

**PASOLS  
MUTUAL LOGISTICS SUPPORT  
HANDBOOK**

**PART 3  
HUMANITARIAN ASSISTANCE/  
DISASTER RELIEF  
OPERATIONS**

## **INTRODUCTION**

1. The MLSA handbook deals with mutual logistics support transferred between the military forces of members of PASOLS. It provides detail on bilateral support where one member nation provides logistics support to another through the use of a formally negotiated Mutual Logistics Support Arrangement (MLSA) and the subordinate MLSA Implementing Arrangement (IA). The MLSA provides a framework of basic terms and conditions for the provision of a range of logistics support over an agreed period. Specific details of support for particular operations are generally negotiated and agreed through IAs. The MLSA includes all types of operation but MLSA IAs, although similar in form and procedures for coalition, Humanitarian Assistance/Disaster Relief (HA/DR) or UN operations, address the specific requirements of particular operations.

2. This Part of the handbook addresses mutual logistics support between the military forces of PASOLS member nations involved in HA/DR operations. While the transfer of logistics support using a specific MLSA IA is similar to other types of operation, HA/DR operations can be more complex because they are essentially civilian operations controlled by the host nation government, and because they may involve non military organisations and government and non-government disaster relief organisations from the host nation and other contributing nations. Many PASOLS member nations have existing MLSAs and associated IAs negotiated using the templates included in this handbook. The use of amended PASOLS templates may also be appropriate where PASOLS member nations wish to establish arrangements with Government or Non-Government Organisations for member or non member nations for transfer of logistics support to HA/DR.

3. A wide range of different organisations have been involved in managing or assisting with HA/DR operations in the recent past, and most have taken action to improve their performance through the application of 'lessons learned'. Information on lessons learned can be found by searching the sites of organisations such as the Red Cross/Red Crescent and the UN.

4. Because of the complexities in HA/DR as outlined, this Part of the handbook addresses the nature of HA/DR operations, the role of the military generally, and the military/civilian interface.

## **HUMANITARIAN ASSISTANCE/DISASTER RELIEF**

5. A disaster can be an act of nature, such as an earthquake, or a man made event, such as an explosion, which causes serious disruption to a nation's ability to function effectively, causing human, material or environmental losses of a scale to warrant assistance from external agencies.<sup>1</sup> Humanitarian Assistance (HA) consists of activities conducted to relieve or reduce human pain and suffering, disease, hunger or adversity created by conditions that might present a serious threat to life or that can result in great damage to or loss of property. HA may be considered a general term applying to assistance provided by Government organisations or NGOs at any time,

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<sup>1</sup>This definition is taken from the draft ARF HADR SOP which is currently (Feb 2008) being considered by the ASEAN Regional Forum (ARF) member nations.

whether directly related to a disaster or not. Disaster Relief (DR) is the emergency assistance provided to help ease the effects of natural disasters such as earthquakes or floods or manmade events such as pollution or conflict.<sup>2</sup> DR may be considered to be a subset of HA. HA/DR is the sum of all of the actions taken by nations, Non-Government Organisations (NGOs) and international organisations.

6. HA/DR operations commence with a disaster warning or the actual occurrence when no warning is received. In the best situation, the response to a disaster is the implementation of a plan developed during a disaster preparedness evaluation, but in many cases the disaster is not predicted and response planning occurs after the event.

7. The first response to any disaster is the immediate life saving phase, and includes provision of search and rescue, medical aid and provision of food, water and shelter. The second phase is the stabilisation or life preserving phase and includes ongoing food and water provision, sanitation, and construction of shelter. The final phase is the general recovery phase and covers rehabilitation and reconstruction. Often these phases overlap, and no indication can be given beforehand as to the length of time for each phase.

8. United Nations Resolution 46/182 states that humanitarian assistance must be provided in accordance with the principles of humanity, neutrality and impartiality, where these terms are defined as:

- 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.
- Neutrality. Humanitarian assistance must be provided without engaging in hostilities or taking sides in controversies of a political, religious or ideological nature.
- Impartiality. Humanitarian assistance must be provided without discriminating as to ethnic origin, gender, nationality, political opinions, race or religion. Relief of the suffering must be guided solely by needs and priority must be given to the most urgent cases of distress.

