (IO), Nongovernmental Organizations (NGO), International Committee of the Red Cross (ICRC) and International Federation of Red Cross and Red Crescent Societies (IFRC) and national Red Cross and Red Crescent Societies, and UN programs, funds and agencies
 - i-v. A Lead Nation / Regional Organization acts as the **single channel** for MNF strategic direction and guidance.

4.3. Step 3 –Activation of the CTF Command. The third step has four sub-steps:

- 4.3.1. **Sub Step 1 – Lead Nation/Regional Organization Action:** The Lead Nation/Regional Organization shall **confirm the Essential Strategic Guidance in writing, designate the Supported Strategic Commander and appoint the Commander CTF (CCTF)**, and based on the legitimacy basis in coordination with supporting nations' national authorities (NatAuth). The Supported Strategic Commander is the military commander through whom the Lead Nation/Regional Organization passes strategic guidance to the CCTF. This action establishes the strategic and operational military commanders and the chain of command in the MNF.
- 4.3.2. **Sub Step 2 – MNF Participating Nation's Actions:** Each nation designates their respective **Supporting Strategic Commanders**, who represent their national military at the strategic level of military coordination and planning. Each participating nation also appoints their National Command Elements (NCE), which is embedded in the CTF HQs. The NCE represents the national command channels in the multinational command. Figure B-1-A.2 graphically describes the results of Steps 1 and 2. This will be covered in more detail in [Part B, Chapter 2: Command, Control, Coordination, and Cooperation Options](#).
- 4.3.3. **Sub Step 3 – National Support is initiated.** The national support from participating nations to the CCTF is initiated. Support includes the supply of forces, transportation, and logistics.
- 4.3.4. **Sub Step 4 - Concurrent MNF planning begins with the national strategic levels and coalition integration is initiated in support of planning:** With these actions, the CCTF level is formally linked to the strategic level (Lead Nation NatAuth and the Supported Strategic Commander) via the Crisis Action Process and CTF Detailed Planning Process. Refer to [Part B, Chapter 2: Multinational Crisis Response](#) and [Military Decision Making Process – Military](#) for details. Further, liaison actions,

coordination centers, and MPAT cadre deployment is initiated to support coalition forces integration (strategically and operationally).

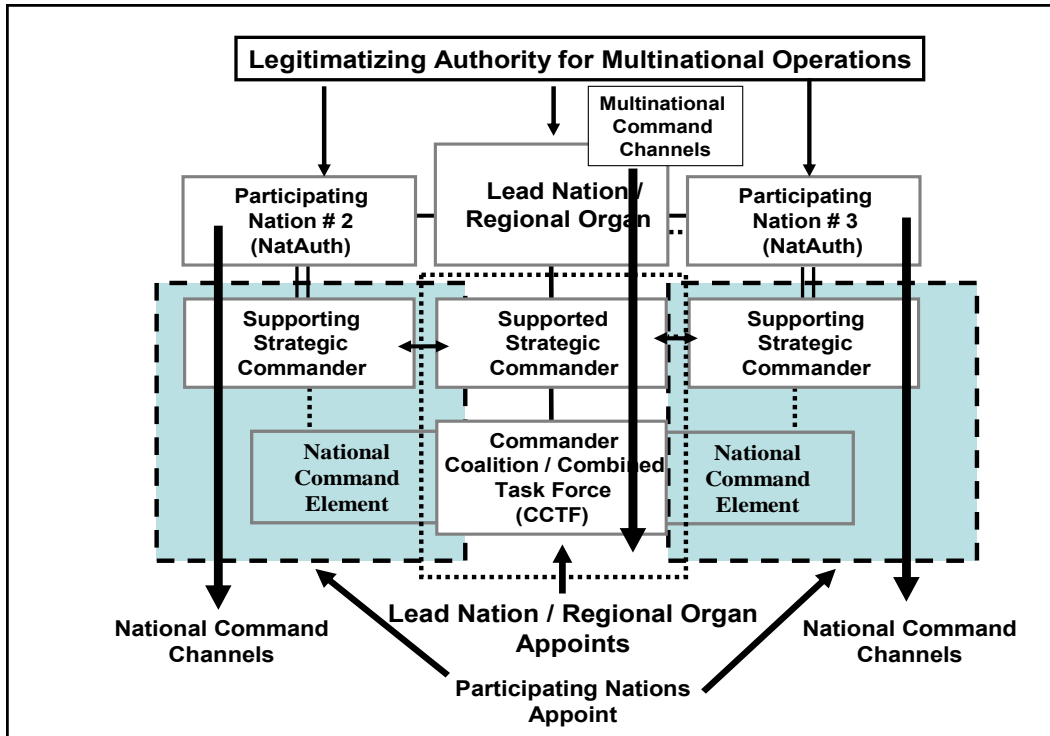


Figure B-1-A.2: Lead Nation and Participating Nations' Establishment of Chain of Command

ANNEX B

OPERATIONAL FACTORS

1. **Overview:** This Annex outlines the operational level factors that support the rapid activation and forming of a Coalition / Combined Task Force (CTF) for a crisis action situation. This Annex addresses the following:
 - 1.1. The definition of the operational level of planning and execution.
 - 1.2. Central foundations for effective operational planning.
 - 1.3. MNF integrated operations concept for ensuring that an environment of inclusiveness, cooperation, and coordination is established with nation's governments, militaries, humanitarian organizations, and other key stakeholders within the crisis situation
2. **Definition.** The operational level is where campaigns and major operations are planned, conducted, and sustained to accomplish strategic end states and military end states
 - 2.1. The operational level arranges forces in time, space, and purpose for synchronization and integration at the Joint Task Force (JTF) / CTF and multinational task force level.
 - 2.2. **Activities at this level links strategy and tactics** by establishing operational objectives needed to accomplish the strategic end state and military end state, and supporting strategic objectives. And by sequencing events to achieve the operational design, operational objectives, and assigned mission. The operational level develops operational plans/campaigns and allocates resources **to set the conditions for success at the tactical level** and sustain these operations.
 - 2.3. Simply stated, **the operational level translates strategic objectives into tactical tasks via strategies, campaigns, and major operations.**
3. **Central Foundation for Operational Planning and Execution.** The central foundation for the operational level is **clear identification of the crisis problem** that prevents the attainment of the strategic and military end states, and the Commander's Appreciation and Operational Design which answers the operational level question: "**Where are we in relation to where we want to go?**". These central foundations are addressed within the Military Decision Making Process – Multinational (MDMP-M). [Refer to Part B, Chapter 2: MDMP-M.](#)
4. **MNF Integrated Operations – Unity of Effort.** The synchronized, coordinated, and/or cooperative activities among nations' governments, militaries, humanitarian community, and other key stakeholders to achieve unity of effort during multinational operations. Comprehensive approach and whole of government approach are inherent in integrated operations. The military can no longer "go it alone" in the 21st century environment of complex operations. Today's crisis situations require integrated operations within the CTF AO to be able to achieve strategic and military end states. Refer to Figure B-1-B.1 and B-1-B.2 for a visualization of integrated operations and the key stakeholders requiring integration into CTF planning and execution activities.
 - 4.1. Complex operations demand attention to the establishment of an atmosphere of inclusiveness and cooperation with key stakeholders which may not have been stressed in past multinational operations.
 - 4.2. All key stakeholder's roles, missions, and operational objectives need to be identified, acknowledged and respected to achieve this atmosphere.

Note: Some nations may refer to **whole of government** and/or **comprehensive approach** as a concept to expand the stakeholders required for integration into multinational planning. The MNF SOP uses the term **integrated operations** to address a broader spectrum - the whole of a multinational effort and the entirety of key stakeholder's.

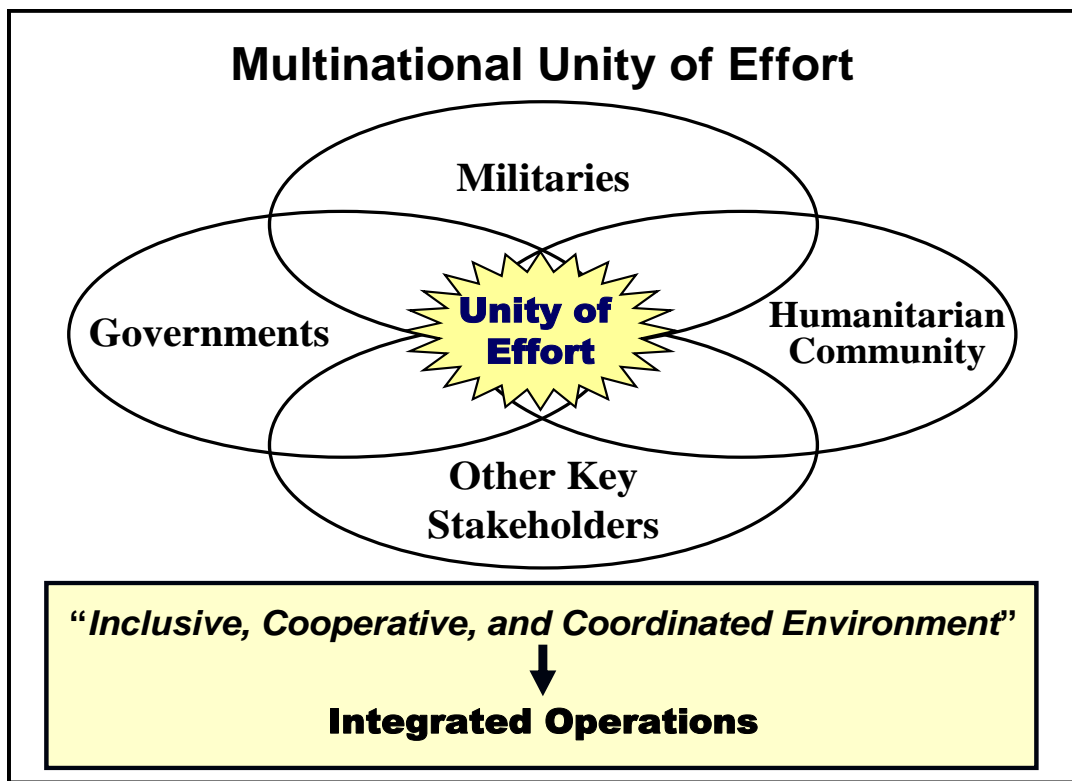


Figure B-1-B.1: MNF Integrated Operations.



Figure B-1-B.2: Elements Requiring Integration.

5. **CTF Headquarters Organization.** The CTF headquarters organizational structure supports the concept of integrated operations. Listed below are the unique multinational organization structures that support the creation and maintenance of effective multinational operational planning. Shown at Figure B-1-B.4 is a visualization of these key operational organizational functions in relation to the base headquarters building block. Refer to [Part B, Chapter 2: CTF Headquarters Organization](#) for a detailed outline on the CTF headquarter's organization.
- 5.1. **National Command Elements (NCE) from the participating nations in the CTF.** Represents the respective nation's national command channels within the CTF.
- 5.2. **Multinational C5 Plans (PLANS), C3 Future Plans (FOPS) and C3 Current Operations (COPS) planning process.** Provides a means of focusing planning efforts and responsibility within the CTF headquarters and command.
- 5.3. **Multinational Coordination Center (MNCC).** Coordinates multinational military planning and execution among participating nations within the CTF command.
- 5.4. **Civil-Military Operations Center (CMOC).** Coordinates the civil-military and Humanitarian Community (HC) cooperation and coordination actions.
- 5.5. **Coalition / Combined Logistics Coordination Center (CLCC).** Coordinates the multinational logistics for all nations within the CTF.
- 5.6. **Multinational and CTF Media Support Staff.** Supports the multinational development of public affairs actions and planning within the CTF.

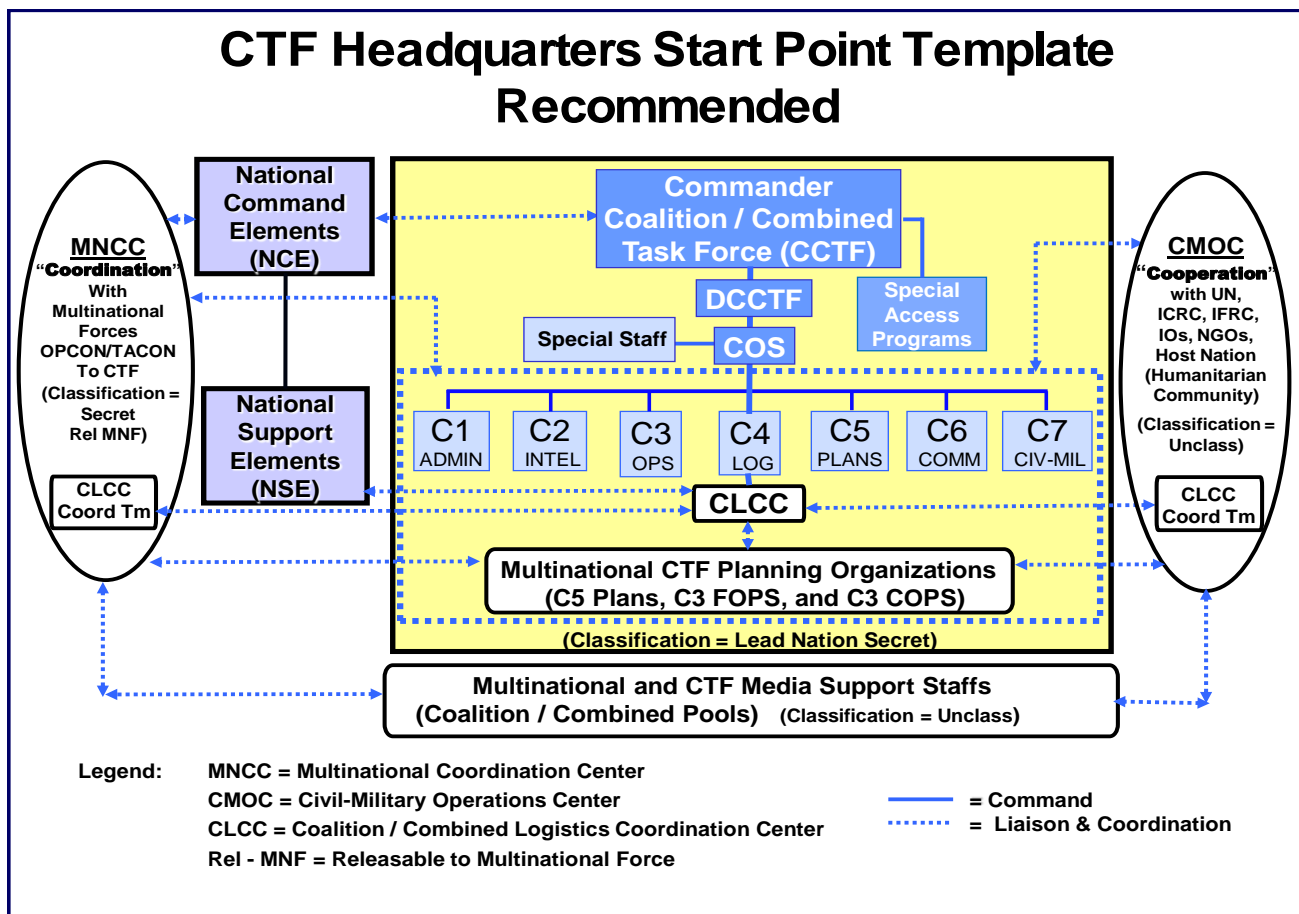


Figure B-1-B.3: Integrated Operations – CTF Headquarters Organizational Start Point

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ANNEX C

TACTICAL FACTORS

1. **Overview.** This Annex outlines the definition of the tactical level of planning and operations, the role of the operational level (CTF headquarters) in relation to the tactical level and the key tactical organizational structures by which the tactical level can rapidly activate, form, plan and execute multinational operations.
2. **Definition.** This is the level at which military operations are executed to accomplish tasks assigned to the subordinate unit levels within the CTF command. To achieve tactical tasks and supporting tactical military objectives and activities, the focus at this level is on the ordered arrangement and maneuver of units in relation to each other and to the threat. Refer to [Part B, Chapter 1: Multinational Operations Starting Points \(Figure B-1.1\)](#) for a visual depiction of tactical level in relation to the strategic and operational levels.
 - 2.1. In response to the National Strategic levels identification of strategic end state and military end state the Operational level then answers the question “**Where are we in relation to where we want to go?**” through the Commander’s Appreciation and Operational Design process, and identification of operational objectives and concept of the operation. As a result of these processes the Commander, CTF (CTF) develops an operational/campaign plan which identifies broad tactical tasks that are assigned to the tactical level. The tactical level then conducts their respective planning process to identify the tactical restated mission, tactical military objectives, and specific unit tactical tasks in support of these objectives. In doing this the tactical level answer the question “**How do we get there?**”. The tactical level within a CTF consists of the CTF component commands and their respective subordinate units.
 - 2.2. The tactical level in a multinational operation parallels that found within a nation’s joint task forces (JTF). The air, land, sea, special operations, civil-military, and psychological operations functions and forces need to be planned, coordinated, arranged, arrayed and integrated into the CTF operational design for execution of tactical missions that support strategic and military end states.
3. **Key Tactical Organizational Structures.** In the CTF command organization, the CTF components carry out the tactical level of planning and operations. CTF components are normally organized in one of four broad methods as outlined below. Refer to [Part B, Chapter 2: Command, Control, Coordination and Cooperation Relationships](#) for details on the CTF component commands.
 - 3.1. **CTF Service Components and Functional Task Forces.** Components in the CTF command can be aligned along a service branch orientation: Commander, Army Forces (CARFOR), Commander, Marine Forces (CMARFOR), Commander, Naval Forces (CNAVFOR), and Commander, Air Forces (CAFFOR), Commander, Special Operations Task Force (CSOTF), Commander, Psychological Task Force (CPOTF), and Commander, Civil Military Force (CCMOTF) are activated depending on the nature of the crisis.
 - 3.2. **CTF Functional Component and Functional Task Forces.** Components in the CTF command can be aligned using a functional orientation. Commander Forces, Maritime Component Command (CFMCC); Commander Force, Air Component Command (CFACC), and Commander Forces, Land Component Commander (CFLCC). Functional Task Forces such as CSOTF, CPOTF, and CCMOTF are activated as required.
 - 3.3. **CTF Service or Functional Components and a combination of Functional and/or Geographical Task Forces.** Task Forces (TF) can be functional (CCMOTF, CPOTF, and CCMOTF) and be designated for geographical responsibilities such as TF East, TF Cobra within the CTF AO. These can be combined with either a Service or Functional component organization as outlined in previous paragraphs. These TF can be suborganized based upon national unit organizations, organized upon service or functional mix of forces, or have sub-Service or sub-Functional component organizations. The organization approach is fully flexible to support the situation requirements of the crisis and degree of jointness/multinational desired in the task force.
 - 3.4. **CTF Hybrid Component Command Organization.** A combination of all of the above options can be used for designation of CTF component commands and uniquely designated components with mission specific names such as Capital Component Command or NEO TF, etc. The Hybrid command allows specially tailored component command organizations that may be unique to a specific crisis and/or Lead Nation.

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CHAPTER 2

MNF / CTF ACTIVATION AND FORMING

1. **Overview.** Chapter 2 provides the sequence for activation and formation of a multinational task force for the operational level of planning and execution.
 - 1.1. Annex A provides a broad overview of the multinational crisis response framework.
 - 1.2. Annex B outlines the CTF planning processes and supporting organizations. Included is the starting point template for the CTF headquarters by which **integrated operation can be obtained within all CTF planning and execution actions**. Refer to [Part B, Chapter 1: Operational Factors](#) for the importance of integrated operations within multinational operations.
 - 1.3. Annex C outlines the starting points for the CTF command, control, and coordination and cooperation relationships.
2. **The sequence for activation and formation of a multinational command follows:**
 - 2.1. **Legitimacy developed and established.** The international legitimacy for the multinational crisis response is established among nations and/or UN. Refer to [Part B, Chapter 1: Strategic Factors](#).
 - 2.2. **Lead Nation/Regional Organization actions.** The Lead Nation/Regional Organization develops the Essential Strategic Guidance as outlined in [Part B, Chapter 1: Strategic Factors](#) in coordination with participating nations, affected nation(s), HC and/or UN.
 - 2.2.1. Throughout the entire activation and formation of the CTF command, the Lead Nation NatAuth, Supported Strategic Commander, and CCTF are continually consulting and coordinating with participating nations for their perspectives, inputs, and national concerns. This includes the UN / UN programs, agencies, and funds as required.
 - 2.2.2. At all levels, the HC roles and missions are being acknowledged, respected, and integrated into the CTF planning process. Thus, the Lead Nation effort is the **lead** for consultation, coordination, and cooperation with the CTF participating nations and HC, a role as important as command.
 - 2.3. **The strategic and operational command levels are established.** The Lead Nation/Regional Organization and confirmed coalition nations in the CTF establish the multinational framework for planning and operations as outlined in [Part B, Chapter 1: Strategic Factors](#).
 - 2.3.1. The Lead Nation/Regional Organization designates the Supported Strategic Commander and the CCTF.
 - 2.3.2. The participating nations designate their respective Supporting Strategic Commanders and the National Command Elements (NCEs). NCEs then deploy to the CTF Headquarters planning location.
 - 2.4. **The CTF headquarters is activated with the associated coordination elements.**
 - 2.4.1. CTF Headquarters command element and staff are activated.
 - 2.4.2. NCEs are integrated into the CTF Headquarters. Refer to [Part B, Chapter 2: CTF Headquarters Organization](#).
 - 2.4.3. Multinational Coordination Center (MNCC) is activated. Refer to [Part B, Chapter 2: Multinational Coordination Center](#).
 - 2.4.4. Civil-Military Operations Center (CMOC) is activated. Refer to [Part B, Chapter 2: Civil-Military Operations Center](#) and [Part C, Chapter 7 MNF C7 Civil-Military Operations](#).
 - 2.4.5. Coalition / Combined Logistics Coordination Center (CLCC) is activated. Refer to [Part C, Chapter 4: MNF C4 Logistical Procedures](#)

- 2.4.6. The Coalition / Combined media pools are established to address the public affairs and media related functions. Refer to [Part C, Chapter 8: MNF Public Affairs Procedures.](#)
- 2.4.7. CTF Component Commands are designated and formed. This organization may be refined or adjusted as CTF planning identifies the optimal command structure for the crisis response. Refer to [Part B, Chapter 3: CTF Command, Control, Coordination and Cooperation Relationships.](#)
- 2.4.8. Participating nation's military staff augmentation to the CTF headquarters deploy. Participating nation's military forces initiate deployment planning and execution. Participating nation's military forces are integrated into the CTF command.
- 2.5. **Liaison teams deploy as required.** Refer to [Part B, Chapter 2: Liaison Activities.](#)
- 2.6. **MPAT cadre deploys as required.** Refer to [Part B, Chapter 2: Multinational Planning Augmentation Team Program.](#)
- 2.7. **CTF planning process is initiated and operational planning products are developed and approved (or refined) for execution.** Refer to [Part B, Chapter 2: Military Decision Making Process – Multinational \(MDMP-M\).](#)
 - 2.7.1. **CCTF develops and forwards his Commander's Estimate** to the Supported Strategic Commander and Lead Nation NatAuth/Regional Organization headquarters for review and approval. This estimate provides the recommended operational level Concept of Operations and Course of Action that achieves the military end state and multinational military mission.
 - 2.7.2. **The Supported Strategic Commander reviews and forwards the Commander's Estimate to the Lead Nation NatAuth/Regional Organization** headquarters who reviews the CCTF recommendations. They can approve, disapprove, or adjust the recommendations. Further, they provide written strategic decisions and guidance back through the Supported Strategic Commander to the CCTF.
 - 2.7.3. **CCTF develops OPLANs / OPORDs** for the crisis response and forwards them to higher headquarters for review, comment, and approval.
- 3. **CCTF executes the multinational crisis response.** Once the NatAuth has approved the CTF OPORD and given permission for execution, the CCTF executes the initial crisis response.

Annexes

Annex A – Multinational Crisis Response

Annex B – MNF Planning Process and Organization

Annex C – Command, Control, Coordination and Cooperation Relationships

ANNEX A

MULTINATIONAL CRISIS RESPONSE

1. **Overview.** Annex A provides an overview of the MNF SOP Multinational Crisis Response procedures for responding to a crisis response situation.
 - 1.1. **Appendix 1 – CTF Crisis Action Planning:** Provides an overview of the CTF Crisis Action Planning (CAP) process. The CTF CAP provides for an orderly flow of **guidance and planning products** between the strategic levels – national authorities (President / Prime Minister / Minister of Defense/Strategic Military Headquarters, etc), the operational levels (JTF / CTF), and the tactical levels (CTF components).
 - 1.1.1. The CAP process consists of six phases for addressing a crisis: (1) Situational Development; (2) Crisis Assessment; (3) Course of Action (COA) Development; (4) COA Selection; (5) Planning Execution; (6) Execution.
 - 1.1.2. This appendix outlines the sequence of actions, planning products, and CTF activation activities within the CAP process and provides a conceptual model that outlines the phases, actions and products developed within the CTF CAP.
 - 1.2. **Appendix 2 - Multinational Planning Augmentation Team (MPAT) program.** Provides an overview of the MPAT program which was established by the Chiefs of Defense (CHODs) within the Asia-Pacific region in 2000 to address the operational question: *“How can we conduct more rapid and effective multinational operations within the Asia-Pacific region?”*
 - 1.2.1. The MPAT program’s purpose is to develop a cadre of military planners from nations within the Asia Pacific region (and other nations outside the region with interests in the region) that are capable of rapidly augmenting a multinational task force headquarters that is responsible for the planning and execution of multinational operations at the operational level of planning and execution.
 - 1.2.2. This appendix outlines the MPAT concept, details of this program and how it can assist in the activation and forming of at CTF headquarters and command.

Appendices

Appendix 1: CTF Crisis Action Planning

Appendix 2: Multinational Planning Augmentation Team (MPAT)

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APPENDIX 1

CTF CRISIS ACTION PLANNING

1. **Overview.** The CTF Crisis Action Planning (CAP) process provides for an orderly flow of **guidance and planning products** between the strategic levels – national authorities, the operational levels (JTF / CTF), and the tactical levels (CTF components). Figure B-2-A-1.1 provides a broad conceptualization of the CAP process and its relation to the activation and forming of the CTF command. The CTF command is being formed during CAP Phase III – V.

Note. All nations have some form of CAP. The exact process details and terminology may vary from nation to nation; however, the basis 6 phases exist in one form or another in almost all nations' crisis response planning. The MNF SOP CAP process serves as a starting point for planning and coordination.

2. **Six Phases.** The CAP process consists of six phases for addressing a crisis: (1) Situational Development; (2) Crisis Assessment; (3) Course of Action (COA) Development; (4) COA Selection; (5) Planning Execution; (6) Execution. Refer to [Part C, Chapter 5 MNF C5 Plans and Policy](#) for a detailed review of these 6 phases. Refer to [Part F, Chapter 3: Planning Document Formats](#) for the formats for the various planning products.

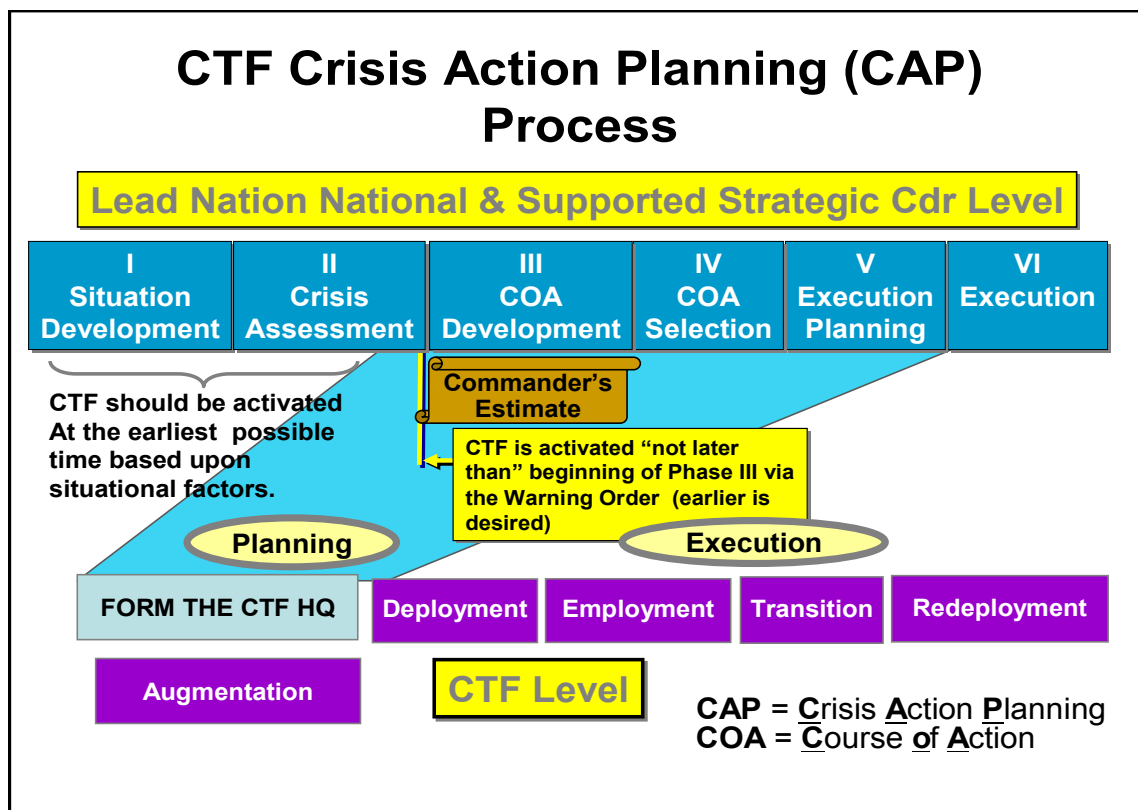


Figure B-2-A-1.1: CTF Crisis Action Planning (CAP) Process

- 2.1. **Phase 1 - Situation Development and Phase 2 - Crisis Assessment.** The process begins when a crisis is reported to the respective national authorities (NatAuth) of nations having interests associated with the situation.

- 2.1.1. The NatAuths of these nations unilaterally and collectively assess the situation with an initial assessment from the anticipated Lead Nation NatAuth and **determine if a military response is required**. UN consultations occur for UN sponsored (UN led) and UN authorized operations (Lead Nation led).. [Refer to Part B, Chapter1: National Strategic Factors](#) for details on legitimacy.

- 2.1.2. If a decision is made by the NatAuths of participating nations to develop a multinational military option (with UN consultations and coordination as required) than a CTF headquarters is activated and formed.
- 2.1.3. The output of the CAP Phase 1 and 2 actions is the **Essential Strategic Guidance** that is passed from the Lead Nation NatAuth, through the Supported Strategic Commander, to the Commander, CTF (CCTF). Refer to [Part B, Chapter 1: National Strategic Factors](#) for an outline of this guidance.

Note: The Essential Strategic Guidance is **critical** for the CAP process and the follow-on planning by the CCTF. Decades of lessons learned in multinational operations underscore the requirement for **clear strategic guidance early on** for multinational operations to succeed. **However, in practice, history has shown that his guidance is almost always incomplete and fragmented during a crisis situation.** As such, the Supported Strategic Commander, CCTF, and CTF staff needs to proactively seek out clarity in strategic guidance as required by the situation.

- 2.1.4. During these Phases the **Multinational Framework for Planning and Operations** is established (refer to [Part B, Chapter 1: National Strategic Factors](#) for an outline of this framework and the details on the strategic actions required during Phase 1 and 2 of the CAP by the Lead Nation and participating nations.
- 2.2. **Phase 3 - Course of Action Development (COA).** In this Phase the Commander, CTF (CCTF) develops his Operational Concept of Operations in coordination with the National Command Elements (NCEs) and identifies the recommend operational / tactical COA with the CTF component commanders. The output of Phase 3 is the Commander's Estimate. This estimate is forwarded to the Supported Strategic Commander, who prepares his estimate and forwards it to the Lead Nation NatAuth.
- 2.3. **Phase 4 – COA Selection.** This phase begins with the receipt of the Commander's Estimate by the Lead Nation NatAuth. The Lead Nation NatAuth reviews the Commander's Estimate and, in coordination with participating nations, the HC, and UN / UN programs, agencies and funds (as required), makes a decision on the recommend strategic concepts, operational concept of operation, and operational / tactical COA for the CTF command.
- 2.4. **Phase 5 – Execution Planning.** Phase 5 begins when the Supported Strategic Commander receives the Lead Nation NatAuth decision and guidance. The Supported Strategic Commander then develops an Operational Order (OPORD) and submits them to the NatAuth for review. Additionally, this OPLAN / OPORD and strategic guidance are passed to the CCTF. The CCTF and CTF component commanders develop their respective OPORD for the operation based on the strategic plans and guidance received. This is considered a draft CTF OPORD. Once finished, the CCTF OPORD is forwarded to the Supported Strategic Commander for review and approval.
- 2.5. **Phase 6 – Execution.** This phase begins when the Lead Nation NatAuth decides to execute the OPORD approved in Phase 5 and an Execute Order is issued. Then the Supported Strategic Commander and CCTF formally issue their respective OPORDs, and the CTF components finalize their OPORDs and issue them to their subordinate units. The multinational response is initiated based on the C-Day/L-Hour (Day/Time the deployment commences) or C-Day/H-Hour (Day/Time the operation commences).

3. **Planning Products and CTF Activation.** Figure B-2-A-1.2 outlines the sequence of actions, planning products, and CTF activation activities in the CAP process. Phase 1, 2, and 4 are the responsibility of the Strategic planning levels within the multinational effort. Phase 3, 5, and 6 fall in all levels of planning and execution with an emphasis at the operational level (CTF Headquarters) and tactical levels (CTF components).

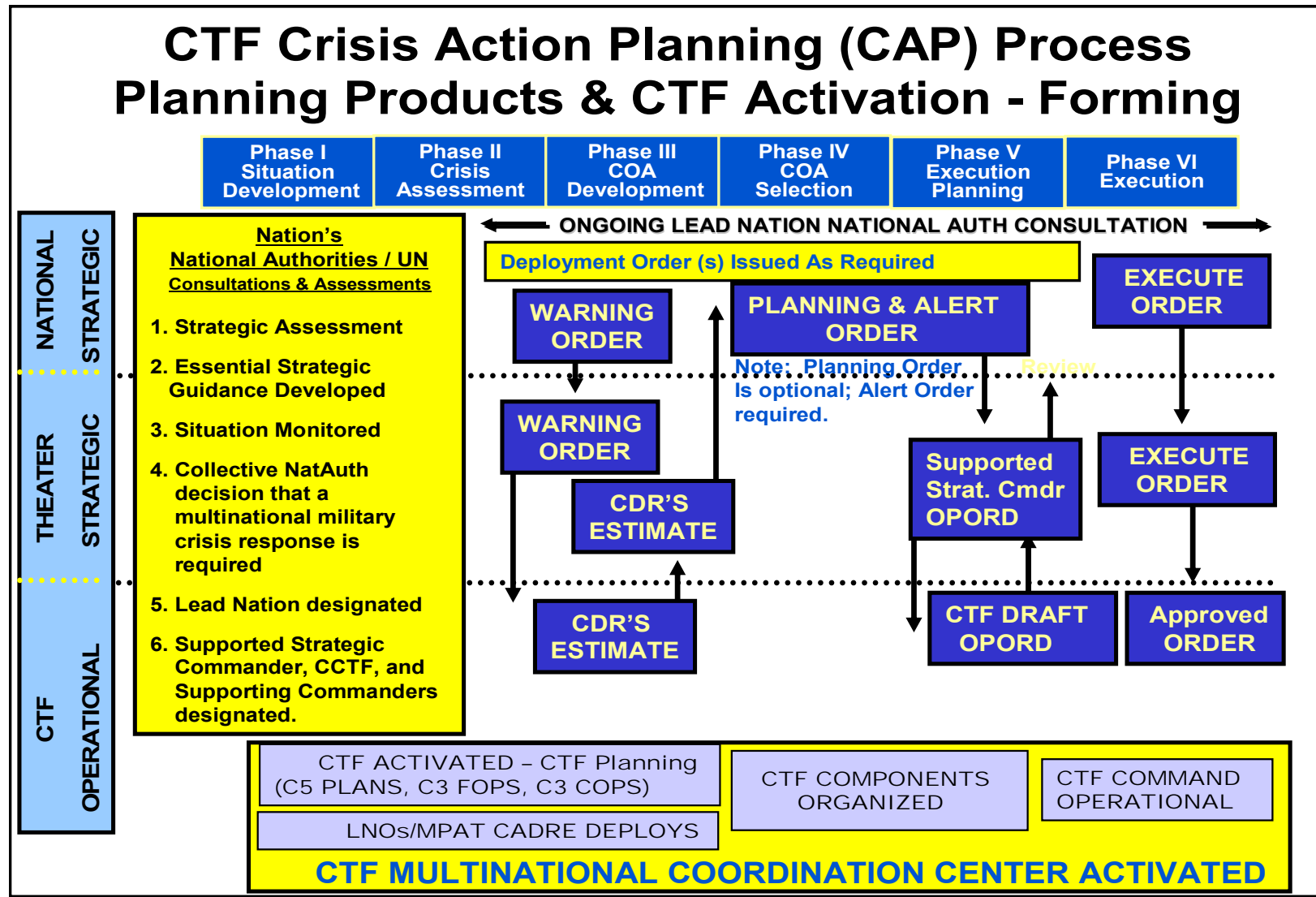


Figure B-2-A-1.2: Planning Products and CTF Activation – Forming Activities

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APPENDIX 2

MULTINATIONAL PLANNING AUGMENTATION TEAM (MPAT) PROGRAM

1. **Overview.** This Annex describes the Multinational Planning Augmentation Team (MPAT) program. This annex provides information on MPAT capabilities and procedures for coalition and combined planners, either military or civilian.
2. **Background.** CTF headquarters and commands are normally built around a headquarters provided by the Lead Nation/Regional Organization. Refer to [Part B, Chapter 2: CTF Headquarters Organization](#). Lessons learned from recent crises underscore the need for improvement of multinational operations capabilities with an emphasis on improved speed of response to a crisis situation and improved operational planning effectiveness based upon increased interoperability.
 - 2.1. The MPAT program is a multinational program that was established by the Chiefs of Defense (CHODs) within the Asia-Pacific region in 2000 to address the operational question: *“How can we conduct more rapid and effective multinational operations within the Asia-Pacific region?”*
 - 2.2. The MPAT program goals are (refer to www.mpat.org for details on the program)
 - 2.2.1. Improve the speed of multinational crisis response.
 - 2.2.2. Improve multinational force interoperability.
 - 2.2.3. Increase CTF mission effectiveness.
 - 2.2.4. Support unity of effort within multinational operations.
 - 2.3. The MPAT program’s purpose is to develop a cadre of military planners from nations within the Asia Pacific region (and other nations outside the region with interests in the Asia-Pacific region) that are capable of rapidly augmenting a multinational task force headquarters that is responsible for the planning and execution of multinational operations at the operational level of planning and execution.
 - 2.4. MPAT personnel may deploy, augment, and assist a CTF headquarters in their activation and forming actions. A multinational cadre (with multinational perspectives and processes) can greatly assist in the early response and effectiveness of the multinational response.
 - 2.5. The MPAT cadre may assist the CTF staff to move from a national perspective to a multinational perspective.
 - 2.6. The MPAT program is responsible for the development and refinement of the Multinational Force Standing Operating Procedures (MNF SOP). This SOP outlines the multinational processes and procedures that serve as starting points for the activation and forming of the multinational command.
3. **Concept.** When a crisis occurs the Lead Nation/Regional Organization or CTF can request MPAT cadre **from participating nations within the multinational effort** to fill some CTF headquarters personnel requirements. MPAT personnel may also deploy to assist the Supported Strategic Command Headquarters with strategic-level planning and coordination.
 - 3.1. The Lead Nation/Regional Organization requests augmentation assistance from nations using the normal diplomatic and political-military coordination processes. They can request informal assistance from the MPAT Secretariat in identifying MPAT cadre personnel from the various nations (email: mpat@mpat.org).
 - 3.1.1. At the beginning of a crisis, MPAT cadre informally discuss the potential involvement of their nations and share information in MPAT channels as appropriate. In effect, informal MPAT planning starts almost immediately in a major crisis response situation that may require military forces.

- 3.1.2. This does not replace the formal national process ongoing in the initial crisis stages; however, the relationships developed between MPAT program participants in peacetime can greatly assist initial multinational crisis action planning and coordination.
 - 3.2. Each nation independently decides whether to deploy MPAT personnel and which personnel to deploy when requested. The MPAT Secretariat may assist the Lead Nation, Supported Strategic Commander, and CCTF in obtaining the correct mix of staff expertise based upon the crisis requirements.
 4. **Organization.** The MPAT **is not a standing, billeted organization or task force. It is a program** with a cadre or pool of planners with multinational force operations planning experience that has developed professional relationships among themselves from participation in MPAT events.
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Reference. For additional information on the MPAT program refer to the unclassified MPAT web site (www.mpat.org).

ANNEX B

MNF PLANNING PROCESS AND ORGANIZATION

1. **Overview:** The MNF planning process and supporting organizations are fundamental operational starting points for the MNF SOP.
 - 1.1. The MNF planning process is the heart of the multinational effort. Only effective planning and decision making can achieve integrated operations to support multinational mission accomplishment.
 - 1.2. The MNF planning process provides an integrated and managed method for the movement of plans from the planning stage, to the refinement stage, to the execution stage. This process is specifically designed to enable unity of effort.
 - 1.3. The MNF headquarters includes the staff and Cross-Functional Organizations which support the MNF planning process and the Commander's Decision Cycle.
 - 1.4. The ability to share information in the MNF headquarters is an integral during the planning process.
2. **MNF Planning Process and Organization.**
 - 2.1. **Commander's Decision Cycle.** All MNF planning is primarily in support of the Commander's Decision Cycle. The Commander's Decision Cycle is a process that depicts how command and staff elements determine required MNF command actions, codify them in directives, execute them, and monitor their results. This cycle has four phases: plan, direct, monitor, and assess. Underlying this cycle is an adaptive process that assesses the effectiveness of MNF plans and actions. Refer to [Appendix 1: Commander's Decision Cycle](#) for details.
 - 2.2. **MNF Planning Organizations.** The Plans (C5), Future Operations (C35), and Current Operations (C33) functional organizational structures are used to ensure that an integrated and managed planning process is present within the MNF headquarters. Refer to [Appendix 2, MNF Planning Organizations](#) for details.
 - 2.3. **Multinational Staff Coordination Process (Cross-Functional Organizations) and MNF Battle / Operational Rhythm.** A well thought out cross-functional coordination process within the MNF headquarters that is arranged within a Battle / Operational Rhythm framework is critical for effective support of the Commander's Decision Cycle. Refer to [Appendix 3 and 4](#) of this Annex. This is a key component for the establishment of integrated operations within the MNF Area of Operations (AO).
 - 2.4. **MNF Headquarters Organization.** The establishment of a MNF headquarters that supports and reinforces an inclusive, cooperative, and coordinated environment of planning and execution within a multinational framework is fundamental to effective mission accomplishment. Refer to [Appendix 5: MNF Headquarters Organization](#) for the initial starting point template for the MNF headquarters.
 - 2.5. **Military Decision Making Process – Multinational (MDMP-M).** This process supports all military decision making and assessment actions, from deliberate to abbreviated planning, across the Range of Military Operations. There are two MDMP-M references that have been developed to support MNF planners:
 - 2.5.1. **MDMP-M Process Template.** This planning template focuses on the steps and outcomes for MDMP-M in a simple, easy-to-use format that can be utilized by a multinational staff to support the planning process. Refer to [Appendix 6, Multinational Decision Making Process-Multinational](#).
 - 2.5.2. **MNF SOP Planning Handbook MDMP-M.** This is a pocket reference handbook that exists outside the MNF SOP on the Internet at the MPAT home page (www.mpat.org). It acts as a detailed background reference for the MDMP-M Process Template steps within the MNF SOP.

- 2.6. **Foreign Disclosure and Information Sharing.** [Refer to Appendix 7](#) for a description of the foreign disclosure, the process by which coalition partners disclose or release country information or Foreign Government Information (FGI) to partner nations within or external to the coalition.
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Appendices

Appendix 1: Commander's Decision Cycle

Appendix 2: MNF Planning Organizations

Appendix 3: Multinational Staff Coordination Process Cross-Functional Organizations

Appendix 4: MNF Battle / Operational Rhythm

Appendix 5: MNF Headquarters Organization

Appendix 6: Military Decision Making Process – Multinational

Appendix 7: Foreign Disclosure and Information Sharing

APPENDIX 1

COMMANDER'S DECISION CYCLE

1. **Overview.** This appendix describes the Commander's Decision Cycle which is the overarching concept that supports effective military decision-making within the MNF command. This cycle is an adaptive process that depicts how the Commander, MNF (CMNF), component commanders and staff determine required MNF actions, codify them in directives, execute them, monitor their results and assess the effectiveness of MNF actions in regards to mission accomplishment. The Commander's Decision Cycle has four steps: plan, direct, monitor, and assess. Refer to Figure B-2-B-1.1.

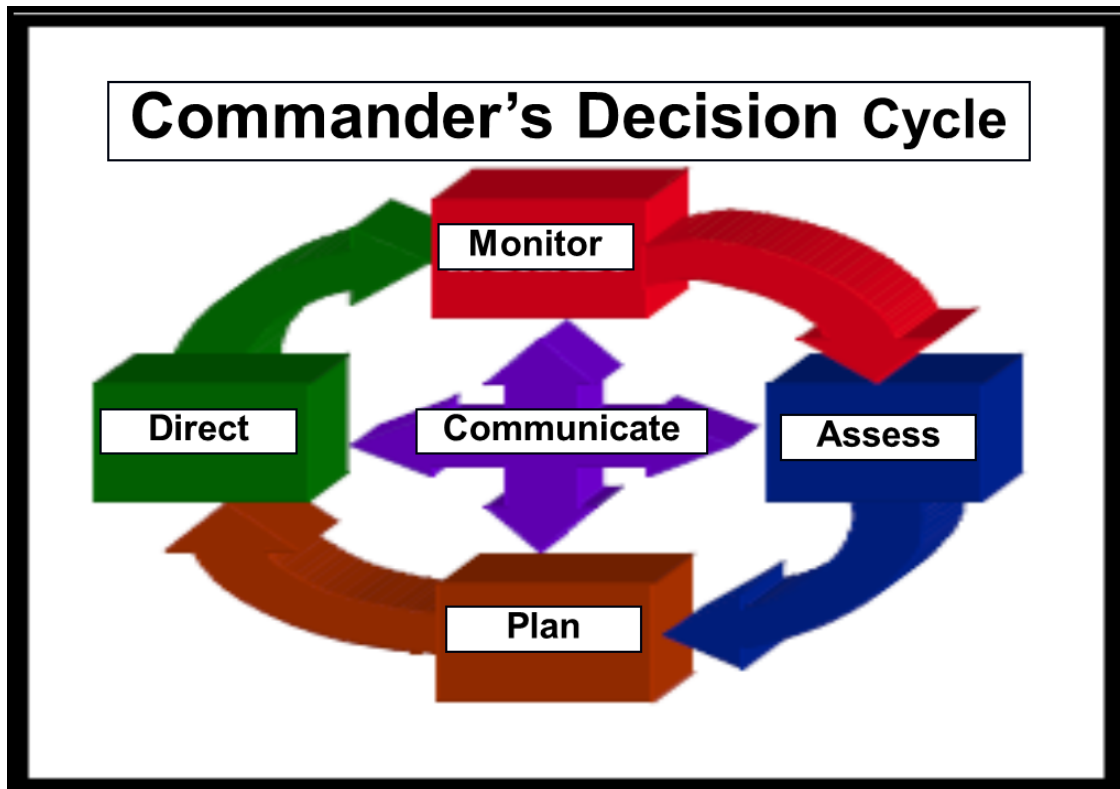


Figure B-2-B-1.1: Commander's Decision Cycle

2. **Commander's Decision Cycle steps.** Outlined below are a description of each step of the Commander's Decision Cycle:

- 2.1. **Plan.** The planning step is initiated based upon strategic guidance and direction to the CMNF (refer to [Part B, Chapter 1: National Strategic Factors](#) and [Part B, Chapter 2: MNF Crisis Action Planning](#) for details). The CMNF and staff initiate planning using MDMP-M and develop CONPLANS / OPLANs / OPORDs as required (refer to [Part B, Chapter 2: Military Decision Making Process – Multinational](#) for details). The CMNF receives follow-on guidance and direction by the Supported Strategic Commander and National Authorities (NatAuth) as the situation evolves. In the planning portion of the Commander's Decision Cycle, the commander and staff make adjustments (branches and sequels) to the current plan or develop new plans as required by the evolving situation.
- 2.2. **Direct.** The CMNF and MNF HQ directs actions to ensure that orders and directives are executed as intended. This direction is done with the broader purpose of achieving strategic objectives, the military end state, and MNF mission. The MNF staff and component commanders support detailed directive actions required to execute tactical actions at the MNF component levels. Tools like the commander's intent and CCIRs assist the MNF HQ in this role. The majority of the MNF's directing function is executed by the Multinational Force Command Center (MNF-CmdC).

- 2.3. **Monitor.** Monitoring involves observing and measuring ongoing activities that may impact the MNF's AO and/or MNF's ongoing or future operations. The baseline for this measurement of the situation is the OPORD. This baseline allows the CMNF and staff to measure the effect of the MNF operations. This also allows the CMNF and staff to identify where the current situation deviates from the one in the plan and where branches to current operations or sequels for future operations may be warranted.
- 2.4. **Assess.** Within the Commander's Decision Cycle, assessment is the measurement of the effect of MNF operations and actions as they relate to strategic guidance, military end state attainment and mission accomplishment. Fundamental to assessment are the findings about MNF progress in designated mission areas as measured against the expected progress. These outcomes allow the CMNF and the staff to determine where adjustments must be made to operations and serve as a catalyst for planning. Ultimately, assessment allows the CMNF and staff to adjust and refine MNF plans and actions in order to keep pace with a constantly evolving situation in order to achieve mission accomplishment. Refer to [Part B, Chapter 2: MNF Assessment of Operations](#) for details on the MNF headquarters assessment procedures.

APPENDIX 2

MNF PLANNING ORGANIZATIONS

1. **Overview.** The MNF planning organization centers around one simple principle: The MNF planning structure must provide for an integrated and managed process for the movement of plans from the planning stage, to the refinement stage, to the execution stage.
 - 1.1. A three-phased planning perspective begins with a current operational focus and continues to the future, ensuring the MNF is always preparing for future operations and potential contingencies. The time frames shown are guides to establish the respective planning focus for each cell. Figure B-2-B-3.1 outlines this three phased planning perspective.
 - 1.1.1. **C5 (Plans).** Focuses on mid-term to long-range planning. Campaign planning and contingency/operations plans (CONPLANS/OPLANS) are the focus of this organization. The planning range is normally beyond 14 days from current operations (or from execution of plans).
 - 1.1.2. **C35 (Future Operations).** Focuses on the near-term operations. This organization integrates the SA and commander's guidance to arrive at an operation order (OPORD) or fragmentary order (FRAGO) that is ready for execution. The planning range is normally the next 5 to 14 days.
 - 1.1.3. **C33 (Current Operations).** Focuses on current operations. SA allows for final adjustments to OPOORDs/FRAGOs just prior to issuance. This organization issues the OPOORD/FRAGO and monitors its execution, making near-time adjustments following the CMNF's directives and component commanders' requirements. The planning range is normally real-time monitoring to 4 days.

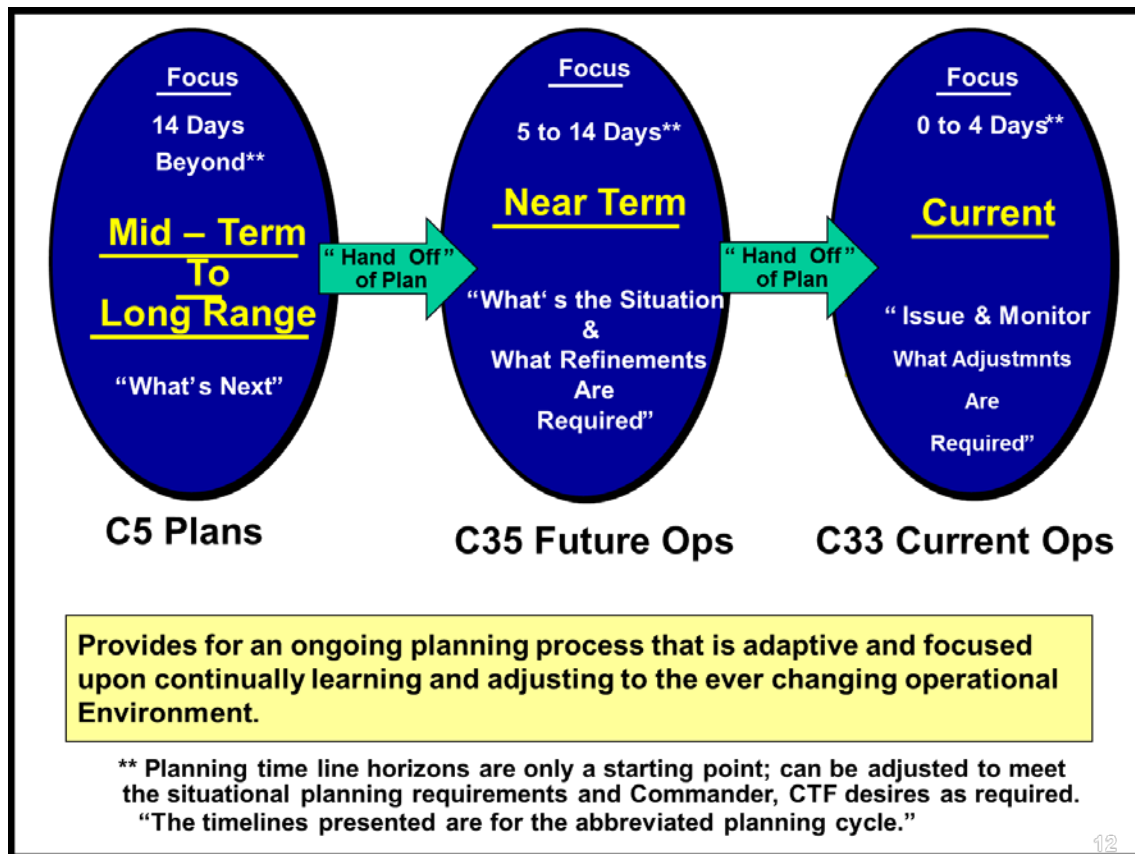


Figure B-2-B-2.1: MNF Planning Organization

1.2. **C5.** This organization focuses on the initial development of plans (Campaign Plans, CONPLANs, OPLANs, and OPORDs) and follow-on operational planning. The C5 establishes the MNF Planning Group (MNFPG), which is the central planning organization for the MNF headquarters. Operational Planning Teams (OPT) are established by the MNFPG as required. For further details regarding these organizations, refer to [Part B – Chapter 2 – Annex B: MNF Planning Process and Organization](#). The following are the key tasks for the C5 in the plans functional area:

- 1.2.1. Conducts planning, analysis, and coordination of plans (generally 14 days and beyond).
- 1.2.2. Develops Courses of Action (COA) based on the strategic guidance, CMNF intent/guidance, and military end state. Wargaming of COAs is conducted to support COA decision.
- 1.2.3. Coordinates MNF planning efforts with input from the MNF headquarters' coordination centers (MNFCC, MNFMovCC, and MNFLogCC).
- 1.2.4. Prepares plans, briefs, reports, and other required planning products. Maintains close coordination with the C33 for refined awareness of enemy and friendly situation. Conducts close coordination with C35 during development of COAs, CONPLANs, OPLANs, and OPORDs.
- 1.2.5. Conducts CMNF decision briefs, updates, and wargaming of plans, as required.
- 1.2.6. Conducts formal plans hand-off coordination and briefing sessions with C35.

Note: A C5 Lead Planner should be designated for each plan or order. This Lead Planner should work with the designated C35 Lead Planner as the plan is handed off to C35. These planners should monitor the plan or order to its completion, which is when the plan is handed-off to C33.

1.3. **C35.** This organization is responsible for future operations planning that occur in the 5 to 14 day time frame. For further details regarding these organizations, refer to [Part B – Chapter 2 – Annex B: MNF Planning Process and Organization](#). The following are the key tasks for the C35 in the operations functional area:

- 1.3.1. During activation, the C35 focus is on MNF activation planning, the initial MNF response, and deployment of initial response forces.
- 1.3.2. Refinement/adjustment to ongoing operational plans by issuing FRAGOs or modifications to orders.
- 1.3.3. Represents the C3 in the planning process to ensure continuity between C5 and C33.
- 1.3.4. Makes use of the OPT concept and establishes tailored OPTs in support of planning activities. There may be multiple OPTs activated by the staff.
- 1.3.5. Liaison from coordination centers (MNFCC, MNFMovCC, and MNFLogCC) should be included in the planning sessions to fully integrate civil-military and logistics coordination required in the MNF AO.
- 1.3.6. Receives the hand-off of OPLANs and OPORDs from C5, and finalizes OPORDs/FRAGOs for C33 who finalizes order preparation and issuance.
- 1.3.7. Reviews, refines, and adjusts, updates, coordinates, and drafts OPLANs, OPORDs and FRAGOs into final form based on the CMNF, C3, and C35 assessment of the current situation.
- 1.3.8. Conducts parallel planning coordination with MNF components.
- 1.3.9. Conducts CMNF decision briefs, updates, and wargaming.
- 1.3.10. Supports and participates in the Fires and Effects Working Group and Board (FEWG and FECB).
- 1.3.11. Maintains SA to identify emerging requirements for branch plans and transitions to follow-on phases.
- 1.3.12. Provides representation as necessary to MNF Cross-Functional Organizations.

- 1.3.13. Ensures a smooth transition of plans from C5 to C33 for execution.
- 1.4. **C33.** This organization is responsible for current operations planning and execution that occur in the real-time to 4 day time frame. For further details regarding these organizations, refer to [Part B – Chapter 2 – Annex B: MNF Planning Process and Organization](#). The following are the key tasks for the C33 in the operations functional area:
- 1.4.1. Maintains SA of all aspects of the operating environment.
- 1.4.2. Receives hand-off of OPORDs and FRAGOs from C35 and prepares and finalizes the execution order.
- 1.4.3. Presents a plans hand-off briefing to the MNF Command Center (MNF-CmdC) and the Battle Captain (Watch OIC), Battle Watch Staff, and Liaison Officers.
- 1.4.4. Coordinates a MNF component back brief to the CMNF on respective OPORDs and FRAGOs. The timeframe of this backbrief is flexible, but at minimum should be completed 48 hours prior to execution. MNF component LO teams or other designated component representatives may conduct this brief as the situation dictates.
- 1.4.5. Monitors plan execution and adjusts plans based on CMNF directives in the form of FRAGO, messages, and directives.
- 1.5. **MNF Planning Group (MNFPG).** The MNFPG is a Cross-Functional Organization and is the central planning organization for the MNF headquarters. The MNFPG is a flexible organization and may be organized in many ways. Organizational options for the MNFPG are shown in Figures B-2-B-2.3 and B-2-B-2.4.

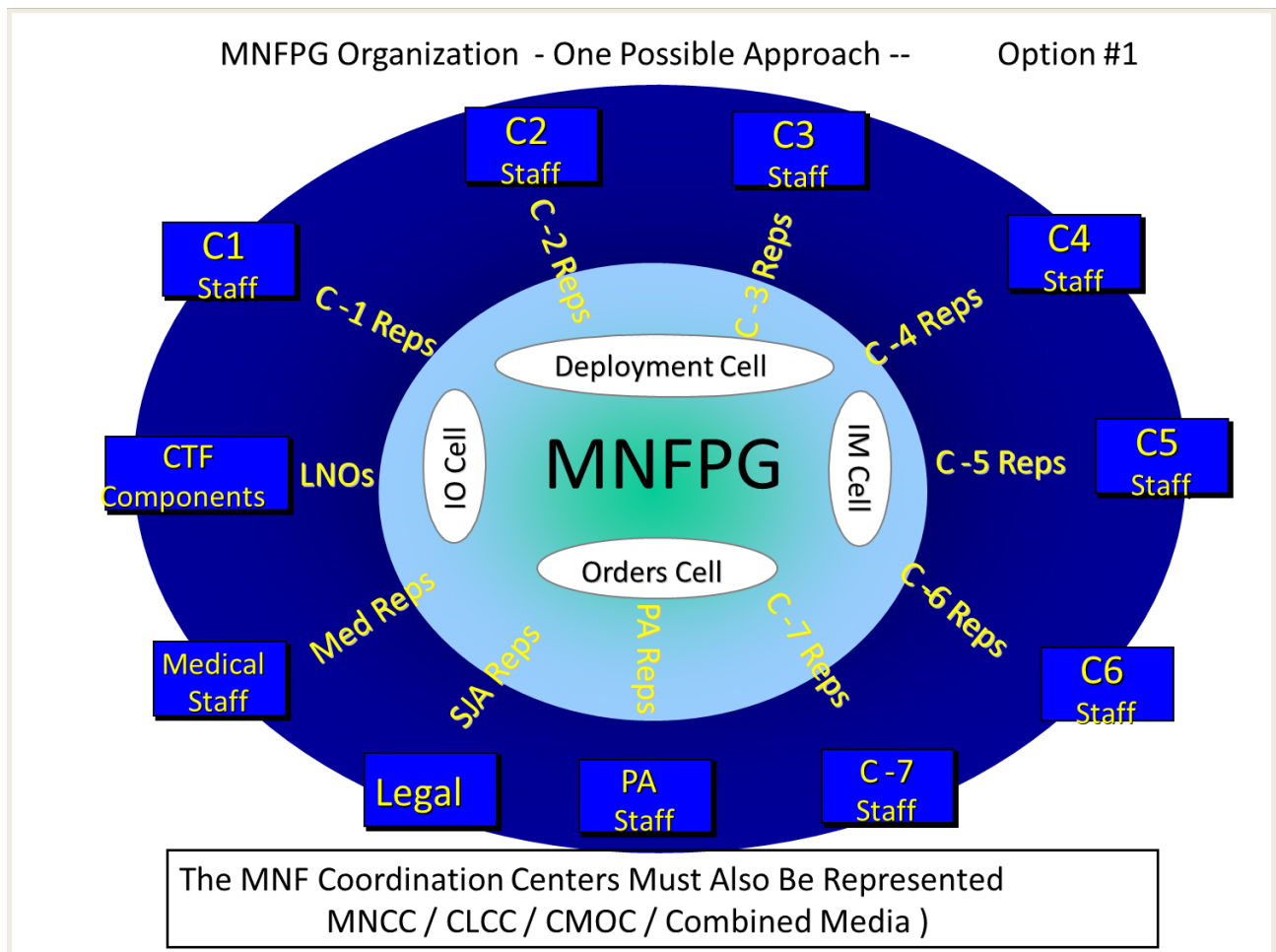


Figure B-2-B-2.3: MNFPG Organization

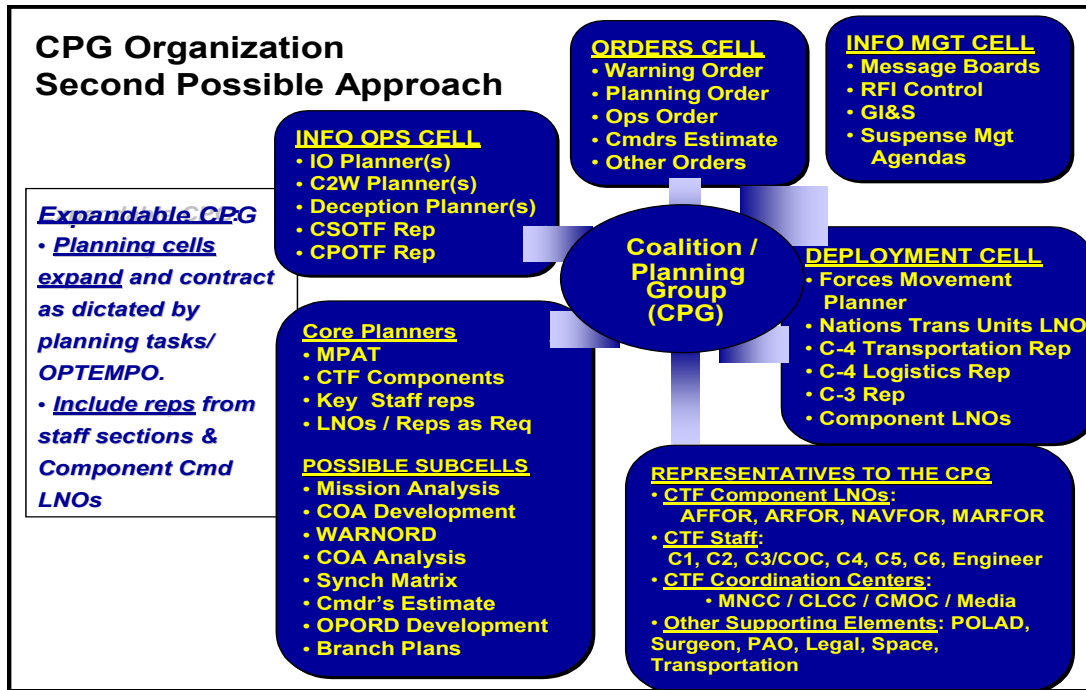


Figure B-2-B-2.4: MNFPG Organization (Second approach)

APPENDIX 3

MULTINATIONAL STAFF COORDINATION PROCESS

CROSS-FUNCTIONAL ORGANIZATIONS

1. **Overview.** This appendix describes the Cross-Functional Organizations within the Multinational Force (MNF) headquarters (HQ) that support the Commander's Decision Cycle. The headquarters establishes, modifies and dissolves those organizations as the need evolves. Effective multinational operations require close coordination, synchronization and information sharing across the Cross-Functional Organizations and MNF staff directorates.

Note: Some nations may refer to Cross-Functional Organizations as boards, bureau, cells, centers, and workgroups (or B2C2WGs as an acronym for these organizations). However, in the multinational arena the MPAT nations find this acronym to be confusing and an incomplete term. Commanders may also form groups, teams, or other organizations to facilitate their decision-making. This SOP uses "Cross-Functional Organizations" as an all-inclusive term for these organizations.

2. **Terms.** Listed below are the Cross-Functional Organizations and their purposes. These are listed in order of precedence as they support the Commander's Decision Cycle. These various forms of Cross-Functional Organizations serve as an initial template in the MNF HQ. Nations and commanders may add or subtract to their Cross-Functional Organizations as required and as the operation dictates.
 - 2.1. **Board.** A board is a formal meeting convened by the commander to provide a commander's or designated representative's decision and/or guidance. Its responsibilities and authority are governed by the authority which established the board. Boards are chaired by the commander or a designated leader with members representing major staff elements, subordinate commands, LNOs, and other organizations as required. Boards provide guidance or decisions and typically receive inputs from working groups to provide a better informed decision. There are two different types of boards:
 - 2.1.1. **Command Board.** A command board provides guidance or decisions on cross-functional issues (example: Commander's Coordination Board). This board represents the culmination of the Battle Rhythm cycle.
 - 2.1.2. **Functional Board.** Functional Boards gain guidance and decisions on functionally specific issues from the commander or designated representative based on a staff recommendation (example: Collection Management Board). These boards often focus on:
 - i. Synchronizing a particular function (e.g., IO, targeting, collection, and distribution) across multiple planning initiatives.
 - ii. Allocating resources between ongoing or future operations.
 - iii. Maintaining continuity of purpose across ongoing operations.
 - 2.2. **Planning Group.** An enduring functional organization formed to support a broad HQ function within a MNF HQ. Normally, groups within a MNF HQ include a Multinational Planning Group (MPG) that manages MNF HQ planning. MPG functions include leading designated planning efforts, resourcing, and managing subordinate planning teams, and coordinating planning activities across the staff.
 - 2.3. **Team.** A functional organization formed within the MNF HQ to solve problems related to a specific task or requirement. Teams and Working Groups are complementary. Working Groups enhance planning through their provision of functional staff estimates to multiple planning teams. In contrast, planning teams integrate the functional concepts of multiple functional working groups into plans and orders. The planning team is not enduring and dissolves upon the completion of the assigned task.

- 2.4. **Working Group.** A recurring or ad hoc body within a MNF's headquarters formed around a specific function whose purpose is to provide analysis and/or recommendations to other Cross-Functional Organizations. The working group or team consists of a core functional group and other staff and component representatives as required. Working groups and teams often provide input to boards performing staff work necessary to facilitate decision making
- 2.5. **Element.** An organization formed around a specific function. The subordinate components of an element usually are functional cells. An example of an element is the MNF Fires Element (MNF FE).
- 2.6. **Cell.** A subordinate organization formed around a specific process, capability, or activity within a designated larger organization of a joint or multinational task force headquarters. A cell usually is part of a functional and traditional staff structure (C1 thru C9) and operates on a continuous basis. An example would be Information Operations Cell (IOC) or a Fires Cell within the C3 functional staff center.
- 2.7. **Center.** A continuously operating **cross-functional** body with a supporting staff designed to synchronize and integrate multiple functions within a military headquarters. A center usually has a designated location or facility. An example would be MNF Operations Center (MNFOC) or a Multinational Command Center (MNF-CmdC).
3. **MNF Headquarters structures.** As outlined in the Commander's Decision Cycle section of this SOP (refer to [Part B Chapter 2: Commander's Decision Cycle](#)), the key MNF headquarters structures that support and/or impact this cycle are: (1) functional staffs (referred to as primary staff and special staff – refer to [Part B, Chapter 2: MNF Headquarters Organization](#)), (2) cross-functional staffs (Cross-Functional Organizations) and (3) other stakeholders involved in the operation. The stakeholders may include the humanitarian community, participating nations in the multinational effort, affected nation(s) government and civil organizations, media, private sector, irregular forces/militia, and any others that may impact the Commander's Decision Cycle.
 - 3.1. The Cross-Functional Organizations help achieve inclusiveness, cooperation, and coordination between the MNF staff and the stakeholders. It is through the cross-functional processes that the multitude of stakeholders can be brought together to focus on the situation in an atmosphere of respect and cooperation that results in the ability of the multinational force to execute integrated operations. Refer to [Part B, Chapter 1: Operational Factors](#) and [Part B, Chapter 2: Multinational Crisis Response](#). Clear planning and management of Cross-Functional Organizations are the underlying means by which unity of effort is achieved in all MNF planning and execution activities to support end state attainment.
 - 3.2. In order for the Cross-Functional Organization process to function effectively, a parallel Battle / Operational Rhythm is required. A properly designed and managed Battle / Operational Rhythm enables an efficient Commander's Decision Cycle. The relationship between the Cross-Functional Organizations and the Battle / Operational Rhythm is addressed in [Part B, Chapter 2: MNF Battle / Operational Rhythm](#).
 - 3.3. The Chief of Staff (COS) is responsible for, and directly supervises MNF headquarters Cross-Functional Organizations and oversees the process as a whole. The COS also manages and directs the MNF Battle / Operational Rhythm in support of the Commander's Decision Cycle. Primary and/or special staffs assist the COS in his responsibilities.
 - 3.4. Each Cross-Functional Organization is led by a Chair and a Facilitator. Whenever possible, representation from MNF participating nations is recommended.
4. **MNF Centers.** There are three main centers that comprise the MNF HQ. These centers are separately staffed within the MNF manning document outside of any primary or special staff billet authorizations. Refer to [Part B, Chapter 2: MNF Headquarters Manning Documents](#). The three centers are:
 - 4.1. **Multinational Coordination Center (MNCC).** This center coordinates planning and execution actions with nation's military forces that are allocated to the CMNF. This is a fundamental MNF SOP start point for the MNF headquarters organization. The MNCC focus is on coordination of multinational military forces. Refer to [Part B, Chapter 2: Multinational Headquarters Organization](#).

4.2. **Civil-Military-Operations Center (CMOC).** This center focuses on establishing cooperation with the humanitarian community and other stakeholders within the MNF area of operations (AO). This is also a fundamental MNF SOP start point for the MNF headquarters organization. The CMOC focus is on civil-military coordination. Refer to [Part B, Chapter 2: MNF Headquarters Organization](#) and [Part B, Chapter 2: Civil-Military Operations Center](#).

4.3. **Multinational Force Logistics Coordination Center (MNFLogCC).** This center coordinates the multinational logistics allocated by nations to the MNF.

Note: Within a humanitarian assistance / disaster relief (HA/DR) mission that has a permissive environment the MNCC and CMOC may be merged into one MNCC organization. Refer to [Part D, Chapter 1. HA/DR MNCC](#).

5. **Organizational Templates.** These templates, also known informally as 7-Minute Drills, are listed at [Part F, Chapter 1: Cross-Functional Organizations](#). These organizational templates outline the purpose, inputs, outputs, key tasks, membership and other information for these organizations. Refer to Figure B-2-B-3.2.

5.1. The intent of these templates is to provide a starting point for various MNF operations. The number of activated organizations is scalable based on the size and scope of the operation. Additionally, the naming convention for these organizations may vary due to Lead Nation preference and/or situation. However, they should be similar in terms of the templates input and output frameworks. An example Organizational Template is depicted below.

Organizational Template (7-min Drill)

- Purpose: Specific description of why the Cross-Functional Organizations exists and the functions served (What is the value added?).
- Inputs: Describe specifically what you require in terms of products and who you expect to deliver these products.
- Outputs: Describe very specifically what products your Cross-Functional Organization produces and to whom they are to be delivered.
- Key Tasks: What specific steps / functions does the Cross-Functional Organization need to perform to accomplish its purpose?
- Chair: Decision maker (Board) or Lead MNF Staff-Code representative
- Facilitator: Person designated by the Chair to facilitate the meeting
- Frequency/Location: When / Where does it meet in the Battle Rhythm: What day and time? Where does it meet? Is it a physical meeting, virtual meeting (If virtual, give URL for location), or VTC meeting?
- Membership: State every member you require to attend. State specific requirements for members that are not required to attend every meeting (as required; upon request; invited, but not required; etc).
- Point-of-Contact (POC): Person designated as POC

Figure B-2-B-3.2: Organizational Template example

5.2. Commander Multinational Task Force (CMNF) Level

5.2.1. [National Command Element \(NCE\).](#)

5.2.2. [Commander's Decision Briefing](#)

5.2.3. [Commander's Coordination Board \(CCB\)](#)

5.2.4. [Commander's Planning Session](#)

5.2.5. [Commander's Media Brief](#)

5.2.6. [Commander's Update Brief\(CUB\)](#)

5.3. **Chief of Staff.** Overall supervision and responsibility – may designate a primary staff responsibility for day-to-day functioning.

5.3.1. [Multinational Coordination Center \(MNCC\).](#)

5.3.2. [Civil-Military Operations Center \(CMOC\).](#)

5.3.3. [Knowledge and Information Management Working Group and Board \(KIMWG/B\)](#)

5.4. C1

5.4.1. [Reception Center \(RC\)](#)

5.5. C2

5.5.1. [Collection Management Working Group \(CMWG\)](#)

5.5.2. [Collection Management Board \(CMB\)](#)

5.5.3. [Coalition/Combined Intelligence Support Element \(CISE\)](#)

5.5.4. [Intelligence Coordination Center \(ICC\)](#)

5.5.5. [Interrogation and Debriefing Center \(IDC\)](#)

5.5.6. [Document Exploitation Center \(DEC\)](#)

5.5.7. [Captured Material Exploitation Center \(CMEC\)](#)

5.6. C3

5.6.1. [Multinational Forces Command Center \(M-CmdC\).](#)

i. [Future Operations \(FOPS Cell\)](#)

ii. [Current Operations \(COPS Cell\)](#)

iii. [Information Operations Cell \(IO Cell\)](#)

iv. [Air Operations Cell \(AO Cell\)](#)

v. [Land Operations Cell \(LO Cell\)](#)

- vi. [Maritime Operations Cell \(MO Cell\)](#)
- vii. [Special Operations Cell \(SO Cell\)](#)
- viii. [Air and Missile Defense \(AMD\) Cell](#)
- ix. [Coalition/Combined Fires Element \(CFE\)](#)
 - ix-i. [Coalition/Combined Targeting Working Group \(CTWG\)](#)
 - ix-ii. [Coalition/Combined Targeting Coordination Board \(CTCB\)](#)
 - ix-iii. [Current Fires \(CF\) Cell](#)
 - ix-iv. [Fires Plans \(Fire Plan\) Cell](#)
 - ix-v. [Targeting Cell \(TC\)](#)
- x. [Rules of Engagement \(ROE\) Cell](#)

5.6.2. [Information Operations Working Group \(IOWG\)](#)

5.6.3. [Fires and Effects Working Group \(FEWG\)](#)

5.6.4. [Fires, Effects and Coordination Board \(FECB\)](#)

5.6.5. [Targeting Coordination Board \(TCB\)](#) (this term may be used for the above board – same function)

5.6.6. [Rules of Engagement Working Group \(ROE WG\)](#)

5.6.7. [Force Protection \(FP\) Cell](#)

5.6.8. [Security Coordination Center \(SCC\)](#)

5.6.9. [Multinational Personnel Recovery Center \(MPRC\)](#)

5.6.10. [Personal Recovery Coordination Cell \(PRCC\)](#)

5.6.11. [Counter-IED Working Group \(CIEDWG\)](#)

5.6.12. [Chemical Biological Radiological Nuclear Working Group \(CBRNWG\)](#)

5.6.13. [Air and Missile Defense Working Group \(AMDWG\)](#)

5.6.14. [Air and Missile Defense Board \(AMDB\)](#)

5.6.15. [Force Protection Working Group \(FPWG\)](#)

5.6.16. [Evacuation Control Center \(ECC\)](#). Normally operated by designated MNF component with oversight by C3 and/or C1.

5.7. C4

- 5.7.1. [Logistics Coordination Board \(LCB\) / Working Group \(LCWG\)](#). Supported Strategic Command J4's primary cross-functional logistics operations & plans venue. Exercises broad logistics oversight and coordinates the common-user logistics framework throughout MNF AO. Promulgates log guidance, policies and priorities. Attended by C4 or Deputy C4 with staff participation as required.

- 5.7.2. [Multinational Movement Coordination Center \(MMCC\)](#). This structure enables military-to-military operational coordination with multinational forces OPCON / TACON to MNF at a classified level. MNCC will typically stand up a logistics section. If established, CLCC shall send a Coordination Team.
- 5.7.3. [MN Contracting and HNS Coordination Center \(CHCC\)](#). Plan, integrate and de-conflict contracting and other related logistics efforts across the MNF AO, if possible. Align contracts with CMNF intent. Seek to standardize contractor management policies and procedures. Focus on how contracting can support MNF requirements for common logistics supplies and services. The Supported Strategic Commander J4 will typically provide additional oversight.
- 5.7.4. [Coalition / Combined Logistics Coordination Center \(CLCC\)](#). As the C4's primary link to stakeholders outside of the MNF, the CLCC is uniquely structured to provide logistics mil-to-mil & civil-military coordination at Lead Nation SECRET, MNF-REL and UNCLAS classifications. CLCC Coordination Teams are liaison personnel who interface with MNCC, CMOC, and NSEs. Coordination Teams work with these functions as required or are permanently embedded. For HADR, CLCC may be termed Multinational Logistics Coordination Center (MLCC). The CLCC and Coordination Teams work together to enable information sharing.

- 5.7.5. [Infrastructure & Facilities Coordination WG \(IFCWG\)](#)

- 5.7.6. [Coalition Infrastructure & Facilities Coordination Board \(CIFCB\)](#)

5.8. **C5**

- 5.8.1. [Future Plans Cell \(PLANS\)](#)

- 5.8.2. [Coalition / Combined Planning Group \(CPG\)](#)

- 5.8.3. [Assessment Cell \(AC\)](#)

- 5.8.4. [Assessment Working Group \(AWG\)](#)

- 5.8.5. [Assessment Board \(AB\)](#)

5.9. **C6**

- 5.9.1. [Network Communication Control Center \(NCCC\)](#)

- 5.9.2. [Frequency Management Cell \(FMC\)](#)

5.10. **C7**

- 5.10.1. [Humanitarian Operations Center \(HOC\)](#). Normally managed in conjunction with other humanitarian community personnel / organizations (C7 may not be the lead).

- 5.10.2. [Civil-Military Coordination Board \(CMCB\)](#)

- 5.10.3. [Civil Military Operations Working Group \(CMOWG\)](#)

- 5.11. [Humanitarian Assistance Coordination Center \(HACC\)](#). Normally is a MNF component organization initially activated during an HA/DR crisis. The HACC may not be needed once a CMOC and HOC have been formally established.

5.12. **Special Staff**

- 5.12.1. **Medical**

- i. [Area Blood Program Office \(ABPO\)](#) (sometimes referred to as Blood Program Board - BPB)

- ii. [Medical Surveillance Team \(MST\)](#)
- iii. [Patient Movement Requirements Center \(PMRC\)](#)

5.12.2. **Public Affairs**

- i. [Information Bureau \(IB\)](#)
- ii. [Media Pools \(special form of bureaus / cells\)](#)

5.12.3. **Protocol**

- i. [Visitors Center \(VC\)](#)

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APPENDIX 4

MNF BATTLE / OPERATIONAL RHYTHM

1. **Overview.** This appendix describes how the Battle / Operational Rhythm serves to optimize workflow, create unity of effort and achieve synergy among all commands and staff units. The Battle / Operational Rhythm is defined as a continuous cycle of events that enables the staff to efficiently receive, process, and transmit information in support of the Commander's Decision Cycle. The Battle / Operational Rhythm are flexible and can be changed when required. However, it is important that such changes be thoroughly deconflicted with other MNF events and coordinated with higher and lower headquarters. Refer to the Glossary for the full definition.
2. **Background.** Effective MNF operations require the synchronization of strategic, operational, and tactical processes, to support end state achievement. This is accomplished by the Battle / Operational Rhythm. It synchronizes the information flow and ensures collaboration across functional and cross-functional staffs, and other levels of command. A Battle / Operational Rhythm is not just a schedule of events, it shows the linkages between events, and how information flows throughout the MNF HQ. Activities at each level must incorporate higher headquarters guidance, commander's intent, and subordinate units' requirements for mission planning, preparation, and execution.

Note. In Military Operations Other Than War (MOOTW), especially HA/DR and PKO, the use of the term "battle" may suggest meanings that are not intended. Military planners need to acknowledge this factor and use proper judgment in describing this rhythm. The use of Operational Rhythm may be more appropriate.

- 2.1. **Battle / Operational Rhythm interdependencies.** Figure B-2-B-4.1 shows the various levels of Battle / Operational Rhythms supporting a multinational command.



Figure B-2-B-4.1: Levels of Battle / Operational Rhythm

3. **Framework and Responsibilities.** The Battle / Operational Rhythm supports the Commander's Decision Cycle. The Chief of Staff (COS) manages the Battle / Operational Rhythm, and is supported by the Knowledge Management Officer (KMO) and functional staff directors.

3.1. The COS is responsible for supervising and managing the MNF Battle / Operational Rhythm. Any Cross-Functional Organization placed in the Battle / Operational Rhythm requires the express approval of the COS.

3.2. The KMO is responsible for detailed monitoring of the Battle / Operational Rhythm and recommends refinements to the COS as required.

3.3. All functional staffs are responsible to support the Battle / Operational Rhythm framework in their respective functional areas. Moreover, staffs also support the MNF Battle / Operational Rhythm through internal functional rhythms (detailed in paragraph 7 within this Appendix).

4. **MNF Battle / Operational Rhythm Templates:** Refer to Figure B-2-B-4.2 for example templates. Considerations:

4.1. **Inputs and Outputs.** Identify the essential information to support the commander's requirements that needs to be placed within the Battle / Operational Rhythm in relation to the inputs and outputs required.

4.2. **Key Events.** At the broad level of guidance and planning, the following activities should be considered for inclusion:

4.2.1. CMNF meetings with Supported Strategic Commander.

4.2.2. CMNF meetings with MNF Component Commanders.

4.2.3. Multinational Planning Group (MPG) meetings.

4.2.4. C35 meetings.

4.2.5. Collection Management Working Group / Board (CMWG / CMB) meetings.

4.2.6. Targeting and Coordination Working Group / Board (TCWG / TCB).

4.2.7. Civil Military Operations Working Group / Board (CMOWG / CMOB).

4.2.8. Commander's Update Brief (CUB).

4.2.9. Cultural, religious, political, or financial considerations.

4.2.10. Other major/special events which impact the operation; for example: Commander's circulation and media briefing times.

4.3. **Inclusiveness, Cooperation and Coordination.** When developing the Battle / Operational Rhythm, the MNF should be especially attuned to the requirements of the affected nation government / civil organizations, humanitarian community (HC), media and other stakeholders within the MNF area of operations (AO). The Affected State should get the priority in deciding the type, place, duration, direction and management of assistance.

The intent is to ensure an environment of inclusiveness and cooperation is created and maintained with all non-military stakeholders and an environment of coordination with multinational military forces. This underscores unity of effort and establishment of integrated operations with all stakeholders in the MNF AO.

4.4. Time Zone Considerations. Multinational Battle / Operational Rhythms are influenced by key time zones. They may display all of these times to aid conversions between levels of command located in other time zones. Some key time zones are:

4.4.1. Zulu Time Zone: Coordinated Universal Time (UTC) same as Greenwich Mean Time (GMT)

4.4.2. Time Zone for Lead Nation

4.4.3. Time Zone for Supported Strategic Commander

4.4.4. Time Zone for Operational Area

4.4.5. International Date Line

4.4.6. Daylight Savings Time impacts on various areas

4.5. Time Zone References. The first step of identifying critical times relationships is a very important one and can be confusing. Time zone identification is not complex but is critical. It should be done carefully and double-checked to ensure accuracy. Listed below are some references found on the World Wide Web which may assist in the identification of critical times.

4.5.1. Greenwich Mean Time Zone Website: <http://www.greenwichmeantime.com/>

4.5.2. Time Zone Maps (Military Standard and Nonstandard): Both of these times must be used in your time planning.

<http://www.greenwichmeantime.com/info/timezonemap.htm>

4.5.3. Detailed Chart with all types of time zones to include nonstandard zones:

<http://www.greenwichmeantime.com/info/timezone.htm>

4.5.4. Nation-by-Nation listing (very helpful site):

<http://www.greenwichmeantime.com/time-zone/index.htm>

4.5.5. Current World Clock Times: Good for checking your computations on time differences and determining countries and cities that may be on daylight savings time.

<http://www.timeanddate.com/worldclock/>

4.5.6. Time Zone Planning Menu (List of tools for planning and working with time):

<http://www.timeanddate.com/time/>

4.5.7. Time Zone and Calendar Search and Build Tools:

<http://www.timeanddate.com/>

5. **Building a MNF Battle / Operational Rhythm.** Each Battle / Operational Rhythm is unique and dependent on the commander's guidance and the operation. When building a Battle / Operational Rhythm, the following steps should guide the development:

- 5.1. **Identify Cross-Functional Organizations.** Based on the mission analysis, the staff identifies the Cross-Functional Organizations that will be required to complete all tasks. Refer to [Part B, Appendix 3: Multinational Staff Coordination Process](#) for details.
- 5.2. **Develop Organizational Templates.** Once the staff has identified the necessary organizations, templates will be developed for each Cross-Functional Organization. An example of an Organizational Template is presented in Figure B-2-B-3.2. [Refer to Part F, Chapter 1: Cross-Functional Organization Matrix and Organizational Templates](#) for a complete listing of templates.
- 5.3. **Time Zones.** Begin with a 24-hour time line based on Zulu time. Orders and directives are usually published based on Zulu time which should always be included on the Battle / Operational Rhythm. Then the necessary conversion rulers; for example, the Area of Operations (the operational level), Lead Nation, and higher HQs (the strategic level) can be added.
- 5.4. **Battle / Operational Rhythm construct.** Begin the process by identifying linkages amongst the Cross-Functional Organizations (input and output relationships). This will provide a general understanding of the required information flow. Then apply the other factors, both internal and external to the staff impacts on the Battle / Operational Rhythm. Such factors include:
 - 5.4.1. Higher, lateral, and subordinate Battle / Operational Rhythms. Events that occur at the next higher command can require the commander's attendance, thereby impacting the MNF Battle / Operational Rhythm. Consider the impact that the MNF Battle / Operational Rhythm can have on subordinate units.
 - 5.4.2. Commander's actions. The commander's actions have direct impacts on availability and timing of events of the MNF Battle / Operational Rhythm.
 - 5.4.3. Ensure the Battle / Operational Rhythm addresses the MNF HQ's planning processes and procedures (C5, C35 and C33) cycles in order to establish the base framework for the detailed planning rhythm. The guidance and events are planned and coordinated to support the CMNF and the MNF command as a whole.
 - 5.4.4. Other external factors: There are a variety of other external factors that can affect the Battle / Operational Rhythm. These factors include, but are not limited to: Air Tasking Order (ATO) cycle coalition considerations, Commander's circulation, time zones, media, enemy actions, conferences with components, and shift changes.

5.5. **Refinement.** The Battle / Operational Rhythm can be amended as required. Although relatively stable, there will be a need, as the situation changes, to create or cancel Cross-Functional Organizations, and/or adjust membership and meeting times.

6. Battle / Operational Rhythm Guidelines

6.1. There is a continuing challenge in a staff to balance the potentially large number of Cross-Functional Organizations required for full staff analysis and integration with the limited number of personnel on the staff, meeting spaces, the time available, and all other competing scheduling requirements for the principals and leaders. The COS will enforce discipline on the number of Cross-Functional Organizations by requiring the staff proponent / C-Code lead to defend the need for the Cross-Functional Organization in terms of how it supports the decision cycle (specific inputs, outputs, and recipients of that information). The following are general guidelines for determining what Cross-Functional Organizations belong on the Battle / Operational Rhythm.

6.1.1. If an organization involves input/output from/to another organization, it belongs on the Battle / Operational Rhythm.

6.1.2. If a proposed meeting will produce a product or decision, then an Organizational Template (7-Minute Drill) should be prepared. The format and content of the Organizational Template is detailed in Appendix 3.

6.1.3. Ensure inputs and outputs to other Cross-Functional Organizations meet their requirements.

7. **MNF Staff Functional Rhythms.** With the Battle / Operational Rhythm framework established, the MNF staff can establish their respective functional rhythms to support the MNF Battle / Operational Rhythm and the Commander's Decision Cycle.

7.1. Figure B-2-B-4.4 shows a sample MNF C2 staff functional rhythm aligned and synchronized with the MNF Battle / Operational Rhythm framework. The top half displays a sample portion of the Battle / Operational Rhythm, and the bottom half displays a portion of how the MNF C2 would support the Battle / Operational Rhythm and their own internal requirements.

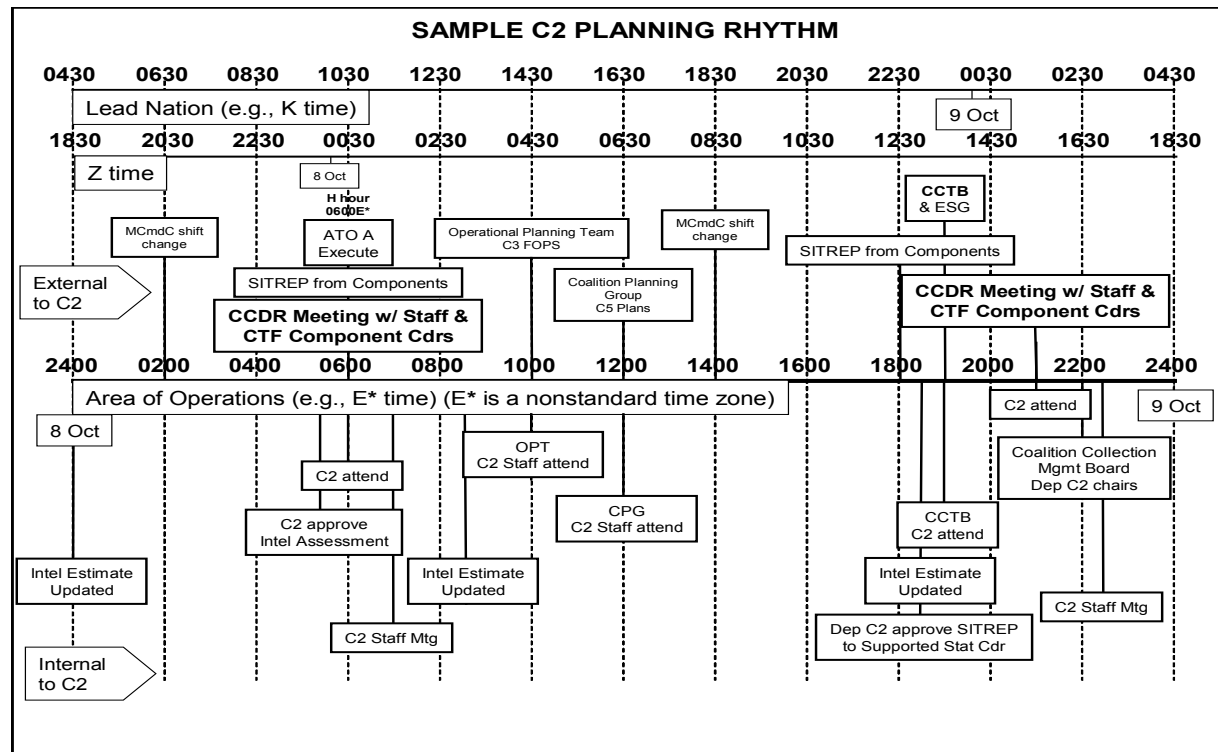


Figure B-2-B-4.4: Sample Staff Planning Rhythm

7.2. Figure B-2-B-4.5 shows an alternate presentation of the functional rhythm in a circular pattern. Its advantage is that it shows time as continuous instead of the stop and start approach depicted in the linear version.

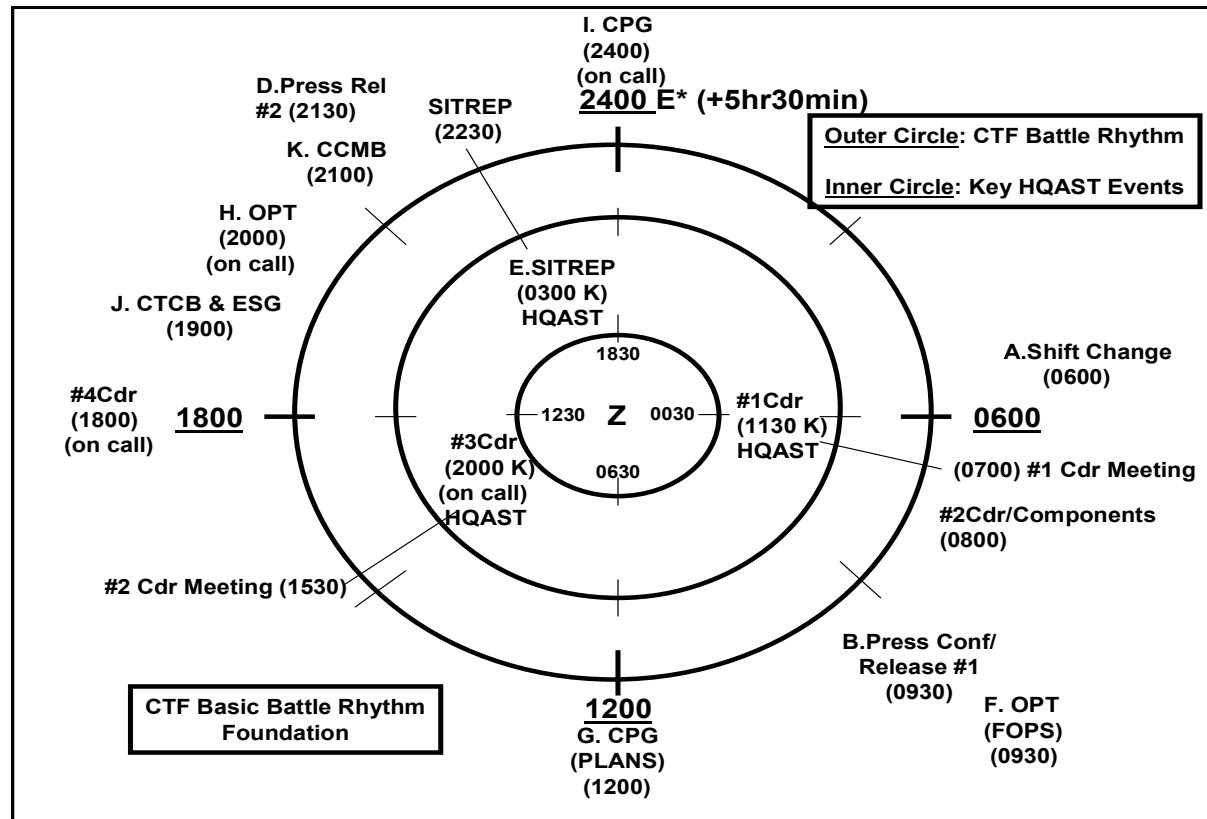


Figure B-2-B-4.5: Alternative Battle / Operational Rhythm Display Method

7.3. **Start Points for MNF HQ Battle / Operational Rhythm.** Two key start points have been established for the MNF headquarters within the MNF SOP. One start point is for a Small Scale Contingency (SSC) and the other is for a Humanitarian Assistance / Disaster Relief (HA/DR) operation.

7.3.1. Small Scale Contingency (SSC): Refer to Figure B-2-B-4.6.

7.3.2. HA/DR Contingency: Refer to Figure B-2-B-4.7.

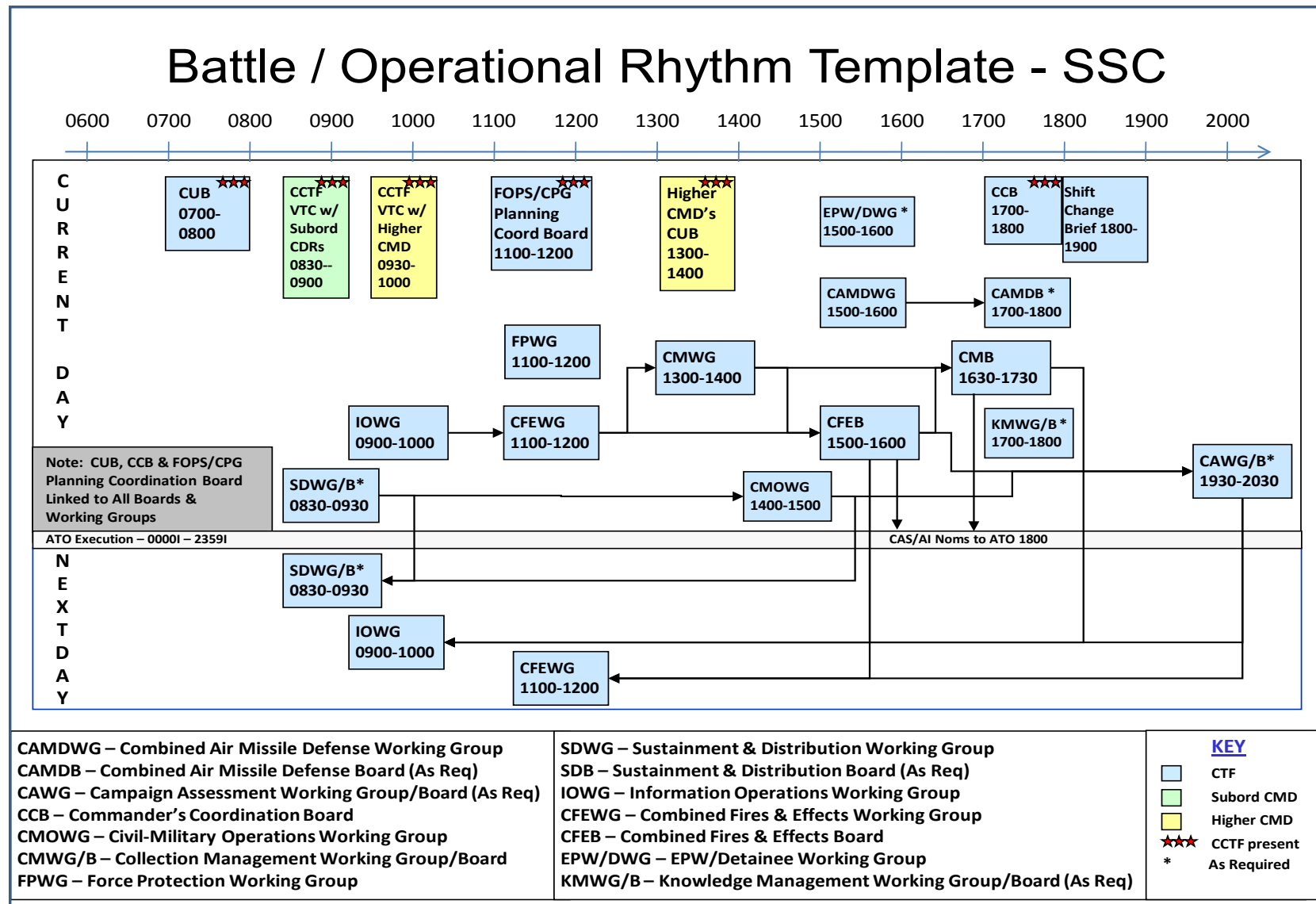


Figure B-2-B-4.6: Battle Rhythm Template SSC

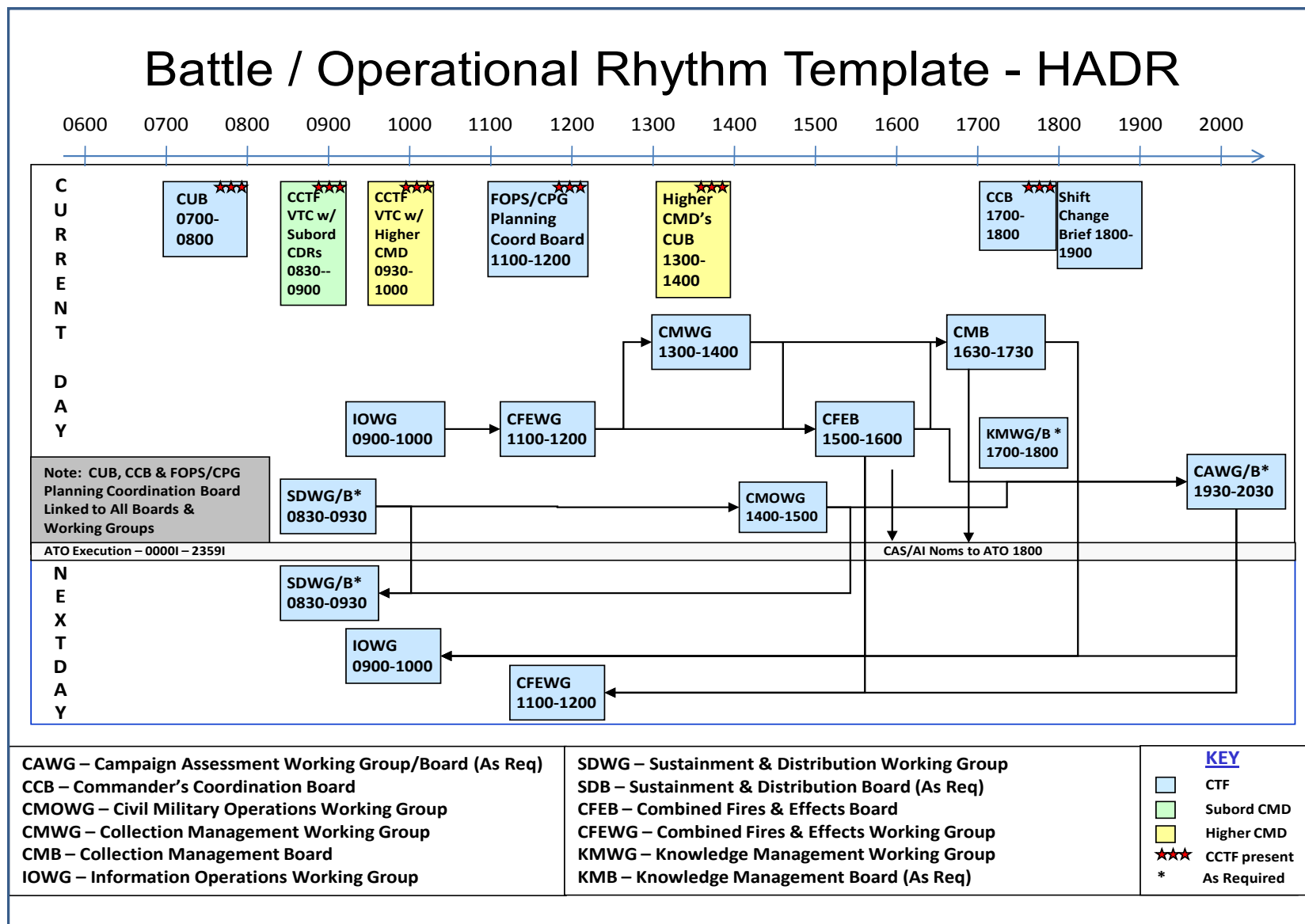


Figure B-2-B-4.7: Battle Rhythm Template HA/DR

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APPENDIX 5

MNF / CTF HEADQUARTERS ORGANIZATION

1. **Overview:** This appendix outlines the MNF SOP start points for the organization of the Coalition / Combined Task Force (CTF) headquarters. This organizational structure is designed to:
 - 1.1. Provide the framework for integrated operations within multinational operations. Refer to [Part B, Chapter 1: Operational Factors](#).
 - 1.2. Incorporates traditional staffing concepts and also applies validated coordination concepts for the integration of participating nations' military forces into the CTF planning and coordination processes.
 - 1.3. Provides the means to integrate the Humanitarian Community (HC) using a cooperative framework for planning with the CTF headquarters.
2. **CTF Start Point Organization.** Figure B-2-B-5.1 is the start point for the CTF headquarters. A key challenge for effective integrated operations within a multinational headquarters is information sharing / coordination with all of the nations' governments, participating militaries, HC and other key stakeholders (refer to [Part B, Chapter 1: Operational Factors](#) for the MNF SOP model for integrated operations). This headquarters template addresses this problem and provides validated solutions that have been used for over two decades in real world operations.
 - 2.1. **Multinational Coordination Center (MNCC) – Multinational Military Forces Coordination Center.** The shaded area within Figure B-2-B-5.1 depicts the highest level of security classification used in the headquarters (which is normally the Lead Nation's / Regional Organization's Secret level). But the reality is that in practice **not all nations will be allowed to access to the Lead Nation's Secret information, nor will participating nations want to share their respective national classified information with nations within the coalition effort.** Obviously this can be a MAJOR obstacle to unity of effort and interoperability.
 - 2.1.1. To address this challenge and to alleviate this restriction on information sharing, information related to all nations militaries participation in the ongoing operations and information directly related to current operations is shared. This is accomplished by the establishment of a MNCC.
 - 2.1.2. The MNCC is established **to provide a center for all nation's militaries to coordinate and plan operations with full information sharing relative to the ongoing operations and respective nations participation** (Releasable Multinational Force level [Rel MNF] – defined as information specific to the crisis and involving all multinational forces within the CTF command). Refer to [Tab B: Multinational Coordination Center](#) for details.
 - 2.2. **Civil-Military Coordination Center (CMOC).** Another challenge for executing integrated operations is cooperation and coordination with the HC. To address this issue, the CMOC is established for conducting civil-military cooperation. Only unclassified (or controlled/sensitive unclassified info – official use only) is used in this center. Refer to [Tab C: Civil-Military Operations Center](#) for details.
 - 2.3. **National Command Elements (NCEs).** NCEs are established that represents the respective nation's national command channels within the CTF headquarters. Such elements are not OPCON/TACON to the CTF headquarters; rather, they are the respective representatives to the Commander, CTF (CCTF) within the headquarters for their respective nations NatAuth. They shall have direct access to the CCTF and be involved in all major decision making within the command..
 - 2.4. **Multinational PLANS, FOPS and COPS planning process.** These planning organizations are focused on multinational planning (not joint planning). These organizations provide for an integrated and managed process for the movement of plans from the planning stage, to the refinement stage, to the execution stage. They maintain **close coordination with the MNCC and CMOC** to support integrated operations achievement.
 - 2.5. **Coalition / Combined Logistics Coordination Center (CLCC).** Coordinates the multinational logistics for all nations within the CTF. Coordinates and plans at a Releasable Multinational Force level (Rel MNF) level

(refer to paragraph 2.1 above). This is a critical coordination center for multinational operations that needs to be established early on in the CTF headquarters activation. Refer to [Part C, Chapter 4: MNF C4 Logistics Procedures](#) for details.

- 2.6. **Multinational and CTF Media Support Staff.** Supports the multinational development of public affairs actions and planning within the CTF. This staff also supports the C5 staff directorate in the development of the CTF's multinational communications integration actions based upon Strategic Communications Strategy guidance from respective nations. Refer to [Part C, Chapter 9: Multinational Communication Integration](#) for details.

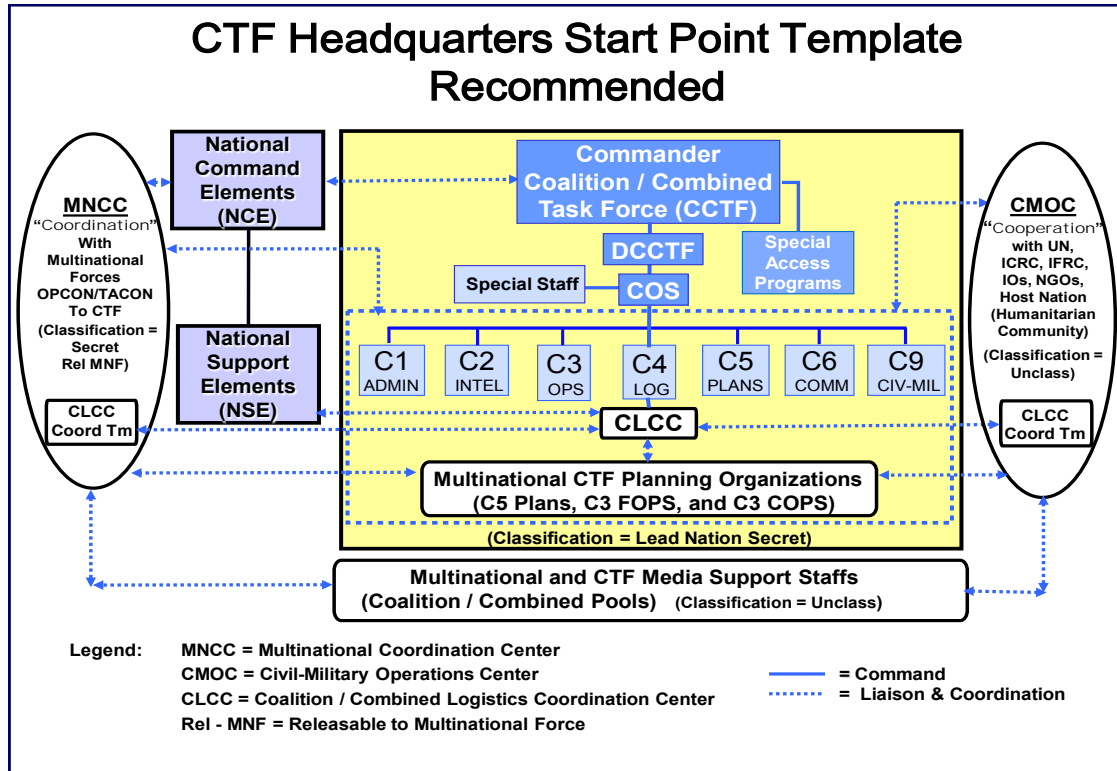


Figure B-2-B-5.1: CTF Headquarters Organization Start Point

3. **Organizational Flexibility.** The CTF organization start point is only a template; there are many ways to modify the organization – it is a flexible organization to meet situational requirements. The desired goal is integrated operations and integrated staff and component command operations to the maximum degree possible to support unity of effort. The size of the task force, the number of nations participating, nations' national policies and the existence of preexisting treaties or agreements for information sharing determines the level of integration possible.

4. CTF Headquarters Sections

- 4.1. **Primary and Special Staffs.** These staffs are virtually identical to that of a single-nation Joint Task Force (JTF) staff. Maintaining a close parallel to the JTF staff organizations allows for a quick transition from JTF to CTF operations for the Lead Nation's military organization. A brief summary of each staff follows.
- 4.2. **CTF Primary Staff.** The CCTF's staff forms the nucleus of the CTF HQ. The CTF staff is complemented by the addition of necessary personnel and equipment from the Supported Strategic Command and MNF participating nations. The CTF staff normally consists of a Deputy CCTF (DCCTF), a Chief of Staff (COS), and seven multinational staff divisions.

- 4.2.1. **DCCTF.** The DCCTF should normally be from a different nation than that of the CCTF. The DCCTF is responsible to the CCTF for:

- i. Management and supervision of the CCTF Battle Staff.

- ii. Chairing the Coalition and Combined Target Coordination Board (CTCB).
 - iii. Command of the CCTF Forward HQ, if deployed.
 - iv. Duties as assigned by the CCTF.
- 4.2.2. Chief of Staff (COS). The COS is responsible for CTF staff operations. Specifically, the COS coordinates and directs the work of the staff divisions and supervises the preparation of staff estimates, plans, or operations orders. The COS directly supports the CCTF and DCCTF. The CCTF assigns duties to the COS.
- 4.2.3. Personnel (C1). The CTF C1 is the principal staff assistant to CCTF on manpower management. The C1 is responsible for coordinating overall manpower and personnel issues from each nation. Refer to [Part C, Chapter 1: MNF C1 Personnel Procedures](#).
- 4.2.4. Intelligence (C2). The CTF C2 ensures availability of reliable intelligence, timely indications and warnings, sound information on area characteristics, threat location, activities, and capabilities. Refer to [Part C, Chapter: MNF C2 Intelligence Procedures](#).
- 4.2.5. Operations (C3). The CTF C3 assists the commander in directing, coordinating, and controlling assigned CTF operations. The C3 supervises the Future Operations Staff (FOPS) and the Current Operations Staff (COPS); both are part of the CTF planning process. The C3 supervises the Multinational Command Center (M-CmdC) to ensure situational awareness in the headquarters. The C3 may have supervision over the Civil-Military Operations Center (CMOC) if the CMOC is not organized as a separate section. He may be responsible for establishing and managing the Multinational Coordination Center (MNCC). However; normally the C5 should have staff supervision of this center with the CCTF acting as the chairman of the MNCC. Refer to [Part C, Chapter 3: MNF C3 Operations Procedures](#).
- 4.2.6. Logistics (C4). The C4 coordinates logistics support. Typically, logistics support of forces assigned to a CTF is a national responsibility; however, multinational logistics in the CTF is a collective responsibility and requires coordination for efficient and effective use of resources. The C4 oversees the Coalition Logistic Coordination Center (CLCC) and sequences and tracks the flow of support from various nations and host nation support channels. One area of special emphasis for the CCTF is that of Contracting. Contained within the C4 structure is an Operational Contract Support Branch to support all CTF and national contracting within the CTF AO. This is an area that requires special attention in the early stages of the CTF command forming and activation. Refer to [Part C, Chapter 4: MNF C4 Logistics Procedures](#) for details on CTF logistics and contracting. The following guidelines apply to CTF logistics support:
- i. Logistic support functions suitable for common sourcing should be provided by the nation best suited to do so, based on regional proximity or preponderance of forces.
 - ii. Logistic support units from the nation providing common logistic support shall function under a National Support Element (NSE) which is under the control of the National Command Element (NCE) commander within the CTF headquarters. If logistics units are assigned to a CTF component commander, TACON or Coordinating Authority would be the appropriate command authority exercised by the commander to whom they are assigned.
 - iii. The **CCTF authority over logistics units needs to be carefully identified during initial activation** of the CTF. The two primary authorities are: (1) Directive Authority (can redistribute and reallocate nations' logistics to support the overall CTF operation); or (2) Coordination Authority (normally inherent in OPCON of forces, but needs to be confirmed in planning phases). Refer to [Part C, Chapter 4: MNF C4 Logistics Procedures](#) for overview on special logistics authorities.
- 4.2.7. Plans and Policy (C5). The C5 assists the commander in policy matters, governmental coordination and planning, long-range military planning, preparation of campaign and operational plans, and associated estimates of the situation and provides assessments of the current politico-military situation and international policies, and coordinates policy issues for the command. The C5 is responsible for directing the C5 Plans (PLANS) cell in the CTF planning system and is the lead for transition plans, contingency plans, and sequel planning. The C5 is the coordinating authority for multinational communication integration (refer to [Part C, Chapter 9: Multinational Communication Integration](#) for

details). Additionally, the C5 is usually responsible for the MNCC day-to-day management and operations with the CCTF being the chairman of the MNCC. C5 foreign area policy specialists assist in managing the MNCC. Refer to Part C, [Chapter 5: MNF C5 Plans and Policy Procedures](#).

4.2.8. Communications (C6). The C6 supervises the planning and operation of communications and automated data and network systems, to support the CTF HQ and CTF coordination centers. This includes responsibility for secure and nonsecure voice communications and network systems, communications interoperability, communications security, internet and intranet planning, collaboration systems (video teleconferencing, voice, media, and data) and frequency management. The C6 is also responsible for coordinating the communications plans and frequency management for national forces in the CTF. Refer to [Part C, Chapter 6: MNF C6 Communications and Information Systems](#).

4.2.9. Civil Military Operations (C9). The C9 is responsible for planning, integration, and coordination of civil-military operations and activities in the CTF AO. The C9 is also responsible for advising the CCTF and CTF HQ on moral responsibilities toward civilians in the AO, and the socio-cultural, religious, and ethnic characteristics of the population in the AO and the effect on CTF operations. Depending on the level of CMO activities in CTF operations, the functions of the C9 may be conducted by CMO section within the C3. Refer to [Tab C of this Appendix](#) and [Part C, Chapter 7: MNF C9 Civil-Military Operations](#)

4.3. **Special Staff.** The CCTF normally require the following special staff:

4.3.1. Legal Officer. The Legal Officer provides legal advice to the CCTF and oversight on legal issues regarding the CTF. The primary focus is operational law and international law with the secondary focus of administrative and contract law to support the M-Command, CMCC, CMOC, and the CLCC. The Legal Officer assists C5 PLANS and the Coalition Planning Group (CPG) by integrating legal advice in all plans and OPORDs. The Legal Officer advises the CCTF on specific special plans as required. The Legal Office advises the C4 and C4 contract offices on operational contract support. Special attention shall be required on the Law of Armed Conflict (LOAC), ROE, law of the sea, airspace law, and general international law. He is also responsible for advising the CCTF and CTF HQ on legal responsibilities toward civilians in the AO. Refer to [Part C, Chapter 8: MNF Legal Procedures](#).

4.3.2. Public Affairs Officer (PAO). The PAO is responsible for the flow of accurate and timely information about CTF activities to public and internal audiences. Information given to news media representatives must be consistent with national and operations security considerations and must respect the privacy of CTF members. The PAO oversees the CTF PA program that conducts media relations, internal and command information, PA planning, community relations, and operation of the Coalition and Combined Media Pool. Refer to [Part C, Chapter 8: Public Affairs Procedures](#).

4.3.3. Medical (Staff Surgeon). The CTF Surgeon is responsible for Health Service Support (HSS) to the CTF. The CTF surgeon provides advice to the CCTF on health related issues for the CTF, and coordinates additional HSS for national forces assigned to the CTF. The CTF Surgeon is also responsible for planning, organizing, and executing HSS functions for the CTF. The CTF Surgeon should closely participate with the M-Command, MNCC, CMOC, and the CLCC to provide HSS planning and advice. Refer to [Part C, Chapter 8: MNF Health Service Support \(HSS\) Procedures](#).

4.3.4. Military Police (Provost Marshal). The Provost Marshal is responsible for supervision of applicable law enforcement issues for CTF units. The Provost Marshal oversees law enforcement with the CCTF and MNF participating nations' forces. He coordinates with the local host nation's military and civilian police and assists with the handling of detainees, force protection, and physical security policies.

4.3.5. Chemical, Biological, Radiological, and Nuclear – Toxic Industrial Materials (CBRN-TIM). This staff is focused on the CBRN-TIM planning and execution actions for force protection of the CTF. Further, this staff is the special planning and execution cell for Consequence Management (reaction to a CBRN-TIM incident) if such a mission is assigned to the CTF. This staff cell is NOT subordinated to any other CTF primary staff cell. It has co-equal status with the primary staff cells and reports directly to the COS. Refer to [Part C, Chapter 8: MNF CBRN-TIM](#).

4.3.6. Protocol Officer. The Protocol Officer is responsible for protocol support to Distinguished Visitors and is responsible for the operation of the CTF Visitors Center. Refer to [Part C, Chapter 8: MNF Protocol – CTF Visitors Center](#).

4.4. Optional Special Staff

- 4.4.1. Inspector General (IG) – Internal Investigation Section. The CCTF may require some form of internal auditing and inspection team capability to monitor unit readiness, economy, efficiency, discipline, and morale. The IG can be the CCTF's unbiased consultant for evaluating management and leadership procedures and practices.
- 4.4.2. Funds Officer. The CCTF may require oversight on funding management and contract negotiation support to the C4. The Funds Officer provides advice and oversight for all monetary actions in the command. Refer to [Part C, Chapter 8: MNF Finance Procedures](#).
- 4.4.3. Public Diplomacy Advisor. The Public Diplomacy advisor is responsible for advising the CCTF on diplomacy actions with the host nations, affected nations, and international arena in regards to the crisis situation. This advisor should maintain close coordination with the respective nations NCEs and with Multinational Communications integration planners.
- 4.4.4. Foreign Affairs Advisor. The Foreign Affairs Advisor is responsible for advising the CCTF on political aspects of the crisis situation. This advisor should work closely with the Public Diplomacy Advisor and the respective embassies / foreign affaires sections within the AO that are involved with the crisis situation; and, maintain close coordination with the respective nations NCEs and with the Multinational Communication integration planners.
- 4.4.5. Special Access Programs Cell. This cell may be required in some operations where an operation involving very restrictive intelligence access is required. Normally this cell will report to the CCTF directly and only a small group of personnel will be involved in this planning. Selective nations within the multinational effort may be involved based upon unique military capabilities they possess and their national interests as related to such operations.

Tabs

Tab A: Liaison Activities

Tab B: Multinational Coordination Center

Tab C: Civil-Military Operations Center

Tab D: CTF Headquarters Manning Documents

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TAB A

LIAISON ACTIVITIES

1. **Overview.** This tab outlines the Coalition/Combined Task Force (CTF) liaison activities, the types of liaison activities, liaison guidelines and provides checklists for their employment in a multinational crisis response situation.
2. **Definitions**
 - 2.1. **Liaison:** That contact or intercommunications maintained between elements of military forces and other agencies to ensure mutual understanding, unity of effort and action, and a CTF command environment of inclusiveness, cooperation, and coordination.
 - 2.2. **Liaison Officer (LO/LNO) or Liaison Team (LT):** A person or team that is formally responsible for ensuring communication, cooperation, and/or coordination between two or more entities. Direct representative of the CCTF.
 - 2.3. **Sending Unit:** The unit that deploys liaison to another unit.
 - 2.4. **Receiving Unit:** The unit receiving liaison from another unit.
 - 2.5. **Direct Liaison Authorized (DIRLAUTH):** That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Normally specified in the Command and Signal paragraph of a CTF order.
 - i. DIRLAUTH is more applicable to planning than operations and always carries with it the requirement of keeping the commander granting direct liaison informed.
 - ii. DIRLAUTH is a **coordination relationship**, not an authority through which command may be exercised.
 - iii. Does not require the physical exchange of liaison officers; but does not limit such exchanges.
3. **Liaison – Types and Categories.** Listed below are the common types of liaison activities and their major categories.
 - 3.1. **Common Types of Liaison Activities.** Liaison activities can be broadly focused on CCTF command activities and CTF functional areas such as operations, planning, logistics, as well as liaison with organizations external to the CTF.
 - 3.2. **Major Categories.**
 - 3.2.1. **Command Liaison.** Formal liaison between commanders of organizations within a given AO even when there may be no formal official command or support relationship between them. The intent of command liaison is to open up channels of communications between commanders of major organizations to facilitate mutual security, cooperation, and support. In such liaison actions, the LO/LNO is the commander's personal representative and has the special trust and confidence of the commander to make appropriate recommendations and estimates in the absence of communications. The LO/LNO must possess the requisite rank and experience to properly represent the commander.
 - 3.2.2. **Staff Liaison.** Formal liaison between organizations focused on routine contact with their counterparts of higher, lower, adjacent, supporting and supported commands. The intent of staff liaison is to open channels of communication that are essential for planning and execution of military operations. In such liaison actions, the LO/LNO is focused on exchanging critical information directly with other key elements of other organizations. The LO/LNO must possess the requisite rank and subject matter experience to properly represent the sending unit.

3.2.3. **CTF LO/LNO or LT.**

- i-i. **CTF External LO/LNO or LT.** Involves a sending unit within the CTF command that deploys a LO/LNO or LT to organizations external to the CTF. CCTF retains OPCON or TACON.
- i-ii. **CTF Internal LO/LNO or LT.** Operates within the C2 structure of the CTF. Represents interests of sending unit to the CCTF.

3.2.4. **Other Organizations LO/LNO or LT.** From all organizations external to the CTF C2 structure, may include, but not limited to International Humanitarian Community (IHC).

4. **Liaison Process.** Outlined below are broad steps to establish, conduct, and manage liaison activities. Enclosures A and B provide detailed checklists that support this process.

4.1. **Identify** possible Coordination Centers at all levels.

4.2. **Identify and define** the liaison duties and responsibilities.

4.3. **Coordinate with other organizations** to identify reciprocal LO/LNO or LT exchange requirements. Ensure requirements are included in the CTF Manning Document. (Refer to [Part B, Chapter 2: CTF Headquarters Manning Documents](#).)

4.4. **Establish** the liaison element.

4.5. **Select the personnel.** Ensure critical skills such as communications, experience, knowledge and interpersonal relationship are present for liaison function.

4.6. **Equip the LO/LNO or LT.** Ensure the necessary communication capability exists to support communication back to parent command and the ability to maintain current situational awareness. Life support, workspace and force protection requirements need to be identified.

4.7. **Train and Update the LO/LNO or LT.** Liaison personnel need to be trained and aware of the elements embodied in the Memorandum of Understanding / Agreement (MOU/MOA) (refer to paragraph 5 below) to include but not limited to plans, operations and capabilities for both the sending and receiving unit. Additionally, be fully appreciative and sensitive to cultural issues, customs, existing Status of Forces Agreements (SOFAs) and current Rules of Engagement (ROE).

4.8. **Deploy.** Identify RSOI requirements.

4.9. **Manage and Maintain.** Plan for rotation and modification of LO/LNO or LT composition as required.

4.10. **Capture** lessons learned.

4.11. **Redeploy** as required.

5. **Liaison Checklist.** At [Section 1](#) of this Tab is a checklist for liaison activities.

6. **Memorandum of Understanding or Agreement (MOU/MOA).** The CTF should initiate an MOU/MOA with the deploying liaison element's national commands. This ensures that clear understanding is present for the liaison activities, purpose, associated authorities and command relationships. Refer to [Section 2](#) for a template for this agreement. The fundamental sections in the agreement include: Purpose, Mission, Authorities, Command relationships, Language training and/or translation support, Security, Logistics, Administrative support and other agreements as required.

7. **Other Considerations**

7.1. **National Command Element (NCE).** This is the formal national command section in the CTF headquarters. It has **national command authority** for its nation's respective forces which are OPCON or TACON to the CCTF. The NCE is not OPCON or TACON to the CCTF; it reports directly to its national chain of command and represents its interests to the multinational command. The NCE may have a dual role as a commander within the CTF command. He retains his NCE chain while operating as a

subordinate commander to the CCTF. (Refer to [Part B, Chapter 2: CTF Headquarters Organization](#) for details)

- 7.2. **Special Considerations for LO/LNO or LT from Limited Resource Nations.** To ensure maximum participation of the sending unit, the receiving unit may be required to provide partial or major support to LO/LNOs or LTs deployed to the CTF command. Details should be incorporated in the Separate Correspondence within the MOU/MOA or logistic support agreements such as Acquisition and Cross Servicing Agreements (ACSA) or Mutual Logistic Support Agreements (MLSA).
- 7.3. **UN Liaison.** The UN may use one of several LO/LNO arrangements for humanitarian workers engaged in civil-military operations, dependent on the degree of complexity of the overall situation (Refer to the IASC reference paper “Civil-Military Relationship in Complex Emergencies” dated 28 June 2004. Refer to <http://www.unhcr.org/refworld/docid/4289ea8c4.html>). Additional information regarding UN Liaison activities are located in the Civil-Military Coordination Officer Field Handbook downloadable at <http://ochaonline.un.org/CMCS>.
- 7.3.1. **UN Civil Military Coordination (UN CMCoord)** officers originate from the UN Office for the Coordination of Humanitarian Affairs (UN OCHA). They are deployed to some humanitarian emergencies to provide a UN Humanitarian or Resident Coordinator specialized advice and liaison. They are trained to enable “The essential dialogue and interaction between civilian and military actors in humanitarian emergencies necessary to protect and promote humanitarian principles, avoid competition, minimize inconsistency, and when appropriate, pursue common goals.”
- 7.3.2. **Military Liaison Officers (MLO)** are deployed by UN agencies other than UN OCHA to focus on specific sectoral and operational civil-military issues.
- 7.3.3. **Civil Military Liaison Officers (CMLO)** are deployed by UN Department of Peacekeeping Operations (DPKO) in areas where PKO are being conducted to enable civil-military operations through liaison.
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SECTIONS:

Section 1: LNO CHECKLIST

Section 2: LIAISON ACTIVITY MEMORANDUM OF UNDERSTANDING / AGREEMENT (MOU/MOA) CONSIDERATIONS

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SECTION 1

LNO CHECKLIST

1. **Overview:** This section outlines a LNO checklist to assist sending and receiving units for LO/LNO.

2. Sending Unit:

Before LO/LNO departure sending unit shall:

- ☐ Thoroughly brief LO/LNO on:
 - ☐ The current situation of their parent unit.
 - ☐ Their commander's intent, including details of the concept of operations (e.g., unit locations and combat readiness factors such as personnel status and logistic considerations).
 - ☐ The current status and missions of the unit to which they are being sent.
 - ☐ Force protection requirements for current and potential worst case scenario anticipated for duration of operation to include personal protective equipment for CBRN-TIM/ IED environment.
- ☐ Obtain specific information or LO/LNO requirements from each staff section.
- ☐ Determine Cross-Functional Elements (CFEs) and planning teams that will require LO/LNO representation.
- ☐ Ensure that arrangements for communications, computer systems, and transportation will meet mission requirements (e.g., check radios, joint communications-electronics operating instructions, challenge and passwords, rations).
- ☐ Obtain necessary credentials for identification and appropriate security clearances.
- ☐ Check language and interpreter requirements, if conducting LO/LNO with a multinational unit.
- ☐ Become familiar with the potential issues, capabilities, employment doctrine, and operational procedures of their unit and, to the extent possible, those of the unit to which they are being sent.
- ☐ Become familiar with command relationships among all major commands participating in the operation.
- ☐ Ensure LO/LNO clearly understand their mission and responsibilities via written guidance if required.

Upon arrival of the LO/LNO at the receiving unit, sending unit shall:

- ☐ Provide guidance and keep LO/LNO informed of the status of the necessary administrative, logistical requirements and operations.
- ☐ Ensure that communications with LO/LNO is established and disseminated among the sending unit staff at all levels.
- ☐ Plan for rotation and redeployment of LO/LNO as required.

3. LO/LNO:

Before departure LO/LNO shall:

- ☐ Obtain full understanding of:
 - ☐ The current situation of their parent unit.
 - ☐ Their commander's intent, including details of the concept of operations (e.g., unit locations and combat readiness factors such as personnel status and logistic considerations).
 - ☐ Force protection requirements for current and potential worst case scenario anticipated for duration of operation to include personal protective equipment for CBRN-TIM/ IED environment.
- ☐ Obtain specific information or LO/LNO requirements from each staff section.
- ☐ Ensure that arrangements for communications, computer systems, and transportation will meet mission requirements (e.g., check radios, joint communications-electronics operating instructions).
- ☐ Obtain necessary credentials for identification and appropriate security clearances.
- ☐ Check language and interpreter requirements, if conducting LO/LNO with a multinational unit.

- ☐ Become familiar with the potential issues, capabilities, employment doctrine, and operational procedures of their unit and, to the extent possible, those of the unit to which they are being sent.
- ☐ Become familiar with command relationships among all major commands participating in the operation.
- ☐ Ensure clear understanding of their mission and responsibilities via written guidance if required.
- ☐ Obtain appropriate weapons, ammunition, and PPE for personal protection if required.
- ☐ Account for personal requirements. (e.g., medical and other logistical needs)

On arrival at the CTF HQ:

- ☐ Report to the supported commander or representative (e.g., deputy commander, chief of staff, or C-3), state their mission and exhibit their directive or credentials (if in writing), offer assistance, and be prepared to brief them on their unit's situation.
- ☐ Establish communications with their unit and exchange updated information, as required.
- ☐ Establish baseline situational awareness of other organizations with LO/LNO conducting similar missions.

During the LO/LNO tour, LO/LNO personnel should:

- ☐ Be informed of the situation of their own unit and apprise the commander and staff of the unit to which they are sent.
- ☐ Visit each staff section, provide information as required, and obtain all necessary information to be transmitted to their unit.
- ☐ Find out how their parent command will be employed (e.g., mission, unit location, future locations, future operations, commander's intent).
- ☐ Transmit mission requirements and requests for information from the receiving unit's HQ.
- ☐ Report promptly to their own HQ if they are unable to accomplish their LO/LNO mission.
- ☐ Report to their parent command on those matters within the scope of their mission.
- ☐ Transmit promptly any request of the receiving unit's Commander.
- ☐ Transmit information required by higher HQ in each staff area.
- ☐ Advise parent unit (if possible) of departure from the LO/LNO location.
- ☐ Attend the commander, combined/coalition task force daily situation update briefing and other meetings, as required.
- ☐ Keep an appropriate record of LO/LNO actions and reports.
- ☐ Determine the various types of evacuation request procedures.
- ☐ The following are the responsibilities of the LO/LNO::

1. **Monitor.** LO/LNOs are to monitor CTF operations, the receiving unit, and the sending unit and must understand how each influences the other. LO/LNOs must know the current situation and planned operations, understand pertinent staff issues, and understand their commanders' intent. The CTF battle/operational rhythm, in part, drive the LO/LNOs' daily schedule and allow them to maintain the current situation and better advise their commanders.

2. **Coordinate.** LO/LNOs help synchronize current operations and future planning between the sending units, receiving units, or the CTF. They also accomplish this by coordinating with other LO/LNOs and other organizations. Successful coordination requires a collaborative process that enhances communications between the LO/LNOs' organizations. This process may range from understanding how the various organizations function to collaborative systems that improve communications between organizations.

3. **Advise.** LO/LNOs are the experts on the sending units' capabilities and limitations. They advise the CCTF, CTF staff, and the receiving units concerning capabilities of their organizations. They

must be proactive in providing the supported staff with relevant information on their organization's capabilities.

4. Assist. LO/LNOs accomplish their mission without becoming actively involved with the receiving unit's staff procedures or actions. They provide assistance to CFEs and planning team by providing their expertise and facilitating coordination. LO/LNO generally do not receive personal tasking by the CTF or any other organization. Personal tasking should be requested via the sending unit's command and control channels or prior agreements made by the respective organizations.

LO/LNO should inform the appropriate supported staff officer or commander about:

- ☐ Significant problems being experienced by the LO/LNO personnel's parent unit that could affect operations of other commands and vice versa.
- ☐ Suggestions to enhance the effective employment of their parent command.
- ☐ Recommendations concerning improved procedures for maximizing the effectiveness of their parent command.
- ☐ Their location and personnel status to the HQ at all times.
- ☐ Report their departure to the receiving unit commander at the completion of their mission.

Upon return to their own CTF HQ, LO/LNO personnel should:

- ☐ Brief the commander or designated representative on all pertinent information received during their deployment (e.g., detailed information concerning the mission of the receiving unit, future operations, and commander's intent).
- ☐ Conduct After Action Review (AAR) including Lessons Learned and proposal for the way-ahead.

4. Receiving Unit:

Upon arrival of the LO/LNO, the receiving unit shall:

- ☐ Brief on:
 - ☐ The current situation of their respective units to include capabilities and potential employment.
 - ☐ Their commander's intent, including details of the concept of operations (e.g., unit locations and combat readiness factors such as personnel status and logistic considerations).
 - ☐ Force protection requirements for current and potential worst case scenario anticipated for duration of operation to include personal protective equipment for CBRN-TIM/ IED environment.
- ☐ Obtain specific information or LO/LNO requirements from each staff section.
- ☐ Determine CFEs and planning teams that will require LO/LNO representation.
- ☐ Ensure that arrangements for communications, computer systems, and transportation will meet mission requirements (e.g., check radios, joint communications-electronics operating instructions).
- ☐ Obtain necessary credentials for identification and appropriate security clearances.
- ☐ Coordinate interpreter requirements, if required.
- ☐ Provide and receive brief on the command relationships among all major commands participating in the operation.
- ☐ Ensure LO/LNO clearly understand their mission and responsibilities via written guidance if required.
- ☐ Notify supporting, coordinating, and adjacent units of LO/LNO arrival.
- ☐ The following are the responsibilities of the receiving units:
 1. Providing the sending unit with the LO/LNO reporting time, place and point of contact information.

2. Providing details of any tactical movement and logistics information relevant to the LO/LNO mission, especially while he/she is in transit.
 3. Ensuring that the LO/LNO has access to the commander, and other appropriate officers for important matters.
 4. Giving the LO/LNO an initial briefing and allowing him appropriate access so that he/she may remain informed of current operations.
 5. Providing protection for the LO/LNO while he/she is at the receiving unit.
 6. Publishing an SOP outlining the missions, functions, procedures, and duties of the LO/LNO or team at the receiving unit.
 7. Providing access to communications equipment (and operating instructions, as needed) when the LO/LNO is to communicate on the receiving unit's equipment.
 8. Providing administrative and logistics support.
-

SECTION 2

LIAISON ACTIVITY MEMORANDUM OF UNDERSTANDING / AGREEMENT (MOU/MOA)

CONSIDERATIONS

1. **Overview.** This section outlines the proposed MOU / MOA considerations for the Liaison Officer (LO/LNO) / Liaison Team (LT) to be used within a Coalition/Combined Task Force. However, each situation and operation is different and unique; hence the MOU / MOA should be crafted in accordance with each individual country's legal and national policies.
2. **MOU / MOA Considerations:**
 - 2.1. Purpose
 - 2.2. Mission
 - 2.3. Authorities (e.g., Legal)
 - 2.4. Command relationships
 - 2.5. Language training and/or translation support
 - 2.6. Security
 - 2.7. Logistics
 - 2.8. Administrative support
 - 2.9. Funding
 - 2.10. Other agreements as required

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TAB B

MULTINATIONAL COORDINATION CENTER (MNCC)

1. SITUATION

1.1. **Overview.** This tab describes the organization and procedures for coordination of multinational efforts at the strategic and operational level using the Multinational Coordination Center (MNCC) concept.

1.2. **Background.** The MNCC is an essential organization that integrates multinational partners in support of Multinational Force (MNF) contingency operations. The MNCC aids coordination of participating MNF militaries contributions to achieve unity of effort.

1.2.1. **Strategic Level Coordination.** In most cases, the strategic level of coordination will be done at the national levels, primarily before deployment of the forces. The strategic level of government and military will address the strategic level coordination thru normal diplomatic channels, ultimately resulting in nations deploying forces to the MNF. The Supported Strategic Commander normally establishes the coordination to build the coalition in concert with national government authorities/organizations, normally concurrently with the initiation of planning for the potential operation. Where issues of Strategic importance are raised, the Supported Strategic Commander (appointed by the Lead Nation or Regional Organization) may assemble a Strategic Team as part of their HQ for addressing strategic issues of coalition building, multinational integration and coordination.

1.2.2. **MNCC.** During limited duration or small scale contingency situations, the MNCC can handle most multinational coordination and planning actions and addresses operational coordination, planning and execution actions with military forces. Multinational representatives in the MNCC represent their military force commander and respective nation for operational and high level tactical level planning, coordination, and execution. Figure B-2-B-5-B.1 depicts the major activities and connections for the MNCC.

1.2.3.

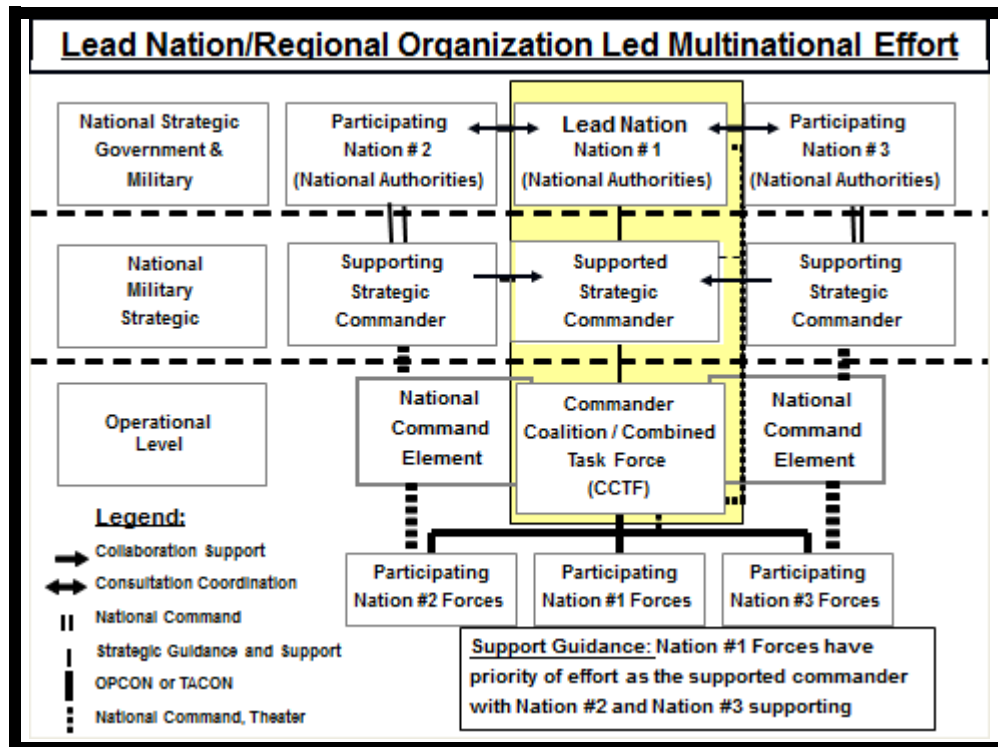


Figure B-2-B-5-B.1: MNCC Framework

2. **MISSION.** Upon the establishment of the MNF, the MNCC will be formed to coordinate and align capabilities and actions that support military operations towards the achievement of coalition goals.
3. **EXECUTION.** The Lead Nation and MNF Commander have the responsibility for activating, organizing, and resourcing the MNCC. The Commander MNF (CMNF) shall activate and establish the MNF-MNCC concurrently with the activation and forming of the MNF headquarters. **The CMNF is the Chairman of the MNCC.** This commander exercises operational oversight through the Director of the MNCC who should have knowledge and/or experience in multinational operations, command experience and adequate seniority. The Director requires direct access to the Commander (normally thru the Chief of Staff).

3.1. Intent

- 3.1.1. **Purpose.** Establish a multinational center that facilitates coordination, cooperation and common situational awareness between Contributing Nations of the MNF.

3.1.2. **Method.**

- i. Construct the MNCC to leverage the capabilities deployed by the military forces from Contributing Nations and other capabilities that enable focused coordination and processes to optimize force effectiveness.
- ii. Promote the sharing and coordination of military activities and information throughout the military community to provide a conduit for multinational military coordination and staffing.
- iii. Facilitate cooperation, and integration of Contributing Nations military capabilities and efforts through multinational analysis, coordination and collaboration to optimize the use of military assets.
- iv. Coordinate the phased transition of coalition capabilities on mission completion.

- 3.1.3. **End State.** The MNCC end state will be confirmed by the CMNF when coalition objectives have been achieved and forces have redeployed to home nations.

- 3.2. **Concept for Operations.** The MNCC is the mechanism used by the MNF to coordinate all military capabilities. The MNCC should be tailored in size and focus based on the mission.

- 3.2.1. The CMNF 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 MNF HQ and commander to facilitate active coordination/cooperation. The MNCC should be established as soon as possible after the authorization of the force.

- 3.2.2. Contributing Nations should be prepared to provide staff the MNCC established by the Lead Nation military, including the continued manning augmentation until MNCC closure (possibly after a national contingent redeployes). In fact, many militaries stand ready deploy specific staff capabilities and subject matter experts (SME) early to assist the Lead Nation in developing and establishing the MNCC.

- 3.2.3. The construct of the MNCC Teams will be tailored based on the deploying capabilities. While the Lead Nation should provide the core members of all the staff sections, it is required that Contributing Nations provide representation with at least a liaison presence. Moreover, nations are highly encouraged to contribute to the MNCC staff in functional areas where their deployed military capabilities could be applied or they have a specific/unique capability.

- 3.2.4. The MNCC does not command forces nor conduct execution planning, and shall have no tasking authority over Contributing Nation forces.

- 3.3. **Scheme of Maneuver.** Staffing of the MNCC is tailored to suit multinational coordination requirements and will evolve as the mission progresses and requires change. The MNF lead nation should provide core personnel from Lead Nation assets. Nations will contribute the MNCC sufficiently to facilitate coordination between MNF HQ and the multinational military forces that are OPCON/TACON to the CMNF. **Each participating nation in the MNF shall have representation in the MNCC.** For most operations, an MNCC should include intelligence, operations, logistics, and planning cells. Special staff (public affairs, legal, medical, etc.) may also be included. The exact organization of the MNCC is flexible to meet situational

requirements and can evolve over the course of the operation. MNCC development is likely to occur in phases. Each phase of the expansion is focused on increasing the coordination and planning capability of the MNCC.

3.4. MNCC Tasks.

- 3.4.1. Coordinate MNF plans and execution actions of multinational military forces OPLAN/TACON to CMNF. This may include some high level tactical coordination with MNF components to have fully integrated operations.
- 3.4.2. Provide operational level coordination with to the Supported Commander for deployment of forces and resources.
- 3.4.3. Provide coordination with government agencies (referred to as interagency coordination by some nations). Refer to [Section 2](#) of this tab.
- 3.4.4. Coordinate Rules of Engagement (ROE) issues to reconcile differing national policies that may influence mission planning and execution. Details on MNF ROE are found at Part C, Ch. 9, Annex B.
- 3.4.5. Facilitate multinational Reception, Staging, Onward Movement and Integration RSOI in coordination with the MNF Deployment Management Team and C3 / C4 force deployment planners.
- 3.4.6. Coordinate specific logistics requirements between participating nations and the C4 / Coalition Logistics Coordination Center (CLCC). Normally a CLCC liaison cell will be collocated with the MNCC for such coordination.
- 3.4.7. Enhance multinational information and intelligence sharing and facilitate the release of all information on a multinational or bilateral basis for issues / planning pertaining to the operational situation.
- 3.4.8. Coordinate with the C5 Plans, FOPS, and COPS on an ongoing basis.
- 3.4.9. Maintain close coordination with the MNF Civil Military Operations Center (CMOC) for coordination of engagements within their sphere of responsibility (see Tab C).

3.5. **Organization.** Refer to [Section 1](#) of this Tab for a starting point for MNCC manning. For large operations a Flag Officer should be the Director with a Deputy Director being a senior Colonel. .

3.6. Coordinating Instructions.

- 3.6.1. Battle Rhythm. MNCC should be part of the daily MNF activities to give proper prioritization and command focus on multinational coordination and planning.
- 3.6.2. Security Classification. Classified information in the MNCC is focused on the **specific mission requirement and respective nation's participation and missions**. All nations share this information freely within the MNCC. Information should be designated as **Releasable Multinational Force level (Rel MNF)** information. Rel MNF indicates that such information is classified (normally Secret) but is releasable to all participating nations within the multinational effort.
- 3.6.3. Information Sharing. MNCC members share responsibility for information, signal, documentation, and personal security. Refer to [Part B, Chapter 2: Multinational Headquarters Organization](#) for the details on how the central MNF headquarters sections and the MNCC would share and classify information when nations do not want to share their respective nations' national classified information.

4. **SUPPORT.** The Lead Nation normally resources facilities, communications, and day-to-day support of MNCC operations as part of the MNF HQ. As directed, Contributing Nations provide resources to support their participation in the command network.

5. COMMAND AND SIGNALS

5.1. The MNCC supports CMNF coordination of OPLAN/TACON.

- 5.2. **Multinational Coordination Center with Multiple JTF Deployments.** Situations may arise when the urgency of response **does not allow for the rapid activation and formation of a Lead-Nation MNF** (for example: Noncombatant Evacuation, Humanitarian Assistance/Disaster Relief, or Consequence Management responses). In these instances, a crisis response may require multiple nations' deployment of separate national JTFs. Such deployments and operations require multinational coordination between the JTFs to affect a unified response.
- 5.3. The MNCC can also coordinate **with forces NOT OPCON/TACON to the CMNF command** (for example other separate JTFs, irregular forces, or other multinational commands such as UN commands or regional commands operating within or nearby the MNF AO). In such situations **a separate section of the main MNCC may be established** to address information sharing with such forces / organizations on a **need to know** basis. This ensures that classified releasable to MNF (Rel MNF) information is not freely shared with forces not OPCON/TACON to the CMNF.
- 5.4. **The MNCC concept provides a useful framework for such multiple nations' JTF coordination.** With independent JTFs in the theater, consideration should be given to the MNCC establishing contact in order to deconflict operations.
-

Sections:

Section 1: MNCC Manning Template (Lead Nation)

Section 2: MNCC Interagency Coordination

SECTION 1

MNCC MANNING TEMPLATE (LEAD NATION)

1. **Overview.** This tab addresses a broad starting point for MNCC manning. Note that the number of personnel for each functional area must be able to operate on a 24-hour cycle. Initially, the Lead Nation is likely to provide the manning for these positions and they would likely become the core of an expanded, operational MNCC. As the MNCC matures, multinational personnel should progressively support the majority of these requirements.
2. **Recommended Structure.** A recommended structure with suggested positions, based upon a functional breakdown of responsibility, is provided below. This list should not be viewed as being all-inclusive; rather it is a suggested starting point for manning considerations consideration and should be adapted to overall operational requirements. Some of these functions may be drawn directly from the broader MNF staff versus being specifically manned and embedded within the MNCC.
 - 2.1. Command Group:
 - 2.1.1. Director MNCC
 - 2.1.2. Deputy Director
 - 2.1.3. Special Projects Officer
 - 2.1.4. Political-Military Operations Specialist
 - 2.1.5. Visitors Bureau (Protocol)
 - 2.1.6. Civil Affairs Specialist
 - 2.1.7. Public Affairs Specialist
 - 2.1.8. Legal Advisor
 - 2.2. Operations Group:
 - 2.2.1. Intelligence Branch:
 - 2.2.1.1. Intelligence Chief
 - 2.2.1.2. RFI Chief
 - 2.2.1.3. Information Operations Specialist
 - 2.2.2. Operations Branch:
 - 2.2.2.1. Senior Operations Chief
 - 2.2.2.2. Ground Operations Specialist
 - 2.2.2.3. Maritime Operations Specialist
 - 2.2.2.4. Air Operations Specialist

- 2.2.2.5. Special Operations Specialist
- 2.2.2.6. CBRN-TIM and Consequence Management (CM) Specialist
- 2.2.3. Plans Branch:
 - 2.2.3.1. Plans Chief
 - 2.2.3.2. Liaison and Planning Cells from each nation within the CTF command.
- 2.3. Support Group:
 - 2.3.1. Personnel Branch:
 - 2.3.1.1. Senior Personnel Chief
 - 2.3.1.2. Personnel Specialist
 - 2.3.1.3. Medical Chief
 - 2.3.2. Logistics and Administration Branch:
 - 2.3.2.1. Senior Logistics Chief
 - 2.3.2.2. Administrative Chief
 - 2.3.2.3. Logistics Specialist
 - 2.3.2.4. Administrative NCO Specialist
 - 2.3.2.5. Senior Engineer
 - 2.3.3. Communications and Signals Branch:
 - 2.3.3.1. Communications Specialist
 - 2.3.3.2. Networking / Technical Support
 - 2.3.3.3. Information Management Specialist
- 3. **Coordinating Details.** Intelligence, operations, and logistics **subject matter experts** need to be deployed and available for coordination. These cells need to have a **continuous 24-hour** operational capability within the MNCC. Additionally, the provision of **Security Personnel / Guards** is typically a **Lead Nation responsibility** and is dependent upon the facilities and threat situation.

SECTION 2

MNCC INTERAGENCY (GOVERNMENTAL) COORDINATION

1. **Overview.** This section discusses the facilitation of interagency (governmental) coordination within multinational operations.

Note: Many nations use the term **governmental coordination** instead of interagency coordination. The MNF SOP uses the term **interagency coordination**.

2. **Background.** Interagency coordination is a set of actions that should occur between the major agencies, departments, and ministries of a government or governments to support a national policy. This is a strategic-level activity.
 - 2.1. In multinational operations, interagency coordination is essential. The primary lead for exercising interagency consultation and coordination within and between multinational governments is the national strategic level for each nation participating in the multinational effort.
 - 2.2. Interagency coordination will have to be conducted across both domestic and international lines to ensure robust synchronization of planning and activities both within the governmental lines of each participating state and with the government agencies and organizations of other states, as required.
 - 2.3. The overarching requirement, therefore, is to ensure the sound translation of the strategic imperative into concise operational objectives, while respecting any imposed or implied strategic limitations.
 - 2.4. Accordingly, the role of interagency coordination is to identify, monitor, and initiate coordination addressing interagency strategic and operational issues. Such coordination and planning is referred to as **whole-of-government** approach by many nations.

3. **Responsibilities**

- 3.1. The Lead Nation/Regional Organization is responsible for consulting and coordinating with other nations. It is at this level that the broad strategic coordination of all elements of national power is brought to bear on the MNF mission.
- 3.2. At the military-strategic level, the Supported Strategic Commander (appointed by the Lead Nation or Regional Organization) is the primary link to the Lead Nation government/Regional Organization headquarters. This staffs at the military-strategic level are the coordinating link between the Supported Strategic Commander and the respective multinational nations' militaries.
- 3.3. Actions that should be considered at the strategic level to facilitate effective interagency coordination include:
 - 3.3.1. Identify all agencies and organizations that are, or should be, involved in the operation.
 - 3.3.2. Develop an understanding of the interagency hierarchies and roles to define the coordination objectives of the operation and identify resources and constraints that may impact coordination.
 - 3.3.3. Upon receipt of national strategic guidance for an operation, the Supported Strategic Command and strategic staffs work through multinational military agencies and respective national Foreign Affairs Departments and Embassies.

3.4. Actions that should be considered at the operational level to facilitate integrated operations with interagency elements within the MNF area of operations include:

- 3.4.1. Request governmental coordination and planning teams be attached to the MNF headquarters. Priority should be to State / Foreign Affairs functional planners. Other governmental agency liaison (such as customs, national intelligence agencies, medical, treasury, and so on) should be requested as the situation requires.

Note: These teams would not be part of the MNCC; rather, they work with the MNF headquarters as a whole and participate in multinational coordination and planning actions within the MNCC as required. This ensures a whole-of-government approach is present within MNF planning processes to support integrated operations. Refer to Part B, Chapter 1: Operational Factors for details on the MNF integrated operations

- 3.4.2. Ensure that during reconstruction and stability missions that State / Foreign affairs coordination and planning teams are attached to the MNF headquarters.
- 3.4.3. Maintain close coordination with the Civil-Military Operations Center (CMOC) which coordinates with the Humanitarian Community (HC) and other organizations and agencies, as required. Refer to Part B, Chapter 1: Operational Factors and Part B, Chapter 2: Civil-Military Operations Center for details.
- 3.4.4. Some issues may be able to be coordinated at lower levels and other issues will require forwarding to the national levels for resolution. Organizations at the operational level, such as the MNCC, do not assume primary responsibility for interagency coordination at national levels; rather, they facilitate coordination and provide input to the respective military-strategic level and at the operational level.

TAB C

CIVIL-MILITARY OPERATIONS CENTER

1. **Overview.** The Civil Military Operations Center (CMOC) is the primary focal point for coordination with host-nation and affected nations agencies and establish cooperative efforts with the Humanitarian Community (HC – defined as the aggregate of International Organizations (IO), Nongovernmental Organizations (NGO), International Committee of the Red Cross (ICRC) and International Federation of Red Cross and Red Crescent Societies (IFRC) and national Red Cross and Red Crescent Societies, and UN programs, funds and agencies. A CMOC may also be referred to as the (1) Civil-Military Coordination Center (CMCC), or (2) Civil-Military Cooperation Center (CIMIC). In this SOP it shall always be referred to as CMOC.
2. **Commander, CTF (CCTF) – Chairman of CMOC.** The CCTF is the Chairman of the CMOC since this organization **represents key stakeholders which require full integration into CTF planning and execution** to achieve integrated operations. This establishes the CMOC as a commander-led organization. The CCTF exercises operational oversight through the appointed Director for the CMOC who reports thru the C7, then Chief of Staff (COS) to the CCTF.
 - 2.1. CCTF chaired CMOC meetings with senior level personnel (and CTF Component Commanders at times) needs to be scheduled on a recurring basis to ensure appropriate command prioritization is placed on integration of these key stakeholders and to provide a civilian perspective on the crisis situation for the CCTF and CTF component commanders.
 - 2.2. Such meetings are essential for the establishment of an inclusive and cooperative planning and execution environment for support of integrated operations.
3. **Responsibilities**
 - 3.1. Screen, validate, and prioritize HC, civilian and military support requests.
 - 3.2. Coordinate HC, civilian, and affected nation military support requests with CTF components.
 - 3.3. Respond to HC emergency requests.
 - 3.4. Act as intermediary, facilitator, and mediator between CTF elements and HC.
 - 3.5. Coordinate closely with the Multinational Coordination Center (MNCC) and Coalition / Combined Logistics Center (CLCC) as required. [Refer to Part B, Chapter 1: CTF Headquarters Organization](#) and [Part C, Chapter 4: MNF C4 Logistics Procedures](#) for details on the MNCC and CLCC.
 - 3.6. Explain CTF (military) policies to HC and civil-military policies and, conversely, explain HC and civil-military policies to the CTF.
 - 3.7. Screen and validate HC requests for military transportation (if available and authorized).
 - 3.8. Administer and issue HC identification cards (for access into military controlled areas).
 - 3.9. Convene ad hoc mission planning groups to support complex military support missions involving military units, HC.
 - 3.10. Exchange CTF operations and general security information with HC as required and appropriate.
 - 3.11. Chair or Co-Chair port and airfield committee meetings involving space and access-related issues that impact the civil-military operations (CMO).
 - 3.12. Assist in the creation and organization of a food logistics system, when requested.
 - 3.13. Provide liaison between the CTF and humanitarian coordination center(s) which is established by HC elements in some crisis situations.

3.14. Explain overall interagency (governmental) policies and guidelines to the CTF and HC.

3.15. Assist C5 in development and maintenance of multinational communication integration efforts. Ensure the HC organizations are considered within communication integration processes.

4. **Organization.** Refer to Figure:: B-2-B-5-C.1 CMOC Organizational Model.

4.1. Military component representatives to the CMOC:

4.1.1. Civil Affairs Unit LOs.

4.1.2. Functional area support and subject matter expert representatives as needed from CTF Staff.

4.1.3. CTF component command representatives.

4.1.4. Special interest areas for civilian and HC (e.g., ports and airfields).

4.1.5. Coalition / combined military LOs.

4.1.6. CLCC liaison.

4.2. Civilian Component Representatives to the CMOC

4.2.1. Selective participating CTF forces governmental agencies.

4.2.2. Representatives from major HC organizations.

4.2.3. Affected nation's governmental agencies.

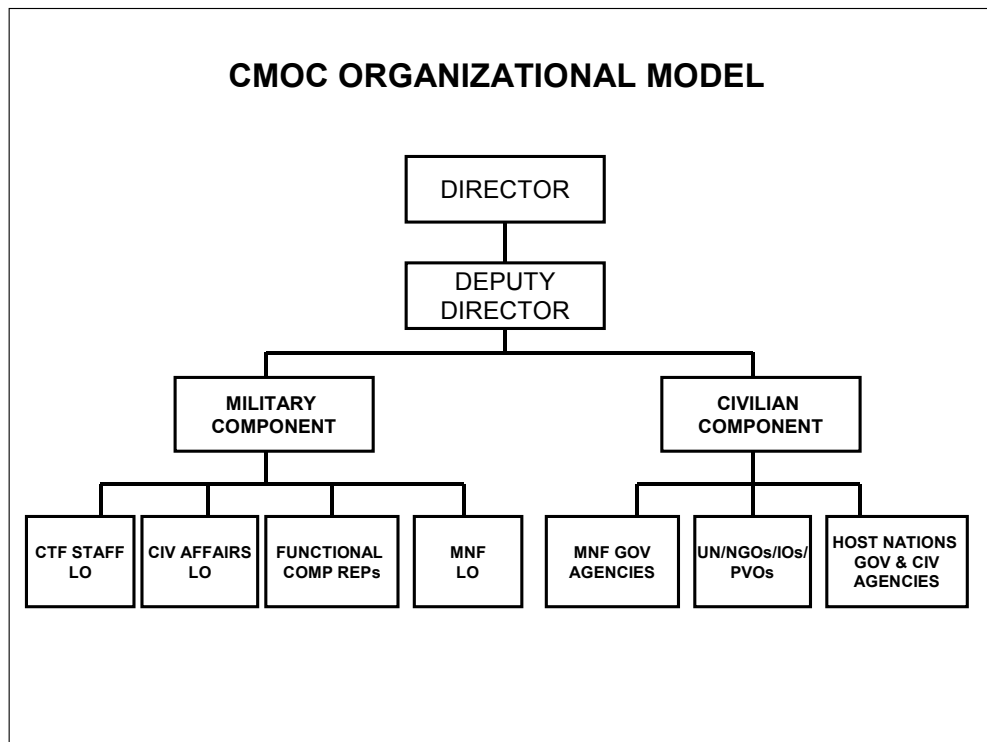


Figure: B-2-B-5-C.1 CMOC Organizational Model

Note: If there is a CTF C7, the CMOC Director is under the C7 and reports thru the C7 and COS to the CCTF who is the Chairman of the CMOC (see paragraph 2). Additionally, the C7 can be the Director if desired. If there is no C7, normally the CMOC Director shall report directly to the COS and in turn to the CCTF.

5. CMOC functions:

- 5.1. Provide civilian agencies with a focal point for activities and matters that are civilian related.
- 5.2. Coordinate relief efforts with Multinational commands, HC, and other civilian agencies.
- 5.3. Provide interface with the nation's respective Information Services, Agency for International Development, and the Embassy teams.
- 5.4. Assist in the return of assets provided by civilian agencies.
- 5.5. Facilitate and coordinate activities of the CTF within the CMO arena with the Supported Strategic Commander's headquarters and national authorities as required.
- 5.6. Coordinates CMO actions and issues with the MNCC, CLCC, MComdC Battle Watch, Civil Affairs (CA), CTF Media Pool, and CTF planning cells (PLANS, FOPS, and COPS).
- 5.7. Receive, validate, coordinate, and monitor requests from HC for routine and emergency military support.
- 5.8. Coordinate the CTF's response to requests for military support from HC, host nation, and other civilian agencies.
- 5.9. Coordinate requests to civilian agencies for their support.
- 5.10. Coordinate with Disaster Assistance Response Teams deployed by respective nations and the offices of each nation's Foreign Disaster Assistance cells.
- 5.11. Convene or participate in the CTF mission planning groups to address complex emergency response military missions that support civilian requirements such as convoy escort, security, refugee camp support, etc.
- 5.12. Participate within the CTF assessment process. Convene CMO assessment groups/teams as required to monitor progress toward established objectives (measures of effectiveness). Refer to Part [B, Chapter 2: CTF Assessment of Operations](#) for details on the CTF assessment process.

6. CMOC Director Responsibilities

- 6.1. Manage the CMOC on a daily basis for the CCTF. Reports thru the C7, thru the COS to the CCTF on civil-military plans and operations.
- 6.2. Integrate, coordinate, and plan CMO and activities within the CTF AO.
- 6.3. Coordinate and interface the civil-military with local host nation and civilian populations, HC, interagency coordination of various governments.
- 6.4. Ensure the integration of political, economic, socio-cultural, and civil aspects with the CTF operational plan. Coordinate and liaise with planners from the other elements of national power (diplomatic, informational, military, economic, diplomatic and socio-cultural).
- 6.5. Coordinate the augmentation of the CTF CMO staff with the C1.
- 6.6. Advise the CCTF on the employment of CA capabilities and issues relevant to the civilian populace.
- 6.7. Provide initial CMO estimate, CA, and CMO annexes.
- 6.8. Plan, coordinate, and direct CA activities in support of CMO.
- 6.9. Provide cultural and anthropology expertise.
- 6.10. Plan, coordinate, and recommend CA force structure.

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TAB D

CTF HEADQUARTERS MANNING DOCUMENTS

1. **Overview.** This tab outlines the background, basic principles, broad organizational differences between a multinational headquarters (coalition / combined task force [CTF]) and joint task force (JTF) and guidelines for the personnel manning requirements for the activation and forming of a CTF headquarters based on various contingencies. The supporting manning documents for this tab are at Part F of this SOP (refer to [Part F, Chapter 2: Multinational Manning Document Tables](#)).
2. **Background.** When activating and forming the CTF headquarters, one of the first tasks that the Lead Nation / Regional Organization has is organization of the headquarters. This requires the development of a manning document that identifies specific personnel requirements. This document is called the CTF manning document (CTFMD) and this tab outlines the start point for the CTFMD. The CTFMD basic organization is:
 - 2.1. Command section.
 - 2.2. Cross-functional task organizations (currently the Multinational Coordination Center [MNCC] and Civil Military Operational Center [CMOC] are the only cross functional elements (CFEs) that have manpower requirements identified outside of the functional staff requirements).
 - 2.3. Functional task staff (primary staffs – C1, C2, C3, C4, C5, C6, and C7 and internally CFE manpower requirements).
 - 2.4. Special staff.
 - 2.5. Other organizations and staffs not addressed above.
3. **Basic Principles.** To assist the Lead Nation / Regional Organization in the rapid activation of a multinational command, the CTFMD organization is based on the following basic principles.
 - 3.1. The Lead Nation and Commander CTF (CCTF) should utilize the initial manning documents outlined in [Part F, Chapter 2: Multinational Manning Document Tables](#). This acts as a clear start point for CTFMD planning.
 - 3.2. Focus on the cross-functional tasks as a priority to determine which ones need to be manned separately from the functional task staffs.
 - 3.2.1. Determine the functional task staff requirements and manning (and internal CFE manpower requirements).
 - 3.2.2. Address the special staff requirements and manning.
 - 3.2.3. Determine any other organizations and staffs not addressed above.

Note: This approach is referred to as the **CFE manning** approach which stresses the identification of the critical cross-functional billets.
4. **Broad Organizational Differences between a CTF and JTF.** The CTF organization differs from the normal JTF organization by the additional recognition of the following CFEs (refer to [Part B, Chapter 2: Multinational Staff Coordination Process](#) and Figure B-2-B-A for a detailed discussion of these entities):
 - 4.1. **C5 future plans (PLANS), C3 future operations (FOPS), and C3 current operations (COPS)** multinational planning and execution organizations are treated as the **central** CFEs that support the Commander's Decision Cycle (refer to [Part B, Chapter 2: Commander's Decision Cycle](#)).
 - 4.2. **Multinational Coordination Center (MNCC).** This center coordinates planning and execution actions with forces that CCTF has operational or tactical control (OPCON or TACON) over. This is a fundamental MNF SOP start point for the CTF headquarters organization. Refer to [Part B, Chapter 2: Multinational Headquarters Organization](#). The MNCC focus is on coordination of multinational military forces.

- 4.3. **Civil-Military-Operations Center (CMOC).** This center focuses on establishing cooperation with the humanitarian community and other stakeholders within the CTF area of operations (AO). This is also a fundamental MNF SOP start point for the CTF headquarters organization; Refer to [Part B, Chapter 2: CTF Headquarters Organization](#) and [Part B, Chapter 2: Civil-Military Operations Center](#). The CMOC focus is on coordination of civil-military operations.

Note: HC - refers to UN agencies / funds / programs, international organizations (IOs), nongovernmental organizations (NGOs), and the International Committee of the Red Cross (ICRC), International Federation of Red Cross / Red Crescent Societies (IFRC) and national Red Cross / Red Crescent Societies. . [Refer to Part D, Chapter 1. HA/DR MNCC.](#)

- 4.4. **National Command Elements (NCEs)** are the formal national command sections in the CTF headquarters for each nation's respective forces that are OPCON / TACON to the CTF commander.
- 4.5. **Coalition / Combined Logistics Coordination Center (CLCC)** coordinates the multinational logistics for all nations participating in the multinational response.
- 4.6. **Information Bureau** coordinates the multinational development of public affairs actions and planning within the CTF.
5. **Guidelines.** To enhance the development of the actual CTFMD the following should be considered:
- 5.1. **Lead Nation / Regional Organization is the Primary Resource Supporter for Personnel.** During the initial crisis response, primary manning of the CTF headquarters is conducted by the Lead Nation / Regional Organization. As time progresses, the CTF headquarters can be filled out with incoming personnel as coordinated with the respective nations prior to deployment of their staffs. Refer to [Part B, Chapter 1: Strategic Factors](#) for details on the Lead Nation / Regional Organization concept for multinational operations.
- 5.2. **CTF Headquarters Organization.** Refer to [Part B, Chapter 2: CTF Headquarters Organization](#) for the start point for the CTF headquarters organization.
- 5.3. **Personnel Assignment to the CTF – Level of Experience.** As a general rule, personnel assigned to a CTF command should be fully experienced within their respective military forces and functional areas. Additionally, it is highly recommended that personnel have relevant experience with multinational operations.
- 5.4. **NCEs.** These elements **shall be** organized and furnished by each participating nation's forces. The NCEs provide national command channels back to their respective nations and work national command issues with the CTF command. NCEs should have the authority to make decisions for their nation's forces.
- 5.4.1. The NCEs are part of the CTF headquarters organization **but DO NOT come under the multinational command (OPCON or TACON) of the CCTF.** Normally the senior officer in the CTF from a given nation holds the responsibility for command of their nation's element and may also be assigned with other parallel multinational command / staff responsibilities in the CTF HQ.
- 5.4.2. The exact organization and structure for a NCE varies based upon the level of forces provided to the CTF command, however, at the minimum at least one officer serves in this role and should be augmented by national assets as deemed necessary by national command channels.
6. **CTF Manning Document (CTFMD) – General Comments**
- 6.1. The CTFMD is listed at [Part F, Chapter 2: Multinational Manning Document Tables](#). These tables can be copied from the **Microsoft Word versions** of the MNF SOP and then inserted into Microsoft Excel worksheets by Lead Nation personnel to support a specific crisis response situation. The Microsoft Word versions of the manning tables are available via the Internet at www.mpat.org. Navigate to the **MNF SOP Tab on the MPAT home page**; then select the **Word Version Tab**. CTFMD can be found on the CJMD repository which located at the following URL: https://jmd.apan-info.net/jmd_mpat/. Accounts can be obtained by contacting the website manager listed on the web site.
- 6.2. **This is NOT a fixed organization.** This document is flexible and can be expanded or reduced based on the situational requirements.

6.3. After a crisis occurs (and based upon acceptance of military aid and / or relief by the affected nation(s) and designation of the Lead Nation) the CTFMD designated core billets should be deployed as rapidly as possible to assist in the activation and forming of the CTF headquarters. The CTF manning may be initially small and can be expanded as operations commence, then decreased in size as the CTF command transitions its mission to another command or terminates its operations and deactivates.

6.4. The CTF C3 is the lead for development and management of this document with the CFEs, primary staff, special staff, and other stakeholders through its entire life cycle.

6.4.1. The C1 provides administrative support to C3 for the CTFMD.

6.4.2. The Chief of Staff (COS) provides senior management and execution oversight for the CTFMD.

6.5. The MNF SOP start points for the CTFMD is based on assumptions for two contingency options:

6.5.1. Option #1: Small Scale Contingency (SSC)

6.5.2. Option #2: HA / DR only mission

Note: The assumptions outlined below for the above options are intended to be an initial start point only. It is essential that these assumptions be thoroughly reviewed and refined for each unique crisis response situation.

CTF Headquarters Manning Document Contingency Baseline and Assumptions

Refer to [Part F, Chapter 2: Multinational Manning Documents Tables](#) for the detailed CTFMD requirements for these two options.

Option 1: Mission = SSC with multinational warfighting functions (missions within the MPAT range of military operations where combat **may or will occur**) involving all components with the additional assumptions (refer to [Part A: Multinational Force Standing Operating Procedures \[MNF SOP\] Foundations, Figure: A.1 Mission Focus](#) for the MPAT range of military operations).

- > **Personnel Requirements:** 770 personnel (scalable)
- > **Duration of Operations:** 120 to 360 days
- > **Command and Control:** Capable of continuous operations; should use reach back assets (headquarters elements not forward deployed) for more complex coordination
 - >> This headquarters may be established with a small planning and operation headquarters forward
- > **Sustainment:** Requires extensive support activities.
- > **Intelligence Requirements:** Sufficient support for a potential Chemical, Biological, Radiological and Nuclear – Toxic Industrial Materials (CBRN-TIM) environment and security threat that involves combat operations.
- > **Operational Limitations:** To be determined based on a situation (for example, HQs size may be limited by affected Nations limitations or all HQs personnel must be fluent in affected nation's language increasing the need for translators).
- > **Key Assumption:** There is a potential CBRN-TIM threat

Option 2: Mission = HA / DR Mission.

- > **Personnel Requirements:** 401 personnel (scalable)
- > **Duration of Operations:** 30 to 120 days
- > **Command and Control:** Limited; focus on supporting HA / DR requirements of the affected nation and humanitarian community.
- > **Sustainment:** Limited
- > **Intelligence Requirements:** Limited to situational awareness information – most support provided by reach back support (headquarters elements not forward deployed).
- > **Operational Limitations:** Limited security operations, no combat operations
- > **Key Assumption:** No CBRN-TIM threat; majority of security provided by affected nation(s) – internal force protection provided by the CTF command.

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APPENDIX 6

MILITARY DECISION MAKING PROCESS – MULTINATIONAL

(MDMP-M)

1. **Overview.** This appendix and supporting tabs outline the MNF planning process. Tab A provides background for the Commander's Appreciation and Operational Design. Tab B explains in detail each step of MDMP-M. Tab C outlines the MNF assessment of operations. Tab D provides a MDMP-M abbreviated planning process template for time sensitive multinational crisis response planning. As in all processes within the MNF SOP, this planning process is only a starting point for the Force Commander and MNF staff. It can be revised or adjusted to meet a specific nation's multinational planning requirements.
2. **MDMP-M Planning Process.** Figure B-2-B-6.1 on the following page provides a visual conceptualization of the MDMP-M. This process encompasses planning, execution, assessment and adaptation. Assessment and adaptation are treated as integral to the planning process. This process does not stop with execution of the plan; rather, the process also focuses on planning during execution. The entire process is underpinned by a continuing review and update of intelligence and situational awareness. The Commander's Appreciation of the situation and the Operational Design are revisited frequently as the MNF command interacts within the operational situation, and it is constantly reviewed for effectiveness in achieving the military end state, supporting operational military objectives, and strategic objectives. MNF plans and orders are refined and updated as the MNF command learns and adapts to the ever-changing situation to support mission success.

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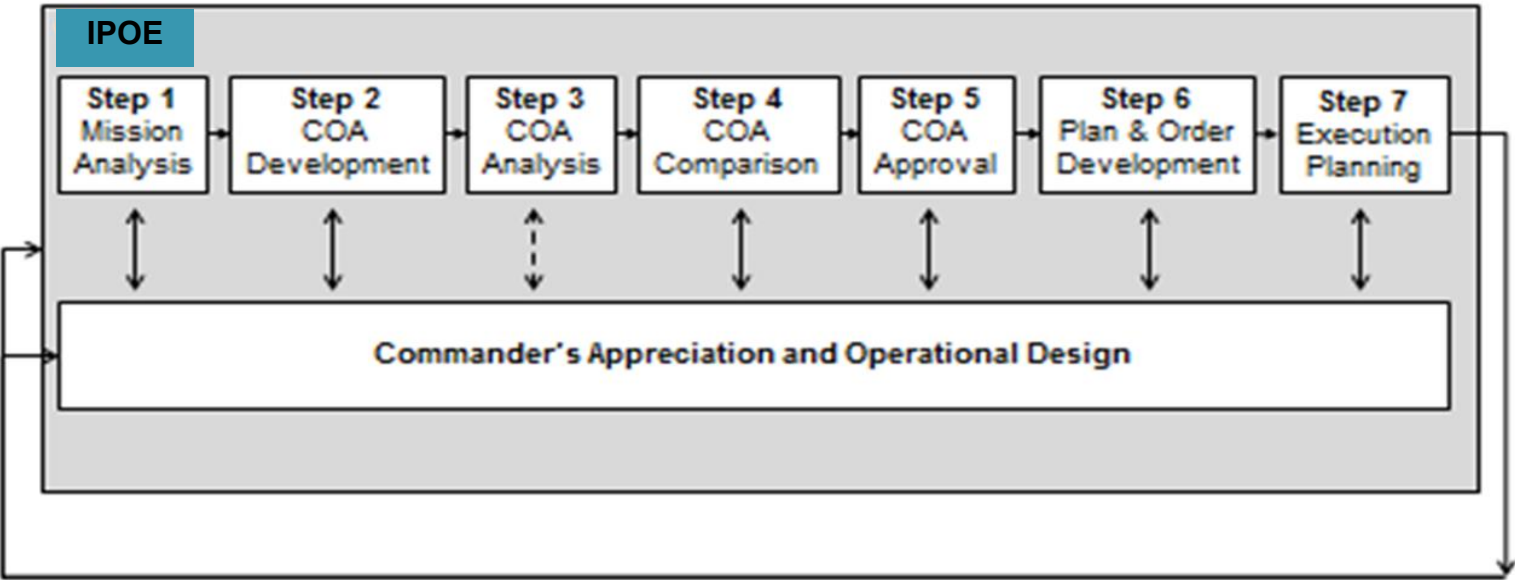


Figure: B-2-B-6.1: MDMP-M Planning Process Model

- Tab A: Commander's Appreciation and Operational Design
- Tab B: MDMP-M Steps Explanation
- Tab C: MNF Assessment of Operations
- Tab D: MDMP-M Abbreviated Planning Process Template

TAB A

COMMANDER'S APPRECIATION AND OPERATIONAL DESIGN

1. **Starting Condition:** The Force Commander receives direction from a higher authority, and receives an Intelligence Preparation of the Operational Environment (IPOE) from their staff.
2. **Description:** Force Commander receives essential strategic guidance ([ref: Part B, Chapter 1, Annex A, "National Strategic Factors"](#)), seeking to understand the environment and problem(s) so that the commander may issue initial intent and guidance while developing an operational design to address the challenges presented. The Force Commander identifies major information and knowledge gaps; conducts time appreciation review; issues guidance on battle/operational rhythm; outlines broad readiness guidance for staff and units; and assigns broad responsibilities.
 - 2.1. **Commander's Appreciation:** Commanders will combine their knowledge of the situation starting with an orientation, then understanding the environment and the problem, in order to formulate guidance to possible solutions.
 - 2.1.1. **Commander's Orientation:** The Commander's orientation is the initial step in the design effort to frame the problem as a basis for developing possible solutions. The Commander, staff, and others participate in discussions to collectively gain an enhanced understanding of the environment and the nature of the problem.
 - 2.1.2. **Understanding the Environment:** This helps expose a broad range of ideas to be considered in the identification of the problem. The environment provides background information, facts, status, connections, and a range of other factors that serve as context for the commander and staff to better understand the problem. These factors also help the commander gain an appreciation for the existing situation. Coupled with any assigned or anticipated tasks, participants engaged in design can help determine a desired future state. The difference between the current and desired states enable the participants to narrow their focus on the environment to determine the nature of the problem.
 - 2.1.3. **Understanding the Problem:** The essential activities in understanding the problem are critical thinking and an open, frank dialogue to help reveal the underlying nature of the problem. With the larger environment as context, additional elements of the problem may emerge that require resolution during subsequent planning. Understanding the problem helps to identify the military end state and ensures a common operational vision of what must be achieved.
 - 2.2. **Operational Design:** As commanders conceptualize operations, their periodic guidance in the form of visualization, description, and direction lead the staff during the planning process. Operational Design provides a means to learn and adapt. It requires intellectually versatile leaders with higher-order thinking skills who actively engage in continuous dialogue and collaboration. The purpose of operational design is to achieve a greater understanding of the environment and the nature of the problem in order to identify an appropriate conceptual solution and enhance decision-making at all levels.
 - 2.3. The Commander's Appreciation and the Operational Design will be refined and further developed throughout the planning process (refer to Page 2 of Appendix 6). The process will be ongoing and occur simultaneously with all planning steps. Appreciation and design supports learning during planning and adaptation to an ever-changing situation.
3. **Aim:** To complete the Commander's Appreciation, Operational Design, and set the conditions for a focused, effective, and integrated planning environment outlining organizational actions in support of the MNF planning process.

4. **Results:** The results of the initial Commander's Appreciation and Operational Design are listed below. This process is an ongoing process and will be updated as planning progresses.

- Commander's Operational Design
- Initial Commander's Intent
- IPOE Products
- Time Appreciation Review
- Initial Commander's Planning Guidance Issue Warning Order #1
- Initial Staff Estimates

=====

PROCESS

1. **Commander's Appreciation and Operational Design Meeting:** Force Commander, National Command Elements (NCEs), Deputy Commander and Chief of Staff (COS) (with C2, C3, C3 FOPS Chief, C4, C5 Directors, C5 PLANS Chief, and other specialists as required) conduct a small group meeting, informed by the IPOE, to commence the Commander's Appreciation of the situation and initial Operational Design. The following items should be addressed during the small group meeting as outlined below.

1.1. **Item 1: Intelligence Preparation of the Operational Environment (IPOE) Brief.**

1.1.1. The initial IPOE is briefed to the Commander and it is refined throughout the planning process.

1.1.2. The group discusses the IPOE (overall environment, threat, friendly forces, and major actors / stakeholders, and PMESII Analysis) to confirm basic understanding of the situation.

1.2. **Item 2: Commander's Orientation.**

1.2.1. This process is a commander driven cognitive process. Much of the information will come out of the IPOE assessment coupled with Essential Strategic Guidance and the commander's judgment and analysis.

1.2.2. Items to be considered during the Commander's Orientation include:

i. Understanding strategic context and guidance. This allows the Force Commander to generate discussions with the NCE within the command, higher headquarters, and other key leaders. The following items should be considered:

i-i. What are the Essential Strategic Guidance elements? Are they complete? What is missing?

i-ii. What is the history of the problem? What is its genesis?

i-iii. What caused the problem to come to the forefront within the crisis?

i-iv. Why is this emerging problem important to the nation's strategic leaders? Determine how they view the problem:

i-iv-i. Are national and international interests at stake?

i-iv-ii. What are the domestic political considerations for taking action?

i-iv-iii. What are the economic considerations for action?

- i-iv-iv. Are there treaty obligations that require or block the ability to act?
 - i-v. Determine if there are limitations to the commander's ability to act. In addition, are there authorities, new or expanded, that the commander should seek regarding the limitations?
 - ii. Conducting an actor/stakeholder analysis is an important way of increasing the information available when making decisions. This involves identifying, describing the different actors/stakeholders involved and their relationships based on characteristics, gender,¹ interests and motivations. The analysis should cover the following:
 - ii-i. Factors bearing on the problem.
 - ii-ii. Friendly forces, organizations, and entities.
 - ii-iii. Adversaries and opposition forces /entities.
 - ii-iv. Neutrals – both with and without interests relative to problem at hand.
 - ii-v. Unknowns – clear interests and influence but intentions are unknown.
 - iii. Attempting to identify trends occurring in the situation that may be manifested at all levels (tactical through strategic):
 - iii-i. What trends should the commander reinforce?
 - iii-ii. What trends should the commander stabilize?
 - iii-iii. What trends should the commander reverse, redirect, or transform?
 - iv. Identifying gaps in knowledge. What does the commander need to know to understand the operational problem?
 - v. Identifying initial assumptions.
 - vi. Identifying the problem(s) preventing attainment of the operational and strategic end state.
 - vii. Reviewing the assigned mission statement from higher headquarters.
 - vii-i. The commander may determine some factors are missing in the mission statement from the higher headquarters. This requires Mission Clarification, and needs to be identified prior to commencement of Mission Analysis.
- 1.3. **Item 3: Understanding the Environment.** This provides background information, facts, status, connections, relevant actors, habitat, local beliefs, and a broad range of other factors that serve as context for the commander and his staff to best understand the problem. Useful items to consider are included in the following Table.

¹ See 'Gender in Operations' Annex, para 11.5 "Gender Analysis," pg C8G-5 and "MNF Protection of Civilians and Affected Populations", C7E.

<i>Political variables</i>	<i>Social variables</i>	<i>Physical environment variables</i>
<ul style="list-style-type: none"> Centers of political power Type of government Government effectiveness and legitimacy Influential political groups Key Actors International relationships 	<ul style="list-style-type: none"> Demographic mix Gender perspectives Social volatility Education level Health access Ethnic diversity Religious diversity Population movement Common languages Stakeholders Criminal activity Human rights Humanitarian issues Centers of social power Basic cultural norms and values 	<ul style="list-style-type: none"> Terrain Observation and fields of fire Avenues of approach Key terrain Obstacles Cover and concealment Landforms Vegetation Terrain complexity Mobility classification Natural hazards Climate Weather Precipitation High temperature-heat index Low temperature-wind chill index Wind Visibility Cloud cover Relative humidity
<i>Military variables</i>	<i>Information variables</i>	
<ul style="list-style-type: none"> Military forces Government paramilitary forces Non-state paramilitary forces Unarmed combatants Nonmilitary armed combatants Military functions Command and control (mission command) Maneuver Information warfare Reconnaissance, intelligence, surveillance, and target acquisition Fire support Protection Logistics 	<ul style="list-style-type: none"> Public communications Information warfare Electronic warfare Computer warfare Deception Physical destruction Protection and security measures Perception management Intelligence Information management Historical events 	
<i>Economic variables</i>	<i>Infrastructure variables</i>	<i>Time variables</i>
<ul style="list-style-type: none"> Economic diversity Employment status Economic activity Illegal economic activity Banking and finance 	<ul style="list-style-type: none"> Construction pattern Urban zones Urbanized building density Utilities present Utility level Transportation architecture Protected sites 	<ul style="list-style-type: none"> Cultural perception of time Information offset Tactical exploitation of time Key dates, time periods, or events

- 1.4. **Item 4: Understanding the Problem.** Defining the problem is essential - it involves understanding and isolating the root causes of the issue at hand. Critical to determining what needs to be acted on is to reconcile the differences between existing and desired conditions. Useful items to consider include the following:

- 1.4.1. Adversary (if any).
- 1.4.2. Friendly force update.
- 1.4.3. Other actors/stakeholders
- 1.4.4. Information environment.
- 1.4.5. Terrain and weather.
- 1.4.6. Troops and support available.
- 1.4.7. Civil considerations (to include gender perspectives and indigenous/local population).
- 1.4.8. Difference between existing and desired conditions.
- 1.4.9. Limitations.
- 1.4.10. Assumptions.
- 1.4.11. Specified tasks.
- 1.4.12. Initial staff estimates.
- 1.4.13. Input from other commanders.
- 1.4.14. Experience and judgment.
- 1.4.15. Range of potential actions.
- 1.4.16. Tempo.

1.5. **Item 5: Design Elements.** The following items are identified as a result of the Commander's Appreciation Process, and should be incorporated into the Commander's Operational Design as "Design Elements":

- 1.5.1. Termination criteria.
- 1.5.2. End state.
- 1.5.3. Objectives.
- 1.5.4. Effects.
- 1.5.5. Center of gravity.
- 1.5.6. Decisive points.
- 1.5.7. Direct and indirect approaches.
- 1.5.8. Lines of operation and lines of effort.
- 1.5.9. Operational reach.
- 1.5.10. Simultaneity and depth.

1.5.11. Forces and functions.

1.5.12. Arranging operations.

1.5.13. Synergy.

1.5.14. Balance.

1.5.15. Anticipation.

1.5.16. Leverage.

1.6. Item 6: Operational Design Development. Provides a framework for the successful completion of the planning process, a cognitive approach for addressing the key factors, and a shared understanding of the situation, as it is known at that point in time. This supports a comprehensive approach to planning. The commander will communicate the design as follows:

1.6.1. Commanders' Narrative Description. This describes the problem and ties the commander's thoughts, analysis, and judgment into a cohesive shared understanding / knowledge of the situation. This is not a formal planning document or intent statement; rather, it is a commander's communication tool to help shape staff planning.

1.6.2. Commanders' Visualization. This supports the Commanders' Narrative Description, listed above, and will guide Mission Analysis and COA Development, by explaining how the operation should transform the current conditions into the desired conditions.

1.6.3. Commanders' Intent. This describes the desired end state the commander expects after the mission is accomplished.

1.7. Item 7: Time Appreciation Review. Formal review of the time parameters surrounding response situation.

1.7.1. 1/3 – 2/3 Rule (1/3 for MNF HQ & 2/3 for Component Planning)

1.8. Item 8: Initial Commander's Planning Guidance.

1.8.1. A narrative describing the elements of Operational Approach.

1.8.2. Guidance on Battle / Operational Rhythm.

1.8.3. Initial readiness guidance for forces and personnel.

1.8.4. Initial planning process guidance and responsibilities for C5 PLANS, C3 FOPS, and C3 COPS.

1.8.5. Assignment of any special staff / component responsibilities.

1.8.6. Special guidance for multinational elements and/or coordination requirements.

1.8.7. Cooperation guidance and requirements with interagency and IHC to support the comprehensive planning approach.

1.8.8. Assessment and evaluation criteria to ensure the approach is being achieved throughout the mission.

2. Warning Order #1 is issued: A warning order is published to provide immediate information on the pending mission, readiness guidelines, and other broad planning guidance to MNF components, the

NCE of participating nations within the MNF, HQ staff, and other supporting organizations. [Refer to Part F, Chapter 3, Annex B, "Warning Order Format" - MNF SOP.](#)

3. **Staff Estimates:** Initial staff estimates development should begin no later than when the MNF HQ issues planning guidance. Staff estimates are a continuous process throughout the life of the planning cycle.

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TAB B

MDMP-M STEPS EXPLANATION

STEP #1

MISSION ANALYSIS

1. **Starting Conditions:** The MNF Commander's appreciation and design has completed its initial actions to form an understanding of the situation and problem. The initial IPOE summary and brief have been disseminated along with the Commander's design and appropriate guidance. Warning Order #1 has been issued.
2. **Description:** MNF Headquarters conducts Mission Analysis to refine their shared understanding / knowledge of the problem and situation, and develops a Mission Statement, a revised Commander's Intent, and a Military End State.
3. **Aim:** This step focuses on an analysis of the mission, higher headquarters' guidance and intent, and examination of the key planning factors by which the MNF Military End State conditions can be achieved. A proper Mission Analysis establishes the foundation for the successful completion of the next step in the planning process- COA Development.
4. **Results:** The key results of Mission Analysis are listed below. An understanding of the mission is enhanced and Warning Order #2 is issued to the MNF command.
 - Refined IPOE
 - Staff Estimates
 - CCIRs
 - Mission Statement
 - Revised Commander's Intent
 - Commander's Guidance for COA Development
 - Warning Order #2

PROCESS

1. **Mission Analysis.** The Commander's staff is responsible for analyzing the mission and proposing the restated mission for the Commander's approval, thus allowing subordinate and supporting commanders to begin their own estimate and planning efforts and for higher headquarters' concurrence. The combined/coalition task force's mission is the essential task or set of essential tasks, together with the purpose, that clearly indicates the action to be taken and the reason for doing so. Mission Analysis is used to study the assigned tasks and to identify all other tasks necessary to accomplish the mission. Mission analysis consists of 14 steps as outlined in Figure B-2-B-6-B.1 below. These steps are not necessarily sequential.

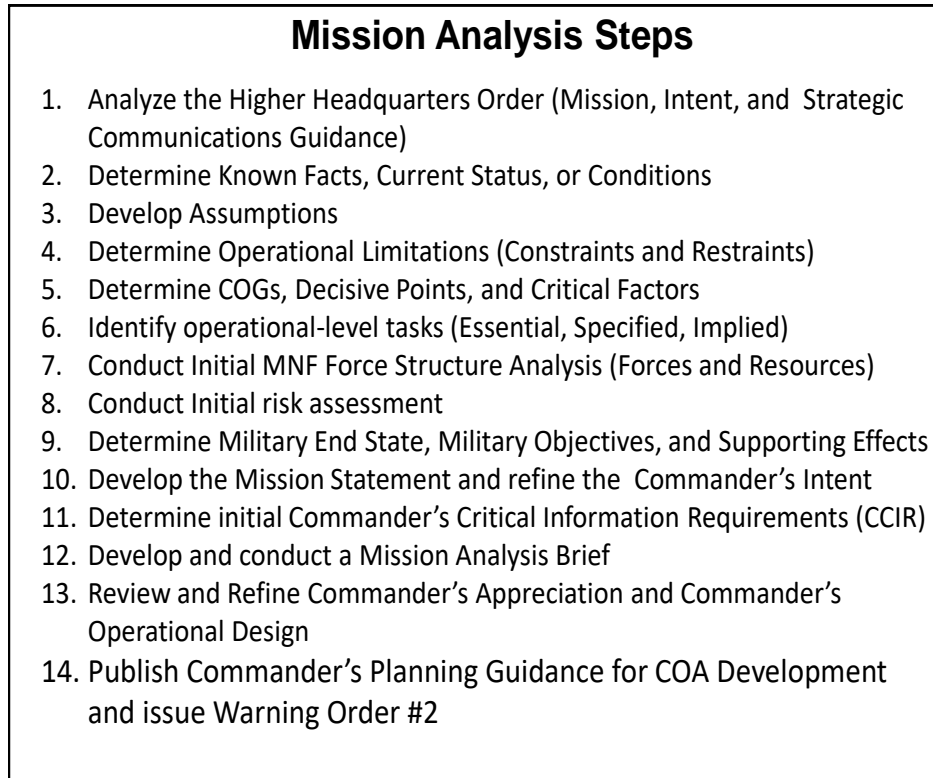


Figure B-2-B-6-B.1: Mission Analysis

2. **Step 1: Analyze the Higher Headquarters Order (Mission, Intent, and Strategic Communication Guidance):** The Force Commander, NCE, and MNF staff thoroughly analyze the higher headquarters' orders and guidance, to include strategic communication plan/guidance. This establishes where the MNF mission fits into the strategic framework of the operation. The primary inputs to the MNF Mission Analysis comes from higher headquarters' planning factors. Key areas to focus upon are:

2.1. Strategic Guidance:

2.1.1. Strategic End State conditions.

2.1.2. Support existing National Plans (i.e.: National Emergency Response Plans for HA/DR).

2.1.3. Strategic objectives that support the attainment of end state conditions.

2.1.4. Termination Criteria.

- 2.1.5. Military End State conditions (may not be identified by the national level).
- 2.2. Supported Strategic Commander (Theater Strategic Guidance):
 - 2.2.1. Military End State conditions (may not be identified).
 - 2.2.2. Mission.
 - 2.2.3. Strategic Military Objectives.
 - 2.2.4. Effects (Conditions).
 - 2.2.5. Tasks.
- 2.3. National objectives and aims of participating nations within the MNF command.
- 2.4. Higher Commander's Intent.
- 2.5. Higher Commander's Concept of Operation (if given).
- 2.6. Limitations (directed constraints and restraints; will be revisited again within the mission analysis for other limitations not specifically directed by higher headquarters).
- 2.7. Assigned Area of Operation (AO).
- 2.8. Available assets.
- 2.9. Operational time line.
- 2.10. Strategic Communication Plan/Guidance.
- 3. **Step 2: Determine Known Facts, Current Status, or Conditions.** A fact is a statement of information known to be true (such as verified locations of friendly and adversary force dispositions). The current status and conditions represent the Commander's assessment of the situation and updated IPOE. This step in the MNF planning process provides the factual framework for the follow-on detailed Mission Analysis steps.
 - 3.1. The IPOE is updated by the C2 with assistance from cultural and political subject matter experts and operational considerations (C3, C5, C7, GENAD, POLAD and IA reps) and UN / UN agencies/programs, and IHC as applicable). This supports the establishment of key facts, current status of key factors, and key conditions that are present within the current situation. The Force Commander updates his assessment of the situation as required.
 - 3.2. The CTF Combined/Coalition Planning Group (CPG), led by the C5 and the Combined/Coalition Intelligence Support Element, review the updated Commander's Assessment of the situation, updated IPOE, and the problem framework. The Operational Design is continually referenced within the CPG and refined as the planning process continues.
 - 3.3. Time appreciation analysis. The CPG reviews the time appreciation analysis established within the Force Commander's "*Initiation and Scoping*" step, and ensures balance between the desire for detailed planning and allocating time for component planning.
 - 3.3.1. Determine the time available.
 - 3.3.2. Understand the time required for Force Commander to make a decision, issues orders, and subordinates to execute the operation.

- 3.3.3. Develop a timeline reflecting known and assumed operational requirements (e.g., C-day, D-day) to focus the staff as it conducts the MNF planning process.
- 3.3.4. Additionally, post a timeline identifying the time available to complete the steps of the MNF planning process based on the Commander's estimate and operation order delivery requirements.
- 3.3.5. Planning timelines for branch and sequel plans are identified during the COA analysis process. As requirements are identified and assumptions validated, these timelines may require updating.
- 3.3.6. Allocate the time necessary. Consider a technique whereby each headquarters limits itself to one-third of the available planning time and allocates two-thirds to their components. Also, use parallel planning, where headquarters at different levels conducts planning simultaneously. The MNF COS is responsible for the time management within the MNF command with support from the C5 / C3 staff. The CPG directly addresses time appreciation planning within the MNF command.
- 3.4. MNF Staff. Participate in Mission Analysis and contribute to the continued development of the Commander's Appreciation and the continued improvement and development of the Operational Design. This enables the shared understanding / knowledge of the operational setting within the MNF staff.
 - 3.4.1. Staff Estimates. The development of staff estimates continues as required by the planning process. Staff estimates are focused by Mission Analysis as it proceeds.
 - 3.4.2. Staff estimates are provided to the CPG and Force Commander, as required, to support Mission Analysis. As staff sections determine other known facts, current status, or conditions from their situational analysis, they should provide that input to the CPG through their representatives.
- 4. **Step 3: Develop Assumptions.** An assumption provides a supposition about the current situation or future course of events, assumed to be true in the absence of facts. Assumptions replace necessary but missing or unknown facts. A valid assumption has three characteristics: it is logical, realistic, and essential for planning to continue. A litmus test for assumptions is: if an assumption proves false, the plan could be invalid; if a proposed assumption does not have this effect, it should not be an assumption.
 - 4.1. Never assume away threat / adversary capabilities.
 - 4.2. Assumptions must be continuously reassessed throughout the process to ensure they remain relevant and valid.
 - 4.3. In developing assumptions, the CPG and MNF staff should consider the following as a minimum:
 - 4.3.1. Coordination with NCEs relative to multinational assumptions.
 - 4.3.2. Coordination with governmental agencies relative to interagency assumptions.
 - 4.3.3. Support from other governmental and civilian agencies.
 - 4.3.4. The availability of, and support requirements for, host nation(s) or multinational forces.
 - 4.3.5. Timeline factors.
 - 4.3.6. The political situation with the countries in or near the MNF AO.

- 4.4. Assumptions should be replaced with facts as soon as possible. The staff identifies the information needed to convert assumptions into facts and submits them to the appropriate agency as Information Requirements. If the Commander needs information to make a decision, he may designate the information requirement as one of the Commander's Critical Information Requirements (CCIRs) (refer to Step 12 below).
5. **Step 4: Develop Operational Limitations.** Operational limitations are actions required or prohibited by higher authority and other restrictions that limit the Commander's freedom of action, such as diplomatic agreements, political and economic conditions in affected nations, and host nation issues. There are two types of operational limitations:
- 5.1. **Constraint.** (Actions that must be done) Is a requirement placed on the command by a higher command that dictates an action, thus restricting freedom of action. Constraints can also be identified based upon the Commander's assessment of the situation and CPG planning actions.
- 5.1.1. Mandatory reporting requirements (e.g. Human Rights Violations, Conflict Related Sexual Violence, other illegal activities).
- 5.2. **Restraint.** (Actions that must not be done) Is a requirement placed on the command by a higher command that prohibits an action, thus restricting freedom of action. Restraints can also be identified based upon the Commander's assessment of the situation and CPG planning actions.
6. **Step 5: Determine COGs, Decisive Points, and Critical Factors.** The COG concept is an element of operational design used to assist the Force Commander and staff in understanding the dominant threat factors within an operational-level AO. A COG is defined as the source of power that provides moral or physical strength, freedom of action, or will to act. Analysis of COGs helps identify friendly and adversary strengths and weaknesses. Planners analyze COGs within a framework of three critical factors: critical capabilities, critical requirements, and critical vulnerabilities (refer to Figure B-2-B-6-B.2).

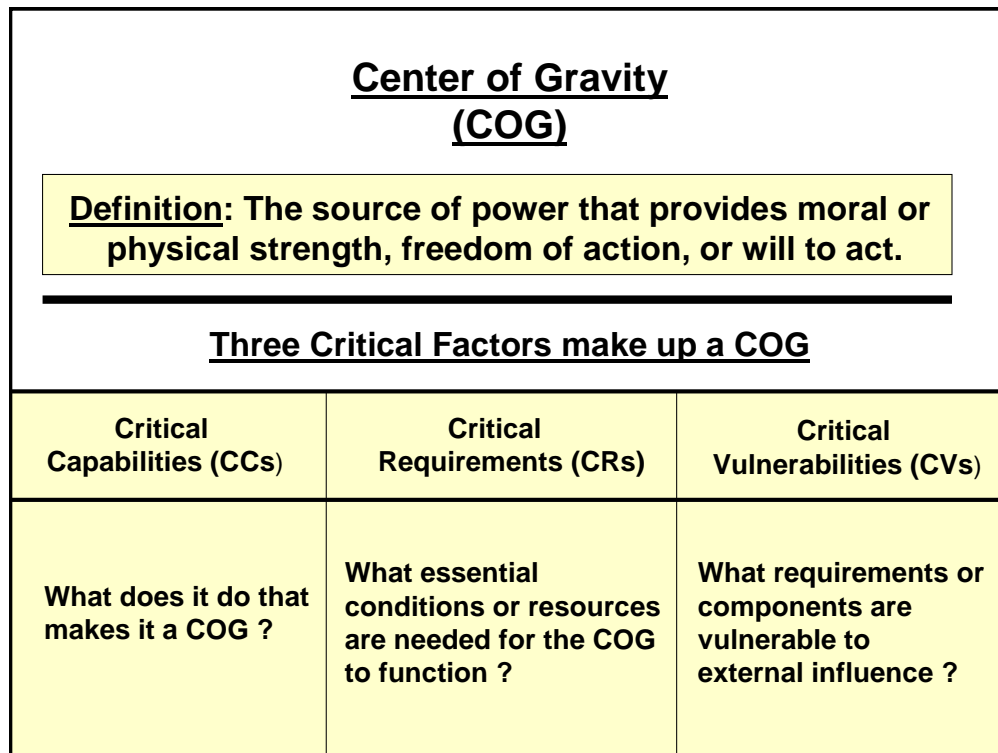


Figure B-2-B-6-B.2: Center of Gravity and Three Critical Factors

- 6.1. COGs are normally established for the strategic, operational, and tactical levels of planning and operations.
 - 6.1.1. The Supported Strategic Commander will normally establish the COGs for the strategic-level friendly and threat elements. If this is not so indicated, the Force Commander may identify such and recommend to the Supported Strategic Commander for consideration.
 - 6.1.2. The Supported Strategic Commander may also establish the COGs for the operational friendly and threat levels. The Force Commander will normally confirm or recommend refinements to the operational COGs as more understanding / knowledge of the operational environment is gained during planning / execution. This is part of the Force Commander's Mission Analysis steps.
 - 6.1.3. The Force Commander and MNF components will normally identify the COGs for the tactical-level friendly and threat elements.
- 6.2. COGs are intended to be the major factors by which friendly and threat elements derive their power.
 - 6.2.1. If a number of COGs appear within a planning process, many of these will likely be Critical Capabilities (see Figure 4) that make up a larger COG.
 - 6.2.2. The MNF staff simply needs to refine the COGs until one or two emerge as the domineering factors. (Note: This is NOT to say three or more COGs may not be present for a given level of operations / planning, but it is generally agreed upon that a smaller number enables focus.)
- 6.3. COGs are not only appropriate for threat or adversarial forces, they can also be found for other threats, such as a Pandemic Influenza, a nation's potential collapse, natural disasters, and so forth. COGs are also relevant for friendly forces and other stakeholders (i.e. host nation government).
- 6.4. Analysis of COGs:
 - 6.4.1. The C2 focuses on the identification of the strategic and operational COGs as part of the IPOE process. The goal is to determine the critical factors by which threats derive freedom of action, physical strength (means) and the will to fight.
 - 6.4.2. The CPG (with MNF staff support) focuses on the friendly strategic and operational COGs. The goal is to determine the critical factors by which friendly COGs derive their freedom of action, physical strength (means) and the will to fight.
 - 6.4.3. This is not a separate process but is rather a parallel process that comes together formally within Mission Analysis step within the CPG.
- 6.5. CPG Actions. The CPG uses a systems perspective of the operational environment to assist in identification of threat COGs and their critical capabilities, critical requirements, and critical vulnerabilities.
 - 6.5.1. In combat operations, this involves knowing a threat's physical and psychological strengths and weaknesses, and how the adversary organizes, fights, and makes decisions within the operational area.
 - 6.5.2. In non-combat operations it is essential to understand the dynamics of the threat, the critical factors that make up the threat COG, and how it relates to other factors in the non-combat situation.

6.6. Using the COG Tool: Once COGs and their critical factors have been identified, the Force Commander and his staff determine how to attack / diminish / weaken the threat COGs and protect / improve / build upon the friendly COGs. This provides for points of influence within the operational area for MNF forces to exploit / influence / attack to weaken major power sources for threats (refer to Figure B-2-B-6-B.3). These points are referred to as Decisive Points.

6.6.1. Decisive Points help determine where and how to apply friendly capabilities to exploit threat vulnerabilities. A Decisive Point is a geographic place, specific key event, critical factor, or function that, when acted upon, allows a Commander to gain a marked advantage (or influence) over an adversary, or contributes materially to achieving success.

6.6.2. The most important Decisive Points can be determined from analysis of critical factors and understanding the relationship between a COG's critical capabilities, requirements, and vulnerabilities. This can highlight direct and indirect approaches to attacking / weakening the COG. It is likely that most critical vulnerabilities will be Decisive Points, which should then be further addressed in the planning process.

6.6.3. Although operational areas may have numerous Decisive Points, only a few will truly have operational or even strategic significance relative to an adversary's COGs. The art of identifying Decisive Points is a critical part of Operational Design. Decisive Points can be linked to Lines of Operation (another Operational Design tool for visualizing the operational mission). This will be addressed at the end of the Mission Analysis step.

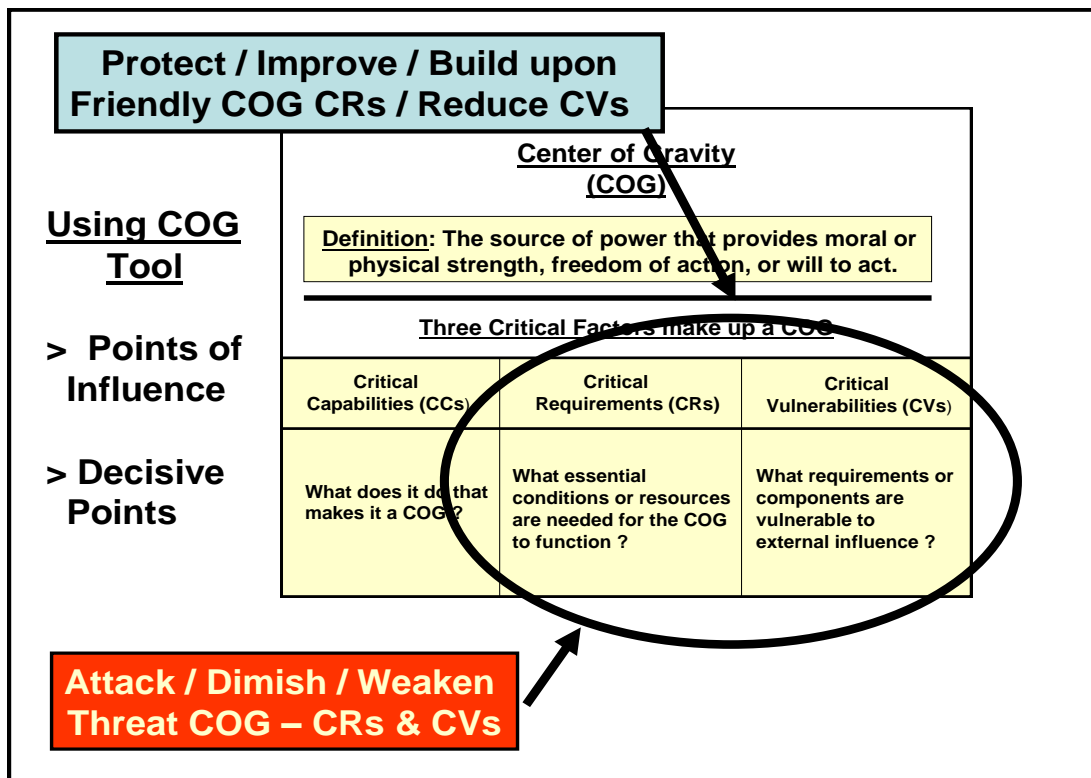


Figure B-2-B-6-B.3: Center of Gravity / Points of Influence / Decisive Points

7. **Step 6: Identify Operational- Level Tasks (Specified, Implied, and Essential Tasks).** The CPG identifies the MNF operational tasks to be performed. There are three types of tasks that are identified, see below:

7.1. **Specified Task:** A task that is specifically assigned to the FORCE COMMANDER by the Supported Strategic Commander. Can be written or oral. Normally found in the Supported

Strategic Commanders orders to the FORCE COMMANDER (and in the annexes to such orders / directives).

- 7.2. **Implied Task:** A task derived during mission analysis that an organization must perform or prepare to perform to accomplish a specified task or the mission, but which is not stated in the Supported Strategic Commander's order.
- 7.3. **Essential Task:** A specified or implied task that an organization must perform to accomplish the mission. An essential task is typically included in the mission statement.
8. **Step 7: Conduct Initial MNF Force Structure Analysis:** The primary purpose of the Force Structure Analysis is to influence COA Development and approval based on multinational force apportionment, availability, and readiness. This analysis process consists of:
- 8.1. Review forces that have been apportioned to the FORCE COMMANDER. Determine readiness status, the time they will be available, and possible national restrictions.
 - 8.2. Determine the broad multinational force structure and capabilities required to accomplish the mission.
 - 8.3. Identify shortfalls of forces and resources required to accomplish the mission.
9. **Step 8: Conduct Initial Risk Assessment.** The CPG and MNF staff conducts an initial risk assessment.
- 9.1. Risk assessment is associated with:
 - 9.1.1. Mission risks the Supported Strategic Commander and FORCE COMMANDER are willing to accept in order to accomplish the mission.
 - 9.1.2. Force protection issues given the threat levels (permissive, uncertain or hostile environment).
 - 9.1.3. Time available.
 - 9.2. The CPG and MNF staff should consider the following as part of their initial risk assessments:
 - 9.2.1. The Supported Strategic Commander might state or imply acceptable risk (for example, could be addressed in the Supported Strategic Commander's intent, concept of operations, additional guidance).
 - 9.2.2. MNF staff sections determine risks from their own situational analysis and staff estimate process and, in turn, provide them to the CPG through their representatives.
 - 9.2.3. The CPG determines the overall risks, considers potential methods for risk mitigation, and disseminates them within the MNF command.
10. **Step 9: Determine Military End State, Military Objectives, and Supporting Effects.** In many multinational operations the Military End State and some initial operational military objectives may be given to the FORCE COMMANDER by the Supported Strategic Commander. Nevertheless, within multinational operations, the FORCE COMMANDER, NCEs, component commands, and staff need to review the Military End State conditions in a systematic manner and derive the supporting operational military objectives required for their attainment.
- 10.1. This builds upon the Commander's Appreciation process and specifically addresses what "should be done" given the identified problem. This ensures the right problem is being focused upon for the Military End State conditions attainment.

- 10.2. It also ensures a bottom-up approach for identification (or confirmation) of the Military End State conditions within the MNF command. This recognizes that directives may come from a higher headquarters (strategic level), but understanding of the specific situation will normally flow from the bottom-up (operational / tactical levels).
- 10.3. This promotes a shared understanding / knowledge of the mission, respects the insights / perspectives of the NCE from the participating nations, and underscores unity of effort within the MNF command.
- 10.4. Determining the Military End State, Operational Military Objectives and Supporting Effects.
 - 10.4.1. Review the Military End State given to the Force Commander from the Supporting Strategic Commander (or develop the Military End State if none was given).
 - 10.4.2. While many of the conditions may reflect the Strategic/National End State conditions, the Military End State conditions will typically be more specific and contain other supporting conditions that are based upon a bottom-up perspective of forces and elements within the MNF AO and from key actors / stakeholders supporting the operation. These conditions contribute to confirming termination criteria in later planning steps.
 - 10.4.3. Identify the operational military objectives that support attainment of the Military End State conditions.
 - i. Aside from its obvious association with supporting strategic objectives, clearly defining the Military End State conditions and supporting military objectives promotes unity of effort, facilitates synchronization, and helps clarify the risk associated with the multinational operation.
 - ii. Commanders should include the Military End State conditions in their planning guidance and Commander's Intent.
 - iii. For the MNF command, the MNF's end state conditions and supporting operational military objectives may not fully equate to the Supported Strategic Commander's end state conditions and strategic military objectives. For example, the Supporting Strategic Commander could be directing other significant military operations within the Area of Responsibility (AOR) in addition to those of the MNF command. This reinforces the requirement for the MNF command to conduct a formal identification of the Military End State to understand the relationship of the MNF's mission accomplishment to the Supporting Strategic Commander's strategic military objectives and Military End State.
 - 10.4.4. Identify the supporting effects for each operational military objective.
 - i. These effects are defined as the conditions, which if achieved, support the attainment of the operational military objectives.
 - ii. Supporting effects at this level will be broad in scope and capture the major conditions which contribute to the attainment of the operational military objectives.
 - iii. This initiates the formal MNF assessment process ([refer to Part B, Chapter 2, Annex B: Appendix 6, Tab C; "MNF Assessment of Operations"](#)).
 - iv. Identification of desired and undesired effects (within the context of the operational military objectives) is a planning technique to assist in risk identification and mitigation in later planning steps and during execution.
11. **Step 10: Develop the Mission Statement and Refine the Commander's Intent.** During this step the initial mission statement is developed, and the Commander's Intent is refined. This step supports

the MNF assessment actions (refer to Part B, Chapter 2, Annex B: Appendix 6, Tab C; “*MNF Assessment of Operations*” for the MNF assessment process details).

11.1. Develop Mission Statement. This should be a short sentence or paragraph that provides a clear statement of the action to be taken and the reason for doing so.

11.1.1. It includes the MNF's essential task (or tasks) and purpose.

11.1.2. It should cover the elements WHO, WHAT, WHEN, WHERE, and WHY, but does not specify HOW.

11.1.3. It forms the basis for planning and is included in the planning guidance, the planning directive, staff estimates, the Commander's estimate, the CONOPS, and the completed plan.

11.1.4. It can be revised during the remainder of the planning process if initial circumstances change.

11.2. Refine the Commander's Intent. The FORCE COMMANDER's intent is a clear and concise expression of the purpose of the operation, the Military End State conditions, and is a central framework for MNF planning.

11.2.1. It provides focus to the staff and helps subordinate and supporting commanders take actions to achieve the Military End State conditions without further orders, even when operations do not unfold as planned. It also includes where the FORCE COMMANDER will accept risk during the operation.

11.2.2. The Commander's Appreciation (IPOE and problem framework) and initial Operational Design serve as a key foundation for development of this intent coupled with the preceding Mission Analysis steps.

11.2.3. The initial Commander's Intent statement normally contains a purpose, the Commander's narrative of his intent and the Military End State. Some nations use a “Purpose, Method, and End State” format for intent. There is no standardized template for an intent statement – this is a Commander's prerogative based on how he wishes to communicate his intent.

12. Step 11: Determine Initial Commander's Critical Information Requirements (CCIRs). CCIRs comprise information requirements identified by the FORCE COMMANDER as being critical to timely information management and his decision-making process. CCIRs result from an analysis of information requirements in the context of the mission and the FORCE COMMANDER's intent. The information needed to verify or refute a planning assumption is an example of a CCIR. The FORCE COMMANDER and MNF staff refine and update CCIRs throughout an operation based on actionable information they need for decision-making. The three key subcomponents are:

12.1. Friendly Force Information Requirement (FFIR). FFIRs are information that is essential to the FORCE COMMANDER's decision making process for mission success. An FFIR is information the Commander and staff need to understand the status of friendly force and supporting capabilities. FFIRs identify the information about the mission, troops, support available, and time available for friendly forces that the Commander considers most important.

12.2. Priority Intelligence Requirements (PIRs). Information the Commander and staff need to understand the adversary or the operational environment. PIRs drive intelligence collection and production requirements.

- 12.3. **Essential Elements of Friendly Information (EEFI).** In addition to nominating CCIRs to the Commander, the staff also identifies and nominates Essential Elements of Friendly Information (EEFIs). Although EEFIs are not CCIRs, unless specifically approved by the Commander, they have the same priority. An EEFI establishes an element of information to protect rather than one to collect. EEFIs identify those elements of friendly force information that, if compromised, would jeopardize mission success.
13. **Step 12: Develop and Conduct a Mission Analysis Brief.** The purpose of the MNF Mission Analysis brief is to obtain the FORCE COMMANDER's approval of the Mission Analysis results and gain the Commander's Guidance for follow-on COA Development.
- 13.1. The MNF Chief of Staff (COS) has the overall responsibility for ensuring the Mission Analysis brief is fully coordinated and staffed with the NCE's from the participating nations within the MNF command and with MNF component commanders.
- 13.2. The CPG is responsible for development of this brief, with support from the MNF staff.
- 13.3. The briefing presents an orderly presentation of the Mission Analysis results for the FORCE COMMANDER's review with respective NCEs and MNF component commanders.
- 13.4. Figures B-2-B-6-B.4 and B-2-B-6-B.5 present potential templates for the organization of this briefing. This is only a starting point for the briefing organization and can be revised / refined as the FORCE COMMANDER, COS, C3, C5, and CPG participants determine what best supports the MNF Commander's planning requirements.

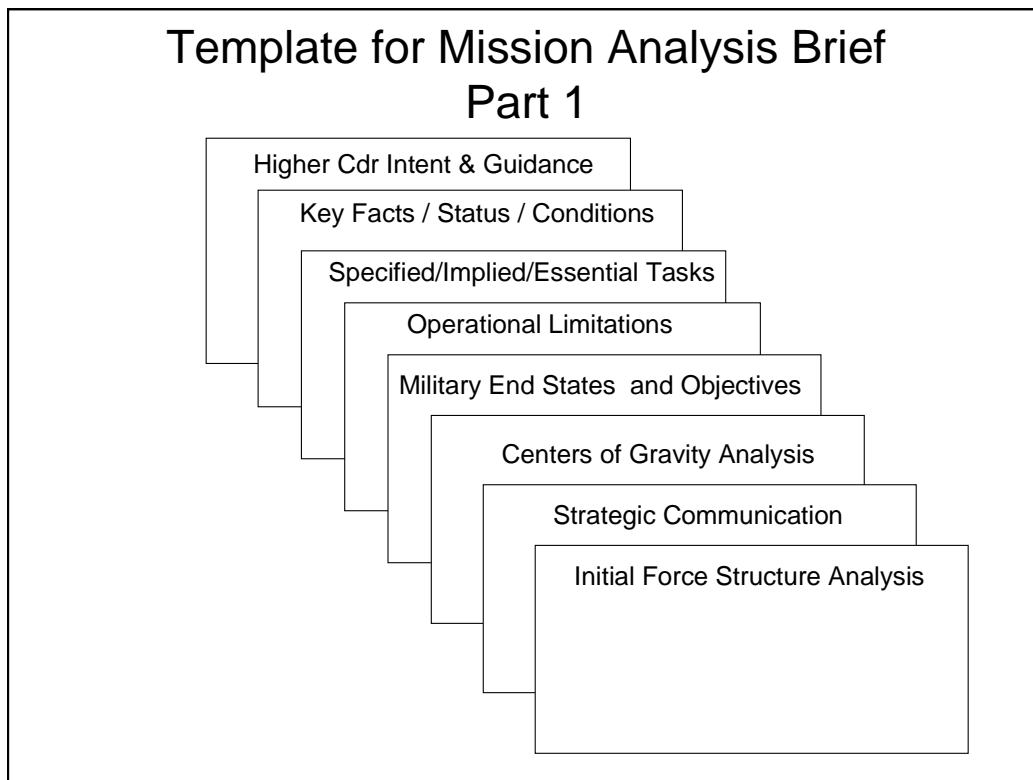


Figure B-2-B-6-B.4: Mission Analysis Brief – Part 1

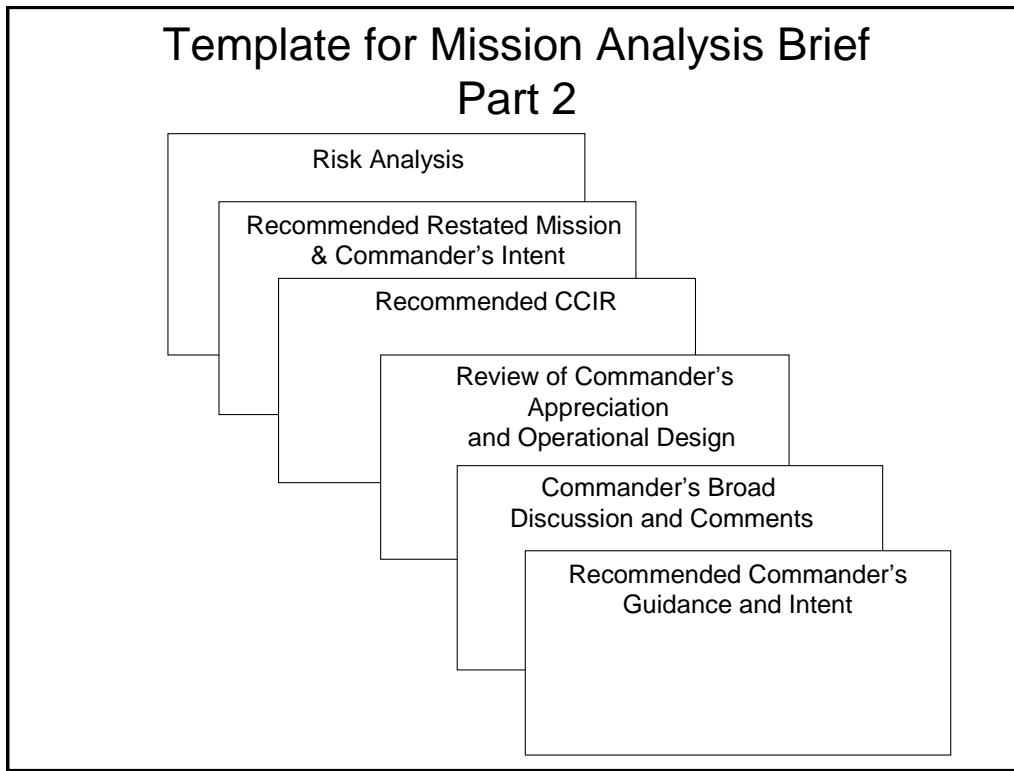


Figure B-2-B-6-B.5: Mission Analysis Brief – Part 2 Update

14. Step 13: Review and Refine Commander's Appreciation (IPOE and problem framework) and Commander's Operational Design.

14.1. Review and Refine Commander's Appreciation. This is a broad review of individual Mission Analysis steps that have been completed to date (steps 2 through 12) to support refinement actions and the Operational Design.

14.2. Review and Refine Commander's Operational Design. The Operational Design can now be further developed and refined to support follow-on COA Development at this point in the planning process. Refer to Tab A for examples of the Commander's Operational Design for combat and non-combat situations.

14.2.1. The Operational Design is refined using Operational Design elements and consideration of the following factors: Diplomatic, Informational, Military, and Economic (DIME) elements of national power, IHC, host nation(s), interagency actors, and other actors / stakeholders.

14.2.2. The product of this step is an updated and refined Commander's narrative and visualization of the Operational Design. Refer to Tab C.

15. Step 14: Publish Commander's Planning Guidance for COA Development and Issue Warning Order #2:

15.1. The Commander's Planning Guidance should include:

15.1.1. The role of interagency actors, IHC cooperation / coordination guidance, and any potential transition planning with host nation(s), other multinational commands and UN commands.

15.1.2. Development of IO campaign plan.

15.1.3. Development of specific types of COAs.

15.1.4. The risks that the FORCE COMMANDER is willing to take for mission accomplishment.

15.1.5. Any related special considerations as required.

Warning Order #2 is published to the MNF command. This provides updated information on the MNF mission, and it provides coordinating guidance to the MNF commanders ([refer to Part F, Chapter 3, Annex B, “Warning Order Format”](#)) based upon mission analysis.

STEP #2

COA DEVELOPMENT

1. **Starting Conditions:** A Mission Analysis briefing has been presented and distributed. The Force Commander's Guidance is provided and distributed. Warning Order #2 has been issued.
2. **Description:** COA Development leads to one or more options for how the mission and Commanders Intent might be accomplished in accordance with the Commander's understanding as a result of the design effort and Mission Analysis.
3. **Aim:** Development of suitable, feasible, acceptable, distinct, and complete COA's for presentation to the Force Commander.
4. **Results:** The key results of COA Development are listed below.
 - Force Commander approves (refines) the developed COAs for analysis and gaming
 - Commander's Gaming Guidance
 - COA Development Brief

=====

PROCESS

1. **COA Development.** COA Development leads to one or more options for how the mission and Commander's Intent might be accomplished in accordance with the Commander's understanding as a result of the design effort that began during the Commander's Appreciation and Operational Design Step, and during Mission Analysis.

- 1.1. **A COA consists of the following information:**

- 1.1.1. What type of military action is required to attain the operational military objectives?
- 1.1.2. What types of supportive actions are required by other elements of national power (diplomatic, informational and economic), host nation, and/or other organizations to support and complement military action (interagency actors, IHC, and other key stakeholders – comprehensive approach)?
- 1.1.3. Why is the action required (purpose)?
- 1.1.4. Who will take the action?
- 1.1.5. When will the action begin?
- 1.1.6. Where will the action occur?
- 1.1.7. What are the key cooperative / coordination actions with other key stakeholders that are required to support military end state conditions attainment?
- 1.1.8. How will the action occur (method of employment of forces)?

- 1.2. **Full Participation.** COA Development requires the full participation and involvement of the MNF Component Commanders (or their representatives), NCEs and planners from the host nation and participating nations, and appropriate interagency representatives. The IHC is integrated as required and as cooperative / coordination requirements dictate.

- 1.2.1. **MNF Staff Estimates:** MNF staff estimates play an especially important support function during COA Development since many of the information requirements for decision making will be detailed and functionally oriented.
- 1.2.2. **Component Commanders' Involvement.** MNF Component Commanders' involvement is also critical for COA Development for addressing specific operational conditions (supporting effects) and tactical actions (tasks) required within a given solution set.

- 1.3. **COA Development Steps:**

- 1.3.1. Organize the CPG / COA groups.
- 1.3.2. Review IPOE, problem framework, Force Commander's planning guidance and Intent, and Force Commander's Operational Design.
- 1.3.3. Develop potential solutions and required capabilities:
 - i. The Mission Analysis relies heavily on the details and Operational Design elements (COGs, Decisive Points, supporting effects required for Decisive Points, phasing, etc.). Staff estimates are tailored to meet the information requirements for identification of potential COAs.

- 1.3.4. Develop a COA Statement for each identified solution set which addresses the required elements of a COA (refer to Para. 1.1 above).
- 1.3.5. Review command and control options. Identify and specify the MNF component organizations required (or sub task force requirements). [Refer to Part B, Chapter 2, Annex C, “Command, Control, Coordination and Cooperation Relationships”](#) for various multinational C2 options.
- 1.3.6. Review and/or establish the MNF AO geographic boundaries. Identify Areas of Influence and Areas of Interest.
- 1.3.7. Develop a COA sketch with supportive narratives. Refer to Figure B-2-B-6-B.6 for one approach for such a sketch.

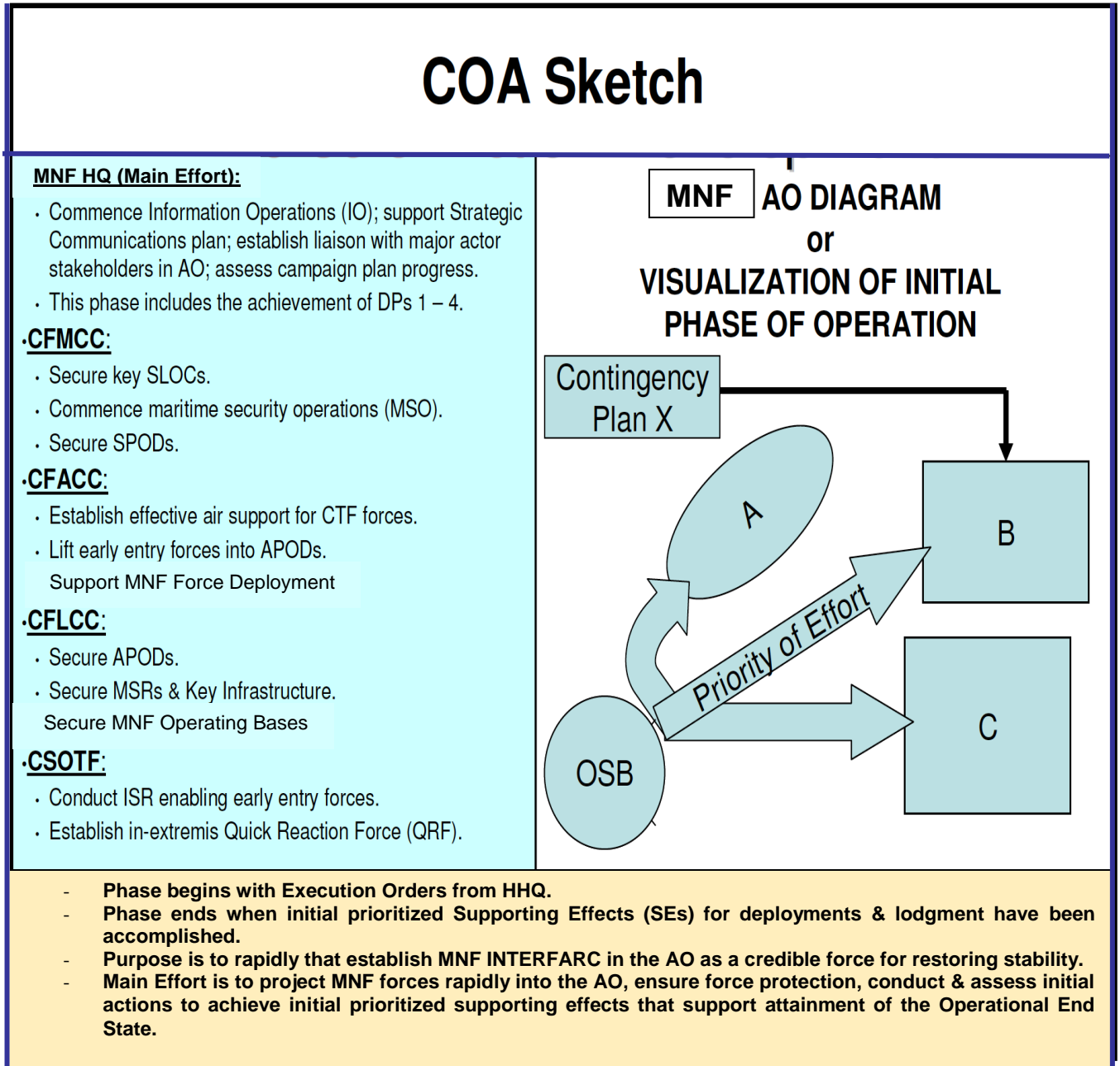


Figure B-2-B-6-B.6: COA Sketch Example

- 1.3.8. Each COA is reviewed for validity in accordance with the factors outlined in Figure B-2-B-6-B.7.

COA Validity Review

A Valid Course of Action is:

- **Adequate** – Can accomplish the mission within the CCTF's guidance.
- **Feasible** – Can accomplish the mission within the established time, space, and resource limitations.
- **Acceptable** – Must balance cost and risk with the advantage gained
- **Distinguishable** – Must be sufficiently different from the other courses of action
- **Complete** – Must incorporate:
 - Operational Objectives and tasks to be performed
 - Major capabilities required (and initial forces to support capabilities)
 - Concepts for deployment, employment, and sustainment
 - Time estimates for achieving objectives.
 - Military end state conditions and mission success criteria

Figure B-2-B-6-B.7: COA Validity

- 1.3.9. COAs are reviewed in their totality to address the solution for the identified problem and the degree which they will achieve the operational military objectives.
- i. A totality review means stepping back and objectively reviewing the total solution set in the recognition that there will be no "one right solution" for complex problems. There will be better or worse solutions with accompanying advantages and disadvantages.
 - ii. Focus COA development on capability requirements vice force requirements. This ensures that MNF planning is capabilities-based to support identification of broad requirements verses trying to identify specific force lists.
 - ii-i. Different COAs may outline different approaches for achieving the required results.
 - ii-ii. Capability-based planning allows for varying approaches for supporting such requirements.
- 1.3.10. A risk analysis is made for each COA in accordance with the Force Commander's Intent, and the expected cause and effect of each solution's impact on the operational environment (2nd and 3rd order effects). The list of desired and undesired effects and the mission success criteria established in prior planning steps assists in this process.
- 1.3.11. Staff estimates of supportability for each respective COA.
- 1.3.12. Refine the COA narrative statements and sketch based upon CPG and MNF staff review. Each COA should address the following:

- i. Broad Concept of Operations for how the MNF command and MNF component commands will achieve the military End State.
- ii. Comprehensive approach for support of cooperation and coordination with other elements of national power (diplomatic, informational and economic). Cooperation and coordination with host nation(s), IHC, and other major stakeholders within the MNF AO will support attainment of operational military objectives and the military End State.
- iii. Major strategic, operational, and tactical tasks to be accomplished.
- iv. Capabilities required.
- v. Task organization.
- vi. Broad deployment concept.
- vii. Broad sustainment concept.
- viii. Communications systems support concept.
- ix. Supporting Strategic Communication concept, with the supporting MNF IO campaign plan.
- x. Estimate of time required to reach mission success criteria or termination criteria.
- xi. Concept for maintaining a MNF reserve.
- xii. Identification of potential branches and sequels (refer to Figure B-2-B-6-B.8).

Branches and Sequels

Branch – A contingency option built into the basic plan. A branch is used for changing the mission, orientation, or direction of movement of a force to aid success of the operation **based on anticipated events, opportunities, or disruptions caused by threat actions and reactions. It answers the question, “What if...?”** A branch is normally planned within a given phase of an operation and is more immediate term in nature. The MNF C3 will normally address branch planning.

Sequel – A major operation that follows the current operation. Plans for a sequel **are based on the possible outcomes (success, stalemate, or defeat) associated with the current operation. It answers the question, “What’s next?”** A sequel normally is long term in nature. The MNF C5 normally addresses sequel planning.

Figure B-2-B-6-B.8: COA Branches and Sequels

- 1.3.13. Conduct a Force Commander's COA briefing for approval and guidance for follow-on planning.
- i. Prior to the Force Commander's briefing, pre-briefing and coordination with NCEs of participating nations within the MNF command and MNF component commanders is highly recommended to get full support and agreement on the possible COAs for achieving the military End State.
 - ii. The NCE and component briefings also support parallel planning and potential identification of issues, problems, refinement and adjustment actions, which are required to optimize potential solutions. This ensures the commanders are fully involved in COA development.
- 1.3.14. Publish the approved COAs for follow-on analysis and gaming.

STEP #3

COA ANALYSIS AND GAMING

1. **Starting Conditions:** MNF Commander approves and/or refines the Operational Design and COAs for further planning.
2. **Description:** COAs are individually analyzed against the Commander's Planning Guidance and Commander's Intent. Additionally, the COAs can be refined in light of threat capabilities and potential actions/reactions as well as other factors peculiar to the operational environment.
3. **Aim:** The purpose of COA Analysis and Gaming is to improve the plan.
4. **Results:** The key results of the COA Analysis and Gaming Step are listed below. COA Analysis and Gaming provides a better understanding of the potential options available to the Commander of how the mission may be accomplished.
 - Potential Decision Points.
 - Governing Factors.
 - Confirmation of Decisive Points and Points of Influence.
 - Potential Branches and Sequels.
 - Refined COAs.
 - Advantages and Disadvantages (for each COA).
 - Revised Staff Estimates.
 - Commander's COA Comparison Criteria.

=====

PROCESS

1. **COA Analysis.** The FORCE COMMANDER and CPG analyze each tentative COA separately according to the FORCE COMMANDER's Planning Guidance, FORCE COMMANDER's Operational Design and the Commander's Intent to arrive at insights on the COA's ability to achieve the operational military objectives and Military End State. This analysis also provides for a better understanding of the details of each COA and operational environment factors. Below is the broad process of COA analysis (this is done before, during, and after gaming actions for each COA).
 - 1.1. **Organize CPG, Red Cell and request appropriate staff estimates.** The CPG organizes for the gaming actions. A Red Cell is established by the C2 that will aggressively pursue / present the threat element(s) point of view during gaming. Additionally, the selected staff estimates are requested based upon the situation.
 - 1.2. **Gather tools, data, and information.** These items may include:
 - 1.2.1. Running Estimates.
 - 1.2.2. Event Templates.
 - 1.2.3. A recording method.
 - 1.2.4. Completed COAs, including graphics.
 - 1.2.5. A means to post or display enemy and friendly unit symbols and other organizations.
 - 1.2.6. A map of the AO.
 - 1.3. **Conduct the analysis.** This represents the final preparations of each COA prior to the conduct of gaming. Such an analysis should reveal a number of factors including the following key factors:
 - 1.3.1. Confirmation of the Lines of Operations (LOOs), Decisive Points (DPs), and Support Effects (SEs) for each DP contained within the Operational Design.
 - 1.3.2. Potential commander's decision points (not to be confused with decisive points, listed above).
 - 1.3.3. Capability and task organization adjustment.
 - 1.3.4. Critical data or information required for further analysis or for the COA as a whole in execution.
 - 1.3.5. High Value Actions that support mission success criteria.
 - i. High payoff cooperation and coordination actions.
 - ii. High-Value / High Payoff Targets.
 - iii. High-value objectives.
 - 1.3.6. Deployment insights.
 - 1.3.7. Sustainment insights.
 - 1.3.8. IO insights.

- 1.3.9. Second and third order effects of the operation on the human domain.
- 1.3.10. Time estimates required to reach mission success criteria or termination criteria.
- 1.3.11. Insights on maintaining a MNF reserve.
- 1.3.12. Risk assessment of each COA in terms of the FORCE COMMANDER's intent, desired and undesired effects, and overall operational environment consideration.
- 1.3.13. Confirmation of requirement for branches and sequels. Refer to Figure 8 for definitions.
- 1.3.14. COA advantages and disadvantages as viewed for each separate COA alone (do NOT base this upon comparing the COAs at this time, this action will be performed during Step 4: COA Comparison).
- 1.3.15. Revised CCIR recommendations.
- 1.3.16. Other revised Operational Design elements (refer to Tab b, Figure 32).

Note: The below gaming action is an important component of the planning process because it provides valuable insights into the approach the MNF Command will be executing during operations. It also furthers the shared understanding / knowledge of potential solutions to the crisis. It must be acknowledged that "gaming" may not be performed in detail as outlined below due to time constraints and/or other limitations. At the minimum, MNF planners need to conduct simple "talking through" of each COA with MNF component planners to examine the details of each proposed solution with the components that will execute the COAs.

- 2. **COA Gaming.** Gaming is an extension of the previous COA Analysis sub-step. It provides a means for the FORCE COMMANDER, NCEs from participating nations within the MNF command, MNF component commanders, and MNF staff to analyze in depth each tentative COA. This further allows for deepening their insights on each COA's effectiveness in achieving the Operational Military Objectives.
 - 2.1. Each tentative COA should be gamed against the most probable and/or most dangerous threat COAs (may be an adversary or groups of adversaries, or may be a threat to the environment as a whole within non-combat environments).
 - 2.2. COA Gaming is a conscious attempt to visualize the flow of the operation, given MNF strengths and dispositions, threat capabilities, AO characteristics, and other aspects of the operational environment.
 - 2.3. Each critical event within a proposed COA should be gamed based upon the time available using the action, reaction, and counteraction method of friendly and threat interaction.
 - 2.4. Gaming stimulates thought and ideas about the operation. It highlights tasks that are potentially important to the operation and increases familiarity with the operational level possibilities that might arise as the MNF Command interacts with the operational environment.
 - 2.5. **Governing Factors.** A set of Governing Factors is an important output from COA Gaming. Governing Factors are those aspects of the situation (or externally imposed factors) that the FORCE COMMANDER deems critical to mission accomplishment.
 - 2.5.1. Examples of Governing Factors include: Elements of the Commander's Intent and Planning Guidance; COA Gaming results; selected principles of war; external constraints or any criteria the Commander desires.

2.5.2. These factors will be related to the planning elements of Operational Design, problem framework, Operational Military Objectives, and to the conditions that support attainment of the MNF Military End State, restated mission and Commander's Intent.

2.5.3. The Governing Factors should illuminate these planning elements essential for mission success and provide a basis for possible refinement of COAs.

2.6. Participants:

2.6.1. Initial gaming normally consists of CPG staff planners and MNF component commanders' planner representatives.

2.6.2. The final gaming session may consist of the FORCE COMMANDER and MNF component commanders that build upon the initial staff gaming actions. This normally will be more of an overview analysis interjecting the Commander's insights with less detailed gaming actions.

2.6.3. The Red Cell aggressively pursues the threat elements point of view during the action, reaction, and counteraction (normally the C2 oversees this cell with support from subject matter experts across the MNF staff). This cell develops critical decision points relative to friendly COAs and projects adversary reactions to friendly actions.

2.6.4. Staff members who were deeply involved in the COA development should participate on the friendly element side of the gaming.

2.6.5. A gaming controller needs to be appointed to adjudicate and manage the process.

2.6.6. Recorders need to be appointed to record the actions, reactions, and counteractions and lessons learned from each of these periods of gaming.

2.7. **COA Gaming Steps.** The summary of gaming steps is outlined in Figure B-2-B-6-B.9.

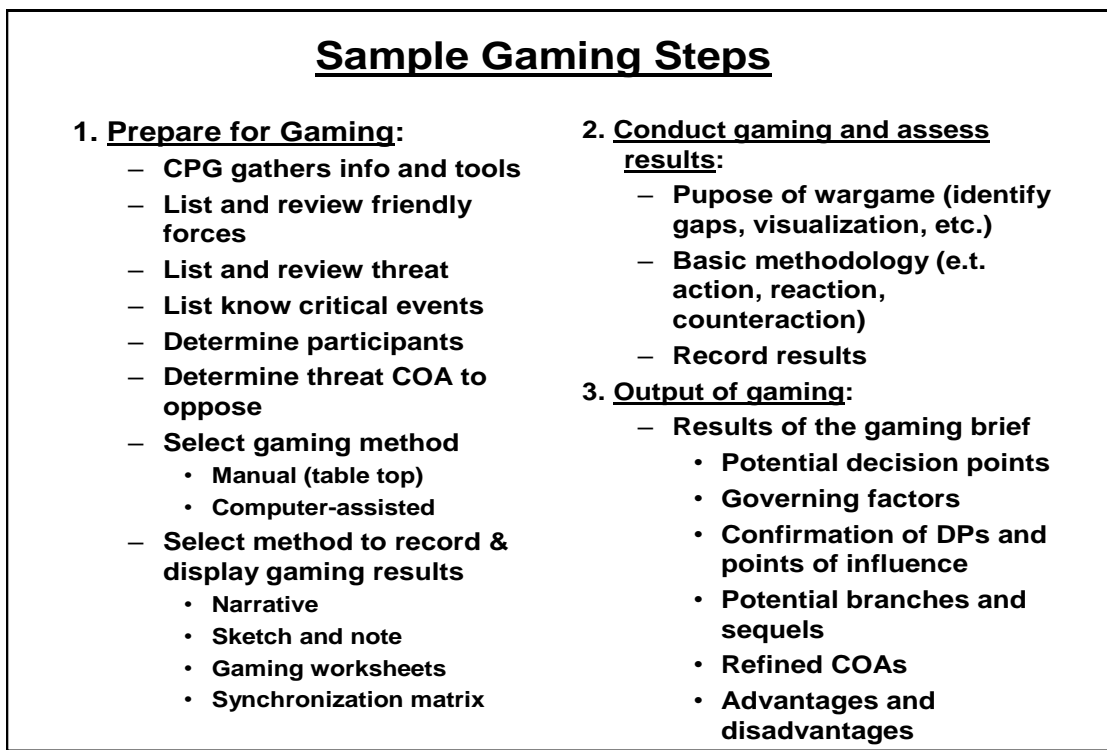


Figure B-2-B-6-B.9: COA Gaming Steps

2.8. Gaming Methods (manual [table top] or computer-assisted) include:

2.8.1. Gaming Methods:

- i. **Deliberate Timeline Analysis.** This method considers MNF actions day by day or in other discrete blocks of time. This is the most thorough method, when time permits detailed analysis.
- ii. **Operational Phasing Framework.** This method uses operational phasing as a framework to identify significant actions and requirements by functional area or MNF component.
- iii. **Critical Event Analysis.** This method focuses on critical events that encompass the essence of the COA. If time is particularly limited, focus only on the principal defeat mechanism.
- iv. **Combination of the Above.**

2.9. Record / Display Gaming Results: This provides a database from which to build or modify COAs, task organization, synchronize activities, adjust operational concepts, and assist in the follow-on detailed planning actions. Options include (refer to Figures B-2-B-6-B.10 thru B-2-B-6-B.14).

2.9.1. Gaming Worksheets will be constructed to identify pertinent data for given time period, phase or critical events.

2.9.2. Synchronization Matrix allows the CPG to record results of gaming and to synchronize the COA over a number of different parameters.

2.10. All results need to identify the initial advantages / disadvantages for each COA separately. These advantages / disadvantages will be further refined in the follow-on step.

Example Action / Reaction / Counteraction		
ACTION	REACTION / CONSEQUENCE	COUNTERACTION
MNF provides medical care at IDP camps	IDP population at camps swells, increasing rates of disease	Modify TPFDD to allow MNF to provide more shelter and prioritize medical care

Figure B-2-B-6-B.10: Gaming Action / Reaction / Counteraction

Example Simplified Synchronization Matrix									
ACTOR	EVENT	COMMENT	EVENT	COMMENT	EVENT	COMMENT	EVENT	COMMENT	
MNF									
CARFOR									
CNAVFOR									
CAFFOR									
CMARFOR									
CSOTF									
CPOTF									

Figure B-2-B-6-B.11: Gaming Simplified Synchronization Matrix

Example Synchronization Matrix				
	TIME CONTINUOUS OR SINGLE EVENT	D-DAY/ H-HOUR	D + 1	D + 2
FUNCTION AREAS	PROBABLE THREAT			
	DECISION POINTS			
	CRITICAL INFORMATION REQUIREMENTS			
	OPN MOVEMENT AND MANEUVER			
	OPN FIREPOWER			
	OPN PROTECTION			
	OPN INFORMATION			
	OPN INTEL			
	OPN SUPPORT			
	ARFOR/LAND COMPONENT/CFLCC			
	MARFOR/LAND COMPONENT/CFLCC			
	NAVFOR/MARITIME/CFMCC			
COMPONENTS	AFFOR/AIR COMPONENT/CFACC			
	CSOTF			
	OTHERS			

Figure B-2-B-6-B.12: Gaming another form of Synchronization Matrix

Example Analysis Worksheet								
CRITICAL EVENT:								
SEQ- UENCE NUMBER	ACTION	REACTION/ THREAT CONSE- QUENCES	COUNTER- ACTION	ASSETS	TIME	DECISION POINT	CCIR	REMARKS

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Figure B-2-B-6-B.13: Gaming Critical Event

COA Advantages / Disadvantages	
COA 1	
Advantages	Disadvantages
<ul style="list-style-type: none"> - Rapid delivery - Meets critical needs 	<ul style="list-style-type: none"> - Rough integration of forces - Rough transition - Complex organization - Not flexible at all - Adequate force protection
Modifications 1. Assign national forces by sector 2. Lead nation provides comms w/robust LNOs	

UNCLASSIFIED

Figure B-2-B-6-B.14: Gaming Final Output – Advantages / Disadvantages

2.11. **Gaming analysis.** The gaming results are analyzed in the same process used within sub-step 1 of this current planning step.

2.11.1. FORCE COMMANDER Back briefs can be presented formally or informally, as dictated by the situation and the degree the FORCE COMMANDER desires to participate in this process.

2.11.2. The viewpoints of the NCEs of the participating nations within the MNF Command and the MNF component commanders' perspectives on COA Analysis are important to solicit either by formal or informal means.

2.12. **Preparation for follow-on COA Comparison Step.**

2.12.1. The FORCE COMMANDER outlines his comparison criteria for the respective COAs. This comparison criterion should capture the key military planning factors that will support mission success. This criterion can include: Force protection, risk, speed, security or other principles of war, or specific focus on particular warfighting functions. The CPG will normally draft a recommended set of criteria for the FORCE COMMANDER's consideration.

STEP #4

COA COMPARISON

1. **Starting Conditions:** The Force Commander has achieved a better understanding of the potential options of how the mission may be accomplished.

2. **Description:** COA Comparison is a subjective process whereby COAs are considered independently and evaluated/compared against a set of criteria that are established by the staff and Commander during COA Analysis and Gaming.

3. **Aim:** To identify and recommend the COA that has the highest probability of mission success.

4. **Results:** The key results of COA Comparison are listed below.

4.1. Evaluated COAs

4.2. Recommended COA

4.3. Updated staff estimates

PROCESS

1. COA Comparison Steps:

- 1.1. CPG updates Governing Factors and other key required information, as necessary.
- 1.2. Staff estimates are requested based upon any outstanding information requirement(s).
- 1.3. The initial COA advantages and disadvantages developed in the previous analysis / gaming planning step are reviewed and updated.
- 1.4. The Force Commander's comparison criteria (identified in the previous step) must be relevant to the major aspects of the Operational Design and Governing Factors from previous COA Analysis and Gaming actions. Some possible criteria might be:
 - 1.4.1. Related to Lines of Operation themes.
 - 1.4.2. Related to defining aspects of either major combat, crisis response contingencies, HA/DR factors, or other non-combat missions.
 - 1.4.3. Criteria relative to Force Commander's Intent (Military End State or operational military objectives).
 - 1.4.4. Related directly to Governing Factors and/ or mission success criteria.
 - 1.4.5. Principles of War / Range of Military Operations and/or MOOTW.
 - 1.4.6. Elements of Operational Design (risk, speed, security).
 - 1.4.7. Joint / multinational / warfighting functions (Command and Control, Maneuver, Fires, Intelligence, Force Protection, and Sustainment).
- 1.5. Compare each COA separately against the comparison criteria (do not compare each COA against other COAs at this point in time – critical point). This is an independent comparison process at this time.
 - 1.5.1. Each COA is ranked against the comparison criteria separately.
 - 1.5.2. An overall ranking is established for each COA. This is repeated for each COA.
- 1.6. Once the COAs are ranked separately, then the COAs rankings are compared.
 - 1.6.1. Figures B-2-B-6-B.15 through B-2-B-6-B.18 provide examples of comparison matrices that can act as starting points for the various ways COA rankings can be compared. Note that the Advantage vs Disadvantage comparison method (Figure 19) does not have the list of comparison criteria on the matrix. Therefore, the Advantage vs Disadvantage comparison method should be used in conjunction with one of the (other?) comparison criteria matrices.

Positive / Neutral / Negative Comparison				
Comparison Criteria	COA # 1	COA # 2	COA # 3	Remarks
Rapid Delivery	0	0	-	
Critical Needs	0	0	-	
Gender Effects	-	+	0	
Smooth Transition	-	0	0	
Simplicity	+	0	0	
Force Protection	0	0	+	
Flexibility	-	0	+	
Totals	-2	1	0	
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Figure B-2-B-6-B.15: Comparison – Positive / Neutral / Negative

Unweighted Scale				
Comparison Criteria	COA #1	COA #2	COA #3	Remarks
Rapid Delivery	3	3	2	
Critical Needs	3	3	2	
Gender Effects	2	3	3	
Smooth Transition	2	3	3	
Simplicity	2	2	3	
Force Protection	2	2	3	
Flexibility	1	2	3	
Totals	15	18	19	

Figure B-2-B-6-B.16: Comparison – Unweighted Scale

Weighted Criteria & Scale								
Comparison Criteria	WT.	COA #1		COA #2		COA #3		Remarks
Rapid Delivery	3	3	9	3	9	2	6	
Critical Needs	2	3	6	3	6	2	4	
Gender Effects	2	2	4	3	6	3	6	
Smooth Transition	1	2	2	3	3	3	3	
Simplicity	1	2	2	2	2	3	3	
Force Protection	1	2	2	2	2	3	3	
Flexibility	1	1	1	2	2	3	3	
Totals		15	26	18	30	19	28	

Figure B-2-B-6-B.17: Comparison – Weighted Scale

Descriptive / Comparison		
COA	ADVANTAGES	DISADVANTAGES
COA 1	<ul style="list-style-type: none"> - Rapid delivery - Meets critical needs 	<ul style="list-style-type: none"> - Rough integration of forces - Rough transition - Complex organization - Not flexible at all - Adequate force protection
COA 2	<ul style="list-style-type: none"> - Rapid delivery - Meets critical needs - Gender Effects - Smooth Transition 	<ul style="list-style-type: none"> - Complex organization - Less flexible - Adequate force protection
COA 3	<ul style="list-style-type: none"> - Gender Effects - Smooth Transition - Simplest organization - Adequate force protection - Best force protection 	<ul style="list-style-type: none"> - Less rapid delivery - Does not meet all critical needs

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Figure B-2-B-6-B.18: Comparison – Descriptive Advantages / Disadvantages

1.7 The COA rankings are compared and the recommended COA is recorded.

1.8 The Force Commander's Small Group COA Review Session. Once the CPG has completed the COA comparisons, it is recommended that the Force Commander, NCEs of contributing nations to the MNF command, and MNF Component Commanders review the comparison to insert their perspectives and insights. This can be done formally or informally. This step is optional based upon the time available and Force Commander's preference. This action does not represent approval of any recommended COA; rather, it is simply the Force Commander's small group review with his subordinate multinational commander's prior to a formal COA recommendation briefing.

- 1.8.1 This allows for subordinate commanders input on COA Comparison prior to any formal briefing to the Force Commander.

It also allows the Force Commander, NCEs, and MNF Component Commanders to have separate sessions after the COA Development, Analysis and Gaming, and Comparison steps to allow for frank and open discourse on attainment of the MNF Military End State (e.g. commanders meetings and coordination sessions). This is a key unity of effort building block within the MNF MDMP Multinational Planning Process.

- 1.8.2 More importantly, having the commanders' perspectives and insights prior to the COA recommendation briefing will allow incorporating inputs from the major stakeholders within the MNF AO before it is formally reviewed and approved/refined by the Force Commander. This supports the comprehensive approach to planning.

Comparison Note: The above comparison tools are only one approach for comparing COAs. These tools can be replaced with other techniques as the Force Commander prefers or the situation dictates. These tools are really subjective in nature and only serve to provide a means of discussing and examining the many possible solutions to the problem framework.

It is useful to remember that in addressing complex problems (or contingencies) there really are many options; there are simply "better or worse" options due to the complexity and interrelationships present within such situations.

The most important part of COA comparison is communication and discourse (frank, respectful and open dialogue) among the Force Commander, NCEs, MNF Component Commanders, interagencies, host nation, and the IHC. This is critical for ensuring that all perspectives, insights, and viewpoints are considered.

STEP #5

COA APPROVAL

1. **Starting Conditions:** COAs are compared and ranked to arrive at a recommended COA.
2. **Description:** The staff briefs the Commander on the COA Comparison and the Analysis and Gaming results, including a review of important supporting information. The staff determines the best COA to recommend to the Commander.
3. **Aim:** To select and formally recommend to the higher headquarters the Force Commander's COA that has the best probability for accomplishing the operational military objectives and Military End State. The selected COA serves as the basis for the Concept of Operations and other supporting concepts.
4. **Results:** The key results of COA Approval are listed below. The Concept of Operations and the supporting concepts will enable the planners to proceed with the functional and detailed planning which is essential for the development of the plan or order and implementation of the plan during execution.
 - Commander's COA Approval.
 - Refined Commander's Intent.
 - Commander's Estimate (if required).
 - Warning Order #3.

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PROCESS

1. Commander's COA Approval. The COA Briefing is intended to fully outline the potential COAs and the recommended COA for achieving the operational military objectives and Military End State. It should also address the COA assessment and comparison, providing insights on the FORCE COMMANDER's Operational Design and problem framework.
 - 1.1. Briefing organization. The briefing presentation should follow the broad structure of the Commander's Estimate (refer to Part F, Chapter 3, Annex C, "*Commander's Estimate Format*"). However, the detailed sequence of the briefing is fully flexible.
 - 1.2. The NCEs of the participating nations within the MNF command and MNF component commanders should attend this briefing.
 - 1.3. The recommended COA should:
 - 1.3.1. Support the Commander's Planning Guidance and Intent.
 - 1.3.2. Support the attainment of the operational military objectives and Military End State.
 - 1.3.3. Fully recognize and operate within the Operational Design.
 - 1.3.4. Review and address the problem framework.
 - 1.3.5. Support the National/Strategic Objectives and strategic military objectives, and planning guidance from the Supported Strategic Commander and the Lead or Host Nation national authorities.
 - 1.3.6. Be adequate, feasible, acceptable, distinguishable, and complete.
 - 1.3.7. Identify required branches and sequels to provide for operational flexibility.
 - 1.3.8. Address the solution using a comprehensive approach (integration of multinational participants and partners, interagencies, IHC, host nation, UN/UN agencies, and other major stakeholders' interests and perspectives as applicable).
 - 1.3.9. Identify required forces and resources to include broad timelines required for arrival within the MNF AO. More detailed identification will occur once the COA is approved.
 - 1.4. Commander's COA Selection. At the end of the briefing, the FORCE COMMANDER will do one of the following four actions:
 - 1.4.1. Approve the COA and direct development of the Commander's Estimate.
 - 1.4.2. Direct refinements to a COA and direct development of the Commander's Estimate.
 - 1.4.3. Combine the COAs or portions of each COA to form a new COA.
 - 1.4.4. Disapprove the COA/all COAs, and direct that additional COAs (or COA) be developed, analyzed, gamed, and compared.
 - 1.4.5. Once a COA has been selected, this COA becomes the basis for the Concept of Operations and all supporting concepts. This will facilitate plan/order development during Step 6 of the planning process.

2. Refined Commander's Intent. Upon COA Selection, the Commander can refine their Intent prior to the start of plan/order development.
3. **Commander's Estimate.** This is a formal estimate, but the precise contents may vary widely depending on the nature of the operation, time available, and applicability of prior planning. This portion of the COA Approval may not be required, but is recommended. The Commander's Estimate is forwarded to the Supported Strategic Commander and Supporting Strategic Commanders for review and approval / comment.
 - 3.1. It formally analyzes the various COAs that may be used to accomplish the assigned mission and recommends the best COA.
 - 3.2. The forces and resources will be identified to include broad timelines for their required arrival within the MNF AO. This allows the strategic planning levels above the MNF level to initiate formal coordination with participating nations on specific force requirements, capabilities, force flow, and sustainability coordination.
 - 3.2.1. More detailed force and resource identification will occur once the COA is approved.
 - 3.3. This estimate can provide formal recommendations for refinements to strategic guidance and the strategic Military End State, the MNF mission, and the operational Military End State.
 - 3.4. It is critical that this estimate integrates and includes all inputs, perspectives, and insights of the NCEs of the participating nations, MNF component commanders, governmental interagencies, IHC, host nation, UN/UN agencies and other major stakeholders within the MNF AO, as applicable.
 - 3.5. This estimate serves as the formal foundation for maintaining unity of effort within the MNF Command and supports the shared understanding / knowledge of the recommended COA that will ensure attainment of the Military End State.
 - 3.6. Refer to Part F, Chapter 3, Annex C, "*Commander's Estimate Format*" for a starting point for this estimate. This format can be adjusted to meet specific Lead Nation planning formats as required by a specific situation.
4. Warning Order #3. Once a COA has been selected, Warning Order #3 will be issued. It may contain the following updated information based on the Commander's approval of a COA:
 - 4.1. Mission.
 - 4.2. Commander's Intent.
 - 4.3. Updated CCIRs and EEFls.
 - 4.4. Concept of Operations.
 - 4.5. AO.
 - 4.6. Principal tasks assigned to subordinate units.
 - 4.7. Preparation and rehearsal instructions.
 - 4.8. A final timeline for the operations.

STEP #6

PLAN / ORDER DEVELOPMENT

1. **Starting Conditions:** COA has been selected and Commander's Estimate submitted.
2. **Description:** A plan or order is developed based upon the approved COA. There are four types of plans. The most basic is the Commander's Estimate, the other types of plans are: a Basic Plan, a CONPLAN, and a OPLAN. In addition to plans, an Operation Order (OPORD) is a directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation
3. **Aim:** To prepare and write the plan or order, if required, based upon the approved COA.
4. **Results:** The key results of Plan and Order Development are listed below.
 - MNF plan or order is developed.
 - MNF plan or order, if required, is forwarded to the higher headquarters.

PROCESS

1. **Plan or Order Development.** The purpose of this step is to translate the Commander's decision into oral, written, and/or graphic communication sufficient to guide implementation and promote initiative by subordinates.
 - 1.1. The CPG is the focal for the development of the plans and orders. Liaison teams to the CPG from the MNF components are required.
 - 1.2. Refer to Part F, Chapter 3, Annex F, "*OPORD Format*" for details on the OPORD format and supporting Annex templates.
 - 1.3. Concept of Operations (CONOPS). Before the staff can develop a plan or order, the Commander and staff must develop a CONOPS. The Commander and staff, in collaboration with subordinate and supporting components and organizations, expands the approved COA into an executable CONOPS—the eventual centerpiece of the plan or order..
 - 1.3.1. Concept of Operations Development: The Commander and staff, in collaboration with component commands and supporting commands, will develop a CONOPS based upon the approved COA. The CONOPS clearly and concisely expresses what the Commander intends to accomplish and how it will be done using available resources. It describes how the actions of the force components and supporting organizations will be integrated, synchronized, and phased to accomplish the mission, including potential branches and sequels.
 - 1.3.2. Operational design planning elements that were used within previous planning steps assist in this development process. The CONOPS should address the following:
 - i. Commander's Intent.
 - ii. Actions of the MNF components and supporting organizations, and how they will be integrated, synchronized, and phased to accomplish the mission.
 - iii. Friendly and threat strategic and operational COGs and their associated vulnerabilities.
 - iv. Actions to control the tempo of the operation.
 - v. The operational military objectives, lines of operations, decision points, and supporting effects for the decision points.
 - 1.3.3. The CONOPS is developed in sufficient detail with supporting graphics so that the MNF component commanders understand their mission, tasks, and other requirements and can develop their supporting plans respectively.
 - 1.3.4. The CPG develops the recommended CONOPS with support of the MNF staff and staff estimates as required.
 - 1.3.5. A small group briefing is presented to the Force Commander for approval of the CONOPS, if required.
 - 1.4. Plans. There are four separate types of plans.. Development of any of the following types of plans will be dependent upon the time available prior to execution and/or direction by higher headquarters on the extent of planning required.
 - 1.4.1. Commander's Estimate. This product, if required, is generated at the end of the previous step-COA Approval. This level of planning involves the least amount of detail and focuses on

producing multiple COAs to address a crisis or contingency. The product for this level can be a COA briefing, command directive, commander's estimate, or a memorandum. The Commander's Estimate provides higher headquarters with military COAs to meet a potential contingency. The estimate reflects the supported commander's analysis of the various COAs available to accomplish an assigned mission and contains a recommended COA.

- 1.4.2. Basic Plan (BPLAN). Describes the CONOPS, major forces, concepts of support, and anticipated timelines for completing the mission. It normally does not include annexes or force deployment data.
- 1.4.3. Concept Plan (CONPLAN). An OPLAN in an abbreviated format that may require considerable expansion or alteration to convert it into an OPLAN or OPORD. It includes a plan summary, a BPLAN, and usually includes the following annexes: A (Task Organization), B (Intelligence), C (Operations), D (Logistics), J (Command Relations), K (Communications), S (Special Technical Operations), V (Interagency Coordination), and Z (Distribution). It may also produce force deployment data, if applicable. (This is referred to as a level 3 plan.) A troop list and force deployment would also require that an annex E (Personnel) be prepared.
- 1.4.4. Operation Plan (OPLAN). A complete and detailed plan containing a full description of the CONOPS, all annexes applicable to the plan, and force deployment data. It identifies the specific forces, functional support, and resources required to execute the plan and provide closure estimates for their flow into the theater. OPLANs can be quickly developed into an OPORD.
- 1.5. Operation Order (OPORD). A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. If a Commander's Estimate was already approved by higher headquarters and a decision is made by higher headquarters to execute the mission, the MNF will transmit the OPORD describing the plan contained in the Commander's Estimate. If a more detailed plan (BPLAN, CONPLAN, OPLAN), has been developed, these plans must be approved by higher headquarters prior to transmitting an OPORD.
- 1.6. Plan or Order Coordination. If not already accomplished, the MNF component commands finalize their plans and synchronize with the MNF plan. Appropriate plans briefings are conducted.
 - 1.6.1. Force Commander and staff coordination with the MNF components continues. Focused coordination is conducted during this step in the planning process to synchronize efforts and operations.
 - i. Crosswalks. The MNF and component staffs may conduct a comparison between the MNF plan and the MNF component plans. This is termed as an orders crosswalk. Each portion of the order is cross-walked with other parts of the order and with the components' orders to ensure consistency.
 - ii. MNF Component Briefs. There usually are two types of briefs.
 - ii-i. Initial Brief. This is a component brief to the MNF Commander and staff that occurs immediately after the issuance of a plan or order to ensure subordinate component planners understand the plan.
 - ii-ii. Back briefs by Subordinate Commanders. This form of brief is used to allow subordinate commands to back brief how they will accomplish the mission/tasks assigned to them. This is also referred to as a component plans briefing.
- 1.7. Rehearsals. Conduct rehearsals as time permits.

- 1.7.1. Rehearsals assist in identifying risk, confirming lines of operation, decisive points, supporting effects for decisive point attainment, Commander's decision points and synchronizing actions among the MNF components and MNF headquarters.
 - 1.7.2. Rehearsal of Concept (ROC) Drill. A ROC drill is an informal review and gaming / back brief of the plan or order. It uses the CONOPS as the central basis for these reviews and will include the NCEs for the participating nations within the MNF command and the MNF component commanders. This can be a staff or Commander driven process. The ROC Drill is used to exercise and refine the plan or order.
 - 1.7.3. A Red Cell can be used, if desired. (Similar to the COA Gaming step.)
2. **Higher headquarters review and approval of plans/orders.** The Force Commander forwards the completed plan or order to higher headquarters for review and approval.

STEP #7

EXECUTION PLANNING

1. **Starting Conditions:** The higher headquarters commander issues an Execute Order (EXORD).
2. **Description:** This step begins when the Lead/Host Nation's national authorities determine that military action is required based upon strategic consultation and coordination with participating nations, and with applicable actors/stakeholders. This step focuses on the execution, assessment, and planning that occurs during operations. This step has the following items.
 - 2.1. MNF EXORD published and operations commence.
 - 2.2. Assessment of operations.
 - 2.3. Execution Planning.
3. **Aim:** Execute, assess, and adapt.
4. **Results.** In practice, this is a continuous cycle. The overall MDMP-Multinational planning process is completed once the Military End State is achieved and the National/Strategic and Higher Headquarters Commander directs the cessation of MNF military operations.

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PROCESS

1. **Execute Order (EXORD).** An EXORD is published and the execution of operations commences.
 - 1.1. The Higher Headquarters issues an EXORD.
 - 1.2. The MNF plan is updated and revised as required by higher headquarters guidance.
 2. **Assessment of operations.** Assessment is the continuous monitoring and evaluation of the current situation and progress of an operation toward mission accomplishment. It involves deliberately comparing forecasted outcomes to actual events to determine the overall effectiveness of force employment. In general, assessments should answer two questions: 1) Is the MNF doing things right? 2) Is the MNF doing the right things? The Assessment process helps the Commander to determine progress toward achieving objectives and whether the current tasks and objectives are relevant to reaching the end state. It helps identify opportunities, counter threats, and determine any needs for course correction, thus resulting in modifications to plans and orders. This continuous assessment occurs throughout the planning process. It is an essential tool that allows planners to monitor performance of operations. The two major components of this process are Measures of Performance (MOPs) and Measures of Effectiveness (MOEs). [Refer to Part B, Chapter 2, Annex B, Appendix 6, Tab C: “MNF Assessment of Operations”](#) for the details of the assessment processes.
 3. **Execution Planning.** Planning is an ongoing process. Once the operations commence, it will be necessary for the MNF to refine and adjust plans. To support this process, the MNF headquarters uses the PLANS, FOPS, and COPS organizational framework.
 - 3.1. **C5 PLANS.** During execution, the emphasis of C5 PLANS is on refining the next phase of operations, and planning sequels.
 - 3.2. **C3 FOPS.** During execution, C3 FOPS focuses on the next major action and prepares branch plans to current operations or to the current phase.
 - 3.3. **C3 COPS.** During execution, C3 COPS focuses on current operations (battle / operations tracking) and reports on the progress of the operation so that plan refinement may occur if required.
 - 3.4. [Refer to Part C, Chapter 5, Annex A, “MNF C5 Plans \(PLANS\)”](#), for details on PLANS. [Refer to Part C, Chapter 3, Annex B, “Current Operations \(COPS\)”](#) and [Annex C, “Future Operations \(FOPS\)”](#), for details on COPS and FOPS.
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TAB C

MNF ASSESSMENT OF OPERATIONS

1. **Overview.** This annex describes the process within an MNF for assessing the effectiveness of operations. The assessment process is intended to be used by planners at the operational level. The framework is intended to be flexible in execution to support the requirements of the force commander and the staff based upon their respective planning and execution requirements. It must also be emphasized that this assessment process is meant to inform the commander's decision making process. It is not a substitute for the force commander's intuition, experience, and judgment.
2. **Operational Assessment.** The assessment of operations is continuous and informs the commander's decision making throughout planning and execution. Figure B-2-B-6-C.1 depicts a general framework for assessing MNF operations.

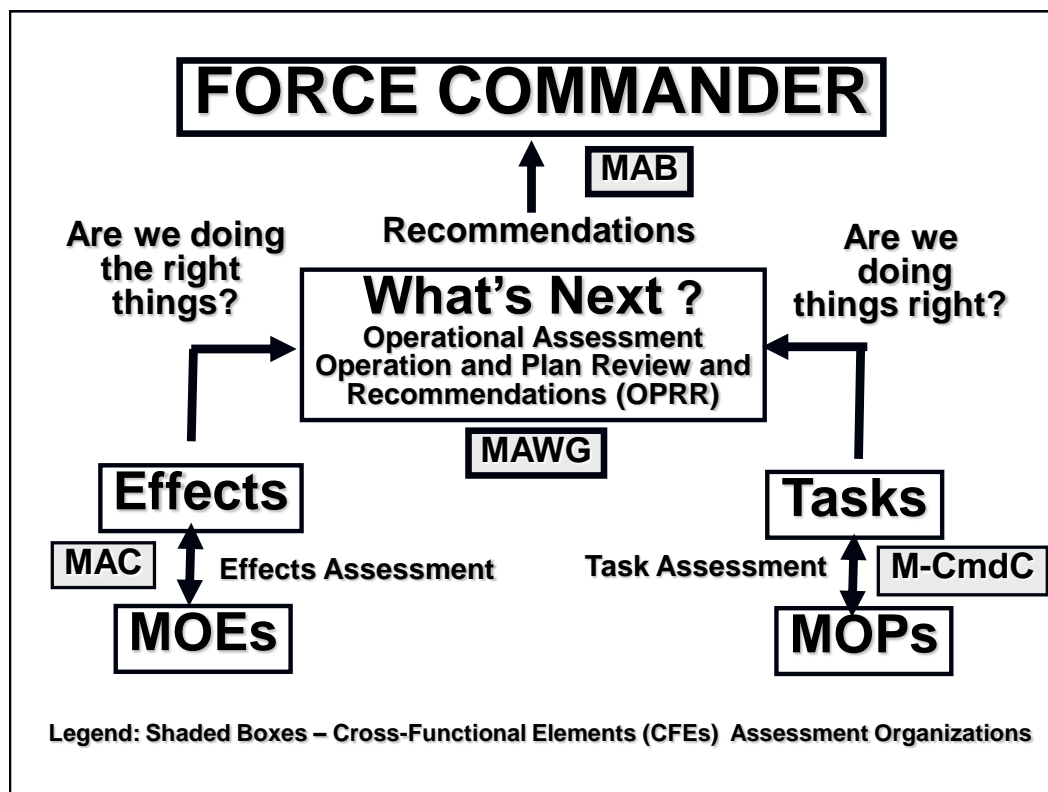


Figure: B-2-B-6-C.1: MNF Operational Assessment

- 2.1. **Assessment Framework.** This framework involves two parallel assessment processes that together can provide a comprehensive operational assessment for the commander.
 - 2.1.1. **Task Assessment.** A task is a discreet event or action that enables a mission or function to be accomplished. Tasks are developed during mission analysis, refined during course of action (COA) development, and approved at COA selection. Tasks are assessed during execution using Measures of Performance (MOPs). As tasks are executed, MNF components, supporting units, and designated agencies report the status of task execution using MOP metrics (developed during planning) via reporting to the MNF Command Center (M-CmdC) and then to the MNF Assessment Cell (MAC). This assessment provides the status of specific actions that have been taken to achieve a desired effect and help answer the question: Are we doing things right?

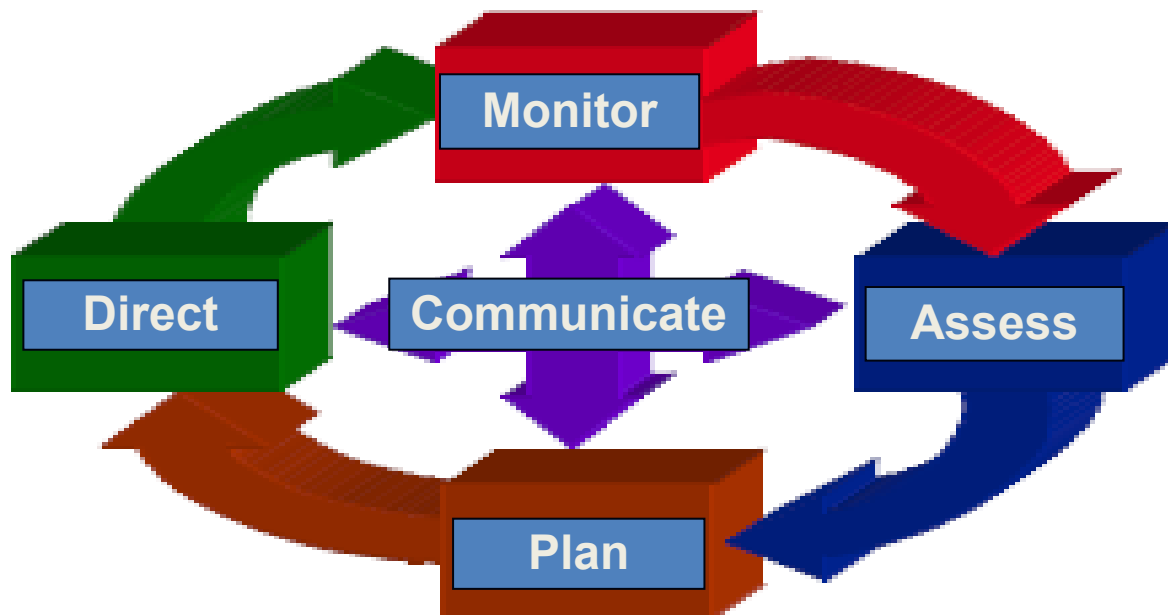
- i. **Measures of Performance (MOPs).** MOPs are criteria for measuring task performance or accomplishment. MOPs are generally quantitative, but can include qualitative measures. Regardless of the criteria used, MOPs focus on the status of task accomplishment.

- 2.1.2. **Effects Assessment.** An effect is the physical or behavioral state of a system that results from an action, a set of actions, or another effect. Effects are derived from objectives and are approved by the commander. Effects help bridge the gap between objectives and tasks by describing conditions that need to be established (or avoided) in the OE in order to achieve the desired end state. Effects are assessed during execution using Measures of Effectiveness (MOEs) and are reported to the MAC by designated MNF C-codes, components, supporting units and designated agencies.

Note: When assessing objectives, some nations may use “conditions” verses “effects” which are essentially synonymous in usage. In working with civilians, the concept of “conditions” translates better for what is used internationally in terms of what one is trying to achieve in a given situation. “Achieving these condition should result in our success overall”, such statements translate well and are understood better than using “effects” terminology.

- i. **Measure of Effectiveness (MOEs).** An MOE gives more precision to an effect and lessens the opportunity for subordinates to misinterpret the commander's intent. MOEs assess changes in system behavior, capability, or operational environment and help answer the question: “Are we doing the right things?” At the operational level, MOEs tend to be qualitative and subjective in nature. Whenever possible, MOEs should use quantitative measures that can show a trend, as well as progress relative to a numerical threshold.
 - ii. The MAC reviews the MOE indicators, assesses them as they relate to specific MOEs, determines the current status of effects attainment, and produces an effects summary.
 - iii. In addition to MOE assessment, the MAC also considers other relevant intelligence/information that may fall outside the scope of the applicable MOEs, but which directly impacts effect(s) attainment.
- 2.1.3. **Integration of Commander’s Critical Information Requirements (CCIRs).** The assessment of tasks and effects is directly supported by the CCIR process. During planning MOPs and MOEs are developed with the CCIRs in mind in order to ensure that the operational assessment is focused on critical information needed to ensure mission accomplishment. [Refer to Part C, Chapter 2, MNF C2 Intelligence Procedures](#) for details on the CCIR.
- 2.2. **Operations and Plan Review and Recommendations (OPRRs).** The results of the task and effects assessments are sent to the MNF Assessment Working Group (MAWG). This stage of the operational assessment process seeks to answer the questions "how effective is the operation?" and "are the assigned missions, objectives, and desired effects being achieved?"
 - 2.2.1. The goal of conducting OPRR is to provide a range of potential options that are executable and are in keeping with commander's intent and limitations (constraints and restraints).
 - 2.2.2. Recommendations should be directed at all three planning horizons in the headquarters (current operations, future operations, and future plans), as well as at all levels of assessment (task, effects, and objectives).
 - 2.2.3. The OPRR helps the MNF identify potential gaps between actual mission accomplishment and the achievement of desired objectives and end states.
 - 2.2.4. The OPRR can lead to the adjustment of current operations, refinement/development of sequels/branch plans, and the modification of assessment criteria in accordance with guidance received from the MNF.

Commander's Decision Cycle



Based on a MNF learning process that is continually assessing the effectiveness of MNF plans and operations

Figure B-2-B-6-C.2: The Role of Assessment in the Decision Cycle

3.2. The MNF staff communicates throughout this cycle, both within the headquarters and with higher, adjacent and supporting commands to achieve integrated operations within the MNF AO. This requires the integration of key stakeholders in this decision cycle.

3.2.1. Integrated operations are defined as: Synchronized, coordinated, and/or cooperative activities among nation's governments, militaries, humanitarian communities (HC), and other key stakeholders to achieve unity of effort during multinational operations.

3.2.2. [Refer to Part B, Chapter 2, Annex B, "MNF Planning Process and Organization"](#) and [Part B, Chapter 2, Annex B, Appendix 5, "MNF Headquarters Organization"](#) for the organizations and process by which these elements are integrated into the planning and execution process of the MNF headquarters.

4. Operational Assessment Considerations.

4.1. **Incorporating Effects into Assessments.** An effects assessment allows the force commander's view of the operating environment to expand beyond the military perspective to include all aspects of the environment that can be influenced by harmonizing military operations with the actions of other instruments of power (e.g., diplomatic, information, military, economic and socio-cultural).

4.2. **Planning for Assessment.** Commanders and their staffs develop and refine assessment measures and criteria throughout the planning and execution process.

4.2.1. This process begins during mission analysis and results in clear, concise assessment guidance in the commander and staff estimates.

- 4.2.2. Commanders and their staffs develop assessment criteria during planning to enable the assessment of the effectiveness of operations during execution. In this way, the operational design is shaped to ensure that friendly, adversary, and neutral diplomatic, informational, military and economic actions in the operational environment are considered to ensure that objectives and end states are achieved.
- 4.2.3. To the maximum extent possible, commanders and their staffs must plan to assess not only the performance of tasks in support of operational objectives, but also their effectiveness in achieving the desired end state.
- 4.2.4. Assessments conducted at every echelon (different levels of planning and execution – strategic, operational and tactical) can contribute to the force commander's overall understanding of the operational environment.
- 4.2.5. Active participation by the staff, MNF component commands, supporting commands, multinational partners, relevant governmental agencies, and IHC are essential to an accurate and comprehensive assessment of the operational environment.
- 4.3. **Assessment Balance.** Assessments are prepared for the commander by his staff using various inputs such as: statistical analysis, expert opinion, and content analysis. A balance is needed between a quantitative and qualitative approach to assessment.
 - 4.3.1. Because of the difficulty in measuring progress on attainment of operational level objectives (and the many "unknowns in a crisis"), assessments should focus on mission objectives and the desired effects the operation is trying to achieve. Assessments too often focus on measuring activity versus progress toward achieving the commander' objectives.
 - 4.3.2. A balance of quantitative and qualitative input to assessment with the commander using numerous venues (including crisis area visits and circulation – with discussion between commanders and stakeholders on the ground level) are critical to adequately providing a credible assessment of the OE. Quantitative indicators should only serve as an initial point of departure for commanders' and staffs' subjective assessments based on observation and experience.
- 4.4. **Assessment Frequency.** Commanders continuously assess the operational environment and the progress of operations, and compare them to their initial vision and intent. However, the formal reporting of assessments should be based on the echelon and tempo of operations.
 - 4.4.1. It must be resisted to automatically make an assessment report a DAILY requirement – this is "reporting just to report" in many cases. Assessment reporting must be planned and managed to support the decision making process of the participating nations in order to refine operational actions to improve unity of effort.
- 5. **Assessment CFEs.** Outlined below are possible CFEs that can be established and used to conduct assessments. The frequency with which these boards and cells meet depend on the operational tempo and the FORCE COMMANDER's desires.
 - 5.1. **Multinational Forces Command Center (M-CmdC).** While not an assessment body, the M-CmdC does play a role in the assessment process. As actions are executed, designated agencies, components, and other subordinates report the status of task accomplishment using MOP metrics (designated during the planning process) to the M-CmdC and then to the MAC in a format designated by the force commander.
 - 5.2. **MNF Assessment Cell (MAC).** The assessment function is normally conducted by the C3 or the C5 , with participation by other staff codes, components, agencies, and stakeholders. The MAC assesses reports and analysis from all available sources to determine if desired effects are being

achieved. The MAC receives inputs based on the assessment collection plan, analyzes the inputs and develops an assessment of the operational environment, and submits a report to the MAWG.

5.3. **MNF Assessment Working Group (MAWG).** During execution, the MAWG analyzes the results of the CAC assessment and provides recommendations to the FORCE COMMANDER via the Campaign Assessment Board (CAB). The MAWG is chaired by a senior planner from either the C3 or C5. The MAWG membership includes senior representatives from the combined staff directorates, CPG, FOPS, components and interagency organizations, dedicated assessment personnel, and other stakeholders. In summary, the MAWG provides the primary venue for developing recommendations for the force commander. Specific responsibilities include:

5.3.1. Supporting the development of the Prioritized Effects List during mission analysis.

5.3.2. Recommending changes to effects, MOEs, and related indicators during execution.

5.3.3. Conducting operational plan review and recommendations to determine why actions either contributed, or failed to contribute, to the attainment of desired objectives.

5.3.4. Assisting planners in preparing recommendations to force commander to address deficiencies in current operations, future operations, or future plans.

5.4. **MNF Assessment Board (MAB).** The MAB is the senior level decision-making forum where recommendations to adjust operations and plans in order to achieve objectives are presented to the force commander. MAB memberships include the Chief of Staff, Directors of C-Codes, and select special staff. In some MNF's, it may be advantageous to present these recommendations at a scheduled Commander's Decision Brief in lieu of forming an additional Board. In that case, the C-code responsible for the MAWG schedule and present the brief.

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TAB D

Multinational Decision Making Process – Multinational (MDMP-M)

Abbreviated Planning Process Template

1. **Overview.** This tab outlines the abbreviated planning template for the MDMP-M. This planning process is focused upon the operational level of planning and execution (task force level – not strategic level). This template is designed to support time sensitive crisis response planning by providing a concise and focused process.
2. **MDMP-M Foundations.** Underscoring the MDMP-M foundations are two major conceptual factors. These are summarized below:
 - 2.1.1. **MDMP-M is an End State focused and a Learning-Adaptive process.**
 - i. MDMP-M is focused on the FORCE COMMANDER identifying, assessing and understanding the situation, identifying the problem framework for the crisis situation, and developing an Operational Design that allows the attainment of the assigned multinational mission.
 - ii. MDMP-M also is based upon a clearly identified national/strategic end state and Military End State for a multinational operation. In turn, the supporting operational military objectives for the Military End State are key cornerstones of the MNF Command's planning process.
 - iii. These planning constructs are continually revisited during MNF planning and execution as the command learns and adapts to the evolving situational conditions that change over time. [Refer to the previous Appendix 6 and Figure B-2-B-6.1, "MDMP-M Planning Process Model"](#) for a visualization of this ongoing central process within the MDMP-M planning process.
 - 2.1.2. **Integrated Operations and Planning Approach.** The MDMP-M planning process stresses the need for approaching operational planning using an integrated operations approach. Integrated Operations are defined as synchronized, coordinated, and/or cooperative activities among nations' governments, militaries, humanitarian communities (HC), and other key stakeholders to achieve unity of effort during multinational operations. [Refer to Part B, Chapter 1, Annex B, "Operational Factors"](#) for details on MNF Integrated Operations.
 - i. Planners must counter the "*go it alone*" type of military planning of the past that only focused on the military element of national power and did not integrate other elements of national power (diplomatic, information, military, economic and socio-cultural) into operational planning. Additionally, in the past, military planning did not recognize the other key stakeholders nationally and internationally.

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NA	<p style="text-align: center;"><u>Overall Background Notes:</u></p> <p>1. Template. This is an abbreviated planning template to assist in Crisis Action Planning (CAP) for a Coalition Planning Group (CPG) within a multinational headquarters. It is designed to be a “starting point” for a multinational task force and can be adapted or refined to meet specific multinational planning requirements of the nations involved.</p> <p>2. Reference. This abbreviated template is based directly on the MNF SOP “<i>Military Decision Making Process – Multinational (MDMP-M) Planning Handbook</i>, dated January 2009 (can be found at www.mpat.org). Consult this handbook for a detailed outline of the planning process steps below and for the templates for the various planning documents.</p> <p>3. Time Frames. The time frames below are “only notional” and could be completed in less than 24 hours or be drawn out for weeks or months for a crisis response situation. This template example assumes a severely time constrained crisis response using two 12-hour shifts for the MNF staff and CPG. Many planning events will include concurrent and supporting activity.</p> <p>4. Commander’s Involvement. The degree of FORCE COMMANDER’s direct involvement will vary based upon the situation and the Lead/Host Nation responsible for the multinational effort (their respective doctrines and practices). The minimum involvement is noted in this template. It is very possible that some commanders will require more involvement within the various steps.</p>
Day 1	<p>COMMANDER’S APPRECIATION AND OPERATIONAL DESIGN</p> <p>MNF Commander (FORCE COMMANDER) receives essential strategic guidance, a situation update and initiates his initial Commander’s Appreciation and initial Operational Design development. FORCE COMMANDER: identifies major information and knowledge gaps; conducts time appreciation review; issues guidance on Battle/Operational Rhythm establishment and broad readiness guidance for staff and units; and assigns broad responsibilities and orientation guidance.</p>

<p>As required</p>	<p><u>Commander's Appreciation and Operational Design Small Group Meeting</u></p> <p>1. Item 1: > Current IPOE is briefed to the Commander</p> <p>> Discusses IPOE</p> <p>> Information or knowledge gaps are identified</p> <p>2. Item 2: > Commander commences his orientation</p> <p>> Discusses IPOE</p> <p>3. Item 3: > Understanding the environment</p> <p>4. Item 4: > Understanding the problem</p> <p>5. Item 5: > Commander's Appreciation output</p> <p>6. Item 6: > Operational Design development</p> <p>7. Item 7: > Time appreciation review</p> <p>8. Item 8: > Initial Commander's Planning Guidance</p> <p><u>Staff Estimates</u></p> <p>Begin once MNF issues Commander's Planning Guidance</p>	<p>FORCE COMMANDER</p> <p>Special: Small Group</p> <p>NCEs, Deputy Force Commander, COS, MNF Primary Staff and Special Staff, MNF Components, C5 PLANS Chief, C3 FOPS Chief, and C3 COPS Chief</p> <p>FORCE COMMANDER'S INVOLVEMENT</p>	<p>Small Group Conf Room</p>	<p><u>OUTPUTS</u></p> <p>1. C2 publishes the IPOE summary and distributes the brief</p> <p>2. C5 publishes the Commander's Operational Design and comments</p> <p>3. MNF staff reviewed the formal meeting minutes</p> <p>4. Warning Order #1 issued</p> <p>(Highlighted and bold wording in OUTPUTS indicates a formal planning document.)</p>
<p>Day 1</p>	<p><i>STEP 1 - MISSION ANALYSIS (MA)</i></p> <p>The process and products of Mission Analysis assist the Force Commander, MNF Staff, NCEs, and MNF Component Commanders in refining the shared understanding/knowledge of the problem framework, operational situation, MNF restated mission, and Commander's Intent. They also provide clear identification of the operational military objectives and supporting effects that allow attainment of the Military End State.</p>			
<p>0700-0800</p>	<p><i>Background Review:</i></p>	<p>CPG Leader and designated CPG attendees</p>	<p>CPG Room</p>	<p>Following is understood by the CPG:</p> <p>1. FORCE COMMANDER's initial framework of the</p>

	<p>Summary of FORCE COMMANDER's Scoping End Products and Planning Guidance</p>	<p>(Part F, Chapter 1, Annex A "Cross Functional Elements")</p> <p>Day CPG Team</p>		<p>problem and initial Operational Design constructs</p> <p>2. Warning Order #1 details</p> <p>3. Military End State (if identified at this time)</p> <p>4. FORCE COMMANDER's Mission Analysis guidance</p>
0815-0900	<p>Situational update via the IPOE (six areas):</p> <p>Area 1: Political, military, economic, social, information, infrastructure, physical and time (PMESII-PT).</p> <p>Area 2: Geographical, terrain, climate and weather factors</p> <p>Area 3: Threat outlines (adversary and non-adversary). Permissive, uncertain, or hostile environment</p> <p>Area 4: Interests and positions of regional organizations, IHC, Red Cross and Red Crescent organizations.</p> <p>Area 5: Primary actors and stakeholders within MNF AO (matrix of roles, missions, agendas, objectives, and aims)</p> <p>Area 6: Initial problem framework identification (historical and background causes that have led to present situation and proposed problem framework, gender considerations)</p>	<p>C2, C5 Area Specialists, Political Advisor (POLAD), Gender Advisor (GENAD), C7 Civ-Mil Planners</p> <p>Designated CPG attendees</p>	CPG Room	<p>CPG planners have a situational update of the MNF's AO based on the six areas of the IPOE.</p>
0930-1030	<p>MA Sub-Step 1: Analyze Higher Headquarters' Order (Mission and Intent)</p> <p>FORCE COMMANDER's "initial" risk guidelines should be given at this time.</p>	<p>FORCE COMMANDER, NCE, MNF staff, MNF component liaisons</p> <p>CPG Leader, Designated CPG Staff</p> <p>FORCE COMMANDER'S INVOLVEMENT</p>	CPG Room	<p>NCE, MNF Staff, CPG, and MNF components understand higher Headquarters' Mission and Intent.</p> <p>FORCE COMMANDER provides his Planning Guidance to CPG members for the follow-on Mission Analysis.</p>

1030-1100	MA Sub-Step 2: Determine known facts, current status, or conditions.	CPG Leader and designated CPG attendees	CPG Room	Facts, current status and conditions of the situation pertinent to Military End State. Time appreciation conducted; time allocated to MNF Headquarters and MNF
1100-1130	MA Sub-Step 3: Determine own Specified, Implied and Essential Tasks.	CPG Leader and designated CPG attendees	CPG Room	CPG determines tasks: <ul style="list-style-type: none"> • Specified • Implied • Essential
1130-1200	MA Sub-Step 4: Identify Operational Limitations	CPG Leader and designated CPG attendees	CPG Room	Determine limitations: <ul style="list-style-type: none"> • Constraints (actions that must be done) • Restraints (actions that must not be done) • Other limitations
1300-1315	MA Sub-Step 5: Determine Assumptions	CPG Leader and designated CPG attendees	CPG Room	Assumptions key for planning identified (continual review and refinement from this point on)
1315-1430	<p>MA Sub-Step 6: Determine Military End State, operational military objectives, and Supporting Effects.</p> <p>Note 1: In many cases the Military End State will be given to the FORCE COMMANDER by the national/strategic level. In other cases the FORCE COMMANDER will determine and recommend the Military End State to the national/strategic level.</p>	CPG Leader and designated CPG attendees	CPG Room	<p>CPG determines or reviews the Military End State.</p> <ul style="list-style-type: none"> • Determines the supporting operational military objectives for each Military End State. • Determines the major Supporting Effects for each supporting operational military objective <p>Note: These outputs will be continually revisited within the planning process as it proceeds as additional understanding of the problem framework and operational situation is gained by MNF planners.</p>
1430-1530	<p>MA Sub-Step 7: Determine Friendly and Threat COGs and Critical Factors.</p> <p>Note: Enemy Threat COGs are taken from the C2 IPOE assessment in the Initiation and Scoping Sub-Step.</p>	CPG Leader and designated CPG attendees, C2 analysts and Red Cell	CPG Room	<p>COGs and Critical Factors identified and Critical Factor Chart prepared for each identified COG.</p> <ul style="list-style-type: none"> • Critical Capabilities (CC) • Critical Requirements (CR) • Critical Vulnerabilities (CV)
1430-1500	<p>MA Sub-Step 8: Analyze Strategic Communication Guidance.</p> <p>Note: Simultaneously with Sub-Step 9 below.</p>	Information Operations and Public Affairs Staff; OPT reports back to CPG when completed	Separate Planning Area from CPG Room	Identify strategic communications linkages and requirement for the MNF's Multinational Communication Integration (MCI) plan. Integrate NCE's and UN input into the Commander's Intent,

				MNF objectives, component tasks, and IO, PA, and DPSD planning. Report results of this analysis to CPG.
1430-1500	MA Sub-Step 9: Conduct an Initial Force Structure Analysis.	CPG Leader and designated CPG attendees	CPG Room	<p>Review forces that have been apportioned. Determine readiness status and deployment availability in broad terms.</p> <p>Determine broad MNF structure requirements and required capabilities. Identify shortfalls between the two.</p> <p>Remember “stay broad” at this point in the planning process. Details will come out of COA Development process.</p>
1500-1530	MA Sub-Step 10: Conduct Initial Risk Assessment. Note: This may require a small planning group meeting with the FORCE COMMANDER.	CPG Leader and designated CPG attendees A separate small planning group meeting with the FORCE COMMANDER may be required.	CPG Room FORCE COMMANDER office	<p>Identify risks to mission accomplishment and compare to FORCE COMMANDER's initial Planning Guidance.</p> <p>Discuss as required with the FORCE COMMANDER to support follow-on Mission Analysis Sub-Steps.</p>
1500-1530	MA Sub-Step 11: Review and confirm restated Mission Statement and develop Commander's Intent.	CPG Leader and designated CPG attendees,	CPG Room	CPG confirms / develops: <ul style="list-style-type: none"> • Restated Mission Statement • Commander's Intent • Mission Success Criteria
1530-1600	MA Sub-Step 12: Determine Commander's Critical Information Requirements (CCIRs) and mandatory reporting requirements.	CPG Leader and designated CPG attendees	CPG Room	CPG confirms / develops: <ul style="list-style-type: none"> • Critical Friendly Force Information Requirements (FFIRs) • Priority Intelligence Requirements (PIRs) • Essential Elements of Friendly Information (EEFIs) <p>Note: CCIRs are continually updated and revised throughout the planning and execution process as the situation changes.</p>
1600-1700	CRITICAL STEP MA Sub-Step 13: Refine and update Commander's Appreciation (IPOE and Problem Framework) and Commander's Operational Design.	CPG Leader and small group designated CPG attendees A separate small planning group meeting with the	FORCE COMMANDER office	FORCE COMMANDER and Small Group CPG refines and updates: <ul style="list-style-type: none"> • Commander's Appreciation (IPOE and Problem Framework)

	<p>Note: FORCE COMMANDER personal review in small group is required with key CPG personnel.</p> <p>Establishes the base Operational Design and problem Framework for follow-on COA Development.</p>	<p>FORCE COMMANDER will be required.</p> <p>FORCE COMMANDER'S INVOLVEMENT IS CRITICAL IN THIS STEP</p>		<ul style="list-style-type: none"> Commander's Operational Design (Narrative and Diagram) <p>** Additional "understanding and insights" will be gained via the completed Mission Analysis steps above - an update is required prior to COA Development by the FORCE COMMANDER.</p>
<p>Two Parts:</p> <p>Part A: 1700-1800</p> <p>Part B: 1900-2000-</p>	<p>MA Sub-Step 13: Develop and Conduct Mission Analysis Brief</p> <p>PART A: Develop (CPG)</p> <p>PART B: Conduct (FORCE COMMANDER)</p> <p>Note: Based upon a 12-hour shift plan using two CPG teams. The "Day CPG team" prepares the brief and assists the FORCE COMMANDER in the presentation.</p> <p>The "Night CPG team" attends the brief and takes over all follow-on planning actions resulting from the brief.</p> <p>CPG handover is conducted following the Mission Analysis Brief.</p>	<p>PART A: CPG Leader and small group prepares brief</p> <p>PART B:</p> <p><i>NCEs, Dep FORCE COMMANDER, COS, MNF Primary Staff and Special Staff, MNF Components, C5 PLANS Chief, C3 FOPS Chief, and C3 COPS Chief</i></p> <p>FORCE COMMANDER'S INVOLVEMENT</p> <p>Note: This step is focused on the FORCE COMMANDER's dissemination of planning actions completed to date with the formal MNF chain of command prior to initiating COA Development.</p>	Brief Area	<p>FORCE COMMANDER approves:</p> <ul style="list-style-type: none"> MNF restated Mission Statement FORCE COMMANDER's Intent Military End State Operational military objectives Updated Commander's Appreciation <ul style="list-style-type: none"> IPOE Problem framework Updated Operational Design (narrative and diagram) Warning Order # 2 <p>FORCE COMMANDER provides:</p> <ul style="list-style-type: none"> Updated Planning Guidance for COA Development <p>CPG:</p> <ul style="list-style-type: none"> Disseminates Warning Order # 2
	<p>STEP 2 - COA DEVELOPMENT</p> <p>Builds upon previous efforts to determine potential solutions (military courses of action - COAs) required to attain the operational military objectives and Military End State. Additionally assists identifying other types of supportive and cooperative actions required by other elements of national power and/or other organizations to support and complement military action (government agencies, host nation, IHC, and other stakeholders – comprehensive approach).</p>			
2000-2100	COA Sub-Step 1: Organize the CPG / COA groups.	CPG Leader and designated CPG attendees	CPG and Designated	CPG and MNF components organized to address COAs and fully understand the

	COA Sub-Step 2: Review IPOE, Problem Framework, FORCE COMMANDER's Planning Guidance and Intent, and FORCE COMMANDER's Operational Guidance.	and MNF component planning reps Night CPG Team Shift Change	Rooms	overall planning factors completed to date and FORCE COMMANDER's COA Planning Guidance.
2100-2200	COA Sub-Step 3: Develop potential solutions and required capabilities. COA Sub-Step 4: Develop a Mission Statement for each COA.	CPG Leader and designated CPG attendees and MNF component planning reps	CPG and Designated Rooms	COA statements developed with required capabilities.
2200-2300	COA Sub-Step 5: Review Command and Control options. COA Sub-Step 6: Review geographic boundaries. COA Sub-Step 7: Develop COA sketch with supportive narrative.	CPG Leader and designated CPG attendees and MNF component planning representatives	CPG and Designated Rooms	C2 Options developed for support of each COA. Geographic boundaries identified or adjustments made to AO boundaries if directed by strategic headquarters. COA sketches and narratives for each COA.
2300-2359 Two Parts PART A: COA Review PART B: Logistic Estimates	PART A COA Sub-Step 8: Each COA reviewed for validity. COA Sub-Step 9: Each COA reviewed in their totality for achieving operational military objectives. COA Sub-Step 10: Risk Analysis made for each COA PART B COA Sub-Step 11: Logistic Staff Estimates	PART A CPG Leader and designated CPG attendees & MNF component planning representatives PART B Logistics Planners	CPG and Designated Rooms Log Planning Area	Each COA: <ul style="list-style-type: none">Is it valid?<ul style="list-style-type: none">Adequate?Feasible?Acceptable?Distinguishable?Complete?Does it fully achieve operational military objectives?Risk Analysis completed?Logistics Estimates completed and integrated into COAsCOAs refined as required
DAY 2 0001-0100	COA Sub-Step 12: Refine the COA narrative statement and sketch COA Sub-Step 13: Conduct a FORCE COMMANDER COA Briefing COA Sub-Sub Step 14: Publish the Approved COAs for follow-on planning.	CPG Leader and designated CPG attendees and MNF component planning representatives FORCE COMMANDER'S INVOLVEMENT	CPG and Designated Rooms	COA Development results in: <ul style="list-style-type: none">Potential Branches and Sequels identified for each COA.Refined COA narrative statement and sketches,FORCE COMMANDER approved COAs for follow-on planning.

				<ul style="list-style-type: none"> Approved COAs published.
	<p align="center">STEP 3 - COA ANALYSIS AND GAMING</p> <p>This step is focused on the separate analysis and gaming of each potential solution (COA) that allows attainment of the Military End State. This step also expands the shared insights, understanding and knowledge of the operational environment (problem framework / Operational Design) and the potential impacts of MNF actions upon this environment (interactive results and 2nd/3rd order effects).</p>			
0100-0200	<p>Sub-Step 1: Analysis</p> <ul style="list-style-type: none"> Organize CPG, Red Cell, and request appropriate staff estimates. Gather tools, data, and info. Conduct Analysis prior to gaming of each COA. 	<p>CPG Leader and designated CPG attendees and MNF component planning reps and Red Cell</p>	<p>CPG and Designated Rooms</p>	<ul style="list-style-type: none"> FORCE COMMANDER's Planning Guidance reviewed. Additional staff estimate information integrated into each COA. Planners and Red Cell fully understand each COA and have gained insights into operational factors. Red Cell has analyzed from an enemy perspective and developed potential enemy reactions to COAs. Planners have analyzed the potential effects of the operation on the human domain and the population on the operation.
0200-0400	<p>Sub-Step 2: Gaming</p> <ul style="list-style-type: none"> Determine Gaming Method <ul style="list-style-type: none"> Deliberate Timeline Operational Phasing Critical Event Combination of above Prepare for Gaming Conduct Gaming Analyze and Record Output of Gaming <p>Note: Can be table top (manual), computer assisted, or combination of these two approaches.</p>	<p>CPG Leader and designated CPG attendees and MNF component planning representatives and Red Cell</p> <p>A separate small planning group meeting with the FORCE COMMANDER may be required (FORCE COMMANDER'S discretion)</p>	<p>CPG and Designated Rooms</p> <p>(May break into separate COA gaming groups, or have entire CPG game each COA in order)</p>	<p>Analysis of each COA conducted separately:</p> <ul style="list-style-type: none"> Reviewed / Discussed Insights Gained Shared Understanding and Knowledge Increased Analyzed Critical Multinational Discourse Final Analysis Recorded <p>FORCE COMMANDER briefed</p> <ul style="list-style-type: none"> FORCE COMMANDER Comparison Criteria / Guidance for COA Comparison received.

<p align="center">STEP 4 - COA COMPARISON</p> <p>This step is focused on identifying the strengths and weaknesses of COAs, then ranking each COA independently based upon the FORCE COMMANDER's comparison criteria. Then the independent COA rankings are compared so the COA with the highest probability of success can be selected and developed. In some cases, this process may lead to developing, refining, and re-gaming additional COAs.</p>				
0400-0600	<p>Sub-Step 1: Each COA is reviewed separately in accordance with the FORCE COMMANDER's comparison criteria / guidance, and then ranked.</p> <p>Comparison Sub-Step 2: COA rankings are compared.</p>	<p>CPG Leader and designated CPG attendees, and MNF component planning representatives and Red Cell</p> <p>Day CPG Shift Change (0600)</p>	CPG and Designated Rooms	<p>COAs are:</p> <ul style="list-style-type: none"> • Ranked separately • Rankings are compared and recorded • Analyzed and reviewed • Best COA determined
0600-0900	<p>Sub-Step 3: Small Group Commander's Review Session</p> <ul style="list-style-type: none"> • Optional – But recommended • FORCE COMMANDER, NCEs, and MNF Component Commander's review of gaming and comparison <p>Note: The time frame of this step may be extended to incorporate a full gaming of COAs by the MNF Commanders.</p>	<p>FORCE COMMANDER led analysis with NCEs and MNF Component Commanders</p> <p>Selected CPG and Red Cell supports</p> <p align="center">FORCE COMMANDER'S INVOLVEMENT</p>	Designated Commander Room	<ul style="list-style-type: none"> • MNF Commander's review results in: <ul style="list-style-type: none"> ○ Commander's review of gaming and analysis ○ Multinational discourse of gaming and analysis ○ Best COA determined ○ Expands shared insights, understanding and knowledge
<p align="center">STEP 5 - COA APPROVAL</p> <p>The aim of this step is to select and formally recommend to the higher headquarters the Force Commander's COA that has the best probability for accomplishing the operational military objectives and Military End State. The selected COA serves as the basis for the Concept of Operations and other supporting concepts.</p>				
0900-1200	<ul style="list-style-type: none"> • Sub-Step 1: Recommend COA Briefing presented. • Sub-Step 2: Commander's Estimate. 	<p>FORCE COMMANDER</p> <p><i>NCEs, Deputy FORCE COMMANDER, COS, MNF Primary Staff and Special Staff, MNF Components, C5 PLANS Chief, C3 FOPS Chief, and C3 COPS Chief</i></p> <p align="center">FORCE COMMANDER'S INVOLVEMENT</p>	<p>Designated Briefing Room for Brief</p> <p>Commander's Estimate reviewed in FORCE COMMANDER'S office</p>	<p>COA Briefing Presented</p> <p>FORCE COMMANDER selects COA</p> <p>Commander's Estimate prepared and approved by the FORCE COMMANDER</p> <p>Commander's Estimate forwarded to Supported Strategic Commander and Supporting Strategic Commander; critical capabilities to MNF Component Commanders.</p>

<p style="text-align: center;">STEP 6 – PLANS / ORDERS DEVELOPMENT</p> <p>This step focuses on the development of the detailed Concept of Operations (CONOPS) and the main parts of the plan or order; developing supporting plans and annexes; conducting Rehearsal of Concept (ROC) Drills to exercise and refine the plan or order; and forwarding of a plan or order to the Supported Strategic Commander and Supporting Strategic Commanders for review and approval. This step can focus on one of two planning products:</p> <ul style="list-style-type: none"> Development of an Operational Plan (OPLAN) that is ready for execution (but is not time sensitive and is not focused on immediate execution) and requires approval by higher headquarters. <ul style="list-style-type: none"> OPLANs are transitioned to Operations Orders (OPORDs) (see below bullet) when they are required to be executed. In crisis situations that span several weeks or months, an OPLAN will normally be developed in anticipation of the possible execution of multinational military operations. Development of an OPORD, that is time sensitive and requires approval, and an Execute Order (EXORD) by higher headquarters for implementation. Normally, crisis action response situations will focus on the development of an OPORD for immediate execution. 				
<p>Review of the Commander's Estimate (Step 6) by strategic levels</p> <p>1200 to 2400).</p>	<p>Note: It is assumed that the Supported Strategic Commander and the National/Strategic Authority take 12 hours to review and approve the FORCE COMMANDER's recommended COA for follow-on planning.</p> <p>During this time, the MNF staff will be conducting parallel planning with the strategic levels and MNF components.</p> <p>The formal start of Step 6, Plans/Orders Development, commences upon receipt of approval for planning a specific COA (see next column for details).</p> <p>See following page for the first formal sub-step for plans/orders development.</p>	<p>Supported Strategic Commander and Supporting Strategic Commanders review and then forward to the National/Strategic Authority</p> <p>1. A Planning Order (PLANORD) may be issued (in lieu of an Alert Order) by the strategic military levels to initiate specific COA planning (without National/Strategic Authority approval) in severely time constrained situations (will still need National/Strategic Authority approval for execution of a specific COA).</p> <p>2. An Alert Order (ALERTORD) is issued when the National/Strategic Authority has approved a COA for planning (still need approval for execution</p>	<p>Higher Strategic HQs and National/Strategic Authority Planning locations</p> <p>-</p>	<p>One of the following formal planning directives is received by the FORCE COMMANDER to formally initiate Step 7:</p> <ol style="list-style-type: none"> PLANORD ALERTORD Other Multinational Directives formally authorizing the FORCE COMMANDER to plan for a specific COA (message, directive, etc.). <p>Note 1: Terminology for the above planning documents may differ within multinational operations; however, the intent of the documents is basically the same.</p> <p>Some form of FORMAL authorization must be received by the FORCE COMMANDER for initiation of formal planning for a specific COA.</p> <p>Note 2: Some initial deployment of Multinational Forces may begin during this phase to Initial Staging Bases</p>

		from National/Strategic Authority) Night CPG Shift Change (1800)		/ Forward Mounting Bases; and/or to crisis areas.
DAY 3 0001 – 1200 (Note: This action takes time to plan, coordinate, and prepare) FORCE COMMANDER needs some level of engagement in details of the CONOPS during this time	Sub-Step 1: Detailed Concept of Operations Development <ul style="list-style-type: none"> Detailed CONOP development Broad arrangement of force flow to support CONOP begins MNF component parallel planning FORCE COMMANDER CONOP small group planning meeting conducted. Sub-Step 2: Detailed Plans / Orders / Supporting Annexes Development (done in parallel with Sub-Step 1 above)	CPG Leader and designated CPG attendees and MNF component planning representatives and Red Cell FORCE COMMANDER'S INVOLVEMENT via small group planning meeting MNF Staff and MNF component staffs develop Supporting Annexes (refer to pages 14 to 20 at the end of this planning template for the various Annexes for an OPLAN / OPORD) Day CPG Shift Change (0600)	CPG and Designated Rooms CDR CONOPS reviewed in FORCE COMMANDER'S office MNF Staff and MNF component staffs	Detailed CONOP developed. CONOP reviewed with FORCE COMMANDER . CONOP approved by FORCE COMMANDER . Follow-on Planning Guidance from FORCE COMMANDER Supporting Plans and Annexes Prepared.
1200-1800 Note: Plan sufficient time for planning, coordination, and conduct of ROC Drills	Sub-Step 3: Conduct Rehearsal of Concept (ROC) Drills <ul style="list-style-type: none"> FORCE COMMANDER and MNF Commanders exercise and refine plans. NCEs and Component Commanders' involvement is critical. Primary MNF Staff participate. 	FORCE COMMANDER <i>NCEs, Deputy FORCE COMMANDER, COS, MNF Primary Staff and Special Staff, MNF Components, C5 PLANS Chief, C3 FOPS Chief, and C3 COPS Chief</i>	Designated Rooms	Coordinated CONOPS and Plan is finalized with CTF and MNF Component Commanders. Commanders increase their shared insights, understanding, and knowledge of the operational setting and mission.

	<ul style="list-style-type: none"> Planning and coordination is conducted parallel with ROC Drills as lessons are learned. 	<p>FORCE COMMANDER'S INVOLVEMENT</p> <p>MNF and MNF component staff observe</p>		
1800-2359	<p>Sub-Step 4: Finalization of plans/orders and forwarding to the Supported Strategic Commander for review and approval.</p> <ul style="list-style-type: none"> MNF Staff finalizes details of plan/order MNF components are finalizing their plan/order Plan/order reviewed in detail for: <ul style="list-style-type: none"> Adequacy Feasibility Acceptability Completeness Compliance with multinational strategic guidance Achieves Military End State FORCE COMMANDER approves plan/order for forwarding to higher headquarters. <p>Note: Plan sufficient time for final prep of plan / order</p>	<p><i>CPG leads and manages</i></p> <p><i>MNF and MNF component staffs finalize detailed annexes</i></p> <p>FORCE COMMANDER'S INVOLVEMENT</p> <p>Night CPG Shift Change (1800)</p>	<p>CPG and Designated Rooms</p> <p>MNF component HQs locations</p>	<p>Approved FORCE COMMANDER OPLAN or OPORD is forwarded to Supported Strategic Commander.</p> <p>MNF Component Commands continue detailed planning actions.</p>
Day 4	<p align="center">STEP 7: EXECUTION PLANNING</p> <p>This step begins when the National/Strategic Authority determines that military action is required based upon strategic consultation and coordination with participating nations and with applicable international organizations (UN, regional organizations, etc.). The National Strategic level and Supported Strategic Commander has issued an Execute Order (EXORD). This step focuses on the execution, assessment, and follow-on adaptation of MNF military actions.</p>			
0001-0600	<p>Note: For this planning template it is assumed that the Supported Strategic Commander and the National/Strategic Authority takes up to six (6) hours to complete their review of the OPORD (time sensitive crisis).</p> <ul style="list-style-type: none"> During this time the MNF components will be 	<p>Supported Strategic Commander and Supporting Strategic Commanders Review</p> <p>Forwards to the National/Strategic Authority for review and approval</p>	<p>Locations as required</p>	<p>OPLAN is approved by National/Strategic Authority.</p> <p>EXORD issued to FORCE COMMANDER.</p>

	<p>completing their detailed planning actions.</p> <ul style="list-style-type: none"> • Additionally, MNF staff and MNF components will be in constant contact ensuring planning and coordination for execution is finalized. • Detailed initial execution actions coordinated. 			
0600-1200	<p>Sub-Step 1: Execute Order(s) is published and execution of operations commence</p> <ul style="list-style-type: none"> • Operational synchronization actions are initiated. • FORCE COMMANDER, MNF staff, and MNF components coordination continues in preparation for execution. • Crosswalks of the MNF plans with the MNF components. • MNF components conducts Back Briefs to the FORCE COMMANDER following crosswalks. • Plans refined and updated. • Conduct rehearsals at all levels. 	<p>Participation varies by event and level of coordination</p> <p>CPG manages overall actions</p> <p>CPG passes EXORD to C3 FOPS for finalization</p> <p>C3 COPS issues the EXORD</p> <hr/> <p>C3 FOPS manages MNF Component Commanders Back Briefs to FORCE COMMANDER</p> <p>Rehearsals conducted at all levels as required</p> <p>FORCE COMMANDER'S INVOLVEMENT</p> <p>Day CPG Shift Change (0600)</p>	Locations as required	<p>EXORD issued by FORCE COMMANDER</p> <p>Operational synchronization conducted</p> <p>Finalization of detailed coordination and planning in support of initial execution actions</p> <p>Crosswalk of MNF Headquarters plans with MNF component plans</p> <p>Final refinement and updating of plans as required</p> <p>Rehearsals conducted</p>
1200	<p>Sub-Step 2: D Day / H Hour – MNF Execution Actions begins.</p>	<p>FORCE COMMANDER, NCEs, and MNF Component Commanders</p> <p>FORCE COMMANDER'S INVOLVEMENT</p>	As required	<p>MNF Headquarters and MNF Components initiate execution of OPORD.</p>
As required based upon crisis response	<p>Sub-Step 3: Assessment of execution actions.</p>	<p>Multinational Command Center</p> <p>MNF staff and MNF component staffs</p>	As required	<p>MNF plans and orders are updated, refined, and adjusted based upon the MNF Command's interaction with the operational setting and problem framework; and</p>

situational factors	<ul style="list-style-type: none"> Establishment of MNF Assessment Organizations: <ul style="list-style-type: none"> Coalition / Combined Assessment Cell (CAC) Coalition / Combined Assessment Working Group (CAWG) Coalition / Combined Assessment Board (CAB) Measures of Performance (MOPs) as applicable Measures of Effectiveness (MOEs) as applicable FORCE COMMANDER's decision cycle executed <p>Note: Refer to MNF SOP Part B, Chapter 2, Annex B, Appendix 6, Tab C, "MNF Assessment of Operations".</p>	<p>All MNF Commanders</p> <p>FORCE COMMANDER'S INVOLVEMENT</p>		<p>the resultant learning and adapting by the MNF Command.</p> <p>Branches and Sequels are updated, refined, and adjusted.</p> <p>Branches and Sequels executed as required.</p>
As Required	Sub-Step 4: Planning during execution	<p>C5 Plans (PLANS)</p> <p>C3 Future Ops (FOPS)</p> <p>C3 Current Ops (COPS)</p> <p>Multinational Command Center</p>	As Required	<p>Plans and orders are updated and refined as the operational setting and planning framework changes, and as the MNF interacts with the crisis response situation.</p> <p>PLANS – Future Plans and Sequels (14 days and beyond)</p> <p>FOPS – Current Phase Planning and Branches (5 to 14 Days)</p> <p>COPS – Current Operations Monitoring and Management (0 to 4 Days)</p> <p>Note: Time parameters are a "start point" only and are situational dependent. They are not fixed for all situations.</p>
End of Crisis	<p>ENDING STEP:</p> <p>ACHIEVEMENT OF MILITARY END STATE</p> <p>OR OTHER ACTIONS</p>			

Achievement of Military End State. The MNF planning process is completed for a given operation once: (1) the Military End State has been achieved; (2) transition of operations is conducted with the host/lead nation (or another multinational command or international organization such as the UN – UN led operation); and, (3) redeployment of MNF forces has been completed. Termination of operations can occur during any of the MDMP-M planning steps above.

> **Termination Criteria.** The Operational Design element of termination is used for determining if the Military End State has been achieved. Termination criteria will normally parallel the Military End State, but will be more situation-oriented in sufficient detail to support end state achievement.

> **Multinational Guidance.** It is possible that military action may be ended before the Military End State has been achieved due to political or diplomatic considerations and guidance. The FORCE COMMANDER and planners simply must be flexible and maintain close / continuous coordination with the Supported Strategic Commander and with NCEs representing nations within the MNF command.

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APPENDIX 7

FOREIGN DISCLOSURE AND INFORMATION SHARING

- 1.1. **Overview.** This appendix describes the foreign disclosure process to release, disclose, and share information between and amongst coalition partners. Foreign disclosure specifically describes the process by which coalition partners disclose or release country information or Foreign Government Information (FGI) to partner nations within or external to the coalition. This is not prescriptive in nature; rather it offers a start point for consideration in establishing collaborative coordination. This appendix does not supersede nor override participating countries foreign disclosure processes and individual rights to their information.

2. Definitions

- 2.1. Disclosure. Conveying controlled information, in any manner. For the purposes of this manual, “disclosure” connotes oral, visual, or documentary disclosure of controlled information or material.
- 2.1.1. Oral Disclosure. The ability to convey information through conversations. The limiting factor is that this type of information can be conveyed only through speech.
- 2.1.2. Visual Disclosure. The ability to show the information. Visual disclosure also allows study and analysis of the information.
- 2.1.3. Documentary Disclosure. The ability and authority to convey permanent physical custody and/or transfer of the information to be disclosed in writing.
- 2.2. Release. The physical and electronic transfer of documents, material, or equipment to foreign governments, international organizations, or a recipient of a licensed export. The definition of “disclosure” includes “release.” Implies permanent transfer of information between parties. All parties have authority to utilize information.
- 2.3. Classified Military Information (CMI). Information originated by or for the Coalition or is under their jurisdiction or control and that requires protection in the interests of coalition nation’s national security. CMI may be in oral, visual, or material form and has been divided into eight categories. Military information may also be embodied in equipment, software, firmware, databases, imagery, or other forms.
- 2.4. Controlled Unclassified Information (CUI). Is unclassified information to which access or distribution controls have been applied in accordance with all coalition nation’s laws, policies, and regulations. An example of CUI could be Personal Identification Information (PII) such as names, dates of birth, service or identification numbers, and personal mailing addresses.
- 2.5. Categories of CMI
- 2.5.1. Category 1 – Organization, Training, and Employment of Military Forces. Information of a general nature pertaining to tactics, techniques, tactical doctrine, and intelligence and counterintelligence doctrine and techniques. Excluded is information necessary for the operation, training, and maintenance on specific equipment covered under Categories 2 and 3, below.
- 2.5.2. Category 2 – Military materiel and munitions. Information on specific items of equipment already in production, or in service, and the information necessary for the operation, maintenance, and training. This category does not pertain to equipment that is in research and development.
- 2.5.3. Category 3 – Applied Research and Development Information and Materiel. Information related to fundamental theories, design, and experimental investigation into possible military applications; it includes engineering data, operational requirements, concepts, and military characteristics required to

adopt the item for production. Development ceases when the equipment has completed suitability testing and has been adopted for use or production.

2.5.4. Category 4 – Production information. Information related to designs, specifications, manufacturing techniques, and such related information necessary to manufacture materiel and munitions.

2.5.5. Category 5 – Combined Military Operations, Planning, and Readiness. Information necessary to plan, ensure readiness for, and provide support to the achievement of mutual force development goals or participation in specific combined tactical operations and exercises.

2.5.6. Category 6 – Order of Battle. Information pertaining to coalition forces in a specific area. In general, disclosures of this information are limited to those countries in which coalition forces are stationed or are in adjacent geographical areas.

2.5.7. Category 7 – Not used.

2.5.8. Category 8 – Military Intelligence. Information of a military character pertaining to foreign countries.

****Categories should be tested to see if they are fit for purpose within Coalition environment****

3. Roles and Responsibilities

3.1. Foreign Disclosure Officer (FDO) – Appointed to oversee the control, coordination and approval of specific disclosures of classified and unclassified information to include CMI and CUI. The FDO will make disclosure decisions on behalf of the CTF Commander. It is recommended that the FDO be a part of the MNCC.

3.1.1. The FDO will supervise all actions within the Foreign Disclosure office/branch.

3.1.2. Lead Nation will provide FDO with lead FDRs from other participating nations.

3.2. Foreign Disclosure Representative (FDR) – Individual designated in writing who assists, coordinates with and advises the FDO on all disclosure matters. FDRs will not make any disclosure decisions.

3.2.1. FDR will review all documents submitted to the Foreign Disclosure office/branch and will make recommendations to the FDO for approval and/or guidance, as appropriate.

3.2.2. FDR will ensure all trackers, memorandums and documents are maintained and current.

3.2.3. FDR will be familiar with their nation's policy for disclosure with other nations.

4. Authorities and Rights

4.1. Coalition Commander

4.1.1. Has release authority and can delegate as necessary. Release authority cannot be delegated below the C2 and C3 positions.

4.1.2. Will designate the FDO and (may) give disclosure authority.

4.1.3. Will determine how many FDRs and from which country are required.

4.2. Rights to coalition information.

4.2.1. All participating countries have equal rights to all coalition information.

5. Processes

5.1. Coalition processes

5.1.1. Lead Nation is to provide a Terms of Reference (TOR) that will be agreed upon by all coalition nations.

5.1.2. FDO and FDRs are to convene a board to determine what information can be shared by coalition nations.

5.1.3. FDO and FDRs are to contribute to a coalition database detailing what information for each country will be released to other participating countries. This provides historical data in order to provide basic framework to future CTFs.

5.1.4. All recipients must have a need to know.

5.1.5. Only requests that are received through official channels shall be processed for a foreign disclosure decision.

5.1.6. The originator has original classification authority for CMI, and is the overall control authority for CUI.

5.2. Disclosure and Release of CMI to Representatives of a Foreign Government or International Organization.

The following requirements shall be met for all disclosure or release of CMI in oral, visual, or material form. Failure to comply with these requirements may result in invalidation of the applicable security agreement and ultimate compromise of the information.

5.2.1. Coalition-to-Government Transfer. CMI shall be disclosed or released as a coalition-to-government transfer and only to a person representing or sponsored by a foreign government or international organization in compliance with terms of reference.

5.2.2. Security Assurance and Receipts. After a decision is made to transfer CMI to a foreign government or international organization, the recipient government or organization must provide all of the following assurances before the disclosure or release can occur:

- i. The information will not be revealed to a third party without consent.
- ii. The recipient government or organization will afford the information substantially the same degree of protection.
- iii. The information will only be used for the purpose for which it was provided.
- iv. Any known or suspected compromise of the information will be reported.
- v. All individuals that will have access to the classified military information will have security clearances granted by their government at a level equal to that of the classified information involved and an official need to know.
- vi. Transfers will occur as a coalition-to-government or intra-coalition transfer.
- vii. Coalition FDO and FDRs will meet to discuss each other's national security policies and practices for protecting CMI.
- viii. All information will only be released in accordance with the terms of reference.

6. Security Markings

6.1. Classified Military Information (CMI)

6.1.1. CMI will be marked as follows:

- i. //COALITION SECRET//Releasable (REL) to specific countries

6.2. Controlled Unclassified Information (CUI)

6.2.1. CUI will be marked with FOUO as follows:

- i. COALITION UNCLASSIFIED//FOUO
- ii. COALITION UNCLASSIFIED//FOUO/REL TO (Specific Country to release/disclose)

7. Systems Integrations

- 7.1. The purpose of this section is to describe the integration and systems required to protect and host the foreign disclosure process. The foreign disclosure system should reside on a protected system network such as SIPRNET, or an Unclassified system such as NIPRNET
- 7.2. If available, the foreign disclosure system should reside on a coalition network such as the Combined Enterprise Regional Information Exchange System (CENTRIXS) to ensure sufficient protection of coalition information.
- 7.3. If CENTRIXS is not available for coalition partners, then a network should at a minimum have the following criteria:
 - 7.3.1. Ensure all participating nations have access either physically or virtually.
 - 7.3.2. Interoperability.

ANNEX C

COMMAND, CONTROL, COORDINATION AND COOPERATION RELATIONSHIPS

1. **Overview.** This annex outlines the starting points for Command, Control, Coordination, and Cooperation relationship options for multinational operations.
2. **Background.** Today's operations require the Lead Nation military and other government agencies **coordinate and cooperate** with participating / affected nations' militaries and other government agencies, and with the Humanitarian Community (HC – defined as the aggregate of International Organizations (IO), Nongovernmental Organizations (NGO), International Committee of the Red Cross (ICRC), International Federation of Red Cross and Red Crescent Societies (IFRC), national Red Cross and Red Crescent Societies, and UN agencies, funds and programmes.
 - 2.1. The CTF command shall make it a priority to use **inclusive, cooperation, and coordination processes** that support integrated operations and achievement of unity of effort among **all stakeholders** in the CTF Area of Operations (AO). Military commands can no longer **execute military operations** without integration of all key stakeholders. Commanders must acknowledge this fact in their intent and command guidance.
3. **Multinational Command and Control – Lead Nation/Regional Organization Concept:** Refer to [Part B, Chapter 1: Strategic Factors](#) for a detailed examination of the Lead Nation/Regional Organization concept.
 - 3.1. There are ALWAYS two chains of command in a multinational command. Refer to Figure B-2-C.1.
 - 3.1.1. **#1: National Command.** National command is never relinquished to the multinational chain of command. In the CTF headquarters organization, the **national command channels** are through the Commander, National Command Element (NCE) who **is not under the command** of the Commander, CTF (CCTF) but rather is the **national** commander of forces assigned to the CTF command and represents his nation's national level of military command within the CTF headquarters.
 - 3.1.2. **#2: Multinational Command.** The CCTF exercises **multinational command and control** of assigned or attached forces through an operational control (OPCON), tactical control (TACON) and/or support relationships. All of these forms of command are limited in nature and are designed NOT to interfere with a military forces **national** command. These relationships are reviewed in detail in following paragraphs.
4. **Levels of Multinational Chain of Command.** As outlined in [Part A: MNF SOP Foundations and Part B, Chapter 1: Multination Overview](#) there are normally three levels of command for multinational operations, (1) National - Strategic; (2) Operational (CTF); and (3) Tactical (CTF Components). As noted before some nations insert a Theater Strategic command level between the National Strategic and Operational level.
 - 4.1. **Strategic Levels of MNF Command and Control (two levels).** Refer to Figure B-2-C.1. This diagram uses a Theater Strategic level in its organization.
 - 4.1.1. On the National Strategic level, the Lead Nation's National Authorities (NatAuth)/Regional Organization consult and coordinate the Essential Strategic Guidance ([refer to Part B, Chapter 1: Strategic Factors](#)).
 - 4.1.2. At the Theater Strategic level (or the National Strategic level if there is no Theater Strategic level) the Supported and the Supporting Strategic Commanders coordinate the strategic planning, support, and execution for the MNF mission.
 - 4.2. **Operational Level of MNF Command and Control.** Refer to Figure B-2-C.1.
 - 4.2.1. The Lead Nation/Regional Organization, in consultation with the other participating nations appoints the CCTF.
 - 4.2.2. The CTF is the operational level of multinational command and control and is focused on detailed planning and execution actions that support the attainment of the strategic end state and military end state.

4.3. **Operational Level MNF Command Authorities.** There are three command and control relationships used in this SOP for a CTF command: OPCON, TACON and Support. These relationships are supported by other coordinating and cooperation concepts and organizations that are addressed in this annex. Outlined below are general definitions used among nations for the various levels of MNF Command Authorities.

4.3.1. Detailed operating definitions and Terms of Reference (TOR) for OPCON, TACON, and Support shall be fully addressed in CTF OPORDs / OPLANs.

4.3.2. A Memorandum of Understanding or Agreement (MOU or MOA) between the Lead Nation and each participating nation shall be executed to clarify the exact TOR each nation desires regarding their participation. Details on TOR normally differ from nation to nation and national caveats may be imposed.

4.4. **OPCON.** This is the command authority to organize and employ forces, assign tasks, designate objectives, and give authoritative direction necessary to accomplish the mission. It does not involve direction for logistics or matters of administration, discipline, internal reorganization of a nation's units, or unit training.

4.5. **TACON.** This is command authority limited to detailed control of movements or maneuvers in the operational area necessary to accomplish assigned missions or tasks. Reassignment of tasks or missions must be approved by national command authorities.

4.6. **Support.** A command relationship established by a higher commander or authority between subordinate commanders when one organization should aid, protect, complement, or sustain another force.

4.6.1. Support relationships must be defined in detail in OPORDs / OPLANs.

4.6.2. Support relationships are especially important in MNF operations because they convey priorities for planning and exercising, and establish the key relationships between the national forces in the CTF (national support responsibilities, Lead Nation responsibilities, funding responsibilities, etc.).

4.6.3. There are four levels of support.

i. **General Support.** That support which is given to the supported force as a whole rather than to a particular subdivision thereof.

ii. **Mutual Support.** Support which units render each other against an adversary because of their assigned tasks, their position relative to each other and to the adversary, and their inherent capabilities.

iii. **Direct Support.** A mission requiring a force to support another specific force and authorizing it to answer directly to the supported forces' request for assistance.

iv. **Close Support.** Action of the supporting force against targets or objectives that are sufficiently near the supported force requiring detailed integration or coordination of the supporting action with the fire, movement or other actions of the supported force.

5. **Other CTF Authorities and Relationships.** To assist planning and coordination in the CTF, the Commander CTF can use other authorities and relationships to achieve **unity of effort**.

5.1. **Coordinating Authority.** This authority (not command authority) is delegated to a commander or individual to coordinate specific functions and activities involving forces of two or more nations, agencies, or elements.

5.1.1. This is an extremely valuable **concept since it carries with it authority to require consultation** between nations and agencies involved **but does not have authority to compel agreement**.

5.1.2. This can be the authority used for planning and/or execution for a specific function or area. Examples of this are Coalition Rear Area Coordinator, coordinating authority for logistics, or coordinating authority for force protection of multiple nations in a given area in the CTF AO.

5.2. **Direct Liaison Authorized (DIRLAUTH).** This is a coordination relationship, not a command authority. This is authority granted by a commander to a subordinate or unit to consult directly (without additional permission) or coordinate an action with a command or agency in or outside of the granting command.

- 5.2.1. DIRLAUTH is most appropriate for planning purposes. It includes the requirement of keeping the commander granting DIRLAUTH informed of liaison actions. This is a valuable tool for the CCTF to ensure operations are executed in a unified and coordinated manner. Refer to [Part B, Chapter 2: Liaison Activities](#) for details on DIRLAUTH and liaison activities.
- 5.3. **Liaison.** Liaison officers / teams are a time-proven concept for improving communications, collaboration, planning, and execution of missions in MNF operations. Refer to [Part B, Chapter 2: Liaison Activities](#) for details on CTF liaison types and concepts.
- 5.3.1. Robust liaison structures are essential for building unity of effort and maintaining it within multinational operations due to language and socioculture differences between nations. Liaison teams are the official representatives of their respective nation. As such, **they are not part of the CTF HQs staff or the Supported Strategic Commander's staff.**
- 5.3.2. Robust liaison horizontally in the staff and vertically in the chain of command reduces the confusion caused by incompatible communications systems, doctrine, and operating procedures. They can help moderate the challenges of different languages and cultural factors of each nation.
- 5.3.3. Liaison teams with linguistic and local area knowledge are extremely useful. Special Forces personnel, national intelligence personnel, and civilian experts can also provide valuable assistance with liaison efforts to assist coordination actions, planning efforts, and operations.
- 5.4. **Formal Consultation and Coordination.** Memoranda of Understanding (MOUs) and Memoranda of Agreement (MOAs) between participating nations in the MNF effort can greatly assist in establishing foundations for command relationships, support arrangements, CTF structure and key personnel manning, and establishing the roles of HC.
- 5.4.1. Using MOUs and MOAs can identify coordination and cooperation processes.
- 5.4.2. Cosigning plans, SOPs, directives, and planning manuals are valuable tools for building unity of effort. However, **caution is warranted in the development of formal agreements at the CTF level for major policy, planning, and organizational actions.** Major agreements normally shall require Lead Nation NatAuth or Supported Strategic Commander level consultation and coordination.
- 5.4.3. It is important to obtain national or diplomatic legal advice when developing MOUs or MOAs prior to committing one's nation to such formal agreements. The CCTF does not have authority for such national agreements
- 5.5. **Informal/Ad Hoc Coordination and Cooperation Relationships.** Sometimes this is referred to as **HANDCON** (shake of a hand agreement). This is an informal/ad hoc form of coordination and cooperation, where OPCON or TACON would not be appropriate or acceptable to all MNF participants (useful within complex contingencies where flexibility, responsiveness, and informality may best serve the mission at the tactical level). Such cooperative arrangements are based on respect, trust, personal relationships, and mutual interests **developed by face-to-face coordination at the tactical level with an awareness of such arrangements at the operational level (CTF headquarters)**
- 5.5.1. These relationships may be based literally on a **hand shake or informal agreement** among local coalition parties based off of a mutual understanding of shared interests and the need for leadership in crisis situations.
- 5.5.2. This type of informal relationship can serve particularly well when operating with potential friendly forces outside of multinational force organization; e.g. local tribes, clans, factions, nongovernmental entities, paramilitary, and even transnational elements friendly to coalition interests..
6. **Multinational Coordination – A Critical Multinational Planning and Organizational Factor.** There are two organizations that are used to ensure coordination and cooperation among all stakeholders.
- 6.1. **Multinational Coordination Center (MNCC):** The MNCC provides a means to coordinate coalition military operations at the strategic and operational levels with participating nations' militaries and interagencies (government agencies) in the CTF command. Normally, the MNCC works at Releasable Multinational Force

(Rel MNF) level which is information specific to the situation and to a nation's participation in the operation. Refer to [Part B, Chapter 2: Multinational Coordination Center](#) for details on this center.

6.2. **Civil Military Operation Center (CMOC):** CMOC provides a means to establish cooperative relationships within civil-military operations with the HC and other key stakeholders in the CTF AO. This center always works at the unclassified level. Refer to [Part B, Chapter 2: Civil-Military Operations Center](#) for details on this center.

