



MCCE INSIGHT



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In this edition

FROM THE DIRECTOR

- Building options before we need them 3

FORWARD

- Preparing MCCE for the next decade 4

BUILDING TOMORROW

5

- Expanding the network: Japan joins MCCE's global community
- A new Strategic Guidance
- Modernising the Technical Arrangement
- Strong together.

LOOKING BACK

- Delivering today 7

LOOKING AHEAD

- Turning strategy into readiness 9

CLOSING REFLECTIONS

- Building the future together 9

From the Director

Building options before we need them

For almost twenty years, MCCE has connected nations, matched transport requirements with available capacity, and helped deliver efficient multinational solutions. That role remains at the heart of what we do. But the world around us has changed dramatically. Russia's war against Ukraine, growing geopolitical competition, increasing pressure on global supply chains and rising instability across several regions have fundamentally altered the security landscape. Military mobility is no longer simply about moving personnel and equipment from one location to another. It has become an essential element of deterrence, resilience and collective defence.



As the environment evolves, so must MCCE.

Over the past year we have taken practical steps to prepare MCCE for the future. Through our programme FORWARD we are improving the way we work, investing in our people and using innovation where it adds value. At the same time, we are strengthening practical cooperation with NATO and the European Union. MCCE remains an independent organisation: NATO and the EU are important partners, but MCCE is part of neither.

Our network is expanding beyond Europe. The accession of Japan as our newest Third Party Nation demonstrates that trusted partnerships increasingly extend across regions. Military mobility has become a global endeavour, and MCCE is ready to contribute wherever cooperation creates added value.

Preparing for the future also means modernising our foundations. We are working on a Strategic Guidance and updated Technical Arrangement which should help us to provide clear direction for the coming decade and keep MCCE relevant, agile and responsive to the needs of our Participant Nations.

This first edition of "MCCE Insight" shows that journey through concrete results, partnerships and the people shaping MCCE's next chapter.

Because our mission is not simply to move cargo and people. It is to create options before they are needed.

A handwritten signature in blue ink, which appears to read "E. van de Ven".

Col Erik van de Ven
Director MCCE

Preparing MCCE for the Next Decade

"The best time to prepare for tomorrow is today. FORWARD ensures that MCCE remains ready to meet the challenges of an increasingly complex security environment."

FORWARD is MCCE's change and development programme. It responds to a changing security environment and to the evolving needs of our Participant Nations, helping MCCE remain effective and ready for the future.

The programme has three ambitions: Professionalise, Remain Relevant and Empower our People. They give the organisation a clear direction and recognise that success depends on good processes, governance, useful technology and above all, capable people.

FORWARD is already producing action. Fourteen cross-functional projects are underway, all with one purpose: delivering greater value to our Participant Nations.

One of the flagship initiatives is the integration of LOGFAS into MCCE's daily business processes. By adopting NATO's recognised logistics information system, MCCE is enhancing interoperability, improving planning capabilities and strengthening its ability to support multinational transport coordination. The initiative also creates new opportunities for information sharing and operational cooperation with partner organisations.

Equally important is the Internal Organisational Review, which examines how MCCE can further optimise its structure, governance and business processes. The objective is not organisational change for its own sake, but to ensure that the organisation remains efficient, agile and capable of responding to future operational demands.

Other initiatives focus on communication, leadership and project management, making FORWARD part of MCCE's daily way of working.

FORWARD is an investment in MCCE's future while preserving the values behind its success: trust, collaboration, flexibility and service to Participant Nations.

By building today's capabilities for tomorrow's challenges, MCCE is preparing to remain effective in the years ahead.



Building Tomorrow

Expanding The Network: Japan joins MCCE's global community

Military mobility is increasingly global. Security challenges, supply chains and multinational operations cross regional borders, making trusted partnerships more important than ever.

The accession of Japan as MCCE's newest Third Party Nation represents far more than the addition of another partner. It reflects the growing international relevance of military mobility and demonstrates that cooperation between like-minded nations is becoming increasingly important in maintaining readiness and resilience.

Japan brings extensive operational experience, advanced logistical capabilities and a strong commitment to multinational cooperation. Its participation strengthens MCCE's global network and creates new opportunities for exchanging expertise, identifying transport solutions and supporting multinational activities beyond the traditional Euro-Atlantic area.

The accession underlines a principle that has guided MCCE since its establishment: effective cooperation is built on trust.

