JOINT ANALYSIS AND
LESSONS LEARNED CENTRE

NATO'S LEAD AGENT FOR JOINT ANALYSIS

JALLC-AD-14-022   13 February 2014

To: General
               Jean-Paul Paloméros
               Supreme Allied Commander Transformation
               Headquarters
               Supreme Allied Commander Transformation
               7857 Blandy Road, Suite 100
               Norfolk, VA 23551-2490 USA

Subject: JALLC 2013 Annual Report

Mon Jeneral,
Sir,

1.   Please find attached the 2013 Annual Report of the Joint Analysis and Lessons Learned
Centre (JALLC). I would like to highlight, as expressed in my summary, the many achievements
of JALLC in 2013. It has been a very busy, productive, and successful year. We have
accomplished what was possible within resources available and prepared for accomplishing
more in 2014, while still offering an opportunity for insight and introspection to improve our own
skills.

2.   I would like to draw attention to the most important challenges facing JALLC going
forward. In particular, I believe greater effort needs to be made both to produce a well-staffed,
sensible and relevant programme of work and to endorse our resulting products in ways that
make clear who will take what action based on our recommendations. NATO can only learn
when the remedial actions (phase 2 of the NATO LL process) are endorsed, tasked and
implemented properly. I will endeavour to work with HQ SACT Capability Development
Directorate to address these issues.

3.   I am proud of JALLC's contribution to NATO's continual efforts to transform and of the
hard work and dedication of my staff.
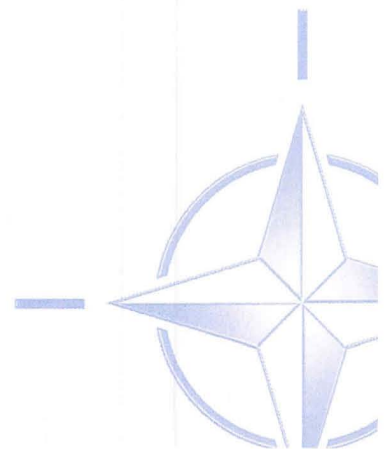
Très respectueusement,

Mircea MÎNDRESCU
Brigadier General Romanian Army
Commander

Enclosure:
Annual Report of the Joint Analysis and Lessons Learned Centre

Copy:

DSACT
COS HQ SACT
DCOS CAPDEV

2013 ANNUAL REPORT OF THE

JOINT ANALYSIS AND LESSONS LEARNED CENTRE

COMMANDER'S SUMMARY

Overview

The Joint Analysis and Lessons Learned Centre (JALLC) strived to make valuable contributions to NATO's transformational agenda in 2013, building on our success of past years. Despite major turnover and additional tasks brought on by the new Peacetime Establishment (PE), high staff rotation, including a complete changeover in the command group, and the changes wrought by the new alignment of NATO commands in Lisbon, JALLC continued to deliver high quality analysis products and valuable support to NATO's Lessons Learned (LL) process and activities.

Accomplishments

JALLC published 15 analysis reports in 2013, in addition to two interim analysis reports, one food for thought paper, and made significant input to reports published by other bodies for a total of 23 major analysis products. JALLC has also increased the integration, functionality, and user-friendliness of the NATO's lessons staffing and sharing tools with the rollout of the fully operational NATO Lessons Learned Portals (NLLP). In addition to our analysis projects and LL activities, JALLC continued a very active outreach campaign to promote Lessons Learning in NATO bodies, NATO and Partner nations, and assisted in the establishment or development of their LL Capabilities. Highlights from this year include:

- Publication of the *Decade of Conflict* report which has received universal approval from all who have actually read it, including members of the International Staff;

- Launching of the operational version of the NLLP, which has received much positive feedback from within NATO and from Nations, including several Partner countries;

- Development of the Exercise, Training, Reporting and Analysis (EXTRA) Portal, which will improve NATO's exercise and training effort significantly by enabling the timely sharing of lessons, best practices, relevant documents, and on-going work in support of NATO's exercise and training programmes;

- Seamlessly picking up base, financial, and family support functions for all Lisbon-based NATO commands after the closure of Joint Force Command (JFC) Lisbon;

- Analysis support to high-level NATO exercise and experiments (e.g. Crisis Management Exercise (CMX), CAPABLE LOGISTICIAN, CWIX and STEADFAST JAZZ (SFJZ));

- Establishment of a regional approach to LL Outreach by focusing on Partners in conjunction with HQ Supreme Allied Commander Transformation's (SACT) Nations Engagement Team that more efficiently delivered advanced LL Training to a greater number of LL Staff Officers (LLSO);

- Our continuing strong support to lessons learning in the International Security Assistance Force (ISAF) through the presence of our JALLC Permanent Representative, deployable

LL training conducted by JALLC teams, and two analysis reports aimed at providing lessons to COMISAF (*Redeployment from Operations* and *Counter- and Anti-Corruption*).

Challenges

JALLC does face challenges, and we will need the engagement and support of our higher HQ to address them. First, we face problems in how our analysis programme is constructed and in how the resulting products are handled and endorsed. Second, the assumption of support functions continues to place a strain on JALLC resources. Lastly, the withdrawal of the JALLC Permanent Representative to HQ ISAF at the end of 2013 will require closer coordination for LL support and data collection needs.

The biannual submission process of the JALLC Programme of Work (POW) has significantly increased JALLC's responsiveness to the analysis needs of NATO. However, as in 2012, a large number of proposed analysis projects from the POW were cancelled early in the project execution phase because: the Analysis Requirement (AR) had already been addressed by other bodies; it was not sufficiently clear and well defined; it had not been sufficiently coordinated with other stakeholders; or a suitable customer could not be found. This indicates that staffing of ARs both by submitting branches and at strategic level, was inadequate.

At the other end of our analysis process, although many of our analysis products have been seen to directly aid our customers and impact decision-making in individual bodies, including at the highest levels of NATO, there are major problems with the current endorsement process, that cause me great doubt as to our products' enduring value to transformation. Quite simply, our reports are not being endorsed[1] at the strategic level—13 reports from the last two years still await any form of formal endorsement—indicating that no documentable action is being taken as a result of our work.

JALLC contributed to the drafting of a Bi-SC directive to address these two issues, but there appears to have been little progress made on it over the last six months.

With the closure of JFC Lisbon and the arrival of Naval Striking and Support Forces NATO, JALLC assumed responsibility for HQ support tasks previously carried out by the JFC Lisbon HQ Support Group for all Lisbon area NATO commands. This has been a huge additional task but, thanks in large part to generous support from our Host Nation (HN), we now are successfully managing tasks such as Morale and Welfare, Family Support, and Financial Services. However the JALLC PE does not support execution of this role and, without the tremendous engagement of my team and the aforementioned HN support, it simply would not have been possible. The NATO Defence Manpower Audit Authority (NDMAA) has recommended increasing the JALLC PE to cover these new tasks and, once implemented, it is expected that the additional manpower will resolve this issue.

Finally, the decision to disestablish the JALLC Permanent Representative in HQ ISAF following ISAF request, although sound from a cost and logistics perspective, does mean, first, that there will be reduced direct support to the LL process in Afghanistan and, second, that our access to theatre for purposes of data collection in support any future ISAF or Resolute Support Mission analysis project will demand greater coordination with ISAF / IJC /CJ57 / LL Branch. The former can, in part, be addressed by continuing our periodic JALLC Advisory and Training Team (JATT)-led engagements with in-theatre LL staff. The latter will require support from HQ SACT

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[1] Endorsement means it has been approved by the authorized decision-making body—for JALLC analyses, the Strategic Commanders—who with that endorsement commit to following up on the recommended Remedial Action(s).

in coordinating through Allied Command Operations (ACO) to gain JALLC teams the necessary access to data.

