

# **NATO STANDARD**

## **AJP-4.6**

# **ALLIED JOINT DOCTRINE FOR THE JOINT LOGISTIC SUPPORT GROUP**

**Edition C Version 1**

**DECEMBER 2018**



**NORTH ATLANTIC TREATY ORGANIZATION**

**ALLIED JOINT PUBLICATION**

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5 Decembre 2018

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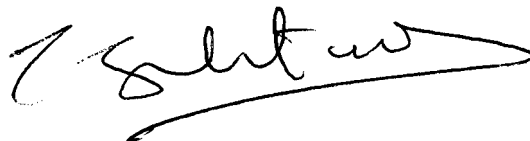
Zoltán GULYÁS  
Brigadier General, HUNAF  
Director, NATO Standardization Office

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## Allied Joint Publication-4.6

### Allied Joint Doctrine for Joint Logistic Support Group

Allied Joint Publication-4.6 (AJP-4.6), dated December 2018,  
is promulgated in the United Kingdom as directed by the Chiefs of Staff

A handwritten signature in black ink, appearing to read 'J. G. ...', with a long horizontal flourish extending to the right.

Director Concepts and Doctrine

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**RECORD OF SPECIFIC RESERVATIONS**

[nation]	[detail of reservation]
USA	The US does not recognize LOGCON as a type of command relationship but recognizes the intent to convey LOGCON as a logistic coordination arrangement in the AJP. However, where there the doctrinal guidance is ambiguous regarding LOGCON and TACON, the US will not adhere to the Allied doctrine. This reservation will be removed when the doctrine clarifies these relationships (refer to our comments).

Note: The reservations listed on this page include only those that were recorded at time of promulgation and may not be complete. Refer to the NATO Standardization Document Database for the complete list of existing reservations.

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## Related documents

PO(2010)0169	<i>The Alliance's Strategic Concept, dated 19 November 2010</i>
PO(2015)0580	<i>Political Guidance, dated 16 October 2015</i>
AC/237- D(2010)0003	<i>Approval of the NATO Crisis Response System Manual, 2010</i>
PO(2010)0143	<i>Comprehensive Approach Report, 13 October 2010</i>
PO(2011)0141	<i>Political Military Framework for Partner Involvement in NATO-Led Operations</i>
PO(2011)0045	<i>Updated List of Tasks for the Implementation of the Comprehensive Approach Action Plan and the Lisbon Summit Decisions on the Comprehensive Approach, 7 March 2011</i>
PO(2000)30-Rev 2	<i>NATO Crisis Response System Manual (NCRSM) 2016</i>
SG(2006)0244 Rev 1	<i>Force Declarations and Designations</i>
SG(2008)0806(INV)	<i>NATO Lessons Learned Policy, 31 October 2008</i>
MCM-077-00	<i>Military Committee Guidance on the Relationship between NATO Policy and Military Doctrine</i>
MC 0055/4	<i>NATO Logistic Readiness and Sustainability Policy</i>
MC 0133/4	<i>NATO's Operations Planning</i>
MC 0319/3	<i>NATO Principles and Policies for Logistics</i>
MC 0326/3	<i>NATO Principles and Policies for Medical Support</i>
MC 0334/2	<i>NATO Principles and Policies for Host Nation Support</i>
MC 0336/3	<i>NATO Principles and Policies for Movement and Transportation</i>
MC 0411/2	<i>NATO Military Policy on Civil-Military Cooperation (CIMIC) and Civil-Military Interaction (CMI)</i>
MC 0400/3	<i>MC Guidance for the Military Implementation of NATO's Strategic Concept</i>
MC 0469/1	<i>NATO Military Principles and Policies for Environmental Protection (EP)</i>
MC 0473/1	<i>NATO Petroleum Supply Chain – Principles, Policies and Characteristics</i>
MC 0533	<i>NATO Principles and Policies for Maintenance of Equipment</i>
MC 0551	<i>Medical Support Concept for NATO Response Force (NRF) Operations</i>
MC 0560/2	<i>MC Policy for Military Engineering</i>
MC 0586/1	<i>MC Policy for Allied Forces and their use for Operations</i>
MC 0593/1	<i>The Minimum Level of Command and Control Service Capabilities in Support of Combined Joint NATO led Operations</i>
AJP-01	<i>Allied Joint Doctrine</i>
AJP-2	<i>Allied Joint Doctrine for Intelligence, Counter-Intelligence and Security</i>
AJP-3	<i>Allied Joint Doctrine for the Conduct of Operations</i>
AJP-3.12	<i>Allied Joint Doctrine for Military Engineering</i>
AJP-3.13	<i>Allied Joint Doctrine for Deployment and Redeployment</i>
AJP-3.19	<i>Allied Joint Doctrine for Civil-Military Cooperation (CIMIC)</i>

## AJP-4.6

AJP-3.21	<i>Allied Joint Doctrine for Military Police</i>
AJP-4	<i>Allied Joint Doctrine for Logistics</i>
AJP-4.4	<i>Allied Joint Doctrine for Movements and Transportation</i>
AJP-4.5	<i>Allied Joint Doctrine for Host Nation Support</i>
AJP-4.7	<i>Allied Joint Doctrine for Petroleum</i>
AJP-4.9	<i>Allied Joint Doctrine for Modes of Multinational Logistic Support</i>
AJP-4.10	<i>Allied Joint Doctrine for Medical Support</i>
AJP-4.11	<i>Allied Joint Doctrine for Asset Visibility</i>
AJP-5	<i>Allied Joint Doctrine for the Planning of Operations</i>
AJP-6	<i>Allied Joint Doctrine for Communications and Information Systems</i>
ALP-4.1	<i>Multinational Maritime Force Logistics</i>
ALP-4.2	<i>Land Forces Logistic Doctrine</i>
ALP-4.3	<i>Air Force Logistic Doctrine and Procedures</i>
ALP-16	<i>Allied Logistics Publication for Explosives Safety and Munitions Risk Management (ESMRM) in NATO Planning, Training and Operations</i>
IMSM-0296-2017	<i>MC Assessment on ACO's Revised Role and Responsibilities of Logistic Stakeholders, dated 30 June 2017</i>
COPD	<i>Allied Command Operations, Comprehensive Operations Planning Directive COPD Interim V 2.0, dated 04 October 2013</i>

## Preface

### Scope

1. Allied Joint Publication (AJP)-4.6(C) *Allied Joint Doctrine for the Joint Logistic Support Group* provides the NATO level 2 doctrine for the conduct of the Joint Logistic Support Group from preparation to termination. AJP-4.6(C) builds on the principles described in AJP-4(B) '*Allied Joint Doctrine for Logistics*'.

### Purpose

2. Although every operation is unique their conduct can be approached in the same manner. AJP-4.6(C) provides joint commanders and their staffs with a common framework for the command, responsibilities and coordination of Joint Logistic Support Group.

### Application

3. AJP-4.6(C) is intended primarily as guidance for joint NATO commanders and staffs. However, the doctrine is instructive to, and provides a useful framework for, operations conducted by a coalition of NATO members, partners and non-NATO nations. It also provides a reference for NATO civilian and non-NATO civilian actors.

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## Chapter 1 – Introduction to the Joint logistic support group

### Section 1 - Description

1.1 The JLSG is a joint, force generated, deployable logistic capability. When activated, the JLSG HQ will provide the tactical-level executive for command and control of COM JTF's assigned forces for the delivery of the joint logistic support network. The JLSG also ensures that it is able to sustain itself at first line and second line either through organic assets or through agreements with other components. In order to ensure that they are able to undertake their operational logistic task COM JLSG should not be assigned as an area commander.<sup>1</sup> The JLSG interacts with the components providing common services and support to meet their individual requirements through use of its assigned forces, host-nation support and contracts. Component commanders, in accordance with transfer of authority, may grant COM JLSG command of component tactical assets.<sup>2</sup> It will provide command and control of allocated units to support the deployment, operational-level sustainment and redeployment of the force.

### Section 2 – Purpose

1.2 The JLSG contributes to conducting joint operational logistic support of the joint function 'sustainment'<sup>3</sup> in accordance with the logistic principles.<sup>4</sup> The JLSG structure will be determined as part of operations planning process (OPP) in order to achieve economies of scale<sup>5</sup> whilst maintaining effective operational level logistics support. The JLSG will enable greater cooperation, optimize the operational logistic footprint, reducing the overall expense of logistics to NATO and the nations through:

- coordinating the joint force's collaboration on logistics, with the exception of medical support with: nations; partners; the host nations; logistic lead nations; logistic role specialist nations, international organizations; non-governmental organizations; and contractor support;

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<sup>1</sup> AJP-3(C), *Allied Joint Doctrine for the Conduct of Operations*, see paragraph 2.33.

<sup>2</sup> For example the maritime component commander may give command of the maritime ashore logistic support organization to COM JLSG to enable the maritime component commander to focus on sea-based operations.

<sup>3</sup> AJP-5, *Allied Joint Doctrine for the Planning of Operations*.

<sup>4</sup> MC 0319/3, *NATO Principles and Policies for Logistics*.

<sup>5</sup> Economies of scale are the cost advantages that Nations/NATO generate from optimizing size, output, or scale of operation. Average item costs generally decrease with increasing scale as fixed costs are spread out over a higher output. The reduction of variable costs is also possible due to operational efficiencies and synergies.

- enhancing overall logistic command and control (C2);<sup>6</sup>
- improving resources prioritization to better meet commander COM JTF's operational objectives;
- enabling effective economies of scale and reduce costs;
- optimizing resource management in order to avoid accumulation and competition for resources;
- enhancing collective negotiating power from a contracting perspective;
- enhancing logistic information flow and assessment;
- improving operational asset visibility for COM JTF;
- allowing tailoring of national support elements (NSEs) to produce an optimized logistic footprint;
- making best use of specific national logistic expertise and hardware;
- enhancing coordinated use of logistic infrastructure;
- integrating logistic support provided by NATO Support and Procurement Agency (NSPA).
- using common funding more efficiently; and
- enabling coordinated and efficient deployment, relief in place and redeployment operations.

