



2010 Annual Report

from the

Joint Analysis and Lessons Learned Centre

JALLC/CG/10/313

21 December 2010

Introduction

In our continuous effort for the JALLC to be recognized as NATO's leading agent for Joint Analysis, we have focused on improving the quality of our work in order to continue to improve the capabilities of the Alliance based on Lessons Learned. We will maintain that focus in 2011.

The JALLC has executed an active engagement and communication plan in order to promote the importance of the NATO Lessons Learned process and to provide assistance to NATO commanders, member nations, and Partner nations.

The JALLC has instigated a review of the way in which JALLC analysis projects are directed, planned and controlled. Following an internal feasibility study it was decided that the JALLC would adapt the PRINCE2 (PProjects IN Controlled Environments) project management methodology.

In 2010 the JALLC continued a very active outreach campaign to promote the Lessons Learned in NATO HQ's, NATO and Partner nations, and the establishment or development of their LL Capabilities. As directed by SACT, the establishment of the JALLC Advisory and Training Team (JATT) has been a key to this effort. The JALLC was also requested by SACT to support the Crisis Management Exercise (CMX) in NATO HQ and a Comprehensive Approach study from the Senior Civil Representative in ISAF (with one Operational Research Analyst in-theatre and an additional reach-back team).

The JALLC has released 9 Analysis Reports, 2 Training Event Reports and one Survey Summary; from which 44 Lessons Identified were submitted to the NATO LL Database. In addition, the Joint Analysis output was affected by several factors that should be understood and avoided in the future, whenever possible:

- A lack of well defined Analysis Requirements;
- Effective coordination with the "customers" during the POW preparation;
- Limitation of deployments to ISAF and previous coordination with HQ ISAF regarding projects directly involving it.

Finally; the JALLC planned and hosted the annual NATO Lessons Learned Conference in October 2010 at the Portuguese Military Academy in Lisbon. Following the JALLC proposal for a new

approach to improve the NATO Lessons Learned Database, and in order to facilitate that process and prove the concept, the JALLC developed a Lessons Learned Portal prototype on both the NATO Secret and the NATO Unclassified network.

REQUIREMENTS AND RECOMMENDATIONS

The JALLC continues to work heavily in support of operations and in support of IS, IMS and SCs on NATO-Wide subjects. For this purpose, the JALLC requires and relies on contractors to ensure that the volume of work can be met and that the current level of report quality is maintained. It is recommended that HQ SACT continue to resource JALLC's contractor support.

The expansion of training activities and the co-location of NCSA-Monsanto within the JALLC facilities in 2010, coupled with the possible manning increase of the PSE office in 2011, requires the expansion of JALLC facilities. This process is being coordinated with the Portuguese Ministry Defence, CHOD and HQ SACT NATO Security Investment Programme staff. It is recommended to maintain the current coordination procedures and for HQ SACT to be prepared to initiate a Minor Works procedure to fund the expansion of JALLC facilities.

Joint Analysis

JALLC deployed analysis teams in support of operations, training and exercises in accordance with tasking from ACT, as directed in the JALLC POW 2010, Collective Training Support (CTS) POW and Emergent Analysis Requirements (EAR).

By the end of 2010, JALLC will have published 9 major analysis reports on a wide variety of topics, predominantly focusing on ISAF. Other reports covered Loyal Jewel 2009 Exercise and ISAF Pre-Deployment Training. As in the previous two years, the JALLC POW required JALLC engagement in the analysis of NATO-wide topics, leading to publishing reports on: Analysis of Interoperability Shortfalls in Current NATO-Led Operations, LL Process and LL Sharing in NATO and Nations, Outsourcing NATO Logistics, Medical Civil-Military Interaction, and Outreach within Allied Command Operations.

JALLC reports continue to reach the highest levels of NATO, and feed the NATO-wide LL Process with valuable lessons identified leading to direct improvements as NATO commands take action to implement changes based on our recommendations.

PROGRAMME OF WORK

Although changes to the way that the JALLC Annual Programme of Work (POW) is compiled and executed have been agreed to at the Bi-SC level, there is nothing in place to formalize these changes. This will be rectified shortly. The first stages of moving over to a rolling POW have been realised and for 2011 there will be two POWs; one in December (of the previous year) and the second in May. The result will be a Prioritised Analysis Requirement List (PARL) with 7 Analysis Requirements (ARs) per list, with a minimum of 10 ARs to be executed within the year. Emergent Analysis Requirements (EARs) will continue to be received and actioned on a case by case basis.

OPERATIONS

JALLC's highest priorities in 2010 were to support the commanders in NATO operational theatres, and achieve constructive and timely analysis results.

JALLC engaged in close collaboration and coordination with the strategic, operational and field commanders in order to advise on and respond to their analysis requirements. As part of every analysis task, JALLC has paid special attention to problem areas or emerging issues that might indicate the need for transformation of forces, concepts, or capabilities.

JALLC Support to the International Security Assistance Force

ISAF was again the main focus for JALLC Analysis projects during 2010 representing almost 50% of taskings to the Operations Branch.

SACT has tasked the JALLC to support ACO by conducting specific analysis and maintaining a permanent presence in the ISAF Area of Operations (AOO) to help facilitate the NATO Lessons Learned process. For that purpose, a JALLC Staff Officer is appointed as a JALLC Permanent Representative in ISAF.

