



# THE EXPLORER



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## From the Commander...



This is the traditional time both to look back on what the year that is coming to an end has brought us and to look forward to the year that is to come.

The year 2017 has been a significant one for the JALLC. It was our 15th anniversary, and we were honoured to be able to celebrate the achievements of those years with both NATO's Supreme Allied Commander Transformation and the President of Portugal.

There is a new look to the JALLC, as we took the opportunity of our 15th anniversary to renew our shield and logo. I am delighted by the reaction that we have received from our staff, from our NATO colleagues, and from the wider world to their clean lines and colours.

More importantly, there is a new focus for our work. As we go into the new year, we are excited to be the Centre for supporting NATO's Lessons Learned Policy. We do this by monitoring and supervising the process, collecting and sharing Lessons through the NATO Lessons Learned Portal, active content management and joint analysis, and outreach. We aim to improve NATO's ability to operate and adapt—and, of course, transform—through our training, advising, and assessment activities.

Thank you to all the staff of the JALLC for their work over the year and to colleagues across the globe for their cooperation.

I wish everyone a happy and peaceful Christmas and a productive and transformative 2018.

Ed. 2017-3



**Mário Barreto**

**Brigadier General, Portuguese Air Force**





In conjunction with the JALLC's 15th Anniversary, the JALLC Shield was redesigned to reflect the developing role of the organization and its relationship with the rest of NATO. The special Anniversary edition of *The Explorer*, which was published in September, provides more information on the symbolism of the new Shield. For marketing purposes, we have now also developed a visual identity for the six key activities of the JALLC, which can be used separately or in a connected frieze, as at the top of this page, showing all of the JALLC's work. Promotion deliverables will be available shortly for these activities.



## NATO LL Portal



The NATO Lessons Learned Portal, NATO's centralized hub for all things related to Lessons Learned, is managed and maintained by the JALLC. Observations that may lead to Lessons to be learned by the Alliance can be submitted to the Portal from all over NATO. The JALLC ensures that these Observations find their way through the NATO Lessons Learned Process and are tracked in the Portal.

In the symbol, the globe represents the whole of NATO and the global reach of the portal. The connected lines symbolize how the Portal connects everyone and everything within NATO.



## Analysis



The JALLC's analysts are able to analyse a wide variety of data, including data in the Portal, tackling NATO-wide issues to improve and transform the Alliance. Analysis is an important part of the NATO Lessons Learned Process and is key to transforming Observations into Lessons.

In the symbol, the cogs represent analysis driving the Lessons Learned process. There are two cogs, to represent the importance of Joint Analysis (analysis of issues that affect more than one Command).



## Training



In support of the NATO Lessons Learned Process, the JALLC provides a variety of training courses, both on site and online, on Lessons Learned, Analysis, and related topics such as project management.

In the symbol, the circle represents the circle of learning and a whole-of-NATO approach to education and training. The three elements that make up the circle represent the three main courses to which the JALLC contributes.



## Outreach



The JALLC Advisory Training Team is the particular part of the JALLC that ensures that NATO's Lessons Learned Process and the underlying capability is widely known and used throughout NATO, although all JALLC members have a role in this. The team also helps Nations and Partners to develop their own Lessons Learned capability and provides tailored on-site training and support.

In the symbol, the plane represents the JALLC sending its capabilities where required: its ability to travel to all NATO Nations—and beyond—to provide Lessons support where needed.



## Lessons Learned Conference



The NATO Lessons Learned Conference is the NATO Lessons Community's opportunity to get together and discuss topics of interest. The conference is hosted by the two Strategic Commands and organized by the JALLC. Each year, a theme is selected for participants to work on with the ultimate objective of making recommendations for improvement and transformation.

In the symbol, the circle in the middle represents a central meeting point and a single topic; the different sized and coloured dots represent people coming together from all over NATO to contribute to that topic.



## Exercise Support



During exercises, the JALLC provides mentoring and expertise, leads the NATO Lessons Learned Process, and provides staff training. The aim is to support ten NATO exercises per year.

In the symbol, the globe represents the whole of NATO; the pieces coming together to make a whole represent NATO's interoperability and the very nature of the Alliance as a defence collective. The symbol shows that, when we connect the pieces of the Alliance, as we do during exercises, we are more than the sum of our parts and how the JALLC supports exercises in many different ways—from data collection, to Lessons-related training and support.