Conclusion

We have accomplished much in 2013 and prepared for accomplishing more. With improvements to the Analysis POW and Endorsement processes, and the planned uplift to our PE, JALLC will be ready to support even better and add true value to NATO's Transformational Agenda as we move towards NATO Forces 2020. I am proud of JALLC's contribution to NATO's continual efforts to transform and of the hard work and dedication of my staff.

Mircea MÍNDRESCU
Brigadier General, Romanian Army

JOINT ANALYSIS

The JALLC deployed joint analysis teams in support of operations, training, and exercises in accordance with tasking from SACT as directed in the 2013 JALLC POWs 1 and 2 and associated amendments to them. JALLC produced a total of 23 major analysis products, including major analytical contributions to five other organization's analysis reports, in 2013. The breakdown of JALLC's 2013 Joint Analysis products is as follows:

a. JALLC published 15 analytical reports pertaining to a wide variety of topics in our POW, including two case studies from the collaborative study with Harvard University on military engagement in civilian healthcare. Analysis subjects were wide ranging and high level, including among other things: redeployment from operations, merging of general staff and defence ministries, NATO's archival procedures, counter-/anti-corruption, joint targeting, NATO Command Structure (NCS) and NATO Force Structure (NFS) training, level of fidelity of Alliance exercises, logistic functional support, attack the networks, reacting and responding to important events in Operation UNIFIED PROTECTOR (OUP) and a seminal work summarizing JALLC's perspective on a *Decade of Conflict.* Fourteen of these reports were delivered in direct fulfilment of the POW and one was a Food for Thought paper on Transition stemming from the Redeployment from Operations analysis project.

b. JALLC provided significant input to five analysis reports published by other NATO bodies reporting on the CMX 12, CWIX 13, CAPABLE LOGISTICIAN 13, NATO Defence Planning Process (NDPP) Dashboard development and NATO Pre-Deployment OA Course.

c. JALLC designed and populated three bespoke LL Portal Community of Interest (COI) areas for hosting and sharing lessons on exercises and training (the EXTRA Portal), Civilian Casualties (CIVCAS), and Insider Threat.

In total JALLC's 2013 deliverables fulfilled five extant analysis requirements from the 2012 POWs, and seven out of twelve of the analysis requirements tasked in the 2013 POWs. The remaining five analysis requirements from the 2013 POWs will be concluded during early 2014. A brief description of each JALLC analysis product is provided at the end of this report.

JALLC analysis products continue to reach the highest levels of NATO and feed the NATO-wide LL Process with valuable lessons identified, leading to direct improvements as soon as NATO commands take action to implement changes based on JALLC recommendations. More fundamental, long-lasting implementation of JALLC recommendations across commands continues, however, to be less successful due, we believe, to shortcomings in the endorsement process.

Although endorsement letters from HQ SACT and SHAPE were more forthcoming in 2013 than in 2012 (five were received from HQ SACT and one from SHAPE) it was disappointing to note that the letters that supported the JALLC results lacked any commitment from the Strategic Commanders to act on the outcome of the JALLC analyses. In letters where JALLC's results were not accepted, no alternative courses of action were proposed that would bridge the gap between where NATO is today and where NATO would need to be for the JALLC recommendations to be considered mature; that is, the letters did not constitute a commitment to act. Thirteen JALLC reports have yet to receive endorsement from one or both of the Strategic Commanders, going back to POW 12-2 and some endorsement letters took nearly a year to release. These significant delays suggest there may be some inefficiencies in the endorsement process that need to be addressed.

The biannual, rolling approach to generating JALLC's POW, introduced at the end of 2011, remains sound. However, this year nearly half of proposed projects were terminated early with

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point papers to explain why it was not possible to complete the original AR. Common reasons why a project was cancelled are that the analysis requirement had already been addressed by other bodies, it was not sufficiently clear and well defined, it had not been sufficiently coordinated with other stakeholders, or a suitable customer could not be found. Three of the cancelled projects resulted in building a LL Portal area instead of conducting Joint Analysis because it was found that the analysis had been previously completed by other bodies but the findings needed to be more widely shared. Another problem with proposed ARs relates to the aforementioned lack of endorsement. Certain ARs submitted to the 2014 POW seemed to be repeats of projects JALLC has already completed (e.g. the late 2011 projects on the ACO Assessment Process and Crisis Response Operations urgent requirements Process Approval Process; no endorsement letter has been received for either). Evidently the submitting body was not aware of those reports or that the recommendations would be relevant to their issues.

An exacerbating factor in 2013 to the normal coordination issues that cause attrition of POW items was the large staff turnover across the NCS after the introduction of the new PE, which meant that between the time an AR had been submitted and when the JALLC started work, no one in the customer organization knew what had been asked for in the first place.

HQ SACT's letter in response to JALLC's 2012 annual report promised to deal with these issues and work to establish a Bi-SC directive to improve the staffing and coordination of the JALLC POW was initiated in 2013. This work was not concluded and the issue is now overdue for resolution.

Finally, JALLC's analysts continue to be active members of the NATO analysis community. They contribute significantly to the activities of the Science and Technology Organization (STO) as an ex-officio member of the SAS Panel and as a member and liaison to STO study groups on topics such as: pre-deployment OA Course, OA support to cyber defence, operational data requirements of OA, attack the networks and defence planning measurements. JALLC has also contributed to the NATO OA Conference and supported delivery of the NATO Alternative Analysis (AltA) and Pre-deployment OA training courses. JALLC internal AltA capability implementation is on track.

SUPPORT TO NATO'S LESSONS LEARNED CAPABILITY

NATO LL POLICY AND IMPLEMENTATION

NATO Lessons Learned Policy was last endorsed in September 2011 and guides a common understanding of Lessons Learned in NATO. The revised Bi-SC LL Directive 80-6, which JALLC contributed to, was released in July 2013. Drafting of a Bi-SC directive on development of the JALLC POW and report endorsement process was initiated during 2013, but not concluded. JALLC will assess the impact of these revised documents on our analysis programme, the development of the NLLP, the content of the NATO LLSO's course, JALLC's outreach programme, and other tasks accordingly.

In 2013, in JALLC's view, implementation of NATO's LL capability was significantly undermined by a lack of Bi-SC directives setting out the procedures, roles and responsibilities for the staffing and coordination of JALLC's analysis POW and for the endorsement and tasking within the SCs of recommendations contained in JALLC analysis reports (see the Joint Analysis section for more information).

SUPPORT TO NATO LL SHARING

NATO Lessons Learned Portal

The new, operational NLLP was deployed in July 2013 in both NATO Secret (NS) WAN and NATO Unclassified (NU) Public Access Network (PAN), replacing the experimental prototypes that had been released in 2010. The NLLP has been developed by JALLC using *SharePoint Services Technology* and it is composed of two main areas: a *LL Staffing area*, to track entries along the LL Process, and an *Information and Knowledge Sharing Area* to support a wide range of organizational learning efforts. Additionally, the *Communities* area is becoming an ever more useful and attractive tool to engage people from different organizations working on the same issues. Some COIs are already available on both Portals, and the number will increase in the coming months.

The NLLP is mainly a sharing tool, with most of the documents stored in a main library. Associated metadata permits filtering all documents by different categories. All users are allowed and encouraged to share information, and because of that they are able to upload documents that, once approved by the Portal managers, are visible to all other users, depending on the security classification. Documents to be shared include Lessons Identified and Lessons Learned.

The LL Staffing area (only present in the NS WAN) is a tracking tool that allows visibility from a very early stage in the LL Process, especially for strategic and operational entries where staffing involves different NATO entities. It is important to note that the LL Staffing is not a tasking tool, but a tracking tool. It has been developed to replace the legacy NATO LL Databases (LLDb), once the transfer of information is completed.

The NU NLLP was used for the 2013 NATO Lessons Learned Conference registration, proving useful for that purpose. This use has also contributed to promote the Portal on the NU PAN. Nearly 500 users have registered in the NU NLLP so far.

Some additional improvements will be implemented in the coming months, with a new software release.

