

Assessment of the current and historic benefits of JALLC Analysis

Report published 10 November 2025

In this factsheet you can read about some of the key findings in the JALLC's report on the assessment of the current and historic benefits of JALLC Analysis, Download a full copy of the report from the classified version of the NATO Lessons Learned Portal, or contact the JALLC to obtain a copy.*

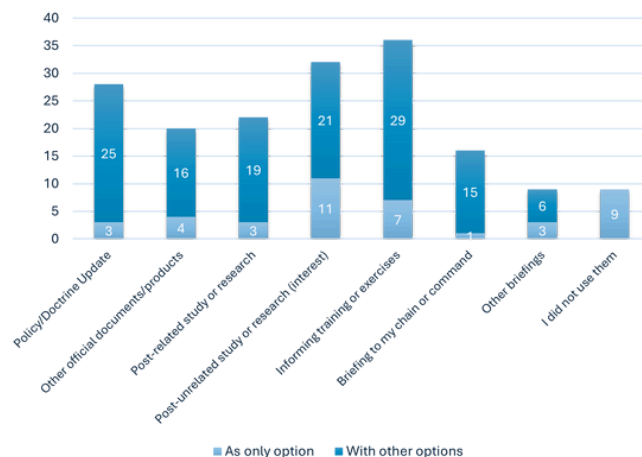
Introduction

For over two decades, the JALLC has been producing analysis reports that provide clear, concise findings from the analysis of concrete evidence, allowing JALLC analysts to make actionable recommendations that can feed the NATO LL Process and in turn NATO's adaptation and transformation.

Overview

This report, delivered as part of NATO's LL Capability Improvement Roadmap, examined the extent to which Joint Analysis Reports (produced between 2013 and 2024) contributed to NATO Warfare Development (WD), improved NATO Warfighting (WF) capabilities across DOTMLPF-I, and informed NATO Political-Military Decision-Making (PMDM).

Additionally, the analysis sought to understand the ways in which these reports are being used within NATO, how they are perceived by users, and how their relevance for senior officials can be improved.



The survey data show wide use of JALLC Analysis Reports, with Joint Analysis Reports as their subset, by NATO staffs



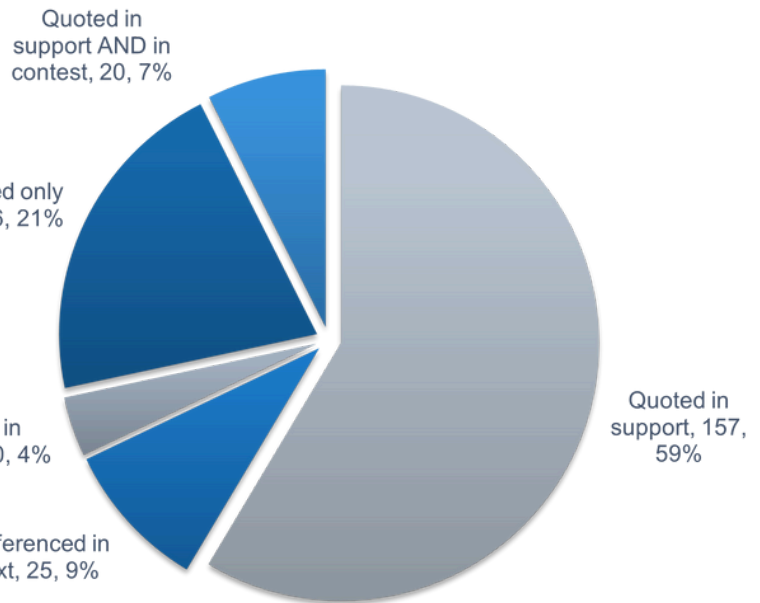
Key Findings

JALLC Joint Analysis Reports unquestionably deliver Alliance-wide value by informing NATO Warfare Development, enhancing Warfighting capabilities across DOTMLPF-I, and supporting PMDM at tactical, operational, and strategic levels.

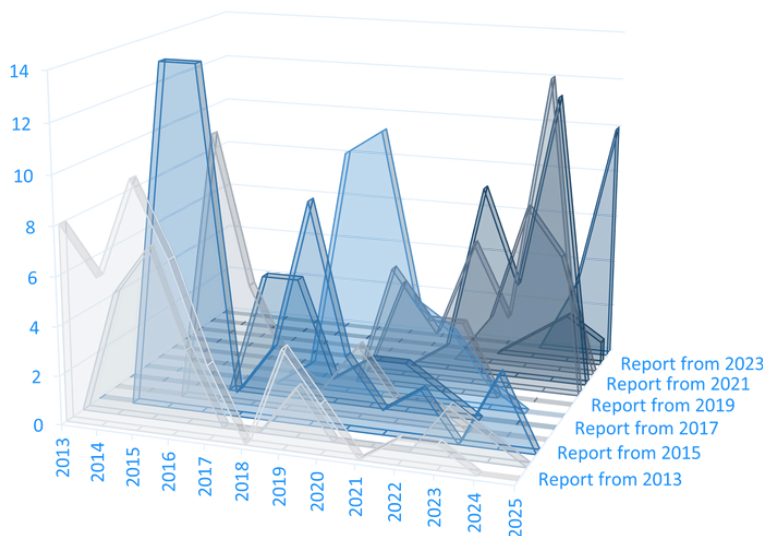
Documented and undocumented uses demonstrate how Joint Analysis Reports are routinely used to shape policies, doctrine, plans, and senior-level deliberations, often beyond their initial publication and, in some cases, during the analysis process itself. Joint Analysis is not a one-off analytical artifact but rather an enabler of learning and transformation within NATO.

However, evidence also shows that these benefits are not always visible or systematically captured, as usage frequently happens without formal acknowledgement to the original product and/or happens over long periods of time that are tied to NATO planning and publication cycles.

Ultimately, the findings demonstrate that Joint Analysis Reports provide long-term and comprehensive value to NATO, supporting WD, enhancing WF capabilities, and informing sensitive PMDM processes.



JALLC's Reports were exploited in a wide variety of NATO's work strands through direct citation inclusion in the list of references.



These benefits often extend well beyond initial publication and, in some cases, even prior to report delivery. However, the assessment also identifies persistent challenges, including a low level of awareness amongst NATO staff about JALLC Analysis, inconsistent governing directives, and limited mechanisms for capturing user feedback and tracking benefits.

The report concludes that clearer governance, as well as improvements to stakeholder engagement, communication, and feedback mechanisms, would significantly increase the impact of Joint Analyses.

Gathered data show reports are used in cycles, with recurrent peaks of referencing