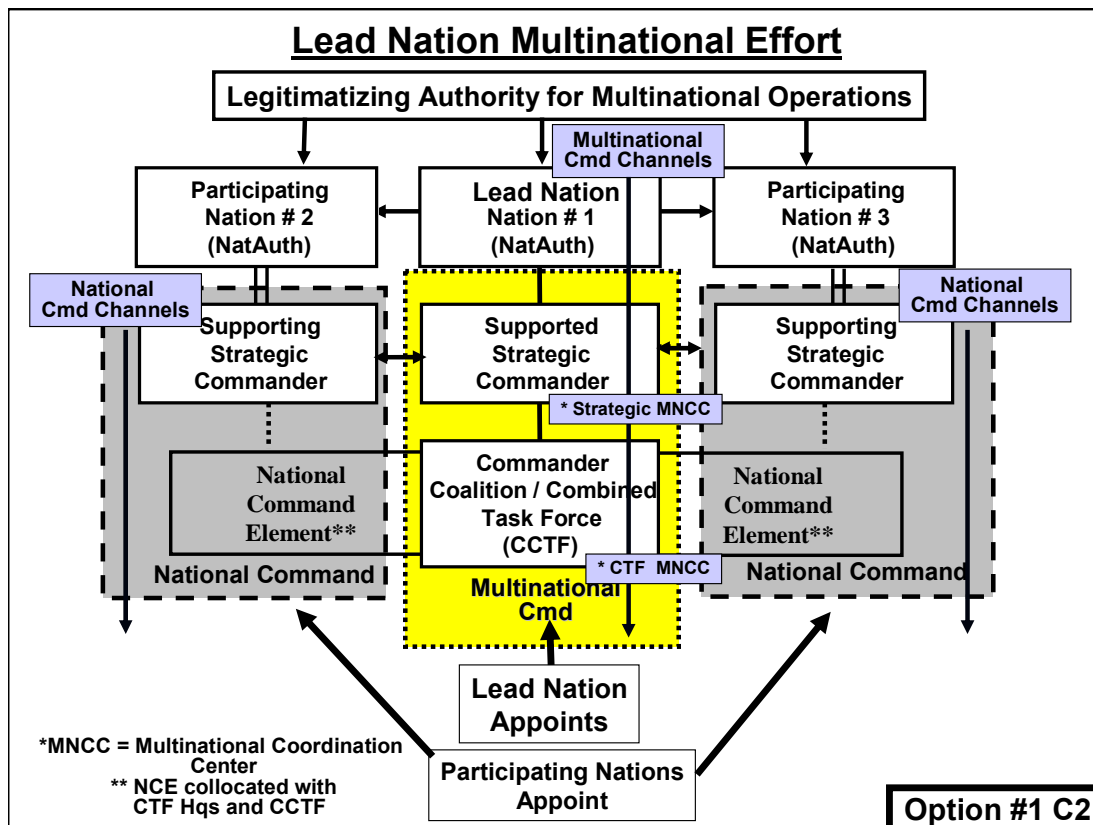
7. **CTF Command and Control (C2) Options.** There are four primary C2 options for the CTF command. Figures B-2-C.1 through C.4 on the following pages outline these options:

7.1. Lead Nation/Regional Organization – Lead Nation/Regional Organization OPCON / TACON.

7.2. Tailored Lead Nation - OPCON / TACON combined with some forces operating based upon cooperation and coordination relationship. Also referred to as a parallel multinational command.

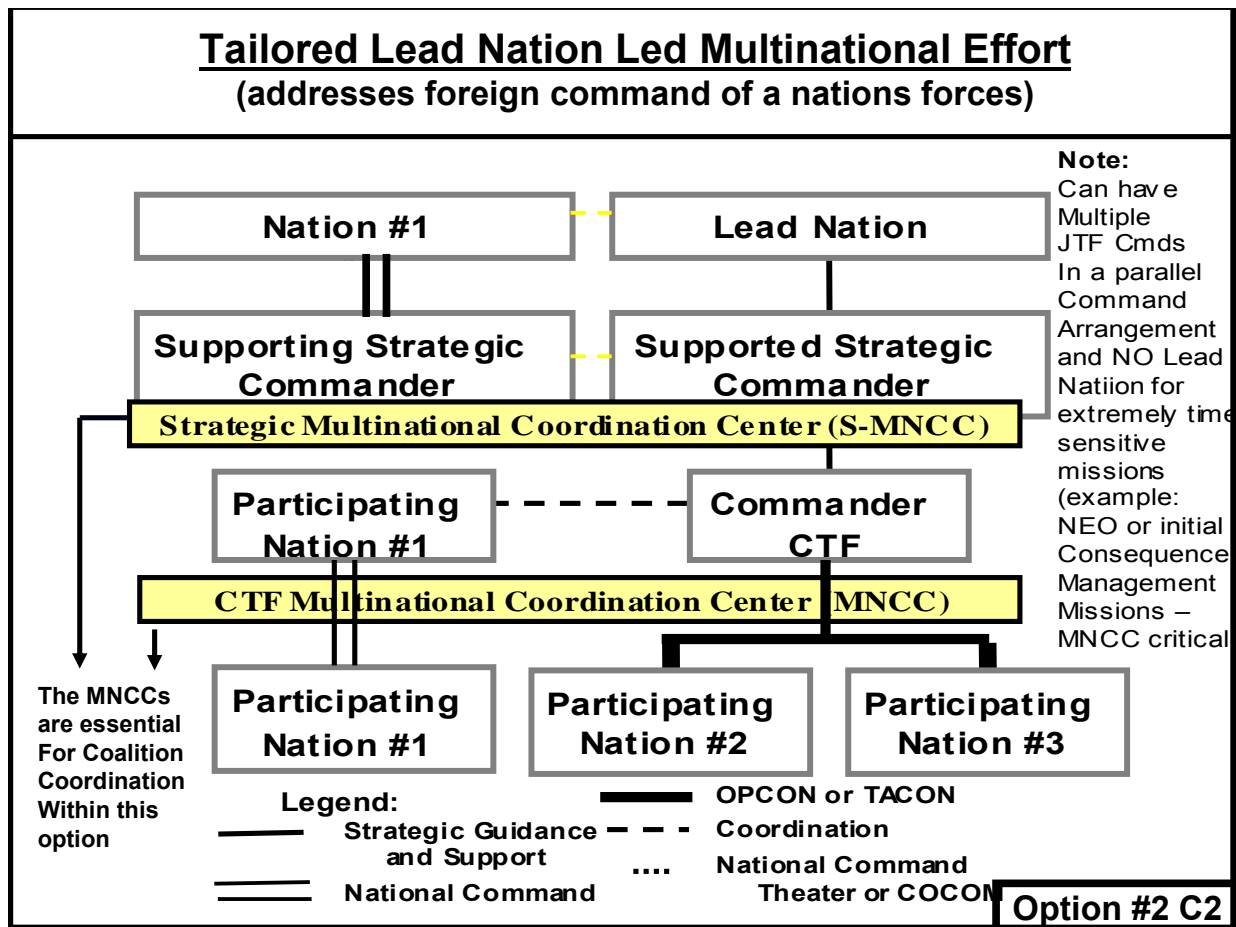
7.3. UN Authorized – Lead Nation/Regional Organization led with CTF organization. CTF OPCON/TACON of forces (not a UN command).

7.4. UN Sponsored / UN Led – UN Led operations within a formal UN command -Blue Helmet / Blue Beret). UN OPCON / TACON of forces. This is a UN command.



Figures B-2-C.1: CTF: Option 1 - C2 Lead Nation/Regional Organization

Note: This command relation option is appropriate when nations have similar shared interests and desire to be part of a coalition force (coalition of the willing) to achieve common end states and/or common defense. All nations within this option agree to allow OPCON or TACON command of their military forces by the CCTF. The key elements within this organization are the Supported and Supporting Strategic Commanders (formal and informal communications and coordination channels) and the National Command Elements (NCE) within the CTF headquarters representing their respective nation's national guidance and interests (national chains of command). Multinational Coordination Centers (MNCCs) are located at the Supported Strategic Commander and CCTF headquarters. There is one channel for multinational command and guidance via the Supported Strategic Commander and Lead Nation National Authorities – this supports unity of effort.



Figures B-2-C.2: CTF: Option 2 - C2 Tailored Lead Nation (Parallel Cmd –Coordination)

Note: This command relation is appropriate when nations **do not want to have foreign command of their troops** (OPCON or TACON). The essential organizations within this option are the use of Multinational Coordination Centers (MNCC) for strategic and operational planning and coordination.

This option is also appropriate **when no multinational command (OPCON or TACON) is desired for any nation or is not required by the operations**. Quick reaction missions like humanitarian assistance/disaster relief, and noncombatant evacuation (NEO) missions may not require a multinational command. In such situations each respective nation's JTF coordinates with the other JTFs via the MNCCs (may be referred to as coalition coordination centers [CCC] by some nations).

In such situation there **is no formal multinational command** or a CTF headquarters. However, such operations require multinational coordination of individual nations JTFs for establishment of unity of effort within the multinational effort. **Such operations are based upon cooperative relationships not formal command using the parallel command structures of nations separate JTFs linked by a common MNCC**. It is essential that a Lead Nation be nominated to manage and resource the MNCC (leads resourcing and managing the MNCC for such operations but does not command forces) can act like a coordinating authority (refer to paragraph 5.1 for details on coordinating authority).



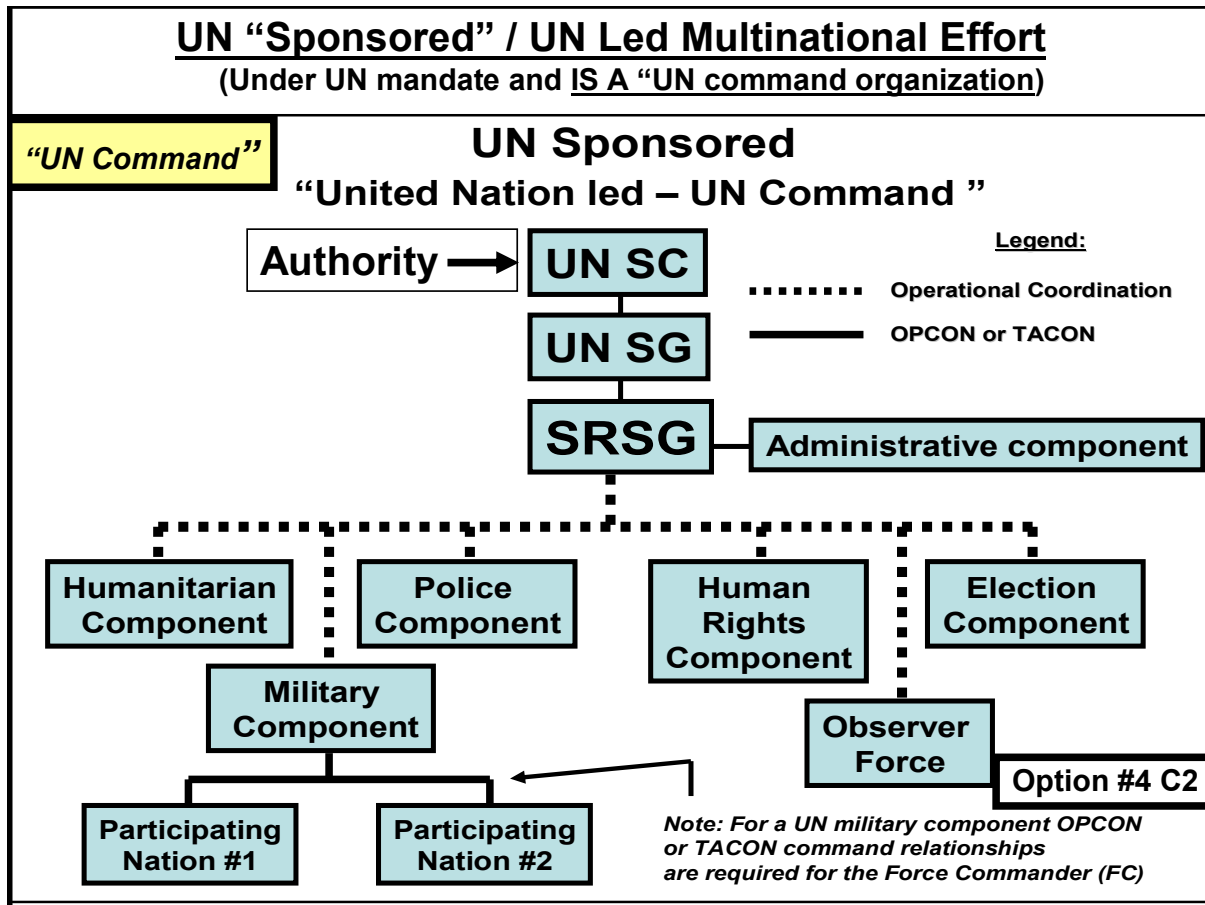
Figures B-2-C.3: CTF: Option 3 - C2 UN Authorized – Lead Nation Led (Multinational Effort)

Note: This is a **UN authorized operation but not a UN led operation**. Such a command relation is appropriate when the UN has passed a UN resolution and mandate for multinational military forces employment and **there is a likelihood for use of force as an inherent part of the mission – combat mission** (i.e. Peace Enforcement, Counterinsurgency operations, Complex Contingency operations (humanitarian relief and combat operations, etc).

In such situations the operative command is the **Lead Nation / Regional Organization concept** as outlined within this MNF SOP (refer to [Part B, Chapter 1: Strategic Factors](#)). The Lead Nation is appointed by the UN via UN resolution and mandate (but NO UN command of forces is established). The Lead Nations designates the Commander, CTF (CCTF). The CCTF commands the military forces (OPCON or TACON) using the Lead Nation coalition organization (as shown in the box above). The Lead Nation executes the military operation. It is key to note that the multinational military force **IS NOT** part of the UN organization that is under direction/guidance of the Special Representative of the Secretary General (SRSG). However, the CCTF shall have clear and unambiguous coordination channels within the SRSG and keep him informed of the situation

In such situations the **Lead Nation gets strategic guidance and direction from the UN Security Council via UN resolutions and mandates**, and **UN Security Council coordination and planning channels**. The Lead Nation is responsible for much of the strategic consultation and coordination with the participating nations within the Lead Nation multinational force and totally responsible for all operational planning for such operations (in consultation with the SRSG and Security Council planning / coordination channels).

Funding for such operations is the responsibility of the Lead Nation and participating nations. The UN does not fund these operations; rather, they provide the legitimacy and strategic direction and guidance for all operations.



Figures B-2-C.4: CTF: Option 4 - C2 UN Sponsored – UN Led Multinational Effort

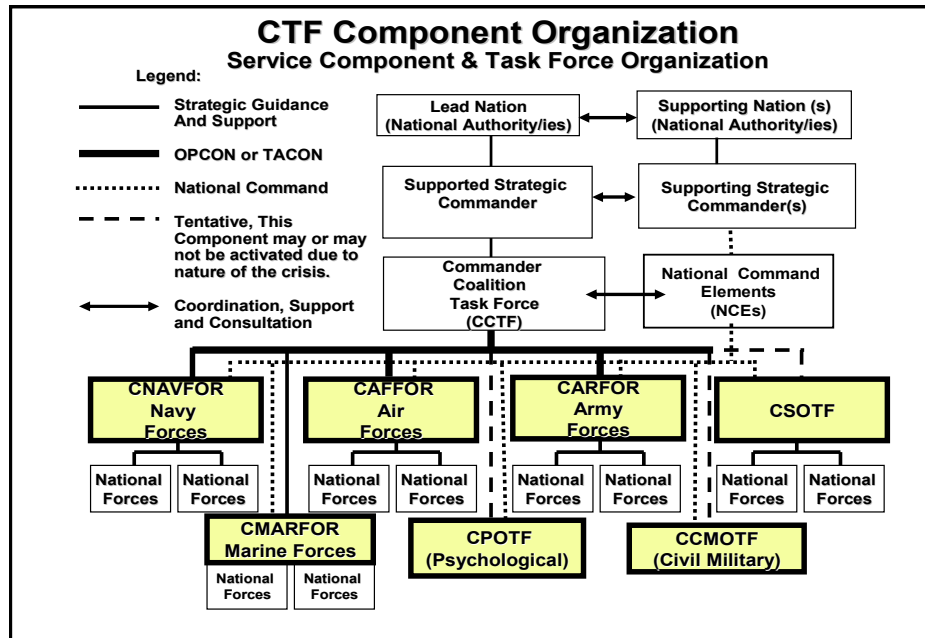
Note: This is a **UN led or UN sponsored operation**. The multinational command and military forces in such a command arrangement are under the command and control of the UN (nations shall agree to OPCON or TACON command of their military forces by the UN command in such command arrangement). Such a command relation is appropriate when the UN has passed a UN resolution and mandate for a multinational operation requiring military forces to maintain security or peace (examples: peacekeeping, border controls, humanitarian relief and support, etc). **The key factor is that the use of military force (or combat operations) is not envisioned for such operations.**

In such situations **the multinational force is a component within the UN organization**. The UN coordinates within participating nations for the selection of the commander of the military component and normally the commander rotates between nations at designated time periods. The Special Representative to the Secretary General (SRSG) provides strategic and operational guidance (not command) to the UN components (including the military component). The military component within such operations operates within a formal UN chain of command (for planning and direction).

Within UN led or UN sponsored operations participating nations shall sign a Memorandum of Understanding (MOU) and a Letter of Assistance with the Department of Peace Keeping (DPKO). The MOU outlines the roles, functions, ROE, and logistics agreements. The Letter of Assistance outlines whether the UN provides support (no UN reimbursement of monies) or the member state provides its own support (UN reimbursement of monies for certain categories of support). Key references are: (1) “Supporting and Sustaining” *UN Peacekeeping Operations* - Chapter 8 of the *United Nations/Peacekeeping Operations, Principles and Guidelines*: (http://pbpu.unlb.org/pbps/Library/Capstone_Doctrine_ENG.pdf); and, (2) *UN Contingent Owned Equipment Manual (COE)* (<http://www.un.org/Depts/dpko/COE/docs.shtml>).

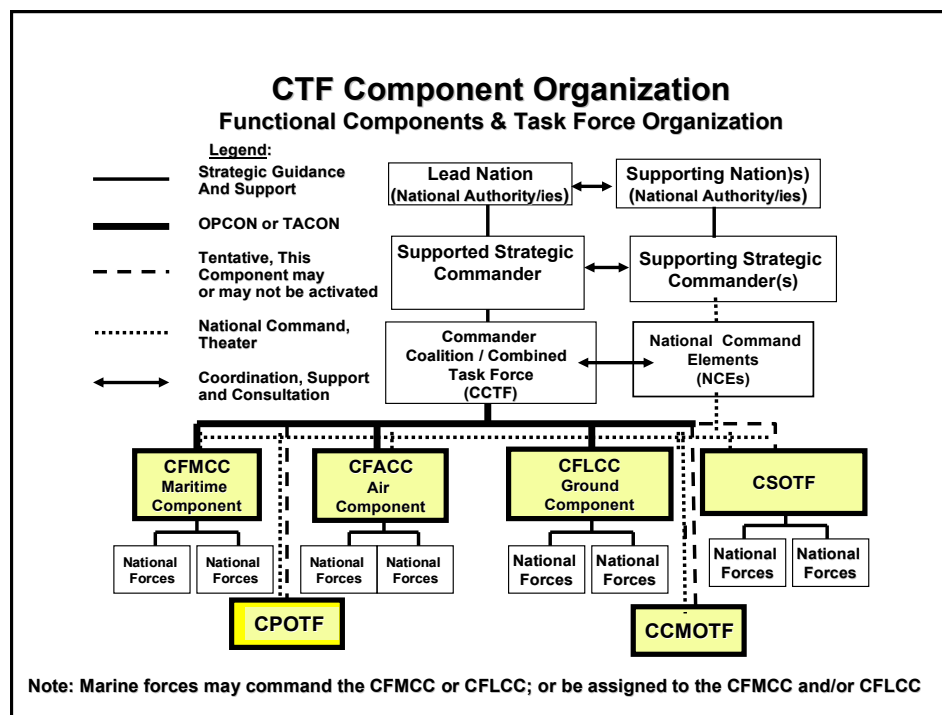
8. **CTF Component Command Organization.** There are four primary options used to organize the CTF Component Commands. They are flexible and can be tailored, refined, and/or mixed to meet situational requirements.

8.1. **Service Component and Task Force Organization.** This option is based upon service department organization.



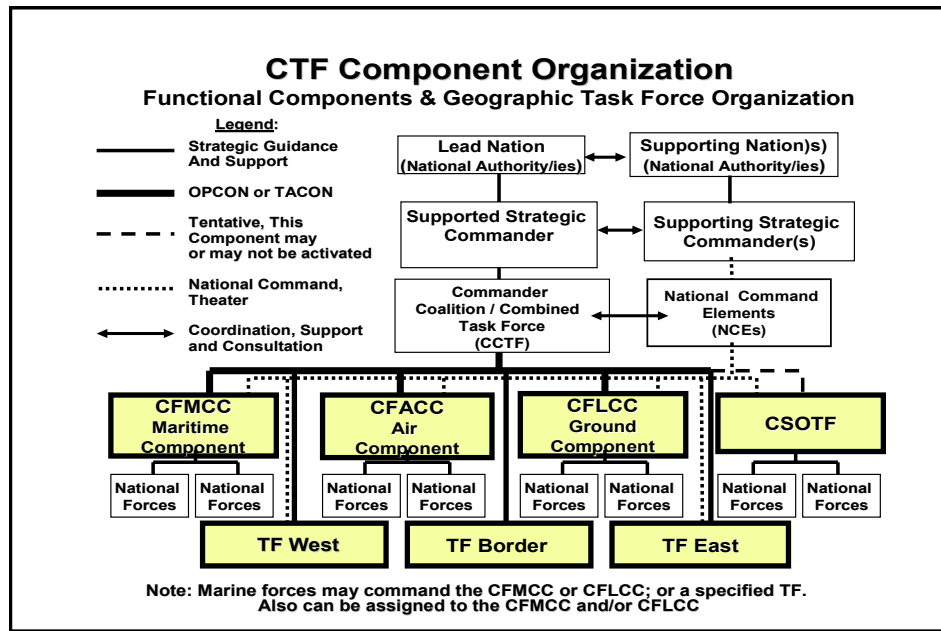
Figures B-2-C.5: Service Component and Task Force Organization

8.2. **Functional Component and Task Force Organization.** This option is based on a functional organizational approach where two or more service departments are operating within the same geographical area and executing similar or complementary tasks.



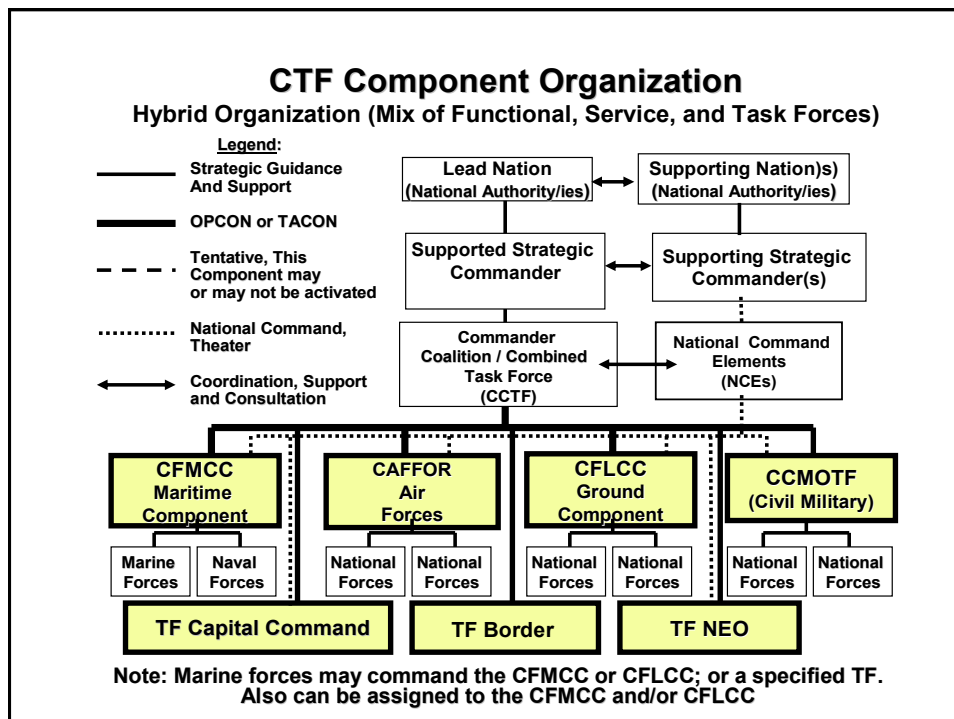
Figures B-2-C.6: Functional Component and Task Force Organization

- 8.3. **Service or Functional Components and Task Force Functional / Geographical Organization.** This option identifies the need for the establishment of subordinate Task Force when conducting operations in a geographically separated area within the same CTF AO. Show below is a Functional Component example; a Service Component based organization could also be organized in this manner.



Figures B-2-C.7: Functional Component and Task Force Functional / Geographical Organization

- 8.4. **Hybrid Component Command Organization.** This is an organization that has a mix of service and functional organizations (and unique task forces). Shown below is a decision not to have a JFACC (mission does not have a large air requirement) and there are some special task force organizations due to the situational factors. This organization reflects the need for flexibility and specificity in its organization.



Figures B-2-C.8: Hybrid Component Command Organization

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PART C

MULTINATIONAL HEADQUARTERS PROCEDURES

1. **Overview:** This Part of the MNF SOP outlines the organization of the CTF headquarters in detail. It provides another level of detail for the Commander, CTF (CCTF) and staff to assist activating and forming the headquarters. Part C directly builds Annex D Multinational headquarters and Manning (in previous Part B, Chapter 2, Annex D general planning parameters for activation and forming of the CTF headquarters).

2. **Organization:**

2.1. The primary and special staff sections of the CTF headquarters are fully addressed.

2.2. The coordination organizations (MNCC, CMOC, and CLCC) within the CTF headquarters are not addressed, since this is fully addressed in Part C, Annex D Multinational Headquarters and Manning.

=====

Chapters:

Chapter 1: MNF C1 Personnel Procedures

Chapter 2: MNF C2 Intelligence Procedures

Chapter 3: MNF C3 Operations Procedures

Chapter 4: MNF C4 Operations Procedures

Chapter 5: MNF C5 Plans and Policy Procedures

Chapter 6: MNF C6 Communication Procedures

Chapter 7: MNF C7 Civil-Military Operations Procedures

Chapter 8: Special Staff Procedures

Chapter 9: Headquarters Processes and Functions

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CHAPTER 1

MNF C1 PERSONNEL PROCEDURES

1. **Purpose.** This chapter provides guidance on personnel policies and procedures applicable to the CTF and describes duties and responsibilities of CTF C1.

2. **Responsibilities.**

2.1. **General.**

2.1.1. The CTF C1 implements and monitors policy and guidelines for personnel aspects within the CTF.

2.1.2. Within a CTF, participating nations will exercise primary personnel and administrative responsibilities over their personnel and units.

2.1.3. Personnel and administrative responsibilities of participating nations and the CTF C1 may not be fully complementary. However, the CTF C1 should focus on pulling together broad operational aspects of personnel and administration to support unity of effort within the CTF.

2.2. **CTF participating nations will:**

2.2.1. Provide augmentation personnel and forces as agreed upon by respective National Authorities.

2.2.2. Exercise primary personnel and administrative responsibilities over their personnel.

2.2.3. Provide liaison personnel or personnel coordination cells to CTF C1 to represent their respective nations within the C1. These liaison personnel may be dual-hatted as liaison to other staff sections if their nation's participation in the CTF is small or the situation requires minimal augmentation.

2.3. **CTF C1 will:**

2.3.1. Participate in CTF planning, prepare personnel estimates and annexes to OPLANs/OPORDs; and propose personnel guidance and policies for the CTF Commander.

2.3.2. Provide CTF member nations with CTF personnel policy, administration guidance, and personnel performance standards, for example, language proficiency, driving ability, or firearms capability.

2.3.3. Validate CTF augmentation requests; coordinate with representatives of member nations; and compile the staff's requirements for any additional personnel augmentation required by the CTF based upon mission requirements. Ensure augmentees necessary for initial CTF planning are identified and coordinated by utilizing the Multinational Planning Augmentation Team (MPAT) concepts ([refer to Part B, Chapter 2: MPAT Program](#)).

2.3.4. Coordinate member nation rotation policies with CTF C3.

2.3.5. Maintain accountability of personnel assigned or attached to the CTF. The CTF C1 is responsible for monitoring casualty reporting for determining operational impacts upon the CTF. Casualty reporting and next of kin notification are the responsibility of each participating nation. Establish guidance for preparation of the CTF Personnel Status Report (PERSTAT) and other required reports ([refer to Part F, Chapter 4: Reports Matrix](#)). Coordinate morale, welfare, and recreation issues within the CTF.

2.3.6. Administer the awards and decorations program (the Secretary General of the UN establishes which UN operations qualify for UN awards as well as eligibility requirements).

2.3.7. Maintain the CTF manning document.

2.3.8. Assist in planning and administration of CTF multinational noncombatant evacuation operations to include tracking, and reporting noncombatants. Refugees and International Displaces Personnel (IDP) tracking is normally a function of the Civil-Military Officer.

2.3.9. Maintain appropriate representation to the CTF planning cells (C5 PLANS, C3 FOPS, and C3 COPS).

2.3.10. Ensure the establishment and effective operation of the Coalition/Combined Reception Center (CRC).

3. **Organization.** The CTF C1's organizational requirements are mission-dependent. While a core element for management and administrative capabilities is required, some personnel functions may be performed via coordination and collaboration channels to each nation's larger personnel support organizations.

3.1. Personnel Services Section includes awards and decorations, pay and entitlements, host nation civilian personnel actions, and other personnel services as required by CTF operations.

3.2. Manpower Management Section includes personnel position management, personnel database management, individual augmentation, and rotation planning.

3.3. Personnel Operations Section includes operational plans, operations, morale, welfare, and recreation, and personnel accountability.

3.4. Personnel Plans Section to coordinate with the C3 and C5 for personnel planning options.

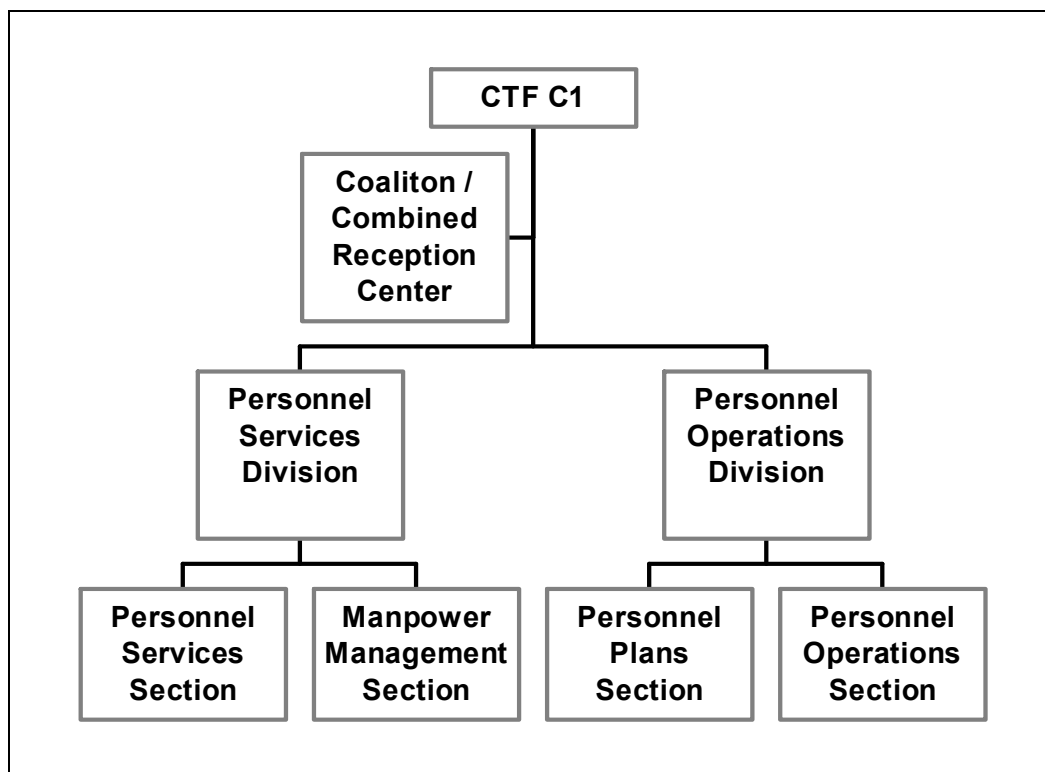


Figure C-1.1: CTF C1 Organization

4. Tasks, Functions, and Procedures.

4.1. Personnel Manning and Augmentation. The CTF C1 will coordinate with other CTF staff sections early to identify CTF HQ manning requirements.

4.2. Multinational Planning Augmentation Team (MPAT). Personnel filling these positions receive CTF training in their multinational billets throughout the year during MPAT workshops and collaboration events. The

positions are developed during the crisis action planning process based on operational needs. Refer to Part B, Chapter 2, Annex A, MPAT Program and Crisis Action Planning.

- 4.3. Coalition / Combined Reception Center (CRC). A CRC is established to facilitate individual administrative processing of unit and individual augmentees prior to reporting to their final destination. Each nation can augment the CRC to provide a centralized processing node or a separate sub-reception station may be established for detailed processing after the CRC. The Commander, CTF and staff should decide on the reception plan within the area of operations (to include training plans as required at reception centers, multinational operations briefings relating to the affected nation, Commander's brief, etc. - see Chapter B-7 MOOTW for training guidelines).
- 4.3.1. The CRC Officer in Charge (OIC) is appointed by the CTF Command Group and coordinates the activities of the CRC. The CRC has representatives from CTF staff directorates to provide, at a minimum, the following services:
 - i. C1 for orders endorsements, entry into the personnel tracking database, passport or visa verification, and emergency contact data.
 - ii. C2 for security clearance verification, force protection brief, and cultural awareness.
 - iii. C4 for billeting assignments, immediate and return transportation, food, armory support, general equipment, and supplies issue.
 - iv. Medical for medical screening.
 - v. Legal for rules of engagement brief.
 - vi. Area briefings and other essential operational information briefings should be established based upon mission requirements.
 - vii. Civilians must process through the facility to ensure they receive the appropriate processing, equipment and training afforded military personnel.
- 4.4. The C1 will maintain a roster of all liaison officers for informational and statistical accounting. However, they remain operationally and administratively controlled by their parent unit, service, and country.
- 4.5. Rotation and Replacement policies. The personnel / unit rotation policy is coordinated with participating nations as required by the situation and national guidance (or UN guidance). The C1 and C3 work together to develop rotation policies, with the C1 coordinating individual augmentees and the C3 coordinating unit rotations. Staggered rotation is desired in order to maintain a level of expertise and experience within the CTF. Participating Nations will request replacement personnel through national channels. The CTF C1 will monitor and assist as required. Commensurate with operational requirements, the replacement objective is one-for-one replacement.
- 4.6. Reporting Dates. A reporting date should be established for incoming augmentees and units. Such dates will be listed in augmentation request messages and unit request messages. These dates should allow for adequate turnover with the outgoing augmentees and units. The length of turnover should be coordinated with affected staff directors and unit commanders early in the rotation planning process.
- 4.7. Performance Evaluation Reporting. National and Service policies regarding evaluations will be followed. If evaluations are required, a rating scheme will be coordinated with participating nations.
- 4.8. Postal. Postal service will be a national responsibility to their respective forces. However, the CTF C1 will assist as required to expedite postal support to each national force within the CTF. It is possible that some Host Nation support may be required. Additionally, the C1 will ensure that postal items do not impact on cultural sensitivities that could result in a degradation of unity of effort within the force.
- 4.9. Morale, welfare, and recreation. Initial support will be provided through national channels but may include shared assets within the CTF as coordinated by participating nations and C1 staff.

- 4.10. Supporting Noncombatant Evacuation Operations (NEO). When directed, the CTF may be assigned to conduct evacuation of noncombatants to safe haven locations for movement to designated national repatriation sites. Noncombatant Evacuees may be from any nation designated by the Commander, CTF in coordination with the Supported Strategic Commander and participating nations.
- 4.10.1. During execution of a NEO, CTF C1 is responsible for reporting total number of NCEs transiting through the NEO pipeline. A secondary responsibility of CTF C1 is to assist CTF C3 in manning NEO evacuation processing stations. This responsibility may require additional augmentation outside the normal personnel capability of the CTF in order to be fully effective.
- 4.10.2. Noncombatant Repatriation Operations. Repatriation is the act of processing citizens back into their respective national channels. Repatriation is a national responsibility but requires close coordination with NEO operations so that NCEs move efficiently through evacuation processing stations to repatriation sites. Governmental agencies within each nation, as well as each nation's military or security forces will be involved in this process.
- 4.11. Repatriation of Prisoners of War, Hostages, Peacetime Government Detainees, and Other Missing or Isolated Personnel.
- 4.11.1. The CTF may exercise initial control of returned coalition personnel, pending delivery of such persons to respective national country control and as such may require the establishment of repatriation centers within the CTF's AO. The CTF components have inherent responsibility for processing returned military personnel and may be responsible for assisting diplomatic agencies processing civilians.
- 4.11.2. The CTF C3 will normally assume responsibility for coordinating and executing this mission. Repatriation normally requires screening by numerous agencies, and includes medical treatment, intelligence, and evacuation debriefing. The health, welfare, and morale of returnees are of prime importance, and all reasonable efforts should be made to provide for their personal, psychological, and spiritual needs throughout the repatriation process.
- 4.12. Enemy Prisoners Of War (EPW), Civilian Internees (CI), and other Detained Persons (DET).
- 4.12.1. Under provisions of the Geneva Convention, capturing powers are responsible for proper handling and humane treatment of persons captured or otherwise detained. The CTF will normally assign a specific force the responsibilities of establishing EPW collection points and camps. Upon implementation and during conduct of operations, capturing forces must conduct careful screening to ensure that innocent civilians are not considered nor handled as EPW, CI, or DET.
- 4.12.2. Sufficient numbers of trained personnel (military and civilian) to process EPWs and establish EPW collection points, EPW processing centers, and Prisoner of War Information Centers are critical in early planning stages for operations.
- 4.12.3. The CTF C1 will prepare daily reports regarding status, accountability, disposition, and significant EPW, CI, and DET events.
- 4.12.4. The CTF C1 will ensure nations participating in the CTF effort establish agreements with foreign governments, other allied forces, and the International Committee of the Red Cross (ICRC) pertaining to transfer or acceptance of EPWs, CIs, or DETs.
- 4.13. Personnel Considerations. Although not applicable in all situations, the following should be considered in planning personnel support based upon lessons learned from past crisis response situations:
- 4.13.1. (1) Required augmentees; (2) Support to NGOs and IOs, and governmental organizations; (3) Predeployment screening; (4) Coordination and collaboration channels from the area of operations back to individual nations via computer networks for reporting. (i.e., PERSTAT reporting); (5) Passports and Visas requirements; (6) Support to CTF Coordination Centers (MNCC, CMOC, and CLCC); (7) Local customs; (8) Contractor support and Invitational Travel Orders; and (9) Civilian augmentees.

5. Reports. [Refer to Part F, Chapter 4: Report Matrix](#) for the C1 Personnel Reports.

CHAPTER 2

MNF C2 INTELLIGENCE PROCEDURES

1. **Purpose.** This chapter provides key definitions, an overview of the intelligence disciplines, intelligence procedures and processes, intelligence functions, and the intelligence and information requirements for the MNF C2. Additionally, the Intelligence Preparation of the Operational Environment (IPOE) process that supports the Multinational Decision Making Process – Multinational (MDMP-M) is outlined. Lastly, the MNF C2 functional tasks and cross-functional organizations are addressed. Annex A to this chapter provides checklists for the MNF intelligence procedures. Annex B provides some notional organizational and manning options for activation of a C2 staff. Annex C provides some detail on the principles of dissemination.
2. **Intelligence Overview.** The objective of intelligence is to provide accurate and timely intelligence to Commanders. Joint and Service intelligence organizations produce intelligence products that rely on timely and integrated intelligence from national agencies through tactical intelligence sensors. This joint intelligence effort promotes information superiority throughout the operational environment (OE), enabling the successful conduct of multinational operations.
 - 2.1. The multinational intelligence staff must provide the Commander with an understanding of the OE, particularly with regard to the adversary's forces, capabilities, and intentions. To ensure timely and accurate intelligence is provided or available to the Commander, subordinate commands, and multinational components, the intelligence staff must perform the following tasks: (1) Understand and be aware of the intelligence requirements (IRs) of their superior and subordinate commands and components; (2) Identify intelligence capability shortfalls and knowledge gaps to the JFCs they support; (3) Task and utilize theater, Department of Defense (DOD), and national capabilities to address identified shortfalls and gaps.
 - 2.1.1. Clearly understand and be aware of the intelligence requirements (IRs) of their superior and subordinate commands and components.
 - 2.1.2. Identify intelligence capability shortfalls and knowledge gaps to the Commanders they support.
 - 2.2. Intelligence is of greatest value when it contributes to the Commander's decision-making process by providing reasoned insight into future conditions or situations.
 - 2.2.1. Ultimately, intelligence has two critical features that make it different from information.
 - i. Intelligence allows anticipation or prediction of future situations and circumstances.
 - ii. It informs decisions by illuminating the differences in available threat courses of action (COAs).
3. **Definitions.** For the purpose of the MNF SOP, the following definitions apply:
 - 3.1. **Intelligence.** 1. The product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning foreign nations, hostile or potentially hostile forces or elements, or areas of actual or potential operations. 2. The activities that result in the product. 3. The organizations engaged in such activities.
 - 3.2. **Intelligence Process.** The process by which information is converted into intelligence and made available to users, consisting of the six interrelated intelligence operations: planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback (see figure C-2.1). Though various nations have different cycles, the number of steps in the process is not as important as the similarity that each nation takes to process intelligence. All steps take place continuously within multinational operations; however, from a conceptual viewpoint, this process starts with *Planning and Direction* then flows clockwise in the diagram for follow-on process actions.
 - 3.3. **Strategic Intelligence.** Intelligence related to the formulation of strategy, policy, and military plans at national and international levels.

- 3.4. **Operational Intelligence.** Intelligence related to the planning and conducting of military operations (Coalition/Combined Joint Task Force [CJTF] operations).
- 3.5. **Tactical Intelligence.** Intelligence used by commanders, planners, and operators for planning and conducting battles, engagements, and special missions.
- 3.6. **Joint Operating Area (JOA).** The area allocated to a commander for which he or she is responsible for the provision of intelligence.
- 3.7. **Area of Influence.** The area concerning which a commander requires intelligence on those factors and developments likely to affect the outcome of his or her current and future operations.
- 3.8. **Area of Interest.** The area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory to the objectives of current or planned operations. This area also includes areas occupied by enemy forces that could jeopardize the accomplishment of the mission.
- 3.9. **Common Intelligence Picture (CIP).** Automation services that support the development of the common reusable software modules that enable interoperability across multiple intelligence databases and intelligence cycle support applications. The Common Intelligence Picture provides intelligence directors and commanders with real time situational awareness of all elements of the intelligence cycle. The CIP provides the red picture of the overall MNF C2 common operating picture. Information used to develop and update the CIP comes from two sources. These sources are intelligence collection assets organic to the CJTF, and collection assets held at theater or national levels. The Coalition Intelligence Support Element's (CISE) All-Source Production Integration Cell manages and fuses this data from both sources to create and maintain a reliable MNF C2 COP/CIP. The fused CIP is submitted to the MNF CISE Dissemination and C3's COP Manager for dissemination to CJTF, components and participating national agencies.
- 3.10. **Common Operating Picture (COP).** The COP (see glossary) provides commanders with a near real time force tracking mechanism. The development and maintenance of the COP is in the C3 Operations Directorate. The more complex the operations, the more difficult it will be to maintain the integrated COP. COP-CIP integration and synchronization are critical for making real-time operational decisions.
4. **Intelligence Disciplines.** There are seven major intelligence disciplines: Signals Intelligence (SIGINT), Counterintelligence (CI), Geospatial Intelligence (GEOINT), Human Intelligence (HUMINT), Measurement and Signature Intelligence (MASINT), Open Source Intelligence (OSINT), and Technical Intelligence (TECHINT). Refer to the glossary for detailed explanations.

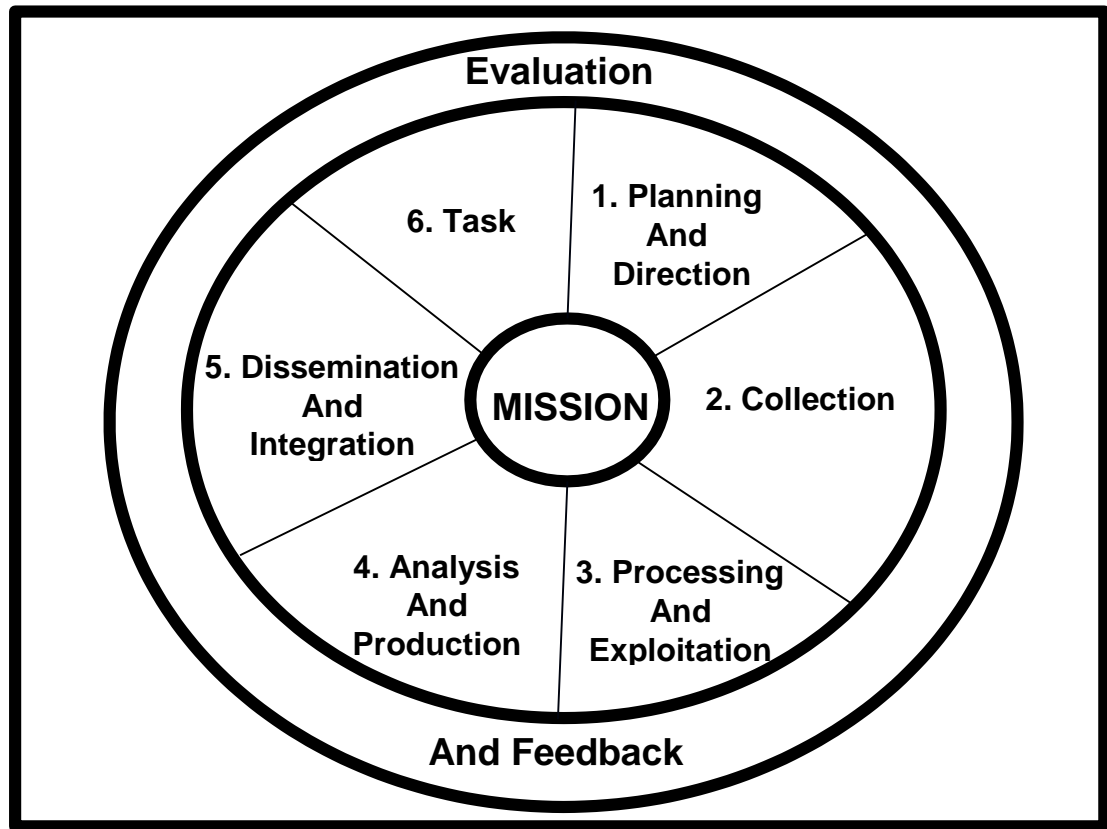


Figure C-2.1: Intelligence Process

5. Intelligence Process. The intelligence process describes how the various types of intelligence operations interact to meet the commander's intelligence needs. Through the continuous operation of the intelligence process, information is obtained, assembled, and converted into intelligence then disseminated to decision-makers. The process is synchronized with the CJTF battle / operational rhythm to assist the CDR CJTF in the decision-making process. The steps of the intelligence process are:

5.1. Planning and Direction. The C2 plans and directs all intelligence activities within the CJTF based on the commander's mission and intent. This understanding also provides the basis for the identification of intelligence gaps regarding relevant aspects of the OE. These intelligence needs are identified and prioritized by the Commander and the Combined Joint Force Staff Elements, are formalized by the C-2 as Intelligence Requirements (IRs) throughout the MDMP-M, and are coordinated by intelligence planners throughout the planning and direction portion of the intelligence process. Planning and direction is based upon the Prioritized Intelligence Requirements (PIRs). Direct Liaison Authority (DIRLAUTH) can be delegated to CJTF C2 to manage PIRs on behalf of the CDR CJTF. If the CJTF is already established during the situation development phase, component intelligence staffs participate in planning, identify intelligence assets, capabilities, requirements, and augment the CJTF intelligence staff as required.

5.2. Collection. Tasking and collection includes the identification, coordination, and positioning of assets and/or resources and levying tasking against them to satisfy collection requirements. The C2 is the CJTF intelligence Collection Requirement Authority (CRA). The C2 manages the intelligence collection plan and participates in the Coalition/Combined Collection Management Board (CCMB) to recommend allocation of collection assets to meet prioritized collection requirements. This collection is accomplished by preparing, maintaining, validating, and assigning intelligence requirements to organic collection assets. For collection requirements that are met by theater or national-level collection assets from respective nations, the C2 submits these requirements through liaison officers or other representatives to respective nations as needed through the Joint Collection Working Group (JCWG) and/or the Joint Collection Management Board (JCMB). Processing channels for such support must be identified early in the planning process during CJTF activation.

- 5.3. Processing and Exploitation.** This component of the intelligence process converts the collected raw data into information that can be readily disseminated and used by all source intelligence analysts to produce multidiscipline intelligence products. Relevant, critical information should also be disseminated to the Commander and Combined Joint (Task?) Force staff to facilitate time-sensitive decision-making. The C2 uses the Coalition Intelligence Support Element (CISE) analytical sections for processing information and exploiting collected intelligence. A task-tailored CISE designed based upon mission objectives serves as the heart for the entire intelligence process. It is primarily manned by all-source analysts, and augmented with subject matter experts (SMEs) as required. Processing and exploitation time varies depending on the characteristics of specific collection assets and associated processing and exploitation architectures. For example, some intelligence collection systems accomplish processing and exploitation automatically and nearly simultaneous with collection, while other collection assets, such as HUMINT teams, may require substantially more time. In addition, some collection sensors create data files unique to that sensor and platform and may require re-processing and/or re-formatting prior to exploitation. Processing and exploitation requirements are prioritized and synchronized with the commander's PIRs.
- 5.4. Analysis and Production.** This portion of the intelligence process integrates, evaluates, analyzes, and interprets information from single or multiple sources into a finished intelligence product that may be as little as a few textual lines in message format, or a multipage, multisource, multimedia electronic file. Depending on exploitation requirements (a last look at a target for situational awareness, monitoring activity levels at a high-value target, in-depth targeting, etc.), analysis and production of products may require immediate dissemination. Moreover, the demands of the modern OE require intelligence products that anticipate the needs of the commander and are timely, accurate, complete, relevant, objective, and available. The mission dictates the type of products the CISE produces to support CJTF operations. Standard analytical products include Graphic Intelligence Summaries (GRINTSUM), Intelligence Reports (INTREP), BDA Summaries (BDA SUM), and PIR updates. Analysis and production supports the following intelligence processes:
- 5.4.1. Intelligence Preparation of the Operational Environment (IPOE).** The analytical process used to produce intelligence estimates and other intelligence products to support the commander's decision-making process. The initial output of the IPOE process is a definition of the CJTF's intelligence problem and the subsequent intelligence resource requirements to accomplish the mission. IPOE is a continuous process that defines and describes the OE, evaluates the adversary, and assesses potential courses of action. Refer to paragraph 8 for further detail.
- 5.4.2. Common Intelligence Picture (CIP).** The CIP is a continuously updated CJTF intelligence assessment of those factors of the operating environment that may affect the commander's mission.
- 5.4.3. Intelligence Support to Targeting.** This can include target systems analysis, target audience analysis, target materials, BDA, and target recommendations. This is applicable to both kinetic and non-kinetic operations and can include area studies, damage assessment of infrastructure, and conditions of transport infrastructure.
- 5.4.4. Intelligence Production.** There are numerous reports that may fit each type of situation. Examples of intelligence products include:
- i. Graphic Intelligence Summary
 - ii. Daily Intelligence Summary (DISUM)
 - iii. OPT Slides and briefings
 - iv. Significant event updates to the CDR CJTF
 - v. Intelligence Summary (INTSUM)
- 5.4.5. Dissemination and Integration.** Disseminate intelligence products to the requester, who integrates the intelligence into the decision-making and planning processes. In the case of threat warning alerts essential to the preservation of life and/or vital resources, such information should (or must) be immediately communicated directly to those forces, platforms, or personnel identified at risk so that the appropriate responsive action can be taken once such notification has been acknowledged. The dissemination and integration step is broken down into its two sub-components:

- i. **Dissemination Process.** The C2 is responsible for dissemination of electronic or hardcopy intelligence throughout the CJTF via the fastest and most appropriate means. All products released by the C2 should provide clear analytical value and support to the commander's decision-making process, and be in an accessible and useable format. All information or intelligence submitted to the CJTF C2 must be releasable to the entire CJTF. Intelligence products not releasable to the coalition force will be sent through existing bilateral/multilateral channels as a last resort. See Annex C for examples of dissemination.
 - ii. **Integration.** Intelligence is only valuable when delivered in a timely manner, in a relevant form that supports **the consumer**.
 - iii. **Staff Interaction.** As described in para 9 (Functional and cross-functional intelligence tasks) the C2 staff must interact with the CJTF staff and higher, adjacent, component, and supporting commands. Staff interface ensures timely and focused intelligence support to operations, future plans and logistics elements (C5 PLANS, C3 FOPS, C3 COPS, etc.). This staff interaction enables intelligence personnel to maintain the correct operational focus and anticipate future requirements. When possible, intelligence personnel are assigned to various boards and staff cells requiring intelligence support or membership. The CJTF C2 should delegate C2 Operations and Plans Officers responsibility to coordinate interaction with the staff **Liaison Officers/Teams**. Liaison officers from other CJTF components, coalition partners, and/or the host nation should be accommodated in the CIIFC as required. Working closely with the CISE, these liaison officers represent their parent command, coordinate intelligence requirements, enable information and intelligence sharing, and provide feedback on CJTF-level intelligence activities.
 - iv. **Evaluation and Feedback.** Intelligence operations, activities, and products are continuously evaluated. These evaluations are essential to the process and may lead to actions that focus the performance of intelligence operations and the overall functioning of the intelligence process. Feedback from the requester to the collection asset on the information or product provided enhances the overall IC effectiveness and enables follow on intelligence operations. The CJTF C2 must ensure the staff tailors intelligence products-including RFI responses-to ensure they meet specific requirements of the CDR CJTF, CJTF staff and components. Feedback will be solicited to ensure products meet stated requirements and, if required, make improvements to future intelligence products or processes.
6. **Tasks.** As the senior intelligence officer for the CJTF, the C2 accomplishes tasks to support CJTF headquarters and components that include, but are not limited to, the following:
- i. The CJTF C2 must ensure that shared publications, agreements, and memorandums are coordinated and used as a basis for sharing of information and intelligence as required.
 - ii. Plan, direct, collect, process, analyze, de-conflict and disseminate CJTF intelligence in a useable format. Intelligence is best if it is focused, detailed, accurate, timely, responsive, and predictive to the commander's needs.
 - iii. Conduct Intelligence Preparation of the Operational Environment (IPOE) to support the Commander's understanding of the OE and decision-making process within the multinational planning and execution processes. Refer to the Military Decision Making Process- Multinational (MDMP-M) Planning Handbook (refer to www.mnfsop.org).
 - iv. Direct counterintelligence operations designed to detect, neutralize, or destroy the effectiveness of actual or potential hostile intelligence, terrorist, sabotage, or subversive activities.
 - v. Establish a Security Manager(s) to oversee procedures to receive, transmit, access, and control classified materials.
 - vi. Develop and maintain target intelligence and measures of effectiveness assessments supporting CJTF missions and priorities.
 - vii. Coordinate production and dissemination of geographical information and services to ensure all coalition forces work with identical maps, charts and references (geographic information system - GIS).

- viii. Plan for, establish the C2 section, and determine representation and liaison requirements with all relevant commands on intelligence matters.
- ix. Provide support for all lines of operation.
- x. Liaison with relevant actors in the AOR, including other government agencies, NGOs, and civil authorities, to enable information exchange, support situational awareness, and allow for transmission of time sensitive information as required.
- xi. Coordinate with other CJTF staff directorates to ensure all plans and orders contain the most current and relevant intelligence and intelligence requirements. This includes providing intelligence subject matter experts to ongoing planning with the CJTF Planning Cells (C5 PLANS, C3 FOPS, and C3 COPS).
- xii. Exchange classified and unclassified information as required with assigned forces. Coordinate with liaisons or other coalition representatives to ensure that each country provides the maximum amount of releasable intelligence to the coalition intelligence center. For a specific coalition effort, a detailed memorandum(s) / agreement(s) among nations is required for sharing classified intelligence and should be a key planning requirement during CJTF activation.
- xiii. Exploit captured documents and material, and interrogate / debrief captured personnel, defectors, and refugees as required. Identify languages and dialects in the AO and adequately resource translators if required.
- xiv. Coordinate intelligence-related communications requirements, to include Combined Wide-Area Network, with CJTF C6, Supported Strategic Commander, and Supporting Strategic Commanders as required.
- xv. Designate C2 workspace and coordinate intelligence-related equipment and personnel movements with CJTF C4 and C1.
- xvi. Develop and implement a HUMINT directive that will be managed by the CJTF J2X.
- xvii. Develop, coordinate, recommend, and manage the commander's PIRs.
- xviii. Establish intelligence sharing procedures.
- xix. Manage intelligence resources.
- xx. Ensure intelligence activities/operations are conducted in accordance with CJTF Rules of Engagement (ROE) and any applicable legal inputs or constraints.

7. Intelligence Requirements and Information Requirements. During the initial CJTF planning steps (Step 1: Initiation and Scoping and Step 2: Mission Analysis – refer to [Part B, Chapter 2: Military Decision Making Process-Multinational \[MDMP-M\]](#)) the staff identifies significant gaps in known threats, hazards, and other relevant aspects of the operational environment in order to formulate intelligence requirements.

- 7.1. Before any information requirement is submitted as a Request for Information (RFI), the requestor must ensure the desired information is not available.
- 7.2. Commander's Critical Information Requirements (CCIRs). The Commander signs CCIRs after recommendation by all the primary staff officers. The C2 is responsible for the management of the CCIRs, which are comprised of the following:
 - i. Priority Intelligence Requirements (PIRs). All staff sections may recommend intelligence requirements for designation as Priority Intelligence Requirements. PIRs are consolidated by the C2 and recommended to the Commander. The CDR CJTF's total number of PIRs for any phase of an operation should reflect a reasonable balance between mission-critical requirements and a finite intelligence support capability. Excessive PIRs may result in unfocused intelligence collection and production.

- ii. Friendly Force Information Requirements (FFIR). All staff sections may recommend FFIRs to the C3 to be signed off by the Commander.
- iii. Essential Elements of Friendly Information (EEFIs). All staff sections will contribute to the EEFIs in order to ensure that coalition capabilities are protected. The EEFIs are consolidated by the C3.

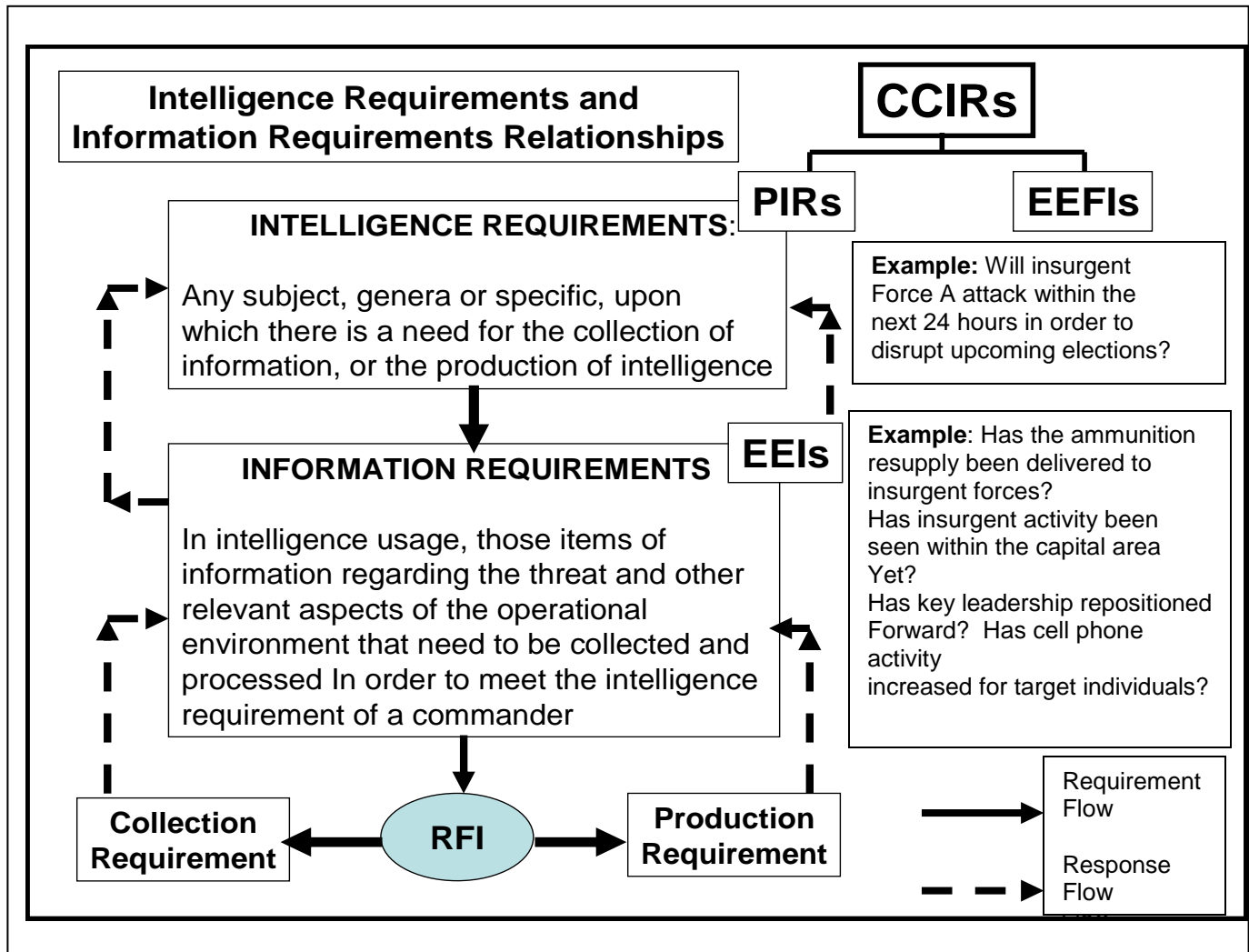


Figure C-2.2: CCIR and PIR Process

- 7.3. Based on identified intelligence requirements, the intelligence staff develops more specific questions known as information requirements (those items of information that must be collected and processed to develop the intelligence required by the commander).
 - 7.3.1. A subset of information requirements that are related to and would answer a PIR are known as essential elements of information (EEIs).
 - 7.3.2. The CDR CJTF approves PIRs that support critical decisions over the course of an operation. By using the PIR as a tool to gather intelligence, the CDR CJTF optimizes collection resources.
 - 7.3.3. For complex phased operations, separate PIRs should be identified for each phase.
 - 7.3.4. Within each phase, the commander should update PIRs to address new requirements or concerns, to include continuing collection gaps. Changes in the situation rule out some PIRs and/or demand the development of new ones as operations progress.

- 7.3.5. PIRs should be categorized, ranked and assigned for collection in priority of importance based on the level of operations to be conducted, the mission, and the timeframe of expected operations.
- 7.3.6. Using PIRs as the basis, the intelligence staff develops the command's EEIs (the most critical information requirements regarding the adversary and the operational environment needed by the commander by a particular time in order to assist in decision-making).
- 7.3.7. If the intelligence does not already exist, an RFI is submitted and may be included in the collection plan. An RFI is a specific time-sensitive requirement for information or intelligence products, and is distinct from standing requirements or scheduled intelligence production. An RFI can be initiated at any level of command, and is validated in accordance with the CJTF procedures. An RFI leads to either a production requirement if the request can be answered with information on hand or a collection requirement if the request demands collection of new information.
- 7.3.8. Intelligence staffs use PIRs to formulate statements of intelligence interest to the intelligence community (IC); to justify collection resources from participating entities; and to justify requests for forces (RFFs) for Intelligence, Surveillance, and Reconnaissance (ISR).
- 7.3.9. CCIR (PIRs, EEIs), EEIs, RFIs, and RFFs should be identified for each phase of an operation and provide the basis for synchronizing the arrival/availability of required ISR resources. This information ensures that commanders' specific objectives are reflected in ISR collection plans and national intelligence support plans.

8. **Intelligence Preparation of the Operational Environment (IPOE).** The IPOE is an ongoing process that supports all multinational planning and execution to enable the CDR CJTF's understanding of the operating environment. A key CJTF planning principle is ***"Before any solutions can be identified the problem must first be clearly understood."*** Understanding the problem(s) preventing attainment of the assigned military end states is essential for the CDR CJTF to accurately understand the situation. IPOE is intended to be an operational analysis tool for the CDR CJTF and addresses all aspects of the operational environments, including those beyond an enemy-centric intelligence process. Although the C2 leads the IPOE effort, the C3, C5 PLANS, C5 POLICY, C7, & foreign affairs advisor & other SMEs support the IPOE since it is an integrated planning approach. The IPOE provides the foundation for the Commander's Situational Assessment. Refer to [Part B, Chapter 2: MDMP-M](#) of this SOP and to the ***"MDMP-M Planning Handbook"*** (www.mnfsop.org).

8.1. **IPOE Process.** The IPOE should cover at the minimum the three areas outlined below:

- 8.1.1. **Area 1 – Geographical, terrain, climate and weather factors existing and projected based upon historical reviews:** This area should provide the CDR CJTF a basic description of land, maritime (surface and subsurface), air, space, and cyber environments in the operational area. Terrain considerations include natural features such as topography, waterways, littoral features, vegetation; manmade features such as buildings, urban density, roads, ports, airfields; and transportation conditions over land and over water. A historical review and projected assessment should also be made on how climate and weather are likely to affect both friendly and adversary operations.
- 8.1.2. **Area 2 – Threat and Hazards:** This threat description / analysis goes beyond the normal enemy perspective. Adversary forces, neutral forces and other environmental hazards need to be addressed. Center of gravity (COG) should be identified (strategic, operational, and tactical) for all operating environments. Background history, motivations, capabilities, and the most likely and most dangerous Courses of Actions (COAs) for threats and hazards should be addressed. In complex situations there may be multiple adversarial threats or natural hazards. At the broad levels, the threat environment needs to be identified in terms of the three possible threat situations:
 - i. **Permissive Environment:** Operational environment in which host (affected) country military and law enforcement agencies have control of the territory and population in the intended operational area, as well as the intent and capability to assist (or at least not impede) operations that the CJTF intends to conduct.
 - ii. **Uncertain Environment:** Operational environment in which host (affected) government forces, whether opposed to or receptive to operation that the CJTF intends to conduct, do not have total effective control of the territory and population in the intended operational area.

iii. **Hostile Environment:** Operational environment in which hostile individuals or groups have control of the territory and population in the intended operational area, as well as the intent and capability to effectively oppose or react to the operations the CJTF intends to conduct.

8.1.3. **Area 3 – Political, Military, Economic, Social, Information, Infrastructure, Physical, and Time (PMESII-PT) of the operational environment.** A gender perspective is critical to understanding all of these considerations. The collection of sex and age disaggregated data is necessary to support operational planning and execution. Within this review, a historical and anthropological background on pertinent areas is essential. The following are starting points to consider when assessing each of these factors:

- i. **Political:** What entities influence governance in the operational area? What are the gender norms associated with political systems? How is power gained and retained? Who backs those in power?
- ii. **Military:** What elements (conventional and unconventional) are used to enforce policies of the various powers in the operational area? Who controls the military? How is the military structured? What is the disposition of military units? How is the military manned and equipped? What is the relationship between the military and the civilian and affected population (men, women, boys & girls; marginalized communities)? Of note, these considerations also apply to security, paramilitary, and militia forces.
- iii. **Economic:** How and where are goods and services produced, distributed, and consumed in the operational area? Who controls the wealth? What is the status of the economy?
- iv. **Social:** How do men, women, boys, girls and groups interact? What societal hierarchies and alliances exist in the operational area? What is the cultural and anthropological history of the nation? Have cultural norms, including gender norms, changed as a result of the conflict or operation? What are key driving trends, themes, traditions, beliefs, education, communication and/or cultural/gender factors that need to be considered within the CJTF planning process?
- v. **Information:** How is knowledge or information exchanged and ingested in the operational environment? How is information disseminated and who has access? Who controls what is disseminated? What alternatives are there to the “party line?” What is the status of communication networks, including telephone systems, radio, television, printed media, internet, text messages, and other evolving technologies?
- vi. **Infrastructure:** What systems are being used to provide for public works, public safety, health, education, and welfare for societies in the operational environment and who has access? Who utilizes this access and who controls it? What is the condition, operability, and accessibility of the physical infrastructure in the operating area?
- vii. **Physical:** How do geographic features, climate, and distances impact PMESII factors in the operational environment?
- viii. **Time:** How much time does it take to perform the operational processes for each PMESII factor? What are stakeholder expectations for achieving the end states? How long can processes endure? What is the cultural perception of time and how has it changed?

9. **Considerations.** The CJTF C2 and designated lead nation liaison must consider several factors when planning the organization and capacity of the coalition intelligence cell, including mission size and expected duration. A detailed list of considerations can be found in Annex A.

10. **C2 Organization - Functional and Cross-functional Tasks.** Functional tasks are those for which the C2 has ownership and/or responsibility, while cross-functional tasks are those that are supported by the C2 but belong to other branch heads. It is essential that all nations participating within the multinational operation be fully integrated into both of these categories of intelligence tasks to support unity of effort within the command.

10.1. **Functional Task Organization.** The C2 staff organization provides the basic functional tasks for intelligence. The organizational structure for the C2 staff is as follows:

- i. **Organization.** The CJTF C2 functional task organizational requirements are mission-dependent. At a minimum, the core functions of analysis and production, intelligence requirements management, collection management, intelligence support to planning, counterintelligence, and administrative capabilities should be available. Some intelligence functions can be performed via reach back systems (networking that links back to parent nation's networks) to each nation's larger intelligence channels, or to other supporting organizations. Refer to Annex B for examples of functional organization.
- ii. **Augmentation to the CJTF C2 Functional Staff.** CJTF C2 staff augmentation is an important element for creating coalition unity of effort. The Multinational Planning and Augmentation Team (MPAT) should be first to arrive to help establish a CJTF or transition a national JTF into a CJTF (refer to [Part B, Chap 2: MPAT Program](#)). The MPAT intelligence representative assists the CJTF C2 in determining the best way to organize the coalition intelligence staff and identify any intelligence skill gaps in the lead nation's task force intelligence structure.
- iii. **National Intelligence Support Teams (NIST).** The CJTF C2 may require unique national intelligence or secure communication capabilities not present in coalition militaries. The C2 is required to communicate requests through CJTF Multinational Coordination Center (MNCC), who can forward the requirement to supporting national command authorities.
- iv. **Specialized/Scarce Assets:** The CJTF C2 reviews the CJTF manning document to identify and request through CJTF MNCC additional intelligence augmentation using CJTF C1 personnel augmentation channels. Examples include linguists and unmanned reconnaissance vehicles.
- v. **National Liaison Officers (LOs) or Liaison Teams.** The number of LOs or liaison teams required by a CJTF is tied to the overall level of effort – a larger effort requires more liaison personnel. The CJTF C2 must remember that liaisons are not part of his staff that he can task: they are representatives of units or commands supporting the CJTF mission.

10.2. Cross-Functional Intelligence Task Organization. Cross-functional tasks deliberately integrate intelligence support across other staff sections to better support ongoing and future operational planning across the CJTF staff. The C2 has the lead for two Cross-functional Elements (CFEs) to coordinate ISR, and provides a variety of dedicated and ad-hoc support to other CFEs led by other staff sections as described below. Refer to Part F, Ch 1, Annex A.

10.2.1. Combined Collection Management Working Group (CCMWG). The CCMWG identifies, prioritizes, and coordinates intelligence collection requirements for the CJTF, and assigns responsibilities and synchronizes intelligence collection tasking for efficiency and effectiveness. The CCMWG is chaired by the CJTF Collection Manager (C2) and has representation from the C3, Component Collection Managers, Information Operations and Space members, and other CJTF staff members who require ISR support. The purpose of the CCMWG is to conduct ISR coordination and present the Collection Plan to the CCMB for guidance and decisions.

10.2.2. Combined Collection Management Board (CCMB). This is the primary means the CDR CJTF coordinates Intelligence, Surveillance, and Reconnaissance assets to address intelligence and information requirements across the operational environment. The CCMB is chaired by the C2, and has representation from the C3 and Component Intelligence Staffs. The CCMB approves the Collection Plan and is the decision authority for CJTF ISR issues that have been elevated by the CCMWG.

10.2.3. Intelligence Support to CFEs. Depending on the CJTF's mission, other CFEs may require specific intelligence support to meet their planning needs ranging from a full-time intelligence planner reporting directly to another directorate, to periodic and ad hoc intelligence products that support planning. CJTF planning cells that may likely require dedicated intelligence planner support include, but are not limited to, the C5 Combined Planning Group, C3 Operational Planning Teams, C3 Targeting and Effects Working Group and Board, C3 Information Operations Working Group. Other CFEs such as the C5 Campaign Effects Assessment Working Group or C4 Logistics Working Group should likely require specific intelligence products (Intelligence Summaries, Threat Assessments, Spot Reports, Encyclopedic and Target Data) to support their planning process.

10.2.4. **Combined Intelligence Planning Team (IPT).** The C2 will convene IPTs to assess resource and capability shortfalls and provide guidance and direction to all intelligence resources supporting the CJTF.

11. CJTF C2 Responsibilities and Key Tasks.

11.1. The CJTF C2 has the following responsibilities.

- i. The primary responsibility of CJTF C2 staff is to present a clear, accurate, and timely analysis of the situation to aid the CJTF commander and his staff in their planning and decision-making processes.
- ii. The CJTF C2 must provide guidance and direction to all intelligence resources supporting the CJTF. The C2 is responsible for planning, implementing, and supervising intelligence activities.
- iii. The CJTF C2 must ensure that shared publications, agreements, and memorandums are coordinated and used as a basis for sharing of information and intelligence as required.
- iv. Sharing Classified Intelligence. For a specific coalition effort, a detailed memorandum(s) / agreement(s) among nations is required for sharing classified intelligence. This should be a key planning requirement during CJTF activation.
- v. A more detailed explanation of responsibilities for each key appointment and section of the C2 branch is provided in Annex B.

11.2. As the senior intelligence officer in the CJTF, the CJTF C2 must perform the following key tasks:

- i. Plan for and establish the C2 section, and determine representation and liaison requirements.
- ii. Develop, recommend, and manage the commander's PIRs.
- iii. Establish intelligence sharing procedures.
- iv. Manage intelligence resources.
- v. Coordinate with other CJTF staff elements to fully support operations and plans.
- vi. Provide mission-specific intelligence, such as medical intelligence, damage assessments, and targeting intelligence.
- vii. Ensure intelligence activities/operations are conducted in accordance with CJTF Rules of Engagement (ROE) and any other applicable legal inputs or constraints.

Annexes

Annex A: Intelligence Functions Checklist

Annex B: C2 Notional Manning and Duty Statements

Annex C: Principles of Dissemination

Recommend Add Annex D: Intelligence Preparation of the Operational Environment (***Future Development***)

Recommend Add Annex E: Intelligence Boards, Bureaus, Centers, Cells and Working Groups (B2C2WGs) (***Future Development***)

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ANNEX A

INTELLIGENCE FUNCTIONS CHECKLIST

1. **Overview.** This annex provides a checklist for establishing intelligence functional and cross-functional tasks for a CJTF headquarters. The CJTF C2, lead nation, and, as appropriate, host nation must consider the points listed below when deciding on organization, location, functions, and capacity of the coalition intelligence cell.

2. Considerations.

2.1.1. Mission:

- i. What is the mission of the CJTF?
- ii. What is the expected manning requirement of the intelligence cell to support the CJTF and will it change?
- iii. What is the expected duration of the mission?
- iv. What are intelligence system and communications interoperability requirements within and outside the CJTF?

2.1.2. Support:

- i. Will the intelligence cell be co-located with the rest of CJTF headquarters? Will the intelligence cell be divided or require the staff to be seconded to other locations?
- ii. How much space is needed for people and required equipment?
- iii. How reliable is the power supply? Will the intelligence cell have backup power?
- iv. Can intelligence spaces be made secure to handle classified information?
- v. Can all intelligence communication requirements be met at this location?
- vi. Can reach back support functions enhance support to CJTF objectives? How can the reach back be set up and organized to meet the timelines, battle / operational rhythm, and CJTF (CCTF) immediate support needs?

3. Checklist.

3.1. Functional Tasks:

- i. With inputs from the CJTF COS, have the CJTF C2's missions, tasks and requirements been clarified, prioritized, and confirmed by the CCTF?
- ii. Has the staff identified significant gaps in what is known threats, hazards, and other relevant aspects of the operational environment in order to formulate intelligence requirements?
 - ii-i. Base foundation for this estimate: What is (are) the problem(s) (as outlined by a clearly developed problem statement) that is (are) preventing the CCTF from achieving the assigned end state?
 - ii-ii. Are estimates, assessments, and products from the host nation available?
- iii. What are the current intelligence assessments in the operational area?

- iv. Has a current regional threat assessment been completed?
- v. Has the C2 informed the CCTF how the C2 branch will conduct intelligence operations?
- vi. Are the CCTF intelligence tasking and guidance completely understood, and have they been analyzed and applied to regional and/or theater assessments?
- vii. Have intelligence priorities been regularly updated and passed to components and supporting commands?
- viii. Have the status of CJTFs and Component Commander's (CCDR) intelligence collection and production assets been determined?
- ix. Has the CJTF C2 assigned a C2X with representatives to coordinate and de-conflict the HUMINT, CI, and interrogation functions?
- x. Has National Intelligence Support Teams (NISTs) support been requested? (Requests should be made as early as possible.)
- xi. Have the CJTF C2 requirements for personnel augmentation, to include regional or functional experts, linguists, or reservists, been identified?
- xii. Have the deployable elements to support the CJTF's efforts in collection management, service expertise, and communications been identified?
- xiii. Has the CJTF been kept up to date on personnel and related movement?
- xiv. Have the requirements for a Combined Intelligence Support Element (CISE) to support the CJTF been determined?
- xv. Has the CJTF developed an intelligence communications architecture that achieves interoperability with multinational forces?
- xvi. Has the C2 developed a flow of responsibilities for priority intelligence requirements (PIRs) and requests for information (RFIs)?
- xvii. Have intelligence responsibilities been clearly delineated between CJTF, supported CCDR, and various national levels?
- xviii. Have the CCTF and component commanders been fully apprised of all relevant current events?
- xix. Have CJTF intelligence shortfalls in collection capabilities been identified? Is there a means to mitigate collection shortfalls?
- xx. Have requirements for all geospatial information and support services been identified?
- xxi. Are there any mission-unique requirements that impact intelligence?
- xxii. Have procedures been established for emergency destruction of classified material?

3.2. Cross-Functional Tasks:

3.2.1. Combined Collection Management Working Group (CCMWG). See Part F, Ch 1, Annex A, Cross-Functional Elements (CFEs) for a detailed explanation of the CCMWG.

- i. Have CCMWG representatives been identified? Have CJTF staff and Component priority intelligence requirements (PIRs) been drafted? PIRs should be drafted for each phase of an operation, and are the starting point for allocating ISR resources to address the CJTF and Component's intelligence gaps for operational planning.

- 3.2.2. Has the Collection Emphasis message or Collection Plan been drafted for Combined Collection Management Board (CCMB) approval and, when approved, published? The purpose of publishing a message or posting a product is to identify how ISR assets are being used to address PIRs for the CJTF and its components.
- 3.2.3. Combined Collection Management Board (CCMB): See Part F, Ch 1, Annex A, Cross-Functional Elements (CFEs) for a detailed explanation of the CCMB. Have the CCMB representatives been identified? Have CJTF staff and Component priority intelligence requirements (PIRs) been compiled and published?
- 3.3. **Cross-Functional Elements:** See Part F, Chp 1, Annex A, Cross-Functional Elements (CFEs) for a detailed explanation of the various CFEs.
- i. What CFEs require C2 representation?
 - ii. Is there sufficient manning to assign a full-time intelligence planner to the C5 for current and future operations planning cells?
 - iii. How will those CFEs who do not have dedicated intelligence planners receive intelligence products/services to support their respective planning processes? Do they know how to request ad-hoc support to meet specific planning requirements?

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ANNEX B

C2 NOTIONAL MANNING AND DUTY DESCRIPTIONS

1. **Purpose.** This annex represents a very robust organizational and functional view of C2 operations and responsibilities. Task organization is a situational dependent issue and should be based upon the needs of the CTF Commander. Example structures and names of organizations are provided for planning purposes to assist in setting up CTF Intelligence organization.
2. **CTF C2.** The C2's primary responsibility is to provide accurate, timely and actionable intelligence to the CCTF and staff. The C2 ensures CJTF and component forces have intelligence and intelligence reporting guidance to support planning and execution of the operational mission. Providing intelligence support required in a traditional military operation includes, but is not limited to, hostile force capabilities and intentions; hostile force courses of action and centers of gravity; force protection issues; reconnaissance recommendations based on requirements or identified intelligence gaps; and target nominations. In non-traditional operations, such as humanitarian assistance and disaster relief, the "hostile force" may be hunger and disease, criminal threats and the forces of nature. The C2 provides intelligence on military, political, social and economic developments within the CJTF's area of operations / area of interest. The C2 establishes requirements and sets priorities for intelligence activities in support of CJTF mission objectives. In this capacity, the C2 shall prioritize (in accordance with the CCTF's PIRs) CJTF component intelligence requirements and allocate organic collection assets or request external collection requirements.
3. **CTF C2A (Deputy C2).** The C2A assists the CTF C2 as required. He directs the coalition intelligence cell in the C2's absence and ensures the administrative and logistical requirements of the C2 are met. The C2 Chief of Staff helps the C2A handle administrative and logistical issues.
4. **CTF Intelligence Divisions.** The C2 organization can have up to four subordinate divisions in addition to separate Security and Administration sections.
 - 4.1. **Executive Division (C20).** The Executive Division falls under the direct supervision of the C2A. The Executive Division acts as a go-between for the CTF C2 staff and other CTF staff organizations on issues such as work space and personnel support, physical and classified material security requirements, communications requirements, foreign disclosure, etc. The tasks of this division are divided into three primary functions: Administration, Information Security, and Information Sharing. A Special Security Office (SSO) is established when Sensitive Compartmented Information Facility (SCIF) operations are required. The division is also responsible for personnel, equipment and supplies.

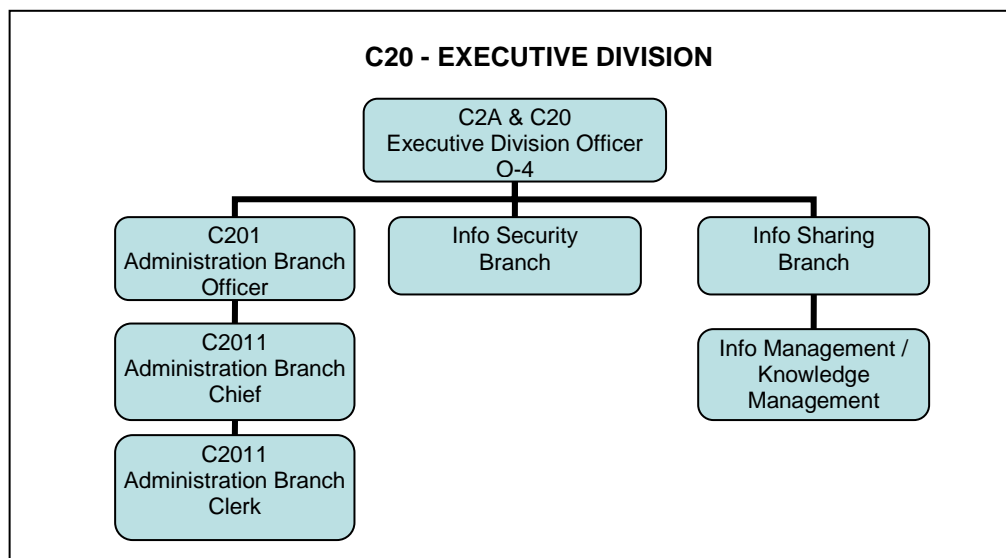


Figure C-2-B-1: Example of C20 Executive Division Organization

- 4.1.1. **Administration Branch:** The Administration Section is responsible for systems maintenance, personnel, equipment and supplies. This division also interfaces with CTF staff organizations on issues such as workspace and personnel support, security requirements, communications requirements, etc.
- 4.1.2. **Information Security Branch.** The CTF C2 may establish this branch to ensure protection of classified or sensitive intelligence information. If the CTF produces or handles SCI, this branch shall oversee Sensitive Compartmented Information (SCIF) operations. Duties of this branch include: physical security, document security, and personnel security; decompartmenting and sanitizing SCI; General Officer privacy (back channel) communications support; and operating the SCI Communications Center.
- 4.1.3. **Information Sharing Branch.** This branch is responsible for planning, coordinating and executing CJTF operations that require sharing of intelligence and operational information with coalition partners. Each nation contributing intelligence data or products to the coalition intelligence center must determine which of its information all partners can use and which of its information only selected partners can use. For coalition unity of effort and for maintaining a Common Operational Picture, intelligence released to the coalition must satisfy operational requirements of the CCTF and staff and subordinate components. The number of coalition –related bilateral intelligence sharing arrangements should be minimized. Intelligence collectors organic to the coalition’s components and tasked by the CJTF should be configured so their reports are automatically releasable to the coalition. Otherwise, the owning country must write reports of the collection effort that are releasable to the coalition. Intelligence coming into the coalition intelligence center from sources outside the CJTF should be written by owning countries at a coalition-releasable level to the maximum extent possible. It is the owning nation’s right to determine what intelligence it shares with the coalition.
- 4.2. **Counterintelligence/Human Intelligence CI/HUMINT (C2X).** The C2X is comprised of a Task Force CI Coordinating Authority (TFCICA) staff and, a HUMINT Operations Cell (HOC). The C2X exercises CJTF staff oversight over the Coalition Interrogation Facility and Coalition Document Exploitation Center. The communications and interoperability with participating nations’ CI channels is desired, but may not always be fully achievable. Participating nations shall follow their own laws and regulations concerning collection of HUMINT.

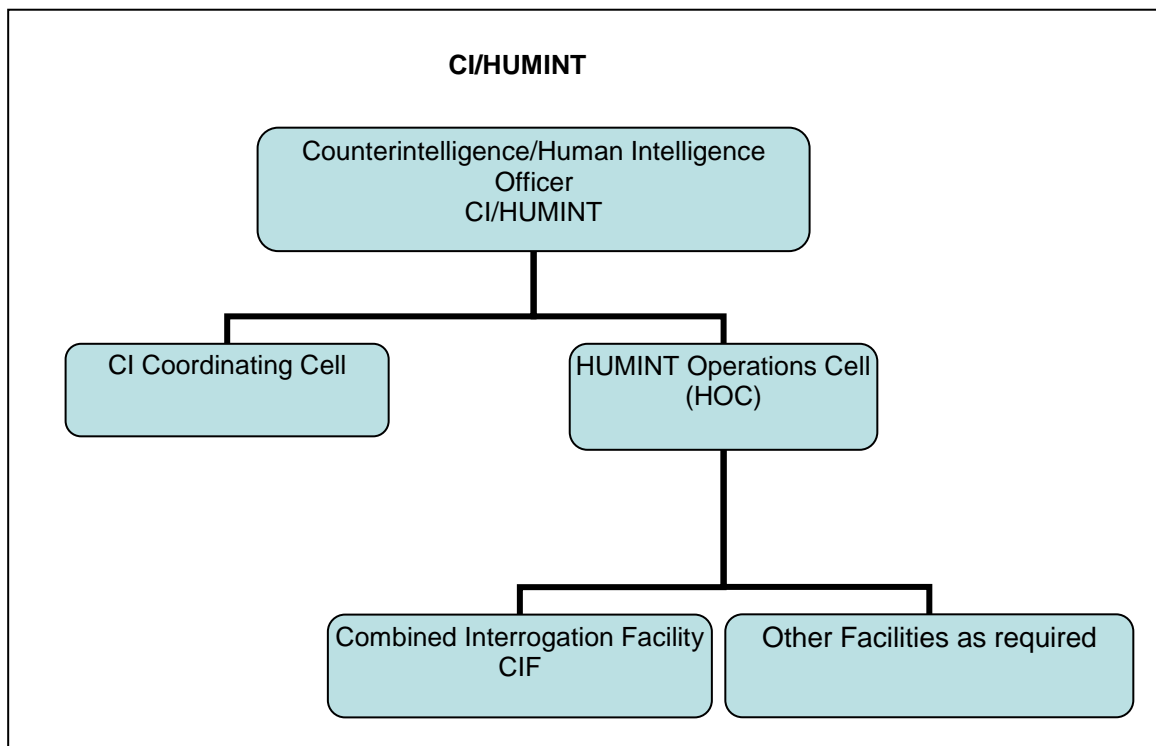


Figure C-2-B-2: Example of CI/HUMINT CELL Organization

- 4.3. **Intelligence Plans Division (C21).** C2 Plans is responsible for synchronizing intelligence support to CTF C5 future plans and the Coalition Planning Group. C2 participates in C5 planning groups and coordinates with the Coalition Intelligence Support Element (CISE) for collections and/or production support to the C5. C2 intelligence operations to support PIR development, Operation Plans (OPLANS) and Contingency Plans (CONPLANS), to include maintaining intelligence aspects of deploying forces by providing estimates and annexes supporting CJTF operations.

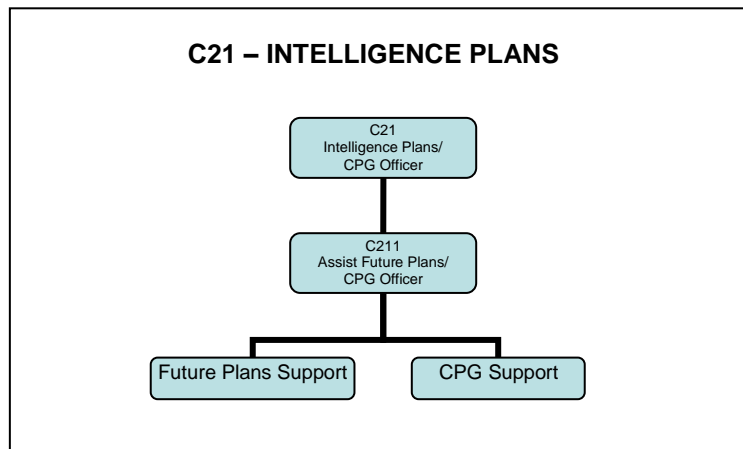


Figure C-2-B-3: Example of C21 Intelligence Plans Division Organization

- 4.4. **Intelligence Operations Division (C22).** C2 Operations ensures that the C5 Future Plans (PLANS) and C3 Future Operations (FOPS) requirements for intelligence support are met. The Future Operations Branch participation in C3 and C4/Logistics' planning groups, and by coordinating with the CISE for collections and/or production support of the C3 and C4. C2 Operations provides CTF-level support to exploitation of captured material. The Operations Division also plans and manages assignment of intelligence augmentation forces to the CJTF. C2 Operations provides support and coordination of Liaison Officer (LO) teams sent from the CJTF to other organizations. Systems support to the C2 organization is provided by the C2 Intelligence Systems Support Branch; this Branch also provides technical expertise to CJTF Components and assists them with architectural planning and execution. The Information Operations Branch provides intelligence support to Information Operations. The Future Operations Branch and Intelligence Systems Branch are optional branches based upon C2 requirements and situational factors. Two C2 Operations sections that may be required are explained more fully below.

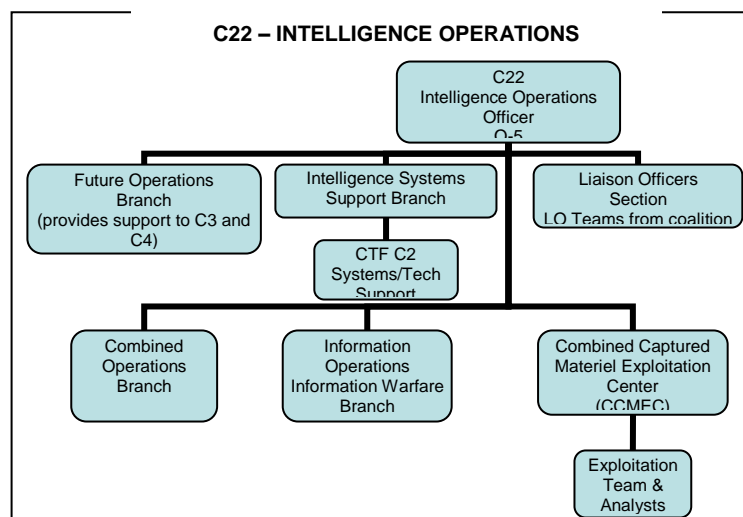


Figure C-2-B-4: Example of Intelligence Operation Organization

- 4.4.1. **Future Operations Branch.** The Future Operations Branch provides intelligence support to FOPS and PLANS cells within the CTF Planning Process (see Chapter B-6) focusing on the current phase and next phase logistical intelligence requirements. The Branch identifies Priority Intelligence Requirements (PIR) for recommendation to the CTF and submits intelligence support requirements to the Coalition / Combined Intelligence Support Element (CISE) if required.
- 4.4.2. **Intelligence Systems Branch.** The Systems Branch is divided into five primary functions, with corresponding sections: Systems Architecture, Maintenance, Systems Administration, Web Administration and Communications Security (COMSEC). The branch manages data-processing support, including operations and maintenance of all intelligence systems. The Systems Branch maximizes use of in-theater communication resources and deploys equipment to extend communications links from the CTF HQ to the war-fighter. This branch coordinates communications architecture requirements with C-6 and coordinates with C-4 and other logistics elements for timely delivery and installation of intelligence and communications systems. Interoperability problems must be resolved during the planning phase. There must be enough Systems Administrators and Maintenance Technicians assigned to the Systems Branch to ensure qualified personnel are always on duty.

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- 4.5. **C2 CISE Division (C23).** The CISE is the centerpiece within the C2 for execution of CJTF-wide intelligence analysis, production and collection missions. The CISE provides support to the CJTF Components and staff. Possible responsibilities of the CISE include: Indications and Warning; Joint Intelligence Preparation of the Battlespace (JIPB); operational intelligence support to the Commander, CJTF and components; processing and exploitation of intelligence; dissemination and integration; synchronization of collection operations; threat assessments; target nominations; intelligence support to countering asymmetric threats, such as terrorism and sabotage; and coordination with theatre intelligence staff and national agencies.

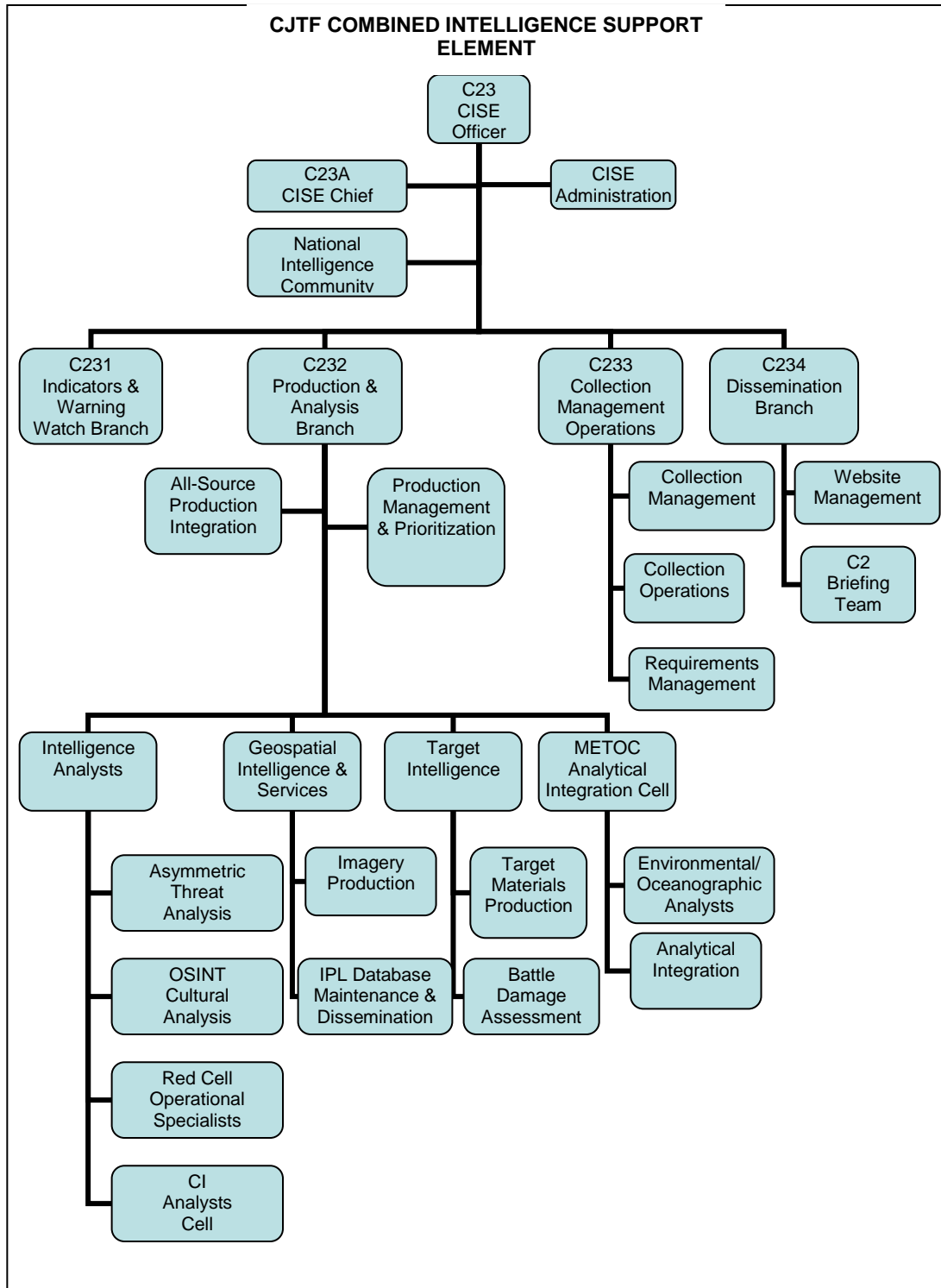


Figure C-2-B-5: Example of Coalition Intelligence Support Organization

4.5.1. Billet Responsibilities within the CISE.

- i. CISE Officer. The CISE Officer's primary job is to ensure the CISE operates effectively. To make this possible, the CJTF C2 authority to the CISE Officer to coordinate all functions performed within the CISE. Within that capacity, the CISE Officer is responsible for production and analysis of intelligence to support CJTF-wide requirements, for the management and coordination of all assigned collection assets and for requesting support from higher headquarters when needed. When needed, the CISE Officer requests intelligence assets from participating nations not organic to the CJTF through proper national channels within the CJTF.

- ii. CISE Chief. The CISE Chief provides CISE administrative support and maintenance of hard-copy intelligence files and documents.
- iii. Indications and Warning (I&W) Branch. Functions of the Branch include: Receiving, processing when required, and conducting initial analysis and dissemination of time sensitive I&W intelligence to the CJTF staff, operating commands and activities attached to or supporting the CJTF mission. This branch also provides subordinate commands with guidance on required intelligence reports. CJTF I&W should most often be satisfied by current intelligence reporting from organic CJTF assets supplemented with national I&W support. Warnings of imminent hostile activity can also be obtained from the theater or national-level resources.
- iv. Production and Analysis Branch. The Production and Analysis Branch performs detailed analysis of unclassified and classified information and produces intelligence products that support requirements of the CCTF, and his staff, and CJTF Components. CJTF analysis must include all available information in order to produce quality intelligence, and it should be written in such a way that it could be shared with all CJTF participants. Functions of the branch include: maintaining a detailed situational awareness of the battlespace; supporting C3 Current/Future Operations and C5 Future Plans requirements; producing intelligence reports and graphics to ensure situational awareness is maintained throughout the force; production of target intelligence and Battle Damage Assessment (BDA), mission assessment, supporting targeting and re-strike decisions; maintaining the CJTF Joint Target List (JTL), including management of sensitive targets; managing the CJTF “No Hit” List; integrated map and chart (geospatial) production; and integration of Meteorological and Oceanographic (METOC) data into analytical efforts. If this branch is set up for a HA/DR type operation, it shall report on subjects like local criminal activity, local political events that may impact the CJTF operation, and location and status of refugees or internally displaced persons. The Production and Analysis branch may also utilize the cells discussed below, situation dependant.
 - iv-i. Red Cell concept. The Red Cell serves as a thinking opposition force that examines the CJTF's future operations and future plans proposals. The Red Cell works separate from, but in close contact with, C2 analysts to determine how the opposition will act or react. The Red Cell concept is not documented in Coalition/CJTF or Joint Doctrine, but it can be used as an analytical tool in traditional military MOOTW or SSC type operations. In HA/DR operations the Red Cell may help in dealing with risk assessment. Red Cell personnel should be experts on how the enemy thinks and operates. The Red Cell studies enemy capability, historical models and doctrine, then applies it to courses of action as presented by the CJTF Planning Cells. The Red Cell acts as an advisor to C2 analysts by providing unique, detailed operational insights. As a result, the Red Cell becomes the focal point of shared analysis between intelligence, operations and logistics communities. Findings of the Red Cell are presented to the C2 for integration into the intelligence predictive analysis and mission analysis products.
 - iv-ii. Asymmetric Threat Cell. This cell is established by C2 as required by the conditions within the CJTF AO. The cell coordinates its assessments closely with the C3, C6 and applicable theater/national agencies.
 - iv-iii. Open-Source (OSINT) and Cultural Intelligence Cell. This cell analyzes open-source, unclassified information and coordinates with government or academic subject matter experts on unclassified sources of information and coordinates with all available agencies/experts, which can provide the CJTF with a continuing application of these factors.
 - iv-iv. Counterintelligence Analysis Cell. Directs and manages the CI/HUMINT analytical effort, coordinates with Coalition national-level intelligence sources and CI/HUMINT agencies within the CJTF. It integrates CI/HUMINT analysis into the C2's overall assessments via the All-Source Production Integration Cell.
- v. Collection Management Branch. This branch covers executing all-source collection management of CJTF collection assets. It also serves as the CJTF's intelligence collection requirement control authority by preparing, maintaining, validating and levying intelligence collection requirements on organic tactical assets; preparing requests for theater and national collection support by developing the concept of collection operations, to include the CJTF collection plan. The branch coordinates the intelligence aspects of reconnaissance activities within the CJTF area of responsibility with the C3. Component intelligence staffs coordinate integration of organic collectors (CI/HUMINT, SIGINT, and

IMINT) with the CISE's collection manager, the CI/HUMINT CELL and the Joint Exploitation Centers to ensure a unity of effort in the CJTF collection plan. The CISE continuously fuses and tasks resources to provide predictive analysis and intelligence products to the CJTF commander.

- vi. Dissemination and Integration Branch. Functions of this branch include: ensuring that intelligence is disseminated throughout the CJTF in a timely manner, and in a format that meets user requirements.

4.5.2. Information Flow. CJTF intelligence operations must provide timely, complete and accurate understanding of adversaries and the environment. Information, intelligence products, and requirements should flow through the CTF's intelligence architecture in a timely manner. The diagram below illustrates this flow of information.

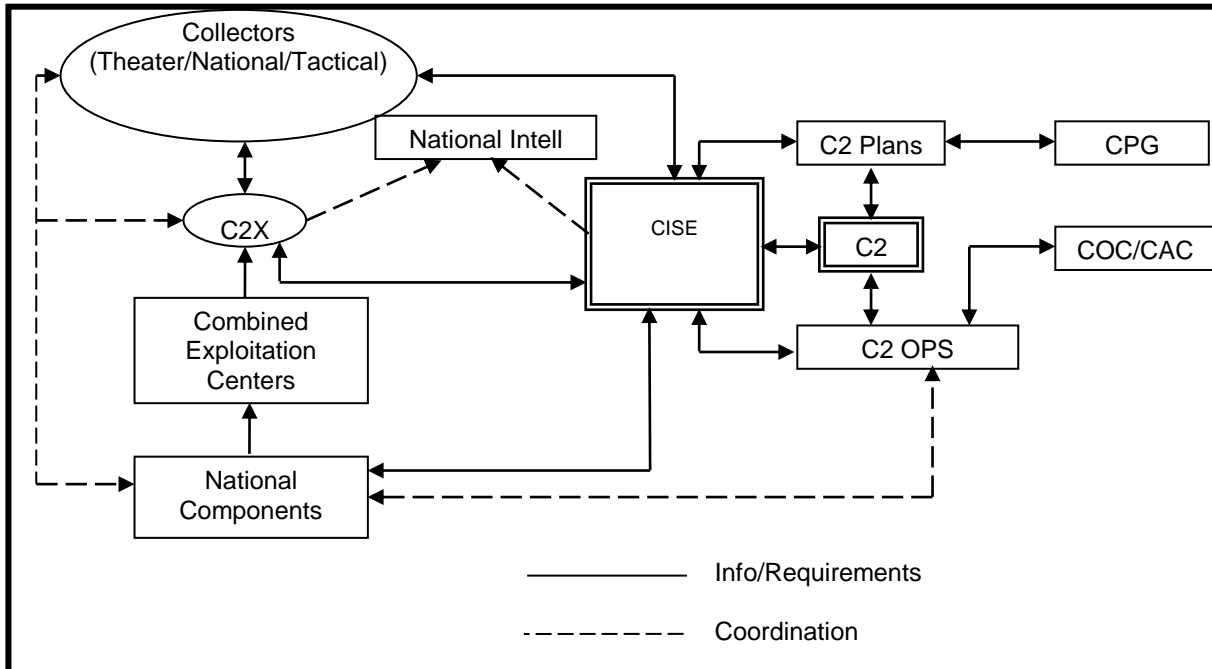


Figure C-2-B-6: Example of Information / Intelligence Flow

4.5.3. Common Operational Picture (COP). The COP provides commanders with a near real time force tracking mechanism. The development and maintenance of the COP-Enemy (COP-E) is a coordinated effort among component intelligence staffs, the CISE Order of Battle (OB) analysts, and the coalition national agencies, and is validated by the CISE Officer. The more complex the operation, the more difficult it will be to maintain the integrated COP. Information used to develop and update the COP-E comes from two sources. These sources are (1) intelligence collection assets organic to the CJTF, and (2) collection assets held at theater or national levels. The CISE's All-Source Production Integration Cell manages and fuses these data from both sources to create and maintain a reliable CJTF COP-E. The fused COP-E is passed on to CISE Dissemination and C3's COP Manager for dissemination to CJTF, components, and participating national agencies.

5. **Medium-Sized CTF:** A larger C2 staff is needed to support a medium-sized multinational operation (up to 20,000 coalition personnel). Refer to Figure C-2-B-7.

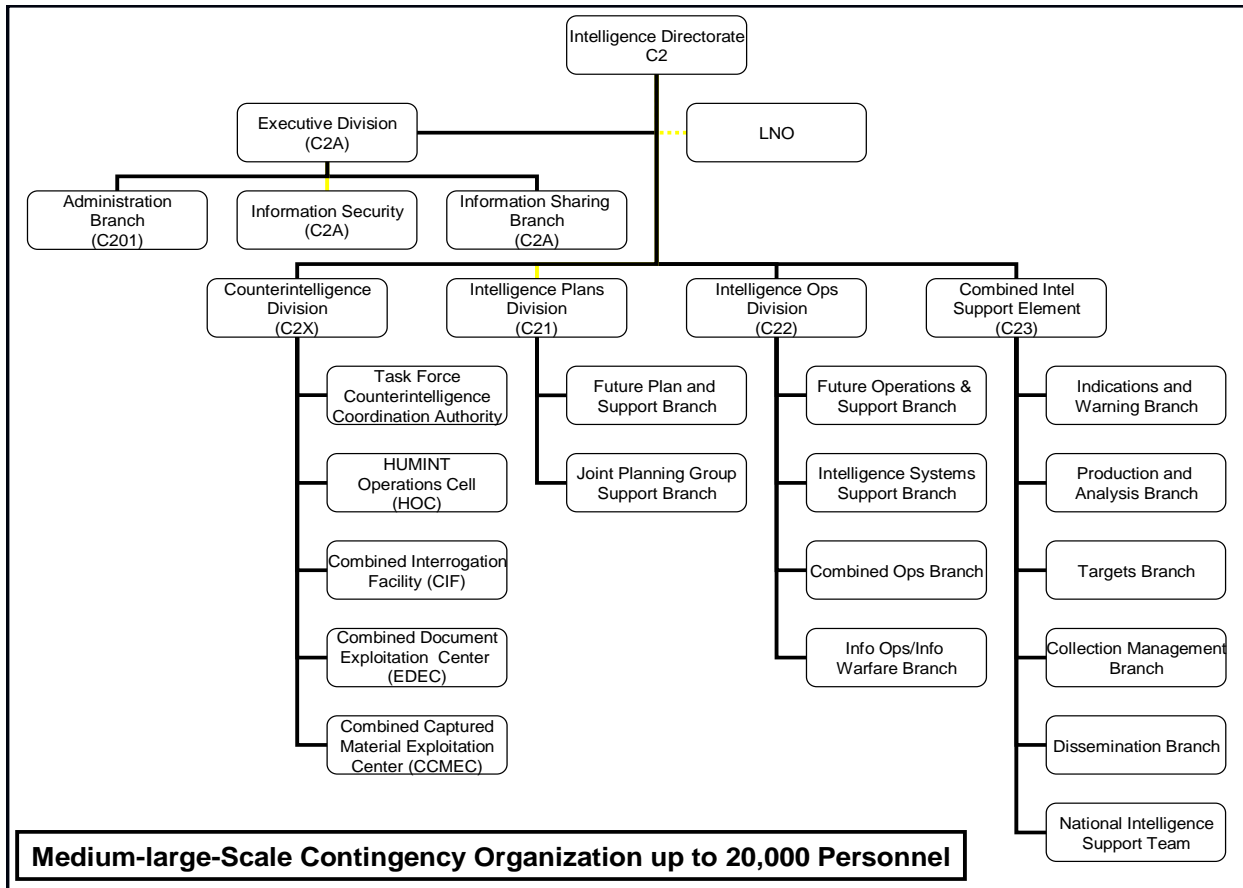


Figure C-2-B-7: Example of medium to large scale contingency organization

6. **Small-Sized CTF:** A C2 staff of up to twenty persons should be task-tailored to the mission to support a small-sized multinational force up to 2500 coalition personnel. Such a staff uses a Combined Intelligence Coordination Center (CICC) (refer to Part F, Chp 1, Annex A, CFE). Refer to Figure C-2-B-8.

Small Sized CTF C2 Organization

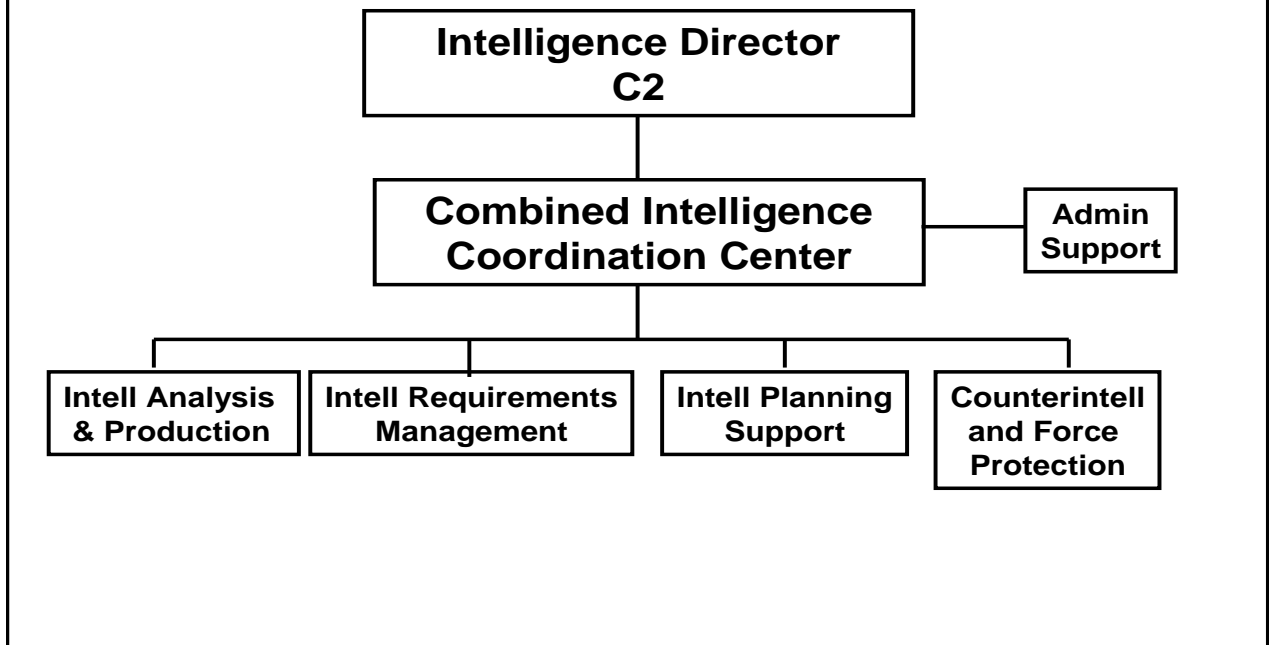


Figure C-2-B-8: Example of a small-sized CTF intelligence staff organization

ANNEX C

PRINCIPLES OF DISSEMINATION

1. **Overview.** This annex is to describe some methods of information and intelligence dissemination for the CJTF.
 - 1.1. The C2, in coordination with CJTF components and the various supporting nations' intelligence communities, must develop an intelligence storage and dissemination procedure.
 - 1.2. The C2 must work with the C6 to provide CJTF intelligence personnel, operators, and planners with computer tools and communications pipelines to pull intelligence. The C2 also must try to anticipate operator and planner requirements based on the phases of the CJTF mission, and submit RFIs in advance to be prioritized and tasked for future ISR collection missions. Threat to life or immediate flash reporting must be dissemination to the CJTF as quickly as possible via any necessary means. Standard means of intelligence dissemination options include:
 - 1.2.1. Message traffic at classification and releasable levels IAW established agreement(s) with coalition partners.
 - 1.2.2. CJTF C2 Web Site. Web-postings and e-mail on Coalition Wide-Area Networks (C-WAN) should be the primary means for dissemination during a Coalition operation. Other types of C2 information that can be posted to this site include current status of RFIs, collection requests, and current/future collection activity. If it is decided to set up a web-based intelligence architecture, the C2 must coordinate with the C6 to ensure that qualified IT personnel are available to the coalition intelligence cell. The level of classification of this website must be decided on early by coalition members and the nation volunteering to provide the equipment and expertise to set it up and maintain it.
 - 1.2.3. E-mail. Email on CJTF networks can be used for distribution of intelligence reports, including time-sensitive reports.
 - 1.2.4. Collaborative software. This includes applications that permit file sharing, chat, voice, and video that can be used to coordinate time-sensitive issues between individuals or staffs.
 - 1.2.5. CJTF Secure Voice. This is the preferred means for passing time-sensitive classified intelligence.
 - 1.2.6. Video Teleconferencing (VTC). VTC assets are traditionally used for virtual face-to-face discussion of issues and presentation of material at the primary CJTF staff and command levels. The C2 may also be required to provide intelligence updates via regularly scheduled VTCs. The C2 may use VTC to host the Combined Collection Management Board (CCMB), to include participation with subordinate commands intelligence staffs and supporting intelligence agencies.
 - 1.2.7. CJTF Secure Fax. Secure fax can be used for passing non-time-sensitive information. Confirmation of receipt is recommended.
 - 1.2.8. National Assets. Each nation within the coalition may use its own national / global assets for communications / network use.

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CHAPTER 3

MNF C3 OPERATIONS PROCEDURES

1. **Purpose.** This chapter describes responsibilities of the Operations Directorate (C3) of the CTF Headquarters and outlines procedures for a Multinational Command Center (M-Command Center). Although size and structure of a specific CTF Headquarters will vary with requirements of the mission, general functions of the C3 are relatively consistent across the full range of military operations.
2. **Responsibilities.**
 - 2.1. Organize operational aspects of the CTF HQ.
 - 2.2. Establish, organize, and direct operations of the Multinational Command Center (M-CMDC) maintaining command and control of operations and friendly forces within the CTF Area of Operations (AO) and maintaining awareness of the enemy and friendly situation.
 - 2.3. Assist in development of coalition plans and exercise staff supervision over CTF near-term planning processes (usually less than 168 hours).
 - 2.4. Prepare the Operations Estimate and the Operations Annex within OPORDS / OPLANS.
 - 2.5. Establish and maintain the CTF battle rhythm.
 - 2.6. Recommend the CTF's force organization and Identify requirements for additional combat forces.
 - 2.7. Develop guidance and tasks for CTF service and functional components.
 - 2.8. Participate with the CTF Planning Cells. Direct the C3 Future Operations Cell (FOPS - 96 to 168 hour focus) and C3 Current Operations Cell (COPS - 0 to 96 hour focus). Maintain close coordination with the C5 PLANS and accept handoff of future plans and orders to the FOPS or COPS as applicable. Conduct analysis and coordination of future operations during the execution phase. [Refer to Part B, Chapter 2, Annex B, Appendix 5](#) for details on the PLANS, FOPS and COPS cells.
 - 2.9. Refine OPORDS / OPLANS via FOPS cell based upon current situation and anticipation of projected enemy and friendly situations (96 to 168 hours).
 - 2.10. Finalize and issue OPORDS / OPLANS via COPS cell based on current situation (0 - 96 hours).
 - 2.11. Initiate, in coordination with the C2, requests for national intelligence support and other assets outside CTF control. Establish procedures to assure continued access to requested support once received.
 - 2.12. Establish interface with the International Humanitarian Community (IHC – International Organizations (IOs), Nongovernmental Organizations (NGOs), International Committee of the Red Cross and International Federation of Red Cross and Red Crescent Societies, and the UN agencies / funds / programmes) thru the CMOC and direct liaison as required.
 - 2.13. Maintain close coordination and liaison with the Multinational Coordination Center (MNCC), Coalition / Combined Logistics Coordination Center (CLCC), Civil-military Operations Center (CMOC), and the CTF Media Pool.
 - 2.14. Disseminate general targeting guidance.
 - 2.15. When directed by the CCTF, establish a Coalition / Combined Targeting Coordination Board (CTCB) and serve as the member responsible for overseeing execution of all CTCB tasks.
 - 2.16. Initiate requests for operations to be conducted outside the CTF AO.

- 2.17. Request modification of the assigned CTF AO (including establishment of exclusion and inclusion zones).
- 2.18. Integrate special operations in plans.
- 2.19. Coordinate with the Coalition / Combined Force Air Component Command (CFACC). In cases where a CFACC is not designated, plan, coordinate, monitor, and direct execution of CTF air operations as directed by CCTF by means of a Coalition / Combined Air Operations Center (CAOC).
- 2.20. In cases where a CFACC is not designated, coordinate and integrate coalition / combined air defense operations within the AO when directed by CCTF.
- 2.21. Assist in preparation of combat identification measures.
- 2.22. When directed by CCTF, establish a Rules Of Engagement (ROE) Cell to develop, monitor, modify, and submit supplemental ROE for consideration by the ROE Working Group. It is recognized that depending on the size of the staff, there may only be an ROE Working Group.
- 2.23. Determine limitations and restrictions of employment of multinational forces based on coalition nations' national policies.
- 2.24. Be prepared to supervise MNCC and CMOC as directed by CCTF.
- 2.25. Multinational Communication Integration (MCI) – C3 responsibilities. Supports C5 in the management and supervision of MCI within the force. The C3 is the near term integrator of MCI within operational execution and provides an initial assessment of MCI operations. C3 COPs, FOPs, and IO sections are the key organizations that support MCI. [Refer to Part C, Chapter 9: Multinational Communication Integration](#) for a detailed overview of MCI.
- 2.26. When multiple tactical data link capable platforms are available for operations consider appointing a Joint Interface Control Officer (JICO) to develop a Tactical Data Link (TDL) Architecture, a Combined Joint Interface Control Officer Cell, and an OPTASKLINK for Combined TDL Operations (if appropriate).
3. **Organization.** The CTF C3's organizational requirements are mission dependent. Some planning functions may be performed via reach-back to each nation's respective supporting commands and organizations, thus reducing staff footprints in the CTF AO.
4. **Small-Sized Task Force.** The C3 staff organization options for a small-sized multinational operation (several hundred to approximately 2500 personnel) focused on the lower spectrum of Military Operations Other Than War (MOOTW) and Small-Scale Contingency (SSC), Humanitarian Assistance / Disaster Relief (HA / DR), permissive Noncombatant Evacuation Operations (NEO), and peace building operations, are shown below in Figure C-3-1.
 - 4.1. Two options for a small-sized CTF. At the minimum, an M-CmdC, and some form of small COPS and FOPS cell functions should be maintained. Further, close planning of the C3 and C5 staffs may allow consolidation of these staff elements (see Chapter C5 Plans). One approach is to combine C5 Future Plans (PLANS) and FOPS and allow this to be the future planning cell for the CTF. Another approach is to have the C2, C3, and C5 integrated into one coordination center for respective functions.

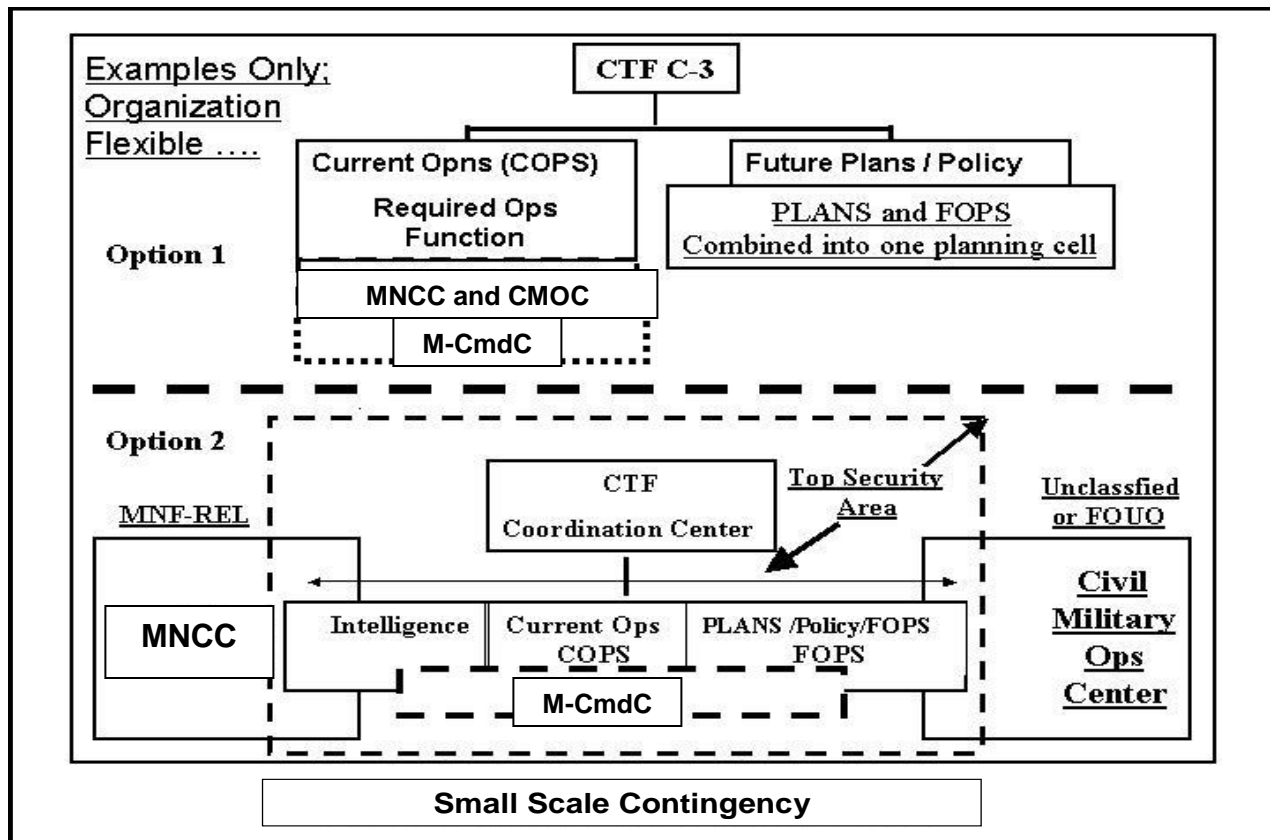


Figure C 3.1: C3 Organization Small-Sized Task Force (Two Options)

5. **Medium-Large Sized Task Force.** The C3 staff organization for a medium-large sized multinational operation (up to 20,000 personnel) with a focus on the higher spectrum of MOOTW / SSC is shown below. Within such a CTF effort the C3 element will be required to coordinate, integrate, and monitor the full spectrum of combat power. The M-CMDC may or may not be fully integrated based upon the level of classified information sharing that can be attained.

5.1. The MNCC (shown in dotted lines below) can be fully integrated into the M-CmdC if classified information can be freely shared. Conversely, this center can be operated in parallel, but outside the M-CmdC, if there are restrictions on classified information sharing. Full-time liaison between the two centers is essential.

i. In such situation where full integration of the CTF participating nations is not possible and a parallel CNCC is established, the MNCC is normally the hub for multinational planning and operations.

ii. The M-CmdC becomes a secondary support organization staffed bilaterally with nations sharing the top level of classified information. The CNCC requires full CTF staffing 24 hours a day; it is not just a liaison cell.

iii. The MNCC is normally the responsibility of the C5; however, the C3 may be responsible for the MNCC at the operational level (CTF level) since its function is to ensure CTF operations are unified and coordinated. [Refer to Part B, Chap 2: Multinational Coordination Center](#) for details.

5.1.2. The CMOC – (shown in dotted lines below) may be integrated into the M-CmdC. However, this center is normally separate due to the nature of its operations and the inability to share classified information with IOs, NGOs, and other civil-military agencies (IHC). The C7 is responsible for this center; however, if there is no C7, the C3 can be responsible for this center.

5.1.3. A template for the C3 staff organization for a medium-sized task force is outlined below:

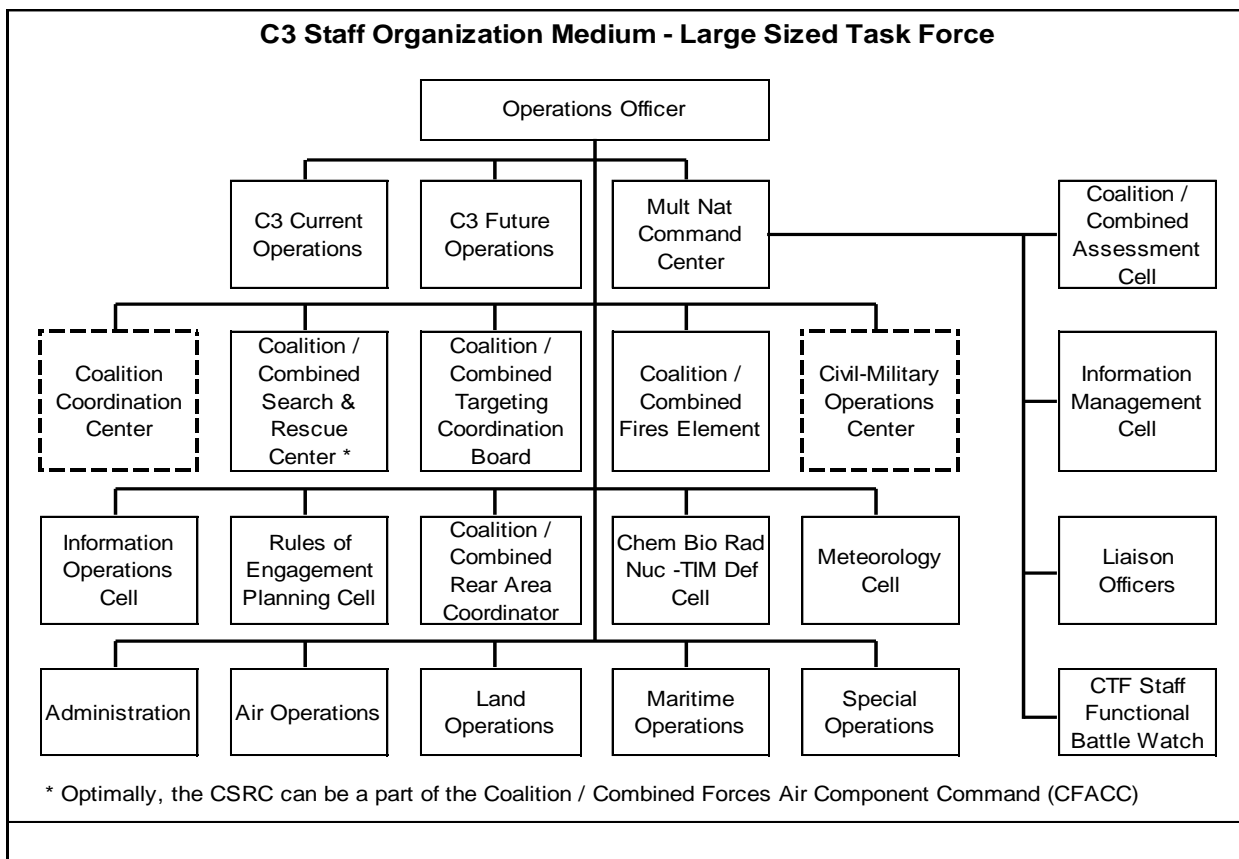


Figure C 3.1: C3 Organization Medium – Large Sized Task Force

6. **C3 Organizations.** Outlined below are essential C3 organizations for CTF future ops planning, current operations planning and CTF situational awareness for execution of CTF operations. Also critical is the maintenance of a Common Operational Picture (COP) and multinational planning / operations database common frame of reference throughout the CTF Hqs, CTF Components, participating nations and the IHC.
- 6.1. FOPS and COPS. These are critical parts of the CTF Planning Organizations which supports the CTF Planning Process. [Refer to Part B, Chapter 2: CTF Planning Organization](#) for details on these C3 planning organizations, and Annex B and C of this Chapter.
- 6.2. Coalition / Combined Targeting Coordination Board (CTCB). The CCTF defines the role of the CTCB. Typically, CTCB reviews targeting information, develops targeting guidance and priorities, and may prepare and refine target lists (TLs). In addition, the CTCB should maintain a complete list of restricted targets and areas where Special Operations Forces (SOF) are operating to avoid endangering current or future operations.
- 6.2.1. This board maintains a macro-level view of the CTF AO and ensures targeting nominations are consistent with the CCTF's concept of operations.
- 6.2.2. By conducting thorough coordination with the CTF Components, MNCC, CMOC, Public Affairs, and Psychological Operations, the CTCB can ensure thorough de-confliction of targeting with friendly locations and also ensure that favorable Information Operations (IO) support is developed. [Refer to the Part C, Chapter 9: Coalition / Combined Forces Air Component Commander \(CFACC\)](#) for additional information on the CTCB and the part it plays in the Integrated Tasking Order (ITO) process.
- 6.2.3. Coalition / Combined Fires Element (CFE). The CFE is an optional staff element that performs fires planning and coordination for the C3 (many MOOTW missions may not required this element). Specific duties of the CFE are assigned by the C3 and approved by the CCTF. When established, this element

is composed of representatives from the CCTF's staff, each CTF tactical component, and others as needed.

6.2.4. Rules of Engagement (ROE) Cell. The C3 is responsible for development of ROE in crisis action planning. The ROE planning process requires timely and extensive staff coordination and planning usually involving the C2, C3, C5, and Legal Officer. Consideration of ROE issues is critical to the CTF planning and execution processes.

6.2.5. Coalition / Combined Civil Coordination Board (CCCB). The CCCB is an optional internal board within the C3 organization whose work would normally be of a classified nature. A key challenge facing the CCTF is effective employment of assets to facilitate Civil-Military Operations (CMO).

- i. The CCCB serves as C3 liaison to the CMOC.
- ii. The CMOC would normally be composed of individuals from international and civilian organizations (IHC) who do not have access to classified material. To ensure effective CMO, either in concert with combat operations or as a stand-alone mission, focus is needed to ensure CMO is integrated and monitored within CTF missions (especially in MOOTW mission) and address lethal and non-lethal targeting efforts when required. Positive communications and rapport with the IHC and host nation is essential in regards to CTF missions (many of which may be classified).
- iii. Establishment of a CCCB, to manage country-level activities, establish priorities, and recommended guidance in execution of CMO in parallel with CTF mission will enhance CTF mission effectiveness and relations with the host nation. Early preparation and planning for civilian influence or interference with CTF operations is essential for MOOTW / SSC operations.
- iv. Coalition / Combined Rear Area Coordinator (CRAC). The CRAC is responsible for coordinating security of the CTF rear area as directed by the CCTF. The CCTF may designate a component commander or a member of the CTF headquarters as the CRAC. The CTF rear area may be vulnerable to attacks by enemy forces with accurate weapon systems, and capability of inserting forces behind friendly combat formations. Rear area installations may also be targeted by indigenous elements capable of unconventional warfare ranging from crime, sabotage, and terrorism to large-scale raids. The rear area contains units and facilities from all components that are critical to the CTF. Ports, airfields, and key host nation infrastructure facilities are priority areas for protection.
- v. Military Personnel Recovery Center (MPRC). The CCTF should establish a MPRC in the earliest stages of CTF formation. The MPRC is responsible for coordination and execution of combat rescue operations in the CTF AO. CCTFs normally exercises command authority for Combat Search and Rescue. The CTF components, in turn, establish Personnel Recovery Coordination Cells (PRCC). [Refer to Part D, Chapter 1: Personnel Recovery for details on personnel recovery and combat rescue missions.](#)
- vi. Chemical-Biological-Radiological, Nuclear or High Yield Explosive – Toxic Industrial Material (CBRN-TIM) Defense Cell. The C3 may establish this cell to coordinate force protection and assistance with Consequence Management missions within the CTF. The CBRN-TIM Defense Cell consists of a designated staff officer(s) subject matter expert(s) and supporting staff. If the CTF does not have trained CBRN-TIM staff available, the CTF shall request MPAT CBRN-TIM personnel from the appropriate nation with subject matter expertise. [Refer to Part C, Chapter 9: CBRN-TIM](#) for additional information.
- vii. Information Operations (Info Ops) Cell. The CCTF should have an Info Ops Cell in all operations to coordinate operations focused on affecting adversary information and information systems, while defending CTF information and information systems.
- viii. Meteorology Cell. The Meteorology Cell is responsible for meteorological support for CTF operations and normally functions in the M-Command. Early identification of specific weather support requirements ensures availability of necessary meteorological information.
- ix. Coalition / Combined Assessment Cell. This cell can be organized within the C3 staff or be a separate element working for the Deputy, CCTF. This cell's focus is to assess CTF operations effectiveness in

attaining the effects and tasks required to achieve the operational end states and what refinements or adjustments are required in coming execution periods (or next series of OPLANS).

- x. Information Management (IM) Cell. The IM Cell ensures that IM activities are integrated into the CTF OPLANS / OPORD and are synchronized with ongoing or planned operations. This cell also supports the IM requirement of the M-CmdC to ensure proactive IM is present within the command center. This is a critical cell to be resourced fully to maintain a proactive operational information management process for planning and operations within the C3, M-CmdC, and the CTF command as a whole.
- xi. Liaison Officers (LOs). Components and IHC should provide LOs to the C3 and M-CmdC. This is a critical requirement to ensure clear communication and exchange of information and planning.
- xii. CTF Staff Functional Battle Staff. Each CTF staff primary and special staff element needs to have a designated Watch Officer (or team if the contingency is medium – large scale) to represent their functional areas. The C3 appoints a Senior Watch Officer to run the M-CmdC and support staff. Refer to Annex A of this Chapter for additional information of this staff.

7. Tasks, functions, and procedures. The C3 directs and controls operations by planning, coordinating, and integrating military operations across the spectrum of conflict, to include ground, maritime, air, and special operations and coordination / cooperation with the IHC through the CMOC. Tasks and functions include:

- 7.1. Controls and coordinates CTF near term planning actions through COPS and FOPS. Annex B and Annex C to this chapter provide details on their operation.
- 7.2. Plans and coordinates air, land, maritime, and special operations forces to ensure integrated and synchronized plans are executed.
- 7.3. Maintains liaison with the MNCC. Normally the C5 is responsible for this coordination center. The C3 must have clear coordination channels with the MNCC. [Refer to Part B, Chapter2: Multinational Coordination Center.](#)
- 7.4. Directs ROE development. ROE development deserves special attention by the C3 and CCTF due to the diversity of participating nations within the CTF. The initial focus of effort by the ROE Cell and ROE Working Group is to support the overall planning effort by C5 PLANS. Once OPLANS / OPORDS are passed to FOPS, emphasis shifts to the C3 elements (FOPS and COPS) with support by the C2, C5, and Legal Officer Representatives at a minimum. Tasks include: [Refer to Part C, Chapter 9: Rules of Engagement.](#)
 - 7.4.1. Gather threat indicators and decision points during COA development that will become the basis for drafting and requesting supplemental ROE for the next phase or sequel (C5 PLANS) and draft ROE and supplemental ROE for C5 PLANS efforts (OPLAN, OPORD, or campaign plan).
 - 7.4.2. Update ROE in the final plans revision by FOPS and COPS based on updated information and CCTF guidance. Develop / review plans for tng, interpreting, and tracking changes or supplements to ROE.
- 7.5. Coordinates Fires. Responsible for planning and coordination of Coalition / Combined Fires. [Refer to Part C, Chapter 9: Coalition/Combined Fires Process.](#)
- 7.6. Coordinates with the CFACC or with the Coalition / Combined Air Operations Center (CAOC) if a CFACC is not established. [Refer to the Part C, Chapter 9: Coalition / Combined Forces Air Component Commander \(CFACC\).](#)
- 7.7. Integrates Civil-military Operations into CTF operations. The C7 is responsible for Civil-Military operations: however, in some situation the C3 may be directly responsible for CMO coordination and planning (no C7 designated). If CMO is a large part of the CTF mission, a C7 should be appointed and a separate CMOC activated (which will be likely in most MOOTW mission). For large scale Civil-Military operations a Coalition / Combined Civil-Military Operations Task Force (CCMOTF) may be established. Refer to Part C, Chap 7, MNF C7 Civil Military Operations Procedures.
- 7.8. Responsible for force protection planning and supervision. [Refer to Part C, Chapter 9: Force Protection.](#)

7.8.1. Responsible for CBRN-TIM Defense and Consequence Management. Establish policy and guidance for CBRN-TIM and Consequence Management operations and training designed to ensure units execute mission essential tasks for support of CBRN-TIM defense.

7.8.2. Implements a Nuclear, Biological and Chemical Warning and Reporting System (NBCWRS). [Refer to Part C, Chapter 9: CBRN-TIM for additional information.](#)

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Annexes:

Annex A: MNF Command Center (M-CmdC)

Annex B: Current Operations (COPS)

Annex C: Future Operations (FOPS)

Annex E: Air Operations Cell

Annex F: Land Operations Cell

Annex G: Maritime Operations Cell

Annex H: Special Operations Cell

Annex I: Coalition/Combined Fires Element

Annex J: Defensive Cyber Operations

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ANNEX A

MULTINATIONAL FORCES COMMAND CENTER (M-CmdC)

1. **Purpose.** The Multinational Forces Command Center (M-CmdC) fuses all CTF operations by controlling the execution of orders, operations, and intelligence. It also provides administrative functions to command and control the CTF. The M-CmdC provides awareness of the friendly and enemy situation, and integrates it into a single integrated database or Common Operational Picture (COP).
2. **Organization.** The physical layout of the M-CmdC is organized to best facilitate the flow of information and actions from Liaison Officers (LOs) and watch officers through the Current Operations Cell, to the Deputy M-CmdC Chief, M-CmdC Chief, and C3. A notional template for the physical M-CmdC layout of a medium sized task force is provided in Figure 3-A.1. It is important to note that this could have many variations. Further, refinement of the M-CmdC should be made as the CTF matures, and the CTF mission is refined or adjusted.
 - 2.1. A Current Operations Cell (COPS). The COPS maintains situational awareness, shares situational information with Intelligence Current Operations and C3 Future Operations (FOPS), drafts and finalizes orders, and provides a conduit for the transmittal of information from LOs and watch officers. [Refer to Annex B of this chapter.](#)
 - 2.2. Information Management (IM). [Refer to Part C, Chapter 9: Information Management.](#) The IM section is responsible for:
 - 2.2.1. Command and control support of the M-CmdC to include Request For Information (RFI) management and processing
 - 2.2.2. COP maintenance
 - 2.2.3. Display of M-CmdC information (including Commander's Critical Information Requirement (CCIR), execution and synchronization matrixes, and significant events)
 - 2.2.4. Compilation and presentation of shift change briefs
 - 2.2.5. Transmission, receipt, and tracking of message traffic
 - 2.3. Coalition / Combined Assessment Cell (CAC). A CAC analyzes intelligence and operational information and distributes fused assessments to the CCTF and CTF staff. The senior officer assigned in the CAC will be designated as the CAC Chief. This cell is the means of operationally fusing the current situation into a refined knowledge base instead of non-fused information. The CAC reports directly to the M-CmdC Chief. The CAC will receive primary information from the Current Operations and Current Intelligence cells. The CAC Chief will provide results of the assessment with recommendations to the Coalition / Combined Assessment Working Group (CAWG). [Refer to Part B, Chapter 2: CTF Assessment of Operations for details on the CTF assessment process and CFEs that support this process.](#) Specific functions include:
 - 2.3.1. Provide, with the C2, an estimate of enemy actions or reactions based upon friendly actions.
 - 2.3.2. Track and analyze all approved CCIRs. CAC will recommend the addition of new, or the deletion of existing CCIRs to the M-CmdC Chief, and coordinate the accurate posting of all current, approved CCIRs in the M-CmdC. Track decision points in the same manner.
 - 2.3.3. Recommend to the C3 appropriate branches and sequels for development by the FOPS and C5 PLANs respectively..
 - 2.3.4. The CAC will coordinate with the Coalition / Combined Intelligence Chief.
 - 2.3.5. Conduct the initial assessment function within the CTF assessment process in conjunction with the C3 and C5; and submits formal assessment reports to the CAWG for review and action.

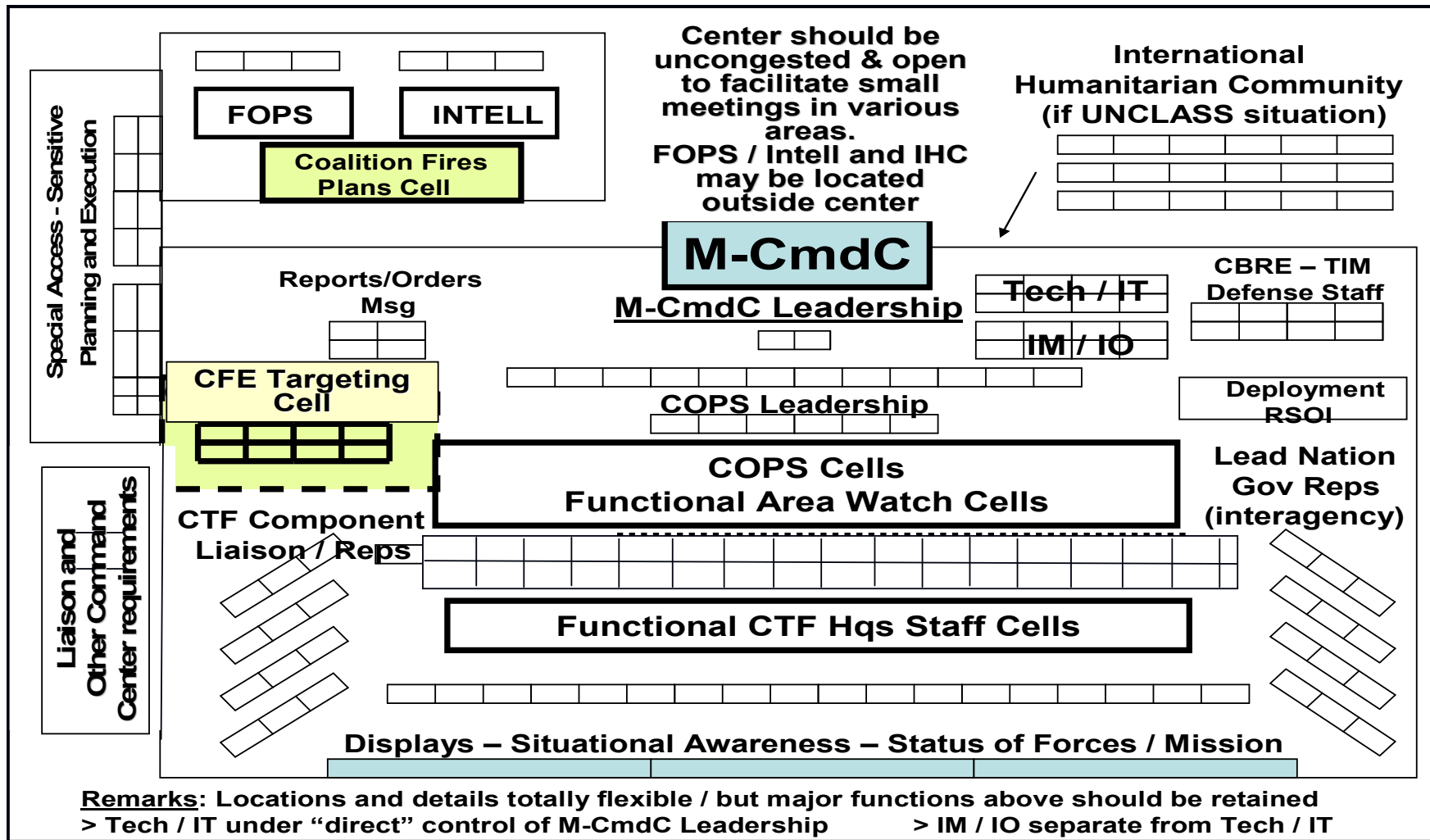


Figure 3-A.1: Coalition / Combined Operations Center (M-CmdC) Template - Physical Layout

Note: The M-CmdC layout is very flexible in execution; however, ALL major headquarters functions need to be represented. This area should be open and expansive to allow for approximately three times the normal operating number of personnel since updates, coordination meetings, and small group meetings occurs within the command center (want to ENCOURAGE coordination and cooperation within the center as a norm). Additionally, the technical planning for how information is displayed and computer support for personnel is an important planning factor. The Tech / IT and IM personnel need to be full time in the center. Breakout rooms also need to be planned for to address the need for coordination meetings not appropriate for the center.

3. **Responsibilities.** This paragraph describes the duties and responsibilities of the M-CmdC staff. The actual organization and manning requirements can be refined to meet the actual situational needs present for the crisis. A humanitarian operation will require a different M-CmdC organization than a combating terrorism operation or strike operation. Flexibility in organization is a key factor in planning and establishing the specific M-CmdC organization. In most cases personnel from coalition nations, civilian organizations, etc., will not possess a security clearance sufficient enough to function inside the M-CmdC. As discussed in Part B – Chapter 2 – Annex D, an operational start point would be to establish a Coalition Coordination Center (CCC) to provide a location for operational coordination in a shared classification level. Refer to Figure “CTF HQ Essential Battle Staff”, for the CTF HQs organization template start point.
- 3.1. M-CmdC Chief. A senior officer with command and operational experience normally heads the M-CmdC. His primary responsibilities include:
- 3.1.1. Reports to the C3.
 - 3.1.2. Immediately informs the C3, COS, and CCTF (as necessary) of any significant events.
 - 3.1.3. Monitors the current status and situation of assigned forces and makes appropriate recommendations to the C3 for current operations.
 - 3.1.4. Coordinates CTF force employment, as directed by C3, COS, and CCTF.
 - 3.1.5. Monitors the execution of operations orders.
 - 3.1.6. Responsible for preparation and submission of OPREPs and SITREPs.
 - 3.1.7. Supervises all M-CmdC functions and activities.
- 3.2. Deputy M-CmdC Chief. The Deputy M-CmdC Chief is the M-CmdC Chief's primary assistant and conducts the following duties:
- 3.2.1. Responsible for the day-to-day operations of the M-CmdC.
 - 3.2.2. Reviews incoming messages and affixes appropriate distribution guidance to each.
 - 3.2.3. Coordinates the efforts of all watch officers within the M-CmdC.
 - 3.2.4. Ensures accuracy and currency of all M-CmdC information including situation maps, the mission statement display, task organization chart, friendly forces information, the significant events display, and the watch journal.
 - 3.2.5. Informs the watch officers or staff sections of significant events and ensures these are posted to significant events display.
 - 3.2.6. Monitors the M-CmdC communications network in conjunction with the C6 watch officer.
 - 3.2.7. Directs the preparation of required operational messages and orders.
 - 3.2.8. Coordinates the M-CmdC watch change briefings.
 - 3.2.9. Monitors the CCTF's daily SITREP to ensure timely and accurate submission.
 - 3.2.10. Conducts operations in the absence of the M-CmdC Chief.
- 3.3. COPS Officer. The COPS Officer serves as the principle advisor to the M-CmdC Chief and his deputy on all operational matters within the CTF AO. The COPS Officer supervises the issuance and execution of CCTF's orders and instructions. Additional responsibilities include:

- 3.3.1. Monitors situation, locations, status, and actions of all forces in the CTF AO and remains updated on the friendly and enemy situation.
- 3.3.2. Is thoroughly knowledgeable in all aspects of plans, orders, and force capability
- 3.3.3. Ensures operational displays and status of all forces are maintained and accurately portrayed.
- 3.3.4. Ensures M-CmdC Chief and other watch officers are informed as to the status of overall CTF operations.
- 3.3.5. Ensures close coordination with component liaison officers.
- 3.3.6. Drafts outgoing messages, internal staff papers, and memoranda as required.
- 3.3.7. Accomplishes the final COPS revisions, updates, and coordination of orders (OPORDs) handed off from the COPS; including Warning Orders (WARNORD) and Fragmentary Orders (FRAG Orders).
- 3.4. Information Management (IM) Officer. The IM Officer is responsible for the administrative support of the M-CmdC to include, Request for Information (RFI) management and processing; COP maintenance; display of M-CmdC information (including CCIRs), execution and synchronization matrixes, significant events; compilation and presentation of shift change briefs; and transmission, receipt, and tracking of message traffic.
 - 3.4.1. Responsible for Master Suspense Action Log to track all component and M-CmdC action items and tasks.
 - 3.4.2. Responsible for the Significant Events Log and Board.
 - 3.4.3. Responsible for maintenance of master files for all incoming and outgoing messages by date-time-group.
 - 3.4.4. Prepares other reports.
 - 3.4.5. Assists action officers in message drafting and processing.
- 3.5. Functional Watch Officers. Listed below are the functional watch positions within the M-CmdC based upon the operational starting point established for the CTF HQs organization (see Figure B-5-B-1 in Chapter B-5 for the CTF HQs organization template). Additional watch positions are established for the Coalition Coordination Centers. These coordination center watches are critical to ensure the centers receive a priority emphasis in Military Operations Other Than War (MOOTW) and Small Scale Contingency (SSC) planning. Additional watch positions can be added as required based upon situational demands.
 - 3.5.1. Land Operations Watch. The Land Operations Watch may have sub-cells of Army, Marine, and Special Operations to integrate and consolidate ground operations within the CTF AO.
 - 3.5.2. Maritime Operations Watch. A separate Navy and Marine Watch may also be included depending on the degree that Marine forces operate separately from Navy forces within the CTF AO. Marine forces may also transition to the Land Operations Watch cell based upon the degree of extended land operations for Marine forces.
 - 3.5.3. Air Operations Watch. Maintains close liaison and coordination with the Coalition / Combined Force Air Component Commander (CFACC) and/or Air Operations Center.
 - 3.5.4. Special Operation Forces Watch. May be integrated into Ground Operations Watch, but this is not recommended if significant air, land, or sea special operations forces missions are to be conducted within the CTF AO.
 - 3.5.5. Air Defense Watch
 - i. Monitors current status of air defense, Theater Missile Defense (TMD), and Airspace Control.

ii. Coordinates requests for declaration of Air Defense Emergencies.

iii. Coordinates CTF actions for missile launch warnings.

3.5.6. CBRN-TIM Defense Watch

i. Monitors CBRN-TIM weapon status and recommends actions related to weapons of mass destruction to the M-CmdC Chief

ii. Makes recommendations to M-CmdC Chief and C3 on CBRN-TIM Defense issues

3.5.7. Force Protection Watch

i. Monitors Force Protection Conditions (FPCON) for coalition / combined forces.

ii. Makes recommendations to M-CmdC Chief and C3 on operational force protection issues (e.g., anti-terrorism, coordination with local law enforcement, etc. See also Chapter 3, Annex E.) Provides liaison with Force Protection Cell.

iii. Assists in dissemination of FPCON levels and measures.

3.5.8. Targeting and Fires Watch

i. Provides representation to the M-CmdC, CFACC, and Coalition / Combined Targeting Coordination Board (CTCB).

ii. Prepares coalition / combined fires annexes and fire support plans.

iii. Recommends coalition force level targeting guidance and targeting priorities to the C3 for consideration by the CTCB.

iv. Maintains status of fire support systems logistics.

v. Coordinates and de-conflicts surface-to-surface fire support except missile missions assigned to the CFACC.

vi. Monitors the status of time sensitive targeting based on the CCTF's guidance.

3.5.9. Information Operation (IO) / Information Warfare (IW) Watch.

i. Maintains status of all IO assets and operations in the CTF AO.

ii. Coordinates all IO / IW operations with other CTF staff sections.

iii. Coalition / Combined Meteorology and Oceanography (METOC) Officer

iv. Monitors and advises the C-3 of all meteorological matters that impact operations.

v. Coordinates all meteorological support.

3.5.10. Combat Engineering Watch:

i. Coordinates engineer support activities and requirements.

ii. Evaluates mobility and counter mobility options.

iii. Provides terrain analysis.

3.6. Staff and Liaison Watch Officers: Listed below are the CTF staff watches within the M-CmdC.

3.6.1. C1 Watch: Provides personnel support coordination for the M-CmdC.

3.6.2. C2 Watch.

- i. Provides intelligence support for the M-CmdC.
- ii. Informs the M-CmdC Chief and CTF C2 of significant intelligence actions and events.
- iii. Assists in the preparation of reports.
- iv. Maintains a log of significant intelligence actions.
- v. Plots enemy order of battle.
- vi. Maintains imagery and reference data displays within the M-CmdC.

3.6.3. C4 Watch:

- i. Assists in the coordination of logistic plans and actions.
- ii. Maintains the current status of logistic operations.
- iii. Prepares logistics input to the SITREP and OPREP.
- iv. Monitors incoming and outgoing message traffic and identifies required logistics action items.
- v. Maintains a log of events pertinent to logistics actions.
- vi. Supervises Liaison Officers (LOs) from staff sections under C4 cognizance (Eng, Med, etc.).

3.6.4. C5 Policy and Plans Watch: Provides link to the C5 Future Plans and C5 policy sections for M-CmdC coordination.

3.6.5. C6 Watch.

- i. Advises the M-CmdC Watch Officer on communications matters.
- ii. Coordinates required network management and communications for the M-CmdC.
- iii. Ensures adequate secure networks communication connectivity.
- iv. Monitors CTF / M-CmdC message traffic and communications status.
- v. Maintains a log of significant communications activities.
- vi. Supervises communications personnel supporting the M-CmdC.
- vii. Prepares briefings on communications status for the Commander, CTF and provides communications inputs for the SITREP and OPREP reports.
- viii. Maintains current status of all CTF communications.
- ix. Reacts to requests for additional communications support, or restoration of degraded communications.
- x. Provides technical advice and assistance to the M-CmdC on the installed communications and network equipment.

3.6.6. Coalition / Combined Legal Officer. Advises CCTF, COS, and C-3 on all legal matters including rules of engagement.

- 3.6.7. MNCC Watch: Integrates and maintains situation awareness between M-CmdC and MNCC.
- 3.6.8. CMOC Watch: Integrates and maintains situational awareness between M-CmdC and CMOC.
- 3.6.9. Coalition / Combined Logistics Coordination Center (CLCC) Watch: Integrates and maintains situational awareness between M-CmdC and CLCC.
- 3.6.10. CTF Media Pool Watch. Due to the increased requirement for integration of national and international news services, this watch station is placed with the normal watch area within the M-CmdC.
- 3.6.11. Liaison Officers (LOs):
 - i. Multinational liaison officers
 - ii. From subordinate components of CTF.
 - iii. From supporting commands and agencies.

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ANNEX B

CURRENT OPERATIONS (COPS) CELL

1. General.

- 1.1. CTF Planning Process. See Figure C-3-B.1. [Refer to Part B – Chapter 2: CTF Planning Process Overview](#) for a detailed outlined of the CTF Planning Process.

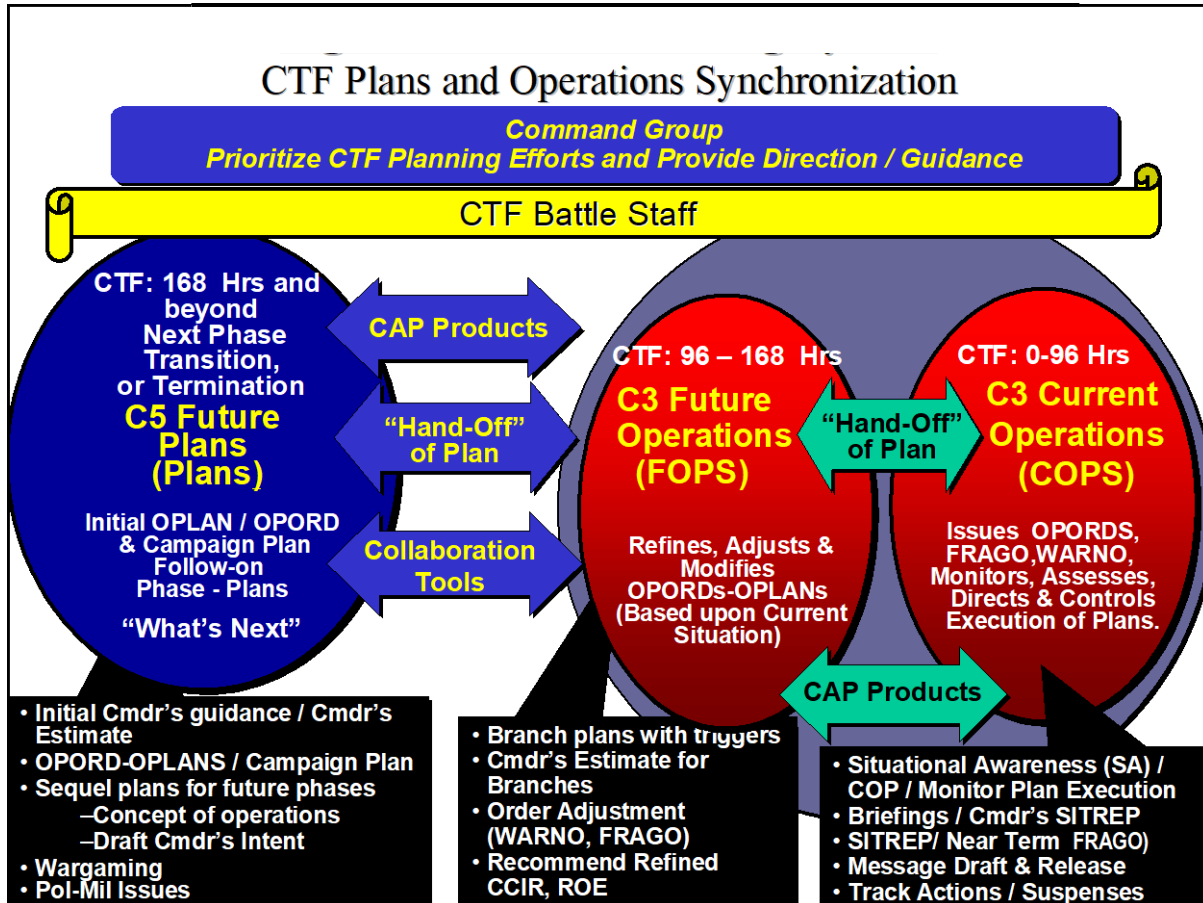


Figure C-3-B.1: CTF Planning System

- 1.2. COPS Officer. The COPS Officer supervises the execution of the CCTF's orders and may also be assigned as the Multinational Force Command Center (M-CmdC) Chief. In medium-sized CTF operations a M-CmdC Chief separate from the COPS is usually designated - [see Chap 3, Annex A](#) for details on this issue. The COPS element of the M-CmdC is manned by the air, land, maritime, and special operations watch officers and other designated representatives as prescribed by M-CmdC director to meet CCTF guidance and intent. Normally the MNCC, CMOC, CLCC, and CTF Media Pool watch officers should be collocated with the COPS cells to integrate battle functions within the CTF Area of Operations (AO). COPS is responsible for maintaining current situational awareness of operations from the present to 96 hours, and making the final refinements for orders received from FOPS for issuance to the CTF components.

- 1.3. Information flows to the COPS Cell from the other watch officers within the M-CmdC, from component liaison officers, and from continuous communications with Component Current Operations cells.

2. Current Operations Cell.

- 2.1. Monitors situation, locations, status, and actions of all forces in the AO.

- 2.2. Is thoroughly knowledgeable in all aspects of plans, orders, and force capability.

- 2.3. Maintains a log of all significant events and pending actions.
 - 2.4. Ensures operational displays and status of all forces are maintained and accurately portrayed.
 - 2.5. Ensures M-CmdC Chief and other watch officers are informed as to the status of overall CTF operations.
 - 2.6. Ensures close coordination with component liaison officers to maintain current status.
 - 2.7. Drafts outgoing messages, internal staff papers, and memoranda.
 - 2.8. Receives battle hand-off of OPORDS from FOPS (and at times C5 Plans) within the crisis action planning process.
 - 2.9. Writes, revises, updates, and coordinates the release of orders ; including Warning Orders (WARNORD), Fragmentary Orders (FRAGOs), and Operational Tasking Orders for Tactical Data Link (TDL) Links (OPTASKLINKS).
 - 2.10. Advises CCTF, Chief of Staff, and C3 (as appropriate) of the following:
 - 2.10.1. Actions of hostile or potentially hostile forces that threaten the CTF.
 - 2.10.2. The beginning, termination, and results of important engagements, strikes, combat operations, or missions.
 - 2.10.3. Significant casualties, ordnance shortfalls, weather conditions, or changes in the tactical situation that impact the mission.
 - 2.10.4. Unexpected changes or disruptions of major ongoing operations.
 - 2.10.5. Any unusual event or mishap involving units assigned.
 - 2.11. Monitors Commander's Critical Information Requirements (CCIRs) status.
 - 2.12. Manages mandatory reporting process, requirements, and responses.
- 3. Information and Coordination Flow.** The COPS Cell has responsibility to maintain the most up-to-date picture within the CTF staff of overall CTF operations. Information initially flows from the functional watches and from the component operations cells to the COPS Cell within the M-CmdC. This information is filtered and provided to the M-CmdC Chief or Deputy Chief. The COPS Cell also provides feedback on overall CTF operations to the M-CmdC watch officers. Coordination is continuous between COPS and the M-CmdC functional watch officers, the component operations elements, and the Coalition / Combined Assessment Cell (CAC). COPS continually provides updated operational situation to the CTF planning cells by liaison with the FOPS and C5 Future Plans Operational Planning Team (OPT).
- 4. Preparing and Issuing Orders and Reports**
- 4.1. Orders. Normally, FOPS prepares and coordinates CTF orders while COPS supervises execution of the orders. COPS receives battle hand-off of OPORDs from FOPS, and, in turn, makes final preparation of the OPORD based upon up-to-date situational awareness, then issues the order upon CCTF approval. However, in some time-sensitive situations COPS can compose and issue execution orders (OPORDs, FRAGOs, or WARNORDs).
 - 4.2. Reports. The COPS Cell of the M-CmdC is responsible for preparing operations-related reports for submission to higher headquarters. Input for reports will be coordinated with the functional watch officers in the M-CmdC and with operations sections at each component. [Refer to Part C, Chapter 9, Information Management.](#)
- 5. Plans Hand-off.** To prepare to execute a branch plan, the FOPS will conduct a plans hand-off with the COPS. The COPS, at the appropriate time, will then issue the OPORD, FRAGO, or WARNORD based upon CCTF approval.

- 5.1. FOPS conducts plans hand-off brief to COPS Cell.
- 5.2. FOPS provides the COPS personnel with a coordinated, draft OPORD, FRAGO, or WARNORD with a Course of Action (COA) sketch or overlay of applicable branches and sequels, and a draft execution matrix.
- 5.3. FOPS provides clarification. FOPS provides a FOPS Continuity Officer for each plan passed to COPS. This officer stays with the plan, acts as the FOPS representative for questions, and assists COPS in the final preparation of the OPORD for issuance and follow-on supervision.
- 5.4. The COPS accepts the order and supporting planning documents
6. **Synchronization of Operations.** The primary challenge for the CTF staff is to integrate and synchronize the component capabilities at their disposal into multidimensional operations against adversarial forces. The synergy achieved by synchronizing the battle functions of air, land, maritime, and special operations forces, and the CTF functions of coalitions partners Coalition Coordination Center (MNCC), Coalition Logistics Coordination Center (CLCC) and civil-military activities, via the COPS, enables the CCTF and CTF Component Commanders to project focused capabilities that take advantage of friendly strengths and enemy vulnerabilities.
 - 6.1. Responsibility. The C3 is responsible to the CCTF for synchronization of joint operations within the CTF. The synchronization function is the primary responsibility of COPS.
 - 6.2. Process. The ability of the COPS to synchronize the capabilities available to the CTF depends on a shared understanding of the operational situation. The COPS must have a vision of how the operation is to be conducted and sequenced, as well as a clear understanding of the preconditions that will trigger the initiation of specific, preplanned actions to achieve a desired end state.

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ANNEX C

FUTURE OPERATIONS (FOPS) CELL

1. **Purpose.** The C3 Future Operations (FOPS) is responsible for future operations planning that occurs within the 96 - 168 hour time frame. FOPS represents C3 in the CTF planning process to ensure continuity between C3 Current Operations (COPS) and C5 Plans (PLANs) regarding plans and orders, continuity, CCTF's intent, approved end states, and operational objectives. FOPS plans operations within the current phase and accomplishes the final coordination of plans developed by Plans. The plans are based on updated situational awareness and ongoing refinements required to synchronize all factors involved in the pending operation.
 - 1.1. Plans developed by C5 Plans are modified based on the current situation, developed into Operation Orders, Fragmentary Orders, or Warning Orders (OPORDs, FRAGOs, or WARNORDs) and are passed to the COPS for execution.
 - 1.2. FOPS develops and assesses the current operation and projects future status of friendly forces for the next three days. These projections, in conjunction with Command and Control (C2) projections for enemy actions, are used to determine the need for modifications and development of branches to current and projected operations to achieve the CCTF intent and end states. They are also used to provide input to the targeting and collections boards to aid in the prioritization process.
 - 1.3. FOPS is organized into: (1) an Operational Planning Team (OPT) composed of a small group of focused planners tailored for the operation with the applicable integrated component liaison officers; and, (2) a larger group of staff, functional areas, and subject matter experts, including members from the CTF HQs and components.
 - 1.4. CTF Planning Process. See Figure C3-C.1 below; and [refer to Part B – Chapter 2: CTF Planning Process Overview for the CTF planning process details.](#)
2. **Responsibilities.**
 - 2.1. Coordinate and receive the operation plans and operation orders from the C5 Future Plans during the CTF planning process.
 - 2.2. Provide COPS with draft orders for operations within the 96-168 hour planning window prior to execution.
 - 2.3. Develop projections of friendly forces for the next 96-168 hours.
 - 2.4. Assist C3 in developing targeting and collection guidance.
 - 2.5. Synchronize future maneuver with fires and intelligence collections.
 - 2.6. Meet with C3 and CCTF daily to receive intent and guidance.
 - 2.7. Lead the C3 FOPS OPT.
 - 2.8. Prepare briefing inputs for C3 approval.
 - 2.9. Maintain awareness of ongoing C5 Future Plans actions for the next phase or sequel. Maintain liaison with the C5 Future Plans Coalition / Combined Planning Group (CPG) or OPT.
 - 2.10. Provide representation to the following CTF boards and cells (this is a notional list; more boards and cells may exist):
 - 2.10.1. Combat Assessment Cell
 - 2.10.2. Logistics Operations Center
 - 2.10.3. C5 Plans

2.10.4. C3 COPS

2.10.5. Deployment Management Team (DMT) - Forces deployment / Time Phased Force Deployment Data (TPFDD) Working Group

2.10.6. Command Control Coordination Computers Intelligence (C4I) Cell

2.10.7. Coalition / Combined Targeting Coordination Board

2.10.8. Coalition / Combined Collection Management Board

2.10.9. Coalition / Combined Assessment Cell

2.10.10. Information Operations Cell

2.10.11. Rules of Engagement Planning Cell

2.10.12. Public Information Cell

2.10.13. Coalition / Combined Search and Rescue Center

2.10.14. Coalition / Combined Information Management Board

2.10.15. Coalition / Combined Joint Interface Control Cell

2.11. Manage Request for Information (RFI) within FOPS

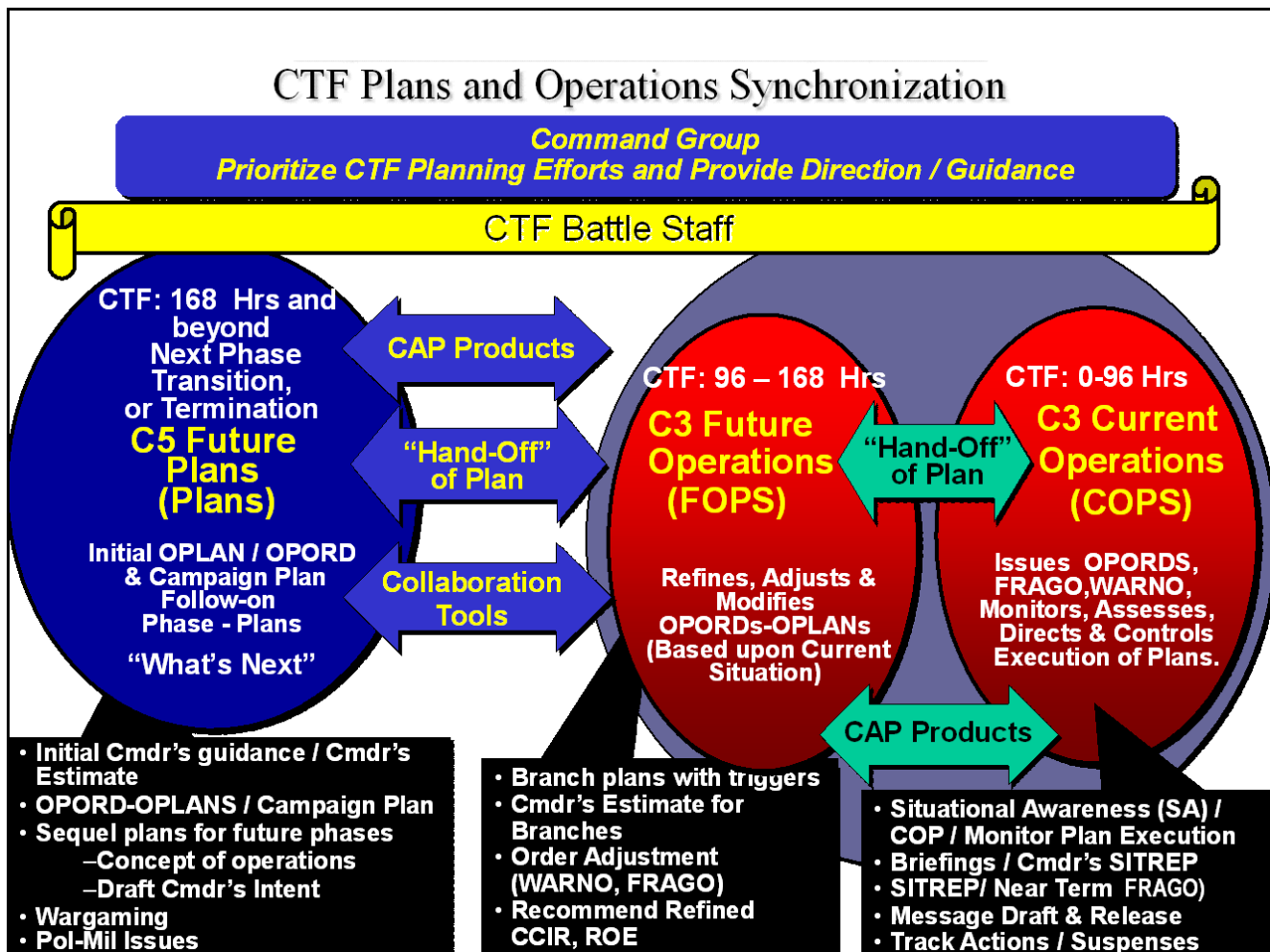


Figure C-3-C.1: CTF Planning System

3. **Information and coordination flow.** FOPS assimilates information received from C5 Future Plans, COPS, and the Coalition / Combined Assessment Team to plan operations occurring within the next 96-168 hours. FOPS develops detailed plans, warning orders, and FRAGOs for sustainment of current and future operations to C3 for CCTF guidance and approval.
4. **Preparing and Issuing Orders and Reports.** FOPS prepares and coordinates draft CTF orders using the standard five paragraph format: Situation, Mission, Execution, Administration and Logistics, Command and Signal. COPS is responsible for final modifications to the orders and subsequent issuing of the approved order.
5. **Plans Hand-off.** There are three methods of conducting the plans hand-off from the C5 Future Plans through FOPS, and, in turn, to COPS. The first method is a transition brief conducted by the C5 Future Plans when the operations plan or order is ready for execution. The second method is a planner from the FOPS (the FOPS Continuity Officer) to become fully integrated into the planning process at the inception of the plan. This continuity officer, coupled with a C5 Future Plans Continuity Officer, stays with the plan until it is issued (C5 Future Plans, to FOPS, and eventually to COPS). The third method is a combination of the C3 and C5 Continuity Officers staying with the plan from inception to endstate, combined with a plans hand-off brief at each stage of the plan as it moves from C5 Future Plans, to FOPS, and COPS. The third method is this SOP's preferred process if there are adequate personnel resources to allow individual officers the ability to remain tied to one plan.
6. **Members of FOPS.** The following personnel constitute the members of FOPS Cell:
 - 6.1. Future Operations Officer
 - 6.2. Deputy Future Operations Officer
 - 6.3. Long Range Plans Officer
 - 6.3.1. Serves as the liaison between C3 COPS, FOPS and C5 Future Plans to support the crisis action planning process.
 - 6.3.2. Coordinates with COPS to remain cognizant of end state goals and objectives.
 - 6.3.3. Ensures plans developed by the CPG process reflect the CCTF's intent and are a logical extension of current end state goals and near-term friendly and enemy force projections and assessments as provided by the C3 Combat Assessment Cell.
 - 6.3.4. Provides updates to FOPS and COPS regarding the status of planning for future operations and operational details associated with those plans.
 - 6.3.5. Serves as a member of the ROE Cell to ensure near-term operational plans are achievable within the existing ROE, or supplemental measures are requested as needed.
 - 6.4. Operations and Plans Assistant
 - 6.5. Operations Intelligence Officer
 - 6.6. Air Future Operations Officer
 - 6.6.1. Conducts appropriate air operations coordination with the Supported Strategic Commander's Air Operations Planning Cells, and the CTF components.
 - 6.6.2. Follows the COPS situational picture through close coordination with the M-CmdC battle watch and COPS air battle watch officer to modify and refine orders.
 - 6.6.3. Monitors air assets, air munitions, and equipment shortfalls to identify potential impacts on orders and plans being executed and developed. Ensures FOPS liaison to the Disaster Management Team (DMT) is informed of priority transportation requirements for force flow validation for strategic air and sea deployment planning lists.
 - 6.6.4. Balances deployment status of air assets with developing plans and orders

6.6.5. Attends M-CmdC morning and evening briefs and Logistics Operation Center briefs.

6.6.6. Monitors and coordinates FOPS issues with the Integrated Tasking Order (ITO).

6.7. Ground Future Operations Officer

6.7.1. Monitors the situation and action of all ground and amphibious forces.

6.7.2. Maintains a journal of all significant events and actions items.

6.7.3. Conducts appropriate ground operations coordination with the Supported Strategic Commander, ground liaison officers, and amphibious forces.

6.7.4. Ensures operational displays and status of forces is maintained and current.

6.7.5. Maintains a current status map depicting friendly forces, enemy forces, and coordination and control measures.

6.7.6. Reports any ground forces contact with the enemy to the COPS officer and the Combat Operations Center (M-CmdC) Chief.

6.7.7. Passes appropriate information to the ground forces commander.

6.7.8. Participates in the following:

- i. Future Operations Cell
- ii. Logistics Operations Center
- iii. Morning brief
- iv. Evening brief

6.7.9. Immediately informs the COPS officer and M-CmdC Chief of:

- i. Detection of hostile or potentially hostile forces in or near the CTF Area of Operations.
- ii. Actions by hostile or potentially hostile forces, which increase the threat.
- iii. Change or disruptions of significance to on-going operations.

6.8. Maritime Future Operations Officer

6.9. Mine Warfare Future Operations Officer

6.10. Special Operations Officer

6.10.1. Provides information on basic capabilities and limitations of SOF

6.10.2. Provides information to support basic Tactics, Techniques and Procedures (TTPs) of SOF

6.10.3. Represents SOF issues within FOPS.

6.10.4. Represents SOF issues outside of FOPS as required and / or directed by the C3 FOPS officer.

6.10.5. Is prepared to conduct Operational Planning in support of future operations by:

- i. Liaising with the Coalition / Combined Targeting Coordination Board.

- ii. Liaising with supported and supporting component commands to coordinate and deconflict asset allocation.
- iii. Coordinating submission of required supplemental ROE.
- iv. Coordinating and deconflicting with the Coalition / Combined Fires Element.
- v. Coordinating and deconflicting with C5 Future Plans cell planning.
- vi. Liaising with the Coalition / Combined Forces Air Component Commander (CFACC) during preparation of the Integrated Tasking Order (ITO).
- vii. Liaising with the intelligence support cell.
- viii. Liaising with the C4I cell.

6.11. FOPS Administrative Assistant

6.12. FOPS Information Operations Officer

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ANNEX E

AIR OPERATIONS CELL

1. **Purpose.** This Annex provides information concerning the operation of the Air Operations Cell within the Multinational Command Center (M-Command) in the CTF HQs. The primary purpose of this cell is to integrate air operations into the overall plan of operations.
2. **CTF Air Operations Overview.** The operational aim is to ensure that air operations support the CTF Commander intent and guidance in achieving the CTF mission and at the same time, ensure air operations are integrated with the other major CTF operational functions of maritime, land, and SOF.
 - 2.1. Air operation responsibility will be normally assigned to a Coalition Force Air Component Commander (CFACC), to control the capabilities of coalition air operations. CFACC responsibilities include the planning, coordinating, allocating, and tasking of air operational assets based on the CTF overall concept of operation (see Annex J, Chapter C3).
 - 2.2. The CCTF normally assigns a Component or TF Commander to carry out the duties of the Airspace Control Authority (ACA) and Air Defense Commander (ADC). The CFACC is normally appointed (Triple-Hatted) the ACA and ADC.
 - 2.3. The CCTF will also establish Supported and Supporting relationships between the CFACC or TF and other CTF components (Maritime Component, Land Component, and SOF Component) based upon CTF mission requirements, to assist in prioritizing actions and to establish formal command / coordination channels between the components for a specific operation / mission or phase.
 - 2.4. Air operations will be an integral part of CTF operations within the scope of the SOP because in the majority of MOOTW / SSC missions, control of air space is an absolute to ensure freedom of movement within the CTF AO (operational warfare support (if required), logistical support, MedEvac, and transportation support).
 - 2.5. A key aspect of MOOTW / SSC Air Operations will be sustainability. The following factors will be dominant in the sustainability of Air Operations:
 - 2.5.1. Available Air Frames (Fixed and Rotary)
 - 2.5.2. Landing Fields / Air Base Support Infrastructure
 - 2.5.3. Weather
 - 2.5.4. Maintenance
 - 2.5.5. Supply
 - 2.5.6. Storage Facilities
 - 2.5.7. Transportation
 - 2.5.8. Technical Support and Requirements
 - 2.5.9. Common Sourcing of Support
 - 2.5.10. Secure Lines of Communications (LOCs)
 - 2.6. Air Operations provides the CCTF with operational reach within the CTF AO. The CCTF can execute deep operations rapidly, striking at decisive points and attacking centers of gravity. Further, in MOOTW operations, transportation and support requirements can be greatly extended over the CTF AO in response to emerging crisis and operational needs. Air Operations provides the CCTF the ability to influence all areas of the CTF AO; however, detailed planning and close coordination with coalition partners, IO, NGOs, and

host nation agencies needs to be present through the CMOC and the CCC to prioritize limited resources (air frames / mission) while deconflicting strike operations if combat missions are initiated.

3. Responsibilities.

- 3.1. C3 Air Operations Cell. Performs those duties and responsibilities as directed by the C3 and under the supervision of the M-Command Chief. The air operation cell is normally an integral part of the M-Command Watch Officer organization.
- 3.2. Chief Air Operations Cell. The Chief, M-Command is responsible for the situational awareness, monitoring, and coordination of an air operations to support the CTF mission, campaign phases, and commanders intent.
 - 3.2.1. Maintain situational awareness of CTF air operations.
 - 3.2.2. Maintain ongoing coordination with the Chief Coalition / Combined Fires Element (CFE) and Coalition Targeting Coordination Board (CTCB). Advise the C3 on air operations.
 - 3.2.3. Assist in Air operational and contingency plans with CFE, C5 Plans, C3 FOPS, and C3 COPs as required.
 - 3.2.4. Monitor the execution of CTF air operations plans.
 - 3.2.5. Maintain awareness and requirements for future planning requirements for air operations.
 - 3.2.6. Assist the CFE in the coordinate air operations between components and supporting organizations.
 - 3.2.7. Monitor situation, status and actions of all Air Forces in the CTF AO.
 - 3.2.8. Maintain an air events log for each 24 operational period.
 - 3.2.9. Prepare daily air situational reports.
 - 3.2.10. Ensure communication with all Air Forces operating within the CTF AO.
 - 3.2.11. Prepare operational plans and orders for Air Forces as directed by the Chief, M-Command.
 - 3.2.12. Coordinate with Land, Maritime, and Special Operations and JICO Watch Officers.
- 3.3. Deputy Chief, Air Operations Cell. The Deputy Chief for the Air Operations Cell is the primary assistant to the Chief, Air Operations Cell.
 - 3.3.1. Assume duties of the Chief during his absence.
 - 3.3.2. Responsible for day-to-day operations of the cell.
 - 3.3.3. Supervise activities of cell watch.
 - 3.3.4. Ensures liaison is established with the CFE, CTCB, and CTF planning cells.
- 3.4. The Air Operations Cell performs the following functions:
 - 3.4.1. Monitor situation, locations, status and actions of all Air Forces in the CTF AO.
 - 3.4.2. Maintain a air events log for each 24 operational period.
 - 3.4.3. Prepare daily air situational reports.
 - 3.4.4. Ensure communication with all Air Forces operating within the CTF AO.
 - 3.4.5. Prepare operational plans and orders for Air Forces as directed by the Chief, M-Command.

3.4.6. Coordinates with Land, Maritime, and Special Operations Watch Officers for respective air opns.

4. **Organization.** The actual organization and manning requirements will be tailored and refined to meet the specific mission of the CTF Commander, functioning under a 24 Hour Watch Officer organizational system.

5. **Tasks, functions, and procedures.** Provides supervision, control and coordination for all Air Forces operating in the CTF AO. Assists in the development of air plans and orders for support of CTF mission, campaign plan phases, and CCTF intent.

5.1. Maintain continuous picture of ongoing air operations.

5.1.1. Establish/Maintain communication with all Air Force Component or TF operating in the CTF AO.

5.1.2. Prepare required reports information, e.g. Situational Reports, Daily Reports.

5.1.3. Maintain Air Operations situational map.

5.2. Assist in development of Plans and Orders.

5.2.1. Assist C5 PLANS in prepreparation of future plans.

5.2.2. Assist FOPS in the final preparation of orders for air operations.

5.2.3. Coordinate with related Watch Officer shift leaders as applicable for Air Operations.

5.3. Prepare Briefings.

5.3.1. Prepare air portion to daily briefings.

5.3.2. Present situational briefings, as required.

5.4. Maintain Ongoing Coordination with Land, Maritime, and Special Operations Cells.

5.5. Standing Operating Procedures.

5.5.1. The Air Operations Cell will monitor all aspects of Air Operations in the CTF AO.

5.5.2. The Air Operations Cell will be the focal point for all incoming / outgoing information on Air Forces operating in the CTF AO.

6. **Considerations.**

6.1. Threat environment.

6.2. Force structure and composition.

6.3. Current plans, annexes, operating instructions, requirements—adaptation of future plans coordination to current operations.

6.4. Technical and logistic support—Automated Data Processing (ADP) support, communications equipment, administration supply, and security.

7. **Planning Rhythm.** See Part B of the SOP overview. The C3 Air Operations Cell will maintain a planning rhythm that is supportive of the CTF Battle Rhythm.

8. **Reports.** As established by the M-CmdC Chief and [CTF Reports matrix](#).

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ANNEX F

LAND OPERATIONS CELL

1. **Purpose.** This Annex provides information concerning the operation of the Land Operations Cell within the Multinational Forces Command Center (M-CmdC) in the CTF HQs. Its primary purpose is to integrate land operations into the overall plan of operations.
2. **CTF Land Operations Overview.** Land operations occur across the range of military operations during Military Operations Other Than War (MOOTW) and Small Scale Contingencies (SSC). The operational aim is to ensure Land Operations support the CTF Commander intent and guidance in achieving the CTF mission and at the same time, ensure land operations are integrated with the other major CTF operational functions of maritime, air, and SOF forces.
 - 2.1. Land operation responsibility will be normally assigned to a Land Component Commander (LCC) or a Task Force (TF) within the CTF command structure (for example: TF South, TF North). Such Task Forces may be made up of one nation or multiple nations depending on the situation and the interoperability factors of the nations involved.
 - 2.2. The CCTF will normally assign an Area of Operations (AO) to the LCC or TF based upon the concept of the operation.
 - 2.3. The CCTF will also establish Supported and Supporting relationships between the LCC or TF and other CTF components (Maritime Component, Air Component, and SOF Component) based upon mission requirements to assist in prioritizing actions, assist in establishing the main effort, and to establish formal command / coordination channels between the components for a specific operation / mission or phase.
 - 2.4. Land operations will be an integral part of CTF operations within the purview of the SOP because in the majority of MOOTW / SSC missions, the physical occupation or physical support of a given AO can only be accomplished by land forces (or stated another way, placing military personnel on the ground, at the site of the crisis to be able to directly influence the crisis action parameters).
 - 2.5. A key aspect of Land Operations will be sustainability. The following factors will be dominant in the sustainability of Land Operations:
 - 2.5.1. Manpower requirements
 - 2.5.2. Medical
 - 2.5.3. Maintenance
 - 2.5.4. Supply
 - 2.5.5. Storage Facilities
 - 2.5.6. Transportation
 - 2.5.7. Technical Support and Requirements
 - 2.5.8. Common Sourcing of Support
 - 2.6. Land Operations provides the CCTF with a multifunctional force that can transition from support operations to combat operations quickly based upon the mission requirements. However, training of Land Forces within the CTF command for the specific mission parameters cannot be underestimated. The CCTF should consider establishment of common training modules or even certification training to ensure land forces are trained for the missions assigned. Such training and certification of land forces can occur prior to deployment to the CTF AO or occur after deployment.

3. Responsibilities.

- 3.1. Land Operations Cell. Performs those duties and responsibilities as directed by the C3 and under the supervision of the M-CmdC Chief. The land operation cell is normally an integral part of the M-CmdC Watch officer organization.
- 3.2. Chief M-CmdC. The Chief, M-CmdC is responsible for the integration of all operations into the The CTF Commanders mission.
 - 3.2.1. Maintain overview of CTF land operations.
 - 3.2.2. Supervise the Watch Officer organization/ operation.
 - 3.2.3. Advise the C3 on land operations.
 - 3.2.4. Develop land operational and contingency plans.
 - 3.2.5. Execute CTF land operations.
 - 3.2.6. Maintain understanding of future planning direction for land operations.
 - 3.2.7. Coordinate land operations between components and supporting organizations.
- 3.3. Deputy Chief, M-CmdC. The Deputy M-CmdC Chief is the M-CmdC Chief's primary assistant.
 - 3.3.1. Assume duties of the Chief during periods M-CmdC Chief's absence.
 - 3.3.2. Responsible for day-to-day operations of the M-CmdC.
 - 3.3.3. Supervise activities of operations watch officers.
 - 3.3.4. Prepare and coordinate daily and shift change briefings, etc.
 - 3.3.5. Monitors the Commander, CTF daily SITREP to ensure timely and accurate submission.
- 3.4. Land Watch Officer in Charge (OIC). The Land Watch Officer OIC ensures the M-CmdC Chief is current on status of all ongoing land operations. Supervises Watch Officers to:
 - 3.4.1. Monitor situation, locations, status and actions of all land forces in the CTF AO.
 - 3.4.2. Maintain a land events log for each 24 operational period.
 - 3.4.3. Prepare daily land situational reports.
 - 3.4.4. Ensure communication with all land forces operating within the CTF AO.
 - 3.4.5. Prepare operational plans and orders for land forces as directed by the Chief, M-CmdC.
 - 3.4.6. Coordinate with air, maritime, and special operations Watch Officers.

4. **Organization.** The actual organization and manning requirements will be tailored and refined to meet the specific mission of the CTF Commander, functioning under a 24 Hour Watch Officer organizational system.

4.1. The Land Operations Cell performs the following functions:

4.1.1. Monitor situation, locations, status and actions of all land forces in the CTF AO.

4.1.2. Maintain a land events log for each 24 operational period.

4.1.3. Prepare daily land situational reports.

4.1.4. Ensure communication with all land forces operating within the CTF AO.

4.1.5. Prepare operational plans and orders for land forces as directed by the Chief, M-CmdC.

4.1.6. Coordinates with air, maritime, and special operations Watch Officers.

5. **Tasks, functions, and procedures.** Provides supervision, control and coordination for all land forces operating in the CTF AO. Develops plans and orders for Land Force Component Commanders to perform assigned missions and tasks.

5.1. Maintain continuous picture of ongoing land operations.

5.1.1. Establish/Maintain communication with all land forces operating in the CTF AO.

5.1.2. Prepare required reports information, e.g. Situational Reports, Dailey Reports.

5.1.3. Maintain land operations situational map.

5.2. Prepare Plans and Orders.

5.2.1. Prepare plans to support future operations

5.2.2. Prepare and implement orders for land forces.

5.2.3. Coordinate with related shift leaders.

5.3. Prepare Briefings.

5.3.1. Prepare land portion to daily briefings.

5.3.2. Present situational briefings, as required.

5.4. Maintain Ongoing Coordination with Air, Maritime, and Special Operations Cells and JICO Cells.

5.5. Standing Operating Procedures.

5.5.1. The land operations cell will cover all aspects of coordinating land operations in the CTF AO.

5.5.2. The land operations cell will be the focal point for all incoming / outgoing information on land forces operating in the CTF AO.

6. **Considerations.**

6.1. Threat environment.

6.2. Force structure and composition.

- 6.3. Current plans, annexes, operating instructions, requirements—adaptation of future plans coordination to current operations.
- 6.4. Technical and logistic support—Automated Data Processing (ADP) support, communications equipment, administration supply, and security.
- 7. **Planning Rhythm.** [Refer to Part B, Chapter 2: CTF Battle / Operational Rhythm.](#) The C3 Land Operations Cell will maintain a planning rhythm that is supportive of the CTF Battle / Operational Rhythm.
- 8. **Reports.** As established by the M-ComdC Chief and [CTF Reports Matrix](#).

ANNEX G

MARITIME OPERATIONS CELL

1. **Purpose.** This Annex provides information concerning the operation of the Maritime Operations Cell within the Multinational Forces Command Center (M-CmdC) in the CTF HQs. Its primary function is integrating Maritime operations into the Commander CTF (CCTF) overall plan of operations for the CTF AO.
2. **CTF Maritime Operations Overview.** Multinational maritime operations (MMOPs) cover a range of military operations during Military Operations Other Than War (MOOTW) and Small Scale Contingencies (SSC). The operational aim is to exercise sea control or project power ashore, to ensure Maritime operations are integrated with the other major CTF operational functions of land, air, and SOF forces, and to support the CTF Commander intent and guidance in achieving the CTF mission. Maritime forces are primarily navies; however may include maritime-focused air forces, amphibious forces, or other government agencies charged with sovereignty, security, or constabulary functions at sea.
 - 2.1. Maritime operation responsibility will be normally be assigned to a Maritime Component Commander (MCC). Maritime forces may be made up of one nation or multiple nations Maritime assets, depending on the situation and the interoperability factors of the nations involved.
 - 2.2. The CCTF will normally assign a Maritime Area of Operations (AO) to the MCC within the CTF AO, based upon the concept of the operation.
 - 2.3. The CCTF will also establish Supported and Supporting relationships between the MCC and other CTF components (Land Component, Air Component, and SOF Component) based upon mission requirements to assist in prioritizing actions, assist in establishing the main effort, and to establish formal command / coordination channels between the components for a specific operation / mission or phase.
 - 2.4. Maritime operations will be an integral part of CTF operations within the purview of the SOP because in the majority of MOOTW / SSC missions, the "exercise sea control or project power ashore" aspect, supporting the CTF AO, can only be accomplished by Maritime forces.
 - 2.5. A key aspect of Maritime Operations will be sustainability. The following factors will be dominant in the sustainability of Maritime Operations:
 - 2.5.1. Available Surface Ships (Combat and Amphibious)
 - 2.5.2. Available Submarine assets
 - 2.5.3. Maintenance
 - 2.5.4. Supply
 - 2.5.5. Storage Facilities
 - 2.6. Maritime Operations provides the CCTF with a multifunctional force that can transition from "support operations" to "combat operations" fairly quickly based upon the mission requirements. However, training of Maritime Forces within the CTF command for the specific mission parameters cannot be underestimated. The CCTF should consider establishment of common training modules or even certification training to ensure Maritime forces are trained for the missions assigned. Such training and certification of Maritime forces can occur prior to deployment to the CTF AO or occur after deployment.
3. **Responsibilities.**
 - 3.1. Maritime Operations Cell. Performs those duties and responsibilities as directed by the C3 and under the supervision of the M-CmdC Chief. The Maritime operation cell is normally an integral part of the M-CmdC Watch officer organization.

3.2. Chief M-CmdC. The Chief, M-CmdC is responsible for the integration of all operations into the The CTF Commanders mission.

3.2.1. Maintain overview of CTF Maritime operations.

3.2.2. Supervise the Watch Officer organization/ operation.

3.2.3. Advise the C3 on Maritime operations.

3.2.4. Develop Maritime operational and contingency plans.

3.2.5. Execute CTF Maritime operations.

3.2.6. Maintain understanding of future planning direction for Maritime operations.

3.2.7. Coordinate Maritime operations between components and supporting organizations.

3.3. Deputy Chief, M-CmdC. The Deputy M-CmdC Chief is the M-CmdC Chief's primary assistant.

3.3.1. Assume duties of the Chief during periods M-CmdC Chief's absence.

3.3.2. Responsible for day-to-day operations of the M-CmdC.

3.3.3. Supervise activities of operations watch officers.

3.3.4. Prepare and coordinate daily and shift change briefings, etc.

3.3.5. Monitors the Commander, CTF daily SITREP to ensure timely and accurate submission.

3.4. Maritime Watch Officer in Charge (OIC). The Maritime Watch Officer OIC ensures the M-CmdC Chief is current on status of all ongoing Maritime operations. Supervises Watch Officers to:

3.4.1. Monitor situation, locations, status and actions of all Maritime forces in the CTF AO.

3.4.2. Maintain a Maritime events log for each 24 operational period.

3.4.3. Prepare daily Maritime situational reports.

3.4.4. Ensure communication with all Maritime forces operating within the CTF AO.

3.4.5. Prepare operational plans and orders for Maritime forces as directed by the Chief, M-CmdC.

3.4.6. Coordinate with air, maritime, and special operations and JICO Watch Officers.

4. **Organization.** The actual organization and manning requirements will be tailored and refined to meet the specific mission of the CTF Commander, functioning under a 24 Hour Watch Officer organizational system.

4.1. The Maritime Operations Cell performs the following functions:

- 4.1.1. Monitor situation, locations, status and actions of all Maritime forces in the CTF AO.
- 4.1.2. Maintain a Maritime events log for each 24 operational period.
- 4.1.3. Prepare daily Maritime situational reports.
- 4.1.4. Ensure communication with all Maritime forces operating within the CTF AO.
- 4.1.5. Prepare operational plans and orders for Maritime forces as directed by the Chief, M-CmdC.
- 4.1.6. Coordinates with air, maritime, and special operations Watch Officers.

5. **Tasks, functions, and procedures.** Provides supervision, control and coordination for all Maritime forces operating in the CTF AO. Develops plans and orders for Maritime Force Component Commanders to perform assigned missions and tasks.

5.1. Maintain continuous picture of ongoing Maritime operations.

- 5.1.1. Establish or maintain communication with all Maritime forces operating in the CTF AO.
- 5.1.2. Prepare required reports information, e.g. Situational Reports, Dailey Reports.
- 5.1.3. Maintain Maritime operations situational map.

5.2. Prepare Plans and Orders.

- 5.2.1. Prepare plans to support future operations
- 5.2.2. Prepare and implement orders for Maritime forces.
- 5.2.3. Coordinate with related shift leaders.

5.3. Prepare Briefings.

- 5.3.1. Prepare Maritime portion to daily briefings.
- 5.3.2. Present situational briefings, as required.

5.4. Maintain Ongoing Coordination with Air, Maritime, and Special Operations Cells.

5.5. Standing Operating Procedures.

- 5.5.1. The Maritime operations cell will cover all aspects of coordinating Maritime operations in the CTF AO.
- 5.5.2. The Maritime operations cell will be the focal point for all incoming / outgoing information on Maritime forces operating in the CTF AO.

6. **Considerations.**

- 6.1. Threat environment.
- 6.2. Force structure and composition.

- 6.3. Current plans, annexes, operating instructions, requirements—adaptation of future plans coordination to current operations.
- 6.4. Technical and logistic support—Automated Data Processing (ADP) support, communications equipment, administration supply, and security.
- 7. **Planning Rhythm.** [Refer to Part B, Chapter 2: CTF Battle / Operational Rhythm.](#) The Maritime Operations Cell within the M-Command will maintain a planning rhythm that is supportive of the CTF Battle Rhythm.
- 8. **Checklists.** None.
- 9. **Reports.** As established by the M-Command Chief and [CTF Reports Matrix.](#)

ANNEX H

SPECIAL OPERATIONS CELL

1. **Purpose.** This Annex provides information concerning the operation of the Special Operation Forces (SOF) cell within the Multinational Forces Command Center (M-CmdC) in the CTF HQs. Its primary function is integrating SOF operations into the Commander CTF (CCTF) overall plan of operations within the CTF AO.
2. **CTF Special Operations Overview.** SOF provide the CTF with a range of specialized military responses that lessen political liability or risk. SOF can provide specific assistance in the area of assessment, liaison, and training of host country forces within the CTF AO. The operational aim is to ensure SOF supports the CTF Commander's intent and guidance in achieving the CTF mission and at the same time, ensure SOF are integrated with the other major CTF operational functions of Land, Air, and Maritime forces.
 - 2.1. Special Operations responsibility will be normally assigned to a Commander SOF Task Force (CSOFTF) within the CTF command structure. The Task Force may be made up of one nation or multiple nations SOF, depending on the situation and the interoperability factors of the nations involved.
 - 2.2. The CCTF will normally assign an Area of Operations (AO) to the CSOFTF, based upon the CTF concept of the operation. This AO may be for a specific time frame for specific area objective areas or very narrow geographical areas for recon / strike opns.
 - 2.3. The CCTF will also establish Supported and Supporting relationships between the SOF TF and other CTF components (Land Component, Air Component, and Maritime Component) based upon mission requirements, to assist in prioritizing actions, assist in establishing the CTF main effort, and establish formal command/coordination channels between the components for a specific operation/mission or phase.
 - 2.4. SOF operations add a special dimension for influencing the crisis situation. On the lower end of MOOTW / SSC missions SOF personnel (due to their language and area specialist focus) can greatly assist in liaison and coordination with host nation personnel, civilians, factions within the country, and other missions such as reconnaissance of areas / area assessments of the situation on the ground. At the higher end of MOOTW / SSC missions, traditional SOF capabilities integrated with other component capabilities can greatly enhance mission accomplishment.
 - 2.5. A key aspect of Special Operations will be sustainability with in the CTF AO. SOF provide the following SOF Command capabilities to the CCTF:
 - 2.5.1. Direct Action
 - 2.5.2. Special Reconnaissance
 - 2.5.3. Foreign Internal Defense
 - 2.5.4. Unconventional Warfare
 - 2.5.5. Combating Terrorism
 - 2.5.6. Psychological Operations
 - 2.5.7. Civil Affairs
 - 2.5.8. Counter proliferation of Weapons of Mass Destruction
 - 2.5.9. Information Operations
3. **Responsibilities.**
 - 3.1. SOF Cell. Performs those duties and responsibilities as directed by the C3 and under the supervision of the M-CmdC Chief. The SOF cell is normally an integral part of the M-CmdC Watch Officer organization.

3.2. Chief M-CmdC. The Chief, M-CmdC is responsible for the integration of all operations into the CCTF mission.

3.2.1. Maintain overview of CTF SOF operations.

3.2.2. Supervise the Watch Officer organization/operation.

3.2.3. Advise the C3 on SOF operations.

3.2.4. Develop SOF operational and contingency plans.

3.2.5. Execute CTF SOF operations.

3.2.6. Maintain understanding of future planning direction for SOF operations.

3.2.7. Coordinate SOF operations between components and supporting organizations.

3.3. Deputy Chief, M-CmdC. The Deputy M-CmdC Chief is the M-CmdC Chief's primary assistant.

3.3.1. Assume duties of the Chief during periods M-CmdC Chief's absence.

3.3.2. Responsible for day-to-day operations of the M-CmdC.

3.3.3. Supervise activities of Watch Officers.

3.3.4. Prepare and coordinate daily and shift change briefings, etc.

3.3.5. Monitors the Commander, CTF daily SITREP to ensure timely and accurate submission.

3.4. SOF Officer in Charge (OIC). The SOF OIC ensures the M-CmdC Chief is current on status of all ongoing SOF operations. Supervises SOF Watch Officers to:

3.4.1. Monitor situation, locations, status and actions of all SOF in the CTF AO.

3.4.2. Maintain a SOF events log for each 24 operational period.

3.4.3. Prepare daily SOF situational reports.

3.4.4. Ensure communication with all SOF operating within the CTF AO.

3.4.5. Prepare operational plans and orders for SOF, as directed by the Chief, M-CmdC.

3.4.6. Coordinate with Land, Air, and Maritime Watch Officers.

4. **Organization.** The actual organization and manning requirements will be tailored and refined to meet the specific mission of the CTF Commander, functioning under a 24 Hour Watch Officer organizational system.
 - 4.1. The SOF Cell performs the following functions:
 - 4.1.1. Monitor situation, locations, status and actions of SOF in the CTF AO.
 - 4.1.2. Maintain a SOF events log for each 24 operational period.
 - 4.1.3. Prepare daily SOF situational reports.
 - 4.1.4. Ensure communication with all Cooperating within the CTF AO.
 - 4.1.5. Prepare operational plans and orders for SOF as directed by the Chief, M-CmdC.
 - 4.1.6. Coordinates with Land, Air, and Maritime Watch Officers.
5. **Tasks, functions, and procedures.** Provides supervision, control and coordination for all SOF operating in the CTF AO. Develops plans and orders for the CSOFTF to perform assigned missions and tasks.
 - 5.1. Maintain continuous picture of ongoing Special Operations.
 - 5.1.1. Establish/maintain communication with all SOF operating in the CTF AO.
 - 5.1.2. Prepare required reports information,e.g. Situational Reports, Dailey Reports.
 - 5.1.3. Maintain SOF situational map.
 - 5.2. Prepare Plans and Orders.
 - 5.2.1. Prepare plans to support future operations.
 - 5.2.2. Prepare and implement orders for SOF.
 - 5.2.3. Coordinate with related shift leaders.
 - 5.3. Prepare Briefings.
 - 5.3.1. Prepare SOF portion to daily briefings.
 - 5.3.2. Present SOF situational briefings, as required.
 - 5.4. Maintain Ongoing Coordination with Land, Air, and Maritime.
 - 5.5. Standing Operating Procedures.
 - 5.5.1. The SOF cell will cover all aspects of coordinating SOF in the CTF AO.
 - 5.5.2. The SOF cell will be the focal point for all incoming/outgoing information on SOF operating in the AO.
6. **Considerations.**
 - 6.1. Threat environment.
 - 6.2. Force structure and composition.
 - 6.3. Current plans, annexes, operating instructions, requirements—adaptation of future plans coordination to current operations.

- 6.4. Technical and logistic support—Automated Data Processing (ADP) support, communications equipment, administration supply, and security.
7. **Planning Rhythm.** [Refer to Part B, Chapter 2: CTF Battle/ Operational Rhythm.](#) The C3 Land Operations Cell will maintain a planning rhythm that is supportive of the CTF Battle / Operational Rhythm.
8. **Checklists.** None.
9. **Reports.** As established by the M-CmdC Chief and [CTF Reports Matrix](#).

ANNEX I

COALITION/COMBINED FIRES ELEMENT

1. **Purpose.** This Annex provides information concerning the operation of the Coalition/Combined Fires Element (CFE) within the Multinational Forces Command Center (M-CmdC) in the CTF HQs. Its primary function is integrating kinetic and non-kinetic fires in support of Commander CTF (CCTF) concept of operation (CONOP) and scheme of maneuver (SoM).

CTF Mission Requirements – Will a CFE be Required? This MNF SOP is designed to support MOOTW and Small Scale Contingencies. As such, in some crisis situations a CFE may not be required. This must be addressed upfront in the CTF planning process. In determining if a CFE is required, the following are the three broad situations envisioned for a CTF within this MNF SOP:

1 – Low Level MOOTW/Complex Contingency (permissive) – humanitarian assistance / disaster relief operations with humanitarian operations requirements. It is assessed that no fires will be required. No CFE required.

2 – Low Level MOOTW/Complex Contingency (uncertain) – peace keeping operations with instability and major humanitarian operations, fires may be required. Assessed that contingency plans may also require fires. CFE required but tailored manning based upon situational requirements. Need to have contingency plans in place for rapid expansion of the CFE if a threat emerges.

3 – High Level MOOTW / Small Scale Contingency (hostile) – peace enforcement, sanction imposition, small scale operations (raids, patrols, threat force engagements) requires fires integration. CFE required at full manning.

2. **General.** Fires are kinetic and non-kinetic in nature, with lethal and non-lethal effects. These fires include all fires employed both by the CTF functional and service components, as well as the CTF supporting fire support organizations and elements that are outside the formal CCTF command. Examples of outside elements are Lead Nation strategic assets, special operations assets, and others as coordinated – it needs to be noted that such forces will normally come under CCTF Tactical Control (TACON) upon entering the CTF Area of Operations (AO) for movement management only (air, sea, and ground – [refer to Part B, Chapter 2: Command, Control, Coordination, and Cooperation](#) for details on TACON and other command relationships).

- 2.1. The following is a tabular representation through examples of the relationship between the four firepower qualities of kinetic, non-kinetic, lethal, and non-lethal.

	Lethal Effects	Non-Lethal Effects
Kinetic Fires	<p>Aircraft drops a bomb on an enemy position killing them</p> <p>Probability of having the effect listed above given the type of fire listed to the left = High</p>	<p>Aircraft drops a bomb on a bridge at night and manages not to kill anyone</p> <p>Probability of having the effect listed above given the type of fire listed to the left = Medium</p>
Non-Kinetic Fires	<p>Aircraft drops a leaflet canister and accidentally kills someone</p> <p>Probability of having the effect listed above given the type of fire listed to the left = Low</p>	<p>Aircraft conducts electronic attack on enemy radar site and jams the radar without killing anyone</p> <p>Probability of having the effect listed above given the type of fire listed to the left = High</p>

Figure C-3-I.1: Fires and Effects Relationships

3. **Coalition/Combined Fires Element (CFE).** The Coalition/Combined Fires Element is responsible for planning and synchronization of fires in a CTF. It is headed up by the CTF Fires Officer (CFO) and made up of the fires subject matter experts/representatives from all the services/components/contributing nations. It captures the CCTF's intent for fires and ensures unity of effort among components. Specific duties of the CFE are assigned by the C3 and will be approved by the CCTF. When established, the CFE is responsible for forming and facilitating the Coalition/Combined Targeting Coordination Board (CTCB). This implies that the CFE provides the secretariat function for the C3, Chief of Staff or other officer designated to Chair the CTCB. The CFE normally has three sub elements or cells:

- 3.1. Current Fires (CF) Cell
- 3.2. Fires Plans (FirePlan) Cell
- 3.3. Targeting Cell (TC)

4. **CFE Major Tasks, Functions, and Procedures:**

- 4.1. In coordination with CTF component commanders, integrates and synchronizes CTF Fires IAW CCTF intent and concept of operation for all Fires, Kinetic (e.g. surface delivered, sub-surface delivered, air delivered) and Non-Kinetic (e.g. electronic attack, leaflet drops) in the CTF AO.
- 4.2. Recommend guidance, apportionment and targeting priorities to the CTCB.
- 4.3. Oversee target nominations from CTF staff, all components, and if required, component subordinate units.
- 4.4. Responsible for forming and facilitating the CTCB.

Coalition/Combined Targeting Coordination Board (CTCB). The CTCB is a group formed by the CCTF to accomplish broad targeting oversight functions that may include but are not limited to coordinating targeting information, providing targeting guidance and priorities, and preparing and/or refining CTF target lists. The board is normally comprised of representatives from the CTF staff, all components, and if required, component subordinate units. For the function and form of the CTCB refer to Part C, Chap 9, Annex E Coalition / Combined Fires Annex.

Note: To ensure the full integration of coalition partners, a "subordinate CTCB" may be formed due to the classified information criteria within the CTF HQs. Further, liaisons from the Coalition/Combined Logistics Coordination Center (CLogCC) is essential for clear logistical awareness of issues for CTCB coordination is also essential. Refer to [Part B, Chap 2: Multinational HQs Organization](#) for a discussion of this issue.

- 4.5. Integrate and synchronize fires operations, where lines of authority and responsibility overlap and/or conflict by advising components/units of adjacent or related actions / operations, and resolving conflicts.
- 4.6. Adjust control measures, or relay component adjustments to adjacent, supported, or supporting units.
- 4.7. Support the M-CmdC in the development and execution of Time Sensitive Target (TST) criteria and prosecution procedures (may be delegated to a component or may require CTF support to component TST engagement).
- 4.8. Develop High Payoff Target (HPT) and High Value Target (HVT) lists in conjunction with the C2/CISE.
- 4.9. Develop Essential Fire Support Tasks (EFST). Refer to [Part C Annex E: Fire Support Checklists, Matrices, and Templates](#).

- 4.10. Validate and recommend approval of the CFACC developed Combined Integrated Priority Targeting List (CIPTL) to the CTCB (normally chaired by the C3).
- 4.11. Develop Attack Guidance Matrix (AGM) if required. [Refer to Part C Annex E: Fire Support Checklists, Matrices, and Templates.](#)
- 4.12. Plan, maintain, and recommend establishment of required CTF Fire Support Coordination Measures (FSCMs) [Refer to Part C: Fire Support Checklists, Matrices, and Templates.](#)
- 4.13. Develop fratricide avoidance and risk mitigation measures for the application of fires.
- 4.14. Other duties related to CTF fires as directed by CCTF.
5. **Responsibilities and Functions.** The responsibilities and functions outlined below can be refined to meet the needs of the lead nation, CCTF and C3, given the specific situation, operational tasks, and response options. The basic responsibilities and functions outlined below are ones that must be planned and assigned.
 - 5.1. **Responsibilities.** The responsibilities of the principal fires officers are:
 - 5.1.1. **CTF Chief Fires and Effects Officer (CFEO).** The CFEO heads the CFE, is the principle fires advisor to the CCTF and is responsible to the CTF C3 for the planning, integration and synchronization of CTF fires with other major elements of the campaign/operation such as maneuver, information operations, and logistics. The CFEO ensures the CTCB is properly organized and facilitates fires and targeting recommendations to the CCTF (or to the Deputy Commander if this has been delegated) The C3 is normally responsible for the CTCB, supported by the CFE.
 - 5.1.2. Other duties include:
 - 5.1.2.1. Monitor situation, locations, status and actions of all fires in the CTF AO. Support C3 COPS in maintaining full situational awareness of CTF fires.
 - 5.1.2.2. Maintain a mission log for each 24 operational period.
 - 5.1.2.3. Prepare daily fires reports.
 - 5.1.2.4. Recommend concept of fires which supports the preparation of operational plans and orders for the C5 and C3.
 - 5.1.2.5. Coordinate fires and targeting activities with Land, Air, Maritime and Special Operations through M-CmdC watch officers.
 - 5.1.2.6. Maintain continuous coordination and planning with C35 (FOPS) and C5 PLANS to ensure full integration of fires is present within the CTF planning process.
 - 5.1.2.7. CTF Deputy Chief Fires and Effects Officer (DCFEO). The DCFEO supports CFEO in all duties and maintains direct supervision and oversight of CFE staff sections.
 - 5.2. **Functions.**
 - 5.2.1 **The Coalition/Combined Fires Element (CFE) - Function C320:** Performs those duties and responsibilities as directed by the CCTF and C3. When established, the CFE should be composed of a variety of experts and liaisons from the CCTF's staff, to CTF components, and others as required based upon the specific missions being addressed by the CTF command. The staff should have subject matter experts that can address questions on the employment of fires. Additionally, the CFE staff should have multinational representation to address the fire support needs and capabilities across the CTF. Based on security clearance requirements there may be a requirement to conduct some fire support planning in a Multinational Coordination Center ([refer to Part B Chapter 2: MNCC](#))

5.2.2. CTF Current Fires Cell – Function C321. This cell is the focal point for execution of fires in current operations (COPS) and mans the Fires desk within the M-CmdC. This cell will perform the following duties:

- 5.2.2.1. Monitor the current situation and fires in the CTF AO. Responsible for real time actions in regards to CTF fires integration, synchronization and management.
- 5.2.2.2. In coordination with component commanders, advise the C3 on the management of fire support coordination (FSCM) measures to support all operations.
- 5.2.2.3. Serve as the principal representative to the M-CmdC for all matters pertaining to ongoing fires operations.
- 5.2.2.4. Produce and disseminate updates to the situation and guidance (including CTCB updates) as required.
- 5.2.2.5 Receive CTF Plans Officer transition of fires plans in OPLAN / OPORD annex / schedule format.
- 5.2.2.6 Support the M-CmdC in the execution of Time Sensitive Target Procedures (if not delegated to a component).

5.2.3. CTF Fire Plans Cell – Function C322.

- 5.2.3.1 Is responsible for all fires planning for the CTF command in coordination with CTF component commands and the Supported Strategic Commander.
- 5.2.3.2. Supports the CFO in the preparation of the products for the CTCB.
- 5.2.3.3. Provides representatives to the OPT in C3 FOPS and CPG in C5 PLANS as a part of cross functional boards and cells. These representatives coordinate directly with FOPS and PLANS to support plans and order development; and support the integration and synchronization of fires into respective planning actions. This provides for a direct link between the FOPS, PLANS, CTCB and CFE as a whole for CTF fires.
- 5.2.3.4. Responsible for integration of CTF component commands liaison and planning representatives (coordinating fires) into the CTF planning process. (NOTE: CTF component involvement is CRITICAL for fires coordination --- MUST be present).
- 5.2.3.5. Transitions fire plans developed in the CPG and OPT to Current Fires Cell for execution.
- 5.2.3.6. Responsible for all CTF coordination of special technical operations (STO) and special access planning (SAP) for fires with C3 FOPS and C5 Plans. Briefs CCTF on recommendations and plans for such missions.
- 5.2.3.7. Provides a representative to other working groups which are stakeholders in the fires and targeting processes (e.g. the Information Operations working group (IOWG), Collection Management working group (CMWG), Rules of Engagement working group (ROEWG).

5.2.4. CTF Targeting Cell – C323. CTF Targeting Cell focuses on maintaining current target lists (CTL, RTL, NSL) and is the link between CFE and the C2/CISE.

- 5.2.4.1. Reviews CIPTL provided by the CFACC (or develop the CIPTL if there is no CFACC) to ensure there are no conflicts with the CTL, RTL, and NSL.
- 5.2.4.2. Assists the CISE in developing and maintaining High Value Target Lists (HVTL) and maintains/updates the High Payoff Target List (HPTL).

5.2.4.3. Maintains the CTL, RTL, and NSL in coordination with C2 Targeting, CFACC and SJA.

5.2.4.4. Provides the CFE representative to the intelligence collection management board, to ensure CTCB targeting priorities are fully integrated into the intelligence collection plan.

5.2.4.5. Monitors target intelligence in terms of battle damage assessment and target re-strike requirements/recomendations.

5.2.4.6. Provides a representative to other working groups which are stakeholders in the fires and targeting processes (e.g. the Information Operations working group (IOWG), Collection Management working group (CMWG), Rules of Engagement working group (ROEWG).

5.2.5. **Organization.** The actual CFE organization and manning requirements will be tailored and refined to meet the specific requirements of the CTF mission and other situational requirements. However, the below depiction of the M-CmdC has been deliberately planned to ensure that the CFE Current Fires Cell is fully integrated into COPS, the Targeting Cell has its own separate location (near the CTF component command representatives if possible), and the CFE Plans Cell is located outside of the C-CmdC (within the FOPS and PLANS cells). Linkages to any Special Plans cells must be identified within the CFE Plans and Targeting Cells. The CFE elements may be tailored to locate in other sections of the CTF headquarters as required based upon specific mission requirements.

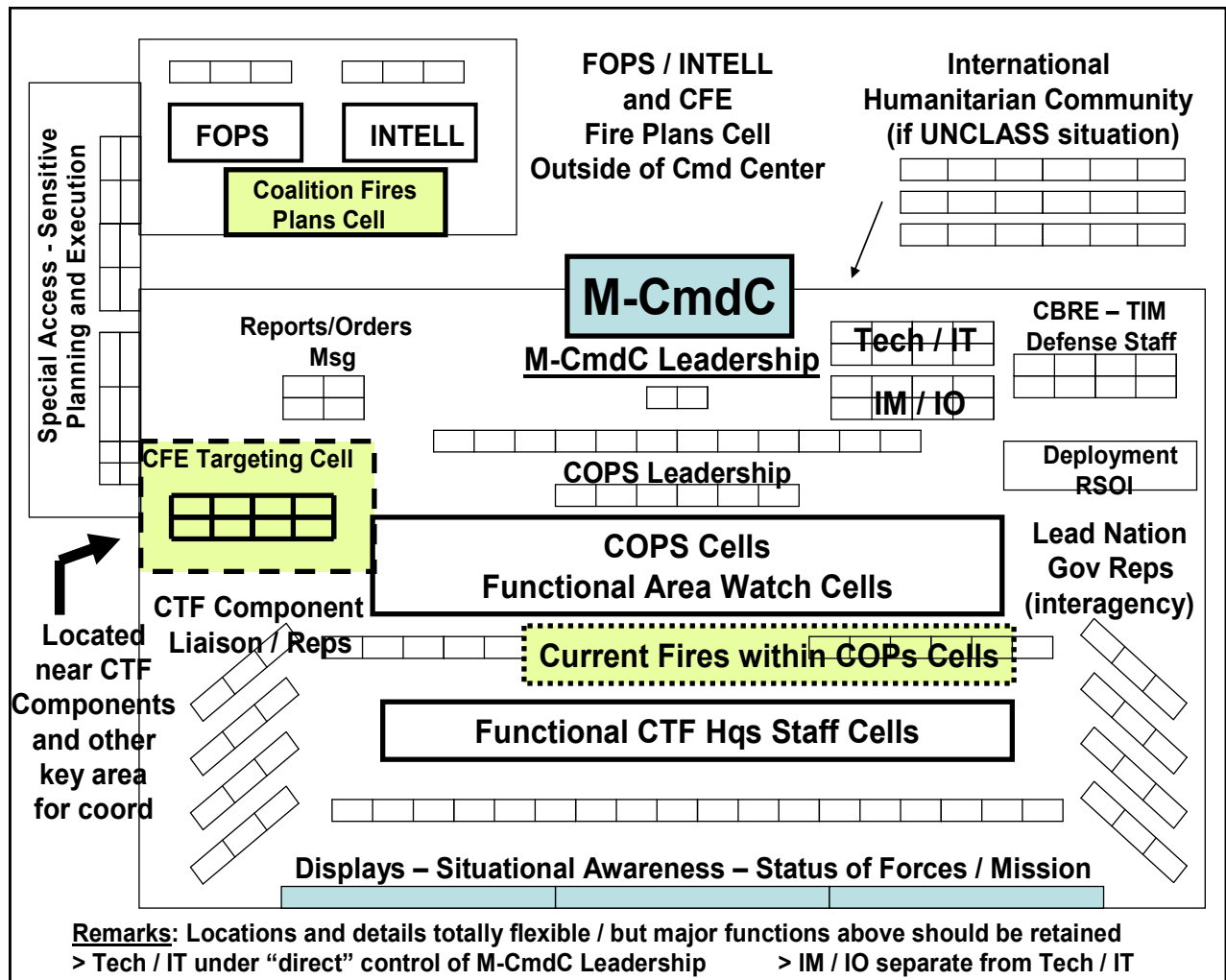


Figure C-3-I.2: CFE Organizations and Locations

5.2.5.1 The C3 CFE will maintain a CFE planning rhythm that is supportive of the CTF Battle / Operational Rhythm ([refer to Part B, Chapter 2, Annex B: Battle / Operational Rhythm](#)) and is complementary to the CFACC planning rhythm and planning processes if a CFACC is used ([refer to Part C, Chapter 9, Annex E: Coalition / Combined Force Air Component Commander for more information](#)).

5.2.5.2 The CFE must ensure that the CTCB is incorporated into the CTF battle rhythm as an integral part of commander's decision cycle.

6. **Reports.** [Refer to Part C, Chap 9:Information Management](#) and [Part F, Chapter 4, Reports Matrix](#).

7. **References.**

- 7.1. U.S Pub 3-01, CTF Doctrine for Countering Air and Missile Threats.
- 7.2. U.S. Pub 3-01.4, CTF Tactics, Techniques, and Procedures for CTF Suppression of Enemy Air Defenses (J-SEAD).
- 7.3. U.S. Pub 3-01.5, Doctrine for CTF Theater Missile Defense.
- 7.4. U.S. Pub 3-05.5, CTF Special Operations Targeting and Mission Planning Procedures.
- 7.5. U.S. Pub 3-09, Doctrine for CTF Fires.
- 7.6. U.S. Pub 3-09.3, CTF Tactics, Techniques, and Procedures for Close Air Support (CAS).
- 7.7. U.S. Joint Publication 3-60, Joint Targeting, April 13, 2007.
- 7.8. Australia Defence Doctrinal Publication 3.1, Offensive Support.
- 7.9. ABCA Coalition Operations Handbook. Produced by the American-British-Canadian-Australian (ABCA) Program.
- 7.10. U.K., Ministry of Defence, Development Concept and Doctrine Center, Joint Doctrine Note (JDC), Joint Action (cover joint fires within a framework of "joint actions"). No direct quotes or wording out of this document used. Used as background on perspectives for multinational operations.
- 7.11. Allied Joint Publication (AJP) 3.9, NATO Joint Targeting Manual.
- 7.12. Philippine Army Manual (PAM) 3-04, Army Field Artillery

ANNEX J

DEFENSIVE CYBER OPERATIONS

1. **Purpose.** To provide the Multinational Task Force (MNF) Commander guidance in support of Defensive Cyber Operations (DCO). This annex builds on the established operating standards published in Chapter 6, Annex F Cybersecurity, and should be performed in conjunction with the tasks from that annex.
2. **Roles and Responsibilities.**
 - 2.1. Cyber Defense Operation Center (CDOC). A component of the C3 organization that serves to achieve collective security of the MNF by defending critical assets. Although the CDOC responsibilities span functional areas from the C2, C3, and C6 directorates, it is positioned as part of the C3. The CDOC's location within the C3 best reflects the conduct of defensive operations by the employment of movement and maneuver through the cyber domain in the same manner as warfighting in the physical domains. Additionally, the positioning of the CDOC within the C3 allows for the possible future inclusion of offensive cyber actions if these are to later fall within the remit of the MNF.
 - 2.2. The primary role of the CDOC is the fusion of cyber incident reporting from MNF Partners and the dissemination of aggregated cyber advisories across the MNF. It is highly likely that there will be initial reluctance amongst MNF Partners to share cyber incident information. The CDOC works to overcome this reluctance by reflecting that a cyber-attack against a single MNF Partner is akin to a kinetic attack against a single MNF Partner. As such, the entire MNF needs to be informed of adversary action in the cyber domain with the same precedence as an attack in any physical domain. The strength of the fused reporting achieved by the CDOC is that it allows cyber-attacks against a small number of MNF partners to be identified, analyzed, and responded to as a cyber-attack against the entire MNF. Without the fusion function of the CDOC it is probable that the otherwise isolated cyber-attacks against single partner networks would not be identified as a deliberate and concerted effort to attack the MNF by an adversary.
 - 2.3. The secondary role of the CDOC is the coordination of DCO activities with the C6 to support MNF priorities. Coordinating authority for DCO element tasking allows the CDOC to maintain control of the cyber domain for the MNF Commander by employing the tenets of maneuver warfare within cyberspace.
 - 2.4. The CDOC is a scalable organization responsible to the MNF Commander to:
 - 2.4.1. Facilitate the sharing of mission-releasable cyber threat information to all MNF Partners.
 - 2.4.2. Receive, analyze and assess cyber threat reporting and operational updates from MNF components and external sources for fusion and anonymous dissemination to the entire MNF.
 - 2.4.3. Provide Cyber Advisory Reports to MNF Partners.
 - 2.4.4. Coordinate the conduct of DCO within the MNF.

2.4.5. Plan and synchronize threat analysis and DCO support across directorates, but primarily the C2, C33, C35, C5 and C6.

2.4.6. Manage Requests for Information (RFIs).

2.4.7. Coordinate DCO Requests for Support (RFS).

2.4.8. Chair the DCO Working Group.

2.5. MNF Partners. The nations contributing to the MNF that operate in a national network and/or connect to the MNF mission network. Each MNF Partner is responsible for:

2.5.1. Protecting own C4I infrastructure, networks, and commercial infrastructure key resources.

2.5.2. Complying with standardized cybersecurity requirements for connection to MNF network.

2.5.3. Identifying mission critical assets and reporting potential risk mitigations to the CDOC.

2.5.4. Providing mission-releasable national cyber threat assessments to the CDOC.

2.5.5. Reporting cyber incidents to the CDOC.

2.5.6. Reporting status of DCO elements to CDOC to allow for identification of forces for DCO tasking.

2.5.7. Where possible, providing DCO elements to protect critical assets on direction of the CDOC.

2.5.8. Responding to threats to national networks and critical assets.

3. Tasks and Functions.

3.1. Cyber Defense Operation Center

3.1.1. Daily Routine

3.1.1.1. Prepare cyber threat briefings.

3.1.1.2. Coordinate DCO activities.

3.1.1.3. Manage Request for Information (RFI) process and updates.

3.1.1.4. Manage Request for Support process and updates.

3.1.1.5. Generate reports for Situational Awareness (SA).

3.1.1.6. Maintain rotational watch schedule/changes.

- 3.1.1.7. Coordinate DCO elements in support of MNF priorities, in consultation with the C6.
- 3.1.2. Phase I. Assessment and Preparation. The assessment of requirements and early development of an end state and an ongoing transition plan.
 - 3.1.2.1. Establish performance measures and reporting thresholds.
 - 3.1.2.2. Establish procedures for information flow (e.g. formats, media, timelines, etc.).
 - 3.1.2.3. Monitor and report on threats to the MNF network.
 - 3.1.2.4. Identify critical assets for operation of the MNF, and when appropriate other organizations.
 - 3.1.2.5. Advise other cells on threats to network-centric functions that might affect current operations.
 - 3.1.2.6. Liaise with organizations/agencies of the MNF command elements, commercial organizations, UN and host nation.
 - 3.1.2.7. Prepare plans for utilizing incoming DCO elements to meet current/planned operations.
 - 3.1.2.8. Produce action plan for MNF partners on advent of cyber incident on national network.
 - 3.1.2.9. Prepare initial Transition Plan.
 - 3.1.2.10. Produce initial cyber threat advisory for MNF.
- 3.1.3. Phase II. Deployment. Deploy forces in support of Host Nation operations. Assessment of operation continues. Phase ends when all forces are postured to conduct operations.
 - 3.1.3.1. Maintain the current network status, and report changes that support the operation.
 - 3.1.3.2. Establish liaison with appropriate communications organizations/agencies of the MNF command elements, commercial organizations, UN and host nation.
 - 3.1.3.3. Assess and report on network operation effectiveness to operational planners.
 - 3.1.3.4. Recommend appropriate changes to network operations to C6.
 - 3.1.3.5. Ensure collective security through rapid activation of DCO upon deployment.
 - 3.1.3.6. Establish the Common Network Defense Operational Picture.

3.1.3.7. Manage incoming assets to meet current/planned operations.

3.1.4. Phase III. Mission Operation. Begins with the commencement of activities. Phase III ends when activities have been terminated by competent authority or are assumed by civil agencies or by other organizations.

3.1.4.1. Maintain the current network status report.

3.1.4.2. Maintain liaison with appropriate organizations/agencies of the MNF command elements, commercial organizations, UN, and host nation.

3.1.4.3. Assess and report on network effectiveness to operational planners.

3.1.4.4. Recommend appropriate changes to national and MNF network operations in response to developing situation.

3.1.4.5. Maintain the Common Network Defense Operational Picture.

3.1.4.6. Manage incoming assets to meet current/planned operations.

3.1.4.7. Coordinate the tasking of DCO elements in support of MNF priorities.

3.1.5. Phase IV. Transition. Begins with the execution of a transition plan. Transition planning must commence during Phase I and must be coordinated with appropriate host nation agencies to facilitate seamless transition to the appropriate agencies.

3.1.5.1. Update and sustain network status report.

3.1.5.2. Sustain Common Network Defense Operational Picture.

3.1.5.3. Maintain liaison with appropriate organizations/agencies of the MNF command elements, commercial organizations, UN and host nation.

3.1.5.4. Assess and report network effectiveness to operational planners.

3.1.5.5. Make appropriate changes to DCO force allocation in response to developing situations.

3.1.6. Phase V. Redeployment

3.1.6.1. Finalize network DCO plans for Transitional phase.

3.1.6.2. Ensure all members of MNF implement transition plans and assure collective security remains operational until end of mission.

3.1.6.3. Provide necessary network and adversary information and documentation for UN Agencies and Host Nation in order to maintain network operations.

- 3.1.6.4. Plan for withdrawal of CDOC forces and equipment.

3.2. MNF Partners

3.2.1. Daily Routine

- 3.2.1.1. Conduct DCO on national networks.
- 3.2.1.2. Provide necessary network and adversary information and documentation for UN Agencies and Host Nation in order to maintain network operations.
- 3.2.1.3. Provide standard daily situation report of forces to CDOC.
- 3.2.1.4. Immediate reporting of cyber incident on national network to CDOC.
- 3.2.1.5. Respond to cyber incidents on national networks.
- 3.2.1.6. Provide mission-releasable national cyber threat advisory to CDOC.

3.2.2. Phase I. Assessment and Preparation. The assessment of requirements and early development of an end state and an ongoing transition plan.

- 3.2.2.1. Where possible, train national DCO elements to MNF standard in order to conduct coalition DCO.
- 3.2.2.2. Comply with CDOC performance measures and reporting thresholds.
- 3.2.2.3. Establish and test pathways for information flow to CDOC.
- 3.2.2.4. Monitor and report on status of national networks.
- 3.2.2.5. Identify critical assets for operation of the national mission and report to CDOC.
- 3.2.2.6. Inform CDOC of incoming DCO forces and equipment.
- 3.2.2.7. Implement and rehearse action plan for cyber incident on national network.
- 3.2.2.8. Prepare initial national transition plan.
- 3.2.2.9. Provide mission-releasable national cyber threat advisory to CDOC.

3.2.3. Phase II. Deployment. Deploy forces in support of Host Nation operations. Assessment of operation continues. Phase ends when all forces are postured to conduct operations.

- 3.2.3.1. Report national network status to the CDOC.
- 3.2.3.2. Report changes to network operations to CDOC.

- 3.2.3.3. Contribute to collective security through rapid activation of DCO on national networks.
- 3.2.3.4. Report incoming DCO assets to CDOC.
- 3.2.3.5. Phase III. Mission Operation. Begins with the commencement of activities. Phase III ends when activities have been terminated by competent authority or are assumed by civil agencies or by other organizations.
- 3.2.3.6. Report the current network status to CDOC.
- 3.2.3.7. Assess and reports network effectiveness to CDOC.
- 3.2.3.8. Report changes to national network operations to CDOC.
- 3.2.3.9. Report change in DCO assets to CDOC.
- 3.2.4. Phase IV. Transition. Begins with the execution of a transition plan. Transition planning must commence during Phase I and must be coordinated with appropriate host nation agencies or by other organizations.
 - 3.2.4.1. Report the current network status to CDOC.
 - 3.2.4.2. Assess and reports network effectiveness to the CDOC.
 - 3.2.4.3. Report changes to national network operations to CDOC.
 - 3.2.4.4. Report change in DCO assets to CDOC.
- 3.2.5. Phase V. Redeployment.
 - 3.2.5.1. Finalize national DCO plan for transition phase and provide plan to CDOC.
 - 3.2.5.2. Maintain DCO of national network until end of mission.
 - 3.2.5.3. Provide necessary network and adversary information and documentation to CDOC.
 - 3.2.5.4. Plan for withdrawal of national forces and equipment, and provide CDOC with timeline of withdrawal.

4. **Special Considerations.**

- 4.1. Differing national standards and laws pertaining to sovereignty in cyberspace may affect willingness and/or the legality of partner participation in DCO as part of the MNF. Similarly, the willingness to share cyber threat information and the operational status of national networks is certain to vary amongst MNF partners. The regular conduct of the DCO WG within the MNF is

likely to prove the best avenue to negotiate sharing arrangements and provide a forum for information exchange.

5. Information and coordination flow.

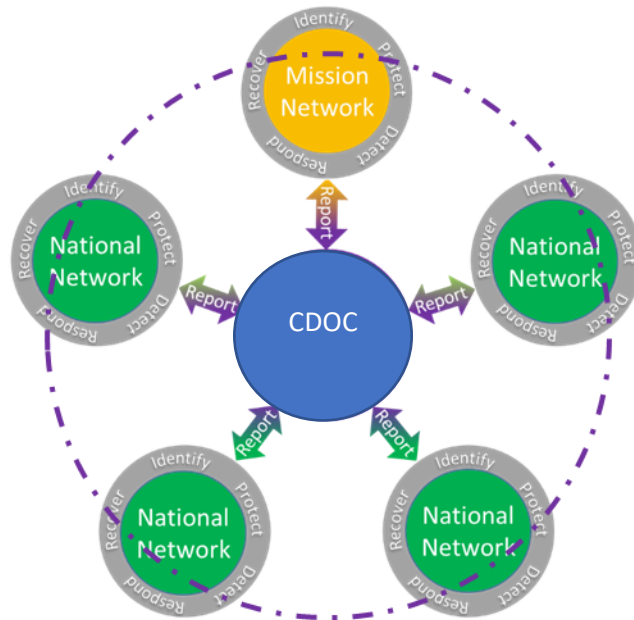


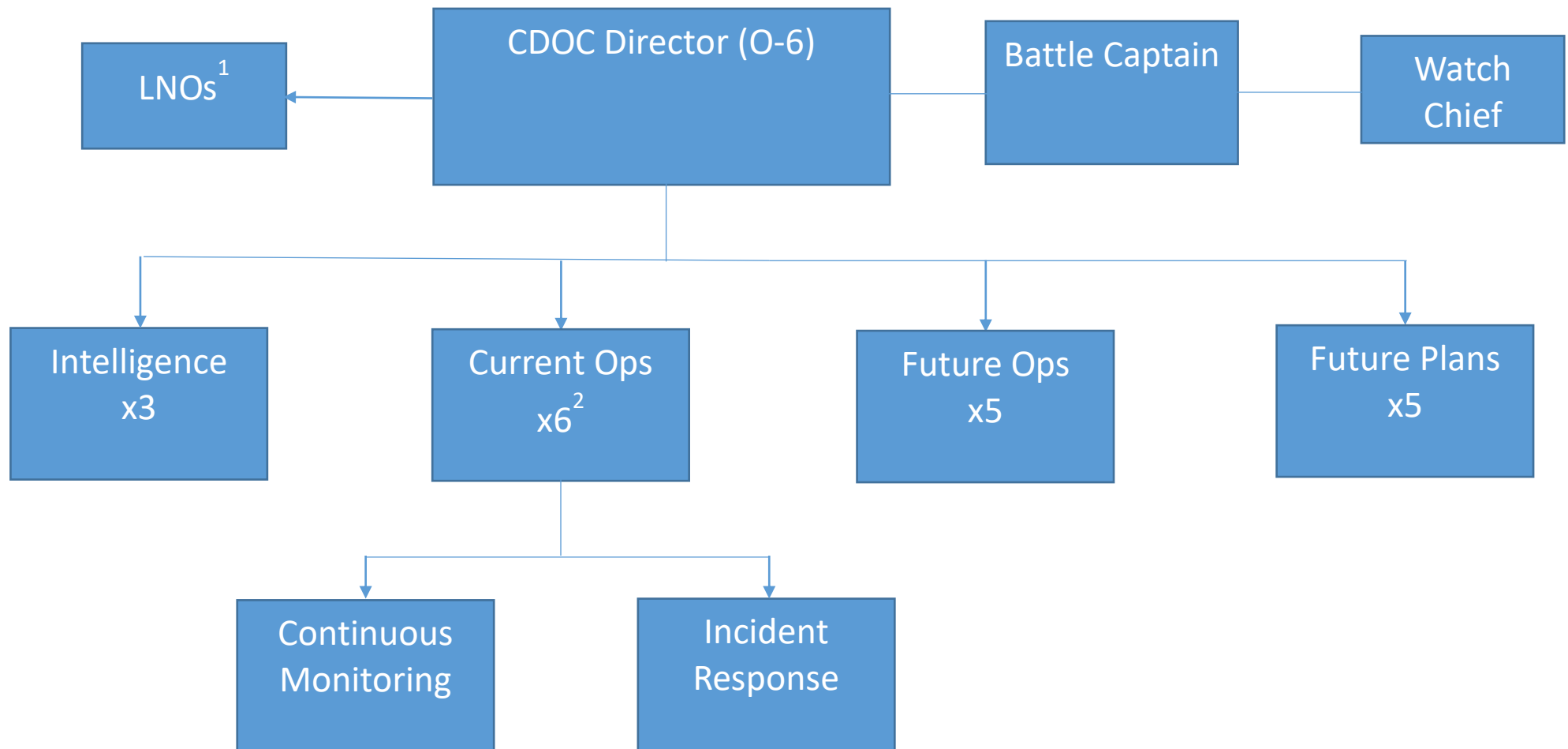
Figure 1. MNF Cyber Defense Operation Center information flow

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Appendices:

- Appendix 1 - CDOC Organizational Chart
- Appendix 1A - CDOC Roles and Responsibilities
- Appendix 2A – Cyber Incident Reporting Template
- Appendix 2B – Cyber Advisory Report Template
- Appendix 2C – Request for Information
- Appendix 2D – Request for Support
- Appendix 2E - DCO LOCSTAT
- Appendix 3 - DCO Operational Assessment
- Appendix 4 - CDOC Fusion Processes

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APPENDIX 1 CDOC ORGANIZATIONAL CHART



1: To MNF directorates, such as the C4 and C6, from participating countries or OGDs

2: 3x day shift, 3x night shift

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APPENDIX 1A

CDOC ROLES AND RESPONSIBILITIES

1. **Purpose.** This Appendix outlines the roles and responsibilities within the Cyber Defense Operations Center.
2. **Roles and Responsibilities.**
 - 2.1. **CFC Director.** Serves as the primary adviser to the CTF commander, Chief of Staff, and C-3 Director on the following:
 - 2.1.1. DCO-Internal Defense Measures and/or employment of defensive cyber forces.
 - 2.1.2. Adversary capabilities and intent that threaten the CTF capabilities.
 - 2.1.3. The concept of operation and results of DCO missions.
 - 2.1.4. Usual cyber incidents within the HQ or subordinate forces that impact the mission.
 - 2.1.5. Monitors Commander's Critical Information Requirement (CCIR) status.
 3. **Battle Captain.** Supervises the execution of the CFC/CDOC daily routine. Responsible for maintaining situational awareness of operations from the present to the next 96 hours, and making the final refinements for **cyber tasking orders** received from FOPS for issuance to the MNF HQ/CTF components.
 4. **Watch Chief.** Assists the battle captain and, in his/her absence, serves as the battle captain. Additionally, the watch chief monitors the locations of key cyber personnel within the HQ, cyber forces across the area of operations, and the actions of those forces.
 5. **Watch Clerk.** Assists the watch chief in the execution of his/her duties and is responsible for maintaining records of a significant events log and their pending actions. Additionally, the watch clerk ensures operational displays and status of all forces are maintained and accurately portrayed within the CFC/CDOC.
6. **Current Operations.**
 - 6.1. **Active Monitoring of Mission Critical Assets.** Activities that offer an understanding of ongoing DCO missions in near real time.
 - 6.2. **Incident Response.** Activities that respond to cyber incidents once they occur. The goal is generally to contain and limit a specific threat from impacting mission.
7. **Future Operations.** Responsible for future operations planning that occurs within the 96 - 168 hour period. Participates in operational planning groups led by the C3. and Also, can conduct cyber operational planning groups composed of a small group of focused planners tailored for the operation, with the applicable integrated component liaison officers and subject matter experts (including members from the CTF HQs and components).
8. **Future Plans.** Performs long range deliberate planning, such as campaign planning, follow-on phase planning, sequel plans, and contingency planning. Serves as point of contact for integration of CTF staff, components, and member nations into the CTF planning process.

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APPENDIX 2A - CYBER INCIDENT REPORTING TEMPLATE

Ser No.	DESCRIPTION	DATA/DESCRIPTION			
1	REPORT IDENTIFICATION				
2	REPORT TIME DTG (Z)				
3	REPORT STATUS: INITIAL/UPDATE/CLOSED				
4	REPORTER DETAILS	NAME:	CONTACT NUMBER:	EMAIL:	UNIT:
5	INCIDENT PRIORITY LEVEL				
6	SIGHTING TYPE: DIRECT/INDIRECT				
7	START TIME: DTG (Z)		END TIME: DTG (Z)		
8	COUNTRY CODE – AFFECTED AREA				
9	ORGANIZATION ATTACKED/INFECTED				
10	ASSETS INFECTED/ATTACKED				
11	ATTACK VECTOR				
12	DESCRIPTION OF ATTACK/INCIDENT	ATTACK TYPE: DISCOVERY DETAILS:			
13	TECHNIQUES (TTPs) OBSERVED				
14	INDICATORS OF COMPROMISE				
15	OBSERVED IMPACT				
16	EXPECTED IMPACT				
17	REMEDIATION: (Actions on, current status of Incident and any parties notified)				
18	RECOVERABILITY (STATUS & ETR)				

Ser No.	DESCRIPTOR	EXPLANATION			
1	REPORT IDENTIFICATION	<i>Supplied by CTFC</i>			
2	REPORT TIME DTG (Z)	<i>Nil</i>			
3	REPORT STATUS:	<i>Nil</i>			
	INITIAL/UPDATE/CLOSED				
4	REPORTER DETAILS	NAME:	CONTACT NUMBER:	EMAIL:	UNIT:
5	INCIDENT PRIORITY LEVEL	BLACK/RED/ORANGE/YELLOW/GREEN/BLUE/WHITE			
6	SIGHTING TYPE: DIRECT/INDIRECT	<i>Direct – MNF and/or HN have directly observed activity. Indirect – Information through alternative source (Tipper)</i>			
7	START TIME: DTG (Z)	<i>Incident start time</i>	END TIME: DTG (Z)	<i>Incident end time</i>	
8	COUNTRY CODE – AFFECTED AREA	<i>Utilize current ISO 3166 country codes</i>			
9	ORGANIZATION ATTACKED/INFECTED				
10	ASSETS INFECTED/ATTACKED				
11	ATTACK VECTOR	EXTERNAL OR REMOVABLE MEDIA/ATTRITION/WEB/EMAIL/IMPROPER USAGE/LOSS OR THEFT OF EQUIPMENT/OTHER – <i>See note below</i>			
12	DESCRIPTION OF ATTACK/INCIDENT	ATTACK TYPE: MALWARE(RANSOMWARE, SPYWARE, REMOTE ACCESS TOOL, VIRUS, WORM), SECURITY BYPASS, PHISHING, DENIAL OF SERVICE, ZERO-DAY, SQL INJECTION, INSIDER THREAT DISCOVERY DETAILS: <i>How the attack was discovered, e.g. through review of logs, suspicious behavior of systems, system defacement etc.</i>			
13	TECHNIQUES (TTPs) OBSERVED	<i>Tactics, Techniques and Procedures used. How the attacker conducts the attack. E.g., The emailing of Zero day exploits to get Privilege escalation on our C2 systems.</i>			
14	INDICATORS OF COMPROMISE	<i>Refers to how others can observe this attack, this can include: file names, IP addresses, email addresses, system/network/process log details, suspicious traffic observations, etc.</i>			
15	OBSERVED IMPACT	NONE/LOW/MEDIUM/HIGH - <i>Detail any observed impacts on systems. See note below.</i>			

16	EXPECTED IMPACT	NONE/LOW/MEDIUM/HIGH - <i>Detail any expected impacts on systems. See note below.</i>
17	REMEDICATION: (Actions on, current status of Incident and any parties notified)	<i>Specify any actions carried out to resolve/combat the incident, including the current status of the incident and any parties informed.</i>
18	RECOVERABILITY (STATUS & ETR)	REGULAR/SUPPLEMENTED/EXTENDED/NOT RECOVERABLE – <i>See additional note below. Include Estimated Time of Resolution i.e. 3hrs.</i>

EXPLANATION - NOTES

1. PRIORITY LEVELS

This pertains to the priority level of the Unit reporting, not the whole MNF Mission.

- a. **EMERGENCY (BLACK)** - An Emergency priority incident poses an imminent threat to the provision of military capability, wide-scale critical infrastructure services, national government stability, or the lives of coalition/HN persons.
- b. **SEVERE (RED)** - A Severe priority incident is likely to result in a significant impact to military capability, public health or safety, national security, economic security, foreign relations, or civil liberties.
- c. **HIGH (ORANGE)** - A High priority incident is likely to result in a demonstrable impact to military capability, public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.
- d. **MEDIUM (YELLOW)** - A Medium priority incident may affect military capability, public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.
- e. **LOW (GREEN)** - A Low priority incident is unlikely to affect military capability, public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.
- f. **BASELINE - MINOR (BLUE) A Baseline** – A minor priority incident is highly unlikely to affect military capability, public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence. The potential for impact, however, exists and warrants additional scrutiny.
- g. **BASELINE - NEGLIGIBLE (WHITE) A Baseline** – A negligible priority incident is highly unlikely to affect military capability, public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence. The

potential for impact, however, exists and warrants additional scrutiny.

2. TYPE OF INCIDENT – ATTACK VECTOR

This serial defines several types of incidents, based on common attack vectors. These categories are not intended to provide definitive classification for incidents, but rather to be used as a basis for defining more specific handling procedures. Different types of incidents merit different response strategies. The attack vectors are:

- a. **External/Removable Media:** An attack executed from removable media (e.g., flash drive, CD) or a peripheral device.
- b. **Attrition:** An attack that employs brute force methods to compromise, degrade, or destroy systems, networks, or services.
- c. **Web:** An attack executed from a website or web-based application.
- d. **Email:** An attack executed via an email message or attachment.
- e. **Improper Usage:** Any incident resulting from violation of an organization's acceptable usage policies by an authorized user, excluding the above categories.
- f. **Loss or Theft of Equipment:** The loss or theft of a computing device or media used by the organization, such as a laptop or smartphone.
- g. **Other:** An attack that does not fit into any of the other categories.

3. RECOVERABILITY

Represents the scope of resources needed to recover from the incident. In many cases, a unit's internal computer network defense staff will be able to handle an incident without external support, resulting in a recoverability classification of Regular. An example of a Regular recovery would be a phishing email that was automatically blocked by a mail server. In Extended recoverability cases, significant efforts such as a multi-agency, multi-organizational response task force may be needed for recovery. For example, if a unit requests support from the CTFC, the incident is by its nature an extended recovery. Lastly, it may not be feasible to recover from some types of incidents, such as significant confidentiality or privacy compromises.

- a. **REGULAR** - Time to recovery is predictable with existing resources.
- b. **SUPPLEMENTED** - Time to recover is predictable with additional resources.

- c. **EXTENDED** - Time to recovery is unpredictable; additional resources and outside assistance may be required.
- d. **NOT RECOVERABLE** - Recovery from the incident is not possible (e.g., sensitive data was exfiltrated and posted publicly, investigation launched).

4. **OBSERVED/EXPECTED IMPACT**

Estimates the overall OPERATIONAL impact resulting from the loss of service to the MNF. Other existing standards for rating cybersecurity incident risks lack consideration for the unique and diverse critical infrastructure assets of the owners and operators and Military/Government departments and agencies that the MNF is tasked with helping to protect. A similar incident at two separate MNF Units might have a significantly different impact to operations at a Mission level. Therefore, each incident will be scored differently relative to the risk it presents in a Mission context. The potential impact value is calculated in advance wherever possible, based on known statistics about the entity in question. Some example statistics that may be used include:

- a. Number of authorized users in the Unit.
- b. Criticality of information held/processed by the Unit.
- c. Criticality of the Unit in delivering the MNF mission or tasks.

Category Definition:

- a. None - No effect to the MNF's ability to conduct missions or tasks.
- b. Low - Minimal effect; the MNF can still conduct all missions with alternate systems.
- c. Medium - MNF has the ability to complete critical tasks, but will have varying levels of success in mission accomplishment.
- d. High - MNF is no longer able to conduct the mission.

5. **INCIDENT REPORTING**

To facilitate timely incident response, MNF participants are to report all cybersecurity incidents that may be of concern to the MNF. The initial reporting is to follow the MNF template in Annex X and is to be sent as soon as possible to the MNF CTFC for action.

Where an incident requires updates, the phrase 'Update 1, Update 2, etc.' may be included in follow up reports, in order to allow the incident to provide real-time reporting to the CFC.

6. **CYBER ADVISORY**

The CFC will release a Cyber Advisory to nations in the MNF about an incident or events that are likely to lead to an incident on their networks. Event reporting that is used to create a Cyber Advisory include Cyber Incident Report, Vulnerability Report, and Intelligence Report/Summary. The aim of these reports is for system owners to take counter-measures/controls to help minimize the risk of an attack, or potential attack.

Appendix 2B - CYBER ADVISORY REPORT TEMPLATE

Ser No.	DESCRIPTION	DATA/DESCRIPTION		
1	REPORT IDENTIFICATION			
2	REPORT TIME DTG (Z)			
3	REPORT: INITIAL/UPDATE/CLOSED			
4	INCIDENT PRIORITY LEVEL			
5	SIGHTING TYPE: DIRECT/INDIRECT			
6	INITIAL REPORT			
7	START TIME: DTG (Z)		END TIME: DTG (Z)	
8	COUNTRY CODE – AFFECTED AREA			
9	ASSETS INFECTED/ATTACKED			
10	TYPE OF INCIDENT – ATTACK VECTOR			
11	DESCRIPTION OF ATTACK/INCIDENT	ATTACK TYPE: DISCOVERY DETAILS:		
12	TECHNIQUES (TTPs) OBSERVED			
13	INDICATORS OF COMPROMISE			
14	OBSERVED IMPACT			
15	EXPECTED IMPACT			
16	REMEDIATION CONDUCTED: (Actions on, current status of Incident and any parties notified)			
17	RECOMMENDED ACTIONS			

Ser No.	DESCRIPTION	EXPLANATION		
1	REPORT IDENTIFICATION	<i>Supplied by CTFC</i>		
2	REPORT TIME DTG (Z)	<i>Nil</i>		
3	REPORT: INITIAL/UPDATE/CLOSED	<i>Nil</i>		
4	INCIDENT PRIORITY LEVEL	BLACK/RED/ORANGE/YELLOW/GREEN/BLUE/WHITE		
5	SIGHTING TYPE: DIRECT/INDIRECT	<i>Direct – MNF and/or HN have directly observed activity. Indirect – Information through alternative source (Tipper)</i>		
6	INITIAL REPORT	<i>Report Identification – Same as initial incident report Can include Vulnerability Report or INTSUM/INREP etc.</i>		
7	START TIME: DTG (Z)	<i>Incident Start Time</i>	END TIME: DTG (Z)	<i>Incident End Time</i>
8	COUNTRY CODE – AFFECTED AREA	<i>Utilize current ISO 3166 country codes</i>		
9	ASSETS INFECTED/ATTACKED	<i>le. Mail sever.</i>		
10	TYPE OF INCIDENT – ATTACK VECTOR	EXTERNAL OR REMOVABLE MEDIA/ATTRITION/WEB/EMAIL/IMPROPER USAGE/LOSS OR THEFT OF EQUIPMENT/OTHER – <i>See note below</i>		
11	DESCRIPTION OF ATTACK/INCIDENT	ATTACK TYPE: MALWARE(RANSOMWARE, SPYWARE, REMOTE ACCESS TOOL, VIRUS, WORM), SECURITY BYPASS, PHISHING, DENIAL OF SERVICE, ZERO-DAY, SQL INJECTION, INSIDER THREAT DISCOVERY DETAILS: <i>How the attack was discovered, e.g. through review of logs, suspicious behavior of systems, system defacement and etc.</i>		
12	TECHNIQUES (TTPs) OBSERVED	<i>Tactics, Techniques and Procedures used. How the attacker conducts the attack. E.g. The emailing of Zero day exploits to get Privilege escalation on our C2 systems.</i>		
13	INDICATORS OF COMPROMISE	<i>Refers to how others can observe this attack, this can include: file names, IP addresses, email addresses, system/network/process log details, suspicious traffic observations, etc.</i>		
14	OBSERVED IMPACT	NONE/LOW/MEDIUM/HIGH - <i>Detail any observed impacts on systems. See note below.</i>		
15	EXPECTED IMPACT	NONE/LOW/MEDIUM/HIGH - <i>Detail any observed impacts on systems. See note below.</i>		

16	REMEDIATION CONDUCTED: (Actions on, current status of Incident and any parties notified)	<i>Specify any actions carried out by the incident reporting organization to resolve/combat the incident, including the current status of the incident and any parties informed.</i>
17	RECOMMENDED ACTIONS	<i>Detail any guidance to Units on TTPs for Hunt/Mitigation activity against threat.</i>

EXPLANATION - NOTES

1. PRIORITY LEVELS

This pertains to the priority level of the incident to the whole MNF Mission.

- a. **EMERGENCY (BLACK)** - An Emergency priority incident poses an imminent threat to the provision of military capability, wide-scale critical infrastructure services, national government stability, or the lives of coalition/HN persons.
- b. **SEVERE (RED)** - A Severe priority incident is likely to result in a significant impact to military capability, public health or safety, national security, economic security, foreign relations, or civil liberties.
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- f. **BASELINE - MINOR (BLUE) A Baseline** – A minor priority incident is highly unlikely to affect military capability, public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence. The potential for impact, however, exists and warrants additional scrutiny.
- g. **BASELINE - NEGLIGIBLE (WHITE) A Baseline** – A negligible priority incident is highly unlikely to affect military capability, public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence. The

potential for impact, however, exists and warrants additional scrutiny.

2. TYPE OF INCIDENT – ATTACK VECTOR

This serial defines the initial access vector. Different types of incidents merit different response strategies. The attack vectors are:

- a. **External/Removable Media:** An attack executed from removable media (e.g., flash drive, CD) or a peripheral device.
- b. **Attrition (Network or System):** An attack that employs brute force methods to compromise, degrade, or destroy systems, networks, or services. Network attrition occurs by using network resources, whereas software attrition may refer to malicious software, e.g. logic bomb.
- c. **Web:** An attack executed from a website or web-based application.
- d. **Email:** An attack executed via an email message or attachment.
- e. **Improper Usage:** Any incident resulting from violation of an organization's acceptable usage policies by an authorized user, excluding the above categories.
- f. **Loss or Theft of Equipment:** The loss or theft of a computing device or media used by the organization, such as a laptop or smartphone.
- g. **Other:** An attack that does not fit into any of the other categories.

3. OBSERVED/EXPECTED IMPACT

Estimate the overall OPERATIONAL impact resulting from the loss of service to the MNF. Other existing standards for rating cybersecurity incident risks lack consideration for the unique and diverse critical infrastructure assets of the owners and operators and Military/Government departments and agencies that the MNF is tasked with helping to protect. A similar incident at two separate MNF Units might have a significantly different impact to operations at a Mission level. Therefore, each incident will be scored differently relative to the risk it presents in a Mission context. The potential impact value is calculated in advance wherever possible, based on known statistics about the entity in question. Some example statistics that may be used include:

- a. Number of authorized users in the Unit.
- b. Criticality of information held/processed by the Unit.

- c. Criticality of the Unit in delivering the MNF mission or tasks.

Category Definition:

- a. None - No effect to the MNF's ability to conduct missions or tasks.
- b. Low - Minimal effect; the MNF can still conduct all missions through the use of alternate systems.
- c. Medium - MNF has the ability to complete critical tasks, but will have varying levels of success in mission accomplishment.
- d. High - MNF is no longer able to conduct the mission.

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APPENDIX 2C – REQUEST FOR INFORMATION

Request for Information Template		RFI #.....	
Organization name, Address, Phone, Email and Web			
From:	To:	Copy to:	
Date Request		Subject	
RFI Description			
Attachment 1		Attachment 2	
RFI Response			
Response by:		Date Response:	
Organization Name:			

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APPENDIX 2D

REQUEST FOR SUPPORT

1. **Overview.** This appendix provides a mechanism to request support during Defensive Cyber Operations.

2. Background.

2.1. As the operation evolves there may be the need for the CDOC to allocate a Defensive Cyber Team from one country to manage the Cyber terrain of another. The MNF Commander **does not** have authority to task Cyber Protection Teams (CPT) or manage Cyber Terrain of other nations. The allocation of one nation's CPT to another nation's terrain can only occur with authority of both nations. The role of the CDOC is to facilitate this arrangement.

2.2. To facilitate the sharing of teams and terrain, the MNF uses the 'Request for Support' (RFS) system. Using the RFS template, a MNF Partner may request that a CPT from another nation assist in conducting DCO on their national cyber terrain. An example RFS template is provided below in Table 1.

REQUEST FOR SUPPORT (DCO)	
RFS #	RFS-MNF(C)-CJTF-XXX
Terrain:	MNCC
Terrain Owner:	Country X
Terrain Contact:	IM Owner - #####
Description of Work:	
Duration:	
Priority:	1-10

3. Table 1: Sample Defensive Cyber Operations Request for Support

2.3. To action the RFS, the CDOC consults the DCO LOCSTAT to determine a suitable CPT for support. The requesting and supporting nations for support may then negotiate an arrangement for support. Once the agreement is made, the parties then advise the DNOC of the arrangement, and an Authority to Connect (ATC) is issued by the CDOC. The ATC demonstrates that there is an agreement for one nation's cyber team to work on another nation's network for a set duration.

Cyber Authority to Connect	
Authority #:	ATC-MNFXX-XXX
Issue Date:	DTG
RFS Number:	RFS-MNFXX-XXX
Duration:	DTG (Z) – DTG (Z)
Terrain:	
Terrain Owner Country:	
Terrain Owner Contact Details:	
Defensive Team Name:	
Team Country:	
Team Contact Details:	
Terrain on task completion:	Where the team will go on completion of the task.

4. Table 2: Sample Cyber Authority to Connect

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APPENDIX 2E

DCO LOCSTAT

1. **Overview.** In DCO, a system, or a collection of systems, is commonly referred to as Cyber Terrain. The systems provided by a nation is that nation's cyber terrain. This terrain will be managed by the nation internally and does not require oversight by the CDOC.
2. **Considerations.** To inform the CDOC of available DCO elements, partner nations provide a daily Defensive Cyber Team SITREP (as outlined in Annex E – Cyber Security). To track the location of real-time Cyberspace Operations on the network, the CDOC maintains a Defensive Cyber Operations LOCSTAT, as illustrated in Table 1 below.

<u>Terrain</u>	<u>Country</u>	<u>Cyber Protection Team</u>	<u>Details</u>
MNCC	PNG	US – DCT1	AUTHORITY: ATC-MNF(C)-CJTF-001 (DTG – DTG) to return to Terrain X on completion
Nil	N/A	US – DCT 2	Unallocated

Table 1: Sample Defensive Cyber Operations LOCSTAT

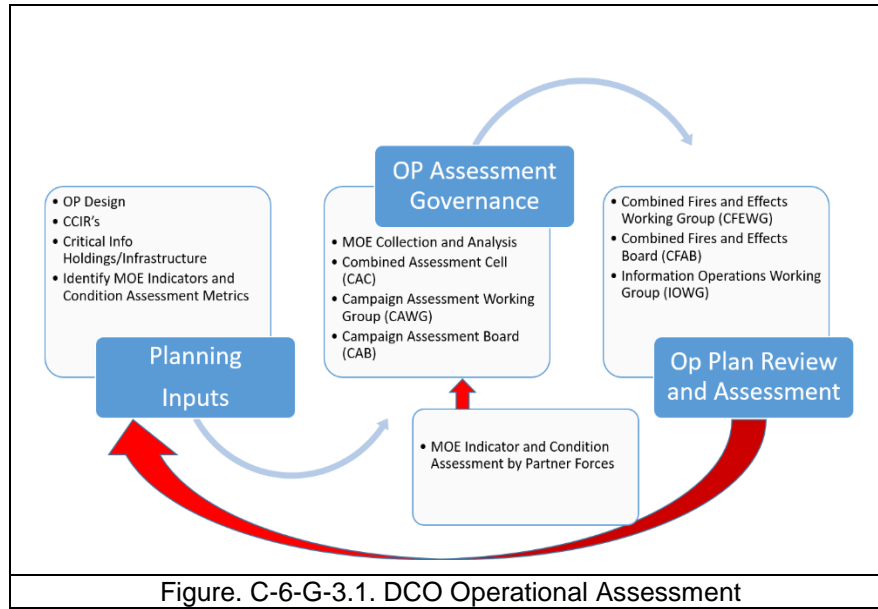
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APPENDIX 3

DCO OPERATIONAL ASSESSMENT

1. DCO Operational Assessment.

- 1.1. The ability to maintain cyber dominance is essential to ensure the MNF can measure and adjust actions in the achievement of the operational end-state ([refer to Part B, Chapter 2, Annex B, Appendix 6, Tab C: MNF Assessment of Operations](#)). The CDOC will inform the Coalition/Combined Assessment Cell (CAC) and Campaign Assessment Working Group/Board (CAWG/CAB) of tangible Measures of Effectiveness (MOE). These will be used to inform CCIRs and operational objectives, and to provide operational plan review recommendations (Figure. C-6-G-1.1 DCO Operational Assessment). The main operational effects are the understanding of the strategic/operational cyber environment (Phase 1: Assessment and Preparation, Phase 2: Deployment), and the ability to operate in and through a contested cyber environment (Phase 3: Execution). Based on the specific operational objectives and priorities, the MOEs will be adjusted, and each MOE will have defined indicators and conditions that will be monitored and measured to enable the CFC to report on the efficacy of the DCO architecture across the MNF.
- 1.2. Operational Effect 1 – Campaign Assessment and Preparation (Phase 1) and Deployment (Phase 2). MNF has sound understanding of the strategic and operational cyber threat environment in order to inform the Operational Design and Operational Intelligence Preparation of the Environment (OIPE) ([refer to Part B, Chapter 2, Annex C, Appendix 6, Tab A: Commander's Appreciation and Operational Design](#)).
 - 1.2.1. MOE 1-1: Cyber key terrain and MNF critical information artifacts are identified and safeguards are applied to reduce operational risk to Command approved residual risk levels.
 - 1.2.2. MOE 1-2: Credible identification of cyber threat adversary's modus operandi.
 - 1.2.3. MOE 1-3: MNF implements credible DCO security standards and applies robust rigor to protect MNF cyber key terrain.
 - 1.2.4. MOE 1-4: Trust is established by MNF Partners releasing accurate and relevant cyber threat information to the MNF.
- 1.3. Operational Effect 2. MNF is able to sustain freedom of maneuver in and through a contested cyber environment.
 - 1.3.1. MOE 2-1. Reliable MNF information is available when and where required by MNF.
 - 1.3.2. MOE 2-2. MNF preemptively mitigates adversary ability to exploit vulnerabilities to MNF cyber key terrain.
 - 1.3.3. MOE 2-3. Operation of an agile DCO architecture to scale across the spectrum of operations.
 - 1.3.4. MOE 2-4. DCO credibility and unity of effort across the MNF.



APPENDIX 4

CDOC FUSION PROCESSES

1. **Purpose.** This appendix provides guidance to CDOC personnel on the fusion and dissemination roles of the CDOC.
2. **Tasks and Functions.**
 - 2.1. **Information Fusion/Sharing/Reporting.** This function is designed to resolve or significantly mitigate challenges associated with sharing cyber related information in a MNF environment. This function is designed to receive unclassified national inputs from contributing members of the MNF, anonymize and sanitize the data (to the mission-releasable level), then aggregate, organize, and distribute the information to the MNF. If not provided in the JMEI, the CFTC must establish information sharing rules, to possibly include a formal agreement, that specifies expected availability, security posture requirements, and acceptable use policies. In the initial phases of an operation, nations need to share mission-releasable threat-vector information and threat signature.
 - 2.2. Types of information to be shared that should be covered in the information sharing rules (from NIST 800-150) may include:
 - 2.2.1. Types of threat information that may be shared.
 - 2.2.2. Conditions and circumstances when sharing is permitted.
 - 2.2.3. Identify approved recipients of threat information.
 - 2.2.4. Describe any requirements for redacting or sanitizing information to be shared.
 - 2.2.5. Specify if source attribution is permitted.
 - 2.2.6. Apply information handling designations that describe recipient obligations for protecting information.
 - 2.3. Receive threat information from the C2, C6, and participating nations. "Threat information is any information related to a threat that might help an organization protect itself against a threat or detect the activities of an actor." This information will help assess risk to Critical Assets and provide Indications and Warning.
 - 2.4. Receive updates on friendly cyberspace from C6 and participating nations via network status summaries and Cyber Incident Reports. This information will be shared in accordance with the sharing rules, and will inform risk or status of identified Critical Assets.
 - 2.5. Report aggregated cyber threat information to all partners via the Cyber Advisory Report.
 - 2.6. Inform C2 of emerging threats in the cyber domain to inform the overall threat assessment to the MNF.

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CHAPTER 4

MNF C4 LOGISTICS PROCEDURES

1. **Purpose.** Provide a start point for Coalition / Combined Task Force (CTF) C4 organization. Describe roles and responsibilities of the Supported Strategic Commander J4, Supporting Strategic Commander J4, CTF C4, CTF component logistics staffs, and National Support Elements (NSEs). Provide cross-functional procedures to ensure internal and external logistics integration.
 - 1.1. **Method/Intent.** Logistics is a national responsibility. However, to require each nation in the CTF to perform all logistics functions separately would be inefficient. The CTF C4 shall integrate, coordinate and synchronize participant nation logistics capabilities and requirements in support of CTF multinational operations.
 - 1.2. **End State.** Ensure the provision of effective and efficient logistics to support the CTF mission.
2. **Logistics Definition.** While the broader term of sustainment includes logistics and personnel, logistics is the science of planning and carrying out the movement and maintenance of forces. In its' most comprehensive sense, those aspects of military operations which deal with:
 - 2.1. The design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel.
 - 2.2. The transport of personnel.
 - 2.3. Acquisition or construction, maintenance, operation, and disposition of facilities.
 - 2.4. The acquisition or furnishing of services.
 - 2.5. Health service support.
 - 2.6. Operational contract support.
 - 2.7. Logistics information management.
3. **Concept and General Guidance.** Under the Lead Nation construct, the Supported Strategic Commander J4 retains the strategic responsibility for logistically supporting the multinational operation by developing initial logistics guidance and coordinating the logistics resources of participating nations. Upon CTF activation, and in close coordination with the Supported Strategic Commander's J4, the CTF C4 is responsible for further developing and/or promulgating operational level logistics policies and guidance, planning for logistics support of the operation and maintaining logistics oversight on behalf of the CTF Commander. The C4 shall establish a Logistics Operations and Plans Division, Policy and Guidance Division, and Coalition / Combined Logistics Coordination Center (CLCC). The CLCC will coordinate with supporting nations, other government and non government organizations to provide unity of effort.

Note: In Humanitarian Assistance / Disaster Relief (HA/DR) crisis response situations (with a permissive threat environment), the term Multinational Logistics Coordination Center (MLCC) may be used instead of a CLCC since there will normally not be any formal CTF headquarters established (CTF = multinational command). In such situations, due to the urgency of the situation, parallel JTF coordination structures are normally established using cooperation and coordination versus formal command structures.

- 3.1. The Logistics Lead Nation (typically the CTF Lead Nation) exercises overall responsibility for CTF logistics through the Supported Strategic Commander J4. Designating common user logistics (CUL) and role specialist nation (RSN) logistics relationships are key logistics tasks at the strategic level. The Supported Strategic Commander J4 shall coordinate CUL or RSN terms of support with Supporting Strategic Commander J4s.
- 3.2. The Supported Strategic Commander exercises Limited Directive Authority for Logistics (LDAL) and shall coordinate redistribution actions with affected Supporting Strategic Commander(s).
- 3.3. National Support Elements (NSEs) are formed under individual National Command Elements (NCEs) and shall be responsible for the provision of national unique support. NSEs shall facilitate RSN provision of CUL commodities or services to the CTF, as coordinated at the strategic level.
- 3.4. The CTF C4 staff directs logistics for CTF component commands, assists CTF planning efforts, and coordinates logistics requirements with NSEs, Civil-Military Operations Center (CMOC), and Multinational Coordination Center (MNCC).
- 3.5. Logistics liaison officers (LOs) are used extensively to assist coordination between staff levels and functions. When required, CTF components normally provide liaison officers to CTF HQ. LOs are not a replacement for standard reporting or routine information sharing. As a rule, organizations with a special information requirement from lateral or higher-level organizations are responsible to send LOs. In all cases, the sending organization retains control of their LOs.
- 3.6. Should the CTF operation transition into a United Nations (UN) Operation (UN authorized or sponsored multinational task force – refer to [Part B, Chapter 2, Command, Control, Coordination and Cooperation Relationships](#)) then guidance outlined by the Department of Peacekeeping Operations (DPKO) shall be provided to the UN Troop Contributing Nations. Within UN operations, participating nations shall sign a Memorandum of Understanding (MOU) and a Letter of Assistance with the DPKO. The MOU outlines the roles, functions, Rules of Engagement (ROE), and logistics agreements while the letter outlines UN-provided and/or participating nation-provided support. Key references are: (1) “Supporting and Sustaining” UN Peacekeeping Operations - Chapter 8 of the *United Nations/Peacekeeping Operations, Principles and Guidelines*: (http://pbpu.unlb.org/pbps/Library/Capstone_Doctrine_ENG.pdf) and (2) *UN Contingent Owned Equipment Manual (COE)*: (<http://www.un.org/Depts/dpko/COE/docs.shtml>).
- 3.7. Multinational Logistics Relationships. See Fig C-4.1 below:

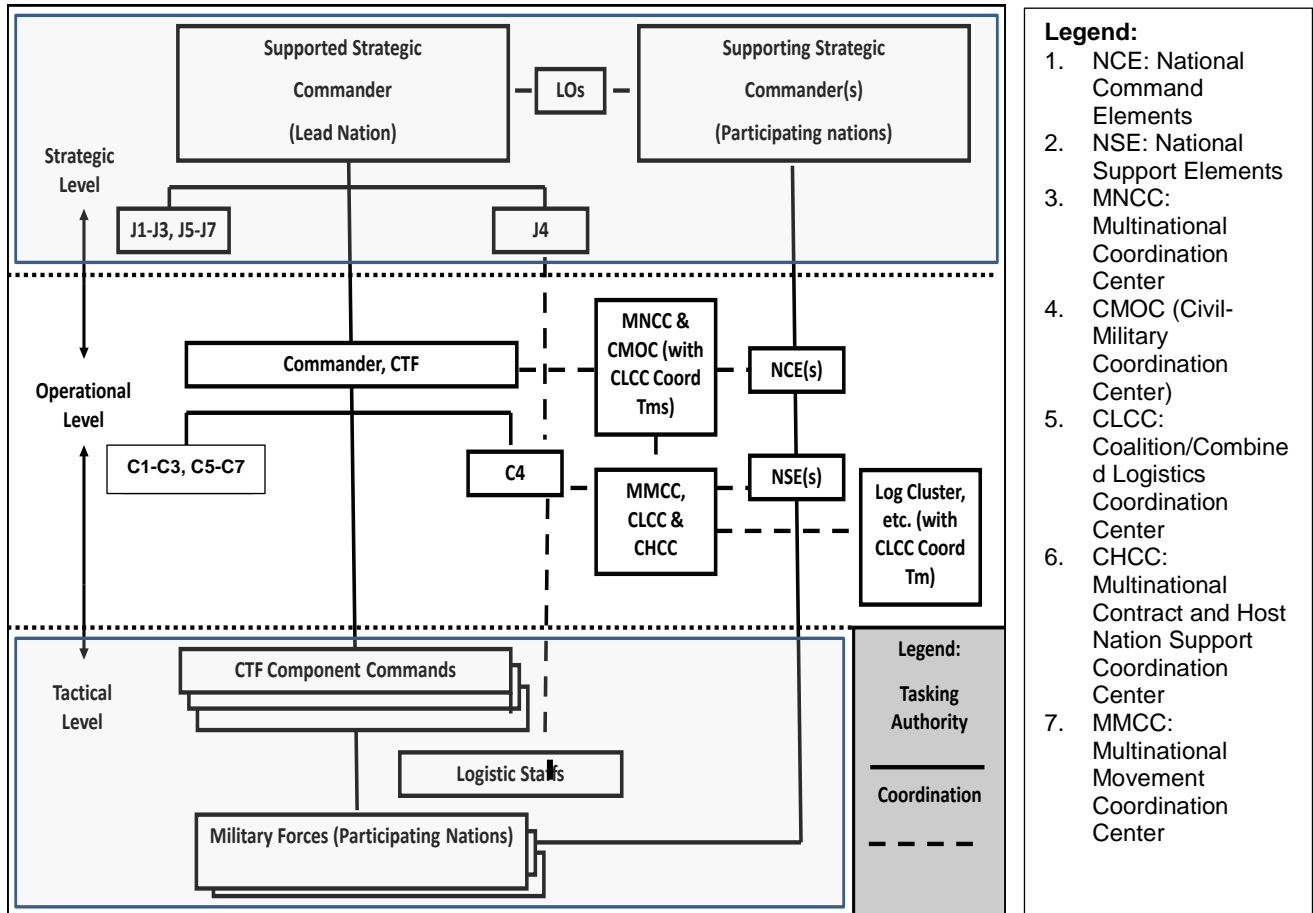


Figure C- 4.1: Multinational Logistics Relationships

4. Strategic Responsibilities

4.1. The Supported Strategic Commander J4, in consultation with appropriate staff agencies should:

- 4.1.1. Coordinate policy level logistics matters with the Supporting Strategic Commanders and provide this guidance to the CTF C4.
- 4.1.2. Coordinate with supporting nations to establish RSN responsibility for one or more CUL commodities or services, if advantageous.
- 4.1.3. Coordinate planning, deployment, sustainment, closure, and redeployment issues affecting the CTF from outside the CTF Area of Operations.
- 4.1.4. Make LDAL recommendations as necessary to the Supported Strategic Commander. LDAL is typically not delegated. CTF C4 should provide recommendations for LDAL to Commander CTF (CCTF) and the Strategic Supported Commander J4. These justified and vetted recommended actions are vital to exercising LDAL.

- i. LDAL is the commander's limited authority to reallocate commodities or logistics services between components to support CTF operations and shall occur only with full consent of affected components and nations.
- ii. LDAL includes the Supported Strategic Commander's inherent obligation to ensure accountability of national resources made available to the CTF. This obligation recognizes nations do not typically resource their own force structure to support forces of other nations. In a multinational environment, national reservations or caveats regarding LDAL shall be considered.

- 4.1.5. In coordination with the Supported Strategic Command J3, validate and coordinate strategic movements supported or executed by Lead Nation. Monitor strategic movements of supporting nations. Monitor and coordinate overall theater lift resources to support CTF mission priorities.
- 4.1.6. Coordinate with supporting nations to maximize use of multinational and national Automated Information Systems (AIS) to improve logistics situational awareness, especially for asset and in-transit visibility.
- 4.1.7. Coordinate with Supporting Strategic Commander J4s to identify logistic capabilities and requirements of force elements from contributing nations.
- 4.1.8. Maximize the use of Host Nation Support (HNS) to support the CTF mission. Identify categories and general terms of HNS. For the purposes of this SOP, HNS refers to logistics support from host nation(s) and/or affected state(s).
- 4.1.9. Coordinate and monitor the use of logistics support agreements such as Mutual Logistics Support Agreements (MLSA) and/or Acquisition and Cross Servicing Agreements (ACSA), and ensure Implementing Arrangements (IA) enable support and reimbursement processes.
- 4.1.10. Coordinate the identification of Multinational Planning Augmentation Team (MPAT) augmentees to support the CTF C4.
- 4.1.11. Provide guidelines for fiscal execution and tracking expenditures.
- 4.1.12. Provide policy and oversight of multinational logistics programs including: local contracting, HNS, and external/third party logistics.

4.2. Supporting Strategic Commander J4 should:

- 4.2.1. Formulate logistics policy and procedural guidance for own nation force elements in coordination with the Supported Strategic Commander J4.
- 4.2.2. Advise the Supported Strategic Commander J4 of logistics capabilities and requirements of force elements being offered to the coalition. Once forces are Operational Control /Tactical Control (OPCON/TACON) monitor logistics readiness of force elements.
- 4.2.3. Identify existing logistics support agreements between participating nations and expand or create arrangements in support of CTF operations.
- 4.2.4. If assigned RSN responsibilities, coordinate facilitating agreements and arrangements with the Supported Strategic Commander J4.

4.2.5. Coordinate the identification of MPAT augmentees to support the CTF C4.

4.2.6. Establish an NSE to support own nation forces in the CTF and coordinate logistics support between participating nations.

4.3. **Affected State / host nation and contributing nation J4** (if not a participating nation) should:

4.3.1. Identify a point of contact for multinational military logistics coordination at the CTF C4 level.

5. Operational Responsibilities

5.1. General C4 Responsibilities:

5.1.1. Advocate policies and guidance to reduce duplication of CTF logistics capabilities and ensure responsive support. Provide recommendations to Supported Strategic Commander J4 regarding CUL options, including appointment of RSN, use of HNS, MLSA and/or contracted logistics support.

5.1.2. Staff core C4 functions at the highest level of classified information sharing (CTF-CLASSIFIED) required for the operation. Priority should be given to include MPAT cadre from supporting nations with appropriate clearance.

5.1.3. Establish CLCC as the MNF-REL coordination arm of the C4, as described later in this chapter.

5.1.4. Ensure C4 sections track logistics transactions to support CTF Finance Officer oversight of national reimbursements for contracting, HNS and/or Implementing Arrangements for logistics support agreements.

5.1.5. Support all three CTF time horizons: current operations, future operations and plans. Recognize the status of current logistics operations is a direct reflection of C4 efforts in future operations and plans. At the operational level, **C4 will have the most impact in future operations and plans time horizons.**

5.1.6. Coordinate cross-functionally and functionally with internal and external staff sections, as well as other logistics stakeholders, to the extent possible.

5.1.7. Coordinate with the CTF Finance Officer. Normally the Finance Officer is part of the CTF special staff and works for the Chief of Staff. However, this position often collocates with the C4 for efficiency of operations. In a smaller CTF organization, the finance function may be performed within the C4 organization. (Refer to [Part C, Chapter 8: MNF Finance Procedures](#))

5.2. **National Support Elements.** Provides national unique support to participating national forces. Serves as the intermediary between the strategic level of national logistics support and tactical level forces. The NSE may also facilitate the provision of CUL to the CTF, as approved at the strategic level.

5.2.1. Each NSE is under the command of the respective NCE.

5.2.2. Composition and size of an NSE varies widely based on the size of a nation's force and the complexity of operations.

5.2.3. NSE typical responsibilities:

- i. By category. personnel administration, mail, leave, pay, protocol/vip handling, mortuary affairs, morale/welfare/recreation, communications, legal, public affairs, specialist health needs, customs immigration and quarantine, religious needs, contracting support, humanitarian assistance, warehousing, movement control, local procurement, etc.
- ii. Establish if, when, and how a CTF provides authority over its national logistics assets to include authority for redistribution of national supplies under emergency conditions.
- iii. Activate relevant logistics support agreements and/or develop other policies and procedures to account for and reimburse services and supplies exchanged with the CTF and other nations, under appropriate authority.
- iv. Maintain national asset accountability.
- v. Where possible, participate in the integration of selected automated logistics communications systems to interface between national organizations and the CTF network.
- vi. Participate in C4 reporting and promptly notify C4 and/or CLCC of anticipated logistics shortfalls that affect CTF mission accomplishment.

5.3. **CTF Component Command logistics responsibilities:**

- 5.3.1. Support CTF planning efforts by submitting component logistics concepts of support based on component command concepts of operations and C4 guidance.
- 5.3.2. Coordinate logistics support and sustainment of forces assigned.
- 5.3.3. Participate in C4 reporting and promptly notify C4 and/or CLCC of anticipated logistics shortfalls that affect CTF mission accomplishment.
- 5.3.4. Provide LO to CTF C4.

6. **CTF C4.** The CTF C4 is responsible for developing and/or promulgating operational-level logistics policies and guidance, planning for logistics support of the operation and maintaining logistics oversight based on guidance from the Strategic Supported Commander J4. The C4 directorate is composed of three component divisions: (1) logistics operations and plans, (2) logistics policy and guidance, and (3) CLCC. This structure allows C4 to operate and provide guidance at a [higher] CTF-CLASSIFIED level (see shaded area within Figure C-4.2) while the CLCC Coordination Teams engage with other stakeholders (multinational military or civilian) who may participate at a [lower] MNF-RELEASEABLE or UNCLAS classification level (see unshaded area). Refer to Figure C-4.2 for the start point for organization of the C4 staff within the CTF.

Note: An alternate CTF command and control arrangement may include a separate Logistics Component Command (LOGCC). This structure may be advantageous in a very large, complex, or civ/mil-focused logistics environment. LOGCC may perform many operational logistics tasks normally handled by the CTF C4 and related elements like the CLCC, MMCC and Multinational Contracting and HNS Cell. When a LOGCC is used, CTF C4 remains the official link to the strategic supported/supporting commander logistics staffs and provides operational-level logistics guidance and support for all components. To ensure seamless logistics, C4 should facilitate appropriate LOGCC integration in CTF planning and execution processes.

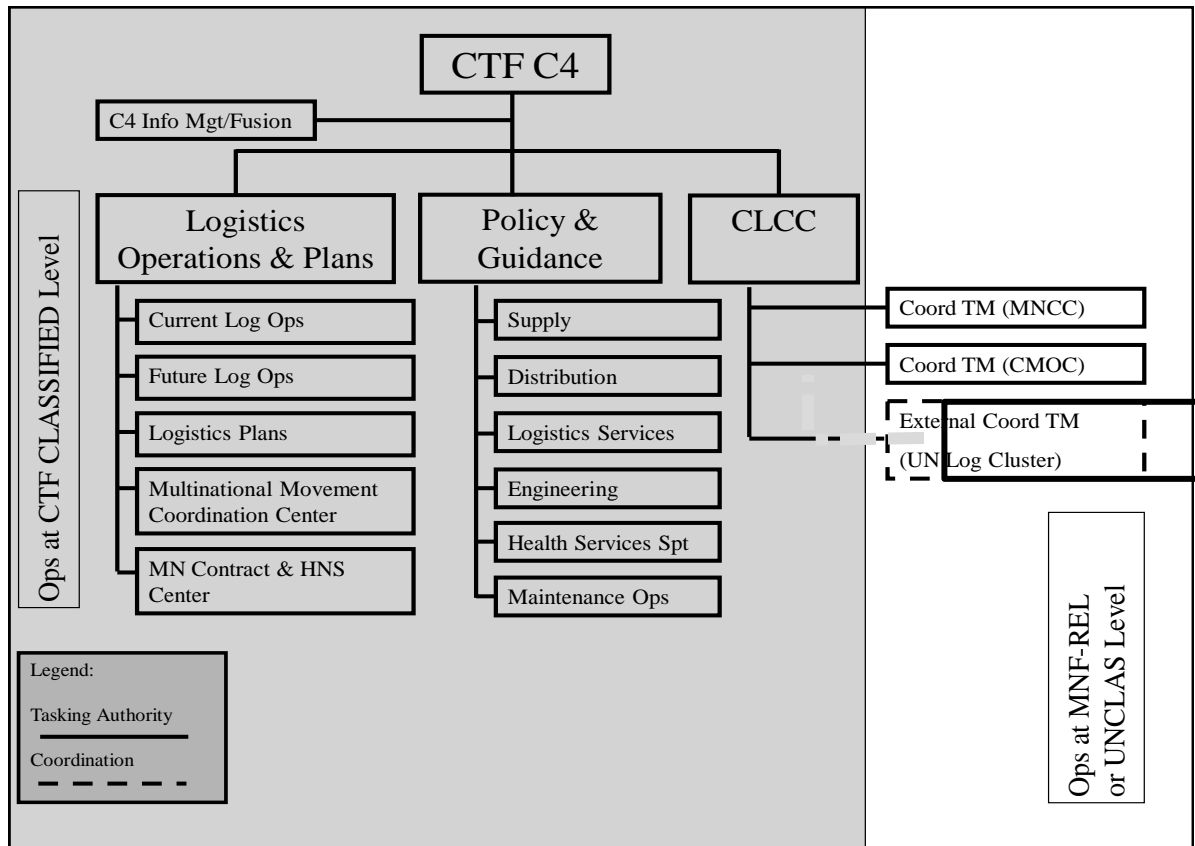


Figure C-4.2: C4 Staff Organization – Start Point for Planning

6.1. C4 Logistics Information Management and Fusion Section. Acts as the C4 executive agent or single point of entry and exit for information flowing through the C4 organization. Establishes business rules for clear tasking and response on behalf of C4 Director. Enables division-wide visibility of actions in work and completed. Ensures timely coordination, collection and dissemination of operational logistics information and reports. Assigned personnel should have knowledge management expertise. Other duties include:

6.1.1. Responsible for C4 Request for Information (RFI) management.

6.1.2. Fuses logistics information and context to create situational understanding. While this is also a division responsibility, the Log Information Mgt and Fusion Section enables and oversees fusion efforts. Section directly supports the Logistics Common Operational Picture (Log COP).

6.1.3. Consistent with the CTF knowledge management architecture, the section develops a logistics information management tool and publishes business rules for updating information. A typical tool provides C4 members visibility of CTF taskings/responses, C4 reports, requests for information (RFI), and current/archived functional logistics products. At a minimum, the section shall enable the exchange of logistics information between NSEs and functional components and CTF staff. Information exchange should be clear and classification-appropriate between core C4 and CLCC divisions.

6.1.4. Chairs and oversees shift change briefings.

6.1.5. Oversees the establishment of logistics cross-functional elements (CFEs) as noted in Figure C-4.4.

6.1.6. Ensures C4 participation in appropriate cross-functional elements in support of the CTF battle / operational rhythm. (See [para 7](#) below and [Part B, Chapter 2: CTF Battle/Operational Rhythm](#)).

6.2. Logistics Operations and Plans Division. Logistics Operations and Plans is responsible for coordinating, planning and monitoring CTF logistics status and execution, including movement control. Log COPS, FOPS and Plans personnel should have broad logistics and planning experience. When detailed functional expertise is required, Logistics Operations and Plans shall coordinate with the Logistics Policy and Guidance Division for clarification or assistance. Personnel assigned to the Multinational Movement Coordination Center and Multinational Contracting and Host Nation Support Cell shall be functional experts. Logistics Operations and Plans shall also play a central role in the achievement of the CTF planning cycle (supporting COPS, FOPS and PLANS).

6.2.1. **General division** responsibilities include the following:

- i. Support Operational Intelligence Preparation of the Environment (OIPE), also known as Intelligence Preparation of the Operational Environment (IPOE), and produce CTF logistics estimates, logistics concept of support and logistics annexes in support of CTF planning efforts. As operations mature, information in these products should be revised and republished to ensure accuracy and relevance. Refer to Figure C-4.3, Logistics Planning Inputs to the Military Decision Making Process – Multinational (MDMP-M), for a visual representation of logistics interactions with CTF planning.

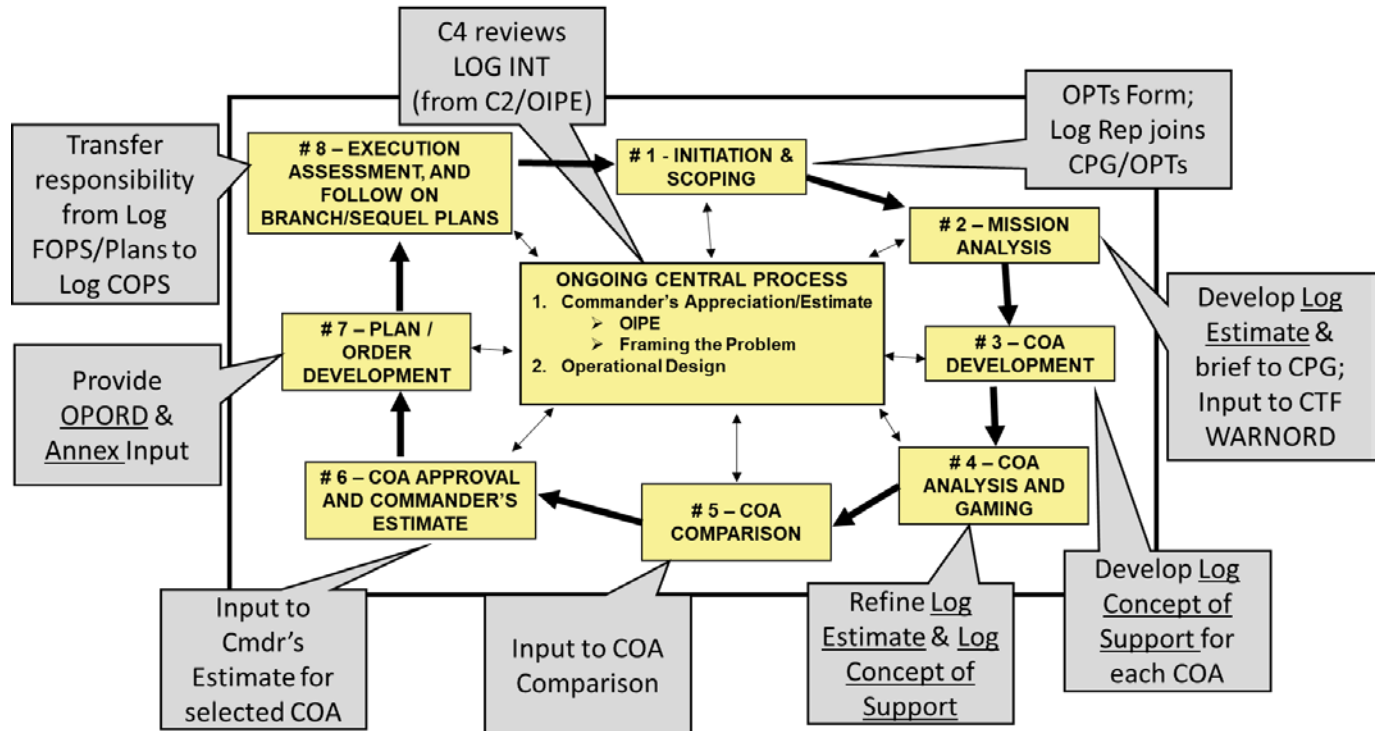


Figure C-4.3: Logistics Planning Inputs to MDMP-M

- i-i. **Provide logistics input to OIPE, as the central process of MDMP-M.** This may be informally provided through staff/planning teams and director / CCTF interactions and reflects key logistics information and issues throughout the planning cycle.
- i-ii. **Logistics estimate:** a collection of key logistics facts and issues compiled in parallel with mission analysis. The log estimate should be briefed to operational planning teams early in course of analysis (COA) development to ensure log capabilities and limitations are incorporated into planning. Refer to [Part F, Chapter 1: Logistics Planning Templates](#) for an example briefing shell template for this estimate. The estimate is further refined and detail is added throughout the MDMP-M. As the operation progresses, the estimate is further expanded and refined to add fidelity to plans for future phases. A basic framework for a log estimate follows:
 - i-ii-i. Joint Operating Area (JOA) details / characteristics / environment relevant to logistics
 - i-ii-ii. Log tasks, assumptions (matched to requests for information), and constraints / restraints
 - i-ii-iii. Key log nodes Air and/or Sea Port of Debarkation, potential forward support bases, and lines of communication
 - i-ii-iv. Log forces assigned and other stakeholders (draft / notional log command and control)
 - i-ii-v. Functional resources, areas of concern/mitigating actions, and working assumptions for: supply, distribution, log services, engineering, health service support (HSS), contracting / HNS, and maintenance
 - i-ii-vi. Common-user logistics possibilities (draft plan / matrix)
 - i-ii-vii. Draft log roles and responsibilities at strategic / operational / component levels
- Note:** C2 Intelligence, Future Operations Branch, is a good source for logistics-related AO information. This logistics intelligence (LOG INT) may include existing distribution networks, terrain, favorability of local government/populace/contractors, etc.
- i-iii. **Logistics Concept of Support:** Broadly outlines how combined / coalition logistics forces support the operational concept. A basic log concept of support shows key log nodes, lines of communication, log forces required and log tasks by phase. Refer to [Part F, Chapter 1: Logistics Planning Templates](#) for an example of a planning template for this concept of support. During COA development C4 planners form COA-specific logistics concepts of support to be included in operational COA briefs and contribute to COA comparison. Once CCTF selects a COA(s), log planners expand the log concept of support and recommend key elements for incorporation in the Commander's Estimate. An expanded log concept of support should include the following components:
 - i-iii-i. Logistics Critical Items List: Highlights critical supplies and materiel, establishes priorities, sourcing options, risks, and/or alternative solutions.
 - i-iii-ii. Logistics Supportability Analysis: Provides a broad assessment of logistics capabilities required from each logistics functional area to support the operational

concept (by phase). Highlights deficiencies/mitigations/risks/contingencies, particularly in terms of transportation and critical supplies/services/infrastructure.

i-iii-iii. Theater Distribution Plan: Enables detailed mobility/distribution analysis and illustrates how the operational concept will be supported. Provides a comprehensive source of movement references, information, systems and command requirements. Composed of: distribution network (infrastructure, assets, command/control), distribution assumptions, threats (vulnerability to interdiction), distribution partner information (administrative, logistics, communications, and funding), distribution-focused critical information requirements, reporting requirements, and unique considerations.

i-iii-iv. Log Tasks Synchronization Matrix: Provides a means to link and deconflict logistics and operations tasks and responsibilities. Displays operational activities by phase, functional area and operating system. Highlights critical tasks, priorities and decision points, and clarifies supported/supporting relationships. A typical matrix is organized by phase and operational task across the x-axis and logistics functional area/system and decision points on the y-axis. Logistics tasks are entered at intersecting cells.

i-iii-v. Request for Forces: Lists additional logistics forces required to support the concept of operations, includes justification and provides status of possible sourcing solutions.

i-iv. **Operation Plan / Operation Order / Logistics Annex (OPLAN / OPORD / Log Annex):** Base orders / plans include logistics tasks for components and the Log/Admin paragraph typically includes key summary information from the concept of support and log estimate. It may reference a detailed “Annex D, Logistics” that includes a sub-area presentation of guidance and information relevant to execution. Other logistics-related annexes may include “Annex Q, HSS” and “Annex W, Contract Support”. Log Ops and Plans Division should ensure cross-functional coordination of log-related annexes for unity of effort. Changes / updates should be published by CTF C3 fragmentary order or equivalent.

ii. Produce operational reports and status briefings (such as input to the CCTF Update Brief) with input from other C4 divisions, as appropriate. Reports may include logistics inputs for the CTF Situation Report (SITREP) and Strategic Supported Command J4 Logistics Situation Report (LOGSITREP) based on cross-functional element and component inputs. Refer to www.mpat.org for a listing of all logistic reports.

iii. Integration of operations across the current operations, future operations and plans time horizons. Subsequent paragraphs outline notional time frames for branch action and responsibilities. **These time frames are only a start point and may be adjusted** to meet the CCTF requirements.

6.2.2. **Current Logistics Operations Branch.** Maintains the current logistics operations status and supports C4 integration with C3. It is focused on events that take place normally within the next 24 to 96 hours (1 to 4 days). Coordinates closely with Future Logistics Operations Branch.

i. Under the direction of the CTF C4, Current Logistics Operations Section supports COPS in the development of fragmentary orders and warning orders and finalization of OPORDs. The section also directs, monitors and assesses logistics actions supporting operations.

- ii. Monitors component and unit logistics readiness. This includes analyzing logistics reports including, but not limited to, component Logistics Situation Report (LOGSITREP) and coordinating with contributing CTF nations to resolve outstanding logistics issues impacting the “current” window.
- iii. Provides full-time watch officer(s) to M-CmdC to represent C4. This position monitors C4 critical information requirements, provides SITREP inputs on behalf of the C4, maintains a logistics events log, and ensures significant/reportable incidents and CTF taskings are transmitted to C4 Info Mgt/Fusion.

6.2.3. Future Logistics Operations Branch. Supports C4 integration with C3 FOPS. Typically focuses on the future operations time frame of 5 to 14 days in the future. Coordinates closely with Current Logistics Operations and Logistics Plans branches to ensure realistic and responsive logistics support. The section refines, adjusts and modifies logistics input to OPLAN / OPORDs.

6.2.4. Logistics Plans Branch. Provides support to C5 PLANS, with a focus on planning operations beyond the 14-day horizon. This section provides logistics expertise relevant to initial development of crisis response plans, major operational planning, campaign planning, follow-on operational phase planning, contingency planning, and sequel plans.

6.2.5. Multinational Movement Coordination Center (MMCC) [Branch]. Tracks and coordinates CTF movement capabilities and requirements. MMCC shall track the flow of personnel, equipment and materiel arriving, departing, and transiting the area of operations (AO). In situations where the MMCC does not manage C2 movement assets, it should serve as a common-user movement broker and as a key movement information node. Closely coordinates actions with Logistics Policy and Guidance Div, Distribution Branch. Additional notes and tasks follow:

- i. MMCC typically has the following sub-functional areas: airlift, sealift, inland surface movement, and in-transit visibility. MMCC may host LOs from across the staff, interested cross-functional elements and NSEs.
- ii. Coordinate movements external to the AO through NSE transportation reps and/or Supported Strategic Commander J4.
- iii. Coordinate movements internal to the AO through component command, command and control structures.
- iv. Translate operational priorities into movement priorities. Staff movement priorities for CCTF approval. Coordinate high-priority movement requirements. Resolve priority-related conflicts/issues.
- v. Coordinate a distribution plan that allocates CTF common-user transportation assets according to CCTF priorities. Refine allocation as operations shift and mature.
- vi. Provide MNF-REL movement information in support of CLCC requirements.
- vii. Monitor/report status of priority movements, nodes, and modes. Component MOVREPs should provide most of this information.
- viii. Coordinate with HSS regarding medical regulation and evacuation requirements.

6.2.6. **Multinational Contract and Host Nation Support Coordination Center (CHCC).** Plan, integrate and deconflict contracting and other related logistics efforts across the CTF AO, if possible. Align contracts with CCTF intent. Seek to standardize contractor management policies and procedures. Focus on how contracting can support CTF requirements for common logistics supplies and services. The Supported Strategic Commander J4 will typically provide additional oversight. Additional/specific cell tasks include:

- i. Identify and reduce duplication of effort; provide guidance on consolidating purchases.
- ii. Coordinate with finance and legal staff in the establishment and management of contracts. See Chapter 8, Annex B.
- iii. Establish contract visibility procedures and reports.
- iv. Prioritize contract support requirements to maximize use of limited CTF resources.
- v. Monitor and report contractor performance and accountability. Guard against misappropriation.
- vi. Coordinate with: C4 Staff, C2 (market intel/surveillance), C3 (IO) , CPG, Coalition Interagency Coordination Group (CIACG), Civ-Mil, Legal, Finance, Component -4s, and NSEs.
- vii. Via Contract and HNS Report (CH REP), consolidate NSE and CTF contract / HNS information and provide to C4 for situational awareness.

Note: Typically participating nations fund their own support. However, many funding variations are possible. It is important to consider participating nations are under no obligation to share contracting information.

6.3. **Logistics Policy and Guidance Division.** Provide functional logistics expertise for the C4 by creating, updating and monitoring policy. Division provides functional advice to support logistics operations and planning. Division also advises CTF Components. Responsibilities include the tracking and optimization of logistic support agreements, HNS and contracts for services and commodities.

6.3.1. **Supply Branch.** Optimize requirements and sourcing plans for all classes of supply common to the CTF except those managed by Health Services Support (HSS). Coordinate and provide CUL to the CTF, including combat and non-combat supplies.

- i. Supply is typically composed of the following sub-functional areas: procurement, general supply and sustainment, munitions, and petroleum/fuel.
- ii. Monitor and forecast participating nation supply and services requirements, identify potential shortfalls that may require LDAL redistribution action and look for CUL opportunities. Advise on the operational viability period (OVP) for deploying forces. This specifies the number of days units will be expected to maintain self-sufficiency.
- iii. Nations may agree to allow the CTF or Lead Nation to enter into HNS arrangements on behalf of participating nations. The CTF legal advisor and finance officer should assist in negotiating HNS arrangements including local pricing, currency exchange rates, local hire wage scales, and customs clearance. See also Part C, Chapter 8, Annex B.

- iv. Munitions section monitors and establishes policies and procedures for the management of munitions in the AO. Coordinate operational-level munitions planning and execution activities. Obtain munitions requirements; coordinate with national munitions staff to identify potential shortfalls and identify impacts or mitigation measures to operations. Special emphasis should be placed on explosives hazard mitigation efforts for non-permanent siting issues.
- v. Petroleum/fuels section coordinates distribution (to end-users) and resupply (main stockage points) and ensures stockage/delivery supports operational requirements.

6.3.2. Distribution Branch. Coordinate with strategic-level movement offices and provide operational guidance to components. Coordinate closely with MMCC to enable MMCC focus on tracking and coordinating CTF movement capabilities and requirements. Facilitate rapid and efficient deployment, sustainment, retrograde and redeployment of CTF forces and materiel. Oversee development of the Theater Distribution Plan, including key distribution nodes and routes in the area of operations. Coordinate distribution network requirements and CTF procedures with host nation. Resolve transportation interoperability issues. Identify opportunities for common-user transportation.

6.3.3. Logistics Services Branch. Direct support operations impacting the multinational force, such as: catering support, base camp, hygiene services and mortuary affairs.

- i. Mortuary Affairs: MA is a national responsibility. Log Services Branch maintains visibility over national MA plans. In coordination with C1 Personnel, maintain visibility of recovery status of all dead and missing in the AO in order to facilitate logistics support. In extreme circumstances be prepared to supervise establishment and maintenance of temporary cemeteries and mortuaries and serve as a clearing point for graves registration. See also Part C Chap 9.
- ii. Disposals: Disposal to be coordinated for all classes of supply and generated waste including fuel, munitions and medical waste.

6.3.4. Engineering Branch. Provide general engineering expertise, which typically includes civil and environmental engineering.

- i. Depending on the situation, engineering functions should be located in both the C3 and the C4. Combat engineering is covered under [Part C Chap 9, Annex K](#).
- ii. In coordination with C3 and C7, manage allocation and use of common infrastructure capabilities (e.g., staging/basing areas, ports, airfields, roads, rail) to support military and civil operations within the AO.
- iii. Engineering shall coordinate with C2/C3 regarding critical infrastructure identification, protection, damage assessment and repair as required.
- iv. Engineering should coordinate with affected / host nation and participating nations concerning engineering standards and protocols.

6.3.5. Health Services Support Branch. As HSS is part of the functional area of logistics, coordination between HSS and logistics staffs is required to ensure consistency and integration of logistics and HSS missions. From the very onset of planning for an operation, HSS staff must work proactively with the C4 staff to define the HSS support concept,

organization and requirements fit for specific plan(s). The HSS staff will continue to directly participate in all plans and order development required for crisis action response.

i. The HSS Branch coordinates with components and local medical personnel to ensure HSS facilities in the AO are able to carry out their primary tasks. It is their responsibility to coordinate for supplies and services needed to support HSS operations. Examples may include:

i-i. Power, laundry, rations, water, maintenance of vehicles and accommodation.

i-ii. The provision of HN support or local contracting for the supply of services to HSS facilities.

i-iii. Management of Class VIII supplies and medical stores.

ii. HSS coordinates with the medical staff for the movement and evacuation of personnel (MEDEVAC / CASEVAC). Refer to [Part C, Chapter 8: Health Services Support \(HSS\) Procedures](#) for more details (this chapter provides general HSS CONOPs, including: levels of care, HSS logistics and medical evacuation).

6.3.6. Maintenance Operations Branch. Nations normally conduct and support maintenance activities for their own forces. C4 Maintenance Operations should monitor maintenance of CTF vehicles, equipment and systems, and analyze the status to determine operational impacts and mitigation.

6.4. Combined / Coalition Logistics Coordination Center (CLCC). As the C4's primary link to stakeholders outside of the CTF, the CLCC is uniquely structured to provide logistics military-to-military and civil-to-military coordination at Lead Nation SECRET, MNF-REL and UNCLAS classifications. CLCC Coordination Teams are liaison personnel who interface with MNCC, CMOC, and NSEs. Coordination Teams work with these functions as required or are permanently embedded. For HADR, CLCC may be termed Multinational Logistics Coordination Center (MLCC). The CLCC and Coordination Teams work together to enable information sharing.

6.4.1. The CLCC is physically collocated with C4 and requires planners with broad logistics functional expertise. The CLCC shall coordinate / determine CTF logistics information releasability to stakeholders and ensure stakeholder updates are distributed appropriately within the CTF.

6.4.2. CLCC Teams are made up of multinational logistics planners with access to the CLCC location. These teams are embedded in stakeholder work areas or establish neutral meeting locations to enable MNF-REL / UNCLAS coordination with logistics stakeholders outside CTF. Requirements provided to the CLCC shall be passed to the Logistics Operations and Plans Division for tracking and action as appropriate. The CLCC may seek advice from Logistics Policy and Guidance Division members, as needed. The CLCC / NSE linkage provides participating nations a venue to represent national logistics interests, since the majority of C4 staff may be provided by the Lead Nation.

6.4.3. Depending on the number of nations and complexity of CTF operations, the CLCC may have a relatively small cadre of general logisticians or a larger functional team of experts. Also, some situations may require the standup of a CLCC prior to full CTF activation.

7. **Cross-Functional Elements (CFEs).** Help ensure efficient information flow outside functional boundaries. C4 participates in external cross-functional elements and hosts internal elements as listed below. The scale and scope of CTF operations will determine which cross-functional elements are used. Each CFE represents a significant investment in staff time and attention; stakeholders must balance the benefits provided with these costs and prioritize or combine CFE participation accordingly. C4 must ensure the battle/operational rhythm supports the relationships and relative timing of cross-functional activities.

7.1. **External.** Integration with external CFEs is central to CTF unity of effort. C4 members provided to external CFEs represent C4 interests and are responsible to report activity / progress back to C4. C4 members are not permanently transferred to external CFEs. C4 shall ensure appropriate participation in the following CFEs:

7.1.1. **Multinational Coordination Center (MNCC).** This structure enables mil-to-mil operational coordination with multinational forces OPCON / TACON to CTF at a classified level. MNCC will typically stand up a logistics section. If established, CLCC shall send a Coordination Team.

7.1.2. **Civil-Military Operations Center (CMOC).** Facilitates collaboration and cooperation between the multinational military, civil-governmental, and humanitarian elements responding to an operation, with emphasis on communication between military forces (CTF and non-CTF) and the International Humanitarian Community (IHC), typically at the operational / tactical level. The Multinational Interagency Coordination Group (MIACG) or Combined / Coalition Interagency Coordination Group (CIACG) is a related structure (described below). If established, CLCC shall send a Coordination Team.

7.1.3. **Combined / Coalition or Operational Planning Group (CPG/OPG).** Future Operations (FOPS) and/or Plans led operational planning teams (OPTs) may be organized under CPG/OPG or C35/C5 constructs and accomplish specific planning tasks on behalf of CCTF. C4 Operations and Plans Division provides part- or full-time support and coordinates functional logistics assistance, as required.

7.1.4. **Logistics Coordination Board / Working Group (LCB/LCWG).** Supported Strategic Command J4's primary cross-functional logistics operations and plans venue. Exercises broad logistics oversight and coordinates the common-user logistics framework throughout CTF AO. Promulgates log guidance, policies and priorities. Attended by C4 or Deputy C4 with staff participation as required.

7.1.5. **Coalition Infrastructure and Facility Coordination Board (CIFCB).** Decision-making forum for real-estate/facility allocation, utilization, repair, and construction. Prioritize critical infrastructure in the AO. Oversee environmental impacts and direct mitigation measures. Chaired by CTF Deputy or Chief of Staff. Linked with IFCWG. Attended by C4 and CTF Engineer.

7.1.6. **CTF Targeting Working Group (WG); Fires and Effects WG.** Logistics support may be requested to advise on critical munitions status or advise on distribution or reconstruction impacts. Forum to highlight the Critical Asset and Critical Infrastructure Lists. Munitions and/or Engineering reps will typically represent C4 interests.

7.1.7. **CTF Assessments Working Group (CAWG).** Assessments answers CCTF's questions: "is the CTF doing things right?" and "is the CTF doing the right things?" Logistics Operations and

Plans Division provides a representative to recommend measures of performance (MOP), effectiveness (MOE) and effectiveness indicators (MOEI) to answer these questions for logistics subjects. Log Plans Branch rep typically attends.

7.1.8. CTF Knowledge Management. CTF Chief of Staff-hosted forum that optimizes information flow and battle / operational rhythm development. C4 representative deconflicts logistics cross-functional timing and ensures the internal C4 battle rhythm supports the CTF battle rhythm. C4 Fusion will typically represent C4 interests.

7.1.9. Coalition / Combined Intelligence Support Element (CISE). C2 Intelligence Directorate element that serves as the heart of the entire intelligence process. Log Plans Branch rep ensures logistics “LOG INT” requirements are included in collection efforts and provides logistics subject matter expertise.

7.1.10. Information Operations Working Group (IOWG). Ensures a broad range of IO actions and activities are integrated into the CTF planning process. Log Plans Branch rep advises on effects related to critical infrastructure, distribution network, log services, and contracts/host nation support. C4 rep also integrates IO considerations and objectives into the logistics planning process.

7.1.11. Logistics (Log) Cluster. The Logistics Cluster is the primary logistics coordination mechanism used by UN agencies in humanitarian assistance / disaster response operations, with the World Food Programme as the designated cluster lead. Many countries have adopted the cluster approach and appointed a national agency as cluster lead. While Log Cluster is NOT a command and control organization, it can facilitate communication between logistics stakeholders and leverage respective areas of strength. The CLCC should facilitate logistics coordination with the logistics cluster. See also Part D, Chapter 1.

7.1.12. Multinational or Combined / Coalition Interagency Coordination Group (MIACG or CIACG). Facilitates coordination and cooperation between the multinational military, civil-governmental, and humanitarian elements responding to an operation, with emphasis on communication between CTF military forces and government ministries, typically at the strategic/operational level. The CLCC should facilitate logistics coordination with the MIACG/CIACG.

7.2. Internal. The Logistics Coordination Working Group and Board (LCWG and LCB) are foundational C4 CFEs; these log CFEs shall be included in the CTF battle / operational rhythm. Other CFEs listed below, augment the logistics staff operational rhythm and should be activated depending on CTF scope and complexity. MMCC, Multinational Contract and Host Nation Support Coordination Center (CHCC) and CLCC are internal CFEs addressed separately in this chapter (see para 6). C4 CFE host-sections ensure representation in each CFE and maximize information sharing with logistics stakeholders.

Note: A working group is the primary cross-functional forum at the action/staff-officer level. A board is also a cross-functional forum but is decision-focused and typically chaired by a division chief or C4 Director/Deputy. Unless otherwise stated, a working group identified in this section can also convene at the “board” level if required.

7.2.1. Logistics Coordination Board / Working Group (B/WG). C4’s primary / baseline cross-functional logistics operations and plans venue. Exercises broad logistics oversight and coordinates the common-user logistics framework throughout CTF Area of Operations (AO).

Promulgates CTF log guidance, policies and priorities. Hosted on behalf of C4 by the Logistics Operations and Plans Division, with C4 staff participation and additional attendance by C1, HSS, Finance, and CTF component 4s.

7.2.2. Infrastructure and Facility Coordination Working Group (IFCWG). Staff-level forum for real-estate/facility allocation, utilization repair, and construction. Identify and designate critical infrastructure in the AO. Manage environmental impacts and direct mitigation measures. Primary interface with CIFCB. Hosted by CTF Engineer.

8. Logistics Staff Operational Rhythm. The CTF Chief of Staff develops a CTF Battle / Operational Rhythm that supports the Commander's decision cycle. In turn, the C4 develops an internal staff operational planning rhythm supporting C4 Director requirements. C4 shall synchronize internal and external CFE interactions as shown in Figure C 4.4:

8.1. The logistics staff operational planning rhythm and CCTF battle / operational rhythm are mutually supportive and occur simultaneously. C4 hosts internal CFEs and participates in external CFEs with logistics impact. High-interest logistics information converges via the LCWG/LCB on the CCTF Update Brief.

8.2. The logistics staff operational rhythm also includes external logistics stakeholder involvement. High-interest items from these interactions should be addressed via LCWG/LCB and highlighted at the CCTF Update Brief.

8.3. Interactions between the logistics staff, other CTF staff and logistics stakeholders external to the CTF generate logistics situational understanding and result in CTF mission accomplishment.

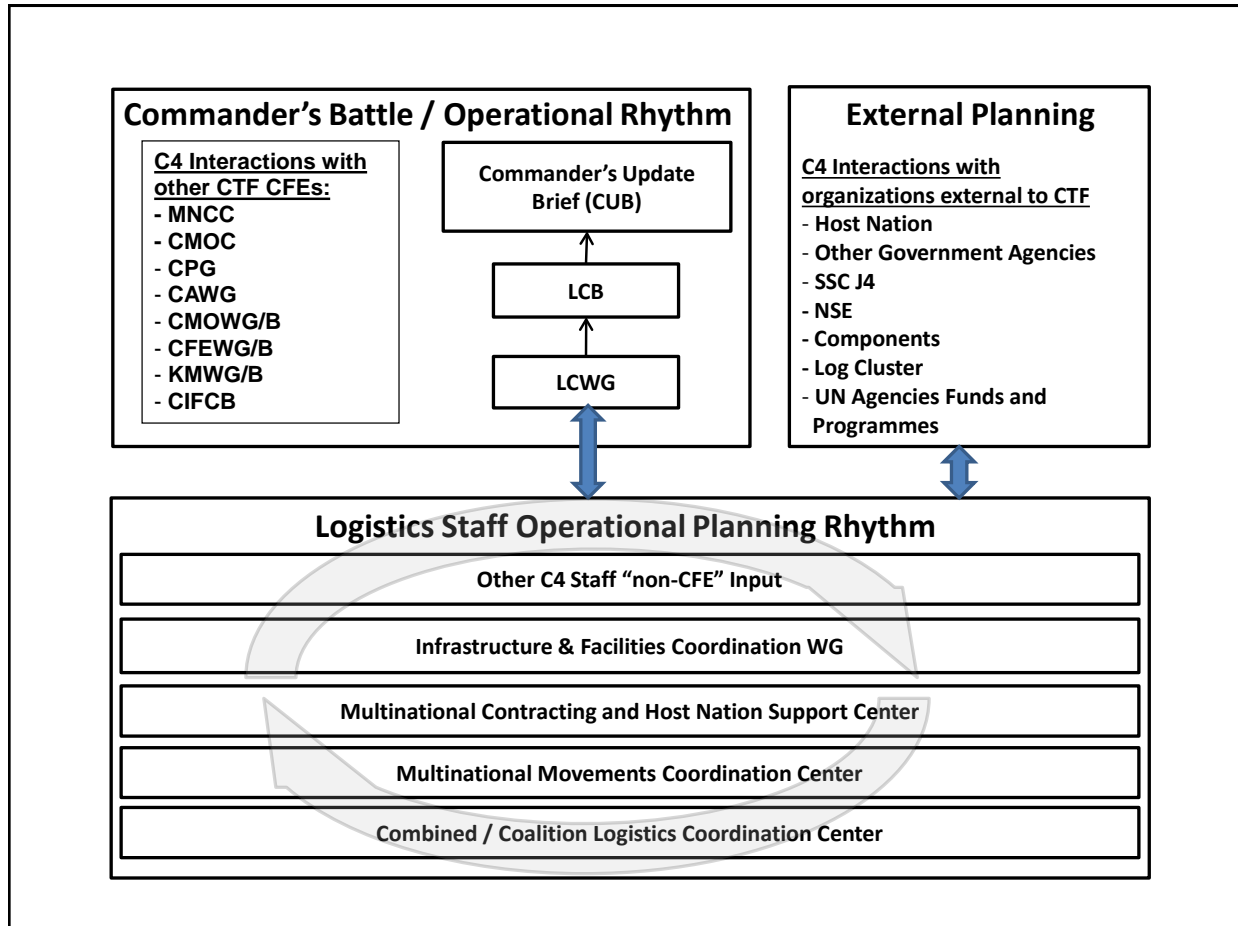


Figure C 4.4: C4 Operational Planning Relationships

9. Logistics Reports

9.1. General. Effective logistics reports at the operational level should include analysis to support CTF decision making. The Logistics Situation Report (LOGSITREP) is the foundational functional report for C4. C4 shall consolidate key component logistics LOGSITREP inputs into a daily LOGSITREP for review by the strategic supported command J4. C4 shall also select LOGSITREP inputs for inclusion in the CTF Situation Report (SITREP). Supporting logistics functional reports may also be required depending on the size and complexity of the CTF mission. C4 should balance the requirement for more detailed component information and the reporting burden created by expanded reporting.

9.2. Common routine and operational reports. Refer to [Part F, Chapter 4: Reports Matrix and Report Formats](#).

9.2.1. **Logistics Situation Report (LOGSITREP).** Summarizes the current logistics situation for all assigned forces and key support locations. Report combines objective measures and subjective assessment.

9.2.2. **CTF Situation Report (SITREP).** Incorporate key logistics assessments in this CTF report.

9.2.3. **Movements Report (MOVREP).** Provides information on movement node/facility/equipment status and high-visibility force flow and critical cargo updates.

- 9.2.4. **Petroleum Capabilities (POLCAP).** Detailed report of POL storage and distribution capabilities.
- 9.2.5. **Report of POL Status (REPOL).** Detailed snapshot of POL stockage and distribution.
- 9.2.6. **Munitions Report (MUREP).** Detailed snapshot of munitions stockage and distribution.
- 9.2.7. **Contract and HNS Report (CH REP).** Detailed snapshot of active contracts, contractor performance and known contractors in the area of operations.
- 9.2.8. **Critical Systems Report (CRITSYSREP).** Provides readiness information on CTF and Component Commander identified critical equipment and systems.
- 9.2.9. **Medical SITREP MEDSITREP.** Logistics-related report produced outside logistics channels. See [Part C, Chap 8, Medical](#) for details.

10. References. General logistics references are provided below.

- 10.1. United Nations Troop Contributing Handbook
- 10.2. America Britain Canada Australia (ABCA) Coalition Logistics Planning Guide
- 10.3. ABCA Coalition Operations Handbook
- 10.4. Australian Defence Doctrine Publication (ADDP) 00.03 Coalition Operations (Draft)
- 10.5. U.S. Joint Pub 3-17, JTTP for Theater Airlift Operations
- 10.6. U.S. Joint Pub 4-0, Doctrine for Logistics Support of Joint Operations
- 10.7. U.S. Joint Pub 4-03, Joint Bulk Petroleum Doctrine
- 10.8. U.S. Joint Pub 4-08, Logistics Support of Multinational Operations (Draft)
- 10.9. U.S. U.S. Joint Pub 4-09 Distribution Operations
- 10.10. U.S. Joint Pub 4-10 Operational Contract Support
- 10.11. Malaysian Armed Forces – Joint Logistics in the AO (Draft)
- 10.12. Australian Army Manual of Land Warfare Volume 1:1:6 Logistics in the AO (New Zealand Doctrine as well)
- 10.13. Australian Defence Force Publication (ADFP) 20 Joint Logistics
- 10.14. Bangladesh Armed Forces Logistics Standing Operating Procedures (Draft)

Annexes:

Annex A. MNF C4 Logistics Checklist

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ANNEX A

MNF C4 LOGISTICS CHECKLIST

1. **Purpose.** This Annex provides a checklist that may be used to support the establishment of the C4 organization.

2. Checklist

2.1. C4 General

- 2.1.1. Review alignment of lead nation and participating nations' logistics guidance and restrictions. Identify gaps and conflicting guidance.
- 2.1.2. Obtain CTF Commander's operational priorities for logistics support.
- 2.1.3. Specify manning, real-estate and communication requirements.
- 2.1.4. Establish logistics cross-functional elements (CFEs) in support of an effective logistics battle / operational rhythm that consider key input and output relationships.
- 2.1.5. Establish baseline logistics participation in CFEs hosted outside the C4 organization.
- 2.1.6. Identify component logistics requirements and support as required.
- 2.1.7. Identify logistics capabilities of participating nations and host nation(s) and determine Role Specific Nations.
- 2.1.8. Identify bilateral or multilateral support arrangements.
- 2.1.9. Review applicable Status of Forces Agreements (SOFAs) for logistics implications.
- 2.1.10. Identify CTF logistics authorities to include contracting, LDAL and CUL.
- 2.1.11. Determine validation procedures for asset and logistics requirements for CTF Forces.
- 2.1.12. Identify and contact key logistics stakeholders internal and external to CTF.
- 2.1.13. Develop CTF logistics guidance in support of strategic and operational guidance.
- 2.1.14. Ensure asset and resource accountability in support of individual nation requirements.

2.2. C4 Logistics Information Management and Fusion Section.

- 2.2.1. Identify supporting nation logistics information management capabilities.
- 2.2.2. Identify primary and supporting logistics information management systems and tools.
- 2.2.3. Establish logistics management information concept of operations with the following considerations:
 - i. Leverage technology—establish a collaborative portal and maximize accessibility for logistics stakeholders (according to security / communications guidance). The portal should present a “one-stop” dashboard of key logistics information including: stakeholder organization and contact info, C4 battle rhythm, C4 recent CTF events, C4 operations log, C4 functional status, relevant planning products, orders, reports, requests for information [with status], C4 task management data, etc.
 - ii. Incorporate a logistics key information summary product with frequent updates or real-time Log COP that presents a snap-shot of current and projected CTF logistics status for review / use by senior leaders (i.e., for use as C4's status / issues summary at the CCTF operations / update brief).

- iii. Establish business rules for assigning, tracking and completing requests for information, and HHQ or commander tasking or other assignments.

2.2.4. Facilitate shift change briefings, LCB and LCWG.

2.2.5. Establish a back-up communications plan to ensure continuity of support.

2.2.6. Coordinate C4 CFE participation and CTF battle / operational rhythm support.

2.2.7. Manage logistics reports and information flow through C4 organization.

2.3. Logistics Operations Division

2.3.1. **Current Logistics Operations Branch.** Establish procedures for identifying, monitoring, analyzing and resolving operational logistics issues.

- i. Establish working relationship with C3 COPS.
- ii. Provide manning for C4 watch officer(s) in the Multinational Command Center (M-CmdC).
- iii. Establish procedures for drafting and staffing supplementary orders inputs.
- iv. Establish LOGSITREP format and reporting requirements.
- v. Provide input to C4 OPORDs, Logistics and Administration paragraph in a Base Order and associated logistics annex and appendices; e.g., HSS, finance, support engineering and operational contract support, etc.

2.3.2. Future Logistics Operations Branch

- i. Establish working relationship with C3 FOPS.
- ii. Support Operational Planning Groups / Teams (OPGs/OPTs) with logistics expertise to develop plans, orders and logistics estimates.
- iii. Provide input to CTF Logistics Estimate.
- iv. Perform crisis action planning and develop logistics concepts of support.
- v. Anticipate logistics requirements and review capabilities to support future operations and coordination of sustainment plans between participating nations.
- vi. Provide input to finalize C4 input to OPORDs, Logistics and Administration paragraph in a base order and associated logistics annex and appendices; e.g., HSS, finance, support engineering and operational contract support, etc.

2.3.3. Logistics Plans Branch

- i. Establish working relationship with C5 PLANS.
- ii. Support Combined / Coalition Planning Group (CPG) with logistics expertise to develop plans, orders and logistics estimates.
- iii. Draft or modify C4 input to OPORDs / OPLANs, Logistics and Administration paragraph in a base order and associated logistics annex and appendices, e.g., HSS, finance, support engineering and operational contract support, etc.

2.3.4. Multinational Movement Coordination Center (MMCC)

- i. Identify movement forces assigned and/or available to support CTF.
- ii. Identify movement POCs for components and for movement control centers.
- iii. Consider establishing a movement working group to better match requirements, priorities & movement capabilities.
- iv. Publish movement procedures.
- v. Develop an all-mode distribution plan based on available CTF common-user transportation assets.
- vi. Develop procedures to track force deployment (in-transit visibility) and status of key distribution nodes.
- vii. Establish procedures to expedite critical movements in support of CCTF priorities.
- viii. Engage with Operations Branch to coordinate movement routes, restrictions and reporting criteria.

2.3.5. Multinational Contract and Host Nation Support Cell (CHCC)

- i. Identify host nation and participating nations contracting resources, capabilities and shortfalls.
- ii. Review national guidance and codes of conduct in contracting local resources and personnel.
- iii. Determine if Lead Nation or CTF will enter into HNS arrangements on behalf of participating nations.
- iv. Confirm standards, procedures and security requirements for recruiting, training and equipping civilians contracted to support the CTF.
- v. Establish, monitor, coordinate, and manage theater support contract procedures.
- vi. Provide guidance on consolidation of purchases.
- vii. Establish contract visibility procedures and reports.
- viii. Eliminate duplication of effort.
- ix. Provide an exchange of information among contracting activities covering such matters as sources of supply, prices, and contractor performance.
- x. Align contracts with CCTF intent.
- xi. Prioritize contract support requirements to maximize impact of limited CTF resources.
- xii. Guard against misappropriation.
- xiii. Consolidate inputs and complete CHCC Report.

2.4. Logistics Policy and Guidance Division

2.4.1. Supply Branch

- i. Identify supporting nation requirements and shortfalls.
- ii. Identify CUL and HNS opportunities and procedures.
- iii. Develop supply concept of operations and support for all classes of supply, to include supply safety and inventory levels. POL & Munitions are typical emphasis areas.

- iv. Provide guidance on Operational Viability Period (OVP) to set standards for unit deployment / self-sufficiency.

2.4.2. Distribution Branch

- i. Establish division of responsibilities between Distribution Branch and MMCC, depending on size, complexity and scope of operation.
- ii. Establish procedures for in transit visibility and accountability of equipment and personnel during deployment, sustainment and redeployment operations.
- iii. Identify infrastructure (ports, airfields, roads) capabilities to support operations.
- iv. Develop theater distribution plan.
- v. Conduct a nodal and distribution analysis, to include the national / commercial capabilities in AOs.

2.4.3. Logistics Services Branch

- i. Identify participating nation's logistics services resources, capabilities and shortfalls.
- ii. Determine base camp support requirements and providers.
- iii. Develop Logistics Services concept of support and procedures.
- iv. Coordinate Mortuary Affairs procedures with NSEs. Refer to [Part C, Chapter 9: Management of Remains and Information on the Dead](#).

2.4.4. Engineering Branch

- i. Identify CTF Engineer organizational alignment within the C3 and/or C4.
- ii. Identify host nation and participating nations' engineering resources, capabilities and shortfalls.
- iii. Identify priority of engineering effort.
- iv. Develop procedures for the allocation of common use infrastructure.
- v. Coordinate and manage assigned multinational engineer resources; i.e., facilities, forces or equipment.
- vi. Establish Infrastructure & Facility Coordination Board and Civil-Military Engineering Working Group, as required.
- vii. Support establishment of Critical Infrastructure List and participation in Targeting / Effects Working Groups.
- viii. Review availability of Class IV material and coordinate requirements with Supply Branch.
- ix. Develop engineering concept of support, procedures, and construction safety standards.

2.4.5. Health Services Support Branch

- i. Clarify roles and responsibilities of CTF Surgeon and C4 for HSS.
- ii. Identify HSS requirements and sources of supplies.
- iii. Identify HSS capabilities of participating nations.
- iv. Develop blood policy and distribution system.

- v. Support C3 and CTF Surgeon development of MEDEVAC and CASEVAC procedures and concept of support including treatment of civilians and mass casualties.
- vi. Identify HNS HSS capabilities.
- vii. Develop CTF Preventative HSS / Force Protection Plan.
- viii. Develop health services support concept of support and procedures.

2.4.6. **Maintenance Operations Branch**

- i. Maintenance activities are typically a national responsibility. Based on the situation, be prepared to:
 - i-i. Identify participating nation maintenance capabilities and requirements.
 - i-ii. Identify participating and HN maintenance support capabilities.
 - i-iii. Develop maintenance operations concept of support and procedures.
- ii. Monitor status of equipment & systems listed (by exception) in LOG SITREP.
- iii. Provide technical expertise to the MNCHNS Cell.

2.5. **CLCC**

- 2.5.1. Validate CLCC organization and staffing requirements to ensure effective liaison with MNCC, CMOC, Log Cluster, NSE, etc.
- 2.5.2. Conduct foreign disclosure. Coordinate MNF-REL information disclosure requirements with Information Management and Fusion Section.

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CHAPTER 5

MNF C5 PLANS AND POLICY PROCEDURES

1. **Purpose.** To provide guidance for establishment and operation of a CTF C5 – Plans and Policy and establish the functions of the CTF C5 Future Plans (PLANS) and outline the CTF Crisis Action Planning (CAP) process in detail. This chapter builds heavily upon [Part B, Chapter 2: MNF Activation & Forming](#).
2. **Responsibilities.** The basic mission of the CTF C5 is to conduct future planning and advise the CCTF on policy issues.
 - 2.1. Serves as point of contact for integration of CTF staff, components, and member nations into the CTF Planning Process.
 - 2.2. The C5 performs long range deliberate planning, such as campaign planning, follow-on phase planning, sequel plans, and contingency planning.
 - 2.3. During the initial crisis action phases of CTF operations, the C5 is focused on initial development of creating initial estimates of the situation and crisis response plans (OPLANS).
 - 2.4. The C5 also provides the CCTF with analysis of current politico-military situation and international policies.
 - 2.5. Establishes, leads, and manages the C5 Plans (PLANS). Integrates appropriate staff / component involvement into PLANS and maintains oversight of the entire planning process within the CTF (PLANS, FOPS, and COPS – [refer to Part B, Chapter 2: CTF Planning Process and Organization](#)).
 - 2.6. Establishes the Multinational Coordination Center (MNCC) and integrates coalition partners into the CTF coordination and planning processes. Note: The C3 may be responsible for the MNCC depending on the situation and CCTF preference. The C1 coordinates manning and C5 performs initial stand-up of the MNCC.
 - 2.7. Assists the C3 with CTF coordination with Humanitarian Community) through the Civil Military Operations Center (CMOC). HC is defined as the aggregate of International Organizations (IO), Nongovernmental Organizations (NGO), International Committee of the Red Cross (ICRC), International Federation of Red Cross and Red Crescent Societies (IFRC), national Red Cross and Red Crescent Societies, and UN agencies, funds and programmes. Coordinates strategic and operational planning issues and guidance with Supported Strategic Commander staff.
 - 2.8. Develops, coordinates, and implements MNF and CTF HQ policy issues.
 - 2.9. Develops, reviews, and coordinates initial and sequel planning.
 - 2.10. Reviews CTF component commanders' operation plans for adequacy, and ensures compliance with CCTF guidance and policies.
 - 2.11. Advises the CCTF on politico-military aspects of CTF operations. Works closely with the C7 Civil-Military staff directorate and Political Officer (POLAD) if these staffs are established.

2.12. **Organization.** The C5 Plans and Policy starting point organization is outlined at Figure C 5.1.

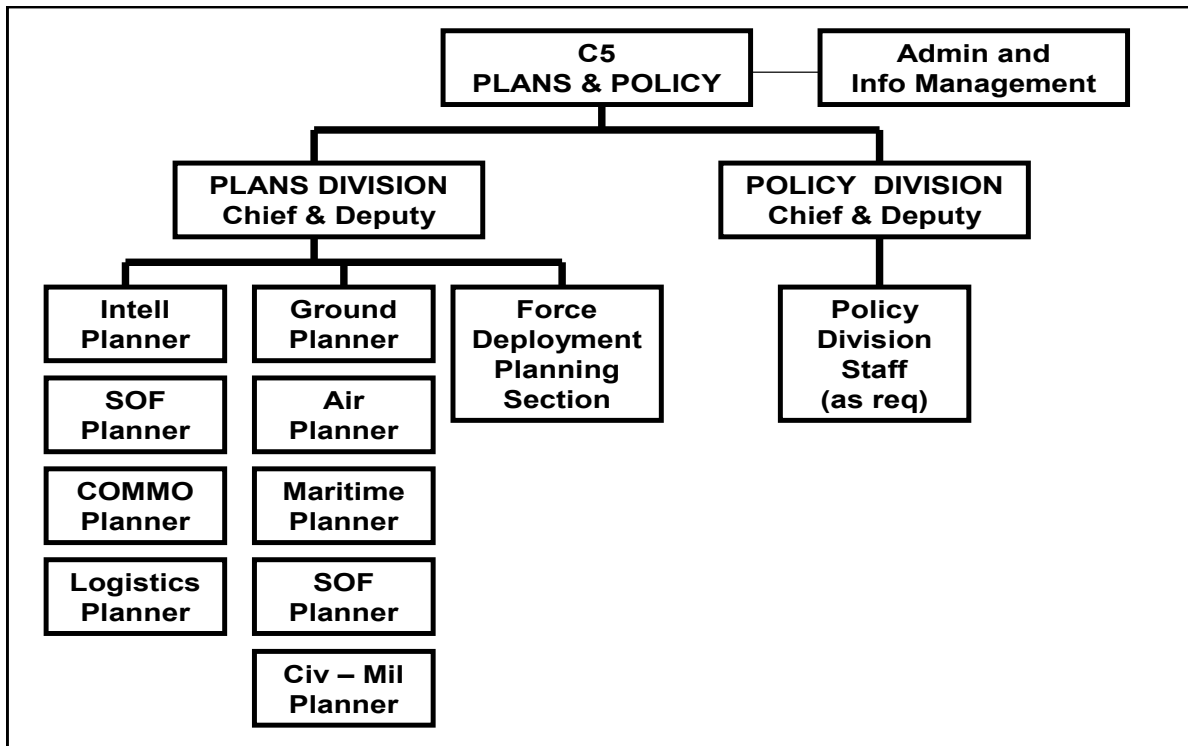


Figure C-5.1: C5 Plans and Policy Organization

3. **CTF Crisis Response Environment – Ad Hoc.** It has to be stressed that in the beginning of a crisis situation there is normally NO identified Lead Nation for the multinational operation, nor any lead for the initial theater strategic level planning, and most importantly NO CTF headquarters in place. In short, there is no command structure or planning process at the initiation of the crisis (other than that of the separate joint processes within each country). Coalition operations are simply “ad hoc” in nature. This presents an enormous challenge for multinational planning in a rapidly evolving and uncertain crisis action situation. This reinforces the need for a starting point for addressing the crisis, a frame of reference that is agreed upon prior to the crisis for timely CTF responses in a crisis. In this regard, the MNF SOP “CTF planning process” is a key starting point.
4. **CTF Planning Process.** The C5 has the responsibility for overseeing and managing the CTF planning process in concert with the C3. This process is fully outlined in Part B, Chap 2, Annex B, CTF Planning Process Overview and, as such, this process will not be readdressed within this Chapter.
 - 4.1. However, the CAP process will be further defined in this Chapter to provide a perspective on the actions at the national strategic, national military strategic, and operational levels of planning and operations. [Refer to Part B, Chap 1, MNF SOP Multinational Operations Start Points](#) during the initial stages of a crisis.
 - 4.2. This provides a common foundation for the entire crisis and provides a view of the interrelationships of planning actions/planning products within the national strategic, national military strategic, and operational levels of planning and operations.
5. **MNF SOP Crisis Action Planning (CAP) Process.** Outlined on the following page is a visual depiction of the 6 phases of the MNF SOP CAP process. It must be stressed that each nation has variations of this process within their own respective CAP. The MNF SOP CAP captures the major actions that needs to occur (may be called differing terms and addressed in different fashion, but the major functions are similar).

- 5.1. The MNF SOP CAP is the foundation for activation, forming, and crisis response planning operation for the CTF Hqs and command.

