

# THE EXPLORER



#FREE  
#SAFE

WE ARE

ALLIES

29 NATIONS

UNITED

TOGETHER

STRONG



Special Edition  
STRIKFORNATO & JALLC  
#WEARENATO



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70th Anniversary of the Alliance

Special Explorer Issue

STRIKEFORNATO & JALLC

# 1949-2019

# #WEARENATO

WE ARE TRANSPARENT

WE ARE SAFE

WE ARE ALLIES

WE ARE UNITED

WE ARE STRONG

WE ARE RESOLUTE

WE ARE PREPARED

WE ARE DEMOCRATIC

WE ARE PARTNERS

WE ARE SECURE

WE ARE RESOLUTE

WE ARE TOGETHER

WE ARE FREE

We are founded on the principles of democracy, individual liberty, and the rule of law. They are the source of our strength.





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# COM JALLC



It is my great honour to present this unique edition of the Explorer with a special focus on the 70th anniversary of the Alliance. This edition brings together two NATO bodies—the Naval Striking and Support Forces NATO (STRIKFORNATO) and the Joint Analysis and Lessons Learned Centre (JALLC)—both located in Portugal, one of the founding countries of the Alliance.

Since 1949, a lot has changed, and new contemporary security and geopolitical issues challenge peace, freedom, democracy, and other core values of the Alliance. The importance for the North Atlantic framework is now, more than ever perhaps, of great importance to the security of all NATO Nations and Partners. Throughout our rich history as an Alliance, we have always learned and transformed to meet the needs of the Allies. This need for the Alliance to continue to learn lessons was formalized in 2002 when the JALLC opened its door as NATO's centre dedicated to Joint Analysis and Lessons Learned. Today in 2019, we, the JALLC, continue our mission of analysing enduring, complex, NATO-wide issues and ensuring that Lessons and Best Practices are captured for future transformation; a mission we are proud to fulfil.

The idea behind this special edition of the JALLC's newsletter, The Explorer, is to take a moment to reflect on some of the key points from the history of NATO and its history in Portugal. Portugal has always played an important part in the Alliance as one of the founding Allies in 1949, continuing to provide support in many different ways, not least by being the Host Nation for the JALLC and STRIKFORNATO. In this respect, as the Commander of the JALLC, I would personally like to thank Portugal for its support and efforts over the years.

For this special edition, we have been delighted to invite STRIKFORNATO to join us in celebrating NATO's 70th Anniversary on these special pages. As such, you will find interesting articles and features from both organizations, highlighting how NATO continues to work together, 70 years on.

It just remains for me to wish NATO and the Allies a very Happy Birthday and a bright future continuing to keep our peoples safe and secure.

Happy reading.

**António Nascimento**

Brigadier General / Portuguese Air Force



As we celebrate 70 years since the foundation of NATO, I am truly honoured to be serving as Commander, Naval Striking and Support Forces NATO (STRIKFORNATO). Today, our Memorandum of Understanding (MoU) organization is comprised of 12 Nations – France, Germany, Greece, Italy, Netherlands, Norway, Poland, Portugal, Spain, Turkey, United Kingdom, and United States – with approximately 120 personnel on staff.

Although this marks only the 7th year of our residence in Portugal, our organization dates back 66 years, forming only four years after the Alliance itself. Founded in 1953, STRIKFORNATO was originally formed as Naval Striking and Support Forces Southern Europe (STRIKFORNSOUTH). With its headquarters in Naples, Italy, it was principally comprised of US Naval personnel and predominately focused on activity in the Mediterranean Sea. Other Nations with similar interests in the Mediterranean were integrated into the staff shortly thereafter, fostering close relationships among maritime Allies in the region.

Throughout the 1960s, 1970s, and 1980s, STRIKFORNSOUTH continued to have a regional focus, but it assumed additional responsibilities in planning and conducting large-scale NATO amphibious exercises. The command was also assigned to develop and refine the Multinational Amphibious Task Force concept, consolidating forces from several nations into a high-readiness task organization. As the size and role of NATO continued to increase, so did the responsibilities for our command. In 2004, our title officially changed to STRIKFORNATO. This formally declared ourselves as a NATO force, broadening our coverage area to the entire NATO Area of Responsibility. We were also able to expand membership in our MoU to additional member Nations within NATO. Recognizing an opportunity as changes occurred within NATO's command and control structure, STRIKFORNATO relocated its headquarters to Oeiras, Portugal in 2012, in conjunction with Portugal's inclusion to our MoU. Although we still have strong roots to our initial establishment as a staff of principally naval personnel, our diversity and joint capabilities are evident by having personnel from across the Navy, Marines, Army, and Air Force on our staff.

We are fortunate to be stationed in Oeiras alongside such gracious hosts, as Portugal has been a tremendous supporter of STRIKFORNATO since our relocation here. Even though they are one of the newest additions to our MoU, Portugal provides the second-most personnel of any Nation to our staff, which is a true testament to their commitment and desire to see our organization succeed. I am thankful for their continued support and look forward to our cooperation in the years to come.

**L. M. Franchetti**

Vice Admiral, USN / Commander



# THE NATO TIMELINE

# TIMELINE

History of the Alliance during the Cold War

The Alliance's creation had three purposes: deterring Soviet expansion, preventing revival of nationalist militarism in Europe through a strong North American presence, and encouraging European political integration



before

1949

before

1949

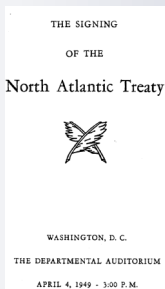
04

April



The United States' traditional policy of diplomatic isolationism had come to end as aid was provided to the European Nations in the aftermath of WW2—this fostered a degree of economic stabilization

Europe needed to increase confidence in its security; the most suitable framework would be transatlantic cooperation which led to the North Atlantic Treaty being signed on this date



1949

1952



Greece and Turkey joined the founding countries of the Alliance: Belgium, Canada, Denmark, France, Iceland, Italy, Luxembourg, the Netherlands, Norway, Portugal, United Kingdom and the United States

In reaction to the accession of West Germany, the Soviet Union and its allies formed the Warsaw Pact



1955

1961



The Berlin Wall physically and symbolically divided Europe

The Kingdom of Spain joined the transatlantic Alliance as the NATO's first new member since 1955



1982

## Post-Cold-War Period



The fall of the Berlin Wall on 09 November 1989 seemed to proclaim a new era of open markets, democracy and peace, and Allies reacted with incredulous joy as emboldened demonstrators overthrew Eastern European Communist governments. But there were also frightening uncertainties. For NATO, the question was existential: was there any further need for the Atlantic Alliance? NATO endured because while the Soviet Union was no more, the Alliance's two other original if unspoken mandates still held: to deter the rise of militant nationalism and to provide the foundation of collective security that would encourage democratization and political integration in Europe.

In December 1991, the Allies established the North Atlantic Cooperation Council, renamed the Euro-Atlantic Partnership Council in 1997. This forum brought the Allies together with their Central European, Eastern European, and Central Asian neighbors for joint consultations. Many of these newly liberated countries – or partners, as they were soon called – saw a relationship with NATO as fundamental to their own aspirations for stability, democracy, and European integration. Cooperation also extended southward. In 1994, the Alliance founded the Mediterranean Dialogue with six non-member Mediterranean countries. The Yugoslav Wars – and other contemporaneous conflicts in Nagorno-Karabakh, Georgia, and elsewhere – made clear that the post-Cold War power vacuum was a source of dangerous instability. Mechanisms for partnership had to be strengthened in a way that would allow non-NATO countries to cooperate with the Alliance to reform still-evolving democratic and military institutions and to relive their strategic isolation. Furthermore, security challenges of the 21st century forced NATO to reconstruct, adopt and respond on them, placing the Alliance on the position of leading security and military alliance in the contemporary world.



# THE NATO TIMELINE

70th Anniversary of the Alliance  
Special Explorer Issue  
STRIKEFORNATO & JALLC

# TIMELINE

History of Alliance after the Cold War

The Fall of Berlin Wall marked a new era for the the Alliance (and the World)



1989

The Czech Republic, Hungary, and Poland joined NATO as the first Member States of the former Warsaw Pact



1999

Albania and Croatia joined the Alliance as the first two East Adriatic countries



2009

NATO welcomed the Republic of North Macedonia as Invitee after the historical agreement between Skopje and Athens



2019

1994



Partnership for Peace programme (PfP) was introduced for non-Member States and provide a practical bilateral cooperation framework between individual Euro-Atlantic partner countries and NATO to enable participants to develop an individual relationship with NATO

2004



Bulgaria, Estonia, Latvia, Lithuania, Romania, Slovakia, and Slovenia became the next Member States in the biggest wave of NATO enlargement in the history of the Alliance

2017



Montenegro became the 29th Member of the Alliance and the final Adriatic country to join



# PORTUGAL CELEBRATES NATO'S 70TH ANNIVERSARY

## PORTUGUESE ARMED FORCES COMMEMORATE THE 70TH ANNIVERSARY OF NATO



On the 04th of April 2019, Portugal celebrated NATO's 70th Anniversary in style. Distinguished guests, including Portuguese President Marcelo Rebelo de Sousa, gathered on the banks of the River Tagus (*Tejo*) in Lisbon at the Monument of Discoveries (*Padrão dos Descobrimentos*). The President inspected the troops and gave a rousing speech that referred to NATO's past, present, and its future.