The benefits of coordinating multinational logistic support by the JLSG, over time, are illustrated in Fig 1.1.

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<sup>6</sup> See Chapter 4.

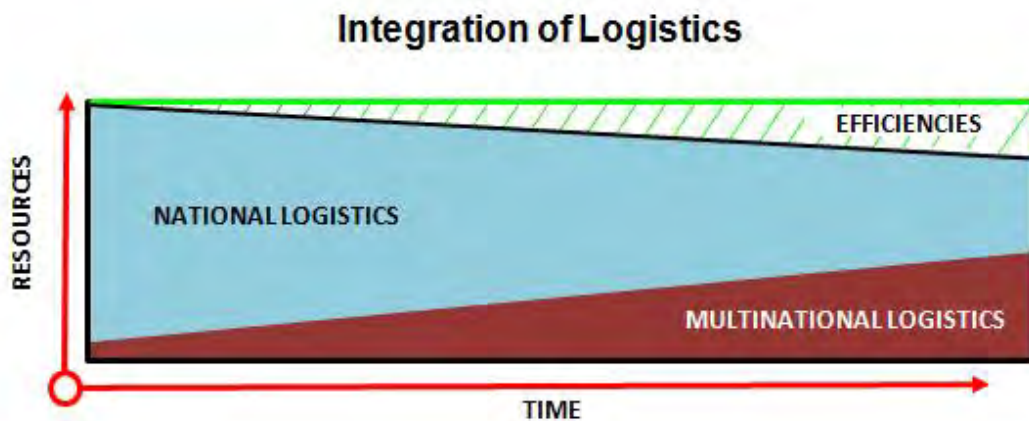


Figure 1.1 Optimization of logistic support

### Section 3 – Operating principles

- 1.3 Whilst the JLSG will conduct operations with reference to all of the principles of logistics,<sup>7</sup> the following paragraphs identify those that will have the greatest impact on JLSG establishment and operations.
- 1.4 **Readiness.** A JLSG HQ and assigned units should be held at the appropriate levels of readiness, higher than the first echelons of combat troops (to support RSOM), to meet assigned functions and timeframe as directed by Supreme Allied Commander Europe. The JLSG HQ core staff element, permanently manned, should provide the foundational logistic expertise and resources necessary to conduct reconnaissance and plan, manage and coordinate activation of the JLSG and the remainder of its HQ.<sup>8</sup>
- 1.5 **Scalability.** NATO must be able to conduct the full range of its missions, from low- to high-intensity combat, including missions designed to deter conflict. At the extreme, NATO forces may be required to engage in war-fighting against well-resourced opponents, with technologically advanced weapons systems and equipment.<sup>9</sup> The overall construct of the JLSG and its HQ must be capable of supporting the scale and logistic complexity of operations with a system that can be adapted to the mission. This is best enabled through scalability and is highly dependent upon the willingness of nations to contribute ready and trained forces to integrate into the JLSG structures.

<sup>7</sup> MC 0319/3 NATO Principles and Policies for Logistics.

<sup>8</sup> This is applicable both to deployable NCS and NFS HQs, each type of which is currently required to maintain a JLSG HQ CSE.

<sup>9</sup> AJP-01, *Allied Joint Doctrine*.

- 1.6 **Modularity.** A modular approach to sourcing the JLSG is an essential means of enabling scalability and readiness, and can be determined by the characteristics of the force and geography. The modular structure includes organizational templates and building blocks of functions that may be quickly enhanced, moved or removed as the requirements of an operation change. Modularity increases flexibility and reduces standing costs when generating a JLSG. Subject to the type of operations modules added to the JLSG may be broader by function than simply logistics e.g. intelligence and force protection. For modularity to be successful the ideal is that modules are trained and operated to a common standard, provided through the NATO Command or Force Structures or nations.
- 1.7 **Tailored spectrum of a joint logistic support group.** The spectrum of the JLSG may range from the JLSG HQ core staff element in a basic coordination/liaison function to a fully augmented JLSG HQ and subordinate units (enablers) to deliver the full spectrum of support to the operations planning process and deployed force. The JLSG structure is determined as part of the OPP in order to achieve effective and efficient operational-level logistic support, reception, staging and onward movement (RSOM) and rearward movement staging and dispatch (RMSD), and may vary throughout the operation. In a collective defence framework the JLSG structure will have to take into consideration the force element lists.

## Section 4 – Roles and responsibilities

- 1.8 **Commander joint logistic support group.** COM JLSG is responsible to COM JTF for the coordination and execution of operational-level logistic support<sup>10</sup> using assigned national,<sup>11</sup> host nation and/or commercial resources. In addition, COM JLSG should provide support to the OPP as required by COM JTF. COM JLSG will normally have the authority to:
- contribute to the definition and design of the joint logistic support network (JLSN) during the OPP;
  - coordinate and synchronize the activities of the JLSN;
  - exercise authority as delegated over units entering/exiting the joint operations area (JOA) as part of the RSOM/RMSD processes;
  - contribute to the recognized logistic picture (RLP) in accordance with the direction and guidance of COM JTF;
  - provide COM JTF with an assessment of the operational-level logistic risks;

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<sup>10</sup> With the exception of medical support.

<sup>11</sup> In accordance with the transfer of authority.

- coordinate the use of NSE assets to support the JTF when authorized by COM JTF if specified in national transfers of authority;
- direct reporting on and inspection of specified logistic assets and resources assigned to the JLSG;
- contribute to the development of the host-nation support (HNS) requirement in support of COM JTF during the HNS planning process<sup>12</sup>;
- establish the JLSG movement and transportation (M&T) requirements and initiate, co-ordinate, and de-conflict operational-level logistic movements in support of the operation in accordance with COM JTF's priorities;
- support the COM executing RSOM/RMSD;
- be prepared to execute the RSOM COM task; and
- execute operational sustainment.

In order to focus on operational level logistic support, COM JLSG shall not be the joint rear-area security commander. COM JLSG delivers these responsibilities through the JLSG HQ. The standard organizational structure is 111+2 NSPA contractors and a generic structure of which is at figure 1-2.

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<sup>12</sup> AJP-4.5, *Joint Operational Doctrine for Host-Nation Support*.

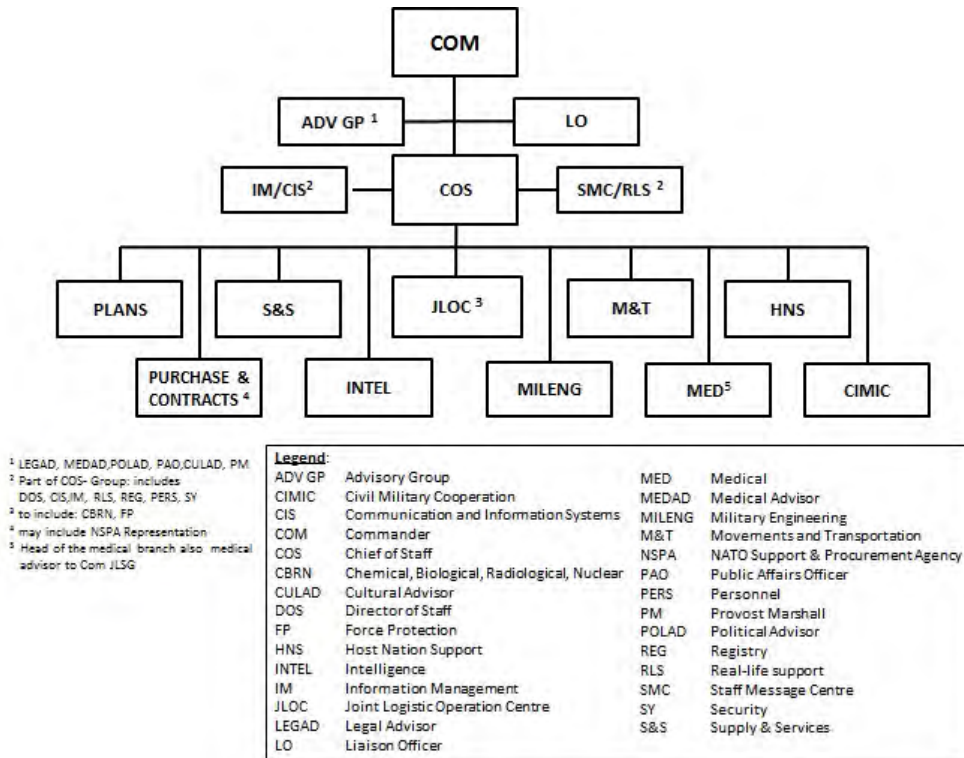


Figure 1.2 Generic JLSG HQ structure.

1.9 COM JLSG will need command support to enable the HQ to function including the following:

- a. **Specialist advisors.** COM JLSG will be supported by a legal advisor and political advisor, medical advisor and may be supported by specialist advisors, such as Media Advisor, Gender Advisor, Cultural Advisor and military advisors including the Provost Marshal, subject to the nature of the operation.
- b. **Liaison.** Liaison officers are vital to effective operations. COM JLSG is responsible for effective communication and exchange of information with the other stakeholders. This will be provided using liaison officers or suitable information systems, or a combination of these. Liaison will be required with, but is not limited to, SHAPE Allied Coordination Centre, host nation, NATO force integration units, NSEs, JTF HQ, component commands and transiting units during RSOM/RMSD. COM JLSG may send and receive representatives from contractors, governmental organizations, non-governmental organizations and international organizations.

