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**CAPABILITIES BASED PLANNING PROCESS
CORRELATION WITH THE NATIONAL DEFENSE
RESOURCE MANAGEMENT SYSTEM**

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Abstract:

Many of our development programs are hopelessly out of date — as are many armies. The difference is that armies all over the world are running to surprise the reality of the third millennium. Present-day wars are done to control the resources as the past-days wars had. Military structures depend on multidimensional resources: man-power, materials, spare parts, money and may not be able to come out with countervailing initiatives for all these multiple resources. That is why structures should move through the principle of criticality and principle of scarcity in the resources management. Critical resources are those the organization must have to function. A credit holder may adopt various countervailing strategies—it may associate with more suppliers, or integrate vertically or horizontally.

Key words: ability, capability, budget, credit holder, cost, plan, project, resources

1. Introduction

Mankind has relied on its entire evolution on resources. The successive shift from basic to full technology has based on the discovery and exploitation of the resources needed for progress. Primary resources have led to massive migrations that have taken place throughout history. Over time, the concept of resources has diversified, with humanity aware of the importance of human and informational resources and, over time, we have found that some resources are not unlimited. The exponential development of mankind has led to increasing consumption of resources, now reaching the point where some resources are near exhaustion. As a result of the restrictions imposed by scarce resources, more and more resource planning methods have been developed, methods based on maximizing results through the judicious use of available resources.

Resource dependence concerns more than the external organizations that provide, distribute, finance, and compete with another organization. Military organization depends on resources provided by the civil society in terms of doctrine, manpower and budget. Although executive decisions have more individual weight than non-executive decisions, in aggregate the latter have greater organizational impact.

The specialists' analysis defines the operational framework and the Commander's priorities sufficiently to guide development of non-materiel and materiel alternatives and sustainment solutions.

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2. Capabilities-based planning process – a general outlook on the concept

2.1. Basic considerations on Capabilities-based planning process

A *capability* represents the ability to produce an effect that users of assets or services need to achieve when executing a mission type (one or more). Capabilities-based planning (CBP) enables structure to identify program needs to allocate resources and to control / evaluate activities and outcomes.

CBP focuses on the planning, developing and delivery of strategic capabilities to the structure. It is outcome-driven and combines the requisite efforts of all lines of activities to achieve the desired capability. Capability-based planning accommodates most, if not all, of the prerequisites needed for success in structure where a latent capability to respond (e.g., a quick reaction force) is required and the same resources are involved in multiple capabilities. Often the need for these capabilities is discovered and refined using scenarios.

CBP has long been established in the Defense realm of the United States, United Kingdom, Australia and Canada. The associated governance mechanisms, as well as rigorous capability derivation are emerging primarily in the systems engineering. These concepts are readily transferable into other domains.

The Capabilities Based Assessment is the analysis portion of the process. It provides recommendations to pursue a materiel or non-materiel solution to an identified capability gap that meets an established capability need. The analysis is meant [1] to define the mission, identify capabilities required, determine the standards of the capabilities, identify gaps, assess operational risk associated with the gaps, prioritize the gaps, identify and assess potential non-materiel solutions and provide recommendations for addressing the gaps.

For CBP to succeed it has to be conducted with respect to dimensions and increments, as presented in the next.

2.2. Capability Dimensions

Capabilities are designed taking into consideration various dimensions. Every structure has a standard set of dimensions and a well defined set of expectations. These could include personnel, research & development, infrastructure, processes, information management, and material.