NATO Lessons Learned Databases

Running in parallel with the deployment of the NLLP, a process started to transfer all information from the NATO LLDb to the NLLP. The intention is to disband both databases (NS and NU) once the process is finished. 79 Lessons Learned and 49 Best Practices have already been transferred from the NS LLDb to the NS NLLP. Different options were considered and a decision on the way ahead was taken at the end of 2013 by the NATO Lesson Learned Working Group with regard to the remaining entries. Observations will be shared in a dedicated area (to be named "Legacy LL databases") and Lessons Identified will be shared in the Library together with all other documents or they can be inserted during the LL process. A letter will be sent early 2014 by HQ SACT to all stakeholders in order to update the status of every entry before proceeding to the transfer from the LLDb to the NLLP.

Entries to be transferred are as follows:

NS LL Database

- Observations: 407
- Lessons Identified: 683

NU LL Database

- Observations: 227
- Lessons Identified: 60

Since July 2013 it is no longer possible to submit new observations using the NS LLDb; this has to be done by means of the NLLP Staffing tool. Seven new observations have been submitted since then, six of them promoted to Lesson Identified.

NATO LL CONFERENCE

On behalf of SACT, the JALLC conducted another successful NATO Lessons Learned Conference in October 2013. Under the theme of "Consolidating Lessons, Sharing and Learning", the three day Conference (plus a pre-conference training day) refocused on the fundamentals of NATO successful organizational learning processes, in order to showcase how NATO learns from experience, and consolidates and shares lessons among its Command and Force Structures as well as with member and partner countries. Special attention was given to the presence of the International Organizations: UN DPKO, EU Military Staff and ICRC. The Conference was attended by 207 participants from across NATO, Nations, and Partners countries. The Chief of Staff of the Portuguese Air Force, General José António de Magalhães Araújo Pinheiro, delivered a very well received keynote address on the last day of the Conference. The final LL Conference report can be found on JALLC's NU website.

LL AND ANALYSIS TRAINING

Joint Analysis Training

Two JALLC Analyst Training Courses were held in 2013, in April and in September. This training is bespoke to JALLC Military Analysts, as they arrive, but seats are made available to other bodies on the understanding that the course is JALLC content is JALLC specific. Although not an approved NATO course, JALLC will continue to offer spare capacity on the course to outside participants. In the two courses held in 2013, a total of 16 JALLC military analysts and 7 external personnel were trained; the latter included personnel from nations, Centres of Excellence (COE), and one PfP Nation.

Following a 2012 study on the best location, course content, and frequency, it was decided that the current frequency of two courses per year, in April and September, held at JALLC is sufficient. It was also decided that future courses will be limited to 12 participants, in order not to exceed JALLC's training capacity and available space and thereby avoid impacting the quality of the training and placing an unsustainable burden on the JALLC staff that prepare and deliver the training. The course content and curriculum was fully revised before the second course in September 2013, in order to meet training objectives and to better develop students' proficiency in the JALLC approach to analysis.

NATO LL Staff Officer Course (LLSOC)

JALLC conducted three LLSOC in 2013 with 87 attendees. There are another three courses planned for 2014 (with maximum 30 students each). The course aims to prepare LLSOs to manage and execute an organizational LL capability using the NATO LL structure, processes, and tools. Lecturers and mentors come primarily from JALLC, Joint Warfare Centre (JWC), HQ SACT, and SHAPE. To date, a total of 504 officers and civilians from 39 nations, including 102 students from Partner nations, have completed the course. Feedback from students strongly indicates that the course provides valuable training for staff officers assigned to LL roles in NATO bodies and operations.

There are always more applications than seats so JALLC prioritizes seat allocation according to the following personnel categories: NCS/NFS, NATO Nations, Partnership for Peace (PfP) nations and others.

The course is held at the Swedish International Centre (SWEDINT) in Kungsängen, Sweden, which provides first class organizational, administrative, and logistic support. However, cuts in SWEDINT's budget diminished the level of support they can provide, leading to the reduction from four to three courses in 2013.

NATO LESSONS LEARNED HANDBOOKS

JALLC maintains and publishes two handbooks: the Joint Analysis Handbook and the NATO LL Handbook.

The Joint Analysis Handbook was last updated in 2007 in its third edition. It has proven to be exceptionally useful for JALLC analyst officers and it has been reported that many other organizations find it useful in guiding their own attempts at analysis. The current edition has been very long lived and has not lost any applicability; nonetheless, JALLC spent 2013 planning a redesign of the book to better align with recent JALLC project management procedures and new NATO capabilities. JALLC intends to publish the fourth edition in 2014.

The second edition of the NATO LL Handbook was published, both electronically and in print, in September 2011. It has met with positive reviews and serves as the fundamental reference for all LL Staff Officers in the NCS, NFS, NATO-led operations, and in many Nations.

JALLC SUPPORT TO ISAF LL ACTIVITIES

ISAF was a focus for four JALLC analyses in 2013: *CIVCAS*, *Insider Threat*, *Counter Corruption,* and *Redeployment from Operations*. However, the JALLC did not deploy any project personnel to Afghanistan in 2013 for the purposes of data collection.

JALLC continued to provide LL support to ISAF as requested from theatre and directed by SACT in the following ways:

a. <u>JALLC Permanent Representative in HQ ISAF</u>. The JALLC maintained its Permanent Representative in HQ ISAF until end of November 2013. The position was disestablished at the end of 2013. Since 2007, the JALLC Permanent Representative has continuously supported the execution of JALLC's POW for projects related to ISAF as well as supporting HQ ISAF and ISAF Joint Command (IJC) LL activities.

b. <u>LL Capability Development</u>. JALLC again deployed a LL training package to ISAF to repeat the success of previous training packages delivered in 2011 and 2012. The JATT developed and delivered this package in both February and November 2013 to provide special LL support and training designed to reinvigorate the ISAF LL process at HQ ISAF, IJC, and NATO Training Mission – Afghanistan. Over 50 staff officers assigned to these commands were trained. JALLC intends to continue such support in 2014.

LL OUTREACH

JALLC Advisory and Training Team

JALLC's Programme of Work for 2013 once again included a LL outreach component, to support NATO operations, NCS and NFS HQs, agencies and organizations, NATO nations and Partner nations, in order to develop or improve their LL capabilities and to encourage lesson sharing. JATT's fourth year of business has been no less busy with travels to 35 organizations. The team comprises a JALLC military analyst, JALLC's PfP officer, and a contractor, and the team frequently calls upon colleagues within JALLC and also from external bodies to assist on specific tasks, such as training events.

JATT has developed a scalable training package based upon the NATO LLSO Course. The JATT training package has proven to be very popular, with requests for support outstripping capacity to deliver. To address this demand, the JATT employs a Regional Approach to planning, requesting that one host nation or headquarters invites students from neighbouring nations, headquarters and Centres of Excellence to maximise economy of JATT effort and also to encourage lesson sharing.

NATO Commands:

JATT conducted advisory visits to NATO HQ, NATO Airborne Early Warning and Control Force Command, SHAPE, NATO Special Operations HQ, Military Partnerships Directorate, the CIMIC Fusion Centre and the EU Military Staff. JATT conducted LL training events at the ARRC, Air Command (AIRCOM), MARCOM, JFC Naples, HQ ISAF and the IJC. An important event was the NCS LL Workshop hosted by the JALLC in Lisbon in March 2013, which drew together LLSOs from HQ SACT, JFCs Brunssum and Naples, MARCOM, AIRCOM and LANDCOM, and the JWC.

Centres of Excellence:

The JATT undertook working-level visits to the following Centres of Excellence: Combined Joint Operations from the Sea; Energy Defence; Military Police. JATT also attended the 2013 Centres of Excellence Workshop hosted by HQ SACT in Norfolk, VA in June.

Conference and Workshops:

The JATT provided training in Washington DC to the analysts preparing to deploy to Exercise CAPABLE LOGISITICIAN, and contributed to the Joint Warfare Centre's Warfare Conference in Stavanger in April.

