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**ALLIED JOINT DOCTRINE FOR THE
MILITARY CONTRIBUTION TO
HUMANITARIAN ASSISTANCE**

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PREFACE

0001. Allied Joint Publication (AJP)-3.4.3, *Allied Joint Doctrine for the Military Contribution to Humanitarian Assistance*, describes the overarching guidelines and fundamentals to assist Allied joint force commanders (JFCs) and their staffs to plan and provide support to humanitarian assistance (HA). While AJP-3.4.3 is intended for use by operational-level Allied joint force and subordinate component commands, the doctrine is instructive to, and provides a useful framework for, operations conducted by a coalition of NATO, NATO partners, non-NATO nations, and to enhance interaction with other organizations.
0002. Humanitarian assistance is an extraordinarily complex subject involving many actors which include governments, international organizations, non-governmental organizations, and other civil actors who respond to humanitarian crises. The extent of the assistance that can be provided by NATO is guided by several instruments, notably the *Guidelines on The Use of Foreign Military and Civil Defence Assets (MCDA) In Disaster Relief – “Oslo Guidelines”* and the Inter-Agency Standing Committee (IASC) *Civil-Military Guidelines and Reference for Complex Emergencies*. The use of military forces and assets to provide relief aid for other than purely humanitarian purposes or without application of the humanitarian principles might compromise humanitarian access and the safety of humanitarian workers, or otherwise hamper humanitarian activities. Therefore, this AJP has incorporated the IASC guidelines mentioned above. It is intended to describe the military contribution to HA in accordance with those guidelines. While supporting these events, the Alliance’s forces will deal with a diverse range of actors, risks, situations, and demands. These humanitarian actors also use different terminology, and, in many cases, their use is interchangeable; humanitarian action, humanitarian assistance, humanitarian engagement, humanitarian operation, disaster relief, and disaster response all have similar definitions and context to describe support activities dealing with humanitarian emergencies. While the terms may be different, the purpose is virtually the same -- to help save lives, alleviate suffering, and maintain human dignity.
0003. MC 327/2, *NATO Military Policy for Non-Article 5 Crisis Response Operations*, introduces the concept of support to humanitarian crises in broad terms. Specifically, it explains that in crisis response operations, the military often will either be required to perform tasks which are normally the responsibility of a civil authority or humanitarian organization or will specifically provide military support to these organizations. Crisis response in today’s Alliance increasingly require the employment of joint forces in pursuit of NATO goals and objectives. The primary objective of HA is to save lives and provide immediate relief and urgent aid during and after disasters and crises. It may therefore be distinguished from stabilization and reconstruction, which seeks to address the underlying socio-economic and political factors which may have led to a crisis or emergency.

0004. In the case of a disaster relief operation or other humanitarian emergency not connected to any NATO operation, NATO military capabilities may be deployed in support of civil authorities overseeing the emergency. NATO policy on military support for international disaster relief operations, as outlined in MC 343/1, describes the use of military owned or controlled assets and capabilities not connected to any NATO operation. It emphasizes that NATO assistance to international disaster relief operations (IDRO) will be by exception and will not occur without the consultation of the Strategic Commanders, recommendation by the Military Committee (MC), and approval by the North Atlantic Council (NAC). When NATO-led forces are conducting another type of operation, they may be tasked to deal with humanitarian emergencies. In that case, the military assets will be given finite tasks, within means and capabilities, through the military chain of command. AJP-3.4.3 describes the military contribution in response to humanitarian crises conducted both as a separately mounted humanitarian operation and as part of an on-going operation.
0005. Within the Allied joint doctrine architecture, AJP-3.4.3 is categorized as a thematic publication subordinate to AJP-3.4, *Allied Joint Doctrine for Non-Article 5 Crisis Response Operations*, which discusses the principles and various types of crisis response, and highlights those considerations relevant to the successful conduct of operations.

CHAPTER 1 - CONTEXT AND OVERVIEW

0101. **Introduction.** The security environment is global, complex, and volatile. Peace, security, and development are more interconnected than ever which necessitates close cooperation and coordination with a variety of organizations playing their respective roles in crisis prevention and management. Coordination of humanitarian relief efforts is the responsibility the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). The unique capabilities of NATO will continue to be sought to ease human suffering through military support to humanitarian assistance (HA). However, military contributions to HA could be perceived as controversial and, in some cases, undesirable. Therefore, HA and the principled positions of the humanitarian actors should be well understood by NATO to enable adequate decision-making before participating, planning, and executing any military support to HA, to include coordination of tasks contributing to HA.

0102. **Definition.** The Inter-Agency Standing Committee (IASC) definition of HA is “Humanitarian assistance is aid provided to a crisis-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 principles of humanity, impartiality, neutrality and independence.”¹ While this is not a NATO agreed definition per STANAG 3680 and C-M(2005)0023, *Directive on the NATO Terminology Programme*, it is used within this publication to achieve a common understanding with other actors within the humanitarian community. NATO-led forces are not bound by the four humanitarian principles; however, they should always attempt to abide by them.

0103. Humanitarian Principles

- a. The military contribution to HA should be guided by the following humanitarian principles:²
 - (1) Humanity. Human suffering must be addressed wherever it is found, with particular attention to the most vulnerable in the population, such as children, women and the elderly. The dignity and rights of all victims must be respected and protected.

¹This is not a NATO approved definition. The NATO approved definition is “As part of an operation, the use of available military resources to assist or complement the efforts of responsible civil actors in the operational area or specialized civil humanitarian organizations in fulfilling their primary responsibility to alleviate human suffering.”

² *Principles and Good Practice of Humanitarian Donorship*. Endorsed in Stockholm, 17 June 2003, by Australia, Belgium, Canada, Denmark, the European Commission, Finland, France, Germany, Ireland, Japan, Luxemburg, the Netherlands, Norway, Sweden, Switzerland, the United Kingdom, and the United States.

- (2) Impartiality. HA must be provided without discrimination between or within affected populations. Relief of the suffering must be guided solely on the basis of need, and priority must be given to the most urgent cases of distress.
 - (3) Neutrality. HA must not favour any side in an armed conflict or other dispute where such action is carried out.
 - (4) Independence. Autonomy of humanitarian objectives from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented.
- b. The degree of application of these principles will sometimes be difficult to assess and consequently achieve due to the circumstances of the crisis. For instance, it would be difficult for military HA activities to be perceived as impartial, neutral, and independent, if NATO-led forces are engaged in combat operations in or near the disaster area. Indeed, with the status of combatants and as party to an armed conflict, NATO-led forces cannot be considered as neutral and independent. Even if NATO military contributions to HA are being administered impartially, the perception of others may be different. These perceptions may then have an impact on the overall humanitarian response as the principle of distinction between the military and other humanitarian actors may be blurred and access to population by civilian actors might be impeded in this area or in other places. Bearing in mind these principles, practical modalities have to be found when a military contribution is required and requested by the host nation (HN) or the UN humanitarian coordinator (HC). This will require a comprehensive NATO strategic communications framework before and during the time NATO-led forces provide HA.
- c. Military contribution to HA is intended to support the efforts of the HN civil authorities, international organizations (IOs), and non-governmental organizations (NGOs) that have the primary responsibility to provide assistance. HA may be very demanding in terms of negotiating a legal framework, planning, coordination, and work output given the sheer size and scope of the requirement. NATO-led forces support to HA should be limited in scope and duration. The HN will normally be the disaster management authority although in special situations this role may be accomplished by an IO. The *Civil-Military Guidelines and Reference for Complex Emergencies* and the *Oslo Guidelines* provide essential criteria for the use of military and civil defence assets in complex emergencies: In addition to the principle of 'last resort', key criteria in the guidelines include:
- (1) Unique Capability. No appropriate alternative civilian resources exist.

- (2) Timeliness. The urgency of the task at hand demands immediate action.
- (3) Clear Humanitarian Direction. Civilian organizations control the use of military assets.
- (4) Time-limited. The use of military assets to support humanitarian activities is clearly limited in time and scale.

0104. **Guidelines on the Military Contribution to Humanitarian Assistance.** The humanitarian community has drafted the following documents, endorsed by the IASC, to provide user-friendly tools to contribute to increased understanding of the humanitarian approaches to civil-military relationship. These are written as non-binding guidelines but should be followed by the military when contributing to HA. The *Guidelines on the Use of Military and Civil Defence Assets in Disaster Relief – “Oslo Guidelines”*³ and *Civil Military Guidelines and Reference for Complex Emergencies*⁴ aim to assist humanitarian and military professionals to deal with civil-military issues in a manner that respects and appropriately reflects humanitarian concerns at the strategic, operational and tactical levels - in accordance with international law, standards and principles. They establish the basic framework to formalize and improve the effectiveness and efficiency of the use of foreign military and civil defence assets in international disaster relief (DR) and complex emergencies.

- a. **The Oslo Guidelines.** In the absence of conflict, NATO-led forces may be requested to assist in DR in accordance with the *Oslo Guidelines*. They outline the process for making military or civil-military requests through OCHA and specify that foreign military assets should be requested only where there is no comparable civilian alternative and only when the use of military assets can meet a critical humanitarian need. The military asset, therefore, must be unique in capability and availability and should be seen as a tool complementing existing relief mechanisms to provide specific support to specific requirements, in response to a gap between the disaster needs

³ OSLO GUIDELINES (Revision 1, 01 November 2007), *Guidelines on the Use of Military and Civil Defence Assets (MCDA) In Disaster Relief*. The “Oslo Guidelines” address the use of MCDA following natural, technological and environmental emergencies in times of peace.

⁴ Civil military-guidelines and reference for complex emergencies (7 March 2008). This document published by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) encompasses the three following documents, endorsed by the Inter Agency Standing Committee (IASC), for humanitarian crisis : civil-military relationship in complex emergencies: an IASC reference paper (28 June 2004); Guidelines on the use of military and civil defence assets to support united nations humanitarian activities in complex emergencies –(March 2003 (Revision 1 - January 2006)); Use of military or armed escorts for humanitarian convoys: discussion paper and non-binding guidelines (14 September 2001) - Electronic version available at: <http://ochaonline.un.org/cmcs/guidelines>

that the relief community is being asked to satisfy and the resources available to meet them.

- b. **Civil-Military Guidelines and Reference for Complex Emergencies.** An increasing number of emergencies are related to conflict and have come to be known as “complex emergencies.” The UN defines a “complex emergency” as: “a humanitarian crisis in a country, region, or society where there is a 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 and/or the ongoing UN country programme.” The first part of the guidelines provides insights on civil-military relationship in complex emergencies, including the difficulties and limitations of such relations with considerations linked to the distinction between combatants and non-combatants and concerns with regard to the separation between the humanitarian and the military space that should be maintained. They emphasize the reasons why the use of military assets in support of humanitarian activities should be by exception and only on a last resort, and provide a common understanding on when and how to, as well as how not to, coordinate with the military in fulfilling humanitarian objectives. In the second part, the *MCDA Guidelines* detail the use of international military and civil defence personnel, equipment, supplies, and services in support of the UN in pursuit of humanitarian objectives in complex emergencies. It provides guidance on when these resources can be used, how they should be employed, and how UN agencies should interface, organize, and coordinate with international military forces with regard to the use of military and civil defence assets. The third part provides specific guidelines for the use of military or armed escorts for humanitarian convoys. It advises that they should be limited to exceptional cases and alternative options should be favoured. This part has been updated to take into account the last decade of humanitarian activities in the *Updated Guidelines on the Use of Armed Escorts for Humanitarian Convoys - IASC Non-Binding Guidelines*.⁵
- c. **Level of Support.** At the outset, any use of military assets for HA should be by exception and upon request from the affected state or the humanitarian coordinator limited in time and scale and present a transition plan that defines clearly how the function will be undertaken by civilian personnel as soon as practicable. The military contribution provided by NATO-led forces can generally be categorized by the level of expected interaction with the local community. Understanding the category of likely support is important because it can help define which type of humanitarian activities might be appropriate to support with military resources under different conditions, and to explain the nature and necessity of that assistance.

