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COMPREHENSIVE RESOURCES PLANNING OVER THE MARITIME SECURITY OPERATIONS

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Abstract:

This article is trying to emphasize the need of Maritime Security Operations for a comprehensive resource planning that has to be done in accordance with the provisions of the national strategies and the allied ones. In this respect, the guidance is given by the National Defense Strategy, White Book of Defense, National Military Strategy, NATO Strategic Concept, EU Global Strategy, EU Maritime Strategy, international and national laws with the goal to identify the main courses of action and the possibilities to maximize the effect of defense planning in supporting the Maritime Security Operations (MSO).

Current evolving challenges and threats to maritime security environment – terrorism, piracy, armed robbery, human trafficking, narcotics and migration – are forcing the maritime nations to seek for a comprehensive operational preparation of the forces that are to be declared and transferred to conduct MSO. Even though this kind of operations are by nature positioning outside the symmetrical war dimension, but it might evolve into one, the preparation of the MSO deployable forces have to cover firstly the war fighting capabilities in all domains and then the needs of such of the particular operation.

For a better understanding this study is briefly presenting a point of view regarding the Maritime Security and the resources process that might be considered to generate, transfer and sustain the capabilities during the conduct of MSO.

Key words: resource planning, maritime security operations, standing planning, contingency planning

1.Introduction

This evolution of the international security environment shaped the national and allied security strategies and their approaches towards protecting the maritime domain against maritime related threats connected mainly with terrorism, piracy, criminal activities, pollution and migration.

Moreover the newly adopted 2014 European Union Maritime Security Strategy, strengthens that “the sea matters”[1] and is guarantying for the European’s security, prosperity and development.

Why the sea matters? It matters because the security comes from keeping the borders safe and in this respect it has to be considered that more than two thirds of European Union’s external borders are with the sea.

Therefore the rigorous **standing defense and/or contingency/operations planning** of the MSO, implies the resources planning as well and is the result of a “shared vision and common action”[2] that shapes three main courses of action such as collective defense, crises management and cooperative security through an “active engagement and modern defense”[3] in order to ensure the maritime safety and security against any symmetrical, asymmetrical and irregular threats.

The resources planning for contingency might be seen as a result of resources planning for standing defense because is using the national capabilities declared, deployed

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and transferred to conduct a particular MSO. The only difference is the that those transferred capabilities have to conduct, for a limited or short time, specific actions in an Area of Operations (AOO) usually outside the national jurisdiction where they have to be sustained (personnel, logistical, financial) using one of the possible and agreed ways such as allied support, host nation support (HNS) or national support. So, those capabilities have to be prepared and sustained accordingly.

Considering her attributes and responsibilities derived from her membership to UN, European Union and NATO, Romania drafted her own National Defense Strategy, White Book of Defense and Military Strategy in line with the allied similar ones having as center of gravity Romanian's values and interests. In this respect, the Romanian Armed Forces drafted its own doctrines and national laws in order to be ready to contribute to collective defense, crises management and cooperative security.

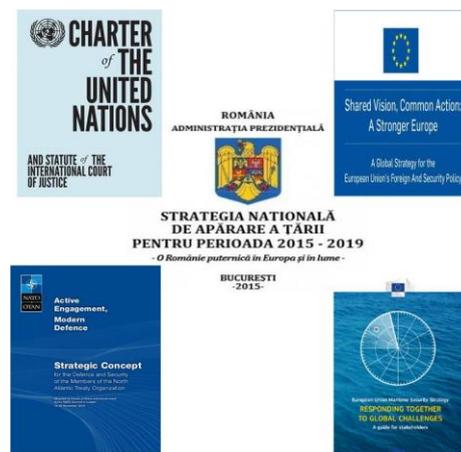


Figure 1: Main driven documents for national defense

As long as the NATO Strategic Concept 2010 demands for a modern defense, the standing (long term) and/or contingency (short term) Maritime Security Operations planning has to be supported by a timely, robust and continuous resource planning process that supports the requested readiness status of capabilities as well as the ongoing and future operational engagements.