The mission of the JALLC Permanent Representative to ISAF is to facilitate the lessons learned process as described in Bi-SC Directive 80-6 within HQ ISAF and ISAF Joint Command (IJC). The JALLC Permanent Representative also facilitates the collection of data to support the JALLC POW. As the JALLC point of contact in theatre, the JALLC Permanent Representative assists in coordinating JALLC projects teams' engagement within ISAF AOO and associated deployments and maintaining close relations with other LL entities

JALLC deployed multiple analysis teams composed of JALLC members and augmented by Subject Matter Experts (SME) from the US Joint Centre for Operational Analysis (JCOA), and from the C2 Centre of Excellence to carry out data collection for ongoing projects. Special support was given by JALLC Staff deployed to ISAF supporting the NATO SCR in Afghanistan to develop the study "A Comprehensive Approach Lessons Learned in Afghanistan".

The JALLC Permanent Representative in HQ ISAF regularly briefed Chief of Staff (COS) ISAF and other members of ISAF Command Group about JALLC analysis efforts, project progress and initial findings. The JALLC Permanent Representative continuously supported the ISAF Lessons Learned Working Group (ISAF LL WG).

The JALLC was also available to provide support the ISAF LL process and coordinated with the LL community present in ISAF. During this year JALLC supported a request from the ISAF HQ Chief of Staff to support DCOS RES develop his Lessons Identified for submission to the NATO Chain of Command.

Regarding the Combined Training Advisory Group (CTAG) in the development of an Afghan National Army (ANA) Lessons Learned Capability, the JALLC Permanent Representative in HQ ISAF has been the acting POC for further cooperation with the CTAG.

JALLC Projects on ISAF from the 2009 POW (Released During 2010)

Analysis of Interoperability Shortfalls in Current NATO-Led Operations

This JALLC study has been conducted and was parallel to an endeavour launched by the International Military Staff (IMS) in 2008 to enhance interoperability in NATO operations. The customer for this analysis was the HQ SACT Defence Planning Policy and Interoperability Branch. The NATO Staff Working Group on Interoperability (SWG1) has been a key supporting entity. The aim of this report was to capture specific interoperability shortfalls and their impacts on operations. For this purpose, this report recommended ways to enhance the interoperability of forces participating in current and future NATO-led operations. The report was released in May 2010 and endorsed by ACT in July 2010. The main findings of the report will be briefed by COM JALLC to MC in mid of January 2011.

The Lessons Learned Process in ISAF

This project was undertaken as a joint JALLC-JCOA project. The purpose of this report was to examine the LL process, and make recommendations for improvements in three key areas that are leading to a partial failure of the process: leadership, sharing, and resources. Many of the issues discussed in the report, while approached and analyzed with a strictly ISAF perspective, are common problems throughout NATO, many of which are being addressed already. Training deficiencies are being addressed by the inclusion of LL training in the Pre-Deployment Training offered by Joint Warfare Centre, introduction of a LL Staff Officer Course, and formation of the JALLC Advisory and Training Team (JATT). This report was a result of an Emergent Analysis Requirement and was released in February 2010 and endorsed by ACT in March 2010.

The Lessons Learned Process and Lesson Sharing in NATO and Nations

This JALLC study coincided with an emergent requirement to study the lessons learned process in ISAF. The analysis looked at the lessons learned process within the NATO Command Structure and NATO Force Structure, and the manner in which lessons were shared within those structures and with NATO member and non-member nations. Taking this into consideration, the analysis finds many common problems in the lessons learned processes and many impediments to sharing, many of which can be overcome. A key finding is that there are three critical factors for a successful lessons learned process: Leadership, Stakeholder Involvement, and Information Assurance. Above all, the improvement of the NATO LL process must be championed by commanders. The report was released in November 2010.

Outsourcing NATO Logistics

This report recognizes that although national arrangements provide the majority of logistic support, NATO has progressively assumed a greater role in arranging commercial logistic support solutions. It assumes that, for the foreseeable future NATO will continue to arrange commercial logistic support because NATO arrangements for commercial logistic support increase the visibility of logistic support for the NATO Commander. This also helps nations to meet their collective responsibility for logistic support. The analysis found that NATO lacks a systematic risk assessment and risk management program for commercial logistic support, and that lessons from the current use of commercial logistic support are not being documented and shared. The report was released in July 2010 and endorsed by ACO in September 2010.

NATO Military Police Capability

The AR proposed to the JALLC was to analyse NATO Troop Contributing Nations (TCN) Military Police capabilities to identify their applicability to NATO Operations. A survey of relevant Allied Publications, and their covering NATO STANAG demonstrated that national legislation and policy are limiting factors in determining which roles national MP can assume in NATO Operations. Further, the Provost Marshal function is a concept not universally accepted by nations. Approaches have been adopted which, while explicitly recognizing the primacy of the nations and the limiting factors, do ensure that MP and Force PM roles can operate successfully under NATO doctrine generally and, more specifically, in ISAF Operations. The report was released in August 2010.

Medical Civil-Military Interaction

This study provided recommendations to enhance the role of NATO's multinational medical capability in support of the establishment/re-establishment of a host nation health care system. It specifically looks into NATO's interaction with civilian actors and the impact of NATO's initiatives to provide health care to local civilians and to support the development and reconstruction of military and civilian national health care system. This study collected data primarily from Afghanistan but also considered data collected elsewhere and literature reflecting civil and military studies and lessons. Outside Afghanistan, interviews were held at the international HQs of UN Medical Service Support, UN OCHA, World Health Organization (WHO), the International Committee of the Red Cross (ICRC) military delegation, and with several NGOs. Additionally, this report proposed that it is the right time to open a new chapter in civil-military medical interaction. Civilian and military actors are seen as complementary in achieving long-lasting peace and stability and the comprehensive approach becomes a reality in this field. The report was released in July 2010.