(REFER TO FOLLOWING PAGE)

Level of Command	Phase 1 Situational Development	Phase II Crisis Assessment	Phase III COA Development	Phase IV COA Selection	Phase V Execution Planning	Phase VI Execution
National Pol	Lead Nation NCA (possible designation) Nation's NCA Consult	Lead Nation NCA (possible designation) Nation's NCA Consult <i>Note 1:</i>	Lead Nation NCA (confirmed in Warning order)	Lead Nation NCA (Consult)		Lead Nation NCA (Consult)
Strategic Mil	National Mil Commanders for Nations	National Mil Commanders for Nations	Lead Nation National Mil Commander	Lead Nation National Mil Leadership	Planning / Alert Order	Execute Order
Theater Strategic	Supported Strategic Commander (SS Cmdr) (possible designation)	SS Cmdr (possible Designation)	SS Cmdr (confirmed in Warning order) <i>Note 2:</i>	SS Cmdr	SS Cmdr OPORD	SS Cmdr Execute Order
Operational	CCTF (possible designation) MPAT Cadre Deployment	CCTF	CCTF (confirmed in Warning order)	CCTF	CCTF Draft OPOD	CCTF OPORD
Key Actions	1. Crisis acknowledge 2. <u>NCA consultation</u> : possible multinational effort. Ends in development of Essential Strategic Guidance 3. Theater Assess	1. <u>NCA decision</u> to for multinational effort and to have military options developed P3: Strategic Assess Refined P4: Ess Strategic Guidance. Refined P5: Possible Deployment Order (if time sensitive)	1. <u>Warning Order</u> for Commanders Estimate with COAs issued by Lead Nation NCA 2. Cmdr Estimate to SS Cdr/NCA P6: Warning Orders issued by Lead Nation NCA, SS Cdr, and CTF P7: <u>CCTF Estimate</u> forwarded to SS CDR P8: SS CDR Cdr Est to Lead Nation NCA	1. NCA Consults on COAs 2. Planning Order to Initiate timely planning "prior to" NCA selection of COA (optional). 3. <u>NCA selects COA</u> (Alert Order). P9: NCA Planning Order (Optimal) P10: NCA Alert Order (Required)	1. <u>OPORDs developed</u> by SS Cdr & CCTF (parallel / OPTs) 2. Force Preparation and Force Deploy prep actions (Possible Separate Deployment Order) P11: SS Cdr OPOD -Review by NCA -CCTF for planning P12: <u>CCTF Draft OPOD</u>	1. Lead Nation NCA in consultation with CTF nations <u>decides to execute OPOD</u> 2. Lead Nation & SS Cdr Issues Alert Order. 3. <u>CCTF issues OPOD</u> . 4. Ops Begins P13: NCA / SS Cdr Execute Orders P14: CCTF OPOD
Planning Products	P1: Initial Strategic Assessment P2: Essential Strategic Guidance.					

NOTE: NCA = National Command Authority = National Authority = NatAuth

Figure C 5.2: Detailed MNF SOP CAP Process with "Actions and Planning Products"

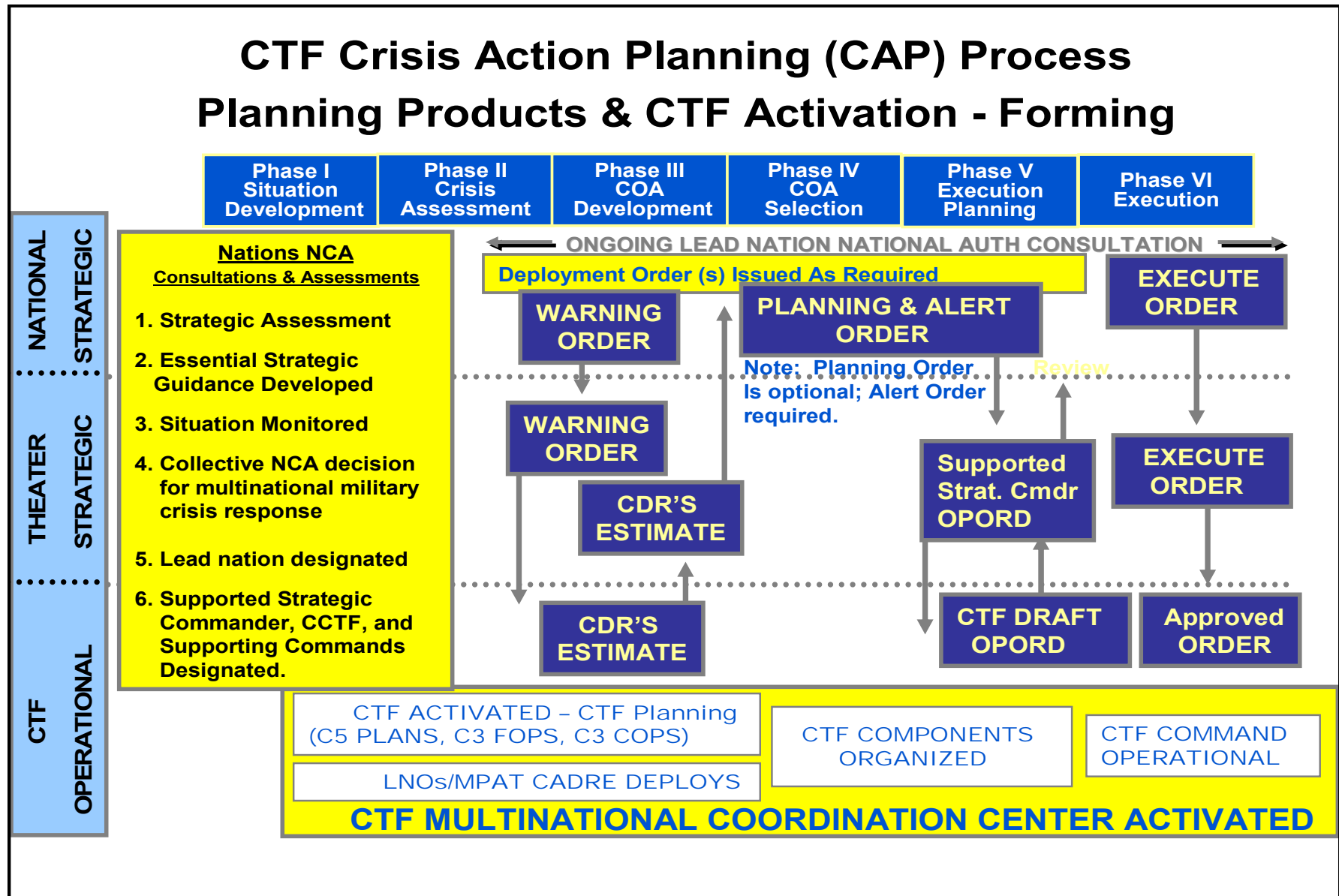


Figure C 5.2: Broad Visualization of MNF SOP CAP Process

Phase I Situation Development

1. **Pre-conditions:** This phase begins when an event occurs or intelligence indicates a threat to citizens, military forces, possessions, security, or vital interests of one or more participating nations.
 - 1.1. The National Authorities, respective National Military Commanders, and National Agencies monitor the situation and make assessments in accordance with national procedures. The strategic/theater military commanders that could potentially be involved in the multinational effort provide their respective National Authorities with a Strategic Assessment. [Refer to Part F, Chapter 3: Strategic Assessment Format](#). This provides the military assessment of the situation, including broad advice on possible military action for the National Authorities.
 - 1.2. Coordination is conducted between various levels of national leadership for the respective nations. One or more of the participating nations calls for formal consultations. National Authorities enter into consultation. Essential Strategic Guidance is formulated.
 - 1.3. The Lead Nation National Authorities, Supported Strategic Commander, and the CCTF may be designated in this phase (earlier the better is desired for their involvement in the CAP process, but, this may not be possible until start of Phase III with publication of the Warning Order).
 - 1.4. If designated, the Supported Strategic Commander shall prepare a Strategic Assessment and forward it to the Lead Nation National Authorities. The Lead Nation National Authorities uses this, with input from other nations' strategic theater commanders, as a basis for consultation / coordination with participating nations' National Authorities.
 - 1.5. This estimate advises National Strategic levels of leadership on possible military actions (outlined in a broad, strategic context).
 - 1.6. The situation is monitored and updated; crisis parameters are identified. Theater assessments may indicate that crisis events require a MNF response.
2. **End States:**
 - 2.1. Event is acknowledged by MNF National Authorities, and consultation concerning elements of the Strategic Guidance is initiated.
 - 2.2. The respective strategic/theater commanders forward their assessments (Strategic Assessment) to their respective National Authorities and coordinate laterally with other theater commanders.
 - 2.3. The Supported Strategic Commander (if designated at this time) prepares his Strategic Assessment and forwards it to the Lead Nation National Authorities. The Lead Nation National Authorities consults with the participating nation's National Authorities.
3. **Planning Products:**
 - 3.1. Strategic Assessments are forwarded to respective National Authorities. Formal National Authorities consultation is initiated among the potential multinational force nations.
 - 3.2. Essential Strategic Guidance is developed by respective National Authorities.

Phase II Crisis Assessment

1. **Pre-conditions:** This phase begins with the receipt of strategic assessments by respective National Authorities and / or Lead Nation National Authorities.
 - 1.1. The Strategic Assessment can be updated by the Supported Strategic Commander as required during Phase II.
 - 1.2. The respective National Authorities and National Military Commands analyze the situation to determine whether a military response is appropriate for the evolving crisis. If the National Authorities decide to return to pre-crisis status, then the CAP process stops. If the National Authorities determine that theater assessments call for multinational military operations, then the following are designated (if not already designated): Lead Nation, Supported Strategic Commander, Supporting Strategic Commanders, and the CTF.
 - 1.3. An MPAT augmentation may be deployed to a CTF planning location to assess the situation and identify forces, transportation, and logistics. MPAT augmentation may also deploy to the Supported Strategic Commander's HQs to support strategic planning and collaboration.
 - 1.4. The CTF headquarters is activated. The CPG (PLANS, FOPS, and COPS) is formed. The CTF Coordination Centers are activated: (1) Multinational Coordination Center (MNCC), (2) Civil Military Operations Center (CMOC), and (3) Coalition Logistics Coordination Center (CLCC).
 - 1.5. Essential Strategic Guidance is refined by the Lead Nation National Authorities in consultation with other National Authorities based upon theater assessments, situation updates, and multinational coordination.
 - 1.6. Deployment Preparation Order(s) or Deployment Order(s) may be issued to increase deployability posture, position forces, or to make preparations that signal MNF intent (this is an optional order).
2. **End States:**
 - 2.1. The crisis assessment phase ends with the decision by respective National Authorities to develop military options developed to address the crisis. A Warning Order is developed as a result of this decision that outlines National Authorities' guidance for options (issued in Phase III).
 - 2.2. Or decision is to return to the pre-crisis conditions.
3. **Planning Products:**
 - 3.1. Essential Strategic Guidance is refined as required.
 - 3.2. Strategic Estimate is updated / refined by Lead Nation National Authorities as required, with input from the Supported Strategic Commander.
 - 3.3. A Deployment Order(s) may be issued to increase deployability posture, positioning of forces, or to make preparations that signal multinational intent to conduct military operations.

Phase III Course of Action Development

1. **Pre-conditions:** Phase III begins when participating nation's National Authorities, in consultation with the Lead Nation National Authorities, decide to develop possible responses to the crisis. The Lead Nation National Authorities issues a Warning Order to the Supported Strategic Commander directing that a Commander's Estimate with courses of action be prepared and forwarded to the Lead Nation National Authorities. [Refer to Part F, Chapter 3: Warning Order Format.](#)
 - 1.1. If the Lead Nation National Authorities has not been designated prior to start of Phase III, the MNF National Authorities may collectively designate the potential Lead Nation National Authorities, or a multinational planning group to prepare the Warning Order. This Warning Order designates the Lead Nation, the Supported Strategic Commander, and Supporting Strategic Commanders. The Warning Order also directs that a Commander's Estimate be prepared. This order is then collectively approved by the National Authorities via consultation channels and forwarded to the Supported Strategic Commander.
 - 1.2. The Warning Order initiates detailed crisis action planning by the Supported Strategic Commander. In turn, the Supported Strategic Commander issues a Warning Order to the CCTF starting the operational level of planning. The Warning Order also confirms the Essential Strategic Guidance formally, assigns a mission, appoints the CCTF and DCCTF, and provides the theater concept of operations, and other planning guidance.
 - 1.3. The CCTF, in turn, issues his Warning Order to the CTF components. This Warning Order is prepared in consultation with the Supported Strategic Commander. At this point the focus of the planning effort shifts to the CCTF and his staff. The CPG planning cells (PLANS, FOPS, and COPS) become the central organization that carries out the planning process within the CTF.
 - 1.4. PLANS initiate the commander's estimate process and develops possible COAs for consideration by the CCTF. This estimate is forwarded to the Supported Strategic Commander for support of his Commander's Estimate report. [Refer to Part F, Chapter 3: Commander's Estimate Format.](#) To the maximum extent possible, the CCTF collaborates with the Supported Strategic Commander, assigned CTF component commanders, and IHC within the CTF AO.
 - 1.5. The Supported Strategic Commander submits a Commander's Estimate, containing recommended and alternative COAs, to the Lead Nation National Authorities. The Commander's Estimate recommends COAs that are specific military actions, describing who will execute, what type of action, when is it to begin, where will it take place and why the operation is being undertaken.
 - 1.6. The CTF Multinational Command Center (MNCC) is fully activated during Phase III.
2. **End States:**
 - 2.1. The CCTF Commander's Estimate is prepared and forwarded to the Supported Strategic Commander with a recommended COA.
 - 2.2. The Supported Strategic Commander's Estimate is prepared and forwarded to the Lead Nation National Authorities with a recommended COA.
3. **Planning Products:**
 - 3.1. Lead Nation National Authorities, Supported Strategic Commander, and CTF Warning Orders are promulgated at the start of Phase III.
 - 3.2. CCTF Commander's Estimate is forwarded to the Supported Strategic Commander at the end of this phase.
 - 3.3. Supported Strategic Commander's Estimate is submitted to the Lead Nation National Authorities at the end of this phase.

Phase IV Course of Action Selection

1. **Pre-conditions:** Phase IV begins when the Commander's Estimate and recommended Courses of Action (COA) are presented to the Lead Nation National Authorities (and Lead Nation National Authorities continues consultation with participating nations National Authorities).
2. The Lead Nation National Authorities, having consulted with supporting nation's National Authorities, reviews and evaluates the Commander's Estimate. The Lead Nation National Authorities may: (1) concur with the recommended COA in whole or in part, (2) direct the Supported Strategic Commander and CCTF to develop an additional COA; or (3) develop alternative COAs in the consultation process.
3. Planning Order. The Planning Order is an optional order from the Lead Nation National Authorities directing that execution-planning activities begin before the National Authorities has formally approved a COA. Use of the Planning Order allows flexibility in directing military activities by allowing planning activities described in Phase V to proceed in a timely fashion pending National Authorities decision. [Refer to Part F, Chapter 3: Planning Order Format.](#)
 - 3.1. In time-sensitive situations, the Planning Order may be used in lieu of a Warning Order. However, if a Warning Order is not issued, a Planning Order IS REQUIRED. When used in this manner, the Planning Order normally describes a specific COA, direct execution planning to begin, and provide other information normally contained in the Warning Order.
 - 3.2. The Planning Order does not replace the formal Lead Nation National Authorities approved Alert Order described below.
4. Alert Order. The Alert Order is a coordinated message from the Lead Nation National Authorities to the Supported Strategic Commander announcing the selected COA, and directing preparation of an OPORD and assign forces. [Refer to Part F, Chapter 3: Alert Order Format.](#)
 - 4.1. The Alert Order shall describe the approved COA in sufficient detail for the Supported Strategic Commander to prepare an OPORD for the CCTF. It may change or amplify guidance previously issued in the Warning Order or the Planning Order.
 - 4.2. In time-sensitive situations, the Alert Order may be issued in lieu of the Warning Order. When issued in lieu of the Warning Order, the Alert Order contains information normally provided in the Warning Order.
5. **End State:**
 - 5.1. Lead Nation National Authorities selects the COA for execution and directs that execution planning be initiated by issuing an Alert Order to the Supported Strategic Commander.
6. **Planning Products:**
 - 6.1. Planning Order (Optional). This order does not have to be issued. Or, it may be issued in lieu of Warning Order.
 - 6.2. Alert Order is issued by the Lead Nation National Authorities.

Phase V Execution Planning

1. **Pre-conditions:** Phase V begins when the Supported Strategic Commander receives the Alert Order from the Lead Nation National Authorities.
 - 1.1. The Supported Strategic Commander converts the approved COA into an OPORD and submits the OPORD to the Lead Nation National Authorities for review. [Refer to Part F, Chapter 3: OPORD Format.](#)
 - 1.2. When the National Authorities approves the OPORD, the Supported Strategic Commander issues the order to the CCTF in an "on-order" status. (Note: for support of parallel planning, "working copies" of this OPORD are normally forwarded to the CCTF prior to the National Authorities approval of the order).
 - 1.3. The CCTF develops a "draft" OPORD in parallel with the Supported Strategic Commander's OPORD and submits it to the Supported Strategic Commander for review. This "draft" OPORD is also shared with the CTF components to support timely preparations of subordinate plans.
 - 1.4. Campaign Plan: If the scope of the mission is so broad that the Supported Strategic Commander and CCTF determine that more than one operation is necessary and a campaign plan shall be developed.
 - 1.5. The planning phase ends when the Supported Strategic Commander issues an OPORD in an "on order" status (or Campaign Plan) and advises the Lead Nation National Authorities that the military option is ready for execution.
2. **End States:** (Note: the National Authorities may or may not approve the OPORD in this phase for an "on-order" status.)
 - 2.1. Executable OPORD is developed and issued in an "on order" status; this readiness status is communicated to the Lead Nation National Authorities.
 - 2.2. The Supported Strategic Commander issues an "on order" OPORD to the CCTF.
 - 2.3. The CCTF finalizes his draft OPORD and forwards it to the Supported Strategic Commander for review. CCTF also issues the draft OPORD to the CTF components.
3. **Planning Products:**
 - 3.1. Supported Strategic Commander issues the OPORD to the CCTF ("on-order" status).
 - 3.2. CCTF finalizes the OPORD for the operation and issues it to CTF components.

Phase VI Execution

1. **Pre-conditions:** Phase VI begins when the Lead Nation National Authorities decides to execute the OPORD approved in Phase V. When the National Command Authorities decides to implement the military option, it issues an Execute Order, which directs execution of the OPORD previously forwarded by the Supported Strategic Commander. [Refer to Part F, Chapter 3: Execute Order Format.](#)
 - 1.1. In turn, the Supported Strategic Commander issues the OPORD to the CCTF. The CCTF then issues the CTF order to the CTF components.
 - 1.2. The Execution phase continues until the operation is completed or until the Lead Nation National Authorities determines that military action is no longer necessary (termination or transition actions, including redeployment, follow the operational end states).
 - 1.3. Completion of post-execution activities, including operational assessments, after-action reports, lessons learned, and declassification of material shall be directed by the Lead Nation National Authorities in consultation with participating Nations' National Authorities.

2. End States:

- 2.1. The CTF achieves the operational end states established by the OPORD and the CTF is deactivated or,
- 2.2. The Lead Nation National Authorities directs that military action is no longer needed (in consultation with participating Nations' National Authorities). The CCTF transfers responsibility for the AO to another international / national agency or host country, and the CTF is deactivated.

Note 1: Elements of the CTF may be directed to stay and support the follow-on effort(s) (under a different command relationship or coordination relationship).

Note 2: The Lead Nation National Authorities, the Supported Strategic Commander and Supporting Strategic Commanders may still be utilized in support of the new organizational element responsible for the AO. In such a situation, the Essential Strategic Guidance should be updated

3. Planning Products:

- 3.1. Lead Nation National Authorities Execute Order & the Supported Strategic Commander's OPORD are issued.
- 3.2. CCTF OPORD is issued to CTF components.
- 3.3. CTF Redeployment and Deactivation Order issued when the operational end states are achieved.
- 3.4. Conflict Termination and / or Transition Plans are developed and issued.

4. **CTF Force Deployment Procedures and Responsibilities.** Deployment of multinational forces to the CTF AO is an essential factor in the planning process. Deployment consists of strategic movement of forces by air and sealift assets to the CTF AO for integration into the force and subsequent mission assignment. Once in the CTF AO, tactical movement of forces, by air, sea, and land, should be required. Once deployed to the AO, the follow-on Reception, Staging, Onward Movement, and Integration (RSOI) resources to support integration of forces into the CTF command shall be executed. [Refer to Part C, Chap 9: Reception-Staging-Onward Movement, and Integration.](#)

- 4.1. The Supported Strategic Commander and the CCTF need to work closely with the Supporting Strategic

Note: The Lead Nation may not have the full resources to support deployment of participating nations' forces. This shall require detailed planning to identify needed requirements and resources. One or more nations may be the primary deployment planner(s) for the Lead Nation as the situation dictates and based on planning experience and resources available

Commanders to ensure force deployments are planned, coordinated, managed, and monitored to ensure arrival dates for forces in theater can be achieved.

- 4.2. The Supported Strategic Commander should coordinate the majority of force deployment. However the CTF staff and components should be fully integrated into this process to ensure forces and logistics arrive as needed in the CTF AO.
- 4.3. Within the CTF, the C1, C3, C4 and C5 work closely together concerning force deployment and RSOI requirements. The C5 focuses on prior planning and validation of force requirements. The C3 establishes priorities for deployment based on CCTF guidance and priorities developed via the OPT process The C4 monitors and supervises the actual execution of force deployment.
- 4.4. A Deployment Management Team (DMT) is the organization that coordinates, manages, and monitors force deployment. The DMT consists of representatives from the C3, C4, C5, other required staff, participating nations, and CTF component deployment planners. The DMT is critical for thorough coordination and sequencing of forces to the theater.
- 4.5. The DMT is supervised by either the C4 or the C5 depending on desires of the CCTF. The C3 coordinates the CCTF deployment priorities within the DMT. The DMT can supervise, manage, and monitor the force deployment and RSOI functions for the CCTF or these duties can be divided between the DMT and the C3 or C4 in conjunction with the M-Command.
- 4.6. At the strategic level, nations have national force deployment planning, execution, and monitoring systems. Some nations may have very mature and robust systems; whereas, others, may have small systems since they do not have major force deployments out of their nation.
- 4.6.1. The Supported Strategic Commander shall use their respective deployment system and deployment management tools to support the CCTF.
- 4.6.2. At the operational level, the CCTF should focus on identifying requirements, monitoring actual deployments, with well thought out RSOI planning for rapid integration of participating nations into the CTF command once in the CTF AO.
- 4.7. The Supported Strategic Commander and Supporting Strategic Commanders shall establish a deployment network to support the coordination, decision making / management, and monitoring of force deployment and RSOI actions. This deployment network and / or process should accomplish the following:
- 4.7.1. Identify force requirements.
- 4.7.2. Develop a phased deployment plan.
- 4.7.3. Assess feasibility of COAs from a deployment perspective.
- 4.7.4. Identify and rectify transportation requirements with the Supporting Strategic Commanders that exceed the resources of the participating nations.

- 4.7.5. Allow for validation of actual deployments using 7 days out for airlift departure and 30 days out for sealift departures. Changes to deployments have significant 2nd and 3rd order affects and the CTF Planning Process must recognize that a validation time rule should greatly assist in the coordination of force deployments.

Note: The 7 day / 30 day rule set is a minimum requirement; for multinational operations a time frame of 12 days and 45 days may be more feasible; this rule is situation dependent.

- 5. **Multinational Communication Integration – C5 Responsibilities.** Has primary responsibility for MCI in the CTF's OPLANs/OPORDS and works with other staff sections to ensure that functional efforts are coordinated to support integration and assessment. [Refer to Part C, Chapter 9: Multinational Communication Integration for overall review of MCI.](#)

- 5.1. C5 is the primary coordinating authority of the Communication Integration Workgroup (CIWG).

- 5.1.1. The CIWG assists in implementing the integration of multinational communication with the NCEs, through horizontal coordination and vertically from the strategic level through the tactical level.

- 5.1.2. The CIWG coordinates with other battle/operational rhythm boards, bureaus, cells, centers, and workgroups. The CIWG also acts as the collection point of all MCI actions. It then determines required refinements and adjustments of future operations and MCI actions in support of MNF strategic objectives and end states.

- 5.1.3. The Chief, C5 Plans acts as the deputy coordinating authority for day-to-day meetings of the CIWG as required in the absence of the C5.

- 5.2. C5 Plans is the primary section that oversees the development of MCI in OPLANs/OPORDs ([refer to Part B, Chapter 2: CTF Planning Organizations](#)).

- 5.3. C5 Policy (or “C5 Strategy” in some HQs) is responsible for DSPD. DSPD for an MNF focuses on the strategic aim and intent for the multinational force as a whole. It consists of support to the foreign policy efforts of participating nations’ governments designed to promote foreign policy objectives by seeking to understand, inform, and influence foreign audiences and opinion makers.

- 5.3.1. C5 Policy closely monitors all sources of diplomatic and communication guidance to ensure themes and messages are coordinated. C5 Policy updates the C5 and MNF on diplomatic issues and MCI actions in support of diplomacy.

- 5.3.2. C5 Policy closely coordinates DSPD with the Supported Strategic Commander's and/or MNF Public Diplomacy Advisor (if present), and with IO, PA, and other operations to ensure consistent and coherent support of foreign policy efforts.

- 6. **Reports.** [Refer to Part F, Chapter 4: Reports Matrix](#) (Work in Progress)

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Annexes:

Annex A: CTF C5 Plans (PLANS)

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ANNEX A

CTF C5 PLANS (PLANS)

1. **Purpose.** To describe recommended staffing of the C5 Future Plans (PLANS). The purpose for this CTF Planning Cell is to prepare future OPLANs, OPORDs, campaign plans, contingency plans, and sequels plans. During CTF activation and initial response, PLANS focuses on the broad Campaign / OPLAN development (i.e. the overall plan and next phase of the overall plan). [Refer to Part B, Chap 2, Annex B, Appendix 2, CTF Planning Organization](#) for the details on how PLANS works with FOPS and COPS within the CTF planning process.

2. **Organization.**

2.1. The CTF C5 normally chairs the PLANS cell and appoints a Co-Chairman.

2.2. The CTF PLANS cell is comprised of key staff officers and planning cells, augmented by MPAT personnel, component command representatives, and supporting command Liaison Officers (LOs). The CTF PLANS cell is normally composed of the following personnel:

<u>TITLE</u>	<u>RANK</u>	<u>CODE</u>
Core (14)		
Chairman	O6	C5/3
Deputy Chairman	O5	C3/5
Manpower Planner	O4/O5	C1
Intelligence Planner	O4/O5	C2
Operations Planner	O4/O5	C3
Logistics Planner	O4/O5	C4
Plans Officer	O4/O5	C5
Communications Planner	O4/O5	C6
Manpower Planner	O4/O5	C1
Intel Planner	O4/O5	C2
Ops Planner	O4/O5	C3
Plans Officer	O4/O5	C5
Logistics Planner	O4/O5	C4
Comm Planner	O4/O5	C6
Planner	O4/O5	CSOTF LO
Coordination Center Reps	O4/O5	CCC, CMOC, and CLCC

Deployment representative (As required))

Force Deployment Officer	O4/O5	C4
Nations Force Deployment Rep as required		C3
(Note: One (1) US TPFDD/Movement Planner is required for Strategic/tactical lift from U.S.)		

IO Cell (6)		
IO Planner	O4/O5	C3
PSYOPs Planner	O4/O5	C3
PAO	O4/O5	PAO
IO Planner	O4/O5	C3
CA Planner	O4/O5	C3
PA Officer	O4/O5	C1
LO Cell (12 or as required)		
CTF ARFOR LO	O4/O5	LO
CTF NAVFO LO	O4/O5	LO
CTF AFFOR LO	O4/O5	LO
CTF MARFOR LO	O4/O5	LO
(may be functional components vice service component LO)		
CSOTF LO	O4/O5	LO
CPOTF LO	O4/O5	LO

IO / NGO LOs	CIV	LO
Interagency Coord.	LO	LO
COE (HA/DR)	CIV	MPAT/LO
Fires Cell (2)		
Fires Planner	O4/O5	C3
Air Planner	O4/O5	C3 – Air Planner
Force Protection Cell (3)		
Force Protection Planner	O4/O5	C3 - C3 FP Plans
CBRN-TIME Planner	O4/O5	C3
TMD Planner	O4/O5	C3
Sequel Planning Representative (1)		
Plans Officer	O4/O5	C5
Branch Planning Representative (1)		
Operations Planner	O4/O5	C3
ROE Cell (2)		
SJA / Legal Planner	O4/O5	2 SJA
Orders Development Cell (3)		
Operations Planner	O4/O5	C3
Plans Officer	O4/O5	C5
Plans Clerk	E3-E5	C3
Information Management Cell (2)		
Information Mgmt Officer	O4/O5	C3
WEB Master	E4/E5	C6
Red Cell (6)		
Red Cell OIC	O4/O5	C3
Red Cell J2 Representative	O3/O5	C2
Red Cell J3 MVR Rep	O4/O5	C3
Red Cell J3 Fires Rep	O4/O5	C3
Red Cell J4 Representative	O4/O5	C4
Red Cell J6 Representative	O4/O5	C6
CPG Support Cell (2)		
Administration Specialist	E4/7	C3/5
Administration Specialist	E4/5	C3/5

- 2.2. Critical to understanding the relationship among CTF CIS organizations is understanding the command, coordinating and support relationships that govern the "technical control" of CIS networks, equipment and personnel. The CCTF provides the C6 the authority to exert operational direction and management over every aspect of the entire network supporting the CTF. The C6 directs the activation or deactivation of CIS services, conducts network-wide monitoring and control, prioritizes and realigns CIS assets in the CTF AO, directs configuration and reconfiguration of CIS equipment, and establishes CIS status reporting thresholds. The Supported Strategic Commander's C6 should also have appropriate command, coordinating and support authority for the strategic networks supporting the CTF. Clear establishment of these authorities for multinational operations is a critical factor for ensuring the CTF networks support a high OPTEMPO for planning and execution of operations, while providing a rich collaborative planning network for the CCTF and CTF components.
- 2.2.1. The operational arm of the CTF C6 is the Communications Information System Coalition Communications Center (CISCCC). CISCCC should be established early to support the monitoring of CTF CIS systems and initial operational planning. The CISCCC provides an effective and efficient CIS planning and monitoring capability that ties the strategic and operational command and control networks together. The CISCCC organizational structure ensures communication planners are able to quickly react to future operations and future plans planning requirements, CIS problems and to support higher OPTEMPO.
- 2.2.2. The Supported Strategic Commander's C6 will be responsible for planning and monitoring of the strategic level of networks that supports the CTF.
- 2.3. **CTF C6 Staff Organization.** The C6's duties, responsibilities, and organization may vary greatly, thus the final C6 structure will depend on the mission of the CTF. The Figure C-6.2 acts as starting point for what could be expected for a medium-sized CTF. The CTF C6 must be adequately staffed in order to support the CTF mission. All of the functions listed in the C6 organization are critical to the success of the CTF and the functions must be covered by the organization adopted. Manning requirement considerations may include: 24-hr operations; Liaison Officers (LOs); MNF augmentees; integration of MPAT personnel; security clearances; and duration of operation. The tasks and functions listed below are aligned with the organization chart, see Figure C-6.2.
- 2.3.1. **Current Operations (COPS).** This function is the link to the Multinational Coordination Center (MNCC). It must be able to advise operational planners on current communication capabilities and status and provide estimates on the ability to support operations. It also must monitor the current operational status of the CIS support to the CTF and advise the Multinational Command Center (MCmdC on any CIS issues. The COPS officer is responsible for maintaining the CTF CIS Support Plan.
- 2.3.2. **Future Operations (FOPS).** This planning organization supports all CTF planning by advising them on CIS matters pertaining to future operations. FOPS may convene the Communication Information Systems Planning Group (CISPG) as required. In addition, FOPS coordinates the development and preparation of future CIS support, annexes, and orders.
- 2.3.3. **CIS CCC Director.** Responsible for the management of all functions of the CISCCC and reports to the C6. CISCCC is established within the CTF to manage CIS deployed in support of the CTF operations.

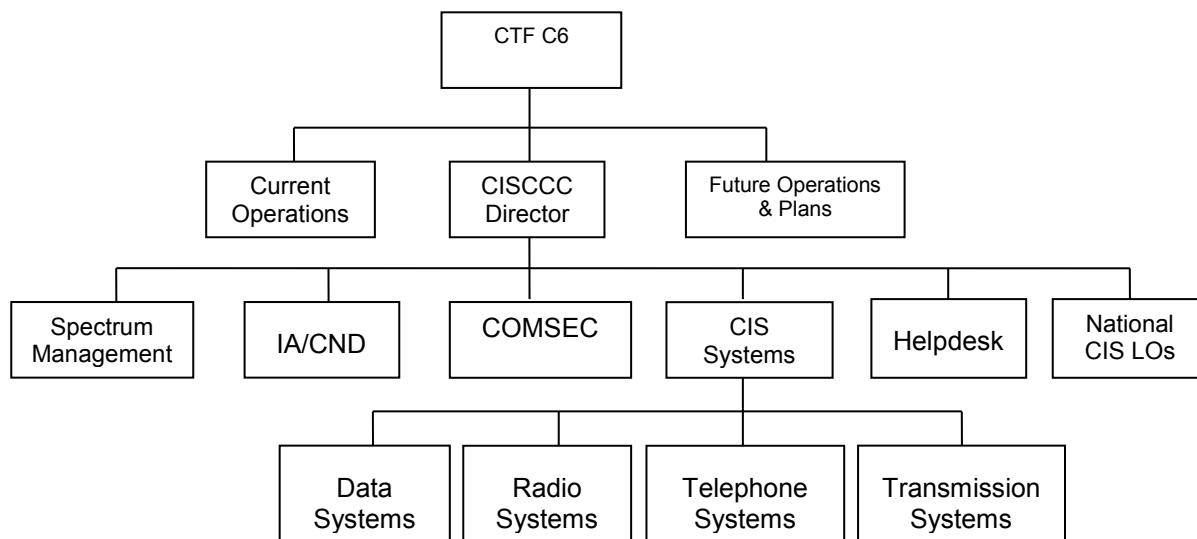


Figure C-6.2. C6 Organization Example

2.4. CISCCC Tasks and Functions. The tasks and functions listed below are aligned with the organization chart, see Figure C-6.2. A CISCCC is established within the CTF to manage CIS deployed in support of the CTF operations. Subordinate CTF elements must establish the actual Network Operations Centers (NOCs) to plan, manage, prioritize, install, operate and maintain tactical networks. This section will discuss the functions of the CISCCC organization listed in Figure C-6.2.

2.4.1. Spectrum Management. This function manages the overall use of the electromagnetic spectrum (EMS) to ensure effective and efficient use of the available spectrum.

2.4.2. Information Assurance / Computer Network Defense (IA/CND). This function provides MNF operations guidance for the IA/CND Cell in support of MNF operations. MNF C6 will designate IA/CND Officer who will establish policies and procedures for IA/CND and ensure these are enforced and carried out throughout the entire MNF network.

2.4.3. Communications Security (COMSEC) Management. This function establishes and manages standardized COMSEC policy and procedures for keying material and equipment throughout the CTF.

2.4.4. CIS Systems. This function covers the management and control of the CTF CIS circuits and systems. This includes engineering, operations, and user support for CTF CIS systems. This includes all data system, radio systems, telephone systems, and transmission systems. Additionally, this function identifies problems with the CIS systems and circuits and takes appropriate action to prioritize installation and restoration of systems.

i. **Data Systems.** This function provides Internet Protocol (IP) based systems management to the MNF. This includes installation, configuration, operation and maintenance of the Local Area Network (LAN) and Wide Area Network (WAN) services and updates input for C6 daily update brief.

ii. **Radio Systems.** This function provides radio systems management to the MNF. This includes installation, configuration, operation, and maintenance of the radio networks and equipment and updates input for C6 daily update brief.

iii. **Telephone Systems.** This function provides all telephone systems (landline and mobile/cellular) management to the MNF. This includes installation, configuration, operation, and maintenance of the telephone switch networks and equipment and updates input for C6 daily update brief.

iv. **Transmission Systems.** This function provides transmission systems management to the MNF. This includes installation, configuration, operation, and maintenance of all the transmission systems

equipment and updates input for C6 daily update brief. Transmission Systems includes any equipment or system for the delivery of trunked/multiplexed aggregate bearers.

2.4.5. **Helpdesk.** It is the point of contact for CTF CIS related problems. This function performs Networks Help Desk responsibilities for the CTF and those networks issues unable to be resolved at subordinate element levels.

2.4.6. **Liaison Officers (LOs).** LOs are critical to all aspects of CTF operations. Subordinate elements and participating nations may be requested to provide LOs to the CISCDC as well as providing personnel to augment the CTF C6 staff. LO duties will differ from augmentees in that LOs do not work for the CTF C6. They are a conduit to pass information and issues to components and services while augmentees work for the CTF C6 in specific CTF C6 manning billets.

3. Responsibilities.

3.1. Lead Nation:

- 3.1.1. Coordinate the planning, mounting and execution of the CIS overall framework required to support the operation/mission.
- 3.1.2. Identify other nations to provide and/or coordinate specific CIS assets critical to the operation/mission and its execution.
- 3.1.3. Liaison with all nations to harmonize COMSEC, refer to Annex F of this Chapter.
- 3.1.4. Liaison with host nations to ensure frequency clearances and permission to operate, refer to Annex D of this Chapter.

3.2. Supported Strategic Command.

- 3.2.1. Prepares CIS, security and information releasability policy, guidance and requirements to enable the CTF to effectively operate within the MNF CIS structure.
- 3.2.2. Coordinates MNF CIS releasability issues.
- 3.2.3. Coordinates the CIS activities of the CTF with other national and component forces and other entities as appropriate.
- 3.2.4. Liaison with Troop Contributing Nations (TCN) and other organizations to initiate resolution of CIS interoperability issues.
- 3.2.5. Liaison with host nations to ensure frequency clearances and permission to operate.
- 3.2.6. Provide connectivity to the CTF.

3.3. Supporting Strategic Commands.

- 3.3.1. Provide indication of CIS manpower, assets, and capabilities available to support the CTF.
- 3.3.2. Provide CIS support requirement to lead nation.
- 3.3.3. Supports the CIS activities of the CTF with other national and component forces and others entities as appropriate.
- 3.3.4. Prepares national CIS policy and guidance to enable subordinate forces to effectively operate within the MNF CIS structure.

3.4. Commander, CTF (CTF).

- 3.4.1. Ensures adequate and effective CIS assets are available to support the CTF.

- 3.4.2. Releases CIS plans, annexes, and operating instructions to support assigned missions.
- 3.4.3. Ensures that adequate CIS operational to tactical level command links are in place.
- 3.4.4. Requests adequate and effective CIS assets to support the CTF.
- 3.4.5. Nominates a CTF C6.
- 3.4.6. Directs priorities for passage of information, restoration of communications and information services.
- 3.4.7. Approves CTF information exchange requirements.

3.5. National Command Elements.

- 3.5.1. Establishes CIS liaison with CTF C6.
- 3.5.2. Ensures own national CIS linkages within the CTF HQ and CTF as appropriate.
- 3.5.3. Supports the CIS activities of the CTF with relevant national organizations, contributing nations forces, and other entities as agreed, e.g. recognized civil authorities.
- 3.5.4. Prepares and promulgates national CIS policy and guidance to enable subordinate forces to effectively operate within the multi-national CTF CIS structure.
- 3.5.5. Provides national input into CTF security, policy standards and guidance.

3.6. CTF C6.

- 3.6.1. Responsible to the CCTF on all CIS matters and issues.
- 3.6.2. Exercises staff supervision and management of all CIS assets assigned to support the CTF.
- 3.6.3. Responsible for coordinating all CTF HQ CIS requirements.
- 3.6.4. Develops CIS plans, annexes, and operating instructions, including accreditation to support assigned missions.
- 3.6.5. Reviews and coordinates CIS plans prepared by subordinates to ensure compliance with CIS guidance within the CTF.
- 3.6.6. Establishes a CTF CIS Coalition Communication Center (CISCCC) and designates its Director to support top-level network control, management, and coordination within the CTF Area of Operations (AO).
- 3.6.7. Establishes a Communication Information Systems Planning Group (CISPG) consisting of CTF representatives to plan the High Command Link (HCL) requirements that support the selected course of action (COA) and present a concept of operations (CONOPS) to the Coalition Planning Group (CPG) for approval. The approved CIS CONOPS will form the basis for the CTF CIS Support Plan, which will be produced and distributed by this group. Provision of the following services should be considered:
 - i. Voice
 - ii. Information/Data Systems
 - iii. Video Teleconferencing
 - iv. Common Operating Picture (COP)
- 3.6.8. Establishes any other CIS board or bureaus to ensure that CIS support to the CTF is adequate to support the CTF mission.

3.6.9. Coordinates within the staff to identify C6 requirements, e.g. manning, logistics, and funding.

3.6.10. For standalone CTF networks, the CTF C6 is the sole accrediting authority. For all other networks, the CTF C6 must consolidate and validate accreditation requirements in accordance with Supported Strategic Command guidance.

3.6.11. Promulgates CTF CIS technical standards with regard to hardware and software. The Multinational Communication Interoperability Group (MCIG) can assist with this effort.

3.6.12. Manages CTF spectrum requirements in accordance with Annex D.

3.6.13. Manages CTF COMSEC requirements in accordance with Annex F.

3.7. Director CIS Coalition Communication Center.

3.7.1. Management of the CISCCC.

3.7.2. Produces and promulgates the CISCCC operating procedures to all subordinate CIS elements.

3.7.3. Coordinates CIS reporting in accordance with Annex C.

3.8. Troop Contributing Nations (TCN) C6.

3.8.1. Responsible for furnishing, installing, configuring, operating and maintaining CIS in support of the CTF and its subordinate elements in accordance with the guidance and policies established by the CTF C6.

3.8.2. Responsible for consolidating, validating, coordinating, documenting, and prioritizing all of their CIS support requirements following CTF C6 guidance.

3.8.3. Responsible for providing CIS reports as directed by the CISCCC.

4. **Planning Rhythm.** The C6 will establish a daily planning rhythm that is integrated into the CTF Battle / Operational Rhythm (refer to Part B, Chap 2: CTF Battle / Operational Rhythm).

5. **Reports.** Refer to Part E, Report Matrix for the C1 Personnel Reports.

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Annexes:

Annex A – CIS Planning Considerations

Appendix 1 – CTF CIS Support Plan Example Format

Appendix 2 – CTF HQ CIS User Questionnaire

Appendix 3 – Radio Systems

Appendix 4 – Data Systems

Appendix 5 – Telephone Systems

Appendix 6 – Transmission Systems

Annex B – Future Operations

Annex C – Current Operations

Annex D – Spectrum Management

Annex E – Cyberspace Security

Annex F – COMSEC

Annex G - Help Desk

ANNEX A

CIS PLANNING CONSIDERATIONS

Planning for CIS support in the dynamic environment of an emerging crisis is a challenge. Chapter C-5, Plans and Policy, describes the Crisis Action Planning (CAP) process for MNF planning. The situation may require several iterations of the planning process. The CIS planning guidelines provided below describe actions to consider during the planning process.

1. Situational Awareness (SA).

- 1.1. Maintaining awareness of the operational environment is the first consideration for CIS planning. Some items to consider as situations develop are: the political and diplomatic environment, geographic location where the situation is occurring, potential MNF partners, known interoperability issues with those nations' CIS, existing national CIS assets within the region, operational status of those assets and the type of operations anticipated (for example, non-combatant evacuations, disaster relief, etc). It is important to continue to maintain SA and close liaison with the C5 Plans Coalition Planning Group (CPG) to ensure that more detailed CIS planning occurs as the situation develops.
- 1.2. The national strategic level of political and military leadership will provide Essential Strategic Guidance for the CTF based upon consultation with the participating nations. **Refer to Part B, Chapter 1, Annex A, National Strategic Factors** for an outline of the Essential Strategic Guidance factors. MNF partners and other supporting agencies may be able to provide key information about host nation capabilities and conduct preliminary site surveys. Additional information may be gathered through the request for information (RFI) process.
 - 1.2.1. CIS RFIs. Examples of CIS RFIs relating to the C6 are:
 - i. Determine existing local and regional telecommunications facilities; e.g. telephone, mobile/cellular carriers, etc., commercial internet service providers (ISPs).
 - ii. What type of commercial power is available in and around the Area of Operations (AO)?
 - 1.2.2. The CTF C6 will prepare and forward all operational RFIs to the CTF RFI Manager for consolidation and forwarding to the appropriate agency for action.

2. Crisis Assessment.

- 2.1. All CTF CIS organizations - Continue to monitor the situation and ensure CIS considerations are included in all planning activities.
- 2.2. CTF C6 – Determine POC information for the Supported Strategic Commander C6 and establish liaison in order to ensure synchronization with the CCTF intent.

3. Course of Action (COA) Development: **Refer to Part B, Chapter 2, Appendix 6: Military Decision Making Process – Multinational for details.**

- 3.1. Conduct CIS mission analysis.
 - 3.1.1. Determine facts. Review all relevant existing CIS agreements, memorandums of understanding (MOUs), standards and operational orders or directives for CIS related requirements.
 - 3.1.2. Develop CIS assumptions (e.g. transportation availability, satellite availability, etc).
 - 3.1.3. Determine CIS related limiting factors (limitations and constraints).
 - 3.1.4. Identify specified, implied and essential CIS tasks.

Part C – Chapter 6 – Annex A: CIS Planning Considerations

- 3.1.5. Conduct initial force analysis, identify CIS unit shortfalls and provide the information to the CPG.
- 3.1.6. Based upon the CCTF mission statement, develop CTF C6 mission statement.
- 3.1.7. Contribute to the identification of the CTF or TF information exchange requirements. Who needs what information, where, when, how often and at what classification level? This includes the host nations and International Humanitarian Community (IHC) - International Organizations (IOs), Nongovernmental Organizations (NGOs), and the International Committee of the Red Cross (ICRC) and International Federation of Red Cross and Red Crescent Societies (IFRC), National Red Cross and Red Crescent Societies; and UN agencies, funds, and programs.
- 3.2. Develop CIS CONOPS for CPG COAs. The CIS planning group, through the C6 representative(s) to the CPG will advise the CPG on all aspects of CIS support and/or limitations. It is the CPG C6 member's responsibility to highlight any COA CIS validity issues to the CPG. Typical COA CIS validity issues could include unrealistic deployment and network activation timelines, unsourced critical CIS units or equipment, and dependence on unexecutable support requirements. Consideration must be given to ensure interoperability between assigned forces.
- 3.3. During COA comparison, it is important that the C5 Plans CPG understands CIS supportability, differences between and the operational impact for each COA.
4. **COA Selection and Execution Planning.** Once the COA is selected and approved, the CTF C6 begins planning for execution of the selected COA. Some requirements and issues to consider include:
 - 4.1. What CIS services and assets are required at each CTF operating location?
 - 4.2. Which CTF participants can satisfy the required services?
 - 4.3. CIS Lessons Learned from previous operations.
 - 4.4. Are systems provided by different CTF participating nations interoperable (the Multination Communications Interoperability Guide may be useful)
 - 4.5. Spectrum Management (refer to **Chapter 6 Annex D**).
 - 4.6. COMSEC Management (refer to **Chapter 6 Annex F**).
 - 4.7. Information Management (refer to **Chapter 9 Annex G**).
 - 4.8. Communication Reports (refer to **Chapter 6 Annex C**).
 - 4.9. Security policy and accreditation.
 - 4.10. What support is required from strategic supporting commands to provide communication services and systems to support the selected COA?
 - 4.11. Determine LO requirements and request LO from supported strategic commands, subordinate forces, and other entities as appropriate.
 - 4.12. Determine C6 composition and provide input for CISCCC composition.
 - 4.13. Determine command, coordinating, and support relationships for CIS assets.
 - 4.14. Determine subordinate unit reporting requirements and thresholds.
 - 4.15. Draft C6 planning rhythm and provide input for CISCCC battle rhythm.
 - 4.16. Consider possible commercialization or outsourcing of CIS support.
 - 4.17. Determine CTF HQ CIS requirements.

5. **Execution.** During the execution phase, the CISCCC manages, monitors, and controls the deployed CTF CIS assets.

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Appendices:

- Appendix 1 - CTF CIS Support Plan Example Format
- Appendix 2 - CTF HQ CIS User Questionnaire
- Appendix 3 - Radio Systems
- Appendix 4 - Data Systems
- Appendix 5 - Telephone Systems
- Appendix 6 - Transmission Systems

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APPENDIX 1

CTF OPORD, ANNEX K (COMMUNICATIONS), CIS SUPPORT PLAN AND APPENDICES EXAMPLE

Following is an example of a CIS Support Plan Annex that would be included in the CTF Operation Order (CTF OPORD).

BEGINNING OF EXAMPLE CTF OPORD, ANNEX K (COMMUNICATIONS) – CIS SUPPORT PLAN

1. SITUATION.

- 1.1. Provide brief description of the political/military situation that has generated a need for the CTF.
- 1.2. Threat. Describe the threat focusing on the capability of the threat to impact CIS support. The threat may be enemy forces such as electronic warfare (EW) forces or it may be terrain or weather.
- 1.3. Friendly forces. Describe the CTF and other forces assisting or supporting the CTF. This description should also include CTF CIS security levels that meet releasability and accreditation requirements.

2. MISSION. Clearly and concisely state the CIS mission based on Commander CTF (CCTF) intent. The mission statement should include the CTF C6 intent, purpose, priorities, and end state for the CIS portion of the CTF.

3. EXECUTION.

- 3.1. Concept of the operation. Describe the concept of the operation that covers all aspects of the CIS support to the CTF.
- 3.2. Subordinate CIS unit tasks. List the subordinate CIS units with their associated specified tasks.
- 3.3. Coordinating CIS instructions. List the common instructions and tasks to all CIS forces.

4. ADMINISTRATION AND LOGISTICS. Describe the CIS specific administrative, logistical, and maintenance procedures as they pertain to CIS in the CTF.

5. COMMAND AND SIGNAL.

- 5.1. Command. Describe the CIS command relationships of the CIS organizations and technical management facilities of the CTF. In addition, cover the location of the CTF CISCCC and alternate C2 facilities.
- 5.2. Signal. Describes the overall CTF communications guidance focusing on the internal CIS C2 capability such as nets, operating procedures, etc.

INTERMEDIATE STOP OF CTF OPORD, ANNEX K (COMMUNICATIONS) – CIS SUPPORT PLAN EXAMPLE

NOTE: The following are common appendices that are attached to the CIS Communications Plan to a CTF OPORD, Annex K (Communications):

RESUME EXAMPLE OF CTF OPORD, ANNEX K (COMMUNICATIONS) – CIS SUPPORT PLAN

- Appendix 1 – Network Diagrams of: Satellite Communications
 - Radio Communications
 - Data Communications
- Appendix 2 – Information Assurance
- Appendix 3 – Message Services
- Appendix 4 – Spectrum Management
- Appendix 5 – COMSEC Management
- Appendix 6 – Reporting Procedures

END OF EXAMPLE OF CTF OPORD, ANNEX K (COMMUNICATIONS) – CIS SUPPORT PLAN

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APPENDIX 2

CTF HQ CIS USER QUESTIONNAIRE

1. **Purpose.** The CIS User Questionnaire is designed to assist with determining the CIS requirements of the HQ CTF.

CTF HQ User: _____
 Rank/Name: _____
 Phone: _____ Email: _____
 Location(s): _____

Data Networks (TCP/IP) Support	Yes	No	# Terminals Required	# Logins Required	E-mail Required	Remarks
CTF WAN CLASS						
CTF WAN UNCLASS						
UNCLASS Internet						
Other						

Software & applications	Specialist requirement Y or N	Name of optional specialist software/applications
CTF WAN CLASS		
CTF WAN UNCLASS		
UNCLASS Internet		
Other		

Telephone Support	Yes	No	Quantity	Remarks
Secure (Comm/Tactical)				
Non-Secure (Comm/Tactical)				
Satellite Phone				
Cell/Mobile				
Facsimile				
Other				

Office Support	Yes	No	Quantity	Remarks
Printers UNCLASS				
Printers CLASS				
Copiers				
Scanners				
Digital Senders				
Other				

Video Teleconference (VTC) Support	Yes	No	Quantity	Remarks/Standard
Secure				
Non-Secure				

Radio Communications	Yes	No	Quantity	Remarks/Net Types
Tactical HF				
Commercial HF				
Tactical VHF				
Commercial VHF				
Tactical UHF				
Commercial UHF				

MILSATCOM				
Commercial SATCOM				
Other				

Additional Requirements:

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APPENDIX 3

RADIO SYSTEMS

1. **Purpose.** Provide CTF operations guidance for radio systems planning to support multinational communications operations.
2. **Responsibilities.** CTF C6 will establish and manage Radio Systems policies and procedures across the CTF. CTF C6 is to:
 - 2.1. Provides radio systems management to the CTF.
 - 2.2. Plans, installs, operates and maintains the radio system services to the C6, CISCCC Operations.
 - 2.3. Coordination with the CTF Spectrum Manager
 - 2.4. Promulgation of radio net configuration.
 - 2.5. Promulgation of radio telephone (R/T) standard operating voice procedures. View the web link for the Multination Force Voice Radio Procedures.
 - 2.6. Provides radio system planners to participate in Operational Planning Teams (OPT's) / Combined Planning Group's (CPG's) as required.
 - 2.7. Provides radio systems input for C6 daily update brief.
3. **Task and Functions.**
 - 3.1. Develops and implements the integrated communications plan in accordance with the Commander's guidance, OPT, and CPG input Coordinate with all interagency, coalition, international and nongovernmental organizations for their communication requirements.
 - 3.2. Administers, safeguards, and disseminates/loads appropriate crypto (COMSEC and TRANSEC).
 - 3.3. Maintains / repairs the radio equipment.
 - 3.4. Develops and implements when necessary the communications restoration priority procedure.
 - 3.5. Develops and implements communication blackout and bandwidth management (IP/data/transmission) procedures.
 - 3.6. Reports to CISCCC any security incidents, interference reporting, communication outages, and communication jamming incidents.
 - 3.7. Setups and maintains all repeater / rebroadcast sites.
 - 3.8. Coordinates with C3 to implement and maintain tactical data links in accordance with the OPTASKLINK (development of OPTASKLINK and the operation of the tactical data links are a C3 responsibility).

4. Special Considerations.

4.1. The interoperability of radio systems between all organizations can be difficult. The use of the Multinational Communications Interoperability Guide could be useful for the equipment listed within the database has been operationally verified to work with other documented systems.

4.2. It is vital to create an integrated communications plan. Coordinate with all organizations for their communication equipment and requirements. A tailored CIS user questionnaire may be useful (see Part C, Ch 6, Annex A, Appendix 2, CTF Headquarters CIS User Questionnaire).

4.3. Request from participating nations and organizations a Communications Equipment Population Summary which is a list of all the equipment by an organization with quantity, operating modes, frequency ranges, and COMSEC requirements.

4.4. Coordinate with the C6 Spectrum Management when developing the integrated communication plan for approved frequency assignments.

APPENDIX 4

DATA SYSTEMS

1. **Purpose.** Provide CTF operations guidance for data systems planning to support multinational communications operations.
2. **Roles and Responsibilities.**
 - 2.1. Provides Internet Protocol (IP) based systems management to the CTF.
 - 2.2. Plans, installs, operates and maintains the Local Area Network (LAN) services to the C6, Communications Information Systems Command Control Center (CISCCC) Operations.
 - 2.3. Plans and manages the Internet Protocol (IP) Wide Area Network (WAN) services to the CTF.
 - 2.4. Plans and manages the CTF Command and Control Systems.
 - 2.5. Provides data planners to participate in Operational Planning Teams (OPT's) / Coalition Planning Group's (CPG's) as required.
 - 2.6. Provides LAN and WAN IP status input for C6 daily update brief.
3. **Task and Functions.**
 - 3.1. Implements LAN(s) in support of C6, CISCCC Operations.
 - 3.1.1. Develops and publishes approved software listing for interoperability.
 - 3.1.2. Coordinates with All Partners Access Network (APAN) administrators for account creations, permissions, and approvals.
 - 3.1.3. Troubleshoots hardware and software/application issues and repairs when appropriate.
 - 3.1.4. Establishes Network Services including:
 - i. Installs and maintains Domain Name System (DNS) when applicable.
 - ii. Installs, applies user level access and permissions, maintains Email and File share services through LAN, APAN, and/or other appropriate services.
 - iii. Installs and maintains network devices (client workstations and printers).
 - iv. Establishes printer connections and end-user mappings.
 - 3.1.5. Establishes wired/wireless LAN in support of C6, CISCCC operations.
 - i. Manages layer 2 switch(es).
 - ii. Documents switch configurations.

- iii. Documents layer 2/3 topology and configuration diagrams
- iv. Develops, manages, and publishes the LAN IP addressing scheme.
- v. Installs and manages the LAN Network Management Tool (NMT).

3.2. Installs and manages WAN in support of CTF.

3.2.1. Plan for all CTF inter-router connections.

- i. Develops Internet Protocol (IP) address accountability sheets for layer 3 connections.
- ii. Develops CTF Quality of Service Plan to support effective usage of theater bandwidth.
- iii. Publishes router configurations (routing protocols used, Simple Network Management Protocol (SNMP) Communities, read access).
- iv. Installs and manages WAN NMT.

3.2.2. Plans, installs, operates, and maintains Voice over Internet Protocol Network (VoIP).

- i. Establishes local and CTF dial-plans.
- ii. Establishes trunk to Private Branch Exchange (PBX) (if applicable).
- iii. Establishes necessary Quality of Service (QoS) in support of voice and signaling protocols.
- iv. Documents PBX configuration cutsheets.
- v. Documents PBX InterCluster trunk configuration diagrams.

4. Special Considerations.

- 4.1. APAN can provide an unclassified means for electronic mail and document sharing / collaboration tools.
- 4.2. Interoperability of software applications and hardware.
- 4.3. Disparate availability of hardware resources (switches, routers, laptops, printers).
- 4.4. Wireless LAN services can be beneficial in many circumstances, but the type of operation and the security risk associated with wireless may not be acceptable. Coordinate with the IA / CND division to determine the IA posture and if the risk is acceptable.
- 4.5. Biometrics, protected distribution systems and encryption/cryptography/Public Key Infrastructure are additional burdens placed up the Data Systems division. All provide additional security or capability, but the speed to operations or multinational interoperability considerations may preclude the development and utilization of these services.

APPENDIX 5

TELEPHONE SYSTEMS

1. **Purpose.** Provide CTF operations guidance for telephone systems planning to support multinational communications operations.

2. **Responsibilities.** CTF C6 will establish and manage standardized telephone systems policies and procedures across the CTF. CTF C6 is to:

- 2.1. Provides telephone switch based systems management to the CTF.
- 2.2. Plans, installs, operates, and maintains the telephone services to the C6, CISCCC Operations.
- 2.3. Provides telephone planners to participate in Operational Planning Teams (OPT) / Coalition Planning Group (CPG) as required.
- 2.4. Provides telephone switching systems input for C6 daily update brief.

3. **Task and Functions.**

3.1. Plans, installs, operate, and maintain the Military and Public Switched Telephone Network (PSTN).

- 3.1.1. Establishes local and CTF dial-plans.
- 3.1.2. Establishes trunk to Private Branch Exchange (PBX) (If applicable).
- 3.1.3. Documents PBX configurations cut sheets.
- 3.1.4. Documents PBX Inter-Cluster trunk configuration diagrams.

3.2. Plans, installs, operates, and maintains the secure phone (red-switched) network.

4. **Special Considerations.**

- 4.1. Host nation wired and cellular infrastructure considerations must be accounted for.
- 4.2. Remember Operational Security (OPSEC) when utilizing unsecure mobile / cellular communications. Operation Risk Management must be used to decide if operationally relevant information should be passed in the clear.
- 4.3. Ensure coordination of C8 and local telecommunications companies for the leasing of locally provided infrastructure such as landline phones, mobile, and data paths.

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APPENDIX 6

TRANSMISSION SYSTEMS

1. **Purpose.** Provide CTF operations guidance for transmission systems planning to support multinational communications operations.
2. **Responsibilities.** CTF C6 will establish and manage standardized transmission policies and procedures across the CTF. The CTF C6:
 - 2.1. Provides transmission systems management to the CTF.
 - 2.2. Plans, installs, operates, and maintains the transmission system services to the C6, CISCCC Operations.
 - 2.3. Provides transmission system planners to participate in Operational Planning Teams (OPT) / Coalition Planning Group (CPG) as required.
 - 2.4. Provides transmission systems input for C6 daily update brief.
3. **Task and Functions.**
 - 3.1. Develops the communications plan IAW Commander's guidance, OPT, and CPG input. Coordinates with interagency / coalition organizations to integrate their communication requirements into the communications plan.
 - 3.2. Administers, safeguards, and disseminates/loads appropriate crypto (COMSEC and TRANSEC).
 - 3.3. Prepares, coordinates, and submits the commercial and military satellite access requests. Determines satellite bandwidth, frequencies and services required.
 - 3.4. Plans, coordinates, and implements the backbone connections via SATCOM, fiber optic, radio / microwave relay, ISDN circuits, etc. Implements the multiplexing equipment for transmission of services over these connections.
 - 3.5. Maintains and repairs the transmission equipment such as microwave links / repeaters, satellite and radio antennas, etc.
 - 3.6. Ensures coordination between C8 and local telecommunications for leasing of locally provided infrastructure (landline phones, mobile service, and data paths).
 - 3.7. Reports to CISCCC any security incidents, interference reporting, communication outages, and communication jamming incidents.
4. **Special Considerations.**
 - 4.1. Weather, rain fade, ionosphere, and solar weather can all impact transmission paths. Coordinate with C2 Meteorological Analytical Integration Cell for terrestrial and solar weather conditions to predict impact to transmission systems.
 - 4.2. External coordination with satellite communication providers usually has a long lead time for submitting, processing and approving satellite access requests. Ensure participating in the Coalition Planning Group and other battle rhythm planning boards to predict when and where SATCOM services are needed.

4.3. Coordinate with the C6 Spectrum Management when developing the integrated comm plan and when there are any required changes to transmission equipment or operating modes.

ANNEX B

C6 FUTURE OPERATIONS

1. **Purpose.** Provide future operations guidance for C6 in support of Combined Task Force (CTF) operations.
2. **Roles and Responsibilities.** C6 Future Operations (FOPS) Cell has the following responsibilities:
 - 2.1. FOPS develop and assess the current operation and projects status of friendly forces 96 hours and beyond.
 - 2.2. Coordinates and receives the operation plans and operation orders from the C3 Plans during the CTF planning process.
 - 2.3. Develops the CIS Support Plan.
 - 2.4. Organizes functional cells within the C6 for the Communication Information Systems Planning Group (CISPG).
 - 2.5. Provides current operations (COPS) with draft CIS Support Plan for all operations beyond 96 hours.
 - 2.6. Develops projections of friendly force CIS capabilities.
 - 2.7. Coordinates with C3 and C6 to obtain commander's guidance.
 - 2.8. Maintains awareness of ongoing current operations in order to plan for the next phase of operations. Maintain liaison with the C5 and C3 OPT, CPG.
 - 2.9. Manages Request for Information (RFIs) within FOPS.
3. **Task, Functions and Procedures.** There are five phases for the C6 Future Operations Cell. The following describes the task, functions and procedures to be performed in each of the phases.
 - 3.1. **Phase I: Assessment and Preparation. The assessment of requirements and early development of an end state and an ongoing transition plan.**
 - 3.1.1. Participates in the Coalition Planning Group (CPG) with representatives from each functional cell.
 - 3.1.2. Maintains familiarization with the MNF Execution Orders (EXORD), the Commander's Estimate and the Commander's Concept of Operations (CONOPS).
 - 3.1.3. Conducts mission analysis and develops the C6 CIS estimate and specified and implied tasks.
 - 3.1.4. Develops the C6 Mission Statement, Intent and Commander's Critical Information Requirements (CCIR).
 - 3.1.5. Identifies Information Exchange Requirements (IER's). IERs must include minimum required data rates and Operational Importance Rating.
 - 3.1.6. Conducts interoperability, compatibility, and supportability analyses by using the Multinational Communications Interoperability Guide (MCIG).

- 3.1.7. Identifies shortfalls and deficiencies in communications that will impact the mission and develop a Network Risk Assessment Table for those deficiencies and shortfalls.
- 3.1.8. Contacts each Nation for their Deployment Plan and expected deployment dates.
- 3.1.9. Begins developing a transition plan for phase IV and reassess CIS PLAN.
- 3.2. **Phase II: Deployment. Deploy forces in support of Host Nation operations. Assessment of operation continues. Phase ends when all forces are postured to conduct operations.**
 - 3.2.1. Establishes CISPG with representatives from each participating nation.
 - 3.2.2. Continues to plan for operations after 96 hours.
 - 3.2.3. Reassesses deployment for communication needs:
 - i. Data network
 - ii. Voice telecommunications
 - iii. SATCOM
 - iv. WIFI
 - v. Mobile / Cellular
 - vi. Radio frequency networks
- 3.3. **Phase III: Mission Operation. Begins with the commencement of activities. Phase III ends when activities have been terminated by competent authority or are assumed by civil agencies or by IHT organizations.**
 - 3.3.1 Submits RFIs to Multinational Coordination Center (MNCC) as required.
 - 3.3.2 Continues development of Transition Plan.
 - i. Continues to update current plan with latest National information and MNCC advice.
 - 3.3.3 Participates in a transition planning group with representatives from each participating nation.
- 3.4. **Phase IV: Transition.** Begins with the execution of a transition plan. Transition planning must commence during Phase I and must be coordinated with appropriate host nation agencies to facilitate seamless transition to the appropriate agencies.
 - 3.4.1. Continues CISPG with representatives from each participating nation.
 - 3.4.2. Develops Redeployment Plan and hand over to Current OPS.
 - i. Ensures integration of each National Redeployment Plan to avoid network conflict or degradation.
 - 3.4.3. Conducts mission analysis and develop C6 CIS estimate with specified and implied tasks for transition.
 - i. Defines any donations of equipment or networks and the handover management of these assets.

3.4.4. Identifies CIS requirements for rear units as necessary.

- i. Coordinates with host Government and IHC for transition of communication assets to local control and to ensure continuity of service.

3.5. Phase V: Redeployment.

3.5.1. Continues to coordinate with host nation and IHC for a smooth transition.

3.5.2. Monitors and consolidates communication systems.

3.5.3. Recovers communications equipment and ensures smooth handover of leave behinds.

3.5.4. Plans for ongoing efforts to revive and maintain existing communications infrastructure.

4. Special Considerations.

- 4.1. Use the Multinational Communications Interoperability Guide to help determine equipment compatibilities between participating nations

5. Information and coordination flow. FOPS assimilate information received from C3 and CPG to plan communications systems operations occurring beyond 96 hours.. FOPS develop a detailed CIS support plan for sustainment of current and future operations to C6 COPS for execution.

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ANNEX C

C6 CURRENT OPERATIONS

1. **Purpose.** Provide current operations C6 guidance in support of Combined Task Force (CTF) operations.
2. **Roles and Responsibilities.** To advise the C6 and operational planners on Communications Systems (CS) capabilities, current communications status and provide operational support estimates. Current Operations is responsible for implementing and maintaining the CTF Communications Information Systems (CIS) Support Plan.
 - 2.1. Understands CTF organizational relationships and responsibilities.
 - 2.2. Monitors and reports on current status of CTF CIS task organization, networks, systems and circuits.
 - 2.2.1. Establishes performance measures and reporting thresholds.
 - 2.2.2. Establishes procedures for information flow (e.g., formats, media, timelines, etc.).
 - 2.2.3. Identifies key and special interest systems, circuits, and support for critical operations of the CTF and other supporting HADR organizations.
 - 2.2.4. Monitors situation, locations, status, and actions of all CIS elements within the Area of Operations (AO).
 - 2.3. Coordinates and de-conflicts scheduled communications outages with the Multinational Communications Center (MNCC), CISCCC, and subordinate units.
 - 2.4. Maintains a Significant Events Log of all key events and pending actions.
 - 2.5. Advises other cells on current tactical situations which might affect communications operations and planning.
 - 2.6. Maintains liaison with appropriate communications organizations of the CTF command element, MNCC, commercial organizations, United Nations (UN), International Humanitarian Community (IHC) and host nation agencies.
 - 2.7. Ensures military services, functional components, and other contingents continue a sequenced, balanced Communication Systems deployment. Employ arriving assets to maximize system capability to meet current/planned operations.
 - 2.8. Oversees the identification of communications systems outages and subsequent restoration efforts.
 - 2.9. Provides 24 / 7 operations support / situational awareness (SA).
 - 2.10. Provide planners to participate in Operational Planning Teams (OPTs) / Combined Planning Groups (CPGs) as required.
 - 2.11. Maintain the C6 Request for Information (RFI) and Request for Action (RFA) tools and provide updates to the CISCCC Director.
 - 2.12. Manages the communications systems Common Operating Picture (COP). Ensures operational displays and status of all CIS forces are maintained and accurately portrayed.

- 2.13. Receives battle handoff of CIS Support Plan from C6 Future Operations (FOPS) within the crisis action planning process.
- 2.14. Monitors Commander's Critical Information Requirement (CCIR) status.
- 2.15. Drafts outgoing messages, internal staff papers, and memoranda.

3. Tasks and Procedures.

3.1. Daily routine.

- 3.1.1. Prepares all daily C6 briefs
- 3.1.2. Executes. Communications Status (COMSTAT) Updates.
- 3.1.3. Monitors Network / Systems status.
- 3.1.4. Manages RFI process and updates.
- 3.1.5. Generates reports for Situational Awareness (SA).
- 3.1.6. Supports the Future Ops OPT.
- 3.1.7. Maintains rotational watch schedule / changes.
- 3.1.8. Maintains situational awareness on all CISCCC functions (IA, Networks, CIS, COMSEC and Spectrum).
- 3.1.9. Conducts, as needed, CIS outage restoration efforts.

3.2. Phase I: Crisis Assessment and Preparation: The assessment of requirements and early development of an end state and an ongoing transition plan.

- 3.2.1. Establishes performance measures and reporting thresholds.
- 3.2.2. Establishes procedures for information flow (e.g., formats, media, timelines, etc.).
- 3.2.3. Monitors and reports on current status of CTF Network/systems and circuits.
- 3.2.4. Identifies key systems, circuits, and support for critical operations of the CTF and when appropriate other organizations.
- 3.2.5. Advises other cells on current tactical situations which might affect communications operations.
- 3.2.6. Manages communications systems Common Operating Picture (COP). Provides pertinent updates and de-clutters picture as required.
- 3.2.7. Liaises with communications organizations/agencies of the CTF command elements, commercial organizations, UN, IHC and host nation.
- 3.2.8. Prepares plans for utilizing assets arriving to maximize system capability to meet current/planned operations.
- 3.2.9. Prepares initial CIS Transition Plan.

3.3. Phase II: Deployment. Deploy forces in support of Host Nation operations. Assessment of operation continues. Phase ends when all forces are postured to conduct operations.

- 3.3.1. Maintains the current communications estimate, and reports changes that support the operation.
- 3.3.2. Maintains liaison with appropriate communications organizations/agencies of the CTF command elements, commercial organizations, UN, IHC and host nation.
- 3.3.3. Assesses and reports communications system operations effectiveness to operational planners.
- 3.3.4. Makes appropriate changes to system operations in response to developing situation.
- 3.3.5. Ensures Service, functional components, and contingents continue a sequenced, balanced deployment.
- 3.3.6. Sustains the communications systems Common Operational Picture.
- 3.3.7. Manages incoming assets to maximize system capability to meet current/planned operations.

3.4. Phase III: Mission operations. Begins with the commencement of activities. Phase III ends when activities have been terminated by competent authority or are assumed by civil agencies or by IHT organizations.

- 3.4.1. Updates and sustain Communication Systems Support Plan
- 3.4.2. Sustains Common Operating Picture.
- 3.4.3. Maintains liaison with appropriate communications organizations/agencies of the CTF command elements, commercial organizations, UN, IHC and host nation.
- 3.4.4. Assesses and reports communications system operations effectiveness to operational planners.
- 3.4.5. Makes appropriate changes to system operations in response to developing situations.

3.5. Phase IV: Transition. Begins with the execution of a transition plan. Transition planning must commence during Phase I and must be coordinated with appropriate host nation agencies to facilitate seamless transition to the appropriate agencies.

- 3.5.1. Finalizes communications plans for Transitional phase.
- 3.5.2. Ensures all members of CTF implement CIS transition plans and assure no equipment is left behind without prior coordination and approval.
- 3.5.3. Provides necessary Communications Systems information and documentation for UN Agencies, IHC, and Host Nation in order to maintain CIS capability.
- 3.5.4. Plans for withdrawal of CTF CIS forces and equipment.

4. Special Considerations.

- 4.1. Monitors Current Operations (COPS), maintain, update and assist in the execution of the CIS Support Plan.

- 4.2. Implements CIS Liaison Officers (LOs) exchanges, as needed, with CIS entities of the Host Nation, CTF Participating Nations, UN, and the IHC.
- 4.3. Surveys, assesses, and accommodates Host Nation, UN Agencies and IHC communications capabilities and sensitivities.
- 4.4. Produces C6 Current Ops briefing templates, processes and procedures.
- 4.5. Commander's Critical Information Requirements (CCIR's). The C6 must be informed immediately of the following and recommend limiting communications to key personnel until situation is properly reported (communication blackout):
 - 4.5.1. Loss of life or life threatening injury to CTF member.
 - 4.5.2. Threat, natural or man-made, to CTF relief ops such as a prediction of natural disaster, outbreak of disease, or change in the security environment due to actual or potential terrorism, cyber attack, etc . . .
 - 4.5.3. Loss or deterioration of any critical communications affecting the flow of relief materials / supplies and critical CIS capabilities
 - 4.5.4. CIS issues negatively reflected in press or controversy with the Host Nation, CTF Nations, UN, and IHC.
- 5. **Information and Coordination Flow.** The C6 COPS Cell has responsibility to maintain the most up-to-date picture and SA within the C6 staff of overall CIS operations. Information initially flows from each functional cell (IA, CS, Spectrum, etc) to the Current Operations Cell within the CISCCC. This information is filtered and provided to the CISCCC Director. The Current Operations Cell also provides continuous feedback of overall CIS operations to the CTF watch officers. Common Operational Picture continually provides updated operational situation awareness to the Future Operations and Operational Planning Team (OPT).

ANNEX D

SPECTRUM MANAGEMENT

1. **Purpose.** Provide CTF operations guidance for spectrum planning to support multinational communications operations.
2. **Responsibilities.** CTF C6 will establish and manage standardized Spectrum Management policies and procedures across the CTF. CTF C6 is to:
 - 2.1. Designate the CTF Spectrum Manager.
 - 2.2. Be the senior advisor on Spectrum Management issues to the C6.
3. **Task and Functions. CTF Spectrum Manager is to:**
 - 3.1. Serve as the senior frequency assignment coordination authority for the CTF.
 - 3.2. Establish a CTF Spectrum Management Element composed of supporting CTF Spectrum Manager representatives.
 - 3.3. Coordinate frequency use with the host-nation frequency management authority.
 - 3.3.1 If no effective host nation government frequency management authority exists, provide temporary spectrum management capability.
 - 3.4. Establish CTF policy on the use and management of the spectrum.
 - 3.5. Coordinate the CTF Spectrum Management Element in collating, producing, publishing and maintaining the tactical level Signal Operating Instructions (SOI) for the HA/DR operation.
 - 3.6. Collate, produce, publish and maintain a coordinated CTF Restricted Frequency List (CTF RFL) using inputs from the host government and Information Operations Cell for C3 (Operations) approval.
 - 3.7. Resolve frequency conflicts (assignment and/or interference) between CTF users following commander's priorities.
 - 3.8. Maintain CTF spectrum database for planning, coordinating, and controlling spectrum use.
 - 3.9. Provide administrative and technical support to CTF for spectrum use.
4. **Special Considerations.**
 - 4.1. See Reference, **SPECTRUM MANAGEMENT STANDARD OPERATING PROCEDURES**, for detailed spectrum management guidance in support of multinational C4 interoperability.
 - 4.2. To prevent electronic fratricide, the CTF Spectrum Management Element must be stood-up during pre-deployment or during crisis action planning, and the Info Ops Cell members assigned. This ensures frequency supportability, compatibility, and friendly force control of the electromagnetic space prior to deployment of forces.

- 4.3. The CTF C6 must have access to the CTF AO (Area of Operation) frequencies that would be issued by the host nation frequency management authority.
- 4.4. All frequency emitting equipment operating in the CTF AO must have frequencies approved by CTF Spectrum Management Element prior to use.
- 4.5. The CTF RFL identification and building process begins from the host nation frequency management authority. Additional building processes can be provided from within the CTF; for example, a process starting at the unit level may work its way up the military service chain of command, and be consolidated by the Info Ops Cell.
- 4.6. It is recommended that the Spectrum XXI (SXXI) software be used as the standard spectrum management database system.
- 4.7. It is recommended that MERCURY (Spectrum Collaboration Tool) software be used for all CTF Spectrum requests.
- 4.8. Frequency requests will be classified at the lowest level possible (Unclassified).
- 4.9. Planners should take into account interoperability and potential spectrum support to the International Humanitarian Community (IHC) including the UN, Non-Governmental Organizations (NGO) and other international aid agencies.
- 4.10. Spectrum Management planning ensures Electromagnetic Compatibility (EMC) and frequency supportability of CIS requirements. This task requires substantial coordination between the CTF C2, C3, and C6. This will include weapon/radar systems, electronic requirements (i.e., sensors), frequency assignment, Electromagnetic Interference (EMI) resolution, Electronic Warfare (EW) de-confliction, CTF RFL production, CIS Subordinate elements requirements (to include radio frequency net requirements) and database management of frequency resources.

ANNEX E

CYBERSPACE SECURITY

1. **Overview.** This annex provides Cyberspace Security (Cybersecurity) guidance for the Communications Representative in support of Multinational Coordination Center (MNCC) operations. The risk-based approach used in this annex utilizes the US (NIST) and International (ISO) standards for managing security.
2. **Roles and Responsibilities.**
 - 2.1. MNCC Communications Representative will designate a Cybersecurity Officer who will review lead nation policies and procedures for Cybersecurity and ensure these are enforced throughout the MNF network. If the lead nation does not have established policies and procedures, then the MNCC Communications Representative is responsible for the development of these policies for the MNF network.
 - 2.2. The Cybersecurity Officer is responsible for the following:
 - 2.2.1. Leading the Cybersecurity Cell. The Cybersecurity Cell manages the risk associated with network operations to maintain an acceptable level of risk while enforcing policies and procedures.
 - 2.2.2. Developing and maintaining CIS network. Maintain an information assurance program that identifies the requirements, architecture, objectives, policies, personnel, processes and procedures for an effective CIS network.
 - 2.2.3. Ensuring information ownership responsibilities are established for each MNCC information system, to include accountability, access approvals, special handling requirements and changes in status.
 - 2.2.4. Conducting and coordinating compliance audits on MNCC networks.
 - 2.2.5. Ensuring that compliance tasks are tracked and reported.
 - 2.2.6. Ensuring that incidents are properly reported and managed to the MNCC Communications Representative as required.
 - 2.2.7. Initiating protective or corrective measures when an incident or vulnerability has occurred or is discovered. The use of the incident response plan should articulate the actions to be taken.
3. **Task, Functions, and Procedures.**
 - 3.1. The following framework aims to standardize the unclassified planning process of MNF participants to enable effective Cybersecurity planning. The use of NIST and ISO standards allows for inclusive, objective and robust methodologies to be implemented.
 - 3.2. To allow for maximum interoperability, the following framework combines the US NIST (Cybersecurity framework 2018) with the International Standards MNF (ISO 27001 – Informational Security Management Systems). Industries and nations are likely to apply one or both of these standards, and this ensures that the procedures have an applicable, useable and supportable foundation.
 - 3.3. Prior to connecting to a network, participating countries will be issued with a Joining, Membership, and Exiting Instructions (JMEI). The JMEI establishes the requirements for MNF mission partners to join, maintain membership, and exit the shared information system environment. The JMEI establishes the necessary and sufficient cyber security and information sharing requirements for implementing the MNF SOP DCO Framework at the operational level for the MNF. The JMEI focuses on the minimal subset tasks and activities that mission partners must perform for mission assurance. It is designed to be modified and edited as necessary for a multinational operation or exercise, and is issued as an Annex or Appendix to an Operational Order (OPORD). The DCO JMEI notional template is tailored from the best practices identified in the National Institute of Standards and Technology (NIST) Cybersecurity Framework (v1.1). The content of the DCO JMEI is specifically tailored to address Mission Critical Tasks (MCT), Systems and Assets within

a MNF. To achieve compliance with the JMEI, nations are to provide their security documentation that has been created as part of this annex. The analysis of the submitted security documents will assist in the development of a 'risk-based' JMEI, which will be released with the OPORD, or as a Fragmented Order (FRAGO) to the OPORD.

4. Step 1: Prioritize and Scope.

- 4.1. Mission objectives and priorities are identified. With this information, the MNF makes strategic decisions regarding Cybersecurity implementations and determines the scope of systems and assets that support mission priorities.

Mission(s):		
Task ID	Name	Description

Figure 1. Mission Critical Task List

- 4.2. To perform this step a System Overview Document is created to match the mission priority with the supporting ICT system that will be used to perform the mission.
- 4.3. The deliverable product at this step is a System Overview Document.

5. **Step 2: Orient.** Once the scope of the Cybersecurity program has been determined, the cell identifies related systems and assets, regulatory requirements, and overall risk approach. The MNF then consults sources to identify threats and vulnerabilities applicable to those systems and assets.

- 5.1. To conduct this step, a list of critical ICT systems is created to score the potential security weaknesses. The priority score used should align to the open framework 'Common Vulnerability Scoring System (CVSS)' which provides both a priority (Critical, High, Medium, Low and None) and potency score. This allows for weaknesses to be scored and easily prioritized.

Critical Asset ID #	Name	Potential Security Weakness/Vulnerability	Priority (H,M,L)

Figure 2. Critical Systems and Vulnerabilities

- 5.2. The next part is to conduct an analysis of what threats are capable of employing a capability, and how they are detected. This is used to critically analyze the likely threats to the system.

Actor	Intent (Yes/No)	Capability (Yes/No)	Indications & Warnings

Figure 3. Threat indicators

- 5.2. This information will then be added to an ISO 27001 Security Risk Management Plan, which will start to formally identify the security Threats and Vulnerabilities.
6. **Step 3: Create a Current Profile.** The MNF develops a Current Profile by indicating the likely outcomes to a mission if an attack is realized on its IT.

- 6.1. To create a profile, Threat Indicators need to be aligned with Vulnerabilities to confirm if attackers are likely able to influence the system, and if so, the resulting impact on the operation. Where the results have a Capability, Vulnerability, Threat rating (impact x likelihood) above Low, a Threat rating is recoded.

Attack (Capability)	Vulnerability	Impact	Likelihood	Threat Priority (VH, H, M, L, VL)

Figure 4. Threat Priority

- 6.2. Impact is defined based on the following NIST definitions:

TABLE H-3: ASSESSMENT SCALE – IMPACT OF THREAT EVENTS

Qualitative Values	Semi-Quantitative Values		Description
Very High	96-100	10	The threat event could be expected to have multiple severe or catastrophic adverse effects on organizational operations, organizational assets, individuals, other organizations, or the Nation.
High	80-95	8	The threat event could be expected to have a severe or catastrophic adverse effect on organizational operations, organizational assets, individuals, other organizations, or the Nation. A severe or catastrophic adverse effect means that, for example, the threat event might: (i) cause a severe degradation in or loss of mission capability to an extent and duration that the organization is not able to perform one or more of its primary functions; (ii) result in major damage to organizational assets; (iii) result in major financial loss; or (iv) result in severe or catastrophic harm to individuals involving loss of life or serious life-threatening injuries.
Moderate	21-79	5	The threat event could be expected to have a serious adverse effect on organizational operations, organizational assets, individuals other organizations, or the Nation. A serious adverse effect means that, for example, the threat event might: (i) cause a significant degradation in mission capability to an extent and duration that the organization is able to perform its primary functions, but the effectiveness of the functions is significantly reduced; (ii) result in significant damage to organizational assets; (iii) result in significant financial loss; or (iv) result in significant harm to individuals that does not involve loss of life or serious life-threatening injuries.
Low	5-20	2	The threat event could be expected to have a limited adverse effect on organizational operations, organizational assets, individuals other organizations, or the Nation. A limited adverse effect means that, for example, the threat event might: (i) cause a degradation in mission capability to an extent and duration that the organization is able to perform its primary functions, but the effectiveness of the functions is noticeably reduced; (ii) result in minor damage to organizational assets; (iii) result in minor financial loss; or (iv) result in minor harm to individuals.
Very Low	0-4	0	The threat event could be expected to have a negligible adverse effect on organizational operations, organizational assets, individuals other organizations, or the Nation.

Figure 5. NIST definitions of Impact

- 6.3. Threat likelihood is defined as follows:

TABLE G-2: ASSESSMENT SCALE – LIKELIHOOD OF THREAT EVENT INITIATION (ADVERSARIAL)

Qualitative Values	Semi-Quantitative Values		Description
Very High	96-100	10	Adversary is almost certain to initiate the threat event.
High	80-95	8	Adversary is highly likely to initiate the threat event.
Moderate	21-79	5	Adversary is somewhat likely to initiate the treat event.
Low	5-20	2	Adversary is unlikely to initiate the threat event.
Very Low	0-4	0	Adversary is highly unlikely to initiate the threat event.

Figure 6. NIST definition of Likelihood

7. **Step 4: Conduct a Risk Assessment.** This assessment could be guided by the MNF's overall risk management process or previous risk assessment activities. The MNF analyzes the operational environment in order to

discern the likelihood of a Cybersecurity event, and the impact that the event could have on the MNF. It is important that MNFs identify emerging risks and use cyber threat information from internal and external sources to gain a better understanding of the likelihood and impact of Cybersecurity events.

- 7.1. A risk assessment can be conducted by completing an ISO 27001 Security Risk Management Plan (Template Attached). This is used to determine the level of risk present in the system without any controls implemented. This allows for planners to have a baseline of what the system's normal security posture is without hardening or additional expenses.

Critical Asset	Task	Impact	Likelihood	Risk Rating

Figure 7. Risk Assessment Template

- 7.2. The NIST Framework 800-30 shows how to determine the risk score.

TABLE I-2: ASSESSMENT SCALE – LEVEL OF RISK (COMBINATION OF LIKELIHOOD AND IMPACT)

Likelihood (Threat Event Occurs and Results in Adverse Impact)	Level of Impact				
	Very Low	Low	Moderate	High	Very High
Very High	Very Low	Low	Moderate	High	Very High
High	Very Low	Low	Moderate	High	Very High
Moderate	Very Low	Low	Moderate	Moderate	High
Low	Very Low	Low	Low	Low	Moderate
Very Low	Very Low	Very Low	Very Low	Low	Low

Figure 8. Impact Levels

- 7.3. The framework also defines what the resulting score means to planners.

TABLE I-3: ASSESSMENT SCALE – LEVEL OF RISK

Qualitative Values	Semi-Quantitative Values		Description
Very High	96-100	10	Very high risk means that a threat event could be expected to have multiple severe or catastrophic adverse effects on organizational operations, organizational assets, individuals, other organizations, or the Nation.
High	80-95	8	High risk means that a threat event could be expected to have a severe or catastrophic adverse effect on organizational operations, organizational assets, individuals, other organizations, or the Nation.
Moderate	21-79	5	Moderate risk means that a threat event could be expected to have a serious adverse effect on organizational operations, organizational assets, individuals, other organizations, or the Nation.
Low	5-20	2	Low risk means that a threat event could be expected to have a limited adverse effect on organizational operations, organizational assets, individuals, other organizations, or the Nation.
Very Low	0-4	0	Very low risk means that a threat event could be expected to have a negligible adverse effect on organizational operations, organizational assets, individuals, other organizations, or the Nation.

Figure 9. Risk Levels

8. **Step 5: Create a Target Profile.** The MNF creates a Target Profile of what the system will need to meet the MNF's desired Cybersecurity outcomes. The MNF may also consider influences and requirements of external stakeholders, such as other government agencies and host nation requirements. The Target Profile should appropriately reflect criteria within the Target Implementation Tier.
- 8.1. To determine a target profile, implementers can use the following best practices to design the appropriate solution
- 8.2. The resulting target profile will form a basis of the control selection that is used in the System Security Plan (Template provided) which will then feed into the Security Risk Management Plan.
- **Preferred:**
 - o Implement an ISO 27001 Information Security Management System that uses controls such as NIST SP 800, Australian Information Security Manual, ISO 27011 or ISO 27002.
 - **Recommended:**
 - o Implement NIST Security controls such as SP 800-30
 - o Implement National Security Controls, e.g. Australian Information Security Manual
 - **Optional:**
 - o Implement Security Technology. This technology may include: Firewall, Router/Access Control List (ACL), centrally managed antivirus server, Intrusion detection/prevention system, Vulnerability Scanner and Host Based Intrusion prevention.
- 8.3. The resulting target profile will form a basis of the control selection that is used in the System Security Plan (Template provided) which will then feed into the Security Risk Management Plan.
9. **Step 6: Determine, Analyze, and Prioritize Gaps.** The MNF compares the Current Profile and the Target Profile to determine gaps. Next, it creates a prioritized action plan to address gaps – reflecting mission drivers, costs and benefits, and risks – to achieve the outcomes in the Target Profile. The MNF then determines resources, including funding and workforce, necessary to address the gaps. Using Profiles in this manner encourages the MNF to make informed decisions about Cybersecurity activities, supports risk management, and enables the MNF to perform cost-effective, targeted improvements.
- 9.1. This is completed by following Risk Assessment table below.

Critical Asset	Task	Threat Capability (Level)	Risk	Controls	Residual Risk	Mission Impact

Figure 10. Risk Assessment – Residual Risk

- 9.2. The document in the framework that documents this process is the completed Security Risk Management Plan. This plan assesses the Threat, Risk, Control and Residual Impact and Risk that is being accepted. If the control does not mitigate the risk to an acceptable level by the commander, it is recommended that step 5 is reattempted to assess the viability of another profile/control set to manage the risk. This process ensures that expenses of hardening and securing are serving their purpose of effectively securing the system and assuring the mission.
10. **Step 7: Implement Action Plan.** The MNF determines which actions to take to address the gaps, if any, identified in the previous step, and then adjusts its current Cybersecurity practices in order to achieve the Target Profile. For further guidance, the Framework identifies example Informative References regarding the

Categories and Subcategories, but MNFs should determine which standards, guidelines, and practices, including those that are sector specific, work best for their needs.

- 10.1. The majority of the action plan has been conducted under step 6. At this point the Information Security Management System (ISO 27001) contains:
 - 10.1.1. System Overview: An outline of the System and the Mission it performs.
 - 10.1.2. Risk Management Plan: Advising of the Threats and Risks
 - 10.1.3. System Security Plan: An outline of how risks will be reduced.
- 10.2. The next step in the model is to ensure that the system is managed correctly during normal operations, and during incidents. To accomplish this, the following documents will need to be created.
 - 10.2.1. Standard Operating Procedures:
 - 10.2.1.1. Administrators, Users, BYOD and Media Handling.
 - 10.2.1.2. Device Operations (Routers, Firewalls and etc.)
- 10.3. Incident Response Plan
 - 10.3.1. This details how the system will be managed during an incident.
 - 10.3.2. The integration of Cyber Incident Reporting and Advisory reports from the MNF, as outlined in Chapter 3 Annex F.
 - 10.3.3. How the system will be handed over to the Defensive Cyber Operations cells.
 - 10.3.4. How the Request for Support will be actioned.
- 10.4. Business Continuity Plan (BCP)
 - 10.4.1. This details how the mission will continue in the event of an incident or IT failure.
 - 10.4.2. This plan will also include a Disaster Recovery Plan component, which will advise personnel on how IT will be restored in a timely manner after an incident. This may include sub-plans such as a PACE Communications Plan.
 - 10.4.3. Overall, this planning should allow all the steps in NIST Cybersecurity Framework to be met with ISO 27001 to ensure effectiveness is created.

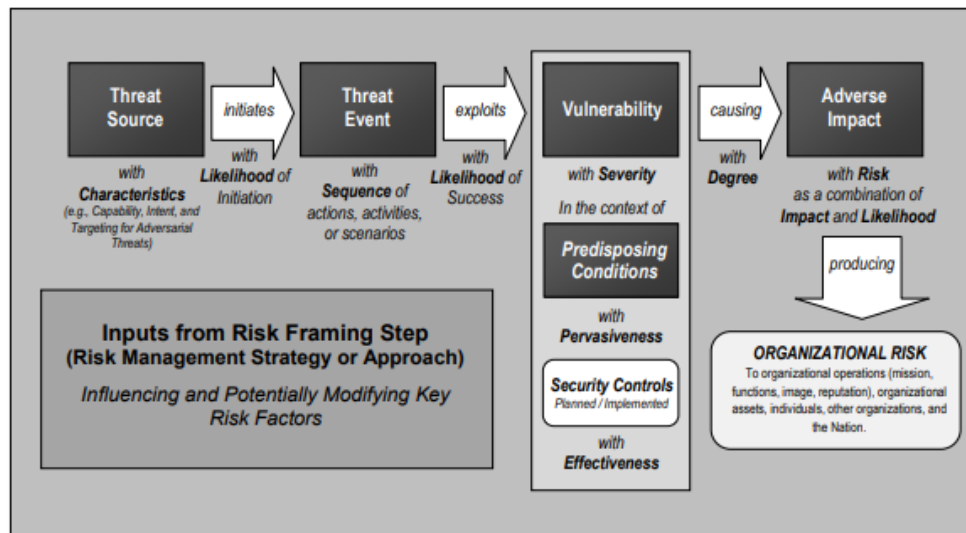


FIGURE 3: GENERIC RISK MODEL WITH KEY RISK FACTORS

Figure 11. NIST Risk Assessment model

- 10.4.4. The last step in the model is to provide the MNF Commander (via the C6) the initial Defensive Cyber Team SITREP (DCTS). This SITREP is to inform the Commander of the defended cyber terrain on the networks, as well as the potentially available DCO teams. This DCTS is to be released daily by nations, and is to include the following:

- 1) Defensive Cyber Team SITREP (DCTS) Report ##
- 2) Date and Time Group:
- 3) Team: ##-CC (Number-Country)
- 4) Country: Name
- 5) Assigned Terrain: Reserve (DTG – DTG)
- 6) Alternate Terrain (if applicable): Terrain (DTG – DTG)

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ANNEX F

COMMUNICATIONS SECURITY (COMSEC)

1. **Purpose.** Establish standardized Communications Security (COMSEC) policies and procedures between the CTF and other national forces and entities as appropriate, during operations as specified by direction of CCTF in the security and information releasability policy. COMSEC includes devices for encrypting and decrypting CIS, including keying material and equipment.
2. **Responsibilities.** CTF C6 will establish and manage COMSEC policies and procedures for keying material and equipment across the CTF. The CTF C6:
 - 2.1. Designates the CTF COMSEC Manager.
 - 2.2. Advises the CCTF on COMSEC issues.
3. **Tasks and Functions.**
 - 3.1. The COMSEC Manager::
 - 3.1.1. Determines and validates the COMSEC keying material and equipment for the CTF formulating any necessary key management plans.
 - 3.1.2. Appoints a COMSEC Custodian to support the CTF.
 - 3.1.3. Develops and enforces COMSEC policies, procedures, reporting and evaluation of COMSEC incidents.
 - 3.1.4. Assists with the acquisition of COMSEC materials required for the desired level of interoperability.
 - 3.1.5. Provides advice to the CTF C6 concerning COMSEC related matters.
 - 3.1.6. Manages the COMSEC cell within the CISCCC and provide COMSEC status reports as required.
 - 3.1.7. Assists in the CIS accreditation process.
4. **Special Considerations.** The COMSEC policy and procedures must contain guidance on accounting, controlling, safeguarding, transferring and destroying all COMSEC material and equipment. If during mission analysis or execution, a COMSEC releasability issue arises, the C6 will notify the CCTF for resolution by the supporting strategic command. Consider implementation of COMSEC monitoring based on operational requirements. Single nation COMSEC will be handled in accordance with the individual nation's policies and procedures.

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ANNEX G

HELP DESK

1. **Purpose.** Provide CTF operations guidance for CIS helpdesk to support multinational communications operations.
2. **Responsibilities.** It is the point of contact for CTF CIS related problems. This function performs Networks Help Desk responsibilities for the CTF and those networks issues unable to be resolved at subordinate element levels. CTF C6 will establish and manage standardized helpdesk policies and procedures across the CTF. CTF C6 is to:
 - 3.1. Establish Tier 1 Help/Service Desk.
 - 3.2. Serves as single point of contact for all end user support and support requirements.
 - 3.3. Develops ticketing system in order to track requests for technical assistance.
 - 3.3.1. Establishes Tier 2 Help/Service Desk for escalation of trouble tickets to provide advanced end user troubleshooting.
4. **Special Considerations.**
 - 4.1. Multinational Force will have personnel that speak a variety of languages. Having nation representatives or interpreters available to the help desk will boost efficiency.
 - 4.2. Creation of SOPs for the help desk personnel of common problems is necessary.
 - 4.3. Recommend having an online trouble call reporting tool available.
 - 4.4. Depending on the size and complexity of MNF CIS, different help desks for telephones, data, radio, etc. may be required. All should be accessed by a common phone number, email, or website address.

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CHAPTER 7

MNF C7 CIVIL-MILITARY OPERATIONS

1. **Purpose.** This chapter describes fundamental concepts for organization, assignment of responsibility and coordination for C-7 Civil Military Operations (CMO) procedures in support of a CTF mission.
2. **Overview.** Properly executed, CMO provides optimum synergy and cooperation between military, civilian, host nation governmental agencies, and the International Humanitarian Community (IHC - International Organizations (IOs), Nongovernmental Organizations (NGOs), and the International Committee of the Red Cross (ICRC) and International Federation of Red Cross and Red Crescent Societies (IFRC), and UN / UN agencies).
 - 2.1. The primary objectives of CMO are to integrate the efforts of military and civilian, host nation governmental agencies, and the IHC to establish an environment of cooperation and coordination to achieve the CTF operational end states while respecting / leveraging the roles and functions of the IHC. A secondary objective is to minimize civilian interference with military operations and mitigate the effects of military operations on the lives and livelihood of the local populace.
 - 2.2. In most cases, the host nation is primarily responsible for activities affecting their citizens; however, when a nation or government agency faces a situation beyond their capacity to manage, the military and IHC (with the appropriate coordination and collaboration) provide immediate relief, life-saving services, security and stability during a crisis.
3. **Organization.**
 - 3.1. Depending on the scope, level of military involvement and other elements of the crisis situation, there are several basic options for establishing a Civil Military Operations planning and execution capabilities within the CTF command. Chief among these are the :
 - 3.1.1. C7 CMO staff element integral to the CTF. This organizational method assigns a specific "staff directorate" with the overall responsibility to plan, coordinate, execute and monitor required CMO activities that fall within the interest and jurisdiction of the CTF.

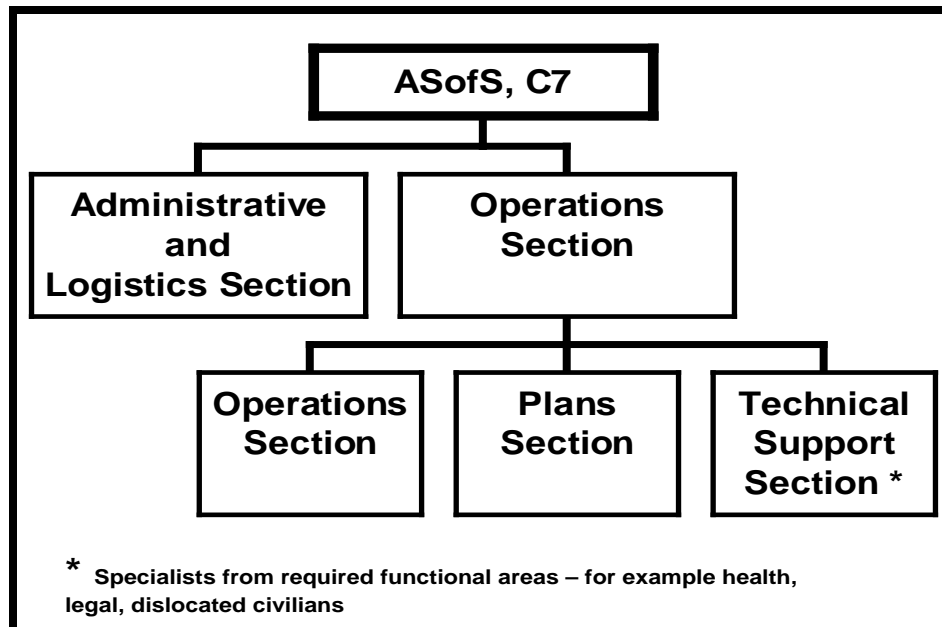


Figure C-5.1: C7 Staff Directorate Organization

3.1.2. C3 Civil Military Operations Cell. This is an optional organizational structure which provides a less robust staff capability within the C3 for small scale contingencies. The cell is usually composed of an operations section, planning section, and administrative and logistics section.

3.2. CTF Organizational Units / Sections. Listed below is the organizational structures that will support effective CMO operations:

3.2.1. Civil Military Operations Center (CMOC). This is a coordination center formed from military and / or civilian assets and serves as the primary interface between military forces and the local population, host nation, and IHC. A CMOC is normally formed at each command and functional CTF component level. Refer to [Part B, Chap 2: Civil-Military Operations Center](#) for a detailed outline of the CMOC.

3.2.2. Coalition or Combined Civil Military Operations Task Force (CCMOTF). See below paragraph and Annex A.

- i. Based upon the nature of the CTF mission a CCMOTF may be formed if there is significant CMO inherent in the mission and/or is the primary focus of operations within the CTF AO.
- ii. It can either function as a sub-component of the CTF, as part of another CTF functional component, or it can serve independently. If the situation warrants, the CTF itself may be a CCMOTF. See Annex A for details on CCMOTF.
- iii. Civil Affairs personnel usually form the nucleus of the CCMOTF staff.
- iv. The CCMOTF may also include both conventional and special operations forces to support the conduct of specific missions.
- v. The CCMOTF is a special purpose task force, flexible in size and composition, organized to plan, coordinate, and conduct CMO in a CTF AO.

Note - Combination of Above Options: Combinations of the above options can be used. The MNF SOP uses the C7 staff directorate and CMOC options as a starting point for the CTF Headquarters organization. [Refer to Part B, Chapter 2: Multinational Headquarters Organization for details.](#)

3.2.3. Other Agencies Used Within Civil-Military Situations: Depending upon the situation, agencies involved and scope of mission, various coordination entities may be established and operational in addition to the CMOC / CCMOTF. These include:

- i. Humanitarian Operations Center (HOC): The HOC is established under the direction of the affected country government or the United Nations (UN) and contains both military and civilian components. HOCs, especially those established by the United Nations, are horizontally structured organizations with no C2 authority and all members are ultimately responsible to their own organizations or countries. It is thus a coordination organization. This is NOT a CTF organization (it exists outside the CTF organizational structure).
- ii. Humanitarian Assistance Coordination Center (HACC) The HACC is a temporary body linking the CCTF with local governments and IHC. The HACC is normally established by a component command to assist with interagency coordination and planning. As the CMOC or HOC is fully established, the role of the HACC is diminished.

3.2.4. CTF Civil Military Coordination Board (CMCB). Normally formed at the National level (Lead Nation and participating nation's national level). The purpose of CMCB is to synchronize the civilian and military humanitarian activities at the strategic level to achieve the intended mission, and is primarily designed to establish policy. It determines level of support; sets policy and priorities; resolves security issues; considers political concerns and coordinates common interest plans/items between military and civilian responders.

3.2.5. Civil Military Cooperation Center (CIMIC): This is a NATO humanitarian assistance coordinating entity that performs functions similar to the CMOC.

3.3. Civil-Military Operations (CMO) Model: Outlined at Figure C-7.2 is a CMO model for civil-military coordination between the strategic, operational, and tactical levels for a CTF within a given crisis. The use of a CMCB may not be known by many (new emerging concept); however, it should be considered for coordination of CMO at the strategic level and operational levels. The use of CMOCs at the CTF and Component Hqs is also recommended. The specific organization and operating procedures will be situational dependent.

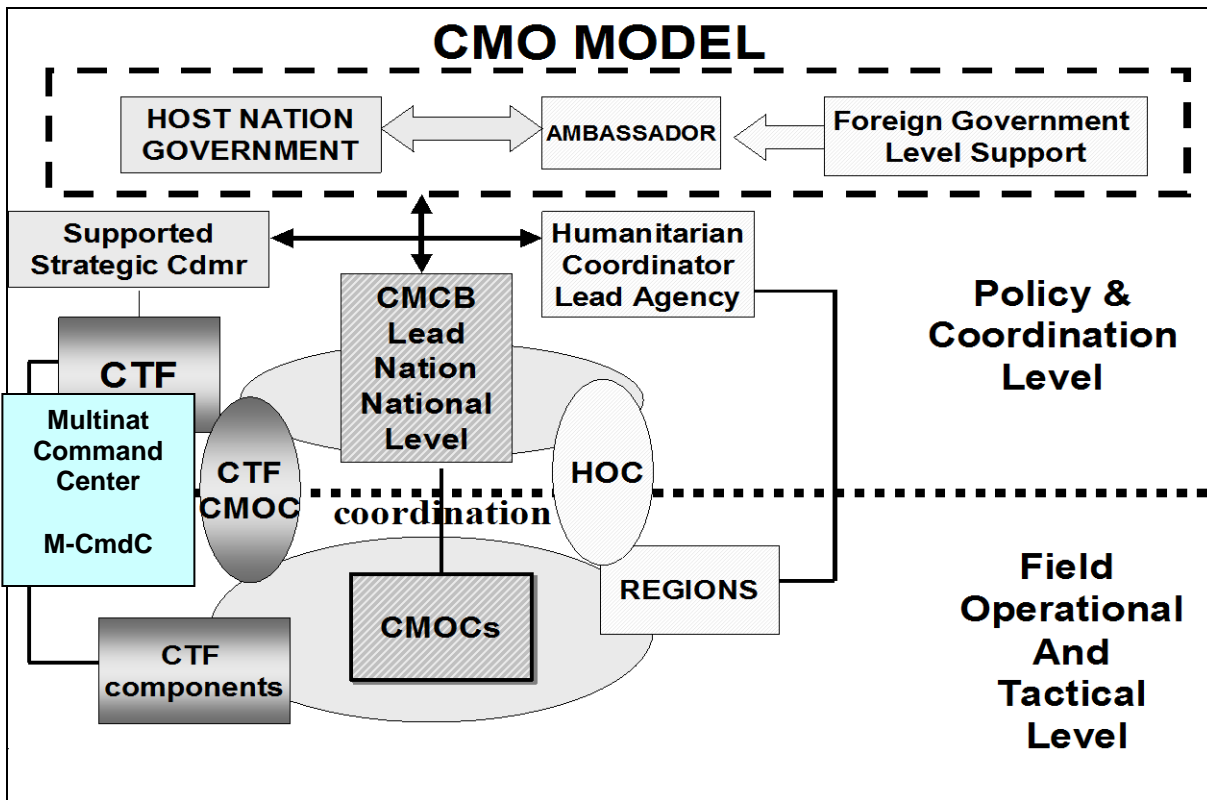


Figure C-7.2: Civil-Military Operations Model

3.4. **Responsibilities.** Upon receipt of a warning order, request Civil Affairs (CA) support to assist in initial CMO planning. The mission may require augmentation by CA planners from each participating nation CMO forces and organizations (military and civilian).

- 3.4.1. Determine initial structure required to execute CMO.
- 3.4.2. Determine initial CMO tasks, and incorporate them in overall CTF mission tasks.
- 3.4.3. Develop and recommend initial CMO end state, transition strategies, and measures of effectiveness.
- 3.4.4. Develop and present pre-deployment cultural awareness training.
- 3.4.5. Be prepared to assist with planning and conduct of NEO.
- 3.4.6. Deconflict military operations with civilian activities in the CTF AO.
- 3.4.7. Coordinate Coalition Operations with the Multinational Coordination Center (MNCC) as required for CMO actions and issues.
- 3.4.8. Coordinate Multinational logistics actions and issues with the Coalition Logistics Coordination Center (CLCC) as required.
- 3.4.9. Determine populace resource control measures necessary to minimize civilian interference with military operations, and recommend basic protection requirements for the civilian populace.

- 3.4.10. Ensure that commanders are aware of the current status and capabilities of civilian, local governments, IOs, NGOs, and UN agencies as well as their respective roles and missions concerning humanitarian assistance / disaster response tasks.
 - 3.4.11. Determine the required minimum humanitarian assistance support in order for the commander to meet his legal and moral responsibilities; determine the impact of this support on CTF military resources and operations.
 - 3.4.12. Identify all HA / DR actors / stakeholders, host nation agencies, IOs, NGOs, and UN agencies operating in the CTF area of interest and CTF AO. A matrix of their capabilities and requirements needs to be identified prior to mission analysis in the Operational Preparation of the Environment (OIPE). Also, the degree of cooperation and support (to / from) each actor / player and the CTF command needs to be identified.
 - 3.4.13. Plan/coordinate with respective nation's foreign embassies through the respective nations' liaison to the CMCB/CMOC. Some likely sections of the embassy that may be involved in CMO (office / section titles may differ between countries) are: Office of Foreign Disaster Assistance (OFDA) / Federal Emergency Management Agency (FEMA) as appropriate within each nations' civil military organizations, UN agencies and others as appropriate on broad policy and procedural issues concerning HA / DR.
 - 3.4.14. Coordinate military actions with civilian agency, local government, IOs, NGOs, and UN agencies HA / DR efforts. If possible, the host nation or UN appointed Humanitarian Coordinator should be the lead agent to coordinate and prioritize humanitarian relief requirements, which can be assigned to work in the CMOC.
 - 3.4.15. Request the appropriate CA forces to support planning and execution of CMO.
 - 3.4.16. CMOCs may be appropriate at various levels (strategic, operational, and tactical levels). Recommend the structure and location of CMOCs, military composition and reporting chain. Recommend civilian participation as required.
 - 3.4.17. Recommend force protection measures for CMO members conducting assessments and other tasks outside of military compounds.
 - 3.4.18. Coordinate with the CTF staff for sharing of information relevant to CMO and CTF tasks.
 - 3.4.19. Designate a CMO representative to be a member of the CTF (and subordinate units if applicable) Information Operations (IO) Fusion Cell, to ensure coordination of CMO with Public Affairs, PSYOP, and the overall CTF IO OPS campaign.
 - 3.4.20. Coordinate with Public Affairs (PA) for appropriate media coverage / support of CMO.
 - 3.4.21. Prepare and recommend Target Preclusion Guidance based upon legal requirements and political, economic, and social impact on the civilian populace.
 - 3.4.22. Provide recommendations for modification of the ROE. Provide a liaison officer to the ROE Cell.
 - 3.4.23. Integrate CMO themes and messages into the CTF Multinational Communication Integration (MCI) efforts thru PA and PSYOP to support the favorable influencing of key groups or individuals in support of the broader MCI context. The MNF C7 or CCMOTF must coordinate and synergize CMO actions with MCI and MCI enabling efforts. Refer to [Part C, Chapter 9: Multinational Communication Integration](#) for a detailed overview of the MCI process within the CTF command.
4. **C7 CMO Planning Rhythm and CTF Battle Rhythm.** [Refer to Part B, Chapter 2: Battle / Operational Rhythm](#) for how to construct and coordinate the C7 Planning Rhythm and coordinate it with the CTF Battle Rhythm.
- 4.1. The key to successful CMO is full integration into the CTF daily battle / operational rhythm, and daily coordination with IHC.
 - 4.2. The C7 should conduct daily situation briefings for military, host nation agencies, and IHC as required, covering security issues, status of relief efforts, and related areas of interest. All affected organizations

should be encouraged to attend regularly and be represented by someone who has been delegated appropriate decision-making authority

Note: As stated previously, the C7 staff will MOST LIKELY have to go out and coordinate outside the CTF headquarters areas with most the IHC. Most IOs, NGOs and even some UN agencies may not want to be identified as being part of the military effort and avoid military command centers intentionally to avoid any misperceptions. Other IHC organizations may actually want to avoid the military; however, these are the actors / stakeholders that the C7 must contact and attempt cooperation with.

- 4.3. CMO representatives should attend daily staff briefs of the CTF / CCMOTF / CTF component in order to maintain situational awareness of the tactical and overall mission situation. He must also brief the CMO efforts.
 - 4.4. CMO / CMOC representative must attend daily MNCC, CLCC, MN-CmdC Battle Watch, CTF Public Affairs Officer and INFO OPS Fusion Cell meetings to ensure coordinated operations.
 - 4.5. Daily coordination with the C2 staff to share appropriate intelligence is required to protect the CMO force and to provide information that may be useful for other aspects of the CTF mission (if not covered in one of the meetings/briefings above).
 - 4.6. Provide updated protected targets list to the CTCB (Combined Targeting Coordination Board).
 - 4.7. Prepare Daily CMO SITREP and any other report required by respective leadership chains.
 - 4.8. Provide an updated HA/DR required objectives list to the CMCB and/or HOC.
5. Reports. [Refer to Part F, Ch 4, Report Matrix](#) for the C2 Intelligence Reports.

Annexes

Annex A: Coalition / Combined Civil Military Operations Task Force (CCMOTF)

Annex B: Key International and Non-governmental Organizations

Annex C: Interagency Cooperation: Assisting State Government Civilian and Policing Capabilities – Disaster Response

Annex D: Interagency Cooperation: Assisting State Government Civilian and Policing Capabilities – Stability Operations

Annex E: MNF Protection of Civilians and Affected Populations

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ANNEX A

COALITION / COMBINED CIVIL-MILITARY TASK FORCE

1. **General.** This Annex contains doctrinal concepts for the planning and conduct of civil-military operations (CMO) by the Coalition / Combined Civil Military Operations Task Force (CMOTF). This SOP is not intended to restrict the Commander, CCMOTF (CCMOTF) from organizing the force and executing the mission in a manner most appropriate to ensure unity of effort in the accomplishment of the CTF's overall mission.
2. **Overview.** The CMOTF is not a Civil Affairs (CA) organization. It is a special purpose task force composed of elements from two or more civil-military agencies, flexible in size and composition, organized to plan, coordinate, and conduct CMO in a CTF AO. The CMOTF may have both conventional and Special Operations Forces assigned or attached to support the conduct of specific missions. A clear requirement exists for strong representation of participating nations' CA-trained personnel. The expertise of CA personnel in dealing with government organizations, the International Humanitarian Community (IHC= IOs, NGOs, UN agencies / funds / programmes, and Red Cross and Red Crescent Societies) greatly enhances the opportunity for success.
3. **Purpose of CCMOTF.**
 - 3.1. Accomplish a specific contingency mission, such as HA or support to civil administration.
 - 3.2. Provide CMO support to coalition / combined military forces conducting military operations.
 - 3.3. Perform other CMO as directed by the CCTF.
 - 3.4. Assist other CTF unit commanders when the extent of CMO requirements exceeds their ability to accomplish CMO in their respective AOs.
 - 3.5. Provide a linkage between the CTF and civilian agencies, host nation agencies, and IHC organizations IOs, operating in the CTF.
4. **Organization.** The CCTF will designate the CCMOTF. The CCMOTF will plan, coordinate and conduct CMO within the CTF AO by the a tailored organization as outlined below:
 - 4.1. The CMOTF is composed of elements from two or more civil-military agencies staffed with personnel having relevant CA skills and expertise dealing with multinational and affected country forces as well as the IHC and other host nation agencies. The CMOTF may also be established to meet a specific CMO contingency mission depending on the Supporting Strategic Commander's guidance and Lead Nation National Authorities. A notional CMOTF table of organizations may consist of the following assets, Figure C 7 A.1.

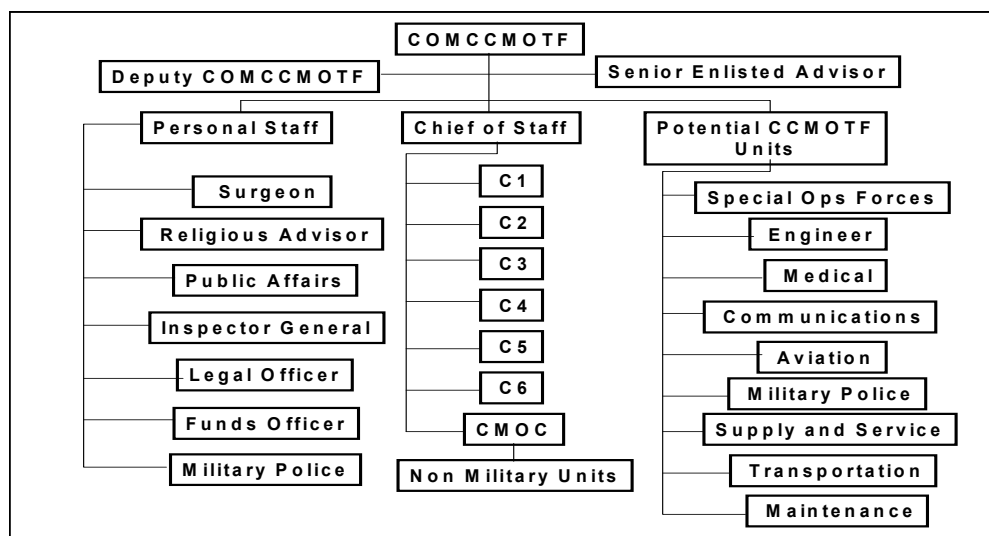


Figure C-7-A.1 CCMOTF Organizational Model

4.2. Command Element:

4.2.1. Commander CCMOTF (Commander, CCMOTF)

4.2.2. Deputy Commander, CCMOTF

4.2.3. Senior Enlisted Advisor

4.2.4. Chief of Staff (COS)

4.3. Personal Staff:

4.3.1. Surgeo

4.3.2. Chaplain

4.3.3. Public Affairs Office

4.3.4. Inspector General

4.3.5. Staff Judge Advocate

4.3.6. Comptroller

4.3.7. Provost Marshall

4.4. C-Staff

4.4.1. C-1 Manpower & Personnel Directorate

4.4.2. C-2 Intelligence Directorate

4.4.3. C-3 Operations Directorate

4.4.4. C-4 Logistics Directorate

4.4.5. C-5 Plans Directorate

4.4.6. C-6 Command, Control, Communications and Computer Systems Directorate

4.4.7. Civil Military Operations

4.5. Command Centers: Civil Military Operations Center (CMOC).

4.6. Possible CCMOTF Units:

4.6.1. Engineers

4.6.2. Medical

4.6.3. Civil Affairs

4.6.4. Aviation

4.6.5. Military Intelligence

4.6.6. Military police/Security Forces

4.6.7. Transportation

4.6.8. Services and Supply

4.6.9. Maintenance

4.6.10. Special Operations Forces

4.6.11. Communications

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ANNEX B

KEY INTERNATIONAL AND NONGOVERNMENTAL ORGANIZATIONS

1. **General.** This annex contains a partial list of key International Humanitarian Community (IHC = IOs, NGOs, UN agencies, funds, and/or programmes, and International Committee of the Red Cross, International Federation of the Red Cross and Red Crescent Societies, and National Red Cross and Red Crescent Societies). The inclusion of the list in this manual does not represent an official endorsement of any of these organizations.

- 1.1. ACTION AGAINST HUNGER (ACTION INTERNATIONALE CONTRE LA FAIM [INTERNATIONAL ACTION AGAINST HUNGER, UNITED STATES OF AMERICA]) (AICF/USA). The ultimate objective of all AICF/USA programs is to enable the beneficiaries to regain their autonomy and self-sufficiency. AICF/USA seeks to save lives by combating hunger, disease, and crises that threaten the lives of men, women, and children in natural or man-made disasters.

Address: 1 Catton Street, London WC1R 4AB, United Kingdom
Telephone: 44 171 831 58 58, FAX: 44 171 831 42 59
Web Site: <http://www.interaction.org/members/aah.html>

- 1.2. ACTION INTERNATIONALE CONTRE LA FAIM (INTERNATIONAL ACTION AGAINST HUNGER) (AICF). AICF promotes development efforts and provides emergency assistance in Africa, Asia, and Central Europe. It focuses its efforts on health, drinking water, and agriculture-based income-generation projects.

Address: 1511 K Street, NW, Suite 1025, Washington, DC 20005

- 1.3. ADVENTIST DEVELOPMENT AND RELIEF AGENCY (ADRA). ADRA is an independent agency established by the Seventh-Day Adventist church to help in individual and community development and disaster relief. ADRA works in more than 100 countries around the world in Asia, Africa, Eastern Europe, the South Pacific, and Central and South America.

Address: 12501 Old Columbia Pike, Silver Spring, MD 20904
Web Site: <http://www.adra.org/>

- 1.4. ADVOCACY INSTITUTE. Advocacy Institute programs focus on creating policy change by strengthening democratic practices and civil society. Assistance ranges from helping community-based leaders in towns and cities throughout the United States craft effective messages, to working with NGO leaders from around the world to engage in advocacy.

Address: 1707 L Street, NW Suite 400, Washington, DC 20036
Telephone: (202) 659-8475, FAX: (202) 659-8484
E-Mail: info@advocacy.org
Web Site: <http://www.advocacy.org/>

- 1.5. AGA KHAN FOUNDATION (AKF). AKF America promotes social development, primarily in low-income countries of Asia and Africa, by funding programs in health, education, and rural development. Grantees and beneficiaries are selected without regard to race, religion, or political persuasion.

Address: 1901 L Street, NW, Suite 700, Washington, DC 20036
Telephone: (202) 293-2537, FAX: (202) 785-1752
E-Mail: 71075.1561@compuserve.com

- 1.6. AMERICAN RED CROSS. The American Red Cross provides relief to disaster victims and helps people prevent, prepare for, and respond to emergencies. It provides services that are consistent with its Congressional charter and the fundamental principles of the IFRC and Red Crescent Movement, of which it is a part.

Address: 431 18th Street, NW, Washington, DC 20006
Web Site: <http://www.redcross.org/intl/index.html>

- 1.7. AMNESTY INTERNATIONAL. Amnesty International plays a specific role in the international protection of human rights and focuses on prisoners. Its work is based on principles set forth in the United Nations Universal Declaration of Human Rights.

1 Easton Street
London WC1X 8DJ, United Kingdom
Phone: 44-20-7413-5500
Web Site: <http://www.amnesty.org>

- 1.8. ANANDA MARGA UNIVERSAL RELIEF TEAM (AMURT). AMURT helps to improve the quality of life for the poor and underprivileged people of the world and to assist the victims of natural and man-made disasters. AMURT offers assistance that encourages and enables people to develop themselves, hence harnessing their own resources for securing the basic necessities of life and for gaining greater socioeconomic independence.

Address: 7627 16th Street, NW, PO Box 56466,
Washington, DC 20040
Telephone: (202) 829-8676, FAX: (202) 829-0462
E-Mail: amurt-wdc@amps.org

- 1.9. AVSC INTERNATIONAL. AVSC International works worldwide to improve the lives of individuals by making reproductive health services safe, available, and sustainable. AVSC provides technical assistance, training, and information, with a focus on practical solutions that improve services where resources are scarce. AVSC works in partnership with governments, institutions, and health care professionals to make this right a reality.

Address: 79 Madison Avenue, New York, NY 10016
Telephone: (212) 561-8000, FAX: (212) 779-9489
E-Mail: info@avsc.org
Web Site: <http://www.avsc.org/avsc/>

- 1.10. BROTHER'S BROTHER FOUNDATION. Brother's Brother Foundation distributes donated medical, educational, agricultural, and humanitarian response resources to people in need of them internationally.

Address: 1501 Reedsdale Street, Suite 3005,
Pittsburgh, PA 15233-2341
Telephone: (412) 321-3160, FAX: (412) 321-3325
E-Mail: BBFound@aol.com
Web Site: <http://www.brothersbrother.com/>

- 1.11. CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA). CIDA provides development assistance programs to support sustainable development to reduce poverty and to contribute to a more secure, equitable and prosperous world.

Address: 200 Promenade du Portage, Hull,
Québec, Canada K1A 0G4
Telephone: (819) 997-6041, FAX: (819) 953-9453
Web Site: <http://www.acdi-cida.gc.ca/>

- 1.12. Cooperative for American Relief Everywhere (CARE). CARE helps the poor of the developing world to achieve social and economic well-being. It supports processes that create competence and lead to self-sustainment over time. CARE's task is to reach new standards of excellence in offering disaster relief, technical assistance, training, food, and other material resources and management in combinations appropriate to local needs and priorities. It also advocates public policies and programs that support these ends.

Address: Boulevard du Regent 58/10, B-1000 Brussels, Belgium
Web Site: <http://www.care.org/>

- 1.13. CENTER FOR INTERNATIONAL HEALTH AND COOPERATION (CIHC). The CIHC focuses on health, human rights, and HA. It offers innovative approaches to foreign policy that may be more effective in many cases than conventional military, economic, and geopolitical solutions. CIHC provides direct health-care in crises. It organizes medical relief and HA through local channels, alone or in cooperation with other international agencies, and sponsors rehabilitation and essential data-retrieval projects.

E-Mail: cihc@usa.healthnet.org

Web Site: <http://www.healthnet.org/cihc>

- 1.14. CONCERN WORLDWIDE, LIMITED. Concern Worldwide, Limited, provides humanitarian relief and development assistance to disaster-afflicted people and to the “poorest of the poor”- those whose vulnerability is due to inadequate income, education, and access to power.

Address: Camden Street, Dublin 2, Dublin, Ireland

- 1.15. EMERGENCY HUMANITARIAN ACTION (EHA). EHA supports and enables national and international agencies working in the frontline of disasters and emergencies, and in post crises rehabilitation to apply the best health practices in preparing for, assessing, implementing, and evaluating the impact of humanitarian health assistance. Furthermore, in accordance with the World Health Organization Plan of Action on Violence, EHA strengthens the capacity of countries in safety promotion and injury control. In discharging its mission, EHA is dedicated to the fundamental principles of partnership, collaboration, and coordination.

Address: Avenue Appia 20, CH-1211, Geneva 27, Switzerland

Telephone: (41 22) 791 21 11, FAX: (41 22) 791 07 46 / 791 48 44

E-Mail: eha@who.int

Web Site: <http://www.who.int/eha/about/supdoc.htm>

- 1.16. EUROPEAN COMMUNITY HUMANITARIAN OFFICE. The European Community Humanitarian Office oversees the implementation of European Community humanitarian aid. It deals primarily with general guidelines and coordination issues, as well as any general or specific issues on community aid in the humanitarian field.

E-Mail: echo@echo.cec.be

Web Site: http://europa.eu.int/comm/echo/en/index_en.html

- 1.17. FOOD AND AGRICULTURE ORGANIZATION (FAO). FAO is the largest autonomous agency within the UN system; it has a mandate to raise levels of nutrition and standards of living to improve agricultural productivity, and to better the condition of rural populations.

Viale delle Terme di Caracalla

00100 Rome, Italy

Phone: 39-06-57051

E-mail: wbmaster@fao.org

Web Site: <http://www.fao.org>

Note: The following organizations (INTERNATIONAL COMMITTEE of THE RED CROSS and INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES) are NOT IOs or NGOs – they are considered as separate and distinct International Humanitarian Community organizations.

- 1.18. INTERNATIONAL COMMITTEE OF THE RED CROSS. The ICRC is an independent, impartial organization that has an exclusively humanitarian mission to protect the lives and dignity of victims of war and internal violence and to assist them. The ICRC directs and coordinates the international relief activities conducted by the movement in situations of conflict. It also endeavors to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles. Established in 1863, the ICRC is at the origin of the IFRC and Red Crescent Movement.

Address: 801, Second Avenue, 18th Floor, New York, NY 10017-4706

E-Mail: mail@icrc.delnyc.org - Web Site: <http://www.icrc.org/>

- 1.19. INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES. The IFRC and Red Crescent Societies is an international humanitarian organization with a unique worldwide network. The IFRC exists to improve the situation of the world's most vulnerable people. It provides assistance without discrimination as to nationality, race, religious beliefs, class, or political opinions.

Address: PO Box 372, CH-1211 Geneva 19, Switzerland
Telephone: (41 22) 730 42 22, FAX: (41 22) 733 03 95,
Telex: 412 133 FRC CH
E-Mail: secretariat@ifrc.org
Web Site: <http://www.ifrc.org/>

- 1.20. INTERNATIONAL MEDICAL CORPS (IMC). In war-torn and impoverished regions worldwide, IMC saves lives and relieves suffering while providing the critical knowledge and skills to help people help themselves and to foster self-reliance. Responding rapidly to crisis situations, IMC offers emergency medical and health care assistance to people at highest risk, while training local counterparts to provide these services themselves. By keeping vital health systems going during times of crisis, IMC prevents emergencies from escalating and builds a foundation for future peace and stability.

Address: 11500 West Olympic Boulevard, Suite 506,
Los Angeles, CA 90064
Telephone: (310) 826-7800, FAX: (310) 442-6622
Web Site: <http://www.imc-la.com/>

- 1.21. INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM). The IOM provides technical assistance and advisory services to promote the orderly transfer of refugees, displaced persons, and other individuals compelled to leave their homeland. It also assists nationals who desire to migrate to countries where they may achieve independence through their employment, while advancing the economic, social, and cultural conditions of the receiving countries.

Address: 17 route des Morillons, Case postale 71, CH-1211,
Geneva, Switzerland

- 1.22. INTERNATIONAL RESCUE COMMITTEE (IRC). The IRC is committed to freedom, human dignity, and self-reliance in programs for resettlement assistance, global emergency relief, refugee rehabilitation and advocacy, relief, protection, and resettlement services for refugees and victims of oppression or violent conflict.

Address: 122 East 42nd Street, New York, NY 10168
Phone: 212-551-3000
Web Site: <http://intrescom.org>

- 1.23. LUTHERAN WORLD RELIEF (LWR). LWR supports the poor and oppressed of less-developed countries in their efforts to meet basic human needs and to participate with dignity and equity in the life of their communities; and to alleviate human suffering resulting from natural disaster, war, social conflict, or poverty.

Address: 390 Park Avenue S, New York, NY 10016
Web Site: <http://www.wcc-coe.org/lwf>

- 1.24. MEDECINS SANS FRONTIERES. Medecins Sans Frontieres, translated as Doctors Without Borders, offers emergency medical assistance wherever manmade or natural disasters occur, independently of all states, institutions, and political, economic, and religious influences.

Address: 30 Rockefeller Plaza, Suite 5425, New York, NY 10112
Web Site: <http://www.msf.org/>

- 1.25. OXFAM AMERICA. Oxfam America promotes self-reliant efforts that help people supply more of their own food. It also helps poor people gain control over resources and decisions that affect their lives. Oxfam America provides emergency relief and conducts development education programs in the United States.

Address: 26 West Street, Boston, MA 02111
Phone: 800-77-OXFAM
Web Site: <http://oxfamamerica.org>

- 1.26. REFUGEES INTERNATIONAL (RI). RI provides early warning in crises of mass exodus. The RI also serves as an advocate for refugees. Since 1990, RI has moved from its original focus on Indo-Chinese refugees to refugee crises worldwide.

Address: 21 Dupont Circle, NW, Washington, DC 20036

- 1.27. SALVATION ARMY WORLD SERVICE OFFICE (SAWSO). SAWSO provides financial and technical assistance to the International Salvation Army in support of its work in a variety of programs including education, health services, relief and disaster services, and community development. It also assists the Salvation Army in developing community-based initiatives that address the underlying causes of poverty in developing countries.

SAWSO HQ
101 Queen Victoria Street
London EC4P 4EP, United Kingdom
Phone: 44-(0)-207-332-0101
Web Site: <http://www.salvationarmy.org>

- 1.28. SAVE THE CHILDREN FUND (UNITED KINGDOM) (SCF[UK]). SCF (UK) works to ensure that children are the first to receive relief in time of distress and are protected against every form of exploitation. Emphasis is on early childhood development, primary and non-formal education, and care for children in especially difficult circumstances, but not necessarily only those among the poorest.

Address: 17 Grove Lane, London SE5 8RD, United Kingdom

- 1.29. SAVE THE CHILDREN FUND (UNITED STATES) (SCF[US]). SCF (US) is a relief and development organization dedicated to improving the lives and futures of needy children and their families. It was founded in 1932 to help destitute Appalachian families during the Great Depression. From preventive health care to early childhood education, from relief and rehabilitation to economic development, SCF programs promote self-sufficiency and self-determination so that positive changes become permanent improvements for needy children and their families.

Web Site: <http://www.savethechildren.org/>

- 1.30. UNITED METHODIST COMMITTEE ON RELIEF (UMCOR). UMCOR supports interdenominational hunger and development agencies that provide technical services, rural leadership training, and program development aid to enable rural people to increase their food production and self-reliance. It seeks to aid refugees, provide relief in disaster areas, and confront the challenge of world hunger and poverty.

475 Riverside Drive, Room 330
New York, NY 10115
Phone: 800-841-1235
Web Site: <http://gbgm-umc.org/units/umcor>

- 1.31. UNITED NATIONS CHILDREN'S FUND (UNICEF). UNICEF protects children's rights, helps children meet their basic needs, and expands opportunities for children to reach their full potential. Guided by the Convention on the Rights of the Child, the UNICEF strives to establish children's rights as enduring ethical principles and international standards of behavior toward children.

Address: UNICEF House, 3 United Nations Plaza,
New York, NY 10017 Web Site: <http://www.unicef.org/>

Telephone: (212) 326-7000, Switchboard UNICEF House: 824-6000, FAX: 887-7465, 887-7454

- 1.32. UNITED NATIONS DEPARTMENT OF HUMANITARIAN AFFAIRS. The functions of emergency relief coordinators are in three core areas: policy development and coordination in support of the Secretary-General in humanitarian issues, advocacy of humanitarian issues with political organs, and coordination of humanitarian emergency response.

Address: Palais des Nations, 1211 Geneva 10, Switzerland
Telephone: (41 22) 917.1234, TeleFAX: (41 22) 917.0023
E-Mail: info@dha.unicc.org

- 1.33. UNITED NATIONS DEPARTMENT OF PEACE-KEEPING OPERATIONS (UNDPKO). UNDPKO is the unit within the UN Secretariat that is responsible for the oversight and coordination of UN-authorized or UN-organized peace operations. It is the focal point for administrative, financial, political and logistic matters.

UN Headquarters
United Nations Plaza
New York, NY 10017
Phone: 212-963-1234
Web Site: <http://www.un.org/Depts/dpko>

- 1.34. UNITED NATIONS HIGH COMMISSIONOR REFUGEES (UNHCR). UNHCR is _____complete this section

- 1.35. WORLD CONCERN. World Concern works as a funding and resource agency for relief, rehabilitation, and development. It enables aid recipients in developing countries to achieve self-sufficiency and economic independence and to form partnerships between Christian churches in North America and churches in less-developed countries. World Concern works in three regions: Asia (including the former Soviet Union), Africa, and Latin America and the Caribbean (Haiti).

Address: 19303 Fremont Avenue, North, Seattle, WA 98133

- 1.36. WORLD TRADE ORGANIZATION (WTO). The WTO's objective is to help trade flow smoothly, freely, fairly and predictably. It administers trade agreements, acts as a forum for trade negotiations, settles trade disputes, reviews national trade policies, assists developing countries through technical assistance and training programs and cooperates with other international organizations.

Address: 154 rue de Lausanne
CH-1211 Geneva 21, Switzerland
Phone: 41-22-739-5111
E-mail: enquiries@wto.org

- 1.37. WORLD VISION. World Vision is a global partnership conducting child-focused emergency relief and sustainable community development in more than 4500 projects. It is an international partnership of Christians committed to transformational development, emergency relief, the promotion of justice and strategic initiatives to serve the church.

34834 Weyerhaeuser Way South
Federal Way, WA 98001
Phone: 888-511-6598
Web Site: <http://www.wvi.org>

- 1.38. WORLD VISION RELIEF AND DEVELOPMENT (WVRD). WVRD fights poverty, hunger, and homelessness through volunteer programs, such as the Student Mentoring Initiative and the Love for Children program.

Address: 919 West Huntington Drive, Monrovia, CA 91016 220 I Street, Washington, DC 20002

Annex C

Interagency Cooperation: Assisting State Government Civilian and Policing Capabilities-Disaster Response

1. **Purpose.** To provide military forces an overview of the planning and execution considerations associated with Assisting State government civilian and policing capabilities that may be deployed to support an Affected State during a crisis response. Additionally, this Annex aims to improve response efforts and achieve effective interagency collaboration, enabling faster integration of military forces with Assisting State(s) response capabilities.
2. **Introduction.** An Affected State's preparedness and ability to respond to a crisis will be influenced by an array of factors, such as their vulnerability, coping capacity, and hazard exposure.¹ Assisting States can be called upon to provide unique and time critical assistance for a disaster that is beyond the capabilities of the Affected State.

2.1. Caveat

- 2.1.1. This Annex focuses only on disaster response (relief and early recovery). Future versions will address the full spectrum of operations.
- 2.1.2. This Annex does not cover the capabilities of, coordination with, or planning approaches of NGOs, IOs, UN agencies, civil society, and a range of non-governmental actors including media, private sector and private individuals. For more detail on Humanitarian Assistance / Disaster Relief planning and the role of the international humanitarian community, [refer to Volume 3, Part D, Chapter 1, Annex C](#) of this document.
- 2.1.3. This Annex does not cover military-to-military coordination efforts in detail. [Refer to Chapter 2, Annex B, Tab B \(B2 B5 B-1\)](#) of this document.

2.2. Assumptions.

- 2.2.1. The content of this Annex assumes the following:

- The Affected State continues to exercise sovereignty within its territory.
- Assisting State government civilian and policing capabilities may already exist within, or be rapidly deployed into, an Affected State to respond to a disaster.
- While a foreign military's tasking will usually be limited in time, scope, and scale, the Assisting State's government civilian and policing capabilities will most likely be deployed for a longer period spanning the response and recovery phases.
- In the event of a Failed or Failing State where government capacity is overwhelmed, the Assisting States may temporarily assume some functions of a sovereign state in order to enable humanitarian assistance and disaster response (for example, police and security functions).

- 2.3. **Scope.** The contents of the remainder of this Annex are:

- 2.3.1. Assisting States Civilian and Policing Capabilities;
- 2.3.2. Regional Coordination Mechanisms;
- 2.3.3. Affected State Actions;
- 2.3.4. Principles of Interagency Cooperation; and

¹ The INFORM Risk Management Index provides indicators of a country's vulnerabilities, coping capacity, and hazard exposure to determine their risk profile to a humanitarian crisis and/or disaster that would overwhelm their national response capacity.

2.3.5. Military Planning Considerations: Working With Assisting State Agencies.

2.4. References.

2.4.1. INFORM: Index for Risk Management. <http://www.inform-index.org>

2.4.2. International Search and Rescue Advisory (INSARAG) Guidelines -

<https://www.insarag.org/methodology/guidelines>

2.4.3. World Health Organization (WHO) Classification and Minimum Standards for Foreign Medical Teams in Sudden Onset Disasters —
http://www.who.int/hac/global_health_cluster/fmt_guidelines_september2013.pdf

2.4.4. ASEAN AADMER—<http://www.ahacentre.org/about-aadmer>

2.4.5. ASEAN SASOP—<http://www.ahacentre.org/sasop>

2.4.6. EAS Guidelines for Rapid Disaster Response -
http://www.asean.org/storage/images/pdf/2014_upload/EAS%20Statement%20on%20RDR.pdf

2.4.7. EAS Toolkit – Guidance for Rapid Disaster Response - <https://www.ag.gov.au/eastoolkit>

2.4.8. Asia-Pacific Military Assistance in Disaster Relief Operations (APC MADRO) -
[https://docs.unocha.org/sites/dms/Documents/APC-MADRO%20Draft%20Guidelines%20V8.0%20\(23%20November%202010\).pdf](https://docs.unocha.org/sites/dms/Documents/APC-MADRO%20Draft%20Guidelines%20V8.0%20(23%20November%202010).pdf)

2.4.9. Australian Government Guiding Principles for Civil-Military-Police Interaction -
<https://www.acmc.gov.au/australian-government-guiding-principles-for-civil-military-police-interaction-in-international-disaster-and-conflict-management/>

2.4.10. Department of Defence Support to Foreign Disaster Relief (Handbook for JTF Commanders and Below) – <https://fas.org/irp/doddir/dod/disaster.pdf>

2.4.11. Regional Consultative Group, Humanitarian Civil-Military Coordination in Emergencies: Towards a Predictable Model - <https://www.acmc.gov.au/preparedness/predictable-model>

2.4.12. Changi Regional HADR Coordination Centre Standard Operating Procedures
– <https://www.changirhcc.org/hadr/home.xhtml>

Super Typhoon Haiyan Case Study - Overview

Super Typhoon Haiyan (*Yolanda*) struck the central Philippines on November 8, 2013, and was one of the strongest typhoons to make landfall on record. Over a 16 hour period, with a force equivalent to a Category 5 (Sustained winds of 170 kts/315 kph/195 mph), it made landfall at peak intensity and directly swept through six provinces in the central Philippines. The disaster quickly created a humanitarian crisis. In some of the hardest hit areas, particularly in the coastal communities in Leyte province and the Southern tip of Eastern Samar, the storm knocked out power, telecommunications, and water supplies. UN agencies reported the numbers of killed at 6,201 with more than more 14.1 million people affected and 4.1 million displaced. Assessments revealed that an estimated 1.1 million houses had been damaged or destroyed and nearly 5.6 million people required immediate food assistance. Haiyan incapacitated almost all Philippine national first responders necessitating the Government's request for immediate international humanitarian assistance. The humanitarian relief operation was initially hampered by a number of significant obstacles, including a general lack of transportation, extremely limited communications systems, damaged infrastructure, and seriously disrupted government services.

3. **Assisting States Civilian and Policing Capabilities.** Capabilities deployed by Assisting States will vary depending on the type of crisis and needs of the Affected State. They may range from large structured and accredited teams that require minimal logistic support to small teams requiring full logistics, life support, and security.

- 3.1. **Specialist Consular Teams** are deployed to support the well-being and possible evacuation of their own citizens and other approved foreign nationals following a crisis event. Evacuation operations may include military resources as a last resort. Pre-existing agreements covering non-combatant evacuations (NEOs) exist between many countries. Other arrangements are negotiated on a case-by-case basis. Evacuations will be managed outside the disaster response coordination mechanisms.
- 3.2. **Urban Search and Rescue (USAR) Teams** are deployed to assess disaster impacts, locate and extricate trapped civilians, and provide initial stabilization and light engineering support, including debris and hazardous material removal. USAR teams may be classified using the INSARAG External Classification (IEC). INSARAG classified USAR teams operate according to the methodology prescribed by the INSARAG Guidelines, providing Affected States with a degree of predictability. The first arriving classified team should expect to provide operational coordination for incoming USAR teams. This might include establishing the USAR Coordination Cell (UCC) within the Onsite Operations Coordination Centre (OSOCC). There are also non-INSARAG classified USAR teams that may offer international assistance and may not be standardized, interoperable, appropriately equipped, or self-sufficient.
- 3.3. **Emergency Medical Teams (EMTs)** are deployed to provide medical services to impacted individuals. EMTs may work under the guidelines of the World Health Organization (WHO) Classification and Minimum Standards for Foreign Medical Teams in Sudden Onset Disasters. These guidelines outline the principles and core standards of registered EMTs. Depending on the needs of an Affected State, an EMT can provide basic to advanced healthcare, including the deployment of a field hospital. There are also EMTs and individual medical personnel that do not adhere to the WHO standards and may not be standardized, interoperable, appropriately equipped, or self-sufficient.

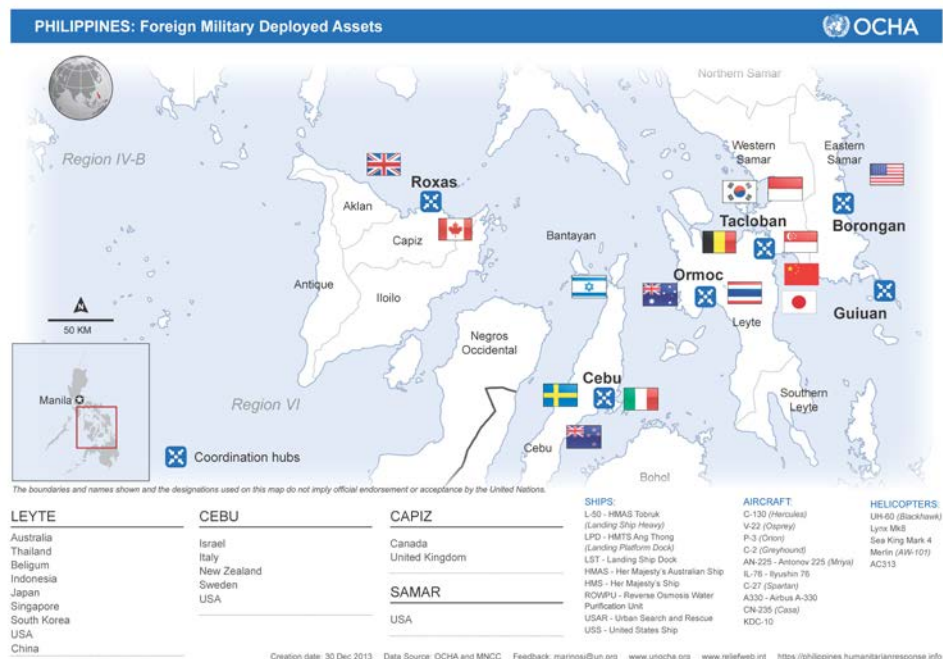
Super Typhoon Haiyan Case Study – Non-certified Teams

A total of 150 EMTs, totalling over 2000 staff, arrived in the Philippines within the first month following Haiyan. 83 teams were registered using the EMT Working Group of the Global Health Cluster standards. Being registered allowed for EMTs to be matched to the health needs of an affected area, which prevented an oversupply to any one location. Knowing the composition of registered teams assisted with team assignment and sometimes relocation based on changing needs of the Affected State. The EMT classification and registration process enabled the Philippines to strategically deploy international assistance according to the health needs of the affected areas. It facilitated faster, more efficient deployment, and helped ensure a coordinated, timely, and credible response. Subsequent to Haiyan, the WHO refined its guidelines and classifications, established a register of WHO classified EMTs, and launched a coordination mechanism EMTCC (EMT Coordination Centre) to support affected Health Ministries to receive and manage arriving International EMT's (IEMT) in order to build capacity of National Emergency Medical Teams (NEMT) with aims to assist the Affected State with effective service delivery.

- 3.4. **Policing Teams** deploy specific capabilities to undertake a range of tasks, to include: patrol and community policing; tactical response (including public order management, bomb response, hostage negotiation, and search and rescue); criminal investigations; forensics (including CBRN and crime scene analysis); close-personal and infrastructure protection; and capacity development. Additionally, other tasks may include support to NEO and protection of civilians ([refer to MNF SOP Protection of Civilian Annex](#)). Depending on the nature of the request from the Affected State and the agreed legal framework governing the deployment, police elements may deploy with a range of "use of force" options including firearms, chemical, electronic and other less-than-lethal options, and munitions. Deploying police agencies may or may not have access to their own logistics, information and communication technology systems, and/or other enabling support capabilities.
- 3.5. **Disaster Victim Identification (DVI) Teams** are deployed to identify victims of a multiple fatality incident. This internationally recognised process involves a systematic collection and comparison of identification material. DVI Teams typically consist of experienced police, USAR personnel or other emergency first responders, and forensic specialists such as pathologists, specialized dentists, fingerprint experts, biologists, and crime scene examiners. Deploying DVI Teams may or may not have access to their own logistics, information and communication technology systems, and/or other enabling support capabilities.

3.6. Tailored Response Teams deploy specific capabilities to effectively respond to the needs of the Affected State. These teams may include technical specialists, experts in hazardous materials, engineers, firefighters, and other niche capabilities as required. These teams can vary in size and composition. These teams may or may not have access to their own logistics, information and communication technology systems, and/or other enabling support capabilities.

Super Typhoon Haiyan Case Study – Assisting State Civilian and Police Response



Country	Tailored Response Teams	Urban Search and Rescue	Search and Rescue Dogs	Emergency Medical Teams	Fire Fighters	Relief Supplies	Aid
Australia							\$30M
Bahrain							
Belgium							
Brunei							
Canada							\$20M
China							\$200,000
France							
Germany							\$5M
Hungary							
India							
Indonesia							\$1M
Israel							
Italy							\$1M
Japan							\$52.1M
Kuwait							\$10M
Laos							\$50,000
Luxembourg							\$400,000
Macao							\$630,000
Malaysia							
Myanmar							\$100,000
New Zealand							\$1.6M
Qatar							
Russia							\$60,000
Saudi Arabia							
Singapore							\$150,000
South Africa							
Spain							\$190,000
Sri Lanka							
South Korea							\$5M
Sweden							
Switzerland							\$6.3M
Taiwan							\$200,000
Thailand							\$280,000
Turkey							
Ukraine							
UK							\$71M
USA							\$21M

* Only includes those Countries that provided Civilian and Policing Response

4. **Regional Coordination Mechanisms.** There are a number of regional frameworks and coordination mechanisms that govern how Assisting States respond during a crisis. The regional frameworks, supporting SOPs, coordination mechanisms, and capabilities outlined below will impact an Assisting State's government civilian, policing agencies, and multinational forces operations.

4.1. Association of South East Asian Nations (ASEAN)²

- 4.1.1. The **Agreement on Disaster Management and Emergency Response (AADMER)** is a regional framework for cooperation, coordination, technical assistance, and resource mobilization in all aspects of disaster management. It provides legally binding guidelines for ASEAN states. ASEAN states operate as a coordinated multinational group when providing disaster assistance to another ASEAN member state. When non-ASEAN members respond to a disaster in an ASEAN Affected State, they may be required to comply with the guidelines set out in the AADMER, even if assistance is agreed bi-laterally.
- 4.1.2. The **ASEAN Coordinating Centre for Humanitarian Assistance (AHA Centre)** established by the AADMER, is an inter-governmental organization that is responsible for coordinating assistance from and between ASEAN states. The AHA Centre operates 24/7 and manages requests for assistance and offers of assistance following a disaster. Non-ASEAN Assisting States, UN agencies, and NGO/INGOs responding to a disaster in an ASEAN Affected State should coordinate with the AHA Centre.
- 4.1.3. Underneath the AADMER are the **ASEAN SOP for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations (SASOP)**. The SASOP outlines the procedures for disaster response in ASEAN nations. The SASOP provides: guides and templates to initiate ASEAN Standby Arrangements for disaster response; procedures for joint disaster relief and emergency response operations; and procedures for the facilitation and utilisation of Assisting State military and civilian assets and capacities.
- 4.1.4. The **Joint Operations and Coordination Centre of ASEAN (JOCCA)** is an on-site coordination system that enhances ASEAN's collective response, particularly during largescale disaster emergencies in the ASEAN region. To support the government of the ASEAN Affected State, JOCCA can provide a direct coordination interface between an ASEAN response and the National Disaster Management Office (NDMO). This coordination system allows ASEAN deployed capabilities to effectively support the Affected State government's response efforts. JOCCA is complementary to and interoperable with the OSOCC.
- 4.1.5. Through the AHA Centre, ASEAN Member States can request the mobilisation of a joint **Emergency Response and Assessment Team (ERAT)**. Teams are comprised of ASEAN government civilian and military experts. Their main role is to support the NDMO of the Affected State to conduct rapid assessments, augment regional disaster management capacity, and facilitate incoming relief assistance from ASEAN Member States. ERATs are complementary to and interoperable with UN Disaster Assessment and Coordination (UNDAC) Teams.

Super Typhoon Haiyan Case Study – Regional Coordination Mechanisms

Haiyan was one of the largest disasters that ASEAN responded to in the region. ASEAN member states immediately provided lifesaving assistance to the Philippines in the form of personnel, cash, and in-kind contributions – food, water, sanitation and hygiene, health care services, and shelter. There was a strong and generally smooth collaboration between the Philippine government and the AHA Centre. The Centre provided direct assistance to the Philippine NDMO operations and deployed ERATs who coordinated with the National Disaster Risk Reduction and Management Council (NDRRMC) in Manila and at the field level in Tacloban. The ERATs also deployed with their standard mission communications equipment to the most affected locations and quickly helped restore emergency telecommunication services most importantly between the regional offices to the operations centre in the capital. The ASEAN SASOP was used extensively throughout with the NDMOs of the other ASEAN Assisting States using the required forms and routing them through the AHA Centre.

² ASEAN member states include Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam.

- 4.2. **East Asia Summit (EAS).**³ The EAS is a regional leaders' forum for strategic dialogue and cooperation on key challenges facing the East Asia Region. Recognising the vulnerability of the region to natural disasters, EAS representatives developed the Guidelines for Rapid Disaster Response Toolkit. It outlines a planned and coordinated approach for managing offers and requests for international disaster assistance, promotes a common operating language, and enhances national preparedness, sharing capacity, and rapid response.
- 4.3. **South Asian Association for Regional Cooperation (SAARC).**⁴ SAARC is a regional intergovernmental organization established to promote the welfare of the people of South Asia. The Member States of SAARC ratified the Agreement on Rapid Response to Natural Disasters in 2016 as part of the SAARC Comprehensive Framework on Disaster Management. The Framework provides a platform for South Asian countries to strengthen the regional response mechanism for disaster preparedness, emergency relief and rehabilitation.
- 4.4. **Changi Regional HADR Coordination Centre (RHCC).** Situated at Singapore's Changi Command and Control Centre, the RHCC can be activated at the request of the Affected State to support their military with information sharing capabilities and operational coordination. This can be achieved using: RHCC's web-based OPERA Computer Information System (CIS); through the established network of International Liaison Officers (ILOs) based at the RHCC; and a scalable coordination unit (the RHCC Forward Element) that can be deployed to support the Affected State military in coordinating foreign military assistance on the ground. If the Affected State establishes a Multinational Coordination Centre (MNCC), for more information see Vol 3, Part D, Chapter 1, Annex C, Appendix 7, the RHCC can assist to support MNCC operations.
- 4.5. **France Australia New Zealand (FRANZ).**⁵ FRANZ is a civilian led arrangement that is supported by the defence forces of France, Australia, and New Zealand. Under the arrangement, the three partners agree to coordinate disaster reconnaissance and relief assistance in the Pacific when requested by partner countries.
5. **Affected State Actions.** The Affected State will exercise authority for the overall direction, coordination, and supervision of disaster response through its NDMO. It is responsible for requesting assistance as well as accepting and/or refusing international assistance. The key Affected State responsibilities under Pre-deployment, Deployment, and Transition/Re-Deployment are:
- 5.1. **Pre-deployment.** The Affected State manages the processes to obtain necessary permits or clearances, which can include Status of Forces Agreements (SOFAs), Visiting Forces Agreements (VFAs), Memoranda of Understanding (MOUs), professional accreditations, quarantine clearances, visas and entry processing, and permits for search and rescue dog teams.
- 5.2. **Deployment.** The Affected State provides advice on appropriate points of entry (airports, seaports, rail, and road) for arrival of military and civilian aircraft or vessels, their capacity, associated fees, and Reception, Staging, Onward movement, and Integration (RSOI) requirements (see Part C, Ch 9, Annex H). A Reception and Departure Centre (RDC) will be established by UNDAC, ERAT, or the first arriving INSARAG classified USAR Team. If multiple teams are expected to arrive, the RDC serves as the coordination point and assists with entry point operations in support of the Affected State.
- 5.3. **Transition/Re-deployment.** The Affected State will support the departure of the Assisting State personnel and equipment including customs, immigration, and quarantine. Gifting of any equipment or resources by the Assisting State will be at the discretion of the Affected State. The Affected State can also decide to cease or modify international assistance at their discretion. An extension of the deployment of international assistance may require a rotation of Assisting State civilian teams as these teams generally have shorter deployment cycles than their military counterparts.
6. **Principles of interagency cooperation.** A successful interagency approach is best achieved through collaboration that recognizes the strengths and capabilities of individual agencies despite differences in

³ EAS member states include all ASEAN states with the addition of Australia, China, India, Japan, New Zealand, Republic of Korea, Russian Federation, and the United States.

⁴ SAARC countries include Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka.

⁵ FRANZ partner nations include Cook Islands, Fiji, Kiribati, Nauru, Niue, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu

planning, execution, and desired end states. An integrated and flexible interagency approach will lead to successful civil-military-police interaction. The following five principles contribute to the common goal of achieving sustainable outcomes through collaborative planning, appropriate resourcing and timely responses:

- Strategic objective alignment;
- Proactive engagement;
- Promote common understanding;
- Leverage organizational diversity; and
- Ensure continuous improvement

7. Military Planning Considerations: Working With Assisting State Agencies. There are a number of planning and coordination considerations that military planners should understand when working with Assisting State government civilian and policing agencies. Interagency coordination mechanisms established for disaster response are context dependent and will be based on the Affected State's national disaster management framework, the scale and nature of the disaster, and the number and type of responding agencies.

7.1. Response Planning Considerations. The shape and nature of any Assisting State civilian and policing response will be governed by the Affected State's request(s) for assistance and their level of first response capability. Assisting State civilian and police agencies may tailor the deployment of their capabilities in-line with their pre-existing/positioned resources, capabilities offered by other states and the region, and the available skills and capabilities of international humanitarian actors. This will be negotiated either through established agreements or informal mechanisms.

7.2. Authorities. In general, Assisting State's civilian and policing agencies are responsible and/or responsive to the direction of their respective Head of Mission (HOM) or Special Representative, and also to their respective parent agency. Assisting State civilian and policing organisations should have a direct link to their own military national command element (NCE) operating within an Affected State. This should be their first point of engagement for military support, rather than through the MNCC. If Assisting State civilian and policing agencies require military assistance and do not have an NCE, or collocated diplomatic representation, they should request assistance through the appropriate coordination mechanism as established by the NDMO.

7.3. Legal Planning Considerations. The Assisting State must comply with the legal requirements of the Affected State, except where exemptions have been negotiated (SOFAs, VFAs, or other diplomatic arrangements).

7.4. Interagency Planning Considerations. Military and civilian organisations use different approaches to planning. While the military will apply assumption, process based, joint planning (for example, Military Decision Making Process International, or MDMP-I), many civilian agencies will apply a

Super Typhoon Haiyan Case Study – Role of Liaison Officers

During the crisis, the work of government, humanitarian and military actors faced several challenges, including limited sharing of information between civil and military organizations and the lack of coordination between civilian and military actors during operational planning. The need to link up the NDRRMC, with the AFP and with the personnel to include first responders out in the field with JTF Yolanda was assessed to be an essential critical enabler. Resultantly, the establishment of Liaison Officer (LNO) allowed for the focus on routine contact with counterparts of higher, lower, adjacent, supporting and supported commands; as the LNOs focused on exchanging critical information directly amongst the other key elements of other various organizations. A Philippine liaison officer (LNO) was also sent to the AHA Centre in Jakarta and worked to assist in the coordination between the Centre and the many Philippine government departments involved in the Haiyan response. Such LNO support played a crucial role in the coordination with the AFP for the timely transport of aid items, and with the Philippine Department of Social Welfare and Development (DSWD) charged with warehousing and distribution of relief goods and other aid.

planning approach based on the needs of the affected population. Needs based planning often occurs in-country, is less structured, and may not synchronize directly with military planning. Information sharing and coordination between the two planning processes must occur to achieve a common operating picture. Information should be readily available, transparent, and unclassified (or declassified) to enable it to be shared across multiple information technology systems and used by other agencies and nations. Whenever possible, liaison officers (LNOs) should be exchanged to ensure communication and information exchange between Assisting States and militaries.

Annex D

Interagency Cooperation: Assisting State Government Civilian and Policing Capabilities-Stability Operations

1. **Purpose.** To provide military forces with an overview of planning and execution considerations associated with assisting state government, civilian and policing capabilities that may be deployed to support a Host Nation during a Stability Operation. Additionally, this Annex aims to improve effective interagency collaboration and enable faster integration of military forces with Assisting State(s) response capabilities.
2. **Introduction.** Stabilization is one of the approaches used in situations of violence and/or conflict. It is designed to protect and promote legitimate political authority. It uses a combination of integrated civilian and military actions to reduce violence, re-establish security, and prepare for longer-term recovery, thus building an enabling environment for structural stability. A Host Nation's need for stabilization depends on its legitimacy and capacity to deliver services, as well as a range of other factors. The Fragile States Index (FSI)¹ of 178 countries produced by The Fund for Peace (FFP), is a tool that highlights pertinent vulnerabilities which contribute to the risk of state fragility.

Regional Assistance Mission to the Solomon Islands (RAMSI) July 2003-June 2017 Case Study

The Solomon Islands is archipelago to the North-East of Australia. It is an ethnically diverse country with a population of over 400,000 people and more than 70 language groups.

RAMSI, a 14-year operation, was established in July 2003 in response to a request for international aid by the Governor-General of the Solomon Islands to re-establish stability and functionality after a period of ethnic violence from 1998-2003. During this period hundreds of people were killed, tens of thousands displaced and the state was brought almost to collapse.

At the outset of the Mission, the Solomon Islands Government and the countries of the Pacific Region, through the Pacific Islands Forum, agreed on a mandate for RAMSI to address civil unrest and lawlessness, economic decline, and a dramatic drop in service delivery and government administrative standards. The key elements of the mandate were to:

- restore civil order in Honiara and throughout the country
- stabilise government finances and fight corruption
- promote long-term economic recovery and revive business confidence
- rebuild the machinery of government

2.1. Caveat.

- 2.1.1. This Annex does not cover the capabilities of, coordination with, or planning approaches of Non-Government Organizations (NGOs), International Organizations (IOs), UN agencies, civil society, and a range of non-governmental actors including media, private sector, and private individuals.
- 2.1.2. This Annex covers a range of military operations, but does not cover Humanitarian Assistance/Disaster Relief (HA/DR) or Non-combatant Evacuation Operations (NEO). Refer to [Part C, Chapter 7, Annex C for HA/DR](#) and to [Part D, Chapter 1, Annex A for NEO](#).
- 2.1.3. This Annex should be read in conjunction with [Stability Operations, Volume III, Part D, Annex I](#).

2.2. Assumptions.

¹ The Fragile States Index (FSI) is based on a conflict assessment framework that measure a State's vulnerability in pre-conflict, active conflict and post-conflict situations. The FSI uses twelve conflict risk indicators across four sectors – **Cohesion** (Security Apparatus, Factionalized Elites, Group Grievance), **Economic** (Economic Decline, Uneven Economic Development, Human Flight and Brain Drain), **Political** (State Legitimacy, Public Services, Human Rights and Rule of Law), and **Social** (Demographic Pressures, Refugees and IDPs, External Intervention).

2.2.1. The content of this Annex assumes the following:

- i. The Host Nation continues to exercise sovereignty within its territory.
- ii. In a Failed or Failing State, where government capacity is overwhelmed, Assisting State agencies may temporarily assume some functions of a sovereign state, including in the event of a catastrophic disaster, to enable stabilization (e.g. Air Traffic Controllers, Health & Education Personnel, and Customs & Border Enforcement Officers).
- iii. Government civilian and policing capabilities of an Assisting State may already exist within a Host Nation.
- iv. While the military tasking of an Assisting State may be limited in time, scope, and scale, the government civilian and policing capabilities of an Assisting State will most likely be deployed for a longer period spanning the response and recovery phases.
- v. Usually, the government civilian and policing personnel of an Assisting State will hold appropriate security clearances.

2.3. **Scope.** The contents of the remainder of this Annex are:

- 2.3.1. Broad Areas of Effort – Stability Operations
- 2.3.2. Interagency Guidelines for Stabilization
- 2.3.3. Assisting States Civilian and Policing Capabilities
- 2.3.4. Host Nation Actions
- 2.3.5. Working with Assisting State Agencies

2.4. **References.**

- 2.4.1. Australian Government Guiding Principles for Civil-Military-Police Interaction - <https://www.acmc.gov.au/australian-government-guiding-principles-for-civil-military-police-interaction-in-international-disaster-and-conflict-management/>
- 2.4.2. U.K. Principles for Stabilisation Organisations and Programmes. <http://www.sclr.stabilisationunit.gov.uk/publications/stabilisation-series/488-principles-for-stabilisation-operations-and-programmes>
- 2.4.3. Fund for Peace, Fragile States Index, <http://fundforpeace.org/fsi/data/>

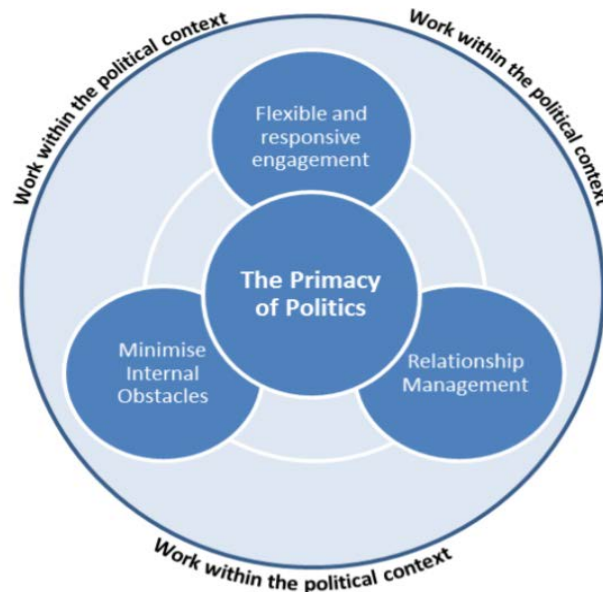
3. **Broad Areas of Effort - Stability Operations.** There are three broad areas which missions, task and activities for stability operations are arranged and organized. It is most likely that the weight of the Assisting State government civilian and policing effort will occur in building essential capacity and fostering sustainable national capacity.

- 3.1. **Restoring Security.** Tasks focus on immediate need to establish or re-establish security and a safe/secure environment in an area or crisis response situation to enable efforts in governance and economic areas to commence. Actions focus on directly ending violence and setting conditions for capacity building and conflict transformation.
- 3.2. **Building Essential Capacity.** Multinational efforts focus on building capacity across multiple sectors in the affected nation in order to prevent crisis or stop violent conflict. Integrated operations encompass a broad range of security, reconstruction, and capacity building tasks, which support national efforts to transform the environment of conflict. Efforts aim to establish conditions and enable successful, sustained security, and development under the Host Nation leadership.

3.3. **Fostering Sustainable National Capacity.** These activities encompass long term support in capacity building and reconstruction efforts that enable sustainable development under national leadership.

4. **Interagency Guidelines for Stabilization.** These guidelines, are adapted from the [UK Principles for Stabilisation Organisations and Programmes](#), and underpin how Assisting State government civilian and policing capabilities deliver stabilization activities. For these capabilities, success is determined by how far any intervention helps to increase the prospects for longer term Host Nation stability.

The diagram below illustrates the overlapping nature of the guidelines and the requirement for actions to be undertaken within the political context. For all actors, the Primacy of Politics, is deliberately identified as the central tenet to all stabilization activities.



4.1. Within the Host Nation, the guidelines are:

- 4.1.1. Work within the local and national political and cultural context to achieve a political end state.
- 4.1.2. Ensure local and national political sustainability.
- 4.1.3. Enable strong leadership and management to set and continually test objectives and priorities.
- 4.1.4. Plan iteratively; analyse continually; Deliver contextually to adapt and respond to the changing environment.
- 4.1.5. Integrate and co-ordinate to ensure coherent program delivery and efficient resource management.
- 4.1.6. Engage broadly with traditional and non-traditional partners, including state and non-state actors, marginalised groups, and armed groups.
- 4.1.7. Communicate coherently with the local population to ensure awareness of activities and the rationale behind them.

RAMSI Case Study – Goal, Lines of Effort and Principles

The overall goal of RAMSI was a peaceful Solomon Islands where key national institutions and functions of law and justice, public administration, and economic management are effective, affordable and have the capacity to be sustained without RAMSI's further assistance. The Framework focused on three key lines of effort:

- **Law and Justice Aspiration**

A secure, safe, ordered, and just Solomon Islands society where laws are administered fairly regardless of position or status, giving due recognition to traditional values and customs.

- **Economic Governance and Growth Aspiration**

A Solomon Islands achieving broad-based economic growth and a more prosperous society (including for those living in rural areas) supported by a fiscally responsible government which promotes sound economic policies.

- **Machinery of Government Aspiration** public administration that is strategic, professional, transparent, and accountable in the delivery of services and priority programs of the government of the day.

The Solomon Islands Government/RAMSI Partnership was based on a series of key principles:

- Close alignment of RAMSI activities with Solomon Islands Government's priorities and objectives, within RAMSI's mandate
- Mutual respect and trust
- Accountability, transparency, and open dialogue.
- Respect for the rule of law and for the traditional values of the Solomon Islands.
- sustainability through a continued focus on building the capacity of Solomon Islanders so that they can independently manage their affairs
- Working within and strengthening the current constitutional framework
- A strong and stable government and administration executing sound governance as the foundation for social and economic development
- Equality between women and men
- Shared responsibility for results, including through regular, joint reviews of progress against the objectives and targets contained in the Partnership Framework.

5. Assisting States Civilian and Policing Capabilities. Capabilities deployed by Assisting States will vary depending on the type of crisis and needs of the Host Nation. The scale of the response will be context dependent reflecting the extent of destabilization of the Host Nation. This assistance can include insertion of a range of advisors and specialists with expertise in: consular², humanitarian, security, economic, infrastructure, development, justice, health, education, political, social, law enforcement, etc. Deploying civilian and police agencies will require force protection, and may or may not have access to their own logistics, information, and communication technology systems, and/or other enabling support capabilities.

5.1. This expertise can be utilized within the Host Nation in the following forms:

5.1.1. Augmentation of existing diplomatic missions.

5.1.2. Embedded civilian and/or policing advisors in military forces elements.

5.1.3. Task Force: A civilian led organizational structure, tailored to the mission (e.g. Regional Assistance Mission to the Solomon Islands (RAMSI), Afghanistan Provincial Reconstruction Teams (PRTs), Special Coordinator with combined police, military, and civilians).

5.1.4. Advisors and mentors in Host Nation agencies.

² Specialist Consular Teams are deployed to support the well-being and possible evacuation of their own citizens and other approved foreign nationals following a crisis event. Evacuation operations may include military resources as a last resort.

5.1.5. Holding in-line positions (seconded) within a Host Nation's ministry or agency (e.g. Assistant Commissioner of Police or Director of Health).

5.1.6. Accredited Specialist Teams (e.g. Air Traffic Control or Sanitation teams).

5.2. **Assisting State Support.** The Assisting State can provide expertise with the following specialities (For planning purposes this list is not exhaustive).

5.2.1. **Policing Teams.** These teams deploy specific capabilities to undertake a range of tasks, to include: patrol and community policing; tactical response (including public order management, bomb response, hostage negotiation, and search and rescue); criminal investigations; forensics (including CBRN and crime scene analysis); close-personal and infrastructure protection; and capacity development. Additionally, other tasks may include the protection of civilians, police intelligence, counterterrorism, and countering violent extremism.

Depending on the nature of the request from the Host Nation and the agreed legal framework governing the deployment, police elements may deploy with a range of "use of force" options including firearms, chemical, electronic and other less-than-lethal options, and munitions. Note: unlike military forces, policing agencies cannot be covered under Status of Forces Agreements (SOFAs) arrangements with the Host Nation. Police agencies will need to establish bilateral legal frameworks with the Host Nation in order to deploy and operate (e.g. swearing in as local police, diplomatic notes, or constitutional change).

5.2.2. **Emergency Medical Teams (EMTs).** EMTs are deployed to provide medical services to impacted individuals. EMTs may work under the guidelines of the World Health Organization (WHO) *Classification and Minimum Standards for Foreign Medical Teams in Sudden Onset Disasters*. These guidelines outline the principles and core standards of registered EMTs. Depending on the needs of a Host Nation, an EMT can provide basic to advanced healthcare, including the deployment of a field hospital. There are also EMTs and individual medical personnel that do not adhere to the WHO standards and may not be standardized, interoperable, appropriately equipped, or self-sufficient.

5.2.3. **Disaster Victim Identification (DVI) Teams.** DVIs are deployed to identify victims of a multiple fatality incident. This internationally recognised process involves a systematic collection and comparison of identification material. DVI Teams typically consist of experienced police, Urban Search and Rescue (USAR) personnel or other emergency first responders, and forensic specialists such as pathologists, specialized dentists, fingerprint experts, biologists, and crime scene examiners. Deploying DVI Teams may or may not have access to their own logistics, information and communication technology systems, and/or other enabling support capabilities.

RAMSI Case Study – Assisting State Government Civilian and Policing Capabilities

RAMSI was led by an Australian Department of Foreign Affairs and Trade official (Special Coordinator) who oversaw a multinational response which included: a military Combined Task Force (CTF 635), a Participating Police Force (PPF); alongside a civilian development program comprised of a law and justice, machinery of government and economic governance and growth sectors. 2200 police and troops were developed alongside 130 civilian representatives. The 15 member countries of the Pacific Islands Forum contributed to the Mission. The countries were Australia, New Zealand, Tonga, Fiji, Papua New Guinea, Cook Islands, Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Niue, Palau, Samoa, Tuvalu, and Vanuatu.

6. **Host Nation Actions.** The Host Nation will exercise authority for the overall direction, coordination, and supervision of Assisting States. The Host Nation is responsible for requesting assistance as well as accepting and/or refusing international assistance. In the event of a Failed State or United Nations Security Council Resolution (UNSCR), the Host Nation may have limited capacity to execute these functions. The key Host Nation responsibilities under Pre-deployment, Deployment, and Transition/Re-Deployment are:

- 6.1. **Pre-deployment.** The Host Nation manages the processes to obtain necessary permits or clearances, which can include Status of Forces Agreements (SOFAs), Visiting Forces Agreements (VFAs), Memorandum of Agreement (MOAs), Memoranda of Understanding (MOUs), professional accreditations, quarantine clearances, visas and entry processing.
- 6.2. **Deployment.** The Host Nation provides advice on appropriate points of entry for arrival of military and civilian aircraft, vessels, or vehicles (airports, seaports, rail, and road), their capacity, associated fees, and Reception, Staging, Onward Movement, and Integration (RSOI) requirements (see Part C, Ch 9, Annex H).
- 6.3. **Transition/Re-deployment.** The Host Nation will support the departure of the Assisting State personnel and equipment including customs, immigration, and quarantine. Gifting of any equipment or resources by the Assisting State will be at the discretion of the Host Nation. The Host Nation can also decide to cease or modify international assistance at their discretion.

RAMSI Case Study – Host Nation Governance and Legal Authorities

While led by Australia, RAMSI's mandate was determined by the Pacific Islands Forum to ensure its activities were effective in re-establishing law and order and effective governance in the Solomon Islands. The Missions mandate were outlined in the RAMSI Treaty and The Framework for Strengthened Assistance to Solomon Islands: Proposed Scope and requirements" of 2003.

The RAMSI intervention also required changes to Solomon Island's law, the Facilitation of International Assistance Act 2003 (passed unanimously by Solomon Islands Parliament in July) provided the necessary authority for the activities of RAMSI under Solomon Islands domestic law.

7. **Working with Assisting State Agencies.** There are a number of planning and coordination considerations that military planners should understand when working with Assisting State government civilian and policing agencies.
 - 7.1. **Principles.** A successful interagency approach is best achieved through collaboration that recognizes the strengths and capabilities of individual agencies despite differences in planning, execution, and desired end states. An integrated and flexible interagency approach will lead to successful civil-military-police interaction. The following five principles contribute to the common goal of achieving sustainable outcomes through collaborative planning, appropriate resourcing, and timely responses:
 - 7.1.1. Strategic objective alignment
 - 7.1.2. Proactive engagement
 - 7.1.3. Promote common understanding
 - 7.1.4. Leverage organizational diversity
 - 7.1.5. Ensure continuous improvement

7.2. Response Planning Considerations. The shape and nature of any Assisting State civilian and policing response will be governed by the combination of Host Nation priorities, Assisting State capabilities and multinational commitments. Assisting State civilian and policing organizations should have a direct link into their own military National Command Element (NCE) and the multinational force headquarters operating within the Host Nation. To ensure strategy, policy, and operational outcomes are integrated with interagency partners, Assisting State government civilian and police personnel need to be integrated into core staff headquarters functions (e.g. C0, C3, C5) to achieve operational effects.

RAMSI Case Study – Response Planning Considerations

RAMSI highlighted the different approaches to planning for interagency operations. One of the critiques of RAMSI was that a number of military activities conducted in support of the PPF (Define PPF No Acronym) in the Solomon Islands mission demonstrated that significant differences in planning methodologies and descriptive language that each agency employed.

As a result, the police approach led to many short notice requests for: military support; an inability to prioritise tasks and assets to achieve a particular outcome; and a tendency to take inadequate force protection measures.

PPF and CJTF (Define CJTF No Acronym) personnel were able to work together at the tactical level in order to maximise their respective capabilities. There were however, cultural distinctions between the PPF and CJTF that created a number of psychological barriers. A major difference between the military and police culture was the former eight hour day shift mentality and the latter's 24/7 focus.

7.3. Authorities. In general, Assisting State's civilian and policing agencies are responsible and/or responsive to:

- 7.3.1. The direction of their respective Head of Mission (HOM)^{3,4}
- 7.3.2. A Special Representative if one is appointed
- 7.3.3. Their respective Assisting State national agency
- 7.3.4. Their respective host agency in the Host Nation

7.4. Legal Planning Considerations. The Assisting State must comply with the legal requirements of the Host Nation, except where exemptions have been negotiated (SOFAs, VFAs, or other diplomatic arrangements).

7.5. Interagency Planning Considerations. Military, police, and civilian organizations use different approaches to planning to meet their own operational objectives. While the military will apply assumption and process based joint planning (e.g. Military Decision Making Process Multinational (MDMP-M)), many civilian agencies will apply a planning approach based on the needs of the affected population. Needs based planning often occurs in-country, is less structured than the MDMP-M, and may not synchronize with military planning. Information sharing, coordination, and de-confliction between the different planning processes must occur at key interface points to achieve a common operating picture. Whenever possible, Liaison Officers (LNOs) should be exchanged to ensure communication and information exchange between Assisting States and militaries.

³ In diplomatic usage, Head of Mission (HOM) or Chief of Mission (COM) is a head of a diplomatic representation such as an ambassador, high commissioner, nuncio, chargé d'affaires, permanent representative, and to a consul-general or consul.

⁴ A diplomatic mission depending on size may include a range of specialist capabilities including defense, police, political, development, and humanitarian staff and/or advisors and can increase/surge in response to crises. Where a country does not have a diplomatic mission, they may be accredited to another country's mission.

RAMSI Case Study– End States

RAMSI, as a large scale mission, was hailed as an overall success in terms of civil-military and interagency engagement. For example, the Royal Solomon Islands Police Force (RSIPF), which had been RAMSI's main partner during the final four years of the mission, is now a capable, accountable and professional force:

- One that deserves the trust of the people it serves.
- It is a force that is ready to resume full responsibility for policing and national security.

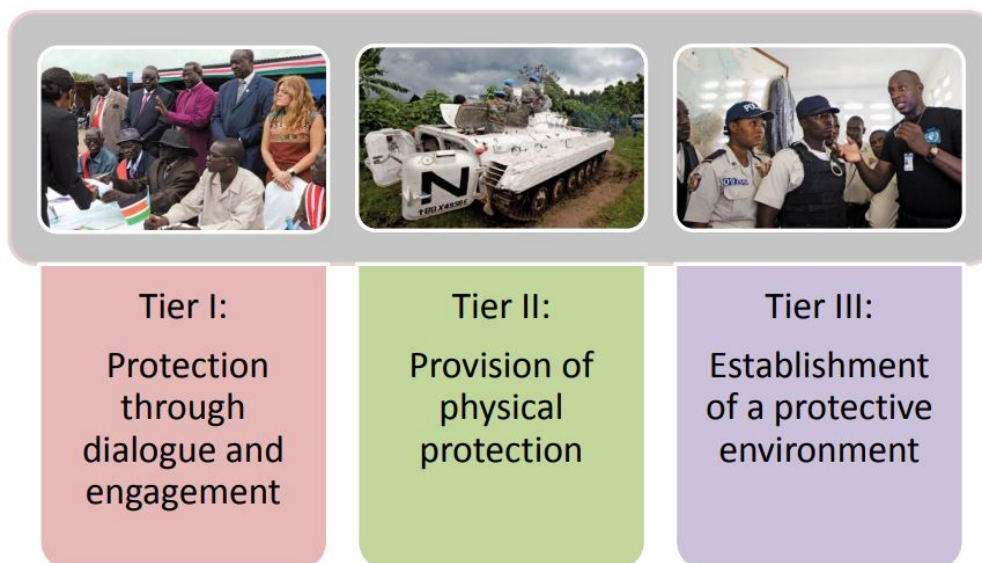
However, missions like RAMSI would benefit from clearly defined exit strategies and rigorous assessment of performance in order to control costs and maximise impact.

While RAMSI's mandate is complete, Australian and New Zealand continue to have bilateral assistance programs to support the process of recovery.

ANNEX E

MNF PROTECTION OF CIVILIANS AND AFFECTED POPULATIONS

1. **Purpose and Scope.** This annex provides overarching guidance on the protection of civilians (POC) and affected populations during MNF operations, and details specific roles and responsibilities. This guidance needs to be read in conjunction with existing international and national protection frameworks both within the operation and externally, especially in relation to local authorities, civil society actors, the civilian population, and other protection actors. For the purpose of this annex, the term “**civilian**” is used in reference to situations of armed conflict; the term “**affected population**” is used in reference to situations other than armed conflict.
2. **Objective.** The MNF aims to protect civilians and affected populations where harm may result from MNF operations, and from the conduct of other actors in the area of MNF operations.
3. **Background.** In times of crisis, law and order structures can break down and safety supports and systems may be disrupted. Complex and unstable environments may result in increased violence towards the civilian and affected populations. Increasingly, civilians have become the deliberate target of violence and other forms of exploitation, and not just accidental victims during situations of crisis. The concept of protection is not limited to armed conflict situations; it is also relevant in non-conflict crises such as natural and man-made disasters. The primary responsibility for protection rests with a host nation government and, in the cases of armed conflict, the parties to the conflict.
 - 3.1. The United Nations and the International Community consider the protection of civilians and affected populations as significant measures of operational success. Protecting civilians and affected populations enables mission success by setting conditions for a secure and stable environment, in order to hand-over to the appropriate authorities.
 - 3.2. The protection concept is multidimensional and is approached differently by contributing actors/agencies. The MNF contribution to protection will depend on the type of operation; however, physical protection tends to be attributed to military and police forces. The diagram below, displays a spectrum of protection approaches.



4. Definitions

- 4.1. **Affected Person.** A person who is affected, either directly or indirectly, by a crisis situation, but not including armed conflict.
- 4.1.1. **Directly affected.** Those who have suffered injury, illness, or other health effects; who were evacuated, displaced, relocated or have suffered direct damage to their livelihoods, economic, physical, social, cultural and / or environmental assets.
- 4.1.2. **Indirectly affected.** Those who have suffered consequences, other than or in addition to direct effects, over time, due to disruption or changes in economy, critical infrastructure, basic services, commerce or work, or social, health and psychological consequences.¹
- 4.2. **Asylum-seeker.** An individual who is seeking international protection whether as an individual or on a group basis whose claim has yet to be processed.²
- 4.3. **Civilian.** Any person who is not, or is no longer, directly participating in hostilities or other acts of violence shall be considered a civilian, unless he or she is a member of armed forces or groups. In case of doubt whether a person is a civilian, that person shall be considered a civilian.³
- 4.4. **Conflict Related Sexual Violence (CRSV).** Incidents or patterns of sexual violence that are linked directly or indirectly (temporally, geographically or causally) to a conflict, such as rape, sexual slavery, forced prostitution, forced pregnancy, forced sterilization, and any other forms of sexual violence of comparable gravity perpetrated against women, men, girls, or boys.⁴ Note: The above list is not exhaustive.
- 4.5. **Do No Harm.** A humanitarian principle that those involved in humanitarian response take steps to avoid or minimize any adverse effects of their intervention, in particular the risk of exposing people to increased danger or abuse of their rights.⁵
- 4.6. **Human Rights.** Human rights are rights inherent to all human beings, whatever their nationality, place of residence, sex, national or ethnic origin, color, religion, language, or any other status. Universal human rights are expressed and guaranteed by law, in the forms of treaties, customary international law, general principles, and other sources of international law.⁶
- 4.7. **Human Trafficking,** The recruitment, transportation, transfer, harboring or receipt of persons, by means of threat or use of force or other forms of coercion, abduction, fraud, deception, the abuse of power of a position of vulnerability, or the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation.⁷
- 4.8. **Internally Displaced Persons (IDPs),** Those persons forced or obliged to flee from their homes, in particular as a result of or to avoid the effects of armed conflicts, situations of

¹ UN Office for Disaster Risk Reduction, <https://www.unisdr.org/we/inform/terminology>

² An Introduction to International Protection (UNHCR 2005), Glossary:
<http://www.unhcr.org/3ae6bd5a0.pdf>

³ UN DPKO/DFS Policy, "The Protection of Civilians in United Nations Peacekeeping," 1 June 2017

⁴ See UN Security Council Report S/2015/203 (2015); The Rome Statute of the International Criminal Court, Art. 8(2)(b)(xxii).

⁵ SPHERE Project, Humanitarian Charter and Minimum Standards in Humanitarian Response, Protection Principle 1: Avoid exposing people to further harm as a result of your actions

⁶ Excerpted directly from "Handbook on Human Security,"
<https://www.peaceportal.org/documents/130617663/0/1+March+2016+Handbook+on+Human+Security/yeb7e0b15-a74e-4ddd-a9c3-a407ab5ebe46>

⁷ [UN Convention against Transnational Organized Crime and the Protocols Thereto, 2004;](http://www.unodc.org/documents/treaties/UNTOC/Publications/TOC%20Convention/TOCebook-e.pdf?bcsi_scan_5e8320feade9cba2=0&bcsi_scan_filename=TOCebook-e.pdf)
http://www.unodc.org/documents/treaties/UNTOC/Publications/TOC%20Convention/TOCebook-e.pdf?bcsi_scan_5e8320feade9cba2=0&bcsi_scan_filename=TOCebook-e.pdf

generalized violence, violations of human rights, or natural or man-made disasters, and who have not crossed an internationally recognized State border.⁸ Since IDPs remain within their home country, their own government has the primary role and responsibility for protecting IDPs' rights.

- 4.9. **Protection.** The concept of protection encompasses all activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and the spirit of the relevant bodies of law (i.e. International Human Rights Law [IHRL], International Humanitarian Law [IHL], also known as Law of Armed Conflict, refugee law).⁹ For purposes of this SOP, the term "Protection of Civilians" refers to situations of armed conflict.
- 4.10. **Refugee.** A person who owing to an individual well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion, is outside the country of his or her nationality, and is unable to, or owing to such fear, is unwilling to avail himself / herself of the protection of that country.¹⁰ The United Nations High Commissioner for Refugees (UNHCR) is the lead United Nations agency in providing protection to refugees. A significant concern in protection of refugees is to prevent the involuntary return of a refugee or asylum seeker to territories where his or her life or freedom may be threatened (*"non-refoulement"*).¹¹
- 4.11. **Returnees.** Persons who were displaced, either as refugees or Internally Displaced Persons, and who have returned to their homes or places of habitual residence.¹²
- 4.12. **Sexual and Gender Based Violence (SGBV).** Any type of violence that is directed against individuals or groups on the basis of their sex and/or gender. SGBV includes any act that inflicts physical, mental, or sexual harm or suffering, threats of such acts, coercion and other deprivations of liberty. While women, men, girls, and boys can be victims of gender-based violence, women and girls are the main victims. In post-conflict countries levels of SGBV can be especially high.¹³
- 4.13. **Sexual Exploitation and Abuse (SEA).** Sexual exploitation means any actual or attempted abuse of a position of vulnerability, differential power or trust for sexual purposes, including, but not limited to, profiteering monetarily, socially or politically from the exploitation of another. Sexual abuse means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.¹⁴
- 4.14. **Stateless Persons.** Persons who are not considered as nationals by any State under the operation of its law.¹⁵ Stateless persons may also be refugees or IDPs. Because issues facing

⁸ See Guiding Principles on Internal Displacement, Introduction, 2nd ¶: <http://www.unhcr.org/en-us/protection/idps/43ce1cff2/guiding-principles-internal-displacement.html>

⁹ PROTECTION OF INTERNALLY DISPLACED PERSONS, Inter-Agency Standing Committee Policy Paper, New York, December 1999, p. 4, citing Third Workshop on Protection, Background paper, ICRC (7 January 1999).

https://interagencystandingcommittee.org/system/files/legacy_files/FINALIDPPolicy.pdf

¹⁰ 1951 Convention Relating to the Status of Refugees, Art 1, ¶ A(2); 1967 Protocol Relating to the Status of Refugees, Art. 1, ¶ 2: <http://www.unhcr.org/en-us/3b66c2aa10>

¹¹ 1951 Convention Relating to the Status of Refugees, Art 33; 1967 Protocol Relating to the Status of Refugees: <http://www.unhcr.org/en-us/3b66c2aa10>

¹² Guiding Principles of Internal Displacement, Principle 28, para. 1.

¹³ DPKO-DFS Gender Forward Looking Strategy – 2014-2018, UN Department of Peacekeeping Operations and Department of Field Support (2014).

¹⁴ Secretary-General's Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse, ST/SGB/2003/13 (9 October 2003).

¹⁵ 1954 Convention relating to the Status of Stateless Persons, Chapter 1, Art. 1: http://www.unhcr.org/ibelong/wp-content/uploads/1954-Convention-relating-to-the-Status-of-Stateless-Persons_ENG.pdf

stateless persons are similar to issues facing refugees, UNHCR is the lead United Nations agency in providing protection to stateless persons.

4.15. Vulnerable Groups / vulnerable persons. Any individual or group:

4.15.1. That is at higher risk of being subjected to discriminatory practices, violence, effects of natural or environmental disasters, or economic hardship than other groups within the area

4.15.2. That require specific protection needs, such as women, children or the elderly.¹⁶

5. International Legal and Policy Framework. Owing to several notable failures to protect civilians and affected populations during humanitarian crises, disaster response, and peace-keeping operations (PKO), the international community has developed an enhanced understanding of the importance of protection at all stages of an operation.

5.1. The international concept of protection focuses on:

5.1.1. Integration of the different approaches to protection

5.1.2. Increased coordination and cooperation among contributing actors

5.1.3. Clear accountabilities and responsibilities

5.1.4. A systematic and transparent approach to monitoring and reporting.

5.2. Protection frameworks have a legal basis in IHL, IHRL, UN Security Council Resolutions (UNSCRs), in particular Protection of Civilians in Armed Conflict UNSCRs 1674 (2006) and 1894 (2009), and Refugee Law. The majority of UN missions are now mandated, at a minimum, to “protect civilians under imminent threat of physical violence.”

6. Responsibilities. Individual states bear the primary responsibility to protect their population. Guaranteeing compliance with, and promoting accountability for violations of, IHL and IHRL is fundamental to this commitment. Coordination among civil society, civilian government, military, police, and humanitarian actors on protection is essential to ensure a whole of system approach.

6.1. Expectation Management. When a MNF is deployed into a country, there is an expectation that they will protect the civilian population from physical harm. However, the MNF is one of many protection actors, and it is important to clarify the MNF’s role and contribution so as to manage the expectations of the local population and the international community. It is critical that all stakeholders, particularly the local community, are aware of the MNF’s protection responsibilities. Expectation management should also be an integral part of the communication strategy as formulated by the MNF Public Affairs Officer (PAO).

6.2. The MNF will need to work with international, regional, and local Non-Governmental organizations (NGOs), including UN agencies, the International Red Cross, the Red Crescent Movement, and other humanitarian actors who play a key role in protection, with their own specific mandates and areas of responsibility.

6.3. Civilian and affected populations are essential to addressing their own protection needs. Engagement with the civilian and affected population and promoting the participation of women is integral to the success of protection efforts.

7. Do No Harm Principle. The MNF is to follow the principle of Do No Harm when conducting its operations. The MNF is to abide by the Code of Conduct¹⁷, and breaches of the Code and military discipline are to be investigated and dealt with promptly by MNF Commanders.

7.1. Sexual Exploitation and Abuse (SEA). MNF Commanders and personnel must not accept, condone, facilitate or commit acts of SEA. Any form of exploitation or abuse by the MNF

¹⁶ U.S. Agency for International Development.

¹⁷ See MNF SOP Part C – Chapter 9 – Annex I – Appendix 1: Code of Conduct.

undermines the credibility of the force. MNF Commanders are to ensure that mechanisms are in place to prevent, report, and respond to SEA within their authority.

8. Operational Accountability

- 8.1. Missions rely upon their legitimacy with the local civilian and affected populations and external actors to ensure support for operations. Safety and security of civilians and affected populations are critical to the legitimacy and credibility of MNF operations.
- 8.2. However, failure to use force or take appropriate action in accordance with the MNF mandate may create the perception that the MNF is unwilling or unable to protect civilians or affected populations. These perceptions undermine the credibility and effectiveness of the MNF, and may invite further attacks against civilians, affected persons, other protected persons, and the MNF itself. Accountability for inaction is important to ensuring implementation of the protection mandate, where relevant.

9. Rules of Engagement

- 9.1. In order to ensure the safety and security of civilians, where appropriate, there must be Rules of Engagement (ROE) for the operation. Where there is a protection mandate, specific ROE must be developed that enable the appropriate use of force to protect people or property within the relevant legal framework. MNF Commanders must ensure that all military personnel correctly interpret the ROE. Scenario based ROE training that utilizes a context involving vulnerable populations, including contingency plans of evacuation and extraction with key protection actors, should be conducted in pre-deployment training and throughout the operation. See Part C – Chapter 9 – Annex B – Rules of Engagement for more detail.
- 9.2. Failure to act in circumstances requiring action despite being mandated to do so, and with the authorization provided by the ROE, must be dealt with by MNF Commanders. Further information on appropriate investigations and actions can be found in the Legal Annex, Code of Conduct, and nations' laws.

10. Monitoring, Reporting and Evaluation

- 10.1. Planning documents must clearly specify protection activities, incidents, and early warning indicators to be monitored. These should be coordinated with other protection actors in the MNF's Area of Operations (AO). Monitoring activity should be operation specific and detail what is to be monitored, who is collecting the data, and how it will be shared with other protection actors.
- 10.2. Planning documents must state reporting requirements. Mandatory reporting requirements include, but are not limited, to violations of IHL and IHRL, including CRSV, SEA, Human Trafficking and grave violations against children.
- 10.3. Data can serve as an indicator and/or benchmark to measure protection activities. Where possible and appropriate, all data collected should be broken down by age and sex ("age and sex disaggregated."). Examples of data collected may include: the number of men, women, boys, and girls killed, injured, raped, displaced, and kidnapped; numbers of children in the presence of armed groups; the number of violent attacks; the number of IDPs; and the population's perception of physical security (reduced/heightedened). Confidentiality and privacy issues must always be considered when sharing information, in consultation with legal staff.
- 10.4. Evaluation of the effect of MNF protection activities should be factored into current and future planning so as to ensure that MNF contribution to protection is optimized. Lessons learned from this evaluation should be integrated back into the planning cycle, SOPs and scenario based pre-deployment training.

11. **Training.** In training, it is important to utilize experts who have practical in-country experience with protection of vulnerable groups within civilian and affected populations. Protection considerations should be included in pre-deployment, induction, and ongoing training. Pre-deployment training should include, as a minimum: local cultural sensitivities and practices, protection concerns and vulnerable groups, mandatory reporting requirements, Code of Conduct,

and ROE. It is also important that protection training is streamlined with other training on IHL, IHRL, SGBV, human trafficking and child protection to build a cohesive training framework.

12. **Operational Coordination.** MNF planners are to consult and engage with relevant actors across the AO regarding protection plans to ensure effective implementation. This includes:

- 12.1. Sharing information on the threats to and vulnerabilities of civilians and affected populations
- 12.2. Developing common information, analysis, priorities and tasking
- 12.3. Conducting joint threat assessments.

13. **Operational Planning**

- 13.1. MNF Commanders are to ensure protection considerations are mainstreamed across all operational planning phases, documentation and tasking. Planners should ensure that the different needs and vulnerabilities of the civilian and affected populations are factored into all operational and tactical protection, response, monitoring and reporting processes.

- 13.2. Planning should include a detailed analysis of risks, threats, and vulnerabilities of affected populations and civilians in the AO. It should also include an assessment of the host nation's humanitarian community, and assisting states' capacities and commitments to respond to protection concerns. An example of planning considerations is provided below.

13.2.1 Threats

- i. What are the actual and potential threats being experienced by the population?
- ii. Is it likely that these threats will change over time?
- iii. Who are the main perpetrators?

13.2.2 Vulnerabilities

- i. Which characteristics of the civilian or affected population make them vulnerable to these threats?
- ii. Which geographical factors affect the civilian or affected population?
- iii. Which activities expose civilians or affected population to these risks?

- 13.3. MNF plans should detail protection roles, responsibilities, and priorities to support the operational objectives and end state, including but not limited to:

13.3.1. Protection early warning indicators

13.3.2. Information requirements

13.3.3. Operations and Fragmentary Orders (OPORDs/FRAGOs)

13.3.4. Coordination of protection activities with HN, IO, and NGOs

13.3.5. Contingency Plans

13.3.6. Monitoring and reporting mechanisms

- 13.4. Men, women, boys, and girls may experience different forms of violence and insecurity during conflict and crisis. Therefore, gender considerations are a vital part of protection and should be mainstreamed throughout all plans, procedures and tools for each stage of an operation. Part C, Chapter 8, Annex G "Gender in Operations" provides additional detail. It is particularly important that women from the affected area of operation actively participate in planning and implementation processes for prevention and response.

13.5. In addition to the rights and standards to request and access protection and humanitarian assistance,¹⁸ there are special protection needs, issues and considerations for refugees, asylum seekers, Internally Displaced Person (IDPs), Returnees, and Stateless persons. MNF planners should consult with other protection actors in addressing protection matters for these persons.

13.6. Vulnerable Groups

13.6.1. MNF planners, in consultation with relevant actors across the AO, must address the changing levels of risk to vulnerable groups during the course of the operation. Special attention should be given to transit points, holding points, places of detention, isolated locations, or camps as locations where displaced and/or transiting persons can be particularly vulnerable. An individual or group may be subject to multiple vulnerabilities. Criteria as to who is a vulnerable person will vary with each crisis.

13.6.2. Vulnerable groups may include but are not limited to:

- i. Unaccompanied & separated children (UASC)
- ii. Adult and child survivors of CRSV or SEA
- iii. Men directly targeted in armed conflicts or subject to human rights abuses
- iv. Boys and girls forcibly recruited for the use as child soldiers
- v. Migrant workers, including victims of exploitation, already caught up in a crisis, especially those whose identity documents have been withheld by their traffickers
- vi. Minorities and victims of discrimination – ethnic, racial, religious, social
- vii. Individuals who are vulnerable because of their gender, age, irregular status, or social, economic or political circumstances, etc.
- viii. Persons with disabilities including physical, sensorial, mental, and emotional conditions, including the effects of old age or illness, and forms of dependency on medical drugs or equipment.

13.6.3. Children are especially vulnerable and at risk of exploitation and abuse in both conflict and non-conflict crisis situations. Any observations of violations against children, whether in conflict or non-conflict situations, are to be reported through operational reporting processes. It may be necessary to alert Human Rights (HR) and humanitarian actors regarding these observations. The six grave violations against children during armed conflict are breaches of international law and must be reported:¹⁹

- i. [Killing and maiming of children](#)
- ii. [Recruitment and use of children by armed forces and armed groups](#)
- iii. [Sexual violence against children](#)
- iv. [Attacks against schools or hospitals](#)
- v. [Abduction of children](#)

¹⁸ See: Guiding Principles on Internal Displacement, Section I, Principle 3, para. 2; Convention on the Status of Refugees, Arts. 16 and 23 (1951); Convention Relating to the Status of Stateless Persons, Arts. 16 and 23; and International Committee of the Red Cross Customary International Humanitarian Law, Rule 55.

¹⁹ See UNSCRs 1612 and 1882; and Working Paper No. 1, Office of the Special Representative of the Secretary-General for Children and Armed Conflict (November 2013).

vi. [Denial of humanitarian access for children](#)²⁰

13.7. **Returnees.** The preferred solution for refugees and internally displaced persons in crises is for them to return to their homes. Returns should be:

13.7.1. Voluntary. The decision to return to his or her home should be made by the displaced person and neither forced (“push factors”) nor the result of undue inducements to return (“pull factors”).

13.7.2. In dignity. The returnees should be treated humanely, with their human rights respected, during and after the return process.

13.7.3. In safety.

i. Physical safety. Returnees should be protected from attack or harm.

ii. Material safety. To the extent practicable, the returnees should be able to keep their possessions.

iii. Legal safety. The returnees should have access to the police and the legal system to seek justice if they are attacked or their possessions are illegally taken.

13.7.4. Sustainable. Upon return, the returnees should have the opportunity and ability to resume their pre-displacement lives.²¹

13.8. **Sexual and Gender Based Violence (SGBV):** SGBV is a violation of Human Rights and a criminal act. During conflict and non-conflict crises, incidents of SGBV increase. Planning considerations focusing on the prevention of SGBV and protection of adult and child survivors of SGBV must be considered. MNF personnel must be aware of physical, psychological, and structural forms of violence that may occur through different phases of an operation. SGBV within or by the MNF shall not be tolerated. The table below illustrates the types of sexual and gender-based violence that may be experienced before, during and post crisis. See Part C, Chapter 8, Annex G “Gender in Operations” for further guidance.

13.8.1. **Conflict-Related Sexual Violence (CRSV).** Sexual violence in armed conflict is prohibited under all circumstances by all actors. CRSV can amount to a war crime and must be identified, countered, and defeated in the same way as other military threats. The conduct of a gender analysis will assist in determining whether CRSV is occurring or is likely to occur as a deliberate strategy of warfare, a strategy within an armed group, and/or reflects a breakdown in public order and security. Gender analysis is further detailed in Part C, Chapter 8, Annex G “Gender in Operations.”

Examples of forms of violence during crisis phases²²

	Before Crisis	During Crisis	Post Crisis
Physical forms of violence	<ul style="list-style-type: none"> Domestic violence Rape Genital mutilation Infanticide Trafficking of women as sex slaves 	<ul style="list-style-type: none"> Increases in domestic violence Rape Forced pregnancy Forced prostitution and sexual slavery 	<ul style="list-style-type: none"> Increase domestic violence Rape Honor beatings and killings
Psychological forms of violence (emotional or verbal abuse, shaming)	<ul style="list-style-type: none"> Sexual harassment in the workplace, religious institution or family Sexist humor 	<ul style="list-style-type: none"> Exploitation Abuses of power, assets and resources (e.g. sex in exchange for aid) 	<ul style="list-style-type: none"> Rape survivors and other community members may experience social stigmatization, physical and mental trauma

²⁰ See <https://childrenandarmedconflict.un.org/six-grave-violations/child-soldiers/>.

²¹ See Guiding Principles on Internal Displacement, Section V, Principle 28: <http://www.unhcr.org/en-us/protection/idps/43ce1cff2/guiding-principles-internal-displacement.html>

²² Adapted from UN Handbook of Human Security.

	<ul style="list-style-type: none"> • Shaming rape survivors • Cultural acceptance or glorification of violence against women 		
Structural forms of violence	<ul style="list-style-type: none"> • Giving boys more education, food, work and opportunities than girls • Paying women less than men for the same work, resulting in increased poverty • Placing limitations on female leadership • Excluding women from inheritance and property rights • Excluding women from government, law enforcement and decision-making processes 	<ul style="list-style-type: none"> • Often women are required to provide for all family needs during a time when food and resources are scarce • Women's needs and issues are often left out of peace settlements 	<ul style="list-style-type: none"> • Few post-crisis reconstruction/peace-making programs address women's physical and emotional needs • Women are often excluded from peace processes and other negotiations • Reconciliation processes may not address the traumatic and private effect of sexual crimes against the population

13.8.2. MNF Planning Considerations to Address SGBV. The UN has published a list of eighteen standards (with underpinning guidelines) that can be used to guide MNF activities to prevent, respond to, and monitor SGBV in crisis, emergency, and/or conflict situations.²³ Of these eighteen standards, there are seven which are particularly relevant to MNF. These have been adapted as follows:

- i. **MNF Participation.** Engaging communities, including women and girls, as active partners to end SGBV and to promote survivors' access to services. This includes ensuring the participation of women and girls, engaging men and boys, and ensuring the participation of vulnerable groups.
- ii. **National systems.** Taking action to prevent, mitigate, and respond to SGBV in emergencies by working with key partners to strengthen national systems and build local capacities.
- iii. **Monitoring, collecting, and using data.** Collecting and reporting on quality, disaggregated, gender-sensitive data on the nature and scope of SGBV and on the availability and accessibility of services informs programming, policy and advocacy. Confidentiality and protection of personal data is paramount; failure to do so may lead to further violence.²⁴ More detail is in paragraph 10 of this Annex.
- iv. **Safety and security.** Ensuring that physical safety and security measures are in place to prevent and mitigate SGBV and protect people affected by SGBV.
- v. **Mainstreaming.** Assisting other actors to ensure that SGBV risk mitigation and survivor support are integrated across humanitarian sectors at every stage of the program cycle and throughout the emergency response.

²³ Minimum Standards for Prevention and Response to Gender Based Violence in Emergencies (UN Population Fund, 2015).

²⁴ See Professional Standards for Protection Work, p. 79 et seq. (International Committee of the Red Cross, 2013)

vi. **Preparedness and assessment.** Identifying potential SGBV risks and vulnerable groups through gender-sensitive assessments/analysis and implementing risk-mitigation measures.

vii. **Coordination.** Participating in and/or leading coordination efforts between different agencies and actors, to ensure collectively aligned action to mitigate and prevent SGBV. For example, coordinating access to health and mental health services to SGBV survivors.

13.9. **Examples of MNF Protection Actions.**²⁵ The following table was developed for Peacekeeping operations; however, aspects can also apply to non-conflict situations. It can be used as a guide for MNF planners to identify operational and tactical protection activities in both conflict and non-conflict situations. Examples below include preventative and responsive measures to address protection concerns. This list is not exhaustive.

Three tiers of POC: Examples of actions for MNF operations	
Tier	Operational & Tactical Activities
Tier 1 – Dialogue and engagement to support the political process toward a durable peace	<p>This Tier may include but is not limited to:</p> <ul style="list-style-type: none"> • Liaison with primary stakeholders: bilateral and effective communication must be established with HN, state/non-state armed actors, NGOs, and any other relevant actors to enhance human rights monitoring, reporting and advocacy • Conflict resolution and mediation between parties to the conflict • Encouraging government and other relevant actors to intervene to protect civilians • Understanding the links between CRSV, SGBV and the restoration of peace and security and ensuring these are factored into negotiations • Public outreach activities and IO campaign • Key leader engagements to promote dialogue on POC issues and reconciliation activities are essential to establishing trust relationship • Role-modeling inclusive and respectful behaviors • Monitor indicators and early warnings for the prevalence of violence
Tier 2 - Provision of physical protection	<p>This Tier may include but is not limited to:</p> <ul style="list-style-type: none"> • Intervening if civilians are under threat of harm in accordance with ROE • Engage with all sections of the community, including women, to inform protection activities • Maintaining situational awareness through ongoing threat/risk assessment • High-visibility patrols, which may include non MNF actors • Conducting patrols in areas where there may be an increased threat of SGBV (ideally mixed gender teams) • Establish a reporting mechanism for violence, SGBV, SEA and other protection concerns, with special attention to protecting the confidentiality and security of any personal data • Establishing buffer / safe zones • Ensuring freedom of movement and route security for civilians, including refugees/internally displaced persons (IDP) • Defending protected areas (IDPs/Refugee camps, safe corridors)

²⁵ UN DPKO/DFS Policy: The Protection of Civilians in United Nations Peacekeeping (July 2015).

	<ul style="list-style-type: none"> • Support deployments of human rights staff to areas at risk of human rights violations • Accommodation and facilities design and management that considers the different needs of men and women, boys and girls • Designing, disseminating and training on the application of appropriate ROE/Directives on the use of force • Establishing checkpoints, reporting structures, and Early Warning Centers (EWC) including emergency hotlines • Alerting human right actors for better assessment and monitoring, information gathering, sharing, and analysis • Developing mechanisms for engagement such as Community Alert Network (CAN)²⁶ and Joint Protection Teams (JPT)²⁷
Tier 3 – Rights based approach to establish a protective environment	<p>This Tier may include but is not limited to:</p> <ul style="list-style-type: none"> • Promoting and protecting Human Rights, including measures to end human rights violations • Advocacy and access to humanitarian support • Promoting justice and establishing rule of law • Supporting security sector reform, which incorporates a gender perspective • Facilitating security conditions that are conducive to the voluntary, safe, dignified and sustainable return, or resettlement of refugees and IDPs • Ensuring civilians have access to food, water, sanitation, medical, health, and shelter in protected areas • Monitoring, analyzing, and documenting vulnerabilities and harm to civilians • Consolidation activities including: collecting evidence, conducting human rights investigations, promoting accountability for violations (Human Rights, POC, Child Protection, and Gender advisors) • Drafting formal reports for follow-up with relevant authorities

²⁶ **Community Alert Network (CAN):** A network established in a community for wider engagement, exchange of information and to alert the community and protection actors in times of crisis.

²⁷ **Joint Protection Team (JPT):** A multi-sectoral team which could be composed of a mixture of representatives of MNF, humanitarian, GO and NGO actors.

References:

“Addressing Human Trafficking and Exploitation in Times of Crisis, Evidence, and Recommendations for Further Action to Protect Vulnerable and Mobile Populations,” International Organization for Migration (IOM), Dec 2015: <https://publications.iom.int/books/addressing-human-trafficking-and-exploitation-times-crisis>

Australian Guidelines for the Protection of Civilians: https://www.acmc.gov.au/wp-content/uploads/2016/01/160128_POC-Guidelines.pdf

DPKO-DFS Core Pre-deployment Training Materials (CPTM 2017) for United Nations Peacekeeping Operations: <http://research.un.org/revisedcptm2017>

Handbook on Human Security: A Civil-Military-Police Curriculum, March 2016: <https://www.peaceportal.org/documents/130617663/0/1+March+2016+Handbook+on+Human+Security/eb7e0b15-a74e-4ddd-a9c3-a407ab5ebe46>

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Protection Guidance Manual, World Food Program, September 2016: <https://docs.wfp.org/api/documents/WFP-0000013164/download/>

Protection of Civilians: Implementing Guidelines for Military Components of United Nations Peacekeeping Missions, February 2015

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Protection Mainstreaming Training Package, Global Protection Cluster 2014: http://www.globalprotectioncluster.org/assets/files/aors/protection_mainstreaming/PM_training/1_GPC_Protection_Mainstreaming_Training_Package_FULL_November_2014.pdf

UN Women: Addressing Conflict Related Sexual Violence - An Analytical Inventory of Peacekeeping Practice, 2nd Ed, October 2012: <http://www.resdal.org/wps/assets/04dananalyticalinventoryofpeacekeepingpracti.pdf>

CHAPTER 8

SPECIAL STAFF PROCEDURES

1. **Introduction.** This chapter outlines the Special Staff procedures within the CTF Headquarters.
2. **Special Staff.** The special staff (sometime called “personal staff” or “commander’s personal staff”) provides direct input to the Commander, CTF (CCTF) on specific functional areas that fall outside the normal C1 to C7 functional areas. This areas have shown historically to be critical for effective CTF mission accomplish and attainment of CTF operational end states for a given crisis. The starting point for the CTF Special Staff organization consists of the following staffs:
 - 2.1. Legal.
 - 2.2. Finance.
 - 2.3. Public Affairs.
 - 2.4. Protocol.
 - 2.5. Medical.
 - 2.6. CBRN-TIM.
3. **Staff Activation and Planning considerations.** It is essential that the above functional areas be activated and formed early on in the CTF command formation, and, in turn, integrated into the CTF planning process. These functional areas deserve special focus early on in the planning process since historically they tend to be underestimated in many past multinational crisis. And, once one of these areas is identified as a key area (or problem area) it is very hard to get back “on track” with what is required for support of CTF operations. As such, resourcing of these staffs deserve special consideration and attention.

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Annexes:

Annex A: MNF Legal Procedures

Annex B: MNF Finance Procedures

Annex C: MNF Public Affairs Procedures

Annex D: MNF Protocol Procedures

Annex E: MNF HSS (Medical) Procedures

Annex F: MNF CBRN-TIM Special Staff

Annex G: Gender in Operations

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ANNEX A

MNF LEGAL PROCEDURES

1. **Purpose.** This chapter provides an outline of the CTF special staff Legal Officer responsibilities and provides basic guidance for MNF legal procedures. It provides general guidance for the administration of legal support. Legal Officers must be prepared to provide counsel on those aspects of exercises and operations involving the subjects covered in this chapter. Although each legal organization possesses similar functional capabilities (e.g., administrative law, claims, contract law, criminal law, and operational law), the specific tasks performed within each of these areas differ in purpose and scope depending on the assigned mission and the nation or organization performing them.
2. **Responsibilities.** The CTF Legal Officer is the principal legal advisor to the Commander, CTF (CCTF) and is a member of the CCTF's special staff. The CTF Legal Officer is responsible for legal personnel assigned to the CTF. The CTF Legal Officer provides legal services to the CTF and coordinates with the Supported Strategic Commander's Legal Officer to optimize legal support to the CTF. The CTF Legal Officer's responsibilities include:
 - 2.1. Provide legal advice to the CTF.
 - 2.2. Serve as a single point of contact, with TCC Legal Officers, for legal matters affecting forces assigned to the CTF.
 - 2.3. Ensure all plans, Rules Of Engagement (ROE), policies, and directives are consistent with the law of armed conflict and international law.
 - 2.4. Monitor claims activities within the CTF Area of Operations (AO).
 - 2.5. Monitor criminal jurisdiction matters affecting personnel within the CTF AO.
 - 2.6. Advise the CTF on differences and potential impact of the laws of participating nations.
3. **Organization.**
 - 3.1. The organization and staffing of the CTF Legal Office depends on the CTF's size, composition, and mission.
 - 3.2. Depending on the CTF's size, composition, and mission, the CTF Legal Office, in addition to meeting its own personnel requirements, must detail representatives to serve on the following board, center, or cells: Force Protection Cell, Information Operations Cell, Coalition/Combined Planning Group (CPG), ROE Cell, ROE Working Group, Multinational Command Center (M-CmdC) Coalition/Combined Coordination Center (MNCC), Civil Military Operation Center (CMOC), Coalition/Combined Targeting Coordination Board (CTCB), and/or Coalition/Combined Fires Element (CFE).
 - 3.3. CTF Legal Office Organizations.
 - 3.3.1. An example of a CTF Legal Office coordination relationships and starting point organizational structures are outlined at Figure C-8-A.1 and A.2.

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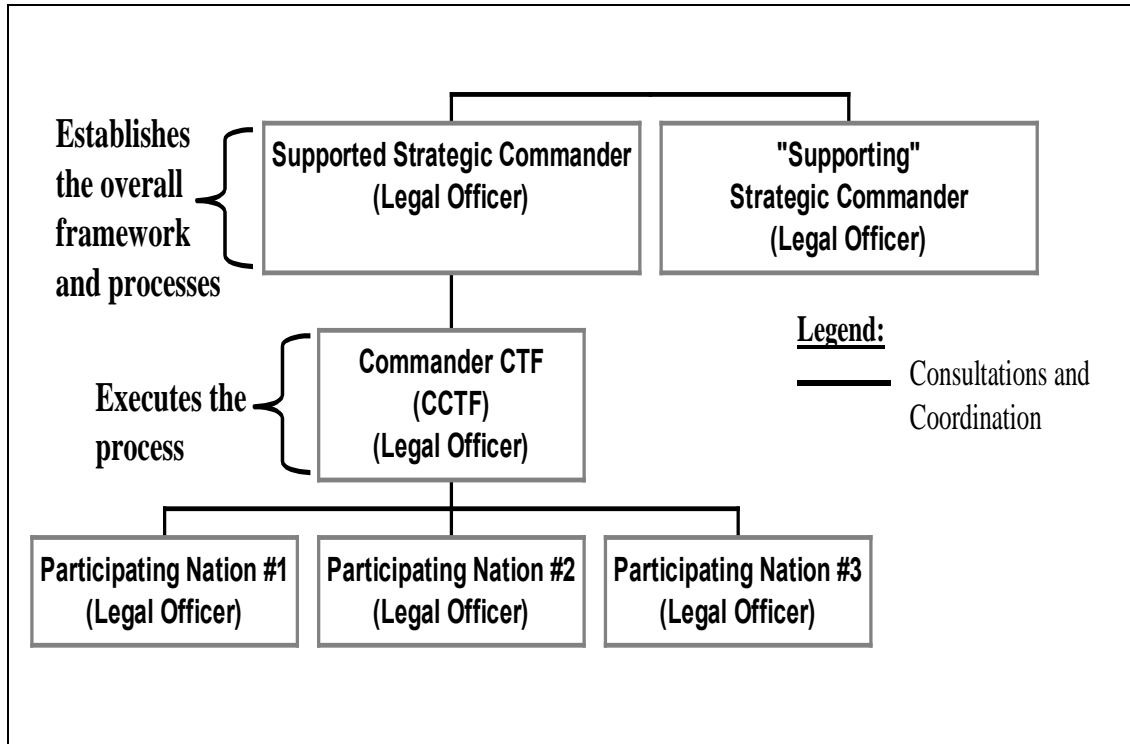


Figure C-8-A.1: Legal Officer CTF Organizational Concept

The suggested legal staff organization structure is outlined in the below diagram.

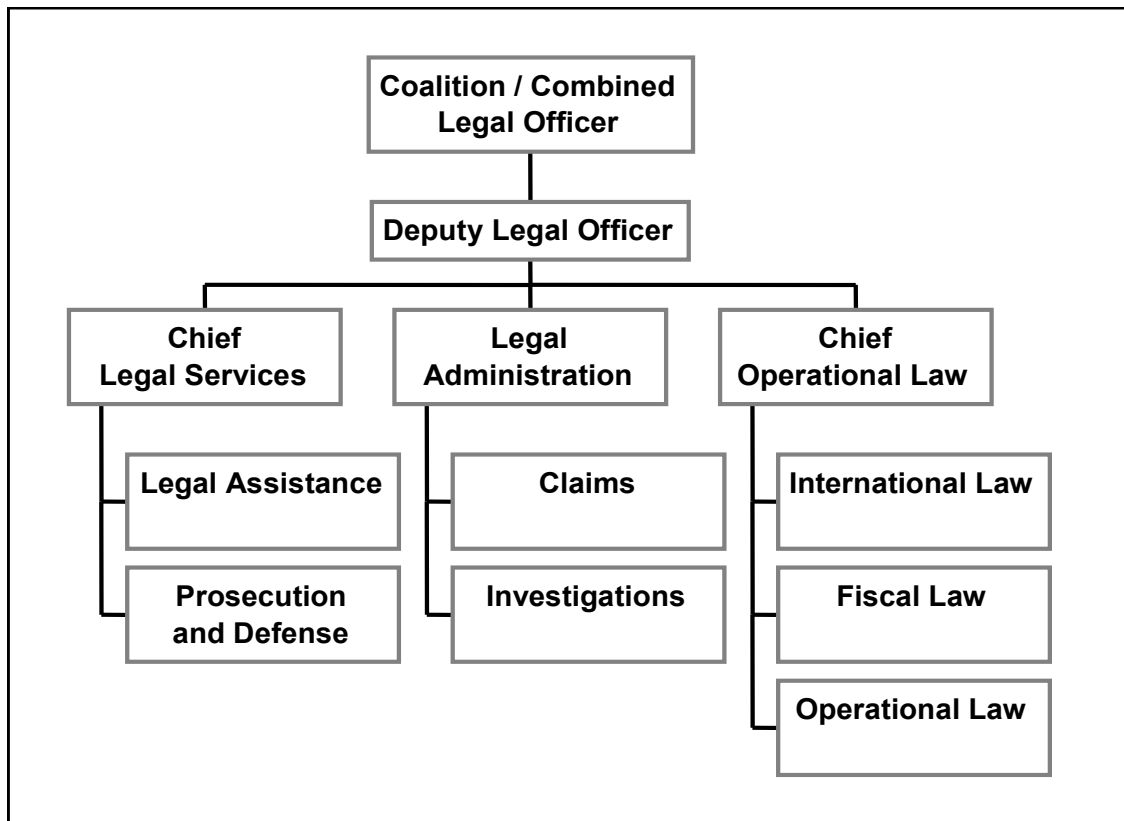


Figure C-8.2 Legal Staff Organization

4. Tasks, functions, and procedures. The CTF Legal Officer's duties and responsibilities will depend on the size, composition, and mission of the CTF. A list of duties and responsibilities that a CTF Legal Officer may be called upon to perform follows:

4.1. Formation, deployment, and management of the Legal Staff.

4.2. Planning, coordination, and supervision.

4.2.1. Plan legal support for the CTF. Prepare input to the CTF Operation Plans and/or Orders.

4.2.2. The legal appendix should reflect the legal estimate developed during the planning process.

4.2.3. Describe any legal considerations, authorities, and limitations that may effect implementation of the plan or order. Identify applicable host nation and mutual support agreements.

4.2.4. Define key terms.

4.2.5. Coordinate policies and procedures, assign responsibilities, and address the legal aspects of the operation, which may include the following:

i. Provide legal services to the CTF.

ii. Submit and receive legal status reports.

iii. Authority under international law for military operations and the use of force, including Freedom Of Navigation (FON) and overflight of international and national airspace in support of military operations.

iv. Responding to issues surrounding criminal jurisdiction of personnel.

v. Identifying Status of Forces Agreement (SOFA) issues.

vi. Negotiating and concluding international agreements.

vii. Reporting and investigating serious incidents (e.g., fratricide, violations of the law of armed conflict, and noncompliance with ROE).

viii. Responding to requests for political asylum and temporary refuge.

ix. Provide advice on refugee and displaced person operations.

x. Civilian and contractor employees who accompany multinational forces abroad.

xi. Acquisition of real property, goods, and services during military operations.

xii. Accounting for captured weapons, war trophies, documents, and equipment.

xiii. Property transfer or disposal.

xiv. Provision of logistical support among coalition forces, host nation authorities, Non Governmental Organizations (NGOs), and International Organizations (IOs).

xv. Legal review of plans, orders, and target lists at every level.

xvi. Issues pertaining to Weapons of Mass Destruction (WMD).

xvii. Issues pertaining to the employment of Non-Lethal Weapons (NLW)

xviii. Treatment of enemy prisoners of war and detainees.

xix. Interaction with the International Committee of the Red Cross (ICRC).

xx. Environmental aspects of operations.

4.2.6. If required, prepare the legal considerations paragraph of the basic plan or order.

4.2.7. Continuously assess legal aspects of mission capability, organization, and training and education.

4.2.8. Serve as point of contact for all legal issues of coalition origin.

4.3. Disciplinary Actions

4.3.1. The CTF Legal Officer, through Chief, Legal Services, shall supervise or monitor the administration of disciplinary action throughout the CTF. The CTF Legal Officer is responsible for providing advice to the CCTF on issues of discipline.

4.3.2. Court-martial and other disciplinary jurisdiction over coalition personnel, units and detachments will be a national responsibility.

4.3.3. Immediately report all incidents that may result in judicial action by civil authority to the Supported Strategic Commander.

4.3.4. Recommend that CCTF implement uniform policies applicable to all nations within the CTF to maintain good order and discipline or preserve host nation relations (e.g., black market and currency control regulations).

4.3.5. Advise the CCTF and staff concerning host nation criminal jurisdiction over military personnel and civilians accompanying the force.

4.4. Provision of Legal Services

4.4.1. The CTF Legal Officer, through the Chief, Legal Services, will monitor and coordinate the provision of legal services throughout the CTF.

4.4.2. Advise the CCTF regarding administrative investigations over which the CTF retains cognizance. Provide legal advice to investigating officers, review their reports for legal sufficiency, and make appropriate recommendations to the appointing and/or approving authority.

4.4.3. Legal Officers from each nation will provide legal assistance to their own personnel.

4.4.4. Claims which may result in the liability of the CTF or individual nations should be addressed as follows:

i. Claims resulting from the activities of forces assigned to the CTF will be investigated, reviewed, and settled following the procedures of the nation whose activities generated the claim, or a multinational procedure that may be established.

ii. The CCTF will designate which nation(s) will investigate claims resulting from accidents involving personnel and activities.

4.4.5. Advise the CCTF and staff concerning acquisition of real property, goods, services, and other contracting issues.

4.4.6. Advise the CCTF, as appropriate, regarding the funding of military operations and fiscal law matters.

4.4.7. Advise the CCTF and staff concerning transfers or other disposition of military property.

4.4.8. Monitor accountability for loss, damage, or destruction of military property.

4.4.9. Ensure the CTF are trained on the appropriate handling of captured weapons, war trophies, documents, and equipment.

4.4.10. Ensure compliance with applicable environmental laws and policies.

4.5. Status of Forces and Host Nation Relations. The CTF Legal Officer, through the Chief, Operational Law, is responsible for providing legal advice on status of forces and host nation relations.

4.6. Operational Law Considerations

4.6.1. The CTF Legal Officer, through the Chief, Operational Law, will advise the CTF on the legal authority for the conduct of military operations, specifically, as they relate to the Law of Armed Conflict (LOAC).

4.6.2. The CTF Legal Officer will provide advice and guidance on the development and implementation of supplemental ROE.

4.6.3. Assist in preparing the ROE request and authorization messages.

4.6.4. Ensure all alleged violations of the LOAC are promptly reported, investigated, and, where appropriate, remedied by corrective action.

4.6.5. The CTF Legal Officer will support the Targeting Cell and the Coalition/Combined Targeting Coordination Board (CTCB). All targets will be reviewed for compliance with the LOAC.

4.7. Provide training to the CTF on the LOAC, ROE, standing and general orders issued by the CCTF, international and host nation law, and other subjects as appropriate.

5. Considerations.

5.1. Selected International Agreements, LOAC, Treaties Governing Land Warfare, The Law of Land Warfare, and other applicable armed conflict legal guidelines and documents will govern CTF forces in the conduct of operations under this chapter. Commanders are responsible to ensure persons subject to their authority are aware of the limitations and standards imposed by international law and that personnel adhere to such standards. Refer to Part C, Chapter 9, Annex I (Standards of Conduct for CTF Operations; Appendix 1 [Code of Conduct]; Appendix 2 [Arrest and Detention]; Appendix 3 [Management of Remains and Information on the Dead]).

5.2. CTF forces shall treat civilian detainees and the local populace of foreign countries consistent with humanitarian international law and International Human Rights Law, where applicable.

5.3. Where applicable, Status of Forces Agreements (SOFAs) will govern jurisdiction of multinational forces. If sufficient protections do not exist, consider proposing an agreement with the host nation.

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Appendix

Appendix 1: International Humanitarian Law / Law of Armed Conflict

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APPENDIX 1

INTERNATIONAL HUMANITARIAN LAW / LAW OF ARMED CONFLICT

1. **Purpose:** Annex I outlines key aspects of the International Humanitarian Law for the Coalition / Combined Task Force (CTF). International Humanitarian Law (IHL) is also known as the Law of Armed Conflict (LOAC) or the Law of War (LOW). All Troop Contributing Countries (TCC) shall remain bound by their national IHL obligations in CTF operations.

- 1.1. IHL is a set of rules which seek, for humanitarian reasons, to limit the effects of armed conflict.
- 1.2. IHL protects persons who are not or are no longer participating in the hostilities and restricts the means and methods of warfare.
- 1.3. IHL/LOAC apply in situations of armed conflict. In situations where the IHL /LOAC does not legally apply, national laws, the Code of Conduct discussed at Part C, Chapter 9, Annex I, the basic spirit of IHL/LOAC , and International Human Rights Law should provide appropriate guidance for CTF operations.
- 1.4. TCC deploying CTF forces should be trained in IHL/LOAC, especially since the operational situation may escalate into armed conflict.

2. International Humanitarian Law / Law of Armed Conflict

- 2.1. International humanitarian law / law of armed conflict are part of international law and are the body of rules governing relations between States. IHL/LOAC is contained in agreements between states (treaties or conventions), in customary rules, which consist of State practices considered by them as legally binding, and in general principles.
- 2.2. In situations of armed conflict, as defined by customary international law, IHL/LOAC :
 - 2.2.1. Applies only once a conflict has begun; applies equally to all sides regardless of who started the conflict; and applies in all situations without exception.
 - 2.2.2. Binds all actors to an armed conflict: in international conflict it must be observed by the states involved, whereas in internal conflict binds the government as well as the groups fighting against the government or among themselves if the provisions of Additional Protocol II to the Geneva Conventions are met. Thus, IHL/LOAC lays down rules applicable to both state and non-state actors.
 - 2.2.3. Does not apply to internal tensions or disturbances such as isolated acts of violence.
 - 2.2.4. Does not regulate whether a state may actually use force; this is governed by a distinct part of customary international law, as reflected in the UN Charter.
- 2.3. International *Humanitarian Law* is differentiated from International *Human Rights Law*. Although some of their rules are similar, these two bodies of law have developed separately and are contained in different treaties. Unlike IHL, human rights law applies during both times of peace and conflict, although some of its provisions may be suspended during an armed conflict.
- 2.4. A major part of IHL / LOAC is contained in the four Geneva Conventions of 1949, the Additional Protocols of 1977 and 2005.
 - 2.4.1. The four Geneva Conventions include:
 - i. First Convention: wounded and sick soldiers on the battlefield.
 - ii. Second Convention: wounded, sick and shipwrecked at sea.
 - iii. Third Convention: prisoners of war.

iv. Fourth Convention: civilians under enemy control.

2.4.2. Additional Protocols of 1977 and 2005:

i. First Protocol: international conflicts

ii. Second Protocol: non-international conflicts

iii. Third Protocol: additional distinctive emblem (crystal)

2.5. Other agreements prohibit the use of certain weapons and military tactics and protect certain categories of people and goods. These include but are not limited to: 1954 Convention or the Protection of Cultural Property in the Event of Armed Conflict (plus two protocols); 1972 Biological Weapons Convention; 1980 Conventional Weapons Convention and its five protocols; 1993 Chemical Weapons Convention; 1997 Ottawa Convention on anti-personnel mines; 2000 Optional Protocol to the Convention of the Rights of the Child; and the 2008 Cluster Munitions Convention.

3. **IHL/LOAC: The essential rules.** These essential principles and rules summarize the essence of IHL/LOAC.

- 3.1. Neither parties to the conflict nor members of neither their armed forces nor the CTF have an unlimited right to choose methods and means of warfare.
- 3.2. It is forbidden to use weapons or methods of warfare that are likely to cause superfluous injury or unnecessary suffering.
- 3.3. It is prohibited to employ methods or means of warfare which are intended, or may be expected, to cause widespread, long term and severe damage to the natural environment.
- 3.4. Parties to a conflict and the CTF must at all times distinguish between the civilians and combatants in order to spare the civilian population and civilian property. Neither the civilian population as whole nor individual civilians may be attacked.
- 3.5. Attacks shall be made solely against military objectives.
- 3.6. All feasible precautions must be taken to avoid incidental civilian casualties and damage to civilian property.
- 3.7. It is forbidden to kill or wound an adversary who surrenders or who is no longer taking part in the fighting.
- 3.8. Captured combatants and civilians who find themselves under the authority of the adverse party or the CTF shall in all circumstances be treated humanely and without any adverse distinction based on race, gender, religious convictions or any other grounds. They must be protected against all acts of violence or reprisal. They are entitled to exchange news with their families and receive aid. They must enjoy basic judicial guarantees. No one shall be submitted to physical or mental torture, nor to cruel or degrading treatment.
- 3.9. The wounded and sick must be collected and cared for by the party to the conflict and/or the CTF which has them in its power. Medical and religious personnel, and medical establishments, transports and equipment must be respected and not attacked.

The Red Cross, Red Crescent or Red Crystal on a white background is the protective sign indicating that such persons and objects must be respected and not attacked.



Figure C-8-A-1.1: Official Symbols signifying the Red Cross, Red Crescent, and Red Crystal

4. **Violations of international humanitarian law**

- 4.1. Violators of international humanitarian law are subject to prosecution.
- 4.2. National contingent commanders have primary responsibility to ensure compliance with and enforcement of IHL/LOAC.

5. References

- 5.1. International Committee of the Red Cross (ICRC), What is International Humanitarian Law; International Humanitarian Law: the Essential Rules; The Geneva Conventions: the Core of International Humanitarian Law (www.icrc.org)
- 5.2. United Nations Secretary-General's Bulletin, Observance by United Nations forces of international humanitarian law, ST/SGB/1999/13

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ANNEX B

MNF FINANCE PROCEDURES

1. **Purpose.** This chapter outlines the duties and functions of the CTF Finance Officer and the relationship to the Supported Strategic Commander Finance Officer.
2. **General.** The CCTF will designate the CTF Finance Officer as a special (personal) staff officer who works for the CTF Chief of Staff. Normally the Finance Officer does not work under any other principle staff, but often collocates with the CTF C4 for efficiency of operations. In a smaller CTF organization, the finance function may be performed within the C4 organization.
 - 2.1. The purpose of CTF financial management is to support mission accomplishment by coordinating the financial support of all CTF operations. The Finance Officer is the officer responsible for coordinating the respective nations' fiscal responsibilities within the CTF.
 - 2.2. Finance is a national responsibility unless other arrangements have been made and approved. The CTF Finance Officer manages this mix of responsibilities and resolves funding issues for the CCTF. Finance operations provide the necessary funds to conduct CTF operations, provide national support, and provide contracting requirements.
 - 2.3. It is key to recognize that the Supported Strategic Commander must have an established framework, agreements, procedures, and processes for handling funding issues for a multinational effort.
 - 2.4. The CTF finance officer's primary responsibility is the actual processing, tracking, and resolution of operational funding actions. This allows the CTF to focus on execution actions that directly support mission requirements.
 - 2.5. It is essential that each participating nation have a dedicated and appointed Finance Officer (may be dual-hatted position) that represents the respective nation within the CTF in terms of funding issues. Each participating commander must likewise appoint a dedicated Finance Officer that oversees his respective nations' funding actions and links with the Supporting Strategic Commander to coordinate national and shared funding actions. The National Command Element (NCE) within the CTF HQs will be directly involved in all funding actions for their respective nations using their respective finance Officers.
3. **Organization.** Figure C-8-B.1 provides the organizational concept for the Finance staff organization within a multinational effort (and CTF command). As shown, each level of command has a designated Finance Officer. The CTF Finance Officer is the critical link for management and control of the funding process.

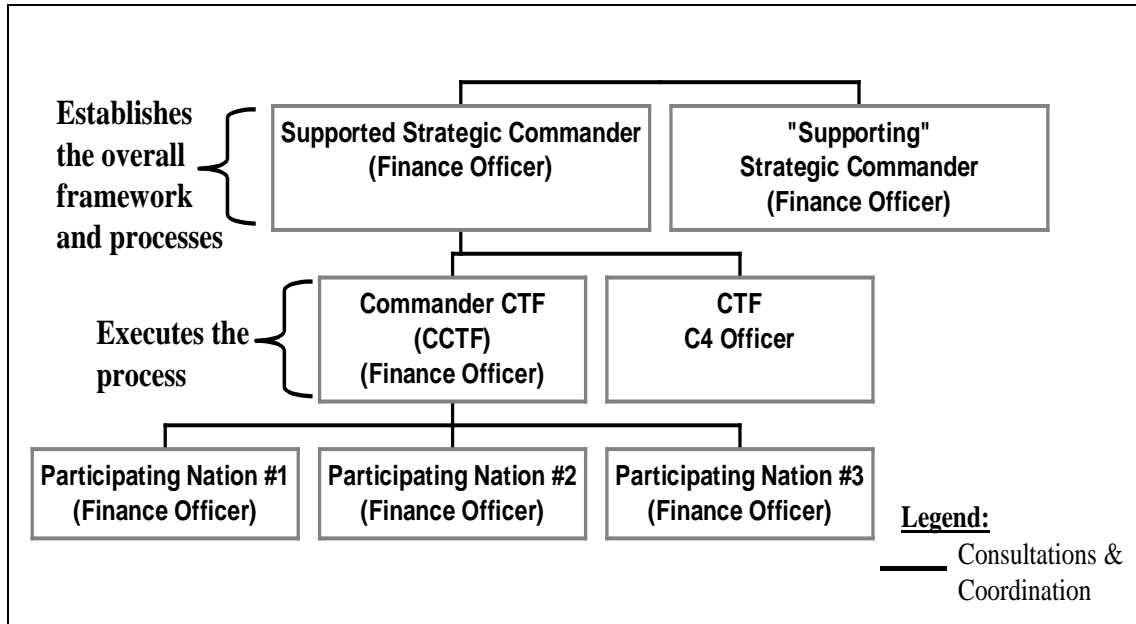


Figure C-8-B.1: Finance Officer CTF Organizational Concept

4. Responsibilities with associated tasks, functions, and procedures

- 4.1. Serves as financial advisor to the CCTF and as the focal point for CTF financial management matters.
- 4.2. Provides financial advice and recommendations to the CCTF: Once approved by the Lead Nation National Authorities, the Supported Strategic Commander will issue notification that includes appropriate fiscal and logistics guidance to the CTF and respective participating commanders. The CTF Finance Officer advises the commander concerning the effective use of available resources.
 - 4.2.1. Financial managers actively participate in planning groups and the planning process. Early and active participation in the deliberate and crisis action planning processes assists in successful integration of all financial management efforts.
 - 4.2.2. The CTF Finance Officer should assess the financial capabilities and arrangements within the CTF AO. The CTF Finance Officer will recommend CTF AO financial management policies and develop the concept of finance operations support outlined in the financial management appendix to the OPLAN and/or OPORD.
 - 4.2.3. Coordinates with CTF C4 on logistics and contracting requirements to ensure that they complement each other's responsibilities. Participate in the CTF C4 planning groups and boards as required. In coordination with the CTF C4, develop a system for prevention of fraud, waste, and abuse.
 - 4.2.4. Coordinates with other staff members concerning their financial management requirements and provide them guidance to meet their financial management responsibilities.
- 4.3. Prepares the financial management appendix, in coordination and consultation with C4, for the CTF OPLANs and OPORDs.
 - 4.3.1. Once a Course of Action (COA) is selected, the CTF Finance Officer develops the financial management appendix to the OPLAN or OPORD that provides the resource management policy and guidance.
 - 4.3.2. This appendix must include which respective participant is funding any unique aspects of the operation. The financial management appendix should reflect support of logistics requirements.
- 4.4. Establish CTF financial management responsibilities for participating countries including logistics Role Specialists Nations (RSN). Based on the mission and geographic locations of components, the CTF Finance

Officer may coordinate the designation of an Executive Agent (EA) for specific financial management functions or special support requirements.

4.5. Prepare budget estimates for the CTF.

4.5.1. Budget estimates, operating budgets, and financial plans will identify budget requirements for the CTF operations.

4.5.2. For emergent operations, preliminary cost estimates are developed before or early in the deployment of military forces.

4.5.3. Preparing the estimates involves making assumptions about a variety of factors such as the operation's duration, logistic support, force size, environmental conditions, transportation, and special pay and allowances.

4.6. Establish and maintain management controls to ensure the efficient use of resources.

4.6.1. Distribution and control of funds remains a national responsibility. Management control procedures will adhere to each participating nation's laws, regulations and applicable policies even when resource management functions may be temporarily suspended due to high intensity conflict. Effective and efficient fund control and certification is critical in the conduct of financial management operations.

4.6.2. Establish a Management Control Process. The CTF Finance Officer should coordinate internal controls throughout the CTF AO that will provide reasonable assurance that obligations and costs comply with applicable laws; funds and other assets are protected; and proper accounting is kept of all expenditures. This management control process should be established as soon as possible but not at the expense of operational or tactical considerations.

4.7. Determine sources of funding and obligation authority for use of those funds. Identify funding shortfalls and potential special funding sources, including any restrictions on the use of funding by participating nations (e.g. humanitarian funding must be used for HA purposes).

4.7.1. Funding the operation can present a challenge because of diverse fiscal requirements, sources, and authorities of funds. Multiple funding sources (e.g., the Supported Strategic Commander and supporting Strategic Commander, United Nations, and other participants) may be used to accommodate the constraints imposed by fiscal law. The CTF Finance Officer should work closely with the Legal Officer when making these determinations.

4.7.2. The Finance Officer must also be aware of extraordinary measures, including emergency funding authorities, which may be used to incur obligations in excess of, or in advance of, available appropriations. A thorough understanding of sources and authorities can provide resource managers with a means of remaining within the limits of the law and a method to develop alternative funding options to best accomplish the mission. To the extent that a specific funding source has not been identified for a CTF operation, participating nations should pursue additional funding authority, reprogramming, and/or supplemental appropriation requests to minimize the effect on the readiness of their component.

4.7.3. Once potential sources and authority of funds are determined, the Finance Officers will request use of various funding authorities. In many cases, contingency operations require supplies and services not available to the CTF through the normal funding process (one example is funding for transportation required in support of humanitarian relief operations). In such cases, Finance Officers may seek separate obligation authority through the appropriate channel.

4.8. Review any applicable agreements that require financial management support. When developing CTF resource requirements, the Finance Officer must review existing agreements. It is important that the command resource requirements adequately reflect the concept of logistic support. Multinational support resource requirements include, but are not limited to, contracting, transportation, support to other agencies and international organizations, foreign humanitarian assistance, and force sustainment.

4.9. Account for the costs of the operation including a breakdown of responsibilities by nation, units, funding sources, etc.

- 4.9.1. Provide reporting procedures for units to report their estimated and/or actual commitments, obligations, reimbursable costs, and estimated future costs. Reporting procedures should be simple and flexible enough to ensure accurate reporting under any circumstances. Coalition resource managers must be able to account for and receive reimbursement for the costs of supporting contingency operations by following consistent and approved procedures in determining and calculating baseline and incremental costs recorded in accounting records.
- 4.9.2. Track costs and obligations upon notification of an impending CTF operation. Each participating nation will capture and report costs to their national chains of command elements within the CTF HQs and the Supporting Strategic Commanders financial staff.
- 4.9.3. Reimbursable costs may result when providing support between nations or to organizations such as the UN, Host Nation, Non Governmental Organizations (NGOs), International Organizations (IOs), or other agencies.
- 4.10. Coordinate with contracting officials to verify funding availability for local contracting needs and determine contract payment requirements. Support of the logistics system and contingency contracting efforts is critical to the success of all coalition operations. Coalition finance units, when required, will provide funds for the local purchase of goods and services. Normally, it is more economical to purchase locally than transport from outside the CTF AO. A large percentage of the unit's contingency effort could be directed towards execution of such support functions if the financial aspects of effective and efficient mission accomplishment are not factored into the CTF Planning Process (PLANS, FOPS, and COPS).
- 4.11. Coordinate the early deployment of finance personnel into the CTF. This is necessary to meet the immediate contracting requirements of the deploying force that are not readily available from Supported Strategic Commander resources.
- 4.12. Currency Control and Support. The CTF Finance Officer, when required, is responsible for coordinating local currency procurement and control in support of CTF requirements. The CTF may set conversion limits and policies. Currency support includes supplying currency, military scrip, and, in some operations, precious metals (gold, silver) to multinational forces in the CTF AO.

5. Considerations.

- 5.1. Clear identification of national funding responsibilities and shared funding responsibilities early on in the activation phase of the CTF will greatly assist in achieving a timely initial response that is coordinated and has fiscal responsibilities clearly designated.
- 5.2. A multinational funding management process for coordinating, planning, transferring, accounting, and tracking of funding issues is an action that is critical for maintenance and furtherance of unity of effort over time. The Supported Strategic Commander plays an essential function in establishing the overall framework for the funds processes, and in turn, minimizing the amount of time and resources the CCTF must allocate for this function.
- 5.3. Prior establishment of cross-servicing and similar financial and logistic agreements will assist in the timely activation and execution of CTF operations. A thorough understanding of these agreements is a priority item for the Finance Officer.

ANNEX C

MNF PUBLIC AFFAIRS PROCEDURES

1. **Purpose.** This chapter outlines the duties and functions of the CTF Public Affairs (PA) procedures, staff organization, and the relationship to the Supported Strategic Commander Public Affairs staff.
2. **General.** Public Affairs is defined as the assessment, development, and release of accurate information to the public media as approved by the Commander CTF (CCTF) or his delegated authority concerning coalition operations.
3. **Background.** Today, the speed of military operations and advances in communications technology significantly complicate the challenges to participating nations, multinational force commanders and the participating HA/DR/PKO organizations efforts to keep the public informed. Today's news is formed by images that often move faster than journalists can provide explanation and context. So the anchors of a variety of media sources broadcasting 24 hours a day will always be looking for the strategic and operational context of the tactical operations. The pace and content of this media coverage could influence the international and participating countries public and political leaders. In turn, this can affect the strategic direction, range and duration of operations. In this sense information communication technologies have an impact on the conduct of operations equal to that of emerging weapons technologies.

3.1. Strategic Considerations:

- 3.1.1. Public affairs (PA) procedures and techniques practiced by national authorities of participating nations, the Supported Strategic Commander and the CCTF must mirror the sophistication of the news media with whom they interact. This sophistication includes both a strategy for dealing with the media and the resources required to conduct that strategy.
- 3.1.2. National strategic PA operations will operate during the entire cycle of planning, deployment, mission execution, and redeployment for each participating nation in varying degrees. Their challenge will be to provide the strategic context from their national perspective.
- 3.1.3. The multinational public affairs guidance for CTF operations will be coordinated by the Lead Nation, through the Supported Strategic Commander.
- 3.1.4. The Commander, or those delegated with the authority to release information, should ensure it is timely and expedient. Simultaneously the release must be deconflicted (detail, accuracy, and classification) to ensure it does not detract from the planning and conduct of coalition operations.
- 3.1.5. The timing and content of initial announcements and subsequent announcements at the national level will be made by the participating national command authorities. These announcements, supporting guidance, and information are normally transmitted to the respective PA personnel at all levels through Public Affairs Guidance (PAG) for that contingency operation. A template for PAG is included in Annex B to this chapter. Depending on the situation, the customs and practices of each participating nation, release authority for information such as deployment and the names of killed or wounded service members will be retained at the national level.
- 3.1.6. While coordination between participating nations will provide much of the background information to develop their PAG, CTF operational planners, and the Supported Strategic Commander need to complete a comprehensive PA Estimate of the Situation to inform all levels of the information environment and set the conditions for successful PA operations. A template for the PA Estimate of the Situation can be found at Annex A to this chapter.

3.2. Important strategic considerations to be settled early in the planning process are:

- 3.2.1. Characterization of initial media environment as hostile, neutral or supportive.
- 3.2.2. Decision to employ media pools and/or embedded media.

3.2.3. Decision to adopt active or passive PA posture.

3.3. Operational considerations.

3.3.1. The support provided to the news media must also mirror their sophistication in collecting, processing and disseminating the news. To do otherwise simply places the success of the multinational force mission in a defensive, catch-up role and fails to achieve one of its own very important missions — keeping the public informed.

i. Begin development of PA Estimate and Proposed PAG as soon as the WARNORD has been received:

i-i. Provide input to national level PAG for the Lead Nation

i-ii. Determine operational need for either media pools or embedded media

ii. Use the LNO / Planning Teams in the Coalition Coordination Center to:

ii-i. Coordinate the requirements of their national PAG to develop a Supported Strategic Commander PAG for the CCTF.

ii-ii. Coordinate Supported Strategic Commander PA products and releases,

ii-iii. Coordinate timing of national PA products.

3.3.2. Ensure that the necessary resources to support the media are provided to the CCTF. This information will be a product of the PA Estimate of the Situation (PAO CTF course of action recommendations).

4. **Mission.** The mission of CTF Public Affairs (PA) is to expedite the flow of accurate and timely information about the activities of multinational forces in the CTF AO to the public and internal audiences. News media and Public Affairs planning and coordination must be an inherent part of all CTF planning. If properly planned and coordinated, public affairs programs enhance and reinforce the CTF's mission accomplishment

4.1. The Lead Nation will be the overall coordinator of PA guidance in consultation with supporting nations. Each nation's respective Minister of National Defense / Secretary of Defense Office will have personnel designated to coordinate PA guidance, coordinate PA actions between governmental agencies, and act as the official national Point of Contact (POC) for CTF public affairs issues.

4.2. The CTF PA program includes responsibilities to conduct media relations, internal (command) information, PA planning, and community relations with host nations, other International Organizations (IO), and Non Governmental Organizations (NGOs). Each of these functions has a part to play in multinational operations, though their roles will vary with each mission. This chapter assigns responsibilities and provides guidance for PA actions.

4.3. News media representatives and military journalists will conduct first-hand and after-the-fact reporting of CTF operations. Interface with media is both situationally and nationally dependent. Information given to news media representatives must be consistent with national, and multinational operations security (OPSEC). Multinational operations present additional challenges in that the information given to news media representatives must respect and be reflective of all of the participating CTF nations.

4.4. PA efforts will be coordinated with all CTF participants to ensure common PA objectives are achieved. Some information will be unique to the host nation (HN) and to the supporting nations. Release of information such as next of kin, biographical data, and home station deployment is at the discretion of each respective nation and will be released through national command channels with no requirement to coordinate with the Lead Nation.

Note – PA and Information Operations (IO). The function of PA is a “related activity” to Information Operations.

The Public Affairs representative to the IO working group ensures public affairs communication points, media marketing, internal communications projects and community relations efforts are not in conflict with other efforts discussed in the PA coordination process. This coordination function must continue throughout all phases of the operation, from planning through to redeployment.

Deconfliction of PA with Psychological Operations (PSYOPs). Public Affairs and Psychological Operations activities **must remain separate and distinct** in the minds of the public, the media, **and in practice**.

PA and PSYOP activities should be deconflicted by the IO Working Group to preclude any possible negative impact of one operation on the other, **but PA officers should under no circumstances participate in PSYOP planning**. PSYOP issues that may impact negatively on PA operations should be brought to the attention of the Supported Strategic Commander and CCTF.

5. **Multinational Communication Integration (MCI).** Responsible for ensuring that multinational military public affairs operations support the MNF’s MCI efforts through the release of accurate (factual) public and command information, and execution of public relations activities ([refer to Part C, Chapter 9: Multinational Communication Integration](#)).

- 5.1.1. The PA staff needs to attempt to arrive at one set of PA themes and messages. However, this may prove to be challenging within multinational operations involving many nations.

- 5.1.2. The coordination and planning of PA and MCI must be an integrated action with the NCEs of the participating nations within the MNF.

- 5.1.3. The national PA and MCI guidance given to each respective nation’s military forces within the force must be coordinated as much as possible to ensure a consistent, focused, and factual themes and messages are present.

6. **Essential Planning Factors - CIB Organization, Accreditation Procedures, News Media Standing Guidelines:**

- 6.1. CIB Organization: Refer Appendix 4, Tab A.

- 6.2. Media Accreditation Procedures: Appendix 4, Tab B.

- 6.3. Standing Guideline Concerning News Media Representative: Appendix 4, Tab C.

7. **Responsibilities.**

- 7.1. CTF Public Affairs Officer (PAO)

- 7.1.1. Plans, coordinates, and conducts PA programs with the Supported Strategic Commander PAO.

- 7.1.2. Serves as the principal news media advisor and spokesperson for the CCTF.

- 7.1.3. As the principal PA adviser to the Commander, Coalition Task Force (CCTF,) the CTF PAO should not be assigned as the CIB Director.

- 7.1.4. Makes recommendation on media access options in coordination with the CTF staff. Media options include:

- i. Open Coverage

- ii. Media Pool

iii. Media Embed

iv. Individual Media Response

v. Combination of above

vi. Closed to Media

vii. Establish a Coalition / Combined Information Bureau (CIB) to serve as the day-to-day base for news media covering coalition activities.

7.1.5. Coordinates with the Supported Strategic Commander and CIB Director on all significant PA actions or problems, including contact with news media organizations.

7.1.6. Develops the PA estimate of the Situation, provides recommended PA Courses of action to the CCTF (Appendix 1) and coordinates development of PA annexes for CTF plans (Appendix 3).

7.1.7. Develops public affairs guidance for the CCTF and, in turn, provides input for the Supported Strategic Commander's public affairs guidance (Appendix 2).

7.1.8. Coordinates the release of information as follows:

i. Information concerning an operation will not be released until after the Lead Nation makes the official initial release.

ii. Unless otherwise directed by the CCTF, approve responses to queries and proposed news releases developed by the CIB; provide information copies to the Supported Strategic Commander.

iii. Following delegation of release authority by CCTF, issue press releases and news summaries within the guidance approved by the supported strategic commander. Note: the Supported Strategic Commander will coordinate with the Lead Nation national authorities.

iv. Security classification of information will be per applicable security directives. All information given to the media will be unclassified and all interviews will be on the record for personal attribution.

v. Accreditation procedures will be required for all media representatives wishing to cover the operation. Media registration at the CIB will include verifying the identity and affiliation of the media representative by picture ID. Accredited media representatives authorized to cover the operations will be issued a CTF media card and be required to carry it at all times. All CTF forces should be briefed of this ID card requirement.

7.1.9. Arrange support for news media representatives as required by the situation. This support could include: messing, berthing, and if necessary, emergency medical treatment; access to military transportation and communications facilities; and access to unclassified operational information (consistent with OPSEC guidance). Specific details concerning funding support will be addressed per CTF guidance for the specific situation.

7.1.10. Plans and coordinates logistic support in conjunction with and for the CIB and media.

7.2. Coalition / Combined Information Bureau (CIB) Director

7.2.1. Operates the CIB. The CIB acts as the coalition / combined coordination center for news media functions within the CTF.

7.2.2. Directs PA operations based on CCTF guidance.

7.2.3. Assists in the preparation of PA guidance.

7.2.4. Coordinates PA activities of participating nations.

- 7.2.5. Establishes, as needed, subordinate CIBs to accommodate media during specific phases of the operation.
- 7.2.6. If the CCTF is afloat, or is apart from the CIB staff, a separate CIB Director must be named who reports to the CTF PAO.
- 7.2.7. In coordination with the CCTF PAO, the CIB Director assists in the preparation, reviews, and updates of PA CCTF plans.
- 7.2.8. See Appendix 4, Tab A (Coalition combined Info Bureau equipment and staffing) for specific guidance on organization and responsibilities of personnel assigned to the CIB.

7.2.9. Organization.

- i. The CTF PAO serves as the commander's PA advisor and oversees all aspects of the PA operation. CTF PAO serves as the command spokesperson. The PAO concentrates on the commander's direct PA requirements and the CIB Director coordinates detailed interaction with the news media. The CTF PAO and CIB organization will remain separate and distinct from the CTF Protocol and Coalition / Combined Visitors Bureau (CVB) functions. However, coordination between the two areas should remain close.
- ii. The CTF PA organization has specific functional areas: administration, media response, media support, and command information. The CIB serves as an operating base for news media covering the coalition's activities (Appendix 4). Refer to Figure C-8-C.1 for the starting point for the CTF PA organization.

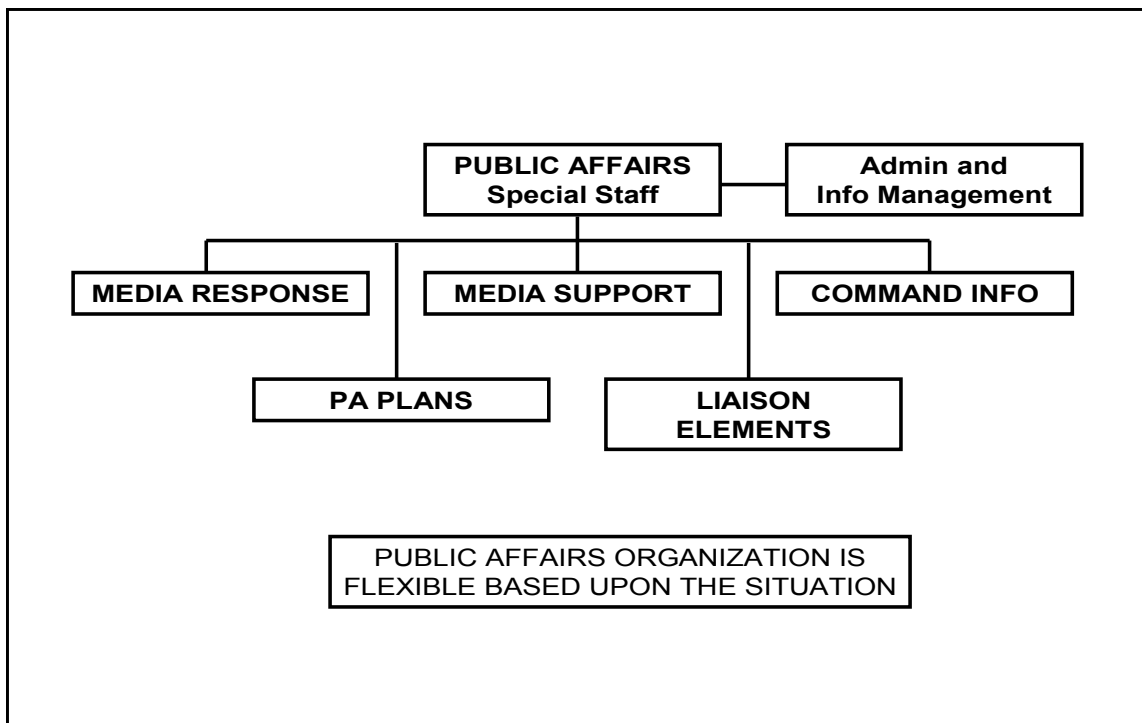


Figure C-8-C.1: CTF PA Organization

8. **Tasks, functions, and procedures.** The tasks for the CIB are listed with the responsibilities in paragraph 6 above and Appendix 4.
9. **Considerations.** Language barriers, terminology, word usage, and cultural differences and perceptions need to be factored into all PAO functions. A PAO staff should include representatives from each participating coalition nation. Interpreters with oral and written capabilities need to be permanently assigned to the CIB.
10. **Checklists.** Public Affairs immediate action checklist
 - 10.1. Requirements for CIB.
 - 10.2. Determine and make recommendation to CCTF the best arrangement for media coverage of the CTF.
 - 10.3. Determine language(s) for media releases.
 - 10.4. Special communications requirements.
 - 10.5. Generate a list of key email addresses and telephone numbers.

- 1.1. addresses and telephone numbers.
- 1.2. Personnel augmentation requirements identified and coordinated. Coalition operations center watch responsibilities stated.
- 1.3. Liaison requirements identified and staffed.
- 1.4. Host nation support availability determined, including power and communications equipment.
- 1.5. Establish point of contacts for host nation contracting requirements.
- 1.6. Initial news media analysis and estimate conducted.
- 1.7. Liaise with the Multinational Coordination Center (MNCC).
- 1.8. Daily media analysis and estimate conducted.
- 1.9. Conduct Accreditation and issue CTF Media Cards.
- 1.10. Ensure all CTF Forces are aware of the CTF Media Card Requirement.

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Appendices:

Appendix 1: PA Estimate

Appendix 2: Public Affairs Guidance

Appendix 3: Sample Public Affairs OPORD Annex

Appendix 4: Coalition / Combined Information Bureau and Advanced Echelon Planning

Tab A: Coalition / Combined Information Bureau Equipment and Staffing

Tab B: Media Accreditation Procedures.

Tab C: Standing Guidance Concerning News Media Representatives

Appendix 5: Public Affairs Mission Guidance for MNF SOP Missions

Tab A: Non-Combatant Evacuation Operations

Tab B: Personnel Recovery

Tab C: Humanitarian Assistance / Disaster Relief

Tab D: Consequence Management

Tab E: Transnational Threats

Tab F: Peace Operations

Tab G: Maritime Security Operations

Tab H: Transition Planning

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APPENDIX 1

PUBLIC AFFAIRS ESTIMATE

1. **Purpose.** This Annex outlines the PA estimate and the format.
2. **CTF PA Estimate.** This is a Starting Point for this Estimate. Specific nations may modify this estimate process to meet situational requirements.

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CTF PA ESTIMATE NO. __

1. (U) **Mission.** What is the derived PA mission?
2. (U) ***Situation and Considerations.***
 - 2.1. Information environment.
 - 2.1.1. Characterization of the media environment. Has or is media coverage likely to be hostile, neutral or supportive of MNF goals and operations?
 - i. Host Nation media. What are the major themes and tone of local coverage?
 - ii. Regional and International Media. What are the major themes and tone of local coverage?
 - 2.1.2. Public opinion.
 - i. Host Nation. What are the significant opinions and expectations of the host nation populace and government? Are they now or potentially in conflict with the objectives of Lead Nation and CTF?
 - ii. Lead Nation. What are the significant opinions and expectations of the Lead Nation populace and government?
 - iii. Participating Nations. What are the significant opinions and expectations of the participating nation's populace and government? Are they now or potentially in conflict with the objectives of Lead Nation and CTF on specific issues?
 - iv. Civilian political leaders of participating nations. Are there already or likely to be significant alternate positions that will compete with the Lead Nation messages that will complicate the task of setting the strategic and operational context of the CTF operation?
 - v. Internal command audiences of the participating nations. For example, U.S. families and stay-behind garrisons will be supportive of the action, but expecting e-mail connectivity to their units, especially those in harms way. If this internal communication loop reveals poor morale or other problems, it will come out in subsequent media coverage. There may be significant differences and potential issues as a result of the different national approaches to supporting command information and family support.
 - vi. International Relief Information Network (IRIN). What are the major themes and tone of IRIN coverage? The UN created IRIN to provide the IO and NGO community news coverage of HA/DR/PKO operations in those areas of the world where the major news organizations have not provided routine news coverage.
 - vii. Other significant nations, regional or international organizations as appropriate.
 - 2.1.3. Freedom of movement. Does the host country have sufficient cars, interpreters, transportation infrastructure to support independent press activities? Does the local security situation permit independent press operations? What are the impacts on the MNF of independent press operations?

What are the similar questions for military support to the News Media Representatives (NMR)? (Lack of freedom of movement will mean that the military will need to provide transportation and increase the amount of billeting and food support as well.)

2.1.4. Has a deployment of a Lead Nation Media Pool or other national Media Pools been conducted?

2.1.5. Existing public affairs guidance. Is there Lead Nation public affairs guidance? Which if any MNF countries have already promulgated PAG? Has the existing PAG been superseded by events?

2.1.6. Embargoed information. Is there any embargoed information from members of the CTF?

2.1.7. Non-CTF PA organizations operating in the Coalition Area of Operations (AO). Are there any military PA organizations in the CTF AO that belong to the host nation (HN) or neighboring countries? Are there any diplomatic, IO or NGO PA organizations in the CTF AO already? Are there any expected?

2.1.8. Current MNF member nation PA policy.

i. Will all of the MNF nations use the MNF SOP media guidelines or other nation's Principles of Information? Is any nation using a different PA policy? Do any MNF nations require security reviews of media products before transmission?

ii. Has the Lead Nation or any other participant nation set or do they plan to set training and evaluation requirements for News Media Representatives (NMR) before approving them for accreditation and travel?

2.1.9. Current PA-related issues faced by MNF units.

i. What are the language and cultural barriers in facilitating the presentation of the CCTF side of emerging news stories?

ii. Are there any predictable counter PA reactions by agencies and interests in the CTF AO? (Such as: attempts to portray the CTF as invaders or war criminals, by setting up our forces as the scapegoats, and/or portraying CTF members as abusers or attackers)?

iii. Will other regional, IO, and NGO spokesmen attempt to cause confusion and bickering with the CTF in its actions or statements? What impact will that have on the effectiveness of CTF operations?

2.2. Media presence.

2.2.1. Host Country Media.

2.2.2. TV: How many TV stations and in what languages? How many channels? What is their reach? State of technology?

2.2.3. Radio. How many radio stations and in what languages? What is their reach? State of technology?

2.2.4. Newspapers. How many newspapers and in what languages? What is their reach? State of technology? Internet News Sites. How many web sites in the host nation and in what languages? What is their reach? State of technology?

2.2.5. Location of satellite transmission facilities. Does the host nation have any satellite transmission facilities?

2.2.6. International Media. Answer similar questions for international media already in country and expected to arrive in country with the deployment of the CTF.

2.3. Media support requirements.

2.3.1. Domestic media:

- i. How many are there? Do they have cars and drivers?
- ii. Do they have their own production equipment, i.e., cameras, word processing equipment, editing capability, commercial telephone capability, and fax-modem?
- iii. Do they have sufficient lodging and food sources, or will they require military support?
- iv. Do they possess a host country required journalist license and accreditation with the lead nation military?
- v. What is the status of mobile phone communications?

2.3.2. Visiting and resident internationals during hostilities.

- i. Will Resident internationals be able to use own transportation to cover CTF operations? How many are normally present in the AO?
- ii. How many visiting international NMR are expected? Will the host nation restrict their arrivals? How soon are they likely to arrive? Will visiting internationals require any CTF transportation support as well as translators/military escorts to navigate and get through checkpoints and into unit areas?
- iii. How may drivers, vehicles and armed escorts need to be pre-assigned to Combined Information Bureau (CIB)? How many drivers and vehicles are available to the CIB? (NOTE: If there is a significant lack of commercially available drivers and vehicles, the PA course of action will need to consider media pooling.)
- iv. If there is an NBC threat, how will the media acquire protective gear?

2.4. Information needs and expectations. What are the significant information needs and expectations developed as a result of the media coverage and public opinion paragraph that will need to be addressed in the PA plan.

2.4.1. Host Nation

2.4.2. Lead and Participating Nations

2.4.3. Others as appropriate.

2.5. CTF PA Capability and Readiness Situation. Status of PA personnel (are there enough in the right skills), equipment (is there enough available to communicate within the CTF AO to the Supported Strategic Commander and to national authorities, as well as to support the media). Shortfalls at the following locations need to be addressed and outlined in the PAO recommendations.

2.5.1. Lead Nation PAO support channels for the CTF mission.

2.5.2. Supported Strategic Commander PAO support for the CTF mission.

2.5.3. CTF PAO.

2.5.4. CIB

2.5.5. Availability of Military Communications Channels. If the local media facilities cannot be used for whatever reasons, what military communication channels can be made available by the CTF?

- i. Radio

ii. TV

iii. Internet

iv. Print/Publications

2.6. Public Affairs Objectives. What are the PA objectives that must be met to accomplish the mission? Here are some basic objectives that apply.

2.6.1. Assist in the creation of conditions that maintain CTF participating nations and overall international confidence and support for operations by providing information and news products that demonstrate

i. The resolve of the participating nations to support the CTF mission.

ii. The military capability of the CTF to accomplish this mission.

iii. Other national or military objectives as appropriate.

2.6.2. Provide information about CTF operations to public and NMR; facilitate news media operations.

2.6.3. Provide troops with information and education products to sustain health, welfare and morale of the participating nation's forces in the CTF.

2.6.4. When or if necessary, counter the effects of propaganda attempts through an active public affairs posture by informing and educating external and internal publics of actual situation and facts.

3. (U) **Comparison of Courses of Action.** What are the advantages and disadvantages from the PA mission perspective that apply to each course of action?

NOTE: The CTF C5 Coalition Planning Group (CPG – Refer to [Part B, Chapter 2: CTF Planning Organizations](#)) develops Courses of Action (COA) for staff review. The PAO staff provides their respective staff estimates for supportability for each COA. The PA staff is an integral part of the CPG.

4. **Recommendation.** Which is the best COA from the PA perspective? What changes need to be made to other COAs to ensure PA mission accomplishment?

LAST NAME
PAO CTF

ANNEXES (not attached:

Existing PAG
Media Support Requirements
Others as necessary

APPENDIX 2

PUBLIC AFFAIRS GUIDANCE

1. **Purpose.** This Annex outlines the PAO guidance guidelines.
2. **PA Guidance.** Outlined below is a Starting Point for the CTF Public Affairs guidance. The exact guidance and format for presentation is up to the Lead Nation and will reflect the requirements of the crisis situation at hand.

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PAG Outline

Public Affairs Guidance

1. **Purpose:** This Public Affairs Guidance (PAG) is provided for coalition / combined military operations in support of the _____ operations in the _____ operating area.
2. **Public Affairs Posture.** Public Affairs posture is (active or passive). PAG from the Supported Strategic Commander to the CCTF may need to delineate the PA posture for each national contingent (to accommodate the policy of each participating nation).
 - 2.1. Active public affairs policy. Open dissemination of information to inform the news media and public about an issue or activity. An active approach is characterized by announcing the event or addressing the issue through news media advisories, news releases, personal contacts, news conferences, or other forms of public presentation. Such a policy encourages and supports news media coverage.
 - 2.2. Passive/Respond To Query public affairs policy. A responsive posture by which no direct effort is made to initiate, or participate in, the public discussion about an issue or activity. When a passive policy is in effect, authorities must be prepared to respond to news media inquiries about the issue or activity — to make brief statements to avoid confusion, speculation, misunderstanding or false information that may prevail if news media queries go unanswered.
3. **Contingency Public Statement:** This is the CTF Mission Statement worded in media-friendly terms. (Quote). (Unquote).
4. **Key Themes and Messages:** In all responses commanders should use the following key messages:

Theme #1:

Message #1:

Theme #2:

Message #2:
5. **Questions and Answers:** All are unclassified.

Question # 1:

Answer #1:
6. **Command Relationships.** Need to reduce the complexities of Command Relationships to broad concepts. For example: Who is the Lead Nation, Supporting Strategic Commander, and CCTF. Also, indicate nations providing forces and nations providing support. Focus on the coalition/multi-national effort of the operation.

- 7. Media Organizational Concepts – Media Support:** When the local situation permits, media support may consist entirely of individual NMR support for single events or a limited period of time. If the security situation precludes NMR independent travel and/or the number of reporters requesting access exceeds the military's ability to support all of them, the CCTF or SSC may direct the use of media pools. If participating nations believe that the complexity of the situation requires NMRs to remain with specific units for an extended period of time to adequately inform the public the commander may direct the use of media embeds.
- 7.1. Media Accreditation.** Any news media representative desiring access to military units and activities needs to register with the CTF and receive a background briefing on the media guidelines and the basic operation. When appropriately registered (CTF Media Card) NMR may receive media support throughout the CTF operating area according to established procedures and available resources.
- 7.2. Media Pool.** A limited number of news media who represent a larger number of news media organizations for news gathering and sharing of material during a specified activity. Pooling is typically used when news media support resources cannot accommodate a large number of journalists. The CTF National Media Pool is available for coverage of the earliest stages of a contingency. Additionally, the Supported Strategic Commander may also find it necessary to form limited local pools to report on specific missions.
- 7.3. Media Embed.** A media representative remaining with a unit on an extended basis - perhaps a period of weeks or even months. Commanders will provide billeting, rations, and medical attention, if needed, to the embedded media commensurate with that provided to members of the unit, as well as access to military transportation and assistance with communications filing/transmitting media products, if required.
- 8. Audiovisual Requirements:** This is to provide guidance to internal agencies on the following areas:
- 8.1.** Video footages – what format should it be captured and submitted in (eg. VHS or beta format).
- 8.2.** Still pictures – what resolution and format it should be captured and submitted in (eg. jpeg format).
- 8.3.** Which agency such material should be submitted to and by what time?
- 9. Internal News Coverage:** This is to provide guidance to all CTF members in their coverage of news and publicity to take into consideration cross-cultural or various national sensitivities.

APPENDIX 3

SAMPLE PUBLIC AFFAIRS OPORD ANNEX

1. **Purpose.** This Annex outlines the PAO guidance guidelines.
2. **General.** This is a starting point format. This format is flexible in terms of specific contents to meet the situational requirements of the crisis and also achieve the Commander, CTF intent and guidance.

=====

SAMPLE PA ANNEX

(Classification)

(Change from oral orders, if any)

Copy ___ of ___ copies

Issuing headquarters

Place of issue (may be in ___ code)

Date-time group of signature

Message reference no. _____

ANNEX__ (PUBLIC AFFAIRS) TO OPERATIONAL ORDER _____

References: Maps, charts, and other relevant documents

Time zone used throughout order:

1. SITUATION:

A brief general description of the situation, information affecting public affairs support, which paragraph 1 of the OPORD does not cover, and intended purpose of this annex.

Friendly forces. Outline the higher headquarters' plan (and PA annex) and adjacent unit PA plans. Provide information on friendly coalition forces, which may impact the PA mission. Note PA resources supporting the unit. (Who, where, when), (higher, allied and adjacent headquarters).

Attachments and detachments. Identify all augmenting PA units supporting this command and all attached/assigned subordinate units. Include effective dates, if applicable.

Enemy forces. List information not included in the OPLAN/OPORD, which may impact the PA mission. (Who, where, when, disinformation, rumors, propaganda and OPSEC).

Media. Identify media in the area. (Who, where, pools, US. international, local-host country).

Assumptions. List any additional assumptions or information not included in the general situation, which will impact the PA mission.

2. MISSION

Clearly, concisely state the public affairs mission. (Internal information for deployed and non-deployed forces, media facilitation and staff operations).

3. EXECUTION

Concept of operation. Briefly summarize the public affairs operation plan. Include PA priorities. (Intent --access, information, welfare, morale, will to win) (Concept--who, where, what, why, when) (Specifics--task to a subordinate; who is to do what, where, when, covers non-PAs too, actions with media: credential, train, transport)
Outline of PA tasks. Identify and assign supporting PA tasks to each element of subordinate and supporting units. Assign specific tasks to elements of the command charged with public affairs tasks, such as requirements for PA augmentation.

Coordinating instructions. Give details on coordination, task organization and groupings. List instructions, which apply to two or more subordinate elements or units. Refer to supporting appendixes (PA assessment) not referenced elsewhere. (Public Affairs Guidance, media in country, media enroute with forces, media contact report, handover checklist, and task organization).

4. SERVICE SUPPORT

A statement of the administrative arrangements applicable to this operation. If they are lengthy or are not ready for inclusion in the OPORD, these arrangements may be issued separately and referenced here.

A statement of the logistical arrangements applicable to this operation. Specific coordination should be included if possible, but arrangements may be issued separately and referenced here, if they are too lengthy. (Class I-IX and water), (Services: billets, medical, laundry and mortuary), (Transport: ground, air, TOE, tasked rented/leased, contracted).

5. COMMAND AND SIGNAL

List signal, visual imaging and satellite communications policies, headquarters and media center locations or movements, code words, code names, and liaison elements. (PAO location, media center, CIBs, sub-CIBs, phones, faxes, e-mail and web page).

ACKNOWLEDGE:

NAME (Commander's last name)
RANK (Commander's rank)

OFFICIAL:

APPENDIXES: (List PA assessment appendix)

DISTRIBUTION:

APPENDIX 4

COALITION / COMBINED INFORMATION BUREAU AND ADVANCED ECHELON PLANNING

1. **Purpose.** Outline the Combined Information Bureau (CIB) and Advanced Echelon Planning considerations and process for the CTF command.
2. **Considerations.** Early on in a CTF activation and deployment there are two foundations for effective support of the media.
 - 2.1. First, the Advanced Echelons of early deploying CTF PA personnel must be ready to handle all PAO functions (prior to deployment, during, and in the initial arrival stages within the CTF AO).
 - 2.2. Second, the early establishment of the Combined Information Bureau (CIB) core as a responsive, credible source for News Media Representative (NMRs) is essential for follow on effectiveness.
3. The CIB Location should be readily accessible to NMRs in the field but not isolated from the military command structure. Force protection requirements must also be considered as well as access to power and communications capabilities.
4. Communications should be immediately available, including both internal and external connectivity. This may include, but is not limited to radios to talk with military commanders and units, cellular phones, portable satellite equipment as a backup, commercial land lines, and internet service - both military unclassified and commercial.
 - 4.1. Experience in recent operations shows that if communications capabilities aren't available immediately upon arrival, the PA organization loses credibility and effectiveness with the news media.
 - 4.2. CIB communications hardware may be needed to support media filing stories as well.
5. Billeting must be considered for CIB members and for NMRs, especially in the early phases of an operation if other facilities are not available in the operational area. This support must be provided for members of the International Media Pool.
 - 5.1. Additionally, provide necessary personal protective gear, including flak jackets and helmets as required by the threat environment.
6. Transportation - Contracting for vehicles may be the most expedient method if such a service exists in the area. Otherwise, it will be necessary to rely on military vehicles.
7. CIB Organization Equipment and Staffing: See Tab A.
8. Media Accreditation Procedures: See Tab B.
9. Standing Guidance Concerning News Media Standing representatives: See Tab C

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Tabs:

Tab A: CIB Organization Equipment and Staffing

Tab B: Media Accreditation Procedures.

Tab C: Standing Guidance Concerning News Media representatives

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TAB A

CIB ORGANIZATION EQUIPMENT AND STAFFING

1. **Purpose.** Outlined below is a Sample Coalition/Combined Information Bureau (CIB) Equipment List. While not all inclusive, the list represents the requirements for an operation with approximately 20,000 personnel and 50 CIB members.

ITEM to be SUPPLIED	DETAILED DESCRIPTION
Van	12 Seat passenger van
Sedan	5 seat air conditioned 4 door wagon
4x4 vehicle	
Phone lines	Land lines including fax lines
Cell phones	
Data line	E1 line connection for video and still uplink
Secure communications	KY 68 secure communications
ISP	Local ISP contract
Computer	Pentium 2 266 mhz or better 64 Mb RAM 2 GB HD internet capable
Computer	P3 900Mhz 256Mb, 15Gb HD net interface card CD-Record and 100Mb Zip Drive
Software	MS Office 97 or 2000 MS Front page Adobe Photoshop 5.0
Printer	Color laser printer for hand outs to media print A3
Printer	B&W laser jet print A3
Table	Folding 100cmx200cm
Chair	Office
Chair	Folding
White Board	1.5mx2m
White Board Markers	Mixed Colors
Filing Cabinet	2 drawer
Lock box	2 drawer
Partitions	Office space
Paper	Writing Pad A4
Paper	Laser Jet A4
Paper	Gloss paper for high quality laser printing A4
TV	25inch screen
VCR	NTSC format
VCR	PAL format
Power converter	240 to 110 volt power converters
Plug adapters	Check required type or configuration
Power Board	Including surge protection 6 outlet per board
Photocopier	A3 capable, collate and staple duplex copying with service agreement including toner
Zip Drive	100 Mb external drive
Easel and Flip Chart	
Pens	Red, Blue and Black in color
Pencils	
Highlighter	Various colors
Ruler	Dual measurement
Eraser	
Stapler	Desk top
Stapler	Large
Glue	Stick
Tape	Scotch, duct, and packing
Label	A4 printer sheet
Nametag holder	
Scissors	
Floppy disk	1.44Mb

VCR tapes	VHS 30 minute
CD	Recordable for CD Burner
Zip disk	100 Mb
Folders	A4 pocket folders
File Folders	A4 size manila
Light Pro	Power Point Projector
Pointer	Laser
Lectern	

2. **Organization:** Outlined below is a sample CIB Staffing List. The CIB organization is flexible and should reflect the nature of the crisis and Commander, CTF intent and guidance. The starting point manning plan and rank follows:

2.1. CIB Director. (1)

2.2. CIB Deputy Director. (1)

2.3. Operations Officer. (1)

2.4. Operations Staff. (4)

2.5. Media Response Branch Chief. (1)

2.6. Media Response Staff. (6), 4 enlisted journalists, 2 enlisted photographers including at least 2 personnel with extensive web site maintenance and operations experience

2.7. Media Support Branch Chief. (1)

2.8. Media Support Staff. (6)

2.9. Internal Support Branch Chief

2.10. Internal Support Staff 16 enlisted journalists/photo journalists.

2.11. Administration Branch Chief. (1)

2.12. Administration Branch Staff 14 enlisted administration and supply personnel with at least 6 qualified driver

3. **CIB duties and responsibilities.**

3.1. Deputy CIB Director

3.1.1. Performs all CIB Director Functions in the absence of the CIB Director

3.1.2. Manages the day-to-day operation of the CIB.

3.1.3. Performs other functions as directed by the CIB Director.

3.2. CIB Operations Officer

3.2.1. Establishes and maintains liaison with all appropriate CTF staff elements (including CPG, M-CmdC, and Information Operations elements) to ensure a continuous flow of accurate, timely and fully coordinated information.

3.2.2. Oversees in-theater media and CIB-level internal information operations.

3.2.3. Prepares daily PA situation report.

- 3.2.4. Assesses available media products and provides the CCTF routine reports on media coverage and public opinion in respect to the operation.
- 3.2.5. Oversees planning effort to ensure information is appropriately released and media have adequate access and support.
- 3.2.6. Ensures accuracy and clarity of information displayed at the CIB for media usage.
- 3.2.7. Coordinates and prepares daily briefings as required in conjunction with the Media Response Branch Chief for new or interested press personnel.
- 3.2.8. Prepares PA estimates, plans, and orders as required.

3.3. CIB Media Response Branch Chief

- 3.3.1. Serves as the primary point of information exchange with the news media.
- 3.3.2. Responds to news media queries.
- 3.3.3. Prepares and issues news media releases.
- 3.3.4. Arranges media interviews.
- 3.3.5. Coordinates and conducts media briefings.
- 3.3.6. Prepares CTF operational briefers and assists senior commanders in their meetings with the news media.
- 3.3.7. Develops and maintains liaison with CTF COMCAM Team.
- 3.3.8. Establishes and maintains public web site.
- 3.3.9. Develop materials for marketing to media both in and away from the CTF AO including audio, still and video products.
- 3.3.10. Assist Operations Officer in conducting media analysis.

3.4. CIB Media Support Branch Chief

- 3.4.1. Performs media registration and accreditation in conjunction with host nation and per published policy
- 3.4.2. Coordinates media coverage of operations, including visits to field units.
- 3.4.3. Arranges media embarks and flights, to include preparing invitational travel orders.
- 3.4.4. Ensures efficient accomplishment of security review procedures (if implemented).
- 3.4.5. Arranges transportation, logistics, communications, messing, billeting, and media escort to support media when commercial facilities are not available. Informs media of reimbursement procedures.
- 3.4.6. Matches news media with knowledgeable escort officers to facilitate their movement around the CTF AO.
- 3.4.7. Develops, coordinates, briefs, and provides copies of news media rules to media and escorts, including categories of releasable and non-releasable information, releases for transmission and the military escort system.
- 3.4.8. Provides courier service to nearest commercial filing point.
- 3.4.9. Provides initial instruction on use of military equipment loaned to media.

3.5. CIB Internal Support Branch Chief:

- 3.5.1. Coordinates and arranges Radio and Television Service for the CTF as applicable within the CTF AO.
- 3.5.2. Coordinates Service component internal coverage.
- 3.5.3. Acquires and distributes copies of countries Defense News Summaries (like the U.S. Department of Defenses Early Bird for selected staff and for posting on the CTF homepage (Web Site).
- 3.5.4. If needed, coordinates and produces CTF official newsletter.
- 3.5.5. Coordinates support to internal media pool.

3.6. CIB Administration Branch Chief

- 3.6.1. Provides broad administrative support to the CIB staff.
- 3.6.2. Prepares daily message board of military communications.
- 3.6.3. Controls classified material.
- 3.6.4. Receives, distributes, and prepares correspondence.
- 3.6.5. Obtains required forms and publications.
- 3.6.6. Updates fact sheets, maps, and charts.
- 3.6.7. Maintains CIB suspense list.
- 3.6.8. Maintains CIB files, publications, and directories.
- 3.6.9. Maintains files of news media representative (NMR) consent forms.
- 3.6.10. Maintains files of NMRs medical information.
- 3.6.11. Serves as the ADP liaison.
- 3.6.12. Conducts all supply related functions for the CIB.
- 3.6.13. Liaison with JVB and protocol cell.
- 3.6.14. Provide drivers for the CIB.

TAB B

MEDIA ACCREDITATION PROCEDURES

1. Accreditation of News Media.

- 1.1. Accreditation of News Media Representatives (NMR) in the operational area will be accomplished by and coordinated with the Host Nation (HN) and the CTF headquarters. To gain military-supported access to the CTF AO, all NMRs will be accredited by the CTF CIB.
- 1.2. Accreditation will consist of the following assurances:

2. Media Rules.

- 2.1. Security at the source will be the policy.
- 2.2. All navy embarked stories will state that the report is coming from a general location, for example, from the Gulf of Thailand, or Sea of Japan. Stories written on land may be datelined, Eastern Thailand, Western Indonesia, etc. No specific locations will be used when filing the stories.
- 2.3. Media must remain with military escorts at all times, until released, and follow their instructions regarding all activities. These instructions are not intended to hinder reporting. They are only to facilitate troop movement, ensure safety, and protect operational security.
- 2.4. Open and independent reporting will be the principle means of covering CTF military operations. All interviews are on the record.
- 2.5. The CTF military will determine the credentials of journalists in a combat zone; journalists will be required to abide by a clear set of military security rules that protect CTF forces and their operations. Violation of the rules can result in suspension of credentials and expulsion from the combat zone. News organizations will make every effort to assign experienced journalists to combat operations and, prior to arrival in theater, to make them familiar with coalition / combined military operations.
- 2.6. Journalists should be provided access to all major military units. Special operations restrictions may limit access in some cases.
- 2.7. Military public affairs officers should act as liaisons but will not interfere with the reporting process.
- 2.8. Under conditions of open coverage, field commanders should be instructed to permit journalists to ride on military vehicles whenever feasible. The military will be responsible for the transportation of media pools.
- 2.9. Consistent with its capabilities, the military will supply Public Affairs Officers (PAOs) with facilities to enable timely, secure, compatible transmission of pool material and will make these facilities available whenever possible for filing independent coverage. In cases when government facilities are unavailable, journalists will, as always, file by any other means available. The military will not ban communications systems operated by news organizations, but electromagnetic operational security in battlefield situations may require limited restrictions on the use of such systems.
- 2.10. To protect troops and mission success, the following information will not be released:
 - 2.10.1. Exact number of troops.
 - 2.10.2. Exact number of aircraft.
 - 2.10.3. Exact numbers or specific data on equipment in the area of operations.
 - 2.10.4. Specific geographic locations of troops and units.
 - 2.10.5. Information regarding future operations or plans.

- 2.10.6. Information on specific troop and installation security measures.
- 2.10.7. Photography that would compromise operational security or other information-release restrictions.
- 2.10.8. Details on the rules of engagement for an operation.
- 2.10.9. Information on intelligence collection activities.
- 2.10.10. Information on operations currently underway against hostile targets.
- 2.10.11. Information on special operations forces.
- 2.10.12. Specific technical information on weapons employment.
- 2.10.13. Other information that could place CTF forces in jeopardy or cause mission failure if released to the public, assuming the enemy has access to CTF media reports.
- 2.11. The following information is releasable:
 - 2.11.1. Dates of arrival of major CTF units in the AO. Mode of travel (sea or air) and date of departure from home station.
 - 2.11.2. Approximate friendly force strength figures after review by the host nation government.
 - 2.11.3. Approximate friendly casualty and POW figures, by service.
 - 2.11.4. Approximate enemy casualty and EPW figures.
 - 2.11.5. Non-sensitive, unclassified information regarding air, ground, and sea operations, past and present.
 - 2.11.6. Friendly force size in an action or operation will be announced using general terms such as multi-battalion, naval task force, etc. Specific force or unit identification and designation may be released when it has become public knowledge and no longer warrants security protection.
 - 2.11.7. Identification and location of military targets and objectives previously under attack.
 - 2.11.8. Generic origin of air operations such as land or carrier-based.
 - 2.11.9. Date, time, and location of previous conventional military missions and actions as well as mission results.
 - 2.11.10. Number of aerial combat or reconnaissance missions or sorties flown in CTF AO.
 - 2.11.11. Type of forces involved, e.g., infantry, armor, Marines, Carrier Battle Group.
 - 2.11.12. Weather and climate conditions.
 - 2.11.13. Allied participation by type of operation, i.e., ships, aircraft, ground units, after approval of host nation government.
 - 2.11.14. Conventional operation nicknames.
 - 2.11.15. Names and hometowns military units or individuals, once a unit's arrival is officially released.
- 2.12. Journalists will consult with the escort officer prior to taking an action when unsure whether an action will violate a media rule.
- 2.13. Journalists and supporting crews are responsible for their own personal and professional gear including protective cases for equipment, batteries, cables, converters, etc. They must be physically capable of accompanying the unit to which they are attached.

2.14. Essential military equipment will be provided on a first come, first served basis after operational requirements are met. Journalists will not be able to accompany units in a chemical or biological threat area unless properly equipped.

2.15. At Figure C-8-C-4-B.1 is a sample media accreditation card:

<p>MEDIA ACCREDITATION</p> <p>(CTF name goes here) ACCREDITATION CARD</p> <p>Serial Number: _____ Date of Issue: _____</p> <p>This card certifies that _____</p> <p>_____ (Name and Signature of Media Representative) of _____</p> <p>_____ (Name of News Organization)</p> <p>is accredited by the Commander, (fill in CTF name) for the following time period: _____.</p> <p>As such, the bearer of this card should be shown all courtesies and assisted by public affairs personnel to obtain unclassified information for eventual release to the public. The media representative is not authorized access to classified information or to limited or other security areas.</p> <p>_____ (Name and Signature of PAO)</p>
--

Figure C-8-C-4-B.1: Media Accreditation Card

2.16. Outlined at Figure C-8-C-4-B.2 is a sample Public Affairs Office file card to record historical NMR data:

<p>PUBLIC AFFAIRS OFFICE FILE CARD</p> <p>CORRESPONDENT ACCREDITATION Serial Number: _____</p> <p>Full name of news media representative: _____</p> <p>Home address and phone number: _____</p> <p>_____</p> <p>_____</p> <p>News agency: _____</p> <p>News agency address and phone number: _____</p> <p>_____</p> <p>_____</p> <p>Name of supervisor (editor, etc.): _____</p> <p>Date credential issued: _____ Nationality: _____</p>

Figure C-8-C-4-B.2: Sample Public Affairs Office File Card to Record Historical News Media Rep (NMR) Data

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TAB C

STANDING GUIDANCE CONCERNING NEWS MEDIA REPRESENTATIVES

1. General Principles.

- 1.1. News media guidelines are unclassified and may be freely given to News Media Representatives (NMR) once headquarters identifying information is removed.
- 1.2. Security, safety and mission requirements are determined by the host commander at the tactical, field locations, and encampments. A PA liaison officer or designated unit escort should accompany the media team at all times. NMR visiting host nation military installations should remain with an assigned PA liaison officer or designated unit escort.
 - 1.2.1. PAOs submitting or staffing proposed news releases or statements must ensure that the information contained therein is fully coordinated and properly classified until approved for release.
 - 1.2.2. NMRs usually will not be given access to classified information that could jeopardize operations or endanger lives. However, on occasion some members of the International Media Pool may be briefed on operational plans prior to a contingency if they agree to withhold publication until authorized by military authorities. This may be particularly true in cases where media are to be pre staged prior to an operation. Security of classified material is the responsibility of the information source (security at the source) and will be the normal method to ensure classified information is not compromised.
- 1.3. NMRs present in country will be given the opportunity to join the CTF Media Pools, providing they agree to share their products. Upon registering with the CIB, news media should contact their respective pool coordinator for an explanation of pool operations. NMRs who are not members of the official CTF media pool will not be permitted into forward areas if the pool system is in use. Reporters are strongly discouraged from attempting to link up on their own with combat units.
 - 1.3.1. In the event of hostilities, pool products will be subject to review before release to determine if they contain sensitive information about military plans, capabilities, operations, or vulnerabilities (see below for Rules) that would jeopardize the outcome of an operation or the safety of CTF forces.
 - 1.3.2. PA liaison officers will review pool reports, discuss Rule problems with the reporter, and in the limited circumstances when no agreement can be reached with a reporter about disputed materials, a security review will be conducted at the source by the PA liaison officer.
 - 1.3.3. If the NMR and the PA liaison cannot resolve the disagreement, then the media product will be expeditiously transmitted or transported concurrently to CTF PA. A security review committee composed of C2, C3, and PA representatives will be formed at the CTF HQ.
 - 1.3.4. If disagreements continue, final resolution will be between CCTF, Supported Strategic Commander PAO, and the affected media's bureau chief.
 - 1.3.5. The media product under contention will be protected or classified, as appropriate. Under no circumstances will the content of any news product be deleted, altered or withheld by the PA liaison or local commander without the approval of the media.
- 1.4. Light Discipline Restrictions will be followed. The only approved light source is a flashlight with a red lens. No visible light source aided or unaided including flash or television light, will be used when operating with forces at night, unless specifically approved by the On-Scene Commander.
- 1.5. NMRs must carry and support any personal and professional gear they take with them, including protective cases for professional equipment, batteries, cables, converters, etc.
- 1.6. NMRs are not authorized to carry personal weapons.

2. CTF Support To News Media Representatives:

- 2.1. Every reasonable effort should be made to provide assistance to the NMRs covering CTF operations.
- 2.2. Reception brief. Upon arrival in the CTF AO, provide a current unclassified operational briefing to explain commercial and military filing capabilities, billeting and transportation arrangements.
- 2.3. Transport of media to operations:
 - 2.3.1. Assign PA escorts. Media personnel should be escorted at all times when they are working within the AO.
 - 2.3.2. Dispersal of news media representatives may be required to cover operations.
 - 2.3.3. Coordinate return of pool members to the CIB so they can share material, file products and continue operational coverage.
- 2.4. Providing media access. Advise CTF personnel that personal safety is not a reason to exclude media from covering operations. The goal is to treat media as unit members without recklessly exposing them to danger.
- 2.5. NMRs should be billeted at or near the CIB at their own expense.
- 2.6. Field equipment. News media representatives may require the loan of appropriate field or protective equipment such as canteens, flak jackets, helmets or chemical protective clothing and receive initial training on proper equipment use upon arrival at the CIB.
- 2.7. Medical. News media representatives may require access to military medical support to include outpatient services and stabilization. If required, medical support, to include emergency hospitalization and surgical stabilization, will be provided by the closest military facility. Reporters accompanying forces to the field will be required to have the same inoculations as military personnel participating in the operation.
- 2.8. Communications:
 - 2.8.1. Every effort should be made to transmit International Media Pool products with minimal delay.
 - 2.8.2. Commercial facilities should be the primary method of transmitting all news media products.
 - 2.8.3. The CIB may contract for commercial phone lines for media and CIB use. Media will be responsible for paying for their own calls.
 - 2.8.4. When commercial telephone lines are not available, media products may be sent via secure communications. A copy of all media products sent by military communications should be faxed concurrently to the Supported Strategic Commander.
 - 2.8.5. Products that cannot be sent by commercial satellite transmission should be transported by commercial or military means to the closest commercial filing location.

3. Rules and Guidelines For Release of Information.

- 3.1. Do not comment or provide information on future or planned operations, nor provide any information that would adversely threaten the safety or privacy of military members.
- 3.2. All media interviews are on the record.
- 3.3. All journalists in areas controlled by the CTF must be escorted by public affairs personnel or be attached to a specific unit and agree to comply with media rules. Refer unescorted or unattached journalists to the PAO.
- 3.4. Do not discuss with or provide classified information to journalists.

- 3.5. When being interviewed, be honest. If you can't answer a question because of OPSEC requirements, say so. If you don't know the answer, say so.
- 3.6. Don't speculate. Talk about those things you have personally seen or experienced. Don't repeat rumors. Avoid discussing things you are not qualified to talk about. For example, a quartermaster should not attempt to describe the duties of a radioman.
- 3.7. You control the interview. If you want to stop an interview, politely tell the reporter that and leave.
- 3.8. Do not release casualty information. Refer all queries on casualty figures or identification of casualties to the PAO. Next of kin notification is highly sensitive because of instances in which the next of kin have learned through the media about the death or serious wounding of a loved one. Both military and NMRs agree that the potential anguish such an early release can cause far outweighs the transient news value of any photograph, film or videotape. Notification of next of kin of all fatalities is a national responsibility. Camera people and photographers are expected to avoid showing a recognizable face, nametag, or other identifying features or items before the next of kin have been notified. The same sensitivities govern news coverage of casualties in medical centers, which is performed in strict compliance with the instructions of doctors and medical officials.
- 3.9. The PAO is the approval authority for the release of information to the public on CTF operations.
- 3.10. Avoid criticism of other military units' personnel or coalition partners.

Never restrain a journalist except to prevent death or injury. Do not confiscate their property or equipment. Always maintain a professional demeanor during media confrontations, and immediately refer the matter to the PAO.

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APPENDIX 5

PUBLIC AFFAIRS MISSION GUIDANCE FOR MNF SOP MISSIONS

1. **Purpose.** This appendix outlines the Public Affairs (PA) mission guidance for Multinational Force (MNF) SOP missions. Refer to Part D, Range of Military Operations and MNF Missions for details on the various missions outlined in this SOP.
2. **Background.** PA is the assessment, development, and release of accurate factual information to the public through the various media, as approved by the Commander CTF (CCTF) or delegated authority, concerning multinational operations.
3. **Key Considerations for PA.** PAO must be cognizant of key considerations which underscores each MNF mission.
 - 3.1. **Publics/Audiences.** Generally, there are at least three distinct publics/audiences that need to be addressed within an **unified** approach during multinational operations that should be recognized.
 - 3.1.1. Affected and local public
 - 3.1.2. International public
 - 3.1.3. Other influentials
 - 3.2. **Release of Information.** Information should be factual and timely per CTF policies regarding force protection and operational security.
 - 3.3. **Key Themes and Messages.** PA releases are based upon the creation of key themes and messages. Two factors guide the formulation of key themes and messages (1) Commander's intent and (2) Higher Headquarter's intent.
 - 3.3.1. Tab A thru H outlines the key themes and messages for the various MNF missions.

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Tabs:

- Tab A: NONCOMBATANT EVACUATION OPERATIONS
- Tab B: PERSONNEL RECOVERY
- Tab C: HUMANITARIAN ASSISTANCE / DISASTER RELIEF
- Tab D: CONSEQUENCE MANAGEMENT
- Tab E: TRANSNATIONAL THREATS
- Tab F: PEACE OPERATIONS
- Tab G: MARITIME SECURITY OPERATIONS
- Tab H: TRANSITION PLANNING

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TAB A

PUBLIC AFFAIRS MISSION GUIDANCE NONCOMBATANT EVACUATION OPERATIONS

1. **Purpose.** This tab outlines the Public Affairs (PA) mission guidance for Noncombatant Evacuation Operations (NEO) and associated key themes and messages and, questions and answers.
2. **Background.** NEO, also known as military assisted evacuation operations, may be required due to an unfavorable political environment, conflict, or natural disaster in the host nation. Direction of NEO Operations will primarily be the responsibility of the Ambassador or Chief of Mission with military forces in support in critical crisis response situations. [Refer to Part D, Chapter 1: Noncombatant Evacuation \(NEO\)](#) for details.
3. **Public Affairs Posture.** The active or passive public affairs posture should be determined by the respective State Department. The respective Embassy is the lead for NEO PA operations. The MNF PAO will assume a supporting role through the CTF.
 - 3.1. A passive role is required early during the consideration and planning of such operations (Note: A NEO PA message says strategically/internationally that the respective nation can no longer be trusted to secure another nation's citizens).
 - 3.2. Post NEO PA messages will assume an active role from a national perspective but still be constrained as to details within the Area of Operations (AO) due to implications to other nation's ongoing NEO missions.
4. **Key Issues and Considerations.** Specific NEO considerations must be identified in order to organize PAG and to disseminate accurate information to the public. Key issues identified are essential for successful CTF missions and PA objectives.
 - 4.1. **NEO perspectives.** Perspectives on NEO will differ nationally and on different levels within a nation. Planning requires awareness and coordination in order to respond accordingly.
 - 4.2. **Political decisions.** NEO planning and execution will be highly affected by numerous stakeholders. Top down guidance and message crafting for PA actions will be closely coordinated for NEO.
 - 4.3. **Host Nation's ability to maintain control.** Announcement of NEO operations can escalate an already deteriorating situation. Uncoordinated statements, actions, deployments, press comments, or planning actions could send an inappropriate or unintended message while diplomatic efforts are ongoing and escalate a crisis rather than prevent a crisis.
 - 4.4. **Information sharing.** The ability to share information can positively or negatively affect PA objectives. During a NEO, participating nations may inhibit accurate and timely information due to information sharing barriers.
5. **Key Themes and Messages.** The following are starting points for key themes and messages for NEO. Generally, two factors guide these messages: (1) Commander's intent and (2) Higher Headquarter's intent.

Theme #1: Protection of noncombatants.

Message #1a: The Affected Nation's (executing NEO) goal for this operation is the safety and protection of noncombatants.

Message #1b: Responding nations are capable of providing safe evacuation for noncombatants.

=====

Theme #2: The MNF/NEO TF/JTF/affected nation coordinates NEO.

Message #2a: Supporting nations will respond quickly for NEO operations to affected nations.

Message #2b: NEO forces will be working for an efficient and effective NEO to safely evacuate noncombatants.

=====

Theme #3: Capabilities and mechanisms to conduct NEO.

Message #3a: Affected Nations will be providing the necessary transportation to conduct NEO.

Message #3b: Affected Nations have the necessary mechanisms for a smooth and efficient of NEO.

5.1. Possible Questions and Answers.

Question #1: What is the situation/background? (Demographics and Political Situation)

Answer #1: Describe prevailing situation (use protection message).

Question #2: What are the Affected Nations and military forces doing?

Answer #2: Affected nations are using military forces to conduct NEO.

Question #3: What response actions are being taken by Affected Nations?

Answer #3: We will be conducting Noncombatant Evacuation Operations.

Question #4: Where will evacuated persons reside (short-term) and (long-term)?

Answer #4: _____

Question #5: Who determines who will be evacuated first?

Answer #5: We have already set the mechanism for this evacuation to ensure priorities will be set. (Use capability messages).

TAB B

PUBLIC AFFAIRS MISSION GUIDANCE
PERSONNEL RECOVERY

1. **Purpose.** This tab outlines the Public Affairs (PA) mission guidance for Personnel Recovery (PR) and associated key themes and messages, questions and answers.
2. **Background.** PR is the aggregation of military, civil, and political efforts to recover and return isolated personnel from permissive, uncertain, or hostile environments. PR may occur through diplomatic initiatives, international organizations, non-governmental organizations, multi-national actions, or through any combination of these options. PR operations include the capability to recover equipment as well as personnel. [Refer to Part D, Chapter 1: Personnel Recovery](#) for details.
3. **Public Affairs Posture.** The sensitivity of PR operations and the level of press interest will determine the PAO posture to be assumed (active or passive). PAO must be able to explain the relationship between the missing persons and the larger operation (if applicable).
4. **Key Issues and Considerations.** Specific PR considerations must be identified in order to organize PAG and to disseminate accurate information to the public. Key issues identified are essential for successful CTF missions and PA objectives.
 - 4.1. **PR Operation Sensitivity.** Operational sensitivities in deliberate, opportune and unassisted PR operations. PA reports to the public will have a positive or negative effect on the overall Multinational Personnel Recovery Center (MPRC) or Personnel Recovery Coordination Cell (PRCC) mission.
 - 4.1.1. Sensitivities exist due to hostilities and political environment within a particular area.
 - 4.1.2. PAO must identify the mission as sensitive and/or classified.
 - 4.1.3. Disclosures of operational intentions generally are not allowed.
 - 4.2. **Personnel Recovery Incident Report.** Personnel Recovery Incident Report (PRIR) may be utilized in order to develop themes and messages and acquire answers to questions. Detailed information is included in PRIR reports, and may be included in PA statements (if approved by the MPRC, PRCC or CCTF). Refer to Part C, Chapter 3, Annex Q, Appendix 3, Personal Recovery Reports for details.
5. **Key Themes and Messages.** The following are starting points for key themes and messages for PR. Generally, two factors guide these messages (1) Commander's intent and (2) Higher Headquarter's intent.

Theme #1: _____ forces are fully capable to respond and recover _____ (internal/general public/captors).

Message #1: The Personnel Recovery Task Force's goal is the safety and recovery of our personnel.

=====

Theme #2: Commitment to leaving no one behind.

Message #2: The Affected Nation's is committed to use all means available to recover our personnel.

=====

Theme #3: Speed of response for Personnel Recovery (PR).

Message #3: Affected Nation will employ all available resources to bring personnel to safety as soon as possible.

=====

Theme #4: Humane treatment of personnel.

Message #4: The Affected Nation expects humane treatment of personnel.

5.1. Possible Questions and Answers.

Question #1: What is the situational background?

Answer #1: Describe prevailing situation (use protection message).

Question #2: Who is being recovered?

Answer #2: _____

Questions #3: What is their status?

Answer #3: Captured or Missing.

Question #4: What is their condition?

Answer #4: _____

Question #5: Have any threats been made against the detainees?

Answer #5: _____

Question #6: What demands have been made?

Answer #6: _____

Question #7: What is the location of the personnel being recovered?

Answer #7: note: Operational sensitivity issues exist.

Question #8: How do we expect personnel to be treated if captured?

Answer #8: We expect personnel to be immediately released, or until that happens they must be treated humanely. The International Committee of Red Cross and Red Crescent will be able to gain access to them to verify status of health.

Question #9: What are we doing to ensure their safety and release?

Answer #9: _____

Question #10: Have there been any rescue attempts?

Answer #10: note: Operational sensitivity issues exist.

TAB C

PUBLIC AFFAIRS MISSION GUIDANCE HUMANITARIAN ASSISTANCE/DISASTER RELIEF

1. **Purpose.** This tab outlines the Public Affairs (PA) mission guidance for Humanitarian Assistance/Disaster Relief (HA/DR) and associated key themes and messages, and questions and answers.
2. **Background.** The host nation is responsible for coordinating HA/DR efforts. Provisions of humanitarian aid and assistance are supported by specialized civilian, national, international, governmental or nongovernmental organizations and agencies. Various key organizations that support HA/DR operations have specific missions, goals, and objectives to accomplish. [Refer to Part D, Chapter 1: Humanitarian Assistance/Disaster Relief](#) for details.
3. **Public Affairs Posture.** Both active and passive roles may be assumed for HA/DR operations. An active role is recommended due to the critical nature and public perceptions of HA/DR operations.
 - 3.1. The HA and/or DR environment will affect the assumed PA posture. This includes the presence of hostilities and the HN involved, when security may be an issue.
4. **Key Issues and Considerations.** Specific HA/DR considerations must be identified in order to organize PAG and to disseminate accurate information to the public. Key issues identified are essential to successful MNF military support and PAO objectives.
 - 4.1. **Information Sharing.** The ability to share information is challenged by national and organizational sensitivities, which impact PAO ability to report situational statuses. The ability of all HA/DR response organizations to share information will allow PAOs to report accurate and timely information.
 - 4.1.1. PAO liaisons may be colocated with other key players' information officers.
 - 4.2. **HA/DR Missions.** There may be multiple missions within HA/DR operations, as various missions reinforce one another. These missions include; Security, Relief, Affected Population Support, Technical Assistance, and Consequence Management (CM) missions.
5. **Key Themes and Messages.** The following are starting points for Key Themes and Messages for HA/DR. Generally, two factors guide these messages: (1) Commander's intent and (2) Higher Headquarter's intent.

Theme #1: MNF serves the HA/DR needs of the host nation.

Message #1a: The MNF respects the sovereignty of the host nation.

Message #1b: The MNF will respond to the request of the host nation for HA/DR.

Message #1c: MNF support will be short term and impact driven.

Message #1d: The MNF possesses capabilities to support HA/DR.

=====

Theme #2: The key to success of HA/DR is reliant upon the unity of effort of the host nation, civilian aid organizations, and MNF.

Message #2a: Cooperation and multinational interoperability between nations is important.

Message #2b: MNF works with IHC to provide HA/DR to the host nation.

=====

Theme #3: Compassion for affected people.

Message#3: MNF cares for the welfare of the affected people.

=====

Theme #4: MNF increases the speed of response for HA/DR crisis.

Message #4a: MNF HA/DR procedures enhances effective and timely response.

Message #4b: Speed of response is important to save lives.

5.1. Possible Questions and Answers.

Question #1: What is the MNF?

Answer #1: MNF is a multinational force comprised of 33 nations and in the spirit of cooperation provides HA/DR to affected areas/nations.

Question #2: Who will lead the MNF?

Answer #2: The lead nation for MNF is _____. The host nation has jurisdiction and provides direction to the MNF. (The host nation and lead nation may be the same).

Question #3: How was the HA/DR coordinated?

Answer #3: MNF responds to request for HA/DR assistance from host nations.

Question #4: What military support is being provided?

Answer #4: _____

Question #5: What participation of responsible organizations is involved?

Answer #5: _____

Question #6: How long will the MNF be staying/responding?

Answer #6: MNF support will depend on the situation as assessed by the host nation.

Question #7: How many MNF troops are on the ground? How many Countries are represented?

Answer #7: The MNF will assess the situation and the appropriate level of support will be provided to the host nation.

Question #8: How quick will the MNF respond to a HA/DR crisis?

Answer #8: Provide factual MNF arrival.

TAB D**PUBLIC AFFAIRS MISSION GUIDANCE
CONSEQUENCE MANAGEMENT**

1. **Purpose.** This tab outlines the Public Affairs (PA) mission guidance for Consequence Management (CM) and associated key themes and messages, questions and answers.
2. **Background.** CM operations are undertaken by the Commander Combined Task Force (CCTF), as necessary, in order to support host nation response to a CBRN-TIM incident. CM operations may involve a broad spectrum of support from CCTF to host nation governments and response organizations in accordance with the host nation incident management priorities for CBRN-TIM incidents. [Refer to Part D, Chapter 1, Annex D, Consequence Management](#) for details.
3. **PA Posture.** An active role is usually highly recommended considering the effects of CBRN-TIM incidents and the necessity of timely dissemination of public information during CTF CM operational missions.
4. **Key Issues and Considerations.** Specific CM considerations must be identified in order to organize PAG and to disseminate accurate information to the public. Key issues identified are essential for successful CTF missions and PA objectives.
 - 4.1. **CTF Headquarters Organization for Support of CTF PAO for CM.** PAO must establish a baseline for PAO operations, during the initial stages of the CM mission execution. PAO actions must establish priorities that support all phases of CM operations. The CCTF may establish a CBRN-TIM defense special staff to plan and coordinate CM tasks. Refer to Part C, Chapter 8, Annex F, CBRN-TIM Defense Special Staff.
 - 4.2. **CTF CM Operations.** The CCTF must be able to minimize the non-contamination (indirect) hazards of a CBRN-TIM incident as much as possible in order to maximize the resources available for CM Operations. To accomplish this the PAO must quickly present an authoritative position towards the affected population, providing timely and accurate information aimed at:
 - 4.2.1. Informing the public on effective protective measures in order to mitigate injury and death
 - 4.2.2. Inform the public on movement restrictions in order to minimize the spread of contamination
 - 4.2.3. Take measures to reduce the degree and scale of public panic.
 - 4.3. **Public Safety / Public Information Role.** CTF PAO section is the sole point of contact for such information in crisis situations within the Area of Operations (AO).
 - 4.3.1. PAO distributes specific CBRN-TIM information in a timely manner.
 - 4.3.2. PAO provides critical safety and public health information.
5. **Key Themes and Messages.** The following are starting points for Key Themes and Messages for CM. Generally, two factors guide these messages: the (1) Commander's intent and (2) Higher Headquarter's intent.

Theme #1: The MNF supports host nation incident management policies and priorities.

Message #1A: The MNF supports local responders' CM activities.

Message #1B: The MNF has capabilities to support requirements unique to CM activities.

=====

Theme #2: The MNF provides timely and accurate information on contamination hazards and protective measures to the host nation.

Message #2A: The MNF will assist the people affected by the CBRN-TIM incident.

Message #2B: The MNF supports host nation efforts to restore critical infrastructure and services.

=====

Theme #3: The MNF supports host nation efforts bring the perpetrators and those assist them to justice in accordance with host nation laws and security policies.

Message #3A: The MNF supports host nation efforts to identify the perpetrators of the incident(s) and those who assist them.

Message #3B: The MNF denounces the use of CBRN-TIM weapons against the people of the host nation.

5.1. Possible Questions and Answers.

Question #1: What is the hazard posed by the agent(s) or material(s)?

Answer #1: _____

Question #2: What is the area affected by the hazard?

Answer #2: _____

Question #3: What protective/contamination avoidance measures can the public take to mitigate the risk posed by the hazard?

Answer #3: _____

Question #4: What are the acute symptoms (health effects) of the contamination hazard?

Answer #4: _____

Question #5: What public health activities are available to mitigate the health effects of the contamination hazard and where are they located?

Answer #5: _____

Question #6: What disruptions/changes to critical infrastructure and services exist as a result of the incident and how long will they persist?

Answer #6: _____

Question #7: What measures is the host nation/MNF taking to mitigate the effects of the incident?

Answer #7: _____

Question #8: Who was responsible for the attack?

Answer #8: _____

Question #9: What measures is the host nation/MNF taking to apprehend those responsible for the incident?

Question #9: _____

TAB E

PUBLIC AFFAIRS MISSION GUIDANCE
TRANSNATIONAL THREATS

1. **Purpose.** This tab outlines the Public Affairs (PA) mission guidance for Transnational Threats and associated key themes and messages, questions and answers.
2. **Background.** Transnational Threats transcend national boundaries, undermine and threaten the peace, security, and prosperity of individuals, nations, and regional partner. These threats include, but are not limited to: Terrorism, Criminal Activity, and/or Weapons of Mass Destruction (WMD). [Refer to Part D, Chapter 1: Transnational Threats](#) for details.
3. **Public Affairs Posture.** The PAE and PAG must identify higher headquarters guidance for PA posture (Active or Passive) early on. PA posture will be crisis specific and may have differing guidance for the various sub-missions for Transnational Threat situations. If timely PAO posture guidance is not received, the CCTF will clarify this guidance with the Supported Strategic Commander and Lead Nation National Authority (NATAUTH) early on in planning process. Normally, PAO posture guidance is part of the Essential Strategic Guidance provided to the CCTF to initiate CTF crisis response planning. Refer to Part B, Chapter 1, Annex A, "Strategic Factors".
4. **Key Issues and Considerations.** Specific Transnational Threat considerations must be identified in order to organize PAG and to disseminate accurate information to the public. Key issues identified are essential for successful CTF missions and PA objectives. These missions may be highly classified and sensitive.
5. **Key Themes and Messages.** The following are starting points for Key Themes and Messages for Transnational Threats. Generally, two factors guide these messages: the (1) Commander's intent and (2) Higher Headquarter's intent.

Theme #1: Capabilities and mechanisms to mitigate transnational threats.

Message #1a: The MNF member nations are capable of preventing, quickly responding and mitigating transnational incidents.

Message #1b: MNF member nations strive for continued security and stability within the region.

=====

Theme #2: Striving for unity of effort to mitigate transnational threats.

Message #2a: Cooperation and multinational interoperability between nations is important in defeating transnational threats.

Message #2b: Multinational Forces member nations are committed to working together while respecting the sovereignty of each nation.

=====

Theme #3: Deterrence of Transnational Threats.

Message #3a: MNF will not tolerate (threats) to its citizens.

Message #3b: The MNF supports host nation efforts to identify the perpetrators of the threat(s) and those who assist them.

Message #3c: Justice will be provided in accordance with national and international laws and security policies.

Message #3d: The Multinational Force (MNF) will use the appropriate means to counter (threat) as authorized by _____.

5.1. Possible Questions and Answers.

Question #1: How is the mitigation of transnational threats being coordinated?

Answer #1: _____

Question #2: What military support is being provided?

Answer #2: _____

Question #3: What transnational threats exist?

Answer #3: _____

Question #4: What is the situation/background?

Answer #4: Describe prevailing situation (use protection message).

Question #5: Is the transnational threat an internal or external threat? Why?

Answer #5: _____

Question #6: Who has jurisdiction for this Transnational Threat? (Nation and organization/s)

Answer #6: _____

Question #7: What international partnerships exist?

Answer #7: _____

Question #8: What types of activities are being accomplished to reduce or prevent _____?

Answer #8: _____

Question #9: What are the significant political perceptions of affected nations?

Answer #9: _____

TAB F

PUBLIC AFFAIRS MISSION GUIDANCE PEACE OPERATIONS

1. **Purpose.** This tab outlines the Public Affairs mission guidance for Peace Operations (PO) and associated key themes and messages, questions and answers.
2. **Background.** [Refer Part D, Chapter 1: Peace Operations](#) for details.
3. **Public Affairs Posture.** PO will assume an active PA posture, except for operationally sensitive topics.
4. **Key Issues and Considerations.** Specific PO considerations must be identified in order to organize PAG and to disseminate accurate information to the public. Key issues identified are essential to successful CTF mission and PA objectives.
 - 4.1. **CTF Support of Diplomatic Actions (with ongoing PO mission).** The CTF is formed for PKO and PEO, in addition to supporting diplomatic efforts by other agencies to establish peace and order before, during, or after the conflict. CTF support to diplomatic actions will provide PAOs with the opportunity to positively portray and inform the public on the activities, responsibilities, responses of military support.
 - 4.1.1. Preventative Diplomacy. Diplomatic actions taken to avert or limit a crisis.
 - 4.1.2. Peace Making. Diplomatic activities conducted after the commencement of a conflict aimed at establishing a cease-fire or a peaceful settlement
 - 4.1.3. Peace Building. Peace building actions support diplomatic, economic, social, and security measures aimed at strengthening political settlements of a conflict.
 - 4.2. **Challenges.** There is no standard PO. All elements of national and international power will be required for mission accomplishment (diplomatic, economic, information, sociocultural, and military). The lack of standard PO, drive the need for PAO collaboration to obtain common interests, themes and reporting continuity. Each PO will have its own unique situational setting -- unique political factors, unique diplomatic characteristics, and unique geographical, cultural, and security characteristics.
 - 4.3. **Use of Force and Restraint.** The CTF may be required to use force or a combination of restraint methods to accomplish PO mission objectives. The way in which the CTF is required to operate, will be based upon the perception of the affected population, the government, and possible war factions. The use of force due to factors of political unrest, will be perceived negatively and positively by the public.
 - 4.3.1. During these situations PAO should implement PA campaign informing the public on the reasons why force and/or restraint is necessary for safety and PO mission accomplishment.
 - 4.4. **Legal Basis for PO.** The legal basis for PO is crucial in the legalities of CTF actions taken. PAO should consult with Judge Advocates in order to validate PA reports and messages.
5. **Key Themes and Messages.** Following are starting points for Key Themes and Messages for Peace Operations. Generally, two factors guide these messages: (1) Commander's intent and (2) Higher Headquarter's intent.

Theme #1: Mandate legitimacy of Peace Operations.

Message #1a: Our presence here is based on the legitimate authority of _____.

Message #1b: Our Peace Keeping Operations (PKO) is based upon neutrality and impartiality to all parties involved.

Message #1c: The Multinational Force (MNF) will use the appropriate means to enforce peace as mandated by _____.

Message #1d. Peace Operations are aimed towards a secure and stable environment.

=====

Theme #2: Support to the peace operations.

Message #2a: Unity of effort among MNF member nations with UN/host nation.

Message #2b: MNF member nations abide by one mandate and ensure unity of its effort.

Message #2c: Maximize our efforts to coordinate between the conflicting parties/Host Nation and MNF.

Message #2d: UN is striving for continued peace within the region.

=====

Theme #3: Security and stability in support of diplomatic actions.

Message #3a: Create a secure and stable environment for peace building.

Message #3b: Security and stability is a priority of this peace operation.

Message #3c: Diplomacy effort is our priority.

5.1. Possible Questions and Answers.

Question #1: What specific PEO and/or PKO actions are being conducted?

Answer #1: _____

Question #2: What support will be provided by supporting MNF?

Answer #2: _____

Question #3: Is the environment hostile, neutral, or peaceful?

Answer #3: _____

Question #4: Is use of force necessary?

Answer #4: Clear authorizations to use force will be mandated for specific and necessary situations / crisis.

Question #5: What life-quality issues exist? (Restriction of movement, curfew, school availability, food, water, shelter)

Answer #5: _____

Question #6: What authorities do MNF forces have to be present within the region?

Answer #6: _____

Question #7: What media may have access to MNF?

Answer #7: _____

TAB G

PUBLIC AFFAIRS MISSION GUIDANCE MARITIME SECURITY OPERATIONS

1. **Purpose.** This tab outlines the Public Affairs (PA) mission guidance for Maritime Security Operations (MSO) and associated key themes and messages, questions and answers.
2. **Background.** The security of maritime environments requires effort from non-military assets such as maritime law enforcement organizations, civil governmental, other international and nongovernmental organizations (NGOs). MSO involve the Multinational Force's (MNF's) ability to deter, respond, and mitigate the effects of maritime security threats. MSO operations may operate in a CTF or may occur outside the framework of a CTF. [Refer to Part D, Chapter 1: Maritime Security Operations](#) for details.
3. **Public Affairs Posture.** An active role is recommended to support interoperability, unity of effort, and speed of response regarding MSO.
4. **Key Issues and Considerations.** Specific MSO considerations must be identified in order to organize PAG and to disseminate accurate information to the public. Key issues identified are essential for successful CTF missions and PA objectives.
 - 4.1. **Legal Considerations for Maritime Security.** MSO are complex with different layers of legal issues, including authority to take action on either a law enforcement or national security basis. Legal considerations dealing with authority and jurisdiction reinforce PA statements and objectives. Refer to Part D, Chapter 1, Annex G, Appendix 2, Maritime Security Operations-Legal Considerations for details.
 - 4.2. **Sovereignty by MSO.** MSO supports the sovereignty of national and international waters, and the authority over people who exploit the maritime "seams" within various jurisdictions. Maritime sovereignty promotes economic stimulation and allows safe troop movement.
 - 4.3. **Integrated MSO.** Integrated MSO promotes unity of effort in safeguarding national and international seas. The ability for Nations to support MSO through the MNF, denies transnational maritime crimes.
5. **Key Themes and Messages.** Following are starting points for Key Themes and Messages for MSO. Generally, two factors guide these messages: (1) Commander's intent and (2) Higher Headquarter's intent.

Theme #1: Sovereignty of national and international waters.

Message #1a: MNF member nations are committed to preserving the sovereignty and safety of national and international seas.

Message #1b: Maritime sovereignty promotes economic stimulation.

=====

Theme #2: Deterrence of maritime threats.

Message #2a: MNF will not tolerate maritime threats.

Message #2b: Justice will be provided in accordance with national and international laws and security policies.

Message #2c: The Multinational Force (MNF) will use the appropriate means to counter maritime threats as authorized by international maritime law.

=====

Theme #3: Unity of effort in support of maritime security operations.

Message #3a: MNF member nations collectively strive for safe and secure waters.

Message #3b: Cooperation and multinational interoperability between nations is important for a strong global economy.

Message #3c: Supporting Multinational Force member nations are committed to the protection of international waters ensuring freedom of movement.

5.1. Possible Questions and Answers.

Question #1: How do maritime security threats affect our nation?

Answer #1: Maritime security threatens economic stability and the safety of our citizens.

Question #2: What is the situation/background? (Demographics and Political Situation)

Answer #2: Describe prevailing situation (use protection message).

Question #3: What is the maritime security threat? (Terrorism, Weapons of Mass Destruction, etc...)

Answer #3: _____

Question #4: Who has jurisdiction for maritime security operations? (National or International waters)

Answer #4: _____

Question #5: What international maritime partnerships exist?

Answer #5: _____

Question #6: What military support is being provided?

Answer #6: _____

Question #7: How was the maritime security operations coordinated?

Answer #7: _____

Question #8: What types of maritime security activities are being conducted, by lead and supporting nations?

Answer #8: _____

TAB H

PUBLIC AFFAIRS MISSION GUIDANCE
TRANSITION PLANNING

1. **Purpose.** This tab outlines the Public Affairs (PA) mission guidance for Transition Planning and associated key themes and messages, questions and answers.
2. **Background.** Transition Planning refers to the Lead Nation's responsibilities of transitioning from a lead nation Joint Task Force (JTF) to a Lead Nation Coalition Task Force CTF), or form a CTF to civil authorities or to follow-on when affected by a crisis. A lead nation JTF consists of internal national response organizations. A CTF consists of Multinational Forces, to include responders from a HA/DR event. [Refer to Part D, Chapter 1: Transition Planning](#) for details.
3. **Public Affairs Posture.** An active role is recommended supporting interoperability, unity of effort, and speed of response as a supporting nation to Transition Planning.
4. **Key Issues and Considerations.** Specific Transition Planning considerations must be identified in order to organize PAG and to disseminate accurate information to the public. Key issues identified are essential for successful CTF missions and PA objectives.
 - 4.1. **CTF Public Affairs and Media Support.** The transition from a JTF to a CTF or form CTF to civil authorities or follow-on force organization will require a significant expansion of the PA organization if it is to be responsive to media needs. Early establishment of this expanded capability with the Combined Information Bureau (CIB) at its core will provide a responsive, credible source for News Media Representative (NMRs). Refer to Part D, Chapter 1, Annex H, Appendix 1, Tab B, Enclosure 11, CTF Public Affairs and Media Support-JTF to CTF Transition Guide for details.
5. **Key Themes and Messages.** The following are starting points for Key Themes and Messages for Transition Planning. Generally, two factors guide these messages: (1) Commander's intent and (2) Higher Headquarter's intent.

Theme #1: Host Nation commitment to its citizens.

Message #1a: MNF supports the host nation's effort to provide _____ and/or protect their citizens.

Message #1b: The additional resources provided by MNF member nations enhance the host nation's capability to protect/rebuild the affect areas.

=====

Theme #2: Unity of Effort in support of host nation.

Message #2a: Cooperation and multinational interoperability between nations is important.

Message #2b: The MNF will respond to the request of the host nation during this crisis/situation.

=====

Theme #3: Preserving the Sovereignty of host nation.

Message #3a: The MNF respects the sovereignty of the host nation.

Message #3b: MNF support is short term and impact driven, for Host Nation long-term sustainability.

Message #3c: The host nation is the lead for MNF efforts.

5.1. Possible Questions and Answers.

Question #1: How was the transition coordinated?

Answer #1: MNF responds to request for assistance from host nations.

Question #2: What is the situational status that requires MNF?

Answer #2: Describe prevailing situation (use protection message).

Question #3: Why is multinational military support necessary?

Answer #3: _____

Question #4: What military support is being provided by external nations?

Answer #4: _____

Question #5: What is the Coalition/Combined Task Force mission?

Answer #5: _____

Question #6: What nations are involved? (Contributions of forces and funding or both)

Answer #6: _____

Question #7: How long will the MNF be staying/responding?

Answer #7: MNF support will depend on the situation as assessed by the host nation.

Question #8: How many MNF troops are on the ground?

Answer #8: The MNF will assess the situation and the appropriate level of support will be provided to the host nation.

ANNEX D

MNF PROTOCOL – CTF VISITORS CENTER

1. **Purpose.** This chapter provides information concerning operation of the CTF Protocol - CTF Visitors Bureau. The function of the protocol staff and visitors bureau is to provide protocol support to the Commander CTF (CCTF) to ensure proper honors and courtesies are extended to all Distinguished Visitors (DVs).
2. **Responsibilities.**
 - 2.1. The CTF Visitors Bureau is the coordinating agency for all personnel who wish to visit the CTF. It is responsible for all CTF protocol functions.
 - 2.2. CTF Visitors Bureau is to be advised of all visits to the area of operations at least three weeks prior to the proposed visit dates. The CTF Visitors Bureau plans, coordinates, and executes visits to the CTF by DVs, with national support elements managing all others. DVs are all senior military officials or civilian equivalents. Generally this will be officers in the rank of Brigadier General equivalent and above but will also include officers of lesser rank holding equivalent status, such as chiefs of defense forces. DVs also include individuals retired from positions, which initially afforded them DV status. A DV party consists of all individuals traveling with the DV. The CTF Visitors Bureau schedules DV itineraries, escorts, logistic support, billeting, and information. The Bureau coordinates classified and unclassified briefings as required. The Bureau plans, coordinates, and executes official visits, receptions, dinners, ceremonies, and other related protocol support.
 - 2.3. The Chief of Staff (COS), with concurrence of the CCTF:
 - 2.3.1. Establish CTF Visitors Bureau leadership, general manning and duties.
 - 2.3.2. Integrate joint service representation into the CTF Visitors Bureau based on nature of projected operations, key leadership positions from Service component protocol offices, and balance of service representation.
 - 2.3.3. Establish relationship with respective participating nations.
 - 2.3.4. Delegate authority to supervise and control CTF Visitors Bureau operations to CTF Visitors Bureau Director and Deputy Director.
 - 2.4. Director, CTF Visitors Bureau
 - 2.4.1. Advise the Commander, CTF (CCTF) and Chief of Staff (COS) on protocol matters.
 - 2.4.2. Recommend policies and procedures for operations and management of the CTF Visitors Bureau.
 - 2.4.3. Develop and execute CTF Visitors Bureau plans.
 - 2.4.4. Provide broad guidance and supervision to Visitors Bureau protocol officers.
 - 2.4.5. Maintain overview of joint operations and future planning direction—from CCTF/ COS / C-3.
 - 2.4.6. Coordinate with Public Affairs on all visits with the potential to attract media.
 - 2.4.7. Coordinate CTF visitor activities (relay requests for information and resources, answers to requests, status and location of adjacent or related protocol resources, etc.).
 - 2.4.8. Coordinate between national support elements and other appropriate organizations.
 - 2.5. Deputy Director, CTF Visitors Bureau
 - 2.5.1. Assume duties of Director during periods of CTF Visitors Bureau Director's absence.

2.5.2. Supervise activities of Visitors Bureau operations watch officers.

2.5.3. Prepare and coordinate daily and shift change briefings, etc.

2.5.4. Exchange information per criteria established in CTF Visitors Bureau policy and procedures.

2.5.5. Coordinate information flow. Ensure accuracy, clarity, and currency of information used by the Visitors Bureau.

2.5.6. Route reports and briefing schedules to appropriate members of the CTF Visitors Bureau and CTF.

2.5.7. Control official representation funds.

2.5.8. Ensure the maintenance of world military rank database.

2.6. CTF Visitors Bureau Protocol Officers

2.6.1. Draft proposed itineraries based on DVs' desires when information is received concerning an impending visit. This draft is used to develop details of the itinerary based on each DV's desires and activities of CTF components and staff. When the CTF Visitors Bureau director and the Chief of Staff approve the itinerary, it is submitted to the DV's staff for coordination.

2.6.2. Plan billeting, messing, and movement of DVs to the CTF.

2.6.3. Coordinate the DVs' formal itinerary with the visited units and activities. Ensure changes are distributed to all concerned.

2.6.4. Act as the central point of contact for DV movements and monitor DV itinerary progress. Update the Director, CTF Visitors Bureau on the status of DV visits

2.6.5. Track progress of the CTF operation and keep the CTF Visitors Bureau informed.

2.6.6. Coordinate assignment of action officers and escort officers for all DVs. Determine the proper number and rank of escort officers. Ensure escort officers are properly briefed and equipped.

2.6.7. Liaison with national support elements for national requirements.

2.7. Escort and Action Officers. Assigned escorts are responsible for activities and services that support the DVs during their stay from arrival to departure. They will:

2.7.1. Coordinate with the Protocol Officer to update itineraries and identify changes in escort requirements.

2.7.2. Coordinate DV security.

2.7.3. Make available to the DV:

i. Billeting.

ii. Messing

iii. Transportation

iv. Communications

v. health and comfort items

vi. appropriate gear

2.7.4. Execute the Itinerary. Meet and accompany DV to the CTF Visitors Bureau for an orientation briefing. On completion of the briefing, take the DV on the prescribed tour per itinerary. Contact the CTF Visitors

Bureau with all changes. Assist the visitor with the departure arrangements. Complete an after-action report.

2.7.5. Account for all government property associated with the visit.

2.7.6. Liaison with national support elements for national requirements.

2.8. National Support Elements will perform all the functions described above for their visitors not managed by the Visitors Bureau.

3. **Organization.** The size and composition of the CTF Visitors Bureau and its required support (office space, communications equipment, and vehicles) will be tailored to the CTF operation, significant planned events, and number and level of DVs anticipated visiting the CTF area of operations. The designation of the CTF Visitors Bureau Director and his inclusion in initial planning is critical. Members of the CTF Visitors Bureau will coordinate DV itineraries and CTF information sharing with participating nation Visitor Bureaus. Refer to Figure C-8-D.1 for the CTF Visitors Bureau relationships to higher and lower protocol sections.

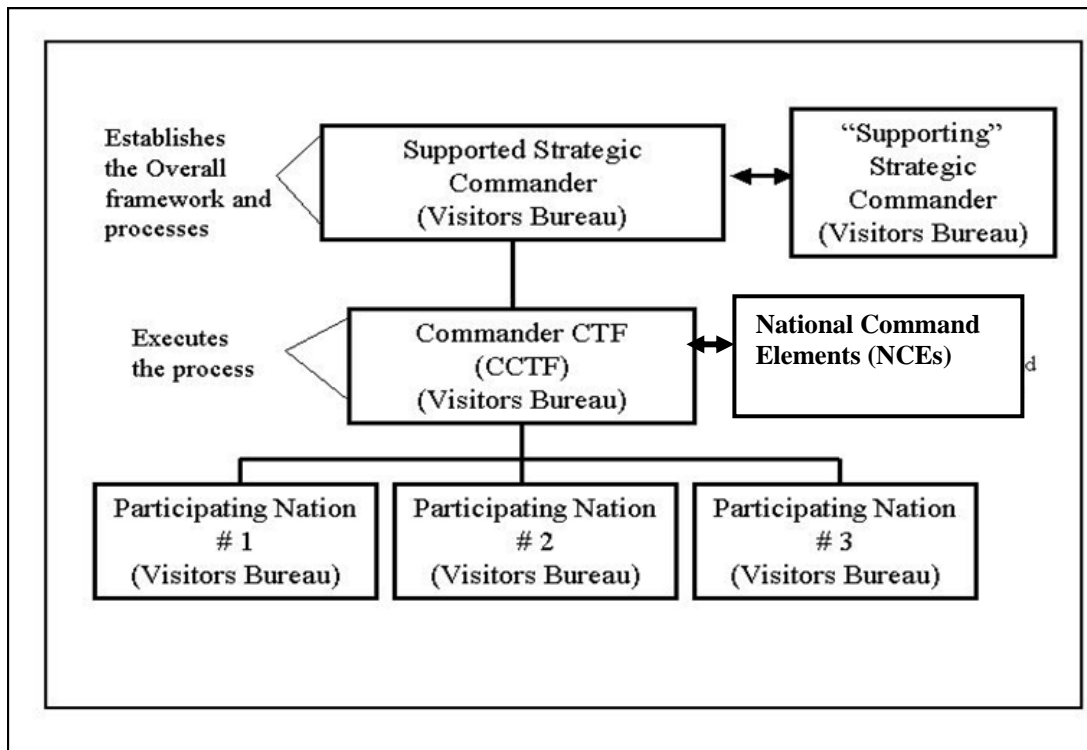


Figure C-8-D.1: Visitors Bureau Organizational Relationships

4. **Tasks, functions, and Procedures.** The CTF Visitors Bureau will cover all aspects of coordinating trips of DVs scheduled to visit the CTF which could be any or all of the following

4.1. Establish information displays, briefing topics

4.2. DV visit management. Consider following:

4.2.1. Who accompanies DV?

4.2.2. Time of arrival—CCTF authorizes visit days.

4.2.3. Office call with appropriate officers and officials.

4.2.4. Command, operations, intelligence, and logistics briefs.

4.2.5. Visit to various sites and units; CCTF determines authorized sites.

4.2.6. Last office call and departure.

4.2.7. Verify information. Coordinate with related shift leaders.

4.3. External to the CTF Visitors Bureau

4.3.1. Request support from Supported Strategic Commanders Visitors Bureaus.

4.3.2. Coordinate with national support elements, other supporting forces, agencies, and organizations.

4.3.3. Establish CTF Visitors Bureau status reporting schedule.

4.3.4. Disseminate status reports.

4.4. Standing Operating Procedures

4.4.1. The CTF Visitors Bureau will coordinate all aspects of DV scheduled visits to the CTF.

4.4.2. The CTF Visitors Bureau will be the primary point of contact for all DV programs. The CTF Visitors Bureau will ensure that every DV visit is productive and positive. To ensure this, the CTF Visitors Bureau will:

- i. Assume responsibility for all aspects and details of DV programs including but not limited to: itinerary preparation, briefings, translator coordination, escort officer(s), transportation, meals, billeting and arranging follow-on travel.
- ii. Coordinate with Public Affairs (PA) on all visits with the potential to attract media attention.
- iii. Coordinate with subordinate commands protocol offices to assist with DV programs.
- iv. When appropriate, delegate visit-coordination responsibilities to subordinate commands.
- v. Subordinate commands protocol will support the CTF Visitors Bureau to make arrangements when needed.

4.4.3. The CTF Visitors Bureau should be collocated or within close proximity of the command group. Facilities requirements include:

- i. Large room with desks, chairs, and tables to allow uncluttered operation.
- ii. Multiple telephone lines. One line with unrestricted DSN and commercial access for STU-III.
- iii. Electrical power for computer systems.
- iv. Transportation: Access requirements. May require dedicated VIP drivers and vehicles.
- v. Office supplies:
 - v-i. Automated support systems, to include computer hardware and software with printer and required supplies.
 - v-ii. Manual back-up systems with supplies.
 - v-iii. Facsimile machine.
 - v-iv. Protocol stationery, flag officer invitations, envelopes, place cards, plain invitations, cell phones, portable computer, gifts, envelopes, place cards for non US hosted events; other normal protocol office supplies (i.e., flags; CTF bulletin).
 - v-v. Basic reference materials, i.e., dictionary.

4.4.4. The CTF Visitors Bureau will publish visit approval guidelines to be used during the operation. The guidelines will require all DVs to obtain CCTF concurrence prior to initiating travel to CTF area of operations.

4.4.5. Mission Handoff. The Supported Strategic Commander Protocol Office will initially be responsible for distinguished visitors and therefore will perform all protocol functions until the CTF VISITORS BUREAU can be established. The following events should occur prior hand-off to the CTF by the Supported Strategic Commander Protocol.

- i. CTF Visitors Bureau staff has been formed with all required personnel and equipment.
- ii. Detailed handoff briefing has been presented to the OIC of the CTF Visitors Bureau.
- iii. Essential CTF Visitors Bureau communications assets are in place and functional to allow for voice, fax, and record message traffic.
- iv. Supported Strategic Commander has published a hard copy message to notify all concerned commands and agencies of the mission handoff.

5. **Considerations.** Identify operations areas and significant sub areas represented in the operation (highlight significant times, sites, and events that may interest DVs) by considering:

- 5.1. Threat environment.
- 5.2. Force structure and composition.
- 5.3. Current plans, annexes, operating instructions, requirements, and future plans.
- 5.4. Technical and logistic support—Automated Data Processing (ADP) support, communications equipment, transportation, drivers, office space, billeting, budgeting, maintenance, minor construction, administration and supply, security, and interpreters.
- 5.5. Cultural issues.

