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From the Commander...

Greetings! It is my pleasure to present this edition of the JALLC Explorer which focuses on JALLC's analysis and lessons learned activities across the globe. From Australia to Africa, JALLC has made immeasurable impact in fostering Lessons Learned capabilities and analysis with NATO members, partner countries and other military and civilian entities. 2013 promises to be a busy year as we focus on integrating the NATO LL Portal and NATO LL Database to better serve the LL Community, be it NATO, Nations or Partners. This edition of the JALLC Explorer features a project I am especially proud of—reviewing the lessons learned from ten years of conflict and extracting a coherent set of recurring themes. We will also touch upon our efforts to expand our think tank-like capabilities by providing new tools to support our customers ever evolving needs for joint analysis. I hope you will find the time to participate in one of our forthcoming Lessons Learned events either in Lisbon or at the Swedish Defence Institute. Lastly, we congratulate ACT as they celebrate their ten year anniversary. Enjoy!

Peter Sonneby
Brigadier General, Danish Air Force

A Decade of Conflict

By Dr Harry Bruhncoek

JALLC Principal Operational Research Analyst

NATO has probably faced greater change in the last decade than it did in its previous 50+ years of existence. Not only have the pace and breadth of NATO operations increased sharply in the aftermath of 9/11—including the necessity for NATO to become expeditionary on assuming command of ISAF in August 2003—but also the number of Allies in the Alliance has increased by nearly 50%. The NATO Response Force has been created; military command structures made leaner; military capabilities developed and improved; and new capabilities acquired for defence against terrorism, cyber attack, and weapons of mass destruction.



Not to be forgotten, of course, was the creation, in part to allow NATO to better address such change, of Allied Command Transformation (ACT) from the old Supreme Allied Command Atlantic (SACLANT). All of this change has happened in an environment of falling defence budgets in real terms—defence spending by the European Allies has decreased by 7% in the period 2003 – 2011.

The many challenges that have arisen have provided extremely fertile ground for analysis studies and lessons identified. Over the last 10 years, the JALLC has published over 130 analysis reports and has received over 1500 submissions to the NATO Lessons Learned Database. Consequently, we embarked on an internal JALLC project to provide a review and summary of a “Decade of Conflict” from a JALLC perspective that would present a record of the more enduring findings, recommendations, and lessons from our decade of analysis.



Two months of concerted work by LTC Vasileios Tsamis produced an outstanding summary of important findings and recommendations from JALLC reports. Once this detailed review of published JALLC reports had been completed, the team dwelled on the thought: ‘interesting historical information, but so what?’

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Consequently, we began looking for common causes and trends that would allow us to group individual lessons together into broader themes. The outcome of this brainstorming and analysis is six themes that we believe, taken collectively, explain nearly all the issues documented in JALLC analysis reports over the last decade.

Six Themes from a Decade of Conflict

- ◆ The increasing importance of the information sphere
- ◆ Disparity between NATO ambitions and nations' will
- ◆ Institutionalization of NATO's approach to Crisis Management
- ◆ Political and operational factors have impacted interoperability
- ◆ Creating the right deployable C2 structures
- ◆ Complexity of NATO

The report is expected to be published by Easter and can then be found on the JALLC NS WAN website.

JALLC Member in the Spotlight



**Lt. Colonel
Vasileios Tsamis**
Hellenic Army
Staff Officer, Plans and
Programming Division

LTC Vasileios Tsamis enrolled in the Hellenic Military Academy in 1987 and was commissioned as an infantry officer in 1991. He has completed assignments with various infantry units in Greece, Cyprus and Kosovo, as well as several military academies and national HQs.

In August 2011, LTC Tsamis was posted to the JALLC where he has made significant contributions to a variety of analysis projects such as the Deployable Forces – Allied Joint Forces HQ Model, and NATO Fuel Supply and Host Nation Support to NATO-led Operations. He has also worked as Project Manager for A Decade of Conflict, and currently, on the Anti-Corruption Procedures project.

He holds a Master's Degree in International and Strategic Studies and a certification in the PRINCE2 project management method.

Lessons Learned News

NATO LL Working Group VTC

The first NATO Lessons Learned Working Group VTC was held February 13, 2013. Led by the Innovation Doctrine Coherence and Lessons Learned Branch at HQ SACT, much of the discussion focused on developing and maintaining a NATO LL Community of interest. Subsequent VTC's will take place on a bi-monthly basis.