JALLC Projects on ISAF from the 2010 POW

ISAF Command and Control

Between 5 May – 11 Jun 10, the JALLC, augmented by two personnel from the C2 Centre of Excellence, deployed to Afghanistan to conduct the study. The study, initiated by ISAF, was intended to examine the functionality of the newly implemented C2 structure (HQ ISAF, HQ IJC and NTM-A) in order to identify recommendations to enhance the unity of command. During the deployed data collection to ISAF, the JALLC was afforded access to all levels of command spanning the respective structures. At the request of COS ISAF, the JALLC was also invited to consider the structural relationship between HQ ISAF and the Office of the Senior Civilian Representative.

The JALLC concluded that a degree of overlap and duplication of effort existed within, and between, the HQs. However, given the new command structure had only recently been implemented, this overlap and duplication to some extent could be expected. The JALLC also offered recommendations on how NATO could review existing command organization models and levels of command for future operations of a similar scale with a single nation providing the substantive contribution to the mission (greater than that of a Framework Nation but not in the declared capacity of a Lead Nation). The report was released September 2010 following a period of detailed staffing at SHAPE.

Fratricide Prevention: Air Ground Operations and BALL Report Implementation

The aim of this project is to analyse how forces deploying to ISAF are prepared and able to avoid air to ground fratricide incidents, by assessing the extent to which the BALL (Bi-SC Analysis Lessons Learned) report has been implemented. The analysis result will be published in a final report to be issued by the end of March 2011. Additionally, this project may identify lessons that SACT can use as a basis for concept, doctrine and capability changes. The originating customer for this work is the HQ SACT/FP IPT (Fratricide Prevention, Integrated Project Team). The final report is expected in March 2011.

Air Data Exploitation in MJO (ISAF)

This study started in February when the JALLC team established the first contact with CC AIR Ramstein as a customer. In April, the Team, in cooperation with the customer, felt that the modifications to Air Data collection required are outside the purview of a JALLC analysis. The process to cancel the requirement started with a letter requesting cancellation to JFC Brunssum that came from ACT in July 2010.

Maritime OPS/INTEL Integration

This study started in July when the JALLC team established its first contact with the customer. In October, the customer (MC HQ NAPLES) indicated that there is no need to conduct any analysis on this issue because the AR is outdated. The JALLC has requested an official cancellation of the project.

ACO Intelligence Structures and Processes

The intent for this project is to examine ACO's Intelligence structures and processes (in the context of the new NATO PE structures and the trial version of SHAPE's Comprehensive Operations Planning Directive), in order to recommend methods to optimize the Intel processes to support operations. The lead customer for this study is HQ NATO IMS (INTEL). The final report is expected in February 2011.

External Information Sharing support of NATO Counter-Piracy Operations

The aim of this project is to analyse information sharing in support of NATO counter-piracy operations with the objective of improving not only Operation OCEAN SHIELD, but also the maritime operational capabilities of NATO in general. The analysis results will be published in a joint analysis report, to be issued by the end of February 2011. Additionally, this project may identify lessons that SACT can use as a basis for concept, doctrine and capability changes. The primary customer for this study is JFC HQ Lisbon. The final report is expected in April 2011.

Military Health Care Engagement

The AR proposed for this study focuses on a comprehensive concept in engaging NATO's military health capabilities in the host nation's civilian public health care sector. An understanding of NATO's requirement to contribute to a comprehensive Stabilization and Reconstruction effort in meeting a desired health care end state in fragile states is required in order to support the Policy Decision-Making process. In addition, this study intends to enhance the development of NATO policies & capabilities to support the Comprehensive Approach. The first report is expected in May 2011. This project will be worked in cooperation with United Nations, and will be supported by experts from Harvard University.

TRAINING, EXERCISES AND EXPERIMENTATION

The main efforts for the JALLC in 2010 regarding training, exercise and experimentation were on the implementation of the Deployable Joint Staff Element (DJSE) and the ISAF Pre-Deployment (PDT) training.

Training

The JALLC Exercise Training and Experimentation Branch (ETE Br) continued to support ISAF PDT throughout the year 2010. The main focus for the first part of 2010 was the ISAF Intelligence Orientation Course (I2OC), the Regional Command North (RC N) Mission Rehearsal Training (MRT) and the HQ ISAF/IJC MRT. This analysis period culminated by end of July and included observations during Training Events (TEs) as well as in-theatre interviews with all RC (N) Divisions and Branches as well as Divisions and Branches personnel in HQ ISAF/IJC. The observations and interviews resulted in the ISAF I2OC Event Report released on 26 March 2010, the RC (N) PDT Event Report released on 31 May 2010, and the JALLC Report on ISAF PDT in the new C2 structure released on 31 August 2010 and endorsed by ACT in October 2010.

The ETE Br also participated in the Police Operational Mentoring Liaison Team (POMLT) Pilot TE at Joint Force Training Centre Bydgoszcz (JFTC) at end of May, and contributed directly in the LL process with recommendations for improvements, based on previous experiences and LI/LL.

The ETE Br continued to support the ISAF PDT in the last part of 2010 in accordance with JFC BS proposed priorities. The POMLT TEs at Joint Multinational Readiness Centre (JMRC) Hohenfels, DEU, and Centre National d'Entrainement des Forces de Gendarmerie (CNEFG), Saint Astier, FRA, were given priority one, and further development of ISAF HQ/IJC/NTM-A MRT within specific areas; priority two. Direct feedback regarding improvements was given directly to OCE and ODE at the TEs and a more detailed report based on in-theatre interviews and analysis is planned to be released in first part of 2011.

