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Reimagining Defence: Architecting Estonia's Force Management for the Uneasy Future

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Abstract

This paper examines the Estonian Defence Forces' evolution from 1992 to 2023, during which the defence budget expanded over 100-fold, from just under \$12 million to beyond \$1.4 billion. This financial growth signifies an increased commitment to national defence but presents acquisition and force management challenges. Through analyzing the development of Estonia's defence enterprise and the country's experiences, this article outlines how Estonia is refining its defence resource management by developing a cohesive acquisition system. It highlights Estonia's progress towards sectoral maturity, confronting challenges unseen in the initial development phase. By incorporating the author's experience and proposals, the article aims to enrich the discourse on defence management. The findings underscore the importance of adaptable systems in maintaining defence capabilities amid rapid expansion, providing valuable lessons for similar transformations worldwide.

Keywords: defence planning, force development, force planning, Estonia, force management, acquisition, comprehensive national defence, PPBE

Introduction

Over the last decade, Estonia, like many other European countries, has faced increasing tension due to Russian aggression against its neighbors, necessitating a significant overhaul of its national defence planning and strategies (Flanagan et al., 2019, pp. 1–8). The security environment has emphasised the need to develop and modernise military capabilities to ensure Estonia's ability to respond effectively, resulting in additional resources for the defence sector.

To understand the challenges faced in the field today, it is necessary to understand how Estonia's present system has evolved. In the period leading up to Estonia's NATO accession in 2004, Estonian defence planning primarily drew on the experiences of established Western countries, as there was no tradition and history of Estonian defence planning due to the 50-year Soviet occupation after World War II.

Significant emphasis was placed on adopting the United States' practices as a model, a concept reinforced by the foreign advisors and advisory teams supporting Estonia (Luik, 2019; Kask et al., 2003; Murumets, 2007). By 2004, over 10 years had passed since the end of the Cold War, and NATO and its member states' defence policies and planning had reached the phase of implementing new conceptual starting points and principles (Monaghan, 2022). At the same time, NATO countries were implementing significant changes in defence planning (NATO Research and Technology Organization, 2003), which resulted in "hesitations" and left the defence planners searching for new forms and content. Against this backdrop, one can understand why Estonian defence planners faced difficulties adopting and comprehending the methods to their finest detail – part of the solution either relied solely on theory or did not meet Estonia's needs. Considering Russia's existential threat, which has consistently been a central focus of Estonia's defence policy and military strategy, the defence planning approaches common in the early 21st century appeared either inappropriate or excessively cumbersome,



resulting in their quick classification as superfluous. These short-term compromises have resulted in enduring challenges, with issues whose adverse effects were not visible in the past.

Specifically, initial assessments of how forces and capabilities could be managed, including the role of acquisition, have diverged significantly from the early 2000s compared to the realities faced by the end of 2023. One major factor is that the defence budget's growth (Figure 1) from under \$12 million in 1991 to over \$1.4 billion by 2024, marking over a hundredfold increase in three decades, has enabled enhanced equipment procurement and force expansion. This expansion of resources has not only enabled the procurement of more equipment and the sustenance of a more significant force but has also introduced new requirements and showed a gap between assumptions and actual needs.

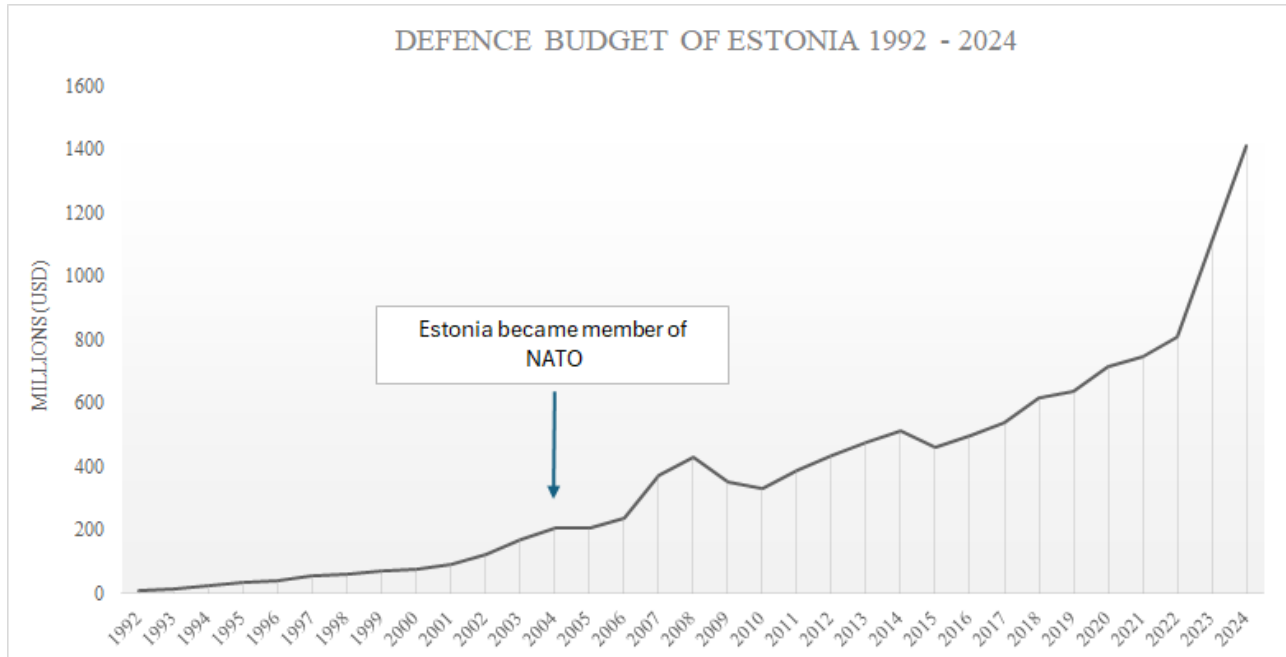


Figure 1. Defence Budget of Estonia, 1992–2024

The Estonian Centre for Defence Investment (ECDI) initiation in 2017 highlights the acquisition system's gradual progression towards maturity. The ECDI, responsible for consolidating defence procurements, has streamlined processes and fostered better civil–military cooperation. However, this centralization comes after two decades post-reestablishment, when Estonia's Defence Force relied heavily on foreign aid, with minimal focus on comprehensive planning for equipment life cycles or replacing aging assets.