National Commands:

The JATT trained the Portuguese Armed Forces LLSOs in Lisbon; students from the Explosive Ordnance Disposal (EOD) COE and Austrian Armed Forces in Vienna; students from the C-IED COE and the Spanish Armed Forces in Madrid; students from the Energy Security COE, and the Finnish, Swedish and Lithuanian Armed Forces near Vilnius; LLSOs from Romania in Bucharest; and students from Croatia and Montenegro in Split. JATT also supported HQ SACT's Transformation Network Branch's Nation Engagement Team visits to Poland, Greece, and Hungary with briefings and hosting breakout sessions on the themes of lessons learned in the context of military transformation.

In addition, the JATT maintains close liaison with LLSOs around the NATO commands and the Alliance providing advice and support on an *ad hoc* basis.

Seminars and Conferences

In 2013 JALLC received a great number of requests for participation in seminars and conferences, often as presenters. Due to limited resources, the JALLC had to decline a number of requests and prioritize 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.

Outreach Priority (IAW JALLC POW)	HQ, Organization, Nation, Centre visited/contacted/in attendance/engaged with
Operations	HQ ISAF, HQ IJC, RCs, ICRC, ANA, CALL, JCOA, UKLWC, UNAMA, ICRC, ANSF, AGFC, IOM, UNDP, USAID, UNHCR
NCS / NFS	HQ SACT (IDLL, TNB), SHAPE LL Staff, JFC Naples, AIRCOM, MARCOM, JWC, ARRC
NATO Organization, Agency, COE	NATO HQ, Military Partnerships Directorate (MPD), CJOS COE, COE Workshop, COE LL COI Meeting, NATO Special Operations HQ, NAEW+C Force Command
NATO + PfP Nations, NET Visits	PRT Army, PRT Army, ESP, HRV (Croatia), LTU, AUT, ROU, NET Visit to Poland, MoD level, NET Visit to Greece + Hungary, MoD level, Capable Logistician 13 Table Top Exercise, AUT NLR
"other"	EUMS EEAS, CIMIC Fusion Center
Conferences, Workshops, Meetings	NATO LL Workshop, Several conferences and meetings in ACT, Irish MOD, , JWC Warfare Conferences, Exercise Arcade Cricket, WS COE, MOD Austria, Romania, Madrid, SHAPE and Brussels.
NATO LL SO Course	SWEDINT

Figure 1: Overview table of JALLC LL outreach engagements

Publications and Promotional Material

The JALLC Explorer

JALLC continued publishing its LL newsletter: the *JALLC Explorer*. It keeps the NATO community updated on JALLC activities in the areas of Analysis, Lessons Learned, and Outreach, highlights JATT and other JALLC activities, updates the Lessons Learned Community on recent JALLC products, and features a particular JALLC project or activity along with the personnel involved. The intent is to keep publishing it as JALLC capacity allows.

JALLC Project FactSheets

JALLC continued publishing two-sided, non-classified project summaries called *Factsheets* for each completed analysis project. Factsheets are posted to both our NS and NU homepages and distributed in hardcopy informational brochure format.

JALLC INTERNAL MANAGEMENT

ASSUMPTION OF RESPONSIBILITY FOR BASE SUPPORT SERVICES

The closure of Joint Force Command Lisbon had a significant impact on the Centre, as the JALLC has become responsible for providing a wide range of services that had previously been provided by that command. Specifically, the JALLC has become responsible for the provision to the NATO footprint in Portugal (NCS, NFS, Agencies) of the family support services falling to NATO in accordance with the new Host Nation Support Policies and Standards, to include the management of international privileges and the provision of Morale and Welfare Management Services. Furthermore, the JALLC took up responsibility for the provision of a full set of financial and procurement services to Headquarters, Naval Striking and Support Forces NATO (STRIKFORNATO) and to a minor extent, to Allied Command Counter Intelligence (ACCI) – Iberian Detachment, NATO Communication and Information Agency (NCIA), including Satellite Ground Terminal 12 (SGT12) and for other services for which only JALLC can act as interface with the Host Nation authorities in accordance with Host Nation regulations.

Assumption of these responsibilities has directly impacted each of the major internal management areas discussed in this section, but particularly for the BUDFIN Branch.

MANPOWER

Manning levels were at 92% of the PE of 50 personnel on 31 December 2013. To this number should be added one Partnership Staff Element (PSE) officer (an Austrian officer who has been fully integrated) and a French major sent from the French War College as a Voluntary National Contribution (VNC).

2013 PE Implementation

JALLC PE Crosswalk

Although the JALLC PE remains the same in total numbers it differs from the previous PE in several ways: new posts designations, internal assignment of military analysts, different alignment positions to nations in the Command Group and staff. After the major rotation of personnel (around 60%) that took place in Summer 2013. The strength of manning provided by the nations has remained excellent throughout (around 90% by the end of the year) the PE crosswalk process is basically terminated.

Consequences of the closure of JFC Lisbon

Deactivation of JFC Lisbon under the new NCS impacted JALLC manning in two ways. First, the aforementioned assumption of support responsibilities increased the workload for JALLC support staff without a corresponding increase to our PE. Following a specific request from the JALLC, the Portuguese Chief of Defence posted one officer and two VNC NCOs to support the three military positions agreed by Chief of Staff HQ SACT for the interim structure and so, during 2013, a combination of contractors and VNCs offered by Portugal has helped to mitigate the consequences that such dramatic increase in responsibilities has had on the execution of JALLC activities and mission. Discussions with the NDMAA within the context of the study of use of contractors in ACO and Allied Command Transformation (ACT) finally led the Military Committee to recommend the creation of five new PE positions to cover these new tasks, a recommendation that was approved by the North Atlantic Council with PO(2013)0562 in November 2013.

Second, and of positive although short term effect, the JALLC received five officers from that HQ, who worked as VNCs at the JALLC until the end of their tours in Portugal. Two other officers from the United Kingdom were given to the JALLC on loan from JFC Lisbon / UK National Support Unit for a period of six months. Of these seven, only two will remain after January 2014. This temporary uplift in manning proved very beneficial to JALLC in the execution of our POW.

US Navy Reserve Support

JALLC benefits from routine support from US Navy Reserve units assigned to support ACT, in particular from NATO ACT DETACHMENT ATLANTA in Atlanta, GA. Excellent relations have been established with the unit's leadership and JALLC can count on their support based on our needs. Common areas of support have been: report and publication assistance to LL Analysis Support Branch during busy time periods and data collection support at exercises. Unfortunately in 2013, the support to JALLC for the preparation and execution of the NATO Lessons Learned Conference was not possible due to US national constraints.

Interns

JALLC again participated in the ACT Internship Programme in 2013 and two intern candidates were selected for a position in JALLC Production Branch. One candidate performed his internship in the second half of the year. The other candidate did not receive his clearance in time to participate. This is the second time a candidate selected for internship at JALLC did not receive their clearance in time. Two candidates have been selected for 2014 and will begin their internships later in the year.

BUDGET AND FINANCE

2013 was the most challenging year for the JALLC Budget and Finance Branch (BUDFIN) since the Centre's establishment in 2002. As indicated elsewhere in this report, the new JALLC End-State Peacetime Establishment recorded no changes in the overall manpower ceiling. However, since 01 January 2013, with the deactivation of JFC Lisbon the JALLC, and in particular the BUDFIN Branch, has become responsible for the provision of Family Support services, to include international privileges and tax exemption management, and for the management and control of the Morale and Welfare Activity Programme to the NATO-wide community in Portugal, as well as for the provision of a full set of financial and procurement services to STRIKFORNATO, ACCI Lisbon Detachment and, to a minor extent, to the NCIA, to include SGT12, and to the local National Support Elements.

As already observed, the NDMAA has addressed this situation for the long term with its support of an uplift to the JALLC PE. Pending implementation of this decision, these positions are currently manned by a combination of local contractors (one fully funded by HQ STRIKFORNATO); VNC military personnel provided by the HN and two HN Non-Ceiling posts.

