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JOINT INTELLIGENCE, SURVEILLANCE AND RECONNAISSANCE (JISR) PROCEDURES IN SUPPORT OF NATO OPERATIONS

Edition A Version 1

OCTOBER 2016

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NATO LETTER OF PROMULGATION

7 October 2016

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RECORD OF RESERVATIONS

CHAPTER	RECORD OF RESERVATION BY NATIONS
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RECORD OF SPECIFIC RESERVATIONS

[nation]	[detail of reservation]
BEL	Distributed PED of Data collected by BEL assets is subject to availability of technical means (CIS).
GBR	Given the UK's close cooperation and integration with the US and Five-Eyes (AUS, CAN, NZL, UK, USA) intelligence communities (on specific operations and peace-time) the full-scale and enduring adoption of processes and procedures within AIntP-14 across UK Defence may be compromised. Despite this, the UK's intention is it shall be fully interoperable with NATO, especially when engaged on NATO multinational operations where NATO doctrine is accepted as the authorative standard.
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References

MCM-0077-2000	Military Committee Guidance on the Relationship between NATO Policy and Military Doctrine.
MC 0114	Procedures for Production of NATO Agreed Intelligence.
MC 0128	Policy Guidance for NATO Intelligence.
MC 0582/1	NATO Joint Intelligence, Surveillance and Reconnaissance (JISR) Concept.
AJP-01	Allied Joint Doctrine.
AJP-2	Allied Joint Doctrine for Intelligence, Counter-intelligence and Security.
AJP-2.1	Allied Joint Doctrine for Intelligence Procedures.
AJP-2.7	Allied Joint Doctrine for Joint Intelligence, Reconnaissance and Surveillance.
AJP-3	Allied Joint Doctrine for the Conduct of Operations.
AJP-3.1	Allied Joint Doctrine for Maritime Operations.
AJP 3.15	Allied Joint Doctrine for Countering–Improvised Explosive Devices.
AJP-3.2	Allied Joint Doctrine for Land Operations.
AJP-3.3	Allied Joint Doctrine for Air Operations.
AJP-3.9	Allied Joint Doctrine for Joint Targeting.
AJP-5	Allied Joint Doctrine for Operational-level planning.
AJP-6	Allied Joint Doctrine for Communication and Information Systems.
AAP-03	Production, Maintenance and Management of NATO's Standardization Documents.
AAP-47	Allied Joint Doctrine Development.
APP-06	NATO Glossary of Terms and Definitions.
APP-11	NATO Message Catalogue.
APP-15	NATO Glossary of Abbreviations Used in NATO Documents and Publications.
COPD	Allied Command Operations Comprehensive Operations Planning Directive COPD Interim V2.0 (4 October 2013).

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CHAPTER 1 – JISR OVERVIEW

1.1 Introduction.

1. Joint Intelligence, Surveillance and Reconnaissance (JISR) is an integrated intelligence and operations set of capabilities, which synchronizes and integrates the planning and operations of all collection capabilities with processing, exploitation and dissemination of the resulting information in direct support of planning, preparation and execution of operations[1].

2. The JISR process starts with a validated collection requirement (CR) and is aimed at satisfying CRs across all formations in an efficient and timely manner. JISR enhances operational environment situational awareness (SA) and provides the means through which JISR results are disseminated to requesters.

3. JISR drives the dynamic, agile and coordinated use of capabilities to support a wide range of staff functions allowing the relevant information to be provided to the right person, at the right time.

4. AIntP-14 is based on the principles and fundamentals of the JISR process outlined in AJP-2.7, Allied Joint Doctrine for Joint Intelligence, Surveillance and Reconnaissance and refers to AJP-2.1, Allied Joint Doctrine for Intelligence Procedures. This document provides commanders at the joint-operational level and their staffs with tactics, techniques and procedures (TTPs) focused on JISR activities and processes, supporting intelligence development to improve overall SA, as well as supporting the full range of operations. It also provides the baseline TTPs to support the establishment, implementation and operationalization of an enduring JISR capability to support NATO and coalition operations, focusing on the Combined Joint Task Force (CJTF) level.

1.2. Scope.

1. These TTPs shall form the guidance to assist in the development of Allied Command Operations (ACO) directives as well as JISR standard operating procedures (SOPs) that tailor these TTPs to specific situations encountered during future operations, trials, experiments and exercises. Conversely, the JISR lessons identified from its employment during these events will be used to refine further doctrine or TTP-related documents and provide the training staff with documents that can be used to support the development and instruction of JISR processes in the classroom.

2. The JISR process is a framework through which a CR is satisfied by a JISR capability following five sequential steps[2]: task, collect, process, exploit and disseminate (TCPED[3]). The collect, process, exploit and disseminate (CPED) steps of the JISR process are typically conducted at or below the component command (CC) level by specialists inside one intelligence collection discipline or any other JISR capability.[4] The TTPs that follow focus on

[1] NATO agreed terminology.

[2] AJP-2.7, Allied Joint Doctrine for Joint Intelligence, Surveillance and Reconnaissance; Chapter 3.2.

[3] To include future NATO Federated PED.

[4] See the respective doctrines for the intelligence collection disciplines (e.g. AJP-2.3 HUMINT, AJP-2.4 SIGINT).

the 'task' step conducted by joint-level staffs. Whilst the TTPs include the interactions with the CCs, they are not fully inclusive of all TCPED activities. Additionally, the procedures described within this TTP may be readily adapted to levels below Joint-level staffs to coordinate JISR functions.

1.3. Terminology.

1. AIntP-14 uses one set of terms consistently throughout the document and aligns itself with the terminology from AAP-06 whenever possible. In addition to the definition of JISR and the NATO approved definitions of "intelligence", "surveillance" and "reconnaissance", additional terms are necessary to aid in understanding and implementing the JISR concept. To ensure consistency in describing JISR operations, processes, capabilities and procedures, AIntP-14 uses the terms and definitions[5] below:

- **Joint Intelligence, Surveillance and Reconnaissance (JISR).** A set of intelligence and operations capabilities, to synchronize and integrate the planning and operations of all collection capabilities with the processing, exploitation, and dissemination of the resulting information in direct support of the planning, preparation and execution of operations.

- **Intelligence.** Intelligence is defined as the product resulting from the directed collection and processing of information regarding the environment and the capabilities and intentions of actors in order to identify threats and offer opportunities for exploitation by decision-makers. Intelligence refers to all intelligence collection disciplines or collection capabilities/assets and the results these disciplines/capabilities/assets can deliver to the commander and/or staff elements. Intelligence collection disciplines include acoustic intelligence (ACINT), human intelligence (HUMINT), imagery intelligence (IMINT), measurement and signature intelligence (MASINT), open source intelligence (OSINT) and signals intelligence (SIGINT).

- **Surveillance.** Surveillance is defined as the systematic observation of aerospace, surface and subsurface areas, places, persons, or things, by visual, aural, electronic, imagery, or other means. Surveillance is designed to provide indications and warning (I&W) of adversary initiative and threats and to detect changes in adversary activities. It can provide early warning of activity over a wide area, or can focus upon a particular location, facility, activity or actor within the operating environment.

- **Reconnaissance.** Reconnaissance is defined as a mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an opponent or potential adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. It is a focused method of collecting information about specific locations, facilities or people. Reconnaissance tasks are not confined by specific reconnaissance units, but may be undertaken by other force elements in the course of their duties. Reconnaissance enables the collection of specific information within the joint operations area, against known and potential adversaries and non-aligned actors in support of current and future operations. Reconnaissance must be focused in time and space to answer specific

[5] See also MC 0582/1, NATO JISR Concept and AJP-2.7.

requirements. It collects results through visual observation or other detection methods, to provide specific information to the requester.

- **JISR process.** A coordination process through which intelligence collection disciplines, collection capabilities and intelligence exploitation activities provide data, information and single source intelligence to address an information or intelligence requirement, in a deliberate, ad hoc or dynamic[6] time frame in support of operational planning and execution. The JISR process consists of five steps: task, collect, process, exploit and disseminate, referred to as TCPED.

- **JISR architecture.** NATO's JISR architecture consists of the organizations, processes and systems connecting taskers, controllers, collectors, exploiters, databases, applications, producers and consumers of data, information and intelligence and operational data in a joint environment. The JISR architecture facilitates the management of JISR results, enables JISR functions and supports intelligence and operations functions at all levels. An essential and integral part of the JISR architecture is the intelligence system support architecture (ISSA) consisting of intelligence related networks, applications, databases and metadata, including their structure, processes and the required connectivity.

- **JISR asset.** An individual, detachment, unit, sensor, or platform, which can be tasked by respective authorities to achieve JISR results.

- **JISR capability.** An asset supported by organizations, personnel, collectors systems supporting infrastructure, processing, exploitation and dissemination (PED) processes and procedures to achieve a designated JISR result.

- **JISR result.[7]** The outcome of the JISR process disseminated to the requester in the requested format.

- **JISR task.[8]** A collection, processing, exploitation and dissemination directive for the appropriate employment of JISR assets. Depending on the considered JISR asset, JISR tasks may be refined into specific orders/formats to enable automated or standardized tasking of JISR assets.

- **ISR request (ISRR)[9].** Formal request from the operations staff to initiate ISR collection, with a specified capability or asset to support prioritized requirements for a specific mission. The ISRR is intended to deliver a JISR result.

- **Standing intelligence requirement (IR).** Standing IRs are developed deliberately based on the intelligence collection plan (ICP), starting with the priority intelligence requirement (PIR) development.

- **Emerging IR.** Emerging or unanticipated IRs that are likely to be generated by the commander, intelligence or operational staff during the preparation, planning or execution phases of operations or missions.

[6] Refer to AJP-2.7, Chapter 3.3 for deliberate, ad hoc or dynamic tasking.
[7] This term is only used for this publication and has not been NATO approved.
[8] This term is only used for this publication and has not been NATO approved.
[9] This term is only used for this publication and has not been NATO approved.

- **Intelligence cycle.** The intelligence cycle is the sequence of activities whereby data and information is obtained, assembled, converted into intelligence and made available for users.

- **Operations cycle.** The cycle of the conduct of operations *(referred to in this publication as the operations cycle)* includes the phases of operational-level analysis and planning, which compose the operational design. The operations cycle is completed by execution and assessment under operational management.[10]

- **Requester.**[11] An individual, unit or organization with an information or intelligence gap that is articulated as a collection requirement and submitted to the collection manager for processing. Requesters could include, but are not limited to, commanders, staff members and NATO member nations.

- **Collection requirement (CR).** A validated information requirement, for which the requested information is not already available in a repository and therefore requires collection through JISR asset tasking or will be forwarded as a request to higher or adjacent commands.

- **Collection requirements list (CRL).** A list of all prioritized JISR collection and PED requirements, including those that may be fulfilled by a formation's JISR capabilities as well as requirements unable to be fulfilled by owned capability.

- **Collection task list (CTL).** A list of prioritised JISR collection and PED requirements, developed from the CRL, which are allocated to JISR capabilities of own or subordinated formations. The CTL will be approved by the Joint Collection Management Board (JCMB).

- **Collection and Exploitation Plan (CXP).** A plan that provides detail of the tasks assigned to specific JISR capabilities, including PED, to meet the formation's JISR collection and exploitation requirements. The CXP is based upon CRs and direction from the JCMB articulated through the CTL.[12]

- **Cross-cueing.** A technique of coordinating multiple JISR capabilities using the information collected from one collection asset to provide a cue for further collection of more detailed or correlating information using another collection asset.

[10] AJP-5(E) (2013), Section V, 0248, Operational-Level Planning as a Cycle.
[11] This term is only used for this publication and has not been NATO approved.
[12] The formats of the CRL, CTL and CXP are defined in APP-11.