The ECDI, under the Ministry of Defence's jurisdiction, now manages procurements and infrastructure, addressing the growing volume and complexity of both procurements and real estate. Established to enhance transparency and efficiency in procurement activities, the ECDI has unified management processes to prevent duplication and conserve resources. This restructuring has markedly improved the oversight of procurement activities within the Ministry of Defence, signifying a progression towards a more mature acquisition system. This advancement towards maturity emphasizes the need for better equipment and capability life-cycle management and necessitates a more refined force management system. Such a system must align closely with force requirements, integrating all stakeholders—including the Ministry of Defence, the ECDI, and the Estonian Defence Forces—thereby ensuring that procurement



activities are fully synchronized with the nation's and defence forces' strategic and operational needs.

This paper examines and explains the existing challenges within the Estonian defence planning, acquisition system and sheds light on forthcoming reforms. A review of official documentation and working notes produced during the formulation of national defence development plans over the past decade informs the content of this document. It incorporates practical insights from the author's leadership in the force development project and participation in defence planning.¹ Additionally, it encompasses notes from personal interviews conducted with officials from the Ministry of Defence and the Defence Forces Headquarters and incorporates selective outcomes from the author's doctoral research.

This blend of sources provides a comprehensive foundation for the analysis and conclusions presented herein, ensuring they are well-grounded in documented evidence and firsthand experience. While qualitative and quantitative academic methodologies underpin this analysis, the intent is to produce something other than a traditional academic paper. Instead, it is a waypoint to describe the current state of Estonia's defence planning and acquisition and offer context for possible future developments grounded in the logic prevailing in the Estonian context. The aspiration is that this paper facilitates the sharing of Estonia's experiences, rendering this evolving system comprehensible to allies and partners and engaging a broader audience by being transparent and relatable. The author believes there is much to gain from openness, the ability to benchmark and learn from others, and potentially providing lessons in return.

Strategic Planning Framework

National defence aims to preserve Estonia's independence and sovereignty, as well as the undivided integrity of its land, territorial waters, airspace, and constitutional order. To achieve this goal, the entire society and the state's resources and reserves are mobilized based on the principles and procedures established by law (Parliament of Estonia, 2015).

While Estonia adheres to the principles common in the defence planning systems of other NATO member states, specific details are unique to its environment stemming from its prevailing laws. Defence planning is a component of the nation's strategic planning, which only sometimes allows for the direct transference of principles used in other countries. Estonia's strategic planning framework is derived from the State Budget Act, which outlines the general principles and types of strategic development documents in sections 19 and 20. This is further complemented by the Government of the Republic's regulation No. 117 of 2019, detailing the procedure for the preparation, implementation, reporting, evaluation, and amendment of sectoral development plans and programs (Government of Estonia, 2019).

Within the State Budget Act context, strategic development documents include the foundational principles of policy, strategic objectives, sectoral development plans, and programs. Metaphorically speaking, the foundational principles of policy and strategic objectives set the direction, the sectoral (or ministry) development plan marks the destination, and the program outlines the route to achieving the goal. The foundational principles of policy are adopted by the Riigikogu (Parliament), the sectoral development plan by the Government of the Republic, and the program (ministry action plan) by the responsible minister or ministers (Government Office of Estonia, 2021).

¹ The Force Development project was initiated by the Chief of Defence (CHOD) in 2020 to review the methodologies employed in defence and force planning. Its mandate includes coordinating the development of force structure inputs essential for the national defence development plan. This initiative ensures that planning processes are efficient and aligned with established objectives.