9. In addition, the UN seeks to provide humanitarian assistance with full respect of the sovereignty of states. These principles are generally accepted by all international HA/DR organisations.

## **HA/DR MANAGEMENT**

10. The coordination and control of HA/DR operations is primarily the responsibility of the government of the nation in which the disaster occurs. Many nations have government organisations specifically set up to provide their own disaster relief, and many of these have well documented procedures on web sites. In some cases, the disaster is of such magnitude as to transcend national boundaries, and

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<sup>2</sup> ARF HADR SOP chap 2

in other cases the nation does not have the resources to coordinate and control the disaster response. When this occurs, international agencies may take the lead but in principle on the basis of a request by the affected state.

11. The Red Cross/Red Crescent 30<sup>th</sup> international conference adopted Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance.<sup>3</sup> These guidelines detail responsibilities of affected states as follows:

- Affected states have the primary responsibility to ensure disaster risk reduction relief and recovery assistance in their territory.
- If an affected state determines that a disaster situation exceeds national coping capacities, it should seek international and/or regional assistance to address the needs of affected persons.
- Affected states have the sovereign right to coordinate, regulate and monitor disaster relief and recovery assistance provided by assisting actors on their territory, consistent with international law.

12. In the Asia Pacific region ASEAN nations have agreed to jointly respond to disaster emergencies through concerted national efforts and intensified regional and international cooperation.<sup>4</sup> The ASEAN Regional Forum (ARF) has a well established, diverse and highly capable membership with shared intent to improve interoperability, effectiveness and response time to disaster relief.<sup>5</sup> These two organisations are developing Standard Operating Procedures manuals addressing HA/DR. (insert links)

13. On a world-wide basis, organisations such as the UN or International Federation of Red Cross/Red Crescent (IFRC) have the ability to take the lead in management of HA/DR operations. The UN has the Office for the Coordination of Humanitarian Affairs (OCHA) with the mission to mobilise and coordinate effective and principled humanitarian action in partnership with national and international actors.<sup>6</sup> OCHA is a department of the UN Secretariat which has a network of field offices which support UN Humanitarian Coordinators and country teams. Several of the PASOLS member nations have Humanitarian Coordinators. The head of OCHA, as the UN Emergency Relief Coordinator, chairs an Inter-Agency Standing Committee comprising major humanitarian actors including the Red Cross Movement and three NGO consortia.<sup>7</sup>

14. The IFRC is a global humanitarian organisation, which 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

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<sup>3</sup> [www.ifrc.org/Docs/pubs/idrl/guidelines/guidelines.pdf](http://www.ifrc.org/Docs/pubs/idrl/guidelines/guidelines.pdf)

<sup>4</sup> SOP for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations (ASEAN) (Draft, Oct 2007)

<sup>5</sup> ASEAN Regional Forum SOPs for Humanitarian Assistance and Disaster Relief (ARF) (Draft, Dec 2007)

<sup>6</sup> <http://ochaonline.un.org/>

<sup>7</sup> <http://ochaonline.un.org/AboutOCHA/tabid/1079/Default.aspx>

power of humanity. The International Federation works with National Red Cross/Red Crescent Societies in 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 HIV, tuberculosis, avian influenza and malaria. The organization also works to combat discrimination and violence, and promote human rights and assistance for migrants.<sup>8</sup> The IFRC has a Disaster Preparedness Training Manual located at [www.ifrc.org/what/disasters/dp.manual.asp](http://www.ifrc.org/what/disasters/dp.manual.asp).

15. The IFRC should not be confused with the International Committee of the Red Cross (ICRC) which is an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of war and internal violence and to provide them with assistance.

16. It is also possible for a larger nation or its military to act as the lead nation for the coordination of the relief effort. For example, the Multinational Planning Augmentation Team (MPAT) which consists of a cadre of military planners from nations with Asia-Pacific interests is capable of augmenting a national or multinational force headquarters. HA/DR is only one aspect of the MPAT work which addresses a range of operations other than war as well as coordinating exercises to facilitate training of the various nations.