The event was marked by a Portuguese Armed Forces parade which included a 21 gun salute from warships moored in the river and a grand finale of which saw all the NATO member flags being marched past the guests.

You can watch a short video of the event on the JALLC's YouTube Channel at <https://www.youtube.com/watch?v=Xz5IZQUkDmQ>.





# PORTUGAL CELEBRATES NATO'S 70TH ANNIVERSARY



**WE ARE** UNITED **WE ARE** TOGETHER **WE ARE** DEMOCRATIC

#WEARENATO #NOUSSOMMESOTAN #NOUSSOMMESOTAN #WEARENATO



#NOUSSOMMESOTAN #WEARENATO #WEARENATO #NOUSSOMMESOTAN



#WEARENATO #NOUSSOMMESOTAN #NOUSSOMMESOTAN #WEARENATO



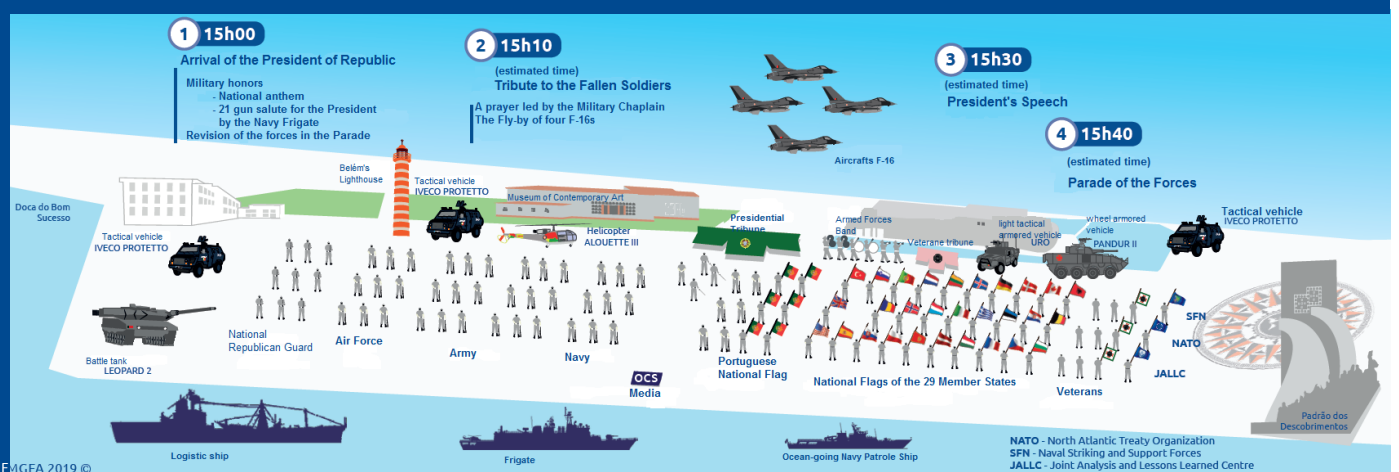


# PORTUGAL CELEBRATES NATO'S 70TH ANNIVERSARY

70th Anniversary of the Alliance  
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WE ARE ALLIES WE ARE SAFE WE ARE PARTNERS



EMGFA 2019 ©





# A HISTORY OF NATO IN PORTUGAL

## A Brief Overview...

Portugal was one of the founding countries of the NATO in 1949. In those early years, Portugal's contribution to the Alliance was essential. At the peak of the Cold War, major air bases and ports on the Portuguese coast, control of Madeira, and the refuelling facilities of the Azores provided a tactical advantage for the rapid deployment of forces to Central Europe, the Mediterranean and the Middle East, as well as a key base for antisubmarine tracking and naval surveillance.



Portugal's desire to provide its Armed Forces with a meaningful military mission after operations in Africa ended, was the main factor in Portugal's willingness to undertake further NATO commitments. Portugal accordingly agreed to increase its surveillance and control over a large sector of the eastern Atlantic by acquiring modern frigates and reconnaissance aircraft and the Portuguese navy participated in exercises with other NATO fleets.



The first NATO commemorative stamps were issued in 1952 by Portugal

Today, Portugal remains an active contributor to the Alliance. One way in which it does this is by being the Host Nation for Naval Striking and Support Forces NATO (STRIKFORNATO), based in Oeiras (near Lisbon)—which is the principal naval service command of Allied Command Operations (ACO)—and the JALLC—as NATO's lead agent for the analysis of operations, training and experimentation, and for the collection and dissemination of Lessons Learned.



# A HISTORY OF NATO IN PORTUGAL

## PRT: NATO Operations & Missions

National participation in NATO operations and missions is an essential instrument for the recognition and promotion of Portugal on the international stage and for the achievement of its foreign policy objectives, which include the defense of multilateralism and of a world order based on rules of international law. Here is an illustrated overview of some of the NATO operations and missions Portugal has been involved in.



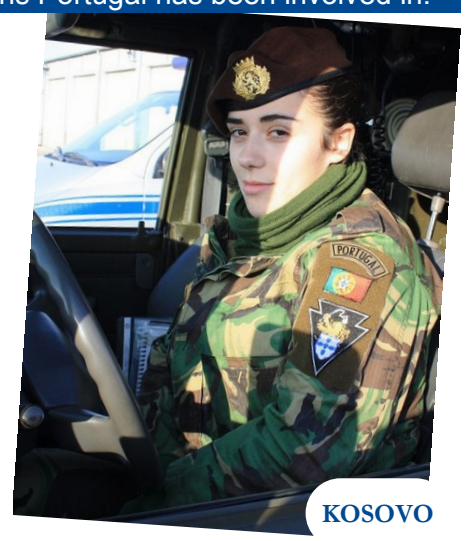
**BOSNIA AND HERZEGOVINA**

Peacekeeping Force SFOR (Stabilization Force)



**IRAQ**

The NATO Training Mission—Iraq (NTM-I)



**KOSOVO**

Kosovo Force (KFOR)



**THE INDIAN OCEAN**

Operation Ocean Shield



**THE MEDITERRANEAN**

Operation Active Endeavour



**AFGANISTAN**

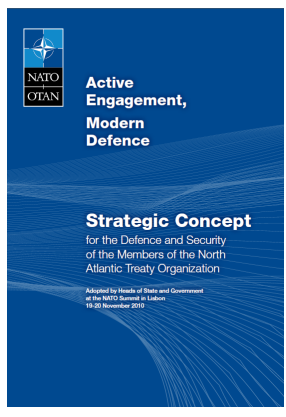
The International Security Assistance Force (ISAF)



# A HISTORY OF NATO IN PORTUGAL



**LISBONNE**  
SUMMIT 19-20 XI 2010 SOMMET



## LISBON SUMMIT 2010

At the NATO Lisbon Summit—held from 19 to 20 November 2010—the current NATO Strategic Concept was introduced. It addressed the challenges the Alliance was, and is, facing such as terrorism and cyber threats. Additionally, the Member States agreed to develop a mutual missile defense system.

Collective defense, crisis management, and cooperative security are the Alliance's essential core tasks in today's transformed security environment, an environment the Alliance is equipping itself for both politically and militarily.

## PORTUGAL: THE HOME OF THE JALLC AND STRIKFORNATO

One of the many ways Portugal contributes to the Alliance in this ever changing global security threat environment, is by providing a home for STRIKFORNATO, located in Oeiras, and the JALLC, located in Monsanto.

Both institutions enjoy the protection and cooperation of the Host Nation and are proud to be based on Portuguese territory.



**WE ARE TOGETHER  
#WEARENATO**



# WELCOME TO NORTH MACEDONIA

## A Historical Success Story

At the Brussels Summit in July 2018, the Allies welcomed the historic agreement between Athens and Skopje on the resolution of the “*name issue*” (see inset) and invited the government of North Macedonia to begin accession talks to join NATO. Allies also took the opportunity to urge further progress on important reforms before and after accession.

Following the signature by the Allies, on 06 February 2019, of the Accession Protocol of the Republic of North Macedonia, it now has to be ratified by each of the 29 Allies according to national procedures. The Republic of North Macedonia’s cooperation with NATO is mutually beneficial and includes: building capabilities and interoperability, support for NATO-led operations, and wider cooperation (e.g. implementation of the Women, Peace and Security agenda, practical cooperation with the Euro-Atlantic Disaster Response Coordination Centre (EADRCC), the NATO Science for Peace and Security Programme).

A NATO military headquarters created in Skopje during the operational period of the NATO-led intervention in Kosovo has since been downsized and transformed into a NATO Liaison Office, which assists with security sector reform and Host Nation support to KFOR. A NATO Advisory Team is located within the country’s defence ministry.

### Support for NATO-led operations

North Macedonia deployed troops in support of the ISAF in Afghanistan from 2002 to end 2014 and is currently supporting the follow-on Resolute Support Mission (RSM) to train, advise, and assist the Afghan security forces.

The country was a key partner in supporting NATO-led stabilization operations in Kosovo in 1999, as NATO forces deployed in North Macedonia to halt the spread of the conflict as well as to provide logistical support to KFOR. The Allies also provided humanitarian assistance to help North Macedonia deal with the flood of refugees coming from Kosovo. The country continues to provide support to KFOR troops transiting its territory.