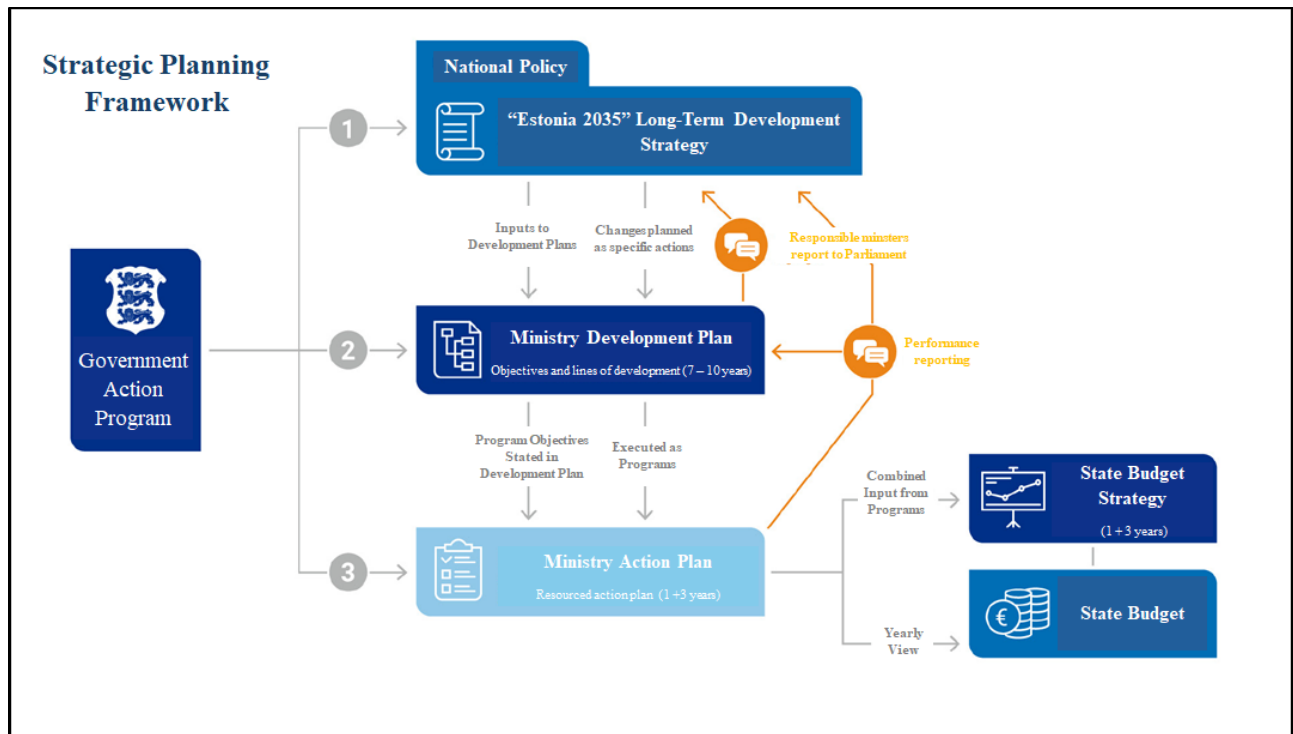


Figure 2. Estonian Strategic Planning Framework (Government Office of Estonia, 2021)

Drafting Estonia’s strategic development plans for defence and the national defence action plan encompasses the entire society, utilizing the state’s resources and reserves. This broad-based approach facilitates the cross-utilization of limited resources in addressing various threat scenarios and necessitates additional coordination.

Comprehensive National Defence

Defence planning in Estonia functions within the broader scope of national strategic planning, incorporating a comprehensive national defence approach. This approach signifies the integration of defence planning into the nation’s overarching strategic framework, engaging diverse stakeholders across the nation (Figure 3). The initiation of national defence is predicated on identifying existential threats, with the output being the mobilization of national resources to counteract these threats. The foundational document is the national security policy, which outlines broad objectives and establishes the nation’s posture against existential threats. This document is refined into specific political guidance, translating into actionable strategies.

The national defence strategy is an essential component that addresses existential threats to Estonia, with numerous sub-strategies linked to the primary strategy, each corresponding to particular threat vectors. For instance, the military strategy addresses military-specific threats (NATO, 2021), while other strategies like crisis management cover non-military threats. Grounded in the national security policy, these sub-strategies are designed to be developed and implemented in coordination, allowing Estonia, as a small nation, to be more resilient against existential threats by sharing resources – trading more efficient use of resources for higher coordination requirements between stakeholders.

In the military context, defence planning involves formulating a military strategy and allocating resources to develop a suitable force structure. This planning is executed in the context of defined capabilities, which will be detailed later. The ultimate goal in addressing military existential threats is to devise a force structure that aligns with the national security

policy and the derived political guidance, thus ensuring that strategic objectives are fulfilled through a capable and ready military force.

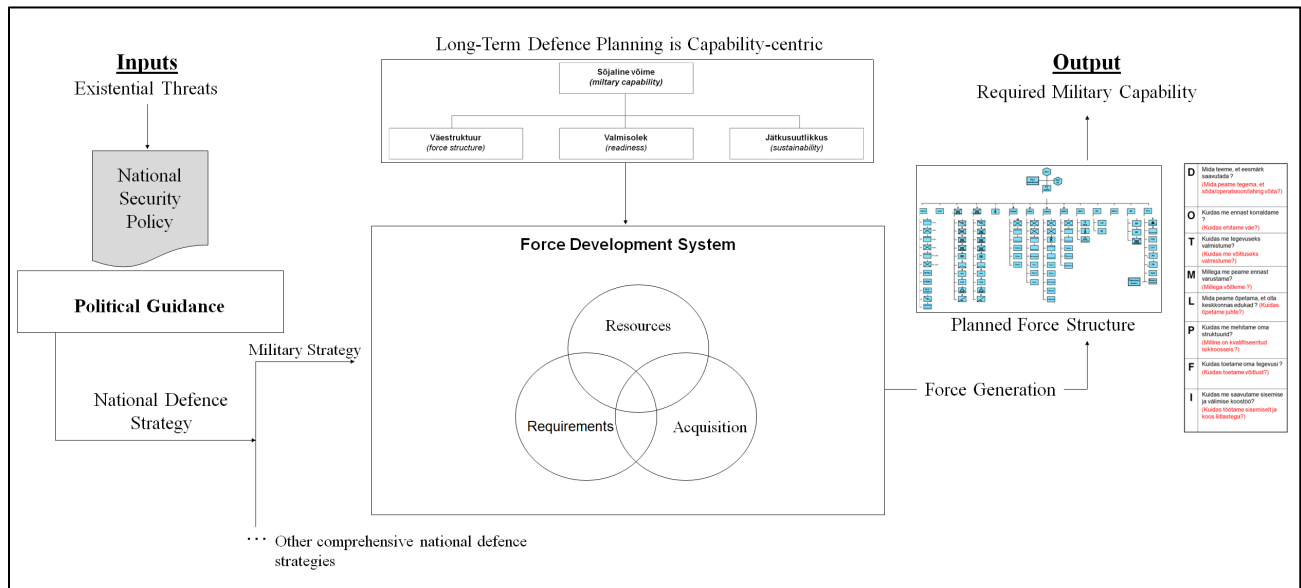


Figure 3. National Defence Model

Drawing insights from the development of three National Defence Development Plans (NDDPs),² the author identifies three essential areas: planning, strategy, and management. These are fundamental to national defence and require detailed explanations. The planning, encompassing defence planning and its associated processes, alongside strategy formulation, have both achieved a mature state and thus are not the main focus of this paper. However, they will be briefly outlined for context.

