

THE EXPLORER

Ed. 2016-II

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From the Commander...



I am delighted to present to you this edition of The Explorer; my first joining the JALLC in August. You can read about the Assumption of Command ceremony which took place on 19 August during which I was handed command of the JALLC by Admiral Nielson, Deputy Supreme Allied Commander Transformation (DSACT). The ceremony was also attended by the Portuguese Chief of Defence and many other distinguished guests. I am certainly looking forward to my time at the JALLC which I consider to be a truly remarkable HQ in Allied Command Transformation's arsenal of Alliance transforming tools.

In this edition you can also read about recently conducted projects, the visit from DSACT's to the JALLC earlier this year, and how the JALLC has contributed to NATO policy and the development of an Action Plan on the Protection of Civilians through its 2015 study on how ISAF Reduced Civilian Casualties. It is an achievement the JALLC is proud of and a NATO agenda item we hope to continue contributing to.

I'd also like to take this opportunity to remind you of the NATO Lessons Learned Conference which takes place later this year on 29 and 30 November. There are still places available and the conference agenda is shaping up to provide participants with informative briefings and the opportunity to exchange views and ideas. This year's theme is The Future of Lessons Learned: Improvement and Innovation. We already have briefers confirmed from across the Alliance and from our Industry and Academia partners.

I hope you enjoy reading this edition of The Explorer.

Mario Barreto

Brigadier General, Portuguese Air Force



Assumption of Command Ceremony 19 August 2016



JALLC Projects



NATO E3 Modernization to Meet Multi-Mission Demands



The NATO Airborne Early Warning and Control (NAEW&C) Force has been performing its mission for over 30 years using the E-3A aircraft, serving as NATO's only multinational crewed air asset. As a result of the changing global security environment, the NAEW&C Force's mission has evolved from initially providing surveillance of NATO airspace to a worldwide deployable multi-role force. Its CONOPS specified tasks have expanded multiple times to include Command and Control (C2), Air Defence, Support of Search and Rescue and Close Air Support missions, and data relay. Further the

NAEW&C Force provides support to missions outside of NATO airspace to include, for example, Operations Afghan Assist, Crescent Guard (Turkey), and Unified Protector (Libya).

In 2014, at the Wales Summit, the Nations stated the intent to modernize the NE-3A fleet to keep pace with its expanding role. The JALLC was tasked to analyse capabilities versus mission demands and provide results to the Assistant Chief of Staff Capability Engineering and Innovation (ACOS CEI) within NATO ACT. Their study highlighted the following six focus areas for modernization efforts to be conducted by ACOS CEI: Basing deployment outside of NATO AOR; NAEW&C Force Training Capabilities; Evolution of NE-3A aircraft self-protection measures; Tasking the NAEW&C Force - Setting Priorities; Data Exchange / Processing Capacity; and Flying in Civil Airspace.

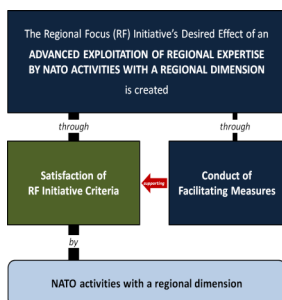
NATO's Regional Focus Initiative

Successfully exploiting the regional expertise of NATO Nations and institutions was recognized by NATO leadership at the 2010 Lisbon Summit.

This initiative was termed the Regional Focus (RF) Initiative. Against this background, the JALLC was tasked by SACT to evaluate NATO activities, specifically the Readiness Action Plan (RAP) to review the implementation of the RF Initiative and identify implications for its future development.

The JALLC's project team identified the RF Initiative's desired effect and its mechanism which allowed them to analyse its implementation and whether or not NATO's Readiness Action Plan currently supports NATO's ability to effectively exploit regional expertise.

The project team made two recommendations in this respect: to ensure that future NATO activities with a regional dimension encapsulate the RF Initiative and to regularly assess alignment of NATO activities with a regional dimension with the RF Initiative.



Non-Military Actors in Crisis Response Planning

NATO's role in crisis management necessitates proficiency in integrating the inputs of certain non-military actors into its crisis response planning process. Although NATO has made significant progress in its implementation of a Comprehensive Approach over the last years, various obstacles contribute to hamper Allied Command Operations' ability to interact and engage with International Organizations (IO), Governmental Organizations (GO), and Non-Governmental Organizations (NGO). In this respect, SACT tasked the JALLC to recommend actions to facilitate the inclusion of IOs, GOs, and NGOs into NATO's crisis response planning in order to contribute to the improvement of NATO's Civil Military Interaction (CMI) capability and the implementation of its Comprehensive Approach.