## NATO Command and Control Capstone Concept

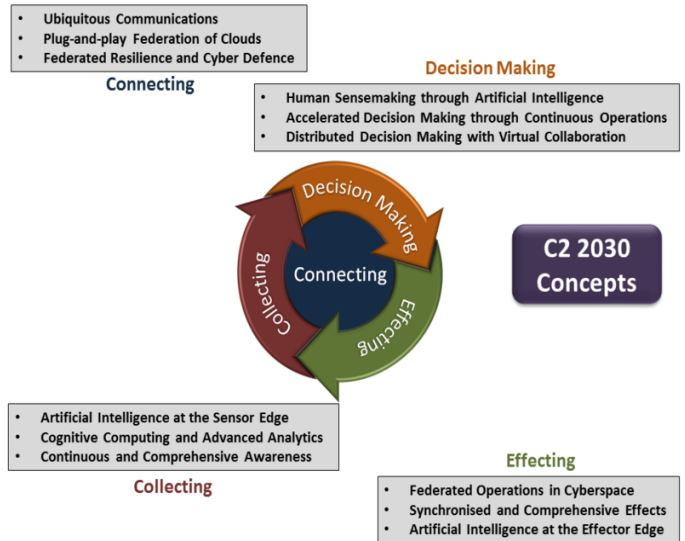
NATO was aware that it needed to modernize its Command and Control (C2) strategy, principles and procedures in the light of the changing security environment, the use of diverse and innovative technologies, and changes in the NATO Command Structure and NATO Force Structure. NATO is therefore developing a C2 Capstone—i.e. Overarching—Concept to support the implementation of its C2 Vision 2030.

The JALLC was asked to analyse the Observations, Lessons, and Best Practices (OLBP) from key NATO activities in order to make recommendations to support the development of the 12 Functional Concepts within the NATO C2 Capstone Concept.

The project team analysed NATO’s C2 Conceptual Model, looking at the problem statements and objectives defined for the 12 proposed Functional Concepts and their potential similarities with other NATO concepts and initiatives. The analysis was based on a review of over 200 documents which resulted in identifying over 1200 OLBPs, which have now been collated in a database.

This database contains valuable information, not only for this project but also for the Alliance in general. It has therefore been uploaded to the NATO Lessons Learned Portal (NATO Secret version), which is managed by the JALLC as NATO’s centralized hub for Lessons Learned-related information, so that it can be accessed for future use.

The overall conclusion of this study was that the OLBPs collected by the project team justified the various C2 features addressed through the Functional Concepts and that the development of the Functional Concepts will facilitate the implementation of the C2 Conceptual Model.



However, the project team’s view was that this could be improved through the refinement of the Functional Concepts’ problem statements and objectives.

The project team recommended that the current stove-piped development of the Functional Concepts should be reconsidered, with the aim of creating a more transversal approach. This should result in a better integrated, coherent, and more comprehensive implementation of the NATO C2 Capstone Concept.

| Functional Concepts | C2 Conceptual Model                  |            |                 |           | Solutions  |
|---------------------|--------------------------------------|------------|-----------------|-----------|------------|
|                     | Connecting                           | Collecting | Decision Making | Effecting |            |
| FC 1                | [Green bar spanning all four stages] |            |                 |           | Capability |
| FC 2                | [Green bar spanning all four stages] |            |                 |           | Capability |
| FC 3                | [Green bar spanning all four stages] |            |                 |           | Capability |
| .....               | [Green bar spanning all four stages] |            |                 |           | Capability |

In conjunction with this recommendation, the project team also suggested simplifying the structure of the model to just seven Functional Concepts (rather than 12) to better reflect what was found from analysing the OLBPs.

The report has been well received by the customer and its well-timed findings have had a clear impact on the work to develop the C2 Capstone Concept.

You can download a copy of the full factsheet on this, or any other JALLC Analysis Report, from the JALLC’s website at [www.jallc.nato.int](http://www.jallc.nato.int)