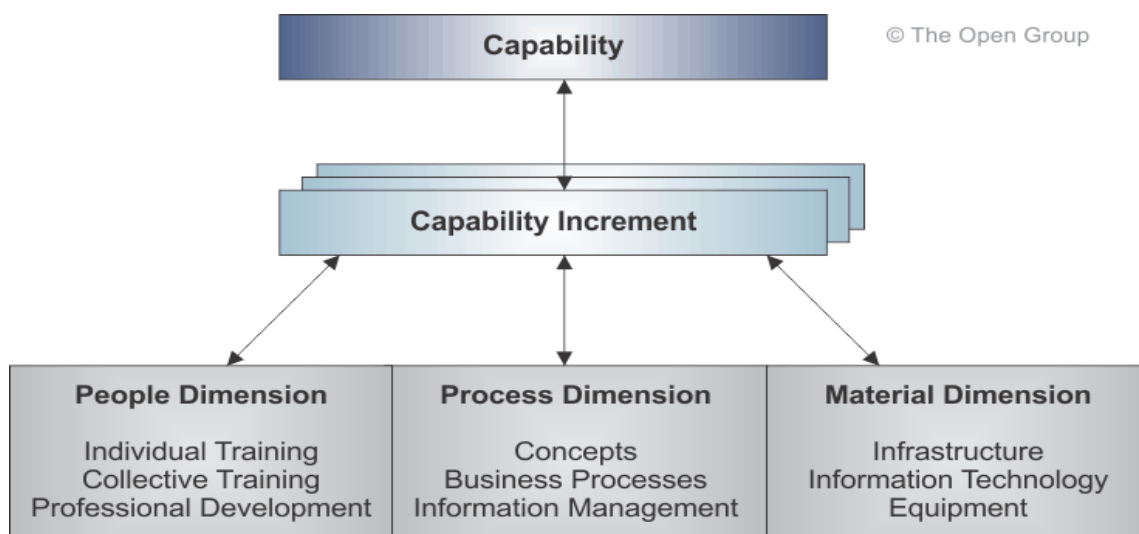


Fig.1 Capability increases and dimensions [2]

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A capability will take an extended time to deliver the outcomes and will normally involve many projects, sub-programs and elements. In addition, the capability needs to provide real advantages to the stakeholders as soon as possible.

As a result of different approach, Romanian MoD' Main programs are developed from a different perspective. A Main program is a set of activities that meets the same set of specific objectives. Theoretically, a program should be clearly delineated, without overlaps with other programs, be outcomes oriented and contribute itself to quantification. The main dimension of the process is a Force-driven one (units, manning, equipment and training). The basic idea of the concept is that forces are not dimensions of a capability but enablers of a Main program.

A capability usually consists of four components [3]:

- Force Structure - optimal in size and flexible mix of different assets;
- Equipments – designed for interoperability;
- Operational readiness level - capable to execute all range of specific missions on expected standards;
- Sustainability - capable to provide and maintain sufficient support to sustain the necessary combat power during military operations.

A capability should fulfill one or more General Qualitative Requirements as: Availability, Flexibility, Deploy-ability, Mobility, Sustainability and command & control and will also consist of one or more functional components (DOTMLPFI): Doctrine, Organization, Training, Materiel, Leadership development, Personnel, Facilities and Interoperability. While Doctrine, Organization, Personnel, Facilities, Interoperability and a big part of the Materiel categories are carried out on strategic level, the Training and Leadership development categories are designed on strategic or operational level and carried out on tactical level. On this aspect, the result of the planning process resides in THE MAIN ACTIVITIES PLAN.

3.National defense resource management system

3.1. Resources management system principles

Specialists have designed a multitude of resources definitions, considering resources a source of supply or support, a natural source of wealth or revenue, a natural feature or phenomenon that enhances the quality of human life, a source of information or expertise, a possibility of relief or recovery, a place or thing that provides something useful or an ability to meet and handle a situation. All of these definitions have something in common: a resource is a tool to accomplish your task.

Management consists of the centralize functions of creating policy and organizing, planning, controlling and directing an organization in order to achieve the objectives. Resource management refers to the management of possessed resources with a particular focus on how management affects the structure and the results. Resource management deals with managing the way in which tangible and non-tangible resources interact.

Resource management is a complex process as all resources are dynamic and inter-related. A change in one of them may have short or long term impacts on the others which may even be irreversible. In addition, resource management deals with various stakeholders and their interests or policies. The various approaches applied to resource management include:

- Top-down (command and control)
- Capability-based resource management
- Adaptive management
- Precautionary approach
- Integrated resource management

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Resources are available factors that are owned or controlled by the military organization, while capabilities are military structure's capacity to deploy resources. Basically, management has to design the package of the resources that builds capabilities.

One of the most important resources is money. Budget is the graphical expression of the approved amount of money for the current year. In order to have a good distribution of this valuable resource it is strictly necessary to have a proper planning. The better option is to spend money today in correlation to tomorrow's needs. Still, as a result of legal limitations and constraints we have to plan accordingly to the short term vision.

3.2. Basic overview of the Romanian budgetary system. Budgetary principles and rules

Budgetary system consists of the sum of all activities, personnel and tools involved in the budget estimation (draft), budget execution, budget changes and budget execution reports. The budget is drafted in accordance with budgetary principles and rules, budgetary competencies and responsibilities, national caveats, budgetary assumptions and limitations.

Credit holders' budgets are delineated on economic classification - grouping of expenses according to their nature and economic effect and functional classification - grouping of expenses according to their purpose. The annual budget law provides and authorizes the approved revenues and expenditures. The amounts approved on the expenditure side are maximum limits that cannot be exceeded.

The budgetary process relate on the following principle [4]:

- The principle of universality: revenues and expenditures are included in the budget as an entire, in gross amounts;
- The principle of publicity: the budgetary system is a public one; budget execution accounts of the annual budget are published in the Official Gazette;
- The principle of unity: budget revenue and expenditure are part of a single document to ensure the efficient use and monitoring of public funds;
- The principle of yearly appointment: budget expenditures are approved by law for one year, which corresponds to the budget year;
- The principle of budgetary specialization: budgetary expenditures are registered and approved in the budget by categories of expenditures, grouped according to their economic nature and their destination, according to the budget classification;
- The principle of monetary union: all budgetary operations are expressed in national currency.