1.10 **Joint logistic support group headquarters chief of staff.** The JLSG HQ chief of staff is the principal staff officer within the JLSG HQ. The Chief of Staff (COS) directs all staff work and internal support and is to ensure that the JLSG is capable of

supporting continuous operations to meet the COM's intent. COS, when possible, leads the joint logistic reconnaissance team and JLSG HQ Forward when deployed. COS is directly responsible for the following HQ sections:

- a. **Information management.** COM JLSG requires information and continuous assessment of the logistic situation by stakeholders in the JLSN in order to contribute to the JTF HQ RLP. The information management section has the responsibility for the internal flow of communication and information as well as tracking of tasking in the JLSG HQ. It also manages the external flow of information and data to include all players in the JLSN. The JLSG HQ communication and information systems (CIS) section delivers the CIS support required to establish and maintain the JLSG.
- b. **Staff message centre/real life support.** The JLSG HQ support is the focal point for all real life and administrative support required to establish and maintain the JLSG HQ.

1.11 **Joint logistic support group headquarters.** The role of the JLSG HQ is to contribute to the operation plan in support of the JTF HQ and to:

- a. Plan, coordinate and execute RSOM/RMSD in support of the JTF.
- b. Plan, establish and integrate joint operational-level logistic support<sup>13</sup> through the theatre logistic base, RSOM/RMSD units, medical facilities and military engineering (MILENG) units. This responsibility will be coordinated with the JTF HQ, component commands or their representatives in the JOA, host nations, NATO force integration units (where established) and NSEs as necessary. These relationships will always be based on the actual level of control or coordinating authority specified in the transfer of authority (TOA) on behalf of COM JTF.
- c. Execute the sustainment and provisioning of operational-level support services assigned to COM JLSG in the JOA.
- d. Manage property, real estate and infrastructure<sup>14</sup> required to support the JLSN.
- e. Provide HNS liaison when a NATO force integration unit is not available
- g. Optimize contractor support.

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<sup>13</sup> The conduct of medical laydown and deployment of the medical units/facilities see AJP-4.10, *Allied Joint Operational Doctrine for Medical Support*.

<sup>14</sup> In terms of MILENG, infrastructure is the main focus for the JLSG, but this Branch will also address support to force protection, mobility and counter-mobility, EOD, counter improvised explosive device and environmental protection.

1.12 **Joint logistic support group headquarters staff.** The JLSG HQ executes a number of activities in the JLSN that range across the entire logistic process from planning of the operation through to completion of RMSD. The detail for each of the staff branches is as follows:

- a. **Joint logistic operations centre.** The joint logistic operations centre (JLOC) executes COM JLSG's current operations, future logistic requirements and provides situational awareness for COM JLSG and JLSG HQ staff. All branches of the JLSG, including a collocated patient evacuation coordination cell<sup>15</sup>, should be represented in the JLOC. It is the central entry and exit point of the JLSG HQ for operational information including the logistic information management required to support the RLP which is fully enabled by logistic functional area services<sup>16</sup> (linked to NATO comprehensive operations planning) as the mandated tool. Additionally, it is responsible for issuing orders to subordinate units and managing the provision of reports and returns.
- b. **Plans Branch.** The Plans Branch is responsible for contributing to joint logistic planning and developing JLSG plans and orders.<sup>17</sup> The Plans Branch will participate in the Joint Operations Planning Group and will coordinate the JLSG plan with higher, adjacent and subordinate levels remotely when required. The Plans Branch ensures that the capabilities of the JLSG and its limitations are well understood by all stakeholders, to enable COM JTF to fully understand the operational-level logistic implications and risks associated with any course of action.
- c. **Supply and Services Branch.** The Supply and Services (S&S) Branch coordinates operational-level logistic sustainment activities. It contributes to and executes the logistic sustainment plan and coordinates 3<sup>rd</sup> line sustainment activities in close cooperation with other branches and stakeholders. The S&S Branch is also responsible for sustainment at 1<sup>st</sup> and 2<sup>nd</sup> line for the JLSG HQ, its subordinate units and organizations using the JLSN.<sup>18</sup>
  - (1) **Supply.** The S&S Branch is responsible for optimizing the use of available HNS, contractor support to operations, troop contributing nation supplied materiel, in-country or regional resources and should also support agreements between NATO and nations to achieve economies of scale and consistency of quality possibly through multinational solutions.

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<sup>15</sup> The patient evacuation coordination cell is part of the Med Branch and its area of responsibilities will be decided by the HQ JTF MEDAD.

<sup>16</sup> LOGFAS will be transformed into the more comprehensive logistics functional services operational logistics information system. LOGFS will provide extensive new functionality including enhanced capability to establish and maintain the RLP and RMedP.

<sup>17</sup> To include JLSG involvement in elements of the medical logistic system as part of its movement, transportation and storage plan as directed by COM JTF.

<sup>18</sup> This task is executed by JLSG CSS organization.



- (2) **Services.** The S&S Branch will recommend and implement the delivery of multinational services to enhance the efficiency and cost effectiveness. Typically, these services include: catering; infrastructural services; laundry and bath; waste disposal; morale and welfare; canteen; mortuary affairs in consultation with NSEs;<sup>19</sup> map distribution; and postal and courier services. Where appropriate commercial support options should be considered.
  - (3) **Storage and Distribution.** The S&S Branch is responsible for operational-level distribution, in coordination with the M&T Branch, using assigned resources. The S&S Branch should look for opportunities and recommendations to make efficient use of multinational resources for storage and distribution.
  - (4) **Recovery and Maintenance.** The S&S Branch, through the JLOC, will ensure the recovery tasks across the JLSN in coordination with the relevant battle space owners. Maintenance is the responsibility of the equipment owner - primarily the nations. Nations that are operating or planning to operate the same equipment types in the JOA can benefit from the opportunities provided by multi-national maintenance. The S&S Branch will recommend and promote opportunities for bi- or multi-national maintenance support.
- d. **Movement and Transportation Branch.** The M&T Branch focus is support to deployment (RSOM), redeployment (RMSD) and, throughout, the operational management of intra-theatre lift. The Branch controls the flow across the JLSN, requiring synchronization of movements, in accordance with the priorities of COM JTF, coordinated with other stakeholders such as host nation and NSEs (for all movements of units that have not accomplished TOA). The M&T Branch will be responsible for the management of JLSG assigned transportation assets. The M&T Branch is to explore and assess combined, joint and multimodal solutions; therefore, M&T staff must be involved in the operations planning from the beginning of the planning process.
  - e. **Host-nation Support Branch.** The HNS Branch will monitor and identify additional opportunities to utilize HNS for the benefit of the JTF. The HNS Branch will represent COM JLSG in the HNS Coordination Cell. Supreme HQ Allied Powers Europe, in close consultation with JTF HQ, will negotiate the appropriate level of arrangements with the respective host nations to facilitate the provision of HNS; the HNS Branch will then operationalize the agreements.
  - f. **Medical Branch.** The head of the JLSG Medical Branch is also the JLSG medical advisor (MEDAD) and consequently, has direct access to COM and

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<sup>19</sup> Mortuary affairs are usually a national responsibility.

other JLSG key staff elements and will provide specialist advice on medical issues. The JLSG MEDAD and his Branch coordinates health service support functions for the assigned medical units in cooperation with the medical advisor JFT HQ. The Branch's responsibilities include:

- provision of the JLSG's medical support concept especially during RSOM/RMSD;
  - coordination of medical support for the assigned medical units in cooperation with the Medical Director JTF HQ;
  - coordination of patient evacuation within the medical geographical area of responsibility, which is dedicated by MEDAD JTF HQ to MEDAD JLSG; and
  - coordination of medical assets assigned to COM JLSG.
- g. **Military Engineering Branch.** The MILENG Branch head will act as the Chief Engineer JLSG advising COM JLSG and the HQ staff on the prioritization and coordination of all (civil and military) MILENG assets and resources in support of the JLSG across the JLSN. The MILENG Branch is responsible for the coordination of full range MILENG support to the JLSG, with focus on infrastructure provision. Consequently, the Branch will be responsible for infrastructure/ resource management (NATO Security Investment Program), environmental protection, explosive ordnance disposal, MILENG intelligence and MILENG aspects of JLSG planning.
- h. **Civil-Military Cooperation Branch.** The responsibility of the Civil-Military Cooperation (CIMIC) Branch, in close coordination with HNS Branch, is to establish and maintain an efficient and effective liaison network between the JLSG and logistics-related civilian relevant non-military actors and military stakeholders. The CIMIC Branch is the primary advisor to COM JLSG on the CIMIC aspects of joint logistic tasks and issues. Additionally, the CIMIC Branch will:
- enhance situational awareness through the exchange of information with relevant Non NATO Entities;
  - facilitate local private and public sector support in coordination with the HNS Branch.
  - act as the primary point of contact for the civil environment's requests for support;
  - contribute to and maintain COM JLSG's key leader engagement plan; and

- facilitate COM JLSG's civil-military interaction requirements.
- i. **Purchase and Contracts Branch.** Purchase & Contracts (P&C) Branch responsibilities will be limited to contracting support (unless it has access to specialist J8 resources) in accordance with the theatre head of contract's (within JTF HQ) delegations. However, initial ('First Entry') contracting requirements will be handled by contracting embedded in the JLSG P&C Branch. The P&C Branch will also be augmented by the NSPA who will provide support related to NSPA contracts. The P&C Branch responsibilities are:
- providing advice to the COM JLSG on procurement, finance and contracting issues;
  - coordinating contracting activities with NSEs to minimize competition for resources;
  - coordinating and deconflicting the efforts of other NATO, national and international organizations/ non-governmental organizations/private sector contracting agencies in theatre in coordination with CIMIC and HNS Branches;
  - establishing unfunded basic ordering agreements for use by all NATO HQs and forces in theatre;
  - providing liaison between civilian contractors, customers and financial controllers and their staffs in coordination with the CIMIC Branch; and
  - coordinating the assembly of statistics and provide reports to the JTF theatre financial controller.
- j. **Intelligence Branch.** The role of the Intelligence Branch is to contribute to a continuous and coordinated understanding of the operational logistic environment, to support COM JLSG by helping to identify conditions required to: achieve desired objectives; avoid undesired effects; and assess the impact of adversarial, friendly and neutral actors on the JLSN. Whilst intelligence drives operations the Intelligence Branch within the JLSG HQ provides advice that supports COM JLSG's planning and execution.

