

SHORTFALLS IN CRISIS RESPONSE OPERATIONS URGENT REQUIREMENTS (CUR) PROCESS

Report Published on 04 November 2011

PROJECT OVERVIEW

As reported by ISAF and in other Alliance operations and missions, the current NATO-wide Crisis Response Operations Urgent Requirements (CUR) process does not seem to adequately meet operational needs. It is widely considered to be inflexible and unable to meet the tempo of NATO-led operations and to be falling short of delivering capabilities when needed, to the right level, and to a measurable degree of performance.

The JALLC was tasked to analyze the NATO-wide CUR approval process, with emphasis on meeting ISAF operational needs, in order to make recommendations to improve the performance of the CUR approval process (the Requirement Identification and Requirement Authorization stages). The project had the following analysis objectives:

- Map the recognized CUR approval process in order to establish a theoretical process model to be used as a baseline for the study.
- Using data from previous CUR bids, identify actual CUR approval process performance in order to identify variance with the baseline process model.
- Identify stakeholder expectations, spanning the CUR approval process, in order to establish the relationships between stakeholder expectation, the baseline model, and actual CUR approval process performance.



A bridge over the Helmand River, a project procured with NATO common funding using the CUR process.

MAIN FINDINGS AND RECOMMENDATIONS

The time being taken to complete the approval of CURs is perceived by many of the stakeholders involved to be excessively long. Moreover, the process model for the approval of a CUR as described in various documents differs from the observed process model actually being carried out.

The major finding of this study is the issue of overarching governance for the NATO-wide approval process. In the absence of a single executive body with decision-making authority over all the stakeholders, a common understanding among stakeholders of roles and responsibilities in the overall process is essential, but this common understanding was not observed.



Infrastructure such as multinational airfields, like the one in Kandahar, depend on common-funded civil works projects identified and approved under the CUR approval process.

The NATO Office of Resources (NOR) and SHAPE should together initiate a working group with representatives from the key stakeholders involved in the overall NATO-wide CUR approval process to:

- develop a process model with defined roles and responsibilities agreed by all CUR process stakeholders;
- agree on the Project Submission Requirement (PSR) format and content to meet the precise needs of the NOR to be able to trigger the Project Authorization Stage;
- agree on applying project management principles to the CUR projects;
- agree on a collaborative software to support the CUR process and provide visibility for all the stakeholders.





NATO
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MAIN FINDINGS AND RECOMMENDATIONS (CONT'D)

The NOR should work with the Investment Committee to investigate if Allies would be content to authorize periodic Bulk Planning Funds for CUR project support by the Agencies.

SHAPE should seek to reduce the duration of the Requirement Identification Stage by establishing and enforcing PSR review and endorsement timelines for all levels within Allied Command Operations, and by focusing on the minimum information that is required in the PSR submitted to the NOR.

SHAPE should seek to refine the production process of the Requirement Identification Stage by ensuring that operational theatre HQs and Joint Force Commands establish, within existing resources, a requirements capture capability to ensure the necessary capacity and expertise is available to conduct effective requirements capture, analysis, and definition; and that SHAPE establish, within existing resources, a CUR project management capability comprising CUR process practitioners with project management responsibilities for individual CUR projects.

PROJECT EXECUTION

Interviews with staff involved in the CUR approval process were conducted in March and April 2011, with a focus on mapping the CUR approval process and the identification of key issues. Concurrently, the Project Team collected data on a sample of previous and ongoing CUR submissions. This sample frame was defined as all the CUR submissions endorsed by the theatre level Operational Requirements Review Boards—for ISAF and Kosovo Force—during 2010 (48 in total). Key metrics were defined and analysed to determine actual CUR approval process performance and to capture stakeholder expectation.

PROJECT TEAM

LTC HANS POSTMA, ROYAL NETHERLANDS ARMY

LTC Postma has served in the Royal Netherlands Army since 1987. As a Signals Officer, he served in various Signal units, in both national and international material command units to design, develop, test and field C2 systems and as a brigade CIS Officer. He was posted as a military analyst to JALLC in September 2010. Following this project, LTC Postma will become the JALLC Advisory and Training Team (JATT) team leader.

LTC ÖMER EMRE KASAL, TURKISH ARMY

LTC Kasal has served in the Turkish Army as an artillery officer since 1993. He has a master's degree in "Acquisition and Contract Management" from the US Naval Postgraduate School. He served as fire control officer and battery commander at regimental duty and as a project officer for the Fire Support Automation Programme at the Turkish Land Forces Headquarters. In 2006, he deployed to HQ KFOR. He was posted as a military analyst to JALLC in August 2010.

MR ROBERT MEEHAN, CIVILIAN ANALYST

Mr Meehan has been at the JALLC since 2006, where he has been involved in numerous projects and deployments in support of ISAF and KFOR. From 1994–2004 he was a cavalry officer in the British Army and he has been a brigade planning officer, battle group warfare officer, UN observer, and brigade surveillance officer, and deployed on operations to the Balkans, Iraq/Kuwait and Northern Ireland.

NATO LLDB ITEMS

Item 1291 – CUR Process Governance

Item 1292 – Collaborative software support to the CUR process and stakeholders

JALLC proposed the following status for existing items in the NATO LLDB:

Proposed status for 351, 352, 409, 454, 529, 1142, 1143 and 1280: Lesson Identified – Remedial Action Identified.

Proposed status for 276 and 466: Lesson Identified.



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NATO'S LEAD AGENT FOR JOINT ANALYSIS

All JALLC Reports, the LL Portal, and NATO LLDB Items may be found in their entirety under the *Products* section on the NS WAN:

<http://www.jallc.nato.int>

Non-classified reports and LLDB Items, Project FactSheets, the Joint Analysis Handbook and Lessons Learned Handbook can be found on JALLC's Internet site at the same [address](#).

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