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# JOINT REGIONAL MILITARY ACT TO CURB CORONA VIRUS PANDEMIC

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Article Info	Abstract
Article history: Received : September 21, 2020 Revised : April 29, 2020 Accepted : April 29, 2020	Threats to the security of the Republic of Indonesia are classified as military and non-military threats. One of the non-military threats is the danger of an epidemic, which includes a threat with a public safety dimension. The growth of novel coronavirus (2019-nCoV) cases has been very fast. As of August 4, 2020, globally 18.14 million cases were confirmed worldwide with 691,013 deaths or a Case Fatality Ratio (CFR) of 3.8%. The 2019-nCoV Outbreak became a COVID-19 pandemic which has an impact on public health and the world economy. ASEAN Plus member countries are deploying militaries to help contain the spread and control the effects of this pandemic. The military is deployed because it is considered a trained resource and is better prepared
Keywords: Coronavirus Outbreak, COVID-19 Pandemic, Joint Military, Military Health Readiness DOI: http://dx.doi.org/10	to deal with emergencies. The purpose of this study is to analyse the joint action of the regional military in the face of the COVID-19 pandemic. This study uses an explanative qualitative method using NVivo as a data processing tool and data analysis using Soft System Methodology (SSM). The results of this study found that the joint regional military actions that have been carried out to stem the spread of COVID-19 are dominated by activities carried out by the ASEAN Center of Military Medicine (ACMM) as the leading sector, activities that have been carried out are the exchange of information and sharing practical activities in managing COVID-19, holding a Tabletop Exercise (TTX) for public health emergency response, joint research and sharing health materials among ASEAN Plus member countries. Meanwhile, the ASEAN Plus network of biological and radiological defense experts has yet to show specific activities to curb the COVID-19 pandemic.
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#### **INTRODUCTION**

The threats to the security of the Republic of Indonesia (RI) are every business and activity from within and outside the country which is deemed to endanger the country's sovereignty, territorial integrity, and the safety of the entire nation. Threats are classified into military and non-military threats. One of the non-military threats is the danger of an epidemic which includes a threat with a public safety dimension such as the coronavirus. Coronavirus (CoV) is a virus that causes illness ranging from mild to severe symptoms. There are at least two types of coronavirus that are known to cause diseases that can cause severe symptoms, such as Middle East Respiratory Syndrome (MERS-CoV) and Severe Acute Respiratory Syndrome (SARS-CoV). Meanwhile, the Novel Coronavirus (2019nCoV) is a new type of virus that has never been previously identified in humans. Coronaviruses are zoonotic (transmitted between animals and humans) (WHO, n.d.).

On December 31, 2019, the China Office of the WHO (World Health Organization) reported a case of pneumonia of unknown etiology in Wuhan City, Hubei Province, China. On January 7, 2020, China identified pneumonia of unknown etiology as a new type of coronavirus (Novel Coronavirus, 2019-nCoV). The increase in the number of 2019-nCoV cases took place quite quickly and there has been a spread outside the Wuhan area and other countries. As of January 26, 2020, globally 1,320 cases were confirmed in 10 countries with 41 deaths or a Case Fatality Ratio (CFR) of 3.1%. China details 1297 confirmed cases (including Hong Kong, Taiwan, and Macau) with 41 deaths (39 deaths in Hubei Province, one death in Hebei Province, one death in Province), Heilongjiang Japan (three cases), Thailand (four cases), Korea South cases). Vietnam (two (two cases). Singapore (three cases), USA (two cases), Nepal (one case), France (three cases), Australia (three cases) (Kementerian Kesehatan RI, 2020).

As of August 4, 2020, globally 18.14 million cases were confirmed worldwide with 691,013 deaths or a Case Fatality Ratio (CFR) of 3.8% (World Health Organization, 2020). The 2019-nCoV Outbreak became a COVID-19 pandemic which has an impact on public health and the world economy. ASEAN Plus member countries are deploying militaries to help contain the spread and control the effects of this pandemic. The military is deployed because it is considered a trained resource and is better prepared to deal with emergencies. Regional military health preparedness in facing a catastrophic infectious disease outbreak encounters serious challenges because COVID-19 is a new disease caused by a new type of coronavirus that is highly contagious.