1.4. Related Documents.

1. The AIntP-14 is subordinate to and complements AJP-2.7 providing more detailed information on the JISR process and procedures and should serve as a framework for effectively executing JISR operations. The position of AIntP-14 within the Allied joint doctrine architecture and the AJP-2 intelligence doctrine series is shown in Figure 1.1

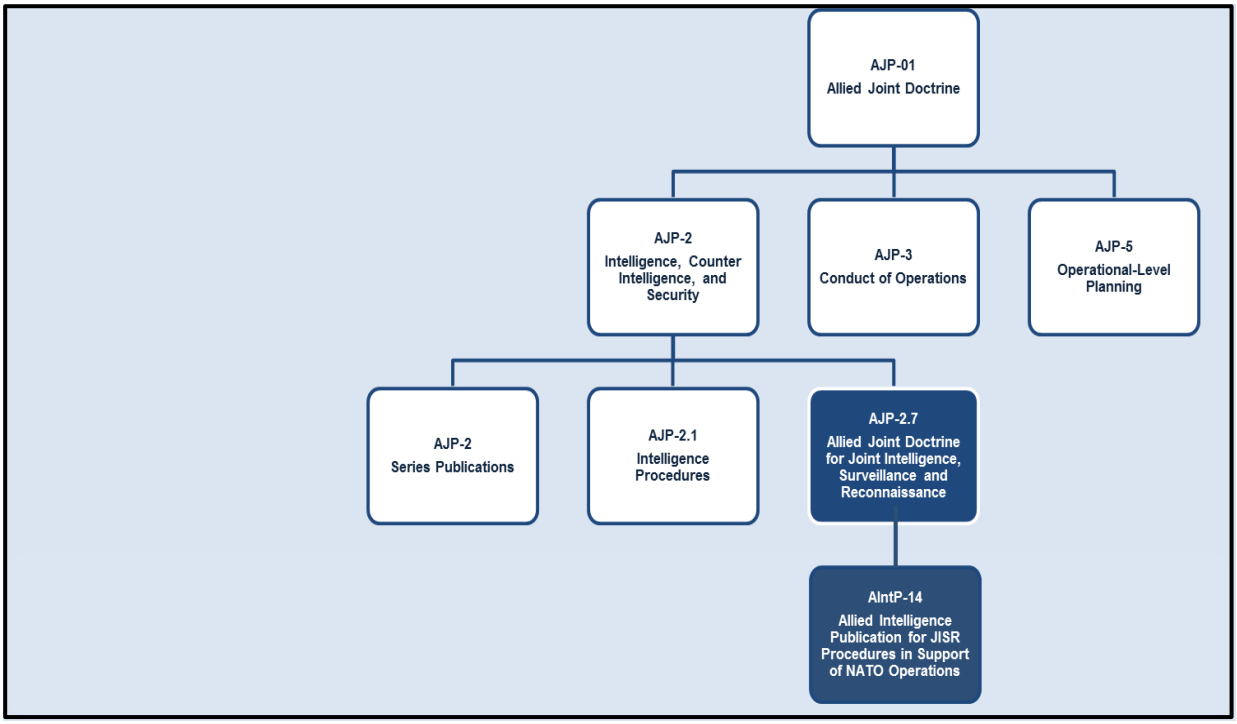

Figure 1.1. AIntP-14 within the NATO Allied Joint Doctrine Architecture.

2. Inside the JISR process, formatted reports and agreed naming conventions, definitions and abbreviations are critical for operational interoperability.[13]

[13] To include acknowledged result formats and naming conventions according to APP-11, AAP-06, AAP-15 and other Intelligence Doctrine and Publications (AJP-2 Series and AIntP-Series).

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CHAPTER 2 - JISR FUNCTIONS AND RESPONSIBILITIES

2.1 Introduction.

1. This chapter describes the key management staff functions responsible for the effective management and execution of JISR operations.

2.2 Theatre Collection Manager (TCM).

1. TCM maintains the authority to conduct joint collection requirements management (CRM) and collection operations management (COM) for a given operation and is supported by CCs. TCM responsibilities include:

a. Lead the Joint Collection Management Board (JCMB).

b. Represent JISR matters at applicable joint meetings, boards and working groups, in particular the Joint Targeting Coordination Board (JTCB) and the Joint Targeting Working Group (JTWG).

c. Coordinate and direct collection management (CM)[14] functions of different levels, requesters and collection capabilities.

d. Develop, disseminate and manage the commander's collection priorities.

e. Validate draft and final CTL; ensure all CRs are prioritized within approved collection priorities.

f. Resolve JISR prioritization conflicts and minimize redundant collection.

g. Coordinate and synchronize support to emerging CRs including dynamic re-tasking.

h. Coordinate with adjacent and higher level elements, organizations and National intelligence elements to meet CRs as necessary.

i. Establish and conduct the JISR assessment and feedback process[15].

2.3 Collection Management (CM).

1. CM is a management staff function converting information or IRs into CRs, prioritizing, tasking, requesting or coordinating with appropriate collection capabilities, assets or commands and monitoring results and re-tasking as required. CM is the activity of matching the validated, prioritized and structured information and IRs to the available collection capabilities. This process must take into consideration the availability of assets, sensor

[14] Refer to section 2.3, Collection Management.
[15] Refer to section 3.6, JISR Assessment.

coverage, environmental conditions and communications capabilities to make the best use of the collection capabilities.

2. Within the CM function, JISR synchronization occurs at every level and evaluates the availability of JISR capabilities. CM elements synchronize all activities to assign CRs to appropriate assets, controlled by the organization to satisfy the CR.

3. CM encompasses activities related to the execution and coordination of the five step JISR process, the coordination of CM execution between headquarters (HQ) and other organizations and the assessment of the CM function. Within the CM function, the CRM and COM authorities to collect, request and execute the JISR process are established by the collection management authority (CMA).

2.4 Collection Requirements Management (CRM).

1. The CRM function is responsible for the deliberate planning of JISR tasks, typically up to 3 days in advance of execution. Their output, the CTL including PED, will be the basis against which the COM function executes JISR tasking. CRM responsibilities include:

a. Receive a validated CRL from subordinate commands.

b. Consolidate all subordinate CRLs into the joint-level CRL.

c. Verify each CR for accuracy and content to ensure there is appropriate detail for tasking to one or more JISR capabilities.

d. Coordinate these CRs with the JISR Liaison Officers (LOs) to determine appropriate JISR capabilities.

e. Prioritize and process a validated joint-level CRL into a draft CTL with recommended collection and exploitation tasking. The draft CTL suggests assignment of CRs to commands, units and detachments who own a JISR capability.

f. Distribute draft CTL to subordinate commands for review and coordination prior to JCMB.

g. Participate in JCMB.

h. Establish final CTL based on the outcome of the JCMB.

i. Disseminate final CTL. The deliberate planning phase ends with the outcome of the JCMB.

j. Manage ad hoc CRs.

2.5 Collection Operations Management (COM).

1. COM is a management staff function to integrate the collection operations into the overall operation plan (OPLAN) and has the authority to direct, schedule, prioritize and control specific collection operations and associated processing, exploitation and information reporting

resources. This function should be enabled with a robust capability to communicate with a wide range of stakeholders, to include the operations staff, planning staff, intelligence elements and JISR capabilities in order to facilitate mission integration. CM staff responsibilities within the COM function include:

a. Maintain SA of current JISR capabilities.

b. Manage and monitor persistent communication with JISR capabilities.

c. Liaise with meteorological element to ascertain environmental factors to JISR operations.

d. Participate in the JCMB, which serves as the hand over between CRM and COM for deliberate JISR planning; brief all ad hoc and dynamic JISR changes to previously approved CTLs in JCMB.

e. Coordinate with the operations staff to facilitate mission integration that results in an official tasking of subordinate commands. At the component-level, COM may include the additional step of assigning the appropriate designated JISR capabilities.

f. Based on subordinate command contributions, create and maintain the JISR synchronization matrix[16] which graphically depicts the employment of JISR capabilities in time and space. Subordinate command contributions would ideally include a collection exploitation plan (CXP) and a JISR synchronization matrix that ensure all JISR CR's are sufficiently allocated.

g. Responsible for integrating JISR ad hoc tasks and dynamic re-tasking events into the overall OPLAN.

h. Receive impact statements from subordinate commands for all dynamic re-tasking options and as required if units contest the use of the same asset.

i. Present JISR impact statements to current operations tasking authority or delegated representative for arbitration.

j. Recommend dynamic re-tasking of JISR assets in response to critical events (e.g. joint personnel recovery [JPR], time sensitive targeting [TST], troops in contact [TIC]) in line with the joint commander's priorities.

k. Ensure potential dynamic re-tasking conflicts are resolved with the appropriate battlespace management elements (ground, air, maritime and space).

2.6 Joint Collection Management Board (JCMB).

1. The overall purpose of the JCMB is to review, validate, de-conflict and prioritize all JISR CRs and assigned capabilities. The JCMB is designated as a joint-level collection management board which seeks to prioritize, coordinate and synchronize the JISR activity between the joint

[16] Overview of relevant JISR capabilities employed in space and time by operational necessity.

level and the subordinate formations (land, maritime, air, and special operations forces [SOF] components). At the joint level, subordinate formation component CM elements participate in the JCMB. The JCMB should include, but is not limited to, representation from targeting, current operations, current plans, future plans, electronic warfare, IMINT, SIGINT, HUMINT, psychological operations, information operations, engineers and civil military interaction amongst others. At the joint level, key intelligence requirements management and collection management (IRM&CM) elements inside the intelligence staff and all supporting/supported components should be in attendance.

a. Battle rhythm considerations. The placement of the JCMB within the joint HQ battle rhythm is affected by numerous considerations which must be synchronized in order to achieve maximum efficiency. These considerations include, but are not limited to:

(1) The timings of relevant boards or working groups (e.g. targeting board, intelligence fusion and joint coordination board) which have impacts on collection focus and prioritization.

(2) The JCMB must be completed in sufficient time to allow for mission integration of the CTL in accordance with the operations orders production timeline. The subordinate CC timings should be considered in this (e.g. air tasking order (ATO) release time) as well.

b. The JCMB is the forum to:

(1) Coordinate and direct near-future joint CRs of the components and joint-level HQ from the draft CTL.

(2) Coordinate and adjust D+1, D+2 and D+3 as well as longer-term CTLs taking into account other planning and tasking processes.

(3) Discuss ad hoc/dynamic requirements arising outside of the collection request deadlines and the joint-level HQ collection coverage (and gaps).

(4) Review status of on-going/upcoming significant operations, targeting changes, and intelligence focus in order to establish the deliberate planning and dynamic collection priorities.

(5) Resolve conflicting priorities.

(6) Coordinate with ISR operations staff and subordinate commands to meet unfulfilled CRs.

(7) Coordinate proposed D+1 CXP for approval by JCMB so D+1 CXP can be finalised and promulgated in concert with release of the D+1 ATO/FRAGOs/OPTASK. The JCMB will deliver an approved CXP D+1.

(8) Confirm JISR capability status and availability.

(9) Address outstanding dissemination shortcomings, outages, and potential mitigation plans.

(10) Discuss feedback and assessment issues provided by subordinate formations for JISR missions conducted.

(11) Identify additional collection capability requirements to be submitted to higher formations.

(12) Validates and approves CTL assigning appropriate component commands to JISR tasks.

(13) Finalise D+1 CTL and draft D+2, D+3 CTL.

c. Inputs to the JCMB, which are expected to be submitted by the subordinate components and joint staff elements, include the following:

(1) ISRR for D+3 in the format of a CRL.

(2) Availability of JISR capabilities, to include exploitation capability.

(3) JISR overlay/JISR synchronisation matrix for D+1 and D+2 depicting where and when component's JISR assets are being employed (planned/tasked) within their area of operation.

(4) Updated collection priorities.

d. Outputs of the JCMB include:

(1) Finalized CTL for D+2.[17] The CTL will be disseminated daily through two channels:

(a) Informally through the TCM to subordinate collection managers.

(b) Formally through the operations staff via an approved order (e.g. FRAGO/JCO/OPORD).

(2) Updated CTL for D+1, including new ad hoc requirements received in the last 24 hours.

(3) Draft CTL for D+3.

(4) Record of decisions.

(5) Deliver an approved CXP D+1.

e. A potential agenda for a JCMB could include:

(1) Consequences of PIR changes and, if necessary, review CRs for changes that could impact planned JISR operations.

(2) Review collection priorities.

[17] Refer to section 3.2 (Task) and Annex D for more details.

(3) Collection hot topics/issues to include: re-tasking, changes in JISR asset availability, serviceability, forthcoming weather issues.

(4) Weather forecast for D+1 and D+2.

(5) Review of JISR synchronization matrix for current ATO collection.

(6) Review of JISR synchronization matrix for D+1 and D+2; receive ad hoc planning requirements.

(7) Release and discuss new JISR synchronization matrix for D+3 (72-96 hours).

(8) CC coverage/feedback to include asset locations and status, and any new CRs (D+3) or upcoming operations.

(9) JISR assessment and feedback.

(10) Direction and guidance; record of decisions.

2.7 JISR Liaison Officers (LO).

1. Ideally CCs will maintain a JISR liaison within the CM element at the joint level in order to support the TCM as necessary. This liaison could be specialized subject matter experts (SMEs) on individual dedicated JISR capabilities or generally represent a CC's JISR capabilities. If LOs at the joint level are generalist component representatives then there is an expectation that specialized JISR LOs would directly support the CCs. These LOs are primarily established to inform and mentor the CM function on how to best plan for and leverage JISR support from the components to maximize operational success. The element should adequately represent the command's JISR capabilities and fully support the joint HQ battle rhythm.

a. JISR LO responsibilities include:

(1) Communicate CC guidance and direction for issues relating to JISR activities to TCM and CM element.

(2) Ensure mutual CM information flow between the joint level and CC.

(3) Provide JISR capabilities expertise as input to the JISR process that should include dedicated JISR capabilities and limitations.