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## Chapter 2 – Operating fundamentals

### Section 1 – NATO multinational logistic concepts/ logistic support

- 2.1 Operational-level logistics is defined as a collection of means, resources, organizations and processes derived from the strategic logistic level and utilized by the commander joint task force (COM JTF) to support the tactical level of logistics,<sup>20</sup> through COM joint logistic support group (JLSG).
- 2.2 **Modes of multinational logistic support.** The logistic support options available to COM JTF range from a totally integrated multinational logistic force to purely national support to individual national contingents. In order to supplement purely national logistic support, increase unity of effort, ease the individual national burden and to achieve greater economy of scale there are different options of multinational logistic support that may be implemented. To achieve multinationality and cooperation and to support the ability to optimize the logistic footprint, NATO has introduced key modes of multinational logistics:<sup>21</sup> logistic lead nation; logistic role specialist nation; multinational integrated logistic unit; multinational logistic unit; modular combined petroleum unit; and multinational medical unit.

### Section 2 – Joint logistic support network

- 2.3 **General.** Due to common functions, and in order to enhance command and control and coordination, logistic assets need to be linked across a joint logistic support network (JLSN). A JLSN is a system of interconnecting logistic nodes, activities, organizations and sites, and their multimodal links in the Joint Operations Area (JOA). As reflected in figure 2.1, a typical JLSN will consist of, but not be limited to: points of debarkation points of embarkation; lines of communication (LOCs); logistic bases (principally the theatre logistic bases (TLB)); convoy support centres and staging areas.

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<sup>20</sup> MC 0319/3 NATO Principles and Policies for Logistics.

<sup>21</sup> Described in detail in AJP-4(B), *Allied Joint Doctrine for Logistics*.

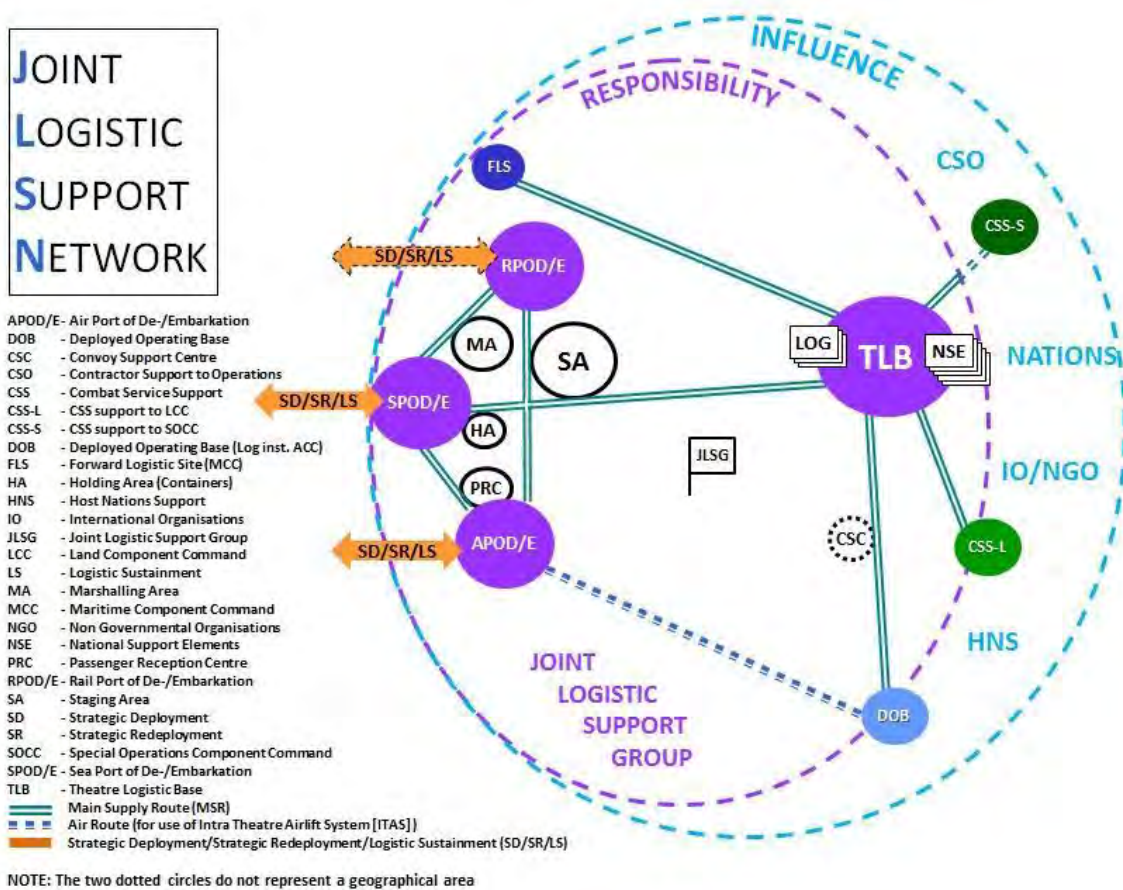


Figure 2.1 - JLSN

2.4 **The joint logistic support network and operations planning process.** The JLSN is initially determined during the operations planning process (OPP). Factors to be considered in developing this network include: command and control; stakeholder relationships (notably host nation); allocated resources; size and duration of the operation; resource demand and tempo of the operation; terrain and threat analysis leading to a force protection matrix. The output of the operational liaison and reconnaissance team/joint logistic reconnaissance team will influence the development of the JLSN.

2.5 **Force protection to the joint logistic support network.** COM JTF will allocate responsibility for force protection (FP) across the JLSN. COM JLSG will be responsible for the FP for designated JLSG nodes (as depicted in Figure 2.1) within the JLSN as agreed during the OPP and as directed by COM JTF. Other FP requirements must be coordinated between the JLSG and the components.

### Section 3 – Joint logistic support group capabilities/organization

2.6 This section describes the possible organization and composition of the JLSG. Below is an illustration of a generic model for the JLSG that in any case would be tailored according to the nature of the operation; the precise shape, size and functions would be determined during the OPP and force generation process.

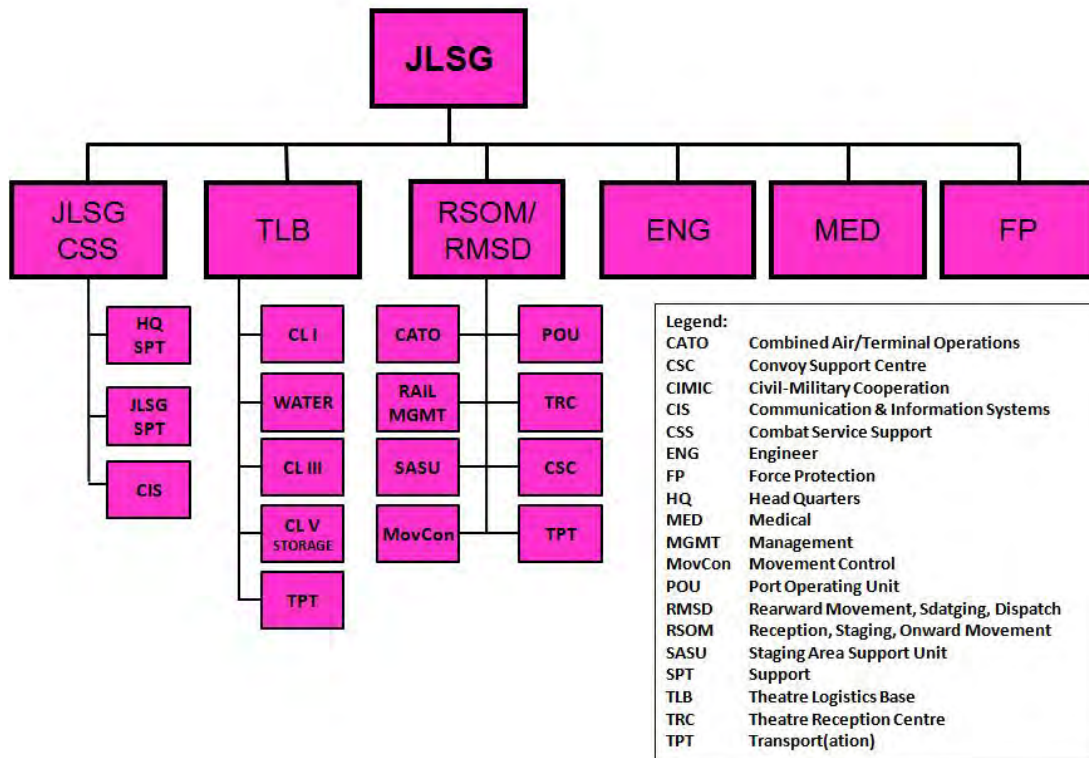


Figure 2.2 – Generic JLSG structure

2.7 **Structure.** The structure of the JLSG will be modular, operation specific and tailored to meet the logistic framework of the operation and likely threats. The generic JLSG structure, shown at figure 2.2, is as follows:

- a. **Joint logistic support group combat service support.** The JLSG combat service support (CSS) is the organization that will be responsible for the integral support of the JLSG. It will provide second line support to the JLSG and real life support, communications and information services and FP support to JLSG HQ and if required other elements of the JLSG. The size and structure of the JLSG CSS will be dependent on the size and disposition of JLSG nodes throughout the JOA as well as demand and levels of host-nation support and contractor support to operations.

