



What's Inside?

Special Feature:

Investigating Civil-Military Cooperation in the Medical Domain

Analysis News

Defence Metrics – JALLC's Contribution to Implementing the Strategic Concept

2011/2 Programme of Work

COM JALLC Visit to ISAF

LL News

New Bi-SC LL Directive!!!

Outreach News

Update from the Outreach Team

This study is a collaborative effort between JALLC and Harvard University designed to draw on the strengths of both institutions.

From the Commander...

I am pleased to offer you, with this latest edition of the Explorer, another insight into JALLC's broad range of activities. This month's feature describes what is one of the most significant projects JALLC has yet been engaged in, where we are collaborating with Harvard University to research Medical Civil-Military Cooperation. This important project will contribute vastly to improving such cooperation in the future. We also report on another significant project—defining a set of defence output metrics to help foster Nations' political will to improve defence capabilities. A recommendation based on the resulting metrics will be presented to Defence Ministers in October. I am convinced that by adopting the full set of metrics we propose, Nations will better be able to align their defence capabilities with NATO's Strategic Concept. Lastly, we report on our very productive visit to ISAF, cementing JALLC's role in supporting the learning of lessons from NATO's largest operation.

Peter Sonneby
Brigadier General, Danish Air Force

Special Feature

Investigating Civil-Military Cooperation in the Medical Domain

By CDR Dr. Christian Haggemiller, DEU N

The JALLC report *Medical Civil-Military Interaction*, released 16 July 2010, recommended creating the medical civil-military coordination mechanisms needed for NATO to contribute to a medical comprehensive approach in co-operation with other organizations. In response to that recommendation, the Allied Command Transformation (ACT) Assistant Chief of Staff for Joint Deployment and Sustainment requested a follow up study to investigate further how to create such mechanisms.

This new study, entitled *Health and Human Security: Foreign Military Engagement in the Civilian Health Sector During State Stability and Reconstruction Initiatives*, is intended to provide empirically-based recommendations to NATO about whether, when, and how military forces should interface with civilian health care providers in a variety of contexts. The study is premised on a key assumption (which we will seek to validate) that health care can be a bridge to peace and stability.

This study was conceived as a collaborative effort between JALLC and Harvard University's Medical School designed to draw on the strengths of both institutions, the first such research collaboration between JALLC and an academic institution. This investigation will require a creative and multi-disciplinary approach, and will draw on the full spectrum of expertise available at Harvard and at JALLC.

JALLC offers knowledge of military doctrine and operations, as well as a database of les-



A victim of the 2009 Haiti Earthquake trapped under the rubble. Photo Courtesy of USSOUTHCOM.

sons learned in this context, and strong contacts within NATO and to NATO nations' militaries. Harvard University, as one of the world's leading academic institutions, provides broad and deep technical expertise in research and significant credibility regarding public health initiatives. Furthermore, as an independent academic institution, Harvard provides an "open forum" that will attract non-military stakeholders who may otherwise have concerns that frank discussions with military organizations could jeopardize their reputation as impartial stakeholders in the health field.

Military forces around the world provide support to local health care delivery systems every year. Their expanding role and mandate raises concerns about security agendas overshadowing humanitarian imperatives, the militarization of foreign development aid policy, and the independence of nonmilitary relief

(Continued on page 2)

(Continued from page 1)

agencies and institutions. Nevertheless, after most recent, major natural disasters—such as the earthquakes that devastated Japan in 2011, Haiti in 2010, and Pakistan in 2005—military forces have provided crucial emergency public health support. Military medical capabilities are also routinely employed in supporting civilian sector health care development in ongoing stabilization missions as in Afghanistan. Despite this increased involvement and the surrounding controversy concerning its appropriateness and effectiveness, there has been little academic policy research to investigate why and under what circumstances militaries should be employed to support public health care efforts, or to determine which specific capabilities are most appropriate.

This study will examine, through case studies of five diverse conflict and peacekeeping settings, how civilian organizations and militaries can interact in a comprehensive and complementary manner by analyzing core issues such as:

- The unintended negative consequences, redundancy, and even counter-productiveness that result when military health care delivery activities are not coordinated with ongoing efforts by the host nation to strengthen or rebuild its health sector, or with civilian aide providers (such as the UN or major NGOs);
- The possibilities for coordination offered by advances in communication and information sharing platforms, which can offer faster, more robust, more reliable, and more comprehensive information sharing, which can in turn dramatically improve healthcare delivery.



The Harvard-JALLC Joint Study Team during pre-study discussions at US Southern Command HQ in Miami, Florida.