⁵ Document available on OCHA website at <http://www.unocha.org/what-we-do/coordination-tools/UN-CMCoord/publications>

- (1) Direct assistance usually involves regular face-to-face contact such as distributing goods and services.
- (2) Indirect assistance involves less contact in providing activities such as transportation of relief material or personnel.⁶
- (3) Finally, infrastructure support provides assistance that facilitates relief, but may not necessarily be visible to or solely of benefit to the affected population. These activities could include providing general services, road repair, power generation, airspace management, etc.

d. **Last resort.** The *Oslo Guidelines* and *Civil-Military Guidelines and Reference for Complex Emergencies* identify last resort as an important principle concerning the use of military assets for humanitarian purposes.⁷ Last resort is defined as “Military assets should be requested only where there is no comparable civilian alternative and only the use of military assets can meet a critical humanitarian need. The military asset must therefore be unique in capability and availability.” Last resort is only applicable in the context of using foreign military or civil defence assets in support of relief operations under the humanitarian umbrella, with the understanding that the request for these assets must meet the above situational requirements. Last resort is not applicable in situations where HN military or civil defence units are the first responders to a humanitarian situation or if external military participation is part of a HN request for assistance.⁸

0105. **The Main Actors in Humanitarian Assistance.** NATO civil emergency planning measures and capabilities have enabled NATO’s engagement in numerous civil emergencies, including instances of flooding, earthquakes, fires, and extreme weather conditions. The European Union (EU), which is able to mobilize a wide range of military and civilian instruments, is now assuming a growing role in support of HA. NATO’s growing strategic partnership with the EU is significant and there is an expanding cooperation with non NATO countries which are members of the United Nations (UN), African Union, Partnership for Peace (PfP) partner countries, Euro-Atlantic Partnership Council (EAPC), NATO’s Mediterranean Dialogue / Istanbul Cooperation Initiative Countries, and Partnership Across the Globe. The Organization for Security and Cooperation in Europe also continues to have significant responsibilities in this field.

⁶ Due to their robust logistics capabilities, military forces are normally best employed for indirect assistance, while leaving direct assistance missions to the HN, and international and non-governmental organizations.

⁷ Additional information on “last resort” is found in the Last Resort Pamphlet available on the OCHA website.

⁸ In these circumstances, assisting and affected states are encouraged to use the principles and procedures provided in the Oslo and MCDA Guidelines.

- a. As such, response to humanitarian emergencies may come from a range of organizations and individuals to include governments, the UN, international and local NGOs, the Red Cross/Red Crescent movement, and other humanitarian actors. They could also include specialists in the different aspects of HA, such as search-and-rescue operations.
- b. The coordination of humanitarian relief efforts is the responsibility of OCHA⁹, led by the Under-Secretary–General (USG) for Humanitarian Affairs and the Emergency Relief Coordinator (ERC). Another key player in HA is the IASC, which is a unique inter-agency forum for coordination, policy development, and decision-making involving the key United Nations and non-United Nations humanitarian partners. Chaired by the ERC, it develops policies, agrees on the division of responsibilities among humanitarian agencies, and works to make the process as efficient as possible.
- c. OCHA ensures there is a framework within which each actor can contribute to the overall response effort. As such, OCHA plays an essential role in operational coordination in crisis situations and is the main coordinator between military forces and HA actors. This includes assessing situations and needs; agreeing upon common priorities; developing common strategies to address issues such as negotiating access, mobilizing funding and other resources; clarifying consistent public messaging; and monitoring progress. By ensuring that the right structures, partnerships and leaders are supported, OCHA and its humanitarian partners can better prepare for and more effectively coordinate humanitarian situations.

0106. **Understanding the Operational Environment**

- a. The operational environment (OE) impacts the conduct of HA; important elements to consider include the nature of the crisis, the prevailing security environment, and the system of international relief at work. Humanitarian emergencies may occur suddenly or develop over a period of time. Speed of onset has important consequences for action that can be taken. Preparedness and early warning measures are much less developed for sudden onset disasters. Slow onset emergencies include those resulting from crop failure due to drought, the spread of an agricultural pest or disease, or a gradually deteriorating political situation leading to conflict. Rapid onset emergencies are usually the result of sudden, natural events such as wind storms, hurricanes, typhoons, floods, tsunamis, wild fires, landslides, avalanches, earthquakes and volcanic eruptions. They also may be caused by accidental or human-caused catastrophes such as civil conflict, acts of terrorism, sabotage, or industrial accidents.

⁹ For more information, see Annex B of this publication or visit the OCHA website at <http://www.unocha.org>.

- b. The decision to use military and civil defence resources in a complex emergency is one that must be taken with extreme care. The expedient and inappropriate use of military and civil defence resources can compromise neutrality, impartiality, and other humanitarian principles of all humanitarian actors responding to the emergency. This loss of neutrality can result in relief workers becoming direct targets of the belligerents and being denied access to the affected population, not only in the current emergency, but also in future humanitarian crises. Ultimately, decision-makers must weigh the risk to relief workers and their ability to operate effectively at that moment, and in the future, against the immediacy of the needs of the affected population and the need for the use of military and civil defence assets.
- c. Identifying the nature of the crisis and associated underlying factors is essential to develop a proper HA plan. To provide the information, knowledge and intelligence required to develop this broad situational understanding, entities separate from NATO (i.e. diplomatic missions, development organizations, the HN government, IOs, NGOs, etc.) should be invited to help develop a comprehensive understanding of the OE.
- d. Regardless of the OE, security and force protection will remain of paramount concern to the joint force commander (JFC). Common characteristics of the OE may include:
 - (1) Many civilian casualties and populations besieged or displaced.
 - (2) Serious political or conflict-related impediments to delivery of assistance.
 - (3) Inability of people to pursue normal social, political or economic activities.
 - (4) High security risks for relief workers.
 - (5) International and cross-border operations affected by political differences.
 - (6) Increased inequality, e.g. marginalization of women.
- e. Many disasters have underlying causes that may demand changes in human behaviour, systems, and processes (e.g. tsunami alert systems, better food management, weak or failing HN infrastructure or processes, or even civil war). Normally, forces conducting HA following a disaster are tasked to focus on the event at hand rather than the underlying causes; however, understanding these causes can enhance both mission accomplishment and force protection. It should be taken into consideration that NATO-led forces,

as representatives of their nations, may be perceived to be contributing significantly to those effects, which may worsen or even provoke catastrophes (e.g. global warming), and thus, may be accused of being partially responsible for the disaster.

0107. **Humanitarian Space.** For humanitarian organizations, space not only refers to a physical environment, but more broadly to principles, a code of conduct, and procedures that apply to HA. Humanitarian actors must have unencumbered access to the population and be free to negotiate such access with all parties to a humanitarian crisis, without fear of attack, retribution, or undue pressure. Maintaining a clear distinction between the role and function of humanitarian actors from that of the military is a determining factor in creating an operating environment in which humanitarian actors can discharge their responsibilities both effectively and safely. NATO-led forces must understand and accept this concept when providing military support to HA efforts.

0108. **A Comprehensive Approach to Humanitarian Assistance**

- a. The Alliance seeks to contribute to HA through a comprehensive approach¹⁰ of cooperative planning and execution by a range of disparate organizations, both national and international. The JFC and NATO-led forces are part of an inter-related network with complex multi-agency situations, which involve a number of civilian organizations. Only through a comprehensive approach can the international community coherently employ the full range of crisis management tools – diplomatic, informational, military, and economic. As a military contribution, NATO seeks to enhance cooperation with other organizations to complement and mutually reinforce each other's efforts to achieve common goals, if possible within an overall strategy agreed upon and owned by legitimate local authorities. It may be necessary for military commanders to establish the security conditions and framework for these other organizations to operate. The Strategic Concept¹¹ recognises that for NATO to be effective across the crisis management spectrum, it should "form an appropriate but modest civilian crisis management capability to interface more effectively with civilian partners and to plan, employ and coordinate civilian activities until conditions allow for the transfer of those responsibilities and tasks to other actors."
- b. **Challenges in a Comprehensive Approach.** The lack of common structures, policies, and procedures necessary for effective interaction, and a lack of mutual understanding in how the NATO-led force and other organizations plan and conduct operations, may complicate efforts at

¹⁰ For more on NATO's contribution to a comprehensive approach, see AJP-01, *Allied Joint Doctrine*.

¹¹ *Strategic Concept for the Defence and Security of the Members of the North Atlantic Treaty Organization*, adopted by Heads of State and Government at the NATO Summit in Lisbon, 19-20 November 2010.

achieving unity of purpose. Traditional command and control relationships will not apply between the joint force and the civilian and governmental organizations operating within the joint operations area (JOA). The challenge is to determine how NATO-led forces can best be utilized through coordination networks. Difficulties may arise when many civil and military authorities, foreign governments, the UN and other IOs, as well as NGOs conduct assistance activities within the same operational area prior to, during, and after departure of NATO-led forces. Thus, the JFC should consider how consultation and liaison can foster common understanding and unity of purpose. This may require additional attention be paid to the interaction between agencies and organizations at all levels both within and external to the JOA. Consequently, the JFC must consider the communication and liaison linkages necessary to facilitate this coordination. The goals and operating procedures of all concerned may not be compatible; however, thorough collaboration and planning with concerned entities can contribute to successful operations in this complex and challenging environment. Achieving unity of effort will require constant coordination, flexibility, and assessment both in the planning and execution of operations.

0109. **Civil-Military Interaction in Support of Humanitarian Assistance**

- a. Regardless of the type of operation, the military commander will always require a clear picture of the HN administration's ability to function including such aspects as police forces or gendarmerie, local government, emergency services, public utilities, etc. When an emergency or natural disaster creates a humanitarian crisis, in addition to civil responders, many countries may also deploy their militaries or paramilitary organizations to respond. Bilateral support to disaster-affected states can also be provided through international deployment of foreign security forces and assets. When local and international humanitarian organizations are also involved in that response, it is essential that the military can operate in the same space without detriment to the civilian character of HA. In addition to the levels of support discussed in paragraph 0104 c above (direct, indirect, infrastructure), the range of coordination sought by the humanitarian community based on the OE is another important consideration. There is generally a desire of the humanitarian workers to limit civil-military interactions¹² to those essential in order to maintain the necessary distinction as explained in previous paragraphs. Figure 1.1 below lays out the level of civil-military coordination advised by the IASC depending on the OE:

¹²Civil-military interaction is a group of activities, founded on communication, planning and coordination, that all NATO military bodies share and conduct with international and local non-military actors, both during NATO operations and in preparation for them, which mutually increases the effectiveness and efficiency of their respective actions in response to crises. (MC 411/2).

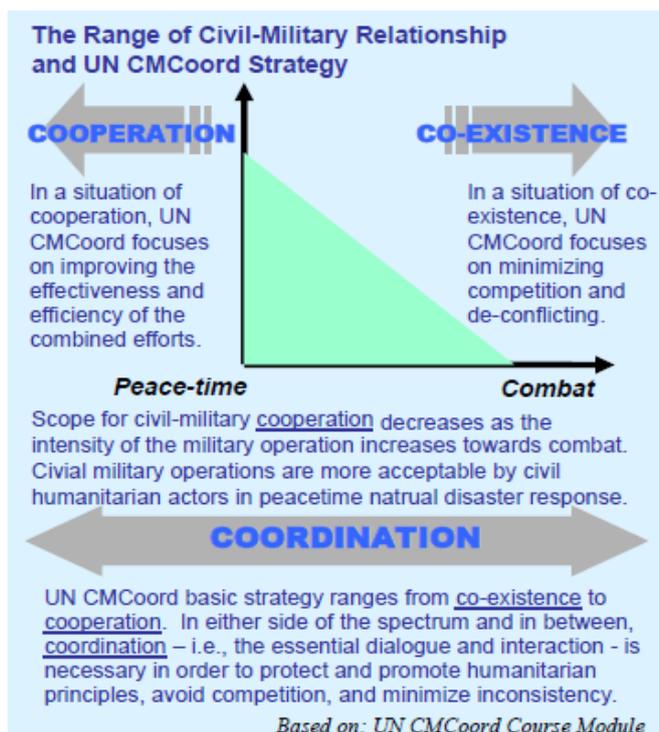


Figure 1.1 – The Range of Civil-Military Relationship

- b. As mentioned earlier, OCHA brings together humanitarian organizations to coordinate a coherent response to emergencies. A key pillar of the OCHA mandate is to coordinate effective and principled humanitarian action in partnership with national and international actors. OCHA's UN Humanitarian Civil-Military Coordination (UN-CMCoord) facilitates dialogue and interaction between civilian and military organizations essential to protect and promote humanitarian principles, avoid competition, minimize inconsistency and, when appropriate, pursue common goals. OCHA is leading the international community's efforts to develop a better architecture for the humanitarian system, including qualified in-country Humanitarian Coordinators; representative and inclusive Humanitarian Country Teams; an effective and well-coordinated framework within which all humanitarian organizations can contribute systematically; and predictable funding tools.
- c. In addition to the coordination provided by UN-CMCoord, NATO performs its civil-military interaction (CMI) utilizing civil-military cooperation (CIMIC)¹³. The aim and purpose of CIMIC is to facilitate the interaction between military and civil actors in support of the JFC's plan. Therefore, CMI-CIMIC interfaces and coordinates with a multitude of stakeholders and actors relevant to an adequate and successful response to a humanitarian crisis.