The emphasis of this paper is on management, reflecting its significant role in national defence. Effective management is critical for integrating national defence objectives with practical aspects of procurement, highlighted by the creation of the ECDI. However, based on recent experience, centralized procurement is only part of the solution that is required to establish a mature force management system. **Top of Form**

Defence Planning

Defence planning is a political and military activity nations undertake to ensure the capabilities necessary for their defence. In the Estonian context, this involves building the country's defence capabilities based on the current security strategy, focusing on the systematic development of the nation's military capabilities. This process forms a long-term strategic outlook for military defence, linking the country's military needs and resources. It sets priorities for the development of national defence and identifies the resources required for capability development (personnel, equipment, infrastructure, etc.). Defence planning, as a logic to align resources and objectives, is guided by existing constraints and future possibilities with clear military objectives, integrating the main directions of a security policy with measurable goals, activities, capabilities, and units.

² The NDDP is the central capability planning document of the national defence. The plan's objective is to identify, based on existing threat scenarios, necessary non-military and military capability developments for the next decade.

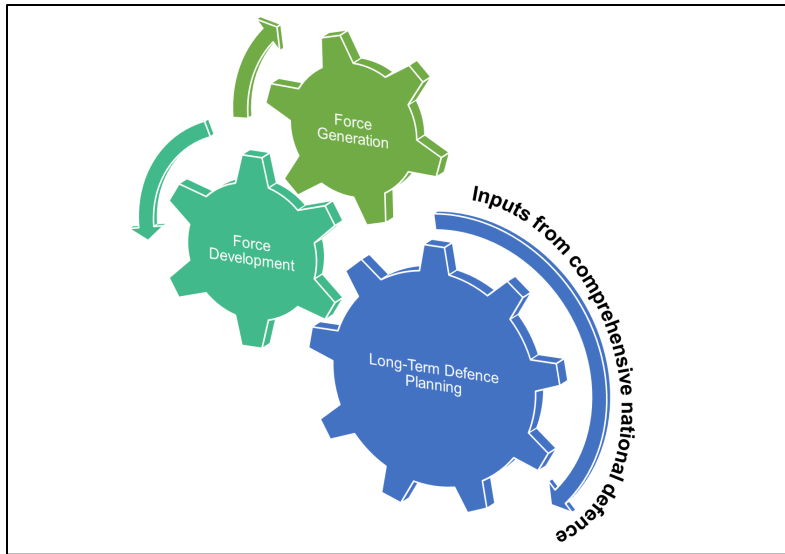


Figure 4. Key Processes for Developing Estonia's Military Defence Capability

It has been established that Estonia's military and national defence development is based on three interrelated processes (Figure 3): long-term defence planning, force development, and force generation. These processes ensure the effective coordination of defence activities across different periods, enabling the country to adapt to changing security conditions and secure its future security.

During the long-term defence planning process, the country's military threats, the capabilities needed to counter these threats, and the required resources are specified. This resulted in the decision to develop the military force structure over a 10-year period. Force development then focuses on developing the decided force structure and its military capabilities, including the procurement of decided resources and the precise allocation of resources. The force generation process regulates forces' actual organization, equipping, and training to ensure their readiness and effectiveness.

Significant experience has been accumulated in implementing these three processes separately, but more experience is needed in integrating these processes and identifying clear interrelations.

The Long-Term Defence Planning Process

Long-term defence planning aims to clearly define the military capabilities to be developed over the next 10 years, along with the associated force structure and composition. This process produces the military section of the NDDP, which the Ministry of Defence leads in compiling.

Long-term defence planning is conducted every 4 years to specify military capability needs and update the target level of the force structure being developed. The NDDP or its components may also be updated based on specific events. However, clarifying the military capability requirements that underpin the force structure is an ongoing activity.

In classical terms, Estonia's military strategy is articulated through two primary documents: the NDDP and the Defence Forces Capability Description.

The Defence Forces Capability Description aims to describe the military component (ends-ways) precisely. It includes the force structure to be developed in the following 10-year timeframe, while the NDDP provides a resources (means) perspective and bridges military

objectives with non-military ones. This combination offers a comprehensive approach to implementing military strategy, linking strategic goals and methods with the resources necessary for their achievement. This integrated approach facilitates the coordination of military requirements and objectives (ends) with the overall directions of national defence development, ensuring that military planning and resource allocation occur within a unified system, reflecting the broader logic of force development, where the Defence Forces define military requirements. However, the ministry, policymakers, and the public decide to allocate resources.

Planning, Programming, and Budgeting

The Planning, Programming, and Budgeting System (PPBS) was introduced in the U.S. Department of Defense (DoD) in the 1960s (Enthoven & Smith, 1971). This approach was also applied to developing Estonia's defence planning methodology in the early 2000s, as Kask et al. (2003) outlined. However, as noted by officials working at the Ministry of Defence, it has never been strictly adhered to in detail. Thus, the PPBS's U.S.-centric nature has encountered challenges within the Estonian context before, notably due to its close association with the U.S. Congress's annual budget allocation procedures. This method contrasts with Estonia's approach,³ where the defence budget is determined as a percentage of GDP and approved by the Riigikogu (Parliament). This fundamental difference underscores the need for a more customised adaptation of the PPBS principles to suit Estonia's specific defence planning and budgeting requirements.