In essence, this Joint Study, to be conducted over the next two years, will further NATO's effort to develop a comprehensive approach to operations. It seeks to address the challenges of healthcare delivery in reconstruction by identifying the tools and assets militaries can contribute to stabilization and reconstruction efforts in the health sectors of fragile and failing states. Ultimately, the intention of this study is to provide policy makers, both within NATO and in other national and independent organizations, with recommendations, arguments, and references to further develop concepts, doctrine and policy to increase the effectiveness of military engagement in emergency response, post-emergency reconstruction assistance, and long term stability operations.

JALLC Member in the Spotlight

Dr. Christian Haggemiller
Commander, Medical Corps
German Navy



CDR Haggemiller is JALLC's longest serving military member, having been here since 2005. He has worked on and led numerous analysis projects, mainly focused on improving NATO military medical capabilities, including command and control of multinational medical assets in NATO-led operations, development of a NATO-wide medical lessons learned capability, and an in-depth study

on medical civil-military interaction in disaster relief and stabilization operations. He has also worked with the African Union to develop its lessons learned capability for the mission in Sudan.

CDR Haggemiller's interest in public health policy began when he was a child growing up in Cameroon and the Central African Republic, where his father worked in Agricultural Development projects. After training as a surgeon and working as a civilian doctor, he entered the German Navy where, before his assignment to JALLC, he served in fast patrol boats, in military hospitals, and in a dive rescue centre.

LL News – New Bi-SC LL Directive

On 06 July 2011, the Chiefs of Staff of SHAPE and HQ SACT approved a new Bi-SC Directive 80-6 Lessons Learned. The most significant addition is the inclusion of a description of what constitutes a LL Capability. The new directive highlights the need for continuous improvement through the application of experience and practical knowledge. It directs all Bi-SC command to establish an internal LL capability to feed NATO's overall LL Capability.

Upcoming LL Events

- JALLC Analyst Course in Lisbon – 12–16 September 2011
- LL Staff Officer Course in Sweden – 03–07 October 2011
- NATO LL Conference in Lisbon – 25–27 October 2011

Recent JALLC Reports

- [ACO Intel Structures and Processes](#) – 14 April 2011
- [Output Measurements: Motivating Improved Contributions to the Alliance – Interim Report](#) – 27 May 2011
- [ISAF Pre-Deployment Training for POMLTs](#) – 07 June 2011
- [Fratricide Prevention](#) – 20 June 2011
- [Information Exchange Mechanisms in the Joint HQ](#) – 28 June 2011
- [External Information Sharing In Counter-Piracy Operations](#) – 15 July 2011

Read these and other JALLC publications from the JALLC NS WAN archives at <http://www.jallc.nato.int>

Defence Output Metrics

JALLC's Contribution to Implementing the New NATO Strategic Concept



By Mr Chuck Ridgway NATO CIV

On 25–26 July 2011, the JALLC Commander and Senior Operations Research Analyst, Mrs Jackie Eaton, briefed the Military Committee and the Defence Policy and Planning Committee (Reinforced) on the results of a project to identify a set of output metrics that can be used to foster political will within Nations to improve their defence capabilities so as to ensure the future effectiveness of the Alliance.

The briefings at NATO HQ, the final step in preparing a report that will present 13 proposed metrics to the Secretary General, were designed to solicit input and feedback from Nations that will help JALLC refine the

proposed metrics into a set that can be further refined and ultimately adopted by the Nations.

The project originated from a tasking to SACT, General Stéphane Abrial, from the Secretary General, who expressed a desire to seek new ways to measure Allies' defence capabilities. JALLC was chosen to lead the study because of our proven analysis competence. The project, led by Prof. Bent Bakken, on loan to JALLC from the Norwegian Defence University College, began with a series of workshops to generate an initial set of over 300 possible metrics. The set was refined through a feasibility study and research into the availability of data, and with the support of the International Staff's Defence Policy and Planning division, into an interim list of 25 metrics. This list was further reduced to 13 based on an initial round of feedback from the Nations.

After the briefings at NATO HQ, Mrs Eaton said: "it was an honour to be able to present the hard work of my team to so high level an audience, and even more gratifying to hear their positive feedback."

After the latest feedback has been incorporated, JALLC will issue a final report via SACT on 15 August 2011 for presentation to Defence Ministers in October after refinement by the Defence Policy and Planning Committee.