¹³ For more information and the definition of CIMIC, see AJP-3.4.9, *Allied Joint Doctrine for Civil-Military Cooperation* (MCJSB approved number change to AJP-3.19).

Ideally all organizations will work to a common goal and when this is not possible, activities to support each plan are harmonised or deconflicted as far as possible. This interaction might consist of, but is not limited to: coordination; cooperation; mutual support; coherent joint planning and information exchange; harmonisation; deconfliction; and complementary operations covering the political mandate between NATO-led forces, governance and civil actors.

- d. CMI-CIMIC core functions are civil-military interaction, support to the force, and support to civil actors and their environments. Within a comprehensive approach, HA may include a wide spectrum of resources such as information, personnel, materiel, equipment, communications facilities, specialist expertise or training. Enabling this is a role of CIMIC and it may be executed by all elements of the military by facilitating capacity sharing or capacity building.
- e. After the identification of a specific requirement for expertise outside of the CIMIC field, functional specialists may come from a wide range of sources and are not necessarily military personnel. CIMIC is able to call upon expertise in many different areas to support HA.

0110. Cluster Coordination

- a. Coordination is vital in emergencies. Proper coordination means fewer gaps and overlaps in humanitarian organizations' work. HA strives for a needs-based, rather than capacity-driven, response to ensure a coherent and complementary approach and to identify ways to work together for better collective results. The basis of the current international humanitarian coordination system was set by General Assembly resolution 46/182 in December 1991. The Humanitarian Reform of 2005 introduced new elements to improve capacity, predictability, accountability, leadership and partnership.
- b. The most visible aspect of the reform is the creation of the cluster approach.¹⁴ Clusters are groups of humanitarian organizations (UN and non-UN) working in the main sectors of humanitarian action. The cluster approach ensures greater leadership and accountability in key sectors where gaps in humanitarian response have been identified, and to enhance partnerships among humanitarian actors. The cluster approach should provide a more effective inter-agency response for emergencies or natural disasters at the global and country levels.
- c. Clusters are created when clear humanitarian needs exist within a sector, when there are numerous actors within sectors and when national authorities

¹⁴ For more on the cluster approach, see Annex B.

need coordination support. Clusters provide a clear point of contact and are accountable for adequate and appropriate HA. Clusters create partnerships between international humanitarian organizations, national and local authorities, and civil society. Effective coordination and information sharing among the different clusters must occur in order for the work of the different clusters to be integrated into a coherent, overall response, while avoiding unnecessary duplication and overlap among the sectors.



Figure 1-2. Global Cluster Leads

- d. At the global level, clusters have been established in 11 key areas with assigned cluster leads (See Figure 1-2).¹⁵ At the country level, clusters can be established for any situation where humanitarian needs are of sufficient scale and complexity to justify a multi-sectorial response with the engagement of a wide range of international humanitarian actors.
- e. Efficient military contribution to HA requires military participation or interaction with the respective clusters. Depending on the OE, due to the requirements for a perceived distinction between humanitarian actors and the military, NATO-led forces may interact with the cluster directly, by participating in its meetings, or indirectly through OCHA representatives.

¹⁵ The source for this figure is the OCHA website.

CHAPTER 2 - MILITARY ACTIVITIES IN SUPPORT OF HUMANITARIAN ASSISTANCE

0201. **General.** HA is conducted in response to natural and man-made disasters causing widespread human suffering. HA activities conducted by NATO-led forces are limited in scope and duration and are conducted in a supporting role to larger multinational efforts. HA is conducted at the request of the HN or the agency leading the humanitarian efforts; it may be either in the context of an ongoing operation, or as an independent task. Normally, military forces work to create the conditions in which these other agencies can operate more freely and effectively, bearing in mind the desire to maintain distinction between military and humanitarian actors. NATO military activities may support short-term tasks such as relief supply management and delivery or providing emergency medical care. However, support could be expanded to other activities (e.g. debris cleaning) aimed to support the relief of the stricken HN. NATO has military assets (aircraft, helicopters, ships, ground vehicles) necessary to transport food and shelter provided by humanitarian organisations to those in need in isolated locations. Military engineers also are able to build bridges to places that would otherwise be impossible to reach. Furthermore, military activities could also take the form of advice and selected training, assessments, and providing manpower and equipment. Other missions might include command and control, logistics, medical, engineering, communications, and the planning required to initiate and sustain HA. Specific types of military support to HA include DR, support to dislocated civilians, technical assistance and support, chemical, biological, radiological, and nuclear (CBRN) consequence management (CM), and security.
0202. **Disaster Relief.** DR is the organized response to render assistance to those affected by a disaster. It requires rapid reaction, and often includes services and transportation, rescue and evacuation of victims, the provision of food, clothing, medicine and medical services, temporary shelter, technical assistance, and repairs to essential services. DR is one of the most prevalent types of HA. The responsibility for effective disaster response rests with the stricken nation. However, where the magnitude of the disaster exceeds the national response capability, there may be a need for international assistance.¹⁶
- a. DR is primarily a responsibility of local civil authorities, possibly supported by IOs and NGOs. Distribution of relief supplies is the responsibility of the UN, other IOs, and NGOs because of their charters, expertise, and experience. However, when the civilian relief community is overwhelmed, NATO-led forces may be requested to assist in distributing these supplies.

¹⁶ NATO policy on military support for disaster relief operations is outlined in MC 343/1, NATO Military Assistance to International Disaster Relief Operations (IDRO).

- b. For DR operations conducted in the Euro-Atlantic Partnership Council (EAPC) geographic area, a Euro-Atlantic Disaster Response Coordination Centre (EADRCC) has been established at NATO headquarters (HQ) with staff from a limited number of NATO and PfP countries. It is also open to representatives from the UN and other IOs and NGOs. It is responsible for coordinating, in close consultation with the OCHA, the response of the EAPC to a disaster occurring within the EAPC geographical area. The EADRCC is discussed in detail in Annex A of this publication.
- c. NATO's immediate military support to DR may include any or all of the following:
- (1) The activation of the Bi-Strategic Command Logistics Co-ordination Centre in order to provide advice and assistance on the provision of NATO-owned or controlled military assets and capabilities.
 - (2) The involvement of the Allied Movements Coordination Centre (AMCC) to provide advice and assistance on the coordination of national military lift capabilities.¹⁷
 - (3) Consideration of provision of storage capacity, complete with material handling equipment, in suitable NATO infrastructure facilities (in accordance with established Infrastructure Committee procedures).
 - (4) The provision of staff assistance to cluster leads and other non-NATO organizations in their planning processes.
- d. **Recovery.** Recovery operations involve providing additional relief measures and initial restoration tasks. JFCs should understand that it is not their mission to rebuild the nation, but rather to contribute to the overall recovery by establishing and maintaining a secure and stable environment and to support the re-establishment of basic services. In the short term, quick-impact projects can be beneficial, but JFCs should ensure that such efforts support the comprehensive approach to the overall DR operation. When NATO-led forces have assumed responsibility for civilian functions, such as the provision of power, or the safe operation of an airfield, regardless of how this responsibility was acquired, responsibility must eventually be transferred to the appropriate civilian organizations. This should be done as soon as possible and coordinated well prior to terminating this support, to ensure that any disruption of services will not have an adverse impact on relief and recovery activities.

¹⁷ MC 500/2 *NATO International Peacetime Establishments*, ANNEX E describes AMCC "NATO's principal capability to interact with non-NATO nations and organizations, EU, UN, IOs and civilian agencies to coordinate movements in support of humanitarian operations."

- (1) Recovery operations involve the coordination and implementation of measures intended to mitigate the damage, loss, hardship and suffering caused by a natural, accidental or deliberate event. Recovery operations include measures to restore essential capabilities and protect health and safety. Effective recovery operations may require the coordination of the activities of a number of disciplines including, but not limited to, military engineering, security, explosive ordnance disposal, medical, logistics, safety, decontamination, transportation, communications, and public affairs (PA). Recovery operations include all necessary steps to restore a maximum operational capability after an incident has been contained.
 - (2) Essential to recovery is the reestablishment of a life support infrastructure capable of providing such facilities as food, water, shelter, fuel and other means of self-support, sustainment, and the respect of human rights. Such operations could involve the digging of wells; the reconnection of water and electricity grid systems (where they exist); repairing schools, hospitals, and a communications network; and support to the rule of law.
- e. **Critical Infrastructure Protection.** Critical infrastructure are those assets, facilities, networks and services which, if disrupted or destroyed, would have a serious impact on the health, safety, security, economic well-being or effective functioning of a nation. Such infrastructure, if not protected is vulnerable to natural and man-made disasters. Critical infrastructure protection focuses on preserving the functionality, robustness, and reliability of these infrastructures. It is a complex issue that cuts across national boundaries given the integrated and interdependent nature of the societies of most developed countries (energy supplies, communications, transport networks, etc.). Disruption to critical infrastructure in one nation can have serious implications and consequences for surrounding nations with potential cascading effects. Critical infrastructure protection is a key focus of NATO's civil-military planning and support (CMPS) activity in which all EAPC nations participate. International cooperation facilitates information sharing relevant for work on critical infrastructure protection such as threat and vulnerability assessments and exchanging of best practices.
0203. **Support to Dislocated Civilians.** The purpose of support to dislocated civilians is to provide the primary means of survival for large groups of people who – forced or by their own will – have left their home or place of habitual residence. Dislocated civilians includes internally displaced persons (IDPs) and refugees, as well as evacuees, migrants, stateless persons, etc. IDPs, are often wrongly called refugees; however, unlike refugees, IDPs have not crossed an international border to find sanctuary but have remained inside their home countries. Even if they have

filed for similar reasons as refugees (armed conflict, generalized violence, human rights violations), IDPs legally remain under the protection of their own government - even though that government might be the cause of their flight. As citizens, they retain all of their rights and protection under the human rights aspects of international law.¹⁸

- a. The Office of the United Nations High Commissioner for Refugees (UNHCR) is mandated by the UN to lead and coordinate international action for the worldwide protection of refugees and the resolution of refugee problems. UNHCR's primary purpose is to safeguard the rights and well-being of refugees and IDPs.¹⁹ In its efforts to achieve this objective, UNHCR strives to ensure that everyone can exercise the right to seek asylum and find safe refuge in another country, and to return home voluntarily. By assisting refugees to return to their own country or to settle permanently in another country, UNHCR also seeks lasting solutions to their plight. UNHCR's original mandate does not specifically cover IDPs, but because of the agency's expertise on displacement, it has for many years been assisting millions of IDPs and stateless persons, more recently through the "cluster approach". Under this approach, UNHCR has the lead role in overseeing the protection and shelter needs of IDPs as well as coordination and management of camps.
- b. NATO military support may largely amount to providing security or an overall security framework to these 'camps'. Dislocated civilian support may also include assistance for camp organization, basic construction and the administration of care (food, supplies, medical care, and protection) or support to movement or relocation to other countries, camps, and locations. However, the principle of distinction normally prevents the presence of military, particularly with weapons, in refugee camps or IDP sites. This measure is normally taken to prevent the "militarization" of these camps and sites.
- c. The numbers, movement, activities, and other characteristics of dislocated civilians will vary depending on the situation, but can range from small groups to several thousand. NATO support for dislocated civilians may include providing water and hygiene; food; shelter; fuel; transportation to safety; transportation for humanitarian aid and supplies; and medical care and emergency surgery for people who have left their home or place of habitual residence.

¹⁸ For specific information on IDPs, see the UNHCR *Handbook for the Protection of Internally Displaced Persons*.

¹⁹ For more on refugees and IDPs, visit the UNHCR website at <http://www.unhcr.org/>.

0204. **Technical Assistance and Support.** Technical assistance and support (especially logistics, military engineering, and communications) teams could provide both qualified personnel and deployable, mobile equipment support to provide or enhance command and control capabilities, surveillance, transportation airlift, and other logistic support. Bomb detection equipment, including canine teams (K9), intelligence collection, and analysis, are also the types of support that fall under this category. A HA force may also support tasks such as communications restoration, relief supply distribution management and delivery, port operations, base operating support, emergency medical care, search and rescue, and humanitarian de-mining assistance. This technical assistance may take the form of advice and selected training, assessments, manpower, and equipment. Based on Supreme Allied Commander Europe guidance, the JFC should establish operational procedures regarding technical advice and assistance to the HN, IOs, and NGOs as soon as possible. The technical assistance procedures should clarify what assistance may be provided as well as the source of authority for assistance.