Otto, et al stated that relevant policies will be able to prevent the occurrence of pandemic viruses (Otto, Lipnick, Sanchez, DeFraites, & Barnett, 2010). Diana D. Jeffery, et.al., in 2013 could be a reference that to review the military health system in the face of pandemic impacts, the military should prepare health emergency reserves and it is important to plan strategic policies and rules to deal with a future pandemic from now on (Jeffery et al., 2013). However, in this COVID-19 pandemic, the military of regional countries have not implemented cooperation within the framework of The Network of ASEAN Chemical Biological Radiological Defense Experts. Therefore, this study aims to analyze the joint military actions of regional countries in the ASEAN Plus forum in dealing with the COVID-19 pandemic.

#### **METHODS**

This study uses qualitative methods to explore and answer research problems. Qualitative research is scientific research that aims to understand a phenomenon in a natural social context by promoting a deep communication interaction process between researchers and the phenomenon under study (Moleong, 2007). The distinctive

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Country	Total Confirmed Cases	Death Cases	
0	_	Total	(%)
China	88.574	4.678	5,3
ROK	14.423	301	2,1
Japan	39.858	1.016	2,5
Rusia	861.423	14.351	1,7
Thailand	3.321	58	1,7
Philippine	106.330	2.104	2,0
Vietnam	652	6	0,9
Singapore	53.051	27	0,1
Brunei	141	3	2,1
Lao PDR	20	0	0,0
Indonesia	113.134	5.302	4,7
Cambodia	241	0	0,0
Malaysia	9.001	125	1,4
Myanmar	355	6	1,7
Australia	18.318	221	1,2
PNG	111	2	1,8
Timor Leste	25	0	0,0

Table 1. Growth g	raph COVID-19 case	s from January	y 21st until Au	gust 4th, 2020

Source: Processed by Authors from WHO (COVID-2019) situation reports-2 (January 21st, 2020) to 197 (August 4th, 2020)



Graph 1. Growth graph COVID-19 cases from January 21 until August 4, 2020
 Source: Processed by Authors from WHO (COVID-2019) situation reports-2 (January 21st, 2020) to 197 (August 4th, 2020)

feature of this research is that it still uses theory deductively as follows: cooperation theory by Abdulsyani (1994), previous research by Diana D. Jeffery, et. al. (2013), Jean Lin Otto, et al. (2010), Andi Meganingratna (2012), as a basis for thinking, as a research tool, and to form temporary answers from the author. However, unlike quantitative research, qualitative-explanative research is not intended to test the temporary answers of the authors through the data analysis stage. Temporary answers in this study are raised theoretically to guide researchers when collecting data and testing theories (Bungin, 2007). This study uses an explanative approach. The explanative approach is essentially a study aimed at describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions,

Informant	Time of Interview	Subject Category
Indonesian Ministry of Defense	June 16th, 2020	Regulator
TNI Health Center	June 18th, 2020	Operator
The former Chief of Indonesian Navy Health Department	June 27th, 2020	Observer
Australia Navy Attache	June 26th, 2020	Observer
Philippine Defense Attache	July 7th, 2020	Observer
Royal Thai Navy Attache	July 8th, 2020	Observer
Singapore Defense Attache Assistant	June 29th, 2020	Observer
Source: Processed by Authors, 2020		

#### Table 2. Informant and Subject Category

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thoughts of individuals and groups (Hadi & Arief, 2010). In other literature, the term qualitative research is intended as a type of research where the findings are not obtained through statistical procedures or other forms of calculation (Strauss & Corbin, 2003).

#### **Unit of Analysis**

#### An Individual Unit of Analysis

In this study, the unit of analysis in the form of an individual as a whole, there were seven informants who were research subjects who could be categorized into three groups as shown in Table 2, namely Regulator (Defense Minister), Operator (TNI Health Center), Observers (Australian Navy Attache, Brunei Darusallam Defense Attache, the Philippine Defense Attache, the Malaysia Defense Attache, the Singapore Defense Attache, and the Royal Thai Defense Attache) which are all located in Jakarta.

#### Organizational Analysis Unit

The unit of analysis in the form of an organization in this study focuses on the Ministry of Defense, TNI Health Center, The former Chief of Indonesian Navy Health Department, Australian Navy Attache, Republic of the Philippines Defense Attaché, Singapore Defense Attaché Assistant, and Royal Thai Defense Attache all located in Jakarta.