# JALLC Projects



## Host Nation Support, Civil Preparedness, Resilience and Military Sustainability



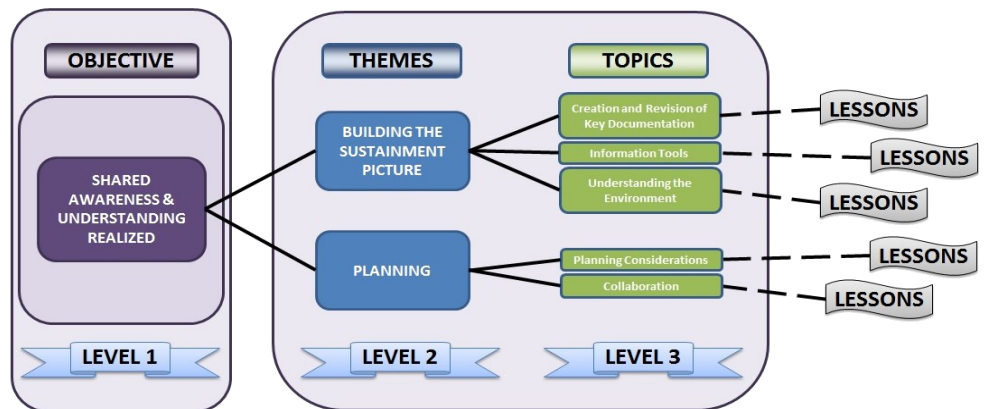
As part of NATO's transformational effort, HQ SACT is developing a Sustainment Capstone Concept that sets out the vision of how NATO will project forces and sustain operations across NATO's core tasks.

In order to inform and support the development of the Sustainment Capstone Concept, the JALLC was tasked to identify the lessons associated with four functional areas: Host Nation Support, Civil Preparedness, Resilience, and Military Sustainability. It was to focus on two time periods of NATO activity—the final decade of the Cold War 1980-1990, and the post-Readiness Action Plan (RAP) period of 2014 onwards.

This report summarizes the lessons extracted from documents and interviews, categorized in terms of four strategic objectives stated in the Concept: Shared Awareness and Understanding Realized; Alliance Agility Enhanced; Resilience Enhanced; and Persistent Federated Approach Enabled.

The objective of realizing a Shared Awareness and Understanding refers to NATO's ability to achieve a common awareness and understanding of national readiness and the requirements necessary to project and sustain forces. The lessons for this objective were divided into two themes: Building the Sustainment Picture and Planning. The lessons showed, for example, that NATO faces challenges when it comes to developing and sharing awareness of logistics-related information.

On the objective of enhancing Alliance agility, the lessons related to, for example, the need for clarity on roles and responsibilities and the potential impact of large troop movements on local infrastructure.



On the objective of enhancing resilience, the lessons included the Nations' ability to articulate their materiel requirements accurately to national industry, industry's ability to increase output to meet a surge in demand, and the role of civilian-military collaboration in resolving competing demands.

Finally, on the objective of enabling a persistent federated approach, the project team's analysis of the lessons led them to conclude once again that creating good relationships with the right players—both military and civilian—was a clear key to effective collaboration and trust.



# JALLC Projects



## Geospatial Support

Geospatial Support is a key foundation for any NATO operation: it identifies the location and characteristics of natural or constructed features and boundaries. It seeks to enable NATO to operate “off the same map” and is critical to NATO’s ability to be “ready to fight tonight”, as directed by the Supreme Allied Commander Europe.

The JALLC was tasked to identify measures to further develop NATO’s capability for Geospatial Support to the Land component of the Very High Readiness Joint Task Force.

The project team reviewed documents, conducted interviews, and participated in conferences and workshops to gather data for an evidence-based analysis.



The report has been found to be very beneficial both by the customer—the SHAPE Assistant Chief of Staff for Intelligence—and by the wider geospatial community within NATO.

It has prompted much useful discussion among key NATO decision makers and the geospatial community is taking active steps to employ its recommendations including on the use of the NATO Lessons Learned Portal.



In general terms, the team’s main findings related to:

- The need for geospatial information to be current, comprehensive and user-friendly
- The importance of effective direction for organizational structures and processes to ensure collective memory
- The importance of coordination across NATO and the Nations
- The need for adequate resourcing.



## Lessons Learned Week

On 18 and 19 October 2017, the JALLC welcomed representatives from the NATO Command Structure Lessons Learned community, for training on the improved functionalities of the NATO Lessons Learned Portal (NLLP). The NLLP is the Alliance's centralized hub for sharing Lessons Learned-related information. It includes, among other things, a searchable database of NATO's Lessons as well as areas where Communities of Interest can share related information, ideas, and upcoming events.

Taking advantage of this gathering, JALLC also hosted a Lessons Learned working group as well as a trilateral Lessons Learned working group on the adaptation of the Bi-Strategic Command Directive on Lessons Learned. Having the NLLP Workshop and the gatherings of the different Lessons Learned working groups together meant that we had a veritable "Lessons Learned Week in Lisbon".

The NLLP is being upgraded in conjunction with NATO's efforts to improve its overall Lessons Learned process through a dedicated Optimization Action Plan, as agreed during the NATO Lessons Learned Conference organized by the JALLC in November 2016. The ultimate goals for the improvement of the NLLP are to ensure more accountability and transparency and to improved sharing of Lessons and related information NATO-wide.