6. **Checklist.** Visitors Bureau Checklist:

Y	N	TASK
		Has the CTF Visitors Bureau been fitted into the organizational structure?
		-Augment Embassy?
		What is the Command relationship?
		Include Protocol in the initial planning and site visits.
		Are all protocol officers scheduled to be present a minimum of four working days (preferably one week) prior?
		Has the CTF Visitors Bureau determined what DVs are scheduled to attend?
		Does the Bureau know who are they and what their ranks are?
		Has the Bureau determined the length of stay?
		Has the Bureau determined the number in the party?
		Is there a reciprocal Visitors Bureau/protocol office from the host nation?
		Has the CTF Visitors Bureau determined how to interact with a reciprocal Visitors Bureau or protocol office from the host nation?
		Has a standard concept of operations (time of arrival, office call with CCTF or representative, command brief, operations brief, visit to a site, out call) been developed?
		- Does it include the authorized sites to visit?
		- Does it identify who will be included – only DV? top aide(s)? Entire party?
		- Does the plan minimize impact on the command?
		- Does the plan formally designate visit days?

	Has the number of protocol and escort officers/NCOs needed for the visit been determined? (Protocol experience a must; no time for On-the-Job Training.
	Have requirements for transportation been identified? And met?
	Have requirements for vehicles been identified? And met?
	Have requirements for drivers been identified? And met?
	Have requirements for office space been identified? And met?
	Have requirements for billeting been identified? And met?
	Have requirements for budgeting been identified? And met?
	Have requirements for dedicated transportation (drivers, accommodations, outside support, funding) been identified? And met?
	Have requirements for helicopter travel procedures been identified? And met?
	Have requirements for DV accommodations been identified? And met?
	Have requirements for Security (personal security detachment) been identified? And met?
	Have requirements for Interpreters (source, funding, security, accommodation) been identified? And met?
	Have requirements for Social Events (Lunches, Dinners, Social Hours) been identified? And met?
	Have the desires of the CTF Commander been identified and included?
	Has funding been authorized? Has petty-cash been established? Are official funds available for DVs (amenities, dinners, lunches, etc.)?
	Have procedures for handling No-Host events been promulgated?
	Has the host been identified?
	Have the number of attendees been determined?
	Have any dietary restrictions been identified? And accommodated?
	Have the number of required gifts been determined, funded, and procured?
	Has the presentation policy been reviewed and promulgated?

ANNEX E

MNF HEALTH SERVICE SUPPORT (HSS) PROCEDURES

1. **Purpose.** The aim of this annex is to provide health service support doctrine for multinational operations and essential material for the Coalition / Combined Task Force (CTF) medical planning staffs. This document forms a doctrinal bridge between medical support principles, policies, and planning guidelines developed at the strategic, operational, and tactical levels.
2. **Concept of Medical Support.**
 - 2.1. **Introduction.** This medical support doctrine allows considerable flexibility. It does not reflect nor exclude any particular nation's approach to medical support. The doctrinal framework is focused on "how to think" rather than "what to think" and does not preclude close cooperation between the nations, even if some differences in national doctrines exist.
 - 2.1.1. Hence different options for cooperation in medical support are offered, to be tailored on a case by case basis.
 - 2.1.2. CTFs should be cautious when combining two or more nation's medical assets to achieve efficiency and/or economy of force.
 - 2.1.3. Particular attention should be made to consider the different approaches that each nation has when it comes to delivering health care.
 - 2.2. **Medical Mission.** The aim of health service support in military operations is to support the mission, through Force Health Protection, Far Forward Stabilization, Medical Evacuation, and Definitive Care. Figure C-8-E.1 highlights these four pillars of HSS. The health service support goal in humanitarian operations is to prevent and reduce excess mortality and morbidity and to promote a return to normalcy.

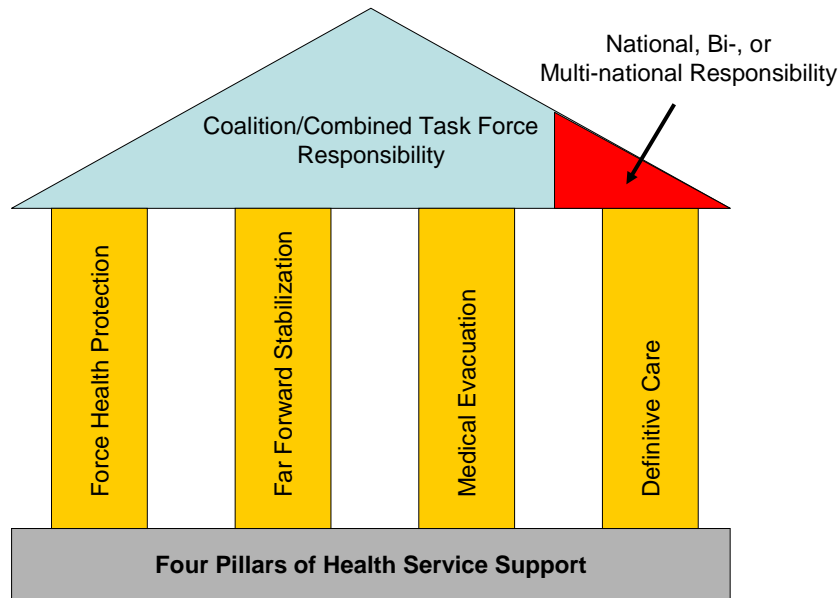


Figure C-8-E.1: Four Pillars of Health Service Support

- 2.3. **Medical Operational Principles.** Listed below are the principles of medical support that relate to operational support, from the Strategic level to the planning constraints level.
 - 2.3.1. **Authority.** The medical resources provided by the nations are integral to the forces assigned to the CTF. Under normal circumstances, nations must have first call on their own medical support. Units should

deploy and re-deploy with a coherent medical structure tailored to their anticipated employment. However, the CCTF must be authorized to take appropriate action in order to cope with casualty peaks within his force.

- 2.3.2. **Planning.** Planning for medical support must be part of deliberate and contingency operational planning. Planning cells must include appropriate numbers of experienced medical staff supported by an operational medical intelligence system.
- 2.3.3. **National responsibility.** Nations retain the ultimate responsibility for the provision of medical support to their forces allocated to the CTF, but, on transfer of authority, the CCTF will share the responsibility for the health and medical support of assigned forces.
- 2.3.4. **Required Medical Support.** The medical resources required at the onset of any operation are those sufficient to collect, evacuate, treat and hospitalize casualties occurring at agreed daily rates. Factors such as geographical and military environment, climatic conditions, possible hostile interference and the availability of medical resources must be taken into account in the medical support concept and the planning process.
- 2.3.5. **Risk Related Planning of Medical Support.** Medical capabilities must be in balance with the assessed risks to the deployed forces. The estimation of risks and the production of predicted casualty rates are the responsibility of the operational staffs.
- 2.3.6. **Statement of Requirements.** The CCTF in consultation with contributing nations and medical planning staff is responsible for ensuring that the medical support requirements are fully met.
- 2.3.7. **Preservation of National Structures.** National medical systems of care and evacuation should be retained as much as possible. However, advantages of economies of scale which could be accrued from multinational integration and coordination of medical services should be realized whenever possible.
- 2.3.8. **Fitness and Health Standards.** Individuals assigned to the CTF must achieve, prior to deployment, the basic standards of individual fitness, health and appropriate immunizations as predetermined by national policy as guided by medical intelligence estimate of the infectious health risks. Even in crisis or conflict, the aim is to provide a standard of medical care as close as possible to prevailing peacetime national medical standards, given the difficulties of doing so in an operational setting.
- 2.3.9. **CTF and National Cooperation.** Coordination and cooperation between the CTF and national military and civilian authorities is essential and must be carried out at all appropriate levels to ensure optimized medical support. Such cooperation can be bi- or multilateral, and should include the military and civil authorities not only of Alliance nations, but of Partner, host, and non-MPAT nations as well.
- 2.3.10. **Commonality of Plans.** Medical support concepts, plans, structures and procedures must be understood and agreed by all involved.
- 2.3.11. **Medical Support Expansion.** Medical resources in theatre must be designed to provide, from the onset of the mission, sufficient capabilities to adequately provide all required levels of support. Medical support must expand progressively as force strength expands and risks increase and should have a surge capability to deal with peak casualty rates in excess of expected daily rates, understanding that the peaks will be beyond the capability to provide normal care.
- 2.3.12. **Readiness and Flexibility.** Medical units and staff must be at the same state of readiness and availability as the force they support with the flexibility to meet the demands of evolving operational scenarios.
- 2.3.13. **Transition from Peace to Crisis or War.** The medical support in crisis and wartime must originate from peacetime military health care systems by a progressive reinforcement. Medical readiness and availability must be sufficient to allow for the smooth transition from peacetime to crisis or wartime posture.
- 2.3.14. **Medical Materiel Readiness and Sustainability.** Levels and distribution of medical materiel must be sufficient to achieve and maintain designated levels of readiness, sustainability and mobility to provide the required military capability during peace, crisis and war.
- 2.3.15. **Medical Standardization.** National contingents should strive for standardization.

- 2.3.16. Levels of Medical Support.** Medical resources and assets are usually distributed into four tiers on a progressive basis to conduct treatment, evacuation, re-supply and other functions essential to the maintenance of the health of the force. Medical facilities are categorized into four Roles/Echelons, according to their capabilities. Roles and Echelons are closely related and are often interchangeable terms. Levels of medical support will be provided appropriate to each CTF operation but will include at least Role 1 to Role 3 in theatre. Role 4 facilities will normally not be located in an operational area. Medical staffs may promote the advantages of economies of scale from role specialization, lead nation responsibility and bi- or multinational agreements, but policies for national contributions will generally be:
- i. **Role/Echelon 1** medical treatment facility provides first aid, triage, resuscitation and stabilization. It is an essential element of every national contingent and it must be readily and easily available to all force personnel. (National responsibility)
 - ii. **Role/Echelon 2** medical facilities is an intermediate structure capable of receiving casualties, providing triage and stabilization for further evacuation, treatment and holding of patients until they can be returned to duty or evacuated. (National or Lead Nation responsibility)
 - iii. **Role/Echelon 3** medical facilities include the capability of Role 2 extended by surgery, intensive and post-operative care, medical, dental and nursing care, and relevant diagnostics. Role 3 units can provide lower level units medical personnel replacement. Resupply of Role 2 facilities and either control of or ready access to patient evacuation assets are included within the minimum capability. (National or Lead Nation responsibility – may be multinational)
 - iv. **Role/Echelon 4** medical facilities provides definitive care of patients for whom the treatment required is longer than that dictated by the theater evacuation policy or for whom the capability usually found at Role 3 is inadequate. (National responsibility or Bi- or Multinational agreement)
- 2.3.17. Casualty Management.** The medical support system in military operations depends on well organized pre-hospital treatment and medical evacuation. It utilizes different and successively staged techniques and protocols to treat the casualties.
- 2.3.18. Provision of Non-emergency Treatment.** Policy must be established regarding the entitlement of non-military staffs and other authorized personnel for all non-emergency medical care.
- 2.3.19. Definitive Treatment.** Time consuming definitive treatment and rehabilitation will be provided under national responsibility, normally in a Role/Echelon 4 facility in the home nation.
- 2.3.20. Mobility.** Medical units must be as strategically and tactically flexible, mobile and responsive as the force they support.
- 2.3.21. Medical Liaison.** An efficient liaison system between national contingents and theatre medical resources must be established.
- 2.3.22. Medical Supply Rates and Standards.** National medical support contingents must deploy with agreed quantities of medical supplies as identified by medical planners and based on casualty estimates. Nations must use medical materiel, particularly blood and blood products, which meet internationally recognized quality assurance standards for the care of their patients. Policy and planning for the resupply of medical materiel must be developed in the planning process, making maximum use of multinational mechanisms.
- 2.3.23. Evacuation Resources.** Evacuation policy will be established by the operational commander after consultation with the medical planning staff and in concert with the operational and logistic staff and contributing nations. Evacuation resources must be provided by the nations as appropriate to a particular operation.
- 2.3.24. Harmonized Management Procedures.** The CCTF will, in coordination with medical staff of participating nations contingents, establish harmonized procedures for the administration, management and reporting of medical support and casualty evacuation.
- 2.3.25. Mass Casualty (MASCAL) Preparedness.** In a MASCAL situation the principle of treatment changes from one based on the individual needs of each patient to one based on the greatest good for the greatest number. The recommended triage codes are as follows.

- i. **Immediate Treatment (Group T1).** To consist of those requiring emergency care and life-saving surgery. These procedures should not be time-consuming and should concern only those patients with high chances of survival. Examples: respiratory obstruction, accessible hemorrhage, emergency amputation, etc.
- ii. **Delayed Treatment (Group T2).** To consist of those in need of surgery, but whose general condition permits delay in surgical treatment without unduly endangering life. To mitigate the effects of delay in surgery, sustaining treatment (for example: stabilizing IV fluids, splinting, administration of antibiotics, catheterization, gastric decompression and relief of pain), will be required. Examples: after large muscle wounds, fractures of major bones, intra-abdominal and/or thoracic, head or spinal injuries, uncomplicated major burns.
- iii. **Minimal Treatment (Group T3).** To consist of those with relatively minor injuries who can effectively care for themselves or who can be helped by untrained personnel. Examples: minor lacerations, abrasions, fractures of small bones and minor burns.
- iv. **Expectant Treatment (Group T4).** This group comprises of patients who have received serious and often multiple injuries, and whose treatment would be time-consuming and complicated, with a low chance of survival. If fully treated they make heavy demands on medical manpower and supplies. Until the MASCAL situation is under control, they will receive appropriate supportive treatment. The extent of treatment will depend on available supplies and manpower and may involve the use of large doses of narcotic analgesics. These patients should not be abandoned, but every effort should be devoted to their comfort, and the possibility of survival with even alarming injuries always kept in mind. Examples: severe multiple injuries, severe head or spinal injuries, large doses of radiation, widespread severe burns.

3. **Medical Intelligence.** Medical intelligence is a form of finished intelligence that is the end product of “all source” information and intelligence analysis, processing, and production by professional intelligence staffs. Medical Intelligence is defined as “that category of intelligence resulting from collection, evaluation, analysis, and interpretation of medical, bio-scientific, epidemiological and environmental information. It also includes the assessment of foreign medical capabilities in both military and civilian sectors.”

3.1.1. Medical intelligence serves several essential purposes at the strategic and operational levels of planning. Firstly, it is important to the intelligence and operational staffs for formation of strategic assessments. Secondly, it is important to the medical planning, preventive medicine, and operational staffs. Medical intelligence is used for:

- i. The assessment of health risks.
- ii. The formation of medical estimates.
- iii. The development and execution of preventive medicine actions and necessary prophylactic measures.
- iv. The planning of more detailed health risk assessments.
- v. The ongoing management of medical support services.
- vi. Force Protection and defense.

3.1.2. Medical staffs are responsible for developing intelligence requirements in order to enable the intelligence staff to efficiently request, acquire, and disseminate the finished intelligence products needed. Intelligence requirements are often categorized as either “Standing Requirements” or “Priority Intelligence Requirements” (PIRs). Examples of generic intelligence PIRs of relevance to the medical planning staff are provided below selected under sub-categories.

- i. Diseases.
- ii. Environmental Factors.
- iii. Medical Infrastructure and Capabilities.

- iv. Medical Capabilities of Host Nation.
- v. Contributing Nation(s) Medical Capabilities.
- vi. Other Contributing Organizations (for example: IHC and local medical support organizations) Medical Capabilities.

4. Force Health Protection

- 4.1.1. Disease and non battle injuries will be an ever present risk to personnel. Medical support plans must include provision for preventive medical measures and the means to implement them effectively. OPLAN execution requires a close collaboration of preventive medicine and medical force protection programs.
- 4.1.2. Preventive medicine measures must be capable of:
 - i. Identifying the risks and threats to the health of all personnel deployed to the CTF Area of Operations (CTF AO), from terrain, climate, endemic disease, special environmental and occupational hazards.
 - ii. Identifying necessary preventive and controlling measures and advising the CTF on their implementation, to include the development of a theater policy on immunization and prophylaxis measures and on the appropriate training of all personnel, especially on measures to prevent food/waterborne and arthropod-borne diseases.
 - iii. Advising on and auditing the quality and quantity of water and food.
 - iv. Auditing and supervising implemented measures.
 - v. Gathering of epidemiological and other technical statistics and information.
 - vi. Advising the CCTF on the overall health risks and threats and the limitations they may place on the campaign.
 - vii. Advising on and auditing sanitation measures.

5. Medical Logistics

- 5.1.1. Medical logistics defines the process of procurement, storage, movement, distribution, maintenance, disposal and disposition of medical materiel, including blood products, in order to provide effective medical support and the application of this process in planning, implementation and reporting.
- 5.1.2. The unique characteristics of medical materiel set it apart from other commodities, resulting in a separate military medical supply and logistics management structure that many nations have in place. Prominent distinguishing characteristics of medical stores are as follows:
 - i. They are afforded protected status under the terms of the Geneva Conventions if stored and distributed separately.
 - ii. They play a key role in patient care management and must be able to respond rapidly to clinical demands because of the complex inter-dependence between treatment capability and the availability of medical material.
 - iii. They require tight controls and specialized management due to the technical nature of medical material, their often limited shelf life, their sensitivity to storage and transport conditions.
 - iv. They are governed by extensive national and international regulations.
- 5.1.3. The scale and scope of a medical logistics system will be mission dependant. It must enable national contingents to be self-sufficient from deployment throughout the duration of the mission, in keeping with the sustainment statement specified by planning staffs. It must also be straightforward and reliable,

capable of delivering medical supplies rapidly, theater-wide. An audit system must be established, which is cost-effective, simple, and does not constrain demand or supply.

6. Medical Evacuation Concept

6.1. Introduction. The main aim of this section is to describe a concept of medical evacuation for combined joint operations, which is consistent with the principles and policies dictating the organization and capabilities of the medical evacuation.

6.2. Medical Evacuation. The medical evacuation concept described in this section does not impose a unique mandatory evacuation system on nations. It should enable nations to maintain their national evacuation procedures as far as possible. At the same time it encourages smaller nations to plan for reliable, cost-effective Aeromedical Evacuation (AE) to medical facilities where they can subsequently collect their patients under non-threatening conditions. The concept may facilitate bilateral or multilateral agreements and promote common planning, programming, and training. Evacuation of casualties is a fundamental aspect of medical support. Movement of casualties is not their simple transportation to a suitable medical treatment facilities (MTF) but is part of the continuum of their treatment and care, and is therefore, a medical responsibility. To achieve its mission, a medical evacuation system must have the following capabilities:

6.2.1. Evacuation Capabilities. To achieve its mission, a medical evacuation system should have the following capabilities:

- i. The ability to evacuate casualties to a medical care facility 24 hours a day, in all weather, over all terrain and in any operational scenario.
- ii. The provision of clinical sustainment of the casualty throughout the journey, using appropriately trained clinical staff.
- iii. The ability to regulate the flow and types of patients when circumstances require and accurately track patients throughout evacuation.

6.2.2. Medical Evacuation Assets. To meet the evacuation demands a spectrum of evacuation assets will be required as follows:

- i. Intra-Theater assets, appropriate to the mission, which may include high mobility wheeled or tracked ambulances (including armored), ambulance buses, helicopters, fixed wing aircraft, trains and boats/ships.
- ii. Inter-Theater assets. They will also be mission dependant. The most likely option will be to use fixed wing aircraft, but helicopters, ships and trains might also be available, depending on the nature of the CTF AO and movement distances involved.

6.2.3. Theater Evacuation Policy. This policy is a command decision indicating the maximum length of time (days) that a patient will be allowed in the theater for treatment, recovery and return to duty. If the prognosis is that recovery will take longer than the evacuation policy, then the patient will be evacuated as soon as he/she is considered suitable for evacuation. Theater evacuation policy is the key to balancing the treatment capability available at each Role/Echelon against the medical evacuation assets required to provide casualties with the best possible medical care.

6.2.4. Medical Regulating. Medical regulating is the process of directing, controlling and coordinating the transfer of patients within and without a CTF AO. This means from point of wounding or onset of disease through successive MTFs, in order to facilitate the most effective use of medical treatment and evacuation resources and to ensure that the patient receives appropriate care in a timely manner.

6.2.5. Patient Tracking. Patient tracking is the precise and continuous monitoring of the location and the intended destination of the patient in the medical treatment and evacuation chain. Keeping track of all personnel once they have been introduced into any medical evacuation chain (both national and multinational) is of crucial importance in terms of the individual's medical status, readiness implications to the unit of origin, and media and family sensitivities regarding all casualties.

- i. A patient tracking system must be rapid, accurate and dynamic, using standardized procedures and involving the personnel staff at the various HQs. Failure to establish a competent system for patient tracking, to include across national boundaries, will produce national political disquiet, unnecessary administrative efforts and distress for both patient and relatives.
- ii. Continuous monitoring and notification of patient location status is of both a great challenge and is of significant importance in a multinational environment, involving transfer of information between and among nations. Practical issues of language differences, communication system compatibility, and record keeping practices combine to complicate multinational patient tracking functions. These challenges make interoperability evaluation and training tasks of paramount importance.

6.3. **Ground Evacuation.** Ground evacuation assets comprise ambulances, buses and trains. Ground evacuation assets are used to convey casualties from point of wounding to a MTF, or between MTFs within the CTF AO, and finally from MTFs to the point of embarkation, be it rail, sea or air.

6.4. **Maritime Evacuation.** Maritime Evacuation assets can range from small boats with no capabilities, used to evacuate casualties from shore to an afloat medical facility, to full scale Echelon 3 hospital ships which both treat and ferry casualties to more advanced shore facilities or evacuations points.

6.5. **Aeromedical Evacuation (AE).** AE is the movement of patients under medical supervision to and between MTFs by air transportation. It may include up to three phases that are complementary:

6.5.1. Forward AE. That phase of evacuation which provides airlift for patients from the battlefield to the initial point of treatment and to subsequent points of treatment within the combat zone. Forward evacuation is normally a national responsibility and is therefore not generally discussed below.

6.5.2. Tactical AE. That phase of evacuation which provides airlift for patients from the combat zone to points in the Communications Zone (COMMZ), and between points within the COMMZ.

6.5.3. Strategic AE. That phase of evacuation which provides airlift for patients from overseas areas or from theater of active operations, to the home nation, to other partner countries or to a temporary out of theater safe area.

7. Interface with other Staff Functions

7.1. **Introduction.** The purpose of this section is to identify and provide guidance on staff interfaces among medical and other CTF staff elements and describe the principal medical subject matters that are most closely related to those staff elements. What medical provides the C staffs and what the C staffs provide medical will be expounded on.

7.2. Medical staff must operate with a close interface with the personnel, intelligence, operations, logistics, CIMIC, Legal, Engineers and CIS staffs to execute a wide range of medical support planning, surveillance, coordination, and direct support functions. Coordination and collaboration spans both the vertical and horizontal levels of command. The list is neither exhaustive nor definitive, but demonstrates the areas and subjects where medical staffs need to work in unison with other CTF staffs and have access to and interaction with them without intermediaries.

7.3. **C1 – Personnel and Administration.** There is a considerable interface between the functions of medical support and personnel support. They emerge during the initial planning stages and continue long after an operation has finished. Consequently, the working relationship between medical and personnel staffs must be well developed and relevant personnel concerns should be detailed in medical plans. The areas of interaction between C1 and medical are listed below.

7.3.1. HQ Medical Staff Manning and Qualifications. Medical staff must advise C1 on the number of posts to be allocated to medical staff in HQs and the medical qualifications required for each post. C1 staffs have the responsibility to work with the Contributing Nations (CNs) to ensure all positions are continuously manned with personnel capable of meeting the specific requirements of their post. Specific qualifications will conform to national and coalition requirements in terms of performance requirements, specialty skills, and experience and grade levels.

7.3.2. Manpower Fitness and Health Standards. C1 Staffs will ensure that personnel assigned to multinational operations achieve, before deployment, the standards of individual fitness and health predetermined by national policy. Medical staff will advise C1 staff on the immunization policy and other individual preventive measures.

7.3.3. Patient Tracking. C1 has the overall responsibility for personnel tracking, including patient tracking. Hence patient tracking is predominantly a C1 function with an essential medical input, and is developed in conjunction with national J1 staffs.

i. Close coordination and a permanent guaranteed exchange of information and data between the personnel and medical functional areas will be required to avoid any shortfall or missing link in this high profile and high priority area.

ii. Patient tracking encompasses the reporting for POW and civilian patients and the reporting of deaths.

7.3.4. Casualty Reporting. C1 personnel staff are responsible for maintaining a theater-wide casualty reporting data base, in conjunction with the medical staff. In addition to their own reporting systems, national contingents are to report casualties and admissions to MTFs in accordance with established SOPs for the specific CTF AO.

i. Casualty reporting is to include any personnel captured, missing, wounded, hospitalized, injured or killed. C1 and the Task Force Surgeon (TS) are key recipients of this data base, which includes mortality data, as part of the overall medical surveillance data base for the operation.

7.4. **C2 – Intelligence.** Intelligence is defined as the product resulting from the processing (collection and analysis) of information concerning foreign nations, hostile or potentially hostile forces or elements, or areas of actual or potential operations. The term is also applied to the activity that results in the intelligence product and to the organizations engaged in such activity. C2 is responsible for all intelligence activities and the dissemination of required intelligence products to the medical staff.

7.4.1. In considering the interaction between the C2 staff and medical staff, it should be noted that the latter is primarily a “customer” of the intelligence staff.

7.4.2. Although medical planning staffs may need all forms of intelligence at various times, primary products that will be required will be medical intelligence. The medical staff must develop and coordinate appropriate requirements with the supporting intelligence staff for certain types of intelligence products.

7.4.3. Openly available, medically related information gathered by the medical staffs in the normal conduct of their duties may be of relevance to the overall intelligence system and process. Medical staffs who gather information in the normal conduct of medical support planning and operations are not collecting intelligence and should never use the term “intelligence collection” in association with medical support activities. Medical staffs do not engage in intelligence collection activities but gather medical information, which may be of use to the intelligence staff. At times medical personnel may be called on by the intelligence staff to provide advice and analysis on selected subjects.

7.5. **C3 – Operations.** The operations staff acts as a focal point through which the CCTF directs and maintains continuous oversight of all operations. The C3 also focuses on near term planning and current planning (C3 FOPS and C3 COPS planning cells) within the CTF planning process. The CCTF establishes a Multinational Command Center (MCmdC), which becomes the hub and central clearinghouse for current operations for CTF operations. [Refer to Part C, Chapter 3, Multinational Forces Command Center \(MCmdC\)](#) for details.

7.5.1. Medical staff needs to be thoroughly integrated into the C3 FOPS and COPS planning cells to ensure medical planning is addressed at all planning horizons within the CTF command. [Refer to Part B, Chapter 2: CTF Planning Organizations](#) for details.

7.5.2. Force protection oversight is a lead function of the C3 staff, and they coordinate with other relevant staff, including medical, in their conduct of the force protection program objectives and initiatives.

7.5.3. The C3 operations staff and medical staff often bring complementary but differing program approaches and competencies to achieve health protection, treatment and promotion objectives. Provision of medical services to support the health of the troops is strictly a medical staff responsibility, while the

CCTF enables force protection through establishing and maintaining an adequate medical support system, and implementing/enforcing recommended preventive medicine policies.

- 7.5.4. In short, the medical staff mission is directly focused on the health of the troops, while the operations force protection staff mission is focused on the readiness status of the medical support structure (i.e. focus on the “health” of the medical support organization). Both staffs must work co-operatively as a team in the development and execution of force protection programs.
- 7.5.5. At any time during operational planning and execution the C3 Staffs are responsible for determining any change in the point of main effort, which may be accompanied by changes in the medical arrangements. They will determine the response to any situation which compromises medical support to the force, and they will also make decisions over allocation of scarce resources. Medical staffs are responsible for ascertaining the medical implications of course of actions (COAs) selected by C3 staff and ensuring that they are made fully aware of these implications.
- 7.5.6. One of the most important interactions between C3 and the medical staffs is the determination of casualty estimates for a given operation.
- 7.5.7. MASCAL planning is not just the preserve of the medical staff. Any MASCAL would have the total focus of the CCTF, especially in a non-warfighting situation. Therefore, medical staff must coordinate MASCAL planning with C3, who will lead on all aspects of the plan and its execution, as the resources required will come from across the theater and many will be non-medical.
- 7.6. **C4 – Logistics.** The C4 staff is responsible for assessing the logistic support required for achievement of the CTF’s campaign objectives, and for ensuring that these support requirements are met throughout the campaign. In addition to this assessment, C4 will also coordinate the overall logistic effort.
 - 7.6.1. As medical is part of the functional area of logistics, coordination between medical and logistics staffs is required to ensure consistency and integration of logistics and medical missions.
 - 7.6.2. From the very onset of planning for an operation, medical staff must work proactively with the C4 staff to define the medical support concept, medical organization and requirements fit for specific plan(s). Medical staffs will continue to directly participate in all OPLAN development processes and in all redirection planning, such as required for major phases of an operation and for crisis action response.
 - 7.6.3. The C4 staffs play an important part in ensuring that medical facilities are able to carry out their primary tasks. It is their responsibility to provide many of the critical needs of a medical facility, which may include:
 - i. Power, laundry, rations, water, maintenance of equipment and accommodation.
 - ii. The provision of vehicles for the movement of MTFs, if required.
 - iii. The provision of HN support or local contracting for the supply of services to medical facilities.
 - iv. The employment of civil labor.
 - 7.6.4. Engineering Support. Within the area of logistics the need for engineering support, whose objectives and tasks are represented by the following, has taken on an increased importance in recent years:
 - i. Maintain and develop the theater highway routes, airports and seaports of debarkation, and railheads necessary to provide the appropriate level of force mobility and sustainability.
 - ii. Maintain and develop the quality of the HQs infrastructure to include offices, accommodation, food service facilities, water supply, warehouse and other facilities (including medical), needed to meet both minimum military requirements and the force protection requirements.
 - iii. Provide guidance and support to all contributing nations (CNs) regarding environmental policy for protecting the natural environment, both within occupied sites and throughout the CTF AO.

7.7. **C5 – Plans and Policy.** The C5 staff focuses on the long term planning and policy aspects within the CTF headquarters. C5 has the primary function of coordinating and supervising the C5 PLANS cell and Coalition Planning Group (CPG) which integrates all long term planning from all CTF staff elements, including medical. They also promulgate the CCTF's decisions on the COAs for the campaign through planning directives, OPLANS, OPORDS, and campaign plans.

7.7.1. Medical staff needs to be thoroughly integrated into the C5 PLANS and CPG planning cells to ensure medical planning is addressed at all planning horizons within the CTF command. [Refer to Part B, Chapter 2: CTF Planning Organizations](#) for details.

7.7.2. Medical staff also needs to address policy issues at the operational level through the C5 Policy sections. It can be expected that more policy issues will arise within multinational operations than found in single nation operations (i.e. joint operations). Further, policy issues with the IHC will arise that need to be addressed from international policy and legal perspectives, and, in turn, such medical policy issues may have significant impacts on CTF planning and execution.

7.7.3. The medical staff will provide medical input to the CCTF's OPLAN to the C5 staff.

7.8. **C6 – Communications.** The primary mission of the C6 communications staff is to provide reliable and secure CIS necessary to support an operation. The principles of flexibility, reliability, security, network resilience and interoperability are crucial to the multinational framework at all levels, as is the continued emphasis on commonality of CIS procedures.

7.8.1. In the medical functional area, where there exists the potential for large amounts of detailed information and data on casualties to be transmitted, it is essential that early operational planning includes the requirement to establish the commensurate priority for medical CIS.

7.8.2. The most important aspect of this process is to engage the CIS staffs in recognizing the need for CIS assets to provide adequate connectivity within the medical functional area, both vertically and horizontally in the C2 architecture.

7.8.3. Medical support CIS needs must be assessed at all levels. In conjunction, medical and CIS staff will establish the medical CIS requirements for the operation and include them in the statement of requirements (SOR). The CIS staff may also allocate the means to effect the capture of appropriate medical data.

7.8.4. Medical CIS should include all MTFs in theater, in order to facilitate the ability to rescue, evacuate, regulate and track casualties, permit CCTF's analysis and assessment of theater medical capabilities, achieve direct interaction and information exchange on a continuous basis. Connectivity with the JOC and CCTF's staff elements must also be established and maintained for coordination purposes.

7.9. **C7 – Civil-Military Operations (CMO).** CCTF needs to establish relationships with the International Humanitarian Community (IHC - defined as the aggregate of International Organizations (IOs), Nongovernmental Organizations (NGOs), and the International Committee of the Red Cross (ICRC) and International Federation of Red Cross (IFRC), National Red Cross and Red Crescent Societies, and UN agencies / funds / programmes). Just as important, the CCTF needs to establish relationships with the variety of civilian authorities and local governmental organizations in the CTF AO. The CCTF has a moral and legal responsibility toward the civilians in their area, which can only be met by cooperating with the IHC, civilian authorities and local governmental organizations. Therefore, the primary mission of C7 staff is the establishment of a specialist interface between a military force, IHC, and the civilian authorities and organizations, in order to establish and maintain good civil-military relations and gain the greatest advantage for the CCTF. The C7 establishes a Civil Military Operations Center (CMOC) in order to carrying out these responsibilities. [Refer to Part B, Chapter 2: Civil Military Operations Center \(CMOC\)](#) for details.

7.9.1. Some of the conditions for military success can be achieved by harmonizing the CCTF's aims and methods with those of the civilian population, authorities and organizations in his area. This is especially true of peace operations (POs), where civilian considerations impose severe constraints on tactical and operational freedom. Where harmonization is undesirable or impossible, for example in a hostile theater or fast moving high intensity conflict, CMO will still be a major consideration because of the need to obtain local resources, operate within the international legal framework and facilitate eventual transition

to civilian government. C7 staff must use intelligence sources and collaborate with other key staffs in order to complete an assessment of need, establish priorities, and execute their mission.

- 7.9.2. A CMO capability will help civilian institutions, in an area of conflict or peacekeeping operations, to achieve continuing civil implementation without the support from a multinational military force. The basic civil-military component of a multinational operation end state is achieved when the principal civil implementation organizations can complete their remaining or ongoing tasks without support from a military-led force.
- 7.9.3. With the approval of the CCTF and in accordance with the tasks assigned in the OPLAN, C7 staff may request medical staff to provide non-emergency medical assistance to the local population. In assessing whether a military response should be provided medical staffs must establish that the task is one that, if undertaken, will facilitate a return to normality for the local community. This assistance must be for a limited duration, with the final outcome being the re-establishment of the local civil medical infrastructure.
- 7.9.4. Another area of interaction between medical staffs and C7 staff is the advice that can be given on the coordination and implementation of different medical projects promoted by the C7 staff, or the IHC, in the area of health care to the civil community. This advice will take into consideration the duplication of effort and the priority requirements of the projects.
- 7.10. **Funds Officer.** At the theater level, the Funds Officer and his financial staff are the principal financial management advisers, and are responsible for the correct and efficient application of all international funds approved for use in the theater in support of the operation.
 - 7.10.1. The Funds Officer linkages to medical support are indirect and thus transparent, relating to the planning, programming, budgeting, and execution oversight of the theater-based operation. The financial staff is responsible for the correct and efficient utilization of funds approved for in-theater support of the mission. Direct theater interaction between finance and medical staffs, however, may be necessary during the course of an operation. Specific examples where this may be required are as follows.
 - i. New Projects or Initiatives. Evaluate requests for support of national or multinational initiatives, which may be proposed during the course of an operation to meet newly identified needs (e.g. special immunization requirement due to identified health risk to the multinational forces). Medical staff would be required to prepare and coordinate with C8 staff a justification for funding.
 - ii. Memorandums of Understanding (MOU). The Funds Officer may monitor the development and participate in negotiations of MOUs and other international agreements regarding medical support with financial implications.
 - iii. Contracting Support. Support of in-theater forces may require substantial procurement of medical goods and services located within the local markets. The Funds Officer's budget & finance division will provide direction and oversight over the contracting activities of the CCTF and of subordinate organizations. The Funds Officer and his financial staff will therefore be an important linkage for medical staff in the form of providing procurement contracting technical guidance and support.
- 7.11. **Legal.** The legal staff provides legal advice and services to CCTFs during all phases of an operation. For each operation, the medical staff, in conjunction with legal staff, will address issues concerning both national and international law.
 - 7.11.1. Many of the areas over which legal maintains technical supervision or key advisory input involve subjects which include either medical functions or topics for which the medical advice to the CCTF is required. Key among these linkages, which will bring the medical and legal staffs together in a direct working relationship, include:
 - i. Status of Forces Agreements (SOFAs) and Host Nation Support (HNS) arrangements.
 - ii. MOUs, contracts for supplies and services, leases, or other arrangements with the HN or private enterprise, if no general MOU or contract will be negotiated by C4, may be negotiated by medical with direct support or, at a minimum, review through the legal staff.

- iii. Issues and actions pertaining to multinational support to IHC or the local population.
- iv. Claims activity within the area of operations (AO) related to incidents involving damage to property, or injury or loss of life.
- v. International Committee of Red Cross (ICRC) inspections.

7.11.2. Other areas of specific linkages between medical and legal staffs will include:

- i. Compliance with Humanitarian Conventions. The conduct of medical activities will comply with the rules laid down under The Hague and Geneva Conventions. Without discrimination, all entitled sick and injured shall be treated on the basis of their clinical needs and medical resources availability.
- ii. Treatment of POW and Other Protected Persons. All provisions of the Geneva Conventions pertaining to medical support to POWs, and other protected categories of personnel shall apply. The legal advisor will technically assist the medical and other staff in the interpretation of these provisions. He will collaborate on the development of Fragmentation Orders (FRAGOs) and other operational orders, guidelines and directives, which clarify medical support to all categories of protected personnel during specific operations.
- iii. Medical Confidentiality. Patient medical information is not to be communicated to any individual or organization, who does not have a medical need to know, except as required by national policy for that nation's patients. Confidentiality must also be ensured in dealing with medical reports, returns, and files containing information other than in anonymous form. Conversely, medical messages releasable to non-medical addressees must not contain any individual information without prior written consent by the individual. National laws will be accounted in the handling of medical records at the multinational level, with uncertainties or issues to be adjudicated through the legal staff.

7.12. Public Affairs Operations. Public information and affairs staffs have the key mission of enhancing public understanding on the operation's mission, goals, capabilities, and status. The public information office must be coordinated with all key elements, including medical staff, to ensure all target audiences are fully and accurately informed about the progress of the operation.

7.12.1. Medical staff interaction with the public information media in a CTF AO will result from need to respond to incoming inquiries concerning medical issues and actions.

7.12.2. As senior medical advisors to CCTF, medical staffs must be prepared to conduct media briefings or press type conferences, or provide scripted materials for senior staff, regarding medical updates and background on specific operations, actions, or issues. Information released or prepared for release must be consistent with operational security, troop safety and medical confidentiality.

7.12.3. As a proactive tool, medical staff should look upon public information channels as an excellent leverage to achieve medical force protection and preventive health education objectives. This action may be taken to:

- i. Keep military and political authorities informed about significant medical aspects of the operation in a timely manner.
- ii. Actively support media efforts to understand, promote and report on specific activities and goals.
- iii. Conduct information programs to create a better understanding of endemic and operation health risk factors and preventive medicine countermeasures to pre-empt health risks.

8. Medical Support Planning

8.1. Health Assessment. An assessment, based on known medical intelligence, of the possible adverse health effects on troops in a particular area, given that area's climate, presence of disease, flora and fauna etc. and the state of health and readiness (immunization, clothing and equipment) of friendly forces. The following points need to be considered:

8.1.1. Acclimatization of troops.

8.1.2. Presence of endemic or epidemic disease.

8.1.3. Water supply.

8.1.4. Living and sanitary conditions.

8.1.5. Pollution.

8.1.6. Hazardous animals and plants.

8.1.7. Status of immunization of own troops.

8.1.8. Clothing and equipment (cold weather, hot weather, mosquito nets, etc.).

8.1.9. Stress management.

8.1.10. Status of training.

8.1.11. Other non military medical organizations (IHC and local medical organizations).

8.2. Medical Support Analysis. From the CONOPS and the deductions made on each of the above mentioned factors the following can be given:

8.2.1. Casualty Estimate. An estimate of the number of casualties (friendly forces, enemy forces and civilians) provided by C3 that would be required to be treated in friendly forces medical facilities.

8.2.2. Medical Support Requirements. From the casualty estimates the following number and type of medical requirements can be ascertained:

- i. Role/Echelon 1/2/3 MTFs and augmentations
- ii. Role/Echelon 4
- iii. HNS or local resources
- iv. Evacuation assets (Tactical/Strategic: road, rail, sea and air)
- v. Medical logistics
- vi. Blood and blood products
- vii. Veterinary services
- viii. Preventive medicine services and environmental health team(s)
- ix. Dental services
- x. Command, Control, Communications and Information (C3I) assets

8.2.3. Resources Available. Known medical resources that would be provided by CNs as part of the Force Generation Package, by the HN and other estimated medical resources.

- i. Organic medical units and personnel
- ii. Attached medical units and personnel
- iii. Supporting medical units
- iv. HNS or local resources

- v. Retained enemy medical personnel
- vi. Medical supply
- vii. Budgeting
- viii. Other

9. Medical Support to Humanitarian Assistance and Disaster Response (HA/DR)

9.1. **Principles of conduct for HA/DR operations.** These principles are based on the ICRC Code of Conduct for disaster relief. [Refer to Part D, Chapter 1: Humanitarian Assistance / Disaster Relief](#) for details.

9.1.1. The humanitarian imperative comes first.

9.1.2. Aid is given regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone.

9.1.3. Aid will not be used to further a particular political or religious standpoint.

9.1.4. We shall respect culture and custom.

9.1.5. We shall attempt to build disaster response in local capacities.

9.1.6. Ways shall be found to involve programmed beneficiaries in the management of relief aid.

9.1.7. Relief aid must strive to reduce future vulnerabilities to disaster as well as meeting basic needs.

9.1.8. We hold ourselves accountable to both those we seek to assist and those from whom we accept resources.

9.1.9. In our information, publicity and advertising activities, we shall recognize disaster victims as dignified humans, not hopeless objects.

9.2. Appropriate Level/Scope of Assistance

9.2.1. Assist host nation and international medical personnel, keeping transition in mind. The principal purpose of military HSS in disaster or humanitarian emergencies is to alleviate deteriorating health conditions and avert epidemics.

9.2.2. CCTFs should focus support in an interagency approach to restore essential health services in collaboration with the host nation and/or IHC. The scope of HSS will vary with the type and scale of emergency, as well as the level of national or regional development. Generally, this will entail initial emergent care, basic primary care, and preventive medicine support. Dental support and minor surgery may also be provided. A clear focus must remain on transition to other medical support organizations (e.g., IHC and local medical organizations) from the outset, particularly if taking a lead role during the initial stages of the response.

9.3. **Health Situation Analysis and Estimate** – Assessments provide an understanding of the disaster situation and a clear analysis of threats to life, dignity, health, and livelihoods to determine, in consultation with the relevant authorities, whether an external response is required and, if so, the nature of the response.

9.3.1. Designate a health assessment team to conduct an analysis of the health situation. This goes farther than examining reports gained through intelligence sources and into a realistic evaluation of time, force, and space factors in providing the right medical capability. The purpose of the health situation estimate is to:

9.3.2. Identify the level of health status of the population and the condition of existing healthcare infrastructure.

9.3.3. Identify critical health risk factors in the environment, in particular short term primary and emergent care.

- 9.3.4. Understand the magnitude of the disaster's impact and potential health consequences for the population.
- 9.3.5. Determine the level of involvement of the other organizations.
- 9.3.6. Required HSS capabilities in HA/DR emergencies can vary widely. Figure C-8-E.1 provides a generic matrix that illustrates how many IHC organizations estimate HSS requirements. Requirements depend on population health issues and the impact on indigenous health service capabilities. Because there are so many variables that affect the need for HSS, an up-front analysis of multiple sources of intelligence or information, including information gathered by trained medical personnel on scene (e.g., IHC organizations and local governments), is required. Medical personnel need to evaluate the safety and vulnerability of local food and water sources and local medical capabilities, perform an epidemiological risk assessment and a vector-pest risk assessment, determine the adequacy of hygiene in local billeting and public facilities, and perform an environmental risk assessment (coordinated with any environmental surveys conducted by civil engineers) as early as possible.

HSS Estimated Matrix

Likely Effects	Complex Emergencies	Earthquakes	High Winds w/o Flooding	Hurricanes/ Floods	Flash Floods / Tsunami
Deaths	Many	Varies	Few	Few	Many
Severe Injuries	Varies	Many	Moderate	Few	Few
Risk of Communicable Outbreaks	High	Small	Small	Varies	High
Food Scarcity	Common	Rare	Rare	Varies	Varies
Population Displacements	Common	Rare	Rare	Common	Varies

Figure C-8-E.2: International Humanitarian Community (IHC) HSS Estimated Matrix

- 9.3.7. Usually, the same groups who are most vulnerable in normal times are at most risk during emergencies and disasters. They include people whose health is already compromised (e.g., people with pre-existing illness, serious chronic diseases, or malnutrition, children under five years old, adolescents, pregnant or lactating women, and the elderly). Common HA/DR health concerns include the following: traumatic injury, tetanus, acute respiratory infections, diarrhea diseases (cholera and dysentery), malaria, tuberculosis, HIV/AIDS, sexually transmitted diseases, meningitis, malnutrition, and psychosocial impact.
- 9.3.8. In situations where the number of casualties is high, the elimination of on-scene health hazards along with search and rescue and emergent surgical services, may be the highest priority. This type of support is generally short in duration, due to patient survivability time limitations and the ability to rapidly build appropriate force levels for these tasks.
- 9.3.9. Highest priority health services include the most appropriate and effective interventions to reduce morbidity and mortality (e.g., providing clean drinking water, vaccinations, malaria prophylaxis, wound cleaning, antibiotics, counseling, public health information, etc.), as determined by health situation analysis.
- 9.3.10. Standardize triage procedures and treatment timelines to guide health care providers on patient assessment, prioritization, basic resuscitation, and referral.

- 9.3.11. Standardize protocols for advanced care referral of injured patients (e.g., surgery) and make arrangements for suitable patient transportation to the referral facility.
- 9.3.12. The level of development in the country or region affects the level of HSS needed. Developed areas require broader access to higher levels of care. Less developed areas require broad access to more basic health services, with an additional emphasis on preventive medicine. See paragraph 2.4.11 above for a discussion on levels of medical care.
- 9.3.13. Because of a lack of public health infrastructure, and therefore public health information, less developed areas and areas with large numbers of displaced persons require more preventive medicine services (e.g., control of infectious or communicable diseases).
- 9.3.14. Preventive medicine measures include ensuring water quality and sanitation, hygiene promotion, vector control, and secure food supplies. Additionally, health education messages are provided on how to prevent common communicable diseases and how to access relevant services. More specific prevention measures, such as a vaccination/immunization campaigns, are conducted to the extent practical.
- 9.3.15. The mental health of casualties needs to be addressed. This may not be limited to the provision of trained medical personnel. The medical planning staff should be especially sensitive to the cultural and religious norms of the affected population. It might be more apt to have the task of mental health support delegated to the appropriate religious leaders. Speaking the same language and sharing the same background, they are more effective in providing counseling services.
- 9.3.16. Identify all the preferences and best practices regarding the management of human remains within the coalition and the affected population and tailor the HSS plan to respect these preferences to the greatest extent possible within the constraints of an emergency and austere environment. The dead must be disposed of in a respectful manner and their graves respected. Maximum efforts should be made to provide identification location, and cause of death of all unknown remains.
- 9.3.17. International SOS, a private medical assistance network operating in over 60 countries, or other IHCs already established in the country affected may be able to provide information on nearest medical treatment facilities (MTFs) and airfields for medical evacuation (MEDEVAC) planning. Consult their website (www.internationalsos.com) for points of contact.
- 9.3.18. A typical timeline of events and requirements after a disaster is represented by Figure C-8-E.3.

(continued on following page)

HEALTH INTERVENTION TIMELINE

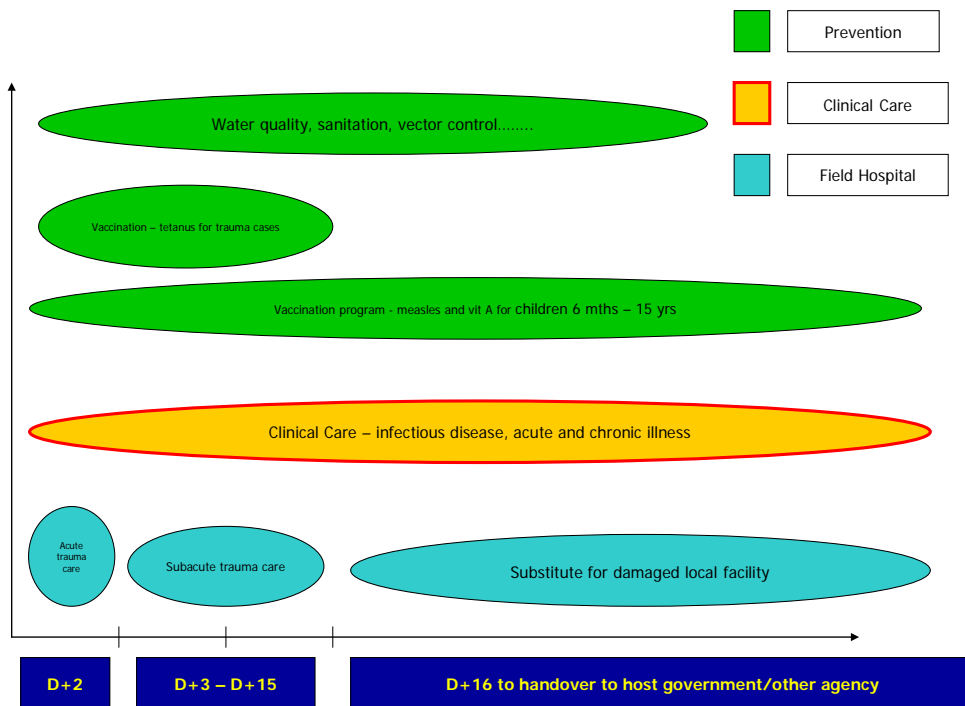


Figure C-8-E.3. Health Intervention Time Line

10. **Medical Support to a Chemical Biological Radiological Nuclear and Toxic Industrial Material (CBRN-TIM) event.** [Refer to Part C, Chapter 9: CBRN-TIM](#) for force protection details for the CTF headquarters and command as a whole and refer to [Part D, Chapter 1: Consequence Management](#) for details on responding to a foreign CBRN-TIM crisis..

10.1. Medical care in a CBRN-TIM environment is complicated by the competing needs for incident containment, victim extrication and treatment, and the protection of responders. This section will address these concerns on an operational level, detailed information about decontamination and treatment is beyond the scope of this document.

10.2. Definitions.

10.2.1. **Personal Protective Equipment (PPE)** refers to gear worn to protect against inhalational and contact exposures to vapor and liquid hazards.

10.2.2. **A CBRN-TIM** is an event that includes the intentional or unintentional release of one or more of the following: chemical, biological, radiological, nuclear and toxic industrial material. Usually, we distinguish the area into three zones.

10.2.3. **Hot Zone** is the area where detectable contamination is present and appropriate PPE must be worn.

10.2.4. **Warm Zone** is the area where contamination is being reduced and appropriate PPE must be worn.

10.2.5. **Cold Zone** is the area outside the event where no contamination is present and PPE is not required.

10.3. In any CBRN-TIM event, specific goals must be achieved to optimize victim care, contain the event and protect responders.

10.4. **Force protection.** At a minimum, responders working in the hot or warm zone must have appropriate PPE with requisite training. Appropriate medical screening, vaccinations and antidote/prophylaxis will be provided to protect responders.

10.5. **Extraction.** PPE is cumbersome and limits the responders senses. Due to these conditions, it is likely that little or no medical care will be available inside the hot zone. In general, response assets will be quickly

depleted and triage will then focus on patients who are most likely to survive through the decontamination process.

10.6. **Decontamination.** The decontamination process takes place in the warm zone. As this process is frequently a rate limiting step, efforts must be made to re-triage victims prior to entering the decontamination process to maximize efforts and care for the most viable patients. Medical care again is limited at this state due to the restrictions of PPE.

10.7. **Cold Zone.** Prior to entry into the cold zone decontamination needs to be validated to prevent delayed effects of agents, spread of the agent and contamination of treatment facilities and personnel. Secondary decontamination facilities should be located at all patient receiving areas noting that ambulatory casualties may not have gone through the decontamination process before reaching a treatment facility. Formal triage and efficient treatment begin at this stage as PPE is not necessary.

10.8. **Treatment.** Actual treatment parameters will follow standards of care as agreed between participating countries. These parameters are beyond the scope of this document but should follow tactical doctrine. General considerations include contact tracing, surveillance of infectious diseases post-incident and provision of mental health care to a large population. Appropriate therapy including prophylaxis and antidotes must be provided to treat the affected population.

11. Health Care Support for an Infectious Disease Outbreak.

11.1. **General Preparedness.** The worst time to determine the appropriate actions in response to a public health emergency situation is during the emergency. Thus, it is critical that health service support planners clarify the preparedness roles and responsibilities of their staff and identify likely response activities before they are needed.

11.2. **Planning Considerations.** The most important is the need for command emphasis and commitment from senior leaders to support proven control measures: travel advisories and restrictions; contact tracing and follow-up surveillance; quarantine and isolation. In order to effectively respond to an infectious disease threat or emergency, the coalition must be capable of the following:

11.2.1. Identifying the types of infectious disease events that might occur in the AO.

11.2.2. Planning emergency activities in advance to ensure a coordinated response to the consequences of credible events.

11.2.3. Ensuring all appropriate staff officers are represented during the initial Military Decision Making Process (MDPM). This will ensure that all aspects of the crisis are considered, specifically legal, public affairs, logistics, and intelligence issues.

11.2.4. Ensuring commanders identify potential quarantine facilities and understand their requirements to man and maintain these facilities for extended durations.

11.2.5. Maintaining a dedicated medical surveillance team trained to monitor outbreaks, analyze trends, and make timely recommendations to the commander based on predictive analysis.

11.2.6. Establishing professional working relationships between coalition and host nation military and civilian health care agencies prior to a disease outbreak. This will ensure there is little lag time in passing on critical medical information in times of crisis.

11.2.7. Erring on the side of caution when issuing travel advisories, restrictions, and quarantine orders.

11.2.8. Rapidly identifying the type or nature of an event when it happens.

11.2.9. Implementing the planned response quickly and efficiently.

11.2.10. Evaluate effectiveness, accessibility, and quality of personal and population-based health services available to respond to a threat or event due to an infectious disease outbreak

ANNEX F

MNF CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR – TOXIC INDUSTRIAL MATERIAL (CBRN-TIM) DEFENSE SPECIAL STAFF

1. **Purpose.** This Annex describes the CBRN-TIM Defense Special Staff in relation to Multinational Operations.
2. **Scope.** This Annex establishes CBRN-TIM Defense Special Staff roles and responsibilities within the Coalition/Combined Task Force Headquarters.
3. **Overview.** The CBRN-TIM Defense Special Staff will assist the CCTF and CTF staff to address CBRN-TIM Defense (Weapons of Mass Destruction – WMD), Consequence Management, and Epidemics operational-level (planning and execution) challenges. [Refer to Part C, Chapter 9: CBRN-TIM Defense](#) for CTF headquarters and command force protection actions and [refer to Part D, Chapter 1: Consequence Management](#) for responding to a CBRN-TIM foreign crisis response situations.

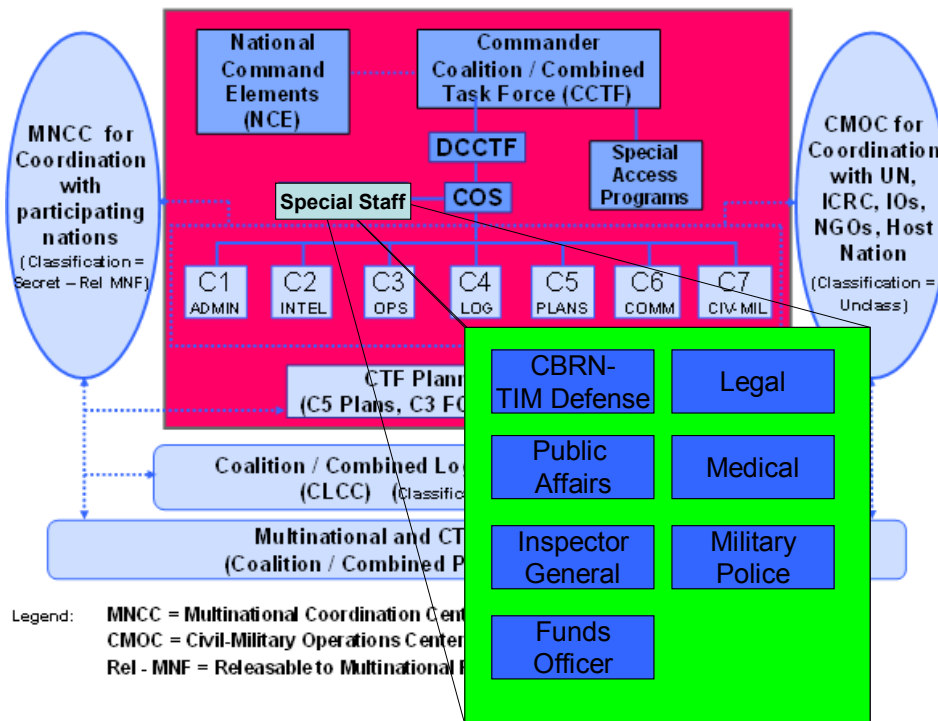


Figure C-8-F.1: CTF Headquarters Organization with Special Staff

4. **CBRN-TIM Defense Special Staff Concept.** This Special Staff organization is a standing requirement due to the inherent threat posed by intentional or unintentional CBRN-TIM events in any Area of Operations (AOR). There is always going to be a requirement for a CBRN-TIM Defense Special Staff skeleton team (para 5.2.1), however the level of threat will dictate the size of staff and expertise of personnel required.
 - 4.1.1. Many CCTFs will assume that CBRN-TIM will not be threat to the CTF Mission. However, until the potential risks have been assessed, this may be a premature conclusion. CBRN-TIMs are sufficiently powerful that even a single event could jeopardize mission accomplishment.
 - 4.1.2. The CTF needs to assess the potential hazards posed by TIMs and their location. The absence of opposition groups does not prevent TIM threats, which can occur as the result of accidents.

4.1.3. The CCTF has the responsibility of reviewing potential threats and then deciding whether to accept the risks that these pose or whether to take actions to mitigate those risks.

5. **Organization:** The CBRN-TIM Defense Special Staff is organized to be flexible and scalable to address an array of CBRN-TIM threats. Figure C-8-F.1 is a schematic of the cell. Details are addressed in following pages.

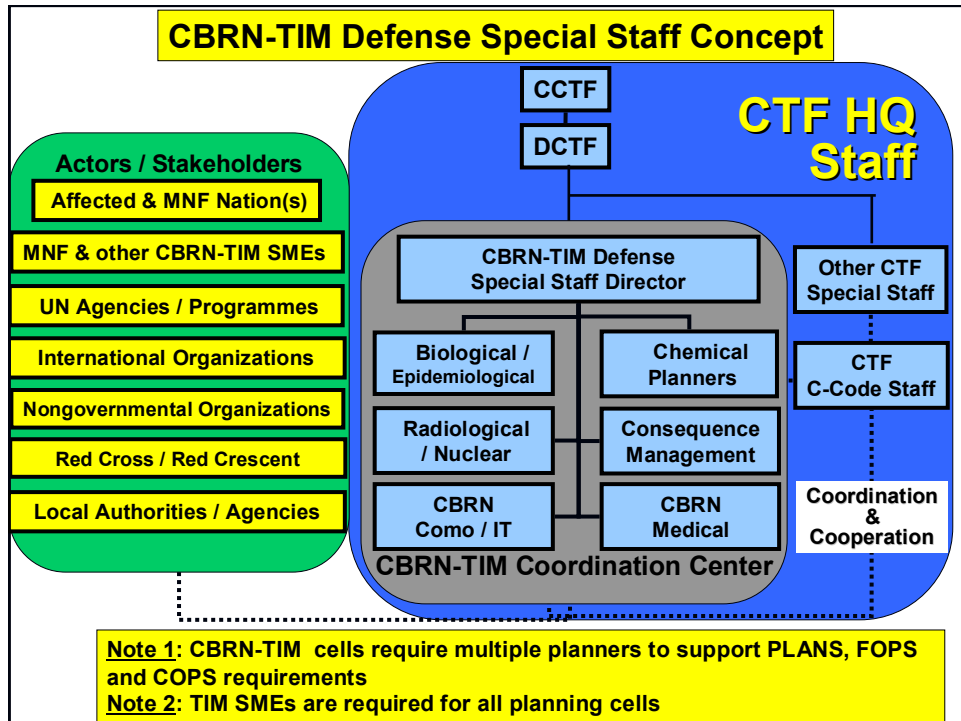


Figure C-8-F.2: CBRN-TIM Defense Special Staff Cell Concept

5.1. Chain of Command. The CBRN-TIM Defense Special Staff reports directly to the CCTF similar to other Special Staff.

5.2. Team Members.

5.2.1. The CBRN-TIM Defense Special Staff skeleton team below is required in the absence of an intentional CBRN threat.

- CBRN-TIM Director
- CBRN Medical Specialist
- CBRN-TIM planner to support plans
- CBRN Communications/IT Specialist

5.2.2. If the CBRN-TIM threat escalates, refer to full organizational chart in Figure C-8-F.2

6. Roles and Responsibilities

6.1. CBRN-TIM Director

6.1.1. Analyze, in conjunction with C3 staff, the CBRN-TIM threat and CTF vulnerability and operational risk.

6.1.2. Assist other staff sections in the development of CTF plans to ensure they address CBRN-TIM Defense issues, risks and concerns associated with operating in a potential CBRN-TIM environment.

- i. Liaise with the CTF Planning cells - C5 Plans (PLANS), C3 Future Operations (FOPS), and C3 Current Operations (COPS).
 - ii. Coordinate with C2 (Intelligence) on the CBRN-TIM threat assessment. . Assist C2 to identify potential future CBRN-TIM targets in the AO. Coordinate the sampling, identification of biological, chemical and radiological materials. This could include reachback support and transport of samples to appropriate facilities for testing.
 - iii. Advise the CTF staff on:
 - iii-i. Commander's Critical Information Requirements (CCIRs) for a CBRN-TIM event.
 - iii-ii. Priority Information Requirements (PIRs), What CCTF needs to know about the threat and the environment.
 - iii-iii. Friendly Forces Information Requirements (FFIRs). What CCTF needs to know about CTF forces and operations. CBRN-TIM-specific Essential Elements of Friendly Information (EEFIs). What the adversary wants to know, and CTF must protect.
 - iv. Support IO and PA planning.
 - v. Support Multinational Coordination Center and the Civil-Military Operations Center planning.
 - vi. Coordinate with C4 (Logistics) for CBRN-TIM defense equipment issue and re-supply.
 - vii. Coordinate with the CTF Surgeon for Health Service Support (HSS) planning and to develop Operational Exposure Guidance.
 - viii. Coordinate with C4 (Engineers) for operational support, including water sources and disposal of decontamination by-products
 - ix. Support contaminated human remains planning. See International Standards of Conduct: Management of Remains and information on the Dead (Part C, Chapter 9, Annex I, Appendix 4)
- 6.1.3. Determine the appropriate CBRN-TIM Force Protection and threat levels for the AO.
- 6.1.4. Advise the CCTF, in conjunction with the CTF Surgeon, in recommending therapeutics, prophylaxis and vaccinations as appropriate.
- 6.1.5. Implement the Automated Coalition Consequence Management (ACCM) System and manage within the CBRN-TIM Defense Special Staff.
- 6.1.6. Advise the CCTF in recommending to the contributing CTF nations the minimum level of CBRN-TIM defense equipment and supplies and training standards necessary prior to deployment of personnel within the AO.
- 6.1.7. Identify those contributing CTF nations whose forces lack adequate CBRN-TIM Defense capabilities, and identify risk mitigation strategies.
- 6.1.8. Coordinate all CBRN-TIM Defense plans with host nation authorities/agencies, international health authorities/agencies, national authorities of CTF partners, and other stakeholders including non-governmental organizations.
- 6.1.9. Coordinate the Radiological Operational Exposure Guidance (OEG) recommendation in conjunction with the CTF Surgeon. Track unit OEG status and provide updates to the CTF Surgeon. Make recommendations to minimize hazard exposure within mission parameters.
- 6.1.10. Coordinate acceptable decontamination standards to enable deployment and retrograde operations (including casualty evacuation, mortuary planning, and personnel/equipment redeployment).

- 6.1.11. Coordinate restriction of movement and quarantine protocols for affected CTF personnel, and provide recommendations to the host/affected nation for their personnel. Ensure timely communication between all stakeholders with regard to CBRN-TIM threats, vulnerabilities and incidents.
- 6.1.12. Prepare, receive, collect, evaluate and distribute CBRN-TIM information.
- i. Secure required reachback capability.
 - ii. Provide Information Exchange Requirements to CTF Information Manager.
 - iii. Submit Requests for Information (RFI), particularly to address CCIRs.
 - iv. Monitor and assess information sources for indications and warning of future CBRN events.
 - v. Monitor AO on an on-going basis for any indication of a CBRN-TIM event by integrating medical, intelligence, sensor, security forces, and other defensive forces information.
 - vi. Produce plume predictions. using Automated Coalition Consequence Management (ACCM) data.
 - vii. Provide lessons learned during and after incident to inform the conduct of future operations.
 - viii. Update the CCTF daily on CBRN-TIM environment status.
 - ix. If an event occurs, advise the CCTF on the consequence management of a CBRN-TIM incident.
- 6.1.13. [Refer to Part D, Chapter 1: Consequence Management](#) in conjunction to all planning considerations and COAs for CBRN-TIM.

7. Tools

- 7.1. All Partners Access Network (APAN): <https://apan.org/>
- 7.2. MPAT / MNF SOP Collaboration Web Site: www.mpat.org or <https://community.apan.org/wg/mpat/p/sop>

ANNEX G

GENDER IN OPERATIONS

- 1. Purpose.** To provide a common understanding and framework for integrating a gender perspective into the planning, execution, and evaluation phases of MNF operations.
- 2. Objectives.** The aim of mainstreaming gender is to increase operational effectiveness by:
 - 2.1.** Understanding the complexities of the operational environment.
 - 2.2.** Utilizing the knowledge, capabilities, and experiences of both men and women.
- 3. Background.** The active participation of men and women is critical to the security and success of MNF operations, as well as being fundamental to post-conflict and post-crisis stability and security. To achieve mission success, the MNF must fully understand the human domain of the operational environment; gender is a critical characteristic of the human domain. MNF must analyze and address these different factors through all stages of an operation. Simply, this can be described as understanding the effect that the population has on the operation, and the effect the operation has on the population. Incorporating gender through all phases of an operation is known by the international community as “operationalizing a gender perspective.” Every member of the MNF is responsible for operationalizing a gender perspective, which will increase operational effectiveness.
 - 3.1.** UN Security Council Resolution (UNSCR) 1325 on Women, Peace, and Security (WPS), is a landmark resolution that was unanimously adopted by all UN Member States in 2000. It formally addresses the significant and disproportionate effect that armed conflict has on women and girls; it also recognizes the under-valued and under-utilized contributions women make to conflict prevention, peacekeeping, conflict resolution, and peace building. The Resolution stresses the importance of women’s equal and full participation as active agents of peace and security.
 - 3.2.** The themes of UNSCR 1325 are protection, prevention, participation, and peacebuilding. Since its inception, the Resolution has increasingly been applied to other forms of operations with military involvement, especially humanitarian and disaster relief operations, with peacebuilding being expanded to include relief and recovery. The UN Security Council has reinforced and expanded the themes of UNSCR 1325 through the adoption of numerous additional resolutions including Protection of Civilians (POC), Children in the Area of Armed Conflict (CAAC), Countering Violent Extremism (CVE) and Sexual Exploitation and Abuse (SEA). UNSCR 1325, related resolutions and the above thematic areas are collectively referred to as the WPS agenda. To be effective in contemporary operating environments, a gender perspective must be included.
 - 3.3.** The Protection of Civilians (POC) Annex incorporates the Protection theme of WPS. This annex focuses on the other themes of WPS, specifically on to how to utilize a gender perspective in the multi-faceted conflicts and crises in which an MNF commander operates.
- 4. Definitions.**
 - 4.1. Gender:** refers to the socially constructed roles and relationships between men, women, boys and girls; it does not relate to only women. Rather than being determined by biology, gender is learned. Gender roles are not static and can change over time and vary widely within and across cultures.
 - 4.2. Gender advisor (GENAD):** the trained principal gender advisor who may operate at all levels and usually directly advises the senior commander and senior staff in a full-time capacity. The primary task of a GENAD is to advise on how to implement a gender perspective into the planning, execution, and assessment processes of operations.
 - 4.3. Gender analysis:** the systematic gathering and examination of information and data on the population’s demography, gender differences and social relations, which is used to understand the human terrain, gender-related operational considerations, and the likely effect of the operation on the local population.

- 4.4. Gender Mainstreaming:** the process of assessing the implications for women and men of any planned action (including legislation, policies or programs) in all areas and at all levels.
- 4.5. Gender Focal Point (GFP):** Commanders appoint GFPs to mainstream gender considerations within their functional area. This role is usually undertaken in addition to their primary role.
- 4.6. National Action Plan (NAP):** All UN Member States have been requested to develop NAPs outlining how they will implement and assess their progress on the requirements of UNSCR 1325. Over 60 countries have developed NAPs.
- 4.7. Sexual and Gender Based Violence (SGBV):** Any type of violence that is directed against individuals or groups based on their sex and/or gender. SGBV includes any act that inflicts physical, mental, or sexual harm or suffering, threats of such acts, coercion and other deprivations of liberty. While women, men, girls, and boys can be victims of gender-based violence, women and girls are the main victims. In post-conflict countries, levels of SGBV can be especially high.¹
- 4.8. Conflict Related Sexual Violence (CRSV):** Incidents or patterns of sexual violence that are linked directly or indirectly (temporally, geographically or causally) to a conflict, such as rape, sexual slavery, forced prostitution, forced pregnancy, forced sterilization, and any other forms of sexual violence of comparable gravity perpetrated against women, men, girls, or boys.² Note: The above list is not exhaustive.
- 4.9. Sexual Exploitation and Abuse (SEA):** Sexual exploitation means any actual or attempted abuse of a position of vulnerability, differential power or trust for sexual purposes, including, but not limited to, profiteering monetarily, socially or politically from the exploitation of another. Sexual abuse means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.³
- 4.10. Women, Peace and Security (WPS):** The broad term used to describe programs related to implementing UNSCR 1325 and subsequent supporting UNSCRs. There are four focus areas of WPS:
- 4.10.1. **Participation** of women in peace processes and all public decision-making processes linked to making and building peace;
 - 4.10.2. **Prevention** of conflict through incorporating women's perspectives into early warning systems, public education, and prosecution of violators of women's rights;
 - 4.10.3. **Protection** of women during/after conflict by community, national, and international security personnel; and
 - 4.10.4. **Peacebuilding** that engages women and addresses their needs in relief and recovery, redress of injustice, and investment in economic and social security.

¹ DPKO-DFS Gender Forward Looking Strategy – 2014-2018, UN Department of Peacekeeping Operations and Department of Field Support (2014).

² See UN Security Council Report S/2015/203 (2015); The Rome Statute of the International Criminal Court, Art. 8(2)(b)(xxii).

³ Secretary-General's Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse, ST/SGB/2003/13 (9 October 2003).

5. Roles and Responsibilities.

5.1. Commanders: At all levels, commanders are responsible for ensuring that WPS is implemented within the authority of their command. They must ensure that:

- 5.1.1. A gender perspective is factored into all aspects of planning and conduct of operations;
- 5.1.2. MNF uphold the highest standards of behavior in accordance with international expectations, code of conduct and supporting documentation;
- 5.1.3. Training on gender considerations is provided as part of pre-deployment induction, and on-going training for all MNF personnel is conducted; and
- 5.1.4. Staff members within their command are designated as GENADs and/or GFPs to be responsible for the coordination and implementation of WPS initiatives.

5.2. GENADs: It is unlikely that most MNF Commanders and their staff will be trained and skilled in planning and execution of operations with an integrated gender perspective. Therefore, GENADs need to ensure that gender is an integrated part of planning operations. The primary tasks undertaken by GENADs include:

- 5.2.1. Provide technical and functional advice to the commander and staff on implementing UNSCR 1325 and related resolutions in the planning and conduct of operations;
- 5.2.2. Advocate for, and educate about, the importance of considering gender at the strategic and operation levels;
- 5.2.3. Ensure all policies, procedures, and codes of conduct consider a gender perspective in design and implementation;
- 5.2.4. Participate in cross-functional planning and working groups to ensure gender perspectives are considered, especially for civil-military coordination and information operations planning;
- 5.2.5. Oversee the integration of gender perspective training for all force elements. The training should include the obligations for reporting and monitoring severe violations against the population, especially for deployed force elements;
- 5.2.6. Establish and mentor the gender network at all levels and provide advice and coordination to ensure information sharing within the gender network;
- 5.2.7. Ensure the coordination of gender planning with other agencies and stakeholders;
- 5.2.8. Ensure all violations against the population that breach domestic and international law, including SGBV, trafficking in persons, and SEA, are reported by deployed force elements;
- 5.2.9. Coordinate internal and external functional reporting, including but not limited to gender-related inputs to existing and standard reporting; and
- 5.2.10. Design a MNF GENAD engagement plan to ensure the coordination of gender planning with other agencies and stakeholders involved in the gender perspective in the operational area—for example, civil-military coordination team.

5.3. Gender focal point (GFP). GFPs can be appointed at all levels, across a range of functional areas to support the commander's efforts to implement a gender perspective into operations. GFP tasks will vary according to their level and functional area but may include:

- 5.3.1. Advocate for, and educate about, the importance of considering gender;

- 5.3.2. Ensure that gender considerations are mainstreamed through all planning and/or other operational processes and products;
- 5.3.3. Assist with the development and delivery of gender training;
- 5.3.4. Monitor and coordinate data collection and reporting on the achievement of gender related initiatives and actions within their functional area;
- 5.3.5. Support and assist the GENAD/s; and
- 5.3.6. Actively contribute to the gender network.

6. Gender Network. MNF Commanders are to establish a gender network to assist in understanding and representing a gender perspective, and to leverage the opportunities presented from integrating a gender perspective in planning, execution, and assessment. The duties of the gender network key appointments are covered in the following section.

7. Engagement. A GENAD should engage with the local population and major stakeholders operating within the AO. Often this engagement can be conducted through the civil-military operations center (CMOC); however, it can also be achieved through key leader engagement (KLE), patrol programs and specific engagement activities. It is important to remember that engagement activities conducted by individual GENADs or engagement teams should be conducted to support operational planning needs, with specific tasks and information requirements being addressed. Engagement needs to be balanced with and complementary to the provision of staff advice to the MNF headquarters. Key WPS, POC, and CAAC stakeholders need to be identified at the onset of planning.

7.1. Stakeholders within the area of operations include:

- 7.1.1. Host nation government and the local population;
- 7.1.2. Local security forces;
- 7.1.3. Civil society groups;
- 7.1.4. International organizations;
- 7.1.5. Private sector organizations;
- 7.1.6. Non-governmental organizations (NGOs); and
- 7.1.7. Other government organizations.

8. Training. Gender training, as a coordinated part of the comprehensive training framework, should be a component of national pre-deployment, induction, and on-going training for all operations. Pre-deployment training should include as a minimum:

- 8.1.** UNSCR 1325 and related resolutions;
- 8.2.** Code of Conduct;
- 8.3.** Integrating a gender perspective; and
- 8.4.** Mandatory reporting requirements and procedures.

9. Monitoring and Reporting.

- 9.1.** MNF Commanders are required to develop an assessment plan for WPS outcomes within the operation. Planning documents are to provide clear guidance on gender monitoring and reporting processes and

documentation. Information gathered through monitoring and reporting should be included into the ongoing gender analysis activities.

- 9.2.** An effective monitoring and reporting mechanism should be in place to ensure that human rights violations, SGBV, CRSV, SEA, grave violations against children, indications of human trafficking and other illegal activities are reported, addressed and managed in accordance with legal requirements, MNF reporting frameworks and incident reporting systems. Reporting on gender issues should be integrated with other SOPs and lessons learned.

10. Operational planning. The following aspects of UNSCR 1325 should be considered when undertaking MNF operational planning, execution, and assessment activities:

- 10.1. Protection of women during and after conflict.** Measures may include patrol programs, separate facilities for individuals and groups, curfews, training in self-defense, and culturally sensitive engagements. For further details, see [POC Annex, Chapter 7: MNF C7 Civil-Military Operations](#).

- 10.2. Prevention.** Undertaken to reduce threats, risks, and vulnerabilities. Measures may include codes of conduct, complaint systems, and the provision of training on gender perspective for incoming forces, key leadership engagement, creation of mixed engagements teams, and information gathering and intelligence.

- 10.3. Participation.** Research shows that a nation is more likely to achieve sustainable peace and security when women are involved in the stabilization process. Therefore, the inclusion of local women and the harnessing of their potential as leaders within their communities is essential to achieving long-term operational success. MNF should also strive to increase women's meaningful participation in MNF operations.

- 10.4. Transition, relief and recovery.** The needs of the entire population must be considered in rebuilding a functional society. It is important to recognize that societal gender roles may have altered during and post-crisis. These changed gender dynamics should be factored into post-crisis operations.

- 10.5. Gender Analysis.** It is essential to include a gender perspective during the Intelligence Preparation of the Operational Environment (IPOE) in order to fully understand the human terrain. [Refer to Part C, Chapter 2, "MNF C2 Intelligence Procedures", especially "Intelligence Preparation of the Operational Environment \(IPOE\)".](#) The GENAD generally assists intelligence staff in the development of the gender analysis. The level of required detail will vary according to the operation, but will usually include:

- a. Who are the vulnerable groups within the population (ethnic, religious, gender, elderly, physically or mentally impaired, etc.)?
- b. The societal role and perception of men, women, boys and girls. How does gender determine how each group is affected by different situations?
- c. How have the roles changed as a result of the crisis?
- d. What are the opportunities for engagement and enhancing operational effectiveness?
- e. What are the identified threats to own forces posed by interaction with the population? Who are the threat groups within the population? What are the MLCOA and MDCOA by threat groups to the population from a gendered perspective?
- f. What are the effects of not addressing the threats to, and vulnerabilities of, men, women, boys and girls and other vulnerable populations in crises?
- g. Sex and age disaggregated data to support operational planning and conduct:
 - i. Ethnic groups, religious groups, language/dialects, laws, customs/traditions

applicable to the gender relations in the society, i.e. child marriage, female genital circumcision, etc.;

- ii. How the security situation affects men, women, boys and girls;
- iii. Differences in risks and vulnerabilities for men, women, boys and girls;
- iv. Whether men's and women's security concerns are known and being met;
- v. Role of women in security apparatus (e.g. military, police, etc.) and armed groups; and
- vi. Role of women in the different parts of society.

10.6. Mission Analysis and COA development. Specific gender considerations, opportunities, and threats identified as part of the gender analysis need to be considered in mission analysis and COA development. For example, the identification of Internally Displaced Persons (IDP) movement may affect maneuver corridors and the scheme of maneuver (SOM). Essential tasks should be identified to determine where force structures can be designed to meet potential gender requirements, i.e. planners must consider the design of engagement teams and patrols to meet mission requirements.

10.7. Execution planning. Gender tasks for the MNF should be included in the operation order (OPORD). Commanders are responsible for ensuring a gender support annex is included in operational documentation. The gender support annex includes detailed information on gender specific tasks and accountabilities. It also provides information pertinent to the gender network, i.e. a list of key stakeholders involved in WPS, POC, and CAAC.

11. Staff planning considerations. Staff planning considerations for gender are included in the following table, (This list is not exhaustive.)

C1 – Personnel	<p>Staffing:</p> <ul style="list-style-type: none"> - Ensure MNF force structure reflects anticipated tasking, including searchers, interpreters and engagement activities - Ensure MNF staffing document includes GENAD and GFP positions - Ensure MNF civilian recruitment policies are culturally sensitive, unbiased, and inclusive - Consider medical specialists, e.g. obstetricians <p>Discipline:</p> <ul style="list-style-type: none"> - Ensure all MNF personnel are aware of the standards of conduct detailed in the MNF Code of Conduct: Part C, Chapter 9, Annex I, Appendix 1 <p>HR Policy:</p> <ul style="list-style-type: none"> - Ensure personnel policy and procedures are gender inclusive - Ensure personnel tracking mechanisms include sex-disaggregated data to inform analysis
C2 – Intelligence	<p>Conduct ongoing gender analysis as part of human terrain analysis (IPOE) in order to contribute to understanding of operational environment.</p> <ul style="list-style-type: none"> - Monitor gender indicators and early warning signs - Ensure collection planning includes sex-disaggregated data - Ensure gender analysis results are included throughout the MDMP - Consider trend analysis mandatory reporting violations <p>MNF force structure – consider female requirements for Analysts, Interpreters, HUMINT teams, CI teams, PSYOPS, Trainers, Advisors, Mentors, etc.</p> <p>Recommend PIRs include human terrain focused requirements, not just adversarial focus.</p> <p>Stakeholder analysis reflects broad demographic data, including sex and age disaggregated data.</p>

<p>C3 – Operations</p>	<p>Operational Planning:</p> <ul style="list-style-type: none"> - Integrate a gender perspective into all Operational documentation including: <ul style="list-style-type: none"> o CONOPs o OPORDs <ul style="list-style-type: none"> ▪ Gender Concept of Operations ▪ Gender Support Annex o FRAGOs o Reports - Integrate sex-disaggregated data into all planning processes - Provide gender related guidance on operational reporting, including requirement for sex disaggregated data - Actively include information on specific security threats to men, women, boys, and girls in all planning and reporting; consideration must be given to confidentiality of survivors - Ensure integrated (mixed-gender) patrols / boarding parties / response elements <p>Operational Execution:</p> <ul style="list-style-type: none"> - Coordinate mandatory reporting requirements - Coordinate responses to mandatory reporting violations <p>Joint Effects and Information Activities, refer to MNF Coalition/Combined Fires Part C, Chapter 9, Annex E:</p> <ul style="list-style-type: none"> - Understand the human networks and identify sub-systems and key elements for targeted engagements. - Support C2 to conduct target systems analysis for potential engagements, including vulnerable populations with a perspective on gender considerations. - Plan lethal and non-lethal effects across the range of stakeholders including protection, prevention from exploitation, and participation of vulnerable populations. - Plan targeted engagement activities across range of gender, cultural, and ethnic sub-systems. - Ensure identified elements are included on Combined Integrated Prioritized Target List (CIPTL)/ No-Strike List (NSL) <p>Inform vulnerable populations</p>
<p>C4 – Logistics</p>	<p>Contracting</p> <ul style="list-style-type: none"> - Host nation contracts to be used where possible with consideration given to local suppliers as appropriate (e.g. consider contracting local men and women for commercial activities) - Ensure MNF contracting is conducted IAW MNF Code of Conduct <p>Facilities</p> <ul style="list-style-type: none"> - Ensure facilities are culturally and gender appropriate (e.g. security, lighting, etc.)
<p>C5 – Planning</p>	<p>Disarmament, Demobilization, and Reintegration (DDR) programs, refer to MNF Stability Operations: Part D, Chapter 1, Annex I</p> <ul style="list-style-type: none"> - Ensure all female combatants, support staff, and child soldiers are included in DDR programs and that the support is equitable for men and women <p>MNF force structure requirements – consider female requirements for:</p> <ul style="list-style-type: none"> - Trainers, advisors, mentors - Interpreters <p>Security Sector Reform</p> <ul style="list-style-type: none"> - HN Security Force Security Sector reform / Capacity Building <ul style="list-style-type: none"> o Include training of women o Training to include Code of Conduct, Reporting, Grave Violations against children
<p>C7 – Civil-Military Operations</p>	<p>Consider specific women's programs and advocacy in Civil-Military Operations</p> <p>Use existing networks normally forged by government and NGO actors</p> <p>Projects should be designed in consultation with the targeted population to meaningfully address their needs</p>

	<p>Post conflict negotiations</p> <ul style="list-style-type: none"> - Meaningful inclusion of local women in negotiations and peace talks <p>IDP / Refugees assist UN agencies if requested:</p> <ul style="list-style-type: none"> - IDP facility design, lighting, security, perimeter requirements - Accommodation - segregation where appropriate, noting preference to keep families together - Unsecured areas <ul style="list-style-type: none"> o Foot / vehicle patrols to coincide with tasks, i.e. food, firewood, water collection - How to distribute (i.e. to men or women; separate queues) <p>Humanitarian distribution and support to humanitarian actors as appropriate, noting MNF direct distribution would be last resort</p>
Special Staff	
Legal	<p>Deliver and support legal training relating to: WPS, gender considerations, military discipline, Code of Conduct, Mandatory reporting requirements (e.g. grave violations against children)</p> <p>Advise Commander and staff on legal obligations with respect to gender</p>
Finance	<p>Ensure funding is provided for specific gendered activities and programs, i.e.</p> <ul style="list-style-type: none"> - Key Leader Engagement (KLE) meetings - Quick Impact Projects <p>Projects engaging local women</p>
Padre / Chaplain	<p>Engage with religious leaders in order to understand and, where appropriate, influence WPS themes and MNF key messages</p>
Military Police	<p>MNF Force structure requirements – consider female requirements for: Trainers, Advisors, Mentors, and Interpreters.</p> <p>Ensure reporting procedures for incidents of abuse (including SEA and SGBV) are implemented across the MNF</p> <p>Ensure MNF personnel are trained on reporting procedures</p> <p>Ensure persons are trained in powers of detention for all crimes, including SGBV and SEA</p> <p>Work with HN security forces and other actors to support SEA and SGBV survivors (e.g. chain of custody, etc.)</p> <p>Detention facilities to ensure separate holding areas for men, women, and children</p>
Medical Staff	<p>MNF Force structure requirements – consider female requirements for Trainers, Advisors, Mentors, and Interpreters.</p> <p>Ensure medics are trained to support Information Operations through outreach programs.</p> <p>Ensure training and education is provided to respond to SGBV and other forms of physical violence (e.g. timings for access to post incident treatment); know how to use sexual assault kits.</p> <p>Work with HN security forces and other actors to support SEA and SGBV survivors.</p> <p>Medical facilities to ensure separate treatment areas for men, women, and children.</p>

References:

Civil-Military Co-Operation Centre of Excellence (CCOE) Gender Makes Sense: A Way to Improve Your Mission, 2013; <http://www.cimic-coe.org/wp-content/uploads/2014/06/Gender-Makes-Sense.pdf>

DPKO-DFS Core Pre-deployment Training Materials (CPTM 2017) for United Nations Peacekeeping Operations: <http://research.un.org/revisedcptm2017>

NATO Bi-Strategic Command Directive (Bi-SCD) 40-1 Integrating UNSCR 1325 and Gender Perspective into the NATO Command Structure of 08 Aug 2012:

http://www.nato.int/nato_static_fl2014/assets/pdf/pdf_2015_04/20150414_20120808_NU_Bi-SCD_40-11.pdf

Nordic Centre for Gender in Military Operations; Gender Perspectives in Military Operations Soldiers Card; <http://www.forsvarsmakten.se/en/swedint/nordic-centre-for-gender-in-military-operations/>

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CHAPTER 9

HEADQUARTERS PROCESSES / FUNCTIONS

1. **Overview:** This chapter of the MNF SOP outlines the important processes and functions within the CTF headquarters that support successful CTF planning and operations.
2. **Organization:** This chapter is organized into nine actions covering the CTF headquarters processes and functions.

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Annexes:

Annex A1: Multinational Communication Integration

Annex A: Information Operations

Annex B: Rules of Engagement (ROE)

Annex C: Force Protection (FP)

Annex D: Chemical, Biological, Radiological, Nuclear & Toxic Industrial Material (CBRN-TIM)

Annex E: Coalition / Combined Fires

Annex F: Coalition / Combined Force Air Component Commander (CFACC)

Annex G: Information Management (IM)

Annex H: Multinational Reception, Staging, Onward Movement & Integration (RSOI)

Annex I: International Standards of Conduct

Annex J: Environmental Aspects of Coalition / Combined Operations

Annex K: Military Engineering

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ANNEX A1

MULTINATIONAL COMMUNICATION INTEGRATION (MCI)

1. **Purpose.** This Annex outlines the process for integration of communication efforts in a multinational force.
2. **Definition.** Multinational Communication Integration (MCI) is the multinational force's coordination and employment of actions, images and words to support the achievement of the participating nations' overall strategic objectives and end states.
 - 2.1. The multinational force's strategic leadership provides strategic guidance and a communication strategy which is integrated into all plans, operations, and actions of the multinational task force. This process at the operational and tactical level of multinational military operations constitutes MCI.
 - 2.2. MCI coordinates programs, plans, themes, messages, and products with other instruments of national power in a multinational effort, and it focuses on achieving a coordinated effort to create, strengthen, or preserve conditions favorable for achievement of multinational strategic objectives and end state conditions.
 - 2.3. Constant assessment of all multinational efforts and those of non-MNF actors is required to assist in the decision-making cycle enabling continual execution and/or required adjustments in efforts to support meeting strategic objectives and end state conditions.
3. **Functional Areas in Support of MCI.** MCI commences with planning, is incorporated into all major planning mechanisms and products (e.g. MNF objectives, commander's intent, concept of operations), and is supported through all the force's procedures, processes, and operations. The following major activities require the coordination of actions, images, and words to support the overall mission (see Figure C-9-A.1):
 - 3.1. Information Operations (IO). Actions taken to affect adversary or threat information while protecting the MNF's information and information systems must be synchronized together with other efforts. IO Core and Supporting capabilities to be synchronized are as follows:
 - 3.1.1. IO Core Capabilities: Electronic Warfare (EW); Computer Network Operations (CNO); Operations Security (OPSEC); Military Deception (MILDEC); and Psychological Operations (PSYOPS)
 - 3.1.2. IO Supporting Capabilities: Information Assurance (IA); Physical Security; Counter Intelligence (CI); Physical Attack; and Combat Camera.
 - 3.2. Public Affairs (PA). The assessment, development and release of accurate (factual) public and command information to the public media, and community relations activities, also require synchronization with other MNF MCI efforts.
 - 3.3. Defense Support to Public Diplomacy (DSPD). MNF activities must also be synchronized to support broader governmental efforts to promote and facilitate the foreign policy objectives of the entire MNF.
 - 3.4. Operations. MNF operations, actions and activities (apart from the ones already mentioned above) must support the strategic guidance and the communication strategy for the mission, and must also be synchronized with the other major activities required of MCI.
4. **Sources of MCI Guidance.** MCI guidance is derived from the strategic level of multinational operations. Sources of such guidance to the MNF may (generally) be a combination of the below:
 - 4.1. UN mandates and/or resolutions
 - 4.2. Lead Nation and/or regional organization leadership
 - 4.3. National leadership within the multinational effort (received by MNF National Command Elements [NCE])
 - 4.4. Supported Strategic Commander

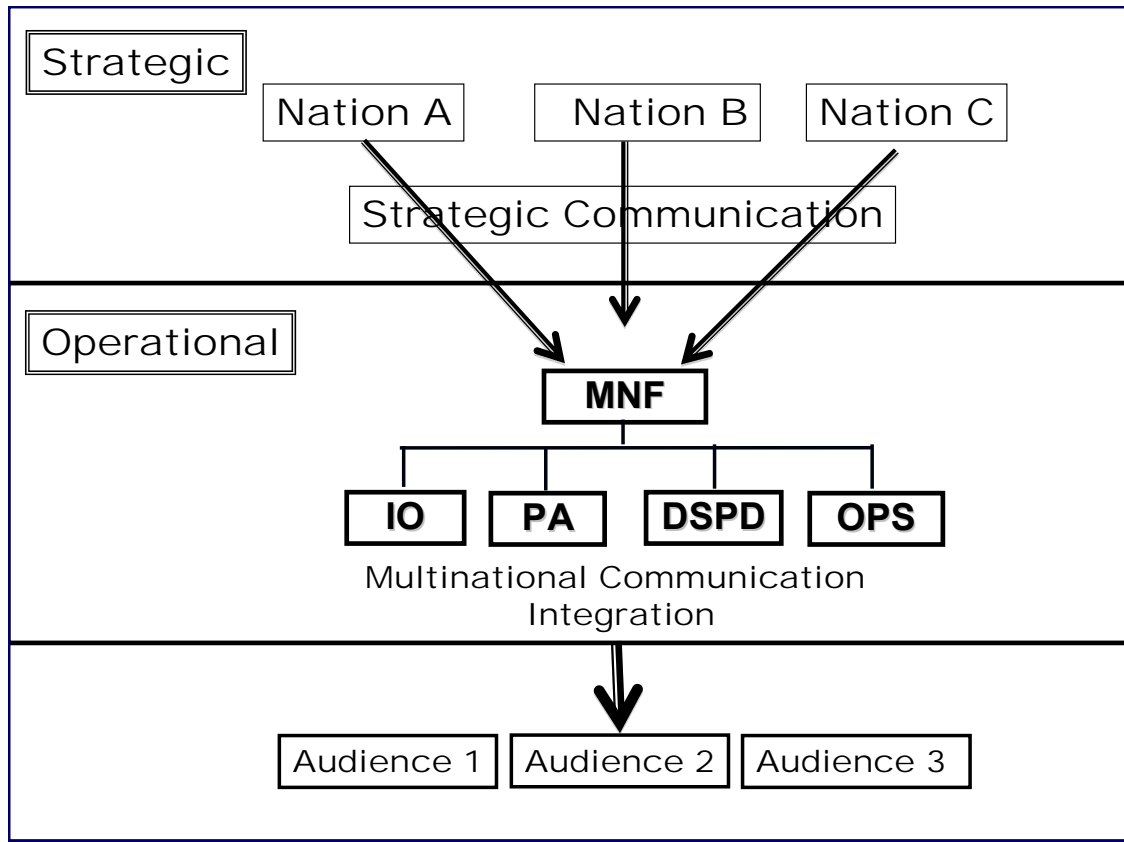


Figure C-9-A.1: Multinational Communication Integration

Note: Civil-Military Operations (CMO). While civil-military operations (CMO) is not a functional area of MCI, CMO by its nature usually affects public perceptions in the immediate operational areas. Distribution of information about CMO efforts and results through PA and PSYOP can affect the perceptions of a broader audience and favorably influence key groups or individuals, all in support of the broader MCI context. The CMO officer shall coordinate with PA for appropriate media coverage / support of CMO. The MNF C7 or CCMOTF must coordinate and synergize its actions with MCI and MCI enabling efforts.

5. MCI Principles.

- 5.1. **Leadership-Driven.** Leaders at all levels must decisively engage and drive the MCI process. To ensure integration of communication efforts, leaders should continually emphasize integration of all efforts.
- 5.2. **Understanding.** Comprehension of all the various audiences and their attitudes, cultures, identities, behavior, history, perspectives, and social systems is necessary but not sufficient to effectively integrate efforts. Experience, culture, and knowledge provide the context shaping people's perceptions. Audiences determine meaning by interpreting what is communicated to them; that interpretation may not correspond to the intent of the communication. Acting without understanding audiences can lead to critical misunderstanding with serious consequences. An overall communication strategy must be sound for all audiences and integrated efforts must support the strategy.
- 5.3. **Credibility.** Credibility and consistency are the foundation of effective communication. They build perceptions of accuracy, truthfulness, and respect. Actions, image, and words must be integrated and coordinated internally and externally with no perceived inconsistencies between policy and deeds. Every action, image, and word sends a message. Everything the MNF says, does, or fails to do and say, has intended and unintended consequences. Nonactions also communicate (which can be positive or negative depending on the situation). Actions have unintended consequences that are difficult to predict and may cause new difficulties to arise. All communications sent or received resulting from integrated or nonintegrated efforts can have possible strategic impact within the global information environment with both intended and unintended audiences. Credible and consistent action by the MNF avoids misunderstanding by the audience and consequently contributes to mission success.

- 5.4. **Unity of Effort.** Unity effort must include all elements of national power (diplomatic, information, military, economic, and sociocultural). MCI must be integrated vertically from the strategic through to tactical levels, and horizontally among all nations of the multinational force.
- 5.5. **Responsiveness.** Rapid and timely response to evolving conditions and crises is important as changes in conditions and crises may have strategic effects. Responsiveness that is guided by policy, key principles, and strategic guidance should be integrated throughout planning and assessment, and then translated into operations, activities, and actions. When the process is followed, the results are strengthened mission efforts.
- 5.6. **Continuous and Adapting.** MCI involves a continual process of refinement and adaptation based upon ongoing planning, execution, and assessment actions that feed back into the planning process. The process of MCI adaptation and refinement must be responsive to ensure relevance with evolving conditions.
6. **Responsibilities/Processes.** Overall responsibility for MCI resides with the MNF for coordination with NCEs of their respective nations. The MNF and NCEs direct the coordination of the MCI process. Staff responsibility for MCI is as follows:
- 6.1. **C5 Plans and Policy.** Has primary responsibility for MCI in the CTF's OPLANs/OPORDS and works with other staff sections to ensure that functional efforts are coordinated to support integration and assessment.
- 6.1.1. C5 is the primary coordinating authority of the Communication Integration Workgroup (CIWG).
- i. The CIWG assists in implementing the integration of multinational communication with the NCEs, through horizontal coordination and vertically from the strategic level through the tactical level.
 - ii. The CIWG coordinates with other battle/operational rhythm boards, bureaus, cells, centers, and workgroups. The CIWG also acts as the collection point of all MCI actions. It then determines required refinements and adjustments of future operations and MCI actions in support of MNF strategic objectives and end states.
 - iii. The Chief, C5 Plans acts as the deputy coordinating authority for day-to-day meetings of the CIWG as required in the absence of the C5.
- 6.1.2. C5 Plans is the primary section that oversees the development of MCI in OPLANs/OPORDs ([refer to Part B, Chapter 2: CTF Planning Organization](#)).
- 6.1.3. C5 Policy (or "C5 Strategy" in some HQs) is responsible for DSPD. DSPD for an MNF focuses on the strategic aim and intent for the multinational force as a whole. It consists of support to the foreign policy efforts of participating nations' governments designed to promote foreign policy objectives by seeking to understand, inform, and influence foreign audiences and opinion makers.
- i. C5 Policy closely monitors all sources of diplomatic and communication guidance to ensure themes and messages are coordinated. C5 Policy updates the C5 and MNF on diplomatic issues and MCI actions in support of diplomacy.
 - ii. C5 Policy closely coordinates DSPD with the Supported Strategic Commander's and/or MNF Public Diplomacy Advisor (if present), and with IO, PA, and other operations to ensure consistent and coherent support of foreign policy efforts.
- 6.2. **C3 Operations.** Supports C5 in the management and supervision of MCI within the force. The C3 is the near term integrator of MCI within operational execution and provides an initial assessment of MCI operations.
- 6.2.1. C3 Current Operations (COPS) is the primary near term operational organization that manages and monitors real time execution of MCI ("What now...?") ([refer to Part B, Ch 2, Annex C: CTF Planning Organization for details](#)). COPS monitors the execution of MNF operations, and passes initial assessments into the MNF assessment process and the CIWG ([refer to the Part C, Chapter 2: CTF Assessment of Operations](#)).

6.2.2. C3 Future Operations (FOPS) is the primary near-term planning organization that reviews and adjusts near-term operations and MCI plans (“What if...?”) ([refer to Part B, Chapter 2: CTF Planning Organization for details](#)).

6.2.3. C3 Information Operations (IO). C3 is responsible for integrating and synchronizing IO core and supporting capabilities in support of the overall MCI effort ([refer to Part C, Chapter 9: Information Operations](#)).

6.3. **Public Affairs.** Responsible for ensuring that multinational military public affairs operations support the MNF’s MCI efforts through the release of accurate (factual) public and command information, and execution of public relations activities ([refer to Part C, Chapter 8: MNF Public Affairs Procedures](#)).

6.3.1. The PA staff needs to attempt to arrive at one set of PA themes and messages. However, this may prove to be challenging within multinational operations involving many nations.

6.3.2. The coordination and planning of PA and MCI must be an integrated action with the NCEs of the participating nations within the MNF.

6.3.3. The national PA and MCI guidance given to each respective nation’s military forces within the force must be coordinated as much as possible to ensure a consistent, focused, and factual themes and messages are present.

7. **MCI Planning Template.** Figure C-9-A.1 is a template to help organize information to aid in MCI planning. Figure C-9-A.2 is an example of an MCI planning template for a humanitarian assistance and disaster relief mission. The MCI planning template can be revised to meet the varying needs of the MNF.

MCI Planning Template		
Define the multinational military end state conditions for the MNF and supporting multinational strategic military objectives.		
STRATEGIC THEMES	OBJECTIVES	
<ul style="list-style-type: none"> List strategic themes provided by HHQ. 	<ul style="list-style-type: none"> List the MNF operational military objectives. 	
	MODES OF OPERATION/DELIVERY	
	MODE	MESSAGE
MULTINATIONAL COMMUNICATIONS PLANNING FACTORS	Information Operations	Address actions that convey positive attributes of MNF response and relationships with affected nation and IHC
<ul style="list-style-type: none"> Issues: Major challenges impacting on the overall theme and strategic guidance. Strengths: List environmental conditions favorable to MNF operations. Weakness: 	Public Affairs	Address concept of the use of images and words that describe immediate and effective response
	Defense Support to Public Diplomacy	Emphasize MNF actions that support MNF support of each contributing nations’s country team efforts
	Operations	Address general concept of how operations reinforce response capability of MNF in response to requirements
AUDIENCES AND METRICS		
<ul style="list-style-type: none"> Audiences: Who are the audiences that our communication is directed towards. Metrics: What metrics or standards will we assess the effectiveness of our communication. 		

Figure C-9-A.1: MCI Planning Template Description

MCI Planning Template: Humanitarian Assistance / Disaster Relief		
<p>Military End State Conditions: (1) Nation A can support HA/DR actions with support from the International Community (IHC) and requires no military emergency relief; (2) Governmental functioning has been restored whereby Nation A's basic governmental services and civil law and order are functional requiring no outside support from multinational military forces; and (3) Emergency infrastructure disaster relief has been fully transitioned to Nation A and IHC. Listing of strategic military objectives are attached to this matrix.</p>		
STRATEGIC THEMES	OBJECTIVES	
<ul style="list-style-type: none"> Nation A is in charge of relief operations and their national sovereignty will be fully respected. MNF is conducting HA/DR at the invitation of the Nation A. The MNF response will be capable, coordinated and rapid in accordance with Nation A identified needs. MNF will fully cooperate and coordinate relief operations with the IHC and assist in activation of their relief operations and processes. The MNF will only stay as long as needed and will depart when the Nation A and the IHC can conduct support efforts without additional assistance 	<ul style="list-style-type: none"> Provide emergency relief assistance to Nation A based upon validated requests for emergency humanitarian assistance and disaster relief needs. Provide limited security support of Nation A's governmental and infrastructure functioning; transition security missions fully back to Nation A as quickly as possible. Establish clear coordination channels with Nation A's national disaster relief organizations and establish cooperative relationships with key IHC organizations. 	
MULTINATIONAL COMMUNICATIONS PLANNING FACTORS	MODES OF OPERATION/DELIVERY	
<ul style="list-style-type: none"> Challenges: Negative local perceptions about foreign military forces. Countering pilferage of humanitarian relief supplies. Strengths: Nation A government is supportive of MNF efforts. Adequate international relief supplies resources are readily available, critical infrastructure basically intact. The IHC efforts will be ramped up quickly to meet emergency relief and recovery phase operations and needs. Weakness: Military logistics can only provide limited support to key area on shoreline areas. Have limited distribution of emergency relief operations in remote areas. Very limited engineering support to conduct emergency infrastructure repairs. 	Mode	Message
	Information Operations	Reinforce delivery of specific relief operation messages in support of emergency relief operation factors (water sanitation, personal hygiene procedures, and medical basics). Stress security forces are in support of local populace safety and safeguarding of relief supplies.
	Public Affairs	Timely and factual reports are present to assist in awareness of emergency situation to local, regional and international community; and to stress the accurate needs requirements of Nation A to the international community.
	Defense Support to Public Diplomacy	MNF is here at Nations A's request and are here to help as needed; will operate until the Nation A says that its support is no longer needed/
AUDIENCES AND METRICS	Operations	All operations are in support of Nation A's validated requests. Limited MNF security forces will be in direct support and armed in accordance with Nation's A rules of engagement for foreign military forces. Stress need for security and safety in crisis.
<ul style="list-style-type: none"> Audiences: International community, Nation A's national , regional, and local area decision makers and local populace Metrics: Assessment of disease rate, calories per person, water availability for personnel, relief camp establishment, health care center and processes status, and reconstruction efforts status. IHC ability to handle all relief operations in support of Nation A. National and international media. Populace feedback. 		

Figure C-9-A.2: MCI Planning Template Example

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ANNEX A

INFORMATION OPERATIONS

1. Purpose

- 1.1. Information Operations (IO) are coordinated actions taken to influence decision makers by affecting information and information systems while protecting one's own information and information systems . IO spans the entire spectrum from peace, to crisis, to conflict, to restoration and may be offensive and/or defensive in nature.
- 1.2. Some nations consider Information Operations as comprised of Core Capabilities and enabled by Supporting and Related Capabilities.
 - 1.2.1. IO Core Capabilities: Electronic Warfare (EW), Computer Network Operations (CNO), Operations Security (OPSEC), Military Deception (MILDEC), and Psychological Operations (PSYOP).
 - 1.2.2. IO Supporting Capabilities: Information Assurance (IA), Physical Security, Counterintelligence (CI) and Physical Attack and/or Destruction.
 - 1.2.3. Related Capabilities: Public Affairs (PA) and Civil-Military Operations (CMO).¹
- 1.3. This annex provides a description of Coalition/Combined Task Force (CTF) Information Operations, the Information Operations Cell (IO Cell), Information Operations Working Group (IOWG), their responsibilities, and IO planning process. CTF IO Cell and Working Group efforts must be synchronized with the Supported Strategic Commander's overarching IO guidance.²
- 1.4. The CTF IO Cell and IOWG are organized to ensure that a broad range of IO actions and activities are integrated into the CTF planning process, coordinated with ongoing or planned operations, and contributing to the CCTF's intent and end states.

2. Organization

- 2.1. CTF Operations (C3). The CTF C3 is the principle staff element responsible for embedding IO into the Coalition/Combined Planning Group (CPG) process and ensuring that IO is properly integrated and coordinated throughout all operational phases.
- 2.2. CTF Information Operations Cell (IO Cell). The CTF Commander or C3 will establish an IO Cell. The IO Cell is comprised of a core group of planners from within the headquarters staff and resides within the C3. The IO Cell is the focal point for IO planning to include coordination, integration and de-confliction. The IO Cell must be represented in the CTF IOWG (if established), current operations (COPS), future operations (FOPS), targeting process, and C5 Plans. Early and continuous exchange of information and close coordination of planning activities between the IO Cell, IOWG, COPS, FOPS, and C5 Plans is essential to successful integration of IO planning process.
- 2.3. CTF Information Operations Working Group (IOWG). The CTF will establish a CTF IOWG. The IOWG is comprised of members from the IO Cell and select representatives from the staff and supporting agencies/organizations. The IOWG is responsible for supporting IO Cell planning, integration, coordination, monitoring, and assessment of the Information Environment (IE) within the CTF AO. Coordination of operational IO objectives with the Supported Strategic Commander's strategic objectives is essential. It is critical that IO cell representatives participate in the IOWG.

3. Process. Information Operations impacts all aspects of CTF Operations and must be coordinated and integrated into the CTF OPORD or Campaign plan. Employment of IO begins with mission analysis: articulating and understanding the CTF's mission, concept of operations, objectives, and intent. A well-developed and

¹ IO, PA and CMO need to be continuously synchronized to support the CTF Commander.

² The Lead Nation will promulgate IO policy and doctrine to be employed

synchronized IO plan will result in a detailed concept of IO to support strategic, operational and tactical objectives. Specifically, the operational IO process will:

- 3.1. Result in extensive mission analysis of IO within the spectrum of MOOTW and SSC.
- 3.2. Develop and/or integrate objectives based on guidance from the following sources:
 - 3.2.1. UN Mandate or other Strategic Guidance
 - 3.2.2. Lead Nation
 - 3.2.3. Participating nations' strategic guidance
 - 3.2.4. Supported Strategic Commander
 - 3.2.5. CTF strategy
 - 3.2.6. Commanders Intent
 - 3.2.7. Other sources as directed
- 3.3. IO Objectives and tasks: Will be derived from employing a planning process such as the US Joint Information Operations Planning Process (JIOPP). IO will be most effective if tailored analysis of the information infrastructure of the parties in the area of interest is available. The IO cell will develop an IO plan in concert with the operational planning process. The plan will contain the Commander's overarching themes developed in coordination with PA staff, IO objectives and tasks, the IO element to be employed, desired effects, timing, priority and coordination, measures of effectiveness and target audiences:
- 3.4. Intelligence Support to IO.³
 - 3.4.1. Intelligence is required to support planning and control of IO. Potential intelligence requirements are as follows:
 - i. Determine threat decision-making processes, associated personnel and organizations, and how they may be influenced. Develop detailed biographies on personnel involved and identify human factors that may influence their decision process.
 - ii. Identify national level military issues and social factors (political, economic, societal, and cultural), including interaction between political and military organizations and their decision-makers, and military Courses of Action (COAs).
 - iii. Identify communication methods to include, but not limited to: flow of information, links, nodes, systems, media, and other interactions. Develop capabilities that will allow access and ability to influence processes to support command IO objectives.
 - iv. Determine local media capabilities.
 - v. Identify and monitor threat IO capabilities to influence CTF decision-making processes.
 - vi. Assess threat intent, and characterize their potential employment against the CTF.
 - vii. Determine threat potential IO actions to degrade, deny, or destroy CTF information systems.
 - viii. Identify IO actions against the CTF from any other source. Identify the originator, assess the threat, and monitor other potential avenues of attack for indications of a broader IO campaign (e.g. a concurrent press campaign, denial and deception, etc.). The level of perceived threat from a particular country or non-state entity will establish the intelligence priority.

³ An analysis of CTF's information environment must be undertaken by IO WG assisted by C3, C5 and C6 staff.

ix. Provide IO Measures of Effectiveness (MOE) determined by IOWG.

3.5. IO Planning Guidance. This guidance directs the development of IO and the associated delivery methods needed to achieve defined goals against specified objectives. Outlined below is the key planning principles and the IO Core Capabilities planning guidance summaries.

3.5.1. Key Principles. The following are key principles for planning, coordinating, and executing IO and should be used as appropriate for IO planning:

- i. Determine known facts, current status, and conditions of IO capabilities
- ii. Develop assumptions to replace missing facts
- iii. Analyze CTF's mission and intent from an IO perspective
- iv. Determine IO limitations
- v. Develop enemy and own IO centers of gravity and decisive points
- vi. Identify tasks (specified, implied and subsidiary) for IO forces
- vii. Analyze initial IO force structure requirements
- viii. Assess initial IO risks
- ix. Determine the IO objectives/end state
- x. Assist in developing the JTF's mission statement
- xi. Present IO aspects of the mission analysis brief
- xii. Speak with one coordinated, focused voice to achieve an IO effect.
- xiii. Identify and analyze the target audience
- xiv. Manage IO expectations, maintain credibility
- xv. Leverage the truth
- xvi. Coordinate and synchronize IO capabilities to support effects.

3.5.2. Electronic Warfare (EW): Actions involving the use of the electromagnetic spectrum to benefit CTF objectives. The CTF EW Officer working with CTF IO Chief will establish the process by which the CTF will coordinate and integrate the three aspects of Electronic Warfare [Electronic Warfare Support (ES), Electronic Attack (EA), and Electronic Protection (EP)].

- i. Electronic Warfare Support (ES). The CTF IO Cell in coordination with Intelligence (C2) and Operations (C3) must establish the CTF Intelligence Surveillance and Reconnaissance (ISR) tasking process and develop internal procedures for nominating objectives to that process for ISR collection.
- ii. Electronic Attack (EA). The CTF EW Officer must establish how the CTF will coordinate and integrate jamming events. Normally, a Jamming Control Authority (JCA) will be assigned.
- iii. Electronic Protection (EP). The CTF EW Officer must coordinate with Communications (C6) to establish how the CTF will conduct Frequency Management.
- iv. [Refer Appendix 4 of this Annex, Additional Planning Guidance - EW](#): The guidance relates to the development of EW from an IO perspective.

3.5.3. Computer Network Operations (CNO). The Lead Nation will determine CNO policies and measures.

3.5.4. Operations Security (OPSEC): A process of identifying friendly critical information and subsequently analyzing friendly actions attendant to military operations. Also included are activities to identify actions observable by a threat to determine indicators that may be useful to the threat in a time sensitive manner. Ensure OPSEC efforts are considered when PAO, MILDEC, and PSYOP are being conducted.

i. The OPSEC assessment is a five-step process:

i-i. Identify unit or operation-specific critical information.

i-ii. Define relevant threats.

i-iii. Identify vulnerabilities.

i-iv. Assess risk.

i-v. Select and implement OPSEC measures.

ii. Establish a list of Essential Elements of Friendly Information (EEFI).

iii. Request via the Supported Strategic Commander, a threat assessment of the objective of interest from the appropriate national support agencies in support of the CTF.

iv. Request national coalition interagency OPSEC support staffs, as appropriate, to study and identify critical information and EEFI associated with the operation.

v. Protect Commander's Critical Information Requirements (CCIR) in classified message to all component and supporting commands.

vi. Request, via the Supported Strategic Commander, a collection on all friendly force components and supporting activities for the duration of the operation. Establish reporting criteria for feedback to ensure that OPSEC vulnerabilities are reported back to the CTF. Request immediate reporting for time sensitive support.

vii. Activate communications security monitoring support as early as possible to provide an early awareness of OPSEC vulnerabilities.

viii. Coordinate, with Operations, a process for disseminating any compromise or potential compromise in communications security to enhance operational awareness.

ix. [Refer to Appendix 5. Additional Planning Guidance - OPSEC](#): The guidance relates to the development of OPSEC.

3.5.5. Military Deception (MILDEC). Those measures designed to mislead an adversary via manipulation, distortion, or falsification to induce the adversary to react in a manner beneficial to CTF. NOTE: MILDEC may be a very close hold planning action that only a select group of CTF planners are involved with. This is because some or a major part of the CTF operational plan may, in fact, be essential parts of the deception plan. The fewer the personnel involved in MILDEC the more likely it will truly be deceptive in nature. Refer to Appendix 3 of this Annex; Additional Planning Guidance; Military Deception.

3.5.6. Psychological Operations (PSYOP). PSYOP is conducted to induce or reinforce target audiences behavior through planned operations to convey selected information to target audiences in support of the CTF Commander's Objectives. .

i. PSYOP messages. Initially, the PSYOP Officer may not have approved PSYOP products that are ready for delivery, which may delay start of influence operations. PSYOP theme approval for new messages and themes resides with the Lead Nation's national authorities unless delegated to the Supported Strategic Commander. The PSYOP Officer develops themes in support of the CTF, and will advise the IOWG on delivery methods. The IOWG, in coordination with the PSYOP Officer, must determine the process by which new themes will be approved.

ii. PSYOP theme coordination. The PSYOP officer must coordinate PSYOP themes with the IOWG.

iii. [Refer to Appendix 2 of this Annex](#), Additional Planning Guidance, PSYOP: The guidance relates to the development of Psychological Operations.

3.5.7. Public Affairs (PA). While it is important to remember that Public Affairs cannot be used to disseminate PSYOP themes, Public Affairs is an excellent delivery tool to promote the Commanders information objectives. Close care must be taken not to violate the legal constraints placed upon Public Affairs Officers.

4. Responsibilities. CTF IO. The CTF C3 has overall responsibility for planning and execution of CTF IO, which is published in the CTF OPORD IO Annex. The CTF IO Chief is responsible to CTF C3 for all CTF IO planning and integration and heads both the CTF IO Cell and CTF IOWG. CTF IO Cell and CTF IOWG membership will vary based upon the CTF mission and headquarters composition. Typical membership includes the following positions:

4.1. CTF IO Chief

4.1.1. Directs and coordinates IO cell and IOWG efforts.

4.1.2. Provides an IO watch officer to the Coalition / Combined Operations Center (M-CMDC).

4.1.3. Provides an IO representative to C5 Plans and C3 FOPS.

4.1.4. Coordinates all CTF IO efforts with CTF components and Supported Strategic Commander's staff.

4.1.5. Serves as Liaison Officer to Coalition / Combined Targeting Coordination Board (CTCB).

4.1.6. Coordinates IO intelligence requirements through the C2.

4.1.7. Capable of working at the highest levels of CTF classification.

4.1.8. Have complete access to the deception plan in order to enhance his ability to coordinate the deception plan with other elements of IO.

4.2. CTF IO Deputy Chief

4.2.1. Responsible for CTF IO while CTF IO Chief is engaged with meetings, working groups, and other duties.

4.2.2. Usually serves as IO representative to C5 Plans ensuring integration of IO.

4.2.3. Capable of working at the highest levels of CTF classification.

4.3. Information Operations Watch Officer

4.3.1. Serves as central point of contact for IO within the M-CMDC watch.

4.3.2. Maintains log of significant events and pending actions.

4.3.3. Ensures appropriate C3 IO Cell and/or IOWG members are advised of higher HQs tasking.

4.3.4. Keeps M-CMDC Chief informed of IO activities.

4.3.5. Monitors events and provides recommendations for IO support to the CTF.

4.3.6. Submits and tracks IO Requests for Information (RFI).

4.4. CTF Operations Security (OPSEC) Officer

4.4.1. Develops and updates the OPSEC plan as part of the CTF OPORD, to include:

- i. Identification of Essential Elements of Friendly Information (EEFI).
- ii. Analysis of threats to critical information.
- iii. Analysis of OPSEC vulnerabilities to identify tentative OPSEC measures.
- iv. Assessment of risk to determine which OPSEC measures to employ.
- v. Application of appropriate countermeasures.

4.4.2. Initiates a feedback program. Monitoring tasks include intelligence and counter-intelligence collection, examination of public media, and reporting of OPSEC measures implemented.

4.4.3. Coordinates all OPSEC activities with other facets of the CTF plan.

4.4.4. Coordinates and reports on COMSEC Monitoring Activities.

4.4.5. Provides information on COMSEC efforts and recommends CTF Information Management (IM) plan adjustments to the CTF IM and C6.

4.5. CTF Deception Officer

4.5.1. Coordinates development and update of the deception element of the CTF plan with staff members and component representatives on a strict need to know basis. The basis for deception objectives is often related to OPSEC objectives.

4.5.2. Monitors dissemination of deception related information in accordance with CTF guidance. This will normally include at least two levels of access with only a relatively small number of people having access to the entire deception plan.

4.5.3. Coordinates, normally via the CTF IO Chief, with PSYOP, PA, OPSEC, EW, and intelligence.

4.5.4. Coordinates with C2 Intelligence for collection management coverage in support of deception planning and operations.

4.5.5. Monitors execution of the deception plan.

4.6. CTF Electronic Warfare (EW) Officer

4.6.1. Prepares CTF EW elements (EA, ES, and EP) of CTF OPORD).

4.6.2. Coordinates with Coalition / Combined Frequency Management Center (CFMC).

4.6.3. Coordinates with CTF C6 Coalition / Combined Frequency Management Element (CFME).

4.6.4. Provides frequency management monitoring and advice to CTF IO Cell and CTF IOWG.

4.7. CTF PSYOP Officer

4.7.1. Integrates and coordinates all aspects of CTF PSYOP with CTF IO Cell and CTF IOWG.

4.7.2. Advises on timely dissemination of accurate information in response to propaganda.

4.8. Computer Network Operations (CNO) Officer

4.8.1. Provides CNO planning support to CTF IO Cell and CTF IOWG.

4.8.2. Coordinates with the Supported Strategic Commander for approval and execution of CNO.

4.8.3. Coordinates with CTF C6 to assess intrusions and attacks.

- 4.8.4. Provides ability to draw upon the capabilities of other coalition military organizations and governments or non-government agencies insights.
- 4.8.5. Recommends changes to the CTF network security posture.
- 4.8.6. Coordinates with CTF C6 to conduct risk assessment of the CTF network security posture.
- 4.8.7. Higher security clearance capable.
- 4.9. Intelligence representative
 - 4.9.1. Provides timely and directed intelligence support to CTF IO Cell and CTF IOWG.
 - 4.9.2. Provide inputs for Battle Damage Assessments (BDA) / Measures of Effectiveness (MOE) and effects feedback for IO initiatives as reflected in the CTF OPORD or Campaign Plan.
 - 4.9.3. Assists in the development of IO High Priority Targets (HPT) and/or audiences.
 - 4.9.4. Provides input on IO threat, capabilities, and estimates to include Electronic Order of Battle, threat Tactics, Techniques, and Procedures (TTP), and threat commander profiles, etc.
 - 4.9.5. Assists in identifying IO indicators and warning (I&W).
 - 4.9.6. Provides input on counter-intelligence situational awareness to the CTF IO Cell and CTF IOWG.
 - 4.9.7. Attends the Intelligence Collection and Synchronization Board (ICSB) or equivalent.
- 4.10. Logistics representative
 - 4.10.1. Integrates IO considerations and objectives into the logistics planning process.
 - 4.10.2. Provides subject matter expertise to the CTF IOWG.
 - 4.10.3. Ensure host nation and NGO / International Organization requirements are identified prior to CTF arrival (if possible).
- 4.11. Communications representative (see Part C – Chapter 6 for additional information)
 - 4.11.1. Provide expertise on CTF Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) architecture and critical nodes.
 - 4.11.2. Provides Coalition / Combined Restricted Frequency List (CRFL) input to the frequency management effort.
 - 4.11.3. Provides information systems impact for Emission Control (EMCON) and network security.
- 4.12. Public Affairs Officer
 - 4.12.1. Advises on timely dissemination of accurate information to the media.
 - 4.12.2. Coordinates PA communication points and events with IOWG.
 - 4.12.3. Provides feedback/analysis on CTF IO effectiveness with respect to objective media.
 - 4.12.4. Ensures all publicly releasable information is screened for OPSEC.
- 4.13. Legal Officer
 - 4.13.1. Provides legal guidance and planning assistance to CTF IOWG.

4.13.2. Assists CTF IOWG with interagency coordination and negotiations.

4.14. Civil Affairs (CA) representative

4.14.1. Ensures the consistency of civil military operations within the CTF AO.

4.14.2. Coordinates CMO activities with the CTF IOWG in support of IO related objectives.

4.14.3. Provides feedback/analysis on CTF IO effectiveness with respect to objective leadership and civilian populace, IOs and NGOs in the CTF AO.

4.15. Force Protection LNO. Represents the CTF IOWG in CTF Force Protection planning

4.16. IO representation to C5 Plans and C3 FOPS. IO representatives must liaison with the C5 Plans Working group and the C3 FOPS working group to ensure appropriate consideration and integration of IO capabilities in future plans.

5. Considerations.

5.1. It is imperative that IO initiatives are coordinated and approved as early as possible when the CTF is activated. Various IO products, such as CNA and PSYOP, require approval at the Lead Nation, supporting nations and/or at strategic levels.

5.2. Conducting Combined/Coalition Information Operations can present classification challenges that must be addressed during combined planning. Use of the Coalition Coordination Center (CCC) can greatly assist in this process.

5.3. Upon standing up the CTF, identify early on communications connectivity requirements for support to the IO Cell and IOWG.

5.4. The specific manning requirements and number of augmentees to the IO Cell and CTF IOWG should be tailored to meet mission requirements identified in Crisis Action Planning and CCTF's guidance.

6. Reports and Products.

6.1. OPSEC/COMSEC critical disclosure report. This is a near real time voice report (followed by a hard copy report) from the communications security monitoring support team to the CTF IO Chief to report a serious OPSEC/COMSEC disclosure.

6.2. OPSEC/COMSEC disclosure daily summary report. This is a report from the communications security monitoring support team to the CTF IO Chief recording significant OPSEC/COMSEC disclosures for the previous 24 hours.

6.3. Network Vulnerability Change Implementation Status Reports. This is a communication from the CCTF to the Supported Strategic Commander C6. This communication reports compliance with directed changes to network hardware, software, processes, or procedures to improve overall security of the CTF network

6.4. Network Security Posture Change/Attainment Messages. This is either a message from the CCTF to CTF components to direct a change, or from the CCTF to the Supported Strategic Commander to report attainment (or request waiver)

6.5. Input to the Commander's Daily Guidance and/or Situational Report to the Supported Strategic Commander (SITREP). The CTF IO Cell (IO Watch Officer) will provide any significant IO activities to the Operations Division for inclusion in the Commander's Daily Guidance and/or SITREP

6.6. CTF Courses of Action (COA) Matrix. A matrix used by the CTF staff, which contains IO capabilities, mapped against themes and objectives, which delineate specific tasks required to support each theme. This Matrix needs to be closely coordinated with the Supported Strategic Commander within the MNF effort. In some situations, the Supported Strategic Commander will be heavily involved in IO planning and operational execution. In other CTF scenarios, the Supported Strategic Commander will have limited IO planning and

operational execution responsibilities. In either case, the COA Matrix is a useful vehicle for CTF coordination.

- 6.7. CTF IO Synchronization Matrix. The CTF IOWG develops and maintains a coordination matrix similar to the one shown below (Fig. C-9-A.1) depicting the IO events occurring through each phase of the operation overlaid upon the CTF IO areas and CTF Components. This matrix provides a visual display of the CTF actions and helps to readily de-conflict IO actions with other operations.

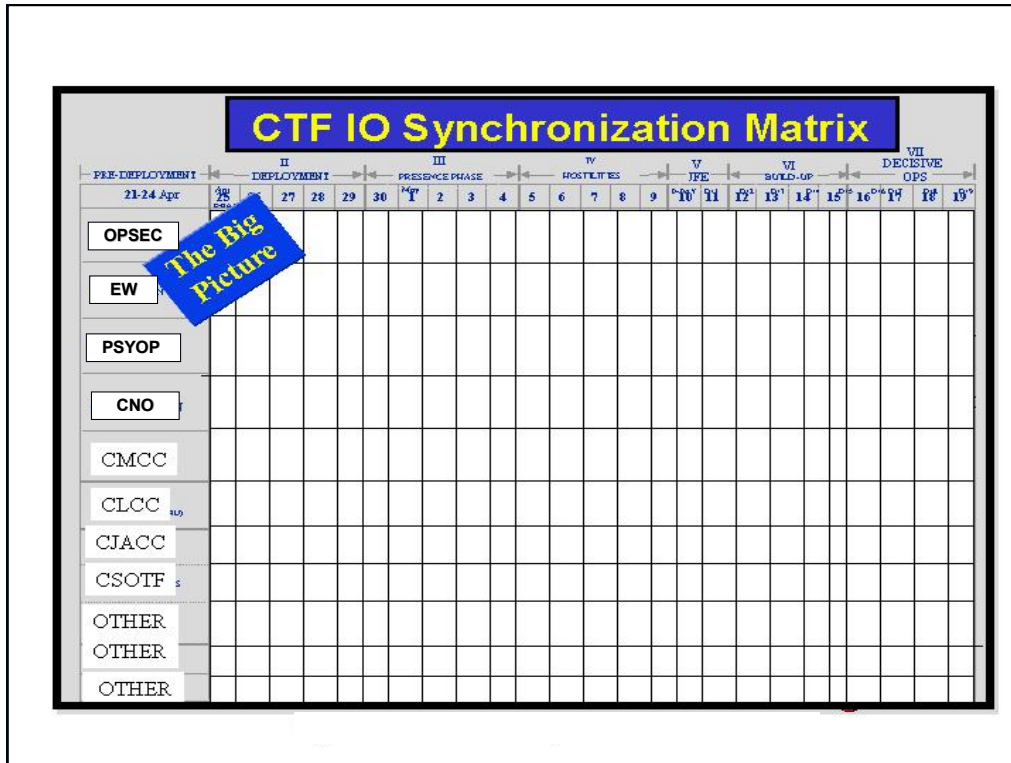


Figure C-9-A.1: IO Synchronization Matrix - Example

- 6.8. Daily Press Analysis Report. Analysis provided by the PA representative to the CTF IO Cell of international, regional, and local media reporting of CTF mission and operations.
- 6.9. Daily IO Log. Created and maintained (on a 24 hour basis) by the CTF IO Cell to record all relevant IO events, documents and requirements to ensure continuity of information for the CTF IO organization.

7. References.

- 7.1. U.S. Joint Publication 3-13, Joint Doctrine for Information Operations.
- 7.2. U.S. Joint Publication 3-13.1, Joint Doctrine for Command and Control Warfare (C2W) Operations.
- 7.3. U.S. Joint Publication 3-51, Electronic Warfare in Joint Military Operations.
- 7.4. U.S. Joint Publication 3-53, Doctrine for Joint Psychological Operations.
- 7.5. U.S. Joint Publication 3-54, Joint Doctrine for Operations Security.
- 7.6. U.S. Joint Publication 3-58, Joint Doctrine for Military Deception.

Appendices

Appendix 1. (open Appendix at this time; content deleted in previous change)

Appendix 2. Additional Planning Guidance, PSYOP

Appendix 3. Additional Planning Guidance, MILITARY DECEPTION

Appendix 4. Additional Planning Guidance, ELECTRONIC WARFARE

Appendix 5. Additional Planning Guidance, OPERATIONS SECURITY

Appendix 6. Additional Planning Guidance, DEFENSIVE INFORMATION OPERATIONS

APPENDIX 2

ADDITIONAL PLANNING GUIDANCE-PSYOP

1. Situation.

1.1. Overview

- 1.1.1. What is the general psychological situation in the AO?
- 1.1.2. What, if any, are the ongoing PSYOP programs?
- 1.1.3. What are the significant factors influencing PSYOP activities?
- 1.1.4. What are the competing PSYOP goals in the AO?
- 1.1.5. What is the PSYOP task to be accomplished?

1.2. CTF Perspective

- 1.2.1. How will the assigned PSYOP task be accomplished?
- 1.2.2. What resources will be used?
- 1.2.3. What will be the general phasing of current actions with future actions?

1.3. Neutral Perspective (if applicable)

- 1.3.1. What are the estimated neutral intentions under various circumstances?
- 1.3.2. What activities and resources are available to these neutral intentions?
- 1.3.3. What neutral actions and behavior would favor mission accomplishment?
- 1.3.4. Which apparent current COAs might affect mission accomplishment?
- 1.3.5. What resources are available to execute alternative COAs?
- 1.3.6. What objective and subjective factors could affect decisions and resource effectiveness?
- 1.3.7. What are the staff factions and who are the particularly influential individuals?
- 1.3.8. What are the characteristics of decision makers and their key advisors, major staff planners, staff factions (to include particularly influential individuals), and intelligence system analysts?
- 1.3.9. What are the groups of related planner and decision maker essential elements of friendly information (EEFI)?
- 1.3.10. What is the estimated background knowledge and desired and harmful appreciations for each group?

1.4. Threat Perspectives

1.4.1. Decision Maker and Staff

- i. Who are the decision makers who can direct development or allocation of resources of COA pertinent to the task assigned?
- ii. What feasible alternative actions would favor or harm friendly operational effectiveness?

- iii. What COAs might affect friendly task accomplishment?
- iv. What resources are available to execute each COA?
- v. What are the characteristics of threat decision makers, their key advisors, and staff (particularly intelligence analysts) and their intent?

1.4.2. Intelligence Systems

- i. What are the intelligence systems that support decision makers and their staffs?
- ii. What are the intelligence systems' capabilities pertinent to the situation?
- iii. What are the objective and subjective factors and the characteristics of collection planners and decision makers that affect their development and selection for use of information gathering resources?
- iv. What are the groups of related planner and decision maker EEFI?
- v. What is the estimated background knowledge and desired and harmful appreciations for each group?

1.4.3. Audiences

- i. What groups can influence plans, decisions, and operational effectiveness in task accomplishment?
- ii. How susceptible are these groups to PSYOP?
- iii. What group behavior is favorable or harmful to task accomplishment?
- iv. What are the apparent goals, motivations, and characteristics of each group?
- v. Who are the leaders who can cause these groups to behave in various ways?
- vi. What are the groups of related target audience EEFI?
- vii. What is the estimated background knowledge and desired and harmful appreciations for each group?

1.4.4. Command Systems

- i. What communications systems and command centers will be used to plan COAs and control, coordinate, and supervise execution of the planned COA?
- ii. What is the purpose and what are the characteristics of each command and control communications net?
- iii. What are the PSYOP targets for jamming or attacking?
- iv. When should PSYOP be used to demoralize and disorganize the threat?
- v. When should PSYOP be used to reduce threat operational effectiveness?
- vi. When should PSYOP be used to enhance the effectiveness of planned deceptions and PSYOP?
- vii. When should PSYOP be used to support OPSEC to the maximum advantage?

2. **Mission.** How will the PSYOP mission support the maneuver commander?

3. **Execution.**

3.1. Concept of Operations

3.1.1. Overview

- i. What is the commander's intent?
- ii. What is the overall concept for using PSYOP in support of task accomplishment?
- iii. Who will plan and conduct strategic PSYOP in peacetime and in support of pre-conflict deterrence options? Who are the supporting commanders?
- iv. Who will plan and conduct strategic and theater PSYOP in support of sustained conflict? Who are the supporting commanders?
- v. Who will plan and conduct joint tactical PSYOP in support of operational COAs? Who are the supporting commanders?

3.1.2. General PSYOP Guidance to CTF

- i. What are the valid PSYOP themes to be promoted to induce strategic and theater PSYOP objectives?
- ii. What are the valid or invalid PSYOP themes to be discouraged? Include indications of specific audience sensitivities and harm that might occur if the audiences accept the themes.
- iii. PSYOP actions suitable for use.
 - iii-i. What is the guidance for the conduct of military operations, actions, and personnel behavior to promote valid PSYOP themes?
 - iii-ii. What is the guidance for avoiding military operations and actions and personnel behavior that would result in harmful audience attitudes and behavior?
 - iii-iii. What are the cultural and psychological characteristics of audiences that will aid operational planners and personnel in selecting COAs and interacting with audience members?
- iv. Threat PSYOP
 - iv-i. What threat PSYOP will be directed at coalition personnel and at friendly foreign groups in the AO.
 - iv-ii. What is the guidance for countering such threat operations?

3.1.3. Outline of Each Planned PSYOP Operation

- i. What is the audience and set of PSYOP objectives, overall themes, subgroups to be influenced (to include their characteristics), and specific themes to be promoted for each subgroup?
- ii. What are the provisions for testing, producing, stocking, and disseminating PSYOP materials and for measuring PSYOP effectiveness?
- iii. What are the command and staff arrangements?
- iv. Who are the supporting commanders?
- v. What resources are required to plan and conduct PSYOP actions? Include civil capabilities; indigenous assets; exploitation of threat detainees and other internees for PSYOP; and military PSYOP resources.

- vi. What are the logistics requirements? Include preparation, distribution, and stocking of PSYOP materials; transport of PSYOP material and personnel to operational areas and their basing and support while conducting PSYOP; provisions for the supply and maintenance of coalition and indigenous PSYOP material; and fiscal and personnel matters.
- vii. What are the requirements for implementing schedules and PSYOP operation control sheets?
- viii. What is the codeword for OPSEC sensitive PSYOP?
- ix. What is the OPSEC planning guidance? Include planning for, preparing for, and conducting PSYOP and PSYOP actions to maintain essential secrecy for the commander's intention and to gain and maintain essential secrecy for OPSEC sensitive PSYOP COAs.

3.2. Situation Monitoring

- 3.2.1. How will intelligence, multi-discipline CI (MDCI), security monitoring, and operational feedback be provided?
- 3.2.2. What is the requirement for running situation estimates; periodic estimates of audience appreciations responsive to EEFI, actions, and attitudes and behavior; and current reporting of intelligence and multi-discipline CI information, security monitoring results, and implementing actions?
- 3.2.3. What resources are required? What is their availability?

3.3. Control

- 3.3.1. How will control be effected and implementation centrally coordinated?
- 3.3.2. What are the coordinating instructions?
- 3.3.3. How will implementation planning and supervision of the planned action be accomplished?
- 3.3.4. What is the need for specific PSYOP operations?
- 3.3.5. What coordination is required with adjacent commands and civilian agencies, to include diplomatic missions and other agencies?
- 3.3.6. What coordination is required with military deception and OPSEC planners, EW planners, and planners in the fields of civic action, HA, civil affairs, CI, detainees, internees, command, control, and communications, legal, and operations?

3.4. Tasks

- 3.4.1. What responsibilities must be assigned to implement the concept?
- 3.4.2. Is designation of an executive agent to coordinate implementation among multiple organizations required?
- 3.4.3. How will feedback to ensure effectiveness of tasks be provided?

4. **Administrative and Logistics.**

4.1. Administrative

- 4.1.1. What are the requirements for special reports?
- 4.1.2. What are the requirements for planning and operations in support of education programs regarding detainees and civilian internees?

4.1.3. What will be the participation in interrogation of internees and detainees to obtain information essential or peculiar to PSYOP?

4.2. Logistics

4.2.1. What is the guidance on stocking of PSYOP and information materials and provisions to disseminating organizations?

4.2.2. What are the provisions for the supply and maintenance of PSYOP-unique supplies and equipment?

4.2.3. What are the provisions for control and maintenance of indigenous equipment and materials?

4.2.4. What are the fiscal matters relating to special funds?

4.2.5. What are the personnel matters relating to indigenous personnel?

5. **Command and Control.**

5.1. What are the recognition and identification instructions?

5.2. What is the electronic policy?

5.3. What are the headquarters locations and movements?

5.4. What are the code words?

5.5. What is the frequency allocation?

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APPENDIX 3

ADDITIONAL PLANNING GUIDANCE-MILITARY DECEPTION

1. Situation.

1.1. General. What is the general overall situation concerning military deception?

1.2. Threat

1.2.1. General Capabilities. What are the threat military capabilities relating directly to the planned deception?

1.2.2. Deception Targets and or Audiences. What are the deception objectives?

1.2.3. Objectives Biases and Predispositions. What are the objective's biases and predispositions?

1.2.4. Probable Threat COA. What is the probable threat COA?

1.3. Friendly

1.3.1. What is the friendly forces situation?

1.3.2. What are the critical limitations?

1.3.3. What is the concept of friendly operations?

1.4. Assumptions

1.4.1. What are the assumptions concerning friendly, threat, or third-party capabilities, limitations, or COAs?

1.4.2. What are the conditions the commander believes will exist when the plan becomes an order?

2. Mission.

2.1. Operational Mission. See paragraph 2 of the basic plan or order.

2.2. Deception Mission

2.2.1. Deception Goal. What is the desired effect or end state the commander wishes to achieve?

2.2.2. Deception Objective(s). What is the desired action or inaction by the threat at the critical time and location?

2.2.3. Desired Threat Perceptions. What must the deception objective believe for them to make the decision that will achieve the deception objective?

2.2.4. Deception Story. What scenario will cause the deception objective to adopt the desired perception? Consider one of the COAs discarded during plan preparation.

3. Execution.

3.1. Concept of the Operation

3.1.1. General. What is the framework for the operation? Include a brief description of the phases of the deception operation.

3.1.2. Other IO Capabilities

- i. What other capabilities will be used to support the deception operation?
- ii. What are the other plans and operations pertinent to the deception?
- iii. What coordination and de-confliction is required?

3.1.3. Feedback and Monitoring

- i. What type of feedback is expected, if any, and how will it be collected?
- ii. What impact will the absence of feedback have on the plan?

3.1.4. Means. By what means will the deception be implemented?

3.1.5. Tasks. What are the execution and feedback tasks to organizations participating in the execution and monitoring of the deception?

3.1.6. Risks

- i. Deception is successful. What is the likely threat response? What will be the impact on friendly forces from threat intelligence sharing?
- ii. Deception fails. What is the impact if the deception objectives ignores the deception or fails in some way to take the actions intended?
- iii. Deception is compromised. What is the impact of such a compromise on friendly forces and attainment of friendly objectives?

3.2. Coordinating Instructions

3.2.1. What are the tasks or instructions listed in the preceding subparagraphs pertaining to two or more units?

3.2.2. What is the tentative execution time frame, if applicable, and any other information required to ensure coordinated action between two or more elements of the command?

4. **Administrative and Logistics.**

4.1. Administrative

4.1.1. General. What are the general procedures to be employed during planning, coordination, and implementation of deception activities?

4.1.2. Specific. What, if any, are the special administrative measures required for the execution of the deception operation?

4.2. Logistics. What are the logistics requirements for the execution of the deception operation (transportation of special material, provision of printing equipment and materials)?

4.3. Costs. What are the applicable costs associated with the deception operation?

NOTE: Do not include those administrative, logistics, and medical actions or plays that are an actual part of the deception operation.

5. **Command, Control, and Communications.**

5.1. Command Relationships

5.1.1. Approval. What is the approval authority for execution and termination?

5.1.2. Authority. Who are the designated supported and supporting commanders and supporting agencies?

5.1.3. Oversight. What are the oversight responsibilities, particularly for executions by non-organic units or organizations outside the chain of command?

5.1.4. Coordination

i. What are the AO coordination responsibilities and requirements related to deception executions and execution feedback?

ii. What are the other coordination responsibilities and requirements related to deception executions and execution feedback?

5.2. Communications

5.2.1. What are the communications means and procedures to be used by control personnel and participants in the deception operation?

5.2.2. What are the communications reporting requirements to be used by control personnel and participants in the deception operation?

6. **Security.**

6.1. General. What are the general security procedures to be employed during planning, coordination, and implementation of deception activities?

6.2. Specific

6.2.1. What are the access restrictions and handling instructions to the deception appendix or plan?

6.2.2. Who has authority to grant access to the deception appendix or plan?

6.2.3. How will cover stories, code words, and nicknames be used?

6.2.4. How will planning and execution documents and access rosters be controlled and distributed?

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APPENDIX 4

ADDITIONAL PLANNING GUIDANCE-ELECTRONIC WARFARE

1. **Situation.**

1.1. Threat Forces

1.1.1. What are the capabilities, limitations, and vulnerabilities of threat communications, non-emitting, and EW systems?

1.1.2. What is the threat capability to interfere with accomplishment of the EW mission?

1.2. Friendly Forces

1.2.1. What friendly EW facilities, resources, and organizations may affect EW planning by subordinate commanders?

1.2.2. Who are the friendly forces with which subordinate commanders may operate?

1.3. Assumptions. What are the assumptions concerning friendly or threat capabilities and COAs that significantly influence the planning of EW operations?

2. **Mission.** What is the EW mission (who, what, when, where, why)?

3. **Execution.**

3.1. Concept of Operations

3.1.1. What is the role of EW in the commander's IO strategy?

3.1.2. What is the scope of EW operations?

3.1.3. What methods and resources will be employed? Include organic and non-organic capabilities?

3.1.4. How will EW support the other elements of IO?

3.2. Tasks. What are the individual EW tasks and responsibilities for each component or subdivision of the force? Include all instructions unique to that component or subdivision.

3.3. Coordinating Instructions

3.3.1. What instructions, if any, are applicable to two or more components or subdivisions?

3.3.2. What are the requirements, if any, for the coordination of EW actions between subordinate elements?

3.3.3. What is the guidance on the employment of each activity, special measure, or procedure that is to be used but is not covered elsewhere in this tab?

3.3.4. What are the emissions control guidance?

3.3.5. What coordination with the C-6 is required to accomplish the JRFL?

4. **Administrative and Logistics.**

4.1. Administrative

4.1.1. What, if any, administrative guidance is required?

4.1.2. What, if any, reports are required? Include example(s).

4.2. Logistics. What, if any, are the special instructions on logistic support for EW operations?

5. **Command and Control.**

5.1. Feedback

5.1.1. What is the concept for monitoring the effectiveness of EW operations during execution?

5.1.2. What are specific intelligence requirements for feedback?

APPENDIX 5

ADDITIONAL PLANNING GUIDANCE-OPERATIONS SECURITY

1. **Situation.**

1.1. Threat Forces

1.1.1. Current Threat Intelligence Assessment

- i. What is the estimated threat's assessment of friendly operations, capabilities, and intentions?
- ii. What is the known threat knowledge of the friendly operation addressed in the basic plan?

1.1.2. Threat Intelligence Capabilities

- i. What are the threat's intelligence collection capabilities according to major categories (signals intelligence, HUMINT, imagery intelligence)?
- ii. What potential sources (including other nations) provide support to the threat?
- iii. How does the threat's intelligence system work? Include the time required for intelligence to reach key decision makers.
- iv. What are the major analytical organizations and who are the key personalities?
- v. What, if any, unofficial intelligence organizations support the national leadership?
- vi. What are the threat intelligence capabilities strengths and weaknesses?

1.2. Friendly Forces

1.2.1. Friendly Operations. What are the major actions to be conducted by friendly forces in the execution of the basic plan?

1.2.2. Critical Information. What is the identified critical information? Include the critical information of higher headquarters. For phased operations, identify the critical information by phase.

1.2.3. Assumptions. What are the assumptions upon which this OPSEC plan is based?

2. **Mission.** What is the OPSEC mission (who, what, when, where, why)?

3. **Execution.**

3.1. Concept of Operations

3.1.1. What is the role of OPSEC in the commander's IO strategy?

3.1.2. What is the general concept for the implementation of planned OPSEC measures? Describe these by phase and major activity (maneuver, logistics, communications), if appropriate.

3.1.3. What will be the OPSEC support to other capabilities or activities?

3.2. Tasks. What are the specific OPSEC measures to be executed? List these by phase and include specific responsibilities for subordinate elements.

3.3. Coordinating Instructions

3.3.1. What are the requirements for coordination of OPSEC measures between subordinate elements?

3.3.2. What is the required coordination with public affairs?

3.3.3. What is the guidance on termination of OPSEC related activities?

3.3.4. What is the guidance on declassification and public release of OPSEC related information?

4. **Administrative and Logistics.**

4.1. What, if any, are the OPSEC related administrative or logistic support requirements?

4.2. What, if any, are the administrative or logistics related OPSEC measures?

5. **Command and Control.**

5.1. Feedback

5.1.1. What is the concept for monitoring the effectiveness of OPSEC measures during execution?

5.1.2. What are the specific intelligence requirements for feedback?

5.2. OPSEC Surveys. What are the plans for conducting OPSEC surveys in support of this operation?

5.3. After-Action Reports. What are the requirements for after-action reporting?

5.4. Signal. What, if any, are the special or unusual OPSEC-related communications requirements?

APPENDIX 6

ADDITIONAL PLANNING GUIDANCE-DEFENSIVE INFORMATION OPERATIONS

1. Situation.

1.1. General

1.1.1. What are the defensive IO objectives?

1.1.2. How do these objectives relate to mission accomplishment?

1.2. Threat. What are the threat capabilities that affect friendly information, and information systems, and IO not already discussed in Annex K (Communications)?

1.3. Friendly. What are the organizations that are not subordinate to this command and the specific tasks assigned to each supporting defensive IO objective?

2. Mission. How do defensive IO support the accomplishment of the mission assigned in the basic plan?

3. Execution

3.1. Concept of Operations

3.1.1. General. What is the overall concept for ensuring friendly information access and availability despite threat IO use? Pay particular attention to physical security and survivability of friendly information system capabilities and facilities.

3.1.2. Phasing

i. What are the defensive IO activities occurring in each operational phase? Describe activity sequences in each phase keyed to phase initiation and supported operational events.

ii. What is the time-phased guidance for accomplishing actions implementing the defensive IO plan?

3.2. Tasks

3.2.1. What command element is responsible for coordinating defensive IO actions?

3.2.2. What are the assigned tasks and responsibilities of each subordinate command to implement and accomplish defensive IO actions, to include identification of vulnerabilities?

3.3. Coordinating Instructions

3.3.1. Integration

i. What are the detailed instructions for accomplishing integration of physical security and survivability measures, electronic warfare, INFOSEC, CI, PA, counter-PSYOPS, counter-deception, and OPSEC means of performing defensive IO?

ii. What is the guidance for mitigation and/or negation of threat capabilities?

3.3.2. Coordination. What are the detailed requirements for coordinating among elements involved in defensive IO? Emphasize close coordination with IO, C2W, deception, OPSEC, EW, PSYOPS, intelligence, PA, and other key planners that rely on friendly information resources.

3.3.3. Security. What, if any, are the special security or handling requirements for defensive IO planning and actions envisaged by this appendix?

3.3.4. Reports. What, if any, are the operational reporting requirements necessary for effective monitoring of defensive IO activities?

4. **Administrative and Logistics.**

4.1. Personnel. What, if any, are the requirements for specialized personnel qualifications and/or qualification?

4.2. Supply. What, if any, are the specialized equipment supply requirements?

4.3. Reports. What, if any, are the required administrative reports?

5. **Command and Control.** What special systems or procedures, if any, are required for C2 of defensive IO actions?

ANNEX B

RULES OF ENGAGEMENT

NOTE: The International Institute of Humanitarian Law Sanremo Rules of Engagement Handbook (2009) is the foundation for this section, and is publicly available online at <http://iihl.org>.

1. **Purpose.** To set forth the fundamental principles necessary to develop, implement, and assess effective CTF Rules of Engagement ROE and to provide guidance for those tasked with drafting ROE at the CTF HQs.

2. Background

- 2.1. ROE are directives issued by the appropriate military authority to describe the circumstances and limitations under which CTF air, land, maritime, and special operations forces will initiate and/or continue operations with other forces. The ROE establish fundamental policies and procedures governing the use of force by military commanders during operations. These rules are the means by which the Lead Nation for a multinational operation (in consultation with MNF participating nations) provides guidance to the Supported Strategic Commander and the Commander, CTF (CCTF), on the use of armed force in the context of political and military policy and domestic and international law.
- 2.2. ROE is based on international law, national law, policy of participating nations, and operational considerations. National policy decisions and operational considerations may preclude the employment of force to the full limit authorized under international law.
- 2.3. One set of ROE should be established for a Multinational force to provide a unified set of rules by which all Coalition forces should operate if national policy permits. Consensus upon each individual rule of engagement is preferred, but may not be attainable in all situations due to differing national policies and legal obligations. If a participating nation's national policy does not permit implementation of the ROE, the national ROE should implement as much of the ROE as possible. Resolution and coordination of differences in ROE is the responsibility of the Lead Nation (or UN) and coordinated in the Multinational Coordination Center. Solving ROE issues will require close coordination between legal and operational officers from all nations.
- 2.4. ROE must not interfere with the commander's authority and obligation to use all necessary means and to take all appropriate action to defend that commander's unit and other CTF forces in the vicinity from a hostile act or demonstrated hostile intent.

3. Concepts and Principles

- 3.1. Authorities. ROE are issued by competent authorities and assist in the delineation of the circumstances and limitations within which CTF forces may be employed to achieve their objectives. ROE appear in a variety of forms in national military doctrines, including execute orders, deployment orders, operational plans, or standing directives. Whatever their form, they provide authorization for and/or limits on, among other things, the use of force, the positioning and posturing of forces, and the employment of certain specific capabilities. In some nations, ROE have the status of guidance to CTF forces; in other nations, ROE are lawful commands. ROE are not used to assign missions or tasks nor are they used to give tactical instructions. Missions and tasks are assigned through Operations orders and other similar instruments of command and control.
 - 3.1.1. International Law. The conduct of military operations is governed by international law, including the international humanitarian law (IHL) (also referred to as the law of armed conflict [LOAC] or law of war) and applicable international human rights laws. Both nations and individuals are obliged to comply with IHL. All nations are obliged to train their forces to comply with IHL and with other provisions of international law that impact military operations. The Rules of Engagement Handbook is intended to facilitate the creation of ROE necessary for the judicious use of force in compliance with international law. While nations are bound by Geneva Law and Hague Law, they may have different treaty obligations and differing interpretations and/or application of both treaty and customary international law. In multinational operations these differences need to be identified and factored into the planning and conduct of operations.

3.1.2. National Laws. The armed forces of each nation must comply with their own national laws. For example, the national laws of some nations may restrict the ability of forces to use force, in particular deadly force, to protect others or to defend property. Accordingly, some nations may issue restrictions or amplifying instructions to supplement the ROE for multinational operations. To the greatest extent possible, such restrictions or instructions should be shared with multinational partners. It is particularly important to ensure that commanders operating in multinational operations are aware of any such restrictions so that they may employ forces in an efficient and effective manner.

3.1.3. National Policy. In the same way that nations may have different legal positions on certain issues, the planning and conduct of military operations must take into account differing national policy positions. Some military options, available under both international and national law, may not come within national policy intent, either generally or with respect to a specific operation. For example, some nations in some circumstances may limit permissible levels of incidental injury or collateral damage to levels below that acceptable under IHL, while others may not allow their military to conduct law enforcement activities. In multinational operations, such policy differences need to be identified and factored into the planning and conduct of operations. The Rules of Engagement Handbook allows for the creation of ROE that provide for the conduct of operations in compliance with national policy.

3.2. Self-Defense. International law and the domestic laws of all nations recognize a right of self-defense, which is the use of force to defend against attack or imminent attack. Self-defense is available in all situations, including armed conflict. National laws differ on the definition and content of the right of self-defense. As a consequence, individuals and units will exercise this right in accordance with their respective national law. For some nations, self-defense is not governed by ROE. For some nations, the terms “hostile act” and “hostile intent” are related to mission-accomplishment, rather than self-defense.

3.2.1. Hostile Act. A hostile act is an attack or other use of force by a foreign force, terrorist unit (organization or individual) against the CTF or any unit thereof; and in certain circumstances, citizens, their property and commercial assets, or other designated forces, nationals, and their property. A hostile act is force used directly to obstruct or hinder the CTF mission. When a hostile act is in progress, the right exists to use proportional force, including deadly force, in self-defense by all necessary means available to deter or neutralize the potential attacker or, if necessary, to destroy the threat.

3.2.2. Hostile Intent. Hostile intent is the threat of imminent use of force against the CTF, and in certain circumstances, citizens and their property, or other designated forces, nationals, and their property. When hostile intent is present, the right to self-defense exists. A determination that hostile intent exists must be based on convincing evidence that an attack is imminent. Evidence necessary to determine hostile intent will vary depending on the state of international/regional political tension, military preparations, and intelligence.

3.2.3. Hostile Forces. Any civilian, paramilitary, or military force or terrorist, with or without national designation, that has committed a hostile act, exhibited hostile intent, or has been declared hostile by appropriate authority.

3.2.4. Categories of Self Defense.

i. Individual self-defense. This refers to the right of an individual to defend himself or herself (and in some cases other individuals) from an attack or imminent attack. Some nations permit commanders to limit individual self-defense in the same way as for unit self-defense.

ii. Unit self-defense. Unit commanders have the right to defend their unit and other units from their nation in the face of an attack or imminent attack. For some nations, the concept of unit self-defense is both a right and an obligation; whereas for others the concept is only a right. Some nations permit the right of unit self-defense to be limited by orders from higher authority. Unit self-defense may be extended to units and individuals from other nations when authorized by the applicable ROE.

iii. Protection of Others. This refers to the right to defend specified persons (who are not part of the Force) against an attack or imminent attack. For some nations, the right of individual self-defense or unit self-defense may not include the right to use force to defend another nation’s citizens.

iv. National self-defense. As recognized in Article 51 of the United Nations Charter, refers to the right of a nation to defend itself against armed attack, and for most nations, the threat of imminent armed attack.

Decisions on whether or not national self-defense will be invoked are retained at the highest levels of governmental or executive authority.

3.2.5. Use of Force in Self-Defense. Subject to ROE, all necessary and proportional means and actions may be used in self-defense. Where time and operational circumstances permit, military forces should warn the threatening entity in order to give it an opportunity to withdraw or cease its threatening actions. Military forces are permitted to use force in self-defense only if non-forceful alternatives to prevent or deter the attack or imminent attack:

- i. Have been exhausted,
- ii. Are unavailable, or
- iii. Are deemed insufficient to defend forces in those circumstances.

The use of force is generally authorized so long as the hostile act or hostile intent continues. The use of force must be proportional, which means that the nature, duration, and scope of force used should not exceed what is required (Note: The concept of “proportionality” in self-defense should not be confused with the concept of “proportionality” in international armed conflict, which is related to attempts to minimize collateral damage).

3.3. IHL Principles. During armed conflict, and in addition to self-defense, commanders may be authorized to engage an enemy in accordance with IHL. See Part C Chapter 9 Annex I “Standards of Conduct for CTF Operations”, Appendix 2 “International Humanitarian Law/Law of Armed Conflict”.

3.3.1. The extent to which different aspects of IHL might apply depends in the first instance on whether a conflict is an international or non-international armed conflict. Generally, the political leadership of a nation determines the characterization of an armed conflict to be applied by its armed forces. This characterization is based on a legal analysis of the factual situation. When planning operations and crafting ROE for multinational operations, senior commanders and their legal advisors need to be aware of how other nations characterize the conflict, as those characterizations will affect which IHL framework is applied by those nations.

3.3.2. In international armed conflicts situations, only combatants (unless hors de combat), civilians directly participating in hostilities, and military objectives may be the object of attack. In non-international armed conflicts situations, only fighters (unless hors de combat), civilians directly participating in hostilities, and military objectives may be the object of attack.

3.3.3. Commanders, planners, and legal advisors must recognize the fact that not all nations are parties to the same IHL treaties. Further, even those who are parties to the same treaties do not all have the same interpretations of the law embodied in those treaties. However, ROE language is generally crafted to reflect a number of recurring IHL rules and principles concerning the use of force:

- i. **Military necessity.** The requirement whereby a belligerent has the right to apply any measures that are required to bring about the successful conclusion of a military operation and which are not forbidden by IHL.
- ii. **Distinction.** The requirement to distinguish between the civilian population and combatants and between civilian objects and military objectives and to direct operations only against combatants and military objectives.
- iii. **Proportionality.** The prohibition of an attack that may be expected to cause incidental loss of civilian life, injury to civilians, damage to civilian objects, or a combination thereof, which would be excessive in relation to the concrete and direct military advantage anticipated.
- iv. **Humanity.** The prohibition of the infliction of suffering, injury or destruction not actually necessary for the accomplishment of legitimate military purposes.
- v. **Precaution.** In the conduct of military operations, constant care shall be taken to spare the civilian population, civilians and civilian objects.

vi. Weapon prohibitions. The prohibition of weapons that cause superfluous injury or unnecessary suffering.

3.4. Escalation of Force. In military operations other than war, the application of force must be graduated to avoid unjustifiable use of force. The concepts of escalation of force appear in Appendix 1.

4. ROE Development

4.1. Process. Higher authority within a nation or in a multinational force will provide direction on the goals to be achieved when undertaking a military mission. This may include direction on force posture as well as authorizations or limitations on the scope of action a commander may take to accomplish the mission. Policy direction from government, including conclusions of legal analysis, may limit the operational freedom of military commanders and prevent them taking all the actions available to them under the law. Policy direction does not however provide a legal authority for use of force in the conduct of operations where such use of force is outside the law.

4.1.1. ROE are developed and staffed as part of the operational planning process and usually included in the OPLAN and OPORDER. They are produced in the Course of Action (COA) Development Phase of Crisis Action Planning (CAP) and modified or refined as necessary in later phases. The OPLAN or OPORDER will also set out the geographical area (Area of Operations) to which the ROE apply. Some nations include their request for mission specific ROE directly in the draft OPORDER.

4.1.2. The key to successful ROE is a thorough understanding of the CCTF's mission requirements. This understanding originates with the commander's intent and guidance, ROE from higher headquarters, and close contact between Legal and Operational Officers during the planning process.

4.1.3. Development of ROE is the responsibility of the operations staff, specifically the ROE Cell. The Cell should be led by operational staffs and include legal and policy advisers, intelligence and other officers with specialized expertise in land, air, maritime, outer space, and/or cyberspace operations, as appropriate.

4.2. Drafting Methodology. The type of the operation dictates the content of the ROE. The development sequence for ROE is outlined in Appendix 2. This shows the various steps to undertake the development of ROE. The ROE development questionnaire in Appendix 3 guides the staff in choosing specific ROE for the mission. The ROE Cell should seek operations staff concurrence with the draft ROE. For some specific ROE, national level concurrence may be required. The ROE request message format (ROEREQ) at Appendix 5 is a guide for requesting approval for the desired ROE.

4.3. Approval and Implementation. ROE are authorized either by national authorities or by the governing body of an international organization in accordance with its procedures and with national agreement. The ROE are formally approved through a ROEAUTH message, and formally implemented through a ROEIMP message, per the examples in Appendix 5.

4.4. Publication. Once ROE have been drafted and approved, they are published and distributed to the CTF. ROE will normally be contained within or linked to an operational planning document or order.

4.5. Security. While ROE for training and exercises often may be unclassified, the ROE for actual operations are generally classified at the same level as the OPLAN or OPORDER.

5. ROE Implementation

5.1. Scenario based ROE training will ensure that ROE are understood and applied properly by all units and members of the CTF. CCTF should meet with subordinate commanders to ensure a common understanding of ROE.

5.2. Consideration should be given to creating ROE products (cards, briefs, etc.) that summarize key ROE provisions for distribution to and training of operational forces. Additionally, an ROE matrix that summarizes the ROE of each multinational partner is a useful tool.

5.3. The ROE matrix at Appendix 5 provides a summary of the ROE rules in effect for each nation in a multinational force. The matrix provides a quick reference for planners and commanders in determining which unit or units may engage in specific actions.

6. **ROE Review.** ROE should be continually reviewed by both tactical and operational level commanders so that appropriate adjustments can be made as missions develop, as the intelligence picture changes (in particular, threats to tactical level units), and, where applicable, as the enemy's tactics, techniques and procedures evolve. New measures should be requested or implemented as necessary so as to ensure the ROE remain consistent with the mission, the operational situation (especially the threat), political and policy guidance, and the law. Proposing or implementing changes is achieved through ROEREQ, ROEAUTH, and ROEIMP procedures. Whenever ROE are believed to be unclear, clarification should be sought from higher headquarters.

7. References.

7.1. The International Institute of Humanitarian Law, (Sanremo) Rules of Engagement Handbook (2009)

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Appendices

Appendix 1: GUIDANCE ON ESCALATION OF FORCE IN SELF DEFENSE

Appendix 2: ROE DEVELOPMENT SEQUENCE

Appendix 3: SPECIFIC ROE PLANNING CONSIDERATIONS

Appendix 4: QUESTIONNAIRE FOR DEVELOPING ROE FOR USE IN MULTINATIONAL OPERATIONS

Appendix 5: ROE TEMPLATES (Message Format and ROE Matrix for Multinational Operations)

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APPENDIX 1

GUIDANCE ON ESCALATION OF FORCE IN SELF DEFENSE

(Adapted from IIHL [Sanremo] Rules of Engagement Handbook Appendix 5 to Annex A)

1. **Introduction.** In all self-defense situations, when confronted with circumstances in which the use of force may become necessary, it is appropriate to exercise control over the application of force so as to ensure that the use of force is justifiable. Consequently, when time and circumstances permit, use of force must always be graduated (also referred to as escalation). Escalation of force (EOF) may involve actions that begin with non-deadly force measures and may graduate to deadly force measures. EOF procedures are designed to avoid unjustifiable use of force. EOF procedures also may assist in the determination of hostile intent.
2. **Graduated Use of Force.** Graduated use of force requires that individuals confronted with a need to use force should always aim to use the least harmful option available in those circumstances. Indeed, one principle purpose of graduated use of force is to create operational time and space in the hope that there will be no need to escalate to the use of deadly force in self-defense.
3. **Use of Force Options.** A variety of options for the use of force may be available in any given situation. The options available will often include:
 - 3.1. Presence.
 - 3.2. Verbal and visual warnings, including display of weapons.
 - 3.3. Soft physical pressure.
 - 3.4. Hard physical pressure.
 - 3.5. Non-lethal weapons (such as batons).
 - 3.6. Lethal weapons (such as firearms).
4. **General Considerations.** There are a number of general considerations that should be taken into account in relation to EOF policy, options, and training:
 - 4.1. EOF is concerned with employing the necessary option. Use of force options must be read within their context on every occasion – that is, the assessment as to what the minimum first response shall be should be made on a case-by-case basis. Use of an excessive option, where a less harmful option could reasonably have achieved the aim of neutralizing or removing the threat in the circumstances encountered, may have legal consequences for individual users of force as well as operational consequences for the mission.
 - 4.2. Where time and circumstances permit, it is expected that less harmful options (for example, warnings or warning shots) will be exercised before more harmful options.
 - 4.3. On some occasions, for operational reasons, ROE may limit access to less harmful EOF options. For example, ROE may prohibit use of warning shots. However, ROE and EOF procedures do not limit the right of self-defense. Subject to any limitations promulgated in ROE, all necessary and proportional means and actions may be used in self-defense.
 - 4.4. Force preparation should include scenario-based training in EOF situations that members of the force are likely to encounter during the operation, such as checkpoint or access control operations.
 - 4.5. Escalation of force in self defense must be clearly outlined in operations orders (OPORDS) and operational plans (OPLANS). Refer to [Part B, Chapter 2: Military Decision Making Process- Multinational](#).

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APPENDIX 2

ROE DEVELOPMENT SEQUENCE

(Adapted from IIHL Rules of Engagement Handbook, Annex B)

1. **Purpose.** The diagram below is a flowchart that provides a start point for developing ROE in a multinational crisis response situation. Recommend viewing the IIHL Sanremo Rules of Engagement Handbook for an elaboration of the steps listed in the flowchart below.

2. **Development Flowchart.**

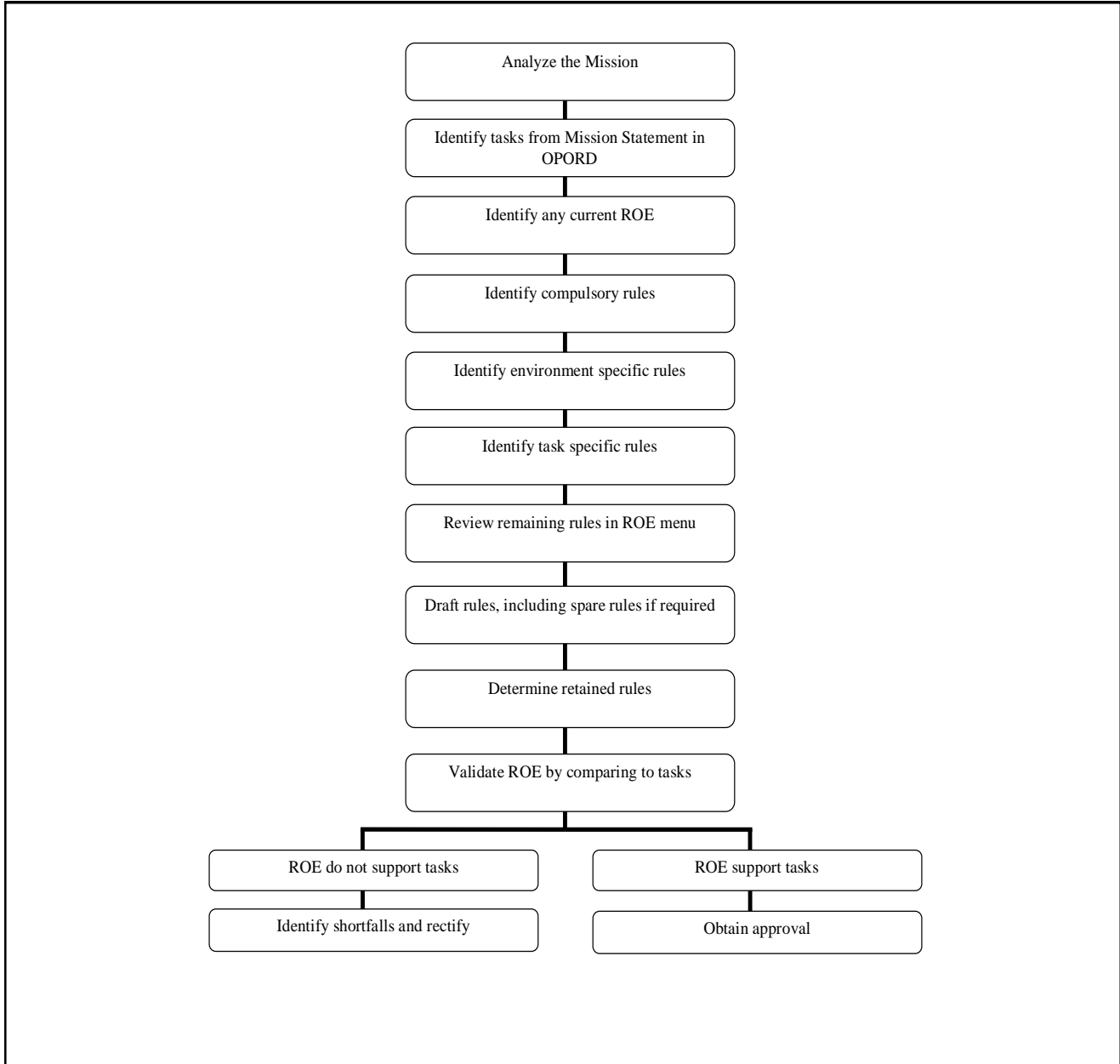


Figure C-9-B-4.1: ROE Development Flowchart

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APPENDIX 3

SPECIFIC ROE PLANNING CONSIDERATIONS

(Adapted from Sanremo IIHL Rules of Engagement Handbook)

Compulsory ROE For All Operations. Compulsory ROE for all operations deal with matters that are fundamental to any mission and must be present in every ROE, even if the rule selected is one that prohibits the military activity. Every ROE is to include a rule from each of series 10 (individual self-defense), 11 (unit self-defense), 12 (protection of others), 60 (warnings), and 70 (carriage of weapons) as listed in the ROE Menu Matrix in the IIHL Sanremo Rules of Engagement Handbook. For any mission beyond self-defense, a rule from series 20 (mission accomplishment) is required. In situations involving armed conflict, measures from series 30 (engaging hostile forces) and 32 (neutrals) are required.

1. Peace Operations

- 1.1. Introduction. The distinctive features of Peace Operations are that they involve a mixture of military forces and diplomatic and humanitarian agencies and are designed to achieve a peaceful resolution or other specific conditions.
- 1.2. Legal considerations. The principle legal considerations when drafting ROE are:
 - 1.2.1. The legal basis for presence in the sovereign territory (including territorial seas and national airspace) of another nation, in particular whether the military activity has the consent of the nation(s) in which it is taking place.
 - 1.2.2. Where the legal basis for presence includes a UNSC Resolution, whether that resolution is under Chapter VI or Chapter VII.
 - 1.2.3. Whether any Chapter VII resolution gives the authority to use “all necessary means” and whether the basis for the use of force is restricted to self-defense, which may include the defense of designated persons.
 - 1.2.4. The extent of any Status of Forces Agreement (SOFA), Memorandum of Understanding (MOU) or other international arrangement.
- 1.3. Applicable ROE. In addition to the compulsory rules listed at the beginning of this Appendix, the following ROE should be considered:
 - 1.3.1. Protection of Freedom of Movement of Persons (Series 21)
 - 1.3.2. Warning Shots (Series 23)
 - 1.3.3. Search and Detention of Persons (Series 25)
 - 1.3.4. Use of Force to Protect Property (Series 40)
 - 1.3.5. Inspection, Seizure, and Destruction of Property (Series 42)
 - 1.3.6. Geographic Positioning of Force Units and Cross-Border Incursions (Series 50)
 - 1.3.7. Relative Positioning of Force Units (Series 53)
 - 1.3.8. Diversions (Series 55)
 - 1.3.9. Use of Obstacles and Barriers (Series 56)
 - 1.3.10. Sensors and Illumination (Series 63)

- 1.3.11. Use of Force in Assistance to Civil Authorities, Including Law Enforcement (Series 110)
- 1.3.12. Search, Detention, and Arrest of Persons (Series 111)
- 1.3.13. Treatment of Detained and Arrested Persons (Series 112)
- 1.3.14. Crowd and Riot Control (Series 120)
- 1.3.15. Riot Control Agents (Series 121)
- 1.3.16. Riot Control Munitions/Water Cannons (Series 122)

2. Non-Combatant Evacuation Operations (NEO)

- 2.1. Introduction. The distinctive features of Non-Combatant Evacuation Operations (NEO) is that they assist other government departments in evacuating nationals and selected others from threatening circumstances in a foreign or host nation. NEOs are fundamentally defensive in nature.
- 2.2. Legal considerations. The principle legal considerations when drafting ROE are:
 - 2.2.1. The legal basis for presence in the sovereign territory (including territorial seas and national airspace) of the nation from which the NEO is taking place; in particular whether the NEO is conducted with or without host nation consent and, accordingly, whether the context is permissive, uncertain, or hostile.
 - 2.2.2. The extent of any Status of Forces Agreement (SOFA), Memorandum of Understanding (MOU) or other international arrangement.
- 2.3. Applicable ROE. In addition to the compulsory rules listed at the beginning of this Appendix, the following ROE should be considered:
 - 2.3.1. Protection of Freedom of Movement of Persons (Series 21)
 - 2.3.2. Warning Shots (Series 23)
 - 2.3.3. Search and Detention of Persons (Series 25)
 - 2.3.4. Inspection, Seizure, and Destruction of Property (Series 42)
 - 2.3.5. Geographic Positioning of Force Units and Cross-Border Incursions (Series 50)
 - 2.3.6. Relative Positioning of Force Units (Series 53)
 - 2.3.7. Diversions (Series 55)
 - 2.3.8. Use of Obstacles and Barriers (Series 56)
 - 2.3.9. Sensors and Illumination (Series 63)
 - 2.3.10. Use of Force in Assistance to Civil Authorities, Including Law Enforcement (Series 110)
 - 2.3.11. Crowd and Riot Control (Series 120)
 - 2.3.12. Riot Control Agents (Series 121)
 - 2.3.13. Riot Control Munitions/Water Cannons (Series 122)
 - 2.3.14. Electronic Warfare Measures (Series 130)

3. Humanitarian Assistance/Disaster Relief (HA/DR)

3.1. Introduction. The distinctive features of HA/DR are that they are generally short-term programs to alleviate suffering caused by natural or man-made disasters, and they complement the efforts of local civil authorities or other agencies with the consent of the host nation.

3.2. Legal considerations. The principle legal considerations when drafting ROE are:

3.2.1. Whether the carriage of weapons is necessary and whether the host nation has given consent to do so.

3.2.2. The extent of any Status of Forces Agreement (SOFA), Memorandum of Understanding (MOU) or other international arrangement.

3.2.3. The operational restraints imposed by the host nation.

3.3. Applicable ROE. In addition to the compulsory rules listed at the beginning of this Appendix, the following ROE should be considered:

3.3.1. Protection of Freedom of Movement of Persons (Series 21)

3.3.2. Geographic Positioning of Force Units and Cross-Border Incursions (Series 50)

3.3.3. Use of Force in Assistance to Civil Authorities, Including Law Enforcement (Series 110)

3.3.4. Crowd and Riot Control (Series 120)

3.3.5. Riot Control Agents (Series 121)

3.3.6. Riot Control Munitions/Water Cannons (Series 122)

4. Assistance to Civil Authorities

4.1. Introduction. The provision of assistance to civil authorities involves domestic operations in which military forces perform civilian functions normally the responsibility of other government agencies.

4.2. Legal considerations. The principle legal considerations when drafting ROE are:

4.2.1. Whether the carriage of weapons is necessary and whether the host nation has given consent to do so.

4.2.2. Whether a power of arrest or detention is required.

4.3. Applicable ROE. In addition to the compulsory rules listed at the beginning of this Appendix, the following ROE should be considered:

4.3.1. Use of Force to Protect Property (Series 40)

4.3.2. Authority to Carry Weapons (Series 70)

4.3.3. Use of Force in Assistance to Civil Authorities, Including Law Enforcement (Series 110)

4.3.4. Search, Detention, and Arrest of Persons (Series 111)

4.3.5. Treatment of Detained and Arrested Persons (Series 112)

4.3.6. Crowd and Riot Control (Series 120)

4.3.7. Riot Control Agents (Series 121)

4.3.8. Riot Control Munitions/Water Cannons (Series 122)

5. Maritime Interdiction Operations

- 5.1. Introduction. The distinctive features of Maritime Interdiction Operations are that they involve the assertion of jurisdiction by warships (and/or military aircraft) over the vessels and/or aircraft of other states. Each participating nation will have a national position on what they are permitted to do (both as a matter of law and policy) in international waters and international airspace in respect of other nations' vessels and aircraft.
- 5.2. Legal considerations. The principle legal considerations when drafting ROE are:
 - 5.2.1. The sea area where operations are to take place and the legal regime that applies, including navigation and overflight rights, the duties and rights of the coastal and flag states, and the rights and duties of neutrals or other non-participants.
 - 5.2.2. The legal basis for the operation, including any specific legal authority for conducting operations in territorial water or for conducting maritime interdiction operations.
 - 5.2.3. The principle of sovereign immunity.
 - 5.2.4. Different national legal and policy positions on the right to visit on the basis of a master's consent.
- 5.3. Applicable ROE. In addition to the compulsory rules listed at the beginning of this Appendix, the following ROE should be considered:
 - 5.3.1. Prevention of interference with Ships and Aircraft (Series 22)
 - 5.3.2. Warning Shots (Series 23)
 - 5.3.3. Disabling Fire (Series 24)
 - 5.3.4. Search and Detention of Persons (Series 25)
 - 5.3.5. Inspection, Seizure, and Destruction of Property (Series 42)
 - 5.3.6. Geographic Positioning of Force Units and Cross-Border Incursions (Series 50)
 - 5.3.7. Diversions (Series 55)
 - 5.3.8. Zones (Series 57)
 - 5.3.9. Harassment and Counter-Harassment (Series 61)
 - 5.3.10. Sensors and Illumination (Series 63)
 - 5.3.11. Maritime Law Enforcement (Series 90)
 - 5.3.12. Boarding (Series 93)
 - 5.3.13. Suppression of Piracy (Series 94)

APPENDIX 4

QUESTIONNAIRE FOR DEVELOPING RULES OF ENGAGEMENT FOR USE IN MULTINATIONAL OPERATIONS

1. General – This appendix provides guidance for national and multinational ROE working groups who wish to develop national ROE for use in multinational coalitions, and for multinational ROE working groups who are in the process of developing multinational ROE. It is intended to make the process of ROE development, using the *Sanremo Handbook on Rules of Engagement* (short title: *ROE Handbook*), easier. The series of questions which follows, when answered, will enable the ROE developers to select the appropriate rule within each series. When the questionnaire is finished, the result should be a complete set of ROE, ready for wargaming, approval and implementation.

2. Instructions – Begin with Annex B of the *ROE Handbook* (page 28, Compendium of ROE); follow the ROE drafting process listed through step 3.c. (Identify any current ROE). Step 3.d. (Prepare the ROE) is where this questionnaire begins. Each series listed below is associated with a template in Annex B. If the answer to a question directs you to select a rule, mark that rule in the template. When the questionnaire is complete, the marked template becomes the draft ROE. Wargame, obtain approval, and execute.

3. Questionnaire.

Series 10: Developing ROE for Use of Force in *Individual Self-Defense*¹

I. Guidance: *Individual Self-Defense*. This refers to the right of an individual to defend himself or herself (and in some cases other individuals) from an *attack* or imminent *attack*.

II. Questionnaire: *Individual Self-Defense*.

10-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, in *individual self-defense*?

Yes – select Rule 10C, then continue;

Yes, with exceptions – select Rule 10A and specify exceptions, then continue;

No – continue;

10-2. Are the members of your *Force* permitted to use *non-deadly force* in *individual self-defense*?

Yes – select Rule 10B and specify exceptions, if any, then continue;

No – Stop; recommend you assess whether planned mission will be achievable with your use of force restrictions.

10-3. Are the members of your *Force* permitted to use force, up to and including *deadly force*, in defense of property where there is likelihood that destruction of, or damage to, that property will lead to an imminent threat to life?

¹ Text in the questionnaire that is in *italics* has a corresponding definition in the Glossary at Annex D of the *ROE Handbook*.

Yes – select Rule 10E and specify persons worthy of defending in this case.

No – continue;

10-4. Are the members of your *Force* permitted to use *non-deadly force* in defense of property where there is likelihood that destruction of, or damage to, that property will lead to an imminent threat to life?

Yes – select Rule 10D and specify persons worthy of defending in this case.

No – Stop; you are finished with this section.

Series 11: Developing ROE for Use of Force in Unit Self-Defense

I. Guidance: Unit Self-Defense. Unit commanders have the right to defend their unit and other units from their nation in the face of an *attack* or imminent *attack*. For some nations, the concept of *unit self-defense* is both a right and an obligation; whereas for others the concept is only a right. Some nations permit the right of *unit self-defense* to be limited by orders from *higher authority*. *Unit self-defense* may be extended to units and individuals from other nations when authorized by the applicable ROE.

II. Questionnaire: Unit Self-Defense.

11-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, in *unit self-defense*?

Yes – select Rule 11C and specify groups or units worthy of defending in this case, then continue;

Yes, with exceptions – select Rule 11A and specify exceptions, then continue;

No –continue;

11-2. Are the members of your *Force* permitted to use *non-deadly force* in *unit self-defense*?

Yes – select Rule 11B and specify exceptions or 11D and specify groups or units worthy of defending in this case, then continue;

No – Stop; recommend you assess whether planned mission will be achievable with your use of force restrictions.

11-3. Are the members of your *Force* permitted to use force, up to and including *deadly force*, where there is a likelihood of damage to property will lead to an imminent threat to life in own unit or other units of own nation?

Yes – select Rule 11G and, if required, specify persons worthy of defending in this case.

Yes, with conditions – select Rule 11F and specify persons worthy of defending in this case.

No – continue;

11-4. Are the members of your *Force* permitted to use *non-deadly force* where there is likelihood of damage to property that will lead to injury of persons in own unit or other units of own nation?

Yes – select Rule 11E for unspecified persons, or 11F and specify persons worthy of defending in this case.

Yes, with conditions – select Rule 11D and specify persons worthy of defending in this case.

No – Stop; you are finished with this section.

Series 12: Developing ROE for Use of Force for the Protection of Others

I. Guidance: Protection of Others. This refers to the right to defend specified persons (who are not part of the *Force*) against an *attack* or imminent *attack*. For some nations, the right of *individual self-defense* or *unit self-defense* may not include the right to use force to defend another nation's citizens.

II. Questionnaire: Protection of Others.

12-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, for the protection of others?

Yes/ Yes, with conditions – select Rule 12C and, if required, specify groups worthy of protecting in this case, then continue;

No – continue;

12-2. Are the members of your *Force* permitted to use *non-deadly force* for the protection of others?

Yes/ Yes, with conditions – select Rule 12B and specify groups worthy of protecting in this case, then continue;

No – select 12A, then continue;

12-3. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to prevent the commission of a *serious* crime against persons?

Yes/ Yes, with conditions – select Rule 12D and, if required, specify persons worthy of protecting in this case.

No – Stop; you are finished with this section.

Series 20: Use of Force for Mission Accomplishment

I. Guidance: Use of Force for Mission Accomplishment. To regulate the use of force for the purposes of mission accomplishment. NOTE: Where there is no armed conflict, some nations will only permit *deadly force* in *self-defense*.

II. Questionnaire: Use of Force for Mission Accomplishment.

20-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to accomplish the mission?

Yes/ Yes, with exceptions – select Rule 20C and, if required, specify exceptions in this case, then continue;

No – continue;

20-2. Are the members of your *Force* permitted to use *non-deadly force* to accomplish the mission?

Yes/ Yes, with exceptions – select Rule 20A and specify exceptions in this case, then continue;

No – continue;

20-3. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to counter force used to interfere with the mission?

Yes/ Yes, with exceptions – select Rule 20D and, if required, specify exceptions in this case.

No – continue;

20-4. Are the members of your *Force* permitted to use *non-deadly force* to counter force used to interfere with the mission?

Yes/ Yes, with exceptions – select Rule 20B and, if required, specify exceptions in this case.

No – Stop; you are finished with this section.

Series 21: Protection of Freedom of Movement of Persons

I. Guidance: Protection of Freedom of Movement of Persons. To regulate the use of force in providing freedom of movement of personnel.

II. Questionnaire: Protection of Freedom of Movement of Persons.

21-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to prevent interference with the freedom of movement of persons belonging to the *Force*?

Yes/ Yes, with exceptions – select Rule 21C and, if required, specify exceptions in this case, then continue;

No, only *non-deadly* force is permitted to prevent interference with the freedom of movement of persons belonging to the *Force* – select Rule 21B and specify exceptions in this case, then continue;

No – select Rule 21A, then continue;

21-2. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to prevent interference with the freedom of movement of persons not belonging to the *Force*?

Yes/ Yes, with condition/exceptions – select Rule 21F and, if required, specify persons or groups included or exempted in this case.

No, only *non-deadly* force is permitted to prevent interference with the freedom of movement of persons not belonging to the *Force* – select Rule 21E and specify exceptions in this case.

No – select Rule 21D and specify persons or group excluded from protection.

Series 22: Protection of Interference with Ships and Aircraft

I. Guidance: Protection of Interference with Ships and Aircraft. To regulate the circumstances in which force may be used to prevent unauthorized boarding or seizure of ships or aircraft.

II. Questionnaire: Protection of interference with Ships and Aircraft.

22-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to prevent unauthorized *boarding* of ships/aircraft?

Yes/ Yes, with conditions/exceptions – select Rule 22C and, if required, specify ships/aircraft included or exempted in this case.

No, only *non-deadly force* is permitted to prevent unauthorized *boarding* of ships/aircraft - select Rule 22B and, if required, specify ships/aircraft included or exempted in this case.

No – select Rule 22A.

Series 23: Warning Shots

I. Guidance: Warning Shots. To regulate the use of *warning shots* other than in *self-defense*.

II. Questionnaire: Warning Shots.

23-1. Are the members of your *Force* permitted to fire *warning shots* other than in *self-defense*?

Yes, with no conditions – select Rule 23D, then Stop; you are finished with this section.

Yes, with conditions –continue;

No – select Rule 23A, then Stop; you are finished with this section.

23-2. Are the members of your *Force* permitted to fire *warning shots* other than in *self-defense*, in a specific vicinity?

Yes/ Yes, with conditions – select Rule 23B and specify vicinity where warning shots are permitted, then continue;

No – continue;

23-3. Are the members of your *Force* permitted to fire *warning shots* other than in *self-defense*, in order to compel compliance with specific instructions?

Yes/ Yes, with conditions – select Rule 23C and specify instructions in this case, then Stop; you are finished with this section.

No – Stop; you are finished with this section.

Series 24: Disabling Fire

I. Guidance: Disabling Fire. To regulate the use of *disabling fire*.

II. Questionnaire: Disabling Fire.

24-1. Are the members of your *Force* permitted to use *disabling fire*?

Yes, with no conditions – select Rule 24C, then Stop; you are finished with this section.

Yes, with conditions –continue;

No – select Rule 24A, then Stop; you are finished with this section.

24-2. Are the members of your *Force* permitted to use *disabling fire* in order to compel compliance with specific instructions?

Yes/ Yes, with conditions – select Rule 24B and specify instructions in this case, then Stop; you are finished with this section.

No – select Rule 24A, then Stop; you are finished with this section.

Series 25: Search and Detention of Persons

I. Guidance: Search and Detention of Persons. To regulate the circumstances in which persons may be searched and detained, other than in Assistance to Civilian and Law Enforcement Authorities (see Series 111).

II. Questionnaire: Search and Detention of Persons.

25-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to search persons?

Yes/ Yes, with conditions – select Rule 25D and, if required, specify persons and circumstances where *deadly force* is permitted in this case, then continue;

No, only *non-deadly force* is permitted to search persons – select Rule 25C and, if required, specify persons and circumstances where *non-deadly force* is permitted in this case, then continue;

No, members of the *Force* are not permitted to use force of any kind to search persons – select Rule 25B and, if required, specify persons and circumstances where search is permitted, then continue;

No, members of the *Force* are prohibited from searching persons – select Rule 25A, then continue;

25-2. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to disarm persons?

Yes/ Yes, with conditions – select Rule 25F and, if required, specify persons and circumstances where *deadly force* is permitted in this case, then continue;

No, only *non-deadly force* is permitted to disarm persons – select Rule 25E and, if required, specify persons and circumstances where *non-deadly force* is permitted in this case, then continue;

No, members of the *Force* are prohibited from disarming persons – continue;

25-3. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to detain persons?

Yes/ Yes, with conditions – select Rule 25J and, if required, specify persons and circumstances where *deadly force* is permitted in this case, then continue;

No, only *non-deadly force* is permitted to detain persons – select Rule 25I and, if required, specify persons and circumstances where *non-deadly force* is permitted in this case, then continue;

No, members of the *Force* are not permitted to use force of any kind to detain persons – select Rule 25H and, if required, specify persons and circumstances where detention is permitted, then continue;

No, members of the *Force* are prohibited from detaining persons – select Rule 25G, then continue;

25-4. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to prevent escape of persons?

Yes/ Yes, with conditions – select Rule 25L and, if required, specify persons and circumstances where *deadly force* is permitted in this case.

No, only *non-deadly force* is permitted to prevent escape of persons – select Rule 25K and, if required, specify persons and circumstances where *non-deadly force* is permitted in this case.

No, members of the *Force* are prohibited from preventing escape of persons – Stop; you are finished with this section.

Series 26: Use of Force to Secure the Release of Persons

I. Guidance: Use of Force to Secure the Release of Persons. To regulate the use of force in securing the release of persons.

II. Questionnaire: Use of Force to Secure the Release of Persons.

26-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to securing the release from custody of persons belonging to the *Force*?

Yes/ Yes, with exceptions – select Rule 26C and, if required, specify exceptions in this case, then continue;

No, only *non-deadly force* is permitted to securing the release from custody of persons belonging to the *Force* – select Rule 26B and, if required, specify exceptions in this case, then continue;

No – select Rule 26A, then continue;

26-2. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to securing the release from custody of persons not belonging to the *Force*?

Yes/ Yes, with conditions – select Rule 26F and, if required, specify persons or groups included in this case.

Yes, with exceptions – select Rule 26D and specify persons or groups whom the *Force* is prohibited from use of force to secure their release from custody.

No, only *non-deadly* force is permitted to securing the release from custody of persons not belonging to the *Force* – select Rule 26E and, if required, specify persons or groups included in this case.

No – select Rule 26D and specify persons or groups whom the *Force* is prohibited from use of force to secure their release from custody.

Series 27: Indirect Fire

I. Guidance: Indirect Fire. To regulate the use of *indirect fire*. NOTES: (1) National definitions for the terms *direct fire*, *observed indirect fire*, and *unobserved indirect fire* should be published with the ROE; (2) For the purposes of this tool, *direct fire* and *observed indirect fire* are permitted unless restricted by a rule. *Unobserved indirect fire* is not permitted unless authorized by a rule.

II. Questionnaire: Indirect Fire.

27-1. Are the members of your *Force* permitted to use *unobserved indirect fire*?

Yes/ Yes, with conditions – select Rule 27B and specify situations where *unobserved indirect fire* are permitted.

No/ No, with exceptions – select Rule 27A, then specify what types of fire (*direct*, *observed indirect*, or *unobserved indirect*) are prohibited under what situations (e.g. populated areas).

Series 30: Engagement of Military Objectives Including Hostile Forces

I. Guidance: Engagement of Military Objectives Including Hostile Forces. To regulate the engagement of military objectives including hostile forces. NOTE: Where there is no armed conflict, some nations will only permit *deadly force* in *self-defense*.

II. Questionnaire: Engagement of Military Objectives Including Hostile Forces.

30-1. Are the members of your *Force* permitted to *attack* the *declared hostile forces* and other military objectives within a specified area?

Yes/ Yes, with conditions – select Rule 30A, specify the area where attacks are permitted, specify the nation whose combatants that members of your *Force* are permitted to attack, specify if attacks on civilians taking part in hostilities are also permitted, and specify other groups, vessels, etc. that members of your *Force* are permitted to attack, then continue;

No – Stop; you are finished with this section.

30-2. Are the members of your *Force* permitted to *attack* property?

Yes – select Rule 30B and, if required, specify property where only non-destructive attack is permitted, then continue;

No – select Rule 30C and specify prohibited property in this case, then continue;

Yes, with conditions - select Rule 30B and specify property where non-destructive attack is permitted; select Rule 30C and specify prohibited property in this case, then continue;

30-3. Are the members of your *Force* permitted to use non-destructive *attack* on property?

Yes/ Yes, with conditions – select Rule 30B and, if required, specify property where only non-destructive attack is permitted, then continue;
No –Stop; you are finished with this section.

30-4. Is *attack* on specific property prohibited?

Yes – select Rule 30C and specify prohibited property.

No – Stop; you are finished with this section.

Series 31: Identification of Targets

I. Guidance: Identification of Targets. To regulate the means of identification required in using force against a target.

II. Questionnaire: Identification of Targets.

31-1. Are the members of your *Force* required to visually identify a target (visual can include the use of image magnifiers such as binoculars, telescopes and periscopes), either as a sole source or in combination with other means?

Yes, as a sole source – select Rule 31A; then continue;

Yes, in combination with other means – select Rule 31B and specify other means of identification, in addition to visual, required to identify a target (see template), then continue;

No, visual is just one of a number of potential means of identification acceptable – select Rule 31C and specify number and/or combination of means required (see template), then continue;

No, visual is not required, but identification means and sources will be specified – select Rule 31E and specify authorized means and sources for target identification, then continue;

No, visual is not required, but identification sources will be specified – select Rule 31F and specify authorized sources for target identification, then continue;

31-2. Are the members of your *Force* prohibited from using information from specific source(s) for target identification?

Yes, use of information from specific source(s) for target identification is/are prohibited – select Rule 31D and specify source(s) included in this case.

No – Stop; you are finished with this section.

Series 32: Neutrals

I. Guidance: Neutrals. To regulate the interaction of own force with neutrals. NOTE: Where there is no armed conflict, some nations will only permit *deadly force* in *self-defense*.

II. Questionnaire: Neutrals.

32-1. Are the members of your *Force* permitted to interfere with the activities of neutrals in accordance with the law of armed conflict?

Yes/ Yes, with conditions – select Rule 32B, specify the actions permitted, then continue;

No – select Rule 32A, then continue;

32-2. Are the members of your *Force* permitted to conduct operations in a neutral state's territorial sea, archipelagic waters or airspace?

Yes/ Yes, with conditions – select Rule 32C and, if required, specify the permitted operation and the neutral state(s) where the conduct of the operation is permitted.

No – Stop; you are finished with this section.

Series 40: Use of Force to Protect Property

I. Guidance: Use of Force to Protect Property. To regulate the use of force to protect property.

II. Questionnaire: Use of Force to Protect Property.

40-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to protect property belonging to the *Force*?

Yes/ Yes, with conditions – select Rule 40C and, if required, specify property included or exempted in this case, then continue;

No, only *non-deadly* force is permitted to protect property belonging to the *Force* – select Rule 40B and, if required, specify property included or exempted in this case, then continue;

No – select Rule 40A and, if required, specify property that the *Force* is prohibited from use of force to protect, then continue;

40-2. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to protect property not belonging to the *Force*?

Yes/ Yes, with conditions – select Rule 40F and, if required, specify property included or exempted in this case.

No, only *non-deadly* force is permitted to protect property not belonging to the *Force* – select Rule 40E and, if required, specify property included or exempted in this case.

No – select Rule 40D and, if required, specify property that the *Force* is prohibited from use of force to protect.

Series 41: Protection of Vital/Mission Essential/Specified Property

I. Guidance: Protection of Vital/Mission Essential/Specified Property. To regulate the use of force in the protection of vital property, mission essential property, and other specified property.

II. Questionnaire: Protection of Vital/Mission Essential/Specified Property.

41-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to protect vital property, mission essential property, or other specified property?

Yes/ Yes, with conditions – select Rule 41B and, if required, specify property included or exempted in this case.

No, only *non-deadly* force is permitted to protect property – select Rule 41A and, if required, specify property included or exempted in this case.

No – Stop; you are finished with this section.

Series 42: Inspection, Seizure, and Destruction of Property

I. Guidance: Inspection, Seizure, and Destruction of Property. To regulate the circumstances in which property may be inspected, seized, and destroyed.

II. Questionnaire: Inspection, Seizure, and Destruction of Property.

42-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to inspect property?

Yes/ Yes, with exceptions – select Rule 42D and, if required, specify property and/or circumstances where *deadly force* is permitted in this case, then continue;

No, only *non-deadly force* is permitted to inspect property – select Rule 42C and, if required, specify property and/or circumstances where *non-deadly force* is permitted in this case, then continue;

No, members of the *Force* are not permitted to use force of any kind to inspect property – select Rule 42B and, if required, specify property and/or circumstances where search is permitted, then continue;

No, members of the *Force* are prohibited from inspecting property – select Rule 42A, then continue;

42-2. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to seize property?

Yes/ Yes, with exceptions – select Rule 42H and, if required, specify property and/or circumstances where *deadly force* is permitted in this case, then continue;

No, only *non-deadly force* is permitted to seize property – select Rule 42G and, if required, specify property and/or circumstances where *non-deadly force* is permitted in this case, then continue;

No, members of the *Force* are not permitted to use force of any kind to seize property – select Rule 42F and, if required, specify property and/or circumstances where seizure is permitted, then continue;

No, members of the *Force* are prohibited from seizing property – select Rule 42E and, if required, specify property whose seizure is prohibited, then continue;

42-3. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to secure the release of property belonging to the *Force* following its seizure?

Yes/ Yes, with exceptions – select Rule 42K and, if required, specify property and/or circumstances where *deadly force* is permitted in this case, then continue;

No, only *non-deadly force* is permitted to secure the release of property belonging to the *Force* following its seizure – select Rule 42J and, if required, specify property and/or circumstances where *non-deadly force* is permitted in this case, then continue;

No, members of the *Force* are prohibited from using force to secure the release of property following its seizure – select Rule 42I, then continue;

42-4. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to secure the release of property in general?

Yes/ Yes, with exceptions – select Rule 42M and, if required, specify property and/or circumstances where *deadly force* is permitted in this case, then continue;

No, only *non-deadly force* is permitted to secure the release of property – select Rule 42L and, if required, specify property and/or circumstances where *non-deadly force* is permitted in this case, then continue;

No, members of the *Force* are prohibited from using force to secure the release of property – select Rule 42I, then continue;

42-5. Are the members of your *Force* permitted to destroy property?

Yes/ Yes, with exceptions – select Rule 42O and, if required, specify persons and/or circumstances where destruction of property is permitted.

No, members of the *Force* are prohibited from destruction of (specific) property – select Rule 42N and, if required, specify property and/or circumstances where destruction of property is prohibited.

Series 50: Geographic Positioning of *Force* Units and Cross-Border Incursions

I. Guidance: Geographic Positioning of *Force* Units and Cross-Border Incursions. To regulate the position of *Force* units in relation to the territory, maritime zones or airspace of others.

II. Questionnaire: Geographic Positioning of *Force* Units and Cross-Border Incursions.

50-1. Are the members of your *Force* permitted to enter the territory, maritime zones or airspace of others?

Yes – select Rule 50E and, if required, specify area(s) included in this case, then continue;

Yes, with conditions – select Rule 50D and specify area(s) and purpose(s)/task(s) necessitating entry in this case (e.g. innocent passage, transit passage, archipelagic sea lanes passage, and *assistance entry*, search and rescue, non-combatant evacuation operations, etc.), then continue;

No, with exceptions – select Rule 50C and specify area(s) included and/or circumstances which would necessitate entry in this case (e.g. for transit passage, when rendered necessary by force majeure or distress, in *assistance entry*, in *self-defense*, etc.), then continue;

No – select Rule 50A and, if required, specify area where entry is prohibited, then continue;

50-2. Is there a “no closer than” range the members of your *Force* are required to maintain from the territory, maritime zones or airspace of others?

Yes – select Rule 50B and specify the distance/range from the specific area in this case.

No – Stop; you are finished with this section.

Series 51: Ground Reconnaissance

I. Guidance: Ground Reconnaissance. To regulate the conduct of ground reconnaissance

II. Questionnaire: Ground Reconnaissance.

51-1. Are the members of your *Force* permitted to conduct reconnaissance from the ground?

Yes – select Rule 51B and, if required, specify area(s) included or excluded in this case.

No – select Rule 51A and, if required, specify area(s) where ground reconnaissance is prohibited.

Series 52: Aerial Reconnaissance

I. Guidance: Aerial Reconnaissance. To regulate the use of aerial reconnaissance.

II. Questionnaire: Aerial Reconnaissance.

52-1. Are the members of your *Force* permitted to conduct aerial reconnaissance?

Yes – select Rule 52F and, if required, specify area(s) and/or force(s) over which aerial reconnaissance is permitted, then continue;

Yes, with geographic area restrictions – select Rule 52E and specify area(s) over which aerial reconnaissance is permitted, then continue;

Yes, with restrictions on target types – select Rule 52D and specify force(s) or other subjects for which aerial reconnaissance is permitted, then continue;

No, due to area restrictions – select Rule 52A and specify area(s) over which aerial reconnaissance is prohibited, then continue;

No, due to restrictions on target types – select Rule 52B and specify force(s) or other subjects for which aerial reconnaissance is prohibited, then continue;

52-2. Is there a “no lower than” altitude the members of your *Force* are required to maintain while conducting aerial reconnaissance over certain areas?

Yes – select Rule 52C and specify the altitude (above ground level) and area(s) and/or targeted force(s) affected in this case.

No – Stop; you are finished with this section.

Series 53: Relative Positioning of Force Units

I. Guidance: Relative Positioning of Force Units. To regulate the position of *Force* units in relation to other forces or assets.

II. Questionnaire: Relative Positioning of Force Units.

53-1. Are the members of your *Force* permitted to approach other forces/contacts of interest?

Yes – select Rule 53D and, if required, specify force(s)/contacts of interest for which contact is permitted.

Yes, with distance restrictions – select Rule 53C and specify minimum distance from specified force(s)/contacts of interest.

Yes, with purpose restrictions – select Rule 53B and specify purpose(s) which would permit members of the *Force* to approach within the specified distance from other specified force(s).

No – select Rule 53A and, if required, specify minimum distance from specified force(s)/contacts of interest.

Series 54: Exercising in the Presence of a Potential Adversary

I. Guidance: Exercising in the Presence of a Potential Adversary. To regulate the conduct of exercises in the presence of a potential enemy.

II. Questionnaire: Exercising in the Presence of a Potential Adversary.

54-1. Are the members of your *Force* permitted to conduct exercises in the presence of potential adversaries?

Yes – select Rule 54B and specify name/type of exercise and name of unit in whose presence you are permitted to exercise, then continue;

No – select Rule 54A and specify name of unit in whose presence you are prohibited from exercising, then continue;

54-2. Are the members of your *Force* permitted to aim weapons in the direction of potential adversaries?

Yes – select Rule 54D and specify the name of the unit.

No – select Rule 54C and specify the name of the unit.

Series 55: Diversions

I. Guidance: Diversions. To regulate the use and enforcement of diversions.

II. Questionnaire: Diversions.

55-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to compel compliance with diversion instructions?

Yes – select Rule 55K and specify diversion instructions, then continue;

No, only *non-deadly force* can be used – select Rule 55J and specify diversion instructions, then continue;

No force is permitted to compel compliance – select Rule 55I, specify permitted actions and diversion instructions, then continue;

55-2. Are the members of your *Force* permitted to order diversions for ships, aircraft, and persons/objects on land?

Yes – select Rules 55E, 55F & 55G, whichever apply, and specify the name/origin/allegiance of ship(s), aircraft, and/or persons/objects on the land and the purpose for diversions, then continue;

Yes, but only those suspected of operating in breach of a specific UNSCR – select Rule 55H, then continue;

No – select Rule 55A, then continue;

55-3. Are the members of your *Force* permitted to advise ships, aircraft, and persons/objects on land to avoid specific areas?

Yes – select Rules 55B, 55C & 55D, whichever apply, and specify the name/origin/allegiance of ship(s), aircraft, and/or persons/objects on the land and the area to be avoided.

No – Stop; you are finished with this section.

Series 56: Use of Obstacles and Barriers

I. Guidance: Use of Obstacles and Barriers. To regulate the use of obstacles and barriers.

II. Questionnaire: Use of Obstacles and Barriers.

56-1. Are the members of your *Force* permitted to use a *counter-terrorist warning boom*?

Yes – select Rule 56D and specify circumstances/location, then continue;

No – select Rule 56C, then continue;

56-2. Are the members of your *Force* permitted to use non-explosive obstacles and barriers?

Yes – select Rule 56B, specify circumstances.

No obstacles or barriers are permitted – select Rule 56A.

Series 57: Zones

I. Guidance: Zones. To regulate the enforcement mechanisms for declared zones in land, maritime, and air environments.

II. Questionnaire: Zones.

57-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, against groups, individuals or units that fail to depart a declared zone when warned?

Yes – select Rule 57E and specify group(s), individual(s), and/or unit(s) and area(s) affected, then continue;

No – continue;

57-2. Are the members of your *Force* permitted to use force, up to and including *deadly force*, against groups, individuals or units that enter a declared zone without permission?

Yes – select Rule 57D and specify group(s), individual(s), and/or unit(s) and area(s) affected, then continue;

No, only *non-deadly force* can be used – select Rule 57A, specify group(s), individual(s), and/or unit(s), area(s) affected, and purpose(s) for which entry is not permitted, then continue.

No – continue;

57-3. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to disarm groups, individuals or units within a declared zone?

Yes – select Rule 57C, specify group(s), individual(s), and/or unit(s) and area(s) affected, then continue.

No, only *non-deadly force* can be used – select Rule 57B, specify group(s), individual(s), and/or unit(s) and area(s) affected, then continue.

Series 58: Freedom of Navigation

I. Guidance: Freedom of Navigation. To regulate the exercise of freedom of navigation.

Note: These rights are to be exercised with due regard for the legitimate rights of the Coastal State in the relevant zone. Unless otherwise directed, this Rule permits exercise of applicable rights in *international waters* that are subject to excessive maritime claims – both geographical (such as excessive straight baselines) and jurisdictional (such as over security in the CZ or EEZ).

II. Questionnaire: Freedom of Navigation.

58-1. Are the members of your *Force* permitted freedom of navigation in the claimed security zones (or other excessive maritime claims) of another nation?

Yes – select Rule 58B and specify zone(s) and nation(s) affected, then continue;

Yes, but only in the CZ and EEZ – select Rule 58C and specify nation(s) affected, then continue;

No – select 58A and specify zone(s) and nation(s) affected.

58-2. Are there any zone(s) of nation(s) through which freedom of navigation is prohibited?

Yes – select Rule 58A and specify zone(s) and nation(s) affected.

No – Stop; you are finished with this section.

Series 60: Warnings

I. Guidance: Warnings. To regulate the use of warnings. NOTE: For use of *warning shots* refer to Series 23 – *Warning Shots*. Nothing in this Series prohibits an individual/vehicle/vessel or aircraft from communicating or displaying a *warning signal*.

II. Questionnaire: Warnings.

60-1. Are the members of your *Force* permitted to use warnings (not to be confused with *warning shots* or *warning signals*)?

Yes – select Rule 60B and, if required, specify any exceptions, then continue;

No – select Rule 60A, then Stop; you are finished with this section.

Yes, with conditions - select Rule 60C and list which specific warnings are permitted and list which specific element(s) the permitted warnings can be used toward, then continue;

60-2. Are the members of your *Force* permitted to energize fire control radar as a means of warning?

Yes/ Yes, with exceptions – select Rule 60D and, if required, specify any exceptions.

No – Stop; you are finished with this section.

Series 61: Harassment

I. Guidance: Harassment. To regulate harassment.

Note: A specific definition of “harassment” should be included if there is doubt as to the definition of the term.

II. Questionnaire: Harassment.

61-1. Are the members of your *Force* permitted to use harassment that may result in physical damage?

Yes – select Rule 61D.

No – select Rule 61C.

Yes, but only proportional to harassment received - select Rule 61E.

No, harassment is only permitted if it will NOT result in physical damage – select Rule 61B.

No harassment is permitted – select Rule 61A.

Series 62: Shadowing, Surveillance, and Marking

I. Guidance: Shadowing, Surveillance, and Marking. To regulate or restrict the conduct of *shadowing*, *surveillance*, and *marking*.

II. Questionnaire: Shadowing, Surveillance, and Marking.

62-1. Are the members of your *Force* permitted to *shadow*?

Yes – select Rule 62B and, if required, specify forces affected, then continue;

No – select Rule 62A, then continue;

62-2. Are the members of your *Force* permitted to *mark*?

Yes – select Rule 62D and, if required, specify forces affected, then continue;

No – select Rule 62C, then continue;

62-3. Are the members of your *Force* permitted to *surveil*?

Yes – select Rule 62E.

No – Stop; you are finished with this section.

Series 63: Sensors and Illumination

I. Guidance: Sensors and Illumination. To regulate or restrict the conduct of sensors and means of illumination.

Note: Care shall be taken not to illuminate the bridge, cab, or cockpit in such a way as to blind persons in control of ships, vehicles, or aircraft being illuminated.

II. Questionnaire: Sensors and Illumination.

63-1. Are the members of your *Force* permitted unrestricted use of sensors?

Yes – select Rule 63I, and then continue;

No, only use of active sensors is permitted – select Rule 63H, then continue;

No, the use of active sensors is prohibited – select Rule 63G, then continue;

63-2. Are the members of your *Force* permitted to use all illuminants and illumination systems?

Yes – select Rule 63F, and then Stop; you are finished with this section.

Yes, with restrictions – select Rule 63B and specify permitted systems and targets then continue;

No – select Rule 63A, and then continue;

63-3. Are the members of your *Force* permitted to energize fire-control radars in the direction of other forces?

Yes – select Rule 63E and, if required, specify direction or forces affected then continue;

No – continue;

63-4. Are the members of your *Force* permitted to use laser range finders?

Yes – select Rule 63D and, if required, specify circumstances, then continue;

No – continue;

63-5. Are the members of your *Force* permitted to use laser designators?

Yes – select Rule 63C and, if required, specify circumstances.

No – Stop; you are finished with this section.

Series 70: Authority to Carry Weapons

I. Guidance: Authority to Carry Weapons. To regulate carrying of weapons.

II. Questionnaire: Authority to Carry Weapons.

70-1. Are the members of your *Force* permitted to carry weapons?

Yes, with no conditions (no prohibited weapon types or areas where they can be carried) – select Rule 70F, then Stop; you are finished with this section.

Yes, with conditions – continue;

No – select Rule 70A, and then Stop; you are finished with this section.

70-2. Are there any specific areas where members of the *Force* are prohibited from carrying any weapons?

Yes – select 70B, specify the areas where it is prohibited for members of the Force to carry any weapons, select 70C, then either specify the areas where it is permitted for members of the Force

to carry any weapons, or include the statement: “carrying of weapons in all other areas not specifically prohibited is permitted,” then continue;

No – select Rule 70F, and then Stop; you are finished with this section.

70-3. Are there any specific areas where the carrying of specific weapons by members of the *Force* are permitted or prohibited?

Yes – select Rule 70D and specify those areas where it is permitted or prohibited for members of the Force to carry specific weapons.

No – Stop; you are finished with this section.

Series 80: Use of Land Mines

I. Guidance: Use of Land Mines. To regulate the use of land mines (including *anti-personnel mines*).

II. Questionnaire: Use of Land Mines.

80-1. Are the members of your *Force* permitted to use land mines?

Yes, with no conditions – select Rule 80I, then Stop; you are finished with this section.

Yes, all except *anti-personnel* mines – select Rule 80H or 80B, as appropriate, then Stop; you are finished with this section.

Yes, under certain circumstances – select Rule 80G (no *anti-personnel mines* allowed) or 80E (*anti-personnel mines* allowed) and specify conditions, then continue;

Yes, with other conditions – continue;

No – select Rule 80A, and then Stop; you are finished with this section.

80-2. Are the members of your *Force* permitted to use command-detonated mines?

Yes – select Rule 80F, then continue;

No – continue;

80-3. Are the members of your *Force* permitted to use concealed anti-vehicle mines?

Yes – select Rule 80D, specify area affected, then continue;

No – continue;

80-4. Are the members of your *Force* permitted to use surface laid anti-vehicle mines?

Yes – select Rule 80C, specify area affected, then continue;

No – continue;

Series 81: Use of Cluster Munitions

I. Guidance: Use of Cluster Munitions. To regulate the use of *cluster munitions*.

II. Questionnaire: Use of Cluster Munitions.

81-1. Are the members of your *Force* permitted to use *cluster munitions*?

Yes, with area restriction – select Rule 81C and specify area affected.

Yes, with target restriction – select Rule 81B and specify objective against which cluster munitions are permitted.

Yes, with area and target restrictions – select Rules 81B and 81C and specify area and objectives affected.

No – select Rule 81A.

Series 82: Use of Booby Traps

I. Guidance: Use of Booby Traps. To regulate the use of *cluster munitions*.

II. Questionnaire: Use of Booby Traps.

82-1. Are the members of your *Force* permitted to use explosive booby traps?

Yes – select Rule 82D and, if required, specify objective against which use of all booby traps are permitted.

Yes, with restrictions – select Rule 82C and specify circumstances under which use of explosive booby traps are permitted.

No – select Rule 82B.

No – use of any booby trap (explosive or not) is prohibited – select Rule 82A.

Series 90: Maritime Law Enforcement

I. Guidance: Maritime Law Enforcement. To regulate the use of force in the conduct of maritime law enforcement operations in own maritime zones, or in the maritime zones of other states where appropriately authorized.

II. Questionnaire: Maritime Law Enforcement.

90-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to enforce resource-related legal regimes and relevant criminal law in the exclusive economic zone and outer continental shelf?

Yes – select Rule 90B and specify exceptions, if any, then continue;

No, only *non-deadly force* can be used – select Rule 90A and specify exceptions, if any, then continue;

90-2. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to enforce fiscal, immigration, sanitary, and customs legal regimes and relevant domestic law in the contiguous zone?

Yes – select Rule 90D and specify exceptions, if any, then continue;

No, only *non-deadly force* can be used – select Rule 90C and specify exceptions, if any, then continue;

90-3. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to effect hot pursuit?

Yes – select Rule 90F and specify exceptions, if any, then continue;

No, only *non-deadly force* can be used – select Rule 90E and specify exceptions, if any, then continue;

90-4. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to halt non-innocent passage in the territorial sea?

Yes – select Rule 90H and specify exceptions, if any, then continue;

No, only *non-deadly force* can be used – select Rule 90G and specify exceptions, if any, then continue;

90-5. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to conduct law enforcement in *national waters*?

Yes – select Rule 90J and specify exceptions, if any.

No, only *non-deadly force* can be used – select Rule 90I and specify exceptions, if any.

Series 91: Submarine Contacts

I. Guidance: Submarine Contacts. To regulate the interaction of *Force* units with submarine contacts.

Note: The use of *deadly force* against a submarine contact would be authorized under Group 10-19 (*Self-Defense*) or Rule 30A (*Armed Conflict*).

II. Questionnaire: Submarine Contacts.

91-1. Are the members of your *Force* permitted to use force, up to and including *deadly force* to induce a specific reaction from a submarine contact?

Yes – select Rule 91H and specify submarine contact and desired result, if applicable, then continue;

Yes, but only under specific circumstances – select Rule 91E and specify submarine contact, desired result and circumstances under which this rule applies, then continue;

No, only *non-deadly force* can be used – select Rule 91G and specify submarine contact and desired result, if applicable, then continue;

No, only *non-deadly force* can be used, and only under specific circumstances – select Rule 91D and specify submarine contact, desired result and circumstances under which this rule applies, then continue;

No – continue;

91-2. Are the members of your *Force* permitted to use warnings to induce a specific reaction from a submarine contact?

Yes – select Rule 91F and specify submarine contact and desired result, if applicable, then continue;

Yes, but only under specific circumstances – select Rule 91C and specify submarine contact, desired result and circumstances under which this rule applies, then continue;

No – continue;

91-3. Are the members of your *Force* permitted to engage in continued tracking of a submarine contact?

Yes – select Rule 91B and specify submarine contact and means of tracking, if applicable.

No – continue;

91-4. Are there any prohibitions against taking any specific actions against specific submarine contacts in specific areas or under specific circumstances?

Yes – select Rule 91A and specify all that apply.

No – Stop; you are finished with this section.

Series 92: Naval Mines

I. Guidance: Naval Mines. To regulate the use of, and response to, *naval mines*.

II. Questionnaire: Naval Mines.

92-1. Are the members of your *Force* permitted to use *armed naval mines* and/or *controlled naval mines*?

Yes – select Rule 92B and/or 92C and specify areas and circumstances under which they may be used, then continue;

No – select Rule 92A, and then continue;

92-2. Are the members of your *Force* permitted to stop, *board* and search vessels when there are reasonable grounds to suspect they are carrying or laying *naval mines*?

Yes – select Rule 92D and specify vessels and areas where this rule applies, if applicable, then continue;

No –continue;

92-3. Are the members of your *Force* permitted to use force, up to and including *deadly force* against vessels engaged in mine laying or mine sweeping activities?

Yes – select Rule 92E and specify vessels, activities and areas where this rule applies, if applicable, then continue;

No –continue;

92-4. Are the members of your *Force* permitted to engage in the removal, sweeping or neutralization of *naval mines*?

Yes – select Rule 92F and specify areas where this rule applies, if applicable.

No – Stop; you are finished with this section.

Series 93: Boardings

I. Guidance: Boarding's. To regulate the *boarding* of ships.

Note:

1. See also Series 23 *Warning Shots* and Series 24 *Disabling Fire*.

2. International law recognizes a number of legal bases for *boarding* of ships by warships. The issue of whether the *boarding* is compliant, non-compliant or opposed is a separate issue. For example, a lawful *boarding* may nevertheless be opposed when a master seeks to prevent the *boarding* despite the legal right of the warship to conduct it.

3. *Compliant boarding's*, *non-compliant boarding's*, and *opposed boarding's* must each be authorized by separate measures.

II. Questionnaire: Boarding's.

93-1. Are the members of your *Force* permitted to engage in *compliant boarding* of ships?

Yes – select Rule 93B and specify ships to which this rule applies, and then continue;

Yes, but only where there is reasonable grounds for suspected illegal activity – select Rule 93C and specify ships and activities to which this rule applies, then continue;

Yes, but only in accordance with UNSCR – select Rule 93D and specify ships and UNSCR, to which this rule applies, then continue;

No – select 93A then continue;

- 93-2. Are the members of your *Force* permitted to engage in *non-compliant boarding* of ships?
Yes – select Rule 93E and specify ships to which this rule applies, then continue;
Yes, but only where there is reasonable grounds for suspected illegal activity – select Rule 93F and specify ships and activities to which this rule applies, then continue;
Yes, but only in accordance with UNSCR – select Rule 93G and specify ships and UNSCR, to which this rule applies, then continue;
No – select 93A then continue;
- 93-3. Are the members of your *Force* permitted to engage in *opposed boarding* of ships?
Yes – select Rule 93H and specify ships to which this rule applies.
Yes, but only where there is reasonable grounds for suspected illegal activity – select Rule 93I and specify ships and activities to which this rule applies.
No – select 93A.

Series 94: Suppression of Piracy

I. Guidance: Suppression of Piracy. To regulate the use of force to suppress *piracy* in or over international waters.

Note:

1. For protecting individuals from piratical attacks, refer to Series 12 – Use of Force for the Protection of Others.
2. For rules for accomplishing the piracy mission, refer to Group 20-29: Mission Accomplishment.

II. Questionnaire: Suppression of Piracy.

- 94-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, in suppression of *piracy*?
Yes – select Rule 94B and specify situations in which this rule applies, if any, then continue;
No, only *non-deadly force* can be used – select Rule 94A and specify situations in which this rule applies, if any, then continue;
No – continue;
- 94-2. Are the members of your *Force* permitted to continue pursuit of a fleeing pirate ship or pirate aircraft that proceeds into the territorial sea, archipelagic waters or airspace of a coastal state?
Yes – select Rule 94C, and then continue;
Yes, with exceptions – select Rule 94D and specify coastal state(s) for which this rule applies, then continue;
No – select Rule 94E, and then continue;
- 94-3. Are the members of your *Force* permitted to destroy pirate equipment?
Yes – select Rule 94F and specify equipment for which this rule applies, if required.
No – Stop; you are finished with this section.

Series 100: Use of Air to Surface Munitions

I. Guidance: Use of Air to Surface Munitions. To regulate the use of air to surface munitions.

II. Questionnaire: Use of Air to Surface Munitions.

100-1. Are the members of your *Force* permitted to use air to surface munitions?

Yes – continue;

Yes, with conditions – select Rule 100E and specify objectives against which air-to-surface munition use is permitted, and then continue;

No – select Rule 100A.

100-2. Are the members of your *Force* permitted to use non-precision air to surface munitions?

Yes – select Rule 100F (Spare), “Use of non-precision air to surface munitions against (SPECIFY objectives) in (SPECIFY areas) is permitted” and specify objectives and areas to which this rule applies, if any.

Yes, with exceptions – select Rule 100C and specify areas where the use of non-precision air to surface munitions is prohibited.

No, only precision-guided air to surface munitions are permitted – select Rule 100D and specify areas where this rule applies.

No – select Rule 100B.

100-3. Are the members of your *Force* permitted to use precision-guided air to surface munitions?

Yes – select Rule 100D and specify areas where this rule applies.

No – Stop; you are finished with this section.

Series 101: Use of Air to Sub-surface Munitions

I. Guidance: Use of Air to Sub-surface Munitions. To regulate the use of air to sub-surface munitions.

II. Questionnaire: Use of Air to Sub-surface Munitions.

101-1. Are the members of your *Force* permitted to use air to sub-surface munitions?

Yes – select Rule 101C and specify areas where this rule applies, if any.

Yes, but only against targets belonging to a specific force – select Rule 101B and specify force to which this rule applies.

No – select Rule 101A.

Series 102: Air to Air Engagements

I. Guidance: Air to Air Engagements. To regulate air to air engagements.

II. Questionnaire: Air to Air Engagements.

102-1. Are the members of your *Force* permitted to engage hostile aircraft air-to-air beyond visual range?

Yes – select Rule 102B and specify exceptions, if any.

No – select Rule 102A.

Series 110: Use of Force in Assistance to Civil Authorities, including Law Enforcement

I. Guidance: Use of Force in Assistance to Civil Authorities, including Law Enforcement. To regulate the use of force in support of civil authorities.

II. Questionnaire: Use of Force in Assistance to Civil Authorities, including Law Enforcement.

110-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to prevent the commission of a *serious crime*?

Yes – select Rule 110E and specify exceptions, if any, then continue;

Yes, but only in the absence of civilian law enforcement officials – select Rule 110D and specify exceptions, if any, then continue;

No, only *non-deadly force* can be used – select Rule 110C and specify persons and/or property for which *non-deadly force* may be used, if any, then continue;

No, only *non-deadly force* can be used, and only in the absence of civilian law enforcement officials – select Rule 110B and specify persons and/or property for which *non-deadly force* may be used, if any, then continue;

No, law enforcement assistance to civilian authorities is prohibited – select Rule 110A and specify civilian authorities for which this prohibition applies, if any, then continue;

110-2. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to prevent the commission of a crime against property?

Yes – select Rule 110F and specify inclusive property or exceptions, if any.

No – Stop; you are finished with this section.

Series 111: Search, Detention and Arrest of Persons

I. Guidance: Search, Detention and Arrest of Persons. To regulate search, detention and/or arrest of persons during law enforcement related operations.

Note: For search and *detention* of persons in non-law enforcement operations, refer to Series 25 – Search and *Detention* of Persons.

II. Questionnaire: Search, Detention and Arrest of Persons.

111-1. Are the members of your *Force* permitted to search persons?

Yes – select Rule 111B and specify persons included and circumstances under which search is permitted, if any, then continue;

Yes, but only *non-deadly force* can be used – select Rule 111C and specify persons included and circumstances under which search is permitted, if any, then continue;

No – select Rule 111A and specify persons who are prohibited from being detained, if any, then continue;

111-2. Are the members of your *Force* permitted to detain persons found committing an offense?

Yes – select Rule 111F and specify persons included and circumstances, under which detention is permitted, if any, then continue;

Yes, but only if found committing a *serious offense* – select Rule 111E and specify persons included and circumstances under which detention is permitted, if any, then continue;

No – select Rule 111D, and then continue;

111-3. Are the members of your *Force* permitted to detain persons found escaping from having committed a *serious offense*?

Yes – select Rule 111G and specify persons included and circumstances, under which detention is permitted, if any, then continue;

No – select Rule 111D, and then continue;

111-4. Are the members of your *Force* permitted to arrest persons found committing an offense?

Yes – select Rule 111I and specify persons included and circumstances, under which arrest is permitted, if any, then continue;

Yes, but only if found committing a *serious offense* – select Rule 111H and specify persons included and circumstances under which arrest is permitted, if any, then continue;

No – select Rule 111D, and then continue;

111-5. Are the members of your *Force* permitted to arrest persons they reasonably believe to be about to commit an offense?

Yes – select Rule 111K and specify persons included and circumstances under which arrest is permitted, if any, then continue;

Yes, but only if the offense is a *serious offense* – select Rule 111J and specify persons included and circumstances under which arrest is permitted, if any, then continue;

No – select Rule 111D, and then continue;

111-6. Are the members of your *Force* permitted to arrest persons they reasonably believe to have committed an offense?

Yes – select Rule 111M and specify persons included and circumstances under which arrest is permitted, if any.

Yes, but only if the offense is a *serious offense* – select Rule 111L and specify persons included and circumstances under which arrest is permitted, if any.

No – select Rule 111D.

Series 112: Treatment of Detained and Arrested Persons (during Law Enforcement Related Operations)

I. Guidance: Treatment of Detained and Arrested Persons. To regulate actions taken against persons who have been detained or arrested during law enforcement related operations.

Note: For *detention* of persons in non-law enforcement operations, refer to Series 25 – Search and Detention of Persons.

II. Questionnaire: Treatment of Detained and Arrested Persons.

112-1. Are the members of your *Force* permitted to use *non-deadly force* to search a detained or arrested person (during law enforcement related operations) for weapons or other items that could pose a threat to the safety of any person?

Yes – select Rule 112A and specify persons included or exceptions, if any, then continue;

No – continue;

112-2. Are the members of your *Force* permitted to use *non-deadly force* to disarm persons (during law enforcement related operations)?

Yes – select Rule 112B and specify persons included or exceptions, if any, then continue;

No – continue;

112-3. Are the members of your *Force* permitted to use restraints on persons (during law enforcement related operations)?

Yes – select Rule 112C and specify types of restraints permitted and persons included or exceptions, if any, then continue;

No – continue;

112-4. Are the members of your *Force* permitted to use force, up to and including *deadly force*, to prevent any detained or arrested person from escaping (during law enforcement related operations)?

Yes – select Rule 112E and specify persons included or exceptions, if any.

No, only *non-deadly force* can be used – select Rule 112D and specify persons included or exceptions, if any.

No use of force is permitted – Stop; you are finished with this section.

Series 120: Crowd and Riot Control

I. Guidance: Crowd and Riot Control. To regulate the use of force in riot control.

II. Questionnaire: Crowd and Riot Control.

120-1. Are the members of your *Force* permitted to use force, up to and including *deadly force*, during riot control?

Yes – select Rule 120C and specify circumstances under which *deadly force* is permitted.

No, only *non-deadly force* can be used – select Rule 120B and specify circumstances under which *non-deadly force* is permitted.

No use of force is permitted during riot control – select Rule 120A.

Series 121: Riot Control Agents

I. Guidance: Riot Control Agents. To regulate the use of riot control agents.

II. Questionnaire: Riot Control Agents.

121-1. Are the members of your *Force* permitted to use riot control agents?

Yes – select Rule 121B and specify riot control agents permitted and circumstances under which riot control agents are permitted to be used.

Yes, with exceptions – select Rule 121B and specify which riot control agents are not permitted and under what circumstances those prohibited riot control agents may not be used.

No – select Rule 121B and state that the use of all riot control agents are prohibited under all circumstances.

Series 122: Riot Control Munitions/ Water Cannons

I. Guidance: Riot Control Munitions/ Water Cannons. To regulate the use of riot control munitions and use of water cannons.

II. Questionnaire: Riot Control Munitions/ Water Cannons.

122-1. Are the members of your *Force* permitted to use riot control munitions?

Yes – select Rule 122B and specify riot control munitions exempted/permited and circumstances under which riot control munitions are prohibited/permited to be used, if any, then continue;
Yes, with type restrictions – select Rule 122C and specify the type of riot control munitions permitted, then continue;
No – select Rule 122A.

122-2. Are the members of your *Force* permitted to use water cannons?

Yes – select Rule 122E and specify circumstances under which water cannons are prohibited/permited to be used, if any.
No – select Rule 122D.

Series 130: Electronic Warfare Measures

I. Guidance: Electronic Warfare Measures. To regulate the use of *electronic warfare* measures.

II. Questionnaire: Electronic Warfare Measures.

130-1. Are the members of your *Force* permitted to use *electronic warfare* measures?

Yes – select Rule 130C.
Yes, with exceptions – select Rule 130B and specify *electronic warfare* measures permitted and circumstances under which those measures are permitted to be used.
No – select Rule 130A.

Series 131: Computer Network Operations

I. Guidance: Computer Network Operations. To regulate the conduct of *computer network operations*.

II. Questionnaire: Computer Network Operations.

131-1. Are the members of your *Force* permitted to engage in *computer network attacks*?

Yes – select Rule 131B and specify authorization source, desired effect, target system(s), and target state, actor or system (e.g. government, commercial, military), then continue;
No – select Rule 131A, and then continue;

131-2. Are the members of your *Force* permitted to engage in active *computer network defense* in response to unauthorized activity within friendly information systems or computer networks?

Yes – select Rule 131C and specify authorization source, then continue;
No – continue;

131-3. Are the members of your *Force* permitted to engage in *computer network exploitation* against automated information systems or computer networks?

Yes – select Rule 131D and specify authorization source and target.
No – Stop; you are finished with this section.

Series 132: Psychological Operations

I. Guidance: Psychological Operations. To regulate the use of *psychological operations*.

Note: This Series is to be read with the relevant rules relating to Series 53 - Relative Positioning of *Force* Units.

II. Questionnaire: *Psychological Operations*.

132-1. Are the members of your *Force* permitted to engage in *psychological operations*?

Yes – continue;

No – select Rule 132A.

132-2. Are the members of your *Force* permitted to engage in *psychological operations* broadcasts?

Yes – select Rule 132B and specify target audience and medium, if any, then continue;

No – continue;

132-3. Are the members of your *Force* permitted to communicate approved messages?

Yes – select Rule 132C and specify communication methods and target audience, then continue;

No – continue;

132-4. Are the members of your *Force* permitted to distribute leaflets?

Yes – select Rule 132D.

No – Stop; you are finished with this section.

Series 133: *Military Deception*

I. Guidance: *Military Deception*. To regulate the use of *military deception*.

Note: *Perfidy* is prohibited at all times.

II. Questionnaire: *Military Deception*.

133-1. Are the members of your *Force* permitted to use *military deception*?

Yes – continue;

No – select Rule 133A.

133-2. Are the members of your *Force* permitted to use physical *military deception*?

Yes – select Rule 133B and specify authorization source, physical means and intended target, then continue;

No – continue;

133-3. Are the members of your *Force* permitted to use technical *military deception*?

Yes – select Rule 133C and specify authorization source, technical means and intended target, then continue;

No – continue;

133-4. Are the members of your *Force* permitted to use administrative *military deception*?

Yes – select Rule 133D and specify authorization source, administrative means and intended target.

No – Stop; you are finished with this section.

Series 140: *Interference With Satellite Communications*

I. Guidance: Interference With Satellite Communications. To regulate interference against satellite communications.

II. Questionnaire: Interference With Satellite Communications.

140-1. Are the members of your *Force* permitted to interfere with satellite communications?

Yes – select Rule 140D and specify owning state/organization, then continue;

Yes, with scope, intensity and duration conditions – select Rule 140C and specify satellite type, owning state/organization, and scope, intensity and duration of time of the interference, then continue;

No – select Rule 140A.

140-2. Are the members of your *Force* permitted to interfere with strategic early warning sensors and core communications systems?

Yes – Stop; you are finished with this section.

No – select Rule 140B.

Series 141: Neutralization/Destruction of Satellites

I. Guidance: Neutralization/Destruction of Satellites. To regulate actions taken to *neutralize* or destroy satellites

II. Questionnaire: Neutralization/Destruction of Satellites.

141-1. Are the members of your *Force* permitted to engage in *neutralization* of satellites?

Yes – select Rule 141B and specify satellite type and owning state/organization, then continue;

Yes, with scope, intensity and duration conditions – select Rule 141C and specify satellite type, owning state/organization, and scope, intensity and duration of time, then continue;

No – select Rule 141A, and then continue;

141-2. Are the members of your *Force* permitted to engage in destruction of satellites?

Yes – select Rule 141E and specify satellite type and owning state/organization.

No – select Rule 141D.

APPENDIX 5

ROE TEMPLATES (Message Format and ROE Matrix for Multinational Operations)

1. **Purpose.** To provide sample ROE message formats and a ROE matrix for multinational operations to act as a start point for Coalition/Combined Task Force (CTF) headquarters in support of multinational operations. Refer to [Part F, Chapter 1: Templates](#) and [Part F, Chapter 3: Planning Document Formats](#) for other documents that will be used with the ROE templates.
2. **Background.** In support of ROE planning and execution within multinational operations it is recommended that the following link serve as a base reference document: [Rules of Engagement Handbook published by the International Institute of Humanitarian Law](#) (Sanremo). This reference provides a good start point for planning multinational ROE. It is a very useful and practical tool that can facilitate and enhance multinational cooperation and understanding while ensuring that military forces are in compliance with national security and policy concerns.
3. **Message Format.** The following types of formatted message may be used to request, authorize, or deny ROE. ROERREQ and ROEAUTH messages should contain the entire text of each ROE being requested / authorized. Message formats are provided below. For each operation, each message should be numbered sequentially.
 - 3.1. ROE Request (ROERREQ).
 - 3.2. ROE Authorization or denial (ROEAUTH).
 - 3.3. ROE Implementation (ROEIMP).
4. **ROERREQ Messages.** ROERREQ messages are used by a commander to seek the implementation, modification or cancellation of ROE by a superior commander. They can be originated by any commander in the operational chain of command. Each ROERREQ must include an explanation of why the ROE are required and the consequences should that ROE not be approved.
5. **ROEAUTH Messages.** ROEAUTH messages are used by the appropriate higher headquarters to authorize or deny ROE. Each message should be numbered sequentially.
6. **ROEIMP Messages.** ROEIMP messages are used by a commander to control the application of ROE that has been authorized by higher headquarters. It may contain additional guidance or restrictions, or may withhold certain ROE which has been authorized.
7. **Amplification to ROE.** Amplification (AMPN) are instructions contained within a ROEAUTH or ROEIMP message that provide additional information and guidance with respect to one or more of the ROE measures that have been authorized. Clarification for any or all of the ROE within any of these messages may be included in AMPN lines.
8. **Message Formats.** All ROERREQ, ROEAUTH and ROEIMP messages should be numbered sequentially (i.e. ROE REQUEST SERIAL ONE, ROE REQUEST SERIAL TWO, ROE REQUEST SERIAL THREE, etc.) and should include the following paragraphs:
 - 8.1. Paragraph 1: Background/justification. An explanation of why the ROE rules are being requested authorized or denied.
 - 8.2. Paragraph 2: New rules requested or authorized.
 - 8.3. Paragraph 3: Previous measures cancelled (if any).
 - 8.4. Paragraph 4: Previous measures remaining in force (if any). Paragraph 4 must contain an accurate, up to date list of all authorized rules. Paragraph 5 Additional remarks (if any).

Note: Each ROE message will contain all appropriate paragraphs so that commanders need only retain the latest message in order to have the complete current listing of all rules in force for the mission. If it is necessary to request or authorize ROE rules not found in the Compendium, the text of the requested rules should be set out in plain language in paragraph 2 of the ROE message utilizing an unassigned (SPARE) rule number from the most appropriate Series.

9. Sample ROEREQ message:

From Commander Operation Restore Stability

To Commander Multinational Forces

Info (Appropriate Information Addressees)

Subj/ROEREQ Serial One/Operation Restore Stability

Ref/A/ Multinational ROE Handbook

1. Background/justification: BRAVO warships are disrupting operations in relation to ALPHA by harassing Force units. BRAVO is allowing smuggling operations to be conducted in its territorial sea in violation of UNSCR XXXX.

2. New rules requested:

20 D Use of force, up to and including deadly force, to counter force used to interfere with the mission is permitted.

50 Entry into the territorial sea of BRAVO to disrupt smuggling operations is permitted.

3. Previous rules cancelled: None.

4. Previous rules remaining in force:

10 C Use of force, up to and including deadly force in individual self-defense is permitted.

11 C Use of force, up to and including deadly force, in unit self-defense of Operation RESTORE STABILITY units are permitted.

12C Use of force, up to and including deadly force, for the protection of persons on boarded vessels is permitted.

20 C Use of force, up to and including deadly force, to accomplish the mission is permitted

23 C Firing of warning shots to compel compliance with UNSCR XXXX is permitted.

24 B Use of disabling fire to compel compliance with UNSCR XXXX is permitted. AMPN: This rule is retained by Commander Operation Restore Stability.

55 H Ordering of diversions and other instructions to ships suspected of operating in breach of UNSCR XXXX is permitted.

93 G Non-compliant boarding of suspect ships in accordance with UNSCR XXXX is permitted. AMPN: This rule is retained by Commander Multinational Force.

5. Additional remarks: Request approval of ROE rules 20 D and 50 F to facilitate effective MIO.

10. Sample ROEAUTH message:

From Commander Multinational Force

To Commander Operation Restore Stability

Info (appropriate information addressees)

Subj/ROEAUTH Serial One/Operation Restore Stability

Ref/A/ Commander Operation Restore Stability ROEREQ Serial One

1. Background/justification: Reference A requested new ROE measures to counter BRAVO interference with MIO operations. Rule 20C is authorized. Rule 50 F is not authorized.

2. New rule authorized:

20 D Use of force, up to and including deadly force, to counter force used to interfere with the mission is permitted.

3. Previous rules cancelled: None.

4. Previous rules remaining in force:

10 C Use of force, up to and including deadly force in individual self-defense is permitted.

11 C Use of force, up to and including deadly force, in unit self-defense of Operation RESTORE STABILITY units are permitted.

12 C Use of force, up to and including deadly force, for the protection of persons on boarded vessels is permitted.

20 C Use of force, up to and including deadly force, to accomplish the mission is permitted

23 C Firing of warning shots to compel compliance with UNSCR XXXX is permitted.

24 B Use of disabling fire to compel compliance with UNSCR XXXX is permitted. AMPN: This rule is retained by Commander Operation Restore Stability.

55 H Ordering of diversions and other instructions to ships suspected of operating in breach of UNSCR XXXX is permitted.

93 G Non-compliant boarding of suspect ships in accordance with UNSCR XXXX is permitted. AMPN: This rule is retained by Commander Multinational Force.

5. Additional remarks:

50 F (Entry into the territorial sea of BRAVO to disrupt smuggling operations is permitted.) is NOT authorized at this time due to pending diplomatic action by the UN Secretary General.

11. Sample ROEIMP message:

From Commander Operation Restore Stability

To Combined Task Force Restore Stability

Info (appropriate information addressees)

Subj/ROEIMP Serial One/Operation Restore Stability

Ref/A/ Commander Operation Restore Stability ROEREQ Serial One

Ref/B/ Commander Multinational Force ROEAUTH Serial One

1. Background/justification: Reference A requested new ROE measures to counter BRAVO interference with MIO operations. Reference B responded to that request. Measure 20 D is authorized. Measure 50 F is not authorized.

2. New rule implemented:

20 D Use of force, up to and including deadly force, to counter force used to interfere with the mission is permitted.

3. Previous rules cancelled: None.

4. Previous rules remaining in force:

10 C Use of force, up to and including deadly force in individual self-defense is permitted.

11 C Use of force, up to and including deadly force, in unit self-defense of Operation RESTORE STABILITY units are permitted.

12 C Use of force, up to and including deadly force, for the protection of persons on boarded vessels is permitted.

20 C Use of force, up to and including deadly force, to accomplish the mission is permitted

23 C Firing of warning shots to compel compliance with UNSCR XXXX is permitted.

24 B Use of disabling fire to compel compliance with UNSCR XXXX is permitted. AMPN: This rule is retained by Commander Operation Restore Stability.

55 H Ordering of diversions and other instructions to ships suspected of operating in breach of UNSCR XXXX is permitted.

93 G Non-compliant boarding of suspect ships in accordance with UNSCR XXXX is permitted. AMPN: This rule is retained by Commander Multinational Force.

5. Additional remarks:

50 F (Entry into the territorial sea of BRAVO to disrupt smuggling operations is permitted.) is NOT authorized at this time due to pending diplomatic action by the UN Secretary General.

12. ROE Matrix for Multinational Operations.

12.1. An ROE matrix provides a summary of the ROE rules in effect for each nation in a multinational force. The matrix provides a quick reference for planners and commanders in determining which unit or units may engage in specific actions. Refer to [Part B, Chapter 2: Military Decision Making Process – Multinational](#) for the overall planning process this matrix will support.

12.2. This Appendix provides a sample matrix (Figure C-9-B-5.1) for maritime interdiction operations. Four participating nations (A, B, C, and D) are listed at the top of the matrix. ROE series are listed on the left side. A block with the word “YES” indicates the nation’s unit has the ROE rule available. A block with a footnoted “YES” indicates the nation’s unit has the ROE rule available, but with some limit or qualification listed in the

AUTH	IMP	Rule	ROE	Nation A	Nation B	Nation C	Nation D
		11A	Unit self-defense of other nations’ units	YES	YES	YES	YES (R)
		23A	Warning shots	YES (R)	YES	NO	YES
		24C	Disabling Fire	YES (D)	NO	NO	YES
		25B/J	Search and Detention of Persons	YES (R)	NO	NO	YES (R)
		93B	Compliant boarding	NO	NO	NO	YES (C)
		93E	Non-compliant boarding	NO	NO	NO	YES (1)
		93H	Opposed boarding	NO	NO	NO	YES (D)

footnote. A block with “NO” indicates the ROE rule is not available.

Figure C-9-B-5.1: ROE Matrix – Multinational Operations

Legend:

R = retained by national authority.
D= delegated to CTF Commander.
C= delegated to component Commander.
Note 1: only if low threat of resistance.

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ANNEX C

FORCE PROTECTION

1. **Purpose** Force Protection is an operational consideration for all assigned missions. Every commander, regardless of echelon of command has an inherent responsibility for the security of personnel, facilities and assets of the command. This annex is provided to the CTF commander as a guide for Anti-Terrorism/Force Protection (AT/FP) in Multinational operations.

2. **Responsibilities**

- 2.1. CCTF

- 2.1.1. Execute security and force protection responsibilities for all forces assigned to the CTF unless other command arrangements are made between participating nations depending upon the tactical situation.
 - 2.1.2. Coordinate force protection issues with the Supported Strategic Commander and the Host Nation government, as well as other participating nations as required.
 - 2.1.3. Retain and exercise Operational Control (OPCON) or Tactical Control (TACON) for force protection matters of all forces deployed to support the CTF. Execute inherent responsibilities of command for protection of forces placed under OPCON / TACON to the CTF unless other command arrangements are made between participating nations depending upon the tactical situation.

Note: If OPCON or TACON is not exercised over all forces due to a tailored command relationships arrangement – [refer to Part B, Chapter 2: Command, Control, Coordination and Cooperations for details on these command relationships](#), then specific force protection responsibilities need to be coordinated and agreed upon between participating nations. This force protection agreement will be addressed in detail within the Lead Nation guidance and orders to the Supported Strategic Commander / Commander CTF (CCTF). In such a situation, the Multinational Coordination Center (MNCC) takes on an increased importance to thoroughly coordinate CTF force protection plans and issues.

- 2.1.4. Appoint a Force Protection Officer (FPO) to his staff to oversee force protection. This officer may come from the C3, Military Police, or MPAT and must be trained in some formal AT/FP training or have considerable experience within the AT/FP arena.

- 2.2. CTF C3 (Operations)

- 2.2.1. Plan and execute operational force protection.
 - 2.2.2. Conduct Crisis and Consequence Management Planning (Example - planning for response to terrorist attacks).
 - 2.2.3. Allocate appropriate combat, combat support, combat service support, and other services and agencies to protect the force against traditional and nontraditional threats.
 - 2.2.4. Mold the CTF AT/FP structure to fulfill the requirements of the assigned mission. At the high end of Small Scale Contingency (SSC) the mission could require a Coalition/Combined Rear Area Operations structure within the Coalition/Combined Rear Area (CRA). Advise the CCTF on the appointment of a Coalition/Combined Rear Area Coordinator (CRAC) if applicable to the operational mission.

- 2.3. CTF Force Protection Officer (CFPO)

- 2.3.1. Serve as the principal FP special staff adviser to the CCTF.
 - 2.3.2. Advise the CCTF and staff on FP security matters.
 - 2.3.3. Monitor all CTF operational developments to ensure FP planning and coordination are incorporated into all operational plans.

- 2.3.4. Work closely with C2, C5, and participating embassy officials to correlate intelligence with force protection.
- 2.3.5. Attend all commander and senior staff planning and decision sessions.
- 2.3.6. Establish the CTF Force Protection Cell to coordinate FP plans and operations among subordinate CTF components.
- 2.3.7. Chair the Force Protection Working Group. Ensure this group meets weekly or as needed and is fully embedded in the CTF battle rhythm.
- 2.3.8. Advise the CTF command on Threat Levels and Force Protection Condition (FPCON). See Appendix 2
- 2.3.9. Recommend appropriate FPCON measures and Random Antiterrorism Measures (RAMs) to the CTF Commander and ensure they are disseminated. Random antiterrorism measures are additional force protection or security measures implemented randomly for the purpose of avoiding predictability.
- 2.3.10. Monitor appropriate Threat Levels identified by CTF C2.
- 2.3.11. Validate subordinate commands vulnerability assessments and assist with pre-deployment and/or deployment vulnerability assessments as appropriate.
- 2.3.12. Advise and apply measures to lessen the effects of Weapons of Mass Destruction (WMD) / Nuclear, Biological and Chemical (NBC).
- 2.3.13. Review host nation security arrangements. Emphasize avoiding gaps in host nation and CTF security operations.
- 2.3.14. Review and provide advice on appropriate Rules of Engagement and cultural issues.
- 2.3.15. Supervise coalition Force Protection staff.

2.4. CTF Component Commanders

- 2.4.1. Appoint a CTF component-level force protection officer and staff. This individual should have attended formal FP / AT training or be experienced within the FP / AT arena.
- 2.4.2. Assist and advise each nation's force protection officer (if appointed).
- 2.4.3. Take appropriate measures to protect unit personnel against all threats and reduce their vulnerability to terrorist acts.
- 2.4.4. Implement all CCTF required force protection measures. Coordinate additional measures with CTF FPO.

3. **Tasks, Functions, and Procedures.**

3.1. Force Protection Cell membership

- 3.1.1. Intelligence
- 3.1.2. Counterintelligence
- 3.1.3. Representative from each participating component headquarters
- 3.1.4. C3 COPS staff member
- 3.1.5. CTF Force Protection Officer
- 3.1.6. Administrative assistant

3.2. Force Protection Cell Responsibilities

- 3.2.1. Keep CCTF apprised of important FP issues
- 3.2.2. Prepare decision packages for CCTF on changes to FPCONs or FPCON measures
- 3.2.3. Monitor intelligence and operations for issues or situations that may affect the CTF force protection posture
- 3.2.4. Assist and advise multinational force units in conducting force protection vulnerability assessments. The CCTF may establish a vulnerability assessment team composed of appropriately trained/experienced Subject Matter Experts (SME). The CCTF will determine the component to accomplish the assessment when multiple services operate from the same location for units OPCON or TACON to the CTF.
- 3.2.5. The cell will brief all completed vulnerability assessments to the commander and keep copies of those completed assessments
- 3.2.6. Maintain a copy of all Rules of Engagement for the operation
- 3.2.7. Provide a representative to the ROE Working Group
- 3.2.8. Provide a representative to daily SITREP meetings
- 3.2.9. Ensure FP is part of the operations Battle Rhythm
- 3.2.10. Provide FP expertise and staff assistance to components when requested
- 3.2.11. Coordinate issues developed by the FP Working Group with appropriate staff elements

3.3. Force Protection Cell procedures

- 3.3.1. Prepare FP slide for daily SITREP briefing and other briefs as appropriate
- 3.3.2. Prepare FP related messages to higher or subordinate headquarters
- 3.3.3. Maintain a log of all actions taken by the FP cell
- 3.3.4. Coordinate all FP messages (both received and sent) for required coordination or action with components
- 3.3.5. Keep minutes of all meetings, issues raised, and action taken
- 3.3.6. Maintain copies of all FP related instructions promulgated by components or subordinate headquarters
- 3.3.7. Maintain copies or web site identification/location of all appropriate reference material
- 3.3.8. Track vulnerability mitigation / solution implementation
- 3.3.9. Prepare staff packages on Force Protection Working Group (FPWG) issues from non-MNF organizations

3.4. Force Protection Working Group (FPWG) membership

- 3.4.1. CTF FPO (Chair)
- 3.4.2. Counterintelligence
- 3.4.3. One representative from each major unit participating in the operation
- 3.4.4. One representative from each CTF primary staff element (C1, C2, C3 (COPS) C4, C5, C6, and C7)

- 3.4.5. Defense Attaché or Regional Security Officer from participating nation's embassies
- 3.4.6. One representative from each International Organization (IO) / Non-Governmental Organizations (NGO) (or one for all) active in the area (the CMOC liaison officer can represent all of the IOs / NGOs based upon the situation and classified information levels within the FPWG)
- 3.4.7. One liaison officer from the MNCC will represent the coalition forces participating in the CTF that do not have the requisite classified information clearances for the FPWG
- 3.4.8. A representative from host nation police/security force, based upon the level of classified information discussed within the FPWG

3.5. Force Protection Working Group responsibilities

- 3.5.1. Provide FP information from the CCTF and staff to parent staffs, units, and organizations
- 3.5.2. Identify FP issues and possible solutions
- 3.5.3. Informally coordinate FP action (where possible) between attending organizations but formally document these actions
- 3.5.4. Initiate formal coordination of FP issues
- 3.5.5. Develop positions on FP issues (changes to FPCONS, appropriate measures). Ensure the CCTF knows who can support a particular course of action, risks involved, available options
- 3.5.6. Identify issues/concerns from non-MNF organizations that have FP implications

3.6. Force Protection Working Group Procedures

- 3.6.1. Meet weekly or as needed
- 3.6.2. Review and update current force protection posture (FPCONS, measures), threats, country brief (prepared by C5 or embassies of nations supporting CTF operations)
- 3.6.3. Discuss changes, recommendations
- 3.6.4. Identify solutions/considerations for FP issues to CCTF
- 3.6.5. Complete meeting minutes for distribution to FPWG members and CTF and component staffs
- 3.6.6. The FPWG may be called together in whole or in part to consider or work a particular issue with the FP cell that requires immediate action
- 3.6.7. All FPWG members should provide contact information to the FP cell

3.7. See Appendix 1, CTF Pre-deployment Antiterrorism and Force Protection Planning Requirements

3.8. See Appendix 2, CTF FPCON for a list of recommended measures. These measures may be supplemented based on mission, situation, threat, and forces involved.

4. **Considerations.**

- 4.1. Force Protection must be a factor in all planning considerations. This is particularly important in operations other than war when threat awareness and planning may not be complete.
- 4.2. Force Protection is a command responsibility but must be coordinated at the CTF level.
- 4.3. The Rules of Engagement (ROE) must be briefed and learned prior or en route to deployment. Force Protection must be a consideration in any modifications to the ROE.

- 4.4. In multinational operations, Force Protection priorities and implementation may be different among the other countries forces.
 - 4.5. Commanders and Force Protection Officers at all levels should consider the physical security of buildings, personnel, perimeters, routes, Lines of Communications (LOCs), remote sites and other critical infrastructure when preparing their AF/FP Plans.
 - 4.6. Special protection may be warranted for high-risk personnel or those in high-risk billets, such as the CCTF and prominent political figures.
 - 4.7. Protection of non-MNF personnel within the International Humanitarian Community (IHC = International Organizations, Nongovernmental organizations, UN agencies / funds / programmes, and International Committee of the Red Cross (ICRC), International Federation of the Red Cross and Red Crescent Societies, and National Red Cross and Red Crescent Society) should be considered.
 - 4.8. Commanders should designate the responsibility for vetting non-military personnel, such as local contractors to ensure they are identified, cleared and given the appropriate level of access to CTF facilities.
 - 4.9. Prior to constructing new buildings to be used by the CTF, AT/FP measures should be considered
 - 4.10. Local, national, and international laws should be considered prior to implementing AF/FP measures.
5. **Planning Rhythm.**
- 5.1. Force protection planning begins when the CTF is established and parallels planning for the rest of the staff.
 - 5.2. All planning should be coordinated through the CTF Coalition Planning Group.
6. **Reports.** The CCTF should establish criteria and procedures for reporting Force Protection information within the CTF and higher organizations.
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Appendices

Appendix 1 - CTF Predeployment Antiterrorism and Force Protection Planning Requirements

Appendix 2 - CTF Force Protection Condition Measures (FPCON)

Appendix 3 - Antiterrorist and Force Protection Checklist

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APPENDIX 1

CTF PREDEPLOYMENT ANTITERRORISM AND FORCE PROTECTION PLANNING REQUIREMENTS

1. General

- 1.1. This appendix provides guidance and establishes Antiterrorism and Force Protection (AT/FP) planning responsibilities for all CTF personnel deploying or traveling in support of CTF operations. All personnel that will be assigned to the CTF (OPCON / TACON) or will be supporting the CTF within the CTF Area of Operations (AO) or transiting the CTF AO should comply with this appendix.
- 1.2. Due to the changing nature of the terrorist threat in Asia-Pacific, ongoing AT/FP planning, training, and equipment requirements by nations involved in the Multinational Planning Augmentation Team (MPAT) program are critical to mission success. AT/FP must be an integral part of the mission planning and execution by all MNF nations, not an afterthought. The requirements for exercises and operations are very similar, except exercises usually have a longer planning process. This appendix provides general guidance to units augmenting a CTF.

2. AT / FP Responsibilities

- 2.1. The Lead Nation National Command Authority (NCA) (or equivalent) and the Supported Strategic Commander should develop AT/FP guidelines for deploying forces and prepare an AT/FP training and briefing package if time allows. This training and briefing package should be presented to all forces deploying to the CTF AO.
- 2.2. Each nation deploying will designate an Antiterrorism/Force Protection (AT/FP) Officer (FPO) for the CTF operation and ensure that applicable AT/FP training and briefings are given to all deploying personnel.
- 2.3. Whenever possible, AT/FP officers / NCOs should deploy early (preferably in any advance party deployments) into the CTF AO. Their AT/FP duties during this stage are to provide their governments with assessments and feedback on any special AT/FP training or deployment requirements (i.e. training and / or forces requirements).
- 2.4. For deployments smaller than battalion or squadron, a qualified individual will be appointed to complete AT/FP requirements.

3. Operational AT/FP Planning Process

- 3.1. Factor AT/FP into the CTF planning process from the beginning. AT/FP guidance must appear in all Warning, Planning, Alert, Deployment, or Execute Orders (see Chapter C5 for Crisis Action Planning process and planning products).
- 3.2. Unit commanders must ensure proper AT/FP planning and execution. Specific planning varies with each operation, but the following represent basic issues to consider each time:
- 3.3. Do not assume existing or host units at the site automatically provide AT/FP.
- 3.4. Do not assume host nation will provide adequate security. Deploying CTF units may have to bring security forces or equipment, and must take this into account when planning lift and support requirements.
- 3.5. Factor AT/FP requirements into Force Deployment planning. Lift requirements and timing of AT/FP assets arrival may impact adversely on mission capability if not carefully planned.
- 3.6. Host nation restrictions and sensitivities may limit force protection options, requiring close coordination with the respective MNF nations' embassy personnel, host nations, and CTF staff / Supported Strategic Commander staffs.

- 3.7. Whenever possible, conduct a pre-deployment CTF/component vulnerability assessment. The vulnerability assessment scope will vary based on the threat, type of mission, length of deployment, etc. This assessment will assist commanders in updating CTF AO specific training and in obtaining necessary physical security materials and equipment.

APPENDIX 2

CTF FORCE PROTECTION CONDITION (FPCON) MEASURES

Force Protection Condition (FPCON) Definitions

FPCON Normal applies when a general global threat of possible terrorist activity exists and warrants a routine security posture.

FPCON Alfa applies when there is an increased general threat of possible terrorist activity against personnel or facilities, the nature and extent of which are unpredictable. ALFA measures must be capable of being maintained indefinitely.

FPCON Bravo applies when an increased or more predictable threat of terrorist activity exists. Sustaining Bravo measures for a prolonged period may affect operational capability and impact relations with local authorities.

FPCON Charlie applies when an incident occurs or intelligence is received indicating that some form of terrorist action or targeting against personnel or facilities is likely. Implementation of Charlie measures will create hardship and affect the activities of the unit and its personnel.

FPCON Delta applies in the immediate area where a terrorist attack has occurred or when intelligence has been received that terrorist action against a specific location or person is imminent. Normally, this FPCON is declared as a localized condition. FPCON Delta measures are not intended to be sustained for substantial periods.

1. FPCON Alfa Measures

1.1. Basic FPCON Alfa Measures

- 1.1.1. At regular intervals, remind all personnel and dependents to be suspicious and inquisitive about strangers, particularly those carrying suitcases or other containers. Watch for unidentified on or in the vicinity of CTF installations. Watch for abandoned parcels or suitcases and any unusual activity.
- 1.1.2. The duty officer or personnel with access to building plans as well as the plans for area evacuations must be available at all times. Key personnel should be able to seal off an area immediately. Key personnel required to implement security plans should be on call and readily available.
- 1.1.3. Secure buildings, rooms, & storage areas not in regular use.
- 1.1.4. Increase security spot checks of vehicles and persons entering the installation and unclassified areas under the jurisdiction of the United States.
- 1.1.5. Limit access points for vehicles and personnel commensurate with a reasonable flow of traffic.
- 1.1.6. As a deterrent apply measures 14, 15, 17, or 18 from FPCON Bravo, either individually or in combination with each other.
- 1.1.7. Review all plans, orders, personnel details, and logistic requirements related to the introduction of higher FPCONs.
- 1.1.8. Review and implement security measures for high-risk personnel as appropriate.
- 1.1.9. As appropriate, consult local authorities on the threat and mutual antiterrorism measures.

1.2. Shipboard FPCON Alfa Measures

- 1.2.1. Brief crew on port specific threat, security/force protection plan, & security precautions to be taken while ashore. Ensure all hands are knowledgeable of various FPCON requirements & that they understand their role in implementation of measures.
- 1.2.2. Muster and brief security personnel on the threat and rules of engagement.

- 1.2.3. Review security plans and keep them available. Keep key personnel who may be needed to implement security measures on call.
- 1.2.4. Secure and periodically inspect spaces not in use.
- 1.2.5. Remind all personnel to be suspicious & inquisitive of strangers, be alert for abandoned parcels or suitcases and for unattended vehicles in the vicinity. Report unusual activities to the OOD.
- 1.2.6. Review pier and shipboard access control procedures.
- 1.2.7. Ensure sentries, roving patrols and the quarterdeck watch have the ability to communicate.
- 1.2.8. Coordinate pier/fleet landing security requirements with Senior Officer Present Afloat (SOPA), collocated forces, and/or local authorities. Identify anticipated needs for mutual support and define methods of activation and communication.
- 1.2.9. When in a port, deploy barriers to keep vehicles away from the ship if possible (100 - 400 minimum stand-off distances).
- 1.2.10. Randomly inspect vehicles entering pier.
- 1.2.11. Randomly inspect hand carried items and packages before they are brought aboard.
- 1.2.12. Regulate shipboard lighting to best meet the threat environment.
- 1.2.13. When in port, rig hawsepipe covers and rat guards on lines, cables and hoses. Consider using an anchor collar.
- 1.2.14. When in port, raise accommodation ladders, stern gates, ladders, etc. when not in use.
- 1.2.15. Increase frequency of security drills.
- 1.2.16. Review individual actions in FPCON Bravo for possible implementation.

1.3. Noncombatant Shipboard FPCON Alfa Measures

- 1.3.1. Brief crew on the port specific threat, the security/ force protection plan, and security precautions to be taken while ashore, ensure all hands are knowledgeable of various FPCON requirements and that they understand their role in implementation of measures.
- 1.3.2. Muster and brief security personnel on the threat and rules of engagement.
- 1.3.3. Review security plans and keep them available. Whenever possible retain key personnel who may be needed to implement security measures on call.
- 1.3.4. Secure and periodically inspect spaces not in use.
- 1.3.5. Remind all personnel to be suspicious and inquisitive of strangers, be alert for abandoned parcels or suitcases and for unattended vehicles in the vicinity. Report unusual activities to the master or mate on watch.
- 1.3.6. Review pier and shipboard access control procedures.
- 1.3.7. Ensure mate on watch, roving patrols and the gangway watch have the ability to communicate with one another.
- 1.3.8. Coordinate pier/fleet landing security requirements with SOPA, collocated forces, and/or husbanding agent. Identify anticipated needs for mutual support and define methods of implementation and communication.

- 1.3.9. When in port, request husbanding agent arrange and deploy barriers to keep vehicles away from ship, if possible (100 - 400 feet are minimum stand-off distances).
- 1.3.10. Randomly inspect hand carried items and packages before they are brought aboard.
- 1.3.11. Regulate shipboard lighting to best meet the threat environment.
- 1.3.12. When in port, rig hawsepipe covers and rat guards on lines, cables and hoses. Consider using an anchor collar.
- 1.3.13. When in port, raise accommodation ladders, stern ramp ladders, etc. when no watch stander is posted.
- 1.3.14. Increase frequency of security drills while in port.
- 1.3.15. Review individual actions in FPCON Bravo for possible implementation.

1.4. Aviation Facility FPCONs Alfa and Bravo Measures

- 1.4.1. Brief all personnel on threat, especially pilots, ground support crews, and air traffic controllers.
- 1.4.2. Inform local police of the threat. Coordinate plans to safeguard aircraft flight paths into and out of air stations.
- 1.4.3. Ensure duty officers are always available by telephone.
- 1.4.4. Prepare to activate contingency plans and issue detailed air traffic control procedures if appropriate.
- 1.4.5. Be prepared to receive and direct aircraft from other stations.
- 1.4.6. Perform thorough and regular inspection of areas within the perimeter from which attacks on aircraft can be made.
- 1.4.7. Take action to ensure no extremists armed with surface-to-air missiles can operate against aircraft within the perimeter.
- 1.4.8. Establish checkpoints at all entrances and inspect all passes and permits. Identify documents of individuals entering the area—no exceptions.
- 1.4.9. Search all vehicles, briefcases, packages, etc. entering the area.
- 1.4.10. Erect barriers around potential targets if at all possible.
- 1.4.11. Maintain fire fighting equipment and conduct practice drills.
- 1.4.12. Hold practice alerts within the perimeter.
- 1.4.13. Conduct, with local police, regular inspections of the perimeter—especially the area adjacent to the flight paths.
- 1.4.14. Advise the local police of any areas outside the perimeter where attacks could be mounted and which cannot be avoided by aircraft on takeoff or landing.
- 1.4.15. Advise aircrews to report any unusual activity near approach and overshoot areas.

1.5. Deployed Unit FPCON Alfa Measures

- 1.5.1. Brief all deployed personnel on the current threat condition and reason for implementation of higher FPCON. Review those antiterrorism measures enacted to increase security.
- 1.5.2. Review unit-level terrorism awareness training.

- 1.5.3. Test radio and telephone communications monthly.
- 1.5.4. Increase liaison with local agencies via established chains of command to assist in monitoring potential threats. Notify host nation law enforcement if security measures could impact on their operations.
- 1.5.5. As a deterrent, randomly use trained Explosive Ordnance Detection Dog (EODD) teams, if available.
- 1.5.6. Advise all personnel of and to avoid high-risk areas and be cautious when mingling with crowds.

1.6. Traveler FPCON Alfa Measures

- 1.6.1. Obtain and follow measures the local commander or COM implements to increase security. Review Anti-Terrorism (AT) awareness procedures.
- 1.6.2. Maintain regular contact with the embassies of CTF nations and/or other national security agency/elements, and/or local host nation security elements, as well as the home station.
- 1.6.3. Review your emergency action plan. Ensure all persons in party are familiar with the plan.
- 1.6.4. Confirm/identify protected and/or safe areas you can rapidly move to prior/during an incident.
- 1.6.5. Increase liaison with any available security agency (hotel, residential, etc.). Notify security agencies if security measures could impact their operations.

2. FPCON Bravo Measures

2.1. Basic FPCON Bravo Measures

- 2.1.1. Maintain appropriate Basic FPCON Alfa measures.
- 2.1.2. Keep all personnel involved in implementing antiterrorist contingency plans on call.
- 2.1.3. Check plans for implementation of the next FPCON.
- 2.1.4. Move cars and objects (e.g., crates, trash containers) at least 25 meters from buildings, particularly buildings of a sensitive or prestigious nature. Consider centralized parking.
- 2.1.5. Secure and regularly inspect all buildings, rooms, and storage areas not in regular use.
- 2.1.6. At the beginning and end of each workday, as well as at other regular and frequent intervals, inspect the interior and exterior of buildings in regular use for suspicious packages.
- 2.1.7. Examine mail (above the regular examination process) for letter or parcel bombs.
- 2.1.8. Check all deliveries to messes, clubs, etc. Advise dependents to check home deliveries.
- 2.1.9. Increase surveillance of domestic accommodations, schools, messes, clubs, and other soft targets to improve deterrence and defense and to build confidence among staff and dependents.
- 2.1.10. Make staff and dependents aware of the general situation in order to stop rumors and prevent unnecessary alarm.
- 2.1.11. At an early stage, inform members of local security committees of actions being taken. Explain reasons for actions.
- 2.1.12. Physically inspect visitors and randomly inspect their suitcases, parcels, and other containers. Ensure that proper dignity is maintained and, if possible, ensure that female visitors are inspected only by a female qualified to conduct physical inspections.
- 2.1.13. Operate random patrols to check vehicles, people, and buildings.

- 2.1.14. Protect off-base military personnel and military vehicles in accordance with prepared plans. Remind drivers to lock vehicles and check vehicles before entering or exiting the vehicle.
- 2.1.15. Implement additional security measures for high-risk personnel as appropriate.
- 2.1.16. Brief personnel who may augment guard forces on the use of deadly force. Ensure that there is no misunderstanding of these instructions.
- 2.1.17. As appropriate, consult local authorities on the threat and mutual antiterrorism measures.

2.2. Shipboard FPCON Bravo Measures

- 2.2.1. Maintain appropriate FPCON ALFA measures.
- 2.2.2. Set Material Condition YOKE, main deck and below.
- 2.2.3. Consistent with local rules, regulations, and/or the status of forces agreement, post pier sentries (armed at CO discretion), as necessary.
- 2.2.4. Restrict vehicle access to the pier. Discontinue parking on the pier. Consistent with local rules, regulations, and/or the status of forces agreement, establish unloading zone(s) and move all containers as far away from the ship as possible (recommend 100 - 400 feet as minimum stand-off distances).
- 2.2.5. Consistent with local rules, regulations, and/or the status of forces agreement, post additional watches (armed at CO discretion), as necessary. If armed, local threat, environment and fields of fire should be considered when selecting weapons.
- 2.2.6. Post signs in local language that clearly defines visiting and loitering restrictions.
- 2.2.7. When in port, identify and inspect workboats, ferries and commercially rented liberty craft at least daily on a random basis.
- 2.2.8. When in port, direct liberty boats to make a security tour around the ship upon departing from and arriving at the ship with particular focus on the waterline, and under pilings when berthed at a pier.
- 2.2.9. Inspect all hand carried items, and packages before allowing them aboard. Where available, use baggage scanners and walk through or hand held metal detectors to screen packages and personnel prior to boarding the ship.
- 2.2.10. Implement measures to keep unauthorized craft away from the ship. Authorized craft should be carefully controlled. Coordinate with host nation/local port authority as necessary, and request their assistance in controlling unauthorized craft.
- 2.2.11. Raise accommodation ladders, etc., when not in use. Clear ship of all unnecessary states, camels, barges, oil donuts, and lines.
- 2.2.12. Review liberty policy in light of the threat and revise it, as necessary, to maintain safety and security of ship and crew.
- 2.2.13. Conduct divisional quarters at foul weather parade.
- 2.2.14. Ensure an up-to-date list of bilingual personnel for area of operations. Maintain warning tape in pilot house/quarterdeck, for use on the ship's announcing system that warns small craft to remain clear in both the local language and English.
- 2.2.15. If not already armed, arm the quarterdeck watch.
- 2.2.16. If not already armed, arm the sounding and security patrol.

- 2.2.17. Review procedures for expedient issue of firearms and ammunition to the Shipboard Self-Defense Force (SSDF) and other members of the crew, as deemed necessary by the CO.
- 2.2.18. Test internal and external communications. Include connectivity checks with local agencies/authorities that will be expected to provide support, if required.
- 2.2.19. Instruct watches to conduct frequent, random searches of pier to include pilings and access points.
- 2.2.20. Conduct visual inspections of the ship's hull and ships boats at intermittent intervals and immediately before it's put to sea.
- 2.2.21. Hoist ships boats aboard when not in use.
- 2.2.22. Terminate all public visits.
- 2.2.23. After working hours, reduce entry points to ship's interior by securing infrequently used entrances. Safety requirements must be considered.
- 2.2.24. In ports, remove one brow if two are rigged.
- 2.2.25. In ports, maintain capability to get underway on short notice or as specified by SOPA.
- 2.2.26. In ports, consider layout of fire hoses. Brief designated personnel on procedures for repelling boarders, small boats, and ultra-light aircraft.
- 2.2.27. Where applicable, obstruct possible helicopter landing areas.
- 2.2.28. Where possible, monitor local communications (ship to ship, TV, radio, police scanners, etc.).
- 2.2.29. Inform local authorities of actions being taken as FPCON increases.
- 2.2.30. Review individual actions in FPCON Charlie for possible implementation.
- 2.3. Noncombatant Shipboard FPCON Bravo Measures
 - 2.3.1. Maintain appropriate FPCON ALFA measures.
 - 2.3.2. Secure all watertight doors & hatches main deck & below.
 - 2.3.3. Post pier sentries (armed at master's discretion), as necessary.
 - 2.3.4. Restrict vehicle access to the pier. Discontinue parking on the pier. Consistent with local rules, regulations, and/or the status of forces agreement, establish unloading zone(s) and move all containers as far away from the ship as possible (recommend 100 - 400 feet as minimum stand-off distances).
 - 2.3.5. Post additional watches (armed at master's discretion), as necessary.
 - 2.3.6. Post signs in local language that clearly defines visiting and loitering restrictions.
 - 2.3.7. When in port, identify and randomly inspect authorized watercraft daily, (i.e., workboats, ferries and liberty launches).
 - 2.3.8. When in port, direct liberty launches to make a security tour around the ship upon departing from and arriving at the ship with particular focus on the waterline.
 - 2.3.9. Inspect all hand carried items and packages before allowing them on board. Where available, use baggage scanners and walk through or hand held metal detectors to screen packages and personnel prior to boarding the ship.

- 2.3.10. Implement measures to keep unauthorized craft away from ship. Coordinate with husbanding agent and port authority, as necessary.
- 2.3.11. Clear ship of all unnecessary stages, camels, barges, oil donuts, and lines.
- 2.3.12. Review liberty policy in light of the threat and revise it as necessary to maintain safety and security of ship and crew.
- 2.3.13. Provide watch standers daily threat updates.
- 2.3.14. Master maintains a crew listing of all bilingual personnel for the area of operations. Ensure a warning tape or other suitable media is on the bridge that warns small craft to remain clear of ship. Warning should be in the local language & English. Maintain capability to broadcast warning on an announcing system.
- 2.3.15. Arm the gangway or mate on watch (at master's discretion).
- 2.3.16. Review procedures for expedient issue of firearms & ammunition to the reaction force as deemed necessary by the master.
- 2.3.17. Test internal and external communications. Include connectivity checks with local operational commander and authorities that will be expected to provide support, if required.
- 2.3.18. Instruct watches to conduct frequent, random searches of pier to include pilings and access points.
- 2.3.19. Conduct visual inspections of the ship's hull and ships boats at intermittent intervals and immediately before getting underway.
- 2.3.20. Hoist ship's boats aboard when not in use.
- 2.3.21. Terminate all public visits.
- 2.3.22. After working hours, reduce entry to ships interior by securing infrequently used entrances.
- 2.3.23. In ports, use only one gangway to access ship.
- 2.3.24. In ports, maintain capability to get underway on short notice or as specified by SOPA.
- 2.3.25. In non-U.S. government controlled ports, consider layout of fire hoses. Brief crew on procedures for repelling boarders, small boats, and ultra-light aircraft.
- 2.3.26. Where applicable, obstruct possible helicopter landing areas.
- 2.3.27. Where possible, monitor local communications (ship to ship, TV, radio, police scanners, etc.).
- 2.3.28. Inform local authorities of actions being taken as FPCON increases.
- 2.3.29. Review individual actions in FPCON Charlie for possible implementation.
- 2.4. Deployed Unit FPCON Bravo Measures
 - 2.4.1. Establish an operations watch/center to handle force protection, including handling security posts, reaction forces and responses to attack.
 - 2.4.2. Ensure all guard posts are manned by at least two personnel and are armed with individual weapon and basic load.
 - 2.4.3. Provide for an armed reaction force.

- 2.4.4. Notify local law enforcement concerning FPCON Charlie and Delta security measures that could impact on their operations.
- 2.4.5. Brief command representatives of all units and activities at the deployment site concerning the threat and security measures implemented in response to the threat. Implement procedures to provide periodic updates for these unit and activity representatives.
- 2.4.6. Periodically exercise antiterrorism contingency plans & drills.
- 2.4.7. Test radio and telephone communications weekly.
- 2.4.8. Conduct identity checks of all personnel entering secure areas and other sensitive activities. Increase the frequency of random identity checks of personnel at the deployment site.
- 2.4.9. Establish concentric zones of security. Assign sectors of responsibility to units to defend during an attack.
- 2.4.10. Ensure personnel traveling away from the deployment site leave at least one individual to protect and secure vehicles in unsecured areas. Implement a convoy security plan for all vehicles leaving the deployment site.
- 2.4.11. Implement the buddy rule for all personnel departing the deployment location. Review unit liberty policy and revise it as necessary to enhance force protection.
- 2.4.12. Implement the buddy rule for all personnel on liberty.

2.5. Traveler FPCON Bravo Measures

- 2.5.1. Do not travel with easily identifiable military luggage (i.e. duffel bags, B-4 bags) or military tags or organizational identification.
- 2.5.2. Follow the “buddy rule” for all movement.
- 2.5.3. Periodically exercise antiterrorism contingency plans & drills.
- 2.5.4. Routinely check your vehicle(s) for bombs.
- 2.5.5. Park your vehicle(s) in secure areas, not accessible to uncontrolled personnel.
- 2.5.6. Vary routines.
- 2.5.7. Conduct weekly telephone liaison with embassy regional security officer or nearest U.S. security agency/element, and/or local host nation security elements and home station.
- 2.5.8. Determine and avoid high-risk areas and be cautious of mingling with crowds.

3. FPCON Charlie Measures

3.1. Basic FPCON Charlie Measures

- 3.1.1. Continue, or introduce, all measures listed in FPCON Bravo.
- 3.1.2. Keep all personnel responsible for implementing antiterrorist plans at their places of duty.
- 3.1.3. Limit access points to the absolute minimum.
- 3.1.4. Strictly enforce control of entry. Randomly search vehicles.
- 3.1.5. Enforce centralized parking of vehicles away from sensitive buildings.

- 3.1.6. Issue weapons to guards. Local orders should include specific orders on issue of ammunition.
- 3.1.7. Increase patrolling of the installation.
- 3.1.8. Protect all designated vulnerable points. Give special attention to vulnerable points outside the military establishment.
- 3.1.9. Erect barriers and obstacles to control traffic flow.
- 3.1.10. Consult local authorities about closing public (and military) roads & facilities that might make sites more vulnerable to attacks.

3.2. Shipboard FPCON Charlie Measures

- 3.2.1. Maintain appropriate FPCON ALFA and Bravo measures.
- 3.2.2. Consider setting Material Condition Zebra, second deck and below.
- 3.2.3. Cancel liberty. Execute emergency recall.
- 3.2.4. Be prepared to get underway on short notice. If conditions warrant, request permission to sortie.
- 3.2.5. Block all vehicle access to the pier.
- 3.2.6. If the threat situation warrants, deploy picket boats to conduct patrols in the immediate vicinity of the ship. Brief boat crews and arm with appropriate weapons considering the threat, the local environment, and fields of fire.
- 3.2.7. Coordinate with host nation/local port authority to establish a small boat exclusion zone.
- 3.2.8. Deploy the SSDF to protect command structure and augment posted watches. Station the SSDF in positions that provide 360-degree coverage of the ship.
- 3.2.9. Energize radar and/or sonar, rotate screws and cycle rudder(s) at frequent and irregular intervals, as needed to assist in deterring, detecting or thwarting an attack.
- 3.2.10. Consider manning repair locker(s). Be prepared to man one repair locker on short notice. Ensure adequate lines of communication are established with damage control central.
- 3.2.11. If available and feasible, consider use of airborne assets as an observation/force protection platform.
- 3.2.12. If a threat of swimmer attack exists, activate an anti-swimmer watch.
- 3.2.13. In ports and if unable to get underway, consider requesting security augmentation.
- 3.2.14. Review individual actions in FPCON Delta for implementation.

3.3. Noncombatant Shipboard FPCON Charlie Measures

- 3.3.1. Maintain appropriate FPCON ALFA and Bravo measures.
- 3.3.2. Consider securing all access doors and hatches main deck and below.
- 3.3.3. Cancel liberty. Execute emergency recall.
- 3.3.4. Prepare to get underway on short notice. If conditions warrant, request permission to get underway.
- 3.3.5. Coordinate armed security augmentation force...

- 3.3.6. Coordinate with husbanding agent and/or local authorities to establish small boat exclusion zone around ship.
- 3.3.7. Energize radar and/or sonar, rotate screws and cycle rudder(s) at frequent and irregular intervals, as needed to assist in deterring, detecting or thwarting an attack.
- 3.3.8. Consider manning repair lockers. Be prepared to man one repair locker on short notice. Ensure adequate lines of communication are established with damage control central or equivalent location.
- 3.3.9. If a threat of swimmer attack exists, activate an anti-swimmer watch.
- 3.3.10. Review individual actions in FPCON Delta for implementation.

3.4. Aviation Facility FPCON Charlie Measures

- 3.4.1. Brief all personnel on the increased threat.
- 3.4.2. Inform local police of increased threat.
- 3.4.3. Coordinate with the local police on any precautionary measures taken outside the airfield's perimeters.
- 3.4.4. Implement appropriate flying countermeasures specified in SOPs when directed by air traffic controllers.
- 3.4.5. Inspect all vehicles and buildings on a regular basis.
- 3.4.6. Detail additional guard to be on call at short notice and consider augmenting firefighting details.
- 3.4.7. Carry out random patrols within the airfield perimeter and maintain continuous observation of approach and overshoot areas.
- 3.4.8. Reduce flying to essential operational flights only. Cease circuit flying if appropriate.
- 3.4.9. Escort all visitors.
- 3.4.10. Close relief landing grounds where appropriate.
- 3.4.11. Check airfield diversion state.
- 3.4.12. Be prepared to react to requests for assistance.
- 3.4.13. Provide troops to assist local police in searching for terrorists on approaches outside the perimeter of military airfields.

3.5. Deployed Unit FPCON Charlie Measures

- 3.5.1. Units will not deploy/travel into an area at FPCON Charlie or above unless the mission is deemed essential.
- 3.5.2. Units deploying to an area at FPCON Charlie will deploy with military police or other elements trained in terrorism counteraction.
- 3.5.3. Implement a two-vehicle rule for all vehicles exiting secured areas.
- 3.5.4. Put reaction force on 15-minute standby.
- 3.5.5. Provide ammunition for all armed personnel. Load weapons at the commander's discretion.
- 3.5.6. Request host nation law enforcement/ security forces to augment/reinforce security forces.

- 3.5.7. Request host nation law enforcement to provide additional security for vehicles traveling away from the deployment site.
- 3.5.8. Conduct identity checks of all personnel entering the deployment site. Conduct detailed vehicle inspections (trunk, undercarriage, glove boxes, etc.) of all vehicles and interior inspections of all containers and packages.
- 3.5.9. Implement centralized parking for all vehicles. Park vehicles at least 100 meters away from sensitive areas. Implement a shuttle service if required.
- 3.5.10. If available, employ antiterrorism security devices, including ground surveillance radar, bomb detection devices, thermal imaging systems, etc.
- 3.5.11. Based on the threat, construct blast/defensive bunkers/positions to protect personnel in threatened areas.
- 3.5.12. Cancel all official social events. Advise all personnel to severely limit social activities. Place all high-risk areas off limits.
- 3.5.13. Cancel unit liberty.

3.6. Traveler FPCON Charlie Measures

- 3.7. Determine the nature of the imminent threat.
- 3.8. Individuals will not travel into an area at FPCON Charlie or above unless the mission is deemed essential. If an area is placed at FPCON Charlie, contact your commands to determine if they are considering withdrawing you or your party.
- 3.9. Security personnel, trained in terrorism counteraction, will accompany large or high-risk groups traveling to an area at FPCON Charlie.
- 3.10. Coordinate with host nation law enforcement/ military to provide security when traveling away from secured areas. Request host nation law enforcement and/or security forces provide and/or reinforce your protection detail.
- 3.11. Conduct daily telephone liaison with embassies regional security officers and/or nearest security agency/elements, and/or local host nation security elements and home station.
- 3.12. Treat all mail packages as potential bombs. Conduct limited inspections for explosive or incendiary devices, or other dangerous items.
- 3.13. Cancel all official social events. Severely limit social activities. Do not visit high-risk areas.
- 3.14. Liberty and/or passes are cancelled.

4. FPCON Delta Measures

4.1. Basic FPCON Delta Measures

- 4.1.1. Continue, or introduce, all measures listed for FPCONs Bravo and Charlie.
- 4.1.2. Augment guards as necessary.
- 4.1.3. Identify all vehicles in operational or mission-support areas.
- 4.1.4. Search all vehicles and their contents before allowing entrance to the installation.
- 4.1.5. Control access and implement positive identification of all personnel--no exceptions.

- 4.1.6. Search all suitcases, briefcases, packages, etc., brought into the installation.
- 4.1.7. Control access to all areas under the jurisdiction of the United States.
- 4.1.8. Make frequent checks of the exterior of buildings and of parking areas.
- 4.1.9. Minimize all administrative journeys and visits.
- 4.1.10. Coordinate the possible closing of public and military roads and facilities with local authorities.
- 4.2. Shipboard FPCON Delta Measures
 - 4.2.1. Maintain appropriate FPCON ALFA, Bravo, and Charlie measures.
 - 4.2.2. Permit only necessary personnel topside.
 - 4.2.3. If possible, cancel port visit and get underway.
 - 4.2.4. Employ all necessary weaponry to defend against attack.
- 4.3. Noncombatant Shipboard FPCON Delta Measures
 - 4.3.1. Maintain appropriate FPCON ALFA, Bravo, and Charlie measures.
 - 4.3.2. If possible, cancel port visit and get underway.
 - 4.3.3. Employ all necessary weaponry to defend against attack.
- 4.4. Aviation Facility FPCON Delta Measures
 - 4.4.1. Brief all personnel on the very high levels of threat.
 - 4.4.2. Inform local police of the increased threat.
 - 4.4.3. Cease all flying except for specifically authorized operational sorties.
 - 4.4.4. Implement, if necessary, appropriate flying countermeasures.
 - 4.4.5. Be prepared to accept aircraft diverted from other stations.
 - 4.4.6. Be prepared to deploy light aircraft and helicopters for surveillance tasks or to move internal security forces.
 - 4.4.7. Close military roads allowing access to the airbase.
- 4.5. Deployed Unit FPCON Delta Measures
 - 4.5.1. Move personnel to blast/defensive bunkers.
 - 4.5.2. As feasible, arm all available personnel.
 - 4.5.3. Augment guard forces to ensure positive control and fires over the entire deployment site.
 - 4.5.4. Frequently inspect outlying areas or exteriors of facilities and parking areas.
- 4.6. Traveler FPCON Delta Measures
- 4.7. Move to a protected area.
- 4.8. Treat all unidentified vehicles & containers as potential bombs.

- 4.9. Minimize, cancel or delay all non-essential movement.
- 4.10. Conduct hourly telephone liaison with embassy regional security officer or nearest U.S. security agency/element, and/or local host nation security elements and home station.
- 4.11. Cancel all social activities.

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APPENDIX 3

ANTITERRORIST AND FORCE PROTECTION CHECKLIST

1. **Combating Terrorism Checklist for Commanders.** This checklist is provided to assist commanders perform an initial self-diagnosis of the organization's combating terrorism and/or antiterrorism programs.
 - 1.1. What sources of threat intelligence or other threat information are available? (C2/CI)
 - 1.2. Does the CTF exchange information with local enforcement agencies? (C3/PMO)
 - 1.3. Has a threat vulnerability analysis been conducted? When? (C3/CI/Engineer)
 - 1.4. Was an effort made to correct deficiencies noted? C3/Engineer/C4)
 - 1.5. Is there an installation threat committee or physical security council? Who chairs it? (Membership, duties/responsibilities?)
 - 1.6. Who sits on it? How often does it meet? (COS/SSEC/DepCCTF/C3)
 - 1.7. Has an installation threat statement been developed? If so, what critical facilities have been identified? What additional protection has been specified for these facilities? (C3)
 - 1.8. Is there an Operations Security (OPSEC) committee? (DepCCTF/C3) (SAME)
 - 1.9. Has an Essential Elements of Friendly Information (EEFI) list been developed and distributed to all installation personnel? (Dep CCTF/Directorates)
 - 1.10. Are there personnel who require a personal security detail assigned? (C3/Military Police/CI)
 - 1.11. Do Very Important People (VIP) drivers receive training in evasive driving? (C4/C3)
 - 1.12. Is there a program to educate and increase the awareness of the general installation population with regard to the threat? (PA/C3/CI)
 - 1.13. Is there a physical security plan? What intrusion detection, lighting, and barrier systems does it include? Does it contain a list of mission
 - 1.14. Essential vulnerable areas? (C3/Engineer)
 - 1.15. Is there a crisis management operation plan? Who developed it? (COS/DepCCTF/C3)
 - 1.16. Does the crisis operation plan address the following issues
 - 1.16.1. Threat levels?
 - 1.16.2. Enhancement of security?
 - 1.16.3. Decision making authority?
 - 1.16.4. Coordination with other national and local law enforcement agencies?
 - 1.16.5. Establishment of communications nets?
 - 1.16.6. Activation of required resources?
 - 1.16.7. Reporting and notification to higher headquarters and other appropriate agencies?

1.16.8. Public affairs and community relations?

1.16.9. Use of internal and external "think tank" resources for planning, training, and exercising the plan?

1.16.10. Preparation for prolonged incidents? (Definition?)

1.16.11. Preparation of an After Action Report?

1.17. Is the plan reviewed periodically? Is it exercised? (COS/SSEC/J3)

1.18. Is there a crisis management team? How is it organized? How does it train? How is it evaluated? When was it last evaluated? (COS/SSEC/C3)

1.19. Is there a crisis management force? How is it organized? How does it train? How is it evaluated? Who is in charge? (PM/C3/Security Police/Security Forces/Security Officer)

1.20. Does the installation have a dedicated facility adjacent to or separately secured within the main administration building that can act as a crisis management center, emergency operations center, etc.? Where is the facility located? How is it activated? Who makes decisions? What communications capabilities are installed in the facility? (COS/SSEC/C3)

1.21. Is there a copy of the current CTF memorandum of understanding on authority and jurisdiction available? Are there copies of other documents outlining CTF policies and procedures to be followed in the event of emergencies on the installation or facility? (Legal Officer).

1.22. Under what authorities can access to the facility or installation be restricted? What means exist to enforce such restrictions? (Legal Officer/C3 /Engineer).

2. General Guidance for Individual Protective Measures. Guidance for protective measures may include:

2.1. Overcome Routine,

2.1.1. Vary your route to and from work, and the time you arrive and leave.

2.1.2. Exercise on a varying schedule, using different routes and distances, and not alone.

2.1.3. Avoid routines (times and locations) for shopping, lunch, etc.

2.1.4. Do not divulge family or personnel information to strangers.

2.1.5. Enter and exit buildings through different doors if possible.

2.2. Maintain a Low Profile. CTF personnel and contractors should dress and behave in public in a manner consistent with local customs.

2.3. Be sensitive to changes in the security atmosphere.

2.3.1. Be alert for surveillance attempts, or suspicious persons or activities, and report them to the proper authorities.

2.3.2. Watch for unexplained absences of local civilians as an early warning of possible terrorist actions.

2.3.3. Avoid public disputes or confrontations. Report any trouble to the proper authorities.

2.3.4. Do not divulge your home address, phone number, or family information.

2.3.5. Be prepared for unexpected events

i. Know how to use the local phone system. Always carry telephone change.

- ii. Know the locations of civilian police, military police, government agencies, friendly embassies, and other safe locations where you can find refuge or assistance.
- iii. Know certain key phrases in the local language. Such phrases as
 - iii-i. "I need a policeman."
 - iii-ii. "Take me to a doctor."
 - iii-iii. "Where is the hospital?"
 - iii-iv. "Where is the police station?"
- iv. Set up simple signal systems that can alert associates that there is danger. Do not share this information with anyone not involved in the signal system.

3. **Crisis Management Plan Checklist.** The following checklist identifies items that should be considered for inclusion in the crisis management plan prepared for each unit, activity, installation, or organization as appropriate.

3.1. Intelligence.

- 3.1.1. Does the plan allow for the intelligence gathering process collection, evaluation, and dissemination of information to aid in the identification of the local threat?
- 3.1.2. Does the plan consider restrictions placed on the collection and storage of information?
- 3.1.3. Does the plan indicate an awareness of sources of information for the intelligence gathering effort; e.g. military intelligence, government agencies, and local authorities?
- 3.1.4. Does the plan allow for liaison and coordination of information: e.g., establishing a threat committee?

3.2. Threat Analysis.

- 3.2.1. Does plan identify the local threat (immediate and long term)?
- 3.2.2. Does the plan identify other threats; e.g. national and international groups who have targeted or might target CTF installations?
- 3.2.3. Does the installation incorporate factors of the installation vulnerability determining system when assessing the threat? Does it address:
 - i. Geography of the area concerned?
 - ii. Law enforcement resources?
 - iii. Population factors?
 - iv. Communications capabilities?
 - v. Does the plan establish a priority of identified weakness and vulnerabilities?

3.3. Security Countermeasures

- 3.3.1. Does the plan have specified FPCONS and recommended actions?
- 3.3.2. Do security countermeasures include a combination of physical operations and sound-blanketing security measures?

3.4. Operations Security

3.4.1. Have procedures been established that prevent terrorists from readily obtaining information about plans and operations; e.g. not publishing the CCTF's itinerary, safeguarding classified material, etc.?

3.4.2. Does the plan allow for in-depth coordination with the installation's OPSEC program?

3.4.3. Has an OPSEC annex been included in the contingency plan?

3.5. Personnel Security

3.5.1. Has an education process been started that identifies threats to vulnerable personnel?

3.5.2. Has the threat analysis identified individuals vulnerable to terrorist attack?

3.6. Physical Security

3.6.1. Are special threat plans and physical security plans mutually supportive?

3.6.2. Do security measures establish obstacles to terrorist activity; e.g. guards, Affected/Host nation forces, lighting, fencing?

3.6.3. Does the physical security officer assist in the threat analysis and corrective action?

3.6.4. Is there obvious command interest in physical security?

3.6.5. Does the installation have and maintain detection systems and an appropriate assessment capability?

3.7. Security Structure

3.7.1. Does the plan indicate who has primary investigative responsibility?

3.7.2. Has coordination with the staff judge advocate been established?

3.7.3. Does the plan allow for close cooperation between principal agents of the military, civilian, and host nation communities and agencies?

3.7.4. Does the plan clearly indicate parameters for the use of force including the briefing of any elements augmenting military police assets?

3.7.5. Is there a mutual understanding between all local agencies that might be involved in a terrorist incident on the installation regarding authority, jurisdiction, and possible interaction?

3.8. Operations Center Training

3.8.1. Has the operational command and coordination center been established and exercised?

3.8.2. Is the center based on the needs of the JTF while recognizing the manpower limitations, resource availability, equipment and command

3.8.3. Does the plan include a location for the operations center?

3.8.4. Does the plan designate alternate locations for the operations center?

3.8.5. Does the plan allow for the use of visual aids e.g. chalkboards, maps with overlays, bulletin boards to provide situation status reports and countermeasures?

3.8.6. Does the plan create and designate a location for a media center?

3.8.7. Have the operations center and media center been activated together for training?

3.8.8. Does the operations center have SON covering communications and reports to higher headquarters?

3.9. Reaction Force Training

- 3.9.1. Has the force been briefed on laws and policies governing the use of force and the use of deadly force in the protection of CTF personnel, facilities, and material?
- 3.9.2. Has the force been trained and exercised under realistic conditions?
- 3.9.3. Has corrective action been applied to shortcomings and/or deficiencies?
- 3.9.4. Has the reaction force been formed and mission□specific trained (building entry and techniques, vehicle assault, anti-sniper techniques, equipment)?
- 3.9.5. Has the reaction force been tested on a regular basis?
- 3.9.6. Has responsibility been fixed for the negotiation team? Has the negotiation team been trained and exercised under realistic conditions?
- 3.9.7. Does the negotiation team have the proper equipment?

3.10. General Observations

- 3.10.1. Was the plan developed as a coordinated staff effort?
- 3.10.2. Does the plan outline reporting requirements?
- 3.10.3. Does the plan address controlled presence of the media?
- 3.10.4. Does the plan include communications procedures and communications nets?
- 3.10.5. Does the plan consider the need for interpreters?
- 3.10.6. Does the plan consider the need for a list of personnel with various foreign backgrounds to provide cultural intelligence on foreign subjects and victims, as well as to assist with any negotiation effort?
- 3.10.7. Does the plan provide for and identify units that will augment military police assets?
- 3.10.8. Does the plan delineate specific tasking(s) for each member of the operations center?
- 3.10.9. Does the plan provide for a response for each phase of antiterrorism activity e.g., initial response, negotiation, assault?
- 3.10.10. Does the plan designate service support requirements?
- 3.10.11. Does the plan provide for explosive ordnance disposal support?
- 3.10.12. Does the plan take into consideration the movement from various locations to include commercial airports, of civilian and military advisory personnel?
- 3.10.13. Does the plan allow for the purchase and/or use of civilian vehicles, supplies, food, etc.?
- 3.10.14. Does the plan take into consideration the messing, billeting and transportation of civilian personnel?

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Annex D

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR - TOXIC INDUSTRIAL MATERIAL (CBRN - TIM) DEFENSE

1. Purpose

CBRN refers to Chemical, Biological, Radiological and Nuclear weapons. The term CBRN is an alternative to NBC (Nuclear, Biological, and Chemical) acronym in many countries. TIM, or Toxic Industrial Materials, refers to any substance that in a given quantity produces a toxic/harmful effect in exposed personnel through inhalation, ingestion, or absorption or other physical contact.

- 1.1. To ensure the Commander, CTF (CCTF) and staff are able to make appropriate risk-based decisions concerning CBRN-TIM force protection actions and mission requirements. This annex describes the rationale and objectives for CBRN-TIM protection, threats, and recommends procedures for achieving the needed protection.
- 1.2. To assist the CCTF in identifying CBRN-TIM threats that could impact the mission, and provide options to protect the forces from these effects. This annex addresses the use of CBRN-TIM by a hostile force (terrorists, conventional military force, etc.).

2. Scope

- 2.1. This annex is focused upon the force protection actions and required changes in the character of operations that CBRN-TIM may impose on CTF forces and multinational organizations.
- 2.2. This annex includes the CBRN-TIM assessment process, prevention, and an overview of mitigation and response. This Annex does NOT address Consequence Management (actions taken to maintain or restore essential services and manage and mitigate problems resulting from disasters and catastrophes, including natural, manmade, or terrorist incidents) which is a primary mission area for the CTF command. [Refer to: Part D, Chapter 1: CBRN-TIM Consequence Management.](#)
- 2.3. [Refer to Part C, Chapter 8: CBRN-Tim Defense Special Staff](#) for the recommended CBRN-TIM Defense Special Staff for a CTF headquarters and their respective roles and responsibilities.

3. **How to Use This Annex.** This Annex is designed to serve as a tool to support command decisions concerning CBRN-TIM threats. General facts and references are in the main Annex while corresponding details are in the appendices and tabs to this Annex.

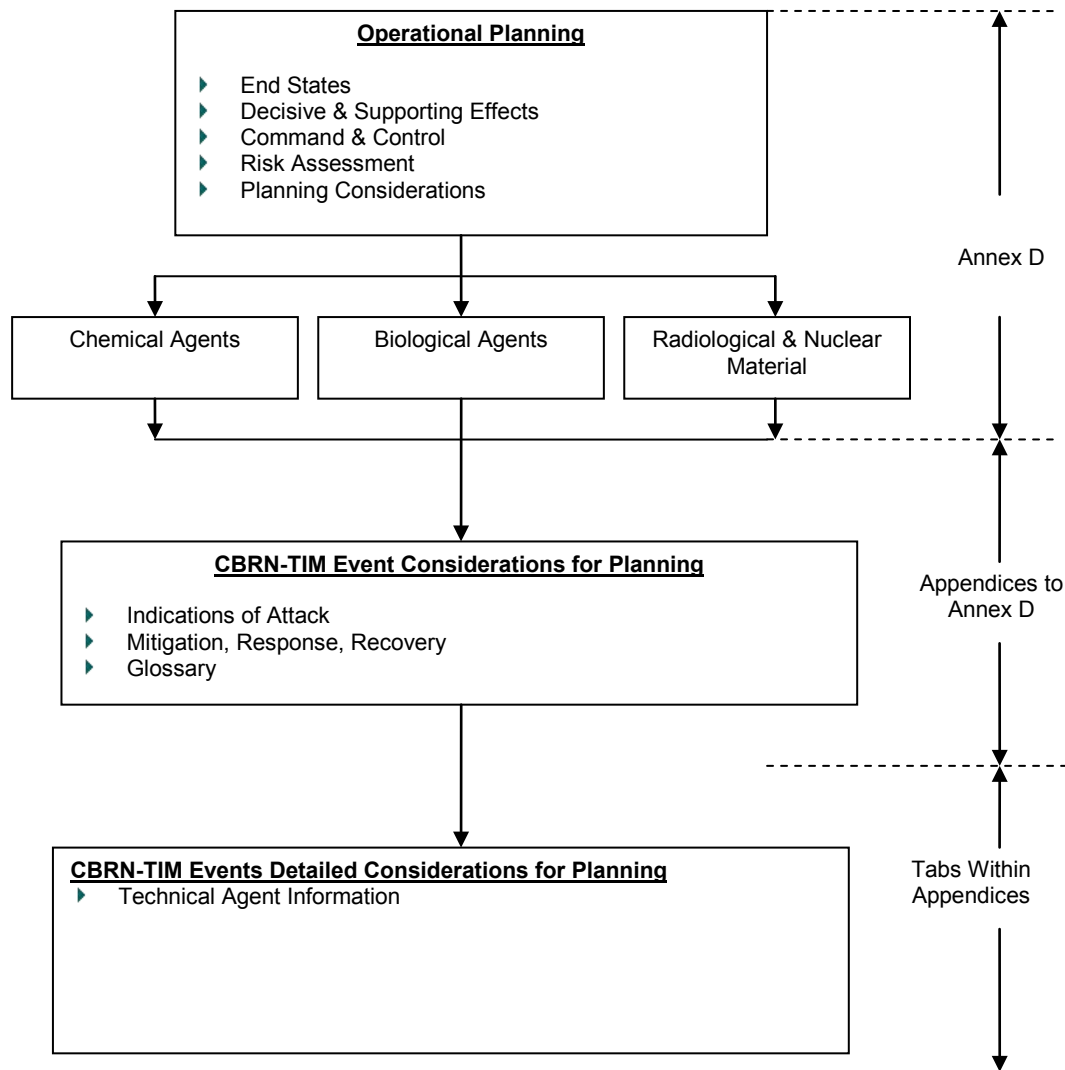


Figure C-9-D.1: Annex Functional Flowchart

4. Operational End States.

4.1. Relative to the CTF mission and CBRN-TIM threats

- 4.1.1. The CTF is capable of addressing CBRN-TIM threats with no significant impact on mission execution; or
- 4.1.2. CTF planning and operations are adjusted to mitigate CBRN-TIM risks, and the CCTF acknowledges the CBRN-TIM risks in executing the mission; or
- 4.1.3. CCTF recommends the mission be redefined based on the assessed CBRN-TIM threat and the means available to mitigate the threat to CTF forces and multinational participants.

4.2. Relative to personnel

- 4.2.1. CCTF is ready to mitigate CBRN-TIM threats to an acceptable level of risk and in accordance with the stated policies of participating nations.

4.2.2. CCTF determines CBRN-TIM risks that cannot be mitigated and plans CTF operations in accordance with the stated policies of participating nations.

5. CBRN-TIM Incident Cycle

5.1. The CBRN-TIM defense concepts of operations model is based on a relationship between the following conceptual aspects of a CBRN-TIM incident: Situation, Hazard, Event, Damage, and Impact. The concept defines a logical progression from one to another—the hazard evolves from the situation, the event from the hazard, and damage and impact are results of the event. This logical progression of hazards emerging from the situation to ultimately having impact is referred to as the CBRN-TIM Incident Cycle, as shown in Figure C-9-D.2 where:



Figure C-9-D.2: CBRN-TIM Incident Cycle NOTES to Figure C-9-D-2:

Situation is characterized by the force and the capabilities that are available to accomplish a mission.

Hazard is defined as a natural or manmade phenomenon that has the potential to adversely affect human health, property, activity, and/or environment.

Event is defined as the realization or delivery of a hazard at a defined location(s) in time-space with respect to a targeted unit or analysis area.

Damage is generally defined as harm or injury impairing the value or usefulness of something, or the health or normal function of persons. For the purpose of this document, damage will be more specifically defined as the aggregate of the casualty or personnel loss of the force in terms of increased morbidity and mortality (the number of estimated casualties and fatalities).

Impact is a judgment or assessment of the effects of damage upon the force's mission or capabilities

6. **Effective CBRN-TIM defense** involves adequately intervening in the transitions between the states of Situation, Hazard, Event, and Damage so as to mitigate the impact of the CBRN-TIM incident. Most CBRN-TIM incidents involve multiple interventions, and the execution of some interventions may be concurrent. Impact assessment consists of an estimate of the damage from an event, modified by the organic capabilities within the force to operationally manage the risk from hazards; prevent the event; mitigate the damage; and respond to the damage. Reducing the impact of a CBRN-TIM incident requires enhancement or development of these capabilities.

7. **Interventions.** Interventions are defined as follows:

7.1. **Risk Assessment:** Risk Assessment activities include the analysis of potential CBRN-TIM incident cycles based on the identification of hazards in the Area of Operations (AO) including CBRN-TIM threats. These activities include decisions concerning the strategic and operational mix of required capabilities.

- 7.2. Prevention: Prevention activities are undertaken prior to the event. These activities prevent the delivery or release of the hazard and/or prevent the consequences of the event. WMD elimination activities, interdiction of the use of WMD, and counter-proliferation activities are examples of Prevention interventions.
- 7.3. Mitigation: Mitigation activities are undertaken before and/or after the event occurs. These activities prevent, eliminate, or reduce the impact of a CBRN-TIM incident. Examples of mitigation include medical protection, physical protection, and restriction of movement.
- 7.4. Response: Response activities are undertaken after the damage occurs. These activities prevent, eliminate, or reduce the impact of the damage from a CBRN-TIM incident. Examples of response include combat casualty care and medical evacuation.
- 7.5. Recovery: Recovery activities are undertaken after the impact of the incident is realized. These activities restore full operational capability. A change in capabilities realized during the Recovery intervention results in a Situation state with different characteristics than the initial Situation state.
8. **Risk Assessment.** The CBRN-TIM Risk Assessment process consists of a methodical, disciplined process of defining the operational situation, potential hazards, possible events and estimating the resulting damage and impact of those events. For those events that are both likely and/or high in impact, contingency plans outlining the measures necessary to minimize the impact will be developed. Risk assessment involves the following:
- 8.1. Analysis of situation. In the CBRN-TIM Incident Cycle, the Situation state is characterized by the attributes of the following:
- 8.1.1. The population. Must specify all of the relevant populations such as: coalition forces; contract support; host nation support; NGOs, IOs, humanitarian organizations, and the ICRC. The population may be dynamic in different operational phases of a mission, and the values of its attributes may vary significantly in that case. The attributes of the population are as follows:
- i. Count (the number of people)
 - ii. Locations
 - iii. Size of the physical area (covered by the population)
 - iv. Changes in the location and density of personnel in the Population at Risk (PAR)
- 8.1.2. CTF-Forces.
- i. Units
 - ii. Locations
 - iii. Vulnerabilities
- 8.1.3. The CBRN-TIM capabilities that the force can apply to accomplish its mission.
- 8.1.4. Physical Environment
- i. Terrain
 - ii. Climate
 - iii. Local Weather
- 8.2. Analysis of hazards. Hazards are analyzed by their effect on:
- 8.2.1. Population:
- 8.2.2. Lethality: The ability of an agent to cause death without treatment.

8.2.3. Morbidity: The severity and duration of health effects.

8.2.4. Effective Dose: Quantity of the agent required to infect or intoxicate an exposed individual.

8.2.5. Toxicity: The speed with an effective dose causes lethality and morbidity.

8.2.6. Communicability: The ability of the agent to cause secondary cases.

8.2.7. Persistence: The period during which the agent remains a hazard to personnel or equipment

8.2.8. Acute exposure: Exposure during a short period.

8.2.9. Chronic exposure: Repeated exposure over a longer period. For those agents that cannot be easily cleared or metabolized by the body, chronic exposure may be additive toward an effective dose.

8.2.10. Long term health effects: Ability of an agent to cause lethality or morbidity over time periods exceeding mission duration.

8.3. Operations:

8.4. Analysis of Event. All events, regardless of their nature, can be defined in terms of specific attributes that describe the event and facilitate comparison between events. These attributes are:

8.4.1. Target Unit: An entity that is affected by the event and defined in terms of its population, operational area, and population distribution.

8.4.2. Attack: Exposure of a target unit to a quantity of CBRN-TIM hazard delivered by a specific means.

8.4.3. Onset (of the event): Presentation of the event in time. Sudden onset events include those with onsets lasting seconds to hours; gradual onset events have an onset over days to weeks; delayed onset events occur some time after the discovery of the likelihood that the hazard will become realized.

8.4.4. Duration: The length of time of events, which may be brief, short, intermediate, or prolonged. Events of brief duration last only seconds to minutes (and correspond usually to a sudden mode of onset); short duration events continue in some form, for hours to days. Intermediate duration events (such as epidemics and toxic contamination) may last days to weeks. Events that last for prolonged periods include epidemics, nuclear/radiological contamination, etc.

8.4.5. Type: CBRN-TIM events are considered intentional or unintentional events and are further subtyped into the following categories.

8.5. Targets. Potential targets for a CBRN-TIM attack include military and civilian personnel and infrastructure.

8.6. CBRN-TIM Distribution Systems.

8.6.1. Evaluate enemy's dispersal/delivery capabilities.

8.6.2. Evaluate key TIM locations and vulnerabilities.

8.7. Analysis of Event. All events, regardless of their nature, can be described in terms of specific characteristics of the damage that allows comparison between events. These characteristics are:

8.7.1. Effect: types of effects are described as casualties, asset degradation, and terrain denial.

8.7.2. Magnitude: Number of casualties, area denied, and physical destruction.

8.7.3. Onset & Duration of Event: Onset of the damage refers to the time interval between the attack (the release of the agent) and the manifestation of the effects. The length of time the hazard persists is the duration.

9. **Estimate of Impact.** Impact is defined in terms of the nature and duration of casualties, terrain denial, and asset degradation with respect to the organic capabilities necessary for the smooth conduct of operations. There are four levels of impact.

9.1. Level I: will cause mission failure

9.2. Level II: may serious impact, mission failure is very likely

9.3. Level III: some impact, may cause mission failure

9.4. Level IV: minimal effect on mission success

10. **Probability Assessment.** The CBRN-TIM risk assessment process is based upon the operational risk management concept in which the mishap probability is integrated with the hazard severity (or impact, as defined above in paragraph 7.5) to provide an overall ranking of risk, as follows. There are four levels of mishap probability.

10.1. Level A: very likely to occur during the operation

10.2. Level B: probably will occur during the operation

10.3. Level C: could occur during the operation

10.4. Level D: unlikely to occur during the operation

11. The overall risk assessment is then determined using the following operational risk matrix:

		Event Probability			
		A	B	C	D
Impact	I	1	1	2	3
	II	1	2	3	4
	III	2	3	4	5
	IV	3	4	5	5

Risk Assessment Matrix

The Risk Assessment Matrix yields an overall “risk assessment code” (RAC):

1. Critical
2. Serious
3. Moderate
4. Minor
5. Negligible

RACs can then be used to prioritize hazards to the CTF. For those threats that yield a RAC of 1 or 2, commanders and planners should either take action to mitigate the impact (I, II, III, or IV) of the potential event and/or to reduce the probability of the event (A, B, C, D) in order to reduce the overall level of risk.

This additional planning should include, at a minimum, the following:

- Protective actions required prior to event (soldiers might be required to carry IPE on them, because onset of event may be too sudden to allow access to stockpiles; training).
- Actions to prevent the event, if possible (placing of security guards, securing facilities, etc)
- Defined mechanism for detection, alarm, and reporting of the event (use of NBC detectors, warning sirens, reconnaissance, etc)
- Immediate protective actions for coalition forces (such as donning protective equipment, evacuation, etc) and appropriate level of MOPP, if applicable.
- Contingency plans to ensure continuity of operations (logistical re-supply, re-location of forces, etc)
- Defined triggers for return to normal operations

Figure C-9-D-3: Risk Assessment Matrix and Planning Considerations

12. Command and Control

12.1. Overview. The CTF CBRN-TIM cell is a component of the CTF Special Staff (when developed) and serves as the subject matter expert and advisor to the CCTF and Staff. The CBRN-TIM Special Staff cell consists of a CBRN-TIM Defense Director and supporting staff with expertise dependent on the threat and situation. If the CTF does not have CBRN trained staff available, the CTF shall request personnel from an appropriate nation's CBRN components/agencies. Reach back support should be exploited to the greatest extent possible. Refer to the CBRN-TIM Defense Special Staff Annex ([Refer to Part C, Chapter 8](#)) for organization, roles and responsibilities, and reporting procedures for the CCTF.

13. CBRN Reporting (Refer to ATP-45 E, version 1, January 2014)

13.1. The Automated Coalition Consequence Management (ACCM) system will be utilized by the CBRN-TIM Special Staff to:

- 13.1.1. Determine and assess the operational effects and impacts of CBRN-TIM hazards on operations.
- 13.1.2. Develop CBRN-TIM plans to include resource allocation and medical support.

13.1.3. Access real time CBRN-TIM data and hazards predictions by making use of, hazard information systems and modeling.

13.2. The CBRN Warning and Reporting System is the primary means of transmitting operational CBRN reports, as outlined in Figure C-9-D.4 below. CBRN Alarms and Warning System should be established at the tactical level, and feed into a CTF Common Operating Picture.

i. Reports. Standardized CBRN-TIM reports are directed following the Reports Matrix (refer to Figure C-9-D.4), and using standard ATP 45(E) formats:

i-i.i. CBRN-TIM Serial Numbers. CTF will assign a five-character code as the strike serial number to each CBRN-TIM event. This system will be promulgated on arrival in the AO and will depend on the composition of the CTF The exact coding will have to be designated early on.

REPORTS MATRIX				
REPORT TITLE	SUBMITTED BY	TRANSMIT TIME	ACTION ADDRESSEE	ADDITIONAL ADDRESSEE
CBRN – 1 (INITIAL)	Observing Unit See Note 1	As Required	CTF C3	Higher Adjacent
CBRN 2 – 6	Subordinate Components	As Required	CTF C3	Adjacent
Chemical Downwind Message Note 2	Subordinate Components	0500 1100 1700 2300	All elements of CTF	Adjacent Subordinate Commands
Effective Downwind Message Note 2	Components	1100 2300	All elements of CTF	Adjacent Subordinate Commands
Note 1 – Initial enemy attack only. Use FLASH precedence and transmit to CTF J3				
Note 2 – Due to differences in local weather data, component weather officers will use local data generated by their weather office to prepare Chemical Downwind Message (CDM) and Effective Downwind Message (EDM). A copy will be transmitted to the CTF J3 with the component CBRN-TIM situation report.				

Figure C-9-D.4: CBRN-TIM Reports Matrix

14. Planning Considerations

14.1. **Importance of Multinational CBRN-TIM Force Protection Planning.** Given current regional and international threat assessments, the CCTF, participating nations in the CTF command, and CTF Component Commanders must place special emphasis on CBRN-TIM force protection planning early on in mission analysis and then continuously throughout the mission. Without adequate threat analysis, risk assessment, contingency planning, and deliberate force protection actions, the impact of even minor CBRN-TIM events could have overwhelming negative impacts on CTF mission execution and participating nation support of the CTF mission - potentially causing total mission failure.

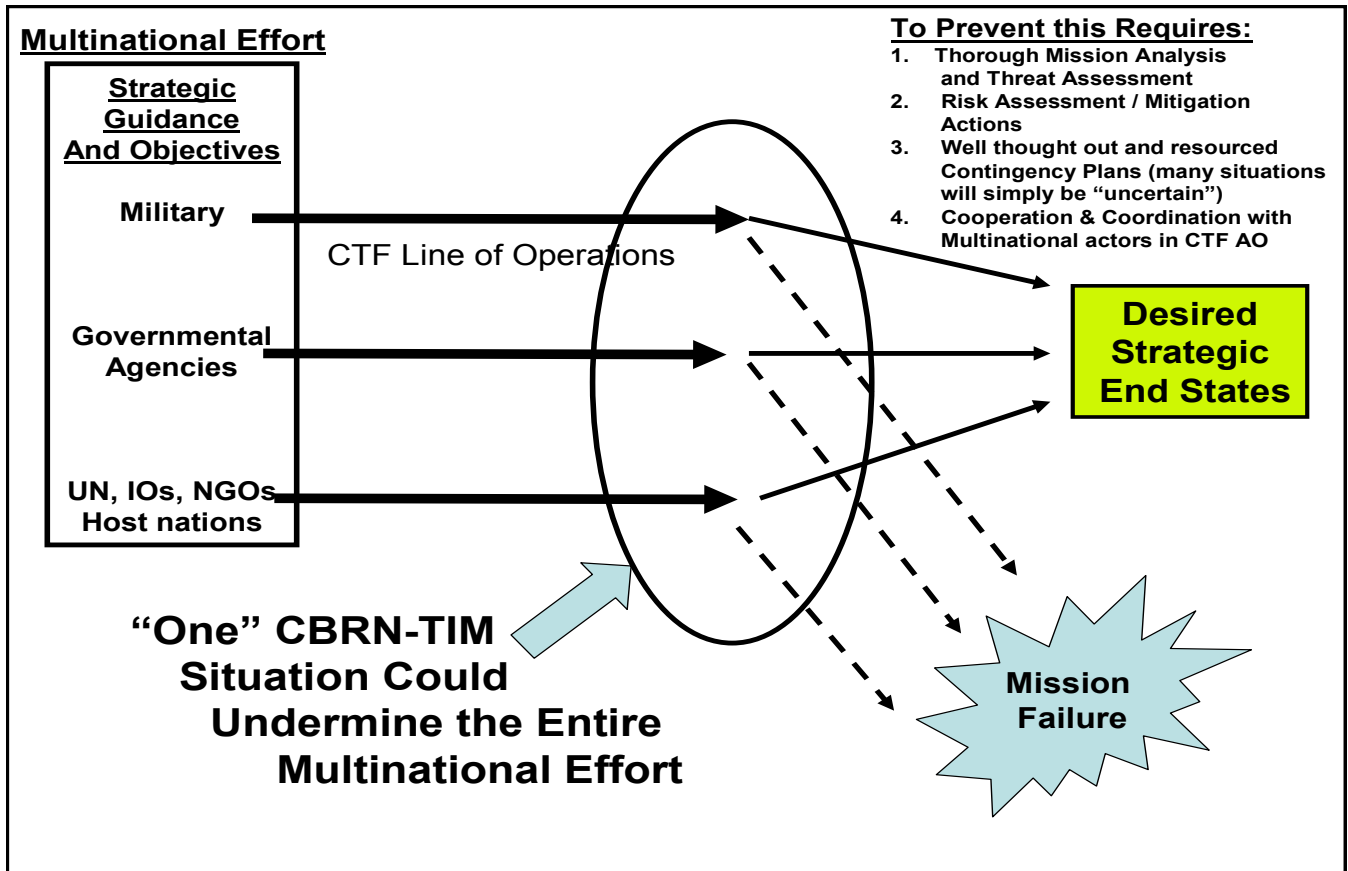


Figure C-9-D.5: Importance of Multinational CBRN-TIM Force Protection Planning

14.2. Potential impacts to mission execution.

14.2.1. CBRN-TIM event effects on people:

- May likely cause local mass panic, impacting economic, physical, and social infrastructure in a wider region, adversely affecting mission execution.
- The psychological impact of exposure to substances that cause long term health effects should not be discounted, e.g., carcinogens, teratogens, etc.

14.2.2. CBRN-TIM event effects on infrastructure.

14.2.3. Deny use of critical facilities and/or transportation systems.

14.2.4. CBRN-TIM events effects on operations.

- Casualties and psychological effects could reduce CTF force and multinational participant capabilities to the point where the mission is impaired or unfeasible.
- Casualties and other effects may redefine the mission to include CBRN-TIM consequence management.
- Casualties may affect public opinion and may likely drive undesirable international consequences, directly impacting the willingness to participate in or be the beneficiary of the operation.
- Could negatively affect host nation support.

- 14.2.5. CBRN-TIM events or threats may escalate conflict, requiring a major shift in responsibilities for command and control of multinational operations, requiring transition planning and coordination (e.g., an UN-led operation transitions to a Lead-Nation operation), and contingency planning of potential situations.

14.3. Challenges of Multinational CBRN-TIM force protection.

- i. Most multinational forces and organizations are not prepared, or possess the necessary capabilities to operate in a CBRN-TIM environment. There may be CBRN-TIM situations in which existing response capabilities inadequately mitigate risk, requiring specialized capabilities or alternative operational concepts.
- 14.3.1. The medical risks of CBRN-TIM exposure are short and long term, and cannot be fully predicted.. This is especially true for long-term health effects.
- 14.3.2. Key stakeholders in the CTF such as: CTF contributing Nations, the UN, International Organizations (IOs), Non-governmental Organizations (NGOs), Host Nation personnel and civilians, and supporting / involved civilians and militaries may not be fully prepared to operate in a CBRN-TIM environment.
- i. Preparing personnel to survive and operate in a CBRN-TIM environment is usually not as simple as giving them a mask or a suit. Real protection involves training and other forms of preparation that usually require time and focus.
 - ii. Inconsistent policies, doctrines, standards (e.g., STANAGs), deliberate plans, and capabilities to survive and operate in a CBRN-TIM environment, as well as gaps in these areas, significantly increase risk in CTF CBRN-TIM planning and execution.
 - iii. Complete baseline environmental hazard information (see Operational Intelligence Preparation of Environment – OIPE) does not exist, and the information that exists may not be readily accessible to CTF planners.
- 14.3.3. CBRN-TIM effects on personnel and equipment, including the persistency of threat agents varies greatly depending on the agent and environmental and operational factors.
- i. CTF forces are capable of operating in some CBRN-TIM environments but may need to adjust their operations to minimize CBRN-TIM risks.
 - ii. There is no single solution for protective equipment against all CBRN-TIMs. Protective clothing and protective posture must be tailored to the actual/anticipated threat agents.

14.4. Developing Mitigation and Response Plans

- 14.4.1. Conduct threat assessment. A broad analysis of all potential CBRN-TIM threats, including both intentional and accidental CBRN-TIM release/use, is required as part of a Risk Assessment.
- 14.4.2. Conduct Operational Risk assessment in accordance with Section 7 of this Annex. What are the risks (consequence and likelihood) to the mission and the multinational participants from CBRN-TIM? Estimate the most significant risks to the mission and prioritize them.
- 14.4.3. Mitigation and Response Plans:
- i. Risk Assessment Code (RAC) 1 or 2 as per Figure C-9-D-3. This is a high-risk CBRN-TIM environment and adjustments to the operational plan in order to decrease the risk/impact of CBRN-TIM are critical to mission accomplishment. It is paramount that such plans be coordinated to the maximum extent possible (given operational security needs) with UN, IOs, NGOs, Host Nation, and other civilian-military elements.
 - ii. RAC 3. Contingency plans should be developed although implementation is at the discretion of the CCTF.
 - iii. RAC 4 or 5. Contingency mitigation and response plans are recommended but not required.

14.4.4. Identify Specific Requirements for CBRN-TIM Force Protection Based upon Threat Assessment: These requirements include forces, subject matter expertise/teams and specialized equipment, training, facilities, CONOPs, Information Management (IM) plan/procedures, CBRN-TIM decision support tools. Ideally, a certification procedure should be established to define personnel and groups prepared to operate in a CBRN-TIM environment.

- i. For uncertain and non-permissive environments, participating nations should provide at least one CBRN-TIM expert to supplement the CTF CBRN-TIM planning team and serve as a liaison.

14.4.5. Identify CBRN-TIM policy and procedural shortfalls. Once identified, these need to be worked through the MNCC and CMOC.

14.5. Policy and procedure shortfalls that may require deliberate decisions to establish interim direction/guidance.

14.5.1. Movement of contaminated/infected or potentially contaminated/infected equipment and personnel. Extreme care needs to be taken to prevent the spread on contamination/infection that could cause further casualties and create panic due to the CBRN-TIM threat.

- i. CTF Participating Nations are likely to have differing national decontamination/cleanliness/verification standards and transportation procedures. At a minimum, the Affected and Host Nation's standards must be adhered to.
- ii. Force flow and Reception, Staging, Onward Movement, Integration. (RSOI) into theater is generally not affected. Arriving forces should use non-contaminated APODS and SPODs to allow the continual reuse of aircraft and ships.

14.5.2. Transload issues (coordination points and handling procedures). A complex operation, the challenges associated with Transload issues would require extensive coordination with affected nations. Mass casualty management. The CTF needs to have policies for managing mass casualties caused by CBRN-TIM. Coordination with the affected nation will be essential to the mass casualty management process. CTF Surgeon develops the triage plan for the CTF. Rules for prioritizing the CTF medical care need to be developed for a mass casualty environment, and procedures are also needed for evacuating people so that they can receive appropriate care, though this is complicated by the potential to spread CBRN-TIM contamination. Evacuation of casualties can spread contamination to clean medical treatment facilities. Therefore, all casualties must be decontaminated as far forward as the situation permits IAW component doctrine. Movement of contaminated and potentially contaminated remains. This is a national-level responsibility in coordination with the affected/host nation. See Mortuary Annex to refer to additional detail

14.5.3. Clinical and environmental sample analysis.

- i. Air transportation (crossing international boundaries, cargo marking/handling issues). Some procedures for international transport of potential CBRN-TIM samples exist, but in other cases, procedures will need to be developed and confirmed with the nations involved.

14.6. CTF operational stages relative to CBRN-TIM defense. The CTF needs to consider five operational stages. The CTF can be activated and execute CBRN-TIM planning within any of these stages. Within each of these stages, the actions to be taken have differing importance. The stages are:

14.6.1. Peacetime Preparation: Likely work done by functional lead countries.

14.6.2. Crisis Action Response Preparation: When preparing to deploy, update previous preparations and choose CONOPs.

14.6.3. Employment in a Permissive Threat Situation - Operations, no CBRN-TIM threats/use: Decide how much risk to accept.

14.6.4. Employment in an Uncertain Threat Situation - Operations under CBRN-TIM threats: Seek to deter, prepare to defeat, and adjust plans.

14.6.5. Employment in an Hostile Threat Situation - Operations after CBRN-TIM use: CM, try to defeat, while seeking deterrence.

Task Category	Importance by Stage*				
	Peace	Preparation	Permissive	Uncertain	Hostile
Assess needs, capabilities	Focus	Focus	Support	Support	Support
Prepare forces	Support	Focus	Support	Support	Support
Deploy capabilities	?	Focus	Support	Support	Support
Secure TIMs		?	Focus	Focus	Focus
Monitor CBRN-TIM			Support	Focus	Focus
Passive defenses			?	Focus	Focus
Active defenses				Support	Focus
Elimination				?	Focus
Care, management of CTF casualties					Focus
Restriction of movement				Support	Focus
Restoration					Focus
Mortuary affairs					Focus
Strategic communications			Support	Support	Focus
Logistics, support	Support	Support	Support	Support	Focus

*Focus: A major concern; Support: A supporting concern.

Figure C-9-D.6: Desired Effects by Operational Stage

14.7. **Restoration.** Hazard mitigation and elimination activities may impact on-going and future military operations, as temporary or permanent loss of access to equipment and facilities may occur.

14.8. **Disengagement.** Disengagement from a CBRN-TIM event, or from the AO, may be complicated following an event because of the contaminated personnel and equipment. Close co-ordination between the strategic and operational levels will be required.

15. **Strategic Communications.** The potential public impact of a CBRN-TIM event cannot be overstated. In most cases, an active Public Affairs posture is adopted, and must be an integral part of operational planning and execution. Public information, evacuation routes, and health education information must all form part of the strategic communications campaign, along with efforts to convince the adversary that CBRN-TIM use is neither acceptable nor legitimate.

16. References

16.1. U.S. Joint Publication 3-07.2, Joint Tactics, Techniques, and Procedures for Antiterrorism, March 1998

16.2. U.S. Joint Publication 3-11, Operations in a Nuclear, Biological and Chemical (NBC) Environment, July 2000.

16.3. U.S. Joint Publication 3-50, Counterproliferation Operations, 2003

16.4. U.S. Joint Publication, Foreign Consequence Management Planning Guide, April 2001.

16.5. U.S. FM 3-11, MCWP 3-37.1, NWP 3-11, AFTTP 3-2.42, Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical Defense Operations, March 2003.

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Appendices:

Appendix 1: Chemical & TIM Threats.

Appendix 2: Biological Threats.

Appendix 3: Radiological and Nuclear Threats.

Appendix 4: Glossary.

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Appendix 1

CHEMICAL AND TIM THREATS

1. **Purpose.** To provide guidance to commanders and specify planning considerations for operations in a potential chemical environment, whether an accidental release of a TIM or a deliberate attack using chemical weapons or the intentional sabotage of an industrial facility. Planners with chemical expertise serving joint staffs must maintain close working relationships with other staff planners with particular regard to operations, logistics, and medical planning efforts. Pre-incident planning is critical to successful chemical defensive operations.
2. **Scope.** This appendix outlines procedures, and defensive conditions the CTF should consider when planning or conducting operations.
3. **Indications of a Chemical Attack**
 - 3.1. Unusual dead or dying animals.
 - 3.1.1. Numerous and various dead animals (domestic and wild; small and large).
 - 3.1.2. Lack of insects, or dead insects on ground or near water surfaces.
 - 3.1.3. If near water – dead fish and aquatic birds.
 - 3.2. Unexpected casualties
 - 3.2.1. Multiple victims.
 - 3.2.2. Miosis (pinpointed pupils), runny eyes and nose, nausea, disorientation, difficulty breathing, or convulsions.
 - 3.2.3. Skin blisters or rashes.
 - 3.2.4. Definite casualty patterns associated with agent dispersal (line source, single point, and wind direction).
 - 3.2.5. Illnesses associated with enclosed areas and not open areas.
 - 3.3. Unusual liquid, spray or vapor
 - 3.3.1. Droplets, oily film (with no recent rain).
 - 3.3.2. Unexplained odor – newly mown grass, or bitter almond and peach seeds.
 - 3.3.3. Low-lying clouds and fog unrelated to weather.
 - 3.4. Suspicious devices and packages
 - 3.4.1. Unusual metal debris.
 - 3.4.2. Abandoned spray devices.
 - 3.4.3. Unexplained munitions.
 - 3.5. Alarms or positive indications from chemical detection devices.
4. **Mitigation.** The prioritization for CTF mitigation is personnel, equipment/facilities, and terrain. When available, decontamination agents will be used; some other expedient measures are described below.

- 4.1. Personnel: The initial need is to provide decontamination to the affected personnel. Physical removal of suspected agent must be performed as soon as possible to minimize adverse effects. Application of high volume, low water pressure, water using a fire truck and a fog nozzle is a practical method to perform field decontamination.
- 4.2. Equipment and facilities: Immediate mitigation is provided by operators wearing protective clothing to operate the equipment and occupy the facilities. This entails the application of water/soap and water/bleach solutions to provide a quick decontamination of the equipment and facilities. The quick solution is not a completely safe solution and protective clothing will be required to operate the equipment and occupy the facilities.
 - 4.2.1. In order to operate equipment safely without protective clothing, thorough decontamination and equipment replacement are two options available for the CTF Commander to consider.
- 4.3. Terrain: Natural weathering is the primary method to reduce terrain contamination. For spot applications, soap and water or bleach solutions may be used. Long term terrain decontamination is a function of consequence management.

5. Response.

- 5.1. Use of hazardous materials (HAZMAT protective equipment, and breathing apparatus, including self-contained breathing apparatus (SCBAs) may be required in some situations due to limitations of common military protective equipment. Protective clothing needs to be tailored to the mission and the properties of the chemical hazards.
 - 5.2. Assume that all personnel and property have been potentially contaminated within the release area. Mark actual or suspected contaminated areas clearly.
 - 5.3. Be alert for secondary devices that may be initiated after first responders have arrived on scene, either by booby traps or remotely triggered.
-

6. Chemical and TIM Planning Considerations

- 6.1. Especially in regard to TIMs, the CBRN Defense staff should have identified all potential locations and patterns of distribution prior to commitment of the force and made recommendations to the CCTF on whether the CTF needs to enhance security at any of these facilities.
- 6.2. Detection.
 - 6.2.1. Medical surveillance. Unusual symptoms and/or unusually high numbers of medical cases may be indicative of chemical attacks or TIMs exposure.
 - 6.2.2. Chemical detectors and sensors. Optimal placement and use of these devices must be carefully planned to best mitigate chemical risk to forces. Detection of chemical weapons is usually prompt, while TIMs detection may be more problematic without specialized equipment not typically assigned to deployed military forces. Sensors are designed to notify the presence of high levels (effective dose in an acute exposure) of chemical agents and some types of TIMs. Sensors may not notify of low level contamination by chemical agents and TIMs.
 - 6.2.3. Environmental surveillance. If military forces properly use CW detection equipment, the likelihood of an initial detection via environmental surveillance is high. However, the signs and symptoms of chemical exposure in CTF forces may likely be the initial indication of chemical agents. In addition, the sudden appearance of large numbers of sick or dead animals may be indicative of chemical agents.
- 6.3. Identification. With this information, the CCTF can initiate a limited set of responses (e.g. increasing the Force Protection Condition levels). Identification of suspected chemical agents is ideally conducted locally if appropriate assets are available. This allows for more rapid decision making. If appropriate technical/medical means are available, samples may be taken, transported to laboratories in other locations, and analyzed in order to confirm identity of suspected agent. Transport and analysis of suspected chemical agents out of theater will normally take a significant amount of time. In that case, decisions will need to be made based on incomplete or imperfect information.

6.4. Confirmation. Confirmation allows commanders to maintain, increase or decrease protective measures. In general, field sampling provides presumptive analysis. Samples must be sent to certified laboratories in order to receive confirmatory analysis. Close coordination with strategic commanders and relevant stakeholders regarding the movement and sharing of samples amongst coalition partners is required.

6.5. Assessment. Once a Chemical event is detected, Key questions to be asked in the assessment phase include, but are not limited to:

6.5.1. HAZARD

- i. What is the presumptive/confirmed chemical agent? Is the agent presumed to be TIMs or traditional chemical warfare agents?
 - i-i. What are the physical characteristics of the agent? Liquid or vapor at point of dissemination? Heavier or lighter than air? Persistent or readily evaporated to biologically insignificant levels in a fairly short period of time?
- ii. What tests and assessments have been done to determine the agents, i.e., what confidence do we have that the event is not the result of more than one chemical agent?
- iii. Do signs and symptoms in CTF forces correlate to detector indications?
- iv. With persistent agents, who has been in the area since the agent was released?

6.5.2. EVENT

- i. Is the event presumed to be the result of a deliberate attack or an accidental release?
- ii. What areas are estimated to be contaminated with agent and how readily will this agent naturally degrade or dilute to biologically insignificant levels?
- iii. How many CTF forces were affected?
- iv. Who was in the area when the release took place and who is estimated to have been exposed to the agent?
- v. When was the event estimated to have taken place?

6.5.3. DAMAGE

- i. What is the range of physical or psychological effects of the confirmed or suspected chemical agent?
- ii. What are the collateral effects on the operational environment?
- iii. What scale of response will be required?
- iv. What Individual Protective Equipment is effective against the confirmed or suspected chemical agent and does the CTF have sufficient amounts of these protective equipments available?
- v. How long is this Individual Protective Equipment estimated to provide adequate protection against the agent (Protective suit service life? Breakthrough time for respirator cartridges?)
- vi. How long can CTF forces remain in Individual Protective Equipment in the ambient environment?

6.5.4. Estimate the IMPACT on the mission.

- i. Will the mission be interrupted for some period of time?
- ii. Can the mission be accomplished in a manner which mitigates the effects of the chemical agent?

- 6.6. Attribution. Every effort should be made to capture the attacker, as this individual or these individuals give a better chance of achieving attribution. Rapid detection of chemical attack should make this possible if procedures are in place to find and pursue the attacker; the latter effort will often require host nation assistance. Chemical samples should be collected and maintained as criminal evidence. To contribute to the attribution and criminal investigation process, CCTF should anticipate providing multiple samples to coalition partners as well as independent third parties. As part of this process, a positive chain of custody to prevent tampering with samples must be established.
- 6.7. Prophylaxis and antidotes. Prophylaxes are medical actions to prevent the development of symptoms and antidotes are medications taken after exposure to counteract the effects of nerve agents. For chemical nerve agents, the only pre-exposure prophylaxis is pyridostigmine bromide tablets. Atropine and 2-pam chloride are the commonly used antidotes for commonly used nerve agents.
- 6.8. Physical Protection. Required capabilities to survive and operate in a chemical environment.
 - 6.8.1. Individual protection. Most chemical agents are inhalation hazards; some are contact hazards. Protective masks are very specialized and may not protect across the entire range of possible C-TIM compounds. Mission-oriented protective posture (MOPP) suits are effective against the vapor hazards of some C-TIM compounds but not against most contact hazards. Self-contained protective equipment (e.g., suits with battery-powered positive pressure purified air or self contained air) will severely limit military operations and are not typically assigned to deployed military assets. Military protective equipment is generally effective against chemical weapon vapors, but is not optimized to provide protection against most TIMs or contact with liquid chemical weapon agents. For protection against most TIMs, commercial/civilian Hazardous Material (HAZMAT) equipment may be required.
 - 6.8.2. Collective protection. The number and types of collective protection shelters that are available for rapid deployment is extremely limited. The CCTF should avoid operating in contaminated areas to the greatest extent possible. Sheltering in place is a form of collective protection that provides a lesser degree of protection from contaminated air. It consists of remaining in a building or enclosed shelter with the windows and doors sealed to prevent the ingress of contaminated air.
- 6.9. Active Defenses. Active defenses can often be more successful in stopping chemical and TIM damage than passive defenses—these defenses may be able to prevent a successful attack. Chemical agents can be delivered with missiles, aircraft, vehicles (especially tanker trucks) and ships. Active defense intercepts these delivery means. In uncertain or hostile situations, the CCTF should seek to acquire such defenses and employ them around likely targets to prevent chemical delivery or the spilling of TIMs.
- 6.10. CW Elimination. Another means of preventing an attack is to eliminate or secure the chemical weapon stocks available to an adversary. With adequate intelligence, this can be done with standoff attacks, though such actions normally go beyond the mandate of the CCTF. The CCTF may also seek to capture adversary chemical weapon stocks; again if such actions are with the mission scope he has been given.
 - 6.10.1. Decontamination. Evacuation of chemical agent casualties can spread contamination to clean medical treatment facilities. Therefore, all casualties must be decontaminated as far forward as the situation permits.
 - 6.10.2. CCTF should seek clear and effective policies from participating nations outlining the obligation to provide medical support (to include a definition of acceptable standards of care) to civilians in the AO.
 - 6.10.3. See Medical Annex to refer to additional detail.
- 6.11. Restriction of Movement (Cordon). CCTF must identify the contaminated area and take measures to prevent the spread of contamination by restricting movement into and out of the affected area. Once the contaminated area has been established, the CCTF must determine whether and how to decontaminate this area. Close co-ordination with Host Nation authorities will be required.

Tabs

Tab A: Chemical and TIM Technical Considerations

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TAB A

CHEMICAL AND TIM TECHNICAL CONSIDERATIONS

1. Types of Traditional Chemical Warfare Agents

1.1. Nerve

- 1.1.1. Definition. Nerve agents affect the transmission of nerve impulses, causing continuous nerve activity or preventing nerve activity. The nerves or muscles may cease functioning because of over stimulation.
- 1.1.2. General Characteristics. Nerve agents are colorless to light brown liquids, and may be absorbed through the skin, respiratory tract, gastrointestinal tract, and the eyes. Significant absorption through the skin takes minutes, and prompt medical treatment and decontamination is imperative.
- 1.1.3. Agents. Tabun (GA), sarin (GB), soman (GD), and VX are nerve agents.
- 1.1.4. General Symptoms. Dimness of vision, constricted pupils, runny nose, localized sweating, difficulty breathing, nausea and vomiting, and involuntary twitching and jerking.