A new Strategic Guidance

Over the past year, the Future Advisory Working Group (FAWG) has reviewed MCCE's long-term direction through the development of a new Strategic Guidance. MCCE's core mission remains unchanged, but a more demanding security environment requires MCCE to adapt while preserving the characteristics behind almost twenty years of success.

A draft of the new Strategic Guidance was discussed during the most recent Steering Board meeting. Based on that discussion, the document was further developed and is currently with Steering Board members for final staffing. The ambition is to seek unanimous approval at the next virtual Steering Board meeting at the end of November 2026.

The Strategic Guidance does not require formal signature by all Participant Nations, but it does require unanimous Steering Board agreement.

Once approved, it will guide the development of a renewed Mission Directive to replace the current directive, which expires in 2028. Together with MCCE's Strategic Objectives, these documents will connect long-term direction with priorities and daily activities.

This creates a clear line from strategic intent to implementation:



This framework is closely aligned with FORWARD. The Strategic Objectives connect the Strategic Guidance to FORWARD's three pillars - professionalise, remain relevant and empower people - and to the projects that turn ambition into practical improvement.

By bringing strategy and organisational improvement together, MCCE ensures that its projects and people contribute to the same long-term direction.

The new Strategic Guidance therefore provides not only direction, but a framework for turning that direction into action.

Modernising the Technical Arrangement

Almost twenty years after MCCE was established, work is underway to modernise its Technical Arrangement (TA). The aim is not to redefine MCCE's mission or multinational character, but to keep its foundation clear, relevant and fit for the future.

The revision reflects nearly two decades of experience, more complex military mobility and closer cooperation with NATO, the European Union and other partners, while retaining the flexibility that has always been one of MCCE's strengths.

In September 2026, the draft TA has undergone a further revision before being presented to the Participant Nations. At the virtual Steering Board meeting at the end of November, members will be asked whether they agree to take the proposed text forward for national staffing.

With 30 Participant Nations, agreement will require careful consultation and national staffing. The ambition is clear: a new Technical Arrangement signed no later than July 2027.

That timing would be particularly meaningful. At the Steering Board in July 2027, MCCE will celebrate its 20th anniversary. Having a renewed Technical Arrangement in place would not only mark two decades of successful cooperation but also provide a strong foundation for the next chapter of MCCE. Success will depend on the continued engagement of all Participant Nations, enabling MCCE to enter its third decade with a modern framework for the years ahead.

Strong Together

Military mobility depends on cooperation. No single nation or organisation has every capability or resource it may need.

As a broker, MCCE connects nations with opportunities across a growing network of military headquarters, international organisations and civil stakeholders.

MCCE is strengthening key partnerships to improve coordination, avoid duplication and create greater value for Participant Nations, while preserving its mandate and independent status.

An important milestone is the Memorandum of Agreement with NATO's Joint Support and Enabling Command (JSEC). It provides a practical framework for cooperation, information exchange and mutual understanding while respecting the distinct responsibilities of both organisations and MCCE's independent status.

MCCE is also deepening practical cooperation with other NATO entities, the European Union, NSPA and trusted partners through staff engagement, exercises, workshops and the exchange of expertise. This improves interoperability and helps identify opportunities for multinational transport coordination. Strong partnerships mean faster coordination, better use of available capacity and access to complementary expertise.

Partnerships require balance. Cooperation must respect MCCE's independence, protect sensitive information and avoid unnecessary duplication. Clear roles and governance are essential to preserving trust. The aim is practical: combine strengths so nations can move forces and sustain operations when and where required.

Looking Back

Delivering Today, more than 200 matches, multinational solutions across the globe, and a stronger network.

5th National Movement Coordination Centre Commanders' Forum in Eindhoven

On 17–18 March 2026, the MCCE hosted the National Movement Coordination Centre (NMCC) Commanders Forum at its headquarters in Eindhoven. The forum brought together more than 50 representatives from (participant) nations and international organisations. This comprehensive and inclusive gathering provided an excellent platform for participants to address shared challenges in Movement and Transportation (M&T), exchange experiences, and identify opportunities for closer cooperation.

Participants expressed strong appreciation for the forum and a clear desire to maintain, and even increase, the frequency of such event.



New AAR clearance: France and Slovakia

MCCE supported Slovakia in establishing a new Air-to-Air Refuelling clearance between the French A330 MRTT Phénix and the Slovak F-16 Block 70/72. This was a significant step because this F-16 variant had not previously been cleared for AAR with an A330 MRTT. MCCE connected the relevant stakeholders and facilitated the exchanges needed to complete the technical compatibility and operational risk assessments. The result creates new opportunities for multinational AAR training and demonstrates the practical value of the MCCE AAR Cell as a facilitator and coordinator.