(4) Advise CRM function as part of CR validation to maximize efficient JISR capability planning.

(5) Attend the JCMB; represent the CC CM and, if required, brief all necessary CC representatives[18].

[18] For more information on the JCMB refer to section 2.6.

(6) Participate in additional JISR or CM working groups as the SME for their JISR capability.

(7) As required, advise the COM function for mission integration in particular with regard to ad hoc and dynamic collection tasking requirements for their CC as the SME for their JISR capability.

(8) Maintain awareness and inform the CM element of changes in their CC JISR capability availability.

2.8 Communications and Connectivity.

1. Maintaining synchronization with the supporting unit is an important aspect of any operation. The CM element should make every effort to update JISR assets and PED nodes on developments in the tactical situation. Effective communication between the supported units and supporting assets and PED nodes is essential for synchronization and integration of JISR operations into the supported unit's scheme of manoeuvre. Proper inclusion allows the assets and PED nodes to stay ahead of the tactical operations, anticipate changes in phases of the operation, and enable further collection, analysis, and reporting. The operations plan should identify specific communications channels for the management of information. There are three primary communication channels displayed in figure 2.1 to facilitate this exchange of information:

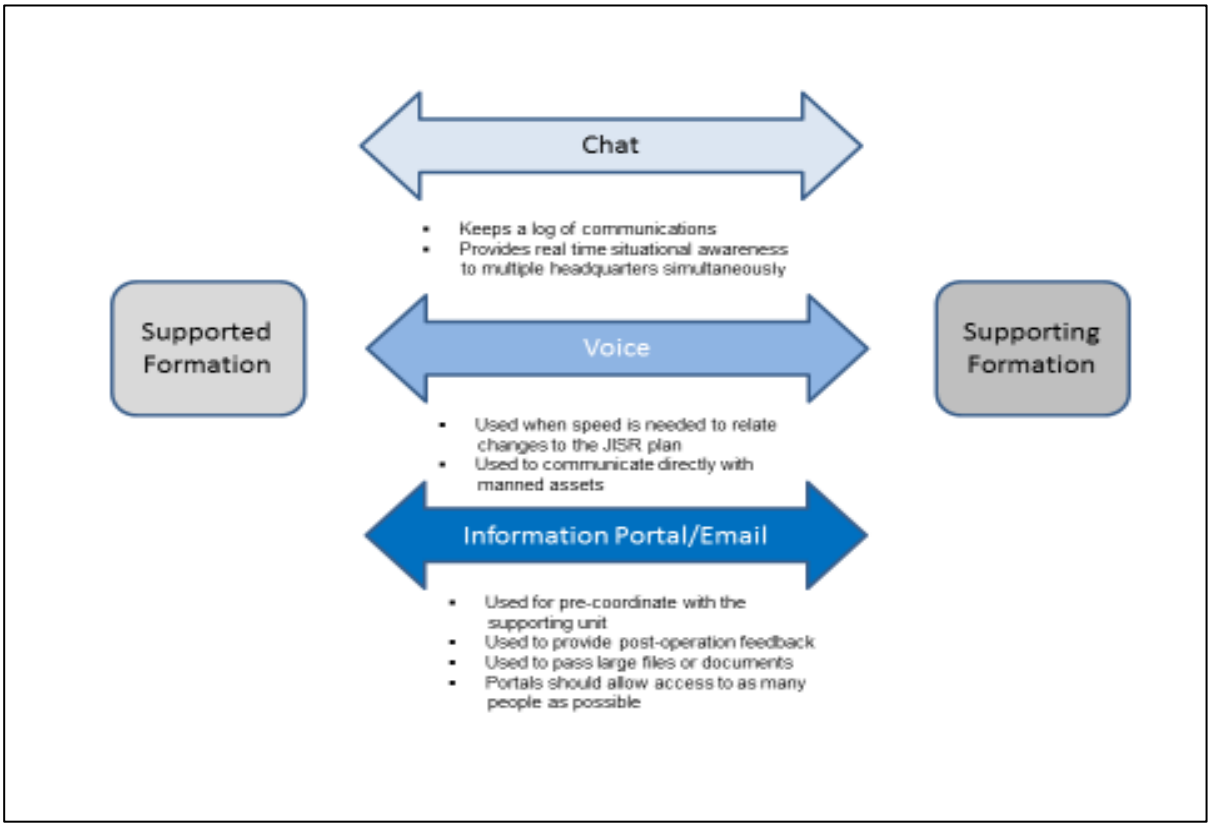

Figure 2.1. Primary Communication Channels between Supported and Supporting Formations.

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CHAPTER 3 - JISR CORE ACTIVITIES

3.1 Introduction.

1. JISR core activities can be defined as activities which are conducted as part of the JISR TCPED steps, considering the JISR process is initiated with a validated CR. Requests that are not converted into a CR are outside the JISR process and are processed as a request for information (RFI) inside the IRM function.

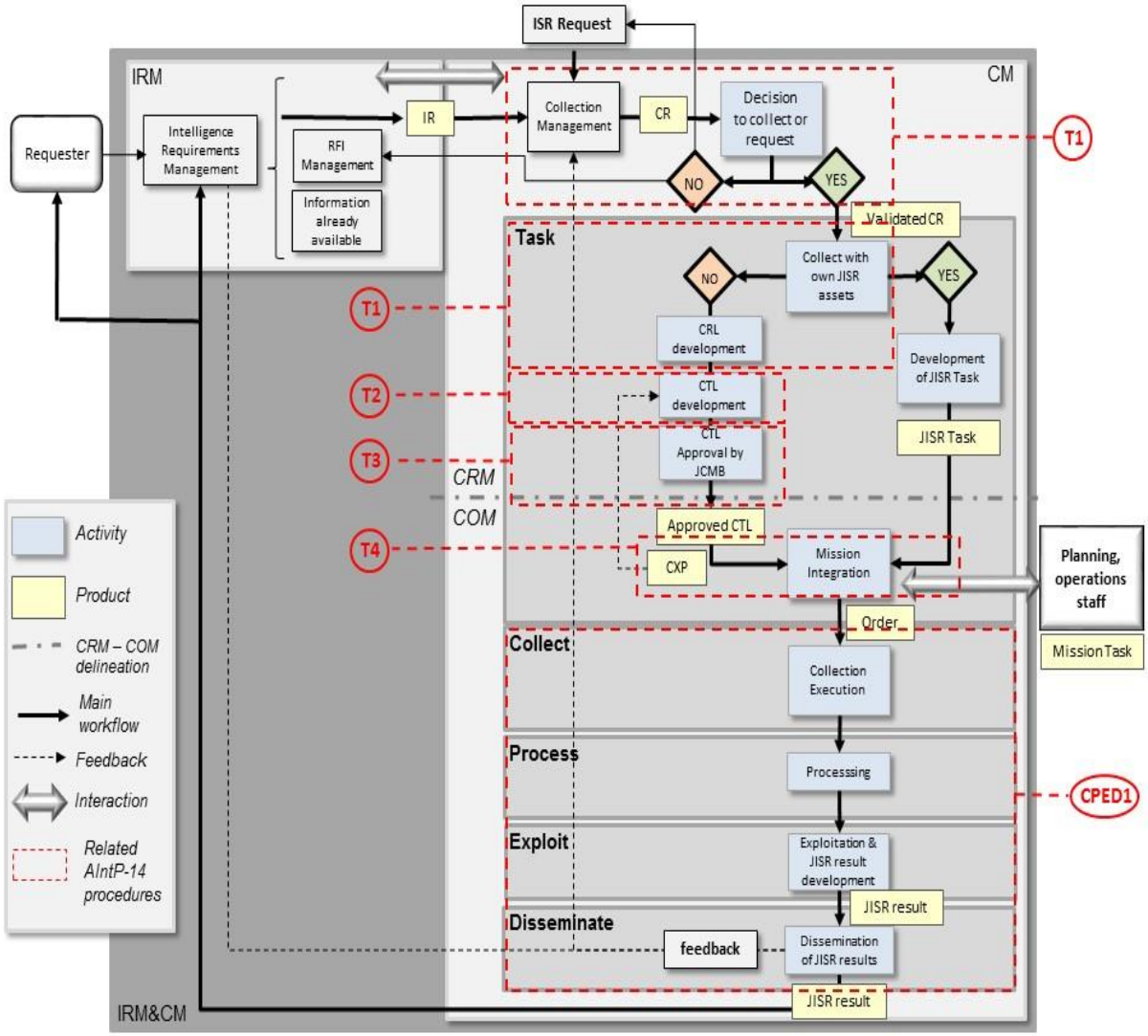


Figure 3.1. JISR Deliberate Tasking Process and Associated TTPs.

2. In the context of this publication, the JISR process is focused primarily on the “task” step of the TCPED process. Activities associated with CPED are essentially conducted by specialists inside one intelligence collection discipline or any other JISR capability[19] and are not reflected in this document with the exception of joint and CC monitoring and coordination. JISR assessment and feedback activities conclude the JISR process.

3. The JISR TTPs for tasking describe the objectives which are related to the different steps in the JISR process. Each objective is described with various activities and associated roles. Annex F includes a matrix that shows the relation of the multiple JISR TTPs to the JISR functions. JISR TTPs for CPED are described in section 3.4.

3.2 Task.

1. The first step of the JISR process is tasking, which includes a number of interrelated activities. It is initiated with the receipt of validated CRs and consists of developing collection, exploitation and dissemination guidance/directives/orders to coordinate JISR operations and assets. JISR tasking is to be coordinated among all levels of command in order to enable mutual support between CCs and to make the most efficient use of available collection and exploitation capabilities.

2. JISR tasking consists of the following activities:

- TTP T1 Develop and manage CRLs
- TTP T2 Develop and manage draft CTL
- TTP T3 Prepare and conduct the JCMB
- TTP T4 Finalise and manage the CXP
- TTP T5 Receive ISR Request (as part of ad hoc tasking)
- TTP T6 Process ISR Request (as part of ad hoc tasking)
- TTP T7 Receive ISR Request (as part of dynamic tasking)
- TTP T8 Process ISR Request (as part of dynamic tasking)
- TTP T9 Integrate dynamic tasking (as part of dynamic tasking)
- TTP T10 Adapt JISR operations (as part of dynamic tasking)

3.2.1 Deliberate Tasking.

[19] See the respective doctrines for the intelligence collection disciplines (e.g. AJP-2.3 HUMINT and AJP-2.4 SIGINT).

3.2.1.1 Function: Collection Requirements Management (CRM). TTP: T1, T2, T3.

Objective	Activities	Who	Comment
TTP T1: Develop and manage CRLs	▪ Assign and prioritise own JISR assets to CRs. ▪ Identify available JISR capabilities that could satisfy the CRs. ▪ Develop CRL (Refer to Annex C for format example) based on CRs that cannot be satisfied within own command. ▪ Forward CRL to the TCM for discussion at JCMB.	Component Collection Manager	As a prerequisite, staff/unit level ISRRs have been turned into validated CRs by collection managers as part of the IRM&CM function and are included in the CRL.
TTP T2: Develop and manage draft CTL	▪ Receive component CRLs. ▪ Compile and prioritise the draft CTL from component CRLs and own CRs. ▪ Develop JISR tasks in collaboration with CCs. As a specific technique, cross cueing may be required to collect on a specific CR (cross cueing is further described at Annex E). ▪ Prepare JISR tasks assignment in support of JCMB. ▪ Send the draft CTL (which includes PED) to component collection managers.	TCM	In support of CTL development, CCs are required to provide visibility on JISR plans and operations as well as on the JISR capabilities they control. The JISR Task includes collection / processing / exploitation / dissemination directives (as required).
TTP T3: Prepare and conduct the JCMB	▪ Finalise and approve the CTL (which includes PED). ▪ Disseminate the approved CTL to component COM authority for mission integration and CXP development.	JCMB	The PED requirements are integrated within the CTL.

3.2.1.2 Function: Collection Operation Management (COM). TTP: T4.

Objective	Activities	Who	Comment
TTP T4: Develop and manage the CXP	▪ Receive approved CTL (including PED). ▪ Allocate given collection and PED tasks to available JISR capabilities. ▪ Publish the CXP.	COM	The CXP, an output of mission integration, provides an overview of future JISR operations as well as a means to plan and conduct JISR operations.

3.2.2 Ad Hoc Tasking
TTP: T5, T6.

Objective	Activities	Who	Comment
TTP T5: Receive ISRR	▪ Validate or reject the ISRR. ▪ Submit the ISRR as a validated CR to the TCM.	CRM	CR validation occurs at the joint level.
TTP T6: Process ISRR	<u>Prior to approval of CTL:</u> ▪ Integrate the emerging CR into the CTL. <u>Post approval of CTL:</u> ▪ Prioritise emerging CRs against approved CTL. ▪ Integrate the emerging CRs related JISR tasks and PED. <u>Post CTL release and prior to missions execution:</u> ▪ Prioritise emerging CRs against approved CTL. ▪ Coordinate CTL change with the affected component.	CRM	The ad hoc tasking starts when a CR is to be integrated after the CTL is approved and before JISR missions are executed.