The project team identified 14 separate actions that could contribute to ensuring better inclusion of non-military actors' contributions into NATO's crisis response planning. These included involving non-NATO entities throughout the NATO Crisis Management Process (NCMP) and continuing to use non-military actors in the NATO Exercise Process as was done in the TRIDENT JUNCTURE 2015 exercise.

JALLC Staff Improve Business Process Management Skills

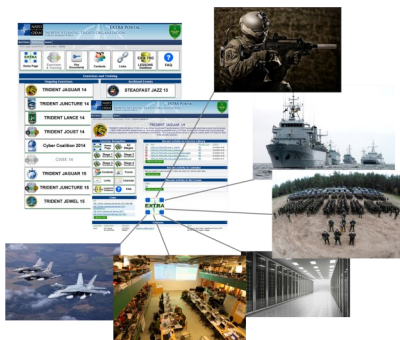
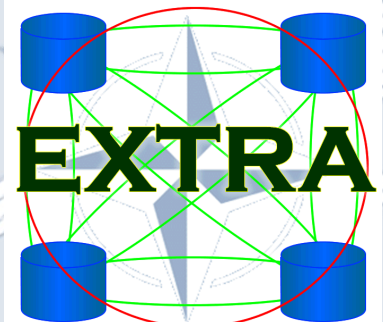
In its approach to Continuous Improvement, the JALLC must identify and monitor all processes, assess the information and requirements, and determine how each process contributes to a specific objective. In support of this effort, the JALLC identified a training objective in the area of Business Process Management (BPM) and the adoption of a common and recognisable modelling system – the Business Process Model and Notation (BPMN) – to define a standard format for JALLC's business processes in accordance with formal semantics.



Twelve participants have already attended and successfully completed this demanding, comprehensive, and enlightening course, which primarily focuses on support functions. The course is taught by BPM and BPMN certified instructors from the Rumos Advanced Studies School in Lisbon. It is a 70-hour instruction divided into five modules that spread across a four-month period

NATO EXTRA Portal Usefulness to Force is Evident

The NATO Exercise Training, Reporting and Analysis (EXTRA) Portal recently passed a landmark 500 000th website hit; a truly notable achievement for the Alliance's single centralized exercise and training-related information sharing platform. Developed throughout 2014 by the JALLC, the NATO EXTRA Portal was launched in January 2015 with the aim of making the job of NATO exercise planners and all those involved in exercises, training, reporting and analysis much easier by providing immediate and easy access to all exercise and training-related information such as NATO Exercise Plans (EXPLAN), Exercise Specifications (EXSPEC), First Impression Reports (FIR), Final Exercise Reports (FER), and Exercise Lessons Identified Action Lists (LIAL), and as well as all essential exercise planning directives and documentation. The NATO EXTRA Portal also has a number of useful additional features including links to other HQ web-sites, an on-line forum for the NATO EXTRA Community of Interest, and Lesson Learned Staff Officer contact lists for NATO Command Structure and NATO Force Structure Commands, HQs, Centres and other entities.

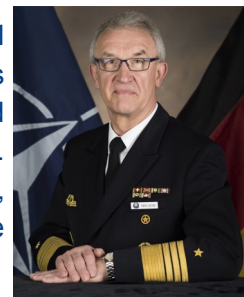


In May 2016, the NATO EXTRA Portal became an important feature of the newly established NATO Exercise Reporting and Handling of Lessons process, when it was adopted for use as the single central location for the upload and management of all NATO Exercise LIALs. Used to its full potential, the NATO EXTRA Portal will undoubtedly play a key role in the improvement of future NATO exercises and training events and contribute significantly to Alliance transformation. The NATO EXTRA Portal currently contains web-pages for 16 active and 13 archived exercises. Later this year, ownership and management of the NATO EXTRA Portal will transition from the JALLC to Joint Force Trainer in HQ Supreme Allied Commander Transformation, who will take

the lead in ensuring the Portal's true potential is maximized in the future.

DSACT, Admiral Nielson, Visits the JALLC

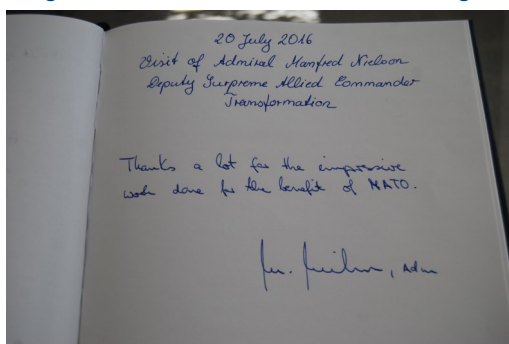
On 21 July 2016, the Deputy Supreme Allied Commander Transformation (DSACT), Admiral Manfred Nielson (German Navy) honoured the JALLC with a visit. Admiral Nielson was recently appointed to his post at Allied Command Transformation (ACT) in April 2016 and took time out of his busy schedule to gain a more in depth understanding of the JALLC. DSACT was briefed by the JALLC's command group and key staff on the JALLC's mission, tasks, and activities after which he took the time to present his vision for the future of the JALLC and its position in ACT.