NATO Lessons Learned Workshop

The JALLC will host a NATO Lessons Learned Workshop in Lisbon from 26 - 28 March 2013. The goal of the workshop is to align on a concept of operations for two new tools; a shared Lessons Learned Portal and a Lessons Learned tracking system.

Redeployment from Operations

In support of JALLC's recently published report on Redeployment from Operations, the following websites are being maintained where data and lessons concerning redeployment can be accessed and submitted

ISAF MS:

<http://portal.hq.ms.isaf.nato.int/DCOSOPS/CJ3/TRG-LL/jallc/default.aspx>

NS:

<http://workspace.jallc.nato.int/JALLC/Projects/RfO/default.aspx>

NU: <http://www.jallc.nato.int/activities/rfo.asp>

Joint Analysis Handbook Update

Since 2005, the Joint Analysis Handbook has supported JALLC internal activities and been used widely across NATO. The 4th Edition will be available later this year.

Forthcoming LL Events

LL Staff Officer Courses at SWEDINT:
27 – 31 May and 04 – 08 November 2013

NATO LL Conference in Lisbon:
22 – 24 October 2013

Recent JALLC Reports

- [Redeployment from Operations \(RfO\)](#) – 15 February 2013
- [Cultural Property Protection in the Operations Planning Process](#) - 20 December 2012
- [NATO Support to Transformation of Allies' Political and Military Structures](#) - 29 November 2012
- [Media Monitoring and Media Analysis in Support of Future NATO Operations](#) - 14 November 2012
- [Information Sharing with Non-NATO Entities](#) - 13 November 2012
- [Evaluating the Impact of NATO's Diplomacy](#) - 20 December 2012

FactSheets summarizing JALLC Reports can be found at:

<http://www.jallc.nato.int/newsmedia/reports.asp>

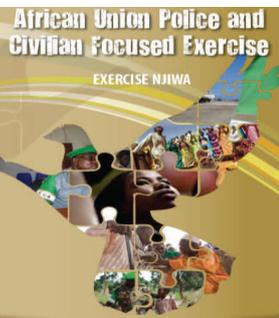
Read the complete reports and other JALLC publications from the JALLC NS WAN archives at

<http://www.jallc.nato.int>

LL Outreach News

JALLC Support to African Union Exercise NJIWA

By LTC Fernando Rocha PRT A



Exercise NJIWA, an African Union (AU) exercise, was held in Addis Ababa, Ethiopia from 29 October to 09 November 2012. The aim of the exercise was to develop a comprehensive approach for future AU-led peace support operations through integrated planning by police and civilian actors.

The JALLC provided a military analyst to provide lessons learned expertise, assist with evaluation during the exercise, and provide overall long-term operational planning advice.



Participants review a map of the exercise area

One of the key observations captured during the exercise was the recommendation that the AU develop a comprehensive policy framework for operational planning. It was noted that the design of future exercises should include more detailed processes and templates to supplement the existing overarching exercise design processes and templates. To help ensure that the expertise developed during the exercise is not lost, exercise participants were strongly encouraged to take part in Exercise AMANI AFRICA II scheduled for 2014.

In the end, Exercise NJIWA was successful in bringing together police and civilian components from all across Africa to help improve integrated planning during peace support operations. The JALLC support to the exercise demonstrates NATO's enduring commitment to the AU and the wider importance of partnerships as a means for promoting peace and security.

8th International LL Conference Down Under

By LTC Gordon Gushue CAN F

Sydney, Australia was the setting for the 8th International Lessons Learned Conference, held 3-6 December 2012. The Conference was co-hosted by the Australian Defence Force Headquarters Joint Operations Command and the Australian Civil-Military Centre (ACMC). Approximately 250 delegates attended from 27 nations including 8 NATO nations. The JALLC was represented by LTC Gordon Gushue.

The Conference theme was Transitions, and topics were naturally Australia, Asia-Pacific and South-East Asia focused. Over 40 presentations were delivered by military, police, civilian and NGO operational planners, lessons learned practitioners and academics.

The keynote speaker, Parliamentary Secretary for Defence, the Hon. Mike Kelly, spoke of the importance of lessons from recent peacekeeping operations and disaster response to better meeting ongoing challenges.

A notable trend identified leadership as an essential requirement in ensuring lessons identified do not become 'lessons lost'. Two important reminders were the need for investment in knowledge management resources, and that lessons need to be endorsed and tracked by senior leadership. Conference participants often quoted the JALLC's NATO Lessons Learned Handbook as a International Lessons Learned resource.