1.2. Blister

- 1.2.1. Definition. Blister agents affect the body first as a cell irritant, and then as a cell poison. Agents initially cause irritation of the eyes and respiratory tract, reddening of the skin, then blistering or ulcerations, followed by systemic poisoning.
- 1.2.2. General Characteristics. Mustard agents are oily, colorless, or yellow-brownish liquids that smell of garlic or horseradish. Lewisite is an oily, colorless, or yellow-brownish liquid that smells of geraniums. Phosgene oxime (CX) is generally a colorless crystal or liquid with a disagreeable, penetrating odor.
- 1.2.3. Agents. Sulfur mustard (H), distilled mustard (HD), nitrogen mustard (HN), lewisite (L), and phosgene oxime (CX).
- 1.2.4. General Symptoms. Mustard symptoms are delayed eye inflammation and tearing, reddening of skin, blisters, and inflammation of nose and throat. Lewisite and phosgene oxime cause immediate pain with blisters, eye pain, and fluid in lungs.

1.3. Choking

- 1.3.1. Definition. Choking agents irritate the alveoli in the lungs, causing them to constantly secrete fluid into the lungs. The lungs slowly fill with this fluid (a process known as pulmonary edema) and the victim can die of lack of oxygen (also known as dry land drowning).
- 1.3.2. General Characteristics. Choking agents are usually in colorless gaseous form, and may be absorbed through the respiratory tract.
- 1.3.3. Agents. Phosgene (CG) and chlorine (CL).
- 1.3.4. General Symptoms. Tearing of eyes, dry throat, feeling of suffocation, coughing, nausea, and vomiting. After 2 to 6 hours (when symptoms seem to reside), pulmonary edema sets in, marked by coughing, phlegm, and vomiting.

1.4. Blood

- 1.4.1. Definition. Blood agents prevent cells from acquiring or using oxygen. Some cell types, particularly nerve and brain cells, rapidly die without oxygen.
- 1.4.2. General Characteristics. Blood agents are usually colorless gases of highly volatile liquids, and may be absorbed by the respiratory tract.

1.4.3. Agents. Hydrogen cyanide (AC), cyanogen chloride (CK), and arsine (SA).

1.4.4. General Symptoms. Headache, giddiness, tearing of eyes, gasping for air, vomiting, reddening of skin, and convulsions.

1.5. Vomiting

1.5.1. Definition. Vomiting agents produce a strong irritation in the upper respiratory tract.

1.5.2. General Characteristics. Odorless gas.

1.5.3. Agents. Adamsite (DM).

1.5.4. General Symptoms. Cold-like symptoms, violent sneezing, coughing, nausea, and vomiting.

2. Toxic Industrial Materials: There are at least three kinds of TIMs:

2.1. Toxic Industrial chemicals (TICs). TICs are the most common TIM threat of concern.

2.1.1. Definition. TICs are chemicals which can cause death, incapacitation, or permanent harm to humans (and also usually affect animals). There is a wide range of TICs that exist. They are used in standard chemical/industrial processes, and thus can be found in large quantities at production facilities, storage facilities, industrial plants using them as inputs, and on transportation vehicles designed to move them between these locations.

2.1.2. General Characteristics. TICs tend to be less lethal than standard nerve agents. A number of TICs are also classified as chemical warfare agents (e.g., chlorine and phosgene). The diversity of TICs leads to a great diversity in general characteristics. Nevertheless, many TICs are not detectable with standard military detection devices; specialized devices to detect TICs are needed. In addition, TICs fall into two important subcategories:

i. Chemicals against which the standard military PE and CPS are effective. With these chemicals, the CTF CBRN Defense Officer mainly needs to note their location and notify forces operating in the vicinity of these locations in case they experience chemical effects.

ii. Chemicals against which the standard military IPE and CPS are less effective or not effective. These chemicals require HAZMAT or other protective gear. The CBRN Defense Officer needs to pay particular attention to the location of these TICs, clearly identifying these locations to the CCTF and commanders of subordinate units that will operate in their vicinity. When these TICs are present, the CBRN Defense Officer will normally need to have available a supply of HAZMAT or other protective clothing, and have personnel trained to operate in that clothing to address any spill or other hazard. The CCTF will also need to determine whether to augment security around the areas where these TICs are located.

2.1.3. Agents. Many chemicals, including: Ammonia, arsine, chlorine, hydrogen chloride, hydrogen cyanide, hydrogen sulfide, methyl isocyanate (as released at Bhopal), parathion, phosgene, sulfuric acid, and toluene diisocyanate.

2.1.4. General Symptoms. Depends upon the TIC, but several symptoms are common: Nausea, dizziness, headaches, coughing/choking, and throat irritation. Can affect the eyes, skin, respiratory tract, chest/heart, and the blood.

2.1.5. The Threat to Military Forces. TICs are found around the world, and often in industrial areas and ports (especially in the Middle East). An adversary may simply need to sabotage or explode normal storage or production facilities. Adversaries could also deliver TICs against a target from a tanker truck or rail car. With sabotage, the CTF may not be aware of the threat until its personnel are exposed and become symptomatic (unless TIC detectors are available).

2.1.6. Notes for the CBRN Defense Officer: TICs pose a threat to CTF personnel against which you will likely have little training or experience, and relative to which you will not find easy guidance. One of the best

references is: *NIOSH Pocket Guide to Chemical Hazards*, September 2005, found at: <http://www.cdc.gov/niosh/npg/>. Especially in regions with significant chemical industry activity, you will need to find individuals with a strong knowledge of TICs to help you identify the relative nature of the various threats and the steps that you need to take to deal with them.

- 2.1.7. Long-term health risks. These items include carcinogens, pollutants, and other materials that can cause long-term health hazards. Examples would include lead (as coming from old paint removed from walls) and asbestos. Because of the long-term character of these effects, these materials are unlikely to physically jeopardize the CTF mission.
- 2.2. Radiological materials are second kind of TIM. These are addressed in TAB C.
- 2.3. Some experts identify flammable or explosive chemicals as a third kind of TIM, including chemicals like natural gas and propane. These agents can also cause asphyxiation; this Annex does not address the explosive character of these threats.

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APPENDIX 2

BIOLOGICAL THREATS

1. **Purpose.** To provide guidance to commanders for operations in a biological environment, whether a naturally occurring outbreak, accidental release of toxins/pathogens, or deliberate attack, and whether contagious or non-contagious diseases are present in the AO. Planners with biological expertise serving joint staffs must maintain close working relationships with other staff planners with particular regard to operations, logistics, and medical planning efforts. Additionally, close liaison with World and Host Nation Health Organizations is required throughout the conduct of operations. Pre-incident planning and planning considerations found in the Annex should be reviewed when considering force protection.

2. Scope

2.1. Biological environment. The sum total of the combined challenges posed by diseases in dynamic natural environments and by man-made biological warfare (BW) agents. Existing and emerging naturally occurring diseases are a present and constant danger; surviving and operating through these conditions are first priority for the CCTF. This appendix outlines procedures and defensive conditions the CTF should consider when conducting operations in a BW environment.

2.2. Disease. Militaries have always operated in, and continue to operate in environments that pose health risks as a result of endemic disease, decreased hygiene, crowding, austere operating conditions, stress/fatigue, etc. Disease risks and their effects have accounted for up to 80% of all illnesses and injuries on the battlefield, and the military medical community has always taken these problems seriously. Nevertheless, disease risks remain a high concern and priority for the CCTF.

2.3. Medical/CBRN responsibilities. While biological agents are covered under “CBRN,” it is critical for the CTF CBRN staff to coordinate extensively with the CTF Surgeon’s staff.

3. Indications of a Biological Attack.

3.1. Unusual dead or dying animals.

3.1.1. Unusual number of sick or dead animals (can be present minutes, hours, days, or weeks after incident has occurred).

3.1.2. Contact local area animal hospitals for additional casualties or similar symptoms.

3.2. Unexpected casualties.

3.2.1. Unusual illness for region and area (can be present minutes, hours, days, or weeks after incident has occurred).

3.2.2. Definite pattern inconsistent with natural disease and/or associated with a specific dispersal method (e.g., food poisoning, wind direction).

3.2.3. Contact local area hospitals for additional casualties or similar symptoms.

3.3. Unusual liquid, spray, or vapor. This may or may not present with an identifiable odor.

3.4. Unusual swarms of insects. Insect swarms may be indicative of a biological agent attack with the insects serving as the delivery vector.

3.5. Suspicious devices and packages. Spraying devices or suspicious packages may indicate that an attack has occurred or is underway.

3.6. Unusual dead or dying plants (for plant diseases).

4. Mitigation

- 4.1. Prophylaxis. Medical actions to prevent the development of symptoms, consisting of two main types:
 - 4.1.1. Chemical. Antibiotics, antivirals and antitoxins comprise this category; and
 - 4.1.2. Vaccines. Generally, vaccines are administered prior to exposure. Relatively few vaccines exist against BW agents.
- 4.2. Physical Protection. Required capabilities to survive and operate in a biologically contaminated environment beyond those listed above. The CCTF should avoid operating in contaminated areas to the greatest extent possible.
 - 4.2.1. Individual protection. Most biological agents are inhalation hazards; some are contact hazards and others are food/water-borne agents. Protective masks protect against most aerosolized agents. Mission-oriented protective posture (MOPP) suits are effective against most contact hazards. Self-contained protective equipment, e.g., suits with battery-powered positive pressure purified air, will severely limit military operations, and are relatively scarce. Respirators and even surgical masks give some protection against biological agents, and have the advantage of minimal operational degradation, especially when worn for 12 duty hour shifts or longer.
 - 4.2.2. Collective protection. The number and types of collective protection shelters available for rapid deployment is extremely limited.
 - 4.2.3. Other Protective Measures. Additional protective measures include hand-washing, good field sanitation, prepackaged food and bottled water.
- 4.3. Active Defenses. Biological weapons can be delivered by a variety of techniques. These can range from adversary Special Operations Forces and/or operatives to missile or bomb attacks. Moreover, biological weapons can be released some distance from a target if the wind direction and related conditions can be accurately predicted. It is therefore more difficult to organize active defenses against biological weapon release. The principal effort involves security forces deployed around likely targets, with these forces intercepting anyone without a good reason/permission for being in the area. The CCTF should seek to maintain such defenses when the threat situation is uncertain or hostile.
- 4.4. Biological Weapon Elimination. It is difficult to eradicate biological agents, and efforts should be made to secure any identified biological stockpiles. . Nevertheless, the CCTF should examine potential biological weapon elimination options.

5. Response

- 5.1. Care and Management of Casualties. Planning must determine the capabilities and capacities of treatment facilities in the AO and where projected cases exceed in-theatre treatment capacity, CCTF must be prepared to develop a logistics and medical support plan.
 - 5.2.1. Treat in place. Medical planners must plan for long-term care and symptom-based intensive care treatment.
 - 5.2.2. Evacuate and Treat. The ability to evacuate and treat will be based on national plans and capabilities. There are risks associated with evacuating infected personnel who will require careful consideration and coordination with International Organizations and the host nation.
 - 5.2.3. CCTF should seek clear and effective policies from Strategic commanders outlining the obligation to provide medical support (to include a definition of acceptable standards of care) to civilians in the AO.
- 5.2. Quarantine and Restriction of Movement. CCTF must identify the contaminated area and take measures to prevent the spread of disease by restricting movement into and out of the affected area. These actions address diseases like anthrax which is not contagious but the spores persist once spread. Alternatively, for contagious diseases, the focus must be on the people exposed rather than the area. People exposed to a contagious or readily communicable disease should be quarantined. It is normally impossible to determine who has been exposed before they exhibit symptoms, so large number of people may need to be

quarantined. Once established, quarantine areas or quarantined populations must be logistically supported, which will require large numbers of people and may require a decontamination process. Moreover, the CCTF may be called upon to assist in enforcing a civilian quarantine. Any request from the Host Nation to the CCTF will require close coordination with the national command authorities.

5.3. Biological/Toxin sampling.

- 5.6.1. To ensure the integrity of biological samples, adherence to correct collection, handling and transporting procedures is essential. The quality of any analytical evaluation is directly related to the quality of the specimen and degree of post-collection degradation that occurs prior to testing. For attribution and sample integrity purposes, ensure a positive chain of custody is defined, established, and in place.
- 5.6.1. Requests for biological sampling will be directed by the CTF C3 in coordination with the CTF Surgeon. Requests will be coordinated with the medical community and CBRN detection assets.
- 5.6.1. Different agencies will perform the collection of samples depending upon the type of sample to be collected and the assets available to the CCTF.
- 5.6.1. Medical or Health Service Support (HSS) personnel, supported by CBRN detection personnel, will perform the collection of biomedical samples.
- 5.6.1. Environmental sampling not involving humans or animals will be conducted by CBRN detection personnel in accordance with service doctrine and unit standard operating procedures under the direction of the CCTF.
- 5.6.1. Sampling units will transfer samples to a CTF-designated CB transfer point for analysis or further retrograde to designated test and analysis sites for the MNF effort.

6. Biological Planning Considerations.

- 6.1. Detection. While there are a number of means to detect the use of biological agents or a naturally occurring outbreak, the CTF should consider planning options that maximize:
 - 6.1.1. Medical surveillance. The ability to detect unusual symptoms and/or unusually high numbers of medical cases, unseasonal outbreaks of diseases, or outbreaks of diseases in unusual locations may all be indicative of BW attacks.
 - 6.1.2. Biological collectors and sensors. Limited “detect to treat” technologies are available to warn CTF forces of a BW event. Optimal placement and use of these high demand/low density devices must be carefully planned to best mitigate BW risk to forces. Once detection is achieved and confirmed, this information should be used to cue detection elsewhere in the AO and to cause the CCTF to initiate protective actions beyond the area immediately affected.
 - 6.1.3. Environmental surveillance. Routine testing of food, soil, water, consumable supplies, etc. can provide detection opportunities and may aid in the differentiation of naturally-occurring diseases and intentionally released BW agents. The sudden appearance of large numbers of sick or dead animals may also be indicative of biological pathogens.
- 6.2. Identification. The “presumptive data” obtained from BW sensors or medical/environmental surveillance will provide a commander with an initial indication of the agent or disease in question. With this information, the CCTF can initiate a limited set of responses, e.g., issuing prophylaxis, or increasing Force Protection levels prior to confirmation. Identification could occur during either the detection or confirmation processes.
- 6.3. Confirmation. Obtained via laboratory results, confirmation allows commanders to maintain, increase or decrease protective measures, quarantines, etc. In general, two different approved test methodologies are required for presumptive (theater) confirmation. Often, trans border shipment of samples is restricted, and movement of the laboratory facilities into theatre may be required. Close co-ordination with strategic commanders regarding the movement and sharing of samples amongst coalition partners is required.

6.4. Assessment. Once a biological event is detected, key questions to be addressed include defining the hazard, event, and damage in order to obtain the best estimate possible of the event impact.

6.4.1. HAZARD

- i. What is the presumptive/confirmed biological agent?
- ii. What are the attributes of the agent(s)? For example, is it communicable? What is the lethality, morbidity/mortality rate, persistence, etc?
- iii. What tests have been done to determine the agent/s, i.e., what confidence do we have that the event is not the result of more than one biological agent?

6.4.2. EVENT

- i. Is the event assessed to be a naturally occurring event or an intentional release of a BW agent?
- ii. What areas are affected? Who was in the area when the attack or outbreak occurred, and who (CTF, local population, etc) has been exposed? What are the total numbers? Is there potential for spread of an infectious disease? Clearly state your assumptions.
- iii. When did the event occur?

6.4.3. DAMAGE

- i. What is the incubation period?

6.4.4. Estimate the IMPACT on the mission

- i. What protective measures are effective against this biological agent(s)?
- ii. What are the best treatments available for this agent? Should the affected population be evacuated, retrograded to receive medical treatment or should treatment be done in place?
- iii. What are the estimates of physical and psychological effects? What are the collateral effects on the operational environment? What scale of response is required?
- iv. What is the impact on the mission?

6.4.5. Attribution. Every effort should be made to capture the attacker, in order to increase the chance of achieving attribution. Slow detection of biological attack complicates this process but does not necessarily prevent it if procedures are in place to find and pursue the attacker; the latter effort will often require host nation assistance. Biological samples should be collected and maintained as criminal evidence. To contribute to the attribution and criminal investigation process, CCTF should anticipate providing multiple samples to coalition partners as well as independent third parties. As part of this process, a positive chain of custody to prevent tampering with samples must be established.

Tabs

Tab A: Biological Technical Considerations

TAB A

BIOLOGICAL TECHNICAL CONSIDERATIONS

1. **Potential Biological Agents.** Biological warfare is the intentional use of organisms or chemicals of biological origin to cause death and disease among personnel, animals, and plants. Biological agents can enter the body through the respiratory tract, ingestion, or direct contact with skin or membranes. Unlike chemical agents, exposure to biological agents may not be immediately apparent, with casualties occurring hours, days, or weeks after exposure. People exposed to biological pathogens like anthrax or smallpox may not feel sick for some time. This delay between exposure and onset of illness, the incubation period, is characteristic of infectious diseases. In many cases, the first indication of a biological agent attack may occur after a number of unusual illnesses begin to appear in local hospital emergency rooms. Some biological diseases affect both people and animals, while some affect only animals, and some affect only plants. The CCTF may need to address all of these different types.

1.1. Dispersal. Biological agents are dispersed through a variety of methods; they may be dispersed through aerosol spray as well as through vectors, or in food or water. Anthrax and ricin have been dispersed through the mail in some instances.

2. Types of Biological Agents

2.1. Bacteria.

2.1.1. Definition. Bacteria are single-cell organisms that reproduce by cell division. Under ideal conditions, some bacteria can reproduce as quickly as 20 minutes.

2.1.2. Agents. Anthrax, plague, brucellosis, and tularemia (rabbit fever).

2.2. Viruses

2.2.1. Definition. Viruses are organisms that require living cells in which to replicate, and are unable to reproduce outside the tissue of the host.

2.2.2. Agents. Smallpox, Venezuelan equine encephalitis (VEE), and yellow fever.

2.3. Toxins

2.3.1. Definition. Toxins are nonliving poisons derived from living organisms.

2.3.2. Agents. Botulinum toxin, ricin, staphylococcal enterotoxin B, and saxitoxin.

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APPENDIX 3

RADIOLOGICAL AND NUCLEAR THREATS

1. **Purpose.** To provide guidance to commanders and specify planning considerations for operations in a potential radiological or nuclear environment. Planners with radiological and/or nuclear expertise serving joint staffs must maintain close working relationships with other staff planners with particular regard to operations, logistics, and medical planning efforts. Pre-incident planning is critical to successful radiological or nuclear defensive operations.
2. **Scope.** This appendix outlines procedures and defensive conditions the CTF should consider when planning or conducting operations.
3. **Indications of a Radiological Attack**
 - 3.1. A stated threat to deploy a nuclear or radiological device.
 - 3.2. The presence of nuclear or radiological equipment (e.g., spent fuel canisters or nuclear transport vehicles).
 - 3.3. Radiation is an invisible hazard. There are no initial characteristics or properties of radiation itself that are noticeable and while there are numerous detection devices, no single apparatus detects all forms of radiation.
4. **Scenarios constituting an intentional radiological emergency include:**
 - 4.1. Use of a Radiological Dispersal Device (RDD). An RDD includes any explosive device utilized to spread radioactive material upon exploded detonation. Any improvised explosive device can be used by surrounding it with radioactive material.
 - 4.2. Use of a simple RDD, where radiological material is spread without the use of an explosive. Any radiological material (including medical isotopes or waste) can be used in this manner.
5. **Recovery.**
 - 5.1. Treat all radiological incidents as HAZMAT situations.
 - 5.2. Assume all personnel and property may have been contaminated within the release area.
 - 5.3. Reduce the amount of time that personnel are exposed in order to minimize the exposure rate
 - 5.4. Increase distance from the radioactive source.
 - 5.5. Use shielding between personnel and the source of radiation.

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Tab A: Radiological and Nuclear Technical Considerations

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TAB A

RADIOLOGICAL AND NUCLEAR TECHNICAL CONSIDERATIONS

1. **Potential Nuclear and Radiological Agents.** Nuclear weapons are far more powerful than conventional weapons – a small nuclear bomb contains the same power and energy as around 40,000 conventional bombs.

- 1.1. Fission Weapons

- 1.1.1. These are probably the most simplistic nuclear weapons in terms of design and build. A fission reaction is the splitting of an atomic nucleus, which then results in massive energy release. Fission weapons also provide the fundamental design for more advanced weapons. These fission weapons can be both tactical and strategic.

- 1.2. Boosted Fission Weapons

- 1.2.1. This type of nuclear weapon uses a combination of fission and fusion, thus increasing the energy and power of the weapon. The fusion reaction increases the speed at which fission takes place, and increases the effectiveness of the weapon. The increase in energy and efficiency means that these weapons are also lighter as well as more powerful than pure fission weapons.

- 1.3. Thermonuclear Weapons

- 1.3.1. Also known as a hydrogen bomb, this type of weapon also deploys a combination of fission and fusion. A fission reaction is used to trigger the fusion reaction, which provides the majority of the power and energy of this weapon. Thermonuclear weapons are the most powerful nuclear weapons.

- 1.4. Enhanced Radiation Weapons

- 1.4.1. This type of weapon is also known as a neutron bomb, and is smaller type of thermonuclear weapon which produces high levels of nuclear radiation.

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APPENDIX 4

GLOSSARY

Infectious Agents. Biological agents capable of reproducing in an infected host.

Infectivity. (1) The ability of an organism to spread. (2) The number of organisms required to cause an infection to secondary hosts. (3) The capability of an organism to spread out from the site of infection and cause disease in the host organism.

Irritants. Substances that cause reddening, itching, or pain to exposed bodily parts.

Target Unit. An entity that is affected by the event and defined in terms of population, infrastructure and forces in the Area of Operations.

Toxicity. A measure of the harmful effects produced by a given amount of a toxin on a living organism. The relative toxicity of an agent can be expressed in milligrams of toxin needed per kilogram of body weight to kill experimental animals.

Toxin. A substance, produced in some cases by disease causing microorganisms, which is toxic to other living organisms. Toxins have a low volatility and are generally dispersed as aerosols. Primary hazard is inhalation.

Toxoid. A modified bacterial toxin that has been rendered nontoxic, but retains the ability to stimulate the formation of antitoxins, and thus producing an active immunity.

Tularemia. An infectious disease that chiefly affects rodents, but can also be transmitted to humans through insect bites or contact with infected animals. Certain strains can be deadly. Also called rabbit fever.

Vaccine. A preparation of killed or weakened microorganism products used to artificially induce immunity against a disease.

Vapor Agent. A gaseous form of a chemical agent. If heavier than air, the cloud will be close to the ground. If lighter than air, the cloud will rise and disperse more quickly.

Vector. An agent, such as an insect or rat, capable of transferring a pathogen from one organism to another.

Venezuelan Equine Encephalitis (VEE). An airborne virus that is transmitted from animals to humans through mosquitoes that have fed on infected animals.

Virus. An infectious microorganism that exists as a particle rather than as a complete cell. Viruses are not capable of reproducing outside of a host cell.

Volatility. A measure of how readily a substance will vaporize.

Vomiting Agents. Produce nausea and vomiting effects; can also cause coughing, sneezing, pain in the nose and throat, nasal discharge, and tears.

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ANNEX E

COALITION / COMBINED FIRES

1. **Purpose.** The purpose of this annex is to describe procedures for integrating and synchronizing Coalition/Combined Task Force (CTF) fires in support of the CCTF's objectives throughout the Area of Operations (AO).
 2. **General.** Fires are kinetic and non-kinetic in nature, with lethal and non-lethal effects. This annex will use CTF fires to include fires employed both by the CTF functional and service components, as well as the CTF. Implicit in the employment of fires is a rational process to select appropriate targets to gain control of a CTF AO in order to allow components to execute the CCTF's guidance, intent, and end states.
- 2.1. The following is a tabular representation through examples of the relationship between the four firepower qualities of kinetic, non-kinetic, lethal, and non-lethal.

	Lethal Effects	Non-Lethal Effects
Kinetic Fires	<p>Aircraft drops a bomb on an enemy position killing them</p> <p>Probability of having the effect listed above given the type of fire listed to the left = High</p>	<p>Aircraft drops a bomb on a bridge at night and manages not to kill anyone</p> <p>Probability of having the effect listed above given the type of fire listed to the left = Medium</p>
Non-Kinetic Fires	<p>Aircraft drops a leaflet canister and accidentally kills someone</p> <p>Probability of having the effect listed above given the type of fire listed to the left = Low</p>	<p>Aircraft conducts electronic attack on enemy radar site and jams the radar without killing anyone</p> <p>Probability of having the effect listed above given the type of fire listed to the left = High</p>

Figure C-9-E.1: Fires and Effects Relationships

- 2.2. **The Firepower Model.** CTF fires can be classified as tactical, operational, or strategic, based on their intended effect.
 - 2.2.1. **Tactical Fires.** The primary purpose of tactical fires is to directly and immediately support tactical operations of the CTF against appropriate tactical decisive points. Therefore, maneuver commanders exercise control over tactical fires that support their maneuver operations.
 - 2.2.2. **Operational Fires.** Operational fires achieve a decisive impact on a subordinate campaign or major operation. They are a separate element of the CCTF's concept of operations (addressed separately from operational maneuver) but must be closely integrated and synchronized with his concept for maneuver. In that regard, operational fires are integrated with operational maneuver for synergistic effect, staying power, and more rapid achievement of strategic aims. Still, operational maneuver can be affected by such fires and can exploit opportunities created or developed by the CCTF's operational fires.

- 2.2.3. **Strategic Fires.** Strategic fires are intended to achieve a major impact at the strategic level and thus an impact on the course of the theater campaign or war as a whole. Strategic fires include selection and assignment of strategic targets to be attacked by capable forces. Strategic fires are normally controlled by the Supported Strategic Commander who makes the forces and resources available to attack targets according to his theater strategy and campaign plan.
3. **Critical Fire Support Planning Decisions.** In the initial organization of the CTF command, the Commander, Coalition/Combined Task Force (CCTF) will have to make the following early-on decisions with regard to Coalition/Combined Fires. These decisions parallel the decisions described in the CFACC chapter (refer [to Part C Chapter 9: CFACC](#)).
- 3.1. **Decision #1 Functions:** What fires functions will be required for the CTF mission? CTF contingency plans? Is transition from noncombat operations to combat operations a possibility? The answers to the questions in decision #1 will be the framework for addressing the next critical decision. It is essential that CTF planners identify the fires functions based on the Commander's Intent and guidance. This is critical during the initial mission analysis that occurs in Phase 2 of the CAP process (Crisis Assessment). [Refer to Part B Chapter 2: CTF Crisis Action Planning](#) and [refer to Part C, Chapter 5: Phase II Crisis Assessment within CAP process](#).
- 3.1.1. **Low Level MOOTW** (permissive, e.g. disaster relief operations or small scale humanitarian operations) are likely not to require a great deal of fire support (if any). Depending on the security situation, the CCTF may most likely decide that the CTF has no requirement for fire support planning or corresponding agencies.
- 3.1.2. **Mid Level MOOTW** (uncertain, e.g. Noncombatant Evacuation Operations, Peace Keeping Operations). Major disaster relief or humanitarian operations with instability factors will likely require the integrated planning of fires and if required the execution of fires. Establishing a Coalition/Combined Fires Element (CFE) within the C3 is the starting point for fires integration.
- 3.1.3. **High Level MOOTW** (hostile, e.g. Peace Enforcement, Raids, complex emergencies) will usually require a CFE and close coordination with the Coalition/Combined Force Air Component Command (CFACC), Coalition/Combined Force Land Component Command (CFLCC), Coalition/Combined Force Maritime Component Command (CFMCC), and Coalition/Combined Force Special Operations Task Force (CSOTF).
- 3.2. **Decision #2 Structure:** Is a C3 Fires Element within the CTF Staff required based on the complexity of fire support required to accomplish the CTF mission?
- 3.2.1. The complexity, quantities, and number of contributing nations is another factor in determining a requirement for a CFE as well as its composition. Strike aircraft, attack helicopters, surface to surface fires from different nations will require integration and synchronization to enhance operational effectiveness. [Refer Part C, Chapter 3: Coalition/Combined Fires Element](#).
- 3.2.2. As more contributing nations provide fire support assets, the integration and synchronization requirements can become much more complex. This usually requires a larger CFE with subject matter experts from each contributing nation. Conversely, if only a few nations provide the preponderance of the fire support assets then the CFE may not require a large staff.
- 3.3. **Decision #3 CTF Fires and Battle/Operational Rhythm Integration:** The CTF targeting process must be integrated with the CCTF decision cycle, Air Operations planning and execution cycle and the Intelligence Collection cycle.
- 3.3.1. The timings of the Coalition/Combined Targeting Coordination Board (CTCB) must be such that it is integrated with and mutually supportive of components' battle rhythm. This has particular relevance to the linkage of the targeting cycle with air tasking orders.. Similarly, the Collection Management Coordination Board run by the C2 must also tie into the timely collection requirement submissions to the CFACC for incorporation to the ATO. Poorly sequenced events on the battle/operational rhythm can result in lack of integration and synchronization of fires and associated intelligence, surveillance and reconnaissance (ISR) acquisition assets. [Refer to Part C Chapter 9: CFACC air operations decisions and a detailed outline of the ATO process](#).

4. **Considerations.** The key to effective integration of CTF fires is the thorough and continuous planning process and a vigorous execution of the plan with a coordinated effort. To improve the efficiency of the CTF planning process, the component objectives and concept of operations shall normally be completed in parallel with those of the CCTF's planning cells (C5 PLANS, C3 FOPS, and C3 COPS).
- 4.1. **Concept of Fires.** The CTF's Concept of Operations (CONOPS) describes how the actions of the components and supporting organizations will be integrated, synchronized, and phased to accomplish the mission. Integral to the CONOPS is the Concept of Fires.
- 4.1.1. The Concept of Fires describes how tactical, operational, and strategic fires will be synchronized to meet and support the CTF's operational objectives (some fires will support maneuver forces and other fires are independent of maneuver and orient on creating specific effects).
- 4.1.2. Key elements contained within the Concept of Fires will include: CCTF priorities and guidance for targeting and the application of fires; CTF allocation of fire support assets to subordinate components; detailed plans for the employment of air, maritime, land, special forces fires (including information related capabilities), electronic warfare assets; munitions and engagement restrictions; fire support coordination measures; the CTF's counterfire plan; and fratricide avoidance and risk mitigation procedures.
- 4.1.3. During the CTF's OPOD/OPLAN development process, the CFE will typically develop a Fire Support Appendix to Annex C (Operations), which will include the above information. For more information [refer to Appendix 1 \(Fire Support Templates, Matrices, and Checklists\) of this Annex](#).
- 4.2. **Multinational Construct.** CTF Fires should parallel the CTF command structure. Whether abiding by the Lead Nation concept or parallel command, fire support must take into account the complexities of operating under a multinational context.
- 4.2.1. The CFE must understand not only the fires support capabilities of each contributing nation but also the national caveats, risk acceptance, tolerance for collateral damage, and interoperability. The striking of sensitive targets should undergo a review and approval process by each National Command Element (NCE) in the CTF. Engagement of sensitive targets must be consistent with the requirements of the participating nations rules of engagement
- 4.2.2. The CCTF must achieve a balance between responsive fire support, unity of effort, maintaining the political integrity of the coalition, and the safe application of fires.
- 4.2.3. Restricted Target List (RTL), No-Strike List (NSL), and TSTs could represent a significant friction point in any CTF if not carefully scrutinized and approved by not only the CCTF but each NCE in the CTF. Lack of attention to this could result in a fracturing of the coalition or alliance, particularly after media coverage of post strike analysis.
- 4.2.4. Additional multinational considerations should be given to the fire support task organization of the force. If there is a requirement for one contributing nation to provide fire support to another, then there may be a requirement to provide observer/spotter teams to that supported unit to effectively request and control those fires.
- 4.2.4.1. The CTF should allow time to coordinate between contributing nations to confirm fire support procedures (e.g. call for fire, adjustment of fires, air support requests, cross boundary fires, common fire support coordination measures), rehearse these procedures, and share information about various weapons/fire support capabilities and employment.
- 4.3. **Fires are Products of Three Subsystems.** CTF fires are the synergistic products the following three subsystems:
- Target Acquisition.
 - Command & Control (C2).
 - Weapons Systems, both Kinetic and Non-kinetic.

- 4.4. Rarely are multiple, redundant and interoperable C2 systems, together with optimum attack and acquisition assets all available at the same time.
- 4.5. The successful application of coalition/combined Fires depends on the close coordination and optimization of these limited subsystems.
- 4.6. Fires must function in a coordinated and integrated manner to support the commander's objectives.
- 4.7. **Multiple Effects – Synchronized and Integrated:** The function of Fires is to combine fire resources together so that the multiple effects of each asset are synchronized and integrated to support the commander's intent and concept of operations. Available resources may include (note: multiple systems will be present in the below areas with multiple nations):
 - Rocket or Surface-to-Surface Missile Systems
 - Mortars and Cannon Artillery
 - Naval Surface Fires (Rocket, missile, or gun)
 - Non-kinetic Fires (e.g. Electronic Attack)
 - Aircraft
 - Sub-surface Fires
- 4.8. **Gaining and maintaining situational awareness.** Rapid and effective fires require good situational awareness. All pertinent information must be recorded. It may be logged, displayed, or both. The C3 Current Fires cell will maintain a journal for recording of various types of information. Information that is vital for operation should be displayed on a map board, status board and/or the common operating picture as best supports the Multinational Command Center (M-CmdC) and Current Fires tracking for the CTF HQs.
 - 4.8.1. **Information requirements.** The degree of detail required will vary due to the situation, but generally the CTF needs more general information pertaining to trends and capabilities, which may affect present and future operations. The current fires cell is responsible for the following types of information that must be tracked and updated:
 - Location of friendly units HQ / assets.
 - Location and characteristics/capabilities of supporting arms.
 - The current fire support coordination measures (FSCM) and relevant boundaries.
 - Status of aviation (Integrated Tasking Order (ITO)/ATO / airfields in use and type of aircraft).
 - Ammunition status (the status of ammunition critical to the CCTF objectives e.g. precision guided munitions). The CLogCC can greatly assist in this status.
 - Unit plans (a copy of the components operation order).
 - 4.8.2. **Mission Fire Log**
 - 4.8.2.1. High Payoff Targets (HPT) and High Value Targets (HVT) executed.
 - 4.8.2.2. Component(s) and asset(s) used in execution.
 - 4.8.2.3. BDA and other key aspects of mission effectiveness by the component and asset that reported the information.

5. Responsibilities.

- 5.1. **CCTF.** Retains authority and responsibility to direct priorities, relative levels of effort, and the sequence of those efforts to his components. This authority may be delegated to the Deputy CCTF or C3.
 - 5.1.1. Provides / Approves clear guidance and objectives for operational planning and targeting.
 - 5.1.2. Approves (or delegates approval authority to Deputy CCTF, Chief of Staff or C3) for CFACC's apportionment recommendation and draft CIPTL.
 - 5.1.3. Provides guidance for establishment of CCTF CFE and CTCB as required.
- 5.2. **Deputy CCTF.** Performs the duties of the CCTF in his absence and other duties, as directed.
- 5.3. **Chief of Staff (CoS).** Usually Chairs the CTCB. In this capacity, he assumes the authority and responsibility to coordinate and direct CTF fire priorities, lines of effort and the sequencing of those efforts to be achieved by the components based on CCTF guidance and intent.
- 5.4. **CTF C-3.** Serves as the CCTF principal staff advisor for the integration, and synchronization of CTF fires with other major elements of the campaign/operation. The C3 may delegate some or all of the responsibilities listed below to the Coalition/Combined Fires Officer (CFO).
 - 5.4.1. Develops CTF AO-wide CTF targeting guidance, objectives, and priorities for CCTF approval.
 - 5.4.2. Monitors the application of ROE and coordinates supplementary ROE requests (including amendments, additions and deletions).
 - 5.4.3. Recommends, coordinates, reviews, designates, and disseminates CTF level Fire Support Coordination Measures (FSCMs).
 - 5.4.4. Coordinates closely with the C2 to ensure that the commander's priority intelligence requirements (PIR) to support targeting are fully integrated into the intelligence collection plan. These priorities must be disseminated to CTF components.
 - 5.4.5. Recommends to the CoS the need (or otherwise) for a CFE and CTCB after considering the type of military operation, complexity of the operation, and CTF manning limitations. Once the decision is made to establish a CFE and CTCB an option is to place the CFE / CTCB directly subordinate to the CoS.
 - 5.4.6. Ensure fire support operations are complementary to Information Operations (IO). The fire support actions should not detract or impede the efforts made in Information Operations to support Communications Synchronization (formally termed Strategic Communications) of the supported strategic commander.
 - 5.4.7. Develop the roles, functions and agenda of the CTCB for approval by the CoS or CCTF.
- 5.5. **CTF C2.**
 - 5.5.1. Develops a Coalition / Combined Target List (CTL) from the OPLAN target list. If there is no OPLAN, the CTF will assemble a CTL with nominations from the components. Additionally, develop a restricted target list (RTL) and no-strike list (NSL).
 - 5.5.2. In conjunction with the CFE, develop a High Value Target List (HVTL) and High Payoff Target List (HPTL).
 - 5.5.3. Provides coordination of intelligence resources, reporting, products, and services to support the CTF's targeting process.
 - 5.5.4. Recommends collection priorities for theater and strategic tasking and works with the C3, and CFE for organic collection requirements.

- 5.5.5. Assesses battle damage and provides support to the CFE and the overall operational assessment process.
- 5.5.6. Manages the overall CTF collection requirements in support of the CTF's targeting effort.
- 5.5.7. Provides a C2 representative to the CTCB to focus on Collection Management Board inputs.
- 5.6. **CTF CFE:** performs those duties and responsibilities with regard to fires as directed by the CCTF, CoS or C3. (Refer to Part C Chapter 3 Annex I – Coalition/Combined Fires Element for more detail).
- 5.7. **All Components (CFACC, CFMCC, CFLCC, CSOTF).**
 - 5.7.1. Execute fires in accordance with the CCTF's guidance (via CFE).
 - 5.7.2. Conduct cross-component coordination to facilitate fires to streamline the CTCB process and the execution of fires..
 - 5.7.3. Provide input through the various air request messages (see Annex J) to the CFACC for the daily apportionment recommendation.
 - 5.7.4. Identify requirements and nominate targets to the CTF.
 - 5.7.5. Provide assets, as directed, for employment against targets on the CIPTL.
 - 5.7.6. Provide Battle Damage Assessment (BDA) to the CTF C2 and CFO.
- 5.8. **CFACC unique responsibilities** (in addition to those listed in 3.6)
 - 5.8.1. In coordination with other component commanders and the CFO, forward apportionment recommendations for the CCTF through the CTCB.
 - 5.8.2. Translate CCTF's guidance into a Master Air Attack Plan (MAAP).
 - 5.8.3. Establish timeline for ATO cycle in coordination with CFE and CTCB.
 - 5.8.4. Generate and publish the Coalition / Combined ATO.
 - 5.8.5. Generate and publish the Airspace Control Order (ACO).
 - 5.8.6. Integrate and synchronize CTF air operations with other elements of the CTF operation.
 - 5.8.7. Compile component/candidate target nominations and prioritize targets based on CCTF guidance. Develop CIPTL recommendations for forwarding through the CTCB for the CCTF's approval.
- 5.9. **Liaison Officers' (LNOs).** LNOs will be provided by the receiving headquarters communications access, workspace, quarters, and sustenance..The CTF Components and major Task Forces will provide LNOs to support the CTFHQ and cross-component organizational HQs, 24 hrs a day / 7 days a week during operations (unless otherwise notified). This liaison is CRITICAL for the coordination of fires within the CTF AO and within respective sectors/zones/areas for CTF components. The functions and responsibilities of LNOs are described below.
 - **Monitor.** The LNO will monitor the development of plans and current operations. He will know the current situation and planned operations. He will also understand pertinent issues relating to the component he represents.
 - **Coordinate.** The LNO facilitates the synchronization and integration of current operations and future plans between the CTF and the component and allies. The LNO will anticipate information requirements.

- **Advise.** The LNO will be the subject matter expert on the capabilities and limitations of the Headquarters they represent. As such, the LNO advises the CFE about the optimum employment and capabilities of systems they represent.
- **Assist.** The LNOs assist on two levels. First, they act as the conduit for information between headquarters. Second, by integrating themselves into the CFE as a participant in the daily operations cycle (the daily briefings, meetings, planning sessions- FOPS and PLANS / Coalition Planning Groups, etc.); the LNOs can provide invaluable insight.
- **LNOs** will completely understand the mission of the headquarters that they represent, the commander's expectations, specific responsibilities to the sending and receiving organizations, and the command relationship that will exist between the sending and receiving organizations.
 - LNOs will be familiar with potential issues that may arise between the headquarters represented and the CFE.
 - LNOs will know the current situation to include the commander's intent, Commander's Critical Information Requirements (CCIR), and Concept of Operations (CONOPS).

6. Organization.

- 6.1. The Coalition Fires Element (CFE) is an optional staff element that provides recommendations to the CCTF or to the delegated CoS through the C3 to accomplish fires planning and synchronization. For more detailed information about the form and function of the CFE, [refer to Part C Chapter 3: Coalition/Combined Fires Element](#).

7. Tasks, functions, and procedures.

- 7.1. **Coalition/Combined Targeting Coordination Board (CTCB).** The CTCB is the central coordination organization for fires that is formed by the CCTF to accomplish broad targeting oversight functions that may include but are not limited to coordinating targeting guidance and priorities, and preparing and/or refining CTF target lists. The board is normally comprised of representatives from the CTF staff, all CTF components (critical requirement), and if required, component subordinate units (for special coordination requirements if required).
 - 7.1.1. The CTCB meets daily at a predetermined time to review, change if necessary and approve each component's plan for the employment of CTF fires, the CFACC's Master Air Attack Plan (MAAP) and the CFACC's apportionment recommendations prior to being briefed to the CCTF or to the delegated CoS.
 - 7.1.2. The CTCB normally discusses and outlines implementation of the commander's targeting guidance.
 - 7.1.3. Reviews the Coalition / Combined Integrated Prioritized Target List (CIPTL) for operations and forwards to the CCTF or to the delegated CoS for approval. (Draft list 72 - 96 hours prior to execution).
 - 7.1.4. Reviews the CFACC apportionment recommendation for the CCTF for future operations (Apportionment should be 96-120 hours prior to execution so that apportionment decisions can be finalized 72 hours prior to execution - 3 day lead time for finalization of air planning schedules / target packages) and make a decision on apportionment.
 - 7.1.5. Approves the draft targeting guidance for operations. (Draft targeting guidance should be finalized at 120-144 hours prior to operations).
 - 7.1.6. Coordinates and makes recommendation to the CCTF or to the delegated CoS for adjustments to the CIPTL (approved 48 to 24 hours before ATO execution), apportionment plan, or targeting guidance that is "outside" the time lines established above.
 - 7.1.7. Other fires integration and synchronization actions as directed by CCTF or to the delegated CoS.

7.2. Execution of fires/ fires operational procedures.

- 7.2.1. **General.** Execution of CTF fires, in support of CCTF objectives, is done through coordination with the components. The CFE is responsible for monitoring the effects, integration, and synchronization of fires within the components and uses the CTCB for effective coordination of fires with components and CTF planning cells.
- 7.2.2. **Fratricide Avoidance Measures.** The CCTF is responsible for the effective and responsive application of firepower balanced against safety to the force. There are a number of measures that can be applied to avoid fratricide within a CTF. They include: procedural controls and Identify Friend or Foe (IFF) applications. The best chance for successful fratricide avoidance is the combination of several measures simultaneously for redundancy and depth of coverage.
- 7.2.2.1. **Procedural Control.** Procedure control is the application of commonly understood methods for reporting, graphic control measures, boundaries, and execution of fires within the CTF.
- 7.2.2.1.1. These methods include the use of Fire Support Coordination Measures (FSCMs), common operating picture, standardized procedures for directing air to surface and surface to surface delivered fires, and the exchange of LNOs between adjacent units.
- 7.2.2.1.2. The cornerstone of procedural control is situational awareness. Situational Awareness refers to force-wide visibility of locations of friendly forces relative to the application of combined/coalition fires. This can be achieved by components' continuous and accurate reporting of unit locations to achieve a common operating picture.
- 7.2.2.1.3. This information needs to flow laterally between components as well as up and down between component and CTF.
- 7.2.2.1.4. Situational Awareness can be maintained manually with the use of an operational map or chart, overlays or enhanced by utilizing automated electronic reporting and digital systems. Whatever the system that is to be used must be interoperable and common among the entire force for information sharing and access. This will ensure situational awareness works effectively as a measure for fratricide avoidance.
- 7.2.3. **Identify Friend or Foe (IFF).** IFF entails the marking of friendly forces to prevent mistaken identity when applying fire support.
- 7.2.3.1. Although these are measures taken at the tactical level, the CTF must standardize them at the operational level across the entire CTF. IFF can range from the highly technical using radio beacons to the very simple using distinctive markings on equipment.
- 7.2.3.2. Other IFF measures could include the use of colored air panels, infrared reflective tape or beacons, thermal tape/panels, near-far recognition signals, challenge and password, and Minimum Risk Routes/Safe Passage Corridors/"lame duck" procedures.
- 7.2.4. **Restrictive Targeting Process.** Some targets are considered sensitive due to many factors such as collateral damage, cultural or historical significance. Restrictions could include approval authority to strike, munition type, and time of attack. These targets must be identified during the targeting process and a procedure put in place to ensure that the proper level of control is maintained.
- 7.2.5. **Cross Boundary Fires Process.** A boundary is a maneuver control measure. In land warfare, it is a line between adjacent coalition/combined units by which an area of operation is defined. Boundaries designate the geographical limits of the AO of a unit. Within their own boundaries, units may execute joint fires and maneuver without close coordination with adjacent/neighboring units unless otherwise restricted. Normally, units do not conduct cross boundary fires unless these fires are coordinated with the adjacent unit at the lowest possible level of command. Additionally, when fires such as smoke, illumination, and fragmentation affect an adjacent unit, coordination with that unit/formation is required.
- 7.2.6. **Time Sensitive Targets (TSTs).** A TST is a CCTF designated target of such high importance to the accomplishment of the CCTF's mission and objectives or one that presents such a significant strategic or operational threat to coalition/combined forces, that the CCTF dedicates intelligence collection and attack assets or is willing to divert assets away from other targets. A TST is a target of such high priority

to coalition/combined forces that the CCTF designates it as a requiring immediate response because it poses, or will soon pose, a danger to coalition/combined forces, or it is a highly lucrative, fleeting target of opportunity. The following procedures are for targets that are detected and verified as TSTs in accordance with the CCTF guidance and which require immediate action by the functional components.

- 7.2.6.1. The CCTF specifically prioritizes TSTs. Additionally, the CCTF establishes guidance on procedures for coordination and de-confliction. The CCTF should normally define those situations, if any, where immediate destruction of the TST outweighs the potential for duplication of effort and fratricide.
- 7.2.6.2. Once this guidance is set forth, the components establish planned and reactive procedures for attacking the prioritized TSTs. The key to accomplishing the required steps quickly enough to be effective against TSTs is to do as much of the coordination and decision making as possible ahead of time. The reaction time between sensor and shooter can be greatly reduced if the on-scene commander knows exactly what the CCTF desires when time compression precludes thoroughly coordinating all decisions and actions.
- 7.2.6.3. CCTF may designate the CFACC as the central point of contact for the coordination, engagement authority, and execution of attacks on TSTs within the CTF AO. Other CFC components can be charged with this responsibility as the situation dictates. The requirement for cross-component coordination in the engagement of TSTs underscores the need for the exchange of LNOs within the CTF.
- 7.2.6.4. The CFE should assist in preplanned coordination between components to increase efficiency and effectiveness of prosecuting TST attacks, then monitors TST identification and execution.

7.2.7. **Counterfires.** Counterfire is fire intended to destroy or neutralize enemy surface-to-surface weapons that have attacked coalition/combined forces/positions. Counterfire is a defensive measure and an integral component of force protection. The CFE will ensure that a counterfire plan is included within the CTF's overall CONOPS or delegated to a component dependent on the threat situation.

7.2.7.1. **Counterfire Planning Considerations.** The following are counterfire planning considerations:

- **Method of Command and Control (C2).** The C2 for counterfire operations can be centralized or decentralized. In a centralized plan, counterfire C2 will be executed at the CTF (CFE) level and prosecuted with General Support weapon systems throughout the CTF AO. In a decentralized plan, counterfire C2 will be executed at the component/subordinate level and prosecuted with Direct Support weapon systems within component/subordinate AOs.
- **Available Counterfire Assets.** Counterfire assets may include: indirect fire weapons; rotary and fixed wing aircraft; other air delivery assets; counter fire radar (CFR); and a wide range of human and electronic Intelligence, Surveillance, and Reconnaissance (ISR) platforms. The capabilities of available counterfire assets must be able to support the CFE's counterfire plan (i.e. effective range, environmental specifications, accuracy, and crew training/readiness).
- **Communications Network.** Effective counterfire operations require an extensive communications network. Reliable and rapid connectivity between sensor assets (spotters and ISR platforms) and shooters (indirect fire and air delivery platforms) is critical to successful counterfire operations. In most cases, dedicated 'quick-fire nets' will be established in support of counterfire operations.
- **Assigned Area of Operations.** The size and geography of the CTF's assigned AO must be considered during counterfire planning. Distances and terrain within the AO will dictate the positioning of counterfire assets, the method of counterfire C2, and design of the communications network supporting counterfire operations.

7.2.8. **Fires Templates and Matrices.** Refer to Part C Annex E Appendix 1 (Fire Support Templates, Matrices, and Checklists).

8. **CFE Planning Rhythm.** There are many factors that affect CFE planning rhythm.

- 8.1. The CFE will be responsible for publishing the Fires Coordination Battle/Operational Rhythm for the CTF and ensure component/staff planning rhythms are fully aligned with this Battle/Operational Rhythm to best support CCTF decision making and CTF operations. ([Refer to Part B, Chapter: CTF Battle / Operational Rhythm](#)).
- 8.2. The CFE must ensure that the CTCB is integrated into the CTF Battle/Operational Rhythm. To support the CTCB, the CFE must establish and convene a Working Group in advance in order to prepare for the CTCB. The CFE needs to coordinate with the C2 to sequence the Coalition/Combined Collection Management Board to follow after the CTCB.
9. **Reports.** [Refer to Part C, Chap 9: Information Management](#) and [Part F, Chapter 4: Reports Matrix](#).
10. **References.**
 - 10.1. U.S Pub 3-01, Countering Air and Missile Threats, March 23, 2012.
 - 10.2. U.S. Pub 3-01.4, CTF Tactics, Techniques, and Procedures for CTF Suppression of Enemy Air Defenses. (J-SEAD).
 - 10.3. U.S. Pub 3-01.5, Doctrine for CTF Theater Missile Defense.
 - 10.4. U.S. Pub 3-09, Joint Fire Support, December 12, 2014.
 - 10.5. U.S. Pub 3-09.3, Close Air Support (CAS), November 25, 2014.
 - 10.6. U.S. Joint Publication 3-60, Joint Targeting, January 31, 2013.
 - 10.7. Australia Defence Doctrinal Publication 3.1, Offensive Support, 2016.
 - 10.8. Australian Defence Force Procedures 3.1.1, Offensive Support Procedures, 2016.
 - 10.9. Australian Defence Doctrinal Publication 3.14, Targeting, 2016.
 - 10.10. Australian Defence Force Procedures 3.14.1, Battle Damage Assessment, 2016.
 - 10.11. Australian Defence Force Procedures 3.14.2, Targeting Procedures, 2016..
 - 10.12. ABCA Coalition Operations Handbook. Produced by the American-British-Canadian-Australian (ABCA) Program.
 - 10.13. U.K., Ministry of Defence, Development Concept and Doctrine Center, Joint Doctrine Note (JDC), Joint Action (cover joint fires within a framework of “joint actions”). No direct quotes or wording out of this document used. Used as background on perspectives for multinational operations.
 - 10.14. Allied Joint Publication (AJP) 3.9, NATO Joint Targeting Manual.

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Appendix::

Appendix 1. Fire Support Templates, Matrices, and Checklists

APPENDIX 1

FIRE SUPPORT TEMPLATES, MATRICES, AND CHECKLISTS

1. **General** - This appendix provides example templates, checklists, and matrices for use by the Coalition/Combined Fires Element for fire support planning and execution. These tools are provided as examples that should be modified to suit the situation and the CTF.
2. **Templates.**
 - 2.1. **CTCB Agenda.**
 - 2.1.1. Timeline / Deliverables – CFE
 - 2.1.2. Weather Impact – METOC
 - 2.1.3. CCTF Objectives/Guidance/Intentions – C3/C5
 - 2.1.4. Target List Management – CFE Targets
 - Review CIPTL – CFE Targets
 - Review HPT/HVT/TST lists – CFE Targets
 - Review Reactive Attack Guidance Matrix /Dynamic Target List - CFO
 - 2.1.5. Review today's ATO and CIPTL – All
 - 2.1.6. Review day after tomorrow's MAAP – All
 - 2.1.7. Review two days after tomorrow Targeting Effects Team / Apportionment – All
 - 2.1.8. Review three days after tomorrow apportionment and targeting guidance – ALL
 - 2.1.9. Component significant issues – CTF components
 - 2.1.10. Decision – DCCTF / CCTF
 - 2.2. **CTCB Outputs / Deliverables.**
 - 2.2.1. Combined Target List
 - 2.2.2. Restricted Target List
 - 2.2.3. No Strike List
 - 2.2.4. High Value Target List
 - 2.2.5. High Payoff Target List
 - 2.2.6. Combined Integrated Prioritized Target List
 - 2.2.7. Time Sensitive Target Matrix
 - 2.2.8. Apportionment Guidance Updates

2.3. Target List Worksheet.

DA FORM 4655-R, JAN 83 REPLACES DA FORM 4655, 1 JUL 81, WHICH IS OBSOLETE. USAFA V1.0

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3. Matrices.

3.1. High Payoff Target Matrix.

CTF High Payoff Targets							
Priority	Target Type	Description	Desired Effects				Notes
1	Air Defense C2 Nodes	Central ADA command Fiber Optic Trunks	Neutralize AD systems during campaign				
2	Air Control Intercept	Enemy AWACS	Disrupt C2				
3	Ground Combat Element C2 Nodes	Division command posts and integrated Fire Commands	Disrupt C2				
4							
5							

3.2. High Value Target Matrix.

CTF High Value Targets							
Priority	Target Type	Description	Desired Effects				
1	Mobile SAMs	Acquisition radars, TELs, support vehicles	Neutralize systems during campaign				
2	Air Control Intercept	Enemy AWACS	Disrupt C2				
3	Air Defense C2 Nodes	Central ADA command	Neutralize AD systems during campaign				
4	SSMs	TELs, missile storage sites	Neutralize systems during campaign				
5	Ground Combat Element C2 Nodes	Division command posts and Integrated Fire Commands	Disrupt C2				
6							
7							

3.3. Time Sensitive Target Matrix

Time Sensitive Target Matrix						
Priority	TST Type	Desired Effects	Acceptable Threat Risk to mission commander	Approval Authority	Add'l Restrictions	Notes
1	Critical Weapon system A	Prevent Launch	HIGH	On scene commander	-	Strike Immediately with any asset
2	Personnel or groups meeting X criteria	Isolate, capture, kill	HIGH	CCTF or above	Higher level notification required prior to striking	Notify CCTF Immediately & maintain sensor track
3	Critical Weapons system B	Prevent movement or use	MEDIUM	CCTF	-	Hazards analysis required
4	Critical Weapons system C	Neutralize for duration of campaign	LOW	Component Commander	-	-

Note: Acceptable Threat Risk to mission commander - this column provides the risk threshold that the CCTF has with regard to prosecuting each particular TST. A HIGH acceptable threat risk helps the staff understand that the commander is willing to accept nearly any casualties/consequences in order to attack the listed TST. Obviously MEDIUM and LOW are below HIGH but each level of risk needs to be clearly defined by the CCTF in order for the staff to be able to execute TSTs. The CFE may draft risk definitions for the commander but they must be approved before use.

3.4. Essential Fire Support Task Matrix

Phase/Event	LD to Support by fire	Objective A	Objective 2
Task	Disrupt enemy defense	Disrupt enemy brigade defense	Disrupt enemy defense
Purpose	Allow Indian Bde to establish SBF	Allow Philippine Bde to atk objective A	Allow Thai Regiment to atk Objective 2
Method Pri=P Alt=A	POF Fires Bde, AF 1003, AF1004, AF1005	POF MLRS Bn/CAS, SE11A6	POF MLRS Bn/CAS, BPT refire SE11A6
Net	Fires Bde Fire Net	Counterfire Net	Fires Bde Fire Net
Trigger/Time		Once SBF set	
Weapon	155mm, MRL	MLRS, PGM	155mm
Effects/ Endstate	Enemy suppressed; Indian Bde in position to support Philippine Bde	Enemy suppressed; Philippine Bde seizing obj A. Thai Regt moving unimpeded	Enemy Arty&ADA destroyed; Thai Regt able to continue atk through Obj 2
Remarks			

3.5. Attack Guidance Matrix (AGM).

Priority	1	3	4	2
Description	Troop ships/landing craft	ADA 2S6	Indirect Fire 2S1 (122mm)	C2 Bde or higher
Artillery	1 100m 2 3 ships > 3 Stationary 4 <1 Hr 4 N	1 100m 2 Bn > 3 Stationary 4 <1 Hr 1 N	1 100m 2 Bn > 3 Stationary 4 <1 Hr 1 N	1 100m 2 Bde > 3 Stationary 4 <1 Hr 1 N
Atk Helo	1 500m 3 3 ships > 3 Stat/move 4 <1 Hr 3 N	1 100m 2 Bn > 3 Stationary 4 <1 Hr 2 N	1 500m 2 Bn > 3 Stationary 4 <1 Hr 1 D	1 500m 2 Bde > 3 Stationary 4 <1 Hr 2 N
Fixed Wing	1 1000m 2 3 ships > 3 Stat/move 4 <1 Hr 2 N	1 100m 2 Bn > 3 Stationary 4 <1 Hr 4 N	1 500m 2 Bn > 3 Stationary 4 <1 Hr 2 D	1 500m 2 Bde > 3 Stationary 4 <1 Hr 3 N
MLRS/SSM	1 500m 2 5 ships > 3 Stationary 4 <1 Hr 5 N	1 500m 2 Bn > 3 Stationary 4 <1 Hr 3 N	1 500m 2 Bn > 3 Stationary 4 <1 Hr 1 D	1 500m 2 Bn > 3 Stationary 4 <1 Hr 4 N
Submarine	1 1000m 2 2 ships > 3 Stat/move 4 <1 Hr 1 D			

Note: How to use the AGM – The CFE should use the HPT list to determine the priority targets and list them across by “Description.” Next, the CTF available weapons systems are listed down the first column. Each target set is evaluated against the weapon system effectiveness. A priority of attack is placed in the box and the desired effect (D=Destroy; N=Neutralize; S=Suppress) beneath the priority.

Target selection criteria are added.

Target Location Error (in meters)

i-i. Target Size (formation size or number of systems)

i-ii. Activity (either stationary or moving)

i-iii. Latest Time of Value (in hours or minutes since the target set has been sighted)

3.6. Fire Support Execution Matrix.

Event Unit	AA	LD	CTF Obj A	CTF Obj B	CTF Obj C	Consolidation
CTF	POF FW CAS, RW CAS, MLRS, Arty	POF FW CAS, RW CAS, MLRS	POF FW CAS	MLRS	MLRS	POF FW CAS, MLRS
Indian Bde		POF RW CAS, Arty	POF Arty, RW CAS, Group 11A6			POF RW CAS
Phillip Bde			MLRS, AF 2002		POF Arty, FW CAS, Group 33C1	
Thai Regt				POF Arty, RW CAS Series 22B2		
Brunei Tank Bn				POF FW CAS, AG 1000	POF RW CAS	POF Arty
Arty	POF CTF	POF Indian Bde	POF Indian Bde, Group 11A6	POF Thai, Series 22B2	POF Phillip Bde, Group 33C1	POF Brunei Tank Bn
MRLS	POF CTF	POF CTF	POF Phillip Bde, AF 2002	POF CTF	POF CTF	POF CTF
RW CAS	POF CTF	POF CTF	POF Indian Bde, Group 11A6	POF Thai, Series 22B2	POF Brunei Tank Bn	POF Indian Bde
FW CAS	POF CTF	POF CTF	POF CTF	POF Brunei Tank Bn, AG 1000	POF Phillip Bde, Group 33C1	POF CTF

4. Checklists – (needs to be added as this Appendix matures)

5. Effects Verbs

5.1 Fires and other targeting effects need to be communicated in clear, unambiguous terms across the CTF. This is exceptionally important given that targeting (in particular) must always support the commanders intent, consistent with attainment of decisive events (decisive points and commanders decision points) along specific lines of operation (LOO). Effects verbs used in operations must be in relation to the outcome, event or consequence relevant to the target and not the means used to create the effect. For example, if an objective is 'captured' by friendly forces then it is denied to the enemy; so the correct effects verb is 'deny', not 'capture'.

5.2. The effects verbs and respective definitions used in targeting (including information operations) and operational level fires are as follows:

SERIAL	EFFECT	DEFINITION	RELATED EFFECTS VERBS
1	Canalize	To restrict operations to a narrow zone by use of existing or reinforcing obstacles or by fire or bombing.	US JP 1-02
2	Deceive	Make a target audience believe something false is true, or true is false.	Litteral. Linked to military deception
3	Defeat	A tactical mission task that occurs when an enemy force has temporarily or permanently lost the physical means or the will to fight. The defeated force's commander is unwilling or unable to pursue his adopted course of action, thereby yielding to the friendly commander's will, and can no longer interfere to a significant degree with the actions of friendly forces. Defeat can result from the use of force or the threat of its use.	US ADRP 1-02
4	Degrade	Reduce a target's capability to lower or lesser standard.	Litteral. Used in lieu of 'attrite'. Task must be accompanied by the degree of degradation required.
5	Delay	To slow the time of arrival of enemy forces or capabilities or alter the ability of the enemy or adversary to project forces or capabilities.	US ADRP 1-02
6	Deny	Actions to hinder or deny the enemy the use of space, personnel, supplies, or facilities.	US ADRP 1-02
7	Destroy	A tactical mission task that physically renders an enemy force combat-ineffective until it is reconstituted. Alternatively, to destroy a combat system is to damage it so badly that it cannot perform any function or be restored to a usable condition without being entirely rebuilt.	US ADRP 1-02
8	Deter	The prevention of action by the existence of a credible threat of unacceptable counteraction and/or belief that the cost of action outweighs the perceived benefits.	US JP 1-02
9	Dislocate	Isolate a target or force it to move in such a manner that it is unable to support its associated organisation.	Litteral

10	Disrupt	A tactical mission task in which a commander integrates direct and indirect fires, terrain, and obstacles to upset an enemy's formation or tempo, interrupt his timetable, or cause enemy forces to commit prematurely or attack in piecemeal fashion.	US ADRP 1-02
11	Enhance	To increase or make greater the capabilities of a force or a people.	
12	Expose	Reveal information about a target or render it unprotected.	
13	Fix	A tactical mission task where a commander prevents the enemy from moving any part of his force from a specific location for a specific period. Fix is also an obstacle effect that focuses fire planning and obstacle effort to slow an attacker's movement within a specified area, normally an engagement area	US ADRP 1-02
14	Interdict	An action to divert, disrupt, delay, or destroy the enemy's military surface capability before it can be used effectively against friendly forces, or to otherwise achieve objectives	US JP 1-02
15	Isolate	A tactical mission task that requires a unit to seal off—both physically and psychologically—an enemy from sources of support, deny the enemy freedom of movement, and prevent the isolated enemy force from having contact with other enemy forces.	US ADRP 1-02
16	Limit	Restrict or constrain a target's behaviour.	Diminish, Contain
17	Undermine	Weaken support for a cause or person; reduce the cohesion of a political or military target. To weaken insidiously or to destroy gradually.	Usurp
18	Shape	To determine or direct the course of events. To modify the behaviour by rewarding changes that tends towards the desired response. To cause to conform to a particular form or pattern.	ADFP 3.14.02
19	Harass	To disturb the rest of enemy troops, curtail their movement and lower morale by threat of loss.	
20	Influence	To cause a change in the character, thought or action of a particular entity.	Convince, Coerce
21	Neutralise	To render an enemy weapon system and manoeuvre unit ineffective or unusable for a specific time period	
22	Protect / Safeguard	To cover or shield from exposure, damage, or destruction. To keep from harm, attack, injury or exploitation	
23	Suppress	A tactical mission task that results in temporary degradation of the performance of a force or weapons system below the level needed to accomplish the mission.	US ADRP 1-02

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ANNEX F

COALITION / COMBINED FORCE AIR COMPONENT COMMANDER (CFACC)

1. Purpose. This annex addresses the key challenges to coordinate and plan air operations of a CTF for Military Operations Other Than War (MOOTW). This annex addresses the organization, duties, responsibilities, and authorities of the Coalition / Combined Force Air Component Commander (CFACC).

2. Critical Air Operations Decisions. In the initial organization of the CTF command, the Commander Coalition/Combined Task Force (CCTF) will have to make the following early-on decisions in regard to the CFACC.

2.1. Decision #1, Functions: What air functions will be required for the CTF mission? For CTF contingency plans? Is transition from noncombat operations to combat operations a possibility?

The answers to these questions will be framework for addressing the next critical decision. It is essential that CTF planners identify the Air Operations functions based on the Commander's intent and guidance. This is critical during the initial mission analysis that occurs in Phase 3 of the CAP process (Course of Action Development Process) (see Chapter 5).

2.1.1. Low Level MOOTW (disaster relief operations or small scale humanitarian operations) are likely airlift and logistics oriented (medical and resupply) and have little potential to move to combat operations. As such, instead of creating a CFACC, an Air Operations section with airlift planning specialists and DIRMOBFOR should suffice. Integration of multinational air assets may not be required (is not critical or complex in nature). (See Figure C3-J1)

2.1.2. Mid Level MOOTW (Peace Keeping Operations) major disaster relief operations with instability, and major humanitarian operations with instability factors will likely require integration of air operations. Designating a CFACC should be the starting point for air integration. The composition of the CFACC's organization can be tailored to best accommodate the situation. If operations become more complex and involve more aspects of combat operations, contingency plans for increasing the size and functions of the CFACC's organization may be required.

2.1.3. High Level MOOTW (Peace Enforcement, Sanction Imposition, and Raids, etc.) will usually require the designation of a CFACC and integration of all air assets.

2.2. Decision #2, Structure: Is a CFACC required based upon the air functions and air operations complexity? Will an Air Operations staff section operating within the C3 be sufficient? Can the Director of Mobility Forces (DIRMOBFOR) act as the CFACC or as the Air Operations Staff section OIC? If a transition from noncombat to combat operations is possible, does the CTF require a CFACC in the CTF Area of Operations (AO) initially? Can it operate from an Intermediate Staging Base (ISB) or will an advance party suffice within the C3 section initially?

Low Level MOOTW operations can most likely be addressed by establishing an Air Operations Division within the C3 staff directorate (see Figure C-9-F.1. Mid to high level operations (complex MOOTW / small scale contingencies) may use the CFACC organization in Figure C-9-F.2 as an operational template.

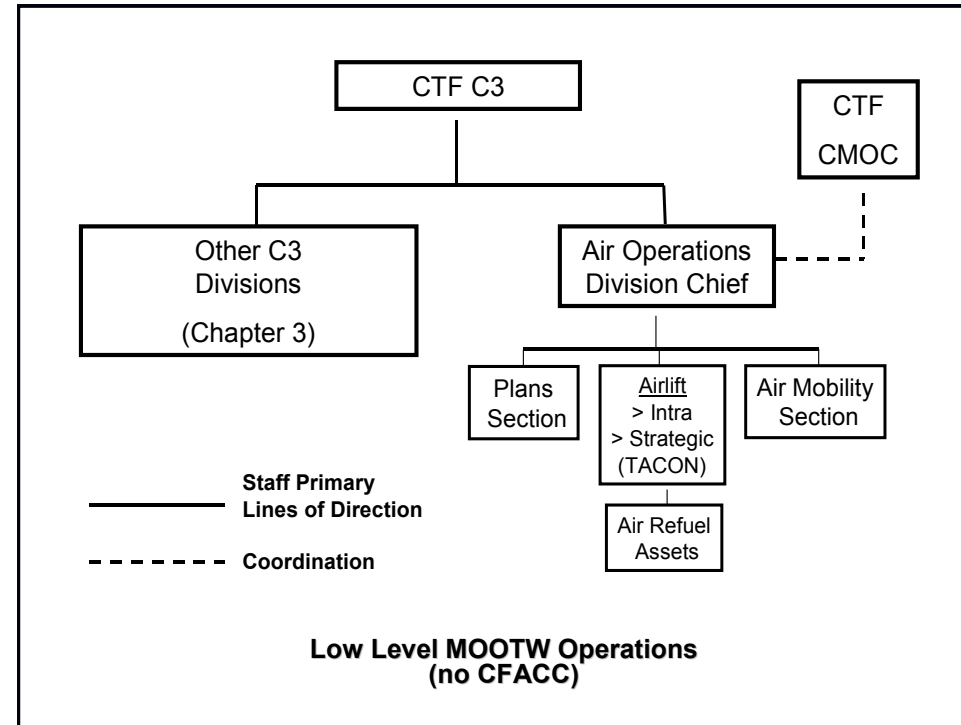


Figure C-9-F.1: Low Level MOOW Operations (Limited Air Ops)

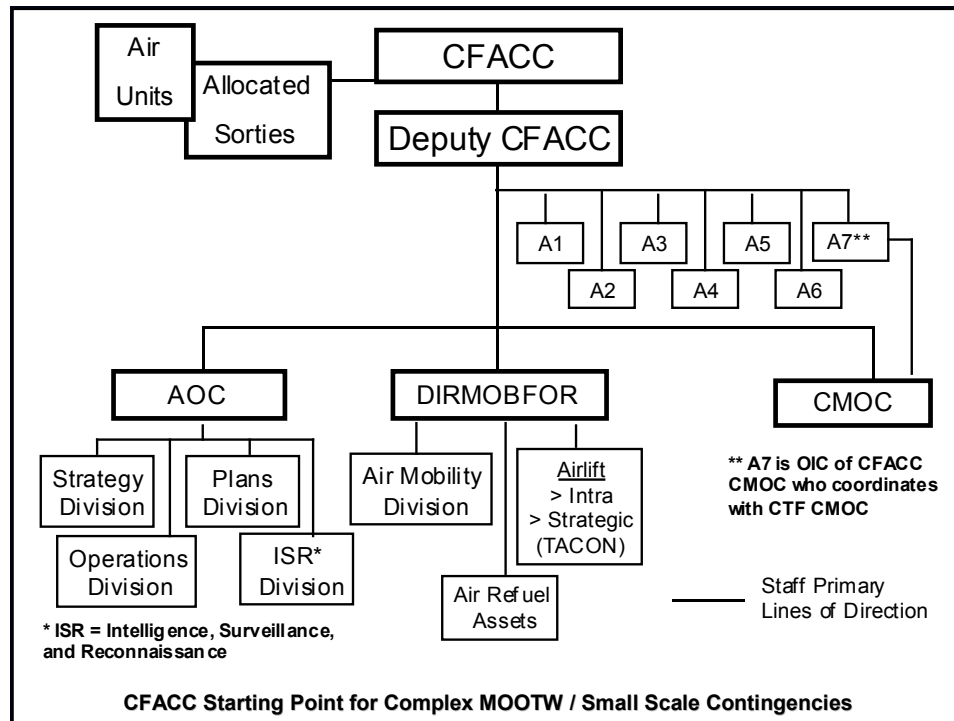


Figure C-9-F.2: Complex MOOTW / Small Scale Contingencies (Air Ops Required)

- 2.3. **Decision #3**, Location Options: What are the appropriate locations of the CFACC or Air Operations Staff? What are the command post options available to the CCTF and CFACC? Can split operations establish effective operations while keeping the CTF footprint in the host nation to a minimum? Can a CFACC Forward, CFACC Main Operations, and CFACC Rear Operations be established? Can reachback command and control channels for multinational units assist in the integration and coordination of nations' forces?

Given the advances in informational technologies, internet, and network advances, the CFACC or C3 Air Operations Staff can be distributed among different locations to enhance operations.

- 2.3.1. Using the concepts of splitting headquarters functions (some personnel and functions within the CTF AO and others outside the CTF AO) the size of the CFACC or C3 Air Operations Staff can be tailored to the CTF requirements.
- 2.3.2. By using reachback concepts (linking via networks to CFACC support elements back in the Lead Nation territory or locations in other supporting nations territories) more effective and efficient operations can be conducted. Further, vast resources can be brought to bear to support a tailored CFACC using networking links to home stations.
- 2.3.3. **Location Options:** Four possible options for the Main CFACC Air Operations Center (AOC) are:
 - i. Option #1: Land-based AOC is out of the AO; operates via electronic procedures. Located in another nation or in the Lead Nation.
 - ii. Option #2: Land-based AOC that is within the AO.
 - iii. Option #3: Sea-based CFACC embarked aboard an afloat Command and Control Platform with full AOC.
 - iv. Option #4: Sea-based split AOC that is geographically separated such as part of the AOC between naval ship and the remainder positioned outside the AO.

- 2.4. **Decision #4, CTF and CFACC Battle / Operational Rhythm Integration:** How can Air Operations planning and Air Tasking Orders (ATOs) be timed to integrate into the CTF targeting process and CCTF decision cycle? What CFACC battle rhythm best matches the CTF battle rhythm? What CTF HQs targeting boards and planning groups must the CFACC liaise to ensure effective air operations planning is integrated into CTF planning, coordination, and management of the crisis? How can Air Operations planning decisions and ATOs be timed to integrate into the CTF targeting process and CCTF decision cycle?

The CFACC battle rhythm will synchronize with the CTF battle rhythm. The CFACC coordinates directly with the C3 Coalition/Combined Fires Element (CFE) and the Coalition Targeting Coordination Board (CTCB) to establish battle rhythms and timelines for critical fire support planning and coordination actions that best support CTF operations and CCTF decision-making. The timelines below are starting points for major air planning document coordination. Appendix 1 to this Annex illustrates a detailed description of the timing of the CFACC air operations planning decisions that may be necessary for intensive air operations supporting Small Scale Contingency Operations. However, these steps may not be needed for less complicated operations like disaster relief and humanitarian assistance. A major factor to determine the need for an ATO is the amount of targeting required to be done. The broad timing guidelines for an effective ATO planning and development cycle are:

- 2.4.1. CCTF planning guidance, apportionment guidance, and CFACC Air Directive Order (ADO) 60 to 72 hours before ATO execution.
- 2.4.2. ATO development begins 48 hours before ATO execution.
- 2.4.3. Coalition Integrated Prioritized Target List (CIPTL) based on apportionment guidance is approved by CFACC and CTCB 48 to 24 hours before ATO execution.
- 2.4.4. Airspace Control Order (ACO) published 24 hours before execution. The order is sometimes referred to as the Airspace Coordination Order.
- 2.4.5. CFACC approved Master Air Attack Plan (MAAP) 18 to 14 hours before ATO execution.
- 2.4.6. ATO published 12 hours before ATO execution. From the ATO, individual units develop their flight schedules with proper times and cargo or weapons loads aboard.

2.4.7. The last phase of the ATO cycle includes execution and assessment. Assessment is usually not scheduled since it does not necessarily end at a specified time.

2.4.8. Note: The CFACC Battle Rhythm timing for the Air Tasking Order (ATO) process must be properly synchronized with the CTF HQs Combined Targeting Coordination Board (CTCB) so CTF air support is not adversely affected. Such negative impacts, in turn, cascade downward to the lower tactical levels within the CTF command. The net result is that air support is not maximized to the units executing the mission.

3. CFACC General Planning Considerations. - CFACC Policies. The authority and command relationships of the CFACC are established by the CCTF. These include exercising Operational Control (OPCON) over assigned and attached forces, and Tactical Control (TACON) over other military capability or forces made available. Specific policies include:

- 3.1. A CFACC will normally be designated when the complexity of air operations requires additional control or when more than one nation's air assets are assigned or are supporting CTF operations. If a single nation is providing air support, a CFACC is not required.
- 3.2. The CFACC will normally be assigned to the nation and its component commander with the preponderance of air assets and the best capability to plan, task, and control air operations.
- 3.3. The CFACC will be supported by a coalition staff with personnel provided by all coalition components with air assets assigned to the CTF.
- 3.4. The level of intensity of the MOOTW will drive CFACC planning products. Principally, there will always be a need to establish effective airspace coordination measures. In addition, with the level of intensity increasing, the need to develop an Air Tasking Order (ATO), possibly including effective targeting coordination, may arise.

4. Responsibilities

- 4.1. Broadly assigned by the CCTF. These include, but are not limited to, planning, coordination, allocation, and tasking of CTF air operations based on the CCTF's concept of operations and air apportionment decision.
- 4.2. Specific responsibilities include:
 - 4.2.1. Advising the CCTF on the proper employment of aerospace forces
 - 4.2.2. Analyzing various Courses Of Action (COAs)
 - 4.2.3. Issuing planning guidance after close liaison with the CTF Fires Element
 - 4.2.4. Developing a coalition air and space operations plan to best support CTF objectives
 - 4.2.5. Recommending air and space apportionment to the CCTF:
 - i. After consulting with other component commanders and with close liaison with the Coalition / Combined Fires Element
 - ii. By percentage and / or by priority [priority preferred]
 - iii. Recommendations will be forwarded to the CCTF via the CTCB for final approval
 - 4.2.6. Providing centralized direction for the allocation and tasking of capabilities and forces based on the CCTF air apportionment decision usually made during the CTCB
 - 4.2.7. Controlling execution of CTF air operations as specified by the CCTF's guidance
 - 4.2.8. Notifying affected component commanders and / or CCTF when the execution of the planned ATO changes. Many operations of the ground commander, CMOC, etc. are affected by these changes. Information flow to notify these units through the COC is paramount.

- 4.2.9. Coordinating space operations with selected nations when directed by the CCTF
- 4.2.10. Coordinating coalition / combined air operations with operations of other component commanders and forces assigned to or supporting the CTF, to include:
 - i. Search and Rescue (SAR)
 - i-i. When the CFACC/AOC are collocated with the CTF, the Coalition Search and Rescue Center (CSRC) will also be physically located with the AOC.
 - ii. As a minimum, a CFACC will have a Rescue Coordination Center (RCC) at the AOC as his interface with theater SAR planning and resources
 - iii. SAR is a portion of a broader concept known as Personnel Recovery. Personnel recovery includes rescue or recovery of personnel using assets other than air.
- 4.2.11. SOF operations with the CSOTF or CFSOCC
- 4.2.12. Performing operational assessment of CTF air operations at the operational and tactical levels. In a split AOC, combat assessment will normally be done in the rear. However, time sensitive targeting and Intelligence, Surveillance, and Reconnaissance (ISR) feeds and assessment should be forward
- 4.2.13. Evaluating the results of CTF air operations in close liaison with the CFE and forwarding operational assessments to the CTF to support the overall operational assessment efforts
- 4.2.14. Performing the duties of the Airspace Control Authority (ACA) for the CTF AO when assigned that responsibility by the CCTF. In any case, the CFACC has to ensure that effective airspace coordination measures are in place, or that respective procedures are being followed
- 4.2.15. Developing and publishing an ACO
- 4.2.16. Performing the duties of the Area Air Defense Commander (AADC) for the CTF AO, when assigned that responsibility by the CCTF. It is strongly recommended that the AADC be located forward when using a split operations CFACC/AOC.
- 4.2.17. Providing CTF AO ISR for the CCTF in coordination with the C2, C3, COC, and other internal and external agencies
- 4.2.18. Ensuring each nation's combat identification procedures have been established in coordination with the C2
- 4.2.19. Functioning as the CTF Time Sensitive Target (TST) Coordinator

5. Organization

- 5.1. The CFACC will usually have four major subdivisions for a MOOTW operation (see Figure C-9-F.2).
 - 5.1.1. Air Operations Center (AOC). See paragraph 2, below.
 - 5.1.2. DIRMObFOR Division. See paragraph 3, below.
 - 5.1.3. Air Units OPCON / TACON to CFACC control. This should include allocated sorties provided to the CFACC.
 - 5.1.4. CMOC Division. CMOC (run by the CFACC A7) is organized along the lines and supports the CTF CMOC ([refer to Part B, Chapter 2: CMOC](#)).
- 5.2. Air Operations Center. The AOC is the system (personnel, capabilities, and equipment) through which the CFACC exercises command and control (C2) of air and space assets.

5.2.1. The AOC is managed by the AOC director and usually has four subdivisions. It should be noted that the DIRMObFOR could be organized within the AOC in some situations and under the AOC director. However, this MNF SOP will describe the DIRMObFOR as a separate division, working directly for the CFACC. The DIRMObFOR can collocate with the AOC for unity of effort; this is a CFACC decision.

5.2.2. The four subdivisions are outlined below:

- i. Strategy Division. Has a Plans Team, Operational Assessment Team, and an optional Target Integration Team that may be needed for complex and/or large scale operations.
 - i-i. Plans Team: Performs the mid term to long range planning for the CFACC (works closely with the CTF C5 Future Plans (or PLANs, see Chapter C-5).
 - i-ii. Operational Assessment Team: Performs Operational Assessment of the progress of the CFACCs operational and strategic plans as they are executed.
 - i-iii. Responsible for the following functions:
 - i-iii-i. Develops CFACC air estimate of the situation
 - i-iii-ii. Develops and coordinates the Coalition Air Operations Plan (CAOP)
 - i-iii-iii. Develops coalition / combined air strategy
 - i-iii-iv. Assesses CAOP support to the CTF campaign plan
 - i-iii-v. Translates Lead-Nation National Authorities, Supported Strategic Commander, CCTF, and CFACC guidance into CFACC objectives and tasks
 - i-iii-vi. Generates apportionment recommendations to the CFE and the CTCB for CCTF's approval
 - i-iii-vii. Determines priority, sequencing, and phasing for the execution of tasks
 - i-iii-viii. Determines target sets to achieve these tasks
 - i-iii-ix. Serves as the AOC's primary liaison with CTF planners and the CFE
 - i-iii-x. Integrates functional and service component task requirements into the ATO
 - i-iii-xi. Monitors and assesses the progress of the air phases and provides overall operational level combat assessment with respect to the air objectives
 - i-iii-xii. Develops combat assessment processes and tools as required to achieve CCTF and CFACC objectives
 - i-iii-xiii. Develops alternative contingency plans and COAs.
 - i-iii-xiv. Provides input to the development of an ISR plan for the CCTF
 - i-iii-xv. Works with the CTF Information Operations team
- ii. Plans Division. Coalition / Combined Master Air Attack Planning (CMAAP) cell and ATO / Airspace Control Order (ACO) production cell.
 - ii-i. Responsible for the future Air Operations planning function of the AOC and works the two ATO periods beyond the current ATO.
 - ii-ii. Responsible for the following functions:

- ii-ii-i. Determines the optimal combination of target, platform, weapon, and timing for missions included in the ATO
- ii-ii-ii. Ensures air and space tasking supports the overall CCTF campaign
- ii-ii-iii. Produces and disseminates the Airspace Control Plan (ACP)
- ii-ii-iv. Produces and disseminates the Area Air Defense Plan (AADP)
- ii-ii-v. Produces and disseminates the ATO
- ii-ii-vi. Generates special instructions (SPINS) and the daily Airspace Control Order (ACO) or ACO updates
- iii. Operations Division. Usually organized into two teams (offensive and defensive) which monitors the execution of the current ATO.
 - iii-i. Operations teams are included on the operations floor and can be organizationally placed under a consolidated support team.
 - iii-ii. Monitors execution of the ATO; analyzes, prioritizes, and (if necessary) makes recommendations to the CFACC (or designated representative) to redirect assets. Airspace Control Authority (ACA) and Area Air Defense Commander (AADC) representatives, along with service component LNO staffs, should be part of this decision-making process.
 - iii-iii. Responsible for the following functions:
 - iii-iii-i. Executes the current ATO through constant monitoring of air missions under control of the theater air control system
 - iii-iii-ii. Evaluates information operations effectiveness, to include ISR feedback
 - iii-iii-iii. Adjusts the ATO as necessary in response to battlespace dynamics (e.g., assigned targets are no longer valid, high priority targets are detected, enemy action threatens friendly forces)
 - iii-iii-iv. Coordinates emergency and immediate air support requests
 - iii-iii-v. Monitors and recommends changes to offensive and defensive operations
 - iii-iii-vi. Publishes changes to the ATO
 - iii-iii-vii. Provides feedback on status of the current ATO
 - iii-iii-viii. Coordinates retargeting and Time Sensitive Targeting (TST)
- iv. Intelligence, Surveillance, and Reconnaissance (ISR) Division. Focused on combat ISR support to planning, execution, and assessment activities led by the chief of ISR (CISR). The CISR has overall authority and responsibility for the ISR process within the AOC. Encompasses centralized core teams as well as ISR integration teams embedded in other AOC divisions (tasked by the respective division and guided/directed by the CISR)
 - iv-i. Objectives:
 - iv-i-i. Unify analysis and ISR battle management command and control
 - iv-i-ii. In close coordination with the Collections Management Board (CMB), direct federated ISR process with CTF, national agencies, and units
 - iv-i-iii. Provide direct support to the other AOC divisions to assist in their core processes

iv-ii. Responsible for the following functions:

iv-ii-i. Analysis, Correlation and Fusion (ACF)

iv-ii-ii. Target folder development and BDA

iv-ii-iii. Collection Management

iv-ii-iv. Processing, Exploitation, and Dissemination (PED) Management

iv-ii-v. Sensitive Compartmented Information Management

iv-ii-vi. Manage the control of Request for Information (RFI) system

5.3. Director of Mobility Forces (DIRMOBFOR). Responsible for all strategic and operational airlift coordination and planning to include refueling assets, airspace management, and airfield support operations. He ensures the planning and execution of airlift, air refueling, and air mobility support is consistent with the CCTF priorities. He must coordinate with the AOC director to ensure all aspects of air mobility, airlift, C2, and aerial refueling are coordinated in concert with the ATO. Normally has Tactical Control of airlift assets once they enter the CTF AO.

5.3.1. Air Mobility Division (AMD). Normally receives direction from the DIRMOBFOR.

i. Plans, coordinates, tasks, and executes the air mobility missions for the CTF

ii. Coordinates the CTF's movement requirements and control authority, the theater Air Mobility Operations Control Center (AMOCC) if established, and the AMC TACC as required.

iii. The AMD chief, in conjunction with the AOC director and the DIRMOBFOR, ensures division members are integrated in other AOC divisions as appropriate

iv. Responsible for the following functions:

iv-i. Directs the execution of intratheater air mobility missions and integrates intertheater air mobility forces in the CTF AO and in support of the CFC's requirements and objectives.

iv-ii. Maintains the flow of intratheater and intertheater air mobility assets in support of CCTF objectives.

iv-iii. Coordinates air mobility support for mobility requirements identified and validated by the CCTF requirements and provides movement authority as appropriate.

iv-iv. Coordinates aerial refueling planning, tasking, and scheduling, to support intertheater and intratheater air operations.

iv-v. Participates in the air and space assessment, planning, and execution process and coordinates with the AOC director to ensure that air mobility missions are incorporated in the ATO.

iv-vi. Identifies ISR requirements in support of air mobility missions.

iv-vii. Ensures intratheater air mobility missions are visible in the command and control system and are reflected in the ATO / ACO.

v. AMD can have the following subsections within its divisions (situationally dependant).

v-i. Aeromedical Evacuation Control Team (AECT)

v-i-i. Provides coordination and direction for aeromedical evacuation issues

v-i-ii. Liaises with other components to ensure the COA evacuation requirements are met

v-ii. Air Mobility Control Team (AMCT)

v-ii-i. Serves as the centralized source for air mobility command, control, and communications during mission execution

v-ii-ii. Maintains connectivity and control of intratheater airlift assets and can redirect assets as required

v-ii-iii. Deconflicts air mobility movement into and out of the CTF AO

v-iii. Airlift Control Team (ALCT). Centralized expertise to plan, coordinate, manage, and execute intratheater airlift operations in support of CFACC objectives.

v-iv. Air Refueling Control Team (ARCT). Coordinates air refueling planning, tasking, and scheduling to support combat aerospace power or to support an intertheater air bridge in accordance with the CFACC's objectives. ARCT members integrate with strategy, plans, and operations divisions to ensure air refueling operations are completely integrated into the CAOP.

5.3.2. Air Mobility Element (AME). A deployed representative of the air mobility elements of various nations to interface with the CFACC.

6. Other CFACC Roles

6.1. The CFACC may choose to retain the authority of the following agencies to effectively command and control CTF air assets. These agencies will ensure operations are synchronized and / or integrated with airspace control.

6.1.1. Airspace Control Authority (ACA). Responsible for the operation of the airspace control system in the CTF AO.

6.1.2. Area Air Defense Commander (AADC)

- i. It is recommended that he be located forward in split CFACC / AOC operations. Integrates the coalition / combined force air defense effort. Air defense operations must be coordinated with other tactical operations on and over both land and sea.
- ii. There may be circumstances when there is no CFACC or when the CCTF elects to delegate this responsibility to another component commander.
- iii. When multiple tactical data link capable platforms are available for operations the CFACC/AADC should consider appointing a Joint Interface Control Officer (JICO) to develop a Tactical Data Link (TDL) Architecture, a Combined Joint Interface Control Officer Cell, an OPTASKLINK for Combined TDL Operations (if appropriate).

6.1.3. Jamming Control Authority (JCA)

- i. Responsible for the planning, coordination, and tasking of Electronic Attack (EA) assets operating in the CTF AO in support of CCTF Information Operations (IO) objectives for the coordinated neutralize of adversary command and control. IO control may reside at CTF level.
- ii. Tasking may need to extend to available land- and sea-based EA assets.
- iii. Overall offensive IO coordination is likely to be deconflicted and synchronized by an IO staff at the CTF staff

6.1.4. CTF Space Operations Authority (CTFSOA)

- i. Responsible for the planning and coordination of CTF space assets operating in the CTF AO and in support of CTF operations

- ii. Specified nations may provide Space Assets as coordinated by the Lead Nation National authorities and Supporting Strategic Commander.

6.1.5. Intelligence, Surveillance, and Reconnaissance Coordinator (ISRC)

- i. The ISRC provides integrated ISR to satisfy the ISR requirements for the CTF. Selection of who should be delegated ISRC responsibilities is dependent on ISR assets operating in the CTF AO, the ability to control these assets, the ability to fuse these data into a common operating picture (COP) for the CTF AO, and the ability to disseminate the COP throughout the CTF AO and outside the AO.
- ii. Subtasks of the ISRC include:
 - ii-i. Identify CFC and CFACC ISR requirements
 - ii-ii. Manage CCTF (theater-level) requirements in conjunction with other components and with validation from the CCTF
 - ii-iii. Integrate and synchronize use of air and space assets
 - ii-iv. Task theater ISR assets to satisfy the CTF's requirements.
- iii. If the CFACC does not have the assets on hand to satisfy ISR requirements, the ISR elements within the AOC will identify unfulfilled information requirements and will forward them to higher headquarters for resolution.

7. CFACC Liaison, Support, and Coordination Relationships

- 7.1. Functional and Service Component Commander Liaison—for effective liaison each of these teams should train together and have their own equipment.

7.1.1. CFACC liaison to the CTF staff:

- i. CTCB
- ii. Coalition/Combined Fires Element
- iii. Information Operations Planning Cells
- iv. Time sensitive targeting ISR fusion cell
- v. Plans, FOPS, and COPS.

7.1.2. CFACC liaison element to CFLCC (CTF Land component) might include:

- i. Command and Control Liaison
- ii. Airspace Management
- iii. ISR Coordination
- iv. Target Selection Coordination
- v. Air Defense Coordination
- vi. Excess Sorties Advisories
- vii. Air and space Employment Expertise
- viii. CAS Coordination Assistance

ix. Air Mobility Coordination

x. FSCL / Forward Boundary Area Coordination

7.1.3. CFACC liaison element to CFMCC (CTF Maritime component) might include:

i. Command and Control Liaison

ii. Airspace Management

iii. ISR Coordination

iv. Target Selection Coordination

v. Air Defense Coordination

vi. Excess Sorties Advisories

vii. Air and space Employment Expertise

viii. Amphibious Objective Area

7.1.4. CFSOCC liaison element to CFACC might include (CTF Special Ops component):

i. Command and Control Liaison

ii. Airspace Management

iii. ISR Coordination

iv. Target Selection Coordination

v. Air Defense Coordination

vi. Excess Sorties Advisories

vii. Air and space Employment Expertise

viii. PSYOP

ix. Deep Operations

7.2. Functional Support Relationships

7.2.1. Mobility

i. Most nations' air mobility forces perform global missions (airlift, air refueling, air mobility support) that satisfy mission requirements across multiple AOs. These are normally centrally controlled under the National Command (see Part B for National Command Relationships).

ii. Some air mobility forces may be assigned to the Supported Strategic Commander or to a nation's Supporting Strategic Commander to perform missions that satisfy requirements. These assets can be passed to the CCTF in an OPCON or TACON coordination / control relationship. OPCON is normally retained at the Strategic Theater (AO) level for strategic assets; they would work in support of the CCCF and CTF mission..

iii. The CFACC or DIRMOBFOR should have TACON for air mobility operations come within the CTF AO. The next level of authority is coordinating authority at the minimum for the CFACC for such assets that enter the CTF AO.

- iv. Air mobility missions entering the CTF AO will be included in the ATO if required.

7.2.2. Space

- i. CTF operations will be most likely supported by Space assets of selected nations. Selected support will be used even in Low Level MOOTW at time to gather information on the crisis area.
- ii. These assets will normally NOT have OPCON / TACON passed to a foreign nation. Rather, support will be provided by command relationships by which respective nations provide general support or direct support to the Supported Strategic Commander and CTF. This support is coordinated by the Supported Strategic Commander with the respective Nations' Supporting Strategic Commanders who have these assets.
- iii. The CFACC, when designated Coalition Force Space Operations Authority (CFSOA) within the theater by the CCTF, should provide general direction for the space support effort; direct liaison is preferred.

7.2.3. Special Operations

- i. Various organizational structures may be established for employment of CFSOF. The CFSOF normally exercises OPCON over all assigned and attached SOF.
- ii. The organization of CFSOF should depend upon specific objectives, security requirements, and operational environment.
- iii. The CCTF may designate that all SOF air assets remain under the OPCON of the CFSOCC (or CSOTF commander). The CFSOCC may pass TACON of available SOF air assets to the CFACC or other component commanders when appropriate.
- iv. Regardless of command relationships, the CFSOCC provides a Special Operations Liaison Element (SOLE) to the CFACC's CTF Air Operations Center (AOC).
- v. The SOLE chief, serves as CFSOCC representative to the CFACC and places LOs throughout the AOC staff to coordinate, synchronize, integrate, and deconflict all SOF operations.

7.3. Interagency Relationships

7.3.1. Multinational considerations

- i. Strategic guidance sources are numerous and may come from such organizations as the UN or other alliances, coalitions, or nation(s).
- ii. The CFACC should have a CMOC cell integrated into its organization (see Figure C3-J3) and maintain close coordination with the CTF Coalition Coordination Center (CCC) and the CTF CMOC to ensure coalition and CMO operations are integrated fully into the CFACC process. The A7 is the OIC of the CFACC CMOC, a staff division organized in the CFACC. His Deputy may manage the day-to-day operations of the CFACC CMOC.
- iii. Regardless of the source, a detailed mission analysis and Course of Action development must be accomplished early on in the Crisis Action Planning (CAP) process and is one of the most important tasks in planning multinational operations. See Chapter C5. The CMOC and A7 need to be fully integrated into the CFACC AOC (Strategy Division, Plans Division, and Operations Division). Further, the CFACC CMOC must also be fully integrated into the CFC planning process via the CTF CMOC (especially in the CTF PLANS and FOPS planning cells)
- iv. This analysis should result in a mission statement, stated and implied tasks, commanders intent, operational phasing with starting conditions / ending conditions and support the CTF campaign plan development within the C5 Future Plans staff section.

7.3.2. International Humanitarian Community (IHC = International Organizations (IOs), Nongovernmental Organizations (NGOs), UN agencies / funds / programmes, and the International Committee of the Red

Cross (ICRC), International Federation of the Red Cross and Red Crescent Societies (IFRC), and National Red Cross and Red Crescent).

- i. There may be large numbers of the IHC involved in humanitarian relief operations and disaster response.
- ii. The UN Office for the Coordination of Humanitarian Affairs (OCHA)
 - ii-i. A proven organization that can organize and lead a United Nations interagency mission to the disaster-affected area.
 - ii-ii. It can provide a system for coordinating the operational activities of international relief agencies
 - ii-iii. It can provide a framework for cooperation and coordination among international relief teams at a disaster site through its On-site Operations Coordination Center (OSOCC). The OSOCC may act as the civil-military operations center (CMOC) to coordinate and prioritize requests from the IHC and affected nation(s).
- iii. The UN High Commissioner for Refugees is focused on strategic instead of operational-level issues.
- iv. The CTF CMOC and the CFACC CMOC needs to have liaison and close coordination with the OCHA organizations and processes and with the key IHC actors / stakeholders operating within the CTF AO..

8. CTF Operational Doctrinal, Transitioning, Targeting, and FSCL issues

- 8.1. Doctrine: Differing routines and modes of operation due to service-specific characteristics can lead to incompatibilities and delays if not handled properly.
 - 8.1.1. Differing Service and National perspectives on air operations can lead to misinformation and misinterpretation (e.g., deep operations—150 miles is deep for attack helicopters). Terminologies must be well defined.
 - 8.1.2. Service-specific outlook on maneuver warfare can also lead to misinterpretation of support requirements.
 - 8.1.3. Doctrinal Issues should not be ignored. Coordination of tasks between staffs is especially critical for multinational operations.
 - i. Distinguishing between CTCB, CFE, and CFACC authority and responsibility
 - i-i. CCTF defines the CFE and CTCB roles.
 - i-ii. The CFE is responsible for the CTCB and provides broad guidance and priorities oversight.
 - i-iii. CTCB deconflicts restricted targets of other components (e.g., current or future SOF operations in a specific target area).
 - i-iv. The CTCB is run by the CFE OIC and staff. It is chaired by either the C3 or Deputy CCTF. The CTF C3 Coalition / Combined Fires Cell and CFACC Strategy Division facilitate and support the CTCB process.
 - ii. Distinguishing between CTF Fires Element (CTF FE) and AOC responsibilities
 - ii-i. CFE coordinates and facilitates fires from all components. Many nonkinetic fires such as some information operations do not neatly fall within the CFACC's ATO cycle. Many direct action SOF fires need careful synchronization with kinetic CFACC fires and also do not fall neatly within a 72-hour window.
 - ii-ii. Fire Support Coordination Line (FSCL) placement and movement is one common friction point. Historically, the FSCL has been used as a separation line between CAS and AI. The CFACC and CFE must coordinate with the CFLCC when the FSCL or other coordinating fires line are

established or moved. This will optimize the effects of friendly forces and avoid potential geographic sanctuaries for the enemy.

- 8.2. CFACC Transition Considerations: Contingency planning by the CFACC will be a requirement for all CTF operations.
- 8.2.1. The primary objective of any CFACC transition must be to provide continuous, uninterrupted, and unambiguous guidance and direction for MNF Operations.
 - 8.2.2. All CFACC operations facilities must possess appropriate C4I capabilities to ensure the shift of CFACC duties is as transparent to the components as possible (ATO dissemination and receipt should be unchanged).
 - 8.2.3. The oncoming CFACC must have adequate communications, connectivity, manning, intelligence support, and Command & Control (C2) capability prior to assuming CFACC responsibilities.
 - 8.2.4. The oncoming CFACC must have a current ATO with Special Instructions (SPINS), Airspace Control Order (ACO), Integrated Prioritized Target List (IPTL), force disposition, adversary situation, and order of battle.
 - 8.2.5. The oncoming CFACC must have the Airspace Control Plan (ACP), Coalition Air Operations Plan (CAOP), Coalition Master Attack Planning (CMAP), and Area Air Defense Plan (AADP).
 - 8.2.6. The oncoming CFACC must establish timely, reliable, and secure communications links with all appropriate coordination cells associated with the CCTF mission to facilitate continuous and dynamic exchange of information and CTF air support.
 - 8.2.7. The oncoming CFACC must be completely familiar with the CTF AO air defense and airspace control plans.
 - i. If also designated the AADC, the CFACC must be ready to assume the responsibility for air defense operations.
 - ii. When designated the Airspace Control Authority, the CFACC must also be ready to assume that responsibility.
 - 8.2.8. Planned Transition. If required or considered likely to occur, the CFACC should develop a plan for transition of CFACC duties to another location (i.e., from / to sea-base, CTF HQ, or other component). Planned CFACC transitions are possible as a function of buildup or scale down of MNF force operations. The following events may cause the CFACC responsibilities to shift:
 - i. Coalition / Combined ATO planning and execution coordination requirements exceed capability.
 - ii. Preponderance of air assets shifts to another component commander.
 - iii. C4I capability to support current CFACC becomes unresponsive or unreliable.
 - iv. When transition of CFACC responsibilities is complete, the component passing responsibilities should continue monitoring CTF air planning, tasking, and control circuits, and remain ready to resume CFACC responsibilities until the oncoming component has demonstrated operational capability.
 - 8.2.9. Unplanned Transition. During unplanned shifts of CFACC responsibility (as a possible result of battle damage or major command and control equipment failure) a smooth transition is unlikely. Therefore, the CCTF should:
 - i. Predesignate alternates (both inter- and intra- component).
 - ii. Establish preplanned responses or options to the temporary or permanent loss of CFACC capability.
 - iii. Frequently backup and exchange databases to facilitate a rapid resumption of operations should an unplanned transition be required.

iv. Designate the individuals or units to collect, analyze, and archive data. This is critical to ensure data is available when needed.

8.3. Retargeting and Time Sensitive Targeting (TST) Coordination in the CTF AO. The CFE, in close coordination with the CFACC and other components, should provide recommendations to the CCTF on TSTs (CCTF sets TST priorities) and may delegate retasking authority to accomplish TST in certain situations.

8.4. Fire Support Coordination Line (FSCL) Change during Operations

8.4.1. The AOC, after consultation with the Battlefield Coordination Detachment (BCD), plans Strategic Attack (SA), interdiction, and Offensive Counter Air (OCA) targets well beyond the FSCL even if the FSCL advances during ATO execution or after the ATO is published.

8.4.2. FSCL advance won't normally catch up to the closest SA, OCA, or interdiction targets; however, if the friendly ground forces encounter less than expected resistance or a rapidly retreating enemy, they must have the opportunity to prosecute their advance.

8.4.3. In a rapid advance ground scenario, the CFLCC may wish to extend the FSCL far beyond the location previously agreed upon; if the FSCL overtakes any OCA or interdiction targets, there is increased risk of fratricide.

8.4.4. If CFACC targets fall short of the FSCL due to rapid ground advancement, the components must coordinate with each other before prosecuting the targets.

9. MOOTW Operations Primarily Involving Air Mobility

9.1. Some AOCs will be tailored since only air mobility assets are required to meet CTF objectives. Examples: Humanitarian Assistance and NEO.

9.1.1. Combat assets may be needed as a guard against hostile actions or to provide covering fire in a supporting role for the main air mobility effort.

9.1.2. There may be insufficient combat activity to warrant the formation of a full spectrum AOC.

9.1.3. Although not the norm, in some cases, the DIRMOBFOR and AOC director may be the same individual, and might also be designated the CFACC and AOC director in a small-scale operation.

9.1.4. In these situations, the AOC would consist primarily of an Air Mobility Division and sufficient other expertise to control all air mobility operations within the CTF AO, to produce an ATO, and manage the required combat sorties.

9.1.5. The structure and size of the AOC and its supporting staff are tailored to meet the scope and expected duration of the operation.

9.1.6. It is important to have the Air Planning and Management structure required for contingency plans. This is especially critical in uncertain situations where operations could quickly escalate to combat operations. Show of force operations should be planned for and executed at the appropriate times to signal clear resolve and capabilities to address risks to the CTF mission (and enforce Mandates as established by Multinational strategic guidance and / or UN resolutions). Having the capabilities for quick transitions with the right amount of combat air forces is a very viable deterrent.

9.2. In operations primarily involving air mobility, such as humanitarian assistance, it is not uncommon for the CFACC to be a senior air mobility commander who is dual-hatted as DIRMOBFOR. As noted before, the CFACC may not be needed in such situations; rather, an Air Operations Cell within the C3 staff may suffice with the DIRMOBFOR being the OIC of this cell (refer to figure C3-J2 of this Annex for clarification on this option).

10. References

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- 10.2. Operational Tactics, Techniques, and Procedures for Air Operations Center (AOC Process Manual)
- 10.3. PACAF Sea-based CFACC/AOC CONOPS
- 10.4. USAF Concept of Operations for Air Operations Center (Draft, version 12),
- 10.5. USMC Marine Corps Warfighting Publication 3-25.4, Marine Tactical Air Command Center Handbook
- 10.6. CONOPS for C2 Against Time Critical Targets
- 10.7. Aerospace Commander's Handbook, AFDC/DR
- 10.8. U.S. Joint Publication 1-02, DOD Dictionary of Military and Associated Terms
- 10.9. U.S. Joint Publication 3-0, Doctrine for JTF Operations
- 10.10. U.S. Joint Publication 3-01, Countering Air and Missile Threats
- 10.11. U.S. Joint Publication 3-01.5, JTF Theater Missile Defense
- 10.12. U.S. Joint Publication 3-03, JFT Interdiction Operations
- 10.13. U.S. Joint Publication 3-07.3, Peace Operations
- 10.14. U.S. Joint Publication 3-09, JTF Fire Support
- 10.15. U.S. Joint Publication 3-13, Information Operations
- 10.16. U.S. Joint Publication 3-13.1, C2 Warfare
- 10.17. U.S. Joint Publication 3-17, Theater Airlift
- 10.18. U.S. Joint Publication 3-30, C2 for JTF Air Operations
- 10.19. U.S. Joint Publication 3-50.2, JTF CSAR
- 10.20. U.S. Joint Publication 3-50.21, JTTP for CSAR
- 10.21. U.S. Joint Publication 3-51, Electronic Warfare
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- 10.23. AFDD 2, Org/Employment of Aerospace Power
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- 10.25. AFDD 2-2, Space Warfare
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- 10.27. AFDD 2-6, Air Mobility Operations
- 10.28. AFI 13-1AOC, Volume 3 Operational Procedures Air Operations Center, (revision 1)

APPENDIX 1

CFACC BATTLE RHYTHM – AIR TASKING ORDER CYCLE

1. Purpose. This appendix outlines how the CFACC Battle Rhythm can be fully synchronized to support the CTF Battle Rhythm and ensure effective and efficient air operations for support of the CTF mission. Note: Readers should read, Part B, Chap 2, Annex B (MNF Planning Process) and Appendix 4 (MNF Battle / Operational Rhythm) prior to reading this appendix to fully understand how the CTF Battle Rhythm is developed.

2. General

2.1. Development of the CTF Battle Rhythm is a deliberate decision making action by the CCTF and includes the integration of component critical timing requirements. The CCTF uses the “look down / support down” concept of developing the CTF Battle Rhythm.

2.2. The essential CTF actions that form the basis for the CFACC's Battle Rhythm are depicted in the Figure C-9-F-1.1 diagram below. The diagram is a copy of the CTF Battle / Operational Rhythm diagram with CFACC Areas of Interest highlighted ([refer to Part B, Chapter 2 for CTF Battle / Operational Rhythm details](#)).

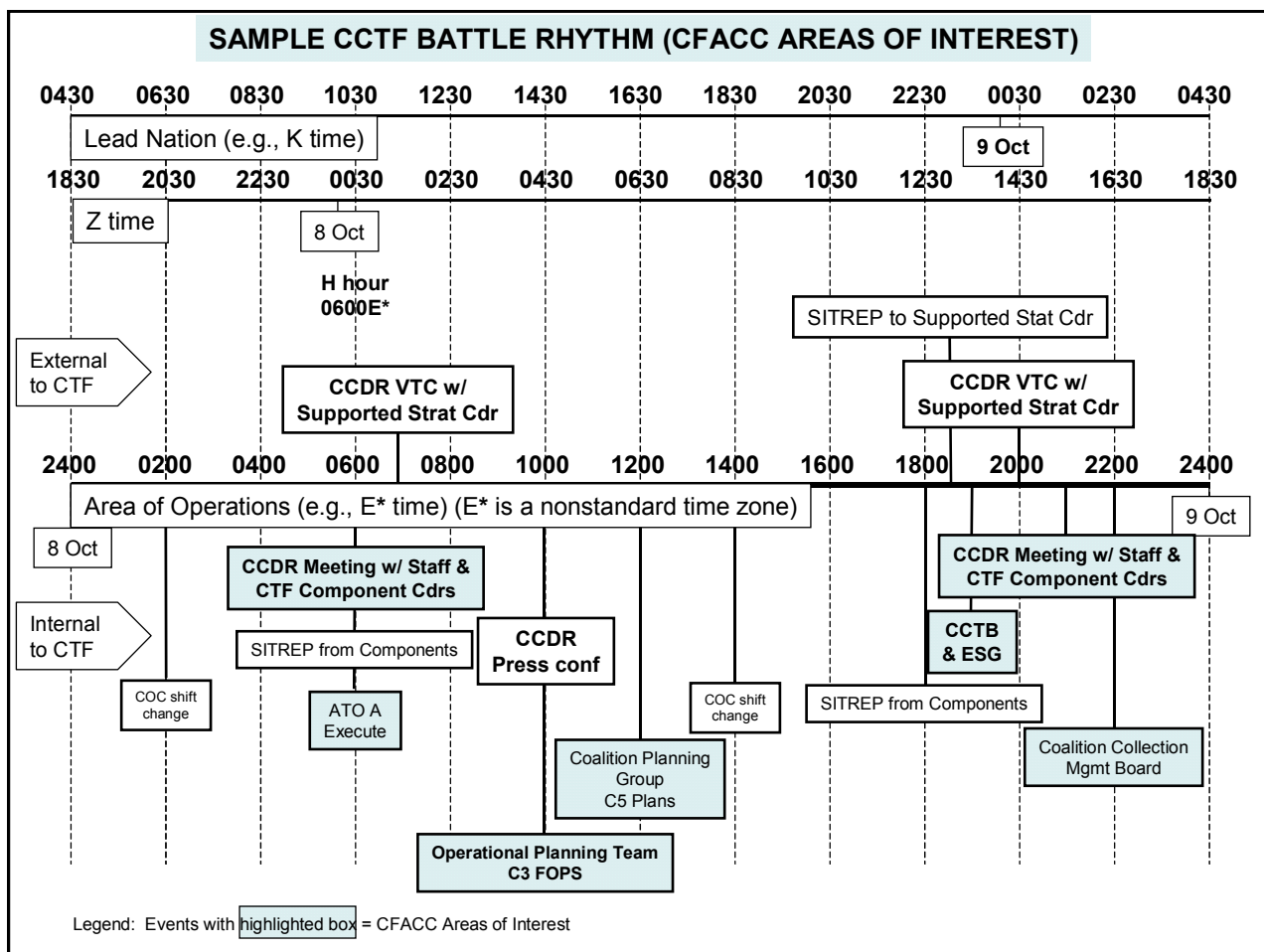


Figure C-9-F-1.1: Sample CCTF battle / operational rhythm (CFACC areas of interest)

3. CTF Battle Rhythm Areas of Interest: Figure C-9-F-1.1 highlights several areas of interest to the CFACC. At the beginning of the operation planning, D-Day, H-Hour, etc. are key factors for the CFACC; they will determine the time of execution of the ATO. These items will likely be removed from subsequent battle rhythms unless new times for branches, sequels, etc. are required. The remainder of this paragraph discusses daily areas of interest to the CFACC throughout the operation.

3.1. CTF Commander's meetings. The CFACC or representative normally will attend all briefings. It is at these meetings that the Commander develops and provides his guidance. Further, the requirements from the CTF component commanders can be addressed.

3.1.1. End State conditions for CCTF's meetings (CFACC oriented)

- i. Commander's guidance received for air planning.
- ii. Component commander's requirements are addressed.
- iii. Commander's guidance for apportionment of air assets delivered. Methods of functional apportionment could be by prioritization, by percentage, or by capabilities.
- iv. CFACC Air Operations Directive (AOD) for next 72 hours briefed. (Note: may not be finalized in the early days of the campaign; rather, the CFACC discusses and briefs the broad guidance factors as required).

3.2. CTF planning meetings. The CFACC should be represented in the key CTF planning meetings from which additional planning requirements will be identified. Although more planning meetings may be required, two are highlighted in the figure, the Operations Planning Team (chaired by C3 FOPS) and the Coalition Planning Group (chaired by C5 Plans).

3.2.1. End States for CTF planning meetings (CFACC oriented)

- i. FOP's planning requirements identified (72 hours to 48 hours before ATO execution)
- ii. Future Plan's requirements identified (beyond 72 hours before execution)
- iii. Identification of special plans requirements

3.3. Coalition Targeting Coordination Board (CTCB). This is a senior officer coordination board focused on final targeting guidance for future operations and approval of the Coalition Integrated Prioritized Targeting List (CIPTL). Additional follow-on FOPS and PLANS (CPG) meetings may provide additional planning information for the CFACC targeting process. As previously noted, the CFACC Battle Rhythm timing for the ATO process must be properly synchronized with the CTF CTCB so CTF air support is not adversely affected. Such negative impacts, in turn, cascade downward to the lower tactical levels within the CTF command. The net result is that air support is not maximized to the units executing the mission.

3.3.1. Products of the CTCB

- i. Any additional planning and targeting guidance for the next ATO is identified. Development starts 48 hours before ATO execution.
- ii. CIPTL is approved by the CTCB for CFACC follow-on planning actions (ATO already in development, execution 36 to 24 hours out).
- iii. Any additional CTF component commanders' requirements are identified for respective ATOs in development.

3.4. Coalition Collection Management Board (CCMB). Following the CTCB, the CCMB will convene to address intelligence collection requirements, which will input into the airborne Intelligence, Surveillance, and Reconnaissance (ISR) mission planning.

3.4.1. Products of the CCMB, Follow-On FOPS and PLANS (CPG) meetings:

- i. ISR requirements identified for CFACC current and future planning
- ii. Special intelligence requirements identified

3.5. Logistics Coordination Board. This board is not listed on the figure, but may be especially important for disaster relief and humanitarian assistance. The Logistics Coordination Board will work closely with the Director of Mobility Forces to ensure air mobility functions are included.

3.5.1. Products (notional): requirements for air transport coordination with implications for the ATO and ACO (e.g., air cover, escort, etc.)

4. ATO Cycle. The cycle for a single ATO spans 96 hours (and beyond) in actual planning, production, execution, assessment, and follow-on. There are up to four ATOs in existence concurrently: one in planning, one in production, one in execution, and one in assessment. Figure C-9-F-1.2 shows a detailed CFACC battle rhythm for just one ATO using the time lines and products discussed in the rest of this paragraph. Figure C-9-F-1.3 shows the relationship of these four ATOs and products from each of the four ATOs over a period of nine days.

4.1. 72 hours to 48 hours before execution CCTF guidance and ATO planning occurs.

4.2. 48 hours to 24 hours before execution is the ATO development and production period.

4.3. 24 hours before execution up to execution is the period when the ATO is approved and published.

4.4. At execution and 24 hours beyond is the period when flights scheduled on the ATO are flown and assessment of the outcome of those flights is made. Final assessment may extend beyond this 24-hour period.

4.5. Definitions of CFACC Actions and Products: First, some definitions need to be outlined for the key products and actions within the Coalition ATO Cycle and the Coalition Air Tasking Cycle. (Refer to Figure C-9-F-1.2 for products and actions within these cycles).

4.5.1. Commander's Guidance. CCTF guidance for targeting and apportionment.

4.5.2. Apportionment. The determination and assignment of the total expected effort by percentage, priority, and/or capability that should be devoted to the various air operations for a given period of time; also called air apportionment.

4.5.3. Air Operations Directive (AOD). A daily written order (guidance letter) from the CFACC, which outlines the planning guidance for coalition air operations over the next 72 hours, to be finalized after the CCTF guidance is received. The AOD establishes the CFACC planning guidance for the next ATO development beginning 48 hours before execution and the development of the corresponding Airspace Control Order (ACO).

4.5.4. Coalition guidance, apportionment, and targeting team (CGAT). A cross-functional, action officer group that makes recommendations for air apportionment to engage targets and provides other targeting support requiring component input at the CFACC level. The primary focus of CGAT is on targeting coordination and development of the CIPTL within the 48 hours sequence.

4.5.5. Coalition Integrated Prioritized Target List (CIPTL). A prioritized list of targets and associated data approved by the CCTF or designated representative and maintained by a coalition force. Targets and priorities are derived from the recommendations of components in conjunction with their proposed operations supporting the CCTF's objectives and guidance. This is the framework from which the MAAP can be developed. There is normally a "draft" CIPTL and an "approved" CIPTL.

- 4.5.6. Air support request (AIRSUPREQ). A means to request preplanned and immediate close air support, air interdiction, air reconnaissance, surveillance, escort, helicopter airlift, and other aircraft missions. This request flows from the CTF staff and CTF components to the CFACC.
 - 4.5.7. Allocation request (ALLOREQ). A message used to provide an estimate of the total air effort, to identify any excess aircraft sorties, and to identify shortfalls. This message is used only for preplanned missions and is transmitted on a daily basis, normally 24 hours prior to the start of the next air-tasking day.
 - 4.5.8. Integrated Intertheater and Component Inputs. Preplanned missions in direct support of a given component and controlled by the respective component for execution. Such inputs ensure that coalition and component air missions are deconflicted and listed on the ATO.
 - 4.5.9. Master Air Attack Plan (MAAP). A plan containing key information and forming the foundation of the ATO. Information that may be found in the plan includes CCTF guidance, CFACC guidance, support plans, component requests, target update requests, availability of capabilities and forces, target information from target lists, aircraft allocation, etc.
 - 4.5.10. ATO Message. Published 12 hours prior to execution of the ATO. This message contains the mission requirements and Special Instructions (SPINS).
 - 4.5.11. Combat Assessment. The determination of the effectiveness of force employment (air, land, maritime, special operations) during military operations. Combat Assessment is composed of three major components: (a) battle damage assessment; (b) munitions effectiveness assessment; and (c) reattack recommendation.
- 4.6. ATO Cycle integration within CTF battle rhythm
- 4.6.1. 72 hours to 48 hours before execution CCTF guidance and ATO planning begins.
 - i. The CCTF passes any guidance he may have received from the Supported Strategic Commander and provides his guidance and desires regarding apportionment.
 - ii. The FOPS Operational Planning Team (OPT) and the PLANS Coalition Planning Group (CPG) begin planning.
 - iii. The Coalition Target Coordination Board (CTCB) meets to begin the targeting process.
 - iv. The Coalition Collection Management Board (CCMB) meets as the CTF and components make their intelligence requirements known.
 - v. By the end of this period, the Air Operations Directive (AOD) will have been prepared, apportionment priorities will be known, and all intelligence requirements will be known.
 - 4.6.2. 48 hours to 24 hours before execution is the ATO development and production period.
 - i. The CTCB reviews and updates the targeting process.
 - ii. By the end of this period, the Coalition Integrated Prioritized Target List (CIPTL) will have been approved by the CFACC and then the CCTF.
 - 4.6.3. 24 hours before execution up to execution is the period when the ATO is approved and published.
 - i. By the end of this period, the CFACC will have approved the Master Air Attack Plan (MAAP) and the ATO will be distributed.
 - 4.6.4. At execution and 24 hours beyond is the period when flights scheduled on the ATO are flown and assessment of the outcome of those flights is made. Final assessment may extend beyond this 24-hour period.

- i. During this period the flight missions scheduled on the ATO will be flown and assessment of the results of those flights will begin. Assessment may continue beyond the period if the desired results on the targets have not been met. Follow-up flights may be flown by on-call or diverted aircraft scheduled on this ATO. The targets may also be resubmitted in another ATO cycle.

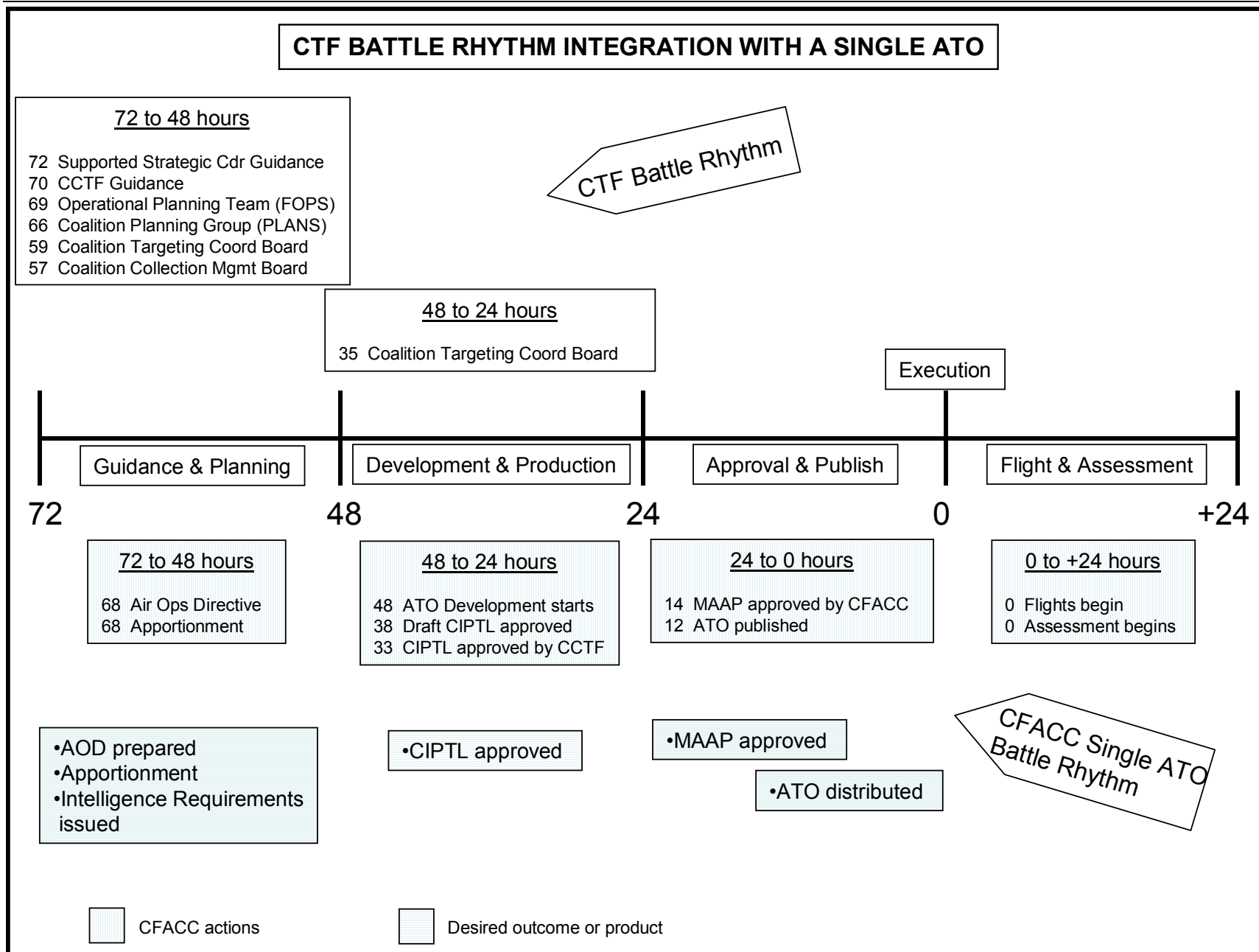


Figure C-9-F-1.2 CTF Battle Rhythm Integration with a Single ATO

4.7. Multiple ATO Cycles. In CTF operations, multiple ATOs exist concurrently; however, the organization of the CFACC is designed to address this multiple focus. Figure C-9-F-1.3 illustrates this multiple ATO environment. On 8 October, ATO A is being executed and assessed. For ATO B, the MAAP is finalized, and the ATO is approved and published. ATO C is in the CIPTL process with the CTCB. Lastly, ATO D is receiving CCTF guidance, and the CFACC is preparing an AOD.

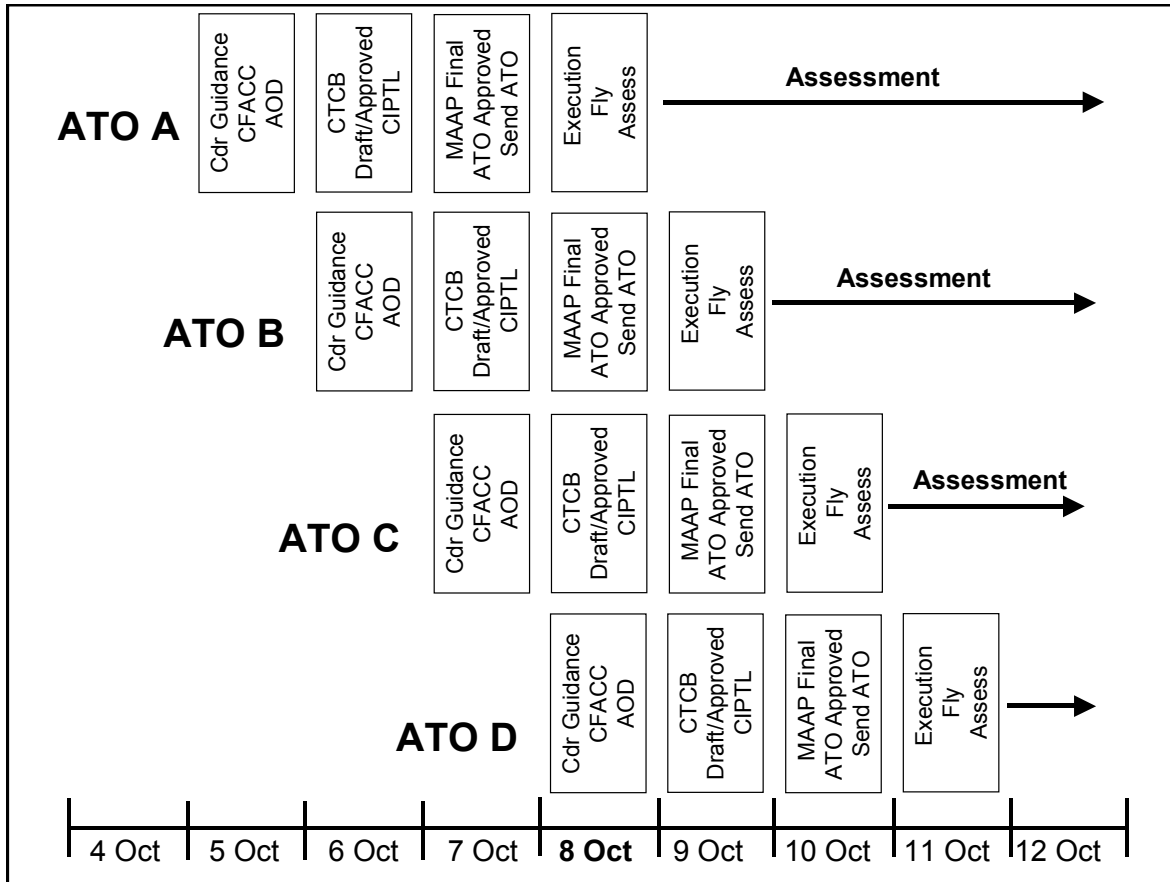


Figure C-9-F-1.3 : Concurrent multiple ATOs (as of 8 Oct)

5. Summary Comments: This appendix covered the broad approach to integrating the CFACC ATO Battle Rhythm into the CTF Battle Rhythm. A few key points to remember in this process are:

- 5.1. Deliberate Planning and Decision Making Action: This integration is a deliberate planning and decision making action by the Commander, CTF in conjunction with the CFACC and Supported Strategic Commander. Knowledge of the air planning process is required coupled with the knowledge of how to build a CTF Battle Rhythm (see Chapter 5, paragraph J). This is NOT an administrative action that can just be left to chance to work itself out in execution. Detailed planning and coordination is required.
- 5.2. The ATO Battle Rhythm has a dual framework to work from. (1) It consists of the actions required to plan, coordinate, and move an ATO from its planning stages, execution states, and, in turn, its assessment stages. (2) It also consists of the multiple ATO frameworks where four to five ATOs will be operational within any point of time within the CTF command.
- 5.3. Identification of the key CFACC Areas of Interest. The identification of the CTF Commander's meetings, CTF planning meetings (FOPS and PLANS (CPG)), the CTCB / ESG, and CCMB are critical events for integration of CFACC actions to ensure effective and efficient timing of air operations planning for the CTF command as a whole.

- 5.4. Selection of the ATO Change Over Date / Time. Selection of this timing should be a balance between the needs of the CTF command as a whole, support the CCTF in his decision making, support the CTF planning process, and, finally, ensure that full Commander's targeting guidance, apportionment guidance, and CFACC AOD guidance is obtained and coordinated with the respective CTF component commanders prior to the initiation of the 48-hour ATO production time line.

ANNEX G

INFORMATION MANAGEMENT

1. **Definition:** Information Management (IM) is the framework and set of processes by which an organization captures, analyzes, prioritizes, and ensures the timely flow of relevant information for decision-making purposes.
2. **Information Management includes:**
 - 2.1. Processes for dissemination of information enabling the CCTF and staff to anticipate and understand the consequences of changing conditions.
 - 2.2. The principles of IM apply in every situation in which a decision is made.
 - 2.3. IM is performed at all levels, regardless of the extent of automation.
 - 2.4. IM directs the processes through which information is collected, processed, analyzed, and disseminated.
 - 2.5. Users establish information requirements.
3. **Information Management does not include:**
 - 3.1. Passing all information (relevancy).
 - 3.2. Ownership of information.
 - 3.3. Information Quality assurance, owner is responsible for accuracy.
 - 3.4. Determination of releasability of information.
4. **Purpose.** This chapter provides guidance for development and execution of a CTF Information Management (IM) Plan. A disciplined, streamlined IM plan allows decisions to be executed (and feedback to flow) more efficiently and effectively. The focus of the staff must be on what the CCTF needs, when he needs it, and presenting it in a usable format to support his planning, decision, execution, and assessment cycle. Integration of participating nations into a mature CTF IM environment may be easy for some and it may be a challenge for others.
5. **Chapter Focus.** This Annex and its Appendices are designed to address all IM processes and procedures necessary for CTF HQ operations. Organizations requiring greater detail for certain subject areas may elaborate and tailor procedures in a separate plan within the context of their assigned mission and capabilities. This chapter explains the responsibilities, systems and processes by which information is obtained, manipulated, directed, controlled, disseminated, and protected within the CTF organizational structure.
6. **Considerations**
 - 6.1. The guidance presented should act as a start point for IM planning. Simplified procedures may be preferable depending on the requirements of the CTF and the IM capabilities of the participating nations. The degree of automation and information management support tools will directly impact the capability of the CTF IM system. Real time dissemination of information is related to the level of automation support and personnel expertise.
 - 6.2. Commander CTF (CCTF) will have to assess the various levels of automation capabilities of coalition/combined partners and may consider providing the necessary communications and automation means to lower subordinate HQ if they do not have the means to efficiently link to the CTF information systems.
 - 6.3. It is the responsibility of the CCTF to direct where the physical location and the functions for IM will reside. This function may be located as a Personal Staff for the COS or within one of the other CTF HQ staffs depending on the CCTF decision.

- 6.4. It is possible that varying degrees of IM system maturity and security classification levels may be simultaneously operating within the CTF HQ and command.
- 6.5. Procedures must be established in accordance with approved information sharing and disclosure policies for data transfer between the CTF and the national systems of coalition partners, CTF coordination centers, and humanitarian organizations.
- 6.6. All participating nations must be prepared to define what information is releasable and to which nations.

7. CDR CTF initial Decision Checklist (As the CTF is stood up)

- 7.1. What are the automation capabilities that are desired for the CTF?
- 7.2. Who will provide these capabilities if they cannot be met by participating nations?
- 7.3. For whom will the IM work?

8. Responsibilities. All CTF personnel have an inherent responsibility to manage information. Normally the IM function is the responsibility of the C3. However, the CCTF may desire to place the function under the Chief of Staff (COS) or another staff directorate depending on the circumstances.

8.1. CDR CTF

- 8.1.1. Establishes priorities for information gathering and reporting by identifying the type of information required. This type of information is normally expressed in the form of Commander's Critical Information Requirements (CCIR), outlined in Appendix 1.
- 8.1.2. Approves the command Information Management Plan (IMP).
- 8.1.3. Approves the command communications plan that supports the IMP.
- 8.1.4. Approves all Decision Points (DP) and CCIR unless delegated.

8.2. Chief of Staff (CoS) (or the designated directorate). Approves the daily Battle Rhythm plan (see Part B, Chap. B5).

8.3. C3 (or the designated directorate)

- 8.3.1. Appoints the information management officer (IMO).
- 8.3.2. Approves IMO staffing plan.
- 8.3.3. Establishes and approves the process for reporting significant events.
- 8.3.4. Establishes and approves the process for Requests For Information (RFI).
- 8.3.5. Establishes and manages the DP/CCIR process.
- 8.3.6. Has overall responsibility for day-to-day information flow and management.
- 8.3.7. Establishes and approves the message tracking process for both internal and external messages.
- 8.3.8. Establishes benchmarks and conducts analyses to evaluate efficiency and effectiveness of IM procedures.
- 8.3.9. Works with C6 to ensure the communications plan will support the IM plan.

8.4. CTF Primary and Special Staff.

- 8.4.1. Identify critical and relevant information to be placed in the Daily Battle Rhythm plan. The Multinational Command Center (M-CmdC) staff informs the IMO of any changes to information needs reflected by the Daily Battle Rhythm.
- 8.4.2. Appoint selected personnel as points of contact for IM and RFI (may be the same individual).
- 8.4.3. Appoint personnel responsible for maintaining shared information technologies.
- 8.4.4. Ensure training for all personnel is completed for basic IM, RFI management, and security procedures.
- 8.4.5. Assess IM to assure flow of quality critical and relevant information.
- 8.4.6. M-CmdC staff works closely with the IMO to ensure that quality information needed by the commander and his Staff is recorded in a "Reports Matrix". Directorates and subordinate units must coordinate with the IMO to ensure all necessary reports are included in the matrix.
- 8.4.7. Update the CCIR status as required in the information management plan.
- 8.4.8. Provide input to the C3 for new or updated DPs and CCIRs.
- 8.5. Participating Nation
 - 8.5.1. Ensure that there is a process for determining the level of sharing of nation specific information.
 - 8.5.2. Provide RFI to the CTF and will use the CTF RFI Process.
 - 8.5.3. Provide an IM POC.
 - 8.5.4. Information Management Officer (IMO)
 - i. Develops and publishes the Information Management Plan (IMP), annex to the OPLAN.
 - ii. Publishes the Daily Battle Rhythm Plan developed by the M-CmdC Director and approved by the COS.
 - iii. Recommends the skill set and personnel required to accomplish the IM plan.
 - iv. Publishes the IM Reports Matrix.
 - v. Provides oversight of the IM process and informs the staff and C3 of the status of IM. Informs the C3 and staff of significant events or critical information.
 - vi. Publishes the message tracking process for the CTF.
 - vii. Publishes the RFI process.
 - viii. Publishes the DPs and CCIRs.
 - ix. Coordinates IM training requirements for the CTF.
 - x. Chairs the Coalition/combined Information Management Bureau (CIMB).
 - xi. Works closely with the Common Operational Picture (COP) Manager, primary Staff, subordinate and higher headquarters IMOs to develop effective and efficient information tracking management procedures.
 - xii. Works closely with information exchange technology personnel to facilitate necessary information exchange throughout the CTF.
 - xiii. Establishes the marking procedure for document sharing and disseminates it to all coalition/combined nations.

xiv. Works with coalition/combined nations to ensure the smooth transfer of information from the Multinational Coordination Center (MNCC) to the CTF Staff and vice versa.

xv. The CTF IMO is a member of the COP Board (COPB).

8.5.5. CTF Primary and Special Staff Information Management POCs.

i. Oversees the internal and external information flow of their staff section.

ii. Provides the IMO with staff section information requirements for incorporation into the IMP.

iii. Provides the CTF MNCC a list of their respective requirements for network support.

iv. Ensures compliance with the priorities, processes, and procedures in the IMP.

v. Coordinates and conducts IM training for internal staff section members.

vi. Responsible for receiving, validating, prioritizing, and submitting RFIs to the appropriate authority for resolution in a timely manner. Follows the IM RFI management process defined in the IMP.

8.5.6. Subordinate Command Information Management Officers. Each Major Subordinate Command will appoint an IMO who:

i. Reviews information needs reflected in Reports Matrix and Daily Battle Rhythm of the higher headquarters and establishes a plan for the component HQs.

ii. Conducts liaison with the CTF IMO.

iii. Coordinates and assists personnel with requisite IM training.

iv. Ensures appropriate technical matters are addressed (i.e., web site, newsgroup, public folders, and shared directories).

8.5.7. Individual User Responsibilities.

i. Report information as required by the command CCIRs and RFIs.

ii. Ensure accuracy and relevance of information before further dissemination. Clearly differentiates between original information and previously reported information to avoid duplicative reporting.

iii. Employ relevant OPSEC.

9. Organization. Outlined at Figure C-9-G.1 is the CTF Information Management Coordination network. It does not replace the normal staff organizations; rather, it is a supplement to and supportive of the CTF HQs essential staff ([refer to Part B, Chap 2: Multinational Headquarters Organization](#)).

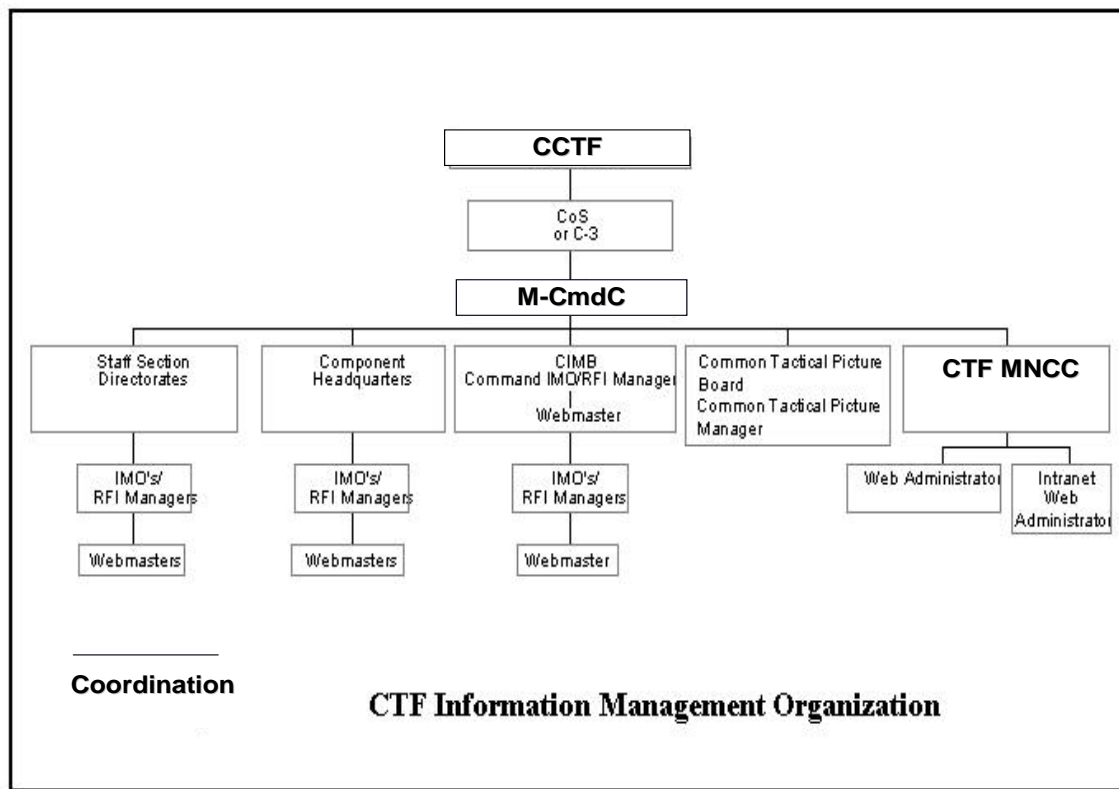


Figure C-9-G.1: CTF Information Management Coordination Network

9.1. Coalition/Combined Information Management Board (CIMB)

9.1.1. The CIMB coordinates and resolves cross-functional and contentious IM issues within the CTF. It convenes during the development of the Information Management Plan (IMP) and as required thereafter. The CIMB normally operates under the direct supervision of the C3, it can however operate under the Chief of Staff or another staff directorate as the situation dictates. It is also critical that the C6 be involved early in the process to ensure support for the commands Information requirements.

9.1.2. Composition. The CIMB usually consists of:

- i. CTF Information Management Officer (Chair).
- ii. All CTF component commands Information Management Officers.
- iii. All CTF staff sections, boards, cells, elements, center IMOs.
- iv. C6 representative as technical advisor.
- v. Common Operational Picture (COP) manager.
- vi. CTF MNCC Representatives.
- vii. Interagency and NGOs and/or IOs information managers, as appropriate.
- viii. Coalition/combined IMOs.
- ix. Personnel who administer information exchange technologies may also participate.

10. Tasks, functions, and procedures

10.1. Use of Collaborative Tools. CTF units will share a common or compatible suite of IM tools within limitations imposed by expertise, security requirements, and technological capabilities of the participating nations. Appendix 9 provides details of some collaborative tools.

10.2. The CDRs Guidance for information requirements is through the use of DPs and CCIRs. These concepts provide the staff with focus for aiding the CDR in decision-making.

10.2.1. Decision Points (DP) and Commander's Critical Information Requirements (CCIR). DPs and CCIRs are developed as part of the planning process. The commander's intent, the commander's guidance, and the commander's critical information requirements (CCIR) are filtering tools that enhance information flow and support decision-making.

10.2.2. DPs guide the commander on when and where decisions may be necessary toward achievement of the mission. DPs are covered in more detail in annex A.

10.2.3. CCIR are prioritized information requirements identified by the commander that once answered, enable the commander to better understand the flow of the operation, identify risks, and make timely decisions to fulfill his intent and retain the initiative. [Refer to Appendix 1 to this Annex](#) for CCIR details.

10.3. Requests for Information (RFI) are a formal process to satisfy information requirements necessary for planning or execution of the CTF Mission. For specific RFI instructions, [refer to Appendix 4 to this Annex - Requests for Information](#).

10.4. Records Management. Records management requires an efficient information lifecycle process organized by functions that create, collect, store, access, retrieve, and dispose of records. All records regardless of media are official records that must be preserved and disposed of per agreement with participating nations within the CTF. These procedures apply to all electronic records systems, whether on desktop or server computers, in networked or stand-alone configurations, regardless of storage media. Electronic records may include data files and databases, machine-readable indexes, electronic spreadsheets, electronic mail and electronic messages, as well as other text or numeric information.

10.4.1. Offices of Record. The cell or section chief ensures all electronic records are maintained properly. This includes ensuring all official records on the computer are transferred to a new storage system prior to redeployment.

10.4.2. Records Preservation. Upon notification of redeployment, the C6 will save a copy of all the shared electronic files. CTF cell or section chiefs will ensure all records are stored on the shared drives prior to redeployment. Cell IMs will coordinate with the IM and C6 to ensure that all records are saved and provide feedback when accomplished. The saved records will be available for reference and future use.

10.5. Significant Events (SIGEVENTS). Significant events are events that the command should be aware of at all levels. They will usually be related to DP/CCIR but may in some cases not be. These events should be tracked in such a way as to tell the full story of the event over time through the use of a threaded event matrix. There are automated methods available in the form of newsgroups or specially developed tools. SIGEVENTS that impact a DP/ CCIR will be annotated as such.

10.6. Message Tracking. Orders, RFI, SITREPS, and other important documents must be tracked as they are received and staffed by the organization. The IMO must be aware of the status of all message traffic. All requirements will be tracked and the C3 notified of the status of all suspense's. All IMOs and IM POCs will provide daily status updates to the CTF IMO.

11. IM and the CTF Life Cycle. A life cycle approach to information management within the CTF will effectively meet the CCTF information needs as the CTF is planned, stood up, deployed, employed, transitioned and redeployed. This approach permits IMOs to recognize and effectively focus on critical IM tasks in each phase of the CTF life cycle as well as anticipate the needs of the next phase. It also allows IMOs to identify and analyze Information Exchange Requirements (IER) in the various phases of the CTF life cycle.

11.1. CTF Life Cycle Reporting Requirements. [Part E, Chapter 4: Reports Matrix](#) contains the life cycle IERs for the CTF that will provide the IMOs and the C-6 staff oversight on the information exchange requirements..

11.2. Critical IMO Tasks and the CTF Life Cycle. Information needs and priority of tasks will vary in degree of importance throughout the life cycle of the CTF. To maintain proper management focus and emphasis, the critical IMO tasks in the life cycle of the CTF are detailed in Figure C-9-G.2.:

PLANNING	STANDUP	DEPLOYMENT	EMPLOYMENT	TRANSITION	REDEPLOYMENT
Appoint IMO Establish Web page Appoint RFI Manager Manage CCIRs Manage RFIs Oversee COP	1. Activate CIMB 2. IMP Refinement 3. Activate CTPB 4. IMO Training	In Transit Visibility Information	Execute IMP Manage CIMB Manage CTPB	IM Transfer to New Authorities	Records Management In Transit Visibility Information

Figure C-9-G.2: Critical IM Task, CTF Life Cycle

12. Information Management Systems. Information systems must provide effective and secure information exchange within and outside the CTF. This section briefly describes the network information systems supporting the CTF.

12.1. Classified networks authorized to process and disseminate information classified as Secret Coalition or below.

12.2. An unclassified network able to process and disseminate unclassified information.

12.3. National Networks. Network established or maintained by coalition/combined countries. Control measures are normally the same as that of all information releasable to that Nation.

12.4. Combined Enterprise Regional Information Exchange (CENTRIX). Interoperable networks that are established by coalition/combined forces as required supporting a specific coalition/combined operation. The CCTF and appropriate classification authorities determine the control measures used to protect and disseminate classified information in this network.

12.5. All Partners Access Network (APAN). Offers an unclassified information and enterprise collaborative information sharing service through its website (www.apan.org). APAN communities are pertinent to peacekeeping operations and humanitarian assistance and disaster response operations.

13. Communication Priorities. Based on direction from the CCTF, the CTF C6 will coordinate with the CTF Information Manager to develop a list of prioritized communications appropriate to the security classification of the operation.

14. References

14.1. ALSA CTF-IM...Multiservice Procedures for Joint Task Force Information Management

14.2. FM 101-4

14.3. MCRP 6-23A

14.4. NWP 3-13.1.16

14.5. AFTTP(I) 3-2.22

Appendices:

Appendix 1 - DECISION POINTS AND COMMANDER'S CRITICAL INFORMATION REQUIREMENTS

Appendix 2 - WEB MANAGEMENT

Appendix 3 - INFORMATION EXCHANGE REQUIREMENTS AND REPORTING

Appendix 4 - REQUEST FOR INFORMATION

Appendix 6 - COLLABORATION EXCHANGE REQUIREMENTS

Appendix 7 - SYSTEM PROTECTION PROCEDURES

Appendix 8 - STANDARD NAMING CONVENTIONS

Appendix 9 - ALL PARTNERS ACCESS NETWORK (APAN)

APPENDIX 1

DECISION POINTS AND COMMANDERS CRITICAL INFORMATION REQUIREMENTS

1. **Decision Points (DP):** DPs are points at which a commander will make a decision; DPs are supported by Commanders Critical Information Requirements (CCIRs). One or more CCIR support each decision point and provide a level of measure for determining the potential of a decision point being reached. The CCIR does not have to be achieved in order to make the decision; they are a guide in the overall decision making process.
2. **Commander's Critical Information Requirements (CCIR):** CCIRs are prioritized information requirements that are identified and approved by the commander. Once answered, CCIRs enable the commander to better understand the flow of the operation, identify risks, and make timely decisions to fulfill his intent and retain the initiative.
 - 2.1. The Commander uses CCIRs to establish the priorities for information gathering, reporting, and to focus the staff. They are a tool for the commander to reduce information gaps generated by uncertainties that he may have concerning his own force, the threat, or the environment. They aid the commander by reducing information requirements to a manageable set. Instead of reacting to the threat, commanders are able to maintain tempo by controlling the flow of information necessary to attain understanding within the battlespace. As events unfold, information requirements may change, which in turn, requires continual assessment of CCIRs for relevance to current and future situations. The commander approves CCIRs, but the staff recommends and manages them to assist the commander. CCIRs are updated as required by the IM plan and are tracked by the staff.
 - 2.2. CCIRs are broken down into three types:
 - 2.2.1. Friendly Force Information Requirements (FFIRs). Information the Commander needs about friendly forces in order to develop plans and make effective decisions. Depending upon the circumstances, information on unit location, composition, readiness, personnel status, and logistics status could become a friendly information requirement.
 - 2.2.2. Essential Elements of Friendly Information (EEFIs). Key questions likely to be asked by threat officials and intelligence systems about specific friendly intentions, capabilities, and activities, so they can obtain answers critical to their operational effectiveness.
 - 2.2.3. Priority Intelligence Requirements (PIRs). Those intelligence requirements for which a Commander has an anticipated and stated priority in his task of planning and decision-making. PIRs are often associated with a decision that will critically affect the overall success of the Command's mission.
 - 2.3. CCIR Conditions. A condition describes the status of crisis elements that the commander would ideally like to have in place before executing a decision or moving into the next stage or phase of an operation. Once conditions are defined, actions necessary to satisfy each condition are determined. Conditions are normally identified during the planning process. Conditions are expressed in enough detail to allow personnel to realistically assess progress and yet broad enough to provide commanders flexibility to adjust required actions based on unexpected changes. Conditions are expressed as a positive statement rather than a negative statement to enable personnel to realistically assess status of associated battle space characteristics. An example of a condition might be "to maintain air superiority".
 - 2.3.1. Measures of Effectiveness (MOE). MOE are those characteristics of the crisis situation that comprise specific components of a condition. MOE support highly specific information requirements that satisfy components of a condition. MOEs are defined in terms of indicators and criteria. The establishment of an MOE enables the commander to realistically assess whether or not conditions have been satisfied. An example might be a MOE of our ability to maintain air superiority.
 - 2.3.2. Indicators. Indicators are measurable observations that lend themselves to suggest the existence of a condition or CCIR. Indicators are supported by one or more assessment criteria. Staff sections normally identify indicators that suggest the existence of a condition or CCIR. More than one indicator can support an MOE, a condition, or a CCIR. An example of an indicator might be the number of sorties the enemy flies in a defined locale.

- 2.3.3. Criteria. Criteria attach value to an indication and are established relative to the desired condition or CCIR. Criteria assist personnel to determine when indicators tethered to a specific MOE or CCIR have been satisfied. Criteria are satisfied by commonly understood procedures, personnel, configuration of systems, training, and network infrastructure capable of sharing that information in a form that is quickly understood. Each staff section is responsible for identification of criteria that supports each indicator for which they are responsible. Timely identification of criteria enables the staff to efficiently allocate resources to routinely produce quality information. An example of criteria might be “ten or less sorties”.

3. Responsibilities

3.1. Commander, CTF (CCTF):

- 3.1.1. Provides the necessary strategic and operational guidance for the development, maintenance, and actions associated with DPs and CCIRs.

- 3.1.2. Approves DPs and CCIRs.

3.2. Chief of Staff:

- 3.2.1. Is the CCIR Process Manager.

- 3.2.2. Periodically reviews the CCIR Management Plan to ensure it supports the Command's Planning, Decision, Execution, and Assessment Cycle.

- 3.2.3. Provides the CCIR Manager guidance and direction for CCIR management and conducts final review of proposed CCIRs before presentation to the CCTF for approval.

3.3. C3:

- 3.3.1. The C3 is responsible for the processes, procedures, and policies that support DP and CCIR Management.

- 3.3.2. Ensures the CCIR support the DPs derived from the Decision Support Matrix (DSM) and the Decision Support Template (DST).

- 3.3.3. Ensures the Coalition/Combined Planning Group (C5) develops and maintains CCIRs in accordance with the CTF CCIR Management Plan.

- 3.3.4. Provides amplifying guidance and direction for the development, maintenance, and execution of CCIRs.

- 3.3.5. Coordinates the efforts of the Staff in the development, maintenance, and decisions associated with the CCIRs.

3.4. IMO:

- 3.4.1. Ensures timely and accurate distribution of DPs and CCIRs. An example format is contained in the CCIR Worksheet at Figure C-9-G-1.1..

- 3.4.2. If an automated CCIR manager is used, ensure that it is updated and maintains user rights to the system as applicable.

DP			CATEGORY	
			TYPE	
INFORMATION REQUIREMENTS	COLLECTION MEANS	NOTIFICATION REQUIREMENTS	RECOMMENDED ACTIONS	
PIRs:				
EEFIs:				
FFIRs:				

Figure C-9-G-1.1: CCIR Worksheet

3.5. C5 Plans (PLANS): C5 has responsibility for the initial development of DPs and CCIRs with C3 Future Ops (FOPS) providing their final refinement. C3 COPS ensures the CCIR is published to all participants. Additionally, the C5:

3.5.1. Develops, reviews, and modifies the CCIRs.

3.5.2. Consolidates proposed CCIRs for submission to the CCTF.

3.5.3. Recommends the staff section and responsible staff for each CCIR.

3.5.4. Produces the Command's CCIR Worksheet, which defines the information requirements, collection plan, administrative reporting requirements, and recommended courses of action (COAs) that support validated CCIRs.

3.6. CTF Staff

3.6.1. Reports all CCIR activity associated with its assigned CCIR.

3.6.2. Develops, manages, and executes the CCIR Worksheet for each assigned CCIR.

i. Determines the information requirements necessary to satisfy their assigned CCIR.

ii. Develops a collection plan that addresses the information requirements for each assigned CCIR. This portion of the CCIR Worksheet will identify collection assets applied to the CCIR or whether another organization has dedicated collection assets against the CCIR.

iii. Establishes the administrative reporting requirements for each assigned CCIR.

iv. Determines and documents in the CCIR Worksheet, the recommended courses of action associated with each assigned CCIR.

4. DP and CCIR Management Process. The eight phases of DP and CCIR management are as follows:

4.1. Phase I – Development. The C5 will develop proposed DPs and CCIRs and will assign a staff section to each proposed CCIR. The Staff will review proposed DPs and CCIRs and provide amplifying guidance or direction, as required.

4.2. Phase II – Validation. The C5 Plans representative(s) submits the proposed DPs and CCIRs to the COS, through the C3 for final refinement based on CCTF guidance. The COS concurs with the proposed CCIRs or directs refinement. Once the COS concurs with the proposals, the DPs and CCIRs are forwarded to the C3 Current Operations Officer for inclusion in the Commander's Daily Update Brief. The staff provides

additional clarification or amplification, as required. The Commander will either approve the proposed DPs and CCIRs or will direct refinement. The C5 will make appropriate changes and resubmit the proposed CCIRs to the Commander, through the COS. Finally, the Commander approves the proposed DPs and CCIRs

4.3. Phase III – Dissemination. Once approved, DPs and CCIRs are provided to the Information Management Officer (IMO) for dissemination. The IMO will indicate the date they were approved.

4.4. Phase IV – Monitoring

4.4.1. The relevant staff will identify, develop, and maintain a collection plan for each assigned CCIR. The information requirements and collection plan will be reflected in the CCIR Worksheet.

4.4.2. The relevant staff should employ current technologies that support effective and efficient information exchange in support of CCIR collection. If possible they should establish automated search capabilities that facilitate the rapid identification of activity associated with their CCIRs.

4.4.3. The relevant staff will provide input to change the wording of a CCIR as required by events.

4.5. Phase V – Reporting

4.5.1. Every staff member has a responsibility to report any activity associated with an approved CCIR. CCIR will be continually assessed against the agreed upon MOE for decision or action by the CCTF. The relevant staff will validate the activity through at least two sources when appropriate, and time and/or mission allows. Once the activity is validated, the relevant staff will make a voice report to the Watch officer, and IMO. The IMO will update the tracking system. The relevant staff will provide the update to the system. The IMO will log a SIGEVENT if applicable. The C3 will notify the Commander. The C3 will also instruct the Watch Officer to notify the COS, Staff, components, and any others as required.

4.5.2. Initial reports can be passed by telephone or in person. There is no prescribed reporting format; however, applicable information answering the five questions: who, what, when, where, and why, will be forwarded to the Commander, through the C3 and Watch Officer, with follow-on reporting to the other directorates as appropriate. Relevant staff will be required to periodically provide supplementary reports. The Commander will determine the need to transmit information, generated as a result of the CCIRs, outside of the Command.

4.6. Phase VI – Action

4.6.1. The relevant staff will determine the recommended courses of action associated with their assigned CCIRs. Reflected in the worksheet, they will recommend courses of action to the CCTF.

4.6.2. C3 COPS consolidates the recommended courses of action for inclusion in the CCTF's CCIR Worksheet.

4.7. Phase VII – Maintenance

4.7.1. The C5 and/or the C3 (C5 Plans - next phase; C3 COPS current phase) will meet to address CCIRs as required.

4.7.2. C3 COPS will consolidate recommended changes to the CCIRs for the current phase and submit recommended changes by email to the COS, through the C3. For "next phase planning", C5 Plans will consolidate recommended changes and include them within OPLAN briefing sessions to the COS and CCTF. The proposed changes to CCIRs for the current or future phases are then validated according to the process defined above.

4.8. Phase VIII – Archive. The C5 Leader will archive CCIRs in the CCIR Public Folder, with a link from the CTF web page.

APPENDIX 2

WEB MANAGEMENT

1. **General.** Standardization of the CTF and subordinate site Web Based Information Management Systems are necessary for rapid exchange of critical information among participating CTF nations. The CTF web page will be structured following an agreed upon format approved by the CCTF. Figure C-9-G-2.1 an example of such a page, not necessarily intended as the default for this SOP (much flexibility is present within the design and format; and will advance as technologies / software advances).

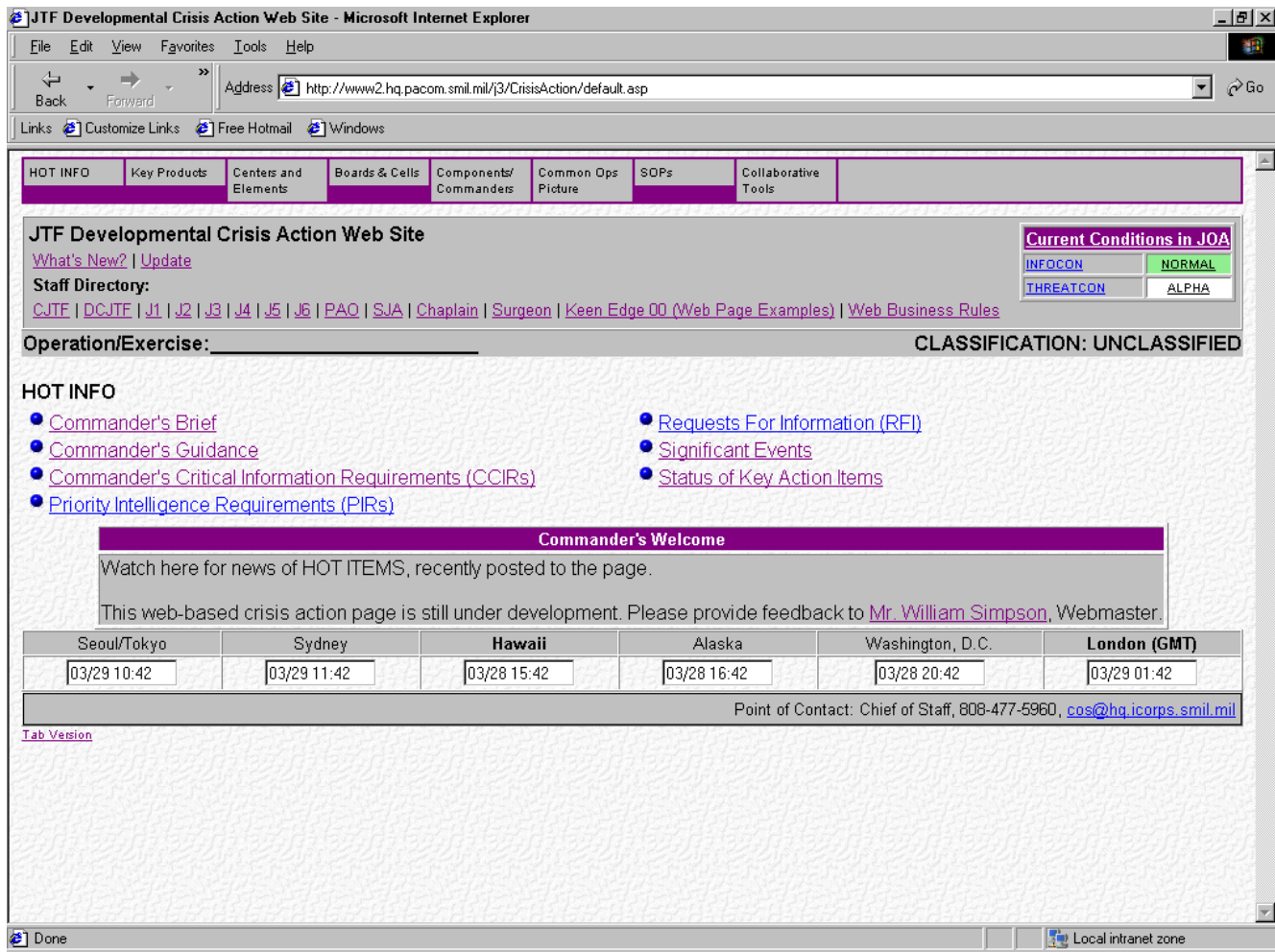


Figure C-9-G-2.1: Web Based Information Management System Example

2. Procedures

- 2.1. As a potential crisis unfolds, CTF planning begins and the CTF will provide input on the type of Crisis Action Page desired. Key products and links will be established. Upon designation and activation of the CTF, components and units will input and maintain their applicable sections of the CTF's Crisis Action Page with their products and links. This can be a consolidated web page or separate web pages. Each individual or organization assigned a link or section on the web page is responsible for ensuring the information is current, accurate, relevant, brief, and timely. The posting individual or organization is also responsible for maintaining updates to the information and page as they unfold. The CTF C3 has overall responsibility for the Crisis Action Web page accuracy and maintenance. The CTF C6 will provide the necessary support and connectivity.

The use of an information pull policy for the web site reduces bandwidth required for passing information and allows decision makers to assimilate the information without becoming overwhelmed. Files should be posted to the web page and not routinely sent as attachments to email. Email or other flags can be used for information push to alert decision makers and web users for time sensitive and newly posted information.

2.2. The CIMB members at each tier will collaborate to ensure all reporting requirements are met.

2.3. The following Standing Business Rules apply for designing and using the Crisis Action Page:

2.3.1. Simple, standardized, and intuitive.

2.3.2. Will be customer focused and provide the same information in variable formats as required by the type of user.

2.3.3. Relevant operational information only: address the issue, estimated time to resolve, and operational impact.

2.3.4. Include legends to define labeled decision points; for example, define the difference between critical, routine, or irregular on a chart showing intelligence indications and warning of country "X". Ensure the decision-making user understands the input being provided.

2.3.5. Provide virtual briefs, dynamically updated by the web page subject matter expert. Provide data that automatically fills in the fields of a previously prepared slide but does not retransmit that slide.

2.4. Document Control.

2.4.1. Each web page owner or Webmaster is responsible for the currency and accuracy of information posted on their page(s).

2.4.2. The web page owner or Webmaster will archive the files, information, and data on their page(s). As page and information changes occur, the page owner or Webmaster should establish a database, directory or link to a running history of the archived information.

2.4.3. Other page owners and users should not copy or reproduce files or data from another web page. Instead, they should construct a Uniform Resource Locator (URL) link to the information source page. This will ensure the information is updated, remains current, and will avoid duplicate and contradictory postings.

2.5. Posting Documents to the Homepage. Access to post, edit, or change information on the Homepage must be limited to authorized personnel specifically designated by the CTF Headquarters, staff, or component Information Manager. The CTF Watch Officer is the posting authority for information on the CTF Headquarters web page. The CTF IMO is the posting manager for all information in the CTF Headquarters web pages. Authority for posting and management of information on section and component pages and links resides with the Watch Officer and IMOs and IM POCs, CTF component commands and agencies, and/or cells as applicable.

2.6. Authorized personnel will be given rights pertaining to their requirements and issued a User ID and Password for specific pages or portions of the Homepage. Authorized Information Managers or webmasters can post information for each page using established procedures.

APPENDIX 3

INFORMATION EXCHANGE REQUIREMENTS AND REPORTING

1. Purpose.

- 1.1. To outline information and exchange reporting required by many CTF.
- 1.2. [Refer to Part E: Chapter 1: Reports Matrix](#) for the CTF information exchange requirements and reporting.

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APPENDIX 4

REQUEST FOR INFORMATION

1. Purpose. Effective Request for Information (RFI) procedures provide the CTF an information pull mechanism providing requestors access to a variety of vital information. A responsive RFI process is dependant upon each level in the chain of command actively participating in RFI management and validation.

- 1.1. A uniform way of submitting and tracking RFIs, including status history must be developed within the CTF HQs. The preferred manner of achieving this task is via a web enabled database driven RFI system.
- 1.2. RFI systems must be simple to learn, simple to use in actual situations, and assist the CTF HQs in RFI management.
- 1.3. If a web based RFI management system is simply not possible to attain, a centralized and manual RFI tracking system must be maintained upon activation of the CTF HQs. An action officer and CTF component manual RFI tracking systems supplement this system. Manual systems, if used, should be replaced by simple web-based systems as soon as possible and be used throughout the CTF command to support distributed planning, coordination, and collaboration.

2. Process

- 2.1. CTF RFI Management. All RFIs from either internal or external sources must be tracked within the CTF HQs. This tracking will enable the CTF HQs to know what RFIs are outstanding and which have been answered.
- 2.2. Internal RFI Process
 - 2.2.1. CTF HQs. The CTF HQs will develop many information requirements throughout the course of their business. If there is no duplication, the CTF RFI manager will check for proper format and send it to the appropriate external entity for answers.
 - 2.2.2. Staff Section, Board, and Cell Process. The staff officer given responsibility for satisfying a particular information requirement, to the maximum extent possible, shall exhaust all available resources to include local information, other staff officers, other command sections, on-line services (libraries, databases, repositories), and other organizations (higher, adjacent, subordinate, supporting) to answer the RFI. Once the action officer determines that he is unable to satisfy the information requirement, he submits a negative response through the Staff section RFI Manager into the CTF RFI system.
- 2.3. CTF Component Processes. Each Component appoints an RFI manager as a primary point of contact for RFI matters. Components shall institute a mechanism to manage RFIs within their command. Upon confirming that an information requirement is critical to the planning or execution at their level and that the information requirement cannot be satisfied at their level, Component RFI Managers will use the RFI submission system to submit the RFI. The Component RFI manager will be responsible to submit RFIs to the appropriate agency and will information copy the CTF RFI manager. The CTF RFI manager will validate RFIs to insure there is no redundancy and it is in the correct format.

3. Responsibilities

- 3.1. COS
 - 3.1.1. Overall responsible for the RFI process COS
 - 3.1.2. Appoints the CTF RFI Manager
- 3.2. CTF RFI Manager
 - 3.2.1. Maintains the RFI listing and answers

3.2.2. Maintains the task list associated with answering RFIs

3.2.3. Publishes the RFI Process

3.2.4. The CTF RFI manager will validate RFIs to insure there is no redundancy and they are in the correct format

3.3. Staff Section, Boards, and Cells

3.3.1. Each section and subordinate command appoints a RFI manager as a primary point of contact for RFI matters. In most cases, the staff or section RFI manager can be the IM POC.

3.3.2. Each Staff Section RFI manager will develop a mechanism for capturing, managing and tracking RFIs.

3.3.3. Staff section RFI Manager sends answers to all RFIs to the original submitter and the CTF IMO

3.4. Components. Appoint a RFI manager

4. Procedures

4.1. RFIs fall into two categories: Request for Intelligence Information (RFIIs) and All Others.

4.2. The requestor and RFI manager at each echelon in the chain of command will ensure that the RFI clearly specifies and delineates the perceived need, exceeds the local available intelligence sources, is not duplicative of existing or previously submitted requests, and fills a valid need. Final disposition and responses to the RFI rests with the lowest level of command capable of responding to the request.

4.3. The CTF staff directorate RFI manager submits RFIs to the CTF RFI manager who will process the request and forward it to the appropriate agency for resolution. Each directorate is responsible for monitoring their own RFIs and action requests.

4.4. Components submit RFIs to the CTF HQ that are beyond their capability and staff resources to answer.

4.5. Components submit intelligence related RFIs (RFIIs) to the CTF C2 RFI manager in accordance with established procedures for classified information. Operationally related RFIs are submitted to the CTF RFI manager via secure email/web pages or other approved means if this is not available.

4.6. An RFI can result in a response to the requestor, a requirement for collection, exploitation, production, or dissemination.

4.7. RFIs should be returned to the originator answered and then the RFI manager should close the RFI.

5. Submission

5.1. Requests for information are submitted via the approved CTF methods. This could be standard CTF web or collaboration system.

5.2. Non-automated RFIs are submitted by filling in a form based on the guidelines below. The RFI manager is responsible for managing this system.

6. RFI Guidelines

6.1. Limit RFIs to one question per request.

6.2. State the RFI as a specific question and provide sufficient detail so the request is completely understood.

6.3. Resubmit the RFI with additional comments or clarification if an RFI is not completely answered.

6.4. Submit a new RFI if additional information is required.

- 6.5. Spell out acronyms the first time they are used.
- 6.6. Pass staff action RFIs to the appropriate staff section.
- 6.7. Obtain approval from the chief of staff for the specific format for RFIs.
- 6.8. Include the following information in RFI request:
 - 6.8.1. Classification
 - 6.8.2. Precedence. (Routine, Priority, Immediate, or Flash)
 - 6.8.3. Time/Date
 - 6.8.4. Required Not Later Than (NLT)
 - 6.8.5. Requestor
 - 6.8.6. To (who should answer)
 - 6.8.7. Subject
 - 6.8.8. Amplifying data (question)
 - 6.8.9. Recommended method of transmission
- 6.9. Intelligence related RFI requests (RFIs) include:
 - 6.9.1. Narrative description.
 - 6.9.2. Justification.
 - 6.9.3. Sources consulted.
 - 6.9.4. Date desired.
 - 6.9.5. Latest Time Information Of Value (LTIOV).
 - 6.9.6. Classification of response (desired class and accepted class).
 - 6.9.7. Remarks (any additional information not included in the narrative).
 - 6.9.8. POCs (include both the CTF RFI manager as well as the requestor).
- 6.10. The RFI tracking log on the next page is a web-based database system. The purpose of this log is to provide CTF-wide visibility of RFIs and their respective status.

(go to next page for diagram)

Netscape: USCINCPAC Action Items Status Board

Back Forward Reload Home Search Netscape Images Print Security Shop Stop

Netsite: http://www.cinpcac.cc.pacom.smil.mil/cgi-bin/status_board/status_frame.html What's Related

[Update Status Board](#)

ID Boards: ☒ CAT_ACTIONS ☒ OPT ☐ C4_SUPT ☐ FUTURE_OPS ☐ FUTURE_PLANS

Status: ☒ Open ☒ Closed ☐ Deleted

Operation: ☒ TEMPO_BRAVE_01

Preferences: [Save Defaults](#) (If a Server Error occurs, make a selection for each item above.)

Sort Data by: ☒ Index ☐ Originator ☐ Tasked To ☐ Due Date ☐ Priority

Status Board for TEMPO_BRAVE_01

Hist	Reply	Admin	Index	Board	Oper	Status	Priority	Update	Subject	Due Date	Tasked To	Originator
			853	CAT_ACTIONS	TB01	Closed	Level I	4	HN Fire Fighting capability (JTF #16)	312000 Z Oct 2000	CAT J5	JTF Surgeon
			854	CAT_ACTIONS	TB01	Closed	Level I	2	Theater EVAC policy	292200 Z Oct 2000	CAT MED	JTF Surgeon
			855	CAT_ACTIONS	TB01	Closed	Level I	1	HN Disaster relief plan	292202 Z Oct 2000	CAT MED	JTF Surgeon
			856	CAT_ACTIONS	TB01	Closed	Level I	1	Class VIII policy (JTF #4/#15)	282208 Z Oct 2000	CAT MED	JTF Surgeon
			857	CAT_ACTIONS	TB01	Closed	Level I	1	Class VIII Blood Source (JTF #5)	292229 Z Oct 2000	CAT MED	JTF Surgeon
			858	CAT_ACTIONS	TB01	Closed	Level I	2	MPS RON (JTF #28)	292227 Z Oct 2000	CAT MED	JTF Surgeon
			859	CAT_ACTIONS	TB01	Closed	Level I	1	Class VIII (JTF #6)	292230 Z Oct 2000	CAT MED	JTF Surgeon
			860	CAT_ACTIONS	TB01	Closed	Level I	2	Decon Kits/Chemical Treatment Sets (JTF #7)	292232 Z Oct 2000	CAT J4	JTF Surgeon
			861	CAT_ACTIONS	TB01	Closed	Level I	1	Host Nation Hospitals (JTF #8)	292234 Z Oct 2000	CAT MED	JTF Surgeon
			862	CAT_ACTIONS	TB01	Closed	Level III		U.S. AMBASSADOR MTG	292245 Z Oct 2000	CAT J5	CAT XO
			864	CAT_ACTIONS	TB01	Closed	Level I	1	Concentration of US Soldiers (JTF #9)	292251 Z Oct 2000	CAT J3	JTF Surgeon

APPENDIX 6

COLLABORATION EXCHANGE REQUIREMENTS

1. **Purpose.** Define and prescribe a collaboration environment for recommended exchange requirements between the CTF HQ and other commands and organizations as technology provides more robust and reliable collaborative tools.

Note: This chapter will refer to specific software and specific collaboration systems. This is not prescriptive in nature; rather, these are offered as start points for consideration in establishing collaborative coordination and planning systems. Many software and/or hardware based collaboration systems are becoming common and standardized in the civilian and military informational technology fields. It is very possible that different versions, or even different systems will be used by the CTF. The key point of this Annex is that in the end, a simple web-based collaboration system should be used within the CTF to increase the effectiveness and efficiencies of CTF planning and coordination. This Annex provides clear templates for achieving this goal. [Refer to Part C, Chapter C6: MNF C6 Communications and Information Systems](#) for compatibility and interoperability of tools.

2. **Process.** This process consists of those actions taken in a collaborative environment to support events, actions, meetings, planning, crisis action procedures, and sustained operations to enable CTF mission accomplishment. The majority of the CTF collaboration effort is envisioned as being accomplished through messages, emails, newsgroups, and interactive WebPages.
3. **Network.** The informational network is the means by which the CTF organizational elements electronically link, distribute and share information. It requires no specific hardware as it uses networked computers and will use the Internet and Intranet networks for varying forms of collaboration. Internet usage will include some form of encryption software and/or hardware to maintain some form of accredited classified information levels within the CTF (i.e. Releaseable MNF and Unclassified Multinational networks, etc.). [Refer to Part B, Chapter 2: Multinational Headquarters Organization for how the CTF headquarters is organized to assume that not all information will be fully shareable with all multinational participants](#). A set of mature and refined collaborative tools may provide the software to provide network functionality; however, simple collaboration can also occur with LNOs using email, newsgroups, and basic communication devices.
4. **Collaborative Tools.** Collaboration is an important component for improving the functionality of the commands HQs. Collaboration outside the CTF organization can bring expert opinion and advice to the command outside time and distance limitations. CTF Staff and components should use collaboration tools routinely to enhance their operational effectiveness; conducting search and rescue, targeting, intelligence, and logistics all require collaboration. Combined common use of email, web pages, shared documents, files, and images are critical to CTF speed of action and effectiveness. Use collaboration sessions as an alternative instead of face-to-face meetings of boards and cells especially during high OPTEMPO.
 - 4.1. **Assumptions.** The following procedures and strategies assume the establishment of a persistent virtual environment for collaboration. That is, a distributed collaborative environment has been established, effectively networking essential collaborators to a common environment. Within this environment, participating commands and/or teams will establish specific workspaces. Most collaborative tools provide a building metaphor (framework), where floors and rooms are used to represent physical locations and various functional or subject matter areas. This metaphor fosters the idea that collaboration in a virtual environment can be accomplished in much the same way as it is in a physical environment, i.e., visiting the location of the individual with whom coordination is desired. These workspaces require a custodian or manager to monitor the configuration and usage of the workspace. This individual is the session manager. The term collaborative session refers to the virtual net meetings that are conducted in this environment. Just as in the physical realm, these collaborative sessions are initiated for a specific purpose and terminated when the desired result has been achieved.
 - 4.2. **Collaborative Environment.** Collaborative virtual environments provide workspace where the command and control planning processes can occur. The virtual environment also provides a means for components to access the expertise available on the network.
 - 4.3. **Common issues and strategies for collaboration**

- 4.3.1. Requirements: The computer must have a sound card for audio collaborative sessions and headset with microphone that has an on/off switch. Speakers can be used to allow multiple personnel to listen in. Computer mounted video cameras should be used for select sessions in coalition environments to provide greater understanding.
- 4.3.2. Meeting objectives, times, location, attendees, and procedure should all be defined ahead of time and provided to all participants.
- 4.3.3. Begin the collaborative session with a roll call and audio check. When practical, conduct the audio check prior to the meeting to ensure the team follows the timeline for the day. All personnel should ensure that microphones are off.
- 4.3.4. Stay focused. The team leader is responsible for facilitating subject matter and content and for ensuring collective participation.
- 4.3.5. Keep comments professional and relevant. If someone makes an inappropriate comment, contact the person via text chat and tell them that the comment was unacceptable. Think about how you would handle a similar situation if you were face to face.
- 4.3.6. Have patience. There may be some problems during login: slow network connections, inexperienced users. Allow a thirty-minute window for login and communication checks prior to the designated meeting time, especially for new or inexperienced teams. As virtual team members become more experienced with the software and network capabilities, time can be reduced.
- 4.3.7. Be timely. The team leader is responsible for setting policy and procedures on timeliness and member absence. Discuss these issues as a team, and reach consensus on the following:
 - i. How long do you wait for someone who hasn't logged-in?
 - ii. What procedures will your team follow if someone is disconnected from the session due to network problems? Do you continue to collaborate? Should someone call telephonically to get a problem report?
 - iii. If you leave the computer, let the group know so they know why you are not responding to audio or text chat.
 - iv. There are numerous techniques to notify the group of your departure: post a note on the virtual bulletin board; announce it with audio to the entire group; announce it with audio to just the team leader; announce it with text chat to the whole group, or just one person.
- 4.3.8. Keep track of participants. If you haven't heard from someone in a while, check-in and see if they're still there.
- 4.3.9. Bulletin Board. The bulletin board is one of the first things a member sees when he enters a room. As such, it is a great place to post short notes announcing future meetings, locations of newly posted information to the filing cabinet, current availability or location of team members and time changes.
- 4.3.10. Filing Cabinet
 - i. Since the filing cabinet operates in much the same manner as Windows Explorer, members should already be familiar with the function keys (i.e., save, copy, transfer, and delete). However, there are two powerful filing cabinet features worth mentioning, the first of which is meta tagging. This feature allows users to expedite future document searches and retrievals if they list several key words when saving the original document. The second feature is the capability to quickly insert new documents or make changes to any resident document without leaving the environment.
- 4.3.11. Text Tool
 - i. This interactive tool is currently being used during collaborative sessions to capture text input on the Sign-in and Session Minutes Log. The following description is intended to serve as an example to stimulate and expand the tool's potential uses:

- ii. Prior to the start of a session the team leader or facilitator places a copy of the Sign-in and Session Minutes Log template on the room's text tool so participants can sign-in. Once the session begins, the facilitator takes charge of the tool so the designated recorders can capture session minutes and associated tasks in real-time. During the session, each participant should have the text tool opened on their screen desktop so they can monitor the session's progress. This also gives participants the opportunity to request changes to the evolving document thereby insuring correctness and clarity. At the conclusion of the session, the completed Sign-in and Session Minutes Log is saved to the Session Minute Folder, located in the room's filing cabinet for future reference.

4.3.12. Whiteboard. The Whiteboard is a great tool to collectively work on problems and discuss issues. It is the primary tool to share a common view of PowerPoint slides, maps, imagery, etc. However, the real power of the whiteboard is that any monitor screen, regardless of the program, application, web site, etc., can be captured and saved to the whiteboard for group viewing and annotation. Please note, the effectiveness of this tool depends on how well the facilitator can maintain control of the interactive function (i.e., use of colors to determine users, only one user at a time and periodic screen saves to protect loss).

4.3.13. Application Sharing

- i. Application sharing is one of the most powerful tools in a collaborative environment.
- ii. Application sharing is opening a PowerPoint presentation, Excel spreadsheet, Word document, or any other application and allowing others to access your computer and make changes directly and in real time.
- iii. You need not have the application loaded on your computer. Whoever shares the application is giving the other team members direct access to their computer and the application being shared. In other words, even if you don't have PowerPoint on your computer, it will appear as if you have it and you'll be sharing it with whoever gave you access.
- iv. This is an incredible tool that can breach problems with platform compatibility. As long as you have an Internet browser, you can use software applications that are on other computers, thus negating the need to download extra programs.

4.4. Roles and Responsibilities. Prior to initiating a collaborative session, the commander should designate specific individuals to take responsibility for the facilitation, control, and recording of the session. While one person might be able to handle all of these responsibilities in a very small group of collaborators, the duties of each normally require 2-3 people to manage them effectively.

4.4.1. The Virtual Team Leader is normally the senior member and decision maker present in a collaborative session and is usually part of the organization that initiated the session. Since the facilitator's duties only allow him to administratively coordinate and conduct the session, the real host and driving force behind the session's purpose, content, and outcome is the team leader. In this capacity, the team leader has the final authority to decide:

- i. Which organizations are required to participate?
- ii. What will be presented and discussed (agenda)?
- iii. Which member organizations will receive follow-on tasks?
- iv. What additional organizations or resources are required?
- v. What session protocols should be in place and enforced?
- vi. When sessions will be conducted and task suspense dates?

4.4.2. If not serving as the facilitator, the Team Leader has several options for inserting himself into the session's agenda. Depending on his management style, the Team Leader may:

- i. Take control from the facilitator after the opening role call.

- ii. Avoid distractions by allowing the facilitator to run the session.
- iii. Make comments as necessary.
- iv. Stay in the background and steer the session via private chat or text.
- v. Determine in advance which portions of the agenda he will conduct.
- vi. Cut off debate after determining nothing more can be gained.
- vii. Make decisions at the appropriate times.

4.4.3. A Session Facilitator should be identified to present the agenda and lead the discussion to ensure that the desired outcome is achieved. He or she should:

- i. Schedule the session and ensure all desired participants are notified and acknowledge receipt of notification.
- ii. Check with the session manager to ensure the collaborative workspace is properly configured to facilitate participation.

4.4.4. A Session Manager may be responsible for the configuration management of the command's collaborative workspace and should monitor collaborative sessions to ensure the participants' functional needs are being met. This responsibility includes limiting access as required. This individual doesn't necessarily have to be a systems administrator, but should work closely with the system administrator(s) responsible for the network and tools.

4.4.5. A Session Recorder is needed to ensure that all critical information, discussions and decisions resulting from the collaboration are successfully documented in a manner that satisfies the needs of senior leadership and participating collaborators.

4.4.6. All other Session Participants have a responsibility to prepare for the session and follow established protocols and procedures during the conduct of the session. They should:

- i. Establish and maintain access to the collaborative environment. This may mean establishing "a user profile", including a login name and password.
- ii. Confirm attendance and availability.
- iii. Log in.
- iv. Conduct a communications check prior to the session.
- v. Open common tools and applications on their desktop and arrange them in a manner that is easy to navigate.

4.5. Initiating a collaborative session. A session may be initiated by any commander who has the capability and the need to do so. Multiple sessions occurring simultaneously within the same collaborative environment is typical.

4.6. A number of protocols must be established and enforced in order to conduct a successful collaborative session. These protocols become more important as the number of invited participants increases. The following sample session format and participation protocols may help.

4.6.1. Conduct an opening roll call - At the announced time, the facilitator will begin the meeting with a roll call to ensure all invited participants are present per the naming convention provided in the table above. If a participant is believed not to be on-line, someone should contact them to resolve the problem. The facilitator will also monitor the Sign-in and Session Minutes Log located on the text tool and encourages participants to continue to sign-in until he takes over control and gives it to the session recorders to capture the session minutes.

- 4.6.2. Define the session purpose - Next, the facilitator establishes the purpose of the session. He must highlight the purpose of the meeting, scheduled issues, current updates, etc.
- 4.6.3. Assess feedback - Ask questions to ensure information is being received correctly.
- 4.6.4. Monitor the Text Tool - Provide instructions to the session recorders to ensure accurate capture of critical information, to include any formal tasks.
- 4.6.5. Conduct a closing roll call – Give everyone a final opportunity to voice their opinions, share new information, and ask questions before closing the session. Announce the next meeting and review the suspense.
- 4.7. Conducting Briefings. When using room metaphors, there are three options for conducting a briefing in the rooms. The first option is to place a copy of the briefing or link to that briefing document in the room's file cabinet and instruct each participant to open the briefing on their desktop. The briefer keeps the presentation synced by announcing the number or title of the slide he is currently addressing. The second option is to use the whiteboard. This work around requires advanced preparation on the part of the presenter and is only used when one or more session participants do not have the same presentation software, i.e., not all have MS PowerPoint. As a result, the presenter must save each briefing slide as an individual whiteboard in the designated meeting room. During the course of the briefing, the presenter will open each whiteboard for the entire audience. The third option is to post the document to a webpage in HTML format and provide a link to all participants. In all cases, the briefer should pause from time to time and solicit feedback that he is maintaining an acceptable pace, is audible, and to open himself to any questions.

5. Email and Phone. Email addresses and phone numbers will be included on the CTF home page for each CTF staff section and each component. Component and CTF Directors of Communications are responsible for updating and maintaining the listings. The listings should be depicted on a functional organization chart as well as a directory listing, and will include billet title, name of billet holder, phone number, and email address (see Annex H for email standard naming convention). Most Common Email software has multiple levels of importance that can be assigned to email: (example) High, Normal, or Low. The following standards will be used for assigning level of importance.

- 5.1. Normal (default). Normal operational information requiring timely handling and response.
- 5.2. High. High priority information requiring immediate attention or response. Only a watch officer or staff principal can assign high importance. Remember, just because an email is sent does not mean the recipient has received or read the information. High priority information must be tracked and verified to ensure receipt by appropriate personnel.
- 5.3. Low. Low priority will be assigned to administrative information and other issues that can be read and handled when convenient.

6. Newsgroups. Newsgroups provide another method of collaboration.

- 6.1. Public Folders. The CTF employs public folders for the sharing and dissemination of information. Most types of information can be posted as articles or hyperlinked to source files. Public folders responsibilities:
 - 6.1.1. The C6 is responsible for constructing public folders. This responsibility includes the creation and deletion of public folders.
 - 6.1.2. Each staff section is responsible for managing their particular public folders.
 - 6.1.3. The directorate information managers must continuously monitor the Command's public folders to ensure valid and appropriate information is posted.
 - 6.1.4. Each requesting staff section must establish and publish a logical and comprehensive structure of sub-groups that will foster discussion and publication of relevant information.
 - 6.1.5. For information or support regarding public folders, contact the IMO.

6.2. Shared Files. A shared files directory is intended for internal use. The directorates are responsible for their directories on the shared files drive. The shared files drive holds information that staff sections desire to maintain for internal use only. If a document management system is available, the shared file directory will be unnecessary.

6.3. Document management. Document management allows near synchronous collaboration on shared documents and sees changes that others have made. This ensures that when done, everyone has worked on the same document. Furthermore, links to documents are maintained even during updates.

6.3.1. C6 will establish the necessary capability.

6.3.2. IM will manage the structure and documents.

7. Chat (public and private)

7.1. Public Chat allows users to carry on an interactive text dialogue with selective individuals. Moreover, by saving periodic screen captures of the Place Ware Chat window on the whiteboard, a record of the discussion can be compiled and saved to the room's filing cabinet for future reference. Private Chat (one on one) can also be conducted as a side bar without interrupting a group session. A final point - although Chat is the least preferred method for communication by collaborative groups, it becomes a critical tool when audio fails.

7.2. If desired, the facilitator should designate a recorder to capture session minutes and associated takers.

7.2.1. To preclude erasure of the chat information, save the text tool periodically during the session.

7.2.2. Facilitators should remind individuals to ask permission to use the text tool and to never click-on the "File" icon on the button bar at the top of the text tool menu box. Once the clear button is selected all information is permanently erased.

7.2.3. To maintain awareness, each participant should have the text tool opened on their screen desktop so they can monitor the session's progress.

8. Web Sites and Web Pages

8.1. A well-organized web site assembles vital information, organizes it in a logical sequence, and delivers it efficiently. The CTF HQ, staff directorates, components, and supporting agencies should develop and maintain their own web pages for the site. Information on these web pages should include, but not be restricted to, important updates, status reports, common staff products, and current activities.

8.2. The CTF should organize the web sites around a master CTF Home Page. The CTF home page or "front door" (or portal as referred to on Internet sites) sits at the top of the CTF web site acting as a point of entry into the site. It serves as the main entrance point into the CTF network. Each major element or unit of the CTF should have a mini-home page with direct links back to the CTF home page.

8.3. Users directly access CTF site pages via a WWW universal reference locator (URL) address. Therefore, the CTF must design the web site so users (at every site with a web browser) can quickly navigate regardless of where they enter the site. Ease of navigation, via links from any point on the site is important. All CTF web pages should include a basic set of links logically connecting them to other web pages on the site.

9. Audio. A primary tool, group audio enables members to quickly express ideas in real time, thereby directly speeding up the coordination process. (See Para D)

10. Video/VTC. Due to high bandwidth consumption and some low bandwidth connections, video use must be coordinated closely between the IM and the CTF-COS to limit other data exchanges during the period of video usage.

APPENDIX 7

SYSTEM PROTECTION PROCEDURES

- 1. General.** This annex provides policy and guidance for the consistent and effective protection of information systems, and the principles of security as they relate to computer-based systems that handle classified and sensitive but unclassified information.
 - 1.1. The overriding objective of system protection procedures is to ensure the availability of reliable information and automated support required to meet the mission by adequately protecting all C4I systems, networks, and computer resources against accidental or intentional destruction, unauthorized disclosure, denial of service, and unauthorized modification.
 - 1.2. This objective can be met by ensuring that countermeasures provided by physical, administrative, and operational procedures, personnel, communications, hardware and software, and data security elements are collectively adequate to protect against such events as material hazards, fire, misuse, espionage, sabotage, or malicious acts. Each site will take necessary action to ensure that the appropriate countermeasures are taken to protect information systems.
 - 1.2.1. Individual Accountability. Access to C4ISR systems, networks and other computer resources will be controlled and monitored to ensure that each person having access can be identified and held accountable for their actions. This includes all MNF military, civilian and contractor personnel.
 - 1.2.2. Physical Control. Intelligence systems and other computer resources will be physically protected against damage and unauthorized access.
 - 1.2.3. Data Integrity. Each database or collection of data elements in a C4I system will have an identifiable origin and use. Its use, backup, accessibility, maintenance, movement, and disposition will be governed on the basis of classification, sensitivity, the types of data, need-to-know and other restrictions as applicable.
 - 1.2.4. Marking. Permanent output will be marked to accurately reflect the sensitivity of the information. The marking may be automated or may be done manually. All users must ensure they properly mark all documents with the appropriate classification level. Header and footer markings should be included as well as paragraph markings, even though some viewers do not display header and footer text. Do not rely solely on header and footer comments for proper marking of electronic documents. Computer Disk Classification diskettes will be labeled with the appropriate operational classification. MNF Releasable documents and disk will be labeled with this classification.
 - 1.2.5. Classified Destruction. Classified documents and other material shall be retained only if they are required for effective and efficient operation of the organization or if law or regulation requires their retention. Documents that are no longer required for operational purposes shall be disposed of in accordance with the agreed upon multinational procedures. Material that has been identified for destruction shall continue to be protected as appropriate for its classification until it is actually destroyed.
 - i. Destruction of classified documents and material shall be accomplished by means that eliminate risk of reconstruction of the classified information they contain. Crosscut shredders are the preferred method of destroying classified information. If authorized shredders are not available, burn bags will be used. Burn bags should be placed throughout the unit workspace, with particular attention to areas that include printers and copiers.
 - ii. Users must be cognizant of the potential for an adversary to piece together the mission of the unit and concept of operations from the minor or seemingly insignificant revelations concerning organizational or unit plans and intent. Dispose of unneeded written materials via an authorized shredder or by placing it in a burn bag. When burn bags are used for the collection of classified material that is to be destroyed at central destruction facilities, such bags shall be controlled in a manner designed to minimize the possibility of their unauthorized removal and the authorized removal of their classified contents prior to actual destruction.

- iii. When filled, burn bags shall be sealed in a manner that will facilitate the detection of any tampering with the bag. Sealed bags must be marked with an office symbol and the highest classification of the information contained therein.
- iv. Records of destruction may be established within the CTF command if the CCTF deems that this is required. Agreements on the destruction of foreign government Secret Material needs to be established upon activation of the CTF (should require two signatures on the record of destruction). Records of destruction are not necessary for confidential material or MNF Releasable unless required by the originator (or participating nations in the CTF). Any questions regarding classified destruction should be referred to the C2 Releasability Officer or Security Manager for classified documents.

1.2.6. Access. Each C4I system will have an access control policy, which includes features, or procedures to enforce the access control policy or protect the information contained within the specific system. The identity of each user authorized access to the C4I system will be positively established prior to authorizing access. The Security Manager establishes procedures to verify security clearances for assigned and augmentation personnel. The number of people granted access to classified information shall be limited to a need to know basis that is consistent with operational requirements. The final responsibility for granting the appropriate security clearance by proper authority rests upon the individual who has authorized possession, knowledge, or control of the information and not upon the prospective recipient. Cleared personnel are not permitted access to classified information and information systems until briefed on Information Management and security procedures.

1.2.7. Network/Communications Links. All communications circuits will be secured. Per the communications security procedures established by the ACOS G-6 and the Designated Approval Authority.

1.2.8. Contingency Planning. Each staff section will develop and test a contingency plan, addressing both automated and manual backup systems, to provide for the continuation of its mission during abnormal operating conditions.

1.2.9. Internal Security Mechanisms. After the system becomes operational, software and files providing internal security controls, passwords or audit trails will be safeguarded at the highest levels of data contained in the C4I system, network, or computer resource. Access to internal security mechanisms will be controlled on a strict need-to-know basis.

1.2.10. Passwords. Default passwords may only be used for training. To help protect the network from information attacks, passwords will be changed for each operation or deployment and as directed. Passwords will be safeguarded at the classification level equal to the highest level of information available on the system. Passwords will be a combination of lower and upper case letters, numbers, and special characters.

1.2.11. Access Warning. Warning against unauthorized access will be displayed, physically or electronically, on all visual display devices, cathode ray tubes or other input/output devices upon initial connection, log-on or system startup of all computer systems (direct or remote access). CTF C4I systems operating in the dedicated and system high security mode may use printed labels conspicuously applied to the operator-visible components stating the highest level of classified information allowed on that component.

2. Risk Mitigation Plan. Make full use of both wide area and local area technologies for information redundancy.

2.1. Wide Area Redundancy. Use real-time replication and mirroring technologies to ensure multiple copies of identical mission-critical information exist for forces to access. Loss of a single node must not result in a loss of information for the entire force. Local disaster recovery plans should address shifting to redundant nodes. Replication strategies that update only the changes to information sets have the added benefit of preserving bandwidth in the Wide Area Network (WAN).

2.2. Local area. Use RAID devices and redundant power supplies in mission-critical servers and workstations (such as targeting, command center display, etc). Loss of a single hard disk or power supply must not result in loss of the critical function.

- 3. Viruses.** Viruses (malicious code) can be introduced from outside or within the CTF. Viruses in the CTF environment reside in three tiers: server, networked workstations, and diskettes. All members of the CTF will use available anti virus software and comply with the following procedures:
- 3.1. The first tier of virus detection and elimination is at the server level. At this level, the server is networked, and the shared drive is scanned for viruses on an automatic basis. The server level is handled by the network system administrator and is transparent to the user. The CTF Server runs the anti-virus software periodically to identify any infected files placed on the shared drive. The C6 is responsible for server protection. Unfortunately, servers are also susceptible to infection by viruses. Some viruses can bypass server protection entirely. With the advent of viruses that attach to non-executable files (e.g., the Word Concept virus), a user can unknowingly unleash a virus hidden in a simple text file attached to EMAIL.
 - 3.2. The second tier of defense is the desktop workstation. At this level, the user accomplishes virus detection and elimination by initiating virus detection software. All workstations should have anti-virus software that runs when the user boots up to the system or when the user runs the software to perform a virus check on a hard disk or floppy disk. Since operations run twenty-four hours a day, virus detection and anti-virus software must be initiated daily. Users should initiate a virus check at the start of each shift.
 - 3.3. The third tier of virus detection and elimination is diskettes. Diskettes act as hosts for the virus to travel from machine to machine. Unless you know otherwise, assume diskettes are infected. As with the desktop workstation, the user is responsible for the virus detection software to scan diskettes for infection. Always scan diskettes before use. The CTF C6 should establish base anti-virus software for all computers used in the CTF command and for computers on the CTF LANs for users to check files downloaded from newsgroups or email. Many liaison officers will bring their own laptop computers to the CTF. These computers will be scanned and certified as clean by the CTF C6 before being connected to a CTF network.

4. Environmental Protection

- 4.1. Weather. All appropriate care should be taken to ensure that critical C4I systems are protected from the effects of temperature, humidity, moisture, and other destructive weather.
- 4.2. Adverse Climate. Adverse climate includes dust and the requirement to properly encase computer equipment during transport.
- 4.3. Power. Ensure the power used to operate critical C4I systems meet the manufacturer specifications as closely as possible. With the ever-greater reliance on commercial off-the-shelf equipment, this requirement for properly conditioned power cannot be understated. Uninterruptible Power Supplies (UPS) will be used whenever possible. Purchase of these UPS should be a lead nation responsibility or be a shared funding responsibility (see Chapter C-12 Finance). At a minimum, good quality surge protectors are required for CTF operations. Operation aboard ship requires special surge protectors that must be certified by the ship's Damage Control Central.
- 4.4. Cleaning. All C4I Systems are susceptible to failure from excess dust or moisture. Regular cleaning using vacuums and/or canned air will reduce the likelihood of failure.
- 4.5. Restoration priorities. The restoration methodology is based on redundant system's that provides the CCTF with a flexible system capable of providing continuous support in the event the primary site was taken off-line. The methodology also takes into account the possibility of degradation of systems over time, destructive weather, or any other environmental detriments. The CTF C6 upon CTF activation will establish the specific systems for each priority designation below.
 - 4.5.1. Priority I Systems. Priority I Systems are those systems critical to the accomplishment of the mission.
 - 4.5.2. Priority II Systems. Priority II Systems are those systems whose failure will cause degradation in the ability of the units to accomplish the mission.
 - 4.5.3. Priority III Systems. Priority III Systems are those systems whose failure or degradation causes annoyance, adds to friction or hinders the decision making process. CTF Priority III Systems are NIPRNET and Facsimile.

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APPENDIX 8

STANDARD NAMING CONVENTIONS

- 1. General.** Upon activation of the CTF, a listing of standard naming conventions within the CTF Headquarters, and between the CTF and its components and higher headquarters commanders and staffs will be established. This will assist in the exchange of information and when using collaborative tools.
- 2. Example.** Examples of such standard naming conventions are noted below for example purposes only. The exact mix and conventions used will be dependant on coordination among participating nations upon CTF activation

CTF NAMING MATRIX

ORGANIZATION	EMAIL NAMING	COLLABORATION NAMING
CTF COMMANDER	CTFCDR00	CTFCDR
CTF CHIEF OF STAFF	CTFCOS00	CTFCOS
COC DIRECTOR	CTFCOCDR	CTFCOCDR
INFO MGR	CTFIM000	CTFIM
CTF C1	CTFC1000	CTFC1
CTF C2	CTFC2000	CTFC2
CTF C3	CTFC3000	CTFC3
CTF C4	CTFC4000	CTFC4
CTF C5	CTFC5000	CTFC5
CTF C6	CTFC6000	CTFC6
CTF CMOC	CTFCMOC0	CTFCMOC
CTF CIMB	CTFCIMB0	CTFCIMB
CTF CPRC	CTFCPRC0	CTFCPRC
CTF CISE	CTFCISE0	CTFCISE
CTF CTCB	CTFCTCB0	CTFCTCB
CTF I/O CELL	CTFIO000	CTFIO
CTF COALITION / COMBINED FIRES	CTFFIRES	CTFFIRES
CTF CTF-CC	CTF-CC0	CTF-CC
CTF ROE CELL	CTFROE00	CTFROE
CTF CPG (C5 Plans)	CTFCPGC5P00	CTFCPGC5PLANS
CTF CPG (C3 FOPS)	CTFCPGC3FOPS00	CTFC3FOPS

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APPENDIX 9

ALL PARTNERS ACCESS NETWORK

1. Purpose

- 1.1. This annex provides a description of the All Partners Access Network (APAN) capabilities and procedures. APAN provides a wide range of web-based applications to enable unclassified information exchange for civil military operations and communication between the military and International and Nongovernmental Organizations collocated or working with the MNF on humanitarian assistance or disaster response (HA/DR) aspects of combined and interagency operations.
- 1.2. APAN gets its direction from the Executive Agent located within the Secretary of the Air Force /Administrative Assistant (SAF/AA), within the Concepts, Development, and Management Division (CDM), Mission Partner Capabilities Office (MPCO) Command and Control (C2) division. The on site Application Service Provider (ASP) and Cloud Service Provider (CSP) team is physically located in the KMT Pacific Warfighting Center in Hawaii. The Technical Director for APAN is at USINDOPACOM J322.
- 1.3. APAN is a DoD enterprise service. Web-based applications on the APAN platform may be used along with those offered by the Center of Excellence for Disaster Management and Humanitarian Assistance (CFE-DMHA), located in Honolulu, Hawaii, and Pacific Disaster Center (PDC), located on Maui, Hawaii, who also provides knowledge products and analysis in support of HA/DR operations.

2. Capabilities

- 2.1. APAN provides web-based applications and information resources for multinational use, developed to foster information and knowledge sharing between the United States Department of Defense and non-DoD entities. There is no cost to use APAN, and it is available to any user with an internet connection.
 - 2.1.1. Joint Staff Unclassified Information Sharing Capability (UISC) CONOPS: The APAN capability is designed to assist joint and coalition military organizations in their efforts to collaborate, plan, and coordinate operations, exchange information, and build situational awareness with both traditional and nontraditional mission partners across various mission sets. Missions the UISC is intended to benefit include - but are not limited to - HA/DR, Defense Support of Civil Authorities (DSCA) and military support to Stability, Security, Transition and Reconstruction (SSTR).
 - 2.1.2. Unclassified Information Sharing Service – All Partners Access Network (UISS-APAN) CONOPS Ver 3.0: APAN provides for effective information exchange and collaboration between the United States Department of Defense (DoD) and any external country, organization, agency or individual that does not have ready access to traditional DoD systems and networks.
 - 2.1.3. C2 and Information Sharing: APAN offers capabilities and services that enable effective and efficient C2 and information sharing across the full spectrum of operations, from the edge to the national level, including coalition mission partners, government agencies, and nongovernment partners.
 - 2.1.4. CJCSI 6285.01D 21 Aug 2017- Mission Partner Environment Information Sharing Requirements Management Process: The UISS enterprise solution provides unclassified collaboration and information sharing for U.S. DoD and mission partners participating in joint/combined operations, humanitarian assistance and disaster recovery operations, and international conferences or other collaboration events.
 - 2.1.5. APAN provides a common access to nongovernmental, national, and interagency organizations. Numerous web portals support functional issues important to the region such as counter terrorism coordination, disaster management, and peace operations. Shared applications with multiple levels of access are also available to support multinational conferences and conference registration.
 - 2.1.6. APAN is for Unclassified information sharing, but may also support limited Controlled Unclassified Information exchange upon the community owner's completion of an approval process.

3. Tasks, functions, procedures, and considerations

3.1. APAN tasks and functions. APAN provides a password protected portal to numerous organization information resources such as the USINDOPACOM Public HADR Community, the Multinational Planning Augmentation Team (MPAT) group, and CFE, along with acting as host for other organizations' websites.

3.1.1. To access the APAN website, go to www.apan.org/. Users have the ability to request access to specific private communities. Membership approval is at the discretion of community owners.

3.2. Procedures

3.2.1. Account registration is required but, is free and immediate upon self-validation of email address.

- i. APAN accounts are password protected; a password change is required every 60 days.
- ii. If you have forgotten your ID and password, there are self-help options from the login screen; you may also contact the APAN Help Desk (see paragraph 4) if your account is disabled.

3.2.2. Requests to create a new community, transfer ownership, or manage web-conferences should also be made to the APAN Help Desk (see paragraph 4).

3.2.3. Access to community sites, groups, portals or virtual meeting rooms are granted by the command/organization POCs designated as owners for each respective community.

3.3. Considerations

3.3.1. APAN community and content management is handled solely by the command/organization owners who received training, reviewed usage guidelines and signed an acknowledgement form.

3.3.2. Community owners must ensure that the site, group and portal web pages meet requirements, that they have the ability to update and manage the pages, and that the pages are functional. Training is available on an as-needed basis for the various tools and capabilities.

- i. Tools and capabilities available as of the date of this document: ArcGIS maps, apps and dashboards; SharePoint collections, sites and pages; Adobe Connect web conferences; Verint, blogs, forums, wikis, Chat with peers, groups, multiple groups (multichat) and XMPP client; document, chat and webpage multilingual translation, and mobile access via responsive design.

3.3.3. APAN may also provide enhanced training and basic IM/KM support for large-scale exercises and conferences using APAN, but requests should be made at least 2 months prior to the event.

4. POC Information. HQ USINDOPACOM J322 maintains and operates APAN for the entire DoD. Any and all requests for APAN - to include account support, new communities, troubleshooting, application change requests, enhancements, training, event support, or anything else - are to be routed via the APAN Help Desk:

4.1. **Website contact and Knowledge Base:** <https://community.apan.org/support/>

4.2. **Email:** support@mpe.apan.org

4.3. **Phone:** +1 (808) 472-7855 / DSN 315-472-7855

5. References:

5.1. JP 3-16, Multinational Operations

5.2. JP 4-08, Logistics in Support of Multinational Operations,

5.3. JP 5-0, Joint Planning

5.4. Joint Publication 3-29, JP 3-29 Foreign Humanitarian Assistance

ANNEX H

MULTINATIONAL RECEPTION, STAGING, ONWARD MOVEMENT AND INTEGRATION (RSOI)

1. **Purpose:** To outline the Multinational RSOI concept for Coalition / Combined Task Force (CTF) operations.
2. **Campaign Planning Parameters for RSOI.** [Refer to Part B, Chapter 2, Annex B, Appendix 6, Tab B: Military Decision Making Process Steps Explanation](#) for an outline on Decisive Points (DPs) and Supporting Effects (SE) and their relationship to the CTF assigned military end state.
 - 2.1. Decisive Point (DP): CTF mission effectiveness and host nation capabilities are enhanced by the deployment of participating nation's forces, equipment, and supplies to the CTF Area of Operations (AO).
 - 2.2. Supporting Effects (SE):
 - 2.2.1. Host nation supports the arrival, movement and integration of participating nations in support of CTF operations.
 - 2.2.2. CTF participating nations arrive at the prescribed operating areas within the CTF AO in a fully mission ready status for immediate employment by the Commander CTF (CCTF) and are integrated into the CTF headquarters and CTF component commands (land, air, and maritime).
 - 2.2.3. CTF participating nations' immediate and near term sustainability are sufficient to support CTF mission requirements.
 - 2.2.4. CTF RSOI activities are coordinated with and compliment missions of United Nations (UN) agencies, international organizations (IOs), non-governmental organizations (NGOs), and government agencies within the crisis situation.
3. **Multinational RSOI Definition:** Multinational RSOI (referred to as RSOI within this chapter for brevity) is the reception, staging, onward movement, and integration of participating nations into the CTF headquarters, component commands, and assigned area of operations. RSOI is the final phase of the four phases of the multinational deployment process. RSOI is an on-going process at each stage of deployment and upon each transfer of command. The multinational deployment process is outlined in Figure C-9-H.1.

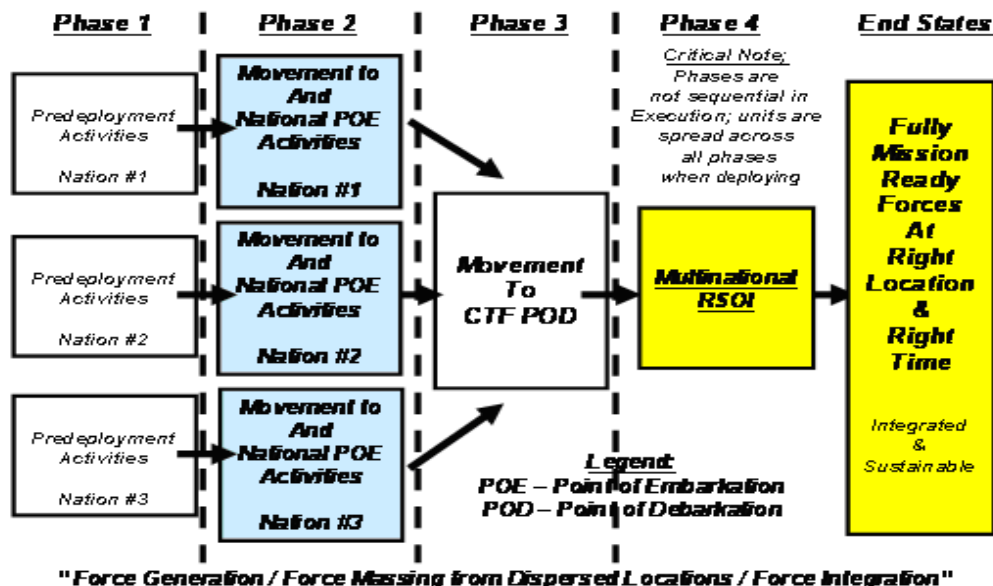


Figure C-9-H.1: Multinational Deployment Process

4. **RSOI Components:** The RSOI phase of multinational force projection occurs in the CTF operational area. This phase comprises the essential processes required to transition arriving personnel, equipment, and supplies into forces capable of meeting CTF operational requirements. The four components of RSOI are:
 - 4.1. **Reception** includes the operations required to receive and clear unit personnel, equipment, and supplies through the Points of Debarkation (POD – can be a Sea POD, Air POD, or Land POD).
 - 4.2. **Staging** includes the assembly, holding, and organization of personnel, equipment, and supplies into units and forces, and prepares them for onward movement and integration into the CTF.
 - 4.3. **Onward Movement** is the process of moving units and accompanying personnel, equipment, and supplies from staging areas to Tactical Assembly Areas (TAAs) and/or other theater destinations.
 - 4.4. **Integration** is the synchronized hand over of mission-capable units into a CTF prior to mission execution.
5. **CTF RSOI Planning Principles.** Outlined below are the recommended starting point planning principles to be used for coordinating and planning RSOI operations in support of CTF operations.
 - 5.1. **Principle #1: Participating Nations -- Prior RSOI Coordination and Planning.** [Refer to Part B – Chapter 2 – Annex C: Command, Control, Coordination, and Cooperation Relationships.](#) Participating nations' strategic military levels (normally the Lead Nation Supported Strategic Commander and Supporting Strategic Commander) in coordination with CTF operational levels must conduct detailed planning with participating nations prior to deployment of forces (air, land, or sea). Key factors for coordination and planning are:
 - 5.1.1. Status of Forces Agreement (SOFA) with host Nation (HN).
 - 5.1.2. Training and familiarization of participating nations' force capabilities to support CTF mission requirements. It should be noted that the term "certification" may be used within joint forces preparation; but normally within a multinational operations "**certification**" **will not be a FORMAL process**. Even though this term may be used loosely within multinational operations, it will not be a FORMAL process and rather will consist of national training requirement (established by the participating nations for its forces prior to deployment) and multinational preparation training (prior to deployment and during "reception" within the RSOI cycle).
 - i. Each participating nation is responsible for training of their forces to be able to support CTF mission requirements (prior to deployment). This is a must so that only experienced personnel are working during the crisis!
 - ii. During the "reception phase" multinational training may be conducted by a participating nations or a multinational cadre, but is will NOT be a formal certification necessity.
 - iii. Refresher and updating training may be conducted over time parallel to CTF operations by participating nations or by multinational cadre, but once again, formal certification NOT necessary.
 - 5.1.3. Logistics sustainability. [Refer to Part F – Chapter 4 – Reports Matrix and Report Formats.](#)
 - 5.1.4. National and international limitations, constraints, or restraints. [Refer to Part B – Chapter 1 – Annex A: National Strategic Factors.](#)
 - 5.1.5. Force Protection (FP) requirements.
 - 5.1.6. Personnel, equipment and supplies deployment planning needs to be thoroughly coordinated to ensure deployment flow is conducted at a rate that can be accommodated at every point along the entire network from origin (POE) to the deployed forces. Each nation should have advance reception parties for their deploying forces within the CTF AO prior to arrival of personnel, equipment and supplies.
 - 5.2. **Principle #2: Host Nation Coordination, Involvement, and Support.** Normally, host nations should support RSOI activities in a broad sense (airspace and port clearances, assembly areas, route / rail clearance, etc); however, detailed support such as billeting, feeding, security, and logistical support needs to be carefully considered by arriving and foreign nations involved in the operation outside of their own nations.

5.2.1. CTF headquarters and CTF component commands must have detailed planning, coordination, ground reconnaissance, and continual management of personnel, equipment, and supplies (liaison and planning teams, etc.) with host nation strategic and tactical level points of contact. Such planning and liaison (LNO) is critical for the establishment, operation, security, and execution of RSOI network nodes (Note: A “node” is a key physical location for managing, directing, or coordinating of personnel, equipment, and supplies within the RSOI network). Refer to Figure 4-I.2 below for a conceptual outline of an RSOI network and possible node locations.

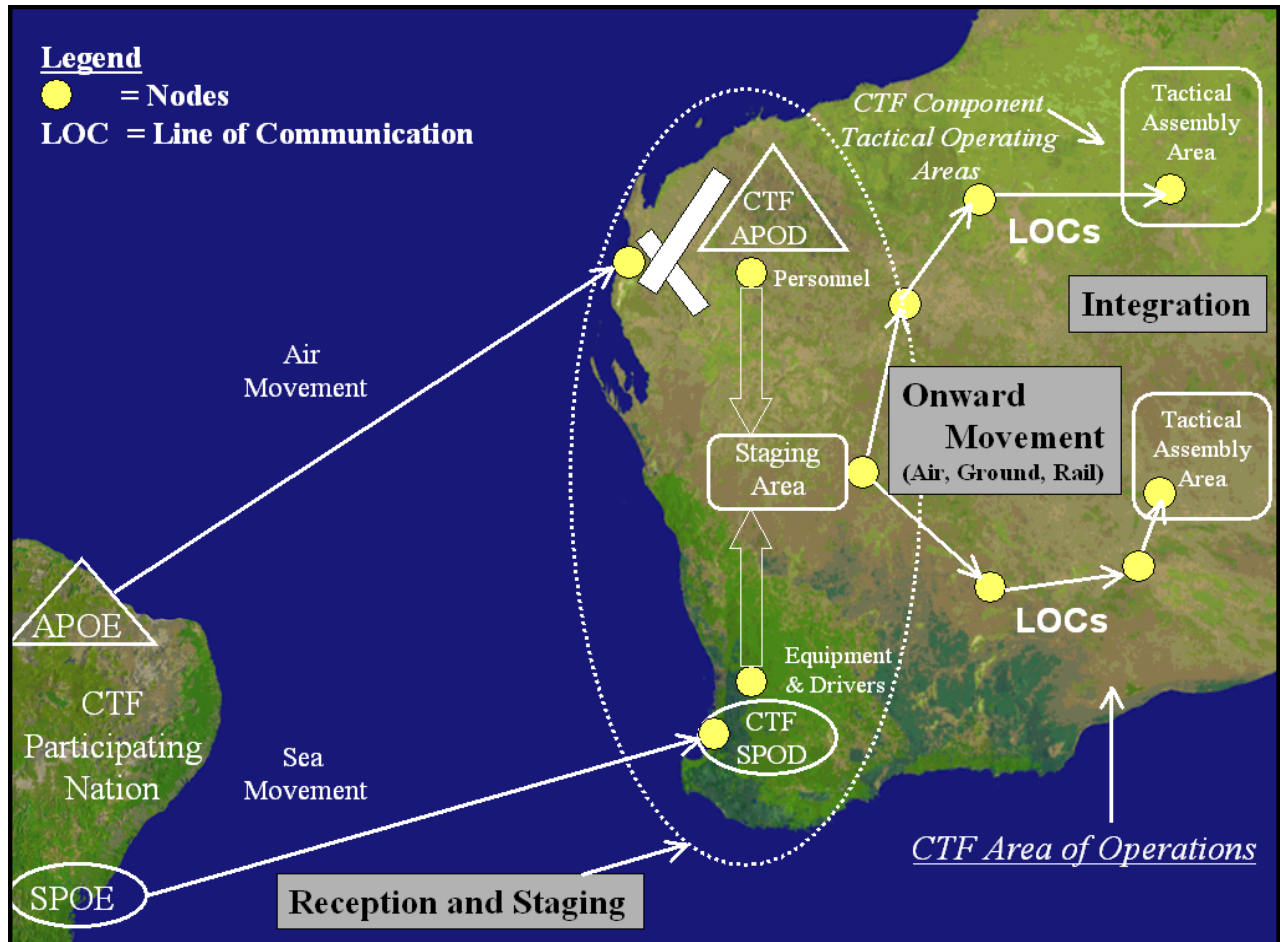


Figure 4-I.2

5.3. **Principle #3: CTF RSOI Unity of Command and Unity of Effort.** For unity of command within the CTF AO, it is recommended that one CTF component or subordinate commander have responsibility for overall execution of RSOI operations within the CTF AO. This can be a functional component commander (CC), Task Force (TF) for RSOI operations, or subordinate commands with a priority for support of RSOI missions.

5.3.1. The National Command Elements (NCE) within the CTF Headquarters coordinate, plan, and represent their respective nation's RSOI efforts within the CTF AO. NCE planners need to be FULLY integrated into the CTF planning process and in all RSOI planning. [For NCE refer to Part B – Chapter 2 – Annex B – Appendix 3: Multinational Staff Coordination Process.](#)

5.4. **Principle #4: CTF Synchronization Processes, Coordination, and Cooperation Actions.**

Synchronization links deployed personnel, equipment, and supplies in a timely manner. Ensuring visibility of assets between processing nodes is key to achieving synchronization of forces. A well-synchronized flow expedites buildup of mission capability and avoids saturation at nodes and along LOCs. The MNF Command Center (refer to Part C, MNF HQs Procedures, Chapter C3, MNF Command Center) maintains the broad situational awareness and monitoring of CTF RSOI activities. The three organizations below support the Command Center in this role and shall “work together” in managing the RSOI processes to attain maximum effectiveness.

5.4.1. **Organization #1 Coalition / Combined Logistics Coordination Center (CLCC).** The CTF C4 Logistics is responsible for these organizations. [Refer to Part B – Chapter 1 – Annex B: Operational Factors.](#)

i. **The CLCC** is the key organization for the detailed synchronization and planning of RSOI operations with participating nations. The CLCC works with the - Multinational Coordination Center (MNCC) and Civil Military Operations Center (CMOC) (see below paragraphs) to ensure thorough planning is coordinated with the following organizations:

i-i. NCEs;

i-ii. CTF HQ Branches (C3 Operations, C4 Logistics, C5 Plans);

i-iii. UN agencies / funds / programs;

i-iv. IOs, NGOs and others.

ii. **DMT.** [Refer to Part C – Chapter 5 – MNF C5 Plans and Policy Procedures.](#) The DMT is a sub organization within the CLCC. The DMT conducts the detailed planning and monitoring of multinational force deployment to support CTF operations. In turn, they also refine, monitor, and manage all deployments (redeployments) to/from the CTF AO. The respective NCE planners must be thoroughly integrated into this team.

5.4.2. **Organization #2 - Multinational Coordination Center (MNCC).** [Refer to Part B – Chapter 2 – Multinational Coordination Center.](#) The MNCC is a key coordination and synchronization organization for RSOI actions within the CTF Headquarters for operational missions and follow-on tactical mission assignments under the respective CTF component commands.

5.4.3. **Organization #3 - Civil Military Operations Center (CMOC).** [Refer to Part B – Chapter 2 – Civil Military Operations Center.](#) The CMOC is the primary coordination and synchronization organization for host nation, IOs, NGOs, and governmental agencies coordination and cooperation efforts.

i. Cooperation / Coordination “With” / Mutual Respect and Leveraging of Agencies Capabilities: Special attention needs to be placed on identification of the UN agencies, IOs, NGOs, and governmental agencies already working in the CTF AO and what RSOI nodes they require to carry out their roles, responsibilities and missions. Further, identification of support requirements that are required for these agencies needs to be fully identified, coordinated, and planned.

5.5. **Principle #5: Multinational Force Flow Management and Balance.** The CLCC and DMT (see paragraphs above) manage the “Multinational Force Deployment Flow” by allowing a continuous and controlled flow of personnel, equipment, and materiel into and within the CTF AO. Balance is achieved by ensuring that people, equipment, supplies and information flow are directed at a rate that can be accommodated at every point from origin to destination (see Figure 4-I.2 on previous page).

6. **CTF RSOI Planning Considerations.** Outlined below are recommended points to consider when planning RSOI in support of CTF Operations. In certain situations, the reception facility and staging area may not necessarily be within the AO. In these cases, the “Host Nation” for reception and staging may be established in a different nation; however, this does not change the planning considerations.

6.1. Reception:

6.1.1. Host Nation support can include, but is not limited to, the following:

i. Memorandums of Understanding (diplomatic and customs clearances etc);

ii. Life Support;

iii. Health Facilities;

iv. Construction and Engineering;

- v. Policing;
- vi. Transportation and Buses;
- vii. Locally Employed Labor;
- viii. Contractor Support;
- ix. Emergency Services (fire, electrical, plumbing, hazardous materials, etc);
- x. Sea Port(s) and Air Port(s) Terminal Control and Services;
- xi. Fuel and Power; and
- xii. Communications.

6.1.2. Reception Facility. The area needs to be established to enable the conduct of the following:

- i. Personnel, equipment and supply tracking procedures;
- ii. Arrival orientation and briefings;
- iii. Temporary accommodation;
- iv. Messing (with consideration of cultural requirements);
- v. Health care;
- vi. Welfare services;
- vii. Transportation and temporary storage of equipment and supplies;
- viii. Issue of personal equipment and supplies; and
- ix. Security and force protection.

6.1.3. Inter-agency Coordination. Consideration has to be given to include UN agencies, IOs, NGOs and others organizations in order to synchronize operations during RSOL.

6.2. Staging:

6.2.1. Location of Staging Area. Questions that need to be answered: Is the Staging Area within the AO, or does an “Intermediate Staging Area” needs to be established? Distances between the Reception Area, Staging Area and AO will impact upon resources and ability to rapidly deploy.

6.2.2. Geographical constraints. Impact upon movement of personnel, equipment and supplies. Considerations include terrain, weather, effect on local populations, environmental and damage control, etc.

6.2.3. Infrastructure. In accordance with the requirements of the Reception Facility, the Staging Area will require similar services and facilities. In additional, may require equipment maintenance area.

6.2.4. Flow of forces. Visibility and control of forces in and out of the Staging Area is required to efficiently synchronize the marry-up of personnel with equipment and supplies. Consideration also needs to be given to environmental adjustments for personnel and equipment.

6.2.5. Staging area threat level and force protection considerations.

6.3. **Onward Movement.** All movements are controlled by the Multinational Movement Coordination Center within the CLCC (see Ch C-4-7). Factors for considerations include:

- 6.3.1. Transport assets and capacity identified;
- 6.3.2. Deployment priorities assigned;
- 6.3.3. Nodes of transportation established (refueling points, rest stops, medical posts, etc);
- 6.3.4. Centralized control, tracking and reporting of movement; and
- 6.3.5. Force protection.

6.4. **Integration.** Integration is the synchronized hand-off of units into an operational commander's force prior to execution. Personnel, equipment and supplies are now the responsibility of the commander "on the ground". Factors for consideration include:

- 6.4.1. Establishing the transfer of authority procedures;
- 6.4.2. Dividing responsibilities between the previous command, gaining command, and integrating unit; and
- 6.4.3. Additional support and resources for specific national requirements.

7. References.

- 7.1. US Joint Publication 4-0, Doctrine for Logistic Support of Joint Operations
- 7.2. US Joint Publication 4-01.8 Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement and Integration
- 7.3. US Joint Publication 5-0, Joint Operation Planning
- 7.4. US Joint Publication 5-00.2, Joint Task Force Planning Guidance and Procedures
- 7.5. Multinational Interoperability Council Papers Series

ANNEX I

STANDARDS OF CONDUCT FOR CTF OPERATIONS

1. **Purpose:** This annex contains CTF personnel individual Code of Conduct, proper treatment of detainees, and the appropriate treatment of human remains, providing the minimum compliance requirements concerning standards of conduct for a Coalition Task Force (CTF). These subjects have been identified as requiring uniformity throughout the CTF. Following high standards of conduct is essential to any CTF successfully achieving its mission, protecting the forces of the CTF, maintaining good relations between the affected population in the area of operation and the Troop Contributing Countries of the CTF, in accordance with international law.
 - 1.1. Standards of conduct for units/personnel must be agreed to by participating nations prior to deployment.
 - 1.2. It is a national responsibility to conduct pre-deployment training to ensure that standards of conduct are communicated to and understood by all CTF personnel.
 - 1.3. CTF units and personnel must undergo periodic sustainment training to reinforce adherence to CTF standards of conduct.
2. **Background:**
 - 2.1. The CTF and its personnel are expected to adhere to certain standards of conduct and behavior.
 - 2.1.1. Whether or not the CTF is “invited” into host country, it needs to maintain the highest levels of discipline and order in the conflict or disaster, and its aftermath.
 - 2.1.2. The legitimacy, safety and mission success of the CTF and its personnel are impacted positively by adherence to high standards of conduct.
 - 2.1.3. The highest standard of conduct will be applied, whether it be national or CTF. When CTF standards are higher than national standards, CTF standards shall apply.
 - 2.2. This annex covers three broad issues/areas concerning standards of conduct:
 - 2.2.1. Code of Conduct (Appendix 1).
 - 2.2.2. Arrest and Detention (Appendix 2).
 - 2.2.3. Management of Remains and Information on the Dead (Appendix 3).
 - 2.3. The CTF and its personnel are bound by the provisions of International Humanitarian Law (IHL) and the Law of Armed Conflict (LOAC), International Human Rights Law when applicable. IHL seeks to limit the adverse effects of armed conflict on civilians and those no longer participating in hostilities. It also restricts the means and methods of warfare. A major part of IHL is contained in the four Geneva Conventions and Additional Protocols. Refer to [Part C Chapter, 8: Legal Procedures](#) provides background information on IHL/LOAC and essential rules for the CTF and CTF personnel. International Human Rights Law provides standards that complement IHL/LOAC.
3. **Code of Conduct** (Appendix 1). The CTF code of conduct outlines the expected behavior of members of the CTF. Developing and adhering to a code of conduct which embodies the highest standards of integrity builds trust and confidence in the CTF and its mission. Appendix 1 also addresses enforcement measures.
4. **Arrest and Detention** (Appendix 2). This appendix provides detention guidelines and procedures. The CTF mission, protection of CTF personnel or the safe and secure environment of the CTF AOR may require the detention of persons in the CTF AOR. Commanders at all levels shall ensure that: detention operations are conducted in accordance with rules of engagement, applicable national and international law, and human rights standards and; all detainees are treated with respect and dignity at all times.

5. **Management of Remains and Information on the Dead** (Appendix 3). This appendix provides guidance, guidelines and procedures for the various functions associated with the management of remains and information on the dead. CTF personnel may become involved in the handling of human remains and obtaining and sharing information on the dead. Proper handling of remains, funeral procedures, and conveying information on the dead is important to the community and of immense cultural and religious significance. Conversely, if the CTF or its personnel do not perform these functions properly and with cultural sensitivity, the CTF, its personnel and mission can be adversely impacted. Proper handling of remains is also important to ensure that any Host Nation legal requirements are met to facilitate subsequent prosecutions or legal actions.

6. **References.** The references that address the above areas are:

6.1. ICRC, Missing People, DNA Analysis and Identification of Human Remains (second edition, 2009)

6.2. ICRC, Operational Best Practices Regarding the Management of Human Remains and Information on the Dead by Non-Specialists (2004)

6.3. Interpol Disaster Victim Identification (version 2002)

6.4. United Nations Department of Peacekeeping Operations, Ten Rules Code of Personal Conduct for Blue Helmets

6.5. UNHCR (2012) Detention Guidelines; Guidelines on the Applicable Criteria and Standards Relating to the Detention of Asylum Seekers and Alternatives to Detention

6.6. UN Office of the High Commissioner for Human Rights (OHCHR)(2015); Draft Basic Principles and Guidelines on Remedies and Procedures on the Right of Anyone Deprived of his or her Liberty by Arrest or Detention to Bring Proceedings Before Court (retrieved at www.ohchr.org)

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Appendices:

Appendix 1: Code of Conduct

Appendix 2: Arrest and Detention

Appendix 3: Management of Remains and Information on the Dead

APPENDIX 1

CODE OF CONDUCT

1. **Purpose:** This Appendix 1 to Annex I outlines key aspects of the Code of Conduct for the Coalition / Combined Task Force (CTF).
 - 1.1. Applies to uniformed members of the CTF, civilian members (government employees or contractors of individual national elements that are part of their national contingent), and employees and contractors hired/contracted by the CTF in the affected country. Adherence to the Code of Conduct is mandatory and applies at all times, both on duty and off duty.
 - 1.2. CTF shall develop, disseminate, support and enforce a CTF Code of Conduct. Troop Contributing Countries (TCCs) shall train and educate their personnel in the Code of Conduct. Training, education and enforcement of the Code of Conduct are essential in maintaining compliance with the standards in the Code of Conduct.
 - 1.3. Compliance with a CTF Code of Conduct:
 - 1.3.1. Creates trust and confidence in the CTF and its mission
 - 1.3.2. Facilitates the achievement of the CTF mission
 - 1.3.3. Enhances our status and security as members of the CTF
 - 1.3.4. Creates a uniformity of standards and behaviour across all TCC forces in the CTF
2. **Background:** CTF members are ambassadors for their country and the CTF. They have a particular duty of care in an operational environment when there is limited or no functioning host government. Violations of the Code of Conduct may compromise the actual or perceived legitimacy of the CTF mission.
3. **Code of Conduct Guidelines:**
 - 3.1. CTF members are required to abide by highest standards of integrity. They shall refrain from any conduct that adversely reflects on the CTF and shall not engage in any activity that is incompatible with the aims and objectives of the CTF.
 - 3.2. Leadership and command responsibility at all levels of the CTF is critical to maintaining appropriate standards of conduct.
 - 3.3. Because the CTF Code of Conduct is not law in itself, it is incumbent upon each TCC to establish appropriate mechanisms to enforce the Code of Conduct.
 - 3.4. Each member of the CTF shall be provided with a compact and concise copy of the Code of Conduct.
4. **Rules-Code of Conduct for Individual CTF members:**
 - 4.1. See TAB A for the CTF Code of Conduct Aide Mémoire.
 - 4.2. TAB A rules are minimal, and the CTF may add to them as necessary.
5. **Violations:**
 - 5.1. It is the responsibility of CTF personnel to report all violations of the Code of Conduct.
 - 5.2. All incidents of misconduct shall be referred to the appropriate legal authorities for resolution in accordance with the status of forces arrangements applicable to the CTF operation.
 - 5.2.1. All incidents of misconduct can undermine the effectiveness of a CTF. Incidents of serious misconduct can lead to mission failure.

5.2.2. Serious misconduct: Any act or omission or negligence including criminal acts that is a violation of the CTF SOP or international law, directives or other applicable rules, regulations or administrative instructions that results in or is likely to result in serious damage or injury to an individual or the mission. Examples are:

- i. Sexual abuse and exploitation, including but not limited to rape, paedophilia, prostitution;
- ii. Black marketing of CTF supplies;
- iii. Profiteering;
- iv. Smuggling and/or selling weapons or ammunition;
- v. Drug use and trafficking;
- vi. Murder;
- vii. Human trafficking; and
- viii. Torture and abuse of detainees.

5.2.3. Incidents of serious misconduct shall be reported to the CTF commander.

6. Sanctions

6.1. Sanctions for misconduct must be lawful and prompt. They should take into account fairness to the accused, CTF, victim(s) (if there is one), host nation and public, and the national contingent.

6.1.1. The CTF chain of command must be involved and be seen to be involved, in order to provide an appropriate response.

6.1.2. In situations where jurisdiction will be exercised by national commands, imposition of sanctions is the responsibility of the national contingent commander.

6.2. Sanctions can range from CTF administrative actions to the maximum penalty under host nation or the national laws of TCCs.

6.3. Available CTF administrative sanctions may include:

6.3.1. Dismissal/termination of local CTF hired/contracted personnel;

6.3.2. Recommend repatriation of members of national contingents.

6.3.3. Letters of censure.

6.4. TCCs should support and cooperate with investigations and administrative/ legal processes in the enforcement of the Code of Conduct.

TAB:

Tab A: CTF Code of Conduct Aide Mémoire

TAB A

CTF CODE OF CONDUCT AIDE MEMOIRE

1. Dress, think, talk and behave in a manner befitting the dignity of a disciplined and professional member of the Coalition Task Force (CTF), displaying the highest integrity and impartiality. Have pride in your position and do not abuse or misuse your authority.
2. Respect the law of the land of the host country, their local culture, religion, traditions, customs and practices.
3. Treat the inhabitants of the host country with respect, courtesy and consideration.
4. You are there as a guest to help them; neither solicit nor accept any material reward, honour, gift or bribes.
5. Do not commit acts of sexual, physical or psychological abuse or exploitation of the local population, especially women and children, or other members of the CTF.
6. Treat all persons with respect and dignity. Support and aid the infirm, sick and weak. Do not act in a vengeful manner or with malice, in particular when dealing with prisoners, detainees or people in your custody.
7. Properly care for and account for all CTF money, vehicles, equipment and property assigned to you and do not trade or barter with them in order to seek personal benefits.
8. Show military courtesy and pay appropriate compliments to all members of the mission, including other CTF contingents regardless of their creed, gender, rank or origin.
9. Show respect for and promote the environment, including the flora and fauna, of the host country.
10. Do not engage in excessive consumption of alcohol.
11. Do not consume, buy or sell drugs.
12. Exercise the utmost discretion in handling sensitive information and matters of official business.

Reference: As amended from the United Nations Department of Peacekeeping Operations, Ten Rules Code of Personal Conduct for Blue Helmets

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APPENDIX 2

ARREST AND DETENTION

1. **Purpose:** This Appendix 2 to Annex I outlines key aspects of international arrest and detention standards for the Coalition Task Force (CTF). This appendix provides guidance for the development of an Arrest and Detention SOP applicable for a CTF. It is important to emphasize that arrest and detention should whenever possible be done by host nation law enforcement and justice system; CTF will normally work closely with host nation authorities to achieve this.
2. **Definitions.** For this Appendix, the terms “arrest” and “detention” shall mean the following:
 - 2.1. **Detention:** means depriving any person of personal liberty, including arrest.
 - 2.2. **Arrest:** means the act of apprehending a person for the alleged commission of an offence or by the action of an authority in accordance with the legal process of the host nation.
 - 2.3. **Initial Holding Facility:** means any area, facility or premises selected by the unit commander for the temporary custody of an arrested or detained person (generally up to 96 hours).
 - 2.4. **Detention Facility:** means any area, facility or premises selected for longer term holding of an arrested or detained person (generally beyond 96 hours)
3. **Background**
 - 3.1. Threats to the mission of the CTF, personnel or the safe and secure environment of the CTF area of operations (AO) may require the detention of persons in the CTF AO.
 - 3.2. Commanders at all levels shall ensure that detention operations are conducted in accordance with applicable international law and human rights standards and that all detainees are treated with respect and dignity at all times.
 - 3.3. The strategic benefits of conducting detention operations in a humanitarian manner are significant. Detention operations that fail to meet the high standards mandated herein will inevitably have a detrimental impact on the CTF mission. These may include renewed hostilities or an unsafe and insecure environment.
4. **Legal Authority**
 - 4.1. Arrest or detention of persons in the CTF area of responsibility must have their legal basis in the mandate authorizing the CTF (for example, a United Nations Security Council resolution or Status of Forces Agreements that establish the role of forces from troop contributing countries) and where applicable international humanitarian law. Procedures for the detention of prisoners of war and civilian internees during international armed conflict shall be governed by the provisions of the Third and Fourth Geneva Conventions (1949), respectively.
 - 4.1.1. Specific national authorization to conduct arrest or detention operations shall be regulated by national rules of engagement. Each Troop Contributing Country (TCC) will have different authorities based upon their national threat assessments and national end-states or goals. Arrest and detention operations may be conducted due to threats to the security of the CTF, threats to mission accomplishment, and in certain circumstances, criminal activity related to law and order. Individual TCC's capabilities and authorities to conduct arrest or detention operations will be a critical interoperability issue for the commander.
 - 4.2. Arrest or detention operations are to be conducted in accordance with the legal, procedural and evidentiary requirements of the host nation whenever possible. When possible, host nation police officials should accompany CTF forces engaged in arrest and detention operations related to law enforcement activities.

- 4.3. The authority to conduct planned arrest or detention operations may be vested in the CTF commander. Any delegation of such authority must be clearly and explicitly detailed in an appropriate document authorized by the CTF commander.

5. Command Responsibility

- 5.1. Commanders must comply with, and ensure all those under their command comply with international, national (TCC) and domestic law. The chain of command shall instill a culture of humane treatment of all detained persons.
- 5.2. There are numerous points in the detention process where detainee abuse can occur, especially at the time of arrest and during interrogation. Commanders must ensure that appropriate training and oversight measures are taken so that abuses do not happen.
- 5.3. Violations of international, national or domestic law or CTF SOPs in detainee handling shall, in all cases, be considered a serious breach of the Code of Conduct. Breaches must be promptly reported, investigated and addressed. See Part C, Chapter 9, Annex I, Appendix 1, Code of Conduct.

6. **Arrest or Detention Operations.** Arrest or detention operations, whether at the operational or tactical level, require meticulous planning, should be led by the CTF Operations Staff (C3). The detention shall be operationally and legally justified and also appropriate in the circumstances. Where practicable, the detainee should be handed over as soon as possible to civilian authority. Ideally, the handover should take place at the scene of detention and shall be fully documented by the CTF headquarters. When applicable, the International Committee of the Red Cross (ICRC) should be informed of the transfer of custody to civilian authorities. At a minimum, the identity of the detainee and the reason for the initial detention, together with the identity of the person accepting responsibility for the detainee shall be clear.

- 6.1. **Planned Arrest or Detention.** Within the CTF headquarters, an arrest or detention operation may ordinarily be planned by the C3 and should include representatives from C1, Legal Staff, and Military Police. An agreed upon “end state” for the operation shall be clearly defined; this is particularly important if the aim of the operation is to bring a criminal prosecution against the detained individual. If the planning and execution of the event is to be conducted by a subordinate unit, the CTF headquarters must be informed throughout the planning and execution process. Whenever possible, the best solution is to utilize host nation police with CTF military or gendarmerie support.

- 6.2. **Unplanned Arrest or Detention.** When members of the CTF detain individuals, the CTF commander will be immediately informed to ensure that appropriate actions, including protecting the rights of the detainee, are taken.

6.3. Key Considerations in the Arrest or Detention Process:

- 6.3.1. Respect for the life, physical safety and dignity of the arrested or detained person, family members and bystanders must be maintained;

i. Special considerations shall be given to the arrest or detention of women and children under the age of 18 years;

ii. Special considerations and procedures shall apply when searching women.

- 6.3.2. Property shall be respected and not be destroyed or vandalized.

- 6.3.3. CTF personnel shall be trained in arrest and detention procedures and be appropriately equipped.

- 6.3.4. At the earliest opportunity, the arresting or detaining authority shall, in a language understood by the arrested or detained person:

i. Advise the person of the reasons for the arrest or detention, including any relevant charges;

ii. Advise the person of his/her rights; and

iii. Notify the family of the arrest or detention, and the location of the detained person.

6.4. Detention Process. See Figure C-9-I-2.1 Flow Chart of Detention Process.

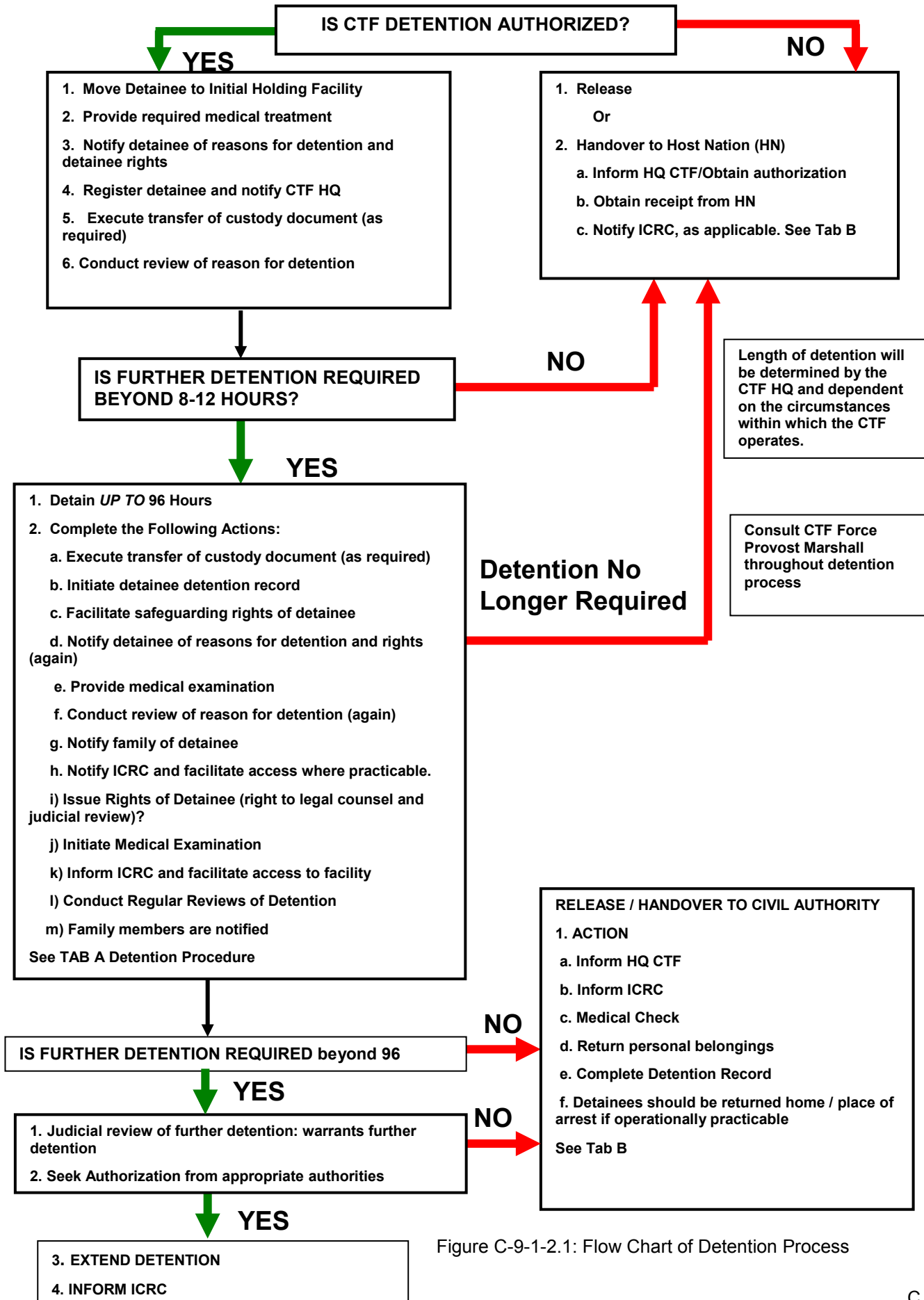


Figure C-9-1-2.1: Flow Chart of Detention Process

7. Reports, Records and Investigations

- 7.1. Without any unreasonable delay, CTF forces shall inform CTF headquarters of all individuals detained by CTF Force.
- 7.2. CTF headquarters shall inform the International Committee of the Red Cross (ICRC) of the detention of any person in its facilities within 36 hours of the detainee's arrival at that facility, when possible. CTF headquarters shall subsequently inform the ICRC of the detainee's transfer, release/handover to civil authorities, hospitalization or death.
- 7.3. All detention facilities shall be available for inspection by the ICRC in accordance with ICRC's standard working modalities, and subject to CTF security concerns.
- 7.4. Detention authorities shall maintain accurate records of all detentions regardless of duration. Records must contain clear reasons for the detention, circumstances surrounding the detention, details of all interviews, and all reviews of the detention.

TABS:

Tab A: Detention Facility Procedures and Standards

Tab B: Release and Handover of Detainees

Tab C: Investigations into Death and Allegations of Abuse Against Detainees

Tab D: Independent Inspection Regime

TAB A

DETENTION FACILITY PROCEDURES AND STANDARDS

1. Required Standards. All detention procedures must be consistent with:
 - 1.1. IHL and International Human Rights Law including but not limited to:
 - 1.1.1. Common Article 3, Geneva Conventions (1949)
 - 1.1.2. Geneva Convention IV Art. 27 (1949)
 - 1.1.3. Standard Minimum Rules for the Treatment of Prisoners (1977)
 - 1.1.4. Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (1984)
 - 1.1.5. Universal Declaration of Human Rights (1948)
 - 1.1.6. International Covenant on Civil and Political Rights (1966)
 - 1.1.7. International Covenant on Economic, Social and Cultural Rights (1966)
 - 1.1.8. Convention on the Rights of the Child (1989)
 - 1.2. The following categories of persons require special protection as outlined in the applicable conventions and noted in this Tab: Women, especially pregnant women and nursing mothers, children and juveniles, aged, sick or handicapped persons.

2. In-processing

- 2.1. **Documentation:** A standardized **Detention Record and Review of Continued Detention** form is to be used at the earliest opportunity in order to standardize the documentation of detainee operations. This system may be in addition to any national registration system. Photographs of detained persons shall not be released to the press except as required by operational necessity and approval of CTF Commander or the Supported Strategic Commander, but may be shared with participating Coalition/ Combined Task Force (CTF) nations, host nation civil authorities, and the International Committee of the Red Cross (ICRC).
- 2.2. **Searches.** The detainee is to be further searched on arrival at the detention facility for any articles of evidential value and items that could be used to inflict self-injury or injury to others. Such items are to be removed, and receipts for all seized property are to be provided. Female detainees will be searched by female CTF personnel, unless there are pressing operational reasons which makes this impracticable. In this event it may be acceptable to search personal belongings and ask the female to open any outer garment. In all situations the dignity of females shall be respected. During a search due respect must be accorded to any items of religious significance. Searches involving the removal of all clothing shall be conducted by CTF personnel of the same sex as the detainee, and should be done in a professional manner. A full body, unclothed search is best accomplished by asking the detainee to remove upper body clothing first, conduct the search, dress, then undress and search lower body. Intrusive searches will only be conducted if there are reasonable grounds to believe that the detainee has concealed prohibited items (e.g.; drugs or weapons) in his/her person. Any intrusive searches will only be conducted by qualified medical personnel of the same sex and only when necessary.

2.3. Initial Medical Examination

- 2.3.1. The CTF detaining authorities shall ensure that the detainee is medically examined as soon as possible after detention in order to identify medical ailments (and to provide support against allegations of ill treatment) by CTF personnel. Any injuries discovered or alleged during the course of this examination must be recorded and if possible photographed. Following any instance where force has been used/appears to have been used on a detainee, or is claimed by a detainee to have been used then he or she is to be examined and records made of the physical condition of the detainee.

- 2.3.2. All medical ailments identified upon arrival shall be treated by an appropriate medical regime. In the case of communicable ailments, consideration shall be given to segregating infected detainees from the general population.
- 2.3.3. CTF detaining authorities shall not, without the written consent of the detainee, cut the hair or beard or shave the head or face of detainees.

3. Responsible CTF Detention Authority

- 3.1. A contingent (Troop Contributing Country [TCC]) that initiates the detention has primary responsibility for the correct treatment of the detained person. CTF headquarters has supervisory responsibilities. CTF detention authorities may establish detention facilities or may use detention facilities established by other commanders. If the custodial contingent transfers control of the detained person to another contingent or host nation authorities, the relevant commanders will ensure that the required detention standards are met and will jointly address any operational concerns such as responsibility for guarding detained persons. If at any time it is perceived that the required standards of detention are not met, then CTF headquarters is to be informed immediately for it to take appropriate action to ensure that the required standards are met. This raises the question of the relationship between the host country authorities and the CTF. It may be useful for CTF to spell out the type assistance that they may offer to a host nation when the CTF determines that local conditions are inadequate.
- 3.2. At unit level, the commander is responsible for the provision of a suitable Initial Holding Facility.
- 3.3. CTF shall designate a point of contact (aka, **focal point**) for detention related matters.

4. Reporting / Tracking

- 4.1. **Chain of Command.** On receipt of a detainee at a Detention Facility, CTF HQ must be immediately informed. Handover of detainee to host nation civil authorities requires prior approval from CTF headquarters.
- 4.2. **ICRC.** The full names, date, date of birth, father's name, date and location of detention, and category of all detained persons shall be carefully protected but will be provided to the ICRC, as soon as operationally practicable, following a detention authority's initial decision to detain. Names will also be made available to host nation civil authorities. This release of information will specifically note any limitations on its further dissemination.

5. Rights of Detainees

- 5.1. **In-processing.** On arrival at a Detention Facility, the detainee will again be informed, in a manner they understand, of his / her rights under international and domestic (host nation) law. This information must be supported by a written document, in his / her native language. A note recording the date and time that these rights were explained must be made by the detaining authority. All detainees must also be informed of the rules and disciplinary procedures of the detention facility. A detainee will be informed of his or her right to file a grievance with the detention authority and the procedure for doing so and follow up in order to bring attention to any matters concerning the reasons for detention, length of detention, and conditions of detention or treatment during detention. Necessary writing articles and, if necessary, writing and translation assistance will be provided to the detained persons as required in order to exercise this right.
- 5.2. **Personal Communication.** There shall be no restrictions on the amount of correspondence a detainee may send to CTF authorities. Subject to operational and security requirements, detainees must be permitted access to legal counsel or representative, and be allowed to notify family members of their status as soon as practicable after delivery to a Detention Facility. Detainees may be allowed reasonable contact with members of their family and legal counsel consistent with operational and security requirements. Visits by legal counsel shall be confidential when requested by the detainee.
- 5.3. **Correct Treatment.** Detainees shall be treated without distinction to race, religion, color, gender, sexual orientation, language, political affiliation or other opinion, national or social origin. No detained person shall be subjected to torture or to inhuman or degrading treatment or illegal punishment. Detainees will be protected against insults and will not be subjected to any form of public curiosity and must not be photographed or filmed unless for official purposes. Any instance of mistreatment is to be immediately

reported to CTF Commander, Legal Adviser, and the applicable military police authority. The CTF commander or his delegated subordinate shall confirm that an appropriate investigation is initiated. See Tab C.

5.4. **Segregation.** Detainees will be segregated, if appropriate, based upon clan membership, religious belief, age, gender or any other factor that might pose a legitimate threat to their safety or welfare. In segregating detainee populations, no adverse distinction regarding care and maintenance of the detainees shall be made based on race, religion, political belief, etc. Where applicable, steps should be taken to ensure that family groups remain together. CTF headquarters will liaise with appropriate host nation civil authorities and with relevant international organizations to ensure the needs of the juveniles and children are met.

5.4.1. Detainees who are or appear to be less than 18 years of age (children) will be treated in accordance with the provisions of the Convention on the Rights of the Child. **Unaccompanied children shall be segregated from adults.**

5.4.2. In cases where a female is subject to detention, every effort will be made to ensure her privacy in accordance with applicable religious and cultural practices unless there are pressing operational reasons which make this impractical. Particular attention shall be paid to the gender of any individual who searches the female detained person, performs a medical exam, or who guards the female detainee. The female detainee's personal privacy and specific needs will be respected. **Females and families with young children shall be segregated from the general detainee population.**

5.4.3. **Detainees who have exhibited violent behavior shall be segregated from the rest of the detainee population.**

5.5. **Sustenance.** CTF detaining authorities will provide detainees shelter, food, water, clothing and bedding sufficient to keep them in a good state of health. Subject to operational constraints, diets must be consistent with religious tenets, customs or traditions. There must be adequate provision for personal hygiene, sanitation and health. All reasonable efforts shall be made to support a detainee's ability to practice religious worship.

5.6. **Detainee Searches.** All detainee searches shall be carried out with dignity and respect. Refer to paragraph 2.2, above.

6. Detention Facility Standards

6.1. **Location of Detention Facilities.** The detention facility shall be located away from dangerous or unhealthy areas. Specialist guidance on custodial facilities may be obtained from the CTF Force Provost Marshal.

6.2. **Written SOPs.** The TCC contingent commander is responsible for producing and maintaining SOPs for the Detention Facility. These SOPs are to be consistent with this Annex and international law.

6.3. **Religious Practice.** All reasonable steps are to be taken to ensure that the detention authority is able to satisfy religious requirements of detainees. Where practicable, detention authorities are to make available a copy of the appropriate book of worship for detainees.

6.4. **Health Considerations.** The following factors are to be considered when dealing with detention facilities and detainees.

6.4.1. Detainees shall be provided with necessary medical care.

6.4.2. Detainees shall be provided, at the usual mealtime hours, with food of nutritional value adequate for health and strength, of wholesome quality and well prepared and served. The food being served should be suitable having regard to any religious dietary requirements. Drinking water shall be available to every prisoner whenever he needs it. The basic daily food rations shall be sufficient in quantity, quality and variety to maintain detainees in good health and to prevent loss of weight or the development of nutritional deficiencies.

6.4.3. The detention facility shall be maintained to a high standard of cleanliness in order to prevent disease. All accommodations provided for the use of detainees and in particular all sleeping accommodations should meet all requirements of health and hygiene.

- i. Separate toilet facilities and wash basins shall be provided for each gender, when operationally practicable. If separate facilities are not operationally practicable, CTF shall ensure separate access times based upon gender. Detainees shall have the ability to launder their clothing.
- ii. Detainees shall have adequate recreational time and appropriate facilities as operationally practicable.
- iii. Where nursing infants are allowed to remain in the detention facility with their mothers, provision should be made for a nursery staffed by qualified persons for use when infants are not in the direct care of their mothers.

7. Review Procedure

- 7.1. The obligation upon a detention authority to review the conditions for detention is continuous. Periodic reviews shall be conducted to ensure the continued existence for reasons for detention. Once the circumstances supporting the detention are no longer present, then the CTF must release that individual (see figure C-9-I-2.1).

8. Death in Detention: Refer to Tab C.

- 8.1. Handing over the body and property of the deceased detainee to the relatives should be done in accordance with local custom, host nation law, and religious practice.

TAB B

RELEASE AND HANDOVER OF DETAINEES

1. Documentation

- 1.1. The detaining contingent shall ensure that all significant aspects and events of an individual's detention are documented. A detained person's records shall be classified, maintained, and safeguarded.
- 1.2. When an individual is released or transferred to host nation civil authorities, all personal property belonging to the detained person will be returned to him or handed over to the host nation civil authorities. When the detained person personally receives his property, he shall acknowledge in writing the property received. Property seized by the Coalition Task Force (CTF) shall also be acknowledged in writing. On transfer, the host nation civil authorities must provide a receipt for the detainee and his / her property. This should be recorded and must identify the receiving host nation civil official.

2. Responsible CTF Detention Authority

- 2.1. The host nation has overall responsibility for the maintenance of law and order within its borders. When transferring a detainee to the control of the host nation, CTF cannot seek to constrain the freedom of action of the host nation civil authorities. However, bilateral agreements may be concluded between TCC and the host nation, according to national requirements. Copies of such agreements must be held by HQ CTF.
- 2.2. Handover or release of a detainee may be made at various stages by CTF personnel. At each stage, the assessment must be made to ascertain if the need for detention remains and that the detention was in fact justified in accordance with the mandate and Rules of Engagement (ROE). In the event that it is considered that the detention is unjustified, HQ CTF must be informed immediately. Detainees may only be handed over to host nation civil authorities or released from CTF custody with the agreement of the detaining contingent. Full details of the release are to be made identifying why an individual was released, where release took place, and certifying that all personal belongings have been returned to the detainee.
- 2.3. It is recommended that a further pre-release / pre-transfer medical examination is conducted and a photograph taken in order to mitigate against any subsequent claim against the CTF. Pre-release interviews of detainees shall be conducted to determine whether the detainee has a reasonable fear for his safety and security following release (Note: The requirement of pre-release interviews shall only apply in circumstances where ICRC has been notified of the status of the particular detainee).

3. Release Process

- 3.1. The individual authorizing release / transfer of a detainee is to note all aspects of the release or transfer on an appropriate form. At this time any personal items removed from a detainee are to be returned or handed over to the appropriate civil authority/CTF against a signature. This process should occur in the presence of the detainee.
- 3.2. Commander, CTF, shall report to the supported strategic command/lead nation via normal reporting methods information concerning any detention, noting the particulars of the detained person and the basis for release or handover to civil authorities.
- 3.3. The detainee shall be released under conditions of safety and security. Whenever possible, detainees should be returned to their home, place of residence or to their place of initial detention if safe for that individual. Detainees must not be left in remote locations to fend for themselves.
- 3.4. The process prior to handover to appropriate civil authority is the same as for final release. However, personal belongings are to be transferred to the authorities, signed for and any items retained for evidential purposes are to be handed to lawful authority.
- 3.5. The detaining contingent shall inform the ICRC of any release and transfer of a detainee.

4. Handover of Evidence and Documents to Civil Authority

- 4.1. It is likely that certain individuals detained by CTF may face legal proceedings under host nation civil law and CTF troops may be required to provide evidence for use by the host nation civil authorities. This evidence should be handed to the civil authority at the earliest opportunity. Such information may include detailed accounts / statements of the events leading up to and including the detention. Original documentation should be handed to civil authority with copies being retained for subsequent examination. Advice on compiling such case files of evidence may be sought from HQ CTF. Case files must be completed as soon as possible, but not later than required by host nation law, and a copy forwarded to HQ CTF.

TAB C

INVESTIGATIONS INTO DEATH AND ALLEGATIONS OF ABUSE AGAINST DETAINEES

1. General

- 1.1. Torture or abuse of detainees is considered an act of serious misconduct under the CTF Code of Conduct (Part C Chapter 9 Annex I App 1 Tab A) and a violation of international law. Such acts can seriously undermine the CTF mission.
- 1.2. Any death of a detainee or allegation of torture, abuse or other mistreatment must be promptly reported to the HQ CTF and investigated.

2. Documentation

- 2.1. Upon notification of a death in detention or receipt of any allegation of mistreatment of a detained person or questioning of the legality or propriety of the detention, including any allegations submitted by the ICRC, the individual who receives the complaint shall forward it by quickest available means to the HQ CTF. Full details of the original allegation shall be made, if possible, to or in the presence of a member of the Troop Contributing Country (TCC) Contingent Military Police. In circumstances where details of an allegation have been passed to HQ CTF by someone other than the detaining contingent, the CTF is to immediately inform the detaining contingent nation and provide full particulars of the complaint.
- 2.2. Detaining contingent nations shall promptly inform Commander CTF, Force Provost Marshal or other party responsible for CTF detention operations of any death in detention or allegations of abuse, neglect, or mistreatment.
- 2.3. Detaining contingent nations shall promptly and thoroughly investigate and document any such allegations. Detaining contingent nations are responsible for ensuring that all necessary legal procedures are followed in accordance with detaining contingent national law. As appropriate, the CTF Force Provost Marshal shall ensure the soundness of the investigation and provide support as necessary.
- 2.4. All action is to be carried out in a swift and transparent manner with due consideration for religious and cultural requirements.

3. Responsible Authority

- 3.1. Any complaint made by a detainee is to be referred to the detaining contingent nation and must be treated with the utmost priority. As soon as practicable thereafter, an investigation shall be coordinated by the Force Provost Marshal through the chain of command.

4. Reporting and Tracking

- 4.1. The progress of the investigation shall be monitored by the HQ CTF and Commander CTF shall be briefed on a regular basis.

5. Investigation Findings

- 5.1. Investigation findings shall be forwarded to the Commander CTF and Force Provost Marshal by the detaining contingent nation.
- 5.2. Commander, CTF or detaining contingent nations may make recommendations for subsequent administrative and/or disciplinary action as necessary and will be given due consideration by all parties concerned.

6. Notification of death. As soon as practicable, the following are to be notified by the detaining contingent:

- 6.1. The family of the deceased; and
- 6.2. ICRC.

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TAB D

INDEPENDENT INSPECTION REGIME

1. Documentation

- 1.1. All Coalition / Combined Task Force (CTF) detention facilities within the CTF Area of Responsibility, which include Initial Holding Facilities, must be declared to Commander CTF. Although these facilities remain the responsibility of the individual Troop Contributing Countries (TCC) (also referred to in this Appendix as “detaining contingent nation”) they will be subject to periodic independent inspection by Commander CTF to ensure compliance with [MNF SOP Part C Chapter 9 Annex I: Standards of Conduct for CTF Operations](#). TCC commanders are to cooperate fully with this inspection regime, which shall be carried out by the CTF Force Provost Marshal and his staff.
- 1.2. The CTF Force Provost Marshal shall maintain a record of all detention facilities and all movement of detainees (acceptance, transfer, release, escape and death).

2. Responsible Authority

- 2.1. The Force Provost Marshal is empowered to offer advice and make recommendations regarding the detention facilities and regime.

3. Reporting and Tracking

- 3.1. The ICRC should be notified by HQ CTF of all facilities in use or intended for use by CTF and permitted access to all CTF detentional facilities and detainees, in accordance with ICRC working methods, where operational circumstances permit.

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APPENDIX 3

MANAGEMENT OF REMAINS AND INFORMATION ON THE DEAD

1. **Purpose:** This Appendix 3 to Annex I outlines key aspects of the management of remains and information on the dead for the CTF.
 - 1.1. This appendix covers the management of human remains resulting from death by armed conflict, internal violence (e.g.; crime, genocide or inter-ethnic conflict), and disasters. Issues relating to death caused by the CTF forces in armed conflict are not addressed herein but should be covered in existing national SOP.
 - 1.2. CTF personnel should be made aware of the basic cultural, religious, and legal issues involved with respect to the dead and handling information on the dead. CTF forces that may be reasonably expected to encounter mass graves or be involved in mass body recovery operations due to the nature of the CTF mission may require additional training and equipment or specialist (forensic) support. Special consideration should be given to the procedures and practices utilized by host nation authorities in handling the dead in a CTF response to a disaster.
 - 1.3. Proper management of remains and obtaining information on the dead are important for three major reasons:
 - 1.3.1. Handling of remains with respect and dignity is a right of the deceased and their relatives under International Humanitarian Law (IHL) and International Human Rights Law (IHRL). Proper handling is important to the community and of immense cultural and religious significance, and permits a degree of closure for the family of the deceased.
 - 1.3.2. Remains and information on the dead may be evidence of violations of IHL and/or IHRL.
 - 1.3.3. Improper handling of remains and information on the dead by CTF personnel may adversely impact the CTF mission. Handling remains can be politically sensitive. CTF personnel involved in this task will often work with local authorities and humanitarian agencies.
 - 1.4. Information concerning the dead, including photographs and other recording media, shall not be released to third parties, including the media, without approval by CTF HQ.
2. **Background.** This appendix is based on ICRC experience and includes best practices relating to the proper handling of the remains of those who die in direct or indirect relation to armed conflict, internal violence or disasters. Note, in many situations, forensic or other specialists may not be readily available to CTF personnel.
 - 2.1. Persons who die as a result of armed conflict, internal violence or disasters often become unaccounted for because their deaths are not recorded and their bodies are not recovered. Providing information on those who die in such situations directly helps to reduce the number of missing persons and ascertain the fate of persons who are unaccounted for, thus putting an end to the anxiety and uncertainty of the families.
 - 2.2. All family members have the right to know the fate of relatives missing because of armed conflict or internal violence, including their whereabouts or, if dead, the circumstances and cause of their deaths.
 - 2.3. Host nation authorities and armed groups bear the primary responsibility for proper handling of human remains and obtaining information on the dead.
 - 2.4. In most situations, all information on the dead, whether on individuals or on the location of mass graves, is politically sensitive and a source of anguish for the families. Ethnic, religious, legal and political considerations are extremely important in handling remains and personal information.
 - 2.5. As a general rule, forensic specialists should be involved in all work related to human remains. This may not always be possible. The below sections and references will assist the non-specialists in handling remains and obtaining information on the dead.

3. Key issues regarding respect for human remains, funerals and graves

- 3.1. Human remains must be respected and handled in keeping with any known religious or cultural beliefs. If human remains must be moved, body parts that make up the whole person should be kept together, and handled with dignity. If family members will see the body and it has been mutilated, the mutilations should be hidden from view as much as possible.
- 3.2. Funerals, anniversaries, and memorial services can be emotionally charged events which have the potential to become violent. Careful consideration should be given to the presence or absence of CTF personnel at these events or other forms of support such as providing transportation or security for the event. In areas with different ethnic compositions, perceptions of favoring one group over the other can have serious force protection consequences. CTF forces shall liaise with appropriate civil and religious authorities as soon as possible to ensure that the CTF can plan an appropriate course of action. CTF HQ guidance should be sought on all matters regarding these events.
- 3.3. Graves, cemeteries and burial sites must be respected. Burial sites may not be readily identifiable as such especially in a post disaster situation. CTF may also have to provide security to deter acts of sectarian desecration by one ethnic group against another or criminal acts such as looting of grave sites.

4. Encountering human remains or mass graves. If CTF personnel encounter human remains or mass graves:

- 4.1. Contact higher headquarters immediately and provide the following information:
 - 4.1.1. Location and nature of the site.
 - 4.1.2. Estimated number of bodies and their condition.
 - 4.1.3. Condition of the site; that is, if the bodies are buried, in the open, how they are arranged.
 - 4.1.4. Local information about the site or alleged event that lead to the deaths.
 - 4.1.5. Likely identities of the victims and location of any families that may be concerned.
- 4.2. Possible subsequent activities may include the following, as directed by HQ:
 - 4.2.1. Secure the mass grave site to preserve evidence and allow for follow-on forensic and other investigation.
 - 4.2.2. Note any distinguishing features, such as tattoos, missing limbs, tied hands or obvious signs of mistreatment or mutilation that may help identify the body and are visible without undressing the body or forcibly opening the mouth.
 - 4.2.3. Give each body a unique reference (number plus place and date), record this reference on a plastic / metal marker, and attach the marker to the corresponding body.
 - 4.2.4. If permitted, photograph the body and then photograph the face, making sure to include the marker featuring the reference number in the photograph.
 - 4.2.5. For unidentified bodies, note the names of any people who died during the same incident (or in the same location, possibly on the same date) and whose bodies have been identified.
 - 4.2.6. Personal effects should be photographed, thus facilitating the identification process.
 - 4.2.7. Ensure the remains are afforded adequate conditions of temporary storage or burial.
- 4.3. CTF personnel should report just the facts of the human remains and mass graves and not include speculation about what may have transpired leading up to the deaths.

5. Management of Remains

- 5.1. The dead should be collected as soon as possible. Information and evidence about graves and the dead should be collected systematically, with the aim to create a database which assists in the subsequent identification of all bodies and possible criminal investigations.
- 5.2. If remains are required to be exhumed:
 - 5.2.1. Exhumation should be done with interaction with the community and family members.
 - 5.2.2. Any handling of remains may further traumatize the family and community. Therefore, great care must be taken when handling remains and families must be informed of the process and possible state of remains.
- 5.3. Whenever it is possible, human remains should be returned to the family. Measures must be taken to preserve any human remains that are not returned to the families. If suitable storage, such as morgue facilities, is unavailable, remains should be temporarily buried in individual, marked and recorded graves so as to allow for subsequent identification until more appropriate disposition can be made. If circumstances require mass graves, see section 7.
- 5.4. In any circumstances where the delivery of remains to a family or community is to be carried out, consideration should include how the remains will be delivered and state of the remains, so that the family can emotionally prepare themselves and make necessary arrangements.
- 5.5. Any unauthorized recording of information [e.g., taking of personal photographs, etc.] or removal of personal property from the dead is prohibited.
- 5.6. The CTF must show respect for the dead and for any subsequent funerals. Respect is essential for peace, maintenance of social order and to improve force protection.

6. Information on the Dead.

- 6.1. If possible information for each individual should include:
 - 6.1.1. Full name (expressed in accordance with cultural norms); sex; date of birth (or approximate age).
 - 6.1.2. Place of birth/origin; full name of father and mother; place of residence; name and address of next of kin to be informed.
 - 6.1.3. If applicable military rank; unit; service number, and the identity disk/tag.
 - 6.1.4. Details of the wounds/illness and cause of death (consider cultural/ethnic norms, political context, relative's safety in obtaining/providing this type of information).
 - 6.1.5. Date and place of burial, with details for subsequent identification of the grave.
 - 6.1.6. Data on personal effects.
- 6.2. If the identity of the remains is unknown or in doubt, information must include any items that may help identify the remains, such as photographs, body measurements, dental or other features. It may be necessary to collect information about the dead or circumstances of death through direct witness accounts.

7. Specific requirements for mass burial.

- 7.1. If a potential CTF task involves burial of corpses, CTF should coordinate with local authorities concerning suitable location and other local concerns.
- 7.2. Mass burials should be avoided when possible; however, if unavoidable, minimum considerations include:
 - 7.2.1. The bodies should be laid out in a recognizable sequence, preferably side by side.

7.2.2. A marker must be used to indicate the beginning of the sequence.

7.2.3. Two lists should be prepared with the sequence of the bodies: one list should be left beneath the marker and the other kept with the record of the grave. The lists should include gender, estimated age, and original location of where the bodies were found.

7.2.4. Unidentified bodies should be buried beside identified persons and a record maintained in order to assist in the future identification.

8. Cooperation with Other Organizations.

8.1. Host nation authorities may request CTF assistance with any of the tasks enumerated above.

8.2. Organizations such as the ICRC and National Red Cross/Red Crescent Societies may request assistance from the CTF or may offer to provide assistance to the CTF in the above tasks.

8.3. The ICRC mandate includes assisting families in locating family members missing due to armed conflict and internal violence. Information collected by the CTF concerning the dead may be of great assistance to the ICRC.

8.4. All such cooperation and sharing of information shall be cleared with CTF HQ.

ANNEX J

ENVIRONMENTAL ASPECTS OF COALITION / COMBINED OPERATIONS

1. **Purpose.** This chapter discusses environmental planning and focuses on how and where environmental considerations need to be integrated into coalition / combined planning and operations (multinational operations).
 - 1.1. In undertaking estimates of environmental considerations, the aim is to identify environmental weaknesses and critical terrain that may be a factor to be avoided, actively protected or exploited temporarily to accomplish the mission. If time permits potential enemy environmental targets are identified.
 - 1.2. **Article 55 of the Protocol I to the 1949 Geneva Conventions requires combatants to protect the natural environment against widespread, long-term and severe damage and prohibits means and methods of warfare which are intended or may be expected to cause such damage to the natural environment.**
2. **Organization.** Staff officers from each nation with expertise in environmental management would normally be required to augment the C5 staff for coalition / combined operations and would be expected to assist other staff areas to develop the environmental aspects of the Commander, Coalition/Combined Task Force (CCTF) plan.
 - 2.1. Staff Officer(s) environmental duties may vary considerably given the scope and duration of the mission. The following is a guide as to the duties to be undertaken.
 - 2.1.1. Undertake estimates of environmental considerations with the aim of identifying environmental weaknesses and critical terrain that may be a factor to be avoided, actively protected or exploited temporarily to accomplish the mission.
 - 2.1.2. Advise the Commander, Coalition / Combined Task Force (CCTF) and Staff on environmental considerations that may cause constraints on the operation.
 - 2.1.3. Plan the environmental reconnaissance to fill gaps identified in the Commanders Critical Information Requirements (CCIR).
 - 2.2. Carry out and document a risk assessment on behalf of the commander of the potential environmental impacts of planned operations.
 - 2.3. Oversee the cooperation and coordination actions with any governmental organizations (host nation and participating nations within the multinational effort) and International Humanitarian Community (IHC) organizations that may assist in providing environmental advice.
 - 2.4. Act as the primary point of contact for the headquarters and the Coalition/Combined Planning Group (CPG) on environmental issues and access to HN environmental department(s), and home based environmental organizations.
3. **Planning Considerations.** In planning operations two areas of particular environmental significance should be addressed and the risk reduced to both.
 - 3.1. Firstly, toxic pollution of the food chain, as care must be taken to prevent pollution of the sources of food to the local population.
 - 3.2. Secondly, aquifers (underground natural water bearing rock structures) as once contaminated they are difficult to sources to clean, and in many parts of the world they are indispensable objects to the survival of the civilian population. Other environmental factors that normally require consideration, as to their potential impact of operations, during the planning process are:
 - 3.2.1. Topography, slope and soils;
 - 3.2.2. Vegetation, including crops;

- 3.2.3. Wildlife and its habitat;
 - 3.2.4. Listed threatened species and ecological communities;
 - 3.2.5. Listed migratory species;
 - 3.2.6. Whales and other cetaceans;
 - 3.2.7. Ramsar Convention on Wetlands areas of international importance;
 - 3.2.8. World heritage properties;
 - 3.2.9. National heritage places;
 - 3.2.10. Indigenous and historical heritage;
 - 3.2.11. National parks, marine parks and other protected areas;
 - 3.2.12. Air quality;
 - 3.2.13. Water quality;
 - 3.2.14. Hazardous material, hazardous waste disposal and potential cleanup requirements;
 - 3.2.15. Land and facility use, occupation and return; and
 - 3.2.16. Socio-economic and political sensitivities and desired end states relevant to, or functions of, environmental conditions.
- 3.3. Environmental considerations may make it prudent to focus some of the Operational Intelligence Preparation of the Environment (OIPE) support to assist in site selection for units moving into an operational area. Environmentally sensitive areas can be labeled as environmental areas of interest (AI). Environmental AI includes both natural and man-made features. (Refer to Part B, Chapter 2, Annex B: MNF Planning Process for the components of the OIPE and planning process.)
- 3.4. Higher headquarters' orders need to be examined to determine which environmental considerations should be noted as **specified, implied and essential tasks**. The mission determines if environmental considerations are essential tasks. If, for example, the mission is focused on response to a natural or man-made emergency, it is more likely that environmental considerations will be important and take precedence.
- 3.5. **Environmental considerations may cause constraints on an exercise or operation.** These constraints must be identified and understood. They will normally be found in the scheme of maneuver, concept of operations, and the coordinating instructions. **Written orders would normally have critical environmental constraints placed at the beginning of the body of the order and not relegated to an annex or appendix.**
- 3.6. The CCIR identifies information that the commander needs to support the CCTF's operational area visualization and to make critical decisions. Environmental considerations will likely be part of the CCIR.
- 3.7. Gaps in the CCIR normally trigger reconnaissance activity to fill those gaps. These may include an environmental reconnaissance, which may be defined as the systematic observation and recording of site or area data collected by visual or physical means, dealing specifically with environmental conditions as they exist, and identifying areas that are environmentally sensitive or of relative environmental concern, for information and decision-making purposes. Reconnaissance of sites that may become base camps, deployment sites, marshalling areas, logistic sites or other critical areas with significant environmental considerations may be included.
- 3.8. Given that multinational units have regularly deployed to HN areas to either train or operate, planning staff must consider **local environmental policies, regulations and international agreements for each country**.

- 3.9. It is important to recognize that many nations within the multinational force will be bound by national and international laws, guidelines, or agreements pertaining to the environment within the world. One example would be that the Australia Defence Forces and its personnel remain bound by the Environment Protection and Biodiversity Conservation Act 1999 anywhere in the world unless an exemption has been granted by the Commonwealth Minister for the Environment. The National Command Elements (NCEs) within the CTF headquarters should be required to maintain any and all environmental agreements for their respective nation's forces.

4. Damage to the Environment.

- 4.1. During execution of operations, a balance needs to be struck between the achievement of objectives and minimizing damage to infrastructure and the environment. Unit commanders have initial responsibility for minimizing damage to the environment and must take every opportunity to rectify, or reduce the impact of, damage resulting from their unit activities. Units should attempt to remediate the damage they cause. Damage remediation beyond unit capabilities may be coordinated through the Lead Nation Supported Strategic Commander (and through NCEs with the Supporting Strategic Commanders). Significant environmental damage, particularly affecting air and water quality and nationally significant cultural and heritage sites must be reported immediately to the CTF headquarters.
- 4.2. Damage remediation is achieved through a progression of the following measures:
- 4.2.1. Immediate remediation by units.
 - 4.2.2. Remediation is conducted by units as directed by higher headquarters.
 - 4.2.3. After an operation remediation is conducted by assigned damage control units.
 - 4.2.4. Remediation is undertaken by civil contractors during or after the operation, but prior to the handover of bases to the HN or follow on coalition forces.
- 4.3. Prior to abandoning or leaving contingency bases an **Environmental Closure Plan (ECP) shall be developed** that gives units adequate guidance and direction to close and transfer the property to either the host nation (HN) or other coalition forces.
- 4.4. It is highly recommended that an ECP be put in place 60 days prior to the property transfer. At 30 days prior to closure, a Preliminary Closure Survey (PCS) should take place, and 24 hours before departure of the force a Final Closure Survey should be completed clearing the way for **the formal signing and exchange of an Environmental Compliance Certificate (ECC) with either the HN or follow on coalition forces.**
5. **Summary.** Environmental issues should be considered as early as possible in the planning of operations. Such planning is integral factor for successful multinational operations.
- 5.1. The law of armed conflict containing provisions for environmental protection can impact on the selection of the weapons used, the method of attack and the scheme of maneuver chosen by the commander.
 - 5.2. The commander needs the best possible advice to fulfill CCIR on the environment before deciding on a final course of action. Environmental specialist staff should be integrated into the CTF headquarters staff to best support the CCTF decision making and to assist CTF components' environmental planning to minimize environmental issues/problems. The CTF headquarters also needs to maintain the capacity for reach-back to additional specialist advice and guidance from higher headquarters. A risk assessment and damage control plan is required as part of the overall OPLAN/OPORD.

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ANNEX K

MILITARY ENGINEERING

1. **Purpose.** Annex K provides background information and guidance for the conduct of Engineering Operations in support of the range of military operations or Military Operations Other Than War (MOOTW) from humanitarian assistance and disaster relief (HADR) to small scale contingencies (SSCs).
2. **Background.**
 - 2.1. Military Engineers (Mil Engr) tasks are common to many types of operations. However, the threat assessment and tactical situation may significantly change the way the tasks are conducted, the timing of the tasks, and the number of personnel and equipment involved.
 - 2.2. The following references and military standardization groups have been used as a basis for formulating this section. They are by no means the only references and users should adapt the various guidelines and principles of this section to suit not only the problem, but also the Mil Engr and other organizations involved.
3. **References.** It is not intended that the information contained in the references is re-issued under this SOP. Instead, the references listed below should be referred to as required to supplement the information in this section. The following key references have been used in the compilation of this SOP:
 - 3.1. [ABCA Coalition Engineer Handbook – QAP 292; May 03](#)
 - 3.2. [United States JP 3-34 Joint Engineer Operations; 30 Jun 11](#)
 - 3.3. [NATO AJP 3.12 Allied Doctrine for Military Engineering Support to Joint Operations; Sep 10](#)
4. **Scope.**
 - 4.1. The following areas will be covered in this section of the SOP:
 - 4.1.1. Types of Military Engineering Support
 - 4.1.2. Principles of Military Engineering
 - 4.1.3. Limitations of Engineer Support
 - 4.1.4. Responsibilities of the MNF Chief Engineer / MNF Engineer Staff organization
 - 4.1.5. Engineers and Civil Military Cooperation (CIMIC)
 - 4.1.6. Engineer Support to Humanitarian Assistance /Disaster Relief (HADR) operations
 - 4.1.7. Engineer Support to Stability Operations
 - 4.1.8. Engineer Command and Control
 - 4.1.9. Coalition Engineer Considerations
 - 4.1.10. Engineer Planning
 - 4.1.11. Engineer Reconnaissance
 - 4.1.12. Engineer Reporting

5. Types of Military Engineer Support.

- 5.1. Military Engineers provide four types of support: **Mobility, Counter-Mobility, Survivability and General Support Engineering**. These are collectively referred to as Combat Engineer Support. The effective and efficient provision of engineer support is achieved through the Command, Control, Communications and Intelligence (C3I) of engineer effort.
 - 5.1.1. **Mobility Support.** Mobility support is action taken to enhance the mobility of the force thereby allowing the commander the freedom to physically manoeuvre (US-maneuver). Examples of this type of support include: bridging and gap crossing operations, obstacle reduction such as minefield breaching and rubble removal, route clearance, route maintenance/repair, forward airfield and aviation support, and also includes engineer route reconnaissance.
 - 5.1.2. **Counter-Mobility Support.** Counter-mobility support generally applies to combat operations and is action taken to deny the enemy freedom to physically manoeuvre, thereby, allowing the commander to select the time and place to execute a course of action. Examples include: emplacement of minefields or other obstacles and demolition of key mobility locations.
 - 5.1.3. **Survivability Support.** Survivability support is action taken to enhance the force's ability to survive hazards created in a post conflict, post disaster environment. Examples include vital asset protection, fortifications or building hardening, counter surveillance operations (camouflage, deception) and cordons to restrict local movement through dangerous or contaminated areas.
 - 5.1.4. **General Support Engineering.** General support engineering are those activities that fall outside of mobility, counter-mobility and survivability operations. Typically general support engineering operations require a larger force for a sustained period of time. Operations include building repair/construction, services and utilities (water, power generation and distribution, and sewage/waste disposal) and hard standing (parking/storage/operating areas). This also includes airfield and port construction and repair and road construction/maintenance. General support engineering is very prevalent in HADR and stability operations where Mil Engr supports civil authorities in the response, recovery and rebuilding phases. General support engineering effort must synchronize with the CIMIC effort to prioritize work and limited available resources.
 - 5.2. **Specialized Engineering and Support Tasks.** Many tasks may be conducted by Mil Engr or other military support organizations that are required to support multinational operations. These tasks include explosive ordnance disposal (EOD), counter-improvised explosive device (C-IED) operations, specialized search, humanitarian demining training, geospatial engineering and mapping, well-drilling and water purification, chemical, biological, radiological and nuclear (CBRN) protection, fire-fighting and airfield crash/fire/rescue support, dive teams, environmental engineering, and real estate acquisition and management. Engineers may also manage and prioritize construction materials, engineer tools and related equipment.
- ## 6. Key Principles of Military Engineering.
- The scope and range of tasks required to be completed by Mil Engr can be extensive and there is often not enough time or resources available to complete all of them. It is therefore essential that Mil Engr operations are prioritized to achieve both the commander's and higher authority' intent. The following seven principles allow for efficient and effective employment of Mil Engrs;
- 6.1. **Centralized Control with Decentralized Execution.** The effective execution of engineer support tasks requires careful deployment and control of engineer troops, equipment and stores. The most efficient results are achieved by centralized co-ordination at the highest appropriate level, with responsibility for execution of the task delegated to the lowest practical level. Doctrinal emphasis is placed on a command philosophy that promotes unity of effort, the responsibility to act, speed of action and initiative. This requires superior commander's to issue mission oriented orders with clear intent, thus allowing subordinate engineer commanders to accomplish their mission in their own manner. This is known as Mission Command.
 - 6.2. **Early Warning, Intelligence, and Reconnaissance.** Engineer operations require the assembly of specialist equipment such as explosives, mines, construction materials. To ensure that Mil Engr are well prepared for the range of tasks they are required to complete. Foresight and forward planning are of the greatest importance.

- 6.3. All elements on the ground are capable of gaining information and basic intelligence to assist in supporting the Mil Engr; however, to ensure that engineers are given maximum possible warning of future operations and likely support tasks, it is essential that a Mil Engr is included in the MNF reconnaissance team.
- 6.4. **Priority of Engineer Work.** There are seldom enough engineers to carry out all the support tasks demanded of them. The engineer commander must maintain close liaison with the competent authority¹ and staff to propose priorities of engineer work and to advise the manoeuvre commander how to exploit the terrain. Changes in priority resulting in sudden redeployment of engineer units, equipment, or material should be avoided. Engineers are not kept in reserve; however, it is essential to identify engineers available to carry out vital and unforeseen tasks. To do this, engineers will be redeployed from lower priority tasks to carry out any unexpected vital tasks.
- 6.5. **Concentration of Engineer Effort.** Greater efficiency is obtained by concentrating engineer effort on high priority tasks rather than dispersing resources over a large number of support tasks.
- 6.6. **Continuity of Engineer Effort.** Once work begins on an engineer support task, the same engineer unit should complete the task. Any break in continuity of engineer work causes delay and usually extra effort to complete the task.
- 6.7. **Economy of Engineer Effort.** Engineers are trained and equipped to carry out technical tasks. It is inefficient to employ them on tasks that can be carried out by other organizations (other military units or local contractors). Similarly, it is also inefficient to employ more engineer effort than necessary to complete tasks in the required time.
- 6.8. **Protection.** In a high threat environment, engineers cannot work effectively and protect themselves at the same time. Where necessary, logistics, administrative support, and protection should be provided.
7. **Limitations of Engineer Employment.** The most significant engineer limitations are vulnerability while working, reduced efficiency at night, reliance on material, maintenance, and rest time. Additionally, funding limitations and legal requirements or governing law restrictions may affect how engineers are employed.
- 7.1. **Vulnerability While Working.** In a SSC tactical environment, engineer tasks require skilled application of effort; therefore, engineers have limited capacity to protect themselves while working. With the exception of those tasks that can be completed in a protected vehicle, engineer support tasks are normally carried out by dismounted troops at critical locations outside defended areas. These support tasks usually require the use of specialized equipment that are characterized by high visibility (silhouettes) and noise signature.
- 7.2. **Night Work and Low Visibility.** Engineers are trained to complete their tasks by day and by night, regardless of visibility levels. However, tasks carried out in darkness or low visibility require much more time to complete than similar tasks carried out in daylight, even when night vision devices are used. Quality of work is also reduced in periods of limited visibility. Therefore, commanders must consider the increased time required and the fatigue caused by working in low light levels against the benefits of using light in non-tactical situations.
- 7.3. **Reliance of Geospatial Data.** Engineers rely on many sources of information including geospatial data which is information that includes, but is not limited to surveys, maps, aerial photography, aerial imagery, and biological, ecological and hydrological modeling coverages.
- 7.4. **Equipment, Construction Material and Stores.** Engineers are reliant on specialized equipment, construction materials and stores not permanently held within units. The delivery of equipment, stores and materials must be planned and coordinated to be available in the right order, at the right place, and at the right time. Planning must include staff coordination to ensure that the appropriate priority is placed on the procurement, movement, and use of these items. In some environments use of host nation or locally procured materials may be used.

¹A competent authority is any person or organization that has the legally delegated or invested authority, capacity, or power to perform a designated function. Similarly, once an authority is delegated to perform a certain act, only the competent authority is entitled to take accounts therefrom and no one else. Can be military, government or non-government organisation (NGO) representative.

- 7.5. **Maintenance, Rest, and Repair.** During the planning of an engineer task, consideration must be given to scheduling regular rest and administration periods for the engineers and maintenance periods for the equipment and vehicles. In addition, engineer units have a heavy reliance on close support logistics to maintain specialist equipment and machinery.
- 7.6. **Funding Limitations/Restrictions.** Availability or legal use of funds available to the MNF may constrain the engineer's ability to execute projects. MNF engineers must work with national liaison officers (National Command Elements - NCEs), finance, and legal advisors to effectively fund projects to meet the commanders' intent.

8. Responsibilities of the MNF Chief Engineer / MNF Engineer Staff Organization.

- 8.1. **Responsibilities of the MNF Chief Engineer.** The MNF Chief Engineer serves as the principal advisor to the MNF Commander for matters pertaining to the planning and execution of engineering support operations. The MNF Chief Engineer's responsibilities include the following:
- 8.1.1. Identify MNF Commander's mission and intent. The Chief Engineer must identify all engineer capabilities available and identify engineer capability shortfalls.
 - 8.1.2. Identifying engineering support requirements that exceed funding authorizations or engineer capabilities and developing appropriate alternatives. Furnishing advice on the impact of multinational operations on the environment in accordance with (IAW) applicable participating national, international, and host nation laws and agreements.
 - 8.1.3. Planning, coordinating and execution of MNF engineering mobility, counter mobility, survivability, general and specialized engineering support.
 - 8.1.4. Advise the MNF Commander on the assignment of engineering missions to subordinate commanders. Recommendations may include which subordinate commander or nation will be assigned the mission, the scope of the project, and which commanders will be placed in a supporting role.
 - 8.1.5. Recommending policies and priorities for construction and real estate acquisition and for construction materials. Recommending construction standards for MNF Commander and MNCC approval.
 - 8.1.6. Furnishing advice on the impact of multinational operations on the environment in accordance with (IAW) applicable participating national, international, and host nation laws and agreements.
 - 8.1.7. Establishing common road, bridge, tunnel, etc, classifications and markings specifically with respect to wheeled versus tracked vehicles such as NATO or other standards and ensuring that all nations are informed.
 - 8.1.8. Establishing common obstacle and other hazard marking systems such as minefields, unexploded ordnance (UXO), hazardous waste, etc.
 - 8.1.9. Furnishing advice on the assessment of risk to mission accomplishment of engineering support shortfalls.
 - 8.1.10. Furnishing advice on the feasibility, acceptability, and suitability of subordinate engineering support plans.
 - 8.1.11. Preparing and reviewing the engineer sections of operation plans (OPLANs – Engineer Support Plan) and operation orders (OPORDs – Engineer Annex) as part of the MNF operational planning process, see [Part B, Chapter 2, Annex B, Appendix 6 \(Military Decision Making Process – Multinational\)](#).
 - 8.1.12. Planning and coordinating the procurement and distribution of required material based on established priorities. In conjunction with the MNF C4, coordinate with participating nations and host nation for procurement and distribution of construction material and equipment and construction capabilities.
 - 8.1.13. Construction and maintenance of required facilities and lines of communication (LOCs).

8.2. MNF Engineer Staff Organization.

8.2.1. **Engineer Staff Organization.** An optimal MNF engineer staff is depicted in Figure 1 below. The engineer staff works directly with the plans, operations, and logistics staff, and should reflect each nation participating. The engineer staff is also represented on numerous boards, bureaus, centers, cells and working groups (B2C2WGs) as determined by the MNF standard operating procedure (SOP) in Part F, Chapter 1, Annex A (Cross Functional Elements).² The MNF Chief Engineer chairs the Infrastructure & Facility Coordination WG (IFCWG) and facilitates the Coalition Infrastructure & Facility Coordination Board (CIFCB) as required.

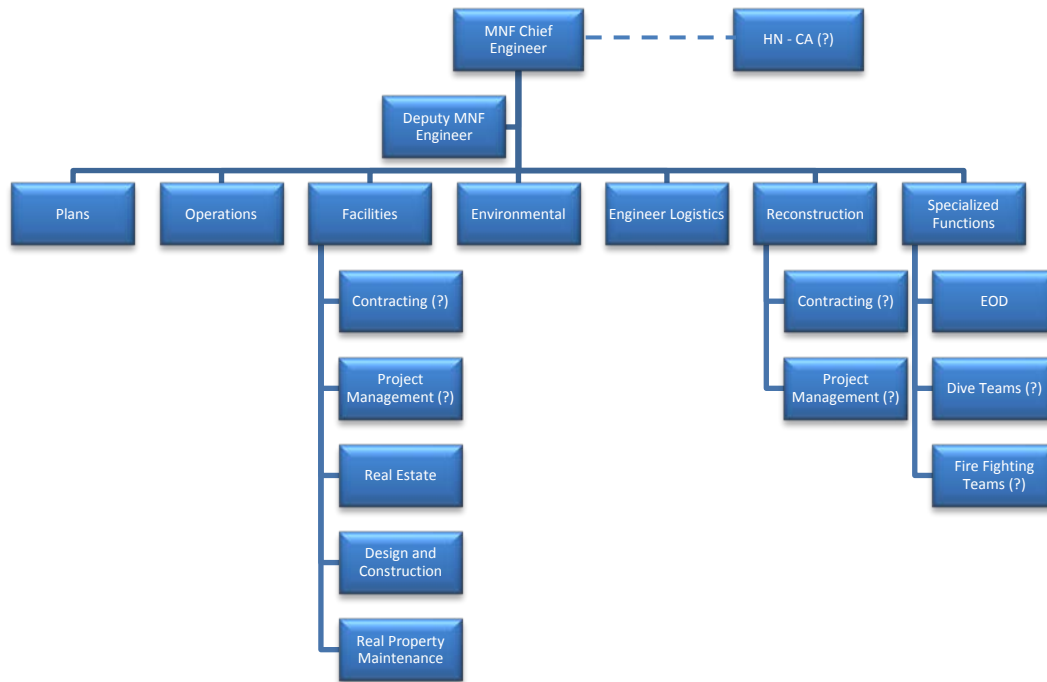


Figure 1 - Optimal MNF Engineer Staff

- i. **Plans.** The engineer staff participates in the planning process through representation on the MNF planning staff under the C5 (not all countries are compliant to the continental staff system). The engineer staff addresses all potential engineer requirements during the planning process.
- ii. **Operations.** The engineer staff monitors the deployment, employment, mission and redeployment status of major national engineer forces. The engineer staff should maintain representation in the Multinational Command Center (M-CmdC). Engineers provide representation on the CTF Targeting Working Group (WG) to prevent destruction of key infrastructure essential to future operations, to integrate environmental considerations, and to provide guidance on emplacing obstacles and barriers. Engineers coordinate with C2/C3 regarding critical infrastructure identification, protection, damage assessment, and repair as required. In coordination with C3 and C7, engineers manage allocation and use of common infrastructure capabilities (e.g., staging/basing areas, ports, airfields, roads) to support military and civil operations within the AO.
- iii. **Facilities.** This section has the responsibility for oversight of MNF base establishment and development, real estate and construction contracting and management, facility construction, and operation and maintenance (O&M). Key considerations should include: guidance on base master planning, construction policies, priorities and standards, setting repair or replace policy for real property and maintenance support contracts. Engineering must coordinate with affected / host nation and participating nations to ensure compliance regarding engineering standards and protocols legislation.
- iv. **Environmental.** Key tasks should include providing advice on applicable laws and actions, mitigation and actions for mishaps, coordination for completion of all environmental baseline surveys (EBSs),

²These can include the CTF Targeting Working Group (WG), Counter-IED Working Group (CIEDWG), CBRN Working Group, Civil Military Coordination Board (CMCB), and the Civil Military Operations Working Group (CMOWG).

providing input to annexes and appendices with significant environmental considerations, and ensuring restoration of the environment after operations.

- v. **Logistics.** Oversight of acquisition and distribution of engineer stores and equipment also is executed by the engineer logistics section. Key tasks of the section should include monitoring construction materials and possibly explosives and the coordination of service support via military forces, host nation, or contractors.
- vi. **Reconstruction.** If this section is established, usually during HADR or stability operations. It is responsible for coordination and integration of host nation construction projects. As required, engineers may provide representation to the MNF's Civil Military Coordination Board (CMCB), the Civil Military Operations Working Group (CMOWG), the Humanitarian Operations Center (HOC) and the Humanitarian Assistance Coordination Center (HACC).
- vii. **Specialized Engineer Functions.** The MNF engineer may have staff responsibility for the following areas depending on national capabilities. The following functions may reside within the engineer capability of at least one nation:
 - vii-i. Geospatial engineering support.
 - vii-ii. Engineer intelligence. The engineer staff provides technical assistance in identifying, prioritizing and validating engineer intelligence needs and assists in coordinating collection of engineer information. The MNF engineer, C2 and MNF legal staffs should coordinate for the use of intelligence from both classified and open sources in addressing environmental considerations and considering potential collateral damage.
 - vii-iii. EOD, explosive hazards and counter-IED operations.
 - vii-iv. Fire and emergency services.
 - vii-v. Support to CBRN and monitoring, reporting, decontamination and recovery operations within national limitations.

8.2.2. Engineer Staff Placement Options. Based on mission specific requirements and the manning level of staff engineers, the engineer staff may be placed within the operations staff (C3), planning staff (C5), logistics staff (C4), or organized as a separate staff to the MNF. The MNF Commander may also choose to dual-hat the senior engineer force commander as both the MNF Chief Engineer and commander of engineer forces. The MNF Commander may choose to organize geospatial engineers or geospatial intelligence(GEOINT) officers within the C2. Regardless of the option or combination of options utilized, the requirement for the staff engineer remains, as well as the need for constant communication, liaison, and coordination throughout the entire staff.

- i. **Operations Staff (C3).** When the focus of engineer effort predominantly supports operational movement and manoeuvre, fires and force protection, the MNF Commander should consider placing the engineer staff as a cell within the C3. This option provides the fastest exchange of information during crisis action planning (CAP) and optimizes the use of supporting capabilities.
- ii. **Planning Staff (C5).** If there are a limited number of engineers on the staff, the MNF Commander should consider placing the engineer(s) under the C5 for planning as a priority of engineer input.
- iii. **Logistics Staff (C4).** When the engineer effort predominantly supports sustainment of the MNF, the MNF Commander should consider placing the engineer staff as a cell within the C4. This option facilitates planning and coordination among engineers and logisticians for construction and repair of LOCs, main supply routes (MSRs), airfields, other logistic facilities and infrastructure in general.
- iv. **Separate Engineer Staff.** When the engineer effort is a significant focus or a key element of the multinational operation or where the engineer effort is primarily combat support and combat service support (CSS) operations, the MNF Commander should consider establishing a separate engineer staff element that reports directly to the Commander. This option provides the greatest flexibility in orchestrating diverse engineer operations.

- v. Dual Functioned Engineer Command. (Engineer commander could be dual-hatted as the MNF Chief Engineer). When the engineer effort is a significant focus or a key element of the multinational operation and there are a significant number of MNF-level engineer requirements which can only be accomplished with high-demand engineer assets, the MNF Commander may consider establishing an engineer command that reports directly to the Commander to provide both MNF staff engineer functions as well as command engineer forces. This option provides maximum flexibility in synchronizing diverse engineer operations and provides the greatest unity of effort through visibility of engineer capabilities, requirements, and responsibilities throughout the staff.

9. **Engineers and Civil-Military Cooperation.** Civil-Military Cooperation (CIMIC) allows the commander to interface effectively with all parts of the civilian environment. CIMIC is the relationship of interaction to achieve an effective response in the full range of operations. [Volume 2, Part C, Chapter 7 \(C7 Civil Military Operations\)](#) of this SOP provides more detail of CIMIC operations and should be read in conjunction with this annex.

9.1. The MNF Chief Engineer and C7 Civil-Military Operations staffs must work closely in CIMIC planning and implementation. Engineers may contribute to reconstruction, development, and support to the civil authorities. Funding for CIMIC may come from various nations and other sources. The C7 and MNF Chief Engineer cooperation achieves:

- 9.1.1. Appoint LNO/LO to coordinate interagency communication to avoid duplication of effort and conflict with host nation or other agencies efforts, including information sharing;
- 9.1.2. Involvement of MNF engineers with CIMIC projects;
- 9.1.3. Understanding organization and responsibilities of host nation government and civilian agencies as well as establishing relationships or agreements to support MNF operations;
- 9.1.4. Consideration of civilian services to augment the MNF engineering capability;
- 9.1.5. Managing the balance between CIMIC requirements and available engineer effort; and
- 9.1.6. Consideration and prioritization of all funding sources to achieve mission objectives.

9.2. **Key Considerations when planning Engineer Support to CIMIC.**

- 9.2.1. Understanding the commander's intent;
- 9.2.2. Early liaison and engagement between CIMIC and engineer staff to determine the local community needs and the CIMIC priorities;
- 9.2.3. Security requirements of both the force and the civilian population;
- 9.2.4. Determining and/or establishing the following:
 - i. Availability and skills/standards of local personnel;
 - ii. Availability and use of sub-contractors including the methods for contracting and payment;
 - iii. Host nation approval processes;
 - iv. The requirement for and availability of interpreters; and
 - v. The activation of arrangements and agreements.

9.3. Engineers may provide representation to the MNF's CMCB, CMOWG, as well as support the HOC and the HACC.

10. **Engineer Support to Humanitarian Assistance (HA) and Disaster Relief (DR).** Combat (mobility, counter-mobility and survivability), general and specialized engineering capabilities support HADR operations through the alleviation of the humanitarian crisis and establishment of conditions required for the handover to other government agencies (OGAs), non-governmental organizations (NGOs) or the host nation. The engineering

effort must synchronize with the CIMIC effort during the transition towards normalcy. Mil Engr priorities during HADR operations encompass:

- 10.1. Support to urban search and rescue and restoration of emergency services.
 - 10.2. Construction of relief centers and camps for displaced persons, refugees and evacuees.
 - 10.3. Repairs, replacement or construction of sanitation systems, to reduce the likelihood of disease.
 - 10.4. The production and distribution of potable water.
 - 10.5. The erection of emergency power and lighting.
 - 10.6. Support construction of cordons to isolate the population from hazards.
 - 10.7. Clearing debris with possible suitable site locations for disposal of debris.
 - 10.8. Explosive ordnance detection and disposal (EODD) and IEDs/ explosive remnants of war (ERW).
 - 10.9. Construction of temporary utility facilities.
 - 10.10. Support disposal of waste, this includes, yet not limited to, animal remains, toxic, medical/biological and other hazardous materials.
11. **Engineer Support to Stability Operations.** Mil Engr capabilities also support stability operations in conjunction with OGAs, NGOs or the host nation and are the foundation for the remediation and rehabilitation of the host nation infrastructure. The engineering effort must synchronize with the CIMIC effort during the transition towards normalcy. Mil Engr priorities, in addition to those included during HADR, are:
- 11.1. SWEAT-MSO assessments: **S**ewage, **W**ater, **E**lectricity, **A**cademics (schools), **T**rash, **M**edical, **S**ecurity (police, etc), **O**ther considerations (communications, etc) (reference FM#-34.170 appendix C).
 - 11.2. Repairing, upgrading or constructing new public facilities, transportation nodes and routes, utilities, de-mining, firefighting, water clearances, religious places of worship, etc.
12. **Engineer Command and Control.**
- 12.1. Strategic planning for the MNF mission will begin with a mandate from a legitimizing authority, such as the UN or other multinational political coalition. The mandate will usually be expanded by terms of reference (TOR) that establish the limits of the military mission, operational parameters, and specified authorities to conduct operations e.g. the right to search civilians and the right to seize property. The TOR provides a common reference point on factors such as the role of the military, required force composition, degree of acceptable risk and rules of engagement.
 - 12.2. MNF Chief Engineer must consider not only the capabilities of available multinational engineer forces, but also the TOR that establish the limits, operational parameters, and specified authorities of each respective nation when planning engineer support. Nations often supplement the TOR with national guidelines for their own military force.
 - 12.3. MNF Chief Engineer should retain technical control of all engineering operations. Technical control generally constitutes advice on design, construction, operations, maintenance, safety and environmental management matters. MNF Chief Engineer has a primary responsibility to meet the commander's expectations, but at the same time to provide clear and accurate engineering technical advice and assistance.
13. **MNF Engineer Considerations** – This section outlines what engineers must consider when multiple nations operate together and they must also be aware that this SOP does not override or take precedence over individual MNF law, but serves as a guide for effective interoperability between nations.

13.1. Mobility Considerations.

- 13.1.1. Do all the MNF members have the same degree of night operating capability? Is there sufficient night operating equipment to ensure that all the lead elements have a comparable ability to operate at night?
- 13.1.2. Understanding of obstacle clearance capabilities (explosive and mechanical equipment, EOD capability, etc) and how each nation doctrinally conducts combined arms obstacle breaching.
- 13.1.3. Understanding of gap or water crossing capabilities (bridge, ferry, raft, etc) and how each nation doctrinally conducts crossing operations.
- 13.1.4. Consider keeping common equipment bridge types and load capability to particular routes with supporting bridge marshalling areas.
- 13.1.5. Consider national experience in road/bridge/airfield/port maintenance or construction in different climates and conditions as well as each nation's, the host nation's, and available contractor engineering equipment capabilities.
- 13.1.6. Consider minimum airfield specifications required by each nation's aircraft for airfield opening as well as unique requirements for port opening.
- 13.1.7. Consider national differences in road, bridge, tunnel, etc classifications and markings specifically with respect to wheeled versus tracked vehicles. Engineers must establish a common standard such as NATO or other as well as ensuring all nations are informed of the standard.

13.2. Counter-Mobility Considerations.

13.3. Survivability/Force Protection Considerations. The use of mines as a counter-mobility measure must be given serious consideration following the signing of the Protocol II and Ottawa Convention which limit the types and use of specific munitions. Counter-mobility measures and obstacles can also be used for force protection (FP). Counter-mobility operations may be essential for the safe delivery of humanitarian aid or assistance.

- 13.3.1. Engineers must understand the FP standards/level system established by the MNF. This ensures engineer effort is applied to protect the force based on the threat.
- 13.3.2. Understand national restrictions on use of engineer assets "outside the wire" as well as engineer effort required to provide specified force protection in bases and facilities.
- 13.3.3. Understanding national health and safety requirements including marking, handling and storing of hazardous materials/explosives, construction site safety, equipment operation, firefighting, etc.

13.4. General Engineer Considerations.

- 13.4.1. Understanding national construction standards (structural, electrical, plumbing, etc), scales and international policy. Recommend a standard or acknowledge national policy for construction projects. Where possible, construction tasks should be built in accordance with the relevant national or international standard. In the absence of national standards within the host nation, international standards are to be used.
- 13.4.2. Understanding all financial resources available and any national funding authorities/restrictions.
- 13.4.3. In conjunction with the MNF Environmental Health Staff, treat water to commonly acceptable water quality standards. Understanding each nation's deployable water purification capabilities and ensuring commonly acceptable water quality standards will be met.
- 13.4.4. Understanding each nation's, as well as available host nation's, contracted, construction equipment and personnel capabilities and limitations.

13.5. Specialized Engineering Considerations.

- 13.5.1. Understanding each nation's EOD, unexploded ordnance clearing operations, counter-IED operations, and specialized search equipment and personnel capabilities and limitations.
- 13.5.2. Consider interoperability (metric vs. imperial) of each nation's geospatial data as well as their geospatial engineering capabilities.

14. Engineer Planning.

- 14.1. The engineer staff must be involved in the planning of strategic, operational, and tactical operations from the initial stage of the process. Understanding how engineer actions affect air, land, and maritime operations equips the planner with the background to form a comprehensive plan of engineer actions.
 - 14.1.1. **Strategic.** Engineer planning activities at the strategic level include force planning, engineer policy development, rough order of magnitude estimates for programmatic elements of work, and execution of campaigns and operations.
 - 14.1.2. **Operational.** Engineer planners must determine the basic yet broad mobilization, deployment, employment, and sustaining requirements of the MNF commander's concept of operations. Engineer planners must secure funding within national authorities and plan for procurement of construction materials and services.
 - 14.1.3. **Host Nation Support.** Mil Engr must understand language barriers and cultural / social terrain. Use of interpreters and translators as required.
 - 14.1.4. **Tactical.** At this level, the focus is primarily on specific combat and general engineering tasks and execution of funded efforts within authorities.

ENGINEER CONSIDERATIONS DURING THE MULTINATIONAL OPERATION PLANNING PROCESS	
Planning Process	Engineering
Step 1. Initiation 1. Commander receives planning task 2. Contributing nations' forces available for planning	<ul style="list-style-type: none"> • Review multinational orders • Identify national caveats, agreements and TOR
Step 2. Mission Analysis 1. Mission statement is deduced 2. Subordinate tasks are derived 3. MNF commander's strategic concept is developed Product: Concept of Operations	<ul style="list-style-type: none"> • Determine availability of construction materials • Review availability of construction assets to include multinational, host nation, and contract • Determine/review MNF construction standards and base camp master planning documentation (if required) • Conduct site reconnaissance, request geospatial products and services, environmental baseline surveys, environmental health site assessments, and determine the threat (to include mine, UXO, IED, and environmental hazards) • Obtain necessary geological, hydrologic, climatic data • Determine the level of contributing nation OGAs and NGOs as well as host nation cooperation required • Determine funding sources and limitations as required
Step 3. Course of Action (COA) Development 1. Forces selected and time-phased 2. Support requirements computed 3. Strategic deployments analyzed 4. Shortfalls identified and resolved 5. Operation plan (OPLAN) completed Product: Complete OPLAN	<ul style="list-style-type: none"> • Produce different options that meet the commander's intent • Determine alternate construction location, methods, means, materials, and timelines in order to give the commander options • Determine real property and real estate requirements • Determine the most feasible, acceptable and suitable methods of completing the engineering effort in terms of cost, time and assets available • Determine and compare risks of each engineering COA • Gain approval or assist others in gaining approval of a construction management plan, safety plan, security plan, logistic plan and environmental plan as required
Step 4. COA Analysis 1. OPLAN reviewed and approved by the commander 2. MNF commander revises plan IAW review comments Product: Approved Plan	<ul style="list-style-type: none"> • Produce construction directives as required • Provide input to the appropriate plans and orders • Ensure all resources are properly allocated • Conduct construction pre-briefings • Conduct pre-inspections and construction meetings • Synchronize construction plan with local and adjacent units. • Maintain as-built and amended drawings • Project turnover/handover activities
Step 5. COA Comparison 1. Supporting plans prepared	<ul style="list-style-type: none"> • Provide input to supporting plans • Prepare the engineer support plan
Step 6. COA Approval	<ul style="list-style-type: none"> • Commander's action
Step 7. COA Plan or Order Development	<ul style="list-style-type: none"> • Finalize engineer support plan

14.2. Infrastructure Planning Process. A multinational force will develop infrastructure for its own forces and may develop infrastructure for the host nation.

14.2.1. Multinational force engineering infrastructure considerations.

- i. Number of personnel and quantity of vehicles, stocks and equipment to be housed.
- ii. Base use – airfield, logistics hub, etc.
- iii. Land size and space available/required.
- iv. Land ownership and leasing arrangements.
- v. Tactical sighting and orientation of facilities.
- vi. Scales and standards of accommodation/construction must be established. Duration of mission will affect level of construction required.
- vii. Funding – who and how much? Restrictions on use.
- viii. Availability and condition of existing infrastructure.
- ix. Availability of deployable infrastructure from all participating nations.
- x. Availability of suitable civilian contractors and supplies.
- xi. Time required to be available for use.
- xii. Compatibility of contributing nations' infrastructure equipment (generators, pumps, etc).
- xiii. TOR, agreements and technical arrangements.
- xiv. Force protection requirements.
- xv. Other special considerations – fuel, explosives storage, climate, drainage, elevation, specific environmental considerations, etc.

14.2.2. MNF Infrastructure Environmental Considerations. Refer to [Annex J \(Environmental Aspects of Coalition/Combined Operations\) to Chapter 9, Part C, Volume 2 of this SOP](#).

15. **Engineer Reconnaissance.** As per para 6.2, engineers may be required to conduct a broad range of reconnaissance tasks during combat and non-combat operations. The level or quantity of detail required may vary according to the mission. See [Appendix 1 \(Engineer Reconnaissance\) to Annex K of this SOP](#) which lists several example forms or references that may be used based on the detail required.

16. **Engineer Reporting.** To be discussed at the next MNF SOP workshop.

Appendices.

Appendix 1: Engineer Reconnaissance

Appendix 2: Engineer Glossary

APPENDIX 1

ENGINEER RECONNAISSANCE

1. **Purpose.** Appendix 1 provides basic guidelines for the MNF Engineer to establish norms or standards for conducting engineer reconnaissance. The level or quantity of detail required may vary according to the mission. It is recommended that photography/sketches will aid in the reconnaissance process for the planner. Each section below lists several example forms or references that may be used based on the detail required.
2. **Engineering Reconnaissance Forms and References.** MNF engineers will need to determine which forms will be appropriate of the following forms of reconnaissance¹. Listed below are some examples. If forms are not available, use the basic data in this appendix as a minimum information requirement.

2.1. General engineer reconnaissance references:

- 2.1.1. [U.S. FM 3-34.170/MCWP 3-17.4, Engineer Reconnaissance.](#)
- 2.1.2. [Various NATO Standardization Agreements \(NATO STANAGs\).](#)

2.2. Route/Road Reconnaissance.

- 2.2.1. Engineers may conduct route/road reconnaissance during combat and non-combat operations. Essential data required includes:
 - i. Start and end points of reconnaissance to include six figure grid reference (or latitude / longitude) and description.
 - ii. Roadway width(s), identify minimum width including shoulder size.
 - iii. Vertical clearance(s), identify and describe minimum clearance including type.
 - iv. Type and condition of surface (trail, unimproved road, all weather road, etc).
 - v. Maximum gradient.
 - vi. Minimum radius of curvature, with length.
 - vii. Restrictions (tunnels, bridge conditions and classifications, culverts/drainage/causeways, defiles, overhead cables, rail crossings, minimum weight capacity, angles of corners, population centers identified on route, intersections, etc).
 - viii. Potential sources of construction / repair materials (riverbed, quarry, etc).
- 2.2.2. Example reconnaissance forms and references include: [NATO STANAG 2010 \(Military Load Classification Markings, July 1994\)](#); [NATO STANAG 2021 \(Military Computation for Bridge, Ferry, Raft and Vehicle Classifications, September 1990\)](#).

- 2.3. **Bridge Reconnaissance.** Engineers may conduct bridge reconnaissance during combat and non-combat operations, to determine load capacity, to determine repairs required if damaged, or for possible demolition.

2.3.1. Minimum basic data requirements includes:

- i. Type of bridge (suspension, cantilever, arch, beam, etc)
- ii. Bridge structural material (steel, concrete, timber, etc).
- iii. Bridge dimensions including spans, span length, height, width, surface material.

¹ Need to have hardcopy before engineer gets to the area of interest

- iv. Existing abutments (bank condition), piers, and approaches.
- v. Estimated or known vehicle weight capacity (wheeled and tracked).
- vi. Initial damage assessment (craters, cracks, debris, twisting, exposed reinforcing bar).
- vii. Bridge classification (the largest vehicle that could possibly drive over the bridge).

2.3.2. Example bridge reconnaissance forms and references include: [NATO STANAG 2021 \(Military Computation for Bridge, Ferry, Raft and Vehicle Classifications, September 1990\)](#).

2.4. **Gap/Water Crossing Reconnaissance.** Engineers may conduct gap / water crossing reconnaissance during combat and non-combat operations for fording, rafting / ferrying, tactical or non-tactical bridging.

2.4.1. Minimum data required includes the following:

- i. Gap width from bank to bank (utilizing the highest point of the banks).
- ii. Existing bridge spans, abutments, piers, approaches and conditions and dimensions of each.
- iii. Bank / bed condition, soil type (sandy, clay, loam, volcanic, loose or compacted, etc) and slope.
- iv. Water depth, width, flow rate, tidal conditions.
- v. Bank height to bed and water surface, including compaction of bank and any other important characteristics.
- vi. Near and far shore approach conditions and possible marshalling / staging areas.

2.4.2. Example gap / water crossing reconnaissance forms and references include: [UK AFW 4012a \(Gap Crossing Reconnaissance Report\)](#); [NATO STANAG 2021 \(Military Computation for Bridge, Ferry, Raft and Vehicle Classifications, September 1990\)](#).

2.5. **Airfield Reconnaissance.** Engineers may conduct airfield reconnaissance during combat and non-combat operations for deploying and sustaining friendly forces or for supporting the host nation.

2.5.1. Minimum data required includes the following:

- i. Elevation.
- ii. Runway dimensions, orientation (azimuth, direction), undershoot and overshoot areas and obstructions.
- iii. Surface material, condition, type (if not sealed - sandy, clay, loam, volcanic, loose or compacted etc) and slope.
- iv. Maximum weight/load/length capacity of runway.
- v. Aprons and taxiway dimensions and capacity.
- vi. Drainage and possible patterns of water flow on and around airfield area.
- vii. Obstructions/hazards/weather conditions (FOD).
- viii. Lighting and navigation aids.
- ix. Crash/fire/rescue/medical capability.

x. Support facilities (power, water, fuel, maintenance, communications, shelters, control tower, ordnance storage, etc). Some of these areas may require other technical personnel to assess (communications, fuels, etc).

xi. Force protection infrastructure (access control, checkpoints, protective structures, etc).

xii. Accessibility to the airfield (routes to).

2.5.2. Example airfield reconnaissance forms and references.

2.6. Port Reconnaissance. Engineers may conduct port reconnaissance during combat and non-combat operations for deploying and sustaining friendly forces or for supporting the host nation.

2.6.1. Minimum data required includes the following:

i. General description (location, navigational aids/hazards/obstructions, climate/weather, type of material the wharf/pier/jetty constructed from)

ii. Length and width of wharf/pier/jetty area.

iii. Maximum draft of vessel permitted in port alongside.

iv. Maximum length of vessel permitted in port.

v. Weight limitations on wharf/pier/jetty.

vi. Material handling equipment (MHE) – quantity/type/capacity.

vii. Does host nation permit explosive ordnance (“EO licensed”)? (capacity in Net Explosive Quantity [NEQ])

viii. Ability to safely offload hazardous materials (HAZMAT) or waste offloading and storage).

ix. Cargo storage/parking areas and dimensions.

x. Roll-on/roll-off (RO/RO) facilities available.

xi. Suitable areas for holding/marshalling personnel.

xii. Port services – pilot/tug boat capacity, power available at berth, fuels, water, fire fighting equipment, communications, medical facilities.

xiii. Force protection infrastructure (access control, checkpoints, protective structures, etc.). Accessibility to the port location (routes to).

2.6.2. Example port reconnaissance forms and references.

2.7. Water Sources. Engineers may conduct water source reconnaissance during combat and non-combat operations for sustaining friendly forces or for supporting the host nation. These may be conducted for surface water as well as subsurface water for potential well drilling operations.

2.7.1. Minimum data required includes the following:

i. Location to include six figure grid reference (or latitude / longitude) and description

ii. Surface or subsurface source and description (river, stream, lake, etc).

iii. Geospatial support can assist in identifying existing aquifers (underground water sources).

iv. Yield (volume or flow rate).

- v. Potable or non-potable (fit or unfit for consumption). Requires water purification or environmental health specialist to determine.
- vi. Surrounding terrain and suitability to operate water purification and distribution; including approach avenues, run-off contamination concerns.
- vii. Dependant population that rely on the water source, land ownership, or consent requirements.
- viii. Security of water source.

2.7.2. Example water source reconnaissance forms and references include: [NATO STANAG 2136 \(Minimum Standards for Water Potability in Emergency Situations, September 1995\)](#), [WHO Drinking Water Standards](#), [HN drinking water standards](#).

2.8. Infrastructure Reconnaissance. Engineers may conduct infrastructure reconnaissance during combat and non-combat operations for beddown/basing of friendly forces, for assessing and potential repair of host nation infrastructure.

2.8.1. Infrastructure should be assessed using the acronym SWEAT-MSO: Sewage, Water, Electricity, Academics (schools), Trash, Medical, Security (police, etc), Other considerations (communications, etc), but not limited to, therefore the following may be considered:

- i. Current existing facilities that have been abandoned or that can be obtained through financial means.
- ii. The tactical situation will determine the level of reconnaissance required.
- iii. Resource personnel SME to be incorporated into the reconnaissance.

2.9. Example infrastructure reconnaissance forms and references include: [ABCA QSTAG 11U.S. JP 3-34 Joint Engineer Operations](#), [U.S. SWEAT Handbook](#), [Australian ADDP 4.6 \(Infrastructure Engineering and Maintenance\) Chapter 3](#).

2.10. Demolition Reconnaissance. Engineers most frequently conduct demolition reconnaissance during combat operations, but demolition reconnaissance may be conducted during disaster response operations to clear debris or damaged structures.

2.10.1. Example demolition reconnaissance forms and references include: [UK AFW 4012 \(Demolition Reconnaissance Report\)](#).

2.11. Minefield Reconnaissance. MNF Mil Engr may conduct minefield reconnaissance during combat and non-combat operations in order to;

2.12. Open roads and routes to support mobility operations;

2.13. Document accurate information on affected areas (mapping);

2.14. Force protection - physically marking minefield (enable clearance at a later date)

2.14.1. Example minefield reconnaissance forms and references include: [UK AFW 4017 \(Minefield Record\)](#).

2.15. Bulk Construction Materials Reconnaissance Engineers, in conjunction with other MNF staff sections, may conduct physical reconnaissance for identifying natural resources for construction (water, sand, gravel, timber, etc) as well as surveys of commercial markets for availability of both construction materials and equipment.

2.15.1. Determine ownership at all times to avoid unnecessary conflict with the local populous.

2.15.2. Means to determine the quality or obtain samples for quality assurance.

APPENDIX 2

ENGINEERING GLOSSARY

Overview. This glossary contains terminology specifically related to engineering or associated significance. The terms are used throughout the SOP to foster standardization and improve communication between multinational participants.

=====

Base - An area or locality containing installations which provides logistic or other support or a locality from which operations are projected or supported.

Chief Engineer - The principal advisor to a multi-national force commander on all military engineering issues.

Combat Support Engineering - Military engineering tasks associated with the direct support to current or imminent operations. They are conducted by the military engineers of any service or component to support land, air, and maritime operations with the emphasis on speed of execution.

Counter-Improvised Explosive Device (C-IED) - The collective efforts at all levels to defeat the IED system in order to reduce or eliminate the effects of all forms of IEDs.

Counter Mobility Support - Counter-mobility support generally applies to combat operations and is action taken to deny the enemy freedom to physically manoeuvre and other obstacles or demolition of key mobility locations.

Contract Management - Administrative activities associated with handling of contracts, such as (1) invitation to bid, (2) bid evaluation, (3) award of contract, (4) contract implementation, (5) measurement of work completed, and (6) computation of payments. It also includes monitoring contract relationship, addressing related problems, incorporating necessary changes or modifications in the contract, ensuring both parties meet or exceed each other's expectations, and actively interacting with the contractor to achieve the contract's objective(s). Contract management is also called contract administration.

Design - The production of technical, structural, and civil engineering plans (ranging from expedient to permanent infrastructure). Designs are developed using accredited qualifications by persons or organizations with the authority to approve such plans for military and/or civilian use.

Emergency Response - The actions taken to respond to threats and incidents involving hazardous materials or situations with the intent of minimizing the risk of life and damage to property and the environment. Incidents may be deliberate attacks or accidents.

Engineer Technical Control - Technical control is defined as the provision of specialist and technical advice by designated authorities for the management and operation of forces. Technical control advice may not be modified, but may be rejected in part or in total by a commander in consideration of operational factors. With respect to infrastructure, technical control generally constitutes advice on infrastructure design, construction, operations, maintenance, safety, engineer logistical activities, specialized functions (i.e., dive team, fire-fighters, EOD) and environmental management matters. Engineering commanders have a primary responsibility to meet their commander's expectations but, at the same time they are to provide clear and accurate engineering technical advice and assistance.

Environment – This includes the ecosystems and their constituent parts, people and communities, natural and physical resources. It is also identified by the qualities and characteristics of locations, places and areas; heritage value of places; and the social, economic and cultural aspects of the surroundings.

Equipment - All articles needed to outfit an individual or organization. This includes all material items except consumables. Equipment may be categorized as major or minor capital equipment depending on the value of the article.

Explosive Hazards Coordination Cell (EHCC) – The EHCC predicts, tracks, distributes information, and mitigates explosive hazards within the theater that affect force application, focused logistics, force protection, and operational environment awareness. It establishes and maintains an explosive hazard database, conducts patterns analysis, investigates mines, IED strikes, and unexploded ordnance (UXO) hazard areas. The cell provides technical advice on the protection of explosive hazards including the development of tactics, techniques, and procedures (TTPs) and provides training updates to field units.

Explosive Ordnance (EO) - All munitions containing explosives, nuclear fission or fusion materials, and biological or chemical agents. This includes bombs and warheads, guided and ballistic missiles, artillery, mortar, rocket and small arms ammunition, mines, torpedoes, depth charges, demolition charges, pyrotechnics, clusters and dispensers, cartridge and propellant actuated devices, electro-explosive devices, clandestine and improvised explosive devices, and all similar or related items or components that are explosive in nature.

Explosive Ordnance Disposal (EOD) – Is the detection, identification, on-site evaluation, rendering safe recovery and final disposal of UXO. It may also include explosive ordnance which has become hazardous by damage or deterioration.

Explosive Remnants of War (ERW) - Is a term used in the humanitarian aid and sustainable development domains to describe the explosive threats remaining in post-conflict society. This includes landmines, cluster bombs, IEDs and other unexploded ordnance.

Facility - A real property entity consisting of one or more of the following: a building, a structure, a utility system, pavement and underlying land.

Force Element - A component of a unit, a unit, or an association of units having common prime objectives and activities.

Force Protection - A program designed to protect service members, civilian employees, family members, contractors, facilities, and equipment in all locations and situations. It is accomplished through planned and integrated applications of combating terrorism, physical security, operational security, personal protective services, and incorporating other measures including health services and CBRN-TIM protective measures into operations and routine activities.

Force Support Engineering - The deliberate, long-term preparation and indirect support to ongoing or future military operations, as well as the sustainment of a force throughout all stages of an operation.

Fundamental Inputs to Capability (FIC) - The standard list for consideration of what is required to generate capability, including organizational, personnel, collective training, major systems, supplies, facilities support, and command management. It is intended to be used by defense agencies at all levels and is designed to ensure that all agencies manage and report capability using a common set of management areas.

General Engineering Support – Engineering actions taken to sustain a force for the duration required to achieve its objectives. The majority of these tasks involve facility and logistics sustainment, engineering support such as building repair/construction, services and utilities support (water, power generation and distribution, and sewage/waste disposal) and aircraft or ground vehicle parking, storage, and operating areas. This also includes airfield and port construction and repair and road construction and maintenance. General engineering support is very prevalent in humanitarian assistance and disaster relief (HADR) and stability operations where military engineers support civil authorities in the response, recovery, and rebuilding phases.

Geospatial Information and Services (GI&S) - The information extraction, storage, dissemination, and exploitation of geodetic and geomagnetic imagery (both commercial and national) and

gravimetric, aeronautical, topographic, hydrographical, littoral, cultural, and toponymic data accurately referenced to a precise location on the earth's surface. These data are used for planning, training, and operations including navigation, mission planning, mission rehearsal, modelling, simulation and targeting. Geospatial information provides the basic framework for visualization of the area of operation. It is information produced by multiple sources to common interoperable data standards. It is presented in the form of printed maps, charts, and publications; in digital simulation and modelling databases; in photographic form; or in the form of digitized maps and charts or attributed centerline data. A geospatial service includes tools that enable users to access and manipulate data, and also includes instruction, training, laboratory support, and guidance for the use of geospatial data.

Hardstand - A paved or stabilized area where vehicles are parked on open ground with a prepared surface used for the storage of material.

Hazardous Material (HAZMAT) – Is any material that has the potential to cause risk of life or damage to property or the environment.

Host-Nation Support (HNS) - Civil and military assistance rendered in peace, crisis, or war by a host nation to NATO and/or other forces and organizations which are located on, operating within or from, or are in transit through the host nation's territory.

Improvised Explosive Device (IED) - A device placed or fabricated in an improvised manner incorporating destructive, lethal, noxious, pyrotechnic or incendiary chemicals and designed to destroy, incapacitate, harass or distract. It may incorporate military stores, but is normally devised from non-military components.

Infrastructure - A term generally applicable for all fixed and permanent installations, fabrications, or facilities for the support and control of forces.

Infrastructure/Services Engineer - A person that is responsible for the planning and delivery of force support engineering tasks in theatre. When employed to deliver infrastructure as discrete projects, then they are usually called project engineers. When employed to maintain and/or repair existing infrastructure, they are called garrison engineers.

Maintenance - All actions taken to retain equipment or to restore it to a specified condition, including inspection, testing, servicing, classification as to serviceability, repair, rebuilding, and reclamation. It also includes supply and repair action taken to keep a force in condition to carry out its mission. The routine recurring work required to keep a facility (plant, building, structure, ground facility, utility system, or other real property) in such condition that it may be continuously utilized for its intended purpose at its original or designed capacity and efficiency.

Material - All items necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. Material includes ships, tanks, self-propelled weapons, aircraft, related spares, repair parts, and support equipment, but not real property, installations, or utilities.

Military Engineering (Mil Engr) - Engineer activity undertaken, regardless of component or service, to shape the physical operating environment. Military engineering is comprised of both force support engineering and combat support engineering.

Mobility Support - Mobility support is action taken to enhance the mobility of the force allowing the commander the freedom to manoeuvre. Examples of this type of support include: bridging and gap crossing operations, obstacle clearance such as minefield breaching and rubble removal, route clearance, route maintenance and repair, forward airfield and aviation support, and engineer route reconnaissance.

Non-Potable Water - Water of insufficient quality to be fit for human consumption but is suitable for other applications.

Physical Force Protection - The sum of all works designed and built to protect personnel, equipment, facilities and information from combinations of operational threats and occupational or environmental hazards in order to conserve and maximize fighting power.

Note: Physical force protection measures comprise one part of a systems approach to force protection and must incorporate active force protection measures such as personnel search, patrols, and intelligence gathering.

Potable Water - Water that is deemed to be of sufficient quality that it is fit for human consumption.

Project Management - The planning, coordination, and control of activities and available resources to deliver a project that meets the user's requirement for scope, time, budget, and quality.

Scale - Defines the allotment of space or items to a facility or of facilities to an installation and applies to structures and installations of both a temporary and fixed nature. It could also be an allotment of equipment to a unit or individuals such as a scale of entitlement.

Services - Those elements of infrastructure that provide a service to people or facilities including water supply, electricity supply, lighting, heating, air-conditioning, refrigeration, hazard reduction, and waste disposal measures.

Standard - A standard is an explanation/definition/description/specification of a material, product, doctrine or process meant for repeated applications by many users to achieve a degree of uniformity to ensure the material is fit for purpose. By their nature, standards are rarely stand-alone acquisition documents, but are normally introduced into the acquisition process through specifications. Where a specification describes a product or sub-system which will be adopted as a standard installation, the specification will be adopted as a product-based standard.

Survivability Support - Survivability support is action taken to enhance the force's ability to survive hazards created by the enemy, by our own forces, or by nature. Examples include fortifications or hardening of infrastructure for force protection, and counter-surveillance (camouflage, deception) operations and cordons to that restrict local movement through dangerous/contaminated areas.

Sustainment - The provision of personnel, logistics, and other support required to maintain and prolong operations or combat.

Theatre - A designated geographic area for which an operational level joint or combined commander is appointed and in which a campaign or series of major operations is conducted.

Note: a theatre may contain one or more joint force areas of operations.

Unexploded Explosive Ordnance - Explosive ordnance which has been primed, fused, armed, or otherwise prepared for action and which has been fired, dropped, launched, projected or placed in such a manner as to constitute a hazard to operations, installations, personnel or material and remains unexploded either by malfunction or design or for any other cause. This is also known as unexploded ordnance (UXO).

Quality Assurance- All policies and systematic activities implemented within a quality system. frameworks include (1) determination of adequate technical requirement of inputs and outputs, (2) certification and rating of suppliers (3) evaluation of the process to establish required corrective response (4) audit of the process quality,

Quality Control- All policies and systematic activities implemented within a quality system. frameworks include (1) testing of procured material for its conformance to established quality, performance, safety, and reliability standards, (2) proper receipt, storage, and issue of material, and (3) audit of the final output for conformance to (a) technical (b) reliability, (c) maintainability, and (d) performance requirements.

PART D

RANGE OF MILITARY OPERATIONS AND MNF MISSIONS

1. **Introduction.** Part D provides a review of the Range of Military Operations that the MNF SOP is focused upon and the Mission Essential Task List of missions that the SOP is primarily focused upon.
2. **Background.** The MNF SOP supports the Multinational Planning Augmentation Team (MPAT) program consisting of nations with national interests within the Asia Pacific region. The MNF SOP's focus is on Military Operations Other Than War (MOOTW) and Small Scale Contingencies (SSC). Outlined below is an overview of the Range of Military Operations and the missions that fit within this range.
3. **Range of Military Operations:** Refer to Figure D.1 below.

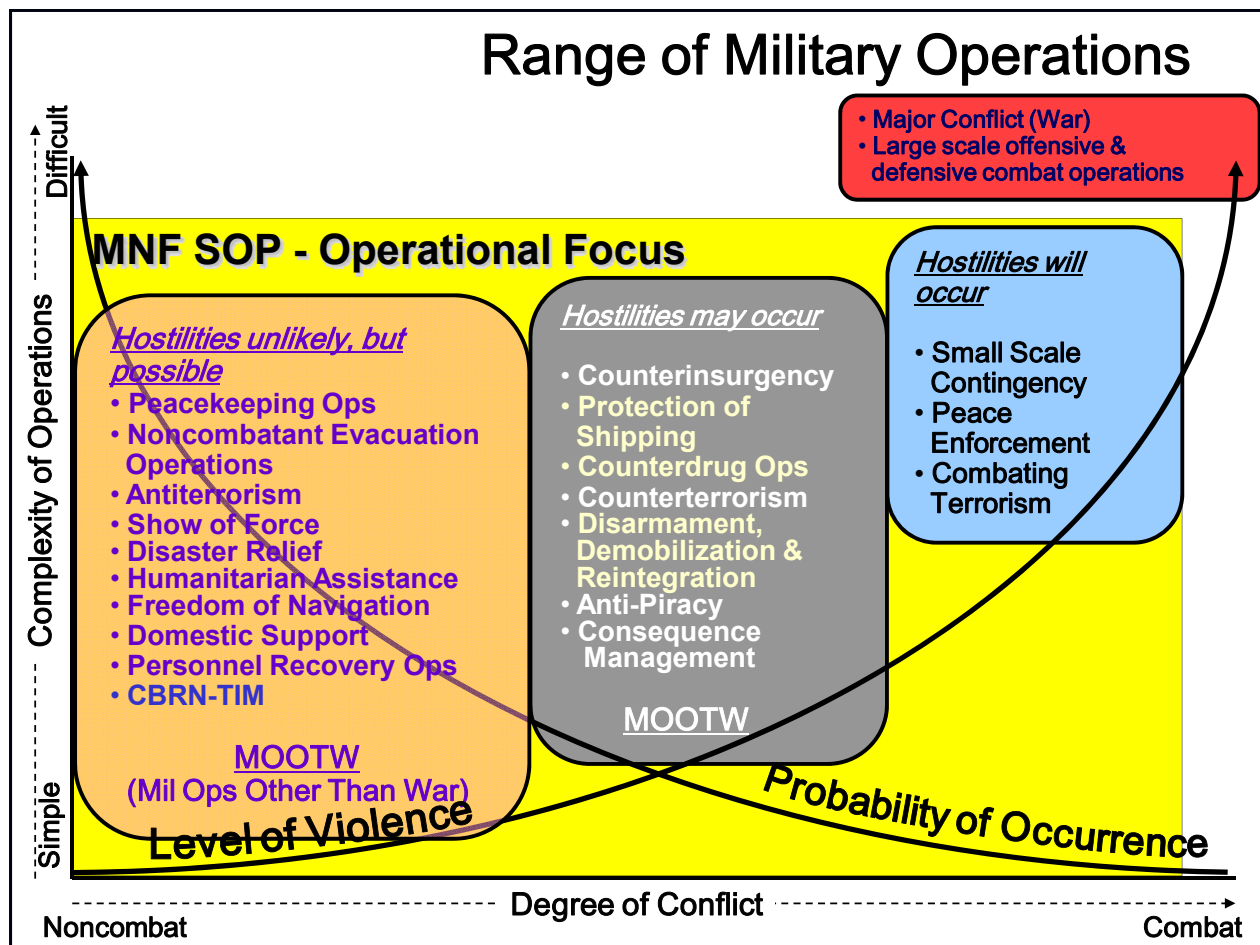


Figure D.1: Range of Military Operations

4. The above diagram suggests a clear distinction between war and MOOTW, and further divides MOOTW by the terms "use of force" (combat) and "nonuse of force" (non-combat). However, the distinctions between them may not be well-defined and can shift rapidly. For example, Peace Keeping Operations (PKO) can quickly change to Peace Enforcement Operations (PEO) because threat forces escalate their level of operations against the coalition.
 - 4.1.1. In the end, a military's basic function **is to have the ability to use force to impose its will on an adversary**. As such, MNF forces working within the ranges of MOOTW / SSC must be able to rapidly shift to the use of force or threat of force to ensure mission accomplishment. All MNF planning and execution actions must acknowledge this in the form of contingency plans or branches to current operations.

- 4.1.2. Out of the above model, the MPAT program has done a mission analysis of the “most likely” missions within the shaded area (MPAT focus) that should be focused upon. Chapter 1 will address this mission analysis, and the Mission Essential Task List (METL) that the MPAT nations have identified as being “most likely” and should be focused upon. These are referred to as the MNF Missions (see following chapter).
- 4.1.3. The MNF Missions provides a common framework for focused efforts within the Asia Pacific region and adds to the interoperability within planning, coordination, cooperation, and collaboration efforts in peace time and crisis response situations.
- 4.1.4. As indicated in Figure A.1 the MPAT and MNF SOP **DOES NOT** focus upon Major Conflict (War) situations; rather, the focus is on MOOTW and SSC.