In his talk with JALLC staff he stated that although the JALLC's activities are perhaps not a daily focus for HQ SACT staff, he recognized the critical role the JALLC plays in developing and improving NATO capabilities and, as such, highlighted key areas of importance for the JALLC-ACT relationship going forwards including improved prioritization, direction, and guidance with regard to the JALLC's tasked Joint Analysis tasks.

The audience asked DSACT to give his perspective on SACT's key focus areas (Command and Control, Logistics and Sustainment, Training, Partnerships, Manpower, and Capabilities) as stated during a visit by

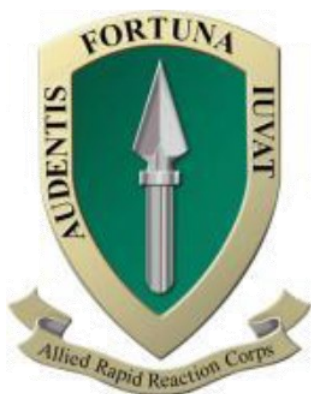
SACT in November last year. Admiral Nielson responded by explaining that he sees the key focus areas as a Commander's Intent and that they would be expanded upon in due course this year. DSACT highlighted a couple of the key focus areas including, for example, Logistics and Sustainment; he mentioned the thinking surrounding how the military (in general) will be able to sustain their logistics requirements in the long term and whether industry might have a greater role to play in certain aspects of providing this capability and possibly other capabilities in the future.



HQ Allied Rapid Reaction Corps Visits JALLC

On 25 May 2016, representatives from the UK's HQ Allied Rapid Reaction Corps (HQ ARRC) Maritime Staff Element visited the JALLC during their deployment to Portugal for Exercise ARRCADRE DREADNOUGHT 2016. The HQ ARRC delegation was welcomed by Group Captain Adrian Hill, Head of the JALLC's Exercises, Training, and Experimentation Division.

During the visit, representatives from both organizations were able to exchange information and ideas particularly with regard to the HQ ARRC's experience as a NATO Force Structure (NFS) Joint Task Force (JTF) HQ. The presentations and ensuing discussions were of particular relevance to the JALLC's ongoing project to develop an NFS JTF HQ Handbook to guide NATO's Graduated Readiness Force (Land) (GRF(L)) HQs in implementing the NFS JTF HQ Concept. The visit also presented the opportunity to develop and further strengthen the JALLC/HQ ARRC mutual relationship. You can find out more about the ARRC on their website at <http://www.rrc.nato.int>.



Did you know...?

The JALLC offers internships for top students every year?

The JALLC participates in ACT's Internship Programme which offers top undergraduates the opportunity to work closely with NATO organizations and gain invaluable experience in working in an international organization.

The JALLC offers students the chance to work in the Lessons Learned Analysis Support Branch, which houses the Operational Research Analysts and

The JALLC produces Factsheets for each project?

The JALLC produces and publishes eight to ten analysis reports and/or research papers each year. However, most of those products are classified and cannot be released to the public. So how does the JALLC let the world know what it is up to?

If you have ever visited the JALLC's website (www.jallc.nato.int) then you may have seen our fantastic factsheets. These double-sided A4 summaries provide enough information to let the public know what we are working on and give an idea of just how NATO is continually learning and transforming as it analyses a wide range of topics; from how NATO reduced civilian casualties during ISAF to reporting on valuable lessons from NATO exercises such as the Trident Jaguar series.

The factsheets are not only available digitally online on the JALLC's website, but are also available in hard copy at the JALLC's HQ in Lisbon, Portugal and can be requested from the JALLC's registry for education and information purposes.

The JALLC recently updated the look and feel of its factsheets, focussing more on presenting findings and recommendations and offering a cleaner feel to the product.

Commander JALLC noted that, *"The JALLC's factsheets are an invaluable source of information to the public about how the JALLC has contributed to NATO's transformation and about the JALLC's capabilities. The factsheets offer a taste of what each JALLC analysis product has to offer and are intended to draw the reader in and find out more about the JALLC and what we can do."*

Quality Assurance staff. Interns work for a period of six months on real JALLC analysis projects and are expected to contribute to JALLC analysis products as well as take part in training activities, social activities, and life at the JALLC and in Portugal in general.

