

## MOTIVATING IMPROVED CONTRIBUTIONS TO THE ALLIANCE: DEFENCE MEASUREMENTS

Report Published on 20 June 2011

### PROJECT OVERVIEW

In the Political Guidance following NATO's new Strategic Concept, Allies have expressed a desire for a simple set of defence measurements to foster political will to improve defence capabilities. The Nations already report key input and usability metrics that give an overview of their financial commitment to defence as well as the potential uses of their defence capabilities. However, although Allies report data regarding how they allocate their resources and where they use their defence capabilities, there are no agreed output measures to summarize this data. In response to a tasking from the Secretary General, the Supreme Allied Commander Transformation tasked JALLC to provide the NATO Assistant Secretary General for Defence Policy and Planning with a proposed set of output metrics to meet the need expressed in the Political Guidance.

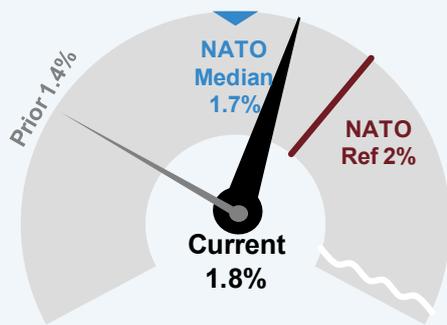


The Defence Measurements Project was initiated by a team of 16 workshop participants, project managers and contributing authors.

Project objectives were to:

- Develop a list of metrics suitable for presentation to NATO defence ministers during the October 2011 Defence Ministerial.
- Ensure that the Metrics are clearly defined and developed from readily available sources.
- Ensure the metrics are capable of illuminating national defence/security priorities.
- Conduct a data test to assess the ability to collect the necessary data and the utility of the chosen metrics.

### MAIN FINDINGS AND RECOMMENDATIONS



On the first of two dashboards, metrics are displayed in dial form to show national contribution to alliance burden sharing.

JALLC initially considered hundreds of potential metrics for inclusion in the report. Four guiding principles were used in the selection process. The metrics should: be simple, use no new data or definitions, make sense, and reflect the Political Guidance.

After culling the list, twenty-five proposed metrics were selected and Nations had the opportunity to provide feedback. These comments and suggestions were used to further filter the list. The end result is thirteen refined defence metrics complemented by clear descriptions of the data definitions required to calculate the metrics and two simple, powerful metrics dashboards.

The simple and logically consistent nature of the metrics presented should allow Nations to gain insight across the full range of defence capabilities mentioned in the Political Guidance. The metrics were designed to reflect a member's contribution as compared to its potential, in order to ensure that when the inevitable comparison between countries took place, such comparison would promote burden sharing by all Nations, regardless of size, economic capacity, or resources.

The metrics fall into five basic categories: Input Metrics, Investment Output Metrics, Usability Output Metrics, NATO Output Metrics, and Deployment Output Metrics. The associated dashboard presentations simplify the task of interpreting the metric values in an appropriate and meaningful way. The first dashboard type shows an individual coun-

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NATO  
OTAN



## MAIN FINDINGS AND RECOMMENDATIONS (CONT'D)

try's performance on all metrics. The second dashboard shows a comparison of every country's performance on one metric.

Additionally, JALLC collated over seven-hundred data items from more than fifteen different sources to ensure that it was feasible to calculate all thirteen metrics from existing data sources. The outcome of the data feasibility test, presented using the metrics dashboards, gives an early indication of the insight afforded by the proposed metric list into national defence capabilities.

## PROJECT EXECUTION

JALLC's Programme of Work for 2011 directed a study to develop a set of defence measurements for presentation at the October 2011 Defence Ministerial. In February, 2011, a team of managers, analysts, and participants met in a conference to narrow hundreds of potential metrics to a list of 25 and lay the groundwork for an interim report. After the interim report was produced, it was released to member nations for feedback and content. In May, June, and July, the team reconvened to use national comments and suggestions to craft the final report. On 12 August, 2011, JALLC produced its final report for presentation at the Defence Ministerial. JALLC is currently crafting a follow-on paper to uncover the full potential of the measurements.

## PROJECT TEAM

### DR. BENT-ERIK BAKKEN

Dr Bakken was seconded to JALLC from the Norwegian Defence University College as a Special Advisor to the Commander for one year. In July he returned there to his post Professor of Strategic Management. Previously he worked as a research director at the Norwegian Defence Research Establishment. He did his undergraduate in Operational Research at the University of Lausanne and completed his doctorate in Management and System Dynamics at the Sloan School of Management at the Massachusetts Institute of Technology.

### MRS. JACQUELINE EATON

Mrs. Eaton is a Senior Operational Research Analyst at the JALLC. In her role at JALLC, 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.

### MAJOR JIRI TROJANEK, CZECH AIR FORCE

MAJ Jiří Trojáněk, Czech Air Force, has served in the Armed Forces of the Czech Republic since 1984. After graduation from the Air Force Academy he served in a variety of flying ranks up to wing level within several Air Force Bases and at the Czech Joint Forces HQ. He has attended the NATO Staff Officers Course and the US Air Command and Staff College. In 2009, he was posted as a military analyst to JALLC and was deployed to Afghanistan as the JALLC Representative to HQ ISAF in 2010.

### MR. KEN RUMI

Mr. Ruml is an Intern at the JALLC, where he provides academic expertise to the project team. He did his undergraduate in International Area Studies at the Charles University in Prague and is currently a candidate for a Master's degree in Security Studies at the Political Science Institute of the same university. Mr. Ruml's past experiences include a short-term internship at the CFSP/ESDP Unit of the Permanent Representation of the Czech Republic to the European Union.

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