3.2.3 Dynamic Tasking.
TTP: T7, T8, T9, T10.

Objective	Activities	Who	Comment
TTP T7: Receive ISRR	▪ Validate or reject the ISRR. ▪ Submit the ISRR as a validated CR to the component COM authority.	CRM COM	CR validation occurs at the joint level.
TTP T8: Process ISRR	▪ Assess whether the emerging CR is manageable within the same CC without impeding the overall JISR plans/operations (CXP). In this case, the component COM manages the changes with the operations staff and reports to the TCM. ▪ Forward the CR to the TCM or COM authority at joint level (in case the emerging CR requires JISR capabilities from outside the component or changes priorities in JISR plan). ▪ Support the TCM or COM authority at joint level for CR prioritisation, JISR capability identification, JISR task development and risk assessment.	Component COM authority within operation centre	

TTP T9: Integrate dynamic tasking	▪ Determine available JISR capabilities to meet the emerging CR. ▪ Assess impact of request versus existing JISR operations in cooperation with the requesting CM staff and the affected component COM and operations staff. ▪ Validate/amend/reject the dynamic tasking based on available capabilities and risk assessment. ▪ Assign formally the dynamic task to the affected component COM.	COM authority at Joint Level.	As a specific technique, cross cueing may be required to collect on a specific CR (cross cueing is further described at Annex E).
TTP T10: Adapt JISR operations	▪ Amend JISR operations in accordance with directives from COM authority at the joint level. ▪ Report to CRM staff (at component and joint operational levels) and update CXP.	Operations Staff and Component COM	This includes unplanned additional JISR capability becoming available.

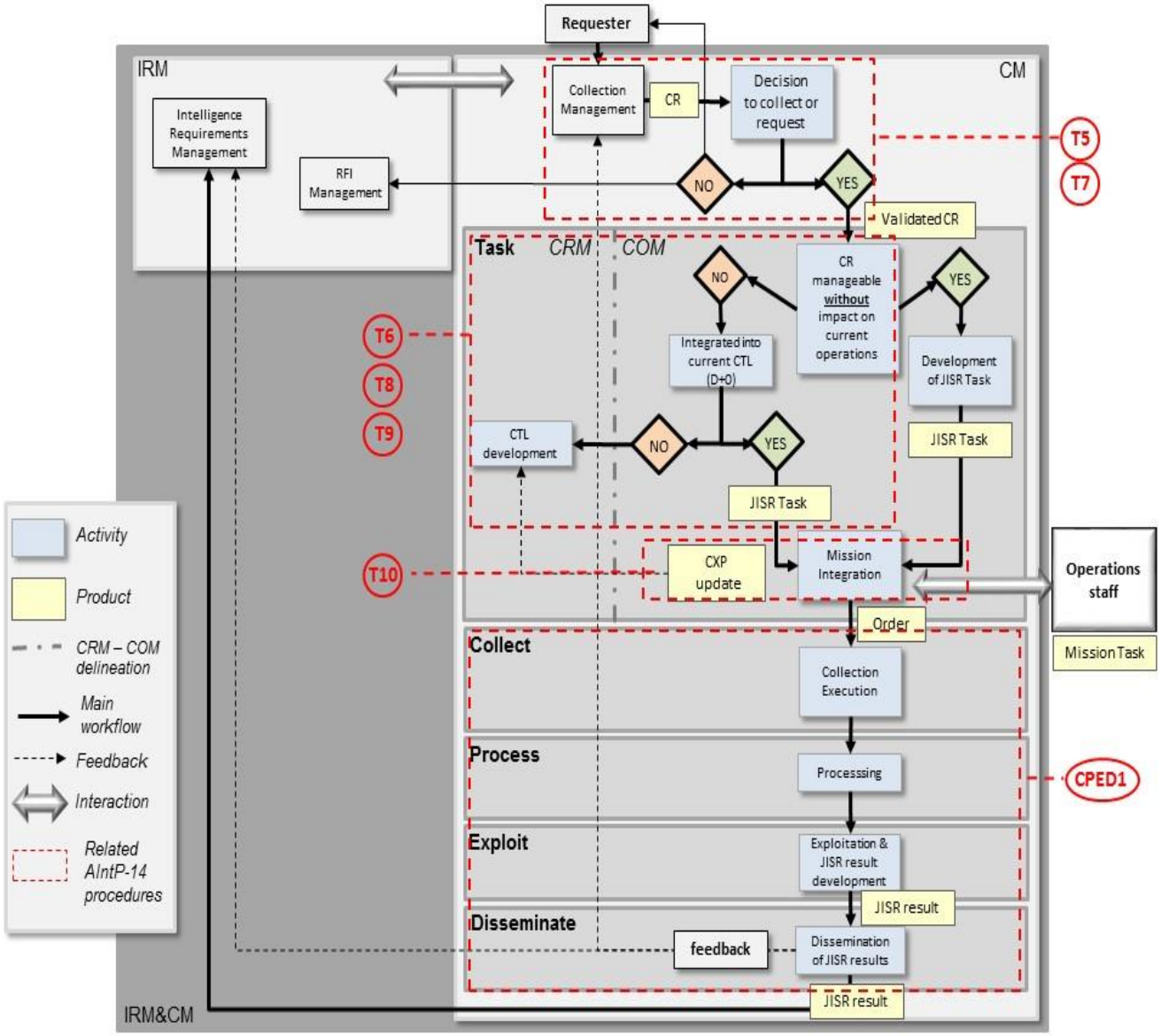


Figure 3.2. JISR Ad Hoc and Dynamic Tasking Process and Associated TTPs.

3.3 JISR Prioritization.

1. In the context of a joint operation[20], the prioritization of validated CRs is critical to managing a large number of CRs competing for limited JISR capabilities. CR prioritization is a responsibility of the CRM function.

2. The JISR prioritization scheme is defined by the commander, managed by the TCM and adopted by all collection managers within an area of operation. This prioritization scheme should be numerical in nature so that CRs may be sorted and ranked according to various factors such as component and joint commanders' priorities as well as NATO and national

[20] AJP-2.7.

apportionment/caveats on the employment of JISR capabilities. The commands in theatre should agree on score and weight values and consistently applied by all involved collection managers. However, the agreed values may change over time pending overall mission progress and shifts in commanders' operational and intelligence priorities.

3. The TCM generally requires visibility of all validated CRs generated by all collection managers within the area of operation. The TCM normally will not interfere with a subordinate formation's internal CR prioritization scheme, but may direct changes to a formation's CTL with CRs that were forwarded by another subordinated formation who lacks the appropriate JISR capability.

4. Prioritization must remain consistent within deliberate, ad hoc and dynamic tasking. Prioritization issues are to be resolved by the TCM. Two examples of NATO JISR prioritization methods can be found at Annex B. The examples are not prescriptive either in general or in detail. Each prioritization method has its own advantages or disadvantages.

3.4 Collect, Process, Exploit and Disseminate.

1. Collect, process, exploit and disseminate (CPED) activities are primarily conducted at the component level or at subordinate levels tasked by the component level. However, if federated CPED is utilized, CPED activities could be performed at any of the levels of operation from the individual unit, tactical unit, force unit, operational unit, command, Joint Force, multinational or national. Therefore, the activities described in this section are limited to those involving the joint-operational level and its interactions with CCs. The JISR TTPs focused on CPED consists of the following activities:

- TTP CPED 1 Manage the execution of CPED
- TTP CPED 2 Task JISR capability
- TTP CPED 3 Receive and process JISR data
- TTP CPED 4 Generate JISR result from JISR data
- TTP CPED 5 Disseminate JISR results

Objective	Activities	Who
TTP CPED 1: Manage the execution of CPED	▪ Monitor the execution of the CXP (D+0) in all aspects of CPED. ▪ Manage dynamic tasking as required (refer to TTPs T8, T9, T10). ▪ Monitor and identify the difference between what was planned and what is being executed. ▪ Assess what/if CPED activities need to be re-tasked or re-planned in accordance with priorities and re-tasking/re-planning directives; recommend or report to TCM as required. ▪ Coordinate with the component collection managers to update their CXPs to reflect dynamic changes. ▪ Contribute to MOPs fulfilment (refer to TTPs A1 and A2). ▪ Ensure JISR results are stored and shared in appropriate repositories.	COM authority at joint and component levels.
TTP CPED 2: Task JISR capability	▪ Operations staff task subordinate formations in coordination with the CRM element based upon the D+1 CXP. ▪ Align OPLANs and tasks with CXPs to ensure that JISR task are executed as planned. ▪ Identify appropriate JISR capability. ▪ Task appropriate JISR capability for mission planning purposes. ▪ This applies also for the tasking of PED nodes of data and information collected.	COM authority at joint and component levels.
TTP CPED 3: Receive and process JISR data	▪ Receive and access JISR data. ▪ Register JISR data with a reference identification (ID) in accordance with theatre/exercise guidance. ▪ Sort and store JISR data in appropriate repositories in accordance with theatre/exercise guidance. ▪ Identify requester's requirements for JISR result format or for further exploitation. ▪ Process JISR data in accordance with requester's requirement or for intelligence analysis.	COM authority at joint and component levels.

Objective	Activities	Who
TTP CPED 4: Generate JISR result from JISR data	▪ Record justification for assessment. ▪ Scrutinise JISR data to identify and recognise objects (e.g. identifying people and activities from JISR results based on EEI). ▪ Conduct processing of JISR data or conduct initial and further exploitation of the data. ▪ Produce JISR result to satisfy the CR. ▪ If appropriate, label JISR results with reliability and credibility rating. ▪ Register JISR result with a reference ID in accordance with theatre/exercise guidance. ▪ Inform tasking authority of PED status.	COM authority at joint and component levels.
TTP CPED 5: Disseminate JISR results	▪ Ensure that processed and exploited JISR results are classified appropriately to release to requester in accordance with theatre/exercise guidance. ▪ Ensure that JISR results are released in the format as specified by the requester or in accordance with theatre/exercise guidance that includes metadata completion. ▪ Determine who the JISR results needs to be sent to and those that needs to be in copy in accordance with theatre/exercise guidance. ▪ When applicable, cross-reference the JISR results to the request or to the IR in accordance with theatre/exercise guidance. ▪ Ensure the means in which the JISR results are sent are compatible with the requester, such as sending JISR results on the appropriate classified network domains. ▪ Ensure requester acknowledges receipt of sent JISR results. ▪ Record when the JISR results are sent, who it was sent to, by what means and whether it has been acknowledged. ▪ Receive feedback from requester on suitability/acceptability of JISR results.	COM authority at joint and component levels.

3.5 Federated PED.

1. Federated PED allows CM elements to plan, task or request component or higher, lower and adjacent level PED nodes and resources. In this sense, collected JISR data can be processed and exploited at different PED locations establishing an architecture of federated PED nodes.

2. A federated PED architecture allows collection managers to better utilise JISR resources amongst the coalition where collected JISR data by one system or nation is appropriately exploited using PED systems from another system or nation. This is enabled by the Nations identifying PED capacity available to the joint force commander (JFC) for each coalition operation.

3.6 JISR Assessment.

1. JISR assessment consists of two steps. The first step is to evaluate the performance of the JISR process, including each individual step and associated activities, using the established measures of performance (MOPs). The second step, based on the requester's feedback, is to estimate how well the JISR result satisfies the CR in terms of the measures of effectiveness (MOE).[21] The output of JISR assessment should be an input to the overall operational analysis and should also be reflected in the theatre reporting directive as part of the campaign plan.

2. In conducting JISR assessments and feedback, the following should be considered:

   a. **JISR Assessment Considerations**. The JISR community should recognise that JISR effectiveness is often not represented by the percentages of requirements satisfied. On some missions, the asset may drop its entire pre-planned target list to support a high priority issue, such as personnel recovery or a TIC event, yet the mission may clearly be successful and effective although the satisfaction percentage is very low due to the targets that were dropped. There is a qualitative aspect to evaluating JISR effectiveness, which quantitative metrics may not fully capture.

   b. **JISR Feedback Considerations**. Requester feedback is critical; however it is often the case that customer responses to formal feedback forms in the operational environment is inconsistent or sometimes non-existent. Consequently, collection managers must also incorporate informal feedback which, even if episodic or anecdotal in nature, can still provide very useful feedback.

3. MOPs and MOEs may be developed based on the following considerations:

   a. Assess daily collection to include: ISR hours requested vs. hours allocated vs. hours collected; hours lost due to weather, maintenance or higher priority operations.
   b. Analyse number of RFIs/ISRRs received vs. those that have been satisfied.
   c. Analyse asset performance: number of collection targets/requirements tasked in mission, and number of collection targets/requirements collected in mission.

