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GRAND QUARTIER GÉNÉRAL
DES PUISSANCES ALLIÉES
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B-7010 SHAPE - BELGIQUE

SHJ5PLANS/7340-077/08 - 203770 AMENDMENT 1

TO: Director, International Military Staff

SUBJECT: Minimum Military Requirements for NATO's Potential New Tasks in Kosovo

DATE: 22 January 2008 (original signed)

REFERENCES:

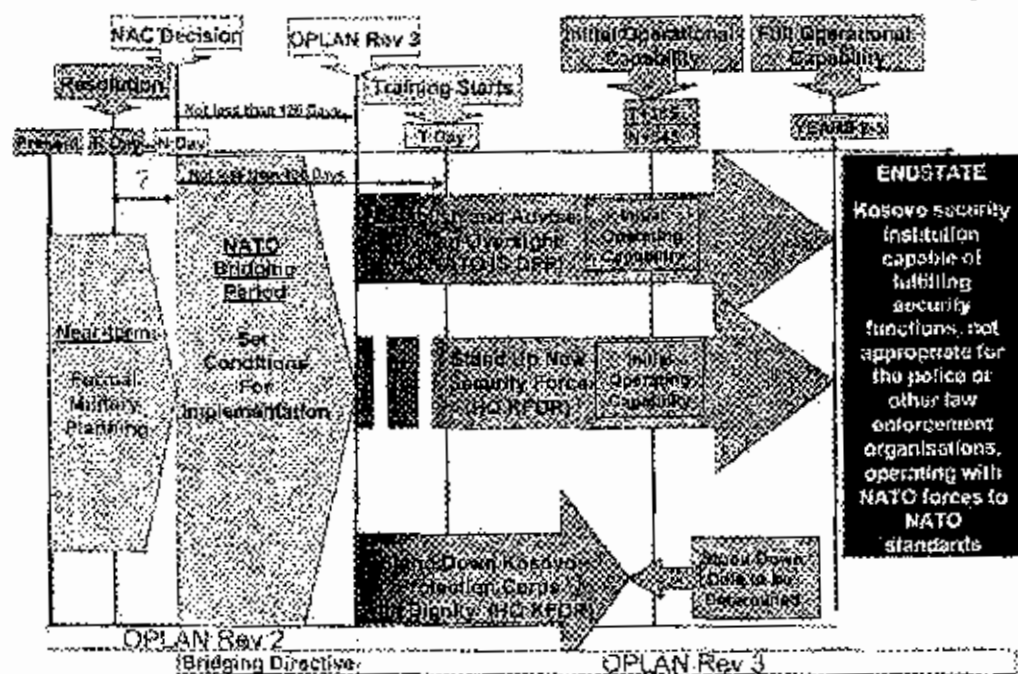
- A. SH/J5PLANS/7340-027/07 - 202243, dated 14 May 07
- B. SG(2007)0902-REV 2, KFOR Planning and NATO's New Tasks, dated 8 Jan 08
- C. SG(2008)0020, KFOR Bridging Directive, dated 11 Jan 08
- D. IMSM-0794-2007, Bridging Directive for the NATO-led operation in Kosovo, dated 20 Dec 07
- E. SG(2008)0032, dated 16 Jan 08

1. Last year, we provided you with a concept and broad resource requirements for NATO's potential new tasks in Kosovo (Reference A). In tandem with the evolution of the political process, we continued our prudent planning for these tasks. In light of Council's decision to formalise planning (Reference B) and its approval of the Bridging Directive (Reference C), and in accordance with your request at Reference D, this document updates our resource minimum military requirements for the completion of the envisioned new tasks. For the most part the original document (Reference A) stands; however, matters have evolved in some areas. Timelines have changed. Additionally, our resource requirements have been refined to include the HQ NATO civilian requirements in our estimate and that the NATO Training Team should be formed through Crisis Establishment procedures. Plus, with Reference B now formally approving the planning of the new tasks and without any pre-judgement or pre-emption of the NAC decision required to execute the Bridging Directive, the resources that are required now, in advance of the announcement of a new status, have been identified.