Optimization of the budget estimation process is achieved by meeting the following requirements:

- The correlation of the proposal with the provisions of the general and specific normative acts;
- Implementation of military standards in the estimation in order to meet the scope of a specific field of reference;
- Harmonious blending of perspective planning with current planning;
- The flexibility of the proposals in order to allow the corrections imposed by the unforeseen situations in the budgetary process.

3.3. Competences / responsibilities. Budget calendar

Public budgets (state budget, state social insurance budget, special fund budgets, government external or government guaranteed budgets and non-reimbursable external grant budgets) are approved by law in a Common session of the Parliament. Prior to the approval there are some steps to follow on the legal timeframe in order to have a law draft [5]:

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- The forecasts of the macroeconomic and social indicators are prepared by the National Commission for Prognosis, by June 1st. These forecasts will be updated as appropriate during the budgetary process;
- The Ministry of Public Finance submit to the Government, by July 31 of each year, the expenditure limits for the next budget year, as well as the estimates for the next 3 years; limits and estimates are determined on principal credit holder level;
- Principal credit holders have to submit to the Ministry of Public Finance the proposals for the draft budget and its annexes for the following budget year, within the limits of announced expenditure and estimates for the next 3 Years; the proposals are to be ready on September 1st; these proposals are the aggregation of the next levels credit holders proposals;
- The Ministry of Public Finance is responsible for conducting negotiation with different Principal credit holders in order to obtain the proper distribution of the proposed budget;
- After the Government adopts the draft budget and budget laws, it shall submit them for adoption to the Parliament no later than November 15th of each year;
- After the approval the budgets are published in the Official Gazette of Romania.

Unfortunately, budget appropriations and estimated commitment appropriations for the next 3 years are presented with indicative value. These are information on medium-term financing needs and will not be subject to authorization for the respective budget years.

One of the most important documentation in support of their proposal principal credit managers have to submit to the Ministry of Public Finance is the Main Programs proposals. These are drawn up by Program managers for the purpose of financing actions or a set of actions to which precise objectives and performance and efficiency indicators are attached. The programs shall be accompanied by the annual performance appraisal of each program and shall indicate: the actions, the associated costs, the objectives pursued, the results obtained and estimated for the following years, measured by precise indicators, the choice of which is justified. The programs are approved as annexes to the budgets of the principal credit holders.

If the budget laws were not adopted at least 3 days before the end of the budget year, the Government carry out the tasks provided for in the budget of the previous year, and the monthly expenditure limits may not exceed 1/12 of the previous year's budget, or, as the case may be, 1/12 of the amounts proposed in the draft budget, if they are lower than those of the previous year.

4. Analysis - correlations between capabilities-based planning and the national defense resource management system

4.1. Capabilities and resources - interdependencies

Capability represents the ability to produce effects. A capability is developed on minimum military requirements. In order to produce the capability package it is necessary to comprehend commander's mission area and the military component of the capability. On the next step it is performed the operational assessment and it is defined the required capability. In order to have the complete package it is necessary to establish the required assets, the available assets and to determine the best structure.

Capabilities are composed by elements, sub-elements and projects. Each level of developing is planned in accordance with desired outcomes. Structures from which level, on their level of competence, are responsible for effective management of their own resources.

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Capability - time dependance

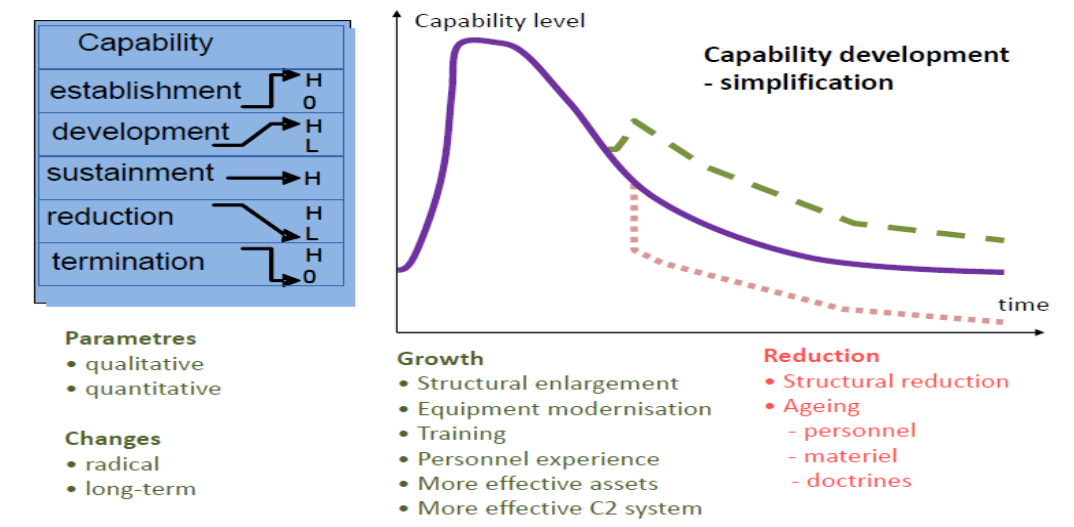


Fig.2 Capability increases and dimensions [6]