The discrepancy between the U.S. and Estonian budgeting processes has necessitated focusing on activities not directly applicable in the Estonian context, where decisions are made while formulating long-term development plans. Considering the vast differences in scale and complexity—with the U.S. defence budget significantly more extensive than Estonia's—direct transplantation of the PPBS model is impractical. Therefore, a foundational review of the PPBS principles is essential to discern which elements could beneficially inform Estonia's defence planning and resource management principles.

The Commission on PPBE Reform⁴ underscores the importance of a strategy-driven resource allocation process characterised by detailed analysis and collaborative execution (Commission on PPBE Reform, 2024). This feedback is particularly relevant for Estonia, which, despite already having a maturing defence planning system, lacks a fully established force management framework. Together with the Commission's report, integrating methodologies inspired by the evolution of PPBS, including the Joint Capabilities Integration and Development System (JCIDS Manual, 2021) and acquisition processes (DoD, 2020), into Estonia's defence planning architecture could mark a critical step towards establishing a robust force management system.

Force Development

Given the nature of defence planning and the necessity for effective resource allocation, insights from the Commission on PPBE Reform (2024) in the United States present a valuable perspective for enhancing Estonia's existing defence planning processes. By selectively embracing these principles, Estonia can substantially refine its defence planning and budgeting processes, achieving greater strategic coherence and operational agility. This selective

³ In addition, there are multiple issues that are unique to the U.S. context, such as the historic independence that services have maintained. This has led to stovepiped development and the necessity to emphasize jointness in planning and execution between services. This issue is not relevant in the Estonian context, as all services are de facto under the single authority of the Chief of Defence.

⁴ Congress established the Commission on PPBE Reform in the National Defense Authorization Act for Fiscal Year 2022 to conduct a comprehensive assessment of all four phases of the PPBE process, with a specific focus on budgetary processes affecting defence modernization.



integration strategy—leveraging the U.S. experience as a blueprint for developing a tailored Estonian force management system.

When adopting principles used by other nations, it is crucial that they are well-documented, readily accessible, and have been thoroughly examined in academic literature, with significant consideration given to their impact on the development of the field in a specific country. The force development system employed by the DoD meets these criteria (Defense Systems Management College, 2022), fundamentally consisting of three main components: resources, requirements, and acquisition (Figure 5).

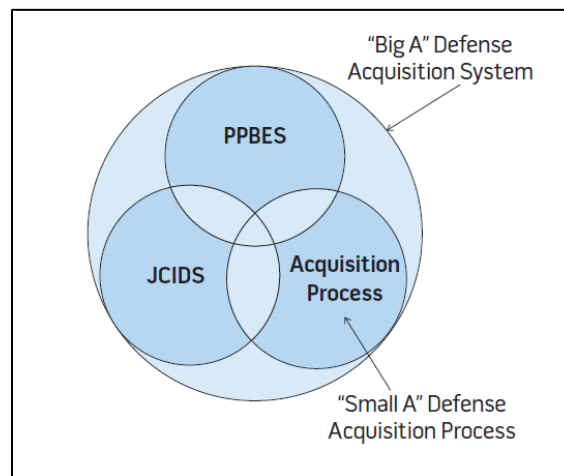


Figure 5. Components of Generic Force Development System (Kadish et al., 2005)

Force development does not occur in a vacuum; it is based on guidelines, including the objectives for force structure, developed during the long-term national defence planning process. It is important to note that, compared to the PPBE system implemented in the United States, which encompasses both long-term defence planning and annual budget distribution, these processes are temporally staggered in Estonia – the detailed budget division crucial for force development occurs annually, but the long-term defence planning and the long-term development plan (NDDP) that underlie the force development plan are prepared every 4 years. It must be noted that requirements for force structure are updated and evaluated continuously, although this system faces similar management challenges we will discuss later in detail. Additionally, Estonia’s comprehensive approach to security and broad-based national defence requires the inclusion of stakeholders responsible for developing non-military capabilities, widening the process scope.

Force Planning

Force planning, by definition, means designing a force that meets military needs, and this process encompasses the entire defence force and its smaller components. In Estonia, the term force planning has been loosely used and not even officially defined as a term before 2023, highlighting the previous neglect, but growing importance, of the process and its nuances in the future.

Force planning is a process of transforming abstract capabilities into a concrete, developable force structure; it is about designing capability carriers that meet the criteria set by capability requirements. In the context of defence planning, the force planning process is a process to design a force structure (Davis, 2002, pp. 9–11) that meets the needs of national defence, encompassing capabilities decided for development during the defence planning process.



Force planning (as interpreted in the context of Estonian defence planning) combines two views: the force view and the capability view of the force structure (Figure 6). The force view focuses on the stovepipe view of a collection of capabilities organized by specific functions and roles tied to a higher purpose and objective. Examples are the services and units in the services, like battalions, brigades, etc., which address how these units are organized. It can be defined as a vertical view of the force structure. In contrast, the capability view concentrates on these structures' specific military capabilities, considering various operational requirements and functions. It can be defined as a horizontal view of the force structure. This distinction between the two perspectives necessitates an integrated approach in force planning, where both aspects—structural organisation and operational capabilities— are interwoven. Such an approach ensures that the force structure is designed comprehensively, considering current and future operational needs.