- b. **Theatre Logistic Base.** The TLB is the main supply element under the control of COM JLSG and is the primary hub for operational-level logistic activity with the JOA. Consequently, whilst the size and location of the JLSG's organization will be determined during the OPP, in many scenarios many of the JLSG's units will operate from TLB. Furthermore, contractors and the NSEs will most likely be collocated within the TLB but not under the command of COM JLSG. The TLB will act as the main location for the distribution of commodities to the components. Consequently, the disposition of the Maritime component's forward logistic sites, the Land component's combat service support areas and the Air component's deployed operating bases must be considered during the OPP when identifying the location for the TLB.
- c. **Reception, staging and onward movement/Rearward movement staging and dispatch.** The reception, staging and onward movement (RSOM)/rearward movement, staging and dispatch (RMSD) organization providing command, control and coordination of units supporting RSOM and RMSD activities including, but not limited to: operating ports of debarkation/embarkation; staging areas; and convoy support centres. It must establish and maintain liaison with other military and non-military organizations as appropriate.
- d. **Military Engineering.** Military engineering (MILENG) within the JLSG will cover the functional areas of MILENG current operations, plans, infrastructure resources (to include real estate/property), environmental protection (EP), in order to provide advice on all MILENG-related matters to facilitate the process of RSOM, the sustainment and the RMSD of all forces. The MILENG organization of the JLSG, with its mission-tailored assigned force package, will mainly focus on supporting the improvement of infrastructure prerequisites of the marshalling and staging areas and the maintenance of the lines of communication and participate to the improvement of own forces survivability including FP.
- e. **Medical.** The medical organization dedicated to the JLSG will cover the functional areas of health service support and provide the required medical support to fulfil the clinical timelines and the continuum of care in line with the operational-level medical plan. The JLSG's medical organization will cooperate and might also be dependent of the medical capabilities of the deployed medical organization of the other components, to prevent duplication of effort and resources.
- f. **Force protection.** The FP organization provides command, control, and/or coordination of all aspects of force protection<sup>22</sup> for JLSG nodes<sup>23</sup> which include: security; CBRN defence; EOD force protection and protection of the JLSG HQ. It must be capable of coordinating other civilian and military capabilities

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<sup>22</sup> FP described in greater detail in AJP-3.14.

<sup>23</sup> Force protection outside of the nodes is the responsibility of the battlespace owner.



contributing to force protection, including military engineering and consequence management.



## Chapter 3 – Joint Logistic Support Group considerations

### Section 1 – Planning

- 3.1 The joint logistic support group (JLSG) will be required to execute and support the routine and contingent planning processes and in coordination with J4 as follows:
- a. **Joint Task Force HQ planning.** Working with Joint Task Force (JTF) headquarters (HQ) J5, the JLSG will contribute to the operational-level planning, in coordination with JTF HQ J4 and JMed, alongside the components and other relevant organizations to establish the overall design and structure of the operation. In particular, the Commander Joint Logistic Support Group's (COM JLSG's) planning support will include: deployment (to facilitate reception, staging and onward movement (RSOM) execution); operational-level sustainment and redeployment (to facilitate rearward movement, staging and dispatch (RMSD) execution).
  - b. **JLSG planning.** Concurrent with the JTF HQ planning, COM JLSG will develop the JLSG plan or concept of operations, in line with the comprehensive approach, including the execution of RSOM/RMSD and sustainment of the force as directed by COM JTF in conjunction with JTF J4 and JMED. The JLSG will, under the lead of the Plans Branch and supported by a JLRT, conduct its own operation planning process based upon the COM JTF operation order (OPLAN) and sustainment order<sup>24</sup> in order to give tactical level advice to higher echelons and to develop a tactical-level operation plan/operation order. In addition, JLSG planners will contribute, through JTF HQ, to the Supreme Headquarters Allied Powers Europe (SHAPE) Allied Movements Coordination Centre ongoing development of the Multinational Detailed Deployment Plan or Multinational Detailed Redeployment Plan. During the sustainment phase, JLSG planners will contribute to ensure the continued provision of materiel and services through contingency planning.

### Section 2 – Operations framework

- 3.2 The operations framework comprises the following joint core activities: shape; engage; exploit; protect; and sustain.<sup>25</sup> The activities help COM JTF to visualize how activities relate to one another within the operation. Based on a sound understanding of the operation, these core activities also enable COM JTF to describe how subordinates'

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<sup>24</sup> The sustainment order provides COM's direction and guidance to staff planners and defines the level of resources necessary for an operation. It gives the baseline parameters to enable troop contributing nations to plan logistic support for their national contingent.

<sup>25</sup> AJP-01(E), *Allied Joint Doctrine*.

missions relate to each other in purpose, time and space. COM JLSG's mission and tasks will focus on 'sustain'.

3.3 **Sustain.** Sustainment of operations underpins the freedom of action available to COM JTF to shape, engage, exploit and protect. This includes:

- **deployment.**<sup>26</sup> Relocation of forces from a national location or another operation to an assigned area of operations within a joint operations area (JOA);
- **sustainment.** The replenishment, rehabilitation and rotation of forces out of contact, host-nation support (HNS), the establishment of operating bases and lines of communications (LOC); and
- **redeployment.**<sup>27</sup> Relocates forces from an area of operations to national locations.

Although sustaining operations are most readily associated with the physical component of fighting power, it has an equally important impact on the moral component. COM JLSG will contribute through logistic sustainment.<sup>28</sup>

### Deployment of forces

3.4 During deployment of the JTF, the reception staging, onward movement and integration is under the control of COM JTF, with COM JLSG as the RSOM commander and in close cooperation with the troop contributing nations (TCNs) and the host nation (HN). RSOM consists of three activities:

- a. **Reception.** Following strategic deployment, personnel and materiel will be received, offloaded, marshalled and transported from strategic lift assets in ports of debarkation through handling areas to staging areas by administrative movements. Personnel and materiel's entry in the JOA is recorded during this stage immediately after the strategic deployment.
- b. **Staging.** Following reception, staging is the temporary holding of a force in a designated location, while not involved in or actually conducting operations. Staging is used for assembling, organizing and preparing the force for onward movement and further activities.

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<sup>26</sup> For Deployment doctrine see AJP-3.13, *Allied Joint Doctrine for Deployment and Redeployment of forces.*

<sup>27</sup> For Redeployment doctrine see AJP-3.13, *Allied Joint Doctrine for Deployment and Redeployment of forces.*

<sup>28</sup> NATOTerm.

- c. **Onward movement.** Is the process of moving units, personnel and associated materiel from staging areas to their assigned area of operation. During onward movement, units should be self-sustaining, including organic FP.
- 3.5 **Integration.** Integration is under the operational control of COM JTF, through J3, integration is the process of conducting the synchronized transfer of deploying units into the higher echelon within the multinational joint force to be capable of meeting COM JTF's operational requirements. Some elements of integration could occur at any stage during deployment. Integration completes deployment and may include acclimatisation, training and situational awareness. Integration is complete when the receiving commander establishes command and control (C2) over the arriving unit. COM JTF is supported by COM JLSG during the integration process.
- 3.6 Whilst the major reception, staging, onward movement and integration activity is conducted during the deployment of the JTF, this activity will continue throughout the operation (e.g. rotation of forces). Reception staging, onward movement and integration should be conducted in a permissive environment, established after the initial comprehensive preparation of the operation environment process has been completed and adequate force protection (FP) measures are in place.

## Sustainment

- 3.7 COM JLSG will execute operational-level logistic support<sup>29</sup> to sustain COM JTF's mission by implementing the operation-level logistic support plan to COM JTF's OPLAN. The JLSG will manage sustainment stocks required by the components or National Support Elements (NSE) when the JLSG HQ has been authorized to deliver operational-level logistic support to the joint force and enable the safe, efficient and effective execution of 3<sup>rd</sup> line logistic support through an up-to-date recognized logistic picture (RLP) regarding operational-level capacities. This is equally applicable to major joint operations and small joint operations (integrated JTF HQ model). Operational flexibility in the operational-level logistic support will be achieved through the RLP and management of the joint logistic support network (JLSN).
- 3.8 **Logistic visibility.** Visibility on logistics requirements, resources, capabilities and processes is essential for effective and efficient logistics support. Through the visibility it provides and the coordination it enables, the RLP is an essential element in the delivery of effective operational level logistic support across the JLSN. This enables the management and tasking of any assigned resources, including intra-theatre movement and transportation assets.
- 3.9 **Storage and distribution.** The JLSN provides the structure for a distribution system that is seamless both vertically (from echelon to echelon) and horizontally (between

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<sup>29</sup> Medical support is coordinated at the JTF level.

components or nations). The Theatre Logistic Base, as the JLSG's main hub, will play a crucial part in this network.

- 3.10 **Resupply.** TCNs and other organizations will establish a flow of resupply that unless coordinated could hamper deployment and sustainment. COM JLSG, through coordination across the JLSN, should aim to ensure efficient sustainment flow in accordance with COM JTF priorities. COM JLSG should also ensure that force packages coming into the JOA through the ports of debarkation can achieve and maintain full operational capability.
- 3.11 **Common services.** Wherever possible, goods and services that are commonly used by two or more nations should be coordinated and delivered under central arrangements, by the JLSG HQ,<sup>30</sup> with users paying for the goods or services consumed.

### Redeployment of forces

- 3.12 During redeployment of the JTF, the Disengagement & RMSD (D&RMSD) is under the control of COM JTF, with the first stage, Disengagement, the staff responsibility belonging to JTF HQ J3. COM JLSG as the RMSD Commander and in close cooperation with the TCNs and the HN will conduct the RMSD consisting of three activities as follows:
- a. **Rearward movement.** Following disengagement, rearward movement is the process of moving units, personnel and associated materiel from their assigned area of operation to allocated staging area. During rearward movement, units should remain self-sustaining; including organic FP.
  - b. **Staging during redeployment.** Following rearward movement, staging is the temporary holding of units in a designated area, while not involved in or actually conducting operations. Staging is used for disassembling, and organizing personnel and materiel into administrative movement components and preparing them for dispatch from the JOA
  - c. **Dispatch.** Dispatch is the stage in which administrative movement<sup>31</sup> components are transported from SAs to ports of embarkation and embarked on to strategic lift assets. Dispatch records personnel and materiel exit from the JOA and immediately precedes strategic redeployment.