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Chapter:

Chapter 1: MNF Missions

CHAPTER 1

MNF MISSIONS

1. **Purpose.** This Chapter provides the MPAT nations' mission analysis of the "most likely" missions within the Range of Military Operations (refer to Figure A.1, in the previous section just presented) within MOOTW and SSC. This analysis resulted in the MNF Missions outlined below. This can also be called the Mission Essential Task List (METL) for the MPAT program.
2. **MNF Missions.** Within the arena of MOOTW and SSC the following mission can be expected to have a high probability of occurrence within the 21st Century challenges worldwide and are considered as the MPAT METL.
 - 2.1.1. Noncombatant Evacuations Operations (NEO).
 - 2.1.2. Humanitarian Assistance / Disaster Relief (HA/DR).
 - 2.1.3. Consequence Management (CM).
 - 2.1.4. Transnational Threats.
 - 2.1.5. Peace Operations (PO).
 - 2.1.6. Maritime Security Operations (MSO).
 - 2.1.7. Transition Planning.
 - i. Lead Nation Joint Task Force to a Lead Nation Coalition Task Force
 - ii. Lead Nation Coalition Task Force to a United Nations Led Peace Operation.
 - 2.1.8. Stability Operations
 - 2.1.9. Countering Hybrid Warfare (CHW)

3. The above MNF Mission set will be addressed in the following Annexes.

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Annexes:

- Annex A: Noncombatant Evacuation Operations (NEO)
- Annex B: Personnel Recovery (PR)
- Annex C: Humanitarian Assistance / Disaster Relief (HA/DR)
- Annex D: Consequence Management (CM)
- Annex E: Transnational Threats
- Annex F: Peace Operations (PO)
- Annex G: Maritime Security Operations (MSO)
- Annex H: Transition Planning
- Annex I: Stability Operations
- Annex J: Countering Hybrid Warfare (CHW)

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ANNEX A

NONCOMBATANT EVACUATION (NEO) (MILITARY ASSISTED EVACUATION)

1. **Purpose.** This annex addresses Military Assisted Evacuation Operations, normally referred to as NEO.

NOTE: The term “NEO” means noncombatant evacuation but refers to **Military Assisted Evacuation Operations**. Most of the time the Foreign Affairs / State Department of a nation **normally** executes evacuation operations without any military assistance – but when called upon, it is almost always within a crisis response – time sensitive situation. The fact that NEO planning is ongoing is very sensitive and can have unintended perceptions by the public and media at large. As will be pointed out in this Annex, the order to evacuate **is always a political decision with extensive ramifications**. NEO execution (and crisis action NEO planning) signifies the situation has deteriorated to the point that nations have lost faith in the host nation’s ability to maintain control of the situation or a clear danger to the evacuees exists.

2. **Overview.** PO Challenges and Operational Realities.

- 2.1. NEOs are conducted as **an option of last resort** to assist the Foreign Affairs and State Departments in evacuating noncombatants, nonessential military personnel, selected host nation citizens, and third party nationals, whose lives are in danger, to a designated temporary / final safe haven. During NEOs, the Ambassador or Chief of Mission is the senior authority for the overall evacuation for most nations.
- 2.2. The requirement for NEO may exist due to an unfavorable political environment, conflict, or natural disaster in the host nation. Although the procedures for C2 and NEO planning described in this annex are directed primarily towards politically uncertain situations and conflict scenarios, they are also applicable to man-made or natural disasters where evacuation operations are required.
- 2.3. It must be recognized in NEO planning and execution that perceptions within the host nation vis-à-vis the TF NEO’s impartiality and/or neutrality to various factions including government forces can have a detrimental effect on the NEO effort. Due vigilance must be exercised by the CTF/JTF and all elements of the supporting Information Operations plan (including public affairs) should be coordinated and executed with this in mind.
- 2.4. In a multinational setting, the ability to share information can be problematic. This is especially pertinent in a NEO context where speed of response is critical. Therefore, mechanisms to facilitate information exchange between all participating nations must be identified early in the planning process. Agreement to share information must be coordinated at the strategic or national command level and include both Foreign Affairs/State Department and military planning personnel. Where nations are unwilling or unable to share information, this should also be identified to alleviate potential misunderstandings.
- 2.5. This annex addresses 4 Key Operational Decisions required for NEO planning and coordination. These decisions support timely initial response and overall mission effectiveness for a NEO Task Force (NEO TF). Further, these decisions ensure joint and multinational planners have firm starting points and frames of reference to support unity of effort within the NEO TF.

3. **NEO Command and Control.** [Refer to Part B, Chapter 2: Command – Control – Coordination](#) and Cooperation. It is important to recognize that NEO will normally **not** be executed within a Coalition / Combined Task Force (CTF) (multinational command structure) due to the extreme time sensitive aspects of most NEO missions.

- 3.1. However, it must be recognized that major NEO operations **are multinational in nature**. In such situations a Lead Nation for “coordination” may be identified for cooperation and coordination among nations using the MNCC concepts ([refer to Part B, Chapter 2: Multinational Coordination Center](#)).

3.2. Figure D-1-A.1 outlines a parallel JTF command relationship approach for NEO. This concept recognizes **both the multinational nature of major NEO operations and the separate JTF operational reality for such operations.** The MNCC concept ensures that coordination and cooperation is established for all NEO operations. Further, a MNCC can be established rapidly in a crisis situation.

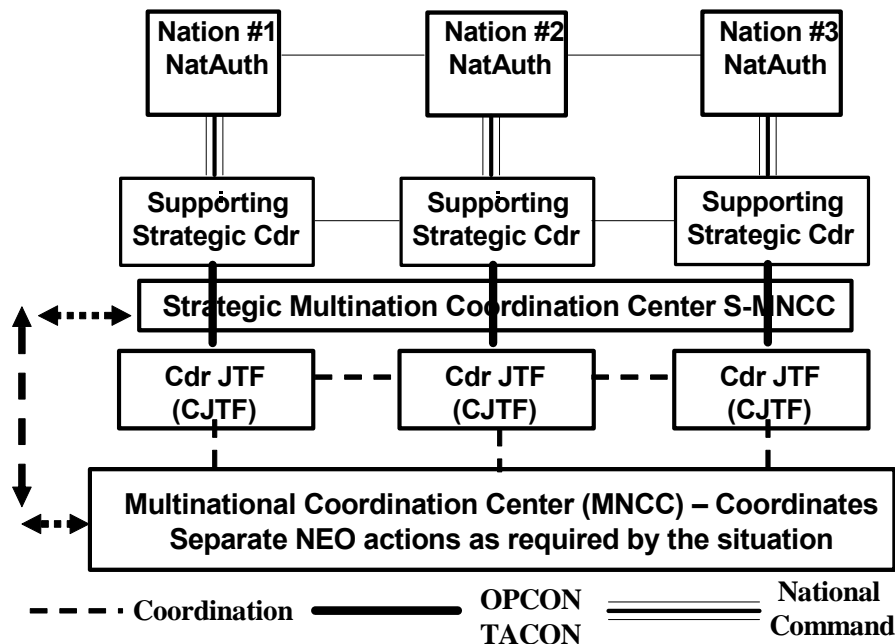


Figure D-1-A.1: Multinational Coordination Center (Separate NEO JTFs)

4. **Annex Focus:** This chapter focuses on the operational level of planning and coordination, as is the case for all chapters in this MNF SOP; however, the strategic and tactical levels are briefly addressed in this chapter where these levels have a significant impact on NEO TF operational planning and mission execution.
5. **Terminology NEO Comment:** Nations have many different terminologies for the various functions within the NEO sequence of actions. For example, Forward Mounting Base (FMB) or Intermediate Staging Base (ISB) are clearly different terms, however the functions performed at these sites are similar. This SOP attempts to achieve a common terminology that is functional in nature and can be easily translated into each nation's language and operational concepts. Duplicate terminology is used at times to allow for flexibility where functions are fully aligned but are named differently within various nations.
6. **Drawdown and Evacuation Actions.** Outlined below are the steps leading to and including evacuation of a nation's citizens from a host nation. Note that NEO is the last resort and the Ambassador / Chief of Mission retains responsibility for all these phases except when he has left the country and the embassy is closed and/or full scale combat operations are present i.e., wartime situation. In such cases, the military commander is responsible for noncombatant evacuation.
 - 6.1. **Travel advisories for nation's citizens.** Reduce / discourage additional nation's citizens from entering the host nation (embassy).
 - 6.1.1. NOTE: Travel advisories update the public (travelers and residents) of the current situation in the country. They provide information that assists the potential evacuees determination of whether to evacuate. These do not restrict additional citizens from entering the country.
 - 6.2. **Drawdown (embassy)**
 - 6.2.1. Authorized departure (voluntary)

6.2.2. Ordered departure (directed)

- i. When decision is made to go to an authorized or ordered departure some nations will publish a Travel warning that advises visitors to reconsider entering the host nation. These orders only apply to personnel that fall under the authority of the Chief of Mission.

7. **There are three types of evacuation operations.**

- 7.1. #1 Embassy managed and executed evacuation operations, (no military assistance provided);
- 7.2. #2 Military assisted evacuation operation / NEO (Chief of Mission in host nation); and
- 7.3. #3 Military led evacuation operation / NEO (Chief of Mission has departed host nation and embassy closed)

8. **Embassy managed and executed evacuation operations (no military assistance provided).**

- 8.1. Stand fast (preparatory procedures for embassy evacuation)
- 8.2. Leave commercial transportation

9. **Military assisted evacuation operation / NEO (Chief of Mission in host nation embassy responsible overall) - two sub-types.**

- 9.1. Type A: Military assisted NEO (Chief of Mission in host nation): **Minor military support only** - logistics / transportation, etc. No major security requirements. Is referred to as “Service (Military) Assisted evacuation” in some nations.
- 9.2. Type B: Military assisted NEO (Chief of Mission in host nation): **Significant military support required.** Is referred to as “Service (Military) Protected evacuation” in some nations.

10. **Military led evacuation operation / NEO (Chief of Mission has departed host nation and embassy closed, military responsible overall)**

- 10.1. This form of NEO is normally conducted in serious threat situations where there is a hostile threat.
- 10.2. Some form of combat operations may be required in such situation and many small nations may request the assistance of larger nations with robust military forces and capabilities.

11. **Nature of Noncombatant Evacuation Operations (NEO) - Awareness of the Strategic National / Foreign Affairs / State Department Perspectives.** NEO differ greatly from other military operations because direction of the operation will usually remain with the Ambassador or Chief of Mission, if present, at the time of evacuation. Further, the order to evacuate is always a political decision, with extensive ramifications. It is CRITICAL that **Military planners must have the requirements and perspectives of the Ambassador / Chief of Mission fully integrated into all plans and orders.**

Military planners (operational and strategic) must coordinate closely with Foreign Affairs offices / embassy offices within the host nation and at the National governmental levels within their respective nations. The factors below are paramount when planning NEO operations:

- 11.1. **Security of Planning Actions.** NEO is a highly sensitive political and diplomatic decision. It may indicate to the host nation government, local population, international business community, international press, and other governments that the situation has deteriorated to the point that the nations involved have lost faith in the host nation's ability to maintain control of the situation or extensive danger to evacuees exists.

- 11.1.1. Diplomatic channels will be attempting to resolve the situation when NEO planning is occurring. NEO planning must not interfere with these diplomatic efforts. Uncoordinated statements, actions,

deployments, press comments, or planning actions could send an inappropriate or unintended message while diplomatic efforts are ongoing and escalate a crisis rather than prevent a crisis.

11.2. NEO can further destabilize a crisis situation. The simple announcement that an evacuation operation is being considered, planned, or is being ordered can escalate an already deteriorating situation. NEO planning and coordination can actually increase the threat to a nation's citizens if handled improperly (increase the likelihood of citizens becoming a target or hostages). The planning process must take this factor into account at all times.

11.3. Foreign Affairs / State Department Planning - Requires Awareness and Coordination. Military planners must be aware that the Foreign Affairs Office / embassy(ies) have evacuation plans and will most likely be executing some phase of this plan. Further, they will be actively updating such plans as the crisis evolves.

11.3.1. Military planners must be fully aware of this and work with Foreign Affairs / embassy planners to ensure all plans are coordinated, integrated, and approved by applicable embassy(ies) and the NEO TF commander.

11.3.2. In this regard, a Strategic Assessment Team and NEO TF Forward Liaison Element (FLE) should deploy at the earliest dates to the respective embassy or chief of mission headquarters when a NEO is being contemplated.

11.3.3. Further, joint and integrated briefings should be presented to the JTF / CTF commander and the Ambassador / Chief of Mission at the same time to have clear unity of effort between military and Foreign Affairs channels.

12. Three Key Operational Decisions. The decisions below should be addressed in the early planning stages for a NEO mission. Focusing on these decisions will provide good starting points for NEO planning and execution. They are the foundations for unity of effort and effective mission accomplishment by a NEO TF.

12.1. Decision #1 -- What is the NEO Threat Environment and Evacuation Situation?

12.1.1. What is the NEO threat environment that is present within the host nation? What is the potential for escalation of the threat to evacuees? What are the numbers and demographics of personnel requiring evacuation (and other nations involved in NEO ops)? Where are they located in the host nation? Are there NGOs in the AO with evacuation requirements and/or resources that can assist evacuation?

12.1.2. Consider inviting NGO representatives to coordination meetings. What assumptions are being made in regard to the threat and evacuee situation? Are the assumptions coordinated with key planning agencies (State or Foreign Affairs Office, Strategic planners, and supporting agencies)? What will happen if one or more of the planning assumptions prove to be wrong? What level of military support is requested by the Ambassadors / Chiefs of Mission and how is this effectively coordinated and executed?

12.2. Decision #2 - What is the Conceptual Framework for the NEO Mission? What are the broad operational phases for the NEO mission (campaign plan phases or OPLAN / OPORD phases)? What are the critical events within a NEO mission (framework for planning)? Who is responsible for each event and function (military and/or Foreign Affairs/State Department office)?

12.3. Decision # 3 - How does the NEO TF Commander ensure plans are fully coordinated and integrated with Foreign Affairs, State Departments, multinational, and coalition military channels? How does the NEO TF commander ensure Operations Plans (OPLANs) and Operation Orders (OPORDs) are thoroughly planned and integrated with the existing plans by Foreign Affairs / State Department agencies? How are multinational and coalition operations coordinated? How is multinational and coalition cooperation conducted? How are JTF operations (single nation NEO execution) coordinated with ongoing multinational and coalition operations? What NEO TF planning mechanisms ensure NEO planning fully integrates coalition forces and support when required?

Decision #1 – What is the NEO Threat Environment and Evacuation Situation?

NEO Threat Environment and Evacuee Situation. The NEO TF tasked with conducting a NEO tailors its planning and action for evacuation assistance according to the threat environment, friendly situation, and evacuee situation. The requirement for NEO may exist due to an unfavorable political environment, conflict, or natural disaster in the host nation.

1. Threat Environment: The three threat environments the military may face in NEO are:

1.1. Permissive Environment: The host nation military and law enforcement agencies have control as well as the intent and capability to assist a NEO.

1.1.1. Conditions: There is no apparent physical threat to evacuees. The host nation will not oppose their orderly departure or joint / multinational military assistance. Military assistance is normally limited to medical, logistics, military police (MP) or other security, and transportation. Security forces are tailored to what is required to protect military property and personnel.

1.1.2. Contingency Plans: Depending on the political situation in the host nation, the NEO TF commander may elect to have a reaction force on standby to respond rapidly if the environment becomes less permissive. Plans for movement to an uncertain environment should also be prepared with the appropriate triggering conditions. Weapons may or may not accompany NEO forces. However, if any threat or instability is possible, units should deploy with weapons and basic loads of ammunition; alternately, stage them in a nearby Intermediate Staging Base (ISB) / Forward Mounting Base (FMB) for immediate deployment as required by the situation.

1.1.3. Military assistance may be required because of a natural or man-made disaster or because of inadequate transportation facilities. Military support could then involve engineer units or contractors. Local law enforcement agencies may request MP or other military forces to assist in maintaining and restoring order.

1.2. Uncertain Threat: The host nation forces, whether opposed to or receptive to a NEO, do not have totally effective control of the territory and population in the intended AO.

1.2.1. Conditions: The degree of danger is uncertain. The host nation may or may not be in control but cannot ensure the safety of evacuees.

1.2.2. Contingency Plans: Because of the uncertainty, the NEO TF commander may elect to reinforce the evacuation force with additional security units and tactical PSYOPs units. Contingency plans will be more important in this circumstance, as will the need for a reaction force. Should the situation deteriorate, opposed entry operations (forced entry ops) may be required. In this environment, the TF commander will issue weapons and ammunition to evacuation force personnel.

i. The ROE must be disseminated early enough to ensure troops are trained and must be strictly enforced to avoid escalation of hostilities.

ii. NEO TF commander has to clearly indicate to all parties that he is authorized to use force and will do so if it is required for him to accomplish his mission. This will decrease the likelihood of interference and inadvertent escalation of hostilities due to misunderstanding.

1.3. Hostile Threat: Hostile forces have the intent and capability to effectively oppose or react to the NEO.

1.3.1. Conditions: Host nation or other forces are expected to oppose evacuation operation. The NEO TF commander may elect to deploy a sizable security element with the evacuation force. He may position a large reaction force either with the evacuation force or at an ISB / FMB. Opposed entry operations (forced entry operations) may be required. The ROE must be strictly enforced.

Contingency ROE may be critical in case of escalation of hostilities or the increased threat of harm to evacuees or NEO TF personnel. The approval levels for contingency ROE must be clearly known.

1.3.2. Contingency Plans: Forced entry contingency plans must be present.

- i. Forced entry operations may be required for entering the host nation or for entering parts of the country for executing evacuation operations. Supporting plans for positioning of forces and logistics support must be detailed and viable. Reaction or reinforcement forces must be on a high alert for deployment and employment.
- ii. Tiered execution for reaction or reinforcement forces is possible; i.e., if the potential requirement for the reaction force is triggered by conditions in the host nation, the force can move to an in-country secure location and maintain a low visibility posture. If the conditions for employment are triggered, the reaction force can then be rapidly deployed.

1.4. **Evacuee Situation:** The parameters of the evacuee situation must be clearly established for identification of the scope of the NEO mission and resources required. The number, classification, nationalities and location of evacuees will determine the complexity of the NEO. Further, the infrastructure support required for support of the NEO mission needs to be identified early on. The Ambassador, Chief of Mission, and Foreign Affairs office normally coordinates the host nation support for evacuation operations. Listed below are the major factors that will define the evacuee situation:

1.4.1. Number of evacuees (national and multinational) and demographics (men, women, pregnant women, children, elderly, babies, persons requiring special care, etc.).

1.4.2. Determination of priorities and designations per national policies.

- i. Multinational evacuees require formal diplomatic nation-to-nation agreement on such evacuation support.

1.4.3. Locations of evacuees and assembly areas. Security requirements for movement to assembly areas and evacuation points (departure airfields (APOE – Aerial Port Of Embarkation) or seaports (SPOE – Sea Port Of Embarkation)).

1.4.4. Host nation support infrastructure for support and movement of evacuees.

1.4.5. Number of potential friendly nation evacuees.

- i. This is key contingency planning data. In one NEO operation, the estimate of evacuees (national and multinational) was 215 (two nations involved, one nation evacuating all of these personnel based upon nation-to-nation agreements). During the actual NEO operation, 10 other nations requested support to the Ambassador, and the Ambassador approved their requests in a real-time fashion resulting in 2500 total evacuees over a two-week operation (originally a 2 day operation).

1.4.6. Pet evacuee requirements and policies.

1.4.7. Special medical, logistical, or communication requirements based upon evacuee situation.

1.4.8. Local embassy / Chief of Mission plans for notification, recall, alert, and assembly actions (Warden/Recall system).

1.4.9. Local embassy / Chief of Mission NEO assembly plans and host nation support plans.

1.4.10. Special food requirements relating to allergies, religion, etc.

NOTE: The above list is neither prioritized nor exhaustive. Each situation must be evaluated on its own merits.

2. Assumption Testing - Contingency Plans

- 2.1. Assumption Testing: Closely review and coordinate the threat environment and the evacuee situation assumptions with the Ambassador / Chief of Mission's staff and with the higher and supporting military headquarters. Assumptions in question, or which could change, require contingency plans. After the initial plans or orders are completed, a continual review of the assumptions is also critical to ensure an evolving situation does not invalidate key assumptions and put the NEO mission accomplishment in jeopardy. Well thought out contingency plans with execution triggers (conditions for execution) can greatly assist this process.
- 2.2. Examples: Listed below are a few examples of assumptions for a NEO mission and the resulting actions that came out of a close review of the assumptions. These are only examples. Each situation will have a distinct set of assumptions that are specific to a given situation or mission.

Assumption #1: An Aerial Port of Embarkation (APOE) will be available within the host nation.

If this is false, then a forced entry operation to seize an airfield may be required or evacuation will have to be via land or by sea. Contingency plans for these operations must be prepared.

Assumption #2: All evacuees will be alerted and assembled as planned.

If this is false the time line will be extended; operations to secure and bring noncombatants to the APOE or SPOE may be required. Contingency plans to secure assembly areas and movement of evacuees to the APOE or SPOE are required.

Assumption #3: Military aircraft will be available for movement within 48 hours.

If this is false it will invalidate the evacuation time line. Therefore, based upon the threat and evacuee situation, contingency plans for securing and supporting evacuees for extended support periods may be required and effect the composition of forces (i.e., some limited support and logistics may accompany the NEO TF even for estimated short evacuations ops situations).

Decision #2 - What is the Planning Framework for the NEO Mission?

Planning Framework - NEO Operational Phases and Conceptual Framework and. It is essential that joint, multinational, and coalition NEO planning be based upon a common framework.. This is best addressed by outlining a common base line for the operational phases of the mission and agreement of conceptual framework of the major actions and events within the operational phases.

A common phasing and conceptual framework are not meant to restrict NEO planning; rather, they are intended to provide a start point for a common frame of reference, common terminology, and an outline of common sequential (and parallel) events for a NEO mission. In some cases, this framework will use multiple terminologies for a common event to capture the variations among nations (with a focus on the function for the event).

1. **NEO Operational Phases:** Operational level planning is the link between tactical and strategic objectives and is the arrangement of forces in time, space, and purpose for synchronization and integration at the JTF / CTF, interagency, and multinational force level. The operational phasing for NEO missions is one of the key tasks for NEO TF planning.

Figure D-1-A.2 and D-1-A.3 are the initial templates for the NEO OPLAN / OPORD (Campaign Plan) phases. They are primarily dependant upon the threat environment present. These broad templates are only provided as a start point and are not intended to restrict flexibility in the naming and numbering of phases for NEO. This is situational dependant and the prerogative of the NEO TF Commander.

Phase 1: Predeployment - Alert - Activation (Preparatory)

Phase 2: Deployment - Initial Control Operations (Preliminary)

Phase 3: Evacuation Operations

Phase 4: Intermediate and Final Safe Haven Operations (if required)**

Phase 5: Withdrawal - Redeployment

** Can be part of Phase 3 as a subphase.

Figure D-1-A.2: Operational NEO Phases for Permissive NEO Operational Environments

The following phase terminology is functionally oriented. Further, it attempts to integrate various nations' terminology into one descriptive set for each NEO phase. Again the number of phases and terminology are flexible; the above serves only as a starting point for planning by the NEO TF.

Phase 1: Predeployment - Alert - Activation (Preparatory)

Phase 2: Deployment - Entry - Security Established (Preliminary)

Phase 2A: Deploy and establish ISB / FMB

Phase 2B: Entry Operations (Unopposed or Forced Entry Operations).

Phase 2C: Secure Evacuees

Phase 3: Evacuation Operations

Phase 4: Safe Haven Operations (if required)**

Phase 5: Withdrawal - Redeployment

** Can be part of Phase 3 as a sub-phase.

Figure D-1-A.3: Operational NEO Phases for Uncertain & Hostile NEO Operational Environments:

2. **NEO Conceptual Framework:** The framework for NEO CONOPS with the critical events for each phase is outlined below and visually depicted in Figure D-1-A.4 and D-1-A.5. Phase 5 "Withdrawal and Redeployment" is not visually depicted since this is a standard phase common to all military operations. These concepts have repeatedly been validated historically by many nations and are accepted by most nations.

2.1. **Phase 1 -- Predeployment (Preparatory):** Situation deteriorates, strategic assessment team deploys to embassy, command and control identified, Warning Order issued, NEO TF activated, NEO Forward Liaison Element (FLE) deploys to embassy, NEO TF Liaison and Planning Teams deploy to appropriate HQs, and NEO TF Coalition Coordination Centre established. Execute Order issued.

2.2. **Phase 2 -- Deployment (Preliminary):** NEO TF marshals, deploys, secures ISB/FMB and FOB if required, secures evacuees, gains control of the situation. Secures evacuation sites as required (Assembly Area (AA), Evacuation Control Centre (ECC), and critical nodes as required by threat situation).

2.3. **Phase 3 -- Evacuation Operations.**

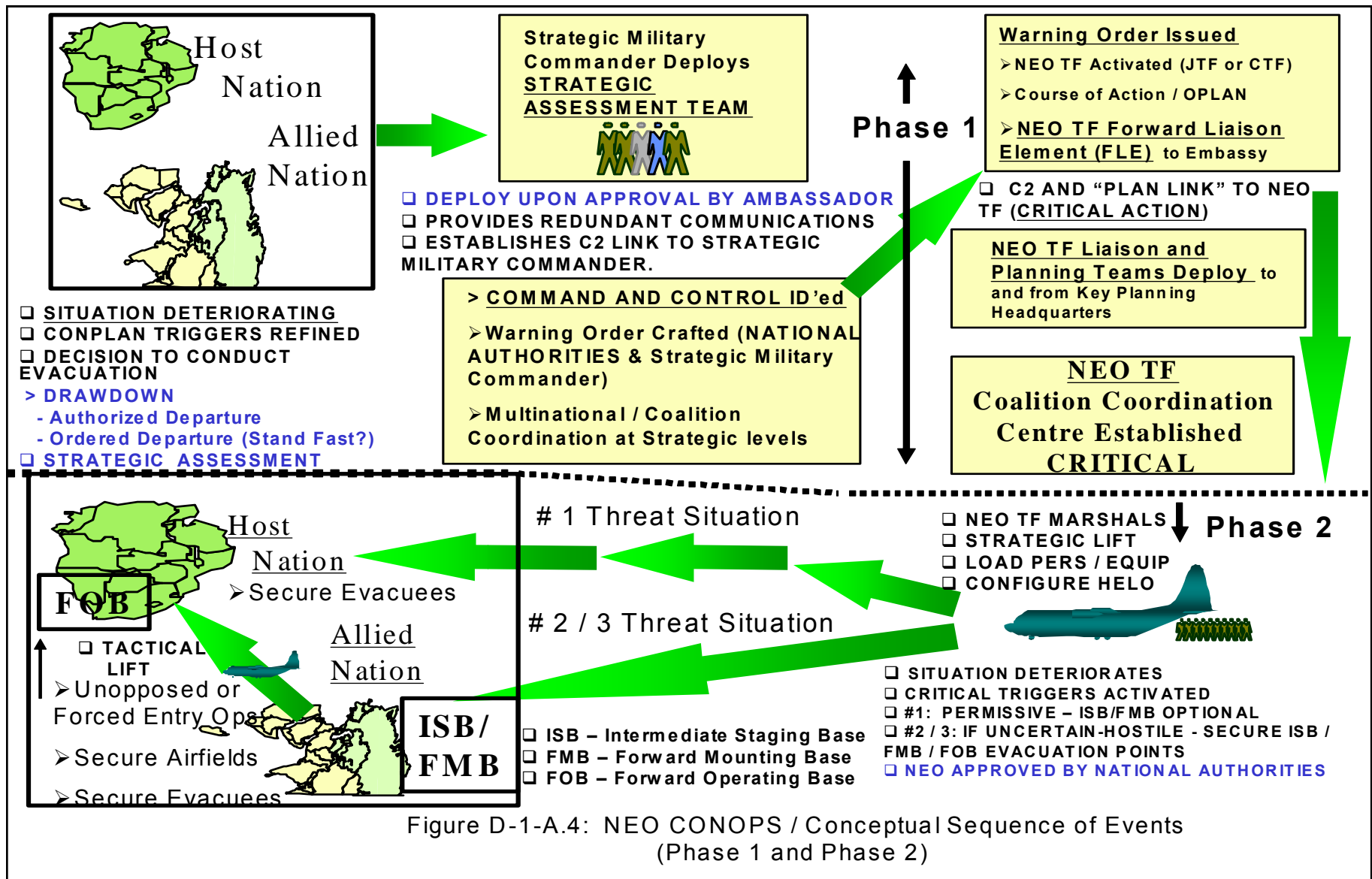
2.3.1. Reception Centres & assembly areas: Alert, Assemble, Initial Processing, and Security

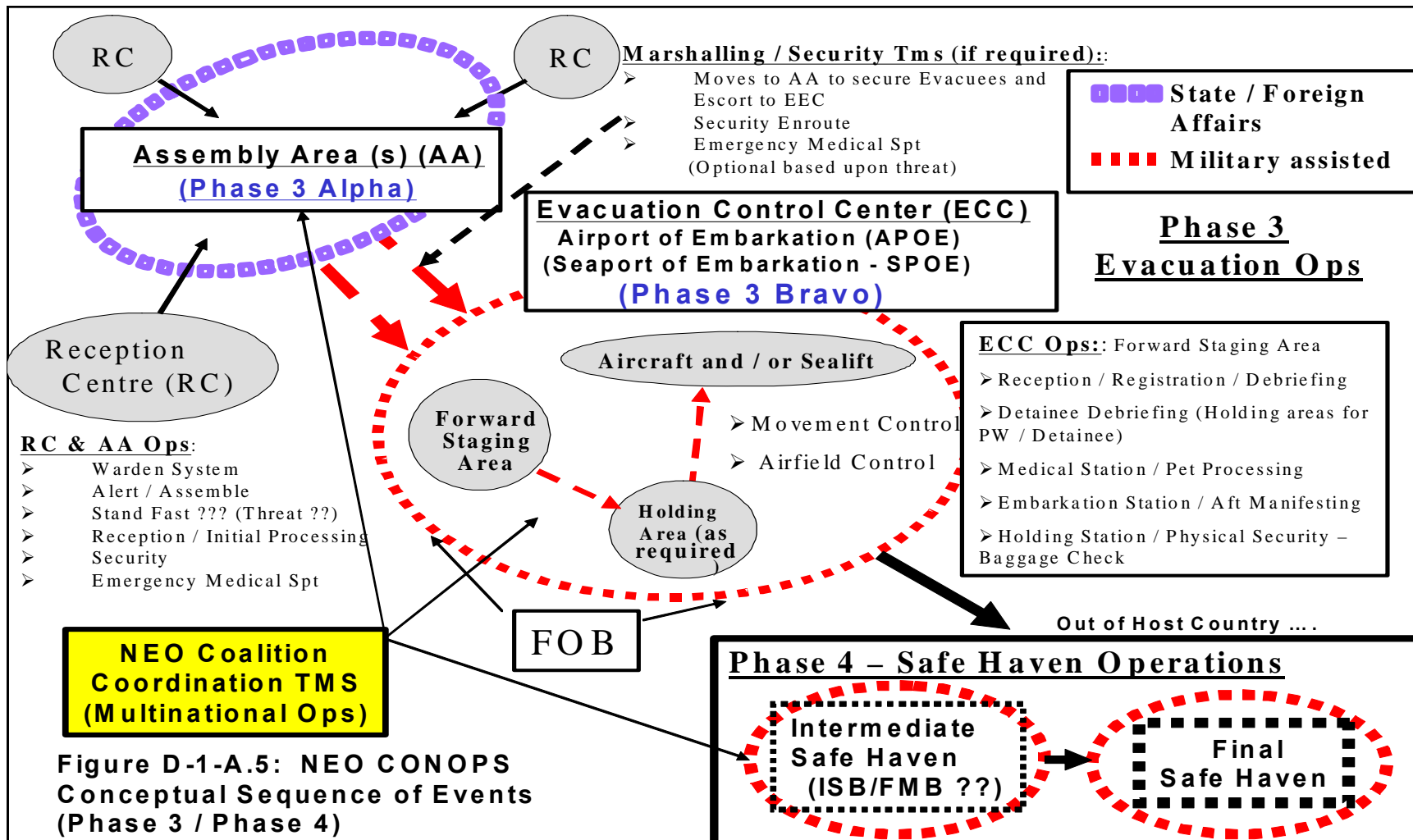
2.3.2. Marshalling and movement to evacuation point: Military assisted if required by threat.

2.3.3. Evacuation Control Centre: Receive, process, and prepare for movement – depart

2.4. **Phase 4 -- Safe Haven Operations.** Intermediate location (ISB / FMB) out of host nation for rapid turn around of aircraft sorties and securing evacuees in safe area. Follow-on movement into safe havens.

2.5. **Phase 5 -- Withdrawal - Redeployment.** Closing of embassy; withdrawal operation (possibly combat withdrawal).





NOTES:

- (1) Deployment of NEO Coalition Coordination Teams is critical for fully coordinated multinational evacuation operations. These teams (Foreign Affairs / Military) represent their various nations at the critical nodes within the evacuation process.
- (2) During planning and coordination with the embassy / Foreign Affairs office, clearly establish who is responsible for actions within the evacuation process. The NEO TF provides security and support to the embassy / Foreign Affairs office that runs the registration and processing of evacuees. However, in emergency situations the military may be required to perform the majority of tasks in-country (with embassy assistance) due to the threat situation. Further, the military will normally secure and run the ISB / FMB out of country (which can be the intermediate Safe Haven).

Decision #3 - How does the NEO TF Commander ensure plans are fully coordinated and integrated with Foreign Affairs, State Department, Multinational, and Coalition military channels?

1. Ensuring Plans are Fully Coordinated and Integrated.

- 1.1. With the increased interdependence of nations within the 21st Century and the increased ability to share, collaborate, and cooperate via secure informational systems, it is prudent to take steps to provide for enhanced multinational NEO planning coordination and cooperation.
- 1.2. Further, the military planning and Foreign Affairs / State Department planning should be fully coordinated and integrated within national strategic, theater strategic, and operational levels. This is imperative for effective mission accomplishment and unity of effort.
- 1.3. The concepts below are options for enhanced coordination and cooperation and can be tailored or adjusted based upon the security concerns and sensitivities present. They are fully scaleable.

2. Multinational Coordination Centre(s) (MNCC) and Coalition Coordination Teams. The MNCC concept is the foundation for all coalition planning and coordination; it is essential for effective NEO mission execution. These centres are key organizational concepts for effective coordination and integration of joint / coalition planning actions.

2.1. **MNCC.** [Refer to Part B, Chapter 2: Multinational Coordination Center](#) for details.

2.2. **Coalition Coordination Teams.** Respective nations cooperating or participating within a given JTF / CTF Area of Operations (AO) deploy Coalition Coordination Teams to the established MNCCs. The Coalition Coordination Team differs from Liaison Officers in that they have a full planning responsibility within their structure (the degree and depth of which is dependent upon the planning requirements).

2.3. **Coalition Coordination Teams Deployment to Critical Evacuation Nodes:** Each nation participating within a multinational NEO should deploy Coalition Coordination Team(s) made up of Foreign Affairs / State Department personnel (and military personnel) positioned at the three critical nodes within the evacuation framework. Following are the critical evacuation nodes for the Coalition Coordination Teams:

2.3.1. **Team #1: Assembly Areas.** May require multiple teams if substantial number of evacuees is expected or if multiple assembly areas are required.

2.3.2. **Team #2: Evacuation Control Centre (ECC):** A critical team for final processing and manifesting prior to departure from the host nation. Again multiple teams may be required if there are multiple ECCs.

2.3.3. **Team #3: Intermediate Safe Haven:** Another critical team for the processing of an nations' evacuees upon arrival is located at this site. Normally, when there are multiple nations involved in a NEO evacuation, the Intermediate Safe Haven (or Temporary Safe Haven) serves as the location where the evacuees are separated by nation and processed for movement back to designated home countries or other destinations as directed and coordinated by their respective nations. Final processing for movement and security checks are also made at the Intermediate safe haven.

3. Special Assessment and Planning Liaison Teams. These teams are essential to ensure thorough coordination and planning is accomplished with Foreign Affairs / State Department (Ambassador / Chief of Mission), higher headquarters, supporting agencies and other coalition nations participating within the NEO mission.

3.1. **Strategic Military Assessment Team (SAT).** Deploys prior to the activation of a JTF or CTF at the onset of a crisis and is deployed by the Supported Strategic Commander to the embassy HQs within the host nation (refer to Figure D-1-A.4). The SAT deploys early in a crisis to the embassy upon approval by the Ambassador/Chief of Mission. This team deploys to the host nation to assess the situation for the Supported Strategic Commander. This team establishes redundant communications links with the embassy, and assists in identifying the broad NEO mission requirements. They also provides valuable in-country situational awareness (reconnaissance capability) for the Supported Strategic Commander.

- 3.2. **Forward Liaison Element / Forward Command Element (FLE / FCE):** This is the JTF / CTF forward planning, liaison, and command element that deploys upon activation of a JTF / CTF command, with the approval of the Ambassador/Chief of Mission and upon issuance of a warning order for possible NEO mission execution.
- 3.2.1. The term FLE and FCE are interchangeable, but the use of FLE may be more acceptable within diplomatic channels during crises action periods (the term command can have unintended consequences when received by host nation governmental agencies, local or international press media, and NGOs / IOs).
- 3.2.2. It conducts detailed planning and coordination with the Ambassador/Chief of Mission staff for the NEO TF Commander. It is the means by which military and foreign affairs / state department planning is fully integrated. Further, this team ensures the JTF / CTF commander fully understands the Ambassador / Chief of Mission's perspectives and requirements.
- 3.2.3. The FLE has the ability to split its personnel so planners can remain at the embassy while the remainder of the FLE can act as the advance element for the NEO TF's deployment at the arrival airfield or forward operating base (FOB).
- 3.2.4. This element can deploy in echelon with a small planning party initially deploying followed by a more robust element as the planning matures and JTF / CTF advance party personnel are required in-country for preparation of the main NEO TF deployment. Ongoing operational and logistical planning, continuous reconnaissance capability, robust and redundant communications, and confirmation of on-the-ground coordination (intelligence and situational awareness) are key features of this element for effective NEO mission effectiveness.
- 3.3. **NEO TF Liaison Teams and Planning Teams.** These teams ensure liaison and detailed planning are present with higher headquarters, supporting agencies, and other key nodes essential for effective NEO mission execution.
- 3.3.1. **Higher Headquarters.** JTF / CTF Liaison and Planning Teams should be immediately deployed to the supported strategic commander's headquarters for liaison throughout the NEO mission. The Liaison Team's Officer in Charge is the direct representative with the NEO TF's higher headquarters.
- 3.3.2. **Key Supporting Agencies.** JTF / CTF Liaison and Planning Teams should be deployed (exchanged) based upon the situational requirements for key supporting agencies. The key point of these teams is to ensure thorough and complete coordination is achieved for critical support and operational execution actions.

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ANNEX B

PERSONNEL RECOVERY

1. **Purpose.** This annex describes the procedures and responsibilities for Personnel Recovery (PR) missions within a Coalition or Combined Task Force (CTF) command.
 - 1.1. PR is the sum of military, civil, and diplomatic efforts to recover and return Isolated Personnel (IP) from permissive, uncertain, or hostile environments. IP may be military or civilian personnel (as designated by the Supported Strategic Commander) separated from their unit or organization (loss of positive and/or procedural control), and are in a situation that requires them to survive, evade, and/or escape while awaiting recovery.
 - 1.2. Efforts towards the IP start at the lowest unit echelon and work their way up the member's chain of command. The component is the primary functional organization that should apply the greatest effort towards the IP.
 - 1.3. PR may occur through diplomatic initiatives, international organizations, Non-Governmental Organizations (NGOs), multinational actions, or through any combination of these options. PR operations include the capability to recover personnel and equipment. PR operations may involve any asset to include air, land, and sea. Sometimes the nearest unit to the IP may be another component's unit and the better choice to execute recovery operations than one's own assets. PR does not include Noncombatant Evacuation Operations (NEO), salvage operations, or the recovery and repatriation of human remains.
 - 1.4. PR is an integral part of military operations. The CTF Commander shall establish a Multinational Personnel Recovery Center (MPRC) to plan and coordinate PR operations in the early stages of forming a CTF (refer to Appendix 1 and 2: MPRC and Personnel Recovery Coordination Cell (PRCC) Functions and Responsibilities). The MPRC can be an organization established for PR purposes or it could be a CTF staff officer assigned PR responsibilities. Subordinate to the MPRC, the PRCCs function as the primary recovery mechanism for the CTF. It is prudent for the CTF to delegate liaison authority between the PRCCs. The MPRC is the CTF Commander's single point of coordination for all information and actions associated with the recovery of IPs and associated equipment within the CTF Area of Operations (AO) to include:
 - 1.4.1. Coordination of PR operations, both within the CTF and with external agencies.
 - 1.4.2. Providing advice to the CTF Commander or designated component commander on PR incidents and requests.
 - 1.4.3. Coordination requests for augmentation to support PRCC recovery operations, as required.
 - 1.5. Along with consistent Force Protection initiatives, operational flexibility, interoperability, multi-system redundancy, speed, surprise and overwhelming force are the primary factors in successful PR operations. PR operations may extend across national lines of responsibility. National Liaison Officers (LO) assigned to the CTF Multinational Command Center (M-CmdC) must also support the MPRC.
- 1.6. **There are four general categories of PR operations:**
 - 1.6.1. **Deliberate.** An operation or mission planned and executed with the specific intent of recovering IP. Refer to Appendix 3: Multinational Personnel Recovery Planning.
 - 1.6.2. **Alert.** An operation that uses forces placed on alert specifically for PR. These forces typically apply previously established standards to mitigate the risk involved with executing a PR mission without deliberate planning and enable a rapid recovery of the IP.
 - 1.6.3. **Opportune.** Recovery affected by air, land, or maritime forces who encounter IP during the normal course of their activities. In such cases, recovery may originate at the lowest organizational level aware of the situation. Opportune recovery could pose additional risks associated with an ad hoc mission. In all cases, the MPRC must be informed of the intended recovery effort in order to assist

commanders in achieving situational awareness. In addition, the unit performing the recovery may not be able to return IP to designated locations and will need recovery force assistance.

1.6.4. **Unassisted.** IP independently exercise their capability to return to positive and/or procedural control.

2. Responsibilities.

- 2.1. **Strategic Commanders.** The Supported Strategic Commander has the primary authority and responsibility for PR in support of multinational forces. The Supporting Strategic Commanders from the other nations participating in multinational operations shall integrate their respective nations' PR requirements, capabilities, and guidance.
- 2.2. **Participating Nations.** Responsible for training and equipping their personnel in survival, evasion, and escape, as required. Personnel must be prepared to evade and survive until recovery. Nations are also responsible for the post-recovery administration of their IP following CTF debriefs.
- 2.3. **CTF Commander.** Responsible for PR within the CTF AO. The CTF Commander shall establish an MPRC responsible for coordinating PR functions.
- 2.4. **CTF Component Commanders.** Shall establish a PRCC responsible for coordinating PR functions within its component and, if delegated, between the other CTF components.
- 2.5. **CTF National Command Elements.** Shall designate a National LO capable of advising the MPRC on national matters that assist in the recovery of IP.
- 2.6. **MPRC.** Monitors and coordinates Multinational PR operations, delegates liaison, planning, recovery launch and recovery execution authority when feasible. Primarily supports PRCC's with Commander Directives, Intent, Public Affairs (PA), Information Operations (IO), and Intelligence Surveillance and Reconnaissance (ISR).
- 2.7. **PRCC.** Monitors and coordinates component PR operations. Ensures reporting to the MPRC and all other PRCCs. All requests for assistance must be routed through the MPRC. PRCCs are the "primary" mission monitoring, planning, and recovery mechanisms within the CTF.

3. Organization.

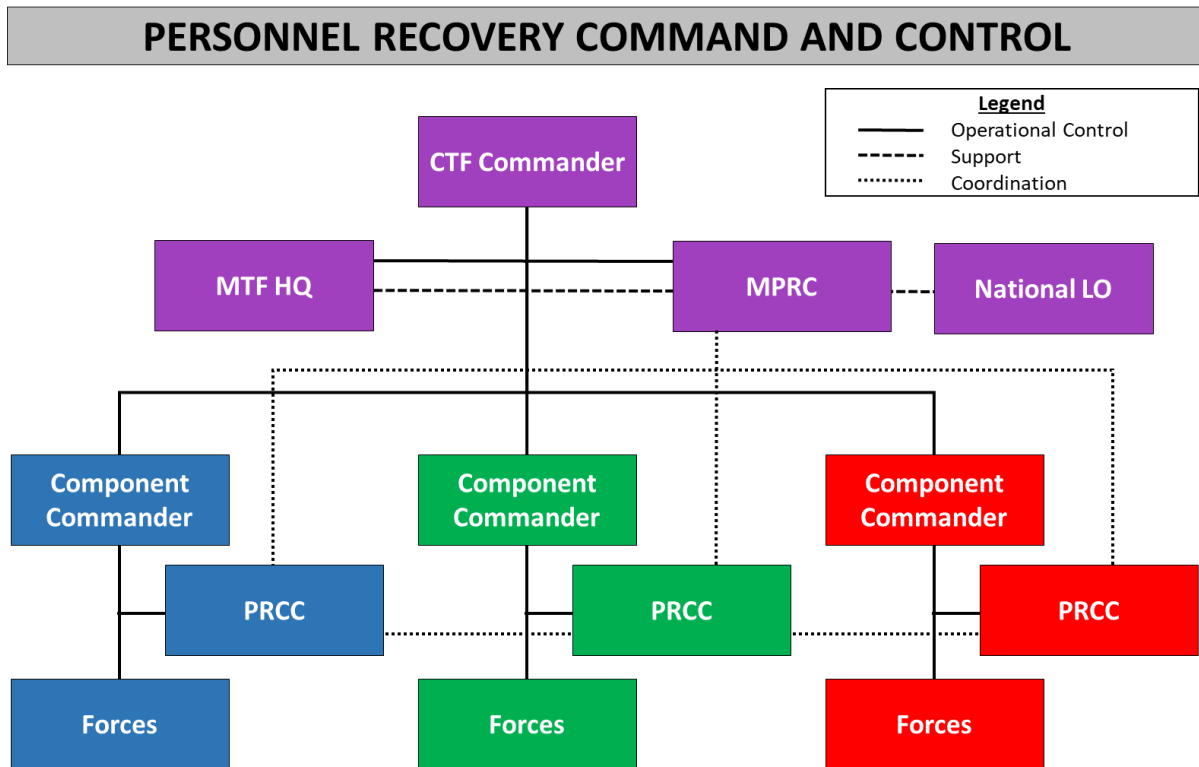


Figure D-1-B.1: Personnel Recovery Command and Control

4. Concept of PR Operations.

- 4.1. PR planning must be integrated into each step of the planning process. The PR system is centered on five tasks (Report, Locate, Support, Recover, and Reintegrate) and supporting activities. These must be accomplished when an isolating event has occurred in order to achieve successful recovery. The capability to complete each of these tasks does not reside within a single entity, but instead resides among all command and staff elements (including components), recovery forces, and IP.
- 4.2. It is important to understand these tasks are iterative, but cannot start before receipt of a report. Reports and locations must be validated, and location be continually validated by multiple sources until recovery occurs. Support is very broad; it can be in the form of public affairs or operations that prepare the battlefield for eventual recovery. Recovery is the physical act of the IP's return and history has shown speed usually equals recovery success. Reintegration is our effort to provide for the overall wellbeing of the IP and, if applicable, gather useful information for the CTF. The MPRC and PRCCs must be prepared to action all PR tasks and manage multiple isolating events. Events may be singular, consecutive, or multiple.
- 4.3. The following diagram shows the PR planning factors and execution.

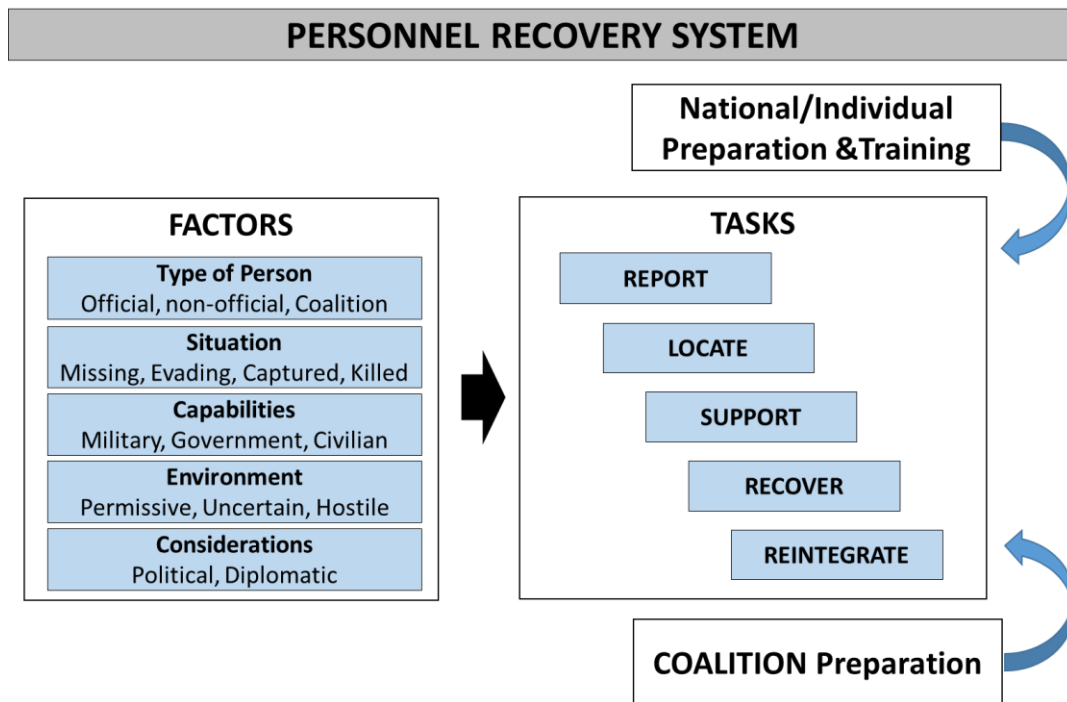


Figure D-1-B.2: The Personnel Recovery System

4.4. **Planning Factors:** While a recovery operation is planned in accordance with CTF SOP, planners should be aware of the following:

- 4.4.1. Details of personnel to be recovered (e.g., legal status, civilian/military, training, citizenship).
- 4.4.2. Situation (e.g., missing, captured, evading, killed).
- 4.4.3. Environment (e.g., permissive, uncertain, hostile, climate).
- 4.4.4. Capabilities (e.g., assets and resources available within the CTF and those required outside the CTF)
- 4.4.5. Other Considerations (e.g., media, social media, non-governmental actors, international agreements, status of forces, international organizations, NGO's, missions and operations).

4.5. **PR Tasks:**

- 4.5.1. **Report.** Actions taken to notify the appropriate organizations that personnel are or may be isolated. The Report task begins with recognition of an isolating event and ends when the CTF Commander, or as otherwise delegated, is notified. Anyone can report an isolating event based on actual sightings, missed report times or waypoints, intelligence collection assets, etc. It is important for the PR planner to develop reporting procedures that take advantage of existing accountability procedures, and develop systems to ensure pertinent elements of information are rapidly passed to all appropriate organizations. Reports must be passed as quickly as possible to the MPRC, initiating the Locate task.
- 4.5.2. **Locate.** Actions taken to precisely find and confirm the identity of IP. This task starts as soon as the report of IP is received and continues until the IP is recovered. Locating and authenticating may be accomplished by any available means (e.g., intelligence collection assets, airborne, space-based, surface-based, and sea-borne command and control nodes, commercial aircraft, the IP's wingman, etc.). The location and identification of IP must be maintained throughout the mission.
- 4.5.3. **Support.** Actions taken to ensure the mental, physical, and emotional sustainment of the IP. The Support task begins the moment IP is reported missing or isolated and ends with the initiation of the Reintegrate task. Once the IP have been located and authenticated, operational support efforts will

intensify. These efforts can include establishing communications, morale-building support, enemy suppression, dropping caches/bundles, or providing directions to a cache. It may also encompass the protection of IP from capture and, as necessary, the disruption of any adversary response to friendly PR operations. Support should include more than operational support, but also other CTF and contributing nation support mechanisms (casualty reporting, public affairs, family support, etc.).

4.5.4. **Recover.** The process of coordinated actions and efforts of commanders and staffs, recovery forces and IP to bring IP under the control of a recovery force. The Recover task starts when there is a redirection or launch of recovery forces or the initiation of diplomatic/civil processes. The recovery ends when the IP is in the control of the organization responsible for the Reintegrate task. This task includes confirming the location and authentication of the IP in the objective area. Prerequisites for recovery force execution of this task are mission planning, a responsive decision process, and command authorization. It should be reemphasized that the IP has a significant responsibility in the recovery process. Each participating nation maintains various degrees of capability to perform the recovery task.

4.5.5. **Reintegrate.** The CTF may be required to provide medical attention to the recovered individual before the debrief is complete. Actions taken to obtain specific information from recovered personnel focusing on mission essential and captivity-related, time-sensitive information (perishable and actionable). This information should be quickly turned around and provided to operators in theater, as well as to the general intelligence community. The debrief occurs as soon as possible after the event and focuses on the recovered IP's account of the overall isolation event to evaluate the value and adequacy of the preparation, products, and services provided to them. Note: The debriefing team should include membership from the recovered person's nation and encompass a readjustment period focusing on the health and well-being of the recovered personnel. The late stages of the task are the responsibility of the recovered persons' nation.

5. PR in support of Humanitarian Assistance Disaster Relief (HADR).

5.1. Coalition PR assets that have robust rescue capabilities can benefit in a disaster if they are in proximity to the event when it occurs. If not, the majority of the time deploying a large scale amount of rescue assets to a disaster location becomes detrimental to limited space and weight needed for relief efforts.

5.1.1. The primary responsibility of military rescue capabilities is to the military relief efforts in the event of a mishap.

6. Reference. United States Joint Publication 3-50 Personnel Recovery.

Appendices:

Appendix 1: MPRC Functions and Responsibilities

Appendix 2: PRCC Functions and Responsibilities

Appendix 3: Multinational Personnel Recovery Planning

Appendix 4: Component Quad Chart

Appendix 5: PR Reports

Appendix 6: Example CTF FRAGO

Appendix 7: Example Multinational Operations Center Missing Person Checklist (Being updated as of July 2019)

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APPENDIX 1

MULTINATIONAL PERSONNEL RECOVERY CENTER (MPRC)

FUNCTIONS AND RESPONSIBILITIES

1. **MPRC Definition.** The MPRC is the CTF Commander's primary coordination center for PR within the CTF. PR support may be offered to personnel outside the CTF, when such assistance is authorized by appropriate authorities or by previously approved agreements. The CTF Commander should grant authority to the MPRC to plan, coordinate, and monitor PR missions, and to integrate PR activities with other operations and activities in the assigned AO. The MPRC should be integrated into the Multinational Command Center (M-CmdC) within the CTF headquarters or designated supported commander's appropriate operations center. The MPRC should be capable of engaging all participating nations and functional components to provide 24-hour coverage in the event of an isolating event when the components require assistance.

1.1. Functions.

- 1.1.1. Clearly identify the MPRC's authority, responsibilities, and support requirements.
- 1.1.2. Establish command relationships and clearly articulate procedures required to employ multinational PR forces throughout AO.
- 1.1.3. Establish PR architecture and disseminate information across the PR enterprise.
- 1.1.4. Develop IP guidance.
- 1.1.5. Develop a comprehensive PR Plan for the AO including PR checklists.
- 1.1.6. Establish PR reporting requirements for PRCCs.
- 1.1.7. Coordinate and disseminate responsibilities and procedures for launch, pre-position, and execution criteria.
- 1.1.8. Develop a multinational force PR communication plan; use existing plans if available. Coordinate with applicable directorates to ensure the MPRC has sufficient and redundant secure communications.
- 1.1.9. Establish reintegration and post-isolation plans.
- 1.1.10. Coordinate, plan, and monitor PR events in the AO.
- 1.1.11. Integrate PR into CTF operations and planning.
- 1.1.12. Review all PR plans and orders for consistency with CTF planning.
- 1.1.13. Coordinate PR requirements between components, nations, and International Organizations (IO)/NGOs, etc.
- 1.1.14. If organized as a Component, ensure Civil Military Operations Center (CMOC) has a PRCC.
- 1.1.15. Coordinate with the Special Operations Liaison Element (SOLE) or Special Operations Forces (SOF) LOs.
- 1.1.16. Identify multinational and/or unit PR intelligence requirements. Use intelligence to support theater PR planning and operations, and establish procedures and architecture to obtain national level PR intelligence support.
- 1.1.17. Integrate multinational kinetic and non-kinetic actions into PR planning and operations.

- 1.1.18. Coordinate with PRCCs to maintain a current location of IP and status of PR resources.
- 1.1.19. Coordinate with PRCC and associated units to maintain a file on each IP until recovery is complete.
- 1.1.20. Forward pertinent data regarding IP: their status and/or location to applicable units, recovery forces, and others, as required.
- 1.1.21. Coordinate with legal officer for ROE issues, legal status, and other matters as required.
- 1.1.22. Advocate for delegation of PR authorities to subordinate commands.
- 1.2. Plans should be commensurate with the complexity of CTF operations. When the size of the mission does not warrant personnel filling dedicated positions, the duties and functions of the positions identified below may be distributed amongst any MPRC personnel and/or CTF HQ personnel. MPRC mission and duty position requirements that coincide with PRCC mission and position requirements are outlined in APPENDIX 2: PERSONNEL RECOVERY COORDINATION CELL (PRCC) FUNCTIONS AND RESPONSIBILITIES.
- 1.3. Duty Positions and Functions: (All personnel should have PR experience and/or formal PR training).
 - 1.3.1. MPRC Director.
 - 1.3.2. MPRC Deputy Director (If manning allows)
 - 1.3.3. PR Planner (Per shift)
 - 1.3.4. PR Controller (Per Shift)
 - 1.3.5. Dedicated Intelligence Support. (If the CTF does not have established and functioning PRCCs.)
- 1.4. MPRC Director and PR Planner must coordinate with the CTF staff to ensure the staff functions outlined in the PRCC are also accomplished on the CTF staff as well.

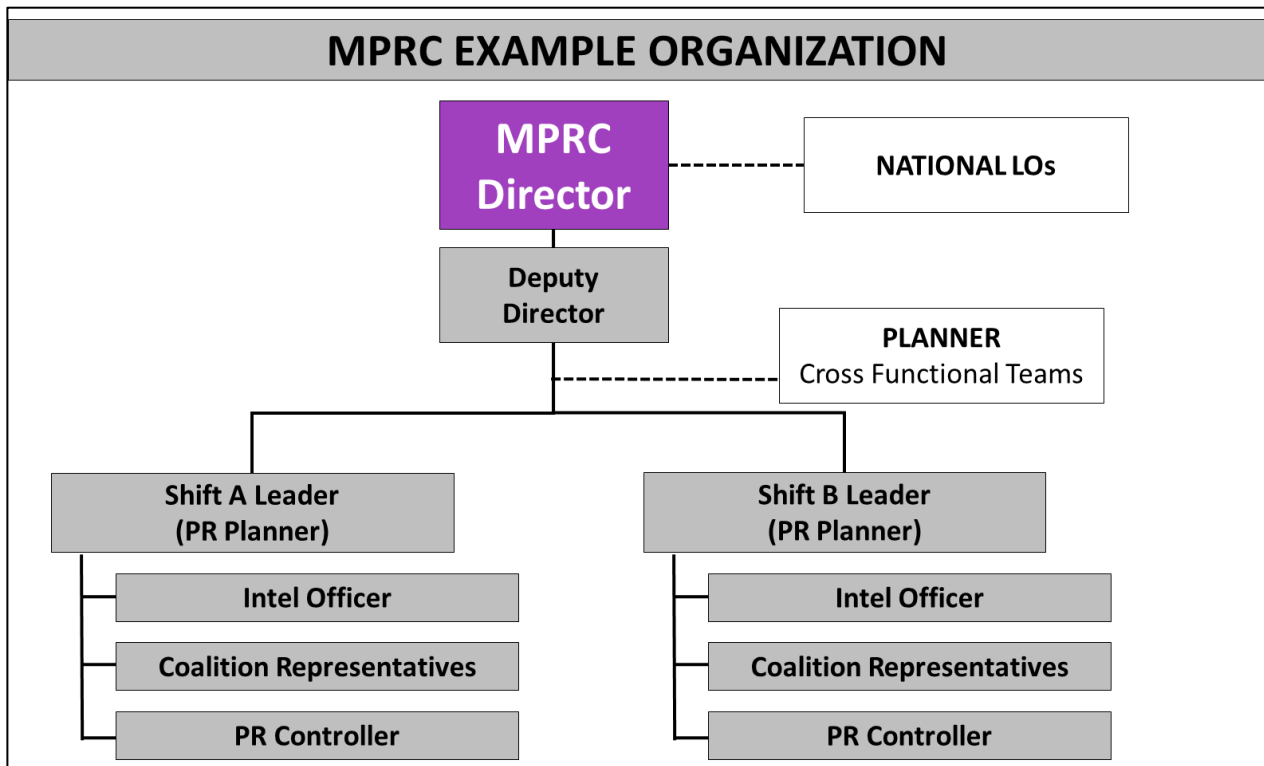


Figure D-1-B-1.1: MPRC Example - Start Point Organization

APPENDIX 2

PERSONNEL RECOVERY COORDINATION CELL (PRCC)

FUNCTIONS AND RESPONSIBILITIES

1. **PRCC Definition.** Component commanders establish a PRCC to coordinate all component PR activities, including coordination with the MPRC and other component PRCCs, or like functions of participating nations. The PRCC should be co-located in the component operations center, or as a minimum, where it can obtain and maintain the best Situational Awareness (SA) of the isolating events and the environment in which they are occurring, and so it can exercise its authority to coordinate and control the execution of the five PR tasks. The PRCC director is responsible to the component commander for the coordination of component forces in the performance of PR missions. The PRCC should be granted authority to monitor and coordinate all PR operations. All requests for external assistance must be routed through the MPRC.
2. **Delegation of Authority.** With speed being a primary theme in a successful recovery, it is imperative that the CTF Commander delegate relevant authorities to the PRCC and subordinate forces. It is a delicate balance between CTF oversight and hindrance when it comes to these critical events. The CTF can mitigate confusion and aid the components by providing clear guidance to the components.
 - 2.1. Example of statements the CTF could use to delegate authority to PRCCs.
 - 2.1.1. Example 1: Inherent in all CTF components is the duty to “see and act” whenever an isolating or potential isolating event is identified. All components staffs and units should draft a recovery plan if a unit’s mission, geographic locations, and Tactics, Techniques, and Procedures (TTP) would aid in an IP’s speedy return.
 - 2.1.2. Example 2: This CONOP and other CTF supporting documentation authorizes immediate execution of any single component recovery of any CTF IP within that component’s positively controlled AO of the Combined Joint Operations Area (CJOA).
 - 2.1.3. Example 3: Component PRCC’s have full Direct Liaison is Authorized (DIRLAUTH) for planning a multi-component PR mission.
 - 2.1.4. Example 4: Components are authorized pre-staging and/or pre-positioning of PR assets while the PR execution plan is at the CTF for approval.
3. **Functions.** The PRCC is the Component functional PR organization. Component’s command and control their personnel and equipment and own the tactical units capable of performing recovery. Whether or not the components are organized by function or service, they must establish a PRCC and deploy forces to cover the component recovery requirements. PRCC shall:
 - 3.1. Understand the PRCC’s authority, responsibilities, and support requirements tasked to them by the Component and MPRC.
 - 3.2. Establish command relationships and clearly articulate procedures required to employ multinational PR forces throughout the component AO.
 - 3.3. Establish component PR architecture and disseminate information across the PR enterprise.
 - 3.4. Ensure PR-trained personnel are assigned to fill critical positions.
 - 3.5. Assist in developing IP guidance.
 - 3.6. Develop a comprehensive PR Plan for the component AO including PR checklists.
 - 3.7. Establish PR reporting requirements for component forces.
 - 3.8. Establish reintegration and post-isolation plans.

- 3.9. Coordinate, plan, and monitor PR events in the component AO.
- 3.10. Integrate PR into CTF operations and planning.
- 3.11. Review all PR plans and orders for consistency with CTF planning.
- 3.12. Coordinate with the Special Operations Liaison Element (SOLE) or Special Operation Forces (SOF) LOs.
- 3.13. Identify multinational and/or unit PR intelligence requirements, use intelligence to support theater PR planning and operations, and establish procedures and architecture to obtain national level PR intelligence support.
- 3.14. Integrate kinetic and non-kinetic actions into PR planning and operations.
- 3.15. Maintain a current location of IP and status of PR resources.
- 3.16. Forward pertinent data regarding IP, their status, and/or location to applicable units, recovery forces, and others, as required.
- 3.17. Coordinate with legal officer for ROE issues, legal status, and other matters, as required.
- 3.18. Maintain a file on each IP until recovery is complete.
4. PRCC should be commensurate with the complexity of the component's operation. Where the size of the mission does not warrant personnel filling dedicated positions, the duties and functions of the positions identified below may be distributed amongst any MPRC personnel and or CTF HQ personnel. At a minimum, manning will be sufficient to provide 24-hour on-call coverage.
5. **Duty Positions and Functions.** (All personnel should have PR experience and/or have formal PR training). Positions listed are for large-scale CTF operations. Controllers and dedicated Intelligence Support should be pared down as component mission dictates. Refer to Figure D-1-B-2.1: PRCC Example – Start Point Organization.
 - 5.1. PRCC Director (and Deputy Director as required).
 - 5.1.1. Responsible to the component for PRCC operations.
 - 5.1.2. Primary advisor to the component for all PR activities.
 - 5.1.3. Coordinates for coalition representative from affected nation(s) to assist with translation and provide specific national details that may affect operations.
 - 5.1.4. Provide input towards refinements of MNF PR SOPs following operations.
 - 5.1.5. Transmits activation messages as the PRCC's level of capability changes.
 - 5.1.6. Designates most capable member on shift as Shift Leader.
 - 5.2. Shift Leader.
 - 5.2.1. Responsible to the PRCC Director and Deputy Director for PRCC operations.
 - 5.2.2. Attend component Cross-Functional Elements (CFE) and inject PR requirements.
 - 5.3. PR Planner (Per shift).
 - 5.3.1. Primary member responsible for coordinating all PR activities.
 - 5.3.2. Lead planner for deliberate PR mission feasibility assessments.

5.3.3. Attend component Cross-Functional Elements (CFE) and inject PR requirements.

5.4. Controllers.

5.4.1. Executes PR checklists.

5.5. Dedicated Intelligence Support.

5.5.1. Provides intelligence information to PRCC.

5.5.2. Maintains SA of the AO as it pertains to PR.

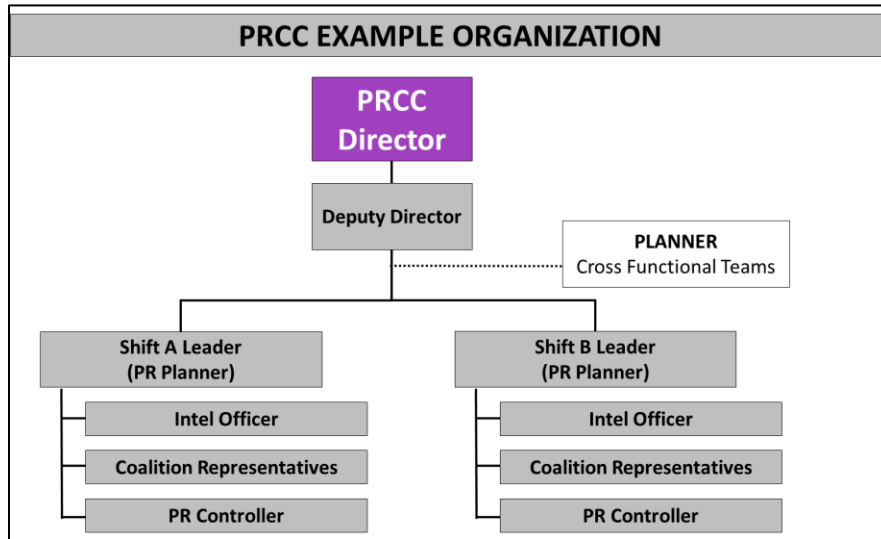


Figure D-1-B-2.1: PRCC Example – Start Point Organization

6. The PRCC must coordinate with the component staff to ensure the following is accomplished:

6.1. Personnel.

6.1.1. Establish procedures to inform component personnel office of missing personnel, updating their status as required. This should include procedures to review C1 Personnel Reports for personnel declared missing in action.

1.1.1. Ensure personnel office is an information addressee on messages regarding isolated personnel.

6.1.2. Establish procedures to ensure the PRCCs are appropriately manned and augmented, as required.

1.1.2. Maintain records of all personnel in an isolated status including Isolated, Detained, Missing, and/or Captured (governmental detainees, hostages, evaders, and other isolated personnel).

6.2. Intelligence.

6.2.1. Ensure High Risk of Isolation (HRI) personnel receive applicable intelligence including current threats and order of battle.

6.2.2. Assist operations personnel in the development of evasion plans.

6.2.3. Perishable and actionable intelligence is gathered during reintegration and post-isolation debriefs.

6.2.4. Establish clear, direct, and expeditious lines of communication with intelligence agencies to coordinate intelligence support to PR operations.

6.2.5. Coordinate, validate, and source requirements for intelligence support to PR.

6.3. Operations.

6.3.1. Recommend to CTF the delegation of authority for pre-position, launch of PR assets, and execution of a PR mission, to include border-crossing authority.

6.3.2. Ensure PRCC is on daily distribution for message traffic in order to maintain SA of current and planned CTF operations.

6.3.3. Ensure HRI personnel develop evasion plans for each mission.

6.3.4. Coordinate with MPRC and components to standardize authentication information within the AO.

6.3.5. Develop plans with civil affairs and PSYOPS to encourage and influence the local populace to cooperate.

6.3.6. Coordinate with Fire Support Cell (or equivalent) and Airspace Control Cell to establish restricted or no-fire zones around IP.

6.3.7. Identify authority to suspend the search for IP.

6.3.8. Ensure IP location is identified on the Common Operating Picture (COP).

6.4. Plans.

6.4.1. Include PR in all operational planning.

6.4.2. Advise the Commander on policy issues that affect PR plans and operations.

6.4.3. Submit Requests for Additional Forces (RFF), as required.

6.5. Communication.

6.5.1. Ensure the PRCCs have primary and secondary communications links with each component PRCC.

6.5.2. Ensure the Multinational Communications Electronics Operating Instructions (MCEOI) and the Communications Annex to the Operations Plan includes PR architecture.

6.5.3. Identify international and designated distress frequencies.

6.5.4. Ensure a single channel Satellite Communication (SATCOM) is designated to support PR Command, Control and Coordination. This net can be designated as an alternative contingency use of an existing net.

6.5.5. Identify frequencies to be used in the PR Communication Plans (COMPLAN) within each specified frequency band for PR use. These should be designated in advance and published in the Special Instructions (SPINS) and the MCEOI.

6.5.6. Ensure a minimum of two frequencies for survival radios have been designated. Ensure frequencies are capable of monitoring low watt radios signals. These should be designated in advance and published in the Special Instructions (SPINS) and the MCEOI.

6.6. Public Affairs.

6.6.1. Advise the Commander on PA issues affecting PR plans and operations.

6.6.2. Provide PA draft public release statement up to the CTF in the event of a PR incident.

6.6.3. Ensure public release statements meet IP nation's privacy and protection guidelines.

6.7. Legal.

6.7.1. Advise Commander on legal issues impacting PR plans and operations.

6.7.2. Monitor ROE for changes and advise PRCC on potential impacts to recovery operations.

6.8. Medical.

6.8.1. Advise the Commander on medical issues impacting PR plans and operations.

6.8.2. Provide medical support to the IP during the Support, Recovery, and Reintegration phases.

6.8.3. Ensure procedures exist to notify appropriate agencies of the medical status and information on isolated and returned personnel.

6.9. Civil Organization Coordination.

6.9.1. If applicable use the Civil Military Operations Center (CMOC) to ensure processes exist to exchange information with NGOs, international organizations, etc. where the IP are not military personnel.

6.9.2. Ensure processes exist to explore non-military options for recovering IP.

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APPENDIX 3

MULTINATIONAL PERSONNEL RECOVERY PLANNING

1. **Purpose.** An important element in executing a recovery is the ability of the MPRC and PRCC planners to make rapid feasibility assessments using a planned decision-making process. Consider the PR planning factors to establish the resource requirements to support a recovery mission and then decide on courses of action.
2. **Preparation.** CTF/Multinational Commanders should provide definitive PR guidance as it relates to the assigned missions for the AO. Necessary and sufficient guidance can be an instrumental facilitator in the multinational force accomplishing the PR execution tasks. Every person, process, material, and non-material capability utilized for PR activities must be aimed at one thing — successful recovery of IP. PR success is far more likely if the people involved are properly organized, trained, equipped, and employed, to gain and maintain the ability to process information relevant to Situational Awareness (SA) and take appropriate action. Every CTF PR process, product, or service is aimed at one or more of the following force elements: Commanders and staffs, PR forces, and IP. These force elements should be trained, organized, and equipped to perform PR responsibilities and interface effectively with the other elements in order to accomplish the five PR execution tasks: Report, Locate, Support, Recover, and Reintegrate.
3. **Planning.** During mission analysis and planning processes, Commanders should continually assess operational PR requirements against the force PR capabilities. If the PR capability does not exist, Commanders must either assume or mitigate the risk, or delay operations until the capability is established. Prior to operations commencement within a component and CTF operations center, the CTF PR planners should be integrating PR into the CTF Force Protection plan. CTF Warning and Operations Orders should direct required training for CTF personnel based on the deployment location and/or the mission they will be conducting.
 - 3.1. PR forces and C2 structure must be in place at the start of CTF operations.
4. **PR Feasibility Assessment.** Refer to Figure D-1-B-3.1: Example PR Feasibility Assessment Decision Chart.
 - 4.1. Crisis Action Planning for a PR event in support of an IP comes from the current operations sections of the component and CTF command. Although each PR mission is unique, a preplanned decision process can be built incorporating the known factors from the overall CONOPs.
 - 4.2. Conduct a PR mission analysis to determine what variables may impact a recovery mission to determine the feasibility of the PR mission. Minimum elements of information to consider are communication, authentication, location, intentions, threat, and condition. Mission assessment results must meet predetermined conditions prior to committing forces in hostile or uncertain environments.

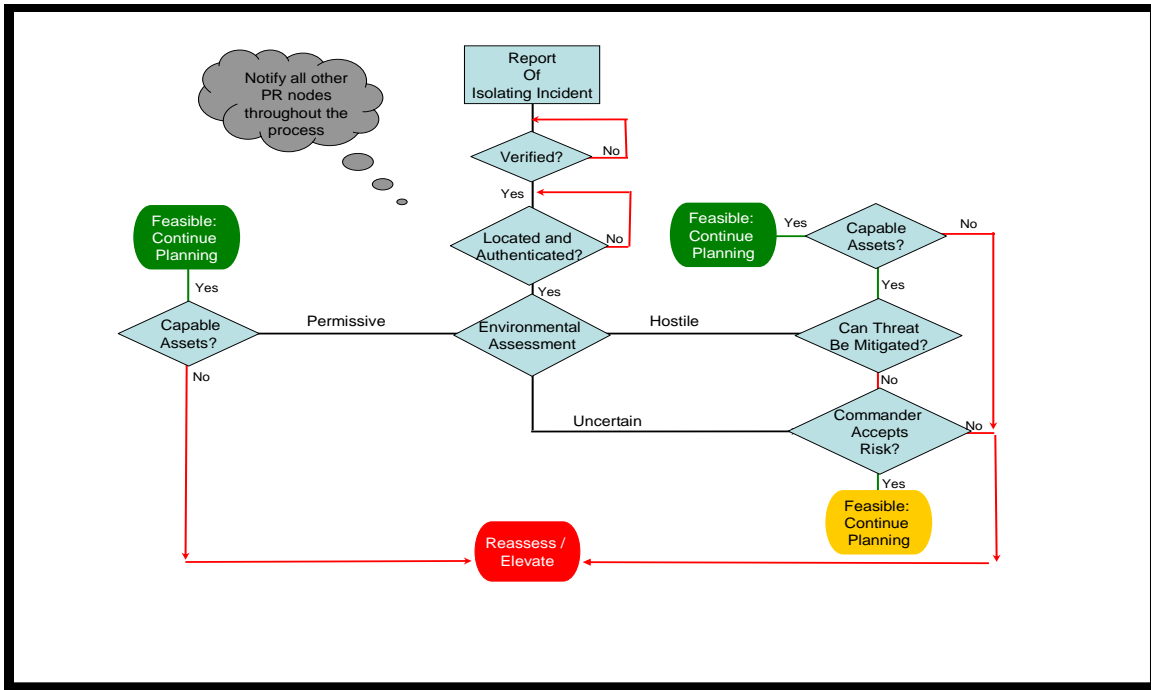


Figure D-1-B-3.1: Example PR Feasibility Assessment Decision Chart

5. Planning Factors. Refer to Figure D-1-B.2: The PR System (located in the main PR Annex) for an overall perspective on the planning system. The following factors influence the development of the PR Plan. This list of factors is not exhaustive, but is designed to stimulate discussion and deliberation. This information should have been utilized in performing the initial PR feasibility assessment. Where appropriate, that information can be transferred into the deliberate planning process to shorten planning timelines.

Note: At times, it may be prudent to conduct collaborative planning between the CTF and the component command level simultaneously by having the MPRC and PRCC Directors lead an operational planning team (OPT) session with participation by key representatives from both commands to develop PR Courses of Action (COAs) to recover and reintegrate the IP.

5.1. Isolated Person. Medical condition, level of Survival, Evasion, Resistance, Escape (SERE)/PR training, intended actions after isolation (refer to evasion/emergency plan of action), equipment/food/water on hand, communications equipment, authentication information, nationality, legal status, and military or civilian.

5.2. Situation. The PR situation may include: time of incident, number of IP, cause of the isolating event, type/number/color of vehicle/aircraft to include last known location, speed, course/direction, CTF intent/CONOPS, authentication, communications for coordination and execution, the IPs familiarity with communication procedures, and the ability to communicate with recovery forces (secure or non-secure).

5.3. Environment. Impact on the IP to include weather/climate, astronomical conditions, terrain, etc. Consideration must also include whether it is a permissive, uncertain, or hostile environment; whether it is within the AO, or across/close to a friendly, neutral, or hostile border. Use this information to determine the possible effects on the execution, timing, and tempo of the PR missions.

5.4. Considerations. The level of risk a commander is willing to accept. Threats should be evaluated by the MPRC or PRCCs to determine the appropriate recovery method. The use of a Risk Assessment/Threat decision matrix may assist in the recovery decision process. Finally, review the mission constraints and restraints.

5.4.1. Force Placement, precautionary planning, alert postured recovery forces, pre-position of PR aircraft, ships, ground forces, and/or facilities.

5.4.2. The composition of air, ground, and maritime platforms/equipment to execute a successful recovery.

5.4.3. Guidance for developing PR ROE.

5.4.4. Policies and procedures for completing evasion/emergency plan of actions.

5.4.5. Policies and procedures to communicate PR information and requirements to all personnel in the AO.

5.4.6. Differing multinational force PR capabilities and doctrines.

5.4.7. The CTF procedures for conducting PR (e.g., standardized checklists and processes for evasion aides, ISOPREPs, recovery mission planning, intelligence support to PR, reintegration support, etc.).

5.4.8. C2 capabilities.

5.4.9. Properly equipped personnel to support IP with:

- i. Effective communication. (e.g., compatible or interoperable radios, emergency locator transmitters [ELTs], cell or international maritime satellite phone, GPS devices, Personal Locator Beacons [PLB], and/or alerting devices).
- ii. Protection from adversary threats, environmental conditions, etc.
- iii. Morale support to maintain mental well-being and positive attitude.
- iv. Resupply kits and exercised resupply delivery capability.
- v. SA to enable them to make rational decisions.

5.4.10. Map and chart coverage of the entire AO.

5.4.11. Policies and procedures for coordinating reintegration and post-isolation support of IPs.

5.4.12. Procedures to collect lessons learned and forward them through the proper channels.

5.4.13. International law and arrangements, bilateral and multilateral agreements, and Status-of-Forces Agreements (SOFAs).

5.4.14. Media/Social Media coverage and implications.

5.5. **Capabilities.** PR planners develop COAs for Commanders based on available forces and resources.

5.5.1. Prior planning assists operators in tasking recovery assets as they become available in a maturing theater of operations. Areas to consider include how long it takes to activate alert forces, what is the impact to divert forces from other missions, are their constraints/restraints limiting options (such as the tactics, training and capabilities of available recovery or supporting forces).

5.5.2. Commanders and PR planning staff should be aware that nonmilitary means may also exist to execute the recovery mission and that MNF member states may have additional capabilities not currently committed to the operation, but which could be made available following a request from the Strategic Supported Commander.

6. **Summary.** Successful recovery should equal or outweigh the risk (actual or potential) associated with executing the mission. Recovery operations should not unduly risk isolating additional personnel, preclude execution of higher priority missions, routinely expose certain unique assets to extremely high risk, divert critical forces from ongoing operations, or allow the military situation to deteriorate.

6.1. Commanders at all levels should evaluate these factors before ordering or authorizing a PR mission. PR planners must be aware of the Commander's overall concept of operations and intent, including his vision for integrating known political or legal issues and agreements into the operation.

- 6.1.1. The only way to ensure PR planners are attentive to the Commander's overall intent is to integrate PR into mission analysis, planning Battle Rhythm, and current operations in the CTF Operations Center.
- 6.1.2. PR is not just reactionary. It is mostly pre-emptive. Planners must continually evaluate the mission to adjust guidance, procedures, and assets to accomplish the mission.
- 6.1.3. This knowledge in conjunction with the planning factors discussed above, assists planners in determining the optimum force composition and identify any unfilled requirements.

APPENDIX 4

COMPONENT QUAD CHART

1. **Purpose.** Identify component status of recovery system and capable recovery forces.
2. **Quad Chart.** The quad chart is a four-part slide that the CTF components create and continually update. The quad chart is distributed to the CTF MPRC and other component PRCCs allowing the PR enterprise to quickly reference CTF PR capabilities, contact information, risk decision process, and see unit specific information for those within the component at high risk of isolation.

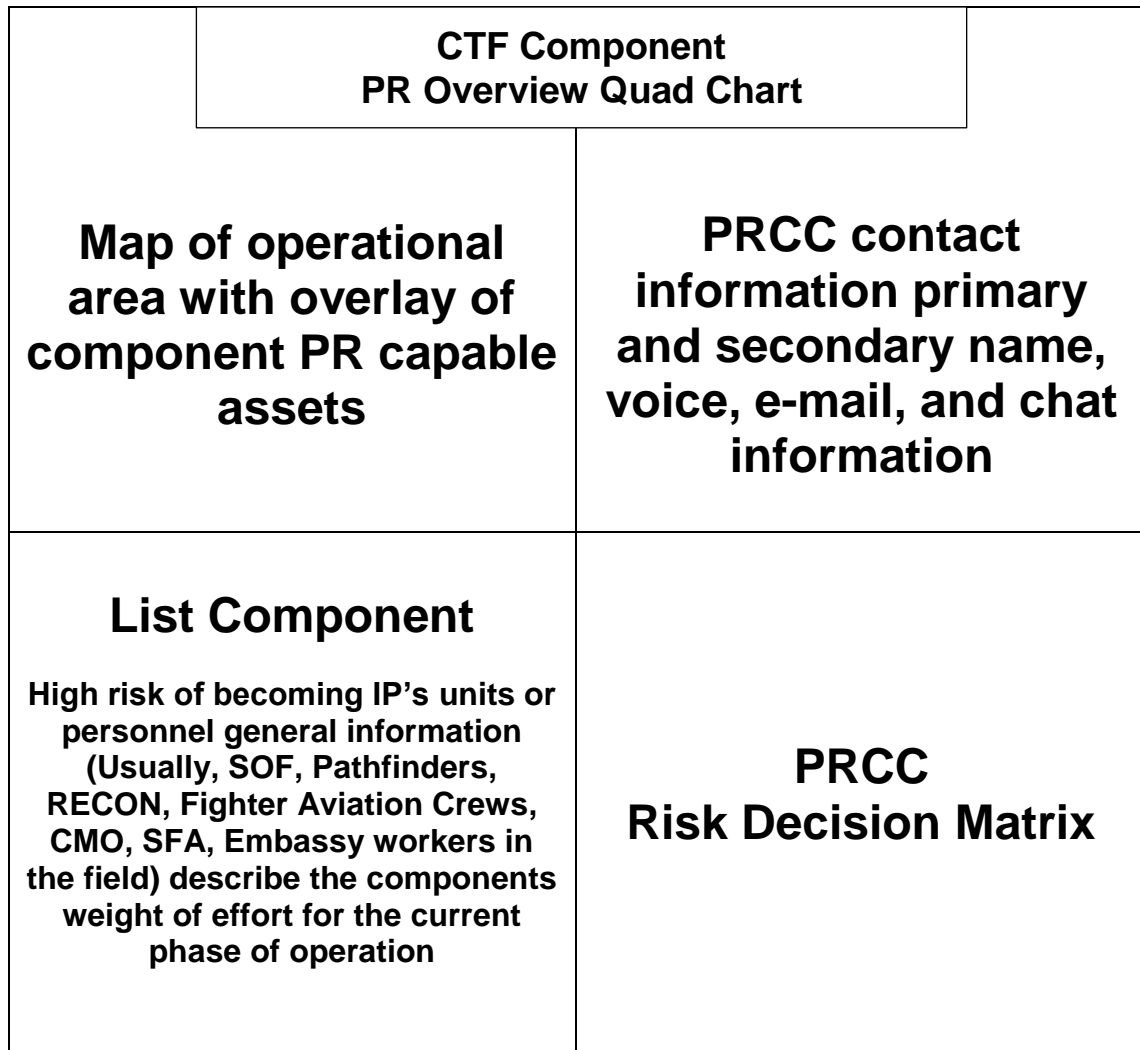


Figure D-1-B-4.1: CTF Component Quad Chart

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APPENDIX 5

PERSONNEL RECOVERY REPORTS

1. **Purpose.** Identify reports necessary to support a PR system after a PR event has been declared.

2. **Reports.**

2.1. **PR Incident Report (PRIR).** Used to report a situation that may require a PR mission. Anyone having knowledge of a potential isolating incident should initiate a voice report followed by a backup record message. Within chains of command, unformatted or other designated message formats may be used up to the PRCC. The PRIR should contain the information below as available. The PRIR should be released as soon as possible, even if some information is missing. Updates will be provided in the Personnel Recovery Situation Report (PRSIT).

2.1.1. Source of isolating event report (witnessed event, overdue, open source, etc.)

2.1.2. Event leading to the isolating incident.

2.1.3. Date and time of incident and last sighting and/or contact with IP.

2.1.4. Enemy activity, terrain (land/sea), and weather data in the isolating incident locale.

2.1.5. Number and nationality of IP and their status and condition.

2.1.6. Location of IP and date/time/source of coordinates (wingman, self-reported, etc.).

2.1.7. Unit and component PR resources available.

2.1.8. Designated areas that may affect the PR mission.

2.1.9. Communications and signal capability of IP.

2.1.10. Any other evidence that IP are still alive, evading or captured.

2.1.11. Contact information for reporting element.

2.2. **Selected PR Reports.**

2.2.1. **PR Situation Report (PRSIT).** The PRSIT provides an update on the status of the PR mission or terminates the PR event. The PRSIT should be transmitted at least once daily from the PRCCs to the MPRC and forwarded as requested by the C3 and CTF Commander.

i. PR mission number (standardized assignment of mission numbers utilizing Command, year, and sequential numbering, example: MNF PR 2019-001, MNF PR 2019-002, etc.).

ii. Status (e.g., in progress, completed, on hold).

iii. Call sign of IP (if applicable).

iv. Type of disabled vehicle (as applicable).

v. Number of IP involved.

vi. Status of IP involved (e.g., isolated, detained, missing, captured, and recovered).

vii. Location of the IP and date/time/source of coordinates.

- viii. IP intentions if known.
 - ix. Narrative — short summary of additional information.
 - x. Contact information of MPRC/PRCC: Name, Phone, Email, etc.
- 2.2.2. **PR Request (PRREQ).** Requests forces to participate in a PR mission. This message is sent from the MPRC to PRCCs and any designated functional Commanders to record arrangements made to employ resources from two or more components to execute a PR mission. The PRREQ should contain the following *minimum* information:
- i. IP: type, call sign, and number of IP.
 - ii. Capabilities required from the various components to support a specific PR mission.
 - iii. Coordinating instructions for resources supporting a specific PR mission.
 - iv. Activity that may affect a specific PR mission (friendly, neutral or hostile).
 - v. Other environmental conditions that may affect the ability to support the mission.
- 2.2.3. **MPRC/PRCC Status Report.** Advises all PR organizations, the CTF HQ and the CMOC of changes to the level of capability in the MPRC or a PRCC, including activation and deactivation.
- 2.3. The CTF must pay particular attention to the means in which these forms are transmitted. A single common communication system will support a rapid and successful recovery by streamlining the information flow.
- 2.3.1. Voice, e-mail, and chat systems are a standard the CTF and Component Command and Control structure need in place to conduct the management of a PR event.
- 2.4. **PR Mission Execution Quad Brief.** Refer to Figure D-1-B-5.1: CTF Component PR Mission Execution Quad Brief.
- 2.4.1. This specific mission quad brief differs from the component quad brief. The mission execution quad brief is detailed to a specific mission.
- 2.4.2. This Mission Execution quad brief does not eliminate the requirement and use of PRREQ and PRSIT.

**CTF Component
PR Mission Execution Quad Brief**

Map of Mission area with overlay of IP location and assets executing recovery	PRCC and PR assets TOC contact information primary and secondary name, voice, e-mail and chat information
List mission execution timeline and details Identify on scene mission commander Identify other component support required	Mission GO or NO-GO criteria

Figure D-1-B-5.1: CTF Component PR Mission Execution Quad Brief

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APPENDIX 6

EXAMPLE CTF PR FRAGO

1. **Purpose.** Provide an example of a CTF directive (FRAGO) for the initiation of CTF recovery operations.

ORDER CLASSIFICATION

FRAGO 0XX PERSONNEL RECOVERY (PR) DIRECTIVE FOR CTF-CG OPORD 0XX (OPERATION NAME)
Version XX

HQ, CTF-CG (OPERATION NAME)
Location
DTG

CTF-CG OPORD 0XX (OPERATION NAME)

This order has been approved for release by the CTF-C3, (C3 name)

REFERENCES

CTF-CG OPORD 0XX (OPERATION NAME) Version XX, DTG

HIGHER HQ EXECUTE ORDER 0XX, DTG

CTF UPDATE BRIEF, Version 0XX, DTG

TIME ZONE USED THROUGHOUT THIS ORDER

MAPS – AS REQUIRED

TASK ORGANIZATION – AS REQUIRED

SITUATION

HIGHER MISSION – AS REQUIRED

ADJACENT UNITS – AS REQUIRED

TASK 1: All components are directed to plan and be prepared to conduct PR events. Components are authorized to freely move PR assets closer to priority areas. If risk in mission so dictates, components shall be ready to support a Combined PR event when directed by the CTF-CG.

Task 2: Components shall establish a Personnel Recovery Coordination Center (PRCC) inside their headquarters IAW CTF OPLAN, Higher HQ Instruction and Joint Directive.

Task 3: CTF will establish a MPRC to track, monitor, and coordinate, and when required direct component efforts during a PR event.

CTF MISSION – SHORT PARAGRAPH

EXECUTION

TASK 1: CTF PR Operations

Reference: CTF-CG OPORD 0XX (OPERATION NAME) Version 0XX

Purpose. Inherent in all CTF component operations is the requirement to account for and execute timely recovery of CTF personnel as required. Components shall develop relevant plans and, establish a command and control system with viable processes to facilitate PR execution tasks.

TASKS IN DETAIL TO COMPONENTS.

TASK 1: Identify primary and alternate PRCC representatives.

TASK 2: Complete and distribute component QUAD chart.

TASK 3: Establish a system to pull IP details from tactical units and push to recovery forces, CTF MPRC and other component PRCCs, as required.

TASK 4: Create and perform rehearsal of PR checklist and associated operation center drills.

TASK 5: Continue to review your component plan as it relates to CTF Information Operation objectives.

TASK 6: Ensure your CMO personnel receive updated Force Protection briefing before operating in austere locations.

TASK 7: Each shift perform communication system checks up to the CTF and down to the tactical units you have identified to perform PR.

TASK 8: Provide the CTF and the Air Operations Center with Special Instruction injects as required.

COORDINATING INSTRUCTIONS AS REQUIRED

ADMIN AND LOGISTICS – AS REQUIRED

COMMAND AND SIGNAL

CTF MPRC POCs - Primary and Secondary – Voice, E-Mail, and Chat

Component PRCCs are authorized direct liaison authority for planning.

When joint or combined PR is required in support of a CTF IP, component C2 will establish which component is supported and which components will support.

If combined or joint PR assets cannot be agreed upon by the component C2, the CTF will delegate who is supported and with which components' assets.

CTF MPRC will be informed of all PR immediately by voice and then in follow up reports.

Components are authorized pre-staging of assets to better support mission execution prior to CTF mission directive.

ACKNOWLEDGE.

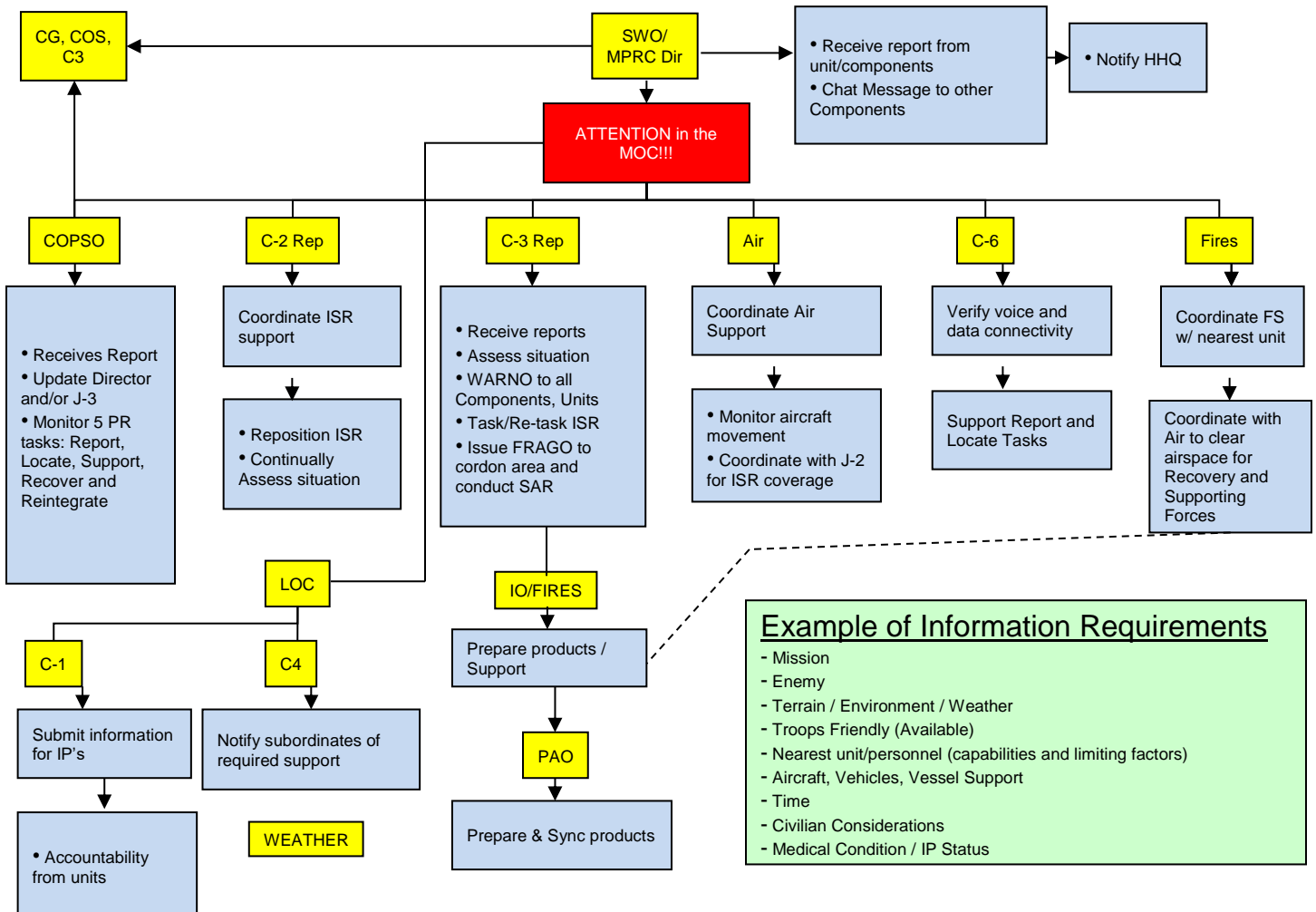
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APPENDIX 7

EXAMPLE – MULTINATIONAL OPERATIONS CENTER (MOC) EVENT FLOW CHART

1. **Purpose:** Provide an example of an immediate action drill taken by the Multinational Operation Center staff to coordinate efforts in support of an Isolated Persons (IP). This flow may not pertain to all isolating events. This is meant to provide planners an idea of what a flow chart should look like and the actions required by MOC staff.

Example -- Isolating Event



EXAMPLE – MULTINATIONAL OPERATIONS CENTER (MOC) EVENT CHECKLIST

2. Purpose: Provide an example of actions/checklist required by the Multinational Operation Center staff to coordinate efforts in support of and recovery of Isolated Persons (IP). This checklist may not pertain to all isolating events. This is meant to provide planners an idea of what items/actions should be considered to affect recovery.

- ☐ Once a notification of a potential isolating event/report is received:
 - ☐ Verify Report and Verify Location
 - ☐ Plot location and share information via email, chat, common operating pictures, monitors, etc.
- ☐ Collect as much data as possible:
 - ☐ Who, What, When, Where, Why/How, and any additional information that may be helpful
- ☐ Gather as much information about IP(s) status/condition:
 - ☐ This could escalate recovery operations, impacting overall risk to force and mission
- ☐ Once isolating event is verified:
 - ☐ Declare Event
 - ☐ Send SARIR to all applicable RCCs, echelons, components, units, etc.
 - ☐ Ensure event declaration is shared via (phone, email, chat, etc.)
 - ☐ Request support (RFF/RFS) from components, units, etc. and gather capabilities, feasibility, limiting factors, etc.
 - ☐ Examples of Data: Hoist, medical, CAS, FLIR, nighttime, HAAR/AAR, Max Range, Loiter Time, how many litters carried, Time of Response (ToR), Time of Flight (ToF), Time on Target (ToT), etc.
- ☐ Get weather/environmental conditions, routine updates, and forecast:
 - ☐ Current, 12hr, 24hr, etc. at IP location, ingress and egress routes of supporting aircraft, and/or recovery aircraft/vehicles.
- ☐ Intel Updates (Air, Ground, Sea, Threats, etc.)
- ☐ Assign/Task supported and supporting commands/units/etc.
- ☐ Establish as applicable:
 - ☐ On-scene Commander (OSC), Rescue Mission Coordinator (RMC), Airborne Mission Coordinator (AMC), Rescue Escort (RESCORT), Rescue Combat Air Patrol (RESCAP), Forward Air Controller (FAC), Joint Terminal Attack Controller (JTAC), and any supporting capabilities that can assist with safety, protection, and recovery of the IP(s).
- ☐ Develop supporting CONOPs and share with all applicable RCCs, components, units, etc.
- ☐ Task the most capable component/unit that can respond the fastest, IOT limit loss of life, limb, eyesight
- ☐ Monitor/Report situation (SARSITS) to all affected, involved, supporting RCCs, components, units, etc.
- ☐ Provide support to IP and family (if applicable):
 - ☐ While SAR operations are being conducted, begin to forward plan for post recovery operations (Debriefs as needed: SERE, Intel, Medical, and Psychological, Transportation, Admin, Legal, Media/Public Affairs, etc.)
- ☐ Once deemed healthy, fit, and mental/emotion/physically stable... Return to Duty
- ☐ Collect all AARs/info from all RCCs, parties, echelons, components, units involved, compile data and Submit a final AAR for all involved.
- ☐ If required, conduct a face-face hot wash/AAR with applicable forces/units/personnel.

ANNEX C

HUMANITARIAN ASSISTANCE / DISASTER RELIEF

1. **Purpose.** This Annex provides background information and guidance for planning and executing multinational military Humanitarian Assistance/ Disaster Relief (HA/DR) operations.
- 1.1. **Assumptions.** The contents of this annex assume that:
 - 1.1.1. The Affected State's response capacity is overwhelmed, and it has requested or accepted the offer of assistance from Assisting States.
 - 1.1.2. The Affected State continues to exercise sovereignty within its territory.
 - 1.1.3. In a Failed State situation, the assisting state may have to assume, in conjunction with international and regional aid and relief agencies, some of the duties of the Affected State.
- 1.2. **Applicability.** This annex is for foreign military force (FMF) responsible for planning and executing HA/DR operations who may not be familiar with neither the role of the FMF in HA/DR operations, nor the humanitarian community and its guiding principles. FMF may be part of a multinational task force or operating under a bilateral arrangement with the Affected State. For the purposes of this annex, multinational task forces and/or assisting state military forces shall be referred to as FMF.
- 1.3. **Key considerations**
 - 1.3.1. The Affected State is responsible for the provision and coordination of HA/DR and may be supported or supplemented by specialized civilian, national, international, governmental or nongovernmental organizations and agencies.
 - 1.3.2. In the initial emergency relief phase of a disaster, FMF may be required to support coordination and facilitation of civil and military HA/DR efforts until the Affected State or UN agencies can effectively assume these tasks.
 - 1.3.3. If the Affected State is unable or unwilling to perform its basic humanitarian tasks, the UN or appropriate regional organization may assume these functions.
 - 1.3.4. It is essential that FMF HA/DR operations are coordinated with the Affected State agencies, and the supporting humanitarian community, which will help ensure that FMF HA/DR operations do not create a long term dependency nor run contrary to longer-term development programs.
 - 1.3.5. Use of foreign military resources to support HA/DR missions should not be utilized for long-term recovery, development, and nation building tasks.
 - 1.3.6. The Humanitarian community is guided by the Humanitarian Principles: Humanity, Neutrality, Impartiality, and Independence.
 - 1.3.7. Environmental impact should be considered and minimized throughout FMF HA/DR operations.
 - 1.3.8. Immediately following a disaster, HA/DR actions are focused on saving lives and mitigating human suffering (emergency needs).

1.4. **Scope.** The contents of the remainder of Annex C are outlined below.

1.4.1. Context of HA/DR Operations. See Paragraph 2.

i. HA/DR Phasing and FMF Operations.

ii. Contextual Framework: highlights the organizations and the procedural environment of HA/DR operations in which FMF must operate.

1.4.2. Overarching Principles and Guidelines for the Humanitarian Community.

1.4.3. Principles and Guidelines for FMF in HA/DR Operations.

1.5. FMF Operations. See Paragraph 3.

1.5.1. Types of Foreign Military HA/DR Support.

1.5.2. Immediate Foreign Military Tasks-DR Operations.

1.5.3. Information Sharing.

1.5.4. Mission Statement and Concept of Operations.

1.5.5. Assessments and Analyses.

1.5.6. Requests for Assistance (RFA).

1.5.7. FMF Structure and Organization.

1.5.8. Liaison Exchange.

1.5.9. HA/DR Guidelines and Procedures of Other Organizations.

1.5.10. Transition/Disengagement.

1.6. **References.** See Paragraph 4.

1.7. **Appendices.** See the end of this annex.

2. Context of HA/DR Operations

2.1. **HA/DR Phasing and FMF Operations.** HA/DR is a civilian-led operation. FMF operations will be short and specific, based on the requests of the Affected State and the unique capabilities of the FMF. FMF will be involved in the emergency (immediate life saving) phase until the Affected State and international community can sustain the requirements and continue with long-term rehabilitation and reconstruction.

Figure D-1-C.1 depicts an overview of the phases of HA/DR and involvement by organizations. Local communities, local and national agencies, to include the Affected State military, will be involved initially and will continue until the need for HA/DR ceases. International humanitarian community will also be providing assistance prior to arrival of the FMF and will remain for recovery and reconstruction after the FMF depart. As the mission proceeds over time, the capabilities of the Affected State and the humanitarian community increase, the needs for FMF decrease. The FMF are then able to disengage from these tasks and transition to redeployment or other tasks.

Figure D-1C.1: HA/DR Phasing (Source: UNOCHA)

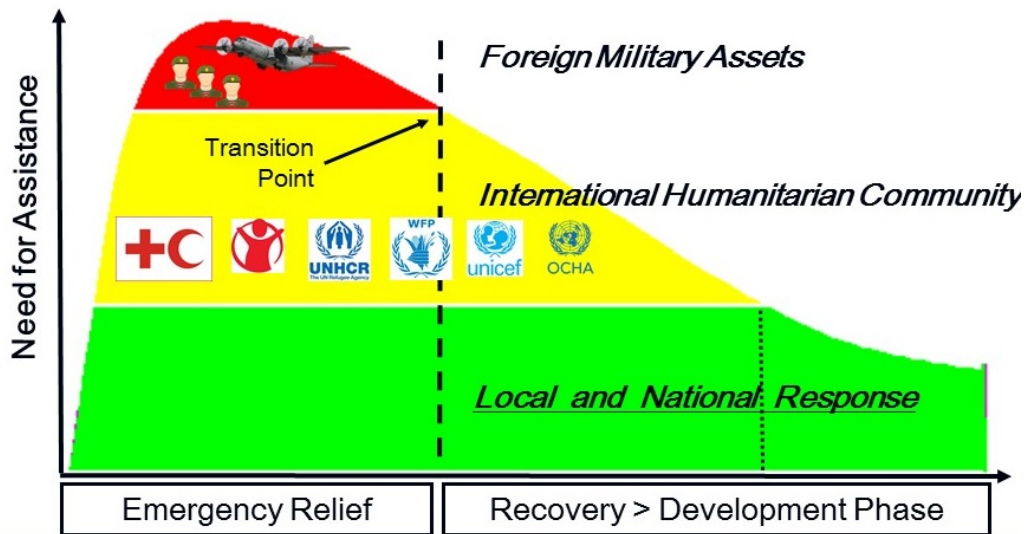


Figure D-1-C.1: HA/DR Phasing (Source: UN OCHA)

2.2. **Contextual Framework.** Understanding the organizational and procedural environment (the contextual framework) of HA/DR operations is necessary to effectively plan and execute the FMF support to HA/DR operations.

2.2.1. **The Overarching Relief Process.** Figure D-1-C.2 depicts a simplified model of the overarching relief process.

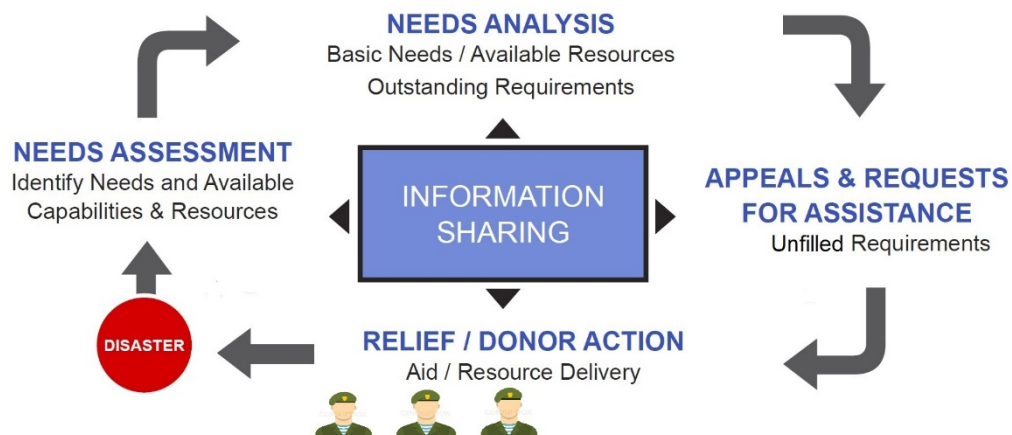


Figure D-1-C.2 Overarching Relief Process

2.2.2. **The Disaster Response Process:** The disaster response process is cyclical in nature as shown in the diagram above. Driven by an initial assessment, the identified needs must be analyzed, appeals and requests for assistance made, donor and relief action taken and subsequent assessments undertaken to analyze the effect of the action and confirm if identified needs have diminished or further needs have emerged. The overarching relief process of

matching available resources to humanitarian needs is present in all international disaster response missions.

- i. Assessing the Needs of the Affected Population: Needs assessments identifies the requirements of the affected population and the ability to meet these needs, the prioritization of any shortfall as well as the organizational capacity of the Affected State, Assisting States and international actors to assist.

- i-i. Information Sharing:

- i-i-i. The open source sharing of information amongst responders is critical to successful international disaster response operations and is a shared responsibility facilitated by the strategy of cooperation that is applicable to civil-military coordination in a context of natural disaster. Foreign military assets will provide efficient support to disaster response operations only if personnel and technological capability are deployed taking into account information shared through the various humanitarian coordination mechanisms.

- i-i-ii. Civilian and military actors need to establish clear lines of communication in responding to natural disaster emergencies. The timely sharing of all available information relating to the disaster by all actors will deliver better humanitarian assistance outcomes. Reluctance of civilian and military actors to share available information relating to the disaster can undermine the efficient delivery of humanitarian assistance and place lives at risk. Mutual trust needs to be developed through civil-military coordination, with a view to fostering a shared and coordinated team effort in responding to natural disasters. It will also assist in overcoming any misunderstanding that might arise between actors.

- 2.2.3. **Key actors.** FMF are one of many actors in a large community of aid and relief organizations, each with its own goal and agenda. Regardless of the FMF mission, it must interact with this community and local community-based organizations/leaders. Key humanitarian relief agencies are listed below. The FMF planner must determine the key organizations in the FMF Area of Operations (AO). The FMF planner must also determine the existing coordinating mechanisms (e.g. Multinational Coordination Centre (MNCC)) and establish links to these organizations through these mechanisms. See Part C, Chapter 7: MNF C7 Civil-Military Operations for detailed descriptions of key Humanitarian Community actors.

- i. **Affected State government** (including military and paramilitary forces).

- i-i. National disaster management organizations (NDMO) / local emergency management authorities (LEMA). This is the Affected State organizational structure to respond to HA/DR requirements, and includes local/municipal, state/province/region, and national governmental agencies, to include military, paramilitary, and police forces. It may also include the national Red Cross/Red Crescent society.

- i-ii. Military involvement in HA/DR varies with each country. In some countries, military has primary responsibility and virtually all the resources to execute HA/DR missions. In other countries, the national military plays a supporting role and may become directly involved only in life-threatening situations.

- i-iii. Foreign military planners must understand the links and coordinating mechanisms between the Affected State military forces and government, and nongovernmental organizations operating within that country. Foreign military planners must also be aware of that Affected State's military transition of the HA/DR mission back to the government and nongovernmental organizations. This understanding will inform how

foreign militaries will transition tasks back to the Affected State. Paragraph 4.9 addresses this in greater detail. When the FMF is deployed, it shall support and coordinate through MNCC or equivalent mechanism.

ii. **United Nations (UN) agencies.** Within the Affected State the UN Resident Coordinator, UN Humanitarian Coordinator or a UN Head of Mission (e.g. Special Representative of the Secretary General (SRSG)) facilitates the coordination of UN agencies. Key UN agencies (refer to Part C, Chap 7, Annex B) include:

- ii-i. Office for the Coordination of Humanitarian Affairs (OCHA).
- ii-ii. World Food Programme (WFP), UN Joint Logistics Center (UNJLC), and the UN Humanitarian Air Services (UNHAS).
- ii-iii. UN High Commissioner for Refugees (UNHCR)
- ii-iv. UN Children's Fund (UNICEF)
- ii-v. UN World Health Organization (WHO)
- ii-vi. UN Development Programme (UNDP)
- ii-vii. International Organization for Migration (IOM)

iii. **International Organizations (IOs).** Refer to Part C, Chap 7, Annex B:

iv. **The Red Cross and the Red Crescent Movement.** Refer to Part C, Chap 7, Annex B:

- iv-i. International Federation of Red Cross and Red Crescent (IFRC): Lead coordinator of national Red Cross/Red Crescent societies in a non-conflict disaster situation.
- iv-ii. International Committee of the Red Cross (ICRC): Lead coordinator of the Red Cross/Red Crescent Movement in a conflict situation.
- iv-iii. National Red Cross and Red Crescent Societies: Provide specific capacities (e.g. Malaysian Red Crescent, Indonesian Red Cross, and American Red Cross).

v. **Nongovernmental Organizations (NGO).** These include (not complete list, refer to Part C, Chap 7, Annex B) major relief organizations (international, regional, national and local) that will most likely be in the FMF AO (e.g. OXFAM, Catholic Relief Services, Médecins sans Frontières).

vi. **Other Organizations**

- vi-i. Bilateral Assistance Agencies: e.g. U.S. Agency for International Development (USAID), Japan International Cooperation Agency (JICA).
- vi-ii. Regional Organizations: e.g. ASEAN Committee on Disaster Management (ACDM), South Asian Association for Regional Cooperation (SAARC), Pacific Islands Applied Geoscience Commission (SOPAC), AHA Centre, Changi RHCC, EURCC. Refer to Part C, Chapter 7, MNF Civil-Military Operations, Pg C7 C - 5/6.

2.2.4. Effect of Conflict on Humanitarian Community Interaction with FMF

- i. The type and scale of armed conflict in the Affected State may influence the working relationship between the FMF and the Humanitarian Community. In a conflict situation, the ability of the Humanitarian Community and FMF to work cooperatively may be diminished.
- ii. It is important to maintain a clear separation between the roles of the military and humanitarian actors, by distinguishing their respective spheres of competence and responsibility. If the FMF is actually or perceived to be a belligerent and is conducting HA or DR operations, especially Direct Assistance DR, the physical safety or lives of the aid recipients and Humanitarian Community members can be in serious jeopardy.
- iii. Where FMF are required to provide assistance to the humanitarian effort, this should be a consistent effort and not trying to conduct military roles concurrently. FMF should not switch between humanitarian role and military operations in order to provide a clear distinction to the population and humanitarian actors.

2.3. Overarching Principles and Guidelines of the Humanitarian Community. This is a partial list of principles and concepts that many members of the Humanitarian Community endeavor to follow. Some of these may be in conflict with FMF mission requirements. The FMF must understand these principles in planning and executing its operations. Humanitarian Community principles and conflicts that may adversely impact FMF operations should be addressed in mission planning and execution.

2.3.1. Humanity, Neutrality, Impartiality, and Independence. The Humanitarian Community provides of Humanitarian Assistance is based on the following four key principles:

- i. Humanity. Alleviate human suffering wherever it is found and save lives.
- ii. Neutrality. Humanitarian Actors must not take sides in conflicts or engage in controversies of a political, racial, religious or ideological nature.
- iii. Impartiality. Humanitarian assistance must be provided on the basis of needs of those affected by the particular crisis, taking into account the local capacity already in place to meet those needs. In delivering assistance, do not discriminate as to nationality, race, religious beliefs, class or political opinions.
- iv. Independence. Humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented.

2.3.2. Use of Foreign Military Assets is the Option of Last Resort. Last Resort in this context means:

- i. There is no comparable Affected State or civilian alternative available when needed.
- ii. Only foreign military assets can meet a critical humanitarian need.
- iii. Use of foreign military assets should be needs driven, complimentary to and coherent with humanitarian aid operations and respecting the role of the Affected State. Thus, the foreign military assets must be unique in capability and availability.

2.3.3. Avoid Reliance on the Military. Foreign Military Commanders should start planning for the transfer of tasks to the Affected State government or, after coordination with the government, a humanitarian partner at the earliest opportunity to avoid creating a dependence on the foreign military support.

2.3.4. **Do No Harm.** In conducting their activities, the FMF will consider the following factors (not all inclusive):

i. Impacts on other communities

i-i. Will our assistance make relations between the people we are assisting better or worse?

ii. Effects of resources on perceptions and relationships

ii-i. Will this activity (humanitarian assistance) increase harmful competition, suspicion, jealousies or biases within or between communities and markets?

iii. Reactions

iii-i. Does this activity promote tolerance or intolerance?

iv. Risk of violence

iv-i. Does this activity reduce the vulnerability of people and communities to violence?

v. Long term effects

v-i. Are we doing something that the people or community could do themselves?

v-ii. Is our level of assistance consistent with established national norms prior to the disaster?

vi. See Collaborative for Development Action (CDA) at www.cdainc.com for further discussion of this principle.

3. FMF Operations

3.1. Principles and Guidelines for FMF in HA/DR Operations

3.1.1. **Respect for Affected State Sovereignty.** FMF must maintain respect for Affected State sovereignty, and the government and affected population must perceive that the FMF respect the country's sovereignty. The UN Charter provides the right of the state to operate free from interference within the domestic domain. The Affected State remains the authoritative body within the country.

3.1.2. **Legitimacy of the mission.** To be successful military HA/DR missions must have legitimacy conferred by the Affected State, the UN Security Council or an internationally recognized regional organization or forum.

3.1.3. **Perception of FMF HA/DR Actions.** The perception of impartiality by military forces is as important to the Humanitarian Community and beneficiaries as the actuality.

3.1.4. **Respect for Culture and Custom.** Respect and sensitivities must be maintained for the culture of the Affected State. Foreign military leaders must understand the effects that cultural, social, economic and political aspects of the Affected State will have on FMF.

3.1.5. **Unity of Effort.** HA/DR responses generally include the actions of military, diplomatic, and humanitarian organizations. These organizations have their own reason or agenda for responding to a crisis. These agendas may conflict with one another. Coordination and

cooperation among all participating organizations is desired in order to achieve the desired end state conditions of all organizations. Coordination and cooperation can usually be achieved by dialogue and consensus, but never by command. With some organizations, FMF may only be able to exchange general information about each other's activities.

i. **Unity of command.** Unity of command is not appropriate among the actors in HA/DR operations. Unity of effort helps ensure HA/DR mission success. The Affected State's NDMO / LEMA should be the focal point for coordination of HA/DR responses. As well, each nation contributing military forces will assist in coordinating and validating tasks for their military contingent with the Affected State's government. If the Affected State has established a coordination mechanism, it will improve unity of effort. See Part C, Chapter C-7 Civil-Military Operations.

ii. **Humanitarian Coordination.** Unity of effort is enhanced through coordination between the government and the humanitarian community to align efforts and resources along sector lines. Coordination will maximize the effects of the relief resources and minimize the support requirements of the relief agencies. It will also minimize the number of entities with which the FMF need to interact on a regular basis. The RC/HC, supported by a Humanitarian Country Team (HCT) leads the key interaction and coordination with the Government and other supporting entities. The MNF will receive requests from the Government or RC/HC while detailed coordination occurs along sector lines. To enable the request and support process, the Humanitarian Community (IASC) has established a "Cluster" system, managed by the HCT, with lead agencies assigned for various response "sectors" (refer to Part D, Ch 1, Annex C, Appendix 8, IASC Cluster System). Military planners should be aware of the Humanitarian Community and the cluster approach to enable planning and coordination.

3.1.6. **Information sharing.** Information sharing between all parties is critical to maximizing unity of effort. FMF must take the initiative to ensure maximum information sharing with the Affected State and humanitarian community (e.g. by providing unclassified information to include safety and threat information, information on critical incidents or developments). Joining the nationally accepted information source(s) should be a primary means to achieve this, on unclassified means where appropriate. Security concerns may preclude the FMF from sharing complete operational information but every effort to maximize sharing should be made. Conversely, some members of the humanitarian community may be reluctant to share some information about their activities for fear of compromising their neutrality and independence, and, thus, the security for their staff and beneficiaries. The publishing or open sharing of data must be only done after coordination with the affect state coordinating body.

3.2. Types of Foreign Military HA/DR Support

3.2.1. In DR, use of foreign military resources should be limited to emergency response and to tasks that support relief operations of the Affected State government and humanitarian community. The preferred method of foreign military support is to provide indirect assistance or infrastructure support and not direct assistance to the affected population. This maximizes the integrity of the roles and missions of the foreign military, government, and humanitarian community and the efficiency of these various DR actors.

i. **Direct Assistance** is the face-to-face distribution of goods and services.¹

ii. **Indirect assistance** is at least one step removed from the population and involves such activities as transporting relief goods or relief personnel.²

¹ Guidelines On The Use of Military and Civil Defence Assets in Disaster Relief ("Oslo Guidelines"), November 2006

² Ibid

iii. **Infrastructure support** involves providing general services, such as road repair, airspace management and power generation that facilitate relief, but are not necessarily visible to or solely for the benefit of the affected population.³

3.2.2. There are five basic activities of military support to HA/DR operations:

- i. **Security.** Tasks may include providing security for the storage facilities as well as providing security for convoys and personnel delivering emergency aid. FMF might also provide security of camps established for internally displaced persons or refugees, including maintenance of security within the camps themselves, medical facilities, facilities for information dissemination, temporary shelter for displaced persons, and other coordinated HA/DR activities.
- ii. **Relief.** Includes prompt aid to prevent loss of life, destruction of property, and alleviate the suffering of disaster victims. See section 4.2. One important role is to assist or facilitate the Affected State government in its dissemination of relief information (e.g. where the distribution centers are located or hospitals).
- iii. **Affected Population Support.** Designed to support the return or resettlement of these persons. Missions include camp organization, basic construction, and administration; provision of food, potable water, supplies, medical attention; basic security concerns; and placement (movement or relocation to other countries, camps, and locations). If required to execute this type of mission, the FMF should use the services and facilities of the Affected State, civilian agencies and the Humanitarian Community. FMF should avoid establishing and administering camps if at all possible.
- iv. **Technical Assistance.** Short-term technical assistance in areas including, but not limited to, communications restoration, relief supply management, medical care including pandemics, and provision of emergency transportation for persons of risk, high priority relief supply delivery, establishment and training of Search, Rescue and Recovery Teams and de-mining. FMF must establish implementing procedures and set priorities regarding technical advice and assistance to the affected area and relief agencies as soon as possible. The technical assistance policies should clarify what assistance may be provided as well as the source of authority for assistance.
- v. **Consequence Management (CM) Operations:** CM operations involve those essential services and activities required to manage, mitigate, or reduce problems resulting from catastrophic events. CM operations can also include eliminating the negative impact of intentional or inadvertent release of weapons of mass destruction (chemical, biological, radiological or nuclear materials (CBRN)). Such services may include transportation, communications, public works, fire fighting, rescue, information planning, decontamination, care of mass casualties, resources support, health and medical services, urban search and rescue, disposal of hazardous materials, distribution of food, and energy-related services.

3.3. **Immediate FMF Tasks - DR Operations.** This section provides a **quick start** to planning and executing DR tasks immediately.

3.3.1. **Relief operations.** Immediate actions to prevent further loss of life and destruction of property, and actions to provide immediate relief supplies such as water, food, shelter, and first aid.

i. Specific tasks could include:

i-i. Search and Rescue

³ Ibid

- i-ii. Evacuation of civilians
 - i-iii. Delivery of water, food, medical supplies/personnel, and shelter materials
 - i-iv. Establish/provide communications between relief officials and affected areas
 - i-v. Transportation for civilian relief agencies. Civilian relief agencies may already have relief supplies and/or personnel (including medical professionals), but lack the means to rapidly reach disaster victims.
 - i-vi. Security for relief agency personnel, such as the use of military escorts.
 - ii. In coordination with the Affected State government, relief agencies already in the affected area, lead nation embassy officials, the Supported Strategic Command, and other organizations, determine immediate and prioritized needs to prevent immediate loss of life.
 - iii. Determine foreign military capabilities (forces and resources) that are available for these tasks.
 - iv. Commence planning to transfer these tasks to other agencies as soon as they can assume such tasks.
- 3.3.2. **HA/DR Framework Questions.** Key framework questions that the foreign military planner should address immediately follows:

i. Key Actors

- i-i. What is the institution, agency, or organization coordinating the response?
- i-ii. Is there a Humanitarian Country Team in place/is there a Humanitarian Coordinator appointed?
- i-iii. Which humanitarian community actors are responsible for key humanitarian clusters (e.g. water/sanitation, food and nutrition, emergency shelter, camp management, health, education, protection, logistics, early recovery, IT and communications) and where/when are the cluster meetings?
- i-iv. Is the UN Office for the Coordination of Humanitarian Affairs (OCHA – unocha.org) in country and has the UN activated any common services?
- i-v. Has the UN deployed an UN Disaster Assessment and Coordination (UNDAC) mission?
- i-vi. Has an International Search and Rescue Advisory Group (INSARAG) been deployed?
- i-vii. Has an On-site Operations Coordination Center (OSOCC) been activated?
- i-viii. Has an Emergency Medical Team Coordinating Centre (EMTCC) been established?
- i-ix. Do humanitarian organizations have civil-military coordination (UN-CMCoord) or liaison officers who are/will be deployed? (If so, arrange liaison relationships immediately)?

ii. Information Sources

- ii-i. Are there consolidated documents/reports/plans describing the problem and current/future efforts to resolve it (i.e. consolidated “clusters”; a consolidated appeal or flash appeal)?
- ii-ii. Are there civil reporting mechanisms already in place that can provide information (i.e. reporting to donors)?
- ii-iii. Can we attend informational/coordination briefings?

iii. HA/DR Military Operations Effects and Constraints

- iii-i. How will military operations affect humanitarian agencies' efforts (e.g. their freedom of movement, impact on common logistics hubs, lines of communication) and how will this be deconflicted?
- iii-ii. What are the constraints for FMF operations (e.g. exclusion zones, checkpoints, access points of entry, curfews)?

iv. Safety And Security Issues

- iv-i. What are the current security arrangements and requirements?
- iv-ii. Is there an existing security focal point for the humanitarian community (e.g. Affected State)?
- iv-iii. Where are the organizations' residences, offices, storage facilities, and distribution points located?
- iv-iv. What is the likelihood of civil disturbance during distribution?
- iv-v. What are the environmental risks to the FMF (e.g. diseases, after-shocks, weather)?

v. Affected State Requirements (Refer to Appendix 2 and Appendix 3)

- v-i. Do they anticipate a shortfall or a need for military support, specifically in the area of: security, transportation (air, land, and sea), engineering, infrastructure repair, evacuation assistance?
- v-ii. Does the Affected State have any limitations regarding accepting military assistance?
- v-iii. Do the Relief Organizations have any limitations regarding accepting military assistance?

vi. Logistics Issues

- vi-i. What is the nature of material assistance being provided?
- vi-ii. Identify humanitarian assistance distribution networks. What supply routes are used by these organizations? Are there possible “bottlenecks” (restrictions in the flow of supplies)? Is there a Logistics Cluster in place?

- vi-iii. Can the current infrastructure (e.g. roads, bridges, airfields, ports) withstand those deliveries? Is there infrastructure impacted as a result of the crisis that must be restored?

vii. Political and Cultural Sensitivities

- vii-i. Are there any political/religious/cultural sensitivities prevalent in the affected areas?
- vii-ii. What is the perception of the affected population to foreign military assistance?
- vii-iii. What are the functional state and needs of civil administration in the affected area?

3.4. Information Sharing

3.4.1. FMF should join unclassified networks, or establish them where none exist, to facilitate information sharing and common situational awareness. Information sharing during HA/DR operations should ideally be unclassified, but there will be a need to balance information sharing with the humanitarian community against FMF safety and security requirements.

3.4.2. FMF should be aware of key information sources, including;

- i. Affected State information management systems
- ii. Physical information sources (e.g. coordination centers, CMCoord Officers)
- iii. Military web-based information management systems (e.g. APAN, Changi RHCC)
- iv. Humanitarian community information sharing platforms (e.g. Virtual OSOCC, ReliefWeb, ASEAN DMRS, Pacific Disaster Net (PDN))
- v. Social media/communication channels (e.g. text/SMS, Line, WhatsApp, Instagram, Facebook)

3.4.3. FMF should have the ability to connect with civilian communication equipment (e.g. mobile, unclassified email, and satellite phones).

3.4.4. OSOCC can evolve into an OCHA Field Office for the coordination and dissemination of information for the humanitarian community. This office can be a key node for establishing coordinated information sharing and establishing the humanitarian community.

3.4.5. Information (data) must be timely (containing “date-time-groups”), as accurate as possible (but not at the cost of undue delay in collection), and in accordance with established standards.

3.4.6. Maintaining transparency in the information gathering and dissemination process will help foster trust and confidence between the FMF, the Affected State and the humanitarian community. The commanders of FMF, and the Affected State political leadership must work with their relief agencies’ counterparts to maximize information sharing.

3.5. Mission Statement and Concept of Operations

3.5.1. **Development of the Mission Statement.** FMF begin planning upon receipt of orders. The strategic guidance, strategic objectives for the mission and the FMF commander's intent and desired military end state conditions are the foundations of mission planning and should be shaped through coordination with the Affected State and Humanitarian community.

3.5.2. Mission Statement Review and Change of Mission. Periodic review of the mission statement will determine whether the FMF actions still support the intent of the respective FMF commanders.

- i. FMF articulates the end state conditions and appropriate measures of effectiveness (MOEs).
- ii. Other organizations involved in the operation may request support from the FMF commander that falls outside the stated mission. Although these requests may seem logical and within the FMF capabilities, the FMF commander should not change the mission without direction from their respective Commanders.
- iii. Change in end state conditions or mission will require new mission analysis, and operational/transition planning.

3.5.3. Development of the Concept of Operations. The FMF concept of operations will be developed based on the mission and desired end state conditions. The operation will most likely be conducted in phases. Phasing the operations gives the FMF commander flexibility and control of the operation. If the FMF mission is primarily HA/DR, the operation can be phased based on the HA/DR requirements. If HA/DR operations are not the primary FMF mission, then HA/DR operations must be linked to the overall operational objectives. New projects should not be initiated during transition or disengagement phases.

3.6. Assessments and Analyses. While the Affected State, HCT and the clusters undertake a coordinated needs assessment, many organizations conduct specific and focused assessments, based on the mission of the organization. Where possible, the FMF should obtain assessments conducted by other organizations, analyze them and incorporate them as required in their planning process. If deployed early enough, FMF may also assist to conduct assessments.

3.6.1. The Affected State's NDMO is responsible for initial assessments and foreign military planners should request these assessments as soon as possible.

3.6.2. When appropriate, a rapid assessment of needs and requirements for assistance, can be jointly undertaken by the FMF and host/affected nation agencies. If possible, the FMF may provide support to the humanitarian community to facilitate assessments (e.g. transportation, communications, satellite or aerial imagery, security).

3.6.3. Whenever practical, joint assessments should be undertaken. This helps ensure that more parties are obtaining the same information, and adverse impacts on the affected population from repeated assessments (before aid or relief is provided) are minimized.

3.6.4. FMF analyses and assessments should be disseminated to the Humanitarian Community subject to operational security requirements and sensitivities of the Affected State. Similarly, FMF should attempt to obtain assessments from the humanitarian community

3.6.5. Situation Assessment. The basis for situation assessments for HA/DR operations are assessments and their analyses, normally available through existing Affected State government and humanitarian community assessments. The situation assessment should include the following, as appropriate to the FMF mission:

- i. Threats to the Operation. Active combat, hostile factions, civil strife, terrorism, criminal activity, health risks, meteorological, geographical, or infrastructure challenges in the crisis area.
- ii. Operational Environment

- ii-i. Organizations Involved in the Operation: The Affected State, assisting states and their military forces nations, the humanitarian community and their relationships to each other.
- ii-ii. Objectives, capabilities, and resources of the relief agencies.
- ii-iii. Leadership, key points of contact.
- ii-iv. Physical, social, economic, cultural, language (dialects), religious and political background of the affected population.
- ii-v. Subsequent disaster occurrence (e.g. after shocks, disease outbreaks, landslides).
- iii. Status/capabilities/intent (towards HA/DR and FMF) of Affected State military, paramilitary and law enforcement agencies and any other FMF that may currently be in country.
- iv. Third country relationships. In the event that a country requiring HA/DR does not have its own military/paramilitary forces or law enforcement agency, but relies upon a third country, then contacts to that third country's military may be required.
- v. Current status of essential public services and infrastructure.
- vi. Facilities and support from the Affected State available to the FMF (condition, how long they can be used, and the compensation for their use).
- vii. Legal limitations to multinational assistance to the Affected State.
 - vii-i. Status of Forces Agreement, Diplomatic notes, Customs, Immigration and Quarantine (CIQ).
 - vii-ii. Existing protocols or entry requirements for certain equipment/personnel (e.g. medical, communications).

3.7. Requests for Assistance (RFA). Key principles of the RFA process are as follows:

- 3.7.1. RFA directed to the FMF will be used as a last resort by the humanitarian community; use of FMF assets should be unique in capability and availability.
- 3.7.2. The Affected State validates and prioritizes RFA in coordination with the CMCoord Officer. This agency should have exhausted all Affected State governmental civilian and military assets to address the needs and those of the supporting humanitarian community before requesting foreign military support. Having the Affected State prioritize RFA help eliminates, or greatly reduces, any perception of bias or favoritism.
- 3.7.3. FMF should accept RFA from:
 - i. The designated Affected State NDMO
 - ii. The RC/HC or a representative; or by a national authority as coordinated with the Affected State
 - iii. The lead nation if under a failed state condition

- 3.7.4. Activities that do not go through the RFA process listed above should not be considered. Requests outside the established RFA process should be referred to the proper national authority/Lead agency. Refer to Appendix 2 – HADR Initial Response Capabilities Checklist.
- 3.7.5. RFA should utilize a common format as much as possible to preclude confusion and lost time as the request flows through the FMF. This is especially important for transportation requests. Appendix 4 is the RFA form that should be used by the Humanitarian Community lead agency and FMF HQ. This document can be modified for locally-filled RFA.
- 3.7.6. Assistance may also be requested through the appeals process of the humanitarian community, Regional and other international organizations to a contributing nation. Humanitarian organizations may also have processes for consolidating requirements and articulating requests for assistance (for example: ASEAN SASOP, UN Consolidated Appeals / Flash Appeals processes).

Many RFA are time-sensitive. FMF must notify the MNCC or equivalent whether or not the RFA can be fulfilled within the expected time frame. The following flow chart depicts the RFA process (Figure D-1-C.3).

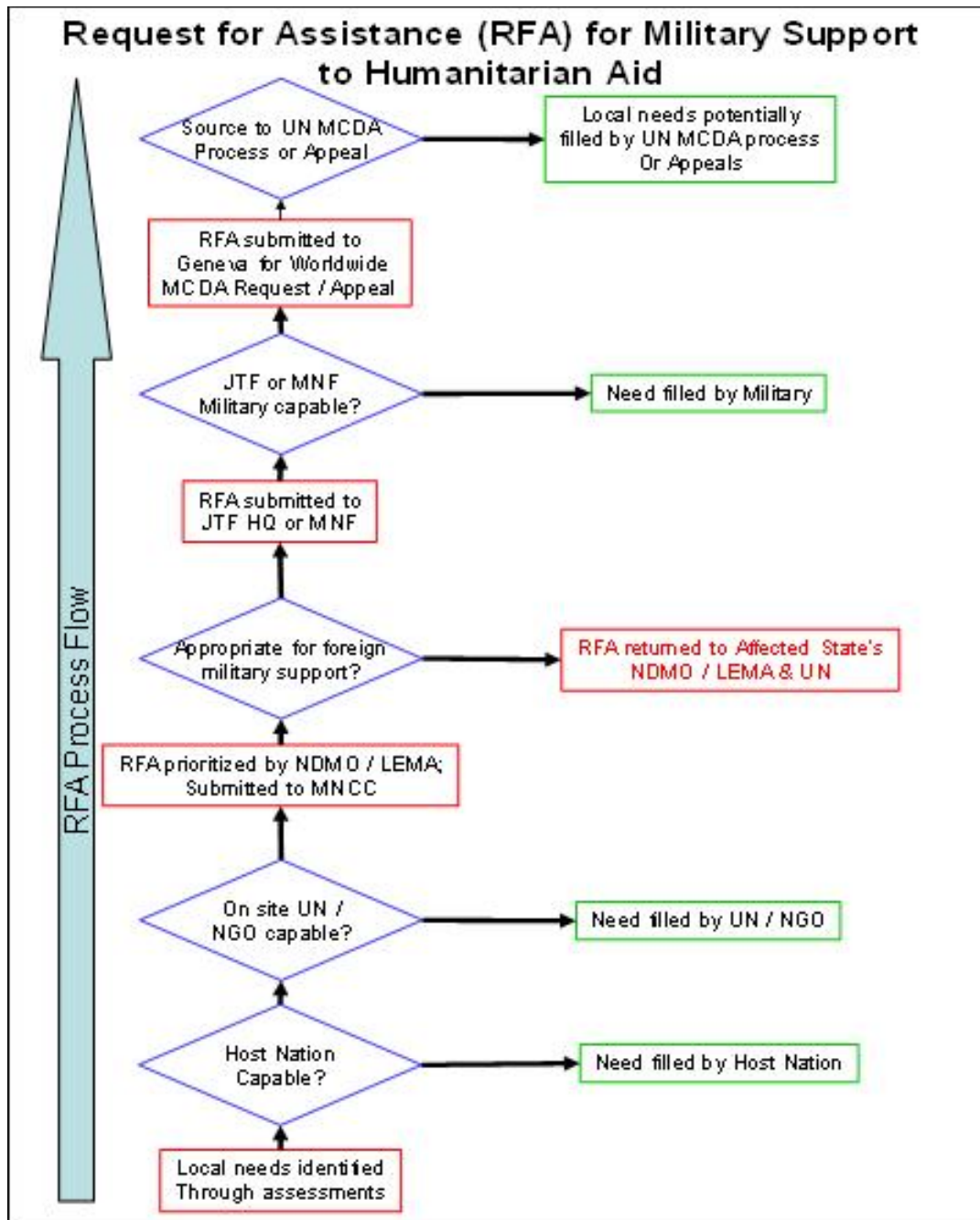


Figure D-1-C.3: Request for Military Assistance for Humanitarian Aid

3.8. FMF Structure and Organization.

3.8.1. Force Structure Considerations

- i. FMF planners should tailor force packages with capabilities that meet the HA/DR requirements as much as practical.

ii. FMF structure must have the means to coordinate, cooperate and communicate with other military forces, civil authorities and humanitarian community members involved in the overall HA/DR effort.

ii-i. Personnel with the following capabilities and experience are highly desired for HA/DR operations:

ii-i-i. Language capabilities and cultural knowledge of the Affected State.

ii-i-ii. Strong interpersonal relationship skills.

ii-i-iii. Multifunctional logistics, engineering, medical and security assistance operations.

ii-i-iv. Experience and knowledge of the humanitarian community.

ii-i-v. Understanding of International Humanitarian Law (IHL), Human Rights Law (HRL) and International Disaster Response Law (IDRL).

3.8.2. Legal Considerations

i. Significant and complex legal issues that surround HA/DR operations make it important that the FMF commanders understand international, national, and Affected States' legal instruments associated with the mission.

ii. FMF operations will be subject to international law, including but not limited to the International Humanitarian Law (Law of Armed Conflict), the Law of the Sea, Guiding Principles on Internal Displacements (1998), Human Rights and Natural Disasters: Operational Guidelines and Field Manual (2008), Rules of Engagement, and other pertinent instruments, as determined by the Assisting State and as coordinated with the Affected State in the execution of its sovereignty. Legal issues also include:

ii-i. Status of Forces Agreements (SOFA) or similar instruments.

ii-ii. Entry requirements for personnel, including temporary recognition of professional qualifications (medical, engineer, drivers licenses).

ii-iii. Hiring of foreign nationals.

ii-iv. Entry requirements for equipment and supplies (including medical supplies). Customs, taxes, tariffs and related issues.

ii-v. Legal advisors assist in the preparation and review as appropriate SOFA, FMF Rules of Engagement, OPLANs, OPORDs, funding considerations and any agreements or memoranda of understanding established between the FMF and the Affected State or non-military organizations involved in HA/DR operations. Legal counsel should be included in FMF personnel in all phases of planning and execution.

ii-vi. Disengagement and redeployment after transition of operations. FMF leaving equipment and supplies with the Affected State must consider potential liability and other legal issues prior to redeployment.

3.8.3. **Media Support to HA/DR Operations.** See Public Affairs Annex.

3.8.4. **Health Conditions and FMF Medical Support Considerations.**

- i. HA/DR operations may place FMF personnel in situations that substantially increase the risk of disease or injury. This requires that the FMF have robust preventive medicine capabilities to perform medical and environmental health risk assessments and prevent health threats (including mental health) to the FMF. Personnel should be briefed on anticipated public health and medical issues prior to their deployment.
- ii. Foreign military medical personnel prioritize the health of their personnel, on order to support HA/DR medical missions.

3.8.5. Multinational Force Organization to Support HA/DR Operations.

- i. A common neutral venue for coordination, either under host/affected nation, UN or independent authority, can also be established for civil and military liaison officers to meet. The ability and/or suitability to co-locate will be determined by the nature of the crisis (in conflict or not).
- ii. In HA/DR operations, multinational support will generally be offered and accepted on a bilateral basis fairly soon after the disaster. Participating militaries should agree to a coordination / cooperation mechanism and procedures to support the Affected State. The more rapidly this can be accomplished, the more quickly and efficiently the multinational forces can support the Affected State.
- iii. For disaster response the multinational force structure may take various forms:
 - iii-i. **Multiple bilateral arrangements.** Most countries will generally respond to a on a bilateral basis, either establishing arrangements with the Affected State or utilizing existing bilateral (or multilateral) agreements. This is probably the most likely initial arrangement for HA/DR missions. See Appendix 6: HA/DR Concept of Operations (CONOPS) Template for generic bilateral agreement between Affected and Assisting State's military forces. This CONOPS template can be used to develop a document providing detailed direction on how the Affected and Assisting State's military forces will support HA/DR in the Affected State.
 - iii-ii. **CTF / MNF.** Responding nations may form a coalition and provide support to the Affected State government. Refer to Part B, Chapter 2, and Annex C: Command, Control, and Coordination & Cooperation Relations for the Lead Nation concept.
 - iii-iii. **Hybrid or mixed arrangements.** Depending upon the scope of the disasters and the countries responding, command/control, cooperation, coordination arrangements may be a mix such as forming a task force or working independently.
- iv. **Multinational Coordination Center:** Since a HA/DR mission will normally not have a CTF command activated, there is a need to have some sort of mechanism that permits FMF coordination and cooperation to support the Affected State with maximum unity of effort and minimum confusion, duplication, and difficulties for the Affected State. One option is exchange of liaison officers (refer to Section 4.8). Another option when many nations are involved is activation of a Multinational Coordination Center (MNCC) for FMF coordination (Refer to Appendix 7 for MNCC operations).
 - iv-i. **Tasks.** MNCC tasks may range from just sharing information or deconflicting the various military HA/DR operations to actively coordinating all multinational forces. The focus of the MNCC should be to maximize the FMF support to the Affected State. The MNCC should be aware of, and potentially engage with, other coordinating mechanisms within the government and humanitarian community.

iv-ii. Organization. The MNCC must be organized rapidly and efficiently to support the coordination for foreign military in the Affected State.

iv-ii-i. The Affected State should designate a senior military officer as the MNCC director, and provide appropriate space and infrastructure support (including communications links) for FMF representatives.

iv-ii-ii. While the MNCC director will not command the FMF representatives, he can recommend a proposed MNCC structure and establish a venue and focal point for the FMF representatives.

iv-ii-iii. MNCC members represent their countries' militaries and generally should not be organized along a traditional staff structure. Nor should they necessarily be organized strictly along capabilities that their countries may be providing since many countries might be providing multiple capabilities. Instead, the MNCC members should retain their national identities with various cells, boards or committees formed based on the combined FMF capabilities.

iv-ii-iv. Consideration should also be given to providing focal points that align along the IASC cluster approach (refer to Appendix 8: IASC Cluster System) since in general the FMF will be supporting the Affected State directly, or via the UN or international relief agencies.

3.9. Liaison Exchange. FMF, the Affected State, and humanitarian community coordinating mechanisms should exchange liaison officers (LOs) to maximize unity of effort. LOs should be thoroughly knowledgeable about their own organization's mission and structure and should be able to speak for their organizations.

3.9.1 If the exchange of LOs is not possible, another mechanism must be devised for the exchange of information. LOs need to be exchanged at all levels: strategic / regional, such as the ASEAN AHA Centre, operational (FMF HQ), and tactical (component/field level).

3.9.2 LOs are generally not exchanged with the private sector however establishing positive relationships with the private sectors will enhance the FMF effectiveness.

3.9.3 HA/DR planners should also ensure that an adequate number of competent linguists are available early in the operation for translation and interpretation requirements with other organizations and multinational forces.

3.10. HA/DR Guidelines and Procedures of Other Organizations. Broad guidelines that are common to members of the Humanitarian Community are in this Appendix 9. FMF personnel should be aware of these documents as sources of information that will assist in planning and executing HA/DR missions and working effectively with the humanitarian community.

3.11. Transition Planning. Once the capacity of the Affected State or humanitarian community is sufficient to meet the requirements of the affected population, FMF can handover operations to the Affected State and humanitarian community.

3.11.1. Transition planning is critical to FMF mission success. It is a continuous process accorded equal priority with execution planning. The Affected State may impose a deadline by which all FMF must exit the country. Assisting States may also have their own deadlines for providing military support to the Affected State. At the outset, FMF should work in close cooperation with their respective Commanders and other participating agencies to define the desired end state conditions of the FMF in HA/DR operations.

- i. Transition Criteria and Measures of Effectiveness (MOE). MOE are indicators to help determine when HA/DR tasks have been accomplished or can be handed over to other agencies. FMF MOE should be geared to, when the Affected State, humanitarian community or follow on forces are capable of assuming or resuming the HA/DR tasks. MOE should be continuously monitored. General indicators for disengagement can be summarized as:
 - i-i. Decrease in the overall requirements of HA/DR in the affected region
 - i-ii. Reduction in the requirement for FMF support
 - i-iii. Increase in the capacity of the humanitarian community to conduct HA/DR operations currently conducted by the FMF, and
 - i-iv. Specific dates or conditions, as determined by Affected State or FMF nations
- ii. Considerations for transition planning
 - ii-i. Transition may occur between the FMF and a variety of entities, such as the Affected State civilian agencies, the Affected State military, the UN, relief organizations, or other multinational or regional forces.
 - ii-ii. A detailed plan addressing the various HA/DR functions and to whom they will transition to, will reduce turmoil. A comprehensive transition plan includes specific requirements for all entities involved, summarizes capabilities and assets, and assigns specific responsibilities according to agreed upon events or conditions. The Affected State and HC will have input into this plan, thus the plan should be written in easily understood terms.
 - ii-iii. Transition planning by the Assisting State must take into account the capability of the Affected State and HC to continue missions conducted by the FMF. Otherwise, HA/DR activities may have to be terminated when FMF redeploy.
 - ii-iv. FMF should periodically review the transition plan with all stakeholders. This will help ensure that planning assumptions are still valid and determine if changes in the situation require modification of the transition plan.
 - ii-v. Transition execution. Transition is complete when Assisting States (including their military forces) have completed HA/DR tasks or transferred them to the Affected State or other organizations, and/or at the expiration of a time frame or based on conditions imposed by the Affected State or the Assisting States.
- iii. Environmental considerations. During transition and redeployment, FMF should minimize adverse impacts on the environment by including environmental considerations in their transition plans.

4. References

- 4.1. Guidelines on the Use of Foreign Military and Civil Defense Assets in Disaster Relief, Rev. 1.1 (November 2007) [also referred to as the “Oslo Guidelines”].
- 4.2. What is Last Resort? Consultative Group on the Use of MCDA. (April 2012)
- 4.3. The Non-binding Guidelines on the use of Military or Armed Escorts for Humanitarian Convoys (29 November 2012).

- 4.4. Guidelines on the Use of Military and Civil Defense Assets to Support United Nations Humanitarian Activities in Complex Emergencies (March 2003).
 - 4.5. Civil-Military Relationship in Complex Emergencies, An Inter-Agency Standing Committee Reference Paper (28 June 2004).
 - 4.6. United Nations Civil-Military Coordination Officer Field Handbook (September 2015, Office for the Coordination of Humanitarian Affairs)
 - 4.7. OSOCC (On-Site Operations Coordination Centre) Guidelines (2014, Office for the Coordination of Humanitarian Affairs)
 - 4.8. Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance (IDRL Guideline).
 - 4.9. Asia-Pacific Regional Guidelines For The Use Of Foreign Military Assets In Natural Disaster Response Operations (OCHA, 1 October 2014).
 - 4.10. ASEAN Agreement on Disaster Management and Emergency Response (26 July 2005)
 - 4.11. SASOP: Standard Operation Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations (ASEAN, September 2010)
 - 4.12. The SPHERE Project - Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere Handbook 2018)
 - 4.13. Concept of Operations for Multinational Information Sharing in Support of HADR Operations in the Asia Pacific Region (Asia-Pacific Intelligence Chiefs Conference 2013)
 - 4.14. Field Operations Guide for Disaster Assessment and Response (USAID, version 4.0, November 2005)
 - 4.15. Saving Lives Together: A Framework for Improving Security Arrangements among IOs, NGOs and the UN in the Field (2004)
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Appendices:

Appendix 1: Definitions

Appendix 2: HA/DR Initial Response Capabilities and Planning Considerations

Appendix 3: Military Humanitarian Assistance Survey Team (MHAST) Planning Considerations

Appendix 4: Request for Military Assistance (RFA) Form

Appendix 5: HA/DR Standing Operations Order (OPORD)

Appendix 6: HA/DR Concept of Operations (CONOPS) Template

Appendix 7: HA/DR Multinational Coordination Center (MNCC)

Appendix 8: IASC Cluster System

Appendix 9: Matrix of International and Regional Guidelines, Policies, Procedures for HA/DR Operations

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APPENDIX 1

DEFINITIONS

1. **Purpose:** The following definitions include those found in the “*Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance*” (November 2007), also known as the “IDRL Guidelines” and are noted with an *.
- 1.1. **Complex Emergency.** This is a humanitarian crisis in a country, region or society where there is total or considerable breakdown of authority resulting from internal or external conflict and which requires an international response that goes beyond the mandate or capacity of any single country or ongoing UN country program.¹
- 1.2. **Disaster*.** A serious disruption of the functioning of society which poses a significant, widespread threat to human life, health, property or the environment, whether arising from accident, nature or human activity, whether developing suddenly or as the result of long term processes, but excluding armed conflict.² A disaster exceeds the ability, resources and capacity of the affected society to cope using its own resources.³
- 1.3. **Slow Onset Emergency.** A Slow Onset Emergency is defined as one that does not emerge from a single, distinct event but emerges gradually over time, often based on a confluence of events (e.g. drought, famine).⁴
- 1.4. **Disaster relief*.** Goods and services provided to meet the immediate needs of disaster-affected communities.
- 1.5. **Initial recovery assistance*.** Goods and services intended to restore or improve the pre-disaster living conditions of disaster-affected communities, including initiatives to increase resilience and reduce risk, provided for an initial period of time, as determined by the affected State, after the immediate needs of disaster-affected communities have been met.
- 1.6. **Goods*.** The supplies intended to be provided to disaster-affected communities for their relief or initial recovery.
- 1.7. **Services*.** Means activities (such as rescue and medical care) undertaken by disaster relief and initial recovery personnel to assist disaster-affected communities.
- 1.8. **Equipment*.** Physical items, other than goods, that are necessary for disaster relief or initial recovery assistance, such as vehicles, radios, rescue boats, excavators, generators.
- 1.9. **Personnel*.** The staff and volunteers providing disaster relief or initial recovery assistance.
- 1.10. **Affected State*.** The State upon whose territory persons or property are affected by a disaster.
- 1.11. **Assisting State*.** A State providing disaster relief or initial recovery assistance, whether through civil or military components.

¹ Civil-Military Relationship in Complex Emergencies (Inter-Agency Standing Committee Reference Paper, 28 June 2004.

² IDRL Guidelines.

³ International Strategy for Disaster Reduction, UNISDR 2009.

⁴ OCHA and slow onset Emergencies – April 2011.

- 1.12. **Originating State***. The State from which disaster relief and initial recovery personnel, goods and equipment begin travel to the Affected State.
- 1.13. **Transit State***. The State through whose territorial jurisdiction disaster relief or initial recovery assistance has received permission to pass on its way to or from the affected State in connection with disaster relief or initial recovery assistance.
- 1.14. **Assisting humanitarian organization***. A foreign, regional, intergovernmental or international non-profit entity whose mandate and activities are primarily focused on humanitarian relief, recovery or development.
- 1.15. **Assisting actor***. Any assisting humanitarian organization, assisting State, foreign individual, foreign private company providing charitable relief or other foreign entity responding to a disaster on the territory of the affected State or sending in-kind or cash donations.
- 1.16. **Humanitarian Assistance (HA)**. Humanitarian assistance is aid to an affected population that seeks, as its primary purpose, to save lives and alleviate suffering of a crisis-affected population. Humanitarian assistance must be provided in accordance with the basic humanitarian principles of humanity, impartiality and neutrality.⁵
- 1.17. **Humanitarian Community (HC)**. Agencies and organizations whose primary or significant focus is the provision of humanitarian aid, assistance, relief, development support and human rights advocacy. For the purpose of this Annex, these agencies and organizations include United Nations relief agencies, international organizations, non-governmental organizations, and the Red Cross/Red Crescent movement.
- 1.18. **Humanitarian Space**. An environment devoid of political-military external factors that threaten independence, impartiality, and neutrality in humanitarian action. An environment wherein the Humanitarian Community can gain access to the affected population and can conduct its activities in accordance with humanitarian principles, free from actual and perceived political and military interference. Humanitarian Community members need to maintain actual and perceived independence and neutrality, and be distinguished from foreign military forces in order to ensure safe and unimpeded access to vulnerable populations.⁶
- 1.19. **Initial Recovery Assistance**. Goods and services intended to restore or improve, to a defined level, the pre-disaster living conditions of disaster-affected communities, including initiatives to increase resilience and reduce risk, provided for an initial period of time after the immediate needs of disaster-affected communities have been met, as determined by the affected State.
2. **Affected Population**. The following definitions apply to the various categories of affected population. There are international legal implications for each of these categories.
- 2.1. **Refugee**. A refugee is a person who “owing to an individual well-founded fear” of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion, is outside the country of his nationality, and is unable to, or owing to such fear, is unwilling to avail himself of the protection of that country.⁷

⁵ This definition contains elements from the definitions in the Guidelines on the Use of Military and Civil Defence Assets in Disaster Relief-“Oslo Guidelines” rev. 1.1, November 2007.

⁶ Guidelines on the Use of Military and Civil Defence Assets to Support United Nations Humanitarian Activities in Complex Emergencies (MCDA Guidelines, Rev 1, January 2006).

⁷ Convention relating to the Status of Refugees (1951) and Protocol relating to the Status of Refugees (1967).

- 2.2. **Displaced Person.** Displaced persons are civilians who are involuntarily outside the national boundaries of their country. This may be due to natural or man-made disasters or other reasons not associated with persecution. It is important to understand the difference between refugees and displaced persons because of the associated legal ramifications.
- 2.3. **Internally displaced persons (IDP).** Those persons forced or obliged to flee from their homes, in particular as a result of or to avoid the affects of armed conflicts, situations of generalized violence, violations of human rights, or natural or man-made disasters, and who have not crossed an internationally recognized State border.
- 2.4. **Migrant.** A migrant is a person who, for reasons other than those contained in the definition, voluntarily leaves his country in order to take up residence elsewhere. He/she may be moved by the desire for change or adventure, or by family or other reasons of a personal nature.
- 2.5. **Stateless person.** A person who is not considered a national by any State under the operation of its law.
- 2.6. **Evacuee.** Evacuees are civilians who are removed from their places of residence by civil or military direction for reasons of personal security or the requirements of the military situation.
- 2.7. **Expellee.** An expellee is a civilian outside the boundaries of the country of his or her nationality or ethnic origin who is being forcibly repatriated to that country or to a third country for political or other purposes.

3. Other Definitions Concerning Affected Populations

- 3.1. **Host families.** Families that will host (provide basic needs such as shelter, food and water) one or more of the above categories, often to the detriment of their own economic well-being. Host families may be related through family, ethnic, religious or political ties.
- 3.2. **Victims of war (conflict).** Civilians who are living in their country and were adversely affected by the war/conflict. Examples include victims of military explosive devices and chemical weapons. (Note: this term is included in this list because it is commonly used; however, the term encompasses many of the preceding terms, can lead to ambiguity, and should be avoided).
- 3.3. **Human Trafficking.** The recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation.⁸
- 3.4. **Trafficked Persons.** Individuals who are transported without their consent and sold for use in prostitution or economic activities without compensation.

⁸ United Nations Convention against Transnational Organized Crime and the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children.

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APPENDIX 2

HUMANITARIAN ASSISTANCE / DISASTER RELIEF (HA/DR)

INITIAL RESPONSE PLANNING CONSIDERATIONS

1. **Purpose.** This checklist focuses planning on the provision of possible assistance in the early stages of a disaster. The planning factors and checklist contained in this Appendix are intended to be used within the first 48 hours of a major disaster when emergency life-saving measures are needed and potentially prior to the Affected State requesting specific relief goods and services. This Appendix:
 - 1.1. Provides a process for military planners to develop an initial **push** assistance package of goods and services that keeps the initial response relatively small and focused on the immediate needs of the Affected Population, demonstrates goodwill, maximizes immediate support to the Affected State, and supports follow-on disaster relief assistance.
 - 1.2. Simplifies the initial planning process to enable planners to make correct decisions in designing the initial response and to enable the rapid transition to responses based on specific requests from the Affected State (**pull** approach).
2. **Scope.** This appendix is structured as follows:
 - 2.1. Purpose
 - 2.2. Scope
 - 2.3. Roles and Responsibilities
 - 2.4. Planning Considerations
 - 2.5. Initial Response Procedures
 - 2.6. Capabilities Checklist
 - 2.7. Country-specific Checklist (for Assisting States)
3. **Roles and Responsibilities.** Disaster relief should only be initiated with the consent of the Affected State and in principle, on the basis of an appeal. The following information on roles and responsibilities in disaster relief is primarily derived from agreed language and principles in existing international instruments and guidelines and as summarized in the *Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance* (also known as the IDRL Guidelines).
 - 3.1. **Affected States.** Affected States have the primary responsibility to ensure disaster risk reduction, relief and recovery assistance in their territory. If an Affected State determines that a disaster situation exceeds national coping capacities, it should seek regional or international assistance to address the needs of the affected population. The Affected State should decide in a timely manner whether or not to request disaster relief and communicate its decision promptly. Affected States also have the sovereign right to coordinate, regulate and monitor disaster relief and recovery assistance provided by Assisting Actors on their territory consistent with international law, and consideration should be given to conducting joint rapid needs assessments with the United Nations and other Assisting Actors. Requests and offers of assistance should be as specific as possible as

to the types and amounts of goods, as well as the services and expertise available or required. Affected States generally communicate requirements in a disaster by the following methods:

- 3.1.1. **Situation (Disaster) Assessment (aka Rapid Assessment).** The type of initial information that is usually available concerns the major effects of a disaster. The process of collecting initial disaster situation information is referred to as a Situation (or Disaster) Assessment. It identifies the magnitude and extent of the disaster and its effects on local populations, and is usually promulgated by the Affected State's National Disaster Management Organization (NDMO) or other national organization and supported by the humanitarian community. FMF will provide support to rapid assessments as requested.
- 3.1.2. **Needs Assessment.** The second major type of information-gathering is a Needs Assessment, which defines the level and type of assistance required for the affected population. The gathering of information for the rapid assessment and needs assessment can be done concurrently. The information collected in the initial assessment(s) is the basis for determining the type and amount of relief needed during the immediate response phase of the disaster by sector. It may also identify the need to continue monitoring and reassessing the unfolding disaster situation. FMF will provide support to needs assessments as requested.
- 3.2. **Assisting Actors.** Responses to sudden onset disasters are undertaken by the humanitarian community Assisting States, and others to provide Disaster Relief intended to meet the immediate needs of disaster affected communities.
- 3.3. **Military Assistance.** Assisting States' military assets should be deployed into an Affected State for disaster relief only at the request or with the express consent of the Affected State, after having considered comparable civilian alternatives. If Assisting State's militaries are directed to assist, militaries may need to quickly develop initial support packages to be sent (**pushed**) to an Affected State immediately after a sudden onset disaster, often before the Affected State has developed a list of specific requirements based on a needs assessment.
 - 3.3.1. Military planners should first consult the civilian disaster response agencies or National Focal Points of the Assisting State prior to developing an initial **push** package. This helps to ensure the initial response is relatively small and focused on the immediate needs, demonstrates goodwill, maximizes the immediate support to the Affected State, and supports future emergency aid.
 - 3.3.2. Initial information on a disaster is often incomplete and leads to the development of a list of generic goods and services which may not be appropriate until refined further based on subsequent formal needs assessments. The **push** of initial goods and services based on incomplete or inaccurate information, while well-intentioned, could have negative impacts by:
 - i. Displacing the true requirements of the disaster
 - ii. Delaying the delivery of essential goods and services, and
 - iii. May create additional, burdensome follow-on / sustainment requirements
 - 3.3.3. The transition from a "push" to a "pull" approach based on requirements derived from formal Needs Assessments undertaken by the Affected State, the humanitarian community and any Assisting State and Assisting Actor assessment teams is desired as soon as possible in order to effectively use scarce resources, provide targeted goods and services, and support the efficient and rapid response to requested capabilities. This will lead to a coordinated and comprehensive **pull** package can be developed. This helps to ensure the follow-on response is relatively small and focused on the emerging/validated needs.

4. Planning Considerations

- 4.1. The planner should focus on the first 24 hours following the disaster, or the time frame when a response is made before a needs assessment has been completed by the Affected State.
- 4.2. While official needs assessments are being developed and are on-going, planners must develop a response plan based on only partial information. The planner should develop a rapid situation assessment based on initial information from the following sources:
 - 4.2.1. First contact should be by the appropriate Assisting State agency responsible for foreign disaster response.
 - 4.2.2. Other contacts: the humanitarian community, Assisting State embassy in the Affected State, Affected State embassy/consulate in Assisting State, neighboring Assisting States (if appropriate), and/or Affected State National Disaster Management Organization (if initial direct contact is authorized). The Affected State's NDMO may have a web site which should be accessed first for any information on the disaster.
 - 4.2.3. Open Source Information: ReliefWeb, Virtual OSOCC, One Response, and major international relief organizations' disaster sites such as the Pacific Disaster Center (PDC, www.pdc.org), Pacific Tsunami Warning Center, Global Disaster Alert and Coordination System (GDACS, www.GDACS.org) media sites, etc.
- 4.3. Concentrate on immediate lifesaving measures.
 - 4.3.1. Focus on providing services that support the delivery of relief goods, rather than procuring and delivering the goods. Affected States and humanitarian organizations often have these goods or immediate access to them, but temporarily lack the means to deliver them to the Affected States' NDMO or the humanitarian community for further delivery to the affected population.
 - 4.3.2. Consider niche requirements based on the specific disaster and country affected requirements (e.g., airlift within the Affected State, transporting goods from adjacent Assisting State to Affected State, maritime search and rescue assets for floods/typhoons, etc.).
- 4.4. Determine existing capabilities of international humanitarian community, and national response mechanisms including the national Red Cross/Red Crescent Society.
- 4.5. Consider cultural and climate aspects of the affected population as articulated in the SPHERE Handbook.
 - 4.5.1. Water and Sanitation requirements
 - 4.5.2. Shelter requirements (due to family groupings)
 - 4.5.3. Food customs and restrictions (e.g., dietary differences)
 - 4.5.4. Health considerations (women and children requirements)
 - 4.5.5. Treatment of human remains due to religious or customary differences
5. **Initial Response Procedures.** Based on initial information gathered, planners should develop a list of capabilities that their militaries have and can be rapidly deployed. The list should by no means be an attempt to identify all the goods and services required in a disaster. This list should be as short as possible to meet known and almost certain needs while delaying the identification of more detailed

goods and services required after the conduct of needs Assessments. Initial actions and capabilities include:

- 5.1. **Initial Identification of Available Capabilities.** Initial military planning teams should first quickly identify basic emergency goods and services available prior to identifying capabilities required to possibly deliver the goods and also the provision of other services (not related to goods delivery) that may be required. The identification of goods and services available should be limited to those that cannot be provided by either the Affected State or Assisting Humanitarian Organizations rapidly in the early stages of the emergency phase. All goods and services should be those required in the emergency phase of the relief operation and not those required for long-term recovery (rehabilitation and reconstruction). Capabilities include:
 - 5.1.1. **Goods.** Emergency relief supplies required by the disaster-affected communities for their immediate relief and survival. “Goods” for the purpose of this Annex/Appendix refers to those needed in the emergency phase of the operation (eg. Food, water, shelter, health supplies, supporting supplies to deliver/consumer the first four items).
 - 5.1.2. **Services, Equipment and Personnel.** Capabilities undertaken by disaster relief and initial recovery personnel to assist disaster-affected communities. “Services, Equipment and Personnel” for the purposes of this Annex/Appendix refers to those needed in the emergency phase to assist with the delivery of emergency goods and those required to meet immediate life-saving tasks and mitigate human suffering.
- 5.2. **Identification of Required Capabilities.** The next step in the process is to identify existing services, stockpiles and other avenues of supply. Development of a list of initial goods and services does not imply that these shall all be sourced by one Assisting State. Crisis action planners should attempt to coordinate with other Assisting States, the humanitarian community and Regional Organizations (e.g., ASEAN) to determine those goods and services that could be delivered to the Affected State(s) most quickly and efficiently.
 - 5.2.1. The preferred initial military capability is services, such as transportation and communication, as these are capabilities in the highest demand during the initial emergency response phase.
 - 5.2.2. International coordination and cooperation should be enabled by communications and information-sharing through embassies, the humanitarian community and through information gathered through the clusters by information-sharing portals and liaison officers.
 - 5.2.3. Identify emergency goods and services that cannot be provided by the Affected State and other Assisting States and Organizations but are required to meet needs. This list serves as a basis for possible delivery by the force. Delivery of these goods and services shall be accomplished in accordance with the laws, rules and regulations of the Assisting State for the provision of relief, and in accordance with any international agreements, laws, customs, immigration and quarantine procedures of the Affected State.
6. **Capabilities Checklist.** The following checklist should serve as a start point for military planners developing an initial response plan.
 - 6.1. **Emergency Services, Equipment and Personnel.**
 - 6.1.1. **Search and Rescue.** Provision of this capability must be closely coordinated with the Affected State, often supported by INSARAG, and provided immediately in certain disasters. For earthquakes, the usefulness of search teams rapidly diminishes after 48 hours. Planners should not waste time on trying to source this requirement if it does not exist within their militaries or civil defense structure and is already known to be deployed by other Assisting Actors in foreign disasters.

- i. Maritime Search and Rescue. Categories include capabilities to conduct search and rescue with open ocean assets, aviation search, aviation recovery, small boat, etc.

6.1.2. Emergency Communications

- i. Voice / data networks
- ii. Emergency communications equipment

6.1.3. Transportation

i. Air

- i-i. Air Movements Support and Air Traffic Control
- i-ii. Fixed wing aircraft for relatively long distance or heavy transportation of goods and services to the affected state and within the affected state.
- i-iii. Rotary wing aircraft are ideal for conducting assessments, providing transportation of goods and services to remote or difficult to access areas, and evacuating stranded or injured personnel.
- ii. **Water.** Water craft are usually required for floods and tropical cyclones and situations where land routes are destroyed precluding use of significant air or ground assets.
 - ii-i. Small motorized craft, amphibious / hover crafts
 - ii-ii. Large amphibious ships or other landing craft
 - ii-iii. Light agile vehicles (e.g. ATV, 4WD, motorcycles)
 - ii-iv. Air-capable ships that can provide a platform for air assets
- iii. **Ground.** Assets usually assist in the transport of goods and personnel to disaster sites. Ground transportation assets may simply be needed to facilitate the operations of the Assisting State's military forces as most nations have adequate ground transport capabilities and capacity. Normal initial transport requirements include:
 - iii-i. Heavy transport large capacity
 - iii-ii. Capable of crossing uneven terrain (off-road)
 - iii-iii. Soft vehicles versus armored (depending on security situation)

6.1.4. Special capabilities

- i. Special teams to deal with hazardous material / consequence management for chemical, biological radiological, nuclear and toxic industrial material (CBRN-TIM) response.
- ii. Information sharing (GIS, mapping, emergency warning, etc.)
- iii. Public Health specialists
- iv. Other technical assistance / subject matter experts (as determined necessary)

- v. Fire-fighting (immediate life-saving requirements): Specialized personnel and equipment

6.2. Emergency Goods

6.2.1. Water

- i. Collapsible jerry cans and water purification tablets are highly preferred over the delivery of bottled water. Note: Iodine- or chlorine-based purification systems are country dependent and must be determined prior to deployment.
- ii. Water purification systems may provide the most immediate source of potable water. These include:
 - ii-i. Ship-based systems, which require the water to be transported via air or other means.
 - ii-ii. Transportable systems. Military systems require military staffing and maintenance. Transporting commercially available systems on behalf of an NGO or donor is preferable.

- 6.2.2. **Emergency Food.** Food should NOT be pushed. Wait for a specific request for specific food items. Cultural and other considerations, if not followed, can be detrimental to the affected population and the relief efforts.

- 6.2.3. **Medical supplies** should NOT be pushed.

- i. Medical planners must have confirmed Affected State military or civil governmental medical personnel who can receive and administer the medical supplies.
- ii. Many Affected States have legal requirements on the practicing or provision of medical care; legal considerations shall be addressed prior to conducting any medical operations.

7. Country-Specific Checklist (for Assisting States)

- 7.1. Each country should develop an initial checklist based on their capabilities and most likely contribution to foreign disaster assistance. This country-specific checklist can be part of that particular Assisting State's military foreign disaster SOP.

APPENDIX 3

MILITARY-HUMANITARIAN ASSISTANCE SURVEY TEAM (MHAST)

PLANNING CONSIDERATIONS

1. **Purpose:** This checklist provides MNCC with an overview of the major steps that must be accomplished in effectively deploying and integrating a national force into a multinational response to a disaster. This includes consideration for:
 - 1.1. Assessing deployment infrastructure and designing a plan for effective movement into the area of operations.
 - 1.2. Understanding and integrating into the existing multinational process for receiving, staging, and moving to the point of operations.
 - 1.3. Integrating forces into the existing multinational operation to provide coordinated and responsive support to the Affected State.
 - 1.4. Each step provides a list of questions that guide planners to consider what must be accomplished and how. This also includes specific items that must be assessed with respect to physical infrastructure, processes in place, Affected State rules/restrictions, etc.
2. **Scope:** FMF support to humanitarian assistance and disaster relief (HA/DR) efforts is carried on in a permissive environment, and at the request/with the permission of the Affected State. HA/DR operations in an environment of growing conflict or post-conflict require different levels of authorities, as well as different methods for establishing security, coordination, etc., and are considered as a separate type of operation from those outlined in this appendix.

According to internationally accepted guidelines and best practices, FMF support to HA/DR operations should provide unique capabilities that do not duplicate or undermine the efforts of the Affected State or civilian response organizations. FMF support is provided when civilian response capacity is overwhelmed and in support of the Affected State and relevant Assisting State civilian authorities.

3. **Roles and Composition:** The same definitions for roles and composition covered in paragraph 2.1 (above) apply.
 - 3.1 Role. The MHAST role is to provide awareness of the disaster and/or crisis to the military commander and start the engagement process with the Affect State and Humanitarian Community to develop potential deployment and support areas as well as identify initial force capability requirements. The MHAST should also contribute to and support the Affected State and Humanitarian Community assessment efforts, including the establishment of links with appropriate coordination mechanisms.
 - 3.2 Composition. The composition of a MHAST is flexible and at the discretion of the Team Leader based on the circumstances of the disaster and/or crisis. For the purpose of this SOP, a potential MHAST could be comprised of the following functional staffs: Team Leader, Operations, Logistics, Engineer, Health Services, Communications, Public Affairs, and others as required.

4. MHAST Checklist:

4.1. PRE-DEPLOYMENT PREPARATION:

- 4.1.1. In accordance with Affected State and Assisting State requirements (e.g. training requirements, preventative health measures, Status of Forces Agreement (SOFA), VISA and customs, airspace clearances).

4.2. SITUATION:

4.2.1. Disaster Description

- i. Type of Event (What, When, Why) – Impact on Affected State's ability to cope?
- ii. Location?
- iii. Following information obtained from UN/USAID/CIDA/ Country team, etc.
 - iii-i. Deaths (number, nationality, gender & age, location, disposal problem)?
 - iii-ii. Injured Persons from the event (number by type (gender, age), type of injury, health support)?
 - iii-iii. Sick (number by type (gender, age), type, location, health support)?
 - iii-iv. Missing Persons (number)?
 - iii-v. Displaced Persons (Number by type (gender, disability, and age), known gathering location(s))?
 - iii-vi. General infrastructure (transportation routes, communications, and social services status?)
- iv. Priority of Effort from Affected State?
- v. Security (mines, UXO, civil unrest)?
- vi. Response Agencies from Affected State and Assisting States?
- vii. Lead International Agency (name, location, contact)?
- viii. Other International and Regional Agencies (name, location, contact)?
- ix. Other Military Forces (organization, location, contact, intent)?
- x. Immediate follow-on dangers (disease, flood)?

4.2.2. Country Details. Most country information is available on WWW in various forums. This should be used prior to departure so the MHASt can confirm information

- i. Airport/Seaport (locations, capability, capacity and status)?
- ii. Language(s)?
- iii. Currency (Are foreign currencies accepted)?
- iv. Political situation?
- v. Ethnicity?
- vi. Religion(s)?
- vii. Customs and culture?
- viii. Economy?
- ix. Industry?
- x. Military?
- xi. Legal System?

- xii. Communication Infrastructure?
- xiii. Public Utilities/ Transport?
- xiv. Climate?
- xv. Health system and status?
- xvi. Affected State response plan – who is in charge? Affected State military, civil authorities?

4.3. MISSION

4.3.1. MHASt Mission Analysis

- i. Assisting State Intent?
- ii. Specified Tasks
 - ii-i. Determine requirement for FMF support to disaster relief operations
 - ii-ii. Recommend initial proposals for Courses of Action (COAs) and Concept of Operations (CONOPS).
 - ii-iii. Engage the Affected State and Humanitarian Community to begin coordination.
 - ii-iv. Prepare for receipt and staging of follow-on forces.
- iii. Implied Tasks?
- iv. Identify Constraints? What things MUST we do?
- v. Identify Restraints? What things MUST NOT or CAN'T do?
- vi. Confirm Assumptions? Detailed assumptions will be developed by the military commander/staff and possibly added to during the survey by the team. For example:
 - vi-i. Permissive environment within affected state.
 - vi-ii. Assisting State will have freedom of movement within the Area of Operations (AO).
 - vi-iii. Affected state support will be available but limited.
- vii. End-state (Affected State, military)?

4.3.2. MHASt Mission Statement (usually from Tasking/Warning/Execute Order)

4.4. EXECUTION

- 4.4.1. Tasks in the execution phase should be conducted in coordination with the Assisting State lead agency, the Affected State military, the Assisting State's civilian disaster response organizations, and international and regional response organizations.

- i. This checklist should serve as a guide of minimum considerations and not a substitute for sound judgment during execution.

4.4.2. Survey Sequence

- i. Establish contact with Assisting State Country Team in Affected State.
- ii. Establish contact with Affected State military.

- iii. Submit Daily Situation Reports to all stakeholders.
- iv. Survey Air Port of Departure/Sea Port of Departure (APOD/SPOD) and APOD/SPOD facilities (Security, Medical, Logistics, Command and Control (SMLC2)).
- v. Identify possible AOs when requested by Affected State.
- vi. Survey routes from APOD/SPOD to proposed AO(s).
- vii. Survey and develop possible main camp location(s) within the selected AO (Security, Medical, Logistics, Command and Control (SMLC2)).
- viii. Survey routes within the selected AO.
- ix. Survey proposed satellite locations around main camp site (SMLC2).
- x. Survey major support infrastructure, as requested.
- xi. Submit MHASt Report to include proposed CONOPs/Order of Battle/Task Force Movement Table (TFMT).

4.4.3. Specific MHASt Tasks:

i. MHASt Commanding Officer (CO)/Officer in Charge (OIC)

- i-i. Team Leader.
- i-ii. Liaise with Assisting State Mission (if applicable).
- i-iii. Liaise with Affected State rep (determine AO).
- i-iv. Liaise with local authorities/agencies (as required).
- i-v. Liaise with IOs/NGOs.
- i-vi. Provide military recommendations to National/Interagency/Country Team.
- i-vii. Report the HA/DR situation and requirements to higher military command daily.

ii. MHASt Life Support Tasks

- ii-i. Survey potential military base camp locations, layout, access and develop camp security plan (pictures).
- ii-ii. Recommend potential CONOPS for force sustainment and bed-down (logistics planning for water, food, medical, sanitation, power, etc.) and engineering (sewer, water, electric, trash) within proposed AO.
- ii-iii. Develop force command and control concept.
- ii-iv. Recommend communication, concepts with the Affected State and other responders.

iii. Operations Section

- iii-i. Act as MHASt Second in Command (2I/C).
- iii-ii. Establish MHASt Command Post (CP).
- iii-iii. Define processes and procedures for integration into multinational efforts in support of the Affected State.

- iii-iv. Liaise with other response agencies and Affected State on their conduct of operations.
- iii-v. Produce Situation Reports (SITREPs).
- iii-vi. Produce Survey Report, to include potential CONOPS.
- iii-vii. Maintain Operations Log.
- iii-viii. Recommend possible coordination and liaison concepts with other responders.
- iii-ix. Coordinate MHASt movements.
- iii-x. Coordinate and prepare follow-on force orders (if applicable).

iv. Logistics Section

- iv-i. Confirm runway capacity for type/quantity of aircraft, as required.
- iv-ii. Confirm port capacities for type/quantity of vessels, as required.
- iv-iii. Locate a fuel source for vehicles/aircraft. Assess Affected State availability and distribution of fuel.
- iv-iv. Locate and secure an area for marshaling of equipment and personnel to conduct off-load maintenance, feeding, fueling and briefing for onward movement.
- iv-v. Confirm availability of APOD/SPOD offloading equipment, i.e. Large capacity forklifts and k-loader. Confirm procedure for sourcing this equipment.
- iv-vi. What is the availability of warehousing?
- iv-vii. What parameters are required for the movement and storage of ammunition?
- iv-viii. Identify customs clearance requirements for passengers and equipment, especially hazardous materials.
- iv-ix. Verify availability and cost of commercial lift for passengers and equipment, i.e. Buses, tractor-trailers, low beds, flatbeds, and rental cars.
- iv-x. Analyze and develop routes and security for movement of personnel and equipment. Confirm distance from APOD/SPOD to camp location, and verify location for a refueling stop if distance dictates there is a requirement.
- iv-xi. Assess and coordinate procedures for land movement with Affected State (are convoy escorts necessary?).
- iv-xii. Coordinate and integrate force entry and movement requirements with the Affected State and other responders.
- iv-xiii. Coordinate designation of helicopter landing zones with Affected State and other responders, as required.
- iv-xiv. Coordinate and confirm methods of payment for Affected State services. Confirm common currency used and other currencies accepted.
- iv-xv. Conduct assessments for fair market value of prices for goods and services.

v. Engineer Advisor

- v-i. Provide specialist advice to the MHASt Leader and the National/Interagency/Country Team.

- v-ii. Liaise with other response agencies and the Affected State to determine engineer support requirements for the relief effort.
- v-iii. Provide disaster-related infrastructure assessment input to the National/Interagency/Country Team.
- v-iv. Identify military engineer requirements essential to support a mission.
- v-v. Check that primary and alternate routes can support military traffic flow.
- v-vi. Identify local resources and heavy equipment for routes and construction materiel/labor/equipment to support establishment of the camp (must be coordinated with the Affected State and Humanitarian Community - do not compete or take away from their assistance efforts).
- v-vii. Conduct an initial environmental screening for base camp locations (pictures?). This information will be incorporated into the occupational environmental baseline study.
- v-viii. Assess requirement for interim military lodging.
- v-ix. Survey potential water point locations and sources for ROWPU operations.
- v-x. Determine minimum water flow to potential Reverse Osmosis Water Purification Unit (ROWPU) sites and any requirement for site preparation for ROWPU placement.
- v-xi. Request Geographical Information System (GIS) data to support infrastructure assessments.
- vi. Health Services Liaison Officer
 - vi-i. Provide specialist advice to the MHASt Leader.
 - vi-ii. Liaise with the Affected State and other medical response agencies to determine medical support requirements for the relief effort.
 - vi-iii. Contact Affected State Ministry of Health to check on the location of medical facilities, bed capacity, specialties and diagnostic capabilities.
 - vi-iv. Identify any environmental factors (climate, diseases and vectors, flora and fauna) of medical importance that will impact force operations.
 - vi-v. Conduct an initial environmental health assessment on identified force camp locations.
 - vi-vi. Confirm the suitability of local medical infrastructure for Assisting State personnel.
 - vi-vii. Confirm the ability to medevac Assisting State personnel (organization, procedure and locations).
 - vi-viii. Determine the capacity and procedures of local medical resupply organization(s).
 - vi-ix. Assess the safety level of the local blood supply.
 - vi-x. Confirm if Assisting State personnel can work in the local medical facility (Memoranda of Understanding, Privileging /Credentialing).
- vii. Communications/Signals Advisor
 - vii-i. Provide the MHASt with strategic/ rear-link communications. Ensure communications remain unclassified to the maximum extent possible.
 - vii-ii. Survey Affected State communication infrastructure (voice, data, internet, radio).

vii-iii. Assess information sharing infrastructure and environment in order to enhance civil and military information sharing.

vii-iv. Advise on layout of antenna locations (camp and dispersed points) for effective/safe communications.

viii. Public Affairs Officer (PAO)

viii-i. Advise the MHASt Leader on media related perspective and actions.

viii-ii. Provide the MHASt with Public Affairs (PA) guidelines and media response lines.

viii-iii. Provide the MHASt with situational awareness on the news media environment.

viii-iv. Act as the MHASt Leader's spokesperson as required.

viii-v. Liaise with Mission PA Staff.

viii-vi. Develop a plan for engaging Affected State news media upon confirmation of Assisting State military force deployment.

4.4.4. Coordinating Instructions

i. Assess time required to deploy and declare the response force operational.

ii. Develop operational timeline/sequence of events to help manage Affected State expectations (time required for water production, power restoration/support, etc.).

ii-i. Communicate with Affected State the estimated time of arrival (ETA) of main response force.

iii. Identify locations

iii-i. Air Port of Embarkation (APOE)?

iii-ii. Air Port of Debarkation (APOD)?

iii-iii. Sea Port of Debarkation (SPOD)?

iii-iv. Embassy?

iii-v. FMF Camp(s)?

iii-vi. Water Point(s)?

iii-vii. Medical Facilities?

iii-viii. Burial grounds?

iii-ix. IDP Camp Locations and lead organization?

iii-x. Contractors?

iii-xi. NGO/IOs/IFRC/ICRC/National Red Cross/Red Crescent?

iii-xii. Local utilities?

iii-xiii. Local Authorities?

iii-xiv. Coordination Centers (MNCC)?

iii-xv. Communication/media hubs?

iv. Rules of Engagement (ROE) requirement?

v. Force Protection/Are Weapons required (type and locations)?

vi. Special equipment requirements?

4.5. COMMAND AND CONTROL (during response, multinational, UN, bilateral)

4.5.1. Chain of Command

i. Higher headquarters.

ii. OPCON, TACON, ADCON requirements?

4.5.2. Communications

i. Communications with higher headquarters (secure and non-secure, timings)?

ii. Communications between MHASt member's (secure and non-secure, timings)?

iii. Communications with other stakeholders (non-secure)?

4.5.3. Reports and Returns. Individual Survey reports will be given to Operations by _____ hrs (local time) in order to send a consolidated report to higher headquarters and stakeholders (as required) by _____ hrs. The daily SITREP will be organized as per the following format:

i. Overall situation in the Affected State.

ii. MHASt and equipment status.

iii. MHASt activities in the past 24 hrs.

iv. MHASt activities for the next 24 hrs.

v. MHASt activities beyond 24 hrs.

vi. Critical Issues (Security, Medical, Logistics, Command and Control).

vii. Commander Comments.

APPENDIX 4

REQUEST FOR ASSISTANCE (RFA) FORM

1. **Introduction.** A copy of this RFA Form can be found on the MPAT website at:
<https://community.apan.org/wg/mpat/p/references>
2. **Form Flexibility.** This RFA forms is focused upon requests for military assistance. This is a starting point for this form, it is expected that in an actually situation this form maybe refined to meet commander's guidance and desire, and to support the situational factors of the crisis response situation.

(Refer to following page)

Request for Military Assistance Form

IMPORTANT NOTE: TO FACILITATE TIMELY PROCESSING OF REQUESTS, YOU MUST PROVIDE COMPLETE DATA, PARTICULARLY WHEN REQUESTING AIR OR GROUND TRANSPORT FOR CARGO AND PERSONS. TRANSPORT-RELATED REQUESTS NEED TO BE RECEIVED NO LATER THAN 72 HOURS PRIOR TO REQUESTED DEPARTURE DATE.

Forward REQUEST by e-mail: as applicable to organization in each circumstance

Tracking #:	FOR INTERNAL USE ONLY			Received by: FOR INTERNAL USE ONLY				
Date of the Request:	(date)							
Available to Move On:	(date)			Submitted by:				
Assistance Needed No Later Than / Required Delivery Date (RDD):	(date)			Name				
Type of Request:	Transportation	(mark box)			Organization			
	Sea	(mark box)			Phone			
	Land	(mark box)			E-mail			
	Air	(mark box)			Signature			
	Information	(mark box)						
	Assets	(mark box)						
	Other	(mark box)						
Description and Purpose of Request:								
PASSENGERS	Total #							
Family Name	First Name	From (LOC)	To (LOC)	Courier CGO?	Organization	Passport No.	Country of Issue	Weight
								(pax) _____
								(baggage) _____
COMMODITIES								
Item	Units	From (LOC)	To (LOC)	Description of Load	Courier _____	Weight (ston/lbs)	Dimensions (LxWxH)	
					Supercgo _____			
Consignee Info:						Packaging details (continue in comments, if required):		
Name						Hazardous Material:		
Organization						Fragile Material:		
Phone						Perishable Material:		
e-mail								
Comments:						FOR INTERNAL USE:		
					Assigned Priority:			
					MNCC / CMOC:			
					CMCB:			
					C3:			
					JMCB / CMCB:			

APPENDIX 5

HUMANITARIAN ASSISTANCE / DISASTER RELIEF (HA/DR)

STANDING OPERATION ORDER (OPORD)

1. **Background.** The National Command Authority (NCA) of the Assisting State will direct their FMF commander to execute the HA/DR mission. This commander issues an Initiating Directive, Warning Order, Execute Order or another similar order, directing subordinate forces to plan, deploy and conduct HA/DR operations.

2. **Purpose.** This appendix provides a template for use by Assisting State FMF commanders for participation in a HA/DR operation and outlines the key elements that must be included in an operations order. Assisting State FMF shall anticipate that HA/DR Operations will be multinational and the coordination will likely be lead by Affected State through the MNCC, or equivalent mechanism. Therefore, this HA/DR Order is written from the perspective of a single Assisting State's military conducting bilateral HA/DR operations with an Affected State, with the need to coordinate with numerous other entities that are simultaneously responding.

3. This template should be modified to suit the individual FMF involved. The key elements of the document are included in this template. Explanations of content that may have to be amended or revised are indicated within by italicized text within bold brackets. For example - **[may need amending]**.

=====

OPERATION/ [*Operation code name*]

MESSAGE/ORDER

REFERENCE/A/ [*NATIONAL COMMAND AUTHORITY OR HIGHER HEADQUARTERS INITIATING DIRECTIVE OR EXECUTE ORDER*]

ORDERTYPE/ORDER

PURPOSE () THIS IS A STANDARD HA/DR ORDER. PER REFERENCE A, THE NATIONAL COMMAND AUTHORITY OF [*ASSISTING STATE*] HAS AUTHORIZED THE EXECUTION OF OPERATION [*OPERATION CODE NAME*].

TIMEZONE/Z

NARRATIVE/ () THIS ORDER OUTLINES THE VARIOUS OPERATIONS, ACTIONS AND ACTIVITIES THAT [*ASSISTING STATE'S MILITARY*] WILL CONDUCT DURING THE HA/DR OPERATION.

HEADING/ () TASK ORGANIZATION
[*ENTER UNITS ASSIGNED FOR EXECUTION OF THE MISSION HERE.*]

1. () SITUATION.

1.A. () DISASTER SITUATION.

1.B. () CURRENT OPERATIONAL ENVIRONMENT WITHIN THE AFFECTED STATE/ AREA.

1.C. () CURRENT DAMAGE AND DISASTER/THREAT ASSESSMENTS.

1.D. () STATUS OF RESPONDING FMF AND OTHER STAKEHOLDERS.

1.D.1. () [*Affected State(s)*] GOVERNMENT[s].

1.D.1.A. () NATIONAL RED CROSS / RED CRESCENT SOCIETY.

- 1.D.2. () INTERNATIONAL GOVERNMENTAL ORGANIZATIONS (IGOS) (e.g, ECHO, KOICA, , USAID, etc).
- 1.D.2.A. () UN COUNTRY TEAM(S) RESIDENT IN [*the Affected State(s)*].
- 1.D.2.A.1. () THE UN RESIDENT COORDINATOR/HUMANITARIAN COORDINATOR (RC/HC) .
- 1.D.2.A.2. () OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS (OCHA) HEAD OF OFFICE OF [*the Affected State*].
- 1.D.2.A.2.A. () UNITED NATIONS DISASTER AND ASSESSMENT COORDINATION TEAM (UNDAC).
- 1.D.2.B. () INTERNATIONAL FEDERATION OF THE RED CROSS AND RED CRESCENT SOCIETY (IFRC).
- 1.D.2.C. () INTERNATIONAL COMMITTEE OF THE RED CROSS (ICRC).
- 1.D.2.D. () INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM).
- 1.D.3. () NON-GOVERNMENTAL ORGANIZATIONS (NGOS).
- 1.D.4. () OTHER RESPONDING MILITARY ORGANIZATIONS.
- 1,D,5. () OTHER REGIONAL RESPONDING ORGANIZATIONS.

1.E. () NATIONAL OBJECTIVES FOR PARTICIPATION BY MILITARY FORCES IN THE HA/DR OPERATION.

1.F. () CONSTRAINTS.

- 1.F.1. () KEEP OPERATION UNCLASSIFIED TO MAXIMUM EXTENT POSSIBLE.
- 1.F.2. () MUST COORDINATE AND VALIDATE REQUESTS FOR ASSISTANCE (RFA) WITH CIVILIAN AND MILITARY AUTHORITIES OF [*the Affected State(s)*].
- 1.F.3. () MUST COORDINATE AND VALIDATE REQUESTS FOR ASSISTANCE (RFA) WITH SUPPORTED CIVILIAN AUTHORITIES OF [*the Assisting State*].

1.G. () RESTRAINTS.

- 1.G.1. () TAKE NO ACTION THAT VIOLATES NATIONAL SOVEREIGNTY OF THE [*Affected State(s)*].
- 1.G.2. () OPERATE WITHIN THE CONFINES OF ANY POLITICAL AND/OR MILITARY AGREEMENTS THAT EXIST BETWEEN [*the Affected State(s)*] AND [*the Assisting State*].

2. () MISSION.

[*FMF of the Assisting State*] DEPLOYS AND CONDUCTS MILITARY OPERATIONS NO LATER THAN [*Date Time Group*] IN SUPPORT OF HA/DR WITHIN [*the Affected State(s)*] IN ORDER TO MINIMIZE LOSS OF LIFE AND MITIGATE HUMAN SUFFERING.

3. () EXECUTION.

3.A. () COMMANDER'S INTENT.

- 3.A.1. () PURPOSE. MITIGATE HUMAN SUFFERING AND REDUCE LOSS OF LIFE THROUGH APPLICATION OF MILITARY SUPPORT TO HA/DR OPERATIONS.
- 3.A.2. () METHOD. [*FMF of the Assisting State*] WILL PROVIDE MILITARY SUPPORT FOR HA/DR TO [*the Affected State*] BY ASSISTING [*the Affected State's*] ARMED FORCES WITH RECOVERY EFFORTS IN THE AFTERMATH OF THE DISASTER.
[*FMF of the Assisting State*] WILL COORDINATE AND LIAISE WITH THE GOVERNMENT OF [*the Affected State*] AND OTHER PARTICIPATING FMF TO ENSURE TIMELY RESPONSE TO ALL REQUESTS FOR ASSISTANCE. COMMANDERS AND PLANNERS AT ALL LEVELS WILL BE PREPARED TO COORDINATE WITH THE INTERNATIONAL HUMANITARIAN COMMUNITY (IHC) AND, AT A MINIMUM, BE AWARE OF IHC EFFORTS, TO AVOID REDUNDANCY.
[*FMF of the Assisting State*] WILL TRANSFER OF THE HA / DR FUNCTIONS TO [*the Affected State*] AND OTHER AGENCIES AS SOON AS PRACTICAL AND REDEPLOY / REPOSITION FORCES UPON COMPLETION OF MISSION, OR AS DIRECTED.

3.A.3. () END STATE.

- 3.A.3.A. () THE DEMAND FOR EMERGENCY RELIEF DECREASES AND MILITARY AND CIVIL AUTHORITIES OF THE [*the Affected State(s)*] HAVE THE CAPABILITY AND CAPACITY TO

EFFECTIVELY PROVIDE HA/DR TO THEIR POPULATION(S) WITHOUT [*the Assisting State*] MILITARY ASSISTANCE.

3.A.3.B. () [*the Assisting State*] FMF REDEPLOYED.

3.B. () CONCEPT OF OPERATIONS.

3.B.1. () PHASE I – DISASTER ASSESSMENT AND PREPARATION.

3.B.1.A. () THE ASSESSMENT OF HA/DR REQUIREMENTS AND EARLY DEVELOPMENT OF AN END STATE AND TRANSITION PLAN ONGOING. MILITARY HUMANITARIAN ASSISTANCE SURVEY TEAM (MHAST) DEPLOYS. FORCES ARE PREPARING TO DEPLOY.

3.B.2. () PHASE II – DEPLOYMENT.

3.B.2.A. () DEPLOY FORCES IN SUPPORT OF [*the Affected State*] HA/DR OPERATIONS. ASSESSMENT OF HA/DR CONTINUES. PHASE ENDS WHEN ALL FORCES ARE POSTURED TO CONDUCT OPERATIONS.

3.B.3. () PHASE III – CONDUCT OF OPERATIONS.

3.B.3.A. () BEGINS WITH THE COMMENCEMENT OF HA/DR ACTIVITIES.

3.B.3.B. () ENDS WHEN HA/DR ACTIVITIES HAVE BEEN TERMINATED BY AFFECTED STATE AUTHORITY OR ARE ASSUMED BY CIVIL AGENCIES OR BY HUMANITARIAN COMMUNITY ORGANIZATIONS.

3.B.4. () PHASE IV – TRANSITION.

3.B.4.A. () BEGINS WITH THE EXECUTION OF A TRANSITION PLAN. TRANSITION PLANNING MUST COMMENCE DURING PHASE I AND MUST BE COORDINATED WITH APPROPRIATE [*the Assisting State*] AGENCIES TO FACILITATE SEAMLESS TRANSITION TO THE APPROPRIATE AGENCIES.

3.B.4.B. () ENDS WHEN AN OPERATION HAS BEEN HANDED OVER TO AFFECTED STATE OR OTHER ORGANIZATIONS. THIS MAY BE INFLUENCED OR DETERMINED WHEN ONE OR MORE OF THE FOLLOWING INDICATORS HAVE BEEN MET:

3.B.4.C. () DECREASE IN THE OVERALL REQUIREMENTS OF HA/DR IN THE AFFECTED STATE/ REGION;

3.B.4.D. () REDUCTION IN THE REQUIREMENT FOR [*the Assisting State*] FMF SUPPORT;

3.B.4.E. () INCREASE IN THE CAPACITY OF THE HUMANITARIAN COMMUNITY TO CONDUCT HA/DR OPERATIONS CURRENTLY CONDUCTED BY [*the Assisting State*] MILITARY FORCES.

3.B.4.F. () SPECIFIC DATES OR CONDITIONS, AS DETERMINED BY [*the Affected State*] OR [*the Assisting State*].

3.B.5. () PHASE V – REDEPLOYMENT.

3.B.5.A. () BEGINS AS FMF START TO REDEPLOY.

3.B.5.B. () REDEPLOYMENT COMPLETE.

3.C. () STAFF TASKS.

3.C.1. () ADMINISTRATION. ESTABLISH PERSONNEL STATUS REPORTING PROCEDURES FOR THIS OPERATION.

3.C.2. () INTELLIGENCE.

3.C.2.A. () PROVIDE ANALYSIS OF DAMAGE ASSESSMENTS TO RELEVANT ACTORS.

3.C.2.B. () PROVIDE RELEASABLE/ OPEN SOURCE INFORMATION TO [*Affected State*], INTERAGENCY, AND INTERNATIONAL PARTNERS.

3.C.2.C. () PROVIDE ASSESSMENTS ON ABILITY OF [*Affected State*] TO RESPOND TO CRISIS.

3.C.2.D. () MONITOR SECONDARY EFFECTS OF THE DISASTER IN [*Affected State*].

3.C.2.E. () DETAILED THREAT ASSESSMENT. [*To include assessment of assymmetric threats.*]

3.C.3. () OPERATIONS. PROVIDE THREAT ASSESSMENTS FOR DEPLOYED FORCES.

3.C.4. () LOGISTICS. IDENTIFY RESOURCES FOR SUPPORT OF RELIEF OPERATIONS.

3.C.5. () PLANS. ASSIST IN OBTAINING DIPLOMATIC CLEARANCES FOR RELIEF PERSONNEL AND EQUIPMENT, TO INCLUDE ANY "FLY OVER" CLEARANCES NEEDED TO EXPEDITE ROUTES OF DELIVERY.

3.C.6. () COMMUNICATION. ASSIST DEPLOYING UNITS WITH FREQUENCY ALLOCATIONS AS REQUIRED AND ASSIST DEPLOYING FORCES WITH ESTABLISHING COMMUNICATION WITH THE *[Affected State]*. PROVIDE DEPLOYABLE COMMUNICATION PACKAGE.

3.C.7. () PUBLIC AFFAIRS. DEVELOP PUBLIC AFFAIRS GUIDANCE IN SUPPORT OF THE OPERATION.

3.C.8. () LEGAL. DEVELOP LEGAL GUIDANCE IN REGARD TO SOFA OR LIKE AGREEMENT, ROE AND OTHER RELEVANT ISSUES.

3.C.9. () FINANCE. ESTABLISH THE OVERALL FRAMEWORK OF THE FUNDS PROCESSES. ESTABLISH BUDGET REPORTING REQUIREMENTS.

3.C.10. () SUBORDINATE COMPONENTS *[list all applicable, such as NAVFOR, AFFOR, ARFOR, MARFOR, SOF]*. PROVIDE PLANNING SUPPORT AND LIAISON TEAM SUPPORT AS REQUIRED BY THE FMF COMMANDER.

3.D. () FMF (OR OTHER UNIT NAME) TASKS. (Examples.)

3.D.1. () DEPLOY MILITARY HUMANITARIAN ASSISTANCE SURVEY TEAM (MHAAT) TO *[the Affected State]*.

3.D.2. () SUPPORT THE MULTINATIONAL COORDINATION CENTER (MNCC), IF REQUIRED.

3.D.3. () CONDUCT SITUATION ASSESSMENT AND SUPPORT NEEDS ASSESSMENTS IN CONJUNCTION WITH *[the Affected State]*.

3.D.4. () FACILITATE MOVEMENT AND RECEPTION OFFMF.

3.D.5. () DESIGNATE PRIMARY / ALTERNATE SEAPORT OF DEBARKATION (SPODS) AND AIR PORT OF DEBARKATION (APODS).

3.D.6. () CONDUCT HA / DR IN SUPPORT OF *[the Affected State]*.

3.D.7. () ESTABLISH TRANSITION CRITERIA.

3.D.8. () USE THE MNF-SOP (WWW.MPAT.ORG) AS THE PRIMARY REFERENCE FOR PLANNING AND EXECUTION OF OPERATIONS.

3.D.9. () IF APPLICABLE, COORDINATE WITH REGIONAL ORGANIZATION DISASTER RESPONSE CENTER (example: ASEAN AHA Centre).

3.D.10. () UPON COMMENCEMENT OF HA/DR OPERATIONS, SUBMIT DAILY SITREP AT *[DTG]*.

3.E. () MULTINATIONAL COMMUNICATIONS INTEGRATION (MNF SOP, PART C, CHAPTER 9). *[Insert planning guidance and/or tasks]*

3.F. () PERSONNEL RECOVERY. *[Insert planning guidance and/or tasks]*

3.G. () FORCE PROTECTION. *[Insert planning guidance and/or tasks]*

3.H. () RULES OF ENGAGEMENT.

3.I.() SOFA/ LEGAL ARRANGEMENTS.

3.I. () COORDINATING INSTRUCTIONS.

3.I.1. () THIS ORDER IS EFFECTIVE FOR EXECUTION UPON RECEIPT.

3.I.2. () DIRECT LIAISON AUTHORIZED AMONG COMPONENTS AND SUPPORTING COMMANDS.

3.I.3. () LENGTH OF OPERATION: *[Duration]* DAYS. REDEPLOYMENT COMPLETE BY *[Date]*.

3.I.4. () CLASSIFICATION GUIDANCE. ENSURE RELIEF EFFORT INFORMATION AND REPORTS ARE UNCLASSIFIED TO THE MAXIMUM EXTENT POSSIBLE WITHOUT IMPAIRING MISSION EFFECTIVENESS, IN ORDER TO FACILITATE COORDINATION WITH *[Affected State]*, OTHER FMF, IO, IGO, AND NGO EFFORTS.

4. () ADMINISTRATION AND LOGISTICS.

4.A. () CONCEPT OF LOGISTICS SUPPORT.

4.B. () CONCEPT OF PERSONNEL SUPPORT.

4.C. () HEALTH SERVICE SUPPORT.

5. () COMMAND AND SIGNAL.

5.A. () COMMAND RELATIONSHIPS.

5.A.1. () [Unit Name] IS THE FMFCOMMANDER, [Unit Name], [Unit Name], [Unit Name] AND [Unit Name] ARE SUPPORTING COMPONENT COMMANDERS.

5.A.2. () FMFCOMMANDER IS THE SUPPORTED OPERATIONAL COMMANDER AND WILL HAVE OPERATIONAL CONTROL (OPCON) OF ATTACHED FORCES. [*The type of command authority will vary by nation*].

5.B. () COMMAND, CONTROL, COMMUNICATIONS AND COMPUTER SYSTEMS.

5.B.1. () COMMUNICATIONS GUIDANCE. FMF COMMUNICATIONS SECTION WILL RECOMMEND RELATIVE PRIORITIES AND ALLOCATE SATELLITE CHANNELS AND CIRCUITS WITHIN THE SCOPE OF THIS OPERATION, INCLUDING THOSE OF DEPLOYING UNITS. CONTACT FMF COMMUNICATIONS OFFICER FOR IMMEDIATE SUPPORT FOR RESOLUTION AND SOURCING.

AKNLDG/YES/
DECL/OADR

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APPENDIX 6

HUMANITARIAN ASSISTANCE / DISASTER RELIEF (HA/DR)

CONCEPT OF OPERATIONS (CONOPS) TEMPLATE

1. **Purpose.** The following CONOPS template is designed to be as the basis for a bilateral arrangement between the militaries of the Affected State (the State upon whose territory persons or property are affected by a disaster) and an Assisting State (a State providing disaster relief or initial recovery assistance).
 - 1.1. If there is more than one Assisting State providing military support, then the Affected State can use this template as a basis for bilateral arrangements with all Assisting States.
 - 1.2. This CONOPS template is not meant to be a multi-lateral document.
 - 1.3. This CONOPS template is not intended to be used in situations where there is significant, on-going conflict between the Affected State government and other parties.
 - 1.4. This template should be modified to suit the individual countries involved. The key elements of the document are included in this template. Explanations of content that should be in a respective section of **elements which may have to be amended and/or revised are indicated within by italicized text within bold brackets**. For example - [*needs amending or revision*].

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Headquarters
(Affected State) Armed Forces

Headquarters
(Assisting State) Armed Forces

(Affected State)-(Assisting State) MILITARY HUMANITARIAN ASSISTANCE AND DISASTER RELIEF (HA/DR) CONCEPT OF OPERATIONS (YEAR)

REFERENCES: This section should include references specific to the signatory countries and any regional organization mechanisms which apply and other suggested references:

- (a) (Affected State) National Disaster Management Organization (NDMO) National Disaster Management Plan
- (b) (Affected State) Military Disaster Response Plan
- (c) Other Disaster Management and Emergency Response Documents of (Affected State)
- (d) (Assisting State) Foreign Disaster Assistance Guidance/Plans
- (e) Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance (IDRL Guidelines) (30 November 2007)
- (f) Civil-Military Relationship in Complex Emergencies (IASC Reference Paper, 28 June 2004)
- (g) Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief (Oslo Guidelines, November 2006 with Revision 1.1 of November 2007)
- (h) Civil-Military Guidelines and Reference for Complex Emergencies (7 March 2008)
- (i) Guidelines on the Use of Military and Civil Defence Assets to Support United Nations Humanitarian Activities in Complex Emergencies (MCDA Guidelines) (March 2003 with Revision I of January 2006)
- (j) Guidelines on the Use of Military or Armed Escorts for Humanitarian Convoys (14 September 2001)
- (k) Multinational Force Standing Operating Procedures (MNF SOP) (Version 2.9, 2013)
- (l) Draft Guidelines-Facilitation of Foreign Military Assistance to Disaster Relief Operations in the Asia-Pacific Region (30 November 2010)

1. **SITUATION.**

- 1.1. **General** [*This section covers basic background information and a synopsis of military support to disaster response. It should be tailored to the specific Affected State and Assisting State*].
 - 1.1.1. The (Affected State) is subject to high risk of natural disasters due to [*provide country-specific reasons such as location, geography and similar factors*].
 - 1.1.2. This Concept of Operations (CONOPS) describes the overall framework for disaster management and emergency response in the (Affected State) for situations when the needs of the affected population exceed the capacity of the (Affected State), the humanitarian community and other nonmilitary responders, and when FMF assistance is requested (or offered and accepted) to support HA/DR in large scale natural and/or technological disasters in the (Affected State). References (a) through (c) guide primary relief efforts in the (Affected State). This CONOPS provides prescriptive guidance to military joint task forces (JTFs) from the Armed Forces of the (Affected State) and the Armed Forces of the (Assisting State) for the organization and conduct of HA/DR operations within the broader framework for response in the (Affected State). (Assisting State) forces shall be guided by references (d) through (l), (Assisting State) Plans and Orders and this CONOPS.
 - 1.1.3. Military support in HA/DR operations should most likely be of short duration and limited scope, based on the requests of the (Affected State), the capabilities of assisting nations, and the requirement to support civil authority in assisting with meeting immediate needs in the emergency phase. Local and national agencies, to include the (Affected State's) military, should be involved initially and until the need for HA/DR ceases. International agencies and the UN should also be providing assistance prior to arrival of assisting states' military forces and generally continue for recovery and reconstruction after foreign militaries depart. As the mission proceeds over time, the capabilities of the Affected State and the civilian relief community increase, thereby decreasing the need for foreign militaries. (Assisting State) military forces should generally be involved in the Emergency Response phase only until the point at which the needs can be met by the Affected State and the humanitarian community. Foreign militaries then are able to disengage from these tasks and transition to redeployment or other tasks. During the Recovery phase, the (Affected State) may require expertise that an (Assisting State) military force can provide. In this situation, and with an agreement between the (Affected) and (Assisting State), (Assisting State) military forces may remain for a longer period of time. Requirements for long-term rehabilitation and reconstruction are a Affected State responsibility and may be supported by other (non-defense) government agencies. See reference (k) for more detailed procedures for the planning and execution of military assistance in HA/DR operations.
 - 1.1.4. The framework for disaster management and emergency response in the (Affected State) is comprised of up to four key elements in major disasters (see Figure D-1-C-6.1) [*Modify diagram to reflect country-specific composition*]

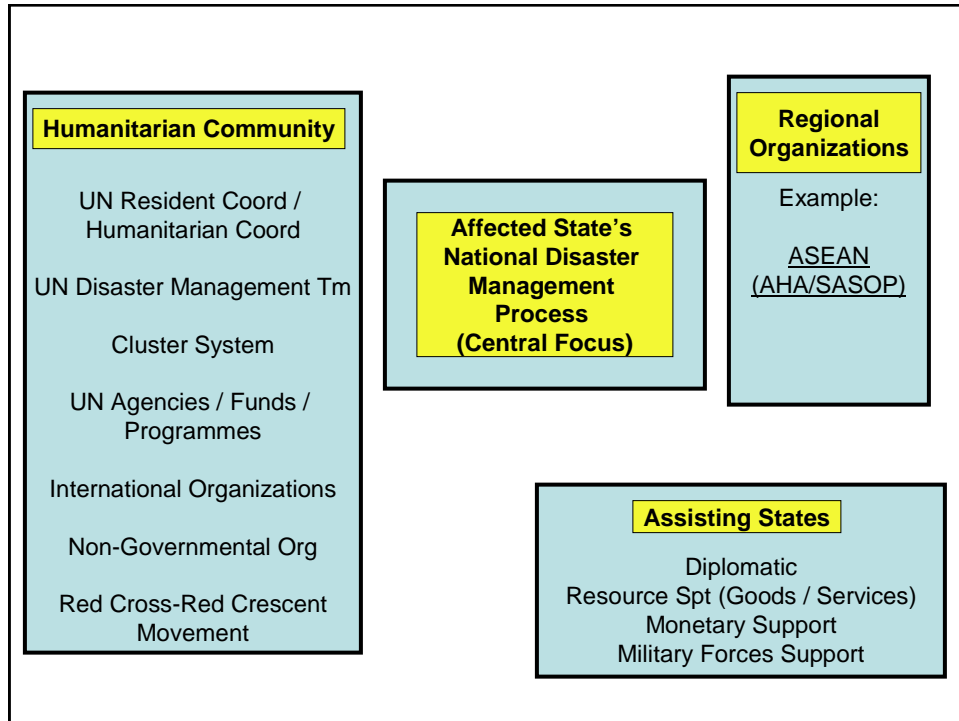


Figure D-1-C-6.1: The Framework for Disaster Management and Emergency Response in the (Affected State)

- i. The **national focal point** for disaster management and emergency response (lead agency) for the Government of the (Affected State) is the National Disaster Management Organization (NDMO) – *[indicate actual agency and provide sufficient detail relevant to military forces supporting the NDMO]*.
- ii. (Affected State) and the affected population are supported by the humanitarian community which is comprised of: agencies, funds, and programmes from the United Nations; international and local nongovernmental organizations; international organizations; and the Red Cross / Red Crescent Movement.
- iii. *[Indicate if the (Affected State) is a member of a regional organization. For example: As a Member of (ASEAN (Association of Southeast Asian Nations) or other regional organization), (Affected State) is also supported by, and supports, the disaster management and emergency response framework of this regional organization as articulated in references (indicate references)]*.
- iv. Finally, in significant disasters, the (Affected State) may request, or accept, offers of humanitarian assistance from assisting (foreign) states, including assistance from foreign militaries, as a last resort, consistent with the (Affected State)'s and (Assisting State)'s laws.

- 1.2. **Area of Operations (AO).** The determination of the FMFAO is situation-dependent and requires coordination with the Affected State. The sovereignty of the Affected State must be respected at all times. Factors for consideration when determining the AO include:
 - 1.2.1. Considerations of the Affected State, including existing treaties, if any, and political and security issues.
 - 1.2.2. Size of the affected area.
 - 1.2.3. Affected State infrastructure (air and sea ports, transportation networks) condition and availability for use by Assisting State FMF.

1.3. Threats - Disasters

- 1.3.1. “Disaster”. Disaster means a serious disruption of the functioning of society, which poses a significant, widespread threat to human life, health, property or the environment, whether arising from accident, nature or human activity, whether developing suddenly or as the result of long-term processes.
- 1.3.2. Declared national emergency disasters present significant challenges to responders. The impact on the societal structure of the affected state may be significant and can involve the deterioration of law and order, the reduction or absence of valuable governmental services, the disruption of the economic system, and the alienation that results from the degradation of media capabilities. Contributing to the complexity of responding to, and operating in, a designated disaster area are those factors that address international law, national sovereignty, regional organizations, national decision-making processes, and competing national and international assets.
- 1.3.3. Natural Disasters. Naturally occurring biological (e.g., epidemics, insect infestations, etc.), geophysical (e.g., earthquake, tsunami, volcano, mass movement [dry]) or hydro-meteorological phenomenon (e.g., floods, mass movement [wet], storms, etc.).¹
- 1.3.4. Human Activity-related Disasters. Actions, intentional or unintentional, that pose a significant, widespread threat to human life, health, property or the environment (e.g., disasters resulting from chemical, biological, radiological, and nuclear [CBRN] or toxic industrial material [TIM] effects [refer to [MNF SOP Part C, Chapter 9: CBRN-TIM](#) and [Part D, Chapter 1: CBRN-TIM Consequence Management](#)]).

1.4. Disaster Management and Emergency Response Mechanisms. Major actors in Disaster Management and Emergency Response are outlined below. Detailed contact information is contained in ANNEX 3 – Key Points of Contact and ANNEX - Links.

- 1.4.1. **(Affected State).** *[This section should include specific information on the Affected State’s Disaster Management / Emergency Response system that enable Assisting State FMF to maximize their support].*
 - i. **National Disaster Management Organization (NDMO).** The national focal point and lead agency for disaster management and emergency response within the (Affected State). *(Describe the role of the NDMO. Provide charts and diagrams as appropriate).* Membership in NDMO is from the following:
 - i-i. Ministers of the Ministries of (indicate ministries and the scope of their responsibilities);
 - i-ii. Director of the (Affected State)’s National Red Cross / Red Crescent society;
 - i-iii. Director of (Affected State)’s Civil Defense Organization *(if any)*.
 - i-iv. (Description of role Affected State’s military in disaster response operations.)
 - ii. **Regional and Local Disaster Management Agencies** (if (Affected State) has regional agencies). Coordinates the activities of all national government agencies assigned to a particular administrative region. (Indicate organization and general roles).
 - iii. **Other (Affected State) Civil Governmental Agencies**
 - iii-i. Indicate other organizations and agencies that have a specific role in HA/DR, such as police, constabulary, coast guard, civil defense and civil protection.
- 1.4.2. **Humanitarian Community.** *[The humanitarian community supports HA/DR in the Affected State. This section should list specific humanitarian organizations and the roles they play in disaster response in*

¹ The “natural disaster classification” used here is from the methodology used by the Centre for Research on the Epidemiology of Disasters (CRED); see: <http://www.cred.be/>.

the Affected State. Key categories of humanitarian community actors are shown below. Annex 5 provides a detailed listing of organizations which may be present in the Affected State].

- i. **United Nations (UN).** *[If the Affected State has a UN Country Team, the UN Resident Coordinator/Humanitarian Coordinator (RC/HC) functions as the leader of the Humanitarian Country Team / UN Disaster Management Team (if present); the RC/HC is a key individual for HA/DR and is responsible for coordinating all in-country and assisting international humanitarian efforts in the Affected State].*
- ii. **Red Cross / Red Crescent Movement.** *[The Affected State's Red Cross / Red Crescent Society. The National Red Cross / Red Crescent Society performs many tasks, including interfacing its other emergency welfare services (warning, rescue, evacuation, medical, nursing, first-aid, ambulance, and social services) with the activities of member-agencies at all levels. Also provides tracing services (local and foreign) during emergencies].*
- iii. **International Organizations (IOs).** A key IO is the International Organization for Migration (IOM), an intergovernmental organization to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, be they refugees, displaced persons or other uprooted people. IOM is the Lead Agency for the Camp Coordination and Management Cluster in (Affected State); the appropriate (Affected State) ministries and the appropriate ministry is the (Affected State) lead.
- iv. **Nongovernmental Organizations (NGOs).** Legally constituted organizations created by private persons or organizations with no participation or representation of any government, in this case for humanitarian purposes.

1.4.3. **Regional Organizations.** Regional organizations may have a role in coordinating member Assisting State support to an Affected State. The specific procedures must be incorporated in the overall efforts of the Affected State, the humanitarian community and other Assisting States. ANNEX 6 contains examples of regional organizations.

1.4.4. **(Assisting States) Government**

- i. **(Assisting State) Embassy / Head of Mission.** *(Include specific duties of the (Assisting State), in particular its formal relationship and C2 mechanisms with the Assisting State FMF supporting the Affected State. Duties vary and may include):*
 - i-i. Declares a disaster via a disaster declaration cable
 - i-ii. Provides emergency funds or other immediate support to Affected State
 - i-iii. Requests / coordinates assistance from other governmental agencies
 - i-iv. Provides oversight / supports Assisting State FMF support
 - i-v. Provide accountability for its donations / assistance to the Affected State
- ii. **Other elements of the (Assisting State) government** may also be tasked to support the disaster relief efforts. Include how these other elements coordinate or are linked with the Assisting State military forces.

1.4.5. **Military Forces**

- i. **(Affected State) Military Forces.**
 - i-i. (Affected State) Military Forces. *[Indicate role of the (Affected State) Military Forces in disaster response. For example: The (Affected State) military forces augment civil government resources to provide security in disaster areas and provide assistance in the reconstruction of roads, bridges and other structures, and transportation facilities for rapid movement of relief supplies and*

personnel and for the evacuation of disaster victims. Be as specific as is necessary to maximize Assisting State military forces support].

i-i.i. (Affected State) military forces: In support of NDMO per appropriate laws and procedures of the (Affected State). *[Describe how the Affected State military supports the NDMO in sufficient detail for Assisting State military planners to effectively plan and support the Affected State]*.

i-i.ii. HQ (Affected State) military forces. *[Specify military forces and the organizational structure that respond to disasters. For example: The (Affected State) Military designates a Disaster Response Task Force (DRTF) and DRTF Commander to provide general direction and control over all (Affected State) military forces disaster operations. Include details on the relationship between the Affected State military forces and the NDMO and other civil organizations]*.

i-i.iii. *[Designate specific HQs and units and provide information as follows either in this section or in Appendix 5]*.

i-i.iv. *[List standing forces available for immediate disaster response if appropriate, or list standing HQ that have these responsibilities]*.

i-i.v. *[List supporting services, commands, agencies, as appropriate]*.

ii. (Assisting State) Foreign Military Forces

ii-i. *[Indicate the senior (Assisting State) military HQ that shall plan and oversee HA/DR support. For example Commander, (Assisting State) senior military command, at the request and in support of (Assisting State), conducts Humanitarian Assistance and Disaster Relief support operations within the designated AO to alleviate human suffering and loss of life in support of the (Affected State)]*.

ii-i.i. *[Indicate the task force that is actually conducting HA/DR operations]*.

ii-i.ii. *[Indicate (Assisting State) supporting military services, commands, agencies, as appropriate]*.

1.4.6. Other (Assisting States) (foreign government civil and military)

i. *[Include other (Assisting States) development agencies (e.g., AusAID; Japan International Cooperation Agency [JICA]; etc.) that would be expected to support (Affected State's) disaster response]*.

ii. *[Include other (Assisting States) FMF]*.

1.5. Facts

1.5.1. *[Include known facts that impact the activation of this CONOPS and deployment and employment of Assisting State FMF. For example:*

i. *The (Affected State) and the (Assisting State) have a Status of Forces Agreement that shall allow foreign military and civilian personnel into the country to conduct disaster relief operations]*.

1.6. Assumptions

1.6.1. *[List assumptions necessary for the planning and execution of this CONOPs. Examples include:*

i. *The (Affected State) has declared a state of national emergency.*

ii. *The (Affected State) has requested and accepted assistance from foreign countries, or has accepted offers of assistance from foreign countries.*

- iii. *The (Assisting State) Head of Mission (or Assistant Secretary of State for countries without a diplomatic presence) has submitted a disaster declaration cable to the (Assisting State).*
- iv. *The (Assisting State) Ministries of State and Defence have coordinated in accordance with (Assisting State) procedures regarding foreign disaster response.*
- v. *The (Affected State) shall provide security in the disaster area for (Assisting State) forces and humanitarian organizations.*
 - v-i. *(Assisting State) forces always retain the inherent right and obligation to exercise unit and individual self-defense in response to a hostile act or demonstration of hostile intent.*
 - v-ii. *The (Affected State) shall grant all necessary over flight, landing, and basing clearances]*

2. **MISSION.** *[The mission statement that is clear and concise and addresses “who, what, when, where and why” for the Affected State and Assisting State FMF. For example:*

On order, the (Assisting State) FMF conduct humanitarian assistance and disaster relief operations in the (Affected State) in support of their respective lead governmental agencies to save lives and alleviate human suffering.]

3. **EXECUTION.**

3.1. **Operational Intent.** *[This section explains the commanders’ intent on what they intend to accomplish, how they intend to accomplish it, and what the expected end state conditions are for successful completion of the mission. This section elaborates the Mission Statement and provides general insight into the commanders’ thinking and serves as guidance for further detailed planning and subsequent execution. The Operational Intent section includes three parts].*

3.1.1. **Purpose.** *Explain exactly what the Affected State and Assisting State military forces are supposed to do. An example of a Purpose paragraph is:*

- i. *Conduct a coordinated response to large-scale disasters in the (Affected State) within the framework of disaster management and emergency response mechanism established by the (Affected State), and as supported by the humanitarian community and regional organizations as applicable (e.g., ASEAN), with (Affected State) military forces and (Assisting State) military forces providing complimentary and supportive capabilities and efforts to requests for assistance at the direction and guidance of the (Affected State) NDMO and (Assisting State) foreign disaster response agency, as applicable.]*

3.1.2. **Method** *[Describe how the Affected State and Assisting State military forces are supporting disaster relief operations. How the Assisting State military forces support the Affected State must be clearly stated here. An example of the Method section is:*

- i. *(Assisting State) military assets provide support to (Affected State) with support unique in capability and availability to HA/DR efforts.*
- ii. *Operations are in support of the (Affected State) through (Assisting State) foreign disaster response agency (if applicable) as coordinated by the (Affected State) NDMO, to help meet the needs of the affected population in reducing further loss of life, alleviating human suffering, and mitigating the effects of the disaster.*
 - ii-i. *Military Operations support an integrated (Assisting State) approach, in coordination with the (Assisting State) Embassy and in support of the (Assisting State) foreign disaster response agency (if applicable).*
 - ii-i-i. *Upon request and acceptance of assistance by the (Affected State), the (Assisting State) JTF may engage in any or all of the following activities, as appropriate.*

- ii-i-ii. *Quickly deploy liaison officers and assessment teams (Military Humanitarian Survey Team [see Reference (k), Part D, Chapter 1, Annex C, Appendix 3, MHASt Checklist] to the (Affected State).*
- ii-i-iii. *Establish a supporting relationship to (Assisting State) foreign disaster response agency (if applicable).*
- ii-i-iv. *Affect liaison with the (Affected State) military forces LNO at the (Affected State) NDMO; and*
- ii-i-v. *Integrate with (Affected State) and international assessment efforts to help define the scope of the disaster (Situation Assessment [see Reference (k), Part D, Chapter 1, Annex C, Appendix 2, HA/DR Initial Response Planning Considerations]).*
- ii-i-vi. *Provide advice on (Assisting State) military capabilities available to support requests for assistance validated by (Assisting State) foreign disaster response agency (if applicable).*
- ii-i-vii. *Delineate (Affected State) military forces / (Assisting State) military coordination efforts within the designated disaster area.*
- ii-i-viii. *Support the integration of Assisting State civil and military, and international relief efforts.*
- ii-ii. *(Affected State) and (Assisting State) rapidly deploy assets with the required capability, as requested by the (Affected State), to quickly establish operational and logistics architectures that posture (Affected State) and (Assisting State) military forces to respond to immediate relief operations while concurrently building the capacity for sustainable support, if required.*
- ii-iii. *If required, (Affected State) and (Assisting State) military forces may establish a Multinational Coordination Center (MNCC) to coordinate (Affected State) and (Assisting State) military-to-military efforts in support of the (Affected State) NDMO, regional partners, and the humanitarian community. The MNCC should only be established if coordination requirements exceed the capability and capacity of liaison officers to coordinate military-to-military efforts.*
- ii-iv. *Incrementally decrease military support for relief operations in consonance with NDMO and (Assisting State) Embassy and humanitarian community assessments that the (Affected State) and humanitarian community are meeting the demand for relief supplies to the affected population and in accordance with a reduction in requests for Assisting State military capabilities as validated by NDMO and (Assisting State)].*

3.1.3. **End State.** *[This paragraph should describe the desired situation (conditions) in the Affected State after the Assisting State military has provided its requested support. An example is:*

- i. *Crisis response efforts requiring (Assisting State) military's unique capabilities are terminated by the (Assisting State) Head of Mission and (Assisting State) as validated requests for emergency humanitarian assistance and disaster relief need are reduced to a level that can be met by the (Affected State), to include the (Affected State) military forces, and the humanitarian community.]*

3.2. Concept of Operations

3.2.1. Initiation. Foreign Military support of HA/DR operations may be conducted when the following conditions have been satisfied:

- i. (Affected State).
 - i-i. (Affected State) requests foreign military assistance.
 - i-ii. (Affected State) accepts offer of foreign military assistance.
- ii. (Assisting State). **[This section must be country-specific and detailed].**
 - ii-i. Declaration of a disaster by the (Assisting State) Head of Mission after determining that the disaster satisfies Assisting State criteria for providing military support (*cite and appropriate reference*).

ii-ii. *[Describe procedures for Affected State requesting Assisting State military support, to inform Assisting State military planners].*

3.2.2. Phasing. Phasing can be time-based, condition-based or a combination of the two. This CONOPS template suggests using the five phases as described below. Phasing may not always be sequential. Some operations continue while others are terminated or resumed by civil agencies or humanitarian community organizations.

i. Phase I – Crisis Assessment and Preparation

i-i. Begins with the identification of a crisis, the assessment of HA/DR requirements and early development of an end state and transition plan.

i-ii. Ends with the publication (or no publication) of an order to deploy military assets in support of (Affected State) HA/DR operations. The order should be developed and coordinated with appropriate (Assisting State) agencies.

ii. Phase II – Deployment

ii-i. Begins with the publication of an order to deploy military assets in support of (Affected State) HA/DR operations.

ii-ii. Ends when all military assets are postured to conduct operations.

iii. Phase III – Mission Operations

iii-i. Begins with the commencement of HA/DR activities.

iii-ii. Ends when HA/DR activities have been terminated by competent authority or are assumed by civil agencies or humanitarian community organizations.

iv. Phase IV – Transition

iv-i. Begins with the execution of a transition plan. Transition planning must commence during Phase I and needs to be done in coordination with appropriate Assisting State agencies to facilitate seamless transition to the appropriate agencies.

iv-ii. Ends when emergency relief activities cease by Assisting State's military. This may be influenced or determined by one or more of the following indicators have been met:

iv-ii-i. Decrease in the overall requirements of HA/DR in the affected area;

iv-ii-ii. Reduction in the requirement for (Assisting State) military support;

iv-ii-iii. Increase in the capacity of the humanitarian community to conduct HA/DR operations currently conducted by the Assisting State military;

iv-ii-iv. Specific dates or conditions, as determined by the Affected State or Assisting State

v. Phase V – Redeployment

v-i. Begins as forces start to redeploy.

v-ii. Ends when all deployed assets return to home station or are reassigned to another area.

3.3. **Key Tasks.** Key tasks are those specified and implied tasks that are required to be accomplished in order for the Affected State and Assisting State military mission stated by this CONOPS to succeed. Key tasks include the following. *(Modify and add to this list as appropriate for the Affected and Assisting States):*

3.3.1. Exchange liaisons at the earliest possible opportunity.

- 3.3.2. Support situation assessments and needs assessments within existing national and international efforts.
- 3.3.3. (Affected State) military forces shall coordinate the requirements for security of all military forces, national and international agencies operating in the disaster area with the designated (Affected State) agency.
- 3.3.4. Assisting State supports the Affected State establishing a mechanism to coordinate Affected State and Assisting State military efforts, such as a Multinational Force Coordination Center (MNCC), and other coordination mechanisms, if required.
- 3.3.5. Establish or assist establishment of appropriate information sharing architecture between Affected State, Assisting State, and other assisting actors, linked to existing information sharing mechanisms (e.g., Virtual OSOCC, ReliefWeb, etc.).
- 3.3.6. Establish and conduct complimentary and supportive information-sharing portals within existing international and national disaster information-sharing networks as the basis of crisis response coordination and communication.
- 3.3.7. Emphasize (Affected State) lead and international community support as a major strategic communication theme.
- 3.3.8. Establish operations and logistics architecture to rapidly respond and sustain relief operations.
- 3.3.9. Establish aviation collaboration and coordination mechanisms to coordinate military-to-military and civil-military traffic.
- 3.3.10. Deploy and position military assets to meet validated (Affected State) requests for assistance (RFAs).
- 3.3.11. Build and maintain cooperation and coordination with Affected State national efforts.
- 3.3.12. Conduct transition (disengagement) of military relief activities in a supportive manner that allows continued recovery and reconstruction operations by the (Affected State) and humanitarian community with minimal adverse impact.
- 3.3.13. Redeploy forces to home station.

3.4. IASC Cluster Approach

- 3.4.1. *[In an Affected State with a robust humanitarian presence, the IASC cluster approach probably should be utilized. If so, describe how Assisting State and NDMO are linked to the IASC cluster approach. Include the designation of cluster leads]*. Further information on the Cluster Approach may be <http://www.humanitarianreform.org/>
- 3.4.2. The chart below shows clusters and cluster leads. *(Cluster leads are country-specific and needs to be tailored to the Affected State).*

Sector / Cluster	IASC Cluster Lead
Food	WFP
Non-food Items (NFIs)	To Be Confirmed
Camp Coordination/ Management	IOM
Emergency Shelter	IOM
Protection	TBC
Permanent Shelter	TBC
Livelihood	UNDP
Water, Sanitation & Hygiene	UNICEF
Health	WHO
Nutrition	UNICEF
Psychological Services	WHO
Logistics	WFP
Emergency Telecommunications	UNICEF
Education	UNICEF
Agriculture	FAO
Early Recovery	UNDP

Figure D-1-C-6.2: Draft Cluster Sectors and Leads

3.5. Request for Assistance (RFA)

3.5.1. Requests for assistance originate from several sources: internally from the (Affected State) NDMO and regional/local disaster management agencies; externally from UN agencies/funds/programmes, IOs, NGOs, donor organizations and assisting states.

- i. Regardless of the initial source of the RFA, RFAs for military support must be validated by the (Affected State) NDMO.
- ii. *[Assisting State may require that RFAs for military support must first be vetted through their own diplomatic or foreign disaster assistance channels or other agencies. If so, describe those procedures in this section.]*
- iii. *(Assisting State push packages: Some Assisting States may have pre-staged emergency relief packages ready to deploy immediately upon acceptance of international assistance by Affected State, but before initial needs assessments and analyses have been conducted. The goods and services provided in these “push packages” must be accounted for in the needs analysis [not Needs Assessment]).*
- iv. The RFA process and RFA form is discussed in detail in Reference (k) (HA/DR Annex). A copy can also be found at: www.mpat.org.

3.5.2. (Assisting State) military assistance to (Affected State) military in particular and (Affected State) in general might also have to be coordinated by or provided through the Assisting State diplomatic or foreign disaster assistance channels or other agencies.

3.5.3. (Assisting State) military:

- i. If applicable, (Assisting State) diplomatic or foreign disaster assistance channels should validate the humanitarian requirements and approve and prioritize any external requests for assistance (RFAs) in coordination with the Affected State's NDMO.

- ii. (Assisting State) military forces generally provide niche capabilities that support the (Affected State) and humanitarian actors as the primary providers of relief. This section should list the military support to be provided. Military support should be provided in the following priority:
 - ii-i. Provide **infrastructure support** with general services (road repair, debris clearance, airspace management, and power generation) that facilitate relief by the affected state and assisting humanitarian actors, but are not necessarily visible to or solely for the benefit of the affected population.
 - ii-ii. Provide **indirect assistance** to the affected population in the form of activities such as transporting relief goods or relief personnel to the disaster location, for delivery of relief by the relief personnel of the affected state and assisting humanitarian organizations.
 - ii-iii. Provide **direct assistance** such as face-to-face distribution of goods and services.
- iii. (Assisting State) military support should be limited to validated emergency relief requirements. Delivery of non-emergency goods and services depletes limited (Assisting State) military resources and diverts personnel and material from core military missions.

3.6. Coordinating Instructions

3.6.1. Rules of Engagement (ROE)

- i. (Affected State) military forces: (Indicate appropriate (Affected State) military forces documents or key ROE measures. Documents must be included in Reference section).
- ii. (Assisting State) military forces: (Indicate appropriate (Assisting State) military forces documents), and any key mission-specific ROE.
 - ii-i. Final Assisting State ROE must be coordinated with Affected State.

3.6.2. Multinational Communications Integration (per MNF SOP, Part C, Chapter 9).

3.6.3. Strategic Communication (SC). Should be coordinated between the (Affected State) and (Assisting State) with the main theme stressing (Affected State) coordinated and (Assisting State) supported humanitarian assistance and disaster relief operations to meet the humanitarian imperative of reducing further loss of life, alleviating human suffering, and mitigating the effects of the disaster. Major themes include transparency of Assisting State military forces and stress that Assisting State forces shall redeploy when their assistance is no longer required.

3.6.4. Public Affairs (PA). Report factually on relief operations and support SC as promulgated by the (Affected State).

3.6.5. Communications between Affected and Assisting State. Immediately establish communications between Affected and Assisting State militaries, civil agencies, diplomatic offices and the humanitarian community at all appropriate levels.

3.6.6. Information Sharing. Immediately establish unclassified information sharing architecture and procedures among Affected and Assisting States civil agencies (as appropriate) militaries and Humanitarian Community actors. (See reference K, HA/DR annex for details on what information should be shared)

3.6.7. Uncompleted HA/DR tasks: If there is a time-restriction and Assisting State has not completed its tasks, it needs to coordinate its unfinished tasks with Affected State or other actors.

3.6.8. Security / force protection considerations: Ensure security and force protection issues are developed and coordinated among Affected State and Assisting State military forces.

4. ADMINISTRATION AND LOGISTICS.

This section should describe how the military forces are sustained in the field.

5. **COMMAND AND SIGNAL.**

5.1. **Command, Control, Cooperation, and Coordination Relationships**

5.1.1. **Civil-Military Coordination and Cooperation**

- i. Relationships with other governmental agencies ((Assisting State) and those of other nations) and international agencies (UN and alliance structures) should be marked by a degree of formality that may duplicate or at least resemble a supported and/or supporting command relationship.
- ii. For unity of effort, it must be clearly recognized by all that the Affected State has the lead for all coordination and cooperation, and is supported by entities of the Assisting State and assisting humanitarian organizations.
- iii. Likewise, it is important to recognize the support role played by military forces to lead civilian agencies and the authorities exercised by each.
- iv. In the HA/DR environment, it is imperative that any interagency structure relationships be clearly understood by the military before commencement of HA/DR support operations.
- v. A transition (disengagement) plan is essential when withdrawing (Assisting State) military capabilities that have been supporting HA/DR operations. Transition planning must begin as early as possible in the planning cycle for HA/DR operations and the plan must also be fully coordinated by and with (Assisting State) and the (Assisting State) diplomatic organizations with the (Affected State).

5.1.2. **Military Command Relations**

- i. *[Recommended Command and Control (C2) procedures are outlined in sub-paragraphs below. Specific C2 architecture should be explained in detail in actual document].*
 - i-i. Command and Control. *[Insert description of (Affected State) and (Assisting State) military command and control arrangements].*
 - i-ii. Parallel ((Affected State) military forces and (Assisting State)) military forces. Under a parallel command, no single force commander is designated. The (Affected State) and (Assisting State) military leadership must develop a means for coordination between the two separate forces to attain unity of effort. This can be accomplished through the exchange of liaison officers and/or the establishment of coordination centers.
 - i-iii. (Assisting State) commanders retain Tactical Control for Force Protection (TACON for FP) of (Assisting State) military personnel and elements and ultimate responsibility to ensure security measures are commensurate with the threat and mission requirements.
 - i-iv. (Assisting State) military support may be organized as a JTF or under a lead service component arrangement or other command arrangement. If Assisting State forces are not organized as a JTF, sufficient guidance shall be promulgated regarding authorities of the Operational (Assisting State) Commander and the (Assisting State) military force's relationship with the (Affected State) military forces under this CONOPS. Barring amended instructions, (Assisting State) forces operating under this command arrangement shall adhere to guidance contained in this CONOPS to the maximum extent practicable.
- ii. The (Assisting State) military forces should redeploy capabilities no longer required to meet validated requests by the (Affected State) or (Assisting State) foreign disaster response agency. In certain instances, competent (Assisting State) authority with (Affected State) approval may task some JTF units to assist in follow-on operations. In this instance, the (Assisting State) JTF structure, liaison officers and /or the MNCC may no longer be required to provide necessary command and control and coordination of the remaining (Assisting State) units. During the transition phase, transfer of command and control, coordination and other oversight responsibilities must be planned. Organizations/agencies with the (Assisting State) Embassy can provide these coordinating functions (these organizations /agencies should be indicated).

iii. Liaison

- iii-i. The primary task of the liaison officer is to ensure the rapid and efficient flow of relevant information between headquarters / relevant agencies. Liaison should be established at all levels (strategic, operational, and tactical) as appropriate to ensure the maximum exchange of required information.
- iii-ii. Liaison is often accomplished through the use of liaison teams. These teams must be knowledgeable about the structure, capabilities, logistics, C4I systems (Command, Control, Communications, Computers, and Intelligence), and planning methods that are employed within their commands. Personnel liaison requirements must be identified early during the planning process and staffed accordingly. Team members should be language qualified or provided interpreter support.
- iii-iii. Once liaison is established, liaison teams become the direct representatives of their respective commanders. Their use enhances understanding of any situation that may have been distorted by the filters of other national agencies and levels.

iv. Multinational Coordination Center (MNCC) [*if determined to be necessary by Affected State and Assisting States military forces*].

- iv-i. The primary purpose of a MNCC is to facilitate military to military cooperation and coordination.
- iv-ii. MNCC operations should be limited such as not to usurp the proper coordination mechanisms of the affected state's national disaster management system and the MNCC should confine coordination to providing support to civilian efforts by coordinating multilateral military unique capabilities through the Affected State military.
- iv-iii. The MNCC should only be established if liaison mechanisms or other Affected State coordinating mechanisms (such as the NDMO or the Affected State military command operations center) are insufficient to assist in military to military coordination. While the MNCC is a proven means of improving coordination between parallel military efforts and with the humanitarian community in major operations, its utility may be duplicative in less demanding operations. The decision to establish a MNCC must be decided early in planning through coordination with appropriate civilian and military agencies of the Affected State and potential Assisting State militaries.
- iv-iv. An initial organizational structure may be the use of the (Affected State) and Assisting State military forces disaster assessment and response teams, and Multinational Planning Augmentation Team (MPAT) planners.
- iv-v. The Affected State military should provide the director for the MNCC for MNCCs located in the Affected State. For an MNCC located in an Assisting State or Transit State, the MNCC Director should be from the Assisting State military providing the preponderance of forces or as agreed between Assisting States.
- iv-vi. If other assisting states' (foreign) military assistance is provided, these other military forces should send liaison personnel to the MNCC. If other organizations are established elsewhere to coordinate regional military support to the (Affected State) (such as the ASEAN AHA Centre), they should also send a liaison officer.
- iv-vii. Refer to Part B, Chapter 2: MNCC for details on the MNCC operations.
- iv-viii. Key Tasks
 - iv-viii-i. Coordinate military support of needs assessments with the NDMO and (Assisting State) diplomatic or foreign disaster assistance agencies.
 - iv-viii-ii. Avoid duplication of assets and capabilities to the greatest extent possible.
 - iv-viii-iii. Prioritize military support in support of NDMO.

- iv-viii-iv. Establish liaison with NDMO and designated affected state civil government, relief agencies, and military, and other parties as determined necessary.
- iv-viii-v. Facilitate the establishment of an unclassified local area network, internet, and email network for external communication and information sharing among all militaries, the NDMO and (Assisting State) embassy or diplomatic offices, and other international organizations, as necessary.
- iv-viii-vi. Coordinate unique military support requirements between the Affected State and Assisting State forces; e.g., support areas, deconfliction of airspace, movement of forces, and logistics assets.
- iv-viii-vii. Develop appropriate transition, engagement, and disengagement criteria and a transition plan for withdrawal of military support.
- iv-viii-viii. In conjunction with the NDMO coordinate and deconflict non (Affected State)-(Assisting State) military assistance and support, including support coordinated by regional organizations such as the ASEAN AHA Centre.
- iv-viii-ix. MNCC functions may be conducted at tactical levels if multinational forces are working in the same tactical area.

iv-ix. Organizational and Structure Considerations

iv-ix-i. MNCC Director. The primary duty of the Director is to ensure that the Affected State's requests for military support are properly articulated, prioritized and coordinated for Assisting State military forces. The MNCC Director has no authority over Assisting State military members of the MNCC.

1. An MNCC Deputy Director should be selected by the Assisting State military members, or as agreed upon.

iv-ix-ii. The MNCC should develop necessary Cross-Functional Elements (CFE) to coordinate operations between the JTFs and with civil elements. The exact organization and responsibilities of the elements, and which elements should be created, is dependent upon the nature of the disaster, capability of the Assisting State militaries, NDMO, regional organizations (such as ASEAN), and other international organizations. Refer to MNF SOP [Part B, Chapter 2: Multinational Staff Coordinaton Process Cross Functional Elements \(CFEs\)](#). The following are suggested cells with the minimum required MNCC capabilities:

1. Information Sharing Cell: Information management and sharing, establish local area network and internet connectivity, web site development and maintenance.
2. Public Affairs / Media Cell: Help determine common themes and messages; conduct press conferences as appropriate.
3. Request for Assistance Analysis (RFA) Cell: Validate request for military assistance; prioritize assistance, maintain sector or cluster visibility on what military assets can be provided to support DR operations; track and close out RFA. Should include affected state NDMO liaison officer to work RFAs in conjunction with military member.
4. Operational Cell, including but not limited to:
 - a. Situational Awareness Sub-cell.
 - b. Logistics Sub-cell.
 - c. Planning Sub-cell

iv-ix-iii. If MNCC is not located in Affected State, but rather in a neighboring Assisting or Transit State, use of Defence attaches or similar officials may be used to coordinate foreign military support.

iv-x. MNCC position in the HA/DR environment. Figure D-1-C-6.3 below is a schematic model of the HA/DR environment including the relationship of the MNCC with other HA/DR players. The schematic model should include all appropriate agencies of the Affected State and Assisting States, including development agencies that have a role in disaster recovery.

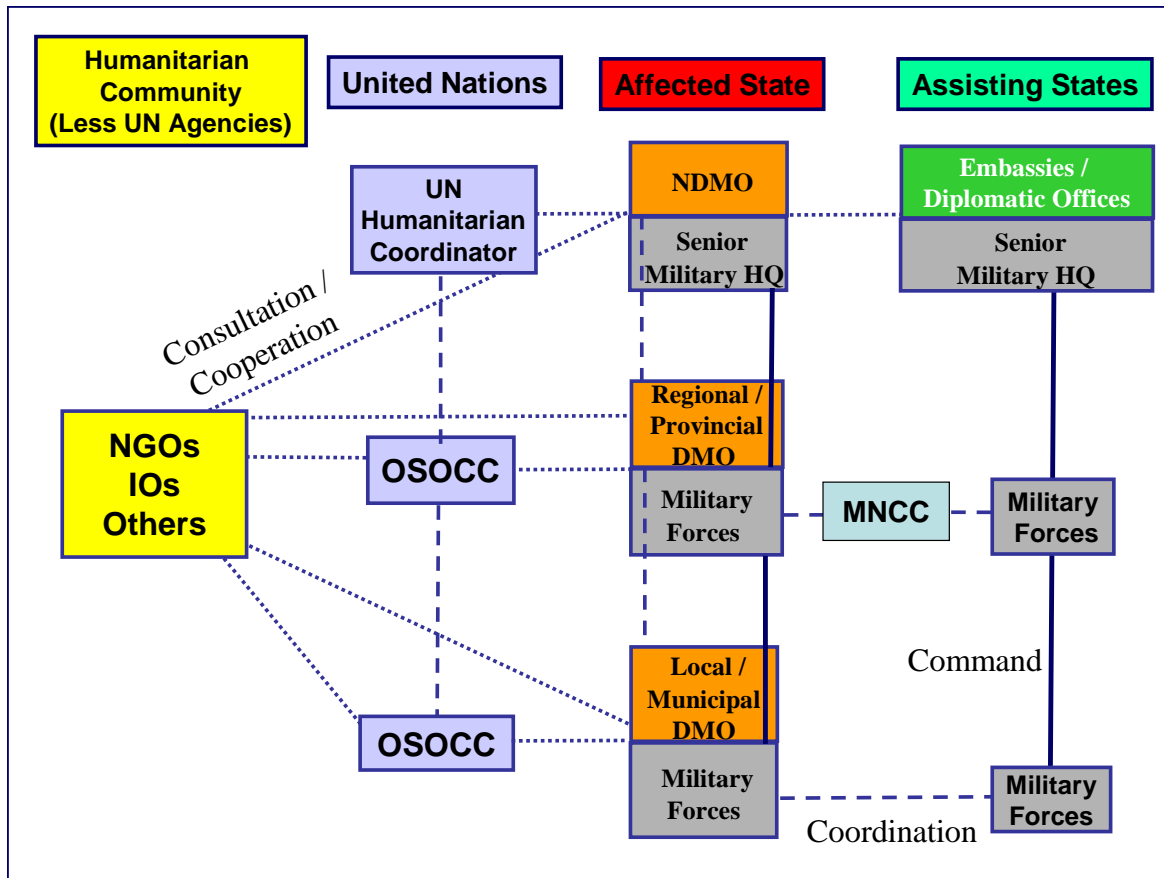


Figure D-1-C-6.3: Civil-Military Command, Control, and Cooperation and Coordination Arrangements Model

5.2. **Communications:** See Reference (k) (MNF SOP) for detailed planning considerations when establishing communications architecture and information management tool to support operating in both a secure and non-secure environment.

5.2.1. **Secure Communications.** Each Assisting State military force may maintain the capability to communicate via national lines over secure voice, data, and video formats. Requirements for secure communication are established by each separate Assisting State military force according to their own requirements.

5.2.2. **Non-secure Communications.** The primary means of communication between the Affected State and Assisting State military forces, NDMO, UN, regional, and other international and nongovernmental organizations participating in the Disaster Relief Operations is normally over non-secure voice and data communications.

i. Information sharing between all parties is critical to maximizing unity of effort. Military command must take the initiative to ensure maximum information sharing with the humanitarian community (e.g., by providing unclassified security information). Security concerns may preclude the military forces from sharing complete operational information. Conversely, some members of the humanitarian community may be reluctant to share some information about their activities for fear of compromising their neutrality and independence, and, thus, the security for their staff and beneficiaries.

ii. Key considerations when establishing a non-secure communication plan to support Disaster Relief Operations:

- ii-i. An unclassified web-based network, to include unclassified email capabilities, to enable planners to pull information from the various relief organizations, and communicate directly with these same organizations must be established. Further, the Affected and Assisting State militaries (through the MNCC) must have the ability to connect with other civilian communications equipment such as mobile and/or satellite telephones. These web portals should be established by the Affected State. If the Affected State is unable to do so, then the Assisting State must do so.
- ii-ii. Capitalize on existing sources of information to include OCHA (through Relief Web, Humanitarian Information Centers, Virtual On-Site Operations Coordination Centers, etc.), NDMOs and other relief organizations, but this information might not be verified or analyzed.
- ii-iii. Information (data) must be timely (containing date-time-groups), as accurate as possible (but not at the cost of undue delay in collection), and in accordance with established standards.
- ii-iv. Maintaining transparency in the information gathering and dissemination process helps foster trust and confidence between the military forces, the NDMO, and the humanitarian community. The (Affected State) military forces/(Assisting State) military force commanders, the (Affected State), and the NDMO must work with their relief agencies' counterparts to maximize information sharing.
- ii-v. Security Classifications: There is a need to balance the sharing of information against security classification requirements.
- ii-vi. See Reference (k) (MNF SOP) for additional information on Information sharing during HA/DR operations.

NAME
(Affected State) Senior
Military Commander

Name
(Assisting State) Senior
Military Commander

Tabs:

- A – Key Terminology and Definitions
- B – Abbreviations and Acronyms
- C – Key Points of Contact
- D – Links
- E – Humanitarian Community
- F – Regional Organizations
- G – (Affected State) Military Forces Regional Commands (or similar breakdown) (Map)
- H – (Affected State) Regional Disaster Management Agencies (Map)

TAB A

Key Terminology and Definitions

Note: The standardization of key terminology and definitions contributes to unity of effort by reducing differences due to language. Terminology and definitions for this concept of operations are derived primarily from sources that are widely accepted internationally for disaster management and emergency response, such as the Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance (IDRL Guidelines) and the Multinational Planning Augmentation Team (MPAT) Program's Multinational Force Standing Operating Procedures (MNF SOP).

Affected State. The State upon whose territory persons or property are affected by a disaster.

assisting actor. Any assisting humanitarian organization, assisting State or other foreign entity, such as a private company providing charitable relief, or person responding to a disaster on the territory of the affected State or sending in-kind or cash donations.

assisting humanitarian organization. A foreign, regional or international non-profit entity whose mandate and activities are primarily focused on humanitarian relief, recovery or development.

Assisting State. A State providing disaster relief or initial recovery assistance, whether through civil or military components.

Civil Military Coordination (CMCoord). The essential dialogue and interaction between civilian and military actors in humanitarian emergencies that is necessary to protect and promote humanitarian principles, avoid competition, minimize inconsistency, and when appropriate pursue common goals. Basis strategies range from coexistence to cooperation with the military, with a strong emphasis attached to coordination as a shared responsibility.

Disaster. A serious disruption of the functioning of society, which exceeds national coping capacities and poses a significant, widespread threat to human life, health, property or the environment, whether arising from accident, nature or human activity, whether developing suddenly or as the result of long-term processes, but excluding armed conflict.

disaster relief. Goods and services provided to meet the immediate needs of disaster-affected communities.

eligible assisting humanitarian organization. An assisting humanitarian organization determined to be eligible to receive legal facilities pursuant to Part V by the originating, transit or affected State, as applicable.

Equipment. Physical items (such as vehicles and radios) other than goods necessary to undertake disaster relief or initial recovery assistance.

Goods. The supplies intended to be provided to disaster-affected communities for their relief or initial recovery.

Initial recovery assistance. Goods and services intended to restore or improve, to a defined level, the pre-disaster living conditions of disaster-affected communities, including initiatives to increase resilience and reduce risk, provided for an initial period of time after the immediate needs of disaster-affected communities have been met, as determined by the affected State.

originating state. The State from which disaster relief and initial recovery personnel, goods and equipment begin travel to the affected State.

Personnel. The staff and volunteers providing disaster relief or initial recovery assistance.

Services. Activities (such as rescue and medical care) undertaken by disaster relief and initial recovery personnel on behalf of disaster-affected communities.

transit state. The State through whose territorial jurisdiction disaster relief or initial recovery assistance passes on its way to or from the affected State in connection with disaster relief or initial recovery assistance.

TAB B

Abbreviations and Acronyms

AADMER. ASEAN Agreement on Disaster Management and Emergency Response

(Affected State) military forces. Armed Forces of the Affected State

(Affected State) military forces DRTF. (Affected State) military forces Disaster Relief Task Force

AHA Centre. ASEAN Coordinating Centre for Humanitarian Assistance

AO. Area of Operations

ASEAN. Association of Southeast Asian Nations

CBRN-TIM. chemical, biological, radiological, nuclear and toxic industrial material

CJCS. Chairman, Joint Chiefs of Staff

COM. Chief of Mission

CONOPS. Concept of Operations

CONPLAN. Concept of Operations Plan (operational plan in concept format)

CFE. Cross Functional Elements (note: some nations may use the term B2C2WG - boards, bureaus, cells, centers and work groups)

DART. Disaster Assistance Response Team

FAO. Food and Agriculture Organization

HA/DR. Humanitarian Assistance and Disaster Relief

HIC. humanitarian information centre

HOC. humanitarian operations centre

HSC. Health Service Centre ((Affected State) military forces)

HQ. Headquarters

IASC. Interagency Standing Committee

ICRC. International Committee of the Red Cross

IDRL. International Disaster Response, Laws, Rules and Principles program

IFRC. International Federation of the Red Cross and Red Crescent Societies

IO. Information Operations

IOs. International Organizations

JTF. Joint Task Force

JTTP. joint tactics, techniques and procedures

LNO. Liaison Officer

MCDA. military and civil defence assets

MDB. Mutual Defense Board

MDRO. mission disaster relief officer

MFA. ministry of foreign affairs

MNCC. Multinational Coordination Center

MNF SOP. Multinational Force Standing Operating Procedures

MPAT. Multinational Planning Augmentation Team

NDMO. National Disaster Management Organization

NGOs. nongovernmental organizations

OCHA. United Nations Office for the Coordination of Humanitarian Affairs

OSOCC. On-Site Operations Coordination Centre

RC/HC. Resident Coordinator / Humanitarian Coordinator

RC/RC. Red Cross / Red Crescent

RFA. Request for Assistance

ROE. Rules of Engagement

SASOP. Standard Operating Procedure For Regional Standby Arrangements And Coordination Of Joint Disaster Relief And Emergency Response Operations (ASEAN)

UN. United Nations

UN CMCoord. UN Civil-Military Coordination

UNCT. UN Country Team

UNDAC. UN Disaster Assessment and Coordination team

UN DMT. UN Disaster Management Team

UNHAS. UN Humanitarian Air Service

UNICEF. UN Children's Fund

UN JLC. UN Joint Logistics Centre

UN OCHA. UN Office for the Coordination of Humanitarian Affairs

Virtual OSOCC. Virtual On-Site Operations Coordination Centre

WFP. World Food Programme

WHO. World Health Organization

TAB C

Key Points of Contact

Government of the (Affected State) – Civil

National Disaster Management Organization (NDMO)
Ministry of Foreign Affairs (MFA)
Ministry of National Defense (MND)

(Assisting State) Government – Civil

(Assisting State) Embassy (Affected State)
(Assisting State) Development Agency

(Assisting State) Armed Forces

United Nations System

UN Resident Coordinator / Humanitarian Coordinator (RC/HC)
Interagency Standing Committee Country team (IASC CT)
UN Disaster Management Team (UN DMT)
Humanitarian Committee Country team
Cluster Leads
UN Office for the Coordination of Humanitarian Assistance (UN OCHA), Regional Office in Bangkok
UN Disaster Assessment and Coordination Team (UNDAC)
UN Civil-Military Coordination (UN-CMCoord)
UN Civil Military Coordination (UN CMCoord) Officer, Regional Office in Bangkok
World Food Programme (WFP), Regional Office for Asia and the Pacific in Bangkok
United Nations Children's Fund (UNICEF)
World Health Organization, Western Pacific Regional Office (WHO WPRO), Manila

International Red Cross / Red Crescent Movement

International Committee of the Red Cross (ICRC)
International Federation of the Red Cross (IFRC)
Red Cross (PNRC)

ASEAN

ASEAN Coordinating Centre for Humanitarian Assistance (AHA Centre)

TAB D

Links

Government of the (Affected State) – Civil

(hyperlinks to web-based communications systems to enable quick communications link-ups)

(Assisting State) Government – Civil

(Assisting State) Embassy (hyperlinks to web-based communications systems)

(Assisting State) Armed Forces

United Nations System

[Virtual On-site Operations Coordination Centre \(Virtual OSOCC\)](#)

[Relief Web \(hyperlinks to web-based communications systems\)](#)

International Red Cross / Red Crescent Movement

[International Committee of the Red Cross \(ICRC\)](#)

[International Federation of the Red Cross \(IFRC\)](#)

Hyperlinks of applicable National Red Cross / Red Crescent societies (will vary based upon the situation)
(hyperlinks to web-based communications systems)

ASEAN

ASEAN Coordinating Centre for Humanitarian Assistance (AHA Centre) (<https://ahacentre.org/>)

TAB E

Humanitarian Community

1. United Nations (UN)

1.1. **UN Resident Coordinator / Humanitarian Coordinator (RC/HC).** Located in (Affected State) (indicate city if the country has one); functions as the leader of the UN Country Team / UN Disaster Management Team; the RC/HC is a key individual for HA/DR and is responsible for coordinating all in-country and assisting international UN humanitarian efforts in the affected state. Elements which fall under the RC/HC responsibility include:

1.1.1. **Interagency Standing Committee Country Team (IASC CT).** Consists of UN agencies, funds, and programmes and other humanitarian organizations in the (Affected State) that primarily do development work but are mobilized for supporting emergency response efforts.

1.1.2. **UN Disaster Management Team (UN DMT).** The UNCT becomes the UN DMT during a disaster. Team Representatives convene to draft pre-crisis disaster management plans and functions as advisors to the RC/HC in an emergency. The primary purpose of the UN DMT is to prepare for and ensure a prompt, effective, and concerted response and promote coordinated UN assistance to the government for post-emergency recovery.

1.1.3. **Humanitarian Committee Country Team.** This is a country-specific committee and consists of representatives from IASC organizations; frequently organized in the UN Country Team to lead functional efforts in emergency response (aka clusters); represents UN agencies, funds, and programmes and nongovernmental operating partners.

1.1.4. **Cluster Leads.** Certain UN humanitarian agencies, programmes or funds are generally designated as cluster leads as indicated in Table 1 in paragraph 4 of this CONOPS. The Affected State should also generally designate an appropriate ministry or agency as its cluster lead counterpart.

1.2. **UN Office for the Coordination of Humanitarian Assistance, Regional Office for Asia and the Pacific (UN OCHA ROAP).** Located in Bangkok, Thailand; provides support to UN Country Team in the coordination of international UN and other humanitarian efforts.

1.2.1. **UN Disaster Assessment and Coordination (UNDAC) Team.** Usually a five-person UN team to support the UN Country Team with assessment and coordination of UN and other humanitarian efforts.

1.2.2. **UN Civil-Military Coordination (UN-CMCoord).** Consists of trained personnel to conduct civil-military coordination efforts between the UN Country Team, other humanitarian actors and affected state and assisting state military and civil defense assets. The Regional UN-CMCoord Officer is based in Bangkok, Thailand.

1.2.3. **Humanitarian Operations Centre (HOC).** An interagency coordination organization that coordinates the overall relief strategy and unity of effort among all international participants in a large foreign humanitarian assistance operation. It normally is established under the direction of the Affected State or the United Nations. In most cases this function is performed by the Affected State NDMO.

1.2.4. **Humanitarian Information Center (HIC).** A common service to the humanitarian community managed by the UN OCHA through its Field Information Services (FIS) unit, operated in coordination with a number of partners, to allow relief organizations to share information about disasters.

1.2.5. **On-site Operations Coordination Center (OSOCC).** A coordination center set up by the UN in the affected state to coordinate incoming international assistance to a disaster.

1.2.6. **Virtual On-site Operations Coordination Center (Virtual OSOCC).** Web-based information-sharing portal containing details of operational humanitarian response (<https://vosocc.unocha.org/>).

- 1.3. **Joint Logistics Centre (JLC).** An information and coordination center to optimize and complement the logistics capabilities of cooperating humanitarian actors within a well-defined crisis area for the benefit of the ongoing humanitarian operation.
- 1.4. **World Food Programme (WFP).** UN programme providing emergency food assistance and logistics; Regional Bureau for Asia and the Pacific is located in Bangkok, Thailand; supports UNCT in Philippines; WFP warehouses located in Phnom Penh, Cambodia.
- 1.5. **UN Humanitarian Air Service (UNHAS).** A service operated by the World Food Programme (WFP) to provide UN and other humanitarian organizations with safe and reliable air transport during emergencies.
- 1.6. **UN Children's Fund (UNICEF).** UN fund providing security and protection services to women and children of the affected population; regional office in Bangkok, Thailand.
- 1.7. **World Health Organization (WHO).** UN organization providing health services (primarily preventive) to the affected population; regional office in Manila, Philippines. WHO is the Lead Agency for the Health Cluster in (Affected State); the appropriate (Affected State) ministries and the appropriate ministry is the (Affected State) lead.
- 1.8. **Food and Agriculture Organization (FAO).** UN agency providing primarily nonemergency food security support and agricultural recovery.

2. Red Cross / Red Crescent Movement

- 2.1. **International Committee of the Red Cross (ICRC).** Protects and assists victims of armed conflict; the guardian of *International Humanitarian Law* (IHL, also called the *Law of Armed Conflict* [LOAC]) and the *Geneva Conventions*.
- 2.2. **International Federation of the Red Cross and Red Crescent Societies (IFRC).** Consists of 186 national Red Cross / Red Crescent societies, a Secretariat located in Geneva and over 60 delegations located worldwide; the Red Cross / Red Crescent Movement lead to improve the lives of vulnerable people with a focus on disaster preparedness and response; the Regional Office is located in Kuala Lumpur, Malaysia, with additional IFRC personnel in Bangkok, Thailand. IFRC acts as the **convener** for the Humanitarian Community Country Team for the Emergency Shelter Cluster in (Affected State); the appropriate (Affected State) ministries and the appropriate ministry as the (Affected State) lead.
- 2.3. **(Affected State) Red Cross / Red Crescent Society.** The National Red Cross / Red Crescent Society performs many tasks, including interfacing its other emergency welfare services (warning, rescue, evacuation, medical, nursing, first-aid, ambulance, and social services) with the activities of member-agencies at all levels. Also provides tracing services (local and foreign) during emergencies.

3. International Organizations (IOs)

- 3.1. **International Organization for Migration (IOM).** An intergovernmental organization to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, be they refugees, displaced persons or other uprooted people. IOM is the Lead Agency for the Camp Coordination and Management Cluster in (Affected State); the appropriate (Affected State) ministries and the appropriate ministry is the (Affected State) lead.
- 3.2. **Other IOs.** Organizations with international membership, scope, or presence, usually created for the public interest or for a specific purpose (e.g., World Bank; Asian Development Bank; etc.).
4. **Nongovernmental Organizations (NGOs).** Legally constituted organizations created by private persons or organizations with no participation or representation of any government, in this case for humanitarian purposes.
 - 4.1. **National (local) NGOs.** Humanitarian organizations operating solely within the (Affected State)
 - 4.2. **International NGOs.** Voluntary organizations with worldwide or regional humanitarian mandates (e.g., include: CARE International, Mercy Corps, Oxfam International, World Vision International, Save the Children Alliance, International Rescue Committee, etc.).

TAB F

Regional Organizations

1. **ASEAN (Association of Southeast Asian Nations).** Geopolitical and economic organization of 10 Southeast Asian nations, which, for purposes of this document, have agreed through reference (n) to cooperate regionally between member states on disaster management and emergency response.
 - 1.1. **ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre).** Located in Jakarta, Indonesia, the centre receives and consolidates disaster analysis data and recommendations on risk level from the National Focal Points of ASEAN states; AHA Centre also disseminates to each Party, through its National Focal Point, the analyzed data and risk level arising from identified hazards; and the AHA Centre may also, where appropriate, conduct an analysis on possible regional-level implications.
 - 1.2. **Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations (SASOP).** Voluntary procedures in reference (o) guide the actions of ASEAN parties and the AHA Centre to implement regional standby arrangements for disaster relief and emergency response; guide the utilization of military and civilian personnel, transportation and communication equipment, facilities, good and services, and the facilitation of their trans-boundary movement; and guide the coordination of joint disaster relief and emergency response operations.

TAB G

(Affected State) Military Forces Regional Commands (or similar breakdown) (map)

Note: Use this Annex to outline the military forces (Affected States Regional Commands or similar organizational structures). Position headquarters and forces locations on maps of meaningful scales.

TAB H

(Affected State) Regional Disaster Management Agencies (map)

Note: Use this Annex to outline the (Affected States Regional Disaster Management Agencies or similar organizational structures. Position Agencies headquarters and operating areas on maps with meaningful scales.

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APPENDIX 7

HUMANITARIAN ASSISTANCE AND DISASTER RELIEF (HA/DR)

MULTINATIONAL COORDINATION CENTER (MNCC)

1. **SCOPE.** This appendix outlines the basic framework for establishing and operating a MNCC during HA/DR operations.
 - 1.1. The MNCC concepts discussed below are different and distinct from those outlined in [Part B, Chapter 2: Multinational Coordination Center](#), which details functions during military operations like peacekeeping, peace enforcement, operations other than war and small contingencies.
 - 1.2. The MNCC outlined in this chapter could receive requests for HA/DR support operations for military forces to conduct unique tasks other organizations lack the capacity to conduct at the early stages of a response. The MNCC mechanism is a recommended option for multinational military assistance coordination by Affected States during a disaster, but can be adapted to fit the specific requirements of the disaster.
2. **ASSUMPTIONS.** The following assumptions should be confirmed and adjusted as required when considering the establishment and operation of a MNCC:
 - 2.1. The Affected State will continue to exercise its sovereignty and leads the response.
 - 2.2. The Affected State will participate, prioritize, and coordinate requirements, and make these requirements known to international disaster response agencies and other nations.
 - 2.3. Foreign Military Forces (FMF) will comply with the requirements of the Affected State, operate using accepted humanitarian principles, and be willing to participate in the MNCC for as long as the Affected State determines that the MNCC is required.
 - 2.4. International and regional coordinating mechanisms (e.g. UN OCHA's OSOCC, ASEAN's JOCCA) will also be conducting HA/DR operations in support of the Affected State effort and will need to be coordinated with.
3. **SITUATION.**
 - 3.1. During any HA/DR response, coordination and common situational understanding are key aspects to an effective and efficient effort. While most nations have established a National Disaster Management Organization/Office (NDMO), and the United Nations (UN) has the Cluster system, military support requires distinct and complementary consideration to best utilize the unique military resources allocated to support a response.
 - 3.2. When a disaster occurs and the response is beyond the capability of the Affected State, the Affected State may request for international assistance. While the Affected State's NDMO will lead the disaster response, the Affected State's military establish and lead the Multinational Coordination Centre (MNCC) to coordinate the deployment and employment of FMF. For more information on the external Requests for Assistance (RFA) process, see [Part D, Chapter 1, Annex C](#).
4. **MISSION.** Where Affected State and Humanitarian Community resources/capaabilities are exceeded and FMF capacity exists, the HA/DR MNCC will be established by the Affected State's military. The MNCC will support the Affected State's disaster response effort by coordinating FMF capabilities, to

promote efficient military support for the overall disaster response in order to save lives and mitigate the conditions of suffering.

5. EXECUTION

5.1. Intent

5.1.1. **Purpose.** A mechanism to facilitate coordination, cooperation and common situational awareness between Affected State's military and FMF support towards the HA/DR operations.

5.1.2. **Method.**

- i. Establish a MNCC to support the deployment and employment of the international defense assets while FMF capabilities, minimizing duplication of efforts and identify challenges and gaps.
- ii. Promote the sharing of information and coordinate the activities assigned to the FMF military.
- iii. Facilitate cooperation and integration of FMF support through analysis, coordination and collaboration to optimize the use of FMF assets.
- iv. Coordinate the phased transition of FMF capabilities that are no longer needed by the Affected State.

5.1.3. **End State.** There is no requirement for FMF coordination (via the MNCC), and the humanitarian community and Affected State is able to meet the needs of the disaster response.

5.2. **Concept for Operations.** The MNCC is the mechanism used by the Affected State military to coordinate all FMF capabilities.

5.2.1. 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 NDMO to facilitate active coordination/cooperation. If required, the MNCC should be established as soon as possible once the Affected State has requested foreign military assistance.

5.2.2. FMF should be prepared to contribute to the capabilities identified and requested by the Affected State, as well as augment the Affected State military's establishment of the MNCC with experienced HADR planners.

5.2.3. The construct of the MNCC Teams will be tailored based on the FMF capabilities deploying to support the relief effort. While the Affected State should provide the core members of all the staff sections, it is encouraged to request/accept FMF representation with at least a liaison presence. FMF can also contribute to the MNCC staff in functional areas where their deployed military capabilities could be applied or they have a specific/unique capability.

5.2.4. The MNCC does not command authority over the FMF and the assigned task to the FMF must be agreed upon by the FMF liaison officer in the MNCC, before the task can be assigned to the FMF.

5.3. HA/DR MNCC Tasks.

5.3.1. Facilitate planning for the deployment and employment of FMF, such as deployment areas and reception requirements.

5.3.2. Coordinate HA/DR support operations with the Affected State and HC, while making sure to:

- i. Be prepared to deconflict support in order to optimize the use of military assets and avoid duplication of efforts.
- ii. Be prepared to coordinate assessments and Request(s) For Assistance (RFA) among the Affected State, Assisting State militaries, United Nations, and other assisting humanitarian organizations, only if requested. This includes identifying appropriate Assisting State validation validated authorities and facilitating the validation process for RFA.
- iii. Assist in prioritizing military support based on Affected State prioritized requirements. This may include assisting/supporting HC efforts as requested by the Affected State.

5.3.3. Facilitate shared situational awareness of the progress of the HA/DR operations through the use of suitable C4IT platforms with common operating picture. This will provide clarity in the continued need to employ FMF as well as determine when transition activities can commence.

5.3.4. Coordinate military Public Affairs messaging (including social media), local and foreign media management, and information sharing with the Affected State military to align and promote shared understanding of HA/DR support operations and promote a positive image of the relief effort.

5.3.5. Join (or be prepared to 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 State militaries, the Affected State government, and the Humanitarian Community.

5.3.6. In conjunction with the Affected State and HC, coordinate appropriate measures of effectiveness to aligning FMF transition plans.

5.3.7. Monitor and assess the effectiveness of MNCC activities and FMF support to HA/DR operations.

5.3.8. Capture and disseminate Lessons Learned and Best Practices on MNCC operations/activities for improvement of the MNCC concept and SOPs.

5.4. **Organization and Structure.** The MNCC should remain dynamic and flexible in its organizational 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 experts¹ on MNCC organizational structure to provide advisory 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

¹ Changi Regional HADR Coordination Centre (RHCC)

Affected State should request experienced MNCC planners during the request process. **Figure 2** shows the recommended functional groups and cells for a MNCC².

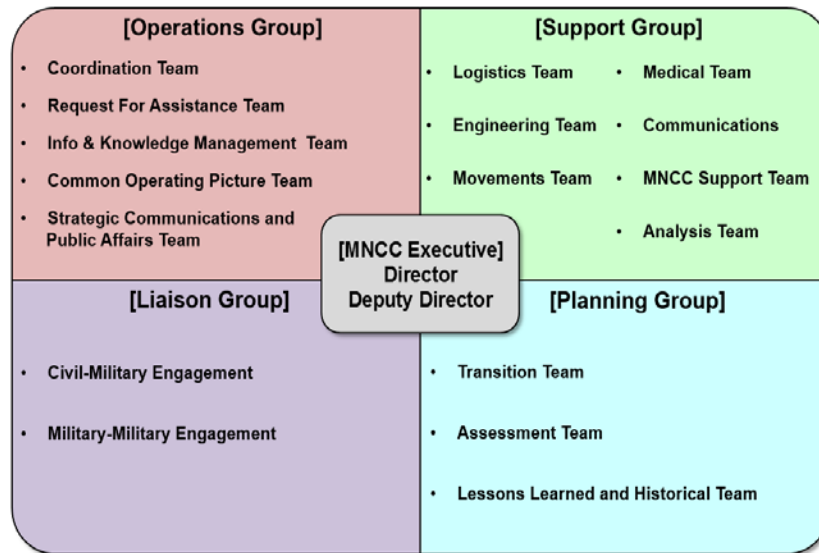


Figure 2: Recommended MNCC Functional Organization

5.4.1. **MNCC Executive.** The MNCC Executive is designed to be the decision-making body for accepting coordination recommendations from the Functional Cells tasked to study and support coordination issues. The MNCC Executive represents the MNCC to the Affected State government and military where required. The MNCC Executive consists of:

- i. The MNCC leadership consisting of a Director (from the Affected State military) and a Deputy Director from an Assisting State who is a SME in HA/DR operations (identified by the Affected State).
- ii. FMF 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.

5.4.2. **Operations Group.** The operations group within the MNCC will function as the clearing house and overall management for monitoring and coordinating effective FMF deployment and employment by establishing and maintaining a daily operational rhythm or cycle within the MNCC. The Operations Group will normally manage activities used by more than one group to provide commonality in process and products. The Operations Group comprises:

- i. Coordination Team. The 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 workflow by the FMF.

² Based on SOP developed by ADMM-Plus EWG on HADR co-chaired by the Lao PDR and Japan, with recommendations from Changi RHCC.

- ii. Request For Assistance (RFA) Team. The RFA Team monitors the processing of requests for assistance from the Affected State NDMO's EOC. Their mandate is to ensure the right groups/teams are brought together to coordinate a request, manage/track the progress of RFA in the MNCC, and ensure responses are processed back to the NDMO's EOC. This team will also manage Requests For Information (RFI), both to the MNCC from outside and from within the MNCC for external response.
 - iii. Information and Knowledge Management (IM/KM) Team. Enables orderly, effective communications between the Affected State, the HC and the MNCC by establishing LAN and internet connectivity, web site development, and information file maintenance.
 - iv. Common Operating Picture (COP) Team. The COP Team will coordinate and maintain a shared COP to complement existing Affected State response site(s). The COP Team should have a close working relationship with the Affected State's NDMO to ensure they have access to the full operating picture and information can be exchanged. If the Affected State does not have the capability to provide a near real time COP, systems such as Pacific Disaster Centre's EMOPs and Changi RHCC's OPERA will be able to complement the efforts of the MNCC to provide near real time COP. This COP will include environmental risks and potential threat areas for Force Protection.
 - v. Strategic Communications (SC) and Public Affairs (PA) Team. The SC/PA Team manages the alignment and coordination of SC/PA activities to support the Affected State themes/messages with the Assisting State militaries. The conduct of SC will normally follow those outlined in [Part C, Chapter 9, Annex A](#) while Public Affairs shall be conducted in accordance with [Part C, Chapter 8, Annex C](#). This team can also act as coordinators for common issues of Public Affairs but will not be the spokespeople for the individual national efforts.
- 5.4.3. **Support Group**. The Support Group comprises specialist teams to advise and coordinate unique capabilities that is specific to the demand. This group also provides a coherent and coordinated analyses to make recommendations on how FMF's assets might be best used to fill gaps, minimize duplication of effort and contribute to the strategic picture. Typically, teams would be formed by capability such as:
- i. Logistics Team. This team coordinates support requirements like resource sharing, infrastructure coordination and use, APOD and SPOD throughput issues, warehousing and contracting optimization.
 - ii. Engineering Team. This team optimizes the use of engineering resources in response to requests for engineering activities such as assessments, route clearances, construction critical to support responses efforts.
 - iii. Movements Team. This team coordinates all movement tasks regardless of domain or mode. Their mandate is to optimize lift, coordinating spare capacity after nationally assigned tasks are met and support the movement of goods, equipment and personnel.
 - iv. Medical Team. This group identifies the military medical needs and support requirements for each area of the Affected State 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 / supplies. While primarily concerned with coordinating military medical support, this team could also coordinate similar HA/DR medical support activities.
 - v. Analysis Team. This group provided information support related to task assigned to the FMF. The information can either be drawn from reports, media (as well as social media)

or other unclassified sources, and will be analysed and made specific to support the information needs to fulfil the assigned task. With the information provided by the analysis team, the FMF will be able to plan for its assigned task.

- vi. Communications Team. This team is to coordinate communication needs within the military contributors and to also support the Affected State in establishing communications capabilities for HA/DR coordination. This could include the conduct of communication assessments and support plan development to re-establish Affected State communication networks.
- vii. MNCC Support Team. This team will coordinate and manage the support required to run the MNCC. Normally, this will be staffed by the Affected State military. Unless, the disaster occurs in a failed state and a UN authorized mission is led by a Lead Nation. The Lead Nation will provide the necessary support needed to facilitate the MNCC Operations.

5.4.4. **Planning Group**. The MNCC planning group will coordinate and align future efforts like transition and assessment, or identifying potential future coordination activity requirements by analyzing Affected State and FMF plans and create common awareness.

- i. Transition Team. Coordinates with FMF to develop and align transition conditions, and maintains visibility on Affected State and HC capabilities, needs, and trends. This will facilitate the transition of assistance support from the FMF capabilities to the Humanitarian Community and/or Affected State.
- ii. Assessment Team. Assists in the maintenance of a common operating picture of HA/DR efforts to enable assessment, and monitors the effectiveness of MNCC operations. This team does not assess Affected or Assisting State performance other than meeting MNCC requests. This team's inputs and outputs should be shared with the Support Team's technical experts.
- iii. 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.

5.4.5. **Liaison Group and/or Civil Military Operations Center (CMOC)**. This group provides the interface capability between the MNCC and the Affected State Government/United Nations groups to pass information and coordinate request methods at the national level. The focus of this group is to improve the sharing of information and interface methods between all the actors. Using the CMOC concept as detailed in [Part C, Chapter 7](#) as a foundation, this group could provide the interface between Govt/UN groups and Clusters to pass information and coordinate request receipt and information requirements. They will normally represent the collective military body of 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 any incoming LOs from other organizations like the Affected State military and/or disaster management organization and UNOCHA, although would not be considered the norm. There are typically two type of liaison engagements during HA/DR:

- i. Civil-Military Engagement facilitates engagement, information sharing and common understanding with the Affected State, and HC at national levels. This engagement is the CMOC process found at [Part C, Chapter 7](#).

- ii. Military-Military Engagement facilitates engagement between the Affected State and FMF to enhance the best use of resources/capabilities.

5.4.6. **United Nations Humanitarian Civil Military Coordination (UN-CMCoord).** Assisting States increasingly deploy military forces as part of their international assistance to the Affected State. Moreover, the Affected State's military are often relied upon as first responders in country. With multiple stakeholders in HADR operations, UN-CMCoord becomes an important interface between the humanitarian community and military forces to pursue the common goal of saving more lives in natural disasters. It is a rapid response coordination tool to complement existing coordination arrangements. It should be established in the immediate aftermath of large-scale natural disasters, ideally before the arrival of FMF. It provides a physical space dedicated to facilitating the interface between humanitarian and military actors, complementing the OSOCC and the national/sub-national level disaster management authority operations centers. UN-CMCoord will serve as a one-stop shop for information sharing, task division and coordinated planning between military and humanitarian actors, particularly the clusters. Its main purpose is to help fill the gaps in humanitarian capacity, identified and prioritized by the OSOCC, HCT or clusters, with military capabilities. It is best led by the affected state's NDMO, with support of UN-CMCoord Officers from OCHA. The scope of UN-CMCoord involvement will depend on the capacity of the NDMO. Sub-national DMAs might require more support. However, in the event of lack or absence of capacity on the side of the NDMO or sub-national DMAs, UN-CMCoord Officers from OCHA stand ready to do CMCoord in support of the government with the latter's consent. UN-CMCoord should be available while foreign military forces are present in the Affected State, and scale down upon draw-down and redeployment of foreign military forces. Outstanding tasks should be handed over to national and sub-national DMAs.

5.4.7. **Other Teams.** Other Teams and/or Groups can be created as determined by the Affected State to address common (not bilateral) issues like a policy/legal team for the coordination of customs clearance requirements, a security team for the provision of Affected State Security arrangements, Status of Forces, and so on.

5.5. Coordinating Instructions

Introduction. The Affected State is responsible for issuing the coordinating instructions which should be consulted with the FMF. Any disputes should be resolved prior to coordinating instructions being issued.

5.5.1. Conditions

- i. **Establishment Conditions.** Rather than traditional timings, certain conditions will trigger Affected State actions towards creating a MNCC:
 - i.i. Start MNCC organizational planning as soon as the Affected State government requests/accepts support from international partners, and that assistance includes military capabilities.
 - i.ii. Establish MNCC construct to incorporate military capabilities as soon as identified.
 - i.iii. Formally stand-up the core MNCC upon arrival of the first military partners.
- ii. **Modification Conditions.** These conditions apply after the MNCC is established and during operations when the force is evolving to meet emerging needs:
 - ii.i. Adapt MNCC construct to incorporate new military capabilities as soon as identified.

- ii.ii. Close MNCC Teams as the military capability is no longer required, releasing or re-allocating staff.
- iii. **Transition Conditions.** These conditions apply when the requirement for military support is reducing, leading to potential redeployment or withdrawal of FMF:
 - iii.i. The Affected State and HC meet the humanitarian need without FMF assistance.
 - iii.ii. FMF capabilities are no longer required to fill key humanitarian gaps.
 - iii.iii. FMF have started their redeployment to home nations.

5.5.2. **Response Operational Rhythm (ROR).** The MNCC ROR must be flexible to meet the needs of, and align with, the Affected State leadership. It should include communication with the NDMO if it exists, coordination briefs to maintain common situational awareness and visibility on priority work status, executive board decisions to approve/forward recommendations.

5.5.3. **Coordinating with FMF.** The Affected State will determine the method(s) for coordination with Assisting States and the FMF. **Figures 3 and 3a** provide examples of HA/DR coordination lines based on the approach used in the Asia Pacific Region. Note that the MNCC acts only as a coordination mechanism and the employment/tasking of FMF will be within their respective National Cavets.

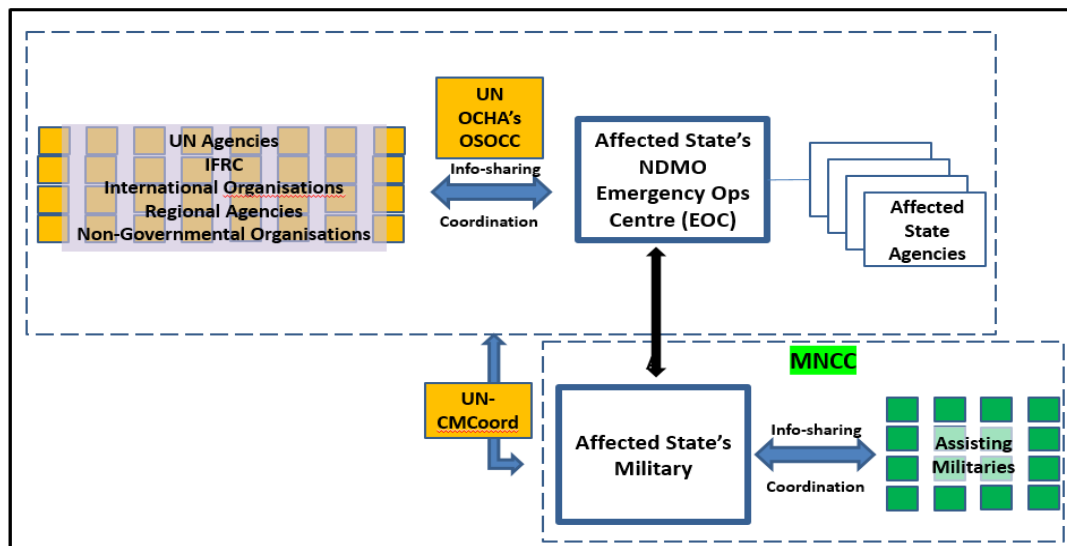


Figure 3: Typical Coordination Lines for HADR

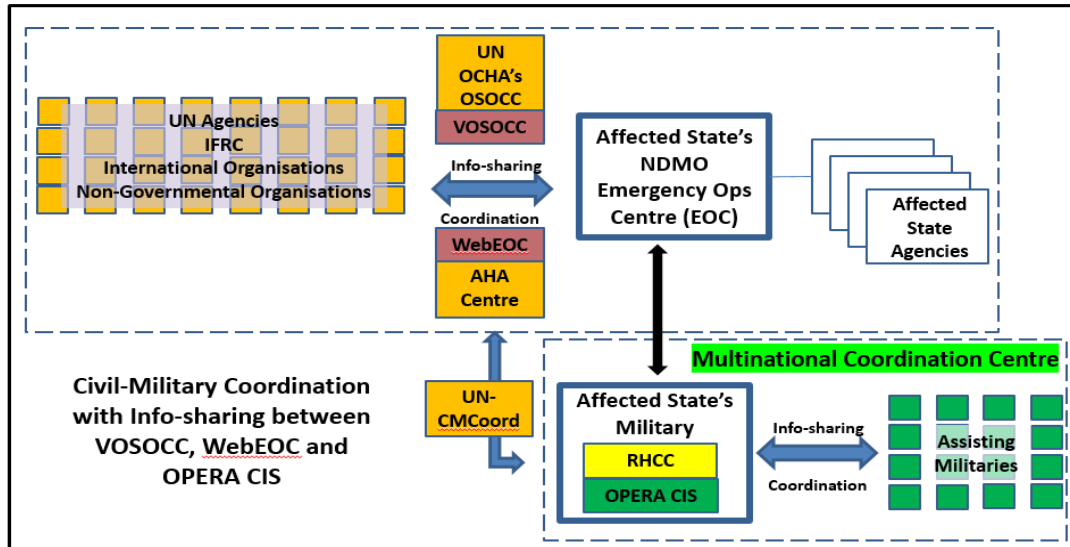


Figure 3a: Example of Coordination Lines for HADR in Asia Pacific Region

5.5.4. **MNCC Layout.** The layout and location of the MNCC will be dependant 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/tents. **Figures 4** and **4A** portray potential centralized and dispersed layouts as examples. The nexus of the MNCC is the operations coordination center 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 occurs in support of the Affected State.

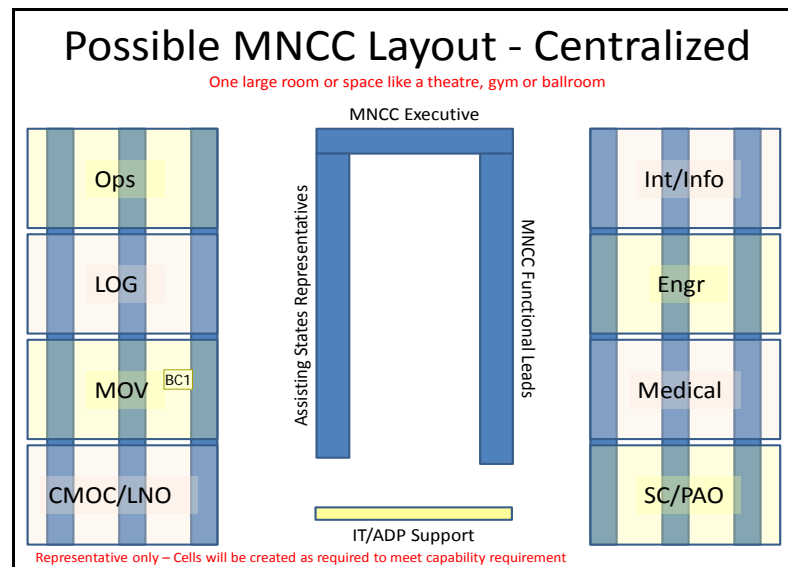


Figure 4: Example MNCC Layout – Centralized footprint

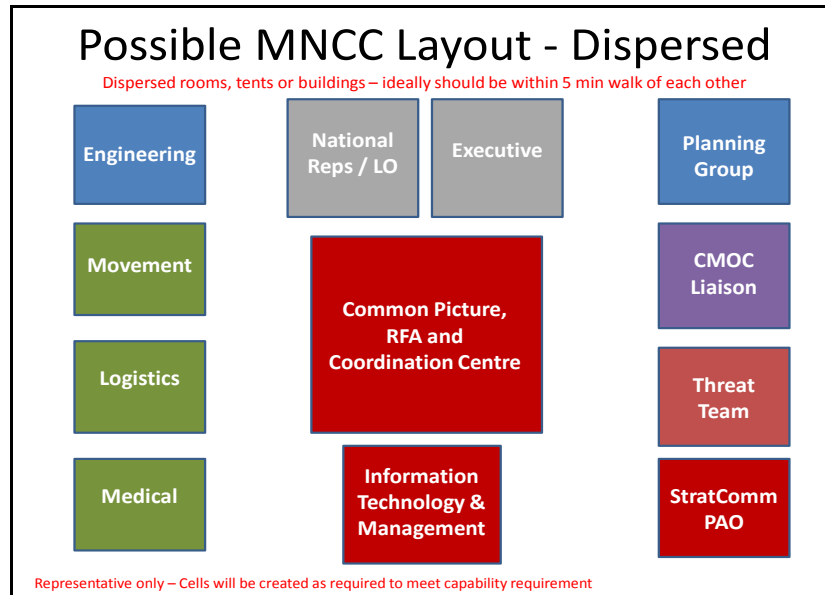


Figure 4A: Example MNCC Layout – Dispersed footprint

5.5.5. External RFA/Task Process.

- i. **Figure 5** shows the process for how Requests for Assistance (RFA) are managed between an Affected State's NDMO and the MNCC.

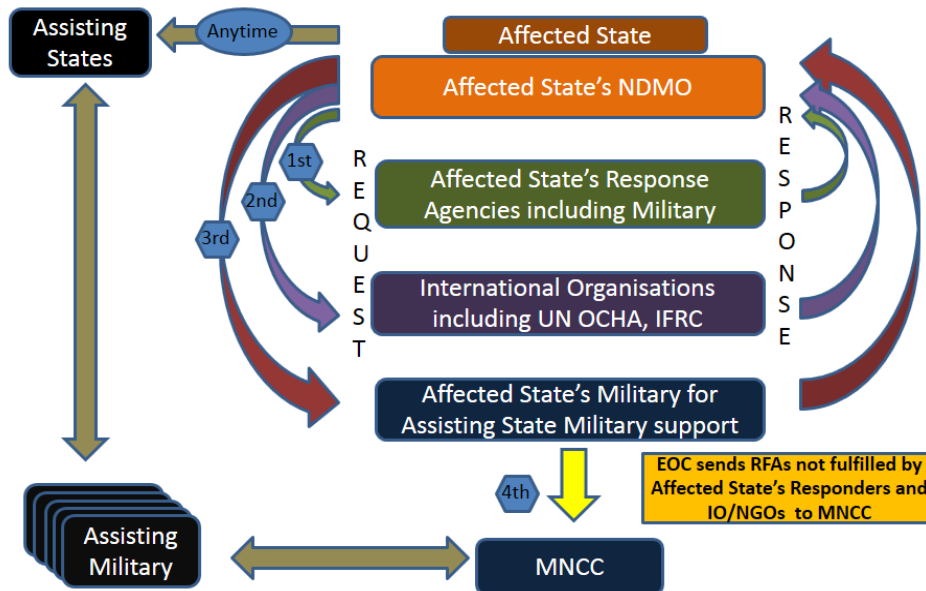


Figure 5: Typical National Task Process (revised by Changi RHCC)

- ii. After a disaster, the Affected State will continue to exercise its sovereignty and lead all responses with its national emergency agencies, including response requests to its military (see arrow labelled 1st in **Figure 1**). Coordination will be done via the Emergency Operations Centre (EOC) at National-level, and Local Emergency Management Authority (LEMA) at the State /Provincial level.
- iii. When the needs are overwhelming and Requests for Assistance (RFA) are not able to be fulfilled by the Affect State's national responders, the Affected State may request

international assistance. It will prioritise and coordinate requirements, and share these requirements with the international humanitarian community, such as International Organisations and disaster response agencies (see arrow labelled 2nd).

- iv. If the RFA remains unfilled, it will be sent to the MNCC with a request for FMF to assist (see arrow labelled 3rd).
- v. The MNCC supports the Affected State's disaster response effort by coordinating FMF capabilities and ensuring efficient foreign military support for the overall disaster response in order to save lives and mitigate the conditions of suffering (see arrow labelled 4th).
- vi. Separately, the FMF can offer their assistance to the Affected State bilaterally and, if accepted, these assets will also be coordinated by the MNCC in order to minimize duplication of efforts.

5.5.6. **Internal MNCC Processes.** Cooperation and coordination is key to the successful operation in 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:

- i. Task Assignment and Definition. A key enabler in the effectiveness of the 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. The following process demonstrates how a task might come into the MNCC, be coordinated and analyzed for a solution, and be transmitted out for execution.

6. MNCC's Tasks

- 6.1. Receive Requests for Assistance (RFA) from the NDMO EOC and prioritise them so that the more urgent needs are attended first.
- 6.2. Plan, Coordinate, and work with Liaison Officers from FMF to allocate FMF assets to fulfil the RFAs for Transportation Assets, Response Teams and Humanitarian Aid team. This include establishing liaison with appropriate Affected State's civil authorities (e.g. Customs & Immigration, military/ police force), relief agencies, the humanitarian community, and other parties as required and authorised by the Affected State to facilitate relief operations.
- 6.3. Allocate sectors of responsibilities in order to avoid duplication of efforts and ensure minimal operational gaps.
- 6.4. Track and Monitor fulfilment of RFAs so that assets can be efficiently redeployed.
- 6.5. Facilitate shared Situational Awareness of HADR operations in the Affected State by providing a Common Operating Picture. These key tasks are depicted in the RFA Process shown in **Figure 6** below.

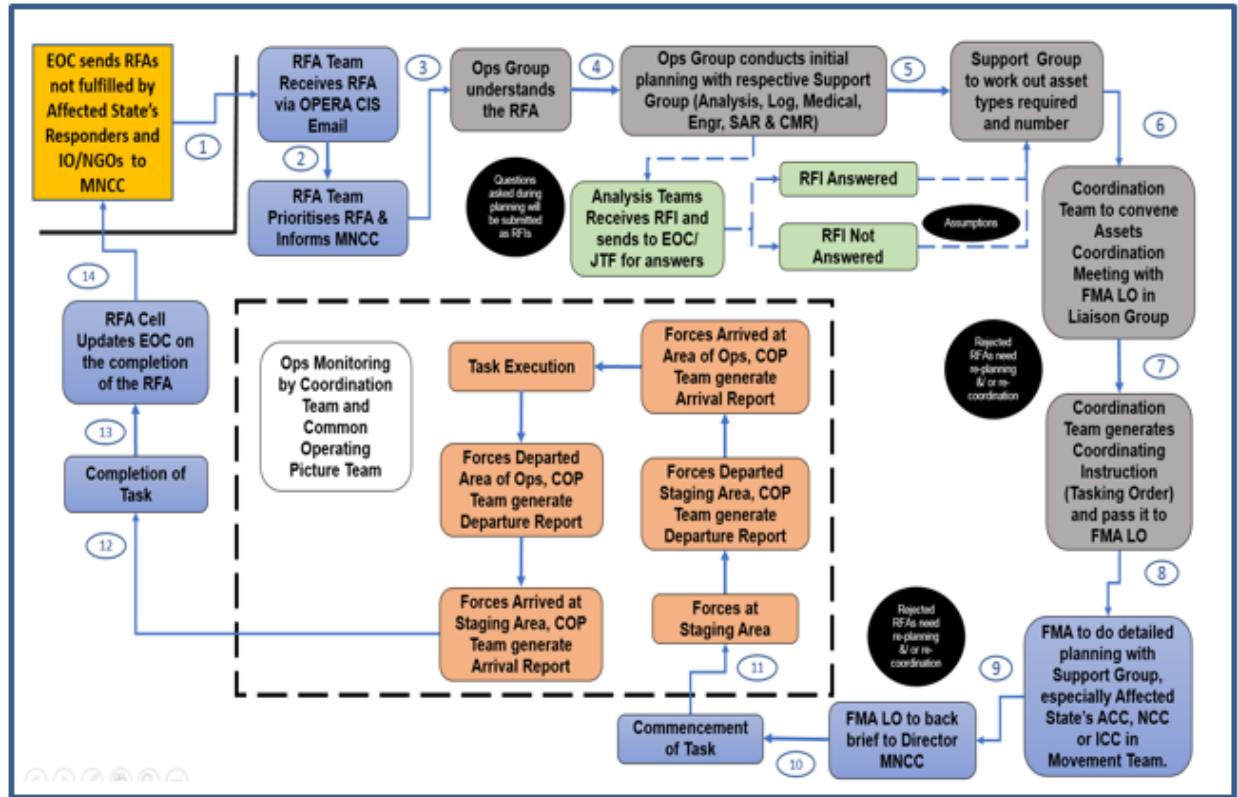


Figure 6: MNCC's Process to Fulfil Request for Assistance (RFA) (source: Changi RHCC)

6.6. The MNCC needs to fulfil the RFA based on the **Figure 6** shown above and the following are the explanation on the RFA Process:

6.6.1. **Step 1** – All Requests for Assistance (RFAs) will be submitted thru the NDMO. The NDMO will use all its national resources, both civilian and military, to respond to the RFAs before asking the International Humanitarian Community (e.g. UN OCHA, WFP) for assistance. Any RFAs that still cannot be fulfilled by the Humanitarian Community due to lack of assets or resources, would be directed the MNCC.

6.6.2. **Step 2** – The RFA Team in the Operations Group receive the RFAs from the NDMO and analyse and prioritise accordingly.

6.6.3. **Steps 3 to 7** –RFAs are delegated to the respective subject-matter-expert teams under the Support Group to determine the most suitable type of resources/ assets required to fulfil the RFA. The RFA Team will also manage Requests for Information (RFI) for the MNCC from outside and within the MNCC for external response.

6.6.4. **Steps 8 to 11** – Once the lists of resources/ assets have been determined by the Support Group, these lists will be presented to all the Liaison Officers of FMF in the Liaison Group. Based on the different resources/ assets brought by the respective FMF, the respective FMF Liaison Officers will choose the RFAs that their own task forces can fulfil. The final decision to accept the RFAs will still fall on the respective FMF Task Force (TF) Commander. Upon acceptance by the FMF TF Commander, the Coordination Team will commence planning with the Affected State's Incident Coordination Centre (ICC), Air Coordination Centre (ACC) or Naval Coordination Centre (NCC) and the Liaison Officer of the Assisting State. Once there is a plan, the Coordination Team will generate the Coordinating Instructions with the proposed route, to be disseminated to the FMF TF so that the latter can plan and execute the operations. In addition, the Coordination Team will update Director MNCC, so that the

Affected State's military on the ground is kept informed. Concurrently, the Coordination Team will also link the RFA's requesting agency/ person up with the TF fulfilling the RFA.

6.6.5. **Ops Monitoring Steps** – The Common Operating Picture (COP) Team will monitor the fulfilment of RFAs by the TFs through the respective FMF Liaison Officers within Liaison Group, as well as the Affected State Liaison Officers attached to the TF, and update the situational map as well as Activity Log utilized in the MNCC. If OPERA CIS is used, the common operating picture as well as prioritising assets with the demand from the NDMO can be resolved with the aid of the OPERA CIS. If it is not used, the monitoring will need to be done in the manual method, whereby the COP will be updated on a map and the TF progress tracked by using powerpoint or excel sheet. In addition, the TF on the ground could submit site assessments, of addition damages by the natural disaster which they had identified back to MNCC. Upon receipt of these site assessments, the MNCC would forward to the NDMO for their review and decision to issue new RFAs based on these assessments. At the MNCC, any other significant activities which had happened or would happen, should also be captured in the critical log as this will assist the monitoring cell in providing a better COP when needed.

6.6.6. **Steps 12 to 14** – Once the RFA is fulfilled by the FMF TF, the Coordination Team will update the RFA Cell that the RFA has been executed and RFA cell will update the fulfilment of the RFA to the NDMO.

- i. **Decision Brief**. Timely decision-making is a key component to MNCC operations, therefore briefs should be kept concise. To enable this premise, the following simple briefing format is proposed:
 - i.i. State the tasking number and title, lead analysis group and date.
 - i.ii. Task Background: What is the situation; what is the task; where is it; what other "friendly" capabilities are in the area; and is there a security concern/requirement.
 - i.iii. 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.
 - i.iv. Recommendation: Present your recommended COA and force package (to reduce tactical execution coordination, try to use the fewest nations required for task completion).
- ii. **FMF Liaison Officer (LO) Responsibilities**. Wherever possible, FMF will dispatch a LO to facilitate 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 FMF TF. Typically, LOs will also act as their national representative to the MNCC unless other arrangements are made.
- iii. **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". As an option, overall conduct of Information Management could be based on [Part C, Chapter 9, Annex G](#). A simple example of file management may be to assign a number allocation to each cell within the MNCC such as depicted below:

Information Management Example			
Root	Sub-Group	Topic	OPI
0000 – 0999		Command	
1000 – 1999		Administration	
2000 – 2999		Information	
3000 – 3999		Operations	
4000 – 4999		Logistics	
5000 – 5999		Planning & Liaison	
6000 – 6999		Communication Support	
7000 – 7999		Liaison	
8000 – 8999			
9000 – 9999			

Figure 7: Example Information Management Structure

- iv. **Information Sharing.** The free sharing of information is a critical enabler to effective response coordination. All information should be unclassified and releaseable as much as possible to promote the greatest sharing. Additionally, sharing will depend greatly on having compatible communication and information technology systems.
- v. **Lessons Learned.** Observations by staff and leadership is 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 submitting honest observations that lead to improvement of the organization and processes. The Lesson Learnt 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. MNCC SUPPORT AND SUSTAINMENT

- 7.1. **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 wherever possible. Assisting States that participate in the MNCC should otherwise be self-sufficient, including communications.
- 7.2. **Rations.** FMF personnel assigned to the MNCC will normal arrive with a limited number of days rations. As far as possible, FMF should be self-sufficient in terms of food rations and not be reliant on the Affected State's stretched resources to provide rations.
- 7.3. **Transportation.** As far as possible, FMF should be self-sufficient in providing their own transportation and not be reliant on the Affected State stretched resources.
- 7.4. **Maintenance.** Maintenance and support of equipment and vehicles provided to the MNCC will be the responsibility of the FMF that provides the equipment/vehicle.
- 7.5. **Common Supplies.** The provision of common supplies like petroleum oil (POL), maps, pens, stationery shall be the responsibility of the Affected State. FMF should endeavor to have the common supplies required to fulfill their function.

- 7.6. **Accommodations.** FMF forces should be self sufficient with accommodation.
- 7.7. **Medical Support.** The provision of medical support to MNCC personnel will normally be provided by the Affected State but is dependant on SOFA 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.
- 7.8. **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:
- 7.8.1. Arriving people are briefed on activities, processes and administration during their task.
- 7.8.2. Departing personnel complete a handover, return MNCC equipment and submit Lessons Observed during their task period.

8. COMMAND AND SIGNALS

8.1. **Command**

- 8.1.1. The Affected State NDMO is responsible for the disaster response.
- 8.1.2. All other organizations and Assisting States are supporting.

- 8.2. **Coordination.** The MNCC does not command forces nor conduct execution planning, and shall have no tasking authority over Assisting State military forces unless bilaterally agreed upon between governments, or by Regional agreement (i.e. ASEAN).

- 8.2.1. The Affected State military is the Supported Coordinator.
- 8.2.2. All other militaries are supporting.

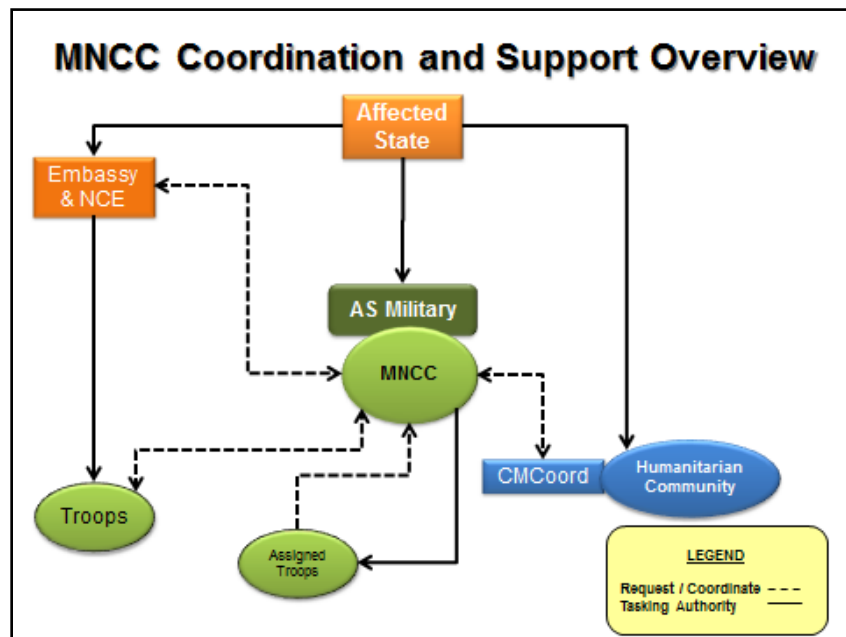


Figure 8: Coordination and Support for MNCC

- 8.3. **Classification.** All HA/DR operations are unclassified and releasable. They should be shared on compatible networks and given widest distribution.
- 8.4. **Computer/ADP Systems.** Wherever possible, a common or standard network should be used as extensively as possible to promote effective and timely passage of information. While these can be provided from the Affected State, certain international organizations or FMF have the ability and capacity to provide these types of capabilities. The Affected State should explore all network options as part of MNCC activation planning.

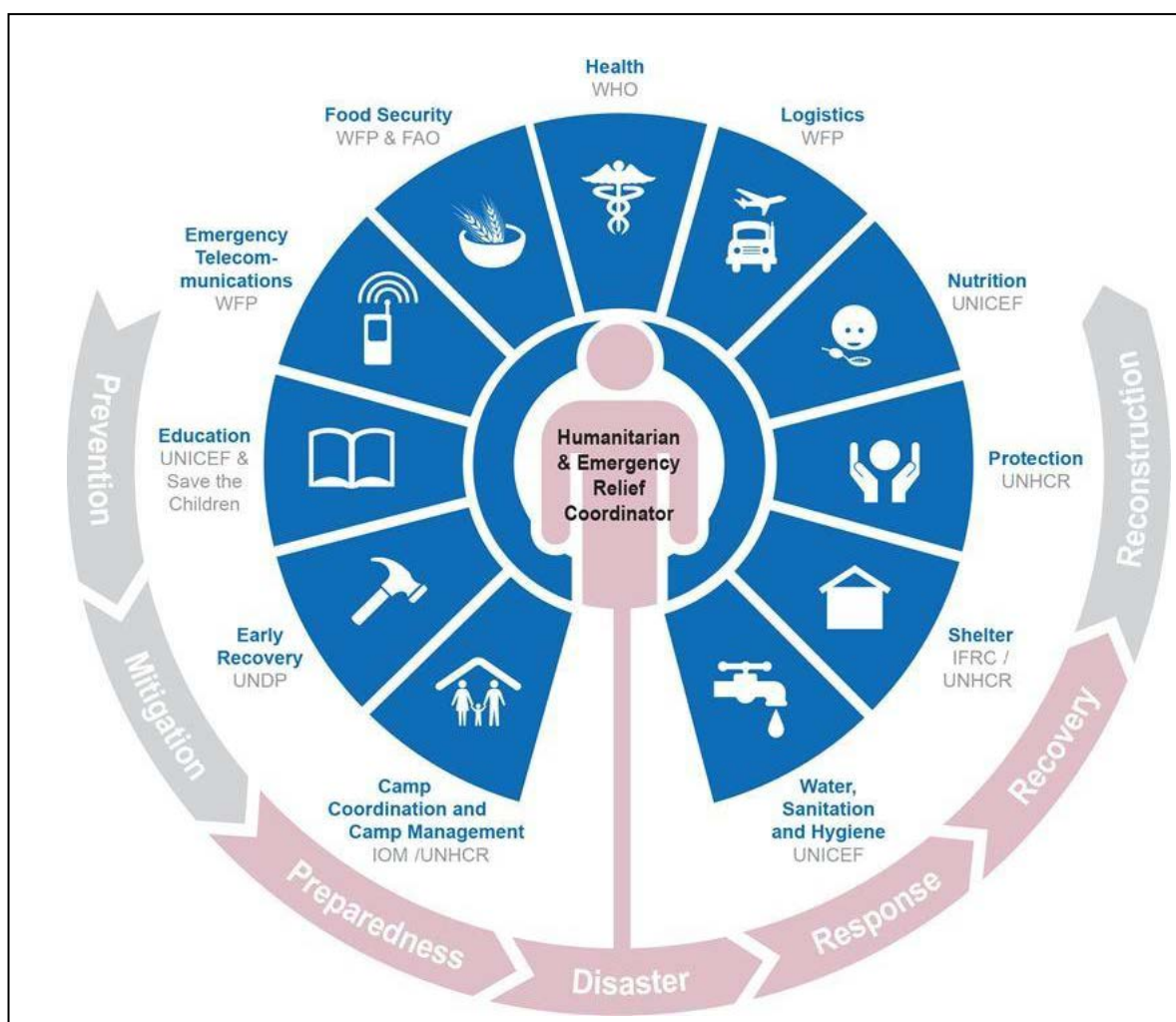
APPENDIX 8

INTERAGENCY STANDING COMMITTEE (IASC) CLUSTER SYSTEM

1. **Purpose.** This Appendix addresses an organizational concept that the humanitarian community uses for addressing humanitarian assistance during disaster response operations.
2. **Basic Concept.** Humanitarian agencies will employ the **cluster system** to bring greater organization to a disaster response. A cluster is a grouping of humanitarian organizations that work in a specific sector (e.g. Shelter, Health, Logistics, etc.)

Generally, there are **11 clusters**. However, at the **operational level**, clusters are **activated** according to need. The clusters can be merged or further sub-divided to address specific needs in a country and are established from the national to the sub-national levels, as required. Cluster leads facilitate coordination between the cluster members and encourage better working relationships. Inter-cluster coordination is supported by OCHA. Refer to Figure D-1-C -8.1 below for generic cluster and cluster leads.

The Cluster System provides a means of sharing information among humanitarian and foreign military actors.



Source: UN OCHA

Figure D-1-C--8.1: IASC Cluster System

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APPENDIX 9

MATRIX OF INTERNATIONAL AND REGIONAL GUIDELINES, POLICIES, PROCEDURES FOR HA/DR OPERATIONS

Disaster Relief SOP Matrix (draft as of: 11 July 2018)					
Overarching: Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance (IDRL Guidelines)					
Applicable to all	Humanitarian Community	Civil-Military	Military SOPs	Inter-governmental	Technical / Other Guidance / SOPs
-UN General Assembly Resolution 46/182 of 19 Dec 1991	<ul style="list-style-type: none"> - Sphere Handbook: Minimum Standards in Disaster Response - Code of Conduct for Red Cross / Red Crescent & NGOs - Operational Protection in Camps and Settlements 	UN CMCoord Handbook	<ul style="list-style-type: none"> - Multinational Force SOP (MNF SOP) - DPKO Civ-Mil Coordination Policy - NATO Handbook 	-Status of Forces Agreements (SOFA)	<ul style="list-style-type: none"> - Management of Dead Bodies in Disaster Situations (PAHO/WHO, undergoing revision) - Management of Dead bodies After Disasters: A Field Manual for First Responders (WHO/PAHO)
Disasters					
-WHO-PAHO Guidelines for the Use of Foreign Field Hospitals in the Aftermath of Sudden-Impact Disasters	<ul style="list-style-type: none"> - IASC Guidance Note on the Cluster Approach 	<ul style="list-style-type: none"> -Oslo Guidelines -Asia-Pacific Regional Guidelines For The Use Of Foreign Military Assets In Natural Disaster Response Operations 	NA	<ul style="list-style-type: none"> - AADMER - ASEAN SASOP - ASEAN Joint Disaster Response Plan (AJDRP) - ARF HADR SOPs - ASEAN Defence Ministers Meeting Plus HADR SOP - ASEAN MNCC SOP 	<ul style="list-style-type: none"> - International Search and Rescue Response Manual (INSARAG Guidelines) - Classification and Minimum Standard of Emergency Medical Teams
Complex Emergency					
NA	<ul style="list-style-type: none"> -Manual on Humanitarian Negotiations with Armed Groups -Use of Military or Armed Escorts for Humanitarian Convoys - The Strategy of the United Nations on Mine Action 2013- 2018 	<ul style="list-style-type: none"> -MCDA Guidelines - Civil-Military Relationship in Complex Emergencies (IASC Ref Paper) - Guidelines for Relations between US Armed Forces and Nongovernmental Organizations (NGOs) 	NA	NA	NA

For additional information, see Protections Annex

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ANNEX D

CBRN-TIM CONSEQUENCE MANAGEMENT (CM)

1. **Purpose.** This Annex describes the procedures for the conduct of multinational Consequence Management (CM) planning and operations. In this SOP, CM is defined as actions to mitigate the effects of chemical, biological (including serious diseases and epidemics), radiological, nuclear (CBRN) and toxic industrial materials (TIM) incidents. CM can be due to natural / accidental (unintentional) or threat-based (intentional) incidents. Whether or not an incident is intentional, ineffective CM efforts relative to the CTF or the host nation may lead to mission failure (graphically depicted in Figure D-1-D.1).

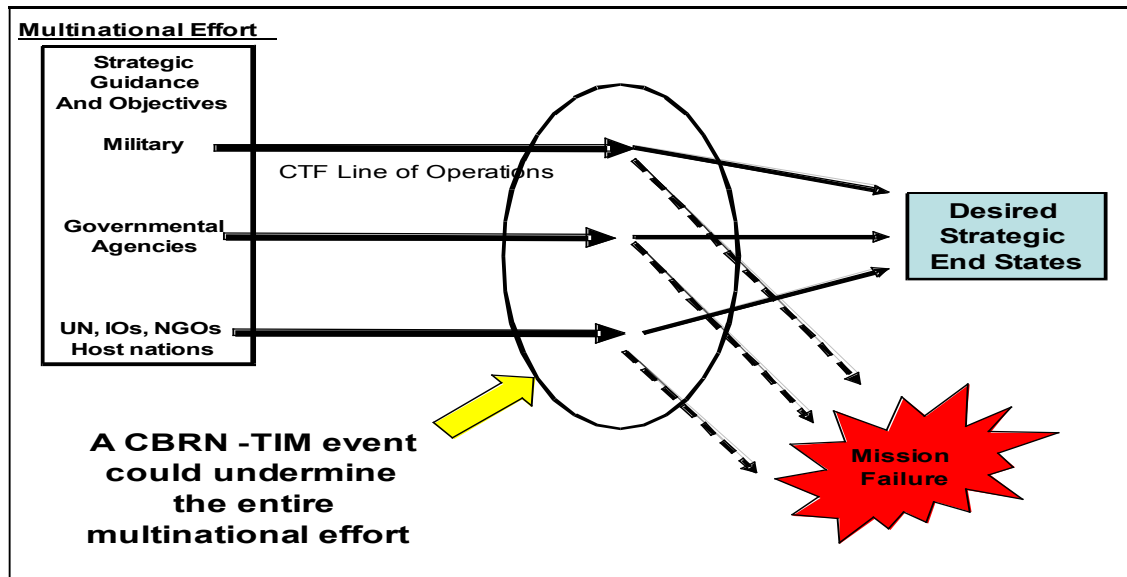


Figure D-1-D.1: Impact of Ineffective CBRN-TIM CM Efforts

It should be noted that the above definition includes the spread of serious diseases and/or epidemics within a given population/host nation. This is done because affected nations may require similar international assistance in such situations. Moreover, at the beginning of a CM incident the initial response for a serious disease / epidemic outbreak will be quite similar to the initial response against an intentional use of biological agents. Further, the follow-on actions will also closely parallel the steps for managing the consequences of a biological agent attack.

Consequence Management is defined as: Actions taken to maintain or restore essential services and manage and mitigate problems resulting from disasters and catastrophes, including natural, manmade, or terrorist incidents. As used in this SOP, it refers to a series of coordinated efforts taken to mitigate the effects of intentional or accidental release of chemical, biological, radiological, nuclear – toxic industrial material (CBRN-TIM). Weapons of mass destruction (WMD) are a form of intentional CBRNE-TIM. Due to their specialized training and equipment, military forces may be called upon to augment civil authorities in CBRN-TIM effects mitigation.

2. **Overview.**

- 2.1. **Operations.** CTF CBRN-TIM CM operations will likely occur during two types of crisis situations as explained below and in Figure D-1-D.2.

- 2.1.1. **CTF Established to Perform CM.** The first situation occurs when a CTF is activated and formed for a CBRN-TIM CM mission (hereafter referred to as "CM Operations").

- i. In this case, CM actions will be focused on the host nation population and the host nation infrastructure affected by the CBRN-TIM incident.

2.1.2. **CTF Already Deployed.** The second type of situation occurs when the CTF is already deployed with an ongoing mission and a CBRN-TIM incident occurs. In this case, the CTF has primary responsibility for CM of itself and the other organizations operating with it. In this environment the CTF will still need some ability to perform CM for the surrounding host nation population or risk losing host nation support. This situation requires the CTF to either:

- i. Conduct CBRN-TIM CM operations as a “branch” to the main mission (hereafter called “CM Branch Plan” wherein the mission end state does not change) or,
- ii. Assume a “sequel” when the incident is of such significance as to become the new main mission of the CTF (hereafter referred to as “CM Sequel” wherein the mission end state changes to a CM related one, at least as an interim objective, the accomplishment of which could lead to the formulation of a new end state).

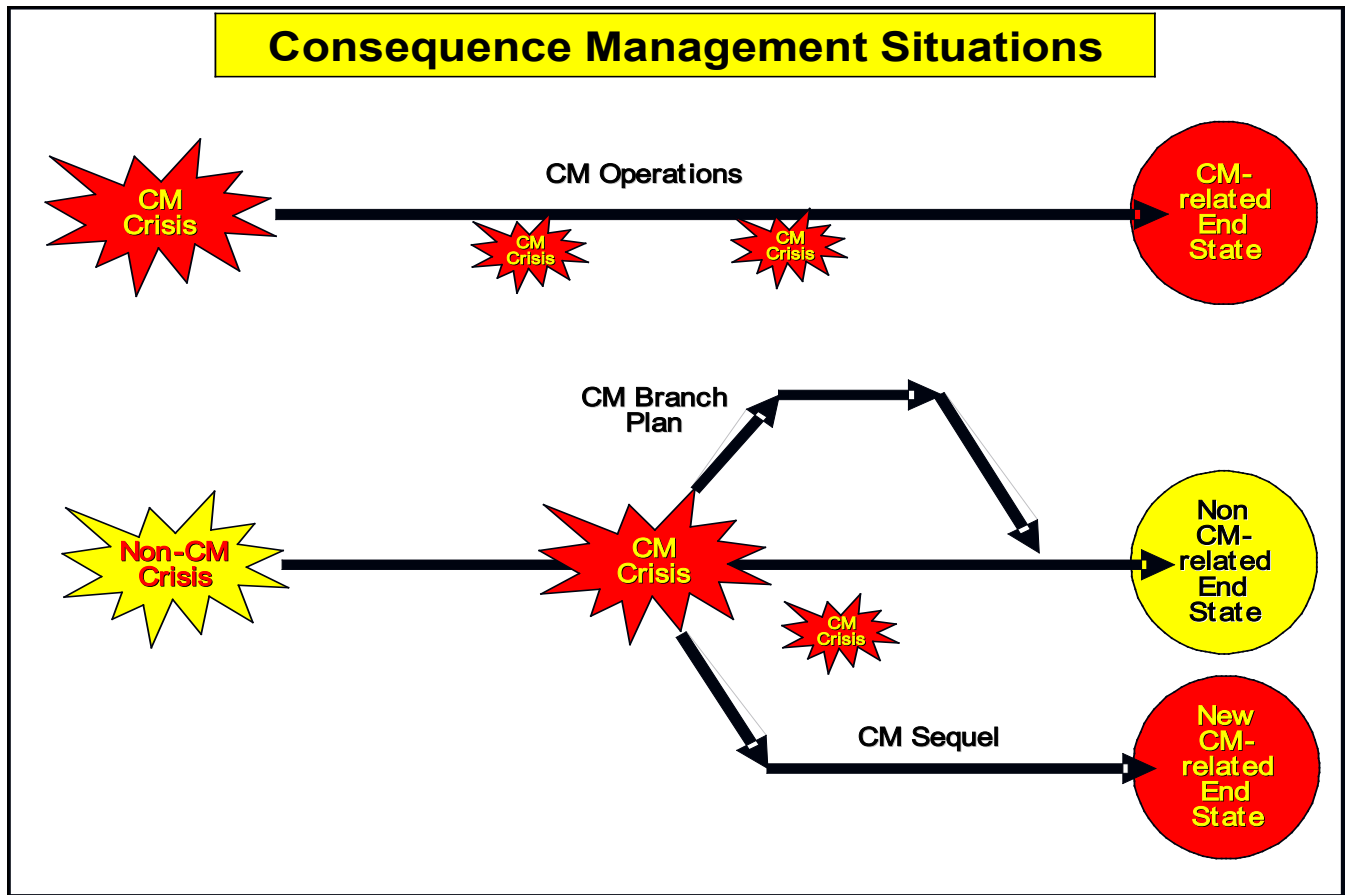


Figure D-1-D.2: Consequence Management Situations

2.2. **Force Protection Considerations.** CTF planning and operations require the use and implementation of force protection procedures against CBRN-TIM threats contained in this SOP. [Refer to Part C, Chapter 9: CBRN-TIM Defense.](#)

2.3. **Concept of Operations.** CTF CM missions will generally be guided by the following:

2.3.1. **Operational Environment.** The conduct of CM operations will occur in a complex environment that will impact and require response by many sectors of a society. While CTF forces will be focused on the accomplishment of military tasks to achieve the conditions that support the mission, it is important that plans and operations include non-military elements required to achieve the end state and overall mission success.

- i. CM operations should strive for a integrated operations approach ([refer to Part B, Chapter 1: Operational Factors for discussion on integrated operations](#)) that yields unity of effort within all CTF operations.

- ii. Note that this “whole of international community” approach only increases the incentives for an adversary to at least threaten the use of CBRN-TIM, as such threats may discourage members of the international community from contributing forces to a CTF.

2.3.2. **Organization.** The CTF headquarters (CTF HQ) and CTF components should be task organized to accomplish the assigned mission and contingency missions. There are three broad approaches for this. All of these options require a CBRN-TIM Defense Special Staff. [Refer to Part C, Chapter 8: CBRN-TIM Defense Special Staff.](#) All three approaches would also take advantage of the resources found within the International Humanitarian Community (IHC - the aggregate of International Organizations (IOs), Nongovernmental Organizations (NGOs), International Commission of the Red Cross (ICRC), International Federation of Red Cross and Red Crescent (IFRC) and National Red Cross and Red Crescent Societies, and the UN agencies / funds / programmes). The IHC organizations would play major roles in the various CM activities but would be outside the CTF's direct command, working on a cooperative basis.

- i. **Option 1:** The CTF HQs and CTF components will be formed in accordance with the starting point template for the organization of the CTF headquarters and CTF components. [Refer to Part B, Chapter 2: Multinational Headquarters Organization and CTF Command, Control, Coordination, and Cooperation.](#)
- ii. **Option 2:** The CTF HQ and CTF components may be organized functionally to address the threat where the CTF's primary mission is responding to the effects of a CM incident.
- iii. **Option 3:** The CTF command may opt to form a CBRN-TIM Task Force as one of the CTF components to specifically address a CBRN-TIM threat. A CBRN-TIM Task Force can be used as an option for CM branch / sequel operational planning. [Refer to Part B, Chapter 2: Military Decision Making Process –Multinational \(MDMP-M\).](#)

2.3.3. **CTF Headquarters Coordination and Cooperation Organizations.** Within the CTF headquarters the following organizations are created to facilitate coordination and cooperation between the multinational military, civil-governmental, and humanitarian elements responding to the operation. These include:

- i. **Multinational Coordination Center (MNCC)** for military-to-military coordination between multinational forces in the CTF and non-CTF forces, if present. [Refer to Part B, Chapter 2: Multinational Coordination Center.](#)
- ii. **Civil-Military Operations Center (CMOC)** for coordination between the military forces (CTF and non-CTF) and relevant stakeholders.
- iii. **Joint or Multinational Interagency Coordination Groups (JIACG and / or MNIG)** for coordination of single-nation or multinational interagency/inter-ministerial organizations.

3. Planning.

3.1. **Threat.** [Refer to Part C, Chapter 9: CBRN-TIM Defense for specific information on CBRN-TIM agents.](#)

3.2. **Potential CTF CM Mission Statement:** CTF will conduct CM operations in support of the Affected Nation and (if required) for the CTF to:

- 3.2.1. Reduce the loss of life and suffering.
- 3.2.2. Mitigate the effects of the incident.
- 3.2.3. Support the recovery and restoration of critical/essential operations and services.
- 3.2.4. Set the conditions which allow the government of the affected nation and the International Humanitarian Community (IHC) to commence long term recovery efforts.
- 3.2.5. Allow the CTF to complete its assigned mission(s).

3.3. **Operational End State.** The end state will depend upon how the CTF assumes the CM mission.

3.3.1. **Under OPTION 1: CTF Established to Perform CM.** The suggested end state would be – “The affected nation and relevant stakeholders have the ability to assume full responsibility for ongoing CM operations and subsequent recovery efforts without assistance from the CTF, and the CTF has completed transitioning CM responsibilities to the appropriate authorities for support of follow-on operations.”

3.3.2. **Under OPTION 2: CTF Already Deployed.** The suggested end state would be – “The affected nation and relevant stakeholders have the ability to assume full responsibility for ongoing CM operations and subsequent recovery efforts without assistance from the CTF, and the CTF can focus fully on its mission”.

i. **CM Branch.** The suggested end state would be: NO CHANGE from original end state since CM is only a branch to the overall mission and original end state.

ii. **CM Sequel.** The suggested end state would be: “The responsibility for CM operations has transitioned to the affected nation and relevant stakeholders and the CTF is positioned to perform non-CM operations.”

Note: These operational end states are notional, as are the decisive points and supporting effects for CM operations below. Actual operational end states, decisive points, and supporting effects will be based upon essential strategic guidance, assigned mission, CTF mission analysis, and a plan developed specifically for the situation encountered.

3.4. **Mission Phasing.** This phasing outlines the major CTF sequence of operations.

3.4.1. **The five phases of a CTF CBRN-TIM CM operation are:**

i. **Phase 1:** Situation Assessment and Preparation. This phase contains deployment and lodgment, if required.

ii. **Phase 2:** Immediate Assistance.

iii. **Phase 3:** Ongoing CM Operations.

iv. **Phase 4:** Disengagement/Handover of CM Effort

v. **Phase 5:** Redeployment or Transition to Non-CM Activities.

3.4.2. These phases differ somewhat based upon how the CTF assumes the CM mission (refer to paragraph 2.1 above).

i. **Under OPTION 1: CTF Established to perform CM.** The focus of CM operations is on the affected nation’s population. That nation and the relevant stakeholders have primary responsibility for CM operations; the CTF provides a temporary augmentation to those capabilities until the situation is sufficiently controlled for the affected nation and the relevant stakeholders to take full responsibility for continuing CM efforts. See Figure D-1-D.3.

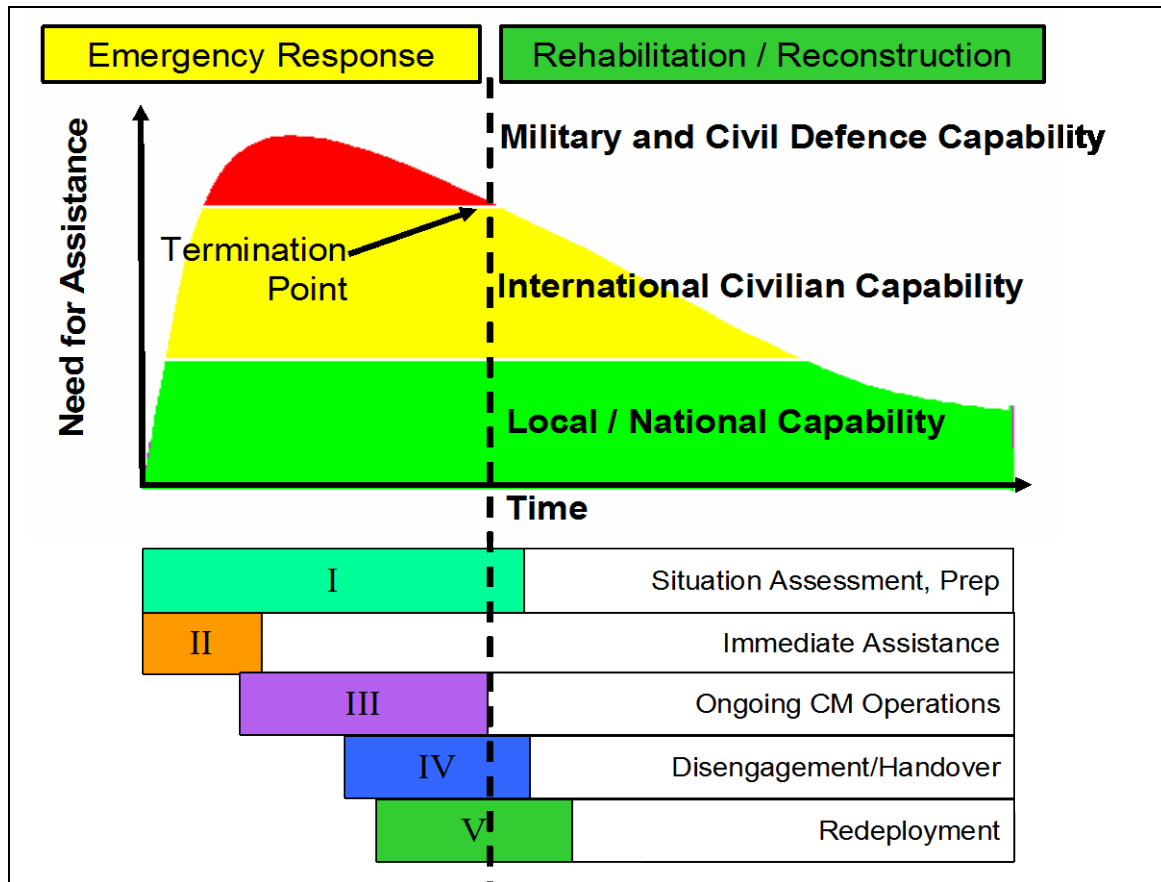


Figure D-1-D.3: Consequence Management Phasing in Option 1

- ii. **Under OPTION 2: CTF Already Deployed.** In this case, the CTF commander's priority is to restore CTF operational capabilities. It will also seek to restore the capabilities of the organizations with which it has been cooperating (e.g., the relevant stakeholders and elements of the affected nations government), and provide some temporary augmentation to the efforts of the affected country and the relevant stakeholders in addressing other civilian CM requirements. See Figure D-1-D.4. Because the CTF will not have fully prepared for CM operations in most of these cases, Phase I would still involve some preparatory activities.

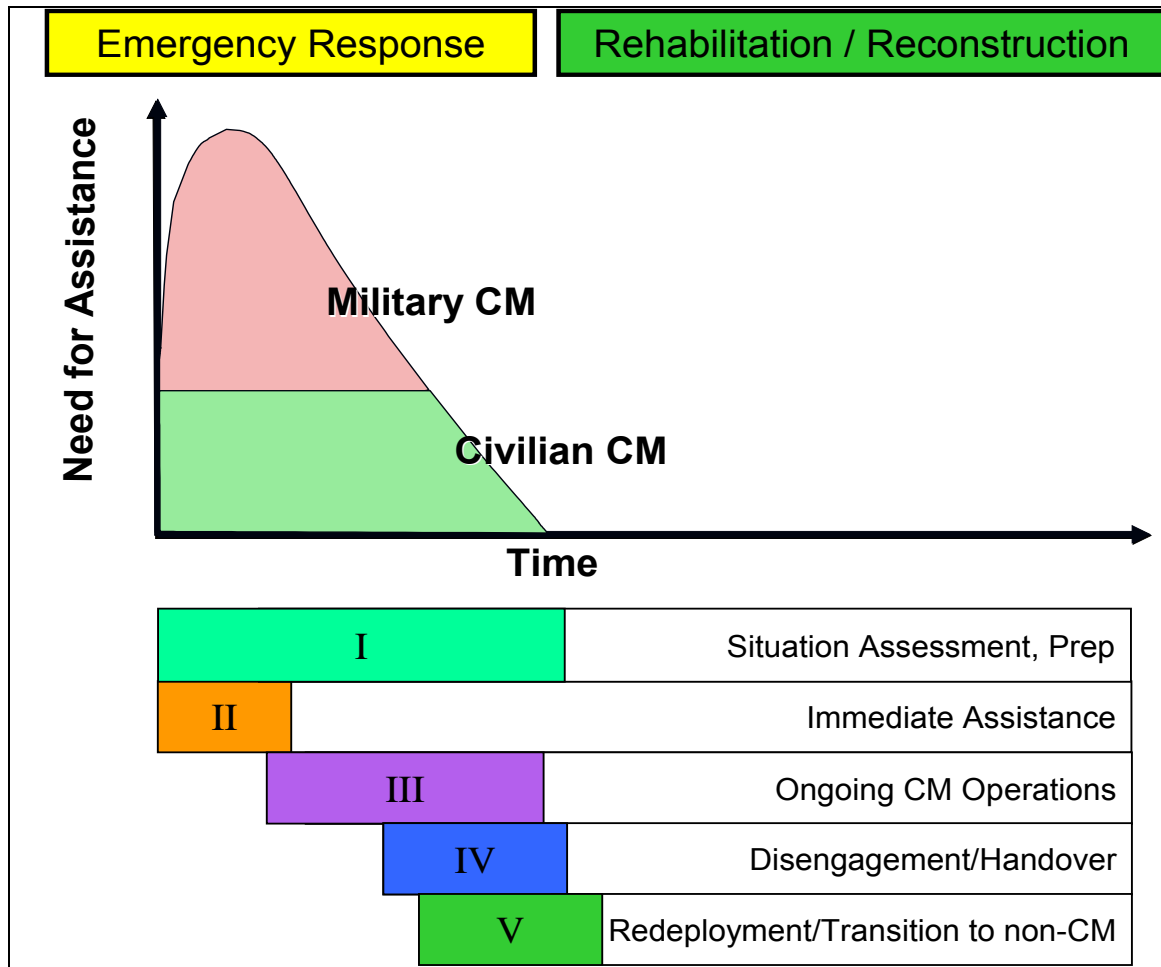


Figure D-1-D.4: Consequence Management Phasing in Option 2

3.4.3. In execution these phases overlap and some phasing aspects continue throughout the campaign plan.

3.4.4. If follow-on CBRN-TIM incidents occur, Phase 1 would need to begin again relative to the new incident, while the original incident might be in one of the later phases. There could thus be overlapping phases.

3.4.5. In addition to these five phases, considerable preparation for CM must be done in peacetime. Moreover, monitoring for CBRN-TIM incidents must be done continuously in peacetime to facilitate rapid response. These preparations and monitoring effectively constitute a Phase 0.

3.5. **Lines of Operation.** Lines of Operations are the major themes or operational activities by which the CTF operational end states are achieved. CM operations may be conducted following three lines of operation; however, planning for a specific situation may result in the identification of more or less, and different, lines of operation. The notional lines of operation (samples not meant to be all inclusive) are depicted in figure D-1-D.5 and explained as follows:

3.5.1. **CBRN-TIM Response.** The main focus of the operations will be on actions required to assess, mitigate, and recover from the effects of the CBRN-TIM incident.

3.5.2. **Security.** A secure environment is required to allow the affected nation and responders to focus on the CM operations. This will be especially true if the CBRN-TIM incident was an intentional act. The risk of additional threats (whether CBRN-TIM or not) must be reduced to an acceptable level to allow freedom of action. For security against follow-on CBRN-TIM [attacks refer to Part C, Chapter 9, CBRN-TIM Defense.](#)

3.5.3. **Other Related Humanitarian Assistance and Disaster Relief (HA/DR).** As part of a CBRN-TIM response, other HA/DR functions will normally need to be performed. [Refer to the Part D, Chapter 1: Humanitarian Assistance and Disaster Relief.](#)

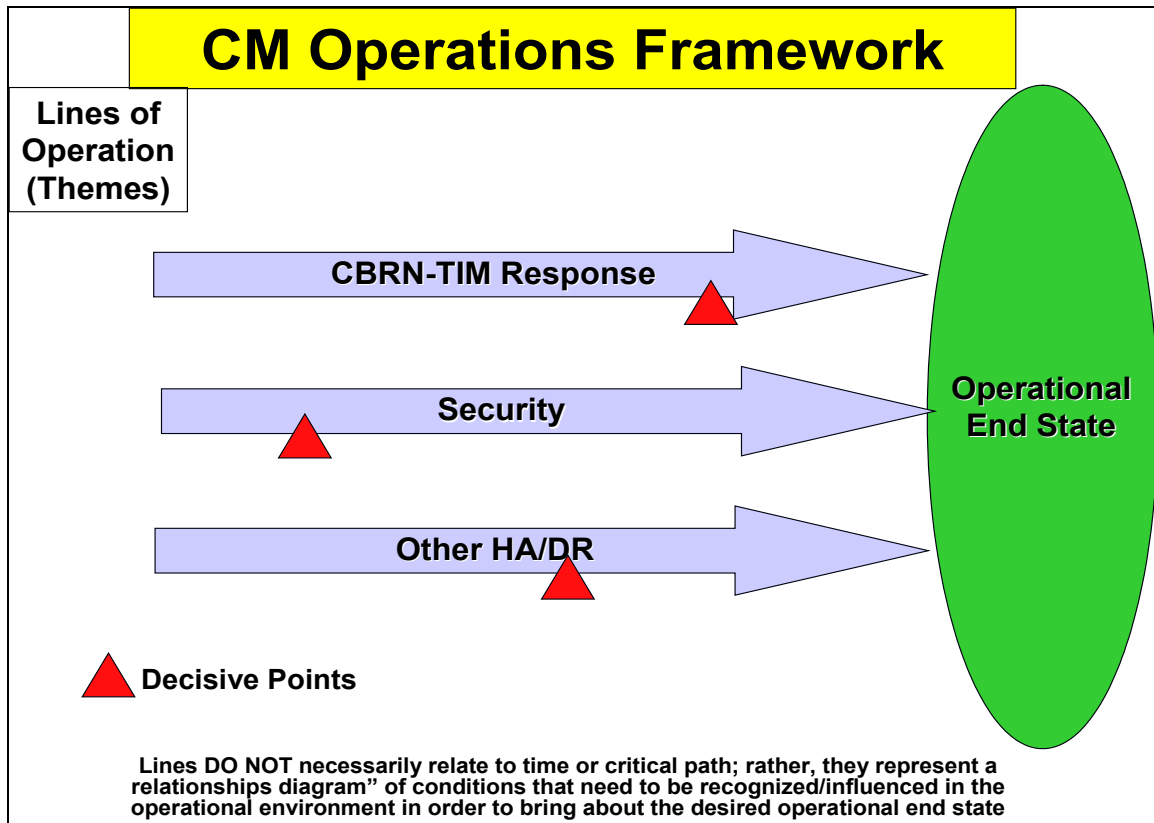


Figure D-1-D.5: Consequence Management Operations Framework

4. **Decisive Points (DP) and Supporting Effects (SEs)** – conditions that support attainment of the Operational End State and mission success.