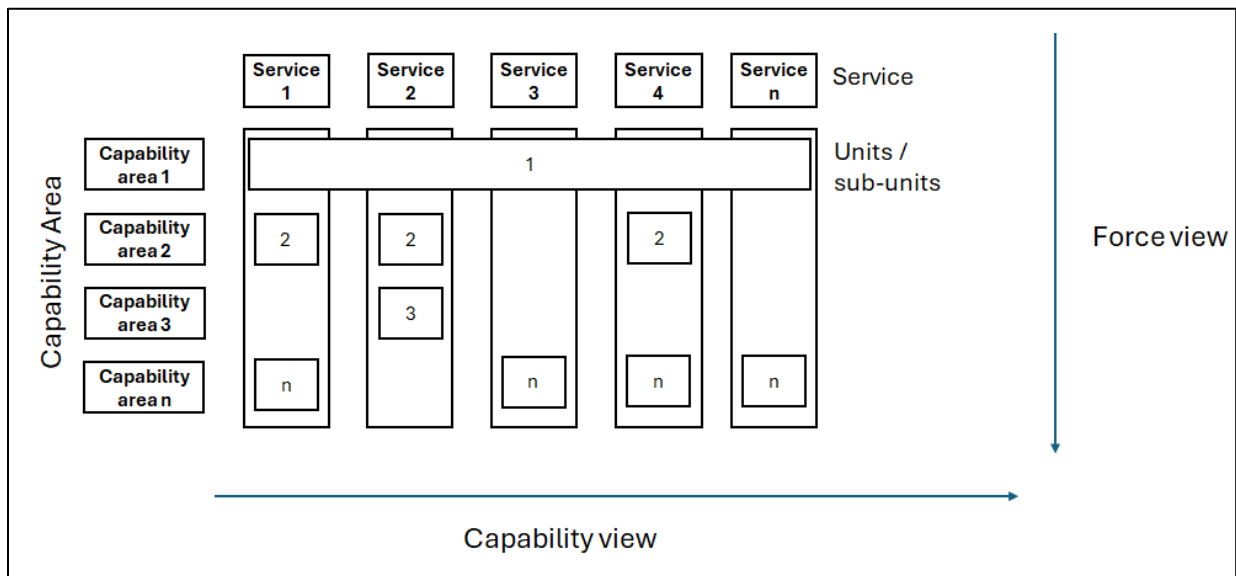


Figure 6. Force Structure Perspectives – Capability View and Force View

Force planning's (force view) detailed time horizon is deemed to be no more than 10–15 years; anything beyond that is not feasible, and the number of alternatives makes it too resource-demanding to manage.

The first 10 years focus on aligning the force's target level with resources. At the same time, the subsequent 5-year period informs about opportunities and constraints that help planners make more informed decisions. Capability planning (capability view) concentrates on one or multiple services. It can extend up to 50 years into the future,⁵ being more flexible and considering changing factors such as technological trends and demographic changes. Integrating the capability perspective helps reduce fragmentation among types of forces, providing an overview of how to adapt and maintain the force structure cost-effectively and keep it up to date to respond to potential threats efficiently.

⁵ An example of this concept is viewing capability as multiple alternatives for existing or required capability. For mobility capability, this perspective would consider the entire life cycle of existing trucks and project how technology might influence potential alternatives over a 50-year span, including the integration of new technologies. Therefore, the decision to conduct a mid-life upgrade in 10–20 years would depend on factors such as the availability of alternative technologies, like transitioning from diesel to all-electric trucks. These decisions on capability will affect the entire force structure, as capability is viewed as a whole and not dependent on where it is located within the force structure.

Force Management

The importance of and need for force management have been highlighted for Estonia, especially after the surge in defence expenditures post-2022 and the significantly increased share of resources in the domain. Moreover, there has been an emergence of demands for the readiness of the force structure and the administrative load resulting from the mobilization of resources.

It had become apparent that overseeing over 40,000 military personnel and assets valued in the tens of billions of euros necessitates an approach markedly distinct from the management of force structure initiated in the 1990s, when the yearly defence budget was merely a hundredth of its current size. Thus, the defence forces and the defence sector are progressing towards a new level of maturity, which presupposes a different treatment of certain aspects. This directly influences the roles of various parties, including the role of the Chief of Defence (CHoD) and the processes, a realization that has already begun. The following section outlines principles of how force management will be implemented to comprehend the changed situation. Descriptions are intended to be less detailed and describe the main principles, as details are still to be decided.

Force management focuses on organising activities related to creating, maintaining, and employing combat-capable units. Thus, it must be comprehensive, combining three main components: requirements, resources, and acquisition (Figure 7).