Accordingly, in addition to the Centre's budget 252 that in 2013 amounted to EUR 2,871,389, JALLC BUDFIN in 2013 executed the multinational budget of HQ STRIKFORNATO, amounting to EUR 2,346,050, delegations from NCIA budget 872 for some 60,000 EUR and other delegations from additional budgets, to include 201, 257, 258, 502 and 506.

Furthermore, the JALLC also executed reimbursable budgets related to the provision—to personnel and entities attached to the headquarters (e.g. National Support Elements)—of other support activities that in accordance with local legal requirements can only be provided by the JALLC. All these funding sources are, with minor exceptions, not related to the JALLC core mission, but refer to support services without which such external organizations would be unable

to operate. Overall, the JALLC is today executing over 5.9 MEUR of international funds from different sources and this figure will significantly increase in 2014 when the JALLC will become responsible for managing portions of centralized budget 259 (Exercises & Training) in relation to the participation of HQ STRIKFORNATO in exercise Trident Jaguar 2014 and future exercises in which eligibility of common funding for NFS entities is recognised. Finally, since 1 January 2013 the JALLC has assumed responsibility for the local Morale and Welfare Activity programme generating yearly revenues for some 1 MEUR.

In such a difficult context, the engagement of JALLC BUDFIN personnel has rendered it possible to meet all tasks and responsibilities on time and in compliance with all existing rules and procedures, both national and international. Regarding the monitoring of JALLC performance, the branch also in the current fiscal year (CFY) continued to use the seven measures agreed under the performance measurement trial established by the Budget Committee in 2011, as follows:

a. Analysis Reports: this refers to the credits allocated to the main JALLC output.

  ➢ *Measure 1*: Number of analysis reports issued: Baseline: 12; Target: 15; CFY: 15.

  ➢ *Measure 2*: Rate of Endorsement of JALLC Recommendations: Baseline: 94%; Target: 100%. In the light of the fact that since January 2012 only 7 endorsement letters were received against a total of 24 products issued, this measure has lost its significance and it has therefore been suspended until remedial actions to the shortcomings of the endorsement process are taken by the superior authorities[2].

b. Lessons Learned Capability Enhancement: the related ratios intend to measure the efficiency of JALLC efforts supporting external bodies to improve their lessons learned capabilities.

  ➢ *Measure 3:* JATT Efficiency Ratio: This ratio intends to measure the efficiency of JALLC efforts in supporting external bodies to improve their lessons learned capabilities. It compares the credits allocated to this deliverable with the number of events supported – Baseline: 14,540; Target: =<13,500; CFY: 7,438[3].

  ➢ *Measure 4*: Number of participants to the Annual NATO Lessons Learned Conference: This measure is considered an indicator of JALLC's success in promoting the importance of Lessons Learned and of Nations and Partners interests in improving their lessons learned capabilities learned capabilities – Baseline: 200; Target: +10% (=>220); CFY: 207[4].

  ➢ *Measure 5*: Students' Feedback: This measure is considered an indicator of JALLC's effectiveness in delivering the LLSOC and the Analysts Course – Baseline: 90% of students state that the courses met the objectives. Target => 95%; CFY: 100%

c. Production Overheads: the measure is considered an indicator that stakeholders are finding information in the Lessons Learned Database/Portal up-to-date and relevant. With the implementation of the NLLP in July 2013, it was necessary to change this measure and establish a new, provisional baseline as this tool is in nature different from its precursor, the LL Database, and represents a hub where not only LL are staffed, but also where information and knowledge in the LL field are exchanged and where community of interests interact.

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[2] See also the observations made under the Joint Analysis section to this report.

[3] A reduction in the ratio entails a more efficient use of resources.

[4] Number of attendants was adversely affected by the LL conference's overlap with other major NATO events and US government fiscal constraints.

> *Measure 6: LLP Page Views (both NS and NU LAN)*: Baseline: 182,000/year; Target: +10% (=>200,000); CFY: 113,822[5].

d. Overhead: This ratio compares the credits allocated to this deliverable with the number of supported personnel. A reduction in the ratio is considered an improvement in efficiency, as it measures the per capita expenditures to operate and maintain the JALLC.

> *Measure 7: Headquarters' Efficiency Ratio:* This ratio has improved slightly with respect to 2012: Baseline: 18,786; Target: =<18,000; CFY 18,593.

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

INFRASTRUCTURE

The JALLC building, located on the compound of the Portuguese Air Command in Lisbon, Portugal, provides sufficient space to accommodate the current organization. Taking into consideration the full manning status of the JALLC PE, to which should be added: one PSE officer, two VNC overage, the collocation of NCIA Support Element (NSE) Monsanto, periodic US Navy Reserve support personnel, interns, and the remaining officers transferred from JFC Lisbon, the available office space is presently at its full capacity.

The JALLC has also established a small detachment in the former JFC Lisbon facilities (in Reduto Gomes Freire in Oeiras) in order to support the NATO entities now housed there. The JALLC is also managing the Morale and Welfare building where the International Store is located, together with two fully equipped meeting rooms.

CIS SUPPORT AND INFORMATION MANAGEMENT ACTIVITIES

The Information Management activities have hugely increased due to the deployment of the NLLP in both NS and NU networks. The code development and the design of the NLLP were finished by the end of the first quarter. After different internal and external tests that brought new code amendments and refinements they were released prior to the summer period. Activities included:

a. Discovering malfunctions and developing patches to update the software.

b. Refinement of the available functionalities.

c. Migration of items from former staffing tool, the LLDb to the LL staffing tool in the NS Portal in cooperation with the LL & AS Brach Staff Officers.

d. Creation, development and setup of Community of Interests Sites. During last months, new sites have been created to support different NATO wide COI such as:

- Insider Threats
- Civilian Casualties
- Learning from the Past
- Best Practices

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[5] This number shows the page views in the timeframe July-December 2013. It does not represent a reliable number as many of the views reflect initial registration of users and other start-up activities.

- EXTRA: Exercise, Training, Reporting and Analysis

e. The IM & CIS Branch staff has also participated actively in support of external entities, organizations and exercises, such as:

- Creation and setup of a site and an Observation Collection Tool for the Exercise CAPABLE LOGISTICIAN 13. User management and Maintenance.

- Assessment of and meeting with a civilian enterprise which was developing a LL System to support the Spanish Operations Command (MOPS) under request of that Command.

- Development and setup of a software program named Personnel Web Tool (PWT) to support to the new NATO entities structures, personnel and dependents in Portugal in the following areas: Provost Marshal Office, issue of International Store cards, Duty Free Store management, car registration and fuel cards. Maintenance and developments of new functionalities has to be done in a regular basis although the Branch staff and PE are not tailored for such mission.

The IM & CIS Branch personnel are fully integrated with the JALLC analysis teams, participating in different aspects of JALLC's POW, such as:

a. Workspace / SharePoint Management

- Implementation of a NATO Lisbon Intranet for the Portugal Area Commands on the NU network in close cooperation with NCIA Lisbon Detachment.

- Implementation of a JALLC *SharePoint* Intranet for the JALLC Branches and Divisions on the NU network to allow JALLC Staff to access own files and folders during deployments and exercises.

b. JALLC Project Support

- Setup and maintenance of Project Sites.

- Maintenance and closure of Projects Sites in the NU domain (Public Diplomacy, Healthcare, Anti-corruption).

c. JALLC NU Website

- Quarterly site usage analysis and reporting.

d. NATO LL Conference

- Conference report and presentations dissemination.

- Presentation of collaboration tools used for observation collection.

- Collaboration in the presentation of the new NLLP to external users.

- Integration of the registration tool for the LL Conference in the NLLP.

e. New CIS Projects

- During the first part of the year wireless internet access was implemented in JALLC building.

f. Documents

- The JALLC Information and Knowledge Management Plan was released in May. The purpose of this plan is to improve the effectiveness and efficiency of Information Management capabilities within the JALLC.