0205. **Chemical, Biological, Radiological, and Nuclear Consequence Management.**²⁰ CBRN CM involves reactive measures taken to maintain or restore essential services, manage, and mitigate the destructive effects resulting from disasters or attacks with CBRN substances. CBRN CM is primarily a national responsibility; however, NATO supports countries in several ways. Prior to an event, NATO serves as a forum where planning arrangements for such eventualities can be coordinated among countries, therefore improving preparedness should a crisis develop. When efforts to prevent a CBRN incident do not succeed, NATO is prepared to mitigate the effects on member states, territories, and forces and if necessary, to assist partner nations as well. Providing timely information to the public is also a key component of consequence management. NATO has developed guidelines to ensure mass communication capability is available to provide coordinated warnings.

- a. CMPS activities focus on measures aimed at enhancing national capabilities and civil preparedness in the event of possible attacks on populations or critical infrastructures using CBRN substances. The CMPS's action plan was adopted for the protection of populations against the effects of weapons of mass destruction. Allies have established an inventory of national civil and military assets and capabilities that could be made available to assist both

²⁰ Heads of State and Government endorsed the Comprehensive, Strategic-Level Policy for Preventing the Proliferation of WMD and Defending against CBRN Threats at the 2009 Strasbourg-Kehl Summit. This policy outlines a strategy for the Alliance to employ military and non-military capabilities to prevent the proliferation of WMD, protect the Alliance from WMD threats should prevention fail, and recover should the Alliance suffer a WMD attack or chemical, biological, radiological, and nuclear event. Strong emphasis is placed on cooperation among NATO's political, military and civilian bodies to accomplish these objectives. The policy also calls for NATO to increase outreach to partners, international and regional organizations and civilian entities to enhance the global response to WMD proliferation.

stricken member and partner countries following a CBRN incident. This inventory is updated and maintained by the EADRCC.

- b. NATO's Joint Health, Agriculture and Food Group has developed treatment protocols for casualties following a CBRN incident and the Alliance has defined coordination mechanisms for medical evacuation capabilities and allocating and transporting victims to facilities in other countries.
- c. NATO has developed a memorandum of understanding (MOU) on the facilitation of vital civil cross-border transport. It can be used, inter alia, to provide the assistance required to cope with the support to civil authorities. The MOU accelerates and simplifies existing national border crossing procedures and customs clearance for international assistance to reach the desired location as quickly as possible. A requesting nation that is not a signatory to an MOU to facilitate vital cross-border transport should already be aware of national laws and constraints relevant to the entry of international relief personnel, goods, and equipment so that they can then be communicated to other nations in the event of an international request for assistance.
- d. **NATO Combined Joint CBRN Defence Task Force.**²¹ NATO's Combined Joint CBRN Defence Task Force (CJ-CBRND-TF) is a high readiness, multinational, multi-functional force which contributes to preventing the proliferation of weapons of mass destruction (WMDs) and their means of delivery, protects the Alliance from CBRN incidents, and supports the Alliance recovery from a WMD attack or CBRN incident. Subject to NAC approval, the CJ-CBRND-TF may be employed to perform CBRN consequence management in support of civil authorities.

0206. **Provide Security.** NATO-led forces may be required to establish and maintain conditions for the provision of HA by organizations of the humanitarian community. The delivery of humanitarian relief supplies often depends on the HN having secure serviceable ports, air terminals, roads, and railways. In some cases, however, the HN will not be able to meet these conditions, and may request assistance from NATO nations. Once the movement of supplies commences, secure areas will be needed for storage of relief material until it can be distributed to the affected population. Other specific tasks may include protecting convoys, depots, equipment, shelters for dislocated civilians, and the workers responsible for their operation.

²¹ The NATO Combined Joint CBRN Defence Task Force missions and tasks are specified in MC 0511 Change 1, *MC Guidance for Military Operations in a Chemical, Biological, Radiological and Nuclear (CBRN) Environment including the Potential Military Contribution to NATO's Response to The Proliferation of Weapons of Mass Destruction (WMD)*.

- a. Even in a permissive environment, NATO-led forces can expect to encounter banditry, vandalism, and various levels of violent activities from criminals or unruly crowds. The forces of individual NATO nations and partners must be trained and equipped to mitigate security threats to their personnel, resources, facilities, and critical information. In addition to security, NATO-led forces may also be tasked to provide protection for other personnel and assets. If not clearly stated in the mission, the extent of this security should be addressed in the rules of engagement, to include protection of forces of other nations working jointly with NATO-led forces; IO and NGO personnel and equipment; HA recipients; HN personnel and assets; relief distribution centres; stocks of HA supplies; and hospitals and medical clinics.
- b. When HA is conducted in an area torn by war or civil strife, security missions may include removal of booby-traps, mine-clearing, and other ordnance disposal efforts consistent with national caveats. Regardless of the environment, security must be factored into force requirements and support capability. In HA operations, sustainment forces will require a substantial amount of troops to protect unit and individual property.

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CHAPTER 3 – PLANNING CONSIDERATIONS

0301. **General.** As mentioned in the preface, HA may be executed as military support to a humanitarian operation or simultaneously with other types of operations. JFCs conducting concurrent HA activities must develop objectives and assessment criteria that are complementary to simultaneous operations. Additionally, JFCs must be cautious not to commit forces to projects and tasks that go beyond the tasked HA activities or duplicate the efforts of others.

0302. **Joint Civil-Military Assessment for Disaster Relief**

- a. Despite the urgency in this type of operation, it is necessary to conduct a joint civil-military assessment, on-site when possible, with the main actors involved in the HA efforts to ensure adequate planning and force generation, particularly when local authorities are rendered ineffective by the disaster. Should the military be required to assist in providing services such as food, water, medical care, etc., these tasks should transition from military to civilian responsibility as soon as possible. This transition should have a clear plan for handover to ensure continuity, quality of care, and credibility. These tasks and activities seek to maintain or re-establish a safe and secure environment and provide essential governmental services, emergency infrastructure reconstruction, or humanitarian relief. Support might include, but is not limited to, the field of security, reconstruction efforts including activities such as digging of wells, training and mentoring of local police and/or security forces, maintaining public services including telecommunications for disaster or civil relief, supporting public administration in coordinating HA including air traffic control and DR centres, or providing security for individuals, populations, or key facilities.
- b. The following are factors that can aid in assessing the disaster situation:
 - (1) What are the status and intent of military or paramilitary forces?
 - (2) Who are the relevant governmental and non-governmental actors in the operational area? What are their objectives? Are their objectives at odds or compatible with the JFC's objectives?
 - (3) What resources exist locally (e.g. government and private sector) that can be procured or rehabilitated?
 - (4) Who are the key communicators (persons who hold the ear of the populace) within the operational area?

- (5) What is the status of essential public services? How does the current status compare to pre-disaster status?
- (6) What is the status of health care providers, firefighters, police, and court systems? Include availability, level of expertise (skilled labourers), equipment, and supplies.
- (7) What relief agencies are in place, what are their roles and capabilities, and what resources do they have?
- (8) What is the physical condition of the civilian populace?
- (9) Where are the locations of medical facilities; are they operational, and to what level?
- (10) What are the unique shelter, food, and security needs of the people and to what extent is support available from within the affected country?
- (11) What facilities and support are available to HA forces from the affected country?
- (12) What unique social, ethnic, or religious concerns affect the conduct of the operation?
- (13) What are the legal limitations to NATO assistance in this case?
- (14) What is the local population's attitude toward who or what is causing their plight?
- (15) What is the local population's attitude toward the presence of NATO-led forces?
- (16) What are the force requirements to protect the force?
- (17) What is the status of the host strategic transportation infrastructure? Are available seaports and airfields in usable condition? What is the status of materials handling equipment (MHE)? Are connecting roads and railroads usable?

0303. **Public Security.** NATO-led forces could be called on to contribute to tasks related to public security. Implementation of a civil plan in response to a crisis may require the military to provide a stable and secure environment for its implementation. Military support to public security will depend entirely on the mission and the residual local law enforcement and judicial capability. Civilian agencies and

international police / gendarmerie forces in concert with the HN are primarily responsible for civil law and order, but the military might need to provide initial support if they are the only organization that can ensure credible public security. This may include temporarily providing support to civil law enforcement functions which could span both military and civilian authorities and responsibilities. Police related activities contribute to the restoration or upholding of public order and security, rule of law, and the protection of human rights to enable the development of a sustainable peace, through strengthening and supporting the indigenous police.²²

0304. **Military Engineering Support.**²³ Military engineering (MILENG) is a multifaceted activity that complements existing civil engineering capabilities and typically includes infrastructure repair; advice on hazardous materials and areas affected by explosive remnants of war, liaison with national authorities, IOs, and NGOs; and support to IDPs and refugees. MILENG capabilities are well suited to HA tasks and the level of assistance can vary from small, highly specialized teams to complete engineer units. Small teams may be used to assess damage or estimate engineering repairs, and can assist in specialized support, such as power supply and distribution, utilities repair work, water purification, and well drilling activities. In large-scale HA operations, MILENG may provide essential civil, electrical, and mechanical engineering support including facility construction, structural repair, debris clearance, emergency repairs to restore utilities, camp construction for deployed forces and IDPs and refugees, and consequence management.
0305. **Military Airlift Support.** NATO military airlift resources may contribute significantly to HA, providing the ability to rapidly move critical supplies and equipment into the affected area. Airlift is among the most responsive elements but requires advance planning and capable airfields with adequate resources personnel and MHE such as forklifts, pallets, and dunnage needed to palletize and transload strategic cargo into tactical local distribution network such as helicopters, aircrafts and trucks. Furthermore restricted or secured areas should be established for storage before distribution of the logistic flow provided. Proactive development of such capabilities in advance of a disaster, such as upgrading airfields to receive more aircraft with adequate fuelling capability, and advance positioning of MHE greatly enhances the potential responsiveness of the Alliance. Planners need to consider in advance and request not only airlift, but the corresponding command and control element, aerial port, and maintenance capabilities which may be required at the receiving airport. In general, a critical component of a pro-active strategy to respond to such events is

²² Military police, including gendarmerie-type forces, and specific assets (like multinational specialized units whose structures are tailored based on the mission and situation) can provide a set of police-related capabilities. Their main tasks are (1) policing and law enforcement; (2) criminal investigations; (3) crowd and riot control; and (4) war crimes investigation.

²³ For more on MILENG support, see AJP-3.12, *Allied Joint Doctrine for Military Engineering*.

theatre-wide civil-military aviation enterprise development which seeks to improve the overall aviation infrastructure capable of hosting HA operations.

0306. **Medical Support.**²⁴ In support of HA, NATO-led forces could be tasked to provide health services and medical support including aeromedical evacuation, emergency assessment and treatment (acting as referral facility for humanitarian organizations with the unique critical care capabilities), surgical care including mobile surgical teams, larger expeditionary medical capabilities, advising on hygiene and preventive medicine, and other life-saving medical assistance in cooperation with military and civilian agencies. All initial military assessments and site surveys should include a medical representative, preferably a medic with cultural knowledge, and language of the country or region affected to provide an accurate evaluation of the health situation and resources available on the ground. The early incorporation of military medical planners to the planning and coordination process is essential to develop appropriate requirements and personnel sourcing which can significantly reduce delays in providing assistance. This planning and coordination process should also include aeromedical evacuation specialists and liaison personnel to coordinate the airlift requirements and patient movement, if needed. Medical planning during HA should also consider the wide range of diseases and the composition of the affected population, such as fragile and weak infants, pregnant women, the elderly, and other people and groups in vulnerable situations.
0307. **Strategic Communications Considerations.**²⁵ Strategic Communications (StratCom) should be placed at the heart of mission planning, decision-making, and execution to ensure activities (including messaging and engagement) are coherent with NATO objectives, thus ensuring actions match the stated intent. HA is likely to take place under an intensive international media and diplomatic spotlight and in an environment that is likely to be characterised by the presence of multiple actors such as the UN, EU, local agencies or NGOs. As such, NATO's StratCom approach will identify and inform a variety of audiences, some with differing interests and priorities, of the scope and intent of NATO's mission, to ensure that there are no misunderstandings about NATO's mandate and level of responsibility. In addition some audiences may be encouraged not to interfere with NATO efforts or to assist with HA activities as appropriate. Therefore, NATO StratCom should be synchronised, both internally amongst troop contributing nations, and, where possible, externally with that of the UN, local actors, or other lead international organizations to preserve essential relationships and ensure coherence and unity of purpose in achieving objectives.