Whilst the major D&RMSD activity is conducted during the redeployment of the JTF, D&RMSD will continue throughout the operation (e.g. rotation of forces). RMSD

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<sup>30</sup> Medical services will be coordinated by JTF Medical Branch.

<sup>31</sup> A movement in which troops and vehicles are arranged to expedite their movement and conserve time and energy when no enemy interference, except by air is anticipated – NATOTerm.

should, whenever possible be conducted in a permissive environment, with adequate FP measures in place.

### Operation termination and transition

3.13 The termination/closure of operations and subsequent JOA closure are linked to the achievement of national or NATO objectives, and will require the JLSG's involvement as an integral part of the planning, preparation and execution. Closing activities will typically begin early during the termination stage of an operation. It will normally be considered completed once the JOA support structure has been dismantled and the Joint Force elements and materiel have been redeployed to their respective nations or next operation. As the transition develops, redeployment will become a major focus for COM JTF, supported by COM JLSG.

## Section 3 – Joint logistic support group force generation

3.14 **General.** NATO may deploy operational-level HQs when directed by the North Atlantic Council with responsibility to include the provision of logistic support to the force. The logistic staff of the relevant NATO command structure/NATO force structure HQ, supported by SHAPE and other contributing HQs, will develop the logistic plan and undertake the necessary operational logistic coordination.

3.15 As part of the force generation process, the JTF HQ needs to develop the structure of the JLSG and a subsequent plan covering augmentation coupled with the necessary training delivered in accordance with mandated lead/readiness times, integration and exercising to deliver the required capability.

3.16 **Joint logistic support group sourcing.** In addition to COM JLSG, a JLSG is constructed from three sources to deliver operational-level logistics:

- a. **JLSG HQ core staff element.** The core staff element (CSE) should comprise permanent and dedicated subject matter experts (SMEs), including a command element, planning and functional staff to address the spectrum of support functions. It will require and plan for HQ real life support and communication and information systems (CIS). The CSE provides COM JTF and COM JLSG with a trained and prepared capability to contribute to operational-level planning, the reconnaissance team and the ability to deploy on operations. It will provide a nucleus around which to effectively integrate augmentees. Finally, it will be able to insert enabling units in its inventory. Currently, the JLSG HQ CSE is organic to both the NATO Command Structure and the NATO Force Structure. The CSE is the initial manning element of a JLSG HQ.
- b. **JLSG HQ augmentation.** In order to achieve full operational capability, there is a need for additional manning through augmentation tailoring the JLSG HQ to

the needs of the operation. SHAPE is responsible, in conjunction with the JTF HQ and especially the nations for coordinating augmentation of the JLSG HQ. The COM JLSG is responsible to exercise and train JLSG HQ staff to enable rapid activation of a fully capable HQ. If manning augmentation is achieved by appointing a framework nation, the framework nation will assume the responsibility for managing/coordinating/administering augmentation of the JLSG HQ, supported by SHAPE as necessary. The agreement of nations to fill the JLSG augmentee posts not only enables the JLSG to meet its directed responsibilities but it is also an opportunity for TCNs to engage in and influence the planning, coordination and execution of multinational logistics for the operation. Augmentation will be capability based, subject to the size, type and context of operation with augmentees suitably trained, ready and prepared.

- c. **Units and resources.** National and multinational units, HNS and other resources are assigned to COM JLSG to enable and execute operational-level logistic support. These capabilities should be early identified within force generation process, adequately trained and available to the required notice to move and could be provided by contractors, other government departments and, in exceptional circumstances, non-governmental organizations (NGO) and international organizations (IO). Units and resources under the authority of COM JLSG, enable activities such as: movement and transportation; maintenance; military engineering support to logistics; supply and services support; real-life support; medical support; and CIS.

## Section 4 – Conduct

- 3.17 **Preparing the joint logistic support group.** During the force preparation stage, the JLSG HQ may be in contact with NATO agencies, such as the NATO Communication and Information Systems Group, NATO Communication and Information Agency (NCIA) and NATO Support and Procurement Agency, to fulfil the needs of comprehensive operational-level logistic support.
- 3.18 **Training.** If operationally feasible, COM JLSG will develop and release a training plan, which should be focussed at the operational level. COM JLSG should aim to consolidate and enhance functional and integrated proficiencies. If time allows the training will be delivered in with SACEUR's Annual Guidance on Education, Training, Exercise and Evaluation. It will then include participation in a command post exercise. COM JLSG will be expected to prioritize training in accordance with COM JTF's OPLAN.
- 3.19 **Deploying the joint logistic support group.** The initial deployment of high readiness forces will be a combination of self-sustainment by the TCN and emphasis on HN provision to facilitate rapid RSOM where available. During this initial period, COM JLSG is to prepare to deploy to support follow on forces and prepare a plan to meet



initial operational capability (IOC) and full operational capability (FOC) for the force in accordance with the COM JTF’s required date. The JLSG HQ will deploy logistic SMEs to support the JTF operational liaison and reconnaissance team and, when necessary, deploy a subordinate joint logistic reconnaissance team (JLRT),<sup>32</sup> to prepare for full deployment of the JLSG.

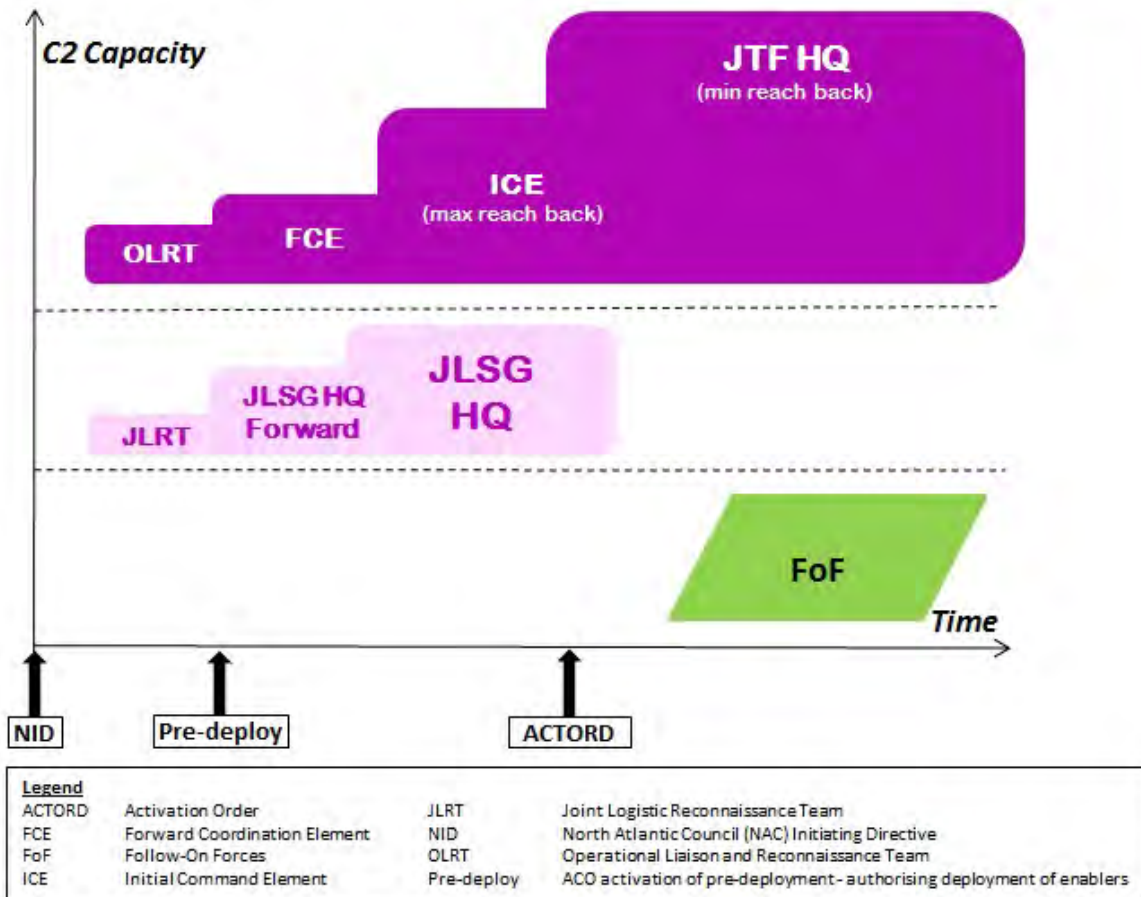


figure 3.1 - JLSG incremental C2 build up related to JTF C2 deployment

Figure 3.1 describes the incremental increase in the deployed JLSG C2 capability in the operational area as the deployment of the force is initiated. It highlights the requirement for the JLSG to be in place before the deployment of the initial follow-on force for it to enable RSOM. The build-up process for the JLSG HQ should be executed between pre-deployment and the activation order, with the HQ reaching FOC before G-Day.<sup>33</sup>

**3.20 Operating capability.** The criteria for IOC and FOC will be determined by COM JLSG in conjunction with COM JTF, but should include:

<sup>32</sup> The JLRT will be mission-tailored and will consist of JLSG HQ and subordinated unit personnel as required.

<sup>33</sup> The day on which an order is to be given to deploy a unit with the exception of enablers that are deployed earlier to support the RSOM process.

- **IOC.** Capabilities deployed to meet the minimum capability required to enable RSOM, provide supply services and integrated sustainment with the HN.
- **FOC.** JLSG can meet all tasks assigned by COM JTF regarding RSOM and sustainment, distribution and services.