- New Standard Operating Procedures (SOP) have been released:

- SOP 573. JALLC Wireless Internet Access
- SOP 562. NU Web Site Management (Draft)

CIS Support

CIS support is fully provided by NSE Monsanto. IM & CIS Branch's main role is planning, budget, property accounting, and CIS issues overview and Information Management-related activities. Branch staff continued to take care of daily support and training in JALLC applications and tools.

The Service Level Agreement (SLA) negotiated with NCSA in 2012 was implemented satisfactorily during 2013. Under this SLA, most network administrative tasks and direct user support is performed by NSE personnel. The relationship between JALLC PE personnel and NSE staff is fully satisfactory. There has also been significant improvements and updates of methodologies and technologies issues.

NCIA Lisbon Detachment is responsible for connectivity, boundary protection, technical advice, and second level of support.

A new ACT corporate SLA is under development for 2014, in which IM & CIS Branch is the lead for JALLC needs.

CIS Support to JALLC Office in HQ ISAF

The JALLC Permanent Representative to HQ ISAF receives CIS support from HQ ISAF CJ-6. The JALLC IM and CIS Branch provide CIS material and Reach Back technical support as requested. With the withdrawal of the representative, some old material has been written off and handed over to be destroyed.

With the support of the JALLC Permanent Representative and LL Officers in HQ ISAF, a COI was established in the NLLP in the Internet for sharing HQ ISAF's unclassified lessons learned with Non-NATO entities and countries. This was implemented after the official request from Chief of Staff HQ ISAF was received.

WEBSITE/PORTALS USAGE ANALYSIS AND REPORTING

JALLC Unclassified Website access

The continuous analysis of the JALLC website logs provides a clear picture of its use and visitor interest in the content. The charts below shows the comparison between the visited pages in the last six years. 2013 shows a significant visitor's interest in JALLC Internet website especially just before the NATO Lessons Learned Conference.
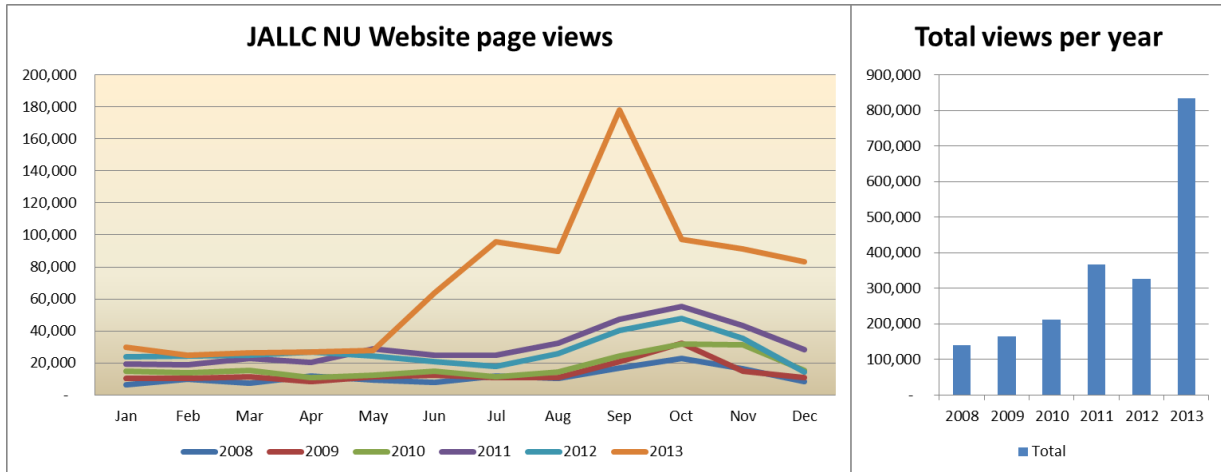
JALLC NU Website activity – total of page/document views

NATO Lessons Learned Portal access

With the release of the new NLLP in mid-July, new functionalities allow better analysis of users' activity on both NU and NS sides. The impact of the NATO LL Conference, especially on the NU side, the result of the integration of conference registration in the Portal, is visible in the charts below. December is normally a very low activity month.
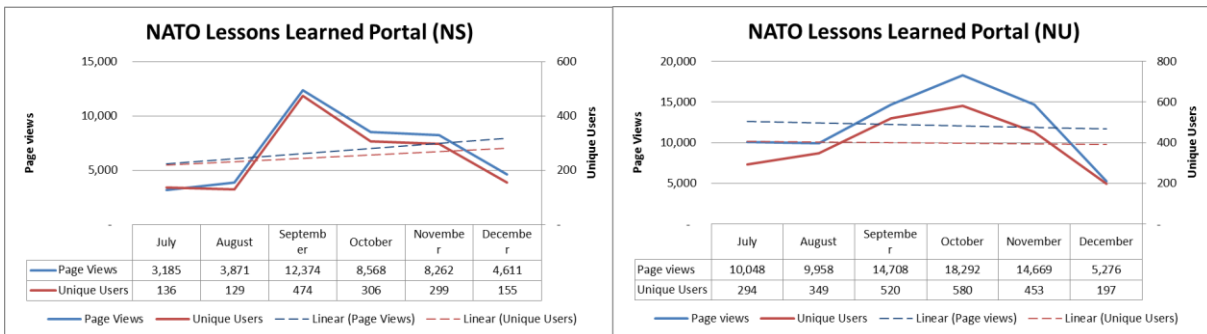
NATO Lessons Learned Portal (NS/NU) activity – total unique users and page/document views

JALLC PROJECTS, REPORTS, PAPERS, AND PUBLICATIONS

ANALYSIS PROJECTS

Projects Ongoing into 2014

Towards a Comprehensive Approach to Health System Strengthening

The purpose of the JALLC/Harvard University study was to infer elements of strategic framework for health system strengthening in crisis-affected fragile states, focusing on the optimal use of contributions from global actors. The primary customer for this study is HQ SACT Capability Development (CAPDEV) Directorate – Medical Branch. The focus of the study is the relationship between security and healthcare system strengthening in crisis affected fragile states in order to identify options for civil-military cooperation mechanisms and enhance the comprehensive approach in providing health care support in disaster relief, and stabilization and reconstruction operations. The study consisted of several case studies, each case looking at differing levels and types of health sector disruption in crisis affected fragile states. The first case study, examining Haiti after the 2010 Earthquake, was released in June 2012. Two more case studies, Afghanistan and Libya, were released at the end of 2013. The final case study, Kosovo, and the project closure overview were published in January 2014.

Command and Control of NATO Maritime Operations

The purpose of this study is to ensure that the necessary capabilities will be available to HQ Maritime Command (MARCOM) when they achieve full operational capability to enable it to fulfil its mission and, in conjunction with the relevant NFS HQs, exercise effective C2 over maritime forces. The Analysis Requirement as agreed with the Customer is: "In conjunction with the MARCOM Transformation Program, determine the capabilities needed within the NCS and the NFS for effective maritime command and control at the operational and tactical levels to ensure that, at Full Operational Capability for HQ MARCOM, NATO can deliver desired outcomes in line with both NATO's maritime strategy and each of its supporting concepts, and the Alliance's level of ambition". The report will include a review of lessons from Operations ACTIVE ENDEAVOUR, OCEAN SHIELD and OUP.

Cyber Threat

In September, NATO International Staff (IS) Emerging Security Challenges Division revised the NATO Cyber Defence Action Plan. This draft Plan has identified the JALLC as one of the action bodies supporting eight separate action items. ACT and ACO are both listed as Lead Action bodies that JALLC and other NATO entities would be called upon to support. The initial AR was as follows "Analyse the effectiveness of the Cyber situational threat awareness system, reporting method and strategic communications in NATO, in order to identify current shortfalls and provide remedial actions to improve them''. After some refinement by the JALLC the final AR was approved by the Customer and coherent Analysis Objectives (AO) and Sub AOs have been developed as well. An overarching plan for the collection of data is already prepared and data collection is ongoing.