Unfortunately the Modern defense is not going along very well with defense budget constraints seen since the economical crises in 2008, so the North-Atlantic alliance had to come up with a new concept calibrated to maintain the force and credibility of the alliance. In this respect at the Chicago Summit in 2012, NATO's leaders came up with a new concept called "smart defense", so the nations have to be ready to support each other.

2. Maritime Security Operations (MSO)

2.1 Maritime Security (MS)

All nations, signatories to UNCLOS, have a responsibility for maritime security by ensuring or, in critical situations, enforcing compliance with this globally accepted document.

Maritime Security has become a large concept on which international non-governmental, political, military and civilian organizations intensified their efforts in order to preserve freedom of the seas, to facilitate and defend commerce and to maintain good governance at sea.

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Figure 2: Maritime security task group underway

Maritime Security is “the combination of preventive and responsive measures to protect the maritime domain against threats and intentional unlawful acts”. Key words are: preventive and responsive measures, aiming at both law enforcement as a civilian and military requirement and defense operations as a military, in this case naval requirement.

Maritime Security is having its focus on international and national peace and security, sovereignty, territorial integrity and political independence, security of Sea Lines of Communications, security protection from crimes at sea, resource security, environmental protection and security of all seafarers and fishermen.

Basically in the terms described above we might say that the Maritime Security is a governmental responsibility, which has no clear definitions when it comes to Maritime Security Operations where the authority to act on behalf of a state is a sovereign decision with different options.

2.2. Maritime Security Operations (MSO)

Since the Maritime Security Operations is a matter of legitimacy and jurisdiction, the Maritime Security Operations (MSO) might be defined as a type of maritime action conducted by a multinational naval force usually mandated by an international organization (United Nations, NATO, EU) for maritime governance, combating terrorism, migration, search and rescue, environmental protection and illegal activities – piracy and armed robbery, human trafficking and slavery.



Figure 3: MS Task element counteracting maritime illegal activities

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2.3. MS and MSO

As seen above, the continuously looking for legitimacy Maritime Security Operation, is taking a significant slice from the Maritime Security elements, apart from the ones which seems to be a national concern from the national and international jurisdiction point of view.

Being said that, MSO could be considered as a limited extension in time, space and force of the national interests within the international or multinational endeavors undertaken for maintaining the security of maritime environment of interest.

2.4. MSO Challenges

2.4.1. MSO Threats

In the last years the maritime community encountered various maritime security threats to the maritime environment such as maritime terrorism, illegal maritime migration, piracy, robbery, violence at sea, illegal exploitation of natural resources, illegal activity in protected areas, marine pollution, prohibited imports and exports and compromise to biosecurity.



Figure 4: pirates captured by ROS REGELE FERDINAND - Operation Ocean Shield

2.4.2. Sustainability

Sustainability is a great concern of the organizations and nations that are conducting or sending the forces to be part of any Maritime Security Operations. So, the recourse planning process to declare, prepare, generate, transfer and maintain the necessary capabilities should seek for any associate national and international ways and links that are optimizing this process ensuring opportunity and continuity.

2.4.3. Cooperation

The success of any MSO stays directly connected and dependent with the international and regional cooperation endeavors initiated and developed in order to seek for legitimacy and support (infrastructure, resource, forces) at the level the operation is to be conducted in accordance with the established objectives and tasks.

3. Comprehensive Resources Planning

“The mission of the Navy is to maintain, train and equip combat-ready naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas”. [5]

A comprehensive Resource Planning Process should be seen as the vital component of the Operational Planning Process (OPP) at all political and military level, being the one that makes the link between the theoretical characteristics of any plan and the possibility to make it happen.