[21] See AJP-2(A) for further information on MOP and MOE.

d. Analyse mission performance: number of JISR results produced, number of deliberately planned and ad hoc/dynamic re-tasking events, number of collection targets/requirements not collected due to internal or external problems.
e. JISR effects assessment to also consider:
    (1) Has the user been educated on platform capabilities, to include cross-cue, to understand the available effects?
    (2) Were EEIs properly constructed/written to get the desired effect?
    (3) Was the appropriate sensor tasked to achieve the customer's requested effect?
    (4) Did the tasked sensor achieve the requested JISR effect?
    (5) Does the user know where to access finished results?
    (6) What was the effect of the JISR results on operations and the operational level planning process?
    (7) Was the tasked sensor optimally employed to achieve the effect?
    (8) Was the user satisfied with the result they received?
    (9) Assess overall effectiveness: determine how sufficiently the commander's intelligence requirements are satisfied.
    (10) Assess mission effectiveness: did the mission achieve the mission objective? Did the mission support operational objectives?

4. Measures of performance (MOP) used to measure accomplishment of JISR task.

a. Typical questions:
    (1) Did collection take place?
    (2) Did collection mission obtain EEI's linked to CR?
    (3) Did collection mission gather desired information (right target, right time)?

b. Phase I: Asset performance
    (1) Metric 1: Number of EEIs tasked in mission.
    (2) Metric 2: Number of EEIs collected during mission.

c. Phase II: Mission performance
    (1) Metric 1: Number of JISR results disseminated.
    (2) Metric 2: Number of deliberately planned and ad hoc/dynamic re-tasking events to support mission.
    (3) Metric 3: Number of EEIs not collected due to internal or external problems.
    (4) Metric 4: Percentage of missions affected by internal problems (e.g. system, operator).
    (5) Metric 5: Percentage of missions affected by external problems (e.g. weather).
    (6) Metric 6: Percentage of missions affected by internal and external problems.

5. Measures of effectiveness (MOE) results assess whether the collection mission sufficiently answered EEI of a CR.

a. Typically MOEs are:
   (1) Used to assess changes in operational environment/adversary behaviour.
   (2) Used to determine how sufficiently the collection requirements were satisfied.

b. Phase III: Mission effectiveness
   (1) Metric 1: Did the mission achieve the mission objective?
   (2) Metric 2: Did the mission support operational objectives?

3.6.1 JISR Measures of Performance and Measures of Effectiveness.
TTP: A1, A2.

Objective	Activities	Who
TTP A1: Develop JISR related MOPs and MOEs	▪ Develop MOPs and MOEs as part of the operational plans development. ▪ Coordinate with HQ assessment element for implementing assessment mechanisms to fulfil MOPs/MOEs.	CM element
TTP A2: Evaluate JISR performance and effectiveness.	▪ Collect and collate information on defined MOPs / MOEs. ▪ Conduct analysis based on MOPs/MOEs. ▪ Contribute to the HQs lessons identified/lessons learned (LI/LL) process. ▪ Implement corrective actions as required.	CM element

CHAPTER 4 - JISR EMPLOYMENT IN SUPPORT TO OPERATIONS

4.1 JISR Support to Planning.

1. Planning occurs prior to the commencement of operations and continues throughout the entire campaign as current and future plans become current operations. For this reason, the planning process must be supported by the JISR process, allowing for the continuous development of current and future operations in support of the mission. Throughout the whole planning process intelligence gaps will be identified. To close the identified gaps, CRs should be articulated and submitted through the JISR process.

4.2 JISR Support to Component Commands.

1. Based on the JFC's objectives, guidance and campaign design, the JISR process is informed by the components and their subordinate command's intelligence and operational requirements. However, JISR tasking should be coordinated among all levels of command in order to enable mutual support between CCs, to make the most efficient use of available collection and exploitation capabilities. Through JISR, the joint level carries out the prioritization and the consolidation of CRs and tasks both theatre assets and CCs. This approach maximises the coordinated, effective and efficient use of all assets whilst developing the joint capability of component command assets and providing strategic assets.

2. JISR tasking is essentially the beginning of the JISR process, which is initiated by the gathering of all CCs' CRs, prioritising them against the JFC's operational priorities and assigning assets to satisfy the CRs. JISR tasking is planned through CRM and its outputs are executed through COM. JISR tasking requires the clear articulation of CRs and consists of developing collection, exploitation and dissemination guidance/directives/orders to coordinate and control JISR operations and assets. JISR tasking converts the CC's CRs into orders and issues these orders to theatre collection CCs and theatre/federated PED nodes.

3. In order to efficiently and effectively utilise theatre JISR, CCs should:

   a. declare assigned assets, capabilities and excess capacity;

   b. communicate collection strategy and priorities;

   c. articulate the identified operational and IRs and gaps; in the form of PIRs. SIRs and EEIs required to be answered;

   d. synchronise and prioritise requirements against assigned assets and identify collection gaps;

   e. submit CRs to the TCM;

   f. control assets if required;

   g. disseminate assigned JISR results;

   h. assess collection effects and provide feedback.

4. As a basis, CCs and participating nations should clearly articulate their JISR capabilities and their collection, processing and exploitation plans to ensure effective and efficient JISR coordination.

4.3 JISR Support to Targeting and Battle Damage Assessment (BDA).

1. The JFC establishes the objectives and guidance for targeting, such as the approved target sets and target engagement authority. Target development supporting organisations are identified and tasked with development of JISR results to support deliberate and dynamic targeting, and BDA. The following sub-paragraphs detail JISR support to targeting with regard to planning and execution of JISR operations.

4.3.1 Deliberate Targeting.

1. The target development organisation starts to develop individual targets, based on target system analysis or otherwise identified, to support the specific objectives and guidance. Target development begins with researching existing databases and information, and identifying intelligence gaps that require JISR support. Target analysts continue target development, integrating and analysing new information as it is collected or provided.

2. Decisions made at the JTWG or JTCB could require JISR coverage during pattern of life development, target execution, operational overwatch and BDA.

4.3.2 Dynamic Targeting.

1. Dynamic targeting requires dynamic tasking and rapid execution of the JISR process. Dynamic targets include anticipated and unanticipated events, which may already have been identified in the TST process[22].

2. **Anticipated events.** Anticipated events imply planned tasking of both JISR capabilities and effectors, in a specific area, in order to identify and engage targets. JISR, as part of a planned operation, is developed in conjunction with available effectors. This uses the more deliberate aspects of JISR core activity CRs and operations management, whilst retaining the possibility of dynamic JISR tasking.

3. **Unanticipated events.** Unanticipated events with a high enough priority may result in dynamic tasking to cover emerging targets which may re-task other effectors and JISR assets or generate new tasks for effectors and JISR assets. Targets that are identified as TST require detailed JISR considerations and management to ensure that the appropriate JISR process is in place to support them, but also requires rapid JISR processing, exploitation and dissemination to the executing TST cell (including partially or unexploited information), in order to enable effects on the target.

4.3.3 Battle Damage Assessment (BDA).

1. Responsibility for BDA is held by a component responsible for the targeting and should be allocated to specific intelligence support elements either by target or target category and utilises all JISR core activities to determine the appropriate sensor and supporting PED

[22] See AJP-3.9 Allied Joint Doctrine for Joint Targeting.

capability best suited to provide information to the intelligence organisations charged with analysis of the strike.

2. The BDA process begins with the commander's decision, force planning and assignment phase of the joint targeting cycle in order to synchronise collection and PED with effects. JISR capabilities will have strict "no earlier than" times in support of BDA based on the planned effects. BDA is used to support other operational aspects, such as re-attack recommendations and munition effectiveness assessments, which may generate a specific JISR requirement and support the broader campaign assessment.

4.4 JISR Support to Communities of Interest.

1. During operations, there may be certain communities of interest (CoI) that require JISR support in the planning and execution of their missions. Whilst the JISR process remains applicable in terms of support to communities of interest, there are certain specific considerations which must be addressed when planning for and tasking JISR assets in support of these communities of interest. To illustrate some of the issues that need to be considered, a limited number of these CoI and considerations are highlighted below.

4.4.1 Counter-Improvised Explosive Devices (C-IEDs) Operations.

1. Improvised explosive devices (IEDs) continue to be problematic for national and coalition forces, especially with their increased use by insurgents during recent conflicts. However, there have been significant advancements in technology, tactics and techniques which support the three pillars of C-IED[23]: *"defeat the device, attack the network and prepare the force"*. These technological advancements and enhancements include: multi-spectral and electronic imaging, laser-induced spectroscopy, hyper-spectral imaging, tactical SIGINT, and ground penetrating and scintillating radars, which, when combined with traditional collection assets (e.g. troops on the ground), means that the JISR process is particularly well suited, in terms of tipping and cross-cueing (See Annex E), to support C-IED operations. Those involved in the planning and execution of C-IED operations need to be aware not only of asset capability, but also the resources required to recognize, identify, and counter the threats. In order to provide a detailed (multi-intelligence) ISRR in support of a C-IED operations, the following aspects should be considered but not limited to:

a. Physical terrain aspects
   (1) Funnelling
   (2) Route/area study (main supply routes (MSRs) pattern setting, suitability, oversight and trigger proximity)

b. Human terrain aspects
   (1) Adversary activity
   (2) Adversary networks (structure, leadership, compounds, pattern of life)
   (3) Support networks (logistics, finance, crime)
   (4) Behavioural (absence of the normal)

[23] These pillars can also apply to other COIs/threats.

(5) Biometrics, forensics

c. Adversary activities/events

(1) IED events (placement, location, trend, TTPs; I&W)
(2) Technical specifications (e.g. type, design, trigger, explosive substances, delivery/ detonation method)

d. Time and space considerations

(1) Time and duration of operations (day/night considerations, persistent coverage)

2. Based on the above analysis and identified EEIs, an ISRR should be submitted in support of the C-IED mission. Furthermore, post-blast/event analysis needs to be disseminated across the force to ensure the widest possible visibility and understanding of emerging and continuing adversary TTPs, which may lead to further CRs.

4.4.2 Operational Overwatch and Force Protection (FP).

1. The protection of one's own and friendly forces, either as part of a force manoeuvre package or part of base defence capabilities, is an essential part of planning and executing operations. One of the most important factors is to recognize and identify threats to one's own forces and controlled territory, in a timely manner, in order to take appropriate action to neutralize the threat. Those involved in the planning and execution of overwatch/FP missions need to be aware not only of the asset capability, but also the resources required to recognize and identify threats to the force that need to be considered. In order to provide a detailed (multi-intelligence) ISRR in support of an overmatch/FP operation the following should be considered (but not limited to):

a. Physical terrain aspects

(1) Route study (key terrain, obstacles, field of view/fire, avenues of approach/escape, cover and concealment, effects of weather on terrain)
(2) Ambush locations
(3) Check points & choke points (man-made or natural)

b. Human terrain aspects

(1) Crowd placement, social/cultural events, internally displaced persons (IDP)/IRE
(2) Adversary networks

c. Historical adversary activities/events

(1) Historical IED (placement, events, trend, TTPs)
(2) Historical TIC

d. Time and space considerations

(1) Time and duration of operations (day/night considerations, persistent coverage)

2. Based on the above analysis and identified EEIs, an ISRR should be submitted in support of the overwatch/FP mission.

4.4.3 Civil-Military Co-operation (CIMIC) Operations.

1. CIMIC operations are important and growing missions for the Alliance world-wide. CIMIC operations take into account a number of command-directed tasks such as disaster relief, coalition building and conflict stabilisation. Like all military operations, CIMIC operations require access to information in support of operational objectives. This information can be derived from both open and secure sources including intelligence and JISR products.

2. NATO's recent activities underscore the interdependencies and synergy between military and civil contributions to these operations and exemplifies the Comprehensive Approach. During an operation, CIMIC operations are characterised by close cooperation and communication with civil actors supporting a given task. JISR is a key factor to improve the efficiency of this collaboration between civil and military actors.

3. Those involved in the planning and execution of CIMIC operations need to be aware not only of the asset capability, but also the resources required to recognize and identify threats to the force that need to be considered. In order to provide a detailed (multi-intelligence) ISRR in support of CIMIC operations, the following should be considered (but not limited to):

a. Physical terrain aspects

(1) Status infrastructure (road, bridges, power grid, water, pipelines, safe havens)
(2) Natural disasters (earthquake/flood damage/level/relief)
(3) Airfields/Naval Ports status
(4) Helicopter landing sites (HLS)/ALZ

b. Socio-economic aspects

(1) Population movement (internally displaced persons [IDP])
(2) Economics (market places)
(3) Agriculture (crops, irrigation)

c. Time and space considerations

(1) Time constrained rescue/relief
(2) Climatic/seasonal/weather impacts
(3) Time and duration of operations (day/night considerations, persistent coverage)

4. Based on the above analysis and identified EEIs, an ISRR should be submitted in support of the CIMIC operations.

4.4.4 Non-Kinetic Operations.

1. JISR is well suited to support non-kinetic operations, such as information, influence, psychological operations and strategic communications and it provides a unique opportunity, which could be employed during information/influence operations. The planning and execution of non-kinetic operations requires a wider and more in-depth understanding of the human terrain. This may result in the identification of specific, non-standard information and intelligence requirements. These will lead to CRs which the JISR process may be able to address. Examples of non-standard CRs in support of non-kinetic operations include: the use of collection to show adversary culpability (e.g. civilian casualty [CIVCAS]), social demographic of civilian population, and target legitimisation.

