



COMPREHENSIVE APPROACH

2017

Col Ivo PIKNER, Ph.D.

LtCol Petr KOVANDA

Pavel ZONA, Ph.D.

"The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein."

This page intentionally left blank

Table of Contents

1. Basic Understanding of Comprehensive Approach.....	3
1.1. Definition, Dokuments and Doctrine of CA.....	3
1.1.1. Notions of Comprehensive Approach	6
1.1.2. Operationalising comprehensive approach	7
1.2. Basic Dokuments of CA.....	8
1.2.1. AJP 01 Allied Joint Doctrine.....	8
1.2.2. Civil-Military Co-operation (CIMIC) Doctrine	11
1.2.3. NATO Summit Declarations from Riga 2006 to Chicago 2012.	14
1.3. Spheres of competences in a CA.....	17
1.3.1. Implementing Comprehensive Approaches	17
1.3.2. Practice in dividing spheres of competences in a CA.....	26
1.4. Summary	31
1.5. Questions	33
2. Operationalizing CA at the Tactical Level	34
2.1. Civil environment	34
2.2. The relations between the civil actors and armed forces.....	34
2.2.1. Relations with the civilian population	34
2.2.2. Relations with humanitarian organisations.....	35
2.2.3. Relations with the civilian agencies.....	36
2.3. Introduction to international actors	36
2.3.1. International organizations (IOs).....	37
2.3.2. Principles and values.....	37
2.3.3. Non-governmental organizations (NGOs)	38
2.3.4. Principles and values.....	38
2.3.5. Governmental organizations (GO).	38
2.4. The links and relations between the international actors.....	39

2.5. Possibilities and limitations of cooperation.....	40
2.6. The humanitarian principles.....	41
2.7. Summary.....	42
2.8. Questions.....	42
3. Understand the Environment.....	43
3.1. Understand the Operational Environment Preparation - Introduction.....	43
3.2. The Operational Environment – A Holistic View.....	43
3.2.1. Physical Areas and Factors.....	44
3.2.2. Information Environment.....	44
3.2.3. Systems Perspective.....	44
3.2.4. Other Factors.....	45
3.3. Differences Between Joint Intelligence Preparation of the Operational Environment and Intelligence Preparation of the Battlespace.....	46
3.4. Joint Intelligence Preparation of the Operational Environment Relationship to the Levels of War.....	47
3.4.1. Strategic-Level Considerations.....	47
3.4.2. Operational-Level Considerations.....	48
3.4.3. Tactical-Level Considerations.....	50
3.5. Typical PMESII-PT systems and subsystem and factors.....	51
3.5.1. The Political System.....	51
3.5.2. The Military System.....	52
3.5.3. The Economic System.....	54
3.5.4. The Social System.....	55
3.5.5. The Infrastructure System.....	56
3.5.6. The Information System.....	57
3.5.7. Physical environment.....	59
3.5.8. Time.....	59
3.6. Summary.....	59
3.7. Questions.....	60

4. Negotiation in a multicultural Environment.....	61
4.1. Best Alternative To a Negotiated Agreement (BATNA).....	62
4.1.1. Determining Your BATNA.....	63
4.2. Zone of Possible Agreement (ZOPA).....	63
4.2.1. Foundations of ZOPA.....	65
4.2.2. Identifying the ZOPA.....	65
4.3. Basic principles of negotiation.	66
4.3.1. Understand Meeting and Greeting Etiquette.....	67
4.3.2. Watch your body language.....	67
4.3.3. Gifts.....	68
4.3.4. Be Aware of Different Attitudes toward Time.....	69
4.3.5. Understand Eating and Drinking Etiquette.....	69
4.3.6. Understand the Role of Women.....	69
4.3.7. Beware of Making Offensive Jokes.....	69
4.3.8. Think about National Characteristics.....	70
4.3.9. Consider Language.....	70
4.3.10. What to Avoid You Think You Are Clever Enough to Wing It.....	71
4.3.11. You Use Jokes to Hide Uncertainty.....	71
4.4. Summary.....	71
4.5. Questions.....	71
5. Literature.....	72
5.1. Chapter 1.....	72
5.2. Chapter 2.....	72
5.3. Chapter 3.....	72
5.4. Chapter 4.....	72

Introduction

Goal of the Module Comprehensive Approach: The student should gain an understanding of the complexity of the operations/ civil environment, but also confidence in the civil actors' capabilities on tactical level.

Learning outcomes of this subject are:

Knowledge:

- Basic understanding of CA (UN, EU and NATO).
- Basic understanding of political, military, economy, social, information and infrastructures (PMESII) factors analysis.

Skills:

- Interpersonal communication and negotiation in multicultural environment.
- Solving problems by using interaction, personal experiences and adopted methods.
- Ability to analyze, evaluate and make sound judgments with initiative and creativity.
- Ability to detect situations affecting safe and secure environment and generate possible (effective).
- Ability to communicate effectively with international organizations or Non-governmental organization deployed at the tactical level.

Competences:

- Understands the course of action of the higher command level and takes the
- Necessary initiative to contribute to its success.
- Applies the PMESII model and analyses the available information in his/her specific tactical situation.
- Is capable of collecting and analyzing information in order to apply it efficiently for mission purposes.

First chapter of this book gives basic information about term Comprehensive Approach. Basic definition and philosophy, basic documents and doctrines of Comprehensive Approach are depicted on all levels. Second part of this chapter shows documents and military doctrines of Comprehensive Approach in NATO and EU. Second chapter is dealing with relationship between civil, non-government and international actors and armed forces. Third part of book present approaches how to understand the environment thought tool as PMESII. Final chapter of this book describe negotiation in a multicultural Environment thus principles BATNA, WATNA and ZOPA.

Authors wish you comfortable and apprehensible reading and studying.

Disclaimer on dissemination of the International Semester content

The entire set of materials necessary to run international semester by any EU and NATO member country military institution responsible for education of junior officers, will be stored on the servers of the Military University of Land Forces, Wrocław, Poland.

Due to the content of the developed e-books and e-learning material, it will be only available for the institutions in the EU responsible for officers' education. Developed e-books material consist of specialized instructions and knowledge not intended for disclosure to open public. Although it is not considered classified material, the courses of the International Semester are strictly dedicated to the specific audience planned to become military leaders of the armed forces of the EU and NATO member countries. Due to the nature of their specialized training, the Program of International Semester addresses some of sensitive parts of their entire military training and officership education. Therefore, disclosure of the entire content to the unspecified individuals or entities might affect the effectiveness of law enforcement and/or military forces of the EU and NATO member states.

All International Semester course/module descriptions are already published and available on MULF's website <https://www.awl.edu.pl/sp-outcomes/program-of-international-semester> and EMILYO website www.emilyo.eu

All interested institutions are to contact the General Tadeusz Kościuszko Military University of Land Forces (MULF) to receive login and password to the hosting server.

After the clearance procedures, MULF generates the login and password to access the package with the content of the developed International Semester materials.

All institutions responsible for education of junior officers, and interested in using the whole or part of the developed international semester program, including supporting materials, i.e. e-books, e-learning content, and more, are welcome to contact MULF anna.zamiarzolkowska@awl.edu.pl or marcin.bielewicz@awl.edu.pl by sending the request form.