2. **Timeline Estimates.** Developments on the political front have provided an opportunity to analyse the tasks in greater detail and make a fresh assessment of the realistic time frame needed to complete them. The first milestone of the timeline is

Kosovo resolution day (R Day) which in its generic context signifies status change but does not specify how or when the change in status might come about. Subsequent to R Day is NATO's decision to accept new tasks (N Day) which begins a Bridging Period (Reference C) of not less than 120 days, permitting NATO to prepare for the new tasks. The Bridging Period will end with NAC approval and execution directive of Revision 3 to the current Operations Plan 10501. However, once the Bridging Period begins, the timeline for the Stand Up task depends upon a complex web of interdependencies outside NATO's control, such as obtaining international donations, establishing laws and preparing facilities. Additionally, we will be dependent upon an enthusiastic but limited capacity in a nascent government that will need time to establish itself and assume responsibility for these tasks. For planning purposes, this preparatory period from N Day to training commencing, known as Training Day (T Day), is now anticipated to be a minimum of 180 days. Once training starts, the original timelines for milestones from Reference A should be respected: within one year of T Day, we anticipate the new security force could reach initial operating capability; followed by, full operational capability in the subsequent 2-5 years. It is anticipated NATO should be prepared to assume the Stand Down task at some point after 120 days to coincide with international community timelines. Thus, the anticipated timeline is:

Kosovo New Tasks Outline Concept



3. **Resources.** In general, resources have been refined through developing more extensive knowledge of the task requirements. An executive summary of the minimum resources required, the subset that is needed now to conduct formal planning, as well as updates for the significant points of departure from the May 07 concept (Reference A), follows:

a. **Resource Executive Summary.** The resource requirements are based on the latest prudent planning figures coordinated with JFC Naples and HQ NATO IS (DPP):

Estimated Total Resource Requirements

Ser	Activity	€ M	Annex	Resource
1	Security Force Stand Up	43	A	Trust Fund – Stand Up (Total requirement non-recurring)
2	Kosovo Protection Corps Stand Down	13	A	Trust Fund – Stand Down (Total requirement non-recurring)
3	Civilian Resources to Support All Tasks - 84 Civilian Personnel (16 for HQ NATO IS mandate)	3.4	B	Human Resource Costs (Recurring annual cost)
4	Military Resources to Support All Tasks - 158 military personnel (2 for HQ NATO IS mandate)	0	B	Human Resource Costs (Recurring annual cost)
5	Support Costs for All Tasks (€330K for HQ NATO IS mandate)	1	B	Supporting Costs (Recurring annual cost)
6	Procurement of CIS Equipment (€20K for HQ NATO IS mandate)	0.3	B	Investment Costs (one time)
7	Construction of office and domestic accommodation	1.1	B	Investment Costs (one time)

b. **Formal Planning Resources.** Military prudent planning within means and capabilities has provided a good planning foundation; however, the approval of formal planning now permits the final concept validation and detailed planning for military tasks and the introduction of the HQ NATO International Staff contingent in Kosovo to plan the civilian oversight task (Reference B). Below, is an estimate of the resources required now prior to R Day to accomplish the formal planning. These are identified in the notes of Annex B and are included in the overall figures identified above in paragraph 3a:

Estimated Resources Required Pre R Day

Ser	Activity	€ K ¹	Resource
1	Communications Information Systems – Cell phones/computers/others	100	Investment Costs
2	Office Accommodation – HQ KFOR building expansion	180	Investment Costs
3	Support ² - Lease of vehicles and travel, stationary, contracts	375	Supporting Costs
4	16 - Civilian Posts for HQ NATO IS Mandate	1100	Human Resource Costs
5	6 - Civilian Posts for Military Mandate		Human Resource Costs
6	19 - Military Posts (2 Posts in support of HQ NATO IS Mandate)	0	Human Resource Costs

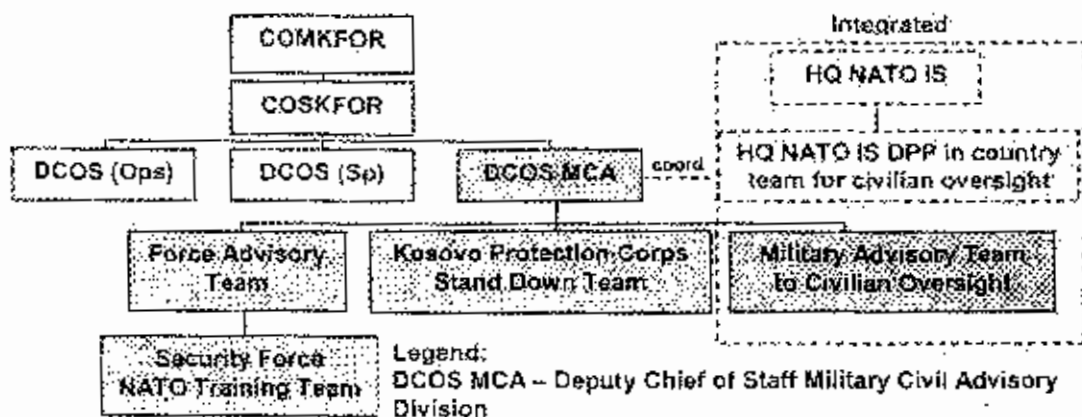
c. **HQ NATO Civilian Requirement.** In the previous concept, the task falling to HQ NATO International Staff for the creation of the civilian organization to oversee the Kosovo security institution was identified, but not

¹ Cost based on 33% of annual estimate unless activity could be completed within three months.