4.5 Information Sharing.

1. It is likely that NATO-led operations will include non-NATO troop contributing nations (NNTCNs) as part of the coalition force and collaboration with civilian organizations, such as the media, non-governmental organizations (NGOs) and international organizations (IO). This may pose challenges in meeting the commander's mission objectives, such as sharing JISR results with NNTCNs and civilian organization with differing doctrine, processes and procedures.

2. The JISR capabilities of NATO-led operations, and collection managers in particular, should be aware of NNTCN's JISR doctrine, process and procedures as well as national caveats associated with the employment of JISR capabilities and sharing of collected JISR results. These differences and employment caveats should be clearly articulated in theatre-specific documentation, highlighting deviation from NATO JISR doctrine and TTPs. JISR results produced by NATO troop contributing nations (TCNs) will be released in accordance with their own national information security policies and directives.

3. In identifying CRs that need to be shared with non-NATO entities, the requester must ensure that EEIs specify the level of classification/releasability. To facilitate the sharing of collected data/information, the collection operations manager must ensure that the asset assigned to satisfy this ISRR can provide the JISR results at the appropriate requested level.

ANNEX A – ISR REQUEST

A001. Definition.

The ISRR is a formal request to initiate JISR collection. The format is defined in APP-11. An example of an ISRR message is provided at section A004.

A002. Use of the ISR Request.

An ISRR may be submitted for one of the following:

1. As part of a group of requests to support deliberate JISR tasking.

2. As part of ad hoc tasking to support requirements that have been identified too late, or not selected for action in time to be included in the deliberate JISR process, and there is still time to adjust an already issued order prior to scheduled execution.

3. As part of dynamic tasking to support requirements that have been identified too late, or not selected for action in time to be included in the deliberate JISR process, and reallocation of a JISR asset that is already collecting to support.

A003. ISR Requests Related Activities.
TTP: Annex A1, Annex A2.

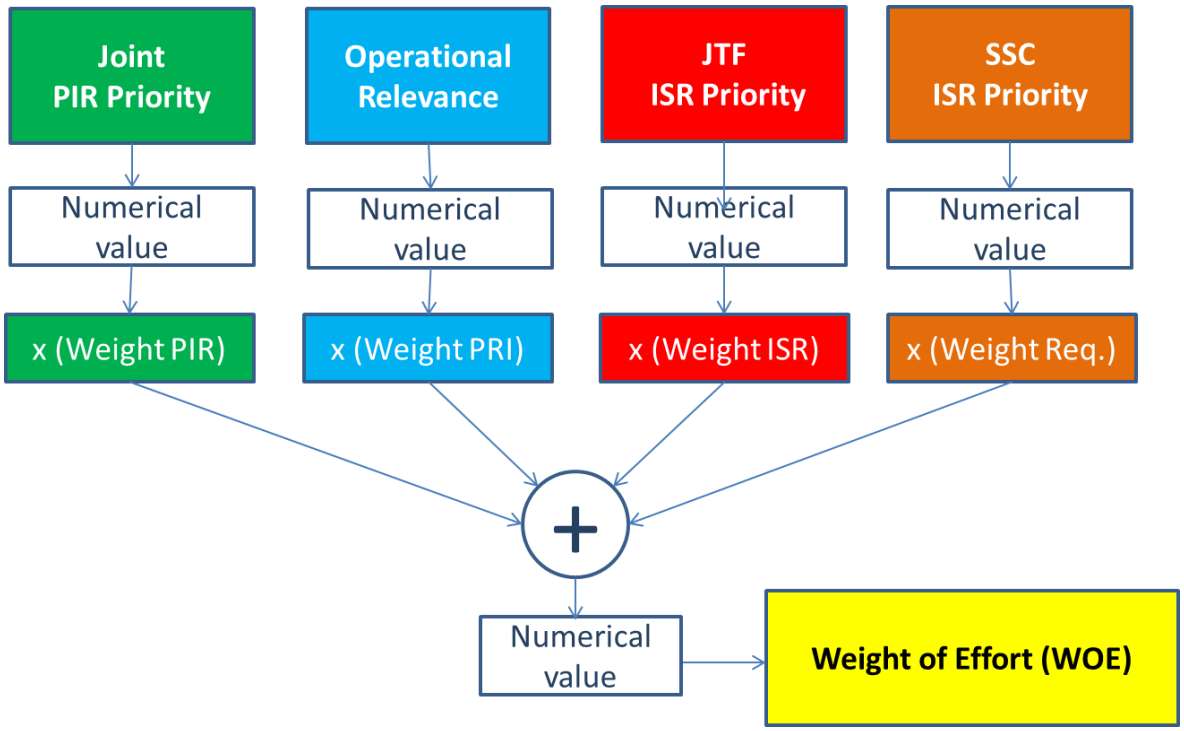
Objective	Activities	Who
TTP Annex A1: Submit ISRR	▪ Complete ISRR message in accordance with APP-11. ▪ Forward the ISRR to the IRM&CM element inside the intelligence staff.	Staff/unit
TTP Annex A2: Receive ISRR	▪ Assign unique ISRR reference ID assigned in accordance with theatre/exercise SOPs. ▪ Validate or reject the ISRR. ▪ Submit the ISRR as a validated CR to CRM element. ▪ Monitor, track the status of ISRR.	IRM&CM staff

A004. Example of an ISR Request Message.

Field Name	Mandatory/ Optional	Example Message	Comments
Request Serial No	M	MNB ISRREQ 1401-0127	
Originator	M	MNB	
Message Priority	M	ROUTINE	
For Action Addressee	M	LCC	
For Information	O		May be used for coordination purposes
Operation Name	M	OP HEARTS AND MINDS	
Request Status	M	SUBMITTED	
Required Information	M	ISR Effect: PID EEI 1 - INS Mortar Team: 6 x INS with Automatic Weapons and 1 x 82mm Mortar tube with Mortar; EEI 2 – INS Mortar Team travelling in an old white 6-wheeled (2 front, 4 rear) transit truck	Separate fields for specification of EEIs may be used
Justification	O	Force Protection of Bde TOC	
Collection Interval	M	12 0800Z JAN14 - 12 1400Z JAN14	
Latest Report Time	M	12 1600Z JAN14	
LTIOV	M	12 1600Z JAN14	
Location	M	33U WV 51495 22706	Multiple fields to specify coordinates, name, shape, type, category.
Required Product/ Type of ISR Support	M	MOVING IMAGERY, ESM	Multiple fields to specify periodicity, NIIRS level, highest classification, etc.
ISR Platform Visibility	O	LOW	
Reporting Instructions	M	JCHAT ID "JABBERWOCK22" on MS	
Requestor POC	M		Multiple fields to specify person name, role, unit, phone, email, radio frequence, call sign
C2 Coordination Authority	O		Multiple fields to specify person name, role, unit, phone, email, radio frequence, call sign.
Chat Room for Coordination	O		

ANNEX B – JISR PRIORITISATION METHOD EXAMPLES

B001. JISR Prioritization Example 1.



Example 1 Explanations

1. **Joint PIR Priority**. A numerical value congruent with the relative PIR rank of importance, as approved by the joint commander. Each CR needs to be related to a particular PIR. Example:

PIR No	Requirement	Rank	Value
PIR 1	How will KAM utilize its TBM/IRBM/CBRN assets against ECISAM?	1	350
PIR 2	Will KAM expand its actions in LAK?	5	150
PIR 3	Will KAM expand actions in TYT?	4	200
PIR 4	How will KAM disrupt ECISAM deployment, force build up and sustainment in the AOO?	3	250
PIR 5	How will KAM utilize its capability to deny freedom of navigation in the Red Sea?	6	100
PIR 6	What is KAM's ability and will to sustain its campaign	2	300

In this example, the value formula is: VALUE = 400 – RANK x 50.

Comment: As a result of collaborative planning for a joint operation, PIRs of both the joint and the component levels should be developed so that they resemble or complement each other. The JTF PIRs should therefore be accepted by all subordinate commands and applied accordingly as a common CR prioritization criteria.

2. **Operational Relevance**. A value representing the relevance of the particular CR with regard to overall mission accomplishment. Example:

Relevance	Explanation	Value
Critical	Critical to achieve the desired end state. Failure to satisfy collection within prescribed timelines will induce unacceptable risks to friendly operations.	300
Important	Important to achieve the desired end state. Failure to satisfy collection within prescribed timelines will induce risks to friendly operations which can be managed, mitigated or accepted.	200
Enabling	Contributes towards achieving the desired end state. Failure to satisfy collection within prescribed timelines will induce risks to friendly operations which can be managed, mitigated or accepted.	100

3. **JTF ISR Priority**. As directed by the joint commander and in accordance with his priorities, the TCM produces a JTF ISR priority table that lists and ranks ISR problem sets grouped in priority 'bands' and assigned with numerical values. Example:

BAND	PROBLEM SET	PRIORITY
Band 0	CRITICAL EVENTS	301-400
1	COM ECISAM Directed	390
2	Threat of attack against NATO forces	370
3	NATO Air/Maritime/Land forces under attack	350
4	WMD Activity	330
Band 1	INDICATORS AND WARNINGS	201-300
1	Space and Cyber Activity/I&W	295
2	Air Forces Activity/I&W	280
3	Air Defence Forces Activity/I&W	265
4	Land Forces Activity/I&W	250
5	Maritime Forces Activity/I&W	235
6	Paramilitary Activity/I&W	220
Band 2	STANDING REQUIREMENTS	101-200
1	Land Forces Order of Battle	195
2	Border Crossing Activity and Lines of Communication	180
3	Air Forces Order of Battle	165
4	Air Defence Forces Order of Battle	150
5	C4I Activity	135
6	Combat Service Support and Logistic Activity	120
7	Maritime Forces Order of Battle	105
Band 3	GEO-POLITICAL/STRATEGIC REQUIREMENTS	1-100
1	Political and Military Leadership	90
2	KAM Regional Diplomatic Activity	70
3	Diplomatic and Economic Threat Indicators	50
4	Humanitarian and Refugee Situation	30
5	Public Affairs and CIMIC	10

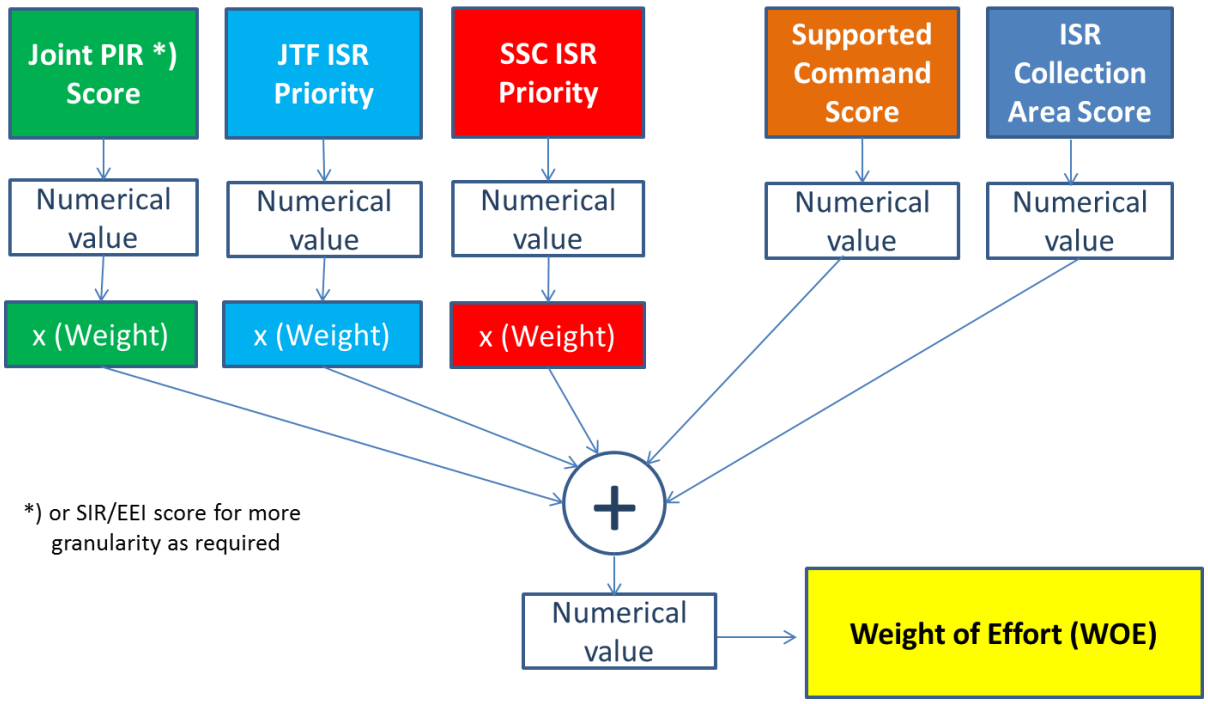
4. **SSC JISR Priority**. In the same way as the joint level TCM, collection managers of the individual SSCs are to define their own JISR priority table. While the SSC's ISR problem set definitions may differ from the joint level JISR priorities, the number of bands, number of problem sets in each band, and the assigned values must remain the same than specified by the TCM, in order to not flaw the overall comparability of JISR prioritization. The SSC is, however, not obliged to use every line in the table.