²⁴The aim of military medical support is: (1) medical support to NATO-led forces, (2) complementing support provided by other humanitarian organizations and the HN, and (3) assisting the HN rebuilding or developing their own capabilities in the context of a comprehensive HA mandate (MC 326/3). For more on medical planning in humanitarian crisis see AJMedP-6, *Allied Joint Civil-Military Medical Interface Doctrine*, and AJP-4.10, *Allied Joint Medical Support Doctrine*.

²⁵ StratCom is outlined in PO(2009)0141, *NATO Strategic Communications Policy*, dated 29 Sep 09, and MCM-0164-2009, *NATO Strategic Communications Policy*, dated 29 Sep 09.

- a. NATO-led forces will interact with the media at all levels and receive guidance from NATO StratCom plans and Supreme Headquarters Allied Powers Europe. A proactive and well-executed engagement with the media is essential for operations in support of HA efforts.
- b. PA must be well coordinated within the Alliance's military arm vertically through all levels of command and horizontally with national armed forces and other organizations working in parallel with NATO. The NATO Spokesperson/ Assistant Secretary General for Public Diplomacy on behalf of the Secretary General will provide detailed day-to-day media relations and messaging guidance to NATO military PA through the chain of command. Effective PA support to commanders, including organizational spokespersons, requires that military PA be fully integrated into the operational planning process at all NATO HQ, at the earliest possible stage and continuously coordinated with all other NATO information and communication disciplines. The success of a HA effort could be heavily influenced by global perceptions on the responsiveness and effectiveness of NATO efforts and NATO HA efforts are likely to generate intense international media interest. Therefore, operational planning should give great consideration to PA requirements and include PA personnel and capabilities in HA operations and activities. PA can provide an official visual record (video & photograph) of HA operations. In instances when media are unable to embed with NATO-led forces, it is important that PA gather imagery and footage for public distribution.

0308. **Legal Considerations.** The legal status of military personnel providing support to HA is established under the NATO Status of Forces Agreement (SOFA). Some recent additions to the membership of NATO Framework Nations may have addendums to the NATO SOFA. Typically, military personnel are subject to the laws and military jurisdiction of their respective countries. Military assistance to HA is normally constrained within the framework of NATO member and participating partner nations' laws. A clear understanding of national caveats declared to the NATO rules of engagement (ROE) by participating partners can be critical to operational success. NATO-led forces operating in non-NATO or PFP countries are not exempted from HN jurisdiction unless otherwise provided for in underlying authorities. Many aspects of HA require scrutiny by legal experts. They should review and assist in preparing SOFAs, ROE, operation plans, operation orders, and especially any agreements or memoranda of understanding established between NATO-led forces and the affected country or non-military organizations involved in HA.²⁶

²⁶ Including NATO Standards of Behaviour. Annex B of Bi-SC Directive 40-1 (8 Aug 2012).

0309. **Electronics, Communications, and Frequencies.** The Tampere Convention established procedures for the request, provision and conditioning, payment of reimbursement, and termination of telecommunications assistance.²⁷ The International Telecommunications Union Focus Group on Disaster Relief Systems has established procedures that will be taken into account for planning and execution purposes. These can be useful guidelines for the provision of this kind of international support to HA. It is important that the international assistance operation should be granted access to communications by radio (including satellite, mobile and hand held radio), telephone, internet, facsimile or any other means, and of establishing the necessary facilities to maintain communications with and within the locations of the international assistance operation, including the provision of radio frequencies upon entry by the requesting nation to the assisting nations/international organizations.
- a. Strict adherence to spectrum management national regulations by all relief agencies (military and civilian) is critical to avoiding electromagnetic interference which could hamper the relief effort or impact HN emergency services communications. In complex emergencies, where there is a considerable breakdown of authority, NATO-led forces may be requested to provide spectrum management based on the International Telecommunications Union procedures for HA situations.
 - b. The HA plan should include procedures to provide interoperable and compatible communications among participants. Commercial telephone networks, military satellite channels, and conventional military command and control systems will support communication of directions, orders, and information. Commercial communications systems can be used to coordinate with other agencies, disseminate meeting schedules, deconflict resource movement, and track logistic flow. Information protection for non-secured communications must be implemented. Additionally, communications systems planning must consider the termination or transition of NATO involvement and the transfer of responsibility to other agencies such as the UN or NGOs
0310. **Inter-organizational Considerations.** HA should be synchronized amongst organizations and regional authorities. There is also a requirement to develop agreed cross-organization procedures although it must be recognized that many organizations will resist any perceived encroachment on their own freedom of action. It is essential that humanitarian organizations retain independence of action

²⁷ The Tampere Convention is a multilateral treaty governing the provision and availability of communications equipment during disaster relief operations, particularly concerning the transport of equipment over international boundaries by radio amateurs. It was adopted in Tampere, Finland in 1998 and went into effect on 8 Jan 05. A total of 60 Nations signed the convention and 48 have ratified it. Six NATO Nations which signed the convention never ratified it. For more on this, visit the International Amateur Radio Union site at <http://www.iaru.org/emergency/tc-hams.html>.

to preserve the impartiality of their work, as well as perceptions of such. Where appropriate, liaison officers will be exchanged and communication means will be established between civilian and military actors (see paragraph 0109). As discussed in Chapter one, identification of and engagement with OCHA representatives and the proper international cluster organizations²⁸ will ease the coordination of activities with civilians. Periodic planning and coordination meetings are the keys to success. Applicable reports, assessments, and other information should be exchanged frequently. JFC should anticipate the need to exchange information with non-NATO partner nations, to include the HN, as well as IOs and NGOs by avoiding over classification and “writing for release” to the extent it does not impact operational security. Reluctance from humanitarian actors to share information with the military in adherence with the humanitarian principles should also be anticipated; therefore, alternative methods must be identified to ensure adequate situational awareness is available to the actors involved.

0311. **National Information Considerations.** Responsibility for explaining national defence and security policy and each member nation’s role within the Alliance rests with the individual member governments. The choice of methods to be adopted and resources to be devoted to the task of informing their publics about the support to HA varies from nation to nation and is also a matter for each member nation to decide. Guidance for disclosure of national information rules should be pre-coordinated and incorporated at the operational level to ensure operators can support the crisis and meet security compliance. Based on the *Budapest Guidelines II*,²⁹ the requesting nations should make use of media to communicate with the public in co-ordination with the international relief personnel. The teams provided by assisting nations should coordinate all their media-related actions with the local emergency management authority. Synchronizing these (media-related) actions with the civil authorities (usually HN) is critical to ensuring that PA activities do not undermine or conflict with the efforts of the civil authorities, prevents dissemination of conflicting information that could worsen the situation, and substantiates the legitimacy of multinational efforts.

²⁸ For more on this subject see paragraph 0107 and Annex B of this publication or visit <http://www.unocha.org>.

²⁹ *A Practical Guide to Public Information During a Crisis (Budapest Guidelines II)*, Civil Protection Committee Ad Hoc Group on Public Information Policy (2006).

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ANNEX A - EURO-ATLANTIC DISASTER RELIEF

- A001. **Disaster Relief.** As previously mentioned in Chapter 2, DR is a category of HA that aims to provide the means to safeguard life and requires very rapid reaction particularly where extreme climates are encountered. The two basic organizations of the Euro-Atlantic Disaster Response Capability are the EADRCC and the Euro-Atlantic Disaster Response Unit (EADRU). The EADRCC and EADRU complement and provide additional support to the lead UN agency in providing DR services. The top decision-making body, the NAC exchanges intelligence, information and other data, compares different perceptions and approaches and harmonizes its views. The NATO Crisis Response System, NATO's Operational Planning Process and NATO Civil Emergency Planning Crisis Management Arrangements are designed to underpin the Alliance's DR.
- A002. **The Euro-Atlantic Disaster Response Coordination Centre.** In the area of disaster response, the key operational instrument is the EADRCC. The EADRCC was established in 1998 as a partnership tool of NATO Civil Emergency Planning, and is NATO's principal civil crisis response mechanism, involving all partner countries in addition to the Allies. It is a non-standing, multinational mix of national units volunteered by EAPC nations. The centre can be activated at any stage, all year, 24/7, to respond to civil emergency situations in the Euro-Atlantic area, and, in close cooperation with appropriate UN organizations, to function as a clearing-house mechanism for the coordination of requests and offers of assistance.
- a. Initially stood up during the Kosovo crisis, the EADRCC was extensively involved in co-ordinating HA from EAPC nations in support of refugees fleeing from Kosovo. Over the years, the EADRCC has responded to more than 40 requests for assistance from nations mostly stricken by natural disasters. In 2005 and 2006, the EADRCC played a central coordinating role in NATO's humanitarian relief to the United States after hurricane Katrina and Pakistan after the devastating earthquake.
 - b. In January 2004, the NAC widened the EADRCC mandate to respond expeditiously, on the basis of appropriate Civil Emergency Planning Committee (CEPC) guidance, to a request for assistance from the Afghan Government in case of natural disasters. In April 2007, CEPC widened the mandate to all areas where NATO is involved militarily, with the same provisions as for Afghanistan. Most recently, Mediterranean Dialogue and Istanbul Cooperation Initiative countries were granted direct access to the EADRCC.
 - c. The EADRCC also acts as the focal point for information sharing on disaster assistance among the EAPC nations.

- d. In addition to its day-to-day activities and the immediate response to sudden-onset disasters, the EADRCC conducts exercises with NATO nations and PfP partners.
- e. In October 2001, the NAC also tasked the EADRCC to coordinate consequence management following terrorist attacks with CBRN substances in the same way as it does with natural and technological disasters. An inventory of national capabilities for use in CBRN incidents has been developed and is handled by the EADRCC. It provides quick access to essential information. The inventory registers capabilities (civil and military) that NATO and partner countries could make available to national authorities as a coordinated contribution towards the protection of civilian populations in the event of a CBRN incident (medical assistance, radiological detection units, aero-medical evacuation).
- f. The EADRCC is part of the International Staff (IS) Operations Division and is staffed by three members of the IS and up to five Voluntary National Contribution members seconded from Allies and partner nations. Arrangements are in place to augment the Centre's personnel, if necessary. For more information on EADRCC visit the website:
<http://www.nato.int/eadrcc/index.html>.

A003. The Euro-Atlantic Disaster Response Unit. The EADRU is a non-standing, multinational mix of national civil and military elements (qualified personnel of rescue, medical, and other units, equipment and materials, assets and transport) which are volunteered by EAPC countries. The EADRU can be deployed in case of a major natural or technological disaster in an EAPC identified geographic area upon request from the stricken nation or in support of a relevant international organization. The composition and size of this multinational EADRU will be determined by the requirements based on an international assessment of each particular disaster. National elements will be limited to the EAPC member nations. In exceptional circumstances, should there be a request for assistance for a stricken non-EAPC nation, political guidance will be obtained as a matter of urgency before initiating any disaster response via the EADRCC.

- a. All nations involved including the requesting nation, the originating nations, and transit nations, should exempt goods and equipment from taxes, tariffs, customs duties, or other fees and simplify import, transit and export procedures. They should also facilitate operations and provide legal status or equivalent protections of personnel necessary for the DR and initial recovery after the incident.
- b. Supporting nations/international organizations should ensure that the assistance they provide meets international quality standards. Assistance should be provided by competent and trained staff, on the basis of needs,

without discrimination. Care should be taken not to undermine the role or capabilities of domestic responders.

- c. The UN is the prime focal point for the coordination of international HA. The NATO policy on Cooperation for Disaster Assistance in Peacetime extends assistance on an equal basis to the EAPC (formerly the North Atlantic Cooperation Council) and PfP nations. If requested to do so by a NATO partner, a stricken nation, or a relevant international organization, NATO should be ready to employ the standing operating procedures for NATO cooperation during peacetime DR. These same procedures can also be applied in case of disasters outside of NATO's boundaries.
- d. Upon the request for assistance from a stricken NATO or partner nation or from a relevant international organization, the director of CMPS, acting on behalf of the Secretary General will activate the necessary elements to prompt the necessary assistance.

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ANNEX B - UNITED NATION RELIEF ORGANIZATIONS AND RESOURCES

B001. Introduction. This Annex provides information on the following organizations and programmes that have worldwide HA mandates. They include OCHA, ERC, IASC, HCs, Resident Coordinators (RCs), UN-CMCoord, United Nations Disaster Assessment and Coordination (UNDAC), On-Site Operations Coordination Centre (OSOCC), International Search and Rescue Advisory Group (INSARAG), UNHCR, United Nations Children’s Fund (UNICEF), Food and Agriculture Organization of the UN (FAO), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), World Food Programme (WFP), and World Health Organization (WHO). It also provides information on the Cluster Approach, The UNDAC Handbook, and ReliefWeb.