#### Area Analysis Unit

The research area analysis unit focuses on representatives of Regional Areas affected by the COVID-19 outbreak, namely Australia, the Philippines, Indonesia, Singapore, and Thailand.

#### Data collection

Data collection through interviews and literature study. Informants who become the owner or owner of the issue are the Ministry of Defense of the Republic of Indonesia (Defence Ministries) and TNI Headquarters. The Ministry of Defense acts as a regulator and TNI Headquarters as the operator.

#### **Data processing**

Data processing in this study uses NVivo software tools in processing data. NVivo will assist in coding the facts in the field. The purpose of coding in qualitative research is to form the main categories from which the data was obtained. These categories can then be linked together to further form coding. This coding is useful in collecting all relevant information from all incoming data which are grouped according to the categories obtained from problem formulations, research questions, and interview guides (operational questions). The results of this data processing are then used in the discussion of research analysis. The data obtained were entered into the

NVivo software for further coding. In this study, the analytic coding process was used where the manual coding process was prepared by preparing categories in advance based on problem formulation, research questions, and a list of operational questions. When coding has been carried out on all the data, then a model is formed that is tailored to the needs of the study, for example, a triangulation model, a factor mapping model, or a tree model to determine the variables that are often mentioned in the research (Bandur, 2019).

# Data Analysis

The data obtained in this study were analyzed with soft system methodology (SSM) data analysis techniques. SSM is a research methodology with a qualitative approach. SSM was developed by Peter Checkland in the '60s at Lancaster University, England. The use of SSM analysis techniques in this research is considered relevant because SSM is also applied in the study of defense and security science since its early development by Peter Chekland. In SSM there are seven stages of follows data analysis, namely as (Hardjosoekarto, 2012):

- a. Stage I: Examination of the problem situation. In this stage, researchers focus on deepening the problem situation from the research conducted. Researchers decide what to research.
- b. Stage II: Expressed the Rich Picture. In this stage, the problem of research is described in detail in the rich picture method. In "figure 2" the entire background of the study is presented greeting one big and detailed picture to provide the widest possible ideas for researchers in conducting future research.
- c. Stage III: Root definition. In this stage, researchers conduct a thinking system, which is a holistic approach in the process of analysis, this process is carried out by understanding a phenomenon by looking at it from various angles and understanding that a

phenomenon is triggered by many other phenomena. This thinking system is often used in research or general research such as health, environment, politics, economics, human resources, to the preparation of modeling curriculum. Research issues spelled out with Customer, Actor, Transformation, Worldview, Owners, and Environment (CATWOE). Root definition describes What, How, and Why.

- d. Stage IV: Conceptualization and Modelling. In this stage, researchers do modeling to see patterns of research problems. In the fourth stage, this is a merger of stages 1-3 in CATWOE.
- e. Stage V: Comparison of models. In this stage, researchers make comparisons between the results of analysis and facts in the field.
- f. Stage VI: Guidelines. In this stage, there is an analytical activity where the results are stated in the core chapter of the thesis which is chapter IV.
- g. Stage VII: Design of action program. At this stage, the researchers presented their recommendations. The results of this seventh phase are presented in chapter V.

#### **RESULTS AND DISCUSSIONS** Findings from the Regulatory Instruments

Defense Ministries in this case the Head of CBRN-E (Chemical. Biological. Radiological, Nuclear, and Explosives) Section, Sub Directorate Health Support Defense Ministries, in an interview on June 16, 2020, stated that there is no need for deployment with regional military forces, troops need to be moved in the local level of each ASEAN member country. ASEAN Center of Military Medicine (ACMM) as an existing forum becomes an opportunity for member countries to develop knowledge through seminars, workshops, information sharing, SMEE, and joint exercises. The main obstacle for ACMM is the pandemic situation that does not allow to gather to carry out field training.

## **Findings from the Operator Instrument**

TNI headquarters in this case the TNI Health Center organized action to deal with the COVID-19 pandemic. According to the TNI Health Center, joint regional military operations in the face of the COVID-19 pandemic are very necessary because of the nature of the pandemic that is transmitted quickly across state borders. Therefore, the form of joint operation is limited sufficiently by the exchange of information, Tabletop Exercise (TTX), and delivery of health materials. Operating funding is prepared by each of the countries involved primarily to prepare buffer stock. Opportunities are open for Indonesia to become a leader in the field of regional military health due to the large number of military personnel and the high experience of Indonesian military personnel.