The ETE Br participated and briefed the content of the JALLC PDT reports at JFC BS Training Development Conference at NATO School Oberammergau in May and Nov 2010, where all NATO Nations were represented.

As the only agency involved with the same team in all TEs and courses, ETE Br also supported the implementation of the overall ISAF Training LL process by advising all LL personnel involved in the TEs and recommending improvements to be implemented in the next TEs/courses.

Exercises

JALLC's focus on exercises throughout 2010 was related to the DJSE concept implementation at NRF exercises at the joint level. One project from the POW 2009, the analysis of exercise LOYAL JEWEL 2009 (LJL 09), was finished in June 2010. In this exercise, the focus for the JALLC team was on the analysis of factors that contribute to, or interfere with, JHQ MAIN and Forward Element (FE) achieving the functionality of single JHQ in the DJSE structure. The report was published on 08 June 2010.

This report highlighted observations and recommendations of the JHQ's delineation of roles and responsibilities (including the two Chiefs of Staff (COS)) and how they determined "ownership" of the various functions and tasks; the contribution of the various boards, working groups, VTCs and other meetings (whether part of the battle rhythm or internal sessions), and the coordination that

occurs informally, outside the scheduled battle rhythm and internal directorates, branches, centres, and cells counterpart sessions.

With Exercise STEADFAST JUNCTURE 2010 (SFJE 10) from the JALLC POW 2010, JALLC continued analyzing the information flow. The project team had to provide SHAPE (and in doing so also provide the JFCs and CCs) with an understanding of C2 and Information flow issues between the distributed staff elements (MAIN and DJSE) as well as between the HQ and subordinate components in order to inform further development of the JFC structure and the DJSE concept.

This analysis examined the entire spectrum of information flow within a split, joint headquarters (JHQ) and was not limited only to the “traditional” Information Management (IM) and Reports & Returns (R&R) procedures. As such, as far as JALLC can determine, this was the first analysis in which the *informal* information exchanges that occur *outside* of the control capabilities of the IM and R&R have been taken into consideration.

The data set consisted of approximately 90 different interviews and specifically observed / recorded events. Data included interviews with JFC COM, JFC DCOM, JFC COS, FE COS, ACCE DIR, COM LCC, COM JLSG and the directors and heads of most of the MAIN and FE Branches, Centres & Cells. The final report is expected to be released early in 2011.

With Exercise STEADFAST JUNO 2010 (SFJO 10), JALLC is continuing the analysis of the DJSE implementation. The Analysis Objectives are to identify the nature of the information exchanged along with the mechanisms employed to achieve collaboration and synchronisation between the JHQ MAIN and the JHQ FE. Emphasis will be put on the information flow between the Joint Coordination Centre (JCC) and the Joint Synchronisation & Execution Branch (JSEB) on the one hand; and between the Joint Effects Management Branch (JEMB) and Theatre Engagement Centre (TEC) on the other hand. The final report is expected in February 2011.

It is already planned to go on with analysis on the information flow with Exercise STEADFAST JOIST 2011. The JALLC will provide an Analysis Team for this exercise to continue analysis efforts for SHAPE, ACT, JFC's and other concerned NATO entities.

Experimentation

In 2010, the JALLC did not participate in any experimentation activity.

Lessons Learned

NATO LL POLICY AND IMPLEMENTATION

The NATO Lessons Learned Policy was endorsed in October 2008 and guides a common understanding of Lessons Learned in NATO. The Policy is currently under revision, in close coordination between NATO HQ (IS and IMS), ACT, ACO and JALLC. After the new NATO Lessons Learned Policy is approved, the Bi-SC Directive 80-6 (Lessons Learned) will be revised, also in close coordination between ACO, ACT and JALLC.

The impact of these revised documents on the NATO Lessons Learned Staff Officer's course, the JALLC outreach program and other tasks, will be assessed accordingly.

NATO LLDB

The Lessons Learned Database v. 3.1 continues to develop in terms of capability and content. Currently the database holds 354 observations, 497 Lessons Identified, and 19 Lessons Learned from exercises, experiments and operations NATO-wide. In 2010, the NATO LLDb stored 93 new entries, of which 37 are Observations and 56 are Lessons Identified.

NATO LESSONS LEARNED PORTAL (NLLP)

In accordance with the JALLC POW 2010; in January 2010 a proposal for the development of the NATO Lessons Learned Database to facilitate the NATO LL Process and sharing of information was submitted to ACT. This proposal was approved by ACT and forwarded to NCSA HQ. The Director NCSA, during his recent visit to the JALLC, promised to support JALLC efforts in this area. To prove the concept, the JALLC developed a Lessons Learned Portal prototype in both NATO Secret and NATO Unclassified networks, which went live in October 2010.

The intent of the JALLC NLLP prototype is to offer fast and reliable access for all of the Lessons Learned community to Lessons Learned products and to serve as a powerful tool to share and disseminate information within the LL community.

The NLLP provides a repository for all LL Publications, such as the NATO LL Policy and the Bi-SC Directive. Authorized users are able to upload their own LL related information; participate in different forums; and make suggestions to improve the system.