The JALLC generally accepts two to three interns each year depending on applicants and security clearances being obtained. For the autumn/winter season this year we will once again welcome interns to join us as we start the busiest period in the year, closing projects from the second programme of work and preparing and hosting the NATO Lessons Learned Conference; lots for our interns to get their teeth into.

Interested students may apply for an ACT/JALLC internship via ACT's website (<http://www.act.nato.int>) where the ACT Internship Programme is updated annually.



Joint Analysis: Meet the Team

Meet JALLC Operational Research Analyst Clovis Autin

The JALLC recently underwent a comprehensive restructuring of its civilian analytical and support capacity. As a consequence nine civilians have recently been recruited and have taken up their posts. Clovis Autin joined the JALLC earlier this year as one of the JALLC's three Operational Research Analysts. Formerly a police officer in the French Gendarmerie, he has 12 years of experience in operational analysis, and is a specialist in Social Network Analysis (SNA). Clovis took some time out of his busy schedule to give his candid thoughts on joining the JALLC, moving to Portugal, and applying SNA techniques.



As a newcomer to the JALLC, I was given the opportunity to write an article for The Explorer on my experience so far.

On the Cultural Change

Three months ago, I was living in the northern Europe, in The Netherlands, working for another international organization: the European Police Office (EUROPOL). After having developed a taste for “*bitterballen en kaassouffle*,” (Dutch specialities) I have now had to adapt to the Portuguese life style :“*café cheio e pastel de nata*” (Portuguese coffee and traditional tart). Has that been difficult? Indeed not.



Bitterballen (left) and café cheio e pastel de nata (right)

On adapting to life at the JALLC

However adapting to working at the JALLC has required a bit more effort. Before joining the JALLC I worked as a French Police Officer from the National Gendarmerie with 12 years of experience in Operational Analysis. For the last six years I worked for EUROPOL and my last assignment was combatting online sexual exploitation of children. Not an easy topic, but every positive result we had as a team made our day! At the JALLC, although still working in operational analysis, the subject matter is obviously very different.

On learning NATO's Language

Entering the world of NATO has been quite a learning experience: for example, its thousands of acronyms that seem to make up part of the NATO-language is something that I have had to learn quickly. After two months, I learned more than 300 acronyms and I now finally feel like I can finally communicate with my colleagues, knowing what they are talking about. My brain is still confused as some acronyms had a different meaning in my previous job. For me the NAC is the “New Analysis Concept” but in NATO terms NAC stands for the North Atlantic Council; a completely different meaning.

On Social Network Analysis

While working at EUROPOL I developed my knowledge regarding analysing networks and SNA. SNA can be a powerful analysis tool allowing analysis of complex networks and determining their key players. Nowadays we even talk about *dynamic* SNA which is the study of the evolution of a network over time. It can be used for predictive analysis but also to determine the resilience of a network.

I am really looking forward to sharing this knowledge with my new colleagues in the JALLC.



Europol Building in The Hague, The Netherlands

Lessons Learned

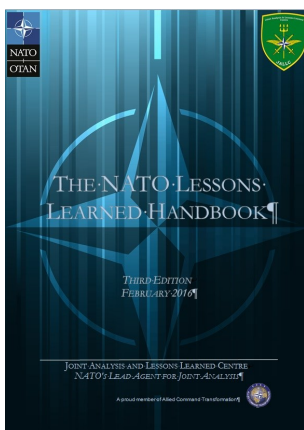
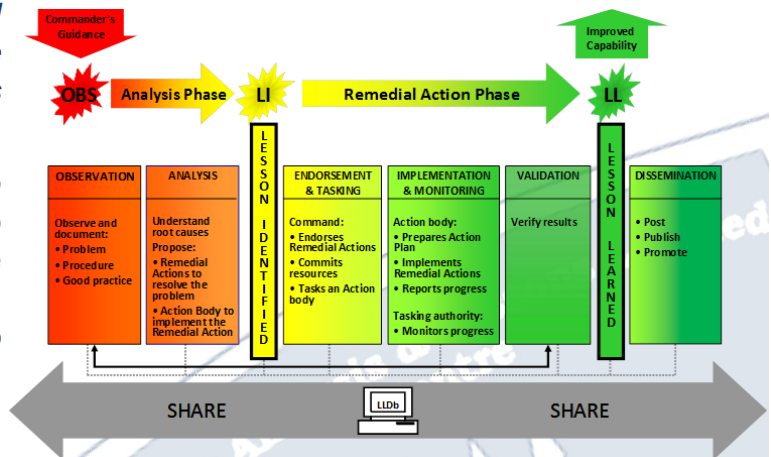
What are Lessons Learned and what is the JALLC's role?