#### **Findings from the Observer Instrument**

- a. The former Chief of the Indonesian Navy Health Department stated that joint regional military operations are necessary due to the rapidly spreading nature of the pandemic across state borders. ASEAN should use the existing organizational instrument ACMM which has its headquarters in Thailand which annually conducts congress, while cooperation with the United States should use the organization of the Asian Military Health Exchange (ATMHE). ACMM has carried out cooperation in the form of knowledge transfer. research cooperation, and information sharing.
- b. The Defense Attache of the Republic of the Philippines stated that joint action will be successful if not all countries are affected by the coronavirus. A form of a joint operation that can be carried out is to deploy military medical personnel, provide personal protective equipment (PPE) and deploy it, provide health consultations and conduct joint find vaccine. research to a Opportunities for the military to conduct joint operations are the rise of

military organizations to prepare for future pandemics and we can share the experience of success with other countries. The obstacles in conducting joint operations are that Filipino soldiers have not been trained and are not equipped with equipment to deal with pandemics, because pandemics are medical emergencies, travel restrictions and physical distancing, and outbreak problems that concern the military in their respective countries.

c. The Defense Attache Assistant of the Republic of Singapore stated that the form of a joint military operations organization that can be used is to form the ASEAN Militaries Ready Group (AMRG) for humanitarian assistance and disaster relief as agreed at the ASEAN Defense Ministers' Meeting (ADMM) on March 16, 2015, in Langkawi, Kedah, Malaysia.

The opportunity for regional military cooperation is the presence of the ADMM organization that has been formed. Asean's military has the medical capability to assist public health authorities. Another mechanism is the ASEAN Militaries Ready Group (AMRG). The biggest obstacle to joint military operations is the issue of protection of sovereignty which is large enough to limit the movement of troops of ASEAN member states to assist countries in need of assistance.

d. The Royal Thai Navy's Naval Attache for Indonesia stated that it is necessary to work with the regional military to immediately find an antiviral drug or COVID-19 vaccine. Joint operations can be stopped if antivirus drugs and vaccines of COVID-19 have been found.

e. The Australian Naval Attache for Indonesia stated that the urgency of establishing joint operations may be necessary but impractical due to travel and flight restrictions. Opportunities that can be utilized in military cooperation are the exchange of



**Figure 1.** Rich Picture *Source:* Processed by Authors, 2020

knowledge, skills, and procedures in managing COVID-19. The obstacles are the country's border restrictions and the lack of commercial flights.

#### Data Processing with Nvivo

Coding interview data by combing through the transcripts of the interview results. The results can be seen in the sources column and reference how often nodes are alluded to by informants. After the data is processed using Nvivo, it appears that not all informants have a focus on each category submitted during the interview process. This is shown from the results of the code formed into a tree chart that leads to any informant that points the view of what categories and at the same time performs data triangulation.

#### Data Analysis with SSM

The first stage of the SSM "examinations of the problem situation" has been carried out with the elaboration of the research background in the Introduction.

#### **Rich Picture**

The second stage of SSM is the Rich picture, which aims to provide a comprehensive picture of the problems and findings of the research. (Hardjosoekarto, S., 2012). Clients are those who have a direct intervention role in the research being carried out. The clients in this study were the first and second supervisors.

#### Root definition

The root definition of this study will be formulated in two questions that represent the research question. By SSM theory, root definition discussion using PQR formula needed to answer what, why, and how questions (What, Why, and How), PQR formula in question is as follows:



Figure 2. Conceptual and Activity Model of PQR

Source: Processed by Authors, 2020

Furthermore, the formulated root definition will be tested and refined with CATWOE analysis. Identify with this CATWOE analysis by the SSM data processing measures. Conceptual models will later be created using the basis of the CATWOE identification results. Then, the results of the specified CATWOE will be further analyzed with the criteria 3E of the SSM to measure the performance of the activity system. 3E analyzed in this study

Table 3. Root Definition			
RD	Conducting regional country (P) military cooperation, utilizing existing		
	organizations, conducting information exchanges and exercises with ASEAN		
	Plus Three (Q) member countries, to achieve preparedness to deal with the		
	COVID-19 pandemic (R)		