Spiros Lambriidis, Permanent representative of Greece congratulating the Foreign Minister of the invitee country, Nikola Dimitrov

#### THE “NAME ISSUE”

*The country was previously known as the former Yugoslav Republic of Macedonia. Since 15 February 2019, following full implementation of an agreement between Athens and Skopje on the issue of the country’s name, it is now officially recognized as the Republic of North Macedonia.*



NATO Secretary General Jens Stoltenberg meets with the Prime Minister of North Macedonia



# The 75th Anniversary of the D-Day



*Archive Photos: Courtesy File Photos from Navy History and Heritage Command*

## The birth of NATO's core values

This year marks the 75th anniversary of the start of the Battle of Normandy, known as the Normandy Landings and more widely recognized as D-Day. This historic battle during the Second World War commemorates the ultimate sacrifices of all men and women who fought to defend our democratic values.

Multiple ceremonies were held during the day at different locations in the Normandy region to commemorate the events of D-Day. One of the ceremonies took place at the cemetery of Colleville-Sur-Mer attended by the President of the United States, Donald Trump, and the President of France, Emmanuel Macron. NATO's Supreme Allied Commander Transformation, General André Lanata also attended the ceremony alongside Supreme Allied Commander Europe, General Tod D. Wolters, to express their profound gratitude for the sacrifices made by Allied service members on D-Day.

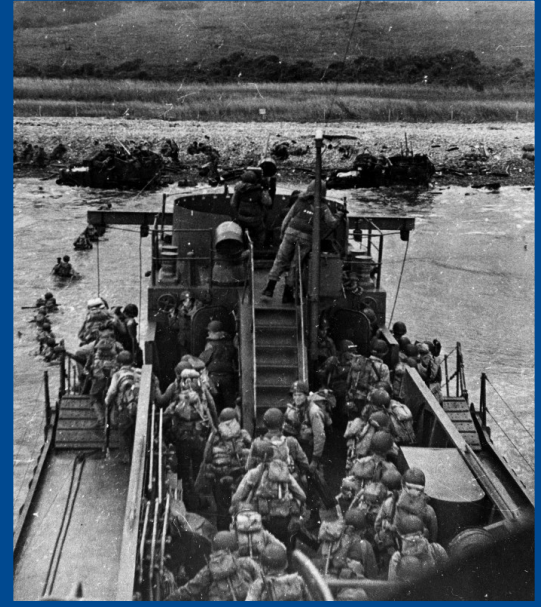
The 75th anniversary of D-Day continues to symbolize the Alliance's commitment to defending our democracies' values. The Marshall Plan of 1948 set up relationships that led to the establishment of NATO in 1949. The North Atlantic Treaty laid out the founding principles for a security community of democratic nations in the Euro-Atlantic region. The commemoration of the events of D-Day serve as an important reminder, especially for newer generations, of the shared commitment to strengthening and expanding the transatlantic bond and defending the Alliance's core democratic principles.

*Written by Allied Command Transformation Public Affairs Office*



# The 75th Anniversary of the D-Day

Archive Photos: Courtesy File Photos from Navy History and Heritage Command





# The 75th Anniversary of the D-Day

## D-DAY In a Nutshell

On 06 June 1944, Allied troops landed along a heavily fortified coastline on the beaches of Normandy in northern France to commence "Operation Overlord." The objective was to break the Axis stronghold of Nazi Germany in Western Europe. The joint naval, air, and land operation included more than 5000 ships, 13 000 aircraft, and over 150 000 armed forces personnel composed primarily of US American, British, and Canadian troops, although other Nations were involved in the efforts as well.

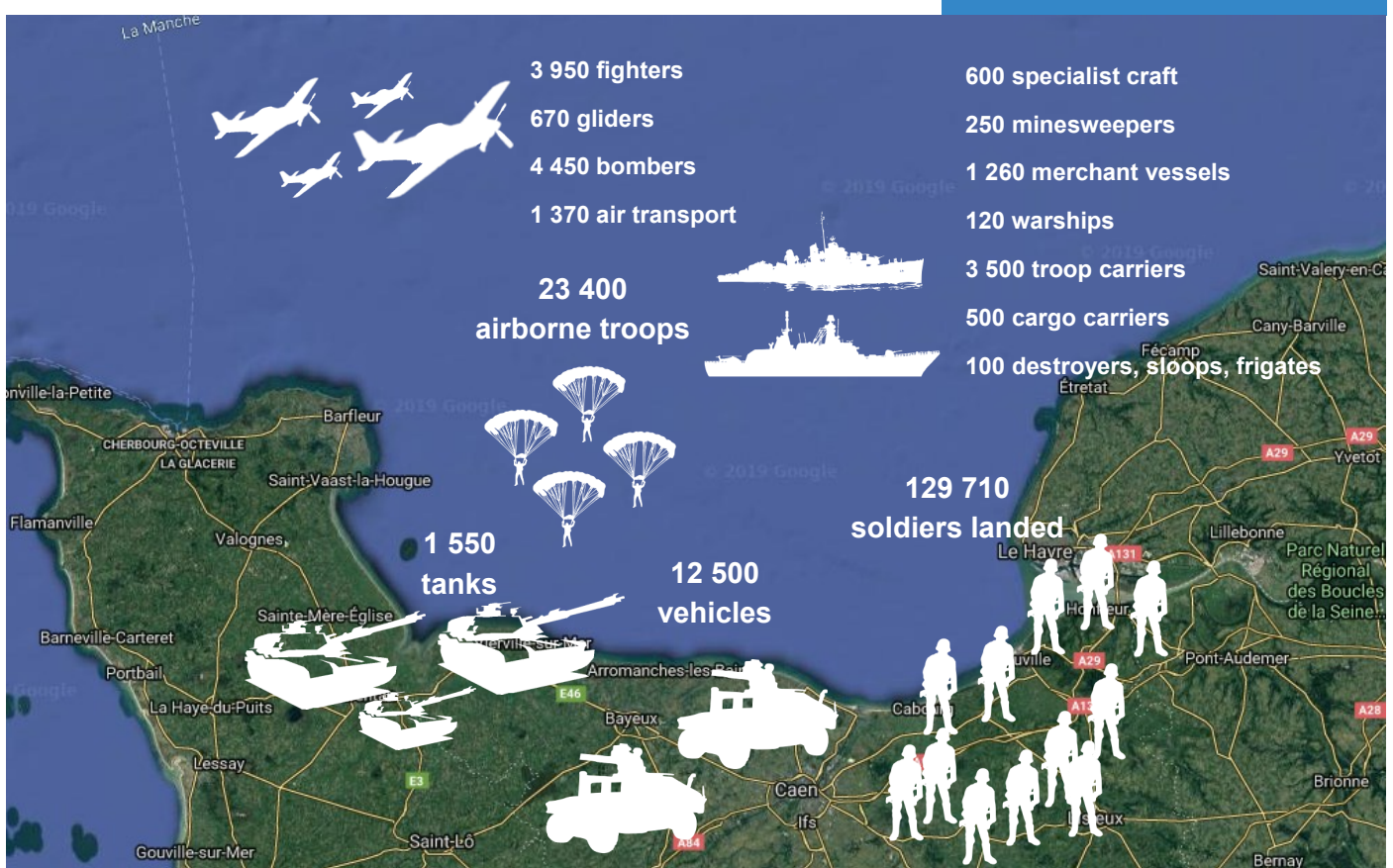
By the end of the day, following a long and challenging battle, the Allies successfully gained a foothold in Continental Europe. Regrettably, victory during D-Day came at a high cost, with more than 9000 Allied soldiers killed or wounded in the fight to defend peace and freedom. However, the victory significantly weakened the enemy troops and paved the way for more than 100 000 soldiers to defeat Nazi Germany.

**WE ARE RESOLUTE**  
**WE ARE PREPARED**



**WE ARE DEMOCRATIC**  
**WE ARE FREE**

**#WEARENATO**





# The 75th Anniversary of the D-Day

## What does the "D" signify in D-Day


The term D-Day is used for the day on which a combat attack or operation is to be initiated. Military tacticians designate the day and hour (H-Hour) of the operation when the day and hour have not yet been determined, or where secrecy is essential. The letters mark the words for which they stand, "D" for the day of the invasion and "H" for the hour operations actually begin.

When used in combination with figures and plus or minus signs, these terms indicate the length of time preceding or following a specific action. Thus, H-3 means 3 hours before H-hour, and D+3 means 3 days after D-day. H+75 minutes means H-hour plus 1 hour and 15 minutes.

Planning papers for large-scale operations are made up in detail long before specific dates are set. Therefore, orders are issued for the various steps to be carried out on D-day or H-hour minus or plus a certain number or days, hours, or minutes. At the appropriate time, a subsequent order is issued that states the actual day and times.

-  Dita-D
-  Jour J/D-Dag
-  Денят Д
-  D-Day
-  Dan D
-  Den D
-  D-dag
-  D päeva
-  Jour J
-  Tag X
-  D ημέρα
-  D-nap
-  D-dagur
-  Giorno D
-  D-diena
-  D diena
-  D-Dag
-  Dan D
-  D-Dag
-  D-dag
-  Dzień D
-  Día D
-  Ziua-Z
-  Deň-D
-  Dan D
-  Día D
-  D gün
-  D-Day
-  D-Day





# A Personal History of NATO JALLC's Story

70th Anniversary of the Alliance  
Special Explorer Issue  
STRIKEFORNATO & JALLC

To celebrate the 70th anniversary of the Alliance, we asked some of the JALLC team members to share their experience and history in NATO.

