

### *Joint Analysis Support to the NATO Committees*

In 2011, Joint Analysis and Lessons Learned Centre (JALLC) supported the NATO Defence Policy and Planning Committee (DPPC) reach consensus on a list of 11 new defence metrics. These new metrics were approved by the North Atlantic Council in January 2012 to replace and expand on the input metrics and usability targets already in use by Allies. The final results will be published in October 2012, however, preliminary results were published earlier in the year and have helping Allies understand:

- How much they contribute to the Alliance;
- How this compares with the contributions of their peers; and
- Where the Alliance, as a whole, is particularly weak or strong.

NATO hopes that using these new defence metrics will provide Nations with a comprehensive picture of how and where resources are used and help foster political will for Nations so they may focus their efforts on NATO priorities and take on their fair share of responsibility.

### **Keys to the Project's Success**

This project marked the first time that the JALLC worked in direct support of the DPPC. The success of this model sets up future JALLC work with the NATO committees. The project's success came from two key elements:

1. The method used to present the results to the committee. JALLC risked using incomplete and inaccurate, but representative, data to calculate proposed metrics allowing presentation of the results using sexy dashboard dials. When the members of the DPPC saw "real" data in the metrics they could more easily visualize what the metrics would tell them and how the metrics would later be used by their defence ministries. By presenting the metrics data in a novel way, JALLC ignited the imaginations of the DPPC members and renewed their enthusiasm for developing the metrics. This helped them to reach consensus on the final list.

2. The high level of engagement and openness JALLC achieved with the DPPC. The project started in February 2011 and one month later the proposed methodology was briefed to the Military Committee and the DPPC. The committees did not approve of the initial proposal. Having caught the attention of the committees, early and copious feedback was provided to help improve the methodology. In May 2011, an interim report was published. A DPPC workshop was held to assist in reducing and refining 25 proposed metrics. The workshop yielded 13 metrics which were calculated and presented in the August 2011 final report. The

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DPPC used this report as a basis to develop the metrics further in support of their own projects. JALLC received a consensus was on a final set of 11 metrics two months later.

### Unforeseen Benefits

The project success resulted in additional benefits, namely that defence metrics for the political level are just a small part of how NATO could better utilize metrics and benchmarking to improve its business. For example, JALLC believes that NATO should offer nations a qualitative benchmarking service that would help make defence planning more efficient. The "Food for Thought paper on Defence Measurements," published in September 2011, includes an enclosure titled "Taking the Battle Upstream: Towards a Benchmarking Role for NATO?" provided by the Hague Centre for Strategic Studies provides more detail on the use of metrics and benchmarking. Additionally, the April 2012, JALLC publication, "An [OECD](#) -like Benchmarking Capability for NATO," lays the groundwork for future NATO benchmarking capability. Developing this capability now falls to the transformational experts in the Allied Command Transformation (ACT) Capability Requirement Division.

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