Participants from various NATO locations in Europe and North America were presented with the new concept of decentralization of NLLP management as well as a demonstration on how to use the new and improved NLLP functions which will allow better tracking of Lessons as they are run through the NATO Lessons Learned process. They were then invited to trial the new NLLP themselves, working through each step of the process of inputting and managing Lessons. The JALLC staff conducting the training took the opportunity to remind participants (who will be the trainers of their own staff) of the importance of assuring the quality of the data being included in the NLLP.

The second day focused on the audience's own requirements for adaptations of the NLLP and discussing their relevance and feasibility. The workshop concluded by setting the agenda and agreeing the next steps for the roll-out of the improved NLLP.





## Communication Plan

With the renewed focus on Lessons Learned and the need to promote the NATO Lessons Learned Portal, it is important to ensure that the JALLC presents itself positively and effectively to its audiences—its staff, its stakeholders and the wider public.

We are also conscious of the fast-changing world of digital media and the need to refresh our communication plans and align ourselves fully with the overall NATO communication campaign #WEARENATO.

COM JALLC has recently approved JALLC's Communication Plan 2017—2019; in essence, we are taking every opportunity to tell our story.

The objectives of the Plan are to:

- improve our internal communications
- enhance awareness of the JALLC and its activities (see page 3) among our stakeholders
- augment the public profile of the JALLC with our wider audience.
- enhance our wider audience's awareness of NATO, Allied Command Transformation, and the importance of the Alliance and the Transatlantic Link.

We are developing an outreach communications pack and a press pack and are improving our current digital media content, particularly on the NATO Lessons Learned Portal.



Nowadays, communication concerns have been imported onto the battlefield, along with "other" weapons systems.



As part of our Communication Plan, we have recently spent a day with a film team to produce a film about the NATO Lessons Learned Portal. The team shot a range of footage, including interviews with some of our staff.

Look out for the film at a screen near you shortly!





## Brazilian Army Doctrine Centre

On 12 October 2017, a delegation from the Brazilian Army Doctrine Centre, headed by its Commander Brigadier General Hertz Pires do Nascimento, visited the JALLC. The delegation has been gathering information and concepts relevant to their development of related doctrine in support of the Brazilian Army's modernization and transformation.

The Brazilian delegation had an office call with the JALLC Chief of Staff Colonel Henrique Santos (Portuguese Army), followed by a presentation about the NATO Lessons Learned Process and an open discussion.

Among other things, the Brazilian officers learned about NATO Partners Across the Globe, an initiative that extends the Alliance dialogue to countries including: Afghanistan, Australia, Colombia, Iraq, Japan, Mongolia, New Zealand and Pakistan. These countries cooperate with NATO in areas of mutual interest, including emerging security challenges, and some contribute actively to NATO operations, either militarily or in some other way. The Alliance's Lessons



## Portuguese Military University

The Portuguese Military University Institute, headed by Vice Admiral Bastos Ribeiro, is interested in working with the JALLC on areas of common interest. At a meeting on 19 October, representatives of the two organizations discussed the spread of the Lessons Learned culture among the Allies; the NATO Lessons Learned Portal; JALLC Training and Outreach opportunities; and the NATO Lessons Learned Conference 2018.

## Information Knowledge Management



From 24 to 26 October, representatives from NATO's two strategic commands gathered at the JALLC's facilities in Oeiras for a meeting on Information and Knowledge Management (IKM). Participants came from all over NATO's Command Structure with the objective of sharing information and discussing and coordinating efforts on the improvement and rollout of NATO's new and improved IKM tools and services. Topics covered included IT Modernization, NATO's Information Portal, the Statement of Requirements for 2021, and improvements to NATO's administrative and document management systems.

As usual, the working group also proved to be an excellent networking opportunity for staff with similar responsibilities across the organization and a chance to share experiences and best practice. This is one in a series of working groups and other sessions that the JALLC hosts that allow communities of interest the opportunity to get together on a regular basis





# The JALLC

Operational since 2002, the JALLC is located in Lisbon and has a permanent staff of 50 military and civilian personnel.

NATO organizations can submit analysis requirements through their chain of command to SHAPE and HQ SACT for consideration in the JALLC's biannual Programme of Work. Urgent requirements can be submitted outside the Programme of Work if required. For more information on the JALLC, our activities, and how to engage the JALLC, visit our website: [www.jallc.nato.int](http://www.jallc.nato.int)



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Proud Member of the Allied Command Transformation