Project planning is a component part of defense planning, a coherent set of actions taken by commanders in order to establish activities to meet the objectives and missions of each structure, the proper time-line, the required resources and the control system. The entire process is developed within a unitary plan-based document.

The objective of planning is to provide the organizational and legal framework for the training of command and forces, the achievement of interoperable and deployable structures, fulfilling the capabilities required to execute the entire range of established missions.

The requirements underpinning the development, at the level of the competent structures, of realistic planning of the main projects and their management are [7]:

- The fundamental objective and operational objectives to be achieved at the end of all activities. To know and define clearly on the basis of priorities who execute the project, what are the expected outcomes, which are the minimum acceptable success criteria;
- The necessary / estimated resources to achieve the fundamental objective and the operational objectives. To know that operational objective should not be overestimated and resources underestimated, efficiency and well-defined costs, whether the activity can be executed and how;
 - The real results obtained after each main activity;
 - The comparison between the results obtained after the execution of the project with the initially planned / planned standards within the operational objectives / requirements;
 - Rationality. To organize the activity according to logical and efficient principles;
 - Consistency. The internal coherence of the operational objectives with each other, the coherence of the operational objectives and the resources, the consistency of the results achieved and the planned objectives, the external coherence of the structural objectives with the actions of other structures;
 - Efficiency. Desired results should be achieved at the lowest cost and should be consistent with the goals of the organization.

The major correlations between capability planning and projects planning are:

- The processes are carried out on different terms: capabilities are planned for 6 years, with annual reevaluation while the projects are planned, based on budgetary principle, annually;

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- The projects planning is carried out in parallel and in correlation with the elaboration of the Major Programs, of the draft budgets and of the modernization and training plans;

- The list of essential requirements of the capabilities is designed in correlation with the human, material, financial and other resources available;

- Both processes are carried out based on the conclusions of the analysis of the previous planning cycle.

The purpose of capabilities planning is to harmonize the objectives to be achieved with the resources to be available, so that the military structure becomes able to carry out specific tasks during the period covered by the plan.

Elaboration of the budget proposal is related to 4 pillars:

- *Draft of the Main Activities Plan* – represent the summarize of the proposed projects and the associated costs;

- *Draft of the Annual Public Acquisition Plan (PAAP)* – collate the acquisitions estimations for the next financial year in accordance to structure objectives. The category comprises the new acquisitions and the regular or recurrence expenditure performed for standard activity.

- *Draft of the Operation & Maintenance Plan* – provides inputs for the PAAP and for the budget itself;

- *Regular expenses* - represent the general costs associated with structure functioning. This category shall be quantified and taken in account as the expenses exist anyway. The category comprises personnel's monetary revenue, associated benefits, the legal contributions and other associated expenditure.

On that direction, resources planning are based on the following principles [8]:

- Optimizing the decision-making flow – which should be developed ascendant; the principle consist in elaborating the plan proposals in a unitary design, from the bottom to the top of the military hierarchy concurrent with the correlations of the missions from the top down;

- The correlation of the objectives and activities with the human, material, financial, informational and other resources available to the respective structure;

- Hierarchical coordination of the structures with responsibilities in the field of planning in the elaboration of the planning proposals;

- The correlation of the main missions, the essential requirements and the operational objectives progressively made on the hierarchical scale of the military echelons.

Project planning stages are related to budget estimations:

- Primary objective and the priority objectives for the next year are established on the ministerial level/ General Staff level;

- Projects/ drafts are elaborated and are submitted from the lowest level on the hierarchic chain of subordination;

- Major Programs and MoD Main Activities Plan are elaborated on top level and are transmitted to unit level;

- Design and approval of unit level plans is correlated.

From another perspective of the resource planning process, the priorities in budget execution are defined by the annual budget law. The budget is approved for 1 year, with the budgetary execution starting on January, 1st and ending on December, 31st. In theory, these priorities are: personnel revenues, associated benefits and contributions, functioning related expenditure (power, gas, water, garbage disposal, communications). On the next step the credit holders are forced to fulfill the budget commitments - any act by which a competent authority, according to the law, affects public funds to a particular destination,

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within the limits of approved budget appropriations. These commitments are based on national legislation framework and represent legal obligations.