The JALLC is NATO's Joint Analysis and Lessons Learned Centre; but we often get the question: what are Lessons Learned and what is the JALLC's role?

The term Lessons Learned (LL) is broadly used to describe people, things, and activities related to the act of learning from experience to achieve improvements. The idea of Lessons Learned in an organization is that, through a formal approach to learning, individuals and the organization can reduce the risk of repeating mistakes and increase the chance that successes are repeated.

In the military context, this means reduced operational risk, increased cost efficiency, and improved operational effectiveness. As such NATO defines a Lesson Learned as: "An improved capability or increased performance confirmed by validation when necessary resulting from the implementation of one or more remedial actions for a Lesson Identified."

Generally speaking, you need some kind of formal process to ensure that *Lessons* are actually *Learned* in an organization. The same is true for NATO. The purpose of the NATO Lessons Learned process is to learn efficiently from experience and to provide validated justifications for amending the existing way of doing things, in order to improve performance, both during the course of an operation and for subsequent operations. But where does the JALLC come in? The diagram above shows NATO Lessons Learned Process: The first phase, the Analysis Phase, begins with Gathering Observations. An individual within NATO makes an observation: "a comment based on something someone has heard, seen or noticed that has been identified and documented as an issue for improvement or a potential best practice." That observation is then analysed to identify its root cause(s) and potential recommendations as to how the Lesson can actually be Learned. This is where the JALLC comes in.



Download a copy of the NATO Lessons Learned Handbook from the JALLC's web-site to find out more: www.jallc.nato.int

The JALLC is tasked by Supreme Allied Commander Transformation (SACT) to carry out a wide range of joint analysis projects based on analysis requirements generated from both NATO Strategic Commands. These analysis requirements are issues that affect NATO and therefore need to be taken forward into an analysis project. Analysis requirements can be proposed by any NATO command within Allied Command Operations (ACO) via Supreme Headquarters Allied Powers Europe (SHAPE). SHAPE prioritizes ACO's analysis requirements for operations and exercises and forwards them to HQ SACT where they are merged with Allied Commander Transformation's (ACT) analysis requirements for exercises, training, experimentation, and capability development to become Joint Analysis Requirements (JAR). Additionally, the NATO Nations, the International Military Staff (IMS), and International Staff (IS) can submit proposals for analysis to HQ SACT. HQ SACT and SHAPE cooperatively prioritize all the JARs and develop the Prioritized Analysis Requirements List (PARL). The PARL is used to design a responsive and balanced JALLC Programme of Work (POW) which is revised twice a year to reflect the operational and transformational needs of NATO. However, if new issues arise, they may be inserted into the JALLC POW as Emergent Analysis Requirements (EARs).

Assumption of Command Ceremony

19 August 2016

On the 19th of August 2016, Portuguese Air Force Brigadier-General Mário Barreto assumed command of the JALLC from the DSACT, Admiral Manfred Nielson.

Admiral Nielson, had flown in from Virginia (United States) to Portugal, especially for the ceremony. The Portuguese Chief of Defence, General Pina Monteiro, was also present at the ceremony, together with diplomatic representatives from nine different NATO Nations and several high-ranking military officers from all three services, Navy, Army and Air Force, of the Host Nation, Portugal.

DSACT noted in his speech during the ceremony that it is well recognized that the JALLC plays a crucial role in developing and improving NATO capabilities and that, as we stand on the crossroads of NATO's Transformation, the JALLC must remain a key player in the Alliance's continuous adaptation. He went on to highlight a few ways in which the JALLC has contributed to NATO's Transformation and to all three core tasks of the Alliance :

- With 170 analysis products covering a broad array of topics, based on joint analysis requirements and providing practical recommendations and tools for the future,
- Numerous outreach activities conducted to educate and train NATO's personnel during the JALLC Analyst Training Course and the Lessons Learned Staff Officer Course;
- With the NATO Lessons Learned Portal and the NATO EXTRA Portal developed by the JALLC as NATO's Exercises and Training Information Sharing Platform, which reached the milestone of 500 000 hits last month; and
- With the sponsorship of the NATO Lessons Learned Conferences.

In his own speech, Brigadier-General Barreto gave his initial impression of how the JALLC conducts its business, its mission, stating that he believes the JALLC has maintained a high-level of output in both quality and quantity to fulfil its mission over the past 14 years. He sees his job as, not only maintaining that level of output, but also improving on it where possible.