NATO LL CONFERENCE

On behalf of HQ SACT, the JALLC conducted another successful NATO Lessons Learned conference in October 2010. Under the theme of "Turning Lessons Identified into Lessons Learned", the three day Conference (plus a pre-conference training day held the day before) generated much discussion and constructive input towards improving NATO's record in this area. The Conference was attended by 209 participants from across NATO, Nations, Partners, a Contact Country (Australia), as well as the Commander of the Iraqi LL Centre. It included updates from key NATO bodies, followed by Panels conducted by ACT, ACO, and the JALLC, where what is required at the various levels to create a truly effective Lessons Learned capability was explored. DSACT delivered a very well received keynote address on the second day of the Conference.

NATO LL STAFF OFFICER COURSE

JALLC has continued to be actively engaged in the development and execution of the NATO Lessons Learned Staff Officer's Course under the leadership of HQ SACT. Four courses have been held during 2010 in March, July, September, and December. About 25 students from NATO and partner nations attended each course. The feedback from the participating students has been very encouraging.

THE JALLC EXPLORER

In October, JALLC inaugurated a new LL newsletter: the *JALLC Explorer*. It will keep the NATO community updated on JALLC activities in the areas of Analysis, Lessons Learned and Outreach. It will highlight JATT and other JALLC activities, update the Lessons Learned Community on recent JALLC products, and feature a particular JALLC project or activity along with the personnel involved. The intent is to publish it every two or three months dependent on the news available.

NATO LESSONS LEARNED HANDBOOK

The concept for a LL Handbook was an outcome from the 2009 NATO LL Conference hosted by the JALLC. It was envisaged to be complementary to the nascent LL Staff Officer's Course.

Accordingly, JALLC staff developed the NATO Lessons Learned Handbook and the first edition was formally released in October 2010. The purpose of the NATO LL Handbook is to guide and assist the LL Staff Officer to fulfil their role in supporting their organization and NATO to effectively learn from experience. Although the NATO approach to LL as promulgated in the NATO LL Policy and the Bi-SC Directive 80-6 was used as the basis of the handbook, the techniques and tools discussed are applicable to any generic approach to LL.

The first edition has been published electronically and is available for download from both the NSWAN and Unclassified Internet JALLC websites. Once feedback has been received and incorporated, the JALLC intends to produce a second edition in both electronic and hardcopy book formats.

CMX 09

The JALLC provided two staff to support NATO HQ staff to implement a formal method of collecting observations and lessons in accordance with the NATO LL Policy during CMX 09 held at NATO HQ in March 2010. As part of this support effort, the JALLC staff developed a spreadsheet to assist in automating the collection and management of observations. This spreadsheet was used by the NATO International Staff to collect and manage over 450 observation submitted from exercise participants and the capitals.

Additionally, a Microsoft SharePoint Server (SPS) survey was developed to assist in the collection of observations over the internet.

ASSISTANCE TO THE NATO SENIOR CIVILIAN REPRESENTATIVE (SCR) IN AFGHANISTAN

The NATO Secretary-General requested the NATO SCR in Afghanistan to provide a concise report portraying the lessons learned in Afghanistan of relevance to the further development of NATO's contribution to a Comprehensive Approach. Furthermore, the Secretary-General requested ACT to provide maximum support to the SCR in developing this report.

Consequently, the JALLC deployed a NATO civilian analyst to HQ ISAF in June and July 2010 to provide direct support to the SCR in preparing his report by researching the background for the report and interviewing the key leaders whose views have provided essential insights.

The final product entitled 'A Comprehensive Approach - Lessons Learned in Afghanistan' was submitted by the SCR to the Secretary-General on 15 July 2010.

JALLC SUPPORT TO HQ ISAF (DCOS RES)

Following a request from ISAF HQ COS to support HQ ISAF DCOS RES to develop his Lessons Identified for submission to the NATO Chain of Command, the JALLC answered affirmatively. For this purpose, one JALLC analyst (contractor), following a deployment in theatre for a JALLC Project, provided the requested support.

Outreach

JALLC ADVISORY AND TRAINING TEAM

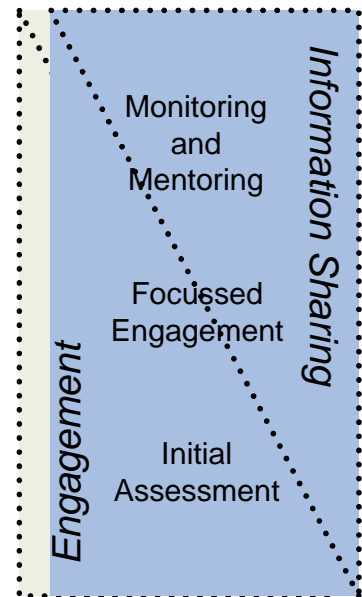
The JALLC was tasked by HQ SACT to provide support to NATO HQs and bodies, NATO Nations and Partner Nations in order to assist them in improving their lessons learned capabilities. The JALLC Advisory and Training Team (JATT) was established to achieve this mission, and began work in February 2010.

The JATT, comprising two JALLC analysts augmented as required by other JALLC staff members, exploited existing training and outreach opportunities and expanded LL activities directly to Nations and NATO commands. The JATT has assumed responsibility for the provision of the JALLC internal Analyst Training Course, and coordinates JALLC support to the highly successful NATO Lessons Learned Staff Officer Course, hosted by the Swedish Armed Forces International Centre near Stockholm.

Following a strong promotion campaign, the JATT has received a great deal of interest and requests for JATT support from a variety of Nations, Training Centres, conferences and events. During 2010, the JATT visited Hungary, Bosnia & Herzegovina, Turkey, Germany, the United Kingdom, and Slovenia, and also JFC Naples, HQ MC Naples, the African Union HQ in Addis Abeba, along with several conferences and training events.