#weareNATO #JALLC #STRIKFORNATO #NATOact #meetourteam #70thanniversary



Joint Analysis and Lessons Learned Centre - JALLC  
Lisbon, Portugal



Tina Kosswig, #NATO civilian, #Germany:

I am with the #JALLC from the very beginning and I have enjoyed every day for the past 16 years. I genuinely appreciate this challenging environment with its diversity of cultures, languages, ideas, views, and opinions and despite of all the differences and difficulties we face it is extremely rewarding because it is this #diversity which enormously enriches our lives. However most importantly, we all have one and the same goal; to do our best for #NATO.



Add a comment...



#WEARENATO #WEARENATO#NOUSSOMMESOTAN



Joint Analysis and Lessons Learned Centre - JALLC  
Lisbon, Portugal




Hello, I'm Lieutenant Colonel Sinisa Čular from #Croatian\_Armed\_Forces. I have started my military career during the #Croatian\_Homeland\_War and over the past 27 years I have been posted outside of my country in #Sierra\_Leone, #Pakistan and #India, where I worked for the #UN, and in #Brussels and now in #Lisbon to work with and for #NATO. I have been assigned to the #JALLC since September 2016. Here in the JALLC I'm trying to help NATO organizations and nations together with Partnership country and civilian organizations to build or to improve their Lessons Learned capability in their organization. I'm so proud to have possibility to represent my nation in this environment.



Add a comment...





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Joint Analysis and Lessons Learned Centre - JALLC  
Lisbon, Portugal



My name is Mariusz Zacharzewski, I am a Lieutenant Colonel in the #PolishAirForce, presently serving in the #JALLC as a military analyst. I started my adventure with #NATO during the mission in #Kosovo, within #KFOR. Furthermore, I have participated in #peacekeeping\_mission in #Bosnia\_and\_Herzegovina, together with the service in #ISAF and #NMI. All my experience gained during my service for the Alliance is helping me to contribute effectively to the JALLC's Lessons Learned activities .



Add a comment...

#NOUSSOMMESOTAN#NOUSSOMMESOTAN#WEARENATO




Joint Analysis and Lessons Learned Centre - JALLC  
Lisbon, Portugal



I am Lieutenant Colonel Paulo Rodrigues Dias, from the #Portuguese\_Army. In my 31 years of service I have deployed to #East\_Timor (UN), to #Afghanistan for three times, #Kosovo, and #Africa as a Military Advisor. My military background is #Intelligence, #Information\_Operations, #Cyber-Security and #Cyber-Defense and, for the last nine years, I have been working in the area of #Lessons\_Learned. This is my second experience working in the #JALLC and I am really proud to work in a very dynamic international environment. The opportunity to share ideas, knowledge and experience in NATO's dynamic multicultural environment is fascinating.



Add a comment...



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Joint Analysis and Lessons Learned Centre - JALLC  
Lisbon, Portugal



Lieutenant Colonel Rainer P. Braun, #German\_Air\_Force:  
More than 30 years ago, I started my career as a #helicopter #pilot in the military. During my career, I have had the opportunity to learn from others and to enrich my understanding in many ways. Not only with regard to military procedures, but also in terms of people skills, because I got to know other cultures giving me the opportunity to practice tolerance and respect. One of the great things about working in my current assignment at the #JALLC is that, because the kind of work we do here, I have the opportunity to see the #bigger\_NATO\_picture and how all the pieces of the NATO puzzle fit together.



Add a comment...

#WEARENATO #WEARENATO#NOUSSOMMESOTAN




Joint Analysis and Lessons Learned Centre - JALLC  
Lisbon, Portugal



Hi, my name is Jackie Eaton and I'm from the #United\_Kingdom. I'm a NATO Civilian who has been employed in the #JALLC since September #2006. I am one of two Senior Operational Research Analysts. In my role here I assure the analytical quality of JALLC's #Joint\_Analysis. In my time at JALLC, I've learned about the immense value that including diverse multinational perspectives can bring to #Organizational\_Learning. One of the most rewarding parts of my job is training military and civilian personnel arriving at JALLC which is building a community trained in applying #Operational\_Research and #Alternative\_Analysis to save lives and money for the Alliance.



Add a comment...



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Joint Analysis and Lessons Learned Centre - JALLC  
Lisbon, Portugal



Hi, my name is Laszlo Toth. I am a colonel in the #Hungarian\_Armed\_Forces and have been working in the #JALLC since July 2018 as a military analyst. Prior to arriving at the JALLC, I worked as the Head of #Lessons\_Learned of the Hungarian Armed Forces. I started my military career some forty years ago on the other side of the #Iron\_Curtain so Hungary's accession to #NATO opened the world for me. As a mechanical engineer, I had lots of opportunity to absorb new knowledge which I used throughout my wide-ranging international career, in particular dealing with #peacekeeping and representing the military side of the confidence and security measures in #diplomacy.



Add a comment...

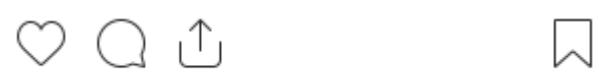
#NOUSSOMMESOTAN#NOUSSOMMESOTAN #WEARENATO



Joint Analysis and Lessons Learned Centre - JALLC  
Lisbon, Portugal



I am Ahmad Huseynov, a Major from the #Azerbaijani\_Army. I arrived to the #JALLC in February 2017 as part of the NATO's #Partnership\_for\_Peace Programme. When I arrived everything was new to me as I had never been assigned abroad before. In the beginning it took me some time to get used to dealing with so many different nationalities. But after a while you get to understand that really, we are all the same deep down. Now, I am used to working with my #Spanish, #British, #German, #Croatian, #Portuguese colleagues to name a few nationalities without even thinking about it as something unusual. That's what NATO is all about: working together for peace in the world.



Add a comment...



# A Personal History of NATO STRIKFORNATO's Story

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Special Explorer Issue  
STRIKFORNATO & JALLC

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#weareNATO #JALLC #STRIKFORNATO #NATOact #meetourteam #70thanniversary



Naval Striking and Support Forces NATO  
Oeiras, Portugal



I'm Major Serhan Eris. I am a #Turkish\_Air\_Force officer working as #Air\_Logistics\_Planner in #STRIKFORNATO. I've had the honour of serving at #NATO #Combined\_Air\_Operations\_Centre in #Turkey, as #Host\_Nation\_Support\_Officer, and later on as #Logistics\_Advisor in #Regional\_Support\_Command, in #Kabul, #Afghanistan. This is my third experience working in NATO as Air Logistics Planner in STRIKFORNATO, and I am very proud to represent my country in this multinational environment.



Add a comment...

#WEARENATO #WEARENATO#NOUSSOMMESOTAN



Naval Striking and Support Forces NATO  
Oeiras, Portugal



I'm Major Mike Postgate, from the #United\_Kingdom #Royal\_Marine Commandos. In my 18 years of service I've deployed to #Iraq, #Afghanistan, and #Georgia. My first exposure to the Alliance was under the #NATO\_Training\_Mission in #Afghanistan mentoring the Afghan National Army. Now, in my second NATO appointment in the Plans' Division at #STRIKFORNATO I coordinate #Operational\_Planning\_Groups and conduct #Joint\_Assessments. Working within NATO is incredibly rewarding. The daily opportunities and diversity within the #Alliance offer a fascinating professional environment.



Add a comment...



# A Personal History of NATO STRIKFORNATO's Story

To celebrate the 70th anniversary of the Alliance, we asked some of the JALLC team members to share their experience and history in NATO.

#weareNATO #JALLC #STRIKFORNATO #NATOact #meetourteam #70thanniversary



Naval Striking and Support Forces NATO  
Oeiras, Portugal



Hi, I'm Senior Chief Petty Officer Julia Mareike Klemme, #German\_Navy. As a political and military organization, the #Alliance is critical to the safety and security of its #Member\_Nations and provides access to processes, procedures, training, and support to its many #Partner\_Nations. It is a very dynamic working environment that offers the opportunity to work on a wide variety of topics concerning international peace and security. Working with friendly colleagues from different Nations broadens your horizon and helps you build relationships to last a lifetime.



Add a comment...

#NOUSSOMMESOTAN#NOUSSOMMESOTAN #WEARENATO



Naval Striking and Support Forces NATO  
Oeiras, Portugal



Hi! I'm Commander Senior Grade Torfinn Soerensen, #Norwegian\_Navy. In the fall of 2016, I became the first #Norwegian\_Officer to join #STRIKFORNATO headquarters. During my time here I've had the privilege of working in a forward leaning organization with knowledgeable and eager colleagues, while having the pleasure of living in a beautiful country – #Portugal. An important personal benefit of working in STRIKFORNATO has been the introduction to #US\_military doctrine and organization, and the opportunity to both plan and partake in several exercises where US units have been involved.



Add a comment...



# A Personal History of NATO STRIKFORNATO's Story

70th Anniversary of the Alliance  
Special Explorer Issue  
STRIKFORNATO & JALLC

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Naval Striking and Support Forces NATO  
Oeiras, Portugal



I am Warrant Officer Georgia Stamataki of the #Hellenic\_Navy. I have been privileged to serve in #STRIKFORNATO for a year and a half now. Serving in a #NATO\_Command is a unique and rewarding experience. Not only has it given me the opportunity to enrich my professional toolbox and become a better Officer, as I had had the chance to work in an international challenging environment, but it has also given me the extra benefit of getting to know the culture and customs of all the different #Nations populating our #HQ.



Add a comment...