The budget distribution and authorization is on subdivisions of the classification of budgetary expenditures, determined according to the economic nature of the operations in which they materialize and which designates the nature of expenditure, regardless of the action to which it relates.

Projects management relies on approved budget for specific expenditure. It is the credit holder responsibility to find the best alternative in order to address the planned projects. Unfortunately, the majority of the projects cannot be executed due to financial constraints and poor future activities planning.

4.2. Resources cost management related to capability development

The cost management of a capability is going through the specific processes that ensure it achievement by fitting the approved budget. This process contributes to the annual evaluation of the package. In the process it is necessary to pursue different categories of resources on different stages:

- *Planning resources* - determining the resource needs (human, technical, equipment and materials) and quantifying them so that the activity identified for the fulfillment of the operational objective can be performed at the planned performance standards.

- *Cost estimation* - transformation / quantification of the amount of resources calculated in financial resources (monetary units).

- *Budgeting costs* - allocating financial resources on the budget classification (chapters / sub-chapters / paragraphs / articles and sub-articles) and enrolling them in the proposal of the project.

- *Cost Control* – evaluation of the changes in the structure of the planned budget as compared to the approved one, as well as their use.

All these processes interact with each other and with processes in other areas. Each process may involve a single individual or a group of members, depending on the needs and scale of the project.

Planning resources aims to determine the physical resource categories (personnel, equipment, materials), the quantity used from each resource and the timing of these resources to be available for the realization of each project activity. At the same time, it determines the ways of using each type of resource for the good realization of the planned activities.

Resources include: materials, equipment, ammunition, licenses, fees, man-power, services, etc. The end result of the process is the presentation of the type of resources needed, in what quantities and when. These will be secured from existing stocks or acquisitions.

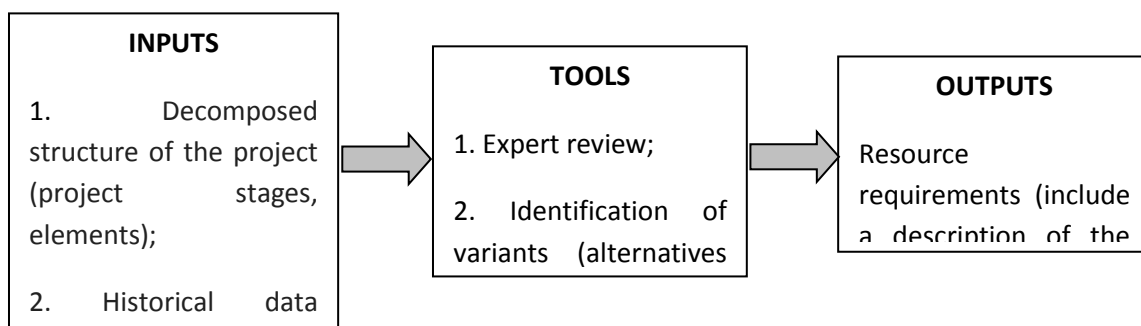


Fig.3 Graphical representation of the resource planning process [9]

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The techniques for estimating resources depend on the information we have. In general, the top-down technique is used when we do not have enough data (the extent of activity is unknown) and the bottom-up technique when we have enough data on what to get and how. For the activities proposed to be included in the Main Activities Plan, the developer of the project also initiates resource estimation activities. Specific processes in the resource planning stage continue during the cost estimation and budgeting phases.

Cost estimation is the stage that involves making an approximation (estimates) of the costs associated with the necessary resources. The cost estimate aims to roughly establish the baseline cost line of the project (the initial budget of the main activity or project) by taking into account different cost alternatives (eg source of financing, existing products, etc.).