JATT Outreach News

By LTC Peter Coppens NLD A

Once again the JALLC Advisory and Training Team has been busy since last featured in the JALLC Explorer. In May Mr Andrew Eden and LTC Ana Hajdic HRV A, supported by Mr Paul Sewell from the Joint Warfare Centre, conducted a lessons learned and analysis training course in Zagreb, Croatia. 24 students from the Ministry of Defence and Joint Command level were trained over three days. Concurrently, LTC Paul Handle AUT A and the author undertook an *Initial Assessment* visit to Canada, visiting the Canadian Forces Warfare Centre, the Army Lessons Learned Centre and the Maritime Warfare Centre. The Canadian LL capability is well developed, and Canada is a leading supporter of HQ SACT's NATO LL Staff Officer Course, sending many students and instructors to the course

Mr Eden and LTC Handle visited Azerbaijan in early June, undertaking an *Initial Assessment* visit and also a two-day training course in Baku. 25 representatives from all levels of Azeri military forces were present, and developed observation drafting and analysis skills. The following week the author and Mr Eden visited the Polish Armed Forces Training and Doctrine Centre in Bydgoszcz, Poland. Here the JATT conducted a two-day training course which followed a two-day briefing from the US Center for Army Lessons Learned, led by the Deputy Director, Dr Scott Lackey. 27 students from the Centre, the Ministry of Defence and the Joint Command attended the training, including several alumni from the NATO LLSO Course. In late June the JATT deployed in strength to Sweden, to assist in the NATO LLSO Course



JATT members with Azeri MOD staff officers in Baku

at Kungsängen. 30 students from 21 nations, including two PfP nations, and including six officers soon to be posted to ISAF, attended the course. As usual, this five-day course covered all aspects of the NATO LL process, and included a short cultural visit to Stockholm. The autumn of 2011 will continue to keep the JATT busy, with outreach and training planned in ISAF, France, Portugal, Spain, and Kazakhstan, as well as commitment to two more NATO LLSO Courses.

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JALLC's Programme of Work 2011/2

by LCDR David Noon GBR N

As part of the JALLC's rolling Programme of Work (POW), the staffing process for the production of the POW for the second half of 2011 is complete.

The staffing process for this POW began back in January with the issue of the calling notice from SHAPE and HQ SACT to their respective subordinate commands for input to the Analysis Requirement (AR) List.

The ARL comprised a total of 51 ARs: 36 generated by ACO and 15 from within ACT. Several of these ARs were submitted after the March deadline because they were OUP-related. The task for the Lessons Learned divisions within SHAPE, HQ SACT and JALLC was to staff the ARs to identify those that reflected the Strategic Commanders' priorities.

Following a lengthy staffing process which involved further engagement with some of the originators of the ARs, the Bi-SC LL Steering Group agreed on 8 ARs that would form the POW for the second half of 2011

POW 2011/2 Analysis Requirements:

- AR 1 SACEUR Strategic Role: Response to Libyan Crisis
- AR 2 OUP Operational Effectiveness
- AR 3 NATO C2 Arrangements for CRO
- AR 4 Military Response to the Libya Crisis
- AR 5 ACO Assessment Capability
- AR 6 Information Sharing with non-NATO Nations
- AR 7 Crisis Urgent Requirements for Future Operations
- AR 8 CIMIC in the Maritime Environment

Lessons from the staffing process

Some submissions were dismissed at the first hurdle for one of a number of reasons: they were either poorly written; there was no obvious problem statement; the tasking was not appropriate for JALLC; and so forth. In order to minimize unsuitable ARs in the future, the latest calling notice includes a reworded Annex D to Bi-SC Directive 80-6 to include additional details on what JALLC does and a more prescriptive section on how to write an AR, including the details required.

Commander JALLC Visits ISAF

By CDR Kenneth Rogers USA N



Arrival in Kabul: (from l. to r.) JALLC Ops Officer CDR Ken Rogers USA N, Ops Chief COL Karlheinz Nickel DEU F, JALLC Commander, BG Peter Sonneby DNK F, and incoming JALLC Representative to ISAF MAJ Paulo Dias PRT A

From 25 May to 02 June 2011, the JALLC Commander, accompanied by members of his Ops Branch staff visited various ISAF HQs in Kabul, Afghanistan. The purpose of this working visit was for COM JALLC to meet with key leaders from HQ ISAF, IJC, NTM-A and the Senior Civilian Representative to determine emerging analysis requirements in theatre and identify potential areas for JALLC analysis. Also on the agenda was proposed future JALLC support to ISAF, including the role of the JALLC Representative to ISAF. The meetings also served as a follow-up on recently released JALLC reports covering ISAF topics, to discuss JATT support and LL training for HQ ISAF, IJC and NTM-A lessons learned staff, and to discuss the issues regarding Lessons Learned in Stabilization & Reconstruction with relevant divisions.

From the various meetings, especially from that with COM ISAF, General Petraeus, three major points emerged. First is the continued importance of adaptive and relevant pre-deployment training, which COM

ISAF personally emphasized. His bottom line was that up-to-date training for real world ISAF ops is essential. Second, significant progress is being made in the ISAF LL community and JALLC will assist with in-theatre LL training. Third, with the introduction of CIDNE, a valuable tool has been created for the ISAF LL community to share LL information. Opportunities for improvement to the system exist and will be a focus of future JALLC cooperation.



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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.

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