#WEARENATO #WEARENATO#NOUSSOMMESOTAN



Naval Striking and Support Forces NATO  
Oeiras, Portugal



Hi. I'm Commander Henrik Thruue, #Royal\_Danish\_Navy Working at STRIKFORNATO is a very rewarding experience from both professional and personal perspectives: professionally because it has provided me with the opportunity to work within the black box discipline of #Ballistic\_Missile\_Defence; personally due to the very unique and beloved experience of being posted in beautiful #Portugal. Being the only representative of the #Danish\_Armed\_Forces in Portugal, I and my family on a daily basis pinch ourselves for a reality check as we all feel very privileged.



Add a comment...





# A Personal History of NATO STRIKFORNATO's Story

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Naval Striking and Support Forces NATO  
Oeiras, Portugal



I am Lieutenant Commander Magali Ratte, the only #French\_officer at #STRIKFORNATO. After 26 years in the #French\_Navy, planning #air\_operations for #maritime\_patrol\_aircraft, #helicopters and #fighters, and two assignments at #French\_Maritime\_Force, it was an honour and a real pleasure to join the air cell of STRIKFORNATO. I already knew this #NATO\_headquarters from a previous integration to the staff in exercise #TRIDENT\_JAGUAR\_14 on board #USS\_Mount\_Whitney. Now, I am happy to be part of the staff and ready to be deployed.



Add a comment...



#NOUSSOMMESOTAN#NOUSSOMMESOTAN#WEARENATO



Naval Striking and Support Forces NATO  
Oeiras, Portugal



I'm Petty Officer Giuseppe De Mato, an #Italian\_Navy\_Sailor assigned to #STRIKFORNATO.

After years of employment in the #Italian\_Navy, where I carried out logistic and protocol activities, I had the opportunity to join STRIKFORNATO and work in an exciting multinational organization. Now, I'm part of J9 branch which is in charge of #Civilian-Military\_Co-operation. It's an honour to serve the Alliance being a member of the STRIKFORNATO team.



Add a comment...





## About us

STRIKFORNATO is Supreme Allied Commander Europe's (SACEUR) premier, rapidly deployable headquarters, capable of providing a flexible, maritime power projection force.

First established in 1953 as STRIKFORSOUTH and redesignated as STRIKFORNATO in 2004, STRIKFORNATO is a Memorandum of Understanding (MoU) organization within the NATO Force Structure (NFS) consisting of 12 member nations, with the United States as the lead nation: France, Germany, Greece, Italy, the Netherlands, Norway, Poland, Portugal, Spain, Turkey, the United Kingdom, and the United States of America.

Headquartered in Oeiras, Portugal since 2012, STRIKFORNATO provides the Alliance the unique ability to rapidly integrate high-end US Navy and Marine Corps warfighting capabilities into the Alliance. This is made possible by STRIKFORNATO sharing a common commander with the US 6th Fleet.



## Our History

STRIKFORNATO was originally established in 1953 in Naples, Italy, as STRIKFORSOUTH, with the aim of providing southern flank support to US troops stationed in Continental Europe.



In 1999, the HQ led all NATO carrier forces as maritime command for operation ALLIED FORCE, in Serbia. This same year STRIKFORSOUTH moved into the NATO Force Structure as part of the wider NATO reorganization at that time.

In 2004, STRIKFORSOUTH was assigned to SHAPE and transitioned to STRIKFORNATO, being designated NATO's only High Readiness Force HQ at Expanded Task Force level.

In 2008, STRIKFORNATO's staff deployed in support of International Support Assistance Force (ISAF) XI HQ.

Three years later, in 2011, STRIKFORNATO took part in Operation ODYSSEY DAWN coalition, and when NATO stood up operation UNIFIED PROTECTOR the HQ formed a key part of the joint headquarters, greatly enabling the transition from a US-led coalition to a NATO operation.



In 2012 the HQ moved from Naples and established itself in Oeiras, Portugal.

In 2014 STRIKFORNATO was certified as the first Joint Headquarters Maritime/Expeditionary, and in 2016 it assumed command and control of NATO maritime Ballistic Missile Defence.



# What is STRIKEFORNATO?

## Our Mission

On order, STRIKEFORNATO will provide a Maritime Battle Staff Operational Command directly to SACEUR to deliver a rapidly deployable and scalable headquarters capable of planning and executing full spectrum joint maritime operations and providing command and control of maritime Ballistic Missile Defence, primarily through integration of US naval and amphibious forces, in order to provide assurance, deterrence, and collective defence for the Alliance.

## Our Roles

STRIKEFORNATO serves three primary roles:

- Command of a NATO Expanded Task Force in the event of the most demanding collective defence situation (Article V).
- Command of a Joint Headquarters (Maritime/ Expeditionary) in the event of Non-Article V operations.
- Command and control of Maritime Ballistic Missile Defence assets, when transferred to NATO.



## How we operate

STRIKEFORNATO operates at the operational and tactical levels simultaneously, while maintaining an appreciation for strategic considerations.

During peacetime, STRIKEFORNATO's staff conducts planning, liaison, and training activities based on its mission and relationships with SHAPE, the Joint Force Commands, and the Single Service Commands, while maintaining a Five-days' Notice to Move to deploy for any assigned operation.

## How we prepare

Based on a five-year programme, STRIKEFORNATO combines operational contingency planning with a robust training, education, and exercise plan shaped by both the NATO and US Exercise Programmes.

These plans employ a balance of live, computer assisted, and command post exercises to ensure STRIKEFORNATO's highest state of readiness as SACEUR's premier power projection force.



NATO  
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# The NATO Expanded Task Force

Since its origin in the 1950s, STRIKFORNATO has been tasked to ensure the readiness of NATO's maritime power projection forces. The STRIKFORNATO mission was later expanded to include land-based missions and entailed the planning and conduct of large-scale NATO amphibious exercises. Eventually the command was realigned with the NATO Force Structure and, in 2004, under the direct operational command of SACEUR STRIKFORNATO was designated as NATO's only organization with the capability to command a NATO Expanded Task Force (NETF).



As an NETF, STRIKFORNATO provides a deployable headquarters that commands and controls multiple aircraft carrier strike groups and naval expeditionary strike groups, composed of the full spectrum of amphibious forces. In the event of an Article V scenario, these strike groups bring enormous reach and potential to the battlespace, which tremendously enhance NATO's warfighting capability.

During exercise TRIDENT JUNCTURE 2018, STRIKFORNATO had the opportunity to begin practicing NETF concepts through the integration of the USS Harry S. Truman Carrier Strike Group into the exercise. The ability to train in a live operational environment with a large number of forces helped STRIKFORNATO's staff gain valuable knowledge on what is required to execute the NETF mission.

These lessons will soon be tested as the headquarters certifies as a NATO Expanded Task Force during exercise TRIDENT JUPITER 19 later this year. Upon conclusion of this certification, STRIKFORNATO will reassure their status as a rapid-reaction headquarters with a five days' notice to move, ready to respond to an Article V scenario, or to rapidly deploy to areas of crisis and act as a deterrent and stabilizing force.



# NATO Maritime Ballistic Missile Defence

## The structure to Defend

Over the last 15 years, NATO has monitored the growing threat of short and medium range ballistic missile proliferation, concentrated in the south-eastern flank of the Alliance.

In reaction to this growing threat, NATO developed the structure to defend NATO European territory, populations, and forces using a variety of land, maritime, and space assets. This structure provided by NATO Nations allows them to provide sensors and weapon systems within a flexible and scalable command and control network to create a single defensive system focused on the defence of the Alliance.



## The Unique Role



Within this network, US destroyers play a key role as maritime active defence assets to the NATO Ballistic Missile Defence (BMD) mission. These ships are a core part of the NATO BMD mission, with four destroyers permanently stationed in Rota, Spain to minimize their response time to a threat posed to European territory. When these ships are needed to defend the Alliance, STRIKFORNATO is the headquarters which transitions them from a US to NATO asset.

For this unique role, STRIKFORNATO draws on the expertise and planning support of US Naval Forces Europe and US 6th Fleet for support. This flexible construct allows the STRIKFORNATO staff to quickly transition the ships to fight the dynamic BMD mission and provide the expertise of a maritime staff for logistical and operational support.

Moreover, as a key contributor to the larger NATO BMD mission, STRIKFORNATO works to add emerging capabilities from the rest of the Alliance into the current construct and participate in key exercises like FORMIDABLE SHIELD, and the TRIDENT series.

STRIKFORNATO's role in the BMD mission, sustaining the maritime BMD forces, is critical in contributing to peace and security on the international stage.



# What's New at STRIKFORNATO?

## NATO Parliamentary Assembly members visit STRIKFORNATO

Members of NATO Parliamentary Assembly visited the headquarters of STRIKFORNATO. Rear Admiral Guy Robinson, STRIKFORNATO Deputy Commander, welcomed the Joint Committee visit of the Sub-Committee on Future Security and Defence Capabilities, and the Mediterranean and Middle East Special Group of the NATO Parliamentary Assembly during their visit to Portugal.



These representatives are part of the broader mandate of the Defence and Security Committee that addresses the military aspects of Alliance security. In general, the Defence and Security Committee examines Alliance transformation, capabilities, ongoing operations, near and long-term threat perspectives, as well as partnerships and programmes to find how NATO can continually improve its readiness, effectiveness, and interoperability.

In that context, STRIKFORNATO leadership provided the NATO Parliamentary Assembly a comprehensive briefing on STRIKFORNATO's mission, capabilities, and unique roles within NATO, with a focused portion on maritime ballistic missile defence.