The JATT's *modus operandi* comprises a three-stage engagement: an *Initial Assessment*, followed by an intensive phase of *Focused Engagement*, culminating in a *Mentoring and Monitoring* phase. 2010 has been characterized by a number of assessment visits, and the provision of several training events as part of the *Focused Engagement* phase where lessons learned capabilities are already well established.

JATT training consists of a distillation of the NATO LLSO Course modules, including training in the NATO LLDdb, the Observation Collection Program software, basic analysis techniques, and LL process management. The JATT has adopted the PRINCE2 project management approach to manage and prioritize these requests to ensure that the resources available can achieve maximum effect. Events such as the NATO LL Conference, the International LL Conference, and the BI SC Military Cooperation Coordination Workshop provide opportunities for wide communication with minimal resources.



JATT interaction with ACT has been shaped during the year. Annual JATT plans will be added as an attachment to the JALLC POW. Direction and Guidance from ACT will be entered into the COS ACT letter on the JALLC POW. In frequent teleconferences, coordination issues are discussed. Cooperation on the LL Staff Officers Courses (LLSOC) is established and developing.

Other Support to NATO LL Process

SEMINARS AND CONFERENCES

In 2010 JALLC received a great number of requests for participation in seminars and conferences, most often as presenters. Due to limited resources, the JALLC had to decline a number of requests and prioritise attendance at conferences that had a direct relation to analysis projects conducted by JALLC or that would meet JALLC objectives as defined in our Strategic Engagement and Communication Plan.

Amongst many others, JALLC participated in the following activities:

- Attended and briefed the 5th ISAF Strategic Logistic Planning Meeting, January 2010
- Supported the Lessons Learned Staff Officers Course in Sweden, March 2010
- Attended the PRT Infantry Seminar and briefed the Urban Operations Working Group in Mafra, Portugal, April 2010
- Supported the German Armed Forces Command and Staff College with training on the NATO LL process, Germany, May 2010 and December 2010
- Attended the Joint Warfighting Conference in Norfolk, USA, May 2010
- Attended the COIN TF Workshop at ACT in Norfolk, USA, May 2010
- Supported the Lessons Learned Staff Officers Course in Sweden, June 2010
- Attended Silk Road Flag Officers Seminar in Turkey, June 2010
- Attended and briefed at the International Lessons Learned Conference in Sweden, June 2010
- Attended and briefed the SAS Study meeting on OA support to NATO OPS, Paris, France, September 2010
- Supported the Lessons Learned Staff Officers Course in Sweden, September 2010
- Supported the AU exercise Amani Africa – October 2010
- Briefed the NATO CIS Training Working Group in JFC Lisbon, Oeiras, October 2010
- Supported LL Discussions with OPD in JFC Lisbon, Oeiras – November 2010
- Attended and briefed the POL MOD Defence Planning Conference in Warsaw, Poland, November 2010
- Supported the Lessons Learned Staff Officers Course in Sweden, December 2010

Internal JALLC

JALLC PROJECT MANAGEMENT APPROACH

PRINCE2 is a structured approach for effective project management and is recognized globally as the industry standard. PRINCE2 has also been adopted within other NATO entities.

Accordingly, the JALLC has developed and initiated the implementation of a new project management process: the JALLC Project Approach (JPA). JPA incorporates many of the principles, themes and elements of PRINCE2, but represents a bespoke project approach to reflect the requirements of the JALLC and the unique aspects of military joint analysis. JPA identifies seven defined stages within a JALLC analysis project. Projects are controlled by stages, each with identified activities, deliverables and tolerances (time, cost, etc). Project Teams are authorized to proceed to subsequent stages only once the Project Board is satisfied with progress and the deliverables required for the current stage.

JPA, in common with PRINCE2, is focused on the delivery of products against a defined business case it is expected that JALLC analysis products will become more relevant and of greater utility to both customers, and the wider transformation of the Alliance. Furthermore, in providing a more structured and controlled project management approach, JPA is intended to improve the timeliness and quality of JALLC analysis products.

MANPOWER

Manning levels were at 100% of the Peace Establishment (PE) of 50 personnel on 31 December 2010. To this number should be added one Partnership Staff Element (PSE) (an Austrian officer who has been fully integrated since July 2009), and one VNC as "Manpower Overage" for the period of one year (Professor Bakken from the Norwegian Defence University College).

Furthermore, the NCSA, NSE Monsanto was activated and as of 1 November, all 4 positions are manned.

Following a JALLC request to ACT, the process to establish an Internship Program for the JALLC in 2011 was initiated. At this stage, the candidates are already selected and expected to arrive at the JALLC by mid 2011.

TRAINING

LL Analysis Training

JALLC needs to provide internal training for its analysts as most new staff officers arrive at JALLC without previous training or experience in the sort of analysis that JALLC conducts.

While the course is only aimed at in-house training, a limited number of available spaces have been offered to nations and NATO HQs in order to assist in training their personnel. The training event is conducted with JALLC internal expertise and provides the students with basic analysis training and project management. Because of the available space, places are limited to 12 but the JALLC recognizes that there is an increased interest from external agencies, so the size and frequency of this course will be closely monitored during the coming year.

Although there are costs associated with running the course, it provides the necessary training and will therefore continue to be an important internal activity.