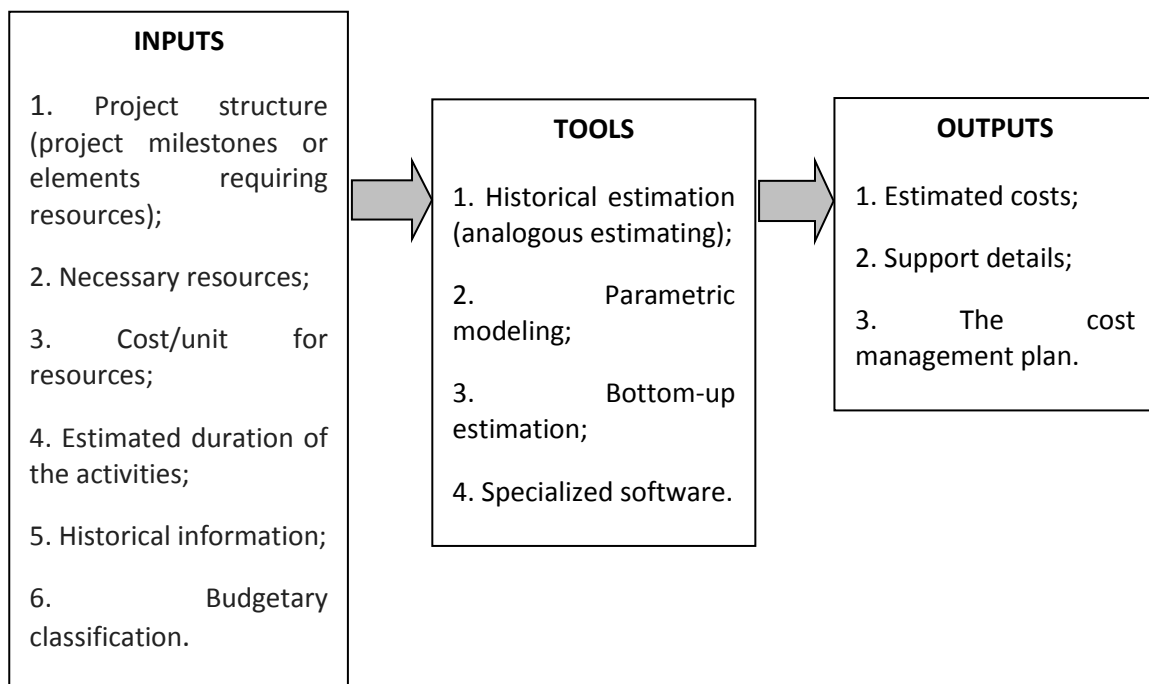


Fig. 4 Graphical representation of the cost estimation process [10]

The cost management plan is a predictable cost allocation plan that describes how to manage costs and the deviations that may exist between them.

In order to determine the costs for each category of resource, it is necessary to know the units of measurement of resources (resource rates), as well as the unit price / unit (the unit cost per unit of time, the cost of the materials per unit or piece, inventory, etc.). The project cost is calculated by summing all the costs you can calculate. If the resource rates at the time of evaluation are unknown, then they should be estimated.

Costs should be estimated for all resources to be used in the project, by category of expenditure, according to the budgetary classification and expressed in units of currency. Only the costs associated with running the project in good condition will be taken into account, and no account will be taken of those costs that were paid or consumed even if the project did not run.

Project budgeting – it is the phase where the capability-based planning face budget and consists in allocation of the budget and total cost estimates project in order to obtain a *baseline cost line* used to measure project performance.

The *baseline cost line* represents the summary of all costs associated to the project no matter of the category. Only a portion of the baseline cost line is associated with the

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current year budget. This estimation represents one of the most important grounding notes of the structure budget estimation for the next year.

Project budgeting is the stage where its costs, based on the costs of the activities included, are expressed in expenditure titles/ articles/ non-articles and these are also grouped into budget chapters and sub-chapters, according to the budget classification.

The costs, once transformed into budget expenditures, support the demands of financial structure to the hierarchically superior credit holder.

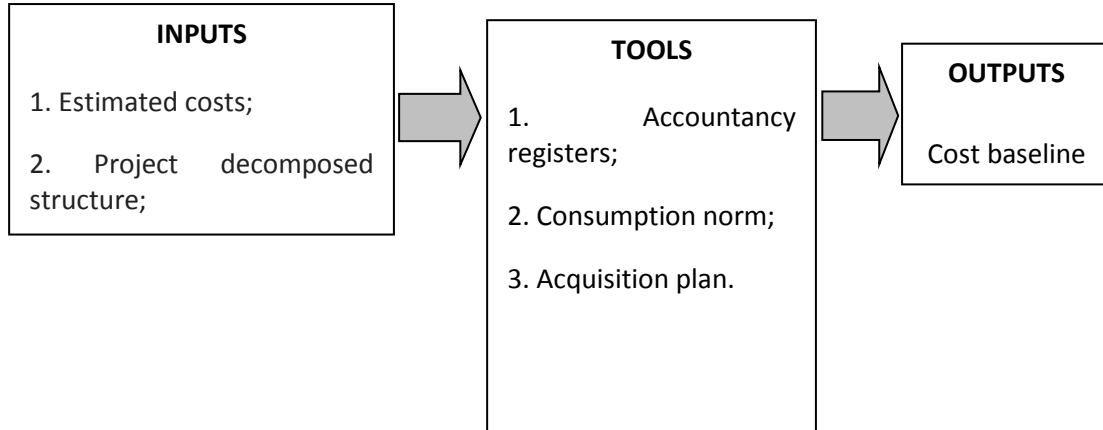


Fig. 5 Graphical representation of the project budgeting process [11]

At this stage the estimated costs, depending on the project structure and the project timetable, are divided into specific categories:

- *Material costs* - represents the value of the products (material goods, CL, ammunition, etc.) consumed during the project run. This category comprises also the expenses related to the regeneration of the fixed assets technical resource (maintenance). This category does not require budget allocation.