Development and testing of the NATO Exercises, Training, Reporting and Analysis (EXTRA) Community of Interest Portal and Procedures;

In October 2013 JALLC has launched a project with twofold requirements: to continue the development and refinement of the EXTRA COI Portal to meet the users' expectations and requirements; and to analyse the timeliness of the EXTRA COI procedures for sharing knowledge and lessons. This project is intended to improve and speed up the overall information sharing process between the different exercise planners of NCS and NFS, as well as to connect all the planners in a single space to allow easier communication and the exchange of best practices and lessons identified. The final test and implementation phase will be during exercises TRIDENT JAGUAR 14. A final report will be released thereafter.

SKOLKAN Setting

The JALLC was tasked to conduct an analysis of the SKOLKAN Setting in order to determine whether it is comprehensive and complex enough to prepare NATO Forces for future threats. The analysis project is divided in two phases. The first phase finished in June 2013 with the release of an Incremental Report to the Customer (JWC). This report was the first deliverable of the project and its purpose was two-fold: 1) to describe and explain a draft of the analysis tool – the "Architecture"– developed by the project team to analyse the SKOLKAN Setting, along with the methodology used to create it; 2), to give JWC the opportunity to provide feedback and input on the draft Architecture prior to it being applied to benchmark the SKOLKAN Setting (during Phase 2 of the project). The second phase is to be finished early 2014 with the release of a final report.

Analysis Projects Completed in 2013

A Decade of Conflict

The Decade of Conflict arose out of an initiative by our previous commander, General Sonneby, and was formally tasked to us in or 2012-2 Programme of Work, "To review all the NATO lessons identified in JALLC analysis reports since September 2002 to the present day in order to identify enduring lessons in major themes and produce a paper for the NATO LL Conference 23-25 October 2012." The final report, published in May 2013, identified the six major themes that JALLC believes are the underlying cause of many of the lessons of the last decade. It recommended that each theme become the topic of further analysis and study. It provides an outstanding foundation for understanding the development of the Alliance of the last ten years, neatly complements NATO's Transformational agenda, and reflects extremely well on the analytical competence of ACT as a whole.

Benchmarking of Political / Military Structures

The initial AR for this project was to collect information and to analyse NATO member Nations' views and/or experiences in merging (or not) their Ministry of Defence and their General Staffs. The intention was to establish a list of Do's and Don'ts in merging (or not) these entities. Only the first objective was fulfilled because of the lack of data made available from the Nations. The Final Report was published February 2013.

Redeployment from Operations

The NATO HQ Military Committee identified the need to collect and share lessons about redeployment from operations at their April 2012 meeting. As a result of that meeting JALLC was tasked by SACT to collect, collate and sum up lessons and best practices from NATO, EU, UN, the ICRC, and national redeployments in order to inform the nations preparing to redeploy from ISAF". These entities shared their lessons with JALLC in response to letters from SACT.

The JALLC report identified fourteen key lessons Identified from 21st century deployments that are applicable to ISAF redeployment. The customer for this JALLC study was ACT Deputy Chief of Staff CAPDEV. The JALLC considered all relevant Information provided about redeployment by NATO Nations, the ISAF Troop Contributing Nations (TCN), SHAPE, ICRC, EU, and UN and hosted delegation from Geneva in order to exchange experience and establish base for future cooperation. The Final Report was published at the end of February 2013.

In order to capture the valuable inputs received from external bodies, especially from the ICRC, that are more suited to transition than redeployment, JALLC wrote a "Food for Thought Paper", that explores specific aspects of transition from a more strategic political-military perspective and that also addresses the military and civilian interaction during transition. The Food for Thought Paper aimed to increase the visibility of these ideas across NATO and to recommend to SACT a JALLC analysis project to follow-up on these observations. HQ SACT forwarded the paper to SHAPE who felt a follow-on study would be of great utility to NATO and should be added to JALLC's future POW.

Counter- and Anti-Corruption

The purpose of this JALLC study was to analyse counter and anti-corruption efforts in post-conflict states in order to support decision making/policy development for ISAF and future NATO-led operations. The AR was: "Analyse anti-corruption efforts in post-conflict states in order to identify best practices, lessons, and enduring challenges to support decision making/policy development for ISAF and future NATO-led operations". The study included research into best practices, lessons, and enduring challenges in anti-corruption across a broad range of organizations, institutions, and operations, primarily focused on Afghanistan. NATO must ensure that lessons from ISAF's efforts against corruption are institutionalized and build on the experience gained thought the Building Integrity Initiative. There was excellent cooperation for this project with the US Joint Staff J7 Joint Coalition Operational Analysis (JCOA), facilitated by the creation of a working space in the NLLP, a weekly conference call, and the use of a joint JCOA/JALLC team into theatre to carry out interviews. The Final Report was delivered on 10 May 2013.

Improvement of NATO's Archival and Records Processes

Since 1995 (the Balkan operations), NATO has engaged in an increasingly diverse array of operations. Records resulting from these operations are evidence of decision and actions taken in theatre and are therefore critical to the reliable assessment of NATO operations, both during their conduct and after their completion. This project aimed at analysing the current NATO procedures for the collection and management and disposition, at the tactical, operational, strategic and at NATO HQ levels, of records of permanent value from NATO Operations, making recommendations as to how to improve the process, structure, and tools. The Final Report was published in April 2013 and was well received by the customer (IS ICTM) and by the sections in NATO commands in charge of managing records. A presentation was also given in June 2013 to NATO HQ to present the major conclusions and recommendations.

Attack the Network

In order to support the success of future NATO Attack the Network operations and to increase Force Protection, particularly in ISAF, a JALLC team was tasked to analyse strategic and operational Attack the Network and Countering-threat Networks Lessons Identified/Learned in order to contribute to the ACT-led revision of the C-IED Action Plan and to enhance strategic support to future NATO operations against transnational and regional threat networks. A point paper was sent early June to be inserted into the C-IED Action Plan of ACT and a Final Report was released in August.

ACO Targeting Action Plan

The ACO Targeting Action Plan (ATAP) was published by SHAPE early in 2012 to resolve a variety of joint targeting shortfalls identified during OUP. However, after the ATAP was published, the progress of implementing the ATAP recommended solution stalled. The JALLC was then tasked to examine the ATAP's content, staffing and management in order to provide recommendations that could support further progress to enhance NATOs Joint Targeting Capability to help SHAPE reinvigorate and progress their stalled ATAP. As a result of the JALLC team's analysis coupled with the informal and formal updates provided to the customer, the customer has reported that there is re-invigorated interest in resolving targeting shortfalls. The Final Report was published on 23 August 2013.

High Interest Events in NATO Operations

In the wake of a series of allegations, queries and enquiries by a variety of external organization on NATO's conduct during OUP, including allegations of CIVCAS, NATO IS OPS requested a JALLC study to examine NATO's internal processes for responding in a timely and sensible manner to such allegations, queries and enquiries. JALLC examined the type of data needed from the command structure to formulate replies and the NATO HQ internal coordination process for generating and delivering these replies. A Final Report was delivered in November 2013.

Projects Redirected, Cancelled or Postponed in 2013

CIVCAS

During initial research into the CIVCAS AR, it was discovered that the AR had been well addressed by previously published documents available to NATO. The JALLC delivered those documents to the customer, SHAPE Comprehensive Crisis Operations Management Centre Director, and it was mutually agreed between JALLC and the customer that those documents satisfied the AR and no additional analysis was necessary; however, some of the documents, tools and procedures that have been in use at ISAF for a few years, needed a dedicated forum to be shared. Therefore, to help facilitate the sharing of CIVCAS lessons and best practices, JALLC developed a CIVCAS Community of Interest site within the NLLP.