4.1. **DP #1: The consequences of the CBRN-TIM incident have been mitigated to the point that full responsibility for further recovery has been transitioned to the affected nation and/or relevant stakeholders.**

- CTF Established to Perform CM: CTF is prepared to withdraw.
- CTF Already Deployed (CM Operations Branch): CTF positioned to complete its original mission.
- CTF Already Deployed (CM Operations Sequel): CTF is positioned to perform non-CM operations.

4.1.1. SE #1: The effects of the CBRN-TIM incident have been assessed and characterized so that the full range of necessary CM can be carried out.

4.1.2. SE #2: CBRN-TIM effects have been mitigated, the source, contaminated equipment, and the affected area have been identified, marked (i.e. signs posted) and controlled so that CTF personnel and others can avoid exposure.

4.1.3. SE #3: Victims have been treated and decontaminated to prevent further CBRN-TIM effects and CBRN-TIM spread. Victim care has been transitioned to appropriate health organizations.

4.1.4. SE #4: In coordination with health authorities, victims who have been exposed to contagious disease have been isolated/quarantined and provided prophylaxis, if medically indicated.

4.1.5. SE #5: Handling of all human remains has been appropriately coordinated with health authorities in the affected nation in accordance with existing national policy.

4.1.6. SE #6: Handling of contaminated agricultural products has been coordinated with health authorities in the affected nation.

4.1.7. SE #7: CTF personnel are protected against CBRN-TIM effects (refer to the CBRN-TIM Defense Annex – Part C, Chapter 9, Annex D), and the CBRN-TIM effects on the CTF have been largely mitigated.

4.2. DP #2: The affected nation's security environment allows for the conduct of effective CM and other HA/DR operations.

4.2.1. SE #1: In support of local authorities, law and order have been sustained or restored (panic and/or chaos have been addressed and mitigated).

4.2.2. SE #2: If CBRN-TIM incident(s) occurred, the effects on the CTF have been largely mitigated and the CTF personnel are protected against follow-on attacks (refer to the CBRN-TIM Defense Annex – Part C, Chapter 9, Annex D).

4.3. DP #3: The responsibility for humanitarian support to the local population is transitioned to the affected nation and relevant stakeholders.

4.3.1. SE #1: In coordination with local authorities, people have been evacuated from contaminated areas, and their basic necessities (shelter, food, water, sanitation, etc.) have been provided.

4.3.2. SE #2: Critical infrastructure disruptions caused by the CBRN-TIM incident have been mitigated to allow for humanitarian support of the local population.

4.3.3. SE #3: Basic necessities (shelter, food, water, sanitation, etc.) for non-evacuated population have been provided.

5. Assumptions. The assumptions below outline some of the assumed realities required to conduct planning for CM operations. Some of the assumptions have supporting narratives to explain their 2nd and 3rd order effects.

5.1. In any CTF operation, a CBRN-TIM incident may occur, requiring CM operations.

5.2. A CBRN-TIM incident will require an immediate assessment and response planning capability.

5.3. A CBRN-TIM threat assessment will be conducted prior to any deployment of a CTF. The threat assessment involves defining CBRN threats by country and also identifies TIMs, nuclear plants, and endemic disease by country. Data would also be collected on the nature and effects of CBRN-TIM agents to enable a rapid assessment of incidents and subsequent response planning. The resulting data base becomes a reference point for responding to incidents and is updated as information about CBRN-TIM incidents is collected. If a threat assessment is not completed prior to the incident, this needs to be included in the CTF commander's initial assessment (see paragraph 6.3.1).

5.4. A CM capability assessment will be conducted prior to any deployment of a CTF. The capability assessment involves characterizing the CBRN-TIM CM capabilities of countries and relevant stakeholders worldwide (though especially in high threat areas). The resulting data base is used in planning CBRN-TIM incident response, suggesting which countries can contribute to CM operations, where special capabilities can be found, and where key gaps exist which must be resolved prior to CTF deployment. If a capability assessment is not completed prior to the incident, this needs to be included in the CTF commander's initial assessment (see paragraph 6.3.1).

5.5. Pre-deployment information operations. Information operations planners will develop pre-packaged, agent/TIM specific talking points prior to any CTF deployment. These talking points will enable rapid and accurate dissemination of information on the agent(s) and/or TIM(s) involved in the incident, the likely health effects of these materials, and the general actions that people and organizations should take to mitigate the impacts resulting from the release of the materials. These prepared talking points can be augmented by the CTF to include information specific to the conditions in which the CTF is conducting operations.

5.6. CM TTPs will be identified, confirmed, and coordinated with the affected nation prior to any deployment of a CTF.

5.6.1. Decontamination TTPs: personnel, equipment, and facilities.

5.6.2. Hazardous material and waste management TTPs: must include disposal of decontamination effluent.

5.7. The CBRN-TIM environment will be hazardous and CTF and relevant stakeholder personnel may require protective measures and associated training to accomplish their mission. CBRN-TIM protection may be required against conditions associated with the incident they are addressing and against follow-on incidents [refer to Part C, Chapter 9: CBRN-TIM Defense](#).

5.7.1. Forces participating in the CTF from many nations and almost all relevant stakeholder personnel have limited or no CBRN-TIM protective capability.

5.7.2. Few military units have the hazardous material (HAZMAT) protections needed against the broad spectrum of TIM threats. In such situations, military and civilian HAZMAT teams may be required for the initial response with other military forces in a stand off/security support posture until the source of the TIM can be controlled.

5.8. The consequences of a CBRN-TIM incident will differ by the type and quantity of CBRN-TIM agent, time of day, weather, location, and population density.

5.8.1. CBRN-TIM incidents may occur in commercial, industrial, or other densely populated urban environments where consequences from casualties and destruction/disruption of critical services will be high.

5.9. CBRN-TIM incidents may lead to public panic and possibly civil disorder.

5.9.1. Understanding of, and sensitivity to, the issues and the nature of the CTF response may impact these effects.

5.9.2. In CM operations, authorities will make decisions in an emotionally charged and time-sensitive environment.

5.10. The affected nation has primary responsibility. The affected nation has primary responsibility for all CM operations except those directly impacting the CTF. Multinational CM operations are intended to supplement/provide assistance to the affected nation.

5.10.1. The affected nation will prioritize its response to meet the needs of its citizens over the members and priorities of the CTF.

5.10.2. A CBRN-TIM incident may quickly overwhelm even the most prepared nation and thus require a multinational immediate response. The extent of the needed multinational response will largely depend upon the affected nation's capabilities to respond given the severity of the situation.

5.10.3. The military will be in support of CM operations directed and conducted by organizations outside the CTF, and must coordinate with:

i. The affected nation, the State/Foreign Affairs Ministry representatives (Embassy) for the nations participating in the CTF within the affected nation.

ii. The affected nation's Lead Agency for CM operations.

5.10.4. Preparation requires the stockpiling of materials and equipment needed for CM operations, to include food, water, housing, medicines, protective equipment, and specialized equipment.

5.10.5. Military assistance should support but not substitute for civilian response.

5.11. The essential services in a country may be seriously affected by CBRN-TIM incidents.

5.11.1. Direct effects may include the death/incapacitation of critical authorities, interruption, disruption, or cessation of critical services, and destruction of buildings, facilities, and other infrastructure.

5.11.2. Indirect effects may include workers deserting jobs critical to the society in order to avoid the effects of a CBRN-TIM incident or the spread of disease.

5.12. **Potential for follow-on/multiple attacks/incidents.** The occurrence of a CBRN-TIM incident increases the likelihood of additional attacks.

6. **Planning Considerations.** The outline below are some planning considerations for CM operations. Planning effort should include overall command, control, communications, and specific efforts to support the three lines of operation. There will be some overlap between the lines of operation (e.g., situation assessment is important to both the CBRN-TIM response and security lines of operation).

6.1. **Immediate response.** In the case where the CTF is established to perform CM, the incident will likely require immediate CM operations (especially situation assessment) before a full CTF can be deployed. This may require incremental deployment of the CTF and may complicate command, control and security.

6.1.1. **Separate national Joint Task Forces (JTF) may be required to deploy immediately after an incident with teams equipped with protective gear and specialized skills related to CM operations.**

i. These separate Joint Task Forces (JTFs) should be coordinated using the MNCC concept. [Refer to Part B, Chapter 2: Multinational Coordination Center \(MNCC\).](#)

ii. JTF contributing countries will conduct bilateral coordination initially with the affected country at the national strategic levels. The United Nations (UN) may support these efforts in terms of statements or mandates.

iii. The formation of a multinational command (CTF) may be a follow-on task since formation of such a command takes time and coordination among nations.

6.2. **Establish CM Operations Command, Control, and Communications (C3).** This effort involves the command and planning for the CTF, as well as the various forms of communication used to support command and control and coordinate with the range of involved parties. The basic issues for C3, including coordination requirements, are outlined in paragraph 2.3.

6.2.1. **Place a CBRN-TIM Special Staff in all CTFs and plan to augment that staff** based upon a CBRN-TIM threat or incident. [Refer to Annex – Part C, Chapter 8: CBRN-TIM Special Staff.](#)

6.2.2. **Communications and Electronic Facilities.** Provide communications means and electronic equipment (e.g., computers) to support CTF C3.

6.2.3. **Civil Military Operations.** This effort involves civil affairs, liaison with the host nation and with relevant stakeholders, and coordination with various victim groups. See paragraph 2.3.

6.2.4. **Public Affairs and Information Operations.** Because of the potential for mass disorder and negative psychological reactions, the CTF must develop an information operations campaign informed by CBRN-TIM subject matter expertise. The information campaign must explain what has happened and what actions people (including CTF personnel) should take in response.

i. Public information: Disseminate accurate and timely information on the CBRN-TIM incident, ongoing response, casualties, etc. while protecting sensitive information.

i-i. Decide what information must be restricted to the CTF and what can be released to public.

i-ii. Establish intelligence requirements and declassification/dissemination protocols.

ii. Health awareness: Provide information for victims and the general populace in order to better understand the medical effects associated with the incident. Evacuation instructions: If evacuation, isolation, and/or quarantine is called for, provide information on both the steps to be followed and the rationale behind these steps.

iii. Displaced personnel: Provide information to both the victims and those supporting CM operations on evacuation routes, assembly areas, food/water/shelter, and casualty reporting procedures.

6.3. **CBRN-TIM Response**

6.3.1. **Assessment.** The CCTF will make an immediate assessment, and continue to assess the situation throughout all phases of CM operations.

- i. Characterize the nature of the incident, including any uncertainties.
 - i-i. Agent identification, monitoring, rendering safe, and removal. This will include confirmation of the CBRN-TIM agent(s) and specific characterization of them (e.g., is a bacterial BW antibiotic resistant?).
 - i-ii. Areas and people affected. This may require urban search and rescue because at least some casualties may be incapacitated.
 - i-iii. Effects of the CBRNE-TIM event on people, facilities, and areas.
 - i-iv. Contamination prediction, containment prediction, and zone management.
 - i-v. Requirements for response to the incident (personnel and specialists, drugs, protective equipment, specialized equipment).
 - i-vi. Support forensic/criminal investigation for attribution.
- ii. Characterize the current CBRN-TIM threat environment: permissive, uncertain, or hostile?
- iii. Establish Common Operational Picture.
- iv. CCTF will request adequate assessment capabilities from one or more troop contributing nations.

6.3.2. **Medical.** Medical actions address the CBRN-TIM effects on both the CTF forces and the civilian population: Triage and diagnosis (including laboratory support), prophylaxis and medical treatment, tracking of symptoms and prophylaxis/treatment, medical facility staffing (including providing required expertise), and preventive medicine. The medical actions also include the patient decontamination efforts required to allow medical personnel to treat, house, and transport patients.

- i. Medical planners must advise operational planners in:
 - i-i. Any quarantine or restriction of movement implemented and in preventing the spread of disease through vaccinations and other forms of prophylaxis.
 - i-ii. Coordination with the affected nation and relevant stakeholders (see paragraph 2.3).
 - i-iii. Information operations, as discussed in paragraph 6.2.4.

ii. **Casualty Management**

- ii-i. Identify casualties.
- ii-ii. Provide information on casualties, as appropriate, to participating CTF elements and supported civil authorities and agencies.
- ii-iii. Decontaminate casualties as best possible and as soon as possible.
- ii-iv. Determine whether casualties can be moved outside of the contaminated area for full medical treatment, or whether they pose too serious a risk of spreading contamination. If the latter is true, determine an appropriate level of care for casualties within the contaminated area.
- ii-v. Track the movement of contaminated casualties.

6.3.3. **Hazard Containment and Management.** Prevent the spread of contamination or contact with existing contamination.

- i. Identify and mark contaminated areas/facilities, and control access to these areas. Determine when contamination has weathered or been cleaned to the point that a hazard no longer exists.
 - i-i. Establish cordon requirements.
 - i-ii. Control traffic and movement between contaminated and uncontaminated zones.
 - i-iii. Conduct continuous monitoring.
- ii. Clean contaminated areas and facilities.
 - ii-i. Perform decontamination, sampling, detection, identification, and confirmation.
 - ii-ii. Employ HAZMAT capability, as required.
- iii. Identify contaminated personnel, and prevent them from spreading contamination.
 - iii-i. Conduct decontamination of personnel and confirm that they pose no further threat of spreading the contamination.
 - iii-ii. In the case of contagious diseases, implement quarantine, isolation, and restriction of movement to prevent the spread of disease. Provide mandatory vaccinations and other forms of prophylaxis, as required.

6.3.4. Transportation and Logistics. Includes transportation to and from the affected nation(s), transportation within the affected nation(s), maintenance and supplies (including food, water, and energy), and mortuary affairs. Acquire needed local support, including guides and interpreters, facilities to work from,

- i. Coordinate with CTF stakeholders to plan force flow (deployment timeline).
- ii. Establish supply routes, movement corridors, and traffic control measures that avoid spreading contamination or causing additional disruptions to critical services.
- iii. Resource CTF units to execute and sustain transportation.
- iv. Resource CTF units to execute and sustain supply efforts.

6.3.5. Mortuary Affairs:

- i. Identify remains if possible.
- ii. Determine whether remains can be removed from the contaminated area without posing a threat to others. If so, perform the tasks necessary (decontamination) for safe and timely disposition of human remains. If the remains cannot be safely handled, they should be interred in interim locations in the contaminated area that are marked for future processing. Such efforts must be coordinated with the affected nation and respective National Command of the deceased military personnel prior to deployment of CTF for CM operations.
- iii. Record and track the disposition and/or movement of contaminated remains.

6.4. Security. This effort seeks to provide protection primarily to the response force (including the relevant stakeholders and affected nation responders) but also to the victims of the CBRN-TIM incident with which it is working.

6.4.1. CBRN-TIM protection may be required against residual contamination and against follow-on attack.

- i. Monitoring to detect follow-on CBRN-TIM incidents in order to enable prompt response. Monitoring may include environmental monitoring, medical surveillance, and animal surveillance.

- ii. Provide protection against CBRN-TIM (refer to the CBRN-TIM Defense Annex – Part C, Chapter 9, Annex D).
- iii. Continue to collect and analyze intelligence on potential CBRN-TIM threats in order to enable a continual assessment for the duration of CM operations.

6.4.2. Security may be required against other forms of attack or to restore/maintain order following a CBRN-TIM incident. [Refer to Part C, Chapter 9: Force Protection Annex C](#) and to the [Part D, Chapter 1: Peace Operations](#).

6.4.3. Support and sustain the security efforts.

6.5. **Other HA/DR.** As outlined in paragraph 3.5 Lines of Operation (above), CM operations require HA/DR actions. The affected nation and relevant stakeholders have primary responsibility to perform these roles, but the CTF may need to provide HA/DR support based upon the severity of the CBRN-TIM event and its impact upon the affected nation's government, infrastructure, economic framework, and population.

6.5.1. Emergency Support Function (ESF) areas for planning and establishing Measures of Effectiveness (MOE). Identifying MOE for each of these functions will assist in guiding the CM operations mission at the offset toward clearly identified objectives for all parties and also facilitate the transition of responsibility for CM operations from the CTF to the affected nation.

- i. Transportation.
- ii. Communications.
- iii. Public Works and Engineering.
- iv. Firefighting.
- v. Information and Planning.
- vi. Mass Care.
- vii. Resource Support.
- viii. Health and Medical Services.
- ix. Urban Search and Rescue.
- x. HAZMAT.
- xi. Food and water.
- xii. Energy.
- xiii. Housing.

6.5.2. CM operations **do not** attempt to restore the ESF conditions to those that existed prior to the CBRN-TIM incident; rather, the CTF considers these functions in their emergency response actions for mitigating the effects of the CBRN-TIM incident.

7. **References.**

7.1. List of publications.

7.1.1. U.S. Joint Publication, Foreign Consequence Management Planning Guide, April 2001.

7.1.2. U.S. CJCSI Military Support to Foreign Consequence Management Operations, March 2006.

7.1.3. U.S. Joint Publication, Joint Tactics, Techniques, and Procedures for Foreign Humanitarian Assistance, August 2001.

Appendices

Appendix 1: Sequence of Events for Coordination of Foreign CM

APPENDIX 1

SEQUENCE OF EVENTS FOR COORDINATION OF FOREIGN CONSEQUENCE MANAGEMENT (CM)

1. **Sequence of Events for Multinational CM Support Request and Support.** Outlined below is a broad overview of the sequence of events for a CM Support Request from the affected nation (AN). This outline addresses the most likely events that will occur following a multinational CM support request. Nations can and do develop contingency plans in anticipation of natural or man made disasters (including CBRN-TIM incidents). This outline represents a generic sequence of events following a nation's request for CM support.
2. **Requesting and Offering CM Assistance.**
 - 2.1. **Affected Nation Response Process**
 - 2.1.1. After a CBRN incident occurs, the AN will execute its emergency plan to coordinate its response to the incident. The AN will characterize the incident and identify critical requirements and response assets. If organic response capabilities are insufficient the AN will first enlist the support of neighboring and/or friendly nations/allies. The AN may also activate Bilateral agreements, approach multinational/international organizations for support, and look to more distant international partners.
 - 2.1.2. Requests for CM support from another government must carry the weight of an official decision and are usually delivered through senior Foreign Affairs representatives (at local Embassies). The AN will send a written request for support which should:
 - i. Characterize the CBRN-TIM incident;
 - ii. Provide precise geographical location and time of the incident in question;
 - iii. Include resource requirements: material, personnel, equipment, pharmaceuticals, or other items needed and the time in which they must be delivered in order to have the maximum effect on mitigating human casualties;
 - iv. Provide a specific description of current response efforts and identify shortfalls where assistance can be effective;
 - v. Provide any other information it deems useful to the requested party in determining an appropriate offer of assistance.
 - 2.1.3. In urgent circumstances an oral request may be made, but shall be confirmed subsequently in writing to include the information listed in 2.1.2 i-v.
 - 2.2. **Requested Government Response Process**
 - 2.2.1. A request for support is sent to the requested government by the AN. Upon receipt, the requested government begins to internally evaluate the request. The requested government should acknowledge receipt of the request to the AN.
 - 2.3. **Submitting an Offer**
 - 2.3.1. Following acknowledgement of a request for assistance, each requested nation will determine if they have resources to meet the request that can be delivered in time to meet the requirements of the event. The preparation of an effective and coordinated offer of assistance may require additional time and information.
 - 2.3.2. Offers of CM response activities will include requirements that must be supported by the requesting (affected) nation such as:

- i. Access to and understanding of distribution centers, warehousing, and local transportation;
- ii. Understanding the physical site security;
- iii. Other nations and organizations response activities;
- iv. Understanding of the existing casualty coordination services;
- v. Access to and communications with emergency operations center(s);
- vi. Integration or coordination with the local medical and public health infrastructure;
- vii. Access to the public information systems;
- viii. Other resources that may be required based upon the situation.

2.3.3. Unsolicited offers must be transmitted via competent authorities. Under no circumstances are unsolicited offers to result in the delivery of resources without both a specific request for and acceptance of an offer by the AN.

2.4. Replying to Offers of Assistance

2.4.1. Due to the additional time required to prepare and transport assistance resources, the AN should respond to the offer from the requested government within a reasonable time of receipt by:

- i. Accepting the offer of assistance;
- ii. Seeking a modification regarding the offer of assistance;
- iii. Seeking additional information regarding the offer of assistance;
- iv. Seeking an extension of time in which to respond in order to reach a more informed decision;
- v. Rejecting the offer of assistance.

NOTE: Where bilateral plans or agreements exist to provide CM support, forces may be dispatched or contingency plans activated prior to the formal request. Nations review the AN CM request with their established crisis action procedures. A strategic assessment is made of the situation.

3. **Movement and Receipt of Assistance.** The steps 3.1-3.6 below may occur sequentially, in parallel, or may be reversed due to the immediacy of the situation and the amount of multinational forces already deployed to the AN.

3.1. Supporting Nations Deploy Initial Assessment Teams (IAT)

3.1.1. Nations may deploy respective IAT (made up of State/Foreign Affairs Ministry personnel) to AN Embassy/Foreign Affairs Ministry offices in the AN. These teams will assess the situation and provide recommendations back to the national authorities for each respective nation that has received a formal request for CM support.

3.2. Based on the assessment of the IAT, the community of Foreign Affairs agencies will generate requests for support from other agencies.

3.2.1. CTF forces could become involved in this support function through at least two means:

- i. First responders to an incident may come from CTF forces under the auspices of a commander's immediate response authority;
- ii. CTF forces may receive CM support tasks through command channels as generated and coordinated by the respective country's Foreign Affairs departments.

- 3.3. The CTF Commander may deploy a military Strategic Assessment Team (SAT) to augment the IAT and CMST (see below). Or, the SAT could deploy prior to the IAT based upon situational requirements.
- 3.4. Supporting Nations deploy Consequence Management Support Teams (CMST)
- 3.4.1. CMST are the central civil-military coordinating interface established independently by each nation providing military support to CM operations. The CMSTs coordinate their respective nations' CM response. This is a multi-agency team made up of selected IAT personnel, Theater level CM planners, and CTF liaison and planning teams where appropriate (which may be the advance CTF–CM planners if a coalition CM response is planned). Whether the CTF was already operating in the AN at the time of the incident, or was established as a CTF–CM in response to the incident, the CTF Commander must work closely with the CMSTs from all CTF member nations in order to facilitate the coordination of CTF support for CM operations.
- 3.4.2. The CMST may operate from several locations. Below are key locations:
- i. AN Emergency Operations Centers. This is the recommended location for the multinational CM coordination effort
 - ii. Embassy/Foreign Affairs Ministry facilities
 - iii. CTF/CTF--CM
 - iv. Key response locations in the AN
- 3.5. CM Response Plan. Based upon the IAT recommendations, if the CM support request is considered valid, the respective nations' national authorities and State/Foreign Affairs Ministry departments develop a CM response plan in concert with the AN, CMST, CTF Commander, and CTF-CM (if applicable). All departments and agencies having a response capability need to be involved in the development of this plan.
- 3.6. Activation of the CTF–CM and assignment of forces (if applicable). The CTF-CM may be activated if coalition military support is required for the CM support request. In turn, the CTF components are formed, and forces may be assigned or attached. [Refer to Part B, Chapter 2: Command, Control, Coordination and Cooperation Relationships.](#)
- 3.6.1. [Refer to Part D, Chapter 1: CBRN-TIM Consequence Management](#) for how the CTF–CM may conduct its mission.

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ANNEX E

TRANSNATIONAL THREATS

1. **Overview.** This Annex provides an overview of the transnational threats that could require a multinational response. It approaches these threats from the strategic and operational levels of military planning, or stated more directly, what military planners must have as a starting point to address transnational threats involving a Coalition / Combined Task Force (CTF).
2. **Definition.** Threats that transcend national boundaries, undermine and threaten the peace, security, and prosperity of individuals, nations, and regional partners are considered transnational threats. These threats include, but are not limited to, the following broad categories:
 - 2.1. Terrorism. The calculated use of unlawful violence or threat of unlawful violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological.
 - 2.2. Criminal activity (i.e., piracy and armed robbery at sea, kidnapping, drug smuggling, illegal weapons proliferation, money laundering, human trafficking, slave trade, and cyber crime).
 - 2.3. Weapons of mass destruction proliferation (i.e., chemical, biological, radiological, nuclear, and high yield explosives – CBRNE).
3. **Nature of Transnational Threats - Requires a Cooperative Military and Interagency Solution.**
 - 3.1. **Nature.** Transnational threats go beyond a purely "military solution" and may involve the highest levels of a nation's government. Traditionally, a state's security concerns were focused externally. Under the new security paradigm states are increasingly concerned with emerging internal security threats. CTF planners must acknowledge that such threats require a multidimensional response involving all elements of power, to include some of the following:
 - 3.1.1. Diplomatic
 - 3.1.2. Informational
 - 3.1.3. Military
 - 3.1.4. Economic
 - 3.1.5. Socio-cultural
 - 3.1.6. Law enforcement

Effective responses to transnational threats may require national (interagency), bilateral and/or multilateral efforts. To be effective, even a unilateral response to a transnational threat may require the support of a regional partnership.

 - 3.2. **Essential Interagency support.** The response to transnational threats may require interagency coordination. When acting in a lead role, the CTF must ensure that interagency support is fully integrated into the CTF planning process. This support can be in the form of a liaison or planning cell. Examples of interagency support groups that may need to be integrated into the CTF command structure include:
 - 3.2.1. Law enforcement (international, national, state)
 - i. Foreign affairs
 - ii. Intelligence organizations
 - iii. Financial institutions

- iv. Customs and immigration
- v. Transportation
- vi. International Governmental Organizations
- vii. Other special subject matter experts (i.e., medical, civil defense, etc.).

4. **Command and Control Structure for Transnational Threats.** [Refer to Part B, Chapter 2, Annex C, Command, Control, Coordination and Cooperation Relationships](#) for the four options for addressing these threats.. The preferred option is the Lead Nation command structure for most multinational operations within the Asia-Pacific region.

5. **CTF HQ Staff Template.** Figure D-1-E.1 outlines the start point for the CTF HQs and has been adapted to integrate interagency support (special governmental agencies consisting of state / foreign affairs, special intelligence agencies / units, special communications, and / or civilian governmental planners) for a given AO. [Refer to Part B, Chapter 2: Multinational Headquarters Organization](#). This support has been added to address transnational threats.

5.1. Exactly "how" the interagency support is integrated into the CTF Headquarters is situational dependent; however, it is essential that they are part of the CTF planning process.

5.2. It should be noted that within the Multinational Coordination Center (MNCC) each nation's interagency representative should be integrated with their respective nation's planners.

Note: Some forms of transnational threats may require compartmentalized intelligence sections or special operations sections for planning and execution of special missions (i.e., counterterrorism operations, tactical operational security, etc.).

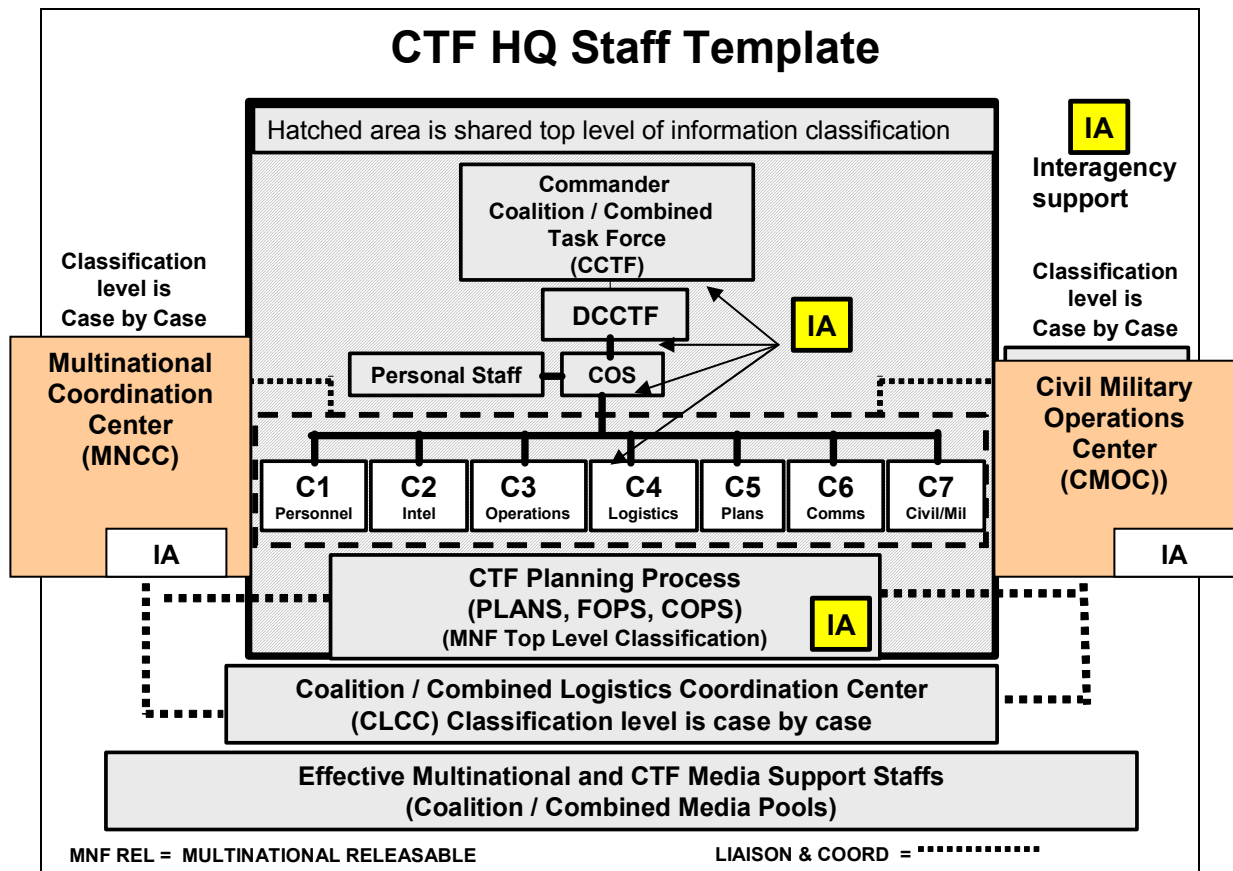


Figure: D-1-E.1: CTF HQ Staff Template
(Interagency Integration)

The interagency support noted on the previous page could be based on multiple cells or represent the function of interagency coordination within the CTF headquarters. It is important for interagency personnel to be part of the CTF headquarters staff to represent their respective national agency.

6. **CTF Component Organization for Transnational Threats.** [Part B, Chapter 2: Command, Control, Coordination and Cooperation](#) outlines the options for a CTF component organization. All structures can be used to with transnational threats.
 - 6.1. CTF capabilities, made up primarily by expeditionary military forces, must be integrated across the component commands to provide for coordinated and seamless execution of plans. The special operations component will most likely contribute a larger part to the operational concept in such situations and the other components may be in support of their operations.
 - 6.2. Any gaps or seams between the component commands will be exploited by the threat. Thus, coordinated operations with clear unity of effort within the CTF command are required. Further, the CTF components must exploit their combined speed of command to out pace the decision cycle of transnational threat organizations. Transnational threats are, by their nature, hard to pin down and attack directly. As such, they must be forced into a reactive pattern or method of operation by integrated and rapid operations.
7. **Intelligence Sharing.** An effective and responsive intelligence network must be established by the coalition. This network must integrate military and interagency intelligence sources horizontally and vertically to arrive at actionable intelligence. Cooperation between nations is imperative in sharing real-time intelligence and information necessary to form a common operational picture.
8. **Transnational Threat Templates for Planning.** The following "threat templates" provide a starting point for multinational force planning to combat transnational threats. These threats include, but are not limited to, combating terrorism, criminal activity, and WMD proliferation. Specified tasks for coalition partners include defeat, deny, diminish, and defend.
 - 8.1. **Defeat.** Includes identifying, locating, and destroying transnational threats. It involves the direct or indirect use of diplomatic, economic, information, law enforcement, military, financial, intelligence, and other instruments of power. It seeks to marshal and sustain international coalitions to defeat transnational threat networks and to prevent their growth while compelling supporters to cease and desist their activities.
 - 8.2. **Deny.** CTF operations seek to prevent sponsorship, support, and the provision of sanctuary for terrorist or criminal organizations. It holds those that provide sanctuary as accomplices, and holds them accountable. Additionally, it provides assistance to those willing to combat transnational threats while seeking to eliminate their sources of territory, funds, equipment, training, technology, and unimpeded transit. Goals include ending state sponsorship of transnational threats, while establishing and maintaining international standards of accountability.
 - 8.3. **Diminish.** CTF operations focuses on improving the underlying environmental conditions that terrorists or criminals may seek to exploit. Strategies include partnerships amongst the international community to strengthen willing states and prevent the reemergence of transnational threats. IO campaigns to promote democratic values, assistance in the diplomatic resolution of regional disputes, fostering economic, social, and political development, and encouraging the development of market based economies, good governance, rule of law, et cetera will all contribute to combating transnational threats.
 - 8.4. **Defend.** CTF operations must, by their nature, protects citizens, infrastructure, and interests. It involves organizing CTF efforts to secure against transnational threats, maintaining situational awareness and identifying and neutralizing transnational threats. Optimally, threat information is merged and analyzed in a single location and most importantly shared with all partner nations. Protection of vital systems and the establishment of an integrated C2 architecture is important to the successful accomplishment of the defend task.

9. **Combating Terrorism Template.** Combating terrorism includes antiterrorism and counterterrorism.

9.1. **Antiterrorism** - defensive measures taken to reduce vulnerability to terrorist acts.

9.2. **Counterterrorism** - offensive measures taken to prevent, deter, and respond to terrorist acts.

9.3. Below is a framework depicting how terrorist organizations may operate and where CTF interdiction efforts may be most effective.

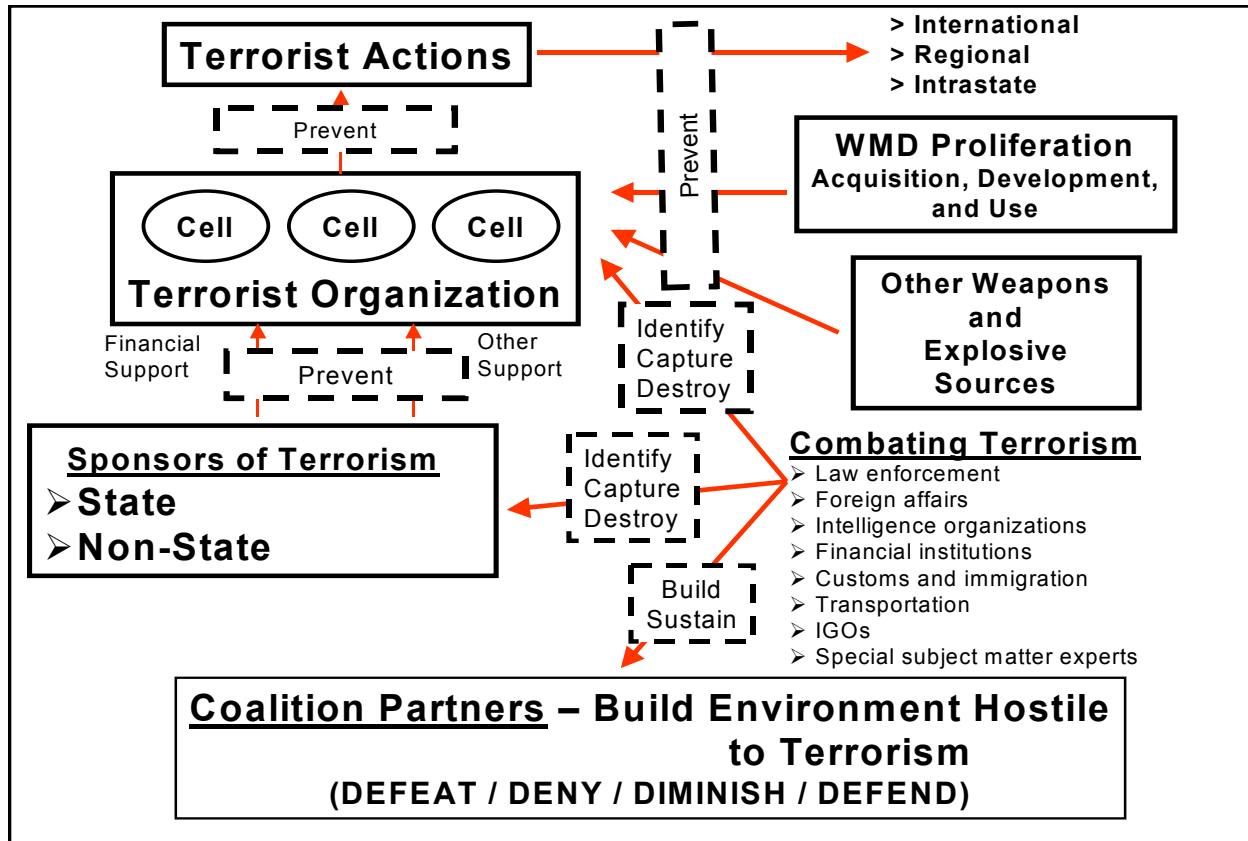


Figure: D-1-E.2 Transnational Threats – Combating Terrorism

Notes: The dotted boxes are the key lines of operations (or major operational tasks) that the CTF command must pursue to be effective against terrorist actions. The military alone cannot accomplish these tasks and may require other interagency support. Additionally, military forces may conduct operations in support of other agencies.

In combating terrorism, military forces and interagency support must be fully integrated in all planning efforts. To be most effective, interagency personnel must be physically located with the CTF Headquarters (refer to Figure: D-1-E.1 at the front of this Annex for a visual display of this integration).

9.4. **Combating Transnational Criminal Activity.** Criminal activity includes: piracy and armed robbery at sea, kidnapping, drug smuggling, illegal weapons proliferation, arms trafficking, money laundering, human trafficking, slave trade, and cyber crime. The CTF may be in a support role for these operations.

9.4.1. Transnational crimes have become an increased threat due to advances in information technologies and efficient worldwide transportation systems. In addition, globalization has made nations more interdependent in trade, commerce, and financial systems that international criminal elements seek to exploit.

9.4.2. Criminal activities may be separate or interrelated. Terrorist elements are often linked to criminal activities to gain financial support. Such linkages must be identified and defeated.

9.4.3. Host nation governments must play a major role in countering transnational crimes. The governments' ability and "will" to counter criminal activity within their borders is crucial. Due to the sums of money involved in transnational crimes, corruption is one of the major obstacles that must be addressed. In most situations, the military is in a supporting role to law enforcement agencies.

9.4.4. Response to transnational threats may require the formation of a CTF and full coordination and integration of interagency elements within the host nation. Successful military operations may require interdiction of illegal drug smuggling, arms trafficking, and the disruption of illegal financial transfers.

9.4.5. Cyber crime has the potential to have national security implications and requires full cooperation and coordination across national boundaries.

9.4.6. Immigration, customs, border security, and law enforcement personnel of the nations concerned are critical for integration into CTF planning.

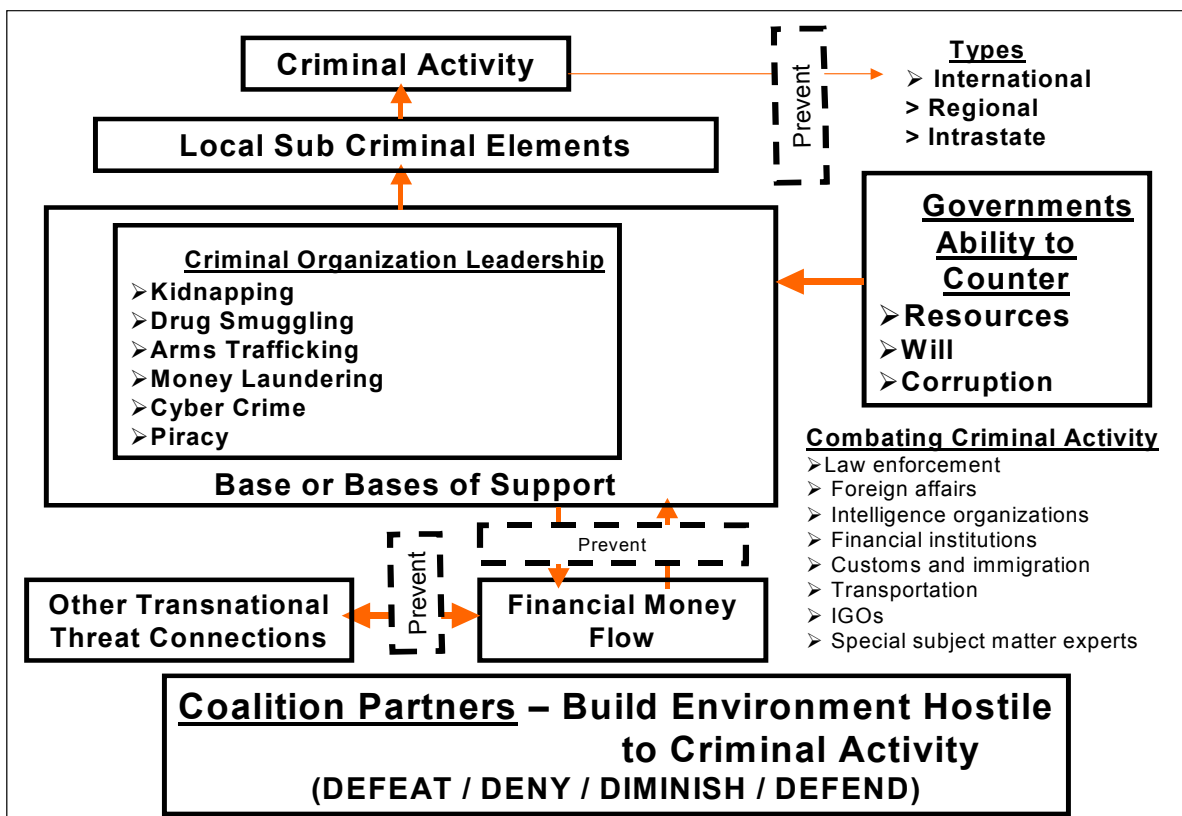


Figure: D-1-E.3 Transnational Threats – Combating Criminal Activity

10. Weapons of Mass Destruction Proliferation (i.e., chemical, biological, radiological, and nuclear - CBRN).

- 10.1. The threat and risk associated with WMD proliferation has increased. Chemical agents are relatively easy to develop and weaponize. Biological weapons, though requiring a solid research and production capability, are more readily available. Nuclear weapons or by-products (radioactive materials - dirty bombs) are also available on the open market.
- 10.2. WMD proliferation is closely linked to terrorist activity. However, buyers of such weapons do not necessarily have to be from a terrorist organization. State and non-state factions (criminal elements, middlemen, paramilitary organizations, intrastate revolutionaries, etc.) may procure such capabilities to move them to a strategic level of threat and impact.
- 10.3. The focal point for combating WMD proliferation is a solid framework of multinational intelligence sharing (cooperation and coordination). Early detection of WMD agents and their delivery systems is a key factor to preventing proliferation. WMD in the hands of criminal elements is a threat to all nations desiring stability, peace and economic advancement. Due to globalization and interdependence, an attack on one nation may have profound effects upon other nations' security and economic well-being.
- 10.4. Military forces play an active role in the prevention of WMD proliferation. In the event of a CBRN (WMD) event, military forces may play a supporting role in Consequence Management. [Refer to Part D, Chapter 1: CBRN-TIM Consequence Management](#). In addition, a CTF may play a role in mitigating WMD proliferation across borders and may assist in tightening border security.

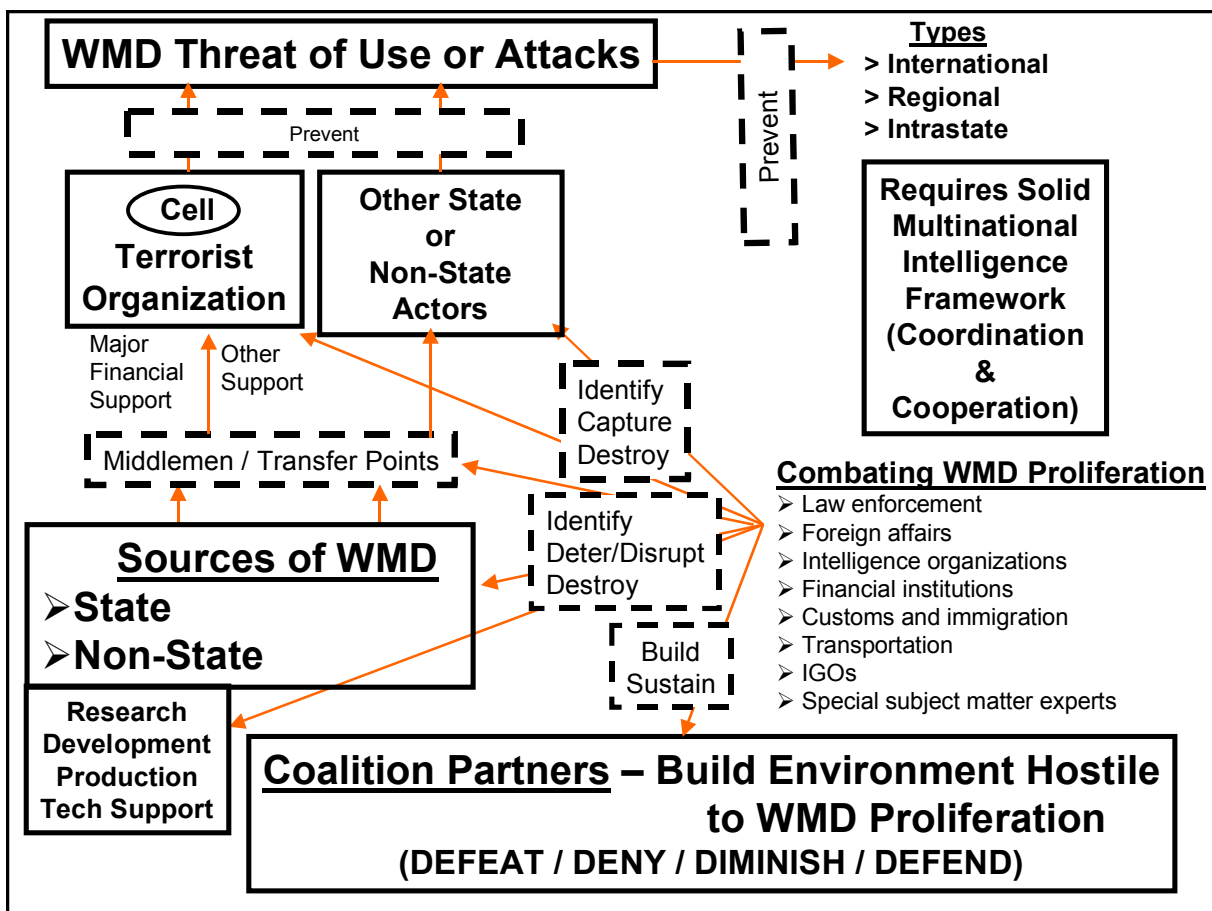


Figure: D-1-E.4 Transnational Threats – Combating WMD Proliferation (CBRN)

ANNEX F

PEACE OPERATIONS

1. **Purpose.** This section provides the foundation for planning and conducting Peace Operations (PO).
2. **Overview.** PO Challenges and Operational Realities
 - 2.1. **Challenges.** There is no standard PO. All elements of national and international power will be required for mission accomplishment (diplomatic, economic, information, psychosocial, and military). Each PO will have its own unique situational setting -- unique political factors, unique diplomatic characteristics, and unique geographical, cultural, and security characteristics.
 - 2.2. **Operational Realities.** There are three key operational realities that must be acknowledged by CTF Commanders and planners alike when planning and conducting PO.
 - 2.2.1. **Support vs. Victory.** The military is always in support of the larger political or civil mission; military is a component of the larger effort. In PO there is neither a clear adversary nor a military victory. The military task is to set the conditions to enable the other Lead Nation governmental, International Organizations (IOs), Non Governmental Organizations (NGOs), and/or United Nations (UN) agencies to achieve the overall political end state outlined in the legitimizing document (mandate, initiating directive, and/or operations order (OPORD)). Note: For brevity the term mandate describes these documents in this annex.
 - 2.2.2. **Mission - Intent.** The mission (and intent) is to establish the conditions which will support the maintaining of a safe, secure, and stable environment within approved rules of engagement for securing the peace and establishment of a functioning nation.
 - 2.2.3. **Civil-Military Planning / Coordination and Proximate Cause for Crisis.** Identification of the civil-military tasks required by the mandate and the identification of the proximate cause (normally complex and multidimensional) for the crisis is a critical action during the initial CTF mission analysis and commander's estimate.
 - 2.3. **Peace Operations Success.** PO success is not only based solely upon military solutions. Strategic and operational End states can be political, economic, and social in nature. Military force can only temporize, maintain the situation, reduce levels of violence, induce compliance, and support other agencies operations, but force is not the desired solution.
 - 2.3.1. PO are a civil-military effort with the military playing only a supportive role in the overall operations required to attain the PO end states.
 - 2.3.2. PO has moved from predominantly interstate to include now many intrastate conflicts. Failed states and/or breakdowns of government institutions and infrastructures are the norm.
 - 2.3.3. Staggering humanitarian challenges coupled with failed local and state security systems run parallel with the breakdown of the state. Warring factions and criminal activity are the dominant factors of such intrastate breakdowns.

Key CTF Commander & Planner Starting Point Questions (Mission Analysis/Commander's Estimate):

- #1. What civil and military conditions must be attained to achieve the strategic and operational objectives?
- #2. What sequence of actions by civil and military will produce these conditions?
- #3. How should the civil and military resources be applied in concert to accomplish the sequence of action?

3. **Legal Basis for PO.** PO is based upon the one of following legal frameworks.

3.1. **United Nations operations are based upon the UN Charter.** UN mandated PO can be executed by: (1) a UN led command: or a (2) A Lead Nation lead the effort (Lead Nation is appointed by the UN with the Lead Nation national leadership taking the command of the operation based upon UN authorization (and participating nations willing to support the PO). The various UN charter authorities are as follows:

3.1.1. Specifically, Chapter V addresses the Security Council charter which directs the implementation of peace operations. Chapter VI addresses peaceful means. Chapter VII addresses enforcement actions, and Chapter VIII addresses regional means to maintain peace and security.

3.1.2. The authorization comes from a UN Security Council Resolution, which contains a mandate. The Secretary General (SG) is responsible for managing and supervising the execution of the mandate.

3.2. **Regional Organizations (combined operations) that are non-UN sanctioned** are based upon alliances, international treaties, and conventions.

3.2.1. Normally a Regional Organization will issue an initiating directive that has been agreed to at the national strategic level. An Operations Order (OPORD) and/or Warning Order (WARNORD) can also supplement such directives/agreements.

3.3. **Multinational Organizations (coalition operations), which are not UN sanctioned**, are based upon multinational agreements among willing nations (coalitions of the willing). Such agreements are outlined and referenced within OPORDs and WARNORDs by the Supported Strategic Commander to the CTF.

3.4. **National Constitutions.** It is also essential to recognize that national constitutions and national statutory authorization can play a very important role in what mission a specific country can perform (i.e., some countries constitution may prevent enforcement actions).

3.5. Planners need to have duplicate copies of all legitimizing documents at the CTF HQ for reference purposes.

4. **Strategic Command and Control of PO (Who Executes Peace Operations).** Figure D-1-F.1 is a pictorial representation of the ties between the legal basis for a PO and its' broad strategic command and control.



Figure D-1-F.1: Types of Peace Operations

5. **Categories of PO.** There are two categories of PO for which a CTF would be formed.

- 5.1. **Peacekeeping Operations (PKO).** Designed to monitor and facilitate implementation of an agreement (cease fire, truce, and other related agreements) and support diplomatic efforts to reach a long-term political settlement. Key Factor: PKO is undertaken with consent of all parties to the dispute.
- 5.2. **Peace Enforcement Operations (PEO).** Use necessary means¹, up to and including military force, to compel compliance with resolution or sanctions designed to establish security, peace, and order. Key Factor: The application of military force or clear threat of military force may be required to compel compliance of the parties involved.

Note -- Terminology Differences

- 1. UN commonly refers to Peace Operations as Peacekeeping and also uses the term Peace Support Operations (PSO)
- 2. NATO and Europe uses the term PSO.
- 3. Other nations use variations of terminology (based upon political and operational implications and factors).
- 4/ The MNF SOP will use the overarching term of Peace Operations (PO) with two broad categories of operations as outlined above for clarity.

5.3. **CTF Support of Diplomatic Actions (with ongoing PO mission).** As stated, a CTF is formed for two categories of PO. However, in such situations, the CTF can also be tasked to support diplomatic efforts by other agencies to establish peace and order before, during, or after the conflict. The three primary diplomatic efforts are:

5.3.1. **Preventive Diplomacy.** Diplomatic actions taken to avert or limit a crisis.

5.3.2. **Peace Making.** Diplomatic activities conducted after the commencement of a conflict aimed at establishing a cease-fire or a peaceful settlement. Activities can include the provision of good offices, mediation, conciliation, and such actions as diplomatic pressure, isolation, sanctions, or other operations. Peacemaking is accomplished primarily by diplomatic means; however, military support to peacemaking is possible either indirectly (e.g., staff support or planning) or in the form of the direct involvement of military assets.

5.3.3. **Peace Building.** These are actions that support diplomatic, economic, social, and security measures aimed at strengthening political settlements of a conflict. These include mechanisms to identify and support structures that tend to consolidate peace, foster a sense of confidence and well-being, and support economic reconstruction. Frequently, once the conflict has been brought to an end, the attention of the international community moves on. This results in the peace building phase of the mission being under resourced, and the operation stalls. Peace building, therefore, requires the commitment of humanitarian and development resources to a long-term political process.

¹ Necessary means may include: economic sanctions, embargoes, no fly zones, maritime interdiction, or other similar actions as directed by the UN Security Council.

5.3.4. **Distinction between PKO and PEO:** The difference between PKO and PEO revolves around two operational factors: Consent and Use of Force. The difference is also influenced by the factor of Impartiality. Figure D-1-F.2 below outlines these distinctions.

Distinction between PKO and PEO

Principal Factors	PKO	PEO
Consent	All parties consent (support PKO goals)	Partial or no consent by parties (little or no support for PEO goals)
Use of Force (restraint)	Self defense only	Compel or coerce compliance with established rules of engagement

Impartiality does not denote neutrality; it is, however, a constant and may be applied as follows:

Principal Factors	PKO	PEO
Impartiality	<ul style="list-style-type: none"> ▪Treat all sides equally and fairly ▪Apply mandate without prejudice 	▪When necessary, enforce the mandate on violator **

****May be considered as principled impartiality**

Figure D-1-F.1: Defining PO Operational Factors

5.4. **Consent.** Consent implies acceptance of the mandate and its provisions by all parties. As consent diminishes or becomes less certain, the capability of the CTF to use force will increase in order to be able to react appropriately. Conversely, if consent by all parties is present, there may be less force requirements. As will be noted in the following paragraph, this clarity is normally lacking in reality.

5.4.1. In either case, the size and composition of the CTF must be credible in light of the consent factor, mandate requirements, assessed threat level and CTF contingency planning.

5.4.2. This has significant impact on how the CTF is organized and resourced with forces. Contingency planning for a reserve force that is immediately available for employment is an important planning requirement. Deployment priorities can also be established based on these factors.

Note: During mission analysis, course of action (COA) development, and the commander's estimate **it may be identified that the mandate does not support the level of consent or possible changing consent contingencies. It is critical that this be addressed prior** to deployment and employment of CTF forces. This should be a high priority issue with the UN chain of command (or regional / multinational chain of command if the operation is not UN sponsored or sanctioned).

5.5. **Use of Force.** Restraint is important in PO to minimize escalation. The mandate, however, should be clear on the authorization of force. A significant difference between PKO and PEO can be attributed to the Rules Of Engagement (ROE).

5.5.1. PKO will only have self-defense ROE, whereas PEO will have enforcement ROE.

5.5.2. The ROE define where and how force is authorized and is developed at the strategic level of planning in consultation with Lead Nation national leaders and UN channels.

5.5.3. The ROE is a directive to the Commander, CTF. The CTF planners, therefore, should participate in the development of ROE.

5.5.4. CTF contingency planning should identify supporting ROE courses of action for every contingency plan generated. Coordination and approval by the Supported Strategic command (or UN chain of command) is crucial for ROE contingency plans.

5.6. **Impartiality.** The CTF needs to be impartial to the parties involved and **focus on the mandate requirements**. All parties should be treated equally and fairly. Some parties may attempt to undermine the CTF's impartiality, but taking sides can result in escalation. The CTF should execute the mandate without prejudice, be impartial in its execution, but be prepared to enforce the mandate on the violators.

5.7. **CTF Contingency Planning.** The previous section made the distinction between PKO and PEO. Current PO, however, are not static; rather, they change and require flexibility and contingency planning to address the fluid nature of PO. Factors complicating the distinction between PKO and PEO are illustrated in D-1-F.13. Effective mission analysis, thorough COA development, and a clear commander's estimate are key characteristics of contingency planning. Variables to consider during contingency planning include:

5.7.1. Consent

5.7.2. Impartiality

5.7.3. Use of Force

5.7.4. Diplomatic/political variables

5.7.5. Humanitarian considerations

5.7.6. Dynamic Situation

5.7.7. Uncertainty

5.8. **Civil-Military Planning in PO.** To succeed the tactical and operational levels of planning and operations ([refer to Part B, Chapter 2: Command, Control, Coordination and Cooperation Relationships](#)) PO demands the CTF components and CTF headquarters have a fully coordinated civil-military effort.

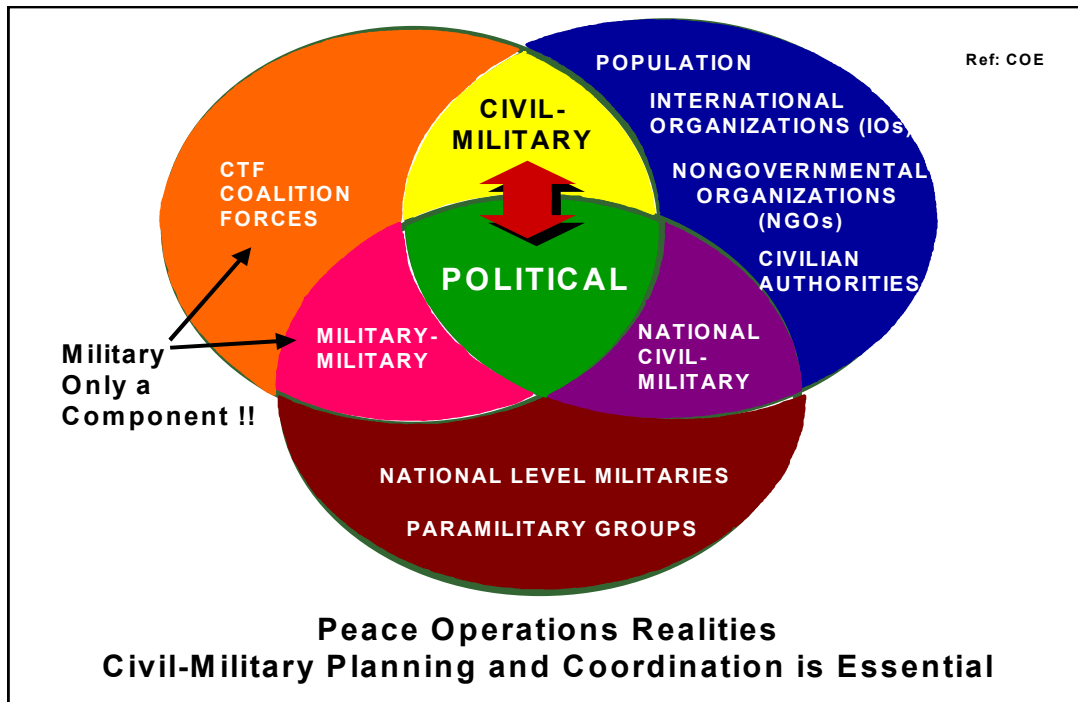


Figure D-I-F.3: Civil-Military Planning and Coordination

5.9. **PO Mission Spectrum and Civil-Military Operational Model.** Figures D-1-F.4 and D-1-F.5 highlight some models that visually illustrate the operational missions, functions, and sequencing of operations within a PO. It also shows the major civil-military priorities and sequencing of operations. The military is only “part of the solution”. PO requires the full application of all national power elements to achieve long term success. Note: This is a static depiction of missions and functions. In an actual situation, the sequencing of missions, their magnitudes, and timing can vary considerably and overlap.

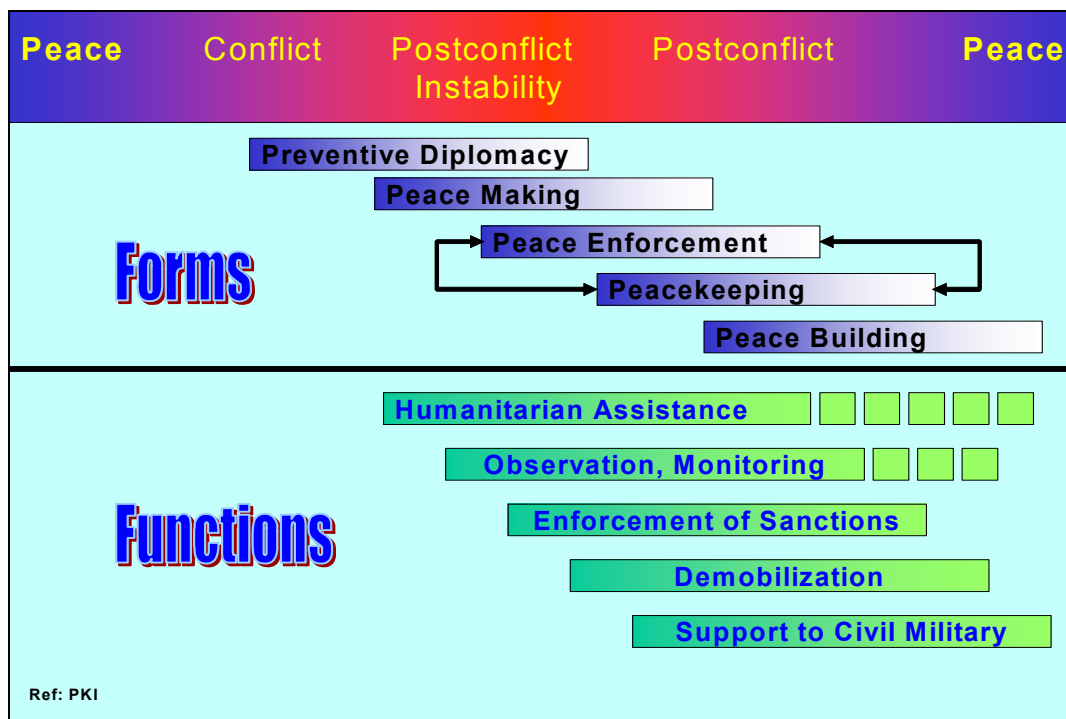


Figure F-1-F.4: Operational Mission and Functions for PO

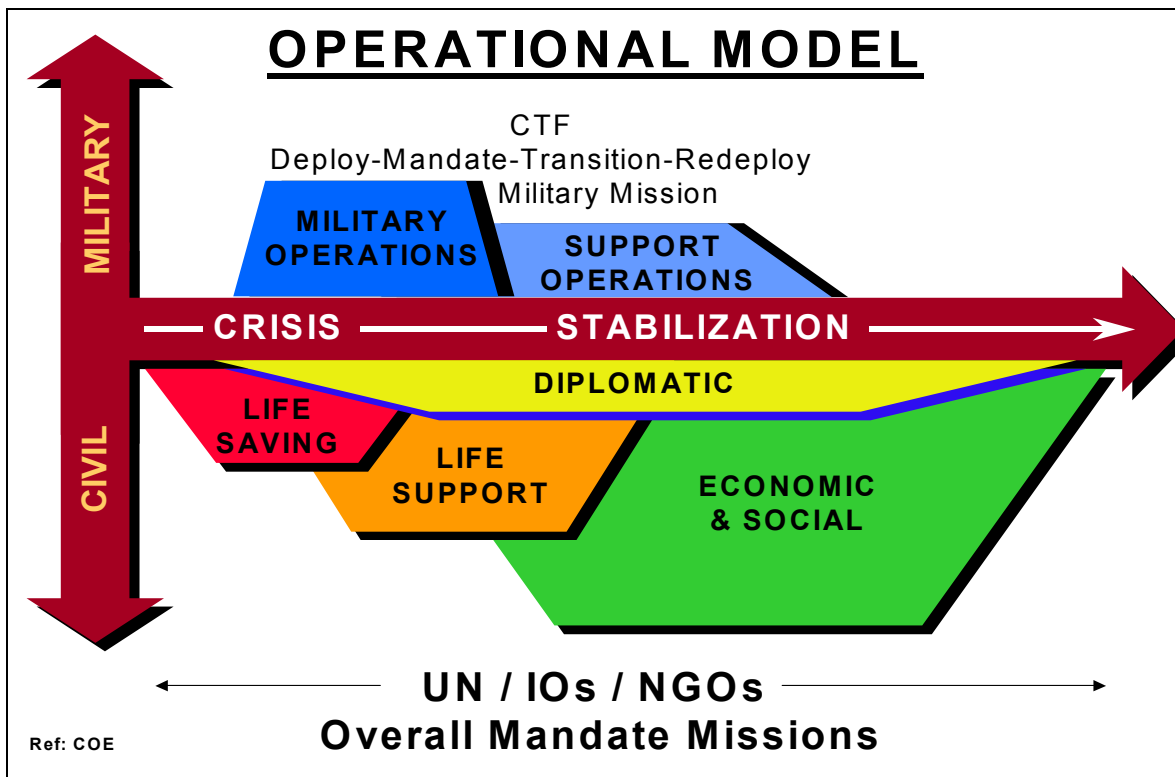


Figure D-1-F.5: Civil-Military Operational Model

6. **PO Doctrinal Challenges.** There is no agreed UN or Multinational doctrine for Peace Operations that supports Coalition operations (or CTF operations). This MNF SOP will use the NATO AJP 3.4.12 doctrinal factors for planning. These factors capture the complexity and multidimensional nature of complex emergencies.
- 6.1. **Overview.** The distinct nature of PO requires the consideration of a number of other principles beyond national doctrines and multinational doctrines for combat operations. All these principles need to be given a particular interpretation and/or emphasis in a PO environment.
- 6.2. **Basic Principles.** There are three basic doctrinal concepts that guide military activity in the conduct of PO. These are: consent, use of force and impartiality. As a consequence, these terms are considered as fundamental principles of PO. The application of these and other relevant principles are described in this section.
- 6.3. **Interaction of Basic Principles.** The conduct of PO requires an understanding of the complex principles of consent and impartiality and how they constrain and guide the conduct of military activities, in particular the use of force. An understanding of the relationship between these fundamental principles is essential for the effective management of civil-military interactions and the achievement of the desired political end state in PO.
- 6.4. **Other Principles.** Apart from the basic principles other principles must also be considered while planning for and executing a PO. Not all principles will apply with equal weight in every situation; nevertheless, all should be considered. The judgment of those responsible for the planning and execution of the PO will determine the weight and the application of each principle. Shown in Figure D-1-F.6 is the PO working doctrinal principles.

² NATO AJP 3.4.1. This doctrine is recognized by NATO partners and is used as the start point for this MNF SOP.

Doctrinal Principles of PO

The following are the principles of Peace Operations:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Objectives • Security • Unity of Effort • Legitimacy • Impartiality • Consent • Perseverance • Restraint | <ul style="list-style-type: none"> • Freedom of Movement • Credibility • Flexibility • Use of Force • Transparency • Mutual Respect • Civil-Military Cooperation |
|---|--|

Figure D-1-F.6: PO Working Doctrinal Principles

6.5. Impartiality.

6.5.1. The Nature of Impartiality. An aid to understanding impartiality is to view it from two related perspectives: on the one hand as a guide to the conduct of the CTF and on the other hand as a perception of the belligerent parties. The conduct of a CTF should always be impartial and even-handed; if force is used against a particular party, it should only be because of what that party is doing (or not doing) in relation to the mandate, rather than who they are. This may be described as principled impartiality, in sharp contrast to a simply neutral stance. The use of force, even when applied fairly and equally, is unlikely to be perceived as such, especially by any party that persistently transgresses. However, for a CTF that is capable of combat, the perception of the parties will be of less immediate concern than for a PKO force. An analogy can help to relate impartiality to the conduct of operations: the impartial status of a legal system is not compromised because it only punishes the guilty, though that may not be the perception of a persistent criminal.

6.5.2. The Significance of Impartiality. The significance of impartiality is that if it is discarded or the CTF is perceived as being partial by any of the parties to the conflict, it will have a negative effect upon their consent for the operation and thus make the conduct of the operation more difficult. It can result in a loss of trust and confidence of the local factions, causing them to withdraw consent. This could limit the options that may be available to the CTF. At worst, a perception of partiality and a consequent loss of consent could lead to widespread non compliance and unrestrained violence, resulting in heavy casualties and a failed mission. Should impartiality be discarded, the CTF will risk becoming a party to the conflict and the operation will cease to be a PO and, in effect, become an armed conflict.

6.5.3. Impartiality and the Conduct of Operations. Before and during the conduct of a PO, great care must be exercised at all levels to avoid compromising the impartial nature of the operation. Any action or inaction by the CTF will almost inevitably be seen as favoring one party over the other. A PO must be conducted impartially, in accordance with the mandate, and without favor or prejudice to any party. Accusations of partiality should be investigated and actions taken to convey the impartiality of the CTF. Circumstances leading to deployment of a CTF may create perceptions of bias among some local parties and partially compromise the CTF's impartiality.

6.5.4. Impartiality and Neutrality. Impartiality must not be confused with neutrality. To do so limits both flexibility and the potential to exercise initiative; it also promotes passivity and consequently limits the

development of the mission. Impartiality, perhaps better described as principled impartiality, requires a degree of judgment to be used against conflicting agendas, or the mandate, or both, while the notion of neutrality does not. The CTF conduct of PO will be impartial to the parties but never be neutral in the execution of the mission.

6.5.5. Impartiality, Legitimacy, and Transparency. It is more difficult to challenge the impartial status of the CTF if the parties are made aware of the mandate, mission, intentions and likely techniques to be used by the CTF. Legitimacy is grounded in the UN mandate, international law, and law of armed conflict. Accusations of biased behavior by the CTF must be addressed and resolved in a transparent manner. Failure to do so could result in compromising the legitimacy and impartiality of the CTF. This requires an active information strategy (information operations and public affairs), reinforced by the civil-military cooperation programs and an effective liaison system. A failure to communicate will foster suspicion and may prevent the development of the trust and confidence upon which the long-term success of the operation depends. The CTF must balance force protection requirements with the need for transparency.

6.6. Consent

6.6.1. The Nature of Consent. Consent, like impartiality, can be viewed from two perspectives. First, as a determinant of the conduct of the CTF. Second, from the perspective of the parties and indigenous population. The degree of consent should be assessed and understood with respect to time and space. Time as in the permanence or fragility of consent; space, horizontally across all elements of the population and geography, and vertically within the hierarchies of the parties to the conflict. While there may be consent at the strategic level (by virtue of national or party commitments to a peace agreement), at the tactical level there may be local groups who disagree violently with their leaders and who may be hostile to the PO. See figure D-1-F.1 for the various levels of consent for CTF commanders and planners.

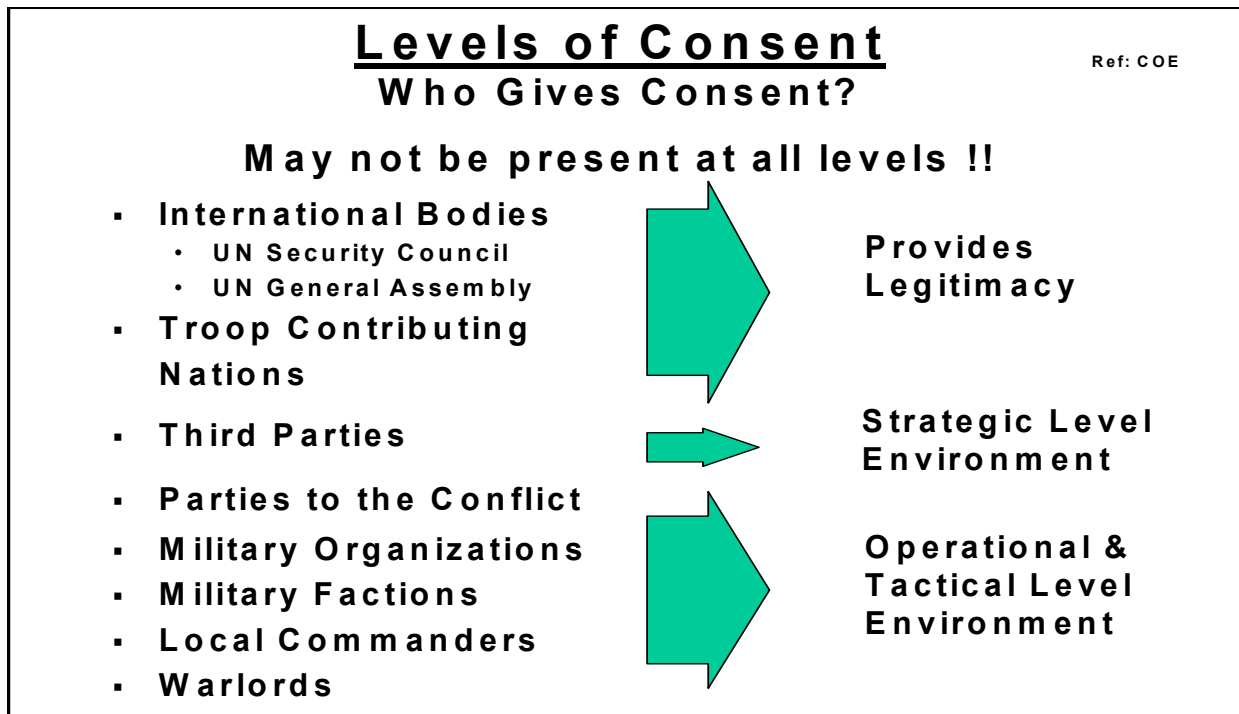


Figure D-I-F.7: Levels of Consent

6.6.2. The Significance of Consent. Consent is fundamental to achieving the political end state in all PO. Without the consent of the parties and the indigenous population there cannot be a self-sustaining peace. The need to develop consent and the long-term demands of peace will constrain the use of military techniques, not just the use of force.

6.6.3. Compliance and Consent. Compliance may already exist. If not, it may need to be encouraged by the CTF. A clear communication of the mandate and the principles underpinning the PO, with an

explanation of the consequences for noncompliance, may serve to justify PO actions, refute accusations of partiality and enhance credibility and consent. The enforcement of compliance may be a necessary precursor or adjunct to the promotion of consent. Peace with impunity and without justice is unlikely to receive the consent and wide support which is necessary for its continuation. Thus, the creation of a sustainable peace requires that commanders do not focus their activities exclusively on those involved in the fighting but also work to promote and sustain consent of those already engaged in peaceful activities.

- 6.6.4. Consequences of Loss of Consent and Noncompliance. The CTF might lose consent in various ways. A belligerent faction may decide to remove consent and compliance unilaterally. Credibility may also be lost if local parties question why the CTF does not respond to breaches of the mandate. A loss of consent and noncompliance may result in an escalation of violence, opposition to the CTF, and a possible loss of control. In such circumstances, the CTF may find it necessary to divert its efforts to force protection which could detract from the accomplishment of the mission. If lost, consent will eventually need to be re-established if the operation is to progress towards its desired PO end state.
- 6.6.5. Management of Consent. The management of consent can best be achieved by the deployment of the CTF with sufficient and credible capability to deter hostile actions or by judicious application of force to demonstrate and reinforce credibility. At all levels, political leverage, sanctions, and the threat or use of credible force and/or other means may be sufficient to deter or persuade the parties to comply with the mandate. When force is used, it will be necessary to have an understanding of the impact that actions may have, not just on local consent, but also on the consent for the operation as a whole. When general consent is in doubt, its stabilization and promotion should be a priority task, but when it is more certain it may be possible to use more robust methods in confined areas without affecting the overall level of consent.
- 6.6.6. Transmission of Consent. Experience has shown the need for continued effort, not only expand areas of general consent but also to transmit consent up and down the belligerent faction's chain of command (see Figure D-1-F.7). For example, if the Commander, CTF has secured the agreement of a leader to a particular course of action, he should ensure that the terms of that agreement are promptly and accurately passed to those party members thereby limiting misinterpretation and noncompliance. Liaison officers with faction HQ can help monitor the passage of orders and agreements and, if necessary, assist with their transmission.
- 6.6.7. Cooperative Ventures. Consent will be further promoted if it can be shown to the parties that their status and authority will increase if they are successful in resolving their own disputes. If the people and parties can be made shareholders in the peace process, then their motivation to cooperate will be greatly increased. At the tactical level, this can be pursued by creating a cooperative environment and jointly carrying out certain tasks.

6.7. Use of Force (and Restraint)

- 6.7.1. **Restraint.** Restraint should always be exercised when applying force in PO. An appropriate and proportional level of force in relation to the aim must be used. The necessary degree of force may be defined as the measured and proportionate application of force sufficient to achieve a specific objective. Authoritative limits on the circumstances in which, and the ways and means by which, force may be used may be established in the mandate as well as by international law, domestic law of the Troop Contributing Countries (TCCs), and, in certain circumstances, host nation law. They will be reflected in the National Authorities' Initiating Directive and in ROE. The mere demonstration of the resolve and capability to use force may be all that is necessary.
- 6.7.2. Rules of Engagement. ROE are directives that delineate the circumstances and limitations under which force may be used. ROE will reflect legal and political restraints, but they cannot limit the exercise of self-defense or inhibit a commander's ability to take all necessary action to protect his force.
- 6.7.3. Consequences of Using Force. The use of force must take account of the potential effects upon the conduct of not just military activities but also the conduct of those other agencies working toward the same long-term goal. The consequences of using force could impact the PO at all levels. Political considerations and the need to work with a wide range of civilian agencies require that all military actions are restrained and balanced against the long-term requirements of the mission.

- 6.7.4. Management of the Consequences. The management of consequences from the use of force and the achievement of objectives is an important consideration which the CTF HQ must address. This may also have to be addressed together with the Special Representative of the Secretary-General (SRSG) or Head of Mission (HOM) if it is a UN operation. It affects every aspect of the mission and requires continual review to balance security and mission accomplishment.
- 6.7.5. Application of Force. The final determination regarding force capability requirements should be made after reviewing the mandate, situation, and operational constraints. When used, force should be precise, appropriate, proportionate, timely, and designed to resolve and defuse a crisis and prevent further escalation. Collateral damage should be minimized and reasonable measures taken to avoid civilian casualties. Options other than the use of force should be considered and used if possible. Only minimum force necessary should be used but this does not exclude the use of force sufficient to overwhelm, should it be necessary to do so.
- 6.7.6. Consent and Use of Force - Credibility. If the belligerent factions clearly flout the mandate, the use of force by the CTF may enhance credibility. Wider consent may ensue from CTF application of force against localized or isolated infractions. In certain circumstances, consent may serve to marginalize opposition and render it vulnerable to the use of force. If general consent for the operation can be promoted and reduce armed opposition to the status of maverick banditry, then the use of force may enhance consent for the PO. In such circumstances consent will facilitate, not hinder, the use of force.
- 6.7.7. Use of Force and Self-defense. Military forces should not confuse ROE with the inherent right to use force in self-defense. The meaning of self-defense for these purposes will be established by the Supported Strategic Commander (or UN DPKO) in the Terms of Reference (TOR) for the operation. In turn, the CTF OPOD / WARNORD will outline self-defense meaning based upon specific TOR and the situational factors of the operation. The sensitive issue for CCTF is whether to intervene in response to human rights abuses. Such an intervention would only be legally permissible if authorized by applicable ROE and/or the mandate. This must be assessed for the specific crisis parameters; it should be anticipated and coordinated with the Supported Strategic Commander (or the SRSG / DPKO staff) prior to deployment and commencement of mission. This is a critical planning issue.
- 6.7.8. Model of Consent and Force Requirements. Figure D-1-F.8 summarizes the concept of Consent and Force Requirements. This model allows for conceptualizing the impact of consent on CTF force requirements (credibility, deployment priorities, and contingency planning).

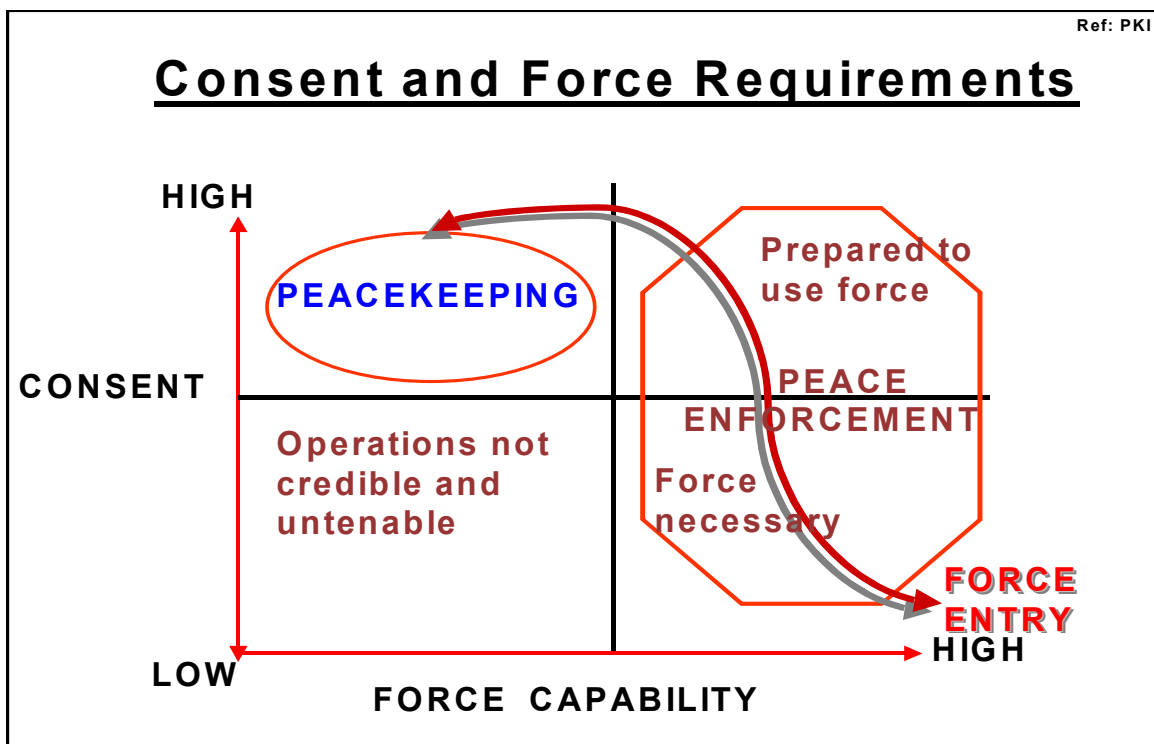


Figure D-1-F.8: Consent and Force Requirements

6.8. Other Principles Applied in Peace Operations.

6.8.1. Civil-Military Cooperation and Liaison.

- i. An important priority of CTF planning is fully coordinated and integrated civil-military planning. Ideally all implementing agencies, both military and civilian will be involved in the development of a CTF multifunctional and multi-organizational planning approach.
- ii. At the tactical level, timely and effective integration and coordination should encompass all involved political, military, diplomatic, administrative, and humanitarian governmental and nongovernmental organizations and agencies. Ultimately, coordination can only be achieved by consultation as these agencies have permanent mandates, agendas, and approaches that may compete with each other and be different than those of the CTF.
- iii. Cooperative arrangements should be supported by the establishment of liaison groups with the agencies involved. Relations between the military component of a PO and nonmilitary agencies should be based on mutual respect, communication, and standardization of support to ensure unnecessary overlap is avoided and unity of effort is concentrated on the fulfillment of the mandate.

6.8.2. Objectives and Operational / Strategic End States

- i. Every PO must be directed toward an attainable objectives and operational / strategic end states. In a PO of possible long duration, involving multiple agencies, the strategic objectives may include intermediate milestones to achieve the political, social, and economic end states.
- ii. PO activities may be designed to assist the further development of the PO by other civilian agencies. Such complex issues must be addressed in the formulation of the mandate and mission plan to achieve both unity of effort and purpose among all military and civilian agencies involved in the PO. Measures of Effectiveness (MOE) must be developed for both the start and end state of all phased of the mission. Continual refinement and assessment of MOEs is critical as the situation evolves and crisis parameters change.

6.8.3. Perseverance

- i. The achievement of the political, social, and economic end states in PO will require resolute and persistent pursuit of mandated objectives while guarding against mission expansion. The pursuit of short-term military success, at the expense of long term social, economic and political gains should be resisted.
- ii. The development of a CTF operational plan that is integrated and inclusive of civil-military components, while retaining focus on the end state, will assist in this area. Such planning will clearly identify the tasks that the military is supporting and focus on the long-term via the mission phases.

6.8.4. Unity of Effort.

- i. Unity of effort is essential for CTF operations and must be continually stressed, nurtured, and improved. The complexity of PO and the necessity for continual military interaction with a wide variety of IOs and NGOs will make coordination of their activities difficult and challenging. Unity of effort recognizes the need for a coherent approach to a common objective between the various military and civilian components of the PO.
- ii. Coordination with civilian agencies is facilitated by dialogue and consensus building and not by command.
- iii. Unity of effort can best be achieved by the development of a multifunctional multi-organizational planning approach. CCTF, in coordination with the Supported Strategic Commander (SRSG or HoM for UN sponsored or mandated operation) will have prime responsibility for forging good coordination and achievement of unity of effort.
- iv. Unity of effort at the strategic level requires close liaison between the Supported Strategic Commander / Lead Nation National Authorities and the UN Security Council. Further, unity of effort at the

operational and tactical levels requires close and frequent liaison between the military and civilian components of the PO.

- v. Additionally, at the Supported Strategic Commander and CTF HQ, the use of the Multinational Planning Augmentation Team (MPAT) cadre and the Multinational Coordination Center (MNCC) can assist unity of effort within a newly established CTF. Refer to Part B, Chapter 2, Annex B, Appendix 5 Multinational Headquarters Organizations for details.

6.8.5. **Flexibility.**

- i. The successful transition to peace involves the management of change. Within the constraints of the mandate and CTF operational plan (or OPORD) forces should be able to adapt and move from one activity to another at short notice and with minimum outside assistance. A CTF should be balanced and independent in terms of skills, capabilities, equipment, and logistics.
- ii. ROE and the mechanism for their amendment (CTF contingency plans) have to be adaptive, responsive, and designed to cope with likely changes in the operational environment and the PO force structure. They may limit the flexibility which can be achieved. CTF ROE contingency plans need to be coordinated and planned for with the Supported Strategic Commander (SRSG / DPKO if UN sponsored or led operation). An additional or revised mandate may be required in some situations.
- iii. Contingency plans for reserve forces will be critical and should be a priority for CTF planners. Arrangements to facilitate the availability of reserves should be also be established, e.g., in-country lodgment locations, aboard ships in the CTF Area of Operations, or positioned in a staging area that allows for rapid deployment.

6.8.6. **Legitimacy.** The legitimacy, both internal and external, for the PO will increase support within the international community, TCCs, and the involved parties, including the civil community in the CTF Area of Operations. Factors which impact legitimacy include legality, impartiality, perception, and national and international will.

6.8.7. **Security**

- i. Self-defense is an inherent right and force protection a command responsibility in all military operations. In its directive the CTF may also be given specific responsibilities for the protection of civilian participants of the PO. This will have to be taken into account when planning the size and composition of the CTF and when drawing up military orders and ROE.
- ii. On occasions, aid agencies may employ local civilians and expatriates, who will require security screening. Precise responsibilities and operating procedures will require coordination with the activities of the CTF. This interaction must be regularly reviewed by the CTF and the CTF's Civil-Military Operations Center (CMOC). In addition, there must be active threat assessment and risk management programs.
- iii. Military personnel involved in PO must be trained and equipped to ensure their safety while carrying out their tasks. While they cannot be forced to do so, civil agencies operating within a CTF Area of Operations should make their personnel appropriately aware of the risks and dangers they may face.

6.8.8. **Credibility**

- i. The credibility of the PO reflects an assessment of the CTF's capability to accomplish the mandate. Establishing credibility will create confidence in the PO. While the CTF should not appear to pose a direct threat to any of the parties, there should be no doubt that it is fully capable of carrying out its responsibilities and is supported by the political will to do so.
- ii. The CTF must demonstrate its effectiveness immediately on deployment into the Area of Operations. A sound concept of operations and adequate ROE will be critical to mission success, in the face of attempts to undermine the mission. The CTF force must respond with professional bearing and swift, effective, impartial actions to incidents. All personnel must consistently demonstrate the highest standards of disciplined, controlled, and professional behavior, both on and off duty.

6.8.9. **Mutual Respect.** The respect for the CTF will be a direct consequence of its professional conduct and how it treats the parties and the local population. Through Status of Forces Agreements (SOFA) or other special agreements the CTF enjoys certain immunities related to its duties. The members must observe and demonstrate respect for the laws and customs of the host nation. The CTF will also acknowledge the de-facto status and position of the parties to the conflict and will not act to change them, except as agreed by all parties. Commanders should also ensure the same principles are recognized and implemented among the different national, cultural, and ethnic elements within the CTF.

6.8.10. **Transparency of Operations**

- i. Transparency reinforces legitimacy, impartiality, and civil-military operations. The parties must be fully aware of the mandate requirements and the consequence of noncompliance. Failure to achieve common understanding may lead to suspicion, mistrust, or even hostility. Information should be gathered and communicated through open sources wherever possible.
- ii. While transparency of operations should be the general rule, this must be balanced against the need to ensure the security of the mission and its members. The requirements of force protection may render complete transparency inappropriate. The concerns and interaction with the media are additional factors impacting transparency of operations.

6.8.11. **Freedom of Movement**

- i. Freedom of movement is essential for the successful accomplishment of the PO and should be addressed in the mandate. The CTF should be free at all times to perform its duties throughout the designated Area of Operations.
- ii. Parties to the conflict will often try to impose local restrictions on freedom of movement. These restrictions must be resolutely and swiftly resolved through negotiations, and if these do not achieve success, more vigorous actions including the use of force may be needed.

ANNEX G

MARITIME SECURITY OPERATIONS (MSO)

1. **Purpose.** Nations have a shared interest in a secure maritime environment. This annex provides general guidance and considerations for operational level planning and execution of multinational Maritime Security Operations (MSO). Multinational MSO involves coordination of commercial, civil, and military activities by two or more nations. The military may be in a supporting or supported role. This annex also provides a common framework for conducting MSO, including interagency / inter-ministerial and multinational coordination procedures.
2. **MNF SOP MSO Focus, End States, and References.** Maritime security can be executed in essentially four broad cases. The situational factors will have a significant impact on the command and control arrangements used, mission focus, and the authorities for MSO actions. Listed below are these situations.
 - 2.1. **Single-nation maritime security (non-military).** These are maritime security operations conducted through established civil, commercial, and law enforcement mechanisms by a single nation.
 - 2.2. **Single-nation MSO (military involvement).** These are maritime security operations involving coordination of commercial, civil, and military activities by a single nation. The military may be in a supporting or supported role.
 - 2.3. **Multinational maritime security (non-military).** These are maritime security operations conducted through established civil, commercial, and law enforcement mechanisms by two or more nations.
 - 2.4. **Multinational MSO (military involvement).** These are maritime security operations involving coordination of commercial, civil, and military activities by two or more nations. The military may be in a supporting or supported role.

This annex focuses only on multinational military MSO, and, as such, does not provide guidance on the conduct of civil maritime law enforcement operations (i.e., conduct of MSO by coast guards, maritime police, etc.). However, it must be recognized that in addition to military forces, the security of the maritime environment requires efforts from non-military assets such as maritime law enforcement organizations, civil governmental and other international and non-governmental organizations. Transnational threats (terrorism, illegal transfer of weapons of mass destruction (WMD) technology, piracy, and the illegal trafficking of drugs, humans, and other weapons) are challenges to the global order and thus require a focus on maintaining a secure maritime environment.

The desired end state of maritime security is for nations to maintain a secure maritime environment, protect sovereignty, and to cooperate with other nations and other organizations/frameworks.

References on doctrine for allied and multinational maritime operations, as well as other unclassified national and multinational tactics, techniques, and procedures (TTP) are contained in Figure D-1-G.4 and in paragraph 10. Legal considerations are included in paragraph 6.6 and Appendix 2 of this Annex.

3. **Background.** [Refer to Part C, Chapter 3: Maritime Operations Cell for supporting details.](#) The majority of military support to maritime security will require coordination with non-military organizations using ad hoc arrangements, procedures, and agreements developed or coordinated between nations' militaries, non-military agencies/ministries, and international and non-governmental organizations. While the MNF SOP primarily focuses on Combined Task Force (CTF) operations, the procedures in this section recognize that multinational coordination on military operations can also occur outside the framework of a CTF.
4. **Essential Strategic Guidance.** To ensure effective mission accomplishment of MSO, the Essential Strategic Guidance elements must be present (refer to Part B, Chapter 1, Annex A). If this guidance is lacking or

incomplete, the CTF operational planners must coordinate with the Supported Strategic Commander to obtain this guidance. Planners must also continually revisit the guidance for needed refinements during planning and execution phases since guidance will evolve as the situation evolves.

5. **Maritime Security Spectrum.** The maritime security spectrum encompasses the full range of civil and military activities aimed at preventing and, if necessary, resolving crises in the maritime environment. While certain agencies or organizations will only have responsibilities or duties in a specific area, the combined efforts of many agencies are required for comprehensive maritime security. Figure D-1-G.1 shows a visualization of this spectrum. This figure is not meant to be an all-inclusive diagram. See the notes, pertinent appendices, and applicable references for the legal foundations for these functions.

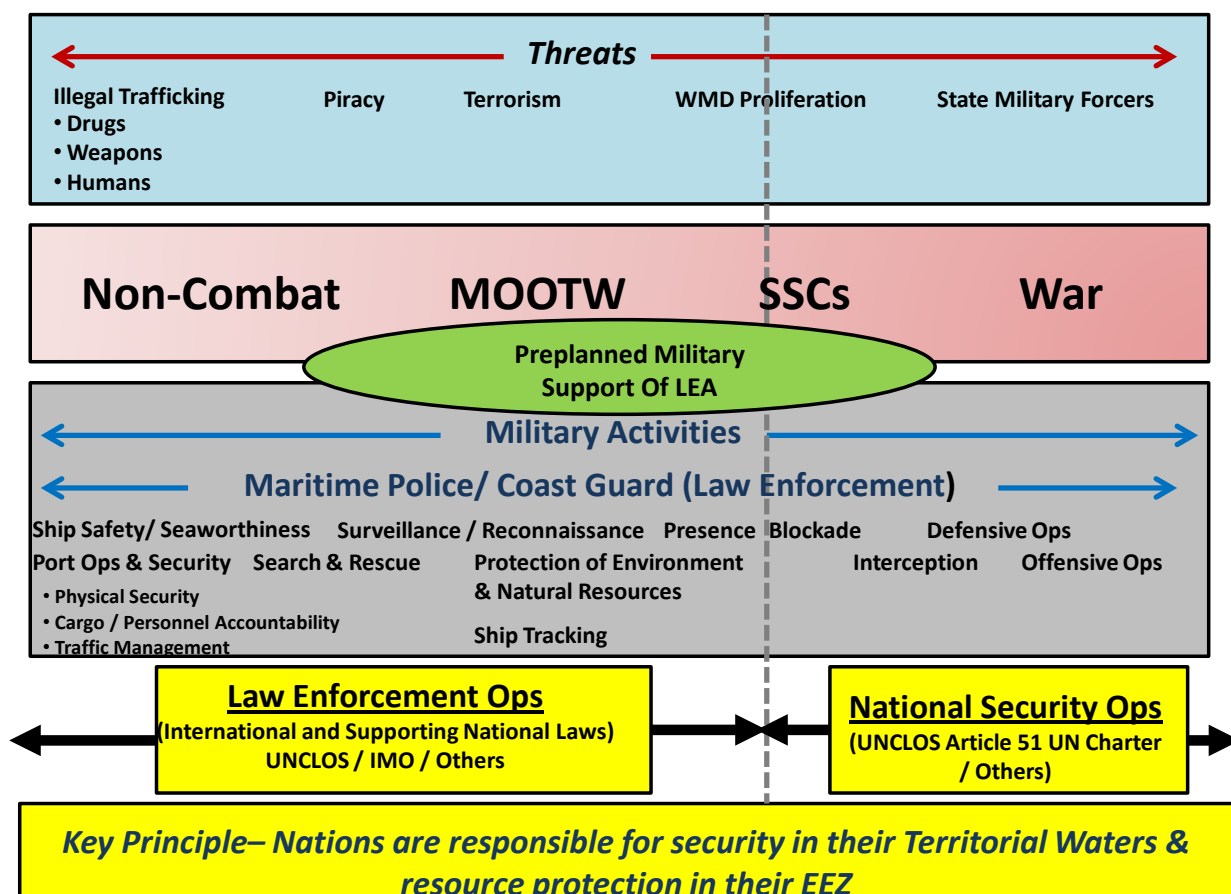


Figure D-1-G.1: Maritime Security Spectrum

- 5.1. **Maritime Spectrum Notes.** Figure D-1-G.1 is illustrative only. Though a gradation is between the two types of operations (from Non-Combat to War), certain operations apply to **both** law enforcement and national security operations.
 - 5.1.1. **Threats to the stability of the maritime environment exist across the entire spectrum.**
 - 5.1.2. **The key principle is that nations are responsible for maritime security within their respective territorial waters.** This is in accordance with the United Nations Convention on the Law of the Seas (UNCLOS), national laws, and existing bilateral / multilateral agreements.

- 5.1.3. **Effective day-to-day security operations are the fundamental basis for maritime security.** Primary efforts are a national responsibility but require effective multinational coordination in a broad range of areas.
- 5.1.4. **Maritime security requires interagency coordination.** A major portion of maritime security operations occur within the civil arena of day-to-day operations and law enforcement operations (against criminal activity). In maritime security law enforcement, military forces are normally “in support” of law enforcement agencies. In some nations, military forces have jurisdictional authority for the conduct of law enforcement.
6. **Maritime Security Operational Framework and Planning Factors.** Figure, D-1-G.2 depicts the Maritime Security Operational Framework. Following the diagram are the MSO planning factors. To ensure effective MSO, CTF planners need to incorporate these planning factors into all MSO planning to set the foundation for establishing the multinational command and control, organizational structures, force requirements, and coalition coordination structures.

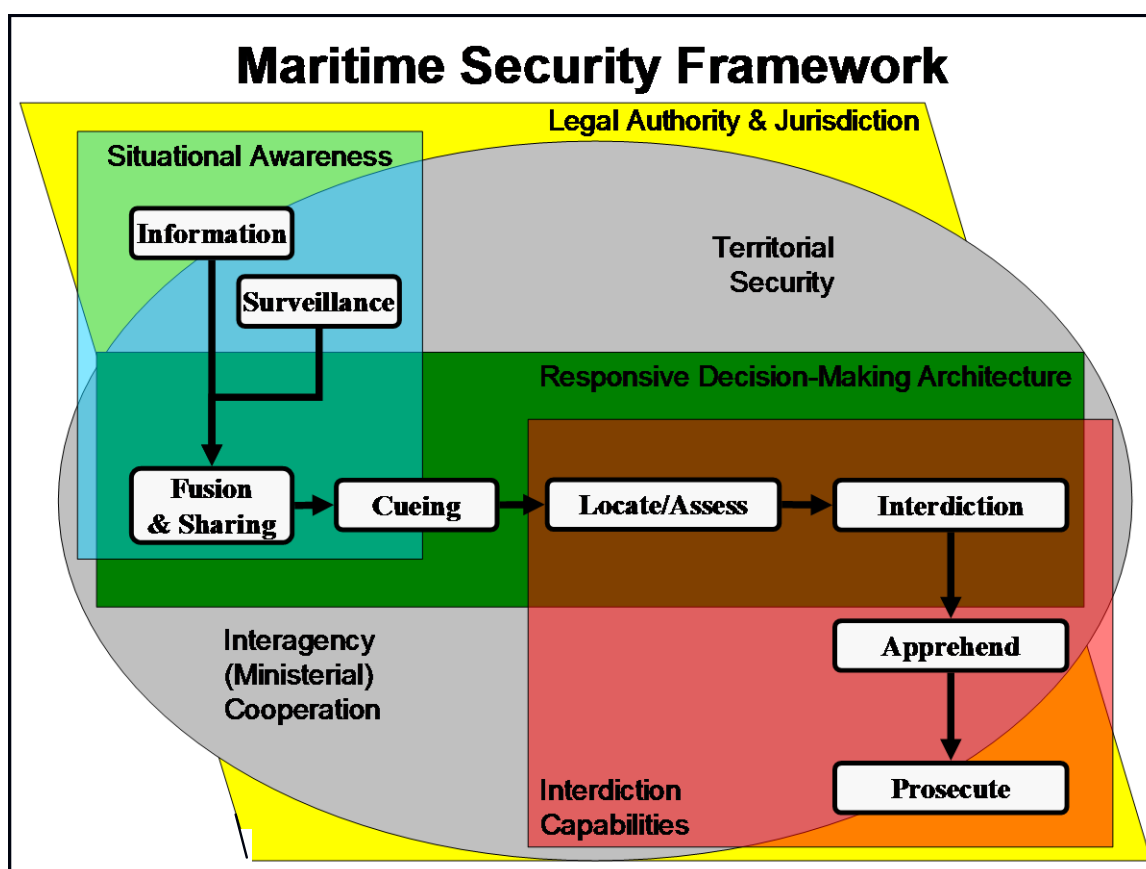


Figure D-1-G.2: Maritime Security Framework

- 6.1. **Situational Awareness and Information Sharing.** Situational awareness of the maritime environment, including a common operating picture displaying threat information, requires the establishment of protocols, processes, and standards to fuse information, and the means to share it among partner nations, inter-agencies of nations, law enforcement, international organizations (IOs), non-governmental organizations (NGOs) including commercial institutions, and other stakeholders.
- 6.2. **Responsive Decision-Making Architectures.** Cooperative policies, legal frameworks, and standing operating procedures must be established to support rapid decision-making. This involves more than the

headquarters, it also involves strategic and operational level governmental and non-governmental organizations.

- 6.3. **Interdiction Capabilities.** In order to have a secure maritime environment, nations must possess the capabilities in both civil and military organizations to effectively enforce maritime security.
- 6.4. **Territorial Security.** The ability to secure borders and territory, including national waters and airspace, is a fundamental sovereign responsibility. Cooperation among all land and sea-based law enforcement and military services is key to establishing territorial security.
- 6.5. **Interagency Cooperation.** Primary responsibility for the establishment of interagency and international cooperative efforts rests with the strategic or policy levels of government and other organizations. Operational planners must ensure all planning efforts are coordinated with the interagency and other organizations.
- 6.6. **Legal Considerations / Maritime Law Enforcement.** Maritime security operations are complex missions with different layers of legal issues, including authority to take action on either a law enforcement or national security basis. Multinational clarity for legal authorities is fundamental for effective operational planning and execution. Factors to be considered in this analysis include the right to exercise legal authority and the jurisdiction to take certain actions. In addition, a nation may also be allowed by international law to take limited action under some special circumstances.
 - 6.6.1. **Authority** is a nation's legal power to act. This authority is generally found in that nation's legal framework, but may be modified in some ways, by provisions within international law.
 - 6.6.2. **Jurisdiction** is a nation's power to exercise authority over persons, vessels, and territory. In maritime law enforcement, jurisdiction is usually comprised of three elements: substantive law, vessel status/flag, and location. In most cases, a nation must have jurisdiction in reference to all three before taking law enforcement action.
 - 6.6.3. **Expanded Jurisdiction** is established by bilateral or multilateral agreements that provide a nation with a basis of authority for predetermined actions.
 - 6.6.4. **Defining Authority and Jurisdiction.** Because these issues are complex, it is not the purpose of this section to fully describe all of the possible courses of action; rather, to describe common procedures to consider when planning MSO. When planning, or upon commencing an unplanned response, the limits of each nation's authority and jurisdiction should be clearly defined.
 - 6.6.5. **Basic Legal Information.** Appendix 2 contains basic information on the legal issues that military planners must consider when planning MSO. Reference 10.6, The Commander's Handbook on the Law of Naval Operations (NWP 1-14M), contains basic information on the legal divisions of oceans and airspace.
 - 6.6.6. **Legal Authority.** It is essential that operational planners have a firm understanding of partner nations' national laws supporting MSO, their respective guidelines for use of military and law enforcement forces, and interpretations of international law for maritime operations.

7. **Maritime Operational Planning Challenges and Considerations.** [Refer to Chapter Part B, Chapter 2: CTF Planning Process Overview for the CTF planning processes.](#) The maritime challenges below (not all encompassing) should be factored into the planning process and fully addressed prior to initiation of MSO operations. Figure D-1-G.3 provides a visualization of some of these challenges.

- 7.1. Varying national interpretations of international and maritime law such as multiple claims over territorial and economic resources in international waters.
- 7.2. Interoperability issues including collaborative planning and communications.

- 7.3. Capability / resource limitations based on operational need to employ maritime forces to monitor boundaries over potentially large areas of water and air space.
- 7.4. Training and readiness issues and limited opportunities to conduct multinational maritime operations. Maritime interoperability skills are highly perishable. Maritime forces, however, are inherently flexible, adaptable, and generally multi-mission capable.
- 7.5. Existence of transnational threats that have the ability to exploit the maritime environment. These challenges include a lack of a physical boundary or clear jurisdiction in international waters.
- 7.6. The most important factors for a nation to build unity of effort and impact operations are an effective integration of partner nations within the coalition planning system, a respect for other nations' opinions, and a respect for the national laws and sovereignty of participating nations.

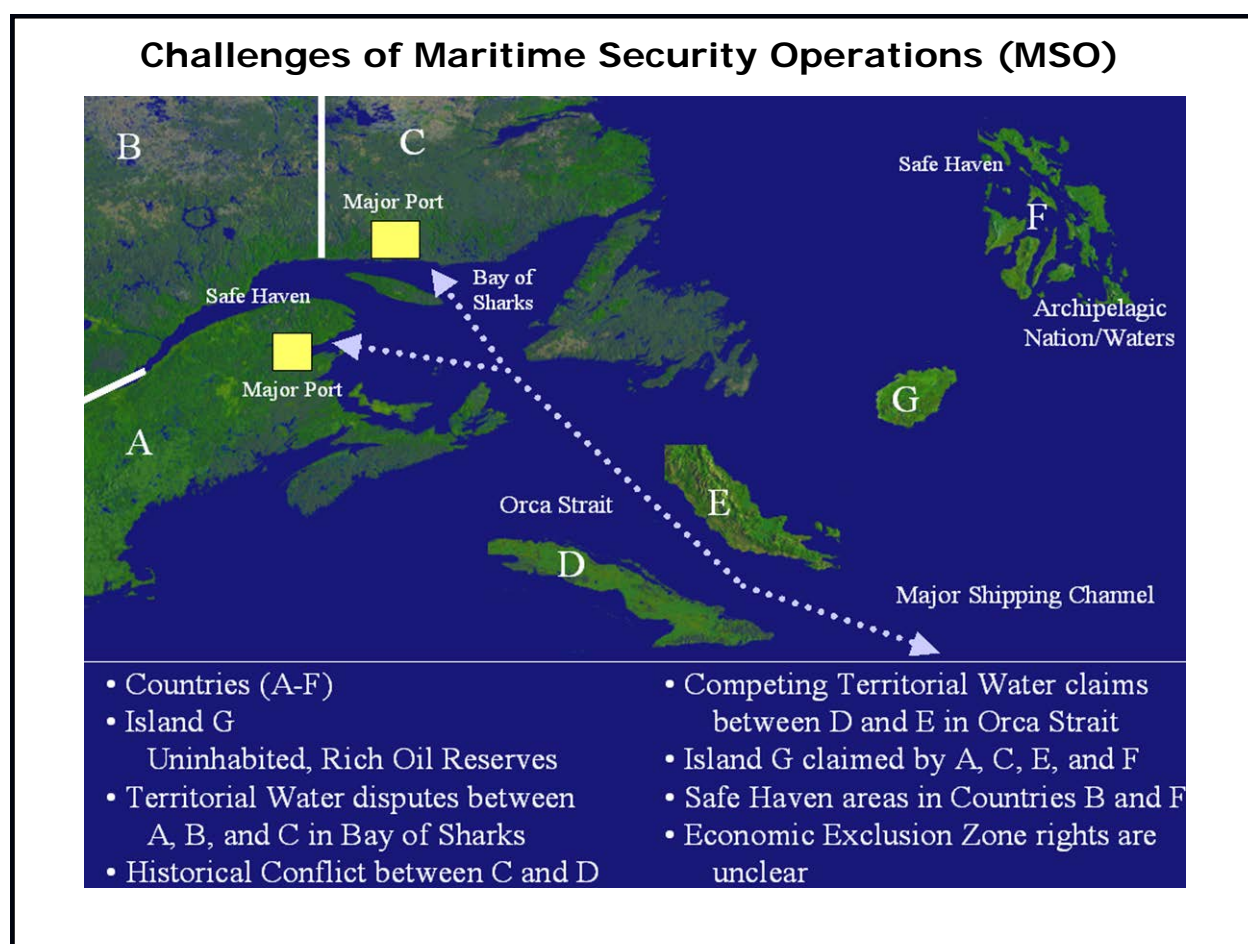


Figure D-1-G.3: MSO Challenges

8. **Operational “Start Points” for Multinational MSO Planning and Execution.** [Refer to Part B, Chapter 1: Multinational Operations Start Points](#) for the five basic MNF SOP “start points” that serve as the foundation for the planning and execution of multinational efforts. These start points are not intended to be directive; rather they act as a guide upon which to establish dialogue, communications, and unity of effort within the planning process.

- 8.1. Multinational publications provide a common set of doctrine for use in multinational operations. The following table, Figure D-1-G.4, contains information on multinational publications and other maritime tactics, techniques, and procedures (TTPs).

ADivP 1(A)/MDivP 1(A)	Multinational Guide to Diving Operations
ADivP 2(A)/MDivP 2(A)	Multinational Guide to Diving Medical Disorders
ALP 4.1	Multinational Maritime Force Logistics
APP 2(F)/MPP 2(F) Vol I	Helicopter Operations From Ships Other Than Aircraft Carriers (HOSTAC) (Maritime VSTOL Data Included)
APP 2(F)/MPP 2(F) Vol II	Helicopter Operations From Ships Other Than Aircraft Carriers (HOSTAC) Technical Supplement
APP 7(B)	Joint Brevity Words Publication
ATP 16(D)/MTP 16(D)	Replenishment at Sea
ATP 2(B) Vol I	Naval Co-operation and Guidance for Shipping Manual (NCAGS)
ATP 3.4.1.1	Peace Support Operations Techniques and Procedures
ATP 43(B)/MTP 43(B)	Ship-to-Ship Towing
ATP 57(A)/MTP 57(A)	The Submarine Rescue Manual
ATP 71	Allied Maritime Interdiction Operations
AXP 3(C)	Allied Naval Communication Exercises
EXTAC 1004	Voice Procedures and Brevity Codewords
EXTAC 1006	Structured Messages
EXTAC 1010	Rev A Noncombatant Evacuation Operations (NEO)
EXTAC 1011	Naval Humanitarian Assistance Missions
EXTAC 1014	Meteorological Support Manual
MTP 1(D) Vol I	Multinational Maritime Tactical Instructions and Procedures
MTP 1(D) Vol II	Multinational Maritime Tactical Signal and Maneuvering Book
MTP 24(C) Vol I	Naval Mine Countermeasures Tactics and Execution
MTP 6(C) Vol I	Naval Mine Warfare Principles
MTP 6(C) Vol II	Naval Mine Countermeasures Operations, Planning, and Evaluation
MXP 1(D)	Multinational Submarine and Anti-submarine Exercise Manual
MXP 2(C)	The Multinational Maritime Above Water Warfare Exercise Manual
PCP 1(A)	Partnership for Peace Naval and Maritime Air Communications

Figure D-1-G.4: Status of Multinational Publications (formerly “1000 Series” EXTACs) and other Maritime Tactical and Procedural Publications

Notes:

1. ADiv, ALP, APP, ATP, AXP – Allied Publications
2. MDiv, MLP, MPP, MTP, MXP, EXTAC – Multinational Publications
3. PCP – Partnership for Peace Publications
4. HOSTAC - Helicopter Operations from Ships Other Than Aircraft Carriers
5. VSTOL – Vertical/Short Take-off and Landing

9. Complexity of Maritime Security Operations.

- 9.1. Urgency, complexity, and duration of the mission are factors that should be considered when organizing the main command and control headquarters organization for MSO. Due to the wide spectrum of maritime security operations, the level of coordination and cooperation should also be appropriately scaled to the specific MSO. The utility of a combined headquarters should be considered. In general, the different requirements and urgencies of multinational maritime security operations are as follows:

9.1.1. Ongoing Coordination-Based Cooperation Leveraging on Existing Mechanisms. Mainly for low intensity maritime security operations, nations should leverage on existing international, regional, and bilateral cooperative maritime security arrangements such as the Malacca Strait Patrols (MSP). MSP is a set of cooperative security measures, undertaken by the four littoral states, Indonesia, Malaysia, Singapore, and Thailand, to counter maritime piracy, armed robbery, and terrorism. MSP is comprised of the Malacca Strait Sea Patrols (MSSP) and the Eyes-in-the-Sky (EiS) air patrols. In time of crisis, such coordination could be scaled up appropriately to accommodate greater multinational as well as interagency cooperation.

9.1.2. Selective International/ Interagency Contingency Coordination. For time-critical/immediate and low-intensity MSO, time constraints and economy of effort may prompt nations to create or augment existing multinational mechanisms to coordinate multinational operations. Selective linkages and liaisons supporting operations and information-sharing should be established to facilitate multinational efforts.

9.1.3. Full-Scale Multinational Cooperation. Complex operations may require a full-scale headquarters organization. [Refer to Part B, Chapter 2: Multinational Headquarters Organization](#) for the CTF headquarters template. This template is the starting point for a notional headquarters organization for MSO. This notional headquarters is designed primarily for a focus on “high intensity” and potentially long-enduring MSO (i.e., for a specific area of high risk requiring robust military involvement).

10. References.

- 10.1. **AJP 3.1, Allied Joint Maritime Operations**, April 2004 (NATO-UNCLASSIFIED publication; handle in accordance with administrative procedures contained in NTTP 1-01. SECNAVINST 5510.31 provides procedures for disclosure to foreign governments or international organizations).
- 10.2. **DoD 2005.1, DoD Maritime Claims Reference Manual**
- 10.3. **EXTAC 1012, Maritime Interdiction Force Procedures**, October 1996 (UNCLASSIFIED; security protection is not required. Release to non-NATO nations independently by member nations and NATO commands and agencies is permitted as required).
- 10.4. **MMOP, Multinational Maritime Operations**, September 1996 (UNCLASSIFIED multinational publication).
- 10.5. **NTTP 3-07.11 / CGP 3-07.11, Maritime Interception Operations**, November 2003 (Distribution authorized to the U.S. Department of Defense and U.S. DoD contractors only for operational use to protect technical data or information from automatic dissemination. Other requests shall be referred to Navy Warfare Development Command, 686 Cushing Road, Newport, RI 02841-1207).
- 10.6. **NWP 1-14M, The Commander’s Handbook on the Law of Naval Operations** (Approved for public release; distribution is unlimited).
- 10.7. **United Nations Convention on the Law of the Sea (UNCLOS).**
- 10.8. **Suppression of Unlawful Acts at Sea Convention (SUA).** Developed due to concern for the safety of ships and the security of passengers during the 1980s, with reports of crews being kidnapped, ships being hi-jacked, purposefully run aground, or blown up.

- 10.9. **Proliferation Security Initiative (PSI).** A global effort that aims to stop trafficking WMD, their delivery systems, and related materials to and from states and non-state actors of proliferation concern. Refer to the U.S. State Department website for additional details, <http://www.state.gov/t/isn/c10390.htm>.

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Appendices:

Appendix 1: Types of Maritime Security Operations

Appendix 2: Maritime Security Operations – Legal Considerations

APPENDIX 1

TYPES OF MARITIME SECURITY OPERATIONS

1. **Purpose.** This appendix outlines various types of maritime operations that might be undertaken within MSO.
2. **Types of Maritime Security Operations.** Maritime Security Operations include actions by the appropriate civilian or military authorities and multinational agencies that enforce or secure a maritime environment in order to enforce laws, protect citizens, and safeguard national and international interests. Various missions include:
 - 2.1. **Surveillance and Reconnaissance.** This activity involves the locating, identifying and tracking of aircraft, surface vessels, and submarines. Implicit to all operational maritime tasks, surveillance and reconnaissance forms the core activity for MSO.
 - 2.2. **Coastal Defense Operations.** Encompasses tasks related to the protection of friendly ports and seaward approaches.
 - 2.3. **Protection of Shipping.** This mission has a few facets:
 - 2.3.1. Distant and Close Escort. Protection of ships by being positioned in the vicinity of shipping vessels (distant escort) or accompanying selected ships (close escort). Military security teams may be embarked to provide an additional level of security.
 - 2.3.2. Naval Cooperation and Guidance for Shipping (NCAGS). In periods of crisis, a multinational force (Coalition / Combined Task Force (CTF), Combined Interagency Coordination Group (CIACG), etc.) can offer additional support to sealift and merchant ships including details on routing and threats. Forces can also provide a conduit for the flow of information between military and civilian operators.
 - 2.3.3. Convoying. Convoying can reduce the scale of the sea control problem when there are risks to maritime trade or shipping in support of multinational efforts. Convoying is disruptive to trade and a risk/benefit assessment must be conducted when considering convoying.
 - 2.4. **Sea Control Operations.** Sea control operations are dynamic and often asset intensive, drawing on multiple platforms to gain situational awareness and presence. They are designed to dominate an area of water to allow unimpeded operations.
 - 2.5. **Maritime Interdiction Operations.** Maritime Interdiction Operations are conducted to prevent the movement of certain types of vessels, goods, or cargo (including people) in order to:
 - 2.5.1. Enforce economic sanctions (UN Security Council Resolutions).
 - 2.5.2. Prevent movement of enemy forces.
 - 2.5.3. Erode the enemy's ability to conduct armed maritime operations.
 - 2.5.4. Prevent movement of illegal goods or materials (drugs, arms, WMD material, etc).
 - 2.5.5. Enforce quarantine.
 - 2.5.6. Prepare or develop a precursor to a blockade.
 - 2.6. **Port Security.**
 - 2.7. **Maritime Military Operations.** Operations including, but not limited to: anti-air /air defense, anti-submarine warfare, anti-surface warfare, naval mine operations, amphibious operations, etc. (refer to [MTP 1](#)).

2.8. **Maritime Support for Peace Operations.** Use of maritime assets to execute and support peace operations. Generally used in three ways: a) combat operations, b) constabulary or law enforcement actions, or c) impartial activities in a contingency or conflict in a relatively benign environment.

APPENDIX 2

MARITIME SECURITY OPERATIONS – LEGAL CONSIDERATIONS

- 1. Legal Considerations When Planning MSO.** Legal authorities depend on where the MSO is taking place (territorial waters, international waters, archipelagic waters), the type of MSO mission (WMD proliferation, terrorist activities, piracy, human trafficking, illicit drugs, other illicit cargo, protection of shipping), and the MSO result (no further action, board, seize, destroy). The following list of questions helps the MSO participant define and understand situational considerations, however, all efforts should be made to gain advice from a certified legal representative if questions of legal authority arise.
- 1.1. What action is being anticipated?
 - 1.2. Is the action taken considered law enforcement or military activities?
 - 1.3. If law enforcement, what is the authority to take the law enforcement action? Who has the jurisdiction to enforce? Has there been a delegation of authority to a particular agency to take enforcement action?
 - 1.4. Is the military acting in a supporting role to a law enforcement function?
 - 1.5. If military activity, what is the legal basis to take actions? (i.e., self-defense, consent, stateless vessel, bilateral agreement, United Nations Security Council Resolution (UNSCR), etc.).
 - 1.6. What is the status of cargo, personnel or vessels seized as a result of law enforcement action or conduct of military activities? What are the follow-on plans for the disposition of contraband and for the prosecution of personnel engaged in illegal activities?
 - 1.7. Where is the location of the action? For example, in territorial seas, international waters, international straits, or waters within overlapping claims.
 - 1.8. If in territorial seas, is the coastal nation participating in the action against the illicit activity?
 - 1.9. If the coastal nation is not participating in the action against the illicit activity, has the coastal nation consented to another country taking action in their territorial waters?
 - 1.10. Are there any international treaties or bilateral treaties that facilitate mission accomplishment, such as boarding agreements?
 - 1.11. What should be the appropriate rules of engagement (ROE) to accomplish the mission (consider both lethal and non-lethal means)?
 - 1.12. Are there conflicts between partner nations on applicable ROE?
 - 1.13. If information sharing is occurring between nations, what structure is established to permit the transfer of information? Does there need to be some form of agreement to facilitate information sharing?
 - 1.14. Are there any international agreements or specific mandates that require nations to take action against certain activities, such as the Suppression of Unlawful Acts Convention, United Nations Convention on the Law of the Sea (UNCLOS), or a United Nations Security Council Resolution (UNSCR).

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ANNEX H

TRANSITION PLANNING

1. **Purpose.** This Annex provides the guidelines for Transition Planning for a Coalition/Combined Task Force (CTF). Transition within the context of this chapter deals with the transition of major responsibilities for the crisis situation at the CTF level.
 - 1.1. There are many combinations of how specific transitions at the CTF level can occur. However, this Annex and supporting Appendices focuses on the two primary transitions that have routinely occurred within recent history. These two examples are outlined to serve as guidelines for the multitude of transition combinations that could arise. These primary transitions are:
 - 1.1.1. Lead Nation Joint Task Force to a Lead Nation Coalition Task Force (transition from a joint to multinational task force framework)..
 - 1.1.2. Lead Nation Coalition Task Force to a United Nations Led Peace Operation – refer to Appendix 1.
 - 1.2. Also presented within this Annex is a model of a “CTF Life Cycle” for the transition examples above. This life cycle is presented to outline the flow of command transitions for the two transition examples above. It is NOT a representation of all combinations of possible transitions.
2. **Command Relationship.** A brief summary (refer to [Part B, Chapter 2: Command, Control, Coordination and Cooperation for a detailed overview](#) of the two major Command Relationships that will be referred to within this Annex are:
 - 2.1. **Lead Nation JTF.** The nomination of a lead nation is the starting point for a transition from a JTF to a CTF. The term Lead Nation JTF is used for a JTF that has been authorized to transition to a CTF, and the new CTF's lead nation has been designated. This is the initial step for almost all crisis response multinational operations (coalition or combined). The urgency of a crisis situation will require an immediate response by the Lead Nation (agreed to by participating nations and/or UN Security Council (SC)). The newly emerging and forming coalition / combined task force organization will take time to coordinate, plan for, deploy, and integrate into the JTF. As such, in most cases the Lead Nation JTF transitions to a CTF organization “over time” as forces deploy to the Area of Operations (AO) and are integrated into the command. The authority and legitimacy for this type of command comes from multinational agreements, regional agreements and/or UN SC resolutions (see paragraph. 2.2.1 below).
 - 2.2. **UN Sanctioned Operations.** There are two primary types
 - 2.2.1. **UN authorized operation.** In this structure the UN SC “authorizes” the multinational response but does NOT authorize that a UN command be activated (the UN does not LEAD the operation). A Lead Nation is designated by the UN. The Lead Nation provides the core military organization for the multinational mission. Thus, this is actually a “Lead Nation JTF” organization (see paragraph. 2.1 above) with guidance and legitimacy from the UN Security Council. This form of command could be used when the level of force required is beyond the command and control capability of the UN or when very rapid response is necessary.
 - 2.2.2. **UN led operation (UN sponsored).** In this structure the UN SC establishes the multinational response as an operation that will be directed, supported, and led by the UN. At the strategic level the UN's DPKO provides direction. In the field a UN Head of Mission (normally a Special Representative of the Secretary General (SRSG) is appointed. The UN also assigns the Force Commander (FC) and other major appointments.
3. **Transition Imperatives.** Outlined below are the over-arching transition planning imperatives. If fully addressed and acknowledged, they will serve to set the foundation for successful CTF mission accomplishment and support the campaign plan end states or UN mandate.

Over-Arching Transition Imperatives

- #1: Establish **Authorities and Guidance**: The Commander, CTF needs to have clear authority and guidance to achieve the military end states for resolution of the crisis. (Refer to Part B, Chapter 1, Annex A for the eight essential elements of Essential Strategic Guidance).
- #2: **Recognize Realities – Advanced Cueing is Required**: The Lead Nation leadership, Lead Nation JTF (CTF) planners, and MPAT planners will start limited planning and coordination prior to the finalization of the strategic guidance. Included in this coordination will be broad Transition Planning guidelines and concepts. This ensures sufficient time for Lead Nation, coalition, and contributing nations force planning. There is no formal process for this planning phase and only essential information will be shared because national policy and decisions will likely not be fully developed. This cueing will be based upon trusted, coordinated, and respected informal liaison between strategic and operational planning levels. This process operates between nations, UN agencies, selected international organizations (IOs), nongovernmental organizations (NGOs), and the International Committee of the Red Cross (ICRC).
- #3: **Initiate Collaborative Transition Planning: In cases where the JTF will transition to a CTF**, the nation providing the JTF should ideally ensure fully integrated planning with the lead nation of the CTF, the full range of governmental departments and agencies, key IOs and NGOs, and the ICRC before deployment. In cases where the JTF will transition to a UN led operation, the nation providing the JTF should ideally ensure fully integrated planning with the UN Department of Peacekeeping Operations (DPKO), key UN agencies, the full range of governmental departments and agencies, and key IOs and NGOs, and the ICRC before deployment. An agreed upon integrated timeline of actions and early exchange of planning teams is required to achieve this imperative.
- #4: **Establish Coordination Mechanisms**: The CTF Civil Military Operations Center (CMOC) and Multinational Coordination Centers (MNCC) should have a Transition Planning team active and ongoing to coordinate multinational military planning, civil-military cooperation (CIMIC) tasks and UN agency tasks before, during, and after transition events. Institute agreements to facilitate information sharing among participating nations.
- #5: **Maintain Credibility, Legitimacy, and Consent During Transition**: There can be no gaps, seams, or spoilers that work against the factors of “Credibility, Legitimacy, and Consent” in any transition action. This is paramount for follow-on success for the incoming command.

Figure D-1-H.1: Over-Arching Transition Imperatives

4. **CTF LIFE CYCLE AND TRANSITION CONCEPTUAL MODEL.** Figure 1-H.2 is an example containing several types of transitions between a CTF, the UN and a host nation.
- 4.1. The CTF should understand the range of the pot entail CTF transitions during its life cycle. The figure is an example of many variations a CTF Life Cycle could experience. It shows the flow of transitions and command relationships as they relate to peace operations possible missions. These transitions reflect a meeting of two different cultures, the CTF military operational framework and the UN political-civilian operational framework. Communications and coordinated actions are critical for continuity of command and control, operational success of ongoing functional missions, and to maintain a safe and secure environment. There are several guidelines that the CTF should consider in their planning processes based upon this CTF life cycle model:

- 4.1.1. Transitions are an “inherent fact” for Peace Operations. They will occur and they are central for mission success; plan for them.
- 4.1.2. CTF and UN Required Coordination Points. Transitions #1 and #3 in Figure 1-H.2 must be thoroughly coordinated between the CTF and the UN DPKO and subsequent UN Task Force.
- 4.1.3. JTF to CTF Transition. Transition #2 in Figure 1-H.2 is an internal transition within the multinational command. All Lead Nation operations start with a JTF Headquarters framework for initiation of crisis response actions. They transition to a CTF framework during the activation and forming of the CTF. This needs to be thoroughly planned to ensure the former JTF and the new CTF transition to a fully integrated multinational command with unity of effort and respect for all participating nations’ national guidance, planning input, and limitations.
- 4.1.4. UN’s Transitions. Transitions #4 and #5 in Figure 1-H.2 are the domain of the UN and the UN established Task Force. It is not envisioned that the CTF will have any responsibilities or involvement in these transitions.
- 4.1.5. Peace Operations (PO) Spectrum. This Life Cycle outlines the full spectrum of UN Peace Operations from Peacemaking (which, if successful requires no follow-on escalation of force commitment), to Peace Enforcement, to Peacekeeping, and lastly to Peace Building. Figure 1-H.2 shows this spectrum at the bottom of the picture. These phases are overlapping and do not have clear divisions between them. They can vary and are dynamic in response to each unique contingency. Refer to the “General Guidelines for Peacekeeping Operations, UN DPKO, Oct 1995” and Part D, Chapter 1, Annex F, Peace Operations for definitions and details on these PO missions. CTF and UN planners should avoid trying to “box in” these missions or set artificial time frames or conceptualizations. The phases are conditions-based with time frame goals for achievement.
- 4.1.6. Contingency Planning is Required – Counter Spoilers. The level of violence can “rise” after a transition point occurs as the new command takes over and establishes their operational security. A threat force will attempt to take advantage of any “seams” (voids of perceived or real capabilities) between the commands during transition. To counter these “spoilers” requires contingency plans to avoid serious escalations that can occur during transitions.
- 4.2. The Lead Nation CTF must balance initial operations to demonstrate clear capability (overwhelming force to establish and enforce security with the need to satisfy initial emergency civil-military needs of the country. In addition he will need the support of the International Red Cross Committee (ICRC), International Organizations (IOs), Nongovernmental Organizations (NGOs), and UN agencies. In this regard coordinated planning with UN DPKO and establishment of a Civil Military Operations Center (CMOC) within the CTF headquarters is crucial. Refer to Part B, Chapter 2, Annex B, Appendix 5, for the CTF Headquarters starting point template.

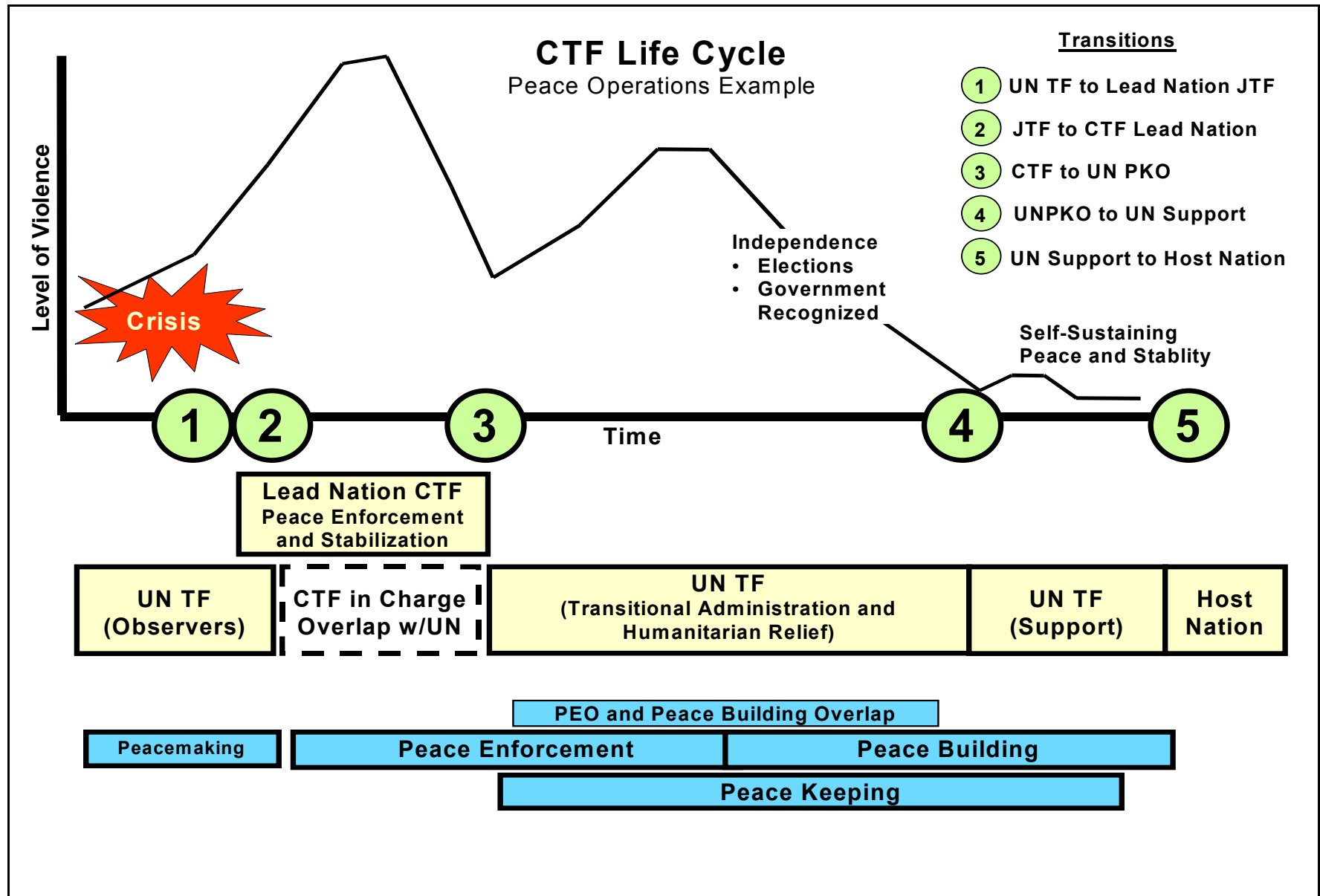


Figure D-1-H.2 CTF Life Cycle Peace Operations Example

5. **TRANSITION PLANNING GUIDELINES.** Appendix 1 outlines the process for transitioning from a Lead Nation Coalition Task Force crisis response missioning to a United Nations Led Peace Operation
 6. **RECOMMENDED FOR FURTHER STUDY.** To be an effective planner, study and review the operational lessons of actual contingencies. Outlined below are a prioritized listing of references that MPAT and multinational planners need to review and study to gain insights and knowledge on such operations.
 - 6.1. General Guidelines for Peacekeeping Operations; UN DPKO (Oct 1995).
 - 6.2. East Timor: Some Peace Building Lessons; MajGen (Retd) Michael G. Smith, CEO AUSTCARE, former Deputy Force Commander of UNTAET Peacekeeping Force (a paper presented by MajGen (Retd) Smith at the JIIA-UNU Symposium on "Peace Building: Towards Rehabilitation of East Timor and Afghanistan; (24-25 Feb 2004- Tokyo).
 - 6.3. Operation Uphold Democracy; US Forces in Haiti; US Atlantic Command.
 - 6.4. UN Peacekeeping Operations in Post-Conflict Timor-Leste: Accomplishments and Lessons Learned; UNTAET Governance and Public Administration: 1999 to mid-2000; David Harlan, initially Acting Deputy SRSG for Governance and Public Administration (April 2005).
 - 6.5. Lessons from ECOWAS Peacekeeping Operations: 1990-2004; Report of ECOWAS Workshop – Accra, Ghana; (Kofi Annan International Peacekeeping Training Centre (KAIPTC) (Feb 2005).
 - 6.6. Brahimi Report; Lakhdar Brahimi, Chairman of the Panel on United Nations Peace Operations (17 August 2000).
 - 6.7. UNTAET Lessons Learned Presentation, COL Greg Baker, former Commander Australian Contingent UNTAET; The Brahimi Report; Overcoming the North-South Divide; 6th International Workshop, Berlin, June 29 – 30; 2001.
 - 6.8. MNF SOP, [Part D, Chapter 1, Annex F: Peace Operations](#)
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Appendices,

1. Lead Nation Coalition Task Force to a United Nations Led Peace Operation

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APPENDIX 1

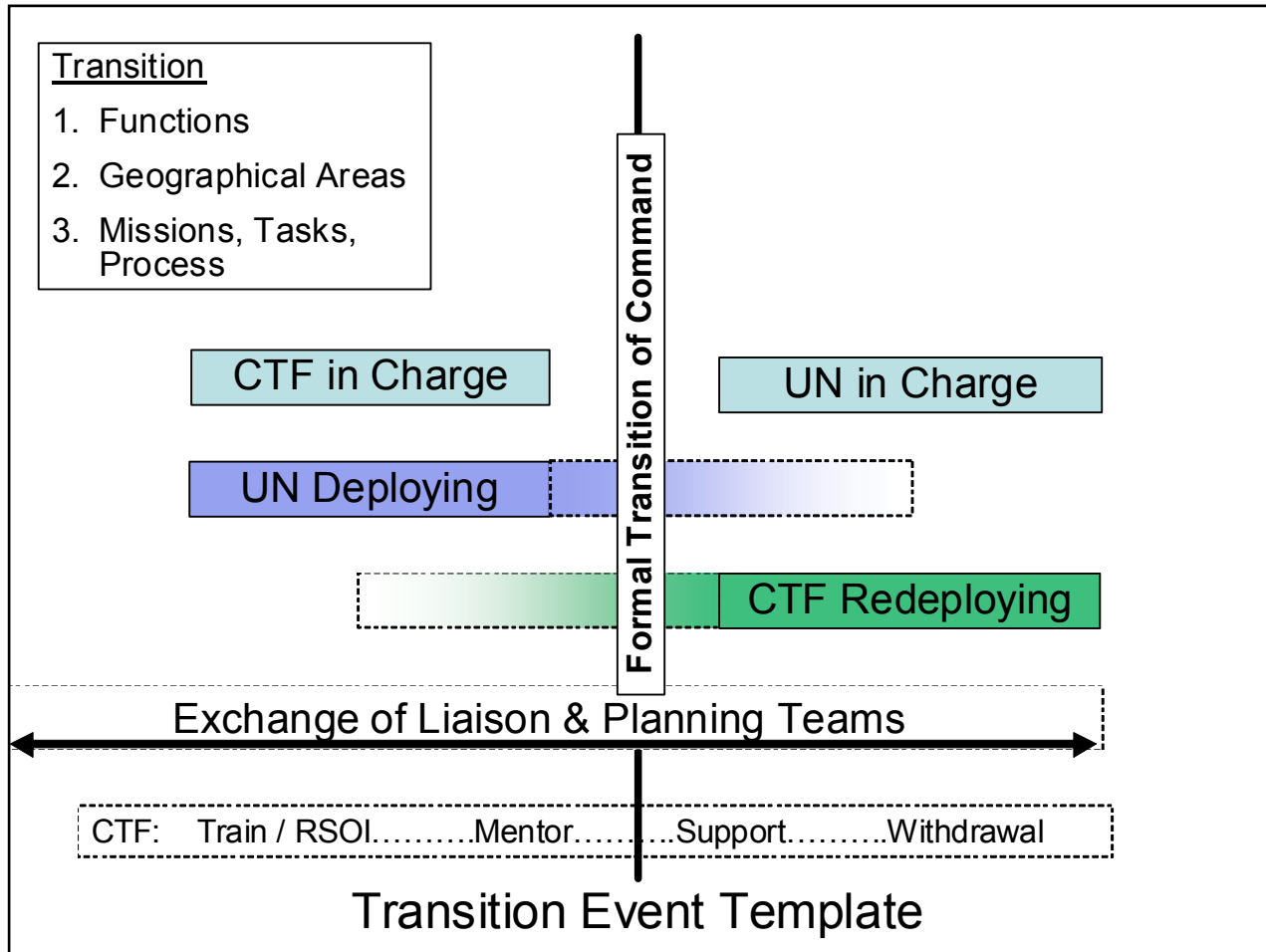
TRANSITION TO A UN LED PEACE OPERATION

1. **Purpose.** This appendix outlines the essential planning considerations for transition from a Lead Nation Coalition Task Force (or UN authorized Lead Nation CTF operation) to a UN **led** peace operation.
2. **Background.** This Chapter builds upon the entirety of processes and procedures contained in the MNF SOP with special emphasis on:
 - 2.1. CTF headquarters organization and, in turn, the Multinational Coordination Center (MNCC) and Civil Military Operations Center (CMOC) – [refer to Part B, Chapter 2, Annex B, Appdx 5: Multinational Hqs Organization.](#)
 - 2.2. Peace Operations Guidelines – [refer to Part D, Chapter 1, Annex F, Peace Operations.](#)
3. **Transition Planning.** To better facilitate transition planning it would be ideal if there is a UN Security Council mandate for the UN led peace operation prior to deployment of the CTF. This provides the strategic political framework for coordinated planning for the transition and for continuity of capability throughout various phases of the contingency. Without the political legitimacy of the UN mandate, interaction between the Lead Nation of the CTF and UN Headquarters will be informal, but necessary.
 - 3.1. While no two UN operations are exactly the same, in most cases the UN will deploy a multidimensional capability, i.e., the UN deployment will include a number of components that are tailored to the situation and mandate, possibly including political, military, police, human rights, electoral, as well as humanitarian and development assistance.
 - 3.1.1. These components will operate under the overall authority of a civilian Head of Mission, normally a Special Representative of the Secretary-General (SRSG). UN humanitarian and development agencies will be coordinated by the UN Humanitarian Coordinator (HC) and UN Resident Coordinator (RC) respectively. In most UN led peace operations, the HC and RC functions are performed by the same individual. He/she will also normally be appointed as a Deputy SRSG.
 - 3.1.2. The head of the military component of a UN peace operation, the Force Commander (FC), reports solely to the SRSG.
 - 3.1.3. The SRSG reports to the Under Secretary General for Peacekeeping, who heads the Department of Peacekeeping Operations (DPKO) at UN HQ in New York. A relatively small number of active duty military officers, including a two to three star level Military Adviser, are seconded on loan to DPKO from national armed forces. These officers provide military input to strategic level multidimensional planning, management of current operations, interaction with national representatives in New York to generate forces, and to develop training and doctrine.
 - 3.1.4. In some instances the Security Council may authorize an Advance Mission that will greatly assist in handover planning and execution.
 - 3.2. In operational areas, the level of capability of local authorities can vary considerably. A feature of many mission areas is very weak state institutions. In some extreme cases the state itself may have failed. In some cases, UN missions provide a transitional administration capability that is similar to a government. This can affect the tasking of a CTF and a UN led peace operation. Transition can easily involve a number of issues that would be considered as outside the normal scope of military operations (e.g., law and order and provision of public utilities). Each of these issues will involve direct liaison and handover to UN counterparts.
4. **Transition -- “The What”**
 - 4.1. The broad operational framework can cover a wide variety of functions (e.g., security, law and order, utilities and basic services, local governance). Planning should consider all functions undertaken by the CTF for

handover. Functions may be handed over via a series of geographical areas (sectors, zones, areas, defense sectors, patrol zones, port, airfield, town). An alternative handover method could be sequentially by function.

- 4.2. Each task being conducted by the CTF should be considered by the incoming UN peace operation to determine the requirement to continue the task. Some issues are logistical support, command relationships, command and control systems, intelligence, status and authority during the build up of incoming UN forces and the redeployment of the CTF.
- 4.3. **Operational Transition Planning.** The following transition planning considerations serve to set the conditions for successful transition operations.
 - 4.3.1. **Seamless and Operational Capability Continuity.** While the change in responsibilities to the UN should be clearly demonstrated, a reduction in operational capability should neither occur nor be perceived by the local population, threat factions, host governments, or other major actors within the mission area (IOs, NGOs, ICRC). A common and practical technique to achieve seamless operational continuity is to organize elements of the UN led force around the ongoing functional areas of the CTF.
 - 4.3.2. **Exchange of Liaison and Planning Teams.** The time tested and validated practice of exchanging Liaison Officers (LOs) between key commands and staff is important for transition planning and Peace Operations in general. The practice of using LOs has been expanded to “Liaison and Planning Teams” to signify that “liaison and planning” are the key functions of these teams. The basic guideline is that major commands and agencies should have such exchanges. Example: The strategic level of the lead nation (and possibly the CTF HQ itself) and DPKO should exchange planning and liaison teams as soon as possible. Include LOs to cover the full range of transitional functions and organizations. It is better to have too many exchanges instead of having too few.
 - 4.3.3. **Conditions for Transition.** It is essential that mutually agreed criteria be established to set the preconditions which must exist before transition of command may occur. Setting the criteria will be a strategic decision, but the operational CTF and UN force should provide input for this decision. The strategic criteria will be broad-based directions, which need to be transformed to operational criteria agreed upon by the CTF Commander and the UN FC. There should be enough flexibility to ensure that fundamental, agreed conditions exist before handover is affected. All participants should understand these criteria at strategic, operational, and tactical levels.
 - 4.3.4. **Transition of Command.** Normally, details of the transition of command will be contained in the UN SC resolution establishing the UN led peace operation. When the UN Mission is prepared to assume command, clear and distinct change of responsibilities and authority must occur.
 - 4.3.5. **Unity of Effort.** There is likely to be no formal command relationship between the CTF and the incoming UN Mission. Achieving unity of effort and success requires close working relationship between the CTF and UN planners.
5. **Mutual Respect and Understanding.** The CTF, the UN DPKO, the SRSG, and the UN FC need to acknowledge and consider the respective roles, missions, and cultures of key players in their transition planning and execution. It should be noted that the ICRC, IOs, NGOs will most likely be present by invitation prior to the crisis, during the crisis, after the CTF redeploys, and after the UN peace operation takes over. The CTF must fully acknowledge this fact; respect the roles and missions of the local authorities, ICRC, IOs, and NGOs and determine how to leverage their contributions in conjunction with UN DPKO planners and SRSG/FC.
6. **Transition Template – Specific CONOPS Template (“The How”).** Outlined in Figure D-1-H-1.1 is a Transition Template for a Lead Nation CTF to a UN led peace operation. This Template is based upon a “Relief in Place” framework which provides for continuity of command and addresses the primary functions the incoming force and outgoing force (e.g., “Training, Certification of capabilities, and Reception, Staging, Onward Flow and Integration (RSOI) being the initial priorities for the new command and participating units,

Figure D-1-H-1.1: Transition Event Template



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ANNEX I

STABILITY OPERATIONS

1. **Purpose.** This Annex provides guidelines for Stability Operations for a Coalition/Combined Task Force (CTF) in support of crisis response situations requiring military forces within time constrained time environments.
 - 1.1. Such environments will routinely require simultaneous planning and execution actions working in parallel with each other for mission accomplishment. As such, any and all documents used as a starting point for crisis response activities must quickly orient planners on the specific process / procedures as it pertains to stability operations. As such this is the focus and intent of this Annex.
 - 1.2. Users of this document (training, exercises and real world operations) are encouraged to submit changes to this Annex within this focus and intent for continued improvement of this Annex (www.mpat.org).
2. **Organization.** The organization of this Annex parallels the Military Decision Making Process – Multinational (MDMP-M) process outlined in the following MPAT references.
 - 2.1. The MPAT planning process is outlined in the *MDMP-M Handbook Version 2.6* located at www.mpat.org. This handbook is a separate document from this main MNF SOP and can be printed in a “hip pocket” sized format for easy carrying/reference. It provides the detailed logic/reasoning behind MDMP-M. This document **shall be reviewed prior to use of this Annex** in all training and exercise activities involving the MPAT secretariat and respective MPAT nations. It is **recommended that this document be reviewed and used in real world operations, at least as a start point to move from** since it represents well over a decade of coordination and validation with the 31 MPAT nations (refer to www.mpat.org for the “What is MPAT” briefing and a listing of the MPAT nations).
 - 2.2. Within this SOP, a MDMP-M *planning template* is outlined which is designed to be directly used in crisis response planning (this template only lists the specific steps and recommended participants within the process with no detailed discussion as to the logic/reasoning behind the steps). Refer to [Part B, Chapter 2: Military Decision Making Process – Multinational \(MDMP-M\)](#).
 - 2.3. **Specific Organization:** Below is the organization for this Annex.
 - 2.3.1. **Section 1: Background Overview Multinational Concepts and Doctrine.** Provides a concise overview of the MPAT multinational start point for addressing stability operations from a conceptual, terminology, and general doctrinal perspective.
 - 2.3.2. **Section 2: MDMP-M Planning Step 1 – Initiation and Scoping (Commanders Appreciation and Operational Design):** Provides an overview of the initial actions by the Commander and staff within the multinational planning process; (1) Commander’s Appreciation Activities – Operational Intelligence Preparation of the Environment (OIPE) for a shared understanding of the situation; and, Identification of the problem and problem framework; (2) Operational Design development (broad framework and guidance) for attaining the desired end states. Based upon these actions the commander’s guidance for mission analysis is developed which initiates the formal CTF planning process (see Section 3 below).

Note: The above Operational Design represents the **initial** operational design and will be confirmed, refined and adjusted in follow-on planning and execution actions (assessment, learning and adapting based upon increased knowledge and understanding of the changing situational factors and problem framework over time).
 - 2.3.3. **Section 3: Commander’s Considerations for Stability Operations – MDMP-M Steps 2 thru 8:** Provides key considerations for stability operations planning and execution.
 - 2.3.4. **Section 4: References.** Provides essential references for stability operations that have recently developed based upon the past two decades of stability operation contingencies (completed and ongoing).

Section 1: Background Overview Multinational Concepts and Doctrine

1. Key Definitions:

- 1.1. **Stability Operations:** Civil-military operations to enable host nation success in its efforts to maintain or reestablish a safe and secure environment, develop effective governance and rule of law, and create the foundation for social well-being and sustainable economic and infrastructure development.
- 1.2. **Stabilization Efforts.** The comprehensive efforts by nations and international partners to support states which are entering, enduring, or emerging from crisis (resulting from disaster or violent conflicts) and to build their capacity to prevent self-failure and enable recovery.
- 1.3. **Political Settlement.** Framework for governing a state either through formal or informal processes based on a common understanding that provides mechanisms by which states undergo nonviolent transformation and maintain stability. The political settlement brings about the conditions to end and prevent violent conflict from occurring or resuming. Political settlement is a central concept to success in stability operations designed to prevent or end violent conflict and enable a stable state.
- 1.4. **Comprehensive Approach.** Collaborative and cooperative efforts of the departments and agencies of national governments, multinational partners, and the humanitarian community, along with social and private sector entities to achieve unity of effort toward the shared goal of restoring a safe, secure, and stable environment.
- 1.5. **Whole of Government.** The coordinated efforts of the departments and agencies of a nation's government to achieve unity of effort in a national approach. It is vital to achieving the balance of resources, capabilities, and activities that reinforce progress made by all instruments of national power working together.

Note: The above definition may require discussions on whether “the state controls culture/society” or whether “culture/society drives DIME and use of national power”. Planners need to be sensitive to the host nation(s) strategic culture/society and how it interfaces with DIME.

- 1.6. **Integrated Operations.** The synchronized, coordinated, and/or cooperative activities among nations' governments, militaries, humanitarian community, and other key stakeholders to achieve unity of effort during multinational operations. Comprehensive approach and whole of government approach are inherent in integrated operations.
 - 1.7. **Humanitarian Community.** The aggregate of International Organizations (IO), Nongovernmental Organizations (NGO), International Committee of the Red Cross (ICRC) and International Federation of Red Cross and Red Crescent Societies (IFRC) and national Red Cross Red Crescent Societies, and UN agencies, funds and programmes.
2. **Background.** The character of conflict has changed over the past decades. Traditional warfare of offense and defense against enemy forces (state-on-state warfare – interstate warfare) has changed to an emphasis on irregular warfare and complex contingencies (intrastate warfare) and the need to stabilize states in crisis and build the capacity of fragile states. This has resulted in a shift from just a focus on “offense and defense operations” to an “offense, defense, and stability operations” planning framework **across the range of military operations**. Refer to [Part A, MNF SOP Foundations](#) for details on the range of military operations within the MNF SOP context. This shift in conflict character stresses some broad planning considerations.
- 2.1. **New Planning Framework.** Planning for military contributions to stability operations needs to focus on “*offensive, defensive, and stability operations*” for all operations within the range of military operations. This requires a continual balancing of resources and priorities for these various categories of operations as the crisis evolves. Refer to Figure D-1-I.1 for a conceptualization of this new planning framework.
 - 2.2. **Complex Contingencies.** Conflicts and contingencies will be complex in nature involving multiple and evolving missions as the phases of a given crisis evolves and as multinational operations are commenced to address the crisis situation

- 2.3. **Host Nation Focus / Military in Supportive Role.** The Affected Nation's stability and capacity will be the focus of stability operations with the military normally being in a support role of other governmental / international organizations.

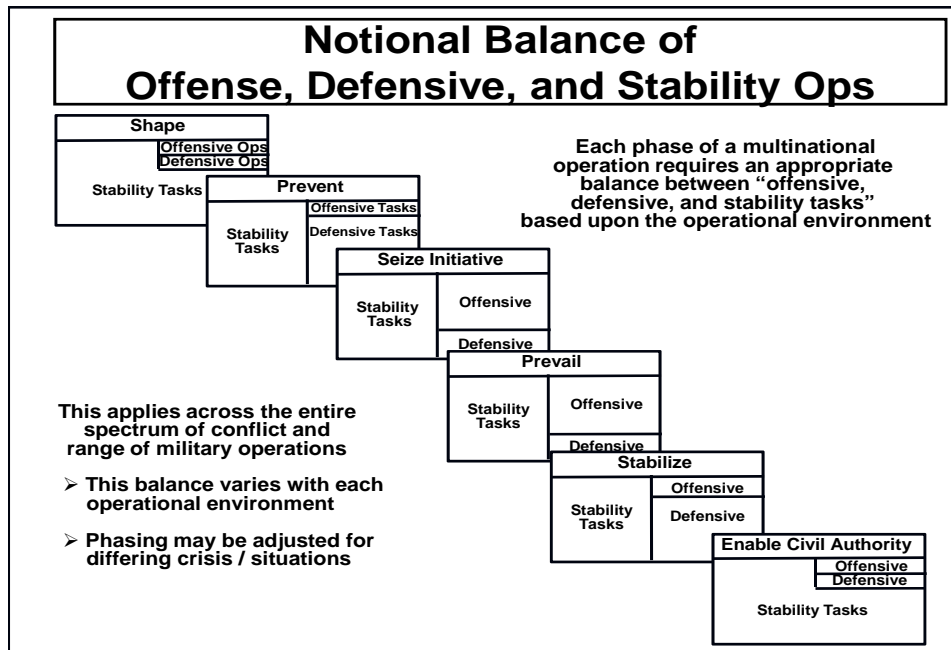


Figure D-1-I.1: Offensive, Defensive, and Stability Operations Planning Framework

3. **Stable State Model – Stability Operation Focus.** As a start point for addressing stability operations, Figure D-1-I.2 offers a simple model that illustrates the elements of a stable state. These elements consist of security, economic and infrastructure development, and governance and rule of law. Stability is determined by how these elements interact. This interaction is governed by a political legitimacy by the affected nation's government. In situations involving violent conflict, success in restoring stability will depend heavily on gaining a political settlement among all parties to the conflict.

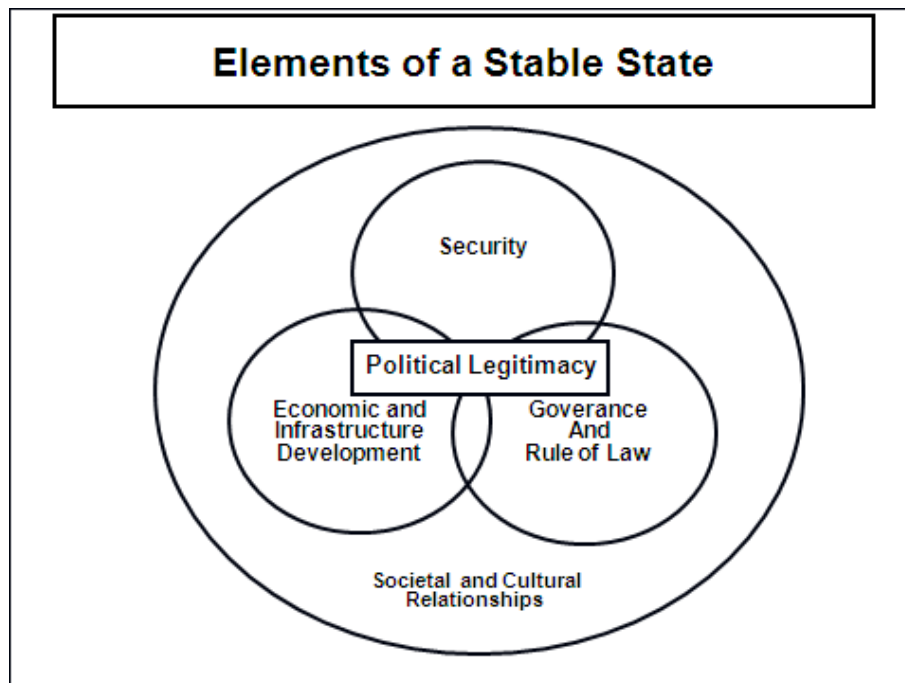


Figure D-1-I.2: Stable State Model

- 3.1. **Security.** A stable state must be able to protect the most basic survival needs of both itself and its people. This includes the provision of human security for the population in addition to the control of territory, borders, key assets (note: key assets include the entire realm of assets needed for the state – agriculture, power, transportation, etc – upon which the state depends and sources of revenue. Security is a base-line requirement for progress in both governance and economic areas, and influences whether the people can and will support their government.
- 3.2. **Economic and Infrastructure Development.** The economic infrastructure, level of natural resources, degree of technological development, industrial base, communications network and level of government revenue shape and provide the ability of the state to provide stable governance and security. These elements will be less well defined and developed in a fragile state.
- 3.3. **Governance and Rule of Law.** A stable state has a sustainable political structure that permits the peaceful resolution of internal contests for power, although an alternate form of stability can exist using brutality and corruption based upon totalitarian / theocracy based government structures; however the later is neither desirable nor sustainable over time. The rule of law is fundamental to legitimate governance, but will be institutionalized in varying forms dependent upon the social, cultural and political mores of the particular society.
- 3.4. **Political Legitimacy:** This is the binding element within a nation that pulls security, governance and economic opportunity together. The prospect of genuine long-term security and stable governance only occurs when a government's influence is exercised over a population and territory by methods viewed as broadly legitimate by the majority of the governed. Legitimacy is ultimately defined by the local population rather than by externally imposed criteria.
 - 3.4.1. Perceptions of legitimacy within the affected nation may influence whether partner nations will or will not provide forces and assistance to restore stability and reinforce government control over its people and resources; this will be a key political decision in whether or not to participate in stability operations.
 - 3.4.2. Political Settlement. In restoring stability either before or after violent conflict, the Political Settlement establishes the frameworks for governing a state either through formal processes or informally over time.
 - i. The security, economic and infrastructures, and governance and rules of law are determined by a stable political settlement process that has a common understanding, usually among key leaders, that their interests or beliefs are served by a particular way of organizing political power.
 - ii. It is the achievement of this common understanding, more than anything else, which is the most important marker of progress in stability operations.
 - iii. The political settlement is the mechanism by which states are able to undergo non-violent transformations. This understanding of political settlements helps define the role of key leaders/parties within civil society during stabilization efforts.
- 3.5. **Societal and Cultural Relationships.** The 3 elements of a stable state capture the substantive functionalities and competencies of the state. However, the context is also determined by the societal relationships that underpin and are interwoven with these elements. **In a stable state the social, cultural and ideological factors help bind the people and their government together, and broadly direct the manner in which state institutions provide security and meet their responsibilities and gain consent from the population**

Note: It is the position within this MNF SOP that genuine long-term stability is only established by a political process that creates governance over a population and territory **by methods viewed as broadly legitimate by the overwhelming majority of the governed.** This is a position that may be challenged by nations given situational factors. As such, when long-term stability is being addressed it is not a factor that can be assumed away, it must be deliberately addressed within the planning process with participating nations and the Supported Strategic Command / Lead Nation National Authorities (and UN if a UN resolution and mandate is present). The Essential Strategic Guidance for the operation should address this factor for long-term stability within the strategic end state conditions for the multinational force. Refer to [Part B, Chapter 1: National Strategic Factors](#).

4. **Fragile State Framework.** The fragile state framework can assist in having a common understanding of the operational environment for a nation whose stability is being challenged in one or all of the areas of a stable state (Figure D-1-1.2 previous). It provides a continuum of situations for operational planning. Refer to Figure D-1-1.3 below.

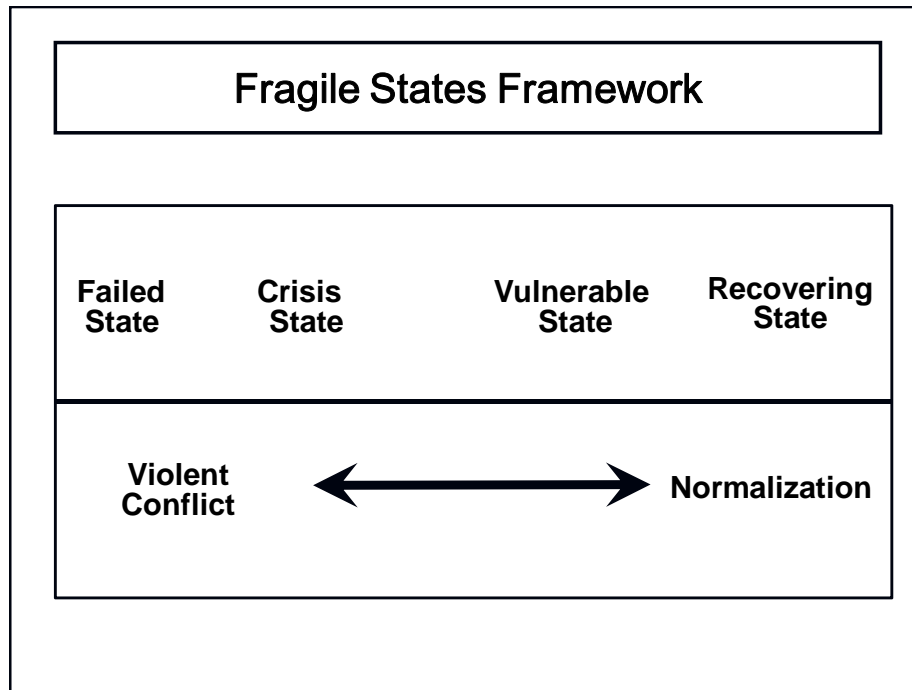


Figure D-1-1.3: Fragile State Framework

- 4.1. **Fragile State.** This is a country that suffers from institutional weaknesses serious enough to threaten the stability of its central government. This fragility can be caused by removal of state institutions by military or civilian forces operations, ongoing systemic issues of economics or governance, or onset of disasters (man-made / natural) or other crisis situations. The term “fragile states” describes a broad range of failed, crisis, vulnerable and recovering states.
- 4.1.1. **Failed State.** A failed state may only have remnants of a government due to collapse or regime change or it may have a government that exerts weak governance in all or large portions of its territory. A failed state is unable to effectively protect and govern the population. A failed state may not have any government with which to work and, consequently, conducting stability operations is difficult, especially with respect to establishing legitimacy of the government and governmental security forces. Under these extreme circumstances, the intervening authority may have a legal and moral responsibility to install a transitional authority.
- 4.1.2. **Crisis State.** States where the central government does not exert effective control over its own territory or is unable or unwilling to assure the provision of vital services to significant parts of its territory. Crisis states are already in failure or are quickly spiraling toward violent conflict
- 4.1.3. **Vulnerable State.** Vulnerable states are unable or unwilling to adequately assure the provision of security and basic services to significant portions of their populations and where the legitimacy of the government is in question. These states are not in crisis and may even be moving toward normalization, but their vulnerability to failure remains an important consideration for the government and any intervening forces.
- 4.1.4. **Recovering State.** The recovering state is moving towards normalcy but may have an imperfect level of viability. This state is able to protect and govern its population to some degree. A main consideration is that the population considers the level of protection and governance acceptable and normal.

5. **Stability Operations across the Spectrum of Military Operations.** Given the Stable State Model (Figure D-1-1.2) and Fragile State Framework (Figure D-1-1.3) a composite view can be achieved for addressing the broad areas of effort within stability operations.

5.1. **Broad Areas of Effort - Stability Operations.** There are three broad areas which missions, task and activities for stability operations are arranged and organized based upon where operations start at within fragile state framework that. Refer to Figure D-1-I.4 below.

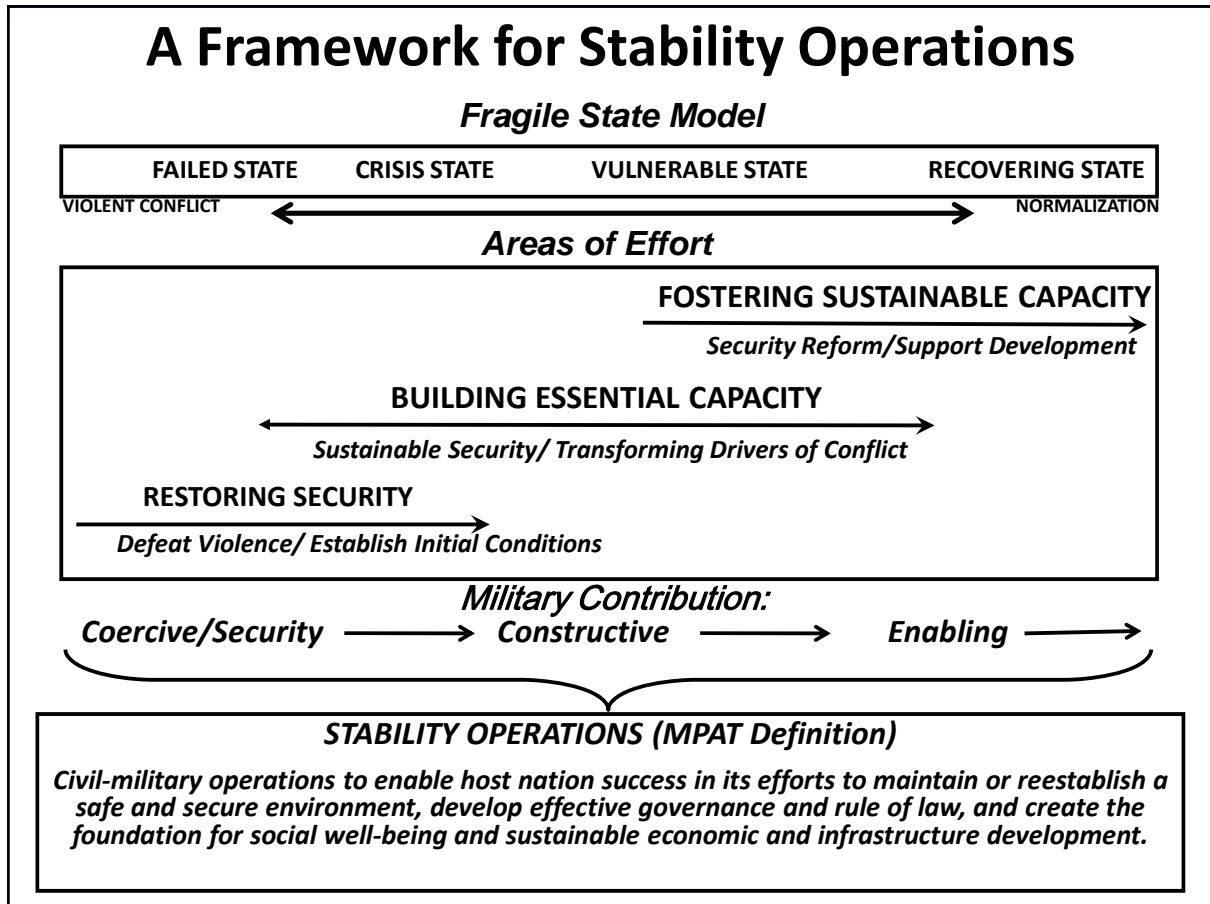


Figure D-1-I.4: A Framework for Stability Operations

- 5.1.1. **Restoring Security.** Tasks focus on immediate need to establish or re-establish security and a safe/secure environment in an area or crisis response situation to enable efforts in governance and economic areas to commence. Actions focus on directly ending violence and setting conditions for capacity building and conflict transformation.
- 5.1.2. **Building Essential Capacity.** Multinational efforts focus on building capacity across multiple sectors in the affected nation in order to prevent crisis or stop violent conflict. Integrated operations encompass a broad range of security, reconstruction and capacity building tasks support national efforts to transform the environment of conflict. Efforts aim to establish conditions and enable successful, sustained security and development under the host nation leadership.
- 5.1.3. **Fostering Sustainable National Capacity:** Activities encompass long term support in capacity building and reconstruction efforts that enable sustainable development under national leadership.

6. **Environments for Military Support to Stability Operations.** Within the Range of Military Operations (ROMO - refer to [Part A: MNF SOP Foundations, Figure A.1 Mission Focus](#)) various missions are addressed across the spectrum of military operations. Environment #1 below pertains to Major Conflict (War) and large scale offensive and defensive operations. Environment #2 and #3 addresses the three areas of the MNF SOP's focus for military operations which broadly can be categorized as MOOTW and Small Scale Contingencies (which includes combat operations and non-combat missions).

Note: The below section will primarily address environments #2 and #3 since the MNF SOP does not directly address major conflicts and wartime situations. However, the following paragraphs will provide a quick overview of all three environments to provide full clarity on stability operations across the ROMO.

- 6.1. **Environment #1 - During major operations and campaigns.** Stability operations are conducted before and during the phases of major combat operations in order to secure and control people terrain and resources against enemy attack, but rapidly establishing stability is particularly key following the achievement of major combat objectives. As outlined in Figure D-1-I-1.1, major operations and campaigns plans needs to feature an appropriate balance between offensive, defensive, and stability operations in all phases based upon the operational environment and situational factors.

6.1.1. A major focus on offensive and defensive operations in earlier phases may cause commanders and staff to focus too much on the fight, and not enough on the conditions caused by the use of overwhelming and decisive force. Therefore, design and planning must focus on not only how to defeat adversaries and threats, but also ensure that basic and supportive plans for fully consider the post-conflict/follow-on phases to ensure success and maintain multinational operation momentum.

6.1.2. Even while sustained combat operations are ongoing, there will be a continuous need to establish or restore security and control, and provide relief to people affected by conflict as succeeding areas are occupied, bypassed, or returned affected nation control.

- 6.2. **Environment #2 - During crisis response and limited contingency operations.** In the design and planning for stability across all phases of a crisis response operation, military forces must tailor the balance of offensive, defensive, and stability tasks undertaken to the emerging challenges of the operational environment; therefore, the balancing and rebalancing these tasks to achieve success will be imperative to operational success. Many of the missions within this environment may not require combat or the direct use of force against adversaries, but, this does not mean some balance of **offensive and defensive** operations is not required. For example, defensive operations are undertaken to not only protect forces and resources under the military command from attack, but also to ensure the affected nation – its government, people, and infrastructure, are protected against actions and events that might prevent regaining stability. Equally, offensive operations may be very minimal in many missions as military efforts seek to not only defeat adversary groups and stop violence, but also to work with civilian counterparts to defeat the conditions that cause violent conflict and instability to continue.

- 6.2.1. **Contingency operation planning may require offensive and defensive operations planning even though the primary mission of restoring stability through multinational operations does not involve combat operations.** Some missions within the ROMO may not require stability operations such as NEO's, strikes and raids. Others such as counterinsurgency (COIN) will require a delicate balance of offensive, defensive, and stability operations throughout all phases of operations. Outlined below are short overviews of the primary missions within this environment requiring stability operation planning.

i. **Overview - Stability Planning in Responding to Crisis.** Crises may occur suddenly or develop over a period of time requiring specific military responses (show of force, protection of shipping, anti-piracy) or multiple mixtures of missions (such as HA/DR, security operation, PEO, PKO, Combating terrorism, COIN) across the range of military operations. Some of these missions may be very specific military missions and involve no stability operations. However, in many it will require multinational forces to rapidly deploy in an affected nation to forestall crises or respond to crises.

i-i. Military intervention is often not directed until the crisis has deteriorated beyond the ability of affected nation, foreign affairs embassies diplomatic efforts within the nation and the humanitarian communities efforts to respond effectively, either due to a high level of violence or the requirement

for capacities and capabilities unique to the military (e.g., heavy lift capabilities or robust command and control capacities).

- i-ii. Prior to theater entry in an operational area, the Commander, CTF should identify what the military may be required to contribute in the way of stability operations, recognizing that use of military forces is a last resort and that the main responsibility lies with the humanitarian community and the Affected Nation's government and international organizations for stability operations for a given state. In a hostile environment or serious crises within a state, the military may be required deploy to reestablish security and support stabilization efforts. Ideally, the military should transition this responsibility as quickly as possible within a crisis exclusively focused on stability operations at the lower end of the range of military operations (HA/DR, security operations).
- i-iii. Crisis response operations may very limited and occur over several weeks or could be extensive requiring military deployments over a year in duration. Crises can rapidly deescalate or escalate as the situation evolves. Of special attention are crisis response situations that escalate or transition to small scale contingency (SSC) operations or even transition to major regional contingencies or even declarations of war. This requires special attention within contingency planning for branches and sequels to multinational plans (or rewriting of new plans) for varying operational environments over time. This requires a rebalancing of offensive, defensive, and stability operations for the various contingency plans.

6.2.2. Stability Operations - Counterinsurgency (COIN). Within the ROMO, restoring stability in order to support political legitimacy and development are an integral part of each type of operation. Commanders will analyze the conditions within the operational environment, assess strategic objectives, and develop tasks that ensure not only the defeat of violent adversaries who disrupt the peace in order to restore security, but also the elimination of conditions that support the use of violence and cause instability. Once initial security is established through the presence and actions of security forces, efforts for the military commander will also include initial efforts to build essential capacity that not only enhance and reinforce security but lay the essential framework for progress in other stability sectors. Military commands together with Civilian agencies, which now have the essential environment to conduct their efforts, will work to develop the area across all of the stability functions in order to set the conditions for a political settlement. Once conditions are initially self-sustaining, civilian authorities will continue to development activities that foster sustained development of local capacity in governance, rule of law, economic opportunities, etc, as security forces increasingly shift to a support and enabling role, thereby enabling full handover of security functions to local forces and eventual re-deployment of military forces. The following section uses Counterinsurgency as a sample operation within the ROMO for understanding the application of how stability operations are integrated into the overall operational concept

- i. Counterinsurgency requires a **Clear – Hold - Build** planning approach which requires continual balancing of offensive, defensive, and stability operations. By their nature COIN will require multinational military to contribute to the provision of security on behalf of the affected nation government. Dependant on the nature of the state (within the fragile state category – failed, crisis, vulnerable, or recovering), the stabilization requirements during COIN operations may range from advice, military assistance and training to support to stabilization on the low end, to conducting combat operations to contain or deter insurgent violence on the high end. In all, stability operations will include the broadly accepted approach of the “clear-hold-build” as civil-military efforts seek to defeat insurgent groups and build/restore governance and economic capacity.
 - i-i. **Restoring Security.** The focus of operations will be to defeat insurgent forces and their ability to coerce and/or control the people; key is to re-establish a safe and secure environment that permits capacity building to begin.
 - i-i-i. Operations will focus on defeating violence and clearing areas of insurgent forces that are intimidating the people and preventing the functioning of governance. Security forces conduct primarily offensive operations to remove enemy forces and eliminate organized resistance in an assigned area.
 - i-i-ii. Once insurgents and their influence are defeated, defensive operations to protect and defend the population, government institutions and critical infrastructure in the operational area.

i-i-iii. Concurrent with offense and defense operations, civil-military efforts focus on setting the conditions to restore governance by the affected nation over their people, and undertake quick impact economic/infrastructure projects that gain popular support and strengthen the support of the national government. Key here is to ensure that short term efforts are laying the essential groundwork for capacity building and defeating the reasons for the people's support for insurgents instead of their own government.

i-ii. **Building Essential Capacity.** This encompasses the elements of **hold** and **build** in COIN approaches, as efforts by both civilian and military agencies build essential capacity across all stability functions. Civilian agencies, often assisted by military forces conducting stability operations, work to develop the area across all of the stability functions in order to set the conditions for a political settlement.

i-ii-i. Security: Efforts focus on building local capacity to secure themselves against insurgent attack and influence.

i-ii-ii. Governance and Rule of Law: After re-establishing local government and restoring the link between the people and their national government, capacity building will focus on improving delivery and transparency by local officials. Actions here may include assisting the affected nation in reforming or re-orienting their efforts to include better, less corrupt and preferential practices.

i-ii-iii. Economic /Infrastructure and Essential Services: Establishing basic programs to improve the livelihood of the people and to link local economies/agriculture to national systems will be key, along with initiating basic development program designed to build confidence and generate production and growth disrupted by conflict. May also include efforts to counter corruption and criminality that steal from the people and international aid agencies delivering assistance.

i-ii-iv. Success in this phase is to lay the essential basis of “good enough” to enable the minimum sustainable conditions for security, governance, and economic areas to continue long term development. In all, conditions are set to enable sustained security/development under national leadership.

i-iii. **Fostering Sustainable National Capacity:**

i-iii-i. Once essential capacity is in place, efforts continue among the civil-military elements to support long term capacity building and reconstruction efforts; the efforts are essential for maintaining momentum and meeting growing expectations among local peoples to build legitimacy and support by the people. Continued progress in this area re-integrated the region/peoples that formerly rejected the affected nation's governance into the nation.

i-iii-ii. Reintegration of former insurgents – Disarm, Demobilize, and Reintegrate (DDR);

i-iii-iii. Enhancing national leadership of efforts.

6.2.3. **Stability Operations - Peace Operations.** Inherent within peace operations (PO) are stabilization efforts coupled with offensive and defensive operations designed to address the parties to the conflict and establish of a stable and safe environment. PO consists of peace keeping operations (PKO), peace enforcement operations (PEO), peacemaking, and peace building (PB). PB tasks are sometimes referred to **post-conflict reconstruction actions**. Refer to [Part D, Chapter 1: Peace Operations](#) for details on Peace Operations and to [Part C, Chapter 9: Standards of Conduct for CTF Operations](#) for details on CTF Operational Standards or Conduct which support Peace Operations missions. In many cases, PO will be accompanied by additional military missions such as humanitarian assistance which may be referred to as **complex contingencies** within multinational civil/military planning.

i. Peacemaking is the process of diplomacy, mediation, negotiation, or other forms of peaceful settlements that facilitates an end to a dispute and resolves issues that led to it. Stabilization efforts are inherent within PKO.

ii. PEO is military operations that apply military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolution or sanction designed to maintain or

restore peace and order. Inherent in such operations are the same approaches and principles across the stability sectors utilized in stability operations.

- ii-i. PKO and PEO are predominantly multinational efforts, accomplished under the mandate of a major international organization such as the United Nations, whose focus is to establish the conditions that enable PB – the fostering of sustainable national capacity - to succeed.
- ii-ii. In PKO's, military operations will be undertaken with the consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (cease fire, truce, or other such agreement) and support diplomatic efforts to reach a long-term political settlement. Stabilization efforts are inherent within PKO.
- ii-iii. PB consists of stabilization efforts, predominately diplomatic and economic, that strengthens and rebuilds governmental infrastructure and institution in order to avoid a relapse into conflict. Many of the activities are in the form of reconstruction and societal rehabilitation that offers hope to resolve the drivers of conflict within a fragile state.

6.2.4. **Stability Operations during Response to Natural Disaster - Humanitarian Assistance / Disaster Relief (HA/DR) Operations.** HA/DR is conducted to relieve or reduce the results of natural or man-made disasters or endemic condition that might present a serious threat to life or that can result in great damage to property. Normally, such missions deal with serious disruptions of the functioning of a state, and involve a widespread threat to human life, health, property or the environment. Such operations can be a response to sudden or long term developing crisis. Refer to [Part D, Chapter 1: Humanitarian Assistance / Disaster Relief](#) for details on HA/DR and [Part C, Chapter 9: Standards of Conduct for CTF Operations](#) for details on CTF Operational Standards of Conduct which support HA/DR missions, as well as the framework for tiered response.

i. **Restoring Security.** While the potential for armed conflict is very low, efforts by military forces seek to support and enable affected nation's efforts to re-establish a safe/secure environment. Supporting actions/tasks might include preventing looting, protecting vital facilities, and supplementing the communications and personnel needed to prevent the outbreak of violence or deter actions by criminal groups. In addition to establishing security, military forces can work with civilian agencies to assess damage and begin emergency restoration of essential infrastructure (water, power, sewer, etc). Finally, military transportation and medical capabilities support national efforts overwhelmed by the size/complexity of damage by providing enhanced medical / psychological and counseling support and MEDEVAC as part of the initial response.

- i-i. Success in this initial effort is that the affected nation can begin restoring/building capacity free of the threat of violence, disruption and criminality, and conditions are set for enabling civilian organizations to support capacity building efforts.

ii. **Building Essential Capacity.**

- ii-i. Multinational efforts to build capacity – military efforts facilitate IO/NGO and civil organization work through cooperative assessment, coordinating relief operations alongside humanitarian operations to relieve the maximum amount of human suffering. Military forces may also support the relocation and/or return of people to their homes, continue to assist in identifying/treating casualties along with other civilian organizations/efforts, and ensure that displaced persons are afforded the minimum essential elements of shelter, food and water necessary for survival.
- ii-ii. Military forces may also provide essential enabling capabilities – engineering/assessments, communications, etc where needed.
- ii-iii. As military forces work to restore stability, they must avoid becoming, or being perceived as, a replacement for the affected nation government in all stability sectors. The key contribution will be to restore confidence in the national government and its capabilities as efforts facilitate return of government to areas temporarily removed due to crisis.
- ii-iv. To the maximum extent possible, assisting forces will attempt to provide relief in **support of the affected government (and thru governmental coordination and channels)** this avoids building

short term dependency on military assistance/resources and restores the trust/confidence of the local people in their government.

ii-v. Success is when conditions are set to enable sustained security/development under national leadership, and the withdrawal of major military forces is possible.

iii. **Fostering Sustainable National Capacity:** Activities support long term capacity building and reconstruction efforts- economic and financial support to rebuilding efforts, and supplement civil efforts for technical assistance, training and expertise support, etc on a case by case basis. Success is that civilian efforts are clearly in the lead for providing support to the affected nation.

6.3. Environment #3 - During military engagement, security cooperation and deterrence activities.

Stability operations play an important role in multinational operations conducted in consonance with the nation(s) national strategic engagement plans and strategic military commanders' engagement planning with other nations. Military support to stabilization efforts during peacetime generally takes the form of presence, security cooperation activities, and nation assistance operations.

6.3.1. **National Assistance.** Nation Assistance is civil or military assistance (other than HA/DR) rendered to a nation by nations joint military forces within that nation's territory during peacetime, crises or emergencies, or war, based on agreements mutually concluded between the United States and that nation. NA operations support the Affected Nation by promoting sustainable development and growth of responsive institutions.

i. The goal is to promote long-term regional stability. NA programs include, but are not limited to, security assistance, foreign internal defense (FID), humanitarian and civic assistance (HCA), building partnership capacity, and military action (MCA). These operations will have a significant stability operations component.

ii. Military participation in stabilization efforts outside of war or crisis response generally focuses on SSR (Security Sector Reform) – especially training counterpart military units in both combat and stability operations.

6.3.2. **Proactive Capacity Building.** During military engagement and security cooperation stability operations can be executed in support of broad national interests and policy goals. Stability operations provide an effective proactive tool for **building partner capacity and reducing the risks associated with natural disasters and violent conflict** in partner states during peacetime.

i. Effective stability operation during peacetime periods does this by preparing Affected Nation's for crisis and by anticipating and addressing the possible drivers of conflict long before the onset of hostilities.

ii. Such operations are focused on building the capacities of fragile states and vulnerable states.

6.3.3. **Building and Fostering Sustainable Security Capacity.** Can be executed through military exercise programs, mil-mil cooperative efforts, multinational programs and SOPs, interoperability actions and programs, national planning exercises with support from multinational military and humanitarian community, military exchanges and visits, advisor, liaison officers and mobile training teams.

Section 2: MDMP-M Planning Step 1: Initiation and Scoping

(Commanders Appreciation and Operational Design)

1. **Purpose:** Provide a quick overview of Step 1 of the MDMP-M planning process in support of crisis response situations with respect to Stability Operations.

Note: The below process may take less than an hour in a very time constrained situation or it may be a prolonged process over weeks based upon situational factors. It really represents **what goes on in the mind of the operational level commander upon receipt of a mission and strategic guidance – but expressed in a deliberate process for inclusive and integrated planning**. This process is initiated by receipt of a mission and Essential Strategic Guidance from higher headquarters. Refer to: [Part B, Chapter 1: National Strategic Factors](#) for an overview of what constitutes Essential Strategic Guidance.

- 1.1. **Overview:** Planning is fairly simple and straightforward in its' basic elements – ***Where are we? ... Where do we want to go? And What is preventing us from going where we want to go??*** This is visualized in Figure D-1-1.5 for Step 1 of the MDMP-M process. However, it needs to be acknowledged that the identification of such basic elements are complex for stability operations,
 - 1.1.1. The complex and interdependent natures of stability operations are simply unpredictable in many situations – **making many CTF operations uncertain of their exact outcomes at times. Operational and tactical activities become a learning process verses a direct result process.** As such, planning must clearly focus on planning during execution based on a process of learning and adaptive planning.
 - 1.1.2. The Identification of the basic planning elements are extremely challenging to sort out (refer to Figure D-1-1.5). The real challenge is the **sorting out of the critical facts and assumptions for identification of identify “Where are we?”**. Or stated another way, a clear identification of the situational factors within the crisis.
 - 1.1.3. The **elusiveness** for attaining a shared understanding of the situation among participating nations at the strategic levels and operational levels will be a continuing challenge which, in turn, will work against the establishment of multinational unity of effort within the CTF command. This needs to be overcome by a priority on establishing such a shared understanding – again answering the basic element question of ***“Where are we?”***

Note: It cannot be overemphasized that establishing a clear understanding of the situation is a fundamental building block for strategic and operational success. Such an understanding needs to be shared not only among military participants, but just as importantly with the host/affected nation(s), governments, humanitarian community, and critical stakeholders. This is a key leadership and management task for the Commander, CTF within stability operations and a clear supportive task for CTF staffs and cross functional elements.

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MDMP-M Step 1: Initiation and Scoping Commander's Appreciation and Operational Design

Commander's Appreciation:

Shared Understanding of the Situation

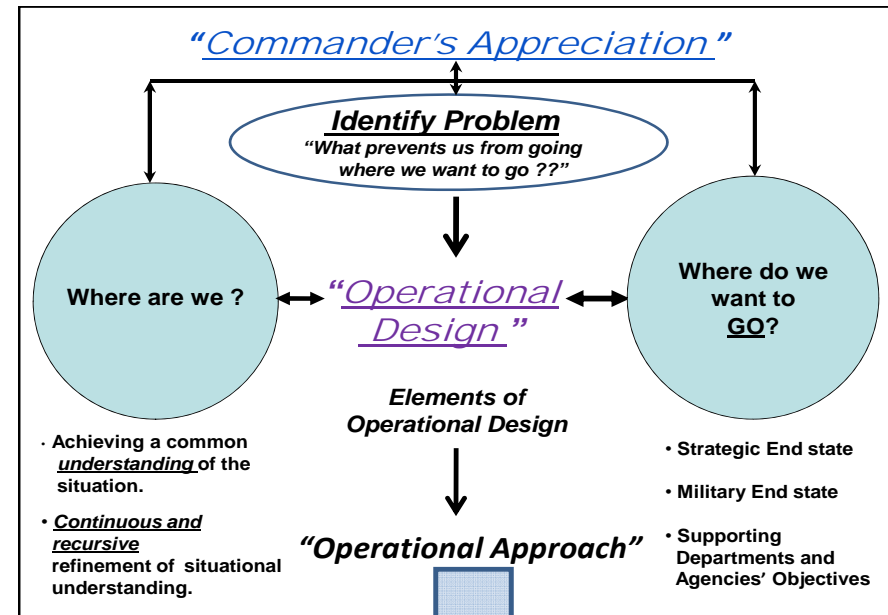
- > OIPE needs to clearly identify the critical factors
- > Clear inquiry, discourse and dialogue established
- > Sharing and inclusiveness environment established

Clear identification of the Problem

- > Central for understanding crisis underpinnings
- > Problem Framework (supporting factors) identification is key for full understanding of the situation

Operational Design Focus for Stability Operations:

Within stability operations the perception of the host nation population is a fundamental focus (in addition to the multinational and international inputs and perspectives) in operational design development since they are actually the final arbiters of whether peace and stability have been achieved



MDMP-M Step 2 – 8: Mission Analysis, Commander's Estimate and Development of OPLAN and/or OPORD

- > Steps 2 – 8 represents the planning, assessment and planning during execution processes within the CTF headquarters
- > This process supports the continued establishment of an inquiry, discourse, and dialogue environment among key stakeholders within stability operations contingencies
- > It is essential that an inclusive environment with key stakeholders be established for support of ongoing planning cooperation and coordination activities.
- > A learning and adaptive planning approach needs to be in place to effectively response to changing factors within the situation as the crisis evolves and changes over time
- > This requires that the Commander's Appreciation and Operational Design process be a ongoing central process for planning

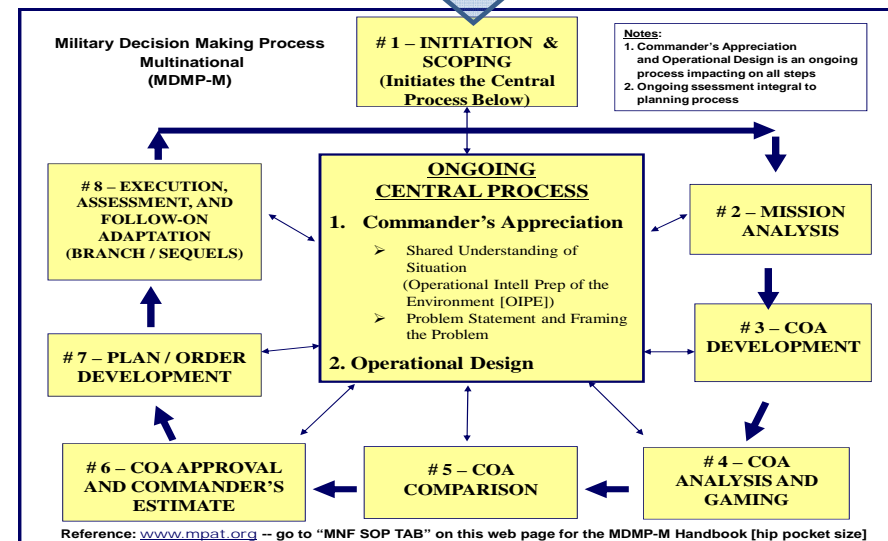


Figure D-1-I.5: MDMP-M Step 1 Criticality for Effective Multinational Planning – Commander's Appreciation and Operational Design

2. **Essential Strategic Guidance is Reviewed and Additional Guidance Requested.** The basis for initiation of the MDMP-M process is the Essential Strategic Guidance. Within stability operations, such guidance is paramount due to the complexity for such operations. The central elements in this guidance are the strategic and military end states. In **crisis response situations such guidance may be incomplete, needing refinement and/or even inappropriate because of an incomplete understanding of critical situational factors**. This may be even more pronounced within stability operations situations. In all cases the **CCTF shall consult and assist in the development of end states as appropriate within a dialogue and discourse** approach with the Supported Strategic Commander and National Strategic levels (national authorities).

Note: [Appendix 1 to this Annex: Strategic Framework for Stabilization and Reconstruction](#) represents a good basis for review and development of stability operations strategic and military end states. It offers a comprehensive look at the complexity of stability operations within an end state and necessary conditions perspective. This, combined with an assessment of where a nation(s) falls within the fragile state framework (refer to [Figure D-1-I.3: Fragile State Framework](#)) coupled with the broad areas of effort for stability operations (refer to [Figure D-1-I.4: A Framework for Stability Operations](#)) provides a good basis for development of strategic and military end states.

- 2.1. **Commander's Appreciation Process.** A **shared understanding of the situation, problem and problem framework** is gained by the Commander, Coalition/Combined Task Force (CCTF), CTF staff, CTF component commanders and participating nations within the multinational force. This is done thru the Operational Intelligence Preparation of the Environment (OIPE). This shared understanding needs to be also shared with and discussed with participating nation's governmental agencies, humanitarian community organizations, and other stakeholders within the crisis. This ensures they are brought into this examination of the situation and the resultant shared understanding process. This is done thru the **Commander's Appreciation process**. Refer [Part B, Chapter 2: MNF Activation and Forming – Military Decision Making Process Multinational \(MDMP-M\)](#) and the [MDMP-M Planning Handbook](#) located at www.mpat.org for details on this process.
- 2.2. **Operational Approach and Operational Design.** Given the above, a broad approach or framework is developed by the CCTF for how he sees the problem should be approached by which the end states can be established. Refer to [MDMP-M Planning Handbook](#) located at www.mpat.org for a detailed outline on this approach and steps in the development of the operational design. The operational approach provides an initial the commander's broad framework and guidance how he sees attainment of the end states is achieved. Refer to [MDMP-M Planning Handbook – Tab B: Operational Design Development for examples of an operational design](#)

(continued on following page)

3. **Stability Operations – Shared Understanding of the Situation.** As outlined in previous paragraphs, the use of [Appendix 1 to this Annex \(Strategic Framework for Stabilization and Reconstruction\)](#) is an excellent stability operations planning tool that is based upon end states and the necessary conditions for their attainment. This appendix is visualized in Figure D-1-1.6 below.

- 3.1. Coupled with a clear assessment of where the nation(s) falls within the fragile state framework (refer to [Figure D-1-1.3: Fragile State Framework](#)) use of these end states (and supporting conditions) can provide a solid foundation for a good estimate of the situation within the OIPE and problem identification process.
- 3.2. This is fully aligned with the MDMP-P process which stresses that **all planning actions should be end state oriented** to properly focus and prioritize efforts IAW the situational factors at hand. And in this regard the strategic end states and military end states need to be clearly identified.
- 3.3. It needs to be stressed that in reality there are really **interim end states** and/or **desired end states**; there really is no final end states since situations are continually evolving and operations need to transition to other operational approaches (framework / operational design constructs) to address new problems and challenges as the situation changes and adjusts to multinational task force operations. In parallel with such changes, end states will evolve, new ones will emerge and new problems will arise at the broad planning horizons.

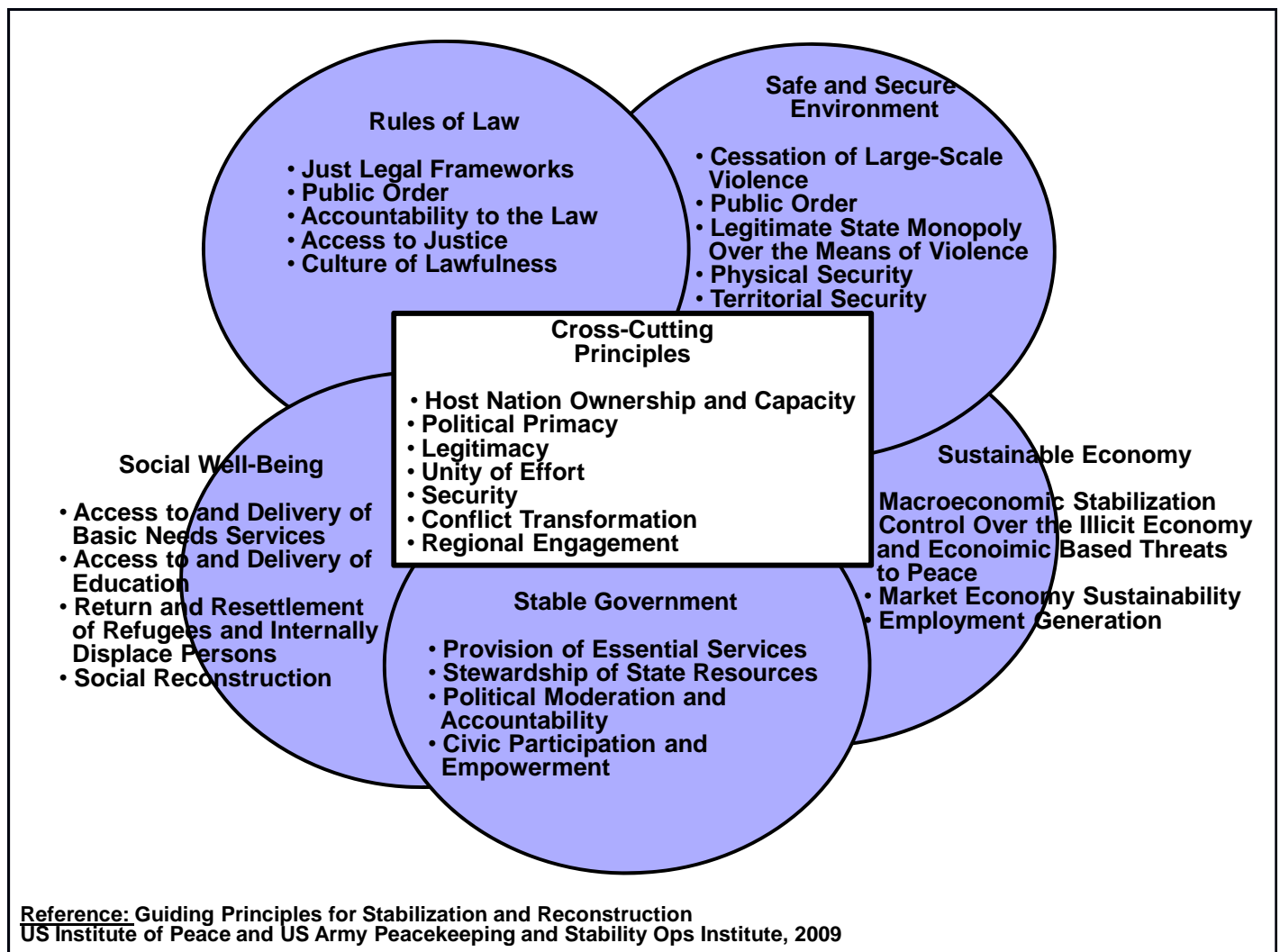


Figure D-1-1.6: Strategic Framework for Stabilization and Reconstruction
(Potential End States for Stability Operations)

Section 3: Commander's Considerations for Stability Operations and MDMP-M Steps #2 thru #8

1. **Purpose:** Provide a framework of essential considerations for Commanders and Staff use in the design and planning for Stability Operations during MDMP-M Steps 2 thru 8. Additionally, provide a checklist of key questions for Commanders and staff relative to Stability Operations.
2. **Factors Underlying Success in Stability Operations:** Maintaining, restoring and/or establishing stability through the conduct of multinational operations is an inherent part of achieving strategic and operational success. Therefore, stability operations are **purpose based** – they are so named as the overall purpose of civil-military tasks are directed at transforming conflict in order prevent the resurgence of violence while building capacity for legitimate governance and economic activity that has either failed or is in the threat of failing due to rising violent conflict. Therefore,:
 - 2.1. **Focus of Design:** Accordingly, the development of strategy and the design of operations must focus on the following:
 - 2.1.1. Establishing or restore security that can be maintained through local security forces
 - 2.1.2. Strengthening or re-establishing legitimate governance and rule of law, and enabling the delivery of essential services to the people.
 - 2.1.3. Ensuring that the host nation people are afforded access to economic opportunity.
 - 2.2. **Goal of Operations to Restore Stability.** Operations will establish the initial, self-sustaining conditions which will 1) enable sustainable transformation of local conflict and 2) support successful long-term recovery and development that will lead to a durable peace.
 - 2.3. **Defining Operational Success.** Operations should result in a change in the operational environment that meet the following minimum conditions across the stability sectors that creates conditions that enables a sustainable peace as well as continued reconstruction and development:
 - 2.3.1. **Safe and Secure Environment** is in place that allows people to conduct their daily lives without fear of systemic or large scale violence
 - 2.3.2. **Stable Governance** enable all people to share, access and compete through non-violent political processes and to enjoy representative access to effective, non-corrupt government.
 - 2.3.3. **Social Well-Being** is provided for by state or local systems that allow the people to be free from want of basic needs and to coexist peacefully in communities with open access to essential services and opportunities for advancement.
 - 2.3.4. **Rule of Law** is supported by a civil security system that ensures all people have equal access to just laws and a trusted justice system that holds all persons accountable to the same law, protects human rights, and ensures their safety and security from crime, corruption and abuse by privileged groups.
 - 2.3.5. **Sustainable Economy** provides the people opportunities to pursue livelihoods within a system of economic governance supported and guided by law.
3. **Considerations for Design and Planning of Stability Operations:** Listed below are important considerations for Commanders and staff in regards to stability operations design, planning and execution within crisis response situations.
 - 3.1. **Consideration #1: Employ a Comprehensive Approach:** In the early stages of design and planning, focus should be on ensuring that not only prompt and effective actions are taken to restore stability through coordinated civil-military efforts, but that the overall "Comprehensive Approach" is sufficiently broad and inclusive to ensure the cooperative efforts of the broadest possible community of actors among all partners – governmental departments and agencies, intergovernmental organizations, and non-governmental/private sector organizations – are brought together to achieve unity of understanding of a common problem. This

common understanding of the problem then builds toward achieving unity of purpose that enables a cooperative spirit amongst actors in the operational area, whereby each participates in areas/through methods that are best tailored to the views of their government or guiding organization. This common purpose of restoring stability then enables unity of effort essential for supporting and sustaining the broadest possible efforts for the maximum time possible to change the environment of conflict over time from violent and instable to sustainable peace.

3.1.1. Key Tenets to a Comprehensive Approach. Developing the approach is achieved through extensive cooperation and coordination to forge and maintain a shared understanding and commitment to action through the following actions:

- i. Communicate – develop a shared understanding and encourage commitment toward a common goal that focuses on cooperative action toward overall progress in restoring stability, instead of seeking a “common approach” that demands conformity to a set plan driven by the lead actor in the operation. Key element is to ensure information is shared and understood throughout operations.
- ii. Collaborate: understand the concerns and priorities of all, and work within limitations and desired outcomes for participation among all actors.
- iii. Cooperate – efforts reinforced by institutional familiarity, trust and transparency – not only among organizations but amongst key leaders.
- iv. Purpose Based – Basis of cooperative action is that all see that they are working toward the common goal of restoring a sustainable, stable environment that enable all to accomplish their work along side one another, focused toward assisting and enabling the success of the host nation.

3.2. **Consideration #2: The Operational Design Must Focus on Conflict Transformation:** Whereas most all military intelligence and information efforts focus upon identification and analysis of enemy/adversary groups to enable defeat, in stability operations these system must focus on instead understanding and analyzing the dynamics of why conflict is occurring – the major adversary/enemy to restoring stability. Conflict is an inherent part of the operational environment; critical to success is to drive down violent, destructive conflict as we maintain and enhance peaceful, constructive conflict wherever it is key to improving and changing conditions for the better. Key to design are 1) to understand why conflict is occurring (sources of instability), and 2) to see and understand conflict through the viewpoint of the affected nation’s society, culture and systems. Starting with a firm understanding of why the conflict is occurring from the perspectives of those involved in the conflict allows commanders and staffs to craft a design that integrates the work of the broadest array of actor in order to reduce the sources of conflict and increase the factors that build and enhance stability

3.2.1. Transformation occurs when multinational efforts diminish the motivations and means among local actors involved in violent conflict while developing more attractive, peaceful alternatives for the competitive pursuit of political and economic efforts. In all, civil and military operations allow people to choose, and their choice to cooperate and reject violence dominates the decision to achieve personal/group goals through violent means.

3.2.2. The command’s efforts must focus on understanding and developing insights from the local/national perspective on how to alter the environment that perpetuates violent conflict. In all, adversaries and enemies are part of the environment and draw strength and support for the terrible or undesirable conditions that produce popular dissatisfaction and dissent; however, defeating adversary groups physically is only a part of the overall solution when the environment does not change.

3.2.3. Key Questions In Developing the Design: (**Note:** refer to paragraph 3.7 below for considerations by commanders and staff).

- What are the sources of violent conflict that must be addressed? (i.e. the perspectives, motivations and drivers of conflict from the view of the affected nation as well as those that perpetrate violence)?
- What initiatives, actions, etc have been taken before to address violent conflict?

- What conditions in the operational environment (security, governance and economics) must be attained to achieve the strategic and operational objectives?
- What sequence of action on both the military and civilian side will produce these conditions?
- How should the military resources be applied in concert with civil resources to accomplish that sequence of action?
- How best can these actions be designed to transition from military to civil authorities?
- Views of legitimacy – how is the affected nation's government viewed as legitimate or not by its own people? How is the mission viewed as legitimate by the affected nation/people? – is our presence a stabilizing or destabilizing factor?
- Are the associated risks acceptable? What is the trade-off that is involved?

3.3. Consideration #3: Success Relies Upon the Efforts Invested and Capabilities Developed by the Affected Nation: Success in both the short and the long term is in developing strong, durable and resilient systems in the host nation that transcends immediate actions to stabilize the OE. Because success lies with the capability of the Affected Nation to secure and govern itself, our efforts must center on Capacity Building as the essential foundation for long-term success. Therefore, strategy and operations must begin from the very start with a view to how tasks, programs, etc will initiate and maintain capacity development, to include human resources (capability, leadership, etc), organizations, and institutional and legal frameworks.

3.3.1. Taking a Long Term View to Short Term Efforts: In developing the initial efforts for security, governance and economic development, planners should see these are not just short term, expedient solutions, but as the base-foundation for efforts upon which the long term programs will be constructed. Therefore, taking a long-term view to short term actions will avoid taking actions and constructing programs of limited duration that must be restarted or reoriented for long term success. For example, establishing quick employment programs may enhance security by putting people to work, but such actions can create a dependency on funding by military forces and delay the start of longer term education and development efforts that develop economic capacity.

3.3.2. Acting only with and understanding of local context is key. Actions must be carried out based on a thorough understanding of what locals value, as well as the way they perceive and accept external assistance. Key partners in this are local NGO's/private organizations with long term relationships and understanding.

3.4. Consideration #4: Building and Sustaining Legitimacy is the Center of Gravity: Building and sustaining legitimacy underpins success of the mandate, mission, and affected nation's effectiveness. It comes in two forms – legitimacy for the mission and coalition efforts, and more importantly for legitimate host nation governance that earns and maintains the support of the people. Therefore, though direct action to effect change is important, it is also important to ensure that all actions are seen as being on behalf of the host nation government in order to build and sustain positive, increasing level of support that are key for success.

3.5. Consideration #5: Security is an Essential Base for Success: It is an essential enabler as well as a required condition for sustainable progress. While the military force may impose security, maintaining and developing security will be dependent on more than developing partner military and police forces to take the place of coalition efforts; it will depend on progress in other areas to gain and maintain the support of the local populace for the government and to deny support for adversary/criminal groups.

3.5.1. Key as well will be to coordinate military and police action for mutual benefit with other partners who are focused on development of effective governance, rule of law, and economic systems. Commanders and staff must plan for how best to extend security to ensure free movement of governmental and non-governmental efforts that are changing and improving elements that reduce violent conflict.

3.5.2. Concurrent with providing security will be efforts to enable host nation efforts to improve their own security forces. Supporting efforts may include actions to identify, recruit, train and support the expansion of numbers and quality of security forces. However, commands must be prepared to vet and selectively work with local forces/leaders based upon their ability to act according to acceptable

principles of conduct toward the people and the government/rule of law. In some cases, the breakdown of local security was due to local corruption and popular perceptions of misconduct toward the people. Commanders must exercise patience and occasionally caution in linking their actions too closely with those of local security forces without first fully understanding the history of the area and local concerns.

- 3.6. Implementing a Comprehensive Approach:** In execution, maintaining unity of purpose and effort is a difficult and time-consuming effort, especially as units and organizations rotate frequently throughout the course of an operation. However, gaining and maintaining understanding and trust among partners will eventually pay large dividends through information sharing, mutual cooperation, and burden sharing that will enable partners to maximize their common strengths and maintain operations over sustained periods – a key aspect of conflict transformation. Success here depend on establishing and operating under an inclusive approach, based on commonly understood principles and collaborative processes, that create purpose and effort toward a shared goal.
- 3.6.1. Interdependence:** everything is connected to everything else in a complex environment – both in terms of problems and solutions. **Think concurrently** - in terms of how action in one area influences success, progress or may induce setbacks and failure in other areas. In accomplishing this, key also is to prevent adverse impact upon humanitarian operations.
- 3.6.2. Cooperation:** Directing actions is often less effective/frictional than enabling different actors to work cooperatively toward mutually agreed upon goals, through understanding diverse organizational cultures/interest, and through constant communication dialogue and negotiations – tradeoffs are always key to success in this area. Key also is to understand the areas that cooperation is not possible in, and to observe respect for/cooperation with organizations whose activities might advance overall success, but who cannot and/or will not directly cooperate within a multinational construct.
- 3.6.3. Prioritization:** In crisis situations need always exceeds capacity to act, so actions must be prioritized but these priorities must be flexible and focused on adapting to emerging information and conditions as the commands become more knowledgeable of the reasons behind and impacts of conflict. Focus on implementing a political solution and providing essential services to build legitimacy for mission and government early.
- 3.6.4. Flexibility of Sequencing and Timing:** sequencing of actions and phases are conditions based, and dependent on constantly changing context of how our actions are influencing local perceptions, decisions, and actions; we must learn, adapt and integrate local inputs and approaches. Problems in these areas are most often concurrent, and solutions are rarely linear.
- 3.6.5. Assessing Results and Measuring Progress is Continuous:** ensure that lofty goals can be translated into outcomes that can and will be measured in a meaningful/constructive way; in this way the practice focuses not just on achieving benchmarks but on learning how actions are related to success / failure and how efforts must be adapted over time. Overall, a mindset of continuously assessing actions/outcomes leads to practical, workable solutions among diverse groups that maintain unity of purpose/effort because they are learning, adapting and acting together.
- 3.7. Key Questions for Commanders and Staffs:** The following are questions that may assist commanders and staffs in not only developing their own operations, but be used as points for discussion with other partners in developing a “comprehensive approach”:
- 3.7.1.** What are the dynamics that are influencing the conflict, and how may we influence these factors to either reduce the causes/drivers of violent conflict, while concurrently building capacities among actors and institutions to resist and reject the return to violence?
- 3.7.2.** What are the military and civilian conditions that must be attained to achieve the strategic and operational objectives set for restoring stability and building toward a sustainable peace under host nation control?
- 3.7.3.** What sequence of action on both the military and civilian sides will produce these conditions?
- 3.7.4.** How will military force be of utility in either defeating adversaries in order to restore security, or the plausible, threatened use of force be of use in preventing actions by adversaries, criminal groups, etc that might renew conflict?

- 3.7.5. How should military actions/resources be applied in concert with civil resources to accomplish agreed upon actions that advance not only security but other governance and economic progress?
- 3.7.6. How can efforts be designed to transition from military to civilian control in the various operational areas?
- 3.7.7. Are efforts being designed to keep the host nation in the lead and build its institutions, rather than assuming the lead in order to affect progress more rapidly/efficiently?
- 3.7.8. Knowing that resources and forces will never be enough to accomplish everything, what are the associated risks and tradeoffs that we must make to accomplish our priority objectives? Are these acceptable within our strategic guidance? Within the forces and authorities given?
- 3.7.9. What are the broader impacts of military operations to restore security, i.e. do CTF actions in a given area support progress in other areas, or do they critically compromise or put other partner efforts at risk of failure?
- 3.7.10. How will our information sharing efforts enable local leaders and populace understand the motivations and intent of the multinational force? How will they also understand the actions/motivations of their own government and forces (as an essential consideration for building legitimacy and support)?
- 3.7.11. How can we involve local population/actors in our efforts for positive effect? Utilize local resources/sources to enhance economic building?

Section 4: References

1. **References.** The *primary and most recently published* references used in development of this Annex are listed below.
 - 1.1. It should be noted that there were many more references (articles, discussions, briefs, coordination, and media inputs) used in development of this Annex, most noteworthy being Australia, Canada, Singapore, India, New Zealand, Germany, Italy and the United Nation Department of Peacekeeping Operations (DPKO) and Multinational Interoperability Council (MIC).
 - 1.2. Further, this document represents a **first effort by the** Multinational Planning Augmentation Team (MPAT) **program** therefore the base references will grow in time as this Annex is addressed within MNF SOP Workshop and MPAT Tempest Express (TE) staff workshops (where such documents are tested out and validated to a degree).
 - 1.3. It is of note that there is a very diverse view on stability operations with varying perspectives and levels of development nationally and internationally. It is safe to say “*the doctrine for stability operations is still in a developing status*”. The US and UK have very formal doctrines; but, in no way represent a agreed upon perspective within the multinational arena, NATO, MPAT or UN agencies, funds, and/or programmes.

2. Primary References Used:

- 2.1. United Kingdom (UK), UK Development, Concept and Doctrine Centre (DCDC). JDP 3.40; “Guide – A Guide to Joint Doctrine Publication 3.40, Security and Stabilization: The Military Contribution”, dated April 2010.
 - 2.2. UK, JDP 3-40; “Security and Stabilization: The Military Contribution”, dated November 2009.
 - 2.3. US Institution of Peace, US Army Peace Keeping and Stability Operations Institute, and US Army CORPS of Engineer; “Measuring Progress in Conflict Environments (MPICE) Framework”; dated March 2010.
 - 2.4. US Institution of Peace, US Army Peace Keeping and Stability Operations Institute; “Guiding Principles for Stabilization and Reconstruction”; dated 2009.
 - 2.5. US JP 3-07; “Stability Operations”; dated July 2011.
 - 2.6. US Army FM 3-07, “Stability Operations”; dated October 2008.
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Appendices:

Appendix 1: Guiding Principles for Stabilization and Reconstruction (Stability Operations)

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APPENDIX 1

GUIDING PRINCIPLES FOR STABILIZATION AND RECONSTRUCTION

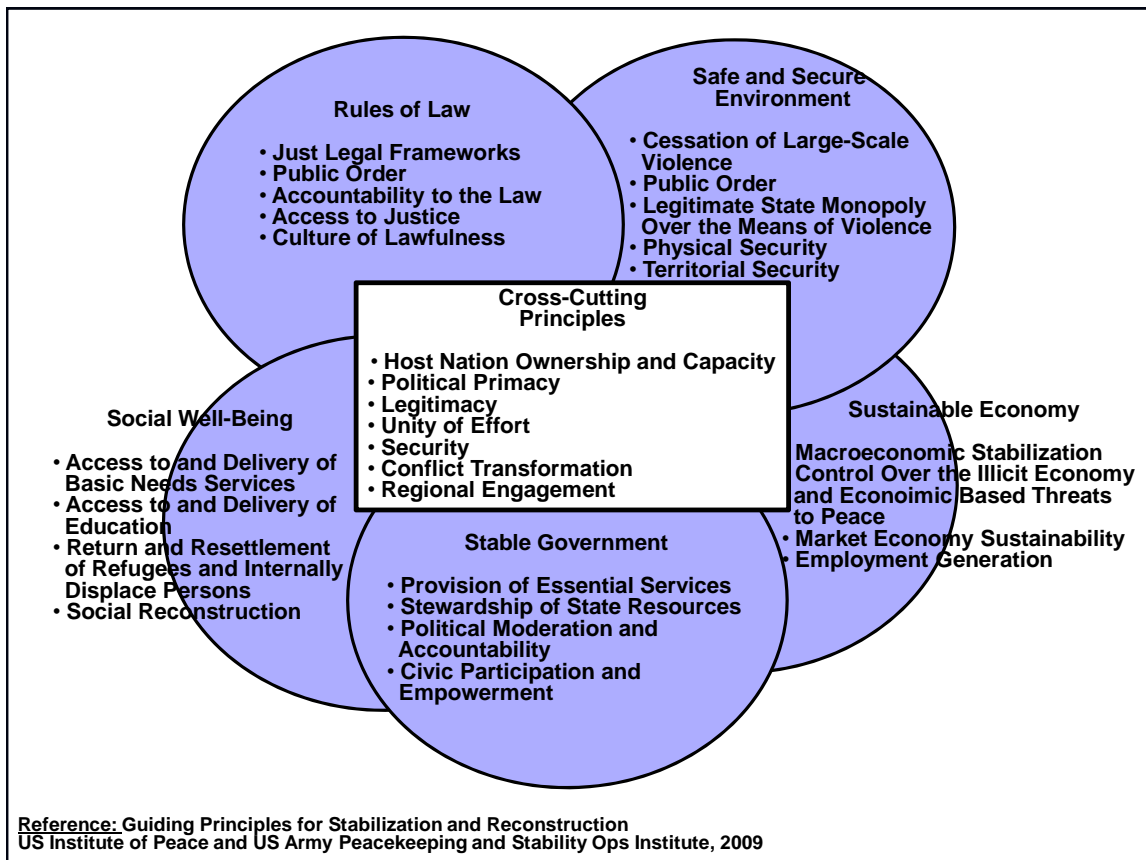
(STABILITY OPERATIONS)

1. **Purpose.** This Appendix provides an overview of the Guiding Principles for Stabilization and Reconstruction and potential end states and supporting conditions for use in planning and executing stability operations.
2. **Overview.** The MNF SOP uses the “*Guiding Principles for Stabilization and Reconstruction*” for support of stability operations planning, (refer to www.mpat.org for a copy of this document – it is located at the [MNF SOP Tab on this home page](#)). It was co-developed by the US Institute of Peace and US Army Peacekeeping and Stability Operations Institute. This document was written to fill a gap in US comprehensive strategic guidance for support of stability operations planning and execution (or more specifically for stabilization and reconstruction). This manual bears no government stamp nor did the US government officially adopt it.
3. **Use of this Document.** This publication represents a good basis for gaining a shared understanding of the situation thru Commander’s Appreciation process (refer to the [main Annex](#)) can directly support the development of stability operations strategic and military end states. It offers a comprehensive look at the complexity of stability operations within an **end state and necessary conditions** perspective. This, combined with an assessment of where a nation(s) falls within the fragile state framework ([Figure D-1-I.3: Fragile State Framework](#)) and coupling the broad areas of effort for stability operations ([Figure D-1-I.4: A Framework for Stability Operations](#)) with this assessment provides a good starting point for development of end states.
 - 3.1. The end states and supporting conditions contained within this document represent start points for stability operations situational assessment and operational design development. They are neither a substitute for critical thinking and deep thinking as to the host nation(s) situation nor a substitute for the development of more specific end states and supporting conditions.
 - 3.2. These end states and supporting conditions simply are basis to move from within an interoperability frame of reference for what a stable state consist of within a multinational effort involving planning with numerous nations and organizations.

Note: It is essential to remember IAW the MDMP-M process the development of end states refers to the development of the strategic end state (and supporting conditions) and military end state (and supporting conditions).
4. **End States. Success lies with the affected nation and their ability to provide legitimate governance to their people.** Listed below are the end states contained within this publication; success will be defined as enabling the affected nation to provide the the following, as part of legitimate governance, to its people:
 - 4.1. **Safe and Secure Environment:** Ability of the people to conduct their daily lives without fear of systematic or large-scale violence or threat of violence. This might also include security against environmental or natural threats to human safety.
 - 4.2. **Rule of Law:** Ability of the people to have equal and open access to a trusted system of justice that holds all persons accountable, protects their human rights and ensures their safety and security.
 - 4.3. **Stable governance:** Ability of the people to share access or compete for power through nonviolent political processes and to enjoy the collective benefits and services provided by the state .
 - 4.4. **Sustainable Economy:** Ability of the people to pursue opportunities for livelihoods within a system of economic governance bound by law.
 - 4.5. **Social Well Being:** Ability of the people to have their basic needs met through the combination of personal and government action, and to coexist peacefully in communities with opportunities for social and economic advancement.

5. **Cross-Cutting Principles.** The following are high-level principles that should be applied by every person and to every activity that is conducted in support for the S&R mission. The division of labor into five core end states helps to focus and standardize actions based on decades of experience. “But this division also neglects the big picture –the overarching guidance that cuts across every end state and affects every action of every individual
- 5.1. **Host Nation ownership and Capacity:** the affected country must drive its own development needs and priorities even if crisis is ongoing, and the control of major aspects of security, governance and economic development are externally (but temporarily) led.
- 5.2. **Political Primacy:** in moving past conflict, a political settlement is the cornerstone of a sustainable peace; every decision and all efforts across the 5 major sectors must support forging an enduring political agreement.
- 5.3. **Legitimacy:** has three facets: 1) the degree to which the host nation accepts the external intervention, mission and mandate or the government and its actions, 2) the degree to which the government is accountable to its people, and 3) the degree to which regional neighbors and the international community accept the mission/mandate and the host nation government.
- 5.4. **Unity of Effort:** begins with the shared understanding of the environment by the members supporting a comprehensive approach to restoring stability and sustainable peace, and moves toward cooperation in areas of mutual interest toward shared goals over the short and long terms.
- 5.5. **Security:** a prerequisite for restoring stability and a lasting peace. The lack of sustainable security often prompts stability operations; creating it through actions in all sectors is key to enabling development and capacity building.
- 5.6. **Conflict Transformation:** guides the strategy to transform the method for resolution of conflict from violent to peaceful means. This requires coordinating actions across all sectors to reduce the drivers of conflict.
- 5.7. **Regional Engagement:** encouraging host nations, its neighbors, and other key state to partner in promoting host nation efforts.
6. **Supporting Conditions.** Shown in Figure D-1-I-1.1 are the supporting conditions which outline what is required for attainment of the various end states within a nation. . . :

(continued on following page)



**Figure D-1-I-1.1: Strategic Framework for Stabilization and Reconstruction
(Potential End States for Stability Operations – A Starting Point)**

7. **Additional Information.** This SOP does not outline the details contained in this document; rather, this document is one of the MPAT and MNF SOP key references available for use via the MPAT web site (www.mpat.org). Based upon reviews of this first effort document, additions to this Appendix will be made as the MPAT nations determines is appropriate and is required (the initial review of this Annex and Appendix will be conducted in June 2011 – at this MNF SOP Workshop, determination of the make up of this Appendix will be made).

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ANNEX J

COUNTERING HYBRID WARFARE (CHW)

1. Introduction and Purpose: This Annex provides operational planners, and national and multinational partners with a general description of Hybrid Warfare (HW) and some planning considerations for Countering Hybrid Warfare (CHW) operations.¹
2. Definition: Hybrid Warfare is “the synchronized use of multiple instruments of power tailored to specific vulnerabilities across the full spectrum of societal functions to achieve synergistic effects,” plus “intentionally exploit[ing] creativity, ambiguity and the cognitive elements of warfare ... tailored to remain below detection and response thresholds,”² by blurring the distinction between peace and war.
3. Background:
 - 3.1. While the use of multiple instruments of power and operating in the gray zone between peace and war is not new, there are emerging challenges found in Hybrid Warfare. The following trends are good reasons to expect an increase in the use of Hybrid Warfare in the future:
 - 3.1.1. The shifting balance and diffusion of power will mean more actors may be more motivated to challenge the status quo.
 - 3.1.2. With increasing interdependence between actors in the international system, more actors may be increasingly vulnerable to others in more ways.
 - 3.1.3. Technological development will mean more actors may have more effective and immediate means available to influence and threaten others.
 - 3.2. Taken together, these trends are converging to provide revisionist actors with opportunities to seek gains while neutralizing the conventional political or military strength of status quo actors. The coming decades may therefore see competition and conflict intensify through Hybrid Warfare.
4. Description: Hybrid Warfare and Countering Hybrid Warfare.
 - 4.1. The following are characteristics of Hybrid Warfare:
 - 4.1.1. HW uses a wider set of military, political, economic and civil, and information (MPECI) tools and techniques that one usually will not look at in traditional threat assessments.
 - 4.1.2. HW targets vulnerabilities across societies in ways that we do not traditionally consider.
 - 4.1.3. HW synchronizes its means in novel ways. For example, by only looking at the different instruments of power an adversary possesses, one cannot necessarily predict how and to what degree they might be synchronized to create certain effects. Thus, the functional capabilities of a Hybrid Warfare adversary, although important, will not necessarily provide the right information to understand the problem.
 - 4.1.4. HW intentionally exploits ambiguity, creativity, and our understanding of war to make attacks less ‘visible’. This is because they can be tailored to stay below certain detection and response thresholds, including international legal thresholds, thus hampering the decision process and making it harder to react to a Hybrid Warfare attack.

¹ This annex was developed from discussions on and materials from the Multinational Capability Development Campaign (MCDC) Countering Hybrid Warfare Project, primarily MCDC Countering Hybrid Warfare Project: Countering Hybrid Warfare, March 2019. MCDCsecretariat@apan.org

² MCDC Countering Hybrid Warfare Project: Understanding Hybrid Warfare (January 2017).

4.1.5. Relatedly, and arguably more than conventional types of warfare, a HW campaign may not be detected until it is already well underway, with damaging effects having already begun manifesting themselves and degrading a target's capability to defend itself.

4.2. Countering Hybrid Warfare (CHW) are actions taken to detect, deter and respond to Hybrid Warfare.

4.2.1. Whether through detection, deterrence or response, the first step in countering Hybrid Warfare is to identify the threat.

4.2.2. Once the threat of Hybrid Warfare has been recognized, the next step is to decide what to do about it. The level of ambition for countering Hybrid Warfare will not be the same for every actor. It will depend on context, threat intensity, political appetite and capacity for counteraction.

4.2.3. These policy choices are articulated through setting strategic goals. These goals should be established at the start of a counter Hybrid Warfare campaign and revisited continuously in a dynamic strategic environment. All measures and actions taken to counter Hybrid Warfare must contribute to achieving one or more goals. Three generic strategic goals have been identified for any actor designing a strategy to counter Hybrid Warfare.

i. Strategic Goal 1 (SG1): maintain capacity for independent action. This goal is also a pre-condition for any subsequent goals.

ii. Strategic Goal 2 (SG2): dissuade or deter an adversary from conducting Hybrid Warfare.

iii. Strategic Goal 3 (SG3): disrupt or prevent an adversary from conducting Hybrid Warfare.

5. Components of Countering Hybrid Warfare Framework.

5.1. This section addresses the three components in countering Hybrid Warfare: Detect, Deter and Respond.

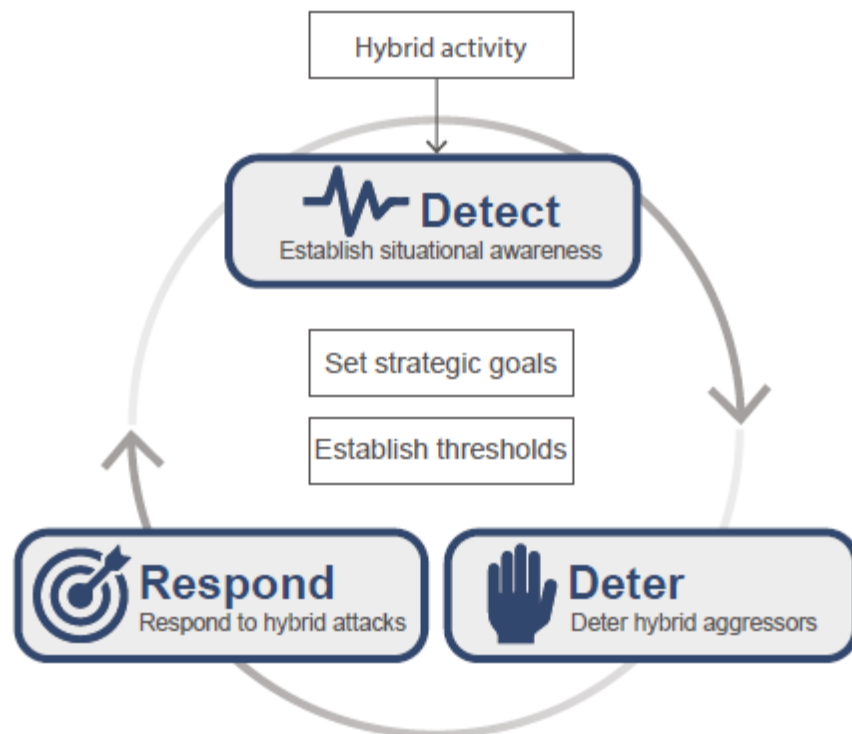


Figure 1: Visualizing the Countering Hybrid Warfare Framework

5.2. **Detect:** This section addresses the problem of detecting Hybrid Warfare and actions that can be taken to counter it.

5.2.1. **Traditional warning intelligence:** Warning intelligence refers to intelligence activities that detect and report time-sensitive developments that forewarn of hostile actions or intent. It traditionally relies on indicator-based methods, where key indicators are identified and monitored over time to establish a baseline of an adversary's 'normal' activities and operations. Indicator-based warning intelligence is focused on detecting relevant changes in operational status that can provide intelligence analysts and decision-makers with an alert – or early warning – of undesirable activity.

5.2.2. **Challenges to warning intelligence in Hybrid Warfare:** Hybrid Warfare creates challenges for traditional, military-centric indicator-based early warning and detection. The emphasis in Hybrid Warfare on creating and exploiting ambiguity and deception, combined with creatively using non-military tools to target all areas of society, requires the creation of warning intelligence processes and methods aimed at protecting critical vulnerabilities across society from attack. Detecting synchronized, multi-vector hybrid attacks intentionally designed to fall outside and or below traditional detection thresholds will also require coordinated information sharing.

5.2.3. One way to consider warning intelligence for Hybrid Warfare is to differentiate potential future hybrid attacks into two separate categories of 'known unknowns' and 'unknown unknowns'.

i. **"Known unknowns"** refer to modes of hybrid attack that we know we may be unaware of.

ii. **"Unknown unknowns"** refer to risks related to hybrid attacks where we are not even aware of its nature, our vulnerability to it, or even of our own ignorance to the threat.

5.2.4. A useful way of developing this concept for Hybrid Warfare warning intelligence is to differentiate monitoring from discovery.

i. **Monitoring:** Monitoring involves a process of scanning the environment for known unknowns – usually with the aid of indicators – to look for a set of preconceived information about possible Hybrid Warfare attacks. Examples of monitoring known unknowns in countering Hybrid Warfare include expanding the scope of indicators to include non-military instruments of power ("Center of Gravity" Analysis), and shifting the thresholds of indicator awareness towards the peace-end of the Peace – War spectrum ("Shifting to the Left" Analysis):

i-i. **"Center of Gravity" Analysis:** A widely used but military-centric planning tool, has the potential to improve Hybrid Warfare early warning through anticipating the use of unconventional or non-military instruments of power (i.e., military, political, economic, civilian and informational – "MPECI") across a much wider set of critical vulnerabilities across society. The basic process has four parts. These are:

i-i-i. Identifying our national critical vulnerabilities;

i-i-ii. Linking our vulnerabilities to our assumptions or hypotheses of the adversary's objectives and capabilities;

i-i-iii. Developing new warning indicators identifying adversary's objectives and capabilities; and

i-i-iv. Deriving actions, effects and conditions required to counter these threats (in a whole of nation approach). See "Response" section, below.

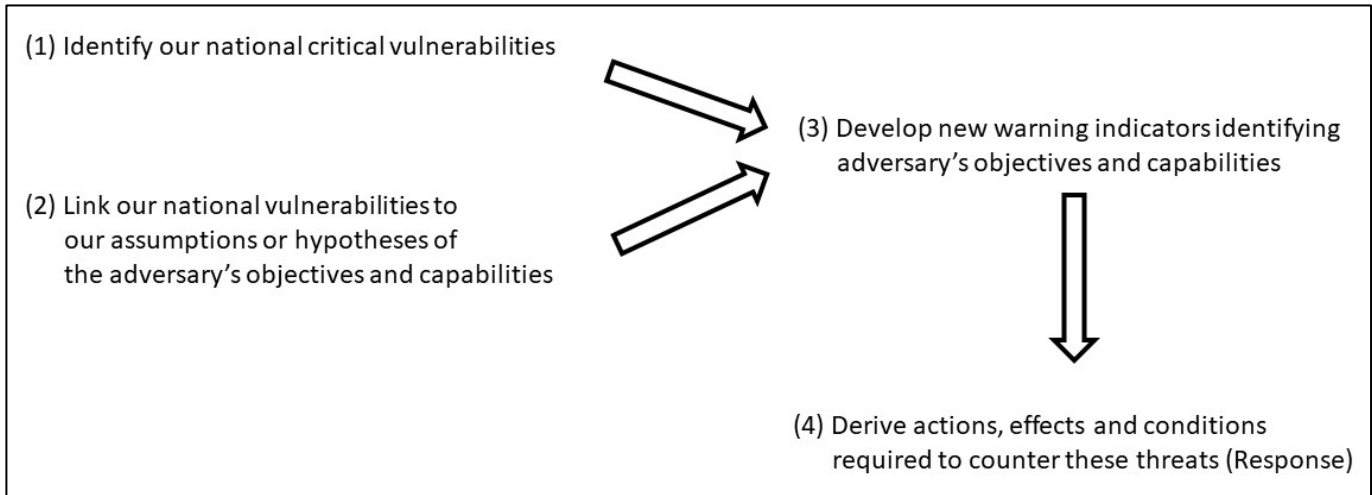


Figure 2: “Center of Gravity” Analysis Process

i-i-v. Crucially, for the center of gravity methodology to create new indicators of Hybrid Warfare across all sectors of society it will require the active participation of the civilians with the subject matter expertise from across government (and ideally the private sector) to usefully apply their practical knowledge.

i-ii. “Shifting Indicators to the Left” Analysis: Another approach to adapting indicators for Hybrid Warfare is a ‘shift to the left’ of hostile-activity indicators on a peace-war spectrum. It requires the intelligence analyst to create and monitor indicators for security challenges that were previously considered too minor or insignificant to even be considered relevant or too under-developed to be monitored.

i-ii-i. An example of “Shifting Indicators to the Left” is the collection of ambiguous ‘human domain’ data (such as population-centric information about the inhabitants of a locale), relevant for strategic warning that is not being exploited either because it falls below or outside of traditional collection thresholds for operational warning intelligence, or because the human intelligence resources were not available.

ii. **Discovery**: Discovery involves an attempt to manage the problem of unknown unknowns. This process involves capturing and then correctly interpreting information related to a potentially hostile adversarial action that has not been previously conceived. This type of information is not amenable to a monitoring methodology built upon ‘perceiving what we expect to perceive’ via either pattern recognition or the use of indicator lists. This is because the analyst has never seen this pattern before, and cannot be equipped with an indicator list for a type of attack that has never occurred or even been imagined before.

ii-i. Pattern Discovery: In a shift from the reliance upon indicators, Pattern Discovery focuses on the detection of anomalies that may provide evidence of possible ambiguous hybrid threats.

ii-i-i. All actors should aim to break down informational stovepipes between government agencies and the private sector to help analysts develop greater Hybrid Warfare situational awareness, genuinely representing a national effort to combine information that can lead to discovery of events of potential hybrid character.

ii-i-ii. Analysts should discover and map ambiguous activities that potentially provide early weak signals of a developing hybrid threat that normally would never be put together by any intelligence or domestic counter-intelligence agency.

ii-i-iii. Countering Hybrid Warfare analysts may want to create a “fusion cell” to receive and collect information on observed anomalies from subject matter experts across the Whole-of-Society spectrum in order to analyze the information and discover possible ambiguous hybrid threats.

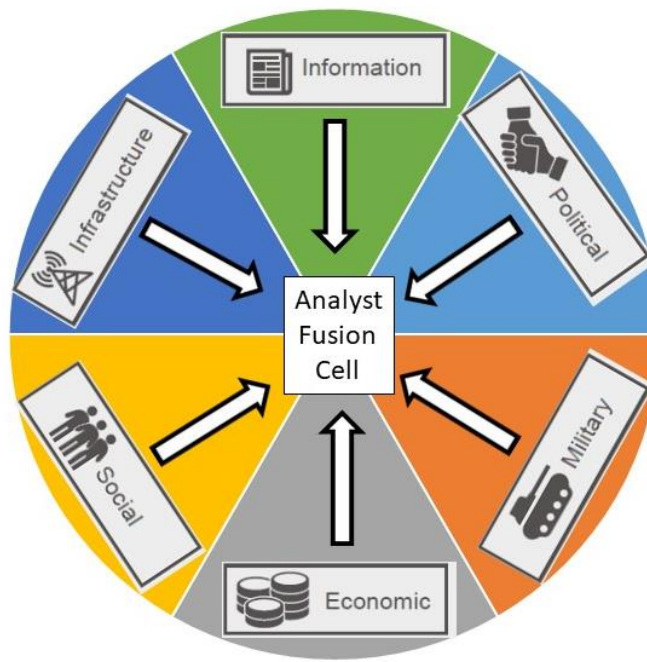


Figure 3: Pattern Discovery Fusion Cell Concept

- ii-ii. **Influence Mapping:** A numeric or graphic visualization of the potential hybrid activity level can be produced by defining specific criteria to look for and identifying anomalies by comparing them to established 'normal' baselines derived from historical or other sources of information.
- ii-ii-i. This method is designed to support decision-making in an uncertain hybrid threat environment through seeking to understand what hybrid activity is happening, and what instruments of power are being used by the adversary (MPECI) creating the observed anomalies. Each instrument of power is graded against two dimensions: level of influence; and impact of influence. By reporting incidents in this way, a total score can be calculated by multiplying the two dimensions together.
- ii-ii-ii. This total score enables analysts to weigh and evaluate various hybrid threats across a broad military and non-military spectrum.

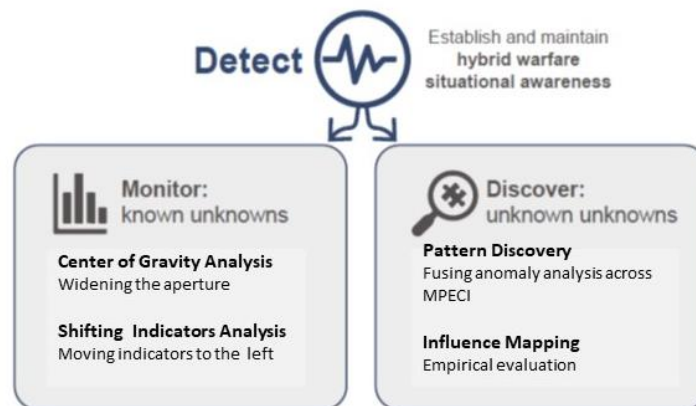


Figure 4: Detection: Monitoring and Discovery

5.3. **Deter:** This section addresses deterrence, the challenges Hybrid Warfare presents for deterrence, and solutions for deterring Hybrid Warfare.

5.3.1. Deterrence is perhaps the most important tool for countering Hybrid Warfare, simply because it can prevent attacks occurring in the first place. However, the characteristics of Hybrid Warfare serve to complicate traditional deterrence. Effective 'hybrid deterrence' therefore requires updating traditional approaches to deter modern hybrid threats.

5.3.2. Effective hybrid deterrence involves updating the three pillars and the two categories of deterrence.

5.3.3. **Pillars of Deterrence:** The nature of deterrence is based on a simple cost-benefit calculation that compares the perceived cost of an action to its potential benefit. Effective deterrence can be understood to rest on the following three pillars – or the 'three Cs' of deterrence: Communication, Capability and Credibility.

i. Communication: The two-way understanding and perception that informs cost-benefit calculations on both sides.

ii. Capability: The ability or technical capacity to carry out actions that impose costs on the adversary.

iii. Credibility: The will to carry out actions that impose costs on the adversary.

These pillars apply to the two categories of deterrence: Deterrence by Denial and Deterrence by Punishment.

5.3.4. **Categories of Deterrence:**

i. Deterrence by denial: Aims to undermine the ability of the adversary to achieve their objective in the first instance.

ii. Deterrence by punishment: Aims to persuade the adversary that the costs of achieving their objective will be prohibitive by threatening retaliation to aggressive action.

5.3.5. **The Challenge of Deterring Hybrid Warfare:** Deterring Hybrid Warfare complicates deterrence for the operational planner in a number of ways.

i. HW intentionally uses the MPECI instruments of power in its broad spectrum of operations.

ii. HW requires plans that defend a broad spectrum of targets within PMESII (political, military, economic, social, information and infrastructure).

iii. HW can complicate deterrence by operating within the gray zone between peace and war.

The problem of deterring Hybrid Warfare actors – or 'hybrid deterrence' – can be seen as part of the broader challenge of deterrence in the 21st Century.

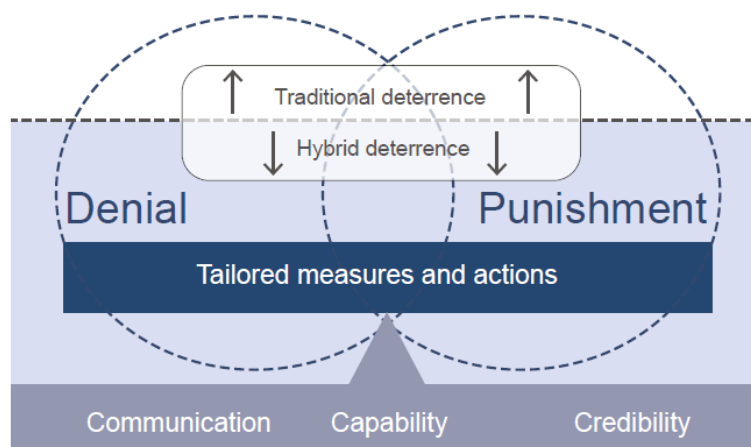


Figure 5: Hybrid Deterrence Framework

5.3.6. Key Principles of Deterring Hybrid Aggressors:

- i. **Traditional deterrence remains vital.** It both dissuades armed aggression (above the dotted line) and contributes to deterring hybrid attacks (below the dotted line).
- ii. **Hybrid aggressors are deterrable.** Revisionist actors can be specifically deterred from using Hybrid Warfare – through ‘hybrid deterrence’.
- iii. **The ‘three Cs’ of deterrence look different through a hybrid lens.** The characteristics of Hybrid Warfare place specific demands on the ‘three Cs’ (Communication, Capability and Credibility).
 - iii-i. Credibility. Protect and create credible hybrid deterrence options by pursuing the following actions:
 - iii-i-i. Develop numerous creative, low-level horizontal retaliation options across the MPECI instruments of power that are politically achievable and demonstrate clear resolve.
 - iii-i-ii. Bolster the enablers of deterrence action, such as public threat awareness.
 - iii-i-iii. Prepare for collective deterrence and multinational action through institutional arrangements in anticipation of hybrid attack.
 - iii-i-iv. Set clear thresholds for response and stick to them – ensure consistency of rhetoric and actions, but also consider taking opportunities to be unpredictable towards the aggressor (see ‘Communication’ below).
 - iii-ii. Capability.
 - iii-ii-i. Develop the tools, techniques and procedures to detect a wider range of potential hybrid threats, with more confidence, earlier.
 - iii-ii-ii. Enhance and expand the range of tools available to both address vulnerabilities and prosecute deterrence measures targeted towards the aggressor, by exploiting both vertical and horizontal escalation.
 - iii-ii-iii. Develop the coordination mechanisms and culture required to take a comprehensive, whole-of-government and multinational approach to hybrid deterrence policy.
 - iii-iii. Communication.
 - iii-iii-i. Establish clear and realistic thresholds for deterrence and response. Set too low these will be untenable and potentially counter-productive (not all hybrid threats can be deterred at all times); set too high they may encourage aggression.
 - iii-iii-ii. Consider the effects of communicating thresholds clearly against maintaining constructive ambiguity. Well-signposted thresholds can avoid miscalculation, but the knowledge of “red lines” can encourage aggression just below them. Hidden or vague thresholds may deter through unpredictability, but can also invite miscalculation.
 - iii-iii-iii. Bear in mind that all actions communicate something to someone. The key to successful strategic communications is to understand the audience, understand and exploit the information environment, and integrate words and actions across government.
- iv. **Resilience³ is important** – but not enough to change adversarial behaviors. Hybrid deterrence requires a balance between deterrence by denial and deterrence by punishment.
 - iv-i. Deterrence by Denial: modernizing ‘total defense’. A key component of denial for hybrid deterrence is increasing resilience by addressing vulnerabilities across government and society.

³ “Resilience” is the ability of society and government to absorb, withstand and recover from disruption and external shocks. Measures to increase resilience contribute to deterrence by denial.

iv-ii. Deterrence by Punishment: modernizing ‘flexible response’. To be effective, punishment strategies require a renewed approach to flexibly exploiting horizontal escalation across the MPECI instruments of power, targeted towards PMESII (political, military, economic, social, information and infrastructure) vulnerabilities.

v. **Pursue a tailored approach to deterrence.** Deterrence measures must be tailored to the aggressor and situation.

v-i. Separate the strategy of any ‘hybrid’ adversary into its component parts. This enables the construction of a tailored deterrence strategy that targets specific elements of the overall campaign. In other words, rather than aim to deter hybrid aggression as a whole, consider a disaggregated version of Hybrid Warfare as a collection of complementary strategies.

v-ii. Seek marginal gains. Just as the power of Hybrid Warfare stems from the cumulative effect of coordinated actions, any approach to deterring them must consider how to tip the balance through small steps. Rather than focus on total or comprehensive deterrence against complex, gradualist hybrid threats, the most viable approach is through marginal gains and focused targeting of key vulnerabilities (of both the defending actor and the hybrid aggressor).

v-iii. Target specific assets that are key to enabling a hybrid campaign. For example, hybrid actors value the use of informational means to sow doubt and confusion, but these can be targeted or threatened in specific ways (through attribution, obstruction and counter-narratives).

v-iv. Think performatively about the best means to deter. A hybrid deterrence posture may be built around the most credible means (the most efficient, or the most viable) rather than the most threatening means.

v-v. Increased focus on actors. Understanding actors remains central to deterrence. Hybrid actors still have goals, motivations and vulnerabilities that can be discerned and exploited to inform a deterrence strategy. The more an actor can be understood, the more tailored and effective deterrence measures will be.

5.4. **Respond:** This section addresses the actions and measures taken where deterrence has failed. It describes the main components to consider in designing a tailored response to a Hybrid Warfare attack.

5.4.1. Challenges: Many existing and proposed policies to counter Hybrid Warfare appear to be biased towards deterrence and resilience. There are three possible reasons for this:

- i. Resilience measures are usually low cost (in terms of the resource and public support required, but also to organize and coordinate) and not generally politically contentious.
- ii. The concept and practice of resilience and deterrence are already widely theorized and relatively well understood.
- iii. Countermeasures that are more assertive can be unpredictable, in terms of the response of the targeted actor, the response of other actors, and unforeseen consequences or second order effects.

5.4.2. Going “beyond deterrence” to respond assertively to Hybrid Warfare could be crucial to changing the behavior of hybrid aggressors. While Hybrid Warfare is designed to impede or prevent decisive responses and countermeasures, there are viable ways to respond assertively and move “beyond deterrence”.

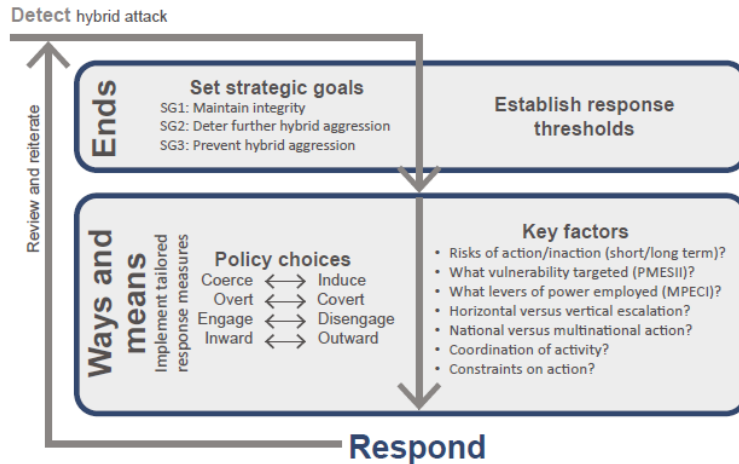


Figure 6: The Countering Hybrid Warfare Response Framework

5.4.3. Ends

- i. Not every hybrid attack may require a response. If a response is necessary, the “ends” (what outcome the response should achieve or contribute to achieving) are set according to the tailored strategic goals and thresholds for action of the responding actor. These should be kept under continuous review to make sure they are appropriate and achievable.

i-i. Tailor response to the strategic goals.

- i-i-i. If the capacity for independent action (SG1) can be maintained despite an attack – for example where resilience measures already in place could help absorb or withstand attack – then it may be appropriate to take no response.

- i-i-ii. More demanding strategic goals will require more decisive action to deter aggression (SG2) or prevent further attacks (SG3).

- i-ii. Establish response thresholds: Governments cannot respond to every incident of hybrid activity. Thresholds for response must therefore be established based on what level of hostility can be reasonably tolerated. Each strategic goal requires a threshold or set of criteria to determine when to respond to achieve each goal. Setting thresholds that take into account why and when to respond to Hybrid Warfare ensures responses are justified, appropriate and consistent.

5.4.4. Ways and Means

- i. Once it has been decided that a response to hybrid aggression is appropriate and the ends have been established, the next step is to identify the specific “ways” and “means” that might be employed to achieve the ends. These should be formed by considering policy choices, key factors and instruments of power.

ii. Policy Choices:

- ii-i. Every response to Hybrid Warfare is shaped first by the tailored strategic goals of the defending actor to which the response must contribute. There are four main “policy choices” in a response. These policy choices are interdependent and not mutually exclusive: elements of all of them may feature in some responses. Taken together they define the character of the response.

ii-i-i. *Engage versus disengage.*

1. An engagement policy that confronts hostile hybrid activity, for example by exposing and attributing cyber-attacks, can provide effective deterrence.

2. A disengagement policy that simply ignores or dismisses an attack as irrelevant or inconsequential can contribute towards preventing its recurrence by denying the adversary the intended effects (such as media coverage).

ii-i-ii. *Inward versus outward.*

1. In some cases, the response will be entirely inward-focused, for example, in educating our population about disinformation.
2. In other cases, the response will be outward-focused towards the adversary, for example, through private diplomatic channels.

ii-i-iii. *Overt versus covert.*

1. Overt action could be classified as public, obvious and official. It can be targeted inward and outward, and can be effective in generating public awareness and support, or exposing adversary action and intent to a wide audience.
2. Covert action can be classified as having a limited audience, being subdued and even deniable. It can be effective in sending direct messages to adversary decision-makers and having direct physical effects that can deter or prevent an adversary from conducting further hybrid attacks.

ii-i-iv. *Coerce versus induce.*

1. Coercive measures should seek to exploit the benefits of creative horizontal escalation through credible and creative low-level measures targeted across PMESII vulnerabilities using the MPECI instruments of power that impose costs to create coercive effect.
2. Inducement is the attempt to change adversarial behavior through positive incentives. It can often lead to successful behavioral change by itself or when it complements coercion.
3. Risks: While the risk of coercion is inadvertent vertical escalation, the risk of inducement is the perception of weakness – which could also lead to inadvertent escalation.

iii. Key Factors:

iii-i. The following are elements to take into account when assessing the policy choices, before selecting and tailoring the measures to be taken in response to hybrid attack.

iii-ii. *Risk.* Plans need to consider the risks of taking action versus the risks of not taking action in response to a hybrid attack. All actions have consequences in the short- and longer-term: while the short-term risk of action might be minor escalation, the longer-term risk of inaction might be major escalation by the aggressor.

iii-iii. *Vulnerability.* Plans must consider our own and the adversary's PMESII vulnerabilities. For inward resilience measures, the vulnerabilities targeted will belong to us; while for outward responses, the adversary's vulnerabilities will be targeted.

iii-iv. *Instruments of power.* Plans must consider what MPECI instruments of power will be employed.

iii-v. *Horizontal versus vertical escalation.* A response to a hybrid attack may also exploit the benefits of coordinated horizontal and vertical escalation (See Figure 7.). While a hybrid aggressor does this to remain under response thresholds and generate complexity, the responder may benefit in the following ways.

iii-v-i. Manage escalation through proportionate responses.

iii-v-ii. Manage escalation through asymmetric responses.

iii-v-iii. Increase the target “surface area” through targeting a wider range of vulnerabilities.

iii-v-iv. Pursue low-level responses through horizontal escalation that are more credible because they are easier to implement.

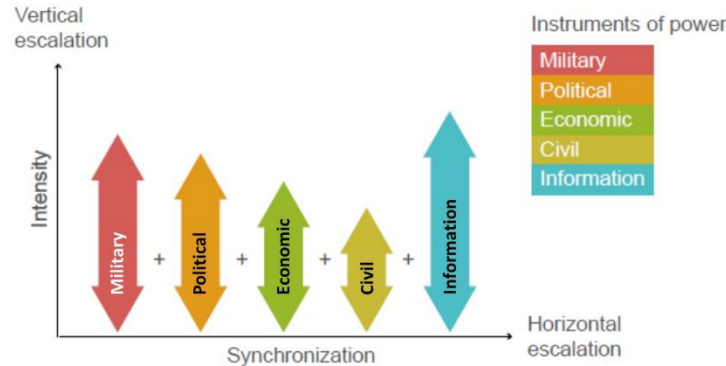


Figure 7: Using the Analytical Framework to consider the horizontal and vertical escalation in response to hybrid attack

iii-vi. *National and multinational action.* Plans should consider whether the response involves national or multinational activity. A multinational response can provide more varied and effective responses and beneficial second-order effects (such as the perception of solidarity), but can be more difficult to plan, generate and implement.

iii-vii. *Coordination.* Any action to respond to hybrid aggression should be coordinated both within national government and society (through dedicated organizational machinery), and between nations where appropriate (through multinational frameworks).

iii-viii. *Constraints.* The legal basis for responding to hybrid attacks must be clear, as one of the defining characteristics of hybrid attacks is the exploitation of legal “gray areas”. Yet international law allows for an evolving range of responses to a variety of aggressive or hostile activity [Please refer to the International Humanitarian Law section of the MNF SOP.].

iv. MPECI Instruments of Power

iv-i. This section provides some examples of means to respond (lines of operation) to hybrid threats and attacks. They are presented together to suggest the benefits of a coordinated approach by various whole-of-government and whole-of-society actors using multiple instruments of power.

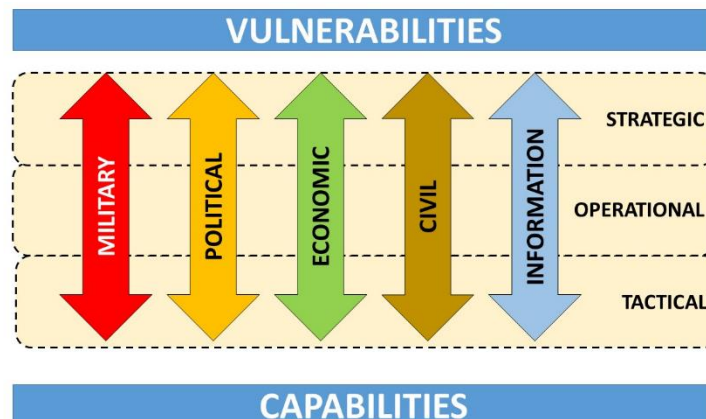


Figure 8: Instruments of Power in Hybrid Warfare Response

- iv-ii. *Military*. Military action should be calibrated to ensure proportionality, while maximizing the coercive potential of the military instrument to target the vulnerabilities of hybrid aggressors. The full range of military force options can be used to respond to hybrid attacks, depending on the strategic goals to be achieved: resilience measures (SG1), deterrence (SG2) and prevention (SG3). Please refer to Rules of Engagement section in the MNF SOP.
- iv-iii. *Political*. Measures focused on the political domain range from travel restrictions for political officials or incumbents, expulsion of diplomats, suspension of memberships or the withdrawal of voting rights of individual states in international organizations, etc.
- iv-iv. *Economic*. The effectiveness of economic measures should not be underestimated. Sanctions and financial penalties targeted at individuals (such as freezing assets) can also be effective in the short term. The second-order consequences of sanctions may have to be absorbed to create the intended primary effect.
- iv-v. *Civil*. The rule of law is one of the cornerstones of good governance. Public prosecution and the public naming of suspects, where allowed, can be effective. Transparency through public blaming and naming strengthens the trust of the society in public institutions.
- iv-vi. *Information*. Offensive misinformation / disinformation measures, to include cyber, are quickly becoming more sophisticated and should be considered in planning for countering Hybrid Warfare. Measures to support openness and transparency of media through regulation can increase trust and access to information across society. Misinformation and disinformation can be countered through education and exposed through transparency, with governmental policies and legal action available to impose penalties.

5.4.5. The approach presented above suggests exploiting horizontal escalation across PMESII sectors using MPECI instruments of power to counter Hybrid Warfare – a kind of modern ‘flexible response’.

6. Conclusion

- 6.1. Countering Hybrid Warfare is a whole-of-society activity that relies predominantly on non-military tools. Yet the role of defense remains an important one because of the unique contributions it can make to **detecting**, **detering** and **responding** to Hybrid Warfare.
- 6.2. The unique capabilities of defense forces contribute to deterring aggressors from both conducting Hybrid Warfare in its own right, and to resorting to conventional armed aggression. With this in mind, any significant adjustment to the composition of forces that reduces their contribution to traditional deterrence (for example, through the ability to conduct high-end war fighting) requires a careful and clear-eyed assessment of what constitutes the most likely and the most dangerous threats to the nation.
- 6.3. To support policies to counter Hybrid Warfare, forces must be able to contribute to national and international efforts to detect, deter and respond to Hybrid Warfare. Taken together, these requirements will have three broad implications for defense.
 - 6.3.1. **Coordination**. The need for improved coordination between the use of military options and the other instruments of power across government and between nations (where applicable, through multinational frameworks) to make sure the defense contribution to a whole-of-government approach to countering Hybrid Warfare is appropriate and effective, supported by routine contingency planning.
 - 6.3.2. **Options**. Substantive revisions may be made to the way forces are organized, resourced and equipped to offer governments more options below the threshold of armed conflict to deter and respond to Hybrid Warfare.
 - 6.3.3. **Resilience**. Hybrid Warfare requires defense to consider both national or “homeland” resilience, and the resilience of defense force itself.

7. Glossary:

- 7.1. **Center of gravity analysis:** A widely used but military-centric planning tool to improve Hybrid Warfare early warning through anticipating the use of unconventional or non-military instruments of power across a much wider set of critical vulnerabilities across society.
- 7.2. **Deterrence by denial** aims to undermine the ability of the adversary to achieve their objective in the first instance through, for example, ‘hardening’ the target.
- 7.3. **Deterrence by punishment** aims to persuade the adversary the costs of achieving their objective will be prohibitive by threatening retaliation to aggressive action.
- 7.4. **Effects** are a change of state of an entity as the result of actions against specific vulnerabilities of a target system.
- 7.5. **Horizontal escalation** is the applied combination of multiple military, political, economic, civil, informational (MPECI) means.
- 7.6. **Hybrid warfare** is the synchronized use of multiple instruments of power tailored to specific vulnerabilities across the full spectrum of societal functions to achieve synergistic effects.
- 7.7. **Instruments of power** are elements of the MPECI environment. When these elements are ‘weaponized’, the instruments of power can become tools of attack.
- 7.8. **MPECI:** Military, political, economic, civil and informational.
- 7.9. **PMESII:** Political, military, economic, social, information and infrastructure (May also be known as “operational variables.”).
- 7.10. **Resilience** is the ability of society and government to absorb, withstand and recover from disruption and external shocks. Measures to increase resilience contribute to deterrence by denial.
- 7.11. **“Shifting to the left”:** In detecting Hybrid Warfare, an approach to indicator collection that expands the threshold towards the peace-end (“leftwards”) of the peace to war spectrum.
- 7.12. **Strategic goals** are the aims of the strategy to counter Hybrid Warfare. Strategic goals reflect our level of ambition against the aggressor. CHW Strategic Goals are:
 - 7.12.1. Strategic Goal 1 (SG1): maintain capacity for independent action. This goal is also a pre-condition for any subsequent goals.
 - 7.12.2. Strategic Goal 2 (SG2): dissuade or deter an adversary from conducting Hybrid Warfare.
 - 7.12.3. Strategic Goal 3 (SG3): disrupt or prevent an adversary from conducting Hybrid Warfare.
- 7.13. **Vertical escalation** is the intensified use of one specific (MPECI) means.

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PART E

MULTINATIONAL REFERENCE LIBRARY

1. **Purpose.** Part E outlines reference materials that support this MNF SOP's understanding and usage.
2. **Organization.** This library is organized into the following three chapters:
 - 2.1. Chapter 1: Glossary.
 - 2.2. Chapter 2: Abbreviations and Acronyms.
 - 2.3. Chapter 3: References List.

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CHAPTER 1

GLOSSARY

Overview. This glossary contains terminology of general military or associated significance. The terms are used throughout the SOP to foster standardization and improve communication between multinational participants.

Use of Terminology. The concept of word usage and intended meaning used in preparing this SOP is as follows:

“Shall” has been used when application of a procedure is considered essential to MNF operations.

“Should” has been used when application of a procedure is recommended.

“May” and “need not” have been used when application of a procedure is optional.

“Will” indicates futurity, but never indicates a degree of requirement for application of a procedure.

Related terms are listed following the definition, for example, “See **affected nation**.”

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Accredited specialist teams – These are specialist units, teams, or capabilities that meet international standards, are accredited, and in some cases have preexisting international relationships and governance, within their specialty area. These teams are formed, trained, and internationally certified in anticipation of being deployed overseas, and are interoperable with similar teams from other countries. They will be experienced and well versed in military planning, requiring minimal logistics or security support. Note – not all teams deployed will be accredited/certified, or may be at differing stages of the accreditation process.

Acute Exposure - A single exposure to a substance or multiple exposures occurring within a short time, usually 24 hours or less.

Ad hoc – Formed for one specific purpose. Set up purely for the purpose at hand rather than planned carefully in advance; improvised and often impromptu.

Adaptive – The ability to learn, adjust, or modify in a timely manner based on changing conditions.

Aerosol- Fine liquid or solid particles suspended in a gas; for example, fog or smoke.

Affected Nation (AN) – Nation that is directly impacted upon by a crisis directly or indirectly and requires some form of assistance (military forces and operations and International Humanitarian Community support and operations). Also referred to as “Receiving State.” See **affected state**.

Affected Person: A person who is affected, either directly or indirectly, by a crisis situation, but not including armed conflict. Directly affected are those who have suffered injury, illness, or other health effects; who were evacuated, displaced, relocated or have suffered direct damage to their livelihoods, economic, physical, social, cultural and / or environmental assets. Indirectly affected are those who have suffered consequences, other than or in addition to direct effects, over time, due to disruption or changes in economy, critical infrastructure, basic services, commerce or work, or social, health and psychological consequences.

Affected Population - The following definitions apply to the various categories of affected population. There are international legal implications for each of these categories.

Affected State (AS) – State upon whose territory persons or property are affected by a disaster. See **affected nation**. The affected state has the primary responsibility for protecting its citizens, if the state should be unwilling or unable to fulfil that mandate, then the responsibility shifts to the international community.

Air defense – All defensive measures designed to destroy attacking enemy aircraft or missiles in the Earth’s envelope of atmosphere, or to nullify or reduce the effectiveness of such attack.

Air interdiction – Air operations conducted to destroy, neutralize, or delay the enemy’s military potential before it can be brought to bear effectively against friendly forces at sufficient distance.

Air Operations Directive (AOD) – A daily written order (guidance letter) from the CFACC which outlines the planning guidance for coalition air operations over the next 72 hours. Primary focus of the guidance is establishment of the CFACC planning guidance for the next air tasking order (ATO) development formally beginning at 48 hours out from execution (ATO “D”). However, this order also provides guidance for: ATO “C” – the current ATO being developed that is within 48 hours out from execution (CIPTL development), ATO “B” – the ATO that is 24 out from execution (MAAP and ATO being published), and ATO “A” – the ATO being executed).

Aerial Port of Debarkation (APOD) – See Port of Debarkation (POD)

Aerial Port of Embarkation (APOE) – See Port of Embarkation (POE)

Airspace Control Authority (ACA) – The commander designated to assume overall responsibility for the operation of the airspace control system in the airspace control area.

Airspace Control Order (ACO) – An order implementing the airspace control plan that provides the details of the approved requests for airspace control measures. It is published either as part of the air tasking order or as a separate document.

Airspace Control Plan (ACP) – The document approved by the coalition (joint) force commander that provides specific planning guidance and procedures for the airspace control system for the joint force area of responsibility and/or joint operations area.

Air Support Request (AIRSUPREQ) – A means to request preplanned and immediate close air support, air interdiction, air reconnaissance, surveillance, escort, helicopter airlift, and other aircraft missions.

Air Tasking Order (ATO) – A method used to task and disseminate to components, subordinate units, and command and control agencies projected sorties, capabilities and/or forces to targets and specific missions. Normally provides specific instructions to include call signs, targets, controlling agencies, etc., as well as general instructions.

Alert Order (ALERTORD) – A planning directive that provides essential planning guidance and directs the initiation of execution planning after the directing authority approves a military course of action. An alert order does not authorize execution of the approved course of action.

Alliance - The relationship that results from a formal agreement between two or more nations for broad, long-term objectives that further the common interests of the members.

Allocation – In a general sense, distribution of limited resources among competing requirements for employment. In a specific sense, allocations can be made for specific functions (e.g., air sorties, forces, and transportation). See **apportioned forces**.

Allocation Request (ALLOREQ) – A message used to provide an estimate of the total air effort, to identify any excess and coalition (joint) force general support aircraft sorties, and to identify unfilled air requirements. This message is used only for preplanned missions and is transmitted on a daily basis, normally 24 hours prior to the start of the next air tasking day.

Amphibious Ready Group (ARG) – A task organization of naval assets formed for the purpose of conducting amphibious operations. The amphibious ready group normally consists of three ships with a mix of aviation and waterborne operational capabilities. See **Expeditionary Strike Group**.

Amphibious tactical lodgment – The landing of forces from the sea in tactical order to secure an area or reinforce forces already ashore.

Analysis and production – In intelligence usage, the conversion of processed information into intelligence through the integration, evaluation, analysis, and interpretation of all source data and the preparation of intelligence products in support of known or anticipated user requirements. See **intelligence process**.

Anthrax - An infectious, usually fatal disease of warm blooded animals, especially of cattle and sheep. The disease can be transmitted to humans through contact with contaminated animal substances, such as hair, feces, or hides, and is characterized by ulcerative skin lesions. Depending on transmission, a contact infection, alimentary

(intestinal) infection, or an airborne infection may develop. The respiratory form is most severe, and unless treated early with antibiotics, death ensues within a week.

Antitoxin - An antibody formed in response to and capable of neutralizing, a biological poison.

Apportioned forces – Forces from limited resources made available to a commander for planning. Apportioned forces are used in the development of operation plans and may be more or less than those allocated for execution planning or actual execution. See **Allocation**.

Apportionment (air) – The determination and assignment of the total expected effort by percentage and/or by priority that should be devoted to the various air operations for a given period of time. Also called air apportionment. Normally refers to apportionment for the following missions: strategic attack, interdiction, counter air, maritime support, and close air support.

Archipelagic waters – National sovereign waters, including seabed, resources and airspace, contained within recognized archipelagic baselines. Foreign vessels have the right of innocent passage through archipelagic waters.

Archipelago - A large group of islands (such as the Philippine archipelago) or a sea (such as the Aegean) containing a large number of scattered islands.

Armed robbery (maritime) – Other than an act of piracy, any unlawful act of violence or detention or any act of depredation, or threat thereof, directed against a ship or against persons or property on board such a ship, within a State's jurisdiction over such offenses (as defined in UN resolution A.1025: Code of Practice for the Investigation of the Crimes of Piracy and Armed Robbery Against Ships).

Area Air Defense Commander (AADC) – In a coalition task force, the commander assigns overall responsibility for air defense to a single commander. Normally, this is the component commander with the preponderance of air defense capability and the command, control, and communications capability to plan and execute integrated air defense operations. Representation from the other components involved is provided, as appropriate, to the area air defense commander's headquarters.

Area Of Influence (AOINF) – A geographical area wherein a commander is directly capable of influencing operations by maneuver or fire support systems normally under the commander's command or control.

Area Of Interest (AOI) – That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory to the objectives of current or planned operations. This area also includes areas occupied by enemy forces that could jeopardize the accomplishment of the mission.

Area of Intelligence Interest (AII) – The area concerning which a commander requires intelligence on those factors and developments likely to affect the outcome of his or her current and future operations.

Area of Intelligence Responsibility (AIR) – The area allocated to a commander for which he or she is responsible for the provision of intelligence.

Area of Operations (AO) – An operational area defined by the joint force commander for land and maritime forces. Areas of operation do not typically encompass the entire operational area of the joint force commander, but should be large enough for component commanders to accomplish their missions and protect their forces. See **area of responsibility; multinational operations area; joint operations area; operational area**.

Area Of Responsibility (AOR) – The geographical area in which a Supported Strategic Commander has authority to plan and conduct operations. See **area of operations; coalition/combined operations area; joint operations area; operational area**.

Asphyxiants - Substances that replace oxygen, eventually making breathing impossible.

Assigned forces – Forces which have been placed under a Supported Strategic Commander for command. Operational control (OPCON) is inherent for assigned forces. The Supported Strategic Commander can reassign forces in their command; this is done by delegation of OPCON or tactical control (TACON) of forces. Subordinate JTFs/MNFs exercise OPCON or TACON over assigned forces. Forces are reassigned to support permanent or long periods of time.

Assisting actor - Any assisting humanitarian organization, assisting State, foreign individual, foreign private company providing charitable relief or other foreign entity responding to a disaster on the territory of the affected State or sending in-kind or cash donations.

Assisting humanitarian organization - A foreign, regional, intergovernmental or international non-profit entity whose mandate and activities are primarily focused on humanitarian relief, recovery or development.

Assisting state - A state providing disaster relief or initial recovery assistance, whether through civil or military components.

Asylum-seeker: An individual who is seeking international protection whether as an individual or on a group basis whose claim has yet to be processed.

Attached forces – Units or personnel placed in an organization where the placement is relatively temporary. The Supported Strategic Commander can delegate operational control (OPCON) or tactical control (TACON) and establish support relationships in their command for attached forces. Subordinate JTFs/MNFs exercise OPCON or TACON over attached forces.

Back brief – A formal briefing on all aspects of an operation order (OPORD) or operation plan (OPLAN) and this is the vehicle by which orders or plans are handed-off to the next planning cell in the CTF planning process. Additionally, the CTF Components normally back brief the Operations Directorate (C3), Current Operations Division or other designated CTF cell to confirm their understanding of the order or plan.

Bacteria - Single-celled organisms that multiply by cell division and can cause disease in humans, plants, or animals.

Base - An area or locality containing installations which provides logistic or other support or a locality from which operations are projected or supported.

Battle Damage Assessment (BDA) – The estimate of damage resulting from the application of lethal or nonlethal military force. Battle damage assessment is composed of physical damage assessment, functional damage assessment, and target system assessment.

Battle Group (BG) – A naval task group consisting of an aircraft carrier, surface combatants, and submarines as assigned in direct support, operating in mutual support with the task of destroying hostile submarine, surface, and air forces in the group's assigned operational area and striking at targets along hostile shore lines or projecting fire power inland.

Battle rhythm – A deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. See **operational rhythm**.

Be Prepared To (BPT) mission – A mission assigned to a unit that “might be executed”. It is generally a contingency mission which is executed because something planned has or has not been successful. In planning priorities it is planned after any 'on order' missions. Subordinate commanders develop plans for BPT missions, but resource allocation is not required.

Biological warfare - The intentional use of biological agents as weapons to kill or injure humans, animals, plants, or to damage equipment.

Biological warfare agents - Living organisms or the materials derived from them that cause disease in or harm to humans, animals or plants, or cause deterioration of material. Biological agents may be used as liquid droplets, aerosols, or dry powders.

Blister agents - Category of chemical warfare agents that damage any tissue they contact. They may produce lethalties, but skin damage is their main casualty causing effect. All these agents are persistent and can poison food and water, make other supplies and installations dangerous, and restrict the use of contaminated terrain.

Block – A tactical mission task that denies the enemy, as well as neutral personnel, access to an area, or prevents the enemy's advance in a direction or along the avenue of approach.

Blood agents - Compounds containing cyanide that are absorbed into the body primarily by breathing. They prevent cell respiration and the normal transfer of oxygen from the blood to body tissues. Rapid acting, they can cause effects within seconds, and death within minutes.

Board – A meeting chaired by a senior leader who is joined by representatives from all major staff elements with the purpose of gaining guidance or decision. Its responsibilities and authority are governed by the authority which established the board.

Botulinum toxin - One of the most poisonous bacterial substances known. The bacteria grows on poorly preserved food and causes a severe form of food poisoning (botulism). The victim becomes ill with severe stomach pains within a day. The whole body, including the muscles used in respiration, becomes paralyzed, which leads to death by suffocation within a few days.

Branch (Plan) – A contingency option built into the base plan. A branch is used for changing the mission, orientation, or direction of movement of a force to aid success of the operation based on anticipated events, opportunities, or disruptions caused by threat actions and reactions. It answers the question, “What if...?” See **sequel**.

Brucellosis - A bacterial infection that can cause abortion in animals and remittent fever in humans.

Bubonic Plague - An acute infectious disease caused by bacteria transmitted to humans by fleas from infected rats. Invasion of the lungs by the bacteria causes a rapidly fatal form of the disease that can be transmitted between persons via droplets. Also known as plague.

Bureau – A long-standing functional organization, with a supporting staff and a designated location or facility designed to perform a narrow function in a headquarters.

Campaign – A series of related military operations aimed at accomplishing a strategic or operational objective in a given time and space.

Casualty Evacuation (CASEVAC) – The redeployment or repatriation of casualties to primary care facilities or home nations.

Causative agent - The organism or toxin that is responsible for causing a specific disease or harmful effect.

C-day- The unnamed day on which a deployment operation commences or is to commence. The deployment is the movement of troops, cargo, weapon systems, or a combination of these elements using any or all types of transport.

Cell – An organization formed around a process, capability, or activity in a headquarters. A cell usually is part of both a functional and traditional staff structures.

Center (centre) – A long-standing functional organization, with a supporting staff and designated location or facility designed to perform a broad function in a headquarters.

Center Of Gravity (COG) – The source of power that provides moral or physical strength, freedom of action, or will to act. See **decisive point; operational design**.

Chemical, Biological, Radiological, and Nuclear – Toxic Industrial Material (CBRN-TIM) – CBRN refers to Chemical, Biological, Radiological, and Nuclear weapons. The term CBRN replaces NBC (Nuclear, Biological, and Chemical) in many countries and can be used as a synonym for Weapons of Mass Destruction (WMD). TIM, or Toxic Industrial Materials, refers to any substance that in a given quantity produces a toxic or harmful effect in exposed personnel through inhalation, ingestion, absorption, or other physical contact. In this MNF SOP, CBRN-TIM is focused on the force protection of the CTF command from the unintentional or intentional release/use of these elements.

Chemical warfare agents - A chemical substance that is intended for use in military operations to kill, seriously injure, or incapacitate people through its physiological effects.

Chief engineer - The principal advisor to a multi-national force commander on all engineering issues.

Child protection advisor - The mission child protection advisor acts as an advocate, facilitator and advisor on child protection issues and is responsible for:

- a. mainstreaming and advising CCTF on child protection issues integral to the operation
- b. training of personnel on child protection issues and strategies
- c. monitoring and reporting grave child rights violations (the killing or maiming, recruiting or use of child soldiers, attacks against schools or hospitals, rape or other grave sexual violence, abduction, and denial of humanitarian access to children)
- d. establishing dialogue with parties to the armed conflict or key leaders in developing action plans to end grave violations committed against children.

Choking agents - Compounds that injure the respiratory tract. In extreme cases, membranes swell, lungs become filled with liquid, and death can result from lack of oxygen.

Chronic exposure - Repeated exposure to a substance over a relatively long period of time.

Civil Affairs (CA) – Activities performed or supported by trained military personnel that (1) enhance the relationship between military forces and civil authorities in areas where military forces are present; and (2) involve application of civil affairs functional specialty skills in areas that are normally the responsibility of civil government in order to enhance the conduct of civil-military operations.

Civilian: Any person who is not or is no longer directly participating in hostilities or other acts of violence shall be considered a civilian, unless he or she is a member of armed forces or groups. In case of doubt whether a person is a civilian, that person shall be considered a civilian

Civil-Military Operations (CMO) – The activities of a commander that establish, maintain or influence relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian population in a friendly, neutral, or hostile operational area to facilitate military operations and to consolidate and achieve operational objectives.

Civil-Military coordination (CMCoord) - The essential dialogue and interaction between civilian and military actors in humanitarian emergencies that is necessary to protect and promote humanitarian principles, avoid competition, minimize inconsistency, and when appropriate pursue common goals. Basis strategies range from coexistence to cooperation with the military, with a strong emphasis attached to coordination as a shared responsibility.

Civil-Military Operations Center (CMOC) – An organization, normally established by the Supported Strategic Commander or subordinate Coalition/Combined Task Force commander, to assist in the coordination of activities of engaged military forces, other government agencies, nongovernmental organizations, regional organizations, and international organizations. There is no established structure, and its size and composition are situation dependent.

Classes of supply – Supply materials are grouped into 10 classes of supply in US doctrine. These classes do not necessarily align with other nations' supply systems. The classes allow the supply system to efficiently acquire and distribute material. The 10 classes of supply are: Class I – Subsistence (food etc.); Class II – Clothing and Individual Equipment; Class III – Petroleum, Oil, Lubricates (POL), etc.; Class IV – Construction Material; Class V – Ammunition; Class VI – Personal Demand Items (hygiene items etc.); Class VII – Major End Items (tanks etc.); Class VIII – Medical Materials; Class IX – Repair Parts; Class X – Non-military Items.

Close Air Support (CAS) – Air action by fixed- and/or rotary-wing aircraft against hostile targets that are in close proximity to friendly forces, requiring detailed integration of each air mission with the fire and movement of those forces. This is an air mission category for apportionment and CFACC planning.

Close support – That action of the supporting force against targets or objectives that are sufficiently near the supported force, requiring detailed integration or coordination of the supporting action with fire, movement, or other actions of the supported force.

Coalition – Applies to a task force composed of two or more nations that is based upon ad-hoc (non-treaty) multinational efforts and is normally crisis action in nature. See **multinational**.

Cold Zone - The area outside the event where no contamination is present and PPE is not required.

Collaborative Information Environment (CIE) – An established command and control network capability used to increase the pace, quality of planning, information exchange, and sharing.

Collaborative planning – A method of planning whereby planners for two or more agencies or nations exchange information concerning planned operations to minimize duplication of effort. Computer and web-based technologies enhance collaborative planning efforts to be distributed between headquarters and nations separated by great distances. APAN is an example of web-based distributive collaborative planning capability.

Collateral damage – Damage to things that are incidental to the intended target. It is frequently used as a military term where non-combatants are accidentally or unintentionally killed or wounded and/or non-combatant property damaged as result of the attack on legitimate military targets.

Collection – In intelligence usage, the acquisition of information and the provision of this information to processing elements. See **intelligence process**.

Collective protection - This is the protection provided to a group of individuals in a CBRN-TIM environment, which permits relaxation of individuals in a CBRN-TIM environment.

Combat Assessment (CA) – The determination of the overall effectiveness of force employment during military operations. Combat assessment is composed of three major components: (1) battle damage assessment; (2) munitions effectiveness assessment; and (3) re-attack recommendation.

Combat engineering – Those engineering tasks that assist the tactical and/or operational commander to shape the battle space by enhancing mobility, creating the space and time necessary to generate mass and speed while protecting the force, denying mobility, and gaining key terrain to the opposition. These tasks include breaching, bridging, and emplacement of obstacles.

Combat support engineering - Military engineering tasks associated with the direct support to current or imminent operations. They are conducted by the military engineers of any service or component to support land, air, and maritime operations with the emphasis on speed of execution.

Combined – A term identifying two or more forces or agencies of two or more allies operating together.

Command – The authority which a commander in the military lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment, organization, direction, coordination, and control of military forces for the accomplishment of assigned missions. It also includes responsibility for the health, welfare, morale, and discipline of assigned personnel and sustainment.

Commander's appreciation – Formulation of a commander's intent and guidance derived from their knowledge of the orientation and understanding of the environment and problem that may point to possible solutions.

Commander's Critical Information Requirement (CCIR) – A comprehensive list of information requirements identified by the commander as being critical in facilitating timely information management and the decision making process that affects successful mission accomplishment. Two key subcomponents are critical friendly force information requirements and priority intelligence requirements.

Commander's decision cycle – The Commander's decision cycle is an adaptive process that depicts how the CMNF, component commanders and staff determine required MNF actions, codify them in directives, execute them, monitor their results and assess the effectiveness of MNF actions in regards to mission accomplishment. Refer to Figure B-2-B-1.1: Commander's Decision Cycle.

Commander's estimate – The response from the Supported Strategic Commander and CMNF to a Lead Nation warning order. It provides the time-sensitive information for consideration by the national authorities in meeting a crisis situation and reflects the analysis of the various courses of action (COAs) that are used to accomplish the assigned mission. It also contains recommendations as to the best COA. The commander's estimate (submitted to the national authorities) is normally an abbreviated version, providing only information essential to the national

authorities in arriving at a decision to meet a crisis. This is a product of the crisis action planning process and is continually refined and updated.

Commander's intent – The commander's vision describing the desired end state conditions. It is a concise expression of the purpose of the operation, not a summary of the concept of operations. Together, with the strategic commander's warning order, the commander's intent is the initial impetus for the planning process. The commander's intent helps subordinates pursue the desired end state conditions without further orders, even when operations do not unfold as planned. The commander's intent provides focus for all subordinate elements. The intent statement is usually written.

Commander Multinational Task Force (CMNF) – (was CMNF) Officer in command of the MNF. Normally designated by the Lead Nation in coordination with the Supported Strategic Commander.

Commander's planning guidance – A concise expression by the commander to his planning staff on the desired end state conditions that serves as the impetus for the planning process. It should also include the commander's assessment of the adversary, commander's plan of battle, and assessment of where and how much risk is acceptable during the operation.

Command relationships – The relationship between and authority of commanders in a chain of command.

Common Operational Picture (COP) – A system whereby participants carry out an operational, tactical, training, or administrative mission. It involves a visual and/or audio representation of the plan and current situation through the exchange of information or the interconnection of computer systems.

Common-User Logistics (CUL) – Material or service support shared with or provided by two or more multinational partners. Common-user logistics are usually restricted to a particular type of supply and/or service and may be further restricted to specific units or types of units, specific times, missions, and/or geographic areas.

Communication and Information Systems (CIS) - Collective term for communication systems and information systems.

Communication and Information System Spot Report (COMSPOT) – Used to report a major outage or degradation of communications, information system, services, or application.

Communication and Information System Status Report (COMSTAT) – Used to report a snapshot of current communication and information system capability.

Communications Security (COMSEC) – The protection resulting from all measures designed to deny unauthorized persons information of value that might be derived from the possession and study of telecommunications, or to mislead unauthorized persons in their interpretation of the results of the possession and study.

Communications Zone (COMMZ) – The rear part of theater of operations (behind but contiguous to the combat zone), which contains the lines of communications, establishments for supply and evacuation, and other agencies required for the immediate support and maintenance of the field forces.

Competent authority – Any person or organization that has the legal delegation or invested authority, capacity or power to perform a designated function.

Complex emergency – A humanitarian crisis in a country, region or society where there is total or considerable breakdown of authority resulting from internal or external conflict and which requires an international response that goes beyond the mandate or capacity of any single agency, country, or ongoing UN country program.

Component – A subordinate organization of the MNF. The MNF is organized with a combination of Service and/or functional components.

Comprehensive approach – Collaborative and cooperative efforts of the departments and agencies of national governments, multinational partners, and the humanitarian community, along with social and private sector entities to achieve unity of effort towards shared objectives.

Computer Network Attack (CNA) – Actions taken through the use of computer networks to disrupt, deny, degrade, or destroy information resident in computers and computer networks, or the computers and networks themselves.

Computer Network Defense (CND) – Actions taken through the use of computer networks to protect, monitor, analyze, detect, and respond to unauthorized activity in the MNF information systems and computer networks.

Computer Network Exploitation (CNE) – Enabling operations and intelligence collection capabilities conducted through the use of computer networks to gather data from target or adversary automated information systems or networks.

Computer Network Operations (CNO) – Comprised of computer network attack, computer network defense, and related computer network exploitation enabling operations.

Conflict Related Sexual Violence (CRSV): Incidents or patterns of sexual violence that are linked directly or indirectly (temporally, geographically or causally) to a conflict, such as rape, sexual slavery, forced prostitution, forced pregnancy, and forced sterilization and any other forms of sexual violence of comparable gravity perpetrated against women, men, girls or boys. The above list is not exhaustive.

Consequence Management (CM) – Actions taken to maintain or restore essential services and manage and mitigate problems resulting from disasters and catastrophes, including natural, manmade, or terrorist incidents. As used in this SOP, it refers to a series of coordinated efforts taken to mitigate the effects of intentional or accidental release of chemical, biological, radiological, nuclear – toxic industrial material (CBRN-TIM). Weapons of mass destruction (WMD) are a form of intentional CBRN-TIM. Due to their specialized training and equipment, military forces may be called upon to augment civil authorities in CBRN-TIM effects mitigation.

Consequence Management Support Team (CMST) – The central civil-military coordinating interface established independently by each nation providing military support to CM operations. The CMSTs coordinate their respective nations' CM response.

Consular assistance - both in-country and deployed, e.g. non-combatant evacuation operations (NEO), xxx and yyy.

Contagious - Capable of being transmitted from one person to another.

Contain – To stop, hold, or surround the opposing forces of or to cause the opposing force to center activity on a given front and to prevent the withdrawal of any part of the enemy's forces for use elsewhere.

Context specific (ad hoc) teams – Teams of specialist capabilities assembled for the current deployment. They will usually not have the same international consistency of the Accredited Specialist Teams in terms of accreditation, training and consistent standards, but have been assembled for the mission at hand. These teams may require guidance on how to interact with the military planning process as well as full logistics and security support.

Container Security Initiative (CSI) - A US Customs sponsored international program to enhance the security of containers transiting to and from the USA.

Contingency – A situation requiring military operations in response to natural disasters, terrorists, subversives, or as otherwise directed by an appropriate authority.

Contingency plan – An operation plan done in anticipation of a situation that takes place, or can be reasonably anticipated, away from the main operation or ongoing plan or mission. A plan for major contingencies that can reasonably be anticipated in the principal geographic subareas of the command.

Contract Management - Administrative activities associated with handling of contracts, such as (1) invitation to bid, (2) bid evaluation, (3) award of contract, (4) contract implementation, (5) measurement of work completed, and (6) computation of payments. It also includes monitoring contract relationship, addressing related problems, incorporating necessary changes or modifications in the contract, ensuring both parties meet or exceed each other's expectations, and actively interacting with the contractor to achieve the contract's objective(s). Contract management is also called contract administration.

Contributing Nation (CN) – Nation or nations that provide support and/or military forces to a multinational effort (military or IHC operations). For the purposes of this MNF SOP, a “participating nation” in the multinational effort or MNF command is always a contributing nation. However, a contributing nation is not necessarily a “participating nation” since they may be contributing via other means and other organizations that are not part of the formal multinational effort or MNF command structure. See **participating nation**.

Coordinating authority – A commander or individual assigned responsibility for coordinating specific functions or activities involving forces of two or more nations. The commander or individual has the authority to require consultation between the agencies or nations involved, but does not have the authority to compel agreement. In the event that essential agreement cannot be obtained, the matter shall be referred to the appointing authority. Coordinating authority is a consultation relationship, not an authority through which command is exercised. Coordinating authority is more applicable to planning and similar activities than to operations.

Counter air – A mission that integrates offensive and defensive operations to attain and maintain a desired degree of air superiority. Counter air missions are designed to destroy or negate enemy aircraft and missiles, both before and after launch. This is an air mission category for apportionment and MFACC planning.

Counter-Improvised Explosive Device (C-IED) - The collective efforts at all levels to defeat the IED system in order to reduce or eliminate the effects of all forms of IEDs.

Counter Intelligence (CI) – Information gathered and activities conducted to protect against espionage, other intelligence activities, sabotage, or assassinations conducted by or on behalf of adversary governments or elements thereof, adversary organizations, or adversary persons, or international terrorist activities.

Counter- mobility support - Counter-mobility support generally applies to combat operations and is action taken to deny the enemy freedom to physically manoeuvre and other obstacles or demolition of key mobility locations.

Course of Action (COA) – A possible plan open to an individual or commander that would accomplish, or is related to, the accomplishment of the mission.

Course of action development – A step in a planning process, formulation of possible plans or sequence of activities that would accomplish, or is related to, the accomplishment of the mission. This process assists the commander in developing his commander's estimate.

Crime against humanity - Any of the following acts when committed as part of a widespread or systematic attack directed against any civilian population, with knowledge of the attack:

- (a) Murder
- (b) Extermination
- (c) Enslavement
- (d) Deportation or forcible transfer of population
- (e) Imprisonment or other severe deprivation of physical liberty in violation of fundamental rules of international law
- (f) Torture
- (g) Rape, sexual slavery enforced prostitution, forced pregnancy, enforced sterilization, or any other form of sexual violence of comparable gravity
- (h) Persecution against any identifiable group or collectivity on political, racial and national, ethnic, cultural, religious, gender, or other grounds that universally recognized as impermissible and the international law, in connection with any act referred here or any crime within jurisdiction of the court
- (i) Enforced disappearance of persons
- (j) Apartheid
- (k) Other inhuman acts of a similar character intentionally causing great suffering, or serious injury to body or to mental or physical health

Crisis -

A condition of instability or danger, as in social, economic, political, or international affairs, leading to a decisive change.

Crisis Action Planning (CAP) – The time-sensitive planning for the deployment, employment, and sustainment of forces and resources that occurs in response to a situation. Crisis action planners base their plan on the circumstances that exist at the time planning occurs and is continuously refined and updated.

Crisis state – A type of fragile state where the central government does not exert effective control over its own territory or is unable or unwilling to assure the provision of vital services to significant parts of its territory. Crisis states are already in failure or are quickly spiraling toward violent conflict. See **fragile state; failed state; vulnerable state; recovering state**.

Critical capabilities – A means that is considered a crucial enabler for a **center of gravity** to function as such and is essential to the accomplishment of the specified or assumed objectives.

Critical event – An event or activity that requires the commander to act, monitor, or resolve to guarantee success or to prevent failure or unacceptable consequences in pursuit of mission accomplishment.

Critical information – Specific facts about friendly intentions, capabilities, and activities vitally needed by adversaries for them to plan and act effectively so as to guarantee failure or unacceptable consequences for friendly mission accomplishment.

Critical requirements – An essential condition, resource, and means for a critical capability to be fully operational.

Critical vulnerabilities – An aspect of a critical requirement which is deficient or vulnerable to direct or indirect attack that creates decisive or significant effects.

Cross-Functional Organisation – An organisation composed of a group of personnel from various functional areas (military and/or civilian) who are all focused on a specific objective and are responsible to work as a team to improve coordination across staff directorates resolving mutual problems. Some nations may refer to the terms boards, bureaus, cells, centers, and working groups (B2C2WGs); this SOP uses cross-functional organisation as a more inclusive term.

Culmination - A point in time and/or space at which the operation can no longer maintain momentum. See **operational design**.

Current Operations Division (COPS) – One of the three primary planning organizations in the MNF headquarters. A branch of the Operations Directorate (C3) involved with events that will take place normally within the next 24 to 96 hours (1 to 4 days). COPS issues operation orders, fragmentary orders, warding orders, and monitors, assesses, directs and controls execution of plans. See **future operations division, plans division**.

Cyber – (1) Connotes a relationship with information technology. (2) Of, relating to, or involving computers or computer networks. (3) Relating to or characteristic of the culture of computers, information technology, and virtual reality. (4) A combining form meaning “computer,” “computer network,” or “virtual reality,” used in the formation of compound words.

Note: The word ‘cyber’ is almost invariably the prefix for a term or the modifier of a compound word, rather than a stand-alone word. Its inference usually relates to electronic information (data) processing, information technology, electronic communications (data transfer) or information and computer systems. Only the complete term of the compound word (modifier+head) itself can be considered to possess actual meaning.

Cyberspace – An electronic medium through which information is created, transmitted, received, stored, processed and deleted.

Cyberattack/ cyberspace attack – (1) Hostile actions taken in cyberspace to modify, disrupt, deny, degrade or destroy information or functionality. (2) an offensive use of a cyber weapon intended to harm a designated target. (3) an act or action initiated in cyberspace to cause harm by compromising communication, information or other electronic systems, or the information that is stored, processed or transmitted in these systems.

Cyber Defence / Cyberspace Defence – The application of security measures to protect communication and information systems infrastructure components against cyber threats.

Cyber Domain – An electronic information (data) processing domain comprising of one or several information technology infrastructures.

Cyber Operation(s) / Cyberspace Operations – (1) Organized activities in cyberspace to gather, prepare, disseminate, restrict or process information to achieve a goal. (2) The employment of cyber capabilities with the primary purpose of achieving objectives in or by the use of cyberspace.

Cyber Reconnaissance / Cyberspace Reconnaissance – The use of cyber capabilities to obtain information about activities, information resources, or system capabilities.

Cyber/ Cyberspace Situation Awareness (Cyber SA) – The human perception of the elements of cyberspace within an operational and business context, the comprehension of their meaning, and a projection of their status in the near future.

Cyber Security - Focuses on protecting computers, networks, programs, and data from unintended or unauthorized access, change, or destruction. Cyber security includes controlling physical access to system hardware, as well as protecting against harm that may be done via network access, malicious data and code injection. (1) The conditions and actions which contribute to a safe, resilient and reliable cyberspace in which government, business and individuals can operate with confidence. (2) a property of cyberspace that is an ability to resist intentional and/or unintentional threats and respond and recover. (3) the process of protecting information by preventing, detecting, and responding to attacks. (4) the collection of tools, policies, risk management approaches, actions, training, best practices, assurance and technologies that can be used to protect the cyber environment and organisation and user's assets.

Cyberspace Operations - The employment of cyberspace capabilities where the primary purpose is to achieve objectives in or through cyberspace.

Cyber Vulnerability - Property of a cyber entity that is susceptible to exploitation.

Damage – The reduction in the overall potential operations capability resulting from a CBRN-TIM accident or attack. This would include injury to CTF personnel and the general population, and destruction or degradation of operability of equipment and command infrastructure within the CTF area of operations.

D-day/H-hour – The day and time which a particular operation commences.

Decision point – The point in space and time where the commander or staff anticipates making a key decision concerning a specific friendly course of action. A decision point is usually associated with a specific area of interest, named area interest, or targeted area of interest, and is located in time and space to permit the commander sufficient lead-time to engage the adversary or threat. See **course of action**.

Decision Support Template (DST) – A graphic method of war gaming. The decision support template depicts decision points, timelines associated with the movement of forces and the flow of the operation, and other key items of information required to execute a specific friendly course of action.

Decisive Point (DP) - A geographic place, specific key event, critical factor, or function that, when acted upon, allows a commander to gain a marked advantage over an adversary or contributes materially to achieving success. See **operational design; center of gravity**.

Decisive terrain – A parcel of ground or building that must be controlled in order for the mission to be successful.

Decontamination - The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the hazardous material.

Defeat – A tactical mission task that occurs when an enemy force has temporarily or permanently lost the physical means or the will to fight. The defeated force's commander is unwilling or unable to pursue his adopted course of action, thereby yielding to the friendly commander's will, and can no longer interfere to a significant degree with the actions of friendly forces. Defeat can result from the use of force or the threat of its use.

Defensive Cyberspace Operations - Passive and active cyberspace operations that are intended to preserve the ability to utilize friendly cyberspace capabilities and protect data, networks, net-centric capabilities, and other designated systems. Defensive cyberspace operations direct and synchronize actions to detect, analyze, counter, and mitigate cyber threats and vulnerabilities; to outmaneuver adversaries taking or about to take offensive actions; and to otherwise protect critical missions that enable freedom of action in cyberspace.

Defensive Cyberspace Operations- Internal Defense Measures (DCO-IDM) - Mission Focused, Threat Specific internal defensive measures that include mission assurance actions to dynamically reestablish, re-secure, reroute, reconstitute, or isolate degraded or compromised local networks to ensure sufficient cyberspace access necessary to accomplish the MNF mission.

Degrade – In information operations, using nonlethal or temporary means to reduce the effectiveness or efficiency of adversary command and control systems and information collection efforts or means.

Delay – A form of retrograde in which a force under pressure trades space for time by slowing down the enemy's momentum and inflicting maximum damage on the enemy or adversary without, in principle, becoming decisively engaged.

Demobilization – The process of transitioning a conflict or other emergency and defense-based civilian economy to a peacetime configuration while maintaining national security and economic vitality. See **mobilization**.

Demonstration –An attack or show of force on a front where a decision is not sought, but made with the aim of deceiving the enemy. It is similar to a feint but no actual contact with the adversary is intended.

Deny – (1) In information operations, entails withholding information about force capabilities and intentions that adversaries need for effective and timely decision making. (2) To hinder or prevent the enemy from using terrain, space, personnel, supplies, or facilities. (also known as denial measure (NATO) and denial operation.)

Deploy – The movement or relocation of forces and materiel to desired operational areas.

Deployment management team – Cell within the CTF Combat Operations Center that coordinates the flow of forces into the CTF area of operations. This cell can be managed by the Operations Directorate (C3), Logistics Directorate (C4), or Plans and Policy Directorate (C5). Staff responsibility is established by the CMNF early in the formation of the CTF.

Deployment Order (DEPOD) – A planning directive from the national authorities that authorizes and directs the transfer of forces by reassignment or attachment. A deployment order normally specifies the authority that the gaining commander exercises over the transferred forces. It directs the movement of forces and sustainment resources from their original locations to a specific operational area for conducting the coalition operations contemplated in a given plan. It encompasses all activities from origin or home station through destination, specifically including overseas movement legs, staging areas, and holding areas.

Deputy Commander Multinational Forces (DCMNF) – (was DCCTF) The officer second in command of the MNF. Normally from a nation other than the commander of the MNF.

Design - The production of technical, structural, and civil engineering plans (ranging from expedient to permanent infrastructure). Designs are developed using accredited qualifications by persons or organizations with the authority to approve such plans for military and/or civilian use.

Destroy – (1) A tactical mission task that physically renders an enemy force combat ineffective until it is reconstituted. (2) To damage a combat system so badly that it cannot perform any function or be restored to a useable condition without being entirely rebuilt.

Detainee – Any person captured, detained, held, or otherwise under the control of an armed force. See Common Article 3 of the Geneva Conventions.

Detection – Within the context of CBRN. A discovery of a CBRN-TIM by any means at the broad level e.g. chemical, biological, radiological contamination. These means would include electronic detector, reaction kits and visual of the condition of the terrain and its ecology.

Direct approach - A manner in which a commander directs combat power to attack the adversary's center of gravity or principal strength. See **operational design**.

Direct Assistance - is the face-to-face distribution of goods and services.

Direct Liaison Authorized (DIRLAUTH) – Authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency in or outside of the granting command. Direct liaison authorized is more applicable to planning than operations and always carries with it the requirement of keeping the commander granting direct liaison authorized informed. Direct liaison authorized is a coordination relationship, not an authority through which command is exercised.

Direct Support (DS) – A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance.

Directive Authority for Logistics (DAL) – Commander authority, along national lines, to issue directives to subordinate same-nation commanders, including peacetime measures, necessary to ensure the effective execution of approved operation plans. Essential measures include the optimized use or reallocation of available resources and prevention or elimination of redundant facilities and/or overlapping functions among the service component commands.

Director of Mobility Forces (DIRMOBFOR) – A member of the MFACC staff who is subordinate to the coalition force air component commander. He is a senior officer who is familiar with the area of responsibility or coalition operations area and possesses an extensive background in air mobility operations. When established, the director of mobility forces serves as the designated agent for all air mobility issues in the area of responsibility or coalition operations area, and for other duties as directed. The director of mobility forces exercises coordinating authority between the air operations center (or appropriate theater command and control node), the aerial refueling control center, the air mobility division (when established and when supporting subordinate command objectives), and the coalition movement center, to expedite the resolution of air mobility issues.

Disaster - A serious disruption of the functioning of society which poses a significant, widespread threat to human life, health, property or the environment, whether arising from accident, nature or human activity, whether developing suddenly or as the result of long term processes, but excluding armed conflict. A disaster exceeds the ability, resources and capacity of the affected society to cope using its own resources.

Disaster Relief (DR) – The response to a catastrophic situation, providing humanitarian aid to persons and communities who have suffered from some form of natural disaster or manmade event.

Disaster Victim Identification (DVI) – DVI is the internationally recognised process seeking to positively identify victims of a multiple fatality incident.

Displaced Person - Displaced persons are civilians who are involuntarily outside the national boundaries of their country. This may be due to natural or man-made disasters or other reasons not associated with persecution. It is important to understand the difference between refugees and displaced persons because of the associated legal ramifications.

Display –A static portrayal of an activity, force, or equipment intended to deceive the adversary's visual observation.

Disrupt – (1) A tactical mission task in which a commander integrates direct and indirect fires, terrain and obstacles to upset an enemy's formation or tempo, interrupt his timetable or cause his forces to commit prematurely, or attack in a premature fashion. (2) In information operations, breaking and interrupting the flow of information between selected command and control nodes.

Dissemination and integration – In intelligence usage, the delivery of intelligence to users in a suitable form and the application of the intelligence to appropriate missions, tasks, and functions. See **intelligence process**.

Do No Harm: A humanitarian principle that those involved in humanitarian response take steps to avoid or minimize any adverse effects of their intervention, in particular the risk of exposing people to increased danger or abuse of their rights

Dual hatted – A term used to indicate that a person is responsible for two separate activities at the same time. Usually applied to a commander who has two separate but related command responsibilities.

Economic and infrastructure development – An element of a stable state that provides economic infrastructure, natural resources, technological development, industrial base, communication networks, and government revenue.

It allows the state to ensure stable governance and security. See **stable state; security; human security; governance and rule of law**.

Effect – (1) The physical or behavioral state of a system that results from an action, a set of actions, or another effect. (2) The result, outcome, or consequence of an action. (3) A change to a condition, behavior, or degree of freedom. (4) An element of operational design in the planning process used to describe the conditions necessary to achieve common objectives. See **operational design**.

Electronic Attack (EA) – That division of electronic warfare involving the use of electromagnetic energy, directed energy, or antiradiation weapons to attack personnel, facilities, or equipment with the intent of degrading, neutralizing, or destroying enemy combat capability and is considered a form of fires. EA includes: 1) actions taken to prevent or reduce an enemy's effective use of the electromagnetic spectrum, such as jamming and electromagnetic deception, and 2) employment of weapons that use either electromagnetic or directed energy as their primary destructive mechanism (lasers, radio frequency weapons, particle beams).

Electronic Protection (EP) – That division of electronic warfare involving passive and active means taken to protect personnel, facilities, and equipment from any effects of friendly or enemy employment of electronic warfare that degrade, neutralize, or destroy friendly combat capability.

Electronic Warfare (EW) – Any military action involving the use of electromagnetic and directed energy to control the electromagnetic spectrum or to attack the enemy. The three major subdivisions of electronic warfare are: electronic attack, electronic protection, and electronic warfare support.

Electronic Warfare Support (ES) – That division of electronic warfare involving actions tasked by, or under direct control of, an operational commander to search for, intercept, identify, and locate or localize sources of intentional and unintentional radiated electromagnetic energy for the purpose of immediate threat recognition, targeting, planning, and conduct of future operations. Electronic warfare support data can be used to produce signals intelligence, provide targeting for electronic or destructive attack, and produce measurement and signature intelligence.

Element – An organization formed around a specific function in a designated directorate of a CTF HQ. The subordinate components of an element usually are functional cells.

Eligible assisting humanitarian organization - An assisting humanitarian organization determined to be eligible to receive legal facilities pursuant to Part V by the originating, transit or affected State, as applicable.

Embargo – A sanctioning prohibition on the import or export of specified goods into/out of a specific country.

Emergency Medical Team (EMT) – EMT are groups of health professionals (doctors, nurses, paramedics etc.) that treat patients affected by an emergency or disaster.

Emergency Response - The actions taken to respond to threats and incidents involving hazardous materials or situations with the intent of minimizing the risk of life and damage to property and the environment. Incidents may be deliberate attacks or accidents.

Emission Control (EMCON) – The selective and controlled use of electromagnetic, acoustic, or other emitters to optimize command and control capabilities while minimizing: (1) detection by enemy sensors; (2) mutual interference among friendly systems; and/or (3) enemy interference with the ability to execute a military deception plan.

End state – The set of required conditions that defines achievement of the commander's objectives. Sometimes called end state conditions.

Enemy Most Dangerous Course Of Action (MDCOA) – The plan or scheme the enemy is physically capable of undertaking and is most dangerous to friendly force or mission accomplishment.

Enemy Most Likely Course Of Action (MLCOA) – The plan or scheme the enemy is physically capable of and most likely to undertake that directly impacts the friendly mission.

Engineer technical control - Technical control is defined as the provision of specialist and technical advice by designated authorities for the management and operation of forces. Technical control advice may not be modified, but may be rejected in part or in total by a commander in consideration of operational factors. With respect to infrastructure, technical control generally constitutes advice on infrastructure design, construction, operations, maintenance, safety, engineer logistical activities, specialized functions (i.e., dive team, fire-fighters, EOD) and environmental management matters. Engineering commanders have a primary responsibility to meet their commander's expectations but, at the same time they are to provide clear and accurate engineering technical advice and assistance.

Environment – This includes the ecosystems and their constituent parts, people and communities; natural and physical resources. It is also identified by the qualities and characteristics of locations, places and areas; heritage value of places; and the social, economic, and cultural aspects of the surroundings.

Equipment - All articles needed to outfit an individual or organization. This includes all materiel items except consumables. Equipment may be categorized as major or minor capital equipment depending on the value of the article.

Essential Elements of Friendly Information (EEFI) –Key questions likely to be asked by adversary officials and intelligence systems about specific friendly intentions, capabilities, and activities, so they can obtain answers critical to their operational effectiveness. See **critical information**.

Essential Elements of Information (EEI) – The most critical information requirements regarding the adversary and the environment needed by the commander by a particular time to relate with other available information and intelligence to assist in reaching a logical decision.

Essential strategic guidance – The first step in the development of strategic guidance for the formation of a MNF effort and activation of a CTF command. This guidance is drafted at the national strategic level of political and military leadership of the Lead Nation and establishes the framework for follow on strategic, operational, and tactical planning.

Ethnic Cleansing - It is to describe forced removal or displacement of populations, whether by physical expulsion, or by intimidation through killing, acts of terror, rape and the like. See **crimes against humanity**.

Evacuee - Evacuees are civilians who are removed from their places of residence by civil or military direction for reasons of personal security or the requirements of the military situation.

Evaluation and feedback – In intelligence usage, continuous assessment of intelligence operations throughout the intelligence process to ensure that the commander's intelligence requirements are being met. See **intelligence process**.

Event - Within the context of CBRN, the realization or delivery of a hazard (CBRN-TIM) into the MNF's Area of Operations that would result in damage. Multiple events occur when a hazard is delivered in multiple ways or at multiple locations more or less simultaneously.

Exclusive Economic Zone (EEZ) - The sea zone over which a state has special rights regarding the exploration and use of marine resources, including energy production from water and wind. It stretches from the baseline out to 200 nautical miles from its coast.

Execute Order (EXORD) – An order issued, to implement a national authority's decision to initiate military operations. Directs the deployment and employment of forces, defines the timing for the initiation of operations, and conveys guidance not provided in earlier crisis action planning orders and instructions.

Expeditionary strike group – A revamped amphibious ready group with the ability to disperse strike capabilities across a greater range of the force, increasing the striking power of the amphibious ready group. See **amphibious ready group**.

Expellee – A civilian outside the boundaries of the country of his or her nationality or ethnic origin who is being forcibly repatriated to that country or to a third country for political or other purposes.

Exploitation – To take full advantage of success in military operations following up initial gains and making permanent the temporary effects already achieved. To follow up success in a manner designed to disrupt the enemy in depth.

Explosive Hazards Coordination Cell (EHCC) – The EHCC predicts, tracks, distributes information, and mitigates explosive hazards within the theater that affect force application, focused logistics, force protection, and operational environment awareness. It establishes and maintains an explosive hazard database, conducts patterns analysis, investigates mines, IED strikes, and unexploded ordnance (UXO) hazard areas. The cell provides technical advice on the protection of explosive hazards including the development of tactics, techniques, and procedures (TTPs) and provides training updates to field units.

Explosive Ordnance (EO) - All munitions containing explosives, nuclear fission or fusion materials, and biological or chemical agents. This includes bombs and warheads, guided and ballistic missiles, artillery, mortar, rocket and small arms ammunition, mines, torpedoes, depth charges, demolition charges, pyrotechnics, clusters and dispensers, cartridge and propellant actuated devices, electroexplosive devices, clandestine and improvised explosive devices, and all similar or related items or components that are explosive in nature.

Explosive Ordnance Disposal (EOD) – Is the detection, identification, on-site evaluation, rendering safe recovery and final disposal of unexploded ordnance (UXO). It may also include explosive ordnance which has become hazardous by damage or deterioration. **Facility** - A real property entity consisting of one or more of the following: a building, a structure, a utility system, pavement and underlying land.

Failed state – A type of fragile state that may only have remnants of a government due to collapse, regime change, or weak governance. It is unable to effectively protect and govern the population, and may have difficulty conducting stability operations, especially with respect to establishing political legitimacy and governmental security forces. Under these extreme circumstances, the intervening authority may have a legal and moral responsibility to install a transitional authority. See **fragile state; crisis state; vulnerable state; recovering state**.

Feint – In military deception, an offensive action involving contact with the adversary conducted for the purpose of deceiving the adversary as to the location and/or time of the actual main offensive action. A form of attack used to deceive the enemy as to the location or time of the actual decisive operation. Forces conducting a feint seek direct fire contact with the enemy but avoid decisive engagement.

Fissile material - An isotope that readily fissions after absorbing a neutron of any energy, either fast or slow. Fissile materials are uranium-235, uranium-233, plutonium-239, and plutonium-241. Uranium-235 is the only naturally occurring fissile isotope.

Fission - The splitting of the nucleus of a heavy atom into two lighter nuclei. It is accompanied by the release of neutrons, x-rays, gamma rays, and kinetic energy of the fission products.

Fix – A tactical mission task where a commander prevents the enemy from moving any part of his force from his specific location for a specific period. Fixing an enemy force does not mean destroying it.

Footprint – (1) The amount of personnel and other resources physically present and occupying space at a deployed location. (2) The area on the surface of the earth in a satellite's transmitter or sensor field of view.

Force commander – An individual who commands armed forces or multinational forces.

Force element - A component of a unit or an association of units having common prime objectives and activities.

Force flow – The coordinated movement of forces and logistics to the MNF AO by airlift, sealift, and land assets. The MNF force flow is coordinated by the MNF deployment management team.

Force Protection (FP) – A program designed to protect service members, civilian employees, family members, contractors, facilities, and equipment in all locations and situations. It is accomplished through planned and integrated applications of combating terrorism, physical security, operational security, personal protective services, and other measures, e.g., health services, CBRN-TIM protective measures, into operations and routine activities.

Force Protection Condition ALFA (FPCON ALFA) - Applies when there is an increased general threat of possible terrorist activity against personnel or facilities, the nature and extent of which are unpredictable. ALFA measures must be capable of being maintained indefinitely.

Force Protection Condition BRAVO (FPCON BRAVO) - Applies when an increased or more predictable threat of terrorist activity exists. Sustaining Bravo measures for a prolonged period may affect operational capability and impact relations with local authorities.

Force Protection Condition CHARLIE (FPCON CHARLIE) - Applies when an incident occurs or intelligence is received indicating that some form of terrorist action or targeting against personnel or facilities is likely. Implementation of Charlie measures will create hardship and affect the activities of the unit and its personnel.

Force Protection Condition DELTA (FPCON DELTA) - Applies in the immediate area where a terrorist attack has occurred or when intelligence has been received that terrorist action against a specific location or person is imminent. Normally, this FPCON is declared as a localized condition. FPCON Delta measures are not intended to be sustained for substantial periods.

Force Protection Condition NORMAL (FPCON NORMAL) - Applies when a general global threat of possible terrorist activity exists and warrants a routine security posture.

Force support engineering - The deliberate, long-term preparation and indirect support to ongoing or future military operations, as well as the sustainment of a force throughout all stages of an operation.

Forward Operating Base (FOB) – A base used to support tactical operations without establishing full support facilities. The base may be used for an extended time period. Support by a main operating base is required to provide backup support for a forward operating base. Land-based FOBs are normally associated with an airfield. Afloat FOBs can be established aboard aircraft carriers or ships capable of helicopter operations.

Fragile state – A state that suffers from institutional weaknesses serious enough to threaten the stability of its central government which can be caused by forceful removal of state institutions, ongoing systemic issues of economics or governance, or onset of disasters (man-made or natural) or other crises. See **failed state; crisis state; vulnerable state; recovering state**.

Fragmentation Order (FRAGO) – An abbreviated form of an operations order (verbal, written, or digital) usually issued on a day-to-day basis that eliminates the need for restating information contained in a basic operations order. It is issued after an operation order to change or modify that order, or to execute a branch or sequel to that order.

Fratricide – The unintentional killing or wounding of friendly personnel by friendly fire.

Freedom Of Navigation (FON) (air and maritime) – Operations conducted to demonstrate international rights to navigate air or sea routes.

Frequency management – The requesting, recording, deconfliction of and issuance of authorization to use frequencies (operate electromagnetic spectrum dependent systems) coupled with monitoring and interference resolution processes. Also known as **spectrum management**.

Frequency Management Center – A center or cell that manages the systematic procedure to coordinate the use of the electromagnetic spectrum for operations, communications, and intelligence functions. It plans, coordinates, and manages coalition use of the electromagnetic spectrum through operational, engineering, and administrative procedures to enable electronic systems to perform their functions in the intended environment without causing or suffering unacceptable interference. Frequency deconfliction is one element of electromagnetic spectrum management.

Friendly force information requirements – A subcomponent of a commander's critical information requirement (CCIR) relating to friendly forces or components of the MNF. See **commander's critical information requirement**.

Functional component – A command subordinate to the MNF normally, but not necessarily, composed of forces of two or more military Services that may be established across the range of military operations to perform particular operational missions that are of short duration or extend over a period of time.

Fundamental Inputs to Capability (FIC) - The standard list for consideration of what is required to generate capability, including organizational, personnel, collective training, major systems, supplies, facilities support, and command management. It is intended to be used by defense agencies at all levels and is designed to ensure that all agencies manage and report capability using a common set of management areas.

Fusion - The opposite of fission, in which two light nuclei atoms combine to form a heavier nucleus with the release of a substantial amount of energy. Extremely high temperatures are required to initiate fusion reactions.

Future Operations Division (FOPS or FUOPS) – One of the three primary planning organizations in the CTF headquarters. A branch of the Operations Directorate (C3) involved in future planning normally occurring between 96 to 336 hours (5 to 14 days) in the future. FOPS refines, adjusts and modifies operation plans or orders based upon the current situation. See **Current Operations Division, Plans Division**.

Gamma ray radiation - High-energy electromagnetic radiation emitted by nuclei during nuclear reactions or radioactive decay. These rays have high energy and short wave length, and are potentially lethal to humans.

Gender mainstreaming - Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

Gender focal points (GFPs) - GFPs are individuals who are appointed as gender advocates within their area of expertise due to their familiarity with UNSCR 1325 and the related resolutions and their understanding of how to integrate a gender perspective into operational planning. GFPs may or may not have had formal gender advisor training. GFP duties are undertaken in addition to the individual's.

General engineer – also known as general support engineer.

General engineering support – Engineering actions taken to sustain a force for the duration required to achieve its objectives. The majority of these tasks involve facility and logistics sustainment, engineering support such as building repair/construction, services and utilities support (water, power generation and distribution, and sewage/waste disposal) and aircraft or ground vehicle parking, storage, and operating areas. This also includes airfield and port construction and repair and road construction and maintenance. General engineering support is very prevalent in humanitarian assistance and disaster relief (HADR) and stability operations where military engineers support civil authorities in the response, recovery, and rebuilding phases.

General Support (GS) – That support which is given to the supported force as a whole rather than to a particular subdivision of the force.

Genocide - Genocide means any of the following acts committed with intent to destroy, in whole or in part, a national, ethnical, racial or religious group, as such: killing members of the group; causing serious bodily or mental harm to members of the group; Deliberately inflicting on the group conditions of lives calculated to bring about its physical destruction in whole or in part; Imposing measure intended to prevent births within the group; Forcibly transferring children of the group to another group.

Geometry guidance – Advice and/or assistance provided with regard to the shape of the terrain, i.e., contour, pattern, figure, approach lanes, and relative arrangement of elements.

Geospatial Information and Services (GI&S) – The information extraction, storage, dissemination, and exploitation of geodetic and geomagnetic imagery (both commercial and national) and gravimetric, aeronautical, topographic, hydrographical, littoral, cultural, and toponymic data accurately referenced to a precise location on the earth's surface. These data are used for planning, training, and operations including navigation, mission planning, mission rehearsal, modelling, simulation and targeting. Geospatial information provides the basic framework for visualization of the area of operation. It is information produced by multiple sources to common interoperable data standards. It is presented in the form of printed maps, charts, and publications; in digital simulation and modelling databases; in photographic form; or in the form of digitized maps and charts or attributed centerline data. A geospatial service includes tools that enable users to access and manipulate data, and also includes instruction, training, laboratory support, and guidance for the use of geospatial data.

Goods - The supplies intended to be provided to disaster-affected communities for their relief or initial recovery.

Governance and rule of law – An element of a stable state that sustains political structure permitting peaceful resolution of internal contests for power and is fundamental to legitimate governance, but will be institutionalized in varying forms dependent upon the social, cultural, and political mores of the particular society. See **stable state; security; human security; economic and infrastructure development**.

Governing factors - those aspects of the situation (or externally imposed factors) that the force commander deems critical to mission accomplishment.

Group – An enduring functional organization, which is formed to support a broad HQ function. Normally, groups consist of one or more planning groups. The planning group manages CTF HQ planning.

H-hour – The specific hour on D-day at which a particular operation commences.

H-hour (amphibious operations) – For amphibious operations, the time the first assault elements are scheduled to touch down on the beach, or a landing zone, and in some cases the commencement of countermine breaching operations.

Half life - The period of time for a chemical or radioactive substance to lose half its concentration or activity due to metabolic uptake, decay, or other chemical change.

Hardstand - A paved or stabilized area where vehicles are parked on open ground with a prepared surface used for the storage of material.

Hazard - It is a natural or manmade phenomenon that has the potential to adversely affect CTF operations, general population, and terrain in the CTF area of operations.

Hazardous Material (HAZMAT) – Is any material that has the potential to cause risk of life, damage to property, or damage to the environment.

Hemorrhagic Fever - Any of a diverse group of diseases characterized by a sudden onset of symptoms including fever, aching, internal bleeding, and shock. Includes Ebola, Lassa, and Marburg.

High Payoff Target (HPT) – A target whose loss to the enemy significantly contributes to the success of the friendly course of action. High-payoff targets are those high-value targets that must be acquired and successfully attacked for the success of the friendly commander's mission. See **high value target, target**.

High Seas - All parts of the sea that are not included in the exclusive economic zone, in the territorial waters, contiguous zone or in the internal waters of a state, or in the archipelagic waters of an archipelagic state.

High Value Action – An effort giving a high payoff or decisive result.

High Value Target (HVT) – A target the enemy commander requires for the successful completion of the mission. the loss of high-value targets would be expected to seriously degrade important enemy functions throughout the friendly commander's area of interest. See **high payoff target, target**.

Higher Authority – Superior level of leadership or command, either civilian or military.

Host - An animal or plant that harbors or nourishes another organism.

Host Families - Families that will host (provide basic needs such as shelter, food and water) one or more of the above categories, often to the detriment of their own economic well-being. Host families may be related through family, ethnic, religious or political ties.

Host Nation (HN) – A nation that receives the forces and/or supplies of other nations, coalition partners, and/or regional organizations to be located on, to operate in, or to transit through its territory.

Host Nation Support (HNS) – Civil and/or military assistance rendered in peace, crisis, or war by a host nation to MNF or other forces and organizations which are located on, operating within or are in transit through the host nation's territory.

Hostile environment – An operational environment in which opposing forces have control and the intent and capability to effectively disrupt or react to operations the MNF intends to conduct. See **permissive environment**, **uncertain environment**.

Hot Zone – The area where detectable contamination is present and appropriate personal protective equipment must be worn.

Human Intelligence (HUMINT) – A category of intelligence derived from information collected and provided by human sources.

Human Rights: Human rights are rights inherent to all human beings, whatever our nationality, place of residence, sex, national or ethnic origin, color, religion, language, or any other status. Universal human rights are expressed and guaranteed by law, in the forms of treaties, customary international law, general principles and other sources of international law.

Human Security – A people's physical safety, economic and social well-being, respect for the dignity and worth as human beings, and their protection of their human rights and fundamental freedoms. See **stable state**; **economic and infrastructure development**; **governance and rule of law**; **security**.

Human Trafficking - The recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation.

Humanitarian Assistance (HA) – Aid provided to an affected population to save lives, alleviate suffering and reduce the results of natural or manmade disasters or other conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. HA must be provided in accordance with the basic humanitarian principles of humanity, impartiality and neutrality.

Humanitarian Community (HC) – Agencies and organizations whose primary or significant focus is the provision of humanitarian aid, assistance, relief, development support and human rights advocacy. For the purpose of this SOP, these agencies and organizations include United Nations relief agencies, international organizations, non-governmental organizations, and the Red Cross/Red Crescent movement.

Humanitarian Space – An environment devoid of political-military external factors that threaten independence, impartiality, and neutrality in humanitarian action. An environment wherein the HC can gain access to the affected population and can conduct its activities in accordance with humanitarian principles, free from actual and perceived political and military interference. HC members need to maintain actual and perceived independence and neutrality, and be distinguished from foreign military forces in order to ensure safe and unimpeded access to vulnerable populations.

Identification – In the context of CBRN-TIM operations, the determination of the specific identity of an agent or material involved in a CBRN-TIM accident or attack (e.g. tabun, sarin, *Bacillus anthracis*, Cesium-137) and not the broader category they belong to.

Imagery Intelligence (IMINT) – The technical, geographic, and intelligence information derived through the interpretation or analysis of imagery and collateral materials.

Immediately Dangerous to Life and Health (IDLH) - An atmosphere where the concentration of oxygen or flammable or toxic air contaminants would cause a person without respiratory protection to be fatally injured or would cause irreversible and incapacitating effects on that person's health, a fire, or possibly and explosion.

Immunization - The act of artificially stimulating the body to develop antibodies against infectious disease by the administration of vaccines or toxoids.

Improvised Explosive Device (IED) - A device placed or fabricated in an improvised manner incorporating destructive, lethal, noxious, pyrotechnic or incendiary chemicals and designed to destroy, incapacitate, harass or distract. It may incorporate military stores, but is normally devised from non-military components.

Indirect approach - A manner in which a commander directs combat power to attack the adversary's center of gravity by applying combat power against a series of decisive points that lead to the defeat of the center of gravity while avoiding adversary's strength. See **operational design**.

Indirect assistance - is at least one step removed from the population and involves such activities as transporting relief goods or relief personnel.

Infectious agents - Biological agents capable of reproducing in an infected host.

Infectivity - (1) The ability of an organism to spread. (2) The number of organisms required to cause an infection to secondary hosts. (3) The capability of an organism to spread out from the site of infection and cause disease in the host organism.

Influence – To cause adversaries or others to behave in a manner favorable to friendly forces.

Information – (1) Facts, data, or instructions in any medium or form. (2) The meaning that a human assigns to data by means of the known conventions used in their representation.

Information Environment – The combination of information, individuals, and the systems that create, collect, process, protect, disseminate, present, or deny this information. It encompasses intelligence, surveillance, reconnaissance, communications, information warfare, electronic warfare (including self-protection), command and headquarters processes, and management systems.

Information lifecycle – The total phases whereby information is collected, analyzed, disseminated, stored, and retrieved through its archival or disposal.

Information management – The framework and set of processes by which an organization captures, analyzes, prioritizes, stores, presents, and ensures the timely dissemination of relevant information for decision-making purposes. The provision of quality information to the right person at the right time in a usable form to facilitate understanding and decision-making.

Information Management Node (IM node) – One of several central points through which information is received, transmitted, relayed, and disseminated. IM nodes are located in areas of significant operational or exercise activity where the communication architecture provides the necessary equipment to receive, transmit, relay, and disseminate information.

Information Operations (IO) – Actions taken to affect adversary or threat information and information systems while defending one's own information and information systems. This also includes psychological operations.

Information pull – Data which the user requests, thus pulling information from a site or server.

Information push – Data which is sent to a user without the user's consent or the user requesting the data.

Infrastructure - A term generally applicable for all fixed and permanent installations, fabrications, or facilities.

Infrastructure/Services engineer - A person that is responsible for the planning and delivery of force support engineering tasks in theatre. When employed to deliver infrastructure as discrete projects, then they are usually called project engineers. When employed to maintain and/or repair existing infrastructure, they are called garrison engineers.

Infrastructure support - involves providing general services, such as road repair, airspace management and power generation that facilitate relief, but are not necessarily visible to or solely for the benefit of the affected population.

Initial assessment team – A group of personnel deployed by nations responding to a request for assistance by an affected nation during the immediate assessment phase of a crisis management situation.

Initial recovery assistance - Goods and services intended to restore or improve the pre-disaster living conditions of disaster affected communities, including initiatives to increase resilience and reduce risk, provided for an initial period of time after the immediate needs of disaster affected communities have been met as determined by the affected State.

Initiating directive – An order to a subordinate commander to conduct military operations as directed. Issued by the unified commander, sub unified commander, service component commander, or joint force commander who is delegated overall responsibility for the operation.

Integrated operations – The synchronized, coordinated, and/or cooperative activities among nations' governments, militaries, humanitarian community, and other key stakeholders to achieve unity of effort during multinational operations. Comprehensive approach and whole of government approach are inherent in integrated operations. See **comprehensive approach**, **whole of government approach**.

Intelligence – The product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning hostile or potentially hostile forces or areas of actual or potential operations. The term is also applied to the activity which results in the product and to the organizations engaged in such activity. See **operational intelligence**; **strategic intelligence**.

Intelligence cycle – The process by which information is converted into intelligence and made available to users. The six phases of the cycle are:

1. planning and direction
2. collection
3. processing and exploitation
4. analysis and production
5. dissemination and integration
6. evaluation and feedback

Intelligence discipline – A well defined area of intelligence planning, collection, processing, exploitation, analysis, and reporting using a specific category of technical or human resources. There are seven major disciplines: counterintelligence, geospatial intelligence, human intelligence, measurement and signature intelligence, open-source intelligence, signals intelligence, and technical intelligence. See **counterintelligence**; **geospatial intelligence**; **human intelligence**; **measurement and signature intelligence**; **open-source intelligence**; **signals intelligence**; **technical intelligence**. Also see **intelligence**; **imagery intelligence**.

Intelligence process – The process by which information is converted into intelligence and made available to users. The process consists of six interrelated intelligence operations: planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback. See **analysis and production**; **collection**; **dissemination and integration**; **evaluation and feedback**; **intelligence**; **planning and direction**; **processing and exploitation**.

Interdiction – An action to divert, disrupt, delay, or destroy the enemy's surface military potential before it can be used effectively against friendly forces. An air mission category for apportionment and MFACC planning.

Intermediate Staging Base (ISB) – A temporary location used to stage forces prior to inserting them into their objective area.

Internally Displaced Persons (IDP) – Those persons forced or obliged to flee from their homes, in particular as a result of or to avoid the effects of armed conflicts, situations of generalized violence, violations of human rights, or natural or man-made disasters, and who have not crossed an internationally recognized State border. Since IDPs remain within their home country, their own government has the primary role and responsibility for protecting IDPs' rights. See **refugee**.

International Humanitarian Community (IHC) – refer to Humanitarian Community (HC).

International Maritime Organization (IMO) – A UN agency which facilitates intergovernmental cooperation on international shipping issues. It promotes the adoption of the highest practicable standards in maritime safety, efficiency of navigation and prevention and control of marine pollution from ships. The Organization is also empowered to deal with international administrative and legal matters related to these purposes.

International Organization (IO) – Organization with global influence, such as the United Nations and the International Committee of the Red Cross.

International Ship and Port Facility Code (ISPS Code) – A comprehensive set of measures to enhance the security of ships and port facilities. The purpose of the Code is to provide a standardized, consistent framework for evaluating risk, enabling Governments to offset changes in threat with changes in vulnerability for ships and port facilities through determination of appropriate security levels and corresponding security measures.

Interoperability – (1) The ability of systems, units, or forces to provide services to and accept services from other systems, units, or forces and to use the services so exchanged to enable them to operate effectively together. (2) The condition achieved among communications-electronics systems or items of communications-electronics equipment when information or services can be exchanged directly and satisfactorily between them and/or their users. It includes any of the following: compatible command and control systems, procedures, weapons systems, doctrine, airborne and ground-based navigational aids, electronics communications, procedures and equipment for identifying friend from foe. The degree of interoperability should be defined when referring to specific cases.

Irregular forces – Armed individuals or groups who are not members of the regular armed forces, police, or other internal security forces.

Irritants - Substances that cause reddening, itching, or pain to exposed bodily parts.

Joining, Membership, and Exiting Instructions (JMEI) - Establishes the requirements for MNF mission partners to join, maintain membership, and exit the shared information system environment. The JMEI establishes the necessary and sufficient cyber security and information sharing requirements for implementing the MNF SOP DCO Framework at the operational level for a MNF mission or operation. The JMEI focuses on the minimal subset tasks and activities that mission partners must perform for mission assurance. It is designed to be modified and edited as necessary for a multinational operation or exercise and issued as an Annex or Appendix to an Operational Order. The DCO JMEI notional template is tailored from the best practices identified in the National Institute of Standards and Technology (NIST) Draft Cybersecurity Framework (v1.1). The content of the DCO JMEI is specifically tailored to address Mission Critical Tasks, Systems & Assets within a MNF and include activities and tasks across all of the specified functions and categories.

Joint – Connotes activities, operations, organizations, etc., in which elements of two or more military departments (i.e., Army, Navy, Air Force) participate.

Joint Operations Area (JOA) – An area of land, sea, and airspace, defined by a geographic combatant commander or subordinate unified commander, in which a joint force commander (normally a joint task force commander) conducts military operations to accomplish a specific mission. See **area of operations, area of responsibility, multinational operations area, operational area**.

Joint Task Force (JTF) – A joint force composed of assigned or attached elements of one nation established for the purpose of carrying out a specific task or mission. The commander of JTF can exercise OPCON or TACON of the assigned or attached forces.

Key terrain – A parcel of ground or building that provides the force that occupies it an advantage for operations in that area. Key terrain must be considered during MNF planning.

Kinetic – Refers to physical attack or destruction, or operations designed to achieve lethal effects. See **lethal system, nonlethal system, non-kinetic**.

Knowledge Management (KM) – An operational discipline enabled by information management and information technology. A real-time, shared understanding of the battlespace at all levels through a network that provides the rapid accumulation and dissemination of all the information that is needed for the commander to make timely and informed decisions.

L-hour – The specific hour on C-day at which a deployment operation commences or is to commence.

LCt50 - Median lethal dosage of a chemical agent vapor or aerosol. Represents the concentration that was fatal to 50 percent of a test population.

LD50 - Median lethal dosage of a liquid chemical agent. Represents the concentration that was fatal to 50 percent of a test population.

Lead nation concept – The nation with the will and capability, competence, and influence to provide the essential elements of political consultation and military leadership to coordinate the planning, mounting, and execution of a coalition military operation. In the overarching organizational framework provided by the Lead Nation, other nations participating in the coalition may be designated as functional lead agent to provide and/or coordinate specific critical sub functions of the operation and its execution, based on national capability.

Legitimacy – In military operations other than war, legitimacy is a condition based on the perception by a specific audience of the legality, morality, or rightness of a set of actions. The audience is the public, other nations, the populations in the operational area, or the participating forces.

Lethal system – System designed with the intent or capability to cause death. See **kinetic, non-kinetic, non-lethal system**.

Liaison – That contact or intercommunication maintained between force elements of military forces or between military and civilian organizations to ensure mutual understanding and unity of effort and action.

Liaison Officer (LO) – A person and primary point of contact responsible for the maintenance of intercommunication between force elements or organisations to ensure mutual understanding and unity of effort and action.

Line Of Effort (LOE) - A link of multiple tasks and missions using the logic of purpose—cause and effect—to focus efforts toward establishing operational and strategic conditions. See **operational design**.

Line Of Operation (LOO) - The interior or exterior orientation of the force in relation to the enemy or that connects actions on nodes and/or decisive points related in time and space to an objective. See **operational design**.

Line-source delivery system - A delivery system in which a biological agent is dispersed from a moving ground or air vehicle in a line perpendicular to the direction of the prevailing wind.

Liquid agent - A chemical agent that appears to be an oily film or droplets. The color ranges from clear to brownish amber.

Log Cluster – The logistics cluster is the primary logistics coordination mechanism used by UN agencies.

Logistics – The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations which deal with: (1) the design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel; (2) the movement, evacuation, and hospitalization of personnel; (3) acquisition or construction, maintenance, operation, and disposition of facilities; and (4) the acquisition or furnishing of services.

Logistic Lead Nation - Assumes the responsibility for organizing and coordinating a broad spread of logistics support within a defined area and for a defined period of time, and will also usually take responsibility for one or more full logistics function, for example transport. It might also act as an LRSN (Logistic Role Specialist Nation).

Logistic Role Specialist Nation - Assumes the responsibility for providing or procuring a specific logistic capability and/or service within a defined area and for a defined period of time. This might be a specific part of a logistic function, for example the provision of a particular commodity within a particular class of supply.

Maintenance - All actions taken to retain equipment or to restore it to a specified condition, including inspection, testing, servicing, classification as to serviceability, repair, rebuilding, and reclamation. It also includes supply and repair action taken to keep a force in condition to carry out its mission. The routine recurring work required to keep a facility (plant, building, structure, ground facility, utility system, or other real property) in such condition that it may be continuously utilized for its intended purpose at its original or designed capacity and efficiency.

Major operation – A series of tactical actions (battles, engagements, strikes) conducted by combat forces of a single or several Services, coordinated in time and place, to achieve strategic or operational objectives in an operational area. These actions are conducted simultaneously or sequentially in accordance with a common plan

and are controlled by a single commander. For noncombat operations, a reference to the relative size and scope of a military operation.

Marine Expeditionary Brigade (MEB) – A MEB consists of a headquarters element, ground combat element built on an infantry regiment, an aviation combat element consisting of a composite aircraft group, and a combat service support element. A MEB is task-organized to respond to a full range of crises, from forcible entry to humanitarian assistance. A MEB deploys on amphibious ships and has a 30-day sustainment capacity.

Marine Expeditionary Unit (MEU) – A MEU consists of a headquarters element, ground combat element built on an infantry battalion, an aviation combat element consisting of a composite aircraft squadron, and a service support group. A MEU is task organized and contains approximately 2,000 personnel. A MEU is an expeditionary intervention force usually based on amphibious ships with the ability to rapidly organize for combat operations in virtually any environment, self-sustaining for 15 days.

Maritime Component Commander (MCC) – The commander within a unified command, subordinate unified command, or joint task force responsible to the establishing commander for making recommendations on the proper employment of maritime forces and assets; planning and coordinating maritime operations; or accomplishing such operational missions as may be assigned. The maritime component commander is given the authority necessary to accomplish the mission and tasks assigned by the designating commander.

Maritime Interdiction Operation (MIO) - Maritime operations or preventative measures that aim to delay, disrupt, or destroy designated items, personnel, or activities en route to, within, or out of a nation or specific area by sea prior to it causing harm.

Maritime security activity – All efforts initiated by nations, international organizations, and nongovernmental organizations, to coordinate a safe maritime environment.

Maritime Security Operations (MSO) - Operations by the appropriate civilian or military authorities and multinational agencies that enforce or secure a maritime environment to enforce laws, protect citizens, and safeguard national and international interests.

Maritime superiority – That degree of dominance of one force over another that permits that force to conduct maritime operations by the former and its related land, sea, and air forces at a given time and place without prohibitive interference by the opposing force.

Maritime support – An air mission in support of the maritime component commander of a MNF. It is an air mission category for apportionment.

Marshalling team – A set of designated personnel responsible to coordinate the movement of evacuees to designated areas for subsequent movement to a port of embarkation.

Mass casualty (MASCAL) – Any large number of casualties produced in a relatively short period of time, usually as the result of a single incident such as a military aircraft accident, hurricane, flood, earthquake, or armed attack that exceeds local logistic support capabilities.

Master Air Attack Plan (MAAP) – A plan that contains key information that forms the foundation of an air tasking order. Sometimes referred to as the air employment plan or coalition air tasking order shell. It includes force commander guidance, force air component commander guidance, support plans, component requests, target update requests, availability of capabilities and forces, target information from target lists, aircraft allocation, etc.

Materiel - All items necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. Materiel includes ships, tanks, self-propelled weapons, aircraft, related spares, repair parts, and support equipment, but not real property, installations, or utilities.

Measure Of Effectiveness (MOE) – A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of end state conditions, achievement of an objective, or creation of an effect.

Measurement And Signature Intelligence (MASINT) – Intelligence obtained by quantitative and qualitative analysis of data (metric, angle, spatial, wavelength, time dependence, modulation, plasma, and hydro magnetic)

derived from specific technical sensors for the purpose of identifying any distinctive features associated with the emitter or sender, and to facilitate subsequent identification and/or measurement of the same. The detected feature may be either reflected or emitted.

Medical intelligence – That category of intelligence resulting from collection, evaluation, analysis, and interpretation of foreign medical, bio-scientific, and environmental information that is of interest to strategic planning and to military medical planning and operations for the conservation of the fighting strength of friendly forces and the formation of assessments of foreign medical capabilities in both military and civilian sectors.

Medical Treatment Facilities (MNF) – Medical facilities that can provide support to the coalition force, international humanitarian community, or civilian populace. Can be military or nonmilitary medical facilities. Facilities consist of varying levels of support and treatment capabilities.

Memorandum Of Agreement (MOA) – A legally binding agreement between two or more parties that describes the terms agreed upon for specific actions or transactions. For example, an agreement between two nations to supply a particular part or a piece of equipment to be used by both countries which usually includes some type of financial commitment.

Memorandum Of Understanding (MOU) – A MOU is similar to a MOA, but is not legally binding. It is often a full and final non-binding arrangement between two or more parties.