24-09-2018

## STRIKFORNATO sails to exercise TRIDENT JUNCTURE 2018

STRIKFORNATO sailed from Lisbon on board USS Mount Whitney for the start of Exercise TRIDENT JUNCTURE 2018, which took place off the coast of Norway, from 25 October to 07 November.

TRIDENT JUNCTURE 2018, one of the largest NATO exercises of recent years, featured the participation of 65 ships, 150 aircraft, 10,000 vehicles, and 50,000 personnel from 31 NATO and Partner nations.



The exercise was designed to ensure that NATO forces are trained and able to operate together, and to demonstrate NATO's collective capability. *"TRIDENT JUNCTURE is about commitment, cohesion, capability, and readiness from all of our Allies,"* said Vice Admiral Lisa Franchetti, Commander of STRIKFORNATO and US 6th Fleet. *"No single nation can address today's challenges alone, and TRIDENT JUNCTURE demonstrates our combined and enduring willingness to work toward our common goals of regional security and stability."*



STRIKFORNATO deployed with a staff of more than 200 personnel. During the first week of the underway period, the staff conducted internal training, to prepare for the commencement of the NATO-flagged exercise.

22-10-2018



# What's New at STRIKFORNATO?

## STRIKFORNATO exercises the integration of Carrier Strike Group Eight



STRIKFORNATO exercised the integration of Harry S. Truman Carrier Strike Group as part of a NATO Expanded Task Force during TRIDENT JUNCTURE 2018.

STRIKFORNATO deployed on board USS Mount Whitney as a maritime component command headquarters, commanding a multinational task force, including 25 warships, an expeditionary strike group with their embarked Marines, and, during the tactical phase of the exercise, a carrier strike group.

*"The addition of the Harry S. Truman Carrier Strike Group to STRIKFORNATO's task force as part of exercise TRIDENT JUNCTURE 18 provides a tremendous opportunity to exercise the complex requirements of coordinating multiple strike groups, including an aircraft carrier strike group and a naval expeditionary strike group. Collectively, these strike groups bring enormous reach and capability to the exercise battlespace, and tremendously enhance national and NATO training requirement,"*



said Vice Admiral Lisa Franchetti, Commander of STRIKFORNATO and U.S. 6th Fleet.

01-11-2018

## Behind the scenes at TRIDENT JUNCTURE - the tactical picture

On board USS Mount Whitney, one of the challenges for STRIKFORNATO as the Maritime Component Command was to bring together all 31 nations involved onto the same Tactical Data Link (TDL) in order to share a joint tactical data picture. *"The success achieved regarding the TDL for SFN has been fantastic and demonstrates all 31 countries working together with a bond of trust in sharing terminals and the tactical picture,"* said Commander Juergen Peter, German Navy. He added: *"One of the challenges has been the large number of units involved and with units changing the system has to be continually reconstructed and adapted. We have a tactical picture where we can fully track all ships, aircraft and land forces. Everyone knows where everybody is and it gives commanders a complete overview of the tactical situation."*



NATO has developed a multi-link interface used by maritime, air, and ground forces. This interface brings all the links together by using radio frequencies (UHF and HF) and Internet Protocol (IP) to transmit, relay and receive tactical data, such as sensor inputs from radars and sonars. The STRIKFORNATO Data Link teams have been fine tuning the system to provide the best solution possible for this exercise and future operations. Individual countries have a tactical data picture but NATO is unique with the number of countries involved. STRIKFORNATO will continue to adapt its TDL to new situations in preparation for future exercises and to protect our freedom and security.

04-11-2018



# What's New at STRIKFORNATO?

## STRIKFORNATO concludes participation in exercise TRIDENT JUNCTURE 2018



STRIKFORNATO concluded their participation in the live portion of exercise TRIDENT JUNCTURE 2018, NATO's largest exercise in recent years. The exercise took place in Norway, the Baltic Sea, and the airspaces of Finland and Sweden from 25 October to 07 November.

Operating with a multinational staff of more than 200 personnel on board USS Mount Whitney, STRIKFORNATO commanded a NATO task force including 25 warships, an Expeditionary Strike Group with their embarked Marines, and during the tactical phase the addition of a Carrier Strike Group. The integration of the Harry S. Truman Carrier Strike Group in the exercise marked the most recent evolution of STRIKFORNATO's mission, as the headquarters prepares for their certification as a NATO Expanded Task Force.

*"TRIDENT JUNCTURE provided a great opportunity for STRIKFORNATO to exercise sea control while projecting power ashore with amphibious and air operations from different strike groups. This is a demonstration of the inherent and substantial capability and flexibility that sea power brings to the Alliance,"* said Rear Admiral Guy Robinson, Deputy Commander of STRIKFORNATO.

STRIKFORNATO is a rapidly deployable maritime expeditionary headquarters which integrates U.S. naval and amphibious assets into NATO operations. It has the capability to plan, command, and control the maritime operations across the full spectrum of the Alliance's security tasks.

09-11-2018

## STRIKFORNATO and MARCOM host 5th Annual Ballistic Missile Defence Table Top Exercise

STRIKFORNATO and Allied Maritime Command (MARCOM) co-hosted the 5th Annual NATO Maritime Ballistic Missile Defence (BMD) Table Top Exercise at STRIKFORNATO headquarters this week with participants from NATO commands and nations. This event, with support from U.S. European Command (EUCOM) and the U.S. Missile Defense Agency, brought together NATO Senior Military Leaders, BMD experts from NATO, and other national leaders with interest in BMD, especially in the maritime area.

This table top exercise was a scenario-based exercise with the objective of building a common understanding of NATO maritime BMD operations. This year, the exercise added a scenario showing how NATO will advance BMD in the coming years, as the United States executes phase three of the European Phase Adaptive Approach. By 2021, the United States will deploy new weapon systems and ships while upgrading communication networks to increase the lethality and capability of the NATO BMD forces. This exercise was critical in building understanding of how to effectively employ these new systems in support of the Alliance.



STRIKFORNATO plays an important role in this integration of efforts, as the headquarters is responsible for the command and control of the maritime portion of NATO BMD capability. This is one of the three roles the maritime-led command has within NATO, in order to deliver assurance, deterrence, and collective defence for the Alliance.

28-01-2019



# What's New at STRIKFORNATO?

## NATO Deputy Secretary General visits STRIKFORNATO



STRIKFORNATO received the visit of NATO Deputy Secretary General Rose Gottemoeller on 01 March. The Deputy Secretary General was accompanied by the Portuguese Secretary of State for Defence Ana Santos Pinto. During the visit, the Chief of Staff Brigadier General Jason Bohm briefed the distinguished visitors about the mission, roles, and challenges for STRIKFORNATO. This was followed by a meeting with some staff members of the organization.

During the discussion, Brigadier General Bohm highlighted the fact that STRIKFORNATO is preparing to become the first certified organization in the Alliance capable of commanding a NATO Expanded Task Force. This command structure allows with STRIKFORNATO to command and control multiple strike groups, with naval and marine forces from across NATO Nations.

After the briefing, the Deputy Secretary General finished by thanking STRIKFORNATO for their commitment and contribution to the Alliance's mission.



01-03-2019

## STRIKFORNATO celebrates 66th anniversary

STRIKFORNATO celebrated its 66th anniversary in its headquarters in Oeiras, Portugal, with the attendance of the Deputy for Planning and Coordination to the Portuguese Chief of Defence Lieutenant General António Pereira. The event was hosted by STRIKFORNATO Chief of Staff Brigadier General Jason Bohm who highlighted the history of the headquarters, which started only 04 years after NATO was created.



The evolution of STRIKFORNATO accompanied the evolution of the Alliance, and the headquarters plays a very unique and important role today. *"We are the only command in NATO certified to provide a joint headquarters maritime/expeditionary, and we are now preparing to be the first organization capable of providing a NATO Expanded Task Force,"* said Brigadier General Bohm. He also highlighted the significant support provided by Portugal as the Host Nation. In a congratulations note, Lieutenant General António Pereira stressed the resilience of STRIKFORNATO and the commitment of Portugal with the HQ and NATO.

First established in 1953 in Naples as STRIKFORSOUTH and redesignated as STRIKFORNATO in 2004, STRIKFORNATO is a Memorandum of Understanding organization consisting of twelve member nations. Based in Oeiras, Portugal since 2012, the command provides the Alliance the unique ability to rapidly integrate high-end U.S. Navy and Marine Corps warfighting capabilities into NATO.

15-03-2019



# New Technologies Event 2018

70th Anniversary of the Alliance  
Special Explorer Issue  
STRIKEFORNATO & JALLC

## About the New Technologies Event 2018: NTE 18

In 2017, the JALLC was tasked by Supreme Allied Commander Transformation (SACT) to organize an event that would allow industry and academia to get together with NATO and national representatives to



look at potential solutions to the challenges of collecting, analysing, and managing data, based on new technologies such as artificial intelligence, machine learning, analytics, and polyglot tools. The aim was to ensure that the Alliance can make the most of the information available for its Lessons Learned Process and transform to meet current and future challenges. The event included trade-fair style booths, presentations, demonstrations and subject-expert panel sessions.

All together nine industry and academia participants took part in the NTE18. On the

first day, they introduced themselves briefly, providing an executive summary of the presentations and demonstrations they later delivered at the NTE18.