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- a. Resources planning place within the Defense Planning Process
 - i. Defense Planning

Defense Planning is a pivotal part of the National Defense Strategy, therefore this process should be conducted for the period the strategy is established, being focused on process of allocating the natural, human, material and financial resources required to fulfill the national security objectives and national defense. Normally, defense planning consists of establish political guidance, determine requirements, apportion requirements and set targets, facilitate implementation and review results.

Even though the national obligations in relation with the alliances and international organizations are guiding the defense planning towards their models, in reality the defense planning should be seen as a combination between these models and the national ones or as an adaptation of these models within the national defense planning based on the particularities given by internal political, military, economical, social and diplomatic interests, priorities, capabilities and timescale.

Defense planning domains encompasses many different domains such as force, resources, logistics, armaments, command and control, civil emergency, air defense, air traffic management, standardization, intelligence, military medical support and science and technology.

- ii. Resource planning

As seen above the resource planning is an important part within the defense planning having as main goal to make available the appropriate resources for the needed capabilities in accordance with the requirements for national and collective defense and engagements.

Even though this paper's topic aims the resources planning we have not be miss leaded exclusively onto the resources domain, but into the operational field as well, therefore the operational and resources planning should be viewed as a binominal planning process having the end state to create, generate, train, maintain and sustain a robust, capable standing or contingency naval force.

In this respect the key word *comprehensive* it is meant to consider the particular processes of resources management as well as all provisions and other connected and directly influenced domains such as operations, training, doctrine and intelligence.

The resource planning with its elements, has to be in direct dual connection with the missions and objectives established by the Navy Staff in order to ensure the achievement of the end state represented by the appropriate level of readiness established by operation division through exercises, training courses, evaluations and live firing exercises planned by the training division supported by doctrine, intelligence and the other departments.

The components of the integrated resources management are human resources management, financial resources management, acquisitions management, research and development management and infrastructure management. All of these components are directly influencing the domains depicted above and without a comprehensive resources planning they are not possible to exceed the planning phase in terms of appropriate and trained personnel, funds, acquisitions, equipments and materials.

In this respect and for a better understanding is good to delineate the resource planning into the *standing resource planning* in accordance with the standing national defense needs and into the *contingency resource planning* in accordance with the national engagement in support of the allied, European and international operations for security and defense.

Resource planning is very closely linked with the operational planning, therefore a direct influence, interdependence, continuity and complementary is to be seen between

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standing resource planning and *contingency resource planning* in terms of just adapting the last one to the current operational factors such as time, space and force.

So, the operational factors are helping us better understand the *standing resource planning* as a **permanent** resource planning process conducted to support **all national defense forces** solely for **homeland** security and defense needs. Based on the same thinking the *contingency resource planning* is a resource planning process conducted in completion to the standing one having the same elements but at a lower and operational adapted scale, in a way of supporting part of the standing national defense forces - **contingency declared forces** - for a **limited** participation to an operation in a **designated area of operation** in accordance with the national commitments to allied and international security.

Therefore, *contingency resource planning* is an integral part of the operational planning process done in order to prepare, deploy, sustain and redeploy the declared and transferred forces for allied and international security and defense operations for a within a limited period of time and space.

b. Comprehensive resource MSO planning

In accordance with the provisions of the National and Military Defense Strategies and the decisions of the Supreme Council for National Defense, Romanian Naval Forces are participating with ships, personnel and other naval units to the allied and international security operations such as Maritime Security Operations.

In essence the preparation of naval forces for the participation to the Maritime Security Operations is done under the provisions of the *Law concerning the participation of the armed forces to missions and operations outside of the national territory* [7].

A comprehensive resource planning for participation to the Maritime Security Operations is an integral part of the operational planning process and a follow up adaptation to the mission requirements of the standing resource planning, aiming the human resources, logistic support and financial support (see figure 2).