NATO, Portuguese, and JALLC flags



Admiral Nielson arrives on base



In front of the JALLC building



Many distinguished guests attended

“Mission First, People Always”

Admiral Nielson hands over the JALLC Flag



Brigadier-General Barreto makes his speech



Admiral Nielson Reveals the JALLC



Outside the JALLC Building



Looking to the future, the new Commander JALLC highlighted the importance of ensuring that the JALLC continues to contribute to NATO's three core tasks—collective defence; crisis management; and cooperative security—and to its continued transformation.

In concluding, Brigadier-General Barreto stated the importance of the People to the success of the organization: “...I would like to create within the JALLC the right environment to encourage people to excel in everything they do, to go the extra mile, to use their initiative, and to be creative. Everyone should go home every day satisfied that they have made a contribution.” Finally, he recalled a motto which particularly resounds with him personally: **Mission First, People Always**, stating that as he assumes command of the JALLC, he assumes accomplishment of the Mission, but the people under his command will always be his highest priority.

This is the first time that a Portuguese General Officer commands the JALLC, NATO's Lead Agent for Joint Analysis.

Brigadier-General Mário Salvação Barreto was born in Lisbon, Portugal in 1963. He joined the Portuguese Air Force Academy in 1982 where he completed a degree in Aeronautical Military Sciences and became a military pilot in the Undergraduate Pilot Training Course in Vance AFB, Oklahoma, USA in 1988.

He qualified as a fighter pilot in 1989 and subsequently acquired extensive experience flying in combat squadrons both as an operational commander and as an Intelligence/Electronic Warfare officer. He has flown more than 2300 hours, the vast majority in the A-7P Corsair II and F-16A/B Fighting Falcon, both in offensive and defensive air operations.

He has held various posts including Air Operational Group Commander, Deputy Air Base Commander and Air Base Commander. As a staff officer, he was Chief of Defence Plans at the Operational Air Command Monsanto and Chief of Planning Division at the Air Staff in Lisbon, Portugal. He graduated from the Portuguese Flag Officer General Officer Course in 2014.

Contributing to Transformation

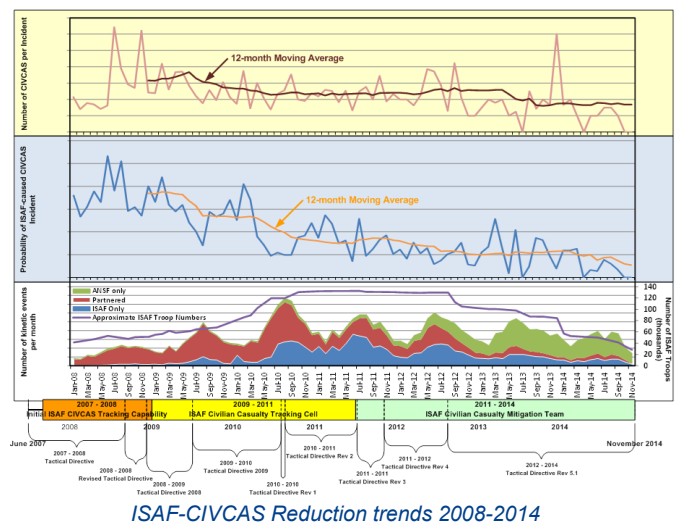
Protection of Civilians: A JALLC Success Story



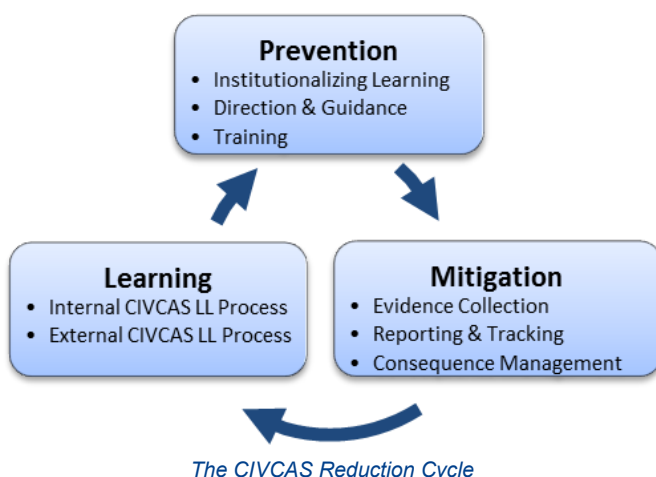
Saturday 09 July 2016 ...

A proud moment for the JALLC: the NATO Policy for the Protection of Civilians was endorsed by the Heads of State and Government participating in the meeting of the North Atlantic Council in Warsaw. The development of this NATO policy was informed to a significant extent by the JALLC analysis carried out in the second semester of 2014 which culminated in the publication of a JALLC analysis report in February 2015 on how the NATO International Security Assistance Force (ISAF) reduced civilian casualties (CIVCAS).