17. MPAT is a multinational program established in November 2000 by the Commander of U.S. Pacific Command and the Chiefs of Defense of various nations in the Asia-Pacific region. The goal of the program is to facilitate the rapid and effective establishment and/or augmentation of multinational coalition or combined task force headquarters (CTF HQ). Participation grew to 33 nations by 2005. Planners learn from each other the common procedures for activating, forming, and employing a force headquarters and associated planning processes. The MPAT Secretariat resides with Pacific Command Training and Exercises Directorate (J7) in Hawaii.<sup>9</sup>

18. MPAT is hosted on the Asia-Pacific Area Network (APAN) website (<http://www1.apan-info.net/Default.aspx?alias=www1.apan-info.net/mpat>), a portal offering information resources and a collaborative planning environment as a means to greater defense interaction, confidence-building, and enhanced security cooperation in the Asia-Pacific Region. APAN is hosted by the Commander, US Pacific Command, Camp Smith, Hawaii. USPACOM will establish and maintain an unclassified web-based information sharing and collaboration network as a means of enhancing interoperability and multilateral cooperation in the Asia-Pacific<sup>10</sup>

19. Links to the HA/DR sites of some of the nations with valuable information on disaster management are:

- Australia. Emergency Management Australia is the key coordinating body for operations within Australia and has a website at [www.ema.gov.au](http://www.ema.gov.au) which provides some general information;

<sup>8</sup> [http://www.ifrc.org/what/disasters/index.asp?navid=04\\_03](http://www.ifrc.org/what/disasters/index.asp?navid=04_03) and <http://www.ifrc.org/who/movement.asp>

<sup>9</sup> <http://www1.apan-info.net/mpat/MPAT/AboutMPAT/tabid/3716/Default.aspx>

<sup>10</sup> *ibid*

- Australia. The Australian Agency for International Development (AUSaid) deals with international aid and has a website at [www.aisaid.gov.au](http://www.aisaid.gov.au)
- New Zealand. A site containing much of New Zealand's knowledge of earthquakes preparedness, a bibliography, copies of the NZ Civil Defence Act and Emergency Plan and links to other sites is <http://www.civildefence.govt.nz/memwebsite.nsf>
- United States. The US Federal Emergency Management site is <http://www.fema.gov/>
- United States. The US also has the United States Agency for International Aid (USAID) which has a website at [www.usaid.gov](http://www.usaid.gov) .
- Canada. A Canadian Government site containing research information, preparedness data and links to other sites is the Public Safety Canada site, <http://www.ps-sp.gc.ca/chan/gov/index-en.asp>. The Emergency Preparedness Information Exchange site, <http://epix.hazard.net/about.html> is also of interest.
- United Kingdom. The UK government site dealing with disaster management is <http://www.preparingforemergencies.gov.uk/index.shtm>, and <http://www.emergencymanagement.org.uk/> is a site which also provides significant information.

## **MILITARY CONTRIBUTION TO HA/DR OPERATIONS**

20. Military forces are in a good position to contribute to HA/DR operations in the first instance as they have short reaction times, are generally well prepared to deploy and have the manpower and other resources necessary to respond. In addition, the military are generally able to use their standard communications systems where civilian infrastructure is damaged, and may also be able to provide assets to facilitate distribution, water production and electricity generation. The use of military forces in the provision of HA/DR may bring sensitivities related to perceptions of military or political threats to the sovereignty of an affected nations as mentioned previously.

21. As military forces do not have the prime responsibility for HA/DR operations they are usually employed as a result of a call for assistance by governments or by humanitarian relief organisations through government channels. The Military will always deploy as part of a Whole of Government response, and will rarely if ever have the lead. Military assistance is not usually requested unless civilian organisations are over extended, but as the military, particularly as a coalition, has a complete set of skills and capabilities required in the immediate life saving phase the request is more likely than not.

22. From the earliest stages on, there is a need for close cooperation and coordination between the civil and military organisations involved in the HA/DR operation. This Civil-Military Cooperation (CIMIC) is a responsibility of command at all levels and in all organisations and is most important in ensuring the best use is made of resources available.

23. The United Nations has coined the term Military and Civil Defence Assets (MCDA) which comprises relief personnel, equipment, supplies and services provided by foreign military and civil defence organisations for disaster relief.<sup>11</sup> This definition was included in the Oslo Guidelines which have the aim of establishing the basic framework for formalising and improving the effectiveness and efficiency of the use of foreign military and civil defence teams and expertise in international disaster relief operations.<sup>12</sup> The Oslo Guidelines indicate that military personnel deploying on disaster relief operations will do so unarmed and in national uniforms and that military assistance is a last resort.