### The JALLC's Commander gave a presentation on the NATO Lessons Learned Capability

The NTE was the perfect opportunity to focus on innovation in relation to the tools pillar of the Capability, particularly the NATO Lessons Learned Portal (NLLP). BGEN Nascimento, the JALLC's Commander, noted in this context that the NLLP fitted the present operating environment relatively well, but would of course need to change to keep up with evolving technology. BGEN Nascimento outlined the way ahead from this event regarding the identification of potential technological solutions that could improve the NATO Lessons Learned Capability. In this respect, he mentioned the ongoing work the JALLC is conducting to analyze such potential solutions. Finally, he noted the importance of looking beyond short-term solutions and keeping one eye on the horizon for the future challenges and opportunities that technology may bring.





# New Technologies Event 2018

## New Technologies Event 2018 Magazine

### NTE18 @ a Glance



**30 Organizations**

"The event more than met my expectations. I was really impressed with every aspect."

NATO II Conference

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process

The JALLC has published a magazine covering the New Technologies Event 2018 which took place in October 2018.

The Magazine features articles on the various presentations which include Chief of Staff, Allied Command Transformation, Vice Admiral Bennet's keynote speech and the JALLC Commander's presentation on the NATO Lessons Learned Capability.

The magazine also includes summaries of the presentations by the Industry and Academia Partners that were represented during the event and panel discussions that took place on the last day. You can also find an overview of the Booth Sessions and lots of information on the event itself, including how the JALLC introduced a conference web app for the first time.





# New Technologies Event 2018



## NTE18 App

The New Technology Event (NTE18) was hosted by the JALLC at the Lisbon Congress Centre on 02 to 04 October. The idea for the event was to be interactive, and the use of digital devices has been positively encouraged—everyone was scrolling and typing as the event was taking place. On 26 September 2018, the JALLC launched its exclusive web app—NTE18 App—for participants at the event. Those attending had a password that gave them access on their phone, tablet, or laptop to real time information about the agenda, the speakers, the travel arrangements, the beautiful city of Lisbon and so on. They were able to get reports of event sessions and add their own comments in an interactive blog, see daily galleries of photographs of what went on, start conversations, and easily and conveniently provide feedback on the event. This was a first for the JALLC. We were delighted to be able to provide such a convenient and carbon-neutral way of keeping up to date with the programme, seeing what contributors have said, and adding comments and feedback—all in a way that is in keeping with the subject matter of the event itself.



## BUZZ WORDS

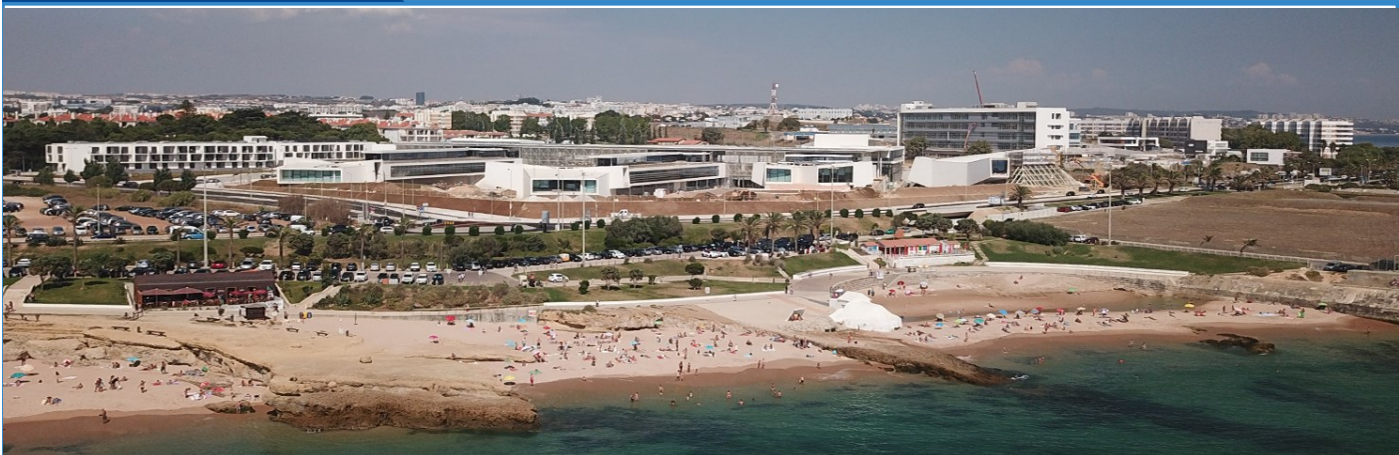
The second day of NTE18 was a day for some new technology buzz words for the less tech-savvy, such as data lakes, ingesting data, wrappers

around processes, zero time, real time, speed to insight, the human first principle, human autonomy teaming agent, virtual and augmented reality, and a scrum master.





# The NATO LL Conference 2019



This year the JALLC is once again hosting an annual get together for the NATO Lessons Learned (LL) Community. The NATO LL Conference (NLLC) 2019, which will be held from 14 to 16 October, will combine the traditional NLLC concept—which focusses on a theme of relevance to the NATO LL-Community—with the NATO New Technologies Event (NTE) concept—which was launched successfully last year, and which provides a forum to present and discuss New Technologies in the context of LL.

During the first two and a half days of the event, Attendees will receive briefings and presentations on the main conference theme of: **Improving the NATO LL Capability in order to enhance NATO's warfighting capability**. This theme is right at the heart of what the JALLC does in terms of Lessons Learned and includes presentations on related topics from JALLC staff as well as from prominent guest speakers. The conference format also provides an opportunity for group discussion and audience interaction and will be another interesting edition of this revered event in the NATO LL Calendar.

The last afternoon of the NLLC is given over to New Technologies in the LL Context and follows on from the NTE in 2018. Attendees to this last afternoon of the NLLC will be focussing on insights and best practices relevant for the development of a new LL Toolset. Again, attendees will be briefed by subject matter experts from the JALLC, the wider NATO structure, as well as from Non-NATO Entities. Attendees will have also the opportunity to share their ideas and contribute their requirements for a future NATO LL Toolset.

The NLLC 2019 will be held at Nova School of Business & Economics (Nova SBE) in Carcavelos. Situated sweetly in between Lisbon and the beautiful coastal town Cascais, Nova SBE was recently inaugurated and boasts some impressive facilities and a fantastic location for the NLLC 2019. You can find out more about NOVA SBE here: <https://www2.novasbe.unl.pt/en/about-us/nova-sbe-at-a-glance>

You can sign up to the NLLC via the NATO Lessons Learned Portal (<https://nllp.jallc.nato.int>) where you can find more information about the event.





# What's New at the JALLC?

## The JALLC Advisory and Training Team provided a Lessons Learned course in Azerbaijan

At the request of the Azerbaijan International Military Cooperation Department, the JALLC Advisory and Training Team (JATT) provided a three-day Lessons Learned (LL) training course at the General Staff Academy in Baku, Azerbaijan from 24 to 29 September 2018.



20 officers of all services attended the course. The main objective was to create awareness and provide insight into the NATO LL Capability. The course participants were a highly motivated, spirited, and engaged audience. One of the course speakers was Lieutenant Colonel Azer Movsumov, a representative of the LL Branch within the G5 of the Azerbaijan Armed Forces. He gave an informative presentation about Azerbaijan national LL capability.

Since the establishment of the Azerbaijan Armed Forces LL Branch in 2013, both the JALLC and the Azerbaijan Armed Forces LL Branch have maintained a close relationship which was emphasized in January 2017 with the posting of Major Ahmad Huseynov, from the Azerbaijan Armed Forces LL Branch, to the JALLC as a LL Staff Officer.

24-10-2018

## JATT LL Training at the CIMIC COE Workshop "Analysis makes the Difference"

As part of NATO's Lessons Learned Engagement Plan for 2018, the JALLC participated in the Workshop "Analysis Makes the Difference" organized and hosted by the Civil-Military Centre of Excellence (CCOE) from 16-18 October 2018 in The Hague, the Netherlands.

The aim of the workshop was to strengthen the cooperation between the military and civilian spheres by enhancing mutual trust and confidence between NATO, its partners, and other international actors.



26-10-2018

## Kuwait, Saudi Arabia, Oman, and Qatar military learn about the NATO LL capability



The JATT provided a three-day LL training course from 30 September to 05 October 2018 at the NATO - Istanbul Cooperation Initiative (ICI) Regional Centre in Kuwait city.

20 officers, from various services attended the course. The course's main objective was to create awareness and provide an overview of the NATO LL capability. Among the participating officers were those from the armed forces of Saudi Arabia, Oman, and Qatar.

29-10-2018



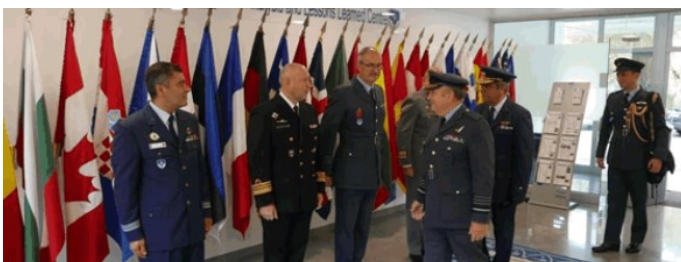
# What's New at the JALLC?

## Chairman of the Military Committee, Air Chief Marshal Sir Stuart Peach visited the JALLC



On 02 November 2018, Air Chief Marshal Sir Stuart Peach, Chairman of the NATO Military Committee, visited the JALLC in order to gain a better understanding of the role the JALLC plays within NATO, the NATO Lessons Learned Process and the JALLC's contribution to the Alliance's objectives. The visit started with an Office Call with BGEN António Nascimento – the Commander of the JALLC – followed by a briefing, during which the JALLC explained its Engagement- and its Analysis Concept, how the JALLC conducts its activities, and its contribution to the transformation of the Alliance.