Section I – UN Relief Organizations and Offices

B002. United Nations Office for the Coordination of Humanitarian Affairs. The mission of OCHA is to mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors to: alleviate human suffering in disasters and emergencies, advocate for the rights of people in need, promote preparedness and prevention, and facilitate sustainable solutions. As the UN focal point for civil-military coordination of HA activities within OCHA, the Civil Military Coordination Section ensures the effective use of military and civil defence assets in HA operations, establishes civil-military coordination mechanisms to facilitate interaction and cooperation, and upholds humanitarian principles in support of humanitarian coordinators and OCHA’s mandate. OCHA is the part of the UN Secretariat responsible for bringing together humanitarian actors to ensure a coherent response to emergencies. OCHA also ensures there is a framework within which each actor can contribute to the overall response effort.

- a. OCHA can quickly deploy specialized humanitarian personnel to support efforts on the ground, particularly in situations where local capacity is overwhelmed, in response to a new or escalating humanitarian crisis. Response to new humanitarian emergencies may come from a range of organizations. These include governments, the UN system, international and local NGOs and the Red Cross/Red Crescent movement. They also include specialists in the different aspects of humanitarian response, such as search-and-rescue operations. OCHA's primary role is to support the UN Resident or Humanitarian Coordinator, who is usually the most senior UN official in the country. OCHA ensures coordination takes place so that the response is as effective as possible. In the most basic terms, this means ensuring a consensus view among the main responders as to the problem, priorities, and actions.

- b. OCHA's core functions are coordination, policy, advocacy, information management, and humanitarian financing.

B003. UN Emergency Relief Coordinator. OCHA's USG/ERC is responsible for the oversight of all emergencies requiring UN assistance and is the central focal point for governmental, intergovernmental and non-governmental relief activities. The ERC also leads the IASC, a unique inter-agency forum for coordination, policy development and decision-making involving the key UN and non-UN humanitarian partners. The IASC was established in June 1992 in response to resolution 46/182. General Assembly resolution 48/57 affirmed the IASC's role as the primary mechanism for the inter-agency coordination of HA. In a country affected by a disaster or conflict, the ERC may appoint a HC to ensure response efforts are well organized in the field. The HC works with government, international organizations, non-governmental organizations and affected communities. An OCHA office will be established in-country to support the HC.

B004. Humanitarian Coordinator/Resident Coordinator. Effective coordination of humanitarian action in the field hinges upon humanitarian coordination leaders. In effect, while the primary responsibility for coordinating HA rests with national authorities, if international HA is required the HC is responsible for leading and coordinating the efforts of humanitarian organizations (both UN and non-UN) with a view to ensuring that they are principled, timely, effective and efficient, and contribute to longer-term recovery. The Resident Coordinator (RC) is the head of the UN Country Team. In a natural disaster or complex emergency, the Resident Coordinator or another competent UN official may be designated as the Humanitarian Coordinator (HC). In large-scale emergencies, a separate Humanitarian Coordinator is often appointed. If the emergency affects more than one country, a Regional Humanitarian Coordinator may be appointed.

B005. UN Humanitarian Civil-Military Coordination. UN-CMCoord is a framework that enhances a broad understanding of humanitarian action and guides political and military actors on how best to support that action.³⁰ It helps to develop context-specific policy based on internationally agreed guidelines, and it establishes humanitarian civil-military coordination structures, ensuring staff members are trained to make that coordination work. UN-CMCoord is particularly essential in complex emergencies / high-risk environments in order to facilitate humanitarian access, the protection of civilians, and the security of humanitarian aid workers.

- a. Humanitarian civil-military coordination supports OCHA's overall efforts in humanitarian operations with a military presence, where OCHA leads the establishment and management of interaction with military staffs. This relationship will change depending on the type of emergency and the roles

³⁰ For more on UN-CMCoord and to view the UN-CMCoord Field Handbook, see <http://www.unocha.org/uncmcoord>.

and responsibilities of the military. OCHA supports humanitarian and military actors through training and advocacy on the guidelines that govern the use of foreign military and civil defence assets and humanitarian civil-military interaction. OCHA also seeks to establish a predictable approach to the use of these assets by considering their use during preparedness and contingency-planning activities.

- b. OCHA's Geneva-based Civil-Military Coordination Section (CMCS) has been designated the focal point in the UN system for humanitarian civil-military coordination. It supports relevant field and headquarter-level activities through the development of institutional strategies to enhance the capacity and preparedness of national and international partners through the creation of non-binding guidelines on the use of military assets, training, workshops, conferences and simulation exercises to prepare operational partners to better respond to humanitarian crises. As custodian of UN-CMCoord related guidelines, CMCS also helps humanitarian personnel develop context-specific guidance tailored to a particular situation. The training programme aims to equip humanitarian and military staffs with the skills and knowledge necessary to communicate and, where appropriate, effectively interact with each other. CMCS also prepares and deploys personnel to act as dedicated UN-CMCoord experts to the field.
- c. When necessary, CMCS advises the international community on needs related to mobilizing foreign military assets in support of relief operations or HA. This takes place through an advocacy strategy that complements and supports Under Secretary General-level dialogue, coupled with the publication of operational guidance.

B006. United Nations Disaster Assessment and Coordination. Created in 1993, UNDAC is part of the international emergency response system for sudden-onset emergencies. UNDAC is designed to help the UN and governments of disaster-affected countries during the first phase of a sudden-onset emergency. UNDAC also assists in the coordination of incoming international relief at national level and/or at the site of the emergency.

- a. UNDAC is a stand-by team of disaster management professionals who are nominated and funded by member governments, OCHA, UNDP, and operational humanitarian UN agencies such as WFP, UNICEF and WHO. Upon request of a disaster-stricken country, the UNDAC team can be deployed within hours to carry out rapid assessment of priority needs and to support national authorities and the UN resident coordinator to coordinate international relief on-site. The team is responsible for providing first-hand information on the disaster situation and priority needs of the victims to the international community through OCHA.

- b. Assessment, coordination and information management are UNDAC's core mandates in an emergency response mission. Specifically in response to earthquakes, UNDAC teams set up and manage the OSOCC to help coordinate international urban search and rescue (USAR) teams responding to the disaster - essential if USAR assistance is to function effectively. This concept was strongly endorsed in UN General Assembly resolution 57/150 of 16 December 2002, on "Strengthening the effectiveness and coordination of international urban search and rescue assistance".

B007. On-Site Operations Coordination Centre. The OSOCC concept was originally developed by OCHA and the International Search and Rescue Advisory Group network. It was designed to assist affected countries in coordinating international search-and-rescue efforts following an earthquake. However, OSOCC's emergency management principles make it a valuable tool in any sudden-onset disaster involving international relief resources. The OSOCC, run by the UNDAC team, assists local authorities with coordinating international response teams during disasters.

- a. In addition, an internet-based virtual OSOCC facilitates information exchange between responding governments and organizations throughout the relief operation. Establishing an OSOCC is one of the functions an UNDAC team will frequently be asked to perform. The size and functions of the OSOCC will vary in each emergency. However, its basic structure is described in the UNDAC Handbook. The UNDAC team should modify this to suit the requirements of the situation.
- b. An OSOCC is set up to help local authorities in a disaster-affected country to coordinate international relief. Following a disaster, the OSOCC is established as soon as possible by the first arriving international USAR team or United Nations Disaster Assessment and Coordination team deployed by OCHA. An OSOCC has three primary objectives:
 - (1) To be a link between international responders and the Government of the affected country.
 - (2) To provide a system for coordinating and facilitating the activities of international relief efforts at a disaster site, notably following an earthquake, where the coordination of many international USAR teams is critical to ensure optimal rescue efforts.
 - (3) To provide a platform for cooperation, coordination and information management among international humanitarian agencies.

B008. International Search and Rescue Advisory Group. During the search and rescue phase, the key players are the international USAR teams that make up the

INSARAG. INSARAG develops and promotes internationally accepted procedures and systems for sustained cooperation between international USAR teams operating at a disaster site. It is a global network of more than 80 disaster-prone and disaster-responding countries and organizations dedicated to USAR and operational field coordination. INSARAG deals with USAR related issues and establishes standards for international USAR teams and methodology for international coordination in earthquake response. The INSARAG Search and Rescue Directory provides an overview of INSARAG member countries and their USAR teams in the INSARAG regional groups Africa/Europe, Asia/Pacific, and the Americas.

- B009. United Nations High Commissioner for Refugees.** UNHCR is mandated to lead and coordinate international action to protect refugees and resolve refugee problems worldwide. UNHCR's primary purpose is to safeguard the rights and well-being of refugees. In its efforts to achieve this objective, UNHCR strives to ensure that everyone can exercise the right to seek asylum and find safe refuge in another State, with the option to return home voluntarily, integrate locally or to resettle in a third country. It also has a mandate to help stateless people; as discussed in paragraph 0203, UNHCR's Executive Committee and the UN General Assembly have authorized involvement with other groups including former refugees who have returned home and internally displaced people. By assisting refugees to return to their own country or to settle permanently in another country, UNHCR also seeks lasting solutions to their plight. As a humanitarian, non-political organization, UNHCR has two basic and closely related goals – to protect refugees and to seek ways to help them restart their lives in a normal environment.
- B010. United Nations Children's Fund.** UNICEF is mandated to advocate for the protection of children's rights, to help meet their basic needs, and to expand their opportunities to reach their full potential. UNICEF responds in emergencies to protect the rights of children. In coordination with UN partners and humanitarian agencies, UNICEF makes its unique facilities for rapid response available to its partners to relieve the suffering of children and those who provide their care. UNICEF uses materials from emergency stockpiles in the UNICEF warehouses in Copenhagen to meet emergency requirements. UNICEF can also procure relief supplies on behalf of other UN agencies and relief organizations.
- B011. UN Food and Agriculture Organization.** With most communities dependent on agriculture and related enterprises for their food security and livelihoods, FAO's expertise in farming, livestock, fisheries, and forestry is crucial in emergency response and rehabilitation efforts. In responding to an emergency, FAO collaborates with many partners, including governments, other UN organizations, and humanitarian groups. During these crises, assistance is required to restore local food production and reduce dependency on food aid, an essential part of the recovery process. This is where FAO plays a vital role. The Emergency Operations Division of the Technical Cooperation Department of the FAO, working jointly with

the WFP, sends missions to the affected areas to assess the crop and food supply situation. During these missions, experts consult closely with the farmers, herders, fishers, and local authorities. Once the assessment mission is finished, FAO designs a relief and rehabilitation programme and mobilizes funds for its implementation. In response to emergencies, FAO distributes material assets, such as seed and fertilizer, fishing equipment, livestock, and farm tools.

- B012. United Nations Development Programme.** Following disasters and armed conflict, UNDP assists national governments and communities to lay the foundation for sustainable development. UNDP's expertise and resources focus on several areas; however, early recovery will be the initial effort. Early recovery focuses on restoring the capacity of national institutions and communities after a crisis. Early recovery begins in a humanitarian relief setting, immediately following a natural disaster or armed conflict. Guided by development principles, the early recovery phase aims to generate self-sustaining, nationally owned processes, to stabilize human security and address underlying risks that contributed to the crisis. Early recovery encompasses a wide range of areas such as governance, livelihoods, shelter, environment, and social dimensions, including the reintegration of displaced populations.
- B013. United Nations Environment Programme (UNEP).** The Post-Conflict and Disaster Management Branch extends UNEP's work in areas of the world where the environment is impacted by conflicts and disasters, or where the environment is a factor contributing to conflicts and disaster impacts. Because conflicts and disasters are so closely intertwined with the environment, proper environmental management and governance is essential for long-term peace, stability, and security in any conflict- or disaster-prone country. It conducts environmental assessments in crisis affected countries and strengthens national environmental management capacity through institution building, promoting regional cooperation, technical legal assistance, environmental information management, and integrating environmental concerns and risk reduction measures in reconstruction programmes. Field-based assessments are conducted to identify the impacts of a conflict or disaster on environmental systems and the possible, indirect impacts on human health. UNEP delivers technical support for environmental clean-up or to mitigate environmental risks caused by disasters or conflicts, including those posed by chemical contamination or severe environmental damage to human health or livelihoods.
- B014. World Food Programme.** WFP's objectives are to establish international procedures for meeting emergency food needs and emergencies inherent in chronic malnutrition; assist in preschool and school feeding programmes; and implement food-for-work pilot projects in support of social and economic development. WFP's primary task is to furnish food in support of economic and social development projects in developing countries. In addition, substantial resources may be provided to meet emergency food needs. WFP purchases and ships food needed in emergencies on behalf of donor governments, or the affected countries. WFP staff

may assist, when required, in coordinating the reception and utilization of food aid received from all sources. The WFP can be regarded as the *de facto* logistic arm of the UN in disaster situations. The WFP also hosts the Humanitarian Early Warning Service (HEWSweb). HEWSweb (www.hewsweb.org) is an interagency partnership project aimed at establishing a common platform for humanitarian early warnings and forecasts for natural hazards. The main objective of HEWSweb is to bring together and make accessible in a simple manner the most credible early warning information available at the global level from multiple specialized institutions. Within the WFP, the UN Humanitarian Air Service (UNHAS) provides civilian passenger and cargo air transport services for humanitarian and development agencies. In the early stages of disaster response UNHAS is often the primary and preferred means of NGOs reaching remote areas that have become isolated due to lack of or damaged infrastructure.