24. The March 2003 UN Guidelines on the use of MCDA<sup>13</sup> state that 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 guidelines indicate that while military assets remain under military control, the operation as a whole must remain under civilian control. The guidelines also include key concepts for the use of military and civil defence resources.

25. Beyond the UN, there is general acceptance of the Civil-Military Cooperation (CIMIC) concept. Military operations take place within a broad political and civil context than hitherto, and commanders are increasingly required to take account of social, political, cultural, religious, economic, environmental and humanitarian factors when planning and conducting those operations.<sup>14</sup> The US uses the term Civil Affairs to cover a similar concept. A number of definitions exist for CIMIC, but all are similar to the following ‘coordination and cooperation, in support of the mission, between the commander and civil actors, including the national population and local authorities, as well as international, national and NGOs’.<sup>15</sup> All require close cooperation between military and civilian organisations involved in any operation, and more so in the HA/DR situation.

26. In many HA/DR operations the extent of the disaster may overwhelm civilian organisations such as to make the use of military essential. Such large scale HA/DR operations are characterised by many nations and non-government or international aid organisations offering support to differing degrees. The military can be involved both in the immediate life saving phase, delivering the medical, water and emergency shelter to the disaster area and in the subsequent phases to facilitate stabilisation and recovery, although there is less military involvement in the latter stages as early transition to civil organisations is the norm. While PASOLS nations may or may not provide military assistance under a MCDA force involving both military and civilian personnel, where they do provide military assistance, the effectiveness of HA/DR support can be enhanced by member nations working together in the provision of the support.

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<sup>11</sup> UN ‘Guidelines on the use of Military and Civil Defence Assets in Disaster Relief, May 1994. (Oslo Guidelines)

<sup>12</sup> Ibid para 19

<sup>13</sup> Guidelines On The Use of Military and Civil Defence Assets To Support United Nations Humanitarian Activities in Complex Emergencies. March 2003.

<sup>14</sup> Interim Joint Warfare Publication 3-90 – Civil Military Cooperation (UK) para 102

<sup>15</sup> (Australian Council for International Development.)

## **PASOLS NATION CONTRIBUTIONS**

27. From the general description of military assistance to HA/DR operations, it can be seen that PASOLS nations, in addition to providing bilateral assistance as individual nations, may be involved as members of organisations such as ASEAN, the ASEAN Regional Forum, the UN or under bilateral agreements. In general also, the military assistance will be made as part of a national civil and military commitment. In the ideal situation, national contributions are self sufficient so that the lead organisation does not have the responsibility and burden of supporting the contributing nations in addition to the disaster affected nation. Every effort should be made by contributing nations to be self-sufficient.