Air Chief Marshal Sir Stuart Peach departed highlighting the NATO's need to consistently learn from missions, operations, training, exercises, and activities in order to identify improvements that allow NATO to continuously transform and modernize processes, forces, and capabilities.



05-11-2018

## The Hybrid war decade: Lessons Learned to Move Forward Successfully

*The International Conference on the topic “The Hybrid War Decade: Lessons Learned to Move Forward Successfully” took place, from 07 to 08 November 2018.*

The conference participants analysed the first decade of hybrid war, the lessons learned and came up with recommendations for an effective way ahead. The JALLC's Commander, BGEN António Nascimento, COL Laszlo Toth, and LTC Paulo Dias attended the conference on behalf of NATO's Allied Command Transformation. The



conference was held by the NATO-Ukraine Platform on Countering Hybrid Warfare and saw government officials from the Ukraine and other nations taking part in the discussions.

Discussions on conference related themes included the political, military, informational dimensions of hybrid warfare, cyber threats, and activities of special services.

09-11-2018



# What's New at the JALLC?

## The JALLC Joint Advisory and Training Team trained officers of the Jordan Armed Forces

The JALLC Joint Advisory and Training Team deployed to Jordan, one of the seven members of the NATO's Mediterranean Dialogue, to provide NATO LL training to the Jordan Armed Forces (JAF) from 22 to 26 October, at the Joint Centre for Strategic Studies and Lessons Learned (JCSSL). The JCSSL was created in 2010 to provide strategic studies on the regional security environment and to build a national LL capability, aligned with the one in NATO.

The training objectives included providing support to the improvement of the Jordanian LL capability and to the enhancement of its interoperability with the NATO LL Process. In total, 18 officers of various services from the JAF attended the course.

The topics delivered included an introduction to NATO's and JALLC's Organization and Mission, the NATO LL Capability, and the definition and practice of the Observation, Discussion, Conclusion, Recommendation (ODCR) format.



13-11-2018

## Supreme Allied Commander Transformation, General André Lanata, makes first visit to JALLC

On 18 December 2018, Supreme Allied Commander Transformation (SACT), General André Lanata (French Air Force) paid the JALLC his first visit since his appointment earlier this year. SACT's visit was fortuitously timed as the JALLC wraps up a year of innovation and transformation in the field of Lessons Learned. During a briefing with the JALLC's Command Group, SACT was brought



up to speed on the JALLC's activities, and in particular on its newly developed Engagement Concept. This concept encompasses all of the JALLC's activities that focus on projecting the NATO Lessons Learned Capability into the Alliance and beyond, taking the JALLC's subject matter expertise to Partner Nations and interested organizations. SACT was also briefed on the plans for the NATO Lessons Learned Portal, coming out of the highly successful New Technologies Event held in October this year. The plans will see further improvement and expansion of the Portal's capabilities, increasing user-friendliness, efficiency and effectiveness based on real user needs.

The General left the JALLC with a better understanding of its activities, its achievements, and its plans as well as how the JALLC fits into the bigger Allied Command Transformation and NATO picture.

20-12-2018



# What's New at the JALLC?

## JALLC conducts a Lessons Learned Training Course at JFTC

As part of NATO's Lessons Learned Engagement Plan for 2019, the JALLC Advisory and Training Team conducted a three day Lessons Learned (LL) training course from 19 to 21 February at the Joint Force Training Centre, Bydgosz, Poland (JFTC). The JFTC has a distinct and unique role within NATO, focusing on joint and combined training at the tactical level.



26-02-2019

## NATO Deputy Secretary General, Ms. Rose Gottemoeller visits the JALLC

On 01 March 2019, Ms. Rose Gottemoeller, NATO Deputy Secretary General, paid a visit to the JALLC in order to gain a better understanding of the role the JALLC plays within NATO, the NATO Lessons Learned Process, and the JALLC's contribution to the Alliance's objectives.

Ms. Rose Gottemoeller departed highlighting the important work the JALLC does and wishing the JALLC the best of luck in our role as NATO's lead agent for Lessons Learned.

20-03-2019

## My First Six Months at the JALLC—Ignacio

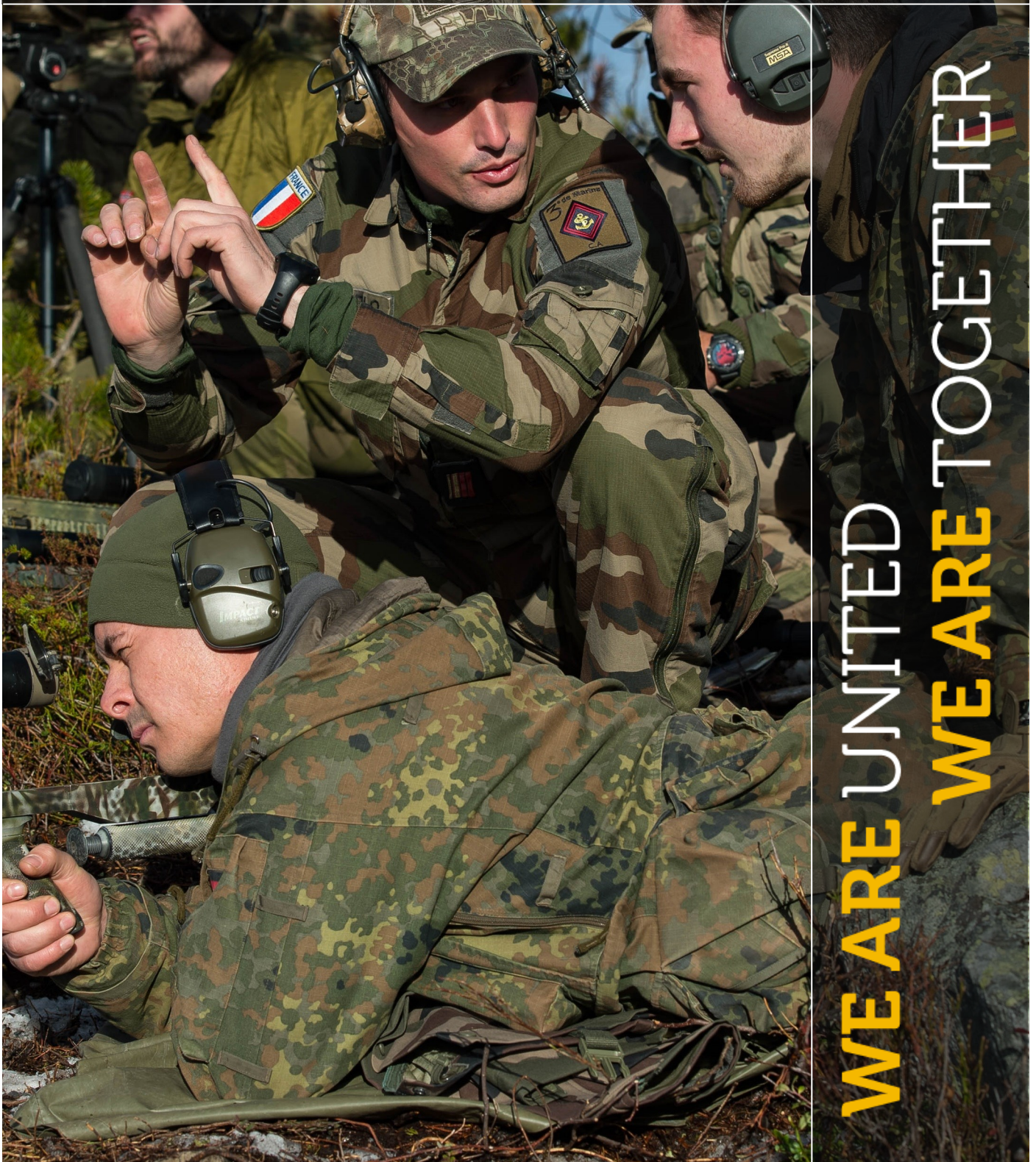


*Ignacio Lindez Fonseca joined the JALLC in September 2018. Having previously worked at SHAPE, this is his first position on the transformational side of the Strategic Commands. We caught up with him to find out what he thought of his first few months at the JALLC.*

Since I took up the position at the JALLC as a Research Analyst in September 2018, I have had time to familiarize myself with the JALLC; its culture and its staff. I was warmly welcomed by the support branch when I first started and I am very pleased with the leadership of this HQ as well as with the staff members that have helped me integrate so quickly. On top of that, the superb location in which the JALLC is located (Lisbon) as well as the professionalism of the Host Nation and its people, has made my experience at the JALLC a great one. I have also been pleased with the trust that the JALLC placed in me from the very beginning, as I was assigned to a project team that conducted analysis seeking to identify lessons related to fighting corruption in operations to understand what NATO can learn from these lessons as the Alliance moves forward. I am looking forward to continuing my assignment in this multicultural environment, learn as much as I can from my JALLC colleagues, meet any challenges, and, as a strong believer that Lessons Learned is an important capability in NATO, contribute to the NATO Lessons Learned Process.

70th Anniversary of the Alliance  
Special Explorer Issue  
STRIKEFORNATO & JALLC

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WE ARE UNITED  
WE ARE TOGETHER

**We have made a commitment to protect each other.  
An attack on one Ally is an attack on us all.**







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