B015. World Health Organization. The WHO's Emergency Response and Operations group is responsible for developing operational and logistic capacity in support of countries in acute crises. It also develops standard operating procedures for emergencies, to ensure a uniform approach across WHO to crises that demand an immediate response. WHO's mobile response teams bring together expertise in epidemic response, logistics, security coordination, and management. They are combined with mobile teams provided by the UN as a whole. They will empower the UN organizations in the affected country to better address the health aspects of crises. WHO's key functions in a crisis are:

- a. Promptly assess health needs of populations affected by crises and measure ill-health, identifying priority causes of ill-health and death.
- b. Support member states in coordinating action for health.
- c. Ensure that critical gaps in health response are rapidly identified and filled.
- d. Support restoration of essential public health functions.
- e. Revitalize health systems and build up their capacity for preparedness and response.

Section II – UN Relief Resources

B016. The Cluster Approach.

- a. As discussed earlier in chapter one, the cluster approach ensures that there is a clear system of leadership and accountability for all the key sectors or areas of humanitarian activity. The cluster approach is intended, therefore, to strengthen rather than to replace sector coordination under the overall

leadership of the humanitarian coordinator, with a view to improve humanitarian response in emergency situations. Cluster leads are responsible for ensuring response capacity is in place and that assessment, planning and response activities are carried out in collaboration with partners and in accordance with agreed standards and guidelines. Cluster leads also act as the “provider of last resort” when there are no other options to ensure adequate and appropriate response to humanitarian needs wherever there are critical gaps in the humanitarian response. This is not to be confused with the UN-CMCoord principle of ‘last resort’ referred to in chapter one. In addition to the core functions listed below, each cluster is also responsible for integrating early recovery from the outset of the humanitarian response. Exceptionally, the RC/HC may recommend an early recovery cluster also be established. The core functions of a cluster at the country-level are:

- (1) Supporting service delivery by providing a platform for agreement on approaches and elimination of duplication
 - (2) Informing decision-making of the HC / Humanitarian Country Team (HCT) for the humanitarian response through coordination of needs assessment and gap analysis and prioritization
 - (3) Planning and strategy development including sectorial plans, adherence to standards and funding needs
 - (4) Advocacy to address identified concerns on behalf of cluster participants and the affected population
 - (5) Monitoring and reporting on the cluster strategy and results; recommending corrective action where necessary
 - (6) Contingency planning/preparedness/capacity building where needed and where capacity exists within the cluster.
- b. The cluster approach was introduced to ensure that there is predictable leadership and accountability in all main sectors or areas of humanitarian response and to strengthen system-wide preparedness and technical capacity, under the overall leadership of the humanitarian coordinator, to respond to humanitarian emergencies. Clusters are groups of humanitarian organizations, both UN and non-UN, in each of the main sectors of humanitarian action, e.g. water, health and logistics. They are designated by the IASC and have clear responsibilities for coordination. The organizations include FAO, International Federation of Red Cross and Red Crescent Societies (IFRC), International Organization for Migration (IOM), Save the Children, UNDP, UNHCR, UNICEF, WFP, and WHO.

- c. Inter-cluster coordination takes place within the HCT, under the leadership of the HCs / RCs. The HCT comprises the cluster lead agencies (at country representative/director level) and selected operational partners involved in the response, and it is within the framework of this strategic decision-making forum that the overall humanitarian response operation is guided and led. At the operational level, inter-cluster coordination generally takes place within the framework of an inter-cluster coordination forum at cluster coordinator level.
- d. At the field level, the HC/RC is responsible for designating cluster lead agencies for all key humanitarian response sectors, in consultation with the HCT and the ERC. This is applied in all countries facing major new or on-going complex and/or natural humanitarian emergencies. Effective cluster and inter-cluster coordination are widely recognised as an essential part of any humanitarian response.
- e. The cluster coordinator for each individual cluster provides leadership and works on behalf of the cluster as a whole, facilitating all cluster activities and developing and maintaining a strategic vision and operational response plan. Together with other leaders of the UN humanitarian agencies in the country, they are consulted closely in developing the overall strategic direction of the humanitarian efforts and ensure coordination with other clusters in relation to inter-cluster activities and cross-cutting issues in accordance with the Principles of Partnership. Cluster coordinators are accountable to the humanitarian coordinator for ensuring the establishment of adequate coordination mechanisms for the sector or area of activity concerned, adequate preparedness, as well as adequate strategic planning for an effective operational response. Cluster coordinators have no authority to assign missions; they must meet requirements using coordination, collaboration, cooperation, and communication.
- f. Cluster meetings supplement, rather than replace, general interagency coordination meetings, and prevent a fragmentation of the humanitarian response. Support is provided to clusters in advocacy and resource-mobilization efforts to ensure a balanced, comprehensive, and well-prioritized humanitarian response.

B017. The UNDAC Handbook. The UNDAC Handbook is a reference guide for the use of members of the UNDAC team undertaking an emergency mission. The handbook contains a variety of useful information, checklists, and a description of coordination structures in the field. It has been designed and written in the form of a typical UNDAC mission cycle with chapters commencing with the UNDAC members' preparation prior to a mission, through various stages of a mission until the termination of the mission and debriefing. It also attempts to assist UNDAC members in accomplishing any of the various tasks they may be expected to

perform on missions. These include a range of issues such as staffing an OSOCC for USAR teams during an earthquake, to working with military contingents in humanitarian emergencies. It also contains useful data for everyday use on a mission such as composition of medical kits, security precautions, and characteristics of operating in different climatic conditions and terrain. The handbook has been compiled utilizing information from a wide spectrum of acknowledged sources.

- B018. **ReliefWeb.** ReliefWeb is the world's leading on-line gateway to information (documents and maps) on humanitarian emergencies and disasters. An independent vehicle of information, designed specifically to assist the international humanitarian community in effective delivery of emergency assistance, it provides timely, reliable and relevant information as events unfold, while emphasizing the coverage of "forgotten emergencies" at the same time. ReliefWeb is administered by OCHA.
- B019. **Humanitarian Response.** Humanitarian Response is a specialized digital service of OCHA. Humanitarian Response aims to be the central website for Information Management tools and services, enabling information exchange among operational responders during either a protracted or sudden onset emergency. This global site is complimented by country specific emergency sites that can be accessed through www.HumanitarianResponse.info. At the global level, Humanitarian Response provides access to country sites and a "one-stop-shop" for global information coordination resources, such as normative products including guidance notes and policies, cluster specific information and data, toolboxes and internet links. At the country level, Humanitarian Response is designed to provide a platform for sharing operational information between clusters and IASC members operating within a crisis.

ANNEX C - OTHER HUMANITARIAN ORGANIZATIONS AND ASSETS

C001. **General.** By nature, responses to humanitarian emergencies are difficult to manage. Many actors - –governments, NGOs, and IOs– - seek to respond simultaneously to complex emergencies. The role of NGOs and IOs in humanitarian action have their foundation in international law and various multi-lateral legal and policy frameworks agreed by the UN General Assembly regarding international humanitarian action. Many humanitarian actors operate on the basis of the principles of humanity, neutrality, impartiality, and independence. In practical terms, adherence to these principles are essential to their ability to establish and maintain humanitarian operations, including access to all affected populations, particularly in situations of armed conflict or other situations of violence and political controversy. Creating a coherent framework within which everyone can contribute promptly and effectively to the overall effort is a daunting task. The UN is the major provider and coordinator of HA around the world. The UN has strengthened cooperation with other organizations, both governmental and nongovernmental, and has taken actions to speed its emergency response capability. If and as requested, NATO-led forces will most likely operate with some of the primary IOs and NGOs described in this appendix. This annex is not all inclusive as it only covers some of the largest, most important humanitarian organizations and assets other than the UN. JFCs should also anticipate encountering many more lesser known IOs and NGOs that will be involved in humanitarian crises.

C002. **International Red Cross and Red Crescent Movement.**³¹ The International Red Cross and Red Crescent Movement is the largest humanitarian network in the world. The Movement is neutral and impartial, and provides protection and assistance to people affected by disasters and conflicts. Its mission is to alleviate human suffering, protect life and health, and uphold human dignity especially during armed conflicts and other emergencies. It is present in every country and supported by nearly 100 million members, volunteers and supporters. The Movement is composed of the International Committee of the Red Cross (ICRC), IFRC, and 189 member National Red Cross and Red Crescent Societies. Each has its own legal identity and role, but they are all united by seven fundamental principles: humanity, impartiality, neutrality, independence, voluntary service, unity, and universality.

- a. **International Federation of Red Cross and Red Crescent Societies.** The IFRC is a global humanitarian organization that coordinates and directs international assistance following natural and man-made disasters in non-conflict situations. Its mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The IFRC works with National Societies in

³¹ For more on the International Red Cross and Red Crescent Movement, see <http://www.redcross.int> or <http://www.ifrc.org/>.

responding to catastrophes around the world. Its relief operations are combined with development work, including disaster preparedness programmes, health and care activities, and the promotion of humanitarian values. In particular, it supports programmes on risk reduction and fighting the spread of diseases, such as human immunodeficiency virus, tuberculosis, avian influenza, and malaria. The organization also works to combat discrimination and violence, and promote human rights and assistance for migrants. The IFRC carries out relief operations to assist victims of disasters, and combines this with development work to strengthen the capacities of its member National Societies. The IFRC focuses its efforts in three key areas: disaster response and recovery, development, and promoting social inclusion and peace.

- (1) Emergency response units (ERUs) are standardized packages of trained personnel and modules of equipment, ready to be deployed at short notice. The units are fully self-sufficient for one month and can be deployed for up to four months. ERUs are part of the global International Federation of Red Cross disaster response system and therefore used in large emergency response operations, when global assistance is needed and the federation's delegation(s) and the affected national society cannot respond alone. ERUs provide specific services where local infrastructure is damaged, temporarily out of use, or insufficient to cope with the needs. There are eight types of ERU: logistics; information technology and telecommunication; water and sanitation; basic health care; referral hospital; rapid deployment hospital; relief; and base camp.
- (2) The International Federation has developed the field assessment and coordination teams (FACTs) concept. It was developed in close cooperation with OCHA, and the assessment and coordination systems are compatible with OCHA's UNDAC system. A core group of experienced Red Cross/Red Crescent disaster managers from within the Federation and from the national societies with different expertise in relief, logistics, health, nutrition, public health and epidemiology, water and sanitation, finance, administration, psychological support, as well as language capabilities, have become members of FACT.
 - (a) The FACT works with counterparts from the local national society, and with members of regional disaster response teams, members of the Federation regional or country delegation, and the ICRC. In coordination with local authorities, UN organizations and NGOs, the FACT carries out an assessment of the situation and identifies the most urgent needs.

- (b) The FACT also facilitates and coordinates the start-up of relief activities. It may request ERUs and coordinate their deployment, advise on and request other human and material resources, and coordinate the assistance provided by the Red Cross Movement in response to the disaster.
 - (c) After assisting in the implementation of the plan of action, the FACT hands over the relief operation to the host national society, the delegation, and the delegates who have been recruited to support them.
- b. **International Committee of the Red Cross.**³² The ICRC is an impartial, neutral, and independent organization with an exclusively humanitarian mission to protect the lives and dignity of victims of war and internal violence and to provide them with assistance.³³ It takes action in response to emergencies and at the same time promotes respect for international humanitarian law and its implementation in national law. During conflicts, it directs and coordinates the international relief activities conducted by the movement. It also endeavours to prevent suffering by promoting and strengthening humanitarian principles.
 - (1) Its specific tasks applicable to HA include:
 - (a) Visits and interviews, without witness, to prisoners of war and detained or interned civilians.
 - (b) Search for missing persons.
 - (c) Transmission of messages between family members separated by conflict, including from prisoners of war and detained civilians.
 - (d) Reunification of dispersed families.
 - (e) Provision of basic health care services.
 - (f) Provision of urgently needed food, water, sanitation, and shelter to civilians without access to these basic necessities.