3.21 **Joint logistic reconnaissance team common situational awareness.** The joint logistic reconnaissance team (JLRT) deploys early, as depicted in figure 3.1, to planned NATO operations areas on behalf of COM JLSG. As such, it is required to liaise, gather information from HN, agencies and organizations in order to contribute to the planning and decision-making process. JLSG HQ will deliver the JLRT function initially as an embedded capability within the operations liaison and reconnaissance team using personnel from the JLSG HQ CSE. If needed, a stand-alone JLRT could also be initiated to support COM JLSG's tactical-level planning. The bulk of the JLRT is drawn from the appointed JLSG HQ CSE. The task for the JLRT is to conduct reconnaissance of key logistics nodes in support of the JLSG planning for the RSOM execution. The logistic information provided by the JLRT, coupled with the report from the operational liaison and reconnaissance team is the basis upon which the initial RLP will be built.

3.22 **Recognised logistic picture.** The RLP is part of the common operational picture (COP), providing information that should include, but not be limited to, the near to real time status of JLSN, RSOM/RMSD and sustainment. JTF HQ J4, on behalf of the Deputy Chief of Staff Support is responsible for developing and maintaining of the RLP using overall operational logistic visibility, coordinating measures and reports and returns. COM JLSG, along with the component commanders is responsible to COM JTF for contributing to the RLP, including the operational medical picture, which will be delivered through an integrated medical reporting system when deployed. Currently, LogFAS is the preferred information management tool for the delivery of the RLP.

3.23 **Joint logistic support group-component interactions.** The JLSG is responsible for providing operational-level logistic support to the JTF components.<sup>34</sup> However, each component requires different types of support based upon its unique operational requirements. JLSG support to the components, managed through component-expertise in specialist and component LOs, is described as follows:

- a. **Maritime.**<sup>35</sup> Support to a deployed multinational maritime force (MNMF) has two elements; afloat support and shore support. Afloat support is the responsibility of the commander at sea who controls all assigned logistic assets in the force afloat. Shore support, lead by the Shore Logistics Coordinator (SLC), will depend on the size of the MNMF and could include one or more Forward Logistic Sites.

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<sup>34</sup> Medical support is coordinated at the JTF level.

<sup>35</sup> ALP-4.1, *Multinational Maritime Forces Logistics Doctrine*.

The C2 of shore based MNMF support defaults to COM MNMF; however, when directed by the COM MNMF, the C2 of shore based support can be delegated to COM JLSG. Irrespective of the C2 relationship, shored based support is expected to coordinate its activities with HQ JLSG particularly when related to operational-level support activity including transport and movements, reverse supply chain, common commodities, contracted services and HNS.

- b. **Land.**<sup>36</sup> The land component command (LCC) G4 is responsible for logistic support to the Land component including the coordination and prioritization of the land component's logistic requirements. Consequently, the LCC G4 must identify and coordinate operational-level requirements and support with the JLSG. The JLSG is responsible for delivering logistic support and services to the LCC combat service support areas. However, COM JLSG may support the LCC with joint support capabilities such as transportation, supply and services, contracting, Host-nation support, military engineering<sup>37</sup>, movement control, medical support and port services.
- c. **Air.**<sup>38</sup> Coordination of multinational air logistics requirements is essential to support the air operation and ensure capable air forces. The JLSG may support the deployed operating bases through identification of the air logistic support requirements from the planning phase onwards. Given that a variety of multinational support options may be formed, the JLSG may support the air component with transportation, military engineering, medical support and port services. This support could be adopted by air forces collocated at a single air base or at multiple operating bases.
- d. **Special operations.**<sup>39</sup> Due to its early deployment into the theatre the Special Operations Component is first logistically sustained through SOF TCNs and SOCC HQ framework nation's networks. Further, when JLSG reaches FOC, JLSG will provide operational level logistic support to the SOF component as required and in accordance with its unique posture: scattered layout within the JOA, lack of 2nd line of logistics, joint nature of the SOF component.

### 3.24 Joint logistic support group and the relationship to the national support elements. The relationship between COM JLSG and the NSEs involves:

- visibility of national elements including resources and capabilities, through the reporting system established by COM JTF as part of the establishment and

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<sup>36</sup> ALP-4.2 Land Forces Logistic Doctrine

<sup>37</sup> E.g. LCC has own MILENG capabilities, but might need support from the JLSG in general MILENG for specific logistic related aspects.

<sup>38</sup> ALP-4.3, Air Force Logistic Doctrine and Procedures.

<sup>39</sup> AJP-3.5, *Allied Joint Doctrine for Special Operations*.

maintenance of the RLP and COP to enable coordination by COM JLSG (see paragraph 4.3) and visibility of needed capabilities; and

- transfer of authority over discrete resources, where agreed.

**3.25 Coordination arrangements with non-joint logistic support group elements.** OPP may identify additional coordination requirements which, could include, the owners of battle-space that contains logistic infrastructure assigned to COM JLSG and other stakeholders (i.e. contractor support to operations, IOs, NGOs, HN)

## Chapter 4 – Command relationships

### Section 1 – Command, control and coordination

4.1 **General.** The C2 structure will be determined by the type, scale, complexity and location of each operation.<sup>40</sup> The logistic C2 and coordination structure should maintain the flexibility to provide for several courses of action. The generic C2 for the joint logistic support group (JLSG) is illustrated in figure 4.1.

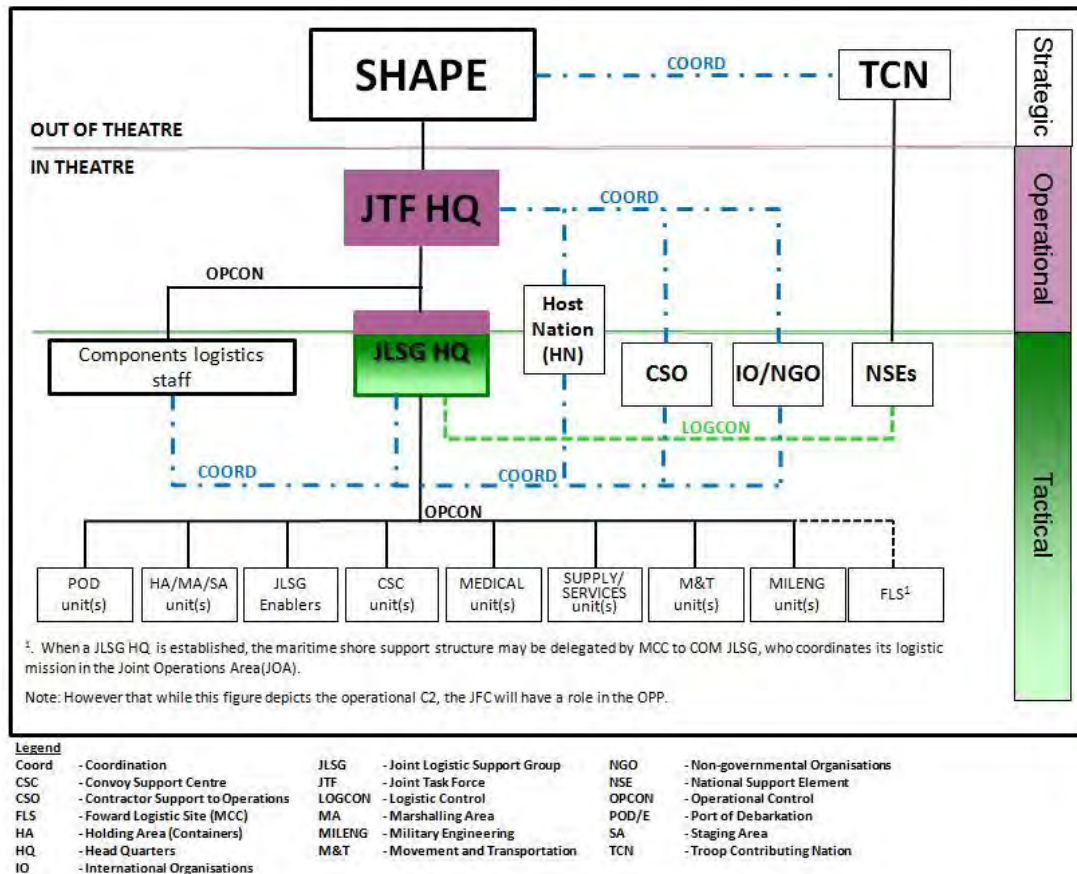


Figure 4.1 – JLSG related Logistic C2 and coordination arrangements.

4.2 **Joint logistic support group command and control.** Commander (COM) JLSG will exercise C2 of assigned operational-level units as directed in the operation plan but shall not command any rear area. The C2 arrangements should be effective throughout the planning, deployment, sustainment, redeployment and operation closure phases of an operation. The following logistic C2 arrangements are fundamental to the role and mission of a JLSG:

<sup>40</sup> The standard organizational structure is 111+2 NSPA contractors.

- a. **Operational control.** Where COM JLSG has been delegated authority to direct forces assigned so that they may accomplish specific missions or tasks.<sup>41</sup> Typically these forces may include, but are not limited to: multinational integrated logistic unit; multinational logistic unit; medical unit; modular combined petroleum unit; forward logistic site when directed by the COM multinational maritime force shore based logistic enablers; military engineering; supply; transport; medical; port operating; and JLSG force protection and support units.
- b. **Tactical control.** COM JLSG may be granted tactical control of units (i.e. transiting units) not under operational control when at JLSG nodes. Conversely, JLSG units will be tactical control of the battle space owner when outside JLSG nodes.
- c. **Movements control.** Movements within the joint logistic support network are controlled by the battle space owner(s). The road movement bids related to reception, staging and onward movement (RSOM)/rearward movement, staging and dispatch (RMSD) and those related to JLSG activities are requested by the JLSG headquarters (HQ) (movements and transportation branch) and validated by the different battle space owner(s). Conflicts between operational requirements and tactical concerns are deconflicted at joint task force (JTF) HQ level.
- d. **Supporting/supported.** The execution of NATO military operations will often be guided by the supporting/supported relationship when one force should aid, protect, complement or sustain another force.<sup>42</sup> COM JTF will direct COM JLSG to be the supported commander during the RSOM and RMSD when these activities are the main effort. COM JLSG will provide a supporting role to the supported commander during other phases of the operation as directed by COM JTF.