- *Material expenses* - direct expenditure (can be calculated per product unit) and indirect expenditure (cannot be calculated per product unit but are associated with and involve budget allocations in the year the project is running. These costs are to insure products that are not in store or services to be purchased in the year of the project.

- *Personnel expenses* - represent the variable costs associated with the project and are determined by its running in the respective budget year. This category shall be quantified only if the expensed are associated to the project and will not be taken in account if it exist.

Cost control - involves monitoring all the costs incurred, analyzing and checking the changes that may occur along the way in the project budget.

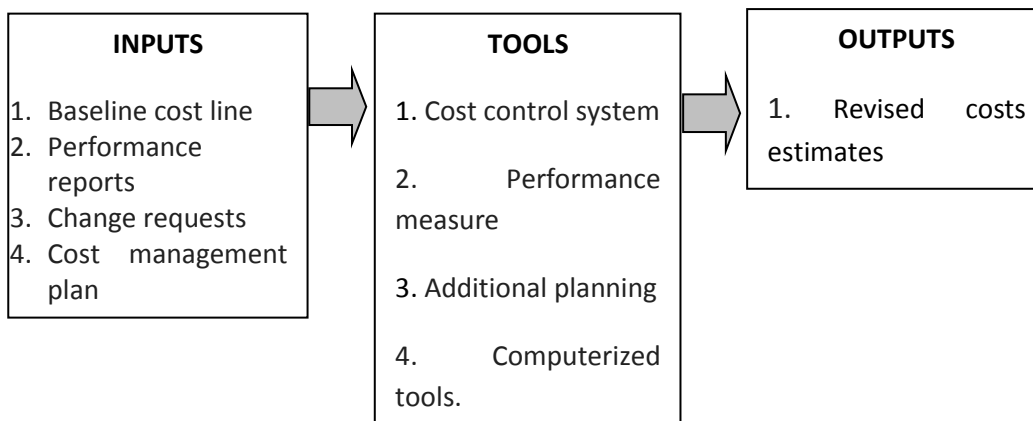


Fig. 6 Graphical representation of the cost control process [12]

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Cost control follows:

- The influence of factors that create changes in the baseline cost line to ensure that changes do not affect project results;
- Significant changes in the baseline cost line during the project;
- Change's management.

The control process in a starting point in the revising the capability package and is very useful in order to assess the prejudices of an inefficient planning process. Cost control represents the evaluation of the resource management process.

4.3. Analytical tools used to integrate resources planning in capability planning

Analytical tools are used to quantify and to analyze the resources needed for a specific project. The most widely used analytical tools include planning sheets, matrixis, brainstorming, gap analysis and SWOT analysis.

In order to compare different resources we have to reduce them to a common base, the monetary value. For a comprehensive analyze and estimate of the project costs there are some specific tools [13]:

a. Resource Planning Data Sheet

The sheet is developed by the project manager or the responsible structure. Drafting period: 01.01 - 15.05 of the previous year.

At this stage, the issuer carries out the following activities:

- Nomination of the activity to be carried out;
- Establish stages of the project (stages of activities);
- Establish project elements requiring resources;
- Establish the type of resources;
- Determine the amount of resources based on the history of similar information / activities already carried out or the specific requirements for that activity.

1. Period / Days	<i>DD.MM.YYYY - DD.MM.YYYY</i>	___ days
Structure:		
Place:		
Project manager:		
2. Type of activity:		
3. Purpose of activity:		

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4. TECHNICAL AND EQUIPMENT / CONSUMPTION

Equipment (detailed)	No.	Planned	Specific consumption (l.)	Estimated needs (l.)
type				
TOTAL				

5. REQUIRED MATERIAL / CONSUMPTION

Material (detailed)	Quantity	From which:			
		From the warehouse	To buy	Which is consumed	Which returns to the warehouse
tip					
TOTAL					
6. PERSONNEL					
- TOTAL		From which:	0	-	

7. SUPPORT REQUESTS:

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Table 1 Resource Planning Data Sheet (model)

b) Estimate, budgeting and cost control sheet

The sheet is developed by the cost estimation committee from the responsible structure. In case of missing structure commander will issue an order to determine an ad-hoc cost estimation board. This sheet is used to transform every resource needed in monetary value. Drafting period: 15.05.-10.06 of the previous year.

The committee/board performs the following activities:

- Estimates costs based on Resource Planning Data Sheet, consumption rules, price of material, goods and services purchased. The estimation is performed by mathematical formulas and historical data;
- Complete the Estimation, Budgeting and Cost Control Sheet;
- Prepare background notes to support draft budget preparation in order to be sure that these costs can be found in the draft budget for next year and in the major program structures;
- Update the cost estimation database.