³² The work of the ICRC is based on the Geneva Conventions of 1949, their Additional Protocols, its Statutes – and those of the International Red Cross and Red Crescent Movement – and the resolutions of the International Conferences of the Red Cross and Red Crescent

³³ Allied Command Operations (ACO) and Allied Command Transformation (ACT) signed an MOU with ICRC in Jun 2012.

- (g) Monitoring compliance with and contributing to the development of international humanitarian principles.
 - (h) Spreading knowledge of international humanitarian principles.
- (2) The ICRC mandate has two sources of authority, the Geneva Conventions and the ICRC's statutes, which encourage it to undertake similar work in situations of internal violence, where the Geneva Conventions do not apply.
- (3) The ICRC receives its funding from voluntary contributions from governments, other IOs, national Red Cross and Red Crescent Societies, and private sources.
- c. **National Red Cross and Red Crescent Societies.** National Red Cross and Red Crescent Societies form the basic units and constitute a vital force of the International Red Cross and Red Crescent Movement in nearly all countries. National societies act as auxiliaries to the public authorities of their own countries in the humanitarian field and provide a range of services including DR, health, and social programmes. During wartime, national societies assist the affected civilian population and support the military medical services where appropriate. To participate in the movement a national society must first be recognized by the International Committee of the Red Cross and then admitted to the International Federation. There are ten conditions for recognition listed in the statutes of the movement. They include such requirements as autonomous status recognized under national legislation, the use of a recognized emblem, and adherence to the fundamental principles. There can only be one society in each country and it must be constituted on the territory of an independent state.

C003. **International Organization for Migration.** IOM is the principal IO in the field of migration.³⁴ IOM is dedicated to promoting humane and orderly migration for the benefit of all. As an intergovernmental body, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants. It does so by providing services and advice to governments and migrants. IOM works 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 HA to migrants in need, be they refugees, displaced persons or other uprooted people. IOM works in the four broad areas of migration management: migration and development,

³⁴ ACO and ACT signed an MOU with IOM in Nov 2007.

facilitating migration, regulating migration, and addressing forced migration. IOM works closely with governmental, IO, and NGO partners with offices and operations on every continent.

- C004. **European Community Directorate General for Humanitarian Aid and Civil Protection.** The EU as a whole (i.e., the member states and the commission) is one of the world's main humanitarian aid donors; the European Community Directorate General for Humanitarian Aid and Civil Protection is the service of the European Commission responsible for this activity. The objective of EU humanitarian aid is to provide a needs-based emergency response aimed at preserving life, preventing and alleviating human suffering, and maintaining human dignity wherever the need arises if governments and local actors are overwhelmed, unable, or unwilling to act. The directorate's task is to ensure goods and services get to crisis zones fast. Goods and services reach disaster areas via partners. The EU routinely deploys Civil Protection Teams to assist in European aid coordination and mobilization.
- C005. **The Sphere Project**³⁵ is a voluntary initiative that brings a wide range of humanitarian agencies together around a common aim - to improve the quality of HA and the accountability of humanitarian actors to their constituents, donors, and affected populations. *The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response*, is one of the most widely known and internationally recognized set of common principles and universal minimum standards for humanitarian response. It establishes six core standards that provide a single reference point for approaches that underpin all the standards in the Handbook and also discusses minimum standards in the areas of:
- a. Water supply, sanitation, and hygiene promotion
 - b. Food security and nutrition
 - c. Shelter, settlement, and non-food items
 - d. Health systems and services
- C006. **Good Humanitarian Donorship.** The Good Humanitarian Donorship (GHD) initiative is an informal donor forum and network which facilitates collective advancement of GHD principles and good practices. It recognises that, by working together, donors can more effectively encourage and stimulate principled donor behaviour and, by extension, improved humanitarian action. Meeting in Stockholm in June 2003, a group of 17 donors endorsed the *Principles and Good Practice of Good Humanitarian Donorship*. These were drawn up to enhance the coherence and effectiveness of donor action, as well as their accountability to beneficiaries,

³⁵<http://www.spherehandbook.org/>

implementing organizations and domestic constituencies, with regard to the funding, co-ordination, follow-up and evaluation of such actions.

- a. There are currently 40 members of the GHD group who contribute through the forum in providing effective and accountable HA. The coming together of donors under the banner of the GHD framework has filled a crucial gap in the broad landscape of humanitarian coordination. Bridging this gap has allowed for the development of consensus around a comprehensive agenda for good humanitarian donor policy and practice which, in a few short years, has become near common currency.
- b. The GHD framework, and the associated processes that GHD donors have committed to, has provided a valuable platform for dialogue and an important vehicle for advancing humanitarian policy and practice matters – within the bureaucracies of the GHD donors themselves, and the humanitarian community at large.

LEXICON

PART I – ACRONYMS AND ABBREVIATIONS

AJP	Allied joint publication
AMCC	Allied Movements Coordination Centre
CBRN	chemical, biological, radiological and nuclear
CEPC	Civil Emergency Planning Committee
CIMIC	civil-military cooperation
CJ-CBRND-TF	Combined Joint CBRN Defence Task Force
CM	consequence management
CMCS	Civil-Military Coordination Section
CMI	civil-military interaction
CMPS	civil-military planning and support
DR	disaster relief
EADRCC	Euro-Atlantic Disaster Response Coordination Centre
EADRU	Euro-Atlantic Disaster Response Unit
EAPC	Euro-Atlantic Partnership Council
ERC	emergency relief coordinator
ERU	emergency response unit
EU	European Union
FACT	field assessment and coordination team
FAO	Food and Agriculture Organization of the United Nations
GHD	Good Humanitarian Donorship
HA	humanitarian assistance
HC	humanitarian coordinator
HCT	humanitarian country team
HEWSweb	Humanitarian Early Warning Service
HN	host nation
HQ	headquarters
IASC	Inter-Agency Standing Committee
ICRC	International Committee of the Red Cross
IDP	internally displaced person
IDRO	international disaster relief operations
IFRC	International Federation of Red Cross and Red Crescent Societies
INSARAG	International Search and Rescue Advisory Group
IO	international organization
IOM	International Organization for Migration

IS	International Staff
JFC	joint force commander
JOA	joint operations area
MC	Military Committee
MCDA	military and civil defence assets
MHE	materials handling equipment
MILENG	military engineering
MOU	memorandum of understanding
NAC	North Atlantic Council
NGO	non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OE	operational environment
OSOCC	on-site operations coordination centre
PA	public affairs
PfP	Partnership for Peace
RC	resident coordinator
ROE	rules of engagement
SOFA	Status of Forces Agreement
StratCom	strategic communications
UN	United Nations
UN-CMCoord	United Nations Humanitarian Civil-Military Coordination
UNDAC	United Nations Disaster Assessment and Coordination
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNHAS	UN Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USAR	urban search and rescue
USG	Under-Secretary General
WFP	World Food Programme
WHO	World Health Organization
WMD	weapon of mass destruction

PART II – TERMS AND DEFINITIONS

Allied joint publication

An Allied publication containing doctrine applicable to NATO and NATO-led operations involving more than one service. (NTMS-NATO Agreed)

host nation

A nation which, by agreement: a. receives forces and materiel of NATO or other nations operating on/from or transiting through its territory; b. allows materiel and/or NATO organizations to be located on its territory; and/or c. provides support for these purposes. (AAP-6)

humanitarian aid.

The resources needed to directly alleviate human suffering. (AAP-6)

internally displaced person

A person who, as part of a mass movement, has been forced to flee his or her home or place of habitual residence suddenly or unexpectedly as a result of armed conflict, internal strife, systematic violation of human rights, fear of such violation, or natural or man-made disasters, and who has not crossed an internationally recognized State border. (AAP-6)

international organization

An intergovernmental, regional or global organization governed by international law and established by a group of states, with international juridical personality given by international agreement, however characterized, creating enforceable rights and obligations for the purpose of fulfilling a given function and pursuing common aims. Note: Exceptionally, the International Committee of the Red Cross, although a non-governmental organization formed under the Swiss Civil Code, is mandated by the international community of states and is founded on international law, specifically the Geneva Conventions, has an international legal personality or status on its own, and enjoys some immunities and privileges for the fulfilment of its humanitarian mandate. (AAP-6)

military engineering

Engineer activity, undertaken regardless of component or Service to shape the physical operating environment. (NTMS – NATO Agreed)

non-governmental organization

A private, not for profit, voluntary organization with no governmental or intergovernmental affiliation, established for the purpose of fulfilling a range of activities, in particular development-related projects or the promotion of a specific cause, and organized at local, national, regional or international level.

Notes:

1. A non-governmental organization does not necessarily have an official status or mandate for its existence or activities.
2. NATO may or may not support or cooperate with a given non-governmental organization. (AAP-6)

operation

A sequence of coordinated actions with a defined purpose.

Notes:

1. NATO operations are military.
2. NATO operations contribute to a wider approach including non-military actions. (NTMS-NATO Agreed)

operational level

The level at which campaigns and major operations are planned, conducted and sustained to accomplish strategic objectives within theatres or areas of operations. (AAP-6)

public affairs

The function responsible to promote NATO's military aims and objectives to audiences in order to enhance awareness and understanding of military aspects of the Alliance. This includes planning and conducting external and internal communications, and community relations. (MC 0457/2)

refugee

Any person who, owing to a 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, or owing to such fear, is unwilling to avail himself of the protection of that country; or who, not having a nationality and being outside the country of his former habitual residence as a result of such events, is unable or, owing to such fear, is unwilling to return to it. [UN] (AAP-6)

strategic level

The level at which a nation or group of nations determines national or multinational security objectives and deploys national, including military, resources to achieve them. (AAP-6)

weapon of mass destruction

A weapon that is capable of a high order of destruction and of being used in such a manner as to destroy people, infrastructure or other resources on a large scale. (AAP-6)

REFERENCE PUBLICATIONS

AAP-06	NATO Glossary of Terms and Definitions
AAP-15	NATO Glossary of Abbreviations Used in NATO Documents and Publications
AJP-01	Allied Joint Doctrine
AJP-3	Allied Doctrine for the Conduct of Joint Operations
AJP 3.2.3.3	Allied Joint Doctrine For Military Police
AJP-3.4	Allied Joint Doctrine for Non-Article 5 Crisis Response Operations
AJP-3.4.1	Allied Joint Doctrine for Peace Support Operations
AJP-3.4.5	Allied Joint Doctrine for Military Support to Stabilization and Reconstruction
AJP-3.4.9	Allied Joint Doctrine for Civil-Military Cooperation
AJP-3.8	Allied Joint Doctrine for Chemical, Biological, Radiological, and Nuclear Defence
AJP-3.10	Allied Joint Doctrine for Information Operations
AJP-3.12	Allied Joint Doctrine for Military Engineering
AJP-4	Allied Joint Logistic Doctrine
AJP-4.5	Allied Joint Doctrine for Host Nation Support
AJP-4.10	Allied Joint Medical Support Doctrine
AJP-5	Allied Joint Doctrine for Operational-level Planning
ACO- Directive 95-2	ACO Strategic Communications Directive
ACO	Comprehensive Operations Planning Directive (COPD)
Bi-SC Directive 40-1,	Integrating UNSCR1325 and Gender Perspectives in the NATO Command Structure Including Measures for Protection during Armed Conflict
Bi-SC	Joint Operational Guidelines 13/01, Logistics
MC 0133/4	NATO's Operations Planning
MC 0319/3	NATO Principles and Policies for Logistics
MC 0324/2	The NATO Military Command Structure
MC 0326/3	NATO Principles and Policies of Operational Medical Support
MC 0327/2	NATO Military Policy for Non-Article 5 Crisis Response Operations
MC 0334/2	NATO Principles and Policies for Host Nation Support
MC 0343/1	NATO Military Assistance to International Disaster Relief Operations
MC 0400/2	MC Guidance for the Military Implementation of the Alliance Strategy
MC 0411/2	NATO Military Policy on Civil-Military Cooperation and Civil-Military Interaction
MC 0457/2	NATO Military Policy on Public Affairs
MC 0500/2	NATO International Peacetime Establishments
MC 0526	Logistics Support Concept for NATO Response Force (NRF) Operations

MC 0560/1 MC Policy for Military Engineering

MCM 0087-2007 Combined Joint Chemical, Biological, Radiological, and Nuclear
(CBRN) Defence Task Force (CJ-CBRND-TF) Concept of Operations

MCM-0164-2009 *NATO Strategic Communications Policy*

PO(2009)0141 *NATO Strategic Communications Policy*
NATO Crisis Response System Manual (NCRSM)

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