## Section 2 - Logistic coordination and visibility

4.3 The specific logistic tasks for COM JLSG will be received from COM JTF. These responsibilities include the ability to contribute to the recognized logistic picture (RLP) and to maintain and deliver operational-level logistics efficiently, effectively and safely. It is, therefore, essential that troop contributing nations prioritize granting logistic control (LOGCON)<sup>43</sup> of logistic capabilities. This enables the optimization of operational logistic activities, noting that there is no inherent authority to direct national elements, although nations may choose to grant this authority. LOGCON gives

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<sup>41</sup> In line with AAP-6 definition for OPCON.

<sup>42</sup> AJP-3(C), Allied Joint Doctrine for the Conduct of Operations.

<sup>43</sup> LOGCON is the authority granted to a NATO commander, through the TOA, to synchronize, prioritize and integrate logistic functions and activities in the JOA in order to accomplish the joint theatre mission.

visibility on logistic requirements, capabilities and processes. Troop contributing nations may enable the visibility of complete or partial elements of the NSE within their overall control. In addition, the OPCON relationship between COM JTF and the CCs would include visibility over components' logistic assets even if the components retain authority at the tactical level.

### Section 3 - Controlling the joint logistic support group

4.4 The JLSG HQ will be controlled through the following functions:

- a. **Battle rhythm.** The JLSG battle rhythm will match the JTF HQ battle rhythm and be set to meet COM JLSG identified requirements. The JLSG will contribute to the joint level decision making cycle by participating in at appropriate meetings such as, but not limited to: Assessment Boards; Requirement Review Boards; Resource Coordination Boards; and Joint Coordination Boards.
- b. **Reports and returns.** Report and returns covers both those that are directed by COM JTF and COM JLSG. COM JLSG will provide direction on the contents and frequency of JLSG reports and returns. These will be used to assist COM JLSG in directing JLSG operations and to satisfy COM JLSG's contribution to the RLP.
- c. **Assessments.** Within the JLSG HQ decision cycle, assessment is the determination of the impact of events as they relate to overall mission accomplishment. Fundamental to the operations assessment are judgments about actual progress in designated mission areas as measured against the expected progress in those same mission areas. These judgments allow the commander and the staff to determine where adjustments must be made to operations and serve as a catalyst for planning.

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## Lexicon

### Part I – Acronyms and abbreviations

The lexicon contains acronyms/abbreviations and terms/definitions relevant to Allied Joint Publication-4.6(C) and is not meant to be exhaustive. Definitive and more comprehensive list of abbreviations is in NATO Term.

AJP	Allied joint publication
C2	command and control
CIMIC	civil-military cooperation
CIS	communication and information systems
COM	commander
COM JLSG	commander joint logistic support group
COM JTF	commander joint task force
COP	common operational picture
COS	chief of staff
CSS	combat service support
D&RMSD	disengagement and rearward movement, staging and dispatch
FP	force protection
FOC	full operational capability
HN	host nation
HNS	host-nation support
HQ	headquarters
IO	international organization
IOC	initial operational capability
JLOC	joint logistic operations centre
JLRT	joint logistic reconnaissance team
JLSG	joint logistic support group
JLSN	joint logistic support network
JOA	joint operations area
JTF	joint task force
LCC	land component command
LOC	lines of communications
LOGCON	logistic control
MILENG	military engineering
MNMF	multinational maritime force
NATO	North Atlantic Treaty Organization
NGO	non-governmental organization
NSE	national support element
NSPA	NATO Support and Procurement Agency
OPCON	operational control
OPLAN	operation plan
OPP	operations planning process
P&C	purchasing and contracting
RLP	recognized logistic picture
RMSD	rearward movement, staging and dispatch
RSOM	Reception, staging and onward movement

S&S	Supply and services
SHAPE	Supreme Headquarters Allied Powers Europe
SOCC	special operations component command
TACON	tactical control
TCN	troop-contributing nation
TLB	theatre logistic base
TOA	transfer of authority

## Part II – Terms and definitions

### **civil-military cooperation (CIMIC)**

A joint function comprising a set of capabilities integral to supporting the achievement of mission objectives and enabling NATO commands to participate effectively in a broad spectrum of civil-military interaction with diverse non-military actors.

(NATO agreed)

### **command**

- The authority vested in an individual of the armed forces for the direction, coordination, and control of military forces.
- An order given by a commander; that is, the will of the commander expressed for the purpose of bringing about a particular action.
- A unit, group of units, organization or area under the authority of a single individual.
- To dominate an area or situation.
- To exercise command.

(NATO agreed)

### **coordinating authority**

The authority granted to a commander, or other individual with assigned responsibility, to coordinate specific functions or activities involving two or more forces, commands, services or organizations. (NATO agreed)

Notes: The commander or individual has the authority to require consultation between the organizations involved or their representatives, but does not have the authority to compel agreement. (NATO agreed)

### **deployment**

Relocates forces from a national location or another operation to an assigned area of operation within a joint operations area. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

### **disengagement**

During Redeployment, ceases units' operations, and prepares its infrastructure for handover or remediation and its personnel and materiel for Rearward Movement. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

### **dispatch**

Moves personnel and materiel from staging areas to ports of embarkation, marshals, assigns and loads them to strategic lift assets for strategic movement; and records personnel and materiel's exit from the joint operations area. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

**host nation (HN)**

A nation which, by agreement:

- a. receives forces and materiel of NATO or other nations operating on/from or transiting through its territory;
- b. allows materiel and/or NATO organizations to be located on its territory; and/or
- c. provides support for these purposes.  
(NATO agreed)

**host-nation support**

Civil and military assistance rendered in peace, crisis or war by a host nation to NATO and/or other forces and NATO organizations which that are located on, operating on/from, or in transit through the host nation's territory. (NATO agreed)

**integration**

During the deployment of forces, integration is the process of conducting the synchronized transfer of combat ready units to a multinational joint force. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

**joint logistic support network (JLSN)**

A system of interconnecting logistic nodes, organizations, activities and sites, and their multimodal links in a joint operations area. (NATO agreed)

**joint operations area (JOA)**

A temporary area within a theatre of operations defined by the Supreme Allied Commander Europe, in which a designated joint force commander plans and executes a specific mission at the operational level. (NATO agreed)

**logistics (Log)**

The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations which deal with:

- a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposal of materiel;
- b. transport of personnel;
- c. acquisition or construction, maintenance, operation, and disposition of facilities;
- d. acquisition or furnishing of services; and
- e. medical and health service support.<sup>44</sup>  
(NATO agreed)

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<sup>44</sup> Several Nations do not consider medical support to be a logistic function.

**logistic control (LOGCON)**

That authority granted to a NATO Commander over assigned logistics units and organisations in the joint operations area, including national support elements, that empowers him to synchronize, prioritize, and integrate their logistics functions and activities to accomplish the joint theatre mission.

**Notes:**

It does not confer authority over nationally-owned resources held by a national support element, except as agreed in the transfer of authority or in accordance with NATO principles and policies for logistics  
(NATO agreed)

**logistic sustainment**

The process and mechanism by which sustainability is achieved and which consists of supplying a force with consumables and replacing combat losses and non-combat attrition of equipment in order to maintain the force's combat power for the duration required to meet its objectives. (NATO agreed)

**maintenance**

1. All actions taken to retain equipment in or to restore it to specified conditions until the end of its use, including inspection, testing, servicing, modification(s), classification as to serviceability, repair, recovery, rebuilding, reclamation, salvage and cannibalization.

2. All supply and repair action taken to keep a force in condition to carry out its mission.

3. The routine recurring work required to keep a facility (plant, building, structure, ground facility, utility system, or other real property) in such condition that it may be continuously utilized, at its original or designed capacity and efficiency, for its intended purpose.  
(NATO agreed)

**movement**

The activity involved in the change in location of forces, equipment, personnel and stocks as part of a military operation. Movement requires the supporting capabilities of mobility, transportation, infrastructure, movement control and support functions. (TTF 1976-0037 dated 08-13-2014 (not NATO agreed))

**national movement**

Moves units from a national location to a port of embarkation during strategic deployment, and from a port of debarkation to a national location during strategic redeployment. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

**onward movement**

As an element of operational movement, moves units, personnel and associated materiel from staging areas and, if needed through convoy support centres, to

assigned areas of operation. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

**operational movement**

Moves units from port of debarkation to assigned area of operations during reception, staging, onward movement and integration, and from assigned areas of operation to port of embarkation during disengagement and rearward movement, staging and dispatch. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

**rearward movement**

After disengagement, as an element of operational movement, moves units, personnel and associated materiel from assigned locations to staging areas. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

**reception**

Receives, offloads, marshals and transports personnel and materiel from strategic or operational lift through sea, air or land transportation ports of debarkation through handling areas to staging areas. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

**redeployment**

Relocates forces from an area of operations to national locations. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

**staging**

1. During deployment, assembles, temporarily holds and organizes arriving personnel and materiel into formed units, to prepare for onward movement and further activities.

2. During redeployment, disassembles, temporarily holds and organizes departing units into administrative movement components of personnel and materiel, to prepare for dispatch from the joint operations area.

(this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

**strategic deployment**

Relocates national, or NATO, forces from national locations to a joint operations area, and consists of national and strategic movement. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

**strategic movement**

Moves units from port of embarkation to port of debarkation during either strategic deployment or strategic redeployment. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

**strategic redeployment**

Returns national, or NATO, forces from a joint operations area to national locations and consists of strategic and national movement. (this term and definition modifies an existing NATO-agreed term and/or definition and will be processed for NATO-agreed status)

**sustainability**

The ability of a force to maintain the necessary level of combat power for the duration required to achieve its objectives. (NATO agreed)

**transportation**

The physical movement of people, goods, equipment and materiel from one place to another.

Note: Equipment transported may include the requisite materials handling equipment. (NATO agreed)





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