The two five-day Analyst Training Courses (19-24 April and 13-17 September) provided students with the outline knowledge to be able to perform joint analysis on operations and exercises, including preparing analysis, planning data collection, conducting analysis and writing an analysis report. The training events were conducted at the JALLC with internal expertise. The theoretical phase (3 days) provided the foundation of analysis and included training using different software tools, developing questionnaires and surveys, and conducting interviews. The practical

part (2 days) aimed at putting that newly acquired knowledge to practical use by executing a short analysis project.

The two courses run in 2010 had 15 internal attendees (new JALLC members) and 7 external participants from SACT (1), JWC (1), JFCLB (1), COEs (2), and Portugal (2).

For the JALLC analysts, this course provides the basics; there is a clear need for continuation training to be conducted throughout the duration of officers' postings to the JALLC. Accordingly in 2011 a series of three additional training modules are to be introduced:

- Planning data Collection.
- Conducting Interviews.
- Compiling and completing reports.

Induction Training

With the 2010 summer staff rotation, following the new approved PE, the JALLC established a new training model for the newcomers. A formal one day induction training program was established covering essential areas of interest.

Aligned with this concept, (following the approval of the new SOP for the JALLC Permanent Representative in ISAF), was the establishment of an induction training program involving most of the JALLC internal structures and covering all the relevant aspects for the new appointed staff officer that deployed in Dec10 for a 3 month tour in ISAF HQ.

BUDGET AND FINANCE

In 2010 the JALLC Budget and Finance Branch (BUDFIN) has achieved its two main objectives; namely the full execution of the available credits for the current fiscal year, and the endorsement of the Budget Estimates for 2011 in accordance with the budget submission.

2010 has recorded a significant increase in the workload of the branch. Whereas travel has remained constant when compared to 2009, an increase of about 70% has been recorded in procurement activities. This increase is related to BUDFIN's continuous effort to scan the external environment in order to obtain the needed goods and services at more affordable prices. In particular, procedures were put in place in order to access retailer price when more economic than the prices obtained from the standard supplier base.

The more economic and efficient management of resources in general and financial resources in particular is corroborated by an improvement in all efficiency ratios monitored by the Centre.

In terms of operating efficiency, the Analysis Reports/PE ¹ratio reveals an increase from 0.20 in 2009 to the current 0.24, thus showing an increase in the productivity of the JALLC.

When looking at the efficient use of financial resources, two major output categories have been considered during the fiscal year:

¹ This ratio has been calculated by relating the number of reports to the total number of staff working at the JALLC, including contractors.

- Headquarters' Operating & Maintenance: this refers to the credit allocated within Budget 252, which addresses legal liabilities and fixed costs only². The Headquarters' Efficiency Ratio shows an improvement in efficiency, moving from a value of 18,874³ in 2009 to a value of 18,788 in 2010, meaning lower per-capita expenditure to operate and maintain the JALLC.
- Analysis Reports: this refers to the credits delegated under Budget 258. The Deliverables Efficiency Ratio decreased from 96,781 in 2009 to 84,312 in 2010⁴, again showing an improvement in the efficiency of the Centre (reduction in the cost per report).

It is recognised that all ratios present limitations, being affected by numerous variables (e.g. one-off capital investments, quality of reports, complexity of issues addressed). They are however valid tools that allow comparison over time and underpin reflection on the causes of variation.

With respect to the JALLC financial structure, at the beginning of the current fiscal year ACT decided to centralise the cash call function for the JALLC and other subordinated entities. Whereas the new method can potentially reduce lead times for cash transfers to the JALLC, this advantage has not materialised yet and the JALLC is still suffering a liquidity problem. Further coordination is requested between ACT and the JALLC, especially as regards the settlement of the last call of the year.

INFRASTRUCTURE

The JALLC is accommodated in facilities provided by the Portuguese authorities, located at the compound of the Portuguese Air Command (CA) at Monsanto, Lisbon, Portugal. The building provides sufficient space to accommodate the PE organization, but space limitations have become a constraint. Taking into consideration the full manning status of the JALLC PE, to which should be added, as previously mentioned, one PSE officer, one manpower overage and the establishment of NSE Monsanto, the available office space is presently at its full capacity. Bearing in mind that an additional PSE position is due to be filled during 2011 and that the JATT (The JATT will also have an extra contractor next year) will require extra space to support in-house activities in support of NATO bodies, NATO nations, and partner nations, office space management will most certainly be a major challenge during the year to come. The building is equipped with a small meeting and conference room; both are used for daily internal staff activities and training purposes. However, it is not possible to host conferences and seminars. For these events we have to use Host Nation facilities.

As reported in the previous year, the JALLC approached the Portuguese CHOD to address the expansion of the current facilities. A favourable outcome is not yet foreseen since it depends on Host Nation funds to enable the relocation of a Portuguese Air Force (PoAF) communications squadron.

² Legal liabilities and fixed costs are incurred irrespective of the level of output.

³ The ratio compares the allocated credits to the number of supported personnel. All values are discounted.

⁴ This ratio compares the operations and exercise-related credits to the number of reports issued. All values are discounted.

C2 AND ORGANIZATIONAL PROCESSES

The implementation of JALLC's new PE was conducted in three, at times overlapping, phases comprising both concurrent and sequential activities: a Preparation Phase, a Transition Phase and a Build-up and Evaluation Phase. The Preparation Phase started in October 2008 and was completed in 2009. The JALLC Detailed Implementation Plan mainly details the way JALLC will conduct the other two Phases. The Transition Phase overlapped the Preparation Phase and covered the transition to the new JALLC structure. The aim of the Transition Phase was the successful implementation of the new structure on the "T-Day", 1 August 2010, which was determined by Supreme Allied Commander Transformation (SACT) for the *de facto* switch from the ACT current establishments to the new establishments. Due to the switch to an interim working structure on 1 March 2010, which was broadly the same as today's final structure; the transition on 1 August 2010 went smoothly and without any interruption to the JALLC's mission.