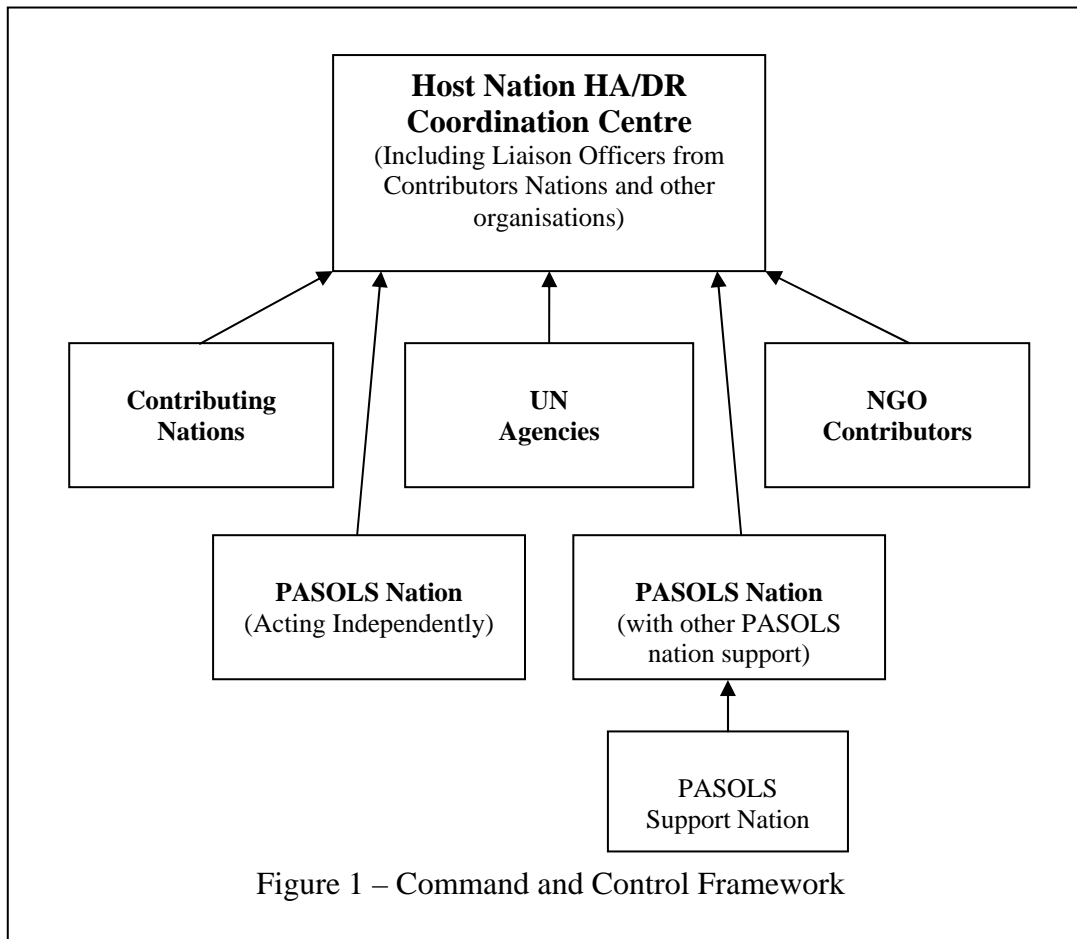
28. In practice, military forces are generally prepared to deliver the assistance required, and while the command and control of any HA/DR operation is vested in the host nation government and under civilian control, the standard military command and control system which exists alongside the civilian system can play an important role. PASOLS presents an opportunity for member nations to coordinate military logistics support with each other to facilitate contribution to HA/DR operations.

29. Several nations provided presentations on HA/DR at the 36<sup>th</sup> PASOLS, and panel discussions also addressed the HA/DR topic. Outcomes from these presentations and discussions are included in the detail provided in the following sections.

### **Command and Control**

30. The first responsibility of a nation providing military support to HA/DR operations is to coordinate the effort with the organisation taking the prime role in managing the relief operation. Improved effectiveness in these initial stages can be achieved where nations can work together in a coalition. Previous experience in working together will help, but where PASOLS nations are involved, the ability to use previously agreed arrangements such as the MLSA for logistics support of military contributors would be of great advantage. A command and control framework which indicates the role of the PASOLS member nation was developed at the 36<sup>th</sup> PASOLS. This framework is at Figure 1. Normally, the main conduit for contributing nations to coordinate their efforts is through a Host Nation Command and Control Coordination Centre. Host Nations typically establish a country-wide reporting structure to facilitate the flow of information and requirements to allow this coordination centre to direct operations.

31. Figure 1 shows the host nation coordination centre which can in fact be supported by a number of potential lead organisations or nations, with contributors generally working to that coordination centre. The diagram proposes a PASOLS Member Nations Coordination Centre working in parallel with the host nation to coordinate the contributions of the PASOLS members. This would allow the use of MLSAs and IAs to allow complementary support to be given by the PASOLS members as a coalition.



32. The MPAT organisation has developed a publication ‘Multinational Force Standing Operating Procedures’ which is a guide for the establishment of a Coalition or Combined Task Force and which is intended to act as a solid framework for plans development and execution of multinational operations.<sup>16</sup> This comprehensive manual addresses command and control and all other aspects of multinational operations for a range of activities including HA/DR.

33. The Japanese presentation at the 36<sup>th</sup> PASOLS stressed the importance of coordination of effort in HA/DR operations and provided two examples of command and control or coordination networks.<sup>17</sup> One of these was based on the MPAT model.