Microorganism - Any organism, such as bacteria and viruses, which can be seen only with a microscope.

Migrant - A person who, for reasons other than those contained in the definition, voluntarily leaves his country in order to take up residence elsewhere. He/she may be moved by the desire for change or adventure, or by family or other reasons of a personal nature.

Military Deception (MILDEC) – Actions executed to deliberately mislead adversary military decision makers as to friendly military capabilities, intentions, and operations, thereby causing the adversary to take specific actions (or inactions) that contributes to the accomplishment of the friendly mission.

Military Decision Making Process – Multinational (MDMP-M). This process supports all military decision making and assessment actions within the MNF headquarters and provides a common multinational planning framework during crisis response situations.

Military end state - The set of required conditions that defines achievement of the military objectives. A subset of the strategic end state covering the period of time in which military is involved. See **end state; operational design**.

Military Engineering (MIL ENGR) - Engineer activity undertaken, regardless of component or service, to shape the physical operating environment. Military engineering is comprised of both force support engineering and combat support engineering.

Military Operations Other Than War (MOOTW) – Operations that encompass the use of military capabilities across the range of military operations short of war. These military actions can be applied to complement any combination of the other instruments of national power and occur before, during, and after war.

Mission – (1) The task to a specific unit, together with the purpose, that clearly indicates what action is to be taken, at what time and place, and the reason therefore. (2) In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task. (3) The dispatching of one or more aircraft to accomplish one particular task.

Mission analysis – The process which translates tasks into missions.

Mission Assurance - A process to ensure that assigned tasks or duties can be performed in accordance with the intended purpose or plan, to sustain operations throughout the continuum of operations. It is executed through a risk management program that seeks to ensure the availability of networked assets critical to designated missions. Risk management activities include the identification, assessment, and security enhancement of assets essential for execution. Cyber mission assurance focuses on threats resulting from our MNF's extreme reliance on information technology. The guarantee that Mission Essential Functionality (MEF) is continued despite partial failures or changes in the system and its operating environment.

Mission clarification – To understand the scope and requirements of an assigned task without ambiguity or confusion.

Mission creep – The additional missions or tasks not originally planned that a force executes once an operation begins which could infringe on the primary mission. The additions can lead to increased resource expenditure and consequences not envisioned in the original mission statement.

Mitigation – Within the context of CBRN-TIM, mitigation is a set of activities/procedures that could be undertaken before, during and/or after the event occurs to reduce, eliminate, or prevent the potential damage that could result from a CBRN-TIM accident or attack.

Mobility Support - Mobility support is action taken to enhance the mobility of the force allowing the commander the freedom to maneuver. Examples of this type of support include: bridging and gap crossing operations, obstacle clearance such as minefield breaching and rubble removal, route clearance, route maintenance and repair, forward airfield and aviation support, and engineer route reconnaissance.

Mobilization – The act of assembling and organizing national resources to support national objectives in time of conflict or other emergencies. See **demobilization**.

Monitoring/surveillance – Within the context of CBRN, it is systematic observation using detectors to observe the MNF area of operations for CBRN-TIMs accident and/or attacks. This would include aerospace, surface areas, places, persons or things by visual, electronic, mechanical, or other means for determining the presence or absence of CBRN-TIM hazards. This could be conducted pre-event, post-event or during the event.

Mounting – All preparations of forces made in anticipation of an operation. It is concerned with the reception, staging, onward movement and integration (RSO&I) of the force in order to prepare it for deployment. It includes assembly in a mounting area, preparation, maintenance in the mounting area, movement to loading points, and subsequent embarkation onto disembarkation modes.

Mounting authority – The authority responsible for the preparation of forces to the level of capability required by the operational commander. The key role and function of the mounting authority is to set policy, direction, and standards to meet the commander's intent and needs. The actions of a mounting authority are usually a single service activity and typically the component headquarters is designated as the mounting authority. There may be more than one mounting authority depending on the nature of the operation.

Mounting Base (MB) – A base which acts as a focal point for the mounting and sustainment of a deployed force. The MB is a location, which is defined by function and involves a number of organizational elements to provide mounting support. The MB normally incorporates the point of embarkation and the point of disembarkation for personnel and/or materiel. There may be more than one MB used for an operation.

Mounting base headquarters – A headquarters which coordinates the delivery of support to force preparation, deployment, and sustainment activities in the mounting base, following the mounting directive.

Mounting base instruction – A published instruction that outlines procedures and practices for the conduct of mounting operations at a specific MB. It is based on a generic set of MB SOPs and should include specific instructions for: setup of the MB, the submission and format of support requests, reception procedures, support coordination (including meetings), sustainment and administration of occupants, departure procedures, and disestablishment of the MB.

Mounting directive – Sets policy, direction, and standards for the preparation of the deploying force to ensure the level of capability required by the operational commander is achieved. This includes establishing requirements for: mission specific equipment and facilities, mission specific training, conduct of rehearsals, and mission specific personnel requirements.

Mounting Headquarters (MTG HQ) – A headquarters responsible for ensuring that force preparation activities follow the mounting authority directives to meet the operational commander's needs.

Mounting instruction – A published instruction by the mounting headquarters which sets the priorities and provides guidance to the mounting base and the deploying force to ensure that the requirements of the mounting directive are met.

Multinational - Applies to a task force composed of two or more nations that is based either upon ad-hoc or treaty multinational efforts and is normally crisis action in nature.

Multinational Air Operations Center (MAOC) – (was CAOC) A jointly staffed facility established for planning, directing, and executing coalition air operations in support of the coalition force commander's operation or campaign objectives.

Multinational Air Operation Plan (MAOP) – (was CAOP) A plan for a connected series of coalition air operations to achieve the coalition force commander's objectives in a given time and joint operational area.

Multinational Collection Management Board (MCMB) – (was CCMB) A MNF board run by the Intelligence Directorate (C2) that ensures collection assets are focused on answering the priority intelligence requirements. Coordinates with the operations directorate (C3) for intelligence surveillance reconnaissance assets via a request for forces.

Multinational Coordination Center (MNCC) – (Was M-CmdC, CCC, and MFCC) An organization composed of staff elements required to integrate MNF contributions (forces and capabilities) into a contingency operation. A MNCC focuses on command and control, coordination and cooperation in any given contingency requiring a multinational force response.

Multinational Fires Element (MFE) – (was CFE) An element approved by the CMNF that performs the administration functions of the coalition targeting control board (CTCB). The CFE provides recommendations to the Operations Directorate (C3) via the CTCB to plan, coordinate, and synchronize fires. The CFE assists the Operations Directorate (C3) in accomplishing responsibilities and tasks as a staff advisor to the CMNF. This element is composed of a variety of experts from the MCTF staff (including the Operations Directorate staff), the components, the supported strategic command, and elsewhere as needed.

Multinational Force (MNF) – A force composed of nations who have formed a temporary coalition for some specific purpose. This is an overarching term describing the broader force of participating nations' governments and agencies, and includes a strategic military planning headquarters. It is the entire organization of nations, participating forces, and support based on shared interests.

Multinational Force Air Component Commander (MFACC) – (was CFACC) The commander in a coalition task force responsible to the establishing commander for making recommendations on the proper employment of assigned, attached, and/or made available for tasking air forces; planning and coordinating air operations; or accomplishing operational missions as assigned. The coalition force air component commander is given the authority necessary to accomplish missions and tasks assigned by the establishing commander.

Multinational Force Information Network Operations (MNF IN OPS) - Network Focused operations that include designing, building, configuring, securing, operating, maintaining, and sustaining the information environment that we rely on for operations. While MNF IM is a critical component of MNF Operations it is not a principal remit of DCO.

Multinational Force Releasable (MNF-REL) – A security classification caveat that restricts the sharing of information among military forces of the nations in a multinational force or CTF.

Multinational Guidance, Apportionment, and Targeting Team (MGAT) – (was CGAT) A group that makes recommendations for air apportionment to engage targets and provides other targeting support requiring component input at the force air component commander level.

Multinational Information Bureau (MCIB) – (was CCIB) Facilities established by the multinational force and or the CMNF to serve as the focal point for the interface between the coalition task force and the media during the conduct of multinational operations.

Multinational Integrated Prioritized Target List (MIPTL) – (was CIPTL) A prioritized list of targets and associated data approved by the coalition force commander or designated representative and maintained by a coalition force.

Targets and priorities are derived from the recommendations of components in conjunction with their proposed operations supporting the coalition force commander's objectives and guidance.

Multinational Interoperability Council (MIC) – An organization established to provide a multinational forum to address coalition operational requirements, identify coalition information interoperability issues, and develop solutions that positively impact on coalition operational policy, doctrine, and planning. The council provides for the exchange of relevant information across national boundaries in support of the warfighter in coalition operations. Member nations include Australia, Canada, France, Germany, Italy, United Kingdom, and the United States.

Multinational Logistics Coordination Center (MLCC) – (was CLCC) Coordinating body formed to coordinate the execution of logistics support with the CTF national and service components to ensure the effective and efficient management of logistics resources in the AO. The CLCC accomplishes this through the establishment of functionally aligned logistics coordination offices.

Multinational Operation – A collective term that describes military actions conducted by forces of two or more nations, usually undertaken in the structure of a coalition or alliance.

Multinational Operational Delegated Authority (MODA) – (was CODA) Example of a tailored command relationship. Implemented by the Commander Combined Forces Korea to allow the Republic of Korea to exercise command authority over its forces on a day-to-day basis while also allowing the Commander Combined Forces Korea the command authority he needs to accomplish his mission.

Multinational operations area – That portion of an operational area assigned by the Supported Strategic Commander in which a Commander Multinational Task Force conducts military operations pursuant to an assigned mission and the administration incident to those military operations. See **area of operations; area of responsibility; joint operations area; and operational area**.

Multinational Planning Augmentation Team (MPAT) – A cadre of military planners from nations with interests in the Asia-Pacific region that are capable of rapidly augmenting a multinational force headquarters to plan and execute coalition operations during a crisis response involving military operations other than war and/or small-scale contingencies. The members represent a multi-Service, multidisciplined, multinational group of planners and operators who can deploy and augment a multinational headquarters. Members can also act as liaison officers to multinational commands.

Multinational Planning Group (MPG) – (was CPG) A Multinational Task Force planning organization consisting of designated representatives of the Coalition/Combined Task Force headquarters principal and special staff sections, components (Service and/or functional), and other supporting organizations or agencies as deemed necessary by the MCTF. Multinational Planning Group membership should be a long-term assignment and members should be designated spokespersons for their respective sections or organizations. Responsibilities and authority of the Multinational Planning Group are assigned by the MCTF. Normally headed by the Multinational Task Force chief planner (Plans and Policy Directorate (C5), Plans Division), Multinational Planning Group responsibilities include, but are not limited to, crisis action planning (to include course of action development and refinement), coordination of Multinational Task Force operation order development, and planning for follow-on operations (e.g., transition, termination, next phase, sequels).

Multinational Rear Area Coordinator (MRAC) – (was CRAC) The officer with responsibility for coordinating the overall security of the rear area in accordance with CTF directives and priorities to assist in providing a secure environment to facilitate sustainment, host-nation support, infrastructure development, and movements of the multinational force. The MRAC also coordinates intelligence support and ensures that area management is practiced with due consideration for security requirements.

Multinational Target Coordination Board (MTCB) – (was CTCB) group formed by the MCTF to accomplish broad targeting oversight functions that include but are not limited to coordinating targeting information, providing targeting guidance and priorities, and preparing and/or refining coalition integrated prioritized target lists. The board is normally comprised of representatives from the coalition task force staff, all components, and if required, component subordinate units.

Multinational visitor's bureau – The organization established in the MNF to coordinate the movement and operations of visitors and the media in the area of operations. The visitor's bureau is usually comprised of public affairs and protocol personnel along with transportation experts.

Mutual support – That support which units render each other against an opposing force as a result of their assigned tasks, their position relative to each other and to the opposing force, and their inherent capabilities.

Named Area of Interest (NAI) – The geographical area where information that satisfies a specific information requirement can be collected. Named areas of interest are usually selected to capture indications of adversary courses of action, but also relate to conditions of the battlespace.

National Authority (NatAuth) – The authorities of a nation, consisting of the Head of State and the principle advisor for Defense who exercise authority over their national armed forces. The Head of State's principle advisers on national security normally assist in the development of national security policy. Usually the Head of State and his principle advisor on Defense are the National Authorities, and they alone are vested with the lawful authority to direct their Armed Forces in the execution of military action, including the movement of forces or the initiation of operations.

National Command – A command that is organized by, and functions under the authority of, a specific nation and may or may not be placed under a UN or multinational commander.

National Command Element (NCE) – Each Nation furnishing forces to a MNF establishes a national command element in the MNF command. Normally the senior officer in the MNF for a given nation holds this responsibility. This establishes the national command link back to respective nations' National Authority(ies). The specific officer assigned as commander of this national command element who may be assigned other MNF command and staff responsibilities.

National interests – The foundation for the development of valid national objectives that define a nation's goals or purposes. National security interests include preserving a nation's political identity, framework, and institutions; fostering economic well-being; and bolstering international order supporting the vital interests of a nation and its allies.

National power – A legal authority, physical force, strength, and influence which is in the form of a central government and/or coalition government formed by a major party having an effect on the citizenry, subjects, or other nations.

National Support Element (NSE) – Any national organization or activity that supports national forces that are a part of a MNF. Their mission is nation-specific support to units and common support that is retained by the nation.

National unique item – A logistics term that refers to an item that is used by one nation only. See **common-user logistics**.

Nebulizer - A device for producing a fine spray or aerosol.

Nerve agents - Compounds that cause a disruption in normal neurologic function. Symptoms appear rapidly with death occurring as rapidly as several minutes.

Neutrality – The legal status wherein a nation declares that they do not support or favor either side in a conflict. To be neutral, it is insufficient merely to declare neutrality – a nation also must live-up to certain legal obligations in order to preserve its neutrality. A nation that claims neutrality but then breaks the laws of neutrality is not neutral and may become a party to an armed conflict. Can be also used to describe the quality of a state or non-state actor which does not support either side in an argument, dispute, fight, war, or conflict.

Neutralize – (1) As it applies to military operations, to render ineffective or unusable. (2) To render enemy personnel or materiel incapable of interfering with a particular operation. (3) To render safe mines, bombs, missiles and booby traps. (4) To make harmless anything contaminated with a chemical agent.

Noncombatant Evacuation Operation (NEO) – Operation directed by a Nation whereby noncombatants are evacuated to safe havens or to their nation of origin when their lives are endangered by war, civil unrest, or natural disaster.

Nongovernmental organization (NGO) – Transnational organizations of private citizens that maintain a consultative status with the Economic and Social Council of the United Nations. Nongovernmental organizations are

professional associations, foundations, multinational businesses, or simply groups with a common interest in humanitarian assistance activities (development and relief).

Non-kinetic – As used in this SOP, it refers to the ability to influence without physical damage. See **kinetic, lethal systems, non-lethal system**.

Non-lethal system – System that is explicitly designed and primarily employed with the intent to incapacitate personnel or materiel, while minimizing fatalities, permanent injury, and undesired damage to property and the environment. It is designed to impair, confuse, deceive, disrupt, disorganize, delay, influence, or locate the opposition. Nonlethal systems are intended to have one, or both, of the following characteristics: (1) They have relatively reversible effects on personnel or materiel. (2) They affect objects differently in their area of influence. See **kinetic, lethal system, non-kinetic**.

Non-persistent agent – As it relates to chemical warfare, an agent that, upon release, loses its ability to cause casualties after 10 to 15 minutes. It has a high evaporation rate, is lighter than air, and will disperse rapidly. It is considered to be a short-term hazard. In unventilated areas, the agent will be more persistent.

Non-potable water - Water of insufficient quality to be fit for human consumption but is suitable for other applications.

No-Strike List (NSL) – A list of geographic areas, complexes, or installations not planned for capture or destruction. Attacking these could violate the law of armed conflict or interfere with friendly relations with indigenous personnel or governments.

Objective - A clearly defined, decisive, and attainable goal toward which every operation should be directed. See **operational design**.

Occupy – A tactical mission task that involves moving a friendly force into an area so that it can control that area. Both the forces movement and occupation of the area occur without enemy opposition.

Office – An enduring organization that is formed around a specific function to coordinate and manage support requirements. An example of an office is Mortuary Affairs Office.

On-call target – Planned target that is known to exist in an operational area and are located in sufficient time for deliberate planning to meet emerging situations specific to campaign objectives. See **planned target**.

On Order (O/O) mission – A mission to be executed at an unspecified time in the future. A unit with an 'on order' mission is a committed force. The commander envisions task execution in the concept of operations; however, the exact time or place of execution is unknown. Subordinate commanders develop plans and orders, allocate resources, conduct task-organizing, and position forces for execution.

On-Site Operations Coordination Center (OSOCC) – Is set up to help local authorities in a disaster-affected country to coordinate international relief.

Open-Source Intelligence (OSINT) – Information of potential intelligence value that is available to the general public.

Operational Area (OA) – An overarching term encompassing more descriptive terms for geographic areas in which military operations are conducted. OAs include, but are not limited to, descriptors such as area of responsibility, theater of war, theater of operations, joint operations area, amphibious objective area, joint special operations area, and area of operations. See **area of operations, area of responsibility, coalition/combined operations area, joint operations area**.

Operational Control (OPCON) – The command authority to organize and employ forces, assign tasks, designate objectives, and give authoritative direction necessary to accomplish the mission. Command authority exercised by commanders at any echelon at or below the level of commander combined task force that are delegated in the command. OPCON is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. OPCON includes authoritative direction over all aspects of military operations necessary to accomplish missions assigned to the command. OPCON normally provides full authority to

organize commands and forces to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training.

Operational design – The conception and construction of the framework that underpins a campaign or major operation plan and its subsequent execution. See **campaign, major operation**.

Operational Design Elements – Cognitive tools to help commanders and staff visualize what a multinational operation should look like and shape the commander's intent. The cognitive tools may include: termination criteria, military end state, objective, decisive points, lines of operation, direct and indirect approach, forces and functions, anticipation, operational reach, and culmination.

Operational environment – A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. See **hostile environment, permissive environment, and uncertain environment**.

Operational intelligence – Intelligence that is required for planning and conducting campaigns and major operations to accomplish strategic objectives within theaters or operational areas. See **intelligence, strategic intelligence**.

Operational Intelligence Preparation of the Environment (OIPE) - The analytical process used to produce intelligence estimates and other intelligence products to support the commander's decision-making process. The initial output of the OIPE process is a definition of the CTF's intelligence problem and the subsequent intelligence resource requirements to accomplish the mission. It is a continuous process that defines the operational environment, describing the operational environment, evaluating the adversary, and assessing potential courses of action. Refer to paragraph 8 for further detail.

Operational level – The operational level links the tactical employment of forces to strategic objectives. It is the level at which campaigns and major operations are planned, conducted, and sustained to accomplish strategic objectives in theaters or areas of operations. Activities at this level link tactics and strategy. It is at this level that military strategy is implemented by assigning missions, tasks, and resources to tactical operations.

Operation Planning Team (OPT) – Organization normally formed in the Operations Directorate (C3), Future Operations Division to coordinate the refinement of operation orders and other tasks as assigned by the Operations Directorate. This team is used to adjust and modify plans based upon the current situation.

Operational reach - The distance and duration across which a multinational force can successfully employ military capabilities. See **operational design**.

Operational rhythm – A deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. This terminology is used when diplomatic or political sensitivities or national concerns require minimizing terms that suggest combat operations or war actions. Missions other than war, not inherently requiring the application of military force (such as humanitarian assistance/disaster relief or peacekeeping missions, etc.), are best served by using this alternate terminology to maintain unity of effort and to counter misperceptions. See **battle rhythm**.

Operational start point – Common frame of reference that facilitates the rapid activation of a MNF and provide the foundation for increasing overall mission effectiveness of the multinational effort.

Operational tempo (OPTEMPO) – Pace at which the commander conducts operations.

Operation order (OPORD) – A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. In the Multinational Task Force, this document would be prepared by Operations Directorate (C3), Future Operations Division.

Operation plan (OPLAN) – A complete and detailed plan containing a full description of the concept of operations and all required annexes with associated appendixes. It identifies the specific forces, functional support, deployment sequence and resources required to execute the plan and provide closure estimates for their movement into the area of operations. An OPLAN can be used as the basis of a campaign plan (if required) and then developed into an operation order. It is coordinated by the Plans and Policy Directorate (C5), Plans Division.

Operations security (OPSEC) – A process of identifying critical information and subsequently analyzing friendly actions attendant to military operations and other activities to: (1) identify those actions that can be observed by adversary intelligence systems; (2) determine indicators that adversary intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries; and (3) select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation.

Organism - Any individual living thing, whether animal, plant, fungus, or microbe.

Originating State - A State from which disaster relief and initial recovery personnel, goods and equipment begin travel to the Affected State.

Pandemic - Denoting a disease affecting or attacking the population of an extensive region, country, or continent.

Parasite - Any organism that lives in or on another organism, causing it harm and without providing benefit in return.

Participating nation – Nation that is part of the multinational effort or part of the Multinational Force (MNF) command structure. A participating nation is always a contributing nation. However, a contributing nation is not necessarily a participating nation since they may be contributing via other means and other organizations that are not part of the formal multinational effort or MNF command structure. See **contributing nation**.

Parties to the armed conflict - The armed forces of a party to the conflict consist of all organized armed forces, groups and units which are under a command responsible to that party for the conduct of its subordinates.

Pathogen - Any organism (usually living) capable of producing serious disease or death.

Peace Building – Post-conflict actions, predominantly diplomatic and economic, which strengthen and rebuild governmental infrastructure and institutions in order to avoid a relapse into conflict. Military support to peace building includes rebuilding roads, reestablishing or creating government entities, or training defense forces.

Peace Enforcement Operation (PEO) – Operation designed to compel compliance with resolutions or sanctions designed to restore peace and order. This operation inherently tends toward the use of force. PEOs apply military force, or its threat, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to maintain or restore peace and order. PEO missions include intervention operations as well as operations to restore order, enforce sanctions, forcibly separate belligerents, and establish and supervise exclusion zones for the purpose of establishing an environment for truce or ceasefire. Unlike peacekeeping operations, peace enforcement operations do not require the consent of the states involved or of other parties to the conflict.

Peacekeeping Operation (PKO) – Military operation undertaken with the consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (for example, ceasefire or truce) and support diplomatic efforts to reach a long-term political settlement. This operation inherently tends toward the nonuse of force. PKOs take place following diplomatic negotiation and agreement among the belligerents, the sponsoring organization, and potential force contributing nations concerning which nations provide peacekeeping forces as well as the size and type of forces each contributes. This operation is conducted following agreements among the parties to the conflict. Peacekeeping efforts often involve ambiguous situations requiring the peacekeeping force to deal with extreme tension and violence without becoming a participant.

Peace Making – The process of diplomacy, mediation, negotiation, or other forms of peaceful settlements that arranges an end to a dispute and resolves issues that led to conflict. Military activities that support peace making include military-to-military relations and security assistance.

Peace Operation (PO) – A broad term that encompasses peacekeeping operations and peace enforcement operations conducted in support of diplomatic efforts to establish and maintain peace. Additional types of military operations other than war (e.g., humanitarian assistance and noncombatant evacuation operations) complement peace operations. Peace operations are tailored to each situation and are conducted in support of diplomatic activities before, during, or after conflict.

Peace Support Operation (PSO) – Multifunctional operation conducted impartially, normally in support of an internationally recognized organization such as the UN or the Organization for Security and Cooperation in Europe

that involve military forces and diplomatic and humanitarian agencies. The term is now widely used by many civilian agencies to describe their activities in complex humanitarian emergencies. PSOs are designed to achieve a long-term political settlement or other specified conditions. They include peacekeeping and peace enforcement as well as conflict prevention, peace making, peace building, and humanitarian relief.

Permissive environment – An operational environment in which the host-country military and law enforcement agencies have control and the intent and capability to assist Multinational operations. See **hostile environment**, **uncertain environment**.

Persistent agent – A chemical warfare agent that, upon release, retains its ability to cause casualties for an extended period of time, usually anywhere from 30 minutes to several days. It usually has a low evaporation rate and its vapor is heavier than air. It is considered to be a long-term hazard.

Personal Protective Equipment (PPE) – Personal gear worn to protect against inhalation and contact exposures to vapor and liquid hazards.

Phase – A definitive stage of an operation or campaign during which a large portion of the forces and capabilities are involved in similar or mutually supporting activities for a common purpose. Phases allow the commander to break up major operations into manageable portions and in like functions (i.e., deployment phase, employment phase, transition phase, redeployment phase, etc.). A transition to another phase, such as a shift from deployment to employment operations, indicates a shift in emphasis. Phases are sequential or concurrent and can overlap.

Physical Force Protection – Works and structures designed and built to protect personnel, equipment, facilities and information from combinations of operational threats and occupational or environmental hazards in order to conserve and maximize fighting power.

Physical protection - This is the individual protective equipment such as clothing and equipment required to protect an individual from CBRN-TIM agents.

Piracy – Consists of any illegal act of violence or detention, or any act of depredation, committed for private ends by the crew or the passengers of a private ship or a private aircraft, and directed: (i) on the high seas, against another ship or aircraft, or against persons or property on board such ship or aircraft; (ii) against a ship, aircraft, persons or property in a place outside the jurisdiction of any State; any act of voluntary participation in the operation of a ship or of an aircraft with knowledge of facts making it a pirate ship or aircraft; any act of inciting or of intentionally facilitating an act described above.

Plague - An acute infectious disease caused by bacteria transmitted to humans by fleas from infected rats. Invasion of the lungs by the bacteria causes a rapidly fatal form of the disease that can be transmitted between persons via droplets. Also known as bubonic plague.

Planned target – Target known to exist in an operational area, and against which effects are scheduled in advance or are on-call. Examples range from targets on joint target lists in the applicable campaign plans to targets detected in sufficient time to list in the air tasking order, mission-type orders, or fire support plans. Planned targets have two subcategories: scheduled and on-call. See **scheduled target**.

Planning and direction – In intelligence usage, the determination of intelligence requirements, development of appropriate intelligence architecture, preparation of a collection plan, and issuance of orders and requests to information collection agencies. See **intelligence process**.

Planning order (PLANORD) – A planning directive that provides essential planning guidance and directs the initiation of execution planning before the directing authority approves a military course of action. A planning order is issued to initiate execution planning. The planning order normally follows a commander's estimate and takes the place of the alert order. Approval of a selected course of action by national authorities is not required before issuing a planning order.

Planning rhythm – A deliberate daily cycle of staff activities intended to synchronize current and future operations. The planning rhythm facilitates meeting the CTF battle rhythm by each staff section and is a subordinate part of the CTF battle rhythm.

Plans division (PLANS) – One of the three primary planning organizations in the CTF headquarters. A branch of the Plans and Policy Directorate (C5) involved in future planning that occurs beyond 336 hours (14 days). PLANS

focuses on initial development of crisis response plans, campaign planning, follow-on operational phase planning, contingency planning, and sequel plans. See **current operations division**, **future operations division**.

Plume - Airborne material spreading from a particular source; the dispersal of particles, gases, vapors, and aerosols into the atmosphere.

Point-source delivery system - A delivery system in which the biological agent is dispersed from a stationary position. This delivery method results in coverage over a smaller area than with the line-source system.

Policing Teams deploy specific capabilities to undertake a range of tasks, to include: patrol and community policing; tactical response (including public order management, bomb response, hostage negotiation, and search and rescue); criminal investigations; forensics (including CBRN and crime scene analysis); close-personal and infrastructure protection; and capacity development. Additionally, other tasks may include support to NEO and protection of civilians (refer to [MNF SOP Protection of Civilian Annex](#)). Depending on the nature of the request from the Affected State and the agreed legal framework governing the deployment, police elements may deploy with a range of “use of force” options including firearms, chemical, electronic and other less-than-lethal options, and munitions. Deploying police agencies may or may not have access to their own logistics, information and communication technology systems, and/or other enabling support capabilities. Note – unlike military forces, policing agencies cannot be covered under SOFA arrangements with the host country. Police agencies will need to establish bilateral legal frameworks with the host country in order to deploy and operate (e.g. swearing in as local police, diplomatic notes, or constitutional change).

Political legitimacy – Popular acceptance of legality, morality, or rightness of a government’s set of actions. This perception may influence whether partner nations will or will not provide forces and assistance to a stability operation. Within a stable state, political legitimacy is a binding element that pulls security, governance, and economic opportunity together.

Political settlement – Framework for governing a state either through formal or informal processes based on a common understanding that provides mechanisms by which states undergo nonviolent transformation and maintain stability. The political settlement brings about the conditions to end and prevent violent conflict from occurring or resuming. Political settlement is a central concept to success in stability operations designed to prevent or end violent conflict and enable a stable state.

Port of Debarkation (POD) – The geographic point at which cargo or personnel are discharged. This is a seaport (SPOD) or aerial port (APOD) of debarkation; for unit requirements, it may or may not coincide with the destination.

Port of Embarkation (POE) – The geographic point at which cargo or personnel are boarded. This is a seaport (SPOE) or aerial port (APOE) of embarkation.

Potable water - Water that is deemed to be of sufficient quality that it is fit for human consumption.

Prevention - Related to CBRN-TIM, a set of activities/procedures conducted to reduce or avoid the probability of a CBRN-TIM incident occurring.

Preventive diplomacy – Diplomatic actions in advance of a predictable crisis that are intended to prevent or limit conflict or hardship.

Priority Intelligence Requirement (PIR) – An intelligence requirement for which a commander has an anticipated and stated priority in the task of planning and decision-making.

Prisoner Of War (POW) – A detained person as defined in articles 4 and 5 of the Geneva Convention relative to the treatment of prisoners of war. In particular, one who, while engaged in combat under orders of his or her government, is captured by the armed forces of the enemy. As such, he is entitled to the combatant’s privilege of immunity from the municipal law of the capturing state for warlike acts which do not amount to breaches of the law of armed conflict.

Private Voluntary Organization (PVO) – Private, independent, diverse, flexible, primary relief providers.

Processing and exploitation – In intelligence usage, the conversion of collected information into forms suitable to the production of intelligence. See **intelligence process**.

Project management - The planning, coordination, and control of activities and available resources to deliver a project that meets the user's requirement for scope, time, budget, and quality.

Prophylaxis - The medical measure taken to prevent the occurrence of disease or damage to the MNF. These measures can be taken prior to or after a CBRN-TIM event.

Protection (CBRN) – As applies to CBRN-TIM, a system of actions conducted before, during and after a CBRN-TIM event that would allow the MNF to operate after a CBRN-TIM accident or attack. Protection would include physical and medical measures. See **physical protection** and **collective protection** of this glossary for further definition.

Protection (HA/DR) – The concept of protection encompasses all activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and the spirit of the relevant bodies of law (i.e. International Human Rights law [IHRL], International Humanitarian Law [IHL], also known as Law of Armed Conflict, refugee law).^[1] For purposes of this SOP, the term “Protection of Civilians” refers to situations of armed conflict.

Protection of Civilians (POC) - Includes all activities aimed at ensuring full respect for the rights of civilians in accordance with the law, including international and domestic law. The United Nations Security Council continues to reaffirm that parties to armed conflict bear the primary responsibility to take all feasible steps to ensure the protection of affected civilians. It urges parties in armed conflict to meet the basic needs of all civilians and give attention to the specific needs of women, children, refugees, internally displaced persons and other civilians who may have specific vulnerabilities, including persons with disabilities and older persons.

Protracted crisis - A crisis, which due to complex situational circumstances, continues for a prolonged period of time. In a protracted crisis, a significant portion of the population is acutely vulnerable to death, disease and disruption of their livelihoods. Governance in the affected state is usually weak, or ineffective, having limited capacity or willingness to respond to, or mitigate threats to the population or provide adequate levels of protection.

Psychological operation (PSYOP) – A planned operation to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of PSYOPs is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives.

Q Fever- A highly infectious disease common in livestock. It is transmitted through the inhalation of spores, but rarely from one person to another.

Quality Assurance - All policies and systematic activities implemented within a quality system. Frameworks include (1) determination of adequate technical requirement of inputs and outputs, (2) certification and rating of suppliers (3) evaluation of the process to establish required corrective response (4) audit of the process quality.

Quality Control - All policies and systematic activities implemented within a quality system. Frameworks include (1) testing of procured material for its conformance to established quality, performance, safety, and reliability standards, (2) proper receipt, storage, and issue of material, and (3) audit of the final output for conformance to (a) technical (b) reliability, (c) maintainability, and (d) performance requirements.

Rabbit fever - An infectious disease that chiefly affects rodents, but can also be transmitted to humans through insect bites or contact with infected animals. Certain strains can be deadly. See **tularemia**.

Reach back – The ability to access information from sources not forward deployed to negate the requirement of deploying those sources of information; the use of technology that enables a commander to access information from sources distant from his location.

Reception, Staging, Onward Movement, and Integration (RSOI) – A phase of multinational force deployment occurring in the operational area to receive personnel and equipment to deliver a capability. This phase comprises the essential processes required to transition arriving personnel, equipment and material into forces capable of

^[1] PROTECTION OF INTERNALLY DISPLACED PERSONS, Inter-Agency Standing Committee Policy Paper, New York, December 1999, p. 4, citing Third Workshop on Protection, Background paper, ICRC (7 January 1999). https://interagencystandingcommittee.org/system/files/legacy_files/FINALIDPPolicy.pdf

meeting operational requirements. Reception is the arrival of personnel and equipment from a strategic or intra-theater deployment at a port of debarkation. Staging is the assembling and temporary holding to prepare personnel and equipment for further movement. Onward movement moves equipment and personnel to the tactical assembly areas. Integration incorporates mission-ready units into the commander's force.

Recovering state – A type of fragile state that is moving toward normalcy but may not be viable. It is unable to completely protect and govern its population. A key consideration is whether the population considers the level of protection and governance acceptable and normal. See **fragile state**; **failed state**; **crisis state**; **vulnerable state**.

Redeploy – Transfer of forces and materiel to support another multinational force commander's operational requirements, or to return personnel, equipment, and materiel to the home and/or demobilization stations for reintegration and/or out-processing.

Red cell – Group simulating enemy forces in an exercise.

Refugee – A person who owing to an individual well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion, is outside the country of his or her nationality, and is unable to, or owing to such fear, is unwilling to avail himself / herself of the protection of that country. The United Nations High Commissioner for Refugees (UNHCR) is the lead United Nations agency in providing protection to refugees. A significant concern in protection of refugees is to prevent the involuntary return of a refugee or asylum seeker to territories where his or her life or freedom may be threatened ("*non-refoulement*"). See **Internally Displaced Persons (IDP)**.

Regional organization – An alliance or ad hoc organization of willing nations (e.g., Regional Assistance Mission Solomon Islands (RAMSI), North Atlantic Treaty Organization (NATO), African Union, Association of Southeast Asian Nations (ASEAN), ASEAN Regional Forum (ARF), etc.).

Request For Information (RFI) – Any specific time-sensitive ad hoc requirement for intelligence information or products to support an ongoing crisis or operation not necessarily related to standing requirements or scheduled intelligence production. A request for information can be initiated to respond to operational requirements and is validated following the CTF's procedures. Some sources differentiate between intelligence information and other types of information: **Request For Information, Intelligence (RFII)** and **Request For Information, Other (RFIO)**

Resilience – Referring to computer networks, the ability to absorb shocks and disruption, then to reorganize so as to retain the same functions and feedback. In human society, the capacity to recover from difficulty quickly.

Restricted target – A target that has specific restrictions imposed upon it. Actions that exceed specified restrictions are prohibited until coordinated and approved by the establishing headquarters.

Returnees: Persons who were displaced, either as refugees or Internally Displaced Persons, and who have returned to their homes or places of habitual residence.

Restricted Target List (RTL) – A list of restricted targets nominated by elements of the force and approved by the force commander. This list also includes restricted targets directed by higher authorities.

Ricin - A poisonous protein extracted from the castor bean and used as a biological agent. Ricin poisoning occurs through blockages of the body's synthesis of proteins. The development is slow and includes decreased blood pressure. Death frequently occurs through heart failure.

Risk Assessment – As it applies to CBRN-TIM, a set of activities/procedures that would allow the risk analysis of potential CBRN-TIM. Identification of hazards in the area of operations and MNF force's CBRN-TIM defense capabilities.

Rules Of Engagement (ROE) – Directives issued by competent military authority that specify the circumstances under which force is employed and the specific limitations on the use of force.

ROE Authorisation Messages (ROEAUTH) - Messages used by the appropriate higher headquarters to authorize or deny ROE. Each message should be numbered sequentially.

ROE Implementation Messages (ROEIMP) - Messages used by a commander to control the application of ROE that has been authorized by higher headquarters. It may contain additional guidance or restrictions, or may withhold certain ROE which has been authorized.

ROE Request Messages (ROEREQ) - Messages used by a commander to seek the implementation, modification or cancellation of ROE by a superior commander. They can be originated by any commander in the operational chain of command. Each ROEREQ must include an explanation of why the ROE are required and the consequences should that ROE not be approved.

Role-Specialist Nation (RSN) – A nation that has agreed to assume responsibility for providing a particular class of supply or service for all or part of the multinational force.

Ruse – In military deception, a trick of war designed to deceive the adversary, usually involving the deliberate exposure of false information to the adversary's intelligence collection system.

Sampling - As it applies to CBRN-TIM, this is the physical retrieval for analysis of material known or suspected to have been involved in a CBRN-TIM accident or attack. Samples could be acquired from personnel, animals or the environment suspected or known to be exposed to the CBRN-TIM agents.

SASOP - Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations (ASEAN)

Saxitoxin - A potent neurotoxin produced by certain microscopic organisms that accumulate in shellfish feeding on these organisms, and consequently causes food poisoning in humans who eat the shellfish. Illness develops extremely rapidly and death may occur within less than 15 minutes.

Scale - Defines the allotment of space, equipment or items to a facility or of facilities to an installation and applies to structures and installations of both a temporary and fixed nature.

Scheduled target – A planned target upon which fires is delivered at a specific time. See **planned target**.

Secure – In an operational context, to gain possession of a position or terrain feature, with or without force, and to make dispositions that prevent, as far as possible, its destruction or loss by enemy action.

Security – An element of a stable state where there is protection of the basic survival needs of both the state and its people from damage and destruction, or the threat thereof. This includes the provision of human security for the population in addition to the control of territory, borders, key assets, and sources of revenue. Security is a base-line requirement for progress in both governance and economic areas and influences whether the people can and will support their government. See **stable state; economic and infrastructure development; governance and rule of law; human security**.

Seize – A tactical mission task that involves taking possession and occupation of a designated area by using overwhelming force.

Self-defense – The authority and obligation to use all necessary means available and to take all appropriate action to defend the individual, the commander's unit or other coalition forces in the vicinity from a hostile act or hostile intent. Force used should not exceed that which is necessary to decisively counter the hostile act or intent and ensure the continued safety of coalition forces or other persons and property they are ordered to protect. Coalition forces employ such force in self-defense so long as the hostile force continues to present an imminent threat. Self-defense is limited by the rules of engagement, national policies and laws of participating nations.

Sequel – In a campaign, a major operation that follows the current major operation. In a single major operation, a sequel is the next phase. Plans for a sequel are based on the possible outcomes (success, stalemate, or defeat) associated with the current operation. It answers the question, "What's next...?" See **branch**.

Service component – A command subordinate to the MNF consisting of a single Service component (i.e., Army, Marine Corps, Navy, or Air Force) and all those Service forces, such as individuals, units, detachments, organizations, and installations under the command, including the support forces that have been assigned to a subordinate command or task force.

Services - Those elements of infrastructure or activities that provide a service to people or facilities.

Sexual and Gender Based Violence (SGBV): Any type of violence that is directed against individuals or groups on the basis of their sex and/or gender. SGBV includes any act that inflicts physical, mental or sexual harm or suffering, threats of such acts, coercion and other deprivations of liberty. While women, men, girls and boys can be victims of gender-based violence, women and girls are the main victims. In post-conflict countries levels of SGBV can be especially high.

Sexual Exploitation and Abuse (SEA): Sexual exploitation means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiteering monetarily, socially or politically from the exploitation of another. Sexual abuse means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

Signals Intelligence (SIGINT) – A category of intelligence comprising either individually or in combination all communications intelligence and electronic intelligence, however transmitted.

Situation – As it applies to CBRN-TIM, a state that is characterized by the MNF forces CBRN-TIM defense capabilities, the physical environment and the general civilian population in the Area of Operations

Situational Awareness (SA) – The ability to have accurate and real-time information concerning friendly, enemy, neutral, and noncombatant locations; a common, relevant picture of the battlefield scaled to specific level of interest and special needs.

Situation Report (SITREP) – A report giving the situation in the area of a reporting unit or formation.

Slow Onset Emergency - Defined as one that does not emerge from a single, distinct event but emerges gradually over time, often based on a confluence of events (e.g. drought, famine).

Small Scale Contingency (SSC) – Those operations encompassing the full range of coalition military operations beyond peacetime engagement activities but short of major warfare and include: show-of-force operations, interventions, limited strikes, noncombatant evacuation operations, no-fly zone enforcement, peace enforcement, maritime sanctions enforcement, counterterrorism operations, peacekeeping, humanitarian assistance, and disaster relief.

Smallpox - An acute, highly contagious, sometimes fatal disease causing a high fever and widespread skin eruptions. Caused by a virus that may be airborne or spread by direct contact.

Sortie – In air operations, an operational flight by one aircraft.

Sortie allotment message – The means by which the force commander allots excess sorties to meet requirements of subordinate commanders that are expressed in their air employment or allocation plan.

Specialist Consular Teams are deployed to support the well-being and possible evacuation of their own citizens and other approved foreign nationals following a crisis event. Evacuation operations may include military resources as a last resort. Pre-existing agreements covering non-combatant evacuations (NEOs) exist between many countries. Other arrangements are negotiated on a case-by-case basis. Evacuations will be managed outside the disaster response coordination mechanisms.

Spectrum management – The requesting, recording, de-confliction of and issuance of authorization to use frequencies (operate electromagnetic spectrum dependent systems) coupled with monitoring and interference resolution processes. Also known as **frequency management**.

Spore - A reproductive form some microorganisms can take to become resistant to environmental conditions, such as extreme heat or cold, while in a “resting stage.”

Stability operations – Civil-military operations across the spectrum from war to peace to enable host nation success in its efforts to maintain or reestablish a safe and secure environment.

Stabilization efforts – The comprehensive efforts by nations and international partners to support states which are entering, enduring, or emerging from crisis (resulting from disaster or violent conflicts) and to build their capacity to prevent self-failure and enable recovery.

Stable state – A nation governed with political legitimacy in which security, economic and infrastructure development, and governance and rule of law exist. See **security; economic and infrastructure development; governance and rule of law; human security**.

Staff estimate – An assessment of courses of action by the various staff elements of a command that include the determination of known facts, current status, condition of staff, and staff capabilities. The staff estimates serve as the foundation for the commander's estimate.

Stakeholder – A person, group, organization, or business with a vested interest in the success of that enterprise which affects or can be affected by the MNF's actions.

Standard - A standard is an explanation/definition/description/specification of a material, product, doctrine or process meant for repeated applications by many users to achieve a degree of uniformity to ensure the material is fit for purpose. By their nature, standards are rarely stand-alone acquisition documents, but are normally introduced into the acquisition process through specifications. Where a specification describes a product or sub-system which will be adopted as a standard installation, the specification will be adopted as a product-based standard.

Stateless person - Persons who are not considered as nationals by any State under the operation of its law. Stateless persons may also be refugees or IDPs. Because issues facing stateless persons are similar to issues facing refugees, UNHCR is the lead United Nations agency in providing protection to stateless persons.

Status Of Forces Agreement (SOFA) – An agreement that defines the legal position of a visiting military force deployed in the territory of a friendly state. Agreements delineating the status of visiting military forces are bilateral or multilateral. Provisions pertaining to the status of visiting forces is set forth in a separate agreement, or they form a part of a more comprehensive agreement. These provisions describe how the authorities of a visiting force controls members of that force and the amenability of the force or its members to the local law or to the authority of local officials. To the extent that agreements delineate matters affecting the relations between a military force and civilian authorities and population, they may be considered civil affairs agreements.

Status Of Mission Agreement (SOMA) – A UN term synonymous with **SOFA**. These are agreements, negotiated between the host nation and the sponsoring organization on behalf of the participating countries that establish the detailed legal status of the multilateral force.

Strategic attack – An air mission designed to effect, through the systematic application of force to a selected series of vital targets; the progressive destruction and disintegration of the enemy's war-making capacity to a point where the enemy no longer retains the ability or the will to wage war. Vital targets include key manufacturing systems, sources of raw material, critical material, stockpiles, power systems, transportation systems, communication facilities, concentration of uncommitted elements of enemy armed forces, key agricultural areas, and other target systems. This is an air mission category for apportionment and MFACC planning.

Strategic communication – Communicating a concept, a process, or data that satisfies a long term strategic goal of an organization by allowing facilitation of advanced planning, or communicating over long distances usually using international telecommunications or dedicated global network assets to coordinate actions and activities of operationally significant commercial, non-commercial and military business or combat and logistic subunits. It can also mean the related function within an organization, which handles internal and external communication processes.

Strategic estimate – The estimate of the broad strategic factors that influence the determination of missions, objectives, courses of action, and hostile and allied strategic centers of gravity. The estimate is continuous and includes the strategic direction received from the Lead Nation national authorities or the authoritative body of an alliance or coalition.

Strategic intelligence – Intelligence required for the formation of policy and military plans at national and international levels. Strategic intelligence and tactical intelligence, conducted at the tactical level, differ primarily in level of application, but may also vary in terms of scope and detail. See **intelligence; operational intelligence**.

Strategic level – The level at which a nation, often as a member of a group of nations, determines national or multinational objectives and guidance, and develops and uses national resources to accomplish these objectives.

Superiority – That degree of dominance in the battle of one force over another which permits the conduct of operations by the former and its related forces at a given time and place without prohibitive interference by the opposing force.

Support – A command authority. A support relationship is established by a superior commander between subordinate commanders when one organization should aid, protect, complement, or sustain another force. Commanders at any echelon of command exercise support. This includes support relationships designated by national authorities. The support command relationship is, by design, a somewhat vague, but very flexible arrangement. The establishing authority (the common superior commander) is responsible for ensuring that both the supported and supporting commander understand the degree of authority the supported commander is granted. See **Supported Commander; Supported Strategic Commander; supporting commander; Supporting Strategic Commander**.

Supported commander – In the context of a support command relationship (joint or multinational), the commander, having primary responsibility for all aspects of a task, who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required. See **support; Supported Strategic Commander; supporting commander; Supporting Strategic Commander**.

Supported strategic commander – The military commander responsible for the Multinational Force operation at the strategic level. He issues national strategic guidance to the Commander Coalition/Combined Task Force. The Lead Nation National Authority for the MNF appoints the Supported Strategic Commander in coordination with respective national authorities of MNF participating nations. The Supported Strategic Commander is responsible to the Lead Nation National Authority for planning and directing operations at the theatre strategic level of command. See **support; supported commander; supporting commander; Supporting Strategic Commander**.

Supporting commander – A military commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander. See **support; supported commander; supported strategic commander; supporting strategic commander**.

Supporting forces – Forces that aid, protect, complement, or sustain another force in accordance with a directive requiring such action. Forces are normally stationed in, or to be deployed to, an area of operations to support the execution of an operation order. Command of the supporting forces is not passed to the supported commander, but he may be granted operational control.

Supporting plan – An operation plan prepared by a supporting commander, subordinate commander, or supporting agency to satisfy the requests or requirements of the supported commander's plan.

Supporting strategic commander – The MNF participating nations' appointed strategic level military commander responsible for military coordination and support to the supported strategic commander. The supporting strategic commanders are the national military points of contact for coordinating respective nations' military forces and support. They can also assist in arranging nonmilitary support from their nations. See **support; supported commander; supported strategic commander; supporting commander**.

Suppress – A tactical mission task that results in temporary degradation of the performance of the force or weapon system below the level needed to accomplish the mission.

Supremacy – That degree of superiority wherein the opposing force is incapable of effective interference.

Surface warfare (SUW) – That portion of maritime warfare in which operations are conducted to destroy or neutralize enemy naval surface forces and merchant vessels.

Surveillance - See **monitoring**.

Survivability Support - Action taken to enhance the force's ability to survive hazards created by the enemy, by our own forces, or by nature. Examples include fortifications or hardening of infrastructure for force protection, and counter-surveillance (camouflage, deception) operations and cordons to that restrict local movement through dangerous/contaminated areas.

Sustainment - The provision of personnel, logistics, and other support required to maintain and prolong operations or combat.

Synchronization – The arrangement of military actions in time, space, and purpose to produce maximum relative results at a decisive place and time.

Tactical Control (TACON) – Command authority that is limited to the detailed control of movements or maneuvers in a given operational area necessary to accomplish an assigned task or mission. TACON is more restrictive than operational control (OPCON).

Tactical level – The level at which battles and engagements are planned and executed to accomplish military objectives assigned to tactical units or task forces. Activities at this level focus on the ordered arrangement and maneuver of units in relation to each other and to the opposition to achieve mission objectives.

Tailoring – Adjusting to fit the situation. Example would be to tailor the command relationship of a MNF to meet the needs of a troop-contributing nation.

Tailored response teams – teams that are based on the needs of the disaster, which may include: hazardous materials capability, engineering, etc.

Target – (1) An area, complex, installation, force, equipment, capability, function, or behavior identified for possible action to support the commander's objectives, guidance, and intent. Targets fall into two general categories: planned and immediate. (2) In intelligence usage, a country, area, installation, agency, or person against which intelligence operations are directed. (3) An area designated and numbered for future firing. (4) In gunfire support usage, an impact burst that hits the target.

Target analysis – An examination of potential targets to determine military importance, priority of attack, and weapons required to obtain a desired level of damage or casualties.

Target Area Of Interest (TAI) – The geographical area where high-value targets can be acquired and engaged by friendly forces.

Target component – A set of targets in a target system performing a similar function.

Targeting – The process of selecting, prioritizing and approving targets and matching the appropriate response to them, taking account of operational requirements and capabilities.

Targeting effects – The cumulative results of actions taken to attack targets and target systems by lethal and nonlethal means.

Target list – The listing of targets maintained and promulgated by the senior echelon of command; it contains those targets that are to be engaged by supporting arms, as distinguished from a "list of targets" that is maintained by any echelon as confirmed, suspected, or possible targets for informational and planning purposes.

Target Nomination List (TNL) – A list of targets nominated by component commanders, national agencies, or the multinational force commander staff for potential inclusion on the integrated prioritized target list to support force commander objectives and priorities.

Target of opportunity – A target visible to a surface or air sensor or observer, which is in range of available weapons and against which fire has not been scheduled or requested.

Target system – (1) All the targets situated in a particular geographic area and functionally related. (2) A group of targets that are so related that their destruction produces some particular effect desired by the attacker.

Target Unit - An entity that is affected by the event and defined in terms of population, infrastructure and forces in the Area of Operations.

Task Force (TF) – A temporary grouping of units, under one commander, formed for the purpose of carrying out a specific operation or mission.

Team – A functional element formed to solve problems related to a specific task or requirement. A team is not enduring and dissolves upon completion of the assigned task. Teams and working groups are complementary. Working groups enhance planning through their provision of functional staff estimates to multiple planning teams. In contrast, planning teams integrate the functional concepts of multiple cross-functional working groups into plans and orders.

Technical Agreement (TA) – Logistic support agreements that define which nation conducts or supports which process or acquisition. Existing acquisition and cross servicing and implementing arrangements should be used wherever possible.

Technical Intelligence (TECHINT) – Intelligence derived from the collection, processing, analysis, and exploitation of data and information pertaining to adversary equipment and materiel for the purposes of preventing technological surprise, assessing adversary scientific and technical capabilities, and developing countermeasures designed to neutralize an adversary's technological advantages.

Termination - Criteria to describe the standards that must be met before conclusion of a multinational operation. It is developed first, among the elements of operational design, to enable the development of the military end state and objectives. See **operational design**.

Terms Of Reference (TOR) – Based on the mandate and the situation, TOR are developed to govern implementation of the multinational force operation. TOR, describe the mission, command relationships, organization, logistics, accounting procedures, coordination and liaison, and responsibilities of the military units and personnel assigned or detailed to the multinational force.

Territorial Waters (TTW) - Out to 12 nautical miles (22 kilometres; 14 miles) from the baseline, the coastal state is free to set laws, regulate use, and use any resource. Vessels were given the right of innocent passage through any territorial waters, with strategic straits allowing the passage of military craft as transit passage, in that naval vessels are allowed to maintain postures that would be illegal in territorial waters.

Theatre or Theater - A designated geographic area for which an operational level joint or combined commander is appointed and in which a campaign or series of major operations is conducted.

Threaded event – A chronological sequence of information about an event, grouped by subject.

Threat – Ability of an enemy, or potential enemy, to limit, neutralize, or destroy effectiveness of current or projected mission, organization, or item of equipment. Statement of that threat is prepared in sufficient detail to support MNF planning.

Time-Phased Force and Deployment Data (TPFDD) (pronounced: tip fid) – The US concept and process for the data base that supports deployment and redeployment for an operation plan. It contains force flow data for cargo and personnel and their movement, indicating the desired sequence and is based on transportation availability. See **force flow**.

Times – A system using alphabetical indicators for a variety of operation related times. General guidelines: C- and D-days end at 2400 hours universal time and are assumed to be 24 hours long for planning.

Time Sensitive Target (TST) – A designated target requiring immediate response because it is a highly lucrative, fleeting target of opportunity or it poses (or will soon pose) a danger to friendly forces.

Toxicity - A measure of the harmful effects produced by a given amount of a toxin on a living organism. The relative toxicity of an agent can be expressed in milligrams of toxin needed per kilogram of body weight to kill experimental animals.

Toxin - A substance, produced in some cases by disease causing microorganisms, which is toxic to other living

organisms. Toxins have a low volatility and are generally dispersed as aerosols. Primary hazard is inhalation.

Toxoid - A modified bacterial toxin that has been rendered nontoxic, but retains the ability to stimulate the formation of antitoxins, and thus producing an active immunity.

Trafficked Persons - Individuals who are transported without their consent and sold for use in prostitution or economic activities without compensation.

Transfer location – The geographical location at which control of personnel and logistics transfers from national support base agencies to the commander of the task force. In the transfer location, any port of embarkation is to be operated by national support base organizations, while any port of debarkation is to be operated by task force assets.

Transit state - A state through whose territorial jurisdiction disaster relief or initial recovery assistance has received permission to pass on its way to or from the affected State in connection with disaster relief or initial recovery assistance.

Troop Contributing Country (TCC) or Troop Contributing Nation (TCN) – Country or nation of a multinational force that provides forces for the operation.

Tularemia - An infectious disease that chiefly affects rodents, but can also be transmitted to humans through insect bites or contact with infected animals. Certain strains can be deadly. See **rabbit fever**.

Unanticipated immediate targets – Those immediate targets that are unknown or not expected to exist in an operational area.

Uncertain environment – An operational environment in which the host government forces, whether opposed to or receptive to operations that the CTF intends to conduct, do not have totally effective control of the territory and population in the intended area of operations. See **hostile environment**, **permissive environment**.

Unexploded Ordnance (UXO) - Ordnance which has been primed, fused, armed, or otherwise prepared for action and which has been fired, dropped, launched, projected or placed but remains unexploded either by malfunction or design or for any other cause.

Unified Action – The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort.

Unilateral Operations – Operations conducted by a single nation in support of its national interests.

UN authorization – A term that refers to the authorization from the UN Security Council for actions, support, or deployment of forces to be conducted normally during UN peacekeeping operations. A UN authorization for force deployments and actions is contained in UN Security Council resolutions in the form of mandates. The UN Security Council normally authorizes peacekeeping operations using: (1) a UN led and commanded multinational organization (blue-helmet operation); UN led operations are also referred to as “UN sponsored” operations; (2) a UN designated Lead-Nation led and commanded multinational operation; or (3) a UN designated regional-organization led and commanded multinational operation.

United Nations Department of Peacekeeping Operations (DPKO) – UN organization which provides political and executive direction to UN peacekeeping operations. It maintains contact with the Security Council, troop and financial contributors, and parties to the conflict in the implementation of Security Council mandates. The Department works to integrate the efforts of UN, governmental, and nongovernmental entities in the context of peacekeeping operations. DPKO also provides guidance and support on military, police, mine action and other relevant issues to other UN political and peace building missions.

Unity of Command – All forces operate under a single commander with the requisite authority to direct all forces employed in pursuit of a common purpose. Unity of command requires that two commanders shall not exercise the same command relationship over the same force at any one time. During multinational and interagency operations, unity of command may not be possible, but the requirement for unity of effort becomes paramount. Unity of effort is an essential complement to unity of command.

Unity of Effort – Coordination, cooperation, and common interests leading toward common objectives, even if the participants are not necessarily part of the same command or organization - the product of successful unified action.

UN Mandate – The term typically used to refer to a long-term international mission which has been authorized by the United Nations General Assembly or the UN Security Council (via a UNSC resolution) in particular. The mandate is the task being assigned to the international community, the source of authority for that task, and the limitations and constraints etc. attached.

Unplanned immediate targets – Those immediate targets that are known to exist in an operational area but are not detected, located, or selected for action in sufficient time to be included in the normal targeting process.

Urban Search and Rescue (USAR) – USAR involves the location, extrication, and initial stabilisation of people trapped in a confined space or under debris due to a sudden-onset large-scale structural collapse such as an earthquake, in a coordinated and standardised fashion.

Vaccine - A preparation of killed or weakened microorganism products used to artificially induce immunity against a disease.

Vapor agent - A gaseous form of a chemical agent. If heavier than air, the cloud will be close to the ground. If lighter than air, the cloud will rise and disperse more quickly.

Vector- An agent, such as an insect or rat, capable of transferring a pathogen from one organism to another.

Venezuelan Equine Encephalitis (VEE) - An airborne virus that is transmitted from animals to humans through mosquitoes that have fed on infected animals.

Victims of war (conflict) - Civilians who are living in their country and were adversely affected by the war/conflict. Examples include victims of military explosive devices and chemical weapons. (Note: this term is included in this list because it is commonly used; however, the term encompasses many of the preceding terms, can lead to ambiguity, and should be avoided).

Virus - An infectious microorganism that exists as a particle rather than as a complete cell. Viruses are not capable of reproducing outside of a host cell.

Volatility - A measure of how readily a substance will vaporize.

Vomiting Agents - Produce nausea and vomiting effects; can also cause coughing, sneezing, pain in the nose and throat, nasal discharge, and tears.

Vulnerable Groups / vulnerable persons: Any individual or group that is at higher risk of being subjected to discriminatory practices, violence, effects of natural or environmental disasters, or economic hardship than other groups within the area; and / or with specific protection needs, such as women, children or the elderly.

Vulnerable state – A type of fragile state that is unable or unwilling to adequately assure the provision of security and basic services to significant portions of their population and where the legitimacy of the government is in question. These states are not in crisis and may even be moving toward normalization, but their vulnerability to failure remains an important consideration for the host-nation government and any intervening forces. See **fragile state; failed state; crisis state; recovering state**.

War – A state of open armed conflict between or among belligerent countries or hostile groups.

War Crimes - Grave breaches of the Geneva Conventions of 12 August 1949, namely, any of the following acts against persons or property protected under provisions of relevant Geneva Conventions:

- (a) Willful killing
- (b) Torture or inhuman treatment, including biological experiments
- (c) Willfully causing great suffering, or serious injury to body or health
- (d) Extensive destruction and appropriation of property, not justified by military necessity and carried out unlawfully and wantonly
- (e) Compelling a prisoner of war or other protected persons to serve in the forces of a hostile power
- (f) Willfully depriving a prisoner of war or other protected person of the rights of fair and regular trial

- (g) Unlawful deportation or transfer or unlawful confinement
- (h) Taking of hostages

Warm Zone – Is the area where contamination is being reduced and appropriate personal protective equipment must be worn.

Warning Order (WARNORD) – (1) A preliminary notice of an order or action, or; a crisis action planning directive to follow. (2) A planning directive that initiates the development and evaluation of military courses of action by a supported commander and requests that the supported commander submit a commander's estimate. (3) A planning directive that describes the situation, allocates forces and resources, establishes command relationships, provides other initial planning guidance, and initiates subordinate unit mission planning.

Watch officer – The officer in charge of a section duty shift.

Whole of government approach – The coordinated efforts of the departments and agencies of a nation's government to achieve unity of effort in a national approach. It is vital to achieving the balance of resources, capabilities, and activities that reinforce progress made by all instruments of national power working together.

Working Group (WG) – An informal, non-standing organization that is mission-tailored for a specific event or action, or for a broad variety of functions in a headquarters. Working groups often provide input to boards, centers, and cells.

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CHAPTER 2

ABBREVIATIONS AND ACRONYMS

AADC	Area Air Defense Commander
AADMER	ASEAN Agreement On Disaster Management And Emergency Response
AAP	Allied Administrative Publication
AB	Assessment Board
ABCO	Area Blood Program Office
ACA	Airspace Control Authority
AC	Assessment Cell Or Air Conditioning
ACC	Air Component Commander
ACDM	ASEAN Committee On Disaster Management
ACO	Airspace Control Order
ACP	Airspace Control Plan
ADC	Air Defense Commander
ACSA	Acquisition And Cross Servicing Agreement
AECT	Aeromedical Evacuation Control Team
A-EVAC	Aeromedical Evacuation
AHA Centre	ASEAN Coordinating Centre For Humanitarian Assistance
All	Area of Intelligence Interest
AIR	Area of Intelligence Responsibility
AIRSUPREQ	Air Support Request
AIS	Automated Information Systems
AJP	Allied Joint Publication
ALERTORD	Alert Order
ALLOREQ	Allocation Request
AMDB	Air And Missile Defense Board
AMD	Air And Missile Defense
AN	Affected Nation
AO	Area Of Operations Or Air Operations
AOD	Air Operations Directive
AOI	Area Of Interest
AOINF	Area Of Influence
AOR	Area Of Responsibility
AMBB	Air And Missile Defense Board
AMDWG	Air And Missile Defense Working Group
APOD	Aerial Port Of Debarkation
APOE	Aerial Port Of Embarkation
ARG	Amphibious Ready Group
AS	Affected State
ASEAN	Association Of South-East Asian Nations
ATO	Air Tasking Order
ATP	Allied Tactical Publication
AUTH	Authorized
BC	Battle Casualty
BDA	Battle Damage Assessment
BG	Battle Group
BPLAN	Basic Plan
BMD	Ballistic Missile Defense
BPT	Be Prepared To
C-IED	Counter-Improvised Explosive Device
C2	Command And Control
C3I	Command, Control, Communications, And Intelligence
C3COPS	Command, Control, Communication Current Operations

C3FOPS	Command, Control, Communication Future Operations
C5PLANS	Command, Control, Communication, Computers, And Counter Intelligence Plans Division
CA	Civil Affairs; Combat Assessment
CAAC	Children in the Area of Armed Conflict
CAO	Chief Administrative Officer
CAP	Crisis Action Planning
CAS	Close Air Support; Crisis Action System
CASEVAC	Casualty Evacuation
CAX	Combined Arms Exercise; Computer Assisted Exercise
CBRN	Chemical, Biological, Radiological, And Nuclear
CBRN-TIM	Chemical, Biological, Radiological, And Nuclear – Toxic Industrial Material
CBRNWG	CBRN Working Group
CCB	Commanders Coordination Board
CCIR	Commander's Critical Information Requirements
CCP	Comprehensive Campaign Plan
CMNF	Commander Multinational Force
CDA	Collaborative For Development Action
CF	Current Fires
CFE	Cross-Functional Element; Combined Fires And Effects
CFECB	Combined Fires And Effects Collection Board
CFEWG	Combined Fires And Effects Working Group
CFEB	Combined Fires And Effects Board
CFO	Cross Functional Organisation
CHE	Complex Humanitarian Emergency
CI	Counterintelligence
CIB	Crisis Information Bureau
CIE	Collaborative Information Environment
CIED	Counter IED
CIEDWG	Counter IED Working Group
CIMIC	Civil-Military Cooperation
CIPP	Critical Infrastructure Protection Program
CIPCL	Combined Integrated Priority Collection List
CIS	Communications And Information Systems
CISCCC	Communications Information System Coalition Communications Center
CISPG	Communication Information Systems Planning Group
CJOSTF	Combined Joint Operational Support Task Force
CM	Consequence Management
CMCB	Civil Military Coordination Board
CMB	Collection Management Board
CMCOORD	Civil Military Coordination
CMEC	Captured Material Exploitation Center
CMNF	Commander MNF
CMOTF	Civil Military Operational Task Force
CMO	Civil-Military Operations
CMCB	Civil Military Coordination Board
CMOC	Civil-Military Operations Center
CMOWG	Civil Military Operation Working Group
CMST	Consequence Management Support Team
CMWG	Collection Management Working Group
CN	Contributing Nation
CNA	Computer Network Attack
CND	Computer Network Defense
CNE	Computer Network Exploitation
CNO	Computer Network Operations Or Chief Naval Operations
COA	Course Of Action

COG	Center Of Gravity Or Combined Operations Group
COM	Chief Of Mission
COMINT	Communications Intelligence
COMMZ	Communications Zone
COMSEC	Communications Security
COMSPOT	Communication And Information System Spot Report
COMSTAT	Communication And Information System Status Report
CONOPS	Concept Of Operations
CONPLAN	Contingency Plan
COP	Common Operational Picture
COP-E	Common Operational Picture-Enemy
COPS	Current Operations (J33)
COS	Chief Of Support
COS	Chief of Staff
CPG	Commander's Planning Group
CPX	Command Post Exercise
CRFL	Combined Restricted Frequency List
CRSV	Conflict Related Sexual Violence
CSI	Container Security Initiative
CSO	Cyber Security Operations
CT	Combating Terrorism Or Counter-Terrorism
CUB	Commander's Update Brief
CUL	Common-User Logistics
DA	Damage Assessment
DAL	Directive Authority For Logistics
DART	Disaster Assistance Relief Team
DCMNF	Deputy Commander, Multinational Forces
DCO-IDM	Defensive Cyber Operations-Internal Defense Measures
DD&R	Disarmament, Demobilization And Reintegration
DEC	Document Exploitation Center
DEPOD	Deployment Order
DET	Detained Person
DIM	Daily Intentions Message
DIRLAUTH	Direct Liaison Authorized
DIRMOBFOR	Director Of Mobility Forces
DISUM	Daily Intelligence Summary
DMT	Disaster Management Team
DNBI	Disease And Nonbattle Injuries
DP	Decisive Point Or Decision Point Or Displaced Person
DPA	Department Of Political Affairs
DPKO	Department Of Peacekeeping Operations
DPKO CESS	Department Of Peacekeeping Operations Communications And Electronics Services Section
DPKO SGTM	Department Of Peacekeeping Operations Standardized Generic Training Modules
DPKO TES	Department Of Peacekeeping Operations Training And Evaluation Service
DR	Disaster Relief
DS	Direct Support
DST	Decision Support Template
DV	Distinguished Visitor, Disaster Victim
DVI	Disaster Victim Identification
EA	Electronic Attack; Executive Agent
ECC	Evacuation Control Centre or the Environmental Compliance Certificate
ECOMOG	Economic Community Of West African States Monitoring Group
ECOWAS	Economic Community Of West African States
EEFI	Essential Elements Of Friendly Information
EI	Essential Elements Of Information

EEZ	Exclusive Economic Zone
EHCC	Explosive Hazards Coordination Cell
EIPC	Enhanced International Peacekeeping Capabilities
ELINT	Electronic Intelligence
EMCON	Emission Control
EMT	Emergency Medical Team
EO	Explosive Ordnance
EOD	Explosive Ordnance Disposal
EODD	Explosive Ordnance Detection Dog
EP	Electronic Protection
ERW	Explosive Remnants Of War
ES	Electronic Warfare Support
ESF	Emergency Support Function
ESG	Expeditionary Strike Group
EU	European Union
EW	Electronic Warfare
EXORD	Execute Order
FACE	Forward Aviation Combat Engineering
FALD	Field Administration Logistics Division
FAO	Food And Agriculture Organisation
FCE	Forward Command Element
FECB	Fires, Effects And Coordination Board
FEWG	Fires And Effects Working Group
FE	Force Element
FFIR	Friendly Force Information Requirements
FIC	Fundamental Inputs To Capability
FMB	Forward Mounting Base
FMC	Frequency Management Center
FLE	Forward Liaison Element
FMF	Foreign Military Forces
FMLS	Field Mission Logistics System
FOB	Forward Operating Base
FOM	Freedom Of Maneuver
FON	Freedom Of Navigation
FOPS or FUOPS	Future Operations (J35)
FP	Force Protection
FPCON	Force Protection Condition
FPO	Force Protection Office
FPWG	Force Protection Working Group
FRAGO	Fragmentary Order
FSCL	Fire Support Coordination Line
FTX	Field Training Exercise
FWF	Former Warring Faction
GC	Geneva Convention
GDP	Gross Domestic Product
GENAD	Gender Advisor
GEOINT	Geospatial Intelligence
GFA	Gender Field Advisor
GFP	Gender Focal Point
GND	Gender Network Diagram
GIS	Geospatial Information System
GI&S	Geospatial Information And Services
GRINTSUM	Graphic Intelligence Summary
GS	General Support
GSR	Ground Surveillance Radar
HA	Humanitarian Assistance

HACC	Humanitarian Assistance Coordination Center
HADR	Humanitarian Assistance Disaster Relief
HAZMAT	Hazardous Material
HC	Humanitarian Community Or Humanitarian Coordinator
HCL	High Command Link
HIC	Humanitarian Information Center
HIOC	Human Intelligence Operations Cell
HN	Host Nation
HNS	Host Nation Support
HOC	Humanitarian Operations Center
HOM	Head Of Mission
HPT	High Payoff Target
HPTL	High Payoff Target List
HQ	Headquarters
HRL	Human Rights Law
HSC	Health Service Center
HSS	Health Service Support
HT	Human Trafficking
HUMINT	Human Intelligence
HVT	High Value Target
HVTL	High Value Target List
IA	Implementing Arrangement or Information Assurance
IAPTC	International Association of Peacekeeping Training Centers
IASC	Interagency Standing Committee
IAT	Initial Assessment Team
IAW	In Accordance With
IB	Information Bureau
IC	Intelligence Community
ICC	Intelligence Coordination Center
ICITAP	International Criminal Investigative Training Assistance Program
ICJ	International Court of Justice
ICPG	Intelligence Community Planning Group
ICRC	International Committee of the Red Cross
ICSB	Intelligence Collection and Synchronization Board
IDC	Interrogation And Debriefing Center
IDLH	Immediately Dangerous To Life And Health
IDP	Internally Displaced Persons
IDRL	International Disaster Response, Laws, Rules And Principles Program
IED	Improvised Explosive Device
IFCWG	Infrastructure And Facilities Coordination Working Group
IFI	International Financial Institution
IFRC	International Federation Red Cross / Red Crescent
IGO	Inter-Governmental Organization
IHC	International Humanitarian Community
IHL	International Humanitarian Law
IISS	International Institute For Strategic Studies
IM	Information Management
IMF	Information Management And Fusion
IMO	International Maritime Organization Or Information Management Officer
IMINT	Imagery Intelligence
INSARAG	International Search And Rescue Advisory Group
INTREP	Intelligence Report
INTSUM	Intelligence Summary
IPRL	International Disaster Response Law
IOC	Intelligence Operations Cell
IO or IOPS	International Organization; Information Operations

IOM	International Organization For Migration
IOWG	Information Operation Working Group
IPB	Intelligence Preparation of the Battle Space
IPOE	Intelligence Preparation of the Operational Environment
ISB	Intermediate Staging Base
ISO	In Support Of
ISCO	Intelligence Support to Coalition Operations
ISPS	International Ship and Port Facility
ISR	Intelligence, Surveillance, and Reconnaissance
ITO	Integrated Information Systems
JIOPP	Joint Information Operations Planning Process
JCA	Jamming Control Authority
JFC	Joint Force Commander
JIEDDO	Joint Improvised Explosive Device Defeat Organization
JIPOE	Joint Intelligence Preparation of the Operational Environment
JMC	Joint Military Commission
JMEI	Joining Membership and Exit Instructions
JOA	Joint Operations Area
JOAF	Joint Operational Area Forecast
JOPES	Joint Operations Planning and Execution System
JP	Joint Publication
JTF	Joint Task Force
JTL	Joint Target List
JTTP	Joint Tactics, Techniques and Procedures
JWP	Joint Warfare Publication
KFOR	Kosovo Force
KIMO	Knowledge/Information Officer
KIMWG/B	Knowledge and Information Management Working Group and Board
KM	Knowledge Management
KMB	Knowledge Management Board
LCWG	Logistic Coordinating Working Group
LDAL	Limited Direct Authority for Logistics
LEMA	Local Emergency Management Authority
LNGO	Local Nongovernmental Organization
LO	Liaison Officer or Land Operations
LOAC	Law Of Armed Conflict
LOC	Lines Of Communication
LOE	Line Of Effort
Log COP	Logistics Common Operating Picture
Log INT	Logistics Intelligence
LOGCC	Logistics Component Commander
LOGSITPREP	Logistics Situation Report
LOO	Line Of Operation
LPN	Lead and Participating Nation
LT	Liaison Team
LTIOV	Long Time Information Of Value
MAAP	Master Air Attack Plan
MAB	MNF Assessment Board
MAC	MNF Assessment Cell
MAOC	MNF Air Operations Center
MAOP	MNF Air Operations Plan
MASCAL	Mass Casualty
MASINT	Measurement And Signature Intelligence
MAT	Medical Assistance Team
MAWG	Mission Analysis Working Group; MNF Assessments Working Group
MB	Mounting Base

MC	Mission Capable
MCC	Maritime Component Commander
MCDA	Military And Civil Defence Assets
MCEOI	Multi-National Communications Electronics Operating Instructions
MCIB	Multinational Information Bureau
MCMB	MNF Collection Management Board
M-CmdC	Multinational Forces Command Centre
MCMEC	MNF Captured Material Exploitation Center
MCMP	Mission Contributing Multinational Partners
MDB	Mutual Defense Board
MDCOA	Enemy Most Dangerous Course Of Action
MDEC	MNF Document Exploitation Center
MDMP	Military Decision Making Process
MDMP-M	Military Decision Making Process-Multinational
MDRO	Mission Disaster Relief Officer
MEB	Marine Expeditionary Brigade
MEF	Marine Expeditionary Force; Mission Essential Funtionality
MEO	Mutually Enticing Opportunities
MET	Mobile Education Team
METL	Mission Essential Task List
METOC	Meteorological And Oceanographic
MEU	Marine Expeditionary Unit
MFA	Ministry Of Foreign Affairs
MFACC	MNF Air Component Commander
MFLCC	MNF Land Component Commander
MF MCC	MNF Maritime Component Commander
MFPO	MNF Force Protection Officer
MGAT	MNF Guidance, Apportionment, And Targeting Team
MHAST	Military Humanitarian Assistance Survey Team
MHS	Mutually Hurting Stalemate
MIACG	Multinational Interagency Coordination Group
MIC	Multinational Interoperability Council
MICC	MNF Intelligence Coordination Center
MIF	MNF Interrogation Facility
MIFCB	MNF Infrastructure And Facility Coordination Board
MILDEC	Military Deception
MILENGR	Military Engineering
MINDEF	Ministry Of National Defense
MIO	Maritime Interdiction Operation
MIPTL	MNF Integrated Prioritized Target List
MISE	MNF Intelligence Support Element
MISO	Military Information Support Operations
MISP	Minimal Initial Services Package
MLCC	Multinational Logistics Coordination Center
MLCOA	Enemy Most Likely Course Of Action
MLSA	Military Logistics Support Agreement
MMCC	Multinational Movement Coordination Center
MME	Material Mandling Equipment
MNB	Multinational Brigades
MNCC	Multinational Coordination Center
MNF	Multinational Force
MNFREL	Multinational Force Releasable
MNF SOP	Multinational Force Standing Operating Procedures
MO	Maritime Operations
MOA	Memorandum Of Agreement
MODA	MNF Operational Delegated Authority

MOE	Measure Of Effectiveness
MPAT	Multinational Planning Augmentation Team
MSOCC	MNF Special Operations Component Commander
MOOTW	Military Operations Other Than War
MOPP	Mission Oriented Protective Posture
MOU	Memorandum Of Understanding
MPAT	Multinational Planning Augmentation Team
MPG	MNF Planning Group
MPRC	Multinational Personnel Recovery Center
MRAC	MNF Rear Area Coordinator
MSO	Maritime Security Operations
MSOTF	MNF Special Operations Task Force
MST	Medical Surveillance Team
MTC	Medical Treatment Facilities
MTCB	MNF Target Coordination Board
MTF	Medical Treatment Facility; Multinational Task Force
MTG HQ	Mounting Headquarters
MTL	MNF Target List
MWAN	MNF Wide Area Network
NAI	Named Area Of Interest
NAP	National Action Plan
NatAuth	National Authority
NATO	North Atlantic Treaty Organization
NCA	National Command Authority
NCC	Network Communication Control Center
NCE	National Command Element
NDMO	National Disaster Management Organizations
NEO	Noncombatant Evacuation Operation
NGO	Non-Governmental Organization
NIST	National Intelligence Support Team
NMC	Non-Mission Capable
NMR	New Media Representatives
NSE	National Support Element
NSL	No-Strike List
O/O	On Order
OA	Operational Area
OAU	Organization of African Unity
OC	Operations Center
OCHA	Office for the Coordination Of Humanitarian Affairs (UN)
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
OGA	Other Government Agency
OHCHR	Office of the High Commissioner for Human Rights (UN)
OID	Object Identifier
OIPE	Operational Intelligence Preparation of the Environment
OPCOM	Operational
OPCON	Operational Control
OPLAN	Operation Plan
OPORD	Operation Order
OPRED	Operational Readiness
OPRR	Operations and Plan Review and Recommendations
OPSEC	Operations Security
OPT	Operational Planning Team
OPTEMPO	Operational Tempo
OSCE	Organization for Security and Cooperation in Europe
OSINT	Open-Source Intelligence

OSOCC	On Site Operations Coordination Centre
OVP	Operational Viability Period
PA	Public Affairs
PAL	Protected Assist List
PAO	Public Affairs Officer
PAR	Population At Risk
PBX	Private Branch Exchange
PEO	Peace Enforcement Operation
PF	Participating Forces
PIR	Priority Intelligence Requirement
PKO	Peacekeeping Operation
PO	Peace Operation
POD	Port Of Debarkation
POE	Port Of Embarkation
POW or PW	Prisoner Of War
PLANORD	Planning Order
PMESII-PT	Political, Military, Economic, Social, Information, Infrastructure, Physical and Time
POC	Point of Contact, Protection Of Civilians
PMRC	Patient Movement Requirements Center
POLCAP	Petroleum Capabilities
PPE	Personal Protective Equipment
PR	Personnel Recovery or Public Relations
PRCC	Personnel Recovery Coordination Cell
PRSSR	PR Situation Summary Report
PRREQ	PR Request
PSO	Peace Support Operation
PSYOP	Psychological Operation
PVO	Private Voluntary Organization
QOS	Quality Of Service
RC	Resident Coordinator; Red Cross; Red Crescent
RDD	Radiological Dispersal Device
REMBASS	Remotely Monitored Battlefield Surveillance System
REL MNF	Releasable MNF
RFA	Request For Assistance or Restricted Fire Area
RFF	Request For Forces
RFI	Request For Information
RFII	Request For Intelligence Information
RFL	Restricted Frequency List
RFS	Request For Support
RH	Reproductive Health
ROC	Rehearsal Of Concept
ROE	Rules Of Engagement
ROEAUTH	Rules Of Engagement Authorization
ROEIMP	Rules Of Engagement Implementation
ROEREQ	Rules Of Engagement Request
ROWPU	Reverse Osmosis Water Purification Unit
RSN	Role-Specialist Nation
RSOI	Reception, Staging, Onward Movement, and Integration
RTL	Restricted Target List
S and E	Standardization And Evaluation
SA	Situational Awareness
SAARC	South Asian Association for Regional Cooperation
SADC	Southern African Development Community
SASOP	Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations

SAT	Strategic Military Assessment Team
SCIF	Sensitive Compartmented Information Facility
SCC	Security Coordination Center
SDMC	SAARC Disaster Management Centre
SE	Supporting Effect
SCC	Security Coordination Center
SDB	Sustainment And Distribution Board
SEA	Sexual Exploitation And Abuse
SGBV	Sexual And Gender-Based Violence
SGTM	Standard Generic Training Modules
SITREP	Situation Report
SJA	Staff Judge Advocate
SME	Subject Matter Expert
SMLC2	Security Medical Logistics Command Control
SO	Special Operations
SOFA	Status Of Forces Agreement
SOMA	Status Of Mission Agreement
SOP	Standing Operating Procedures
SOPA	Senior Officer, Present Afloat
SOPAC	Pacific Islands Applied Geoscience Commission
SOR	Statement Of Requirements
SPINS	Special Instructions
SPOD	Seaport Of Debarkation
SPOE	Seaport Of Embarkation
SPU	Specialized Police Unit
SRSG	Special Representative of the Secretary-General
SSC	Small Scale Contingency; Surface Surveillance & Control; Supply Support Center; Supported Strategic Commander
SSDF	Shipboard Self Defense Force
SSO	Special Security Office
StratComm	Strategic Communications
SUW	Surface Warfare
TA	Technical Agreement or Territorial Army
TACON	Tactical Control
TACSAT	Tactical Satellite
TAI	Target Area of Interest
TAT	Training Assistance Team
TC	Targeting Cell
TCB	Target Coordination Board
TCC	Troop Contributing Country
TCN	Troop Contributing Nation
TECHCON	Technical Control
TECHINT	Technical Intelligence
TF	Task Force
TFCICA	Task Force Counterintelligence Coordination Activity
TFMT	Task Force Movement Table
TIC	Toxic Industrial Chemicals
TNL	Target Nomination List
TOC	Tactical Operations Center
TOR	Terms Of Reference
TPFDD	Time-Phased Force Deployment Data
TFS	Task Force Surgeon
TST	Time Sensitive Target
TTP	Tactics, Techniques, And Procedures
TTW	Territorial Waters
UAE	Uncontrolled Armed Elements Or United Arab Emirates

UAS	Unmanned Aircraft System
UAV	Unmanned Aerial Vehicle
UHF	Ultra High Frequency
UN	United Nations
UNCHR	United Nations Center for Human Rights
UNCIVPOL	United Nations Civilian Police
UNCLOS	United Nations Convention on the Law Of the Sea
UN CMCoord	UN Civil-Military Coordination
UNCPD	United Nations Civilian Police Division
UNCT	UN Country Team
UNDAC	UN Disaster Assessment and Coordination Team
UNDMT	UN Disaster Management Team
UNDP	United Nations Development Program
UNDPKO	United Nations Department for Peacekeeping Operations
UNHAS	UN Humanitarian Air Services
UNHCHR	United Nations High Commissioner for Human Rights
UNHCR	United Nations High Commissioner for Refugees
UNICEF	UN Children's Fund
UNJLC	UN Joint Logistics Center
UNICEF	United Nations Children's Fund
UNIDIR	United Nations Institute for Disarmament Research
UNITAR	United Nations Institute for Training And Research
UNDAC	United Nations Disaster Assessment and Coordination
UN DFS	UN Department Of Field Support
UNMO	United Nations Military Observer
UNOCHA	UN Office for the Coordination of Humanitarian Affairs
UNTAET	United Nations Transition Administration in East Timor
UPS	Uninterruptible Power Supplies
USAID	United States Agency for International Development
USAR	Urban Search And Rescue
USG	Under-Secretary General (of the United Nations)
UXO	Unexploded Ordnance
VB	Visitors Bureau
VFA	Visiting Forces Agreement
VHF	Very High Frequency
VIC	Virtual Information Center
VTC	Video-Teleconference
WAN	Wide Area Network
WARNO	Warning Order
WARNORD	Warning Order
WFP	World Food Program
WG	Working Group
WHO	World Health Organization
WMD	Weapons of Mass Destruction
WPS	Women In Peace And Security
ZOS	Zone Of Separation

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CHAPTER 3

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PART F

SUPPORTING DOCUMENTS – TEMPLATES / TABLES / REPORT FORMATS

1. **Overview.** Part F provides supporting documents and tables for other sections of the MNF SOP. This section is intended to be a work-in-action section whereby updated supporting materials can be added to the SOP outside of the regular MNF SOP Workshop. Examples are: organizational templates for cross-functional elements (CFEs), manning document tables for various contingencies, and OPLAN / OPORD formats, and so on.
2. **Organization.** This section is organized into the following four (4) chapters with supporting annexes and appendices.
 - 2.1. Chapter 1: Templates
 - 2.1.1. Annex A: Cross-Functional Elements
 - 2.1.2. Annex B: Logistics Planning Templates
 - i. Appendix 1: Logistics Concept of Support Planning Templates
 - ii. Appendix 2: Logistics Estimate Briefing Shell Template
 - 2.2. Chapter 2: Multinational Manning Documents Tables
 - 2.3. Chapter 3: Planning Document Formats
 - 2.3.1. Annex A: Strategic Assessment Format
 - 2.3.2. Annex B: Warning Order Format
 - 2.3.3. Annex C: Commander's Estimate Format
 - 2.3.4. Annex D: Planning Order Format
 - 2.3.5. Annex E: Alert Order Format
 - 2.3.6. Annex F: OPORD Format
 - 2.3.7. Annex G: Execute Order Format
 - 2.4. Chapter 4: Reports Matrix and Report Formats

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CHAPTER 1

TEMPLATES

1. **Overview.** This chapter provides templates that can assist the Coalition / Combined Task Force (CTF) staff in conducting crisis response planning. Refer to [Part B, Chapter 2: Military Decision Making Process – Multinational \(MDMP-M\)](#).

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Annexes and Appendices

Annex A: Cross-Functional Elements

Annex B: Logistics Planning Templates

Appendix 1: Logistics Concept of Support Planning Template

Appendix 2: Logistics Estimate Briefing Shell Template

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ANNEX A

CROSS-FUNCTIONAL ELEMENTS (CFEs)

1. **Purpose.** The chapter outlines the Cross-Functional Element (CFE) listing and organizational templates that support [Part B, Chapter 2, Annex B, Appendix 3: Multinational Staff Coordination Process](#).
 - 1.1. **Background Notes.** The CFE listing below (refer to paragraph 3) outlines all of the CFE options for a Coalition / Combined Task Force (CTF). In support of this listing, each CFE has an organizational template that **outlines the detailed inputs and outputs for these elements**. Refer to Figure F-1.1: *CFE Organizational Template Example* for how these templates are organized.
 - 1.1.1. These templates provide for a structured and logical approach to the selection and functioning of the CFEs for a specific crisis situation versus an ad-hoc approach. The intent of these templates is to provide one list of possible CFEs for various CTF missions. Some missions may only require a small number of these elements. For more complex contingencies a larger set may be required. Additionally, the naming conventions for these elements may vary between Lead Nations and situations. However, they should be similar in terms of the templates input and output frameworks.
 - 1.1.2. For CCTF-oriented meetings, planning sessions, or other decision making events, the Deputy CCTF, Chief of Staff (COS), or Knowledge Management Officer are the primary agents for ensuring that they are properly planned for and scheduled. Each activity below is hyperlinked to a more detailed description of the inputs and outputs for each respective CFE.
- Note:** Some nations may refer to these “**organizational templates**” as “*7-minute drills*” which is simply military jargon used within some nations. This MNF SOP describes these templates using a **descriptive and intuitive naming convention** since such jargon is hard to translate and understand in most non-English speaking nations.

(Continued on following page)

Future Operations (FOPS) Cell

- **Purpose:** To plan future operations that occur within the 96 to 168 hrs time frame. The cell takes the Contingency Plans or OPLANs from the C5 Planning Group (PG) and converts them into OPORDs. Further, it develops branch planning based upon ongoing assessment of CTF operations. During CTF activation, the cell focuses on CTF activation, initial CTF response, and deployment of initial response forces. A cell member represents the C3 in the CTF planning process between PG (C5 Plans) and C3 Current Operations (COPS). Refer to Part B, Chapter 2, Annex B, Appendix 1, CTF Planning Organization for a detailed description of FOPS operation and functioning. Other CFEs that support the planning process are arranged to support the FOPS cell and the PG cell since they are the base framework cells for the CTF planning process.
- **Inputs:**
- **Outputs:**
- **Key Tasks:** The timing and scheduling of the Targeting Coordination Board and Air Tasking Order (ATO); directly linked and synchronized with the CPG meeting to allow for internal planning coordination based upon PG actions and command guidance.
- **Chair:** C3
- **Facilitator:** C3 FOPS Chief
- **Frequency/Location:** Enduring
- **Membership:** Participation is normally from all staff directorates, special staff, Multinational Coordination Center (MNCC) and the Civil Military Operations Center (CMOC) with C3 Ops Sections, C2 Intel Sections and Legal Section forming the nucleus of the cell with liaison and coordination with the C5 Plans section and the Coalition Planning Group (CPG). In particular cases, only select participants will be required based on the situation.
- **POC:** C3

Figure F-1.1: CFE Organizational Template Example

2. **Cross-Functional Element Listing and Organizational Templates.** Listed below is a listing of the CFE organizational templates. Each listing is hyperlinked to the actual template outline within this Annex.

3. Commander Coalition / Combined Task Force (CCTF) Level

3.1. [National Command Element \(NCE\)](#). This is a commander's organization that works directly with the CCTF commander. The Deputy CCTF / COS may manage on a day-to-day basis, but this is the CCTF's forum with the national commanders from each participating nation's militaries that is OPCON / TACON to the CCTF. Responsibility for this element is not delegated.

3.2. [Commanders Decision Briefing](#)

3.3. [Commanders Coordination Board \(CCB\)](#)

3.4. [Commander's Planning Sessions](#)

3.5. [Commander's Media Brief](#)

- 3.6. [Commander Update \(CUB\)](#)
- 3.7. [Knowledge and Information Management Working Group and Board \(KIMWG/B\)](#)
- 4. **Chief of Staff.** Overall supervision and responsibility – may designate a primary staff responsibility for day-to-day functioning.
 - 4.1. [Multinational Coordination Center \(MNCC\)](#). Day-to-day management by C5.
 - 4.2. [Civil-Military Operations Center \(CMOC\)](#). Day-to-day management by Appropriate Staff.
- 5. **C1**
 - 5.1. [Reception Center \(RC\)](#)
- 6. **C2**
 - 6.1. [Collection Management Working Group \(CMWG\)](#)
 - 6.2. [Collection Management Board \(CMB\)](#)
 - 6.3. [Coalition/Combined Intelligence Support Element \(CSE\)](#)
 - 6.4. [Intelligence Coordination Center \(ICC\)](#)
 - 6.5. [Interrogation and Debriefing Center \(IDC\)](#)
 - 6.6. [Document Exploitation Center \(DEC\)](#)
 - 6.7. [Captured Material Exploitation Center \(CMEC\)](#)
- 7. **C3**
 - 7.1. [Future Operations \(FOPS\) Cell](#)
 - 7.2. [Multinational Forces Command Center \(M-CmdC\)](#). (Note: the following cells work within the M-CmdC)
 - 7.2.1. [Current Operations \(COPS\) Cell](#)
 - 7.2.2. [Information Operations Cell \(IO Cell\)](#)
 - 7.2.3. [Air Operations Cell \(AO Cell\)](#)
 - 7.2.4. [Land Operations Cell \(LO Cell\)](#)

- 7.2.5. [Maritime Operations Cell \(MO Cell\)](#)
- 7.2.6. [Special Operations Cell \(SO Cell\)](#)
- 7.2.7. [Air and Missile Defense \(AMD\) Cell](#)
- 7.2.8. [Coalition/Combined Fires Element \(CFE\)](#)
 - i. [Current Fires \(CF\) Cell](#)
 - ii. [Fires Plans \(FirePlan\) Cell](#)
 - iii. [Targeting Cell \(TC\)](#)
- 7.2.9. [Rules of Engagement \(ROE\) Cell](#)
- 7.2.10. [Force Protection \(FP\) Cell](#)
- 7.3. [Information Operations Working Group](#)
- 7.4. [Fires and Effects Working Group \(FEWG\)](#)
- 7.5. [Fires, Effects and Coordination Board \(FECB\)](#)
- 7.6. [Targeting Coordination Board \(TCB\)](#)
- 7.7. [Rules of Engagement Working Group \(ROE WG\)](#)
- 7.8. [Security Coordination Center \(SCC\)](#)
- 7.9. [Multinational Personnel Recovery Center \(MPRC\)](#)
- 7.10. [Personal Recovery Coordination Cell \(PRCC\)](#)
- 7.11. [Counter-IED Working Group \(CIEDWG\)](#)
- 7.12. [Chemical Biological Radiological Nuclear Working Group \(CBRNWG\)](#)
- 7.13. [Air and Missile Defense Working Group \(AMDWG\)](#)
- 7.14. [Air and Missile Defense Board \(AMDB\)](#)
- 7.15. [Force Protection Working Group \(FPWG\)](#)

7.16. [Evacuation Control Center \(ECC\)](#). Normally operated by designated CTF component with oversight by C3 and/or C1.

8. **C4**

8.1. [Logistics Coordination Board \(LCB\) / Working Group \(LCWG\)](#). Supported Strategic Command J4's primary cross-functional logistics operations & plans venue. Exercises broad logistics oversight and coordinates the common-user logistics framework throughout CTF Area of Operations (AO). Promulgates log guidance, policies and priorities. Attended by C4 or Deputy C4 with staff participation as required.

8.2. [Multinational Movement Coordination Center \(MMCC\)](#). This structure enables mil-to-mil operational coordination with multinational forces OPCON/TACON to CTF at a classified level. MNCC will typically stand up a logistics section. If established, CLCC shall send a Coordination Team.

8.3. [MN Contracting and HNS Coordination Center \(CHCC\)](#). Plan, integrate and deconflict contracting and other related logistics efforts across the CTF AO, if possible. Align contracts with CCTF intent. Seek to standardize contractor management policies and procedures. Focus on how contracting can support CTF requirements for common logistics supplies and services. The Supported Strategic Commander J4 will typically provide additional oversight.

8.4. [Coalition / Combined Logistics Coordination Center \(CLCC\)](#). As the C4's primary link to stakeholders outside of the CTF, the CLCC is uniquely structured to provide logistics mil-to-mil & civil-military coordination at Lead Nation SECRET, MNF-REL and UNCLAS classifications. CLCC Coordination Teams are liaison personnel who interface with MNCC, CMOC, and NSEs. Coordination Teams work with these functions as required or are permanently embedded. For HADR, CLCC may be termed Multinational Logistics Coordination Center (MLCC). The CLCC and Coordination Teams work together to enable information sharing.

8.5. [Infrastructure & Facilities Coordination WG \(IFCWG\)](#)

8.6. [Coalition Infrastructure & Facilities Coordination Board \(CIFCB\)](#)

9. **C5**

9.1. [Future Plans Cell \(PLANS\)](#)

9.2. [Coalition / Combined Planning Group \(CPG\)](#)

9.3. [Assessment Cell \(AC\)](#)

9.4. [Assessment Working Group \(AWG\)](#)

9.5. [Assessment Board \(AB\)](#)

10. **C6**

10.1. [Network Communication Control Center \(NCCC\)](#)

10.2. [Frequency Management Board \(FMB\)](#)

11. C7

- 11.1. [Humanitarian Operations Center \(HOC\)](#). Normally managed in conjunction with other humanitarian community personnel / organizations (C7 may not be the lead).
- 11.2. [Civil-Military Coordination Board \(CMCB\)](#)
- 11.3. [Civil Military Operations Working Group \(CMOWG\)](#)
- 11.4. [Humanitarian Assistance Coordination Center \(HACC\)](#). Normally is a CTF component organization initially activated during an HA/DR crisis. The HACC may not be needed once a CMOC and HOC have been formally established.

12. **Special Staff**

12.1. **Medical**

- 12.1.1. [Area Blood Program Office \(ABPO\)](#) (sometimes referred to as Blood Program Board - BPB)
- 12.1.2. [Medical Surveillance Team \(MST\)](#)
- 12.1.3. [Patient Movement Requirements Center \(PMRC\)](#)

12.2. **Public Affairs**

- 12.2.1. [Information Bureau \(IB\)](#)
- 12.2.2. [Media Pools \(special form of bureaus / cells\)](#)

12.3. **Protocol**

- 12.3.1. [Visitors Bureau \(VB\)](#)

National Command Element (NCE)

- **Purpose:** This is a critical element for the CTF HQs. Each nation participating within the CTF multinational effort **shall** be used in all operations. NCEs represents the respective nation's national command channels within the CTF headquarters. Such elements are not OPCON/TACON to the CTF headquarters; rather, they are the respective representatives to the Commander, CTF (CCTF) within the headquarters for their respective nations NatAuth. They **shall** have direct access to the CCTF and be involved in all major decision making within the command..
- **Inputs:** Multinational and national planning, coordination and cooperation actions. Daily situational reports and strategic guidance from respective national commands.
- **Outputs:** Coordinated planning and execution actions by each nations' military forces involved within the CTF command.
- **Key Tasks:** Represents respective national command channels within the CTF HQs.
- **Chair:** NA, the respective NCE Commander leads and directs the NCE.
- **Facilitator:** NA.
- **Frequency/Location:** Enduring.
- **Membership:** National commanders from each participating nation's militaries that is OPCON/TACON to the CCTF
- **POC:** NCE Cmdr and CCTF

Commander's Decision Briefing

- **Purpose**: To arrive at a CCTF decision. Normally related to a planning or operational issue. Such a briefing can also be scheduled for the CCTF to brief higher headquarters (Supported Strategic Commander or National Authorities) and with lower entities within the CTF command (CTF Component or sub-Task Force Commanders).
- **Inputs**: Recommended COAs
- **Outputs**: Commander's direction / guidance
- **Key Tasks**:
 - **Chair**: CCTF / COS
 - **Facilitator**: C3 / C5
 - **Frequency/Location**: As required
 - **Membership**: Will vary by briefing from a small group of personnel to a large group depending on the situation. Normally, this briefing will include the primary CTF staff, CTF Component / Task Force commanders. For a higher headquarters briefing a smaller group will most likely be convened.
- **POC**: COS

Commander's Coordination Board (CCB)

- **Purpose**: To provide a forum for the CCTF to meet with his key leadership in order to discuss planning and operational issues, provide guidance, and make decisions to guide future planning
- **Inputs**: Current operations update, CPG update on future planning, and updated Fires, Effects and Collections products
- **Outputs**: Commander's planning guidance, de-confliction decisions, and updated Commander's estimate
- **Key Tasks**: Review progress of current operations and propose planning decisions requiring MNF commander's approval
- **Chair**: CCTF
- **Facilitator**: CTF Chief of Staff
- **Frequency/Location**: Daily / Room TBD
- **Membership**: CCTF, Deputy CTF commander, COS, Staff Directors, CPG and OPT Leads, LNOs
- **POC**: C5

Commander's Planning Sessions

- **Purpose**: This activity can be internal or external in nature. It can act as a dedicated CCTF planning session with selected planning activities (for example PG or FOPS, see below for purposes of these planning cells) or planning sessions with higher headquarters (Supported Strategic Commander and/or National Commanders) or lower headquarters (Component or Task Force Commanders).
- **Inputs**: Back brief on planning status
- **Outputs**: Further Commander's guidance
- **Key Tasks**:
- **Chair**: CCTF or COS
- **Facilitator**: C3 / C5
- **Frequency/Location**: As required
- **Membership**: CCTF, Deputy CCTF, COS, C3, C5, and the appropriate CTF planners concerned (will vary based upon the planning horizon and subject)
- **POC**: C3 / C5

Commander's Media Brief

- **Purpose**: To provide the local and international media the opportunity to receive a commander's media briefing (one-way information) or also allow for questions and answers (two-way information exchange). This briefing can be addressed by the CCTF or other designated personnel within the command; however, it will always represent the CCTF's perspectives on the situation and requires prior coordination with the CCTF prior to being presented (formally or informally).
- **Inputs**: Required Staff & PAO inputs; Strategic level inputs
- **Outputs**: Media brief
- **Key Tasks**:
 - **Chair**: CCTF or COS
 - **Facilitator**: Public Affairs Officer (PAO)
 - **Frequency/Location**: Bi-daily or daily occurrence, or scheduled as required by the situation
 - **Membership**: CCTF or designated representative; invited media representatives from the audience as designated by the media planning process and PAO procedures within the CTF headquarters. Refer to Part C, Chapter 8, Annex C, MNF Public Affairs Procedures.
 - **POC**: PAO

Commander's Update Brief (CUB)

- **Purpose**: To provide CCTF, components and staff with operation progress and updates from selected staff and assigned components
- **Inputs**: Situation update from CTF staff, components' current operational briefs, and guidance from Higher Headquarters of each CTF country
- **Outputs**: Commander's guidance, Daily Intentions Message (DIM), and de-confliction decisions
- **Key Tasks**: Review progress of operation assessment and receive commander's guidance on planning efforts or execution of operations
- **Chair**: CCTF
- **Facilitator**: Chief of Staff
- **Frequency/Location**: Daily / Room TBD
- **Membership**: CCTF, Deputy CCTF, COS, Staff Directors, and CTF components commanders or their LNOs
- **POC**: C3

Knowledge / Information Management Working Group / Board (KIMWG/B)

- **Purpose**: Manage knowledge sharing processes in order to facilitate situational understanding. Assists the Headquarters COS in implementing people, processes and tools necessary to create and share knowledge.
- **Inputs**: Staff-recommended changes to the operational rhythm; staff issues with tools, processes, and CFEs
- **Outputs**: KM directives (tools, process and CFEs changes) and recommended changes to the operational rhythm (KMB)
- **Key Tasks**: Review proposed updates to the Operational Rhythm and obtain COS guidance; develop and recommend approval of KM directives to the COS
- **Chair**: KIMO (COS for KMB, as required)
- **Facilitator**: KM Ops
- **Frequency/Location**: As required
- **Membership**: KM Cell, IMO Cell, Content Manager (portal)
- **POC**: KIMO

Multinational Coordination Center (MNCC)

- **Purpose:** Essential organization that provides a full time CTF process and a conduit for multinational coordination and planning to facilitate selection, coordination, and integration of effort among the CTF participating nations' militaries for effective mission accomplishment.
- **Inputs:** Strategic guidance, CCTF planning guidance, staff estimates, planning products, issues for coordination, situational updates and daily national inputs for participating nations
- **Outputs:** Coordinated actions and plans with participating CTF nations.
- **Key Tasks:**
 - Coordination and planning tasks with participating nations' militaries.
 - Coordination of national issues with CTF command
- **Chair:** Commander, CTF (or Chief of Staff)
- **Facilitator:** CTF C5 designated 06
- **Frequency/Location:** Enduring
- **Membership:**
 - All participating nations' militaries OPCON/TACON to CTF
 - Nations' militaries NOT OPCON/TACON can be members on a case-by-case basis
- **POC:** Chief or Staff and C5

Civil-Military Operations Center (CMOC)

- **Purpose:** The CMOC is the primary focal point to coordinate and interface multinational military forces with local populace, Host-Nation (HN) agencies, and the International Humanitarian Community (IHC - International Organizations (IOs), Nongovernmental Organizations (NGOs), International Committee of the Red Cross and International Federation of Red Cross and Red Crescent Societies, and the UN and its agencies)). The CMOC may not always necessarily be formed and run by the military or CTF; however, as a start point, the CTF HQ will employ a CMOC. A CMOC may also be referred to as the (1) Civil-Military Coordination Center (CMCC) or (2) Civil-Military Cooperation Center (CIMIC). In this SOP it will always be referred to as CMOC.
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** Commander, CTF (or Chief of Staff)
- **Facilitator:** C5 (or C3) Appointed OIC
- **Frequency/Location:** Enduring
- **Membership:** Primarily consists of civil-military staff and governmental interagency personnel primarily from the Lead Nation agencies. The CMOC also can have representatives from the IHC; however, in most situations CMOC personnel will go out and coordinate with the IHC, HN, and local officials.
- **POC:** C5 (or C3)

Reception Center (RC)

- **Purpose:** To support multinational reception in conjunction with NCE reception plans. Consists of civil-military staff and governmental interagency personnel primarily from the Lead Nation agencies. The CMOC can also have representatives from the IHC; however, in most situations CMOC personnel will go out and coordinate with the IHC, HN, and local officials.
- **Inputs:**
- **Outputs:**
- **Key Tasks:** Accountability, life support issues, and certification training monitoring of all incoming CTF personnel
- **Chair:** C1
- **Facilitator:** Deputy C1
- **Frequency/Location:** Ongoing, as required
- **Membership:** This center is operated by the C1. C2 and C3 personnel can participate if security and training functions are integrated into this center's operation. NCE officers / NCOs may be integrated into this center as required for national personnel representation.
- **POC:** C1

Collection Management Working Group (CMWG)

- **Purpose:** To identify, validate, prioritize and manage ISR activities; track and answer CCTF PIRs; manage CTF collection requirements; and conduct collection operations management.
- **Inputs:** Components' Combined Integrated Priority Collection Lists (CIPCLs), ISR Asset status (Components, National Agency), draft Combined Integrated Prioritized Target List (CIPTL) from CFEWG, identified Intelligence gaps (C-2 staff), and IO Nominations (IOWG)
- **Outputs:** Collection Plan (Components, C-staff), Collection Emphasis Message (Components, C-staff), draft Combined Intelligence Prioritized Collection List (CIPCL) – (Components, CFEB), Collection Requirement Nominations to National Agencies, and ISR Synchronization Matrix (CFACC)
- **Key Tasks:** Manage and account for ISR assets in theater, draft Collection Plan and Collection Emphasis Message, create draft CIPCL, request additional assets if required, recommend adjustments to ISR asset basing, submit requirements for National collection, and monitor dissemination plan and key products
- **Chair:** C-2 or Deputy
- **Facilitator:** Collection Manager
- **Frequency/Location:** Daily / TBD
- **Membership:** C-2 analysts, C-3 ISR planners, Component Collection Managers, IO planners, C-3 Targets/ Fires, National Agencies, Coalition LNOs, Civil-Military Ops, Space planners, C-5 rep
- **POC:** CTF Collection Management Team

Collection Management Board (CMB)

- **Purpose:** To identify, validate, prioritize and manage ISR activities; provide approval for CTF Collection Plan; track and answer CCTF PIRs; and manage CTF collection requirements
- **Inputs:** Finalized CIPCLs (Components, C-Staffs), ISR Asset status (Components), Combined Integrated Prioritized Target List (CIPTL) from CFEB
- **Outputs:** Approved Collection Plan, approved Collection Intelligence Prioritized Collection List (CIPCL) to Components, Collection Requirements to National Agencies, approved ISR Synchronization Matrix to CFACC
- **Key Tasks:** Manage & recommend changes to PIRs, brief C-2/C-3 on ISR assets status, approve Collection Plan & CIPCL, submit requests for National collection, request additional assets if required, recommend changes to ISR asset basing, highlight Intelligence gaps & mitigation plan, and coordinate changes with Components
- **Chair:** C2 and C3 (co-chair)
- **Facilitator:** Collection Manager
- **Frequency/Location:** Daily / TBD (normally scheduled after CFEB)
- **Membership:** C2 analysts, C3 ISR planners, Component Collection Managers, IO planners, C3 Fires, National Agencies, Coalition LNOs
- **POC:** CTF Collection Management Team

Coalition/Combined Intelligence Support Element (CISE)

- **Purpose**: A element that consists of analytic sections organized for processing and exploiting collected information and intelligence. A tailored CISE serves as the heart for the entire intelligence process. The CISE is normally organized along air, ground, naval, missile and geopolitical lines. It is primarily manned by All-Source analysts, and augmented with subject matter experts (SMEs) from all intelligence disciplines
- **Inputs**: Information and intelligence data. Situational reports and staff estimates.
- **Outputs**: Refined intelligence reports and estimates.
- **Key Tasks**:
- **Chair**: C2
- **Facilitator**: C2 appointed 06
- **Frequency/Location**: Enduring
- **Membership**: Intelligence staff representatives and SMEs as required.
- **POC**: C2

Intelligence Coordination Center (ICC)

- **Purpose:** To support the intelligence operations of the CTF HQ and command. Normally, CTF operations of extended duration and involving the requirement for intelligence support for operations will require an Intelligence Center (IC) of some form. The IC focuses on supporting the collection, production, and dissemination of multinational intelligence information in support of CCTF and staff planning and execution operations. The ICC works closely with respective nations Intelligence Coordination Centers (ICCs) to form the required multinational intelligence based upon the situation and agreed upon information sharing agreements (respective foreign information release agreements). The IC also works with the respective nations' national intelligence agencies and systems as required.
- **Inputs:**
- **Outputs:**
- **Key Tasks:** Information sharing; works closely with the Multinational Coordination Center (MNCC)
- **Chair:** C2
- **Facilitator:** Deputy C2
- **Frequency/Location:** Enduring center that works within the C2 staff directorate
- **Membership:** Staffed and resourced primarily by the C2 and participating nations' intelligence personnel. Other agencies / sections can be integrated into this center as required to assist in the intelligence processes (local / national intelligence personnel or agencies).
- **POC:** C2

Intelligence and Debriefing Center (IDC)

- **Purpose:** To support the multinational interrogation, elicitation and debriefing of detainees and other captured adversaries for collection of intelligence and information. Interrogation or debriefing actions provides the CTF information and intelligence important for operational planning and decision making by the CCTF. The IDC may work with respective nation's interrogation and debriefing centers (IDCs) if established.
- **Inputs:**
- **Outputs:**
- **Key Tasks:** Collection of intelligence and information; ensure strict adherence to international standards of conduct
- **Chair:** C2
- **Facilitator:** Deputy C2
- **Frequency/Location:** If activated, this is an enduring center.
- **Membership:** C2 intelligence personnel
- **POC:** C2

Document Exploitation Center (DEC)

- **Purpose:** To support the recovery of adversary documents and exploitation of these documents for intelligence information on adversaries, their locations, dispositions, tactics, communications, logistics, morale, adversary equipment, status of forces, and overall situation. Also, it assists in identification of civil populace information and other actor / stakeholder information and intelligence supportive of CTF planning and operations. Normally, the center is established for larger multinational combat type operations.
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** C2
- **Facilitator:** Deputy C2
- **Frequency/Location:** Enduring, if activated
- **Membership:** C2 intelligence personnel
- **POC:** C2

Captured Material Exploitation Center (CMEC)

- **Purpose:** To support the recovery of captured adversary equipment for collecting information to support multinational planning and operations. Such information can provide significant intelligence on adversary strengths and weaknesses. Teams could be used to recover equipment. Normally, the center is established for larger multinational combat type operations.
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** C2
- **Facilitator:** Deputy C2
- **Frequency/Location:** Enduring, if activated
- **Membership:** C2 intelligence personnel
- **POC:** C2

Future Operations (FOPS) Cell

- **Purpose:** To plan future operations that occur within the 96 to 336 hrs time frame. The cell takes the Contingency Plans or OPLANs from the C5 Planning Group (PG) and converts them into OPORDs. Further, it develops branch planning based upon ongoing assessment of CTF operations. During CTF activation, the cell focuses on CTF activation, initial CTF response, and deployment of initial response forces. A cell member represents the C3 in the CTF planning process between PG (C5 Plans) and C3 Current Operations (COPS). Refer to Part B, Chapter 2, Annex B, Appendix 1, CTF Planning Organization for a detailed description of FOPS operation and functioning. Other CFEs that support the planning process are arranged to support the FOPS cell and the PG cell since they are the base framework cells for the CTF planning process.
- **Inputs:**
- **Outputs:**
- **Key Tasks:** The timing and scheduling of the Targeting Coordination Board and Air Tasking Order (ATO); directly linked and synchronized with the CPG meeting to allow for internal planning coordination based upon PG actions and command guidance.
- **Chair:** C3
- **Facilitator:** C3 FOPS Chief
- **Frequency/Location:** Enduring
- **Membership:** Participation is normally from all staff directorates, special staff, Multinational Coordination Center (MNCC) and the Civil Military Operations Center (CMOC) with C3 Ops Sections, C2 Intel Sections and Legal Section forming the nucleus of the cell with liaison and coordination with the C5 Plans section and the Coalition Planning Group (CPG). In particular cases, only select participants will be required based on the situation.
- **POC:** C3

Multinational Forces Command Center (M-CmdC)

- **Purpose:** To maintain command and control of CTF subordinate component commands and units and for maintaining situational awareness of CTF operations. The M-CmdC fuses all CTF operations by controlling the execution of orders, operations, and intelligence. It also provides administrative functions to command and control the CTF. It provides the means of coordination and collaboration with higher headquarters (Supported Strategic Commander and/or National Authorities). The M-CmdC provides awareness of the friendly and enemy situation and integrates it into a single integrated database or Common Operational Picture (COP).
- **Inputs:**
- **Outputs:**
- **Key Tasks:** Maintain close coordination and collaboration with the respective Operations Centers (OCs) of each respective nation or operations center sections for smaller forces, maintain close coordination with the MNCC and CMOC, and maintain continuous coordination with the Logistics Coordination Center (LCC) to fully integrate multinational logistics planning and execution.
- **Chair:** C3
- **Facilitator:** Command Center OIC
- **Frequency/Location:** Enduring
- **Membership:** Each staff directorate, special staff, and liaison officers are represented within this center.
- **POC:** C3

Current Operations (COPS) Cell

- **Purpose:** To monitor the execution of plans and maintain the current situational awareness for the CTF AO. Current operations is normally considered as present time out to 96 hours. COPS receives the hand-off of OPLANs from FOPS and finalizes for issuance as an execute order. COPS also prepare fragmentary orders (FRAGOs) and warning orders (WARNORD) as required by the situation.
- **Inputs:**
- **Outputs:**
- **Key Tasks:** Maintain command and control within the CTF
- **Chair:** C3
- **Facilitator:** C3 COPS OIC
- **Frequency/Location:** Cell as required. Enduring representative in M-CmdC
- **Membership:** Has the same participants as M-CmdC since COPS is a sub-cell within the M-CmdC
- **POC:** C3

Information Operations (IO) Cell

- **Purpose:** To maintain situational awareness of IO for the CTF within the M-CmdC. Ensures IO is a coordinated action to influence decision makers by affecting information and information systems while protecting one's own information and information systems in support of multinational operations. Further integrates in the strategic IO themes and plans. IO spans the entire spectrum from peace, to crisis, to conflict, to restoration and may be offensive and/or defensive in nature. Cell primarily focuses on IO Core Capabilities: Electronic Warfare (EW), Computer Network Operations (CNO), Operations Security (OPSEC), Military Deception (MILDEC), and Psychological Operations (PSYOPS). However, this cell also coordinates IO Supporting Capabilities: Information Assurance (IA), Physical Security, Counterintelligence (CI) and Physical Attack and/or Destruction. Related capabilities are CMO and PA.
- **Inputs:**
- **Outputs:**
- **Key Tasks:** Coordinate and integrate IO into future plans , future operations (FOPS), and current operations (COPS); maintain a full-time presence within the M-CmdC, but also initiate IO outside cell to support the CTF.
- **Chair:** C3
- **Facilitator:** C3 IO OIC
- **Frequency/Location:** Representative(s) in M-CmdC continuously and outside the Cell as required.
- **Membership:** Has the same participants as M-CmdC since the IO cell is a sub-cell within the M-CmdC. However, this cell can meet outside of the M-CmdC to work on IO planning in support of CPG, FOPS, and COPS and participants will come from across the CTF staff directorates and special staffs (PAO is almost always included in this cell). Sometimes this cell may be referred to by different terms; however, the content and focus will be information operations.
- **POC:** C3

Air Operations Cell

- **Purpose:** To integrate air operations into the overall plan of operations and into the CPG, FOPS, and COPS planning efforts. Its primary focus is on air operations within the M- CmdC and in support of COPS. It also maintains situational awareness of air operations for the CTF. However, this cell works very closely with the C3 Fire Cell, C3 Targeting Coordination Board, C4 Movement Center, and C4 Logistics Coordination Center. In multinational operations that are small in scope and do not need air support for targeting and fires, the Air Operations Cell can replace the Air Component Command (ACC) within the CTF command structure. However, in such cases the Air Operations Cell needs sufficient resources to carry out these responsibilities in such situations. This cell can also have the Airspace Control Authority (ACA) and Air Defense Commander (ADC) responsibilities in such situation.
- **Inputs:** Recommendations to ATO
- **Outputs:**
- **Key Tasks:**
- **Chair:** C3
- **Facilitator:** C3 Air Operations OIC
- **Frequency/Location:** Cell as required. Representative in M- CmdC continuously.
- **Membership:** Has the same participants as M- CmdC since the Air Operations Cell is a sub-cell within the M- CmdC. Air Operations Cell meetings outside the M- CmdC will normally involve representatives from the C3 Fire Cell, C3 Targeting Coordination Board, C4 Movement Center, and C4 Logistics Coordination Center.
- **POC:** C3

Land Operations Cell

- **Purpose:** To focus on land operations within the M-CmdC, to integrate land operations into the overall plan of operations. This cell specifically assists in land operations integration into the CPG, FOPS, and COPS planning efforts with primary focus on COPS efforts. It also maintains situational awareness of land operations for the CTF. This cell works very closely with the CTF components, especially with the Land Component Command (LCC) or a Task Force (TF) within the CTF command structure whose mission is primarily land focused.
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** C3
- **Facilitator:** C3 Land Opns Cell OIC
- **Frequency/Location:** Cell as required. Representative in M-CmdC continuously.
- **Membership:** Has the same participants as M-CmdC since this cell is a sub-cell within the M-CmdC
- **POC:** C3

Maritime Operations Cell

- **Purpose:** To focus on maritime operations within the M-CmdC, to integrate maritime operations into the overall plan of operations. This cell specifically assists in maritime operations integration into the CPG, FOPS, and COPS planning efforts with primary focus on COPS efforts. It also maintains situational awareness of maritime operations for the CTF. This cell works very closely with the CTF components, especially with the Maritime Component Command (MCC) or a Task Force (TF) within the CTF command structure whose mission is primarily maritime focused.
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** C3
- **Facilitator:** C3 Maritime Opns Cell OIC
- **Frequency/Location:** Cell as required. Representative in M-CmdC continuously.
- **Membership:** Has the same participants as M-CmdC since this cell is a sub-cell within the M-CmdC
- **POC:** C3

Special Operations Cell

- **Purpose:** To focus on special operations within the M-CmdC, to integrate special operations into the overall plan of operations. This cell specifically assists in special operations integration into the CPG, FOPS, and COPS planning efforts with primary focus on COPS efforts. It also maintains situational awareness of special operations for the CTF. This cell works very closely with the CTF components, especially with the Special Operations Task Force (SOTF).
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** C3
- **Facilitator:** C3 Spec Opns Cell OIC
- **Frequency/Location:** Cell as required. Representative in M-CmdC continuously.
- **Membership:** Has the same participants as M-CmdC since this cell is a sub-cell within the M-CmdC
- **POC:** C3

Air and Missile Defense (AMD) Cell

- **Purpose**: A cell which operates within the M-Command and monitors and manages CTF air and missile defense status, coordination, and planning
- **Inputs**: Air and missile defense status reports and situation. Air and Missile plans and orders.
- **Outputs**: CTF coordinated Air and Missile Defense action, plans, and orders. Air and defense situation reports. Inputs to fires process for air and missile defense.
- **Key Tasks**: Coordination, planning, supervision and reporting of CTF Air and Missile defense activities.
- **Chair**: NA
- **Facilitator**: C3 appointed Air and Defense Missile OIC.
- **Frequency/Location**: Enduring to M-Command.
- **Membership**: Appointed cell action personnel.
- **POC**: C3

Coalition/Combined Fires Element (CFE)

- **Purpose:** Responsible for planning and synchronization of fires in a CTF. It captures the CCTF's intent for fires and ensures unity of effort among components. Consists of Current Fires (CF) cell, Fire Plans (FirePlan) Cell and Targeting Cell (TC). Specific duties of the CFE are assigned by the C3 and will be approved by the CCTF. When established, the CFE is responsible for forming and leading the Coalition/Combined Targeting Coordination Board (CTCB).
- **Inputs:** CCTF intent and guidance for fires. Input from staff and components relative to fires and fire requirements. Plans and orders for current and future operations.
- **Outputs:** Coordinated CTF fire plans and orders.
- **Key Tasks:**
 - In coordination with CTF component commanders, coordinates and synchronizes CTF Fires IAW CCTF intent and concept of operation for all Fires, Kinetic and Non-Kinetic in the CTF AO (e.g. surface delivered, sub-surface delivered, air delivered) and Non-Kinetic (e.g. electronic attack, leaflet drops).
 - Recommend targeting guidance and priorities to the CCTF.
 - Monitor higher headquarters, CTF staff, and component target nominations
 - Manages CF cell, FirePlan Cell, and TC
- **Chair:** CTF Fires Officer (CFO)
- **Facilitator:** See above
- **Frequency/Location:** Enduring to M-CmdC
- **Membership:** CFO, Dep CFO, CF cell, FirePlan Cell, TC, and CTF component reps as required
- **POC:** C3

Coalition/Combined Targeting Working Group (CTWG)

- **Purpose:** To identify, validate, de-conflict, and integrate kinetic and non-kinetic fires / prepare decision briefs in preparation for the Combined/Coalition Targeting Coordination Board (CTCB). Integrate all Fires and the targeting effort with maneuver ISO CTF OPLANS.
- **Inputs:** Intelligence Assessment, Current / future ISR Synchronization Allocation, CUB (Salient) Updates, Fragmentary / Warning Orders (Salient), ATO (Current) Review + Previous Day's BDA, TET Review (ISO Current Day CIPTL Approval), IOWG Sync Matrix, ROEWG Review / Application for 72-96 hours out, CAWG Review / Application for 72-96 hours out, Target nomination (for CTL, RTL, NSL)
- **Outputs:** Draft CIPTL (for CTCB), Proposed apportionment / draft targeting guidance for 96 hours, collection nominations. Updates to CTF FSCM(s), NSL, & RTL, CTL.
- **Key Tasks:** Integrate kinetic + non- kinetic Fires, create Draft CIPTL for Approval, recommend new targets and movement of targets between target lists. Ensures that fires and collections are synchronized. Prepare decision brief for CTCB.
- **Chair:** CTF Chief Fires and Effects Officer (CFEO)
- **Facilitator:** As designated by CFEO
- **Frequency/Location:** Usually daily / within CFE location.
- **Membership:** Staff from CFE, C2, C33, C35, C4 (munitions and critical infrastructure restrictions) , C5, C6, Components (CFACC, CFLCC, CFMCC, CFSOC), Information Related Capability (IRC) Cells, Assessment Cell, SJA/ROE rep.
- **POC:** Deputy CTF Chief Fires and Effects Officer (DCFEO)

Coalition/Combined Targeting Coordination Board (CTCB)

- **Purpose:** To achieve approval for additions and deletions to current target lists, to achieve approval for updated guidance and apportionment and the CIPTL.
- **Inputs:** Intelligence Assessment, Previous Day's BDA, Draft CIPTL (CTWG), ISR Synchronization Allocation, ATO (Current Review, TET Review (ISO Current Day CIPTL Approval), Components
- **Outputs:** Approved CIPTL, approved apportionment and guidance for 72 hours, forecast guidance for 96 hours, Approved revisions to CTF FSCM(s), NSL, & RTL
- **Key Tasks:** Apportionment, guidance and approve CIPTL, NSL, RTL
- **Chair:** CoS
- **Facilitator:** CFEO
- **Frequency/Location:** TBD – VTC linkages would normally be required to integrate senior Component representation.
- **Membership:** Principle Staff Officers from C2, C33, C35, C4 (munitions and critical infrastructure restrictions) , C5, C6, Components (CFACC, CFLCC, CFMCC, CFSOC), Information Related Capability (IRC) Cells, Assessment Cell, SJA/ROE rep.
- **POC:** Deputy CTF Chief Fires and Effects Officer (DCFEO)

Current Fires (CF) Cell

- **Purpose:** Focal point for execution of fires in current operations (COPS) and mans the Fires desk within the M-CmdC.
- **Inputs:** Current situation and fires in CTF AO and emergency – real time fire requirements and adjustments. Component fire plans/orders and situation reports. Guidance from CTCB. CTF plans and orders.
- **Outputs:** Situation awareness of current situation and fires, adjustments actions (FRAGO) for emergency actions (fires, fire support coordination and management) with CTF components. Updates overall situation and guidance (including CTCB updates). Fire transition plans and orders in support of new CTF plans and orders. Time Sensitive Target Procedure support and management..
- **Key Tasks:**
 - Monitor the current situation and fires in the CTF AO. Responsible for real time actions in regards to CTF fires coordination and management .
 - In coordination with component commanders, advise the C3 on the management of fire support coordinating measures to support all operations
 - Serve as the principal representative to the M-CmdC for all matters pertaining to ongoing fires operations.
- **Chair:** Current Fires Chief, CFE
- **Facilitator:** NA
- **Frequency/Location:** Enduring to M-CmdC
- **Membership:** CFE assigned personnel
- **POC:** C3

Fire Plans (FirePlan) Cell

- **Purpose:** Responsible for all fires planning for the CTF command in coordination with CTF component commands and the Supported Strategic Commander
- **Inputs:** CTF component fire planning inputs, OPT FOPS and CPG planning requirements for fires, new plans and orders.
- **Outputs:** CTF component command fire planning integrated into CTF planning process (plans and orders). Transition of new requirements coordinated with ongoing activities and missions.
- **Key Tasks:**
 - integration of CTF component commands liaison and planning representatives (coordinating fires) into the CTF planning process.
 - Provides representatives to the OPT in C3 FOPS and CPG in C5 PLANS as a part of cross functional boards and cells planning process.
 - Transitions fire plans developed in the CPG and OPT to Current Fires Cell for execution
- **Chair:** Fire Plans Chief, CFE
- **Facilitator:** NA
- **Frequency/Location:** Enduring to the M-CmdC.
- **Membership:** CFE assigned personnel
- **POC:** C3

Targeting Cell

- **Purpose:** Maintains current target lists and is the link between CFE and the C2/CISE
- **Inputs:** Coalition / Combined Integrated Priority Targeting List (CIPTL) (or draft CIPTL), high target lists (HVTL), Restricted and No Strike Target Lists, intelligent reports and estimates, current operations and future operations plans and orders.
- **Outputs:** Finalized CIPTL and HVTL. Updated Restricted and No Strike target lists. Integration of intelligence into CTF fires and targeting process. Awareness of current and future plans targeting requirements.
- **Key Tasks:**
 - Reviews CIPTL provided by the CFACC (or develop the CIPTL if there is no CFACC) to ensure there are no conflicts with the restricted and no strike target lists.
 - Assists the CISE in developing and maintaining high value target lists (HVTL) and maintains/updates the High Payoff Target List (HPTL).
 - Maintains the Restricted and No Strike Target Lists in coordination with the CFACC and SJA.
 - Provides the CFE representative to the intelligence collection management board, to ensure CTCB targeting priorities are fully integrated into the intelligence collection plan.
 - Monitors target intelligence in terms of combat assessment and target re-strike requirements.
- **Chair:** Target Cell Chief, CFE
- **Facilitator:** NA
- **Frequency/Location:** Enduring to M-CmdC
- **Membership:** CFE assigned personnel
- **POC:** C3

Information Operations Working Group (IOWG)

- **Purpose:** To synchronize, coordinate, de-conflict, monitor PSYOP, EW, OPSEC, MILDEC, and CNO with supporting and related (CMO, PA, Strat Com, COMCAM) capabilities, staff elements, subordinate and higher units to ensure a coordinated and efficient effect is achieved.
- **Inputs:** STRATCOM Guidance (National), Public Affairs Guidance (PAO), JTF Guidance and Intentions / FRAGO (CC), INFOCON status (CTF) (C6), Campaign Assessment (CTF) (CAWG), Intelligence Updates (C2), OSINT analysis (Media Roll-up) (C2), CMO updates (CMOWG), Component and (EA) EW and PSYOP nominations (non-kinetic targets) (Components), approved CPOTF products (CPOTF)
- **Outputs:** Non-lethal targeting guidance (components), Information Operations (IO) execution matrix (CFEWG), OPSEC guidance (components), PSYOP integration plan (CFEWG), PSYOP product requirements and guidance, Target nominations for non-lethal and influence operations (CFEWG)
- **Key Tasks:** Determine IO target nominations for submission to Target Coordination Board for approval (and inclusion in ATO), draft FRAGO input (IO targeting directives) as required, develop Talking Points for incorporation into Press Releases / Conferences, ensure dissemination of IO guidance to subordinate commanders for execution planning, monitor and assess IO effects on targets to allow for target and product adjustment
- **Chair:** C39 Chief
- **Facilitator:** Information Operations Officer
- **Frequency/Location:** Daily / IO Cell Room (VTC, virtual room for components)
- **Membership:** Components, OID reps (Analyst, Collections), C2IN rep, EWO, C5 rep, OMD rep, CMO rep, PA planner, Engineer, PSYOP, Strat Com. **As required:** SJA, POLAD, Chaplain, Space
- **POC:** C39 IO Planner

Fires and Effects Working Group (FEWG)

- **Purpose**: To identify, validate, de-conflict, and integrate kinetic and non-kinetic fires / prepare decision briefs in preparation for the Combined Fires, Effects, and Collections Board (CFECB). Integrate all Fires with maneuver ISO CTF OPLANS.
- **Inputs**: CCIR(s) / EEFI(s) / Intelligence Assessment, Current / future ISR Synchronization Allocation, CUB (Salient) Updates, Fragmentary / Warning Orders (Salient), ATO (Current) Review + Previous Day's BDA, TET Review (ISO Current Day CIPTL Approval), IOWG Sync Matrix, ROEWG Review / Application for 72-96 hours out, CAWG Review / Application for 72-96 hours out, Target nomination
- **Outputs**: Draft CIPCL / Draft CIPTL (CFECB), Review draft apportionment / guidance for 96 hours, Publication of revisions to CTF FSCM(s), NSL, & RTL, CTL
- **Key Tasks**: Integrate kinetic + non- kinetic Fires, create Draft CIPTL for Approval, recommend revisions+NSL,RTL,LTL, and prepare decision brief for CFECB
- **Chair**: CTF Fires Officer / Chief
- **Facilitator**: CTF Fires Officer / Chief
- **Frequency/Location**: Daily / TBD
- **Membership**: Intelligence (Current Op(s), METOC, Targeting), Components (CFACC, CFLCC, CFMCC, CJOSTF, CMOTF, CBNE, PSYOPS), C3 Future Operations, C3 Information Operations, C5 Assessments, BMD Coordinator (CFACC LNO), SJA, Combined Information Bureau (Public Affairs)
- **POC**: C3

Fires and Effects Coordination Board (FECB)

- **Purpose**: To identify, validate, de-conflict, and integrate kinetic and non-kinetic fires / prepare decision briefs in preparation for the Combined Fires, Effects, and Collections Board (CFECB). Integrate all Fires with maneuver ISO CTF OPLANS, de-conflict and prioritize target nominations and ISR collection requirements.
- **Inputs**: CCIR(s) / EEFI(s) / Intelligence Assessment , Draft CIPCL (FEWG), Current / future ISR Synchronization Allocation (IOWG), ATO (Current) Review + Previous Day's BDA, Draft CIPTL, TET Review (ISO Current Day CIPTL Approval), Components
- **Outputs**: Approved CIPCL / CIPTL (CCMWG), Approved AOD apportionment guidance for 72 hours, Approved guidance for 96 hours, Approved revisions to CTF FSCM(s), NSL, & RTL
- **Key Tasks**: Public apportionment guidance and approve Draft CIPTL, NSL, RTL, LTL
- **Chair**: DCCTF
- **Facilitator**: DCCTF
- **Frequency/Location**: Daily / Room (TBD)
- **Membership**: Intelligence (Current Op(s), METOC, Targeting), Components (CFACC,CFLCC, CFMCC, CJOSTF, CMOTF, CBNE, PSYOPS), C3 Future Operations, C3 Information Operations, C5 Assessments, BMD Coordinator (CFACC LNO), SJA, Combined Information Bureau (Public Affairs), C4 Sustainment, Public Affairs
- **POC**: C3

Rules of Engagement (ROE) Cell

- **Purpose:** To plan, coordinate and manage the CTF ROE IAW higher headquarters and CCTF guidance, operational planning requirements and inputs from the CTF component and task force component commanders. ROE cell provides recommendations for refinements and changes to the ROE and ROE issue resolution to the ROE Working Group (WG). This cell directly supports the PLANS, FOPS, and COPS planning cells and also supports the M-CmdC situational awareness of ROE implementation and adherence.
- **Inputs:** CTF situational reports, CTF and CTF component ROE planning and coordination input. IHC, governmental, and key stakeholder input on ROE issues. CTF ROE requests. Higher headquarters and international guidance relative to ROE.
- **Outputs:** Finalized recommendations to the ROE WG on ROE refinement and/or changes and issue resolution.. ROE information and updates to CTF command.
- **Key Tasks:**
 - Full participation in the CTF planning process (PLANS, FOPS, and COPS)
 - ROE Recommendations to ROE WG.
 - Issue resolution recommendations to ROE WG
 - Management of CTF ROE
- **Chair:** C3
- **Facilitator:** C3 ROE Chief
- **Frequency/Location:** Enduring within the M-CmdC . Can also have separate ROE CELL working meetings outside the M-CmdC.
- **Membership:** For meetings outside the M-CmdC Representatives from the C3 staff, force protection cell, CTF legal staff, and CTF components liaison / planning staffs. Normally, the ROE Cell shall have a full time representative in the M-CmdC to address ROE questions and to maintain situational awareness of CTF operations.
- **POC:** C3

Rules of Engagement Working Group (ROE WG)

- **Purpose:** Provides executive oversight for CTF ROE , addresses major ROE issues, and provides final ROE issues and measures to the Commander, CTF (CCTF) for approval and comment.
- **Inputs:** Receives ROE Cell input on CTF ROE issues, refinements, and recommendations.
- **Outputs:** Provides coordinated recommendations for addressing ROE issues or ROE recommendations to CCTF.
- **Key Tasks:**
 - Reviews major ROE issues
 - Reviews ROE recommendations and refinements
 - Coordinates ROE actions with governmental, IHC, and major stakeholders as required. (outside of CFC command)
- **Chair:** MNF COMD or DCOMD
- **Facilitator:** ROE Cell Chief, C3
- **Frequency/Location:** As required; no schedule timing
- **Membership:** C3, C2, C5, SJA (legal), C4 rep, ROE Cell rep, C5 PLANS rep, C3 FOPS rep and designated staff planners
- **POC:** C3

Force Protection (FP) Cell

- **Purpose:** To plan, coordinate and monitor force protection (FP) for the CTF command. FP cell representatives are part of the C5 PLANS (ICPG), FOPS, and COPS planning cells and shall provide a full-time representative to the M-CmdC.
- **Inputs:** Planning and coordination input from CTF staff and CTF components.
- **Outputs:** FP Conditions (FPCONs) and CCTF decision packages
- **Key Tasks:** Prepare and update the FPCONs for approval by the Commander, CTF (CCTF) and keep him apprised of important FP issues; prepare decision packages for CCTF on changes to FPCONs or FPCON measures; monitor intelligence and operations for issues or situations that may affect the CTF force protection posture; and assist and advise multinational force units in conducting FP vulnerability assessments.
- **Chair:** C3
- **Facilitator:** Deputy C3
- **Frequency/Location:** Daily
- **Membership:** C3 staff, Intelligence, Counterintelligence, C3 COPS staff member other selected CTF staff representatives. CTF components and sub-task force liaison / planning staffs are also involved in this cells planning and coordination.
- **POC:** C3

Security Coordination Center (SCC)

- **Purpose:** Within Stability Operations and Peace Operations this is an optional center to focus exclusively on the security aspects (normally civil-military) within these missions sets of the affected nation(s) and/or host nation(s). This is not a replacement for the M- CmdC which addresses all mission aspects for the CTF.
- **Inputs:** Situational reports, coordination and planning inputs from CTF components, IHC, and affected nation(s) and/or host nation(s) local populaces. Operational results of security activities.
- **Outputs:** Coordinated plans and orders for security operations. Coordinated civil-military planning actions for addressing the security missions assigned.
- **Key Tasks:**
 - Monitor security missions
 - Support CTF planning process (PLANS, FOPS, and COPS)
 - Coordinate with IHC, affected nation(s) and / or host nation(s) relative to security missions
 - Maintain situational awareness on security missions and 2nd and 3rd order effects on other missions and tasks
- **Chair:** C3 or C7 SSC Officer in Charge
- **Facilitator:** NA
- **Frequency/Location:** Enduring if used
- **Membership:** C2, C3, C4, and C5 actons officer. Special staff as required. CTF component reps as required.
- **POC:** C3 or C7

Multinational Personnel Recovery Center (MPRC)

- **Purpose:** To plan and coordinate PR operations for the CTF command. It is the higher reporting center for the Personnel Recovery Coordination Cell (PRCC) at the component headquarters (the cell that actually provides C2 over actual PR operations). The MPRC is the CTF single point of coordination for all actions associated with the recovery of personnel and associated equipment within the CTF AO including coordinating PR operations both within the CTF and with external agencies, advising the CCTF or designated component commander on PR incidents and request, and coordinating requests for augmentation to support recovery operations as required. Center also develops guidance for isolated personnel, monitors all PR events in the AO, and coordinates PR requirements between components, nations, and IOs/NGOs, etc.
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** C3
- **Facilitator:** Deputy C3
- **Frequency/Location:** Enduring / CTF HQ
- **Membership:** C3 personnel recovery (PR) staff, C2 intelligence staff as required, and connectivity to the PRCC within the CTF component commands and sub-task force commands. MPRC representative may be part of the M-CmdC for larger scale operations to maintain operational awareness of PR operations.
- **POC:**

Personnel Recovery Coordination Cell (PRCC)

- **Purpose**: This is a CTF component element that coordinates all PR activities including coordination with the CTF MPRC and other component PRCCs and/or PR functions within governmental and IHC environments..
- **Inputs**: CTF planning guidance, plans and/or orders. PR requests, PR coordination requirements.
- **Outputs**: Coordinated PR plans, orders and missions with CTF HQs and CTF components.
- **Key Tasks**:
 - **Chair**: Component Operational Officers
 - **Facilitator**: Deputy Component Operational Officers
 - **Frequency/Location**: Enduring / CTF component headquarters
 - **Membership**: Personnel recovery (PR) staff, intelligence staff as required, and connectivity to the MPRC within the CTF headquarters. PRCC representative may be part of the component command centers for larger scale operations to maintain operational awareness of PR operations.
 - **POC**: Component Operational Officers (A-3, N-3, G-3)

Counter-IED Working Group (CIEDWG)

- **Purpose**: To identify, validate, de-conflict, and integrate kinetic and non-kinetic CIED TTPs
- **Inputs**: CCIR(s) / FFIR(s) / PIR(s) / Intelligence Assessment; Current / Future ISR Synchronization Allocation; CUB (Salient) Updates; Fragmentary / Warning Orders (Salient); ATO (Current) Review + Previous Day's BDA; TET Review (ISO Current Day CIPTL Approval); IOWG Review / Application for 72-96 hours out; CAWG Review / Application for 72-96 hours out
- **Outputs**: Review draft CIPTL / draft CIPCL; Review draft apportionment / guidance for 96 hours; Publication of revisions to CTF FSCM(s), NSL & RTL; Prioritized allocation of CIED assets
- **Key Tasks**:
 - **Chair**: CTF IED Officer
 - **Facilitator**: CTF IED Officer / Chief of Staff
 - **Frequency/Location**: Daily
 - **Membership**: Intelligence (Current Ops), METOC, Targeting); Components (CFACC, CFLCC, CFMCC, CJOSTF, SMOTF, CBRNE, PSYOPS); C3 Future Operations, Information Operations; C5 Assessments; C6 Frequency Management; BMD Coordinator (CFACC LNO); SJA; Combined Information Bureau (Public Affairs); FBI, CIA, Treasury; CEXC, WIT, EOD, CREW, Border Patrol / Customs; STO, HFAC, JIEDDO, Medical, Force Protection
- **POC**:

Chemical Biological Radiological Nuclear Working Group (CBRNWG)

- **Purpose:** To conduct Joint Planning Groups utilizing the Joint Operational Planning Process to develop future plans in support of CTF mission and higher headquarters guidance.
- **Inputs:** Staff estimates; Strategic and higher headquarters guidance
- **Outputs:** Mission Analysis and COA approval decision briefs (IPR A/C); Proposed Commander's Estimate; Proposed Mission Statement; Proposed COA; Revised staff estimates
- **Key Tasks:** Review OPLAN, Current Ops, and provide elimination COAs at appropriate decision points for CTF approval; Integrate with C35 and C5 cells to nest planning efforts with larger OPLAN and FOPS efforts.
- **Chair:** C3
- **Facilitator:** CBRNE OIC / Planner
- **Frequency/Location:** Daily / CBRNE
- **Membership:** Directorate planners (J2,J35, J4, J5), Radiation Specialist, HAZMAT / Environmental Officer, CIACG planner.
- **POC:**

Air and Missile Defense Working Group (AMDWG)

- **Purpose**: To recommend a course of action to the Protected Asset List (PAL)
- **Inputs**: Approved CAL/DAL; Recommended VAL; Equipment status report; Approved POP/PAL; INTSUM (TBM, SOF); Patriot Theater float equipment; SAMSTRATREP (Missile status); TAMDC Concept of Operations; CTF COP; CAMDWG results (proposed POP/PAL with CVT, RFF)
- **Outputs**: Proposed POP/PAL/VAL; FRAGO for any changes required (i.e., change in POP)
- **Key Tasks**: Approve FRAGO; Approve AMD protection level by phase
- **Chair**: C3 AMD Lead
- **Facilitator**: C3 AMD Lead
- **Frequency/Location**: As required / DCO & Conference Room
- **Membership**: ADA BDE Rep, AAMDC, CFMCC Rep, CFACC Rep, CFLCC Rep, C2, C3, C4
- **POC**: C3

Air and Missile Defense Board (AMDB)

- **Purpose**: To recommend a course of action to the Protected Asset List (PAL)
- **Inputs**: Approved CAL/DAL; Recommended VAL; Equipment status report; Approved POP/PAL
- INTSUM (TBM, SOF); Patriot Theater float equipment; SAMSTRATREP (Missile status); TAMDC Concept of Operations; CTF COP; CAMDWG results (proposed POP/PAL with CVT, RFF)
- **Outputs**: Proposed POP/PAL/VAL; FRAGO for any changes required (i.e., change in POP).
- **Key Tasks**: Approve FRAGO; Approve AMD protection level by phase
- **Chair**: C3 AMD Lead
- **Facilitator**: C3 AMD Lead
- **Frequency/Location**: As required / DCO & Conf Room
- **Membership**: ADA BDE Rep, AAMDC, CFMCC Rep, CFACC Rep, CFLCC Rep, C2, C3, C4
- **POC**: C3

Force Protection Working Group (FPWG)

- **Purpose**: To plan, coordinate, and assess force protection (FP) for the CTF command.
- **Inputs**: CDRs Guidance; INTSUM; SIG Events; Current and Emerging Threats; CTF approved CAL/DAL; Component Recommended CAL/DAL; BMD Assessment; Approved Priorities of Protection (POP) and PAL; HSS Issues; CBRNE Events
- **Outputs**: Recommended changes to FPCONs; Updated FP Assessment; FRAGOs for FP Changes; FP vulnerability assessments; Updated analysis on POP/PAL; Proposed POP/PAL
- **Key Tasks**: Synchronize protection levels by phase; Prepare / update FPCONs for approval by CCTF; Delineate force protection priorities (Component, AO); Monitor Intelligence and operations for issues or situation that may affect the CTF FP Posture; Assist and advise multinational force units in conducting FP vulnerability assessments
- **Chair**: Deputy COS
- **Facilitator**: CTF AT/FP Officer
- **Frequency/Location**: TBD
- **Membership**: AT/FP Officers, Component Reps, CAMDWG Rep, IO, C2, C3, C4, C5, C8, BMD, SJA, Health/Surgeon, Safety, Engineer, others as required
- **POC**: C3

Evacuation Control Center (ECC)

- **Purpose:** This center is a critical node (refer to NEO Annex) within Noncombatant Evacuation Operation (NEO) mission. The ECC operates at the airport of embarkation (APOE) and seaport of embarkation (SPOE) within the host nation(s). The ECC manages the personnel marshalling and the APOE / SPOE activities in support of NEO. Provides airfield/seaport movement coordination as required. Can also provide security as required if tailored for such missions. Is normally established and managed by a CTF designated component with CTF C3 and C1 oversight and management.
- **Inputs:** Operational requirements, plans, and orders.
- **Outputs:** Coordinated NEO operations within the host nation(s) at APOEs and SPOEs as required. Safe and secure NEO environment.
- **Key Tasks:**
 - Personnel marshalling and management at Host Nation APOEs / SPOEs within NEO missions
 - Security of NEO personnel
 - Coordination of air and sea movement of NEO personnel
 - In country situational awareness for CTF HQs.
- **Chair:** NA, is led by a ECC Commander or ECC NCO or OIC in charge.
- **Facilitator:** NA
- **Frequency/Location:** As required by the NEO mission; can have multiple ECCs.
- **Membership:** Tailored organization (refer to NEO Annex)
- **POC:** CCTF & NEO Task Force Cmdr

Logistics Coordination Board (LCB)

- **Purpose:** To coordinate & prioritize logistics effects; enhance logistics situational understanding across current ops, future ops and planning time horizons; and improve operational effectiveness and contribute to unity of effort.
- **Inputs:** CCTF & C4 guidance/tasks; intel update (from CUB); Vetted issues and recommendations (from LCWG); PERSTAT (from C1); Daily LOG & MEDSITREPs (from components); Tasks, priority of effort & operations (CTF FRAGO); Critical Infrastructure List, CCTF Movement Priorities (approved by C3); Key strategic & operational-level agreements / arrangements
- **Outputs:** CTF Priority of Log Support; CTF Movement Priorities (to MMCC); Resolution of resource prioritization conflicts; Key log status/issues for CCTF (CUB slide) & Supporting/Supported Strategic Command (J4 LCB); Recommendations for common user logistics solutions (to CUB); Inputs to CTF FRAGO (to C3)
- **Key Tasks:** Review CTF logistics status in the context of CTF ops priorities and future ops/plans; Resolve vetted CTF log shortfalls; Provide guidance and prioritization to CTF component logisticians; Approve C4 input to CUB; Integrate Log with HSS, ENG, Personnel and Finance
- **Chair:** CTF C4 or Deputy
- **Facilitator:** CTF C4 Fusion Chief
- **Frequency/Location:** Daily (or as required) / C4; Component participation via telephone conference, VTC or web interface, if required; Usually preceded by LCWG (to allow for C4 staff action & coordination)
- **Membership:** C4 staff, CLCC, MMCC, Component - 4s, C1 Pers, C3 (Operational Priorities), CTF Finance, CTF Surgeon/HSS. **On Request:** Legal, Civil Affairs, C2 Intel, C3 Cbt Engineer, C5 Assessments, CIACG, Civ-Mil Planner. **Note:** CLCC can represent NSE, CMOC and other logistics stakeholders who may not be able to attend at the CTF-CLASS level.
- **POC:** C4

Logistics Coordination Working Group (LCWG)

- **Purpose:** Staff officer coordination & synchronization forum for CTF Logistics. Prioritize staff efforts to support current ops, future ops and planning time horizons. Enhance logistics situational understanding.
- **Inputs:** C4 guidance & tasks; Issues and recommendations from attendees, including functional area assessments; Daily LOG & MEDSITREP from components (and other standard log functional reports); Tasks, priority of effort & operations (CTF FRAGO); Critical Infrastructure List (from C4 ENG & C2), CCTF Movement Priorities (approved by C3); Key strategic & operational-level agreements / arrangements
- **Outputs:** Recommendations & reporting (to LCB): Decision Items, Common User Logistics, RFI & Responses, Log Critical Info Requirements, Consolidated LOG & MEDSITREP; Prioritization and tasking (for C4 staff); Recommendations for CTF FRAGO (approved at LCB, or out of cycle by C4)
- **Key Tasks:** Review CTF logistics status in the context of CTF ops priorities and future ops/plans; Prioritize staff efforts; Analyze LOG & MEDSITREP inputs; Resolve or refer issues/shortfalls to LCB
- **Chair:** Log Ops & Plans Div Chief
- **Facilitator:** C4 Fusion Chief
- **Frequency/Location:** Daily/C4; Component participation via telecon, VTC or web interface, if required. Precedes LCB (to coord C4 decision items).
- **Membership:** C4 staff, CLCC, MMCC, Component Log Reps, C1 Pers, C3 (Operational Priorities), CTF Finance, HSS Rep. **On Request:** Legal, Civil Affairs, C2 Intel, C3 Cbt Engineer, C5 Assessments, CIACG, Civ-Mil Planner. **Note:** CLCC can represent NSE, CMOC and other logistics stakeholders who may not be able to attend at the CTF-CLASS level.
- **POC:** C4

Multinational Movement Coordination Center (MMCC)

- **Purpose:** To coordinate CTF movement capabilities and requirements; track the flow of key units, personnel and equipment arriving, departing, and transiting the AO; and help ensure the right things get to the right place at the right time.
- **Inputs:** RSOI Plan (from CTF, components, & NSEs); Operational priorities (from C3); Movement priorities (from C4); MOVREPs (from component -4s & NSEs): Log node status, Key force elements/capabilities in transit, CTF movement capabilities/capacity; Movement requirements (from components); HN freedoms / constraints / requirements
- **Outputs:** Summary of key force elements & capabilities in transit (to LCWG, LCB, CUB); CTF Movements Report (MOVREP to SSC J4); Consolidated theater movement status (aircraft, vessels, MHE, air/port facilities, routes, etc) (to LCWG & LCB); Identify movement shortfalls/mitigations (to LCWG, LCB, NSE); Multinational or coalition movement solutions (to LCWG, LCB, NSE)
- **Key Tasks:** Serve as a common-user movement broker and key movement information node (consolidate requirements and forward to lift providers); Translate operational priorities into movement priorities and schedule requirements against available lift, in concert with CTF C3; Resolve priority-related conflicts / issues; Execute CTF movement procedures (from C4 P&G Distribution); Monitor/report status of priority movements, nodes, modes; Coordinate with HSS regarding medical regulation and evacuation requirements
- **Chair:** MMCC Chief
- **Facilitator:** MMCC Deputy Chief
- **Frequency/Location:** Continuous / C4
- **Membership:** Fixed membership per Coalition Manning Document.
- **POC:** C4

MN Contracting and HNS Coordination Center (CHCC)

- **Purpose:** To coordinate contracting and other related logistic efforts across the CTF AO, if possible. Seek to standardize contractor management policies and procedures. Focus on “how” contracting can support CTF requirements for common supplies and services.
- **Inputs:** MOUs, Agreements, Arrangements, Treaties; Participating nation contracting policies & laws; Contract support requirements (from stakeholders); Operational priorities (from C3); Log guidance (from LCB)
- **Outputs:** Requirement for new / expanded arrangements or authorities (SSC J4); Disseminate contracted capabilities, services and supplies available within CTF AO (to components and stakeholders); Status of contracted support and HNS (to LCB); Cost, contract expiration dates & redundancy
- **Key Tasks:** Establish, monitor, coordinate, and manage theater support contract procedures; Provide guidance on consolidation of purchases; Establish contract visibility procedures & reports; Eliminate duplication of effort; Ensure continuity of contracts during transitions; Provide an exchange of information among contracting activities covering such matters as sources of supply, prices & performance; Support; Align contracts with CCTF intent; Prioritize contract support requirements to maximize impact of limited CTF resources; Guard against misappropriation.
- **Chair:** CHCC Chief
- **Facilitator:** CHCC Deputy
- **Frequency/Location:** Standing center / C4
- **Membership:** Fixed membership per Coalition Manning Document. Coordination offices: C4 Staff, C2 (market intel/surveillance), C3 (IO) , CPG, CIACG, Civ Mil, Legal, Finance, Component -4s, NSEs
- **POC:** C4

Coalition / Combined Logistics Coordination Center (CLCC)

- **Purpose:** Links C4 to all internal & external logistics stakeholders through use of coordination teams in order to bridge information/classification gaps. Coordination point for log requirements raised through MNCC, CMOC or NSEs. Serve as Point of Contact for all logistics stakeholders.
- **Inputs:** MNF CLASSIFIED logistics info from CTF core ops; MNF-RELEASEABLE or UNCLAS log info from non-core participating nations or other stakeholders that informs CTF ops; C4 functional logistics policy & guidance; MOUs, Agreements, Arrangements, & Treaties
- **Outputs:** MNF-REL or UNCLAS info to participating nations or other stakeholders that may assist/enable support; Info (up to MNF CLASSIFIED) to CTF; Guidance for stakeholders; Unity of logistics effort between military components, government agencies, and the international humanitarian community
- **Key Tasks:** Ensure appropriate and effective flow of logistics information between stakeholders, including policies & procedures, facility status, movement schedules, & requirements; Provide log coordination teams to MNCC, CMOC & Log Cluster; Provide participating nations a venue to represent national logistics interests
- **Chair:** C4 CLCC Chief
- **Facilitator:** C4 CLCC Deputy
- **Frequency/Location:** Continuous / requires access within MNF-CLASS work area and operates in MNF-REL or UNCLAS environments
- **Membership:** Staffing represents logistics & support disciplines appropriate to the situation.
- **POC:** C4

Infrastructure & Facilities Coordination Working Group (IFCWG)

- **Purpose:** Staff-level forum for real-estate / facility allocation, utilization repair, & construction. Identify & designate critical infrastructure in the AO. Manage environmental impacts and direct mitigation measures.
- **Inputs:** Real-estate/facility requirements (from components); Host-nation real-estate/facility capabilities & constraints (from C7); “Critical infrastructure” inputs (from stakeholders); CCTF operational priorities (from CUB, CIFCB, CPG); Approved list of CTF critical infrastructure for maintenance & protection / hardening / redundancy (from CIFCB); Approved CTF projects (from CIFCB)
- **Outputs:** Prioritized real-estate / facility requirements matched with real estate & facilities (recommend to CIFCB); CTF redeployment & real-estate / facility / environmental transition plan (input to CIFCB, CPG); Prioritized list of CTF critical infrastructure for maintenance & protection / hardening / redundancy (to CIFCB); Prioritized list of CTF projects (to CIFCB)
- **Key Tasks:** Facilities Utilization Management; Critical infrastructure identification; Environmental Impact Mitigation
- **Chair:** CTF Engineer
- **Facilitator:** CTF Engineer Operations Officer
- **Frequency/Location:** As required (typically weekly)
- **Membership:** Directorate reps from C1, C2, C3, C4, C5, C6, C7, CTF Special Staff (Provost, Legal, HSS, Finance), Component reps
- **POC:** C4

Coalition Infrastructure & Facilities Coordination Board (CIFCB)

- **Purpose:** Decision-making forum for real-estate / facility allocation, utilization repair, & construction. Prioritize critical infrastructure in the AO. Oversee environmental impacts and direct mitigation measures.
- **Inputs:** Real-estate / facility requirements (from IFCWG); Host-nation real-estate / facility capabilities & constraints (from IFCWG); Prioritized critical infrastructure inputs (from IFCWG); CCTF operational priorities (from CUB & CPG); Prioritized list of CTF projects (from IFCWG)
- **Outputs:** Approved real-estate / facility allocation (to components); CTF redeployment & real-estate / facility / environmental transition guidance (input to CPG); Approved list of CTF critical infrastructure for maintenance & protection / hardening / redundancy (to IFCWG); Approved CTF projects (to IFCWG)
- **Key Tasks:** Facilities Utilization Approval; Critical infrastructure validation; Environmental Strategy; Financial Approval (construction or maintenance); Recommendations for strategic-level consideration
- **Chair:** CTF Deputy Commander or Chief of Staff (depending on total cost or funding strategy [CTF or national])
- **Facilitator:** CTF Engineer
- **Frequency/Location:** As required (typically monthly)
- **Membership:** Directors from: C1, C2, C3, C4, C5, C6, C7, CTF Special Staff (Provost, Legal, HSS, Finance)
- **POC:** C4

Future Plans Cell (PLANS)

- **Purpose:** This CTF Planning Cell prepares future OPLANs, OPORDs, campaign plans, contingency plans, and sequels plans. Focuses on mid-term to long-range planning. The planning range for this cell is normally beyond 14 days from current operations (or from execution of plans). Sometimes is referred to as C5 Future Plans by some nations. During CTF activation and initial response PLANS focuses on the broad Campaign / OPLAN development (i.e. the overall plan and next phase or the overall plan). PLANS uses a Coalition / Combined Planning Group (CPG) as the main means of conducting future planning.
- **Inputs:** Commander's operational design guidance, planning guidance and intent. MNCC input from participating nations' militaries. Higher headquarters guidance. Coordination with IHC, governmental and critical stakeholders
- **Outputs:** Coordinated OPLAN, OPORDs and/or Campaign Plans. Sequels to existing plans. Recommendations for contingency planning.
- **Key Tasks:**
 - Chairs CPG
 - Coordinates and develops OPLANs, OPORDS, and or Campaign Plan
 - Central mid to long term planning actions
 - Sequels to existing plans
 - Contingency planning
- **Chair:** C5 Plans Chief
- **Facilitator:** Deputy C5 Plans Chief
- **Frequency/Location:** Normally daily or bi-daily given situational requirements
- **Membership:** On-Call basis for all functional staff elements and special staff; CTF component reps (on call); and other designated personnel as required..
- **POC:** C5

Coalition / Combined Planning Group (CPG)

- **Purpose:** To develop Courses of Actions (COAs) based on the Strategic and Operational End States, CCTF intent, operational scoping, planning guidance, assigned mission, forces available; and essential strategic guidance from the Supported Strategic Commander and national authorities. War-gaming of COAs is conducted if assets and time are available. Coordinates CTF planning efforts with the CTF headquarters' coordination centers (MNCC, CMOC, and CLCC). Works closely with CTF components and sub-task forces to ensure parallel planning is present for all CTF planning actions. Prepares plans, briefs, reports, and other required products. Maintains close coordination with the C3 COPS for refined awareness of enemy and friendly situation. Conducts close coordination with C3 FOPS during development of COAs, OPLANs and OPORDs. Conducts CCTF decision briefs, updates, and war-gaming.
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** C5
- **Facilitator:** C5 Plans Chief
- **Frequency/Location:** Scheduling is critical to CTF headquarters operation. Normally will meet bi-daily or daily and the CPG is one of the base planning meeting from which all other meetings are scheduled. The CPG is normally planned to directly support the Commander, CTF (CCTF) schedule and decision making cycle. The timing and scheduling of the Coalition Targeting Coordination Board and ATO issuance needs to be closely coordinated with the CPG, FOPS, and Commander's decision making sessions within the CTF Battle / Operational rhythm.
- **Membership:** All CTF primary and special staffs, CTF component and sub-task force, and from MNCC, CMOC, and CLCC. The PG is expandable from a core group of C5 Plans, C2 Plans, C5 Policy, C5 POLAD, C7 Plans and CTF Component / sub-task force planners.
- **POC:** C5

Assessment Cell (AC)

- **Purpose:** This assessment cell is normally conducted by the C-3 or the C-5 (varies with different nations) with participation by other staff codes, components, agencies, and other stakeholders. The AC (sometimes referred to as the CAC – Coalition /Combined Assessment Cell) assesses reports and analysis from all available sources to determine if desired effects are being achieved. The AC receives inputs based on the assessment collection plan, analyzes the inputs and develops an assessment of the operational environment, and submits a report to the CAWG.
- **Inputs:** Operational reports and analysis from all sources, inputs from CTF components and IHC, governmental, and key stakeholders for CTF operations..
- **Outputs:** Determination if desired effects are being achieved. Input for the CAWG
- **Key Tasks:**
 - Analysis of ongoing and completed CTF operations
 - Formal assessment reports to CAWG
 - Input into CTF planning process in near real time for support of planning during execution actions (PLANS, FOPS, and COPS cells)
- **Chair:** C3 or Deputy C3
- **Facilitator:** Assessment Cell OIC
- **Frequency/Location:** As required; no set time frame.
- **Membership:** All functional staff and special staff reps, PLANS, FOPS, and COPS planning reps (as requested). CTF component reps as requested.
- **POC:** C3

Assessment Working Group (AWG)

- **Purpose**: To provide integrated operation assessment of trends in the operational environment using pre-established measures of effectiveness, measures of performance and associated indicators. The CAWG answers the question, “Are we achieving our objectives?”
- **Inputs**: Reporting on MOE and indicators from assigned OPRs; Progress report from components and staff sections; Draft assessment from Campaign Assessment Cell (CAC)
- **Outputs**: Validated Operation Assessment; Propose Opportunities and Recommendations; Synchronize with FOPS Planning Priorities and other CFEs as required
- **Key Tasks**: Assess Operation Objectives, Conditions / Effects; Make appropriate recommendation
- **Chair**: C5
- **Facilitator**: Senior Assessment Officer
- **Frequency/Location**: Daily / TBD
- **Membership**: C2, C3, C35 (FOPS), C4, C7, Fires, IO, CFACC, CFLCC, CFMCC, CJSOTF, PAO, CIACG, and SJA
- **POC**: C5

Assessment Board (AB)

- **Purpose**: To provide O-6 level guidance to assessment cell and components.
- **Inputs**: Opportunities and recommendations from the CAWG
- **Outputs**: Planning guidance to components and cells
- **Key Tasks**: Assess campaign opportunities and recommendations from the CAWG
- **Chair**: C3
- **Facilitator**: Senior Assessment Officer
- **Frequency/Location**: As required
- **Membership**: C5, IO
- **POC**: C3

Network Communication Control Center (NCCC)

- **Purpose:** To maintain in-depth communications management and integration of CTF participating nations communications systems into one functioning multinational network. De-conflicts network duplications and manages all frequencies for communication networks within the CTF AO to ensure networks are complementary and de-conflicted. NCCC performs planning, execution, and technical direction, and management functions for all CTF communication networks. Also maintains communications with horizontal commands and higher commands (Supported Strategic Commander and Lead Nation National Authorities communications systems). Ensures the MNCC, CMOC, and CLCC coordination center have effective C4 systems for planning and execution. Supports management of participating nations communication networks and communications to their respective NCE within the CTF headquarters and to their respective nations national systems within their parent countries.
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** C6
- **Facilitator:** C6 NCCC OIC
- **Frequency/Location:** Enduring
- **Membership:** C6 sub-staff elements; works closely with communications staff from the CTF component and sub-task force C4 control centers, and from MNCC, CMOC, and CLCC coordination center.
- **POC:** C6

Frequency Management Center (FMC)

- **Purpose:** Manages the systematic procedure to coordinate the use of the electromagnetic spectrum for operations, communications, and intelligence functions. It plans, coordinates, and manages coalition use of the electromagnetic spectrum through operational, engineering, and administrative procedures to enable electronic systems to perform their functions in the intended environment without causing or suffering unacceptable interference. Frequency deconfliction is one element of electromagnetic spectrum management.
- **Inputs:** Communication planning requirements, operational guidance, national from host nation(s) and/or affected nation(s) and international guidelines and regulations. CTF component command requirements.
- **Outputs:** Coordinated frequency plans and orders.
- **Key Tasks:**
 - Coordination of electromagnetic spectrum for operations, communications and intelligence functions
 - Ensure electromagnetic spectrum operates without causing or suffering unacceptable interference
- **Chair:** CTF Spectrum Manager
- **Facilitator:** Designated FMC OIC
- **Frequency/Location:** Enduring as required by operations
- **Membership:** Designated communications personnel (military and non-military)
- **POC:** C6

Humanitarian Operations Center (HOC)

- **Purpose:** To coordinate HA/DR support of the Host Nation under the direction of the affected country government or the United Nations (UN) with the CTF command and the International Humanitarian Community (IHC - International Organizations (IOs), Nongovernmental Organizations (NGOs), International Committee of the Red Cross and International Federation of Red Cross and Red Crescent Societies, and the UN and its agencies). The CTF command and components work with the HOC to plan and coordinate HA/DR support, primarily through the CMOC processes.
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** The HOC is established under the direction of the affected country government or the United Nations (UN) but is central to the CTF commands operations in Military Operations Other than War (MOOTW) and in complex contingencies involving humanitarian assistance / disaster relief (HA/DR) operations.
- **Facilitator:** C7
- **Frequency/Location:** As established by the HN or UN. Can be an enduring center in major HA/DR situations.
- **Membership:** Contains both military and civilian components. HOCs are horizontally structured organizations with no C2 authority, and all members are ultimately responsible to their own organizations or countries. It is thus a coordination organization. This is NOT a CTF organization (it exists outside the CTF organizational structure). The CTF CMOC is the primary coordinating agency with the HOC.
- **POC:** C7

Civil-Military Coordination Board (CMCB)

- **Purpose:** To synchronize the civilian and military humanitarian activities at the strategic type to achieve the intended mission, and to establish policy. The CMCB determines type of support; sets policy and priorities; resolves security issues; considers political concerns and coordinates common interest plans / items between military and civilian responders. The Commander, CTF and the C7 staff (and CMOC staff) work with the CMCB to identify the broad strategic issues, actions, support, planning, and coordination required to support HA/DR actions (and humanitarian support overall for the affected nations).
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** The CMCB is established under the direction of the affected country government or the United Nations (UN) but is central to the CTF commands operations in Military Operations Other than War (MOOTW) and in complex contingencies involving humanitarian assistance / disaster relief (HA/DR) operations.
- **Facilitator:** C7
- **Frequency/Location:** As established by the HN or UN. Can be an enduring center in major HA/DR.
- **Membership:** Contains both military and civilian components. CMCB, especially those established by the United Nations, are horizontally structured organizations with no C2 authority and all members are ultimately responsible to their own organizations or countries. It is thus a coordination organization. This is NOT a CTF organization (it exists outside the CTF organizational structure). The CTF CMOC is the primary coordinating agency with the CMCB.
- **POC:** C7

Civil-Military Operations Working Group (CMOWG)

- **Purpose:** To provide timely subject matter expertise and legal advice for processing of enemy prisoners of war (EPWs), protected persons, and detainees, and ensure that directives are consistent with Articles IV and V of Geneva convention III (GC III) and the Detainee Treatment Act of 2005.
- **Inputs:** SITREPs, Component Operational Reporting; Evidence / interrogation reports; Intelligence value / security threats
- **Outputs:** Status of personnel; Processing timeline; Detention release authority
- **Key Tasks:** Ensure all detainees are treated humanely and ensure captured personnel are treated consistently with GC III; make precise determination as to status; and provide effective guidance to the operational decision makers.
- **Chair:** C7
- **Facilitator:** CMO Sesignated Officer
- **Frequency/Location:** As required
- **Membership:** C1, SJA, C2, C3, C4, HSS, NCIS, CID, Chaplain, C8 as required
- **POC:** J7

Humanitarian Assistance Coordination Center (HACC)

- **Purpose:** The HACC is a temporary body linking the CCTF with local governments and IHC. The HACC is **normally established by a CTF component command** to assist with interagency coordination and planning. As the CMOC or HOC is fully established, **the role of the HACC is diminished.**
- **Inputs:** Civil-Military mission inputs, plans, orders. Cooperation and coordination activities with local governments and IHC.
- **Outputs:** Cooperative civil-military operations in support of CTF mission and affected nation and populace.
- **Key Tasks:**
 - Initial civil-military cooperative efforts and coordination actions with affected nation and IHC
 - Coordination of civil-military missions at the component level
- **Chair:** Civil-Military Staff Officer.
- **Facilitator:** Assigned OIC for HACC
- **Frequency/Location:** Enduring
- **Membership:** Component Civil-Military planners and designated component staff and special staff. Representatives from affected nation's government and IHC reps (NOTE: may need to go to the IHC locations for coordination)
- **POC:** CTF C7 and/or CTF Component Civil-Military Officer

Area Blood Program Office (ABPO)

(sometimes referred to as Blood Program Board — BPB)

- **Purpose:** To plan, coordinate, and direct the handling, storage, and distribution of blood and blood components within the CTF AO. Works with participating nations medical channels and processes to assist in their blood and blood component support systems as required. Primarily it will work through the Lead Nation medical channels and the IHC medical channels for blood support (primarily the Committee of the Red Cross and International Federation of Red Cross and Red Crescent Societies).
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** Special Staff – Medical (Staff Surgeon)
- **Facilitator:** Assigned Med Officer
- **Frequency/Location:** Enduring
- **Membership:** CTF medical staff personnel and CTF component and sub-task force; and NCE representative from each participating nation. Has close liaison with C4 staff and CC, CMOC, and LCC coordination centers.
- **POC:** Staff Surgeon

Medical Surveillance Team (MST)

- **Purpose:** To identify health threats and the routine, uniform collection, analysis, and rapid dissemination of information relevant to multinational forces health. A comprehensive health surveillance program is operated as a full military preventive medicine program for the collection and analysis of health status and threat information supporting military operations. This surveillance is designed to monitor the full cycle of the CTF commands operations – pre-deployment, deployment, employment, and post-deployment activities of participating nations. The health surveillance process shall be configured to assess the effects of deployment on the health of the participating nations personnel. This team works with the international medical organization and International Humanitarian Community as required. The MST functions like a center but can be made up of multiple teams from various nations.
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** Special Staff – Medical (Staff Surgeon)
- **Facilitator:** Assigned Medical Officer
- **Frequency/Location:** Enduring
- **Membership:** CTF headquarters and CTF component and sub-task force medical planners and staff. Participating nations medical staffs and international medical community and IHC elements.
- **POC:** Staff Surgeon

Patient Movement Requirements Center (PMRC)

- **Purpose:** To support and facilitate medical movement of patients by the CTF components and sub-task force from site of injury (or onset of disease) to the appropriate type of medical care. It focuses on the major transportation systems operating within the CTF components and sub-task forces and integrates the CTF command as a whole into one network of movement within the CTF AO (or theater). It coordinates the strategic redeployment to national care centers within the participating nations and/or military medical support site (land or afloat) and works with the international medical community and IHC to address non-military related medical movement requirement in support of HA/DR contingencies.
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** Special Staff – Medical (Staff Surgeon)
- **Facilitator:** Assigned Medical Officer
- **Frequency/Location:** Enduring
- **Membership:** CTF medical staffs and CTF component and sub-task force liaison personnel. International medical community and IHC personnel participate and coordinate with this center as required to support non-military related medical transportations support requirements during emergency response periods early on in HA/DR contingencies.
- **POC:** Staff Surgeon

Information Bureau (IB)

- **Purpose:** To act as the single source Public Affairs (PA) information bureau (center) for the CTF command and provide a responsive, credible source for News Media Representative (NMRs) information and coordination. The IB location provides readily accessible access to NMRs in the field and is not isolated from the military command structure. The IB inherently needs to address and provide force protection to the NMRs. And the IB should provide access to power and communications capabilities for PA staff and NMRs support. The IB should provide immediately communications availability, including both internal and external connectivity. This may include but is not limited to radios to talk with military commanders and units, cellular phones, portable satellite equipment as a backup, commercial land lines, and internet service - both military unclassified and commercial.
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** Special Staff – Public Affairs Office
- **Facilitator:** Assigned PAO Officer
- **Frequency/Location:** Enduring
- **Membership:** Public Affairs staff and News Media Representatives (NMRs) are the primary participants.
- **POC:** PAO

Media Pools

(special form of bureaus / cells)

- **Purpose:** Media pools can be part of a Information Bureau (IB) or an extension of the IB operating in various locations to support Public Affairs (PA) information that provides a responsive, credible source of information for NMRs within the CTF command. The pools can be formal or embedded media staffs within units. These pools or embedded media staffs have access to CTF command and operational information to support the CTF commands public affairs programs.
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** Special Staff – Public Affairs Office
- **Facilitator:** Assigned PAO officer
- **Frequency/Location:** This is an enduring operating concept that can be widely dispersed within the CTF command without any formal meeting or presentations.
- **Membership:** Public affairs staff and News Media Representatives (NMRs) are the primary participants.
- **POC:** PAO

Visitors Bureau (VB)

- **Purpose:** The CTF Visitors Bureau is the coordinating agency for all personnel who wish to visit the CTF. It is responsible for all CTF protocol functions. The CTF Visitors Bureau plans, coordinates, and executes visits to the CTF by Distinguished Visitors (DV), with national support elements managing all others. DVs are all senior military officials or civilian equivalents. Generally this will be officers in the rank of Brigadier General equivalent and above but will also include officers of lesser rank holding equivalent status, such as chiefs of defense forces. DVs also include individuals retired from positions, which initially afforded them DV status. A DV party consists of all individuals traveling with the DV. The CTF Visitors Bureau schedules DV itineraries, escorts, logistic support, billeting, and information. The Bureau coordinates classified and unclassified briefings as required. The Bureau plans, coordinates, and executes official visits, receptions, dinners, ceremonies, and other related protocol support.
- **Inputs:**
- **Outputs:**
- **Key Tasks:**
- **Chair:** Special Staff – Protocol Office
- **Facilitator:** Special Staff – Protocol Office
- **Frequency/Location:** This is an enduring bureau that is fully operational within all situations.
- **Membership:** Protocol staff and assigned escort officers for each distinguished visitor (DV)
- **POC:** Protocol Officer

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ANNEX B

LOGISTICS PLANNING TEMPLATES

1. **Overview.** This annex provides templates that can assist the Coalition / Combined Task Force (CTF) C4 staff in conducting crisis response planning. Refer to [Part B, Chapter 2: Military Decision Making Process – Multinational \(MDMP-M\)](#).

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Appendices

Appendix 1: Logistics Concept of Support Planning Template

Appendix 2: Logistics Estimate Briefing Shell Template

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APPENDIX 1

LOGISTICS CONCEPT OF SUPPORT PLANNING TEMPLATE

1. **Overview.** This appendix provides a planning template that can assist the Coalition / Combined Task Force (CTF) C4 staff in preparing the Concept of Support for crisis response situations. Refer to [Part B, Chapter 2: Military Decision Making Process – Multinational \(MDMP-M\)](#).


2. **Template:**

Template – Slide 1

Example

Basic Logistics Concept of Support (for COA dev)

- Incorporate Log key tasks into phased COA briefing
- Typical logistics tasks:
 - Conduct theater opening
 - Deploy forces
 - Conduct RSOI (Reception, Staging, Onward movement & Integration)
 - Sustain multinational forces
 - Support ops maneuver
 - Be prepared to provide HA
 - Assist transition
 - Redeploy forces
- Highlight logistics critical info requirements & risks




1

Template – Slide 1

Example

Concept of Support (refine for selected COA)

- Incorporate Log Estimate details
- Develop Log COS cartoon slide (1 per phase) and address:
 - Expanded log tasks
 - “Begins with...ends with...”
 - Major log nodes and LOCs
 - Log force laydown
- Refine Additional slides:
 - Log Supportability
 - ✓ by category of supply
 - ✓ by log function
 - Log Priorities (Supply, Mvmnt)
 - CUL Matrix
 - Contract & HNS Plan
 - HSS & Eng considerations
 - Log Risk & Mitigations



2

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APPENDIX 2

LOGISTICS ESTIMATE BRIEFING SHELL TEMPLATE

1. **Overview.** This appendix provides a planning template that can assist the Coalition / Combined Task Force (CTF) C4 staff in briefing the logistics estimate during crisis response. Refer to [Part B, Chapter 2: Military Decision Making Process – Multinational \(MDMP-M\)](#).
2. **Template Slides**

Template – Slide 1

<i>Logistics Estimate Template</i>	
Briefer	Date of Estimate Name of Operation

Template – Slide 2



Example
Key Logistics Deliverables

- 1) Logistics Estimate: *(by C4)*
 - Start to develop during Mission Analysis...& update continuously
 - Internal C4 document; “database” of logistics information
 - Brief to CPG / OPTs in support of COA development
- 2) Logistics Concept of Support (Log COS): *(by OPT reps)*
 - Broad outline of how MN log forces will support the operation
 - Basic version for each OPT’s COA: major log tasks & nodes
 - Refined/expanded version to shape OPORD input
 - Provide input for OPT’s COA brief
- 3) Commander’s Estimate and Operations Order input: *(by C4)*
 - Translate Log COS into OPORD format and add detail
 - Base Order, Admin & Logistics Paragraph: describe Log COS
 - Annex D, Logistics
 - Annex Q, Health Service

2

Template – Slide 3




Example
Logistics Estimate (open format)

- 1) Log-specific Tasks & Implied Tasks
- 2) Log Facts & Assumptions (include RFIs for each assumption)
- 3) Log C2 & Assigned Logistics Forces (by component)
- 4) Operating Environment Considerations
- 5) Logistics Functional Info & Assessments
 - Supply (General Supply, Fuel, Munitions)
 - Distribution (Air / Sea / Ground-Lines of Communication)
 - Operational Contract Support (incl Host Nation Support & MLSA)
 - Maintenance & Equip Readiness
 - Logistics Services (Camp Services, Mortuary Affairs, etc)
 - Engineering
 - Health Service Support
- 6) Common User Logistics Considerations
- 7) Logistics Request for Forces (RFF)
- 8) Logistics Critical Information Requirements & Risks

3

Template – Slide 4




Log Specified Tasks

- List specified tasks (include reference/source)

4

Template – Slide 5



Log Implied Tasks

- List implied tasks

5

Template – Slide 6



Log Facts

- List logistics facts needed for planning (with source)

6

Template – Slide 7




Log Assumptions and RFIs

- List log-related assumptions
 - Only make assumptions that are required to continue planning
 - Follow up each assumption with an RFI; note when RFI has been submitted and include tracking number , date & source

7

Template – Slide 8




Log Limitations

- Constraints (“must do”)
- Restraints (“must not do”)

8

Template – Slide 9




Log C2 Diagram

- Diagram should show log relationships between: HHQ, CTF, Components & Log Stakeholders

9

Template – Slide 10




Log Forces Assigned—CFACC

- Log Forces Assigned
- Log Forces Required
 - Note when Request for Forces is submitted

10

Template – Slide 11




Log Forces Assigned—CFLCC

- Log Forces Assigned
- Log Forces Required
 - Note when Request for Forces is submitted

11


Template – Slide 12

**Log Forces Assigned—CFMCC**

- Log Forces Assigned
- Log Forces Required
 - Note when Request for Forces is submitted

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Template – Slide 13

**Log Forces Assigned—CFSOTF**

- Log Forces Assigned
- Log Forces Required
 - Note when Request for Forces is submitted

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Template – Slide 14***RFF (Request for Forces) Summary***


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Template – Slide 15***Log Supportability / Considerations***

	Status	Issues/Concerns	Remarks
CL 1 Water / Rations			
CL 3 POL / Fuels			
CL 4 Construction Materials			
CL 5 Munitions Ammo			
CL 7 Weapon Systems / End Items			
CL 8 Medical/Blood			
CL 9 Spares			
CL 10 Humanitarian Assistance Supplies			


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Template – Slide 16

***Log Supportability—General Supply***


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Template – Slide 17

***Log Supportability—Munitions / Ammo***


17

Template – Slide 18

***Log Supportability—Fuels / POL***

18


Template – Slide 19

***Distribution—Air / Sea / Ground Lines of Communication (A/S/G-LOCs)***

- Potential APODs and airfields
- Potential SPODs
- Main Supply Routes
- List CTF Distribution Units and Assets
 - Air
 - Sea
 - Ground
- Terrain/Infrastructure/Weather Considerations

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Template – Slide 20




Operational Contract Support

- Host Nation Support
- CTF Contract Capabilities

20

Template – Slide 21



Log Services

- Camp / Base Services
- Mortuary Affairs

21

Template – Slide 22



Maintenance / Readiness

- Issues related to maintenance / readiness:
 - Definition / List of Critical Equipment
 - Reporting Procedures

22


Template – Slide 23



Engineering


23

Template – Slide 24

**Health Service Support**

24

Template – Slide 25

**Common User Logistics Matrix (Draft)**

- Matrix lists categories of supply and major logistics functions on one axis, and potential providers (by component or country) on the other.

25

Template – Slide 26



Force Flow Considerations

- Notional deployment timeline—to help illustrate when critical force elements may be available for employment in CJOA
 - Deployment Prep: (days)
 - Port processing/loading: (days)
 - Air: (days)
 - Sea: (days)
 - Transit time from A/S POEs (Embark) to A/S PODs (Debark):
 - Air: (days)
 - Sea: (days)
 - Port processing/unloading:
 - Air: (days)
 - Sea: (days)
 - Reception, Staging, Onward Movement and Integration: (days)
 - Total Estimate: Air (days), Sea (days)

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Template – Slide 27



Log Critical Information Requirements

- Log input to CCIR
- C4's CIR; basis / support for decision points

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Template – Slide 28



Log Risks

- Log Risks (to CTF mission)
 - List impact and mitigating actions for each risk

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CHAPTER 2

MULTINATIONAL MANNING DOCUMENTS TABLES

1. **Purpose.** The chapter provides a start point for manning a Coalition/Combined Task Force (CTF) and supports [Part B, Chapter 2: CTF Headquarters Manning Documents](#). For reference purposes, the start point for the CTF headquarters organization is shown in Figure 2-2.1 below. Actual manning requirements can be based upon this start point but will vary widely based upon the situation and operational requirements.

2. **Background Notes.** The manning document within this chapter addresses two possible situations. Refer to [Part B, Chapter 2: CTF Headquarters Manning Documents](#) for a full outline on the baselines and assumptions for these missions.

2.1. Option 1: Small Scale Contingency (SSC) mission.

2.2. Option 2: Humanitarian Assistance / Disaster Relief (HA/DR) mission.

Note: There is one manning document within this chapter. It addresses **both** of the options above. For HA/DR missions an “X” in the “**COMMENTS**” column within the manning document denotes that this is a position recommended for HA/DR missions.

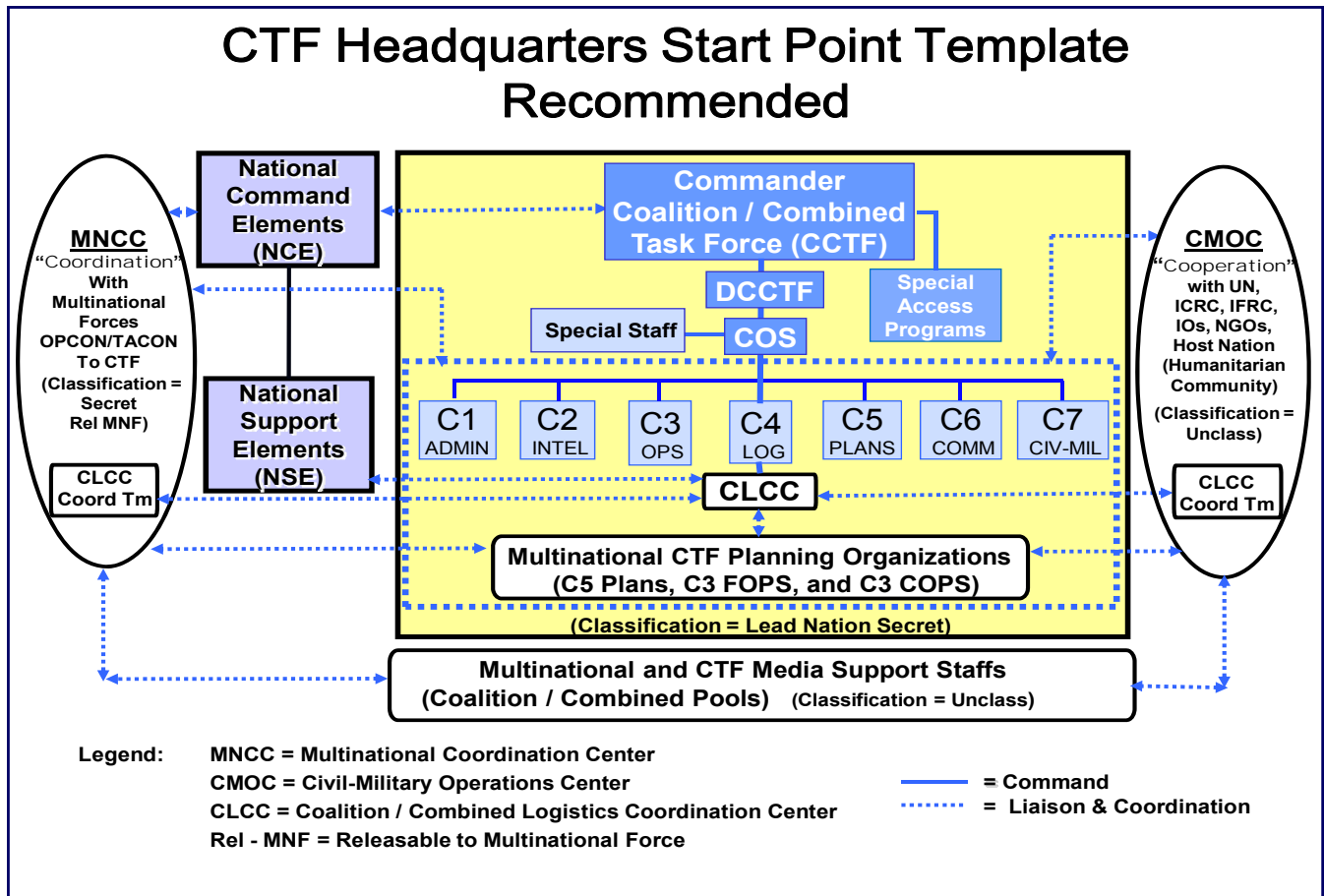


Figure 2-2.1: Start Point for CTF Headquarters Organization

Part F – Chapter 2: Multinational Manning Documents Tables

#	DIR	WC	LINE #	BILLET TITLE	GRADE	BILLET SKILL SET	COMMENTS X= HA/DR recommended
H0 - COMMAND GROUP							
H0000 - COMMANDER, CTF							
1	H0	H0000	C-000	CTF COMMANDER	O-9	LEAD NATION	X
2	H0	H0000	C-001	CCTF AIDE-DE-CAMP	O-4		X
3	H0	H0000	C-002	CCTF SENIOR ENLISTED ADVISOR	E-9		X
4	H0	H0000	C-003	CCTF DRIVER	E-5		X
H0100 - DEPUTY COMMANDER, CTF							
1	H0	H0100	C-004	DEPUTY CCTF	O-8	DIFFERENT FROM CTF CDR/COS AS SITUATION PERMITS	X
2	H0	H0100	C-005	DEPUTY CCTF, AIDE	O-3		X
3	H0	H0100	C-006	DEPUTY CCTF, ENL AIDE/DRIVER	E-5		X
H0200 - CHIEF OF STAFF							
1	H0	H0200	C-008	CHIEF OF STAFF	O-8	DIFFERENT FROM CTF CDR/DEPUTY CTF AS SITUATION PERMITS	X
2	H0	H0200	C-007	ASSISTANT COS	O-8		X

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H0210 - SECRETARY OF CTF STAFF							
1	H0	H0210	C-014	ADMIN ASSISTANT	E-4		X
2	H0	H0210	C-013	ADMIN ASSISTANT	E-5		X
3	H0	H0210	C-015	ADMIN CLERK	E-4		X
4	H0	H0210	C-012	ASSISTANT STAFF SECRETARY	O-2		X
5	H0	H0210	C-010	INFORMATION MGT OFFICER, CMD GRP	O-5		X
6	H0	H0210	C-009	CTF KNOWLEDGE MANAGEMENT, CMD GRP	O-5		X
7	H0	H0210	C-011	STAFF SECRETARY	O-4		X
H0220 - HISTORICAL							
1	H0	H0220	C-016	HISTORIAN	CIV		X
H0230 – POLITICAL							
1	H0	H0230	C-018	POLITICAL ADVISOR	CIV	WITH POLITICAL BACKGROUND	
2	H0	H0230	C-017	AIDE	O-5		
3	H0	H0230	C-019	SECRETARY	CIV		
H0100 - MNCC - OPERATIONS CENTER (NOTE: THE COMMANDER, CTF CHAIRS THE MNCC; THE CHIEF OF STAFF IS SENIOR SUPERVISOR.)							
1	CFE-1	H0100	C-021	MNCC DIRECTOR	O-6	NEED NOT BE FROM LEAD NATION	X
2	CFE-1	H0100	C-020	MNCC DEPUTY DIRECTOR	O-6	DIFFERENT NATION	X
3	CFE-1	H0100	C-022	MNCC OPERATION CHIEF	O-5		X
4	CFE-1	H0100	C-023	IM CHIEF	O-4	SUPERVISOR WEB MASTER	X
5	CFE-1	H0100	C-024	SENIOR WATCH OFFICER (DAY)	O-4		X
6	CFE-1	H0100	C-025	SENIOR WATCH OFFICER (NIGHT)	O-4		X

Part F – Chapter 2: Multinational Manning Documents Tables

7	CFE-1	H0100	C-026	REQUEST FOR INFORMATION OFFICER (DAY)	O-3		X
8	CFE-1	H0100	C-027	REQUEST FOR INFORMATION OFFICER (NIGHT)	O-3		X
9	CFE-1	H0100	C-028	OPERATIONS NON-COMMISSIONED OFFICER (DAY)	E-7		X
10	CFE-1	H0100	C-029	OPERATIONS NON-COMMISSIONED OFFICER (NIGHT)	E-7		X
11	CFE-1	H0100	C-030	OPS NON-COMMISSIONED OFFICER IN CHARGE	E-7	NETWORK QUALIFIED	X
12	CFE-1	H0100	C-033	ADMINISTRATIVE SPECIALIST	E-4		X
13	CFE-1	H0100	C-031	WEB MASTER (DAY)	E-7		X
14	CFE-1	H0100	C-032	WEB MASTER (NIGHT)	E-7		X
H0120 - MNCC – MULTINATIONAL COORDINATION TEAM (FOR EACH NATION OPCON OR TACON TO CCTF)							
1	CFE-1	H0120	C-035	COORDINATION CHIEF	O-6		X
2	CFE-1	H0120	C-036	COORDINATION OFFICER (DAY)	O-5		X
3	CFE-1	H0120	C-037	COORDINATION OFFICER (NIGHT)	O-5		X
4	CFE-1	H0120	C-034	ADDITIONAL RQMT AS SITUATION REQUIRES	TBD		
H0130 - MNCC - AIR OPERATIONS							
1	CFE-1	H0130	C-038	AIR OPERATIONS OFFICER (DAY)	O-4		X
2	CFE-1	H0130	C-039	AIR OPERATIONS OFFICER (NIGHT)	O-4		X
H0140 - MNCC - LAND OPERATIONS							
1	CFE-1	H0140	C-040	LAND OPS OFFICERS (DAY)	O-4		X DEPENDS ON NATURE OF HA/DR MISSION
2	CFE-1	H0140	C-041	LAND OPS OFFICERS (NIGHT)	O-4		X DEPENDS ON NATURE OF HA/DR MISSION
H0150 - MNCC - MARITIME OPERATIONS							
1	CFE-1	H0150	C-042	MARITIME OPS OFFICER (DAY)	O-4		X DEPENDS ON NATURE OF HA/DR MISSION

Part F – Chapter 2: Multinational Manning Documents Tables

2	CFE-1	H0150	C-043	MARITIME OPS OFFICER (NIGHT)	O-4		X DEPENDS ON NATURE OF HA/DR MISSION
H0150 - MNCC – SPECIAL OPERATIONS FORCES (SOF)							
1	CFE-1	H0160	C-044	SOF COORD (DAY)	O-4		
2	CFE-1	H0160	C-045	SOF COORD (NIGHT)	O-4		
NOTE: THE MNCC AND CMOC CAN BE MERGED TOGETHER IN PURE HA/DR SITUATIONS (PERMISSIVE ENVIRONMENTS) IN UNCERTAIN OR HOSTILE THREAT ENVIRONMENTS THE MNCC AND CMOC NEED TO BE SEPARATE SINCE CLASSIFIED OPERATIONS WILL BE COORDINATED IN THE MNCC AND THE CMOC OPERATES AT AN UNCLASSIFIED LEVEL.							
C0200 - CIVIL-MILITARY OPERATION CENTER (CMOC) (NOTE: THE COMMANDER, CTF CHAIRS THE CMOC; THE CHIEF OF STAFF THRU THE C7 CIVIL-MILITARY PRIMARY STAFF IS SENIOR SUPERVISOR.)							
1	CFE-2	C0200	C-046	CIVIL-MILITARY OPS CENTER CHIEF	O-6		X
2	CFE-2	C0200	C-047	CIVIL AFFAIRS OPERATIONS OFFICER (DAY)	O-4	OTHER THAN LEAD NATION	X
3	CFE-2	C0200	C-048	CIVIL AFFAIRS OPERATIONS OFFICER (NIGHT)	O-4	OTHER THAN LEAD NATION	X
4	CFE-2	C0200	C-053	CIVIL AFFAIRS SENIOR ENLISTED	E-9		X
5	CFE-2	C0200	C-049	CIVIL AFFAIRS OPS/PLANS OFFICER	O-4		X
5	CFE-2	C0200	C-050	CIVIL AFFAIRS PLANS OFFICER	O-4		X
7	CFE-2	C0200	C-051	CIVIL-MILITARY OPS WATCH OFFICER (DAY)	O-4		X
8	CFE-2	C0200	C-052	CIVIL-MILITARY OPS WATCH OFFICER (NIGHT)	O-4		X
9	CFE-2	C0200	C-054	CIVIL AFFAIRS OPS/PLANS NON-COMMISSIONED OFFICER	E-8		X
10	CFE-2	C0200	C-055	ADMIN NON-COMMISSIONED OFFICER	E-6	IT QUALIFIED	X
11	CFE-2	C0200	C-056	ADMIN CLERK	E-4		X
C0300 – COALITION / COMBINED LOGISTICS COORDINATION CENTER (CLCC)							
1	CFE-3	C0300	C-057	C4 CLCC (COMBINED/COALITION COORDINATION CENTER) CHIEF	O-6		X
2	CFE-3	C0300	C-058	C4 CLCC DEPUTY (NIGHT)	O-5		X
3	CFE-3	C0300	C-059	C4 CLCC MULTINATIONAL LOGISTICS PLANNER	O-3		X
4	CFE-3	C0300	C-061	C4 CLCC MULTINATIONAL LOGISTICS PLANNER	E-7		X
5	CFE-3	C0300	C-060	C4 CLCC MULTINATIONAL LOGISTICS PLANNER (NIGHT)	O-3		X

Part F – Chapter 2: Multinational Manning Documents Tables

6	CFE-3	C0300	C-062	C4 CLCC MULTINATIONAL LOGISTICS PLANNER (NIGHT)	E-7		
C0310 – CLCC COORDINATION TEAM SUPPORT							
1	CFE-3	C0310	C-063	C4 CLCC WATCH OFFICER	O-4		X
2	CFE-3	C0310	C-066	C4 CLCC WATCH OFFICER (NIGHT)	O-3		X
3	CFE-3	C0310	C-065	C4 CLCC INFORMATION MANAGER	O-3		X
4	CFE-3	C0310	C-069	C4 CLCC INFORMATION TECHNICIAN	E-6		X
5	CFE-3	C0310	C-068	C4 CLCC INFORMATION MANAGER (NIGHT)	E-7		
6	CFE-3	C0310	C-064	C4 CLCC COORDINATION TEAM SUPPORT	O-3		X
7	CFE-3	C0310	C-067	C4 CLCC COORDINATION TEAM SUPPORT (NIGHT)	E-8		X
C0320 – CLCC COORDINATION TEAM [TO MNCC]							
1	CFE-3	C0320	C-070	C4 CLCC COORDINATION TEAM [TO MNCC] LEAD	O-4		X
2	CFE-3	C0320	C-076	C4 CLCC COORDINATION TEAM [TO MNCC] ASSISTANT LEAD	E-8		X
3	CFE-3	C0320	C-071	C4 CLCC COORDINATION TEAM [TO MNCC] LEAD (NIGHT)	O-3		X
4	CFE-3	C0320	C-075	C4 CLCC COORDINATION TEAM [TO MNCC], SUPPLY SME	O-3		X (IF MNCC IS STOOD UP WITHOUT CTF C4 STAFF)
5	CFE-3	C0320	C-077	C4 CLCC COORDINATION TEAM [TO MNCC], MOVEMENT SME	E-8		X (IF MNCC IS STOOD UP WITHOUT CTF C4 STAFF)
6	CFE-3	C0320	C-078	C4 CLCC COORDINATION TEAM [TO MNCC], LOGISTICS SERVICES (INCL. MORTUARY AFFAIRS) SME	E-7		X (IF MNCC IS STOOD UP WITHOUT CTF C4 STAFF)
7	CFE-3	C0320	C-072	C4 CLCC COORDINATION TEAM [TO MNCC], ENGINEER SME	O-3		X (IF MNCC IS STOOD UP WITHOUT CTF C4 STAFF)

Part F – Chapter 2: Multinational Manning Documents Tables

8	CFE-3	C0320	C-074	C4 CLCC COORDINATION TEAM [TO MNCC], OPERATIONAL CONTRACT SUPPORT SME	O-3		X (IF MNCC IS STOOD UP WITHOUT CTF C4 STAFF)
9	CFE-3	C0320	C-073	C4 CLCC COORDINATION TEAM [TO MNCC], HSS SME	O-3		X (IF MNCC IS STOOD UP WITHOUT CTF C4 STAFF)
C0330 – CLCC COORDINATION TEAM [TO CMOC]							
1	CFE-3	C0330	C-079	C4 CLCC COORDINATION TEAM [TO CMOC] LEAD	O-4		X
2	CFE-3	C0330	C-083	C4 CLCC COORDINATION TEAM [TO CMOC] ASSISTANT LEAD	E-8		X
3	CFE-3	C0330	C-082	C4 CLCC COORDINATION TEAM [TO CMOC] LEAD (NIGHT)	O-3		X
4	CFE-3	C0330	C-084	C4 CLCC COORDINATION TEAM [TO CMOC], MOVEMENT SME	E-8		X (IF CMOC IS STOOD UP WITHOUT CTF C4 STAFF)
5	CFE-3	C0330	C-080	C4 CLCC COORDINATION TEAM [TO CMOC], ENGINEER SME	O-3		X (IF CMOC IS STOOD UP WITHOUT CTF C4 STAFF)
6	CFE-3	C0330	C-081	C4 CLCC COORDINATION TEAM [TO CMOC], HSS SME	O-3		X (IF CMOC IS STOOD UP WITHOUT CTF C4 STAFF)
C0340 – CLCC COORDINATION TEAM [TO UN LOG CLUSTER]							
1	CFE-3	C0340	C-085	C4 CLCC Coordination Team [to Log Cluster] Lead	O-4		X
2	CFE-3	C0340	C-086	C4 CLCC Coordination Team [to Log Cluster] Lead (Night)	O-3		X

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P1000 - PUBLIC AFFAIRS (PA)							
1	P1	P1000	C-685	DIRECTOR, PUBLIC AFFAIRS	O-6		X
2	P1	P1000	C-686	DEPUTY DIRECTOR, PUBLIC AFFAIRS	O-5		X
3	P1	P1000	C-695	PUBLIC AFFAIRS SENIOR NON-COMMISSIONED OFFICER	E-9		X
4	P1	P1000	C-687	ADMIN CHIEF	O-4		X
5	P1	P1000	C-696	PA ASSISTANT ADMIN NON-COMMISSIONED OFFICER	E-8		X
6	P1	P1000	C-692	PA PLANS CHIEF	O-3		X
7	P1	P1000	C-693	PA PLANS OFFICER	O-3		X
8	P1	P1000	C-688	PA CURRENT OPERATIONS CHIEF	O-3		X
9	P1	P1000	C-689	PA FUTURE OPERATIONS OFFICER	O-3		X
10	P1	P1000	C-690	PA OPERATIONS OFFICER (DAY)	O-3		X
11	P1	P1000	C-691	PA OPERATIONS OFFICER (NIGHT)	O-3		X
12	P1	P1000	C-697	COMMUNICATION CULTURAL SPECIALIST	E-7		X
13	P1	P1000	C-694	VISUAL INFORMATION OFFICER	O-3		X
P1 – MULTINATIONAL MEDIA INFORMATION BUREAU (MEDIA POOL LOCATION)							
1	P1	P1010	C-698	DIRECTOR, MEDIA INFORMATION BUREAU	O-6		X
2	P1	P1010	C-699	DEPUTY DIRECTOR MEDIA INFORMATION BUREAU	O-5		X
3	P1	P1010	C-702	MEDIA INFORMATION BUREAU SENIOR NON-COMMISSIONED OFFICER	E-9		X
4	P1	P1010	C-700	ADMIN CHIEF	O-4		X
5	P1	P1010	C-703	ASSISTANT ADMIN NON-COMMISSIONED OFFICER	E-8		X
6	P1	P1010	C-704	MEDIA SPECIALISTS	CIV		X
7	P1	P1010	C-701	SOCIAL NETWORKING SPECIALIST	O-3		X
P1200 - VISITORS BUREAU (VB)							
1	P1	P1200	C-705	CTF VISITORS BUREAU (CVB) CHIEF	O-5		X
2	P1	P1200	C-706	PROTOCOL OFFICER	O-4		X
3	P1	P1200	C-707	CVB OFFICER	O-3		X
4	P1	P1200	C-708	CVB NON-COMMISSIONED OFFICER IN CHARGE	E-7		
5	P1	P1200	C-709	CVB NON-COMMISSIONED OFFICER	E-5		

Part F – Chapter 2: Multinational Manning Documents Tables

6	P1	P1200	C-710	CVB DRIVER	E-4	PROVIDED BY HOST NATION	X
7	P1	P1200	C-711	CVB DRIVER	E-4	PROVIDED BY HOST NATION	
P2000 - SURGEON							
1	P2	P2000	C-712	CTF SURGEON	O-6		X MEDICAL STAFF DEPENDS ON NATURE OF HA/DR
2	P2	P2000	C-713	DEPUTY CTF SURGEON	O-5		X MEDICAL STAFF DEPENDS ON NATURE OF HA/DR
P2010 - ADMINISTRATION							
1	P2	P2010	C-714	MEDICAL ADMIN SUPPT	O-3		
2	P2	P2010	C-715	ADMINMEDICAL OPS NON-COMMISSIONED OFFICER	E-8		
3	P2	P2010	C-716	ADMIN NON-COMMISSIONED OFFICER CLERK	E-6		
P2100 - PLANS AND OPERATIONS							
1	P2	P2100	C-718	MEDICAL PLANS & OPS OFFICER	O-5		X MEDICAL STAFF DEPENDS ON NATURE OF HA/DR
2	P2	P2100	C-717	MEDICAL OPS OFFICER	O-5		X MEDICAL STAFF DEPENDS ON NATURE OF HA/DR
3	P2	P2100	C-719	MED PATIENT MOVEMENT OFFICER	O-4		
4	P2	P2100	C-720	PREVENTIVE MEDICINE OFFICER	O-4		
5	P2	P2100	C-721	MEDICAL OPS NON-COMMISSIONED OFFICER IN CHARGE	E-8		

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P2200 - MEDICAL LOGISTICS							
1	P2	P2200	C-722	MEDICAL LOG OFFICER	O-5		
2	P2	P2200	C-723	BLOOD OFFICER	O-3		
3	P2	P2200	C-724	C4 MEDICAL REP	O-3		
P2300 - FORCE HEALTH PROTECTION							
1	P2	P2300	C-725	FORCE HEALTH PROTECTION OFFICER	O-6		X MEDICAL STAFF DEPENDS ON NATURE OF HA/DR
P2500 - CTF PATIENT MOVEMENT REQUIREMENTS CENTER							
1	P2	P2500	C-726	MED PLANS OFFICER	O-5		
2	P2	P2500	C-727	MED PLANS OFFICER	O-5		
3	P2	P2500	C-728	MED OPS CPOMAT TECH	E-8		
P3000 – PROVOST							
1	P3	P3000	C-729	PROVOST MARSHAL	O-5	MUST BE ABLE TO COORDINATE WITH EACH NCE AND LOCAL LAW ENFORCEMENT	X
2	P3	P3000	C-730	DEPUTY PMO	O-4		
3	P3	P3000	C-731	OPS OFFICER (DAY)	O-3		X
4	P3	P3000	C-732	OPS OFFICER (NIGHT)	O-3		
P4000 - STAFF JUDGE ADVOCATE							
1	P4	P4000	C-733	STAFF JUDGE ADVOCATE	O-6		X
2	P4	P4000	C-734	DEPUTY STAFF JUDGE ADVOCATE	O-5		

Part F – Chapter 2: Multinational Manning Documents Tables

P4100 - ADMINISTRATION							
1	P4	P4100	C-735	LEGAL ADMINISTRATOR	O-3		X
P4200 - OPERATIONAL LAW							
1	P4	P4200	C-736	CHIEF, OPERATIONS LAW	O-4		X
2	P4	P4200	C-737	INTERNATIONAL LAW ATTORNEY	O-4		X
P5000 - CHAPLAIN							
1	P5	P5000	C-738	CTF CHAPLAIN	O-5		
2	P5	P5000	C-741	RELIGIOUS SERVICES NON-COMMISSIONED OFFICER IN CHARGE	E-9		
3	P5	P5000	C-739	CHAPLAIN ASSISTANT	O-3	DIFFERENT FAITHS AS REQUIRED	
4	P5	P5000	C-740	CHAPLAIN ASSISTANT	O-3	DIFFERENT FAITHS AS REQUIRED	
P6000 - FINANCE / COMPTROLLER							
1	P6	P6000	C-742	FINANCE OFFICER	O-6		X
2	P6	P6000	C-743	DEPUTY FINANCE OFFICER	O-5		
P6100 - RESOURCE MANAGEMENT POLICY							
1	P6	P6100	C-744	RESOURCE MGR	O-4		X
2	P6	P6100	C-745	DEPUTY, RESOURCE MGR	O-3		
3	P6	P6100	C-746	BUDGET NON-COMMISSIONED OFFICER	E-8		
P7000 - INSPECTOR GENERAL							
1	P7	P7000	C-747	INSPECTOR GENERAL	O-6		
2	P7	P7000	C-748	DEP INSPECTOR GENERAL	O-5		
3	P7	P7000	C-749	IG NON-COMMISSIONED OFFICER IN CHARGE	E-9		

Part F – Chapter 2: Multinational Manning Documents Tables

4	P7	P7000	C-750	IG NON-COMMISSIONED OFFICER	E-8		
P8000 - SAFETY							
1	P8	P8000	C-751	SAFETY OFFICER IN CHARGE	O-5		
2	P8	P8000	C-752	AVIATION SAFETY OFFICER	O-4		
3	P8	P8000	C-753	MARITIME SAFETY OFFICER	O-3		
P9000 – CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR – TOXIC INDUSTRIAL MATERIALS (CBRN-TIM)							
NOTE: THE CBRN-TIM DEFENSE STAFF CAN BE TAILORED TO THE CBRN-TIM SITUATION (SOME POSITIONS MAY NOT BE NEEDED IN SPECIFIC MISSION SITUATIONS). QUALIFICATION AND EXPERIENCE OF THESE PERSONNEL IS CRITICAL (MILITARY OR CIVILIAN CAN BE SUBSTITUTED BASED ON QUALIFICATIONS AND EXPERIENCE. BELOW IS MINIMUM PLANNING; LARGER OPERATIONS MAY REQUIRE ADDITIONAL PERSONNEL. DIRECTOR RANK SHOULD BE O-7 IF MAJOR OPERATION.							
(NOTE: AS SITUATION DICTATES, ALL SKILL SETS MAY BE REQUIRED.)							
1	P9	P9000	C-754	CBRN-TIME DEFENSE STAFF DIRECTOR	O-7	SIZE OF MISSION DETERMINES RANK	
2	P9	P9000	C-755	BIOLOGICAL/EPIDEMIOLOGICAL PLANNER	O-5	QUALIFICATION CRITICAL	
3	P9	P9000	C-758	RADIOLOGICAL/NUCLEAR PLANNER	O-5	QUALIFICATION CRITICAL	
4	P9	P9000	C-757	CHEMICAL PLANNER	O-5	QUALIFICATION CRITICAL	
5	P9	P9000	C-756	CBRN MEDICAL PLANNER	O-5	QUALIFICATION CRITICAL	
6	P9	P9000	C-759	TOXIC INDUSTRIAL PLANNER	O-3		
7	P9	P9000	C-763	BIO TECH SPECIALIST	CIV	QUALIFICATION CRITICAL	
8	P9	P9000	C-760	TOXIC INDUSTRIAL PLANNER	O-3		
9	P9	P9000	C-766	RADIOLOGICAL TECH SPECIALIST	CIV	QUALIFICATION CRITICAL	

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10	P9	P9000	C-764	CHEMICAL TECH SPECIALIST	CIV	QUALIFICATION CRITICAL	
11	P9	P9000	C-761	TOXIC INDUSTRIAL SPECIALIST	E-8		
12	P9	P9000	C-765	IT SPECIALIST	CIV	QUALIFICATION CRITICAL	
13	P9	P9000	C-762	NBC NON-COMMISSIONED OFFICER	E-7	QUALIFICATION CRITICAL	
P9100 - CHEMICAL BIOLOGICAL RADIOLOGICAL NUCLEAR WORKING GROUP (CBRNWG)							
1	CFE-6	C0600	C-770	CBRN-TIM CHIEF (DAY)	O-5		
2	CFE-6	C0600	C-773	CBRN-TIM CHIEF (NIGHT)	O-4		
3	CFE-6	C0600	C-775	CBRN-TIM NON-COMMISSIONED OFFICER IN CHARGE	E-8		
4	CFE-6	C0600	C-774	CBRN-TIM PLANS	O-4		
C1 - MANPOWER & PERSONNEL							
C1000 - MANPOWER & PERSONNEL							
1	C1	C1000	C-087	DIRECTOR, MANPOWER & PERSONNEL	O-6		X
2	C1	C1000	C-089	SENIOR ENLISTED, MANPOWER & PERSONNEL	E-7		
3	C1	C1000	C-088	DEPUTY DIR, MANPOWER & PERSONNEL	O-5	OTHER THAN DIRECTOR'S NATION	
4	C1	C1000	C-090	ADMIN SUPPORT	E-4		X
C1200 - PERSONNEL SERVICES							
1	C1	C1200	C-091	CHIEF, PERSONNEL SERVICES	O-4		X
2	C1	C1200	C-093	PERS SVCS NON-COMMISSIONED OFFICER	E-5		X
3	C1	C1200	C-092	PERSONNEL SERVICES OFFICER	O-3		
C1210 - MANPOWER MANAGEMENT							
1	C1	C1210	C-094	COMBINED MANNING DOCUMENT (CMD) MANAGER	O-3		X
2	C1	C1210	C-095	AUGMENTATION AND ROTATION MGR	O-2		

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C1300 - PERSONNEL OPERATIONS & PLANS							
1	C1	C1300	C-096	CHIEF, OPS AND PLANS	O-4		X
2	C1	C1300	C-098	OPS OFFICER	O-3		
3	C1	C1300	C-097	M-CmdC DUTY OFFICER (DAY)	O-3	M-CMDC	X
4	C1	C1300	C-099	M-CmdC DUTY OFFICER (NIGHT)	O-2	M-CMDC	X
C1310 - Personnel Accounting and Strength Reporting							
1	C1	C1310	C-100	STRENGTH REPORTING OFFICER IN CHARGE	O-3		X
2	C1	C1310	C-102	STRENGTH MANAGEMENT NON-COMMISSIONED OFFICER IN CHARGE	E-6		X
3	C1	C1310	C-103	STRENGTH MANAGEMENT CLERK	E-5		
4	C1	C1310	C-101	CASUALTY NON-COMMISSIONED OFFICER IN CHARGE	E-7		
5	C1	C1310	C-104	CASUALTY CLERK	E-4		
C1340 – COALITION / COMBINED PERSONNEL RECEPTION CENTER							
1	C1	C1340	C-105	CPRC OFFICER IN CHARGE	O-4		X
2	C1	C1340	C-106	CPRC ASSISTANT	O-3	OTHER THAN OFFICER IN CHARGE NATION	
3	C1	C1340	C-109	CPRC NON-COMMISSIONED OFFICER IN CHARGE	E-6		X
4	C1	C1340	C-107	ADMIN NON-COMMISSIONED OFFICER (DAY)	E-6		
5	C1	C1340	C-111	ADMIN SPEC (DAY)	E-4		
6	C1	C1340	C-110	POSTAL CLERK	E-5		X
7	C1	C1340	C-116	POSTAL CLERK	E-4		X
8	C1	C1340	C-108	ADMIN NON-COMMISSIONED OFFICER (DAY)	E-6		
9	C1	C1340	C-112	ADMIN SPEC (DAY)	E-4		
10	C1	C1340	C-113	ADMIN SPEC (NIGHT)	E-4		
11	C1	C1340	C-114	ADMIN SPEC (NIGHT)	E-4		
12	C1	C1340	C-115	ADMIN SPEC (NIGHT)	E-4		
13	C1	C1340	C-117	STRENGTH MGMT CLERK (DAY)	E-4		X
14	C1	C1340	C-118	STRENGTH MGMT CLERK (NIGHT)	E-4		

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C2 – INTELLIGENCE (MANY POSITIONS WILL BE SUPPORTED BY REACH BACK TO SUPPORTED STRATEGIC COMMANDER INTELLIGENCE STAFF)

C2000 - INTELLIGENCE DIRECTORATE

1	C2	C2000	C-119	DIRECTOR, INTELLIGENCE	O-6		X
2	C2	C2000	C-120	DEPUTY DIRECTOR, INTELLIGENCE	O-5	DIFFERENT NATION THAN DIRECTOR (IF POSSIBLE)	
3	C2	C2000	C-121	SENIOR ENLISTED, INTELLIGENCE	E-9		

C2010 - EXECUTIVE DIVISION

1	C2	C2010	C-122	EXECUTIVE DIVISION OFFICER	O-4		
2	C2	C2010	C-123	ADMINISTRATION BRANCH OFFICER	O-3		
3	C2	C2010	C-124	ADMINISTRATION BRANCH CHIEF	E-7		
4	C2	C2010	C-125	ADMINISTRATION BRANCH CLERK	E-5		

C2020 – INFORMATION SECURITY BRANCH (SPECIAL SECURITY DIVISION (NOTE: MAY BE LEAD NATION FOCUSED AND NOT A MULTINATIONAL ACCESS AREA))

1	C2	C2020	C-126	INFORMATION SECURITY OFFICER SPECIAL SECURITY OFFICER (SSO)/ADMIN OFFICER	O-3	SECURITY CLEARANCE	
2	C2	C2020	C-127	ASST INFORMATION SECURITY OFFICER	E-7		
3	C2	C2020	C-128	SSO NON-COMMISSIONED OFFICER (DAY)	E-6	NOT RQD IF SIGINT NOT INVOLVED	
4	C2	C2020	C-129	SSO NON-COMMISSIONED OFFICER (NIGHT)	E-5	NOT RQD IF SIGINT NOT INVOLVED	

C2030 – INFORMATION SHARING BRANCH

1	C2	C2030	C-131	INFORMATION SHARING OFFICER	O-3	INCLUDES FOREIGN DISCLOSURE	
2	C2	C2030	C-130	ASST INFORMATION SHARING OFFICER	W-2		

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C2040 - COLLECTION MANAGEMENT							
1	CFE-5	C0500	C-134	COLLECTION MANAGEMENT CHIEF	O-5		X
2	CFE-5	C0500	C-135	COLLECTION MANAGEMENT DEPUTY CHIEF	O-4		X
3	CFE-5	C0500	C-132	COLL MANAGEMENT SIGINT RQ MGMT	W-2		
4	CFE-5	C0500	C-133	COLLECTIONS OFFICER	W-2		X
5	CFE-5	C0500	C-137	COLLECTIONS OPERATIONS OFFICER	O-3		
6	CFE-5	C0500	C-136	COLLECTIONS OPERATIONS OFFICER	O-4		
7	CFE-5	C0500	C-138	COLL MANAGER NON-COMMISSIONED OFFICER	E-7		X
8	CFE-5	C0500	C-139	COLL MANAGER NON-COMMISSIONED OFFICER	E-7		
C2100 - COUNTERINTELLIGENCE / HUMAN INTELLIGENCE OFFICE							
1	C2	C2100	C-140	COUNTER INTEL OPERATIONS SUPPORT CHIEF	O-5		X
2	C2	C2100	C-141	SENIOR COUNTER INTEL NON-COMMISSIONED OFFICER IN CHARGE (DAY)	E-7		
3	C2	C2110	C-144	COUNTER INTEL OPERATIONS	E-5		X
4	C2	C2110	C-143	COUNTER INTEL ANALYST	E-5		
5	C2	C2110	C-142	COUNTER INTEL NON-COMMISSIONED OFFICER IN CHARGE (NIGHT)	E-6		
C2120 - HUMAN INTELLIGENCE OPERATIONS CELL (HIOC)							
1	C2	C2120	C-145	HIOC OFFICER IN CHARGE (DAY)	O-4		X
2	C2	C2120	C-148	HIOC NON-COMMISSIONED OFFICER IN CHARGE (NIGHT)	E-7		X
3	C2	C2120	C-149	FORCE PROTECTION THREAT ANALYSIS NON-COMMISSIONED OFFICER IN CHARGE	E-5		
4	C2	C2120	C-152	INTELLIGENCE ANALYST	E-4		
5	C2	C2120	C-146	HUMINT OPS CHIEF	O-3		
6	C2	C2120	C-151	HUMINT ANALYST	E-4		X
7	C2	C2120	C-147	HUMINT TECH	E-8		
8	C2	C2120	C-150	HIOC NON-COMMISSIONED OFFICER	E-5		

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C2200 - INTELLIGENCE PLANS							
1	C2	C2200	C-153	INTEL PLANS/CPG OFFICER	O-5	**C2200/C2220 COMBINED FOR SMALLER CTF	X
2	C2	C2200	C-154	ASST FUTURE PLANS OFFICER (DAY)	O-4		
3	C2	C2200	C-155	ASST FUTURE PLANS OFFICER (NIGHT)	O-4		
C2220 – COMBINED/COALITION PLANNING GROUP (CPG) SUPPORT							
1	C2	C2220	C-156	INTEL PLANS OFFICER	O-4		X
2	C2	C2220	C-157	INTEL PLANS NON-COMMISSIONED OFFICER (DAY)	E-7		
3	C2	C2220	C-158	INTEL PLANS NON-COMMISSIONED OFFICER (NIGHT)	E-7		
C2300 - INTELLIGENCE OPERATIONS							
1	C2	C2300	C-160	OPS OFFICER	O-5		X
2	C2	C2300	C-161	ASST INTEL OPS OFFICER	O-4		
3	C2	C2300	C-162	INTEL DUTY OFFICER (DAY)	O-3		X
4	C2	C2300	C-163	INTEL DUTY OFFICER (NIGHT)	O-3		
5	C2	C2300	C-166	INTEL OPS NON-COMMISSIONED OFFICER	E-7		X
6	C2	C2300	C-165	INTEL DUTY NON-COMMISSIONED OFFICER	E-7		
7	C2	C2300	C-167	INTEL OPS NON-COMMISSIONED OFFICER	E-7		X
8	C2	C2300	C-168	INTEL OPS ANALYST (DAY)	E-5		
9	C2	C2300	C-169	INTEL OPS ANALYST (NIGHT)	E-5		
10	C2	C2300	C-164	LANGUAGE OFFICER (INTERPRETER)	O-3		X
11	C2	C2300	C-159	COALITION LIAISON OFFICER	O-5		
C2310 - FUTURE OPERATIONS SUPPORT BRANCH							
1	C2	C2310	C-170	FUTURE OPS OFFICER – INTELLIGENCE	O-5		
2	C2	C2310	C-171	ASST INTEL FUTURE OPS OFFICER (DAY)	O-4		X
3	C2	C2310	C-172	ASST INTEL FUTURE OPS OFFICER (NIGHT)	O-4		

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C2320 – INTELLIGENCE SYSTEM SUPPORT							
1	C2	C2320	C-173	INTEL SYS OFFICER	O-5	Billets depend upon systems /INTEL communications architecture	Billets depend upon systems /INTEL communications architecture
2	C2	C2320	C-174	ASST INTEL SYS OFFICER	O-4		
3	C2	C2320	C-175	SYSCON OFFICER IN CHARGE	O-4		
4	C2	C2320	C-189	SYSCON NON-COMMISSIONED OFFICER IN CHARGE	E-5		
5	C2	C2320	C-176	SERVICE INTEL SYS REP	O-3		
6	C2	C2320	C-177	SERVICE INTEL SYS REP	O-3		
7	C2	C2320	C-183	GLOBAL BROADCAST SERVICE OPERATOR	E-5		
8	C2	C2320	C-184	GLOBAL BROADCAST SERVICE OPERATOR	E-5		
9	C2	C2320	C-185	SINGLE SOURCE OPERATOR	E-5		
10	C2	C2320	C-186	SINGLE SOURCE OPERATOR	E-5		
11	C2	C2320	C-187	SYS NON-COMMISSIONED OFFICER	E-5		
12	C2	C2320	C-188	SYS NON-COMMISSIONED OFFICER	E-5		
13	C2	C2320	C-182	COMPUTER TECH REP	E-5		
14	C2	C2320	C-180	COP SYSTEM ADMINISTRATOR	E-6		
15	C2	C2320	C-181	COP SYSTEM ADMINISTRATOR	E-6		
16	C2	C2320	C-178	ASST SYS NON-COMMISSIONED OFFICER	E-6		
17	C2	C2320	C-179	ASST SYS NON-COMMISSIONED OFFICER	E-6		
C2400 – COMBINED/COALITION INTELLIGENCE SUPPORT ELEMENT (CISE)							
1	C2	C2400	C-190	CISE DIRECTOR	O-6		X
2	C2	C2400	C-191	DEPUTY CISE DIR	O-5		
3	C2	C2400	C-192	CISE DUTY OFFICER (DAY)	O-3		X
4	C2	C2400	C-193	CISE DUTY OFFICER (NIGHT)	O-3		
5	C2	C2400	C-195	CISE NON-COMMISSIONED OFFICER IN CHARGE	E-7		X
6	C2	C2400	C-194	CISE NON-COMMISSIONED OFFICER (DAY)	E-7		X
8	C2	C2400	C-196	CISE NON-COMMISSIONED OFFICER (NIGHT)	E-6		X

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C2405 – NATIONAL INTELLIGENCE SUPPORT TEAM							
1	C2	C2405	C-197	National Intel Agency Representative	CIV	AGENCIES SUPPORTING WILL DEPEND ON CTF MISSION.	X
2	C2	C2405	C-198	National Intel Agency Representative	CIV		
3	C2	C2405	C-199	National Intel Agency Representative	CIV		
C2410 - INDICATIONS & WARNING							
1	C2	C2410	C-200	ALL SOURCE ANALYST (DAY)	O-3		X
2	C2	C2410	C-201	ALL SOURCE ANALYST (NIGHT)	O-3		
3	C2	C2410	C-202	ALL SOURCE ANALYST (DAY)	E-5		X
4	C2	C2410	C-203	ALL SOURCE ANALYST (NIGHT)	E-5		
C2420 - PRODUCTION & ANALYSIS							
1	C2	C2420	C-204	CHIEF CURRENT ANALYSIS	O-4		
2	C2	C2420	C-205	ASST CURRENT ANALYSIS OFFICER	O-3		X
3	C2	C2420	C-206	FUSION ANALYST (DAY)	E-7		X
4	C2	C2420	C-207	FUSION ANALYST (DAY)	E-6		
5	C2	C2420	C-208	FUSION ANALYST (NIGHT)	E-6		
C2421 - ALL SOURCE PRODUCTION INTEGRATION							
1	C2	C2421	C-209	IPS CHIEF	O-4		
2	C2	C2421	C-214	IPS TECHNICIAN (DAY)	E-8		X
3	C2	C2421	C-215	IPS TECHNICIAN (NIGHT)	E-8		X
4	C2	C2421	C-216	IPS NON-COMMISSIONED OFFICER IN CHARGE (DAY)	E-7		
5	C2	C2421	C-217	IPS NON-COMMISSIONED OFFICER IN CHARGE (NIGHT)	E-6		
6	C2	C2421	C-210	ALL SOURCE ANALYST (DAY)	O-3		
7	C2	C2421	C-211	ALL SOURCE ANALYST (DAY)	O-3		
8	C2	C2421	C-212	ALL SOURCE ANALYST (NIGHT)	O-3		
9	C2	C2421	C-213	ALL SOURCE ANALYST (NIGHT)	O-3		

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C2423 - INTELLIGENCE ANALYSIS							
1	C2	C2423	C-220	CHIEF ANALYST	O-5		
2	C2	C2423	C-221	ASST ANALYSIS OFFICER	O-4		X
3	C2	C2423	C-224	GROUND TEAM LEADER	O-3		X
4	C2	C2423	C-218	GROUND ORDER OF BATTLE ANALYST (DAY)	W-2		
5	C2	C2423	C-219	GROUND ORDER OF BATTLE ANALYST (NIGHT)	W-2		
6	C2	C2423	C-222	AIR TEAM LEADER	O-3		
7	C2	C2423	C-226	AIR ORDER OF BATTLE ANALYST (DAY)	E-7		
8	C2	C2423	C-231	AIR ORDER OF BATTLE ANALYST (NIGHT)	E-5		
9	C2	C2423	C-225	MARITIME TEAM LEADER	O-3		
10	C2	C2423	C-227	NAVY ORDER OF BATTLE ANALYST	E-7		
11	C2	C2423	C-232	ANALYST/GRAPHIC (DAY)	E-5		X
12	C2	C2423	C-233	ANALYST/GRAPHIC (NIGHT)	E-5		X
13	C2	C2423	C-234	ANALYST	E-4		
14	C2	C2423	C-228	ORDER OF BATTLE ANALYST	E-7		
15	C2	C2423	C-235	ORDER OF BATTLE ANALYST (DAY)	E-4		
16	C2	C2423	C-236	ORDER OF BATTLE ANALYST (NIGHT)	E-4		
17	C2	C2423	C-223	ENEMY ORDER OF BATTLE TEAM LEADER	O-3		
18	C2	C2423	C-229	EMENY ORDER OF BATTLE ANALYST (DAY)	E-6		
19	C2	C2423	C-230	EMENY ORDER OF BATTLE ANALYST (NIGHT)	E-6		
C2424 - GEOSPATIAL INFORMATION							
1	C2	C2424	C-237	GEOSPATIAL INFORMATION TECHNICIAN	O-4	DEPENDENT UPON REACH BACK TO NATIONAL CAPABILITIES	
2	C2	C2424	C-239	SENIOR TOPOGRAPHIC NON-COMMISSIONED OFFICER	E-7		X
3	C2	C2424	C-244	TOPOGRAPHIC NON-COMMISSIONED OFFICER	E-5		
4	C2	C2424	C-238	TERRAIN TEAM OFFICER (DAY)	O-3		
5	C2	C2424	C-240	TERRAIN TEAM NON-COMMISSIONED OFFICER IN CHARGE (NIGHT)	E-7		X

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6	C2	C2424	C-241	TERRAIN TEAM NON-COMMISSIONED OFFICER (DAY)	E-6		X
7	C2	C2424	C-242	TERRAIN TEAM NON-COMMISSIONED OFFICER (NIGHT)	E-6		
8	C2	C2424	C-243	TERRAIN TEAM NON-COMMISSIONED OFFICER (NIGHT)	E-6		

C2425 - TARGET INTELLIGENCE

						DEPENDENT UPON TIME ZONE OF RCC/CTF HQs LOCATION (BATTLE RHYTHM)	
1	C2	C2425	C-245	TARGETING CHIEF	O-4		X
2	C2	C2425	C-249	TARGETING OFFICER (DAY)	O-3		
3	C2	C2425	C-250	TARGETING OFFICER (NIGHT)	O-3		
4	C2	C2425	C-246	ASST TARGETING OFFICER	O-3		
5	C2	C2425	C-251	TARGETING NON-COMMISSIONED OFFICER	E-7		
6	C2	C2425	C-255	TARGETING SPECIALIST	E-5		
7	C2	C2425	C-247	BATTLE DAMAGE ASSESSMENT (BDA)/DAMAGE ASSESSMENT (DA) OFFICER (DAY)	O-3		X
8	C2	C2425	C-248	BDA/DA OFFICER (NIGHT)	O-3		X
9	C2	C2425	C-253	BDA/DA NON-COMMISSIONED OFFICER	E-5		X
10	C2	C2425	C-252	BDA/DA SPECIALIST (DAY)	E-6		X
11	C2	C2425	C-254	BDA/DA SPECIALIST (NIGHT)	E-5		X

C2426 - METEOROLOGY AND OCEANOGRAPHIC (METOC)ANALYTICAL INTEGRATION CELL

						THIS CAN BE SHARED WITH C3 TO SUPPORT COC.	
1	C2	C2426	C-258	COALITION METOC OFFICER (CMO)	O-3		X
2	C2	C2426	C-259	ASST CMO/CMFU DIR	O-2		
3	C2	C2426	C-256	METOC BRIEFER (DAY)	W-2		
4	C2	C2426	C-257	METOC BRIEFER (NIGHT)	W-2		

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C2427 – METEOROLOGY (MOVE FROM C3)							
1	C2	C2427	C-260	METOC OFFICER	O-4		X
2	C2	C2427	C-261	DEPUTY METOC OFFICER	O-3		
3	C2	C2427	C-262	METOC OFFICER	O-2		X
4	C2	C2427	C-263	METOC NON-COMMISSIONED OFFICER IN CHARGE	E-7		X
5	C2	C2427	C-264	METOC NON-COMMISSIONED OFFICER	E-6		
6	C2	C2427	C-265	METOC NON-COMMISSIONED OFFICER	E-5		
C2430 - ASYMMETRIC THREAT							
1	C2	C2430	C-267	COMBINED EXPLOSIVE EXPLOITATION OFFICER IN CHARGE	O-4	NOT RQRD FOR MOST HA/DR UNLESS IN AN INSURGENCY/ ASYMMETRIC ENVIRONMENT	
2	C2	C2430	C-271	COMBINED EXPLOSIVE EXPLOITATION NON-COMMISSIONED OFFICER IN CHARGE	E-8		
3	C2	C2430	C-273	MASTER EXPLOSIVES ORDINANCE DISPOSAL TECHNICIAN	E-7		
4	C2	C2430	C-275	ELECTRONICS ENGINEER TECHNICIAN	CIV		
5	C2	C2430	C-274	COUNTER TERRORIST ANALYST	CIV		
6	C2	C2430	C-276	SPECIAL AGENT BOMB TECHNICIAN	CIV		
7	C2	C2430	C-272	CEXC INTELLIGENCE COLLATOR	E-7		
8	C2	C2430	C-266	CEXC WEAPONS INTELLIGENCE ADVISOR	O-4		
9	C2	C2430	C-268	SENIOR COUNTER-TERROR ANALYST	O-4		
10	C2	C2430	C-269	TERRORISM ANALYST	O-3		
11	C2	C2430	C-270	TERRORISM ANALYST	O-3		
C2432 - REQUIREMENTS MANAGEMENT							
1	C2	C2432	C-279	REQUIREMENTS OFFICER	O-3	MANAGE RFI PROCESS FOR THE C2.	X
2	C2	C2432	C-282	COLL MANAGEMENT REQUEST FOR INFORMATION CLERK	E-4		X

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3	C2	C2432	C-277	REQUEST FOR INFORMATION CHIEF	O-3		X
4	C2	C2432	C-283	COLL MANAGEMENT REQUEST FOR INFORMATION CLERK	E-4		X
5	C2	C2432	C-278	REQUEST FOR INFORMATION OFFICER	O-3		X
6	C2	C2432	C-281	REQUEST FOR INFORMATION NON-COMMISSIONED OFFICER	E-5		X
7	C2	C2432	C-280	REQUEST FOR INFORMATION NON-COMMISSIONED OFFICER	E-6		X
C2440 - DISSEMINATION BRANCH							
1	C2	C2440	C-284	DISS CHIEF	W-3	Establish distribution systems and ensure products are posted and disseminated.	X
2	C2	C2440	C-285	DISS NON-COMMISSIONED OFFICER IN CHARGE	E-6		X
3	C2	C2440	C-288	DISS NOC	E-5		
4	C2	C2440	C-286	REPORTS NON-COMMISSIONED OFFICER	E-6		
5	C2	C2440	C-287	REPORTS NON-COMMISSIONED OFFICER	E-6		
C2441 - WEBSITE MANAGEMENT							
1	C2	C2441	C-289	INFORMATION MANAGEMENT OFFICER	O-3		X
2	C2	C2441	C-290	INFO MGT NON-COMMISSIONED OFFICER	E-5		X
3	C2	C2441	C-291	INFO MGT ASST	E-4		X
C2443 - C2 BRIEFING TEAM							
1	C2	C2443	C-292	INTEL OFFICER/BRIEFER	O-4		X
2	C2	C2443	C-293	INTEL OFFICER/BRIEFER	O-4		X
C2460 - IMAGERY INTELLIGENCE (IMINT)							
1	C2	C2460	C-295	IMINT CHIEF	O-3		X
2	C2	C2460	C-294	IMINT DEPUTY	W-2		
3	C2	C2460	C-296	IMINT NON-COMMISSIONED OFFICER IN CHARGE	E-7		X
4	C2	C2460	C-297	IMINT ANALYST	E-6		X
5	C2	C2460	C-300	IMINT ANALYST	E-5		X

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6	C2	C2460	C-298	IMINT ANALYST	E-6		
7	C2	C2460	C-299	IMINT NON-COMMISSIONED OFFICER	E-6		
8	C2	C2460	C-301	IMINT SPECIALIST	E-4		
9	C2	C2460	C-302	IMINT TECH	CIV		
C2470 - SIGNALS INTELLIGENCE (SIGINT)							
1	C2	C2470	C-303	SIGINT OFFICER	O-4		X
2	C2	C2470	C-304	SIGINT OFFICER	O-3		
3	C2	C2470	C-305	SIGINT SENIOR NON-COMMISSIONED OFFICER IN CHARGE	E-8		
4	C2	C2470	C-306	SIGINT NON-COMMISSIONED OFFICER	E-6		
5	C2	C2470	C-307	SIGINT TECH ANALYST	E-6		X
6	C2	C2470	C-308	SIGINT TECH ANALYST	E-6		
7	C2	C2470	C-309	ELECTRONIC INTELLIGENCE/ELECTRONIC WARFARE ANALYST	E-4		
8	C2	C2470	C-310	ELECTRONIC INTELLIGENCE/ELECTRONIC WARFARE ANALYST	E-4		
C3 - OPERATIONS							
C3000 - OPERATIONS DIRECTORATE							
1	C3	C3000	C-311	DIRECTOR OF OPERATIONS	O-6		X
2	C3	C3000	C-312	DEPUTY DIR OF OPERATIONS	O-5	OTHER THAN DIR OPS NATION	X
3	C3	C3000	C-313	SENIOR ENLISTED, OPERATIONS	E-9		x
C3010 - C3 ADMINISTRATION							
1	C3	C3010	C-314	ADMIN NON-COMMISSIONED OFFICER IN CHARGE (DAY)	E-7		X
2	C3	C3010	C-316	ADMIN NON-COMMISSIONED OFFICER IN CHARGE (NIGHT)	E-7		X
3	C3	C3010	C-315	ADMIN NON-COMMISSIONED OFFICER IN CHARGE (DAY)	E-7		
4	C3	C3010	C-317	ADMIN CLERK (NIGHT)	E-4		
C3100 – CTF MULTINATIONAL PERSONAL RECOVERY CENTER (MPRC)							
1	C3	C3100	C-318	CTF MPRC DIRECTOR	O-5		X

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2	C3	C3100	C-319	DEPUTY MPRC DIRECTOR	O-4		
3	C3	C3100	C-320	MPRC SUPERVISOR (DAY)	O-3		
4	C3	C3100	C-321	MPRC SUPERVISOR (NIGHT)	O-3		
5	C3	C3100	C-322	M-CmdC - DUTY OFFICER (DAY)	O-2		X
6	C3	C3100	C-323	M-CmdC - DUTY OFFICER (NIGHT)	O-2		
9	C3	C3100	C-324	INTELLIGENCE NON-COMMISSIONED OFFICER(DAY)	E-6		
10	C3	C3100	C-325	INTELLIGENCE NON-COMMISSIONED OFFICER(NIGHT)	E-6		
C3110 – COMBAT ENGINEER							
1	C3	C3110	C-326	C3 COMBAT ENGINEER LNO (DAY)	O-5	AS SITUATION DICTATES	
2	C3	C3110	C-327	C3 COMBAT ENGINEER LNO (NIGHT)	O-5	AS SITUATION DICTATES	
C3200 - CTF FIRES ELEMENT							
1	C3	C3200	C-328	CHIEF COMBINED FIRES & EFFECTS	O-6		
2	C3	C3200	C-329	DEP CHIEF COMBINED FIRES & EFFECTS	O-5		
3	C3	C3200	C-330	COMBINED FIRES & EFFECTS SENIOR ENLISTED	E-8		
C3210 - CURRENT FIRES CELL							
1	C3	C3210	C-331	CHIEF CURRENT FIRES	O-4		
2	C3	C3210	C-332	FIRES FORCES INTEGRATION OFFICER	O-4		
3	C3	C3210	C-333	FIRES OFFICER (DAY)	O-4		
4	C3	C3210	C-334	FIRES OFFICER (NIGHT)	O-3		
5	C3	C3210	C-335	OPS NON-COMMISSIONED OFFICER	E-8		
6	C3	C3210	C-336	FIRES SUPPORT NON-COMMISSIONED OFFICER	E-7		
7	C3	C3210	C-338	FIELD ARTILLERY TACTICAL DATA SYSTEMSPECIALIST(DAY)	E-4		
8	C3	C3210	C-337	FIELD ARTILLERY TACTICAL DATA SYSTEM SPECIALIST(NIGHT)	E-4		
C3220 - FIRES PLANS CELL							
1	C3	C3220	C-339	CHIEF FIRE PLANS	O-5		
2	C3	C3220	C-341	DEPUTY CHIEF FIRES/PLANNER	O-4		

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3	C3	C3220	C-343	FIRES NON-COMMISSIONED OFFICER	E-8		
4	C3	C3220	C-342	FUTURE PLANS TARGETING OFFICER	O-4		
5	C3	C3220	C-340	COMBINED FIRES AND EFFECTS PLANNER	O-4		
C3230 – TARGETING CELL							
1	C3	C3230	C-344	TARGETS CHIEF	O-4		
2	C3	C3230	C-345	TARGETS OFFICER (DAY)	O-3		
3	C3	C3230	C-346	TARGETS OFFICER (NIGHT)	O-3		
4	C3	C3230	C-347	TARGETS NON-COMMISSIONED OFFICER	E-9		
C3300 - CURRENT OPERATIONS CELL							
1	C3	C3300	C-348	CURRENT OPERATIONS CHIEF (DAY)	O-5		X
2	C3	C3300	C-349	CURRENT OPERATIONS CHIEF (NIGHT)	O-5	OTHER THAN CURRENT OPS CHIEF NATION	X
3	C3	C3300	C-351	DEPUTY CURRENT OPERATIONS CHIEF (DAY)	O-4	OTHER THAN CURRENT OPS CHIEF NATION	X
4	C3	C3300	C-352	DEPUTY CURRENT OPERATIONS CHIEF (NIGHT)	O-4		X
5	C3	C3300	C-350	CURRENT OPERATIONS PLANNER (NIGHT)	O-4	OTHER THAN CURRENT OPS CHIEF NATION	X
6	C3	C3300	C-353	DEPUTY CURRENT OPERATIONS PLANNER (NIGHT)	O-4		X
C3500 - FUTURE OPERATIONS CELL							
1	C3	C3500	C-368	CHIEF, FUTURE OPERATIONS	O-6		X
2	C3	C3500	C-369	DEP CHIEF, FUTURE OPERATIONS	O-5		
3	C3	C3500	C-376	FORCE MOVEMENT PLANNER	E-7		
4	C3	C3500	C-377	COP NON-COMMISSIONED OFFICER	E-6		X
5	C3	C3500	C-378	COP NON-COMMISSIONED OFFICER	E-6		X
6	C3	C3500	C-370	AIR PLANNER	O-4		X
7	C3	C3500	C-373	GROUND PLANNER	O-4		
8	C3	C3500	C-374	MARITIME PLANNER	O-4		

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9	C3	C3500	C-375	SPECIAL OPERATIONS LNO	O-4		
10	C3	C3500	C-372	FUTURE OPS PLANNER	O-4		X
11	C3	C3500	C-371	FUTURE OPS PLANNER	O-4		X
12	C3	C3500	C-379	FUTURE OPS NON-COMMISSIONED OFFICER	E-6	PRODUCES FUTURE PRODUCTS (ATO)	X
C3700 - FORCE PROTECTION CELL							
1	CFE-7	C0700	C-380	FORCE PROTECTION OFFICER	O-5		
2	CFE-7	C0700	C-382	FORCE PROTECTION NON-COMMISSIONED OFFICER	E-7		
3	CFE-7	C0700	C-381	FORCE PROTECTION PLANNER	O-4		
4	CFE-7	C0700	C-383	LAW ENFORCEMENT LNO	CIV		
C3710 - INFORMATION OPERATION CELL							
1	CFE-4	C0400	C-385	INFORMATION OPERATIONS CHIEF	O-6		X
2	CFE-4	C0400	C-386	DEPUTY IO CHIEF	O-5	NATION OTHER THAN IO CHIEF	X
3	CFE-4	C0400	C-387	COMPUTER NETWORK ATTACK	O-4	IF REQUIRED	
4	CFE-4	C0400	C-392	COMPUTER NETWORK DEFENSE (DAY)	O-3		X
5	CFE-4	C0400	C-393	COMPUTER NETWORK DEFENSE (NIGHT)	O-3		
6	CFE-4	C0400	C-388	ELECTRONIC WARFARE OFFICER (DAY)	O-4		
7	CFE-4	C0400	C-394	ELECTRONIC WARFARE OFFICER (NIGHT)	O-3		
8	CFE-4	C0400	C-395	INTEL TO IO (DAY)	O-3		X
9	CFE-4	C0400	C-396	INTEL TO IO (NIGHT)	O-3		
10	CFE-4	C0400	C-397	IO CURRENT OPS (DAY)	O-3		X
11	CFE-4	C0400	C-398	IO CURRENT OPS (NIGHT)	O-3		
12	CFE-4	C0400	C-389	IO PLANNER (DAY)	O-4		X
13	CFE-4	C0400	C-399	IO PLANNER (NIGHT)	O-3		
14	CFE-4	C0400	C-400	IO TARGETING LNO (DAY)	O-3		
15	CFE-4	C0400	C-401	IO TARGETING LNO (NIGHT)	O-3		
16	CFE-4	C0400	C-402	MILITARY DECEPTION PLANNER	O-3		

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17	CFE-4	C0400	C-384	OPSEC OFFICER	W-2	COUNTER INTEL BACKGROUND	X
18	CFE-4	C0400	C-404	PSYOP NON-COMMISSIONED OFFICER IN CHARGE	E-9		
19	CFE-4	C0400	C-405	PSYOP PLANNER	E-7		
20	CFE-4	C0400	C-391	PSYOP OFFICER	O-4		
21	CFE-4	C0400	C-403	PSYOP OFFICER	O-3		
22	CFE-4	C0400	C-390	KEY LEADER ENGAGEMENT PLANNER	O-4	COORDINATOR	
C3720 – RULES OF ENGAGEMENT CELL							
1	C3	C3720	C-407	RULES OF ENGAGEMENT CHIEF	O-6		X
2	C3	C3720	C-408	DEPUTY CHIEF	O-5	NATION OTHER THAN IO CHIEF	
3	C3	C3720	C-409	ROE PLANNER (DAY)	O-3		
4	C3	C3720	C-410	ROE PLANNER (NIGHT)	O-3		
5	C3	C3720	C-406	ROE MANAGEMENT NON-COMMISSIONED OFFICER	O-7		
C3730– MULTINATIONAL COMMAND CENTER (M-CMDC)							
1	C3	C3730	C-413	M-CMDC CHIEF	O-6		X
2	C3	C3730	C-414	DEPUTY CHIEF (DAY)	O-5	NATION OTHER THAN CHIEF	X
3	C3	C3730	C-415	DEPUTY CHIEF (NIGHT)	O-5		X
4	C3	C3730	C-411	M-CMDC MANAGEMENT NON-COMMISSIONED OFFICER IN CHARGE (DAY)	O-7		
5	C3	C3730	C-412	M-CMDC MANAGEMENT NON-COMMISSIONED OFFICER IN CHARGE (NIGHT)	O-7		
C3740 – M-CMDC REPORTS SECTION							
1	C3	C3740	C-416	REPORTS CHIEF	O-4		X
2	C3	C3740	C-417	DEPUTY REPORTS CHIEF	O-3		X
3	C3	C3740	C-418	REPORTS NON-COMMISSIONED OFFICER IN CHARGE (DAY)	E-7		X
4	C3	C3740	C-419	REPORTS NON-COMMISSIONED OFFICER IN CHARGE (NIGHT)	E-7		

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C3750 – M-CMDC CURRENT OPERATIONS ASSESSMENT CELL							
1	C3	C3750	C-420	CURRENT OPS ASSESSMENT CHIEF	O-5		X
2	C3	C3750	C-421	DEPUTY CURRENT OPS ASSESSMENT (DAY)	O-4		X
3	C3	C3750	C-422	DEPUTY CURRENT OPS ASSESSMENT (NIGHT)	O-4		X
C3302 - KNOWLEDGE MANAGEMENT (MAJORITY OF SECTION COLLOCATED WITH M-CMDC)							
1	C3	C3302	C-354	KNOWLEDGE MANAGEMENT OFFICER	O-5		X
2	C3	C3302	C-355	CFE MANAGEMENT OFFICER	O-4		
3	C3	C3302	C-357	REPORTS OFFICER (NIGHT)	O-4		X
4	C3	C3302	C-356	REPORTS OFFICER (DAY)	O-4		X
5	C3	C3302	C-360	REQUEST FOR INFORMATION (RFI) OFFICER (DAY)	O-3		X
6	C3	C3302	C-361	REQUEST FOR INFORMATION OFFICER (NIGHT)	O-3		X
7	C3	C3302	C-358	COMMON OPERATIONAL PICTURE (COP) OFFICER (DAY)	O-3		X
8	C3	C3302	C-359	COP OFFICER (NIGHT)	O-3		X
9	C3	C3302	C-362	COP NON-COMMISSIONED OFFICER (DAY)	E-6		X
10	C3	C3302	C-363	COP NON-COMMISSIONED OFFICER (NIGHT)	E-6		X
11	C3	C3302	C-364	COP TECH REP (DAY)	E-6		X
12	C3	C3302	C-365	COP TECH REP (NIGHT)	E-6		X
13	C3	C3302	C-366	WEBPAGE MASTER	E-6		X
14	C3	C3302	C-367	ASST WEBMASTER	E-5		X
C3760 – M-CMDC AIR OPERATIONS CELL							
1	C3	C3760	C-423	AIR CHIEF	O-4		X
2	C3	C3760	C-424	AIR OPS OFFICER (DAY)	O-4		X
3	C3	C3760	C-425	AIR OPS OFFICER (NIGHT)	O-4		
C3770 – M-CMDC LAND OPERATIONS CELL							
1	C3	C3770	C-426	LAND CHIEF	O-4		X
2	C3	C3770	C-427	LAND OPS OFFICER (DAY)	O-4		
3	C3	C3770	C-428	LAND OPS OFFICER (NIGHT)	O-4		

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C3780 – M-CMDC MARITIME OPERATIONS CELL							
1	C3	C3780	C-429	MARITIME CHIEF	O-4		X
2	C3	C3780	C-430	MARITIME OPS OFFICER (DAY)	O-4		X
3	C3	C3780	C-431	MARITIME OPS OFFICER (NIGHT)	O-4		
C3790 – M-CMDC AIR AND MISSILE DEFENSE							
1	C3	C3790	C-432	AIR AND MISSILE DEFENSE CHIEF	O-4		
2	C3	C3790	C-433	AIR AND MISSILE OPS OFFICER (DAY)	O-4		
3	C3	C3790	C-434	AIR AND MISSILE OPS OFFICER (NIGHT)	O-4		
C4 - LOGISTICS							
C4000 - LOGISTICS DIRECTORATE							
1	C4	C4000	C-436	C4 DIRECTOR	O-6		X
2	C4	C4000	C-435	C4 DEPUTY	O-6		X
3	C4	C4000	C-439	C4 SUPERINTENDENT	E-9		X
4	C4	C4000	C-437	C4 EXEC	O-4		X
5	C4	C4000	C-438	C4 EXEC (NIGHT)	O-4		
6	C4	C4000	C-440	ADMIN	E-6		X
7	C4	C4000	C-441	ADMIN (NIGHT)	E-5		X
C4010- LOGISTICS DIRECTORATE, SPECIAL STAFF, INFORMATION MANAGEMENT AND FUSION (IMF)							
1	C4	C4010	C-442	C4 LOG OPS IMF (INFO MANAGEMENT/FUSION) BRANCH CHIEF	O-5		X
2	C4	C4010	C-443	C4 LOG OPS IMF BRANCH DEPUTY (NIGHT)	O-4		X
3	C4	C4010	C-448	C4 LOG OPS IMF SYSTEMS TECH	E-6		X
4	C4	C4010	C-449	C4 LOG OPS IMF SYSTEMS TECH (NIGHT)	E-5		
5	C4	C4010	C-445	C4 LOG OPS IMF LOG CFE (CROSS FUNCTIONAL ELEMENTS) MONITOR	O-3		X
6	C4	C4010	C-447	C4 LOG OPS IMF LOG CFE MONITOR (NIGHT)	E-7		
7	C4	C4010	C-444	C4 LOG OPS IMF LOG PORTAL ARCHITECT	O-4		X

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8	C4	C4010	C-446	C4 LOG OPS IMF LOG PORTAL ARCHITECT (NIGHT)	E-8		X
C4100 – LOGISTICS OPERATIONS & PLANS DIVISION							
1	C4	C4100	C-450	C4 LOG OPS & PLANS, DIV CHIEF	O-6		X
2	C4	C4100	C-451	C4 LOG OPS & PLANS, DIV DEPUTY (NIGHT)	O-5		X
C4110 – LOGISTICS OPERATIONS & PLANS DIVISION, CURRENT LOGISTICS OPERATIONS BRANCH							
1	C4	C4110	C-452	C4 LOG OPS & PLANS, CURRENT LOG OPS BRANCH CHIEF	O-5		X
2	C4	C4110	C-453	C4 LOG OPS & PLANS, CURRENT LOG OPS BRANCH DEPUTY (NIGHT)	O-5		X
3	C4	C4110	C-456	C4 LOG OPS & PLANS, CURRENT LOG OPS MCMDC C4 WATCH OFFICER	O-4		X
4	C4	C4110	C-457	C4 LOG OPS & PLANS, CURRENT LOG OPS MCMDC C4 WATCH OFFICER (NIGHT)	O-4		X
5	C4	C4110	C-458	C4 LOG OPS & PLANS, CURRENT LOG OPS WORKFLOW MANAGER	O-4		X
6	C4	C4110	C-459	C4 LOG OPS & PLANS, CURRENT LOG OPS WORKFLOW MANAGER (NIGHT)	O-4		X
7	C4	C4110	C-460	C4 LOG OPS & PLANS, CURRENT LOG OPS RFI (REQUEST FOR INFORMATION) MANAGER	O-3		X
8	C4	C4110	C-461	C4 LOG OPS & PLANS, CURRENT LOG OPS RFI (REQUEST FOR INFORMATION) MANAGER (NIGHT)	O-3		X
9	C4	C4110	C-462	C4 LOG OPS & PLANS, CURRENT LOG OPS REPORTS	E-8		X
10	C4	C4110	C-463	C4 LOG OPS & PLANS, CURRENT LOG OPS REPORTS (NIGHT)	E-7		
11	C4	C4110	C-464	C4 LOG OPS & PLANS, CURRENT LOG OPS CONSOLIDATED OPERATIONAL PICTURE TECHNICIAN	E-6		X
12	C4	C4110	C-465	C4 LOG OPS & PLANS, CURRENT LOG OPS CONSOLIDATED OPERATIONAL PICTURE TECHNICIAN (NIGHT)	E-5		
13	C4	C4110	C-454	C4 LOG OPS & PLANS, CURRENT LOG OPS LIAISON OFFICER TO SUPPORTED STRATEGIC COMMAND J4	O-4		X
14	C4	C4110	C-455	C4 LOG OPS & PLANS, CURRENT LOG OPS LIAISON OFFICER TO SUPPORTED STRATEGIC COMMAND J4 (NIGHT)	O-4		
C4120 - LOGISTICS OPERATIONS & PLANS DIVISION, FUTURE LOGISTICS OPERATIONS BRANCH							
1	C4	C4120	C-466	C4 LOG OPS & PLANS, FUTURE LOG OPS BRANCH CHIEF	O-5		X

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2	C4	C4120	C-467	C4 LOG OPS & PLANS, FUTURE LOG OPS BRANCH DEPUTY (NIGHT)	O-5		
3	C4	C4120	C-468	C4 LOG OPS & PLANS, FUTURE LOG OPS CPG (COALITION PLANNING GROUP) PLANS OFFICER 1	O-4		X
4	C4	C4120	C-469	C4 LOG OPS & PLANS, FUTURE LOG OPS CPG PLANS OFFICER 1 (NIGHT)	O-4		X
5	C4	C4120	C-470	C4 LOG OPS & PLANS, FUTURE LOG OPS CPG PLANS OFFICER 2	O-3		
6	C4	C4120	C-471	C4 LOG OPS & PLANS, FUTURE LOG OPS CPG PLANS OFFICER 2 (NIGHT)	O-3		X
C4130 - LOGISTICS OPERATIONS & PLANS DIVISION, LOGISTICS PLANS BRANCH							
1	C4	C4130	C-472	C4 LOG OPS & PLANS, LOG PLANS OPS BRANCH CHIEF	O-5		X
2	C4	C4130	C-473	C4 LOG OPS & PLANS, LOG PLANS OPS BRANCH DEPUTY (NIGHT)	O-5		
3	C4	C4130	C-477	C4 LOG OPS & PLANS, LOG PLANS, COALITION PLANNING GROUP (CPG) OFFICER	O-4		X
4	C4	C4130	C-475	C4 LOG OPS & PLANS, LOG PLANS CPG PLANS OFFICER (NIGHT)	O-4		X
5	C4	C4130	C-474	C4 LOG OPS & PLANS, LOG PLANS CPG PLANS OFFICER	O-4		
6	C4	C4130	C-476	C4 LOG OPS & PLANS, LOG PLANS CPG PLANS OFFICER (NIGHT)	O-4		
C4140 - LOGISTICS OPERATIONS & PLANS DIVISION, MULTINATIONAL MOVEMENT COORDINATION CENTER (MMCC)							
1	C4	C4140	C-478	C4 LOG OPS & PLANS, MMCC CHIEF	O-5		X
2	C4	C4140	C-479	C4 LOG OPS & PLANS, MMCC DEPUTY (NIGHT)	O-5		X
3	C4	C4140	C-480	C4 LOG OPS & PLANS, MMCC AIR	O-4		X
4	C4	C4140	C-485	C4 LOG OPS & PLANS, MMCC AIR (NIGHT)	E-8		X
5	C4	C4140	C-482	C4 LOG OPS & PLANS, MMCC SURFACE GROUND	O-4		X
6	C4	C4140	C-486	C4 LOG OPS & PLANS, MMCC SURFACE GROUND (NIGHT)	E-8		X
7	C4	C4140	C-483	C4 LOG OPS & PLANS, MMCC SURFACE SEA	O-4		X
8	C4	C4140	C-487	C4 LOG OPS & PLANS, MMCC SURFACE SEA (NIGHT)	E-8		
9	C4	C4140	C-481	C4 LOG OPS & PLANS, MMCC INTRANSIT VISIBILITY	O-4		X
10	C4	C4140	C-484	C4 LOG OPS & PLANS, MMCC INTRANSIT VISIBILITY (NIGHT)	O-3		
11	C4	C4140	C-488	C4 LOG OPS & PLANS, MMCC FORCE FLOW MONITOR	E-7		X

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12	C4	C4140	C-489	C4 LOG OPS & PLANS, MMCC FORCE FLOW MONITOR (NIGHT)	E-7		X
C4150 - LOGISTICS OPERATIONS & PLANS DIVISION, MULTINATIONAL CONTRACTING & HOST NATION SUPPORT CENTER (CHCC)							
1	C4	C4150	C-490	C4 LOG OPS & PLANS, CHCC CHIEF	O-5		X
2	C4	C4150	C-491	C4 LOG OPS & PLANS, CHCC DEPUTY (NIGHT)	O-5		X
3	C4	C4150	C-492	C4 LOG OPS & PLANS, CHCC CONTRACTING SPECIALIST	O-4		X
4	C4	C4150	C-494	C4 LOG OPS & PLANS, CHCC CONTRACTING SPECIALIST	E-8		X
5	C4	C4150	C-493	C4 LOG OPS & PLANS, CHCC CONTRACTOR MONITOR (NIGHT)	O-3		X
6	C4	C4150	C-495	C4 LOG OPS & PLANS, CHCC CONTRACTOR MONITOR (NIGHT)	E-7		X
C4200 – LOGISTICS POLICY AND GUIDANCE (P/G) DIVISION							
1	C4	C4200	C-496	C4 P/G DIVISION CHIEF	O-6		X
2	C4	C4200	C-497	C4 P/G DEPUTY (NIGHT)	O-5		X
C4210 – LOGISTICS POLICY AND GUIDANCE DIVISION, SUPPLY BRANCH							
1	C4	C4210	C-498	C4 P/G SUPPLY BRANCH CHIEF	O-5		X
2	C4	C4210	C-499	C4 P/G SUPPLY BRANCH DEPUTY (NIGHT)	O-5		
3	C4	C4210	C-500	C4 P/G SUPPLY BRANCH FUELS MGR	O-4		
4	C4	C4210	C-504	C4 P/G SUPPLY BRANCH FUELS MGR (NIGHT)	E-8		
5	C4	C4210	C-501	C4 P/G SUPPLY BRANCH GENERAL SUPPLY MGR	O-4		X (NIGHT) BRANCH DEPUTY FOR HADR
6	C4	C4210	C-506	C4 P/G SUPPLY BRANCH GENERAL SUPPLY MGR (NIGHT)	E-7		X
7	C4	C4210	C-502	C4 P/G SUPPLY BRANCH MUNITIONS MGR	O-4		
8	C4	C4210	C-505	C4 P/G SUPPLY BRANCH MUNITIONS MGR (NIGHT)	E-8		
9	C4	C4210	C-503	C4 P/G SUPPLY BRANCH SUBSISTENCE MGR	O-4		
10	C4	C4210	C-507	C4 P/G SUPPLY BRANCH SUBSISTENCE MGR (NIGHT)	E-7		X (DAY) FOR HADR
C4220 - LOGISTICS POLICY AND GUIDANCE DIVISION, DISTRIBUTION BRANCH							

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1	C4	C4220	C-508	C4 P/G DISTRIBUTION BRANCH CHIEF	O-5		X
2	C4	C4220	C-509	C4 P/G DISTRIBUTION BRANCH CHIEF (NIGHT)	O-5		
3	C4	C4220	C-510	C4 P/G DISTRIBUTION BRANCH AIR SPECIALIST	O-4		
4	C4	C4220	C-511	C4 P/G DISTRIBUTION BRANCH SURFACE GROUND SPECIALIST	O-4		
5	C4	C4220	C-512	C4 P/G DISTRIBUTION BRANCH SURFACE SEA SPECIALIST	O-4		
6	C4	C4220	C-513	C4 P/G DISTRIBUTION INTRANSIT VISIBILITY SPECIALIST	O-4		
C4230 – LOGISTICS POLICY AND GUIDANCE DIVISION, LOGISTICS SERVICES BRANCH							
1	C4	C4230	C-514	C4 P/G LOG SERVICES BRANCH CHIEF	O-5		X
2	C4	C4230	C-515	C4 P/G LOG SERVICES BRANCH DEPUTY (NIGHT)	O-4		
3	C4	C4230	C-517	C4 P/G LOG SERVICES BRANCH MORTUARY AFFAIRS SPECIALIST	E-8		X (Day) for HADR
4	C4	C4230	C-516	C4 P/G LOG SERVICES BRANCH BASE SERVICES SPECIALIST	O-3		X (Night) for HADR
C4240 – LOGISTICS POLICY AND GUIDANCE DIVISION, ENGINEERING BRANCH							
1	C4	C4240	C-518	C4 P/G ENGINEERING BRANCH CHIEF	O-6		X
2	C4	C4240	C-520	C4 P/G ENGINEERING BRANCH DEPUTY (NIGHT)	O-5		X
3	C4	C4240	C-519	C4 P/G ENGINEERING BRANCH CONTINGENCY ENGINEER OPS OFFICER	O-5		X
4	C4	C4240	C-521	C4 P/G ENGINEERING BRANCH CONTINGENCY ENGINEER OPS OFFICER (NIGHT)	O-4		X
5	C4	C4240	C-522	C4 P/G ENGINEERING BRANCH CONTINGENCY ENGINEER PLANNER	O-4		X
6	C4	C4240	C-523	C4 P/G ENGINEERING BRANCH CONTINGENCY ENGINEER PLANNER (NIGHT)	O-4		X
7	C4	C4240	C-524	C4 P/G ENGINEERING BRANCH ENVIRONMENTAL ENGINEER SPECIALIST	CIV		X
8	C4	C4240	C-525	C4 P/G ENGINEERING BRANCH FACILITIES SPECIALIST	CIV		X
9	C4	C4240	C-526	C4 P/G ENGINEERING BRANCH FACILITIES SPECIALIST (NIGHT)	CIV		
10	C4	C4240	C-527	C4 P/G ENGINEERING BRANCH REAL ESTATE/REAL PROPERTY SPECIALIST	CIV		X

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11	C4	C4240	C-528	C4 P/G ENGINEERING BRANCH REAL ESTATE/REAL PROPERTY SPECIALIST (NIGHT)	CIV		
C4270 – LOGISTICS POLICY AND GUIDANCE DIVISION, MAINTENANCE OPERATIONS BRANCH							
1	C4	C4270	C-529	C4 P/G MAINTENANCE OPERATIONS BRANCH CHIEF	O-5		X
2	C4	C4270	C-530	C4 P/G MAINTENANCE OPERATIONS BRANCH DEPUTY (NIGHT)	O-4		
3	C4	C4270	C-531	C4 P/G MAINTENANCE OPERATIONS OFFICER	E-9		
4	C4	C4270	C-532	C4 P/G MAINTENANCE OPERATIONS OFFICER (NIGHT)	E-8		X
NOTE: C4 CLCC Manning Document is listed separately under C0300							
C5 - PLANS							
C5000 - PLANS DIRECTORATE							
1	C5	C5000	C-533	C5 DIRECTOR	O-6		X
2	C5	C5000	C-534	C5, DEP DIRECTOR	O-5		
3	C5	C5000	C-535	C5 NON-COMMISSIONED OFFICER IN CHARGE	E-8		
C5010 - Administration							
1	C5	C5010	C-536	PLANS CLERK	E-4		X
C5100 – FUTURE PLANS CELL							
1	C5	C5100	C-538	CHIEF, FUTURE PLANS	O-5		X
2	C5	C5100	C-537	ASST FUTURE PLANS OFFICER	O-5		
3	C5	C5100	C-545	GROUND PLANS	O-3		X
4	C5	C5100	C-546	GROUND PLANS	O-3		
5	C5	C5100	C-543	AVIATION PLANS	O-3		X
6	C5	C5100	C-544	AVIATION PLANS	O-3		
7	C5	C5100	C-539	MARITIME PLANS	O-4		
8	C5	C5100	C-540	MARITIME PLANS	O-4		X
9	C5	C5100	C-541	PLANS OFFICER 1	O-4		
10	C5	C5100	C-547	PLANS OFFICER 1	O-3		

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12	C5	C5100	C-542	SPECIAL OPERATIONS FORCES PLANS OFFICER	O-4		
15	C5	C5100	C-549	INTERAGENCY LNO	CIV	AS REQUIRED	X
16	C5	C5100	C-548	INTERAGENCY LNO	CIV	AS REQUIRED	
C5200 - POLICY							
1	C5	C5200	C-550	POLICY PLANNER	O-5		X
2	C5	C5200	C-551	POLICY PLANNER	O-4		
C5300 - DEPLOYMENT SUPPORT & FORCE MOVEMENT							
1	C5	C5300	C-552	FORCE MOVEMENT OFFICER IN CHARGE	O-5		X
2	C5	C5300	C-553	AIRLIFT REPRESENTATIVE	O-4		X
3	C5	C5300	C-554	FORCE MOVEMENT OFFICER	O-3		X
4	C5	C5300	C-555	FORCE MOVEMENT NON-COMMISSIONED OFFICER	E-7		
5	C5	C5300	C-556	DATA MANAGER OPERATOR	E-4		
6	C5	C5300	C-557	DATA MANAGER OPERATOR	E-4		X
7	C5	C5300	C-558	DATA MANAGER OPERATOR	E-4		
C5450 – COALITION / COMBINED ASSESSMENT CELL							
1	C5	C5450	C-559	CAMPAIGN ASSESSMENT OFFICER	O-6		
2	CFE-8	C0800	C-560	EFFECT ASSESSMENT CHIEF	O-5		
3	CFE-8	C0800	C-561	EFFECT ASSESSMENT DEPUTY CHIEF	O-4		
4	CFE-8	C0800	C-566	SOCIAL ECONOMIC ANALYST OFFICER	CIV		
5	CFE-8	C0800	C-567	SOCIAL INFRASTRUCTURE ANALYST OFFICER	CIV		
6	CFE-8	C0800	C-568	SOCIAL MILITARY ANALYST OFFICER	CIV		
7	CFE-8	C0800	C-569	SOCIAL POLITICAL ANALYST OFFICER	CIV		
8	CFE-8	C0800	C-563	EFFECT ASSESSMENT FUTURE PLANS (DAY)	O-3		
9	CFE-8	C0800	C-564	EFFECT ASSESSMENT FUTURE PLANS (NIGHT)	O-3		
10	CFE-8	C0800	C-565	EFFECTS ASSESMENT RESEARCH ANALYST (DAY)	CIV		
11	CFE-8	C0800	C-562	POL/MIL OFFICER	O-4		
C6 - COMMUNICATIONS							
C6000 - COMMUNICATIONS DIRECTORATE							

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1	C6	C6000	C-570	DIRECTOR, COMMUNICATIONS	O-6		X
2	C6	C6000	C-571	DEPUTY DIRECTOR, COMMUNICATIONS	O-4		X
3	C6	C6000	C-572	ADMIN CLERK	E-5		
C6100 - CTF COMMUNICATIONS CONTROL CENTER (CCC)							
1	C6	C6100	C-573	CCC DIRECTOR	O-4		X
2	C6	C6100	C-574	CCC NON-COMMISSIONED OFFICER IN CHARGE	E-8		X
C6110 - CURRENT OPERATIONS							
1	C6	C6110	C-575	OPS ACTION OFFICER	O-3		X
2	C6	C6110	C-576	WATCH OFFICER (DAY)	O-3		X
3	C6	C6110	C-577	WATCH OFFICER (NIGHT)	O-3		X
4	C6	C6110	C-579	WATCH NON-COMMISSIONED OFFICER (DAY)	E-7		X
5	C6	C6110	C-580	WATCH NON-COMMISSIONED OFFICER (NIGHT)	E-7		X
6	C6	C6110	C-578	OPS NON-COMMISSIONED OFFICER IN CHARGE	E-7		
7	C6	C6110	C-581	OPS NON-COMMISSIONED OFFICER	E-6		
C6120 - COMPUTER SYSTEM SUPPORT BRANCH							
1	C6	C6120	C-584	COMPUTER SYS CHIEF	O-3		X
2	C6	C6120	C-593	SYS ADMIN	E-5		X
3	C6	C6120	C-596	LAN SUPPORT TECH	E-4		X
4	C6	C6120	C-587	DATA PROCESSING TECH	E-6		X
5	C6	C6120	C-590	COMPUTER SYS SUP	E-5		X
6	C6	C6120	C-597	LAN SUPPORT TECH	E-4		X
7	C6	C6120	C-598	LAN SUPPORT TECH	E-4		
8	C6	C6120	C-599	LAN SUPPORT TECH	E-4		
9	C6	C6120	C-594	VOICE COMMS SUPPORT TECH	E-5		X
10	C6	C6120	C-600	VOICE COMMS SUPPORT TECH	E-4		
11	C6	C6120	C-592	DMS CONTROLLER	E-5		
12	C6	C6120	C-591	DMS ADMIN	E-5		X

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13	C6	C6120	C-595	DMS ADMIN	E-4		
14	C6	C6120	C-585	SR SYS ADMIN	E-7		X
15	C6	C6120	C-586	SR SYS ADMIN	E-7		
16	C6	C6120	C-582	ASST SYS SPT CHIEF	O-3		X
17	C6	C6120	C-583	ASST SYS SPT CHIEF	O-3		
18	C6	C6120	C-589	DATA SUPPORT SUPERVISOR	E-6		X
19	C6	C6120	C-588	DATA PROCESSING TECH	E-6		X
C6130 - NETWORKS							
1	C6	C6130	C-609	NETWORK OPS CHIEF	O-3		X
2	C6	C6130	C-610	LAN ADMIN NON-COMMISSIONED OFFICER IN CHARGE	E-7		X
3	C6	C6130	C-615	LAN SPT SUPV	E-5		
4	C6	C6130	C-602	LAN ACTION OFFICER	O-4		X
5	C6	C6130	C-605	NETWORK CONT SHIFT CHIEF	O-3		X
6	C6	C6130	C-606	NETWORK CONT SHIFT CHIEF	O-3		
7	C6	C6130	C-603	ASST LAN MANAGER	O-3		
8	C6	C6130	C-607	NETWORK CONTROL OFFICER	O-3		X
9	C6	C6130	C-608	NETWORK CONTROL OFFICER	O-3		
10	C6	C6130	C-601	IA BRANCH CHIEF	O-5		X
11	C6	C6130	C-604	IS/IA OFFICER	O-3		X
12	C6	C6130	C-614	IS/IA SPECIALIST	E-5		
13	C6	C6130	C-622	LAN ADMINISTRATOR	E-4		X
14	C6	C6130	C-623	LAN ADMINISTRATOR	E-3		
15	C6	C6130	C-612	DATA SUPPORT SUPR	E-6		
16	C6	C6130	C-611	DATA COMMS SUPPORT TECH	E-6		X
17	C6	C6130	C-613	DATA COMMS SUPPORT TECH	E-5		X
18	C6	C6130	C-616	DATA COMMS SUPPORT TECH	E-4		X
19	C6	C6130	C-617	DATA COMMS SUPPORT TECH	E-4		
20	C6	C6130	C-618	DATA COMMS SUPPORT TECH	E-4		
21	C6	C6130	C-619	DATA COMMS SUPPORT TECH	E-4		
22	C6	C6130	C-620	DATA COMMS SUPPORT TECH	E-4		
23	C6	C6130	C-621	DATA COMMS SUPPORT TECH	E-4		

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C6133 - FREQUENCY MANAGEMENT

1	C6	C6133	C-624	FREQ MGMT NON-COMMISSIONED OFFICER IN CHARGE	E-8		X
2	C6	C6133	C-625	FREQ MGMT NON-COMMISSIONED OFFICER	E-7		

C6134 - COMMUNICATIONS SECURITY MANAGEMENT

1	C6	C6134	C-626	CTF COMSEC MGT OFFICER	O-4		X
2	C6	C6134	C-627	CTF COMSEC NON-COMMISSIONED OFFICER IN CHARGE	E-7		X
3	C6	C6134	C-628	CTF COMSEC NON-COMMISSIONED OFFICER	E-6		
4	C6	C6134	C-629	CTF COMSEC NON-COMMISSIONED OFFICER	E-6		
5	C6	C6134	C-630	CTF COMSEC NON-COMMISSIONED OFFICER	E-5		
6	C6	C6134	C-631	CTF COMSEC NON-COMMISSIONED OFFICER	E-5		
7	C6	C6134	C-632	CTF COMSEC SPECIALIST	E-4		
8	C6	C6134	C-633	CTF COMSEC SPECIALIST	E-4		

C6140 - HEADQUARTERS SUPPORT BRANCH

1	C6	C6140	C-634	SUPPORT OFFICER	O-3		X
2	C6	C6140	C-635	TELEPHONE NON-COMMISSIONED OFFICER	E-8		X
3	C6	C6140	C-636	TELEPHONE NON-COMMISSIONED OFFICER	E-8		
4	C6	C6140	C-637	HELP DESK NON-COMMISSIONED OFFICER	E-7		X
5	C6	C6140	C-638	HELP DESK NON-COMMISSIONED OFFICER	E-7		
6	C6	C6140	C-639	HELP DESK NON-COMMISSIONED OFFICER	E-7		
7	C6	C6140	C-640	WEBMASTER	E-6		X

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C7 – CIVIL-MILITARY OPERATIONS

C7000 – CIVIL-MILITARY DIRECTORATE

1	C7	C7000	C-641	C7 DIRECTOR MILITARY OPERATIONS	O-7	RANK DEPENDANT ON LEVEL OF CMO ACTIONS	X (in pure HA/DR operations the C7 can be the Deputy MNCC as the CMOC is collocated with the MNCC in permissive threat environments)
2	C7	C7000	C-642	DEP DIRECTOR, CIVIL MILITARY OPERATIONS	O-5	NATION OTHER THAN C7	
3	C7	C7000	C-643	CIVIL MILITARY CHIEF PLANS (DAY)	O-4		
4	C7	C7000	C-644	CIVIL MILITARY CHIEF PLANS (NIGHT)	O-4		

C7100 – C7 ADMINISTRATION

1	C7	C7100	C-645	ADMIN NON-COMMISSIONED OFFICER IN CHARGE	E-8		
2	C7	C7100	C-646	ADMIN CLERK	E-6		
3	C7	C7100	C-647	PLANS CLERK	E-4		

C8 - LIFE SUPPORT (OTHER)

C8000 - HEADQUARTERS COMMANDANT

1	C8	C8000	C-648	HEADQUARTERS COMMANDANT	O-5		X
2	C8	C8000	C-649	DEPUTY HEADQUARTERS COMMANDANT	O-4		X
3	C8	C8000	C-650	HQ PLANS OFFICER (DAY)	O-2		X
4	C8	C8000	C-651	HQ PLANS OFFICER (NIGHT)	O-2		X
5	C8	C8000	C-652	SENIOR HQ SUPPORT TECH	E-9		X
6	C8	C8000	C-653	HQ SUPPORT TECH - 1	E-7		
7	C8	C8000	C-654	HQ SUPPORT TECH - 2	E-6		X
8	C8	C8000	C-655	HQ SUPPORT TECH - 3	E-6		

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C8020 - BILLETING AND LOGISTICS							
1	C8	C8020	C-656	BILLETING MANAGER	O-4		X
2	C8	C8020	C-657	DEPUTY BILLETING MANAGER	O-3		X
3	C8	C8020	C-658	BILLETING / LOG SUPPORT SUPERVISOR	O-2		
4	C8	C8020	C-659	BILLETING / LOG SUPPORT -1	E-8		X
5	C8	C8020	C-660	BILLETING / LOG SUPPORT -2	E-7		X
6	C8	C8020	C-661	BILLETING / LOG SUPPORT -3	E-6		
7	C8	C8020	C-662	BILLETING / LOG SUPPORT -4	E-6		
8	C8	C8020	C-663	BILLETING / LOG SUPPORT -5	E-6		
C8030 - FOOD SERVICE							
1	C8	C8030	C-664	SENIOR COOK	E-9		X
2	C8	C8030	C-665	COOK ASSISTANT - 1	E-8		X
3	C8	C8030	C-666	COOK ASSISTANT - 2	E-6		X
4	C8	C8030	C-667	COOK ASSISTANT - 3	E-6		X
5	C8	C8030	C-668	COOK ASSISTANT - 4	E-6		X
6	C8	C8030	C-669	COOK ASSISTANT - 5	E-6		X
7	C8	C8030	C-670	COOK ASSISTANT - 6	E-5		
8	C8	C8030	C-671	COOK ASSISTANT - 7	E-5		X
C8040 - TRANSPORTATION							
1	C8	C8040	C-672	TRANSPORTATION COORDINATOR	O-3		X
2	C8	C8040	C-673	ASSISTANT TRANSPORTATION COORDINATOR	O-2		X
3	C8	C8040	C-674	TRANSPORTATION CLERK - 1	E-6		X
4	C8	C8040	C-675	TRANSPORTATION CLERK - 2	E-6		X
5	C8	C8040	C-676	TRANSPORTATION CLERK - 3	E-6		X
6	C8	C8040	C-677	TRANSPORTATION CLERK - 4	E-6		X
7	C8	C8040	C-678	TRANSPORTATION CLERK - 5	E-5		X
8	C8	C8040	C-679	TRANSPORTATION CLERK - 6	E-5		X

Part F – Chapter 2: Multinational Manning Documents Tables

P9 - NATIONAL COMMANDER ELEMENTS (NCEs) – Note: The below organization **is not part of the CTF HQ manning** – rather it is the formal command element from the each of the participating nations that provides their forces OPCON / TACON to a CTF command. The NCE Commander and staff are not OPCON or TACON to the CTF commander; rather, they are the direct representatives of their respective nation's national chain of command. The organization below is only a start point framework (very flexible in how these elements are organized). The actual organization and size of a given NCE varies based upon the assessment / judgment of the nation involved.

1	P9	C9000	C-682	COMMANDER, NCE	O-7	RANK DEPENDANT ON FORCES COMMITTED	
2	P9	C9000	C-683	NCE OPERATIONS OFFICER	O-5		
3	P9	C9000	C-684	NCE PLANS OFFICER	O-5		
4	P9	C9000	C-681	NCE OPERATIONS NON-COMMISSIONED OFFICER IN CHARGE / CIVILIAN	TBD	WEBMASTER – IT SKILLS WILL ASSIST	
5	P9	C9000	C-680	ADMINISTRATIVE NON-COMMISSIONED OFFICER / CIVILIAN	TBD	WEBMASTER – IT SKILLS WILL ASSIST	

P10 - NATIONAL SUPPORT ELEMENTS (NSEs) – Note: The below organization **is not part of the CTF HQ manning** – rather it is the formal logistics coordination element from the each of the participating nations that provides their forces OPCON / TACON to a CTF command. The NSE Chief and staff work under the direction of the NCE. The NSE coordinates the national support requirements for their respective forces. The actual organization and size of a given NSE varies based upon the assessment / judgment of the nation involved. The NCE Commander can be dual-slotted with another CTF personnel position. Refer to paragraph 4.6 above for more details.

1	P10	P9100	C-769	COMMANDER, NSE	O-6	RANK DEPENDANT ON FORCES COMMITTED	
2	P10	P9100	C-772	NSE OPERATIONS OFFICER	O-5		
3	P10	P9100	C-771	NCE PLANS OFFICER	O-5		
4	P10	P9100	C-768	NCE OPERATIONS NON-COMMISSIONED OFFICER IN CHARGE / CIVILIAN	TBD	WEBMASTER – IT SKILLS WILL ASSIST	
5	P10	P9100	C-767	ADMINISTRATIVE NON-COMMISSIONED OFFICER / CIVILIAN	TBD	WEBMASTER – IT SKILLS WILL ASSIST	

CHAPTER 3

PLANNING DOCUMENT FORMATS

1. **Purpose.** The following annexes outline formats for CTF CAP Orders and Estimates.
2. **Background Notes.** The formats contained in this annex are designed for multinational operations and are an outgrowth of various multinational documents.
 - 2.1. These formats are designed to act as a starting point verses being an exact formula to be followed. During actual operations or exercises it is anticipated these formats will be refined to meet needs of the CCTF.
 - 2.2. Continual refinement of the formats is an essential part of this SOP. Refinement will greatly assist in planning process standardization. Agreement on formats is a major step toward agreement on the planning process.

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Annex:

Annex A: Strategic Assessment Format

Annex B: Warning Order Format

Annex C: Commander's Estimate (CCTF and Supported Strategic Commander)

Annex D: Planning Order Format

Annex E: Alert Order Format

Annex F: OPORD Format

Annex G: Execute Order Format.

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ANNEX A

STRATEGIC ASSESSMENT FORMAT

1. **Initial Strategic Assessment.** This format is used by participating MNF nation's strategic / theater commanders (Supported Strategic Commander) during Phase 1 of the CAP procedure. This is NOT a CTF level operational document. However, it is a key document for reference by the Commander, CTF (CCFT) and CTF command. This is an assessment of the crisis situation by the Supported Strategic Commander which is forwarded to the Lead Nation National Authorities uses in the consultation process with other nation's National Authorities.

1.1. It is possible that not all the below information will be fully developed by the end of Phase 1. However, this assessment format can aid the National Authorities consultation process. Further, It can assist each nation's strategic military commander (Supported and Supporting Strategic Commanders) in development of their respective strategic assessments. Continual review of the factors contained in this assessment (during Phase 1 and 2) is essential for the National Authorities consultation process.

1.2. This assessment is one of the inputs for **determination of whether or not a multinational military effort is warranted**. It also serves in development of the Essential Strategic Guidance by the respective National Authorities. Refer to [Part B, Chapter 1, Strategic Factors](#) for this essential guidance.

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1. Strategic Assessment Background:

- International political, diplomatic, economic, and military situation.
- Applicable multilateral or bilateral treaty obligations.
- Foreign policy objectives.

2. Enemy / Threat Force (Crisis Situation) : Note: If this situation involves lower level Military Operations Other Than War (MOOTW) with no enemy forces threat; then replace this paragraph with an outline of the operational intelligence of the environment (the overall crisis environment, the various actors / stakeholder in the crisis situation – their missions and end states, crises impacts on the national levels and impacts on situation and area, possible 2nd and 3rd order impacts from a diplomatic, informational, military, and economic perspective with estimated future crisis COAs that may occur:

- Political, diplomatic, economic, and military objectives.
- Potential alliances.
- Military capabilities.
- Intent and probable courses of action.
- Strategic and operational centers of gravity.
- Decision process.

3. Friendly Forces Situation:

- Political, diplomatic, and economic strategies.
- Operations expected of other allied or coalition forces.
- Military force dispositions of participating nations in multinational force.

- Other nations
- Attitudes and Considerations
- Strategic center of gravity.
- Assumptions.
- Constraints.

4. Broad Military options – Initial Estimates:

- A....
- B....
- C....
- Analysis of military options vs. enemy capabilities and intent (or crisis conditions and future conditions).
- Comparison of military options.
- Recommended military option:
- Complementary political, diplomatic, and economic actions

5. Command Relationships and Forces.

- Recommended Lead Nation
- Supported Strategic Commander identification (Note: The Lead Nation can identify this commander; usually is from the Lead Nation Senior Military Command structure – national or theater).
- Designated primary Supporting Strategic Commanders.
- Identify special functional support requirements (strategic lift, medical, special operations forces, etc) for Supporting Strategic Commanders and participating nations.
- Nominal national forces for assignment to the CTF.
- Recommended command relationships for national forces participation within the CTF.

Note: Results of the strategic assessments are presented to respective National Authorities in accordance with national procedures. In turn, respective National Authorities enter into consultation with one another for determination of whether or not a multinational military effort is required.

ANNEX B

WARNING ORDER FORMAT

1. **Warning Order.** The Warning Order is prepared by the Lead Nation National Authorities and the Supported Strategic Commander.
2. **Background.** The Warning Order starts Phase III Course of Action Development and formally initiates crisis action planning by the Supported Strategic Commander and the Commander, CTF (CCTF). This order should be published as soon as feasibly possible. If the CTF is not already designated and activated, it directs activation of a CTF headquarters, assigns forces for planning, assigns missions and tasks, specifies command relationships, and contains all readily available planning guidance pertaining to the crisis situation.

ORDTYPE/WARNORD

PURPOSE. () THIS IS AN ACTIVATION AND WARNING ORDER. COALITION TASK FORCE _____
(CTF-__) IS ACTIVATED FOR PLANNING EFFECTIVE (DTG). (Designate Commander CTF and Deputy
Commander). SUBMIT COMMANDERS ESTIMATE WITH PREFERRED AND ALTERNATIVE COAs NLT (DTG).

TIMEZONE/Z//

FORCES/ () TASK ORGANIZATION: FORCES AVAILABLE FOR PLANNING//
UNIT /UNITDES /UNITLOC /CMNTS /(Unit name) /(Location) /(Comments)//

1. () SITUATION

A. () GENERAL (Strategic political/military situation)

B. () ENEMY / THREAT

(Enemy forces in the expected area of operations and capabilities)

(Intent and probable course of action)

(Initial Strategic, Operational, and Tactical Center of Gravity)

C. () FRIENDLY

(Foreign policy objectives. National end states, Political, diplomatic, and economic strategies)

(Anticipated attitudes and actions of friendly nations)

(Operations expected of other national, allied or coalition forces)

(Initial Strategic, Operational, and Tactical Center of Gravity)

D. () CONSTRAINTS AND RESTRICTIONS

E. () ASSUMPTIONS

2. () MISSION

3. () EXECUTION

A. () COMMANDERS INTENT (intent including end state to result from CTF operations)

B. () PLANNING GUIDANCE

(General guidance on courses of action to be considered or not considered)

(Define CTF AO and DTG effective)

(OPSEC guidance)

(Deception guidance)

(PSYOP guidance: Objective, Themes to emphasize, Themes to avoid)

(Combined intelligence management procedures)

(Rules of engagement (ROE) including procedure for requesting changes)
(Counterintelligence guidance)
(Civil affairs guidance)

C. () COORDINATING INSTRUCTIONS

(CTF HQs and Command are activated as of)
(Anticipated C-day, L-hour. Anticipated D-day)
(Anticipated duration of operation)
(Authorization for direct liaison)
(Requirements to assign liaison teams)

4. () ADMIN AND LOG

A. () ADMIN

(Reporting requirements and instructions)
(CTF Staff personnel augmentation requirements and procedures)
(Classification guidance)
(Public affairs guidance)
(Combat camera guidance)

B. () LOGISTICS

(Logistics constraints)
(Concept of logistic support)
(Deployment management including use of national automated systems)
(Strategic lift apportionment, load planning factors, other movement planning guidance)
(Applicable agreements)
(Funding instructions)//

5. () COMMAND AND SIGNAL

A. () COMMAND RELATIONS

(Designate the CCTF, the Supported Strategic Commander, and Supporting Strategic Commanders)
(Designate national force commanders within the CTF)
(Authority of CCTF over assigned national forces)
(Location, normally the CTF AO boundary, where the CTF Commander will assume control over assigned forces)
(Logistics authority of CCTF)
(Liaison requirements)
(Relationships between CCTF and embassies and other allied or coalition governments and forces within AO)

() FORCES CONTAINED IN TASK ORGANIZATION ARE ASSIGNED FOR PLANNING UPON RECEIPT OF THIS ORDER. FORCES WILL BE ASSIGNED OPCON OR TACON BY ALERT OR EXECUTE ORDER.

B. () COMMUNICATIONS GUIDANCE

(Requirements for comm with higher HQ)
(COMSEC instructions)
(Procedures for obtaining frequencies, Satellite Communications (SATCOM access), routing indicators, message addresses, etc.)
(Applicability of existing Communication and Electronic Operating Instructions)

AKNLDG/YES

DECL/OADR

ANNEX C

COMMANDER'S ESTIMATE FORMAT

(CCTF AND SUPPORTED STRATEGIC COMMANDER)

1. **Supported Strategic Commander's & CCTF Estimate.** The Commander's Estimate is submitted by the CCTF to the Supported Strategic Commander in response to the Warning Order. In turn, the Supported Strategic Commander prepares his Commander's estimate (in reality these are parallel estimate actions) and forwards it to the Lead Nation's National Command Authorities. It summarizes the commander's assessment of the situation and contains his preferred and alternative Courses Of Action (COAs). This is the primary planning product for Phase III of the CTF CAP.
2. **Background.** This estimate should be submitted as soon as possible after receipt of the Warning Order but not later than the deadline established in the Warning Order. Seventy-two hours are normally provided for preparation and submission of the Commander's Estimate. Supporting Strategic Commanders normally do not submit Commander's Estimates, but may be required to submit other specific information for assisting the supported commander in formulating and evaluating the various COAs. DIRLAUTH ([refer to Part B, Chap 2: Command and Control Options](#)) is normally authorized as a coordination relationship between the Supported Strategic Commander and Supporting Strategic Commanders to assist in timely flow of planning collaboration and support coordination.

=====

SUBJ/COMMANDERS ESTIMATE ()

REF/A/DOCUMENTS

PURPOSE: WARNING ORDER//

1. () MISSION

2. () SITUATION AND COURSES OF ACTION

A. () (Summarize the political and military situation leading to crisis).

B. () (Summarize relative combat power and characteristics of the area that have a significant effect on COA evaluation and selection).

C. () (Summarize enemy capabilities and vulnerabilities that significantly affect COA evaluation and selection).

D. () FORCE REQUIREMENTS. (Identify forces required to accomplish mission. Identify requirements for forces not made available in the Warning Order).

E. () CCTF (or Supported Strategic Commander if this is his report to Lead Nation National Command Authorities) HAS DEVELOPED THE FOLLOWING COAS:

(1) () COA 1 ...

(2) () COA 2 ...

(3) () COA 3 ...

3. () **ANALYSIS OF OPPOSING COAS.** (Summarize enemy capability to adversely affect execution of each COA).4. () **COMPARISON OF OWN COAS.** (Summarize advantages and disadvantages of each COA. Include statement of conclusions and brief rationale for the preferred COA).

5. () **DECISION.** CCTF RECOMMEND COA ____.

6. () **REMARKS.** (Commander's remarks as appropriate).

DECL/OADR

ANNEX D

PLANNING ORDER FORMAT

1. **Planning Order Format.** The Planning Order is an optional order from the Lead Nation National Authorities directing that execution-planning activities begin before the National Authorities have formally approved a COA. Use of the Planning Order allows flexibility in directing military activities by allowing planning to proceed in a timely fashion pending a collective National Authorities decision. If issued, a planning order would be issued in Phase 4 of the MNF CAP.
2. **Background.** In extremely time-sensitive situations, the Planning Order may be used in lieu of a Warning Order. If a Warning Order is not issued, a Planning Order is required.
 - 2.1. The Planning Order will normally describe a specific COA, direct execution planning to begin, and provide other information normally contained in the Warning Order.
 - 2.2. The planning order does not replace the formal Lead Nation National Authorities approved Alert Order. Stated another way, the planning order does not eliminate requirement for Lead Nation National Authorities approval of a COA before executing MNF operations.

=====

OP/(Operation code name)

MSGID/ORDER

REF/A/DOC

SUPPORTED STRATEGIC COMMANDER WARNING ORDER

PURPOSE () THIS IS A PLANNING ORDER. CONDUCT EXECUTION PLANNING BASED ON COA NUMBER ____ FROM REF A AND PLANNING GUIDANCE CONTAINED HEREIN. SUBMIT OPORD NLT (DTG).

TIMEZONE/Z

HEADING/ () TASK ORGANIZATION: THE FOLLOWING FORCES ARE AVAILABLE FOR PLANNING UNIT /UNITDES /UNITLOC /CMNTS /(Unit name) /(Location) /(Comments)

1. () SITUATION

A. () GENERAL (Strategic political/military situation/)

B. () ENEMY / THREAT

(Enemy forces in the expected area of operations and capabilities)

(Intent and probable course of action)

(Strategic, Operational, and tactical centers of gravity)

C. () FRIENDLY

(Foreign policy objectives. National end states, political, diplomatic, and economic strategies)

(Anticipated attitude and actions of friendly nations) (Operations expected of other national, allied or coalition forces) (Strategic, Operational, and tactical centers of gravity)

D. () CONSTRAINTS

E. () ASSUMPTIONS

2. () MISSION

3. () EXECUTION

A. () COURSE OF ACTION. CONDUCT DETAILED PLANNING FOR COA NUMBER ____ CONTAINED IN REF A.
(Amplify or modify as required)

B. () PLANNING GUIDANCE

(Define MNF AO and DTG effective) (OPSEC guidance)
(Deception guidance) (PSYOP guidance: Objective, Themes to emphasize, Themes to avoid)
(Coalition / Combined intelligence management procedures)
(Counterintelligence guidance)
(Civil affairs guidance)

C. () COORDINATING INSTRUCTIONS

() (MNF HQs and Command are activated as of) () PROPOSED C-DAY AND L-HOUR IS (DTG).

(2) () TARGET DATE FOR EXECUTION IS _____.

(Anticipated duration of operation)
(Authorization for direct liaison)
(Requirements to assign liaison teams)

4. () ADMIN AND LOG

A. () ADMIN

(Reporting requirements and instructions)
(MNF Staff personnel augmentation requirements and procedures)
(Classification guidance)
(Public affairs guidance)
(Combat camera guidance)

B. () LOGISTICS

(Logistics constraints)
(Concept of logistic support)
(Deployment management, including use of national automated systems)
(Strategic lift apportionment, load-planning factors, other strategic movement planning guidance)
(Applicable agreements)
(Funding instructions)

5. () COMMAND AND SIGNAL/

A. () COMMAND RELATIONS

(Designate the CMNF, the Supported Strategic Commander, and Supporting Strategic Commanders)
(Designate national force commanders within the MNF)
(Authority of MNF Commander over assigned national forces)
(Location, normally the AO boundary, where MNF Commander will assume control over assigned forces)
(Liaison officer requirements) (Logistics authority of MNF Commander)
(Relationships between MNF Commander and participating embassies and other allied or coalition governments and forces within AOR)

() FORCES CONTAINED IN TASK ORGANIZATION ARE ASSIGNED FOR
PLANNING UPON RECEIPT OF THIS ORDER. FORCES WILL BE ASSIGNED OPCON OR TACON BY ALERT
OR EXECUTE ORDER.

B. () COMMUNICATIONS GUIDANCE

(Requirements for communications with higher HQ) (COMSEC instructions)
(Procedures for obtaining frequencies, SATCOM access, routing indicators, Plain Language Address Directory (PLADs), etc. (Applicability of existing CEOs)

AKNLDG/YES

DECL/OADR

ANNEX E

ALERT ORDER FORMAT

1. **Alert Order Format.** The Alert Order is a coordinated message from the Lead Nation National Authorities to the Supported Strategic Commander to announce the selected COA that has been approved by the National Authorities and to direct the preparation of an OPORD. The issuance of the Alert order formally ends Phase IV of the CTF CAP.
2. **Background.** The Alert Order will describe the approved COA in sufficient detail for the Supported Strategic Commander to prepare an OPORD, and it will contain guidance as may be appropriate to change or amplify guidance previously provided in the Warning Order and/or the Planning Order.
 - 2.1. In extremely time-sensitive situations, the Alert Order may be issued in lieu of the Warning Order.
 - 2.2. When issued in lieu of the Warning Order, the Alert Order contains information normally provided in the Warning Order.

=====

OPER/(Operation code name)

MSGID/ORDER

REF/A/DOC

PURPOSE () THIS IS AN ALERT ORDER. THE SUPPORTING STRATEGIC COMMANDERS National Authorities HAVE AUTHORIZED EXECUTION PLANNING FOR OPERATION (Operation code name). SUBMIT OPORD PER REF A NLT (DTG).

TIMEZONE/Z

HEADING/ () TASK ORGANIZATION: THE FOLLOWING FORCES ARE APPROVED FOR THIS OPERATION//
UNIT /UNITDES /UNITLOC /CMNTS /(Unit name) /(Location)/(Comments)

1. () SITUATION

A. () GENERAL (Strategic political/military situation)

B. () ENEMY
(Enemy forces in the expected area of operations and capabilities)
(Intent and probable course of action)
(Strategic, Operational, and tactical centers of gravity)

C. () FRIENDLY
(Foreign policy objectives. Political, diplomatic, and economic strategies.)
(Anticipated attitude and actions of friendly nations)
(Operations expected of other national, allied or coalition forces)
(Strategic, Operational, and tactical centers of gravity)

D. () CONSTRAINTS

E. () ASSUMPTIONS

2. () MISSION

3. () EXECUTION

A. () COURSE OF ACTION. (Describe COA as approved by the Lead Nation National Authorities)

B. () PLANNING GUIDANCE

(Define CTF AO and DTG effective)

(OPSEC guidance)

(Deception guidance)

(PSYOP guidance: Objective, Themes to emphasize, Themes to avoid)

(Combined intelligence management procedures)

(Rules of engagement (ROE) including procedure for requesting changes)

(Counterintelligence guidance)

(Civil affairs guidance)

C. () COORDINATING INSTRUCTIONS

() (CTF HQs and Command are activated as of)

(1) () PROPOSED C-DAY AND L-HOUR IS (DTG)

.

(2) () TARGET DATE FOR EXECUTION IS _____.

(Anticipated duration of operation)

(Authorization for direct liaison)

(Requirements to assign liaison teams)

4. () ADMIN AND LOG

A. () ADMIN

(Reporting requirements and instructions)

(CTF Staff personnel augmentation requirements and procedures)

(Classification guidance)

(Public affairs guidance)

(Combat camera guidance)

B. () LOGISTICS

(Logistics constraints) (Concept of logistic support)

(Deployment management including use of national automated systems)

(Strategic lift apportionment, load planning factors, other strategic movement planning guidance)

(Applicable agreements)

(Funding instructions)

5. ()-COMMAND AND SIGNAL

A. () COMMAND RELATIONS

(Designate the CCTF, Supported Strategic Commander, and Supporting Strategic Commanders)

(Designate national force commanders within the CTF)

(Authority of CCTF over assigned national forces)

(Location, normally the AO boundary, where the CCTF will assume control over assigned forces)

(Liaison officer requirements) (Logistics authority of CCTF)

(Relationships between CCTF and participating embassies and other allied or coalition governments and forces within AOR)

() FORCES CONTAINED IN TASK ORGANIZATION ARE ASSIGNED FOR PLANNING UPON RECEIPT OF THIS ORDER. FORCES WILL BE ASSIGNED OPCON OR TACON BY ALERT OR EXECUTE ORDER.

B. () COMMUNICATIONS GUIDANCE

(Requirements for communications with higher HQ) (COMSEC instructions)

(Procedures for obtaining frequencies, SATCOM access, routing indicators, Plain Language Address Directory PLADs, etc.) (Applicability of existing CEOIs)

AKNLDG/YES

DECL/OADR

APPENDIX F

OPORD FORMAT

1. **OPORD FORMAT.** Phase V of the MNF CAP begins when the Supported Strategic Commander receives the Alert Order (from the Lead Nation National Authorities) that directs preparations of an OPORD.
2. **Background.** The Supported Strategic Commander converts the approved COA into an OPORD and submits the OPORD to the Lead Nation National Authorities for review in terms of adequacy and feasibility.
 - 2.1. When the Lead Nation National Authorities approves the OPORD, the Supported Strategic Commander issues the plan to CMNF (Note: to support parallel planning, working copies of the OPORD may be forwarded to the CMNF prior to the National Authorities approval).
 - 2.2. The CMNF develops a draft OPORD in parallel with the Supported Strategic Commander's OPORD and submits it to the Supported Strategic Commander for review in terms of adequacy and feasibility. This draft OPORD is also shared with the MNF components to support timely preparation of subordinate plans.

=====

OPER/(Operation code name)

MSGID/ORDER

REF/A/DOC

TIMEZONE/Z

HEADING/ () TASK ORGANIZATION// UNIT/UNITDES /UNITLOC /CMNTS/(Unit name) /(Location) /(Comments)

1. () SITUATION

A. () GENERAL POL/MIL SITUATION

B. () ENEMY/THREAT FORCES

(Dispositions, capabilities, intent and probable course of action, strategic, operational, and tactical centers of gravity)

C. () FRIENDLY FORCES

(National Authorities objectives and intent, mission and intent, support provided by supporting commands and agencies, operations expected of other allied or coalition forces, strategic, operational, and tactical centers of gravity)

D. () CONSTRAINTS AND RESTRAINTS

2. () MISSION (Restated MNF mission)

3. () EXECUTION

A. () COMMANDERS INTENT

B. () CONCEPT OF OPERATIONS

C. () TASKS

(1) () Supported Strategic Commander Tasks (If operation is phased, list specific tasks by phase)

(2) () Supporting Commanders' Tasks

(3) () Supporting Component Tasks

(4) () CMNF Tasks

(5) () Intelligence Tasks

(6) () Other Tasks

D. () COORDINATING INSTRUCTIONS

(1) () THIS PLAN EFFECTIVE FOR PLANNING UPON RECEIPT AND FOR EXECUTION ON ORDER.

(2) () DIRECT LIAISON AUTHORIZED AMONG COMPONENTS AND SUPPORTING COMMANDS INFO CMNF.

(3) () ANTICIPATED C-DAY:

(4) () ANTICIPATED D-DAY AND H-HOUR:

(5) () ANTICIPATED LENGTH OF OPERATION:

(6) () SEE ANNEX C (OPERATIONS).

(7) () SEE ANNEX G (CIVIL AFFAIRS).

(8) () SEE ANNEX L (OPSEC).

(9) () ROE PER APPENDIX 8 (ROE) TO ANNEX C.

(10) () (Instructions concerning preparation of component plans and component plan backbriefs).

(11) () (Other instructions applicable to two or more components).

4. () ADMIN AND LOG

A. () CONCEPT OF LOGISTICS SUPPORT (Summarize concept and refer to Annex D)

B. () CONCEPT OF PERSONNEL SUPPORT (Summarize concept and refer to Annex E)

C. () PUBLIC AFFAIRS. SEE ANNEX F.

D. () MEDICAL SERVICES (Summarize concept of medical support and refer to Annex Q)

5. () COMMAND AND SIGNAL (Summarize and refer to Annex A for details)

A. () COMMAND RELATIONSHIPS

(1) () LIAISON OFFICER REQUIREMENTS

B. () COMMAND POST LOCATIONS

C. () COMMAND, CONTROL, COMMUNICATIONS AND COMPUTER SYSTEMS

(1) () CRITICAL COMMUNICATIONS BETWEEN MILREPS AND CMNF:

(2) () CRITICAL COMMUNICATIONS BETWEEN CMNF AND COMPONENTS:

(3) () SEE ANNEX K (COMMUNICATIONS).

6. () ANNEXES TO OPORD (ALL PUBLISHED VIA SEPCOR):

ANNEX A (COMMAND RELATIONSHIPS)
ANNEX B (INTELLIGENCE)
ANNEX C (OPERATIONS)
ANNEX D (LOGISTICS)
ANNEX E (PERSONNEL)
ANNEX F (PUBLIC AFFAIRS)
ANNEX G (CIVIL AFFAIRS)
ANNEX K (COMMUNICATIONS)
ANNEX L (OPSEC)
ANNEX Q (MEDICAL)
ANNEX? (INFORMATION OPERATIONS)
ANNEX? (PAO)
ANNEX? (SPECIAL OPERATIONS)
ANNEX? (WEATHER)

AKNLDG/YES/INST ACK RECEIPT BY MSG TO THIS HQ

DECL/OADR

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ANNEX G

EXECUTE ORDER FORMAT

1. **Execute Order Format.** Phase VI of the CTF CAP begins when the Lead Nation National Command Authorities, in consultation with participating Nation National Command Authorities, decide to execute the OPORD.
2. **Background.** Upon approval by the Lead Nation National Command Authorities, the Supported Strategic Commander issues an Execute Order, which directs execution of the OPORD previously forwarded to the CCTF.
 - 2.1. CCTF issues the approved OPORD to the CTF components.
 - 2.2. The CCTF could also issue an Alert Order directing execution of the previous draft OPORD forwarded to the CTF components in Phase V but this doesn't necessarily require an Execute Order at the operational level. A simple execute message referring to the draft OPORD or the on-order OPORD can serve as the approval for execution.

=====

OPER/(Operation code name)

MSGID/ORDER

REF/A

ORDTYPE/EXORD

PURPOSE () THIS IS AN EXECUTE ORDER. PER REF A AND B THE National Command Authorities HAVE AUTHORIZED THE EXECUTION OF OPERATION (Operation code name)

TIMEZONE/Z

HEADING/ () TASK ORGANIZATION: PER REF ____

1. () SITUATION. THE National Command Authorities HAVE AUTHORIZED AND DIRECTED THE EXECUTION OF THE PLAN FOR OPERATION (Operation code name) CONTAINED IN REF ____.

2. () MISSION

3. () EXECUTION

A. () COURSE OF ACTION. PER REF ____.

B. () PLANNING GUIDANCE. PER REF ____.

C. () COORDINATING INSTRUCTIONS

(1) () PER REF ____.

(2) () C-DAY AND L-HOUR IS (DTG).

(3) () D-DAY AND H-HOUR IS (DTG).

(4) () CCTF AOR PER REF C IS ESTABLISHED EFFECTIVE (DTG)

4. () ADMIN AND LOG. ADMIN AND LOG. PER REF ____.

5. () COMMAND AND SIGNAL.

A. () PER REF ____.

B. () ASSIGNED FORCES PER REF ____ REPORT OPCON TO CCTF UPON ENTERING THE CCTF AOR

AKNLDG/YES

DECL/OADR

CHAPTER 4

REPORTS MATRIX AND REPORT FORMATS

1. Purpose. To frame the information requirements (reports) for a CTF Headquarters. The majority of these reports will be classified to some degree based upon the situation. Reports made in support of Humanitarian Assistance / Disaster Relief (HA/DR) missions are expected to be UNCLASSIFIED.

NOTE: THIS SECTION IS A CONTINUING “WORK IN PROGRESS” and is updated during each MNF SOP Workshop based upon the functional areas BEING addressed. Recommendations for additions and deletions are most welcome. Send comments to mpat@mpat.org.

1.1. Section 1: Reports Matrix.

1.2. Section 2: Reports Formats

2. Reports Matrix. Listed below is the reports matrix for a CTF headquarters.

Information Requirement	FROM	TO	Battle Rhythm Schedule	FREQ	Classification	Priority	Reference
Lead & Participating Nations/Supported Strategic Comdr's/ National Command Elements Information Requirements							
Strategic Assessment	LPN/SSE	CCTF	Pre-D	Pre Mission	Classified	Medium	Part C, Ch 5
CCTF Estimates/ Assessments	CCTF	LN/SSC/NCE	Pre-D	Pre Mission	Classified	Medium	Part C, Ch 5
CCTF Mission Briefing	CCTF	LPN/SSC/NCE	Pre-D	Pre Mission	Classified	Medium	Part C, Ch 3, 5
CCTF Situation Reports/ Updates	CCTF	LPN/SSC/NCE	As per Battle Rhythm	Daily	Classified	Medium	Part C, Ch 3 Annex B
CCTF CCIRs (PIRs, FFIRs, EEfIs, etc)	CCTF	LPN/SSC/NCE		As Required	Classified	High	Part C, Ch 2
Request For Forces (RFF)	CCTF	LPN/SSC/NCE		As Required	Classified	Medium	Part B, Ch2; Part C, Ch 1
CCTF Public Affairs Guidance	CCTF	LPN/SSC/NCE		As Required	Classified	Medium	Part C, Ch 8, Annex C, App 2
CCTF After Action Reviews	CCTF	LPN/SSC/NCE	Post Mission	On Comd	Classified	Low	Part B, Ch 2, Annex B, Tab B

Information Requirement	FROM	TO	Battle Rhythm Schedule	FREQ	Classification	Priority	Reference
CTF HQ Information Requirements							
Planning Reports and Estimates (These are generally reports that are generated prior to the operation)							
Personnel Estimate	PF	CTF HQ	Pre-D	Pre Mission	Classified	High/Medium	Requirements in Part C, Ch 1
Intelligence Estimate	PF	CTF HQ	Pre-D	Pre Mission	Classified	High/Medium	Requirements in Part C, Ch 2
Medical Estimate	PF	CTF HQ	Pre-D	Pre Mission	Classified	High/Medium	Part C, Ch 4 Annex A ; Part C, Ch 8, Annex E
Logistic Estimates	PF	CTF HQ	Pre-D	Pre Mission	Classified	High/Medium	Part C, Ch 4 Annex A
CIMIC Estimate	PF	CTF HQ	Pre-D	Pre Mission	Classified	High/Medium	Requirements in Part C, Ch 7
Execution Reports and Requests (These are generated during the conduct of the operation)							
Contact/Casualty/Damage Reports	All	CTF HQ		As Required	Unclassified	High	(No Forms)
Intel Summary	PF	CTF HQ	As per Battle Rhythm	Daily	Classified	High	Part C, Ch 2
SITREPs from PF (Pers, Log, CIMIC, etc)	PF	CTF HQ	As per Battle Rhythm	Daily	Classified	High	Part C, Ch 3, 4, & 7
Personnel Recovery Reports	All	CTF HQ		As Required	Classified	High	Requirements in Part D, Ch 1 Annex B
Participaing Forces After Action Reviews	PF	CTF HQ	Post Task	On Comd	Classified	Low	Part B, Ch 2, Annex B, Tab B

Information Requirement	FROM	TO	Battle Rhythm Schedule	FREQ	Classification	Priority	Reference
Logistics Contract and Host Nation Support Report	NSE	CLCC		on activation and as updates occur (min daily, max weekly)	Unclassified	Medium	Part F, Ch 4
Critical Systems Report	CLCC	CTF C4		Daily	Classified	High	Part F, Ch 4
Logistics Movement Report	CLCC	CTF C4		Daily	Classified	High	Part F, Ch 4
Munitions Report	CLCC	CTF C4		Daily	Classified	High	Part F, Ch 4
Petroleum Capabilities Report	CTF Components & NSE	CTF C4		Daily	Classified	High	Part F, Ch 4
Logistics SITREP	CTF C4	CTF, Supported Commander		Daily	Classified	High	Part F, Ch 4
Report on Petroleum	CTF Component & NSE	CTF C4		Daily	Classified	High	Part F, Ch 4
Requests (These are generated during both Planning and Execution phases of an operation)							
RFF	PF	CTF HQ		As Required	Unclassified	High	Part B, Ch2; Part C, Ch 1
Environmental Scan (working environ assess)	All	CTF HQ		As Available	Unclassified	Medium	Part C, Ch 9, Annex J
RFIs	All	CTF HQ		As Required	Classified	Medium	Form in Part C, Ch 9, Annex G, App 4
Request for Assistance	Outside CTF	CTF HQ		As Received	Unclassified	High	Form in Part D, Ch 1, Annex C

Information Requirement	FROM	TO	Battle Rhythm Schedule	FREQ	Classification	Priority	Reference
Participating Forces Information Requirements							
OPORDs/OPLANs, (e.g., ALERTORDs, WNGORDs, FRAGOs)	CCTF	PF		On Comd	Classified	Medium	Part B, Ch 2; Part C, Ch 3; Part F, Ch 3
CCTF PA Guidance	CCTF	PF		On Comd	Classified	Medium	Form in Part C, Ch 8, Annex C, App 5
Mission/ Decision Briefs	PF	CCTF		On Comd	Classified	Medium	Part B, Ch 2, Annex B
Information Requirements from other Civilian Agencies/NGOs							
Specialist Reports	Outside CTF	CCTF		As Available	Unclassified	High	No Fixed Template
Crisis Situation Reports	Outside CTF	CCTF		As Available	Unclassified	High	No Fixed Template
Status Reports	Outside CTF	CCTF		As Available	Unclassified	Medium	No Fixed Template
Support Plans to Military Operations	Outside CTF	CCTF		As Available	Unclassified	Medium	No Fixed Template
Status of Assets/ Capabilities/ Logistics	Outside CTF	CCTF		As Available	Unclassified	Medium	No Fixed Template

Remarks: LN = Lead Nation / LPN = Lead & Participating Nations / SSC = Supported Strategic Commander / NCE = National Command Elements /

PF = Participating Forces / CCTF = Commander Coalition –Combined Task Force / CTF = Coalition – Combined Task Force

3. Report Formats. Listed below are report formats completed as of June 2011 for a CTF headquarters.

3.1. Logistics Contract and Host Nation Support Report (CH REP) Guidance and Template

3.1.1. Purpose. Two part report provides summary info and status on contract and HNS activities supporting CTF operations. Multinational Contracting and Host Nation Support Cell provides part I with a status of NSE and/or CTF contracts. Part II addresses NSE and/or CTF HNS arrangements. Note: NSE disclosure of contract or HNS information in a multinational/CTF environment may be limited by national commercial-in-confidence (sensitive information) or national caveats.

3.1.2. Reporting Instructions.

i. Submission Timeline: submit to CHCC on activation and as updates occur (min daily, max weekly)

ii. Submitted by:

ii-i. NSEs submit Part I/II to CHCC.

ii-ii. CHCC submits a consolidated (NSE and CTF) Part I/II report to CTF C4.

iii. Method of Transmission:

iii-i. Direct data input on the CTF website or posting of the CH REP file on the CTF portal are preferred methods of transmission.

iii-ii. Email is an alternate transmission mode. The component CH REP will be filled out and emailed to the C4 Fusion Chief. CTF components will utilize available means to submit their report. Report format shall be posted to a CTF Website.

iii-iii. In the event that email is not working, reports will be sent by message or facsimile See Appendix 1 for format.

iii-iv. Secure voice communications systems can be used but reports provided via secure voice systems must also be submitted in hard copy, electronic message, facsimile, or courier as soon as possible.

iii-v. Direct delivery by courier will be used when the above methods of transmission are unavailable.

iv. Classification: Classify reports according to content, but no higher than necessary.

3.1.3. Standard Report Format: Report is open-format/narrative.

i. Part I:

i-i. Contracts established (theater support, external support, systems support)

i-ii. Contractor performance comments/notes

i-iii. List of contractors (other than local) active in AO

i-iv. Contracts under review/renewed

3.1.4. Part II:

i. Host Nation Support offered (direct government support—e.g. infrastructure, facilities, supply/material support)

ii. HNS received/utilized/provided

3.2. Critical System Report (CRITSYSREP) Instruction and Format

3.2.1. Purpose. The Critical System Report (CRITSYSREP) provides CTF C4 with serviceability information on weapon systems, key equipment, key vehicles, or other system-driven capabilities identified by the component commander or CCTF as critical.

3.2.2. Reporting Instructions.

i. CRITSYSREP is submitted by CTF component logistics sections for analysis by CTF C4 Policy & Guidance Division, Maintenance Branch.

ii. Submission Dates: The CRITSYSREP is submitted daily or as directed by CTF C4. Timing should be synchronized within the battle / operational rhythm and support higher headquarters reporting requirements.

iii. Method of Transmission:

iii-i. Direct data input on the CTF website or posting of the CRITSYSREP file on the CTF portal are preferred methods of transmission.

iii-ii. Email is an alternate transmission mode. The component CRITSYSREP will be filled out and emailed to the C4 Fusion Chief. CTF components will utilize available means to submit their report. Report format shall be posted to a CTF Website.

iii-iii. In the event that email is not working, reports will be sent by message or facsimile See Appendix 1 for format.

iii-iv. Secure voice communications systems can be used but reports provided via secure voice systems must also be submitted in hard copy, electronic message, facsimile, or courier as soon as possible.

iii-v. Direct delivery by courier will be used when the above methods of transmission are unavailable.

iv. Classification: Classify reports according to content, but no higher than necessary.

3.2.3. Standard Report Format. Components report systems availability and serviceability for weapon systems, key equipment, key vehicles, or other quantifiable capabilities identified by the component commander or CCTF as critical. Units will report in the following format:

ITEM/TYPE	AUTH	AVAL	% AVAL	NMC	MC	% MC/	Current +96 hr	+15 days

i. ITEM/TYPE: Provide item name and model number (e.g. TANK/Combat, M48A5).

ii. Authorized (AUTH): Provide the quantity of that particular model number that the command is authorized. This quantity may change as additional units are assigned or attached. Deploying US equipment will not be reported as AUTH until the date that the equipment is scheduled to arrive in theater.

iii. Available (AVAL): Provide the quantity of each model the command has on-hand at the as of time of the report.

- iv. Percent Available (% AVAL): Divide the Available (AVAL) quantity by the Authorized (AUTH) quantity and multiply by 100.
 - v. Non-Mission Capable (NMC): Provide the quantity of that particular model number that is Available (AVAL) but NMC.
 - vi. Mission Capable (MC): Provide the quantity of that particular model number that is mission capable. Should be the Available (AVAL) quantity minus the NMC quantity.
 - vii. Percent Mission Capable & Status (%MC&Status): Divide the Mission Capable (MC) quantity by the Authorized (AUTH) quantity and multiply by 100. Ratings will be color coded Green, Amber, Red, Black.
 - viii. Forecast (+96 hrs): Provide the rating the command expects to achieve 96 hrs in the future.
 - ix. Forecast (+15 days): Provide the rating the command expects to achieve 15 days in the future.
- 3.2.4. Ratings: Logistics Sustainability Ratings will be based on the component's subjective evaluation of logistics support and the overall capability to sustain operations. The following color/letter codes apply:
- i. GREEN/Letter G: Operations are Fully Supportable. Assessment indicates operations can be sustained with minimal logistics risk & constraints in terms of required classes of supply, transportation, lines of communication, facilities and services capability/capacity available to sustain the total supported force.
 - ii. AMBER/Letter A: Operations are Supportable with Limitations. Assessment indicates operations can be sustained with some logistics risk, difficulties, problems, or constraints.
 - iii. RED/Letter R: Operations face Major Limitations. Assessment indicates operations can be sustained with great logistics risk, difficulties, problems, or constraints.
 - iv. BLACK/Letter B: Operations cannot be supported. Assessments indicates overwhelming logistics risk and constraints.
 - v. BLANK/Letters "NA": Not applicable. No data or requirement to report
 - vi. GRAY/Letters "UNK": Unknown. Insufficient data to provide a meaningful assessment.

3.2.5. Critical Systems Report (CRITSYSREP) Template

CLASSIFICATION: UNCLASSIFIED

FROM: Component //

TO CTF C4//

SUBJECT: [Insert Nation/Component CRITSYSREP #, As of Date Time Group (e.g. 210045Z APR 11)]

Critical Equipment/Systems Status (critical = assets identified as critical by CCTF and/or Component Commander)

ITEM/TYPE	AUTH	AVAL	% AVAL	NMC	MC	% MC/ Current	+96 hr	+15 days
Critical Systems only ...	(total # authorized, regardless of actual location or condition)	(total # available and in place for JTF use, regardless of condition)	Percent Available=AVAL divided by AUTH	Not Msn Capable = AVAL minus MC, (maintenance problem or battle loss)	Mission Capable =AVAL minus NMC	Percent Mission Capable= MC divided by AVAL. Percent% & Color(G)	+96 Hrs Projection Color only (G)	+10 Day Projection Color only(G)

3.3. MOVREP Guidance and Template

3.3.1. Purpose. Two-part report provides summary of key movement status to CTF C4. Part I provides component information on movement asset availability, node and route status. Part II provides C4 an MMCC summary of the movement schedule, priorities and status of CTF movement requests.

3.3.2. Reporting Instructions.

i. Submission Information

i-i. Part I: CTF Component logistics sections submit Part I to C4 Info Management & Fusion Section and MMCC.

i-ii. Part II: MMCC submits the Part II report to CTF C4.

ii. Submission Dates: The MOVREP is submitted daily or as directed by CTF. Timing should be synchronized within the battle / operational rhythm and support higher headquarters reporting requirements.

iii. Method of Transmission:

iii-i. Direct data input on the CTF website or posting of the MOVREPfile on the CTF portal are preferred methods of transmission.

iii-ii. Email is an alternate transmission mode. The component MOVREPwill be filled out and emailed to the C4 Fusion Chief. CTF components will utilize available means to submit their report. Report format shall be posted to a CTF Website.

iii-iii. In the event that email is not working, reports will be sent by message or facsimile See Appendix 1 for format.

iii-iv. Secure voice communications systems can be used but reports provided via secure voice systems must also be submitted in hard copy, electronic message, facsimile, or courier as soon as possible.

iii-v. Direct delivery by courier will be used when the above methods of transmission are unavailable.

iv. Classification: Classify reports according to content, but no higher than necessary.

3.3.3. Standard Report Format: Open-format containing the below elements.

i. Part I (from component to C4 & MMCC):

i-i. Availability of assets: air strat, air intra, sea strat, sea intra, ground intra (from Comp)

- Date, duration, asset (or group of assets), and capacity

i-ii. Node capability & status: air, sea, ground (for each node/location)

i-iii. Route status: air, sea, ground

ii. Part II (from MMCC to C4):

ii-i. Movement schedule: air strat, air intra, sea strat, ground intra (from MMCC)

ii-ii. Movement Priorities (based on C3 Ops Priority)

ii-iii. Status of Movement Requests:

- Major Moves (awaiting/in transit/complete): (from MMCC)
- Backlog/shortfall (from MMCC)

3.4. Munitions Report (MUREP) Instruction and Format

3.4.1. Purpose. Munitions Report (MUREP) provides CTF C4 with visibility of component critical munitions/ammunition planned expenditure, stockholding, expenditure, losses, projected stockholding & projected requirements.

3.4.2. Reporting Instructions.

i. MUREP is submitted by CTF component logistics sections for analysis by CTF C4 Policy & Guidance Division, Supply Branch.

ii. Submission Dates: The MUREP is submitted daily or as directed by CTF C4. Timing should be synchronized within the battle / operational rhythm and support higher headquarters reporting requirements.

iii. Method of Transmission:

i-i. Direct data input on the CTF website or posting of the MUREP file on the CTF portal are preferred methods of transmission.

i-ii. Email is an alternate transmission mode. The component MUREP will be filled out and emailed to the C4 Fusion Chief. CTF components will utilize available means to submit their report. Report format shall be posted to a CTF Website.

i-iii. In the event that email is not working, reports will be sent by message or facsimile See Appendix 1 for format.

i-iv. Secure voice communications systems can be used but reports provided via secure voice systems must also be submitted in hard copy, electronic message, facsimile, or courier as soon as possible.

i-v. Direct delivery by courier will be used when the above methods of transmission are unavailable.

iv. Classification: Classify reports according to content, but no higher than necessary.

3.4.3. Standard Report Format. Components report munitions identified as critical by component and/or CTF commander. Units will report the following format:

i. Munitions: description of the munitions.

ii. Average Consumption Rate: Estimated/average daily consumption rate. This may vary by country and/or component. (Identify methodology used for daily supply based on average historic consumption or projected usage).

iii. Minimum Holdings Required: DOS required on hand. Indicates the minimum inventory level, calculated based on projected lead time for resupply and average consumption rate.

iv. Start Balance: Ending balance transferred from last report.

v. Recent Receipts: Additional stock received since last report.

vi. Expended: Munitions expended since last report from operations.

vii. Other Losses: Munitions written off due to battle damage, production defects or reaching expiration date.

viii. End Balance: Reflects current status and "start balance" for the next MUREP. Rating / color code shall reflect assessment.

ix. Projected Stockholding: Reflects anticipated receipts for the next 96 hours and 15 days. Rating / color code shall reflect assessment.

x. Required Stockholding: Reflects anticipated expenditures for the next 96 hours and 15 days.

- xi. Resupply Considerations: Text field for additional/expanded comments, to include constraints and mitigations.
- 3.4.4. Ratings: Logistics Sustainability Ratings will be based on the component's subjective evaluation of logistics support and the overall capability to sustain operations. The following color/letter codes apply:
- i. GREEN/Letter G: Operations are Fully Supportable. Assessment indicates operations can be sustained with minimal logistics risk & constraints in terms of required classes of supply, transportation, lines of communication, facilities and services capability/capacity available to sustain the total supported force.
 - ii. AMBER/Letter A: Operations are Supportable with Limitations. Assessment indicates operations can be sustained with some logistics risk, difficulties, problems, or constraints.
 - iii. RED/Letter R: Operations face Major Limitations. Assessment indicates operations can be sustained with great logistics risk, difficulties, problems, or constraints.
 - iv. BLACK/Letter B: Operations cannot be supported. Assessments indicates overwhelming logistics risk and constraints.
 - v. BLANK/Letters "NA": Not applicable. No data or requirement to report
 - vi. GRAY/Letters "UNK": Unknown. Insufficient data to provide a meaningful assessment.

3.4.5. Munitions Report Template

Munitions	Average Consumption Rate (per day)	Minimum Holdings Required	Start Balance (from last report)	Recent Receipts (since last report)	Expended (since last report)	Other Losses (since last report)	End Balance (D+E-F-G)	Projected Stockholding		Required Stockholding		Resupply Considerations
								<96 hrs	<15 days	<96 hrs	<15 days	
(Type)	(rounds)	(days of supply)*	(DOS)	(DOS)	(DOS)	(DOS)	(DOS)	(DOS)	(DOS)	(DOS)	(DOS)	
(A)	(B)	(C)	(D)	(E)i	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)

3.5. Bulk Petroleum Capabilities (POLCAP) and Report on POL (REPOL)

3.5.1. Purpose: Provide guidance on POL reporting. There are two standard POL reports: the Bulk Petroleum Capabilities Report (POLCAP) and the Report on POL (REPOL). POLCAP provides the CTF and its Component Commanders with an initial assessment of bulk petroleum support capabilities for planning support and is updated as required. REPOL provides daily operational status on POL storage, inventory, issue, and receipt.

3.5.2. Reporting Instructions:

- i. Submitted By. CTF Components or Participating Nation NSEs.
- ii. Submitted To. CTF C4 Information Management & Fusion Section for consolidation and distribution to CTF C4 Policy & Guidance, Supply Branch.

iii. When Submitted.

iii-i. POLCAP is submitted on CTF activation and after any significant change. During periods of increased activities or extended contingency operations, the C4 may request periodic POLCAP updates. The message requesting POLCAP updates will specify frequency and specific reporting requirements.

iii-ii. REPOL is submitted daily.

iv. Method of Transmission:

iv-i. Direct data input on the CTF website or posting of the POLCAP and REPOL file on the CTF portal are preferred methods of transmission.

iv-ii. Email is an alternate transmission mode. The component POLCAP and REPOL will be filled out and emailed to the C4 Fusion Chief. CTF components will utilize available means to submit their report. Report format shall be posted to a CTF Website.

iv-iii. In the event that email is not working, reports will be sent by message or facsimile See Appendix 1 for format.

iv-iv. Secure voice communications systems can be used but reports provided via secure voice systems must also be submitted in hard copy, electronic message, facsimile, or courier as soon as possible.

iv-v. Direct delivery by courier will be used when the above methods of transmission are unavailable.

v. Classification: Classify reports according to content, but no higher than necessary

vi. Measurement Guidance: Use liters as the basis for reporting, based on the following conversion factors:

vi-i. BBLS (barrels): 158.987 L/BBL

vi-ii. Gallons US: 3.79 L/Gal

vi-iii. Gallons Imperial: 4.55 L/Gal Imperial

3.5.3. Standard Report Format

i. POLCAP: See attached example.

ii. REPOL: See attached example.

ii-i. Product Status is reported in liters (for quantities), in Days of Supply (for DOS), and as a color rating (for DOS Assessment).

3.5.4. Ratings: Logistics Sustainability Ratings will be based on the component's subjective evaluation of logistics support and the overall capability to sustain operations. The following color/letter codes apply:

- i. GREEN/Letter G: Operations are Fully Supportable. Assessment indicates operations can be sustained with minimal logistics risk & constraints in terms of required classes of supply, transportation, lines of communication, facilities and services capability/capacity available to sustain the total supported force.
- ii. AMBER/Letter A: Operations are Supportable with Limitations. Assessment indicates operations can be sustained with some logistics risk, difficulties, problems, or constraints.
- iii. RED/Letter R: Operations face Major Limitations. Assessment indicates operations can be sustained with great logistics risk, difficulties, problems, or constraints.
- iv. BLACK/Letter B: Operations cannot be supported. Assessments indicates overwhelming logistics risk and constraints.
- v. BLANK/Letters “NA”: Not applicable. No data or requirement to report
- vi. GRAY/Letters “UNK”: Unknown. Insufficient data to provide a meaningful assessment.

3.5.5. Report Templates

i. REPOL Template

CTF REPOL(#001)
AS OF: TIME / DATE //

PART 1: MAJOR FACILITY/EVENT STATUS: (PLAIN TEXT DISCUSSION)

PART 2: PRODUCT STATUS: (PRODUCT STATUS IN LITRES)

LOCATION ALPHA							
Product	Issues	Receipts	Usable Inventory	On-hand Inventory	Storage Capacity	Days of Supply (DOS)	DOS Assessment
e.g. JP-8	0	0	0	0	0	0	(G)

LOCATION BRAVO							
Product	Issues	Receipts	Usable Inventory	On-hand Inventory	Storage Capacity	Days of Supply (DOS)	DOS Assessment
e.g. JP-8	0	0	0	0	0	0	(G)

PART 3: BULK TANK STATUS:

LOCATION ALPHA				
Tank #	Product	Capacity	OOS	RTS
e.g. Above Gnd #1	JP-8	1,000K	0	0

PART 4: REMARKS:

- A. DOS DISTRIBUTION QUALIFIERS (BASED ON MODELED OR ASSUMED BURN RATE, BASED ON PHASING OR FORCE FLOW ASSUMPTIONS, BASED ON MAX ISSUE RATE, ETC)
- B. DOS RECEIPT QUALIFIERS (BASED ON USABLE INVENTORY AMOUNT, BASED ON MAX RECEIPT RATE, BASED ON ANTICIPATED STORAGE IMPROVEMENTS OR BATTLE LOSSES, ETC).
- C. JTF POCS: (NAME, PHONE, EMAIL)

ii. POLCAP Template

POLCAP -- (Specify Component and/or Location)						
(U) Concept of resupply and distribution:						
Discuss general concept for receipt and distribution. Include all available dedicated assets (contract/HNS and military).						
Report completed at beginning of operation, then resubmit to add/subtract significant capabilities.						
(U) Receipt Capabilities						
Product	Preference #	Delivery Mode	# of Headers	Max Sim Use	Avg Gallons/Min	Gallons/Hour (GL/HR)
(U) Bulk Storage Capabilities						
(U) Bulk Storage Tanks						
Tank #	Product	Size (Gallons)	Type	Notes:		
(U) Fueling Point (local storage)						
Product	No. of Fillstands	GPM	Average Output	Maximum Sim. Use	Notes:	
JP-8						
DS2						
JPTS						
Other...						
(U) Trucks (mobile fuel point/storage)						
Type Truck	On-Hand	Total Required	Loaded Capacity	Average GPM	Average Turn Time	Maximum Turn Time
(U) Issue Capabilities						
(U) Airfield Hydrant Issue Capabilities						
Type System	No. Pump houses	No. Laterals	No. Outlets	Max Sim Use	Avg Output	Avg Rate Resupply

Type III	1	0	32	5	3,000	1,200 gpm
Phillips	1	0	14	5	3,600	1200 gpm
(U) Notes						Fighter A/C = N/A
Simultaneous Refueling		Wide Body (T-Tail) A/C = xx		Narrow Body A/C = xx		
Clarifying notes/caveats						Maximum Turn Time (10 Min Intervals)
(U) Individual Mobile Issue Capabilities						
Type	On-Hand	Total Required	Loaded Capacity	Average GPM	Average Turn Time	
Truck type						
Hydrant type						
(Other)						
(U) Individual Tactical Issue Capabilities						
Type	On-Hand	Total Required	Capacity	Average GPM		
N/A						
(U) Sustained / Maximum Issue Capabilities						
Issue Capability A		Gallons Per Hour		Gallons Per [specify] xx- Hour Day		
Issue Capability B						
(U) Additive Information						
1. XXX						
(U) Tactical Equipment						
Type	On-Hand	Total Required	Capacity	Average GPM		
XXX						
(U) General Information						
Discuss general laydown of fuel assets and clarify relationships in narrative form.						
(U) Constraints and Limitations:						
1. Discuss construction, demolition, un-/scheduled maintenance and/or mitigations.						

3.6. Logistics Situation Report (LOGSITREP) Instruction and Format

3.6.1. Purpose. The Logistics Situation Report (LOGSITREP) provides the CCTF with an overall logistics assessment from each of the CTF component commands.

3.6.2. Reporting Instructions.

i. Submitted By:

i-i. CTF C4 to Supported Strategic Command J4. Part I only.

i-ii. CTF Components during training and operations. Parts I & II.

ii. Submission Dates: The LOGSITREP is submitted daily or as directed by CTF. Timing should be synchronized within the battle / operational rhythm and support higher headquarters reporting requirements.

iii. Method of Transmission:

iii-i. Direct data input on the CTF website or posting of the LOGSITREP file on the CTF portal are preferred methods of transmission.

iii-ii. Email is an alternate transmission mode. The component LOGSITREP will be filled out and emailed to the C4 Fusion Chief. CTF components will utilize available means to submit their report. Report format shall be posted to a CTF Website.

iii-iii. In the event that email is not working, reports will be sent by message or facsimile. See Appendix 1 for format.

iii-iv. Secure voice communications systems can be used but reports provided via secure voice systems must also be submitted in hard copy, electronic message, facsimile, or courier as soon as possible.

iii-v. Direct delivery by courier will be used when the above methods of transmission are unavailable.

iv. Classification: Classify reports according to content, but no higher than necessary.

3.6.3. Standard Report Format.

i. Part I: Logistics Assessment Narrative Summary. Reporting commands provide a narrative assessment of their overall logistics situation and ratings. The narrative highlights problems, limiting factors, and areas of concern that impact on the Command's ability to conduct combat operations.

i-i. Commands shall provide comments on ratings in Part II that are color coded AMBER or RED. Commands may also provide comments on GREEN ratings of interest.

i-ii. Comments should explain the main cause and operational impact of an AMBER or RED rating, describe corrective actions, estimate when GREEN can be achieved, and request CTF C4 assistance, if required.

i-iii. Any measurements referenced should be noted in metric.

ii. Part II: Logistics Sustainment Ratings. This part is color coded by class of supply and logistics category of service for the reporting command.

ii-i. Elements will evaluate the availability and/or mission capability of each class of supply/service and will report the command's prior (last report), current logistics sustainability status (last 24 hours) and project future logistics sustainability for the next 96 hours and 15 days, or as established in reporting instructions. This will be reported by entering the appropriate color rating in the appropriate column for each of the following classes of supply, service or area:

ii-ii. Areas to be rated are as follows:

- Class 1 – FOOD AND WATER (separately): Includes fresh rations, combat rations, potable water (bulk), potable water (packaged).
- Class 2 – CLOTHING/GENERAL ITEMS: Includes general stores (not nation-specific).
- Class 3 – PETROLEUM, OILS, & LUBRICANTS: (Includes bulk and packaged POL by type, storage/distribution facilities, fuel service contractors, and resupply)
- Class 4 – CONSTRUCTION MATERIEL: (items supporting military construction or infrastructure repair requirements, and field defense stores)
- Class 5 – AMMUNITION: (includes distribution, storage, security, availability for resupply, & inventory)
- Class 6 – PERSONAL DEMAND/WELFARE/CANTEEN ITEMS: (individual discretionary welfare items)
- Class 7 – MAJOR END/PRINCIPAL ITEMS: (Includes weapons systems, materiel handling equipment, vehicles, weapons, communications systems, workspace or special purpose container)
- Class 8 – MEDICAL: (Includes Pharmaceuticals, medical consumables, Blood/Blood products, Medical equipment support items)
- Class 9 - REPAIR PARTS: (Items that support Class 7--kits, assemblies, subassemblies, repairables and non-repairables required for maintenance of all equipment)
- Class 10 – CIVIL MILITARY SUPPORT (Includes material to support non-military programs, donations, etc)
- DISTRIBUTION: (Include Air, Sea, Ground nodes and modes)
- HEALTH SERVICE SUPPORT (Includes Deaths, Serious Injuries, & NBI, Medical Evac (surface & air), Level 3 Capability (by location), and Force Health Protection)
- CONTRACT/HOST NATION SUPPORT: CTF contract and HNS issues should be reported in this section. National contract & HNS arrangements will be reported separately (from NSE to NCE).
- LOGISTICS SERVICES:(Includes Camp Services by location—water, sanitation, hygiene, power, catering, waste disposal and Mortuary Affairs) Contract & HNS will be reported separately through national channels (from NSEs).
- CRITICAL SYSTEMS: (Includes weapon systems, key equipment, key vehicles, or other quantifiable capabilities identified by the component commander or CCTF as critical)

NOTE 1: Support Engineering areas of concern are contained within existing log rating areas.

NOTE 2: MEDSITREP may be submitted/reported separately—if so, the HSS line in part 2 is not required.

3.6.4. Ratings: Logistics Sustainability Ratings will be based on the component's subjective evaluation of logistics support and the overall capability to sustain operations. The following color/letter codes apply:

- i. GREEN/Letter G: Operations are Fully Supportable. Assessment indicates operations can be sustained with minimal logistics risk & constraints in terms of required classes of supply, transportation, lines of communication, facilities and services capability/capacity available to sustain the total supported force.
- ii. AMBER/Letter A: Operations are Supportable with Limitations. Assessment indicates operations can be sustained with some logistics risk, difficulties, problems, or constraints.
- iii. RED/Letter R: Operations face Major Limitations. Assessment indicates operations can be sustained with great logistics risk, difficulties, problems, or constraints.
- iv. BLACK/Letter B: Operations cannot be supported. Assessments indicates overwhelming logistics risk and constraints.
- v. BLANK/Letters "NA": Not applicable. No data or requirement to report
- vi. GRAY/Letters "UNK": Unknown. Insufficient data to provide a meaningful assessment.

3.6.5. Logistics Situation Report (LOGSITREP) Template

FROM: Component //

TO CTF C4//

SUBJECT: [Insert Nation/Component LOGSITREP #, As of Date Time Group (e.g. 210045Z APR 55)]

PART I: Overall Logistics Assessment in narrative form. Briefly address logistics readiness of the command, anticipated logistics problems/shortfalls, limiting factors and areas of concern that have an immediate impact on the commands ability to conduct present and future operations.

PART II: Logistics Commodity and Functional Assessments

As of

CLASS OF SUPPLY	Current	+96hrs	+15days	Comment
Class 1 – FOOD				
Class 1 -- WATER				
Class 2 – CLOTHING/GENERAL ITEMS				
Class 3 – PETROLEUM, OILS, & LUBRICANTS (Bulk)				
Class 3 – PETROLEUM, OILS, & LUBRICANTS (Packaged)				
Class 4 – CONSTRUCTION MATERIEL				
Class 5 – AMMUNITION				
Class 6 – PERSONAL DEMAND/				
Class 7 – MAJOR END/PRINCIPAL ITEMS				
Class 8 - MEDICAL				
Class 9 - REPAIR PARTS				
Class 10 – CIVIL MILITARY SUPPORT				
DISTRIBUTION—including A/SPOD, MSR STATUS				
Air (infrastructure and equip/systems)				
Sea (infrastructure and equip/systems)				
MSR-Land (infrastructure and equip/systems)				
HEALTH SERVICE SUPPORT				
(Do not submit *if* MEDSITREP is provided separately)				
Medical Evac (surface & air)				
Role 3 Capability (by location)				
Force Health Protection				
LOGISTICS SERVICES --MA, LIFE SUPPORT AREAS,ETC				
Mortuary Affairs (for each major node)				
Camp Services (by location)—covers: water, sanitation,				
hygiene, power, catering, & waste disposal				

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