5. **Weight**. In order to complete the formula, each of the above criteria gets weighted by a percentage value. The overall sum of weights has to be exactly 100%. Example:

Weighting	
Joint PIR Priority	20%
Operational Relevance	30%
JTF ISR Priority	30%
SSC ISR Priority	20%

6. **Weight of Effort (WOE)**. The resulting numerical value that represents the calculated priority of a CR. The higher the value, the higher the rank for the particular CR on the eventual CTL.

B002. JISR Prioritization Example 2.



Example 2 Explanations

1. **Joint PIR Score:** Same general explanation as for the Joint PIR priority in Example 1. A more detailed method for CR prioritization would not only refer to the supported Joint PIR but use a more granular ranking method that values each specific intelligence requirement (SIR) or essential element of information (EEI), as laid down in the JTF's intelligence collection plan (ICP), with a unique score. CRs developed at the SSCs will then be scored in accordance with a PIR (or SIR/EEI) scoring table developed in collaboration and agreement between the TCM and the SSC collection managers.

2. **JTF ISR Priority**. Same as above (see Example 1).

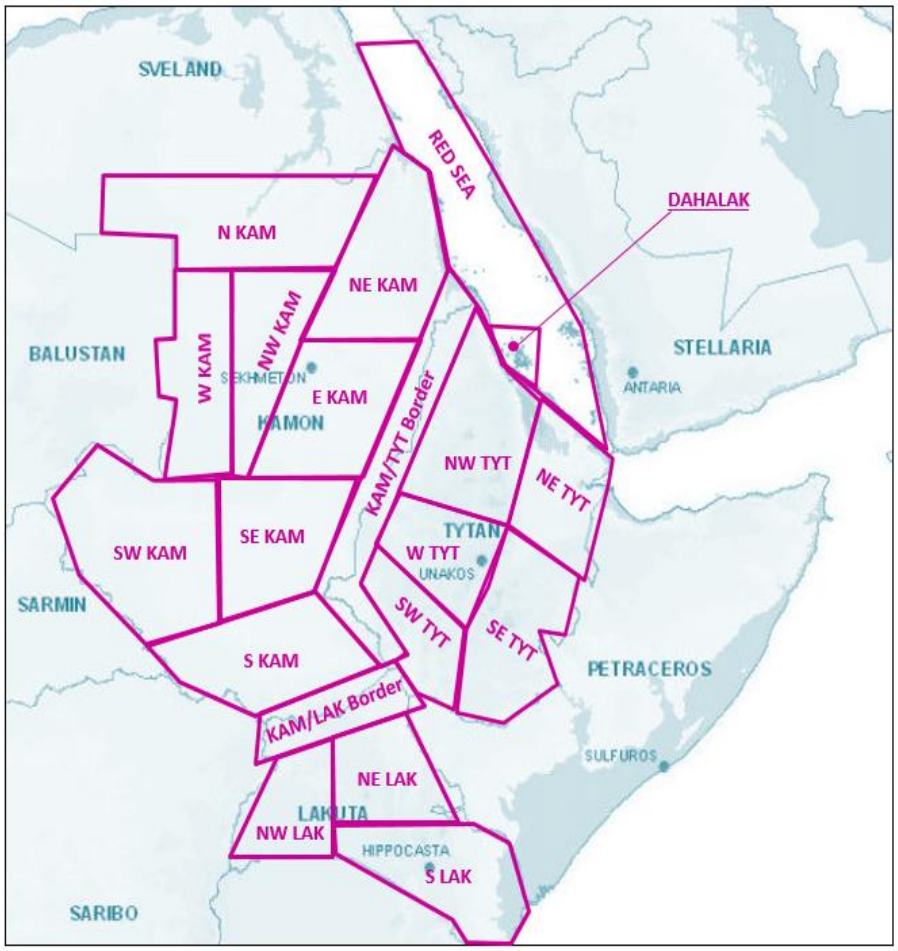
3. **SSC ISR Priority**. Same as above (see Example 1).

4. **Weight**. Same as above (see Example 1). Example:

Weighting	
Joint PIR Score	25%
JTF ISR Priority	40%
SSC ISR Priority	35%

5. **Supported Command Score.** In accordance with operational priorities in time and space, the Joint Commander will usually declare one of his subordinate commands as 'Supported Command', while the others remain 'Supporting Commands'. This piece of the formula provides an additional score to all (theatre wide) CRs that support the mission of the Supported Command.

6. **ISR Collection Area Score.** As necessary, and in accordance with commanders' priorities, a further score can be added in order to distinguish the significance of CRs by the geographical area in which collection will occur. Example:



Priority	NAI Name	Score
1	KAM/LAK Border	15
1	NE LAK	15
1	NW LAK	15
1	S KAM	15
2	KAM/TYT Border	13
2	SE KAM	13
2	E KAM	13
2	RED SEA	13
2	DAHALAK	13
3	NW TYT	10
3	NE KAM	10
4	SW TYT	7
4	W TYT	7
4	SW KAM	7
4	NW KAM	7
5	N KAM	4
5	W KAM	4
6	DRE	1
6	PET	1
6	STE	1
6	RES	1
6	SVE	1
6	BAL	1
6	SARM	1
6	SARI	1

7. **Weight of Effort (WOE).** Same as in Example 1.

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ANNEX C: COLLECTION REQUIREMENTS LIST (CRL)

Key	Div	BDE	DIV	Additions	Tracking Number	Unit	NVI	BE#	Target Name	Target Type	Collection Type	Collection Details	Coordinates	Request Start	Request Stop	Information Requested	Justification	Purpose	PIRs/IEBs	Requester	Reporting/ Dissemination Instructions	Requested Int Collection Discipline	Collection Frequency	Status	Notes

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ANNEX D: COLLECTION TASK LIST (CTL)

Name		Phone Number																						
CRL Date		E-mail																						
Boxes shaded Red = Drop Down Selection		Boxes shaded GREY = Automatically filled in																						
Serial	Tracking Number	Unit	Location	Target Name	Target Type	Collection Type	Collection Details Outline of what to collect on	Coordinates Latitude and Longitude only each Point or Corner	Request Start DTG	Request Stop DTG	Information Requested in detail, include indicators and critical timings	Justification	Purpose	PIRs/EEIs Reference Number from PIR tab	Requestor Name and Contact Details	Reporting Dissemination Instructions When and who to, timings	Requested Effect	Collection Frequency						

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ANNEX E - Cross-cueing

E001. Cross-cueing.

1. In the JISR process, the term “cross-cueing” describes a technique of coordinating multiple JISR capabilities using the information collected from one collection asset to provide a cue for further collection of more detailed or correlating information using another collection asset. It includes the tasking of further JISR capabilities as opportunities present themselves, in order to provide confirmation of a JISR result to the requester. Redirection or additional collection for cross-cueing is done by the respective authorities only – inside the joint HQ by the TCM or other CM elements respectively.

2. The facilitation of cross-cueing may be pre-planned and included in the CXP and JISR tasks but would occur as a dynamic activity. Cross-cueing may also be initiated in the event an emerging demand or unexpected situation arises. It should be noted that in both cases, the normal request and tasking process for JISR requesting and tasking should be followed as described in chapter 3.

3. The purpose of the cross-cue should be to collect and provide further information or JISR results meeting the requester’s requirements. In most cases, this may be more detailed information or JISR results that enhance, support or otherwise confirm JISR results, information or intelligence already held by the requester.

E002. Assumptions.

1. It is assumed that the sensor “A” Operator/Exploiter, has the means or mechanisms to determine what JISR capabilities are available and where they are located to meet the needs of a possible cross-cue opportunity[24].

2. It is assumed that the sensor “A” Operator/Exploiter has been granted the authority and retains the means to cross-cue other JISR capabilities.

3. The JISR activities associated with cross-cueing management include the following core activities:

- Submit ISR request;
- Receive and process ISR request;
- Execute ISR request.

[24] Cross-cueing can be conducted through chat or voice as a JISR Request message as defined at Annex A.

E003. TTP Tables for Cross-cueing Process.

Role: Sensor "A" Operator/Exploiter [25]
TTP Annex E-1: Submit JISR Request.

Objective	Activities	Mechanisms
TTP Annex E-1: Submit JISR request for cross-cueing	▪ Determine if more detailed information is required based upon previously collected JISR information or intelligence. ▪ Identify other JISR capabilities in the vicinity of the previously collected JISR results (in this case, sensor "B" has been identified). ▪ Complete JISR request form ▪ Submit cross-cueing request to sensor "'B" Operator via the most expedient means available. ▪ If required, provide clarification on cross-cueing request. ▪ Follow-up on cross-cueing request.	CHAT ▪ Cross-cue request either through mission chat room or directly through chat. VOICE ▪ Cross-cue request either through mission net room or directly. NETWORK ENABLED CAPABILITIES ▪ Employ network-enabled capabilities that support JISR and maximise operator and staffs' effort to carry out their tasks within the JISR process.

Role: Sensor "B" Operator[26]
TTP Annex E-2: Receive and process cross-cue request.

Objective	Activities	Mechanisms
TTP Annex E-2: Receive and process cross-cue request	▪ On receipt of cross-cuing request, determine whether it can be met within the current capabilities of sensor "B", the existing mission parameters, supported commanders' priorities and prevailing environmental conditions. ▪ Contact sensor "A" Operator if clarification is required. ▪ If the request cannot be met, directly inform sensor "A" Operator and provide a brief rationale as to why the cross-cueing request cannot be met. ▪ If the request involves sensor "B" moving off-station or relocating to meet the cross-cueing request then the TTP JISR request needs to be undertaken.	CHAT ▪ Cross-cue response either through mission chat room or directly through chat. VOICE ▪ Cross-cue response either through mission net room or directly. NETWORK ENABLED CAPABILITIES ▪ Employ network-enabled capabilities that support JISR and maximise operator and staffs' effort to carry out their tasks within the JISR process.

[25] Sensor Operator requesting cross-cue with others.
[26] Sensor Operator that receives the cross-cueing request or JISR source that includes HUMINT teams.

Role: Sensor “B” Operator
TTP Annex E-3: Execute cross-cueing request.

Objective	Activities	Mechanisms
TTP Annex E-3: Execute cross-cue request	▪ If the cross-cueing request can be met, direct sensor “B” to cued location and collect JISR results in accordance with cross-cueing. ▪ If necessary, provide preliminary exploitation of collected JISR results to meet cross-cueing request. ▪ Report JISR results to sensor “A" Operator in accordance with cross-cueing request instructions.	CHAT ▪ Report JISR results either through mission chat room or directly through chat. VOICE ▪ Report JISR results either through mission net room or directly. NETWORK ENABLED CAPABILITIES ▪ Employ network-enabled capabilities that support JISR and maximise operator and staffs’ effort to carry out their tasks within the JISR process.

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ANNEX F- RELATION OF JISR TTPS WITH JISR FUNCTIONS TEMPLATE

		Joint Level					Component Level					Unit				
	Roles	IRM&CM	TCM	CRM	COM	Ops	IRM&CM	CM	CRM	COM	Ops					
	TTPs															
Deliberate Tasking	T1															
	T2															
	T3															
	T4															
Ad hoc Tasking	T5															
	T6															
Dynamic Tasking	T7															
	T8															
	T9															
	T10															
CPED	C1															
JISR Assessment	A1															
	A2															
ISR Request	Annex A1															
	Annex A2															

F001. This template can be completed with marks (X) assigning a TTP to a specific staff at the appropriate level of command.

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ANNEX G - JOINT COLLECTION MANAGEMENT BOARD (JCMB) - GENERIC TERMS OF REFERENCE

G001. JCMB Aim.

1. The overall purpose of the JCMB is to review, validate, de-conflict and prioritize all JISR collection requirements and assigned assets. The JCMB is classified as a joint level collection management board which seeks to prioritize, coordinate and synchronize the JISR activity between the Joint level and the subordinate formations (land, SOF, air, and maritime components).