### Emergency Response Checklist

34. The first action in determining the relief to be provided is for coalition nations to jointly assess the relief needed. At the 35<sup>th</sup> PASOLS, member nations agreed on a phased approach to the checklist process to determine the relief to be provided in HA/DR operations. The first phase is the Emergency Response Checklist, which is for an affected nation or supporting nation to use to assess the immediate needs. This list is an initial high level assessment to gain an understanding of the actions required. More detailed checklists have been developed by other organisations and references

<sup>16</sup> The SOP publication can be downloaded from the MPAT site <http://www1.apan-info.net/Default.aspx?alias=www1.apan-info.net/mpat>

<sup>17</sup> The Japanese PASOLS presentation can be accessed from the PASOLS website.

are provided in following paragraphs. The second phase is the detailed response requirement and this is addressed under the heading Reconnaissance below.

35. The emergency response checklist asks the questions;

- What is the situation? (What has happened and what is the impact.)
- What is needed? (And what is not needed.)
- Are there any cultural aspects which impact on the needs?
- When is the support needed? (Including the priority of need and timelines required for delivery.)
- Where is the support needed? (Including delivery points and means of distribution.)
- Who else is on the scene? (What government and non-government organisations are involved, what are they contributing and what coordination is needed?)
- Who is the coordinating authority? (Including what command and control arrangements are in place.)

36. The ASEAN ‘Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations’ (Draft 4 October 2007), provides a number of check lists which may be of benefit. The ASEAN Regional Forum and MPAT have checklists and Standing Operational Procedures. Other organisations and publications mentioned in this handbook also have detail on this topic.

## **Reconnaissance**

37. One of the most important actions to determine the need for HA/DR is that of reconnaissance. As for the HA/DR operation itself, the reconnaissance is coordinated by the government of the nation in which the disaster occurs, or in some cases an international aid body. Again, military forces often have the most suitable assets to conduct the reconnaissance, but need to work with the coordinating and controlling organisation.

38. The Multinational Interoperability Council (MIC) is a multinational, operator-led forum, to identify interoperability issues and articulate actions, which if nationally implemented, would contribute to more effective coalition operations. The MIC is composed of senior operations, doctrine, logistics, and C4 staff officers from each of the member nations as well as senior officials from observer nations and organizations. The MIC provides a framework to enable potential lead nations the opportunity to identify interoperability issues and articulate courses of action.<sup>18</sup>

39. One of the MIC products is the ‘Rapid Reconnaissance Handbook for Humanitarian/Disaster Response’. In addition to providing detail of reconnaissance fundamentals, techniques, approaches, and planning, it provides considerable information on the military involvement in HA/DR operations generally. The handbook is available from the MIC website ([http://www.jcs.mil/j3/mic/doc/10\\_06/Rapid\\_Recce\\_Handbook\\_final\\_1Nov06.pdf](http://www.jcs.mil/j3/mic/doc/10_06/Rapid_Recce_Handbook_final_1Nov06.pdf))

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<sup>18</sup> <http://www.jcs.mil/j3/mic/> (home page)

there is also a link from the PASOLS website, [http://pasols.org/logistic\\_information\\_centre/additional handbook references.htm](http://pasols.org/logistic_information_centre/additional_handbook_references.htm) .

### **Member Nation Information**

40. An important consideration for any operation, but particularly for HA/DR, where the notice is often very short, is advance preparation. This is addressed partly by member nations having implemented MLSAs so that procedures for the transfer of logistics are in place prior to the need arising. It is also important for nations to know what particular logistics support may be available from fellow PASOLS members. A recommendation from the 36<sup>th</sup> meeting was that country annexes detailing member nation HA/DR organisations, capabilities and processes and cultural issues be included in the HA/DR section of the Mutual Logistics Support Handbook.

41. Currently, information made available by member nations is included on the PASOLS website under the Member Nation Logistics heading. The amount of detail provided varies from nation to nation. This revision of the handbook does not include an annex on member nation HA/DR capabilities, but pending detail being provided for the next iteration, member nations may provide information through the existing website.

### **Customs and Immigration**

42. The 36<sup>th</sup> PASOLS meeting noted the importance of customs and immigration procedures being agreed between the host nation and contributing nations. The MLSA and IA templates address this aspect for arrangements between member nations, and the information there, and in Part 2 of the Mutual Logistics Support Handbook are equally applicable for arrangements between the host and contributing nations.