The Conference is held in a different country each year and provides a forum for discussion and debate about the issues that impact the planning and conduct of operations. While there is no committee and no secretariat, the dedicated lessons and operational planning practitioners have developed the community and its confer-

ence organically. Several nations and organizations voiced Interest was voiced in hosting the 9th ILLC, but a commitment was not made at the Conference.



The Keynote speaker, Australian Parliamentary Secretary for Defence, Mike Kelly.

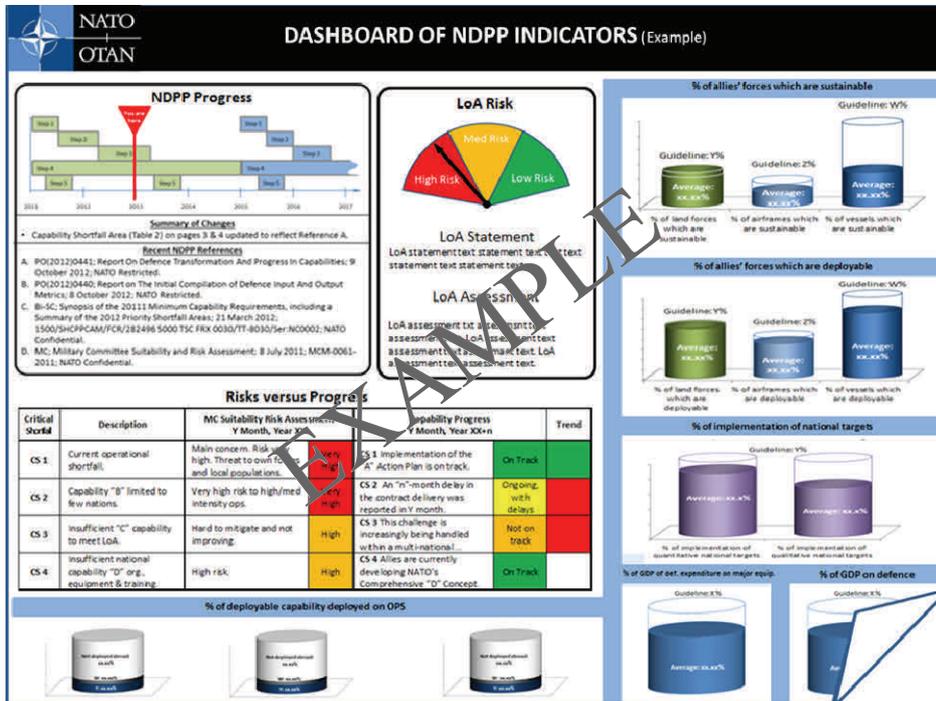
JAT'T Programme – March to May 2103

After completing our support to Exercise CAPABLE LOGISTICIAN 13 last month, the JATT will now focus on hosting the LL Workshop (see announcement opposite page) before embarking on a series of bilateral engagements across Europe in April and May :

- MOD Greece and MOD Hungary
- Joint Staff Croatia
- Allied Rapid Reaction Corps
- JWC Warfare Conference

Schedule a JATT visit at: jattpoc@jallc.nato.int

JALLC Seeks to Incorporate Visual Management into New NDPP Dashboard



An example of the proposed NDPP dashboard illustrating the status of various key metrics

By LTC Nerijus Stankevicius, LTU A

A long time staple of the corporate boardroom, dashboards provide executives with concise visual updates pertaining to key performance metrics and historical trends. The practice of visual management allows viewers to quickly hone in on areas of risks, opportunities and concerns. Under a new initiative by SACT, JALLC supported the creation of dashboards designed to perform a similar function for NATO's defence ministers by displaying indicators on capability development status and trends derived from NDPP outputs.

One of the main challenges in developing the dashboards is how to display non-quantitative and non-standardized data. The dashboard creators approached this problem with a series of graphics to illustrate project progress within the NATO Defence Planning Process and associated risks to completion. Further graphics will highlight progress and risk pertaining to specific capability initiatives within critical shortfall areas. Lastly, the dashboards will incorporate a summary LoA risk graphic, and several graphics illustrating how nations are performing NATO-wide on select defence input and output metrics.

In the end, we believe that the new dashboards will not only improve the visibility of NDPP outputs, but also provide the opportunity to showcase its "think thank" ability to develop new intellectual products.



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NATO's Lead Agent for Joint Analysis

The Joint Analysis and Lessons Learned Centre (JALLC) is NATO's centre for performing joint analysis of operations, training, exercises and Concept Development and Experimentation, including establishing and maintaining an interactive managed Lessons Learned Database.

A proud member of Allied Command Transformation