Several reports by a variety of authors have been published examining the incidence of CIVCAS in Afghanistan. But JALLC analysts approached the analysis of ISAF attributed CIVCAS in a different way to previous studies, by relating CIVCAS incidents to the intensity of operations by NATO forces in Afghanistan. A statistical analysis was carried out on data collected over the seven year period 2008 – 2014 which provided irrefutable evidence that ISAF did indeed reduce the incidence of CIVCAS: for example, the likelihood of a CIVCAS incident occurring during a kinetic event when ISAF forces were present reduced by over 80%, and the number of casualties per incident was halved.



ISAF-CIVCAS Reduction trends 2008-2014



The JALLC analysts then needed to establish precisely how ISAF had managed to reduce the incidence of CIVCAS and what the lessons and best practices were to be institutionalized within NATO policies, doctrine, procedures, and structures. This more qualitative analysis resulted in the JALLC analysts proposing, for NATO forces engaged in operations, a CIVCAS Reduction Cycle comprising of three distinct activities: prevention, mitigation and learning.

The final report made a number of recommendations which have been incorporated into the NATO Policy for the Protection of Civilians and are being taken forward by the competent NATO authorities.

You can read more about the JALLC's study on the Protection of Civilians - How ISAF Reduced Civilian Casualties, by downloading a copy of the accompanying Factsheet from our website at <http://www.jallc.nato.int>.



Education & Training

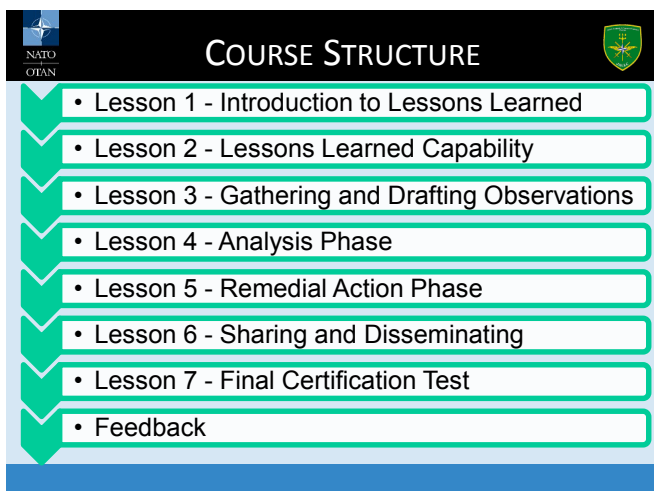
Preparing the NATO Force with the LLOPR Course

"The purpose of a Lessons Learned procedure is to learn efficiently from experience and to provide validated justifications for amending the existing way of doing things, in order to improve performance, both during the course of an operation and for subsequent operations."

*AJP 3(B) Allied Doctrine for Joint Operations,,
March 2011*

A strength of the Alliance is its constant focus on improving processes and structures by analysing lessons and best practices. This approach to improvement is facilitated throughout NATO by embedding Lessons Learned Officers of Primary Responsibility (LLOPR) to conduct the necessary analysis. To better prepare these officers in this respect, the JALLC, assisted by Allied Command Transformation's (ACT) Joint Force Trainer, developed the LLOPR course. The course is offered in an online format and focuses on several objectives to prepare LLOPRs for their main responsibilities:

- Understanding Lessons Learned (LL) terminology
- Becoming familiar with NATO's LL capability
- Understanding the LLOPR role in gathering observations using the designated NATO format
- Understanding responsibilities during different analysis phases and using suitable analysis tools.



The course is available on the Joint Advanced Distribution platform (<https://jadl.act.nato.int>) at Courses - NATO Courses - ACT - JALLC, ID: ADL 138.

JPA Refresher Training; maintaining standards

The JALLC conducts its Joint Analysis products according to the JALLC Project Approach (JPA) project management approach which is based on PRINCE2® (Projects In a Controlled Environment) methodology.

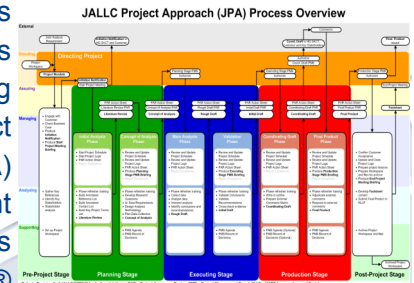
The JPA ensures the focus during a project remains on quality and timeliness of JALLC analysis products. The JPA is broken down into five stages, the three main analysis stages being the Planning Stage (in green), the Executing Stage (in blue), and the Production Stage (in red). These three Stages are in turn divided into two phases per stage.