Table 4. CATWOE Analysis		
	CATWOE ANALYSIS	
C (Customer)	Defense Ministries, TNI Headquarter, the military of ASEAN Plus Three	
	member countries, all regional communities.	
An (Actor)	TNI Headquarter, the military of ASEAN Plus Three member countries.	
Т	Carry out military cooperation with regional countries to stop the COVID-19	
(Transformation)	pandemic.	
W (Worldview)	The COVID-19 pandemic is affecting all countries, every country is	
	experiencing problems caused by the COVID-19 pandemic, so cooperation to	
	inhibit COVID-19 must take into account that the pandemic is still developing	
	and that there are already regional organizations under ASEAN that are formed	
	to accommodate the cooperation that needs to be done to stem COVID-19.	
O (Owners)	Defense Ministries, TNI Headquarters, military member countries ASEAN Plus	
	Three.	
E (Environment)	Limited budget, logistical limitations, the COVID-19 pandemic are still	
	ongoing and threaten all regional countries.	
Table 5. 3E Criteria		
	3E CRITERIA	
Efficacy	Commitment in implementing agreements that will bring cooperation to a	
	higher level to achieve the objectives of cooperation in tackling COVID-19 in	
	the region.	
Efficiency	Cooperation in the form of information sharing, clinical experience sharing,	
	TTX conducted online is the right way in the current pandemic.	
Effectiveness	Deploying professionals in the field of public health, molecular biology, and	
	medicine to find the best way to control the COVID-19 outbreak and ensure the	

Source: Processed by Authors, 2020



availability of medical devices and health logistics to maintain the sustainability

**Figure 2**. Conceptual Models and Activities of Root Definition *Source:* Processed by Authors, 2020

of operations facing COVID-19.

has a structure of 5E that is efficacy (whether the transformation process can realize the desired results), efficiency (whether it can take place efficiently/with the use of resources as minimum as possible), effectiveness (whether it can help achieve long-term goals in the formula of PQR), elegance (whether it can take place elegantly), and ethicality (whether morally justifiable). However, this study will only measure using "3E" which is efficacy, efficiency, and effectiveness; where the effectiveness assessment here will also answer the object of research.

## Conceptualization and Modelling

The next stage of SSM is to form a conceptual model by connecting all activities that will be carried out to perform the T process (on the CATWOE analysis table) so that it becomes a whole system. This step is done by combining all the steps that have been done in the third stage or root definition in determining the system to be used in solving research problems.

# Comparison of Conceptual Models with Reality

The next stage is the comparison of conceptual models with real-world realities, namely, findings in the field during data collection, conducted to find a comparison of conceptual models with reality. From the various findings obtained will be a formulation of action steps for improvement that can be recommended as a solution to implementation problems in the field. Referring to the two conceptual models that have been made before, there is a transformation process (T) containing human activity systems regarding regional military health preparedness, judging by conditions. internal and external Researchers determined the question to review real-world problematic situations based on activity systems in conceptual models. Questions are formed based on the logical thinking of researchers as SSM practitioners.

Gap Analysis

Biology and radiology (CBR) chemistry training for experts within The Network of ASEAN CBR Defense Experts framework has not gone as expected. Joint regional military action to stem the COVID-19 pandemic was agreed upon by all informants simply by sharing information, sharing practical experiences, coordinating and training TTX online, and sharing health materials. Joint action in the form of joint operations is considered useless because each country is experiencing the same problems as COVID-19. The entire process of cooperation is carried out online through video teleconference as a form of protection for soldiers on duty to avoid contact with foreign personnel. Protection against soldiers from exposure to disease is the embodiment of force health protection which is one of the functions of Health Readiness. This is following the opinion of former Chief of observers the the Navy Indonesian Health Department emphasizing that cooperation must prioritize protection for the soldiers involved.

On the issue of biosecurity, in addition to considering TTX public health emergency response with ACMM, ASEAN Defense Ministers called on regional chemical, biological and radiological defense experts to work together in managing future infectious disease outbreaks. In the long term, the Special ASEAN plus Three Summit on Coronavirus Disease 2019 (COVID-19) was discussed in more detail on how to improve national and regional health capacity and ensure adequate medical supplies and supplies.