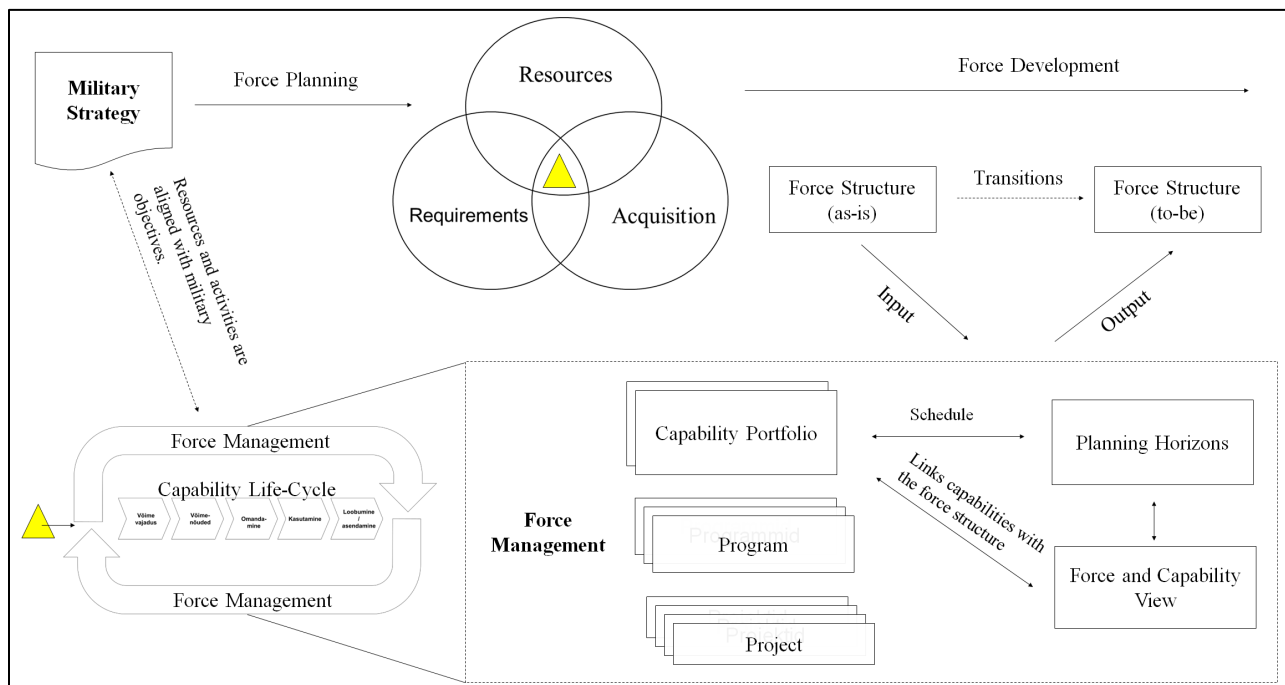


Figure 7. Proposed Force Management System

The CHoD is responsible for developing the country's military capabilities. Its role encompasses the management and direction of strategic planning, ensuring that the development of the Defence Forces aligns with the national defence's overall needs and objectives.

Centralised management by capability portfolios is critical to ensure that changing requirements are operationally addressed across the entire force structure and that decisions are consistent with operational requirements, available resources, and activities in developing

and integrating capabilities into the force. Force management is organised by capability portfolios, with centralised management.

Force management encompasses activities related to achieving the objectives of the existing, planned, and future force targets. This involves orchestration to unify activities across defence and force planning, as well as force development and implementation, encompassing the entire force development system. At its core lies cooperation between internal and external parties. For internal participants, it represents guidance for systematically organising their activities, while for external participants, it offers structured input and coordinated engagement opportunities (Figure 7).

Force management is closely associated with military requirements, resource allocation, and acquisition processes, integrating project management principles, processes, tools, and techniques. It aims to establish a solid foundation for effectively implementing the organisation's strategic goals and decisions. Moreover, force management includes planning activities and their practical arrangement, linking resources and actions to the strategy, and creating conditions for achieving planned military objectives.

Force management within Estonia's defence sector is, at the time of writing, in the process of being structured into distinct capability portfolios. These comprehensive groupings collect related programs and projects for specific military capability areas. Each portfolio is designed to address a range of capabilities, ensuring that all aspects of the force structure—from operational readiness to logistics—are methodically developed and enhanced. Capability areas, such as logistics, communications, etc., organize the portfolios. Within each area, a series of programs and projects are initiated to meet the current and future needs of the force. This methodical organisation prevents overlapping efforts and ensures that resources are allocated efficiently and effectively. The scope and content of these portfolios are dynamic; they are regularly reviewed and adjusted in line with the evolving requirements of the force structure. The specific details and configurations of the portfolios are revisited and defined in each new version of the NDDP, which acts as a guiding document for Estonia's defence planning and capability development. This process underscores the adaptive nature of force management, ensuring that Estonia's defence capabilities remain aligned with strategic objectives and operational demands. If similar or identical capabilities are present in multiple portfolios, a decision must be made to consolidate them into a chosen portfolio. For instance, all transportation means utilized within the force structure would belong to one portfolio (e.g., mobility portfolio). In contrast, the communications portfolio would not include transportation means but would encompass communication solutions compatible with the transportation means.

Capability programs are enduring, managing the entire development cycle of a specific capability, including all related systems and resources. The scope and content of a program are defined according to current and future needs. The methodology for managing programs and projects within force management emphasizes an integrated approach, enabling the achievement of synergies that are not possible through the independent management of individual projects.

Projects are established to implement a specific part of a program and are characterised by a defined goal, tasks, start, and end. Several projects can be underway for one program at a time, and projects may also cross programs, fulfilling the needs of a specific portfolio. Projects can also be ongoing and routine, usually associated with maintaining a capability. Programs and projects are methodically structured according to a capability perspective, ensuring a strategic correlation with the existing, anticipated, and future force structures alongside their requisite resources.