² 250K€ are already at risk in the 2008 KFOR budget (B.C. 183)

resourced. At the time, it was intended that the International Staff would seek resources through their budgeting process. Since then, however, the Secretary General introduced and received agreement (at the NAC Away Day on 27 Nov 07) that the civilian oversight task would be resourced from the Military Budget, following the precedent set in BIH. Accordingly, the resources required in support of the International Staff's participation have been included in this submission, subject to any final approval that may be necessary as determined by the respective implementing committees.

d. **NATO Training Team.** Under the original concept, the NATO Training Team was intended to be resourced through the combined joint statement of requirement. Further analysis of the duties of this team and their position in the context of the headquarters advisory function has re-aligned their relationship to become integral to the staff and chain of command within the Military Civil Advisory Division (DCOS MCA in the diagram below). Thus, the team will be included as part of the additions to HQ KFOR's Crisis Establishment and sourced and managed through established procedures³. This will create a military division with four components to: advise on the development of the security force; provide training advice and mentoring to the force; provide the military advise on set up of the civilian oversight (integrated with the HQ NATO IS team leading this task); and, stand down the Kosovo Protection Corps. The outline staff structure for HQ KFOR is now:



4. **Sourcing and Management of International Funding.** The requirement for international donations to generate funds for the tangible items needed by the Kosovo government to dissolve the Kosovo Protection Corps and to create its security force was recognized in the original concept. One trust fund is required for the task to stand down the current organization. A separate one is needed for the stand up of the new security institution. The provision of the right funding is on the critical path to ensuring that T Day and the initial operating capability of the Kosovo

³ Since References B and C passed silence, nations have been approached to bid formally for posts and the role of principal coordinating nation for the training task. A manning conference is planned for 25 Jan 08.

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security force does not slide to the right due to lack of timely and appropriate funding. This role was initially foreseen as an "international community", vice NATO, responsibility but is evolving to NATO owning the process to obtain and manage the resources crucial to the success of NATO's responsibilities. A mechanism must now be put in place to ensure the funds shown in Annex A, or where appropriate, equivalent donations of equipment, are generated. SHAPE J4 should manage any equipment donation process in accordance with procedures established for equipping the Afghan National Army. We understand that HQ NATO is examining the development of the necessary trust fund mechanisms for financial contributions from nations and the international community. Because of this requirement, this paper is being copied to ASG/OPS.

5. **Conclusion.** With the benefit of further planning, we are in a very good position to understand the challenge ahead. We now solicit your support in confirming this minimum military requirement in light of the estimated resource implications expressed herein, including 41 posts and funding identified at paragraph 3b above to formalize planning now. This letter is provided concurrently to the NATO Office of Resources to provide advance notice to the implementing committees of the additional resources necessary. The crisis establishment process is already underway, as is consideration in HQ NATO of trust fund issues. Once the minimum military requirement is re-confirmed, JFC Naples and SHAPE will provide the applicable resource submissions through established processes for approval by the appropriate implementing committees.

FOR THE SUPREME ALLIED COMMANDER, EUROPE:

Karl-Heinz Lather
General, DEU A
Chief of Staff

ANNEXES:

- A. Non-Recurring International Funding Requirements.
- B. Anticipated Year One Resources falling to NATO.

COPY TO:

External -

ASG/OPS
Chairman SRB, NATO HQ
COS JFC HQ Naples

AMENDMENT 1 TO
ANNEX A TO
SHJ5PLANS/7340-077/07 - 203770
DATED 22 JAN 08

NON-RECURRING INTERNATIONAL FUNDING REQUIREMENTS

STAND UP OF SECURITY INSTITUTION - *Trust Fund*

Requirement	Resource	Cost (€K)	Remarks
Basing	Prizren	450	
	Mitrovica	2,500	
	Peje	2,800	
	Ferizaj	3,000	
	Pristina	3,300	
	Gjilane	1,600	
	Pomazartin	0	
	Ministry	750	Total basing €15.7M
Equipment	Vehicles 100% Mobility	18,100	This estimate includes all vehicles both specialist and non-specialist. 30% Mobility = 8,888, includes 100% of the specialist vehicles and 30% of the non-specialist vehicles
	Uniforms	1,980	This will provide 4 complete sets of uniform for the 2500 active personnel and the 800-strong reserve.
	Weapons	730	To provide pistols and rifles for the force
Communications	Radios for 100% mobility	934	This estimate includes hand held, man portable and vehicle mounted radios. Radios for 30% mobility = 255
	Computers	2,000	This allows for the transfer of 200 computers from the KPC. It also provides for network devices, printers, software and landlines associated to the total requirement of 500 computers
	Miscellaneous	500	This estimate covers a wide range of equipment for which the costs are too small to show individually.
Recruiting, screening and selection	Recruitment campaign and management of applications	1,000	There are a number of per capita costs included in this estimate. For instance, it may cost in the region of €135 per candidate for medical screening. The size of this bill will, therefore, be determined by the number of applications received.
Training	Training Aids	1,000	This will include all the equipment required to complete land navigation, first aid, fire fighting and combat skills training
	Classroom aids	750	This will provide a CIS network within the training environment and will include desktop computers, laptops, printers and projectors

This should be trust funded, not common-funded.

STAND DOWN OF THE KPC

Requirement	Cost (€M)	Remarks
Severance payment, resettlement	13,000	This estimate has been made on the basis of a United Nations' Development Programme (UNDP) consultation. The final figure will depend on the agreed makeup of the package, the number of beneficiaries, those eligible under the new pension law, and the duration of the programme.

Total estimated costs for international community funding: €45.78M to 55.69M (depending on level of mobility).

AMENDMENT 1 TO
ANNEX B TO
SHJ5PLANS/7340-077/07 - 203770
DATED 22 JAN 08

ANTICIPATED YEAR ONE RESOURCES FALLING TO NATO (ALL TASKS)

HUMAN RESOURCES COSTS

Requirement	Resource	Number of Posts	Cost (€K)	Remarks
Manpower	Military Manpower	158	-	Funded by nations. Continue into years 2 and 3.
	NATO HQ Civilian Manpower	7	543	Per diem, travel, hazard and dislocation allowances only. (Subject to NOR and IS agreement.) Continue into years 2 and 3.
	Civilian Manpower	Civilians: 18 Local Wage Rate: 59	2816	These Manpower costs are likely to continue into years 2 and 3; however, they should reduce as NATO's commitment to the training teams reduces.

Total human resource costs: €3.359M

(Estimated needed for Military Tasks Pre R Day = 19 Military, 6 Civilian)

(Estimated needed for Civilian Tasks Pre R Day = 16 Civilian)

SUPPORTING COSTS

Requirement	Resource	Cost (€K)	Remarks
DCOS MCA Division HQ NATO Civilian Requirements	Travel	15	Annual Cost.
	Communications Information Systems	37	Annual Cost.
	Stationery	15	Annual Cost.
Military Support	Miscellaneous	350	Duty travel, stationery, supplies, special contractors. Annual Cost.
Equipment	Vehicles	130	This estimate covers the lease and O&M of sufficient vehicles for HQ NATO staff. Annual Cost.
		270	MCA Div and NATO training team for one year. Cost will continue into future years but will for reduce as the requirement for the training team reduces.
		100	Recruitment, Screening and Selection Vehicles - requirement for 6 light utility vehicles. Annual Cost.
	Office Accommodation	120	To include desks, chairs etc, including 20K for HQ NATO staff. This is non recurring fit up.

Total supporting costs: €1.037M⁴

(Estimated needed pre R Day = 375€K based on 33%)

Total cost: €4.396M

⁴ Exclude all costs that will fall under Nation Borne Costs

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INVESTMENT COSTS (ONE TIME)

Requirement	Resource	Cost (€K)	Remarks
Basing	Ferizaj	750	This is to provide support facilities for the NATO trainers and includes sleeping and eating facilities.
	TRADOC	150	This is to provide support facilities for the NATO trainers and includes sleeping and eating facilities.
	HQ KFOR	180	Second floor addition to existing building to accommodate the Military Civil Advisory Division. (Needed Pre R Day)
Equipment	Communications Information Systems	270	To include CRONOS, Mission Secret, NU plus telephones. 20K for HQ NATO staff. Ongoing cost for line rental and maintenance. (100K Needed Pre R Day)
	Communications Information Systems	30	Based on a requirement for 26 networked computers. For recruiting, screening and selection.

Total investment costs: **€1.380M**
(Estimated needed pre R Day = 280€K)

Total cost falling to NATO: **€5.776M**