To ensure the JALLC's analysts are well versed in the JPA and can apply the approach to their projects, the JALLC holds the JALLC Analyst Training Course (JATC) twice a year and provides refresher training at the start of each stage/phase as required. The refresher training sessions in particular are moments in the project when the JALLC's analysis support staff can check in with the project teams; ensuring the project team have the right skill sets to hand to conduct the analysis.

For example, the refresher training given at the start of the Coordinating Draft Phase is intended to remind the project teams how to critically review their own work; how to determine whether they are answering the analysis question(s) being asked and whether the answers are well-presented. The project teams should come away from this refresher training with a sense of renewed confidence before they sit down to finesse their draft findings into the first full version of the JALLC analysis report.

Staff from the JALLC's Lessons Learned Analysis Support Branch provide the refresher training sessions which are based on the material already taught during the JATC.

You can find out more about the JATC and the JPA by visiting the JALLC's website at <http://www.jallc.nato.int>.



The JALLC is NATO's centre for performing joint analysis of current operations, training, exercises, and experimentation. Reporting directly to Supreme Allied Commander Transformation (SACT), the JALLC includes recommendations in its reports that influence or contribute to the development or improvement of concepts, doctrine, and capabilities. The JALLC also maintains and manages the NATO Lessons Learned Portal and supports Allied Command Transformation (ACT) outreach activities in the Lessons Learned domain. Operational since 2002, the JALLC is located in Lisbon and has a permanent staff of 50 military and civilian personnel.

How to Get JALLC Support

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



The JALLC at a Glance

276 people attended the 2015 NATO Lessons Learned Conference. This has become an important event in the Lessons Learned Community. Such an event provides the opportunity for the exchange of information and stimulates discussions on best and suitable practices for improving the Joint Analysis and Lessons Learned process, enabling the continuous improvement of the Alliance. This year's conference will take place from 29-30 November.

The JALLC maintains the NATO Lessons Learned Portal (NLLP) which hosts a number of important resources and functions relating to NATO's LL efforts. On the

- A document sharing platform
- Communities of Interest (CoI)
- Planning support tools for LL activities
- LL training interface
- The NATO LL Process Tracking Tool

Are you interested in creating a LL CoI on the NLLP? Please visit the NLLP website at <http://nllp.jallc.nato.int> or contact us at ll@jallc.nato.int.

Our Mission
The JALLC is NATO's centre for performing joint analysis of operations, training, exercises and experimentation. It supports the exchange of Lessons Learned (LL) and facilitates the development of Lessons Learned Capabilities, reinforcing the continuous transformation and modernization of NATO's forces and capabilities.

Every year the JALLC organizes the NATO Lessons Learned Conference. This has become an important event in the Lessons Learned Community which brings together all NATO and National entities, developing a stronger NATO Lessons Learned Community. Such an event provides the opportunity for the exchange of information and stimulates discussions on best and suitable practices for improving the Joint Analysis and Lessons Learned process, enabling the continuous improvement of the Alliance. This year's conference will take place from 29-30 November.

Part of the JALLC's activities and tasks relate to its outreach activities which were established to support ACT's outreach activities and assist NATO, Nations and other organizations to enhance and/or develop their Lessons Learned Capability by offering advice and training on analysis and the NATO Lessons Learned Capability. The JALLC also provides analysis training including the Lessons Learned Staff Officers Course and the Joint

The JALLC aims to conduct eight joint analysis projects per year. Projects are tasked through Analysis Requirements via our Programme of Work. The JALLC conducts its Joint Analysis projects in accordance with the JALLC Project Approach (JPA), an adaptation of the PRINCE 2 (Projects in a Controlled Environment) approach, which ensures the focus on quality and timeliness of JALLC analysis products.

Since its inception, the JALLC has published over 100 Analysis Reports.

75-80% of JALLC Analysis Reports are endorsed and go on to contribute to NATO's Transformation.

In 2015 and 2016 the JALLC team made over 40 trips (approx. 400 travel days) to around 30 different countries in Europe, Asia, Australia, Africa, and North America.



Supporting Intelligent Change

How we do it...

Supporting SACT with evidence-based Lessons from Operations and Exercises — Two Decades of Lessons from Operations and Exercises (November 2014)

Supporting the JWC in studying implementation of the NATO Force Structure (NFS) Joint Task Force (JTF) HQ concept at Exercise Trident Jaguar (TRJR) 14 (May 2015)

Supporting the International Military Staff by identifying the military requirements for NATO's Attack on the Networks capability, in order to contribute to its improvement. — Attack the Networks (May 2015)

Supporting the International Military Staff to improve NATO's efforts to prevent Civilian Casualties (CIVCAS) by analysing how ISAF significantly reduced CIVAS — Protection of Civilians (February 2015)

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