The theory of cooperation according to Syani (1994) states that cooperation is a form of social process, in which there are certain activities shown to achieve common goals by helping each other and understanding each other's activities (Syani, 2007). The common goal of the current regional joint action is to stem the spread of COVID-19. There are mutually helpful

Table 6. Research Gap Analysis		
Research Gap	Analysis	
Conducting exercises, seminars, and TTX for regional CBRN-E	Cooperation Theory	
defense experts to manage future outbreaks of infectious diseases.	Previous research by:	
	– Diana D. Jeffery, et. al.,	
	2013.	
	– Jean Lin Otto, et al., 2010.	
	– Andi Meganingratna,	
	2012.	

Source: Processed by Authors, 2020

activities from regional countries too, by helping neighboring countries deal with COVID-19, it is expected that the COVID-19 problem in the region will be resolved more quickly. The form of cooperation that occurred in the COVID-19 pandemic era is Bargaining, carried out by conducting an information exchange process, sharing practice experience, and TTX.

Otto, et al., in 2010 stated that relevant policies will be able to prevent the occurrence of pandemic viruses, therefore the Network of ASEAN Chemical, Biological, and Radiological Defense Experts must be encouraged again because the group of experts in the field of CBRN who better understand and can formulate policies related to biosecurity and biosafety so that in the future we can prevent similar pandemic events. Previous research by Diana D. Jeffery, et.al. in 2013 could be a reference that to review the military health system in the facing pandemic impacts, the military should prepare health emergency reserves and it is important to plan strategic policies and rules to deal with a future pandemic from now on. In order to cover this gap, ASEAN can take advantage of the opportunity of the Network of ASEAN CBR Defense Experts organization formed in October 2018, initially to strengthen regional counter-terrorism preparedness and cooperation against CBR threats. The obstacle faced is the perception of some ASEAN member countries that the COVID-19 pandemic is a public health problem and not a security threat derived from biological weapons, so there is a reluctance to deploy their potential CBR defense experts.

This problem is following the results of a previous study by Andi Meganingratna in 2012 stating that multilateral security cooperation in the Southeast Asia region is not uncommon (Meganingratna, 2012). Political content, technical and nontechnical constraints. and lack of commitment from ASEAN member states are the causes of difficulty in implementing agreements. Relations with colonial powers and confrontations in the past have led countries in Southeast Asia to lack trust in their neighbors.

# CONCLUSIONS AND RECOMMENDATION

The joint regional military action that has been implemented to stem the spread of COVID-19 is dominated by activities carried out by ACMM as a leading sector in the health sector, activities that have been implemented are information exchange and sharing practice activities in managing COVID-19, holding TTX public health emergency response, joint research and sharing health materials among ASEAN member countries. Meanwhile. Plus ASEAN's Nnetwork of Bbiological and Rradiological Ddefense Eexperts has not shown joint action to manage the COVID-19 pandemic because many countries consider COVID-19 not to be a military threat. Besides, the neighboring countries in the Southeast Asian region are not customary to conduct multilateral security cooperation due o political reasons, technical and non-technical I ssues which lead to the difficulty to reach certain agreements. Relations with the colonials' power and past confrontation cause Southeast Asian countries not fully trust their neighboring countries.

Recommendations for Defense Ministries and TNI Headquarters in terms of joint military action of ASEAN Plus member countries in stemming the COVID-19 pandemic is to continue to emphasize the importance of maintaining the safety of military personnel themselves by carrying out physical distancing activities in every practice of experience sharing, information sharing and TTX activities that prioritize the implementation of activities online considering the ease of COVID-19 transmission. Carrying out field exercises if the level of COVID-19 transmission can be significantly reduced. Raising awareness of the importance of cooperation of biological and radiological chemical defense experts to actively participate in addressing the problem of disease outbreaks, by increasing the initiative of holding meetings of the Network of ASEAN CBR Defense Experts to conduct discussions to increase trust among regional countries' militaries.

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# Appendix

#### **Interview Question Guide**

How joint action of regional militaries in facing COVID-19 Pandemic?

- 1 Is a joint action/operation of regional militaries required in facing the COVID-19 Pandemic?
- 2 How would joint action/operation of the regional military be to face COVID-19 Pandemic?
- 3 What would the organization be like?
- 4 What would joint action/operation of ACMM be like to face COVID-19 be like?
- 5 How would the funding be for the joint operation?
- 6 What would be the termination criteria of the joint operation?