Figure 5: MSA resources planning scheme

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3.1.1 Human resources

Human resources is a process of achieving the operational goals by attracting, keeping, developing, dismissal and correct utilizing the human resources into an organization. Adapted to the needs of operation's participation the human resources process consists of the selection, testing, training, certificating and deploying the personnel/crew members in accordance with the standards and methodology established by the Ministry of Defense and the mission profile.

3.1.2 Logistic support

Logistic support is a process of developing material and a support strategy that optimizes functional support, leverages existing resources and guides the system engineering process to quantify and lower life cycle cost and decrease the logistics footprint (demand for logistics), making the system easier to support.

The Logistics Committee is the senior advisory body on logistics at NATO. Its mandate is two-fold: to address consumer logistics matters to; to exercise, on behalf of the NAC, a coordinating authority across the NATO logistics spectrum.

Logistics planning aims at ensuring responsive and usable logistics support to the naval forces and personnel participating to the NATO operations during the preparation and mission execution. So, the logistic support is responsible for planning and conducting the maintenance, materials and equipments acquisitions, personnel and forces insurance acquisition in order to ensure and maintain the operational status of the MSO deployable force - enhance the performance, efficiency, sustainability and combat effectiveness [8].



Figure 6: MSO Task Group conducting underway replenishment at sea

An important part of the logistic planning is played by the logistic support given to the force during the deployment, mission execution and redeployment in accordance with the operation plan/order. Considering the guiding factors such as legal provisions, AOO constraints and possibilities, personnel and force safety and morale, mission security and cost-efficiency ratio the possible support options might be national support, host nation support (HNS) and allied/multinational support.

3.1.3 Financial support

Financial resources management refers to the efficient and effective management of funds in such a manner as to accomplish the objectives of the organization or of the operation. The funds needed to participate of the naval forces to the Maritime Security Operation outside the national territory are given through the budget of the generating

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structures and following the legal provisions for international participation of Romanian forces outside the national territory.

The funds are covering the mission preparation and execution in the assigned area of operations (AOO) aiming the deployment and redeployment, acquisitions of services, maintenance and materials, logistic support and operational expenses, personnel expenses (tests, medical survey, payments, family support, training, transport, rotation), insurance and other mission related expenses. All of these details are carefully taking into the consideration in order to cover all the relevant aspects of the operational deployment within the provisions of the appropriate reports and the operation plan/order.

4. Conclusion

The continuously changing security environment demands for rapid operational and readiness adaptation, development, generation and sustainment of the existing and future naval capabilities towards prevention and countering the current asymmetrical maritime security challenges and threats.

The standing and/or contingency Maritime Security Operations planning has to be supported by a timely, robust and continuous resource planning process that supports the requested readiness status of capabilities as well as the ongoing and future operational engagements.

The main mission of the navy is to generate, train, equip, maintain and sustain combat-ready naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas, as required by countering the symmetrical threats, remains the main task under the framework of the national and international operations.

Therefore, a comprehensive resource planning for participation to the Maritime Security Operations is an integral part of the operational planning process and a follow up adaptation to the mission requirements of the standing resource planning, aiming the human resources, logistic support and financial support

Resource planning is very closely linked with the operational planning and a direct influence, interdependence, continuity and complementary is to be seen between *standing resource planning* and *contingency resource planning* in terms of just adapting the last one to the current operational factors such as time, space and force.

In this respect the naval forces once nominated to conduct MSO, are already pre-prepared to conduct standing naval warfare in all environments – surface, subsurface, air, electromagnetic – and all they should ask is just a fine tune in accordance with the requirements of the related MSO, especially that those requirements are usually other than war type by nature.

In the fulfillment of the operational planning is concluded a resource MSO planning, targeting the special needs such as - training, personnel selection, equipments, materials, financial support, logistic support and some other ones as well.

The binomial operational and resources planning process is to be seen as the key element towards the achievement of the desired end state of creation, generation, training, maintaining and sustaining a robust and capable contingency naval force deployed for a MSO.

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