CIS SUPPORT AND ACTIVITIES

JALLC CIS assets have undergone significant improvements during 2010 which facilitated the development and management of internal activities, increasing staff performance, and the capacity to manage information more efficiently.

Connectivity

In order to improve the stability and availability of the NATO networks and services, the JALLC has established a new Class I area within its basement to allocate the Crypto assets that provide encryption to classified networks and systems placed at JALLC. Crypto devices allocated into the Crypto room at PRT AC Communications Center (COMMCEN) and managed by PRT AC personnel were moved to the new JALLC facilities. This new architecture eliminated some of the intermediate devices, providing a direct connection between NCSA Sector Lisbon (NCLB) and JALLC and improving service quality.

CIS Support

The Service Level Agreement (SLA) negotiated with NCSA in 2009 has been implemented satisfactorily during this year. Under this SLA, most network administrative tasks and direct user support is performed by the JALLC IT Branch personnel. NCSA Sector Lisbon is responsible for connectivity, boundary protection, technical advice and second level of support. A new revision of the SLA is under development for 2011.

With the implementation of the PE, a detailed roadmap was established to handover the responsibilities of networking and direct user support to NSE Monsanto.

NATO LLDB Software

The contractors (ABG) who created the database, continued to upgrade its capability with improved search, user interface capability, staff officer lesson management tools and requested fields for classification of uploaded documents and comments.

The NATO LLDB software was updated to version 3.1. The certification process to install the new software on NS was completed. The LLDB v3.1 accreditation by the NCSA was concluded during July and was included in the NS Approved Fielded Product List (AFPL).

CIS Support to JALLC Office in HQ ISAF

The JALLC Liaison Officer (LNO) present in HQ International Security Assistance Force (ISAF) receives CIS support from HQ ISAF CJ-6. The JALLC CIS Management Branch provides computers, telephones and Reach Back technical support as requested.

NSE Monsanto

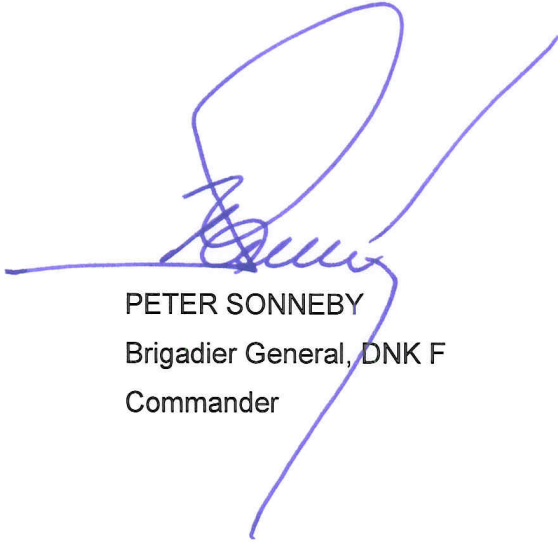
According to the new JALLC PE, the NCSA Support Element was established and co-located with the JALLC to support it in the IT area. The technical handover of all the roles and responsibilities initially assigned to the JALLC IT Branch was initiated in the last quarter of 2010 and is expected to be concluded during the second quarter of 2011.

High Level Visits to the JALLC

In addition to the extensive outreach activities the JALLC also received and briefed many visitors at Monsanto. To give an impression, below are listed the most senior officers and most significant groups of visitors throughout 2010:

- MGEN Richard Rossmann, COS Deployable Joint Staff Element,
- BGEN Rouby, French NMR, SHAPE
- Belgium Minister of Defense, Excellency Mr Pieter de Crem
- Admiral, Luciano Zappata, DSACT,
- MGEN Carlos Branco, Assistant Director C&RS, IMS
- Ambassador of Denmark to Portugal, H.E. Mr. Hans Michael Kofoed-Hansen,
- Rear Admiral Ruehle, KMD Director JFC Naples
- Rear Admiral Fernando Pires Da Cunha, COS JFC Lisbon,
- MGEN Rui Rodrigues, PRT MOD Deputy General Inspector
- MGEN Andy Salmon, DCOS Force Readiness, SHAPE
- Ambassador of Hungary to Portugal, H.E. Dr. Attila Gecse
- VADM Harry Harris, Commander U.S. Sixth Fleet
- Ambassador of Sweden to Portugal, H.E. Mr. Bengt Lundborg
- Ambassador of Finland to Portugal, H.E. Mr. Asko Numminen
- VADM Carol M. Pottenger, DCOS CAPDEV, ACT
- German Armed Forces Staff College.
- LGEN Kurt Herrmann, Director NCSA
- MGEN Badet, Mil Rep Swiss Mission to NATO
- LGEN Mieczyslaw Bieniek, DSACT
- Ambassador of Croatia to Portugal, H.E. Mr. Zeljko Vukosav

- Ambassador of Albania to Portugal, H.E. Mr. Edmond Trako
- Portuguese Staff College, Navy Promotion Course

A handwritten signature in blue ink, appearing to read 'Peter Sonneby', is written over the typed name and title. The signature is stylized and extends upwards and to the right.

PETER SONNEBY
Brigadier General, DNK F
Commander