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# Joint Analysis & Lessons Learned Centre

NATO's Lead Agent for Joint Analysis



PROJECT FACTSHEET - SPECIAL EDITION

## A DECADE OF CONFLICT THE LESSONS FROM TEN YEARS OF JALLC ANALYSIS AND THE SIX THEMES THAT BIND THEM TOGETHER

Report Published on 17 May 2013

### BACKGROUND



SACT visits with JALLC staff after being presented with the Decade of Conflict Report.

NATO has probably faced greater change in the last decade than it did in its previous 50+ years of existence. For example, the number of Allies in the Alliance has increased by nearly 50%, the NATO Response Force (NRF) has been created, and the NATO Command Structure radically restructured. All of this change has happened in an environment of falling defence budgets, meaning NATO really has had to do more with less.

In 2012, to celebrate JALLC's tenth anniversary, Commander JALLC decided that a review of the knowledge contained in the some 130 JALLC analysis reports and the 1500 submissions to the NATO Lessons Learned Database was called for.

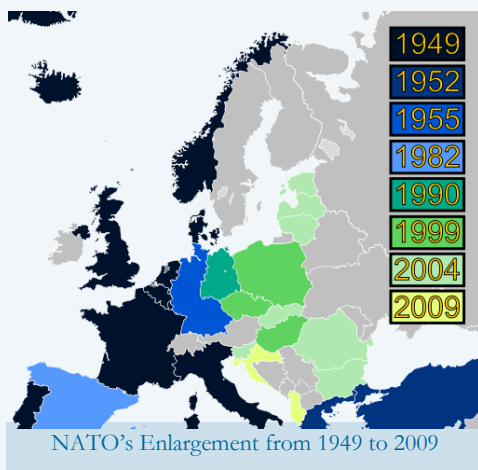
Consequently, the JALLC embarked on an internal project to provide a review and summary of a "Decade of Conflict" from a JALLC perspective, presenting a record of the more enduring findings, recommendations, and lessons from our decade of analysis. The final publication and release of the JALLC Decade of Conflict report coincided with SACT's visit to the JALLC in May 2013 as part of the celebration of ACT's tenth anniversary.

### NATO - EQUAL TO EVERY EMERGENCY

For the first 40 or so years since 1949, NATO's focus was on the collective defence of its members. When the Cold War ended, many questioned whether NATO could adapt and have any useful purpose in this changed world, and many still do. And yet, NATO has, since then, and most especially in this past decade of conflict, displayed a great deal of resilience and resourcefulness in addressing the wide variety of new, unanticipated challenges that have threatened its Members' security.

Under a series of Strategic Concepts agreed by consensus of the Allies, NATO has adapted significantly, creating new policies, doctrine, structures, standardization mechanisms, and processes. In addition, NATO redesigned its standing structures to address each new crisis it has faced.

Many still perceive NATO as the static, conventional organization it was in 1990. But when NATO has faced an emergency it has proven to be equal to it, even if the response has not been as elegant or efficient as some seem to expect.



### PROJECT EXECUTION

From the some 130 JALLC reports, representing the output of the JALLC since its inauguration in September 2002, the JALLC team first produced a summary of important findings and recommendations. The JALLC project team then looked for common causes and trends allowing individual lessons to be grouped into broader themes which resulted in the development of an underlying thesis and six themes which the JALLC believes, taken collectively, explain nearly all the issues documented in JALLC analysis reports from the last decade.

Click on the timeline to visit the History Page of the NATO website

<http://www.nato.int/history/index.html>



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## THE SIX THEMES

The six themes taken from the analysis are: the ongoing development of NATO's Crisis Management System; the requirement for flexible and adaptable command and control structures; the need for interoperability; the complexity of NATO; the increasing importance of the information sphere; and the commitment to contribute to Alliance ambitions.

Each one of these six themes became a significant research subject, and articulating the relevant issues and their relationships was a significant intellectual challenge. In their own right, each one of the six themes would be worthy of further, more detailed investigation and analysis. Indeed, if we were to make any recommendation, it would be that such further study be carried out.

## CONCLUDING OBSERVATIONS

NATO's decade of conflict has simultaneously been a decade of change, and the JALLC has been in the privileged position of occupying a front-row seat observing NATO's responses to that change. Indeed, in many ways, it seems that NATO's agility to respond has been quite remarkable for such a large, complex and culturally diverse organization.

We can be certain that, in an uncertain future, change will persist, and most experts agree that the rate of change is only likely to increase. After 2014, maybe the most significant change for NATO with ISAF transition is that we can expect to shift our emphasis from operational engagement to operational preparedness. To ensure that NATO remains capable of undertaking the three essential core tasks as agreed in its 2010 Strategic Concept, NATO's continuous transformation must be guided by its experience and the enduring lessons from the previous decade of change. It is essential that NATO continues to gather and learn from its collective experience.

### LT. COLONEL VASILEIOS TSAMIS, GREEK ARMY

LTC Tsamis was commissioned as an infantry officer in the Hellenic Army in 1991. He has completed assignments with various infantry units in Greece, Cyprus and Kosovo as well as in military academies and HQs. He was posted to the JALLC in August 2011, where he has made significant contributions to a variety of projects and was the Project Manager for the "Counter- and Anti-Corruption" and "A Decade of Conflict" projects. He holds a Master in international and strategic studies.

### PROJECT TEAM

#### MR. JOHN REDMAYNE, NATO CIVILIAN

Mr. Redmayne has worked as JALLC's Principal Operational Research Analyst since it was inaugurated in September 2002. He joined NATO in 1994 and spent eight years as an operational research analyst at NATO's Undersea Research Centre. Prior to that he worked in the UK for various companies in the defence and oil and gas sectors.

#### MR. CHARLES RIDGWAY, NATO CIVILIAN

Mr. Ridgway has been the Editor at the JALLC since 2005. He spent ten years in the US Navy as a Surface Warfare Officer, serving on a cruiser, an aircraft carrier and as an exchange officer on a German frigate, before leaving active duty in 2003. During his time at JALLC, he has worked on over 100 analysis projects, covering virtually every operational and strategic level topic in which NATO has had an interest in the last decade.

#### MRS. JACQUELINE EATON, NATO CIVILIAN

Mrs. Eaton joined the JALLC in 2006. In her role as the Senior Operational Research Analyst, she provides analytical support to project teams working on the full spectrum of NATO issues ranging from ISAF civil-military medical cooperation, to NATO Response Force C2, to NATO Outreach. Prior to joining JALLC, Mrs. Eaton spent three years as a strategic analyst at the Defence Science and Technology Laboratory working for the UK MOD. She has over nine years of defence analysis experience.

PROJECT FACT SHEET



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All JALLC Reports, the LL Portal, and NATO LLDb Items may be found in their entirety under the *Products* section on the NS WAN:

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

Non-classified reports and LLDb Items, Project FactSheets, the Joint Analysis Handbook and Lessons Learned Handbook can be found on JALLC's Internet site at the same [address](http://www.jallc.nato.int).

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