Operational success stories

So far this year, the MCCE has successfully facilitated more than 200 transport matches. Among the most significant examples, the United Kingdom transported more than 3,000 LIMS for the United States in support of its deployment and redeployment between Germany and Morocco during Exercise African Lion 2026. Another notable achievement was New Zealand's support in search and rescue capacity in the Indian Ocean, which enabled Spain participation in Exercise Pitch Black 2026 in Australia. In the AAR realm, Turkiye supported with a KC-135R to two Danish F-35A to fligh from Luke AFB (USA) back to DNK.

Working Board & Steering Board

The MCCE continued to organise the Working Board (WB) and Steering Board (SB) meetings with broad participation from member nations. This year, the MCCE extends its sincere appreciation to Poland and Luxembourg for hosting and supporting these important events. The only remaining events for 2026 are the virtual SB meeting, scheduled for 26 November., and the 38th WB in Graz, AUT.

Operations Meetings

During the first semester, Operations Meetings were held in Germany, Hungary, and Poland for Air-to-Air Refuelling (AAR), Inland Surface Transport/Sea Transport (IST/ST), and Air Transport (AT), respectively. These meetings continue to provide the most effective forum for discussing current challenges, exchanging best practices, and sharing ideas related to each specific mode of transportation. They also play a vital role in maintaining and strengthening the MCCE network.

The second-semester Operations Meetings are already planned, with the AAR and AT meetings to be hosted by the Czech Republic and the IST/ST meeting by Romania.

Team building day

People are the MCCE's greatest asset. In line with its strategic ambition to empower its personnel, the MCCE places strong emphasis on fostering positive relationships, cooperation, and loyalty as core organisational values. On 10 September, the MCCE staff participated in a team-building day featuring a range of activities both on the base and in Eindhoven. The event strengthened team cohesion, encouraged collaboration, and reinforced the strong sense of unity across the organisation.



Looking Ahead

Turning Strategy into Readiness

While delivering daily support to Participant Nations, MCCE is also preparing for major multinational activities where early coordination can create more options.

One of MCCE's priorities will be supporting Participant Nations involved in NATO's Steadfast series of exercises. These large-scale multinational activities require extensive coordination across air, land, sea and rail, involving numerous nations, commands and civilian stakeholders. By facilitating multinational transport solutions and connecting requirements with available capacity, MCCE will continue to help nations maximise efficiency while strengthening Alliance readiness.

Looking further ahead, MCCE is also preparing for the potential redeployment associated with the planned conclusion of the United Nations Interim Force in Lebanon (UNIFIL) mission. Should the mission conclude as currently envisaged in 2027, the withdrawal of personnel, vehicles, equipment and sustainment stocks is expected to represent one of the most significant multinational redeployment efforts in recent years.

Although no operational decisions have yet been taken, MCCE is already analysing possible support options together with Participant Nations and partner organisations. Early planning, information exchange and multinational coordination will be essential to ensure that nations are prepared should such support be requested.

At the same time, FORWARD, the new Strategic Guidance and the modernised Technical Arrangement will strengthen MCCE from within. Across daily coordination, large-scale exercises and future multinational operations, MCCE will continue to focus on what it does best:

Connecting nations. Creating options. Delivering solutions.

Closing Reflections

Building the Future Together

Every edition of MCCE Insight tells a story. This first edition is about transformation. Over the past year, MCCE has continued to deliver operational results while laying the foundations for the future. Through stronger partnerships, renewed strategic direction and the FORWARD programme, the organization is preparing itself for an increasingly complex and interconnected security environment.

Yet one thing has not changed. MCCE remains, first and foremost, a broker for its Participant Nations. Every match, partnership and initiative should create practical value for them. The future will bring new challenges, technologies and operational demands. Our ability to adapt will be essential. We cannot predict the future, but we can prepare for it.

By connecting nations, sharing expertise and creating opportunities for multinational cooperation, MCCE strengthens military mobility where it matters most. Because military mobility is about far more than moving people and equipment.

It is about enabling readiness.

It is about strengthening collective security.

It is about building options before they are needed.



**TRUSTED BROKER TODAY.
BUILDING OPTIONS BEFORE WE NEED THEM.**