### **USE OF MLSA AND MLSA IA**

43. In the first and subsequent phases of the operation, a nation which has offered to provide HA/DR may need logistics support from another nation in order to effectively deliver the assistance. For example, a nation might be able to provide a medical team, but not mobile facilities for it to work in. Logistic support, including transport, catering and accommodation, may need to be provided for the medical team. It is normally a national responsibility to be self sufficient in providing a HA/DR contribution. In some cases the disaster relief coordinating authority might be able to arrange the particular support necessary although this should be avoided as the coordinator would normally be over stretched. The use of the MLSA and IA is a preferred option.

44. In HA/DR operations, the urgency of the need is paramount, and effective provision of mutual logistics support is enhanced if the nations involved have existing arrangements in place. PASOLS member nations have the MLSA as an effective means of arranging this mutual logistics support and are encouraged to initiate MLSAs with each other as a means of achieving operational readiness.

45. Implementation of mutual logistics support for HA/DR operations is no different to that for coalition operations, and the details are in Part 2 of this handbook. In summary, nations envisaging mutual logistics support of each other should negotiate a MLSA to detail the framework under which mutual logistics support will be provided. A template is at Annex A to Part 2 of the handbook. [\(link\)](#) When logistics support is required for a particular operation, details of the support are negotiated via a MLSA Implementing Arrangement and a template of the MLSA IA is at Annex B to Part 2 of the handbook. [\(link\)](#)

46. Part 2 notes that in exceptional or urgent circumstances it may be possible to implement mutual logistics support arrangements without prior negotiation of a MLSA IA. The urgency of HA/DR operations is such that this provision may well apply. In these circumstances, details of the support may be recorded by the use of the MLS Form included as an Annex to the MLS IA in Part 2 of this handbook. [\(link\)](#) Agreement for formalisation of the IA should be made as soon as possible.

## LESSONS LEARNED

47. This section provides the opportunity for member nations to share their lessons learned with other member nations. As details are provided, links will be inserted to the lessons learned pages.

48. One report on lessons learned is ‘A Report on the Assessment of Organizational Responses to the December 2006 Typhoon Disaster: A “Lessons Learned” Workshop’ raised by a joint undertaking of the National Disaster Coordinating Council (NDCC), the United Nations and its Partners.<sup>19</sup> The NDCC is a Philippines government organisation which has considerable information on HA/DR operations. The website may be accessed at ‘[www.ndcc.gov](http://www.ndcc.gov)’.

49. The presentations to the 36<sup>th</sup> PASOLS meeting, and stored on the PASOLS website [http://www.pasols.org/pasols36/pasols\\_36.htm](http://www.pasols.org/pasols36/pasols_36.htm) provides considerable detail of lessons learned in all aspects of HA/DR operations, primarily from the particular nations experience in recent HA/DR operations. The presentations are:

- Disaster Recovery: Cases and Lessons - Republic of Korea
- Framework for Co-ordination During HA/DR Operations - Japan
- Framework for Co-ordination During HA/DR in Sri Lanka - Sri Lanka
- Determining Needs for HA/DR Operations - Thailand
- Transportation and Distribution During HA/DR - Malaysia
- Emergency Planning for HA/DR Operations - Philippines
- International Federation of Red Cross and Red Crescent Societies
- World Food Programme - United Nations

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<sup>19</sup>[http://www.ndcc.gov.ph/ndcc/index.php?module=documents&JAS\\_DocumentManager\\_op=downloadFile&JAS\\_File\\_id=635](http://www.ndcc.gov.ph/ndcc/index.php?module=documents&JAS_DocumentManager_op=downloadFile&JAS_File_id=635)

## TRAINING

50. PASOLS members may have a need to undergo HA/DR training for key personnel. While such training may be available from other PASOLS member nations through bilateral arrangements, training is also available on a more formal basis.

51. Asia-Pacific Center for Security Studies (APCSS). The APCSS is a US Department of Defense academic institute that officially opened on 4 September 1995 in Hawaii. It addresses regional and global security issues, and invites military and civilian representatives of the US and 45 Asia-Pacific nations to its comprehensive program of executive education and conferences, both in Hawaii and throughout the Asia-Pacific region. The link is [http://www.apcss.org/graphics/graphic\\_aboutus.htm](http://www.apcss.org/graphics/graphic_aboutus.htm).

52. The Asia Pacific Area Network can also undertake a training role for nations in the Asia Pacific region. Information can be accessed at the website <http://www1.apan-info.net/v3/JointTraining/tabid/4637/Default.aspx>.