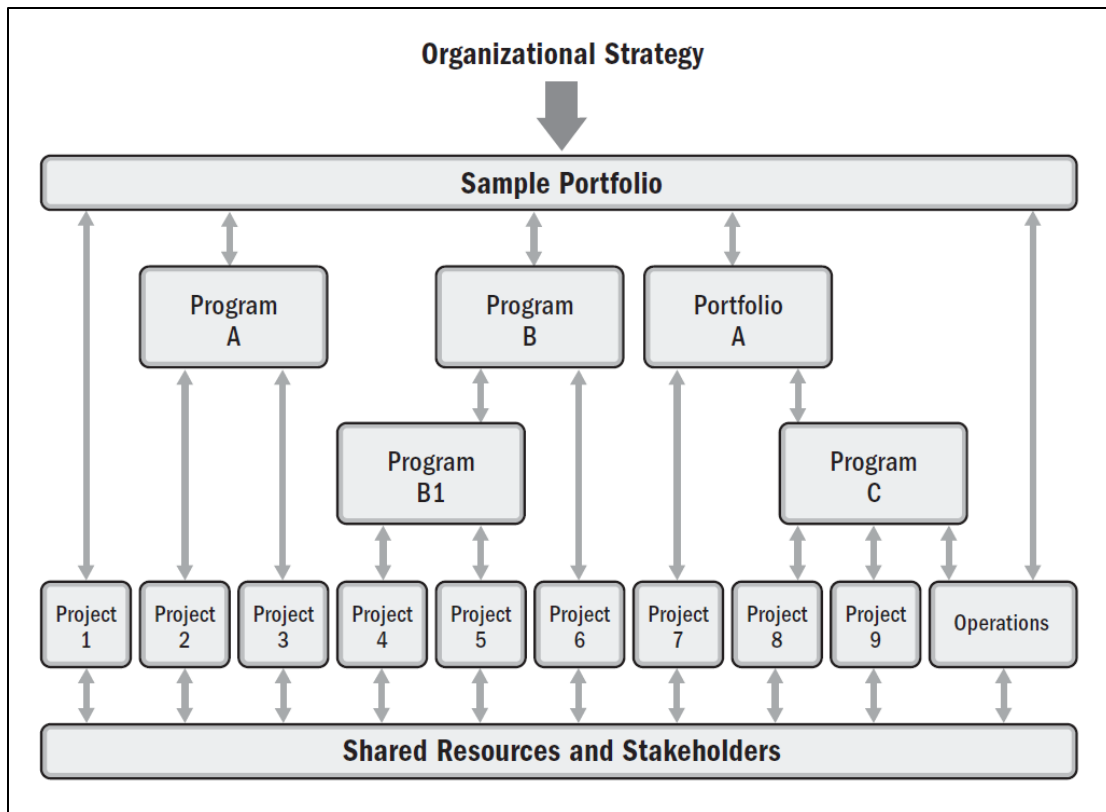


Figure 8. Example of Portfolio, Programs, Projects, and Operations (Project Management Institute, 2021)

The structure of the capability portfolio sets the foundation for aligning related programs, projects, and operations with the strategy's goals and the allocated resources involving relevant stakeholders.

Relationships between capability programs and projects:

1. The primary goal of the capability portfolio structure is to ensure that all associated programs and projects are closely related and aligned with the organization's strategic objectives and allocated resources. This structure guarantees that all activities support each other and are aimed at achieving common goals.
2. Each capability portfolio program consists of interconnected, specific projects designed to complement each other and support the main program's objectives. This approach creates synergy and efficiency, which would be challenging if projects were managed separately.
3. In addition to long-term programs, the portfolio includes temporary projects to achieve specific, short-term goals. These projects may focus on developing new technologies, specific innovations, or improving operational processes, contributing to the overall portfolio strategy.

Strategic Planning and Management:

1. The planning and management of capability portfolios within the defence forces and the Ministry of Defence's jurisdiction are conducted in alignment with the organization's broader strategy. This ensures that each capability program and project's objectives,

resources, and action plans are aligned with the organization's strategic goals and priorities.

2. The capability portfolio structure allows flexibility and adaptability to respond to changing demands and challenges while ensuring the optimal use of resources and achievement of goals.

Resource Management:

1. The allocation and management of resources within a capability portfolio are critical to ensuring that each program and project has the financial, human, and technological resources to achieve its objectives.
2. Effective resource management and allocation within the capability portfolio contribute to overall organizational efficiency and capability. This ensures that all projects and programs are directed towards creating maximum strategic value and supporting the organization's overall mission and vision.

The fundamental principle guiding portfolio management is aligned with the methodologies established by global standards (Project Management Institute, 2021, pp. 11–18). This approach aims to harmonize unique defence requirements with the world-renowned methodologies of the Project Management Institute, leveraging best practices to optimize and elevate the underlying logic of these initiatives.

Conclusion

The last 10 years have represented a critical juncture for Estonia, characterised by an unmistakable intensification of regional tensions that prompted an exhaustive revision of its defence enterprise. This period has been distinguished by deliberate efforts to bolster military capabilities and witnessed a remarkable expansion of Estonia's defence budget. This financial trajectory signifies Estonia's dedication to fortifying its national defence. However, this financial growth also introduced new challenges, particularly in terms of managing and planning the force.

Thus, the emphasis on management within the national defence framework is at the heart of Estonia's future defence evolution. Establishing a centralized procurement system through the ECDI has profoundly influenced management's role in bridging the gap between defence objectives and the practicalities of procurement and capability development.

Estonia is strategically aligning its defence planning and budgeting framework with agile and coherent principles by selectively adopting recommendations from the PPBE Reform Commission. Integrating advanced methodologies such as the Joint Capabilities Integration and Development System (JCIDS) and refining acquisition processes are key steps toward establishing a robust force management system. As Estonia enters a new era in defence planning, comprehensive integration of requirements, resources, and acquisition, along with dynamic capability portfolio management, are crucial for building an adaptable and operationally ready defence force for an uneasy and uncertain future.

Disclaimer:

A.I. tools were used to enhance the quality of translation of text from Estonian to English. Tools used include Grammarly, ChatGPT, and Google Translate.

The ChatGPT prompt used was: translate estonian text into english, use defence planning and military terms, do not add any new ideas, only direct translation is allowed.



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