COSTS ESTIMATION		BUDGET		COSTS CONTROL	
NATURE OF COSTS AND EXPENDITURE	Value	Budgetary classification	Modifications	FINAL costs	
				TOTAL	
1. Costs for expenditure from	=	0,00			

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existing resources (not funded during the activity): O&M, Fuel – lubricants, Ammunition, Material goods that can be secured from existing stocks - DETAILED															
a)										=	total a)				
... ...										=	total ..)				
2. Expenditures supported during the period of the activity (pre-, on and post-exercise): Daily fees, Meals, Accommodations, Transportation, Utilities – power/heating/water/gas, Material goods that cannot be insured from existing stocks, Other expenditure - DETAILED										=	0,00				
a)										=	total a)				
.....										=	total ..)				
TOTAL - ACTIVITY COSTS										=	0,00				
TOTAL - FISCAL YEAR EXPENDITURES										=	0,00				
ACTIVITY COSTS:										0,00	From which:				
EXPENDITURE PLANNED IN YEAR BUDGET										0,00	From which:				

Table 2 Estimate, budgeting and cost control sheet (model)

c) Real resource consumption reporting sheet

The sheet is a statistical tool that shows the real cost of running an activity and set up its history as a basis for updating the Cost Catalog. The record is prepared by the project manager within 10 days after the end of the activity.

The project manager carries out the following activities:

- Collects the data and information necessary to complete the report from the resource users (material, financial and other);
- Send a copy of the sheet to the structure that manages the Costs Catalog (Cost Structure) to update it;
- Update specific database with the activity main facts.

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5. Conclusion

A flexible plan could decide the future. The First World War was called the “war to end all wars”. In 1922 the then-great powers agreed to eliminate a part of their fleet to slow down an arms race. In 1928 Henry Ford announced that “people are becoming too intelligent ever to have another big war”. Still, the World War II, the most destructive war in history, erupted. When that war ended, in 1945 the United Nations was formed and once again the world basked briefly in the illusion that lasting peace was at hand — until the Cold War and the nuclear standoff began. Nowadays, the Cold War had long time ended but we need to be prepared for anything

The capability-based process starts with a formulation of outcomes in order to meet strategic objectives and then proceeds to the development of a range of solutions. Potential solutions are evaluated in a broadly framed security environment using multiple scenarios and, perhaps more importantly, parametric exploration of numerous cases within each scenario. In debating constraints analysts should be looking for assets that flexibly satisfy needs across a range of situations.

In comparison, the standard approach of force-based planning often had a different effect. The model is protecting force structure and old major systems rather than addressing demands associated with the MoD’s strategic guidance and objectives.

The system is adopting a scrupulous solution instead of presenting stakeholders a range of viable options and their associated costs.

It is strongly necessary to determine how many resources we can and we should focus on managing risk, especially financial, personnel, material and time. It is appropriate to establish what time and costs we will allocate to mitigate risk. It is necessary to keep in mind that every detail cost resources.

In terms of planning resources, the most important is to deliver stakeholders threat and risk classifications. It makes possible to allocate limited resources to projects which in fact needs it.

A good planning doctrine and structure allows stakeholders to have a better vision on the planning process. The purpose of planning is to harmonize the objectives to be achieved with the resources to be available, so that the military structure becomes able to carry out specific tasks during the period covered by the plan. From now on, the real competition among military forces will revolve around which one can make the best capabilities, raise standards of equipments and inter-operability and develop the best-educated and best-skilled force structure.

Knowledge is power, but knowledge is a resource. We can conclude that RESOURCES are POWER.

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- [4] ***, *Law no. 500 regarding Romanian Public Finance*, Official Gazette, 2002, art. 8-14;
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- [6] Foltin Pavel, *Capability development methodology*, Presentation on Logistic Management seminar, DRESMARA, 24.05.2017;

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- [7] ***, *Chief of General Staff executive order no. SMG 2 regarding the methodology for elaboration of the Main Activities Plan,2012;*
- [8] ***, *Chief of General Staff executive order no. SMG 2 regarding the methodology for elaboration of the Main Activities Plan,2012;*
- [9] ***, *The project Management Body of Knowledge – PMBOK, 2000 edition, pg. 85;*
- [10] ***, *The project Management Body of Knowledge – PMBOK, 2000 edition, pg. 87;*
- [11] ***, *The project Management Body of Knowledge – PMBOK, 2000 edition, pg. 89;*
- [12] ***, *The project Management Body of Knowledge – PMBOK, 2000 edition, pg. 91;*
- [13] ***, *Chief of General Staff executive order no. SMG 2 regarding the methodology for elaboration of the Main Activities Plan,2012;*

Useful web-sites

1. <http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap32.html>
2. <http://www.acqnotes.com/acqnote/acquisitions/capabilities-based-assessment-cba>
3. <https://www.merriam-webster.com/dictionary/resource>
4. <http://www.businessdictionary.com/definition/management.html>