2. Collection Management Process: .The collection management process is based upon campaign objectives and the targeting cycle, and is guided by regulations and directives from the commander. A primary element of the collection management process is the Joint Collection Management Board (JCMB).

The aim of the JCMB is to:

a. Validate and prioritize all theatre ISR collection requirements
b. Manage available JISR assets in an optimal way
c. Establish time-sensitive/ dynamic tasking priorities
d. Resolve conflicting priorities between component/supporting HQs

3. It is essential to obtain the commander's directions and guidance from the JCBWG about intelligence collection priorities prior to execution of the JCMB. ISR collection requirements and priorities must be synchronized. Additionally, problems related to intelligence collection requesting, ISR capability or availability, dynamic re-tasking, processing, exploitation and dissemination of intelligence products should be raised during the JCMB and the TCM (JHQ JCMB Chairman) should provide direction and guidance in accordance with other participants' proposals to solve the problems.

G002. JCMB Output/Products.

1. The following deliverables are required at the conclusion of a JCMB (validated by JHQ):

a. CTL: Confirmed CTL for 72 hours is out
b. CTL: Any required amendments for CTL 24-48 hours is out
c. CTL: Feedback, results from previously completed CTL
d. New Information or Issues: Dissemination of all new information concerning collection priorities, capabilities, best practices, gaps in coverage or other issues
e. JISR synchronized matrix

G003. JCMB Agenda.

1. The preferred format for the JCMB is secure video teleconference (VTC) to facilitate participation from forward deployed elements such as component/supporting HQ collection managers and ISR managers. The JHQ Chief IRM&CM shall be responsible for disseminating VTC instructions and timings. Should VTC capabilities be unavailable due to bandwidth constraints, the use of JChat will be considered. The following areas shall be covered during the JCMB:

a. Update on JISR assets capabilities/availability (JHQ Chair). Component collection managers are responsible for providing JISR assets capabilities and daily availability and operating areas to the TCM to enhance the overall JISR picture.
b. Weather impact on collections should be briefed by METOC. The designated METOC representatives is responsible for the 24-72 hour weather forecast and its effects on Joint ISR sensors and platforms (including both target areas and airfield ops, maritime operations, and road serviceability).
c. Review of previous day CTL, outcome (All). Coverage of what was covered and what was not covered, including recommendations stemming from results of exploitation if available and re-tasking of JISR assets.
d. Update/amendments to current day CTL (JHQ Chair). This takes into account ad hoc collection requirements.
e. Update/amendment to next day CTL (JHQ Chair). This takes into account ad hoc and deliberate collection requirements.
f. Update/amendment to 48 hour CTL (JHQ Chair). This takes into account deliberate collection requirements.
g. Review of proposed 72 hour draft CTL (All). This covers the draft CTL as reviewed immediately prior to the commencement of the JCMB for the 72 hour ATO cycle.
h. Component/supporting HQ collection management issues (All).
i. Final comments and decision on 72 hour CTL (JHQ Chair).

G004. JCMB Input.

1. The following inputs are required prior to the JCMB meeting:

- Commander's critical information requirements (CCIRs)
- Priority intelligence requirements (PIRs)
- CC asset availability lists
- Operational status of ISR assets
- Customer feedback

G005. JCMB Support to the Joint Targeting Cycle.

1. Timely satisfaction of target development and battle damage assessment requirements is often key to overall mission success. JCMB/JISR support to target development and BDA, therefore is a key element of the joint targeting process. Target development and BDA requirements will be included on the component command's daily collection requirement list (CRL) to allow for deliberate planning of appropriate JISR assets in support of the entire targeting cycle (e.g. target folder development, execution, battle damage assessment). It is important for collection management personnel, intelligence analyst and targeting personnel to remain engaged throughout the entirety of the targeting cycle to allow for effective and efficient use of JISR assets in support of targeting.

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Part I - ACRONYMS AND ABBREVIATIONS

ACINT	acoustic intelligence
ACO	Allied Command Operations
AJP	Allied joint publication
ATO	air tasking order
BDA	battle damage assessment
CC	component command
CCIR	commander's critical information requirements
C-IED	counter-improvised explosive device
CJTF	Combined Joint Task Force
CIMIC	civil-military co-operation
CM	collection management
CMA	collection management authority
CoI	community of interest
COM	collection operations management
CONOPS	concept of operations
COP	common operational picture
CPED	collection, processing, exploitation and dissemination
CR	collection requirement
CRL	collection requirements list
CRM	collection requirements management
CTL	collection task list
CXP	collection and exploitation plan
D+0	today
D+1	tomorrow
D+2	day after tomorrow
D-1	yesterday
EEI	essential element of information
FRAGO	fragmentary order
HQ	headquarters
HUMINT	human intelligence
I&W	indications and warning
ICP	intelligence collection plan
IMINT	imagery intelligence
IO	international organisation
IR	information requirement
IRM	intelligence requirements management
IRM&CM	intelligence requirements management and collection management
ISR	intelligence, surveillance and reconnaissance

JCMB	Joint Collection Management Board
JFC	joint force commander
JISR	joint intelligence, surveillance and reconnaissance
LO	liaison officer
MASINT	measurement and signature intelligence
MOE	measures of effectiveness
MOP	measures of performance
NGO	non-governmental organisations
NNE	non NATO entity
NNTCN	non-NATO troop contributing nation
OPLAN	operation plan
OSINT	open source intelligence
PED	processing, exploitation and dissemination
PIR	priority intelligence requirements
RFI	requests for information
SA	situational awareness
SIGINT	signals intelligence
SIR	specific information requirement
SME	subject matter expert
SOF	special operations forces
SOP	standard operating procedures
TCM	theatre collection manager
TCPED	tasking, collection, processing, exploitation and dissemination
TIC	troops in contact
TST	time sensitive target
TTP	tactics, techniques and procedures
VTC	video teleconference

LEXICON:
PART II - TERMS AND DEFINITIONS

assigned
To place units or personnel in an organization where such placement is relatively permanent, and/or where such organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel.
[AAP-06, 2015]
NATO Agreed.

assigned asset
JISR assets that are under OPCON by the respective level of command, which conducts the JISR process and is able to task the organic asset. These assets form an integral part of a military organization and are listed in the unit's order of battle.
[This term and definition are only applicable in this publication]

collection management
In intelligence usage, the process of converting intelligence requirements into collection requirements, establishing, tasking or coordinating with appropriate collection sources or agencies, monitoring results and re-tasking, as required.
[AAP-06, 2015]
NATO Agreed

collection management authority
The authority to establish, validate and prioritize collection requirements, establish JISR asset tasking direction and guidance and develop collection plans.
[This term and definition are only applicable in this publication]

collection operations management
The authoritative direction, scheduling and control of specific collection operations and associated processing, exploitation, asset management and reporting resources.
[This term and definition are only applicable in this publication]

collection requirement
A validated information requirement, for which the requested information is not already available in a repository and therefore requires collection through JISR asset tasking or will be forwarded as a request to higher or adjacent commands.
[This term and definition are only applicable in this publication]

collection requirement management
CRM is a function that receives all collection requirements and JISR requests and then consolidates and prioritizes those requirements to produce the draft CTL as basis for all established collection management boards (e.g. JCMB).
[This term and definition are only applicable in this publication]
Not NATO Agreed.

collection requirements list (CRL)
A list of all prioritized JISR collection and PED requirements, including those that may be fulfilled by a formation's JISR capabilities as well as requirements unable to be fulfilled by owned capability.
[APP-11, 2015]
NATO Agreed

collection task list (CTL)
A list of prioritised JISR collection and PED requirements, developed from the CRL, which are allocated to JISR capabilities of own or subordinated formations. The CTL will be approved by the Joint Collection Management Board (JCMB).
[APP-11, 2015]
NATO Agreed.

collection and exploitation plan (CXP)
A plan that provides detail of the tasks assigned to specific JISR capabilities, incl. PED to meet the formation's JISR collection and exploitation requirements. The CXP is based upon CRs and direction from the JCMB articulated through the CTL.[27]
[APP-11, 2015]
NATO Agreed.

cross-cueing
A technique of coordinating multiple JISR capabilities using the information collected from one collection asset to provide a cue for further collection of more detailed or correlating information using another collection asset.
[This term and definition are only applicable in this publication]
Not NATO Agreed.

element
Personnel of the intelligence staff, responsible for conducting specific JISR related activities and functions.
[This term and definition are only applicable in this publication]
Not NATO Agreed.

information
Unprocessed data of every description, which may be used in the production of intelligence.
[AAP-06, 2015]
NATO Agreed.

integration
In intelligence usage, a step in the processing phase of the Intelligence cycle whereby analysed information and/or Intelligence is selected and combined into a pattern in the course of the production of further intelligence.
[AAP-06, 2015]
NATO Agreed.

[27] The formats of the CRL, CTL and CXP are defined at APP-11.

intelligence
The product resulting from the directed collection and processing of information regarding the environment and the capabilities and intentions of actors, in order to identify threats and offer opportunities for exploitation by decision-makers.
[AJP-2, 2015]
NATO Agreed.

intelligence collection plan (ICP)
The ICP is a detailed breakdown of how each intelligence requirement is to be satisfied. Normally in matrix or table form, it indicates by which means an intelligence requirement can be best satisfied, the frequency of coverage required and the type of product expected. It will indicate the general level of detail required and will list the organizations, agencies or assets best suited to the task.
[AJP-2]
NATO Agreed.

intelligence cycle
The sequence of activities whereby information is obtained, assembled, converted into intelligence and made available to users. This sequence comprises the following four phases:
a. Direction - Determination of intelligence requirements, planning the collection effort, issuance of orders and requests to collection agencies and maintenance of a continuous check on the productivity of such agencies.
b. Collection - The exploitation of sources by collection agencies and the delivery of the information obtained to the appropriate processing unit for use in the production of intelligence.
c. Processing - The conversion of information into intelligence through collation, evaluation, analysis, integration and interpretation.
d. Dissemination - The timely conveyance of intelligence, in an appropriate form and by any suitable means, to those who need it.
[AAP-06, 2015]
NATO Agreed.

intelligence requirements
Intelligence requirements provide the rationale and priority for any intelligence activity as well as providing the detail to allow the intelligence staff to answer the requirement in the most effective manner. Intelligence requirements should cover the broad scope of information on the political, military, economic, social, infrastructural and informational (PMESII) spectrum. The military spectrum will be covered by the commander's critical information requirement (CCIRs). Military types of intelligence requirements are: priority information requirements (PIR), specific intelligence requirement (SIR), essential elements of information (EEI).
[AJP-2]

intelligence requirements management
The complex management function which validates and prioritizes incoming intelligence requirements, coordinates the collection of associated information, quality controls processed outputs, and oversees dissemination of intelligence product.
[AJP-2.1]

intelligence requirements management and collection management
IRM&CM is the combination of Intelligence requirements management and collection management, which provides a set of integrated management processes and services to satisfy the intelligence requirements, by making best use of the available collection capabilities.
[AJP-2.1]

intelligence staff
Those personnel who are involved in the direction, collection, production and dissemination of intelligence through the conduct of the intelligence process.
[AJP-2]

joint intelligence, surveillance and reconnaissance
JISR is an integrated intelligence and operations set of capabilities, which synchronizes and integrates the planning and operations of all collection capabilities with processing, exploitation, and dissemination of the resulting information in direct support of planning, preparation, and execution of operations.
[This term and definition modifies an existing NATO Agreed term and/or definition and will be processed for NATO Agreed status]

JISR synchronization matrix
Overview of relevant JISR capabilities employed in space and time by operational necessity. It is an integral element to enable the coordination process conducted by the JCMB.
[This term and definition are only applicable in this publication]
Not NATO Agreed

reconnaissance
A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or potential enemy, or to secure data concerning the meteorological, hydrographical or geographic characteristics of a particular area.
[AAP-06, 2015]
NATO Agreed.

sensor
An equipment which detects, and may indicate, and/or record objects and activities by means of energy or particles emitted, reflected, or modified by objects.
[AAP-06, 2015]
NATO Agreed.

source
In intelligence usage, a person from whom or thing from which information can be obtained.
[AAP-06, 2015]
NATO Agreed.

specific intelligence requirements
Specific intelligence requirements (SIRs)[28] support and complement each priority intelligence requirement and provide a more detailed description of the requirement.[29]
[This term is a new term and definition and will be processed for NATO Agreed status]

surveillance
The systematic observation of aerospace, surface on subsurface areas, places, persons or things by visual, aural, electronic, photographic or other means.
[AAP-06, 2015]
NATO Agreed.

traditional intelligence, surveillance and reconnaissance asset
Assets that are primarily designed, equipped, and used for ISR operations. These platforms are usually equipped with significant surveillance and/or reconnaissance capabilities to perform their primary tasks.
[This term and definition are only applicable in this publication]
Not NATO Agreed.

[28] AJP-2.

[29] This term is a new term and definition and will be processed for NATO Agreed status.

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