Insider Threat Support

During initial research into the Insider Threat AR, it was discovered that the AR had been well addressed by previously published documents available to NATO. The JALLC delivered those documents to the customer, SHAPE ACOS J3, and it was mutually agreed between JALLC and the customer that those documents satisfied the AR and no additional analysis was necessary. JALLC found that many good lessons and best practices already exist for Insider Threat, however they are not being consistently shared with SHAPE. Therefore, to help facilitate the sharing of Insider Threat lessons and best practices, JALLC developed an Insider Threat Community of Interest site on the NLLP with the customer agreement. The customer has assumed responsibility for managing the content of the website and the JALLC will maintain responsibility for technical support.

Method to Measure Deployability;

The project was built to create a method or standard to be able to measure the deployability status of deployable JTFHQs and allow early detection of significant discrepancies in order to monitor the deployability processes in a timely manner. Consequently, a tool was developed to provide doctrinal-compliance checklists for existing or conceptual operational HQ structures, in operations or in exercises. The customer requested postponement of further work on the

project due to the on-going refinement of the Joint Task Force HQ Concept and the ACO Forces Standard.

NCS and NFS Integration;

The JALLC was tasked to identify gaps, disconnects and shortcomings in the linkage between the NCS and NFS. A JALLC team was to analyse NCS–NFS relationships in delivering deployable Joint C2 Capability from the NFS in order to improve the delivery for this capability. The customer expressed doubts if HQ JFC Brunssum should be the correct level of endorsement of the project. As a consequence the JALLC Commander decided to close the project and to distribute a point paper report on preliminary findings to the customer and stakeholders in June 2013. The project will be reopened in 2014.

Effective use of LOGFAS;

Begun in the second semester of 2013 and requested by AIRCOM, this analysis aimed at assessing the effective use of the current LOGFAS or any future LOG FS capabilities by NATO TCNs without compromising Logistic support from TCNs to operations. In its preliminary research, JALLC found that HQ SACT, SHAPE, and the International Military Staff (IMS) are actively engaged in these LOGFAS lessons. The HQs informed JALLC that there is no current requirement to conduct a new study on this topic. The JALLC team produced a summary report of the preliminary findings identified which were sent to the customer and closed the project in October 2013.

SUPPORT TO NATO'S TRANSFORMATIONAL AGENDA

Contributions to NATO's Capability Development Activities

CMX12 in 2013

JALLC provided specialist support to NATO's annual political/military CMX. During the early part of 2013, the JALLC provided one operational research analyst to assist NATO HQ IS OPS staff with the analysis of all the observations and lessons from CMX 12 as submitted by Allies, operational partners, the IS and IMS, and SHAPE.

CWIX 2013

One operational research analyst and one military analyst augmented the Coalition Warrior Interoperability eXploration, eXperimentation, eXamination and eXercise (CWIX) 2013 analysis team. The role of the JALLC analysts was to provide an assessment of the achievement of CWIX 2013 goals and objectives and to consider whether the CWIX objectives are aligned with current challenges. The JALLC product was a chapter of the exercise report.

CAPABLE LOGISTICIAN 13

The JALLC provided Subject Matter Expert (SME) support for execution phase of CAPABLE LOGISTICIAN in June 2013. The JALLC provided data collection and lesson writing expertise for the logistic SMEs tasked to collect observations and findings during the exercise. The JALLC also hosted the key analysts from CAPABLE LOGISTICIAN and supported their efforts to develop both the Final Exercise Report as well as preparations for a key briefing for the NATO Military Committee in September 2013.

NATO Defence Planning Process Dashboard (Enclosure 1 to 5000 TSC FCO 0010/TT8814/Ser:NC)

JALLC was tasked by ACOS CAPDEV, through HQ SACT's tasker tracker system in November 2012, to provide analytical advice on creating a dashboard of indicators for the NDPP. JALLC worked closely with HQ SACT staff to develop a product suitable for presentation at the NATO HQ Capability Development Executive Board in March 2013. JALLC's product was endorsed by that Board for further development by the IS DPP staff.

Pre-Deployment OA Course Report (STO-TR-SAS-101 (MAS))

JALLC, as a member of the SAS-101 Military Application Study team on Pre-deployment OA Course, contributed to the delivery of training on the pilot course and analysis for inclusion in the final course evaluation report.

Contributions to NATO's Exercise, Training, and Experimentation Activities

JALLC provided support for NATO School Oberammergau's (NSO) Mobile Education Training Team for Rapid Response Corps – France, in Lille – January 2013 regarding NATO Response Force (NRF) Lessons. This was a follow-up request by NSO for JALLC support to provide a presentation for the Rapid Reaction Corps – France staff who were preparing for their participation in SFJZ 13. The presentation covered prior NRF lessons that may have relevance for them as they moved forward in their training.

The JALLC actively supported the most recent revision of the Bi-SC Directive 75-3 on NATO Collective Training and Exercises. Although the efforts began in 2012, they continued into mid-2013 with the final version being released in October 2013.

In April 2013 the JALLC supported the Training Development & Delivery for the NSO by developing a 1-1/2 day scenario-based Lessons Learned Training for the school's C3 course. The training aimed to help them recognize that they needed to be able to capture C3 issues and lessons in a manner that would improve chances of their being resolved through analysis and lead to organizational learning in NATO.

The JALLC developed and delivered Interview and Observation Training for JWC Observer Trainers (OT) in April 2013. This training session was developed and delivered on request of JWC since they recognized that they had just undergone a large turnover of OTs and they wanted to help improve their skill sets prior to the battle staff training leading up to SFJZ 13. The JALLC again provided Interview/Observation Training for JWC Observer Trainers in September 2013 in response to a high summer turnover of OTs.

At the request of SHAPE the JALLC facilitated a 3-day workshop in September in support of closing of the CIMIC Fusion Centre (CFC). It was decided, during the latest PE revision that the CFC, in Norfolk, Virginia, USA would be closed and it was necessary to identify key functions performed by the CFC that were critical enough to be absorbed by sections in SHAPE.

The JALLC was requested by the COS JFC Brunssum to support his J7 in the overall LL Process and to coordinate all Exercise, Training, Reporting and Analysis teams during phase III B of the Exercise STEADFAST JAZZ 13 (SFJZ 13) in November 2013.

The JALLC provided briefings on deployable forces lessons and challenges to NATO Rapid Deployable Corps – Spain and STRIKEFORNATO in November and December 2013 in order to prepare these NFS Commands for Exercise TRIDENT JAGUAR 2014 where they train as a Joint Task Force HQ for the first time. This training was part of their Academics and Key Leader training.

HIGH LEVEL VISITS TO THE JALLC

In addition to its 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 2013:

- GEN Jean-Paul Paloméros, SACT
- His Excellency the Ambassador of The Netherlands, Mr. Hendrik Soeters
- His Excellency the Ambassador of Hungary, Mr Norbert Konkoli
- Her Excellency the Ambassador of Great Britain, Mrs Jill Gillard
- His Excellency the Ambassador of Romania, Mr. Vasile Popovici
- His Excellency the Ambassador of Norway, Mr Ove Thorsheim
- Her Excellency the Ambassador of Turkey, Mrs Ebru Gokdenizler
- VADM Bruce Grooms, SACT DCOS CAPDEV
- LGEN Benjamin Hodges, LANDCOM Izmir Commander
- VADM Christian Canova, MARCOM Northwood Deputy Commander
- RADM Alessandro Piroli, Italian Joint Operations Deputy Commander
- CDRE Stephen Chick, CJOS COE Deputy Director
- Air CDRE Tom de Bok, JAPCC Assistant Director Transformation
- COL Timothy Renshaw, JCOA Director
- COL Mark Blaines, NSO Commander
- Dr. Charilaos Charisis, IBAN Chairman
- Mr Koenraad A. Gijsbers, General Manager NCIA
- NATO C3 Board Delegation
- German Armed Forces Staff College
- Portuguese Staff College, Navy Staff Officer Promotion Course
- Irish Military Lessons Learned Team
- ICRC Delegation
- Norwegian Professional Associations Delegation
- Roche Pharmaceutical Delegation